Nursing Home Employee Satisfaction Survey

Implementation Guide

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Introduction to the Nursing Home Employee Satisfaction Survey

The employee satisfaction survey is a free, do-it-yourself, anonymous survey. It can help your nursing home identify the drivers of staff satisfaction and take action to make improvements.

To implement the survey, visit the CMPRP webpage to download these three tools:

- *Implementation Guide*: This step-by-step instruction guide provides guidance on how to successfully plan for and implement the survey. It also includes techniques and suggestions for encouraging staff participation, interpreting results and acting on what you learn from the survey.
- *Employee Satisfaction Survey*: A printable survey for employees to complete.
- *Data Collection and Analytics Tool*: A Microsoft Excel workbook to be used for compiling responses and analyzing survey results.

Why should I implement the employee satisfaction survey?

This survey will provide you with important insights about your work environment from the people who know it best—your employees. Implementing the survey will help you learn about staff priorities and identify opportunities for increasing employee satisfaction. Increased satisfaction contributes to higher performance and improves quality of care, quality of life and resident satisfaction.

Improving employee satisfaction positively impacts…

The Five-Star Quality Rating

- 31% of employees at five-star rated nursing homes rated their nursing home as an "excellent" place to work, compared to just 16% of employees at one-star nursing homes.

Retention

- A typical 100-bed nursing home that retains 50% of its RNs each year spends nearly $971,507 due to RN turnover alone.
- Nursing homes report a median turnover rate of 51.5% for certified nursing assistants.

Resident and Family Experience

- Nursing homes that report the highest levels of employee satisfaction also report higher family and resident satisfaction (when compared to nursing homes with lower employee satisfaction).

See References for data sources.

**What will I learn from using the employee satisfaction survey?**

The employee satisfaction survey covers five employee satisfaction topic areas and will help you understand where to concentrate efforts for improving employee experience and satisfaction.

Survey Topic Area	What I Will Learn
Job Satisfaction	What makes employees feel most valued and motivated to come to work
Team Building and Communication	How well individuals and teams work together to provide quality care and services to residents
Scheduling and Staffing	Employee opinions about schedules and workload
Training	If employees have adequate time, resources and opportunities for learning and professional development
Management and Leadership	Employee opinions of leaders' abilities to guide staff effectively and lead teams with trust and respect

How do I start assessing employee satisfaction?

Overview of the process for conducting the employee satisfaction survey

There are four steps to conduct the employee satisfaction survey: **initiate, implement, interpret,** and **improve.** We call these "the four I's." It is recommended that your nursing home follow "the four I's" and complete the survey at least every six months to one year. This will enable a continuous feedback loop, helping you monitor progress and identify any new problem areas in employee satisfaction. A video is also available on the CMPRP webpage that reviews each of the four steps.
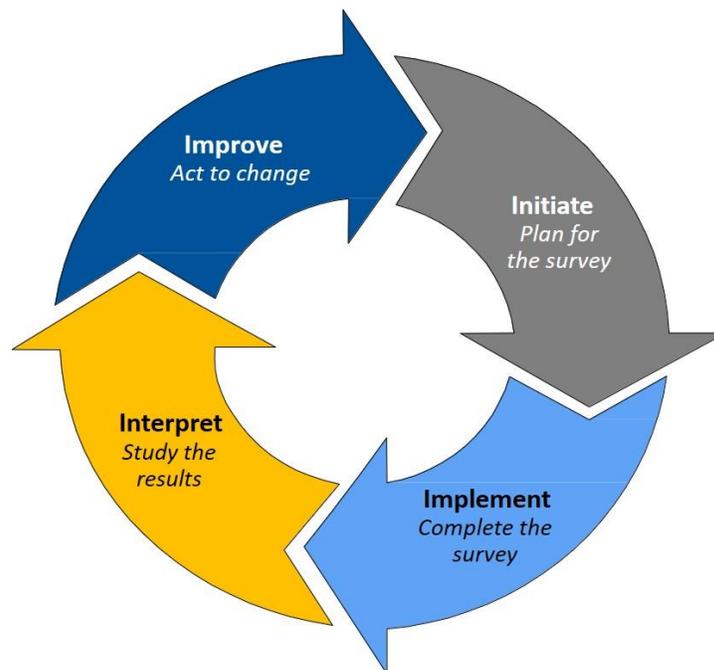
The following pages will walk you through each of "the four I's" and will illustrate the steps you should take to conduct the employee satisfaction survey.

