

A STUDY TO DETERMINE HOW  
A HOSPITAL MAY EVALUATE ITS  
EMPLOYEE PUBLIC RELATIONS PROGRAM

ACKNOWLEDGMENTS

The writer wishes to express his gratitude to the administration and staff of Research Hospital and Medical Center for their courteous and cooperative assistance during the period of this study.

A Problem Solving Thesis

Submitted to the Faculty of

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In Partial Fulfillment of the

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of

Master of Hospital Administration


By

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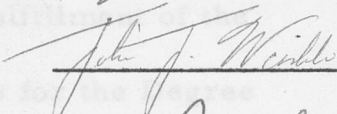
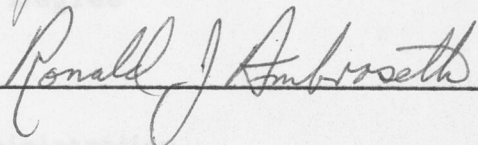
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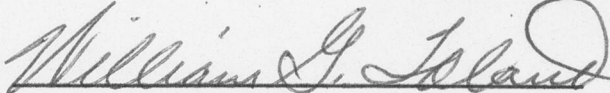
  
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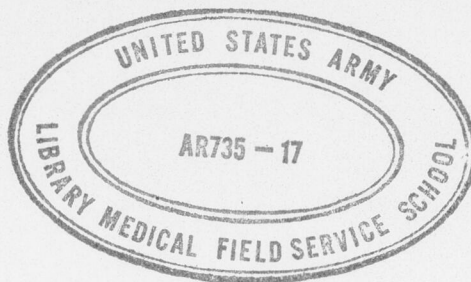
  
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## HISTORICAL SKETCH

On January 17, 1886, German Hospital, now known as Research Hospital and Medical Center, was founded. In the words of the original founders, the hospital was "Dedicated to Suffering Humanity."

In the beginning the sick were cared for in a six-room house. By 1892 two additions had been made to provide for 75 patients. As the city grew, German Hospital expanded also. In 1918 construction was completed on a new building at 23rd and Holmes with provisions for 254 patients.

In 1918, because of anti-German feeling prompted by World War I, the hospital changed its name. The Board of Directors chose the name Research Hospital.

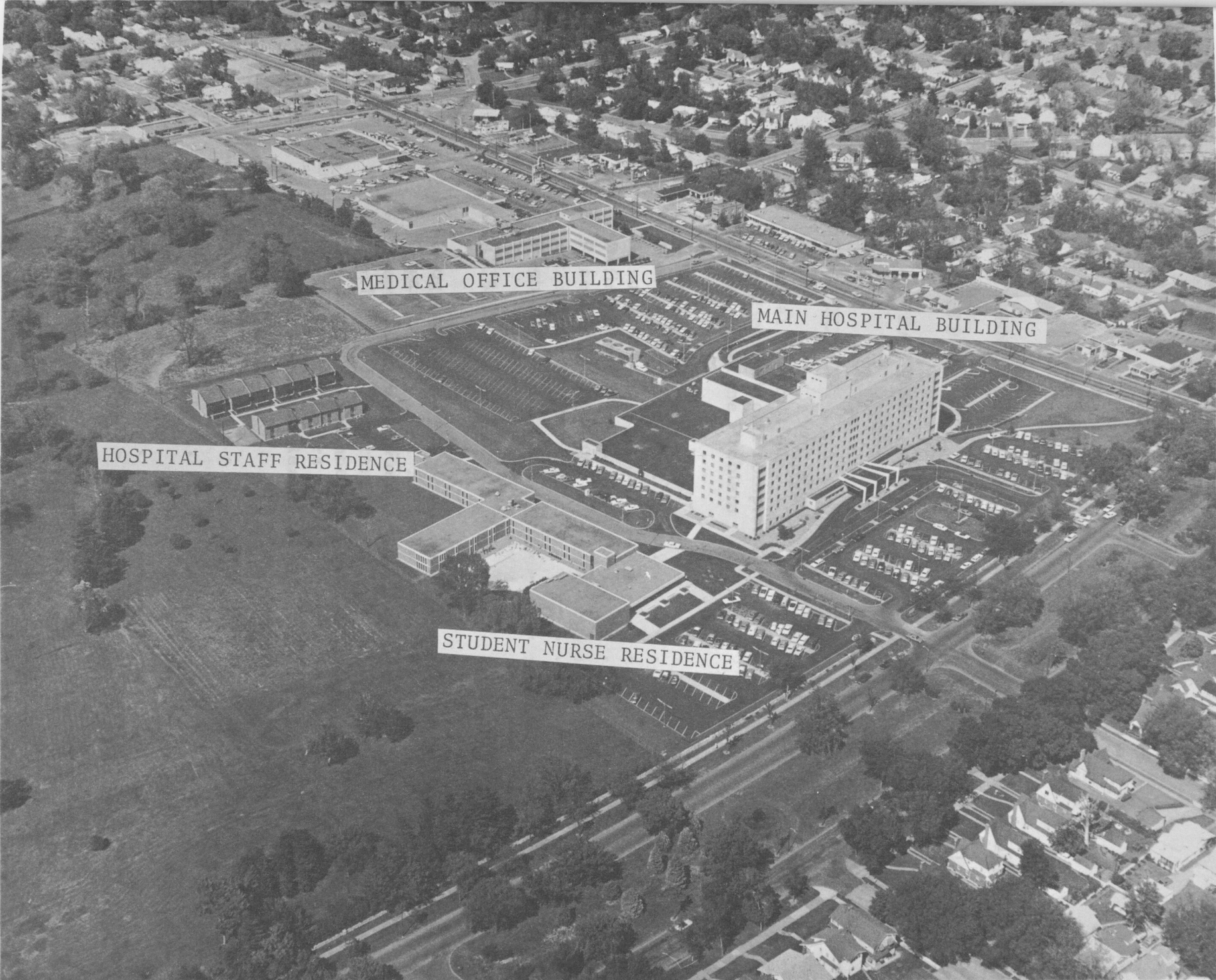
Plans were started for the new Research Hospital and Medical Center in 1955. The old buildings were becoming obsolete and could not accommodate an expansion program. The city had expanded far to the south and so the Board of Trustees acquired property at Meyer Boulevard and Prospect Avenue for the new medical facility.

The new hospital, costing in excess of \$18 million, was dedicated in August of 1963. It originally opened with a capacity of 347 beds, but later completion of the 6th and 7th patient floors brought the hospital's

capacity to 517 beds and 36 bassinets.

Construction of a student nurse residence, hospital staff residence, and an adjunct office building for medical staff members was all completed shortly after the dedication of the main hospital. The present Research Hospital and Medical Center Complex is shown in Figure 1, page v.

The hospital has fully accredited residency programs in family practice, hospital administration, pathology and radiology. As a teaching center, the hospital also conducts accredited educational programs in professional nursing, inhalation therapy, medical records technology, medical technology, practical nursing, and radiologic technology.



MEDICAL OFFICE BUILDING

MAIN HOSPITAL BUILDING

HOSPITAL STAFF RESIDENCE

STUDENT NURSE RESIDENCE

Fig. 1. -- Research Hospital and Medical Center (1970)

APPENDIX

A. ORGANIZATIONAL CHART OF RESEARCH HOSPITAL  
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CHAPTER I

INTRODUCTION

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## CHAPTER I

### INTRODUCTION

#### General Information

Today the community nonprofit hospital system is experiencing a degree of intensified public scrutiny that has no historical precedent in this country. Perhaps this rising clamor regarding the practices and costs of hospital care is a result of the transition of the hospital from an institution endowed by charitable funds to one principally receiving its income from third-party payees. Perhaps, in part, the conceptual reference of the hospital as a charitable and welfare institution has changed, and, as a consequence, the public is no longer willing to overlook uneconomical and inefficient operations. Perhaps the ready criticism met today is a result of the increased sophistication and knowledge of the consumer public--the veil of mystery surrounding the practice of medicine is being pulled aside by the continuous dissemination of information through the many modern communication means and the rising educational standards of the nation. Regardless of the reasons that may have prompted the movement of the hospital from the fringes of public attention to the center

stage and limelight, the hospital today must communicate with its "public" to remain a viable institution. No longer can a hospital remain satisfied that it is providing excellent quality patient care in an excellent institutional setting and that through natural osmosis everyone will become aware of the facts. Instead, the hospital must communicate the facts to its public on a local, state, and national level. This public--composed, in fact, of many different groups--consists of a hospital's patients, employees, and visitors to begin with, but expands to include outside professional organizations, governmental agencies, national press, and even members of Congress.<sup>1</sup>

In recognition of this necessity for communications with its public, there has been a rapid growth in formal public relations programs in hospitals within recent years. In the small rural or suburban hospital, public relations has become an additional function of the hospital administrator and the trend, in the larger urban hospital, has been to establish a public relations department with a full-time public relations director.

In essence, a public relations program is a conscious directed effort by an institution to maintain or change the attitudes of people. The measurement of the effectiveness of any public relations program is difficult by the very nature of its anticipated or

desired results--the attitudes of people.

Even in the world of business and product manufacturing, management has encountered gaps in quantitative data that inhibit evaluation of a specific public relations program. According to public relations practitioners, the principal problem seems to lie in the lack of an ability to determine and control all of the influencing variables in the environment. These influencing variables inhibit the establishment of a clearcut cause-and-effect relationship between a specific program and its end results. An example, from the business world, is product publicity, which is, in actuality, a marketing public relations program consisting of advertising, salesmanship, point-of-sale, previous public relations programs of the company, and the variables of pricing, economics, and competition. All of these variables impinge on the successful sale of the product, which is the desired end result.<sup>2</sup>

The hospital administrator faces the same evaluation problem for his public relations programs--how to arrive at the same yardstick of measurement to determine the effectiveness and value of a specific public relations program when mixed among all the variables of other integrated programs and of the environment.

### Conditions Which Prompted the Study

The executive director of Research Hospital and Medical Center endorses the management technique of establishing program objectives, and evaluating the programs by an appraisal of the results obtained. As a result, this study has been initiated for the purpose of arriving at a means of evaluating the effectiveness of a specific hospital public relations program.

The hospital employee public relations program has been selected on the basis of mutual agreement between the executive director and the writer that the hospital employee plays the most critical role in the ultimate public relations image projected by the hospital as an institution. This premise is taken from the basic assumption that a highly motivated employee is one who is efficient and effective on the job and therefore forms the solid foundation which will foster an efficient and effective institution. The only firm basis for any public relations communications is an institution that is, in truth, worthy of its claims. The point of view is also taken that the attitudes of patients and visitors within the hospital are directly affected by the attitudes and actions of hospital employees through continuous personal contact; that the hospital employee, which off the job, continues to project the hospital image through contact with friends, neighbors, and the general public.

### Statement of the Problem

The problem is to determine how the hospital employee public relations program may be evaluated at Research Hospital and Medical Center, Kansas City, Missouri.

### Objectives

The final objective of this study is to provide management with a productive method of determining and evaluating the results of its specific hospital employee public relations activities and the related attitudes of the hospital employee towards the institution as a whole.

The specific objectives of this study are:

1. To determine the means that may be utilized to evaluate the results of each specific hospital employee public relations device or activity.
2. To determine the channels of communication within the hospital system that permit overall employee attitude feedback.
3. To determine potential indicators that may be utilized to evaluate the impact on the employee of the total hospital employee public relations program.
4. To determine potential employee attitude feedback resources that the hospital may utilize in the future.

### Criteria

A solution to the problem should:

1. Provide management a means to evaluate a public relations program directed towards hospital employees.
2. Provide a method to measure individual awareness and reaction to the specific public relations programs directed towards the hospital employee.
3. Provide a method to measure the personal identification of the employee with the institution and the goals and objectives of the institution.

### Limitation

The process of evaluating a public relations program must remain within the constraints imposed by the budget allocated for personnel and expenses.

### Assumption

The assumption is made that the public relations effort directed towards the hospital employee will remain a viable program.

### Definitions

A public relations program is a package of long-range and short-range objectives that attempts to maintain or change the

attitudes of people with concurrent specific operational activities directed towards the accomplishment of those objectives.

The term hospital employee is confined to employees below the executive director and assistant director level, and excludes contract physicians, students, clerkships, residents, and pharmacy interns.

The abbreviation PR will be used throughout this study and stands for Public Relations.

#### Research Methodology

In order to ascertain existing hospital policies and procedures and to determine overall guidelines for the administration and supervision of the hospital employee PR program, the hospital executive director and the assistant director for administrative services were interviewed. Copies of the hospital's Director, Assistant Director, and Department Head Administrative Guide and the Departmental Procedures Manual were obtained and reviewed.

The public relations director provided a history of the hospital and the hospital organizational chart, including a specific breakout of his department with the annual budget allocation. The public relations director was interviewed and provided pertinent information on the specific PR activities directed towards the employee

and reference data for each activity.

A complete one-day physical orientation tour of the hospital was conducted, with numerous return visits to specific departments during the period of this study for informal observations.

To provide information relative to employee attitude indicators and feedback mechanisms, the directors of the following departments were interviewed: Public Relations, Food Service, Out-patient and Emergency Room, Plant Operations, School of Nursing, Physical Therapy, Personnel, and Volunteer Services. The assistant executive director was interviewed and interviews were also held with the committee chairman of the Employee Food Service Advisory Committee and the Employee Safety Advisory Committee.

All previous inhouse opinion surveys conducted by questionnaire and reflecting employee attitudes were collected and analyzed. To explore the resources available for employee attitude surveys outside the institution, interviews were held with the Director of Multi-Purpose Training Center, University of Missouri, and a staff member of Behavioral Consultants, Inc., Kansas City, Missouri.

A review of the pertinent literature was conducted to determine the professional methodology proposed for evaluation of public relations programs.

### Literature Review

In general, an employee PR program involves a consciously directed effort on the part of management to communicate to the employee the institution's policies and practices. Such a communication system must be a two-way channel and provide for an upward communication to management of employee attitudes, opinions, and matters affecting employee personal interests.<sup>3</sup>

The specific purpose of each communication should implement to some degree: the transmittal of information that will be of interest and importance to the employee; the motivation of the employee in order to elicit a better-than-average contribution; the establishment of an atmosphere that creates, on the part of the employee, a feeling of personal interest by management; the desire of the employee to contribute ideas and suggestions for improvement of the institution's operations; the conscious concept on the part of the employee that he is a daily representative of the institution when in personal contact with nonemployees.<sup>4</sup>

A recognition of several basic factors that influence human behavior is considered important in the development of employee public relations. One of the more important factors is the desire on the part of the employee for recognition. Another factor is that people desire to feel part of something, to be a member of a group, to

feel part of a larger organization that has public recognition and esteem--in a sense to belong.<sup>5</sup>

A number of specific PR devices may be utilized to communicate with the employee. The quantity selected by any one institution is dependent on the local environment and the needs of the institution, as modified by available resources. Some of the devices being used in hospital PR practices are: hospital fact cards, monthly employee newspaper, orientation presentations, employee information racks, bulletin board posters and displays, service awards, merit awards, payroll inserts, employee meetings, suggestion systems, public news media releases, and open house for employees and families.<sup>6</sup>

Can the effectiveness and value of the devices, activities, and employee PR program as a whole be determined and evaluated? The answer to that question in the literature ranges from a doubtful maybe up to a qualified affirmative.

At the lower range of belief there are the comments that, until the behavioral scientists develop the tools and techniques for determining what really motivates people--to the degree that their specific reactions to stimuli can be predicted--there can never really be a true evaluation of public relations.<sup>7</sup> This concept is reinforced

by the implication that in the endeavor to quantify and evaluate public relations, there is an attempt to take measurement standards designed for tangibles and bend them to the measurement of intangibles.<sup>8</sup>

At the upper range of belief in the evaluation process are those who contend that an evaluation of a PR device, activity, or program begins with a careful analysis and establishment of specific objectives; that once specific objectives are established, then the evaluation process can be successfully accomplished. The evaluation may take the form of a simple tabulation of the number of issues of an employee newspaper distributed, up to and including attitude research.<sup>9</sup>

Attitude research can start with a simple self-analysis and continue on to the use of questionnaires and face-to-face interviews. Depending on the degree of accuracy desired, and the skills and knowledge available to the institution, attitude research may be accomplished inhouse, through university assistance, or by an outside consultant service.<sup>10</sup>

#### Footnotes

<sup>1</sup>Alden B. Mills, Hospital Public Relations Today (Berwyn, Ill.: Physicians' Record Co., 1965), pp. 3-7.

