

Employee Satisfaction Survey - Healthcare System Case

Facing a highly competitive labor market, a healthcare provider wanted to better understand the drivers of behavior based on their employee satisfaction survey.

The Healthcare Client
<ul style="list-style-type: none">• A Midwest healthcare provider is one of the largest non-profit organizations in the U.S. and is comprised of a regional network of hospitals and clinics<ul style="list-style-type: none">– 13 hospitals plus multiple community health locations– Services include inpatient and outpatient care, primary care, community health and wellness, workplace health, home health, community mental health, rehabilitation, long-term care and hospice– Net revenue of over \$2.5 billion with approximately 4,500 licensed beds– Over 25,000 employees• Competition for critical skill employees (e.g. emergency room nurses, technicians) is increasing rapidly as the supply of qualified employees is unable to keep pace with growing the demand for services• Therefore, using existing employee satisfaction data, the Client needed to dig deeper into the cause-and-effect relationships between employee ratings and their stated perceptions and intentions

Featured Client Case # 23 Healthcare Satisfaction Survey
<p>① Project</p> <ul style="list-style-type: none">• Analyze employee satisfaction survey data identify drivers of self-stated outcomes
<p>② Approach</p> <ul style="list-style-type: none">• Identify drivers of self-stated Satisfaction, Intent to Leave, Willingness to Recommend
<p>③ Analytic Results</p> <ul style="list-style-type: none">• Differences exist between employee cost center segments, work groups, and hospital types
<p>④ Recommendations</p> <ul style="list-style-type: none">• Focusing on 5 critical elements can significantly improve Clinical employee's Satisfaction

Employee Satisfaction Survey - Healthcare System Case

We first focused our attention on identifying key drivers of individual-level turnover, then we expanded our investigation to cost centers within the system.

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- Client project was designed to address **three objectives** based on employee satisfaction survey data:
 - 1) With a special focus on critical skill employees, determine **key drivers of three self-stated employee outcomes**:
 - **Overall satisfaction**
 - **Willingness to recommend**
 - **Intention to leave**
 - 2) Assess **driver differences** in of these three self-stated perception and behavior between
 - **Hospital type (e.g. academic, children’s)**
 - **Cost center segment (e.g. clinical, support)**
 - **Cost center work group (e.g. surgery, medicine)**
 - 3) Identify **improvements that will result in a percentage increase** in these three employee outcomes

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2 Approach

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3 Analytic Results

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4 Recommendations

- Focusing on 5 critical elements can significantly improve Clinical employee’s Satisfaction

Employee Satisfaction Survey - Healthcare System Case

Prior to modeling the outcomes, we used descriptive statistics to help inform our hypotheses, create a base for comparison, and prioritize analysis efforts.

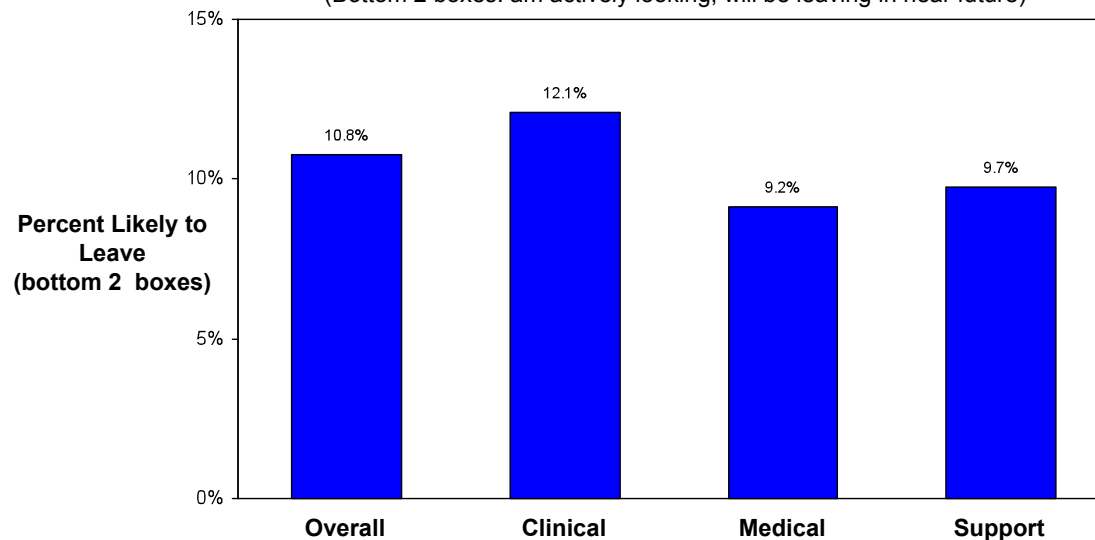
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- Prior to modeling, we **generated descriptive statistics** to better understand some of the underlying differences between employee cost center segment groups (i.e. Clinical, Medical, Support)
 - In the example below, we can see that based on self-stated intentions to leave **Clinical employees are much more likely to leave** than any other group

