SATISFACTION OF INTERDISCIPLINARY TEAM MEMBERS IN A HOSPITAL BASED ENVIRONMENT

By:

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A Research Paper

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Abstract

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The purpose of this study is to determine employee satisfaction levels of members of an Interdisciplinary Team in a hospital based environment and to gain insight into how certain variables can affect employee satisfaction. "Interdisciplinary teams as those where members continue to work from particular disciplinary orientations but undertake some joint collaborative work" (Opie 1997, p. 263). This study will also unveil current views and attitudes regarding job satisfaction that could translate to numerous settings.

Several factors relating to employee satisfaction and their impacts in both hospital and interdisciplinary-based environments were found in a literature review. Individuals currently working on a interdisciplinary teams, health managers and administrators managing an interdisciplinary team, or those wishing to embark on a career in the health related industry will find this study useful.

The data required for this study will be obtained through a survey (21 questions) distributed to the members of the Interdisciplinary Team in the Neurological Department and the Luther Hospital in Eau Claire, Wisconsin. The survey questions will address employee perceptions of the physical environment, growth opportunities, workloads and responsibilities, trust and mutual respect, empowerment, and training and development.

CHAPTER ONE

INTRODUCTION

INTRODUCTION

Health related organizations are all under pressure to provide the highest quality of care and standards of excellence in a responsible cost-effective manner. As the configuration of the health related professional reorganizes its boundaries in response to changing patterns of healthcare, there is a need to incorporate new strategies, processes, and relationships into the professional fabric in order to meet society's heath-related demands of excellence and cost-effectiveness. The conception of collaborative practice has been heralded as a potent force in achieving these desired outcomes.

Collaboration means working together. In terms of health care, Evans (1994, p. 23) stated, "this refers to a communal intellectual effort on behalf of the patient. Collaboration is shared problem solving, goal setting, and decision making within a structure of collegiality. The process assumes that healthcare members are engaged in mutual problem solving that is not typically found within the traditional hierarchy governed by unilateral decision making".

Patients are individuals whose requirements may be complicated, spanning the field of knowledge and expertise of numerous professions. Such interconnected needs cannot be dealt with successfully in isolation. An effective and efficient model of collaborative care, facilitates a holistic approach to caring for the patient, and ensures that services are delivered more efficiently with less overlap.

Collaborative practice can take many shapes. Some examples that exist in healthcare today include Nurse-Physician Collaboration (Haddad, 1991; Garcia, Bruce, Niemewyer, Robbins, 1993; Eubanks, 1991; Evans, Carlson, 1992), Joint Review Committees (Garcia, Bruce, Niemewyer, Robbins, 1993), Multidisciplinary Teams (Smith, 1994; Resnick, Tighe, 1997; Opie, 1997; Patronais Jones, 1997; Barr 1993), Interdisciplinary Collaborative Practice Committees (Velianoff, Neely, Hall, 1993), Interprofessional Teams (Horowitz, 1970; Thompson, 1983), Self-Directed Teams (Anderson, 1993; Inkson, Latham, Mather, Prokopczak, Smits, 1994), and Interdisciplinary Teams (Brand, 1993; Strasser, Falconer, Martino-Salzmann, 1994; Butterill, O'Hanlon, Book, 1992; Opie, 1997; Barr, 1993). This study will focus and examine some of the issues surrounding Interdisciplinary Teams. Opie (1997, p. 263) defines Interdisciplinary Teams as "those where members continue to work from particular disciplinary orientations but undertake some joint collaborative work".

PURPOSE

The purpose of this study is to determine the level of employee satisfaction in an Interdisciplinary Team within a hospital-based environment. In a market that is extremely competitive, this study was designed to help health management, administration, and team leaders in determining which components of an Interdisciplinary Team environment are conducive and contribute to a satisfied employee, team member.

It is my goal, that this study will be a helpful reference to health professionals at all levels that interact with or function within an Interdisciplinary Team based model.

This study will reveal the elements and factors that influence job satisfaction amongst the members of an Interdisciplinary Team. Health professionals will be able to utilize this data, in developing strategies that create environments that will increase employee satisfaction amongst their members. It will give all hospitals and health related organizations, that incorporate Interdisciplinary Teams into their models of care, more information and data on how to increase and maintain high levels of employee satisfaction.

METHODOLOGY

Luther Hospital is a member of the Mayo Health System, located in Eau Claire, Wisconsin. The Luther Hospital is a 310-bed acute care facility which houses approximately 300 physicians, 2,351 support personnel and has an average length of hospital stay of 4.0 days. Together, the Luther Hospital and Midelfort clinic form a regional medical center that ensures access for patients to all aspects of healthcare delivery, and medical needs of the Chippewa Valley Region.

This study will verify the current level of employee satisfaction of the members on the Interdisciplinary Team of the Neurosciences, and Inpatient Trauma Center. The center works together to provide care for patients with brain, neck and spine injuries and other neurological problems. The team consists of 75 members from 10 disciplines.

The data collection procedure will consist of a quantitative method. An assessment of the level of employee satisfaction will be derived from the results of the average scores, derived from the survey questions. The criterion that will be used to measure employee satisfaction in this study includes turnover, training and development, orientation, empowerment, supervision, trust and respect, work environment and overall satisfaction.

DEFINITIONS

Employee Satisfaction: the extent to which people are satisfied with their work (Koustelios, 1997, 469).

Collaborative Care: working together, a communal intellectual effort on behalf of a patient (Evans, 1994, p. 23).

Interdisciplinary Team: teams where members continue to work from particular disciplinary orientations but undertake some joint collaborative work (Opie, 1997, p. 263).

CHAPTER TWO

LITERATURE REVIEW

The purpose of this chapter is to research and identify the characteristics and components of Collaborative Care, Interdisciplinary Teams and Employee Satisfaction.

Collaborative Care

Administrators and executives are faced with numerous challenges in the current healthcare system. These challenges are the result of resource availability, societal expectations, organizational structures, and the advancement of medicine and technology. Health related organizations, particularly hospitals, are under pressure to provide a high quality of healthcare, in cost-effective manners (Abbott, 1994). Collaborative Care has been noted as a successful and desired method at achieving society's health-related demands of both excellence and cost effectiveness (Evans, 1994).

Thomas (1976) describes that collaboration means working together. A model of joint communication and horizontal decision making processes between the members of a medical staff, with the goal of meeting the patient needs while respecting the abilities and skills of the professions involved (Evans, 1992). Collaboration is shared problem solving, decision making, and goal setting within a structure of collegiality. It is a process of mutual problem solving by team members, that is not typically found within the traditional hierarchy governed by unilateral decision making (Weiss, 1985).

There exist numerous advantages and benefits of Collaborative Care. These benefits range from patient care related outcomes to employee relations. One of the most commonly expressed benefits is the strong correlation between job satisfaction and

collaborative practices (Evans, 1994; Baggs, 1994; Baggs, 1992). A number of studies examine and define the barriers collaborative models must overcome in their growth process. These barriers include defining roles and responsibilities, communication constraints, and hierarchical structures (McLain, 1988; Evans, 1994; Anderson, 1993; Kerfoot, 1989; Inkson, 1994). There are numerous characteristics and components of success Collaborative Care models that range from orientation policies, communication procedures, continuing education and open communication channels (Garcia, 1993; Iles, 1990; Manthey, 1994; Lowe, 1982).

Interdisciplinary Teams

Both teamwork and teams are commonly heard terms in the provision of health services. Variations of the terms are widely used, both confusing and distracting numerous people, making it that much more important to understand in greater depth the concept of teamwork.

Bicknell (1988) describes a team as a group of individuals who are contracted to work together. This group is united by a shared set of values along with a commitment to achieve agreed objectives and goals. It is also emphasized that teamwork doesn't happen easily or automatically but something that requires hard work, dedication and commitment (Anderson, 1993).

Opie (1997, p. 263), defines Interdisciplinary Teams as "those where members continue to work from particular disciplinary orientations but undertake some joint collaborative work".

The introduction and popularity of team-based healthcare, particularly Interdisciplinary Teams, is based on clear evidence regarding the benefits associated with effective practices. These benefits have been identified as; better, fully informed care plans, holistic care, improved relations among providers, decreased mortality rates, higher levels of productivity, increased staff satisfaction, improved communication, innovative and creative endeavors, and effective use of resources (Opie, 1997; Evans, 1994; Gottlieb, 1987; Velianoff, 1993)

In a study, Barr (1993) concludes that effective Interdisciplinary Teams have certain attributes. These attributes include; goals that are clearly understood, coordination of skills, expertise, and knowledge, effective channels of communication, encouragement of conflicts and innovations, and support from team members. It is also stated that a main factor in determining the success or failure of an Interdisciplinary Team is the planning and educational phases that both the members and management experience prior to the implementation of the team (Anderson, 1993; Kerfoot, 1989).

Employee Satisfaction

The future state of this nation's economy is difficult to predict. The only given is that it will change, and not necessarily for the better. In this uncertain climate,

organizations are beginning to realize that employee satisfaction should be an area of

concern and focus, and that it is very important to the financial security, success and well

being of any organization (Syptak, 1999; Kalbaugh, 1998; Josefak, 1999).

Koustelious (1997, p. 469), defines employee satisfaction as "the extent to which

people are satisfied with their work.

Employee Satisfaction and Turnover

The level of employee satisfaction and turnover rates within an organization can

be directly linked. Job satisfaction is a main criterion that motivates employees to stay

with a company (Hebard, 2000; Smith, 1998).

Companies and organizations need good people to complete work and accomplish

goals. The biggest management challenge today is attracting, optimizing and retaining

good people (Thomas, 1999). Thomas (p. 12) defines 'good' as "technical expertise,

dedication, productivity, drive and determination, high achievement, creative capacity,

experience, educational level, position in the industry or field or a combination of

factors." "Last year Mercer survey 35 Fortune 500 companies that were rated among the

'100 Best Places to Work in 1997.' The survey results showed a correlation between

higher performing companies and lower turnover" (Youden, 1999, p.20).

