

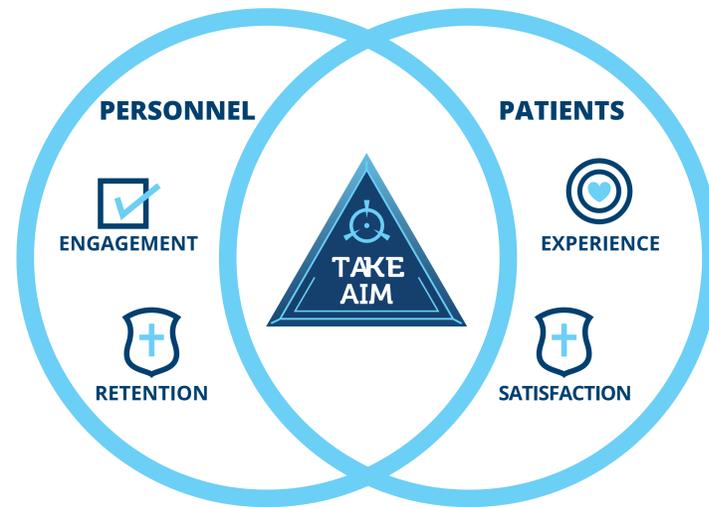
Aligning Management's Strategic Initiatives with Healthcare Worker Perceptions – a Measuring Tool

EXECUTIVE SUMMARY

Understanding the perceptions of healthcare workers (HCWs) is a critical component of improving retention rates and overall job satisfaction within your organization. Through effective worker engagement, hospital administration can gain HCW "buy-in" on strategic initiatives and build momentum toward achievement of those initiatives.

A new management tool, the TAKE AIM™ Engagement, is designed to engage workers while helping to measure and improve their workplace perceptions. The TAKE AIM Engagement uses assessments to provide leadership with insights into the status quo, which can then be synthesized to identify the need for change. Healthcare personnel and prospective patients provide direct feedback that drive the employer's brand while identifying methods, actionable steps, and best practices to help achieve desired strategic initiatives.

- A** Assess current practices
- I** Insights from staff & patients
- M** Methodologies on potential engineering controls



BACKGROUND

According to the Bureau of Labor and Statistics (Figure 1), hospitals are one of the most unsafe places to be employed. This data is logical to extend to all healthcare settings and the result may be high employee turnover rates and low HCW satisfaction, both of which may impact market reputation and general branding efforts.

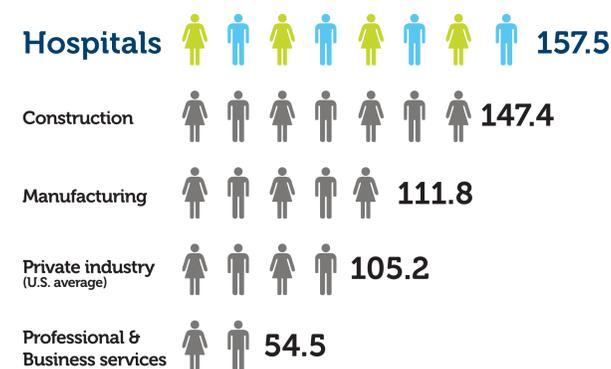


Figure 1: Cases per 10,000 Full Time Employees Bureau of Labor Statistics - Injuries and Illnesses Resulting in Days Away from Work, 2011

The TAKE AIM Engagement helps hospital leadership meet strategic initiatives by merging a comprehensive review of programs and processes with the perceptions of workers and prospective patients.

A comprehensive TAKE AIM Report is delivered in 2 - 4 months



ALL TAKE AIM INSTRUMENTS ARE ROOTED IN THE METHODOLOGIES OF:

- ✓ AHRQ Culture of Safety Survey
- ✓ HCAHPS Survey
- ✓ International Safety Center EPINet®
- ✓ Other published studies

METHODS

THE TAKE AIM ENGAGEMENT INVOLVES THREE KEY COMPONENTS:

- 1 HCW Perception
- 2 Prospective Patient
- 3 Current Practice

HCW PERCEPTION SURVEYS

Survey 1: Customized online survey, sponsored by the International Safety Center, documenting general safety and risk perceptions and the role apparel may play in recruitment, retention and satisfaction.



| Perception of Risk | Perception of safety culture | Perception of Policies & Processes |
|---------------------------|------------------------------|------------------------------------|
| Incident Frequency | Safety Oversight | Workload/Overload |
| Engineering Control | Workload/Overload | Staff Input & Evaluation |
| Error Reporting | Use of PPE | Incident Frequency |
| Staff input & evaluations | Error Reporting | Use of PPE |

Survey 2: Customized online survey completed by a select group of HCWs after wear-testing a newly engineered garment as part of an innovative approach to safety. It provides valuable insight into HCW satisfaction.

