

Empowering Your Workforce: Considerations for Implementing and Responding to Staff Satisfaction Surveys

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YOUR SPEAKER



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SESSION AGENDA



- Staff Satisfaction Surveys Introduction
- Considerations for Implementing Staff Satisfaction Surveys
- Responding to Staff Satisfaction Surveys



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STAFF SATISFACTION SURVEYS: AN INTRODUCTION

WORKFORCE IS THE FUEL



A health center with a **full tank** identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...

INTRODUCTION TO STAFF SATISFACTION



Staff satisfaction = how content or satisfied employees are with their jobs.

Factors that influence staff satisfaction:



WHAT IS A STAFF SATISFACTION SURVEY



An employee satisfaction survey is an employee feedback tool that allows employers to find out about the employee experience, **directly from employees themselves.**

STAFF SATISFACTION VS. EMPLOYEE ENGAGEMENT



STAFF SATISFACTION

- The extent to which employees are happy or content with their jobs and work environment.

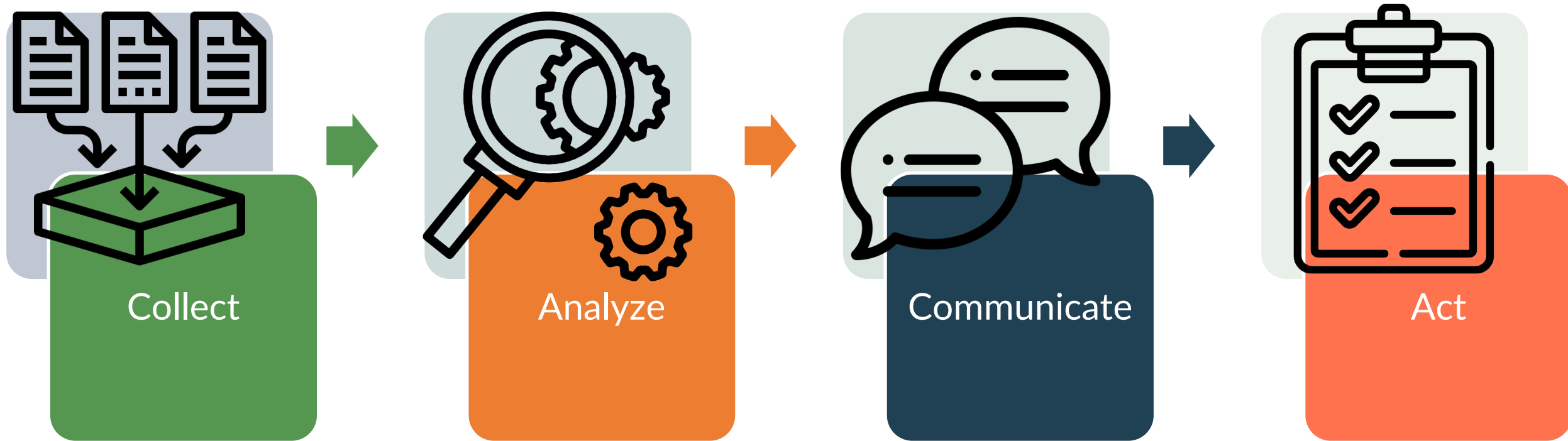


EMPLOYEE ENGAGEMENT

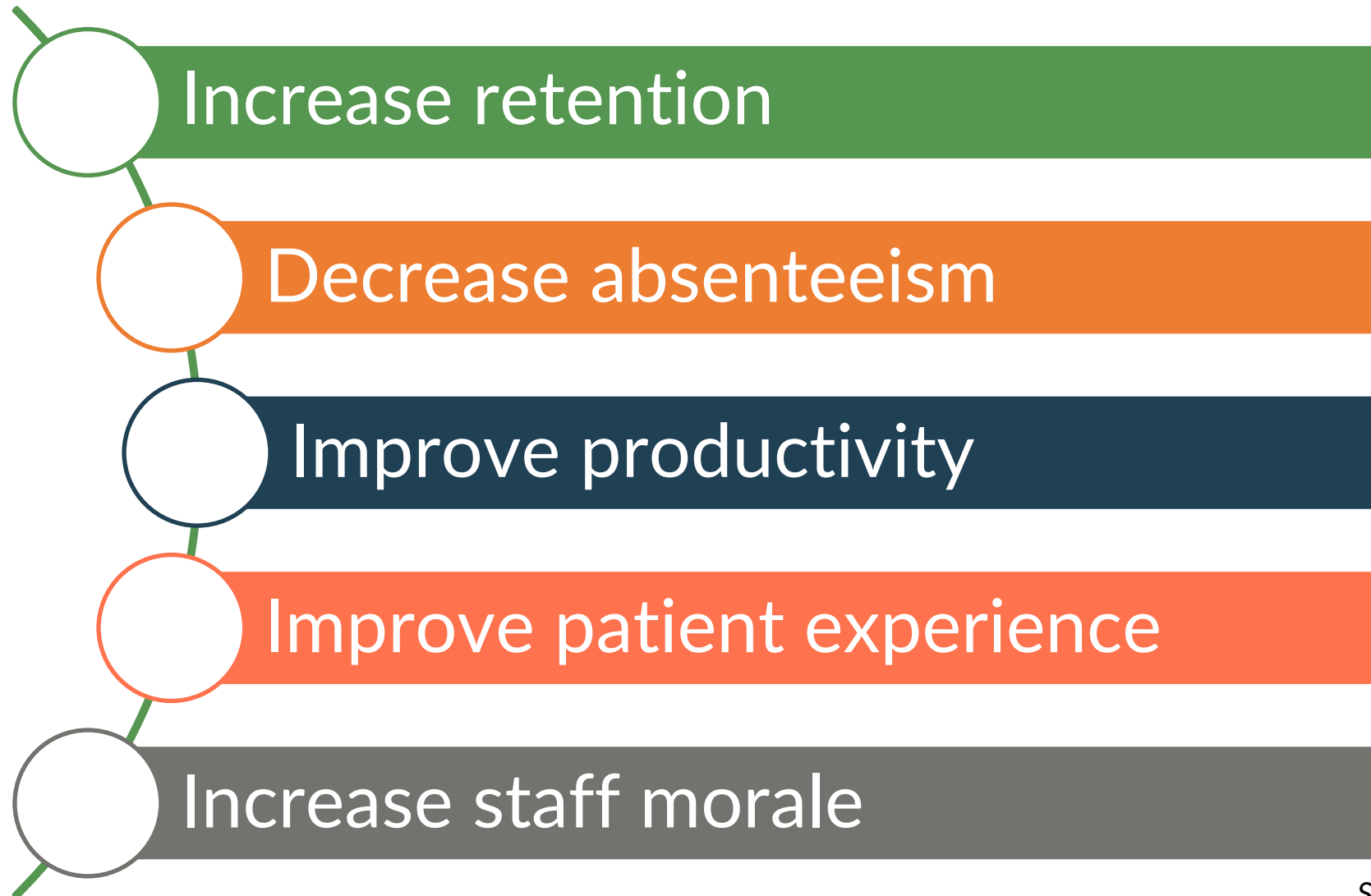
- The extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

Source: [Custom Insight](#)

THE PROCESS



WHY CONDUCT STAFF SATISFACTION SURVEYS



WHY RETENTION MATTERS

Define the Value of Retention with Data



Turnover is **EXPENSIVE!**

*Calculate your health center's turnover costs by using the [STAR² Center Financial Assessment Tool](#)

Therefore, use data to make a business case for retention:

- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your organization losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?



WITHOUT DATA
YOU'RE JUST ANOTHER
PERSON WITH AN
OPINION

- W. Edwards Deming

“Data storytelling [is] the ability to convey data not just in numbers or charts, but as a **narrative** that humans can comprehend. Just as with any good story, a data tale has to have a beginning, a middle, and an end. It needs to be presented **without bias** and with the **proper empathy** and context...”

Beth Stackpole, [MIT Management Sloan School](#)