Initiate: How do I prepare to use the employee satisfaction survey?

Before sharing the survey with your staff, review and carry out the steps below to prepare for survey implementation.
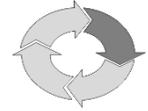
Who implements the employee satisfaction survey?

The **nursing home administrator and others on the leadership team** should be actively involved in planning for and assisting with the survey implementation process. However, successful implementation of the employee satisfaction survey will require delegating and putting together a **survey team.** The **survey team** carries out survey-related tasks, promotes participation and encourages honest feedback from staff.

The **nursing home administrator and others on the leadership team** provide support and resources to the **survey team**, including:

- Allocating financial resources for survey-related expenses and time for survey implementation
- Assisting in overcoming any barriers to survey implementation
- Committing to actively follow up and take action based on the survey results

Please review the table below, which provides a description of the survey team roles that are necessary to properly administer the survey.

Composition of Survey Team		
Role	**Survey Implementation Responsibilities**	**Suggested Abilities**
Survey Coordinator	- Leads the survey team and oversees the planning and implementation of the survey - Establishes and communicates guidelines for completing and submitting the surveys - Takes necessary steps to ensure the anonymity of the surveys - Responds to staff questions	- Informal leader who is a well-respected staff advocate - Has positive communication style and abilities - Has access to computers and printers
Survey Champion(s)	- Identifies and leads promotional activities to encourage staff participation - Communicates with staff, introducing the survey during staff meetings, as well as in small group and one-on-one discussions; sends letters/emails and posts flyers about the survey - Responds to staff questions	- Positively-focused employee influencer and informal leader - Able to effectively promote the survey's importance to employees through existing relationships
Data Entry Lead	- Gathers completed surveys from designated location(s) - Enters survey responses into the *Data Collection and Analytics Tool* - Maintains strict confidentiality of all survey information - Provides the nursing home leadership team with the survey results	- Basic Microsoft Excel proficiency - Well-organized and can work efficiently with limited supervision - Has a workspace in a private area and is committed to maintaining confidentiality

What else should I do to get ready for using the employee satisfaction survey?

Once the survey team is formed, follow the steps below to further prepare for survey implementation.

(1) Determine who will take the employee satisfaction survey. High levels of participation are beneficial to achieving the most representative survey results possible. To this end, the survey is designed to gauge employee satisfaction across all positions. As such, **full-time, part-time and PRN (as needed) employees in all departments and at all levels should be invited to complete the survey.**

Contracted employees (e.g., therapy, dining services, and housekeeping/laundry staff) can also be invited to complete the survey and should respond according to their experience working in your nursing home. While we do not recommend that **agency staff and other temporary workers** participate in the survey, it is up to the discretion of your nursing home. The **nursing home administrator** is also not expected to complete the survey, but should review and become familiar with the survey.

(2) Decide when to administer the survey. It is recommended that the survey be available to your employees for **two weeks**. Be sure to check the calendar and plan to circulate the survey during a time when most staff will be available. Participation rates can vary based on the timing of implementing the survey.

(3) Establish a process for printing and distributing the survey. The survey coordinator oversees printing and distributing the survey and will determine the best methods for completing these tasks.

(4) Ensure anonymity. Set up a safe and secure, accessible location for staff to anonymously submit their completed surveys. Consider using a locked drop-box to further ensure and promote the anonymous nature of the survey.

How do I encourage employees to participate in the employee satisfaction survey?

It is important to generate excitement for using the employee satisfaction survey. Announce the employee satisfaction survey widely so that all staff know that it is coming and feel encouraged to participate. Talk with staff directly (individually or in small groups) to explain the survey. Let staff know how important it is to share their views and that you value their opinions.

Tips for Success
Promote employee participation in the survey by: • Making announcements at **all-staff meetings and interdisciplinary team meetings**   • Posting eye-catching **flyers** or **posters** in breakrooms, by the time clock and in other high-traffic areas   • Communicating through **letters** or **emails** to staff   Ready-to-use *talking points*, a *poster*, and a *letter/email template* can be found in the Appendix of this guide.

What should my employees know before completing the survey?

