

# 2023 Fairview Employee Engagement Survey

## Leader Discussion Guide

### Purpose: Use this Guide to:

1. Explain Fairview's and your team's survey results by survey category.
2. Plan a conversation with your team about the survey results.
3. Host a discussion with your team. Remember, be inviting. Hearing what your team has to say is a critical part of the conversation.
4. Use the results and conversation with your team to inform your leadership practices.
5. By the end of April, leaders should add People Engagement goal(s) for improving engagement into Talent Connect.

**This guide is organized by survey category. If it makes sense for your team, you can break up sharing the results and discussion into smaller chunks with your team.**



#### For each survey category, share:

- What that category means and why it's important.
- Fairview's strengths and opportunities for each category.
- What strengths and opportunities did the survey uncover for your team?
- Determine what you could work on to improve

#### Jump to a survey category:

[Engagement](#)  
[Reward](#)

[Purpose](#)  
[Work](#)

[People](#)  
[Inclusion](#)



While it's important to share team results for all categories, you need to choose a minimum of one goal from one of the categories to work on. You don't need a goal for each category.

#### Additional Resources:

- [www.odandl.org/ee](http://www.odandl.org/ee) - all of our engagement resources are found here.
- [Survey FAQs for Leaders](#)
- [What's new with the 2023 Survey?](#)
- [Employee Engagement Survey Technical Guide](#) – instructions from our survey vendor WTW on how to access and interpret survey data
- [Entering and Cascading Goals User Guide](#) – for step by step Talent Connect instructions
- [Engagement Survey Leader To-Do List](#) – expectations about what leaders do with the survey
- [Engagement Menu of Resources](#) – ideas for engagement tactics you could customize for your team
- [Commit to Team Engagement Plan](#) – leaders can create a plan to hold their team accountable for achieving their engagement survey related goals.

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## Ideas for sharing results with your team

If you have a small team that meets regularly:



- Meet with your team once to share your results.
- Have a conversation about the team's strengths and opportunities.

If you have a large team, or if it's difficult to get your team together for one longer meeting:



- Share a new survey category each week until you have shared all your results.
- Host several conversations about team strengths and opportunities.
- Be creative in how you share and collect feedback from your team.
- Consider using rounding time or create sharable folders in Teams to collect feedback.
- Print out your team's results for one category at a time and post them on your Strategy Deployment Board for a week.

## Stay objective.

Seeing these results can make you feel vulnerable as leader, try to:



- Remember this is one piece of data
- Take time to get used to the data
- Ignore instinct to guess who said what
- Consider what does good look like for **my team** based on current state.
- Take a balanced approach –don't just focus on the red and green.

## Ask open-ended questions

When discussing ideas for improvement, try using these open-ended questions to dive-in:



- How would you describe the culture you want to work in?
- Which 1 or 2 questions, if we worked on it together, would help us create the team culture we all want?
- If you could wave a magic wand, what is one thing about your work or about our team that make your day go better?
- What would it take for you to strongly agree with that question?
- What is an action we can own to improve engagement for our team?

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### What do we mean by **SUSTAINABLE ENGAGEMENT**

Sustainable Engagement measures how engaged your team is, if they have resources to do their job, their stress level at work and their wellbeing. The Sustainable Engagement category is included in the 2023 results to check progress against your 2022 goal. This 4-question metric was replaced by the more robust 6-question Engagement metric. The new Engagement metric is how organizational improvement will be measured in 2023 and beyond and includes the four questions that made up the Sustainable Engagement metric.

Sustainable Engagement score increased by 1% from our 2022 results. Share with your team if you met or didn't meet your goal set in 2022 and then focus on strengths and opportunities of the new Engagement category in your discussion.

### Talking to your team about **ENGAGEMENT**

Engagement is a key strategic priority that informs leadership practices and broader culture. In 2023, we shifted from using the term "Sustainable Engagement" to our broader, more robust metric, Engagement. Engagement is measured on six questions and helps us understand team members connection to our organization, access to tools and resources needed to effectively do our jobs, stress levels at work and our sense of well-being.

