

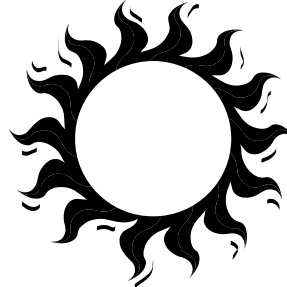
Resident Satisfaction Surveys

Cold Organizations

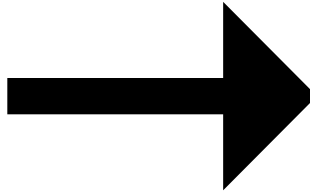


Pessimism
Cynicism
Stinginess

Warm Organizations



Optimism
Trust
Generosity



The “temperature” of an organization is like the weather condition or “climate” that exists in that organization. Pessimism, Cynicism, and Stinginess characterize COLD organizations, while WARM organizations are characterized by Optimism, Trust, and Generosity.

Cold organizations are like frozen soil – nothing will grow in them, no matter how much fertilizer you use. Warm organizations are more accepting of change. They are more hopeful and more successful. In a warm organization there is open communication, teamwork, and balance.

The good news is that, unlike the weather outside, leaders can and do have an affect on the weather inside their organizations. Through good leadership and the hard work of inspiring a shared vision, building trust, empowering others, and modeling the way, leaders can actually “WARM UP” their organizations and prepare them for change.

The resident’s perception of the care they receive in your facility is an important component of your overall quality improvement program. Obtaining accurate information from residents, however, does pose some unique challenges. While staff are concerned about possible cognitive impairment, many older adults have hearing impairments that make surveying them more time consuming. Also, residents may be fearful of being completely honest in their responses, afraid that they will be seen by staff as “a complainer” or that there may be some retaliation, such as not getting care when they need it. We have developed this document to help you identify and plan for such issues.

The strategies we describe below will help you address these issues:

Step 1 – Identify the person who will coordinate the survey process.

This person will have overall responsibility for:

- Distribution and collection of the surveys at the facility level.
- Working with the person(s) who will actually interview the residents.
- Answering questions from staff and/or family members regarding the survey.

Step 2 – Identify the person(s) who will actually be interviewing the residents.

In order to obtain honest answers from your residents, it is recommended that a person or persons who are not members of your staff interview the residents. Many residents, even those who are satisfied with their care, may be fearful or hesitant to provide any critical feedback directly to staff. Also, like any of us who are being surveyed, residents generally prefer that their answers are kept confidential, so that specific responses can't be traced back to them as individuals. Using an outside person(s) will provide residents with that safeguard.

Outsiders can be clergy, volunteers from civic organizations, students or others who volunteer within your facility. In some multi-level communities, residents of assistive or independent living communities may be willing to serve as interviewers. It is not recommended that current resident family members be used, as they may have their own agenda. Your facility ombudsman can be used, but depending upon the individual that may or may not be a comfortable relationship for the facility and ombudsman.

Good interviewers have:

- A genuine interest in older people.
- A positive attitude.
- A comfort level talking with people who are physically and mentally disabled, ill or with cognitive impairments.
- The ability to remain neutral no matter how a question is answered.

It is not a requirement, however, that a non-staff interviewer be used. This is only a recommendation. The facility needs to make its own decision as to how they can best conduct the survey, given the time required and available resources. If staff members are used, those who are seen as resident advocates and/or those who are not responsible for direct patient care should be considered first, such as the facility social worker or social services designee, business office staff, etc.

Step 3 – Identify the days over which the survey will be completed.

Because of the time involved in interviewing individual residents, it is common that the resident survey will take several days. Decide which days and what times the survey will be conducted in your facility.

Step 4 – Identify residents to be surveyed.

All residents who are capable should be given the opportunity to participate in the survey, but none should be compelled to participate. Even residents with some level of cognitive impairment have been shown to be capable of answering accurately simple questions such as those found on this satisfaction survey. It is up to the facility to determine who the interviewers attempt to interview, but it is recommended that all except those who are known by the staff to be unable to communicate verbally or unable to read and respond to written instructions (e.g. severe aphasia due to a stroke, severe cognitive impairment, comatose) be allowed to try. A common strategy is to exclude the following residents:

- Those identified on the MDS Section B, Question 1 as “yes”, comatose.
- Those identified on the MDS Section B, Question 4 as “severely impaired” in decision-making.
- Those in isolation.

