

# MOREHEAD

## Predictive Metrics & Solutions™ for Healthcare Providers



**MOREHEAD**  
Know. Then Decide.™

Morehead delivers human capital *surveys*, *metrics*, and *solutions* to help leaders make better decisions, retain talented employees, and drive the performance of critical outcomes.



By uncovering root causes and drivers, Morehead delivers evidence-based solutions and performance metrics that enable healthcare leaders to -

- target and focus human capital initiatives
- prioritize systemic change
- inform work unit interventions
- align employees with business strategies

Our broad portfolio of research metrics provides deeper insights from your opinion survey data. By leveraging this information, *we help you reduce the uncertainty in managing your human capital.*

Our clients *know* -

- where and how to drive change
- which groups are vulnerable to turnover or unionization
- how to align people with desired business outcomes, like quality of care and patient satisfaction
- what drives healthcare organizations' accreditations and awards
- how to retain key talent
- how human capital performance impacts financial performance

Morehead's staff of doctoral-level social scientists applies predictive modeling techniques and methodologies to illuminate key issues and identify the most effective means of improving those aspects of your organization. Results from multiple independent analyses are integrated and synthesized to determine the core issues offering the most leverage, and therefore the highest likelihood, for positive impact on the organization. We use these integrated results to facilitate the action-planning process.

The customized analyses described below are often performed following the administration of a Morehead opinion survey. In many cases, however, these analyses can be performed using your existing employee opinion survey data.

## Turnover Vulnerability Analysis

How many millions of dollars is your organization losing each year due to recruitment, lost productivity, and training costs associated with employee turnover? Morehead's *Turnover Vulnerability Analysis* can help drive down turnover by providing predictive information about the most powerful drivers of long-term dedication to the workplace.

Through rigorous testing, Morehead found strong, positive relationships between performance in three dimensions, or workplace factors and turnover rates. The three dimensions that bond employees to organizations and indicate long-term dedication to the workplace are shown below.

**Links** the interactions and intensity an employee maintains with colleagues and groups throughout the organization (e.g., involvement in projects, mentoring, friendships, etc.)

**Fit** an employee's perceived compatibility and comfort with the work environment (e.g., match between job and skills, alignment with organizational values and culture, career development pathways, etc.)

**Sacrifice** the employee's evaluation of the material and psychological cost of leaving (e.g., pay, benefits, status, tenure, etc.)

Unfavorable scores across these metrics indicate an elevated likelihood for employee turnover. This analysis can be performed at both the organization and work-unit levels and identifies specific issues an organization can address to control turnover and strengthen employee loyalty.

*Turnover Vulnerability Analysis* can be used as a stand-alone survey, or reports can be produced through statistical analysis of the opinion survey items identified with Links, Fit, and Sacrifice.

## We have the industry's most robust normative data.

As a leading provider of employee opinion research services, Morehead offers an extensive suite of employee normative benchmarks. Most of our clients choose to compare their overall employee survey results to a broad national employee benchmark like the National Healthcare Average or the National Academic Medical Center Average. However, Morehead also offers a family of segmented employee benchmarks that are based on more specific organizational attributes, like organization type, or employee characteristics, like position or length of service.

## Employee - Patient Linkage Analysis

Are you aware of the extent to which patient satisfaction is impacted by the attributes of your workforce? Patient satisfaction is one of the strongest predictors of enhanced business performance for healthcare organizations, and *Employee-Patient Linkage Analysis* identifies the factors that most strongly drive favorable outcomes.

By applying these modeling techniques to your organization's survey data, Morehead can identify the attitudes and behaviors that drive patient-related outcomes within your organization. We then draw on our research and industry experience to provide recommendations to target these issues, resulting in an increasingly service-oriented environment designed to improve patient satisfaction.

## Labor Relations Analysis

Are you concerned by the cost of collective bargaining and other expenses directly related to union activity? Founded on extensive research, this analysis identifies employee groups that are at risk for union involvement, or strained labor relations, and allows us to make targeted recommendations for improvement. The structure of the American workforce may have changed in recent years, but the drivers of union formation have remained consistent. This analysis focuses on these well-established predictors of employee unionization, including perceived inconsistencies between some employees' rewards and the rewards others receive, decreasing job stability, lack of job mobility, and role clarity.

