

Head & Neck Surgery

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Background

There is a significant correlation between employee engagement and patient satisfaction. Increasing patient satisfaction also contributes to improved patient loyalty, patient advocacy, and HCAHPS scores, which ultimately contributes to increased profit.

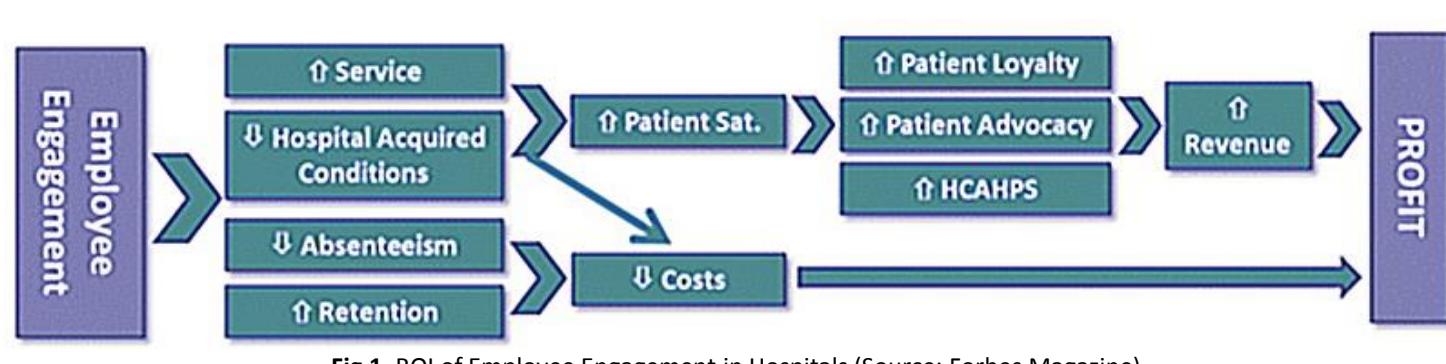
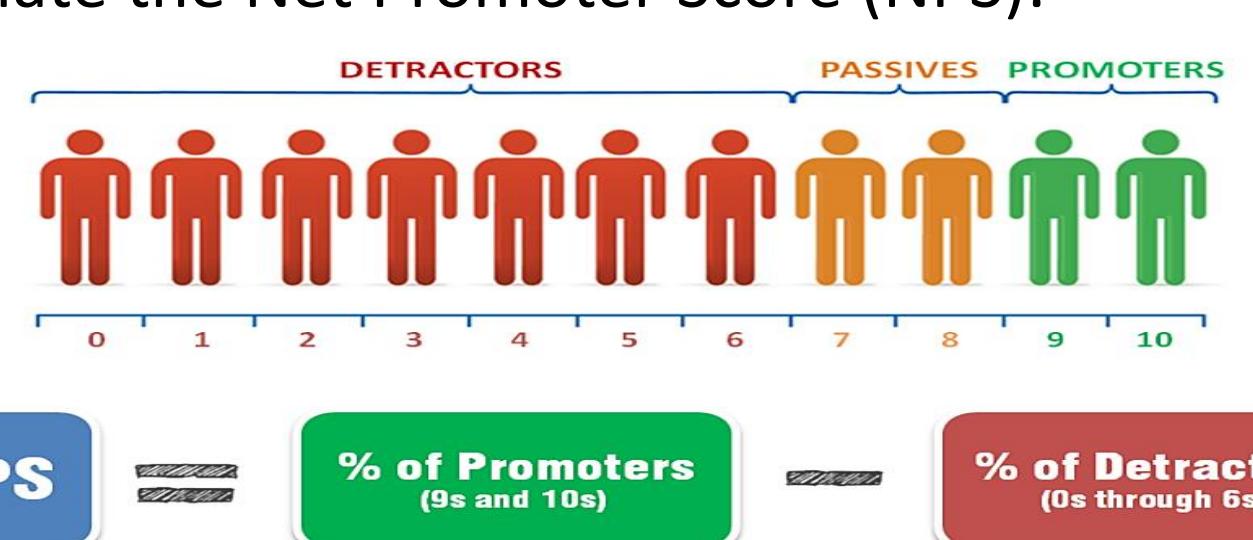


Fig 1. ROI of Employee Engagement in Hospitals (Source: Forbes Magazine)

To get baseline data on employee engagement at Head & Neck Surgery, a Pulse Survey was sent out to all of our staff members. This survey is a quick and effective way to measure staff engagement with two simple questions:

- Q1. On a scale from 0-10, how likely are you to recommend UCSF as a place to WORK?
- Q2. On a scale from 0-10, how likely are you to recommend UCSF as a place to come for CARE?