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Organizations that experience high levels of turnover suffer severe financial burdens. Employee turnover isn't only disruptive, but also expensive. "Turnover is always expensive. It costs employers 1.4 and 1.8 percent of an employee's annual salary" (Youden, 1999, p. 20). Medium to large companies polled in the U.S. report those costs associated with turnover to be more than $10,000 per employee who must be replaced. One-fifth of the respondents estimate the costs at greater than $30,000 per employee (Mercer, 1998). Low rates of employee turnover are important for the economic well being of any organization. "Turnover is chewing up revenue" (Hebard, 2000, p.46).

Decreasing and tackling turnover is a task that any willing organization is capable of overcoming. "Once an employer recognizes this 'asset', not to mention the high costs of recruiting and training associated with turnover, it is easy to be proactive in preventing it" ("How Do", 2000, p.23). Two of the key factors in practicing retention management and decreasing employee turnover include; instituting organizational practices and policies that support retention, and training management, supervisors and senior executives to retain individual employees by knowing how it will impact them (Turner, 1999; Hebard, 2000; "At NRA", 1999).

Employee Satisfaction and Training &Development

The increasing demands of the work environment and the push to do more with less, results with some employees feeling submerged with doubts and negative feelings

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regarding their abilities to perform. Noel (1999) cited that a main reason or cause of an overwhelmed, dissatisfied employee, is one who lacks abilities and certain skills.

Research has demonstrated a strong correlation between employee training and employee satisfaction. With a survey developed by the Gallup School of Management, Gitomer (1998, p. 5) found a strong and clear relationship between training and job satisfaction stating, "Eighty percent of respondents said that more training would be important or very important in keeping them as employees". Herzberg (1973) stresses opportunities for learning as a motivation factor in a good working environment "When employees are properly trained, they become empowered with the knowledge and skills to perform their job functions with confidence. In turn, they develop a stronger sense of accomplishment, usefulness, and loyalty to the organization" (Peterson, 1999, p.29).

In the field of healthcare, Evans (1994) argues that a fundamental base for a prosperous collaborative care model relies on the successful training of team members. Opie (1997) reinforces this argument by asserting that the main reason teams in healthcare have encountered significant problems is the absence of training in team work along with the absence of orientation programs for new members joining the team.

A study by McMurrer and Van Buren (2000) benchmarked over 500 organization within the United States concluding that industry based leaders made learning a core of their overall business strategy. The companies that had an average level of economic growth provided training for 76% of employees, and the top performers 97%.

In a work environment that is constantly evolving to keep pace with technological advancements, companies that invest training and development in their employees are confronting these changes head on and coming out on top. "The ways of doing business are shifting and companies must make radical changes to keep up. Training is the necessary step" (Love, 1998, p.11).

Employee Satisfaction and Orientation

The recruitment and hiring of competent employees is key to the success and longevity of any organization or work environment. Unfortunately a large number of organizations fail to realize that more importantly, is the organization's ability to welcome, introduce and prepare these employees for their new working environment. "One of the first and most lasting impressions new employees have of their employer is how they are greeted and treated on their first day of work. Employee orientation is perhaps the critical introduction to an organization for a new employee" (McGillicuddy, 1998, p. 551). A well organized, successful new employee orientation serves not only to answer the employees fundamental concerns or questions considering their new surroundings, but also to begin the ongoing communications, training and understanding that helps employees succeed in their jobs (Mochari, 1999).

Research confirms that a large percentage of Human Resource Managers agree that a favorable experience in the initial few days of a new job or position, is critical to an

employee's continuing success and motivation. An organized employee orientation of any size or scale can help in creating a positive perception of the company, organization or new environment. Studies have proven that a well-planned orientation can effectively contribute to; length of employment, number of mistakes or critical errors, employee satisfaction, improved client relations, better work attitude, and more effective levels of communication amongst employees and supervisors (Belaiche, 1999). It also makes an employee feel welcome, develops positive relations about the organization or environment, confirms decisions that were made, provides a basis for future training, puts employees at ease and teaches fundamental skills that the each new employee should have (Freeman, 1999).

An orientation not only benefits the employee but also rewards the organization. A successful orientation allows workers to enter the organization or environment with the same level of knowledge. It reduces employee turnover, saving money on recruiting, rehiring and loss of productivity. It saves on the time and effort of retraining employees, improves consistency, reducing the number of mistakes. It also increases job satisfaction enhancing the relationship amongst fellow employees and higher level management (George, 1996; Freeman, 1999). "Competence is the cornerstone for collaborative care. Orientation, staff development, and continuing education are keys ("Enhancing Collaboration", 1985, p.21).

Employee Satisfaction and Empowerment

The popular expressing 'the knowledgeable worker' is synonymous with the success of organizations and companies in the 1990s. The empowerment of employees is key. Creating an environment and culture where employees feel comfortable and capable of accomplishing their finest work, is the only means that ensures these organizations are experiencing their employee's peak potentials. "People are empowered when they are given the authority and responsibility to make decisions affecting their work with a minimum of interference and second guessing" (Maurer, 2000, p.5).

"Empowerment is a 'process that expands an individual's power, as opposed to merely a state of being' or an 'end state', that takes place in varying degrees throughout an organization, with individuals experiencing different feelings of empowerment at different times" (Koberg, 1999, p. 74). Maccoby (1999) explains that empowerment can be separated into two separate parts. The first part being an approved authority that clarifies an employee's mandate and management's expectations regarding performance. The second is the empowered employee must be accountable and responsible for the consequences of their actions.

Empowerment in the workplace has received increased attention among scholars and practitioners (Donovan, 1994), and an opinion regarding the numerous advantages of empowering employees is shared by both managers and employees. Empowerment has been proven to influence both organizational and managerial effectiveness (Spreitzer,

1995) and is recognized as a method by which managers can efficiently manage an organization in today's work environment.

In a study regarding healthcare organizations (Koberg, 1994, p. 84) states that "workers who feel empowered have beneficial effects for both the organizations and individuals through increased job satisfaction and work productivity/effectiveness and a decreased propensity to leave the organization". Laschinger (1999) established empowerment as a determinant of work satisfaction and commitment to both the organizations in which they work and the health profession itself. Porter-O'Grady (1991) found that empowerment increased satisfaction, and allowed employees and management to become partners in the business of providing high quality patient care. Alexander (1982) defined autonomy as perceived independence or control over work activities. In a research study of hospital nurses regarding job satisfaction, he concluded that perceived autonomy was the most important determinant.

Empowerment can be linked to both satisfaction and performance if the goals are clarified and recognition systems are significant. Another important factor is that the environment supports and encourages employees to make their own decisions and to improve their decision making skills (Herrenkohl, 1999).

An empowered organization is a "learned organization where people learn about business, customer needs, what creates profit, as well as learn from their mistakes" (Maccoby, 1999, p. 57).

Employee Satisfaction and Supervision

Supervision is essential a method of coaching and instructing. "Supervision is to oversee, to view another's work with the eyes of the experienced clinician, the sensitive teacher, the discriminating professional" (Holloway, 1994, p. 5). The supervisor's main objective is to create a learned context that will aid in enhancing employee skills, and devise effective strategies that can be applied to the workplace. "A hierarchical, formal working relationship that acts as a vehicle to establish teaching and learning objectives specific to the trainee's level of skill and experience. Both the supervisor and trainee may use a variety of teaching and learning strategies to meet the profession's and their own objectives" (Holloway, 1994, p. 10).

Supervision in a group or team based environment differs from the type of supervision required in a normal work setting. "There is an important distinction between supervising only one individual and supervising an individual who belongs to a group" (Satava, 1998, p. 73). In field of healthcare, the supervisor or team leader is often the pivotal and influential person in determining the overall success, achievements and levels of satisfaction of the group (Kerfoot, 1989; "Enhancing Collaboration", 1985; Abbott, 1994).

There are a number of habits or tactics a supervisor can use when dealing with employees that have been proven to increase the level of employee and job satisfaction.

Some of these include; praise, encouragement and motivation, pointing out weakness'

and offering guidance, identifying strengths that can be tied to career aspirations,

providing instruction, clarifying roles and responsibilities, feedback and positive

reinforcement (Goleman, 2000; Josefak, 1999; Satava, 1998; Copeland, 1998).   In the De

Vries and Roe (1998) study, the highest level of employee satisfaction with regards to

supervision were reflected by workers whose supervisor used a humanistic approach.

Employee Satisfaction and Trust & Respect

"Trust is seen as an important attribute of effective leadership and has been

referred to as the glue which keeps an organization together as a functioning unit"

(Strasser, 1994, p.181).

In a study, Mishra (1990) concludes that there exist four factors that breed trust

within an organization. The first factor is open communication at all levels. The second

factor is shared decision-making. The third factor, sharing critical information. The forth

and final factor is an honest sharing of perceptions and feelings. This study also

concluded that trust is an element which starts at the top of any organization, then filters

its way down due to the upper management's hierarchical advantage and greater access to

key information.

In a team-based environment, trust is an essential ingredient to the overall success

and satisfaction. Grundy (1998, p. 180) concludes that organizations where there are

determined levels of trust, employees experience empowerment, satisfaction, and competitive advantage, stating; "For a team to work effectively, its members must trust one another". "We must be able to assume that we can trust each other, that is we can operate with the same values and purpose, count on each other during tough times, be bone straight with each other and work together with mutual respect and care" (Harari, 1999, p. 29).

"When trust is broken, communication stops, people don't talk about problems, the problems don't get addressed, productivity falls, and customer service declines" (Caudron, 1996, p.19).

"Respect is one of the greatest motivators for a superior performance" (Rodgers, 1996, p. 18). In a study regarding employee satisfaction, Sitterly (1997) discovered that the number one characteristic employees want in their jobs is respect. Employees desire respect from both their fellow employees and management. Satisfied employees are respected for the personal worth and competency as individuals, and for their contributions to the success on the organization (Armentrout, 1995; "In managers", 1999). Both respect and respecting team members are perceived as a key characteristic and successful habits in highly effective teams (Zetlin, 1996).