Be sure your employees understand the following messages about the survey:
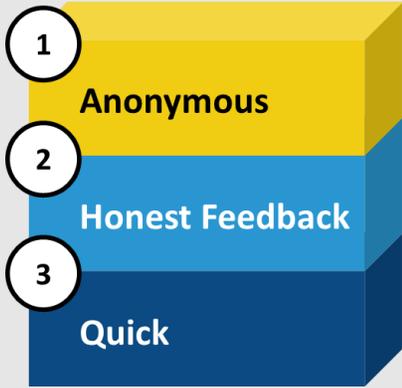
1 Anonymous

2 Honest Feedback

3 Quick

Reiterate to staff that the survey is <u>anonymous</u>. Employees should NOT write their names on the survey so that results can remain anonymous.

Encourage staff to provide honest feedback. The survey results are only useful when employees feel empowered to be truthful in their responses.

Assure employees that the survey should take approximately 10 minutes to complete. However, make sure to give staff additional time if needed.

Implement: How do I share the employee satisfaction survey with employees?

Once preparations are complete and employees have been informed, it is time to conduct the employee satisfaction survey. To do this, please follow the steps below.

(1) Distribute Survey. Consider passing out the survey at an all-staff meeting. Provide extra copies of the survey in common areas or near the secure drop-box in case people lose their first copy.

(2) Complete Survey. Remind employees that the survey should take approximately 10 minutes to complete, but that additional time will be given if needed. Make sure that staff are clearly instructed to submit completed surveys to the secure, designated location.

Tips for Success

- Make a checklist to ensure that all departments and shifts received information about and copies of the survey
- Consider distributing the survey with a blank envelope for employees to seal and submit their responses with an extra level of privacy
- Set a participation goal (for example, 50-70 percent response rate is considered a good response rate[5])
- Create a thermometer board to show progress towards the response goal and celebrate participation milestones
- Lead by example (for example, cover the floor for 10 minutes so that staff can complete the survey)

Interpret: How do I compile and begin to understand the survey results?

Implementing the employee satisfaction survey is the first step in improving the employee experience at your nursing home. Once completed surveys have been collected from the secure, designated location, it is time to use the *Data Collection and Analytics Tool* to enter data from the surveys and then analyze and interpret the results.

The *Data Collection and Analytics Tool* is a Microsoft Excel workbook, which the data entry lead will use to input the survey responses. The tool will help you successfully compile and interpret your nursing home's survey results. The tool can be found with the other employee satisfaction survey materials on the CMPRP webpage.

The tool allows you to compile responses and view results across multiple workbook tabs, as follows:

- **Instructions:** Provides instructions for using the *Data Collection and Analytics Tool*

- **Data Entry:** Allows for data to be entered from each survey into the tool

- **Results Overview:** Displays overall employee satisfaction score, as well as scores by each topic area

- **Highest and Lowest Scoring Questions:** Displays the questions with the highest and lowest scores overall and for each topic area

- **Results by Question:** Displays the average employee satisfaction score for each survey question

- **Comments:** Compiles the comments provided by survey takers into an organized list

Additional instructions for using the *Data Collection and Analytics Tool* are embedded within the tool itself and in an instructional video that is available on the CMPRP webpage.

Tips for Success
- Be sure to download and save a new version of the *Data Collection and Analytics Tool* every time your nursing home administers the survey.   - Consider methods for disposing completed employee satisfaction surveys after the data is entered. Given the importance of maintaining anonymity, consider discarding the surveys as you would other sensitive information.

Understanding my nursing home's results

Once the data entry lead finalizes data entry and survey results are displayed in the *Data Collection and Analytics Tool*, the survey team should give the digital Microsoft Excel file to the nursing home's leadership team. The reports within the *Data Collection and Analytics Tool* can be easily printed to facilitate discussion and review.

The *Data Collection and Analytics Tool* averages staff responses and displays results numerically and according to a high/medium/low range. Numerically, you will see your results on a scale from 1 to 5, where 1 represents an average response of *Strongly Disagree* and 5 represents an average response of *Strongly Agree.* Your nursing home's average responses are also clustered into ranges—high,

medium and low—to further highlight your strengths and identify areas for improvement. The table to the right displays the scores and corresponding ranges.

Characterization	Score
High	4.0 - 5.0
Medium	2.0 - 3.9
Low	1.0 - 1.9

When reviewing your results, you may be most concerned with topic areas or questions that received lower scores. There can be many reasons for low scores; potential reasons for low satisfaction results (across the five topic areas) are discussed below. This is NOT an exhaustive list, but you can use these as a starting point for understanding the root causes and drivers of satisfaction or dissatisfaction in your nursing home. Make sure to review areas in which you scored within medium and high ranges as well.