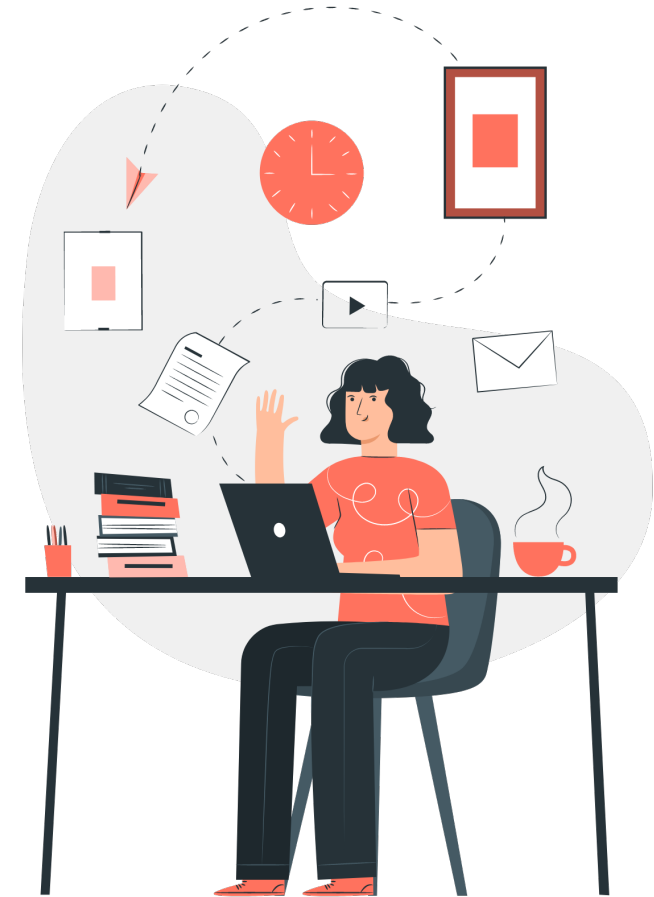
CONSIDERATIONS FOR IMPLEMENTING STAFF SATISFACTION SURVEYS

RECEIVING FEEDBACK

“There is no mastery
without feedback.”

— Brené Brown

- Receiving feedback is challenging but so crucial
 - Approach this opportunity with vulnerability, curiosity, and grace
 - Remember: You can't change everything all at once



Sources: [Brene Brown, Thanks for the Feedback](#), &
[Tammy Green Consulting](#)

RECEIVING FEEDBACK

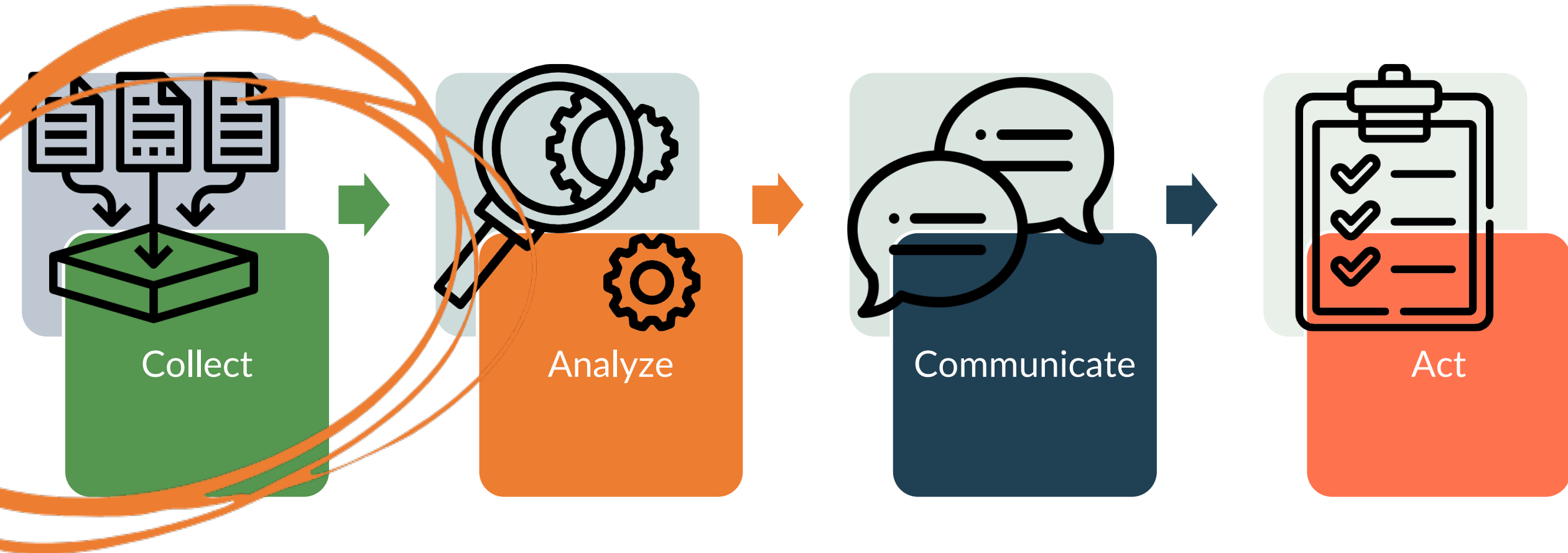
- Cultivate a growth mindset/identity
 - **Give up simple labels.** You are a complex blend of things. Your intentions are a mix of purely positive and some less than noble.
 - **Shift to a growth mindset.** View tough situations as learning opportunities. Praise yourself (and others) for how much effort they put into learning rather than natural ability.
 - **Move toward a growth identity.** See yourself as a person who is eager to put effort into learning. Try to find something you can learn from feedback.
 - **Encourage people to discuss your blind spots with you**
 - **Shift from blame conversations to joint contribution conversations,** and start by asking what you might have contributed to the problem.
 - **Hold people accountable** by showing them how you hold yourself accountable alongside them.



