



Staff Satisfaction

Survey Tools

Advancing Excellence in America's Nursing Homes is a national campaign that began in September 2006. Our goal is to improve the quality of care and life for the 1.5 million people served by nursing homes in the United States. Nursing homes and their staff, along with residents and their families and consumers can join in this effort by working on the campaign goals that are designed to improve quality. We do this by providing tools and resources to help nursing homes achieve their quality improvement goals. To learn more about the campaign, visit www.nhqualitycampaign.org.

CORE DOMAINS OF THE STAFF SURVEY

| Letter | Domain |
|--------|--------------------------|
| A | Training |
| B | Supervision |
| C | Management |
| D | Work Environment/Culture |
| E | Self-Empowerment |
| F | Wages and Benefits |
| G | Etc. |

A SAMPLE OF SURVEY TOOLS – NON-PROPRIETARY SURVEYS*

| Survey Name | Author | Reliability | Domains | Methods of Admin | Additional Details |
|---|---|-------------|---------|---|--|
| Two dimensions of job satisfaction (intrinsic job satisfaction, extrinsic job satisfaction) *Appendix 1) -Intrinsic/Extrinsic job satisfaction | Lynch & Plant <i>Professional Psychology: Research and Practice</i> 2005 | .83 .87 | G | Survey (can be self administered by mail, drop-off box or online) | Items were asked on a 5 point Likert scale |
| Employee Opinion Survey 9 satisfaction facets + 1 overall satisfaction *Appendix 2 -47 field tested opinion items | Kavanaugh, Duffy, & Lilly <i>Management Research News</i> , 2006 | .60-.90 | C,E,D,F | Survey (can be self administered by mail, drop-off box, or online) | Items were asked on a 5 point Likert scale |
| Job Satisfaction Questionnaire (Celluci & Devries, 1978) : 5 factors & 16 questions *Appendix 3 Satisfaction with supervisors, co-workers, pay, promotion and work | Tsai & Huang <i>Journal of Business Ethics</i> 2008 | .39-.82 | C | Survey (can be self administered by mail, drop-off box or online) | Items were asked on a 5 point Likert scale |
| Swedish Satisfaction with Nursing Care and Work Assessment Scale (SNCW: Hallberg, Welander, & Axelsson, 1994) : 35 items *Appendix 4 | Brodaty, Draper, & Low <i>Journal of Advanced Nursing</i> 2003 | .857 | C | Survey (can be self administered by mail, drop-off box or online) | Items were asked on a 5 point Likert scale |

| | | | | | |
|---|---|---------|---|---|---|
| Job Description Index *Appendix 5 Original JDI domain *Appendix 6 lists job satisfaction instruments used in previous studies in long-term care settings | Castle, Degenholtz, & Rosen <i>BMC Health Services Research</i> 2006 | .81 | C | Survey (can be self administered by mail, drop-off box or online) | Items were asked on a 7 point Likert scale |
| HomeHealthcare Nurses' Job Satisfaction Scale (HHNJS) & Mueller and McCloskey Satisfaction Scale (MMSS) *Appendix 7 -Extrinsic/Intrinsic characteristics and job satisfaction scale | Ellenbecker & Byleckie <i>Journal of Advanced Nursing</i> 2005 | .64-.85 | | Survey (can be self administered by mail, drop-off box or online) | Items were asked on a 5 point Likert scale |
| Kiefer et al (2005) | Report of worker surveys available at http://aspe.hhs.gov/daltcp/reports/dcwguide.htm | | | | |

STAFF SURVEY TOOLS – PROPRIETARY*

| Survey Name | Organization and Contact Information | Reliability | Domains | Methods of Admin | Additional Details |
|------------------------------------|---|---|---------|------------------------|--|
| The Eden Warmth Survey – Employees | Eden Alternative Survey available for use by non-member facilities upon request Contact: registry@Edenalt.org Denise Hyde 512-557-1514 | Information not available as of 9/15/09 | D,C,E | Paper survey or online | <ul style="list-style-type: none"> Cost: Free for Eden Homes; \$1 per online survey for non-Eden Homes Survey is designed to measure the “climate” of a facility on a scale of “cold” to “warm”. “Cold” organizations are characterized by cynicism, pessimism, and stinginess, while “warm” organizations show optimism, trust, and generosity. |

