



**UK HealthCare
2016 Team Member Engagement Survey
Executive Overview**

Employee and Physician Engagement
May 2016



Today's Agenda

- Introduction
- UK HealthCare Employee Overall Results
- UK HealthCare Faculty Physician Results
- Next Steps and Recommendations



Benefits of Engagement

ENGAGED EMPLOYEES ARE...

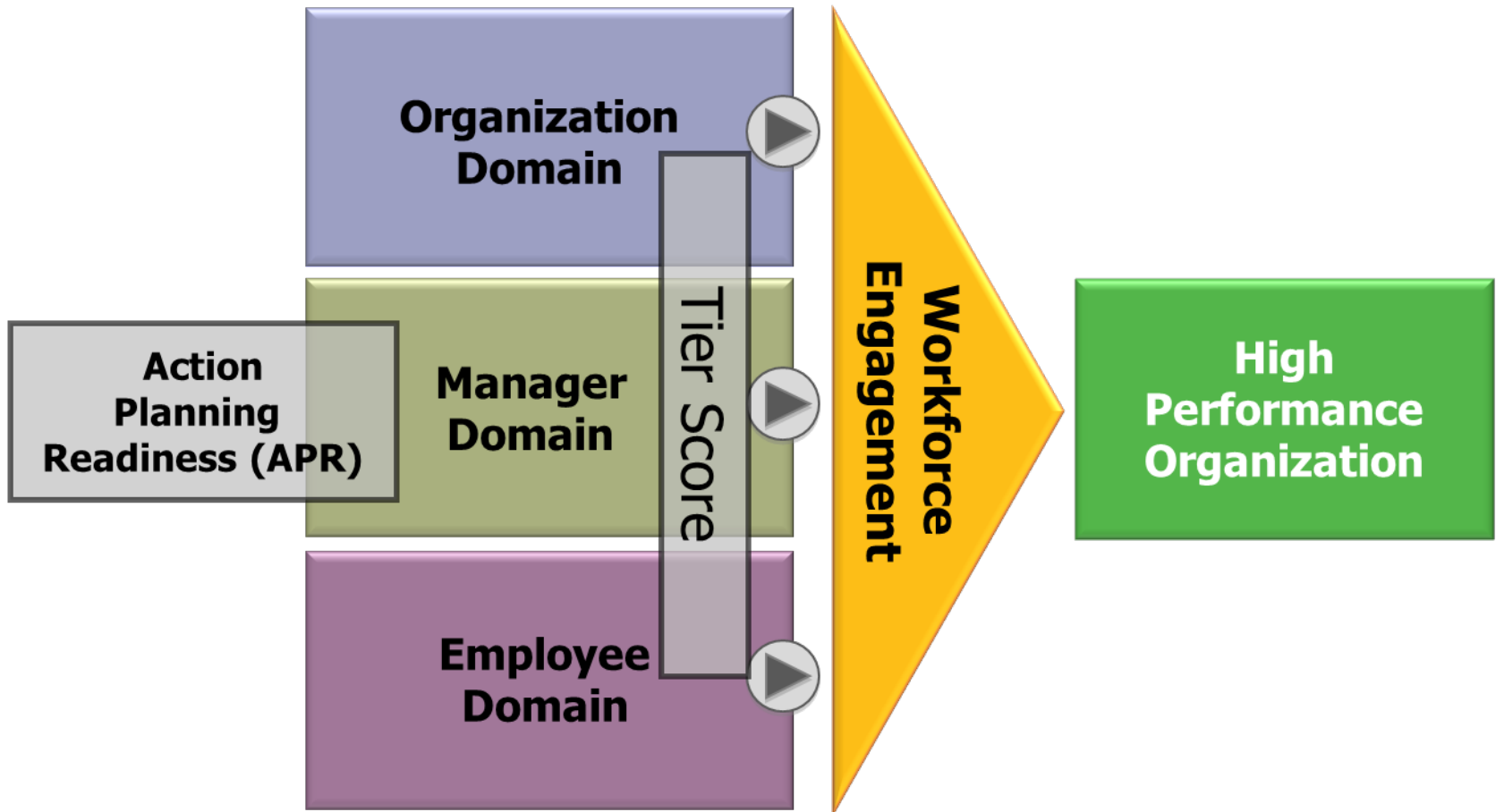
- Willing to go “above and beyond,” exerting additional effort
- Energetic and enthusiastic
- Loyal to the organization – more likely to stay
- Proud of the organization and willing to recommend as a place to work and to receive care
- More satisfied employees overall

HIGHER WORKFORCE ENGAGEMENT LEADS TO...

