



**SAFE & RELIABLE**  
Healthcare

On the first page you will see basic demographic information on your report dataset including response rate

# SCORE Survey Summary Report

## Example Report - Nov 2020

1 Work Settings - 450 Respondents - Response Rate 59%

### The Value of an Integrated Survey

The SCOR survey measures important dimensions of organizational culture. The core instrument integrates safety and teamwork culture, local leadership, learning systems, resilience/burnout and work-life balance. The full SCORE survey integrates employee engagement as well.

The insights are critical for organizational improvement and the ability to drive habitual excellence.

Specific actions can be taken to leverage organizational strengths and address areas of fundamental opportunity.

### Why is Culture Important?

It reflects the behaviors and beliefs within the organization.

There are behaviors that create value individually, for the patient and the organization.

There are behaviors that create unacceptable risk.

These attitudes and behaviors are reflected in how people interact with each other both internally and externally with patients and their families.

Culture is the social glue.

# Percent Positive Response

# SCORE Domain\*

This column lists percent positive for each domain (high percentages are better)

This column lists the culture and engagement domains

Organization  
Percent Positive

Organization  
Benchmark Percentile†

## CULTURE

Improvement Readiness

**73%**

**86th**

Local Leadership

**70%**

**85th**

Burnout Climate‡

**42%**

**52nd**

Personal Burnout‡

**62%**

**63rd**

Emotional Thriving

**71%**

**92nd**

Emotional Recovery

**75%**

**60th**

Teamwork

**39%**

**47th**

Safety Climate

**59%**

**74th**

Work / Life Balance

**65%**

**35th**

## ENGAGEMENT

Growth Opportunities

**64%**

**87th**

Decision Making

**57%**

**90th**

Workload Strain

**66%**

**37th**

This column will give you the percentiles for your group's percent positive as calculated with the US Healthcare Benchmark (higher percentiles are better)

\* Percent who responded positively to most questions in the domain. Domain scores may feel lower as they're not similar to other domains.

† Benchmark percentiles are based on a US benchmark of facilities dated: 2020 Q3.

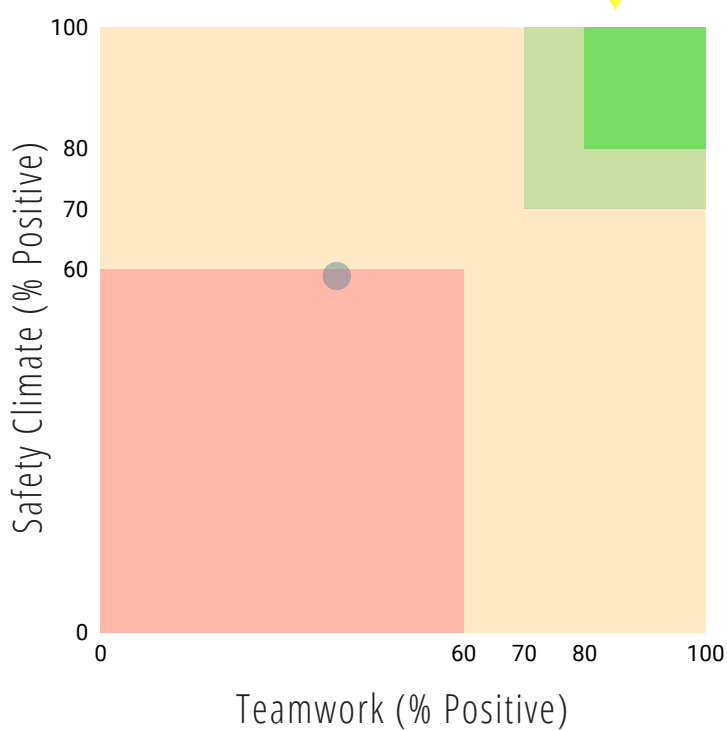
‡ Scores reflect percent who state they and others are NOT experiencing burnout.

# Scatterplots of Key SCORE Domains

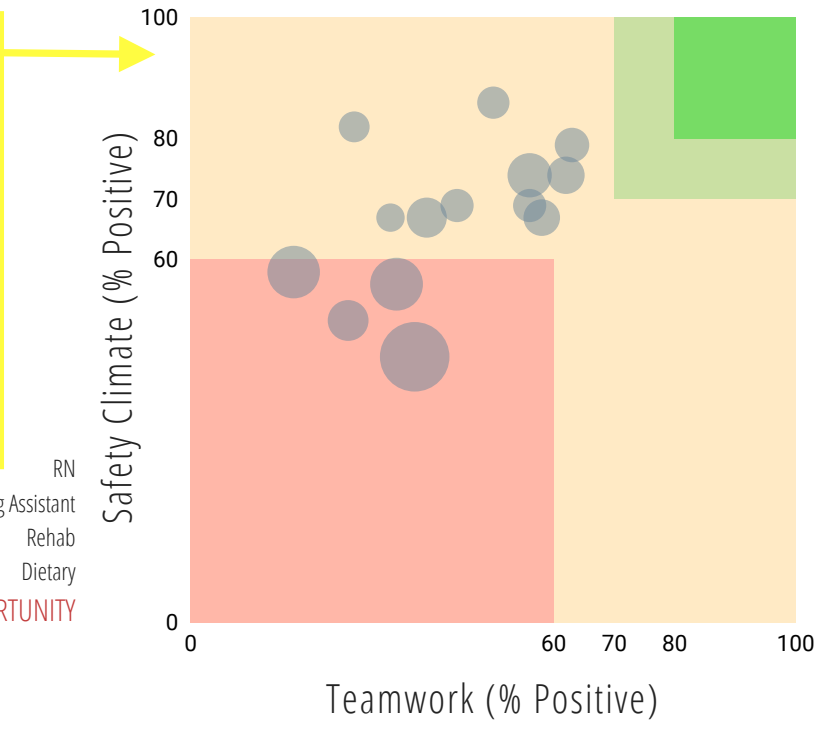
450 respondents in 1 work settings at Example Report