## Magnet Nursing Analysis

Is your organization ready to begin the magnet journey? Developed by the American Nurses Credentialing Center (ANCC), the Magnet Recognition Program® recognizes health care organizations that provide nursing excellence. The Magnet program also provides a valuable framework for developing successful nursing practices and strategies. Organizations that achieve Magnet designation enjoy many benefits: attracting and retaining nurses, improving patient care systems, creating stronger affiliation with esteemed physicians, and enhancing the community's regard for the healthcare organization.

Morehead's *Magnet Nursing Analysis* is an invaluable tool, whether your organization is initiating the Magnet application process or seeking to retain that designation through reaccreditation. This analysis enables an organization to evaluate its standing on the five components of the Magnet Model. If you are currently conducting multiple employee survey instruments, your RNs may be suffering from "survey fatigue." We can help you coordinate the nursing organization's employee survey needs with a program that applies to the entire organization. Morehead's *Magnet Nursing Analysis* provides the reports and normative information required by ANCC's Magnet Program.

## Merger & Acquisition Assessment

Given the consistent research finding that most mergers and acquisitions fail to deliver anticipated results, are you taking the right steps to ensure success? Morehead's *Merger & Acquisition Assessment* measures the perceptions and concerns of current and future employees in order to maximize synergy between the two organizations. This assessment captures employees' concerns, readiness for change, potential points of resistance, and key issues on which to focus during the merger or acquisition process. It also assesses the culture of the organization to be merged or acquired. The insights from this assessment can help you ensure success and minimize the pitfalls inherent in mergers and acquisitions.

## Diversity Analysis

How would employees rate your organization on diversity-related issues? Success for any organization depends on its ability to attract, retain and leverage the talent of a diverse workforce. In order to effectively manage this diverse talent, an organization needs to understand the unique perspectives of different segments of its employee population. This analysis calculates a diversity index that assesses employee perceptions of diversity-related issues within the organization. We then examine how different segments of the employee population fare on the diversity index, identifying the employee groups most in need of attention. We conclude by identifying the key drivers of diversity perceptions within your organization, which identifies the issues on which to focus for maximum effect. As a result, recommendations for change can be tailored to the unique demographic groups in your organization.

## Change Readiness Assessment

Is your organization ready for change? What impact will change have on the organization? When change is not managed well, it can increase operating costs, disrupt work, impact customer service, and create the perception of ineffective leadership. Using the key drivers that indicate the organization's readiness for change, this analysis identifies ways an organization can improve its readiness. By assessing perceptions of change leadership at all levels of the organization, Morehead can identify the work units needing additional support in the change initiative and suggest improvement actions.

## Work-Life Balance Analysis

How well does your organization help employees balance their work and personal lives? Managing work-life balance issues is increasingly critical to the attraction and retention of top-level talent. Our *Work-Life Balance Analysis* allows you to avoid common symptoms of work-life balance problems, like declining job performance, absenteeism, deteriorating service quality, and increased turnover. Lack of work-life balance can also lead to substance abuse, relationship deterioration, and other psychological problems.

Morehead identifies the key drivers of work-life balance within the broader employee population or for any specific demographic segment. This analysis allows us to highlight the core issues, isolate priorities and make recommendations for change.

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To enhance the meaning of research findings, Morehead offers more than 100 normative benchmarks tailored specifically to the healthcare industry. These comparisons range from broad national benchmarks reflective of the general healthcare labor force to segmented benchmarks based on specific attributes of organizations and employee groups. Additionally, Morehead's research staff can craft highly specialized benchmarks to meet the unique needs of your organization.

### Organizational Attributes

- Continuum of Care
- Department or Subspecialty
- Bed Count
- Employee Count
- Geographic Region
- State
- Facility Performance
- Urban/Rural

### Employee Characteristics

- Occupation
- Position
- Employee Status
- Job Classification
- Shift
- Tenure
- Age
- Sex
- Race

If you would like to see additional information on the regression and linkage statistical techniques underlying the analyses described above, please ask us for a copy of our white paper, *Customized Statistical Services*.

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## H U M A N   C A P I T A L

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surveys



metrics



solutions



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Turnover Vulnerability Analysis | Employee-Patient Linkage Analysis | Employee Relations Analysis  
Magnet Nursing Analysis | Diversity Analysis | Change Readiness Assessment | Work-Life Balance Analysis