



Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name:

Washington Health Care Authority

Improvement project title:

Employee Survey Results

Date improvement project initiated:

04/01/2014

Summary:

The Washington Health Care Authority improved employee satisfaction as reported through the employee survey resulting in:

- 87% participation rate, increase by 7% over last year.
- Increase “always” or “usually” on every question, average increase was 4.45% across the board, exceeding our FY15 goal of 3%. From 69.30% to 73.75%.
- Above state average on every question in the survey by an average of 9.5%.

Details:

Description of the problem: Increase percentage of state employees satisfied with their job by at least 3%.

Description of the improvement: The agency developed an employee engagement strategy to ensure agency-wide consistency, transparency and accountability for increasing employee satisfaction with sustainable results. Leadership and staff developed agency, division and team action plans, using the DMAIC process, including A3 problem solving, root cause analysis, focus groups, and standard work, to increase employee satisfaction and alignment with agency goals. The agency also utilized communication strategies to link specific actions directly to the feedback received from staff. All action plans were activated in July 2014 and remain on track to achieve targets.

Specific results achieved: Additional highlights for the following survey questions with an answer of “always or usually”:

- “I receive clear information about changes being made within my agency”: +12%
- “I am encouraged to come up with better ways of doing things”: + 8%
- “I know what is expected of me at work”: 91%
- “My supervisor treats me with dignity and respect”: 91%.

How we involved customers or stakeholders in this effort:

The agency used focus groups to obtain feedback from employees.

Contact person:

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