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Advancing Health in America

Gathering Feedback to Drive Action in Practice



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Introduction

Feedback is a vital component of an organization's growth and improvement. Collecting feedback from all team members allows organizations and leaders to gain a deeper understanding of employee experience and learn from it. However, simply gathering feedback is not enough. To truly drive change, organizations should use the feedback to inform decisions, adjust strategies, and make meaningful improvements.

This workbook is designed to help organizations understand the importance of gathering feedback, the successful practices for doing so effectively, and how to use that feedback to drive action. With actionable insights, lessons learned and a discussion guide, you will learn how to make feedback a catalyst for positive organizational change.

Why is gathering feedback to drive action important?

- **Improves performance.** Seeking and using regular feedback from those closest to the work allows employees and leaders to adjust their approaches and improve to be more efficient and effective.
- **Enhances commitment.** When employees feel their voices are heard, they are more likely to feel engaged and invested in their work and the organization.
- **Informs strategic decisions.** Feedback helps organizations make data-driven decisions that align with the needs of team members, patients and stakeholders.



Key principles of gathering feedback to drive action



Gather: Be intentional about gathering feedback and have a clear purpose and outcome you want to achieve.



Analyze: Understand the data and what is driving key outcomes, and use additional context to tell the story.



Visualize: Show leaders and teams the story of the data and help them create the narrative to drive change.



Act: Identify tangible actions and create accountability to act on feedback collected as a team.

Gathering feedback to drive action practices

Measure what matters and act on feedback.

Use these practices to guide your organization on foundational elements to gather feedback and drive action.

Gather

- ✓ Yearly comprehensive census survey.
- ✓ Targeted pulse surveys for specific groups or topics.
- ✓ Lifecycle surveys (onboarding, acclimation, exit).
- ✓ Crowdsourcing or focus groups to gather action-oriented feedback.
- ✓ Leadership assessments (360/180.)

Analyze

- ✓ Choose your key performance indicator.
- ✓ Consistently measure key areas over time.
- ✓ Ask survey items you intend to act on.
- ✓ Segment data to identify opportunities for action.
- ✓ Use key drivers and other predictive analytics to identify areas of focus.

Visualize

- ✓ Use interactive dashboards to help leaders and teams understand results.
- ✓ Report key metrics and progress to the Board.
- ✓ Use comments to contextualize the data.

Act

- ✓ Set clear expectations around action planning.
- ✓ Involve employees in action planning process and ownership.
- ✓ Tie action plans to specific feedback received — be explicit about the connection.
- ✓ Identify internal or external support for leaders in action planning/driving change.

3. Overcoming barriers for gathering feedback to drive action

Organizations experience many common barriers in gathering feedback and driving action. You are not alone! Use these tips to understand the largest barriers other health systems face and how to overcome them.

Common Barriers



Lack of clear objectives

When listening happens with a lack of clear objectives or expectations from the listening event, team members are less likely to give feedback and be involved in improvement actions.



Lack of psychological safety

When the feedback doesn't feel confidential and the leader is not equipped to share results and drive action with the team, this can impact psychological safety. Failing to connect feedback received to action plans can undermine efforts.



Delay between feedback & action

If months go by and leaders do not close the loop on feedback or start driving to action, it can erode confidence of team members.

Solutions



Clear intentions

Clearly communicate why you are gathering feedback, how it will happen and what the expectations are for all team members to contribute to improvement from the feedback.



Equip team members

Communicate the confidentiality of the feedback mechanism and how it will be used to drive improvement. Provide leaders with the training to facilitate conversations with their teams about results and action planning.



Clear follow-up loops

Prepare your approach early on when cascading feedback from listening events. Equip leaders with how they can drive action with their team and demonstrate behaviors of accountability.

Use this discussion guide to facilitate conversation around where your organization is implementing successful practices, could improve in execution or should consider implementing to increase accountability.

Gather

- ☐ How often are you gathering feedback from employees?
- ☐ Are you listening to targeted groups, at targeted times, for targeted feedback?
- ☐ Are you mixing in non-survey ways to listen and drive action (e.g. crowdsourcing, focus groups, etc.)?
- ☐ What type of feedback are you getting on leaders to drive their development?

Visualize

- ☐ How are you supporting prioritization and data sharing across leadership?
- ☐ Do you have a clear plan for cascading survey results within the organization?
- ☐ Are you supporting leaders with how to share data with their team(s)?

Analyze

- ☐ Are you segmenting the data for key groups to understand where you can pinpoint support?
- ☐ Are you comparing your trend over time in addition to national benchmarks?
- ☐ Are your leaders being trained on how to understand their data and use it to drive meaningful conversations with their team(s)?

Act

- ☐ Does your senior leadership team identify organizational priorities?
- ☐ Do you have clear expectations for leaders to action plan with their teams?
- ☐ Are survey results and accountability expectations tied to organizational goals and priorities?
- ☐ Are there individuals (HR, OD, Leader mentors, etc.) available to support leaders in this work?
- ☐ Is your organization equipped to provide leader development courses if there are opportunities identified in the survey?

Reflection

After going through the discussion guide with a small team, complete the information below.

Top 3 things we are doing well

Top 3 opportunities for improvement

What will we do from here?

(Define specific actions you want to take to address the opportunities)

Who needs to be involved or support this?

(Include individuals, teams, departments or leadership)

Prioritizing Action

Use this page to prioritize actions your organization has identified.

What actions will you take...

NOW

(immediate actions/quick wins)

NEAR

(next 30-60 days)

NEXT

(long-term focused)

Items to revisit later or that
require more planning