ONE**UMMS**|ONE**ASK**

SURVEY RESULTS TOOLKIT

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INTRODUCTION

The One UMMS One ASK survey was a comprehensive survey for all UMMS team members and physicians designed to identify opportunities to transform and improve team member experience and patient experience across UMMS. The survey combined three separate surveys – team member engagement, nurse Magnet and health and safety – that member organizations have in the past distributed at different times throughout the year.

An important part of the process is for managers to:

• Review survey results with their teams.

• Reinforce team strengths.

• Collaboratively create goals to address agreed upon opportunities for improvement.

The specific feedback received about your department should be evaluated alongside other management tools for creating a transparent and trusting work environment for those who report to you. As leaders at your organization begin implementing tactics toward advancing the System's strategic priorities, share your experiences and data from your area to inform how you and your team will help achieve the identified goals.

Leaders at your organization will be asked to regularly measure and report out on progress toward strategic priorities in their areas. Plan for discussions about how the key feedback themes in your area connect to the strategic priorities and talk with your leaders about actions you can take toward addressing them.

This toolkit is designed to provide you with tips and tools to assist you in reviewing your team's survey results, sharing the results with team members aligning goals with strategic priorities.

SURVEY ITEMS

#	ITEM	DOMAIN
1	The person I report to treats me with respect.	Manager
2	The person I report to cares about my job satisfaction.	Manager
3	I am satisfied with the recognition I receive for doing a good job.	Manager
4	This organization conducts business in an ethical manner.	Organization
5	I am involved in decisions that affect my work.	Manager
6	This organization supports me in balancing my work life and personal life.	Organization
7	I like the work I do.	Employee
8	My pay is fair compared to other healthcare employers in this area.	Organization
9	The environment at this organization makes team members in my work unit want to go above and beyond what's expected of them.	Employee
10	This organization treats team members with respect.	Organization

#	ITEM	DOMAIN
11	The person I report to encourages teamwork.	Manager
12	I am proud to tell people I work for this organization.	Engagement Indicator
13	I would stay with this organization if offered a similar position elsewhere.	Engagement Indicator
14	My job makes good use of my skills and abilities.	Employee
15	This organization provides career development opportunities.	Organization
16	I respect the abilities of the person to whom I report.	Manager
17	I would like to be working at this organization three years from now.	Engagement Indicator
18	The person I report to is a good communicator.	Manager
19	I would recommend this organization as a good place to work.	Engagement Indicator
20	Overall, I am a satisfied team member.	Engagement Indicator
21	I can report patient safety mistakes without fear of punishment.	Organization
22	In my work unit, we discuss ways to prevent errors from happening again.	Employee
23	Team members will freely speak up if they see something that may negatively affect patient care.	Employee
24	We are actively doing things to improve patient safety.	Organization
25	Mistakes have led to positive changes here.	Organization
26	When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.	Organization
27	Where I work, team members and management work together to ensure the safest possible working conditions.	Employee
28	I feel free to raise workplace safety concerns.	Employee
29	My work unit works well together.	Employee
30	Different work units work well together in this organization.	Organization
31	There is effective teamwork between physicians and nurses at this hospital.	Organization
32	My work unit is adequately staffed.*	Organization
33	Communication between work units is effective in this organization.	Organization
34	The amount of job stress I feel is reasonable.	Employee
35	Communication between physicians, nurses, and other medical personnel is good in this organization.*	Organization
36	This organization provides high-quality care and service.	Organization
37	I would recommend this organization to family and friends who need care.	Engagement Indicator
38	This organization makes every effort to deliver safe, error-free care to patients.	Organization
39	Senior management provides a work climate that promotes patient safety.	Organization
40	I am comfortable reporting events that I was involved with.	Organization

