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AN EQUAL OPPORTUNITY UNIVERSITY

2025 EMPLOYEE ENGAGEMENT SURVEY TAKEAWAYS

Taking Care of Our People — University of Kentucky and UK HealthCare

Survey context

- 2025 Employee Engagement Surveys for UK and UK HealthCare were administered in September — the first time both ran concurrently
- Instruments remain distinct, but concurrent timing enables more aligned insight across campus and UK HealthCare

National context

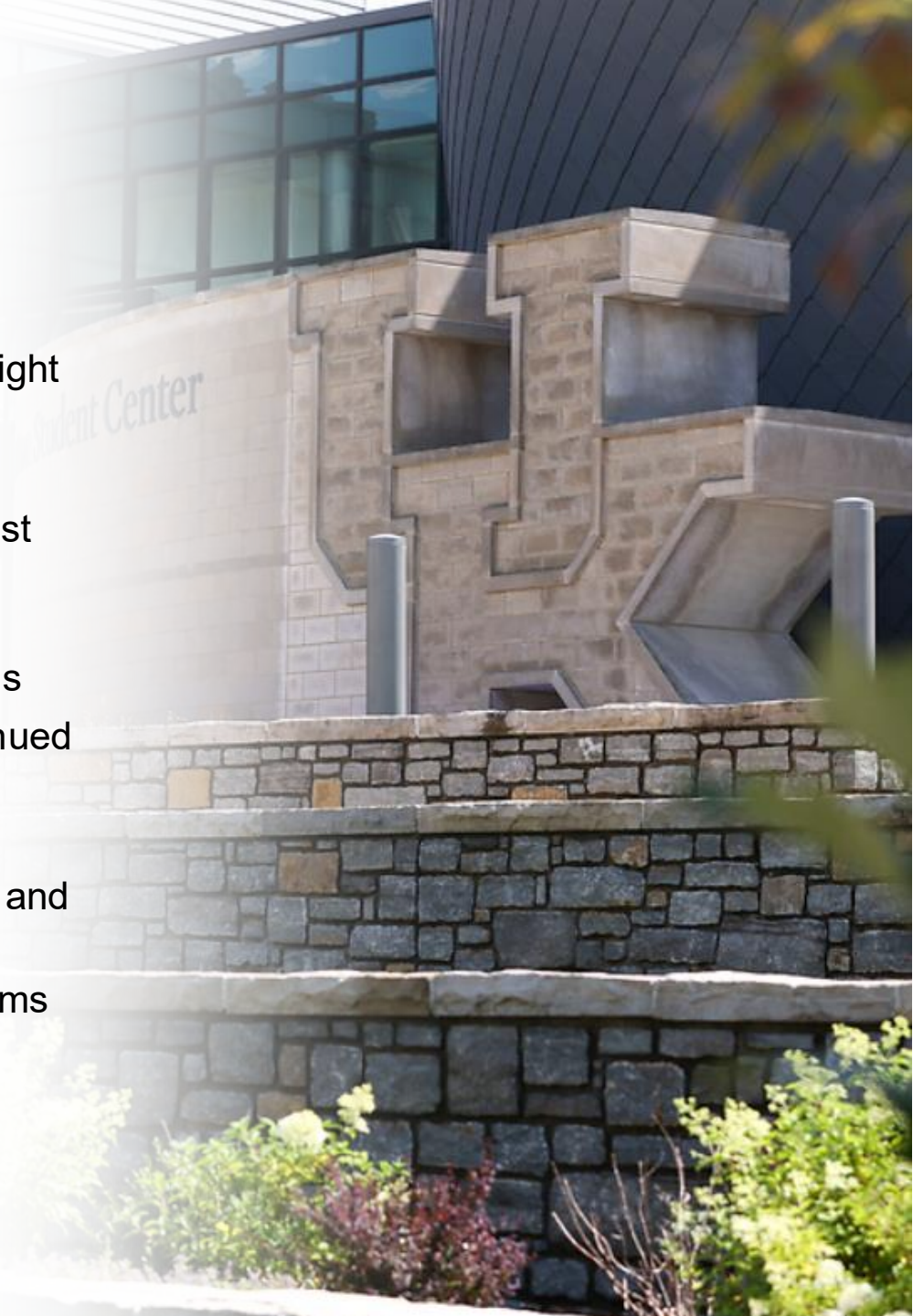
- Higher education continues to navigate workload, retention, burnout and trust pressures
- CUPA-HR 2025: one-fourth of higher ed employees likely to seek other employment within a year; more than half work beyond full-time expectations
- Press Ganey 2025: softening engagement, ongoing turnover risk and continued importance of trust, teamwork, recognition and leadership connection

