

**Name of your organization:** UC San Diego Health

## **How do you use the People Insights Platform today?**

The People Insights Platform is used in a variety of different ways, depending on the opportunity and need. First, in 2022, in order to obtain baseline data on a variety of key areas such as engagement, well-being and diversity, we created the Team Member Insights survey built on the Perceptyx Ask platform. Then, in mid-2023, as part of our Vizient Quality & Accountability (Q&A) Scorecard, we launched the Culture of Patient Safety survey based on the "Surveys on Patient Safety Culture," (SOPS) that is developed by the Agency for Healthcare Research and Quality (AHRQ) in the United States.

A few months later in 2023, we then launched the Nursing Excellence survey in order to obtain data to submit for maintaining our Magnet designation. Both the Culture of Patient Safety survey and Magnet survey were also built on the Perceptyx ASK platform. As of January 2024, we have also leveraged the Dialogue platform by launching a Well-being Pulse Survey to obtain information on the communication strategies employed for well-being.

Later this year in 2024, we plan to launch a pulse survey to obtain information on progress made from implementing action plans toward creating a safe to speak work environment. In summary, we have used the People Insights Platform to provide an opportunity for our team members to share their voice on a variety of topics and to use the results to help inform strategies, goals and priorities; as well as to obtain evidence for external requirements that enable us to retain very prestigious designations for healthcare organizations.

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

### Challenge:

In 2022, UC San Diego Health leaders sought to create a baseline data set Team Members' perception of general engagement; including embracing diversity of thought, likelihood of staying with the organization, team dynamics, and support for well-being. The short survey received 5,648 responses; a response rate of 52%. The specific survey item: "It is safe for me to speak up and express my views/opinions/concerns, without fear of negative consequence" received a 65% Favorability score. Although a positive data point, senior leadership was compelled to seek more information in order to elevate this favorability score in the future.

### Solution:

Several steps were implemented in response to this request. First, the Perceptyx platform enabled a comprehensive analysis which included: a driver analysis, comment analysis and initial team analysis. After completing this analysis, it was clear that the item "It is safe for me to speak up and express my views/opinions/concerns, without fear of negative consequence" meant different things to different people. These differences were the result of each team member's experience with their leader, fellow team members, and colleagues from other departments in the organization. As a result, senior leadership endorsed a second level of analysis which involved identifying the departments that scored on this one survey item with the most and least favorable scores. Again, using the robust tools built into the Perceptyx platform, we ran a test of statistical significance which yielded 12 departments that had favorability scores that were statistically more favorable from the UC San Diego Health score

## UC San Diego Health

and 23 departments that had favorability scores that were statistically less favorable than the UC San Diego Health score. Comparing these departments by analyzing the comments and sentiments, it was discovered that "safe to speak" is highly correlated with the constructs of a high performing team. For example, the safe to speak work environment requires leaders who encourage openness, model the desired communication skills, and hold all of the team members to these desired behaviors as well.

### Outcome:

Based upon the quantitative data, we sought out additional qualitative data. To do so, the Organization Effectiveness (OE) team from the Learning & Organization Effectiveness department interviewed 6 Executive Leaders, over 70 Leaders (Directors, Managers, Supervisors), and over 75 Individual Team Members in order to collect their feedback regarding the "safe to speak" survey item.

The interviews captured the lessons learned and best practices from those leaders/teams that scored highly favorable responses to the survey question. The interviews also gathered feedback describing the challenges and barriers that leaders/teams experienced that resulted in low favorability scores for the survey question. All of this feedback was packaged into a deliverable called the Safe to Speak Leader Toolkit and Safe to Speak Team Member Toolkit.

The OE team also conducted Manager Roundtables for leaders to meet and discuss the "safe to speak" topic in order to learn from each other, support each other, and brainstorm ideas to addressing barriers to a "safe to speak" environment.

Another outcome was the creation of a robust 5-year survey strategy to ensure continuous channels of listening, communicating, and acting in support of creating a work environment/organization culture where we are all valued, treat each other with respect, and take pride in declaring that we are members of the UC San Diego Health team.

Based upon the work conducted thus far, senior leaders established a strategic goal specific to Safe to Speak for fiscal year 2023 – 2024. This goal requires senior leaders and their team members to complete the recommended course offerings suggested in the Safe to Speak Toolkit(s); as well as implement action plans that will result in creating an environment where "It is safe for me to speak up and express my views/opinions/concerns, without fear of negative consequence."