



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.



INTRODUCTION TO STAFF SATISFACTION



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

Factors that influence staff satisfaction:

-  Compensation
-  Workload
-  Perceptions of management
-  Flexibility
-  Teamwork
-  Resources
-  And more!

WHAT IS A STAFF SATISFACTION SURVEY



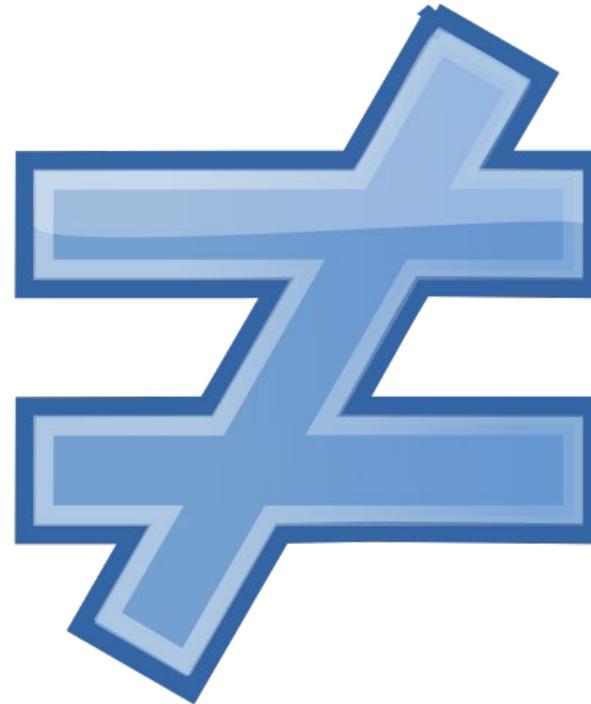
An employee satisfaction survey is an employee feedback tool that allows employers to find out about the employee experience, **directly from employees themselves.**

STAFF SATISFACTION VS. EMPLOYEE ENGAGEMENT



STAFF SATISFACTION

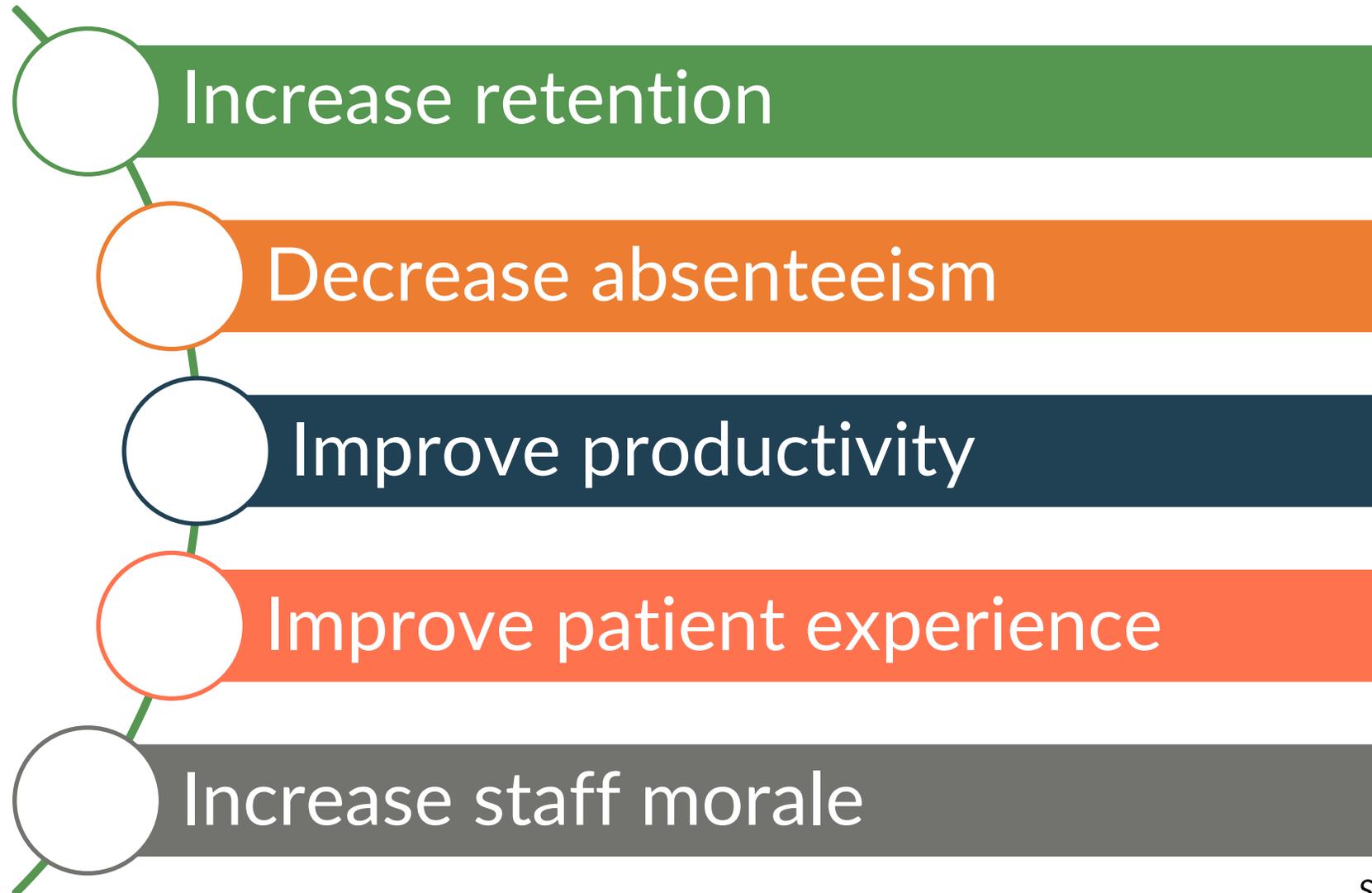
- The extent to which employees are happy or content with their jobs and work environment.