What drives engagement here

- Day-to-day work conditions matter most: communication, workload, staffing and ability to do the job effectively
- Strengths: sense of purpose, pride in the mission and connection within teams
- Opportunities: communication, recognition and confidence in leadership

Where this goes

- Results will inform ongoing prioritization and action
- Alignment, clear focus and consistent follow-through will strengthen the employee experience, retention and organizational effectiveness



EMPLOYEE ENGAGEMENT SURVEY RESULTS

University of Kentucky and UK HealthCare

About the Survey

- September 2025 — UK and UK HealthCare ran their surveys at the same time for the first time
- Surveys remain distinct; the aligned timing supports coordinated insight and future harmonization
- UK@Work (academic campus): 60 questions, 15 categories, 2 open-ended
- UKHC Engagement Survey: 62 questions, 20 categories, 2 open-ended
- Participation: 53% campus, 63% UK HealthCare

Understanding the External Environment

- Engagement is softening across higher education — our results reflect relative stability, positioning us well in a challenging sector
- The day-to-day experience drives engagement more than ever — Press Ganey and Willis Towers Watson (WTW) point to trust, communication and local work conditions as key factors in how employees feel and whether they stay
- Workload, staffing and ability to do the job effectively shape the experience — employees across sectors emphasize having the support, resources and systems to succeed
- Employees want growth, connection and stability — career development, wellbeing and confidence in leadership continue to influence engagement and retention
- Benchmarks: UK and UK HealthCare rank well against SEC peers and sit in the top third among academic medical centers

WHAT OUR EMPLOYEES ARE SAYING

Taking Care of Our People — University of Kentucky and UK HealthCare

“My Dean and Director are approachable and freely give praise. They see the work I do and acknowledge it and that makes me feel valued in my role.”

“I love my job, and I love what I do. I am proud of the care I provide for the people of the commonwealth. Even when things are difficult, the mission keeps me going.”