- Improved patient experience
- Improved productivity
- Increased cultural commitment
- Higher quality, safety and clinical outcomes
- Stronger financial performance
- Positive image in the community



Employee Voice Model





Engagement Outcome Metric

Workforce
Engagement

- I am proud to tell people I work for this organization.
- I would stay with this organization if offered a similar position elsewhere.
- I would recommend this organization to family and friends who need care.
- I would like to be working at this organization three years from now.
- I would recommend this organization as a good place to work.
- Overall, I am a satisfied employee.



UK HealthCare Overall Employee
Results



Engagement Outcome Metric

Survey Administration: March 2016

	2016	2015
Participants	6,153	5,245
Response Rate	81%	70%

UK HealthCare	Difference from		
	Natl Acad HC Avg	Natl HC Avg	2015 UKHC
4.08	-.05	-.05	+.03
Natl Aca HC Avg Engagement Percentile Ranking		2016	2015
		40 th	30 th

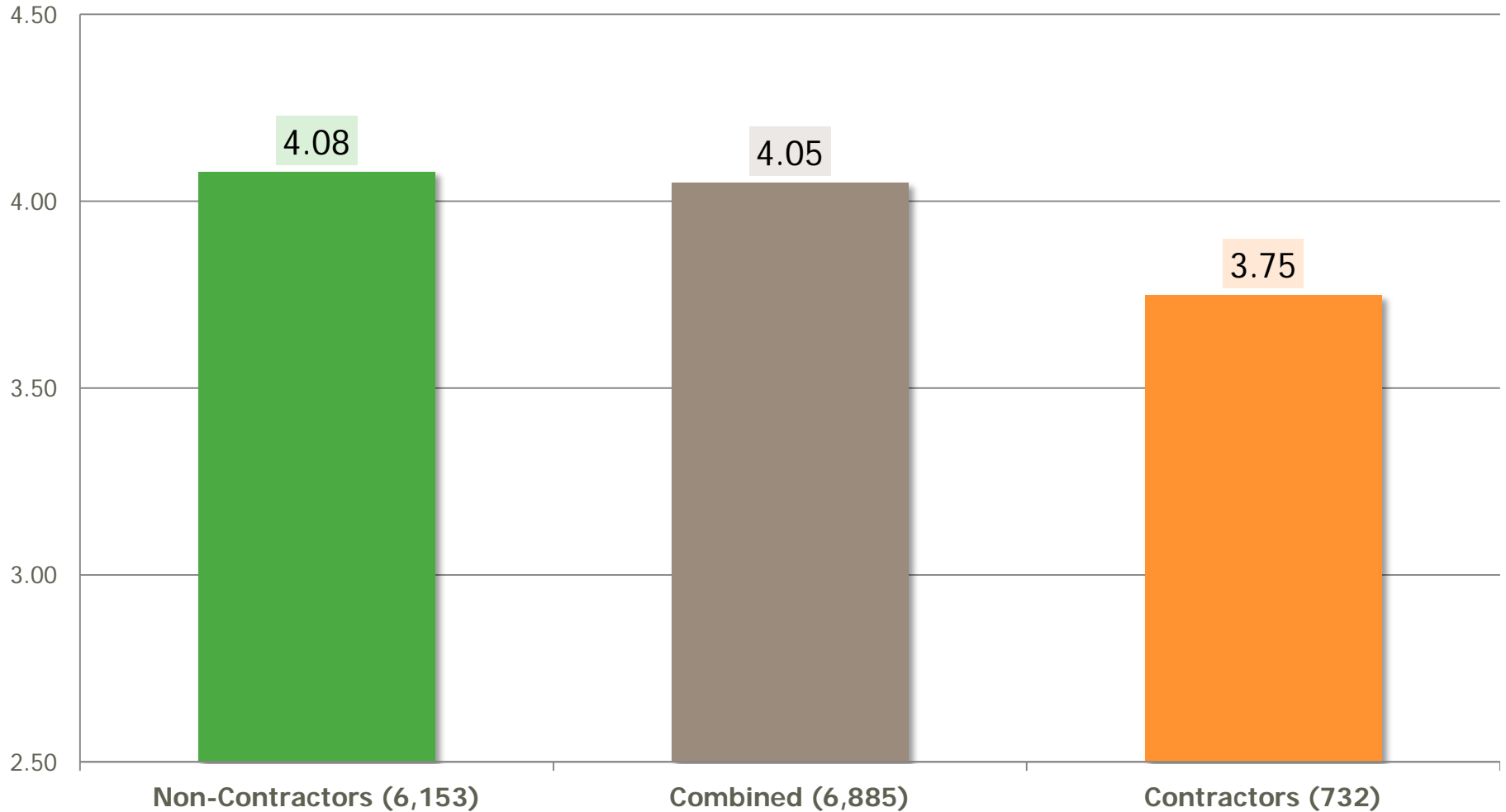
Press Ganey's benchmarks draw on a database of over 2,200 healthcare facilities and over one million respondents

Note – In this presentation **GREEN/RED** notes a statistically significant difference.

