Overview
The ultimate problem specified at the beginning of the semester was that although UPMC’s performance was exceptional in the eyes of its residents, it was not as high from the employees’ perspectives. Based on company surveys conducted in the year prior, some employees were not highly engaged or satisfied with their work. The surveys provided initial insight on what the underlying causes were that contributed to these results, but further facility observations, research and analysis allowed the team to verify what led to employee disengagement. The team was then able to form solid recommendations and a stable platform for UPMC Susquehanna to build on for improving employee engagement and satisfaction.

Objectives
Formulate a plan for improving employee satisfaction scores, develop a monitoring tool for employee satisfaction, and research best practices for employee satisfaction for the long term care employees at UPMC Susquehanna.

Approach
• Presented with a set list of problems with previous data gauging performance metrics
• Refined problem list to communication issues, little management training, handoff issues, and responsibility awareness
• Set up a data collection plan to measure employee engagement through the team’s own surveys and two facility visits to make observations and conduct interviews
• Survey and data collection ran over a period of three weeks, with gift card drawings offered to increase participation in employee surveys
• Conducted pareto analysis on write-in survey comments to categorize problem areas
• Calculated average response values for each survey question to verify problem areas
• Set to address Communication and Responsibility issues
• Researched management training programs for UPMC Susquehanna to implement for RNs and LPNs
• Developed new evaluation form and standardized employee evaluations with a quarterly program

Outcomes
The final deliverables for this project were to make recommendations based on our findings with mid-level management training programs and employee evaluations for wellness.
• In-house leadership training programs by *Train in a Day* for employee leadership and engagement among RNs and LPNs; Train the Trainer presentations consisting of varying durations provided by *Leadership Training*, a book by Lou Russell.
• Goal based employee evaluation template to lead the one-on-one discussions held quarterly.