EMPLOYEE ENGAGEMENT

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

WHY CONDUCT STAFF SATISFACTION SURVEYS



WHY RETENTION MATTERS

Define the Value of Retention with Data

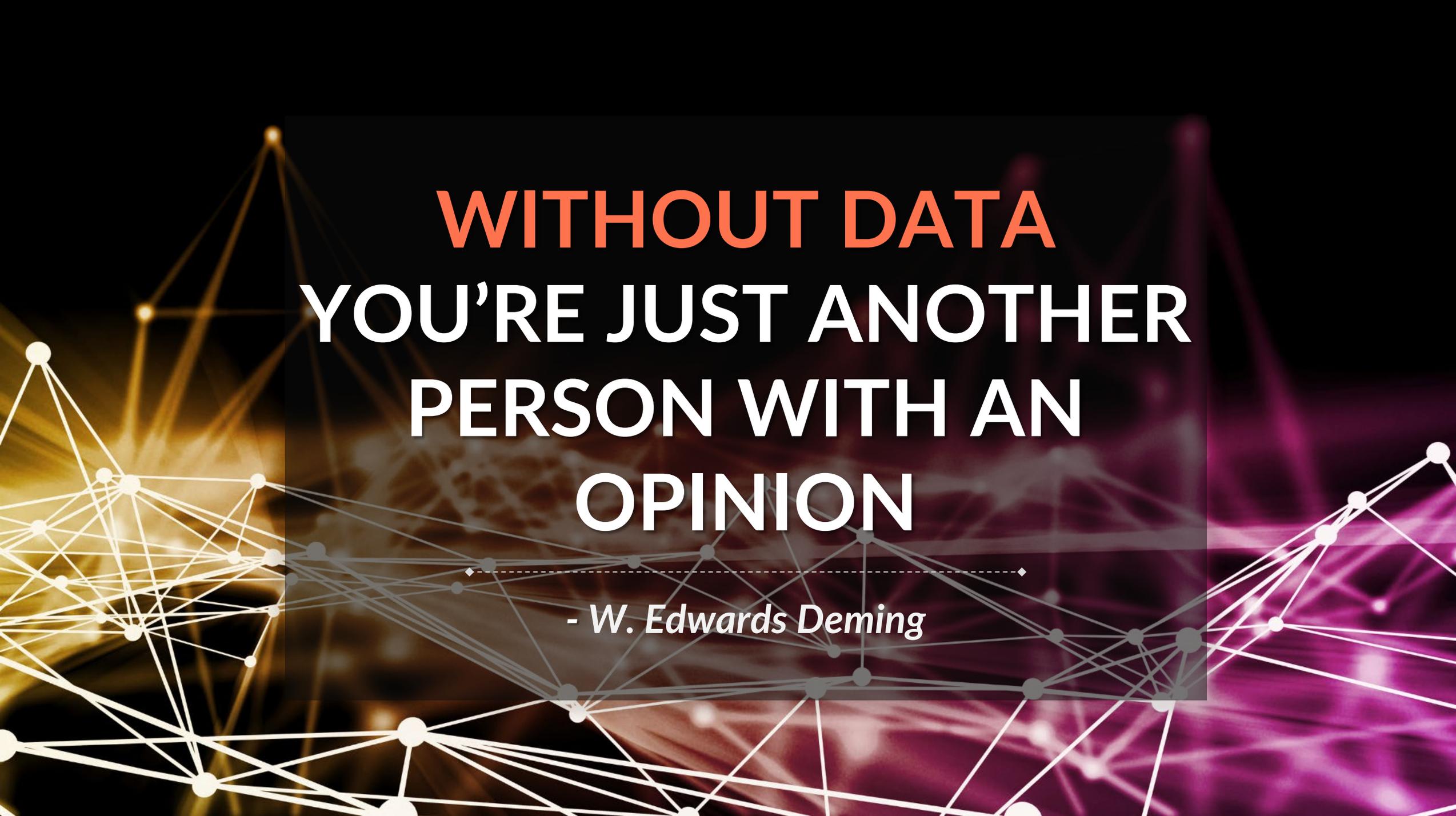


Turnover is **EXPENSIVE!**

*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:

