

2022 Employee Survey Results

In June, Baystate Health (BH) conducted our annual Press Ganey employee survey. Teams throughout Baystate are now having conversations about their engagement results and planning improvements. The survey data provides a starting point for further discussion about what to change and what to keep doing in support of engagement, resilience, safety and belonging and more.

Over 7,300 employees participated in the survey, 62% of our employee population, which was up from 58% in 2021. Thank you to all who took the time to contribute your voice. Below are the health system overall results on some of the key elements of the survey.

Engagement Index

The engagement index, composed of six questions, declined slightly from 3.93 (2021) to 3.87 (2022). This places BH in the 25th percentile among hospitals nationally and in the 40th percentile among hospitals in New England. The questions determining the index are:

- Overall, I am a satisfied employee.
- I am proud to tell people I work for this organization.
- I would recommend this organization as a good place to work.
- I would like to be working at this organization three years from now.
- I would stay with this organization if offered a similar position elsewhere.
- I would recommend this organization to family and friends who need care.

Leader Index

A bright spot is the improvement of the leader index, from 83 to 85, which is considered moderately high and an indicator of strong employee-manager relationships. The leader index at Baystate is higher than other academic medical centers and significantly higher than other New England hospitals in the Press Ganey database. Research suggests that the relationship between employees and their managers is one of the most important factors for wanting to remain on a team. It indicates a willingness of a team to work to improve engagement.

What Most Affects Engagement at Baystate Health

In work teams with low engagement, the causes often vary from team to team, so there is no “one size fits all” approach to improving it. That being said, the data has provided what our key drivers are for all of Baystate Health, which influence engagement in either direction, such as:

1. High-quality care and service.
2. Delivers safe, error-free care to patients.
3. Senior management provides work climate that promotes safety.
4. Conducts ethical business.
5. Organization treats employees with respect.
6. Organization demonstrates a commitment to workforce diversity.

Lower ratings in safety, quality, and service often reflect our ongoing struggles with over-capacity and understaffing. It is encouraging to see that the delivery of safe, quality care continues to be what drives our workforce. It is no surprise, however, as health care workers often have a strong sense of purpose. BH will continue its broad-based efforts on hiring, retention, employee safety, and employee well-being. We also will continue our extensive efforts to manage unprecedented demands for our service, which are part of a national crisis. Over the next several months we also will focus on defining our purpose as individuals and teams at Baystate Health and finding more ways to make our work meaningful and fulfilling.

Diversity Index

Baystate includes diversity-related survey items to gauge progress in meeting our 2025 strategic plan to reflect the communities we serve in a culture of inclusivity and belonging. Many breakthroughs have been made, and our efforts continue. These data have been shared with business resource groups, who have contributed ideas to a plan for increased employee prosperity and organizational belonging.

The Diversity Index score improved from 2021 to 2022, reflecting higher ratings in:

- The person I report to treats all employees equally regardless of their background.
- This organization demonstrates a commitment to workforce diversity.
- All employees have an equal opportunity for promotion regardless of their background.

And there was no change in:

- This organization values employees from different backgrounds.
- My coworkers value individuals with different backgrounds.

Resilience

Press Ganey defines resilience as the ability to recover and bounce back from adversity. It includes two components: decompression and activation. Resilience significantly improved from 2021 to 2022 and is higher than other New England healthcare organizations in the Press Ganey database, with decompression – the ability to disconnect—also significantly improving. We measure these components because they are early warning signs for burnout, and we continue to be committed to providing benefits and redesigning work on the unit level to help decompress.

Physician Survey

In 2022, for the first time, a separate Engagement and Alignment survey was conducted with physicians at Baystate Health. This survey focuses on elements specific to the physician experience and helps better understand the needs of physicians. More than 61% of physicians took the survey, which is higher than the national average of 50%.

Strengths include:

- 97% of physicians see every patient/client as an individual with specific needs.
- 88% of physicians agree their colleagues value individuals with different backgrounds.

- Trust is highly important and felt by physicians; 89% trust the people they work with, 85% trust the person they report to.

Areas of opportunity include:

- Stronger relationships with hospital administration.
- Job stress and the ability to decompress during free time.

Physicians expressed a high level of confidence in the success of the organization in the future. This is a positive sign as leadership takes a close look at the data and begins to engage physicians in important dialogue and design improvements to build the future together.

Baystate Remains Committed to the Employee Experience

In August and September, meetings were held with every entity's leadership team to share and discuss the data. Managers have received their team's specific results through an online dashboard. Next up, managers will have discussions with their teams to share results, determine what is working well, and put solutions in place for things the team wants to improve.

Thank you for your candor and your willingness to help our departments and organizations improve the work experience. Baystate is a learning and improving organization. I and the senior leadership team will be using these results to drive our efforts to build a better work environment across all the dimensions of engagement and for all employees in pursuit of our strategic goal of being a Workplace of Choice.

Sincerely,

Mark A. Keroack, MD, MPH
President & Chief Executive Officer, Baystate Health