

MISSOURI

2012

EXECUTIVE SUMMARY

Prepared by



This report provides information needed to initiate quality improvement efforts, track referral sources, improve staff recruitment and retention, and evaluate outcomes of previous initiatives.

Includes:

EMPLOYEE SATISFACTION

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EMPLOYEE SATISFACTION

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SKILLED NURSING EMPLOYEE SATISFACTION SURVEY REFERENCE

MISSOURI

FOREWORD

This Executive Summary Report presents aggregate measures of employee satisfaction in a representative sample of Missouri nursing facilities surveyed by OCS/My InnerView during 2012. These results constitute an initial baseline of information from the first voluntary statewide survey of its kind, and will serve as a guide to nursing home managers for enhancing the workplace environment and culture, as well as a reference point for future assessments of the experience of individuals served by the state's nursing facilities. This report is a sequel to a corresponding survey of satisfaction levels among nursing home residents and their family members conducted in 2011.

This initiative was made possible by a grant from the Missouri Department of Health and Senior Services to the University of Missouri Sinclair School of Nursing. OCS/My InnerView administered the surveys through a collaborative arrangement with the Sinclair School and with support and cooperation from the Missouri Health Care Association.

OCS/My InnerView (MIV), a division of National Research Corporation (NASD: NRCI), is the nation's largest provider of performance measurement and benchmarking in the senior services sector. MIV currently conducts regular customer and staff satisfaction surveys in nearly half of the nation's 16,000 long term care facilities, and possesses the largest private database of nursing home performance in existence. These surveys and other MIV evidence-based improvement tools and programs are designed to assist service providers, government policy makers, and consumers in their joint efforts to enhance the quality and value available to the growing number of Americans who need reliable and affordable health and supportive services in nursing homes and other residential settings.

2012 Employee Satisfaction Survey Participation—Missouri Nursing Facilities

# Facilities participating	% of Missouri nursing facilities	# Survey respondents	Response rate	MIV average national response rate*
141	27%	5,013	39%	60%

*previous 12 months

DISTRIBUTION: Each participating facility provided MIV with a count of its full-time and part-time employees. For the majority of facilities, packets containing the employee survey and postage-paid envelopes were distributed at each participating facility to its current staff members. Other facilities chose to mail the surveys directly to employees. The survey process was designed to communicate and ensure that response was voluntary, anonymous and confidential.

QUALITY ASSURANCE: Responses are electronically compiled into a database, analyzed for integrity, and subjected to a variety of statistical analyses.

RESULTS: Each participating facility and provider organization has access to its own satisfaction survey results on MIV's web site. The results provide benchmark information enabling the facility to compare its performance to the average performance of all participating Missouri facilities and to MIV's nationwide database. For provider organizations and individual facilities, MIV provides a Priority Action Agenda which highlights from the satisfaction surveys those areas of performance that represent priority opportunities for quality improvement. A comparable Priority Action Agenda is included with this report based on the aggregate satisfaction survey results for all participating Missouri facilities for each type of survey conducted.

The surveys included 21 items grouped in five topical domains: (1) Overall ("Global") Satisfaction, (2) Training, (3) Work Environment, (4) Supervision and (5) Management. In addition, the surveys gather pertinent information about the respondents themselves, enabling satisfaction levels to be measured not only for the facility's staff as a whole, but also by job categories, work tenure, age and other demographic characteristics.

KEY FINDINGS

- In general, levels of staff satisfaction measured by the Missouri surveys conformed very closely to national norms recorded in thousand of nursing homes across the United States by My InnerView during a comparable time period.
- Sixty-eight percent (68%) of the employee respondents gave their facility an overall satisfaction rating of either "excellent" or "good", while 68% also rated as excellent or good their willingness to recommend the facility to others as a place to work.
- Seventy-six percent (76%) of respondents rated as excellent or good their willingness to recommend their facility to others as a place to receive care.
- This report also displays weighted average scores that account for all responses, whether excellent, good, fair, or poor, on a scale of 100. The Missouri average scores equaled or slightly exceeded the MIV national comparative scores on 13 of the 21 items comprising the survey instrument.
- Employee satisfaction levels were highest among facility administrators, directors of nursing, and other administrative nurses. The lowest levels of satisfaction were found among nursing assistants, a consequential datum since nursing assistants are the largest occupational group working in nursing homes and have the most frequent direct contact with nursing home residents.

- Response rates to the 2012 Missouri survey were appreciably lower than historical and recent MIV national averages, but comprised a sufficient sample size from which to draw meaningful conclusions. Relatively low response rates are common in a context where many facilities are having their first experience with the use of employee satisfaction surveys. Thus response rates are likely to improve in future surveys.

Respondent Identification of Primary Strengths and Weaknesses of Facilities

This report includes information on areas of performance by nursing facilities identified by employees as strengths or as areas where improvement is desired. MIV assigns each item of the satisfaction survey to a quadrant of primary and secondary strengths and opportunities for improvement, based on a combination of actual ratings on each survey item and the relative impact the item exerts on the respondent's willingness to recommend a facility to someone else as a place to work or to receive care.

The Missouri results reveal that employees gave facilities high marks on fairness of evaluations, on the care, concern and communication from their direct supervisors, and on the safety of their workplace.

Employees cited the following primary areas as opportunities for improvement -- assistance with job stress, attentiveness of management, care and concern of management, and the quality of resident-related training. Also, and somewhat ironically, though supervisors were seen as being concerned and caring for those under them, they were not judged to be showing or expressing overt appreciation for the work done by the same employees on a consistent basis.

