

PeopleMetrics®



Sanford Health Engages Employees through Focused Manager-Level Action-Taking

Action-Taking Tool Helps Hospital System Drive Employee Engagement

ABOUT SANFORD HEALTH:

- > INDUSTRY: Healthcare
- > HQ: Sioux Falls, SD
- > OPERATIONS: Over 150 healthcare facilities across four Midwestern states
- > EMPLOYEES: Over 10,000 employees, including 330+ physicians

GOAL:

- > Engage employees to increase productivity, improve care, and contribute to positive patient outcomes

APPROACH:

- > PeopleMetrics VoE Solution to determine drivers of Engagement and take action at the manager level

RESULTS:

- > Determined the key areas of focus for impacting employee engagement
- > Their investment in VoE has enabled 400 managers to develop localized action plans
- > A pulse survey to assess the impact of these plans is planned for 2010

PeopleMetrics client since 2007

Sanford Health has over 10,000 employees, 24 hospitals, 128 clinics, 13 nursing homes, 17 assisted living facilities and 27 home care service organizations across 60,000 square miles and four states: South Dakota, Iowa, Minnesota and Nebraska.

With a geographical reach that stretches from Ireland to the easternmost point of Russia, Coca-Cola Hellenic is focused on meeting the demands and local tastes and cultures of all of its markets.

The Challenge

During a time of transition at Sanford, senior leaders wanted to ensure all eyes were on the future. Sanford's goal of becoming a leading medical research organization can only be reached through rallying employees to achieve higher levels of productivity, cooperation, quality care and positive patient outcomes.

Sanford's success depends on the commitment and engagement of all employees. Research shows that hospitals with higher levels of employee engagement also have higher levels of patient satisfaction, quality outcomes and staff retention. Improving engagement is a key step towards meeting Sanford's long-term goals of becoming one of the best integrated health systems in the US.

The Approach

PeopleMetrics conducted a quantitative Employee Engagement survey of Sanford's entire population to understand the key drivers of Employee Engagement across the health



system, helping Sanford gain insights and take action to improve Employee Engagement and key performance indicators.

Our model has enabled Sanford to focus on the most important aspects of the employee experience, including work environment, culture and patient care standards.

How Did It Work?

Paper and email surveys in four languages were used throughout the system and efforts to promote the survey generated an overall response rate of 68%.

Responses revealed that Sanford's Employee Engagement level exceeded PeopleMetrics healthcare benchmarks, and the research pointed Sanford towards several areas of focus to effect the most positive change in Engagement scores. Recommendations also included items most relevant to the healthcare industry, addressing particular areas of concern specific to hospitals.

Taking Action

Close to 400 managers were granted access to PeopleMetrics online VoE tool. Here, they are able to analyze and "slice and dice" results and develop targeted action plans for their individual groups based on the key drivers of engagement.

The Results

Sanford's commitment to Action Planning has enabled managers at every level of the organization to determine the best course of action to improve engagement within their group.

VoE is enabling Sanford managers to:

- > Determine specific areas for improvement
- > Develop a targeted action plan for improvement

- > Borrow from best practices or create their own original ideas
- > Track resources needed and steps taken to achieve improvements in key areas
- > Share their Action Plan with their own managers to create accountability
- > Set target improvement scores that will be assessed in the next pulse survey

Action Planning has empowered managers at Sanford to have a noticeable impact on the engagement of their direct reports. The Action Plans created on the VoE Hub allow leadership to hold managers accountable for acting on low-scoring, high-impact drivers, ultimately improving overall engagement and leading Sanford towards its goal of becoming one of the best integrated health systems around.

What Does Sanford Say?

When PeopleMetrics delivered the results of our research, CHRO Evan Burkett commented on the clarity of our findings and noted that he had not received information this actionable from their previous employee survey vendor. He was excited by the prospect of seeing a clear path to improving Employee Engagement across his workforce.

An administrator using the VoE tool wrote to tell us this:

"I just wanted to let you know that I love PeopleMetrics. It is so easy to use and the way you can drill down into the data is wonderful. Thank you!"

Trina Kuper, Administrator, Fellowship Village

For more information or to **schedule a demo**, email info@peoplemetrics.com or call: +1 215.979.8030

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