Topic Area	What Low Responses Might Mean
Job Satisfaction	• Staff want to be recognized more regularly for their work • Staff feel that the work environment is unsafe or negative • Pay and/or benefits may not be competitive for the skillset and/or local area
Team Building and Communication	• Staff have limited opportunities to participate in team-building activities • Insufficient emphasis on the value and impact of employees on the nursing home and its residents • Poor communication practices are common between staff within and across inter-disciplinary teams
Staffing and Scheduling	• Staff are at risk of burning out • Scheduling policies and procedures are not transparent and may need to be updated • Staff would like more input into setting schedules
Training	• Training sessions offered do not reflect the nursing home's challenges • In-service opportunities are not held at ideal times or with ideal frequency • Staff do not feel the nursing home is invested in their growth
Management and Leadership	• Leadership does not know their staff well • Staff do not feel empowered

Think through your results in the context of your nursing home's environment as you prepare to take tailored action.

Improve: How do I start identifying and acting on areas for improvement?

After you have reviewed and analyzed your survey results, you will be ready to prioritize and address your improvement areas. It is crucial that you take the input received through the survey and translate it into action to improve employee satisfaction. Staff need to see that changes are implemented as a result of using the survey. If you do not make changes in a timely manner, staff are likely to grow more dissatisfied and may be unwilling to participate in future surveys.

To begin taking action, consider following the steps below:

Step	What I Can Do
Share Survey Results	• Engage the survey team to help share the results • Share the results during staff meetings • Draft a letter/email to staff thanking them for their participation and sharing the survey results (see Appendix 4 for a written communications template)
Get Ready for Change	• Identify and empower a change team to lead improvements • Develop a vision to guide the needed improvements
Strategize for Change	• Prioritize topic areas for improvement • Complete root cause analysis (with staff) to isolate the issues that are leading to low satisfaction
Execute Changes	• Develop improvement goals • Identify and implement actions to address goals, including quick wins that are both lower-cost and lower-effort to implement • Communicate with staff to receive feedback and obtain additional input
Monitor Progress	• Review the effectiveness of changes made and evaluate progress • Regularly share progress with staff to continue to generate buy-in, seek ongoing feedback, and maintain momentum
Repeat the Cycle	• Administer the employee satisfaction survey again to identify trends and assess the impact of interventions

Additional Resources

Check out the CMPRP webpage (http://go.cms.gov/2Ilx295) for additional free resources and information to help you make improvements in your nursing home.

Introduction to Appendices 1-4

The following appendices contain tools and templates to help you encourage participation in the **employee satisfaction survey**. The information below provides an overview of each appendix and tips for using the materials. Please feel free to print and copy these materials, inserting specific dates and other details as needed, to help share information about the survey.

Appendix 1: Survey Talking Points

Use these talking points to help spread the word to staff and encourage them to participate in the *Nursing Home Employee Satisfaction Survey*. The talking points will help you introduce the survey to employees and answer staff questions.

Appendix 2: Poster Announcing the Employee Satisfaction Survey

This poster can help you tell staff about the employee satisfaction survey. You can print the poster in color to draw attention to it. Be strategic about where you display your printed posters. Consider posting in high-traffic common areas, such as the breakroom, nurses' station and by the time clock.

Please note: There are blank spaces in the lower part of the poster; these should be used to fill in the dates of your survey. You can enter the survey dates directly into the template before printing, or you can write in the dates after you print.

Appendix 3: Letter/Email Template for Announcing the Employee Satisfaction Survey

This letter or email template can be used to help you advertise the employee satisfaction survey to staff. For those with email accounts, consider sharing it by email. For broader distribution, consider handing it out to staff or posting it in prominent places around the nursing home.

Appendix 4: Letter/Email Template for Sharing Employee Satisfaction Survey Results

This letter or email template can help you share the results of the employee satisfaction survey with staff and start building excitement for improvement efforts. For those with email accounts, consider sharing by email. For broader distribution, consider handing it out to staff or posting it in prominent places around the nursing home. You can also use this template to help you present the survey results at all-staff meetings.