This scatterplot shows the distribution of work settings within your report across two domains on the x- and y-axis. Lower scores are found in the red corner and in the legend below

The work settings with the best scores will be in the top right green corner



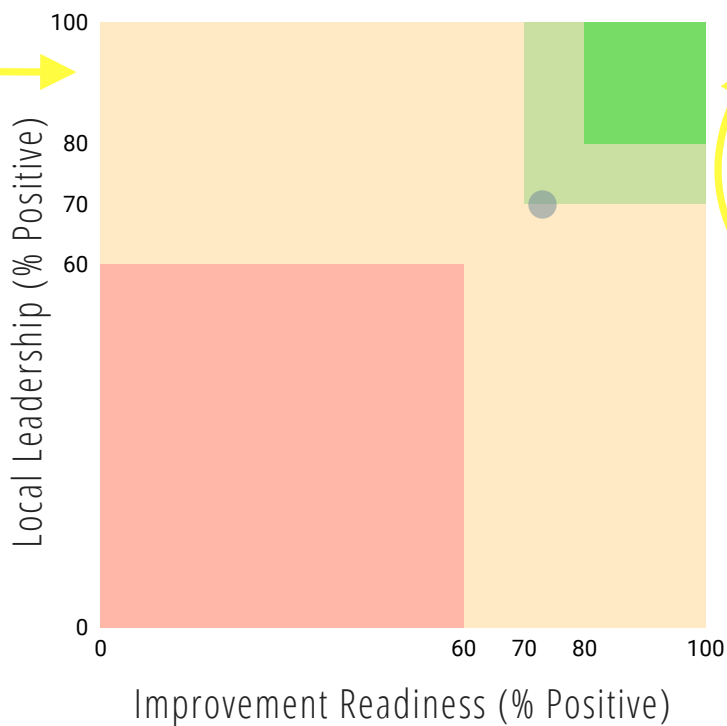
If your work setting is large enough to have 2 or more position types with 5 or more responses you will have a second scatterplot with results in your work setting by position type



# Scatterplots of Key SCORE Domains (cont.)

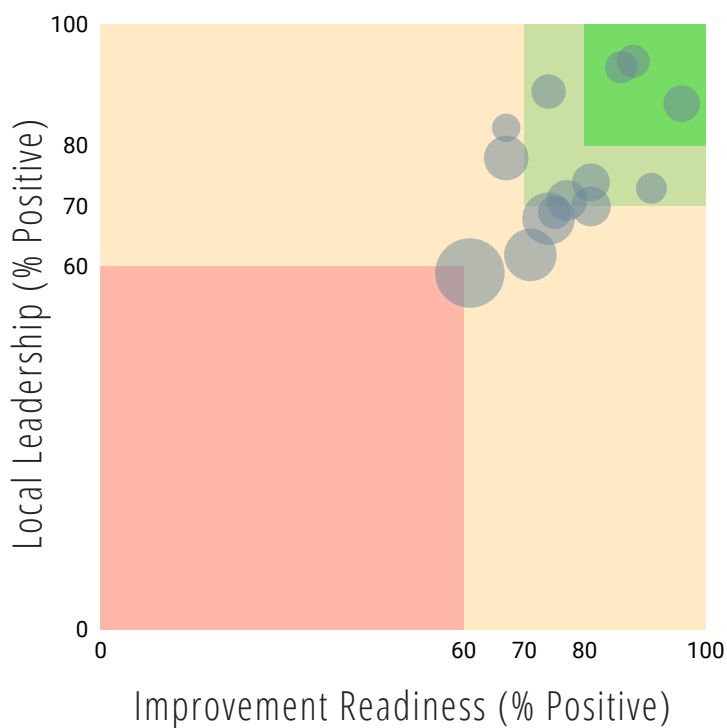
450 respondents in 1 work settings at Example Report

A second set of domains are shown on another scatterplot here



WORK SETTINGS WITH STRENGTHS  
Example Facility

Work settings in the green area will be highlighted in this legend



POSITIONS WITH STRENGTHS

- Other - Non-Clinical
- Other
- Nursing Administration
- Administration
- Unit Sec/ Tele Tech

# Notable Insights by Key SCORE Items

450 respondents in 1 work setting

Your three highest culture and engagement questions by benchmark percentiles will be listed here (higher percentiles are better)

## Cultural Strengths

- 96th** I have a chance to use my strengths every day at work.
- 93rd** I feel like I am making a meaningful difference at my job.
- 92nd** In this work setting, local leadership communicates their expectations to me about my performance.