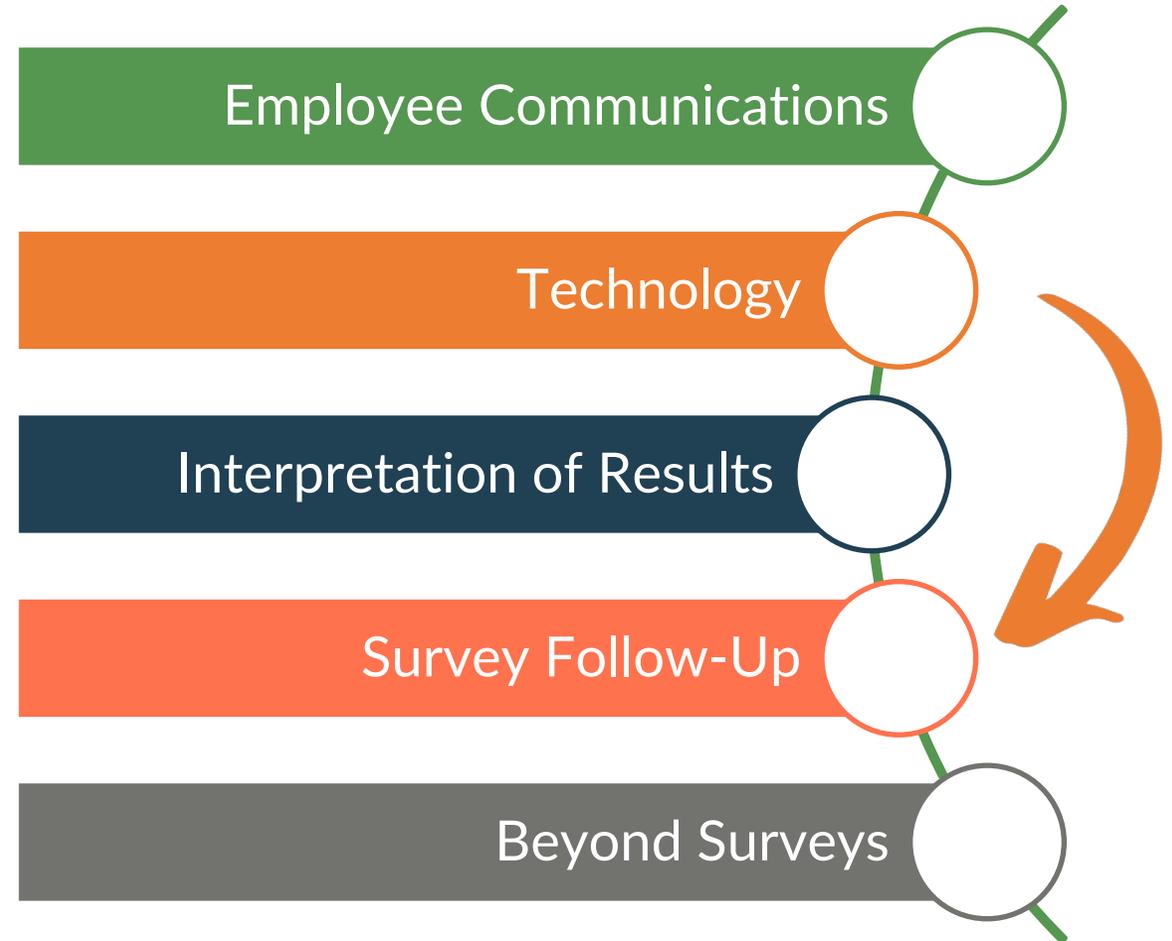
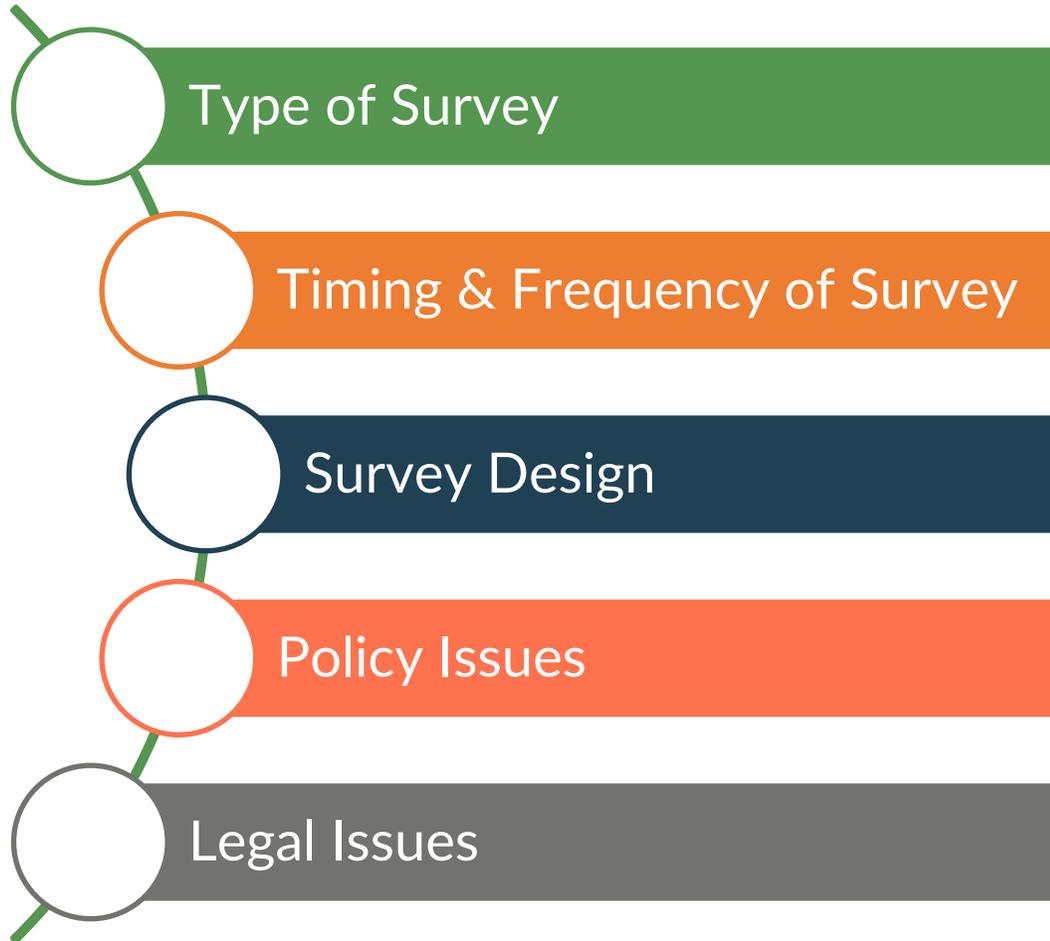
- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your organization losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?