Trust and respect are key factors in determining employee satisfaction. "Amid integrity and trust, other things take care of themselves-creativity, innovation, empowerment, staff dedication, confidence, and risk taking. These are natural products of

organizations with character, respect and trust. Managers and leaders must nurture these qualities if they are to thrive and spread" (Bird, 1999, p. 7).

Employee Satisfaction and Work Environment

Organizations and companies are discovering there are numerous ways to structure a working environment. By implementing levels of technology and providing the required resources, developing systems of collaboration, and adapting managerial styles, companies and organizations are experiencing improved worker satisfaction, productivity, and monetary savings (Powers, 1998). "They have to be very competitive, not just salary and benefits, but also in what kind of working environment they're offering. Because employees spend half their waking hours at the workplace, we need to provide and environment that's conducive to creativity and productivity, one that will attract and retain" (Dobrian, 1999, p. 11).

Successful organizations are those that motivate employees by creating an environment where people are capable of doing great work (McDonough, 1998). Meyer (1997), the most successful environment is one that challenges employees by pulling them, not pushing. A key to this positive, challenging environment is that the employees are provided with the required tools. This increases both efficiency and satisfaction. Reinhart (2000) states managers and leaders can longer assume that training is that solution to all performance and satisfaction problems. Issues such as the information needed or the tools required are environmental issues that must be examined.

Evans (1994), in a study regarding collaborative practice in healthcare argues that the organizational environment is one of the most likely elements to facilitate a successful collaborative practice model.

CHAPTER THREE

METHODOLOGY

METHODOLOGY FOCUS

The research question addresses the satisfaction levels of the members of Luther Hospitals Interdisciplinary Team. Past and current research regarding Interdisciplinary Teams and employee satisfaction will help validate the research question.

The goal in the research methodology is to ascertain the following:

A.   Measure and assess the level of team member satisfaction. The criterion will be based on; Turnover, Training & Development, Orientation, Empowerment, Supervision, Trust & Respect, Work Environment, Overall Satisfaction.

B.   Provide recommendations regarding the results of the survey.

Stage 1.

This stage includes both past and present research regarding Interdisciplinary Teams and employee satisfaction. The results gathered from the research will be applied to the survey obtained from Gallup Organization. An Employee Satisfaction Survey specific to this study will be designed.

Stage 2.

The survey will be distributed to all members of the Interdisciplinary Team, where there will be no means of identifying any of the team members. The only indicators will be their professional working titles.
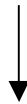
Stage 3.

From the results of the survey conclusions and recommendations will be made.

The following page contains a flowchart that breaks the research into three developmental stages.

RESEARCH METHODOLOGY FLOWCHART

STAGE 1

Survey designed
by The Gallup
Organization.

STAGE 2

Research the satisfaction levels
of the members of
Luther Hospitals
Interdisciplinary Team.

Employee Satisfaction Survey

STAGE 3

1. Correlation of major trends
   and employee satisfaction.

2. Conclusions and
   recommendations.

SURVEY

For over 60 years, The Gallup Organization has been a worldwide leader in the

measurement and analysis of people's attitudes, opinions, and behavior. The have a

tremendous amount of experience working with hospital systems and other care providers

in measuring and managing both patient and physician satisfaction and loyalty.

The Gallup Organizations intense research identified a core set of 12 questions.

These 12 question items consistently correlate to higher employee retention, higher

customer and employee satisfaction, higher productivity, and higher profitability in all

types of organizations in a wide variety of industries. The questions are known as the

Gallop Q-12.

The survey was designed using The Gallup Organizations, Gallop Q-12 along

with an actual Gallup Organization sample survey. The survey will act as a quantitative

gathering tool. It should provide the answers to questions and themes revealed in the

research process. It should also produce new and relevant information that conclusions

and recommendations can be drawn from regarding the Gallup Analysis of Results and

Data.

All questions in the survey will focus on employee satisfaction with regards to:

1.	Turnover	5.	Supervision
2.	Training and Development	6.	Trust & Respect
3.	Orientation	7.	Work Environment
4.	Empowerment	8.	Overall Satisfaction

SUBJECTS

The subjects of this study were members of the Interdisciplinary Team at Luther Hospital in Eau Claire, Wisconsin in April of 2000. The survey was mailed to all 75 members of the team. The subjects had a total of 10 job titles from a variety of professional areas. These titles included; Chaplain, Dietician, Health Unit Coordinator, Occupational Therapist, Pharmacist, Physician, Physical Therapist, Registered Nurse, Social Worker, and speech Therapist.

UNKNOWNS AND LIMITATIONS

Few industry-based conclusions can be made from this survey because of the limited size of the survey. Also the population from which the sample of respondents came from was limited to only members of the Luther Hospital Interdisciplinary Team. The results cannot be generalized across the entire Interdisciplinary Team population of the healthcare profession.

A further limitation of this study is the lack of an area on the survey to list explanations and/or comments, which could further explain the range of scores.

CHAPTER FOUR

RESULTS

PRESENTATION OF FINDINGS

The purpose of this study is to determine the level of employee satisfaction of the members of an Interdisciplinary Team within a hospital-based environment. The subjects of this survey were members of the Interdisciplinary Team in the Neurosciences, and Inpatient Trauma Center.

A total of 75 surveys were mailed to all the members of the team. Out of the 75 surveys mailed, 42 were completed and returned, which resulted in a return rate of 56 %.

The criterion used to measure employee satisfaction in this study includes turnover, training and development, orientation, empowerment, supervision, trust and respect, work environment and overall satisfaction.

TURNOVER

Question #4;   "I plan to be with Luther Hospital one year from now".

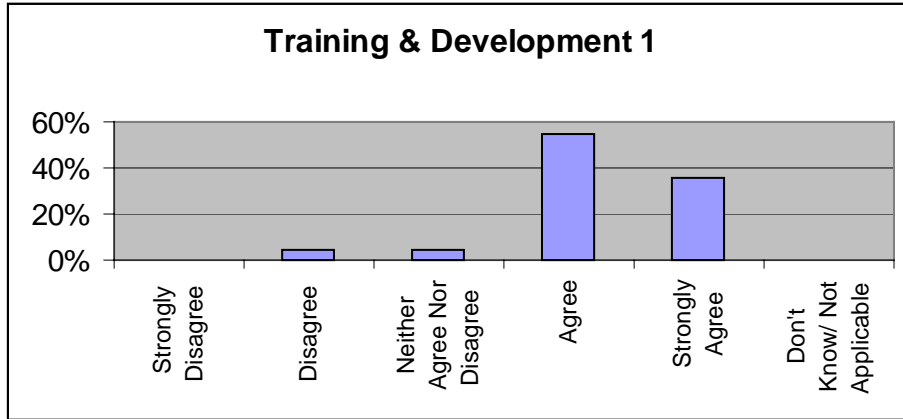|	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	4.8%	14.3%	23.8%	52.4%	4.8%
Totals	0	2	6	10	22	2
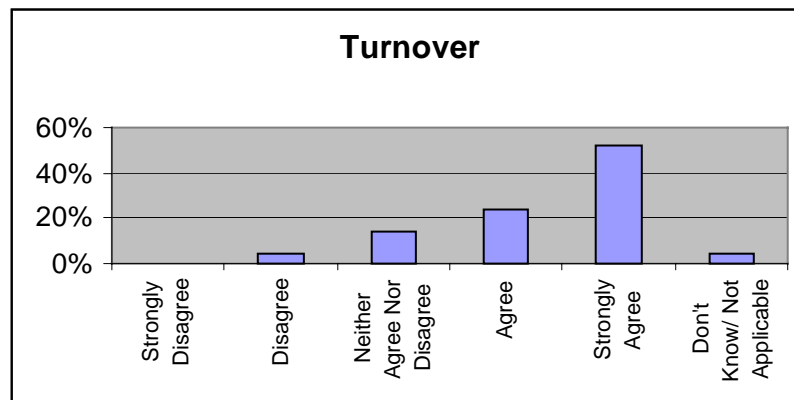
TRAINING & DEVELOPMENT

Question #19; "I have received the training I need to do the job well".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	4.8%	4.8%	54.8%	35.7%	0%
Totals	0	2	2	23	15	0

Question #20; "I receive the training that helps improve the quality of care to the patients".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	0%	11.9%	59.5%	28.6%	0%
Totals	0	0	5	25	12	0
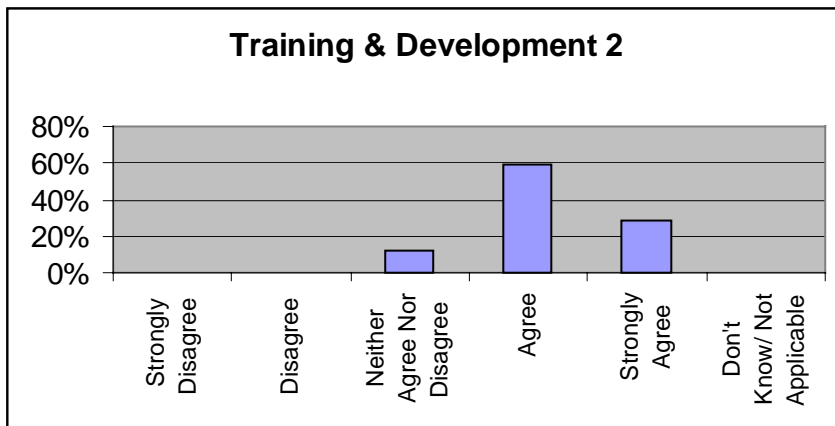
ORIENTATION

Question #5; "I know what is expected of me at work".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	2.4%	7.1%	38.1%	52.4%	0%
Totals	0	1	3	16	22	0