#	ITEM	DOMAIN
41	A team member who made a mistake is more likely to be punished if a patient was harmed due to that error.	Organization
42	When an event occurs, each step of the process is looked at to find out how the event happened.	Organization
43	I can enjoy my personal time without focusing on work matters.	Employee
44	I am able to disconnect from work communications during my free time (emails/phone etc.).	Employee
45	I rarely lose sleep over work issues.	Employee
46	I am able to free my mind from work when I am away from it.	Employee
47	I see every patient/client as an individual person with specific needs.	Employee
48	I care for all patients/clients equally even when it is difficult.	Employee
49	My work is meaningful.	Employee
50	The work I do makes a real difference.	Employee
51	The Epic EMR at UMMS provides all the functions that I expect to help deliver the highest quality of health care to patients.	Organization
52	I would like to take advantage of additional educational opportunities in the use of the Epic EMR at UMMS.	Employee
53	This organization provides an environment where reports of threats, potential acts of violence, and harassment are taken seriously.*	Organization
54	When appropriate, I can act on my own without asking for approval.*	Manager
55	I get the training I need to do a good job.*	Organization
56	Patient safety is a priority in this organization.*	Organization
57	I get the tools and resources I need to provide the best care/service for our clients/patients.*	Organization
58	I have sufficient time to provide the best care/service for our clients/patients.*	Employee
59	Within my scope of nursing practice, I have the freedom to act on what I know is in the best interest of the patient.*	Manager
60	I have the opportunity to influence nursing practice in this organization.*	Employee
61	I have opportunities to learn and grow in this organization.*	Organization
62	The person I report to uses the performance process to coach me on my professional development.*	Manager
63	The person I report to supports free exchanges of opinions and ideas.*	Manager
64	The person I report to is responsive when I raise an issue.*	Manager
65	Nurse leaders are accessible in this organization.*	Organization
66	Senior nursing leadership is responsive to my feedback.*	Organization
67	We effectively use cross functional (interprofessional) teams in this organization.*	Organization

#	ITEM	DOMAIN
68	There is good collaboration between nursing and the different ancillary services, e.g., pharmacy, lab, radiology, nutrition, behavioral health, etc.*	Organization
69	Overall, I am satisfied with the expertise of the nursing staff.*	Employee
70	My work unit uses evidence-based practice in providing patient care.*	Employee
71	My work unit demonstrates a commitment to patient- and family-centered care.*	Employee
72	I am involved in quality improvement activities.*	Employee
73	Our organizational values are reflected in our Nursing Professional Practice Model.*	Organization
74	Nurse leaders share a clear vision for how nursing should be practiced in this organization.*	Organization
75	Nurses in my work unit help others to accomplish their work.*	Employee
76	Nurses in my work unit help others even when it's not part of their job.*	Employee

* Nursing (RN only) Survey Items

| Open-Ended Survey Items |
|---|
| What do you like most about working for this organization? |
| What do you like least about working for this organization? |
| Please provide one suggestion for how to make this organization a better place to work. |
| Please provide one suggestion for how to make this organization a better provider of service to our clients/patients. |

HOW TO ACCESS PRESS GANEY'S PORTAL

Work unit managers across UMMS will receive an email from Press Ganey (the organization that administered the One UMMS One Ask survey) with their login information.

If you have trouble viewing the Press Ganey portal, it is recommended you use **Google Chrome**.

If you need additional assistance logging in, please contact the Press Ganey Client Support Desk at hdesk@pressganey.com or 1-800-849-2292 (Option 1).

When first logging in to the Press Ganey online system, you will be brought to the "Dashboard Navigator." From the Dashboard Navigator, you can choose to view data by "Unit Hierarchy" or "Manager Hierarchy."