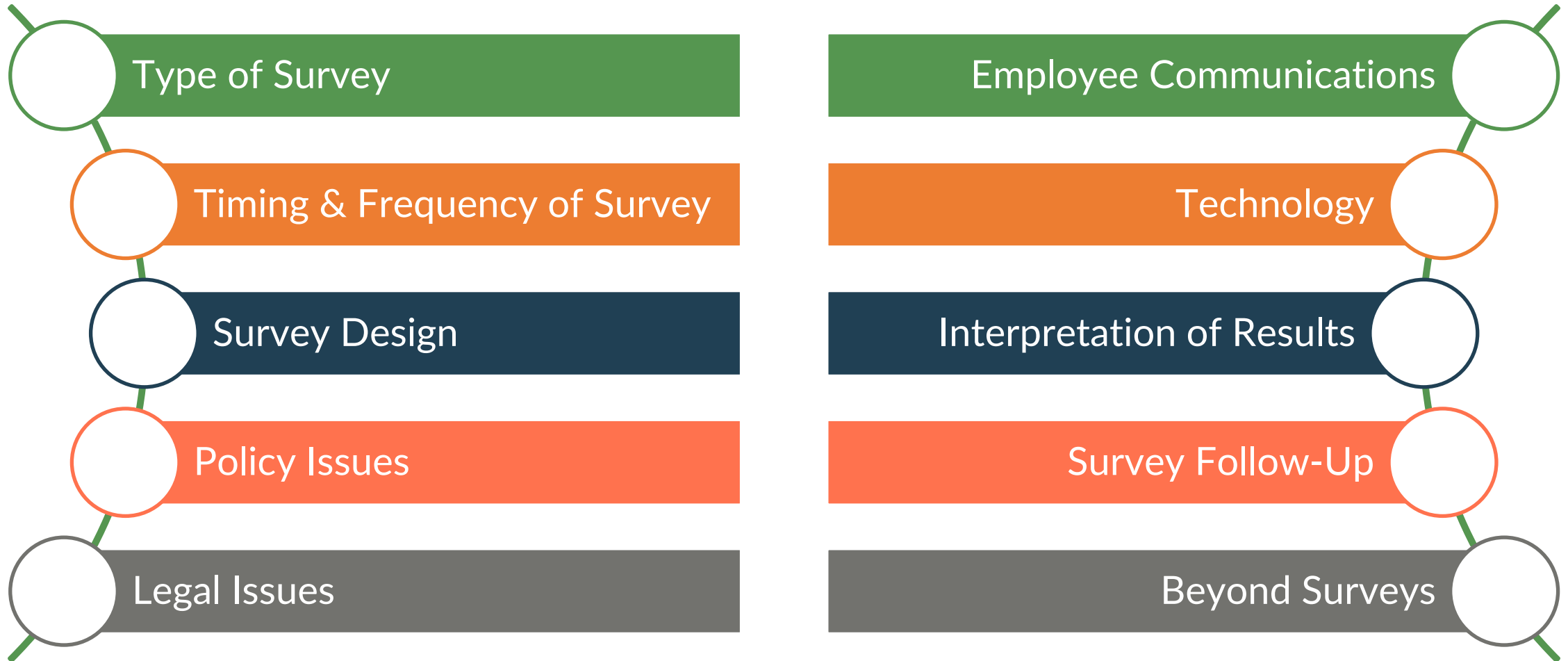
Source: [*Thanks for the Feedback*](#)

