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MCHD CONFIDENTIAL SURVEY RESULTS

INTRODUCTION

Mountain Communities HealthCare District requested that a confidential survey of willing employees be performed in an attempt to provide employees with a secure venue to express their perspectives, both positive or negative, regarding the operation, leadership, and milieu of Mountain Communities Healthcare District.

METHODOLOGY

An email was sent to all staff on April 22, 2026 inviting their participation in the survey. Interviews were conducted from that day until May 25, 2026. Two other emails were sent out to be sure that as many willing employees were given the opportunity to participate as possible. Staff were given the option to arrange a time for interviews that was most convenient for them. Almost all interviews were conducted face to face, with a small number being completed by phone or a series of emails for staff that were more comfortable, or for their convenience, with that modality.

The given mandate of the Survey was explained at the beginning of each interview and any questions about the purpose, confidential nature, and the plan for dissemination of the completed product discussed with each staff member. While a few had some apprehension, Staff were assured that their responses would be handled in a manner that would allow them to maintain their anonymity. It was also explained that if specific

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personnel were mentioned in a sensitive or negative way, or if HIPAA issues were mentioned, those particular results would still be provided to Administration, but could not be included in the body of a public report.

Interviews were initiated with open-ended questions that provided maximum latitude for staff responses, with subsequent, more specific questions in order to complete the interviews. All interviews were conducted privately in secure environments. Interviews ranged from 1.5 hours to 15 minutes, averaging approximately 30 minutes per employee, based upon their need to explore all issues they wished to address. Upon the completion of the interview, they were encouraged to reach out by email or phone if they decided they wanted to offer any other information to the survey process.

RESULTS

84 employees provided input for the survey, slightly over 30% of the entire roster that was provided to me. My impression also is that this represents most of the full-time, regularly present employees. All Departments of MCMS were represented in that population sample except for Ambulance.

The responses were organized into pertinent sections and are compiled as can be seen in Attachment 1, **MCHD Survey Results**. Specific comments that were significant were also tabulated separately in Attachment 2, **Significant Comments from Survey**. Administration was invited to respond to some or all of the results included in Attachments 1 and 2.

Staff consistently expressed excitement and enthusiasm for the opportunity to provide input in this manner. One employee quite succinctly expressed this general sentiment in an email, which she gave me permission to include an anonymous version of in this report, Attachment 4, **Sample Letter reflecting staff sentiment**, as a fair representation of the general response of staff.

A separate report has been prepared that included personnel or HIPAA sensitive comments and has been provided to Administration and the Board for their examination and possible action if warranted.

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ANALYSIS AND ADMINISTRATION RESPONSES

Interestingly, this process seemed quite therapeutic and informative to the staff. Almost all expressed positive sentiment about “being heard” and about being given the opportunity to have input in possibly improving the facility operations, and, to be able to give kudos and tell stories about the many personalities here, and how much of a familial environment exists stretching from Administration and across all units.

Attachment 1, **MCHD STAFF SURVEY RESULTS**, summarize general and pervasive areas of interest to staff. The specific staff members, rated 1-7, provide information about individual staff and are included in the confidential report provided to administration, as some of the comments represent sensitive HIPAA or personnel issues. Responses were categorized as positive, negative, or critically negative in which the responder believes they represent significant concern. Columns G and H provide percentile responses for the population that made specific comments in each area. Columns I and J provide percentiles that represent comments made based upon the whole survey population of 84.

To expand specific concerns and/or praises for the facility, Attachments 1 and 2 were provided to Administration to request consideration of providing Administrative responses to the various issues raised in the survey. Those issues, and Administration’s responses are illustrated in Attachment 4, **SIGNIFICANT COMMENTS FROM SURVEY, ADMINISTRATIVE RESPONSE**

CONSIDERATIONS

This surveyor suggests the following areas for consideration as possible ways to either educate the staff about each area of concern, or as possible areas to explore, expand, and improve upon:

1. Expand efforts to ensure staff are well-educated regarding their insurance benefits and the appropriate usage of the various elements of the insurance plan. Continue aggressively exploring any emerging options to improve the health insurance program. Consider conducting a state-wide survey of insurance benefits available to similar hospitals to determine if there might be a better available program for a hospital similar in size and function to MCHD.