The "Unit Hierarchy" allows you to review your results by individual unit and the "Manager Hierarchy" allows you to view results of your entire span of control.
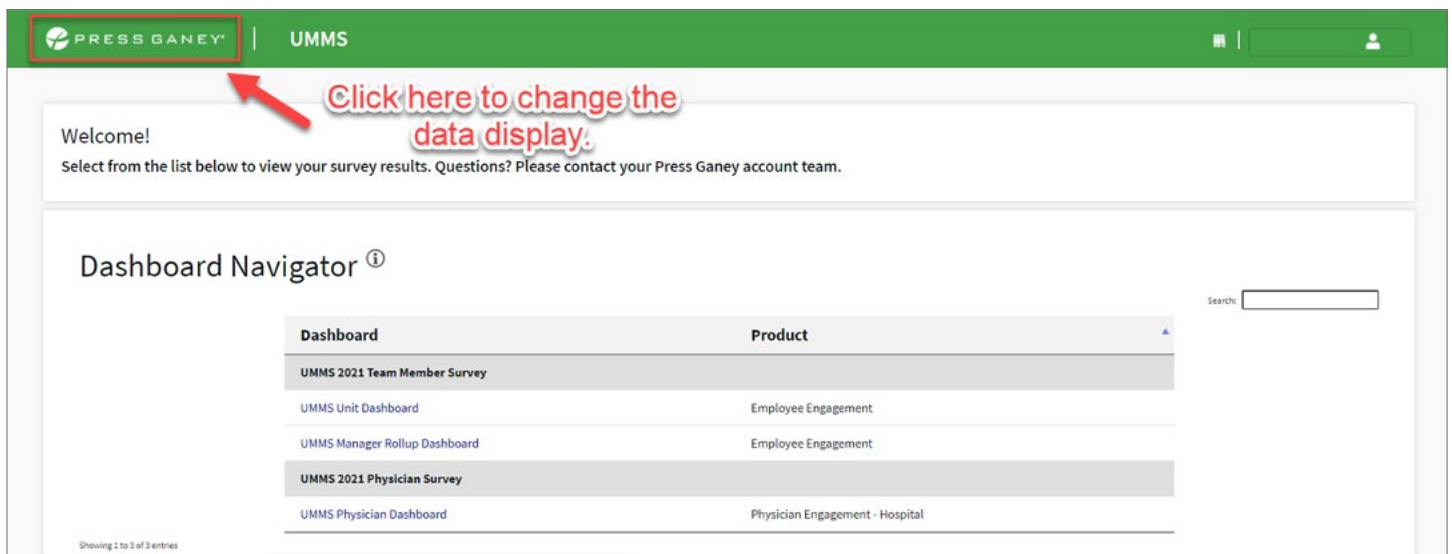
**Example:** John Smith is the manager for both the Pediatric and Internal Medicine departments.

• If John wants to see the results for each unit, he will select "Unit Hierarchy."

• If John wants to see the results for all of his direct reports, he will select "Manager Hierarchy."

To change which data is displayed, click on the Press Ganey menu icon in the upper-left corner of the screen.

FILTERING DATA

Filtering data allows you to create a smaller group of team members based on certain demographics such as age, length of service, or position.

To filter the data on any page, click the **Filters** button from the upper right corner of the screen. This will open a new page where you can select and apply filters.
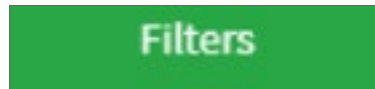
Demographic items appear as tabs on the left side of the screen. When you click a tab, the middle of the screen will show all the possible response options.
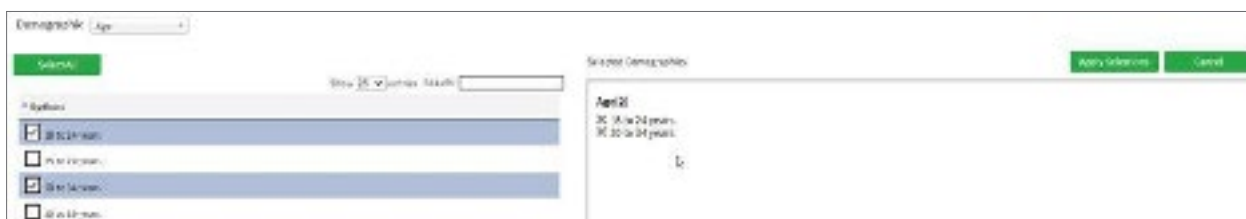
Search response options by using the Search bar to type keywords.

Place a check in the box next to each response option you would like to use as filters. You can also click the **Select All** to select all options.

Once you have selected the desired filters, click **Apply Selections**. This will take you directly back to the page you were on when you clicked the **Filters** button.