<sup>2</sup>Willard Bailey, "Program Evaluation," Public Relations Journal, XXIV (September, 1968), 25.

<sup>3</sup> Bertrand Canfield, Public Relations: Principles, Cases, and Problems (Homewood, Ill.: Richard D. Irwin, Inc., 1964), pp. 106-108.

<sup>4</sup> William F. Keefe, "Developing Management's Communication Skills," Hospital Progress, LI (February, 1970), 66.

<sup>5</sup> Philip Lesly, Public Relations Handbook (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1967), p. 106.

<sup>6</sup> U.S.A. MFSS, "State Inventory of P.R. Activities Serves as Check List and Fact Finder," Memorandum 11-230-511-2 (1969), p. 4.

<sup>7</sup> John F. Budd, Jr., An Executive's Primer on Public Relations (Philadelphia: Chilton Book Co., 1969), p. 174.

<sup>8</sup> Harold P. Kuntz, Public Relations for Hospitals (Springfield, Ill.: Charles C. Thomas, 1969), p. 107.

<sup>9</sup> Bailey, pp. 25-26.

<sup>10</sup> Alvin Schwartz, Evaluating Your Public Relations (New York: National Public Relations Council of Health and Welfare Services, Inc., 1965), pp. 16-37.

## CHAPTER II

## DISCUSSION

The central issue under discussion in this study is to determine how a hospital may evaluate its employee public relations program. In addressing this central issue, this discussion has been organized in the sequence of the following specific components:

1. What are the overall objectives of the hospital employee public relations program?
2. How is the institution organized to support the employee public relations program?
3. What are the statistical parameters of the employee population?
4. What are the specific public relations activities or devices directed towards the employee and the objectives of each?
5. How may each public relations activity or device be evaluated to determine effectiveness and value?
6. What are the channels of communication, within the hospital organizational structure, that permit employee attitude feedback?

7. What are the indicators that may serve to evaluate the total effect of the hospital employee public relations program?

8. What attitude research proposals have been submitted for management consideration?

9. What resources are available to the hospital that may provide employee attitude feedback in the future?

### Hospital organization

#### Program Objectives

As noted in the review of the literature, the first step in a process of evaluation is to determine what the institution desires as an end result for its program. In other words, there must be a determination of program objectives. The end results of specific operational activities cannot be measured except as they are related to objectives stated or written. From an interview with the executive director, the objectives of the hospital employee PR program are:

1. Increase the personal identification of the employee with the institution, which may:
  - a. Increase job motivation.
  - b. Enhance efficiency, and the quality of job performance.
  - c. Increase the desire of the employee for self-improvement through inservice and continuing educational programs.
2. Reinforce the employees' concept of the important role

the hospital plays in the community.

3. Promote the active participation of the employee in the role of PR representative for the hospital in his daily personal contact with patients, visitors, and the external public.<sup>1</sup>

### Organization

#### Hospital organization

The hospital is organized on the basis of a functional structure with the top management position held by an executive director with an assistant executive director, and then assistant directors for Patient Services, Professional Services, Administrative Services, General and Fiscal Services, and Community Development, respectively. The hospital organizational chart is shown in Appendix A.

Considering the levels of authority as links in the communications system of the organization, it can be seen that from the apex of the organization to the employee base there are six levels in total. This total is arrived at by including the front-line supervisor and the employee himself in levels below department director. In contrast to the utility value for authority and control in this vertical chain of command is the loss of flexible and free communication, both downward and upward. In other words, potential barriers to communication may exist in such a classical system of organization.<sup>2</sup>

An initial examination of the hospital functional organization chart led to the supposition, by the writer, that the function of public relations was vested in two organizational units: Community Development and the Public Relations Department. Upon investigation this was found not to be true.

#### Community Development

The personnel assigned are the assistant director and his administrative assistant. The assistant director functions principally in the area of fundraising and acts as advisor to, and coordinator of, the programs and activities of the Advisory Board of Trustees, which is an honorary service organization of 200-plus members. The assistant director is not involved in the employee PR program. Mutual interest activities are coordinated between the public relations director, and this community development assistant director, but the two functional departments are not in the same formal line of authority.<sup>3</sup>

#### PR Department

The personnel assigned directly to the Public Relations Department, and who are engaged in the primary function of administering the hospital PR program and the employee PR program per se, are the department director and his administrative assistant. Due to the relationship of function, the public relations director has also

been assigned the responsibility of supervising the information desk and the internal and external communications systems.<sup>4</sup> The organizational chart of the department is shown in Appendix B. It is to be noted that the public relations director also devotes time and effort to special projects assigned by his supervisor, the assistant director of administrative services, that may not be directly related to PR activities.

Annual Budget of the Public Relations Department. --The budget for the department (1970) is shown in Appendix C.<sup>5</sup> The principal expenses that may be directly related to the employee PR program would be a proportional amount of salaries, based on a detailed man-hour study: the cost of The Grapevine, the employee newspaper, and a proportional amount of the photography and publications expenses. Detailed data for the proportional costs are not available at this time, but a future analysis might prove interesting. The expense data obtained could be used, by the executive management of the hospital, to weigh the value of the program from a cost-and-effect point of view.

#### Hospital Employee Population

The hospital table of organization recapitulation was used to determine the authorized hospital employee strength. The table was provided by the Personnel Department and is shown in Appendix D.

The authorized strength, in accordance with the study definition of hospital employee, is 1,340.

### Turnover rate

Statistics were obtained from the Personnel Department on employee turnover rates for calendar year 1969. The statistical summary provided is shown in Appendix E. The figures are significant in that any program directed towards the employee public must consider its permanence and stability. As can be seen, the annual turnover rate for the hospital as a whole is 56.8 per cent. Turnover rates range from a low of 14 per cent to a high of 118 per cent. These statistics will be referenced in a subsequent section of this discussion relative to evaluation indicators.

### Employee PR Program

The PR devices and activities directed towards the hospital employee by the Public Relations Department per se were determined, by interview, with the Public Relations Director, and personal observation, to be:

1. Publication of the employee newspaper, The Grapevine.
2. Dissemination of comments from the Patient Opinion Poll to the employee.
3. Employee news releases to the local press.

4. New employee orientation program.

5. Employee-of-the-Year program.

6. The annual Volker Day celebration.

### The Grapevine

The Grapevine is published once a month and is distributed on the Thursday afternoon prior to the first Friday of each month.

The distribution is accomplished by placing portable literature racks at the employee entrance to the hospital building, the entrance to the hospital cafeteria, and the entrance to the employee snack bar/lounge.<sup>6</sup>

The established objectives for The Grapevine are to increase the identification of the individual with the institution, and to provide an informal communication means for management to transmit information that will be of interest and importance to the employee. These long-range objectives are translated into the short-range objectives of printing employee personal interest "news" through the utilization of employee reporters; and management "news" through solicitation of articles from the executive staff.<sup>7</sup>

To evaluate the effectiveness and value of The Grapevine two approaches may be used. The first approach is simply a physical analysis of distribution or, in other words: are the employees picking up the newspaper? Starting with the shift departures and

arrivals, on the initial Thursday afternoon of distribution, an individual stationed at the employees' entrance to the hospital could observe the number of employees picking up a copy of The Grapevine from the literature rack. Another method of counting distribution is calculating the number of copies printed, the number of copies placed in the literature racks, and, subsequently, taken from the literature racks. It is interesting to note here, from an interview with the public relations administrative assistant, that the number of copies printed of The Grapevine has had to be increased from 1,250 to 1,300, and then again to 1,400 within the last four months. This was necessary to maintain available copies in the literature racks from the period of distribution on Thursday afternoon to removal of the racks on the following Monday afternoon.<sup>8</sup>

The other approach to an evaluation of the employee newspaper is taken from the point of view that physical distribution does not necessarily imply that people are reading the publication, nor does it indicate which parts are effective and which are not. The employee must be asked to determine his opinions and attitudes regarding the specific content of the communication.<sup>9</sup> Basic questions that may be asked are:

1. Do you read the publication, all or in part?

2. Do you find the employee personal "news" content interesting?

3. Do you find the management "news" content interesting and informative?

To ask these questions, one or more of the following attitude research techniques may be selected:

1. A suggestion or comment section, on the last page of the publication, which may be filled out and placed in a suggestion box placed on the distribution racks.

2. One or two questions periodically placed as an insert into the employee payroll envelope, or attached to the payroll check, for return to the distributing department director and subsequently to the Public Relations Department.

3. A questionnaire distributed on a periodic rotational basis to the personnel assigned to the departments of the hospital for return through their respective department director to the Public Relations Department.

#### Patient Opinion Poll

The Public Relations Department mails a patient opinion questionnaire to each patient discharged from the hospital. The questionnaire, in addition to specific questions asked the patient,

contains a section for general comments. In 1969, of the total number of questionnaires mailed (15,813), 46.2 per cent were returned. Of the number of questionnaires returned, 46.5 per cent (or 21.5 per cent of total mailed) included written comments. The questionnaires with the comments, both positive and negative, are sent to the department directors concerned. The comments are then brought to the attention of the employee through departmental conferences or displayed on departmental bulletin boards or both.<sup>10</sup>

The objective of the dissemination of the patient questionnaire comments is to promote the active participation of the employee in the role of a PR representative for the hospital in his daily personal contact with patients and visitors. To accomplish this objective, it is a premise that the comments will create a positive reaction in the employee. The basic assumption is made that praise will enhance the positive behavior of the employee, and negative comments will elicit a correction in behavior upon recognition of an adverse response to that behavior.<sup>11</sup>

Two evaluation techniques appear possible: one would be maintaining recorded data that would reflect a trend in the comments by department and employee--those who get praise continue to do so and those who receive adverse comments cease to do so, or in turn commence to receive praise. The other would be to elicit informal comments from the superior of the effected employee regarding

the employee's observable behavior, as an implied reaction to the comments received.

#### Employee news releases

News releases, on all employee activities deemed appropriate for publication, are sent to employee "hometown" newspapers and the media located in Kansas City. These releases range from notes on new arrivals and descriptions of job activities to human-interest items concerning social functions and athletic accomplishments.<sup>12</sup>

The objectives of this PR activity are to associate publicly the individual with the hospital, and to display management personal interest in the employee through individual public recognition. Once again these objectives may be traced back to the long-range objectives of promoting identification of the individual with the institution.<sup>13</sup>

A quantitative method of evaluating the activity would be to establish a goal, in numbers, of the amount of releases to be sent out each month. The number of releases sent out could then be compared with the goal established. To determine the quality of the news release and the technique of placement, the number of releases sent out and the actual number appearing in the media could be compared. The more intangible method would be through an interview with the individual employee. The purpose of the interview would be to obtain

a personal reaction to the news release, and to ascertain if fellow employees have made favorable or adverse remarks relative to the news release in personal conversation.

#### Employee orientation program

The current hospital-wide program consists of a one-hour lecture-discussion-slide film presentation by the training coordinator, and a one-half hour lecture by the public relations director. A new program has been proposed to commence June, 1970. This program will consist of a total of four hours. The proposed program will have four principal parts:

1. Orientation lecture--1.5 hours.
2. Tour of hospital--1.0 hours.
3. Employee luncheon with executive director--.75 hours.<sup>14</sup>
4. Two-week postemployment interview--.75 hours.

The details of the proposed program are shown in Appendix F.

The objectives of the program are:

1. New employees will undergo a more sustained effort to evidence that they are really important persons and valued for the services that they are able to render to the hospital organization.
2. The program will result in more confident and capable employees who understand more about hospital operations and

activities and are better acquainted with the leadership of the hospital. <sup>15</sup>

To evaluate the orientation program there must be a method to determine what the employee considers interesting and important content, and then a measurement of how well the orientation program meets the needs of the employee and the objectives of hospital management. The questionnaire is a technique that may be used to obtain the data for an evaluation. For example, one questionnaire would elicit a response, on a rating scale, of the importance the employee would attach to an orientation on selected topic headings. This questionnaire would be given to a random sample of new employees at the time of employment interview. At a later date, a questionnaire would be given to employees who had been on the job for thirty to sixty days to ascertain how they had obtained information and knowledge of selected items of topic interest, to include their opinion of the orientation program per se. <sup>16</sup>

#### Employee-of-the-Year program

The Employee-of-the-Year program is city-wide and is a joint venture of the Personnel and Public Relations Departments. The Personnel Department manages the administrative process of recommendation and selection of the Research Hospital employee, with a concurrent forwarding of the selection to the Kansas City Area Hospital Association for first-place competition. The Public Relations

Department manages the publicity, and jointly participates with the other city-wide hospital PR directors in the arrangements for a social recognition luncheon.<sup>17</sup> The material in Appendix G describes the program in detail, and includes an example of the Research Hospital and Medical Center's internal nomination form.

The objective of the program is to promote the identification of the individual with the institution through individual recognition and demonstrated appreciation for accomplishments.<sup>18</sup>

An evaluation of the program is dependent upon the awareness of the program on the part of the employee, and then the personal reaction of the employee towards the program. Through the application of random interviews, questionnaires, or payroll slips, basic questions could be asked, with expansion as to content or detail.

The questions might be:

1. What is the Employee-of-the-Year program?
  - a. How are recommendations and final selection accomplished?
  - b. What recognition does the selected employee receive (benefits)?
2. Are the recommendations and final selection fair in your judgment? If not, why not?
3. Would you like to be selected Employee-of-the-Year?

### Volker Day program

The Volker Day program is a Personnel Department administrative responsibility. The Public Relations Department provides assistance on the social commitments of the program, and conducts the employee oriented publicity campaign--before and after the dinner ceremony.

Since 1927, the hospital has dedicated a day each year to observe the birthday of William Volker, the hospital's greatest benefactor. In conjunction with this annual dedication, selected employees are honored on the basis of loyalty and service. A dinner is held and each honored employee receives a U.S. Savings Bond and a service pin. The dinner is attended by the following dignitaries: president of the Womens' Auxiliary, president of the Service Auxiliary, president of the Alumni Association, president of the Board of Trustees, and chairman of the Personnel Committee (board member). The hospital executive director and/or the president of the board presents each employee with the savings bond and service pin. After the ceremony, the honorees are asked to stay behind and pose for pictures. The honorees, their spouses, department heads who have employees in their departments being honored, board members, and assistant directors attend the dinner.<sup>19</sup>

### 3. Would you like to be honored on Volker Day?

The names of the honored employees are printed in an article in The Grapevine. For an example of the use of the employee placed by individuals on the award received, would be the number of newspaper for this type of publicity, the article in the April, 1970, issue is shown in Appendix H. In addition, news releases are sent to the Kansas City newspapers.

The objective of the program is to promote the identification of the individual with the institution through individual recognition and demonstrated appreciation for accomplishments.<sup>20</sup> An evaluation of the program must determine the degree of awareness of the program on the part of the employee, and then the personal reaction of the employee towards the program. This evaluation could be accomplished through the application of random interviews, questionnaires, or payroll slips. Basic questions such as the following could be asked of employees:

1. What is Volker Day?
  - a. How are employees selected to be honored?
  - b. Other than seniority, do you feel the selection to be fair? If not, why not?
  - c. What do the employees receive for being selected and honored?
2. Who in your section, department, or service has been honored on Volker Day?

### 3. Would you like to be honored on Volker Day?

A more tangible method, that would provide an indicator of the value placed by individuals on the award received, would be the number of recipients of the service pin who frequently wear it on the job.

