

12-10-08

**Concepts for Nurse Aide Study:
Phase 1 Survey Only^{1,2}**

OUTCOMES

Performance of Nursing Home (data missing from two NHs)

- 117 How good is your nursing home at **quickly** helping residents with skin Problems? (scale from 1 - 10)
- 118 How good is your nursing home at **quickly** helping residents who are losing weight?

Performance of CNAs

Turnover (Intention to Quit) (McGee, 1987; .764)

- 32 I will probably not be working as a nurse aide at this nursing home in a year from now.
- 58 I am currently looking for another job but not at this nursing home.
- 79 I frequently think of leaving this nursing home and working some where else.

Absenteeism

- 108 How often do you miss work (not counting vacation)? Would you say about one day every (Chose one answer below)
- a. week
 - b. two weeks
 - c. three weeks
 - d. month
 - e. two months or more

Time for Care (Impact)(.479)

- 05 I am NOT always able to make sure each resident has eaten all that she or he wants.
- 33 I am NOT always able to turn the residents in bed when they should be turned.
- 59 I am NOT always able to ask each resident if she or he needs anything.

¹ Numbers preceding questions indicate variable number (and also location in survey instrument. Numbers in parentheses are the standardized alphas. "r" = reversed question.

²Nurse aides responded to the statements with either:

1=Disagree Strongly, 2=Disagree, 3=Neutral, 4=Agree, or 5=Agree Strongly

Attitudes of CNAs (see also Trust, Friendships, Supports)

Job Satisfaction (Hackman and Oldham, 1980; .775)

- 06 Generally speaking, I am very satisfied with my job.
- 38 I am very satisfied with the kind of work I do.
- 60 My job is a very satisfying one.

Commitment to the organization (Buchanan, 1974; .720)

- 07 I feel a strong sense of belonging to this nursing home.
- 37 I feel emotionally attached to this nursing home.
- 61r I do NOT feel a strong sense of belonging to this nursing home.

Self-Esteem (Rosenberg, 1965; Rosenberg, et al., 1989; .643)

- 8 I feel that I am a valuable person, at least as valuable as others.
- 36 I feel that I have a number of good qualities (things about myself).
- 92 I am able to do things as well as most other people.
- 62r I feel I do NOT have much to be proud of.
- 81 I take a positive attitude toward myself.
- 87r At times I think I am no good at all.

Dimensions of Burnout (.773–Personal Accomplishment variables were reversed)

Emotional Exhaustion (.769)

- 9 I feel burned out from my work.
- 35 I feel emotionally drained from my work.
- 63 I feel used up at the end of my shift.
- 89 Working with people all day is really a strain for me.

Depersonalization (.594)

- 10 I feel I treat some residents as if they were impersonal objects.
- 34 I don't really care what happens to some residents.
- 64 I've become less sensitive toward people since I took this job.
- 83 I worry that this job is hardening me emotionally.
- 91 I feel residents blame me for some of their problems.

Personal Accomplishment (.603)

- 11 I feel I am positively influencing other people's lives through my work.
- 42 I have accomplished many worthwhile things in this job.
- 65 I deal very effectively with the problems of my residents.
- 30 I can easily understand how my residents feel about things.
- 56 I can easily create a relaxed atmosphere with my residents.

INTERMEDIATE FACTORS

Work Process

Procedures (also Coordination) (.60)

- 13 The procedures (or steps) that the nurse aides use, to care for residents, are effective (or good).
- 40 Nurse aides use effective (or good) procedures (or steps) for caring for residents.
- 67 The procedures we use to care for residents are effective (or good).
- 93 I usually take care of the same residents each day.

Additional “Procedures” statements:

- 3 The certified nurse aides (CNAs) do their work in a well organized way.
- 31 The CNAs are NOT well organized when they do their work.
- 55 The CNAs get in each other’s way.

Information Exchange (.684) (also Communication)

- 20r Nurse aides have to rely on the “grapevine” or rumors for information.
- 52 When a new resident is admitted, I am given all the information I need about the new resident.
- 02 When I ask for information related to my work or the residents, I usually get it right away.
- 72 I am given regular updated information on any changes that have occurred with the residents.

Feedback (see supervisor and management support; also see participation in decision-making) (.703)

- 25 When CNAs make suggestions about their work, someone listens to them and gives them feedback on their suggestions.
- 49 If a CNA suggestion is not used, the CNAs are usually provided reasons why the suggestion is not used.
- 75 CNAs are provided reasons, when their suggestions are not used.

Empowerment (Makes Decisions + Modifies Work + Participation)

Makes Decisions (.618)

- 15 The CNAs decide who will do what each day.
- 47 The CNAs decide on the order in which to do things.
- 80 The CNAs decide the procedures for getting residents to the dining room.
- 16 I am allowed to make my own decisions about how I do my work.

69 While at work, I make many decisions on my own or with other nurse aides.

Two additional “Makes Decisions” statements:

68 The CNAs provide information that is used in a resident’s care plan.

46r The CNAs must ask for permission before making decisions about how to do their work.