The number of filters and selections made are displayed at the top of the page next to the filter icon.
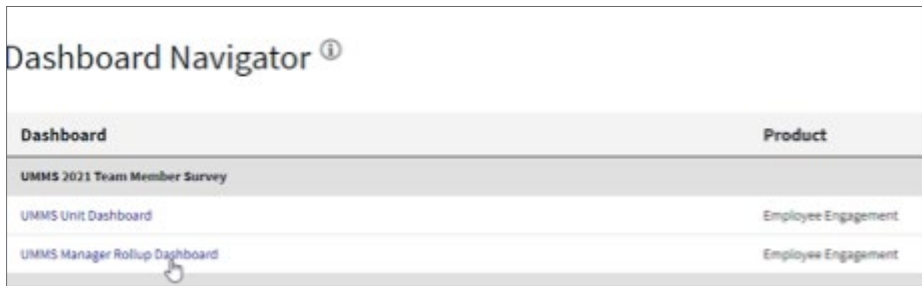

Filters will remain on until you turn them off. To turn off Filters, click **Clear Filters** next to Filter Results.
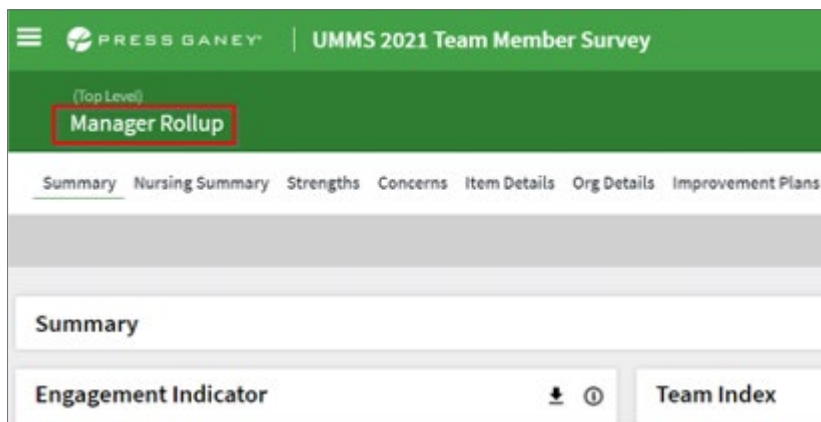
VIEWING DATA BY MANAGER

Click the **UMMS Manager Rollup Dashboard**.

In the top left corner, click where it says **Manager Rollup**.

Here you can **search by manager**. Enter the name of the manager into the search field, and press Enter on your keyboard.

Select the manager.

Click **Apply**.

Now the information is filtered to that leader and below.

You can see the combined indexes on the **Summary tab**.

To view more detailed information about the responses to each question, click to the Item Details tab.

FILTERING TO DIRECT REPORTS

Direct Reports is a feature that can be turned on or off with the toggle button and changes the data presented.

**Direct Reports** OFF – You see all data related to a manager/leader that is under their purview.

Direct Reports ON – You see data related only to those who directly report to a manager/leader

## USING ADVANCED REPORTING TO CREATE REPORTS BY UNITS

Advanced Reporting provides the ability to dynamically generate views of results based on items, demographics, or permissioned report groups. Based on the selections made for columns and rows, users can select metrics or other data display options. Results are limited to the report groups and hierarchy that users are permissioned to access. A CSV file export that provides all scores and user selections is available for permissioned users.

