Staff Satisfaction in Community Health Centers
Important Webinar Reminders

- Webinar will last approximately 1 hour.
- For technical issues, send a chat to the organizer, (Mara Gillespie).
- Everyone participating in the webinar will be placed on mute. Please accept the audio pin when joining or mute your phone and computer microphone.
- Move your cell phones away from computer.
Questions and Discussion

- There will be a few poll questions that the presenter will ask you to answer. There will also be some Chat Questions where you will be asking for your written contribution. At the designated time, you will use the Chat Feature and respond to the entire audience. The presenter will read the responses.

- At any time during the webinar, you can ask questions. Please use the chat feature to send your questions to the organizer privately, Mara Gillespie. At the end of the webinar, we will answer all questions.

- Any questions that cannot be addressed during the webinar will be responded to the participants directly via email.
This webinar presented by:

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Health care organizations have significant responsibility for prevention and care, therefore assessment of job satisfaction among health centers staff is essential.

If staff are not satisfied, then quality of health services will be decreased.
What is Employee Satisfaction?

• Not just a “Feel Good” Initiative.

• Needs to be strategic:
  – Employee Satisfaction directly impacts patient satisfaction.
  – Employee Satisfaction directly affects retention.
Employee Satisfaction

vs

Employee Engagement

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What does it mean for the CHC environment?

• “Unsatisfied health care employees negatively affect the quality of care which adversely affects patient satisfaction and loyalty to the health center.” (Peltier & Dahl)

Health Center Program Requirement #3 Staffing Requirement

Health center maintains a core staff as necessary to carry out all required primary, preventive, enabling health services and additional health services as appropriate and necessary, either directly or through established arrangements and referrals. Staff must be appropriately licensed, credentialed, and privileged. Section 330(a)(1), (b)(1)-(2), (k)(3)(C), and (k)(3)(I) of the PHS Act
Specific Challenges to Staff Satisfaction in the Community Health Center Environment

What road blocks prevent leadership from embracing a staff satisfaction plan?

“All of our focus is on the patient – no time for anything else.”

“We have not heard about any problems and everyone seems happy. We do not need a staff satisfaction survey right now.”
Satisfaction:

- Believe in Mission- Serving vulnerable populations
- Working with their colleagues and coworkers- sense of teamwork
- Enjoyment and dedication to the job; the work- take pride in serving the communities
“Health care organizations that routinely achieve higher employee satisfaction scores tend to have the following in common (1) accessible leadership (2) frequent communications (3) employees are empowered to satisfy their patients.” (Peltier & Dahl)
Dissatisfaction:

• Lack of efficiency and amount of work expected to complete
• Compensation
• Difficulties with management/supervisors - sense that they do not listed to the issues or opinions do not count
• Lack of effective communications throughout the whole organization - lack of workplace culture
• Lack of appreciation
Top Ten Drivers of Health Center Staff Satisfaction

1. How well job duties are defined
2. Is my work respected?
3. Effectiveness of Communications
4. Shared workload
5. Reward and Recognition- policy
6. Fulfillment of Mission
7. Utilization of staff abilities and skills
8. Satisfaction with immediate supervisors
9. Satisfaction with procedures, documentation, etc.
10. Opportunities for advancement

Source: NACHC, 2009
POLL 1

Do you have an employee satisfaction plan/policy in your organization?

Yes, No, Unsure
If your organization has a staff satisfaction plan, what are some elements of the plan?

What do you wish your organization would add as part of an employee satisfaction plan?
Mitigating Challenges: Conducting a Staff Satisfaction Survey

Staff satisfaction are like thermometers that take the temperature of an organization’s culture and help hone treatment or solutions.

Like thermometers, action taken after the survey’s implementation determines whether or not an organization heals.
SAMPLE Policy and Procedure

Insert HEALTH CENTER Name

POLICIES AND PROCEDURES

DEPT/OPS AREA: Quality Management

POLICY NAME: ASSESSING SATISFACTION

POLICY NUMBER: QM XX

EFFECTIVE (ORIGINAL) DATE:

REVISED DATE:

APPROVAL DATE:

DATE REVIEWED:

APPROVED BY: Board of Directors

POLICY STATEMENT: It is the policy of HEALTH CENTER to maintain a satisfaction program designed to obtain feedback from patients, providers, and employees to assist in improving performance as well as planning for the design of services to meet the need of internal and external customers. Sources of assessing satisfaction include but may not be limited to satisfaction surveys and complaints.

RESPONSIBILITY:
The Board of Directors (BOD) and the Chief Executive Office (CEO) has ultimate responsibility for the Assessing Satisfaction Policy. The BOD delegates review of this policy to the Quality Improvement Committee (QIC). The CEO may delegate oversight of satisfaction survey management and day-to-day management of complaints to the Medical Director and/or Director of Quality.

IMPLEMENTATION:

Patient Satisfaction Surveys:
Patient surveys are administered a minimum of every six months and more frequently as deemed necessary. Survey instruments are language appropriate to HEALTH CENTER’s population. The patient satisfaction survey instrument is administered according to specific data collection methodology that is appropriate for the patient population. The method may include a mixed method approach (mail, telephone, etc.) if desired to achieve the highest response rate.

The survey instrument is to include but is not limited to the following:

• Overall satisfaction with care and services provided
• Satisfaction with services as they relate to appropriateness, access and availability, effectiveness, respect and caring, coordination of care, communication, whole person/self-management, timeliness of care/service; and likelihood to use the service again.
• Area for narrative comments.

