Climate & Culture Survey Results

June 27, 2022

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Executive Summary

State-Run Health Care Facilities

MONTANA
DPHHS
Healthy People. Healthy Communities.
Department of Public Health & Human Services

A&M

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Executive Summary

Climate and Culture Survey Approach

A&M partnered with DPHHS to develop, distribute, and analyze the results of a climate and culture survey. The goal is to identify opportunities that facilities can invest in to improve employee satisfaction, engagement, and retention.
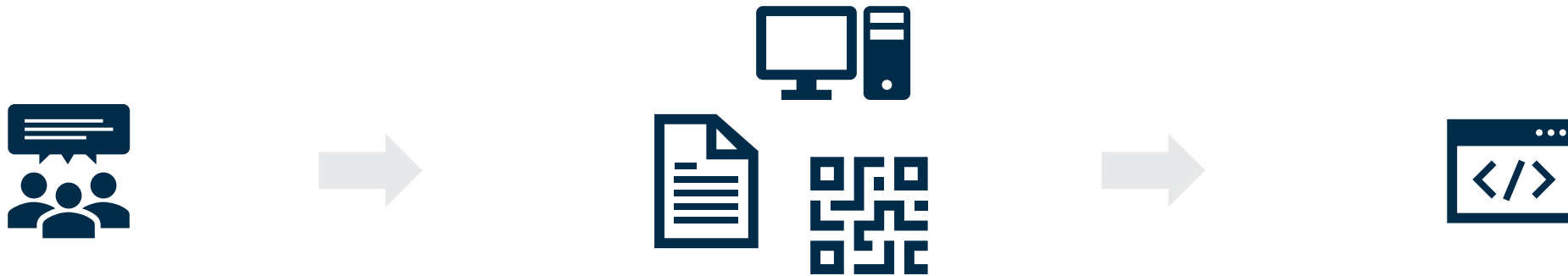
Step 1: Design Survey

- The survey is based on an evidence-based tool that has been scientifically developed and tested by distinguished research staff at Western Kentucky University.
- Input from DPHHS and facility leadership was incorporated into survey questions.
- The survey was published using the Qualtrics platform.

Step 2: Distribute Survey

- The survey opened on 5/13/22 and closed on 6/10/22 (close date was extended twice).
- Links and QR codes of the survey were distributed to employees via email blasts and posters in breakrooms. Paper forms were also available at facilities as requested.
- Employees provided feedback via smartphone, computer, and paper forms.

Step 3: Analysis

- Steps were taken to anonymize responses: demographic information separated from open-ended responses; open-ended responses summarized by themes; and not analyzing groups with less than 5 responses.
- Quantitative analysis was conducted using Python, and SPSS with various statistical methods.
- Qualitative analysis was conducted using python, manual review, and thematic content analysis.

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Survey Analysis – Overview

A&M conducted quantitative and qualitative analysis of the Climate and Culture Survey results.

- **Univariate Analyses (Summary Statistics)**
  - For each survey question within each of the seven dimensions (i.e., Salary, Workload Impact, Recognition, Development, Accomplishment, Support, Supervision), mean, standard deviation, min, and max was calculated.
  - Within each of the seven dimensions, an "index" was calculated by averaging the responses for each item (survey question) in the dimension. This "index" represents each respondent's satisfaction level regarding the corresponding dimension.
  - Comparison among demographic factors were performed.
    - Calculated and compared summary statistics for the following: By Facility, By Gender, By Race/Ethnicity, By Age Group, By Tenure, By Employment Type, By Proximity of Residence, By Current Health Status, By Primary Job Duty, and By Intent to Leave Facility.

- **Comparative Analyses**
  - Statistical t-tests were used to determine if there were any significant differences between the means (averages) of two independent groups. For comparisons across more than two independent groups, an analysis of variance (ANOVA) or related test was performed.

- **Bivariate Correlation Analyses**
  - Bivariate Correlation Analysis was used to determine the existence of relationships between two different variables (i.e., X and Y). It shows **how much Y is likely to change when there is a change in X**. Analysis was conducted to investigate the relationship between satisfaction levels and the respondent's tenure, intent to leave the facility, and current health status.

- **Multivariate Linear Regression Analysis**
  - Stepwise linear regression were conducted to identify which components assessed were most predictive of a person's **intention of leaving the agency**. This was performed in aggregate across all facilities and individually for each facility to identify any unique models that may exist.

