



2018 UVA Health System Engagement Survey

YOUR
VOICE
YOUR
UVA

ACCOUNTABILITY | STEWARDSHIP | PROFESSIONALISM | INTEGRITY | RESPECT | EXCELLENCE

A GUIDE TO

Understanding & Sharing Your Survey Results

Organizational Development

Table of Contents

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 University of Virginia Health System. 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.

As a work unit (WU) leader, you play a key role in this process. This guide was designed to provide tips and tools to assist you in sharing your results and preparing action plans with your work units.

Understanding and Analyzing Data

2018 UVA Health System Survey Items	03
Engagement Survey Terminology	07
Using Resources and Tools	09
Data Analysis Worksheet	10

Planning and Preparation

Work Unit Results Review Checklist	11
Results Review PowerPoint Template Instructions	12

Sharing Results and Gathering Feedback

Results Review Tips and Tools	13
Action Planning Session Tips and Tools	14
• Engagement Discussion A3.....	15
• Action Planning Template.....	16
• Tips for Ongoing Follow-Up.....	17

Understanding and Analyzing Results

It is important to be familiar with the survey items, terminology, and features to help facilitate effective discussions with your teams. You should know and understand the survey basics and how to apply the results before sharing with your work units.

Key:

COLOR/STYLE	MEANING	QUESTIONS
Blue	15 Power Items (Indicate Tier)	2,6,8,9,11,12,13,17,21, 22,25,27,31,32,36
Orange	6 Engagement Indicator Items (Comprise Percentile Ranking)	19,20,26,29,30,37
<i>Bold/Italicized</i>	<i>6 Items</i> <i>(Comprise Action Planning Readiness)</i>	<i>2,5,9,18,25,27</i>

Survey Items:

#	ITEM	THEME	DOMAIN
1	This organization cares about its clients/patients.	Quality & Service	Organization
2	<i>The person I report to treats me with respect.</i>	<i>Leadership</i>	<i>Manager</i>
3	This organization values employees from different backgrounds.	Diversity	Organization
4	My ideas and suggestions are seriously considered.	Employee Involvement	Manager
5	<i>The person I report to cares about my job satisfaction.</i>	<i>Leadership</i>	<i>Manager</i>
6	I am satisfied with the recognition I receive for doing a good job.	Recognition	Manager
7	There is a climate of trust within my work unit.	Teamwork	Employee
8	This organization conducts business in an ethical manner.	Organizational Values	Organization
9	<i>I am involved in decisions that affect my work.</i>	<i>Employee Involvement</i>	<i>Manager</i>
10	When appropriate, I can act on my own without asking for approval.	Employee Involvement	Manager

Survey Items

ID	ITEM	THEME	DOMAIN
11	This organization supports me in balancing my work life and personal life.	Work-Life Balance	Organization
12	I like the work I do.	My Work	Employee
13	My pay is fair compared to other healthcare employers in this area.	Fair Compensation	Organization
14	The environment at this organization makes employees in my work unit want to go above and beyond what's expected of them.	Energy and Focus	Employee
15	I get the training I need to do a good job.	Growth and Development	Organization
16	Patient safety is a priority in this organization.	Safety	Organization
17	This organization treats employees with respect.	Employee Care	Organization
18	<i>The person I report to encourages teamwork.</i>	<i>Leadership</i>	<i>Manager</i>
19	I am proud to tell people I work for this organization.	Engagement Indicator	Engagement Indicator
20	I would stay with this organization if offered a similar position elsewhere.	Engagement Indicator	Engagement Indicator
21	My job makes good use of my skills and abilities.	My Work	Employee
22	This organization provides career development opportunities.	Growth and Development	Organization
23	I get the tools and resources I need to provide the best care/service for our clients/patients.	Resources	Organization
24	I have sufficient time to provide the best care/service for our clients/patients.	Resources	Employee
25	<i>I respect the abilities of the person to whom I report.</i>	<i>Leadership</i>	<i>Manager</i>
26	I would like to be working at this organization three years from now.	Engagement Indicator	Engagement Indicator
27	<i>The person I report to is a good communicator.</i>	<i>Leadership</i>	<i>Manager</i>
28	My work is meaningful.	My Work	Employee