Conclusion

Missouri nursing facilities exhibit performance patterns, as perceived by their workers, which are characteristic of facilities nationwide. Multi-year data on employee satisfaction in nursing homes in recent years support the conclusion that facilities tend to respond constructively to regular feedback from their employees, as well as from their residents and involved family members. It is also well established that employee satisfaction is a strong predictor of resident and family satisfaction, and is also significantly correlated to staff stability and turnover. Leadership and staff success in a team effort to improve quality of care, quality of life, and quality of service for their residents is fundamentally dependent on creating a strong and cohesive workplace culture. Periodic surveys of staff satisfaction and engagement serve as barometers of much more than those surveys nominally measure, providing a window to the overall organizational culture and valuable clues to improving it.

EMPLOYEE SATISFACTION

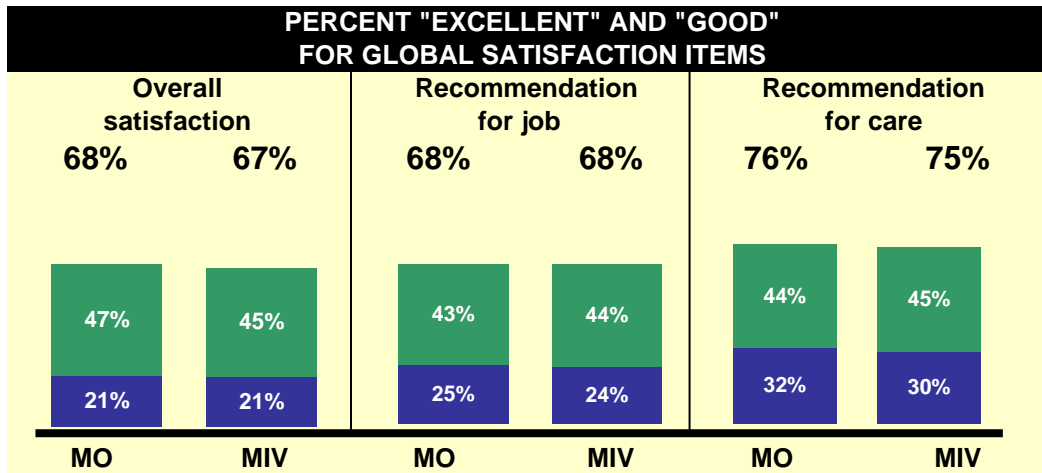
	2012	2011	2010
RESPONSE RATE	39%	74%	67%
FACILITIES SURVEYED	141	18	48
SURVEYS RECEIVED	5,013	1,833	3,463



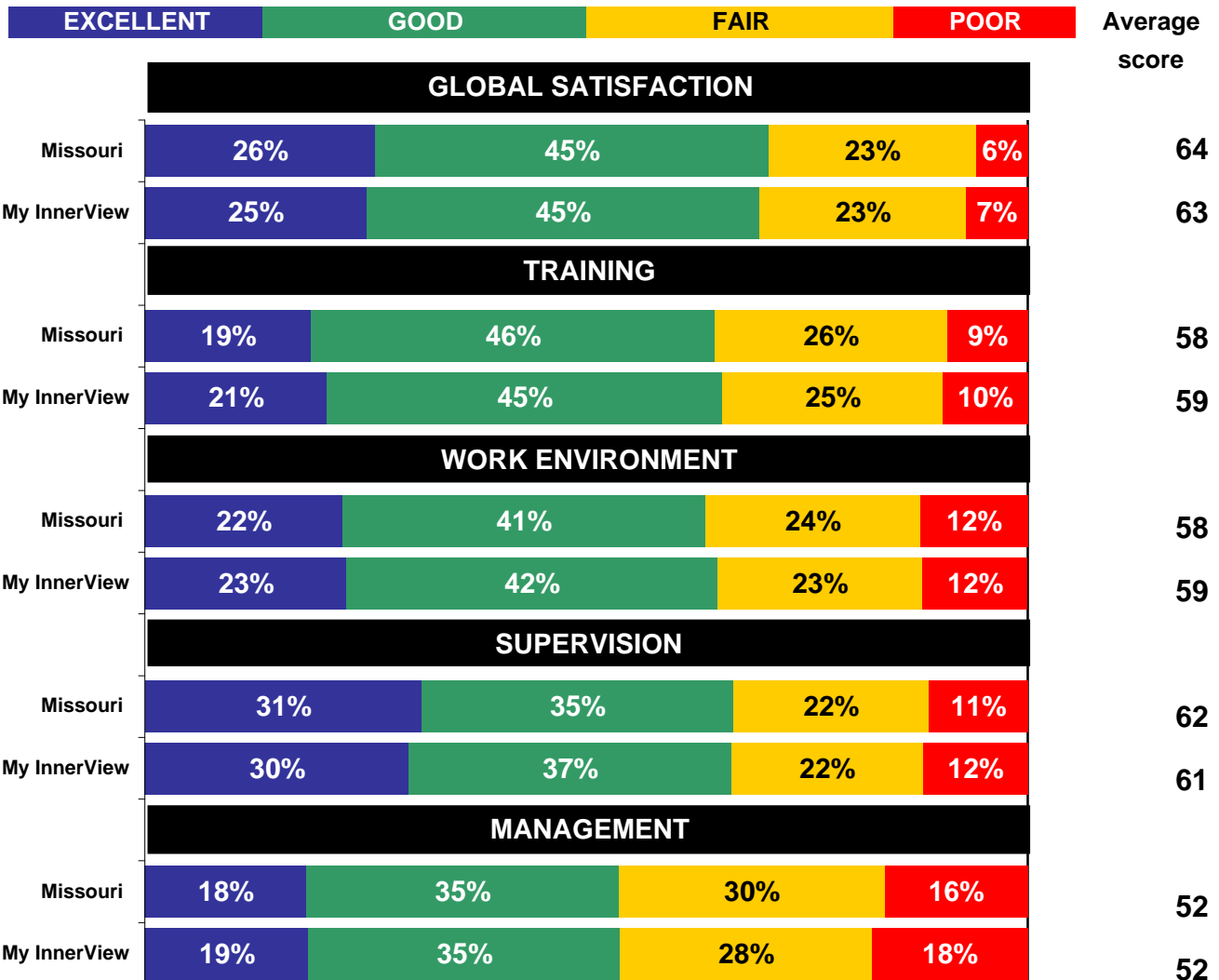
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EMPLOYEE SATISFACTION

GLOBAL SATISFACTION AND RATINGS BY DOMAIN FOR 2012



(The total percentage listed may be higher or lower than individual rating totals due to rounding.)



