

# Interpreting SCORE Data Reports

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Understanding Benchmarks

Running a Scatterplot

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# Safety, Communication, Operational Reliability and Engagement (SCORE) Survey Domains

## Culture Domains

Improvement Readiness\*

Local Leadership

Burnout

Personal Burnout

Teamwork

Safety

Work-Life Balance

## Engagement Domains\*\*

Growth Opportunities

Job Certainty

Intentions to Leave

Decision Making

Advancement

Workload Strain

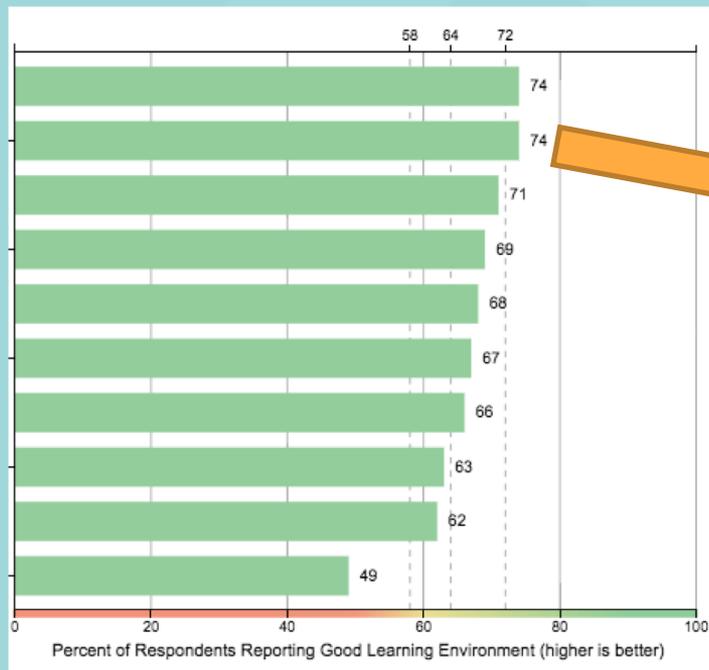
\* Some facilities only administer the SCOR (Culture domains), so your reports may not include the Engagement domains

\*- the “Learning Environment” domain was renamed “Improvement Readiness.” The items remained exactly the same.

# Why Look at Data by Work Setting?

The two charts below illustrate why it is important to look at data at the Work Setting level. Even though the Hospital has a good average score (74%), you can see the vast difference in perceptions within that hospital's work settings.

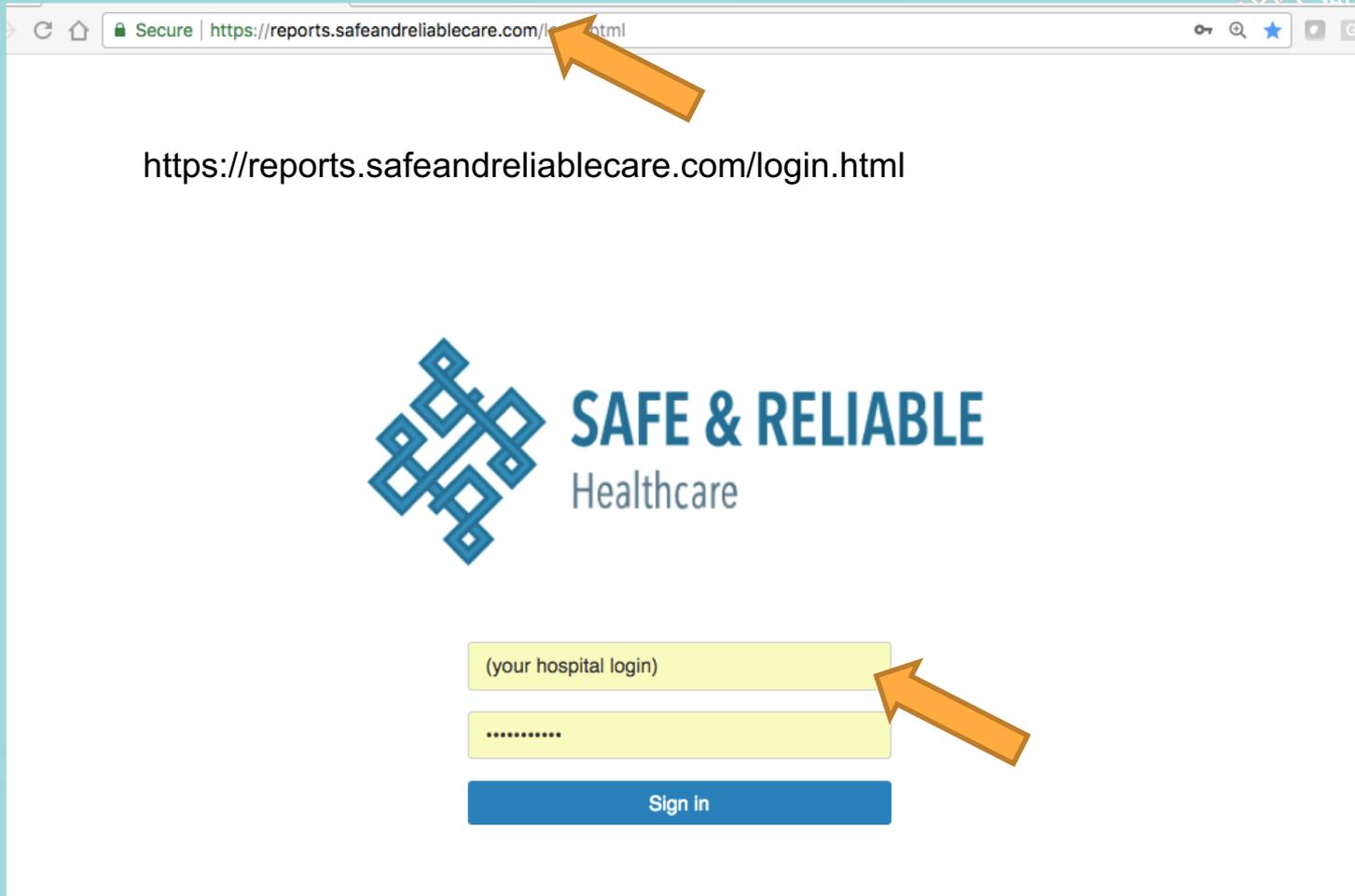
### All Hospitals in a System



### All Work Settings in One Hospital



# The SRH Reporting Platform Landing Page



Secure | <https://reports.safeandreliablecare.com/login.html>

<https://reports.safeandreliablecare.com/login.html>



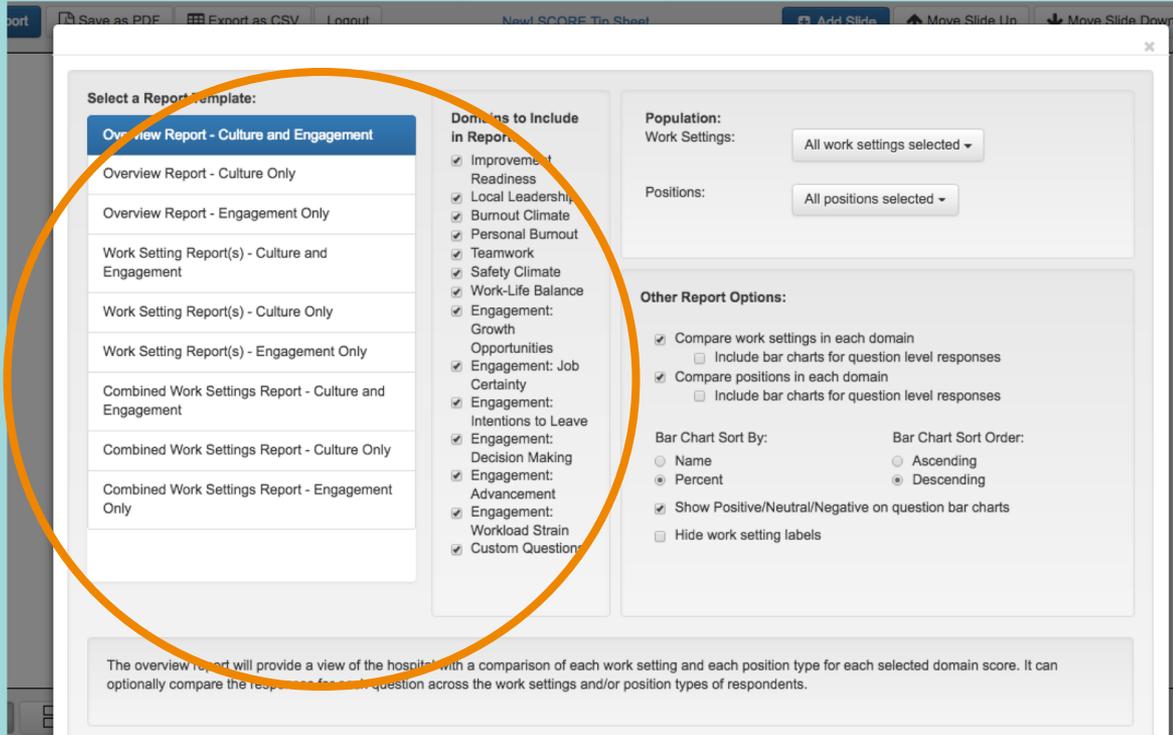
**SAFE & RELIABLE**  
Healthcare

(your hospital login)

.....

Sign in

# Reporting Platform Landing Page



port Save as PDF Export as CSV Logout New SCORE Tr Sheet Add Slide Move Slide Up Move Slide Down

Select a Report Template:

- Overview Report - Culture and Engagement**
- Overview Report - Culture Only
- Overview Report - Engagement Only
- Work Setting Report(s) - Culture and Engagement
- Work Setting Report(s) - Culture Only
- Work Setting Report(s) - Engagement Only
- Combined Work Settings Report - Culture and Engagement
- Combined Work Settings Report - Culture Only
- Combined Work Settings Report - Engagement Only

Domains to Include in Report:

- Improvement
- Readiness
- Local Leadership
- Burnout Climate
- Personal Burnout
- Teamwork
- Safety Climate
- Work-Life Balance
- Engagement: Growth
- Opportunities
- Engagement: Job Certainty
- Engagement: Intentions to Leave
- Engagement: Decision Making
- Engagement: Advancement
- Engagement: Workload Strain
- Custom Questions

Population:  
Work Settings: All work settings selected ▾

Positions:  
All positions selected ▾

Other Report Options:

- Compare work settings in each domain
  - Include bar charts for question level responses
- Compare positions in each domain
  - Include bar charts for question level responses

Bar Chart Sort By: Bar Chart Sort Order:

- Name  Ascending
- Percent  Descending

- Show Positive/Neutral/Negative on question bar charts
- Hide work setting labels

The overview report will provide a view of the hospital with a comparison of each work setting and each position type for each selected domain score. It can optionally compare the responses for each question across the work settings and/or position types of respondents.

The **Select a Report Template** list and **Domains to Include in Report** will vary depending on whether your facility included Engagement.

