

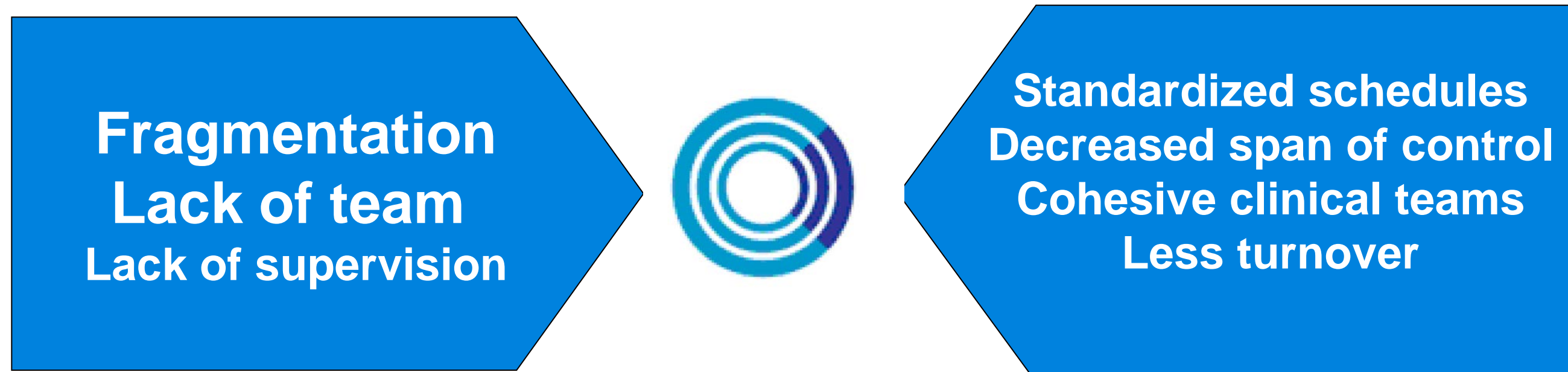
# California Health Improvement Project (CHIP)

## Improving Employee Satisfaction at the Psychiatric Health Facility

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### Problem Statement and Underlying Causes

Psychiatric Health Facility (PHF) employees had a variety of shifts: some worked 8 hours, others 10 hours and yet others 12 hour shifts. One group had every weekend off while others worked two weekends each month. Scheduling took 16 hours of supervisory time every pay period. The span of control was one nursing supervisor overseeing 54 RNs, LPTs and RAs. As a result, many employees were dissatisfied expressing their unhappiness by frequently calling in sick, being tardy to work, not completing medical records and looking for employment elsewhere.



### Project Description

A 36 item employee satisfaction survey will measure baseline morale at PHF with a focus on supervision, contingent rewards, operating conditions, coworkers and communication. Two interventions will be implemented to significantly change the staffing pattern of the unit: addition of a nursing supervisor on every shift and the formation of teams with standard schedule. The original survey was completed in October 2014 and was repeated in June 2015.

### Goal and Objectives

**Goal:** Improve employee satisfaction which will result in a stable workforce with less turnover and increased competence.

#### Output-oriented Objective:

Implement four clinical teams composed of RNs, LPTs and RAs to staff the PHF in twelve hour shifts by end of 2014: Form two day teams and two night teams each with a team nursing supervisor. Holiday and weekend coverage will be split equally among the teams.

#### Outcome-oriented Objective:

Improve employee satisfaction in areas of supervision, coworkers and communication: percent of employees indicating they are satisfied increased by 10% within 6 months of schedule change (June 2015).

Future objectives:

- A. Decrease employee turnover by 20% target date of June 30, 2016.
- B. Decrease sick calls by 10% target date of Dec 31, 2015.

