



Name of your organization: Norton Healthcare

How do you use the People Insights Platform today?

Norton Healthcare has partnered with Perceptyx since 2018 to develop a robust, meaningful employee listening strategy. We've grown our collaboration over the past five years from a single annual touch point to a constant feedback loop by activating a variety of tools from the Perceptyx suite, including:

Ask - This survey tool is used for our census survey that includes employee engagement, well-being, Magnet (nursing specific) and safety survey questions. We also use this survey tool for a post-survey pulse check-in in areas of opportunity. Additionally, we have used this tool to develop welcome surveys for recently acquired hospitals and health care practices.

Dialogue - We launched this crowd-sourcing tool in 2023 to assess our organization's leadership and gather insights from our front-line employees.

Sense - We use this survey tool for our new hire and career cycle surveys, which includes four different touchpoints during an employee's first 18 months with our organization. We've found this is critical in aiding first year retention.

The insights gathered from these listening strategies allow us to pivot quickly and in a meaningful way. We are able to adapt our employee experience programs and support our culture in positive ways that meet the needs of our employees.

Please share your EX Impact story. Detail your challenge, solution, and impact.

When Norton Healthcare kicked off our partnership with Perceptyx, we leaned on our advisors at Perceptyx to help identify new areas for benchmarking. The suggestion of "burnout" came up during our early meetings. We had previously measured burnout with another survey vendor and were high performing in this area. We did not find it to be a meaningful metric. At the insistence of Perceptyx, burnout questions were added to our 2019 census survey. To our surprise, we found significant burnout among our staff, scoring at the 12th percentile against national health care benchmarks.

To address the growing burnout in our workforce, a taskforce of senior leaders was assembled to develop a multifaceted approach to improve employee well-being. Several new programs such as leader rounding, employee life events and Code Lavender were launched. Many other programs were revitalized and made more accessible to employees. Communication increased around our employee assistance program, employee health, workforce development and many more programs. By bolstering these programs and making them more accessible to leaders and staff, we began to see improvement in perceptions of well-being despite the forthcoming COVID-19 pandemic.

When we launched the 2020 census survey – deep into COVID – we found that burnout among our staff had started to decrease. Through continued efforts, this trend has persisted. As of our last census survey, Norton Healthcare ranked at the 79th percentile (Fig. 1) among health care organizations nationally. However, we are not taking this improvement for granted. With the support of Perceptyx, we've expanded our employee listening strategies through a new hire survey series using the Sense survey tool and other pulse checks to ensure staff know their

voice matters. We activated Perceptyx's Dialogue survey tool to find grassroots solutions to support employees and combat burnout. This focus on burnout with an emphasis on employee listening strategies has also had a positive effect on employee retention. In 2022, Norton Healthcare was at the 50th percentile for turnover among similarly sized health care organizations but improved to above the 75th percentile in 2023. These gains are even more prominent among our deskless staff/clinical team members who can be challenging to engage. This improvement coupled with the reduction in stress and burnout empowers our staff to provide higher quality patient care and a safe environment for our community to seek care. This has been supported by improved patient safety ratings and persistent "A" grade ratings for all Norton Healthcare inpatient facilities.

Which business outcome measures did your organization use to determine the impact on employees?

- Improved intent to stay with the organization
- Decreased employee turnover
- Increased retention of new joiners
- Other

Do you have any additional KPIs/Metrics to demonstrate your impact on EX?

Insights provided by our Perceptyx listening tools have allowed us to measure the efficacy and return on investment of current programming, resources and tools as well as launch new initiatives to address areas for improvement.

Recognition and intent to stay: We've seen significant impact on retention/turnover and our recognition strategies. In fact, after survey insights highlighted a correlation between recognition, feelings of value and intent to stay (Fig. 2), many unit and facility leaders have taken action to improve usage of our system's recognition tools. This supports our organization's retention goals and ensures staff are growing within our organization. In fact, our recognition strategies were honored with the 2023 Strategic Impact Breakthrough Award from our recognition vendor, OC Tanner ([hyperlink attached](#)).

Growth: Our organization has significantly grown our community footprint over the past five years and now supports a workforce of over 22,000 employees. In addition to new services, technology and innovations, we recently acquired three hospitals and are opening a new hospital later in the year. Career cycle surveys, including welcome surveys for employees at our acquired facilities, allow us to connect with our newest employees, get a pulse of employee sentiment and deliver consistent employee experiences across facilities and communities.

Connecting with employees: We are listening to employee feedback and taking action. Our last census survey saw a significant improvement in areas that are important to our employees, such as the item "My ideas and suggestions are valued." This item improved from the 46th percentile against national benchmarks to the 60th percentile (Fig. 3) in just six months of action planning. These action plans focused on leaders connecting with employees through regular touchpoints and rounding. Leaders focus on offering support, asking for process improvement ideas from their staff and frequently checking in with our newest employees. We also used these insights to support improvements to leader communication within our Patient



Safety team's scope of work. As another way to connect employees with their leader, they have expanded their safety huddles throughout our facilities and implemented systemized visual management boards.

Flexibility: Through the insights provided by our survey tools and our advisors at Perceptyx, we have the flexibility to test new ideas, strategies and programs. This allows us to stay on top of employee engagement and address areas of opportunity much more quickly. It also ensures we have regular opportunities for employees to share their ideas and express their opinions. This leads to feelings of value, which is also one of our organizational goals, and, in turn, supports our retention efforts.

Collaboration: While our Employee Experience team drives much of the culture work and conversation within our organization, we are committed to partnering with other departments to create consistent messaging across the organization. This collaboration is also done through our surveying tools, including our census survey. As part of this survey, we include safety-related question sets for our Patient Safety team. Through this collaborative survey effort, we've discovered significant connections between employee experience outcomes and patient safety. This has helped inform not only our own programming, but that of the Patient Safety team. Through the strength of this partnership, we've created the Norton Way Taskforce – a cross-departmental group of department leaders who support the employee experience. With a focus on positive experience and safety, the teams align their work to create consistency for the employee.

These types of insights would not be possible without the sophisticated listening tools provided by Perceptyx and our continued collaboration.