



## 2009 CEO Satisfaction Survey Continues to Give NAPH High Marks

### Introduction

NAPH periodically surveys chief executive officers in member hospitals to evaluate how well members' needs and expectations are being met. The survey accomplishes a number of key objectives, including:

- Identifying members' most important expectations from NAPH.
- Evaluating how well NAPH is meeting those expectations.
- Comparing NAPH performance results to earlier NAPH ratings.
- Benchmarking NAPH's 2009 performance results against other hospital associations' results.

We are pleased to report that according to Satisfaction Works<sup>1</sup>, NAPH receives high marks from members and continues to outrank the majority of hospital associations that Satisfaction Works surveys. Ninety-eight percent of members surveyed would recommend NAPH membership to a CEO colleague.

### What Are NAPH Member Expectations?

In early 2009, Satisfaction Works surveyed almost half of NAPH member CEOs to learn about their expectations and how well they are met by NAPH.

In addition to measuring NAPH's performance, the survey provides important background information about CEOs at member hospitals. In 2009, more than 60 percent of the surveyed respondents were in their current positions for less than five years. This figure reflects a trend seen in earlier surveys suggesting that, although NAPH has had an extremely stable organizational membership base, CEOs at member hospitals are relatively new to their positions.

Surveyed CEOs were asked a series of questions to determine how well NAPH understands and responds to member issues and the effectiveness of NAPH's work regarding those issues. Table 1 shows that in 2009 NAPH performed exceedingly well on:

- Understanding member issues;
- Being responsive to issues and priorities; and
- Being effective in helping members with their priorities.

Since 2003, NAPH has improved their performance in these three critical areas.

Table 2, on the next page, shows that NAPH's performance in these key areas is higher than the seven other associations they have been benchmarked against in 2009.

Members were also asked to name the most important benefits they expected to receive from their membership in NAPH; 87 percent of those surveyed mentioned federal advocacy. Other key benefits our CEOs look to

TABLE 1 NAPH's Relevance to Members' Key Issues

	Percent Rating Excellent and Good in 2003	Percent Rating Excellent and Good in 2009	Percent Improved over Six Years
Understanding of member's key issues and priorities	97%	100%	3%
Responsiveness to issues and priorities	95%	98%	3%
Effectiveness in helping with member's issues and priorities	85%	90%	5%

SOURCE Satisfaction Works, 2009

To help guide NAPH's activities and resources, the 2009 survey asked our members to identify the most challenging issues facing their organizations.

TABLE 2 Effectiveness of NAPH Compared to Peer Organizations		
	NAPH Percent Rating Excellent and Good	Peer Average Percent Rating Excellent and Good
Understanding issues and priorities	100%	94%
Responsiveness to issues and priorities	98%	92%
Based on your experience how would you describe NAPH's effectiveness in helping with issues and priorities	90%	86%

SOURCE Satisfaction Works, 2009

TABLE 3 Trend in CEO's Most Challenging Issues			
ISSUE	2006	2009	Six-year trend
Reimbursement	69%	72%	3%
Workforce Issues	48%	25%	-23%
Access to capital	39%	34%	-5%
Uninsured	37%	32%	-5%
Quality of patient care	24%	40%	16%
Financial Stability/Survival	26%	15%	-11%
Organization issues	20%	6%	-14%
Cost	15%	4%	-11%
Regulations	11%	2%	-9%
EHF/EMRT/Technology	11%	6%	-5%
Physician Recruiting	4%	4%	0%
Growth	4%	8%	4%
Physician Issues	2%	9%	7%
Advocacy	2%	6%	4%
Healthcare Reform	n/a	23%	NEW
Economy	n/a	8%	NEW

SOURCE Satisfaction Works, 2009  
n/a = Not Available

NAPH to provide include forums for networking (53%), information and advice (51%), education, comparative industry data, and leadership.

To help guide NAPH's activities and resources, the 2009 survey asked members to identify the most challenging issues facing their organizations and whether NAPH should be involved in those issues. (See Table 3) It is important to note that quality of patient care was the second most challenging

issue facing CEOs in 2009. In 2006, it had been ranked as the fifth priority. Health care reform, not mentioned in the 2006 survey, was added as the sixth most challenging issue in 2009. Due to these new challenges, CEOs are ranking workforce and organizational issues as less demanding issues in 2009 than in 2006.

Ninety-two percent of those who said reimbursement was their most challenging issue also said that it was

important for NAPH to be involved in this issue. This high score implies that NAPH members continue to see NAPH as a critical partner in protecting the financial viability of the safety net. In significant numbers, those surveyed also looked to NAPH to assist with the issue of quality of care. These two issues (reimbursement and quality) are the key focus areas for NAPH’s current strategic plan.

### How Did NAPH Perform on Specific Indicators?

The survey also measured whether our CEOs are pleased with how well NAPH delivers on the benefits identi-

fied as most important to our members. CEOs were asked to evaluate NAPH on eight major performance indicators, such as NAPH’s understanding of health care, the quality of professional staff, and clout as a political advocate—(see Figure 1). In all eight indicators, the majority of respondents ranked NAPH’s performance as either “excellent” or “good.” (In five of the eight indicators, 90 percent or more of respondents rated NAPH as either “excellent” or “good.”)

NAPH is pleased that they have received high marks from members and continue to outrank the majority of hospital associations that are surveyed by Satisfaction Works.

