

# Teammate Satisfaction

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## Element 1: Purpose

### Background:

Beginning in 2018, an annual Culture of Safety (CUS) Survey was distributed to teammates at Texas Health Surgery Center (THSCA) to measure what they feel the facility rewards, supports, expects, and accepts as it relates to *patient safety*. (The results of the CUS survey are important because it launched our Patient Safety Culture Initiative and prompted this QAPI Study.)

In October of 2020, Surgical Care Affiliates (SCA) distributed a Teammate Satisfaction Survey (TSS) to all teammates at THSCA to determine their *job satisfaction* in their roles. The overall Employee Experience Index (EXI) was rated at 82.1%, indicating that teammates were not completely satisfied in their job positions.

**Significance:** Satisfied employees = reduced turnover, reduced burnout, higher productivity, better customer service, and higher revenue for the company (Picincu, 2019)

**Purpose:** To increase teammate satisfaction; therefore, increasing EXI scores on the next survey.

## Element 2: Performance Goal

### Benchmarking:

- External- EXI Benchmark for SCA = 74.5%
- Internal- Initial EXI for THSCA= 82.1%

### Goal:

- Increase the Employee Experience Index (EXI) to 85% or greater by the next Teammate Satisfaction Survey in May of 2021.

## Element 3: Data Collection Plan

- 1) Online data research
- 2) Culture of Safety Surveys (CUS)- 2018 & 2019
- 3) Teammate Satisfaction Survey- October 2020
- 4) THSCA's Facility Action Plans- 2018 to 2020

## Element 4: Results of Data Collection

**1. Online research** lists heavy workload as one of the primary causes of stress. A stressed workload can lead to loss of motivation, engagement in conflicts, difficulty completing tasks, poor mental focus, sleep deprivation, fatigue, and psychosomatic disorders (Picincu, 2019).

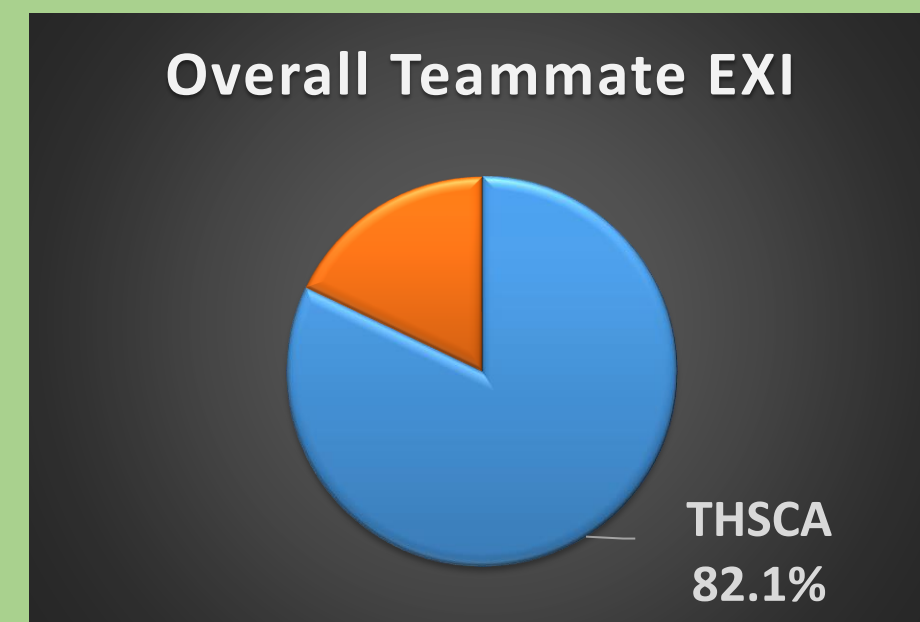
**2. Culture of Safety Surveys-** A 35-question survey was distributed to all SCA teammates to measure *patient safety*. Of these questions, the consistently lowest rated composite was "Staffing, Work Pressure, and Pace." The questions in this section are related to "why" teammates were unsatisfied in their roles:

- Feeling rushed during patient care
- Not enough staff for the workload
- Untrained staff not feeling pressured
- Lack of communication between departments

**4. Teammate Satisfaction Survey (October 2020)-** Survey composed of multiple topics to measure teammates *job satisfaction* in their roles. Of the topics, management selected to focus on the Overall Employee Experience Index (EXI).

a) The lowest rated questions were: I look forward to coming to work (85.7%), I can be myself at work (82.1%), and I am enthusiastic about my future with our company as a place to build my career (82.1%).

b) When teammates were surveyed on "why" they felt the way they did, the results indicated that their complaints were the same as the CUS Survey in previous years.

