



The Frontline
Engagement
Experts

The Spa Employee Experience Toolkit

How high-performing Hand & Stone spas create a stronger employee experience - without adding more work



What engaged spas do differently

Across the Hand & Stone system, most owners care deeply about their teams. What separates high-performing spas isn't effort - it's consistency.

Spas with stronger engagement and employee experience don't rely on memory or one-off check-ins. They put simple structure in place so communication and listening happen even when things are busy.

Two groups consistently stand out across onboarding feedback, engagement results, and employee sentiment. While their operations differ, they share a few practices that are worth replicating.

They turn on the basics, and don't overthink them

High-performing spas make sure every employee experiences the same foundational moments:

- A welcome text when they join
- Recognition on birthdays and work anniversaries

These messages are **automated and consistent**. There's nothing to customize, manage, or remember.



Why this matters:

Employees feel noticed early, and managers aren't responsible for tracking milestone messages themselves.

Leaders stay visible between surveys

Strong spas don't rely on surveys alone to communicate. Leaders **regularly send short, manual messages** to their teams

Employees in these locations are more likely to reference specific leaders and behaviors in their feedback - a strong indicator of trust.

Encouragement during busy weeks and celebrating milestones.

Quick check-ins, announcements, and operational messages.

They listen across the full employee journey

Rather than relying on a single survey, high-performing spas listen at multiple points:

- 30 / 60 / 90-day onboarding
- Annual and mid year engagement surveys
- Exit feedback



Why this matters:

This creates a clearer picture of what's working - and what needs attention - before issues turn into turnover.

What this looks like in practice

Spas using this approach consistently see:



Higher participation in feedback

More positive sentiment around team and leadership

Clearer, more actionable employee comments

They're not doing more. They've simply put the **right structure** in place.

goHappy supports this by handling the basics automatically and making it easier for employees to stay connected and informed.

Next: How two Hand & Stone owners put this into practice - and what their employees had to say.

Spa Spotlight

A look at how real Hand & Stone spas
build a strong employee experience



Spa Spotlight

Jeff Flannery Spas

Building engagement momentum through consistent communication and listening

The Context

Across the Hand & Stone system, many spas struggle with inconsistent participation in employee feedback. When participation drops, leaders lose visibility into what's working and where support is needed.