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2. Provide the information available in this report to the staff as a whole. It is encouraged to allow that dissemination to occur independently from the Administration.
3. Slightly increase regular Administrative presence in the various units of the hospital to continue improving the collegial environment. If indicated, and permissible, increase information to staff about Administrative responses to situations that directly affect a given department.
4. Explore the possibility of occasional teambuilding efforts within departments and with the Department Heads as indicated.
5. Review staffing levels in specific units and provide information to staff as appropriate.
6. Conduct a similar survey process semi-annually to continue the type of positive responses seen in the current survey and to maximize information to Administration about the wellness and morale of the staff and milieu.
7. Increase HR presence, education to staff about HR scope of practice and limitations, and maintain and increase appropriate Public Relations practices to encourage an understanding and trust in HR.
8. Explore ways to enhance onboarding, orientation, and retention of new staff including:
 - a. Enhancing the online presence allowing applications for employment.
 - b. Provide brief introductions between new staff, Administration, HR, **and** a representative of the MD/hospitalist staff, to improve outcomes as new staff integrate into the hospital milieu.
 - c. Explore ways to increase support, mentorship, education, and integration of new Grad staff across the medically aligned departments, including increased mentorship efforts. Many staff believe this would greatly enhance retention and recruitment.
 - d. Explore ways to enhance MD/hospitalist staff as a team, and to provide a more effective way to regular review and improve potential bioethics issues as they arise.
 - e. Thoroughly educate new staff regarding the various benefits available to them, including the Health Insurance, as well as periodically to the staff as a whole.
 - f. Increase information about use of PTO, sick leave, and other benefits during the onboarding process.

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- g. Explore developing an enhanced skills lab, proficiency tests and reviews, and availability of additional training materials to be made available to staff at will, possibly by an increase of online materials. Increase availability of EMR training.
 - h. Explore increasing cross-training between departments to strengthen staffing, staff availability and flexibility, increased options for staff to migrate between departments to enhance retention, and to increase the ability of the organization to react to crises cohesively and quickly.
9. Increase facility-wide awareness of efforts to recognize and honor outstanding staff for every department.
 10. Review, encourage and require consistent Care Plan Protocols for both SNF and Med/Surg and work towards 100 % compliance, along with enhancing staff communication, teamwork, and improved end of shift report consistency. Examine Acuity triaging continuity across departments and provide additional training if indicated.
 11. Consider increasing the scope, footprint, and responsibilities of the Interdepartmental Committee to increase the voice of, and cooperation between departments, potentially meeting not only individual department needs more effectively, but to also the ability to provide unique input to the facility as a whole.
 12. Explore and review current technological needs for Lab, Radiology, and Med/Surg to be sure that we are using the best technology available to us. Provide information to the departments about the status of each department's technology status.
 13. Explore the possibility of a confidential intermediary in the HR process that staff could access if they are apprehensive or feel the need for initial anonymity.
 14. Review and explore enhancing Administration's efforts to provide regular updates to staff regarding policy changes, hospital changes, emerging situations. It appears that Administration does a great job with this, but it is more of an issue of staff accessing and absorbing the information.
 15. Explore Lab Services developing a comprehensive, dynamic Reference Lab Handout that clarifies available lab tests, appropriate orders, and appropriate names for each of the available tests.
 16. Explore the possibility of an outside Lab consultant to provide recommendations regarding equipment and procedures.
 17. Consider disseminating updated employee parking regulations to all staff.

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SUMMARY

Overall, the organization fared very well in this survey. Staff morale, contentment with their job, wages, and most of their benefits were found to be outstanding. Many staff talked about how proud and grateful they are to work here, how “wonderful” and unique this hospital is, and how much they love their job.

Administration and the hospitalists (including Med/Surg, ER, and OR) also enjoy a very favorable impression from the majority of the staff. There is a strong sense of team in most departments. Specifically, wages and Aaron Rogers as CEO were overwhelmingly supported by the body as a whole. A CEO enjoying an almost 94% approval rating is unheard of. Most staff mentioned, and are very aware and appreciative of, the “turnaround” the hospital has enjoyed over the last decade or so. There is a prevailing belief that Administration has fought for, and been very successful in improving their workplace, wages, and most benefits. At the same time, there are some staff that represent an overall negative view of the organization (4.8%).

There are some (surprisingly few for such an old plant) considerations about the actual building itself. I believe that staff have some awareness of what Administration is doing to address these, but as always, dynamic and free flow of information will always improve these perceptions.

Insurance does pose an ongoing challenge. I believe it is important to be able to show the staff a comparison from other similar facilities in order to understand the challenges MCHD faces in finding and providing decent insurance. Staff also needs to know about ongoing efforts to do whatever is possible to improve the coverage.

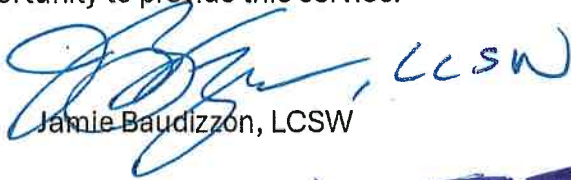
There are some concerns about onboarding, support, and long-term retention of new employees as the hospital continues to grow at an impressive rate. It is my opinion that these concerns can be adequately remedied by some tweaks and enhancements to those processes (please refer to #8, **Considerations** section, of this report).

My own perspectives about this organization derive from over 37 years of experience providing consultative services to this facility, staff, and patients. Ironically, I was initially contracted with this facility to provide a similar analysis. Sadly, the hospital was in severe crisis, very disorganized and without focus 37 years ago. It is incredibly heartwarming for me to compare results and findings and be able to recognize the impressive growth and improvement this hospital has made. Trinity Hospital is an absolutely vital, necessary, and

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irreplaceable asset to this community. I am proud to be able to be a part of ensuring this organization's ongoing existence, growth, improvement, and success.