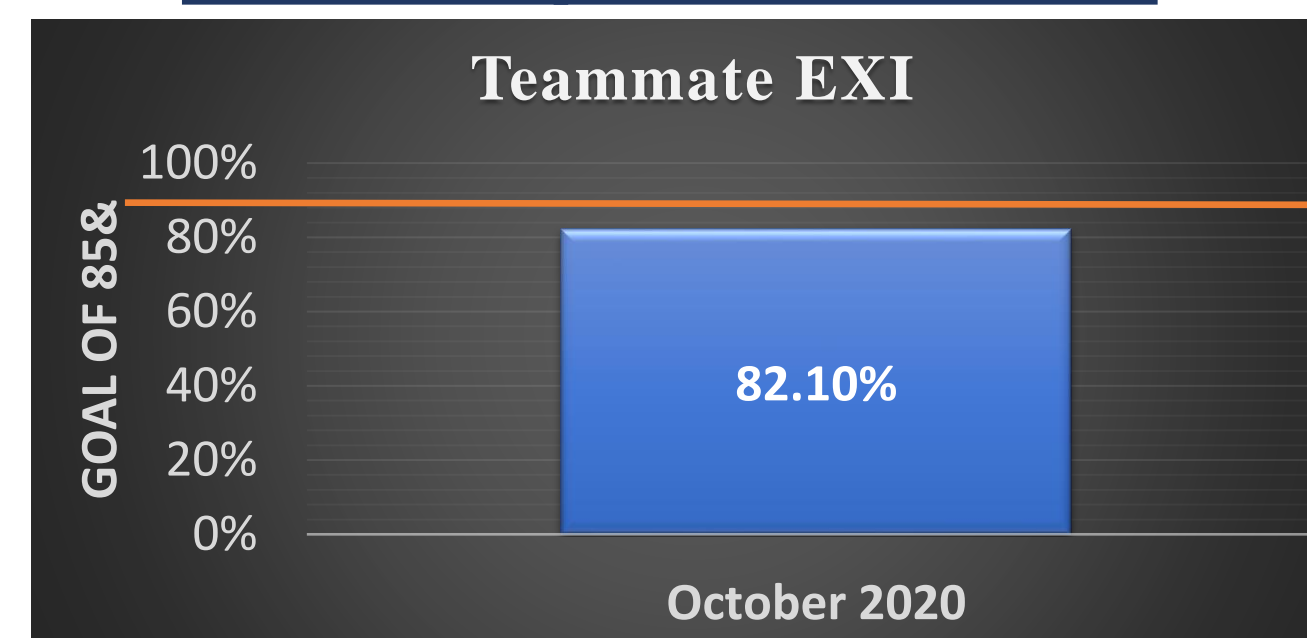


## Element 5: Data Analysis

### Teammate Satisfaction Survey:

- THSCA's Employee Experience (EXI) was an 82.1%; indicating that employees were mostly satisfied in their job roles, but there could still be some improvement made.
- Compared to SCA's benchmark of 74.5%, THCA rated 7.6% higher.

## Element 6: Comparison of Results vs. Goal



## Element 7: Corrective Actions

- Pre-assessment process put into place with one LVN moved to a full-time pre-assessment position
- Safe Surgical Checklist, handoff communication process, standardized eye drop installation procedure and "Time-out" process created
- Patient Safety Culture Initiative launched with CUS orientation, training, and box put in place
- "Stopping the Line" encouraged when feeling rushed or patient safety concerns arose
- All nurses trained on One Medical Passport (OMP); all nurses to assist with pre-op calls
- Monthly townhalls and department huddles
- More consistent staff and less agency when possible
- Increased turnover times for more complex cases
- Increased communication between departments (delays, add-ons, order changes, etc.)
- One on one meetings with teammates to assess wants/needs for a career within SCA
- Employer paid offerings for classes to obtain certifications/licenses
- Quarterly Values Hero and team building events

