

WHY

Work. Harmony. You.

SCHA

SC HOSPITAL ASSOCIATION

A Better State of Health

**ELEVATING THE VOICE
OF THE WORKFORCE**

**TO TRANSFORM THE
WORK EXPERIENCE**



*SCHA's top priority is **strengthening the healthcare workforce** in South Carolina, and WHY is its comprehensive initiative to **combat burnout and turnover** by transforming the workplace. As the tagline says, WHY aims to ensure harmony in the relationship between work and the people who do it.*



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WHY invited SC hospitals to participate in a Workforce Experience Survey to:

- measure workforce burnout and professional fulfillment
- identify chronic sources of stress and frustration
- identify actions to improve hospital culture, systems, processes and the overall work experience.

This executive summary offers a snapshot of the current landscape, opportunities for improvement, and actionable recommendations. Leaders of participating hospitals will receive aggregated results specific to their facilities.



The Workforce Experience Survey helped guide us to areas that need focus. The survey took us deeper than previous surveys allowing us to take a data-driven approach to action planning." — **Jeremy Stephens**, CHRO/EVP, Tidelands Health

30

hospitals participated

1,867

workers responded



85%

say their current state of health is good or excellent

Excellent Health

Was associated with a 43% increase in professional fulfillment and a 56% decrease in burnout.

Stress is taking a toll.

Currently Being Treated For ...

Anxiety
Depression
Hypertension

Survey Respondents

27.50%
19.70%
20.00%

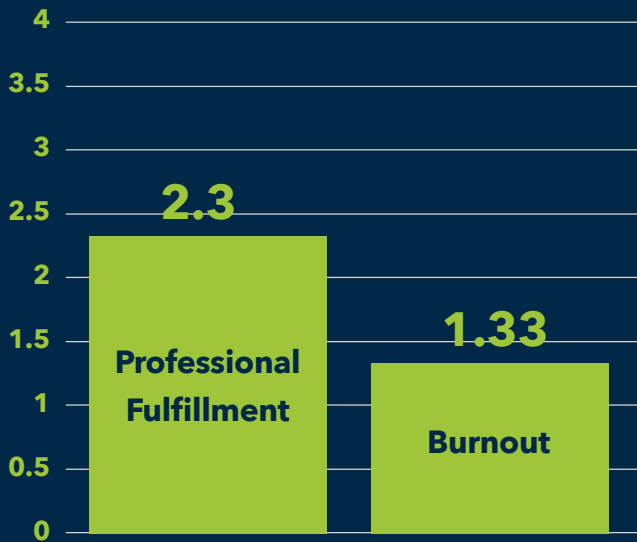
U.S. Adult Population

19.10%
17.80%
33.00%

Stanford Professional Fulfillment Index

Scores of 3 or greater indicate professional fulfillment. The average score was 2.3, meaning that on average, respondents are not professionally fulfilled.

Scores of 1.33 or greater indicate burnout. The average score was 1.33, meaning that on average, respondents are on the cusp of burnout.