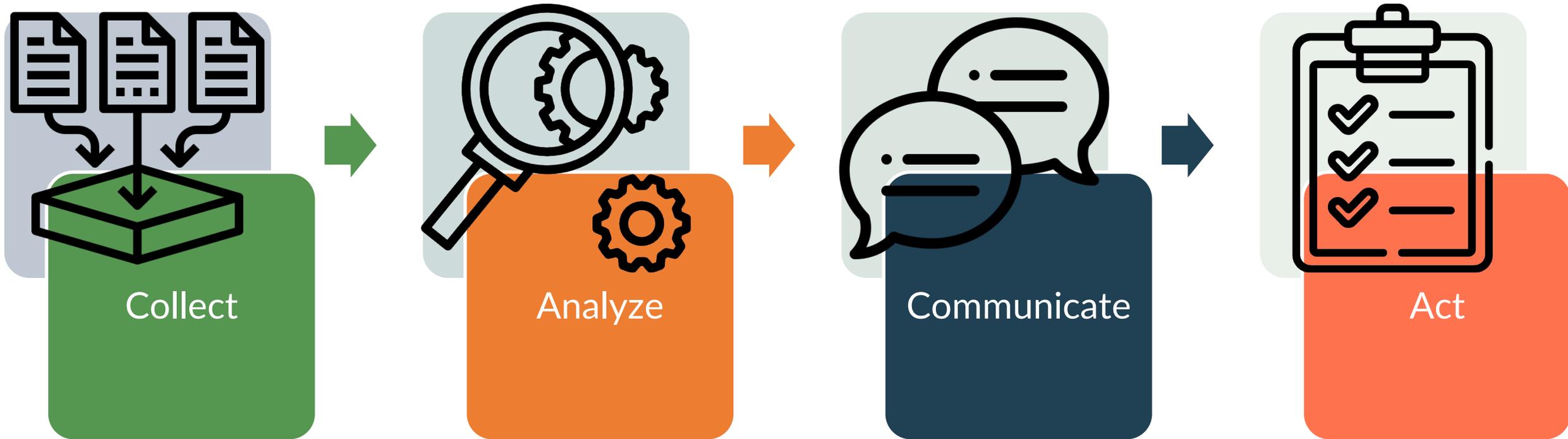
WITHOUT DATA
YOU'RE JUST ANOTHER
PERSON WITH AN
OPINION

- W. Edwards Deming

CONSIDERATIONS FOR STAFF SATISFACTION SURVEYS



THE PROCESS





RESPONDING TO SATISFACTION SURVEYS

RESPONDING TO FEEDBACK



“If you always do what you have always done,
you’ll always get what you always got .”