### Organizational Channels of Communication

As referenced in the review of the literature, a communication system must be a two-way channel and provide for attitude feedback from the employee. Established policy at Research Hospital and Medical Center provides for a formal communication system through organizational conferences and meetings on a scheduled basis commencing at the assistant director level. The assistant directors meet once a month with their respective department directors. The assistant directors meet every Friday, with the assistant executive director. The executive director meets monthly, after the monthly hospital-governing board meeting, with the assistant executive director and the executive advisory committee. The executive advisory committee consists of all key executive staff members. The formal meetings are principally operational in nature and attitude feedback is not normally a subject of conversation. At the levels of authority just discussed, attitude feedback is principally obtained through unscheduled informal meetings and the use of "open door" policies.<sup>21</sup>

relative Below the assistant director level a requirement for periodic formal conferences or meetings is not a matter of hospital policy. Each department director has the management option of scheduling conferences or meetings, with their subordinates, on the basis of individual requirements. For example, during interviews with three department directors it was determined that one had formal meetings, on a periodic basis, and two did not. All three habitually utilized an "open door" policy to obtain the attitudes and opinions of their subordinates.<sup>22</sup>

surveys Within the formal organizational structure there are three employee groups that do offer to some degree an opportunity to obtain attitude feedback. Those three groups are the Employee's Advisory Committee on Food Service, the Safety Advisory Committee, and the hospital's single union (representing plant maintenance personnel).

on all on Employee's Advisory Committee on Food Service. --The Committee consists of five members and a chairman, all hospital employees. The hospital medical staff also provides one advisory representative. The Committee meets monthly and is under the direct supervision of the assistant executive director. The Committee reports on all matters pertaining to employee attitudes and opinions

relative to the procurement, distribution and consumption of food items provided for his benefit. As an example of attitude feedback, the Committee recently conducted two surveys of employee opinions through the use of questionnaires. One questionnaire was directed towards obtaining opinions concerning the hospital staff cafeteria, and the other questionnaire concerned the employee snack lounge. Food items are dispensed in the snack lounge through an automatic vending-machine concession. The snack lounge survey was conducted in January, 1970, and the cafeteria survey in March, 1970. Both surveys resulted in employee attitude feedback that has proven to be of significant value to management in the area of employee personal welfare.<sup>23</sup>

Safety Advisory Committee. --The Committee consists of eight first-line supervisors and meets on a monthly basis. The Committee reports directly to the executive staff safety committee on all employee-detected safety hazards and recommends remedial action. This committee has proven a valuable means of obtaining employee opinions and attitudes relative to the safe operation and maintenance of the hospital facility.<sup>24</sup>

Union organization. --There is only one union organized within the hospital. This union represents approximately twenty-one

maintenance men assigned to plant operations. The union contract is presently renewable on a three-year basis. There is a written grievance and arbitration procedure for union members, but this formal system is restricted to grievances of disputes relating solely to the interpretation of provisions of the union contract.<sup>25</sup> Therefore, the union organization may act as a sounding board of employee attitude only during the contract negotiation period. Due to the atmosphere generated in the management/union negotiation confrontation, and the relatively small number of employees involved, any beneficial employee-attitude feedback at that time is not considered of significant management value. The remaining channels of communication within the organization that may provide employee-attitude feedback were determined to be a formal grievance system and an employee exit interview procedure.

Grievance system. --There is a formal grievance system specified in the hospital Departmental Procedures manual entitled "Fair Treatment Procedures." A copy of the procedure and a copy of the grievance form utilized by the employee are shown in Appendix I. The Personnel Department director has made the comment that, to the best of his knowledge, employees have only resorted to the use of this grievance system on rare occasions.<sup>26</sup>

The rigid formality of paragraph B of the procedure and the first sentence of the instructions on the grievance form itself is enough to deter the average individual from taking advantage of the system. Instead of a paper exercise, which is an obstacle to free communication, there could be substituted a procedure whereby an employee could present in person his grievance to one or more designated individuals. Each department director could designate one individual to hear grievances. The individual's name and the designated time set aside for appointments could be publicized among the departmental personnel. If the employee did not feel that a satisfactory resolution of the grievance was reached with the departmental designee, the employee could then appeal the grievance to the personnel director, who would act in the capacity of a central hospital grievance officer. All grievances and actions taken could be documented by the personnel director and forwarded to the assistant executive director for information or a management decision if necessary. The public relations director could assist the personnel director and the assistant executive director in an advisory capacity.

Employee Exit Interview. -- There is a formal employee exit interview system specified in the hospital Departmental Procedures manual entitled "Separation of Employee Exit Interview." A copy

of the procedure and a copy of the exit interview questionnaire are shown in Appendix J. Upon their termination of employment, employees are personally interviewed by a member of the personnel department when an above-average trend of termination has developed in a department. A supervisor or department director may also request the personal interview when they feel dissatisfied with the initial reasons given for termination by the employee. The interview follows the format of the exit interview questionnaire with additional questions developed by responses given. All employees, other than those selected for personal interview, who terminate employment are routinely mailed the exit interview questionnaire with a request for completion and return to the personnel department. A periodic statistical trend analysis is not compiled from data provided by personal interviews or the returned questionnaires.<sup>27</sup>

#### Evaluation Indicators

In taking one step beyond an evaluation of a specific PR device or activity, there is the desire on the part of management to evaluate the impact of the total hospital PR program on the employee. There is a host of variables to be considered that directly influence the attitudes and opinions of an employee towards his job and the institution as a whole. Three principal variables are:

1. The impact on the employee of the personal attitudes and action of supervisors, from the immediate front-line supervisor all the way up the chain of authority to the top executive.

2. Wages and salaries, to include employee fringe benefits, and other personnel actions of promotion and opportunity for self-improvement.

3. The physical environment of the facility--whether it is new or old, confining or spacious, and so forth.

Taking just these three variables, and not including others that are too numerous to enumerate, it is evident that a total hospital PR effort is not simply restricted to a specific list of PR department activities or devices.

#### Subjective evaluation

For management to evaluate the overall attitudes of employees, there are, in the opinion of the writer, some indicators that may serve as potential input data. Due to the numerous inter-related variables already mentioned, these indicators in most instances are subjective in nature and exact quantification of cause-and-effect relationships would prove difficult. The following indicators have been selected on the basis of the stated objectives for the hospital employee PR program previously cited. The discussion of

the indicators is based on the writer's personal experience and general academic knowledge of human behavior.

Recreational and social activities. --The degree to which employees participate in hospital-sponsored recreational and social activities may be a potential indicator of the identification of the individual with the institution and an indicator of institutional esprit de corps. People are not motivated to become members of an institutionally sponsored bowling team, baseball team, or other team sports simply for the sake of the physical activity itself. They normally must feel that the institution they represent is worthy of their identification-- that they can be proud of being associated with the name of the institution and what that name stands for in the eyes of their peers. People normally socialize with others on the basis of a common-shared interest--that interest may be simply that they live in the same neighborhood or work together on the job. When employees attend social functions sponsored by the institution, they normally do so from a feeling of mutual interest derived from their job associations. This mutual interest can only be sustained if they appreciate and respect their fellow worker and the institution they work for as a whole. This indicator must be weighted by how well the recreational and social activities are organized by the hospital and oriented to age groups

and socioeconomic backgrounds.

Volunteer dependents. --The number of employee dependents who participate in the hospital adult and junior Volunteer program may be a potential indicator that the employee has transferred his institutional identification to his family circle. The members of an employee's family are not going to be motivated to volunteer work unless they feel that the hospital is well organized, has good management/employee relations, and that their contribution will be productive. This feeling can only be imparted to family members by the employee per se. Dependent participation in the Volunteer program may also be considered as a potential indicator that the employee has transferred his concept of the essential need and important role of the hospital in the community. When the employee believes that the hospital has high standards of operations, good patient care, and a sincere desire to serve the community then the dependent will also believe and be willing to serve. This indicator must be weighted by the family obligations that may prohibit the dependent engaging in activities apart from the assumed family role.

Turnover rate. --The employee turnover rate, computed on a monthly and annual basis, may be a potential indicator of employee identification with the institution. In the past, to work for a hospital,

characteristically considered a charitable institution, was perhaps to have an avocation rather than a vocation. Today it appears that most hospital employees are not satisfied with the personal rewards of an avocation. They also are demanding a fair wage and the fringe benefits that are commensurate with other employees outside the health care system. Therefore, before an examination of employee turnover rates can be made, a basic question must be answered. Are the hospital employees, by job description, receiving wages and fringe benefits that are competitive in the local and geographical area? If the answer is in the affirmative, then perhaps employee turnover rates can be said to be a product of job satisfaction, supervisor/employee relations, and a sense of identification with the purpose and accomplishments of the hospital. The local and regional turnover statistics for employees of like institutions would be of value for comparison purposes. Assuming that employee wages are competitive, then any significant variations from the average might be considered indicative of employee attitudes towards the hospital itself. An analysis of employee turnover rates, not by job description but by department and service, might also prove of value to indicate internal variances in employee attitudes towards their immediate work group and supervisors. Statistics compiled on a periodic basis may well reflect how employees are reacting to the intangibles that keep

an individual on the job above and beyond the basic considerations of financial gain.

An analysis of employee turnover rates should be weighted by the realization that each employee group has, to some extent, different cultural traits and socioeconomic factors that may influence their employment mobility. The status of the national labor market must be also considered as it affects the availability of labor resources in the regional and local area. If there is a national labor shortage, there is an inducement for individuals to change geographical locations, if not, the converse may be true.

Unionization. -- There appears to be a growing trend among the nation's hospitals for unionization of all employee groups. The fact that there is only one union represented in the hospital, which consists of a small number of maintenance personnel, may be a potential indicator of employee identification with the institution. If employees believe that the management of the hospital is working to maintain fair wages, fringe benefits, and reasonable job security, they may resist attempts to organize. It should be understood that this belief in management's interest in the employee's basic welfare must be sustained by action and an active information program. The employee then may say, "I am a member of a fine institution, not only one that is well organized to deliver patient care, but one that

makes the welfare of all of its members an object of concern by supervisors and executive management." The lack of union organization may also be as a potential indicator that the employee's concept of the hospital's essential and humanitarian role in the community should perhaps negate the use of the coercive power of a union labor strike. The value of this indicator must be weighted by a realization that hospital employee unions have only recently grown in membership and strength. The tide of unionization appears to have originated on the Eastern and Western seaboard and now is rolling inland. The lack of unionization in the typical mid-Western hospital may only be a simple product of distance from the active union programs in the East and West. Time may overcome this distance factor regardless of all management efforts to counterbalance the organizing trend.

Medical treatment. --Employee and employee-dependent medical care at hospital facilities other than Research Hospital and Medical Center may be a potential indicator that the employee lacks a personal identification with the institution. This indicator must be weighted by the availability of a bed, transportation means (to and from place of residence), staff appointment of personal physician, and the personal desire of the employee not to be exposed in a patient

status to the contact of fellow employees.

Expansion fund. -- The hospital has an established fund for the purpose of financing planned expansion of the physical facility.

On several occasions, in the comparatively recent past, employees have been requested to voluntarily contribute to the fund. The requests have occurred simultaneously with major capital fund campaigns directed towards the external public. The number of employees contributing to the expansion fund of the hospital may be a potential indicator of employee identification with the institution and their recognition of the important role the hospital plays in the health and welfare of the community. This indicator must be weighted by the financial resources of each employee group and the tangible evidence of construction requirements.

Appearance of employees and of the facility. -- The personal appearance of each employee on the job and the daily physical appearance of the facility may be potential indicators that the employee recognizes that a neat and orderly facility and well-groomed personnel are observable indicators to patients and visitors of a well-organized and efficient institution. Such recognition may be a reflection of individual identification with the institution and active participation of the employee in the role of PR representative. The age of the facility and available plant maintenance funds must weight

the overall value of an indicator of the daily physical appearance of the facility.

Third party evaluation

There are three management indicators available in the administrative records of the hospital that may provide an indirect or third-party evaluation of employee attitudes. These are the recently completed public relations Volunteer Survey, the food service Patient Survey, and the continuous public relations Patient Opinion Poll.

Volunteer Survey. --The public relations department conducted an inhouse survey of adult volunteers in February, 1970. Of the six questions asked, four are directly relevant to the evaluation of employee attitudes. Questions one, two, four, and five may serve as potential indicators of employee active participation in the role of PR representative for the hospital. The survey form is shown in Appendix K. A total of 104 volunteers responded to the questionnaire, which represents more than 90 per cent of the regular adult volunteers.<sup>28</sup> The numbers under the simulated faces on the survey form indicate the question responses in that category.

Patient Survey. --The Food Service Department initiated a survey of patients in March, 1970. The principal purpose of the survey was to obtain patient opinion relative to the quality of meals

served.<sup>29</sup> Upon analysis of the nine questions asked, two questions-- six and nine--may be considered more directly relevant to an evaluation of employee attitudes rather than quality of meals. These questions, together with a statistical summary of the responses, are shown in Appendix L. Question two may serve as a potential indicator of food service employee active participation in the role of PR representative for the hospital and identification with the institution. Question nine may serve as a potential indicator of the general impact of employee attitudes and behavior on the patient per se.

that is Patient Opinion Poll. --The patient questionnaire has been previously discussed, with specific reference to the comment section. There are twenty questions contained in the questionnaire with a simple yes-or-no block to check for an answer. The majority of the questions are directly applicable to employee attitudes. This evaluation, by former patients, may serve as a potential indicator of the total impact of the hospital employee public relations program on those employees who have direct patient contact. The 1970 annual patient opinion poll statistical summary is shown in Appendix M. The questions asked and the percentage of yes answers are shown. The column, entitled "Minimum Standard," reflect the goals sought by the public relations department and executive management.<sup>30</sup>

### Attitude Feedback Resources

The sources and means to obtain employee attitude feedback that are currently available in the organizational structure have been discussed. What remains is an exploration of an internal resource that may be utilized to develop a new channel of communication and the external resources that may be utilized for professional attitude research.

#### Internal resources

The major internal resource available in an organization that may provide an indication of the attitudes of employees is the employee himself. The critical factor is a means of communication and communication is simply a process of sending and receiving a message. For a message to have maximum clarity, a verbal face-to-face conversation perhaps provides the optimum utility value. Yet a face-to-face conversation to be meaningful must not only involve a speaker, but a listener as well.

Starting with the basic employee, verbal communications must pass upward through five levels of authority in the present formal organization. Even the two employee advisory committees, Food Service and Safety, are committees organized for a specific purpose and cannot be major contributors of information concerning the general

attitudes and opinions of employees. Therefore, to obtain the attitudes and opinions of employees, management may consider establishing a vehicle that may serve as a direct listening device. A committee organized for the express purpose of acting as a listening post and a relay point may offer management a direct verbal means of obtaining employee attitude feedback. Such a committee might be given the label of Employee Public Relations Advisory Committee. At a minimum, each major department of the hospital could provide one representative--a nonsupervisor employee. The natural chairman of such a committee would seem to be the PR director. The PR director, through his informal daily contact with all hospital employees, may easily act as a professional listener for management. In the position of chairman, his listening ability would be extended and magnified. The specific devices and activities that the PR Department directs toward the employee would constitute a continuous subject area for discussion and, at all times, a general management/employee relations agenda would be in order.

Policy would have to be established and continuous guidance provided by the chairman to ensure that the committee did not degenerate into an employee "gripe" session and thus negate its

constructive purpose. The committee in turn would have to feel that top management had a vital concern for the attitudes and opinions of the employees and a concrete desire to act on comments and recommendations that would lead to a more cohesive employee/management relationship.

#### External resources

The principal reasons for seeking external assistance for attitude research are the desire to obtain professional expertise in research techniques, and an objective evaluation by a qualified "third" party. Perhaps the least expensive, in terms of money, for the hospital would be volunteer assistance obtained from the business administration department, public relations department, sociology department, or psychology department of a university or college.<sup>31</sup>

Continuing up the cost curve, there are some nonprofit organizations associated with universities that conduct opinion studies for nonprofit institutions and corporations. Then there are the public relations consultants and professional research organizations which give research counsel and conduct opinion and attitude surveys for clients.<sup>32</sup>

The executive management of Research Hospital and Medical Center has recognized the desirability of external professional assistance for attitude research and has taken initial steps to obtain

that assistance. Two major areas have been the objects of interest. One, to refine the patient opinion questionnaire in order to obtain a more valid third-party evaluation of employee attitudes and behavior. The other, a direct employee attitude survey.