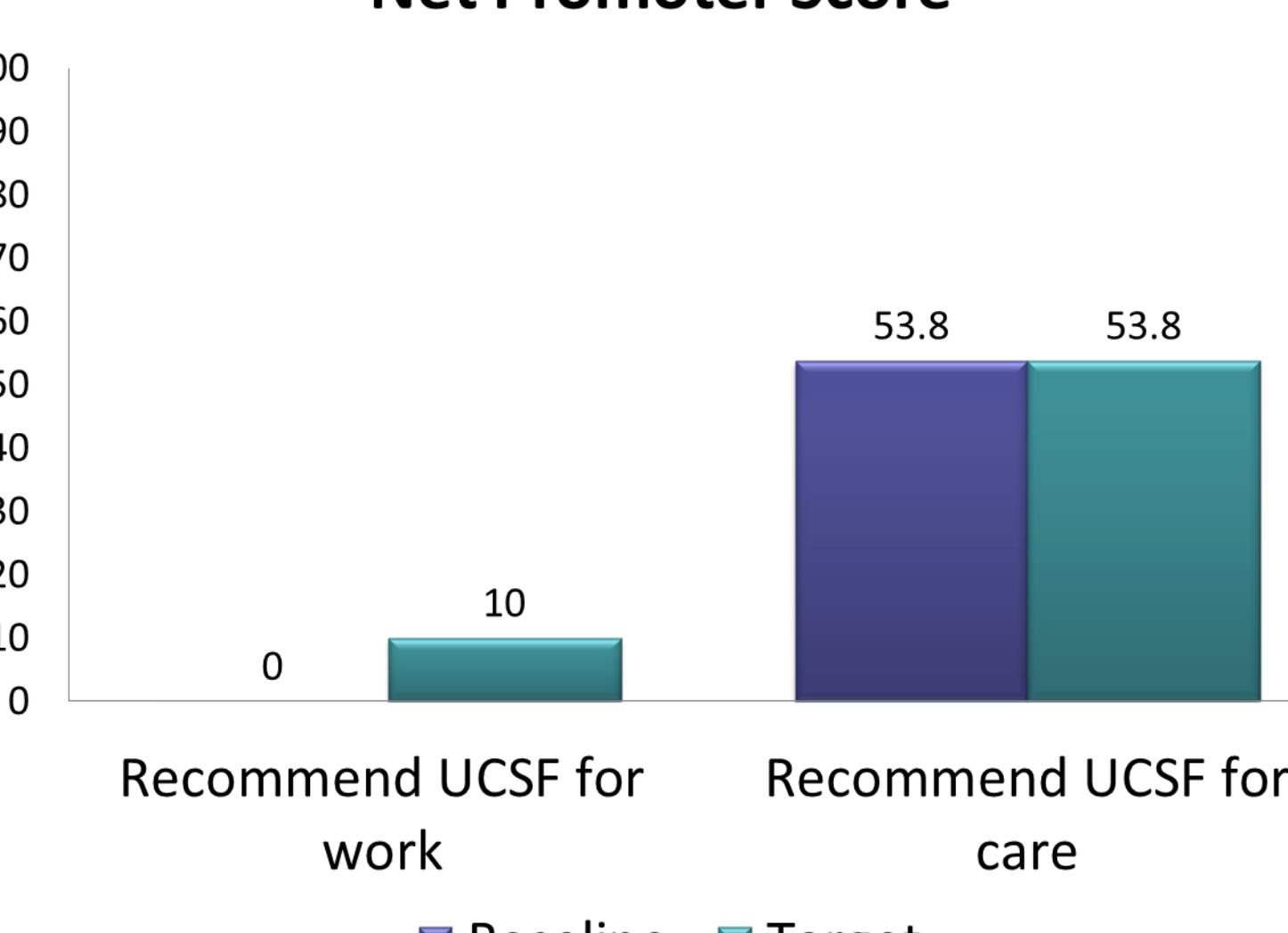
The answers from these questions are utilized to calculate the Net Promoter Score (NPS):



Project Goals

Our target is to improve our NPS for 'Recommend UCSF for Work' from 0 to +10 and to maintain the NPS for 'Recommend UCSF for Care' at +53.8.

Net Promoter Score



Check Your Pulse!

Project Plan and Intervention(s)

We hypothesized that by sharing results with staff members would provide transparency of data, help facilitate improvement conversations, and provide actionable items to improve our unit.



