

BETTER because of you

Employee Engagement Survey Example Goals and Actions

The purpose of this resource is to help you be successful in creating your People Engagement SMART goal based on your engagement survey results and acting on your goals throughout the year.

This resource provides you with:

- An overview of 2024 organizational survey results
- Explanation of each survey category, including example SMART goals and example actions
- Recommended resources and learning activities to help you achieve your goals
- Summary of AHRQ survey results
- Answers to your frequently asked questions

Supporting resources:



[Leader Action Guide - Engagement Survey Results](#)

Step-by-step guide to help you share engagement survey results with your team, identify goals, and create an action plan.



[How to Guide - SMART Goals](#)

Discover what makes a 'good' goal and tips for crafting goals that are **Specific, Measurable, Achievable, Relevant, and Time bound**.

Tips to help you navigate this resource:

You can jump to specific sections of this resource by using the menu/bookmark feature.

- If you're viewing this in a web browser, click on the Menu icon in the upper-right navigation bar:
 - Microsoft Edge: ☰
 - Chrome: ☰
- If you're viewing this resource in Adobe, click on the Bookmark icon on the left navigation pane: 📖
- You can also find a quick link to the table of contents at the bottom of each page.

Table of Contents

2024 Employee Engagement Survey Summary of Organizational Results	3
Example Goals and Actions	4
01. Engagement	4
Example SMART Goals	4
Example Actions.....	4
Recommended Resources for Taking Action on ENGAGEMENT	5
02. Purpose	6
Example SMART Goals	6
Example Actions.....	6
Recommended Resources for Taking Action on PURPOSE	7
03. People	8
Example SMART Goals	8
Example Actions.....	8
Recommended Resources for Taking Action on PEOPLE	9
04. Work	10
Example SMART Goals	10
Example Actions.....	10
Recommended Resources for Taking Action on WORK	11
05. Reward	12
Example SMART Goals	12
Example Actions.....	12
Recommended Resources for Taking Action on REWARD	13
06. Inclusion	14
Example SMART Goals	14
Example Actions.....	14
Recommended Resources for Taking Action on INCLUSION	15
07. Intent to Stay	15
AHRQ – Culture of Safety	16
Overall Results Summary*	16
Frequently Asked Questions	17

2024 Employee Engagement Survey

Summary of Organizational Results

- ✓ The survey was open: **January 16th – February 2nd**
- ✓ **43** questions (41 scaled and 2 open ended opinion questions)
- ✓ Questions were grouped into **7** categories

34,377
employees were invited to participate
(Fairview, Ebenezer, Grand Itasca, and Range)

 An additional 18 AHRQ culture of safety questions were included for employees who are at one of our hospital or clinic locations or are in a direct patient care or clinical role clinical.

Survey Highlights

Survey Response Rate

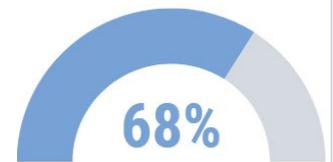
62%

Up from 58% in 2023



Engagement Score

Exceeding our organizational engagement goal of 66%



21,341

Employees completed the survey

Categories with Improved Scores

7 out of **7** Compared to 5 of 8 in 2023

Category Highlights

All 7 categories saw improvement over 2023. No questions declined, with all scores either improved or remained the same!

	Overall Score	# Questions Improved
 Engagement Exceeded organizational goal of 66%	68%	6 of 6
 Purpose Category exceeds Healthcare norm by 7%	72%	3 of 4
 People Quality of immediate leaders identified as an organizational strength	70%	5 of 10
 Work Change management saw the greatest improvement	61%	9 of 10
 Reward Exceeded Healthcare norm on equitable pay	62%	5 of 6
 Inclusion Above Healthcare norm on three of four questions	76%	3 of 4

The Intent to Stay category (one question) had an overall score of 61%, which is up 3% compared to 2023.

Example Goals and Actions

01. Engagement

Accomplishment and Satisfaction

The Engagement category helps us understand team member's connection to our organization, access to tools and resources needed to effectively do our jobs, stress levels at work, and our sense of wellbeing.