- **Thematic Content Analysis**
  - Manually reviewed open-ended question responses and identified, analyzed, and interpreted patterns of meaning ("themes").

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Survey Response Rate by Facility – Closing Results

The below table provides a summary of the total number of responses to the DPHHS Facilities Climate and Culture Survey.

Facility	Licensed Beds	Total # of Possible Responses	Total # of Responses Received	% Responses Rate
Montana State Hospital	270	586	155	26%
Montana Mental Health Nursing Care Center	117	163	62	38%
Intensive Behavior Center	12	76	17	22%
Montana Chemical Dependency Center	48	68	46	68%
Columbia Falls Montana Veterans' Home	117	196	81	41%
SW Montana Veterans' Home	36	70	22	31%
Eastern Montana Veterans' Home	80	100	23	23%
Other	N/A	N/A	4	N/A
Total	**680**	**1100**	**410**	**33%**

Results Summary – Employee Satisfaction Level

MCDC and SWMVH have the highest overall employee satisfaction levels. MMHNCC and MSH had the lowest overall employee satisfaction levels. Across all facilities, employees reported highest satisfaction with accomplishment and lowest satisfaction with salary. This is particularly the case for CFMVH where the median home cost is over $450,000.

Methodology: Employees responded to survey questions within each dimension using a 1 to 5 scale. A satisfaction level was created for each employee by averaging the scores for each survey question response. This represents each respondent's satisfaction level regarding the corresponding dimension.

Dimension	Average Satisfaction Level							
	Overall	**MSH**	**MMHNCC**	**IBC**	**MCDC**	**CFMVH**	**SWMVH***	**EMVH***
Accomplishment	**3.7**	3.5	3.4	3.6	4.1	4.0	4.1	3.8
Supervision	**3.5**	3.4	3.2	3.7	3.8	3.6	3.9	3.9
Workload	**3.1**	3.1	2.8	3.1	3.8	2.8	3.7	3.6
Recognition	**3.1**	2.7	2.6	2.9	3.5	3.6	3.8	3.5
Support	**3.0**	2.7	2.5	2.9	3.7	3.2	3.5	3.2
Development	**2.9**	2.7	2.8	2.8	3.1	3.1	3.2	3.3
Salary	**2.5**	2.7	2.4	2.6	2.8	1.9	3.3	3.0
Overall	**3.1**	**3.0**	**2.8**	**3.1**	**3.6**	**3.2**	**3.6**	**3.5**
Count	*410*	*155*	*62*	*17*	*46*	*81*	*22*	*23*

*Southwestern Montana Vets Home (SWMVH) and Eastern Montana Vets Home (EMVH) are run by contractors.

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Quantitative Analysis

Survey Questions Rating – Salary

Within the dimension of *Salary*, employees reported dissatisfaction with salaries and felt their salaries were not competitive with similar jobs.

These survey results were gathered after recent wage increases at the facilities. A comparison of wages at the contracted facilities (SWMVH and EMVH) and state-run facilities is needed to understand the differences in salary satisfaction levels. There may be a need to conduct further wage studies, especially at CFMVH, considering recent inflationary pressure and wage growth among competing employers.

Survey Question	Average	MSH	MMHNCC	IBC	MCDC	CFMVH	SWMVH	EMVH
1. I am satisfied with the salary and benefits	2.6	2.8	2.5	2.6	3.0	2.0	3.2	3.0
2. Our salaries are competitive with similar jobs	2.5	2.6	2.4	2.6	2.7	1.9	3.4	2.9
Overall Salary Satisfaction	**2.6**	**2.7**	**2.4**	**2.6**	**2.8**	**1.9**	**3.3**	**3.0**
Count	*406*	*155*	*62*	*17*	*46*	*81*	*22*	*23*

Area	Facility	Cost of Living Index
Bozeman		125.3
Kalispell	CFMVH	112.7
Missoula		103.4
Helena		104.2
Billings		95.7
Great Falls		91.1

- Salary satisfaction appears to align with the cost-of-living index, which may partially explain the low satisfaction of CFMVH in Kalispell.

Scores are based on a 5-Point Likert Scale = 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree
Source: AdvisorSmith Cost of Living Index, 2021

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Survey Questions Rating – Workload Impact

Within the dimension of *Workload Impact*, employees primarily reported that they could perform all the tasks associated with their position and had a manageable workload.