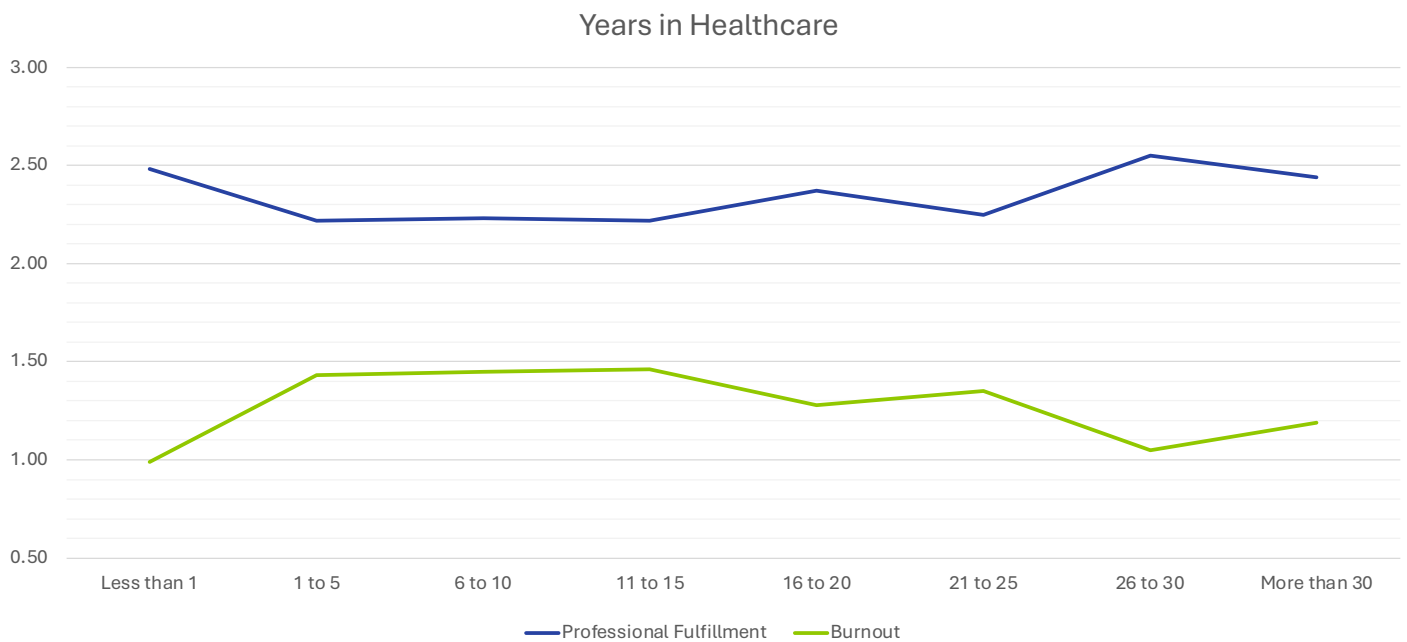
Only 25.53% of respondents scored in the favorable range (3 or greater) for professional fulfillment.

Almost half, 47.66%, scored in the unfavorable range (1.33 or greater) for burnout.

Respondents in "excellent health" were the only group to score above 3 for professional fulfillment and had the lowest burnout score of any other group by far. This highlights the importance of hospitals investing in workforce wellbeing.

70.8% say their work is meaningful, but only 40.9% said they feel worthwhile at work.

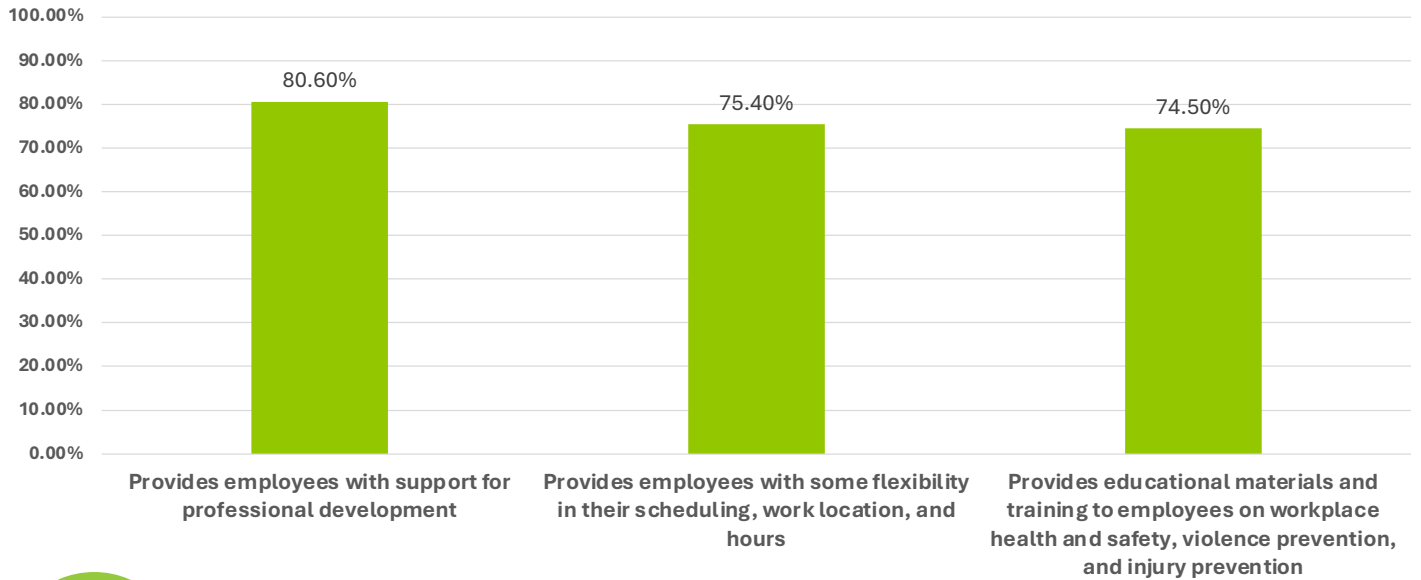
Professional Fulfillment and Burnout



After the initial 1 year in healthcare, professional fulfillment declines and burnout rises until respondents reach 25+ years in healthcare.