Patient opinion questionnaire. --In June, 1969, the Institute for Community Studies, Kansas City, Missouri, submitted a proposal for modification of the patient questionnaire.<sup>33</sup> The Institute for Community Studies is a nonprofit, social science research institute, operating independently under its own board of directors and supported entirely by grants, contracts, and contributions.

In October, 1969, Professor Neal Willis, Ph.D., a member of the Psychology Department, University of Missouri, submitted a preliminary outline for a proposal on an analysis of the validity of the hospital patient opinion questionnaire.<sup>34</sup>

The objective for both the preliminary outline and the proposal cited above was to verify or improve the validity of the data provided by the questionnaires returned to the hospital.

Employee Attitude/Opinion Survey. --In September, 1969, Behavioral Consultants, Inc., Kansas City, Missouri, were contacted relative to conducting an employee attitude survey. As a result of this initial conference, a member of the firm submitted a letter

to the hospital-training coordinator that gave a general outline and overview of the methodology and preferred approach to the conduct of such a survey.<sup>35</sup> Behavioral Consultants, Inc., has a full-time professional staff of three, with principal backgrounds in medicine and psychology. The firm retains specialists in the related fields of neuropsychology, group dynamics, and neurology.

As of the period of this study, firm commitments have not been made for either an analysis/modification of the patient questionnaire or an employee attitude/opinion survey.

### Summary

A public relations program is a planned effort to maintain or change the attitudes of people. To evaluate a public relations program involves the difficult task of establishing tangible yardsticks which will measure intangible results. As a consequence of this apparent dichotomy, frequently the data utilized in the evaluation process may only provide an indirect or proxy measurement of results achieved. To firmly establish a direct cause-and-effect relationship between a public relations program and the attitudes and reactions of people may have to await the further refinement of behavioral science tools and techniques. In the meantime, the executive manager of a hospital is faced with the problem of determining the value of his public relations effort and if, in fact, the program has come close to meeting the

established objectives.

This study has approached the evaluation of a hospital employee PR program from the position that:

1. A hospital must evaluate its specific PR devices and activities against a standard of established objectives.
2. The executive staff of a hospital must determine and utilize all employee communication systems found with the organization that permit attitude feedback.
3. There are potential indicators that the executive staff of a hospital may select which will reflect the overall attitudes of employees.
4. The hospital executive staff has the option of developing new organizational procedures or units that may enhance the present employee/management channels of communication.
5. It is desirable and often necessary to obtain the assistance of external professional attitude research consultants for refinement of inhouse opinion research techniques and a periodic in-depth employee attitude survey.

Through the process of research and analysis this study has found that:

1. The long-range objectives of the Research Hospital and Medical Center hospital employee public relations program are:
  - a. To increase the personal identification of the employee with the institution.

b. To reinforce the employees' concept of the important role the hospital plays in the community.

c. To promote the active participation of the employee in the role of PR representative for the hospital in his daily contact with patients, visitors, and the external public.

2. The public relations department utilizes the following devices and activities in an active hospital employee PR program:

a. Publication of the employee newspaper, The Grapevine.

b. Dissemination of comments from the Patient Opinion Poll to the employee.

c. Employee news releases to the local press.

d. New employee orientation program.

e. Employee-of-the-Year program.

f. The annual Volker Day celebration.

An evaluation of the specific devices and activities employed by the PR department requires an interpretation of data obtained through physical observation and the use of personal interviews and questionnaires.

3. The organizational channels of communication that permit employee attitude feedback were determined to be:

a. Scheduled meetings and conferences from the level of assistant director up through the executive director level. At or below

the department director level, each manager has the option of establishing individual requirements for meetings and conferences.

- b. The Employee's Advisory Committee on Food Service.
  - c. The safety Advisory Committee.
  - d. The union organization.
  - e. A formal grievance system.
  - f. The employee exit interview.
4. Potential indicators to evaluate the impact of the total hospital PR program on the employee, were determined to be:
- a. Employee participation in hospital-sponsored recreational and social activities.
  - b. The number of employee dependents who participate in the hospital adult and junior volunteer program.
  - c. The employee turnover rate.
  - d. Unionization.
  - e. Employee or employee dependent medical care at other hospital facilities.
  - f. Employee contributions toward the hospital expansion fund.
  - g. The personal appearance of each employee and the daily physical appearance of the facility.

h. Third-party opinion.

- (1) The use of a Volunteer survey.
- (2) The use of a Food Service Department patient survey.
- (3) The patient opinion poll.

5. To obtain additional data on employee attitudes and opinions, the future development of an employee public relations advisory committee may be feasible. Such a committee may create a direct verbal source of employee communication that appears to be absent in the current organizational structure.

6. The executive staff of the hospital had recognized the desirability of requesting external professional attitude research assistance. Preliminary outlines and/or proposals had been submitted by:

- a. Professor Neal Willis, Ph.D., University of Missouri.
- b. The Institute for Community Studies, Kansas City, Missouri.
- c. Behavioral Consultants, Inc., Kansas City, Missouri.

Footnotes

<sup>1</sup> Robert E. Adams, Executive Director, private interview, April, 1970.

<sup>2</sup> Harold Koontz and Cyril O'Donnel, Principles of Management (3d ed.; New York: McGraw-Hill Book Co., Inc., 1955), p. 507.

<sup>3</sup> Fred W. Schulzke, Assistant Director Community Development, private interview, February, 1970.

<sup>4</sup> John P. Dreves, Public Relations Director, private interview, April, 1970.

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

<sup>7</sup> Ibid.

<sup>8</sup> Mrs. Patricia Fox, Administrative Assistant, Public Relations Department, private interview, April, 1970.

<sup>9</sup> Lesly, pp. 129-30.

<sup>10</sup> Dreves interview.

<sup>11</sup> Ibid.

<sup>12</sup> Fox interview.

<sup>13</sup> Dreves interview.

<sup>14</sup> Research Hospital and Medical Center, "Hospital-Wide New Employee Orientation Program," Memorandum, April 2, 1970.

<sup>15</sup> Charles H. Waite, Training Coordinator, private interview, April, 1970.

<sup>16</sup> Baxter F. Black, III, "Personnel Orientation Program at University of Texas Medical Branch (Hospitals)" (unpublished Project Report, Baylor University, 1969).

<sup>17</sup> Dreves interview.

<sup>18</sup> Ibid.

<sup>19</sup> Fox interview.

<sup>20</sup> Dreves interview.

<sup>21</sup> John E. Lynch, Assistant Executive Director, private interview, April, 1970.

<sup>22</sup> Jack L. Bowman, Food Service Director; Dennis L. Conger, Physical Therapy Director; and David S. Naylor, Outpatient-Emergency Director; private interview, April, 1970.

<sup>23</sup> Dennis L. Conger, Chairman, Employee Advisory Committee on Food Service, private interview, April, 1970.

<sup>24</sup> Everett Johnson, Chairman, Safety Advisory Committee, private interview, April, 1970.

<sup>25</sup> G. Richard Warren, Plant Operations Director, private interview, April, 1970.

<sup>26</sup> Roger E. Winn, Personnel Director, private interview, April, 1970.

<sup>27</sup> Ibid.

<sup>28</sup> John P. Dreves, "Volunteer Survey," Memorandum, Research Hospital and Medical Center, March 16, 1970.

<sup>29</sup> Jack Bowman, Food Service Director, private interview, April, 1970.

<sup>30</sup> Dreves, private interview.

<sup>31</sup> Schwartz, p. 14.

<sup>32</sup> Canfield, pp. 442-43.

<sup>33</sup> Jean Hofmann Tomich, Letter, "Technical Assistance for the development, Testing, and Preliminary Analysis of Questionnaires on Patient Satisfaction, " Institute for Community Studies, June 24, 1969.

<sup>34</sup> Unsigned letter, "Attitude Research Outline for Patient Questionnaire Analysis, " n. d.

<sup>35</sup> Marshall Saper, Letter to Charles Waite, Training Coordinator, Behavioral Consultants, Inc., September 24, 1969.

CHAPTER III

CONCLUSIONS

Conclusions

It is concluded that:

1. The components for an evaluation of the hospital employee public relations program at Research Hospital and Medical Center, Kansas City, Missouri, include:

a. The establishment of specific objectives for each PR device or activity directed toward the hospital employee. The specific objectives are derived from the overall employee PR program objectives established by executive management. The specific objectives for each PR device or activity may then be utilized as a standard against which results may be evaluated.

b. For each specific PR device or activity, the selection of a research method that will produce data which can be interpreted and serve as an indicator of results achieved. The method selected can be a simple count of employee newspapers distributed, or may include more sophisticated questionnaires and other attitude research techniques.

c. The determination and use of channels of communication within the organization that may permit employee attitude feedback.

d. The selection and use of potential indicators that may serve as input data to measure the impact of the total hospital employee program.

e. The development of an employee council or committee that may serve as a direct verbal communication channel between employees and the executive staff.

f. The recognition that the external assistance provided by professional attitude/opinion research experts may be desirable to refine inhouse opinion questionnaires and conduct in-depth attitude surveys.

2. Any attempt to quantify or show a direct causal relationship between a specific PR program and the results achieved must be tempered with the realization that there is a multitude of variables that influence human attitudes and behavior. The systematic evaluation of a public relations program may well be an area that remains a matter of subjective interpretation, yet to explore and analyze all potential means that may add to the quantity of available data can only serve to reduce potential subjective fallacies.

#### Recommendations

It is recommended that:

1. The PR department evaluate each PR device or activity on the basis of its established objectives using all or part of the respective means and techniques discussed.
2. To enhance the current channels of communication within the hospital system that permit overall employee attitude feedback, the following modifications should be adopted:
  - a. The personnel director maintain a trend analysis, on a monthly and annual basis, compiled from data provided by the employee exit interview.
  - b. The executive director establish an employee public relations advisory committee with the public relations director as chairman.
  - c. The executive director require a change in the current formal grievance system which would delete the written requirements and substitute a personal interview system.
3. The public relations director monitor all inhouse opinion surveys to extract data that may provide potential indicators of employee attitudes as evaluated by third-party personnel. Such surveys to be useful in the evaluation process do not necessarily have to be initiated by the PR director.

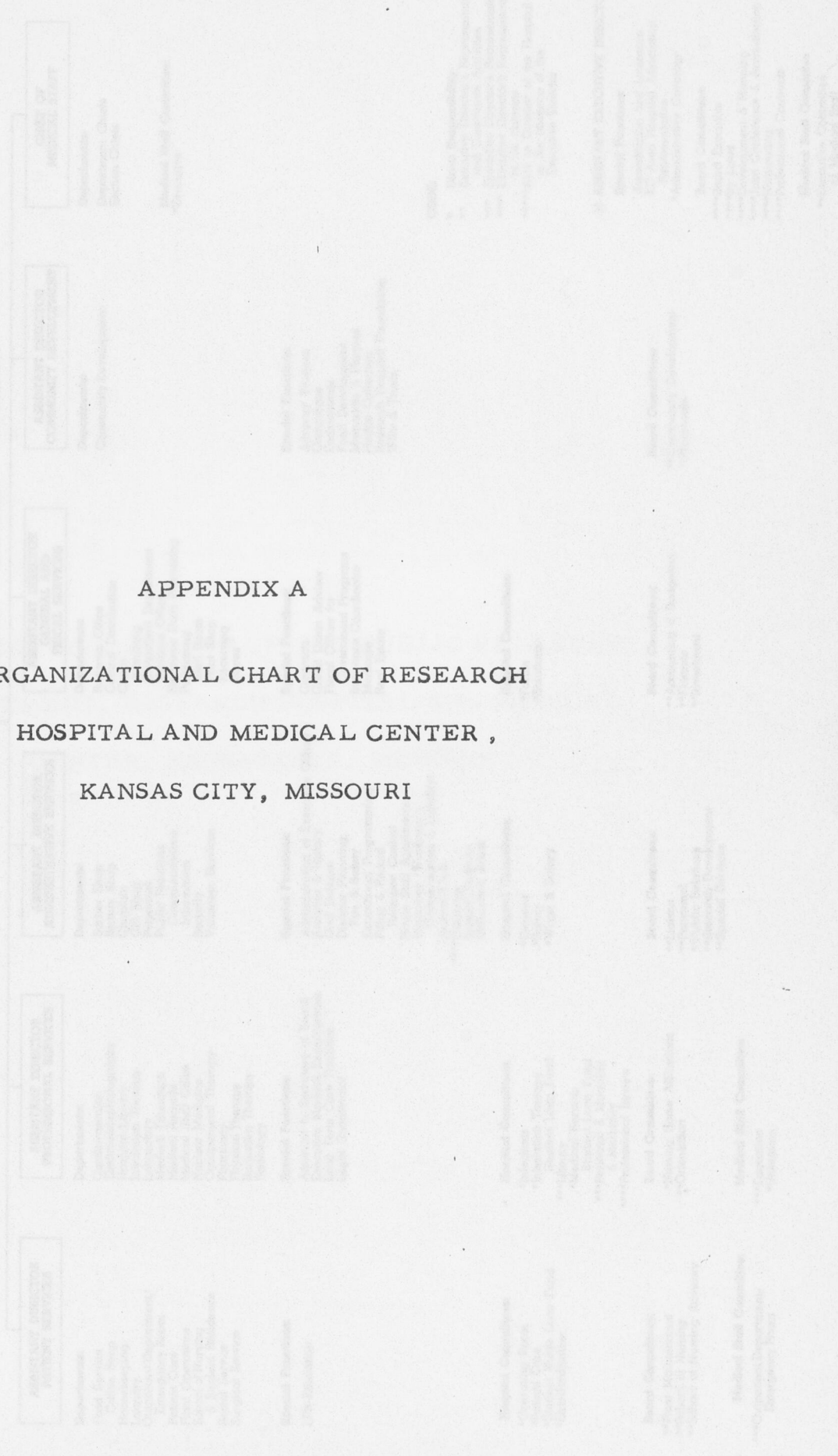
4. The public relations director extract from the subjective evaluation indicators discussed those considered to be most promising as potential indicators of employee attitudes towards the institution. Employee turnover rate analysis is perhaps worthy of special attention.

5. The executive director employ external assistance for attitude research in order to obtain professional expertise in an analysis of the validity of the patient opinion poll: the validity of the sample population, the questions themselves, and the resultant responses. The patient opinion poll appears to be a valuable means of obtaining a third-party evaluation of employee attitudes and deserves special emphasis.