Employee Satisfaction Survey - % Likely to Leave

(Bottom 2 boxes: am actively looking, will be leaving in near future)

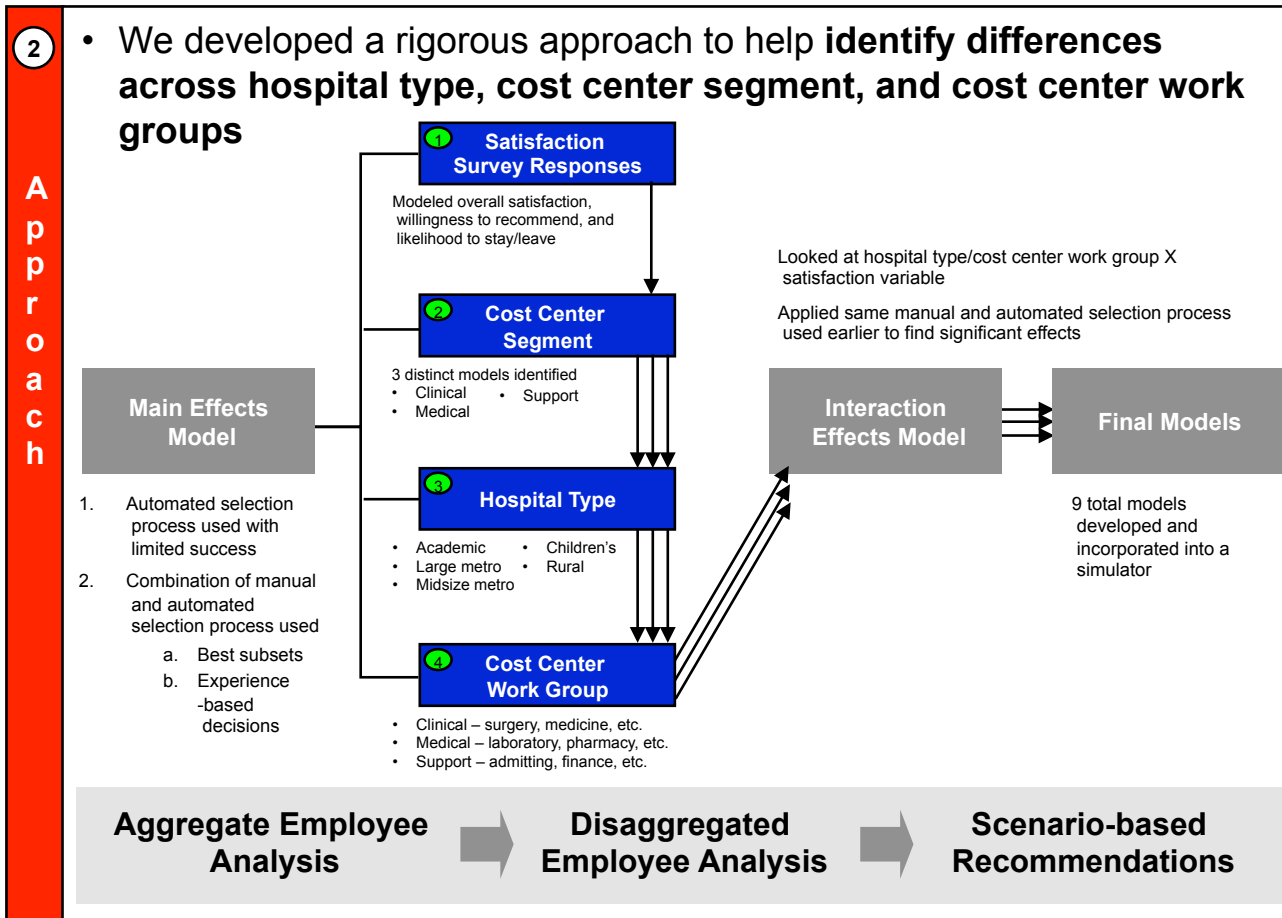


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- 1 **Project**
 - Analyze employee satisfaction survey data identify drivers of self-stated outcomes
- 2 **Approach**
 - Identify drivers of self-stated Satisfaction, Intent to Leave, Willingness to Recommend
- 3 **Analytic Results**
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- 4 **Recommendations**
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To assess the three outcomes, we analyzed and modeled 21 additional survey questions – e.g. work environment, professional development, pay, benefits.



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For each of the three outcomes (i.e. satisfaction, recommend, intent to leave), we developed three models for three employee cost center segments (i.e. clinical, medical, support) ... for a total of nine models.