### Fairview's Overall Strengths and Opportunities

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>• Four of the six questions in this category improved from the 2022 survey.</li> <li>• These results showed significant improvement in the levels of stress our team members are experiencing at work, their sense of personal accomplishment and the barriers they face to do their job well.</li> <li>• The question related to our team's ability to meet work challenges effectively not only improved but is rated higher than the national healthcare norm.</li> </ul>
	<p>"My team and leader make working here enjoyable and all are hardworking and kind."</p> <p>"The stress levels at this job are far more manageable than my previous employer."</p>

<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>• An area where we could improve is in the pride our employees feel working at the organization and their likelihood to recommend our organization as a good place to work.</li> </ul>
	<p>"Patients are sicker, seem more demanding and frustrated in general, and my sense of pride and well-being at work has suffered."</p> <p>"Until there is a significant change, I would not recommend this organization to someone."</p>

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Talk with your team about your Strengths and Opportunities

<b>Before you meet</b>	What key messages do you want to share about this category with your team?
<b>Host a two-way dialogue</b>	How did they feel about the organizational and team results? What could our team do to improve?
<b>Let your team decide</b>	Does the team want to work on a goal in this area? If so, what is the goal?

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### Talking to your team about PEOPLE

People are at the core of what we do, and Fairview truly believes that we're "Better Because of You." Our organization is filled with incredible people who are motivated to serve others. The People category explores the relationships that exist between team members. This includes peer-to-peer, direct leader relationships, and the connection to senior leadership. Based on feedback from the 2022 survey we more specifically defined senior Leadership to mean the Fairview Executive Leadership team and the vice president responsible for your area.

### Fairview's Overall Strengths and Opportunities

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>The survey reflects that our team members think that their colleagues and immediate leaders, the people they work with every day, are a strength.</li> <li>It was one of the biggest strengths identified in the survey, with scores improving on 6 of 10 questions and exceeding the healthcare norm on 5 questions. This strong connection amongst our teams is critical to fostering and building our culture.</li> </ul>
	<p>"My co-workers and immediate supervisor are what have kept me at Fairview."</p> <p>"My immediate supervisor is very helpful in making sure my needs are being met and is very supportive."</p>

<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>The survey shows that our teams don't feel that same connection to other parts of the organization, including senior leaders.</li> <li>There is an opportunity for Sr. Leadership to be more visible and to share our vision with our team members in 2023.</li> </ul>
	<p>"I would ask that our senior leadership would truly hear their employees and advocate for us."</p> <p>"Executive leadership does not communicate well with all employees of the organization."</p>

### Talk with your team about your Strengths and Opportunities

<p><b>Before you meet</b></p>	<p>What key messages do you want to share about this category with your team?</p>
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### Talking to your team about **PURPOSE**

As a mission-driven organization, every member of our team contributes to our shared mission: We are driven to heal, discover and educate for longer, healthier lives. Collectively we make an impact that demonstrates our exceptional experience commitment for patients and colleagues alike. The Purpose category measures understanding and connection with our mission, vision, and values.

### Fairview’s Overall Strengths and Opportunities

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>• Results from the survey show that team members see how their day to day work benefits the people we serve.</li> <li>• The connection is clear and inspiring. This question rated highest above all questions in the survey over the national healthcare norm.</li> </ul>
	<p>“I love my team. Everyone is working together with the same mission.”</p> <p>“I’m so lucky to work with people who are aligned in our mission to serve patients.”</p>

<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>• This is the only category that saw a decrease from 2022 with 3 of the 4 questions rated lower.</li> <li>• The link between a team member’s work and our mission do not currently seem crystal clear.</li> </ul>
	<p>“Unclear what is really going on for our long-term goals.”</p> <p>“I wish we were not getting so big. I fear that we will lose our goal and mission.”</p>

### Talk with your team about your Strengths and Opportunities

<p><b>Before you meet</b></p>	<p>What key messages do you want to share about this category with your team?</p>
<p><b>Host a two-way dialogue</b></p>	<p>How did they feel about the organizational and team results? What could our team do to improve?</p>
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### Talking to your team about **REWARD**

Every day, you share your talent, hard work, and commitment to support your patients, community, and colleagues. The Reward category encompasses the intrinsic and extrinsic rewards an individual receives as an employee of Fairview. Intrinsic rewards are the rewards that are more internal to an individual such as career growth and development. Extrinsic rewards are those things we receive from the organization such as our pay and benefits.

