

## **The Door is Always Open: Sustaining Staff Engagement Through Continuous Feedback**

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### **1. Background**

The Clinical Trials Office (CTO) continuously evaluates operational processes to ensure they effectively support staff and achieve intended organizational goals. In July 2025, a new medical director was appointed and quickly established an active leadership presence focused on improving clinical trial operations, staff engagement, and workplace culture. The medical director regularly participates in management meetings to discuss operational challenges and successes and hosted a department-wide town hall to share organizational priorities, future direction, and improvement initiatives. Through these interactions, a need was identified for a structured mechanism allowing staff across all roles and locations to easily provide feedback directly to leadership in a consistent and accessible manner.

### **2. Goals**

- Provide all staff with a structured mechanism to share challenges, successes, and innovative ideas for operational improvement
- Create an accessible feedback platform inclusive of both main campus and satellite site staff
- Offer an option for anonymous feedback to encourage open and candid communication
- Enable leadership, including the medical director, to better understand frontline operational challenges and perspectives that may not otherwise reach executive leadership channels

### **3. Solutions and Methods**

A REDCap survey was developed to allow staff to submit feedback, suggestions, or innovative ideas across multiple categories and departments within the Clinical Trial Office (CTO) and affiliated hospital system. Each submission is automatically assigned a unique entry number, and REDCap does not collect names, email addresses, or other identifying information, allowing staff to remain anonymous if desired. Staff who wish to receive a response from the medical director may voluntarily provide their name and email, with a clear notice that requesting follow-up removes anonymity. Upon submission, the survey is programmed to automatically notify the medical director via email that new feedback has been received. The survey link has been distributed during operational meetings over the past several weeks and is also accessible on the CTO intranet for all staff.

### **4. Outcomes**

The REDCap feedback survey has been live for only a few weeks, so overall impact and long-term success cannot yet be determined. The survey is designed to be adaptable, allowing updates to be implemented easily based on staff suggestions or identified needs to improve functionality and usability.

### **5. Lessons Learned and Future Directions**

*Category: Cross-Cutting Innovation and Collaboration – Idea*

The initial REDCap survey has provided preliminary insights, with all feedback currently directed to the CTO Medical Director. Future iterations may include department-specific surveys, enabling feedback to be routed directly to relevant department leads. While the current survey captures open-text feedback and suggestions, subsequent surveys could incorporate periodic pulse check questions evaluating workflow, training, overall morale, and cross-team collaboration and communication. Additionally, a dedicated survey for innovative ideas could include a prioritization feature, allowing staff to vote on suggestions so leadership can identify and focus on initiatives with the greatest potential impact.