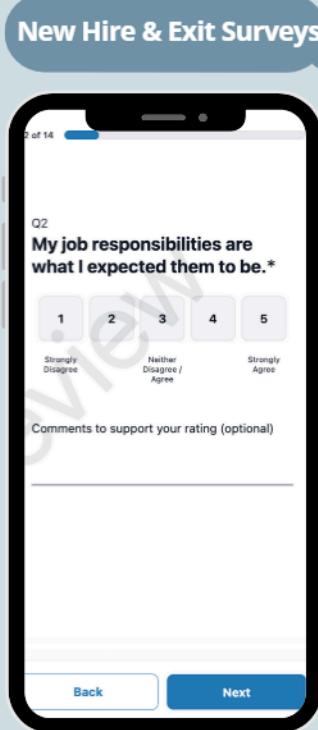
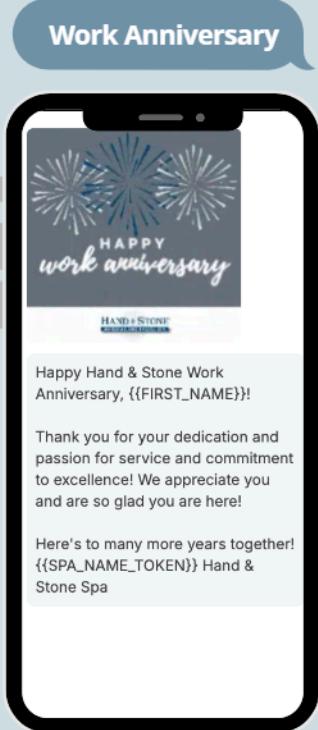
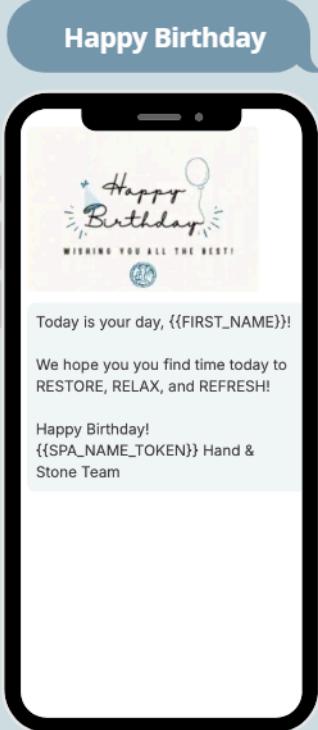
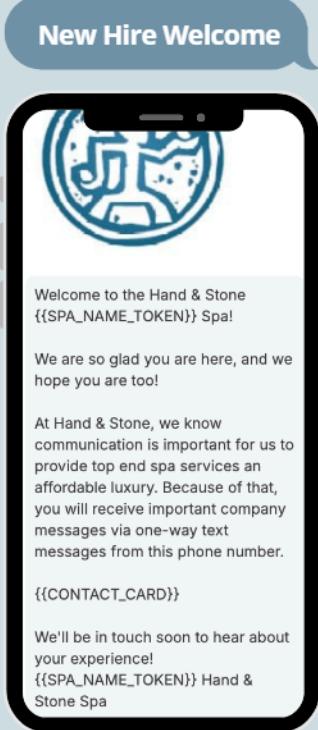
Jeff Flannery-owned spas stand out because employees consistently participate and share feedback, giving leaders insight they can act on.



What's Different at These Spas

Jeff Flannery spas rely on **simple structure**, not extra effort. Here's how they create continuity and make sure employees hear from leadership even when operations are busy:

SYSTEMIZED EMPLOYEE TOUCHPOINTS





Manager Callout:
What to do

LET AUTOMATED MESSAGES COVER WELCOMES & MILESTONES

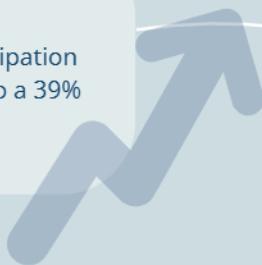
REVIEW FEEDBACK EARLY AND TAKE ACTION

What the Data Shows:

Participation remains strong across all survey cycles with engagement and experience scores above Hand & Stone norms. Employees don't just say they are satisfied - they describe specific leadership behaviors, a strong indicator of trust. **Over 60% of team and culture related comments were positive.**

+16

Engagement survey participation reached **55%**, compared to a 39% brand average.



+17

Engagement scores improved from 54% (March 2024) to **71%** (2025 surveys).



+6

Overall employee experience reached **81%** in the October 2025 Mid-Year survey (6 points above the brand average).

Why This Matters:

When participation is consistent, leaders see issues early - before they show up as **turnover, burnout, or disengagement**. When communication and listening drop off, feedback doesn't disappear - it just arrives too late to act on.

“ I receive regular feedback from my manager and feel supported. ”

“ My manager is amazing and always there when we need help. ”

Spa Spotlight

James Egan Spas

Building stability through strong onboarding and consistent leadership communication.

The Context

Many spas do a great job welcoming new hires, but support often drops off after the first few months. When that happens, engagement softens, feedback participation declines, and leaders lose visibility into what's really happening on their teams.

James Egan owned spas show a different pattern. While engagement scores naturally fluctuate over time, employees continue to feel supported, prepared, and willing to share feedback - even during challenging periods.