Survey Items

#	ITEM	THEME	DOMAIN
29	I would recommend this organization as a good place to work.	Engagement Indicator	Engagement Indicator
30	Overall, I am a satisfied employee.	Engagement Indicator	Engagement Indicator
31	My work unit works well together.	Teamwork	Employee
32	Different work units work well together in this organization.	Teamwork	Organization
33	My work unit is adequately staffed.	Resources	Organization
34	The amount of job stress I feel is reasonable.	Work-Life Balance	Employee
35	Communication between physicians, nurses, and other medical personnel is good in this organization.	Teamwork	Organization
36	This organization provides high-quality care and service.	Quality & Service	Organization
37	I would recommend this organization to family and friends who need care.	Engagement Indicator	Engagement Indicator
38	This organization makes every effort to deliver safe, error-free care to patients.	Safety	Organization
39	I can enjoy my personal time without focusing on work matters.	Resilience	Employee
40	I am able to disconnect from work communications during my free time (emails/phone etc.).	Resilience	Employee
41	I rarely lose sleep over work issues.	Resilience	Employee
42	I am able to free my mind from work when I am away from it.	Resilience	Employee
43	I see every patient/client as an individual person with specific needs.	Resilience	Employee
44	I care for all patients/clients equally even when it is difficult.	Resilience	Employee
45	The work I do makes a real difference.	Resilience	Employee
open	Please give examples of trust and respect being displayed in this organization.		

Magnet Survey Items

RN Patient Facing:

#	ITEM	THEME	DOMAIN
46	Within my scope of nursing practice, I have the freedom to act on what I know is in the best interest of the patient.	Autonomy	Manager
47	I have the opportunity to influence nursing practice in this organization.	Autonomy	Employee
48	I have opportunities to learn and grow in this organization.	Professional Development	Organization
49	The person I report to uses the performance process to coach me on my professional development.	Professional Development	Manager
50	The person I report to supports free exchanges of opinions and ideas.	Leadership Access & Responsiveness	Manager
51	The person I report to is responsive when I raise an issue.	Leadership Access & Responsiveness	Manager
52	Nurse leaders are accessible in this organization.	Leadership Access & Responsiveness	Organization
53	Senior nursing leadership is responsive to my feedback.	Leadership Access & Responsiveness	Organization
54	We effectively use cross functional (interprofessional) teams in this organization.	Interprofessional Relationships	Organization
55	There is good collaboration between nursing and the different ancillary services, e.g., pharmacy, lab, radiology, nutrition, behavioral health, etc.	Interprofessional Relationships	Organization
56	Overall, I am satisfied with the expertise of the nursing staff.	Fundamentals of Quality Nursing Care	Employee
57	My work unit uses evidence-based practice in providing patient care.	Fundamentals of Quality Nursing Care	Employee
58	My work unit demonstrates a commitment to patient- and family-centered care.	Fundamentals of Quality Nursing Care	Employee
59	I am involved in quality improvement activities.	Fundamentals of Quality Nursing Care	Employee
60	Our organizational values are reflected in our Nursing Professional Practice Model.	Fundamentals of Quality Nursing Care	Organization
61	Nurse leaders share a clear vision for how nursing should be practiced in this organization.	Fundamentals of Quality Nursing Care	Organization
62	Nurses in my work unit help others to accomplish their work.	RN to RN Teamwork and Collaboration	Employee
63	Nurses in my work unit help others even when it's not part of their job.	RN to RN Teamwork and Collaboration	Employee

Survey Terminology

The following are Press Ganey terms that will assist you in understanding and sharing your work unit survey results.

Items:

Questions asked during the survey. Example: "The person I report to encourages teamwork."