Orientation
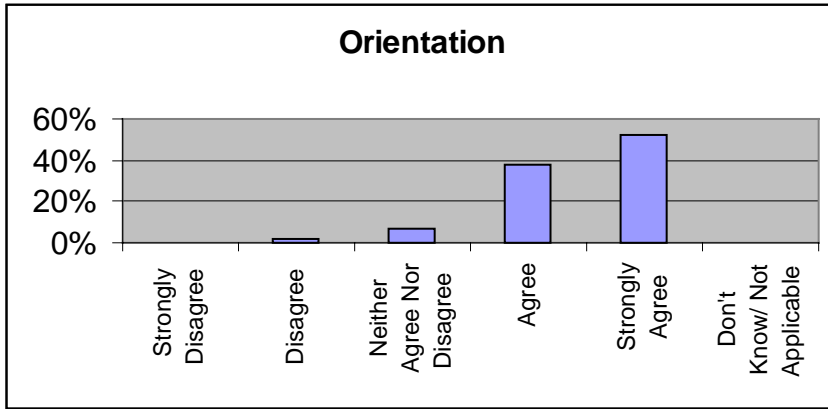
EMPOWERMENT

Question #9; "This last year, I have had the opportunities at work to learn and grow".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	0%	14.3%	31.0%	54.8%	0%
Totals	0	0	6	13	23	0

Empowerment 1
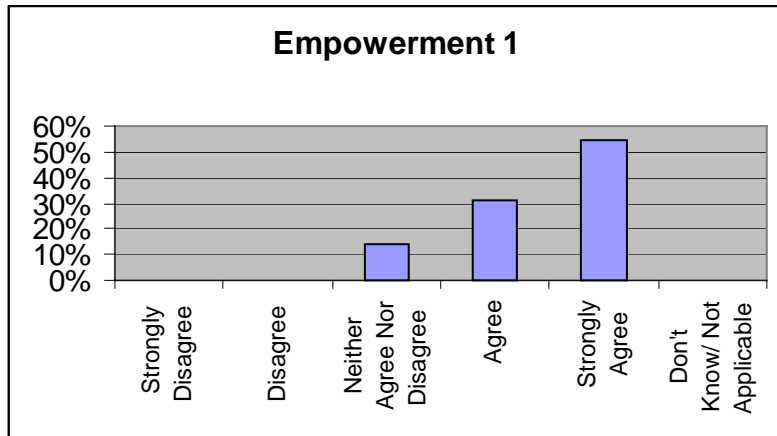
Question #11; "I feel like part of the team".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	4.8%	16.7%	31.0%	47.6%	0%
Totals	0	2	7	13	20	0

Empowerment 2
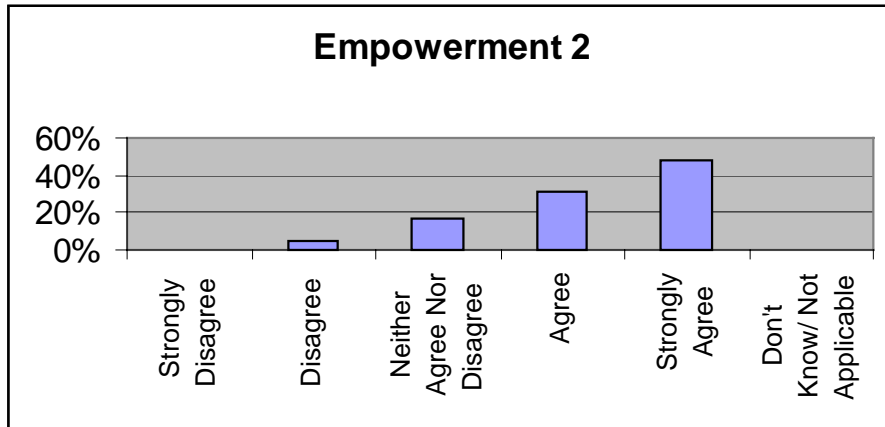
Question #12; "I feel that I make a valued contribution to Luther Hospital's success".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	7.1%	4.8%	45.2%	40.5%	2.4%
Totals	0	3	2	19	17	1

Empowerment 3
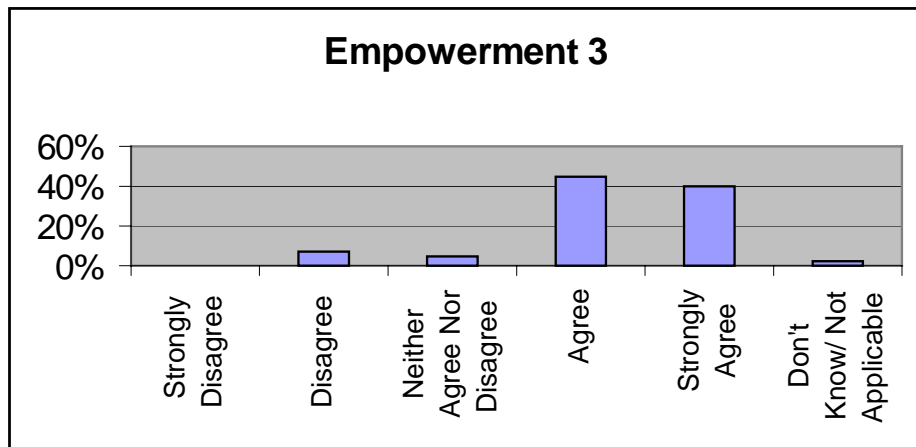
Question #13; "The mission/purpose of the organization makes me feel my job is important".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	9.5%	19.0%	35.7%	33.3%	2.4%
Totals	0	4	8	15	14	1

Empowerment 4
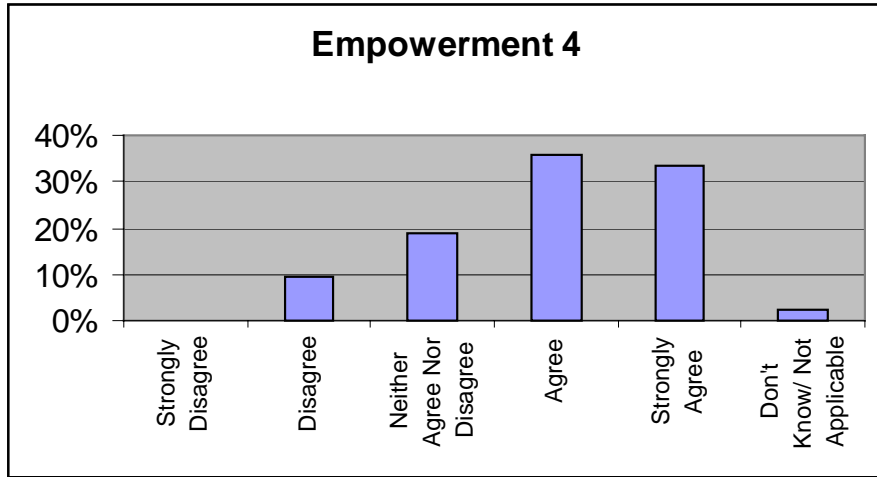
Question #15; "At work my opinion seems to count".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	14.3%	26.2%	33.3%	26.2%	0%
Totals	0	6	11	14	11	0

Empowerment 5
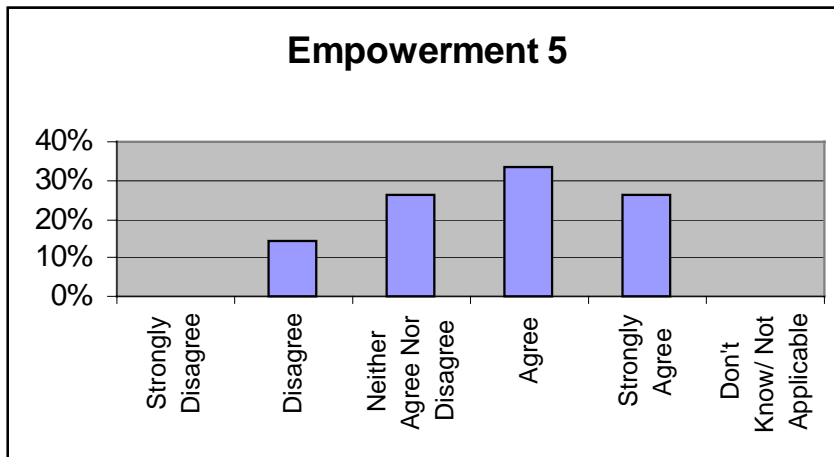
SUPERVISION

Question #8;   "There is someone at work who encourages my development".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	2.4%	4.8%	14.3%	42.9%	33.3%	2.4%
Totals	1	2	6	18	14	1

Supervision 1
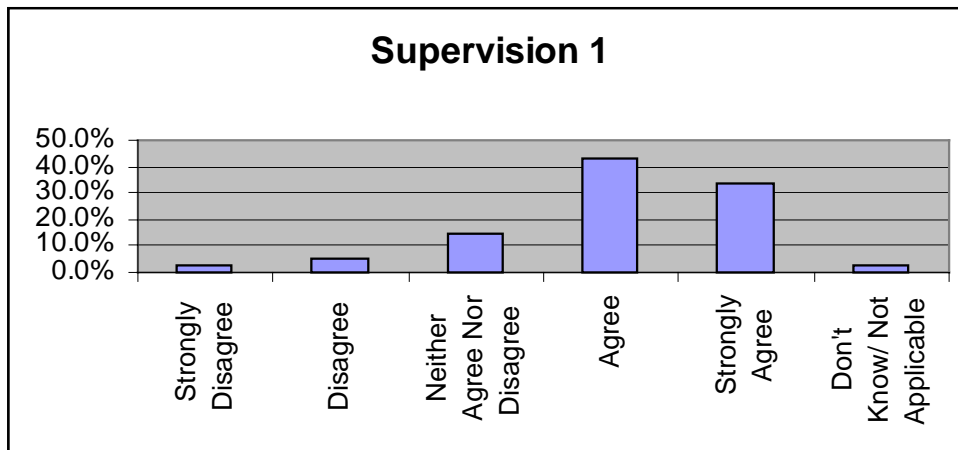
Question #14; "In the last six months someone has talked to me about my progress".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	23.8%	9.5%	40.5%	26.2%	0%
Totals	0	10	4	17	11	0

