

# Summary of Results for: Samuel Merritt University

# EOW Objectives

**Sutter Health is committed to  
*being The Best Place to Work and Practice.***

## **We do this by:**

- Attracting, retaining and motivating a talented workforce committed to Sutter Health's mission.
- Aligning what matters most to employees with the achievement of our business goals.

## **We survey our employees annually because it:**

- Builds employee engagement, by making employee feedback an ongoing part of getting work done inside Sutter Health.
- Helps us identify priorities for improvement and share best practices across the organization.
- Allows us to benchmark and track our progress over time.

# EOW Methodology

- The survey was administered in March 2009.
- Sutter Health used outside firms, Hay Group and Pinpoint Research, to maintain confidentiality.
- Only groups with five or more employees received a report.
- The survey had 29 questions grouped into eight dimensions.

# EOW Survey Process



# EOW Goals

- Organization Goal

To be in the top quartile of performance on employee engagement (Composite Score) compared to other companies.

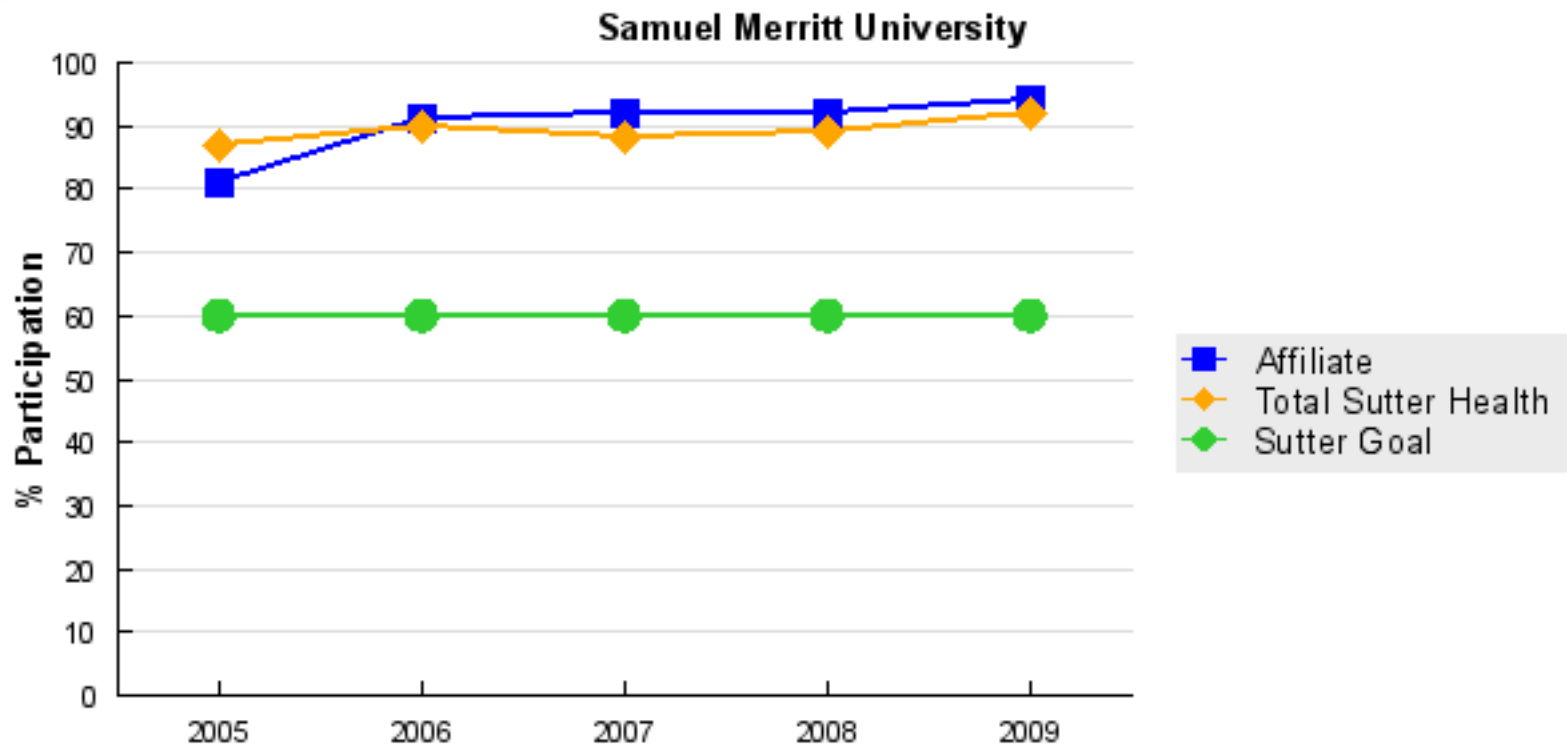
- Department Goal

To be equal to or greater than the organization's Composite Score or show significant improvement over the prior year.

