



***Success Story:
St. Tammany Parish Hospital***

2:45pm – 4:00pm
&
4:15pm – 5:30pm
Monday, November 17



Success at Journey's End *Employee Satisfaction*

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President/CEO
St. Tammany Parish Hospital
Covington, Louisiana

237 Beds Acute Care Hospital
Not for profit Community Hospital
1700 Employees
34,000 ED visits annually Level II
Comprehensive Services
NICU Level III
Primary Care Network- 3 locations
Outpatient Diagnostics
Rehabilitation



Understanding from the Top

- Highly satisfied, motivated employees provide higher quality, more personalized care
- Highly engaged employees translate to higher retention
- Build a more skilled team through loyalty

Goal at Journey's End

- Become Employer of Choice
- Achieve Top 10 percentile
 - Employee satisfaction
- Recognized Hospital of Choice

Employee Satisfaction Focus Areas

- Leadership
- Work process redesign
- Growing the next generation
- HR processes
- Culture

Leadership Impacts Retention

Most employees do not leave because
they are unhappy with the
organization...

they leave because of the relationship
with their supervisor

Key Focus Leadership Development

- Annual leadership retreat
- Focus entire management team
- Common goals begin each year
- Four formal educational sessions for department heads
- Mirror hospital organizational goals in department head evaluations

Selecting Press Ganey

- Complex analysis of scores
- Senior leadership selected Press Ganey to track and report employee perceptions
- Isolate aspects of work that truly matter
- Focus on specific factors

Collaborative Action Planning Process (CAPP)

- Press Ganey consultant facilitates with management team
 - Results discussed and studied
- Managers present results to staff
 - Facilitated session empowers staff to choose opportunities for improvement

Culture of Engagement

- Seek employee participation at high levels
- Review results in groups
- Select goals and brainstorming solutions
- Build action plans
- Entire team celebrates strengths while also improving

Work Process Redesign

- Do you have the tools you need to do the job?
- Ensuring the right person for the task
- Use appropriate technology
 - Improve care
 - Simplify work processes- PI
 - Decrease errors

Growing the Next Generation

- Target future healthcare workers elementary to graduate levels
- Expand ancillary departments providing clinical education to students at all levels

Human Resources Process

- Application/Hiring
- Orientation
- Fair Policies
- Key Metrics
- Benefits

Building the Culture

- Communication
- Reward and Recognition
- Involvement in Decision Making
- Celebrating Success

Open Access to Sr. Leaders

- CARES Connection
- Quarterly Town Halls
- Leadership Rounding with a purpose
- Monthly Birthday Luncheon
- Focus Groups
- Using the perception survey

Building the Culture

- Peer recognition programs
- Quarterly ambassador recognition
- Annual employee picnic, service award banquet, holiday celebration
- Impromptu celebrations highlight employee, patient and physician satisfaction successes

A Personal Touch

- Senior staff visibility
- Handwritten thank-you notes
- Above and Beyond Cards
- Caught in the Act
- Bright Ideas
- Mission Moments

Action Oriented Results

- Annual retreat part of strategic process
- Evaluation process highly valued
- PI teams resolve issues, improve processes, dissolve
- Education events highly sought
- Human Resource's role facilitative, encouraging
- Teamwork enhanced

Building Buy-In

- Multi-level commitment
 - Directly as result of employee feedback
- Senior leadership commitment
 - Improve organizationally focused opportunities
- Departmental commitment
 - Improve specific opportunities within department or work group

2005 Survey Focus: Compensation

- Salary structures
- Job families
- Total compensation philosophy

Result: Improvement in Pay-Related Practices

- Job families
 - Market reviewed annually
- Feedback shared
 - Management team
 - Employees
- “No secrets” environment
 - Questions answered
 - Concerns addressed

2006 Focus: Staffing

- Increase in vacancies post Katrina
- Broadened recruitment efforts to include neighboring states
- Retention incentives
- Attracting education programs to support future staffing

Celebrating and Continuing Successes

- Senior leadership commitment
- Communicate
- Celebrate
- Recognize achievement
- Open and often
- All employees