The facility provides the interviewer(s) with a list of potential residents. To facilitate the process in larger facilities, organize the list by unit or other subgroup.

Step 5 – Introduce the survey to the resident council.

The administrator and/or survey coordinator should discuss the survey with the resident council, and include information about it in any facility newsletter. Residents should be told why the survey is being conducted, when it will be conducted and by whom, and how confidentiality will be maintained throughout the process.

Step 6 – Introduce the staff to the survey.

Whether at an all-staff meeting, a unit meeting, or a department meeting, your staff need to hear from the management why the survey is being conducted, when they will receive the results, and what they can expect as an outcome. They should be reassured that no individual will be singled out, but that understanding the resident's perception of the care they receive from staff is an important component of quality of care for your facility. They should be informed as to when the survey will be conducted, and by whom, and that they may be asked to help the interviewer find and identify residents to be surveyed. Stress the importance of resident confidentiality in the process, reminding them that they should not question residents as to their answers on the survey, or intrude on a survey interview unless it is necessary to provide care for the resident at that time. Staff should also be comfortable answering residents' questions regarding the survey, including the reasons for it and reassuring residents that staff will not hold any negative comments they may make against them.

Step 7 – Assist the Interviewer(s) in the survey process as necessary.*Interviewer Preparation*

Included in this instructional packet is a section entitled, "Guidelines for Resident Satisfaction Survey Interviews" that can be used by the interviewers to facilitate the survey process. This should be provided to the interviewers prior to the day of survey but, if that is not possible, time should be taken the first day of interviews to review the guidelines with the interviewer.

Assistance Finding Residents

While the Interviewer has been provided with a list of residents to interview, he or she may need assistance actually identifying specific residents. All staff members should be willing to assist in this process.

Identification of private areas for interviews

If the resident is not alone when the Interviewer locates him or her, it is important that the resident be given the opportunity to go to a private space. This may be an empty resident room, staff office, lounge, dining room or garden area. Each day of interviews, potential private spaces should be identified for use.

Collection of completed surveys

Must be returned to the Facility Survey Coordinator at the end of the Interviewer's day

Step 9 – Review results and determine initial action steps.

The facility management team and QI committee should review the results and determine an initial action plan.

Step 10 – Share results with your residents and/or families and solicit their involvement in the action plan.

While it is not required, it is recommended that the results of the survey be shared with the resident council, all participating residents, as well as any interested families. You may find it beneficial to include them in the development and implementation of any actions the facility undertakes to address the areas of concern.

Communicating with Residents and Families

Before beginning the satisfaction survey, you should be sure to communicate with residents and families. The main purpose of these communications is to increase participation (which translates to a higher response rate). The higher your response rate, the more accurate your results will be.

Staff: Schedule an orientation meeting with management and staff to explain about the satisfaction survey, and the presence of possible interviewers (e.g. ombudsman) in the nursing home.

Residents: Plan a short presentation to communicate with residents about the surveys (e.g., in resident council meeting). You may wish to announce the surveys in your nursing home's internal newsletter, in-house TV announcements, posters, or verbal reminders to encourage participation and stress that everybody's opinion is valued.

Families: Inform residents' families and guardians of the upcoming survey. You may want to send individual letters or bill stuffers, send a newsletter, or place posters in general areas to explain about the satisfaction survey. If you have a family council or an upcoming family event, a short presentation to family members encouraging participation would be helpful.

Guidelines for Resident Satisfaction Survey Interviews

You know how important it is to periodically determine how residents feel about the care they receive, and it is vital they feel comfortable providing you with honest and accurate feedback. The best way to ensure this is through the assistance of persons such as you, talking with residents face to face.