# Reporting Platform Landing Page

## Select a Report Template:

### Overview Report - Culture and Engagement

Overview Report - Culture Only

Overview Report - Engagement Only

Work Setting Report(s) - Culture and Engagement

Work Setting Report(s) - Culture Only

Work Setting Report(s) - Engagement Only

Combined Work Settings Report - Culture and Engagement

Combined Work Settings Report - Culture Only

Combined Work Settings Report - Engagement Only

## Domains to Include in Report:

- Improvement
- Readiness
- Local Leadership
- Burnout Climate
- Personal Burnout
- Teamwork
- Safety Climate
- Work-Life Balance
- Engagement: Growth
- Opportunities
- Engagement: Job Certainty
- Engagement: Intentions to Leave
- Engagement: Decision Making
- Engagement: Advancement
- Engagement: Workload Strain
- Custom Questions

## Population:

Work Settings:

All work settings selected ▼

Positions:

All positions selected ▼

## Other Report Options:

- Compare work settings in each domain
  - Include bar charts for question level responses
- Compare positions in each domain
  - Include bar charts for question level responses

Bar Chart Sort By:

- Name
- Percent

Bar Chart Sort Order:

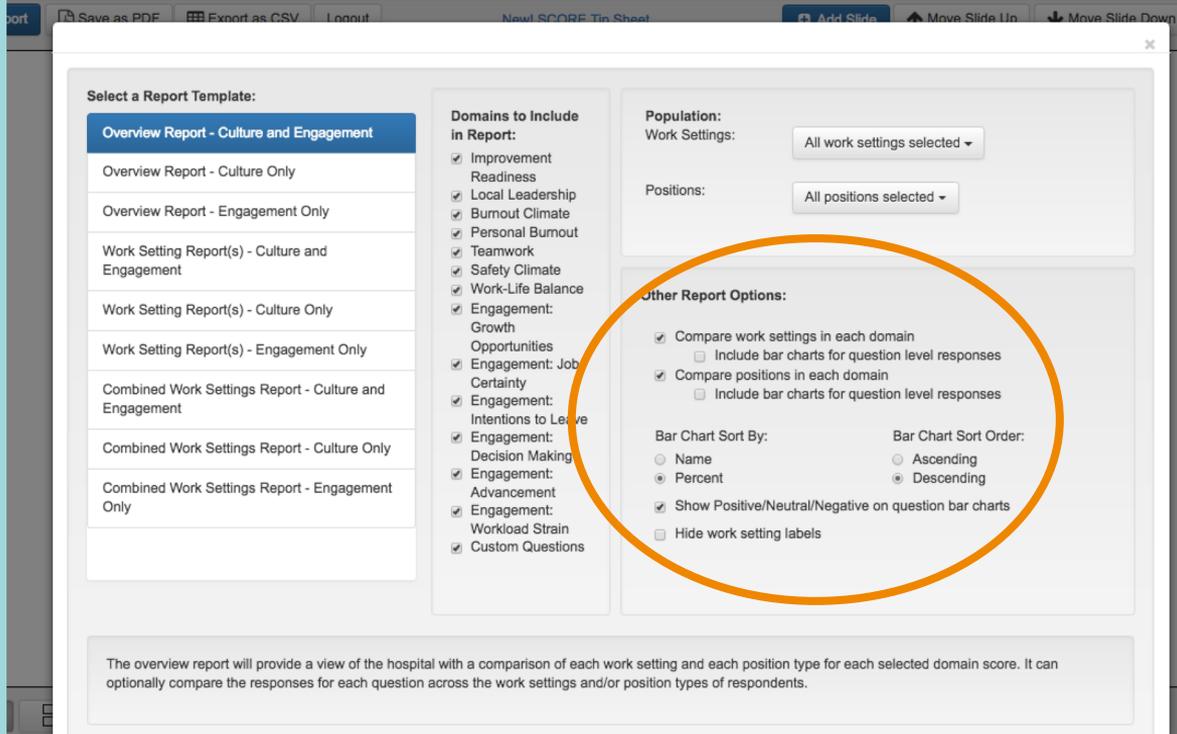
- Ascending
- Descending

- Show Positive/Neutral/Negative on question bar charts
- Hide work setting labels

The overview report will provide a view of the hospital with a comparison of each work setting and each position type for each selected domain score. It can optionally compare the responses for each question across the work settings and/or position types of respondents.

The **Population selectors** allow you to select the **Work Setting(s)** and **Position Type(s)** to include in any of the reports.

# Reporting Platform Landing Page



The screenshot shows a web interface for selecting a report template. On the left, under "Select a Report Template:", there is a list of options with "Overview Report - Culture and Engagement" selected. In the center, "Domains to Include in Report:" lists various categories with checkboxes, all of which are checked. On the right, "Population:" and "Positions:" are both set to "All work settings selected" and "All positions selected" respectively. The "Other Report Options:" section, which is circled in orange, includes checkboxes for "Compare work settings in each domain" (checked), "Compare positions in each domain" (checked), "Show Positive/Neutral/Negative on question bar charts" (checked), and "Hide work setting labels" (unchecked). Below this section, there are two columns for "Bar Chart Sort By:" (Name, Percent) and "Bar Chart Sort Order:" (Ascending, Descending). A footer note explains that the overview report provides a comparison of work settings and position types for each domain score.

Select a Report Template:

- Overview Report - Culture and Engagement
- Overview Report - Culture Only
- Overview Report - Engagement Only
- Work Setting Report(s) - Culture and Engagement
- Work Setting Report(s) - Culture Only
- Work Setting Report(s) - Engagement Only
- Combined Work Settings Report - Culture and Engagement
- Combined Work Settings Report - Culture Only
- Combined Work Settings Report - Engagement Only

Domains to Include in Report:

- Improvement Readiness
- Local Leadership
- Burnout Climate
- Personal Burnout
- Teamwork
- Safety Climate
- Work-Life Balance
- Engagement: Growth Opportunities
- Engagement: Job Certainty
- Engagement: Intentions to Leave
- Engagement: Decision Making
- Engagement: Advancement
- Engagement: Workload Strain
- Custom Questions

Population:  
Work Settings: All work settings selected

Positions:  
All positions selected

Other Report Options:

- Compare work settings in each domain
  - Include bar charts for question level responses
- Compare positions in each domain
  - Include bar charts for question level responses
- Bar Chart Sort By:
  - Name
  - Percent
- Bar Chart Sort Order:
  - Ascending
  - Descending
- Show Positive/Neutral/Negative on question bar charts
- Hide work setting labels

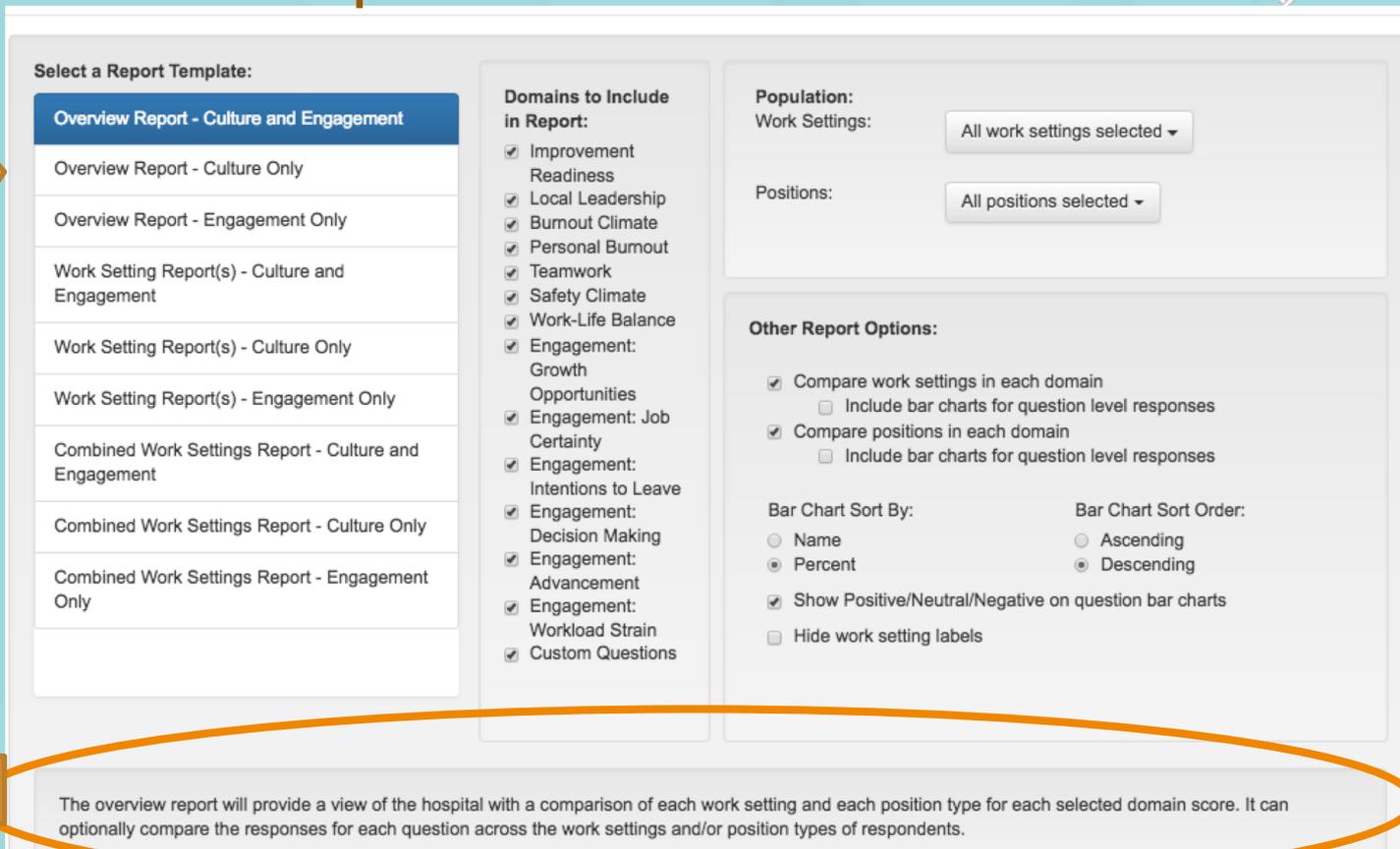
The overview report will provide a view of the hospital with a comparison of each work setting and each position type for each selected domain score. It can optionally compare the responses for each question across the work settings and/or position types of respondents.

## Other Report Options

allow you to show bar charts for each item (in addition to the Domains) for each work setting and each position. You can also choose how to sort the charts; to see % of Positive/Neutral/ Negative on items; and if work setting labels (names) should appear.

# Types of Reports

# The Overview Report



**Select a Report Template:**

- Overview Report - Culture and Engagement**
- Overview Report - Culture Only
- Overview Report - Engagement Only
- Work Setting Report(s) - Culture and Engagement
- Work Setting Report(s) - Culture Only
- Work Setting Report(s) - Engagement Only
- Combined Work Settings Report - Culture and Engagement
- Combined Work Settings Report - Culture Only
- Combined Work Settings Report - Engagement Only

**Domains to Include in Report:**

- Improvement Readiness
- Local Leadership
- Burnout Climate
- Personal Burnout
- Teamwork
- Safety Climate
- Work-Life Balance
- Engagement: Growth Opportunities
- Engagement: Job Certainty
- Engagement: Intentions to Leave
- Engagement: Decision Making
- Engagement: Advancement
- Engagement: Workload Strain
- Custom Questions

**Population:**

Work Settings:

Positions:

**Other Report Options:**

- Compare work settings in each domain
  - Include bar charts for question level responses
- Compare positions in each domain
  - Include bar charts for question level responses

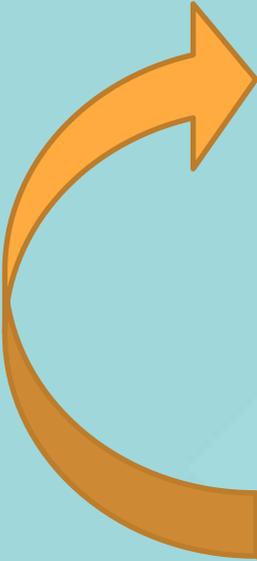
Bar Chart Sort By:  Name  Percent

Bar Chart Sort Order:  Ascending  Descending

- Show Positive/Neutral/Negative on question bar charts
- Hide work setting labels

The overview report will provide a view of the hospital with a comparison of each work setting and each position type for each selected domain score. It can optionally compare the responses for each question across the work settings and/or position types of respondents.