## Engagement Strengths

- 94th** With respect to the participation in decision making that I experience here, the decision making process is clear to me.
- 92nd** With respect to the participation in decision making that I experience here, it is clear to whom I should address specific problems.
- 92nd** With respect to the participation in decision making that I experience here, I can discuss work problems with my direct supervisor.

## Cultural Opportunities

- 11th** In the past work week arrived home late from work.
- 21st** In the past work week worked through a day/shift without any breaks.
- 24th** I feel burned out from my work.

## Engagement Opportunities

- 63rd** With respect to the growth opportunities in this work setting, I have enough variety in my work.
- 63rd** With respect to the growth opportunities in this work setting, I have freedom in carrying out work activities.
- 71st** With respect to the growth opportunities in this work setting, I have influence in decisions about work activity timelines.

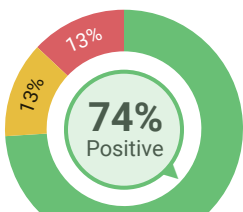
Your three lowest culture and engagement questions by benchmark percentiles will be listed here

These circle graphs will show the percent positive (in green), percent neutral (in yellow), and percent negative (in red).

## Key Drivers of Culture (Green is good)

### IMPROVEMENT READINESS

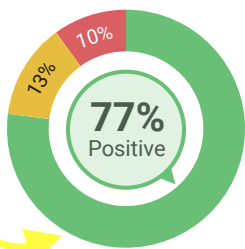
The learning environment effectively fixes defects.



This is a great response (it has a lot of green)

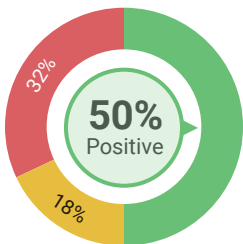
### LOCAL LEADERSHIP

Regularly makes time to provide positive feedback to me.



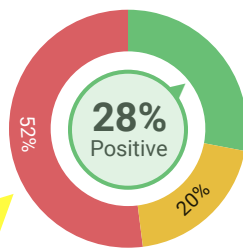
### TEAMWORK

Communication breakdowns are common in this work setting.



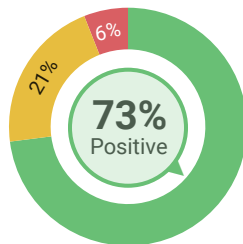
### BURNOUT CLIMATE

People in this work setting are burned out from their work.



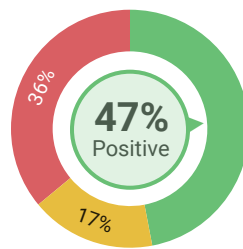
### SAFETY CLIMATE

The culture makes it easier from the errors of other



### PERSONAL BURNOUT

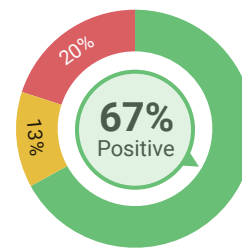
I feel burned out from my work.



This is not a great response (it has a lot of red)

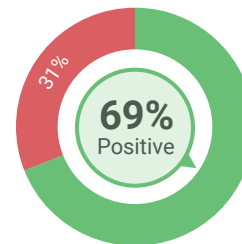
### TEAMWORK

It is difficult to speak up if I perceive a problem.



### WORK / LIFE BALANCE

Worked through a day/shift without any breaks.



# Suggested Action Plans for Cultural Opportunities

450 respondents in 1 work settings at Example Report

**Cultural Opportunity #1: In the past work week arrived home late from work.**

**Background:** Work-life balance, closely linked to burnout, reflects the balance between professional, job-related demands and maintaining a healthy personal lifestyle. A good work-life balance is important both for the health of employees and as a leading indicator for burnout. Working through the day without breaks, arriving home late from work, and changing personal plans because of work are all dissatisfiers. Leaders who engage their staff in dialogue around work-life balance and burnout are effectively showing their concern for their workers. Leaders who do not have this dialogue run the serious risk of having disenchanted and disconnected employees setting the tone in work settings.

## Suggested Action Plan #1

Ensure shift handoffs are effective, timely, and consistent. Review documentation standards and policies to ensure staff are documenting throughout their shift and not staying late to catch up with documentation.

## Suggested Action Plan #2

Begin the day with a huddle where each member briefly lays out the work for the day. Brainstorm with the team ways to prioritize, redistribute, and help each other achieve the day's goals.

## Suggested Action Plan #3

Research shows that a common indicator for poor work life balance is the work habits of fellow employees. Strongly encourage leaving work on time. Actively prioritize work tasks with staff. Set a department goal that x% of staff will leave on time each week. Celebrate achieving the goal!

## Suggested Action Plan #4

Gather a focus group to further understand reasons why personnel is arriving home late from work. From here, identify patterns to address.