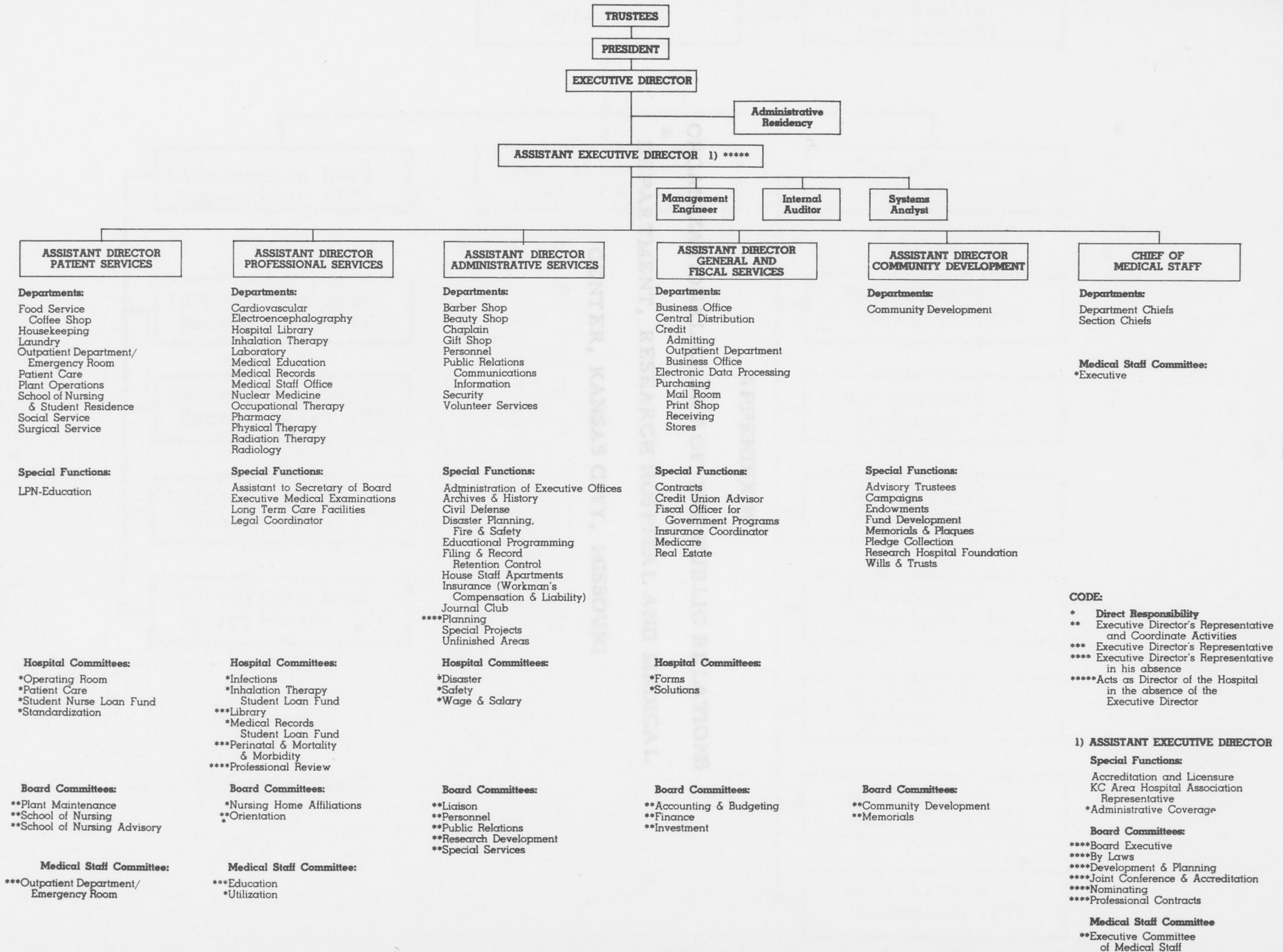
6. The executive director periodically employ an external attitude research organization to conduct a direct survey by questionnaire and interview of the thoughts and feelings that employees have regarding the institution. The professional, versed in attitude research techniques and the behavioral sciences, may be the final element necessary to evaluate a program that consists of so many intangible variables.



APPENDIX A  
ORGANIZATIONAL CHART OF RESEARCH  
HOSPITAL AND MEDICAL CENTER ,  
KANSAS CITY, MISSOURI

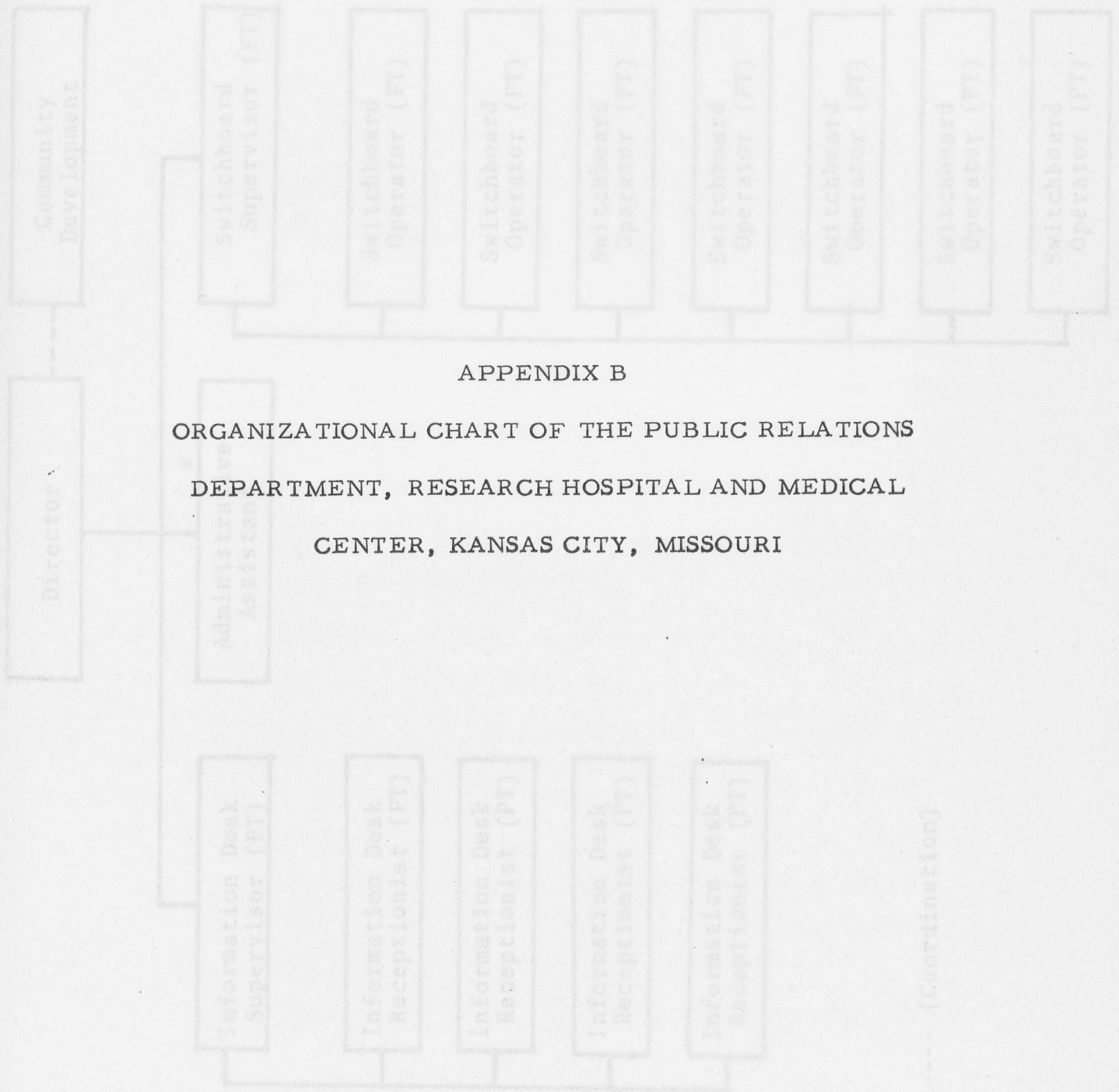


**RESEARCH HOSPITAL AND MEDICAL CENTER  
FUNCTIONAL CHART**

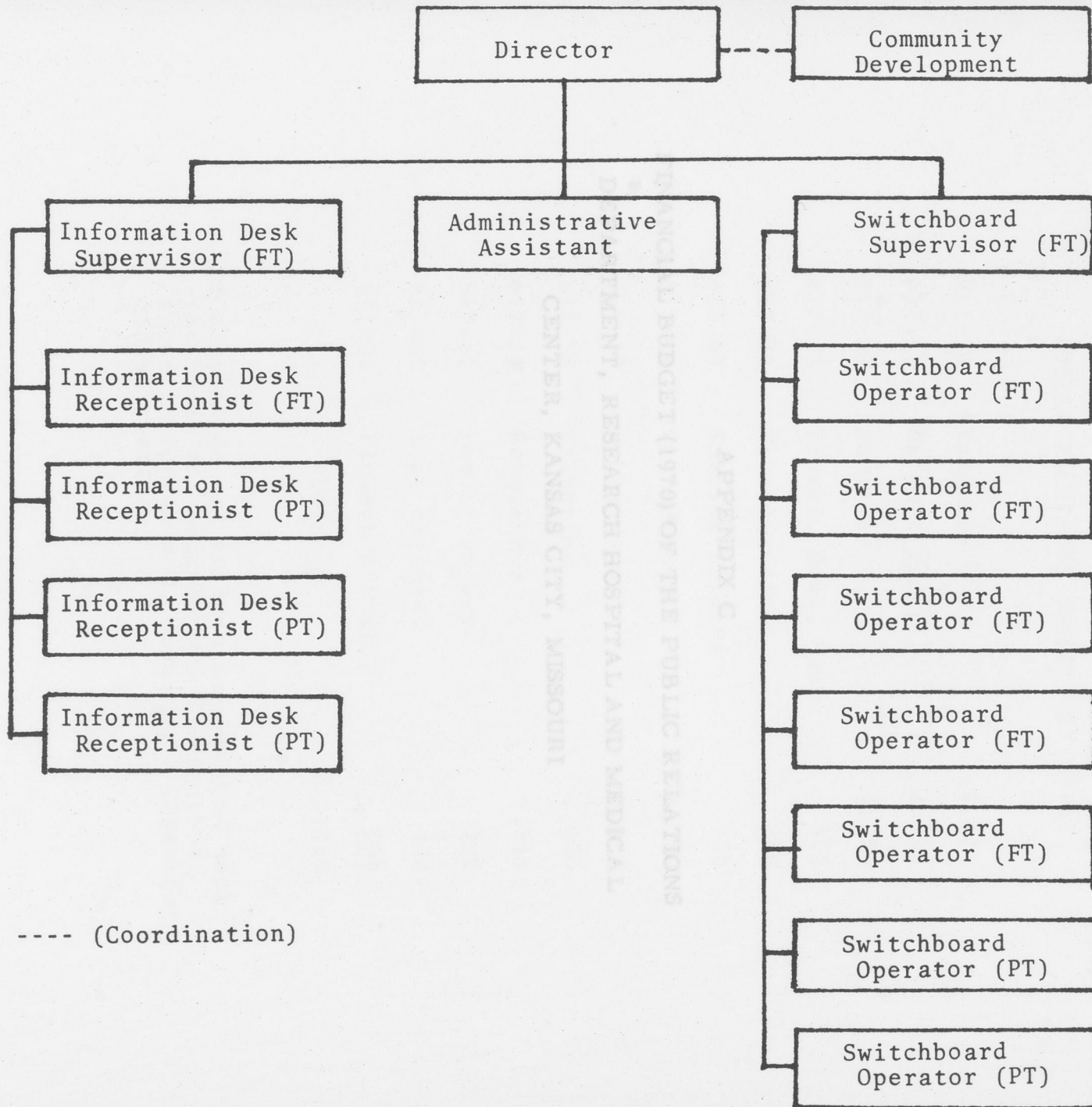


APPENDIX B

ORGANIZATIONAL CHART OF THE PUBLIC RELATIONS DEPARTMENT, RESEARCH HOSPITAL AND MEDICAL CENTER, KANSAS CITY, MISSOURI



--- (Coordination)



DEPARTMENT OF PUBLIC RELATIONS  
 RESEARCH HOSPITAL AND MEDICAL CENTER, KANSAS CITY, MISSOURI  
 APPENDIX C

RESEARCH HOSPITAL AND MEDICAL CENTER  
PUBLIC RELATIONS BUDGET (CY 1970)

617-10	*Salaries	18,834
617-11	Payroll Taxes	1,423
617-20	Supplies	1,752
617-25	Travel, Dues, Educ.	550
617-30	Miscellaneous	200
617-35	APPENDIX C	725

FINANCIAL BUDGET (1970) OF THE PUBLIC RELATIONS  
DEPARTMENT, RESEARCH HOSPITAL AND MEDICAL

	CENTER, KANSAS CITY, MISSOURI	1,000
617-31	Researcher	5,910
617-41	Public Inquiry	500
617-40	Lost Articles	430
617-32	Flowers & Fruits	<u>960</u>
	TOTAL	\$35,114

\*Salaries do not include information desk personnel and switchboard operators as shown in Appendix B, department organizational chart.

RESEARCH HOSPITAL AND MEDICAL CENTER  
PUBLIC RELATIONS BUDGET (CY 1970)

617-10	*Salaries	18,034
617-11	Payroll Taxes	1,423
617-20	Supplies	1,752
617-25	Travel, Dues, Educ.	550
617-30	Miscellaneous	200
617-35	Special Affairs	725
617-38	Photography	1,200
617-37	Publications	2,440
617-34	Grapevine	1,000
617-31	Researcher	5,910
617-41	Public Injury	500
617-40	Lost Articles	420
617-32	Flowers & Fruits	<u>960</u>
	TOTAL	\$35,114

\*Salaries do not include information desk personnel and switchboard operators as shown in Appendix B, department organizational chart.



TABLE OF ORGANIZATION RECAP

<u>DEPARTMENT</u>	<u>EXEC.</u>	<u>BI-WEEKLY</u>	<u>DEPARTMENT</u>	<u>EXEC.</u>	<u>BI-WEEKLY</u>
Barber Shop	1		Patient Care		
Business Office	1	12ft	(Cont.)		
Cardiovascular	1	7ft	Obstetrics		54ft
	1 (C)	3pt			24pt
Central Distrib.	1	21ft	Pediatrics		35ft
Chaplain	1	1ft	Psychiatry		12pt
Community Develop.	1	1ft			34ft
		1pt	Surgical Nursing		10pt
Credit & Coll.	1	17ft			154ft
Admitting		15ft	Personnel	1	24pt
		1pt	Pharmacy	1	8ft
Data Processing	1	11ft	Interns		10ft
		1pt	Physical Therapy	1	3
EEG	1	1ft			15ft
Executive Offices	6	6ft	Plant Operations	1	1pt
Family Practice	1	2ft			31ft
Food Service	1	90ft	Public Rel.	1	1ft
		42pt	Communications		6ft
Coffee Shop		19ft			2pt
		6pt	Information		2ft
Gift Shop	1	2ft	Desk		2pt
		1pt	Purchasing	1	9ft
Hospital Library	1	2ft			1pt
		1pt	Radiation		
Housekeeping	1	110ft	Therapy	1	1ft
Inhalation Therapy	1	11ft			1pt
Internal Auditing	1		Radiology	1	36ft
Laboratory	4 (C)	51ft		5 (C)	2pt
Students		20	Radiology		1ft
Laundry	1	35ft	School		
Management Eng.	1		Students		12
Medical Education	1 (C)	1ft	School of Nsg.	1	25ft
Clerkships		12			3pt
Residents		15	Security	1	6ft
Medical Records	1	25ft			1pt
		6pt	Social Service	1	2ft
Med. Rec. School		1ft	Surgical Serv.	1	48ft
		1pt	Vol. Services	1	1ft
Medical Staff		2ft			1pt
Nuclear Medicine	2 (C)	4ft			
		1pt	TOTAL		
Occupational Therapy	1	6ft	Executive Payroll		40
		1pt	Bi-Weekly		1118ft
Clinical Affiliates		10	Students		189pt
OPD/ER	1	21ft	Clerkships		32
	4 (C)	2pt	Residents		12
Patient Care			Contract		15
Administration	1	19ft	Pharmacy Interns		17
		1pt			3pt
In-Service Ed.		4ft	TOTAL EX. PAYROLL+FT+PT		1347
Intensive Care		35ft			
		11pt			
Medical Nursing		107ft			
		26pt			

Note: (C) - Contract Physician; ft - full time; pt - part time

RESEARCH HOSPITAL AND MEDICAL CENTER

ANNUAL PERSONNEL REPORT  
1969

STATISTICS

A. Turnover

	1966	1967	1968	1969
1. Hired	845	838	838	709
2. Terminated	671	545	585	570
3. Average Workforce	959	1044	1006	1004
4. Turnover Rate	68.0%	52.2%	58.3%	56.8%
5. Average Monthly Turnover	5.6%	4.4%	4.9%	4.7%