| | | | | | |
|--|--|--|-------------------------------|---|---|
| | | | | | <ul style="list-style-type: none"> ▪ Total number of items =46 ▪ Response scale: 5 point Likert scale ▪ Consumer and family Warmth Surveys are also available |
| Gallup Consulting | Contact healthcare@gallup.com website https://www.gallup.com | specific to survey | A, B, C, D,E,F | Mode varies based on need. Outbound Phone, IVR phone and mail most common | <ul style="list-style-type: none"> ▪ Total number of items: varies – average is 20 items ▪ Completion time varies- Average 4 minutes ▪ Readability: specific to survey ▪ Response scale: not available as of 9/15/09 |
| Life Services Network Confidence Satisfaction Surveys | Website http://www.lsn.org Confidence Satisfaction program at www.confidence-surveys.com | Overall = 0.966 | A, C, D, E, F | Mail | <ul style="list-style-type: none"> ▪ Total number of items= 54 ▪ Completion time = 15 minutes ▪ Response scale: 5 point Likert ▪ Readability Flesch-Kincaid = 6.9 ▪ cost of the surveys varies as to whether or not the customer is an LSN member or an AAHSA member, or neither |
| MyInnerview Note: acquired by NRC but continues to use MyInnerview name | Web site: www.myinnerview.com | Overall = 0.55; 0.87 - 0.91 across 5 subscales | A, B, C, D, F plus additional | Mail/electronic | <ul style="list-style-type: none"> ▪ Total number of items =29 ▪ Average time is 15-30 minutes ▪ Readability: 6.5 |

| | | | | | |
|--|---|---|-------------|--|---|
| Developed by Vivian Tellis-Nayak and Leslie Grant Reference: Grant (2007) | | | domains | | <ul style="list-style-type: none"> ▪ Response scale: 4 point Likert |
| NRC Picker | Note: now uses MyInnerview nursing home surveys in the US | | | | |
| Press Ganey Employee Partnership Survey | www.pressganey.com | Overall =0.96; 0.75 – 0.94 across 5 subscales | B, D, G | Mail, phone, internet, hand out | <ul style="list-style-type: none"> ▪ Total number of items =45 ▪ Average time is 10 minutes ▪ Readability: between 7th and 8th grade ▪ Response scale: 4 point Likert |
| Vital Research Work Life Satisfaction and Engagement Survey | Contact: Harold N. Uman, PhD, hurman@vitalresearch.com, (888) 848-2511 Web site: www.vitalresearch.com | Overall= 0.96; 0.69- 0.93 across subscales | A, B, C, D, | Self Completion in Small Groups/Online | <ul style="list-style-type: none"> ▪ Total number of items =29 ▪ Average time is 20-30 minutes ▪ Readability: 7.7 ▪ Response scale: 4 point Likert |

**Contacts referenced in this document may no longer be valid*

References:

Grant, L. (2004) "A Person-centered Workplace: The Foundation for Person-centered Caregiving in Long Term Care," Journal of the American Medical Director Association 12 (1):3-13.

Kiefer, K. M., L. Harris-Kojetin, et al. (2005). Measuring Long-Term Care Work: A Guide to Selected Instruments to Examine Direct Care Worker Experiences and Outcomes, April, 2005. Washington, DC, Institute for the Future of Aging Services under contract #HHS-100-01-0025 with the U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, Office of Disability, Aging and Long-Term Care Policy and the U.S. Department of Labor: 116 pages (plus Appendices)

Appendices

*Appendix 1

Martin F. Lynch Jr., Robert W. Plant, (2005), Psychological Needs and Threat to Safety: Implications for Staff and Patients in a Psychiatric Hospital for Youth, *Professional Psychology: Research and Practice*, Vol. 36, No. 4, 415–425

- Intrinsic Job Satisfaction

1. Most days I find my job to be extremely satisfying.
2. I often wish I had a different job. (reverse scored)
3. I feel very positively about my job at [name of hospital].