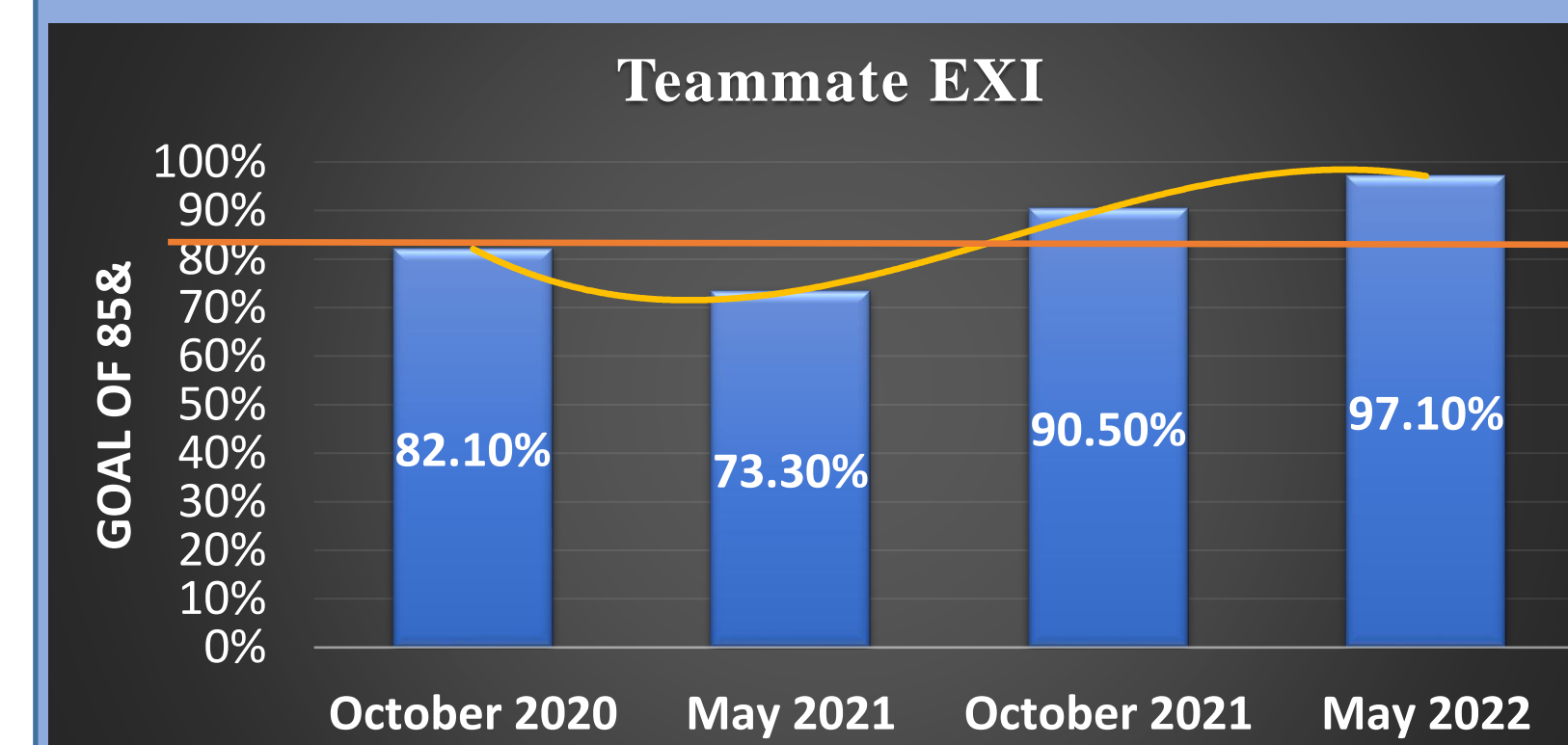
## Element 8: Re-Measure



## Element 9: Additional Corrective Actions

- Management broke the teammates into 4 groups to address selected questions from the survey. Each team was to present an action plan to management with ideas on how to increase teammate satisfaction when it comes to "teammates feeling rushed during patient care"
- In response, the additional action items were put into place:
  - 1) Five (5) new nurses were hired for Pre-op/ PACU
  - 2) CUS 2.0 enacted (surgeons notified of expectations)
  - 3) OMP process was changed to departmental goals
  - 4) More team building events to encourage fun together

### Re-Measure #2:



- The goal was to have an 85% or greater. The (EXI) went from 73.3% to **90.5%**, therefore, we **DID** meet our goal. No additional corrective actions were needed.
- Since the conclusion of the study, we have further increased our scores to **97.1%** (**HIGHEST WITHIN THE COMPANY!**)

## Element 10: Reporting and Education

### Results were reported to:

- Teammates in the monthly Townhall meeting
- Quality Council Committee Members in quarterly meeting
- Medical Executive Committee Members in quarterly meeting
- Governing Board Members in quarterly meeting
- A copy of the study was placed in the QAPI Study Binder and on the staff education board
- A poster was created and placed in the staff break room

### References:

- Picincu, Andra. "The Effects of a Heavy Workload on Employees". 2019 April 29. Retrieved from URL: <https://bizfluent.com/info-8178431-effects-heavy-workload-employees.html>. 7 October 2021.