B. Turnover by Department (Full-time only)

	WORK-FORCE	NEW	EXITS	1967	1968	1969
Admitting	14	5	2	46%	50%	14%
Barber Shop	1	--	--	--	--	--
Business Office	6	6	6	54%	71%	50%
Cardio-Vascular	7	3	3	--	10%	42%
Central Distribution	20	11	10	40%	81%	50%
Chaplain	1	--	--	100%	50%	--
Coffee Shop	1	1	1	47%	194%	80%
Communications	1	1	1	100%	50%	--
Credit & Collection	1	1	1	50%	40%	43%
Data Processing	1	2	--	14%	25%	--
Development	1	--	--	--	--	--
EEG	2	1	--	100%	--	--
Executive Offices	5	1	1	30%	33%	20%
Food Service	89	85	105	51%	120%	118%
Gift Shop	1	--	--	--	100%	--
Hospital Library	2	4	2	100%	67%	100%
Housekeeping	102	72	71	99%	96%	70%
Information Desk	2	--	--	--	--	--
Inhalation Therapy	10	6	6	210%	60%	60%
Internal Auditing	1	--	--	--	--	--
Laboratory	47	15	13	27%	23%	27%
Laundry	34	11	17	30%	89%	50%
Management Eng.	--	--	--	--	--	--
Medical Education	7	15	--	--	--	--
Medical Records	21	8	12	40%	17%	60%
Medical Staff	1	--	--	100%	--	--
Nuclear Medicine	4	--	--	100%	50%	--
Occ. Therapy	5	1	1	40%	117%	10%
OPD/ER	22	14	17	60%	28%	77%
Patient Care	367	162	205	39%	44%	55%
Personnel	8	4	3	67%	33%	37%
Pharmacy	9	3	4	75%	67%	44%
Physical Therapy	13	8	8	115%	87%	61%
Plant Operations	29	15	15	11%	24%	51%
Public Relations	3	--	--	--	150%	--
Purchasing	9	1	--	75%	13%	--
Radiation Therapy	1	--	--	--	--	--
Radiology	26	15	19	96%	70%	75%
School of Nursing	25	14	9	40%	19%	36%

APPENDIX E

ANNUAL HOSPITAL EMPLOYEE

TURNOVER RATES

## RESEARCH HOSPITAL AND MEDICAL CENTER

## ANNUAL PERSONNEL REPORT

1969

STATISTICS

## A. Turnover

	<u>1966</u>	<u>1967</u>	<u>1968</u>	<u>1969</u>
1. Hired	845	639	638	708
2. Terminated	671	545	586	570
3. Average Workforce	959	1044	1006	1004
4. Turnover Rate	68.0%	52.2%	58.3%	56.8%
5. Average Monthly Turnover	5.8%	4.4%	4.9%	4.7%

## B. Turnover by Department (Full-time only)

	<u>WORK- FORCE</u>	<u>NEW</u>	<u>EXITS</u>	<u>1967</u>	<u>1968</u>	<u>1969</u>
Admitting	14	5	2	46%	50%	14%
Barber Shop	1	--	--	--	--	--
Business Office	12	5	6	54%	21%	50%
Cardio-Vascular	7	3	3	-	10%	42%
Central Distribution	20	11	10	40%	81%	50%
Chaplain	1	--	--	100%	50%	--
Coffee Shop	20	15	16	47%	194%	80%
Communications	6	--	--	100%	60%	--
Credit & Collection	16	8	7	60%	40%	43%
Data Processing	8	2	--	14%	25%	--
Development	1	--	--	--	--	--
EEG	2	1	--	100%	--	--
Executive Offices	5	1	1	33%	33%	20%
Food Service	89	85	105	61%	120%	118%
Gift Shop	1	--	--	--	100%	--
Hospital Library	2	4	2	100%	67%	100%
Housekeeping	102	72	71	99%	96%	70%
Information Desk	2	--	--	--	--	--
Inhalation Therapy	10	6	6	210%	60%	60%
Internal Auditing	1	--	--	--	--	--
Laboratory	47	15	13	27%	23%	27%
Laundry	34	11	17	30%	89%	60%
Management Eng.	--	--	--	--	--	--
Medical Education	7	15	--	--	--	--
Medical Records	21	8	12	40%	17%	60%
Medical Staff	1	--	--	100%	--	--
Nuclear Medicine	4	--	--	100%	50%	--
Occ. Therapy	5	1	1	40%	117%	20%
OPD/ER	22	14	17	69%	36%	77%
Patient Care	367	162	205	39%	44%	55%
Personnel	8	4	3	67%	33%	37%
Pharmacy	9	3	4	75%	67%	44%
Physical Therapy	13	8	8	115%	87%	61%
Plant Operations	29	15	15	11%	24%	51%
Public Relations	3	--	--	--	150%	--
Purchasing	9	1	--	75%	13%	--
Radiation Therapy	1	--	--	--	--	--
Radiology	26	15	19	96%	70%	76%
School of Nursing	25	14	9	40%	19%	36%

	<u>WORK- FORCE</u>	<u>NEW</u>	<u>EXITS</u>	<u>1967</u>	<u>1968</u>	<u>1969</u>
Security	6	1	1	14%	14%	16%
Social Services	2	2	1	50%	150%	50%
Surgical Services	44	11	16	60%	23%	36%
Volunteer Services	1	-	-	-	-	-

## C. Separations

	<u>1966</u>	<u>1967</u>	<u>1968</u>	<u>1969</u>
1. Quits	537	431	451	418
2. Discharges	129	112	132	117
3. Retired	5	2	2	8
4. Other			1	51
5. Transferd to OC				108
	<u>671</u>	<u>546</u>	<u>586</u>	<u>702*</u>

\*Includes Full time and Part time hires.

APPENDIX F

HOSPITAL-WIDE NEW EMPLOYEE

ORIENTATION PROGRAM

## HOSPITAL-WIDE NEW EMPLOYEE ORIENTATION PROGRAM

### A. Background

1. The hospital-wide program currently in effect consists of one and one-half hours and contains the following:
  - a. One hour lecture - discussion - slide film presentation by the Training Coordinator.
  - b. One-half hour lecture presentation by the Public Relations Director.

### B. Proposed New Employee Orientation Program

1. In order to demonstrate the philosophy that employees are truly the most important assets of the organization the following new employee orientation should be put into effect June 1, 1970:

#### APPENDIX F

2. New Employee Orientation (Part I) 1.5 hours

### HOSPITAL-WIDE NEW EMPLOYEE

#### ORIENTATION PROGRAM

- b. Tour of Hospital (Part II) 1.0 hours

- 1) Small group tour will be conducted by Training Coordinator, Public Relations Director (and Secretary, Training Section as needed). Tour will include all major sections of the hospital including a typical patient room.
- 2) Tours will be given directly after the orientation lecture.
- 3) Time will be allotted at the close of the tour to answer questions.

## HOSPITAL-WIDE NEW EMPLOYEE ORIENTATION PROGRAM

A. Background

1. The hospital-wide program currently in effect consists of one and one-half hours and contains the following:
  - a. One hour lecture - discussion - slide film presentation by the Training Coordinator
  - b. One-half hour lecture presentation by the Public Relations Director.

## B. Proposed New Employee Orientation Program

1. In order to demonstrate the philosophy that employees are truly the most important assets of the organization the following new employee orientation should be put into effect June 1, 1970:
  - a. New Employee Orientation (Part I) 1.5 hours
    - 1) Orientation Lecture held biweekly (Mondays 8:45 to 10:15 a.m.) by Training Coordinator and Public Relations Director. 35mm slide presentation will be used.
  - b. Tour of Hospital (Part II) 1.0 hours
    - 1) Small group tour will be conducted by Training Coordinator, Public Relations Director (and Secretary, Training Section as needed). Tour will include all major sections of the hospital including a typical patient room. 4.00 hours
    - 2) Tours will be given directly after the orientation lecture.
    - 3) Time will be allotted at the close of the tour to answer questions.

c. Executive Directors' Luncheon (Part III) .75 hours

- 1) The luncheon will be held on the last Tuesday of each month for all who have been hired during the month. Special luncheon's may have to be arranged on certain occasions to accommodate newly hired employees.
- 2) The Assistant Executive Director will give a 5-10 minute welcoming talk to the new employees.

d. Follow up Meetings (Part IV) .75 hours

- 1) At the original induction in the Personnel Department, employees will be given a written invitation (order) to appear at the Personnel Department for a follow up interview by the Employment Interviewer two weeks after hire date. The time of interview will be filled in on the invitation to establish the permanency of the appointment.
- 2) All hospital department heads will be advised of the new procedure in a department head meeting.
- 3) Information received in interviews will be transmitted to Department Heads as is necessary to correct problems that have arisen during the first weeks of employment.

Total Hours 4.00 hours

TO: All Department Heads

Date: Dept. of Admin. Public Relations

FROM: Roger E. Winn, Director

Dept. Personnel


SUBJECT: EMPLOYEE-OF-THE-YEAR AWARD

1. Each area hospital, including Research, has been invited to select an "employee-of-the-year" to be honored at a luncheon on May 11, 1970.
2. Attached is an explanation of the program as outlined by the Kansas City Area Hospital Association. Please read it and keep for reference.
3. Each department head may submit a nominee for "Employee-of-the-year" from their department by the following procedure:

**APPENDIX G**

**EMPLOYEE OF THE YEAR PROGRAM**

- a. The nominee must be on the hospital's payroll throughout the year.
  - b. The attached form must be filled out by you, for the nominee, typed and double spaced.
  - c. Be specific about your nominee's accomplishments and contributions. It will be helpful if you can give examples of his or her activities.
  - d. The nominee should have not received the approval of fellow workers, and the selection should not be based on popularity.
  - e. Nominees and the completed nominee forms must be submitted to your respective Assistant Director by April 1, 1970.
  - f. The written style of the nomination itself will not be a factor.
4. The Assistant Directors, as a committee, will recommend the Research Hospital "Employee-of-the-year" from the nominees, on April 3, 1970. Final decision will be made by the Executive Director.
  5. The "employee-of-the-year" will be announced in the May issue of the Grapevine.

  
Roger E. Winn  
Personnel Director

REW:pla  
Att.

MEMORANDUM

TO: All Department Heads

Date: \_\_\_\_\_

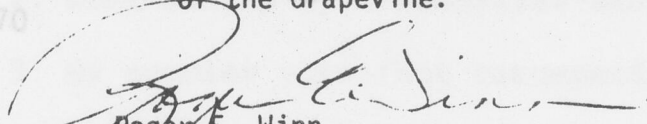
FROM: Roger E. Winn, Director


Dept.: *Mr. Drewes - Public Relations*

Dept.: Personnel

SUBJECT: EMPLOYEE-OF-THE-YEAR AWARD

1. Each area hospital, including Research, has been invited to select an "Employee-of-the-Year" to be honored at a luncheon on May 11, 1970.
2. Attached is an explanation of the program as outlined by the Kansas City Area Hospital Association. Please read it and keep for reference.
3. Each department head may submit a nominee for "Employee-of-the-Year" from their department by the following procedure:
  - a. The nominee must have been on the Hospital's payroll throughout 1969.
  - b. The attached form must be filled out, by you, for the employee you nominate. The form must be typed and double spaced.
  - c. Be specific about your employee's accomplishments and contributions. It will be helpful if you can cite examples of his or her outstanding abilities.
  - d. The nominee should have the respect and confidence of fellow workers, but the selection should not be based on popularity.
  - e. Nominees and the completed nominee form must be submitted to your respective Assistant Director by April 1, 1970.
  - f. The written style of the nomination itself will not be a factor.
4. The Assistant Directors, as a committee, will recommend the Research Hospital "Employee-of-the-Year" from the nominees, on April 3, 1970. Final decision will be made by the Executive Director.
5. The "Employee-of-the-Year" will be announced in the May issue of the Grapevine.

  
 Roger E. Winn  
 Personnel Director

Sincerely yours,  
  
 Dell Nyland  
 Executive Director

REW:pla  
 Att.

cc: Personnel Directors  
 Public Relations Directors



# 1970 EMPLOYEE OF THE YEAR HOSPITAL WEEK LUNCHEON

12 NOON MONDAY, MAY 11, 1970

TOP OF THE TOWERS BALLROOM — KANSAS CITY, MISSOURI

*Kansas City Area Hospital Association* 3527 BROADWAY · KANSAS CITY, MISSOURI 64111

TO: Administrators, Kansas City Area Hospitals

SUBJECT: Second Annual Employee-of-the-Year award competition and  
Employee-of-the-Year luncheon at the Top of the Tower

All of us in the hospital world benefited significantly from the recognition and publicity generated from the Employee-of-the-Year program initiated in 1969. As previously announced, a similar program will be a major Kansas City Area Hospital Association activity during Hospital Week in 1970.

The Association awards provides greater public visibility to the variety, talents and dedication of the more than 16,000 employees of the member hospitals as well as affording special recognition to the Employee-of-the-Year.

The 1970 Employee-of-the-Year Hospital Week luncheon will be held at 12:00 noon on Monday, May 11 at the Towers ballroom at the Top of the Tower. The Employee-of-the-Year will also throw out the first ball of "Hospital Night" at the Kansas City Royals game of Monday night, May 18.

Each member institution of the KCAHA is invited to nominate an outstanding employee to be honored at the luncheon, as a guest of the institution, and to be a candidate for the Council's first place award.

Enclosed with this memorandum is a kit of materials to help you in filing your nomination for the area-wide Employee-of-the-Year. Deadline for submitting nominations for this year's contest is April 15, 1970.

Sincerely yours,

Dell Nyland  
Executive Director

cc: Personnel Directors  
Public Relations Directors

# 1970 EMPLOYEE OF THE YEAR HOSPITAL WEEK LUNCHEON

12 NOON MONDAY, MAY 11, 1970

TOP OF THE TOWERS BALLROOM — KANSAS CITY, MISSOURI



K  
C  
A  
H  
A

*Kansas City Area Hospital Association* 3527 BROADWAY · KANSAS CITY, MISSOURI 64111

## OBJECTIVES

1. To recognize, motivate and inspire the people who directly and indirectly care for the patients of your hospital.
2. To improve morale, raise standards of performance, emphasize the value of hospital care, and stress the compassion with which your employees serve the sick.
3. To foster pride in hospital jobs.
4. To publicize career opportunities in hospital.
5. Major benefits of this program will come from your own Employee-of-the-Year Program. Such a program provides a way for individual hospitals to recognize outstanding employees and the services they provide.

## SELECTION OF YOUR HOSPITAL'S EMPLOYEE-OF-THE-YEAR

Each hospital will select its Employee-of-the-Year in any manner it wishes. Some already conduct an Employee-of-the-Year program, and will probably wish to nominate their current holder of this distinction. Other possibilities include:

1. Open nominations with screening by a committee and decision by the Administrator.
2. Nominations by a committee and decision by management.
3. By popular vote (not recommended).
4. Combination of the above.

5. Creativity--specific examples of imagination or originality.

### EMPLOYEE-OF-THE-YEAR NOMINATION FORM

Name: \_\_\_\_\_

Home Address: \_\_\_\_\_

Job Title: \_\_\_\_\_ Years in Position \_\_\_\_\_

Previous positions held in hospital (give year): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

The following categories are intended to describe specific qualities of your nominee for Employee-of-the-Year. It is not necessary for an employee to qualify under all categories. Please do not fill in items that are not applicable. In approximately 30 words, give specific examples of how your employee has demonstrated each of the applicable qualities below.

1. Loyalty--unselfish service beyond the call of duty and dedication to the hospital.

8. Attitude--wholesome attitude toward work, patients, and fellow employees.

2. Dependability and length of service--quality of work consistently exceeds normal requirements of the job; tenure.

9. Moral--contribution to morale of fellow employees.

3. Initiative--seeing what needs to be done and doing it.

10. Initiative--contributions to the hospital, to others, and to the community.

4. Versatility--pitching in to help when needed, can help in many ways.

11. Information--upon the information above or to explain additional qualifications.

5. Creativity--specific examples of imagination or originality.
  
6. Courtesy and Cooperativeness--is cooperative and courteous with superiors, fellow employees, patients and visitors.
  
7. Warmth of manner--friendly, displays sense of humor, TLC, etc.
  
8. Attitude--wholesome attitude toward work, patients, and fellow employees.
  
9. Moral--contribution to morale of fellow employees.
  
10. Overall contribution--summary of the outstanding contributions to the hospital, to others, and to the community.

Additional Information: You may attach one typewritten page to expand upon the information above or to explain additional qualifications.

