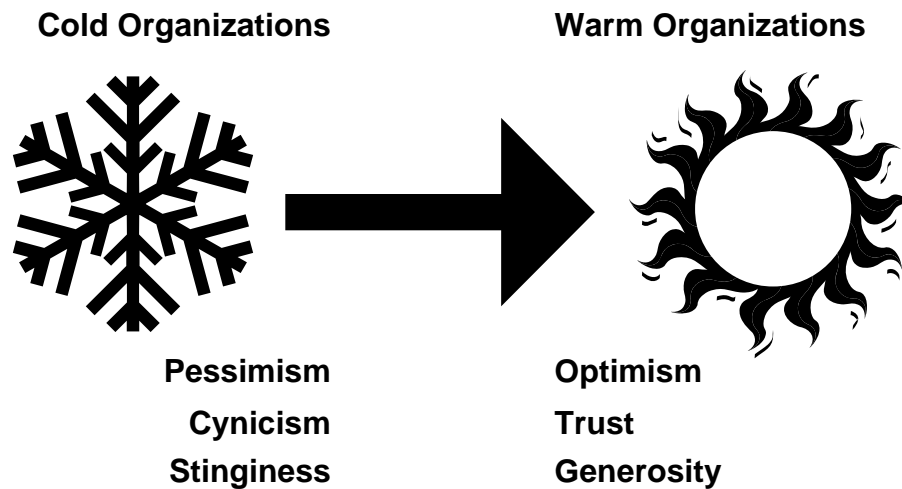


Staff Satisfaction Surveys



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.

A staff perception survey that determines your facility’s strengths and challenges is the first step on the journey to improving your organization’s effectiveness and staff retention.

It is critical that as many staff members as possible participate in the survey. The more responses you receive, the better picture you will have of your facility’s work environment. To make the survey’s results valid, you must have at least 75% of your staff return completed surveys. This can be accomplished by attention to three factors:

- Method of distribution
- Method of collecting and submitting the surveys
- Creation of a safe environment in which staff can complete the survey and feel they will not be singled out for their individual responses.

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

Step 1 – Identify a day/days that the survey will be completed.

Whenever possible, the survey should be completed in one day. Giving staff a survey and having them return it over several days generates more work for the facility for follow-up and

does not actually increase the rate of return. In some cases, the survey is administered an additional day to accommodate staff who only work weekends or other specific scheduling factors. An all-staff in service is a perfect medium to distribute the surveys and get them back instantaneously.

Step 2 – Identify a person to act as the facility survey coordinator.

This person will have overall responsibility for:

- Distribution and collection of the surveys at the facility level.
- Scoring of completed surveys accurately.

This person should be someone who:

- Is available to all shifts and all departments on the day(s) of the survey.
- The staff trusts to maintain their confidentiality and return their surveys.

Generally, it is NOT the administrator or DON, but that depends upon each facility. If unsure, ask staff directly whom they would prefer.

Some facilities have multiple department or unit staff as points of contact to facilitate the process. If this is the case in your facility, one person should still be appointed as the overall coordinator, to assist the unit staff and avoid confusion.

Step 3 – Plan the survey distribution and collection strategy.

Responses need to come from:

- All shifts (days, evenings, nights, weekends)
- All roles (e.g., dietary, environmental, even contract therapy if they are considered regular staff members, but not agency staff)

After examining the facility's staffing scheduling, plan a day that allows for as many staff to participate as possible. As discussed in Step 1, an additional day may be necessary to gather surveys from staff unavailable on the first date.

The best response rates start with survey distribution at 6:30 or 7:00 a.m. to obtain responses from the night shift and continue throughout the day until 5:00 or 6:00 p.m. to include the evening shift. However, each facility is unique, and you will need to determine the best strategy for you. Each staff member should be given time during their shift to complete the survey and return it to the appointed facility survey coordinator. Having staff complete and return the surveys on the same shift as they are distributed improves the response rate.

Step 4 – Introduce the staff to the survey.

Whether at an all-staff meeting, a unit meeting, a department meeting, one-on-one discussions or any other appropriate setting, it is important the staff hear from the management why the survey is being conducted, when they will receive the results, and what they can expect as an outcome. Share your reasons for conducting the survey, methods of distribution and collection and how confidentiality will be maintained throughout the process. This presentation lets them know you value their honest feedback and that you are committed to improving the work environment and organizational performance.