## Suggested Action Plan #5

Propose a rotating registry of staff who are able to stay late if needed. If work often goes into evening hours, consider staggering staff so some have a later start.

**Recommended action plans will display for your Culture and Engagement opportunities**

# Suggested Action Plans for Cultural Opportunities (cont.)

450 respondents in 1 work settings at Example Report

**Cultural Opportunity #2: In the past work week worked through a day/shift without any breaks.**

**Background:** Work-life balance, closely linked to burnout, reflects the balance between professional, job-related demands and maintaining a healthy personal lifestyle. A good work-life balance is important both for the health of employees and as a leading indicator for burnout. Working through the day without breaks, arriving home late from work, and changing personal plans because of work are all dissatisfiers. Leaders who engage their staff in dialogue around work-life balance and burnout are effectively showing their concern for their workers. Leaders who do not have this dialogue run the serious risk of having disenchanted and disconnected employees setting the tone in work settings.

## Suggested Action Plan #1

Review current staffing matrix to identify which staff can help "break" other staff. Have the leadership team ensure that every team member is getting a lunch break for a designated period of time until that process is hard wired.

## Suggested Action Plan #2

A Lean management system is focused on finding and fixing defects and thereby avoiding harm. Work with your team to identify root causes and find solutions. Discuss defects at huddles. Make sure things that are easily fixable get addressed and resolved.

## Suggested Action Plan #3

Explore issues related to having less efficient staff models such as travelers, new nurses, or unrealistic staffing levels.

## Suggested Action Plan #4

Survey the team for 1-2 weeks regarding the overwork that results in going home late, missing a meal, or missing breaks. For example, "Please briefly describe what happened today that led to going home late, missing breaks, or missing a meal." Use data to identify patterns that might be improved.

## Suggested Action Plan #5

As the lead or manager, work alongside the staff on busy days. This camaraderie will also develop trust and compassion between leaders and staff.

# Suggested Action Plans for Cultural Opportunities (cont.)

450 respondents in 1 work settings at Example Report

## Cultural Opportunity #3: I feel burned out from my work.

**Background:** Burnout has become an important issue in healthcare because of its increasing prevalence and severity. In recent studies, over 50% of American physicians indicated that they have one or more of the characteristics that lead to burnout. High levels of burnout undermine patient care and diminish organizational capacity to improve. Fortunately, there are very specific techniques and interventions that can reduce burnout and promote resilience.

### Suggested Action Plan #1

Create moments where employees can find joy at work (post patient thank you notes, share patient stories at huddle). Identify unit champions who can quickly attend to a coworker who is feeling stressed or burned out. Provide a quiet space for staff to have breaks.

### Suggested Action Plan #2

Seek support for employees to effectively manage stress, for example, a management training program to understand the causes of stress and how to overcome it. Identify stress management opportunities.

### Suggested Action Plan #3

Apply techniques from the positive psychology literature such as the effects of gratitude and focusing daily on 3 good things to support the psychology that bolsters resilience.

### Suggested Action Plan #4

Leaders actively acknowledge the burnout and challenges of the work. Publicly share gratitude on a regular basis. Patients' stories can be used as examples.



# Suggested Action Plans for Engagement Opportunities (cont.)

450 respondents in 1 work settings at Example Report

**Engagement Opportunity #1:** With respect to the growth opportunities in this work setting, I have enough variety in my work.

**Background:** A job that is perceived by employees as boring, monotonous, and not very challenging will decrease motivation, but a job with variety that has the flexibility to change on occasion will challenge employees to learn and grow, therefore increasing motivation. Adding variety to a job, or job enrichment, is one of the keys to growth, development, and motivation. In addition to the impact on motivation, job enrichment also helps employees to gain a broader view of their jobs and increased willingness to take on additional responsibilities beyond the current job description.

## Suggested Action Plan #1

If you have one or more employees who identify this domain as important, ask for further feedback and involve them in the process of thinking through how to change job functions that will increase satisfaction.

## Suggested Action Plan #2

Contact HR for help with redesigning a job to increase variety. The goal is to achieve more meaningful work. Sometimes redesign may be as simple as supporting employees to vary tasks based on their personal and social needs, or it may involve adding or decreasing some new job tasks within a specific job.

## Suggested Action Plan #3

Explore how job shadowing and rotations can add challenge and variety to current jobs.

# Suggested Action Plans for Engagement Opportunities (cont.)

450 respondents in 1 work settings at Example Report

**Engagement Opportunity #2: With respect to the growth opportunities in this work setting, I have freedom in carrying out work activities.**

**Background:** Autonomy and ability to influence work planning, activities, and timelines are also related to the JD-R Model of Work Engagement. Research shows that those with more job autonomy, or the ability to control or influence their work environment that allows them to perform at their best, experience less stress and burnout and higher work engagement and performance. Autonomy does not mean absolute freedom but can happen by giving employees the ability to plan their activities, speed of work, and what methods to use, for example. Something as simple as deciding when to take a break can feel like autonomy to an employee. Another simple example is giving staff more daily control over how the day's work is organized. Influencing can happen by asking for their opinion/input and using same to make a decision. From the very first research on Magnet hospitals, clinical nurse autonomy and control over nursing practice (CONP) have been associated with increased nurse satisfaction and improved patient outcomes—both elements of a healthy and engaging work environment.