### 78 EMPLOYEES HONORED AT VOLKER DAY

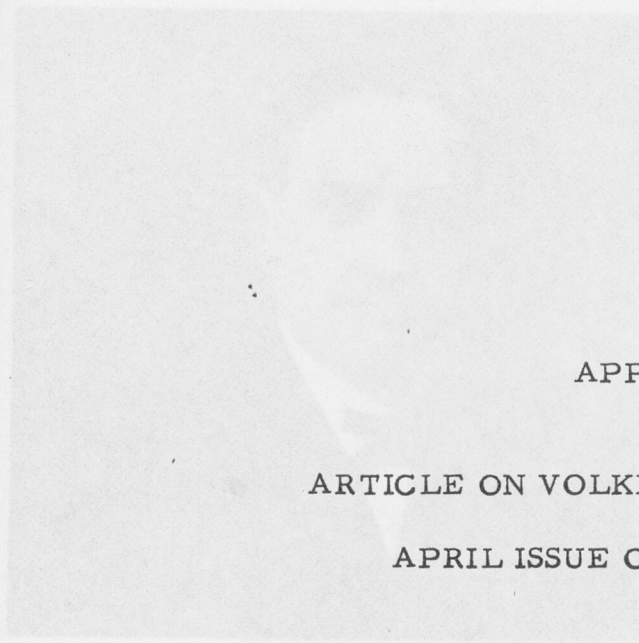
Each year since 1927, Research Hospital and Medical Center dedicates a day for observing the birthday of its greatest benefactor, William Volker. This day is also set aside to honor those employees who have demonstrated devoted loyalty and service to Research Hospital and Medical Center, and thus, serving the community.

This year, on March 30, 1970, 78 employees were honored for a combined total of 520 years. The ceremony was held in the student residence auditorium. After the banquet, Mr. Arthur Brand, chairman of the personnel committee of the Board of Trustees, presented the awards to the employees.

The employees were honored for 25 years of service. They were: David E. Adams, executive director, and Helen E. Reynolds, director of patient care. Those honored for 15 years of service to the medical center included: William Baker, house-keeper; Betty J. Daniel, patient care; Margaret J. Daniels, admitting; and Norma Jorgensen, patient care.

#### APPENDIX H

#### ARTICLE ON VOLKER DAY PRINTED IN THE APRIL ISSUE OF THE GRAPEVINE



WILLIAM VOLKER  
1852-1868

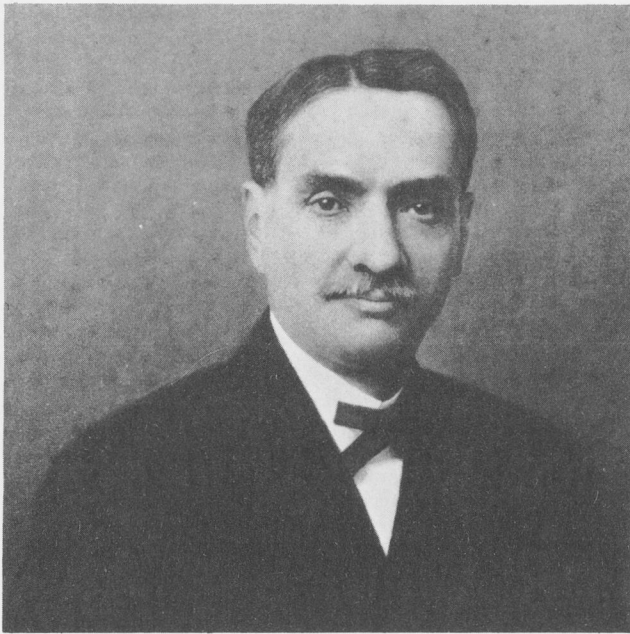
Employees honored for five years of service: Margaret Jones, Frances Adams, Gladys Aramber, Fernie Adams, Mary Adams, Billie Jo Barber, Joyce Beasley, Carolyn Bell, Violet Galt, Mary Galt, Margaret Galt, Joyce Galt, Margaret Galt, Edith Carroll, Ethel Carty, Marie Chappin, Mary Chappin, Mary Chappin, Charretta Swirelmann, Homer English, Clara Felt, Joseph Felt, Mary Felt, Mary Felt, Edith Taylor, Esther Gentry, Laura Grayson, Beverly Hahnke, Virginia Hahnke, Virginia Hahnke, Virginia Hernandez, Christine Iverson, Mittie Jefferson, Marie Jones, Mary Jones, Maxine Lampton, Ruby Leap, Ida Levin, Corahell Long, John Long, John Long, John Long, Marie Menzie, Alex Munden, Harriet Noel, Mary Herbert, Florence Pugh, Mary Pugh, Mary Pugh, Abbie, Florence Scott, Verabell Scott, Agnes Spangler, Mary Tapp, Mary Tapp, Mary Tapp, Jerrilyn Timberlake, Gerald Todd, Alan Trappan, Mary Van Dine, Mary Van Dine, Evelyn Wallace, Jennie Wallace, Wynor Wallace, Lucatone Wallace, Alice Warburton, Oneta Wheaton, Ralph White, Max Williams, Carl Williams, and Margaret Wright.

Jerry T. Duggan, president of the board of trustees, William A. Leo, M.D., chief of the medical staff, and Robert E. Adams, executive director all took part in the program.

## 78 EMPLOYEES HONORED AT VOLKER DAY

Each year since 1927, Research Hospital and Medical Center dedicates a day for observing the birthday of its greatest benefactor, William Volker. This day is also set aside to honor those employees who have demonstrated devoted loyalty and service to Research Hospital and Medical Center, and thus, serving the community.

This year, on March 30, 1970, 78 employees were honored for a combined total of 520 years. The ceremony was held in the student residence auditorium. After the banquet, Mr. Arthur Brand, chairman of the personnel committee of the board of trustees, presented the awards to the employees.



WILLIAM VOLKER  
1859-1948

Two employees were honored for 20 years of service. They were Robert E. Adams, executive director, and Helen E. Reynolds, director of patient care. Those honored for 15 years of service to the medical center included: Matilda Huber, house-keeping; Dorothy O'Daniel, patient care; Lucile Richards, admitting; and Norma Vergenz, patient care.

Those employees honored for ten years of service included: Wayne Conery, Frank Easter, Helen Fender, Pauline Flynn, Wilda Hubbard, Everett Johnson, Vera Leonard, Patricia Patterson, Rachel Riddle, Elizabeth Schroepfer, Weldon Teakell and Hazel Washer.

Employees honored for five years of service were: Margaret Abram, Frances Adams, Gladys Azamber, Fannie Banks, Margaret Banks, Betty Jo Barber, Joyce Beasley, Karolyn Bell, Thelma Bouldin, Leona Brown, Mildred Cale, Edith Carroll, Ethel Carty, Mable Chapman, Joyce Donnelly, Claretta Dosselmann, Homer English, Claudia Fells, George French, Louise Gaylor, Esther Gentry, Laura Grayson, Beverly Halhuber, Barbara Hall, Bernice Hernandez, Christine Iverson, Mittie Jefferson, Marie Jeras, Donna Knapp, Maxine Lampton, Ruby Leap, Ida Levin, Corabell Logan, John Lynch, Florence Menzie, Alma Munden, Harriet Noel, Mary Norbury, Florine Prusak, Cornelia Robbins, Florence Scott, Verabell Scott, Agnes Spanton, Mary Taff, Helen Thomas, Jerilyn Timberlake, Gerald Todd, Alan Transue, Mary Van Sloun, Joseph Viscuso, Evelyn Wallace, Jennie Wallace, Wymer Wallace, Constance Walter, Wilma Warburton, Oneta Wheaton, Ralph White, Mae Williams, Doris Wilson, and Margaret Wright.

Jerry T. Duggan, president of the board of trustees, William A. Leo, M.D., chief of the medical staff, and Robert E. Adams, executive director all took part in the program.

+ + + + +

RESEARCH HOSPITAL & MEDICAL CENTER  
Kansas City, Missouri

## Departmental Procedures

SUBJECT: General Information  
Fair Treatment Procedure

Department: Personnel

SUPERSEDES:

Effective Date: September, 1968

Revised Date:

AMENDS:

Purpose: To provide a procedure so that employees will be assured that a grievance can be appealed to any level of management. This will help maintain employee relations at the highest possible level.

A. It is recognized that, at times, disagreements may arise over actions or decisions affecting an employee's job. To assure employees of fair treatment when such circumstances arise, the following fair treatment procedure has been established. No employee will be coerced, reprimanded or terminated for using the procedure. An employee may ask a member of the Personnel Department to act as a Grievance Form. Employee Grievance Form is available at the Personnel Department.


### APPENDIX I

### FAIR TREATMENT PROCEDURE

### AND GRIEVANCE FORM

#### B. PROCEDURE:

1. The employee will present his grievance to his immediate Supervisor. If the employee is not satisfied with the decision of his Supervisor, or fails to receive an answer within two working days, the employee may take the grievance, in writing, to his Department Head. If the decision of the Department Head is not satisfactory, or an answer is not received within three working days, the employee may take the grievance, in writing, to the Personnel Director. If a satisfactory solution is not reached, the Personnel Director will present the grievance to the Executive Director for a final decision.

  
Director  
Personnel Department

  
Assistant Director  
Administrative Services

RESEARCH HOSPITAL & MEDICAL CENTER  
Kansas City, Missouri

**Departmental Procedures**

SUBJECT: General Information  
Fair Treatment Procedure

Department: Personnel

SUPERSEDES:

Effective Date: September, 1968  
Revised Date:

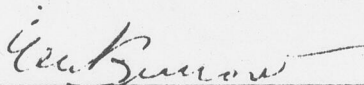
AMENDS:

Purpose: To provide a procedure so that employees will be assured that a grievance can be appealed to any level of management. This will help maintain employee relations at the highest possible level.

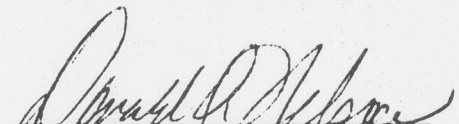
A. It is recognized that, at times, disagreements may arise over actions or decisions affecting an employee's job. To assure employees of fair treatment when such circumstances arise, the following Fair Treatment Procedure has been established. No employee will be coerced, reprimanded or terminated for using the procedure. An employee may ask a member of the Personnel Department to assist in writing up the grievance. Employee Grievance Forms (PE71-1) are available in the Personnel Department.

B. PROCEDURE:

1. The employee will present his grievance to his immediate Supervisor. If the employee is not satisfied with the decision of his Supervisor, or fails to receive an answer within two working days, the employee may take the grievance, in writing, to his Department Head. If the decision of the Department Head is not satisfactory, or an answer is not received within three working days, the employee may take the grievance, in writing, to the Personnel Director. If a satisfactory solution is not reached, the Personnel Director will present the grievance to the Executive Director for a final decision.



Director  
Personnel Department



Assistant Director  
Administrative Services

Signature

Revised July 1, 1968  
Form #PE 71-

RESEARCH HOSPITAL  
Kansas City, Missouri

## GRIEVANCE FORM

Date: \_\_\_\_\_

DEPARTMENT \_\_\_\_\_ SUPERVISOR \_\_\_\_\_

NAME \_\_\_\_\_

1. State your grievance clearly and completely, giving names of persons involved and dates and times if significant. If you need help in writing up this grievance you may ask a fellow employee or a member of the Personnel Department. If additional space is required, use reverse side of this form.

APPENDIX J

EMPLOYEE EXIT INTERVIEW PROCEDURE  
AND EXIT INTERVIEW QUESTIONNAIRE

\_\_\_\_\_  
Signature\_\_\_\_\_  
Date

RESEARCH HOSPITAL & MEDICAL CENTER  
Kansas City, Missouri

## Departmental Procedures

SUBJECT: Employment - Separation of Employee  
Exit Interview

Department: Personnel

SUPERSEDES:

Effective Date: September, 1968

Revised Date: July 1, 1969

AMENDS:

Purpose: To aid in the control of labor turnover by pinpointing and evaluating the causes of resignations.

- A. Every employee who is terminating from the hospital must return his identification card, locker and departmental keys and any other hospital property to his Department Head or Supervisor before he may receive his final paycheck.

### APPENDIX J

- B. Selected employees will be contacted by a member of the Personnel Department prior to separation. A time will be arranged to complete a questionnaire, and have a personal interview to discuss the results of the questionnaire and Hospital policies. All interviews are reviewed and evaluated. Selected exit interview questionnaires are summarized and returned to the Department Head or Supervisor for information.

### EMPLOYEE EXIT INTERVIEW PROCEDURE

### AND EXIT INTERVIEW QUESTIONNAIRE



Director  
Personnel Department



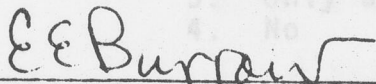
Assistant Director  
Administrative Services

## RESEARCH HOSPITAL &amp; MEDICAL CENTER

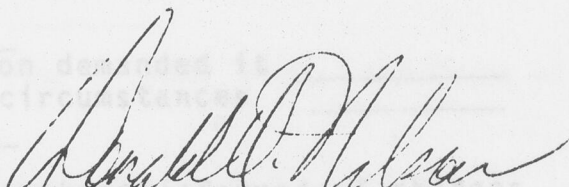
Kansas City, Missouri

## Departmental Procedures

1. SUBJECT: Employment - Separation of Employee  
Exit Interview
2. SUPERSEDES: of Employee
3. AMENDS: Title Department
4. Purpose: To aid in the control of labor turnover by pinpointing and evaluating the causes of resignations.
5. Employee is leaving because:
6. Type of Employee
7. Name of Employer
8. If you had your choice, would you come to Research as a patient?
1. Yes \_\_\_\_\_  
2. Only if the situation developed \_\_\_\_\_  
3. Only under certain circumstances \_\_\_\_\_  
4. No \_\_\_\_\_
9. Do you feel that you would be interested in the hospital's social interest?
1. Yes \_\_\_\_\_  
2. Sometimes \_\_\_\_\_  
3. No \_\_\_\_\_
- A. Every employee who is terminating from the hospital must return his identification card, locker and departmental keys and any other hospital property to his Department Head or Supervisor before he may receive his final paycheck.
- B. Selected employees will be contacted by a member of the Personnel Department prior to separation. A time will be arranged for the employee to come to the Personnel Department, complete a questionnaire, and have a personal interview to discuss his feelings about his job, and Hospital policies and practices. Results of all interviews are reviewed and evaluated. Selected exit interview questionnaires are summarized and returned to the Department Head or Supervisor for information.