# The Work Setting Report



**Select a Report Template:**

- Overview Report - Culture and Engagement
- Overview Report - Culture Only
- Overview Report - Engagement Only
- Work Setting Report(s) - Culture and Engagement**
- Work Setting Report(s) - Culture Only
- Work Setting Report(s) - Engagement Only
- Combined Work Settings Report - Culture and Engagement
- Combined Work Settings Report - Culture Only
- Combined Work Settings Report - Engagement Only

**Domains to Include in Report:**

- Improvement Readiness
- Local Leadership
- Burnout Climate
- Personal Burnout
- Teamwork
- Safety Climate
- Work-Life Balance
- Engagement: Growth Opportunities
- Engagement: Job Certainty
- Engagement: Intentions to Leave
- Engagement: Decision Making
- Engagement: Advancement
- Engagement: Workload Strain
- Custom Questions

**Population:**

Work Settings:

Positions:

**Other Report Options:**

- Compare work settings in each domain
  - Include bar charts for question level responses
- Compare positions in each domain
  - Include bar charts for question level responses

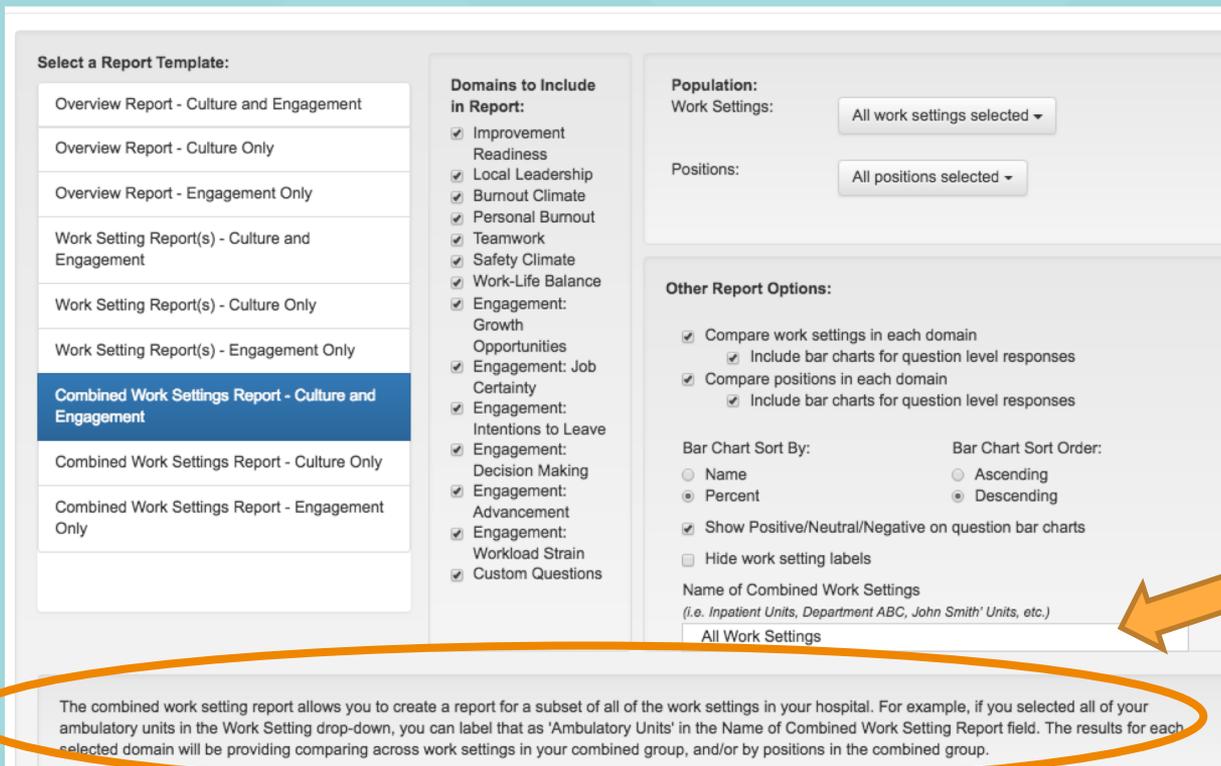
Bar Chart Sort By:  Name  Percent

Bar Chart Sort Order:  Ascending  Descending

- Show Positive/Neutral/Negative on question bar charts
- Hide work setting labels

The work setting report will iterate over each work setting selected in the Work Setting dropdown defined in Population. It will create an individual report for each work setting and automatically download the PDF report for that work setting. In the work setting report, the results for the individual work setting can be compared to all other work settings. Additionally, a break down of the results by position for respondents in that work setting can be provided.

# The Combined Work Setting Report



The screenshot shows a web-based configuration interface for a report. A large orange arrow on the left points to the 'Combined Work Settings Report - Culture and Engagement' option in the 'Select a Report Template' list. Another orange arrow on the right points to the 'Name of Combined Work Settings' field, which contains the text 'All Work Settings'. A third orange arrow at the bottom points to a text box containing explanatory text about the report's functionality.

**Select a Report Template:**

- Overview Report - Culture and Engagement
- Overview Report - Culture Only
- Overview Report - Engagement Only
- Work Setting Report(s) - Culture and Engagement
- Work Setting Report(s) - Culture Only
- Work Setting Report(s) - Engagement Only
- Combined Work Settings Report - Culture and Engagement**
- Combined Work Settings Report - Culture Only
- Combined Work Settings Report - Engagement Only

**Domains to Include in Report:**

- Improvement Readiness
- Local Leadership
- Burnout Climate
- Personal Burnout
- Teamwork
- Safety Climate
- Work-Life Balance
- Engagement: Growth Opportunities
- Engagement: Job Certainty
- Engagement: Intentions to Leave
- Engagement: Decision Making
- Engagement: Advancement
- Engagement: Workload Strain
- Custom Questions

**Population:**

Work Settings:

Positions:

**Other Report Options:**

- Compare work settings in each domain
  - Include bar charts for question level responses
- Compare positions in each domain
  - Include bar charts for question level responses

Bar Chart Sort By:  Name  Percent

Bar Chart Sort Order:  Ascending  Descending

- Show Positive/Neutral/Negative on question bar charts
- Hide work setting labels

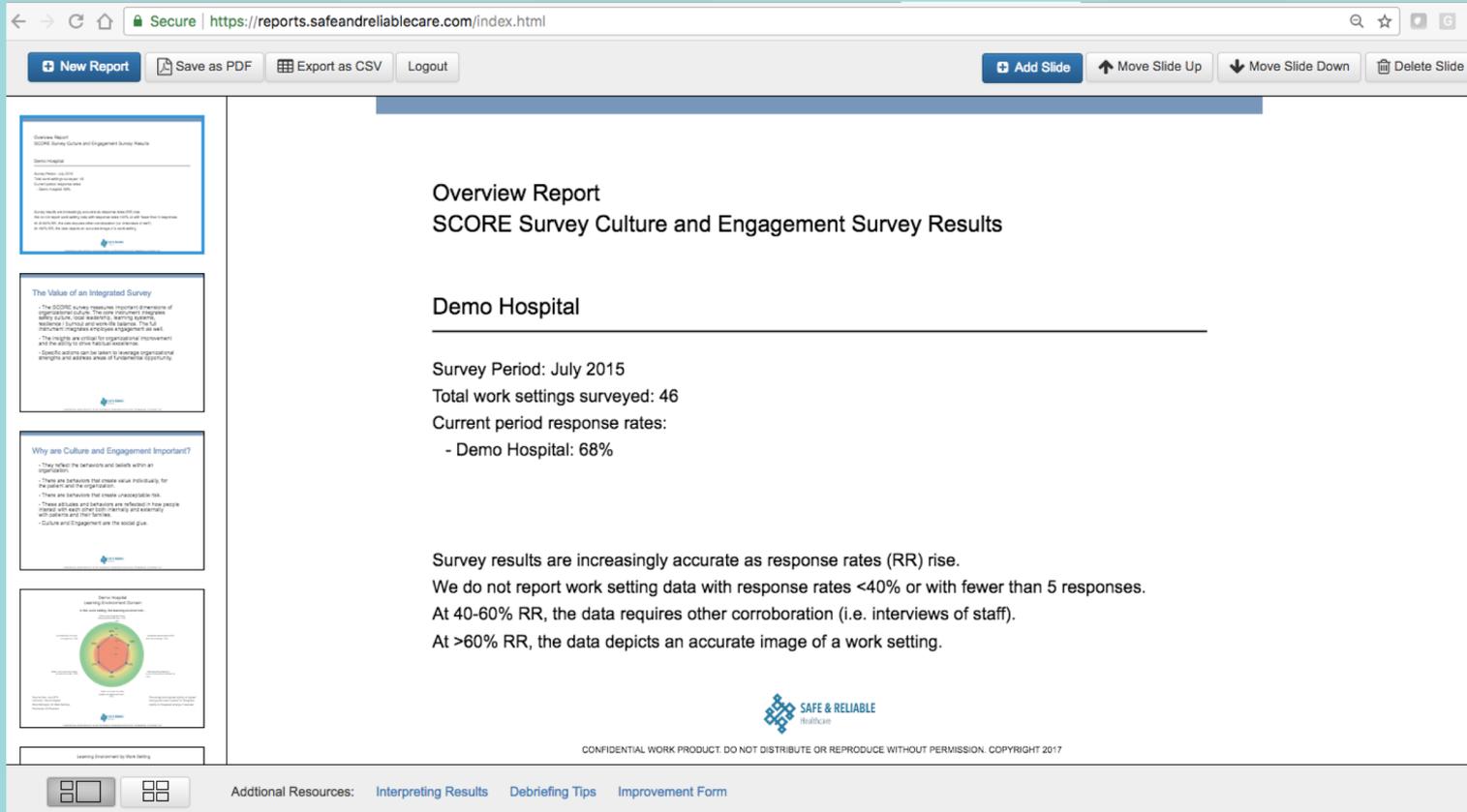
Name of Combined Work Settings  
*(i.e. Inpatient Units, Department ABC, John Smith' Units, etc.)*

The combined work setting report allows you to create a report for a subset of all of the work settings in your hospital. For example, if you selected all of your ambulatory units in the Work Setting drop-down, you can label that as 'Ambulatory Units' in the Name of Combined Work Setting Report field. The results for each selected domain will be providing comparing across work settings in your combined group, and/or by positions in the combined group.

You can label the Combined Work Settings report as appropriate for the work settings you select (a dept or service line, etc).