- Extrinsic Job Satisfaction

1. I am satisfied with my current level of pay and benefits.
2. [Name of hospital] pays its employees fairly.
3. The salary I receive is adequate to the responsibilities I am expected to fulfill.

*Appendix 2

Joe Kavanaugh, Jo Ann Duffy, and Juliana Lilly, (2006), The relationship between job satisfaction and demographic variables for healthcare professionals, *Management Research News*, Vol. 29, No. 6, 304-325

| Scale | Item name | Items Definition |
|------------------------------------|---|---|
| My JOB | ENJOY JOBIMP INTEREST | I usually enjoy the type of work I do My job is important to the hospital's success The work I do is generally interesting |
| SAFETY | JOBSAFE SAFEPROB | Sufficient attention is given to job safety at this school Management attempts to eliminate safety hazards |
| COMPOSITE SATISFACTION | SATISFY OVERALL SATWRK QUALSTAT | Overall, I am generally satisfied with how the hospital is managed Overall, I am generally satisfied with my job at (the hospital) Overall, I am generally satisfied with my working conditions at (the hospital) Overall, I am generally satisfied with the quality of supervision I receive |
| FEELINGS ABOUT THE HOSPITAL | RECOM HR COND WELL MORALE FUTURE | If an acquaintance were to be looking for work, I would suggest applying at this hospital Human resource policies and practices here are good or better than at most hospital Physical working conditions (heat, light, dust, noise, clearness, etc) are generally satisfactory The hospital is generally well thought of by its employees Employee morale is generally good This hospital has a good future |
| SUPPORT FOR QUALITY | MGTSUP SERVICE PROF POLCLR FREEDOM | Management is generally supportive of the applicable work standards which govern my area Management usually places the delivery of quality professional services ahead of financial considerations With few exceptions, management decisions support professional standards for patient care The policies and procedures for quality patient care in the hospital are clear I have the freedom to make timely decisions in order to fulfill my job responsibilities |
| SUPERVISION | EXPECT SUGGEST ANSWER SUPJOB | I usually understand what is expected of me on the job My suggestions are usually given consideration My supervisor gives complete answers to questions or complaints My supervisor handles his or her job well |

| | | |
|----------------------------------|---|---|
| | ORGANIZE WORK FAVOR JOBS LISTEN BREAKS | The work here is pretty well organized My work responsibilities are generally clear Decisions of hospital supervisors are seldom affected by favoritism Job assignments are made fairly at the hospital Job problems are usually solved because supervisors listen and implement an adequate solution I am given an adequate break-in time or training for new job assignments |
| COMMUNICATIONS | BENEFITS INFORMED PAYROL CHANGE | I have a good understanding of employee benefits such as vacation, medical coverage, etc. The hospital keeps me informed about things that concern me and my job The hospital pay policy is well understood by employees here Management usually tells people in advance that changes are coming |
| WORKING RELATIONSHIPS | COOP SPIRIT COOPDPT | The members of my department are generally cooperative There is a good spirit of cooperation between employees and management Cooperation among the various departments in the hospital is good |
| QUALITY OF MANAGEMENT | RULEQUAL PROMISE WELLBE GRIPE | Hospital rules and policies are equally applied to all employees Promises made by hospital management are usually kept Management believes the well being of employees is important Complaints and problems are handled fairly here |
| PAY AND BENEFITS | PAY PROMOTE PAYFAIR BENGOOD | Pay here is about average or better when compared with wages at most local hospital Promotional opportunities here are good, compared with other hospitals this size The hospital policy on pay increases is administered fairly Benefits here are about average or better when compared to other hospitals |