## Suggested Action Plan #1

If work unit scores are low on these items, it is important for unit managers to reflect on their leadership. Are there elements of control and micromanaging that are impacting work engagement and performance?

## Suggested Action Plan #2

Take steps to build trust in the work unit by building relationships with team members, holding regular development discussions with the team, and learning about their strengths, development needs, and career goals.

## Suggested Action Plan #3

Think deeply about how to increase autonomy, choices, and influence, knowing that the manager can always do so with boundaries.

## Suggested Action Plan #4

Delegate! One of the most important lessons a manager can learn is to let go of the work and focus on the strategy, goals, and development of the work unit. A manager's job is to manage and lead people, not to perform the work itself. A manager gets the work done through others which means setting clear expectations and responsibilities for team members and delegating work to challenge and develop their skills.

## Suggested Action Plan #5

There may be times when it is not possible to give team members influence over all aspects of a project, from goal setting to the methods used to accomplish the goals. Explain the situation to the team and still strive to create autonomy and influence by assigning remaining project plan tasks.

# Suggested Action Plans for Engagement Opportunities (cont.)

450 respondents in 1 work settings at Example Report

**Engagement Opportunity #3: With respect to the growth opportunities in this work setting, I have influence in decisions about work activity timelines.**

**Background:** Autonomy and ability to influence work planning, activities, and timelines are also related to the JD-R Model of Work Engagement. Research shows that those with more job autonomy, or the ability to control or influence their work environment that allows them to perform at their best, experience less stress and burnout and higher work engagement and performance. Autonomy does not mean absolute freedom but can happen by giving employees the ability to plan their activities, speed of work, and what methods to use, for example. Something as simple as deciding when to take a break can feel like autonomy to an employee. Another simple example is giving staff more daily control over how the day's work is organized. Influencing can happen by asking for their opinion/input and using same to make a decision. From the very first research on Magnet hospitals, clinical nurse autonomy and control over nursing practice (CONP) have been associated with increased nurse satisfaction and improved patient outcomes—both elements of a healthy and engaging work environment.

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# All SCORE Items

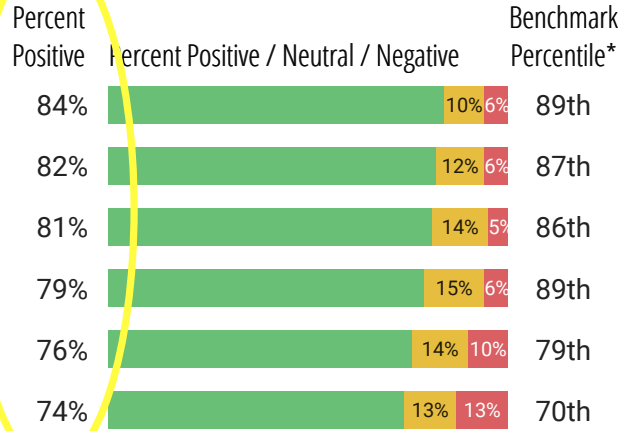
450 respondents in 1 work settings at Example Report

If you click on the “Display results for all survey items” blue button on the last page of your report you can generate additional pages detailing your work setting scores

## Improvement Readiness

In this work setting, the learning environment  
 ...utilizes input/suggestions from the people that  
 ...allows us to gain important insights into what v  
 ...integrates lessons learned from other work set  
 ...is protected by our local management.  
 ...allows us to pause and reflect on what we do v  
 ...effectively fixes defects to improve the quality o

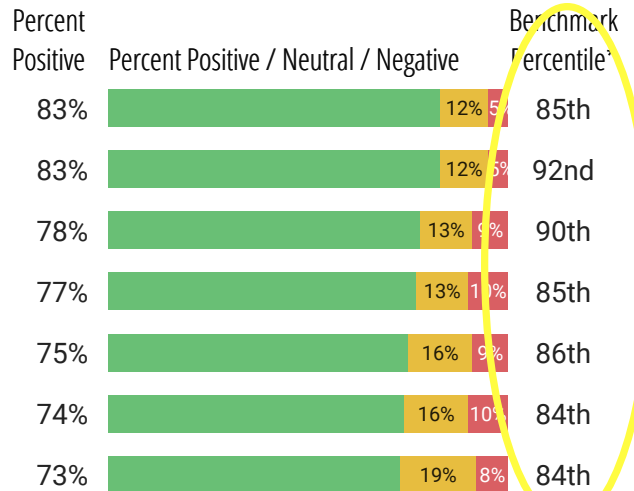
The percent positive for each question is displayed in the first column here (higher numbers are better)



## Local Leadership

In this work setting, local leadership...  
 ...is available at predictable times.  
 ...communicates their expectations to me about m  
 ...provides useful feedback about my performance  
 ...regularly makes time to provide positive feedback  
 ...provides frequent feedback about my performan  
 ...regularly makes time to pause and reflect with m  
 ...provides meaningful feedback to people about their performance.