Engagement is a key strategic priority that informs leadership practices and broader culture.

Example SMART Goals

01 Identifying Barriers

Improve by 25% on the question 'There are no substantial obstacles at work to doing my job well' in 2024 by conducting Stay Interviews with each team member to clarify roles and identify barriers.

02 Enhancing Team Engagement

Increase team engagement score from 75% to 85% during the year by connecting work to patients, improving the DES/Huddle process, and creating a quarterly reflection/celebration of the work the team has accomplished.

03 Improving Effectiveness and Accountability

Set up a system of accountability that encourages employees to take ownership of their work and be accountable for its quality with full implementation by end of Q3.

Example Actions

Equip your teams with what they need to meet their work challenges. List their ideas and develop detailed action steps to help address any barriers.

- Assemble employees on the same team or involved in common projects / processes and encourage them to identify ways to be more effective in their jobs.
- Facilitate a brainstorming or feedback session with your team. List their ideas and develop detailed action steps to help address any barriers.

Ensure each member of your team understands their role and responsibilities.

- During the onboarding process, inform new team members about the strengths of the business, and of areas in which it is seeking to become stronger.

During busy periods, make yourself more available and help team members with advice on how to prioritize.

- Ensure each member of your team understands their role and responsibilities and check that excessive workload is not due to undertaking additional work outside their formal responsibilities.
- Remind employees that they can contact the Employee Assistance Program if they need additional support.

Work with your team members to identify ways to be more effective in their jobs.

- Strive to create and maintain an office / clinic workplace layout that facilitates the flow of work. Ensure that the physical layout of the office / clinical space enables open team discussions and remove any barriers that employees report or that you perceive impede teamwork.

Recommended Resources for Taking Action on **ENGAGEMENT**

Learning Opportunities

- [Self-Paced Learning Courses](#): Learn at your own pace with our library of on-demand courses. Topics include accountability, communication, resiliency, and more!
- [Driving Team Engagement Webinar](#): Sign-up to attend this leader webinar where you will learn how to leverage your engagement survey results as a tool to prioritize engagement throughout the entire year.

Programs

- [Insights Discovery](#): Interactive program that improves communication, decision-making, and performance.
- [Employee Assistance Program](#): Free, short-term counseling, referral, and support services.
- [HeartBeat](#) Recognition Program: inspire, honor, and motivate team members with our internal recognition platform.

Tools

- [Start, Stop, Continue Feedback Activity](#): Gather regular feedback from your team members on what to start, stop, and continue.
- [Stay Interview Conversation Guide](#): Gain insight into what team members love about working for Fairview and help foster growth, engagement, and retention.
- [Onboarding Tools](#): Find resources including checklists, guides, and templates to help you successfully onboard new team members.

02. Purpose

Understanding and Inspiration

As a mission-driven organization, every member of our team contributes to our shared mission: **We are driven to heal, discover and educate for longer, healthier lives.**

When people believe in their employer and feel a connection between the work they do and their personal mission, they are more likely to stay with the organization and feel like they are an integral part of something bigger than themselves. The Purpose category measures understanding and connection with our mission, vision, and values.

Example SMART Goals

01 Connecting to Our Customers

Improve overall Purpose score by 10% in 2024 by connecting the team with the people we serve across the MHealth Fairview organization through tours at three locations.

02 Improving Connection to the Organization's Mission

Improve team's connection to the organization and mission by using one team meeting a month to highlight the 'Why I Love My Job' articles and share impact of work.

03 Understanding Work Behaviors

Host a team discussion each quarter on the Fairview Commitments to help improve team score on the question: 'This organization has done a good job of clearly describing the work behaviors that demonstrate our mission, vision and strategic plan.'

Example Actions

Ensure team members are aware of the senior management's vision for the future and clearly communicate the organization's mission, vision, and strategic plan.