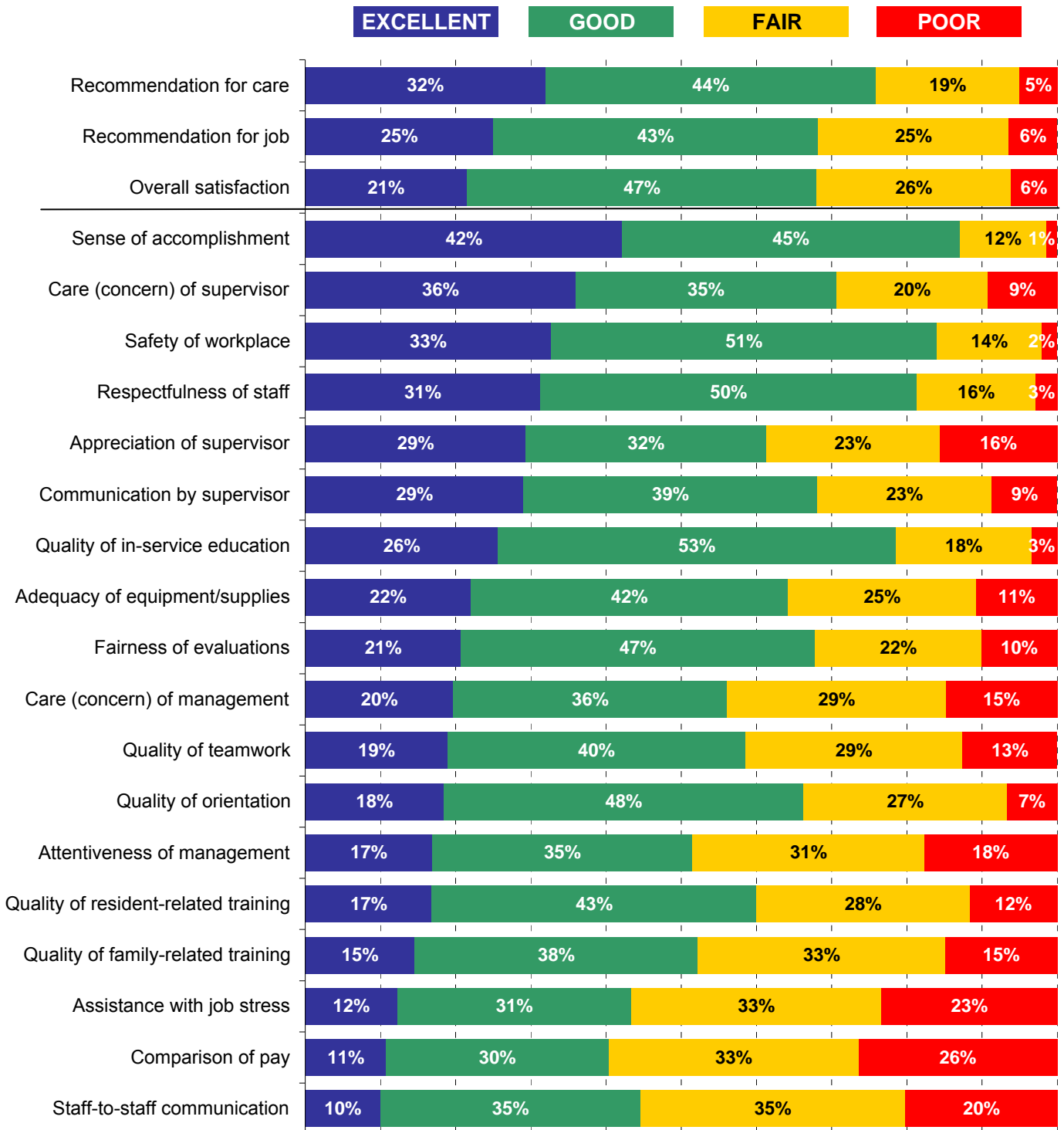
(May not total 100% due to rounding.)

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EMPLOYEE SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2012

2



Items are ranked from highest to lowest on the percent of responses rated "Excellent." The percentages reflect averages across facilities. (May not total 100% due to rounding.) See chart 4 for comparison to prior years.