THE PROCESS

Collect



INITIAL CONSIDERATIONS FOR STAFF SATISFACTION SURVEYS



CONDUCTING YOUR SSS

Annual, Pulse, & Check-In Surveys



Annual

Important, but
not enough

Good for
comparing data
across years

Pulse

Continuous
listening &
improvement

Supplements
annual survey

Check-Ins

More personal

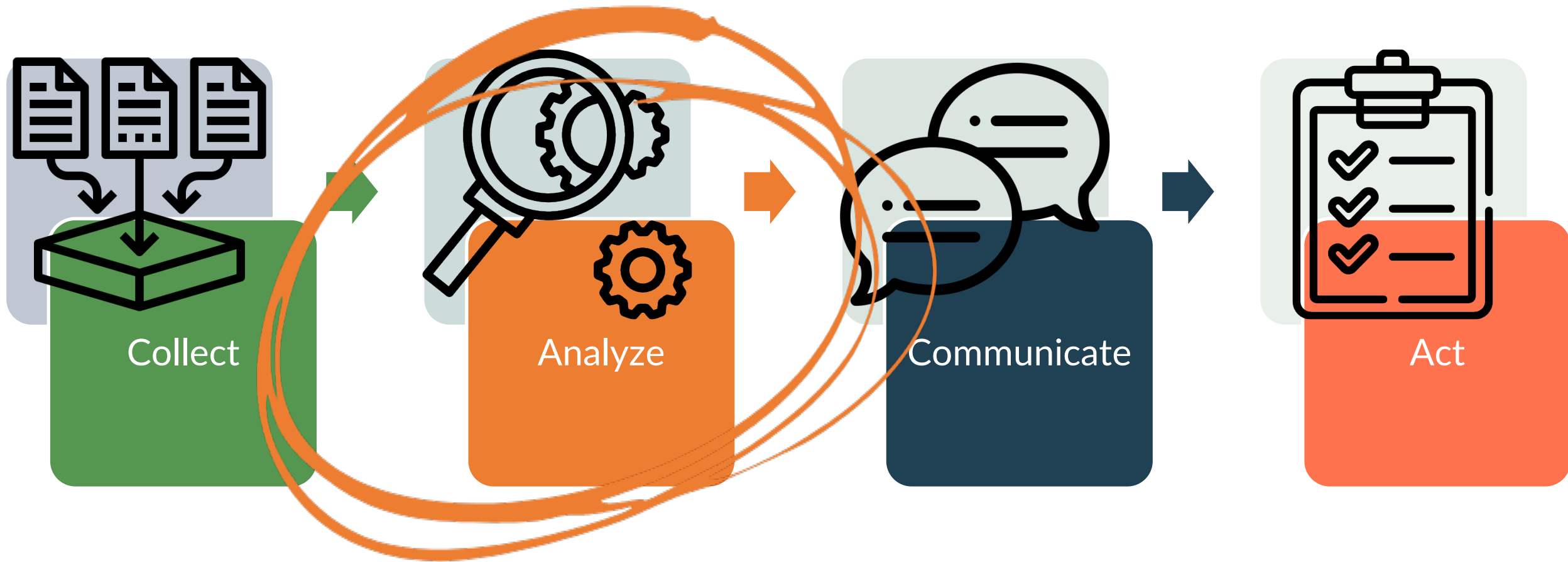
Real-time
feedback on day-
to-day concerns



RESPONDING TO STAFF SATISFACTION SURVEYS

THE PROCESS

Analyze



ANALYZING SSS DATA

Questions to Ask



Are any results particularly surprising?

Which require immediate action, and which are less pressing?

ANALYZING DATA

Comments

Key qualitative information

Insights into the “why”

Try to sort by category

Engagement Scores

Single metric

Gives at-a-glance indication of engagement

Response Rate

Indicator for how comfortable and willing your employees are to provide honest feedback