- Ensure you are aware of any opportunities that exist for team members to connect with senior leaders to hear their views on the organization's future (town halls, quarterly results presentations, webcast with the CEO, etc.). Share these opportunities with your team members and encourage them to take advantage (ask questions or just participate in the meetings).
- Speak regularly and clearly about the organization's strategy; demonstrate enthusiasm for the strategy and share progress updates on organizational performance with your team.
- Talk with leaders in the organization to understand executive management's approach and strategy and the reasons for the chosen approach. Communicate what you've learned to your team through regular meetings.
- Invite senior leadership to join a team meeting where they can introduce themselves and share about their work.

Remind team members the impact their roles and responsibilities have on customers.

- Fully explain and communicate to your team the organization's commitment to high standards regarding customer focus.
- Host team discussions on the Fairview Commitments to help connect the actions and expected behaviors of leaders and team members.

Recommended Resources for Taking Action on **PURPOSE**

Information

- Fairview Intranet [Who We Are](#): Find information on mission, vision, and values.
- Customer Experience [Connecting with Care](#): Discover resources and information on our customer experience service standards.
- Fairview Intranet [Why I Love My Job](#): Get access to the recent “Why I Love My Job” systemwide news articles.

Tools

- [Fairview Commitments](#) Webpage: Review the actions and expected behaviors of leaders and team members
- [Fairview Commitments Team Discussion Guide](#): Host an engaging conversation with your team on the meaning of the commitments and how they show up in our everyday work.

03. People

Trust, Support, and Collaboration

Our organization is filled with incredible people who are motivated to serve others. **At Fairview, people are at the core of what we do, and we truly believe that we're "Better Because of You."**

The People category explores the relationships that exist between team members. This includes peer-to-peer, direct leader relationships, and the connection to senior leadership (i.e., Fairview Executive Leadership team and the vice president responsible for your area).

Example SMART Goals

01 Recognizing Your Team Members

Increase recognition scores by 5% during 2024 by sending two HeartBeat cards a week, including team achievements in daily Huddles, and sending team members private recognition messages.

02 Creating Transparency

Increase transparency/trust of senior leadership by using one team meeting a month to discuss organizational strategic plans, leadership updates, and alignment / connection to the work of the team.

03 Improving Cross-Functional Understanding

Increase the score on "There is effective sharing of information across functions" on by at least 12% in 2024 by hosting bi-monthly Lunch and Learns to share work across teams.

Example Actions

Be transparent in the decisions made by leadership and consider the best ways of sharing new ideas and information with your team members.

- Look for opportunities to reinforce how organizational values drive decision-making. For example, tie values to major forms of recognition given by the organization, refer to those values when describing how decisions are made in times of major change, and describe how those values guide goal-setting for each year.
- Invite senior leadership to join a team meeting to introduce themselves and share about their work.

Use regular meetings to share information.

- Consider the best ways of sharing new ideas and information with your team. You may already have regular meetings when you can brief team members and ask them to share ideas and best practice.
- Share notes and highlights with your team from leadership meetings (e.g., SLT).

Recognize team member behavior that fosters cooperation within and between groups.

- When evaluating progress on a work task or project, assess and communicate how well the team worked together to achieve the project goals.
- Focus on providing constructive feedback to improve performance. It is important that you not only focus on why performance is not high enough, but also on what can be done to improve performance, with emphasis on action-oriented, task-focused factors. Highlight the consequences and impact of performance issues on the individual, the team, and organization as a whole.

Regularly recognize high performance on your team and share positive comments that you receive from internal or external customers.

- Recognize and celebrate successes and small wins. Look for praiseworthy incidents or accomplishments and recognize them. Do not underestimate the power of a simple “thank you”, “a pat on the back” and small tokens of appreciation.

Talk with team members and find out what respect means to them.

Recommended Resources for Taking Action on **PEOPLE**

Learning Opportunities

- [Instructor-Led Webinars](#):
 - Caring Conversations: Learn how to communicate effectively and with compassion.
 - Connecting Through Generations: Learn tactics to improve connection, engagement, and communication.
 - Successfully Leading Change: Learn how to plan, prepare, and lead your team through a change.

Programs

- [Fairview Mentorship Program](#)
- [HeartBeat](#) Recognition Program: inspire, honor, and motivate team members with our internal recognition platform.