***Appendix 3**

Ming-Tien Tsai, Chun-Chen Huang, (2008), The Relationship among Ethical Climate Types, Facets of Job Satisfaction, and the Three Components of Organizational Commitment: A Study of Nurses in Taiwan, *Journal of Business Ethics*, Vol. 80, 565-581

| Facets of job satisfaction | Cronbach's alpha |
|---|-------------------------|
| Satisfaction with supervisors | 0.8232 |
| The managers I work for back me up | |
| The managers I work for are "top notch" | |
| My superiors do not listen to me* | |
| My management does not treat me fairly* | |
| Satisfaction with co-workers | 0.8118 |
| I enjoy working with the people here | |
| I work with responsible people | |
| The people I work with do not give me enough support* | |
| When I ask people to do things, the job gets done | |
| Satisfaction with pay | 0.7411 |
| My hospital pays better than competitors | |
| My pay is adequate, considering the responsibilities I have | |
| My fringe benefits are generous | |
| Satisfaction with promotion | 0.6289 |
| I do not like the basis on which my hospital promotes people* | |
| Promotions are infrequent in my hospital* | |
| Satisfaction with work itself | 0.3961 |
| I would rather be doing another job* | |
| I get little sense of accomplishment from doing my job* | |
| My job is interesting | |

*Items are reverse coded

*Appendix 4

Brodaty, Henry, Draper, Brian, and Low, Lee-Fay, (2003), Nursing home staff attitudes towards residents with dementia: strain and satisfaction with work, *Journal of Advanced Nursing*, Vol. 44, No. 6, 583-590.

1. My duties at work are stimulating
2. My duties at work are varied
3. I am able to organize my working conditions so that I can work at a pace which is comfortable to me
4. I often find that I do not complete everything that I should in my job
5. My opinions are considered when changes are made at work
6. I worry that my own job situation will change because of changes to the organization
7. I am satisfied with the independence I have in my job
8. I am satisfied with the responsibility I have in my job
9. Our work organization is good
10. Our staff work well together
11. There is a friendly atmosphere at work
12. I often feel that I know too little about the patients'/residents' disease and treatment
13. I often feel that I know too little about the patients'/residents' personal background, habits and wishes
14. There are enough opportunities at work to discuss the psychological stress of the job
15. The patients/residents at work nearly always receive good care
16. The patients are given enough information about their disease
17. The patients/residents are given enough information before examinations and treatment
18. Newly admitted patients/residents are given enough information about the routine in the place where I work
19. Relatives are given enough information about care and treatment
20. It is important to try and enter into the way patients experience what happens to them
21. It is too much to expect that I can involve myself with every patient/residents
22. It is difficult to manage the job if you get too involved myself with the patients/residents
23. I seldom have time to try and understand what the patients/residents think about our care
24. It is boring to work with the same patients/residents every day
25. I enjoy my current work situation
26. I feel that I am developing a person from my work here
27. I feel that I am developing professionally from my work here
28. I often receive constructive (i.e. helpful) criticism about the work I do
30. My colleagues value what I do at work
31. My colleagues often ask me for information I can give about particular patients
32. We often discuss ways of improving the care we give (e.g. alternative care methods, setting care goals, changing the work routine)

*Appendix 5

Nicholas G Castle, Howard Degenholtz, and Jules Rosen, (2006), Determinants of staff job satisfaction of caregivers in two nursing homes in Pennsylvania, *BMC Health Services Research*, Vol. 6, No. 60, 1-11

Items (Original JDI domain)

Positively Worded Items:

After a day's work, I really feel like I have accomplished something (w)

Working for this Facility is like being part of a family (w)

I am paid fairly for the work I do (c)

Salary and wage increases are given to those who do a good job (c)

My pay is better than that for similar jobs in other nursing homes (c)

My chances for getting ahead in this facility are good (p)

The people I work with are stimulating (cw)

Negatively Worded Items:

I just hate to get up in the morning to go to work (w)

I am in a "dead end" job (p)

My opportunities for getting promoted in this facility are somewhat limited (p)

The people I work with are unpleasant (cw)

Management is quick to criticize poor performance (m)

Management is hard to please (m)

*Appendix 6

Nicholas G Castle, Howard Degenholtz, and Jules Rosen, (2006), Determinants of staff job satisfaction of caregivers in two nursing homes in Pennsylvania, *BMC Health Services Research*, Vol. 6, No. 60, 1-11

