Chapter 5 Case Study: Employee Satisfaction Improvement Plan

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Employee Satisfaction Improvement Plan

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Component requiring improvement from survey (Any area scoring <3.5)	Action items-Identify three action steps for each component	Identify collaboration, negotiation, or conflict management skills required to deploy each step	Projected goal for score improvement (>3.5)
Job Satisfaction *(Overall Department Score: 3.1)*	1. Have a staff meeting in each HIM functional area to involve everyone. Incorporate a box to accept anonymous recommendations and comments. Hearing from the staff will help to reveal why the staff is unsatisfied with their jobs. **Communication methods: e-mails announcing the staff meetings, staff meetings, and comment/suggestion box**	**Collaboration** This area cannot be improved without first knowing what makes the employees unsatisfied. The meetings allow for open communication and an exchange of ideas. Management has the opportunity to learn what motivates and drives individual employees and the reasons why they are unsatisfied. **Communication & Active Listening** These meetings are two-way communication. Management needs to listen to employees actively. This effort will help management find ways to improve this component and help employees feel valued. **Conflict Management & Negotiation / Compromise** Management also has an opportunity to directly respond by providing reasons for why a desire may not be reasonable and cannot be accommodated but also allows for exploring possible alternatives. (Kelly, 2020, p. 95-100)	3.4
Job Satisfaction *(Overall Department Score: 3.1)*	The area that has the second-lowest job satisfaction is electronic management and document imaging.	**Conflict Management** This area needs significant attention and requires a more assertive approach. Everyone may not be happy with the changes and additional training.	3.4

	Employees could be unsatisfied partly due to frustrations with learning software or with implementing new software. Management should review training already in place to look for areas of improvement and develop an additional training webinar to help combat employee frustrations with technology and specifically address any new topics or issues brought up in the meetings. **Communication methods: online training webinar**	However, the training can help employees be more comfortable with the EHR and software, helping them be more pleased with their jobs. Use this commonality to establish a mutual goal and a common purpose. (Kelly, 2020, p. 95-100)	
Job Satisfaction *(Overall Department Score: 3.1)*	2. The employee meetings and comment boxes reveal that employees do not feel appreciated. This fact lowers their morale and productivity. Find ways to praise and encourage employees and encourage other department managers to do the same. **Communication methods: face-to-face communication and any written communication applicable like e-mails**	**Communication & Active Listening** The meetings are two-way communication. Management needs to listen to employees actively. This effort helped management discover a significant way that employees are dissatisfied. Listening to employees also helps them feel valued and appreciated. **Accommodation** This area is an easy one to accommodate employees. Much is to be gained by everyone if employees are happy and appreciated. (Kelly, 2020, p. 95-100)	3.4

Communication (Overall Department Score: 2.9)	1. Have a staff meeting in each HIM functional area to involve everyone. Hearing from the staff will help to reveal where the breakdowns in communication occur. **Communication methods: e-mails announcing the staff meetings and staff meetings**	**Collaboration** This area cannot be improved without first knowing where communication needs to be improved. Management may not realize that they are not communicating as effectively as they could or should be, and hearing from others can allow them to see from a different perspective. **Communication & Active Listening** These meetings are two-way communication. Management needs to listen to employees actively. (Kelly, 2020, p. 95-100)	3.3
Communication (Overall Department Score: 2.9)	2. Communication is the lowest-rated area. Using everything learned from the meetings, develop an online webinar addressing these issues to help all staff learn and develop their communication skills. **Communication methods: online training webinar**	**Collaboration & Negotiation** The webinar training should address the employees' issues from the staff meeting. Create solutions that use their ideas, when possible, to improve communication issues in a way that is beneficial to management and the department as a whole. (Kelly, 2020, p. 95-100)	3.3
Communication (Overall Department Score: 2.9)	3. Of all three HIM areas, the coding area rated communication the lowest. Since coding employees work remotely, this fact could contribute to poor communication. Considering everything learned from the employee meeting, create written policies	**Conflict Management** This area needs the most attention and requires a more assertive approach. Everyone may not be happy with the changes and policies. However, everyone is not satisfied with the poor communication. Use this commonality to establish a mutual goal and a common purpose. The coding area also has the lowest job satisfaction. This	3.3

	regarding communications to and from remote employees. Topics should include format, keeping in touch, and response times. Also, make a regular announcement and news e-mail blast to keep all employees informed regardless of their physical location. **Communication methods: written policies and e-mail news blast**	fact could, in part, be due to employee frustrations with poor communication due to working remotely. Addressing communication issues can also, in turn, help improve this department's job satisfaction. (Kelly, 2020, p. 95-100)	

References

Kelly, J. R., & Greenstone, P. S. (2020). *Management for the Health Information Professional*.

(2nd ed.). Chicago, IL: AHIMA Press.