Staff member feelings towards the survey may vary from being excited to wanting to provide input to concerned about confidentiality to apprehensive about how the results will be used. Discuss their concerns, especially how confidentiality will be maintained. Review step 5 with

them, and answer any questions. Reassure them that their name will not be on their survey and the facility coordinator will compile the data from the surveys before turning information over to administration.

Step 5 – Distribute the survey as planned in step 3.

This can be done on the same day as the presentation or on a day shortly thereafter. Reinforce that only designated staff will open the surveys and only aggregated results will be provided to administration of the facility.

To promote confidentiality and usability of the results, review with staff the completion instructions in their letter:

- Complete the form with a pen/pencil. If mistake is made, simply X the mistake and circle your actual answer.
- Do not write anything on the survey, except in the boxes provided. Names should not be written on the survey. If the staff member wants to provide additional comments, they can do so by writing them on the comments section provided.
- Return the survey to the facility survey coordinator.

Step 6 – Analyze the survey results and determine initial action steps.

Depending upon the results, improvement actions may involve actions by an individual (e.g., administrator having lunch weekly in the break area to provide information opportunities for staff interaction) or necessitate the development of a work team (e.g., develop a new shift-to-shift communication system).

Step 7 – Share results with your staff and solicit their involvement in the action plan.

It is important that staff are thanked for their time in completing the survey, and that both strengths and improvement opportunities are shared with staff. Staff should also be involved as much as possible in the development and implementation of any actions the facility undertakes to address the areas of concern (e.g., participation in focus groups to identify methods to improve inter-departmental communication, participation on work teams to revise specific policies).

Tips for Increasing Staff Response Rate:

Let staff know that a survey will be coming. Communication can be done in a variety of ways:

- Post a blank copy of your survey where staff can see it (e.g. break room)
- Mention satisfaction surveys verbally (e.g. staff/unit meeting)
- Enclose a bill stuffer with paychecks
- Post enclosed sign in breakroom.

Remind staff about the survey. Follow-up reminders to staff could include a memo in paychecks, verbal reminder at a staff/unit meeting or a poster on an employee bulletin board.

Emphasize how much you rely on responses, both positive and negative, for developing quality improvement initiatives. Mentioning an example of a quality improvement project your nursing home is working on will make the whole process seem more concrete and worthwhile in the staff's mind. Questionnaire recipients are most likely to respond if they expect that the perceived benefits of responding will outweigh the perceived costs of responding

Assure residents and staff that responses are truly anonymous. Respondents should be secure with the knowledge that no one will know how they have responded to any of the questions asked of them.

Provide time for staff during the workday to complete the survey (e.g. extra 15-minute break).

Provide incentives for achieving high response rates, such as pizza parties or other celebrations for reaching a goal of an 80 percent or higher response rate.

Credit for Survey Material

Customer Satisfaction in Long Term Care: A Guide to Assessing Quality
American Health Care Association (ACHA).
V. Tellis-Nayak, PhD.

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

Organizational Warmth: Employee Satisfaction
Texas State University – San Marcos
Texas Long Term Care Institute Surveys

To Our Valued Staff ...

Please make sure you fill out our staff survey about your Nursing Home.



We thank you in advance.

Let your voice be heard!

Dear Staff Member:

<Insert Facility Name> wants to do a good job for our staff members and residents. We know you work hard to make our residents' lives as good as they can be, and we want to do the same for you. The first step in improving is to learn how you feel about your work in this facility.

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 support 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. Then, we will develop teams to work on how we can do better.

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

Sincerely,

<Name>

Administrator

Staff Satisfaction

Please indicate whether you agree with the following statements by circling the number that reflects your answer to each question. Thank you.

1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

In my opinion...		Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
Work Environment					
1	For the type of job, my workload is reasonable.	1	2	3	4
2	I have enough equipment and supplies to do my work well.	1	2	3	4
3	Compared to other facilities I am paid fairly.	1	2	3	4
4	My performance evaluations are done fairly.	1	2	3	4
5	There is communication between shifts.	1	2	3	4
6	Co-workers work well together.	1	2	3	4
7	I like the type of work I do.	1	2	3	4
Supervision					
8	I get recognition for good work.	1	2	3	4
9	My supervisor cares for me as a person.	1	2	3	4
10	My job expectations are made clear to me.	1	2	3	4
11	Managers care about the staff.	1	2	3	4
Training					
12	New staff receives a good orientation.	1	2	3	4
13	Staff receive good ongoing training.	1	2	3	4
14	I received training to deal with challenging residents.	1	2	3	4
15	I received training to deal with challenging families.	1	2	3	4
Caregiving					
16	The staff cares about the residents.	1	2	3	4
17	This facility gives good care.	1	2	3	4
In General					
18	Overall, I am satisfied with this long-term care facility.	1	2	3	4
19	I would recommend this long-term care facility as a good place to receive care.	1	2	3	4
20	I would recommend this long-term care facility as a good place to work.	1	2	3	4

Staff Satisfaction

Please take just a few more minutes and give us information about you.