Heat Maps

Grid showing metrics across question categories

Visual cues to highlight information

ANALYZING DATA

Spread of Responses

Spread of negative to positive answers

Visualization that color-codes responses for easy reference and understanding

Benchmarks

Compare across departments and the organization as a whole

Track progress

Adapt and share

Dashboards

Data on key metrics in a single place

Can be customized to suit individual managers' needs

Other Drivers of Engagement

Satisfaction

Alignment

Future orientation

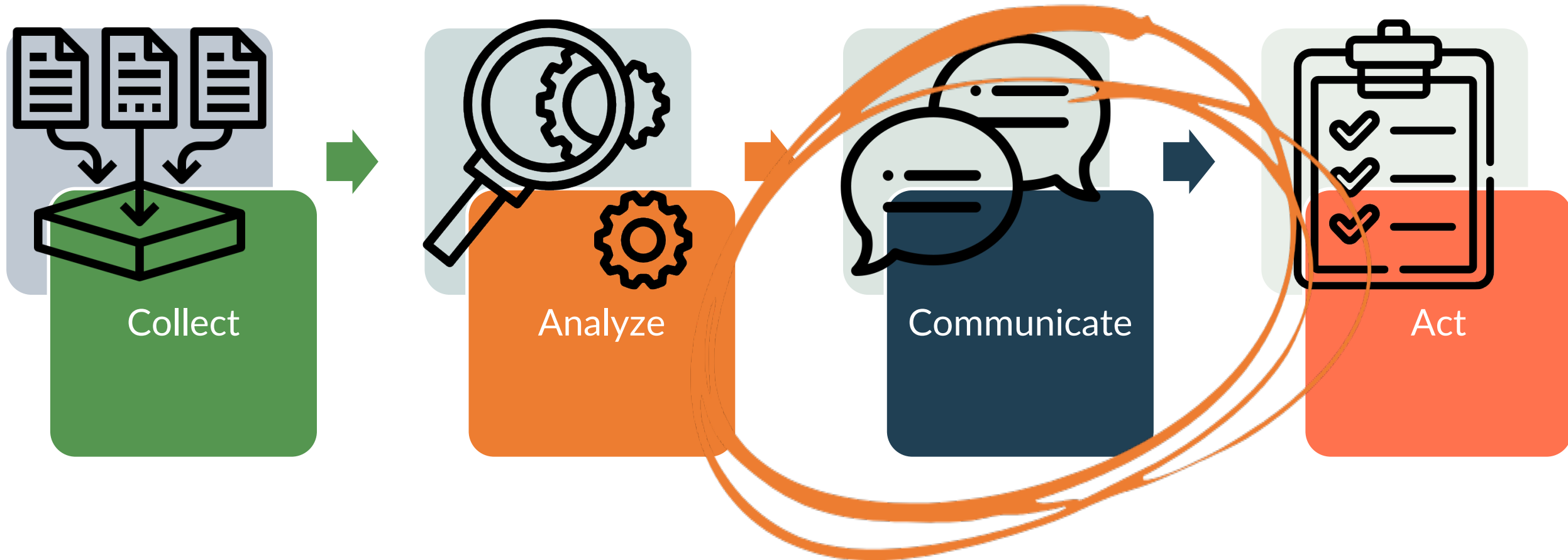
Well-being

Support

Recognition

THE PROCESS

Communicate



COMMUNICATING RESULTS

- The way you communicate results depends on your audience;
 - All employees
 - Individual team meetings
- By revealing results to everyone, you can foster a culture of trust
- For a smaller-scale survey, it's a good idea to share results with only those employees and teams who participated
 - To maintain the anonymity of respondents, always reference averaged results
- Consider a presentation or other visual way to show the data
- Be strategic in identifying a limited number of relevant hotspots with the goal of developing action plans around them with your team
- **Do not try to spin the data**