Fun for All Employees

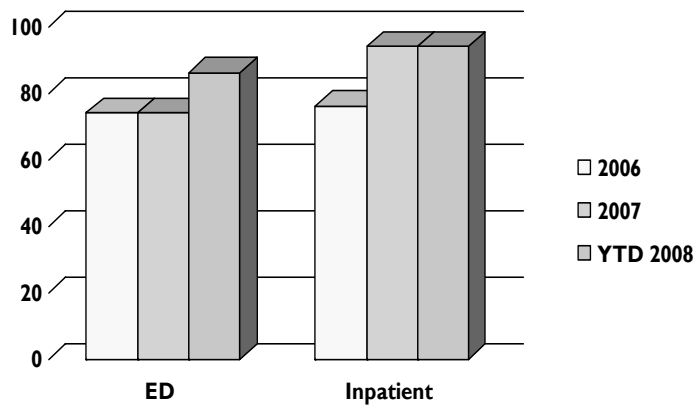
- Spontaneous celebrations for small successes
- Huge catered events
- Parties, gatherings, picnics
- Competition and fun

Celebrating Success



- Employee Perception Scores
- Patient Satisfaction Scores
- MD Satisfaction Scores

Multiyear Trends Reveal Success



Employee Satisfaction Results

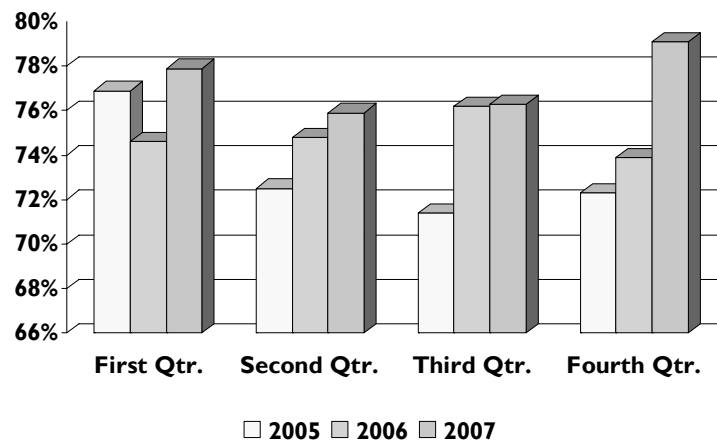
Year	Overall Satisfaction Score	All Hospital Database Rank
2007	73.8	>94 th Percentile
2006	71.5	85 th Percentile
2005	72.0	93 rd Percentile

Source: Press Ganey Survey

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Patient Satisfaction Recommending to Family



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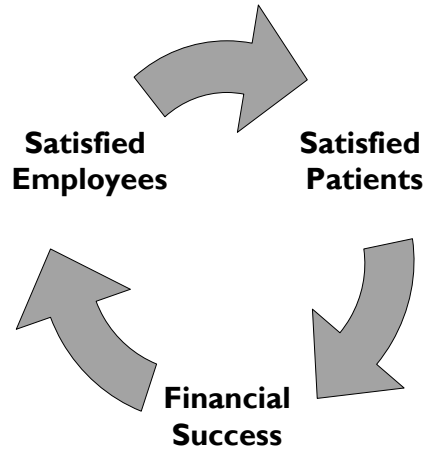
Strategy is Working

- Employee satisfaction
 - 94th percentile
- Culture of engagement
- Retention up
- Physician satisfaction
 - 97th percentile
- Patient satisfaction
 - top 10 percent

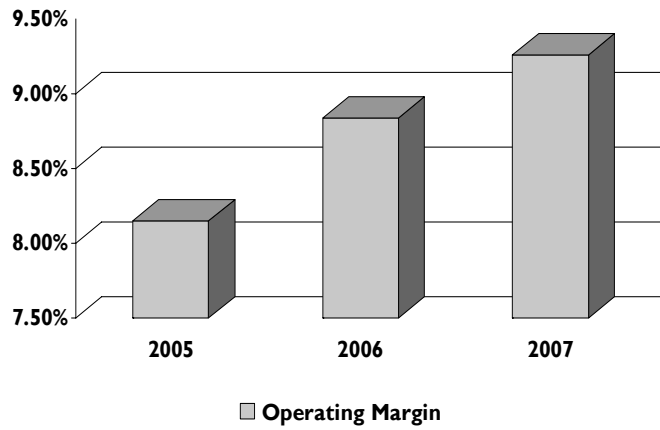
Awards and Recognition

- Employer of Choice
- Best Places to Work
- Best Hospital of the Northshore
- Thomson-Reuters Insight
- VHA Leadership

Connecting the Dots



Solid Financial Performance



Results: Journey Continues

- Focus is to sustain high level of engagement
- Recognition that highly satisfied, engaged, motivated employees provide higher quality, more personalized care

Loyalty Factor

- Engaged workforce
- Delivers on promise of world-class healthcare
- Establishes irrefutable link between satisfied patients and satisfied employees

Questions?



**Success at Journey's
End**
Employee Satisfaction

WORLD-CLASS HEALTHCARE. CLOSE TO HOME.