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IN 2006, NEARLY 5,000  
COLLEAGUES WERE SURVEYED.

THE TOP FOUR ANSWERS  
ARE ON THE BOARD.

HERE'S THE  
QUESTION.

**"WHAT IS THE BEST THING  
ABOUT WORKING AT LVHHN?"**

# SURVEY SAYS...



**LEHIGH VALLEY**  
**HOSPITAL**  
AND HEALTH NETWORK

IT'S TIME FOR  
"SURVEY SAYS..."

# LET'S MEET THE FAMILY

**Welcome to the show.** This is the fourth time you, the members of the Lehigh Valley Hospital and Health Network (LVHHN) family, are appearing on "Survey Says."

In our 1999, 2001 and 2004 employee surveys, you told us what you love about working here and how we could improve. In the latest 2006 survey, "Celebrating Strengths...Working to Improve," things were done a little differently.

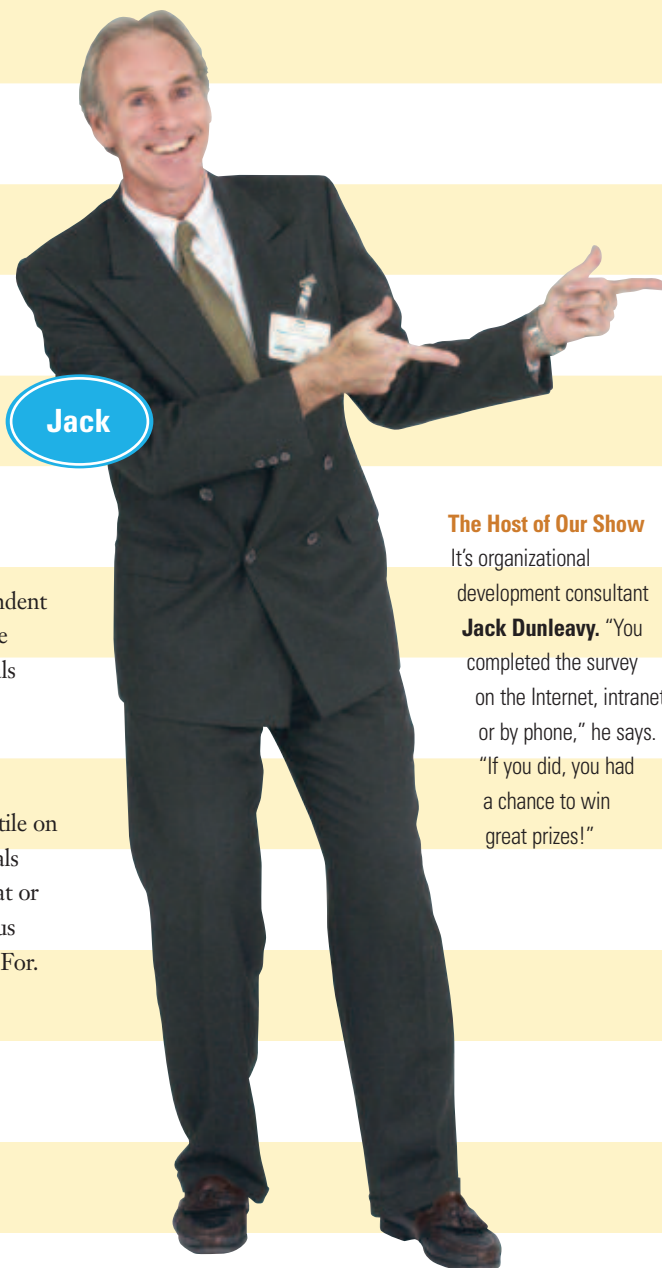
The survey included our entire workforce and residents. A total of 4,914 colleagues, or about 57 percent of the LVHHN family responded. That's outstanding! And for the first time, a survey was conducted simultaneously for the medical staff.

What else is different about our show this year? "We asked an independent company, The Jackson Organization, to provide the questions, tabulate the scores for each question, and compare our results with 170 hospitals nationwide," says Mary Kay Grim, senior vice president of human resources. When Jackson representatives told us the results, they kept saying we had, "Good answers! Good answers!"

Out of the 34 survey questions, we scored at or above the 90th percentile on 16 questions, which means we scored better than 90 percent of hospitals nationwide. There were only three questions in which we didn't rank at or above the 75th percentile. That's amazing! It's no wonder you helped us become one of FORTUNE magazine's 100 Best Companies to Work For.