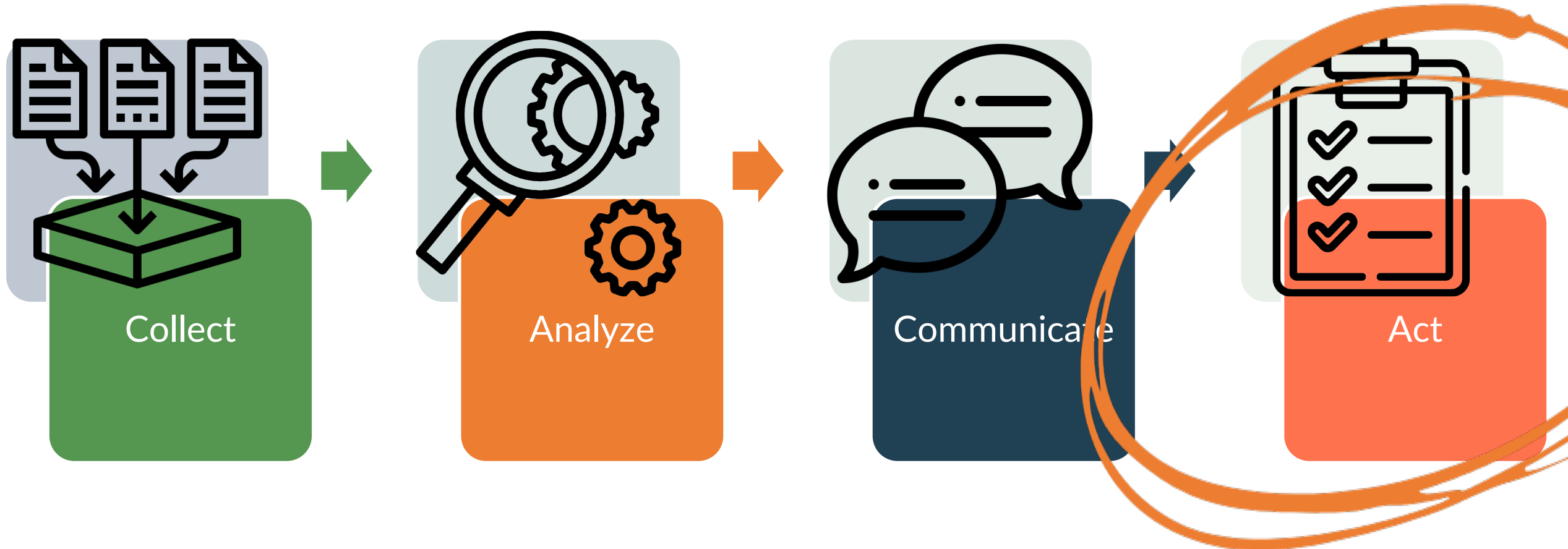




BUILDING & IMPLEMENTING ACTION PLANS

THE PROCESS

Communicate

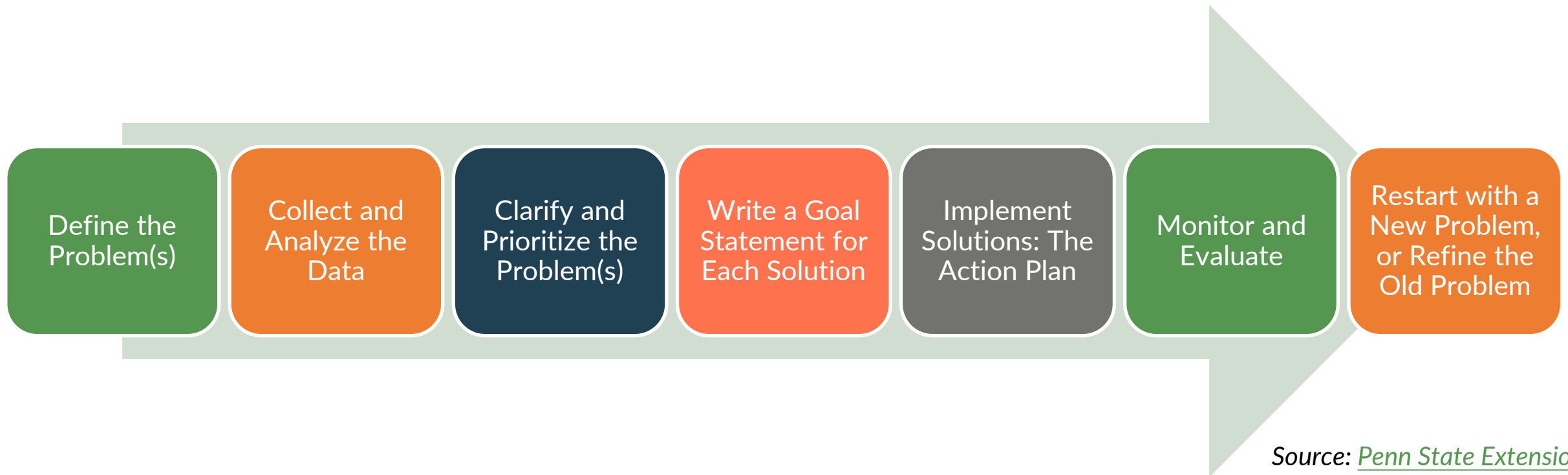


ACTION PLANNING

Definition & Components



Action Planning is an approach, rather than a specific