– Henry Ford

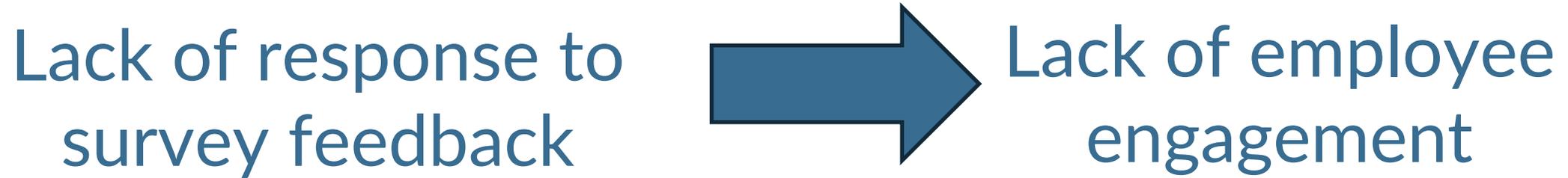
Source: [Henry Ford](#)

THINK ABOUT IT...



Think of a time when you gave feedback and didn't hear anything back. How did that feel?

WHAT IF WE DON'T RESPOND TO EMPLOYEE FEEDBACK?



- Decreased productivity
- Higher turnover rates
- Lower morale and team disfunction
- Missed innovation opportunities
- Reputation and employer brand damage

RESPONDING TO SURVEYS: COMMUNICATION IS KEY



What changes
are possible?



What changes
are NOT
possible?