Job title (check one):

- RN
- LPN/LVN
- Other clinical provider (social worker, counselor)
- CNA
- Office/Administrative/Activities
- Janitorial/Kitchen/Grounds keeping Staff
- Other (please specify) _____

Number of years employed in this facility (check one):

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Number of years you have worked with elderly residents/patients in facility settings (check one):

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Shift most often worked (please select only one):

Days _____ Evenings _____ Nights _____ 12-hr day _____ 12-hr night _____

Tell us about your Nursing Home

For the statements in Sections 1 & 2, please circle the number that best reflects your feelings about what is going on at this nursing home (for example, if you wish to answer I strongly agree then circle 5). You may use pen or pencil, as long as it is clear which number you circled.

Section 1: Relationships and Communications within the Nursing Home		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	I look forward to working with our staff each day.	5	4	3	2	1
2	It is easy for me to talk openly with our staff.	5	4	3	2	1
3	There is good communication between staff across shifts.	5	4	3	2	1
4	I feel that the information I get is accurate.	5	4	3	2	1
5	I find it enjoyable to talk to other staff.	5	4	3	2	1
6	Staff members are well informed about what is happening during other shifts.	5	4	3	2	1
7	Information passed between staff is accurate.	5	4	3	2	1
8	It is easy to ask for advice from other staff.	5	4	3	2	1
9	When a resident's condition changes, I get the right information quickly.	5	4	3	2	1
10	I take pride in being a part of this team.	5	4	3	2	1
11	The staff have a good understanding of goals for each resident.	5	4	3	2	1
12	There are no delays in relaying information about the care of the residents.	5	4	3	2	1
13	I identify with the goals of this nursing home.	5	4	3	2	1
14	I feel I am a part of this team.	5	4	3	2	1
15	The staff have a good understanding of the resident care plan.	5	4	3	2	1

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

Tell us about your Nursing Home (continued)

Section 2: Teamwork and Leadership		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Nursing Leadership: Think of the nursing leadership as people like your Director, Assistant Director or Charge Nurse.						
1	Nursing leadership provides strong clinical guidance and advice to the nurses.	5	4	3	2	1
2	Nursing leadership is sensitive to the needs of staff.	5	4	3	2	1
3	Nursing leadership is clear about what they expect from staff.	5	4	3	2	1
4	Nursing leadership encourages nurses to take initiative.	5	4	3	2	1
5	Nursing leadership asks us what we think.	5	4	3	2	1
6	Nurses are certain where they stand with the nursing leadership	5	4	3	2	1
7	The nursing leadership is in touch with staff views and concerns.	5	4	3	2	1
8	Nursing leadership makes decisions with input from the staff.	5	4	3	2	1
9	Nursing leadership gives staff chances to grow.	5	4	3	2	1
10	Other nursing homes seem to have a high opinion of us.	5	4	3	2	1
11	Working as a team with other departments makes our work easier.	5	4	3	2	1

Please take just a few more minutes and give us information about you.

Job title (check one):

- RN
- LPN/LVN
- Other clinical provider (social worker, counselor)
- CNA
- Office/Administrative/Activities
- Janitorial/Kitchen/Grounds keeping Staff
- Other (please specify) _____

Number of years employed in this facility (check one):

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Number of years you have worked with elderly residents/patients in facility settings (check one):

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Shift most often worked (please select only one):

Days _____ Evenings _____ Nights _____ 12-hr day _____ 12-hr night _____

Employee Questionnaire

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. Thank you for your assistance.

