

HEALTH SERVICE SYSTEM
CITY & COUNTY OF SAN FRANCISCO

MEMORANDUM

DATE: January 7, 2016
TO: Randy Scott, President, and Members of the Health Service Board
FROM: Catherine Dodd, PhD, RN
RE: Employee Engagement Survey

The Health Service Board's Governance committee requested that the Health Service System conduct an Employee Engagement Survey. To facilitate this, staff contacted the Department of Public Health (DPH) and Human Resources Department (DHR) concerning their respective Engagement Surveys in hopes of adding an amendment to their contract(s) and speeding the process. Staff evaluated both scope and cost and found great variation.

DPH Engagement Survey

This is an ongoing membership service of the National Research Corporation which includes newsletters, patient and employee surveys and analysis. The surveys include information about the patient experience. It is a very expensive service and designed for a different purpose.

DHR Engagement Survey

DHR has a contract with Integral Talent Systems Inc. to design, develop and implement an Employee Engagement Survey for the City and County of San Francisco. The scope of work consists of:

Project Planning and Survey Design – wherein the consultant meets with designated senior management and staff to develop an online customized survey instrument
Survey Implementation and Reporting – the survey is administered to a fixed number of employees

Data Analysis and Executive Presentation – the survey data is analyzed to determine “drivers and detractors” of employee engagement which is presented to executive level team members and the consultant facilitates a discussion on the finding and the next steps

Action Plan and 90-day Follow-up – the consultant provides coaching and development meetings with the Director and the management team to prepare the written action plans. The plans consist of goals and objectives and specific steps to promote employee engagement. A ninety day follow-up meeting with Executive Management to



access progress towards implementation of action plan and facilitate problem solving related to challenges in the implementation process

The full cost of the DHR contract is \$49,000.

Plan

The DHR Engagement Survey is more aligned with the goals and objectives that the Governance Committee discussed and is within our budget. DHR involved a larger management team than HSS has and the survey was administered to 150 employees. DHR has agreed to amend the contract for inclusion of HSS however no discussion has occurred with the consultant. It is expected that the cost of the initial Engagement Survey process will be approximately \$20,000 and we are reprioritizing our work orders to accomplish this in the current year. Additional funding will be required in the future in order to access the status of the action plan and repeat the survey. In the FY 2016-17 and FY 2017-18, we will request additional funding.