# Points to Remember

- Focus on high and low scores and comparisons to benchmarks.
- The entire team owns the results.
- Focus on areas where changes have been made or are still needed.
- The survey is a tool to promote dialogue.




# Participation



	Number of Employees					Number of Participants					% Participating				
	2005	2006	2007	2008	2009	2005	2006	2007	2008	2009	2005	2006	2007	2008	2009
Affiliate	176	174	184	198	218	143	158	169	182	206	81	91	92	92	94
Total Sutter Health	39079	39039	40632	42017	43829	34033	35012	35630	37354	40461	87	90	88	89	92
Sutter Goal	--	--	--	--	--	--	--	--	--	--	60	60	60	60	60

# Dimension Summary

206 respondents




	2009 Results			Difference from % Fav		
				2008 Results	Hay P75 Norm	2009 Sutter Health
	% Unfav (1 & 2)	% Neut (3)	% Fav (4 & 5)			
1 Composite Score (Q1-Q23)	11	17	72	1	-4	-6
2 Meaningful Work	4	12	84	0	1	-2
3 Credible Leadership	9	15	76	1	-6	-5
4 Positive Team & Individual Relationships	4	13	83	-1	-1	-1
5 A Worthy Organization	8	15	77	0	-7	-7
6 Opportunities for Growth & Development	11	22	67	0	2	-5
7 Effective Recognition & Rewards	19	19	62	2	-3	-8
8 Resources and Flexibility	20	23	57	4	-14	-14
9 Additional Questions				--	--	--

# Strengths and Opportunities Defined

The Question is Considered a:	If Absolute Results are:		The Difference from Total Sutter Health is:
<b>Strength</b>	75% favorable or more AND no more than 20% unfavorable	AND	No more than 10% favorable points below Total Sutter Health
	60% favorable or more AND no more than 20% unfavorable	AND	More than 15% favorable points over Total Sutter Health
<b>Opportunity</b>	50% favorable or less OR more than 20% unfavorable	OR	More than 10% favorable points below Total Sutter Health




# Strengths

206 respondents

	2009 Results			Difference from % Fav		
	 % Unfav (1 & 2)	 % Neut (3)	 % Fav (4 & 5)	2008 Results	Hay P75 Norm	2009 Sutter Health
Q1: Satisfied with workplace	10	14	76	3	-2	-5
Q2: Understand expectations	4	12	84	4	-6	-4
Q4: Manager does good job	8	16	76	-1	-1	-2
Q5: Manager respectful	5	10	85	-1	0	3
Q6: Coworkers try to understand customer	2	11	87	0	4	1
Q7: Coworkers cooperate	4	19	77	-2	-7	-8
Q8: My skills/abilities are utilized	6	14	80	0	1	-5
Q9: My job is challenging/interesting	5	11	84	3	4	1
Q10: My work contributes to success		11	88	-4	-1	-3
Q11: My job is important	6	12	82	0	7	-1
Q13: Organization is ethical	7	17	76	1	-10	-7
Q23: Organization helps personal/family needs	5	14	81	1	11	2
Q26: Organization understands emp. differences	6	15	79	-1	3	-3
Q27: Employees treated fairly	8	13	79	5	-1	-1
Q28: Know the last EOW survey results	13	9	78	-3	--	-4

# Opportunities

206 respondents

	2009 Results			Difference from % Fav		
	 % Unfav (1 & 2)	 % Neut (3)	 % Fav (4 & 5)	2008 Results	Hay P75 Norm	2009 Sutter Health
Q12: Would recommend as healthcare provider	9	17	74	-1	-17	-12
Q19: Pay competitive	31	18	51	11	-9	-16
Q20: Receive resources needed	21	24	55	6	-22	-17
Q21: Work processes/procedures efficient	29	31	40	5	-28	-25
Q22: Work level reasonable	27	21	52	6	-17	-17
Q24: Organization betters work place safety	17	24	59	6	-19	-20
Q25: Sutter Health benefits this organization	23	18	59	11	--	-21
Q29: Action taken on last EOW survey	22	17	61	-7	0	-10

# Next Steps

- Establish an EOW Committee to develop a plan and track changes.
- Identify at least one strength and one opportunity to work on.
- Discuss ideas for maintaining or improving areas identified.
- Write an EOW Action Plan and post in department.
- Implement and follow through on changes.
- Make EOW a standing agenda item at staff meetings.
- Report Action Plan updates to staff and manager at least quarterly.