# Looking at a Report

# Report Main Page



Secure | <https://reports.safeandreliablecare.com/index.html>

New Report Save as PDF Export as CSV Logout Add Slide Move Slide Up Move Slide Down Delete Slide

## Overview Report

### SCORE Survey Culture and Engagement Survey Results

#### Demo Hospital

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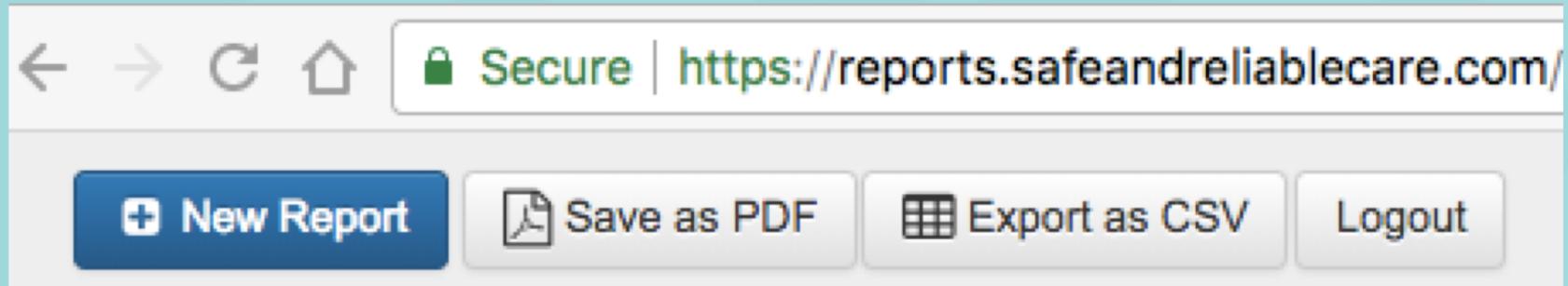
Survey Period: July 2015  
 Total work settings surveyed: 46  
 Current period response rates:  
 - Demo Hospital: 68%

Survey results are increasingly accurate as response rates (RR) rise.  
 We do not report work setting data with response rates <40% or with fewer than 5 responses.  
 At 40-60% RR, the data requires other corroboration (i.e. interviews of staff).  
 At >60% RR, the data depicts an accurate image of a work setting.

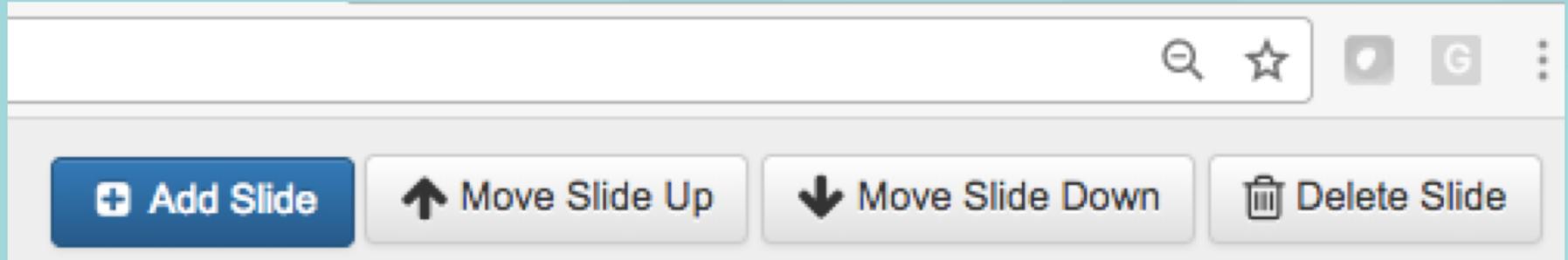
CONFIDENTIAL WORK PRODUCT DO NOT DISTRIBUTE OR REPRODUCE WITHOUT PERMISSION. COPYRIGHT 2017

Additional Resources: [Interpreting Results](#) [Debriefing Tips](#) [Improvement Form](#)

# Buttons on Top Left Side of Page



# Buttons on Top Right Side of Page



## Work Setting Report: ICU SCORE Survey Culture Results

### Demo Hospital

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Survey Period: July 2015

Total work settings surveyed: 46

Current period response rates:

- Demo Hospital: 68%

Survey results are increasingly accurate as response rates (RR) rise.

We do not report work setting data with response rates <40% or with fewer than 5 responses.

At 40-60% RR, the data requires other corroboration (i.e. interviews of staff).

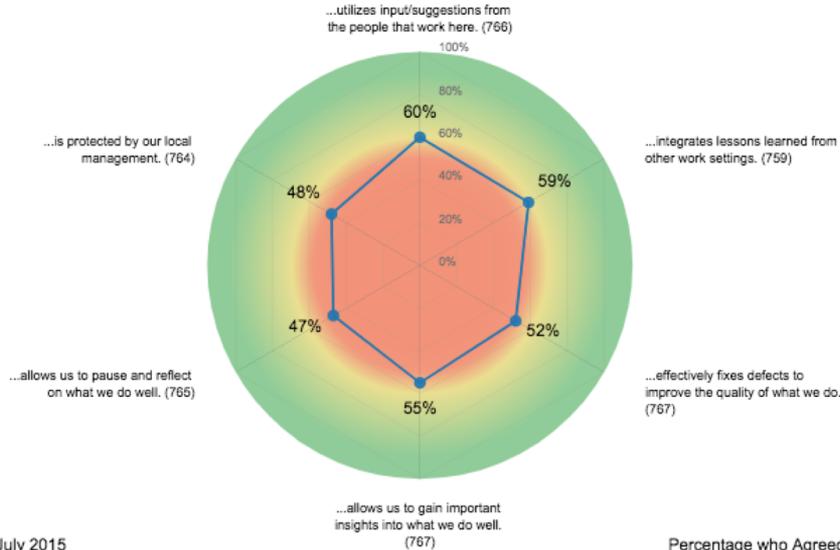
At >60% RR, the data depicts an accurate image of a work setting.

The first page of a report shows the Survey Period, # of Work Settings in the Hospital, and the Hospital Response Rate.

# Each Domain is Represented by a “Radar Diagram”

## Demo Hospital Improvement Readiness Domain

In this work setting, the learning environment...



Source Data: July 2015  
Institution: Demo Hospital  
Work Setting(s): All Work Settings  
Position(s): All Positions

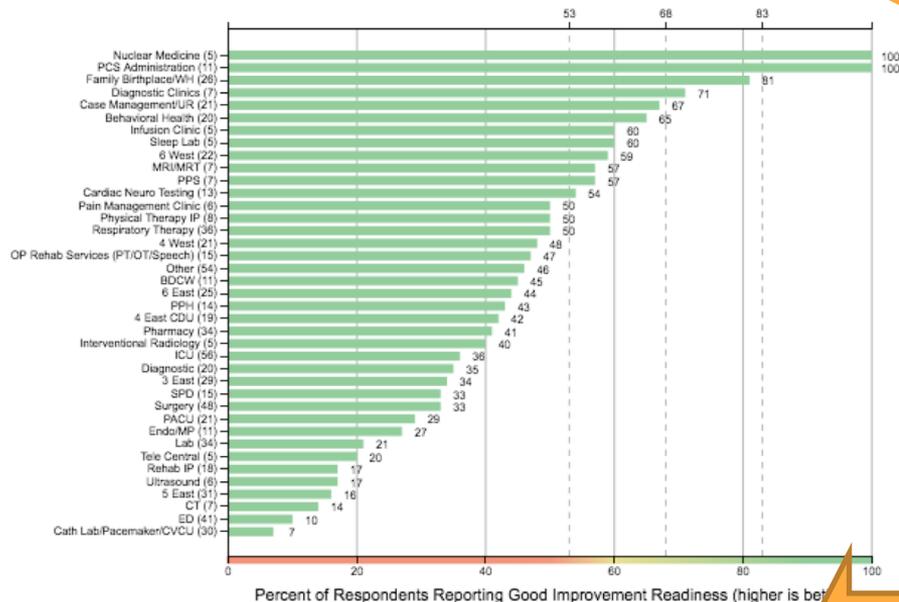
Each Item In Domain w/ # of Respondents

This shows the way the items in the domain are scored

The work setting(s) and role type(s) depicted in this report

# Domain Score for the Work Setting

## Improvement Readiness by Work Setting



**Benchmark Information**  
*(see more info about benchmarking starting on page 32)*

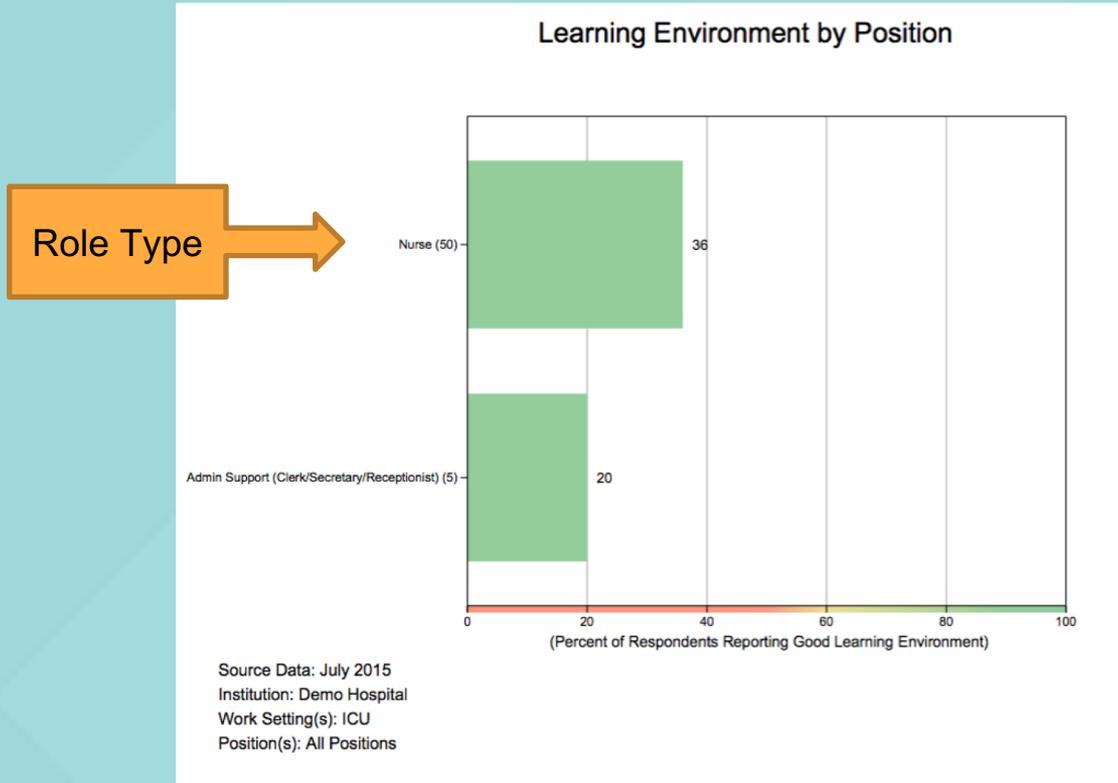
Benchmarks: 4/17 US Hosp.  
 25th: 53% 50th: 68% 75th: 83%  
 Percent Positive Percentile(s)  
 n = 134161 responses  
 From 5171 units/departments

**Work Setting w Total # Respondents**

Source Data: July 2015  
 Institution: Demo Hospital  
 Work Setting(s): All Work Settings  
 Position(s): All Positions

The legend for each bar chart (for Domain or Item) tells you how to interpret the score

# Domain Score by POSITION TYPE



# Item Scores

**All items are on a scale of 1-5:**

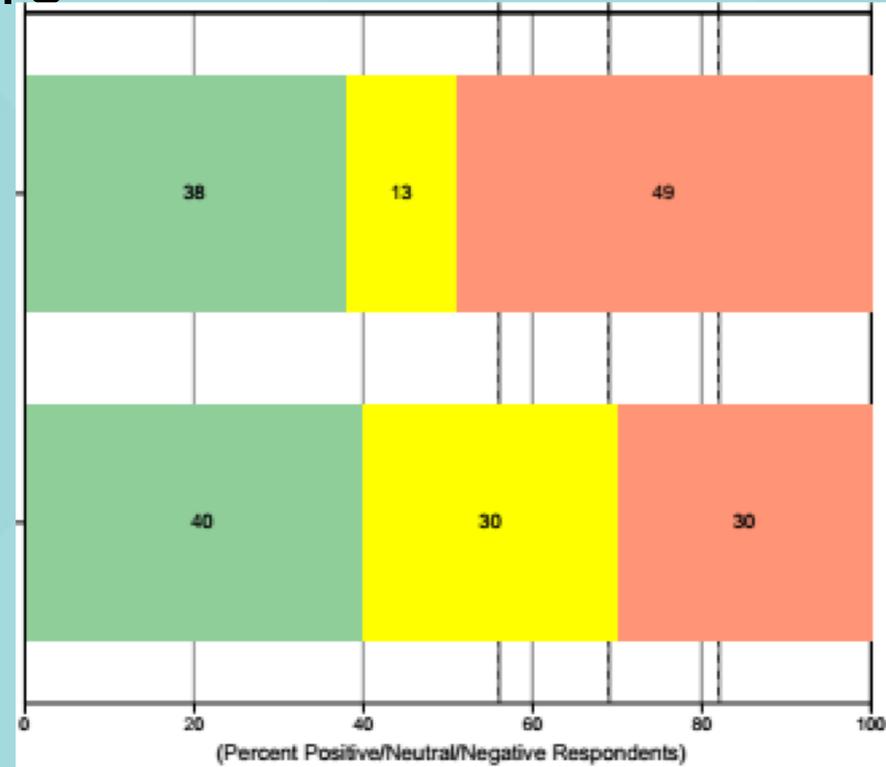
- (1) Strongly Disagree
- (2) Disagree
- (3) Neither Agree nor Disagree
- (4) Agree
- (5) Strongly Agree
- (na) Not applicable

THE **ITEM SCORE** reflects the percentage of respondents who chose “Agree” (4) or “Strongly Agree” (5) on an individual positively-worded item.