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EMPLOYEE SATISFACTION

QUADRANT ANALYSIS: STRENGTHS AND OPPORTUNITIES

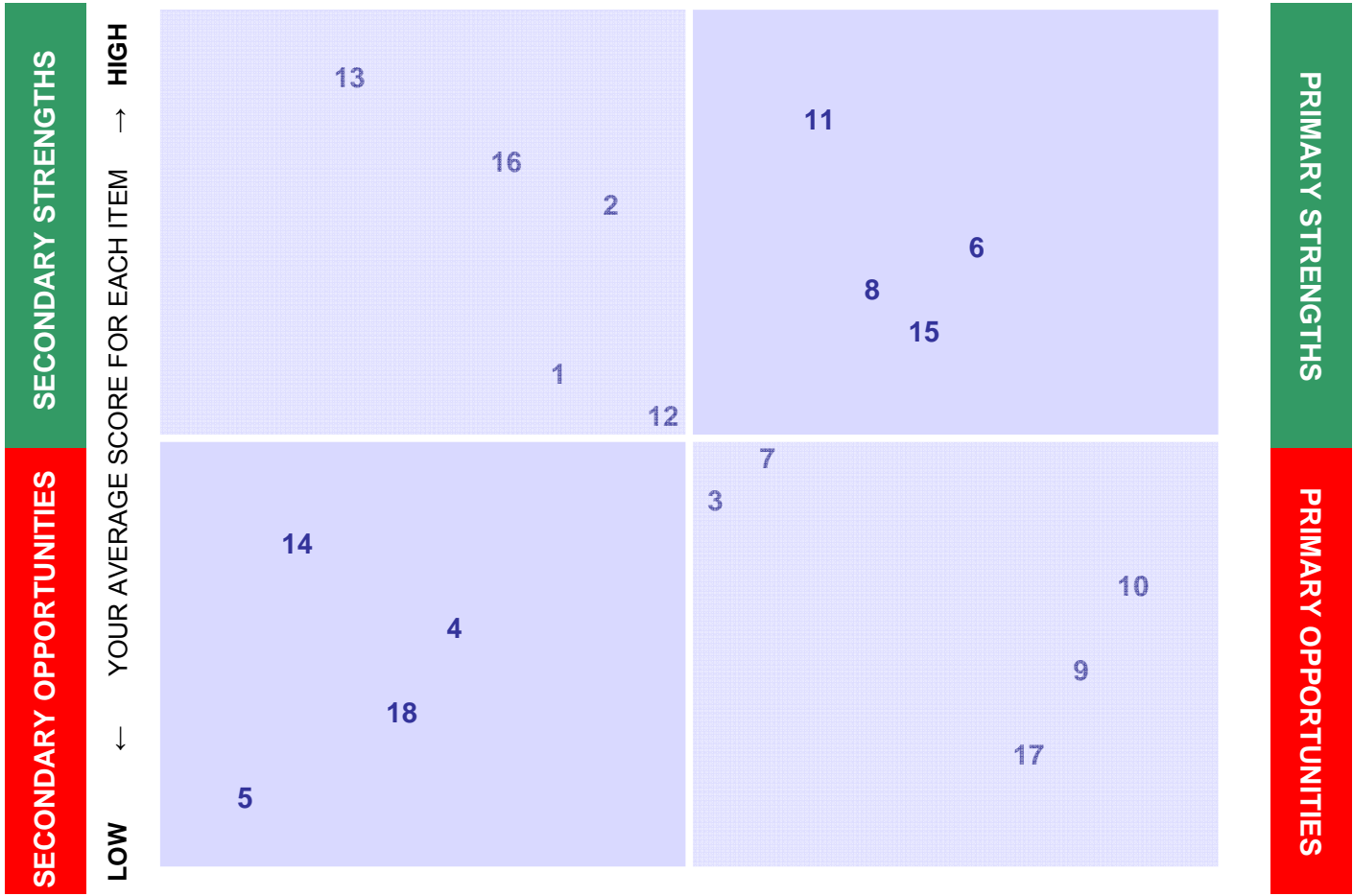
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A

Quadrant A shows items of *lower* importance to "Recommendation" with a *higher* average score

Quadrant B shows items of *higher* importance to "Recommendation" with a *higher* average score

B



C

LOW ← IMPORTANCE TO RECOMMEND FOR JOB → **HIGH**

D

Quadrant C shows items of *lower* importance to "Recommendation" with a *lower* average score

Quadrant D shows items of *higher* importance to "Recommendation" with a *lower* average score

The quadrant analysis plots the percentile rank of the average score on the satisfaction items against the percentile rank of the average "importance" score of each item and the question **What is your recommendation of this facility as a place to work?** Items in the lower right quadrant are those that are most important to "Recommendation" but received the lowest scores.

See actual satisfaction items and report labels at end of section

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SECONDARY STRENGTHS

Items with average scores above the midline but not as important to "Recommendation"

- 12 Adequacy of equipment/supplies
- 1 Quality of orientation
- 2 Quality of in-service education
- 16 Respectfulness of staff
- 13 Sense of accomplishment



PRIMARY STRENGTHS

Items with average scores above the midline and more important to "Recommendation"

- 15 Fairness of evaluations
- 6 Care (concern) of supervisor
- 8 Communication by supervisor
- 11 Safety of workplace



SECONDARY OPPORTUNITIES

Items with average scores below the midline but not as important to "Recommendation"

- 18 Staff-to-staff communication
- 4 Quality of family-related training
- 5 Comparison of pay
- 14 Quality of teamwork



PRIMARY OPPORTUNITIES

Items with average scores below the midline and more important to "Recommendation"

These are areas that represent a good opportunity for improvement.

PRIORITY ACTION AGENDA™

The top FIVE items in Quadrant D (*Primary Opportunities*) comprise your Priority Action Agenda and provide a focus for improving willingness to recommend this facility as a place to work.