- National Averages +/- .04
- History +/- .06



Inclusion of Contractors v. Non-contractors








Summary of Results

Year	Engagement		Work Unit Breakdown			Action Planning Readiness
	Score	Rank	Tier 1	Tier 2	Tier 3	
2016	4.08	40 th	24%	37%	39%	82
2015	4.05	30 th	26%	37%	37%	80



Top Key Drivers

- Sense of community at UK 
- Liking the work 
- UKHC provides high-quality care 




Key Demographics

- Kentucky Children’s Hospital
- RNs, Clinical Prof., APPs, & Service
- Night Shift and Part-Time

High Performing Items

- Career development opportunities 
- Comfortable raising patient concerns 

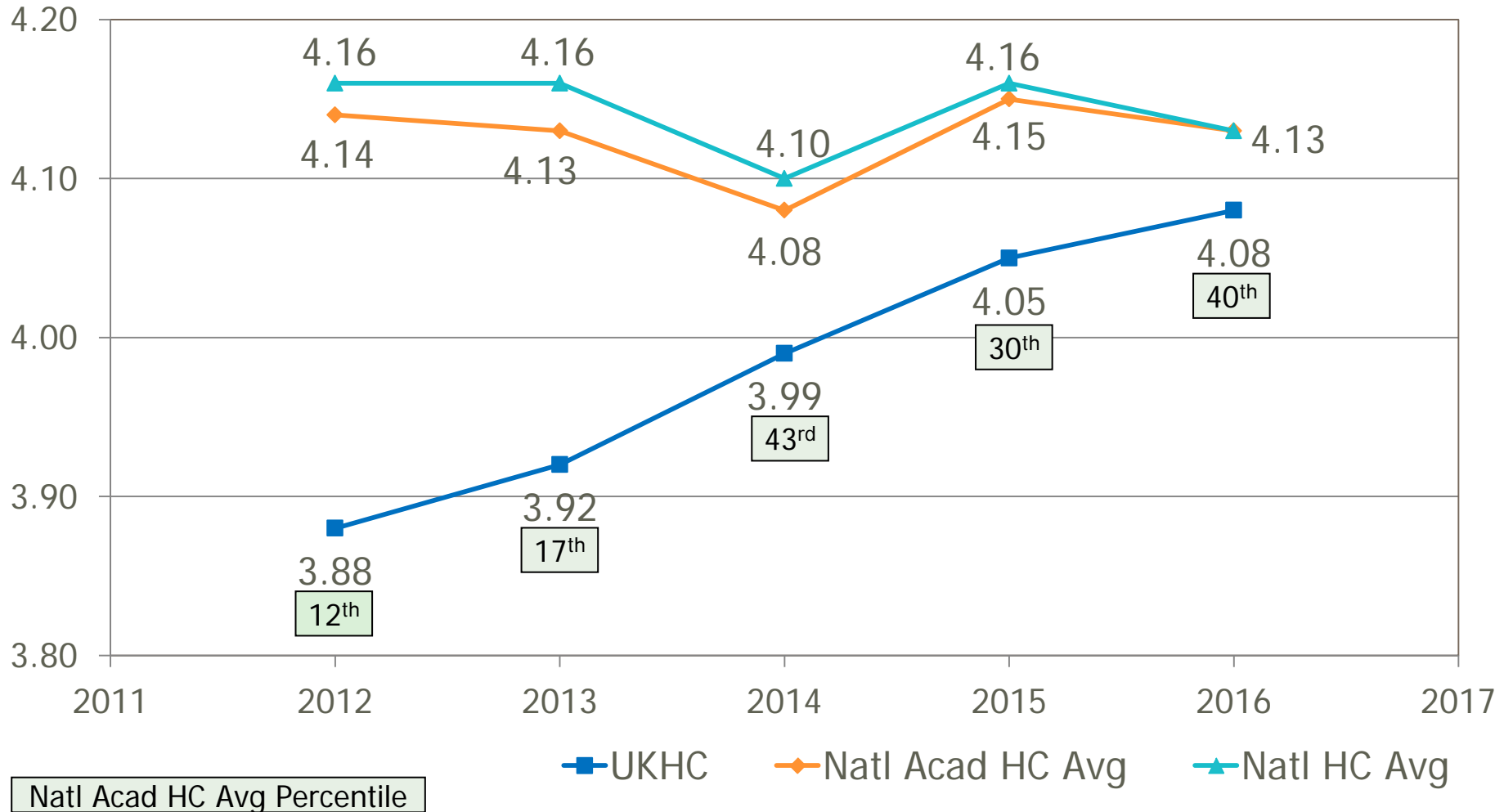
Low Performing Items

- Employees go above and beyond 
- Collaboration between work units 
- Satisfaction with recognition 

Green/Red shaded arrows indicate statistically significant differences from history



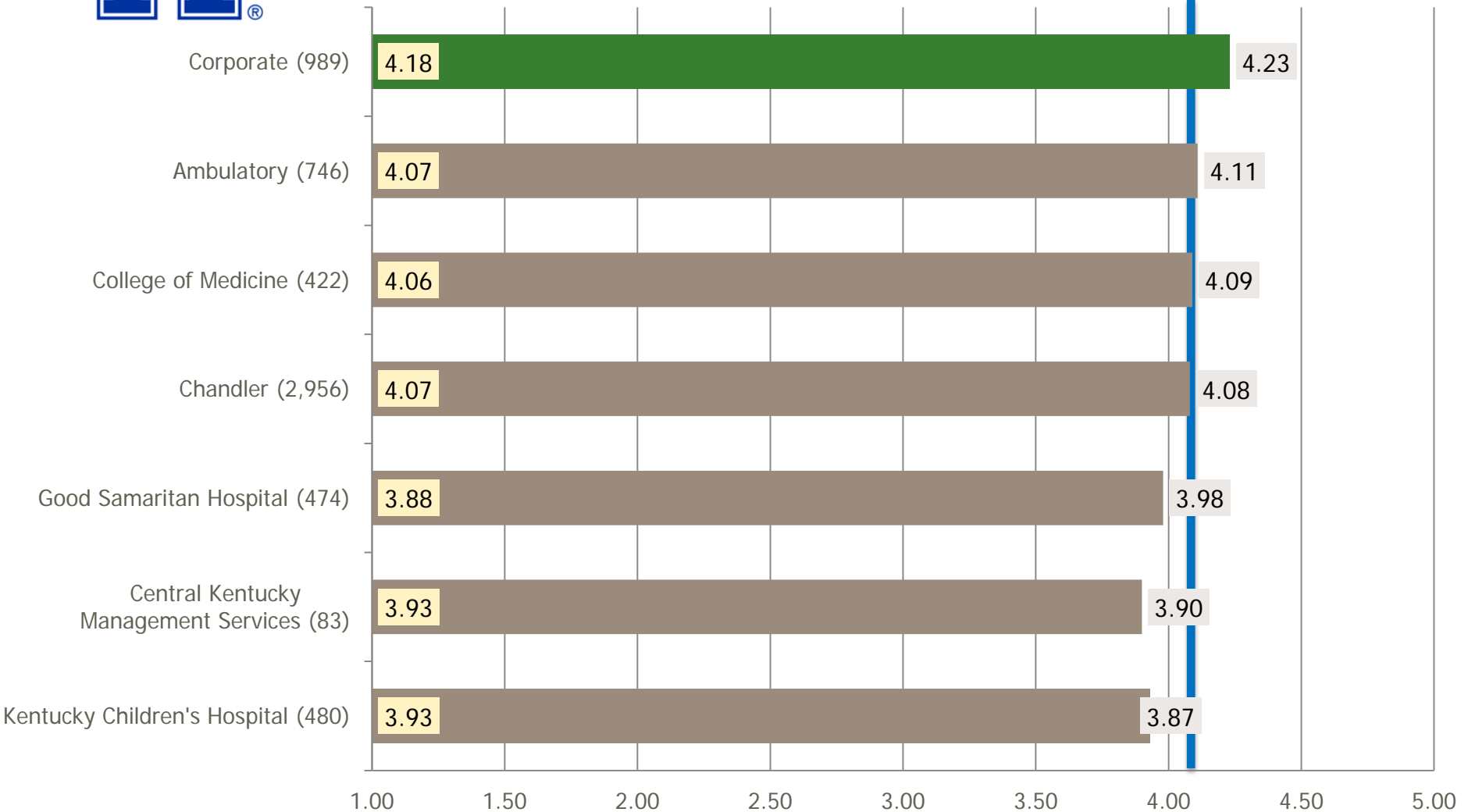
Engagement Trending



Note – National Academic Healthcare Average based on Press Ganey's 6 engagement items.