Supervision 2
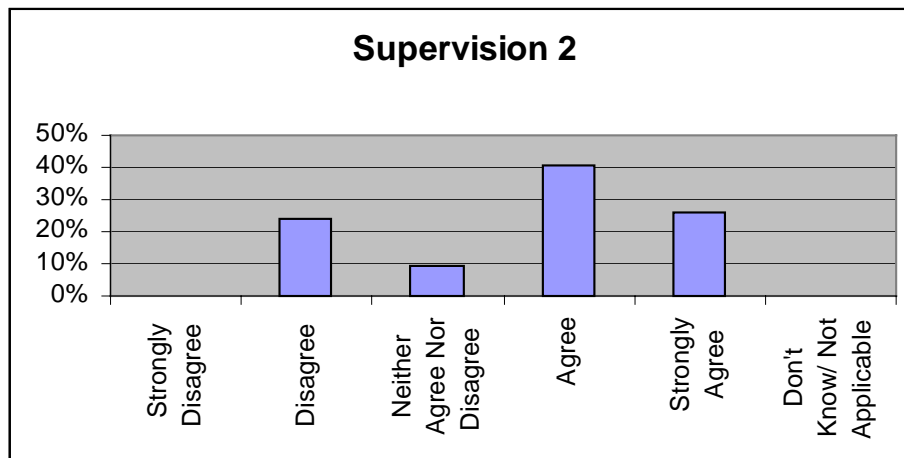
TRUST & RESPECT

Question #16   "I have a best friend at work".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	21.4%	14.3%	35.7%	26.2%	2.4%
Totals	0	9	6	15	11	1

Trust & Respect 1
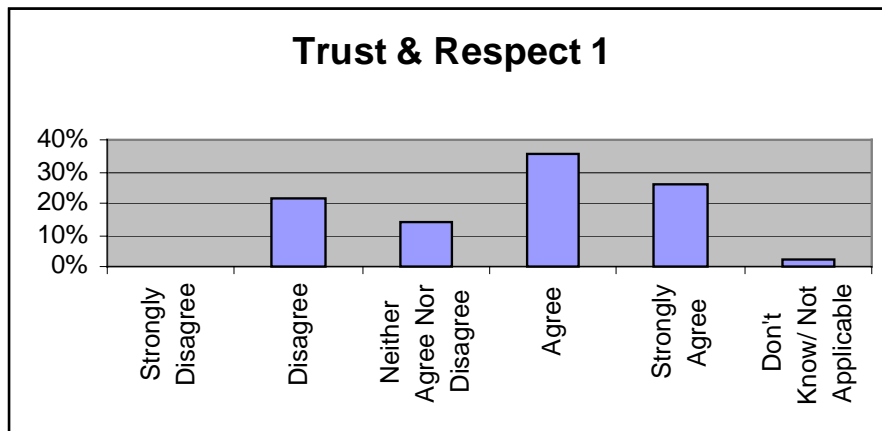
Question #17; "The last time I asked for help from someone I got it".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	0%	0%	40.5%	57.1%	2.4%
Totals	0	0	0	17	24	1

Trust & Respect 2

38
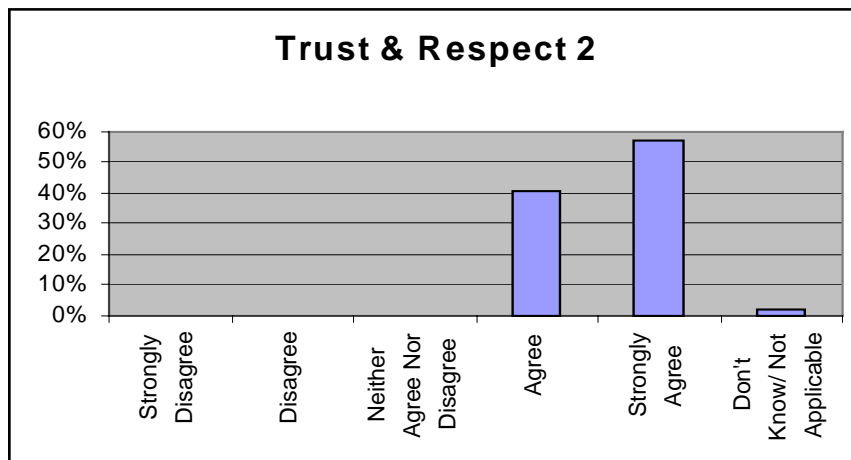
Question #18; "My colleagues behave in a way that is tolerant and respectful of employee differences, (ie: ethical background, age, gender, or other differences".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	7.1%	4.8%	40.5%	45.2%	2.4%
Totals	0.00	3.00	2.00	17.00	19.00	1.00

Trust & Respect 3
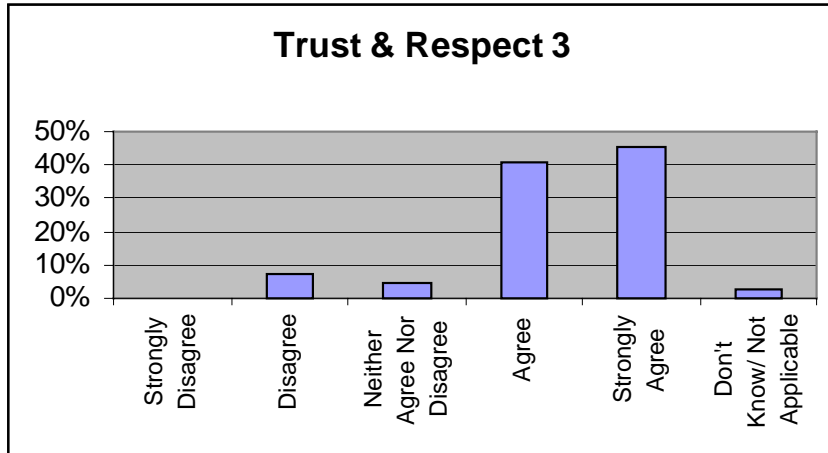
WORK ENVIRONMENT

Question #6; "I have the materials and the equipment I need to do my work right".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	9.5%	4.8%	54.8%	31.0%	0%
Totals	0	4	2	23	13	0

Work Environment 1
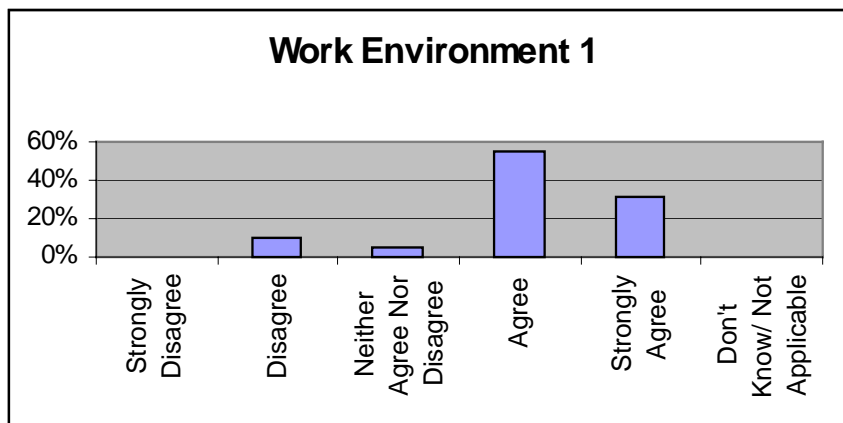
Question #7; "At work I have the opportunity to do what I do best everyday".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	9.5%	16.7%	40.5%	31.0%	2.4%
Totals	0	4	7	17	13	1

Work Environment 2
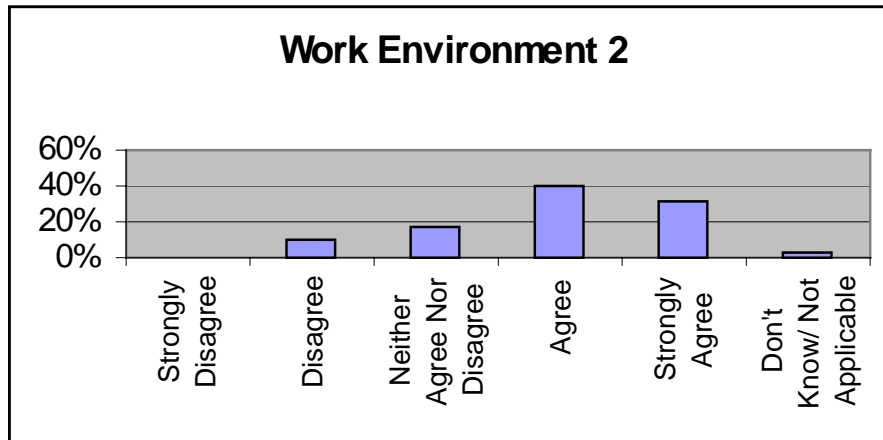
Question #10; "I feel challenged by my work and take pride in it".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	4.8%	7.1%	28.6%	59.5%	0%
Totals	0	2	3	12	25	0

Work Environment 3
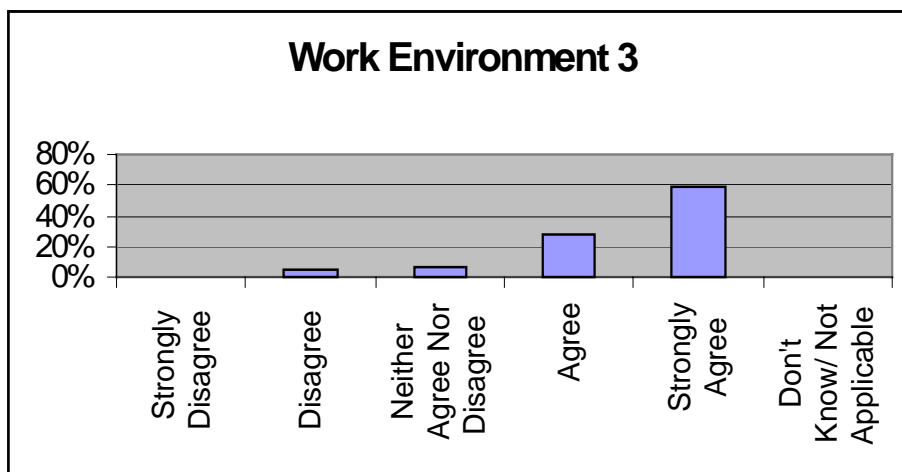
OVERALL SATISFACTION

Question #1; "How satisfied are you with Luther Hospital as a place to work"?