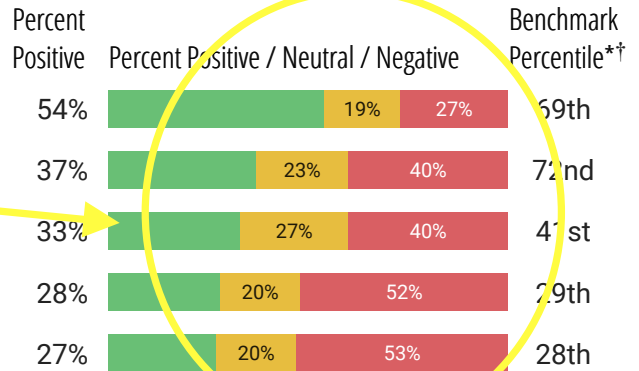
The benchmark percentile for each question is displayed in the last column here (higher numbers are better)



## Burnout Climate

Events in this work setting affect the lives of people in any way.  
 People in this work setting are frustrated by the way  
 People in this work setting are working too hard  
 People in this work setting are burned out from  
 People in this work setting are exhausted from their work.

The percent neutral (in yellow) and percent negative (in red) are displayed here



\* Benchmark percentiles are based on a US benchmark dated: 2020 Q3.

† Benchmark percentile displayed for burnout questions are based on the percent negative (burned out) rather than the percent positive.

# All SCORE Items (cont.)

450 respondents in 1 work settings at Example Report

## Personal Burnout

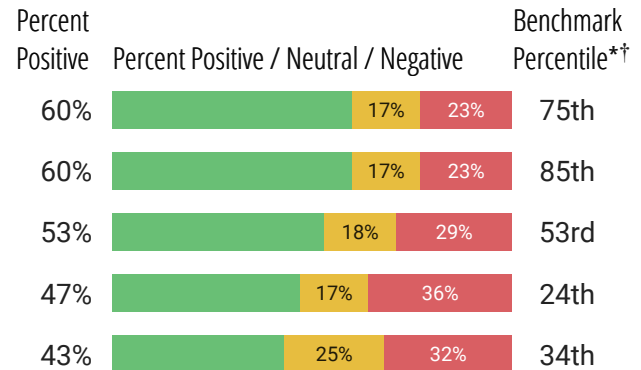
Events in this work setting affect my life in an emotionally unhealthy way.

I feel frustrated by my job.

I feel fatigued when I get up in the morning and have to face another day on the job.

I feel burned out from my work.

I feel I am working too hard on my job.



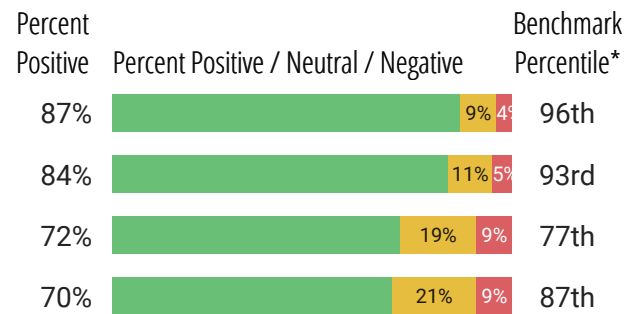
## Emotional Thriving

I have a chance to use my strengths every day at work.

I feel like I am making a meaningful difference at my job.

I feel like I am thriving at my job.

I often have something that I am looking very forward to at my job.



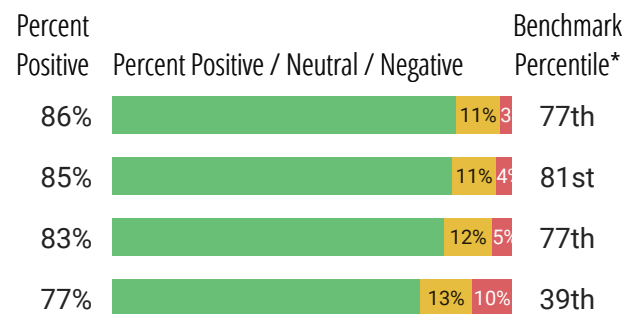
## Emotional Recovery

I can adapt to events in my life that I can not influence.

I can always regain a positive outlook despite what happens.

My mood reliably recovers after frustrations and setbacks.

I always recover quickly after difficulties.



Your percent neutral is an area of opportunity as it is usually easier to move someone from neutral to positive than it is from negative to positive.

\* Benchmark percentiles are based on a US benchmark dated: 2020 Q3.

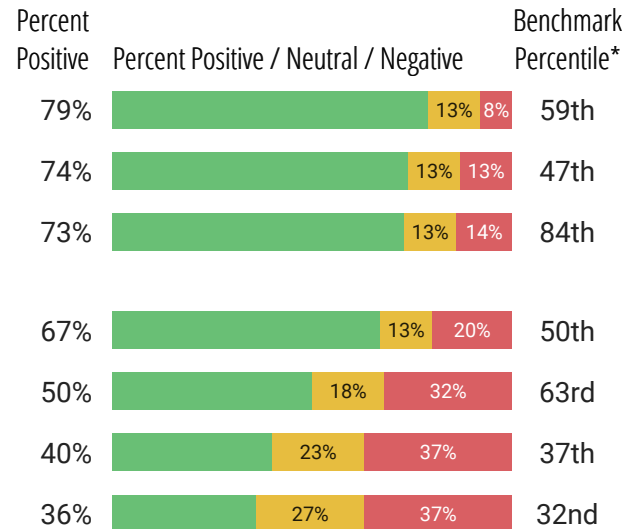
† Benchmark percentile displayed for burnout questions are based on the percent negative (burned out) rather than the percent positive.