### Fairview's Overall Strengths and Opportunities

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>We saw a significant increase in people feeling positive about their compensation and we exceeded the national healthcare norm.</li> <li>Team members rated more favorably than last year that the organization provides opportunities for further development and they have a better understanding of how to grow their career in our organization.</li> </ul>
	<p>"I believe I am paid very well for my skills, talents, and the hard work I put in."</p> <p>"[I] have had many opportunities to grow my career at Fairview whereas other organizations it was difficult."</p>

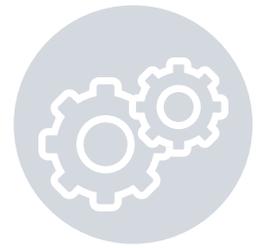
<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>While showing improvement over 2022, team members again identified the desire for more development and career advancement opportunities.</li> <li>Skills development and professional growth are an important factor in retention, we will need to focus on this as an organization.</li> <li>We have work to do to improve our understanding of goals as team members report a decreased understanding in how their performance goals are connected to our organization's goals and broader strategy.</li> </ul>
	<p>"Goals tend to be looked at as just a box to check. They do not always align with Fairview mission or goals."</p> <p>"Although the opportunities to grow are available a wider range of options would be ideal."</p>

### Talk with your team about your Strengths and Opportunities

<p><b>Before you meet</b></p>	<p>What key messages do you want to share about this category with your team?</p>
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### Talking to your team about **WORK**

A survey to everyone at Fairview cannot measure the specific tasks of every role in the organization and we know that our work is always changing. Instead of measuring *what* we do, the Work category focuses on *how* work gets done. To be effective, we need strong communication about our work processes and the changes that impact us. We also need to know how to adapt to these changes. Finally, we need to know our workplace is safe and that we are supported in speaking up when we see something wrong. The Work category measures communication, change management, our processes, and our work environment.

### Fairview’s Overall Strengths and Opportunities

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>• The survey showed that our organization does well in responding to any reports of unethical behavior in the workplace.</li> <li>• Our employees feel that most of the time, they can speak up when they have a concern.</li> </ul>
	<p>“We have an awesome work environment.”</p> <p>“There's very little fluff or cover-ups of hard topics. I feel like I'm treated like an adult and my colleagues are as well.”</p>

<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>• Survey feedback suggests that we could improve on acting on the suggestions of employees.</li> <li>• Our employees feel like our organization could improve our ability to recognize the right changes necessary for our success. This question was the only one to decline from 2022.</li> </ul>
	<p>“There are times when changes are made without including the departments that it does affect. “</p> <p>“When implementing system changes, communication could be much better for those of us on the frontlines.”</p>

### Talk with your team about your Strengths and Opportunities

<p><b>Before you meet</b></p>	<p>What key messages do you want to share about this category with your team?</p>
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### Talking to your team about **INCLUSION**

The Inclusion category of the Employee Engagement Survey is new this year and includes the elements of diversity, equity and inclusion Fairview is committed to. We know that it takes work to be an anti-racist organization and every one of us is part of making that happen. One way for us to understand our strengths and opportunities is by hearing from team members about our organization's efforts to support diversity in the workplace. Inclusion begins with our team members feeling accepted in the workplace for who they are and valued as individuals.

### Fairview's Overall Strengths and Opportunities

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>• In 2023 we saw significant growth in this area with three of four questions improving from 2022.</li> <li>• Our team members are increasingly identifying that they feel valued as individuals and that Fairview supports a diverse workforce for everyone.</li> <li>• Our team members feel they can be accepted as themselves at work; we score better than the national healthcare average on this question. This is evidence of the hard work each of us is doing as well as the work of the HOPE Commission.</li> </ul>
	<p>"I absolutely love the diversity in this workplace and love the workplace initiatives that have spurred to help educate us more about the differences in our cultures and how we can use these unique differences to further expand and exemplify our patient care capabilities."</p> <p>"I believe M Health Fairview spends an extraordinary amount of time and energy in assuring diversity and inclusion."</p>

<p><b>Opportunities</b></p>	<ul style="list-style-type: none"> <li>• While we are making progress, there is more to do. We still have room for growth as individuals, teams, and organizations in creating an inclusive environment for everyone.</li> <li>• Continue to learn, develop yourself and commit to building an inclusive environment.</li> </ul>
	<p>"There is not enough diversity in leadership."</p> <p>"I wish there were more diversity equity and inclusion activities and programs at Fairview."</p>

### Talk with your team about your Strengths and Opportunities

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<p><b>Let your team decide</b></p>	<p>Does the team want to work on a goal in this area? If so, what is the goal?</p>