Tools

- [1:1 Meeting Strategies](#): Discover effective strategies on how to prepare and hold regular 1:1 meetings with your team members.
- [Change Management Resources](#): Find resources to help you communicate change with your team.

04. Work

Voice and Drive

A survey to everyone at Fairview cannot measure the specific tasks of every role in the organization and we know that our work is always changing. **Instead of measuring what we do, the Work category focuses on how work gets done.**

To be effective, we need strong communication about our work processes and the changes that impact us. We also need to know how to adapt to these changes. Finally, we need to know our workplace is safe and that we are supported in speaking up when we see something wrong. The Work category measures communication, change management, our processes, and our work environment.

Example SMART Goals

- 01 **Collecting Feedback**
Conduct one-on-one feedback meetings with each team member by the end of Q3 to help understand barriers and identify opportunities for improvement.
- 02 **Increasing Visibility of Reporting Channels**
Improve by 10% in 2024 on the question 'Most of the time it is safe to speak up in this organization' by creating awareness of the various reporting methods at Fairview and clarifying roles of those involved.
- 03 **Navigating Change as a Team**
Increase understanding of organizational change by hosting two team learning sessions on navigating change as a team tool by the end of the year.
- 04 **Creating Awareness of Organizational Communications**
Improve by 15% in 2024 on the question 'This organization does an excellent job of keeping employees informed about matters affecting us' by highlighting at least one organizational news or leadership communication with the team each week.

Example Actions

Ask your team members for improvement ideas regularly and keep a list of ideas and suggestions.

- Ask team members for input into how they can do their jobs better, faster, and/or with improved efficiency or outcomes. Consider what ideas are plausible and put these in place; refine over time as needed.
- Give options for expressing ideas; everyone may not be comfortable giving ideas face to face, in a group format or anonymously.
- Ask the individuals on the team how they would like to submit ideas/opinions, and then accommodate them.
- Communicate to team members what actions are taken in response to their feedback.

Consider different team personality styles when organizing meetings.

- Ensure materials are provided prior for those who like to reflect before speaking.
- Offer support to team members who are less vocal or silent during meetings by encouraging all to speak or setting up meetings such that everyone is asked for their individual input.

Demonstrate how current changes set up the organization for success.

- Explain how changes are being implemented and the implications for individuals.
- Listen carefully for moments when direct reports (or colleagues) indicate they do not feel informed about important events. In such cases, ask them what additional information would be useful to have and ask for suggestions for improvement.
- In your regular team meetings, ensure that you share and discuss the latest published news on change initiatives in the company and that your team members have the opportunity to ask questions.

Conduct regular safety check-ups in your workgroup.

- Ask your team about any risks or safety deviations from policies and procedure that they have experienced.
- Discuss necessary corrections and resources with your team and create a plan to address.
- Follow through by regularly sharing the plan along with your commitment to team member safety with your work group.
- Make sure people are aware of available channels for raising concerns and how/when to use it.

Recommended Resources for Taking Action on **WORK**

Information

- [Change Management Webpage and Resources](#)
- [Performance Management](#): Webpage that includes information and resources on our performance review process, goal setting, and 360 feedback.

Tools

- [Customer Experience Best Practice Resources](#)
- [Start, Stop, Continue Feedback Activity](#): Gather regular feedback from your team members on what to start, stop, and continue.
- [Stay Interview Conversation Guide](#): Gain insight into what team members love about working for Fairview and help foster growth, engagement, and retention.
- [30-Day Check-In](#): Webpage and resources to guide your 30-day check-in with your new team member.
- [90-Day Check-In](#): Webpage and resources to guide your 90-day check-in with your new team member.

Helpful Links

- [Human Resources](#)
- [Compliance Hotline](#)
- [Compass Reporting](#)

05. Reward

Growth, Security, and Capability

Every day, you share your talent, hard work, and commitment to support your patients, community, and colleagues.

The Reward category encompasses the intrinsic and extrinsic rewards an individual receives as an employee of Fairview. Intrinsic rewards are the rewards that are more internal to an individual such as career growth and development. Extrinsic rewards are those things we receive from the organization such as our pay and benefits.