Workforce Engagement by Entity



.x = 2015 score

Line indicates your 2016 UKHC Workforce Engagement Score of 4.08

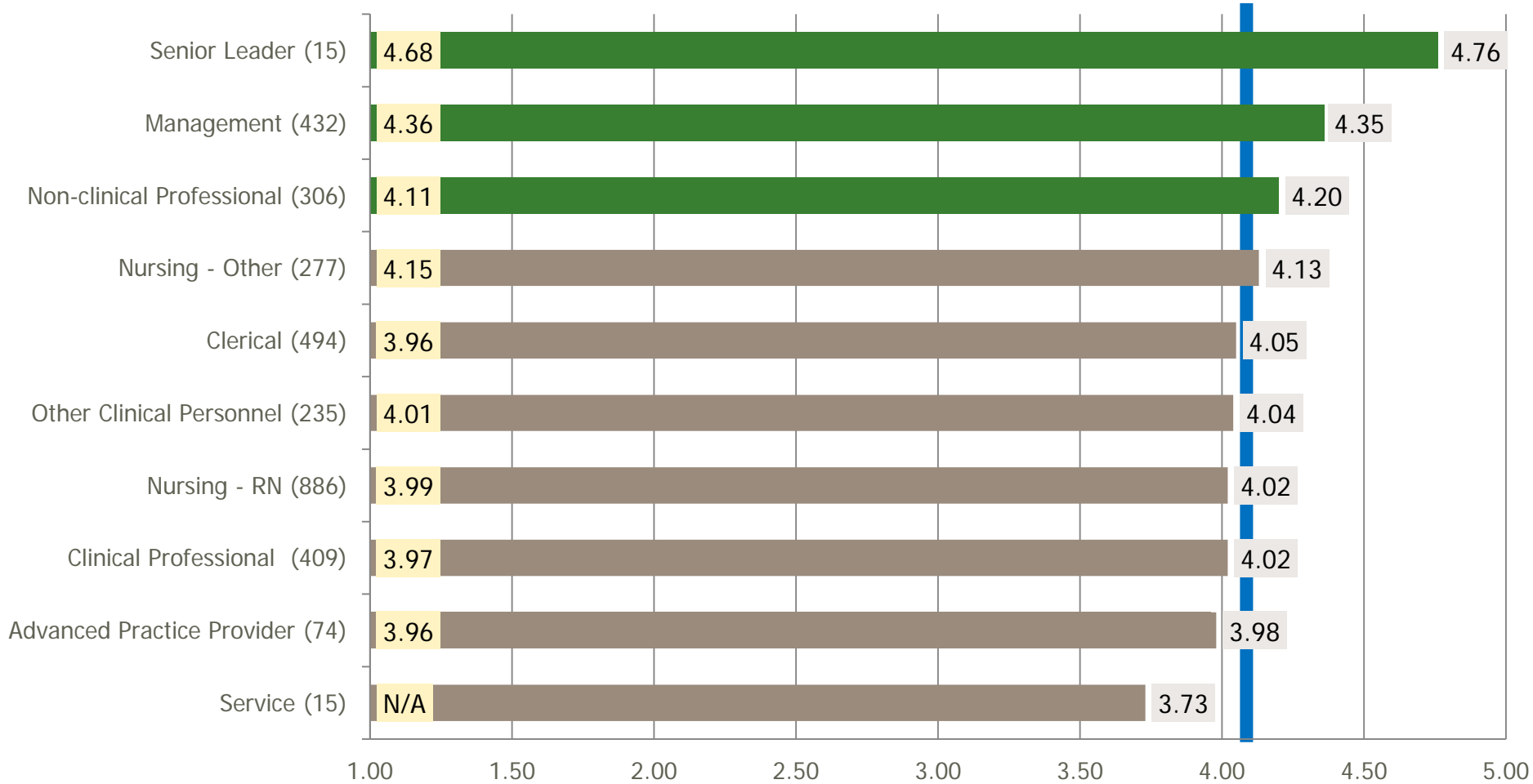


Engagement Outcome Metric

Engagement Item	2016 UKHC	% Unfav	Difference from:		
			Natl Acad HC Avg	Natl HC Avg	2015 UKHC
25. I would stay with this organization if offered a similar position elsewhere.	3.92	8%	.00	.00	+.06
36. I would recommend this organization as a good place to work.	4.09	5%	-.01	-.02	+.02
37. Overall, I am a satisfied employee.	3.97	7%	-.03	-.05	+.03
24. I am proud to tell people I work for this organization.	4.27	2%	-.03	-.02	+.06
32. I would like to be working at this organization three years from now.	4.12	6%	-.06	-.06	-.01
28. I would recommend this organization to family and friends who need care.	4.14	4%	-.13	-.13	+.04



