

## QUICK-HITTING SURVEY

# EMPLOYEE ENGAGEMENT & WELL-BEING

MELISSA STAHL | SENIOR RESEARCH MANAGER | THE HEALTH MANAGEMENT ACADEMY

MELISSA HOLLOWAY | HEALTH SERVICES FELLOW | THE HEALTH MANAGEMENT ACADEMY

## Executive Summary

In August 2018, The Health Management Academy conducted a quick hitting survey of 31 Leading Health Systems regarding corporate processes for employee engagement. The 10 responding Chief Human Resource Officers (CHROs) represent health systems with an average Net Patient Revenue of \$6.1 billion that own or operate 138 hospitals with approximately 31,000 beds and 1.5 million admissions per annum.

## Key Findings

- All respondents measure employee engagement using an external vendor through regular administration of a survey.
- Almost half (46 percent) of responding health systems measure employee engagement annually, while 45 percent assess employee engagement more frequently. Similarly, the majority (60 percent) of responding systems measure employee health and well-being annually, while the remaining systems conduct these assessments more often.
- Most (64 percent) health systems do not offer different benefit plans for clinicians nor have plans to do so, though the proportion of those who do carve out different benefits (27 percent) provide them only to physicians.

## Results

All responding health systems utilize surveys to measure employee engagement, with the majority of systems administering these formal assessments annually (45%) or bi-annually (27%) (Figure 1). One health system specified a full employee survey is administered every 12-18 months, and 6 engagement questions are administered in between the full surveys. All respondents indicated use of an external vendor to administer employee engagement assessments. The most common vendors used by health systems include Press Ganey (27%), Qualtrics (18%), Gallup (9%), Perceptyx (9%), and Gallagher (9%).

## Evaluation Metrics

Employee survey questions are primarily oriented around pride in the organization, intent to stay, and trust in organizational leadership. A small subgroup (18%) of responding systems indicated that they also capture additional metrics, such as turnover rates, that are not included in the regular survey to assess employee engagement.

All responding health systems measure employee health and well-being using biometric data, self-reported survey data, total medical cost per employee data, and/or well-being indices, with most (60%) using an external vendor to capture these metrics. Self-reported data include metrics regarding job satisfaction, future planning, and general happiness.

Employee health and well-being is assessed as frequently as overall employee engagement, with the majority (60%) of systems assessing employee wellness annually, and the remaining systems (40%) administering these assessments more frequently (Figure 2). One executive reported employee health and well-being is assessed as new programs are rolled out.

## Benefit Plans

Most (64%) responding health systems currently do not offer different benefit plans for clinicians nor have plans to do so in the near future (Figure 3). Over a quarter of respondents (27%) only offer different benefit carveouts for physicians, though health coverage is the same for all employees. Differences exist either among life and retirement plans, or stem from the affiliated university offering a different package from the health system.

FIGURE 1. HOW OFTEN DO YOU ASSESS EMPLOYEE ENGAGEMENT?

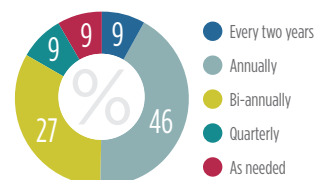


FIGURE 2. HOW OFTEN DO YOU ASSESS EMPLOYEE WELL-BEING AND HEALTH?

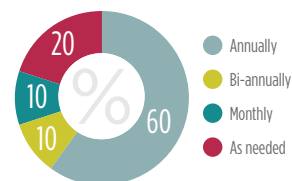


FIGURE 3. DOES YOUR ORGANIZATION OFFER DIFFERENT BENEFITS PLANS FOR CLINICIANS?