# Understanding the Item Score

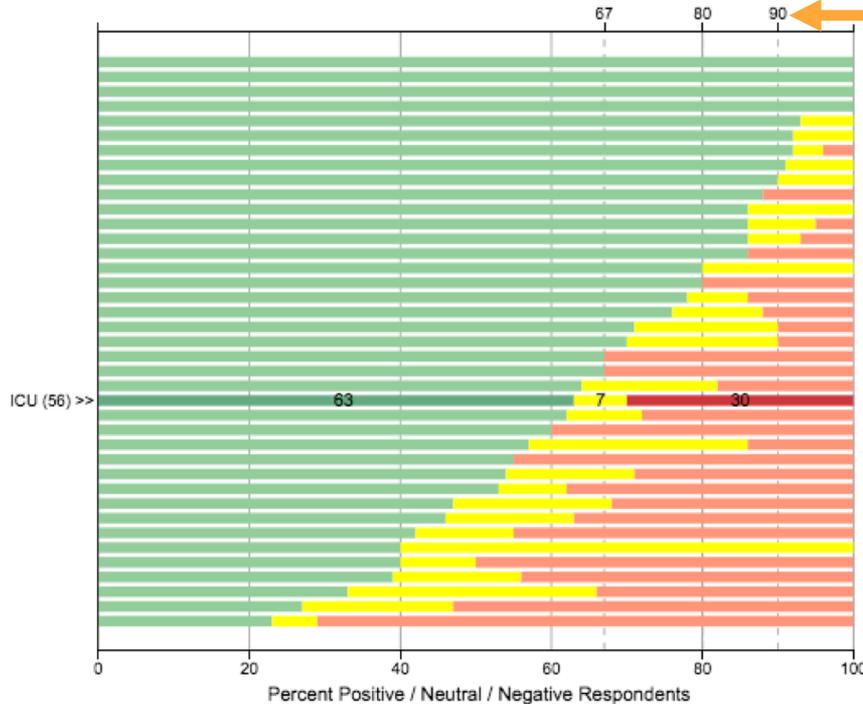
On a positively worded item, the score is the % of respondents who “Agreed Slightly” or “Agreed Strongly.”

It is also important to look at the amount of “Neutral” (yellow). There might not seem like much difference in these two groups (38% positive vs 40% positive) but the group on the upper bar has a much higher percentage of people who are “truly” negative.



# Individual Item Score for Work Setting

In this work setting, local leadership is available at predictable times.



Benchmark Information

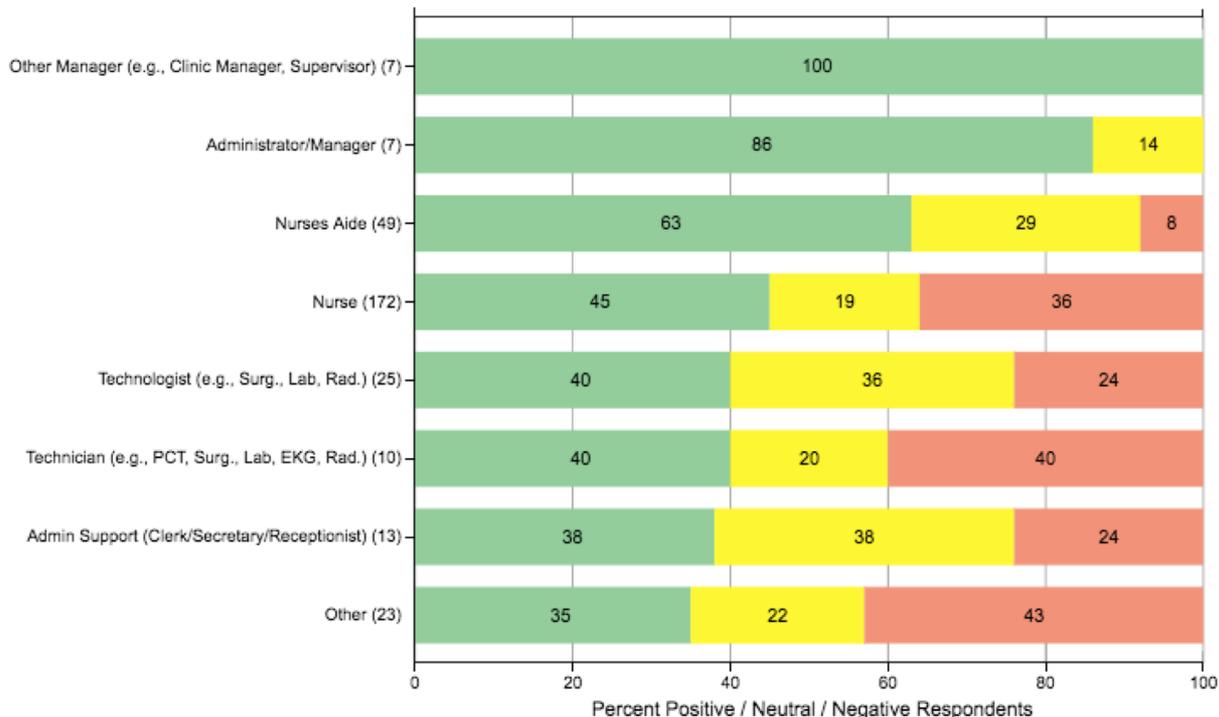
Benchmarks: 4/17 US Hosp.  
25th: 67% 50th: 80% 75th: 90%  
Percent Positive Percentile(s)  
n = 132382 responses  
From 5149 units/departments

Percentage who agreed slightly or agreed strongly with each question.

# Individual Item Score by POSITION TYPE

Note: Any group with fewer than 5 respondents will automatically go into a group called "Other." People who did not select their position type will also be in that group.

In this work setting, the learning environment allows us to gain important insights into what we do well.



# Why Does My Domain Score Seem So Low?

Domain scores measure the percentage of individuals who have strong scores *consistently across most or all of the items* within the domain: To achieve high domain scores requires that ALL work setting components are robust.

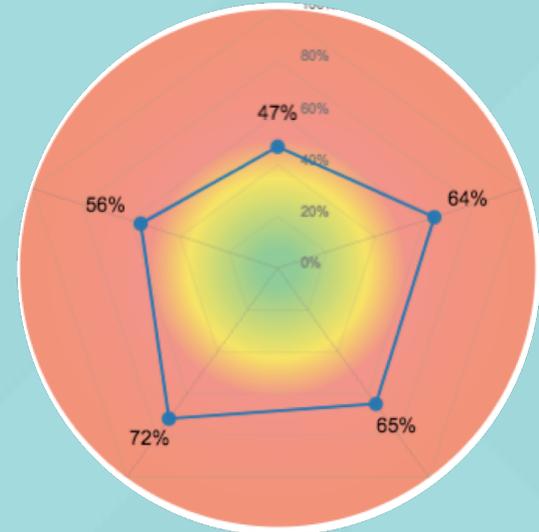
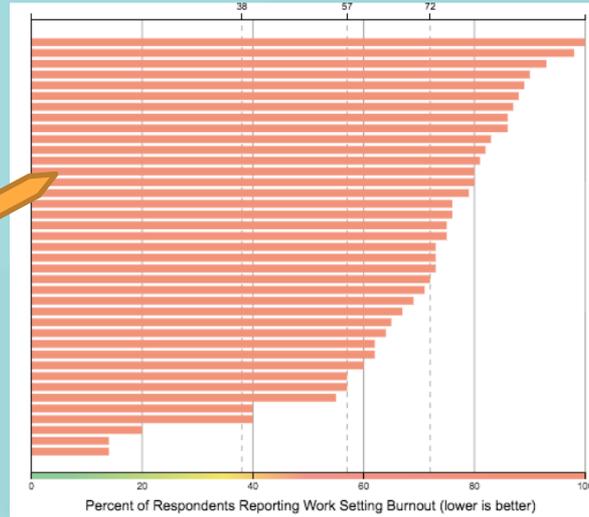
Work Settings in transition, or working on improvement, should evaluate change in individual questions – these have less demanding thresholds than domain scores.

# Understanding Negative Domains and Items

# Understanding “Negative” Domains

Two Domains (Burnout and Personal Burnout) are “negative”, meaning that LOWER scores are better (you want people to be less burned out). Note how the Radar Diagram and Bar Chart are RED. The most favorable scores are when respondents Strongly Disagree or Disagree with all items.

