

Satisfaction as Measures of Quality

Customer satisfaction in long-term care is important

Patient satisfaction with nursing care in the context of health care: a literature study.

Scandinavian Journal of Caring Sciences 16(4): 337-344.(2002) Johansson, P., M. Oleni, et al. (2002).

“Patient satisfaction is an important indication of quality of care. To improve quality of care, it is important to understand what drives patient satisfaction.”

The increasing importance of patient surveys Now that sound methods exist, patient surveys can facilitate improvement, Br Med Assoc. 319: 720-721. (1999). Cleary, P.

“The patient’s voice is increasingly important in an era of person-centered care. In the past, quality has been measured by regulatory compliance. Patient quality of life and satisfaction are increasingly becoming important measures of quality.”

Developing a satisfaction survey for families of Ohio’s nursing home residents. The Gerontologist, 43 (4), 447-458. (2003) Ejaz, F. K., et al

“There is growing recognition that consumers are a credible and important source of information about quality in nursing homes.”

"Using Customer Satisfaction Surveys to Improve Quality of Care in Nursing Homes."

Health and Social Work 27(1): 75-79. (2002). Peak, T. and S. Sinclair

“Family satisfaction and resident satisfaction are both important indicators of quality, but each group tends to have a slightly different view of what constitutes quality. Residents place higher value on autonomy and quality of life, and families tend to prioritize quality of care.”

Measuring Excellence: The New Quality Agenda. Provider. October 2006. Grant, Leslie, Gulsvig, Janice, et. al.

“Customer satisfaction is also highly correlated with clinical measures outcomes and workforce stability. Facilities with higher customer satisfaction tend to have better clinical outcomes, lower staff turnover, and higher staff retention.”

Employee satisfaction is predictive of customer satisfaction

Organizational Predictors of Family Satisfaction in Nursing Facilities. Seniors Housing & Care Journal 12(1): 3-13. . (2004). Grant, L

“Family Satisfaction, resident satisfaction, and employee satisfaction are correlated. They have a major influence on each other, and having satisfied employees is crucial for having satisfied families. Employee satisfaction has a major influence on family satisfaction, and vice versa.”

Assisted Living Study Finds Satisfied Staff Leads to Satisfied Residents

Gerontologist, Oct 2006, E. Sikorska-Simmons

A study published in the October 2006 issue of The Gerontologist found that assisted living residents are significantly more satisfied with their care in facilities where staff are more satisfied with their jobs and have more positive views of the organizational culture, such as teamwork and participatory decision-making.

“The study findings have practical implications for administrators and policy makers who are interested in increasing resident satisfaction with assisted living,” concludes author Elzbieta Sikorska-Simmons. “Because resident satisfaction is related to staff perceptions of the work environment, efforts to increase resident satisfaction should also focus on improving the quality of the work environment for staff.”

High staff satisfaction:

The Relationship among turnover intention, professional commitment, and job satisfaction of hospital nurses.

J Professional Nursing 18(4): 214-9. (2002). Lu, K., P. Lin, et al

“Conversely, staff turnover is lower and retention is higher when employees are satisfied.”

Staff Turnover and Quality of Care in Nursing Homes. Medical Care 43(6): 616.(2005)
Castle, N., Engberg, J.

Turnover is a direct link between employee satisfaction and quality of care. Facilities with high staff turnover have lower quality of care.

The satisfaction and retention of frontline employees: A customer satisfaction measurement approach.

International Journal of Service Industry Mgt, 1996 Vol 7 Issue: 5 Page: 62 - 80

Roland T. Rust, Greg L. Stewart, Heather Miller, Debbie Pielack

Conclusions: Argues that employee turnover is highest among employees who are not satisfied with their jobs. Because qualified employees are becoming more scarce and difficult to retain, organizations need to focus on increasing employee satisfaction. Suggests that one useful approach for increasing employee satisfaction is to view workers as customers. Based on the notion of employee as customer, illustrates how a customer satisfaction measurement approach can be applied to the measurement of employee attitudes. Suggests that the metaphor of employee as customer is indeed useful. Also demonstrates how this approach yields actionable results that managers can implement to increase employee satisfaction and thereby retention.