		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	My work has meaning and purpose.	5	4	3	2	1
2	I regularly hear co-workers make negative comments about other employees.	5	4	3	2	1
3	Management is interested in me and in my development as a person.	5	4	3	2	1
4	Management values money more than people.	5	4	3	2	1
5	I am an important part of the care team.	5	4	3	2	1
6	My work is boring.	5	4	3	2	1
7	Management is leading us in the right direction.	5	4	3	2	1
8	I rarely see the administrator.	5	4	3	2	1
9	I know and understand the mission of this organization.	5	4	3	2	1
10	My work contributes to the overall philosophy and goals of the facility.	5	4	3	2	1
11	I can be creative in completing my tasks and working in my team.	5	4	3	2	1
12	My working conditions are safe.	5	4	3	2	1
13	I have an opportunity to grow.	5	4	3	2	1
14	Management listens to me and takes my opinions seriously.	5	4	3	2	1
15	The administrator knows my name.	5	4	3	2	1
16	I feel like a number. Nobody here really cares about me.	5	4	3	2	1
17	My work is recognized by my team members as worthwhile.	5	4	3	2	1
18	My work provides me with adequate pay and benefits.	5	4	3	2	1
19	I feel free to ask questions.	5	4	3	2	1
20	I have the resources I need to be effective in my job.	5	4	3	2	1
21	I am kept up-to-date on changes occurring that affect my job.	5	4	3	2	1
22	When I try to do my work, I run into obstacles.	5	4	3	2	1
23	I have a clear expectation of what is expected of me.	5	4	3	2	1
24	I work under a great deal of tension.	5	4	3	2	1

Employee Questionnaire (continued)

		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
25	I spend too much time in unnecessary activities.	5	4	3	2	1
26	I can voice my concerns without risking my job.	5	4	3	2	1
27	I am given opportunities to use my talents for the facility's benefit.	5	4	3	2	1
28	There is opportunity to advance here.	5	4	3	2	1
29	I have to follow procedures that prevent me from doing my job well.	5	4	3	2	1
30	Management actively encourages cooperation and teamwork.	5	4	3	2	1
31	If you start doing favors for people, they will just walk all over you.	5	4	3	2	1
32	There is good in everybody.	5	4	3	2	1
33	People usually tell me the truth.	5	4	3	2	1
34	I enjoy helping my team members.	5	4	3	2	1
35	I don't blame anyone for trying to grab all he/she can get in this world.	5	4	3	2	1
36	People pretend to care more about one another than they really do.	5	4	3	2	1
37	At the end of a typical day, I feel I have contributed to the quality of life of the elders I serve.	5	4	3	2	1
38	I can trust the people I work with to lend me a hand if I need it.	5	4	3	2	1
39	I would leave this facility if offered the same job with another facility.	5	4	3	2	1
40	I would recommend a close friend to join our staff.	5	4	3	2	1
41	I only do my job because I need the money.	5	4	3	2	1
42	There is a happy atmosphere in the place I work.	5	4	3	2	1
43	The administrator is fair to everyone.	5	4	3	2	1

44 What would make the quality of work life better in this facility?

45 What is your job title? _____

46 How long have you worked at this facility?

- _____ Less than 6 months
- _____ 6 months to 1 year
- _____ 1 year to less than 2 years
- _____ 2 years to less than 3 years
- _____ 3 years to less than 5 years
- _____ More than 5 years

Staff Satisfaction Survey Scoresheets

Staff Member Number		1	2	3	4
Work Environment					
1	For the type of job, my workload is reasonable.				
2	I have enough equipment and supplies to do my work well.				
3	Compared to other facilities I am paid fairly.				
4	My performance evaluations are done fairly.				
5	There is communication between shifts.				
6	Co-workers work well together.				
7	I like the type of work I do.				
Supervision					
8	I get recognition for good work.				
9	My supervisor cares for me as a person.				
10	My job expectations are made clear to me.				
11	Managers care about the staff.				
Training					
12	New staff receives a good orientation.				
13	Staff receive good ongoing training.				
14	I received training to deal with challenging residents.				
15	I received training to deal with challenging families.				
Caregiving					
16	The staff cares about the residents.				
17	This facility gives good care.				
In General					
18	Overall, I am satisfied with this long-term care facility.				
19	I would recommend this long-term care facility as a good place to receive care.				
20	I would recommend this long-term care facility as a good place to work.				

Staff Satisfaction Survey Scoresheets (continued)

Please take just a few more minutes and give us information about you.

(use additional sheet to tally departments)

Job title (check one):

- RN
- LPN/LVN
- Other clinical provider (social worker, counselor)
- CNA
- Office/Administrative/Activities
- Janitorial/Kitchen/Grounds keeping Staff
- Other (please specify) _____

Number of years employed in this facility (check one):

(use additional sheets to tally duration)

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Number of years you have worked with elderly residents/patients in facility settings (check one):

(use additional sheets to tally duration)

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Shift most often worked (please select only one):

(use additional sheets to tally duration)

Days _____ Evenings _____ Nights _____ 12-hr day _____ 12-hr night _____

Tell us about your Nursing Home Scoresheet

Staff Members Number		1	2	3	4	5
1	I look forward to working with our staff each day.					
2	It is easy for me to talk openly with our staff.					
3	There is good communication between staff across shifts.					
4	I feel that the information I get is accurate.					
5	I find it enjoyable to talk to other staff.					
6	Staff members are well informed about what is happening during other shifts.					
7	Information passed between staff is accurate.					
8	It is easy to ask for advice from other staff.					
9	When a resident's condition changes, I get the right information quickly.					
10	I take pride in being a part of this team.					
11	The staff have a good understanding of goals for each resident.					
12	There are no delays in relaying information about the care of the residents.					
13	I identify with the goals of this nursing home.					
14	I feel I am a part of this team.					
15	The staff have a good understanding of the resident care plan.					