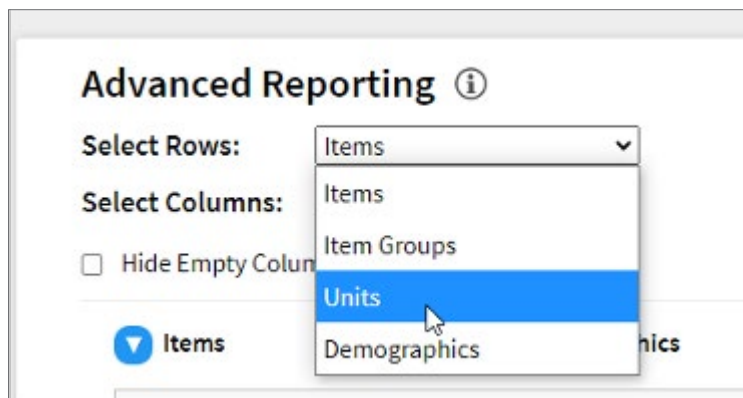Upon logging in to the Press Ganey Portal, select **UMMS Unit Dashboard**.
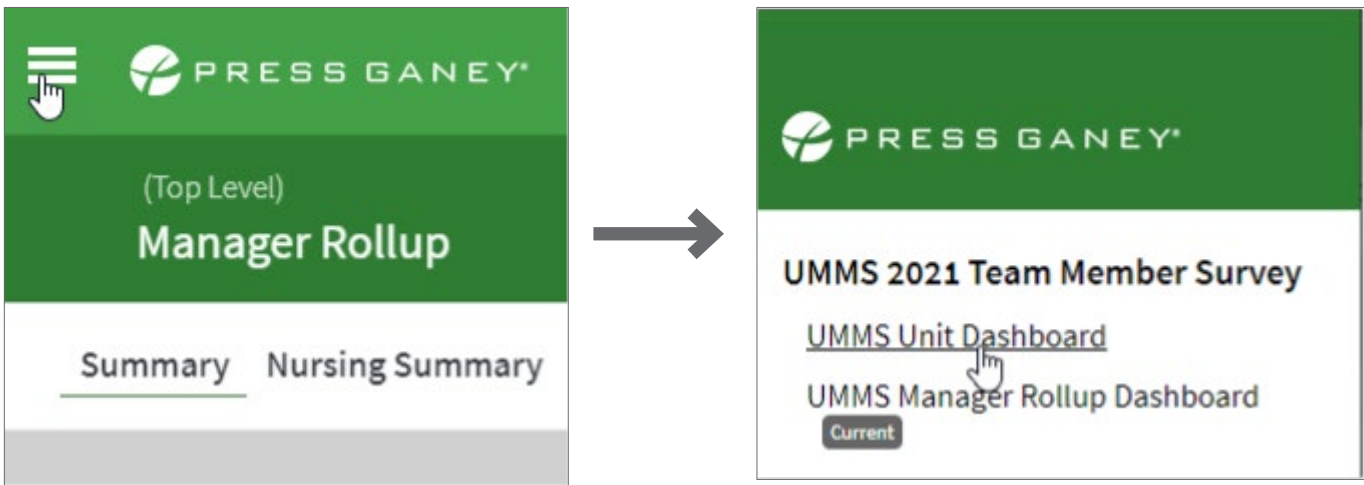
Use the Filter tool to filter by your Member Organization using the "**Facility**" filter.

Select **Advanced Reporting** from the Toolbar.
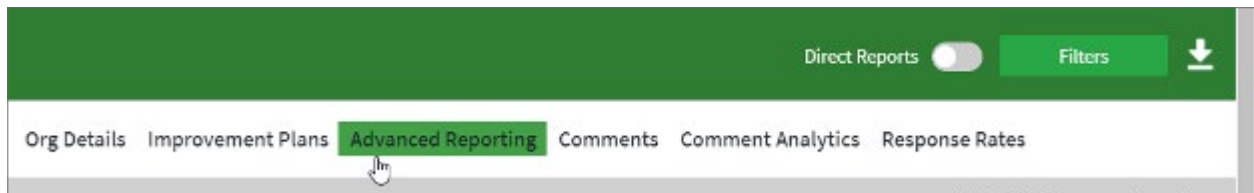
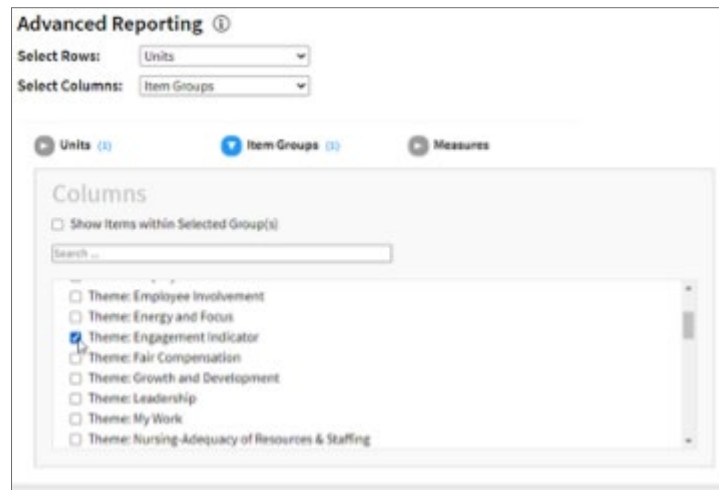Next to **Select Rows** click on **Units**.

