

# UNT

# HEALTH<sup>™</sup> SCIENCE CENTER



## Faculty/Staff Organizational Excellence Survey

Thomas J Fairchild, PhD  
Office of Strategy and Measurement

# UNTHSC Five-Year Strategic Plan

**UNT HEALTH SCIENCE CENTER** FIVE YEAR STRATEGIC PLAN FOR UNTHSC: FY 2011 - 2015

Mission	Vision	Values		
<p>To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care</p>	<p>To become a top 10 health science center</p>	<p>Compassion Integrity</p>	<p>Excellence Pride</p>	<p>Innovation Teamwork</p>
<p><u>Academic Affairs</u></p> <ul style="list-style-type: none"> <li>Enhance quality, grow and diversify academic programs</li> <li>Optimize academic support and academic technology</li> <li>Recruit, develop and retain high performing faculty</li> <li>Improve student learning outcomes</li> </ul>	<p><u>Research</u></p> <ul style="list-style-type: none"> <li>Recruit, develop and retain high performing faculty</li> <li>Enhance facilities and infrastructure</li> <li>Invest in translational research capacity</li> <li>Enhance and develop partnerships</li> </ul>	<p><u>Clinical Affairs</u></p> <ul style="list-style-type: none"> <li>Continuously improve quality of care, access, service excellence, and patient satisfaction leading to a patient-centered competitive clinical practice</li> <li>Ensure UNTHHealth is well positioned to optimize market and partnership opportunities, to maximize utilization of resources, and to ensure financial viability</li> <li>Interdisciplinary and integrated approach to health care</li> <li>Positions UNTHHealth to take advantage of provisions in Act</li> </ul>		
<p><u>Administration</u></p> <ul style="list-style-type: none"> <li>Strategically support and enhance our culture of excellence and accountability</li> <li>Ensure facilities support our mission and promote community image</li> <li>Optimize financial resources</li> <li>Optimize institutional information resources and infrastructure</li> <li>Promote diversity among faculty and staff</li> <li>Enhance the institution's human capital management</li> </ul>	<p><u>Management</u></p> <ul style="list-style-type: none"> <li>Position UNTHHealth as a world-class institution</li> <li>Develop and enhance services and partnerships internally and externally</li> <li>Expand and diversify clinical and other revenue channels</li> </ul>			