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- Below is an example of a **summarization of the strength of different drivers** within each of these models, e.g.
 - Confidence in senior management and teaming were important drivers of satisfaction for the Clinical employee group
 - Across all three groups, Pay and Benefits are NOT the strongest driver of satisfaction

Employee Satisfaction Survey – Satisfaction Model Summary

		Clinical	Medical	Support
Work Environment	APPRECIATION	Supervisor appreciates my work		
	CARE	Senior mgmt care about employees		
	COOPERATE	Work group cooperates and works as team		
	DEPTWORKS	Dept. works well with other departments		
	TEAM	Am part of a team working toward success		
Development	AUTHORITY	Have authority to meet customer needs		
	COACH	Supervisor is a good coach		
	CONFIDENCE	Have confidence in senior mgmt		
	SECURE	Feel secure in having job if I perform well		
	TRAINING	Opportunities for training and development		
Pay	PAY	Pay is competitive with other places		
Benefits	BENEFITS	Benefits are competitive with other places		

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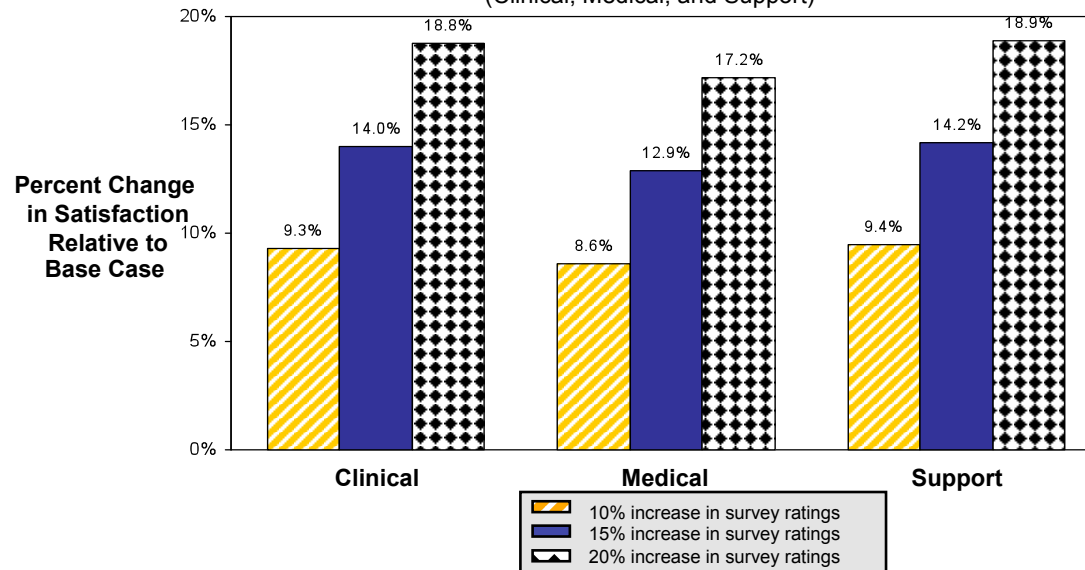
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Relative to a base case, we quantified the estimated % increase across the three outcomes assuming different improvements in the survey ratings.

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- By improving employees' responses to ALL 21 questions asked in the survey by 10%, the Client could realize about a 9% increase in overall satisfaction across all three employee cost center segments
 - The greatest lift in Satisfaction would come from Support
 - The least lift in Satisfaction would come from Medical employees

Employee Satisfaction Survey – Base Case % Change in Overall Satisfaction
(Clinical, Medical, and Support)



