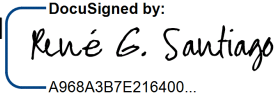



December 3, 2019

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, M.D., J.D., County Executive

FROM: Rene G. Santiago, Deputy County Executive and
Director, County of Santa Clara Health System 
Paul E. Lorenz, Chief Executive Officer, SCVMC/Enterprise 

SUBJECT: Off Agenda report from October 30, 2019 Health and Hospital Committee meeting
regarding a proposal to assess employee experiences during hospital integration

Under advisement from the Health and Hospital Committee (HHC) meeting of October 30, 2019, (per agenda item no. 10c), HHC requested that Administration provide an off-agenda report on a proposal to assess employee experiences during the hospital integration. Below please find detailed information regarding the proposed assessment and timeline.

Overview

This proposal provides recommendations for the assessment of employee experience and perception related to the integration of the hospitals, ownership and associated changes in employment, structure and organizational culture.

Project Background and Description

On March 1, 2019, ownership of O'Connor Hospital and St. Louise Regional Hospital transferred to the County of Santa Clara. Changes in employment statuses, reporting relationships, processes, and systems have resulted in changes in organizational cultures and, for some individuals, a loss of personal sense of stability and well-being. Concurrent negotiations with several of the bargaining units has also affected the nature of communication between labor and management.

Members of the governing body have requested Enterprise leadership to propose a simplified survey process to assess measures, processes and engagement during the integration. This proposed process and timeline includes recommendations for surveying as well as a preliminary plan for improvement. It will not replace any existing surveys already in use but will provide additional data and information that will facilitate evaluation of progress being made. Current surveys of employees already in use include:

- Gallup Employee Engagement survey conducted by the County of Santa Clara
- Culture of Patient Safety, conducted by each of the three hospitals at least every 18 months

Survey frequency is established to enable sufficient time to elapse between surveys in order to produce valid, reliable data that is not tainted by survey fatigue and does not conflict with other mandated activities of a similar nature within the County Health System. This will also allow the Health System sufficient time to implement changes that will support improvement by building trust, improving communications and stabilizing the change process, all of which contribute to the creation of a new Enterprise culture, reflective of all of the best characteristics of each organization.

Project Scope, Requirements and Deliverables

The proposed survey will include all employees at Santa Clara Valley Medical Center, O'Connor Hospital and St. Louise Regional Hospital.

Requirements of the survey will include:

- Collection and analysis of actionable data that contributes to development and sustainability of an engaged workforce.
- Regular surveys of employee perception utilizing a concise format (6 to 8 questions) delivered via an electronic transmission that ensures anonymity of respondents. The surveys will:
 - provide initial baseline survey data
 - be conducted every six months for the first year and annually thereafter
 - provide aggregate results reported by each hospital and shared with employees, leadership and the governing body
- Improvement plans, as needed, and will:
 - focus on use of data obtained to evaluate improvement efforts
 - include short and long term goals, with purpose shared with organization
 - provide implementation strategies
 - involve workforce
 - include leadership oversight and involvement

Deliverables from the survey will include:

- Survey tool
- Survey data analysis
- Improvement team
- Plan for improvement

Proposed Implementation Plan and Timeline

In considering the plan for implementation, several options are available for surveying. The creation of a concise, customized tool is recommended, administered by the Enterprise Quality and Safety division utilizing electronic distribution, which will focus on communication, recognition and respect. Only questions that address actionable areas will be included. Use of the Gallup survey conducted by the County is possible, however it is not the preferred option due to its

length and broader scope. Employee surveys could also be administered by the hospital system's current vendor for patient experience surveys, which has a validated tool used with many multi-hospital systems across the country. However, cost would be a significant consideration for either of these alternatives as would the length of time required to establish the initial survey.

The creation of a steering group would also be initiated concurrent with the planning and administration of the staff surveys. This group would include a cross section of leadership and staff to assess goals, results and strategies.

Preliminary Timeline

December 2019	Creation of survey tool and methodology Assembly of steering group
January 2020	Survey launch Data collection Analysis
March 2020	Planning and implementation of improvement initiatives
April 2020	Mid-cycle assessments
June 2020	Re-survey