Then, select "**Current Level + all child levels.**"

Next to "Select Columns" click on "Item Groups" and select which metric you'd like review. We will use the Engagement indicator as an example.

Under "Measures" select **Performance Score**

Click **Apply Selections**

RESOURCES AND SUPPORT

How to Access Press Ganey's Resources:

Once you log in to the Press Ganey portal, you can access a **Resources** link in the upper-right corner of the homepage. **[Screenshot below]**

Here you will find links to key team member engagement and other resources for managers.
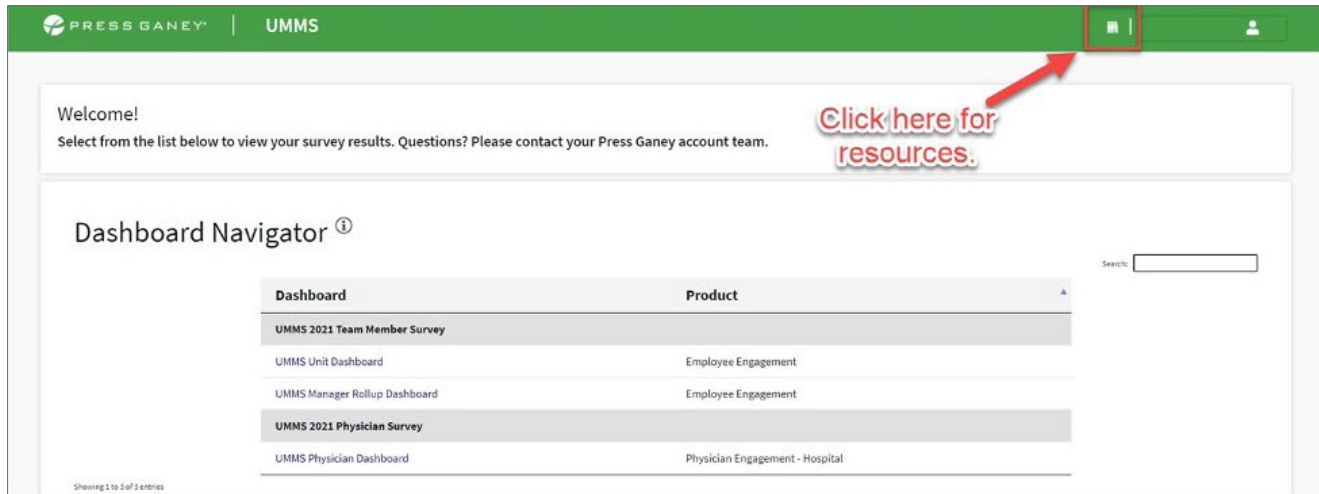
One UMMS One Ask Website

OneUMMS.org/oneask

Press Ganey Technical Support

1-800-849-2292, Option 1

hdesk@pressganey.com

For assistance in interpreting results or sharing results with your team members, please contact your HR Business Partner.

SURVEY TERMINOLOGY

Engagement Indicator

The Engagement Indicator score reveals the level of engagement your team members feel with the workplace. These six (6) items measure your team members' degree of:

- Pride in the organization
- Intent to stay
- Willingness to recommend
- Overall workplace satisfaction

The Engagement Indicator items reflect individual feelings and are not easily – or effectively – addressed directly. In other words, work units should not create improvement plans based on the Engagement Indicator items. Instead, the items in the Organization, Manager and Employee Domains (as described below under "Domain Scores") should be used for planning.

Domain

Domain scores show performance on areas that influence engagement (Organization, Manager, and Employee).

Domain scores are an average of the responses to all items in a domain.