Valuing Employees To Improve Performance Quality

<http://www.pickerinstitute.org/PDF/documents/Valuing%20employees.pdf>

Picker Institute – New Visions for Health Care ideas worth sharing

Conclusions: Health care workers can be a valuable source of information about factors that enable or hinder them from providing high quality care. Picker's nationwide focus group research with hospital employees unveiled three factors employees feel affect the quality of patient care: (a) the external environment in which health care organizations operate, (b) the organization's structure and culture, and (c) the division of labor and job design of health care providers. The combination of these factors, in their view, affected nearly every aspect of patient care from access to services to patient education to continuity of care.

Workforce and Organizational Excellence

Provider, May 2007

Dr. Leslie A. Grant, Ph.D.

This article discusses the findings of a Georgia Quality Initiative study and finds that nursing facilities with higher employee satisfaction do better on clinical outcomes, workforce performance, and occupancy. The author makes recommendations for strengthening an organization's workforce including: understanding, taking care of, and valuing employees; monitoring performance; and involving employees in workplace decisions.

Satisfaction and retention of CNAs working within a functional model of elder care.

Weitzel T, Robinson SB, Henderson L, Anderson K.

Memorial Medical Center, Springfield, IL 62702, USA.

Conclusions: With a functional model of care for hospitalized elders focused on improving nutrition and toileting and promoting mobility, certified nurse assistants' satisfaction was improved and turnover was reduced.

Views of job satisfaction and dissatisfaction in Australian long-term care.

J Clin Nurs. 2003 Mar;12(2):168-76.

Moyle W, Skinner J, Rowe G, Gork C.

Centre for Practice Innovation in Nursing and Midwifery, Griffith University, Nathan, Australia.

Conclusions: Care managers need to put in place strategies for building improved job satisfaction and workplace incentives to encourage graduates to consider long-term care opportunities. Implications: The findings confirm many earlier job satisfaction studies and further support the need to consider these issues in relation to recruitment and retention in long-term care.

Work satisfaction and dissatisfaction--caregivers' experiences after a two-year intervention in a newly opened nursing home.

J Clin Nurs.14(1):9-19, (2005)

Haggstrom E, Skovdahl K, Flackman B, Kihlgren AL, Kihlgren M.

University of Gavle, 801 76 Gavle, Sweden.

Conclusions: The study shows that the caregivers' experience of work satisfaction in the workplace exceeded their experience of dissatisfaction and that the intervention, consisting of: education, support, and supervision might have facilitated this positive development where the older residents were prioritized. It also shows that communication and understanding between management and staff had increased as the nursing home had opened. PMID: 15656843

Supporting the link between Staff Satisfaction and turnover

Job Satisfaction of Nurses Aides in Nursing Homes: Intent to Leave and Turnover

The Gerontologist 47, 2: (193 - 204) (2007). Nicolas G. Cage, PhD, John Engberg, PhD, Ruth Anderson, PhD, and Aiju Men, MS

High overall job satisfaction was associated with low scores on thinking about leaving, thinking about a job search, searching for a job, and turnover. The association between the job satisfaction subscales and intent to leave and turnover found that high Work Schedule subscale scores, high Training subscale scores, and high Rewards subscale scores were associated with low turnover. High scores on Quality of Care subscale were also associated with low turnover after 1 year.

Conclusions: These results are important in clearly showing the relationship between job satisfaction and intent to leave and turnover. Training, rewards, and workload are particularly important aspects of the nurse aides' jobs.

Turnover Reinterpreted: CNAs Talk About Why They Leave

J. of Gerontological Nursing: 29. 3, 36-43 (2003)

Barbara Bowers, Sarah Esmond, Nora Jacobson

This study's purpose was to understand how CNAs employed in long term care facilities conceptualize the factors that cause them to leave their jobs.

Conclusions: CNAs perception that they are unappreciated and undervalued by the organizations for which they work contributes significantly to turnover. The origin of this perception lies in policies and practices that lead CNAs to feel personally and professionally dismissed. The authors suggest how long term care facilities might change their staffing and personnel policies to better demonstrate respect and appreciation, thus reducing turnover and enhancing quality in the workplace.

