

# **STAFF SATISFACTION**

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# Staff Satisfaction

*The climate and culture of the nursing home can be positive or negative. A positive environment exists when staff members experience pride in their work, are involved and committed to improvement, and freely help one another achieve goals.*

This strong, positive environment can contribute to quality of care. Negative environments exist when staff turnover is high and there is an atmosphere of constant stress. Nursing homes with negative environments have difficulty learning new things and adopting change strategies. In this environment, nursing homes are driven by fear, leaving little capacity for sustained improvement.

To begin to assess and understand the environment in your facility, and to begin the groundwork for your facility's culture change journey, evaluate the job satisfaction of all the staff working at your facility. Nursing homes should provide optimal working conditions for the dedicated professionals who care for the residents.

To understand the needs of facility staff, periodic staff satisfaction surveys should be conducted. This data needs to be obtained systematically and in a timely manner. Results will guide facilities in making changes to improve staff satisfaction.

The recommendation is to administer staff satisfaction surveys annually. Some facilities employ outside companies; others do it themselves. Staff surveys should discuss the employee's own satisfaction with management policies, addressing topics such as hours, administration, salary, safety, and opportunities to grow and learn. Also, evaluate employee's satisfaction with benefits, the facility's environment/atmosphere, and ability of staff members to have a voice in care of residents and facility processes.

High employee satisfaction results in less turnover. High resident and family satisfaction results when satisfied, motivated, dedicated employees provide high-quality, person-centered care. This is reflected in the facility's performance in the Quality Measures. Thus Nursing Homes are encouraged to measure and quantify employee opinions and attitudes by incorporating staff satisfaction surveys into their existing organizational processes.

Share survey findings with the staff. Note your facility's strengths and identify areas for improvement. Choose one area in which to implement change and highlight the programs developed. Let all staff members know that their input is needed and valued. Develop programs to attain 100% participation of staff in satisfaction surveys.

Facilities frequently find potential for improvement in the area of communication. Improving communication among all members of your staff at all levels may be a great place to begin your facility's culture change journey.

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# INSTRUCTIONS FOR CONDUCTING THE STAFF SURVEY

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.** Although there is no minimum requirement, the more responses you receive, the better picture you will have of your facility's work environment. For the most accurate "picture" of staff satisfaction, a response rate of 75% is ideal. This can be accomplished by paying attention to three factors:

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

The strategies described 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 follow-up work for the facility and does not actually increase the rate of return. In some cases, the survey is administered an additional day to accommodate specific scheduling factors, such as staff who only work weekends.

## **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.

This person should be someone who:

- is available to all shifts and all departments on the day(s) of the survey
- is trusted by the staff to maintain confidentiality and return the surveys

Generally, the survey coordinator is NOT the Administrator or Director of Nursing; but that may vary depending upon the facility. If unsure, ask staff members 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.

## **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)

After examining facility staff scheduling, plan a day that allows for as many staff members 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 need to determine the best strategy for your facility. Each staff member should be given time during the 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.

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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 these concerns, especially how confidentiality will be maintained.

### **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.

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

- Complete the form with pencil or blue or black pen only.
- Do not write anything on the survey, except in the boxes provided. Names should not be written on the survey.
- Return the survey to the facility staff survey coordinator.

### **STEP 6. USE THE IPRO STAFF SATISFACTION SURVEY ANALYSIS TOOL TO TALLY RESULTS**

Go to [www.ipro.org/nhqj](http://www.ipro.org/nhqj). Under “Resources” on the right side bar in *Organizational Culture Change* choose the *IPRO Staff Satisfaction Survey Analysis Tool* and save the Excel file to your computer. Enter the results from the surveys collected and the tool automatically calculates the results.

### **STEP 7. REVIEW RESULTS AND DETERMINE INITIAL ACTION STEPS**

Depending upon the results, improvement actions may involve actions by an individual or necessitate the development of a work team.

### **STEP 8. SHARE RESULTS WITH YOUR STAFF AND SOLICIT THEIR INVOLVEMENT IN THE ACTION PLAN**

It is important that staff members 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, or participation on work teams to revise specific policies).

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# Nursing Home Staff Survey

Facility Name: \_\_\_\_\_

Please use the following set of responses for all questions in sections 1 and 2:

- SD** Strongly Disagree
- D** Disagree
- N** Neutral
- A** Agree
- SA** Strongly Agree

**MARKING INSTRUCTIONS**

- Use a No. 2 pencil or a blue or black ink pen only.
- Do not use pens with ink that soaks through the paper.
- Make solid marks that fill the response completely.
- Make no stray marks on this form.

**CORRECT:** ●      **INCORRECT:** ✓ ✗ ○ ◐

## Section 1: Relationship and Communications within the Nursing Home

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



## Section 2: Teamwork and Leadership

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

## Section 3. Please take just a few more minutes and give us information about you.

### 1. Job title

- ① RN
- ② LPN/LVN
- ③ Other clinical provider (social worker, counselor)
- ④ CNA
- ⑤ Office/Administrative/Activities Staff
- ⑥ Janitorial/Kitchen/Groundskeeping Staff
- ⑦ Other, please specify \_\_\_\_\_

**Number of Years:** 1 = Less than 1 year    2 = 1 to 3 years    3 = More than 3 years

... 2. Employed in this facility. ①      ②      ③

... 3. You have worked with elderly residents/patients in facility settings. ①      ②      ③

### 4. Shift MOST OFTEN worked (mark only one):

- ① Days
- ② Evenings
- ③ Nights
- ④ 12-hr day
- ⑤ 12-hr night

**Thank you for participating in this survey!**