HINT: Examine the domain scores for consistency or variation in comparison to one another as well as to your Organization's Overall Averages.

First, look at consistency across domains within your work unit.

- Are there major differences in how your team members scored the Organization Domain as compared to the Employee Domain or Manager Domain?

Second, compare how your work unit is scoring compared to the Overall score on all three domains.

- Is your work unit scoring consistently higher/ lower/similar to the rest of the organization?

Safety Culture Index

The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that impact the commitment and ability to provide a safe environment for team members, physicians and patients.

Nursing Engagement

Assesses nurse engagement and key drivers across the seven American Nurses Credentialing Center (ANCC) nursing satisfaction categories:

(1) Autonomy

(2) Professional Development

(3) Leadership Access and Responsiveness

(4) Interprofessional Relationships

(5) Fundamentals of Quality Nursing Care

(6) Adequacy of Resources and Staffing

(7) RN-to-RN Teamwork and Collaboration

Team Index

Each work unit is assigned to either Team Index 1 (TI1), Team Index 2 (TI2) or Team Index 3 (TI3), based on performance on fifteen (15) core survey items known as Power Items.

Power Items come from all three survey domains, Organization, Manager, and Employee, and are based on the items most predictive of engagement in health care nationally.

Tier determination is based on the Power Items Score established by Press Ganey and used by all clients:

Team Index I	Above Average Performance	5.0-4.15
Team Index II	Average Performance	4.14-3.80
Team Index III	Below Average Performance	3.79 or below

Leader Index

The Leader Index score is based on six (6) items from the Manager Domain and indicates how your leadership style and behavior affect work unit openness, trust, candor, and creativity.

This index represents team members' readiness to engage in feedback. 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**

Leaders with a low to moderately-low readiness score may need to focus on building effective team member relationships first.

Resilience Index

The Resilience Index measures the ability of team members and physicians to recover and remain engaged even in challenging work circumstances. This index provides an early warning system for burnout.

The index is divided into two themes: Activation and Decompression. Activation items focus on finding meaning in the work and focusing on patients/clients as individuals. Decompression items focus on team members' ability to disconnect from work.

Work Unit Strengths

Based on the responses received, the online reporting tool will calculate and determine up to a maximum of ten (10) Work Unit Strengths. Some work units will have fewer than ten (10) strengths; only genuine and significant strengths are indicated. A work unit with many concerns may have no items showing as Strengths. Work Unit Strengths are items on which the work unit has scored notably well and are determined through an analysis of the performance score, the difference in performance from the Press Ganey National Average, and the percentage of favorable responses.

Work Unit Concerns

The online reporting tool will also calculate and determine up to a maximum of ten (10) Work Unit Concerns. Some work units will have fewer than ten (10) concerns; only genuine and significant concerns are indicated. Some very high performing work units may have no items showing on the Concerns section of the report. Work Unit Concerns are items on which the work unit has scored less well and are determined through an analysis of the performance score, the difference in performance from the Press Ganey National Average, and the percentage of unfavorable responses. Concerns are often used in determining where to focus improvement planning efforts at the work unit level.

RESULTS REVIEW AND INTERPRETATION

As you review your team's results, it may help to ask yourself the following questions:

What are we doing well?

- Review the list of your work unit's strengths and look for patterns/themes.
  - Are most strength items in one domain?
  - Do several items tend to deal with a common topic?

What are our opportunities?

- Review your work unit's concerns and look for patterns/themes.
  - Are most concern items in one domain?
  - Do several items tend to deal with a common topic?

What other stories come out in our results?

- How did your work unit score compare to benchmarks?
- Which items have the highest percentage of favorable and unfavorable responses?

How will I share results and improvement plans with my team given our Team Index and Leader Index scores?

- Is our group in Team Index 3? If so, we will have more opportunities for improvement planning than other teams.
- Do we have a low Leader Index score? If so, we will need to focus on improving our team relationships before successfully developing and implementing a plan.
- Do we have a low Resilience Index score? If so, we will need to ensure we are caring for ourselves and each other as we move forward with developing and implementing a plan.
- What support will I need from others to successfully develop and implement a team improvement plan?

Discuss your results with your direct manager to ensure alignment with other improvement initiatives.