Nursing Workforce; Multiple Factors Create Nurse Recruitment and Retention Problems

United States General Accounting Office, Testimony before the Committee on Health, Education, Labor and Pensions. U.S. Senate. Washington, DC., June 2001

This testimony provides an examination of job dissatisfaction, demographic changes, and declining interest in the nursing profession contributing to recruitment and retention problems. Factors contributing to turnover are examined.

Conclusions: While increased wages encourage nurses to stay at their job, the majority of respondents to surveys cite stress and the physical demands of the job as reasons they are considering leaving. Report states that physical demands of the job are also identified as significant factors contributing to nursing assistant retention problems. Additional factors that affect turnover in nurses and nurses aids include workload and staffing levels, respect from administrators, organizational recognition, and participation in decision making.

The Workforce: Today's Crisis and Future Trends

Bower, Esmond and Jacobson, 2003; Harris-Kojetin, Lipson, Fielding, Kiefer and Stone, 2004.

"Compensation issues alone do not explain overall satisfaction or turnover. Direct care staff whose work is valued and appreciated by their supervisors, and who are listened to and encouraged to participate in care planning decisions, have higher levels of job satisfaction and are more likely to stay in their jobs."

Report Recommendations:

Improve Working Conditions and the Quality of Long-Term Care Jobs.

Higher wages and better benefits will not be sufficient in and of themselves to attract a high-quality workforce. High turnover is a sign of unhappy employees. Most experts agree that working conditions and the quality of the job must be improved. While many providers have gotten the message and made changes in the way staff are valued, developed and treated, too many others have not. Without significant changes in working conditions, workforce shortages are likely to continue.

Reward Long-Term Care Employers and States that Improve Working Conditions:

Financial incentives and regulatory relief could be granted to states and long-term care employers that have achieved real progress in improving working conditions while maintaining high standards of quality. The federal government, state agencies and accrediting organizations could develop indicators of workforce performance such as

reductions in turnover and vacancy rates and the use of temporary employees and acknowledge and reward employers that achieve certain standards.

Job and organizational determinants of nursing home employee commitment, job satisfaction and intent to turnover.

Department of Industrial and Systems Engineering, University of Wisconsin-Madison, 1513 University Avenue, Room 387, Madison, WI 53706, USA.

The purpose of this study was to examine whether job characteristics, the work environment, participation in quality improvement activities and facility quality improvement environment predicted employee commitment and job satisfaction in nursing homes, and whether those same predictors and commitment and satisfaction predicted turnover intention. A total of 6,584 nursing home employees from 76 nursing homes in a Midwestern state participated. A self-administered questionnaire was used to collect the data.

Conclusions: The results supported the hypotheses that job and organizational factors predicted commitment and satisfaction while commitment and satisfaction predicted turnover intentions. The implications for retaining nursing home employees are discussed.

Determinants of Satisfaction and Turnover among Nursing Assistants: The Results of a Statewide Survey.

Journal of Gerontological Nursing Vol. 29 No. 3 March 2003

Authors: Parsons, S; Penn, Furlough

This research is an examination of job satisfaction and turnover among nursing assistants employed in nursing homes. Using a statewide sample with 550 nursing assistants responding, the results indicated that 60% were satisfied with their jobs and 30% planned to quit.

Conclusions: The nursing assistants participating in this study identified the relationship with the resident as the most important work issue, and their major reason for staying in the job. They were most dissatisfied with pay, benefits, and recognition and appreciation. Although the respondents were dissatisfied with benefits and salary, these work issues could not explain overall satisfaction or turnover. Analysis confirmed that professional growth and involvement in work-related decisions, supervision, and management keeping employees informed were significantly related to both turnover and overall satisfaction.

Complexity Science and the Dynamics of Climate and Communication: Reducing Nursing Home Turnover

The Gerontologist 44:378-388 (2004); Ruth A. Anderson, PhD, RN, FAAN¹, Kirsten N. Corazzini, PhD and Reuben R. McDaniel, Jr., EdD.

Climate and communication both affected turnover, but lower turnover was dependent on the interaction between climate and communication.

CONCLUSIONS:

In nursing homes with reward-based administrative climates, higher levels of communication openness and accuracy explained lower turnover of licensed vocational nurses and certified nurse assistants, relative to nursing homes with an ambiguous climate. Adequate staffing and longer tenure of the nursing director were also important predictors

of turnover. Although context is important, managers can also influence turnover by addressing climate and communication patterns and by encouraging stable nursing leadership.