**Recruit, develop, and retain high performing faculty**

# UNTHSC 2011 Tactical Initiatives

## 2010 Tactical Initiatives Based on UNTHSC 2009-2014 Strategic Plan

Mission	Vision	Values		
<p><i>To improve the health and quality of life for the people of Texas and beyond through excellence in education, research, clinical care, and community engagement and to provide national leadership in primary care</i></p>	<p><i>To become a top 10 health science center</i></p>	<p><i>Compassion Integrity</i></p>	<p><i>Excellence Pride</i></p>	<p><i>Innovation Teamwork</i></p>
<p><b>Goals</b> What do we expect to achieve? <b>Administration</b> Optimally support and facilitate the creation of a top 10 health science center devoted to developing knowledge and creating professionals to maximize health and quality of life</p>	<p><b>Goals</b> What do we expect to achieve? <b>Academic Affairs</b> Create knowledge, scientists and healthcare professionals devoted to meeting the critical health needs of the state of Texas and the nation</p>	<p><b>Goals</b> What do we expect to achieve? <b>Research</b> To become the leading health science center devoted to collaborative and translational research focused on critical health</p>	<p><b>Goals</b> What do we expect to achieve? <b>Clinical Affairs</b> To become the preeminent multispecialty medical practice in Tarrant County and the health care partner of choice in our communities</p>	<p><b>Goals</b> What do we expect to achieve? <b>Community Engagement</b> To create and maintain a partnership based environment in the internal, external and professional communities</p>
<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>1. Improve institutional performance through ongoing process improvement and quality enhancement activities</li> <li>2. Increase funding and revenue from a variety of sources</li> <li>3. Optimize institution's IT infrastructure and customer support</li> <li>4. Improve staff recruitment, retention and performance through staff development and evaluation, and compensation</li> <li>5. Enhance strategic use of financial reporting and alignment to assure alignment of budget to strategy</li> <li>6. Align use of educational and research facilities with institutional strategies</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>1. Expand enrollment, education, student quality</li> <li>2. Expand Health</li> <li>3. Enhance</li> <li>4. Improve</li> <li>5. Enhance</li> <li>6. Expand</li> <li>7. Faculty</li> <li>8. Enhance</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>1. Improve</li> <li>2. Enhance</li> <li>3. Increase</li> <li>4. Expand</li> <li>5. Enhance</li> <li>6. Expand</li> <li>7. Increase</li> <li>8. Enhance</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>1. Improve</li> <li>2. Enhance</li> <li>3. Increase</li> <li>4. Expand</li> <li>5. Enhance</li> <li>6. Expand</li> <li>7. Increase</li> <li>8. Enhance</li> </ol>	<p><b>Tactical Initiatives – Processes to accomplish long-term goals</b></p> <ol style="list-style-type: none"> <li>1. Redefine the HSC brand to optimize positive awareness internally and externally</li> <li>2. Employ technology to its fullest to expand effective internal and external communications</li> <li>3. Develop bilateral civic connections through the establishment and maintenance of civic councils and other volunteer-driven efforts</li> <li>4. Build a broader base of unrestricted revenue</li> <li>5. Increase the role of Alumni, Foundation Board, and other constituencies</li> <li>6. Expand fund raising capabilities through the development of programs using seed funds</li> </ol>
<p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Administration cost as a percentage of total expenditures</li> <li>2. Institutional Reserves (days)</li> <li>3. Faculty and staff primary survey (even years) <ul style="list-style-type: none"> <li>• Culture of Quality</li> <li>• Job Satisfaction</li> <li>• Empowerment</li> </ul> </li> <li>4. Team orientation rating from Denison Survey (odd years)</li> </ol>	<p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Number of enrolled students <ul style="list-style-type: none"> <li>• Headcount</li> <li>• FTEs</li> </ul> </li> <li>2. Student Satisfaction <ul style="list-style-type: none"> <li>• Accomplish goals</li> <li>• Quality of teaching</li> </ul> </li> <li>3. Implementation of QEP in target courses</li> <li>4. Student Diversity</li> </ol>	<p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>3. Total number of unduplicated peer-review publications – published/in press</li> </ol>	<p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Overall visit score <ul style="list-style-type: none"> <li>• Excellent</li> <li>• Excellent or Very Good</li> </ul> </li> <li>2. Time to next third new appointment (primary/specialty)</li> <li>3. UNT Health administrative costs</li> <li>4. Total net clinical revenues</li> <li>5. Total clinical revenues</li> <li>6. UNT Health Reserves (days)</li> <li>7. Percent of eligible patients placed on clinical pathways</li> </ol>	<p><b>Institutional Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Alumni donors (number, percent of population)</li> <li>2. Employee donors (number, percent of population)</li> <li>3. Total amount of gifts</li> <li>4. Pledges for new program</li> </ol>

### Faculty/Staff Survey

- Culture of Quality
- Job Satisfaction
- Empowerment

# Faculty/Staff Survey of Organizational Excellence

- Purpose
  - Help leadership and organizational development efforts to engage employees
  - Begin initiatives to improve services
  - Benchmark results against outstanding organizations by promoting excellence through participation and accountability
  - Required for all state agencies; Governor is pushing to require for higher education
- First administered in 2008; Administered in even years
- Denison Organizational Survey administered in odd years
  - Evaluates similar dimensions and constructs with results framed to help improve corporate culture and leadership

# Faculty/Staff Survey of Organizational Excellence - 2010

- Survey administered from February 22 to March 28
- 820 of 1459 Faculty and Staff responded, a 56% response rate
  - Overall response rate increased 27% from the 44% response rate in 2008
- Faculty response rate was 49% which accounted for 20% of the survey results
  - Overall response rate increased 29% from the 38% response rate in 2008
- Staff response rate was 58% which accounted for 78% of the survey results
  - Overall response rate increased 26% from the 46% response rate in 2008



# Workplace Environment

Five workplace dimensions capturing the work environment. Twenty total constructs within the dimensions designed to profile organizational areas of strength and concern so that interventions are targeted appropriately.