PROSPECTIVE PATIENT SURVEY

Modeled after the HCAHPS survey, this survey tool is an initiative to understand how potential patients view the reputation of the organization and your staff. Feedback will also be received on the role HCW apparel plays in the healthcare provider selection process. This is prospective, as compared to the retrospective approach of HCAHPS, and delivers compelling market research to hospital leadership about what is really important to their targeted patient population.

| Perception of Competition | Perception vs "Best" & "Worst" Hospitals | Perception vs Other Hospitals |
|---------------------------|--|-------------------------------|
| Clean Environment | Staff Face Time | Staff Face Time |
| Protective Apparel | Worker Friendliness | Clean Environment |
| Staff Face Time | Outpatient Follow-Up | Outpatient Follow-Up |
| Worker Appearance | Clean Environment | Staff to Patient Ratio |

CURRENT PRACTICE ASSESSMENT

This assessment is conducted by an AHA Solutions partner who, through on-site discussions, gathers input on areas where there is a direct link between HCW apparel and key strategic initiatives. The AHA Solutions partner will review data on your programs and processes related to relevant best practices.



RESULTS

TAKE AIM is currently being commissioned and data collection is underway at a number of institutions across the country. Once collected, the data will be quantitatively and qualitatively analyzed and assembled into the TAKE AIM Report.

While the TAKE AIM can be performed at any healthcare organization, all data and reporting is custom to the organization. This results in unique and actionable recommendations for continued worker engagement, as well as improving satisfaction and retention.

TABLE 1 – KEY SCORES AND RATINGS BY AREA

| | Average Score | Perception of risk | Safety measures | Satisfaction | Incidents/worker/month |
|-----------------------------------|---------------|--------------------|-----------------|--------------|------------------------|
| Use of PPE | 0 | 0 | 0 | 0 | n/a |
| Engineering Control | 2 | 12 | 4 | 6 | n/a |
| Workload/Overload | 0 | 0 | 0 | 0 | n/a |
| Safety Oversight | 1 | 2 | 7 | 2 | n/a |
| Error Reporting | 2 | 10 | 8 | 2 | n/a |
| Staff input & evaluation | 2 | 8 | 6 | 12 | n/a |
| Incident frequency | 2 | 14 | 2 | 10 | n/a |
| Raw score | | 46 | 27 | 32 | n/a |
| Normalized score (scale 1 to 100) | | 82.1 | 48.2 | 57.1 | |
| Rating | | High | Low | Low | 0.31 |
| 6-Month Target | | Moderate | Moderate | Moderate | Reduce from .6 to .3 |
| Status | | Above Target | Below target | Below target | On target |

Higher numbers indicate greater importance

TABLE 2 - SUMMARY OF DATA

| HEALTHCARE WORKERS | | | |
|--|-------------------------------|--------|--|
| Area | Objective(s)/Target(s) | Status | Comments |
| Perceived risk (low indicates a high perceived risk) | Increase from low to moderate | + | Doing well...workers perceive a low risk |
| Perception of safety measures | Increase from low to moderate | - | Although perceived risk is low there is not a belief that the <institution> is doing enough to increase safety |
| Satisfaction | Increase from low to moderate | - | Belief that the hospital is understaffed and that there is not enough attention given to patients |
| Incidents/Worker/Month | Decrease from 0.6 to 0.3 | 0 | Steady at 0.31; target generally being met |

"+" = above target; "0" = at target; "-" = below target

CONCLUSIONS

The TAKE AIM Engagement is a unique step forward to helping leadership achieve strategic initiatives by improving HCW perceptions, which may lead to higher levels of worker satisfaction and, therefore, retention. It is also reasonable to conclude improved HCW satisfaction and retention can lead to better patient satisfaction scores. More work on this topic is required and this will be the first in a series of submissions that will follow the initiation, results and conclusions generated from this unique proposition.