



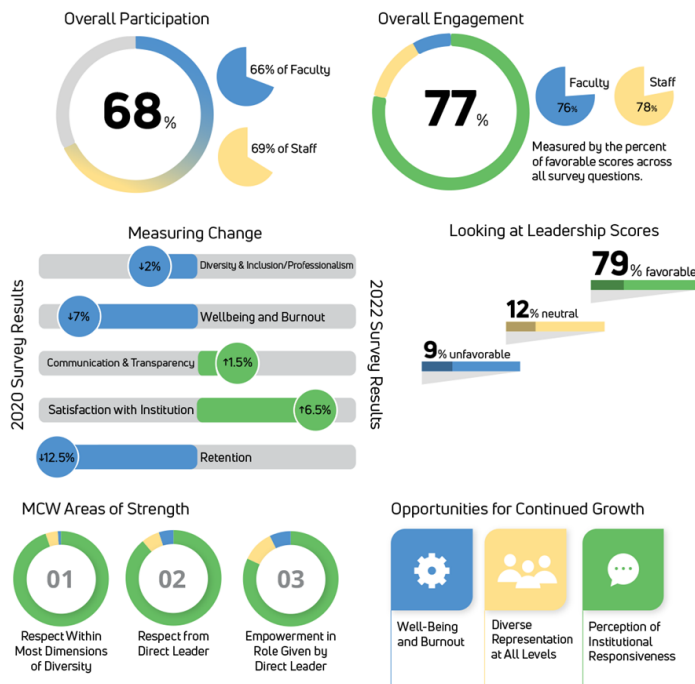
August 25, 2022

Dear Leaders:

In June, MCW faculty and staff were asked to participate in the MCW 2022 Engagement Pulse Survey. To the 66% of faculty and 69% of staff who participated in the survey – we thank you. Conducted with Qualtrics Employee Experience Management platform, the survey focused on key areas of opportunity identified in our FY20 engagement survey: communication and financial transparency; diversity and inclusion; professionalism standards; and faculty and staff burnout. The survey also allowed us to gather direct feedback on our leaders through use of the Mayo Leadership Index, a validated assessment developed by Mayo Clinic that has been in use for nearly a decade across multiple academic medical centers.

The infographic below highlights institutional-level survey results, and we are pleased to have such valuable insights. While we have made some strides in the areas of opportunity identified in 2020, especially despite the challenges of the ongoing pandemic and social justice issues, we know there is much more we can do at the institutional, department/academic unit and individual levels.

2022 Engagement Pulse Survey Results



Detailed information below is provided to support leaders as you communicate department/academic unit results to your team and engage them in action planning to improve our institution, including how to incorporate results into FY23 *Health Starts from Within* goal planning. If you have questions in regard to any of the information below or would like support as you work with your results, please contact engagementsurvey@mcw.edu. Your HR or Faculty Affairs Advisor is also available to consult with you as you access, interpret and share your engagement results.

As always, we deeply appreciate your continued efforts in creating a more engaged MCW.

Regards,

John R. Raymond, Sr., MD

President

Chief Executive Officer

Joseph E. Kerschner, MD

Provost and Executive Vice President

The Julia A. Uihlein, MA, Dean of the School of Medicine

Adrienne Mitchell, MBA

VP, Chief People Officer

Today: Access Your Department/Academic Unit and Leader Results

Later today, leaders as of June 1, 2022, will receive an email from **The MCW Engagement Survey Team** <noreply@qemailserver.com> with personal access to your Pulse Survey Results Dashboards.

One dashboard, the “Department Results,” will contain your department/division or academic unit results, while the other, the “Leader Dashboard,” will show results based only on your direct reports and those who report up to you if you had more than 5 survey participants respond who fall into that category.

To assist in the interpretation of the results and the use of tools contained within the survey dashboard, the Engagement Survey Team has created an [Engagement Pulse Survey Leader Toolkit on InfoScope](#) that includes a video tutorial on navigation of the dashboards. The page also includes “Dashboard Drop-in Sessions” with the Engagement Survey Team you can attend to get additional support on dashboard use.

Late August/Early September: Interpret Your Results

The Engagement Survey Team has developed a detailed [2022 Employee Engagement Pulse Survey Guide](#) to help you and your teams create meaningful change from feedback. Use this guide, especially the “[Interpreting Employee Engagement Pulse Survey Data](#)” form, to determine where you might want to direct your conversation about your results and action planning with your team.

August 30: Communication of Institutional Results

During the last week of August, a communication will be sent to all faculty and staff that provides awareness of our institutional results and directs individuals to their supervisors for more information about department/academic unit results.

September: Share Your Results

Engagement should be an ongoing discussion on individual, departmental and institutional levels. We look to your leadership to spearhead these conversations beginning in September. Within the guide and toolkit, you will find resources to help you lead these conversations with an open mind and a focus on celebrating areas of strength and

creating moments for active dialogue and collaboration around areas of improvement. For example, the following topics are available to guide leaders:

- Areas within [2022 Employee Engagement Pulse Survey Guide](#)
 - “How Do I Choose What to Focus On?” (page 12)
 - “General Tips for Discussing Results and Agreeing on Actions” (page 13)
- [Email template](#) to help you invite your team to this discussion and what they can expect
- [PowerPoint template](#) to help you guide the discussion

Ongoing: Action Planning

An exciting feature of this Qualtrics Employee Experience Management survey dashboard is its interactive action planning tool. The [Engagement Pulse Survey Leader Toolkit on InfoScope](#) includes a video tutorial on how to use the action planning tool, and the second half of the [2022 Employee Engagement Pulse Survey Guide](#) includes a library of potential action items to each of the survey questions. We expect leaders at all levels to review your data, work with your teams to create action plans and share those plans with your leader, revisiting them throughout the year to assess progress. We have heard from our faculty and staff, and let’s take this opportunity to respond and act purposefully.

We ask that you leverage a simplified, streamlined and integrated approach to action planning.

CELEBRATE your team’s areas of strength and then:

- Simplify: Focus on 1-2 largest areas of need and create goals related to these areas.
 - Be sure to let your team know you appreciate the leadership effectiveness feedback and inform them of how you will use the information to be even more effective.
- Streamline: Have a bias toward action
 - Under each of the 1-2 goals you create, develop 2-4 tactics that you believe will help you succeed in improving the metric when it is measured next.
- Integrate: Use data to influence how to execute, including on FY23 *Health Starts from Within* plans, and consider establishing a personal development/growth

goal based on the feedback your direct reports provided.

As always, your HR or Faculty Affairs Advisors are available to consult with you as you access, interpret and share your engagement results. If you are not sure who to contact, please reach out to engagementsurvey@mcw.edu, and the team will be happy to provide consultation and interpretation of your results.

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