## 1. Work Group

Supervisor Effectiveness, Fairness, Team Effectiveness, Diversity

## 2. Accommodations

Fair Pay, Physical Environment, Benefits, Employment Development

## 3. Organizational Features

Change Oriented, Goal Oriented, Holographic, Strategic, Quality

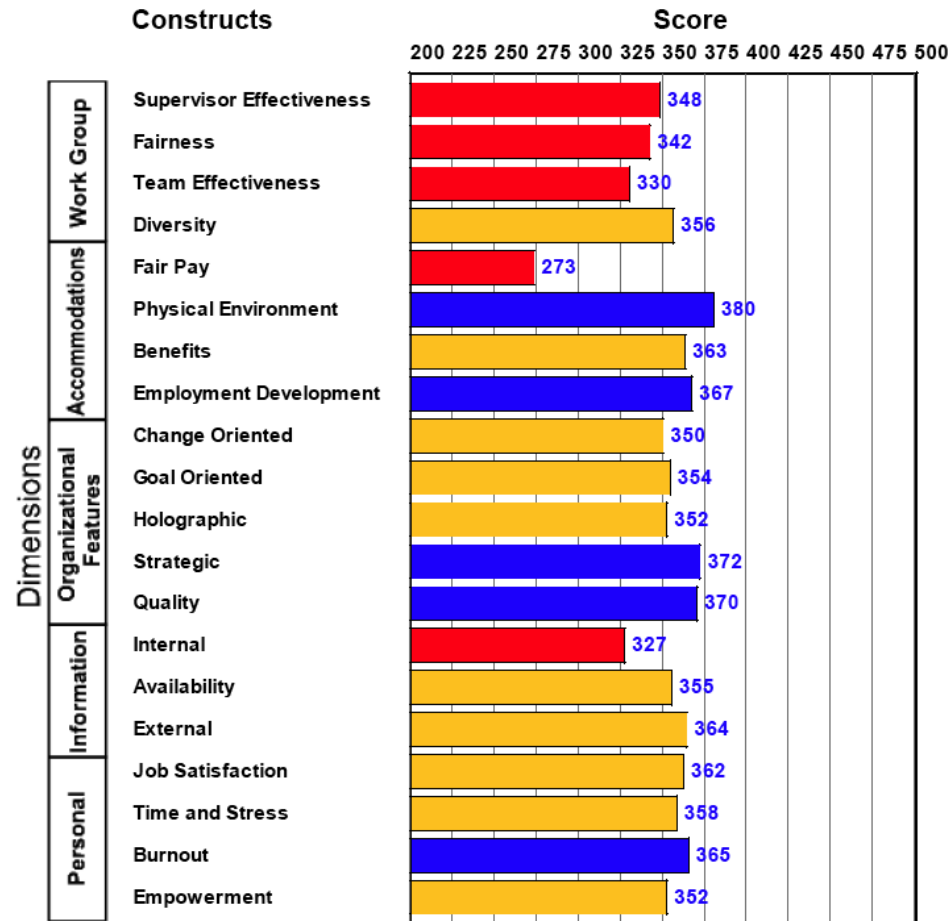