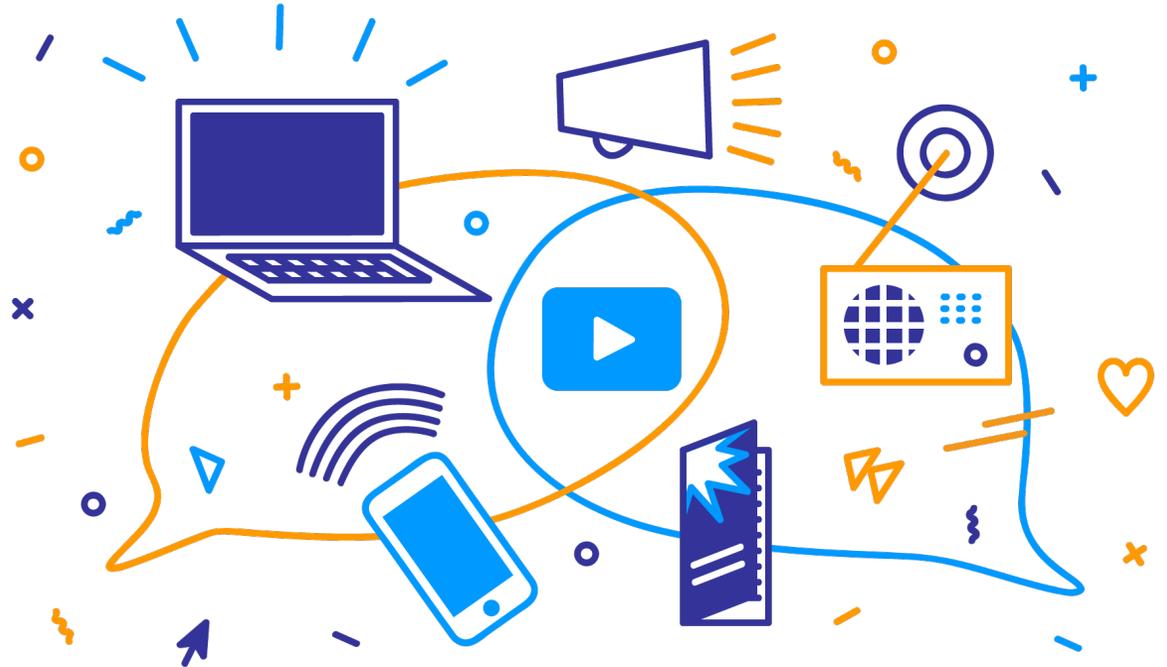
COMMUNICATING RESULTS

- 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**



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





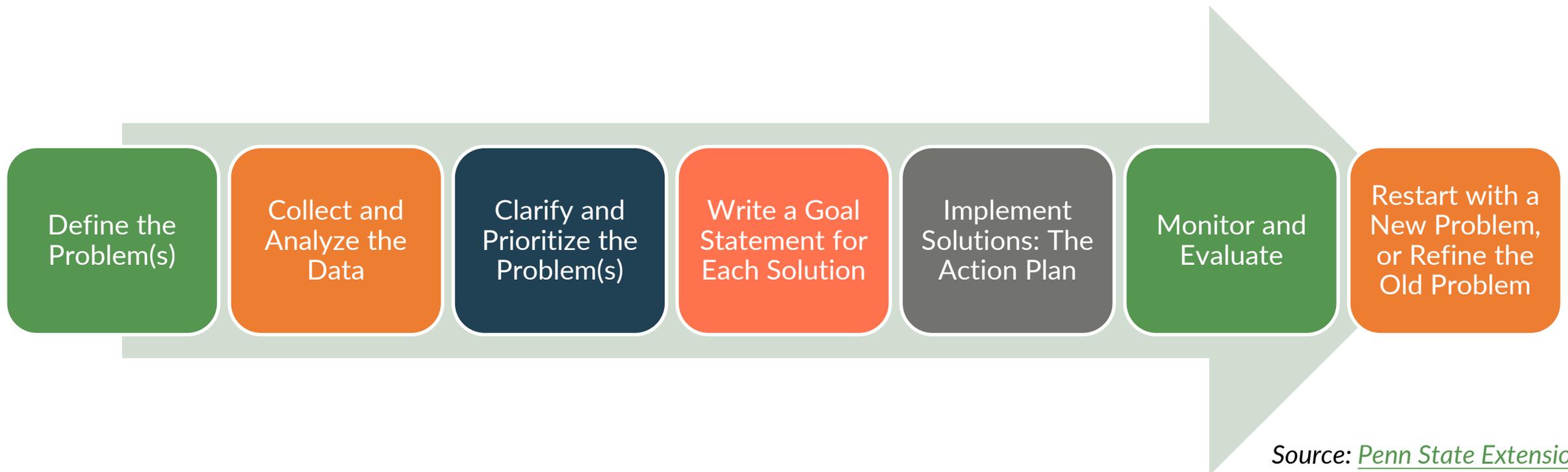
CREATING & IMPLEMENTING ACTION PLANS

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.

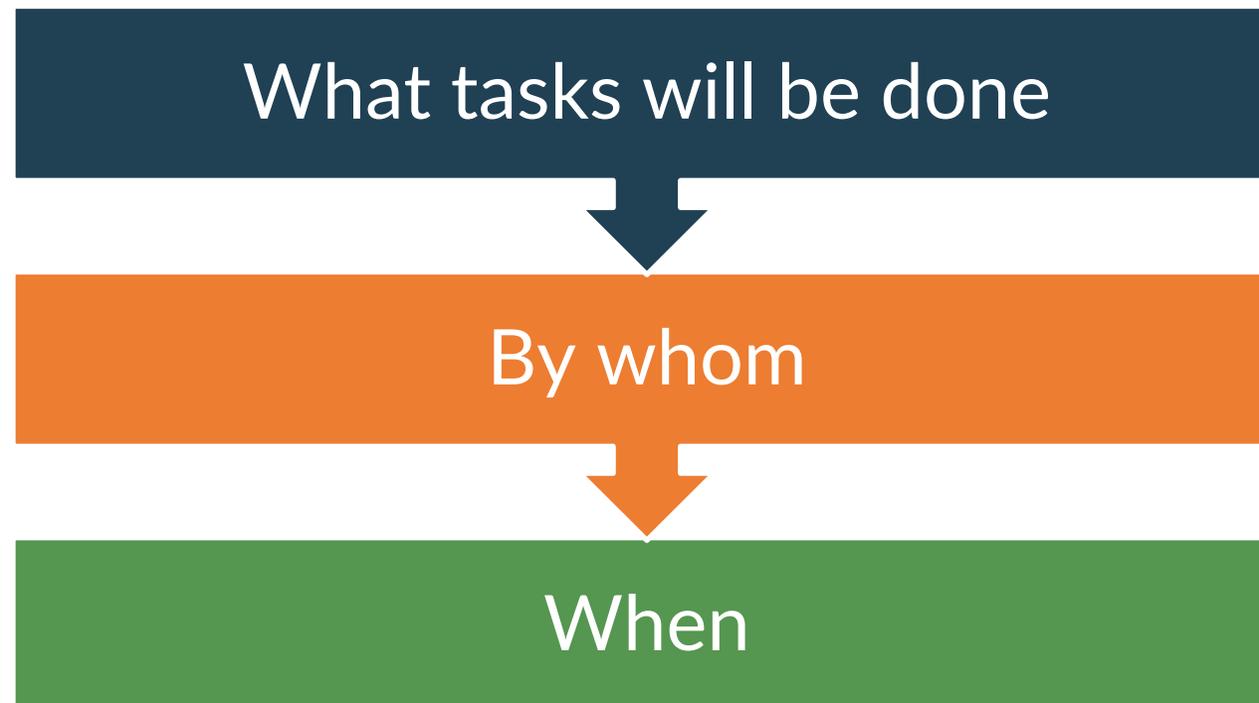


ACTION PLAN

Definition & Components



An action plan is a document that lists what steps must be taken to achieve a specific goal. It breaks down the goal into actionable steps that can be easily followed and tracked.