Example SMART Goals

- 01 **Creating Development Plans**
Create individual development plans with each team member over the next 5 months to help improve scores on the question 'I know what skills I need to develop to advance my career at this organization.'
- 02 **Enhancing Performance Review Process**
Improve team member understanding of the performance management process by having 90% of the team complete self-evaluations by the end of the year.
- 03 **Committing to Development**
Commit to upskilling the team by having each member complete a relevant professional development course by the end of Q2.

Example Actions

Develop individual development plans with each of your team members.

- Maintain a portfolio or map of career paths that lead to different jobs within your department.
- Clearly define the competencies that will be required for each position, both immediately as well as in the near future. Make it available to all team members.

Ensure team members understand the current performance management process.

- Align individual performance goals with organizational goals.
- Communicate the same performance evaluation standards for all your people. Make sure the standards are clearly understood and in line with organization and team level standards.

Provide team members opportunities for development.

- Encourage employees in your group to train and develop one another by establishing a weekly (or monthly) "Brown Bag Lunch" to discuss development.
- Provide space for team member shares new ideas / new ways of doing things, ways to improve current business processes or workflow, new developments in the field, and/or best practices/case studies on recent success stories.

Make sure team members are aware of and understand the value of all rewards the organization offers, i.e., total rewards.

- Highlight benefits informally, reserve time during meetings to provide an update on any changes to benefits being offered by the organization (e.g., team member discounts, products and services, health, retirement, etc.).
- Come prepared with information available on the Intranet or other sources and consider asking HR to join you for that portion of the meeting.
- Ensure that your team members understand how to access details on compensation, benefits, and “total rewards” offered by your organization.

Recommended Resources for Taking Action on REWARD

Learning & Information

- [Instructor-Led Webinar](#): Development Conversations – gain practical skills in supporting the development of your team members.
- Fairview Intranet: [Wellness and Financial Resources / Benefits](#)

Programs

- [HeartBeat](#) Recognition Program: inspire, honor, and motivate team members with our internal recognition platform.
- [Performance Management](#): Webpage that includes information and resources on our performance review process, goal setting, and 360 feedback.
- [Fairview Mentorship Program](#): Achieve your goals through empowerment, self-discovery, and connection. Open to all team members (currently only leaders are eligible to be a mentor).

Tools

- [Career Connections](#): Explore Fairview job postings, find support when you begin a new role, and explore tools to grow your career.
- [Individual Development Action Plan](#): Identify and track goals by creating your own development action plan.
- [Developing Myself as a Team Member](#): Includes learning and development opportunities. Great webpage to share with your team members.

06. Inclusion

Value and Belonging

We know that it takes work to be an antiracist organization and every one of us is part of making that happen. One way for us to understand our strengths and opportunities is by hearing from team members about our organization's efforts to support diversity in the workplace.

Inclusion begins with our team members feeling accepted in the workplace for who they are and valued as individuals.

Example SMART Goals

- 01 **Creating a Sense of Belonging**
Improve by 15% in 2024 on the question 'I feel valued as an individual at this organization' by intentionally including time during rounding/weekly 1:1's for personal connection.
- 02 **Advancing Intercultural Competence**
Advance intercultural competence of the team by participating in the Intercultural Development Inventory by Q3 and have team members beginning their individual development journeys in Q4.
- 03 **Supporting Diversity, Equity and Inclusion**
Enhance understanding of diversity, equity, and inclusion and connection to our work by allocating one team meeting each quarter to host a discussion using the DE&I team discussion guide and handouts.

Example Actions

Foster a culture where everyone feels valued as individuals and are accepted as their authentic selves.

- At the most basic level, ensure that you relate to others in an accepting and respectful manner regardless of role, personality, or background.
- Modify your own behavior if necessary and then hold others on your team to the same standard.
- Create a list of 3-5 competencies that you think will help increase mutual respect in your team (e.g., active listening, cross-cultural sensitivity, conflict management).
- Share the list and examine the practices in your work group.
- Hold a brainstorming session to generate suggestions on how to reinforce these competencies for both managers and team members.