Appendix 1: Survey Talking Points

- This Nursing Home Employee Satisfaction Survey can help us understand the nursing home staff's satisfaction and identify key opportunities for improvement.
- The employee satisfaction survey is anonymous.
- Completing the survey is an opportunity for your voice to be heard.
- Completing this survey can help us understand your opinions on:
  - Job Satisfaction
  - Team Building and Communication
  - Scheduling and Staffing
  - Training
  - Management and Leadership
- The employee satisfaction survey should take **about 10 minutes to complete**. However, staff will have additional time to complete the survey if needed.
- The survey will be available from *[MM/DD/YYYY]* to *[MM/DD/YYYY]*. Surveys can be completed any time during this period.
- The overall survey results will be shared, so you will have an opportunity to learn how others feel.
- Understanding the survey results will help us identify ways that we can change and improve.
- Full-time, part-time and PRN (as needed) employees in all departments and at all levels are invited to complete the survey.
- Contracted employees are invited to complete the survey as well. Some contractors working in our nursing home might include: therapy, dining services, or housekeeping/laundry staff. If you are a contracted employee, we ask that you focus survey responses on your experience working in this nursing home.

Appendix 2: Poster Announcing the Employee Satisfaction Survey

A preview of the poster is included below. To print, go to the next page to view the full-size poster.
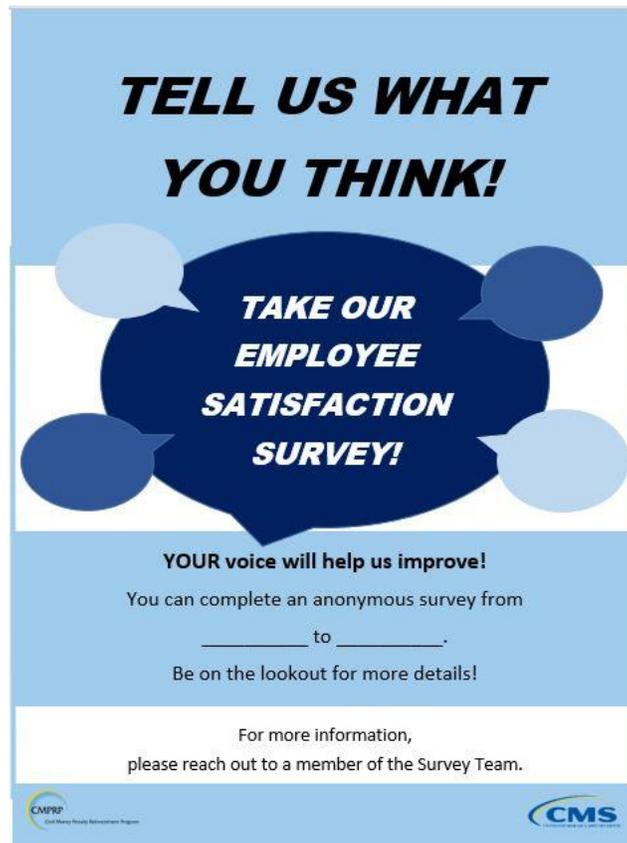
The poster says: Tell us what you think! Take our employee satisfaction survey! Your voice will help us improve! You can complete an anonymous survey from (date) to (date). Be on the lookout for more details! For more information, please reach out to a member of the Survey Team.

TELL US WHAT YOU THINK!

TAKE OUR EMPLOYEE SATISFACTION SURVEY!

YOUR voice will help us improve!

You can complete an anonymous survey from

_____ to _____.

Be on the lookout for more details!

For more information,
please reach out to a member of the Survey Team.

CMPRP
Civil Money Penalty Reinvestment Program

CMS
CENTERS FOR MEDICARE & MEDICAID SERVICES

Appendix 3: Letter/Email Template for Announcing the Employee Satisfaction Survey

Hello Team!

We have an exciting initiative to share. We are launching a ***Nursing Home Employee Satisfaction Survey*** to help us understand staff needs and concerns and to improve our work environment.

The employee satisfaction survey is **anonymous** and will ask for your opinions about job satisfaction, team building and communication, scheduling and staffing, training, and management and leadership. The survey should take **about 10 minutes to complete**, but additional time will be provided if needed.

You can take the survey any time from ***[MM/DD/YYYY]*** to ***[MM/DD/YYYY].*** To make your voice heard, fill out the survey and return your completed survey to the secure, designated location. Remember, do NOT put your name on the survey.

It is important that you participate in this survey and answer honestly. Your responses will help us make changes to improve our work environment so that we can better support each other and provide the most outstanding care possible.