The only areas where the average rating was below 3.0 (i.e., neutral) pertained to being emotionally exhausted and having unrealistic expectations. This was most pronounced at MMHNCC and CFMVH suggesting these facilities may need to re-evaluate their Employee Assistance Programs (EAP).

Survey Question	Average	MSH	MMHNCC	IBC	MCDC	CFMVH	SWMVH	EMVH
8. I am capable of performing all the tasks associated with my position	**4.1**	4.0	3.9	4.2	4.4	4.0	4.3	4.0
1. I have a manageable workload	**3.4**	3.4	3.2	3.2	4.0	3.2	3.5	3.8
2. I am able to spend enough time working with my facility's patients/clients	**3.2**	3.1	3.0	3.8	3.9	3.0	3.9	3.4
3. My job pressures do not overlap with my personal life	**3.1**	3.0	2.8	2.8	3.8	2.8	3.5	3.7
6. I am not burned out from my job (recoded)	**3.0**	3.0	2.5	3.2	3.8	2.5	3.6	3.5
7. My personal health is not impacted by the demands of my job (recoded)	**3.0**	3.2	2.6	2.8	3.6	2.3	3.7	3.5
9. Work is distributed equally with my co-workers	**3.0**	3.0	2.5	2.6	3.7	2.7	3.4	3.3
4. What the agency expects of health care workers is realistic (recoded)	**2.9**	2.7	2.6	2.8	3.5	2.7	3.5	3.5
5. I am not emotionally exhausted from my job (recoded)	**2.7**	2.7	2.2	2.6	3.5	2.3	3.6	3.3
Overall Workload Impact Satisfaction	**3.1**	**3.1**	**2.8**	**3.1**	**3.8**	**2.8**	**3.7**	**3.6**
Count	*406*	*155*	*62*	*17*	*46*	*81*	*22*	*23*

Scores are based on a 5-Point Likert Scale = 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree
Note: Questions #4, #5, #6, and #7 were re-written for clarity. Original questions asked were: "4. What the agency expects of health care workers is unrealistic", "5. I am emotionally exhausted from my job", "6. I am burned out from my job", and "7. My personal health is impacted by the demands of my job". Ratings for "negative" questions were recoded as follows for consistency in summarizing statistics: 5 to 1, 4 to 2, 2 to 4, 1 to 5

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Survey Questions Rating – Recognition

Within the dimension of *Recognition*, employees reported viewing their position as highly desirable when they started, but felt their facility was not held in high regard in the community.

Additional review is needed to understand MCDC's and CFMVH's success with community engagement and how it could be replicated at other facilities. Similarly, recognition best practices should be taken from SWMVH to inform programs at MSH, MMHNCC, and IBC.

Survey Question	Average	MSH	MMHNCC	IBC	MCDC	CFMVH	SWMVH	EMVH
4. I viewed this position as highly desirable when I started	3.9	3.9	4.0	3.7	3.8	4.1	4.2	3.7
1. I earn recognition from doing a good job	2.8	2.6	2.2	2.7	3.5	3.0	3.7	3.3
3. I am satisfied with the recognition of my work	2.8	2.6	2.3	2.5	3.3	3.0	3.6	3.4
2. My facility is held in high regard in the community	2.7	1.8	1.9	2.5	3.4	4.3	3.8	3.5
Overall Recognition Satisfaction	**3.1**	**2.7**	**2.6**	**2.9**	**3.5**	**3.6**	**3.8**	**3.5**
Count	406	155	62	17	46	81	22	23

Scores are based on a 5-Point Likert Scale = 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

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Survey Questions Rating – Development

Within the dimension of *Development*, employees reported there were limited professional development and training opportunities at the facilities. Employees were also dissatisfied with opportunities for promotion.

Performance management systems, goals setting, and career tracking are areas that facilities should continue to invest in to improve development and satisfaction. *Note: DPHHS implemented "Talent," a new performance management system in May 2022.*

- Most employees reported that they plan to stay at their facility within the next 12 months. We explore reasons why employees might leave their facility in later sections of this report.