So, are you ready to learn what makes us great and what we need to do to become an even better place to work? Get on your marks!

**Let's start, "Survey Says..."**



Jack

#### The Host of Our Show

It's organizational development consultant **Jack Dunleavy**. "You completed the survey on the Internet, intranet or by phone," he says. "If you did, you had a chance to win great prizes!"

A woman and a man are standing side-by-side, clapping their hands. The woman is on the left, wearing a dark brown suit and a black top. The man is on the right, wearing a grey sweatshirt, dark blue pants, a dark blue baseball cap, and glasses. He has a name tag on his chest. They are both smiling. The background is a stylized sun with yellow and orange rays. The names 'Patricia' and 'Mike' are written in blue circles next to them.

### Grateful for the Care

When **Patricia Gordy's** husband suffered a massive stroke last summer, she insisted the paramedics take him to LVH–Muhlenberg, where she works as a behavioral health therapist. “They did everything possible to stabilize him and begin his road toward a slow, gradual recovery,” Gordy says. Her husband, Rev. Steve Gordy, Ph.D., is receiving intensive therapy to improve his speech and mobility, and has gained hope and encouragement from his caregivers. “It’s one thing to be part of a team of compassionate caregivers,” she says. “But it’s another to experience it firsthand as a family member. We will be eternally thankful.”

### Many Colleagues, One Mission

**Mike Gee's** father, William, was a physician in the U.S. Navy and a vascular surgeon at LVHHN. Following in his footsteps, Gee joined the Navy as a hospital corpsman, driving an ambulance and transporting patients. Following his naval career, Gee came here as a patient transporter. “I love interacting and making a connection with patients,” he says. Now a courier, Gee says he still enjoys opening doors for and offering directions to patients while delivering X-rays or interoffice mail. “We’re all part of the same mission—caring for people,” he says. “Everyone has an important job to do, and I’m confident that everyone does his or her job well.”

Mike

Patricia

**RETENTION****4.44****MORALE****3.95****OVERALL SATISFACTION****3.82****ENGAGEMENT****3.82**

## ROUND 1

# WHAT'S MOST IMPORTANT

**The Jackson Organization uses different categories**, or key indicators, to determine how employees feel about their workplace. The top four answers are on the board: retention, morale, overall satisfaction and engagement (how connected colleagues feel to events happening within the organization).

When you took the survey, you were asked to agree or disagree with many statements related to these categories. If you completely agreed with a statement, you gave a score of 5. If you completely disagreed, you gave a score of 1.

Here's how our key indicator scores compare to other hospitals. **"Survey Says..."**

Key Indicator	Our Score	Avg. Hospital Score Nationwide	Percentage of Hospitals We Scored Better Than
Retention	4.44	4.18	98%
Morale	3.95	3.65	94%
Overall Satisfaction	3.82	3.59	84%
Engagement	3.82	3.62	81%

A photograph of two women, Beverly and Rose, standing side-by-side and giving thumbs up. Beverly is on the left, wearing a patterned blue and white scrub top and dark blue pants. Rose is on the right, wearing a dark purple scrub top and pants. They are both smiling. The background is a stylized sun with yellow and orange rays. The names 'Beverly' and 'Rose' are written in blue ovals next to them.

Beverly

Rose

#### What They Like Best

**Beverly Baker** worked at a pediatrician's office but followed some of her colleagues to LVHHN. **Rose Grimshaw** worked in medical insurance and always enjoyed calling LVHHN. "I could sense the professionalism in everyone I talked to," Grimshaw says. Now, Baker and Grimshaw are with Lehigh Valley Physician Group (LVPG), and having the opportunity to put patients first is what makes their work most satisfying. "When we make our patients happy, they will trust us to return for their care," says Baker, a medical assistant in surgical oncology and a Service Excellence Ambassador, part of an LVPG team helping create quality experiences for patients. Grimshaw, a medical secretary at College Heights OB/GYN, also is a Service Excellence Ambassador. "We're stressing the importance of things like smiling and making eye contact with our patients, and we're all learning the importance of patient satisfaction surveys and how they can ensure our practices deliver the best care," she says.