Initiating the Interview

Locate the resident to be interviewed. Ask the resident's permission to speak with them for a few minutes, or if they would prefer you come back at a later time. If you are in an area where there is a TV on or music playing, ask to turn down or off the TV or music, or to move to an area that is quieter. Sit directly across from the resident and within a few feet, if possible. That will allow them to see your mouth and face as you speak, and will help keep their attention on the question. Introduce yourself to the resident, using your first name, and explain that you are there to ask them a few questions regarding their feelings about the care they receive in the nursing home. You may have to explain to the resident that the staff will not know the specific answers they give, but that their answers will be combined with all other residents' responses. If the resident refuses to participate thank them for their time and simply mark "refused" on your list.

Even though you have the resident's name on your list, ask the resident how they you like you to address him/her (i.e., "Would you like me to call you Mrs. Mayer, or Sally?" If the resident is not alone when you locate him or her, ask the resident's permission to go to a private area to talk. This may be their room, or an empty lounge, dining room, staff office, or garden area. Take the resident to a place they suggest, or, after finding an area, ask them they the location is acceptable to them. If the resident is comfortable with his/her roommate nearby, that is acceptable. Take your cue from the resident.

Completing the Resident Satisfaction Survey

Each resident's answers are completed on a separate form. No form is necessary for residents who do not wish to participate, simply mark "refused" on the list of residents to be surveyed. Ask the questions exactly as written on the form. Additional comments or notes for yourself can be written on the back of the form. There is a page labeled "additional comments" if the resident has any further comments.

When asking questions, try to establish an atmosphere in which the resident feels completely free to express any feeling or viewpoint, and that you are interested in his/her answers. Be patient, and give the resident time to answer completely. However, it is important that you do NOT ask any additional questions, or react personally to any information the resident may provide. You are not to judge the resident or the facility based on the responses the resident gives.

If a resident's attention appears to be wandering, try calling the resident by name, touching their arm or hand, or saying; "I have another question for you." If the resident answers "Yes" to a question, ask "Would you agree with that statement all of the time, or agree sometimes", and mark as "strongly agree" or "agree", accordingly." If the resident answers "No" to a question, ask "Would you say you disagree with that statement always, or would you disagree with that statement sometimes" and mark the response as "strongly disagree" or "disagree", accordingly. If the resident answers "I don't know" they may just need some additional time to think. After receiving an "I don't know" response, pause a few seconds to see if the resident will say anything more. If they do not provide an answer, fill in the "neutral" response.

When you have completed the interview, assist the resident to his/her original location.

At the End of Your Day

Keep all completed survey forms with you at all times. Do not leave them in resident rooms or break areas.

The surveys you complete each day should be given to the facility survey coordinator, along with your list. Your resident list or any surveys, completed or not, can not leave the facility at the end of your time there.

The answers residents give you to the survey, as well as their conversations with you are confidential. Do not discuss it with family, friends, or nursing home staff. If the resident brings up issues that concern you, inform the administrator.

Credit for Survey Material

Iowa Department of Human Services Resident Opinion Survey

Conducting Staff Satisfaction Survey

University of Colorado & University of Missouri, with grant funding by AHRQ and CMS
Jill Scott-Cawiezell, developer

Organizational Warmth: Resident Satisfaction

Texas State University – San Marcos

Texas Long Term Care Institute Surveys

Dear Elder:

<Insert Facility Name> wants to do a good job for our residents. We want to make your life as comfortable and happy as possible. This survey is designed to gauge your satisfaction as an elder living in our facility and we will use the results to improve areas with low scores.

To do that, we need you to answer this short survey. It will only take about 15 minutes to complete. Do not write additional information or comments on the actual survey form, except on the page labeled additional comments.

It is important for you to be open and honest with your answers so we can better care for you. Your responses will not be linked to you. **You should not put your name on the survey.** Surveys will only be opened by the facility survey coordinator and this coordinator will aggregate survey results before they are reviewed by administration.

We hope this activity will help us better understand our strengths and challenges. We will share the results of the survey with you once they are available.

If you have any questions or concerns about the survey, contact <facility survey coordinator>. Thank you for your feedback.

Sincerely,

<Name>

Administrator

Resident Opinion Survey

We are interested in your opinions about the services provided at our nursing home. Please answer the following statements in a way that best describes your opinion. For example, if you strongly agree with a given statement, then circle the number 5 in the strongly agree column. If you have no particular opinion about a statement, circle the number 3 in the neutral column.

