**Department of Family Medicine Survey 2019**

**Background**

In 2012, the DFM conducted an employee survey in preparation for the department’s self-study. We repeated the survey in fall 2013, spring 2015 and early 2016. In 2017, new questions were added to better understand the work environment and leadership support. In 2019, we added “teams” to the demographics to better identify results in smaller groups.

**Results**

In 2019, 146 surveys were completed, compared to 111 in 2017. A majority of respondents identified as female (61%) and faculty (59.5%) with 32.8% as staff (including PRAs) and 7.5% not identifying as either. Additional demographic information were collected for this survey, in order to compare to the department’s climate survey. Among the questions repeated across years, most items showed improvement since 2017.

**Interpretation**

A score of 5.00 is highest, meaning “Strongly Agree” a resounding “Yes,” or an otherwise unrestricted “Positive.” Gallup® research describes a 4.00 as a “Conditional Yes” and a 3.00 as a “Polite No.” In comparing 2019 results with 2017, +/- 0.10 is significant for our ***internal*** purposes – not getting into statistical theory.

**Strengths *(highest average scores)***

The Department’s human resources are by far its biggest strength. People feel supported in their work, especially in their ongoing growth and progress. (Gallup Q12® questions are identified by their number.)

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| **Question** | **2019** | **2017** | **2016** | **2015** | **2013** | **2012** |
| **Q05**: My supervisor, or someone at work, seems to care about me as a person. | 4.6 | 4.45 | 4.45 | 4.55 | 4.45 | 4.37 |
| **Q12**: This year, I have had opportunities at work to learn and grow. | 4.5 | 4.38 | 4.32 | 4.43 | 4.32 | 4.21 |
| **Q11**: In the last six months, someone has talked to me about my progress. | 4.5 | 4.32 | 4.39 | 4.30 | 3.86 | 3.93 |
| **Q01**: I know what is expected of me at work. | 4.4 | 4.32 | 4.18 | 4.33 | 4.23 | 4.16 |
| **Q07:** At work, my opinions seem to count | 4.4 | 4.33 | 4.35 | 4.39 | 4.35 | 3.78 |

**Opportunities *(lowest average scores)***

While people in this Department feel supported, they also noted that the Department feels fragmented, or they feel overwhelmed with work to the point where it prevents them from taking part in new opportunities. (An \* means the score was reversed for reporting clarity and consistency.)

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| **Question** | **2019** | **2017** | **2016** | **2015** | **2013** | **2012** |
| The department feels fragmented to me. \* | 2.8 | 2.72 | New in 2017 |
| I am so overwhelmed that it is hard for me to take part in interesting innovative programs or opportunities. \* | 3.2 | 2.95 | New in 2017 |
| Everyone is held to the same accountability standards in this department. | 3.3 | 3.12 | New in 2017 |
| We work to attract, develop, and retain people with diverse backgrounds. | 3.4 | 3.42 | 3.27 | 3.50 | 3.44 | 3.61 |
| The DFM has an effective program for professional development. | 3.4 | 3.44 | 3.41 | 3.53 | 3.27 | 3.24 |

**Gallup Q12® Questions**

The Department scored fairly well in the Gallup Q12® questions that measure employee engagement. These questions were developed over 30 years of interviewing over 17 million employees across various industries and roles. Gallup’s research shows that these questions have strong correlations to work-related outcomes such as productivity, employee safety, patient safety, absenteeism, turnover, quality and patient satisfaction.