## 4. Information

Internal, Availability, External

## 5. Personal

Job Satisfaction, Time and Stress, Burnout, Empowerment

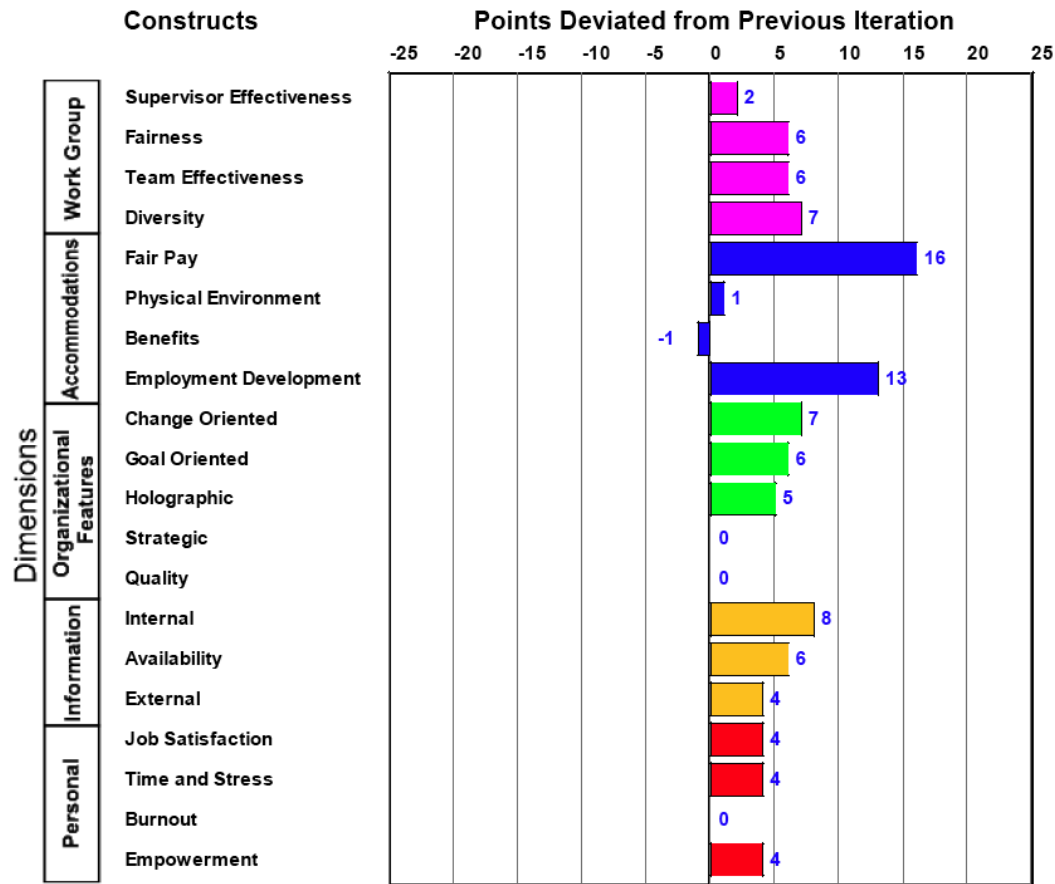
# Faculty/Staff Survey 2010 Results



■ Higher Scoring Constructs (5 highest)  
■ Moderate Scoring Constructs (10 middle)  
■ Lower Scoring Constructs (5 lowest)