These work settings are more burned out than the ones at the bottom of the graph



## A Simple Rule

**GREEN:** the more you see, the better!

**GOOD**

**RED:** the less you see, the better!

**BAD**

# Domain Radars

The Radar Diagrams at the the *beginning of each Domain in the report* show all the items with in that Domain, whether a Positive or Negative Domain:

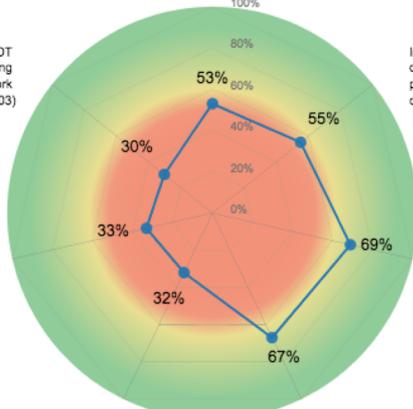
## Teamwork Domain

Disagreements in this work setting are appropriately resolved (i.e., not who is right but what is best for the patient). (305)

Communication breakdowns are NOT common when this work setting interacts with other work settings. (303)

In this work setting, it is NOT difficult to speak up if I perceive a problem with patient care. (303)

Communication breakdowns are NOT common in this work setting. (304)



Dealing with difficult colleagues is NOT consistently a challenging part of my job. (306)

The people here from different disciplines/backgrounds work together as a well-coordinated

It is easy for personnel here to ask questions when there is something that they do not understand. (307)

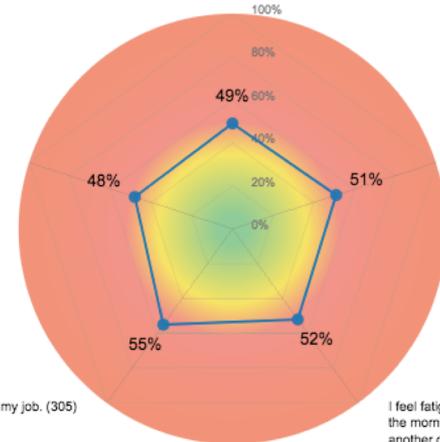
## Personal Burnout Domain

Events in this work setting affect my life in an emotionally unhealthy way. (304)

I feel I am working too hard on my job. (307)

I feel burned out from my work. (307)

I feel frustrated by my job. (305)



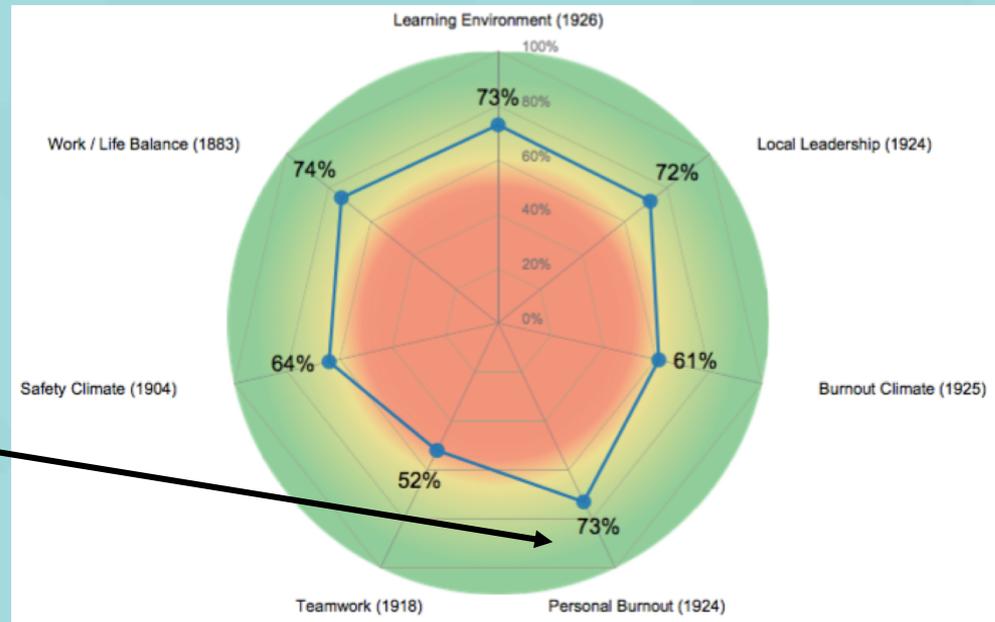
I feel frustrated by my job. (305)

I feel fatigued when I get up in the morning and have to face another day on the job. (305)

# Summary Domain Score Radars

There is also a Radar diagram that shows each Domain Score – one for all Culture Domains and one for all Engagement Domains. You will note that even the ‘negative’ domains (such as Burnout), are represented on these reports as % Positive for consistency:

You would read this as 73%  
NOT reporting Personal  
Burnout. Note that the score is  
in the green part of the radar,  
indicating % positive.



# Understanding “Negatively Worded” Items

Several Domains include a combination of items that are positively worded and some that are negatively worded – i.e., for some items the most favorable response is for people to Agree or Strongly Agree, but for others the most favorable response is for them to Disagree or Strongly Disagree. As an example, here is a negatively worded question as it appears on the survey:

**“In this work setting, it is difficult to speak up if I perceive a problem with patient care.”**

We want people to “Disagree” or “Strongly Disagree” with this item (choose a 1 or a 2), because we always want to have a work setting where people feel free to speak up if they perceive a problem with patient care.

Using both positive and negative items is a common and well-validated strategy in surveys because it acts as a “speed bump” that keeps respondents from simply selecting all positive or negative scores.

# Reverse Scoring

When both positively and negatively worded items are in the same Domain (such as Teamwork or Safety), you will see that the negatively worded item is ‘reversed’ in the reports, so that all the items in the Domain have the same scoring (i.e. 4 or 5 is the best):

**“It is difficult to speak up if I perceive a problem with patient care”**

is represented on Radar Diagrams and Bar Charts in the report as:

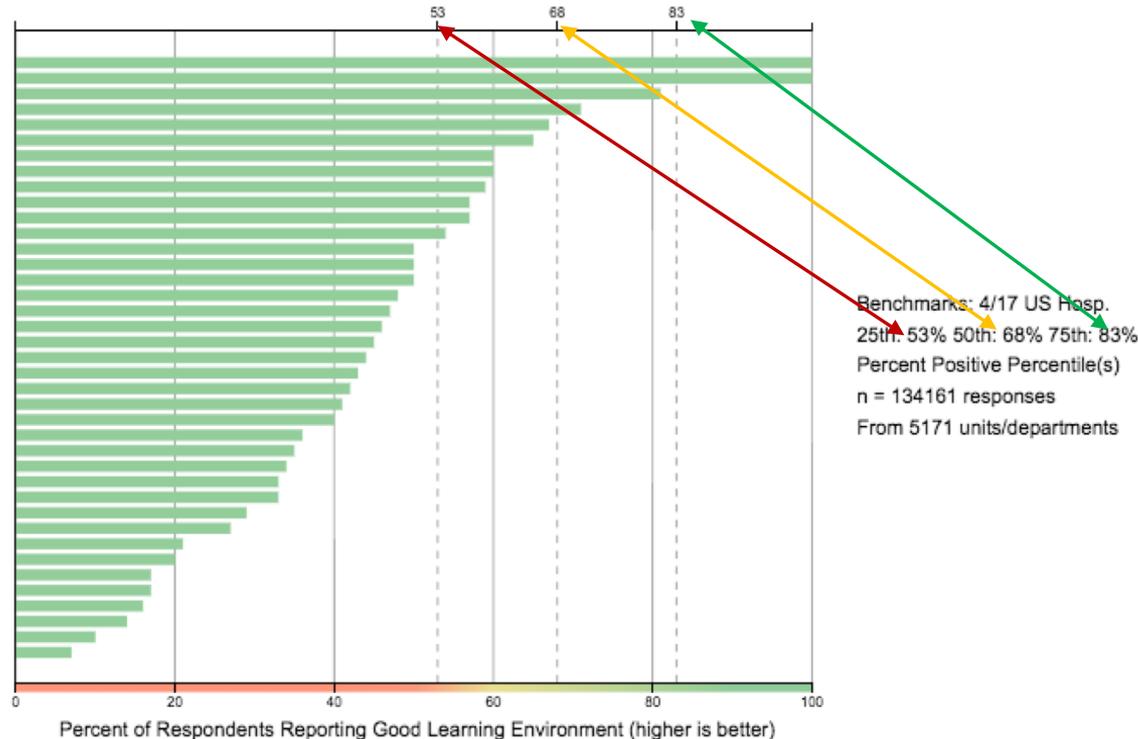
**“It is NOT difficult to speak up if I perceive a problem with patient care.”**

The favorable score of 1 or 2 (Strongly Disagree, Disagree) is ‘reverse scored’ to count as a 4 or 5 (Agree, Strongly Agree)

