



OPCA FQHC Employee Engagement Toolkit Directions—assemble with care!

Why Measure Engagement?

The role between staff engagement to quality improvement is linked time and again by groups like Gallup. An engaged employee is psychologically committed to their work and will go above and beyond their basic job expectations in order to advance the mission of their organization. An employee who is simply satisfied does not have this same drive to do things differently to advance the mission of the organization. High levels of staff engagement are linked to high functioning organizations.

Because of this link between engagement and high functioning, quality driven organizations, we are moving from the use of employee satisfaction surveys to employee engagement surveys. We have also decided to simplify the tool we will use to measure employee engagement. We believe this tool and process is valuable and that you will benefit from its use.

Below, please find directions on how to use this easy, informative, and **brief** Staff Engagement Survey with the help of Survey Monkey. The quarterly data you generate with the engagement survey will be more actionable than annual data and better suited for continuous quality improvement efforts within your clinic.

For more info on employee engagement vs. employee satisfaction you can review the two attached supporting documents.

Staff Engagement Survey Questions:

Question #1. On a Scale of 1 to 10 how engaged are you at work?

1 = completely unengaged
my work

10 = 100% engaged in



1 2 3 4 5 6 7 8 9 10

Question #2. What causes your rating to be that high?

Question #3. What one thing would cause it to rise toward 10?

Process and tips for using this tool in your clinics:

The process you use to communicate and implement this new Staff Engagement survey is just as important as the use of the survey itself.

You should feel free to just send it out with the definition of engagement, given your busy world. If you have more time, you could choose to follow OPCA's approach as well as other clinics. Since the beginning of June 2012, OPCA has been conducting this survey and we share our process as illustration. It worked well for us and is still in evolution!

Step 1: Pre-survey preparation (Plan).

Prior to conducting the first round of this survey, we suggest that you introduce this concept to all of your staff via written communication and at staff meetings. If you have the time, you can ask your staff to engage in a discussion to define what "Engagement" means to them. With your staff, you can develop a list of engagement descriptions that all of your staff agree upon. You should then distribute this list each time the survey is conducted so people are reminded of what engagement means. If you have time to do this with your staff, here are some tips for how to conduct a meeting in which staff define engagement:

- Introduce engagement to your staff and its difference from satisfaction.
- Pair people off to discuss what engagement means to them.
- Share results from each pair and create an initial list.
- Combine like results from initial list to come up with a one page list.

If you find through this process that staff define "Satisfaction" and "Engagement" the same way, or you come up with a different term that fits your group better, then feel free to call this your "Staff _____" Survey. Just be sure to ensure dialogue and agreement around the term you will use.

If you don't have the time to develop an internal list of what staff engagement means, we can share the list we created at OPCA. If you use our list, we suggest you find out from staff if the list makes sense to them and if they want to change it after the first round of the survey.

Step 2: Collecting and sharing results (Do).

Following the survey, share the results with staff, showing average engagement score and range of scores. Sharing is an essential component of staff engagement. Results can be shared by posting a run chart showing changes over time in the staff lounge or other place where staff regularly visit. Ideally, representative qualitative responses would also be posted on the visual management board with each iteration of the survey. Below is an image of the OPCA staff engagement board.



Step 3: Analyzing the process (Study).

On or beside your visual management board for employee engagement, create a space for comments to encourage dialogue about the process and the results. This may just be a blank sheet of paper or a small white board. You can also solicit feedback via email. Keep track of all the qualitative results from each iteration of the survey and analyze for any common themes or issues.

Step 4: Make any necessary changes (Act).

After the first survey, discuss results of the first survey and potential changes to make for the second round of the survey. After the second round of the survey, we suggest that you assess if this measurement process is working and how it might be adjusted to better provide actionable results. We also encourage you to review the qualitative and overall results for your clinics after two quarters of measurement and decide if you want to target any identified weaknesses or strengths to move the engagement metric upwards with specific interventions. Our OPCA staff will again be available to help you identify areas you could target as well as the appropriate interventions to address those areas.

If you would like any additional information on staff engagement, have any questions, or want to know more about how OPCA staff can help, contact us at: (503)228-8852.