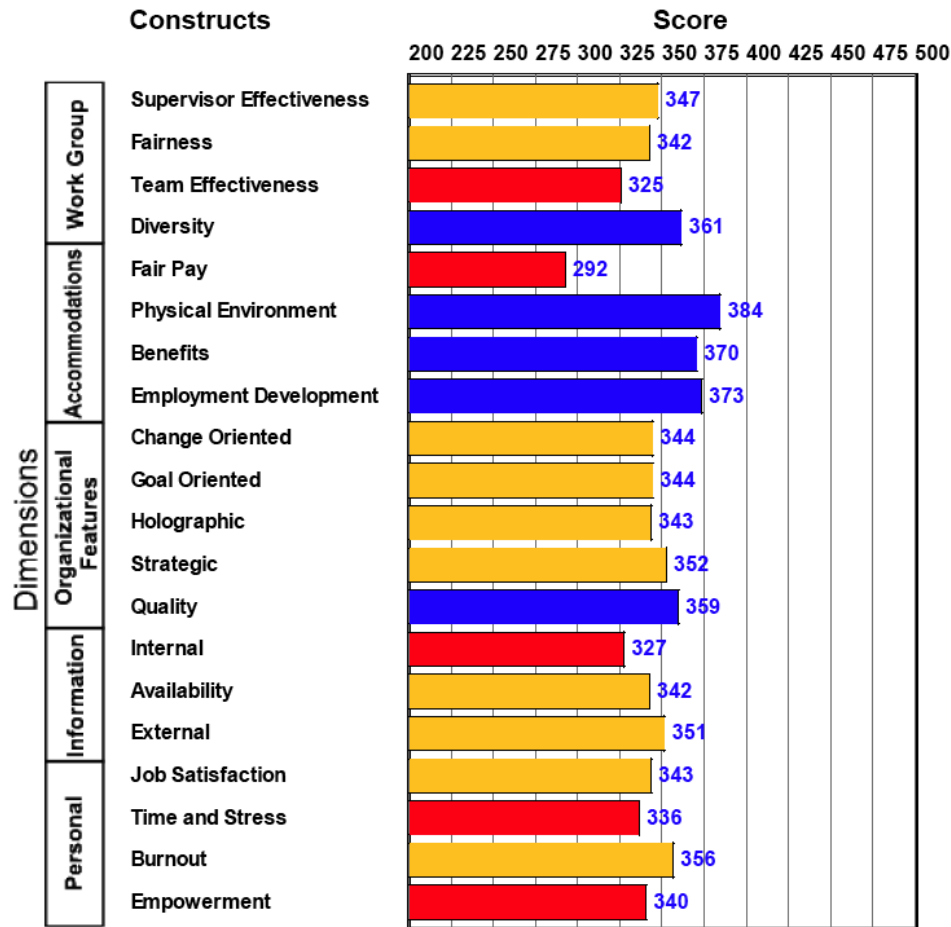
# Faculty/Staff Survey

## Change from 2008 to 2010



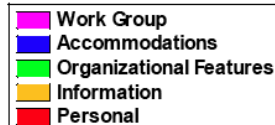
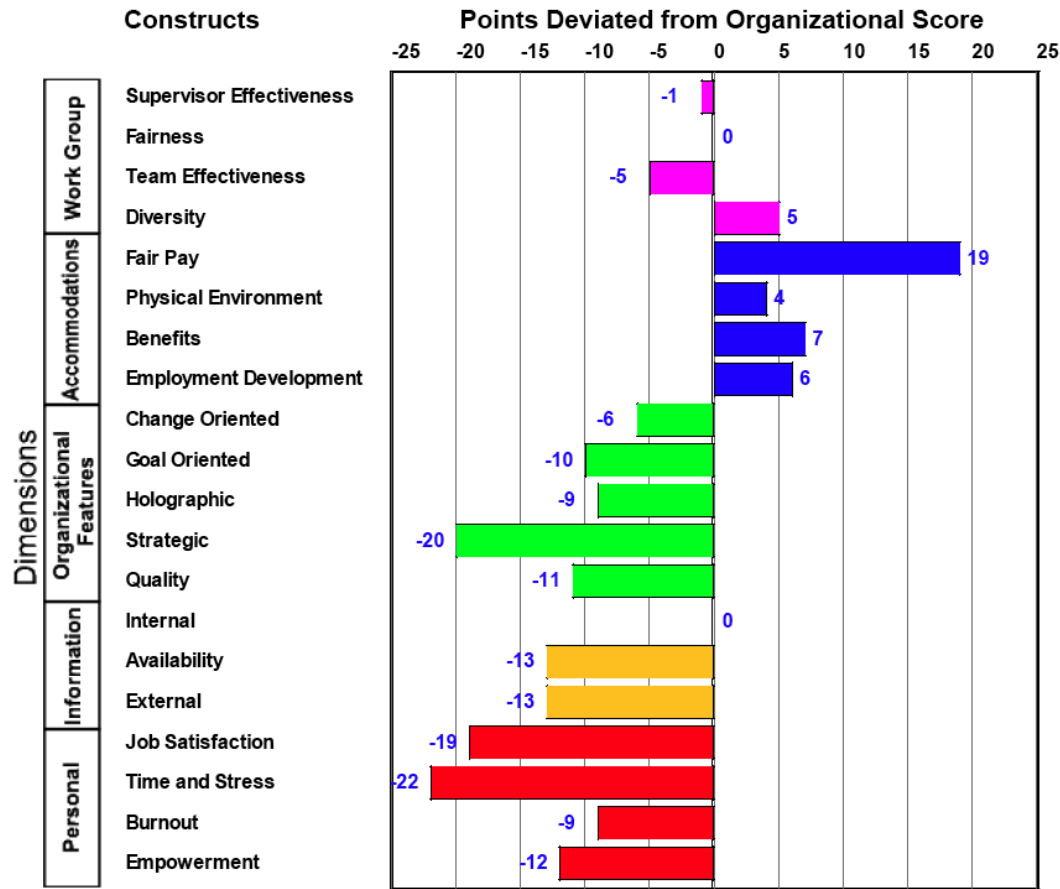