You will receive the survey and more information about how to complete it. If you have any questions, please reach out to a member of the survey team.

Thank you in advance for your participation, as we strive to be the nursing home of choice for our residents, families and one another.

Appendix 4: Letter/Email Template for Sharing Employee Satisfaction Survey Results

Hello Team!

Thank you for participating in our *Nursing Home Employee Satisfaction Survey*! We are pleased that so many of you took the time to provide feedback. We have compiled the survey results, and the average scores for each topic area are in the table below.

Topic Area	Average Score
Job Satisfaction	
Team Building and Communication	
Scheduling and Staffing	
Training	
Management and Leadership	

We are pleased to see that our nursing home performed well in ***[INSERT TOPIC AREA(S)].***

However, these results indicate that our facility has room to grow in ***[INSERT TOPIC AREA(S)]***.

We are grateful that you brought these opportunities for improvement to our attention. In addition to our mission to provide quality care for our residents, it is our priority to build an environment where our employees feel safe, supported, and recognized for your valuable contributions to our nursing home's mission.

Our next steps are to work with you to address areas of concern and improve together. We encourage you to express your interest in joining these improvement efforts.

If you have questions or concerns about this information, please reach out to a member of the survey team.

Thank you again for your feedback. We heard you, and we are taking action!

Frequently Asked Questions (FAQ)

(1) What percentage of my staff should participate in the employee satisfaction survey?

Nursing homes are encouraged to maximize participation and aim for at least a 50-70 percent participation rate.

(2) Who should I contact if I have a question about or experience a problem with any of the materials, including, but not limited to, the survey or the *Data Collection and Analytics Tool*?

If you experience any problems, or if you have questions or suggestions for improving the materials, please email CMP-info@cms.hhs.gov. You can expect a response within three business days.

(3) What should I do if I do not have someone to fulfill a role on the survey team?

The exact number of staff involved in the survey team is up to your nursing home's discretion. In some nursing homes, it may be appropriate to combine or divide roles and responsibilities in different ways.

(4) Do I need to share the employee satisfaction survey results with CMS and surveyors?

No, you do not need to share the employee satisfaction survey results with CMS and surveyors. The employee satisfaction survey results are intended to help your nursing home assess employee satisfaction, identify opportunities for change and ultimately drive improvement in the quality of care and quality of life for your residents.

(5) Will participating in this survey contribute to my five-star quality rating?

Implementing this survey will not directly contribute to your star-rating. However, use of this survey can help your nursing home work toward making improvements in areas measured by the Five-Star Quality Rating System.

(6) How is the employee satisfaction survey relevant to the Requirements of Participation (RoP) and Facility Assessment?

The employee satisfaction survey is not part of the RoP, nor is it part of the Facility Assessment. CMS does not require the *Nursing Home Employee Satisfaction Survey* to be implemented. The employee satisfaction survey is voluntary; it is designed to help you assess your facility's strengths and opportunities for improvement.

(7) What is the Civil Money Penalty Reinvestment Program (CMPRP)?

CMPRP is a three-year effort to aid improvements in quality of care and quality of life for nursing home residents. The program aims to reduce adverse events, improve dementia care, and strengthen sufficiency, competency and performance of nursing home staffing to improve quality of life and quality of care.

(8) If I participate in this survey, will penalty monies be returned?

No, you will not receive any money you paid as a Civil Money Penalty by implementing the *Nursing Home Employee Satisfaction Survey*. However, implementing the survey will allow you to identify opportunities to improve nursing home performance, which may help you avoid future penalties.

Acknowledgements

The CMPRP team would like to thank the following associations, individual subject matter experts, and nursing homes for contributing to the development of the *Nursing Home Employee Satisfaction Survey*.

American Association of Nurse Assessment Coordination (AANAC) (www.aanac.org)

American College of Health Care Administrators (ACHCA) (www.achca.org)

American Health Care Association (AHCA) (www.ahcancal.org)

Avante Leesburg (www.avantecenters.com/locations/location-detail/location/Avante-at-Leesburg)

Avante Mount Dora (www.avantecenters.com/locations/location-detail/location/Avante-at-Mount-Dora)

BayWoods of Annapolis (www.baywoodsofannapolis.com)

Central Baptist Village (www.cbvillage.org)

Barbara Frank, MPA, B&F Consulting

Society for Post-Acute and Long-Term Care Medicine (AMDA) (www.paltc.org)

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