	Extremely Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Extremely Satisfied	Don't Know/ Not Applicable
Percentages	0%	2.4%	11.9%	47.6%	28.6%	9.5%
Totals	0	1	5	20	12	4

Overall Satisfaction 1
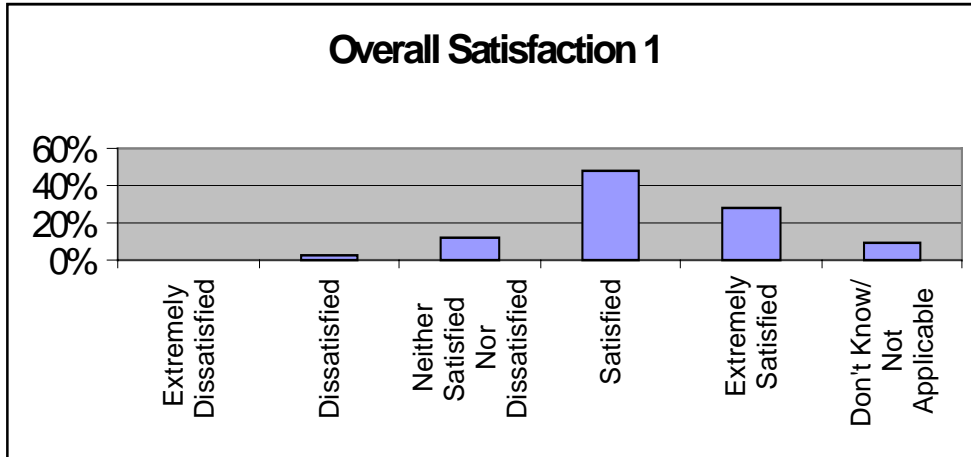
Question #2; "I enjoy working on the fourth floor in the department of Neurosciences".

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
Percentages	0%	0%	9.5%	28.6%	61.9%	0%
Totals	0	0	4	12	26	0

Overall Satisfaction 2

41
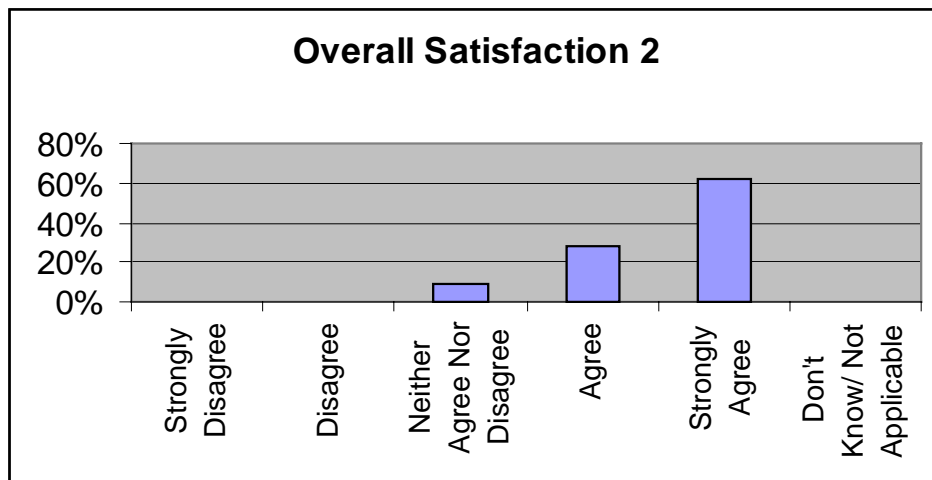
PARTICIPANTS

Question #21; "Please circle the appropriate job function".

	Registered Nurse	Physician	Speech Therapist	Chaplain	Occupational Therapist
Percentages	47.6%	9.5%	7.1%	4.8%	7.1%
Totals	20	4	3	2	3
	Physical Therapist	**Pharmacist**	**Health Unit Coordinator**	**Social Worker**	**Dietician**
Percentages	7.1%	0.0%	11.9%	4.8%	0.0%
Totals	3	0	5	2	0
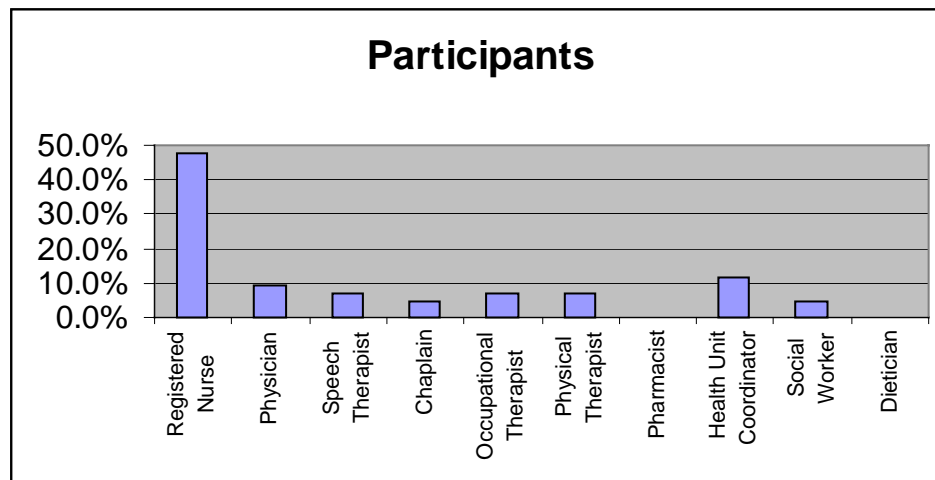
THE GALLUP ANALYSIS OF RESULTS AND DATA

In 1999, The Gallup School of Management described an engaged employee as "someone who is 100% psychologically committed to their role. They thrill to the challenge of their work every day. They are in a role that uses their talents, they know the scope of their job, and they are always looking for new and different ways of achieving the outcomes of their role".

The Gallup Organization developed the Gallup Q12 to accurately measure an engaged employee. These questions take into consideration the following:

- Happy may not equal engaged
- Happy may not lead to more productive
- Gallup years of research shows engaged employees are more productive
- These 12 questions measure the extent to which each employee is engaged

THE GALLUP ENGAGEMENT HIERARCHY

1. How can we all grow?

2. Do I belong?

3. What do I give ?
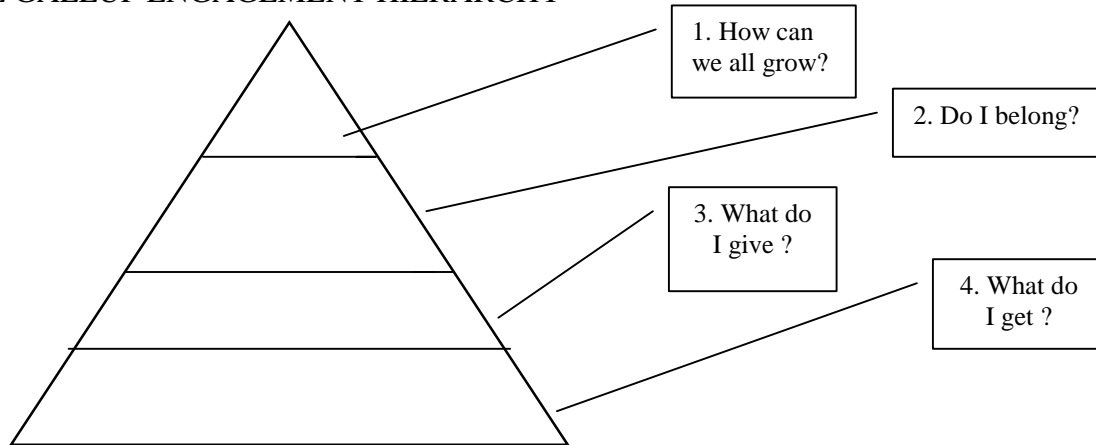
4. What do I get ?

Each of the four stages of the Engagement Hierarchy represents a specific theme.

Stage 1: How can we all grow?   **- Theme = Overall Growth**
Stage 2: Do I belong here?   **- Theme = Teamwork**
Stage 3: What do I give?   **- Theme = Management Support**
Stage 4: What do I get   **- Theme = Basic Needs**

The Q12 questions are used to measure employee perceptions of each of the four themes.

Stage 1 – Overall Growth

- Learn & Grow
- Progress

Stage 2 – Teamwork

- Best Friend
- Employees Committed to Quality
- Mission/Purpose
- Opinions Count

Stage 3 – Management Support

- Development
- Cares About Me
- Recognition (survey obtained did not include this question)
- Opportunity to do Best

Stage 4 – Basic Needs

- Have Materials & Equipment
- Know What's Expected

GALLUP ORGANIZATIONAL SCORECARD

The following pages provide a summary of employee responses to the Employee

Opinion Survey. The survey statements were rated on a scale, which required a response

from among six response categories.

5	Strongly Agree
4	Agree
3	Neither Agree nor Disagree
2	Disagree
1	Strongly Disagree
	Don't Know/Not Applicable

The statement or averages are based on a 5 point scale, with "1" being the lowest

possible average & "5" being the highest average. "Don't Know/Not Applicable"

responses are not scored.