# Faculty - 2010 Results

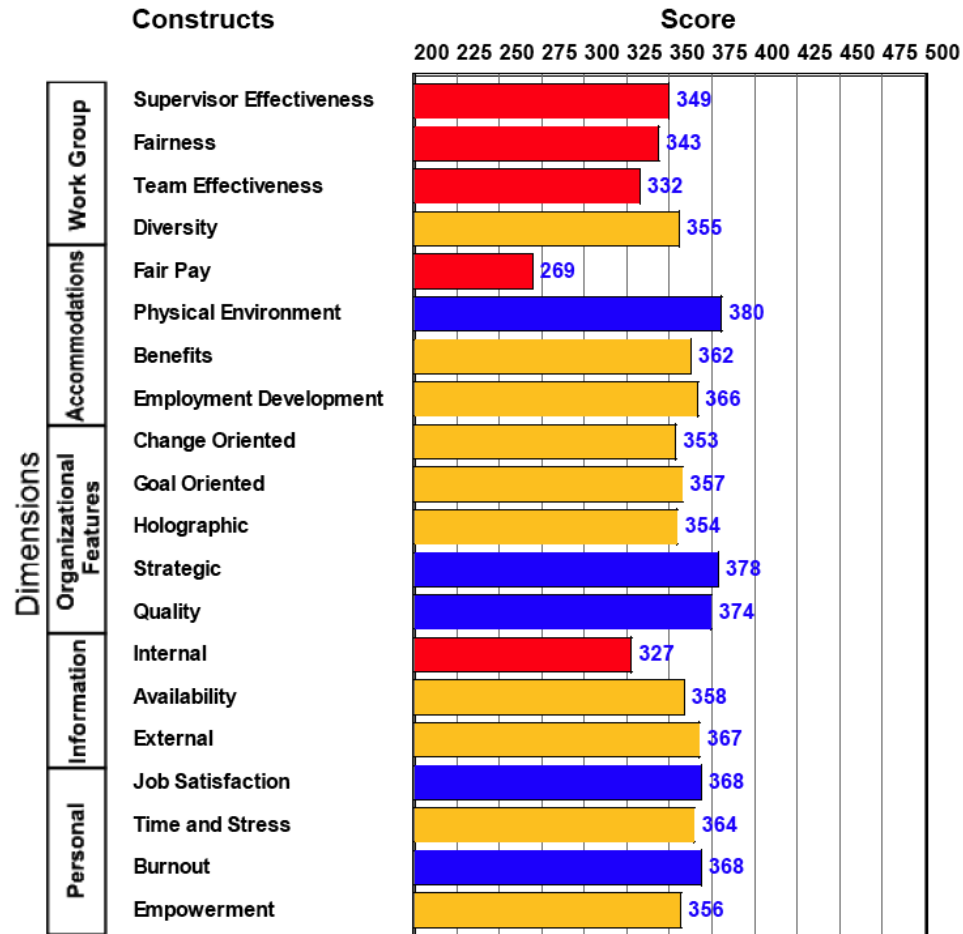


■ Higher Scoring Constructs (5 highest)  
■ Moderate Scoring Constructs (10 middle)  
■ Lower Scoring Constructs (5 lowest)