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| **Question** | **2019** | **VS** | **2017** | **2016** | **2015** | **2013** | **2012** |
| **Q01**: I know what is expected of me at work. | 4.4 | **🡹** | 4.32 | 4.18 | 4.33 | 4.23 | 4.16 |
| **Q02**: I am provided with the support, tools and knowledge I need to do my job effectively. | 4.3 | **🡹** | 4.01 | 3.94 | 4.09 | 3.86 | 3.85 |
| **Q03**: At work, I have the opportunity to do what I do best every day. | 4.2 | **🡹** | 4.00 | 4.04 | 4.11 | 3.95 | 3.96 |
| **Q04**: In the last 7 days, I have received recognition or praise for doing good work. | 4.2 | **🡹** | 3.57 | 3.48 | 3.73 | 3.51 | 3.41 |
| **Q05**: My supervisor, or someone at work, seems to care about me as a person. | 4.6 | **🡹** | 4.45 | 4.45 | 4.55 | 4.45 | 4.37 |
| **Q06**: There is someone at work who encourages my development. | 4.4 | **🡹** | 4.21 | 4.03 | 4.22 | 4.01 | 3.93 |
| **Q07**: At work, my opinions seem to count. | 4.4 | **🡹** | 4.06 | 3.92 | 4.19 | 4.12 | 4.00 |
| **Q08**: The mission/purpose of the DFM makes my job feel important. | 4.4 | **🡹** | 4.16 | 3.99 | 4.26 | 4.26 | 4.11 |
| **Q09**: My associates or coworkers are committed to doing quality work. | 4.4 | **🡹** | 4.22 | 4.27 | 4.45 | 4.38 | 4.43 |
| **Q10**: I have a best friend at work. | 4.1 | **🡹** | 3.07 | 3.15 | 3.12 | 3.27 | 3.01 |
| **Q11**: In the last six months, someone has talked to me about my progress. | 4.5 | **🡹** | 4.32 | 4.39 | 4.30 | 3.86 | 3.93 |
| **Q12**: This year, I have had opportunities at work to learn and grow. | 4.5 | **🡹** | 4.38 | 4.32 | 4.43 | 4.38 | 4.21 |
| **Gallup Q12® Engagement Score** | **4.4** | **🡹** | **4.06** | **4.01** | **4.15** | **4.02** | **3.95** |

**Common Themes among Open Comments**

Several strong themes emerged about the things people “***enjoy most about working in the DFM***”:

* Respondent comments were mainly related to departmental values or culture, and colleagues or team members. At the interpersonal level, many people said they enjoyed their colleagues. People felt colleagues were innovative and supportive. This was echoed for a few people referring to leadership.
* Folks also liked the low-stress environment, commitment to innovation and learning, flexible work schedules allowing for work-life balance.
* Several people talk about liking the reputation of the department had, contributing to important and interesting work, and providing quality patient care.

The “***most critical issues***” facing respondents included:

* Concerns about future funding, compensation, and financial stability for projects and programs.
* The impending leadership transition with Frank’s retirement.
* Lack of diversity in leadership positions as well as recruiting more diverse individuals.
* Lack of a connection to the department for people who are not on campus.

Multiple respondents called out several recommendations about “***one thing***” they would like to change:

* Improved accountability and clear expectations; align the performance review process with actual duties and balance workloads.
* Better communication and connections across the Department, especially with those in clinical sites.
* Funding/resources - more protected time to better manage workloads as well as for supporting professional development.

**Areas of Focus**

We have been focusing Department attention specifically on Professional Development, Communication, and Diversity, particularly because they were identified during our last self-study as areas of opportunity.

*Professional Development*

We have initiated several professional development activities over the last few years; however, workload may limit people’s ability to take advantage of such opportunities.

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| **Question** | **2019** | **vs** | **2017** | **2016** | **2015** | **2013** | **2012** |
| **Q12**: This year, I have had opportunities at work to learn and grow. | 4.4 | **🡹** | 4.38 | 4.32 | 4.43 | 4.38 | 4.21 |
| **Q11**: In the last six months, someone has talked to me about my progress. | 4.4 | **🡹** | 4.32 | 4.39 | 4.30 | 3.86 | 3.93 |
| **Q01**: I know what is expected of me at work | 4.4 | **🡹** | 4.32 | 4.18 | 4.33 | 4.23 | 4.16 |
| **Q06**: There is someone at work who encourages my development. | 4.3 | **🡹** | 4.21 | 4.03 | 4.22 | 4.01 | 3.93 |
| **Q02**: I am provided with the support, tools and knowledge I need to do my job effectively. | 4.2 | **🡹** | 4.01 | 3.94 | 4.09 | 3.86 | 3.85 |
| The DFM has an effective program for professional development. | 3.4 | -- | 3.44 | 3.41 | 3.53 | 3.27 | 3.24 |
| I am so overwhelmed that it is hard for me to take part in interesting innovative programs or opportunities. \* | 3.2 | **🡹** | 2.95 | New in 2017 |

*Communication*

In a large, far-flung Department such as ours, communication can be a challenge. Scores suggest there have been some improvements since 2012, yet we still have much room for improvement.

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|  | **2019** | **vs** | **2017** | **2016** | **2015** | **2013** | **2012** |
| **Q08**: The mission/purpose of the DFM makes my job feel important. | 4.20 | **🡹** | 4.16 | 3.99 | 4.26 | 4.26 | 4.11 |
| I have a good understanding of the mission and the goals of the department. | 4.0 | -- | 4.02 | 3.90 | 4.18 | 3.82 | 3.00 |
| The DFM leadership team shares relevant information with employees. | NA |  | 3.75 | 3.93 | 4.10 | 3.78 | 3.28 |
| My team leader shares relevant information with me. | 4.10 |  | Updated verbiage for 2019 |
| I feel like I know what is going on in the department. | 3.60 | **🡹** | 3.49 | 3.65 | 3.84 | Not asked |

*Diversity, Equity & Inclusion*

There are many ways to define, measure and promote diversity, equity and inclusion.

