2018 UVA Health System
Engagement Survey

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Medical Center Leader Expectations

2018 UVA Health System Engagement Survey Results

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The 2018 UVA Health System Engagement Survey provides insight and awareness gained through team member feedback, which is used to build a "best place to work" culture at the Medical Center. This culture of engagement, accountability, and trust through partnership with team members drives high organizational performance and growth by delivering excellent quality of care and service to patients.

All leaders play a key role in this process. This guide was designed to provide clear expectations regarding your role in sharing results, gathering feedback, and action planning with your work units.

Key Terms

Tiers
Reflect team members' average response in a work unit to survey items that highly correlate with commitment. *(Also know as a Power Items Score)*

Tier I Teams:
Above Average Performance
Score of 5.0 – 4.15

Tier II Teams:
Average Performance
Score of 4.14 – 3.80

Tier III Teams:
Below Average Performance
Score of 3.79 or below

Action Planning Readiness Score (APR):
This score represents team members' readiness to engage in feedback and action planning. The score is assigned through calculations on a 100-point scale from survey items specific to manager performance:

- High readiness   90-100
- Moderately high readiness   80-89
- Moderate readiness   70-79
- Moderately low readiness   60-69
- Low readiness   0-59

Work Unit (WU):
Team within UVA Medical Center that is specially staffed and equipped to provide a particular type of care or service.

Service Line Leaders:
References all patient population, operational, and corporate service line leaders.

Work Unit (WU) Leaders:
Manager/Leader of team within UVA Medical Center.

Tiered Approach to Action Planning

CHANGES FOR 2018:
- Tier III leaders must enter a Performance Goal for engagement.
- Service Line Leaders will report on engagement activities at their scheduled MC Cabinet presentations, regardless of Tier score.

- The Medical Center Cabinet will focus on organizational level planning for key drivers and themes
- Action planning should follow our Be Safe methodology to determine root causes and wherever possible utilize an interdisciplinary approach
- All work unit (WU) leaders are required to share results with their teams between August 8 and September 7, 2018
  - Please do not share your results with your teams before August 8, 2018
  - WU leaders should have a discussion with their own supervisor/manager before sharing results

Tier I Work Units

- Action planning is not required
- Celebrate strong engagement and work to maintain or exceed performance
- Support their Tier II and III colleagues within their service lines
- Share best practices in small and large forums, as requested
- Communicate and engage around organizational plans

Tier II Work Units

- Tier II WUs with an Action Plan Readiness Score (APR) of 69 or less are required to complete a Leader Action Plan (with focus on one item from the "Manager" domain)
- Tier II WUs with APR of 70 and greater should highly consider action planning

Tier III Work Units

- Required to action plan on at least one item
- Tier III work units with an Action Plan Readiness Score (APR) of 69 or less are <u>required</u> to complete a Leader Action Plan (with focus on one item from the "Manager" domain)
  - Service line leader will serve as sponsor
  - Service line leader will provide support and direction
- WU leaders required to enter a Performance Goal for Engagement
- Action Plan updates should be shared with your service line leader on a regular basis

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Expectations by Role

Organizational Leadership (Medical Center Cabinet)

New for 2018: Service Line Leaders will provide updates to Medical Center Cabinet during scheduled presentations, regardless of Tier score.

- Medical Center Cabinet will hold Service Line Leaders accountable to progress on team member and work unit leader engagement action plans.

- Together with Organizational Development and Press Ganey teams, Medical Center Cabinet will identify the most pressing opportunity for improvement within the Organizational Domain and commit resources to specifically addressing the issue.

- Cabinet members will also connect with specific departments, leaders, and team members to learn more about the front line team member experience and how to best address the organizational issue(s).

Expectations by Role

Service Line Leaders (Action Plan Sponsors at Unit Level)

New for 2018: Service Line Leaders will provide updates to Medical Center Cabinet during scheduled presentations, regardless of Tier score.

Provide direct support to Tier III, encouragement to Tier II, and recognition to Tier I work units.

Encourage leaders to utilize the Organizational Development (OD) resources found on the Press Ganey Portal.

- Tier I and II work units with APR of 70 or greater
  - Advise and assist leaders to review and share results
  - Establish regular updates with WU leaders

- Tier III work units with APR of 70 or greater
  - Advise and assist leaders to review and share results
  - Encourage WU leader to schedule a formal 1:1 debrief with his/her supervisor to review plan of action
  - Establish regular updates with WU leaders

- Tier II work units with APR of 69 or lower
  - Advise and assist leaders to review and share results
  - Before results are shared with work units, ask WU leader to schedule a formal 1:1 debrief with his/her supervisor to review plan of action
  - After sharing results, determine next steps for action planning
  - Establish regular updates with WU leaders

- Tier III work units with APR of 69 or lower
  - Advise and assist leaders to review and share results
  - Consult with OD to determine involvement and support with sharing results and action planning
  - Before results are shared with work units, ask WU leader to schedule a formal 1:1 with his/her supervisor to review plan of action
  - After sharing results, determine next steps for action planning - service line leader to attend action planning session as sponsor
  - Establish regular updates with WU leaders
    - Recommendation: Establish group setting for updates of Tier III plans in effort to spread solutions. All impacted work units sharing and hearing together can be helpful.