GRAND MEAN

The Grand Mean is calculated as the average score using the employees response to the first 20 questions of the survey based on the 5-point scale. The results are as follows:

Q #	Sample Size	1	2	3	4	5	Mean Score
1	38	0	1	5	20	12	4.13
2	42	0	0	4	12	26	4.52
3	41	0	1	4	13	23	4.41
4	40	0	2	6	10	22	4.30
5	42	0	1	3	16	22	4.40
6	42	0	4	2	23	13	4.07
7	41	0	4	7	17	13	3.95
8	41	1	2	6	18	14	4.02
9	42	0	0	6	13	23	4.40
10	42	0	2	3	12	25	4.43
11	42	0	2	7	13	20	4.21
12	41	0	3	2	19	17	4.22
13	41	0	4	8	15	14	3.95
14	42	0	10	4	17	11	3.69
15	42	0	6	11	14	11	3.71
16	41	0	9	6	15	11	3.68
17	41	0	0	0	17	24	4.59
18	41	0	3	2	17	19	4.27
19	42	0	2	2	23	15	4.21
20	42	0	0	5	25	12	4.17

Grand Mean   **4.17**   (average scores on a 5 point scale)

OVERALL SATISFACTION

29%   (percentage of population who answered #5 to Q#1)

62%   (percentage of population who answered #5 to Q#2)

GALLUP Q12 RESPONSES

Gallop Q12   (% of people who selected #5 as their response to the Q12 ?s)

Learn & Grow	**54.8%**
Progress	**26.2%**
Best Friend	**26.2%**
Employees Committed to Quality	**28.6%**
Mission/Purpose	**33.3%**
Opinions Count	**26.2%**
Development	**33.3%**
Cares About Me	**26.2%**
Recognition	**DNA**
Opportunity to do Best	**31.0%**
Have Materials & Equipment	**31.0%**
Know What's Expected	**52.4%**

ENGAGEMENT HEIRARCHY RESULTS

The average of the Gallup Q12 Responses, that fall into the particular stage of the

Engagement Hierarchy.

How can we grow? **40.5%**

Do I belong? **28.6%**

What do I give? **30.2%**

What do I get? **41.7%**
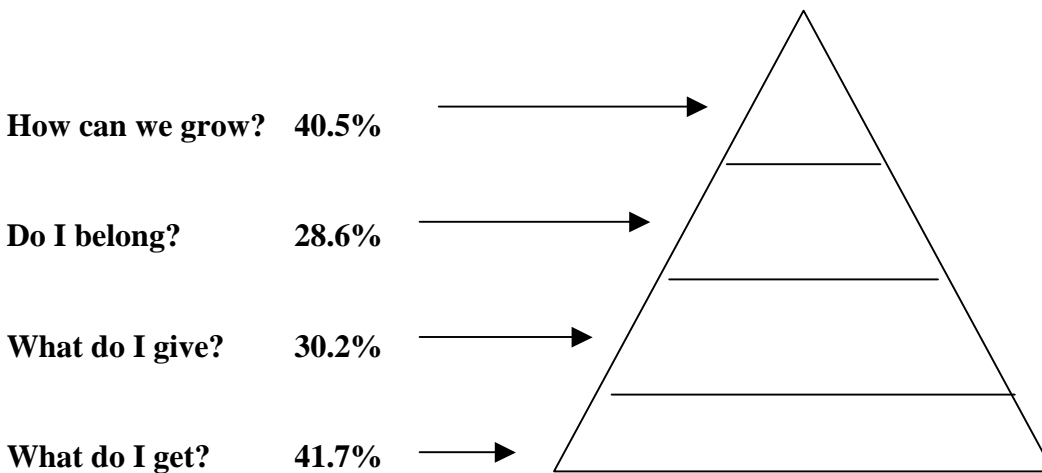
CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

SUMMARY

The purpose of this study was to determine the employee satisfaction levels of members of an Interdisciplinary Team in a hospital based environment and to gain insight into how certain variables can affect employee satisfaction.

A survey was distributed to the 75 members of the Interdisciplinary Team at Luther Hospital with a return rate of 56% (42 of 75).

A literature review revealed numerous factors contributing to employee satisfaction. Turnover, training & development, orientation, empowerment, supervision, trust & respect, work environment, and overall satisfaction were addressed in both the literature review and survey results.

CONCLUSIONS

Based on the results the following conclusions have been developed by the researcher.

Conclusion number one is that the level of the team's overall satisfaction with Luther Hospital as a place to work is very positive (29% - Gallup Analysis). Even more encouraging, is the employee level of satisfaction working on the fourth floor, in the department of Neurosciences, as a member of the Interdisciplinary Team (62% - Gallup Analysis). The employee satisfaction response Grand Mean was 4.17 on a 5-point scale.

The second conclusion is that employees anticipate Luther Hospital as a future source of employment (Mean Score of 4.30 on a 5-point scale). Due to the costs and time factors associated with employee turnover, this is a very positive indicator regarding both

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the level of employee satisfaction amongst team members and the future of the Interdisciplinary Team at Luther Hospital.

The third conclusion is the members of the team are confident and satisfied with the amount, levels and quality of training they have received (Mean Scores of 4.21 & 4.17 on a 5-point scale). The researcher would like to stress the importance of continual training, to ensure the relevance and modernization of the team members skills and knowledge.

A fourth conclusion is the members of the team are very satisfied with the current form of orientation they receive (Mean Score of 4.40 on a 5-ponit scale).

A fifth conclusion is the members of the team are satisfied with the opportunities for them to learn and grow at Luther Hospital (Mean Score of 4.40 on a 5-point scale). They also have high levels of satisfaction regarding their association as a member of the team (Mean Score of 4.21 on a 5-point scale). One area of concern is the 7.1% of team members who don't feel they are contributing to the overall success of Luther Hospital. (Question #12). Another area of concern is the 9.5% of team members who disagree that the mission/purpose make them feel their job is important (Mean Score of 3.95 on a 5-point scale). And the most concerning of all is the 14.3% that disagree that their opinion is important (Mean Score of 3.71 on a 5-point scale).

The sixth conclusion is a large percent of team members (23.8%) disagree that supervisors support and encourage them. Interpretation of the data reveals that acknowledgement of employees may be inconsistent (Mean Score of 3.69 on a 5-point scale).

A seventh conclusion is team members feel they are treated with acceptance and respect. One concerning result, is when asked if they have a best friend at work, 21.4% of the team members disagreed (Mean Score of 3.68 on a 5-point scale, lowest Mean Score). This indicates the team may be experiencing some problems with trust. However, the team members had a very positive response (57.1% Strongly Agreed) to the question regarding the help and cooperation they received at work from others (Mean Scores of 4.59- highest Mean Score, & 4.27 on a 5-ponit scale).

The eighth conclusion is regarding the employee's opinion of their work environment. In all cases the results are very high (Mean Scores of 4.07, 3.95 & 4.43 on a 5-point scale), and the researcher's interpretation of the data reveals that if there is any dissatisfaction with the work environment it is not organization wide.

A final conclusion is the participants who contributed to the survey. An overall return rate of 56% is extremely high, indicating employees desire to voice opinion, and their genuine concern for the team. Attention might be warranted with regards to the two job functions that had no survey responses (Pharmacist and Dietician).

RECOMMENDATIONS

Due to the parameters of this study, it is the researchers opinion that only simple relationships regarding employee satisfaction and members of the Interdisciplinary Team at Luther hospital can be obtained. The size and scope of the study will have to increase if more accurate and signifying results and themes are desired.

The research would like to note that many of the recommendations presented are both time consuming and costly, from a day to day operations stand point. The researcher

does however believe that an increased awareness of employee satisfaction and Interdisciplinary Teams will help improve the quality and cost effectiveness of patient care and day to day operations at Luther Hospital. It will also help foster an environment of more effective employees.

Turnover

Turnover rates should be examined and recorded. Both exit interviews and questionnaires should be administered to determine levels and concerns regarding employee satisfaction. It is important to understand and prevent.

Training & Development

Training sessions should be offered to all members of the Interdisciplinary Team. They should be scheduled at various times through out the year and incorporated into employee orientation sessions. Any policy or procedural changes should be introduced during these sessions.

Orientation

Employee orientation is perhaps the most critical introduction to an Interdisciplinary Team for a new member. Orientation should be offered as a full-day affair that puts the new member at ease and provides a basis for future training. Because members of an Interdisciplinary Team come from a variety of job functions, one way to break the ice and really encourage communication and exchange of information among job functions, is to pair up the new member with someone from a different job function.

Empowerment

It is important that an empowered organization is created. Every member of the Interdisciplinary Team must believe that their ideas and knowledge is desired, and that it will be recognized. Having a member of the team lead the daily rounds and or prepare the required paper work with a section for personal recommendations could be a way to slowly encourage all members, from all job functions of the team to contribute. By doing so, the quality of patient care, the Interdisciplinary Team and employee will all benefit.

Supervision

The easiest and fastest way to motivate and satisfy employees is through positive reinforcement. Team leaders should make it a habit to acknowledge and recognize the members of the team. It is very difficult for supervisors and managers to develop personal relationships with every employee or member of the team, however when this connection is not made it is very difficult to portray a sense of caring to the individual. I suggest that in this situation, the leaders find another member of the team that has a good rapport with this individual. Form a partnership with this third party individual, and use this person as an outlet to convey messages to the other member. Even though the message doesn't come directly from the leader/supervisor, the individual still feels that they are important members of the Interdisciplinary Team.

Trust & Respect

An individual's needs must be fulfilled for that person to be stimulated and motivated, and that requires an atmosphere of mutual trust and respect. When this is

achieved, questioning and risk-taking become encouraged, and that leads to creativity and productivity.

Developing increased levels of trust and respect among team members can start with little things such as valuing people's time. An emphasis that meeting's begin and end on time. That when meeting's are scheduled, team members arrive on time and are prepared, and that non-related interruptions that waste the team's time are put on hold, are all little policies that indicate a level of commitment to the other members of the team.

A more intense and time consuming approach to developing trust & respect amongst teams in through Outdoor Training activities. This traditionally involves the presence of an Organizational Development consultant who either enters the organization or has the members of the team meet at an outside location. Here the team undergoes a series of activities and events where all members of the team are required to participate. There are numerous benefits associated with this type of activity, which teams carry back into their workplaces. Ideas are exchanged, creativity and imagination is invited, organizational hierarchies and typical work related behavior is eliminated, cooperation and group processes are stressed and trust and respect is encouraged and facilitated.

Work Environment

Because employees spend a great deal of their time in the workplace, employers an environment that's instrumental in promoting both creativity and productivity must be created. This can be achieved by ensuring that employees not only have the tools and

equipment to complete the tasks required of them, but also by providing work and responsibilities that is challenging.

One way to ensure employees have the tools and equipment needed to complete the tasks asked of them is to develop a Request For Proposal (RFP) that ensures the department will be allocated an annual monetary amount that must be used on either equipment upgrade or training. Employees who have both the proper equipment and contemporary skills are good at what they do, and consequently satisfied.

Overall Satisfaction

Employee Satisfaction Surveys should be distributed at different times through out the year along with Employee Satisfaction Feedback Sessions. Major themes from the surveys could be addressed, at the sessions, in an open forum where all members of the team are given the opportunity to brainstorm and assist in developing solutions to problem areas.

FUTURE RESEARCH RECOMMENDATIONS

- Research and compare employee satisfaction levels in hospitals as compared to non-traditional health based environments.
- Research organizational structures of other hospitals implementing Interdisciplinary Teams. Compare the levels of employee satisfaction and create a database of re-occurring themes. From this database suggestions could be ascertained.

- Conduct a second employee satisfaction survey, breaking down the current questions into more specific detail. This would create an opportunity for management and administration to identify themes or areas of concern more effectively.

- Examine the levels of employee satisfaction with relation to job functions more specifically.

- Conduct multiple employee satisfaction surveys and study the link between employee satisfaction levels and certain periods/seasons of the year.

- Conduct an organization-wide study on what motivates people to work at Luther Hospital.

- Consistently examine turnover rates among the Interdisciplinary Team members and conduct exit interviews to help determine factors related to employee satisfaction.

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APPENDIXES

Employee Opinion Survey

YOUR RESPONSES TO THIS SURVEY ARE COMPLETELY CONFIDENTIAL

Please circle the most appropriate response

	Extremely Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Extremely Satisfied	Don't Know/ Not Applicable
1 How satisfied are you with Luther Hospital as a place to work ?	X	X	X	X	X	X

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
2 I enjoy working on the 4th floor in the department of Neurosciences…………………………………..	X	X	X	X	X	X
3 I recommend my department as a good place to work to friends or family……………………………..…..	X	X	X	X	X	X
4 I plan to be with Luther Hospital one year from now..	X	X	X	X	X	X
5 I know what is expected of me at work………………	X	X	X	X	X	X
6 I have the materials and equipment I need to do my work right……………………………………………...	X	X	X	X	X	X
7 At work I have the opportunity to do what I do best everyday…………………………………………….	X	X	X	X	X	X
8 There is someone at work who encourages my development……………………………………………	X	X	X	X	X	X
9 This last year, I have had the opportunities at work to learn and grow……………………………………….	X	X	X	X	X	X
10 I feel challenged by work and take pride in it………..	X	X	X	X	X	X
11 I feel like part of the team……………………………	X	X	X	X	X	X
12 I believe that I make a valued contribution to Luther Hospital's success…………………………	X	X	X	X	X	X
13 The mission/purpose of the organization makes me feel my job is important…………………..	X	X	X	X	X	X
14 In the last six months someone has talked to me about my progress…………………………………………	X	X	X	X	X	X
15 At work my opinion seems to count………………..	X	X	X	X	X	X
16 I have a best friend at work…………………………	X	X	X	X	X	X
17 The last time I asked for help from someone I got it………………………………………………	X	X	X	X	X	X
18 My colleagues behave in a way that is tolerant and respectful of employee differences, (ie: ethnic background, age, gender, or other differences.)……….	X	X	X	X	X	X
19 I have received the training I need to do my job well...	X	X	X	X	X	X
20 I receive training that helps improve the quality of care to the patients…………………….	X	X	X	X	X	X

21 Please circle the appropriate job function:

Registered Nurse	Physician	Speech Therapist	Chaplain	Occupational Therapist
X	X	X	X	X
Physical Therapist	Pharmacist	Health Unit Coordinator	Social Worker	Dietician
X	X	X	X	X

THANK YOU FOR YOUR FEED BACK !

Employee Opinion Survey

YOUR RESPONSES TO THIS SURVEY ARE COMPLETELY CONFIDENTIAL

Please circle the most appropriate response

	Extremely Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Extremely Satisfied	Don't Know/ Not Applicable
1 How satisfied are you with Luther Hospital as a place to work?	0	1	5	20	12	4

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
2 I enjoy working on the 4th floor in the department of Neurosciences……………………………………..	0	0	4	12	26	0
3 I recommend my department as a good place to work to friends or family……………………………..…..	0	1	4	13	23	1
4 I plan to be with Luther Hospital one year from now..	0	2	6	10	22	2
5 I know what is expected of me at work………………	0	1	3	16	22	0
6 I have the materials and equipment I need to do my work right………………………………………....	0	4	2	23	13	0
7 At work I have the opportunity to do what I do best everyday………………………………………….	0	4	7	17	13	1
8 There is someone at work who encourages my development………………………………………	1	2	6	18	14	1
9 This last year, I have had the opportunities at work to learn and grow…………………………………….	0	0	6	13	23	0
10 I feel challenged by work and take pride in it………..	0	2	3	12	25	0
11 I feel like part of the team…………………………	0	2	7	13	20	0
12 I believe that I make a valued contribution to Luther Hospital's success…………………………	0	3	2	19	17	1
13 The mission/purpose of the organization makes me feel my job is important…………………..	0	4	8	15	14	1
14 In the last six months someone has talked to me about my progress……………………………………….	0	10	4	17	11	0
15 At work my opinion seems to count………………..	0	6	11	14	11	0
16 I have a best friend at work…………………………	0	9	6	15	11	1
17 The last time I asked for help from someone I got it……………………………………………….	0	0	0	17	24	1
18 My colleagues behave in a way that is tolerant and respectful of employee differences, (ie: ethnic background, age, gender, or other differences.)……….	0	3	2	17	19	1
19 I have received the training I need to do my job well...	0	2	2	23	15	0

20 I receive training that helps improve the quality of care to the patients…………………….	0	0	5	25	12	0

21 Please circle the appropriate job function:

Registered Nurse	Physician	Speech Therapist	Chaplain	Occupational Therapist
20	**4**	**3**	**2**	**3**
Physical Therapist	Pharmacist	Health Unit Coordinator	Social Worker	Dietician
3	**0**	**5**	**2**	**0**

THANK YOU FOR YOUR FEED BACK !

Employee Opinion Survey

YOUR RESPONSES TO THIS SURVEY ARE COMPLETELY CONFIDENTIAL

Please circle the most appropriate response

	Extremely Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Extremely Satisfied	Don't Know/ Not Applicable
1 How satisfied are you with Luther Hospital as a place to work ?	0%	2.4%	11.9%	47.6%	28.6%	9.5%

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know/ Not Applicable
2 I enjoy working on the 4th floor in the department of Neurosciences………………………………………..	0%	0%	9.5%	28.6%	61.9%	0%
3 I recommend my department as a good place to work to friends or family…………………………..…..	0%	2.4%	9.5%	31.0%	54.8%	2.4%
4 I plan to be with Luther Hospital one year from now..	0%	4.8%	14.3%	23.8%	52.4%	4.8%
5 I know what is expected of me at work………………	0%	2.4%	7.1%	38.1%	52.4%	0%
6 I have the materials and equipment I need to do my work right……………………………………....	0%	9.5%	4.8%	54.8%	31.0%	0%
7 At work I have the opportunity to do what I do best everyday………………………………………………	0%	9.5%	16.7%	40.5%	31.0%	2.4%
8 There is someone at work who encourages my development………………………………………………	2.4%	4.8%	14.3%	42.9%	33.3%	2.4%
9 This last year, I have had the opportunities at work to learn and grow………………………………………	0%	0%	14.3%	31.0%	54.8%	0%
10 I feel challenged by work and take pride in it………..	0%	4.8%	7.1%	28.6%	59.5%	0%
11 I feel like part of the team……………………………	0%	4.8%	16.7%	31.0%	47.6%	0%
12 I believe that I make a valued contribution to Luther Hospital's success…………………………	0%	7.1%	4.8%	45.2%	40.5%	2.4%
13 The mission/purpose of the organization makes me feel my job is important…………………..	0%	9.5%	19.0%	35.7%	33.3%	2.4%
14 In the last six months someone has talked to me about my progress………………………………………	0%	23.8%	9.5%	40.5%	26.2%	0%
15 At work my opinion seems to count………………..	0%	14.3%	26.2%	33.3%	26.2%	0%
16 I have a best friend at work………………………….	0%	21.4%	14.3%	35.7%	26.2%	2.4%
17 The last time I asked for help from someone I got it………………………………………………	0%	0%	0%	40.5%	57.1%	2.4%
18 My colleagues behave in a way that is tolerant and respectful of employee differences, (ie: ethnic background, age, gender, or other differences.)……….	0%	7.1%	4.8%	40.5%	45.2%	2.4%
19 I have received the training I need to do my job well...	0%	4.8%	4.8%	54.8%	35.7%	0%
20 I receive training that helps improve the quality of care to the patients…………………….	0%	0%	11.9%	59.5%	28.6%	0%

21 Please circle the appropriate job function:

Registered Nurse	Physician	Speech Therapist	Chaplain	Occupational Therapist
47.6%	**9.5%**	**7.1%**	**4.8%**	**7.1%**
Physical Therapist	Pharmacist	Health Unit Coordinator	Social Worker	Dietician
7.1%	**0%**	**11.9%**	**4.8%**	**0%**

THANK YOU FOR YOUR FEED BACK !