Familiarize yourself with the diversity policies of the organization and ensure your team members are aware of whom to contact internally if they have an issue.

- Share regularly share diversity, equity and inclusion initiatives and news with your team members.
- Host team discussions on diversity, equity and inclusion topics.
- Encourage team members to participate in development opportunities and intentionally provide them with time to engage in learning.

When selecting team members for projects etc., be transparent in your selection criteria.

Recommended Resources for Taking Action on **INCLUSION**

Tools

- Fairview Intranet [Diversity, Equity and Inclusion](#): Includes resources to host conversations with your team and participate in learning activities.
- [HOPE Commission](#): Find information on our multi-year transformational effort to drive a more equitable and inclusive environment.

Learning Opportunities

- [Employee Resource Groups](#) (ERGs): voluntary, employee-led groups whose aim is to foster a diverse, inclusive workplace
- [Intercultural Development Inventory](#): Kickstart your team's intercultural development journey.

07. Intent to Stay

The Intent to Stay category includes a single question, designed to help us understand whether a team member would prefer to stay at Fairview, even if a comparable job were available in another organization. An individual's intent to stay at the organization is likely driven by aspects covered in the other six categories of the survey.

If your team's Intent to Stay score is low, we recommend reflecting on the rest of your survey results to help contextualize **why** scores might be low (e.g., feeling valued (inclusion), skill development (reward), stress levels (engagement), etc.) and then creating goals based on those specific questions/categories.



Step 1 of your [Leader Action Guide – Engagement Survey Results](#) has specific questions to help you understand your team's engagement story.

AHRQ – Culture of Safety

To support reduction in overall survey burden to our teams we've worked with Willis Towers Watson to combine the AHRQ Survey which has historically been administered as a separate survey in the fall.

Fairview team members that work at one of our hospital or clinic locations or are in a direct patient care or clinical role had an additional 18 AHRQ Culture of Safety questions (grouped into 4 categories).

Accessing Your AHRQ Results

You can access your AHRQ Culture of Safety results and employee engagement survey results in the same place in WTW.

Due to changes in survey process and surveyed population, we are unable to provide comparative data to previous AHRQ survey results.

Leaders are asked to select one goal based on your AHRQ Culture of Safety results.

- ① This is different than your required People Engagement goal, which should reflect results from the main engagement survey. Because there are some similar topics addressed in both surveys, leaders may find that their selected People Engagement goal may also impact their Culture of Safety results. If this is the case, please clarify how the chosen goal applies to both surveys.

Overall Results Summary*

We achieved a **~53%** response rate for Fairview this year compared to 24% in 2022!

Response rate is estimated based on the subset of employees that received these questions

While 3 out of the 4 Culture of Safety categories remain below the AHRQ benchmarks, scores improved or remained the same in 15 out of the 18 questions!

- Staffing and work pace showed great improvement, although there is still opportunity to continue work in this area
- Handoffs continue to be an area of opportunity for the organization
- Culture change is a multi-year process, and we aim for slow improvements over many years
- We believe continuing our focus on efforts such as Rounding to Influence, Safety Captains, and IPASS will support this culture change.

Communication

69%

Improvement in **7** of **8** questions

Communication openness and communication about errors showed improvement

Teamwork

65%

Improvement in **3** of **4** questions

Teamwork continues to be strong across the organization

Leadership

55%

Improvement or sustainment in **4** of **5** questions

The perception of leadership support for safety is an area of opportunity for the organization

Overall Perception

87%

Significant improvement in the overall perception of safety

Above the AHRQ benchmark

*Summary of results does not include UMP respondent data (n = 455 respondents). UMP staff and learners were offered a separate survey with the same AHRQ Culture of Safety questions since they do not participate in the engagement survey. Selected corporate Quality and Safety staff members also participated in this survey.

Frequently Asked Questions

Employee Engagement Survey Results

How do I access survey results?