Themes:

Each item is placed into a section or category of like questions:

- Autonomy
- Diversity
- Employee Care
- Employee Involvement
- Energy and Focus
- Engagement Indicator
- Fair Compensation
- Growth and Development
- Leadership
- My Work
- Organizational Values
- Quality & Service
- Recognition
- Resilience-Activation
- Resilience-Decompression
- Resources
- Safety
- Teamwork
- Work-Life-Balance
- Additional Magnet Themes

Engagement Indicator Items (Orange):

The 6 items that measure a team member's emotional attachment to, identification with, and involvement within the organization. *As leaders, we can support continued improvement at the organizational level by inspiring pride in UVA Health System.

Engagement Indicator Score:

Indicates the degree of commitment team members feel toward the organization. Work units that are very connected to the organization will have a very strong level of commitment.

Power Items (Blue):

The 15 items selected from all domains that most powerfully drive commitment. These items are more performance-related and are therefore more actionable as opposed to the Engagement Indicator items.

Power Items Score:

Reflects team members' average responses to survey items that most powerfully impact commitment; used for tier ranking.

Survey Terminology

Domains:

Survey items are also divided into three broad categories which reflect the degree to which team members feel connected.

- **Organization Domain** Items in the Organization Domain measure the degree to which team members feel connected to the overall organization. Although this domain taps into broader perceptions about the organization's culture, lower scoring items within this domain can be influenced by how effectively the work unit leader helps team members connect to the overall organization's mission and values.
- **Manager Domain** Items in the Manager Domain reflect the degree to which your team members feel connected to the person that they report to, typically a supervisor or manager. Lower scoring manager domain items may require support from outside of the work unit.
- **Employee Domain** Items in the Employee Domain reflect the degree to which your team members feel connected to their colleagues and jobs. Low scoring Employee Domain items can typically be addressed by working with team members at the work unit level.

Tier Categories:

This classifies the work unit's Power Item Score in comparison to other work units. Tier determination is based on the Power Items Score established by Press Ganey and used by all clients:

- | | | |
|------------|---------------------------|---------------|
| • Tier I | Above Average Performance | 5.0 - 4.15 |
| • Tier II | Average Performance | 4.14 - 3.80 |
| • Tier III | Below Average Performance | 3.79 or below |

Action Planning Readiness (APR) Score (Bold/Italicized):

This 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 |

Using Resources and Tools

How to Access Press Ganey’s Portal:

You will receive an email from Press Ganey on behalf of UVA Health System with your login information. If you experience difficulty viewing the Press Ganey Portal, it is recommended you use Internet Explorer 11, Google Chrome, or Mozilla Firefox as your web browser. If you need additional assistance logging in, please contact the Client Support Desk at hdesk@pressganey.com or 1-800-849-2292 (Option 1).

How to Access Press Ganey’s Resources:

Once you log into the Press Ganey Portal, there will be a Resources link in the upper right corner of the homepage. Click on the Resources link to view the following:

- **Engagement Portal**
 Engagement video tutorials for Super Users and Work Unit Managers
- **Employee User Guide**
 Provides a step by step review of how to navigate the Press Ganey Portal for your work unit’s survey results
- **Snapshot Export Quick Guide**
 Provides a step-by-step review of how to generate a printable document of the most common portal views

Press Ganey Technical Support:

- 1-800-849-2292, option 1 hdesk@pressganey.com

UVA HS Organizational Development Support:

- | | | |
|--------------------|--------------|--|
| • Raymond Brown | 434-981-9672 | rab2ct@virginia.edu |
| • Wayne Woodson | 434-981-0510 | wew2k@virginia.edu |
| • Tyler Christesen | 434-872-3739 | tc7vc@virginia.edu |
| • Mark Dunn | 434-924-0498 | mfd4v@virginia.edu |

Data Analysis Worksheet

Analyzing the Data:

- What is the work unit's Engagement Indicator Score?
- What is the Tier Breakdown?
- What is the Action Planning Readiness Score?
- Which items have the highest percentage of unfavorable responses? Does this identify any trends?
- Are there items with a high percentage of neutral responses?
- Do these results surprise me? Why or why not?