Survey Question	Average	MSH	MMHNCC	IBC	MCDC	CFMVH	SWMVH	EMVH
6. I plan on staying at this facility within the next 12 months (recoded)	**3.5**	3.6	3.5	3.2	4.0	3.2	3.3	3.5
2. I receive sufficient training to complete my job effectively	**3.0**	2.6	2.9	2.8	3.3	3.7	3.2	3.6
4. I am satisfied with my ability to laterally transfer (if desired)	**3.0**	2.8	2.7	3.0	3.0	3.2	3.4	3.2
5. There were few other job opportunities for me when I accepted this position	**2.7**	2.7	2.9	2.6	2.7	2.7	2.3	2.7
1. I am satisfied with the opportunities for promotion	**2.7**	2.5	2.5	2.8	2.7	2.7	3.3	3.4
3. There are adequate professional development opportunities	**2.6**	2.4	2.4	2.6	3.0	2.8	3.2	3.2
Overall Development Satisfaction	**2.9**	**2.7**	**2.8**	**2.8**	**3.1**	**3.1**	**3.2**	**3.3**
Count	*406*	*155*	*62*	*17*	*46*	*81*	*22*	*23*

Scores are based on a 5-Point Likert Scale = 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree
Note: Question #6 was re-written for clarity. The original question asked was: "I plan on leaving this facility within the next 12 months". Ratings for "negative" questions were recoded as follows for consistency in summarizing statistics:
5 to 1, 4 to 2, 2 to 4, 1 to 5

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Survey Questions Rating – Accomplishment

Within the dimension of *Accomplishment*, employees primarily reported that they sought this line of work due to their commitment to health care, and that they have a sense of accomplishment from doing their job.

The survey results also help highlight an opportunity at MSH, MMHNCC, and IBC to clarify the purpose of their facility, including the services they deliver and population they support.

Survey Question	Average	MSH	MMHNCC	IBC	MCDC	CFMVH	SWMVH	EMVH
3. I got into this field because of my commitment to health care	**4.0**	3.9	3.9	4.2	4.0	4.1	4.1	3.8
1. I have a sense of accomplishment from doing my job	**3.8**	3.6	3.4	3.6	4.2	4.0	4.1	3.9
2. I feel like I am making a difference	**3.8**	3.6	3.3	3.8	4.2	4.0	4.3	3.7
4. I am satisfied with the mission of the facility	**3.3**	3.0	2.9	2.8	3.9	3.8	4.0	3.8
Overall Accomplishment Satisfaction	**3.7**	**3.5**	**3.4**	**3.6**	**4.1**	**4.0**	**4.1**	**3.8**
Count	*406*	*155*	*62*	*17*	*46*	*81*	*22*	*23*

Scores are based on a 5-Point Likert Scale = 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

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Survey Questions Rating – Support

Within the dimension *Support*, employees reported that they received sufficient support from co-workers and that their co-workers were experienced. Communications and support from facility administration were rated poor overall.

These survey results suggest a need to improve communications at all levels in the facilities. Further examination of the communication practices (e.g., newsletters) at MCDC and SWMVH may provide insight into strategies that can be adopted at MSH and MMHNCC where staff perception of communication is lowest.

Survey Question	Average	MSH	MMHNCC	IBC	MCDC	CFMVH	SWMVH	EMVH
3. A sufficient number of my co-workers are experienced at their job	**3.6**	3.2	3.3	3.5	4.2	4.0	3.6	3.9
2. I have sufficient support from my co-workers	**3.6**	3.6	3.0	3.1	4.2	3.6	3.7	3.6
1. The people I work with treat each other with respect	**3.2**	3.2	2.4	2.8	4.1	3.2	3.7	3.4
4. I am satisfied with the support I receive from the facility's Leadership Team	**2.7**	2.3	2.1	2.9	3.5	3.1	3.5	3.3
5. I am satisfied with the support I receive from DPHHS Central Office	**2.7**	2.4	2.4	2.7	3.1	2.8	3.4	3.1
7. Communications I receive from Administration are timely, accurate, and understandable	**2.6**	2.3	2.1	2.7	3.5	2.9	3.3	2.7
6. I am satisfied with the communications and level of information I receive from Administration	**2.5**	2.1	2.0	2.7	3.4	2.9	3.3	2.8
Overall Support Satisfaction	**3.0**	**2.7**	**2.5**	**2.9**	**3.7**	**3.2**	**3.5**	**3.2**
Count	*406*	*155*	*62*	*17*	*46*	*81*	*22*	*23*

Scores are based on a 5-Point Likert Scale = 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

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Survey Questions Rating – Supervision

Within the dimension of *Supervision*, employees reported that they like their direct supervisors and were overall satisfied with the supervision they receive.

