

## INSIGHT 1

### Culture's Impact on Employee Engagement

Organizations performing in the top quartile for the culture index outperformed the bottom quartile in every domain of an employee engagement survey database with statistical significance (see Table). Organizations in the top quartile for culture performed above the top 25% of hospitals in every domain – except your immediate supervisor and in the top 15% of the database in the following domains: quality and competence, organizational engagement.

HealthStream Employee Engagement Survey	Top quartile, n = 30,817 <sup>a</sup>	Bottom quartile, n = 44,855 <sup>a</sup>	Difference in national ranking
Your immediate supervisor	73	14	59
Pay and benefits	79	10	69
Hiring, promotion, and opportunity	83	7	76
Upper management	83	5	78
Quality and competence	86	5	81
Job engagement	78	12	66
Organizational engagement	89	6	83
Outcomes	88	4	84

#### Measuring Culture: What makes up the "Culture Index"?

- The extent to which patients are treated as valued customers.
- You find that your values are very similar to the values of this organization.
- You feel that being a member of this organization is very rewarding.
- You are proud to be a part of this organization.

## INSIGHT 2

### Culture's Impact on Physician Engagement

The top and bottom quartile culture index performers were compared against an Physician Engagement Survey database (see Table). Those organizations in the top quartile for culture outperform those in the bottom quartile for every physician engagement domain with statistical significance; most domains outperform those in the bottom quartile by three to four times according to national ranking (the only exceptions being Admission and Discharge Process and Medical Records and Clinical Information).

HealthStream Physician Engagement Survey	Top quartile, n = 1,278 <sup>a</sup>	Bottom quartile, n = 2,791 <sup>a</sup>	Difference in national ranking
Administrative team	68	22	46
Overall nursing staff	74	13	61
Hospital efficiency	76	23	53
Medical records and clinical information	49	31	18
Admission and discharge processes	72	25	47
Hospital environment	73	14	59
Hospital quality	74	16	58
Overall satisfaction	74	16	58
Overall satisfaction with nurses	76	15	61
Recommendation	74	17	57

## INSIGHT 3

### Culture's Impact on Patient Experience

The HCAHPS survey was used to measure the patient experience. Hospitals in the cultural index top quartile outperformed the bottom quartile in every single HCAHPS domain with statistical significance (see Table). The largest areas of positive variance include communication with nurses – 51 percentile points, communication about medicines – 53 percentile points, and overall rating of Hospital – 53 percentile points.

HCAHPS domains	Top quartile, n = 19,231 <sup>a</sup>	Bottom quartile, n = 39,500 <sup>a</sup>	Difference in national ranking
Communication with nurses	63	12	51
Communication with doctors	57	16	41
Responsiveness of hospital staff	60	11	49
Cleanliness of the hospital environment	58	13	45
Quietness of the hospital environment	46	19	27
Pain management	68	23	45
Communication about medicines	65	12	53
Discharge information	72	37	35
Overall rating of hospital	70	17	53
Willingness to recommend the hospital	72	26	46
Transition of care	75	33	42

## INSIGHT 3

### Culture's Impact on Value-Based Purchasing

The difference between the culture index top quartile and bottom quartile performers and their facility's performance across each of the domains that represent Value-Based Purchasing (VBP) were examined. In all but one domain, outcomes, the cultural top quartile exceeded performance of the bottom quartile with statistical significance (see Table). While the bottom quartile performers for the outcomes score had a higher national ranking by 8 points (top performers: 41st percentile vs bottom performers: 49th percentile) the difference was not statistically significant. Additionally, hospitals in the cultural top quartile achieved an average earn-back of 2.4% of their VBP withholding compared with an average of only 1.4% for the bottom quartile. Performance across the top and bottom quartiles equates to being profitable or unprofitable, respectively, with VBP.

Value-based purchasing domains	Top quartile (n = 81 hospitals) <sup>a</sup>	Bottom quartile (n = 84 hospitals) <sup>a</sup>	Difference in national ranking performance
Patient experience of care	68	23	45
Clinical process of care	57	41	16
Efficiency score	49	24	25
Outcomes	41	49	-8
VBP score	61	29	32

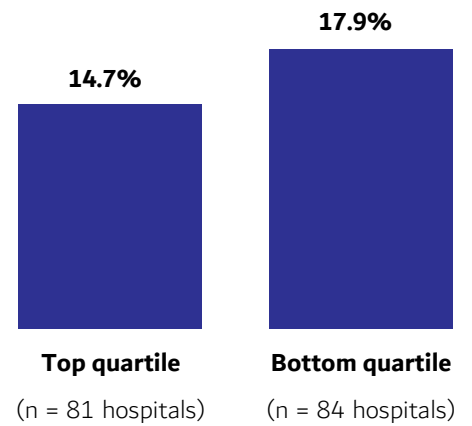
## INSIGHT 4

### Culture's Impact on Turnover

Research found a 3.2% favorable difference (see Graph) between the average turnover rates for the cultural

top and bottom quartile performers (since lower levels of turnover are more closely linked to positive quality and financial performance). If you are an organization with 4,000 employees, moving from a 17.9% turnover rate to a 14.7% turnover rate could save your organization an average of \$2,326,784.32.

#### Difference in Turnover



Comparisons of culture index top and bottom quartile performers and percentage of self-reported employee turnover.

Owens, K. Eggers, J. Keller, S. McDonald, A. 2017 The imperative of culture: a quantitative analysis of the impact of culture on workforce engagement, patient experience, physician engagement, value-based purchasing, and turnover