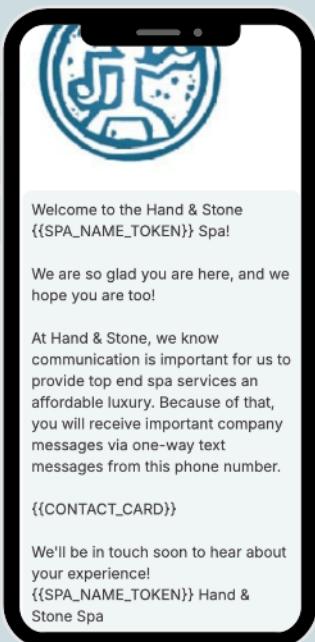


What's Different at These Spas

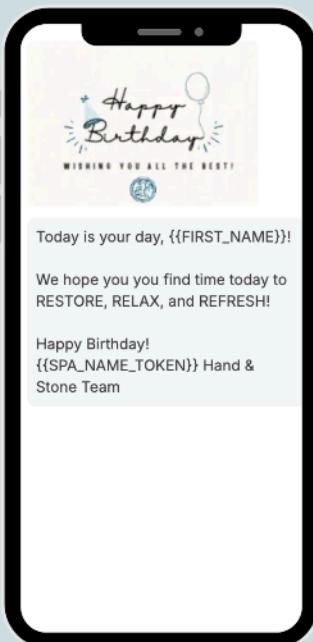
James Egan spas focus on continuity, not perfection. The following combination helps maintain trust - especially when things aren't perfect.

SYSTEMIZED EMPLOYEE TOUCHPOINTS

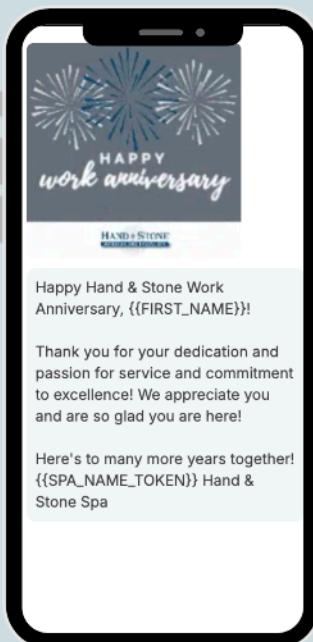
New Hire Welcome



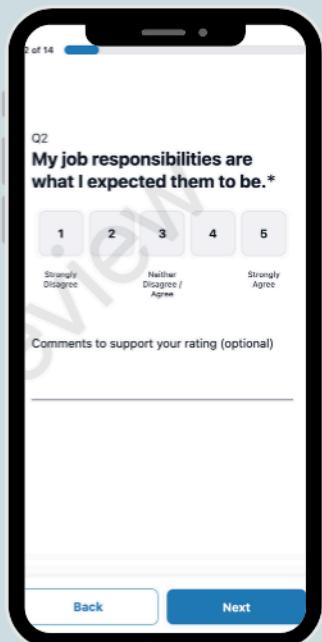
Happy Birthday



Work Anniversary



New Hire & Exit Surveys





Manager Callout:
What to do

REINFORCE EXPECTATIONS THROUGH DAY 90

STAY VISIBLE AFTER ONBOARDING ENDS

What the Data Shows:

James Egan spas consistently set new hires up for success early. When employees feel prepared and supported by day 90, they are less likely to disengage when day-to-day challenges arise later. During onboarding, **more than 85%** of team and culture related comments were positive.

While engagement scores can rise and fall, strong onboarding and consistent communication help spas avoid the bigger risk: **employees going silent**. That stability allows leaders to **respond early, coach effectively, and maintain trust** over time.

+2

90 day onboarding experience scored 87% compared to an 85% brand average.



90%

Preparedness at 90 days reached 90%, signaling that new hires feel ready to do their jobs well.



26%

Onboarding survey participation reached 26%, above the 22% brand average.



Why This Matters:

When engagement softens and employees stop responding, leaders lose the ability to act. James Egan spas show that **maintaining employee voice is just as important as maintaining scores**.

“

My spa director provides me with feedback and helps me

“

I feel comfortable asking questions and getting help

with my job.

”

when I need it.

”