In my opinion...		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	The aides like their job.	5	4	3	2	1
2	Most of the residents have adjusted to the nursing home.	5	4	3	2	1
3	The nursing staff understands how residents feel.	5	4	3	2	1
4	The nurses are well trained.	5	4	3	2	1
5	The aides know what they are doing when caring for residents.	5	4	3	2	1
6	The staff cares about the residents.	5	4	3	2	1
7	The residents appear to be comfortable.	5	4	3	2	1
8	The staff communicates well with all concerned.	5	4	3	2	1
9	The staff is patient.	5	4	3	2	1
10	The staff deals honestly with the residents.	5	4	3	2	1
11	A variety of meals are provided.	5	4	3	2	1
12	The dietitian is easy to talk with.	5	4	3	2	1
13	The staff is safety conscious.	5	4	3	2	1
14	The food is good tasting.	5	4	3	2	1
15	The food servers are pleasant.	5	4	3	2	1

Kleinsorge, I. and Koeing, H. Oregon State University (JHCM., Vol. 11, No. 4 (December 1991), pp.2-13))

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Resident Opinion Survey Continued

In my opinion...		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
16	The nursing home is clean.	5	4	3	2	1
17	The housekeeping department does a good job.	5	4	3	2	1
18	Housekeeping staff are pleasant to visit with.	5	4	3	2	1
19	There are activities available to encourage thinking.	5	4	3	2	1
20	The residents' property is rarely stolen and if it is, property is usually recovered.	5	4	3	2	1
21	There are no bad odors in the nursing home.	5	4	3	2	1
22	The surroundings are comfortable.	5	4	3	2	1
23	The chapel services are adequate.	5	4	3	2	1
24	The administration spends money wisely.	5	4	3	2	1
25	Residents will get a change in roommate if they request.	5	4	3	2	1
26	If requested, residents will get a change in care.	5	4	3	2	1
I am satisfied with...						
27	The aides' service.	5	4	3	2	1
28	The dietary service.	5	4	3	2	1
29	The nursing service.	5	4	3	2	1
30	The housekeeping service.	5	4	3	2	1
31	The administration.	5	4	3	2	1

This material is provided by the Kansas Foundation for Medical Care, Inc. (KFMC), the Medicare Quality Improvement Organization for Kansas, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services. The contents presented do not necessarily reflect CMS policy. Publication #8SOW-KS-NHQI-05-79.



Resident Questionnaire

Dear Elder,

Please take a moment to complete this form and return it to us. Your input is appreciated and extremely valuable. This survey will be used to evaluate the services we provide to you. Thank you for your assistance.

		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	I am allowed to participate in decision-making.	5	4	3	2	1
2	The administrator knows my name.	5	4	3	2	1
3	The staff cares about me.	5	4	3	2	1
4	I feel safe.	5	4	3	2	1
5	The employees are well trained and know what they are doing.	5	4	3	2	1
6	I am lonely.	5	4	3	2	1
7	I rarely see the administrator.	5	4	3	2	1
8	I trust my physician.	5	4	3	2	1
9	I can choose what I want to eat.	5	4	3	2	1
10	I can get up and go to bed when I choose.	5	4	3	2	1
11	The facility is clean.	5	4	3	2	1
12	My room looks much like a room in someone's home.	5	4	3	2	1
13	I am comfortable bringing my concerns to a staff member.	5	4	3	2	1
14	I feel helpless at times.	5	4	3	2	1
15	I enjoy my bathing time.	5	4	3	2	1
16	I am given privacy.	5	4	3	2	1
17	Staff members are respectful of me.	5	4	3	2	1
18	I am bored.	5	4	3	2	1
19	Staff members take time to talk and listen to me.	5	4	3	2	1
20	I am happy here.	5	4	3	2	1

Texas Long Term Care Institute—REV '04

Elder Questionnaire

Please completely circle the number that best reflects your feelings about what is going on at this nursing home. Thank you for your assistance.