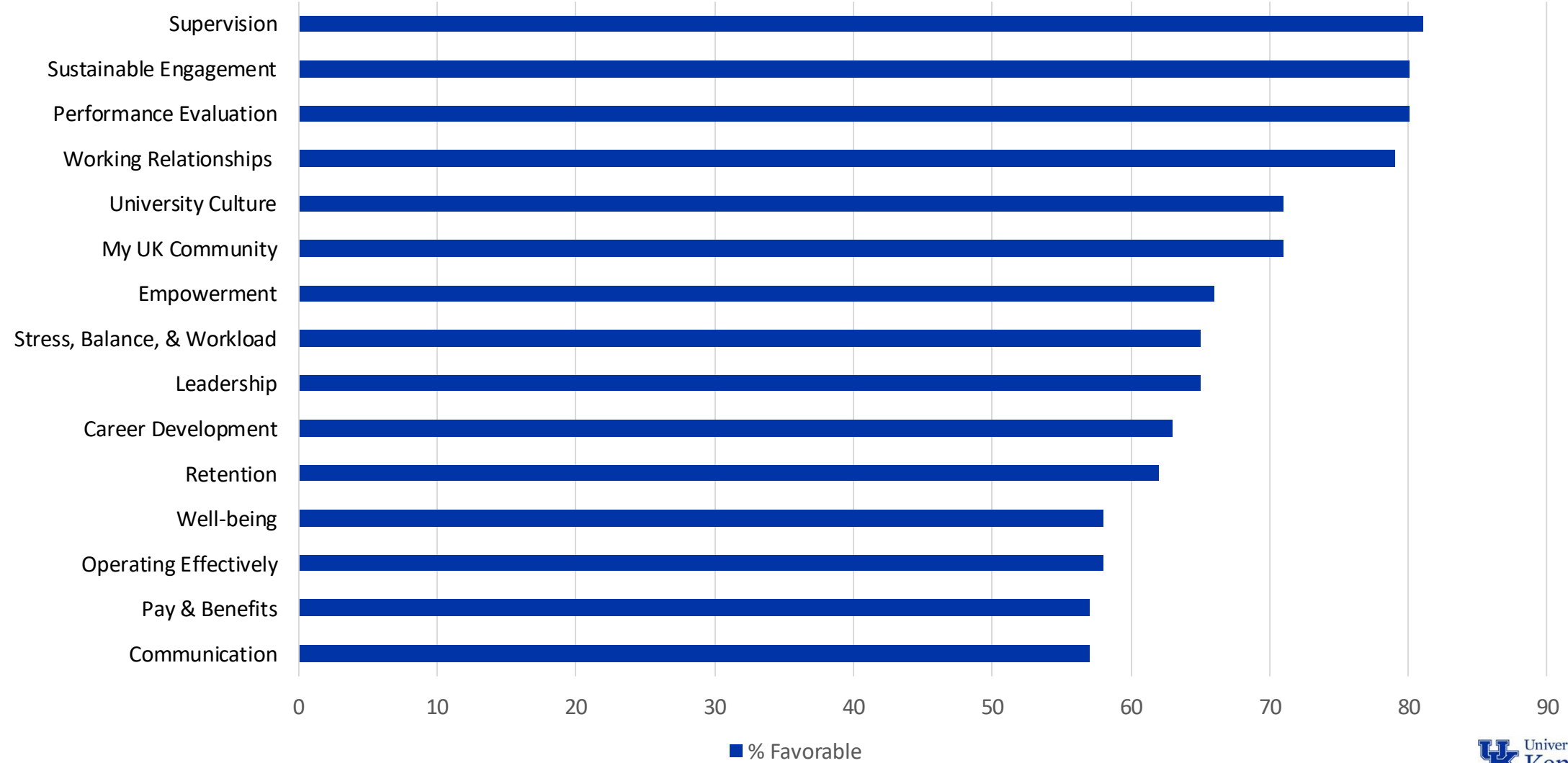
“Sometimes it feels like the university is moving fast in certain areas, but our day-to-day systems and processes don’t keep up. It makes work harder than it needs to be and leaves many of us feeling stuck in the middle.”

“My colleagues are the reason I stay engaged. They keep me grounded even when department decisions are unclear or when communication from leadership is lacking. I wish the sense of community we have within our team existed more broadly.”

UNIVERSITY OF KENTUCKY

Survey results

Overview of 2025 UK@Work Survey Results



Overview of 2025 Survey Results

Strengths	Opportunities
High Sustainable Engagement: The University’s overall Sustainable Engagement score is 80%, which is 2% above the Universities Norm. Staff scores are particularly strong, and engagement remains a key outcome measure to track over time.	Communication: Communication scores declined, with 57% favorable and a 7% drop from 2023. Employees request more information about matters affecting them and want to be involved earlier on key decisions that would impact their day-to-day activities.
Strong Supervision and Teamwork: UK employees feel their supervisors provide respectful treatment, effective communication, regular feedback, and build teamwork. Staff and faculty report positive working relationships, with high levels of trust and willingness to help each other.	Career Development: Only 43% feel UK is doing a good job retaining its most talented employees. Many employees suggested clearly defining the opportunities for growth, training and career development available to them.
Competitive Benefits: Most employees feel that UK’s benefits compare favorably to other organizations (74% favorable, 10% vs. US Norm). Benefits are cited as a key reason for retention.	UK Community: The item “UK effectively addresses campus incidents of discrimination” dropped 12% from 2023. Employees expressed their desire for UK to stand firm in their commitment to the UK Community.