Workforce Engagement by Primary Responsibilities



.X = 2015 score

Line indicates your 2016 UKHC Workforce Engagement Score of 4.08



Key Drivers of Engagement

Key Observations

1. Key Drivers are the most important factors that drive improved engagement.
2. *I like the work I do.* Highest performing key driver and an organizational strength.
3. Leverage top key driver(s) for organization-wide initiatives

KEY DRIVERS of Workforce Engagement (in order of influence)	Domain	2016 UKHC	% Unfav	Difference from:		
				Natl Acad HC Avg	Natl HC Avg	2015 UKHC
65. I feel a sense of community at UK.*	ORG	3.91	7%	N/A	N/A	+.06
15. I like the work I do.*	EMP	4.38	2%	-.07	-.10	+.04
12. This organization provides high-quality care and service.*	ORG	4.20	3%	-.06	-.07	-.02
22. This organization treats employees with respect.*	ORG	3.77	11%	-.16	-.18	+.09
27. This organization provides career development opportunities.	ORG	3.88	11%	+.04	+.06	+.01

* Denotes key driver on your previous survey



Highest Performing Items

KD = Key Driver

Difference from:

HIGHEST PERFORMING ITEMS Compared to the National Academic Healthcare Average

Domain

2016
UKHC

%
Unfav

Natl Acad
HC Avg

2015
UKHC

27. This organization provides career development opportunities. **KD**

ORG

3.88

11%

+.04

+.01

63. I feel comfortable raising concerns when I see something that may negatively affect patient care.

EMP

4.15

5%

+.01

+.01



Lowest Performing Items

LOWEST PERFORMING ITEMS Compared to the <u>National Academic Healthcare Average</u>	Domain	2016 UKHC	% Unfav	Difference from:	
				Natl Acad HC Avg	2015 UKHC
19. This organization makes employees in my work unit want to go above and beyond.	EMP	3.33	24%	-.27	+.02
6. Different work units work well together in this organization.	ORG	3.47	17%	-.25	-.03
7. I am satisfied with the recognition I receive for doing a good job.	MGR	3.46	21%	-.20	+.03
35. The person I report to gives me useful feedback.	MGR	3.86	12%	-.17	+.02
8. This organization conducts business in an ethical manner.	ORG	3.94	7%	-.17	-.02



Greatest Improvements

KD = Key Driver				Difference from:	
Items with GREATEST IMPROVEMENTS since last survey	Domain	2016 UKHC	% Unfav	2015 UKHC	Natl Acad HC Avg
5. The person I report to cares about my job satisfaction.	MGR	3.95	12%	+.13	-.12
10. This organization cares about employee safety.	ORG	4.03	8%	+.12	-.11
22. This organization treats employees with respect. KD	ORG	3.77	11%	+.09	-.16
23. The person I report to encourages teamwork.	MGR	4.10	8%	+.09	-.10
21. Patient safety is a priority in this organization.	ORG	4.32	3%	+.09	-.03



Greatest Declines

KD = Key Driver					Difference from:	
Items with GREATEST DECLINES since last survey	Domain	2016 UKHC	% Unfav	2015 UKHC	Natl Acad HC Avg	
17. My pay is fair compared to other healthcare employers in this area.	ORG	3.39	23%	-.16	-.02	
1. My work unit works well together.	EMP	4.15	8%	-.06	-.05	
6. Different work units work well together in this organization.	ORG	3.47	17%	-.03	-.25	
26. My job makes good use of my skills and abilities.	EMP	4.02	8%	-.02	-.10	
60. Employees in my work unit report adverse events.	EMP	4.06	3%	-.02	-.10	
59. I can report patient safety mistakes without fear of punishment.	ORG	4.09	5%	-.02	-.08	
8. This organization conducts business in an ethical manner.	ORG	3.94	7%	-.02	-.17	
12. This organization provides high-quality care and service.	ORG	4.20	3%	-.02	-.06	

KD



UKHC Action Planning Readiness

	2015	2016
The person I report to treats me with respect.	88	89
I respect the abilities of the person to whom I report.	85	88
The person I report to encourages teamwork.	84	86
The person I report to cares about my job satisfaction.	78	81
The person I report to is a good communicator.	77	78
I am involved in decisions that affect my work.	68	70
APR	80	82