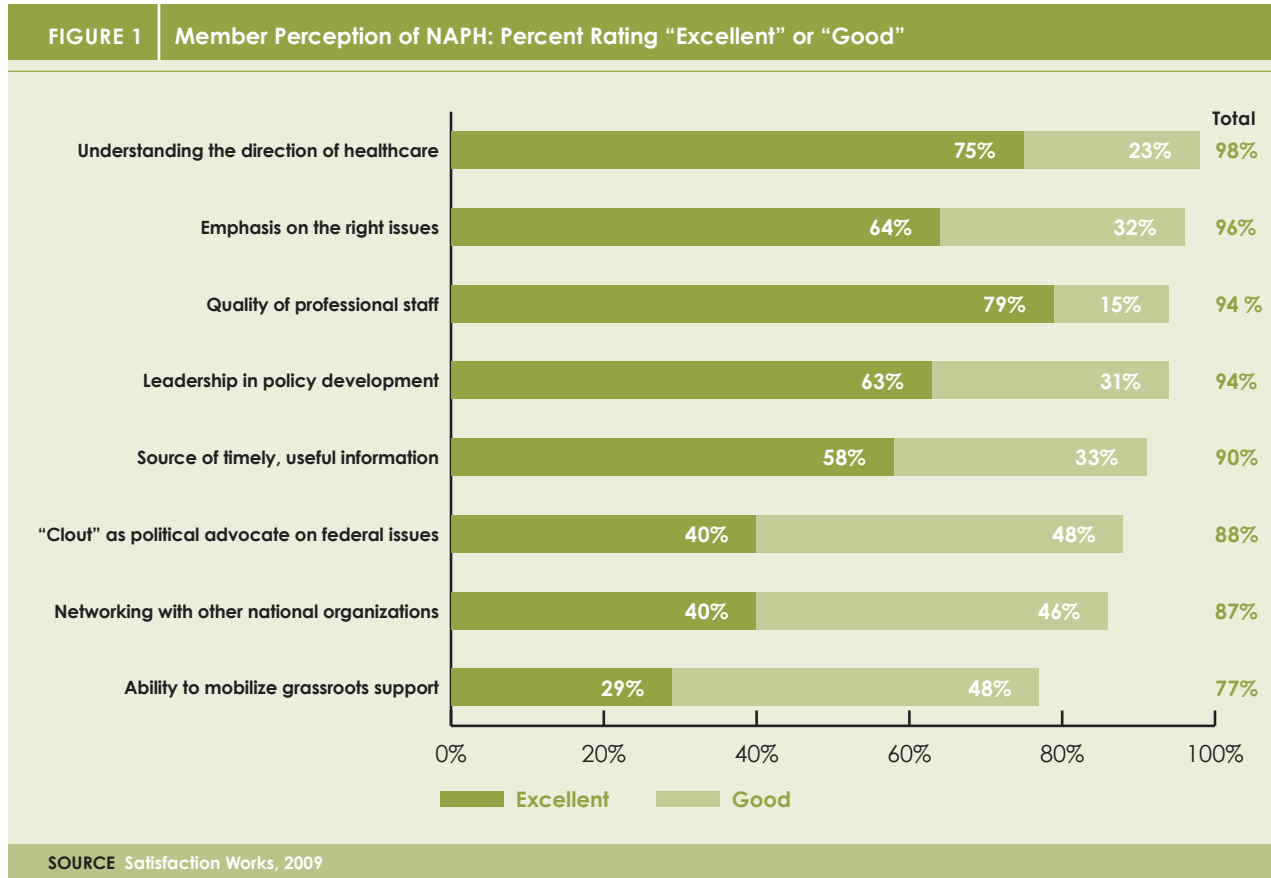


TABLE 4   Peer Comparison Associations	
Hospital Association of New York State—HANYS	
Missouri Hospital Association	
National Association of Children Hospitals and Related Institutions—NACHRI	
Pennsylvania Hospital Association	
Tennessee Hospital Association	
Texas Hospital Association	
Wisconsin Hospital Association	
SOURCE Satisfaction Works, 2009	

### Survey Methodology

In early 2009, NAPH asked Satisfaction Works to field the survey for the fourth time. A number of questions were revised for the current version of the survey to elicit more specific information about the most challenging issues facing our key executives. Almost half (48%) of CEOs or other leaders at NAPH member organizations participated in the survey.

The seven hospital associations shown in Table 4 comprise the benchmarking group that Satisfaction Works uses to allow an organization like NAPH to compare its rankings to the rankings of similar organizations. The associations are all hospital or health-related organizations, either state or national in scope. Consistent with its size and the scope of its

membership, NAPH is most interested in how its scores compare to larger state associations.

Satisfaction Works provides each participating organization with a score tabulated from its own member responses. It also provides the average score of all organizations for each particular survey question. Individual association rankings are kept confidential and are generally not revealed in the benchmarking process. Scores from other organizations are shown for benchmarking purposes but are not attributed to any association. For organizations that field the same survey more than once, Satisfaction Works provides information about how the association’s current ratings compare to earlier surveys, which is helpful in assessing progress over time. ■

### Note

<sup>1</sup> Satisfaction Works, a San Francisco-based member relations and retention firm with more than 100 association clients nationwide, specializes in surveying state and national hospital associations.