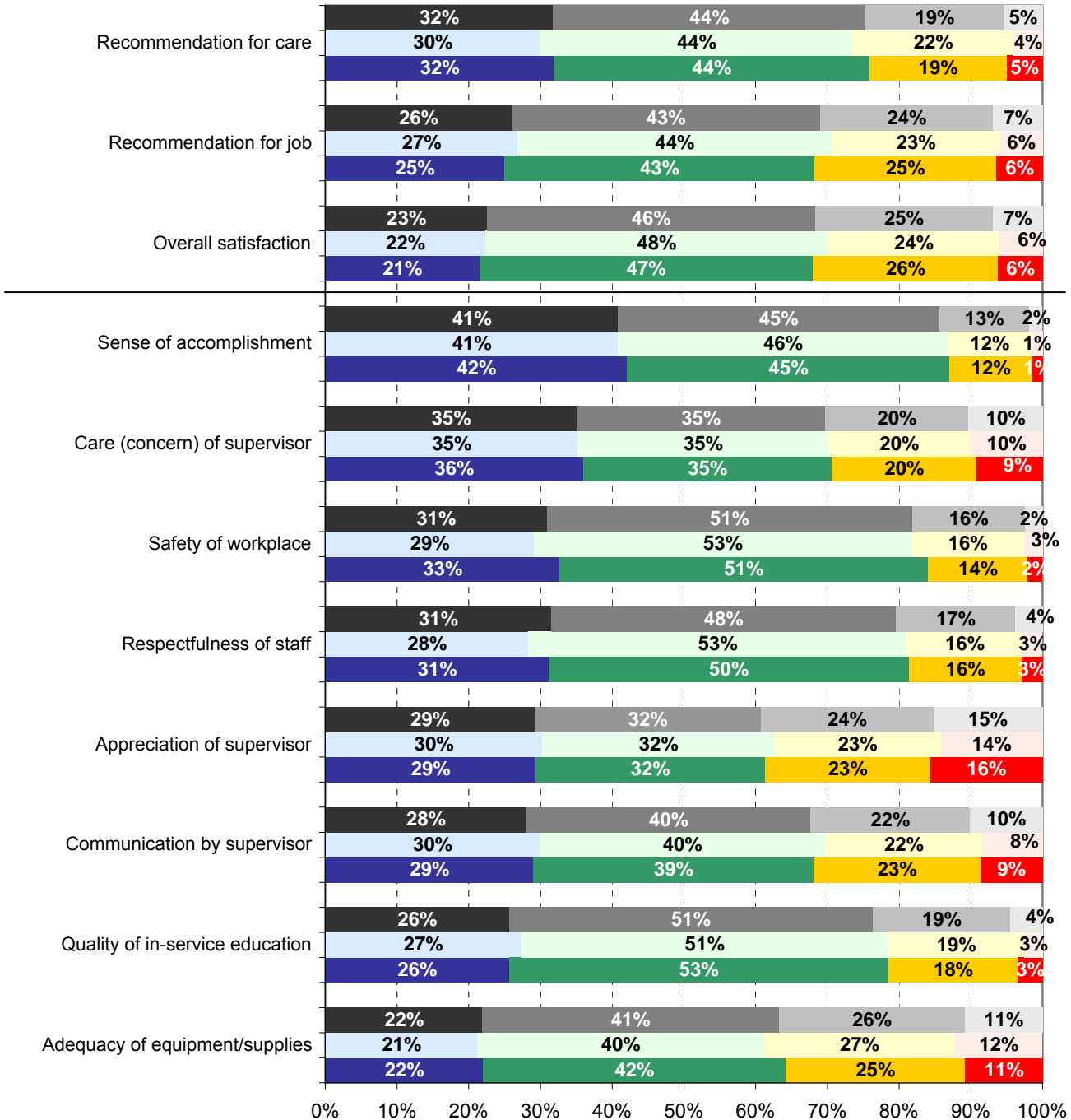
If Quadrant D has less than five items, the Priority Action Agenda will list only those items in the quadrant.

- 17 Assistance with job stress**
- 9 Attentiveness of management**
- 10 Care (concern) of management**
- 3 Quality of resident-related training**
- 7 Appreciation of supervisor**

EMPLOYEE SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2010, 2011 AND 2012

2010	EXCELLENT	GOOD	FAIR	POOR
2011	EXCELLENT	GOOD	FAIR	POOR
2012	EXCELLENT	GOOD	FAIR	POOR



Items are ranked from highest to lowest on the percent of responses rated "Excellent" for the most recent year. (May not total 100% due to rounding.)