Leaders who have a minimum of 5 responses from their team will receive an email invitation with details on how to log into the Willis Towers Watson (WTW) system and view their results. If you do not have 5 responses, then your results will roll up to your next level leader. If your results rolled up to your next level leader, you will not be able to see your team's individual results. Your results will become part of your one-up leader's results. Work with your leader to get your results and help your team understand that their responses are reflected in the overall results of your one-up leader. Refer to the [Employee Engagement Survey Technical Guide](#) for support.

Where can I find AHRQ survey results?

If any of your team members work at one of our hospitals or clinic locations or are in a direct patient care or clinical role, they had an additional 18 AHRQ Culture of Safety questions and can also be found in the Willis Towers Watson system.

Is there a link for the Willis Towers Watson site or another way to get access if I misplaced or didn't receive an email?

Reach out to ODL@fairview.org and they will be able to assist you.

Will I be able to see comments?

To protect our employees' anonymity, comments are only visible to leaders if they had 10 or more comments and will not identify the employee who shared it. If you had fewer than 10 comments, the comments roll up to your next level leader.

What results will HR Strategy see?

HR Strategy will have access to all department results in the tool to best support leaders. Leaders will only be able to see their areas of responsibility within their span of control.

What are the benchmarks we are comparing to?

By default, you will see how your team's results compare to the organization overall, and *U.S. Healthcare*, which includes all responses from healthcare organizations in the United States collected by Willis Towers Watson, the survey vendor.

Will I be able to see last year's results?

Yes. If you received results last year and have more than 5 responses this year, then you will be able to see comparative data for your team to your 2023 scores. Reminder: past results follow the leader and not the team so if you changed teams or service areas then your results will be reflective of the team that you supported when that survey launched.

When was data pulled from our HRIS database?

Data was pulled from our HRIS system on the morning of January 2, 2024. That data was merged with the data from our affiliates (GICH, Range), scrubbed for accuracy, and uploaded to the Willis Towers Watson system. That data is not fluid. An employee's responses will be shared to whoever they reported to according to Lawson on the morning of January 2, 2024.

How will the overall Organizational Results be shared?

High level organizational results will be shared with the system soon after the survey results are published. The senior leadership team will communicate actions taken in response to survey feedback across the enterprise throughout 2024.

How many survey-related goals should a leader have in Talent *Connect*?

Each leader must create and enter a minimum of one People Engagement Organizational goal in Talent *Connect* to address their survey results. Work with your team to discuss what goals your team wants to prioritize and work on throughout the year. Use the [Leader Action Guide – Engagement Survey Results](#) resource and the [Entering and Cascading Goals User Guide for Talent Connect](#) support.

What does the engagement score mean to our organization in terms of outcomes?

Organizations with a higher engagement score have a lower employee retention risk, fewer lost workdays, and a higher operating margin. Creating an environment in which employees feel engaged, enabled, and energized is good for both our employees and for the organization.

Does my Employee Engagement goal for my team need to be based on one of the six Engagement questions or can I choose a different question(s)?

No, you do not have to build your plan on one of these six questions. You should choose questions, with input from your team, that you and your team can influence in a positive way. These are called levers. Focusing on these levers will have an impact on your overall Engagement score.

Do I also need to create a goal based on AHRQ results?

Yes, leaders are asked to select and enter one goal based on your AHRQ Culture of Safety results into Talent Connect.

As a leader, should I focus my attention on areas that are doing well or areas that need improvement?

You should review areas of strength, reflect on the work being done in those areas, and continue to do great work. You will likely see the most improvement by focusing on areas the survey identified as opportunities. You do not have to focus on every opportunity. Connect with your team and determine the one or two areas you believe will have the greatest impact in improving the team's engagement. Focus your improvement energy there!

I heard we are doing Check-In Survey. Can you tell me more?

To measure progress on our Engagement, we will gather data through a check-in survey later in the year. The check-in survey is connected to the larger Engagement surveys, but it's meant to be a quick, mid-year check-in. It helps track our progress from the last engagement survey and guide us with future system needs. The check-in survey is tentatively planned for midsummer of 2024. Specific dates are to be determined.