SUSTAINABLE ENGAGEMENT

University of Kentucky | survey results

Cultivating Sustainable Engagement

An employee with high sustainable engagement is:

- Engaged — rational, emotional and behavioral attachment to the institution
- Enabled — works in an environment that supports productivity and performance
- Energized — physical, interpersonal and emotional well-being at work
- WTW determines which questions indicate sustainable engagement; questions can change year to year
- Key drivers at UK held consistent with 2023:UK Community, workload distribution and empowerment, with flexibility also contributing

2025 UK@WORK EMPLOYEE ENGAGEMENT SURVEY RESULTS

Taking Care of Our People

Sustainable engagement breakdown

Vs. Universities Norm (50,344)	Vs. US Norm (1,123,357)	Vs. UK Overall 2021 (6,148)	Vs. UK Overall 2023 (6,179)	Faculty (1,470)	Staff (3,894)	Total Favorable Score	
n/a	n/a	-2	-4*	-1	1	68	Key driver of engagement in 2023
							My UK Community: I feel a sense of community at UK.
10*	-5*	2	0	1	1	68	Stress, Balance and Workload: Work is usually appropriately distributed among my colleagues in my department.
n/a	-13*	-3*	-6*	0	1	63	Empowerment: I am satisfied with my involvement in decisions that affect my work.
-1	-7*	2*	0	-2	1	76	Empowerment: Colleagues in my department are encouraged to come up with innovative solutions to work-related problems.
-1	-6*	-3*	-4*	1	0	77	My UK Community: My college / unit leadership recognizes and respects the value of differences in perspectives and backgrounds.
6*	-1	4*	0	-4	1	83	Stress, Balance and Workload My work schedule allows sufficient flexibility to meet my personal/family needs.

Sustainable Engagement

80

vs. 2023	vs. 2021
-1*	1

Difference in percentage points

AREAS OF PROGRESS

University of Kentucky | survey results

Areas of Progress

Gains among employees who say:

- There is usually sufficient staffing in departments to handle the workload.
- Departments constantly look for better ways to serve students or internal customers.
- Colleagues are accountable for following through on what they have promised.
- Colleagues are willing to help each other, even if it means doing something outside their usual activities.
- Department Chairs/Directors/Supervisors provide regular feedback on performance.

Areas of Opportunity

- Address campus incidents of discrimination.
- Keep employees informed about matters affecting them.
- Provide a working environment that is accepting of differences.
- Establish a climate where people can challenge our traditional ways of doing things.