# Faculty - Change from 2008 to 2010

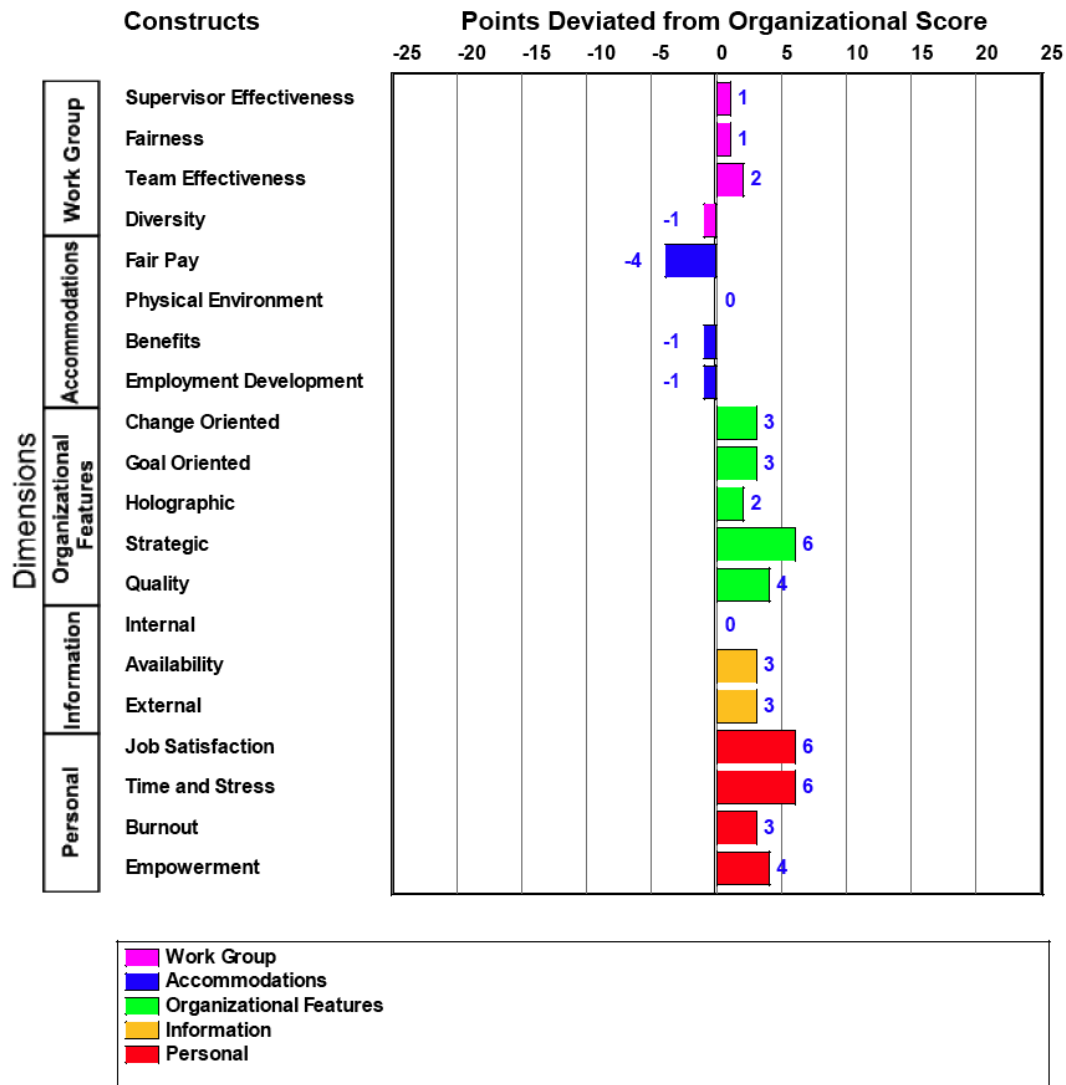


# Staff - 2010 Results



■ Higher Scoring Constructs (5 highest)  
■ Moderate Scoring Constructs (10 middle)  
■ Lower Scoring Constructs (5 lowest)

# Staff - Change from 2008 to 2010



# Faculty/Staff Survey Benchmark - Faculty vs. Staff

		All Respondents Benchmark <sup>1</sup>	UNTHSC	UNTHSC Faculty	UNTHSC Staff	
Dimensions	Work Group	Supervisor Effectiveness	354	348	347	349
		Fairness	352	342	342	343
		Team Effectiveness	336	330	325	332
		Diversity	361	356	361	355
	Accommodations	Fair Pay	272	273	292	269
		Physical Environment	385	380	384	380
		Benefits	383	363	370	362
		Employment Development	373	367	373	366
	Organizational Features	Change Oriented	349	350	344	353
		Goal Oriented	357	354	344	357
		Holographic	356	352	343	354
		Strategic	375	372	352	378
		Quality	380	370	359	374
	Information	Internal	324	327	327	327
		Availability	359	355	342	358
		External	369	364	351	367
	Personal	Job Satisfaction	373	362	343	368
		Time and Stress	366	358	336	364
		Burnout	374	365	356	368
		Empowerment	359	352	340	356
	<i>Number of Respondents</i>			820	166	640
	<i>% of Respondents</i>			100%	20%	78%
	<i>Survey Response Rate</i>		80%	56%	49% <sup>2</sup>	58% <sup>2</sup>
	<i>Survey Response Rate for All Respondents in Higher Education</i>		58%	<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="background-color: #4a86e8; color: white; padding: 2px 5px;">Higher Scoring Constructs</span> <span style="background-color: #e91e63; color: white; padding: 2px 5px;">Lower Scoring Constructs</span> </div>		