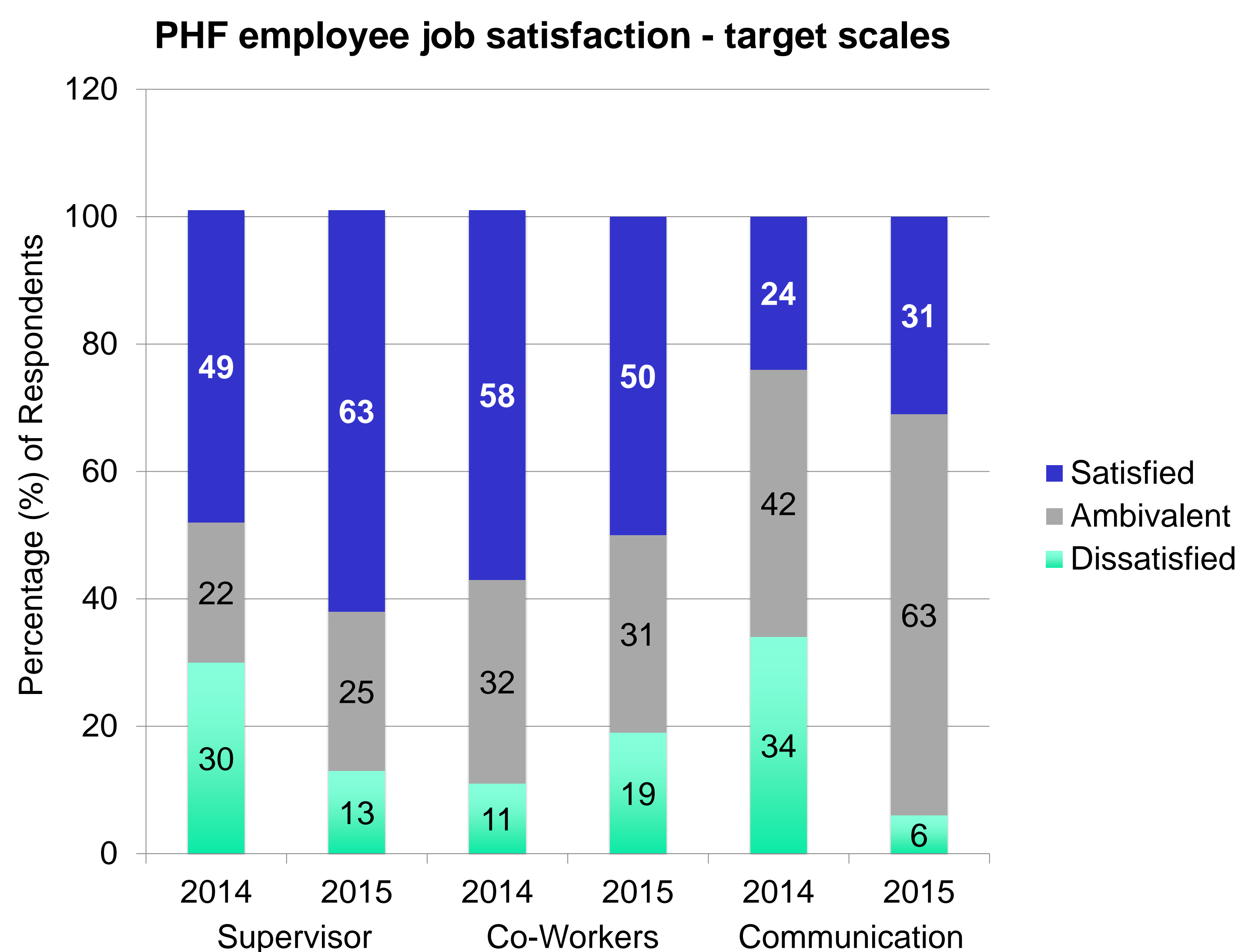
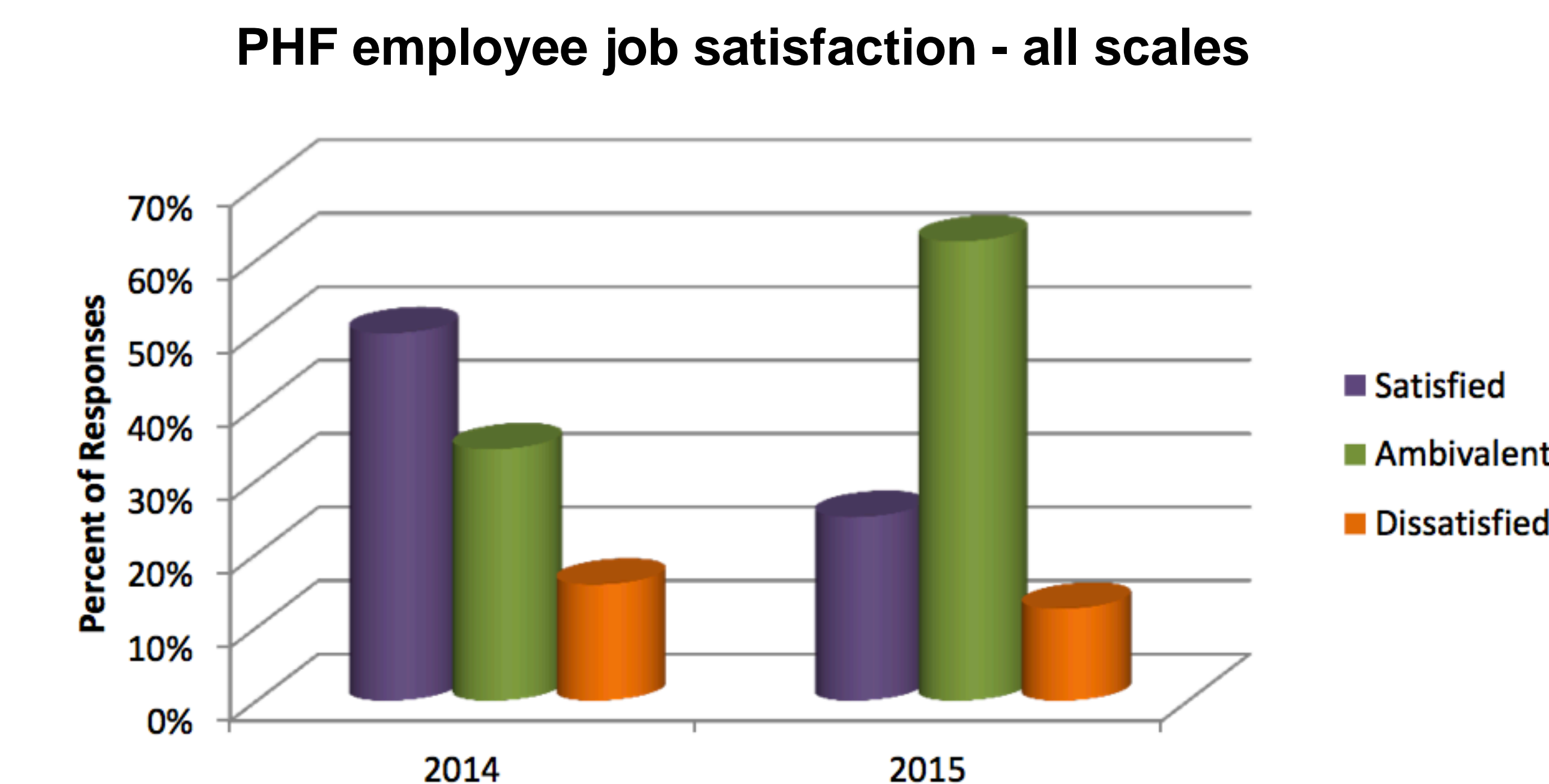
### Outputs & Outcomes

#### Outputs Achieved

- Clinical teams were formed of RNs, LPTs and RAs and scheduled to consistently work twelve hour shifts as of Sept 2014
- Nursing supervisors were hired for two day teams and two night teams as of November 2014
- Schedules were standardized to equally share holiday and weekend duties as of November 2014

#### Outcomes Achieved

Employee satisfaction surveys were distributed via E-mail to 70 employees (including non-clinical staff). Response rate in 2014 was 51% and in 2015 was 24%.



### Lessons Learned

- Scheduling hourly employees can be time consuming for supervisors and a major source of dissatisfaction for employees
- Employee satisfaction surveys historically have low response rates and may not be a reliable measure of engagement
- Training and retaining healthcare providers will be increasingly important with the demands that healthcare reform place on an already burdened safety net
- Enhancing ways to increase employee satisfaction will benefit the system and ultimately our patients

### About My Organization

Santa Barbara Psychiatric Health Facility is a 16 bed locked, inpatient psychiatric unit serving patients throughout Santa Barbara County. We are the only LPS designated facility in the county of 425,000 residents.



### Contact Me

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**CHCF HEALTH CARE LEADERSHIP PROGRAM**

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