**Moderately
High
Readiness
APR 80-89**



2016 Faculty Physician Results



Model of Physician Engagement

Leadership Domain
Perceptions of administration and/or department leadership



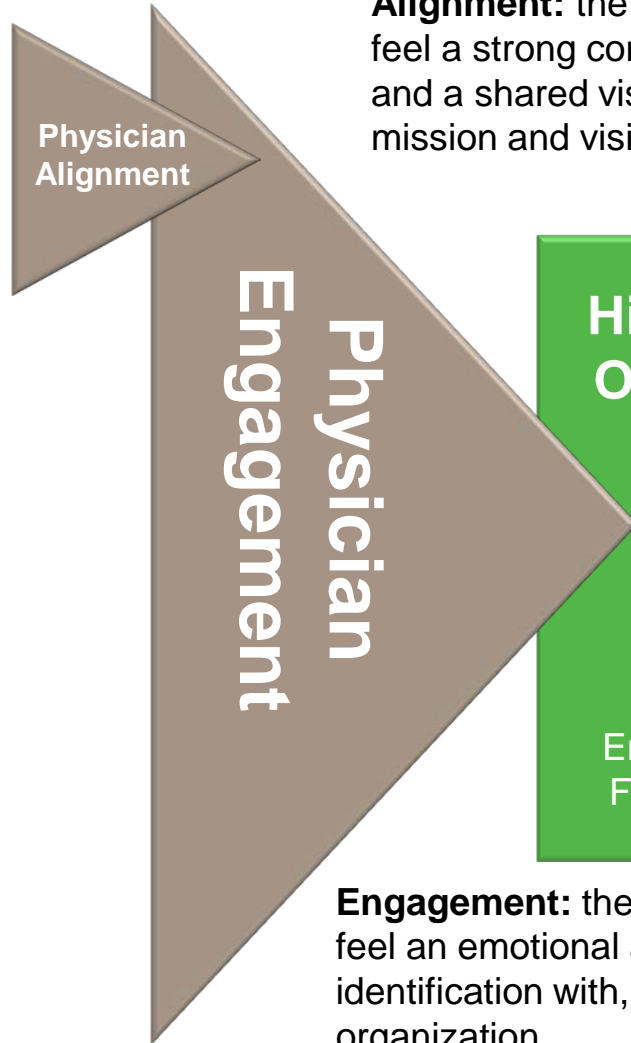
Organization Domain
Perceptions of the state of the organization/institution



Department Domain
Perceptions of key departments within the organization/institution



Staff Domain
Perceptions of key staff members within the organization/institution



Alignment: the extent to which physicians feel a strong connection with leadership and a shared vision of how to execute the mission and vision of an organization

High Performing Organization in:



- Quality Measures
- Clinical Outcomes
- Communication
- Collaboration
- Teamwork
- Retention
- Patient Experience
- Employee Engagement
- Financial Performance

Engagement: the extent to which physicians feel an emotional attachment to, identification with, and involvement with an organization





Summary of Results

	Engagement		Alignment		Participants	Response Rate
	Score	Rank	Score	Rank		
2016	3.52	1st	2.91	1st	624	87%
2015	3.66	2nd	3.09	5th	508	71%

Top Key Drivers
• Confidence in future success of UKHC 
• UKHC provides high-quality care 
• Sense of community at UKHC

Key Demographics
• Surgery
• 5-10 years of practice
• 3-5 years of affiliation

High Percent Favorable Items
• Timeliness of radiology results
• Timeliness of laboratory results/info
• Performance of nursing staff

Low Performing Items
• Scheduling process for patients 
• Availability of tools and resources 
• Easily communicate ideas/concerns

Green/Red shaded arrows indicate statistically significant differences from history



Outcome Metrics

Survey Administration Period: March 2016

	UKHC Faculty Physician	Difference from		
		Natl Acad Phys Avg	Natl Phys Avg	2015 UKHC
Engagement	3.52	-.43	-.53	-.14
Alignment	2.91	-.52	-.68	-.20*
		2016	2015	
Natl Acad Phys Avg Engagement Percentile Ranking		1 st	2 nd	
Natl Acad Phys Avg Alignment Percentile Ranking		1 st	5 th	

Press Ganey's physician benchmark draws on a database of over 1,200 healthcare organizations and over 63,000 physicians

Note – In this presentation **GREEN/RED** notes a statistically significant difference.

- National Averages +/- .10
- History +/- .14

*Difference based on 5 comparative Alignment items.