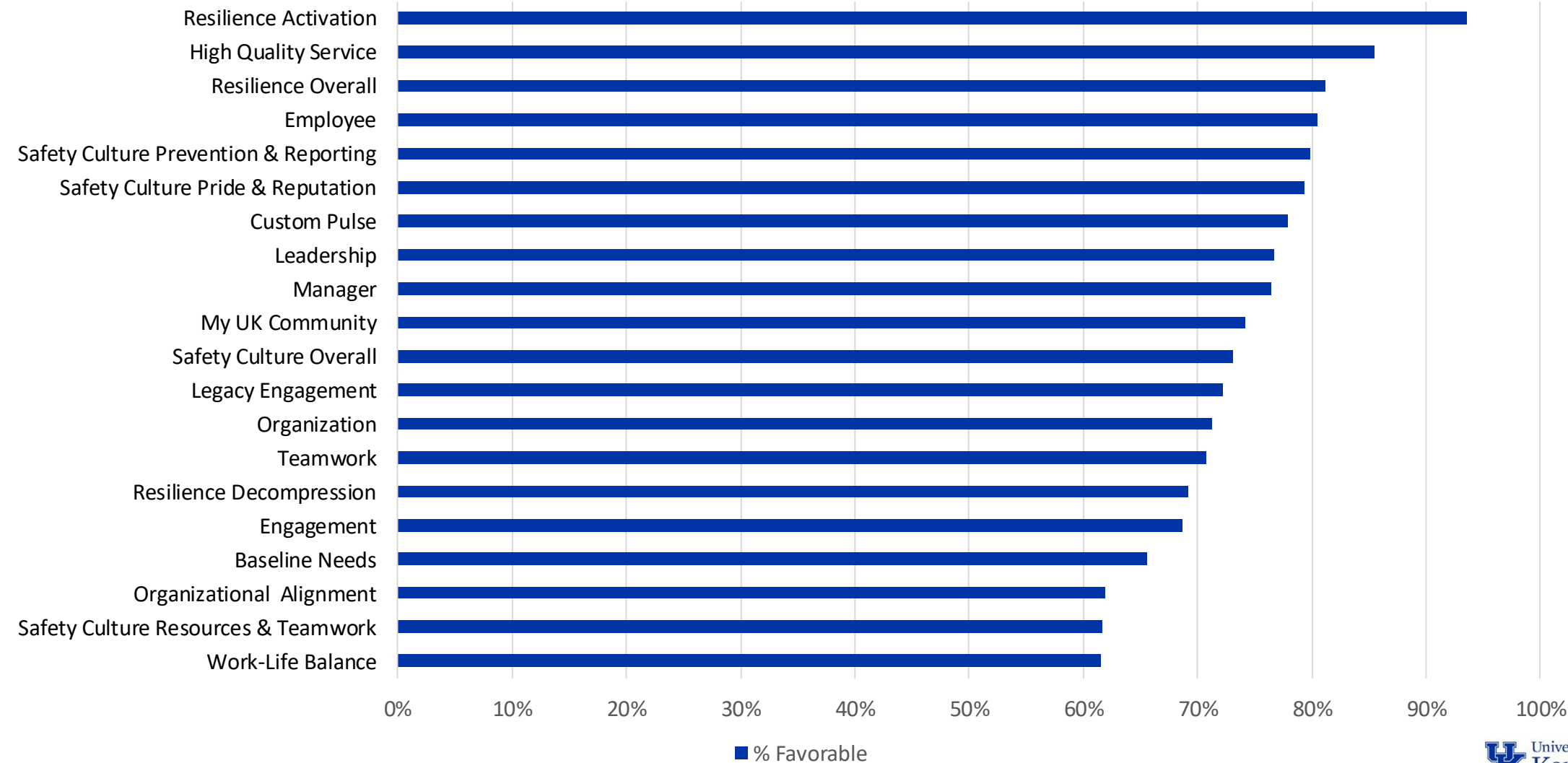
Major Takeaways

- **Higher education engagement is under strain nationally** — sustained workforce, operational and resource pressure across the sector
- **Connection remains a strength** — strong relationships with supervisors and colleagues shape the employee experience
- **Communication continues to be a key opportunity** — clearer, more consistent information sharing and earlier involvement in decisions
- **Processes and systems are creating friction** — internal tools do not always keep pace with the institution's evolution
- **Career growth and development need sharper focus** — clearer pathways, visible development opportunities and stronger signals that talent growth and retention are priorities