REFERRING A FRIEND 4.46

I GET TO DO WHAT I DO BEST 4.10

TRUST IMMEDIATE SUPERVISOR 3.92

TRUST IN LEADERSHIP 3.85

DEPARTMENT EFFICIENCY 3.39

## ROUND 2 REASONS TO CELEBRATE

**How does The Jackson Organization determine** if you're satisfied with your job? The top five answers are on the board. On a scale from 1 to 5 (with 5 being best), the survey asked if you agree or disagree with certain statements.

A ✓ is The Jackson Organization's way of saying, "Good Answer!" because we scored at or above the 75th percentile. In other words, the results are cause to celebrate! In contrast, a ✗ would indicate a score at or below the 25th percentile. In other words, there is plenty of room for improvement. We didn't have a single ✗. "No Strikes!"

But still, there is always room for improvement. The question on the board that deals with department efficiency is one of three in which we ranked below the 75th percentile. Other questions in which we didn't rank as high dealt with the quantity of equipment and supplies we need to do our jobs well, and the availability of supervisors to talk to colleagues. The good news is we can improve in these areas if we work together to find ways to use our time and equipment more efficiently. **Here are your answers to job satisfaction questions and how we compare to other hospitals. "Survey Says..."**

Attribute	Our Avg. Score	Avg. Hospital Score	Percentage of Hospitals We Scored Better Than
I would recommend to my friends to apply for work here.	4.46	—	*
I have the opportunity to do what I do best.	4.10	3.86	95% ✓
I trust my immediate manager/supervisor.	3.92	3.68	87% ✓
I trust management and leadership.	3.85	3.39	97% ✓
My department operates at 100% efficiency.	3.39	3.36	55%



**Jonathan**

**Karen**

**Brian**

### Feeling Good

A month before joining LVHHN, **Jonathan Davidson** learned he had type 1 diabetes. He was concerned about how to manage his disease at home and work, and how he'd cope financially. But his worries quickly subsided. "My manager and colleagues are so supportive," he says. "If I have to step out of a meeting to check my blood sugar, everyone understands." Davidson also appreciates his health care coverage. After starting in human resources, he went to Health Spectrum Pharmacy for a three-month supply of test strips, "I was told there's no co-pay with Choice Plus," Davidson says. "I couldn't believe it—that's \$1,000 worth of supplies." Davidson also received a \$5,000 insulin pump at no cost. "Because of our insurance, I'm getting the tools to keep my blood sugar in line," he says.

### Movin' on Up

**Karen Velas** believed she was doing a good job as a scheduler for Lehigh Valley Home Care and Hospice. But when she applied for and was offered a promotion, she realized just how much her colleagues valued her efforts. "It felt great to be acknowledged for my hard work," says Velas, now a software systems specialist. She received six months of on-the-job training and now teaches new colleagues how to use computer programs and their laptops. "I've worked here since I was 18, and have no plans on leaving," she says. "With the benefits, flexibility and recognition for what I do, why would I?"

### High Fives for Home Health

Several years ago, Lehigh Valley Home Care and Hospice faced high R.N. turnover and low morale. So, the management team encouraged and worked with office and clinical staff to change things for the better. Through persistence and commitment, patient outcomes and communication among team members improved. R.N. turnover dropped from 43 percent to 4.5 percent within 18 months (it continues to stay at or under 7 percent). In this year's survey, Home Care and Hospice's turnaround stands out with high marks for overall employee satisfaction. "We're a more tight-knit unit now," says physical therapist **Brian Hagenbuch**. "We continue to improve through monthly staff, team and rehab meetings, in-services and improvement focus groups." Staff also will remain engaged by working on areas identified for improvement.

**I GET TO DO WHAT I DO BEST** 4.10

**TRUST IN LEADERSHIP** 3.85

**DEPARTMENT EFFICIENCY** 3.39

**REFERRING A FRIEND** 4.46

**TRUST IN IMMEDIATE SUPERVISOR** 3.92

## ROUND 3 THE TOP 10 LIST

**When it comes to employee satisfaction,** this is an important round. Because The Jackson Organization is experienced in conducting surveys at hospitals, they're able to report which qualities are most important to employees. The top 10 answers are on the board, in order of importance. "Survey Says..."