# Crosswalk Between Faculty/Staff and Denison Organizational Surveys

## Top Scoring 2010 Faculty/Staff Survey Constructs:

- Physical Environment
- Strategic Orientation
- Quality
- Employment Development
- Burnout (higher scores are positive)

## Lowest Scoring 2010 Faculty/Staff Survey Constructs:

- Supervisor Effectiveness
- Fairness
- Team Effectiveness
- Internal (communication within department)
- Fair Pay

## 2009 Denison Organizational Survey Areas of Strength:

- Vision
- Strategic Direction & Intent
- Core Values
- Goals and Objectives

## 2009 Denison Organizational Survey Areas for Improvement:

- Creating Change
- Capability Development (of Faculty/Staff) – moved to an area of strength in 2010
- Customer Focus
- Team Orientation

# Faculty/Staff Survey of Organizational Excellence

## Continuing actions to close the loop

- Executive Team determines areas to improve from lowest scoring constructs: Supervisor Effectiveness, Fairness, Team Effectiveness, Internal Communication, Fair Pay
- Assign responsibility to Deans & VPs and timeline for developing improvement plans
- Communicate survey results with all employees via Deans & VPs and OSM website
- Provide summary document/interpretation to department chairs and managers to use communicate results with their faculty and staff
- Communicate changes made in response to the survey results, e.g., increased training and development, reducing response times regarding Work Orders, etc...



Survey reports available from OSM Website:

<http://www.hsc.unt.edu/departments/osm/surveys/facStaff.cfm>



---

Fort Worth's Medical School... *and more*