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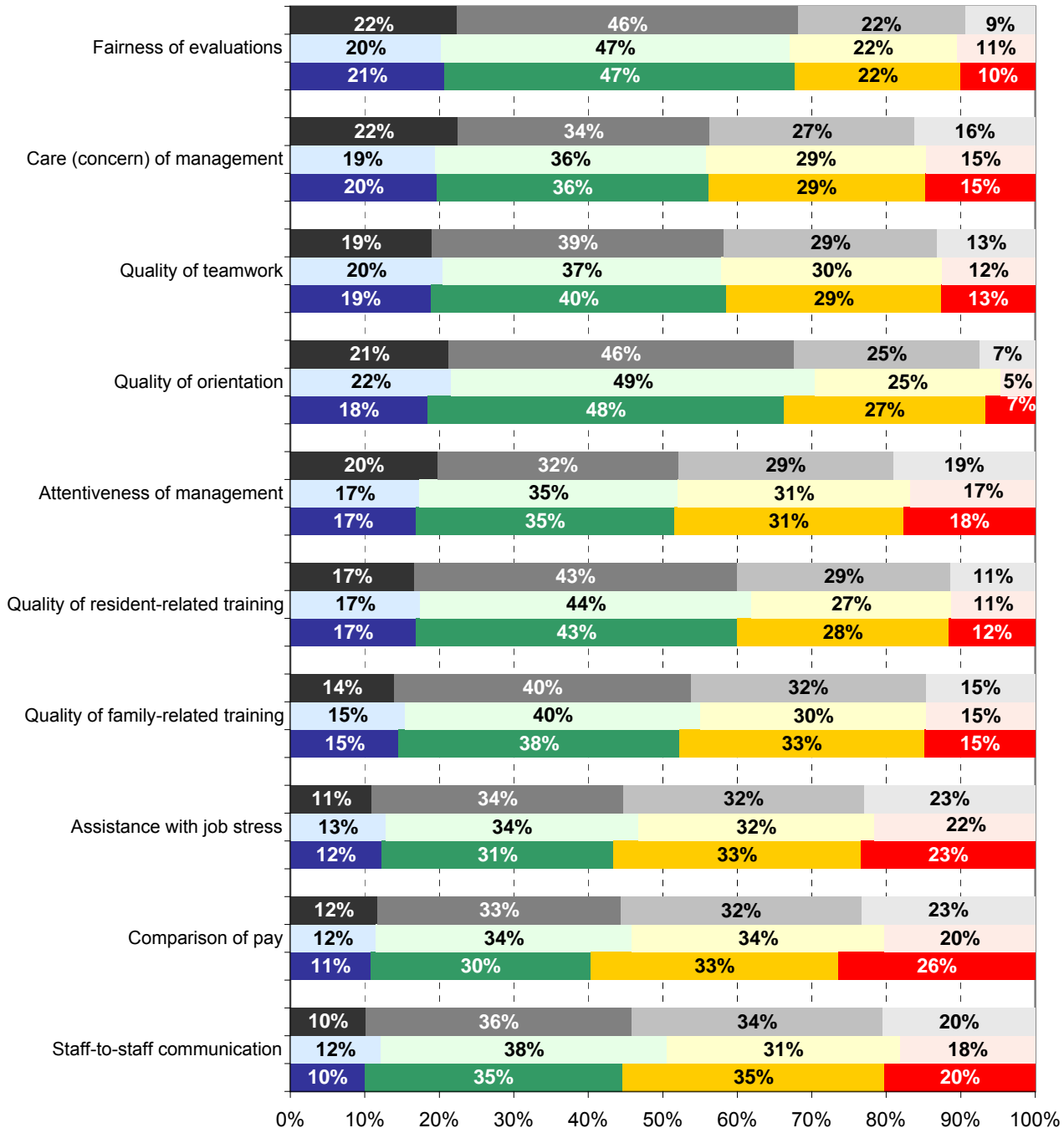
EMPLOYEE SATISFACTION

ITEMS RANKED BY PERCENT "EXCELLENT" FOR 2010, 2011 AND 2012

4

CONTINUED

Year	EXCELLENT	GOOD	FAIR	POOR
2010	EXCELLENT	GOOD	FAIR	POOR
2011	EXCELLENT	GOOD	FAIR	POOR
2012	EXCELLENT	GOOD	FAIR	POOR



Items are ranked from highest to lowest on the percent of responses rated "Excellent" for the most recent year. (May not total 100% due to rounding.)

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EMPLOYEE SATISFACTION

ITEMS RANKED WITHIN DOMAIN BY AVERAGE SCORES FOR 2012

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		2011	2010	2012 MIV
Recommendation for care		68	66	67
Recommendation for job		62	64	61
Overall satisfaction		61	62	60
TRAINING	Quality of in-service education	67	68	66
	Quality of orientation	59	62	62
	Quality of resident-related training	55	56	56
	Quality of family-related training	51	52	51
WORK ENVIRONMENT	Sense of accomplishment	76	75	75
	Safety of workplace	72	69	68
	Respectfulness of staff	70	69	71
	Fairness of evaluations	59	59	60
	Adequacy of equipment/supplies	58	57	57
	Quality of teamwork	55	55	58
	Staff-to-staff communication	45	48	49
	Assistance with job stress	44	46	45
	Comparison of pay	42	46	44
SUPERVISION	Care (concern) of supervisor	66	65	64
	Communication by supervisor	63	64	62
	Appreciation of supervisor	58	60	58
MANAGEMENT	Care (concern) of management	54	54	53
	Attentiveness of management	50	51	50

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EMPLOYEE SATISFACTION

AVERAGE SCORES BY ITEM BY LOCATION TYPE FOR 2012

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	Missouri	Rural	Suburban	Urban		
TRAINING	Recommendation for care	68	71	61	67	
	Recommendation for job	62	66	58	61	
	Overall satisfaction	61	65	57	60	
	Quality of in-service education	67	69	61	70	
	Quality of orientation	59	60	57	65	
	Quality of resident-related training	55	58	55	59	
	Quality of family-related training	51	53	51	55	
	WORK ENVIRONMENT	Sense of accomplishment	76	77	74	76
		Safety of workplace	72	75	65	72
		Respectfulness of staff	70	73	65	70
Fairness of evaluations		59	63	56	57	
Adequacy of equipment/supplies		58	63	53	57	
Quality of teamwork		55	58	53	56	
Staff-to-staff communication		45	47	47	46	
Assistance with job stress		44	47	46	46	
SUPER-VISION	Comparison of pay	42	45	38	39	
	Care (concern) of supervisor	66	69	62	65	
	Communication by supervisor	63	67	60	63	
MANAGEMENT	Appreciation of supervisor	58	63	56	57	
	Care (concern) of management	54	58	50	54	
	Attentiveness of management	50	53	49	52	

All scores represent average scores across survey respondents. Each item was measured on a four-point scale:

Poor = 0 Fair = 33.3 Good = 66.7 Excellent = 100

Items are listed by domain as they appear in the survey. The shading in the Rural, Suburban and Urban columns reflects a comparison to the state average: Green = higher than the state average; yellow = same as the state average; red = lower than the state average.