There is an opportunity to improve employee participation in process improvement activities at MMHNCC and MSH.

Survey Question	Average	MSH	MMHNCC	IBC	MCDC	CFMVH	SWMVH	EMVH
1. I have frequent contact with my supervisor	**3.8**	3.7	3.6	3.7	3.9	4.0	4.0	3.8
2. I have an available supervisor	**3.8**	3.7	3.5	3.8	4.0	3.8	4.1	4.0
3. I have a competent supervisor	**3.6**	3.4	3.3	4.1	4.0	3.8	4.0	3.9
4. I have sufficient support by my supervisor in debriefings	**3.4**	3.3	3.0	3.6	3.7	3.4	3.9	3.8
5. My opinions and input are respected and appreciated	**3.3**	3.3	2.8	3.4	3.7	3.4	3.9	3.7
6. I am encouraged to participate in process improvement	**3.3**	3.1	2.9	3.5	3.6	3.3	3.7	4.0
Overall Supervision Score	**3.5**	**3.4**	**3.2**	**3.7**	**3.8**	**3.6**	**3.9**	**3.9**
Count	*406*	*155*	*62*	*17*	*46*	*81*	*22*	*23*

Scores are based on a 5-Point Likert Scale = 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

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Survey Dimensions – Employee Satisfaction Level Comparison by Primary Job Duty

When breaking down satisfaction by job duty, Psychiatric Technicians (mostly employed at MSH) had the lowest satisfaction levels. Additional interviews with this group is needed to identify opportunities to increase satisfaction. Similar investigation is also needed for Quality and Admin Support.

Of note, nursing staff at all levels (e.g., LPN, CAN, RN and APRN) were found to have relatively lower satisfaction when compared to other positions. As these positions are in high demand, steps should be taken to address those areas identified to be of primary concern (e.g., development, support).

	Average Satisfaction Level														
Dimension	Average	Direct Service Provider	Facility Mgmt	Rehab & Vocational Services	Treatment Tech	Custodial	Physician	Recreation & Activity Services	LPN	CNA	Other	RN	APRN	Admin Support	Quality	Psych Tech
Accomplishment	3.7	4.0	4.0	3.9	3.9	3.7	4.0	3.9	3.8	3.8	3.6	3.8	3.4	3.4	3.9	3.5
Supervision	3.5	4.1	4.0	3.4	3.9	3.9	3.4	3.6	3.5	3.5	3.5	3.5	3.6	3.3	3.6	3.0
Workload	3.1	3.8	3.3	3.5	3.8	3.1	3.4	3.1	3.4	2.9	3.2	3.0	3.2	3.2	2.8	2.9
Recognition	3.1	3.5	3.4	3.5	3.5	3.6	3.0	3.3	3.0	3.1	3.1	2.9	2.8	2.9	2.9	2.6
Support	3.0	3.6	3.6	3.4	3.7	3.2	3.2	3.2	3.3	2.8	2.9	2.9	2.8	2.8	2.5	2.4
Development	2.9	3.3	3.2	3.3	3.0	3.4	2.8	3.0	2.7	3.0	2.9	2.8	2.4	2.7	2.5	2.7
Salary	2.5	3.5	3.0	3.3	2.5	2.3	3.2	2.9	2.7	2.3	2.5	2.7	2.4	2.0	2.1	2.6
Overall	3.1	3.7	3.5	3.5	3.5	3.3	3.3	3.3	3.2	3.1	3.1	3.1	2.9	2.9	2.9	2.8
Count	399	11	19	10	16	17	6	16	10	69	84	71	7	34	5	24

Note: Central Office, Engineering, and Training received less than 5 responses and were removed from the analysis.

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Intent to Leave – By Facility

We evaluated employees' responses to the question, "*I plan on leaving this facility within the next 12 months,*" and compared the percentages of employees selecting each rating.

Across all facilities, less than 18% of employees said they intend to leave the facility within the next 12 months. A third of employees at Montana Mental Health Nursing Care Center said they plan on leaving within the next 12 months. Over half of employees said they intend to stay.

We discuss the main reasons why employees would leave their job in the next slides. We also review written responses to this question in the qualitative analysis section of this report.