# Understanding Benchmarks

# Benchmarks on Positive Items/Domains

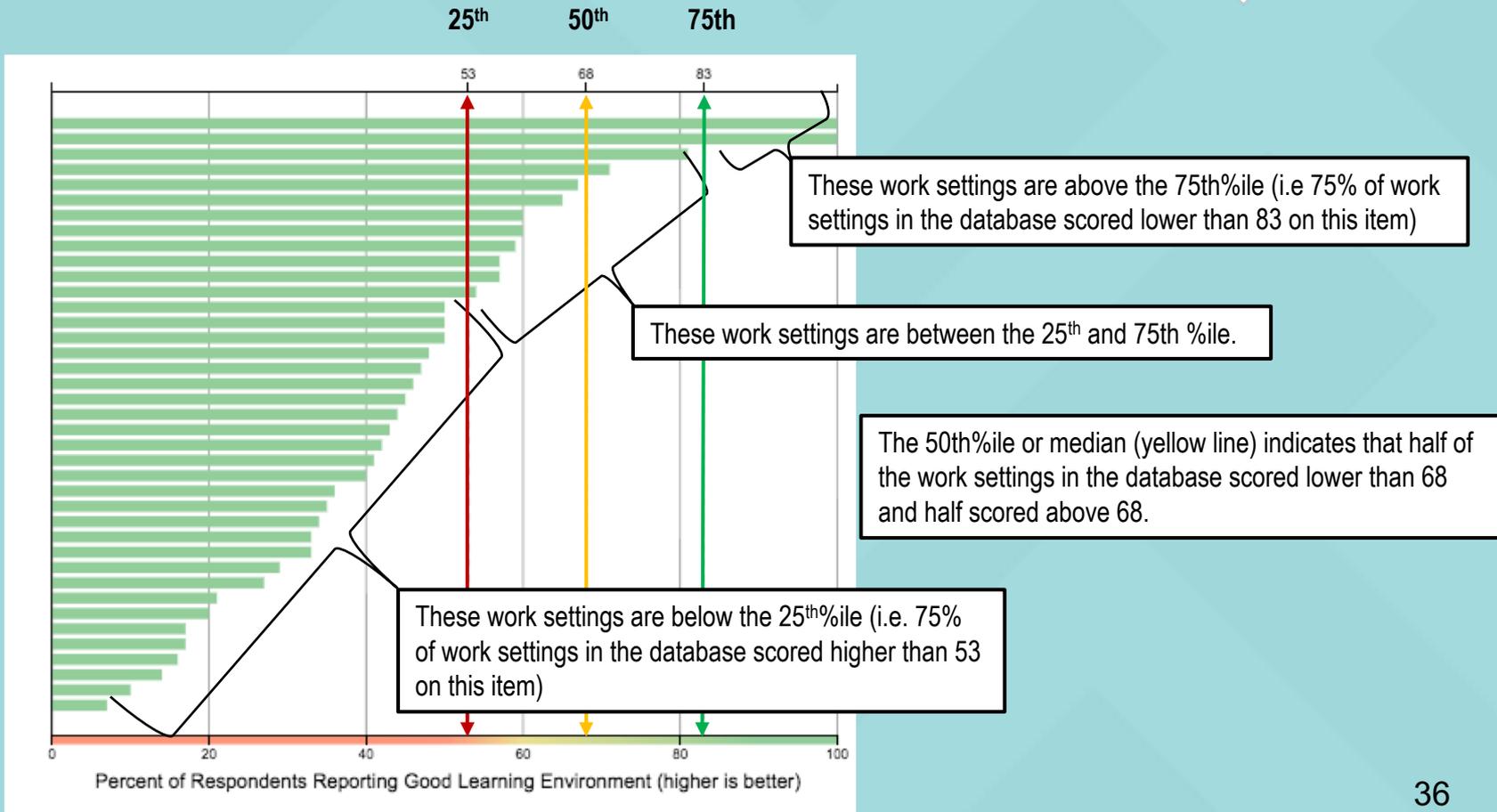
## Learning Environment by Work Setting



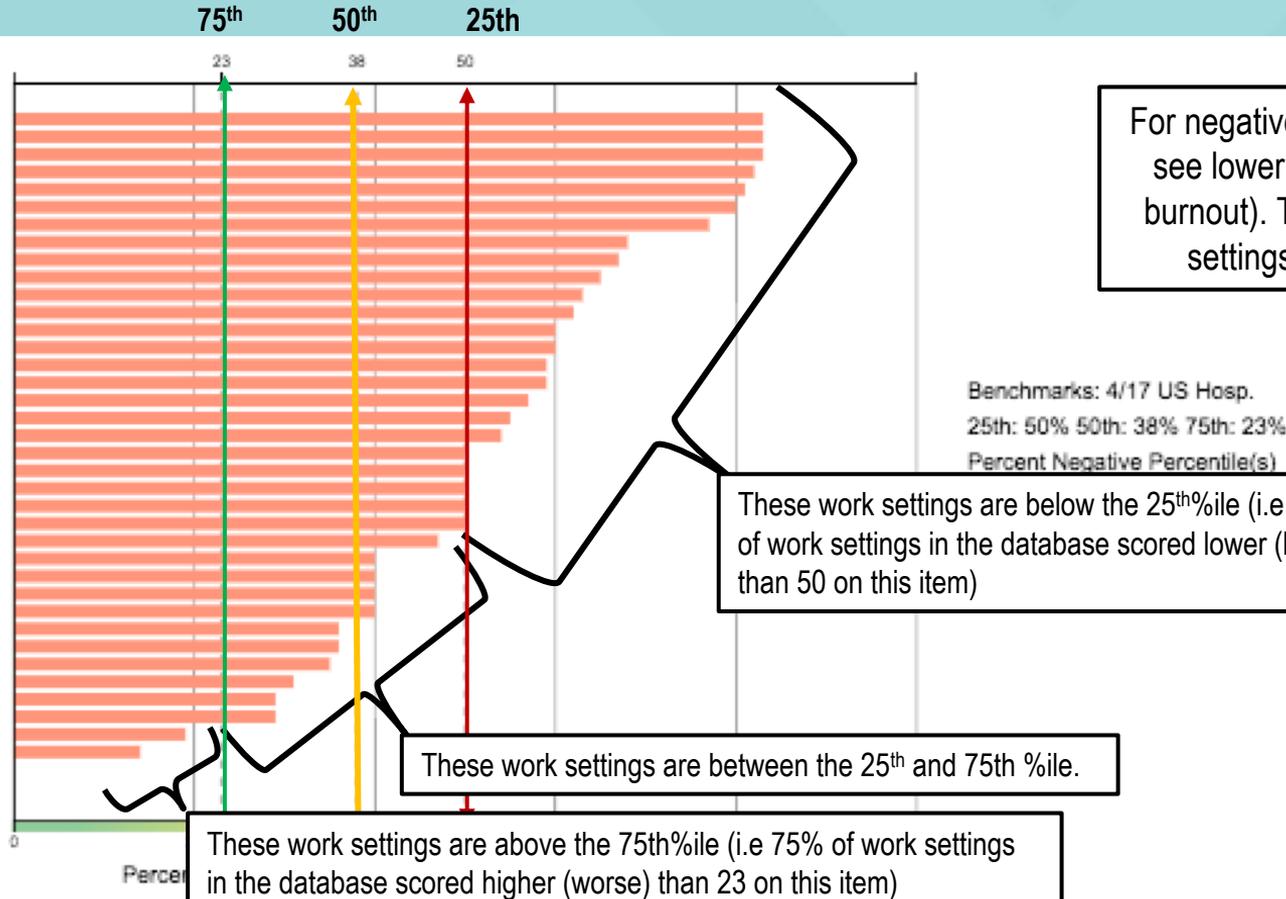
The scores indicating the 25th<sup>th</sup>ile, 50<sup>th</sup>ile, and 75<sup>th</sup> %ile are shown on the top of each bar chart for Domains or Items at the work setting level (not for slides showing Role Types). The legend to the right of the chart shows the database statistics.

See the next page for how to interpret these data.

# Benchmarks on Positive Items/Domains



# Benchmarks on Negative Items/Domains



For negative items and domains, we want to see lower scores (fewer people reporting burnout). Therefore, the best scoring work settings will have the lowest scores.

These work settings are below the 25<sup>th</sup> percentile (i.e. 75% of work settings in the database scored lower (better) than 50 on this item)

These work settings are between the 25<sup>th</sup> and 75<sup>th</sup> percentile.

These work settings are above the 75<sup>th</sup> percentile (i.e. 75% of work settings in the database scored higher (worse) than 23 on this item)

# Adding a Scatterplot to Your Report

# From a standard report, click the “Add Slide” Button in the header.



**New Report** Save as PDF Export as CSV Logout **Add Slide** Move Slide Up Move Slide Down Delete Slide

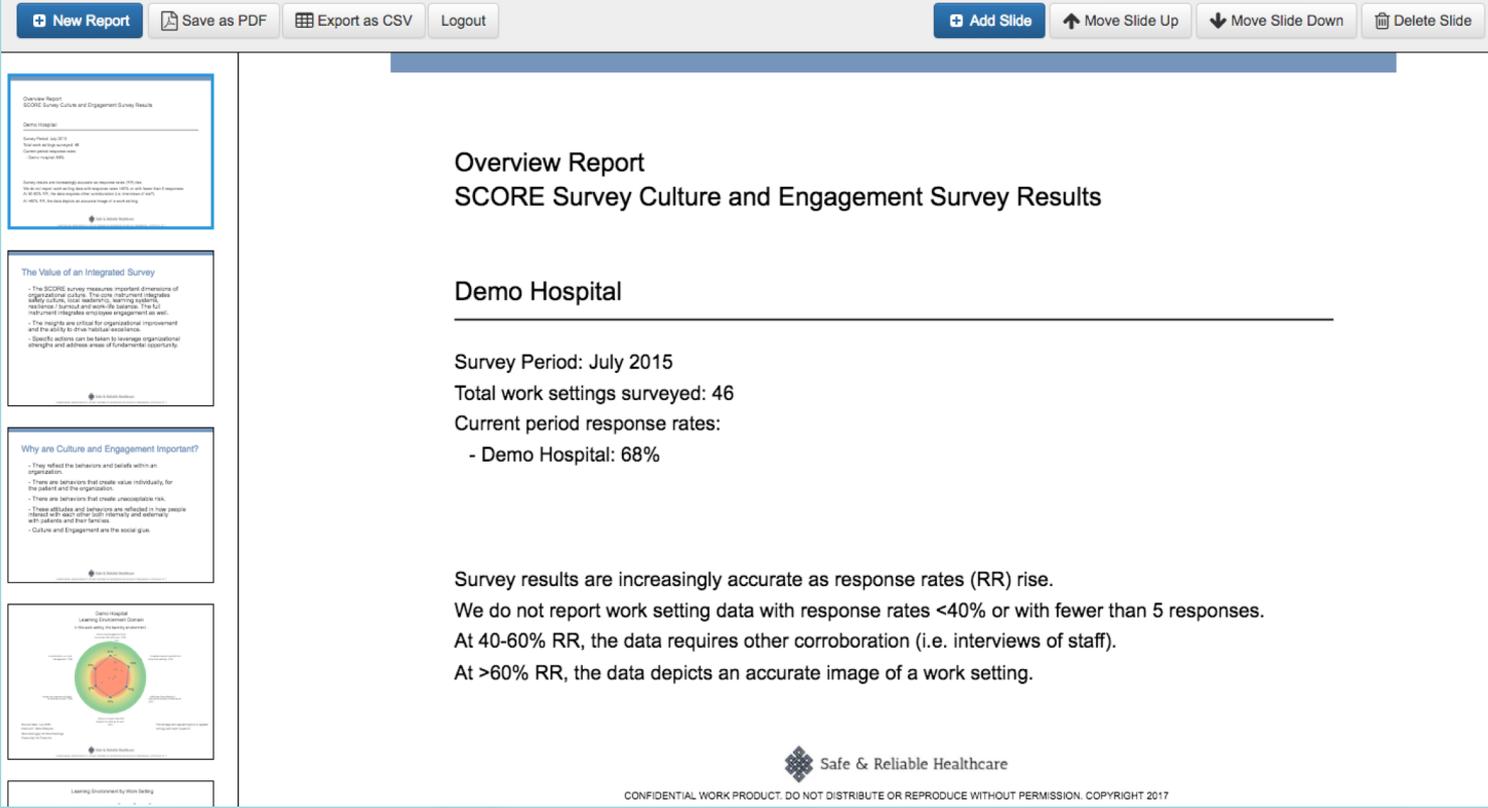
## Overview Report

### SCORE Survey Culture and Engagement Survey Results

#### Demo Hospital

Survey Period: July 2015  
Total work settings surveyed: 46  
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- Demo Hospital: 68%

Survey results are increasingly accurate as response rates (RR) rise.  
We do not report work setting data with response rates <40% or with fewer than 5 responses.  
At 40-60% RR, the data requires other corroboration (i.e. interviews of staff).  
At >60% RR, the data depicts an accurate image of a work setting.



# On the menu that appears, click on the Scatterplots Tab

The screenshot shows a software interface with a window titled "Scatterplots". At the top, there are two tabs: "Radar/Bar Charts" and "Scatterplots". A red arrow points to the "Scatterplots" tab. The interface is divided into several sections:

- Chart Type: (reset)**
  - Radar Diagram
  - Bar Chart
- Domain: (reset)**
  - Culture
  - Engagement
  - Learning Environment
  - Local Leadership
  - Burnout Climate
  - Personal Burnout
  - Teamwork
  - Safety Climate
  - Work-Life Balance
  - Engagement: Growth Opportunities
  - Engagement: Job Certainty
  - Engagement: Intentions to Leave
  - Engagement: Decision Making
  - Engagement: Advancement
  - Engagement: Workload Strain
  - Custom Questions
- Group By: (reset)**
  - Work Setting
  - Position

At the top right of the main content area, there are two dropdown menus: "Work Settings: All work settings selected" and "Positions: All positions selected". Below these is a search bar labeled "Search available slides by type or question text".

The central list of slides includes:

- Radar Diagram: All Culture Domains
- Radar Diagram: All Engagement Domains
- Radar Diagram: Learning Environment
- Bar Chart: Learning Environment by Work Setting
- Bar Chart: Learning Environment by Position
- Bar Chart: Learning Environment Question by Work Setting  
In this work setting, the learning environment utilizes input/suggestions from the people that work here.
- Bar Chart: Learning Environment Question by Position  
In this work setting, the learning environment utilizes input/suggestions from the people that work here.
- Bar Chart: Learning Environment Question by Work Setting  
In this work setting, the learning environment integrates lessons learned from other work settings.

On the right side, there is a "Slide Options" section with the text "No additional settings available" and a "Slide Preview" section with a large empty box.

At the bottom right, there are two buttons: "Cancel" and "Add Slide".

# Choose the domains/items of interest for each axis

Helpful Hint: The Domains which correlate most strongly are:

Learning Environment & Local Leadership

Teamwork & Safety

The screenshot displays a configuration interface for a scatterplot. At the top, there are two tabs: "Radar/Bar Charts" and "Scatterplots". Below the tabs, the "Population" section includes "Work Settings:" with a dropdown menu set to "All work settings selected" and "Positions:" with a dropdown menu set to "All positions selected".

The X-axis configuration section has two radio buttons: "Domain" (selected) and "Question". Below this is a search bar labeled "Search available x-axis items by type or question text". The search results show a list with "Learning Environment" highlighted in blue. A red arrow points to this item. The details for "Learning Environment" include "Learning Environment Question" and a description: "In this work setting, the learning environment integrates lessons learned from other work settings." The item name "Learning Environment Question" is also visible at the bottom of the list.

The Y-axis configuration section is identical to the X-axis section, with "Domain" selected and "Learning Environment" highlighted in the search results. A red arrow also points to this item.