Rank	Question	Our Avg. Score	Percentage of Hospitals We Scored Better Than
1	I have the opportunity to do what I do best every day.	4.10	95%
2	I trust management and leadership.	3.85	97%
3	My department operates at 100% efficiency.	3.39	55%
4	I would recommend to my friends to apply for work here.	4.46	*
5	I trust my immediate manager/supervisor.	3.92	87%
6	My manager/supervisor supports or defends me when needed.	3.95	*

**SUPPORT FROM IMMEDIATE SUPERVISOR** **3.95**

**POSITIVE INFLUENCE BY LEADERSHIP** **4.03**

**WAYS TO TALK ABOUT PROBLEMATIC ISSUES** **3.87**

**FAIRNESS OF IMMEDIATE SUPERVISOR** **3.80**

**FREEDOM TO EXPRESS VIEWS** **3.85**

**Sharon**

**Opportunity Abroad**

**Sharon Clark, R.N.**, always wanted to use her nursing skills to help those less fortunate in another country. So when a patient's daughter-in-law introduced her to Shoulder to Shoulder, a group of health care professionals who care for people living in a remote area of Honduras, "I had chills," says Clark, director of 4C. "Right away, I asked, 'How do I sign up?'" She applied for and received a \$400 Friends of Nursing grant from the Center for Professional Excellence to support her trip. Over two weeks, she helped care for people with a variety of illnesses and injuries, including a young boy who lacerated his hand with a machete. "He walked for two hours to get to the clinic," Clark says. "Fortunately, we were there to help him."

Rank	Question	Our Avg. Score	Percentage of Hospitals We Scored Better Than
7	Top leadership has a clear commitment to positively influencing people, processes and outcomes.	4.03	99%
8	My immediate manager/supervisor creates ways for me to talk about issues that are problematic.	3.87	*
9	My immediate manager/supervisor is fair to all my co-workers.	3.80	91%
10	I feel completely free to express my views to my immediate manager/supervisor.	3.85	84%

\* Score cannot be compared to other hospitals because the question was specific to our survey.

COLLEAGUES/TALENTED STAFF	27%
QUALITY PATIENT CARE	17%
GREAT ORGANIZATION/REPUTATION	15%
BENEFITS	12%

## ROUND 4

## WHAT YOU LIKE BEST

**Not all the survey questions** asked you to rate a statement on a scale from 1 to 5. Some were open-ended questions, giving you the opportunity to respond with your own words, instead of checking a box. Once again, you had “Good Answers!” One question asked, “What is the best thing about working at LVHHN?” Your answers were placed in different categories to determine the percentage of colleagues who responded similarly. The top four answers are on the board. **“Survey Says...”**

• **Colleagues**—27% The majority of our colleagues say they love working alongside compassionate, caring, talented, hard-working and fun-loving colleagues.

~ “My colleagues and I work very closely. It’s almost like a sisterhood.”

~ “It’s rewarding to work with a wide variety of people with diverse backgrounds, education, and experience.”

~ “It’s nice to work with people I enjoy being around. If I’m having a bad day, they help me get over the rough spots.”

~ “I enjoy working with my second family, my colleagues.”

~ “I have the opportunity to work with what I believe to be the finest health care staff in the country.”

• **Quality Patient Care**—17% Our exceptional, award-winning, patient-centered care is the most important thing to many colleagues.

~ “I love that we let patients know they are not just patients, but real people with real needs.”

~ “It’s very rewarding to know patients trust me and appreciate what I do.”

~ “It gives me a warm feeling when families come back to thank us for all we did for their loved ones.”

~ “The fact that we always put patients first is what I’m most proud of. We’re always looking for innovative ways to serve our patients with pride.”

~ “When I see a smiling, satisfied patient, it boosts my morale and makes me feel good.”

A woman with curly brown hair, wearing a teal long-sleeved top and dark pants, standing with her hands clasped in front of her.

**Roselen**

#### A Student and a Service Star

A case manager for the AIDS Activities Office, **Roselen Villalba** wanted to better understand the medical side of HIV/AIDS care. So, she went back to school to become a nurse. Because she earns good grades, she gets 85 percent tuition reimbursement. And because she's pursuing a nursing degree, she receives a SMILE (Scholarship Money Invested in LVHVN Employees) scholarship to cover the rest. Though she's busy, Villalba still devotes extra time to care for her patients, including putting her own needs aside to help a grieving family. Because of this, she won this month's Service Star. **Read her story** at [www.lvhn.org/checkup](http://www.lvhn.org/checkup) or call 610-402-CARE.