Facility	"I plan on leaving this facility within the next 12 months"					Intent to Leave (Agree + Strongly Agree)
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
MMHNCC	24%	18%	24%	29%	6%	35%
MCDC	16%	31%	29%	11%	13%	24%
MSH	17%	26%	37%	8%	12%	20%
EMVH	13%	48%	26%	4%	9%	13%
CFMVH	26%	27%	36%	7%	4%	11%
IBC	39%	37%	15%	2%	7%	9%
SWMVH	14%	45%	32%	9%	0%	9%
Overall	**21%**	**30%**	**31%**	**9%**	**9%**	**18%**

Main Reason for Leaving their Job – By Primary Job Duty

More than half of employees who identified their primary job duty as "APRN" or "Facility Management" indicated an intent to leave within the next 12 months. Although satisfaction levels were low among Psych Techs, this group did not indicate they are planning to leave their job.

The "Other" reasons category is described in the qualitative analysis section of this report.

Primary Job Duty	Intent to Leave (Agree + Strongly Agree)	Too high expectations	Too low a salary for the level of work	Lack of constructive supervision	Dislike of my co-workers	Difficulties with my supervisor	Feeling of not getting anywhere in this job	Unease about the ethics of day-to-day practice	Other
APRN	71%	0%	20%	5%	5%	5%	15%	20%	30%
Facility Management	50%	5%	32%	5%	0%	5%	0%	16%	37%
Other	30%	3%	22%	12%	5%	11%	14%	17%	18%
CNA	26%	5%	24%	14%	8%	8%	7%	13%	20%
RN	25%	6%	19%	15%	2%	7%	8%	20%	23%
Admin Support	21%	0%	26%	11%	2%	5%	18%	22%	17%
Physician	13%	25%	25%	0%	0%	0%	0%	0%	50%
Quality	12%	0%	21%	14%	7%	14%	14%	21%	7%
LPN	11%	7%	36%	7%	0%	7%	7%	7%	29%
Custodial	0%	11%	58%	0%	0%	0%	0%	16%	16%
Direct Service Provider	0%	0%	14%	0%	0%	14%	14%	29%	29%
Psych Tech	0%	2%	21%	16%	5%	9%	14%	16%	16%
Recreation & Activity Svcs	0%	15%	20%	10%	5%	10%	5%	10%	25%
Rehab & Vocational Svcs	0%	0%	10%	0%	0%	10%	0%	10%	70%
Treatment Tech	0%	7%	33%	7%	0%	7%	7%	13%	27%
Overall	18%	5%	23%	12%	4%	8%	10%	17%	21%

Note: Central Office, Engineering, and Training received less than 5 responses and were removed from the analysis.

Comparative Analyses – Results Summary

We observe statistically significant differences between the below group comparisons. A p-value < 0.05 is used to determine statistical significance.

Groups	Variable	p-value	Observation
Gender	Accomplishment Satisfaction	0.001	Female employees are statistically significantly more satisfied with accomplishment, as compared to male employees.
Race/Ethnicity	Satisfaction Across All Dimensions	0.652	There is no statistically significant difference in satisfaction levels between Race/Ethnicity groups.
Employee Type	Satisfaction Across All Dimensions (except accomplishment and supervision)	0.001	State employees have statistically significantly lower satisfaction levels compared to travelers and contractors at SWMVH or EMVH, across all dimensions except accomplishment and supervision.
Age Groups	Satisfaction Across All Dimensions	0.536	There is no statistically significant difference in satisfaction levels between Age groups.
Tenure	Satisfaction Across All Dimensions (except professional development)	0.001	Employees who have <2 years of tenure have significantly higher satisfaction levels compared to other tenure brackets, across all dimensions except professional development.
Proximity of Residence	Satisfaction Across All Dimensions	0.068	There is no statistically significant difference in satisfaction levels between those that work in their Home County and those that don't.
Health Status	Overall Satisfaction	0.001	Employees with Fair or Poor health status have statistically significant lower overall satisfaction levels compared to employees with Excellent and Good health status.

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Multivariate Linear Regression Analysis – Intention to Leave

In **predicting employees' intentions of leaving**, we have identified the **strongest predictor variables in each facility**. Focusing energy and resources on improving these key areas in each facility is expected to lower employees' intentions of leaving.

- R squared is a measure of our model's fit. Higher R squared values (closer to 1) imply that the model's predictor variables explain more of the variance in employees' intentions of leaving. Facilities with higher R squared values will benefit most from improving the listed variables.

- Work in the areas identified within the table below (i.e., predictor variables) should have the greatest positive impact on employee retention. This work should be done at the facility level as well as by the Department.