Impacting Factors:

- What factors may have contributed to the results of the survey?
 - New system or process?
 - Staffing, flex time, turnover?
 - Team dynamics?
 - Other factors?
- Are the identified issues real or perceived?
- Were these factors identified and addressed prior to the Engagement Survey?
- Why are some team members more positive or less positive than others?

Identifying Themes and Trends:

- Are the areas for opportunity grouped in one particular domain or across the four domains?
- Do the results identify themes within the strengths or areas of opportunity? For instance, trust, communication, or teamwork?

Priority Areas:

- What strengths can be recognized and celebrated?
- What areas for opportunity can be addressed and improved upon immediately?
- Is there an overall theme the work unit should concentrate on?
- Which items can team members be involved in to assist in the improvement process?

Work Unit Results Review Preparation

Preparation Checklist:

- Review and analyze 2018 UVA Health System Engagement Survey Results
- Complete the “Work Unit Results Review PowerPoint Template” and carefully review / understand the agenda:
 - Thank You
 - Why We Survey
 - Objectives
 - Ground Rules
 - Press Ganey’s Employee Voice Model
 - Work Unit Feedback Process
 - Engagement, Action Planning Readiness & Tier Scores
 - Strengths & Concerns
 - Summary & Clarification of Results
 - Next Steps
- Meeting logistics to consider:
 - Meeting location – comfortable location where participants can focus on content
 - Time and length
 - Will more than one meeting be conducted?
 - Schedule meetings to accommodate various shifts and weekends
 - Work unit coverage during meetings
 - Size of each meeting – number of participants
 - Leadership attendance and participation
 - What was your Action Planning Readiness Score?
 - Who will take notes during the meeting?
- Prepare a meeting invite
- Supplies to consider:
 - Results template
 - Chart paper
 - Markers
 - Agenda
 - Sign-in sheet

Sharing Your Survey Results

Once you are ready to share your survey results with your work unit, please utilize the **2018 Work Unit Results Review PowerPoint Template**. Please note that this template is customizable and includes speaking points to help guide you through the discussion with your work unit. All items in red should be replaced with your work unit’s individual results. Please see below for a list of these items.

Work Unit Results Review PowerPoint Template Instructions:

SLIDE #	ACTION
1	<ul style="list-style-type: none"> • Enter your Work Unit • Enter the Date of the session
9	<ul style="list-style-type: none"> • Enter the Engagement Indicator Score for your work unit (This data can be accessed within the “Summary” tab in the Press Ganey Portal) • Enter the Organization, Manager, and Employee Domain Scores for your work unit (This data can be accessed within the “Summary” tab in the Press Ganey Portal)
10	<ul style="list-style-type: none"> • Enter your Work Unit • Enter the Action Planning Readiness (APR) Score for your work unit (This data can be accessed within the “Summary” tab in the Press Ganey Portal)
12	<ul style="list-style-type: none"> • Enter your Work Unit • Enter your Tier (This data can be accessed within the “Org Details” tab in the Press Ganey Portal) • Enter your Power Item Score (This data can be accessed within the “Org Details” tab in the Press Ganey Portal)
14	<ul style="list-style-type: none"> • Enter all Items listed under Strengths and their Domains (This data can be accessed within the “Strengths” tab in the Press Ganey Portal – add or delete rows when necessary)
15	<ul style="list-style-type: none"> • Enter all Items listed under Concerns and their Domains (This data can be accessed within the “Concerns” tab in the Press Ganey Portal – add or delete rows when necessary)
16	<ul style="list-style-type: none"> • Enter any summary information or observations based on the work unit results

Results Review Tips and Tools

Work Unit Leader's Role:

- Facilitate and positively guide the discussion
- Foster an environment for idea generation
- Assist the work unit in reaching consensus of both the opportunities for improvement and potential solutions

Tips and Best Practices:

- Remember that feedback sessions should be used to clarify issues and brainstorm ideas that can be implemented into action plans – not to resolve issues
- Ask team members to provide details
- Allow time for idea generation
- Do not evaluate / critique ideas or feedback
- If no one is contributing to the conversation:
 - Allow time for silence for a couple of minutes
 - Ask open-ended questions
 - Ask questions in the third person (i.e. if you were the leader, how would you resolve this issue?)
- If one team member tries to dominate the discussion:
 - Explain that you value their opinion; however, others need the opportunity to speak as well
 - If that does not work, the team member may need to schedule a separate meeting