UK HEALTHCARE

Survey results

Overview of 2025 UKHC Engagement Survey Results



Overview of 2025 Survey Results

Strengths	Opportunities
Strong Teamwork Culture: Team members consistently report positive teamwork, suggesting strong collaboration at the unit and departmental level that supports daily operations and patient care.	Strengthen Recognition and Appreciation: Team members report a reduced sense of recognition, suggesting an opportunity to reinforce how contributions are acknowledged and valued across the organization.
Perceived Safety and Quality of Care: Perceptions of care safety and quality at UK HealthCare are in line with peer academic healthcare organizations, reinforcing confidence in clinical standards and practices.	Reinforce Ethical Confidence and Trust: Feedback indicates growing sensitivity around ethics and trust, highlighting the importance of clear communication in decision-making.
Improving Psychological Safety Around Reporting: There has been meaningful progress in team members feeling comfortable reporting safety mistakes or compliance concerns, indicating growing trust in reporting processes and leadership response.	Job Responsibilities and Staffing: Employees desire more feedback on detailed job responsibilities and deeper level of communication on staffing ratios and decisions.

ENGAGEMENT INDEX

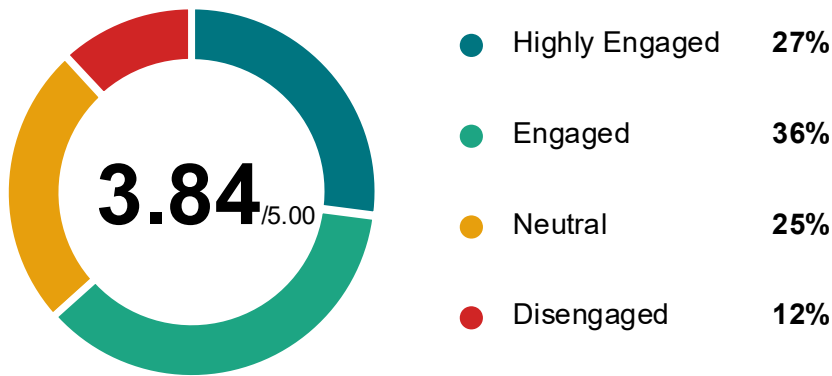
UK HealthCare | survey results

Engagement

- Press Ganey model: engagement reflects connection to meaningful work, teamwork and trust, confidence in leadership, safe high-quality care and the support needed to do the job well
- Engagement drivers are the survey items that most strongly influence overall engagement — what matters most day to day
- Core driver themes (trust, leadership, recognition, safety) are consistent across organizations, but specific drivers and their impact vary by culture, workforce and time
- UKHC key drivers: recognition, clear job responsibilities, ethical practices, a climate of trust and strong leadership and collaboration on patient and workplace safety

Employee Engagement: Overall UK Results

Your Organization's Engagement Score and Respondent Distribution



↓ -0.10 vs. 2023 survey

38th Rank vs. Nat'l Academic HC

29th Rank vs. Nat'l HC (Empl)

63% Response Rate (7,495 / 11,911)



*Solid arrows indicate statistically significant change; outline arrows indicate change that is not statistically significant.

Invited(2025): UKHC 11,911
Benchmarks Invitations (2025): Nat'l Academic ~744,000 (60 academic health systems), US 2.6M (365 health systems)

AREAS OF PROGRESS

UK HealthCare | survey results

Areas of Progress

- High degree of concern for all patients
- High level of pride in organization
- Ability to see patients as individuals
- Work unit provides high-quality care and service

Takeaway:

These responses underscore a strong culture of safety and resilience with a foundation to improve communication as we move toward being a HRO.

Areas of Opportunity

- More recognition for outstanding work
- Clarity around job responsibilities
- Concern around staffing levels
- Confidence in connection between senior management and employees
- Ensure the organization continues to conduct business in an ethical manner

Major Takeaways

- **A strong sense of pride and purpose remains a defining strength.** Employees consistently report high commitment to those they serve and confidence in the quality of care and service delivered.
- **The day-to-day work experience presents opportunities for improvement.** Staffing, workload, and recognition are areas where employees are signaling a need for greater support.
- **Journey toward a High Reliability Organization (HRO) is a key strategy for continuous improvement.** This is the defining opportunity for UKHC over the next 12 months. This process will build greater connection and engagement across the entire organization.

QUESTIONS