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

Tell us about your Nursing Home (continued)

Scoresheet

Staff Member Number		1	2	3	4	5
1	Nursing leadership provides strong clinical guidance and advice to the nurses.					
2	Nursing leadership is sensitive to the needs of staff.					
3	Nursing leadership is clear about what they expect from staff.					
4	Nursing leadership encourages nurses to take initiative.					
5	Nursing leadership asks us what we think.					
6	Nurses are certain where they stand with the nursing leadership					
7	The nursing leadership is in touch with staff views and concerns.					
8	Nursing leadership makes decisions with input from the staff.					
9	Nursing leadership gives staff chances to grow.					
10	Other nursing homes seem to have a high opinion of us.					
11	Working as a team with other departments makes our work easier.					

Please take just a few more minutes and give us information about you.

(use additional sheet to tally departments)

Job title (check one):

- RN
- LPN/LVN
- Other clinical provider (social worker, counselor)
- CNA
- Office/Administrative/Activities
- Janitorial/Kitchen/Grounds keeping Staff
- Other (please specify) _____

Number of years employed in this facility (check one):

(use additional sheets to tally duration)

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Number of years you have worked with elderly residents/patients in facility settings (check one):

(use additional sheets to tally duration)

Less than 1 year _____ 1-3 years _____ More than 3 years _____

Shift most often worked (please select only one):

(use additional sheets to tally duration)

Days _____ Evenings _____ Nights _____ 12-hr day _____ 12-hr night _____

Employee Questionnaire Scoresheet

Staff Member		1	2	3	4	5
1	My work has meaning and purpose.					
2	I regularly hear co-workers make negative comments about other employees.					
3	Management is interested in me and in my development as a person.					
4	Management values money more than people.					
5	I am an important part of the care team.					
6	My work is boring.					
7	Management is leading us in the right direction.					
8	I rarely see the administrator.					
9	I know and understand the mission of this organization.					
10	My work contributes to the overall philosophy and goals of the facility.					
11	I can be creative in completing my tasks and working in my team.					
12	My working conditions are safe.					
13	I have an opportunity to grow.					
14	Management listens to me and takes my opinions seriously.					
15	The administrator knows my name.					
16	I feel like a number. Nobody here really cares about me.					
17	My work is recognized by my team members as worthwhile.					
18	My work provides me with adequate pay and benefits.					
19	I feel free to ask questions.					
20	I have the resources I need to be effective in my job.					
21	I am kept up-to-date on changes occurring that affect my job.					
22	When I try to do my work, I run into obstacles.					
23	I have a clear expectation of what is expected of me.					
24	I work under a great deal of tension.					

		1	2	3	4	5
25	I spend too much time in unnecessary activities.					
26	I can voice my concerns without risking my job.					
27	I am given opportunities to use my talents for the facility's benefit.					
28	There is opportunity to advance here.					
29	I have to follow procedures that prevent me from doing my job well.					
30	Management actively encourages cooperation and teamwork.					
31	If you start doing favors for people, they will just walk all over you.					
32	There is good in everybody.					
33	People usually tell me the truth.					
34	I enjoy helping my team members.					
35	I don't blame anyone for trying to grab all he/she can get in this world.					
36	People pretend to care more about one another than they really do.					
37	At the end of a typical day, I feel I have contributed to the quality of life of the elders I serve.					
38	I can trust the people I work with to lend me a hand if I need it.					
39	I would leave this facility if offered the same job with another facility.					
40	I would recommend a close friend to join our staff.					
41	I only do my job because I need the money.					
42	There is a happy atmosphere in the place I work.					
43	The administrator is fair to everyone.					
44	What would make the quality of work life better in this facility? (use additional sheet to compile aggregate)					

45	What is your job title? (use additional sheet to tally departments)					
46	How long have you worked at this facility? (use additional sheets to tally duration)					

Texas Long Term Care Institute – REV '04