ACTION PLANS



An Action Plan should include areas for:



Gaps/Barriers

Opportunities

Strategies for Improvement

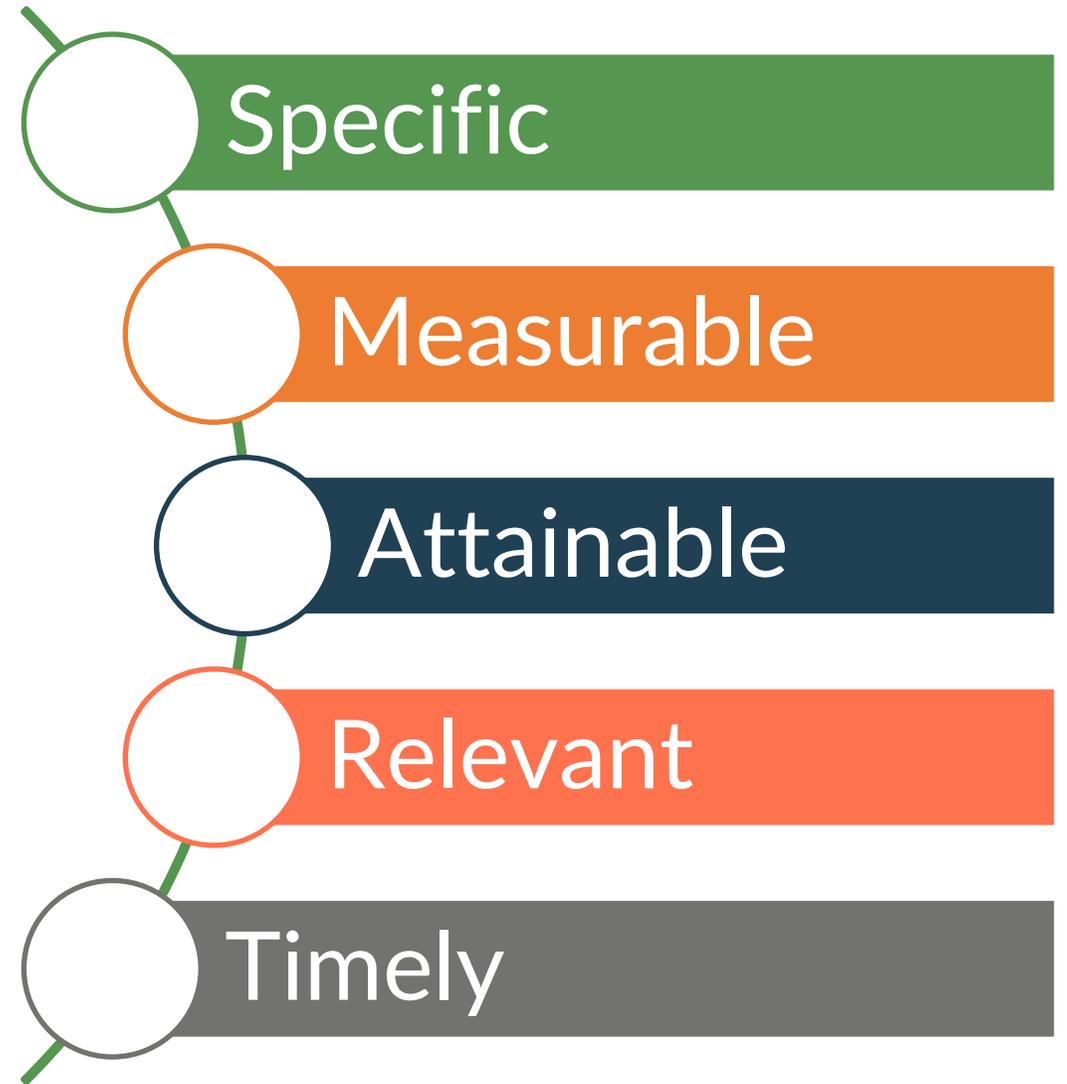
Timeline

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!**

When addressing strategies for improvement in your Action Plans, ensure that these strategies and goals are **SMART!**