Director  
Personnel Department



Assistant Director  
Administrative Services

(Over)

## RESEARCH HOSPITAL AND MEDICAL CENTER

## EXIT INTERVIEW QUESTIONNAIRE

II. Questions Pertaining To Your Job

Date \_\_\_\_\_

- A. Did you like your job?
1. Name of Employee \_\_\_\_\_
  2. Address of Employee \_\_\_\_\_
  3. Job Title \_\_\_\_\_ Department \_\_\_\_\_
  4. Date Employed \_\_\_\_\_ Separation Date \_\_\_\_\_
  5. Employee is leaving because: \_\_\_\_\_  
\_\_\_\_\_
  6. Type of New Job \_\_\_\_\_
  7. Name of New Employer \_\_\_\_\_

Please check one of the following:

I. Questions Pertaining to Research Hospital and Medical Center

## A. What is your general opinion of Research Hospital?

1. Excellent \_\_\_\_\_
2. Good \_\_\_\_\_
3. Fair \_\_\_\_\_
4. Poor \_\_\_\_\_

## B. If you had your choice, would you come to Research as a patient?

1. Yes \_\_\_\_\_
2. Only if the situation demanded it \_\_\_\_\_
3. Only under certain circumstances \_\_\_\_\_
4. No \_\_\_\_\_

## C. Do you feel that you were kept informed of changes occurring in the hospital or about items of special interest?

1. Yes \_\_\_\_\_
2. Sometimes \_\_\_\_\_
3. No \_\_\_\_\_

(Over)

## II. Questions Pertaining To Your Job

- A. Did you like your job? \_\_\_\_\_
1. Yes \_\_\_\_\_
  2. Only parts of it \_\_\_\_\_
  3. No \_\_\_\_\_
- B. Do you feel that you received a fair wage? \_\_\_\_\_
1. Yes \_\_\_\_\_
  2. No \_\_\_\_\_
- C. Do you consider the working conditions (clean, safe, pleasant, etc.) to be acceptable? \_\_\_\_\_
1. Yes \_\_\_\_\_
  2. Only at certain times \_\_\_\_\_
  3. Only in some areas of the department \_\_\_\_\_
  4. No \_\_\_\_\_
- D. Did you receive adequate training for your job? \_\_\_\_\_
1. Yes \_\_\_\_\_
  2. No \_\_\_\_\_
- E. Did you require supervision in performing your job, after the orientation and training period was concluded? \_\_\_\_\_
1. Very frequently \_\_\_\_\_
  2. Only under certain circumstances \_\_\_\_\_
  3. Hardly any at all \_\_\_\_\_
  4. None \_\_\_\_\_
- F. Did the employees working in your area cooperate with each other? \_\_\_\_\_
1. Always \_\_\_\_\_
  2. Usually \_\_\_\_\_
  3. Sometimes \_\_\_\_\_
  4. Never \_\_\_\_\_
- G. Do you feel there was opportunity for advancement in the department? \_\_\_\_\_

## IV. Questions Pertaining to the Department Head

- A. How are your feelings toward the department head? \_\_\_\_\_

1. Favorable \_\_\_\_\_
2. Unfavorable \_\_\_\_\_

### III. Questions Pertaining To Your Immediate Supervisor

A. What are your feelings toward your immediate supervisor?

1. Favorable \_\_\_\_\_
2. Unfavorable \_\_\_\_\_
3. I do not have any \_\_\_\_\_

B. Generally speaking how would you describe your immediate supervisor's attitude toward you?

1. Interested \_\_\_\_\_
2. Uninterested \_\_\_\_\_
3. I do not have enough contact with the supervisor \_\_\_\_\_

C. Treatment given to you by your immediate supervisor:

1. Always fair \_\_\_\_\_
2. Sometimes fair \_\_\_\_\_
3. Mostly unfair \_\_\_\_\_
4. Always unfair \_\_\_\_\_

D. Treatment to other department employees by your immediate supervisor:

1. Always fair \_\_\_\_\_
2. Sometimes fair \_\_\_\_\_
3. Mostly unfair \_\_\_\_\_
4. Always unfair \_\_\_\_\_

E. Do you feel that your immediate supervisor is qualified to remain in his or her present supervisory position?

1. Yes \_\_\_\_\_
2. No \_\_\_\_\_

F. Did you communicate with your immediate supervisor for information and/or instruction when you needed it?

1. Always \_\_\_\_\_
2. Most of the time \_\_\_\_\_
3. Hardly ever at all \_\_\_\_\_
4. Never \_\_\_\_\_

### IV. Questions Pertaining to the Department Head

A. What are your feelings toward the department head?

1. Favorable \_\_\_\_\_
2. Unfavorable \_\_\_\_\_

(Over)

VI. B. How often did you communicate with the department head?

1. Frequently \_\_\_\_\_
2. Sometimes \_\_\_\_\_
3. Hardly ever at all \_\_\_\_\_
4. Never \_\_\_\_\_

C. Treatment to departmental employees by department head.

1. Always fair \_\_\_\_\_
2. Sometimes fair \_\_\_\_\_
3. Mostly unfair \_\_\_\_\_
4. Always unfair \_\_\_\_\_

V. General Questions

A. How would you rate the morale of the employees in your department?

1. High \_\_\_\_\_
2. Average \_\_\_\_\_
3. Low \_\_\_\_\_

B. Would you recommend to a friend to seek employment in your department?

1. Yes \_\_\_\_\_
2. No \_\_\_\_\_

C. Would you recommend to a friend to seek employment at Research Hospital?

1. Yes \_\_\_\_\_
2. No \_\_\_\_\_

D. How would you rate the overall communications within the department?

1. Good \_\_\_\_\_
2. Bad \_\_\_\_\_



# VOLUNTEER SURVEY

Please mark the face which best indicates your attitude to the question asked. We also would appreciate any comments you care to add.

1. IS THE APPEARANCE OF THE HOSPITAL ACCEPTABLE?



Comments:

2. ARE THE EMPLOYEES NEAT IN APPEARANCE?



Comments:

3. ARE YOUR MEALS ENJOYABLE?



Comments:

## APPENDIX K

# VOLUNTEER SURVEY

4. ARE THE EMPLOYEES COURTEOUS?



Comments:

5. HOW WOULD YOU DESCRIBE THE ATTITUDE EMPLOYEES EXHIBIT TOWARD PATIENTS?



Comments:



















6. ARE YOUR ASSIGNMENTS PERSONALLY SATISFYING?



Comments:

## VOLUNTEER SURVEY

Please mark the face which best indicates your attitude to the question asked. We also would appreciate any comments you care to add.

- |   |   |   |   |
|---|---|---|---|
| 1. IS THE APPEARANCE OF THE HOSPITAL ACCEPTABLE?                          |    |    |    |
| Comments:   | 100   | 4   | 0   |
| 2. ARE THE EMPLOYEES NEAT IN APPEARANCE?                                  |    |    |    |
| Comments:   | 84  | 19  | 1   |
| 3. ARE YOUR MEALS ENJOYABLE?  |    |    |    |
| Comments:   | 80  | 14  | 3   |
| 4. ARE THE EMPLOYEES COURTEOUS?   |    |    |    |
| Comments:   | 91  | 11  | 0   |
| 5. HOW WOULD YOU DESCRIBE THE ATTITUDE EMPLOYEES EXHIBIT TOWARD PATIENTS? |  |  |  |
| Comments:   | 71  | 14  | 0   |
| 6. ARE YOUR ASSIGNMENTS PERSONALLY SATISFYING?                            |  |  |  |
| Comments:   | 95  | 6   | 0   |

## Question 6--

What is your reaction to the food service personnel?

\_\_\_\_\_ good                  \_\_\_\_\_ bad                  \_\_\_\_\_ no opinion

## Response--

<u>Good</u>	<u>Bad</u>	<u>No Opinion</u>	<u>% of Good</u>
256	1	12	98.6%
277	3	16	98.9%
251	2	5	99.2%

## APPENDIX L

## FOOD SERVICE PATIENT SURVEY

## Question 9--

In general, what is your reaction to all of the care you have received at this hospital?

\_\_\_\_\_ excellent          \_\_\_\_\_ good          \_\_\_\_\_ fair          \_\_\_\_\_ poor          \_\_\_\_\_ very poor

## Response--

<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
196	65	11	0	2
263	86	13	1	0
176	81	4	0	0

\* Approximately two-thirds of the patients in the hospital on 9 March, 11 March, and 13 March, 1970, were surveyed during one meal period each day. The meal period was varied to include a breakfast, lunch and supper.

\*

## Question 6--

What is your reaction to the food service personnel?

\_\_\_good                      \_\_\_bad                      \_\_\_no opinion

Response--

<u>Good</u>	<u>Bad</u>	<u>No Opinion</u>	<u>% of Good</u>
256	1	12	99.6%
277	3	16	98.9%
251	2	5	99.2%

## APPENDIX M

## ANNUAL STATISTICAL SUMMARY

## PATIENT OPINION POLL

\*

## Question 9--

In general, what is your reaction to all of the care you have received at this hospital?

\_\_\_excellent    \_\_\_good    \_\_\_fair    \_\_\_poor    \_\_\_very poor

Response--

<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
196	65	11	0	2
203	86	13	1	0
176	81	4	0	0

\* Approximately two-thirds of the patients in the hospital on 9 March, 11 March, and 13 March, 1970, were surveyed during one meal period each day. The meal period was varied to include a breakfast, lunch and supper.

**PATIENT OPINION POLL**

ANNUAL AVERAGE - 1969

**SUMMARY**

		Last Month
Total number mailed	15,813	-----
Total number returned	2,315	-----
Percentage of returns	14.6%	-----

Detailed tabulation by nursing stations not considered because this hospital is striving to operate as an integral whole and not as separate parts. What applied to one, applied to all. Emphasis is placed on departments rather than stations or sub-departments.

**QUESTIONNAIRE TABULATION**

	Total Answers	Number of Yes	Number of No	Percent of Yes	No. of Yes	Last Month
1. Did you visit the Admitting Office when you entered the hospital?	-----	-----	-----	81.9%	N/A	-----
a. If so, were you interviewed in a courteous and understandable manner?	-----	-----	-----	98.7%	981	-----
b. Were you advised of the charge for your room and was this figure written on the cover of your Information Packet?	-----	-----	-----	93.6%	981	-----
c. Were you received and admitted promptly?	-----	-----	-----	96.9%	981	-----
2. Did nursing personnel explain to you how to operate the various electronic conveniences such as bed controls, telephone, radio and TV, nurse call, and room air-conditioning.	-----	-----	-----	94.9%	981	-----
3. Did the personnel who cared for you inform you and provide understanding answers to your questions?	-----	-----	-----	98.2%	981	-----
4. Did you receive prompt service when you used your signal light.	-----	-----	-----	95.8%	981	-----
5. Did you feel you had good nursing care?	-----	-----	-----	98.1%	981	-----
a. Did you feel the nurses were interested in you and your welfare?	-----	-----	-----	97.8%	981	-----

**APPENDIX M**

**ANNUAL STATISTICAL SUMMARY**

**PATIENT OPINION POLL**

PATIENT OPINION POLL

ANNUAL AVERAGE - 1969

SUMMARY

		Last Month
a. X-Ray		
b. Physical Therapy	Total number mailed	15,813
	Total number returned	7,305
c. Inhalation Therapy	Percentage of returns	46.2%

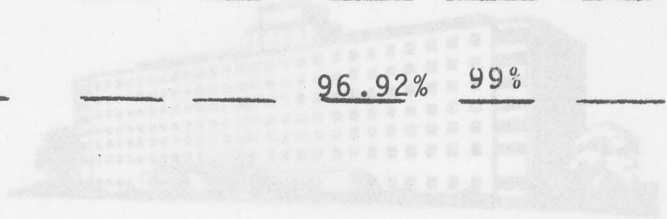
Detailed tabulation by nursing stations not considered because this hospital is striving to operate as an integral whole and not as separate parts. What applies to one, applies to all. Emphasis is placed on departments rather than stations or sub-departments.

QUESTIONNAIRE TABULATION

	Total Answers	Number of Yes	Number of No	Percent of Yes	Min. Std.	Last Month
1. Did you visit the Admitting Office when you entered the hospital?	_____	_____	_____	81.9%	N/A	_____
a. If so, were you interviewed in a courteous and understanding manner?	_____	_____	_____	98.75%	98%	_____
b. Were you advised of the daily service charge for your room and was this figure written on the cover of your Information Packet?	_____	_____	_____	93.65%	98%	_____
c. Were you received and admitted promptly?	_____	_____	_____	96.99%	96%	_____
2. Did nursing personnel explain to you how to operate the various electronic conveniences such as bed controls, telephone, radio and TV, nurse call, and room air-conditioning.	_____	_____	_____	94.93%	95%	_____
3. Did the personnel who cared for you inform you and provide understanding answers to your questions?	_____	_____	_____	98.29%	95%	_____
4. Did you receive prompt service when you used your signal light.	_____	_____	_____	95.80%	98%	_____
5. Did you feel you had good nursing care?	_____	_____	_____	98.19%	98%	_____
a. Did you feel the nurses were interested in you and your welfare?	_____	_____	_____	97.85%	98%	_____

	Total Answers	Number of Yes	Number of No	Percent of Yes	Min. Std.	Last Month
6. If you required the services of the following technicians, were you treated courteously and efficiently?						
a. X-Ray				99.18%	99%	
b. Physical Therapy				98.80%	99%	
c. Inhalation Therapy				98.33%	99%	
d. Laboratory				99.04%	99%	
7. Did all hospital personnel you came into contact with have a neat appearance?				98.86%	98%	
8. Were your linens changed often enough?				99.42%	99%	
9. Did you feel that your room was kept clean?				98.08%	98%	
10. Were the employees who cleaned your room efficient and courteous?				98.54%	98%	
11. Did you notice any unpleasant odors?				12.16%	5%	
12. Were you annoyed with noise?				18.26%	10%	
13. Did you get enough rest?				89.90%	95%	
14. About your food—						
a. Was it served warm?				91.48%	98%	
b. Was it served attractively?				97.18%	98%	
c. Were the serving hours agreeable?				94.11%	96%	
d. If you received a late meal was the reason explained?				91.03%	98%	
e. Were the personnel who served your meals, efficient and courteous?				96.92%	99%	

TOTALS



Out-Patient Department

46.50%

Of those polls returned  included additional written comments.

	<u>Total Answers</u>	<u>Number of Yes</u>	<u>Number of No</u>	<u>Percent of Yes</u>	<u>Min. Std.</u>	<u>Last Month</u>
15. Did you feel visiting regulations were fair?	_____	_____	_____	<u>98.26%</u>	<u>99%</u>	_____
a. Did your visitors receive efficient and courteous service at the Information Desk?	_____	_____	_____	<u>98.38%</u>	<u>99%</u>	_____
b. Did your visitors bother you?	_____	_____	_____	<u>7.02%</u>	<u>5%</u>	_____
16. Were your phone calls handled in an efficient and courteous manner?	_____	_____	_____	<u>99.05%</u>	<u>99%</u>	_____
17. Did you find the flower service satisfactory?	_____	_____	_____	<u>98.12%</u>	<u>98%</u>	_____
18. Did you find the mail service satisfactory?	_____	_____	_____	<u>98.73%</u>	<u>98%</u>	_____
19. Did you feel that the Business Office was understanding in making financial arrangements for the payment of your hospital account?	_____	_____	_____	<u>96.55%</u>	<u>98%</u>	_____
a. If it was requested, did you receive a copy of your bill upon dismissal?	_____	_____	_____	<u>96.55%</u>	<u>98%</u>	_____
20. Do you feel that you had good hospital care and would you recommend Research Hospital and Medical Center to others?	_____	_____	_____	<u>99.2%</u>	<u>99%</u>	_____

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Were you admitted through:

	TOTALS
Admitting Office	_____
Emergency Room	_____
Out-Patient Department	_____



Of those polls returned 46.50% included additional written comments.

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## ABSTRACT

### A STUDY TO DETERMINE HOW A HOSPITAL MAY EVALUATE ITS EMPLOYEE PUBLIC RELATIONS PROGRAM

A Problem Solving Thesis Submitted to the Faculty  
of Baylor University in Partial Fulfillment of  
the Requirements for the Degree of  
Master of Hospital Administration

by  
LTC John W. Dean, MSC

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105 Pages

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Stimson Library, United States Army Medical Field Service School,  
Brooke Army Medical Center, Fort Sam Houston, Texas.

The problem was to determine how the hospital employee public  
relations program may be evaluated at Research Hospital and Medical  
Center, Kansas City, Missouri.

Research methodology utilized consisted of a review of the pertinent  
administrative data available at the hospital, personal interviews, re-  
view of the literature, and personal observation.

It was recommended that:

1. The hospital evaluate its specific PR devices and activities  
against a standard of established objectives.
2. Utilize all employee communication systems found within the  
organization that permit attitude feedback.
3. Select and utilize indicators that may reflect employee attitudes.
4. Establish an employee PR advisory committee.
5. Obtain the assistance of external professional attitude/opinion  
research consultants for refinement of inhouse opinion questionnaires  
and periodic employee attitude surveys.