On the right side, the "Scatterplot Slide Options" section includes "Group By:" with radio buttons for "Work Setting" (selected) and "Position". Below this is "Labeled Work Settings:" with a dropdown menu set to "All work settings selected". At the bottom right, there is a "Slide Preview:" area which is currently empty.

On the same menu, choose the work settings or position types you want to see represented on the scatterplot.

The screenshot shows a software interface with a 'Scatterplots' tab. The 'Population:' section has 'Work Settings:' and 'Positions:' labels. A dropdown menu is open, displaying a list of items with checkmarks: 'Select all', '3 East', '4 East CDU', '4 West', '5 East', '6 East', '6 West', 'BDCW', 'Behavioral Health', 'Cardiac Neuro Testing', 'Case Management/UR', 'Cath Lab/Pacemaker/CVCU', 'CT', 'Diagnostic', 'Diagnostic Clinics', 'ED', 'Endo/MP', 'Family Birthplace/WH', and 'ICU'. A red arrow points to the 'All work settings selected' dropdown menu. The 'X-axis:' and 'Y-axis:' sections have 'Domain' and 'Question' radio buttons. The 'Scatterplot Slide Options:' section has 'Group By:' with 'Work Setting' selected and 'Position' unselected. The 'Labeled Work Settings:' dropdown is also set to 'All work settings selected'. The 'Slide Preview:' section is empty.

# Choose the work settings or position types you want to see labeled on the scatterplot.

**Population:**  
Work Settings: All work settings selected ▾  
Positions: All positions selected ▾

**X-axis:**  Domain  Question  
Search available x-axis values by type or question text [Q]

**Learning Environment**  
Learning Environment Question  
In this work setting, the learning environment integrates lessons learned from other work settings.  
Learning Environment Question

**Y-axis:**  Domain  Question  
Search available y-axis values by type or question text [Q]

**Learning Environment**  
Learning Environment Question  
In this work setting, the learning environment integrates lessons learned from other work settings.  
Learning Environment Question

**Scatterplot Slide Options:**  
Group By:  
 Work Setting  
 Position  
Labeled Work Settings:  
All work settings selected ▾

- Select all
- 3 East
- 4 East CDU
- 4 West
- 5 East
- 6 East
- 6 West
- BDCW
- Behavioral Health
- Cardiac Neuro Testing
- Case Management/UR



# Click “Add Slide” to add this scatterplot to your report.

**X-axis:**     Domain     Question

Search available x-axis values by type or question text

**Learning Environment**

**Learning Environment Question**  
In this work setting, the learning environment integrates lessons learned from other work settings.

**Learning Environment Question**

**Y-axis:**     Domain     Question

Search available y-axis values by type or question text

**Learning Environment Question**  
In this work setting, the learning environment is protected by our local management.

**Local Leadership**

**Local Leadership Question**  
In this work setting, local leadership is available at predictable times.

**Scatterplot Slide Options:**

Group By:

Work Setting

Position

Labeled Work Settings:

11 work settings selected ▾

**Slide Preview:**

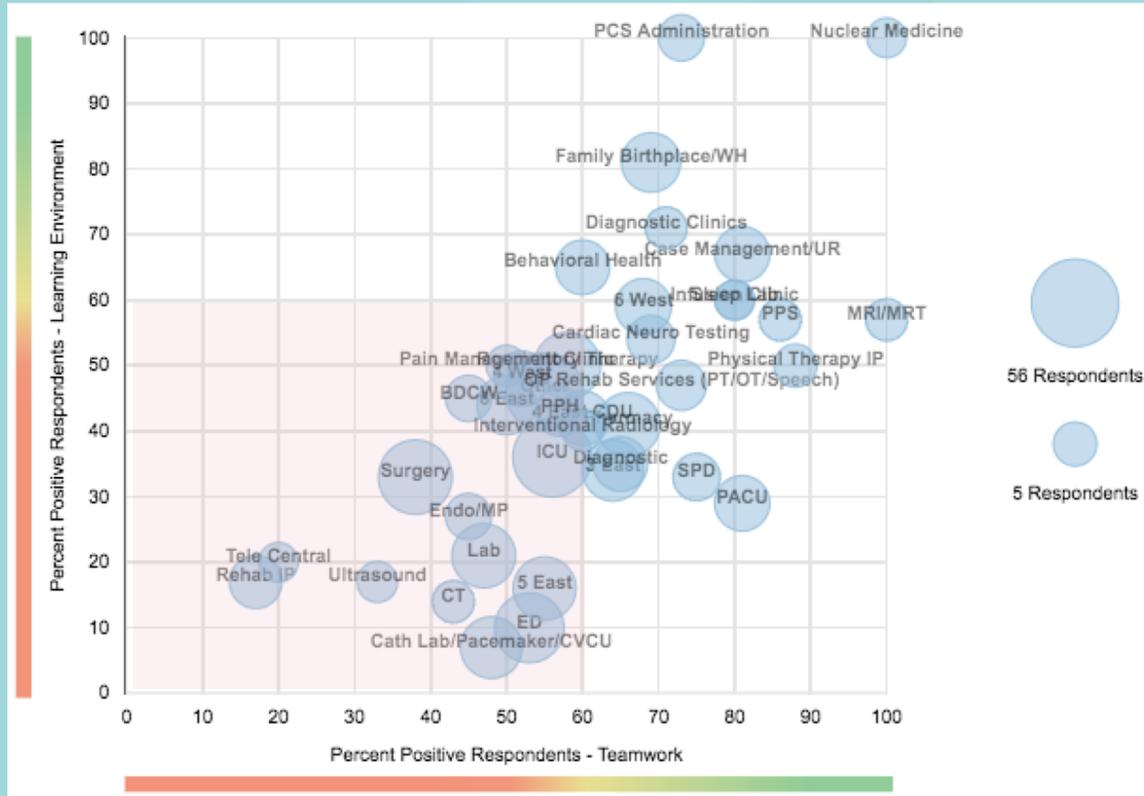
Learning Environment Domain vs. Local Leadership Domain by Work Setting

Source Date: July 2015  
Institution: Grady Hospital  
Work Setting(s): All Work Settings  
Position(s): All Positions

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# Why Use a Scatterplot



A Scatterplot is a great way to display data for many units at once and understand where there is opportunity for improvement at a hospital level. In this case it would make sense to focus initially on those work settings in the lower left quadrant.

You can use the selectors to identify only certain work settings (all high risk, all Medicine units, etc) to make it easier to read.

# Further Resources

# RESOURCES



## Overview Report SCORE Survey Culture and Engagement Survey Results

**Three other resources are available on the Reporting Platform. When you click these links, they download as PDFs.**

Responses.



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Additional Resources: [Interpreting Results](#) [Debriefing Tips](#) [Improvement Form](#)

# Interpreting and Using Your **SCORE** Survey Results

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[Understanding Domains and Items](#)

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[E5 Workload Domain](#)

[E6 Participation in Decision Making Domain](#)

\* Direct hyperlinks to each section of the document.

## Guide to Interpreting Results

An explanation of  
the Culture and  
Engagement items,  
questions to ask  
during debriefing  
and actions to take.

# Debriefing Tips

Quick Tips about  
how to lead a  
Debriefing Session  
to understand the  
context regarding  
results and help  
prioritize things to  
work on .



## Quick Tips: Debriefing SCORE Survey Data

### 1) Who Should Lead a Debriefing Session?

It is preferable for the someone other than the manager/work setting leader to lead the debriefing session, because:

- Staff may be more comfortable speaking up to someone other than their manager, especially regarding issues of leadership and psychological safety
- A person from outside the unit will 'drill down' on issues that someone familiar with the unit may not
- It can be difficult for Managers to get out of "problem solving" mode and to just listen to staff

'Neutral' staff from Quality, Safety, Risk, Human Resources, and Nursing Education are often an excellent resource for facilitating debriefing sessions. Work Setting Managers can debrief a unit other than their own (preferably not in same department/service line), which can be very educational for them.

### 2) Where should a Debriefing Session take place? How many should attend?

Find a quiet place close to the unit (NOT a nurse's station) so that staff can attend most easily. A break room is often an ideal location. Debriefing Sessions should take place on each shift (day, evening, night, weekend) to ensure that there is adequate representation of opinions from the entire staff. The overall goal is to have at least 50% of unit staff participate in a debriefing session.

### 3) The person conducting the Debriefing Session should:

- Arrange group in a circle if possible
- Introduce themselves and state their purpose (to share results and elicit insights)
- Explain that what they record is anonymous, but non-identifiable examples and quotes will be shared with management

### 4) Helpful tips for getting the most out of Debriefing Sessions:

- Ask open ended questions and 'drill down' to clarify the responses
- Ask for clarification when items are discrepant
- Allow the respondents to talk -- no problem-solving or updating
- Clarify amounts when respondents use words like "always" or "never"
- Use summarization to bridge pauses, stimulate further conversation.
- Draw out quiet participants, but be respectful that silence can be an indicator of discomfort
- Turn the item into a fill-in-the-blank statement. ("It is difficult to speak up if I perceive a problem with patient care because \_\_\_\_.")
- Ask open-ended questions, or ask staff to describe their work ("On your last shift, tell me something that was frustrating/worrisome/irritating...")
- Use the qualitative comments entered at the time of survey to stimulate conversation ("A respondent suggested that/expressed concern that...." Does that resonate? Do you think that is an issue? What are your suggestions for fixing that?)

### 5) Writing Up Notes

- Note # of participants, role types, date/time/shift
- Group quotes and examples into similar categories, such by Survey Domain or by theme
- Share the notes/writeup with work setting and organization leadership



### Post-Survey Improvement Work

#### Selecting Items to Work On

SCORE measures many aspects of organizational culture, and deciding which item(s) members of a work setting should address can be overwhelming. However, there is logic to apply so that chosen items will generate the best overall results for patients, staff, and the organization. To ensure engagement and improvement, be sure to select item(s) that 1) are of interest to those in the work setting, 2) are appropriate for group action and 3) members of the work setting can impact, change, and improve.

Some things to keep in mind:

- Low scores may seem the most logical to focus on, but only if the item is amenable to fixing and the team is interested in improving this area. If the item with the lowest score is going to be exceptionally difficult to address because of the underlying issues, don't go after it unless the wherewithal exists in the improvement group to tackle the problem. This can be very frustrating for a group and it is better to start small and have some more modest 'wins' before tackling more complex problems.
- At least as important as the overall score for an item is the degree to which different members of the work setting agreed or disagreed with it. If, for example, only 30% of the nurses think there is good teamwork, but 80% of the doctors do, this is probably something to work on! You will want to determine, first of all, if the concerns about teamwork are within the group (the nurses are saying that there is poor teamwork among themselves) or across groups (between nurses and physicians or others).
- The ability for members of the work setting to make an impact on the item or items they choose to work on is an important consideration. Some issues, like concerns about staffing and frustration about EMRs, need to be acknowledged and addressed to the extent that the team can effect change, but these issues may be out of the scope of something the team can influence. It is important for the team to address and work on some issues that can be resolved -- this builds confidence and capacity to take on other and ultimately more complex issues. There is no problem too small to be fixed; often the "little" things are the most annoying and have a tremendous impact on day-to-day worklife.
- Items in the **Local Leadership** domain are primarily directed toward the manager or leader(s) of the work setting. Even if they are among the lowest scoring, they are not something that the other members of a work setting can address. It is a good idea, however, to use that data as a guide for inquiry with the staff: how often and in what manner do staff want feedback? How can they make themselves more accessible to staff? What process can we implement that would provide more consistent and valued feedback?

# Post-Survey Improvement Form

How to select issues and items to work on at the Work Setting level.