Questions for Gathering Feedback:

- Overall, how did we do?
- What is working well?
- What are our opportunities for improvement?
- What specific items do we need to work on?
- Which items will have the most impact?
- What are the causes behind our scores?
- What actions do we need to take to move our department to Tier I or Tier II? (Or sustain Tier I)

DO

Be prepared
Ask open-ended questions
Facilitate
Use effective listening skills
Manage the group
Be observant
Demonstrate emotional intelligence
Maintain a professional presence

AVOID

Disruptions and distractions
Making promises
Rants and tangents
Being defensive and argumentative
Blaming other departments or finger pointing
Moving directly to problem solving
Providing personal critiques
Losing focus of the purpose

Action Planning Session Tips and Tools

Why Action Planning is Important:

- Assists in effectively following-up on the information received in the results review sessions
- Communication tool to use with team members and next-level WU leaders
- Drives and directs the implementation of corrective action
- Ties positive outcomes back to the Engagement Survey once completed
- Is aligned with our scientific problem-solving method of work unit-led solutions

Action Planning Tips:

- Involve the entire work unit when developing action plans and ask them to take responsibility for the items that they can influence
- Decide who is responsible for each task and the target completion date; assign appropriate responsibilities to team members
- Think of the action planning process as goal setting (SMART goals) or creating a care plan
- Action plans should be realistic, practical, workable, and effective
- Action plans should include the steps that will be taken to achieve the desired outcomes
- Action plan on at least one item and no more than three (initially). If a plan for one item is completed, another item may be added at that time.

Action Planning Steps:

1. Select a survey item
2. Identify the domain associated with your action
3. Define the issue
4. Set a goal
5. Show how you will measure success
6. Project a completion date
7. List tasks to complete your work unit's goals and identify how you will measure each task
8. Identify who is/are the owner(s) of each task
9. Establish projected start and finish dates

Engagement Discussion A3

Utilize this Engagement Discussion A3, which encourages our Scientific Problem Solving Method, to help guide you through your Action Planning session.

Last Year's Score and Identified Improvement Areas	This Year's Action Plan (Milestone Chart)
<ul style="list-style-type: none"> • Score • Areas of improvement / issues identified 	<ul style="list-style-type: none"> • What are the plans by topic? • What are the countermeasures? / What we will do to make progress?
Reflection on Last Year's Activities	<ul style="list-style-type: none"> • Who are the owners of the plans? • How will the plans be achieved? • What and when are our major milestones? • What are the new targets? • Who are the stakeholders impacted by our plans? How are they impacted?
<ul style="list-style-type: none"> • What did we plan to do last year? • What did we do? • What did we achieve? • What have we learned? 	
Analysis of this Year's Current Condition	Follow-Up
<ul style="list-style-type: none"> • What are our strengths? • How will we maintain a focus on our strengths? • What are our areas of improvements / issues? • How will focusing on these areas be beneficial to our team? • What are the root causes of the issues? (Ask 5 whys) 	<ul style="list-style-type: none"> • How will we measure progress? • When will we check in on our progress? • How will we discuss progress and any unresolved issues? • Who will initiate and lead these discussions? • How will we celebrate success along the way?

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	

Tips for Ongoing Follow-Up

- Regularly review the Action Plan with your next-level work unit leader and work unit team members
- Action planning should be a standing item on your team meeting agenda
- Ask team members assigned to action tasks to regularly report-out on progress
- Continue to modify, add tasks, and update the Action Plan as it evolves
- Communicate and celebrate successes and progress as steps are completed; say ThankU through rewarding and recognizing
- Finalize the Action Plan and gather feedback from team members:
 - Celebrate wins
 - Did we do what we said we would?
 - Did we accomplish goals?
 - How does this support our organizational goals?