Table 1: Studies of job satisfaction in long-term care settings

| Author(s) | Job Satisfaction Instrument | Number of Items | Number of Responses options (Anchor used) | Job Satisfaction Domains | Sample Size and Setting | Analyses Used | Significant Findings |
|--------------------------------------|-----------------------------------|-----------------|---|---|---|--------------------------------------|--|
| Parsons and associates (2003) [3] | Modified from Herzberg (1966) | 35 | 5(strongly disagree-strongly agree) | Personal opportunity Supervision Benefits Coworker support Social rewards Task rewards | 550 NAs in 70 facilities in Louisiana | Ordinary Least Squares Regression | Most dissatisfied with pay, benefits, and recognition |
| Moyle and associates (2003) [39] | N/A | N/A | N/A | Workplace flexibility Team environment Optimal resident care | 27 RNs and NAs in one facility in Australia | Content analysis of focus group data | Satisfaction was linked to workplace flexibility, residents, team environment and better resident care |
| Chou, Boldy. & Lee (2002a, b) [7,19] | Measure of Job Satisfaction (MJS) | 22 | 5 (very dissatisfied-very satisfied) | Professional support Personal satisfaction Workload Training Team spirit/co-workers | Seventy facilities with 610 nursing home staff and 373 hostel care staff in Australia | Structural Equation Modeling | Job satisfaction is associated with Professional support |
| Will and Simmons (1999) [33] | Job Descriptive Index (JDI) | NG | NG | Work on present job Pay Opportunities for promotion Supervision Co-workers | 423 NAs in 29 nursing homes in Ohio | Means | Satisfied most with work and least with pay |

| | | | | | | | |
|--|----------------------------------|-----|--|---|---|-----------------------------------|--|
| | | | | Job in general | | | |
| Atchison (1998) [20] | Job Diagnostic Survey | 14 | 5 (extremely dissatisfied-extremely satisfied) | Satisfaction Job Security Coworkers Sense of accomplishment Helping other people Dissatisfaction Pay/benefits Potential for job growth Management Autonomy | 283 NAs in 24 nursing homes | Chi square | Job satisfaction lowest for security, growth/development, socialization, and challenges |
| Kiyak, Namazi, & Kahana (1997) [27] | Job Descriptive Index (JDI) | NG | NG | Work on present job Pay Opportunities for promotion Supervision Co-workers Job in general | 308 nursing home and community agency staff | Ordinary Least Squares Regression | Higher dissatisfaction associated with turnover |
| Gillies, Foreman, & Pettengill (1996) [22] | Index of Work Satisfaction (IWS) | 44 | 7 (not given) | Autonomy Interaction Agency policies Pay Professional status Task requirement | 44 nurse directors and nurse educators working in long-term care facilities | Repeated Measures ANOVA | Job satisfaction highest for interactions, autonomy, and professional status |
| Grieshaber, Parker, & Deering (1995) [1] | | | | Work environment Job content | Two nursing homes | | |
| Irvine & Evans (1995)+ [40] | N/A | N/A | N/A | Routinization Autonomy Feedback Role conflict Role ambiguity Work overload | Meta-analyses with combined sample size of 5,352 | Meta-analyses | Work content and work environment are more strongly associated with job satisfaction than economic variables |

| | | | | | | | |
|--------------------------------------|--|-----|---|--|--|----------------------------------|---|
| Coward and associated (1995) [29] | Modified Stamps and Piedmonte (1986) scale [IWS] | 18 | 5(strongly disagree-strongly agree) | Professional status Task requirement Autonomy Interaction with other nurses Pay | 281 RNs and LPNs from 26 nursing homes | Multivariate regression analysis | Five factors associated with job satisfaction (race, income, supervisor, initial intent to stay, current intent to leave) |
| Monahan & Carthy (1992) [41] | N/A | N/A | N/A | Attachment Gratification Demands Monetary needs Decision-making | 75 NAs at 7 nursing homes | Content analysis | Attachment most related to retention of NAs |
| Grau and associates (1991) [42] | Combined several scales | 44 | 5 different scales | Job process Attitudes toward administration Social atmosphere Job benefits Job tasks | 219 NAs in one nursing home | Hierarchical regression analysis | Social atmosphere and job benefits associated with institutional loyalty |
| Anderson, Aird, & Haslam (1991) [43] | NG | 12 | 5(strongly disagree-strongly agree) | None | 212 nursing staff in 6 nursing homes | Means | Nursing staff have high levels of satisfaction, but is associated with absenteeism |
| Humphris & Turner (1989) [44] | Porter (1962) scale | 13 | 6 (extremely satisfied-extremely unsatisfied) | Working conditions Emotional climate General | 84 nurses at a unit for the elderly severely mentally infirm | Chi square | Low satisfaction was associated with turnover from unit |
| Mullins and associates (1988) [45] | Job Satisfaction Survey (JSS) | 36 | NG | Pay Promotion Supervision Benefits Rewards/appreciation Working conditions Coworkers Nature of job Communication | Heads of departments (n=439) from 46 nursing homes | Regression analyses | Most satisfied when individual efforts are rewarded |