Factors Influencing Satisfaction and Anticipated Turnover for Nurses in an Academic Medical Center

J of Nursing Admin. 31(4):210-216, April 2001.

Shader, Karen PhD; Broome, Marion E. PhD, RN, FAAN; Broome, Carroll D. PhD; West, Mary Ellen RN; Nash, Mary PhD, RN, FAAN

The purpose of this study was to examine the relationships between work satisfaction, stress, age, cohesion, work schedule, and anticipated turnover in an academic medical center.

Findings indicated that the more job stress, the lower group cohesion, the lower work satisfaction, and the higher the anticipated turnover; Conversely, the higher the work satisfaction, the higher group cohesion and the lower anticipated turnover. The more stable the work schedule, the less work-related stress, the lower anticipated turnover, the higher group cohesion, and the higher work satisfaction.

Conclusions: Job Stress, work satisfaction, group cohesion, and weekend overtime were all predictors of anticipated turnover. There are differences in the factors predicting anticipated turnover for different age groups. As healthcare institutions face a nursing shortage and a new generation of nurses enter the workforce, consideration of the factors that influence turnover is essential to creating a working environment that retains the nurse.

Determinants of staff job satisfaction of caregivers in two nursing homes in Pennsylvania

BMC Health Services Research 2006, 6:60 doi:10.1186/1472-6963-6-60

Nicholas G Castle, Howard Degenholtz1 and Jules Rosen

Authors found that, overall nursing home caregivers are satisfied with the work and coworkers, but are less satisfied with promotional opportunities, superiors, and compensation. From exploratory factor analysis three domains represented the data, pay, management, and work. Nurse aides appear particularly sensitive to the work domain. Of significance, we also find that caregivers who perceived the quality of care to be high have higher job satisfaction on all three domains than those who do not.

Conclusions: These results may be important in guiding caregiver retention initiatives in nursing homes. The finding for quality may be especially important, and indicates that nursing homes that improve their quality may have a positive impact on job satisfaction of staff, and thereby reduce their turnover rates.

Job Turnover and Job Satisfaction Among Nursing Home Aides.

The Gerontologist 24(5) (1984):503-09. Waxman, H.M., E. Carner and G. Berkenstock

Intrinsic job satisfaction among nurse aides was heightened when their nurse supervisors possessed good interpersonal skills and promoted aide autonomy in the daily process of care.

Factors Associated with Nursing Home Staff Turnover. *The Gerontologist* 36 (4) (1996): 512-17. Banaszak-Holl, J. and M.A. Hines.

Turnover rates among nurse aides were significantly lower in homes where nurse supervisions listened and responded to aides' recommendations and involved aides in resident care plans.

Link between Turnover and Quality

Organizational Predictors of Family Satisfaction in Nursing Facilities

Seniors Housing & Care Journal 12(1): 3-13 (2004). Les Grant, PhD.

Conclusions: These findings suggest that higher turnover undermines regulatory compliance. A simple bivariate correlational analysis suggests that satisfaction, turnover and state survey compliance are interrelated.

Administrator Turnover and Quality of Care in Nursing Homes

The Gerontologist 41:757-767 (2001) Nicolas G. Castle, PhD

Study found that average annual turnover rate of administrators is 43%. Analyses showed that in nursing homes associated with chains, administrator turnover rate was associated with a higher than average proportion of residents who were catheterized, had pressure ulcers, and were given psychoactive drugs. These facilities also had higher than average number of quality of care deficiencies. In nursing homes not belonging to chains, turnover of administrators was associated with higher than average proportion of residents who were restrained, were catheterized, had pressure ulcers, and were given psychoactive drugs.