Modifies the Work Process (.733) (also Innovation and creativity)

17 I sometimes provide new ideas at work that are used.

45 I sometimes provide solutions to problems at work that are used.

70 I sometimes suggest new ways for doing the work that are used.

Empowerment has also been viewed as consisting of a combination of the following:

Competence – see Competence below (questions 14, 39, 84)

Meaningful Work--use questions 11 and 42 located with Personal Accomplishment concept

Impact – use questions 30, 65, 56 located with Personal Accomplishment concept

Autonomy – Decisions Made by CNAs

Participation in Decision-Making (.778)

27 I work with the management staff in making decisions about my work.

76 The management staff ask the CNAs for their opinion (or what they think) before making decisions about the CNAs’ work.

86 CNAs are asked to help make decisions about their work.

90 CNAs work with the management staff in making decisions about CNA work.

54 Whenever CNA work must be changed, the CNAs are usually asked how they think the work should be changed.

Work process has also been measured as a combination of (Hackman):

Appropriate knowledge and skill used (Competence)

Appropriate procedures used

High level of effort used (motivation)

Appropriate resources used

Work process has also been measured as a combination of:

Communication

Coordination (see Co-Worker Support; Supervisor/Management Support)

Collaboration

Conflict reduction

Cohesion

Procedures used

Trust (measured in other variables—found in variables: 57, 71, 82)

INPUT FACTORS

Characteristics of Workers

Competence (Spreitzer, 1995; .779)

14r I do NOT have all the skills and knowledge needed to do a good job.

39 I have all the skills and knowledge needed to do a good job and I use them

84 I have all the skills and knowledge I need to do a good job and I use them.

Demographic characteristics

Education (100); Sex (101); Age (102); Spanish (103); Race (104); Marital status (105); # of children (106); Difficult paying bills (income, 107); absences (108); work shift (109); length of employment (111);

Work Environment Within the Organization

Resources (.811)

12 When working, I usually have all the supplies and work materials I need to do a good job (such as towels, gowns, etc.).

41 When I am working, I usually have all the supplies and work materials I need to do a good job (such as towels, gowns, etc.).

66 When I need supplies or work materials, I can usually get them (such as towels, gowns, etc.).

Training (.796)

1 Training is available whenever I need it.

26 Training is available whenever I need it.

48 Whenever I need additional training, I can get it.

Staffing (.827)

28 Usually, we have enough CNAs working to do a good job.

77 There are usually enough CNAs working to do a good job.

53r Usually, we do NOT have enough CNAs working to do a good job.

Workload (data missing from two NHs)

114 About how many residents are you responsible for each day?

119 How many CNAs usually work during your shift (counting any special CNAs such as those that gave showers, do toileting, etc.)?

120 How many CNAs are usually needed to work on your shift?

Scheduling

74 I am sometimes forced to work overtime.

85 I do not get as many weekends off as I would like.

Satisfaction with Work Schedule (.295)

74 I am sometimes forced to work overtime.

85 I do not get as many weekends off as I would like.

88 I am not satisfied with the number of days I am given to work, during a two-week pay period.

Permanent Assignment to Residents

93 I usually take care of the same residents each day.

Mental Condition of Residents Being Served (data missing from two NHs)

115 About how many of these residents have trouble thinking well (get confused easily)?

116 About how many of these have **serious** trouble thinking well (don't know where they are)?

Supervisor Support (Spreitzer, 1995; .774) (**feedback**)

18 The charge nurses listen to the suggestions of CNAs.

44 When CNAs make suggestions on how to do the work, charge nurses consider their suggestions seriously.

71 I can trust the charge nurses I work with to lend me a hand if I need it.

Management Support (Spreitzer, 1995; Cook and Wall, 1980; .789) (**feedback**)

19 When CNAs make suggestions on how to do their work, the management staff (such as the Administrator or DON) consider their suggestions seriously.

82 I can trust the management staff (such as the Administrator or DON) to lend me a hand if I need it.

43 The management staff (such as the Administrator or DON) listen to the suggestions of CNAs.

Co-Worker Support (Quinn and Staines, 1979; Cook and Wall, 1980; Spreitzer, 1995; .732)

29 I have the support that I need from the other nurse aides to do a good job.

78 CNAs listen to each other's suggestions for how to do their work.

57 I can trust the other nurse aides I work with to lend me a hand if I need it.

Co-Worker Support/Friendships (not included for Peach Tree/MM NHs)

When thinking about the CNAs who usually work during your shift, how many do you consider to be:

121 very close friends?

122 good friends but not very close friends?

123 just friends?

124 not friends at all?

Reward System

Wages Linked to Performance (.888)

- 21 Doing a good job at work is rewarded with higher pay.
- 51 If I work hard, I will eventually be rewarded with higher pay.
- 73 Doing my job right is rewarded with higher pay.

Recognition Linked to Performance (.805)

- 04 CNAs are given special recognition for doing a good job.
- 22 CNAs who do a good job are recognized for their good work.

Satisfaction with Pay (.839)

- 23 I am fairly paid for the work I do.
- 50 I feel I am fairly paid for the work I do.

Physical Environment

- 24 I have a break room or other private area I can use when I take a break.

Work Environment Outside the Organization (eg. Diversity of community, income levels, education, unemployment levels)

Data available from City and County Data Book