ACTION PLAN EXAMPLES



Adding a monthly team huddle to improve communication



Creating a 1-pager to clarify job roles

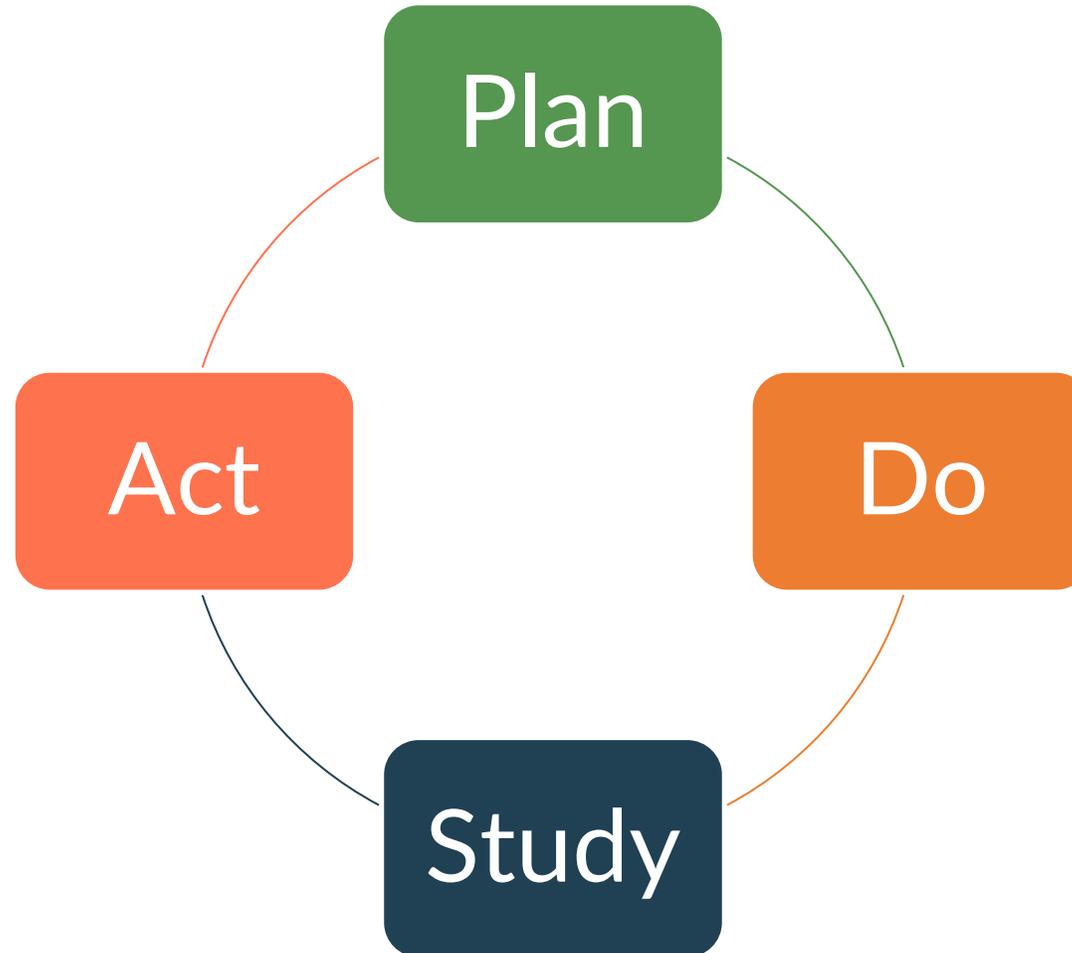


Piloting a staff recognition practice for 60 days



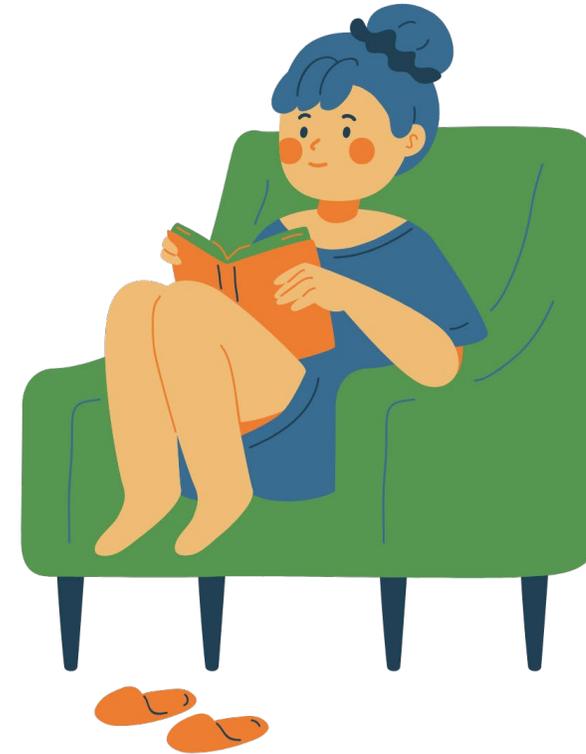
Starting quarterly “You Said, We Did” updates in newsletters

TESTING CHANGES THROUGH PDSA



“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 **...with the proper ...context...**”

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



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.

QUESTIONS

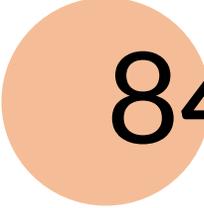


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