A man with glasses, wearing a maroon polo shirt and khaki pants, standing with his fists raised in a celebratory gesture.

**Bob**

#### A Way to Say Thanks

For many years, LVHVN helped **Bob Scholl** recover from various health issues—a stroke in 1993, a heart attack in 2004, and total knee replacement surgery in 2005. “I wanted to say thank you,” he says, so he joined LVH—Cedar Crest as a valet seven months ago. It didn’t take him long to make an impact. Just a month into his job, he came to the rescue of a young mother, helping deliver her baby in the parking lot. “I ‘played catch’ and stayed with the mother until the medical team arrived,” Scholl says. “It was definitely a new experience. Where else can you work that gives you that kind of excitement? I love it here.”

• **Our Reputation**—15% Working for a quality organization with a reputation that is known nationally because of honors we received from the American Nurses Credentialing Center as a Magnet hospital, *U.S. News & World Report* and *FORTUNE* magazine, makes many of us proud.

- ~ “I’m very proud to work for the premier health care network in the region.”
- ~ “I enjoy being part of a hospital network that is focused on helping the community and providing quality care to patients regardless of their cultural, religious or socioeconomic background.”
- ~ “LVHVN is known for its unique ability to envision the future of health care and direct the path to meet it.”

• **Benefits**—12% Free health care, generous PTO and sick time, a flexible retirement plan and a \$500 wellness benefit is what you say makes us a unique, great place to work.

- ~ “I appreciate the many benefits I’m offered and the way LVHVN always is trying to offer more choices to meet my needs.”
- ~ “The entire benefits package, namely the health, dental and tuition reimbursement plan, fits my needs very well.”
- ~ “It’s important to me that our benefits package doesn’t overlook my family’s needs.”
- ~ “Since I started working at LVHVN, my life is finally moving forward. Thanks to our tuition reimbursement benefit, I’m looking into enrolling in nursing school.”

IMPROVE STAFFING/BETTER STAFFING RATIOS	41%
BETTER EQUIPMENT/SUPPLIES	20%
BETTER MANAGEMENT (IN GENERAL)	19%
BETTER COMMUNICATION	15%

## ROUND 5

WE CAN ALWAYS  
DO BETTER

**It must be your lucky day!** Here you are on “Survey Says...” being asked about a topic in which you’re an expert—your job and workspace. After all, no one knows how to do your job better than you. That’s why we asked your opinion on ways we can do our jobs and care for patients even better. In another open-ended question, you were asked to name two ways your department could improve efficiency. The top four answers are on the board.

### “Survey Says...”

Because each department has its own way of doing things, how we go about making improvements in these areas will be different for each of us. But at the end of “Survey Says...,” you’ll find out what you can do to help us make progress in all these areas.



BETTER BENEFITS	42%
BETTER SALARY	20%
BETTER MANAGEMENT (IN GENERAL)	13%
IMPROVE PARKING/SHUTTLE SERVICE	13%

## ROUND 6

## IF YOU WERE IN CHARGE

**You don't have to be the president and CEO** to have a say about the way things are done here. In fact, your input is encouraged and taken seriously. Nowhere was that more evident than in our final open-ended question. It asked, "If you were president and CEO, what would you do to make the hospital better for employees?" The top four answers are on the board. **"Survey Says..."**

### **Better Benefits—42%**

~ "I would create a health care plan that colleagues could buy into when they retire."

### **Better Salary—20%**

~ "I would have better pay raises for colleagues who perform their job very well."

### **Better Management (in general)—13%**

~ "Managers should genuinely care about colleagues' concerns and seek their input before changes occur."

### **Improve Parking/Shuttle Service—13%**

~ "I would add more short-term parking spaces for colleagues who commute from site to site. It would save a lot of time."

# WE'VE MADE THE BONUS ROUND

## Congratulations! We're all winners!

On "Survey Says...", the winners come back for another show to help make our improvement suggestions reality.

Throughout today's show, you heard about our network-wide survey results. But stay tuned. The Jackson Organization will break down the results to provide a report specific to each department at our three hospital campuses, Lehigh Valley Physician Group, and Lehigh Valley Home Care and Hospice. "You're encouraged to discuss your department's results with your supervisor," Grim says. "It's your opportunity to offer feedback and positively change the way your department operates."