Please do not hesitate to contact me with any questions or requests for clarifications that you may have. I also invite the many responders to reach out to me confidentially with questions or additional input you may have. Thank you for this amazing opportunity to provide this service.

 LCSW

Jamie Baudizzon, LCSW



Attachment 2

SIGNIFICANT COMMENTS FROM SURVEY

	# of Responses
1. Need increased MD time and attention on SNF	2
2. Need teamwork, teambuilding for staff	15
3. Aaron great CEO, amazing job getting hospital back on track. phenomenal. Aaron tough but fair, definitely committed to growing hospital, best this hospital has had, cares for employees, has great open door policy, fabulous, firm but fair, no nonsense, firm but fair, very approachable, family oriented, flexibility, always listens to employees, saved my job when he didn't have to, loves the hospital, outstanding administrator, best boss I've ever had, has really improved staff retention	53
4. Roger Freer has really improved the hospital, awesome	3
5. Admin needs to be more timely and responsive.	10
6. Admin needs to be seen more often on the units.	15
7. Staff is great, familial atmosphere, good team.	62
8. Radiology needs more staffing	3
9. Need ways for staff input like this survey ongoing, staff input, need safe way to vent, need a confidential liaison if things are tense with HR issues, work on communication	44
10. Care Plans need to be implemented, monitored and followed on 100% of med surge patients for quality of care, and it is not happening.	3
11. Enjoy/love my job, best job I've ever had (3), took a pay cut to work here (1)	44
12. Heating and cooling on SNF is a serious problem.	3
13. Staff punished if they use overtime	1
14. Orientation on med/surge should be more guided, improved, increased	8
15. The hospital is wonderful, best we've ever been	38
16. Very afraid of the inappropriate 24 hour shifts on acute, "going to lead to a catastrophe"	2
17. New Grad nurses need more support.	6
18. Mary Cole is wonderful, has transformed pt and clinic	5
19. The health insurance is not good, deductibles are overwhelming, MERP and spending card helps but not enough, cumbersome paperwork	27
20. Gina on med surg is great to the new staff	1
21. Good wages, best in California for my department (1)	69
22. I trust going to HR, very helpful, informative, knowledgeable	30

23. Belen great to work with, really supports and fights for nurses, needs more help, possibly another layer of admin for med/surg, snf, er/or	28
24. Heidi is a breath of fresh air	4
25. Amber is great to work with	1
26. Christian is a character, big personality, great with staff and pts., knows a lot beyond the typical, have great respect for him as a clinician	17
27. Dr. Shipsey good to patients, gets along with him, cares, has really improved in staff interactions, strong provider, trusts his medicine	24
28. Staffing needs improved, clinic needs more support staff (1)	8
29. Our clinic is not covered by our health insurance?	1
30. Care Plans need to be implemented, monitored and followed on 100% of med surge patients, and it is not happening. Better communication, beefed up end of shift reports, orders checked more often also needed.	5
31. SNF does a great job with training, Brian is wonderful	4
32. Med/surg staff great, very helpful	6
33. Hospital needs a skills lab, more extensive proficiency tests	7
34. Mikki Butler is great to work with	6
35. Fearful to bring concerns to admin without anonymity	18
36. There should be more interaction, cross-training experience between hospital and clinic	2
37. We need an interdepartmental committee/team to gain insights for improvement in hospital functioning	5
38. "Nursing staff beyond reproach"	2
39. Med/surg desperately needs new suction machines	1
40. Politics should be kept out of the workplace	6
41. We need to develop technology for online employee applications, more work for recruitment	4
42. ER/OR staff are great, kudos for Sabo, Sommers, Flowers	9
43. Need better plan for staff borrowing between units, needs larger pool of available staff	2
44. Lab needs improved technology, supplies, suggest an independent review from outside consultant as the entire system could be upgraded to be more accurate, responsive, efficient, and economical, issues with expired supplies and timely ordering, increased training re: appropriate safety with needles	5
45. Vicky is a wonderful person	5
46. People would like the insurance more if they understood it.	4
47. Employee appreciation programs tend to ignore some ancillary departments and should be expanded to be more inclusive	5

48. Chad Smith was really great to work with.	5
49. Holiday pay, on-call pay could be improved	2
50. PT staff great, good team, close	6
51. The rumor about 24 hour shifts being forced is not true	2
52. Giselle Barros is blunt but wonderful!	3
53. We need annual employee update, policy change updates, EMR training, protocols for triaging acuity . new employee orientation needs to be improved	4
54. PTO policy is unfair	1
55. Need a reference lab handout clarifying lab tests, orders, and names	3
56. Rules about staff parking vs. patient spaces need to be enforced	1
57. Hospital operation growing so much we need more ancillary staff	1
58. Jennifer in Revenue is amazing	1