Physician Engagement

Physician Engagement Item	2016 UKHC	% Unfav	Difference from:		
			Natl Acad Phys Avg	Natl Phys Avg	2015 UKHC
30. I am proud to tell people I am affiliated with this hospital.	3.76	9%	-.39	-.45	-.15
31. I would stay with this hospital if offered a similar position elsewhere.	3.34	21%	-.41	-.51	-.14
28. I would recommend this hospital to family and friends who need care.	3.73	10%	-.43	-.51	-.10
32. If practicing three years from now, I am confident I will be with this hospital.	3.41	20%	-.45	-.56	-.18
33. Overall, I am satisfied working with this hospital.	3.44	20%	-.45	-.54	-.13
29. I would recommend this hospital to others as a good place to practice.	3.42	18%	-.49	-.60	-.18



Physician Alignment

Physician Alignment Item	2016 UKHC	% Unfav	Difference from:		
			Natl Acad Phys Avg	Natl Phys Avg	2015 UKHC
23. Overall, I am satisfied with the performance of hospital administration.	3.00	32%	-.40	-.59	N/A
21. I have confidence in hospital administration's leadership.	3.07	29%	-.46	-.58	-.09
18. I have adequate input into decisions that affect how I practice medicine.	2.78	44%	-.51	-.68	-.29
20. Hospital administration is responsive to feedback from physicians.	2.74	40%	-.55	-.71	-.17
19. I can easily communicate any ideas and/or concerns I may have to hospital administration.	2.90	38%	-.60	-.73	-.18
22. This hospital treats physicians with respect.	2.97	35%	-.60	-.78	-.25



Key Drivers of Engagement

KEY DRIVERS of Physician Engagement (in order of influence)	Domain	2016 UKHC	% Unfav	Difference from:		
				Natl Acad Phys Avg	Natl Phys Avg	2015 UKHC
16. I have confidence this hospital will be successful in the coming years.	ORG	3.81	9%	-.18	-.24	N/A
12. This hospital provides high-quality care and service.*	ORG	3.62	13%	-.56	-.62	-.23
42. I feel a sense of community at UK.*	ORG	3.36	21%	N/A	N/A	-.27
14. There is a climate of trust in this hospital.	ORG	3.03	34%	-.48	-.61	N/A
4. I am satisfied with the level of collegiality among physicians at this hospital.	STF	3.51	20%	-.47	-.63	N/A

* Denotes key driver on your previous survey



Academic Experience

				Difference from:
ACADEMIC EXPERIENCE Items	Domain	2016 UKHC	% Unfav	2015 UKHC
40. I have access to mentorship to pursue my academic career goals.	ORG	3.28	26%	+.05
39. I have adequate input into department/division decisions that affect my clinical practice.	LDR	3.21	31%	+.05
36. I am satisfied with the support I receive for my continuing education and development.	ORG	3.45	21%	+.02
38. Overall, this institution supports the research and educational pursuits of its faculty.	ORG	2.94	35%	-.03
41. There is appropriate balance between educational and clinical activities.	ORG	2.88	40%	-.05
37. Overall, this institution does a good job of retaining its most talented faculty members.	ORG	2.48	55%	-.18



Clinic Experience Items

				Difference from:		
ROUTED ITEMS from demographic selection: Yes, I practice in a UK HealthCare Clinic.	Domain	2016 UKHC	% Unfav	Natl Phys Avg	Natl Clin Phys Avg	2015 UKHC
46. I can easily communicate any ideas and/or concerns I may have to local leadership.	LDR	3.52	21%	-.11	-.11	+.09
48. This clinic/group treats physicians with respect.	ORG	3.58	17%	-.17	-.27	+.01
50. There is effective communication between the staff and physicians regarding patient care.	STF	3.86	10%	-.21	-.33	-.08
47. Clinic administration is responsive to feedback from physicians.	LDR	3.21	28%	-.24	-.24	+.05
45. I have adequate input into clinic decisions that affect my medical practice.	LDR	3.15	35%	-.31	-.40	-.02
49. I would recommend this clinic to family and friends who need care.	ORG	3.84	11%	-.40	-.48	-.01



Next Steps

Leader responsibilities

- Take a little time to review and understand your results.
- Share the results using the “UKHC Toolkit.” Have a discussion with your staff about your work unit results and what “respect” means to them.
- Start developing an action plan with input from your team.
 - Expectation is results are shared by August 1st and action plans are due August 15th
- This is a marathon not a sprint.
- As a team, we will be developing a plan to work on the issues related to “Respect and Trust” throughout the coming months.



Questions?