Analytic Results

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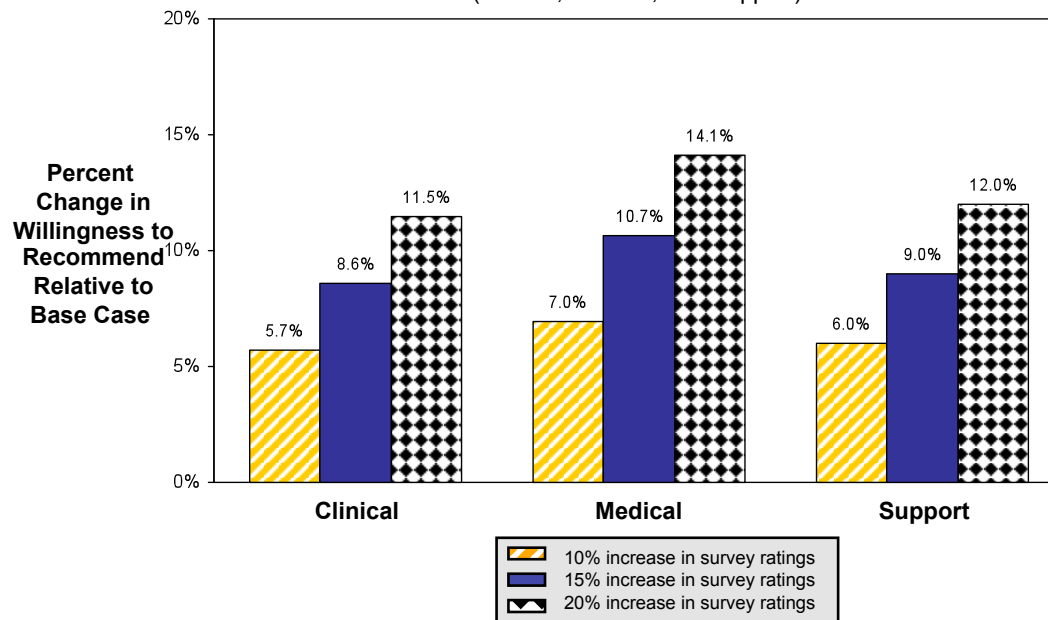
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Running these scenarios revealed that if improvements are made across the 21 survey ratings, the greatest lift will occur in satisfaction and much less so in Willingness to Recommend.

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- Unlike Overall Satisfaction where Medical employees had the least lift, when improvements are made to the 21 survey ratings Medical are the most likely to Recommend than their counterparts

Employee Satisfaction Survey – Base Case % Change in Willingness to Recommend
(Clinical, Medical, and Support)



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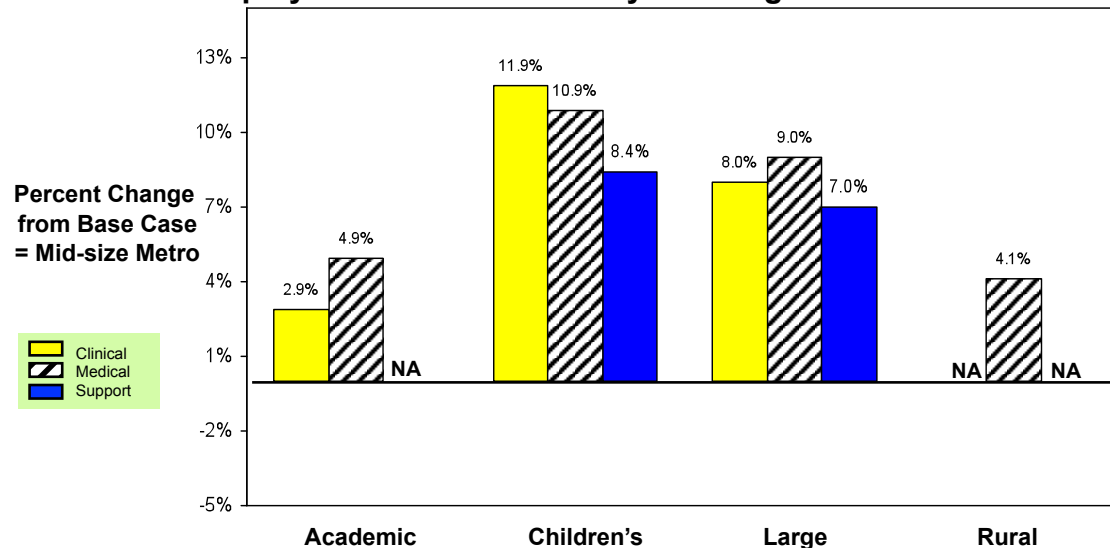
Additional analysis indicated that there are also differences in employee outcomes across hospital types.

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- **Clinical employees working in Children’s hospital are the most likely to Recommend** another to work at the Client; however, Clinical are also the least likely to Recommend within the Academic hospital
 - Employees in Children’s are the most likely to Recommend
 - Employees in Academic and Rural are the least likely to Recommend

Analytic Results

Employee Satisfaction Survey – Willingness to Recommend Model



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Recommendations were developed with scenarios that highlighted the most critical elements to focus on in order to significantly improve the three outcomes (i.e. Satisfaction, Recommend, Intent to Leave).

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4 • Client could realize as much as a **0.30 improvement in Satisfaction** rating score by focusing on **improving only 5 rating scores**, i.e.

- Confidence in senior management
- Fidelity to mission
- Job security based on performance, and pay
- Teaming
- Pay

10% Increase in Satisfaction within the Clinical Group

Scenario	Change in Satisfaction	Total Satisfaction
Base Case	0.00	4.85
10% increase Confidence	0.11	4.96
10% increase Team	0.06	5.02
10% increase Mission	0.05	5.07
10% increase Secure	0.05	5.12
10% increase Pay	0.03	5.15
10% increase all other variables*	0.15	5.30

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