Fig 3. Project Plan for Pulse survey

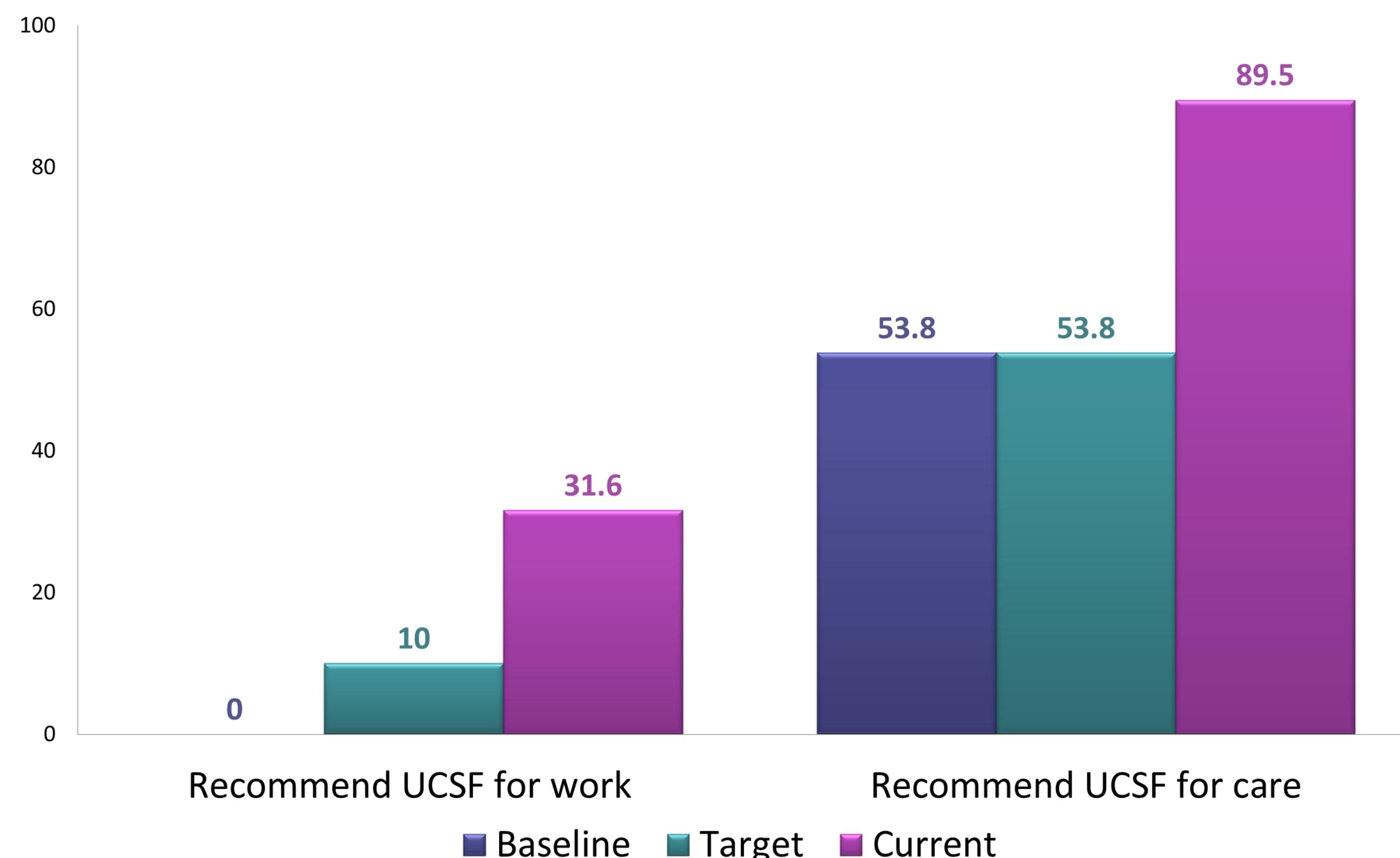
During the kickoff meeting, we found that there were many 'quick wins' that could be implemented by our leadership team. We also hypothesized that by implementing as many of these quick wins in our unit and communicating the progress consistently with staff, our net promoter score would increase.

Over the course of the next several months, we implemented six 'quick wins': 1) creating a vitals station to assist MAs, 2) investing in high throughput scanner technology, 3) creating a visibility board to recognize team members' contributions, 4) starting daily huddles to provide a forum for staff to recommend improvement ideas, 5) improving work space clutter, and 6) modifying referral process to simplify workflow.

Project Evaluation & Impact

To evaluate whether our interventions were successful, we sent out another Pulse survey. We found that over the course of six months, our Net Promoter Score improved by a score of +31.6 for 'Recommend UCSF for Work' and by a score of +35.7 for 'Recommend UCSF for Care'.

Net Promoter Score: Pre and Post Comparison



Next Steps, Dissemination & Lessons Learned

Next Steps:

The next steps for this project is to further improve 'Recommend UCSF for Work' by a NPS of +10 through our use of daily huddles.

Dissemination:

We recommend that other practices interested in adopting this project at UCSF send out a Pulse survey to their staff members to initiate conversation regarding improvement opportunities. Additionally, find a forum for staff to continually provide improvement ideas, such as daily huddles.

Lessons Learned:

We found that engaging all members of our team in our improvement journey has been helpful. Additionally, working on projects that the team felt were the most important has been helpful in creating a culture of continuous process improvement.