# All SCORE Items (cont.)

450 respondents in 1 work settings at Example Report

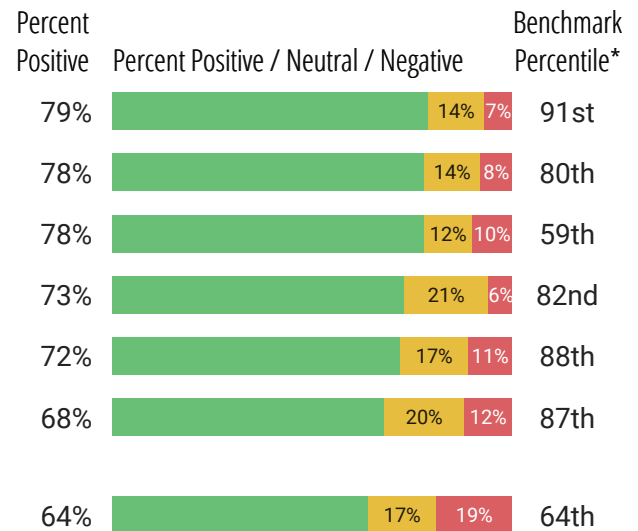
## Teamwork

- It is easy for personnel here to ask questions when there is something that they do not understand.
- The people here from different disciplines/backgrounds work together as a well-coordinated team.
- Disagreements in this work setting are appropriately resolved (i.e., not who is right but what is best for the patient).
- In this work setting, it is difficult to speak up if I perceive a problem with patient care.
- Dealing with difficult colleagues is consistently a challenging part of my job.
- Communication breakdowns are common in this work setting.
- Communication breakdowns are common when this work setting interacts with other work settings.



## Safety Climate

- I receive appropriate feedback about my performance.
- Errors are handled appropriately in this work setting.
- I would feel safe being treated here as a patient.
- The culture in this work setting makes it easy to learn from the errors of others.
- My suggestions about quality would be acted upon if I expressed them to management.
- The values of facility leadership are the same values that people in this work setting think are important.
- In this work setting, it is difficult to discuss errors.



**It does not matter if the question is worded negatively or positively. All questions are oriented similarly so that you can remember “green is good” and that you would ideally want 100% positive for every question. The percent positive is the percent that agreed strongly or slightly for a positively worded question or disagreed strongly or slightly for a negatively worded question.**

\* Benchmark percentiles are based on a US benchmark dated: 2020 Q3.

† Benchmark percentile displayed for burnout questions are based on the percent negative (burned out) rather than the percent positive.

# All SCORE Items (cont.)

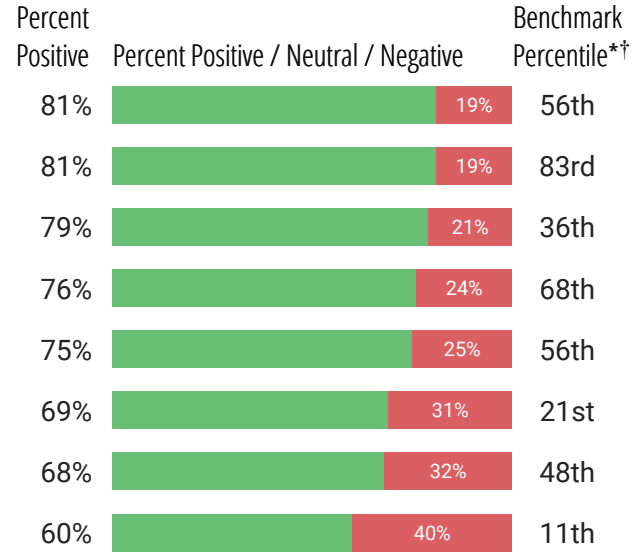
450 respondents in 1 work settings at Example Report

## Work / Life Balance

In the past work week...

- ...skipped a meal.
- ...felt frustrated by technology.
- ...changed personal/family plans because of work.
- ...ate a poorly balanced meal.
- ...slept less than 5 hours in a night.
- ...worked through a day/shift without any breaks.
- ...had difficulty sleeping.
- ...arrived home late from work.