| | | | | | | | |
|---|------------------------------|----|--------------------------------------|---|---|---------------------------------|--|
| Deckard, Hicks & Rountree (1986) [46] | Job Diagnostic Survey (JDS) | NG | NG | Skill variety Task identity Task significance Autonomy Job feedback | 340 nurses from a nursing home chain | Means | Job satisfaction was similar to norms in other occupations |
| Waxman and associates (1984) [47] | Minnesota Satisfaction Scale | 20 | 5 (very dissatisfied-very satisfied) | Job Satisfaction Scale | 234 NAs in 7 facilities, uses 20 questions for overall job satisfaction score | Kendal's Rank Order Correlation | Positive association between job satisfaction and turnover |
| Berman et al. (1984) [2] | None | 19 | 4 (none-very much) | Job Knowledge, skill, and attitudes Autonomy Stress | 12 long-term care facilities and 432 RNs, LPNs, and NAs | ANOVA | Descriptive results provided |
| NA = Nurse Aide; RN = Registered Nurse; LPN = Licensed Practical Nurse | | | | | | | |
| + = This study is a meta-analysis, and does not include only long-term care studies | | | | | | | |
| NG = Not given; N/A = Not applicable | | | | | | | |

*Appendix 7

Ellenbecker, Carol H., Byleckie, James J., (2005), Home Healthcare Nurses' Job Satisfaction Scale: refinement and psychometric testing, *Journal of Advanced Nursing*, Vol. 52, No. 1, 70-78

Nine Home Healthcare Nurses Job Satisfaction Scale (HHNJS) subscales from the psychometric study

| Characteristics | Subscales | Number of items | α |
|---------------------------|--|-----------------|----------|
| Intrinsic characteristics | Autonomy and independence | 4 | 0.81 |
| | Professional growth | 5 | 0.76 |
| | Group cohesion, peers | 3 | 0.69 |
| | Group cohesion, physicians | 2 | 0.72 |
| | Characteristics of organization | 5 | 0.82 |
| | Intrinsic total | 19 | 0.87 |
| Extrinsic characteristics | Stress and work load | 3 | 0.64 |
| | Autonomy and flexibility in working scheduling | 2 | 0.65 |
| | Autonomy and control of work activities | 2 | 0.69 |
| | Salary and benefits and perception opportunities elsewhere | 4 | 0.65 |
| | Extrinsic total | 11 | 0.75 |
| | Job satisfaction total | 30 | 0.89 |

| Component items | |
|---|---|
| Satisfied with relationship with administration | My salary is satisfactory |
| Have the power to change | It would be difficult to find job |
| Opportunity to grow | Benefits package is not as good |
| Authority to adopt standards of care | Overwhelmed by all the work I have |
| Administration decision interfere | If I had more time I could do better |
| Patients satisfied with care | Able to cope with documentation |
| Have helped patients | Good amount of collegiality |
| Patients relationship are rewarding | Have peers I can rely on |
| Care adheres to professional standards | Open lines of communication with team |
| Independence is required in my job | Treated as a professional |
| Proud to talk of work | Physicians value my input |
| Work is important and worthwhile | More flexibility than others |
| Would recommend my job | Have control over scheduling my time |
| Would choose home care again | Frustrated because of programmed activities |
| Pay scale needs to be upgraded | Have little control over work |