		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	I am allowed to participate in decision-making.	5	4	3	2	1
2	The Administrator knows my name.	5	4	3	2	1
3	The staff cares about me.	5	4	3	2	1
4	I feel safe.	5	4	3	2	1
5	The employees are well trained and know what they are doing.	5	4	3	2	1
6	I am lonely.	5	4	3	2	1
7	I see the administrator.	5	4	3	2	1
8	I trust my physician.	5	4	3	2	1
9	I can choose what I want to eat.	5	4	3	2	1
10	I can get up and go to bed when I choose.	5	4	3	2	1
11	The facility is clean.	5	4	3	2	1
12	My room looks much like a room in someone's home.	5	4	3	2	1
13	I am comfortable bringing my concerns to a staff member.	5	4	3	2	1
14	I feel helpless.	5	4	3	2	1
15	I enjoy my bathing time.	5	4	3	2	1
16	Staff members are respectful of me.	5	4	3	2	1
17	I am bored.	5	4	3	2	1
18	Staff members take time to talk and listen to me.	5	4	3	2	1
19	I am happy here.	5	4	3	2	1
20	I would recommend this home to others in my family or to friends.	5	4	3	2	1

Developed by Jill Scott-Cawiezell, University of Colorado & University of Missouri, with grant funding by AHRQ and CMS.


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Resident Opinion Survey Scoresheet

Resident Number		1	2	3	4	5
1	The aides like their job.					
2	Most of the residents have adjusted to the nursing home.					
3	The nursing staff understands how residents feel.					
4	The nurses are well trained.					
5	The aides know what they are doing when caring for residents.					
6	The staff cares about the residents.					
7	The residents appear to be comfortable.					
8	The staff communicates well with all concerned.					
9	The staff is patient.					
10	The staff deals honestly with the residents.					
11	A variety of meals are provided.					
12	The dietitian is easy to talk with.					
13	The staff is safety conscious.					
14	The food is good tasting.					
15	The food servers are pleasant.					

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Resident Opinion Survey Scoresheet Continued

Resident Number		1	2	3	4	5
16	The nursing home is clean.					
17	The housekeeping department does a good job.					
18	Housekeeping staff are pleasant to visit with.					
19	There are activities available to encourage thinking.					
20	The residents' property is rarely stolen and if it is, property is usually recovered.					
21	There are no bad odors in the nursing home.					
22	The surroundings are comfortable.					
23	The chapel services are adequate.					
24	The administration spends money wisely.					
25	Residents will get a change in roommate if they request.					
26	If requested, residents will get a change in care.					
27	The aides' service.					
28	The dietary service.					
29	The nursing service.					
30	The housekeeping service.					
31	The administration.					

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Resident Questionnaire Scoresheet

Resident Number		1	2	3	4	5
1	I am allowed to participate in decision-making.					
2	The administrator knows my name.					
3	The staff cares about me.					
4	I feel safe.					
5	The employees are well trained and know what they are doing.					
6	I am lonely.					
7	I rarely see the administrator.					
8	I trust my physician.					
9	I can choose what I want to eat.					
10	I can get up and go to bed when I choose.					
11	The facility is clean.					
12	My room looks much like a room in someone's home.					
13	I am comfortable bringing my concerns to a staff member.					
14	I feel helpless at times.					
15	I enjoy my bathing time.					
16	I am given privacy.					
17	Staff members are respectful of me.					
18	I am bored.					
19	Staff members take time to talk and listen to me.					
20	I am happy here.					

Texas Long Term Care Institute—REV '04

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Elder Questionnaire Scoresheet

Resident Number		1	2	3	4	5
1	I am allowed to participate in decision-making.					
2	The Administrator knows my name.					
3	The staff cares about me.					
4	I feel safe.					
5	The employees are well trained and know what they are doing.					
6	I am lonely.					
7	I see the administrator.					
8	I trust my physician.					
9	I can choose what I want to eat.					
10	I can get up and go to bed when I choose.					
11	The facility is clean.					
12	My room looks much like a room in someone's home.					
13	I am comfortable bringing my concerns to a staff member.					
14	I feel helpless.					
15	I enjoy my bathing time.					
16	Staff members are respectful of me.					
17	I am bored.					
18	Staff members take time to talk and listen to me.					
19	I am happy here.					
20	I would recommend this home to others in my family or to friends.					

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