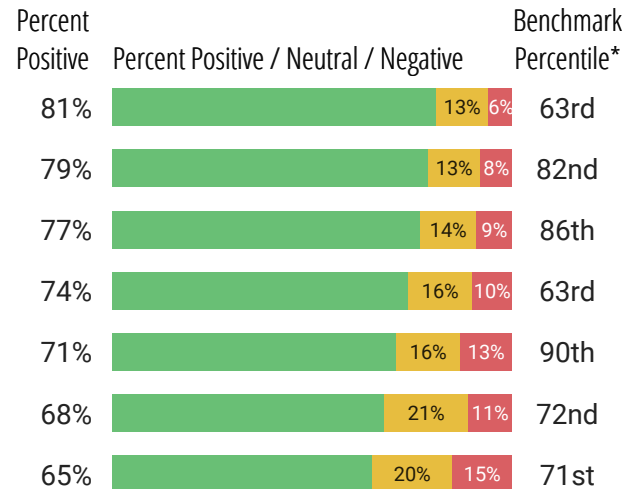
**The Work/Life Balance domain has no percent neutral. You are considered positive if you said the event occurs fewer than 3 times per work week. You are considered negative if you said the event occurs 3 or more times per work week.**



## Growth Opportunities

With respect to the growth opportunities in this work setting...

- ...I have freedom in carrying out work activities.
- ...I have opportunities for independent thought and action.
- ...I have the feeling that I can achieve something.
- ...I have enough variety in my work.
- ...I have opportunities for personal growth / development.
- ...I have influence in the planning of work activities.
- ...I have influence in decisions about work activity timelines.



\* Benchmark percentiles are based on a US benchmark dated: 2020 Q3.

† Benchmark percentile displayed for burnout questions are based on the percent negative (burned out) rather than the percent positive.

# All SCORE Items (cont.)

450 respondents in 1 work settings at Example Report

## Decision Making

With respect to the participation in decision making that I experience here...

...I can discuss work problems with my direct supervisor.

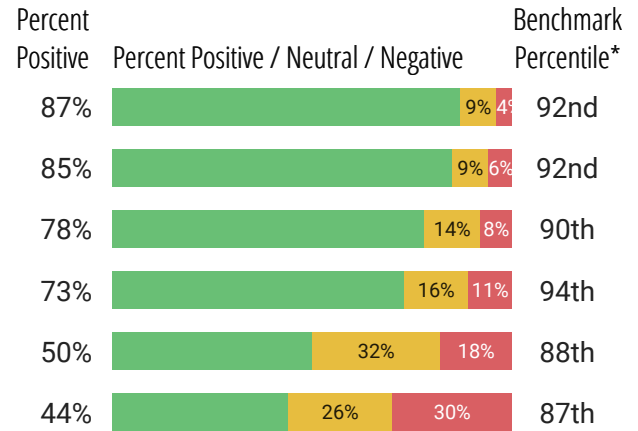
...it is clear to whom I should address specific problems.

...I can participate in decisions about the nature of my work.

...the decision making process is clear to me.

...this organization utilizes input from staff about technology initiatives.

...I have a direct influence on my organizations decisions.



## Workload Strain

With respect to the workload in this work setting...

...I have to deal with things that affect me personally.

...I have too much work to do.

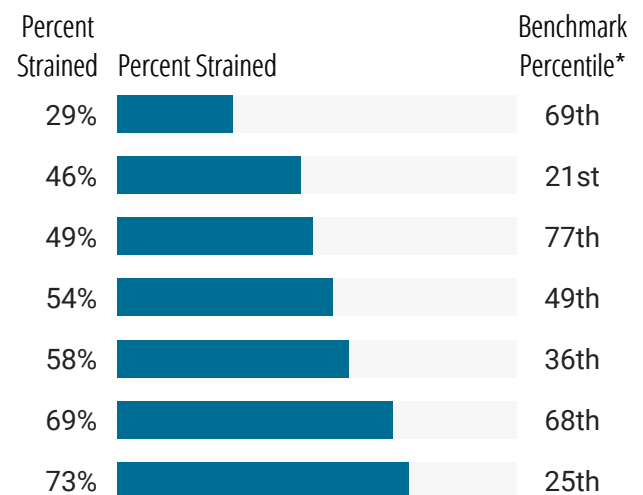
...I have contact with difficult people.

...I have to work under time pressure.

...I have to attend to many things at the same time.

...I have to remember many things.

...I have to give continuous attention to work.



The Workload Strain domain is colored blue to represent the percent strained which is the percent who agreed slightly or strongly with each statement

\* Benchmark percentiles are based on a US benchmark dated: 2020 Q3.

† Benchmark percentile displayed for burnout questions are based on the percent negative (burned out) rather than the percent positive.



# All SCORE Items (cont.)

450 respondents in 1 work settings at Example Report

## Additional Select Medical Questions

I am treated with respect at this work place.



People at this work place care for one another.



I am provided with adequate, timely, honest and complete information.



Recently, I have received recognition for a "job well done."



## I am provided the necessary resources to perform my best:

Job-Related Training



Mentoring



New Positions



Safety-Related Resources



Online Information/Education



IT/Software



Space



Career Progression/Ladder/Development



Local Support



Regional Support



Supplies



Facilities/Equipment



Staffing



The last page contains custom questions for Select Medical with the percent positive (green) and percent negative (red) displayed. The resources section breaks out those respondents that said they do or do not have the resources in green and red respectively.

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† Benchmark percentile displayed for burnout questions are based on the percent negative (burned out) rather than the percent positive.