Once you have reviewed your results and before sharing results with team members, discuss your results with your direct manager to ensure alignment with other organization and System initiatives.

SHARING YOUR SURVEY RESULTS TEMPLATE

Once you are ready to share your survey results with your work unit, please use the **2021 One UMMS One Ask Results 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 **BLUE CAPS** should be replaced with your customized information. Please see below for a detailed list of these items.

POWERPOINT TEMPLATE INSTRUCTIONS

SLIDE	ACTION
0	• Enter your **WORK UNIT** • Enter the **DATE** of the Session
4	• Enter your organization's **NUMBER OF PARTICIPANTS** and **PARTICIPATION %** • Enter your organization's **ENGAGEMENT SCORE, DIFFERENCE FROM NATIONAL AVERAGE** • Enter the **NATIONAL HEALTH CARE AVERAGE PERCENTILE RANKING** • Enter your organization's **STRENGTHS AND OPPORTUNITIES**
5	• Enter your work unit's **ENGAGEMENT SCORE** • Enter your work unit's **SCORE FOR EACH DOMAIN**
6	• Enter your **WORK UNIT** • Enter your **TEAM INDEX SCORE**
8	• Enter your **WORK UNIT** • Enter your **LEADER INDEX SCORE**
10	• Enter **STRENGTHS** • Enter **DOMAIN**
12	• Enter **CONCERNS** • Enter **DOMAIN**

RESULTS REVIEW TIPS

Thank team members who participated in the survey. Reinforce that One UMMS One ASK helps UMMS:

- Provide an opportunity for confidential team member feedback
- Identify strengths to build upon
- Highlight concerns or opportunities for improvement
- Improve as a team
- Improve how we care for our patients and our team members

Use the Strengths to reinforce what's going well and recognize the team for its success. Ask the following questions:

- What are our team's greatest strengths?
- How have these strengths helped us to be successful as a team?
- Are there best practices we can share with another team?

Use the Concerns and any patterns or themes from low performing survey items to help your team identify 1-2 priorities for improvement. To select your top priorities, ask the following questions:

- What are our biggest pain points as a team?
- What barriers or processes could we address that would help us take better care of our patients and each other?
- Which topics can we tackle now, and which might take more time?

As a team:

- **Review the list of prioritized solutions.** Decide what can realistically be turned into improvement goals. Think about:
  - How each solution would impact safety, quality, or the overall care experience
  - How solutions would support our mission and values
  - Team input (voting, room response, etc.)
  - Quick wins vs. long-term initiatives
- **Brainstorm possible solutions.**
- **Assign accountability.**
  - Determine who will carry out each major step
  - Involve team members in responsibilities – don't try to take everything on yourself
- **Establish a timeline.** Decide when your team can realistically expect to accomplish
- **Determine resources needed and potential barriers.**
  - Decide whether you need human or financial resources
  - Determine whether there are any barriers that must be eliminated to accomplish your goal, and if so, identify who can help you eliminate the barriers

> **Teams should focus on 1-2 areas of opportunity. Focused goals are more realistic and achievable.**

TIPS FOR ONGOING FOLLOW-UP

Improvement planning is a process, not an activity. As the team's leader, it's your responsibility to ensure what you discuss with your team remains on track. It's also your responsibility to communicate with your manager and your team on progress, accomplishments, and milestones.

Here are a few suggested best practices to help you move your team's improvement steps forward:

• Post any specific actions in a central location in the department, online, or both.

• Regularly review the improvement plan with your direct manager and team members.

• Include topics from your survey results as a standing item on your team meeting agenda.

• Ask team members assigned to tasks to regularly report out on progress.

• Continue to modify, add tasks, and update the improvement plan as it evolves.

RECOGNIZING AND CELEBRATING SUCCESS

When your team achieves a goal, celebrate the success:

• Reinforce how efforts have impacted team culture, safety, and patient experience.

• Highlight staff suggestions that were implemented.

Choose your next opportunity for improvement:

• Challenge team members to identify actions to solve ongoing obstacles.

• Follow a similar process of understanding, planning, and following up to drive ongoing improvement.