Results are summarized, aggregated, trended to HEALTH CENTER specified performance targets and presented to the QIC and the BOD for review and recommendations.
DEPT/OPS AREA: Quality Management

POLICY NAME: Assessing Satisfaction

POLICY NUMBER: QM XX

Employee Satisfaction Surveys:

Employee satisfaction surveys are administered at a minimum of annually and more frequently as deemed necessary. Survey instruments are language appropriate to HEALTH CENTER provider and employee staff. Survey results are analyzed internally or by an external vendor and presented in aggregate only. Employee identifying information is kept confidential to HEALTH CENTER by the survey vendor.

The provider and employee satisfaction survey instrument is administered according to specific data collection methodology. The method may include a mixed method approach (mail, telephone, etc) if desired to achieve the highest response rate.

The survey instrument includes but is not limited to:

- Overall satisfaction
- Satisfaction related to respect and fairness, supervision and management, work environment, and likelihood to recommend.
- Area for narrative comments

Results are summarized, aggregated, trended to HEALTH CENTER specified performance targets and presented to the QIC and the BOD for review and recommendations.

Patient and Employee Complaints:

Employee and patient complaints are investigated and resolved on an ongoing basis and in accordance with HEALTH CENTER complaint management policies and procedures.

Complaint summary reports are aggregated and reported at least quarterly to the QIC. Summary reports do not contain any identifying information.

DOCUMENTATION/MONITORING:

Annually, HEALTH CENTER includes aggregated satisfaction survey and complaint findings in its annual Quality Management Program evaluation. The information is utilized in HEALTH CENTER’s planning processes to design care/services which meet the needs and expectations of patients, employees, and providers.

REFERENCES:

Suggested Related Policies:
- Patient Complaint Policy
- Employee Grievance Process
Creating a Culture- Communicate Plans, goals and intentions with senior leaders, managers, employees.

– Communication and Trust are the two key topics related to Employee Engagement.

• Senior Leadership Team and Management Orientation
• Introductory Email to All Employees
• Following Survey, Share results
• Communicate the Action Plan
• Implement Plan- consider task force or committee
• On-gong Communications
• When and How Often to Repeat
Do you administer staff satisfaction surveys?

Yes, No, Unsure
How often do you administer staff satisfaction surveys?

Monthly, Quarterly, Yearly, Other (please specify in chat box)
Benefits of Measuring and Improving Staff Satisfaction

- Reduced turnover
- Associated reduction in training costs
- Identifying cost saving opportunities
- Curbing absenteeism
- Strengthening supervision
- Evaluating patient service issues
- Assessing training needs
- Streamlining communication
- Benchmarking the facility’s progress in relation to the industry
- Gauging employees understanding of, and agreement with, the facility's mission
• Annual
• Accountable
• Action- Now What?? Nothing ever gets Done.....
Key Strategies when Conducting a Staff Satisfaction Survey

• Start Small, etc.
• Keep the survey short based on the priorities of the employees and leadership.
• Have employees participate in the construction of the question as well as in the formation of solutions.
• Following survey, share results and include the process in a action-oriented, strategic plan.
• Use the survey as a tool for accountability.
Sample Questions

- Overall job satisfaction
- Daily Workload
- Clarity of Job Performance/Expectations
- Specific Work Tasks Related to Job
- Processes within Organization
- Manager/Supervisor Shows Appreciation
- Manager/Supervisor Feedback
- Manager/Supervisor Manages Employee Performance
- Manager/Supervisor keeps me informed
- Inter-Department Teamwork and Communication
- Employee Courtesy and Friendliness to One Another
- Importance of Organization Mission
- Overall agency leadership communication and change Management
- Learning and growth opportunities
- Salary & benefits competitiveness
- Opportunities for Advancement/Professional Development
- Recommend others to work at organization
1. Organize focus group-like conversations with employees at each level of your organization.
2. Review Results
3. Verify/Identify/prioritize top areas of concern
4. Offer strategies for improvement
5. Create action plans
6. Share with leadership for adoption
7. Implementation
PDSA Model for Improvement

What are you trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?
Identify 1 or 2 ways in which you might begin to build a culture of staff engagement at your organization?
• Create communication guidelines to improve communication at all levels. Let staff know their opinions count!
• Put together a committee to move effort forward.
• Ensure that staff are regularly recognized, rewarded valued.
• Keep staff informed and engaged.
• On-going analysis and evaluation
Creating an Employee Engagement Culture

- Strong Vision and Leadership
- Consistent Communication
- Supervisor Interaction
- Employee Development
- Team Environment
- Culture of Trust
- Clear Expectations
- Reward and Expectations
- Employee Feedback
- Competitive Pay and Benefits
Common Strategies for Maintaining or Improving Employee Satisfaction

- Quarterly performance assessments
- Performance goals
- Incentives
- Recognition
- Systems integration
- Consistency/Multi-disciplinary

Most importantly, leadership should consider addressing staff satisfaction as an ongoing process.
Employee Satisfaction through Effective Employee Performance Management

• Provide Clarity on job function and expectations
• Increase the frequency of job related communication between managers and employees
• Provide clarity on employee goals, and track and communicate progress
• Document and communicate positive feedback
Survey Resources

1. Any type of Survey: Survey Monkey
2. SHRM Foundation- Employee Engagement
3. NACHC- Staff Pulse


Thank You!

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