Where SC hospitals are excelling



Highlights - hospital best practices

Elevating worker voices

Prisma Health Laurens County Hospital established a Human Experience Ambassador Team comprising leaders from every department to bring issues from frontline workers to leadership.

MUSC conducted focus groups with units displaying high burnout and low engagement, based on Press Ganey survey scores, to gain insight into root causes and solutions.

Fostering work-life harmony

McLeod Health offers flexible scheduling including self-scheduling and nontraditional shifts.

Prisma Health Tuomey Hospital recently piloted a virtual nursing program to alleviate the administrative burden for bedside nurses and improve workflow.

Beaufort Memorial Hospital is working to provide affordable childcare and housing for their workforce.

Supporting mental health

Tidelands Health and **Aiken Regional Medical Centers** offer Mental Health First Aid trainings to staff on a regular basis.

Aiken Regional Medical Centers established a 'Minds Matter' committee to address the mental health and wellbeing of team members.

MUSC has offered Mental Health First Aid and Stress First Aid trainings and trained staff to become MHFA and SFA instructors. They also installed two relaxation pods for staff to unplug and relax during breaks.



... the survey has assisted us in reviewing and addressing chronic workplace stress..."

— **Matt Merrifield**, Chief Executive Officer, Aiken Regional Medical Centers

Room for improvement

Only 34.7% of respondents say they can provide anonymous input on issues and decisions that affect job stress and satisfaction.

Only 24.5% feel heard and believe their voices matter.

Only 35.7% say their workplace supports work-life balance.

Only 37.5% say their workplace fosters a climate of acceptance for employees experiencing emotional or mental health concerns.

Only 24.6% trust that action will be taken on feedback they provide.

The survey also posed two open-ended questions, which generated 3,635 responses.

What is your biggest source of workplace stress?

If you could change one thing about your job, what would it be?

Summaries and key themes generated by WHY staff and AI tools reinforce concerns such as :

- workload and staffing
- communication and support from leadership
- compensation and benefits
- work-life balance
- systemic issues
- workplace inefficiencies
- workplace culture



MUSC launched the SCHA Workforce Experience Survey across our organization to gain deeper insights into care team members' professional satisfaction and burnout. The survey also collected valuable qualitative feedback on strategies to enhance wellbeing in the workplace. The data collected played a crucial role in shaping a comprehensive, system-wide mental health and wellbeing strategic plan." — [Heather Farley](#), Chief Wellbeing Officer, MUSC



What hospitals leaders can do

- ❑ Deploy regular employee surveys
- ❑ Involve employees in decision-making
- ❑ Acknowledge feedback and communicate actions taken
- ❑ Encourage use of PTO for rest and recovery
- ❑ Audit workflows to target inefficiencies and administrative burden
- ❑ Provide scheduling flexibility and autonomy
- ❑ Provide access to counseling
- ❑ Provide Mental Health First Aid training
- ❑ Audit organizational or work-unit factors that lead to stress and burnout
- ❑ Provide a dedicated quiet space for employees and encourage breaks
- ❑ Model work-life balance
- ❑ Conduct leadership rounding and shadowing regularly
- ❑ Foster an open-door culture
- ❑ Foster a culture of employee recognition and appreciation
- ❑ Provide opportunities for professional development and clear pathways for career advancement.

WHY can help.



Join 13 leaders, representing 35 hospital facilities in SC, who have made an **Organizational Commitment to improve the workforce experience**

Deploy the Workforce Experience Survey

Nominate future leaders for WHY We Lead*

Join the Reimagining WHY learning collaborative

Provide Mental Health First Aid training

Listen to Tell Me Why: a podcast about work, harmony and you

Schedule a visit with our staff

* A recent report from the American Organization for Nurse Leadership found that nurse manager turnover is highest during the first four years of leadership, revealing a critical window for support and investment.



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Check out our website for more information,
upcoming events, online tools, and more.

SCWHY.org