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| **Question** | **2019** | **vs** | **2017** | **2016** | **2015** | **2013** | **2012** |
| **Q07**: At work, my opinions seem to count. | 4.2 | **🡹** | 4.06 | 3.92 | 4.19 | 4.12 | 4.00 |
| There is a culture of respect throughout the department. | 4.3 | **🡹** | 4.04 | New in 2017 |
| The DFM works to attract, develop, and retain people with diverse backgrounds.\* | 3.4 | -- | 3.42 | 3.27 | 3.50 | 3.44 | 3.61 |

**\***Of note, in 2019, we broke this out by faculty and staff. **55.4%** of respondents agree/strongly agree that we do this for ***staff***, and **44.2%** agree/strongly agree that we do this for ***faculty***.

In an effort to start measuring our DEI efforts, the Justice League conducted a separate Climate Survey this spring. There was a 75% response rate and some preliminary data has been presented to leadership. A strategic planning session will be coming up at the end of August and a full report will be distributed this fall.

**New Questions for 2017 vs 2019**

*Work environment and supportive leadership*

Overall, most employees strongly agreed or agreed that our Department fosters a work environment that supports innovation, respect, and excellence, while maintaining a healthy work-life balance. Yet, fewer people agree that accountability is equitable.

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Question** |  | Mean | Strongly disagree % | Disagree % | Neutral % | Agree % | Strongly Agree % |
| The DFM provides adequate flexibility in working arrangements. | **2019****2017** | 4.34.3 | .70.9 | 3.52.8 | 9.212.0 | 41.830.6 | **44.7****53.7** |
| There is a culture of respect throughout the Department. | **2019****2017** | 4.34.0 | 0.02.8 | 1.43.7 | 8.411.0 | **52.4****52.3** | 37.830.3 |
| DFM leaders have the skills and capabilities to lead our organization. | **2019****2017** | 4.24.0 | .71.8 | 3.53.6 | 9.213.6 | **50.0****50.9** | 36.630.0 |
| There is support for innovation in the DFM. | **2019****2017** | 4.04.0 | .70.9 | 2.85.4 | 19.117.1 | **48.2****43.2** | 29.133.3 |
| I feel like I am part of a highly functional team(s). | **2019****2017** | 3.93.8 | 05.6 | 6.36.5 | 15.413.9 | **56.6****51.9** | 21.722.2 |
| I am able to satisfy my job responsibilities in a way that allows me to maintain work-life balance. | **2019****2017** | 3.73.8 | 04.5 | 3.512.6 | 2.89.9 | 42.7**48.6** | **51.0**24.3 |
| The DFM has established an environment that fosters and rewards excellence. | **2019****2017** | 3.83.7 | 03.7 | 7.610.1 | 25.721.1 | **44.2****45.9** | 22.219.3 |
| I am paid fairly for the work I do. | **2019****2017** | 3.83.5 | 1.46.3 | 9.013.5 | 15.316.2 | **56.9****49.5** | 17.414.4 |
| Everyone is held to the same accountability standards in this Department. | **2019****2017** | 3.33.1 | 3.78.3 | 20.622.2 | 25.025.9 | **39.7****36.1** | 11.07.4 |

Although most respondents believe our Department promotes work-life balance and flexibility, employees were evenly divided on feeling overwhelmed, suggesting the need for additional support.

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| **Question** |  | Mean\* | Strongly disagree % | Disagree % | Neutral % | Agree % | Strongly Agree % |
| My supervisor or team leader needs additional leadership training. | **2019****2017** | 3.63.4 | 22.315.5 | **44.6****48.2** | 14.410.9 | 11.513.6 | 7.211.8 |
| I am so overwhelmed that it is hard for me to take part in interesting innovative programs or opportunities.\* | **2019****2017** | 3.23.0 | 7.75.4 | **38.5****32.4** | 25.223.4 | 25.229.7 | 3.59.0 |
| The department feels fragmented to me.\* | **2019****2017** | 2.82.7 | 2.97.3 | 28.119.1 | 28.123.6 | **33.1****38.2** | 7.911.8 |

\* For mean calculations on these items, scores were reversed for consistent interpretation and comparison across all items.