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EMPLOYEE SATISFACTION

DEMOGRAPHICS AND BACKGROUND INFORMATION FOR 2012

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EMPLOYEE

Age of employee		Gender of employee		English as first language	
19 and under	4%	Female	86%	Yes	98%
20 to 29	24%	Male	14%	No	2%
30 to 39	22%				
40 to 49	21%				
50 to 59	20%				
60 or older	10%				

POSITION

Job category		Shift typically worked		Hours worked in typical week	
CNA	39%	Days	63%	Less than 10 hours	3%
Nurse	17%	Evenings	22%	10 to 20 hours	6%
Nursing Administration	3%	Nights	10%	20 to 30 hours	10%
Food Service	13%	Rotating	6%	30 to 40 hours	61%
Social Services	1%			More than 40 hours	21%
Hskg./Lndry./Maint.	13%				
Activities	2%				
Therapy/Rehabilitation	1%				
Business Office	2%				
Administration	3%				
Other Position	7%				

WORK HISTORY

Length of employment		Homes worked in 3 years	
Less than 1 month	3%	Just this one	69%
1 to 3 months	9%	2 to 3	30%
3 months to 1 year	20%	4 or more	2%
1 to 2 years	15%		
2 to 5 years	23%		
5 to 10 years	16%		
More than 10 years	14%		

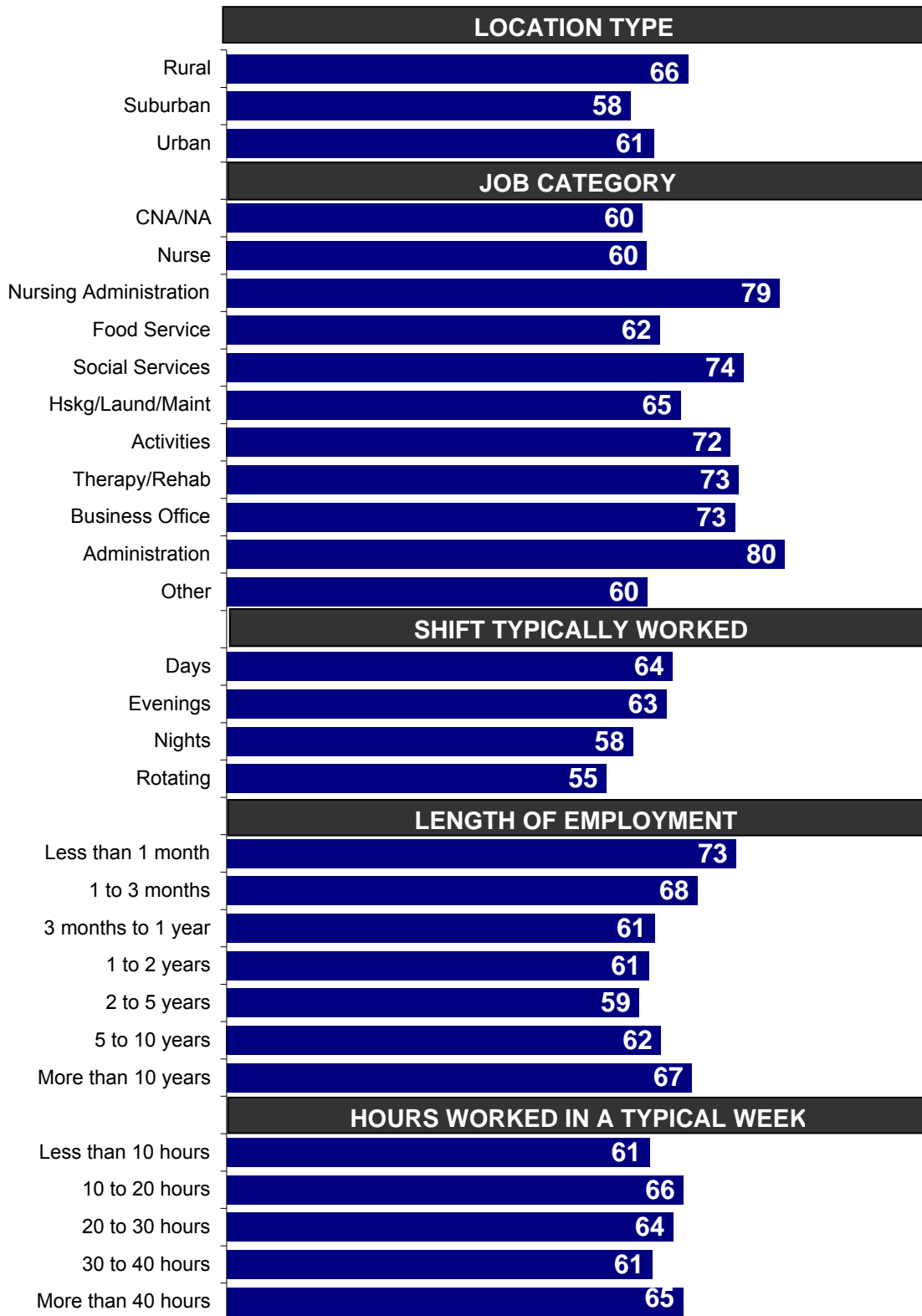
(May not total 100% due to rounding.)