method, which **helps focus ideas and decide what steps you need to take to achieve particular goals.** It is a statement of what you want to achieve over a given period of time.



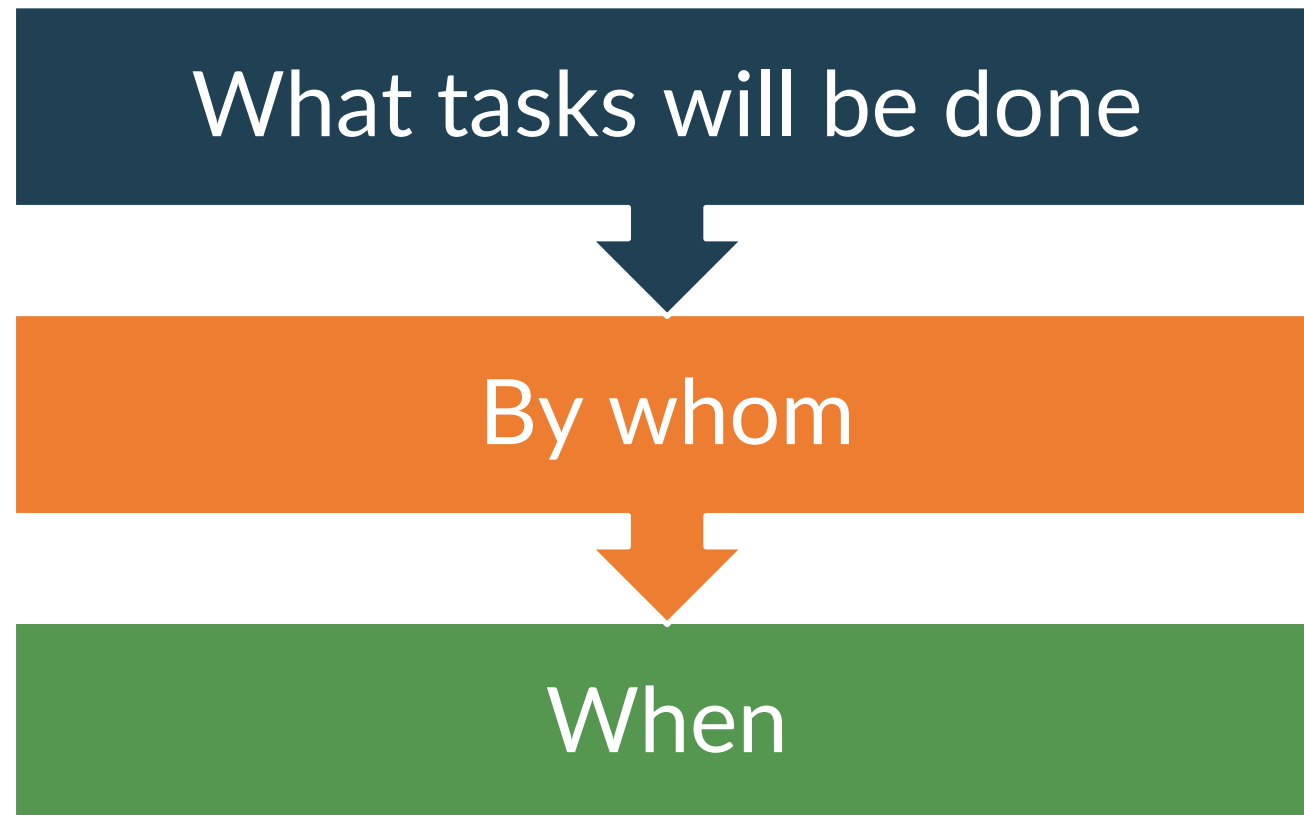
Source: [Penn State Extension](#)