Expectations by Role

Work Unit Leaders (Action Plan Owners at Unit Level)

- Tier I and II work units with APR of 70 or greater
  - Review and follow the "*Guide to Understanding and Sharing Your Survey Results*" on the Press Ganey Portal ("Documents" tab)
  - Establish regular updates with your supervisor

- Tier III work units with APR of 70 or greater
  - Review and follow the "*Guide to Understanding and Sharing Your Survey Results*" on the Press Ganey Portal ("Documents" tab)
  - Schedule a formal 1:1 with your leader to discuss your results and how best to share with your work units
  - Hold Action Planning Session with work unit
  - Follow-up with your leader to review Action Plan
  - Establish regular updates with your supervisor

- Tier II work units with APR of 69 or lower
  - Review and follow the "*Guide to Understanding and Sharing Your Survey Results*" on the Press Ganey Portal ("Documents" tab)
  - Schedule a formal 1:1 with your leader to discuss your results and how best to share with your work units
  - Establish regular updates with your supervisor

- Tier III work units with APR of 69 or lower
  - Meet with your leader to plan how to share results with work unit (Consider OD support before sharing and action planning)
  - Partner with OD to utilize the "*Guide to Understanding and Sharing Your Survey Results*" on the Press Ganey Portal ("Documents" tab)
  - After sharing results, determine next steps for action planning - service line leader to attend action planning session as sponsor
  - Follow-up with your leader to review Action Plan and determine next steps
  - Establish regular updates with your supervisor
  - New for 2018: Enter 2018-2019 Performance Goal around engagement

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Expectations by Role

Organizational Development (OD) Support

- Create and distribute action planning support materials for all work units who are required or would like to action plan

- Share communication emphasizing the importance and advantages of action planning

- Align with and support service line leader based on survey results
    - Tier III work units with APR of 69 and lower
    - Remain aligned with service line leaders to consult on survey results, provide strategic support at the work unit level, and establish joint expectations

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Timeline

Due Date	Task
July 11th	High level survey results presentation to Medical Center Management Group
July 11th – August 8th	WU leader reviews results in Press Ganey Portal and meets with his/her supervisor to prepare team discussion
August 8th – September 7th	Work unit leader discusses survey results with team
September 7th – October 5th	Action Plans developed
Beginning October 6th	Service Line Leaders reporting on progress at MC Cabinet

Sharing Results with Your Team

To better understand your work unit's results, please reference the **Guide to Understanding and Sharing Your Survey Results.**

Once you are ready to share your survey results with your work units, please utilize the **Work Unit Results Review PowerPoint Template**.

These guides are available on the Press Ganey Survey Portal under "Documents".

Please note that the PowerPoint template is customizable and includes speaking points* to help guide you through the Results Review Session with your work units. All items in red should be replaced with your work unit's individual results.

*To view the speaking points, please complete the following steps:
- Open the PowerPoint template document
- Click on the "View" tab at the top of the page
- Locate "Presentation Views" at the top and select "Notes Page"

Action Planning Template

Utilize the Action Planning Template below to take notes during your work unit discussions. This template is an additional tool to simplify the action planning process.

1.	Title	
2.	Survey Items	
3.	Due Date	
4.	Owners	
5.	Org Hierarchy Units	
6.	Issue	
7.	Goal	
8.	Success Measure	
9.	Task #1	
	+ Owner	
	+ Start Date	
	+ Due Date	
	Task #2	
	+ Owner	
	+ Start Date	
	+ Due Date	
	Task #3	
	+ Owner	
	+ Start Date	
	+ Due Date	
10.	Comments	

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Additional Resources

Once you are logged into the Press Ganey Portal, please complete the following steps to access additional resources including educational videos, action planning tips, and more.

- On the left side of the portal's homepage, there are various options available for viewing results, understanding results, and beginning action planning:
    - **Summary** (Shows a summary of your team's results)
    - **Strengths** (Shows up to ten itemized strengths from highest to lowest score)
    - **Concerns** (Shows up to ten itemized concerns from lowest to highest score)
    - **Item Details** (Shows all survey items with additional details)
    - **Org Details** (Shows a summary of organizational survey data)
    - **Action Planning** (Shows the action planning template)
    - **Action Planning Tracker** (Tracks the progress of your action plans)
    - **Response Rates** (Shows the response rate for your team)
    - **Documents** (Shows all OD materials available for download)
    - **Snapshot Export** (Allows managers to print or email a screen view)
- On the top right side of the portal's homepage, you will find additional resources by clicking on the "**Resources**" tab
    - **Resources** (Provides a series of resource videos that will assist in understanding your team's data, the engagement portal, and the action planning process)