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EMPLOYEE SATISFACTION

AVERAGE SCORES FOR "RECOMMENDATION FOR JOB" BY DEMOGRAPHICS FOR 2012

8



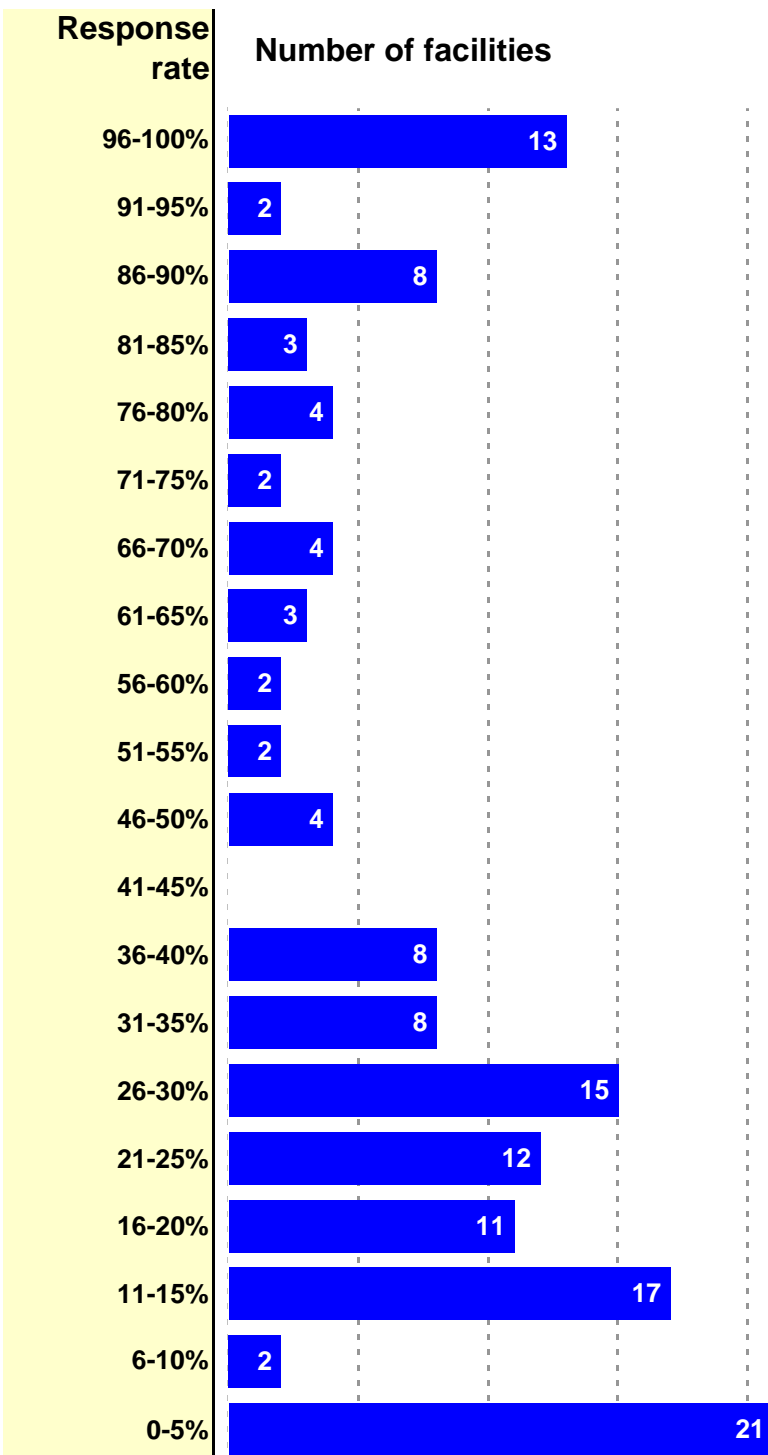
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EMPLOYEE SATISFACTION

DISTRIBUTION OF RESPONSE RATES FOR 2012

9

Results are for 141 participating facilities.



SUMMARY	
Lowest response rate	0%
Highest response rate	100%
Overall state response rate	39%

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EMPLOYEE SATISFACTION

SKILLED NURSING EMPLOYEE SATISFACTION SURVEY REFERENCE

ITEM NUMBER/LABEL	ORIGINAL SURVEY STATEMENT
GLOBAL SATISFACTION DOMAIN	
19 Overall satisfaction	How would you rate your overall satisfaction with this facility?
20 Recommendation for job	What is your recommendation of this facility as a place to work?
21 Recommendation for care	What is your recommendation of this facility as a place to receive care?
WORK ENVIRONMENT DOMAIN Rate this facility on ...	
5 Comparison of pay	The pay as compared to other facilities
11 Safety of workplace	The safety of the workplace
12 Adequacy of equipment/supplies	The adequacy of equipment and supplies to do your job
13 Sense of accomplishment	How your work allows you to make a difference in people's lives
14 Quality of teamwork	How your co-workers work together as a team
15 Fairness of evaluations	The fairness of your performance evaluations
16 Respectfulness of staff	The respect shown to the resident by staff
17 Assistance with job stress	Helping you to deal with job stress and burnout
18 Staff-to-staff communication	Staff communication between shifts
TRAINING DOMAIN Rate this facility on ...	
1 Quality of orientation	The quality of new staff orientation
2 Quality of in-service education	The quality of in-service education
3 Quality of resident-related training	The quality of training you receive to deal with difficult residents
4 Quality of family-related training	The quality of training you receive to deal with difficult family members
SUPERVISION DOMAIN Rate this facility on ...	
6 Care (concern) of supervisor	How your direct supervisor cares about you as a person
7 Appreciation of supervisor	How your direct supervisor regularly shows you appreciation for a job well done
8 Communication by supervisor	How your direct supervisor regularly gives you important work-related information
MANAGEMENT DOMAIN Rate this facility on ...	
9 Attentiveness of management	How well facility management listens to employees
10 Care (concern) of management	How facility management cares about employees
DEMOGRAPHICS AND BACKGROUND INFORMATION	
22 Age of employee	What is your age?
23 Gender of employee	What is your gender?
24 Job category	What is your job category?
25 Shift typically worked	Which shift do you normally work?
26 Length of employment	How long have you worked at this facility?
27 Homes worked in 3 years	How many nursing homes have you worked at during the last three years?
28 English as first language	Do you speak English as your first language?
29 Hours worked in typical week	How many hours during a typical week do you normally work at this facility?