ACTION PLAN

Definition & Components



An action plan is a **documented strategy for solving a problem**. An action plan can also be known as a statement of work or study plan.



Source: [Advocates for Human Potential, Inc.](#)

An Action Plan should include areas for:



BUILDING A COLLABORATIVE ACTION PLAN



- Set aside time to speak with team members to get their input on overall results and their thoughts on how to address them
 - Host listening sessions
 - Walk through the results,
 - Highlighting any key pain points and successes,
 - Engage all team members in a discussion on how to best take action on the results
- Effectively listening to and acting on employee feedback
- **Identify ways to quickly respond to feedback!**

COMMUNICATING ACTION

- Transparency is key!
 - Be honest about what you can and can't change
 - Communicating the next steps demonstrates that leadership is taking survey results seriously
 - As actions are being taken, continue to update staff on their progress and impacts
 - Tangible results propel engagement forward and foster the critical buy-in needed to transform the entire organization



PUTTING YOUR ACTION PLAN INTO PRACTICE



Reliably follow through on timing for quarterly and annual survey questions.

Continue to ensure that employees feel safe in giving honest answers by maintaining confidentiality and humble curiosity regarding critical feedback.

Look at trends over time to guide organizational priorities and needs.

Avoid reactive decisions based on limited information, or 'point in time' frustrations that may not be representative of the larger staff group's needs.



HRSA HEALTH CENTER WORKFORCE WELL-BEING SURVEY

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HRSA HEALTH CENTER WORKFORCE WELL-BEING SURVEY



Source: [Bureau of Primary Healthcare \(BPHC\)](#)

HRSA WORKFORCE WELL-BEING SURVEY



How to Use the Results

“Spring” 2023

Each participating health center will receive access to a dashboard. This dashboard is for the health center to use for its own quality improvement. It will include averages of the responses for that health center. It will not include a list of survey respondents. It will not include individual responses.

The dashboard will summarize the health center’s initial results. It may include comparisons to larger groups of respondents. For example:

- 35% of Health Center X’s staff are experiencing burnout.
- 45% of staff in State Y are experiencing burnout.
- 37% of all survey respondents nationally are experiencing burnout.



WRAP UP

QUESTIONS



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STAR² CENTER RESOURCES



- [Recruitment & Retention Self-Assessment Tool \(Newly updated!\)](#)
- [Health Center Comprehensive Workforce Plan Template \(formerly Health Center Provider Recruitment & Retention Plan - Newly updated!\)](#)
- [Pay Equity Checklist](#)
- [Pay Equity White Paper \(New Resource!\)](#)
- [Financial Assessment For Provider Turnover Tool \(Newly Updated!\)](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist \(A Brand New Tool!\)](#)
- [HP-ET Financial Impact Assessment Tool \(A Brand New Tool!\)](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)

[You can find all of the STAR² Center's free resources here](#)

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chcworkforce.elearning247.com

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders

