



HealthStream Research Brings Deep Insights to Employee Research

The HealthStream Research *Employee Insights* suite of survey tools allows employees to speak candidly and anonymously to management about their feelings and attitudes through a third party research firm. HealthStream Research provides a multi-dimensional approach to employee measurement.

Based on our research, we do not think satisfaction by itself is enough—nor do we support measuring only employee engagement, although other companies have chosen to take this more limited viewpoint. Our research shows there is an important relationship between the two—**satisfaction and engagement**—that provides hospital administration with the deepest insights into retention and other key bottom line indicators.

The objective behind the *HealthStream Research Employee Insights Satisfaction and Engagement* survey is to provide relevant information that will allow your organization to make measurable changes that improve employee satisfaction, loyalty and retention. At HealthStream Research, we believe it is important to measure employee attitudes along several dimensions to be able to impact and improve four bottom line indicators:

- Job satisfaction
- Intent to stay with the organization
- The exhibition of good organizational citizenship
- Willingness to recommend the organization to others

Hospitals today have invested heavily in the recruitment and training of their employees and are seeking high scores from their employees in all of the above areas to indicate they are orchestrating a culture that yields a positive return on these investments. It is well-supported in literature that high scores in the above four areas are a function of two things—employee satisfaction with key dimensions of their job and employee engagement. At the most basic level, employees want to feel they are gaining and developing job skills. They want to feel they are well-managed and adequately compensated. They want to feel there is adequate staffing to deliver quality care and that they receive the equipment and resources needed to do the work.

However, having all these things go well is not enough. Why does one employee who is dissatisfied with the working conditions stay with the hospital while another chooses to leave? We believe the answer is that employee engagement also plays a role. In many cases, employees who are engaged with their jobs will endure the more difficult situations (at least for a time) while the less engaged will react less positively—either by leaving the organization completely or remaining in a less than engaged frame of mind.

Confidence in Transitioning to the HealthStream Research Employee Insights Tool

In order to identify the key drivers of employee satisfaction and engagement, HealthStream Research fielded a pilot survey (Spring 2008) with approximately 5,000 employees. Seventy-five questions from various themes relating to employee satisfaction and engagement were tested in

this pilot study. The data from this study was analyzed using the following statistical tests: multiple regression, factor analysis, coefficient alpha, discriminant and convergent validity. Surveys were then finalized with item reduction from pilot data analyses based on initial psychometrics. This process validated that the questions in our Core survey are the key drivers of employee satisfaction and engagement.

The survey is comprised of:

- 44 total questions:
 - 8 demographic questions
 - 36 scaled questions (23 Antecedents, 8 Engagement, and 5 consequences)

The following summarizes the key items measured on the HealthStream Research core employee survey.

- Your Immediate Supervisor
- Pay and Benefits
- Hiring, Promotion and Opportunity
- Upper Management
- Quality and Competence
- About Your Work – *Job Engagement*
- About the Organization – *Organizational Engagement*
- Outcomes (Retention, Morale, Satisfaction, etc)

The Importance Factor (derived from the average of Job Engagement, Organizational Engagement and Job Satisfaction scores) will be the key driver. All questions receive correlations to the Importance Factor.

If you have any questions or would like to explore our Employee Insights satisfaction and engagement research, send an email to researchinfo@healthstream.com or call 800-473-1771.