Your suggestions will be used to create action plans (which can now be done on PeopleSoft) to address issues. In the past, your ideas led to the implementation of things like improved benefits, scholarship programs, more parking, *CheckUp* being mailed to colleagues' homes, and more!

Just like a bonus round means great rewards for a game show contestant, positive survey results mean great things for the LVHHN family and our community. "When colleagues are satisfied, patients are satisfied, too, because they encounter passionate people who love their jobs and do their best to provide the high quality of care our community deserves," Grim says. "That's the grand prize!"



Wes

## Your Suggestions Will Be Heard!

### Action-Planning Workshops

Department heads must attend one of the following one-hour workshops to receive their department-specific survey results and learn about action plans.

Feb. 15, 2007 at 10 a.m. – LVH–Cedar Crest auditorium

Feb. 16, 2007 at 9 a.m. – LVH–17th and Chew auditorium

Feb. 19, 2007 at 9 a.m. – LVH–Cedar Crest, ECC room #1

Feb. 20, 2007 at 2 p.m. – LVH–Muhlenberg, ECC

Brandi

Julie

Megan

### A Prize Package

Supply distribution specialist **Wes Godown** (with host Jack Dunleavy) is proof you don't have to have just one favorite thing about working here. "I could never single out just one thing," he says. "It's the overall environment that makes this a great place to work." Before coming here five years ago, Godown worked for several other companies where the health care plan, vacation time and other benefits weren't as generous. "When you took a vacation, you didn't get paid," he says. Plus, other jobs didn't offer the camaraderie he enjoys here. "There's something special about our atmosphere," he says. "The people I work with are more than colleagues, they're my friends."

### Thumbs Up

Nurses have plenty to celebrate, especially our redesignation as a Magnet hospital. Recently, colleagues including **Brandi McMillian, R.N.**, **Julie Fulcher, R.N.**, and **Megan Snyder, R.N.**, helped show nurses nationwide how to create a Magnet environment—one that facilitates and rewards outstanding practice. One way we do this is by asking nurses additional questions on our satisfaction survey. Our nurses' scores ranked high, compared to other hospitals, in patient care, decision-making, teamwork, professional development and leadership. Nurses also identified areas for improvement and will be involved in developing department action plans to address their suggestions. Learn more from your department head and in a future issue of *Magnet Attractions*.

# EVERYONE LOVES A WINNER

Because our colleagues are winners, we get attention from organizations that look for the nation's best hospitals and companies. They tell us we are one of....

## America's Best Hospitals

For 11 consecutive years, *U.S. News & World Report* ranked us among the nation's top hospitals. In 2006, it recognized us in eight specialties, more than any hospital in the region has ever achieved. The specialties: cancer care, digestive disorders, endocrinology, heart care and surgery, kidney disease, orthopedics, respiratory disorders and urology.



## America's Best Nursing Staffs

The American Nurses Credentialing Center (ANCC) designates us a Magnet hospital, meaning we are a "magnet" for the nation's best nurses. To achieve this, we submitted 3,000 pages of evidence and hosted ANCC surveyors at our hospital. We are among fewer than 4 percent of hospitals nationally—and the only locally—to hold this high honor.



## America's Best Companies to Work For

We are ranked number 80 on FORTUNE magazine's 100 Best Companies To Work For list in 2007. FORTUNE and the Great Places to Work Institute conduct corporate America's most extensive survey, including interviews with 400 randomly selected employees.



*So, when people recognize you because you work here, or say they saw you on "Survey Says...", be proud. You've earned the recognition!*

Want to learn more about how we achieved this recognition? Visit [www.lvh.org/awards](http://www.lvh.org/awards).



Kelly

Corrie

## Refer and Reap the Rewards

While using the tuition reimbursement benefit to earn her bachelor's degree and school nurse certification at Cedar Crest College, invasive cardiology's **Corrie Miller, R.N.**, told her classmate, **Kelly Valentine, R.N.**, that LVHHN is a great place to work. "She said nurses are empowered to determine the best way to care for patients," Valentine says. Miller encouraged her to apply to our mother-baby unit. Valentine was hired, bringing 10 years of nursing experience as a new patient care specialist. Miller received a \$2,000 referral bonus, which she'll put toward a down payment on a new home. **Learn more about our employee referral program** on the human resources intranet site at [www.lvh.com](http://www.lvh.com) or call 610-402-LVHR (5847).