Conclusions: There is a need to improve understanding of how and why better outcomes are achieved in some nursing homes. Study provides preliminary evidence that turnover of administrators may have an important association with quality of care

Beyond 'Unloving Care: Linking Human Resource Management and Patient Care Quality in Nursing Homes

International Journal of Human Resource Management, June 2000.
Susan C. Eaton PhD

This study examines the link between human resource management, (HRM),

work organization, and patient care quality in U.S. long-term care settings, proposing a key role for both management philosophy and improved front line staffing arrangements in delivering consistently higher quality care, defined to include both physical and psychological outcomes. Using the “high performance” model from industrial relations as a lens, the paper identifies three distinct systems of HR and nursing home management: traditional low-service quality, high service quality medical rehabilitative, and ‘new paradigm regenerative.’ The original research includes case studies conducted in 20 facilities in California and Pennsylvania, USA. Results: Two critical themes dominate the research literature on the U.S. nursing home industry: 1) many patients receive poor quality care; and 2) most front line employees have low quality jobs and work environments. Often these have been viewed as separate problems studied by academics and practitioners from different disciplines. In this paper, the author used data collected from 20 nursing homes to investigate whether these phenomena are linked in a systematic way.

Conclusions: Author concludes that poor quality patient care and low quality jobs and work environments are linked, and argues that alternative ways of organizing front-line work exist that improve on both outcomes. Author outlined a new model of innovative patient care, in which management philosophy and action is crucial, and argues that this warrants further empirical investigation and testing.

A Person-Centered Workplace: The Foundation of Person-Centered Caregiving in Long-Term Care

Journal of American Medical Director Association, 2007; 8: 46-54

Vivian Tellis-Nayak, PhD.

This study seeks to understand what role managers and the work setting they create play in a nursing facility that seeks to make a transition to person-centered care. The study draws on responses from CNA and families of residents collected in 2 satisfaction surveys conducted in 156 nursing facilities. It also uses state inspection survey data from the same facilities.

Conclusions: Management approach and the work environment are powerful predictors of CNA satisfaction, loyalty, and commitment. The work environment also correlates with how families and state surveyors evaluate quality in a nursing facility. The managers and the work setting they create hold primacy in the work life of the CNAs. Caring managers fashion a person-centered workplace conducive to turn workers into devoted caregivers. When a workplace adds quality to the life of caregivers, the caregivers add quality to the life of the resident.

Quality Improvement Implementation in the Nursing Home

Health Services Research, 38 (1 Pt 1: 65-83 (2003)

Dan R Berlowitz, Gary J Young, Elaine C Hickey, Debra Saliba, Brian S Mittman, Elaine Czarnowski, Barbara Simon, Jennifer J Anderson, Arlene S Ash, Lisa V Rubenstein, and Mark A Moskowitz

The purpose of this study was to examine quality improvement (QI) implementation in nursing homes, its association with organizational culture, and its effects on pressure ulcer care. Primary data were collected from staff at 35 nursing homes maintained by the Department of Veterans Affairs (VA) on measures related to QI implementation and organizational culture. These data were combined with information obtained from abstractions of medical records and analyses of an existing database. Completed surveys containing information on QI implementation, organizational culture, employee satisfaction, and perceived adoption of guidelines were

obtained from 1,065 nursing home staff. Adherence to best practices related to pressure ulcer prevention was abstracted from medical records. Risk-adjusted rates of pressure ulcer development were calculated from an administrative database.

Conclusions: Employees of nursing homes with a greater degree of QI implementation were more satisfied with their jobs and were more likely to report adoption of pressure ulcer clinical guidelines. Quality improvement implementation is most likely to be successful in those VA nursing homes with an underlying culture that promotes innovation. While QI implementation may result in staff who are more satisfied with their jobs and who believe they are providing better care, associations with improved care are uncertain.

The Cost of Frontline Turnover in Long-Term Care

Leon, Joel, Jonas Marainen, and John Marcotte (February 2001) Pennsylvania's Frontline Workers in Long Term Care: The Provider Organization Perspective. A Report to the Pennsylvania Intra-Governmental Council on Long Term Care. Jenkintown, PA: Polsher Research Institute at the Philadelphia Geriatric Center. [www.abramsoncenter.org/PRI /documents/PA LTC workforce report.pdf](http://www.abramsoncenter.org/PRI/documents/PA_LTC_workforce_report.pdf).

Frontline workers play an important role in monitoring the day-to-day physical and mental health of clients, allowing for more individualized and efficiently delivered care. High turnover causes the loss of this important source of information about patient well-being. Further more, turnover can produce staff shortages which result in rushed, de-personalized, or unsafe care.

Additional Research Studies:

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