Strongest predictors of intent to leave by facility, in order of contribution to R squared

Facility	Predictor Variables	R squared
MSH	Perception of Making a Difference; Training; Burn Out	0.139
IBC	Promotion Opportunities; Work Distribution; Unrealistic Expectations; Peer Support	0.807
MCDC	Supervisor Support; Work Distribution; Training	0.397
MMHNCC	Perception of Making a Difference; Salary and Benefits; Employee Health Status	0.432
CFMVH	Reputation of Facility in Community; Job Impact on Health; Sense of Accomplishment; Commitment to Healthcare	0.319
SWMVH	Facility Administration Communication; Work Distribution; Peer Support; Professional Development; Opportunities to Transfer; Availability of Other Jobs; Promotion Opportunities	0.947
EMVH	Support from DPHHS; Commitment to Healthcare	0.614
Overall	**Perception of Making a Difference; Training; Job Impact on Health; Promotion Opportunities; Commitment to Healthcare**	**0.244**

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Qualitative Analysis

Main Reason For Leaving the Facility – Word Cloud

We combined employees' responses to the open-ended question associated with the demographic question *"Overall, if you left this facility, what would be the main reason for doing so?"* and created a word cloud for the most important words across all **463 responses**, as shown below.

▪ The smaller the font indicates less important words, and the larger the font indicates more important words across all responses.

Main Reason For Leaving the Facility – Main Themes

We have identified below the main themes which appear to emerge from the employees' self-reported reasons for potentially leaving the agency.

Themes	Percent of Responses
Poor management	17%
Retirement	14%
Low morale, toxic environment	14%
Lack of accountability and poor ethics among staff	11%
Poor patient care	9%
Unqualified supervisors and managers	9%
Low salary	7%
No opportunity for advancement or development	7%
Retaliation (from Administration, Supervisors, Coworkers, etc.)	7%
Scheduling issues	6%
COVID restrictions and wearing masks	5%
Short staffed	4%
Unfair hiring practices	4%
Favoritism	4%
Physical safety	3%
Coworkers aren't willing to change	2%
Burn out	2%
No consistency in process or rules	1%

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Facility Culture – Word Cloud

We combined employees' responses to the open-ended question *"Describe the culture of your facility"* and created a word cloud for the most important words across all **282 responses**, as shown below.

- The smaller the font indicates less important words, and the larger the font indicates more important words across all responses.

Facility Culture – Main Themes

We have identified below the main themes which appear to emerge from the employees' description of their facility's culture.

Themes	Percent of Responses
Toxic and gossipy	14%
Kind, helpful, and friendly	13%
Negative, hostile, unfriendly	12%
Unhealthy, mistrust and stressful	12%
Making a difference	10%
Positive and rewarding	8%
Chaotic, constantly changing, inconsistent	6%
Underappreciated and little recognition	6%
Retaliatory, intimidation, and fear	6%
Negative perception about management team	5%
Good, getting better	4%
Lack of accountability	4%
Frustration with traveler staff	3%
Afraid to speak up and not listened to	3%
Us versus them mentality	2%
Short Staffed	2%
Great place to work	1%

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Ideas to Retain and Recruit Employees – Word Cloud

We combined employees' responses to the open-ended question associated with the demographic question *"Provide any ideas you have that might help retain and recruit employees, in terms of benefits, training, workload, supervision, support, and recognition."* and created a word cloud for the most important words across all **305 responses**, as shown below.

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Ideas to Retain and Recruit Employees – Main Themes

We have identified below the main themes which appear to emerge from the employees' ideas for retain and recruit employees.

Themes	Percent of Responses
Increase wages and hiring/retention/longevity bonuses	32%
Better/more training, not one-size-fits-all	25%
Improve recognition and give kudos	17%
Treat employees with respect and support them	14%
Leadership/management change	12%
Improve performance management and accountability	8%
Conduct recruitment events and post advertisements	7%
Less workload / higher staffing ratios / more staff	6%
Promote open communication among management, departments, and shifts	5%
Make sure new/existing staff have appropriate qualifications	3%
Improve reputation via community engagement	3%
Stop hiring travelers	3%
Get rid of N95 masks	3%
Implement an electronic medical record system	3%
Assist with employee housing and transportation	2%
Improve workplace safety	2%
Update the facility's vision, mission, and values & create a strategic plan	1%