



New Organizational Vision Award

**“Provider Readiness Assessment Tool”
developed for the NC NOVA Partner Team by the
Institute for the Future of Aging Services**

January 2008

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seeking NC NOVA designation.

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North Carolina New Organizational Vision Award “Provider Readiness Assessment Tool”

North Carolina’s New Organizational Vision Award (NC NOVA) is a voluntary program to help with the recruitment and retention of direct care workers across long-term care related settings. Providers can receive the special licensure designation by meeting specified criteria in four major domain areas related to job practices: supportive workplaces, balanced workloads, training and career development. Generally, the program is not prescriptive and each organization determines how best to meet the expectations. The program requires an investment of time and resources and a change of the workplace culture. A recommended first step in preparing to meet NC NOVA criteria and subsequently apply for this designation, is for an organization to assess its current workforce practices, resources and the infrastructure to determine areas that need improvement and if it will be able to successfully implement the necessary changes in practice.

This tool is designed to assist nursing homes, adult care homes, and home care agencies with examining/ assessing areas of strength vs. areas needing more attention with respect to major domain areas for NC NOVA. The tool focuses on assessment of several areas fundamental to implementing the key elements of NC NOVA. Completion of the survey will help organizations assess their workforce practices and capacity for change. This information can help an organization to strengthen those areas and prepare for NC NOVA application and review. It also can serve as a benchmark for how an organization is doing on workforce issues and the organization can track changes over time to assess improvement.

This tool should be completed by all levels of the nursing staff, including frontline workers, charge nurses, DON and administrator as appropriate depending upon care setting. This will help to identify areas in which various level of staff differ in their perceptions and attitudes of the organization and the workforce practices. A lack of agreement among these perceptions and attitudes is one indication of domain/criteria needing increased attention. The tool can help organizations identify areas needing more attention in preparation for meeting NC NOVA criteria. Completion of this tool does not guarantee an organization will achieve NC NOVA designation. Rather, it is a tool to help organizations get started and identify areas of strength vs. areas that may need increased attention with regard to working toward meeting NC NOVA criteria.

Please rate your level of agreement with each of the following statements by checking one response for each item.

DOMAIN I: Philosophy Toward Workforce Improvement (WI)						
	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
<i>Sub domain: Organizational commitment to WI</i>						
1. The organization is committed to recruiting high quality workers.						
2. My organization compares the turnover and retention rates at our organization with the turnover and retention rates at other organizations.						
3. The leadership cares about how human resource policies will affect staff at all levels.						
4. My organization provides enough resources (for example, money, people and time) to help improve the quality of the workforce.						
5. Retention practices, such as systems for orienting, training and mentoring staff, are in place.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
6. My organization effectively handles the changes necessary to improve the workforce.						
7. My organization has a system through which all levels of staff can suggest ways to improve the workforce.						
<i>Sub domain: Management involvement in WI</i>						
8. Senior leaders (administrators, DONs, department managers, etc.) dedicate significant resources to and are committed to learning more about workforce practices.						
9. Management is very involved in what my organization does to improve the workforce.						
10. Management has enough knowledge and skills to help my facility improve the quality of the workforce.						
<i>Sub domain: Staff involvement in WI</i>						
11. Staff at all levels are involved in hiring new employees.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
12. Staff knows what the facility's goals are for improving the workforce.						
DOMAIN II: Work Environment						
<i>Sub domain: Work design</i>						
13. In the past, my organization has tried to make our work more organized and efficient.						
14. In the past, my organization has succeeded in making our work more organized and efficient.						
15. Staff has enough time to provide quality care and services.						
16. Staff has the resources they need to do their work well and be effective in their job.						
17. Staff knows how to review the quality of their work to see if improvements are needed.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
18. Policies and procedures are in place to have consistent assignments of staff to residents/clients.						
19. Staff independently handle the task of scheduling, trading shifts/days, and covering for each other instead of a staffing coordinator.						
20. The facility/agency has adequate staffing.						
21. I know what is expected of me at work.						
<i>Sub domain: Leadership and management support</i>						
22. Upper management (e.g, DON, ADON, Director of Staff Development, department heads, administrator) is sensitive to the different needs of staff.						
23. Upper management is clear what they expect from staff.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
24. Upper management does not discourage employees from taking initiative.						
25. Upper management thinks staff should be given the authority to do more things and make more decisions on their own.						
26. Upper management includes employees in organizational decisions.						
27. Upper management supports staff and work with them to learn new things.						
28. Upper management regularly recognize employees for their job performance.						
29. Upper management provides supportive services for workers (e.g., access to short-term loans, educational reimbursement, child care, employee counseling, etc.)						
<i>Sub domain: Worker-supervisory relationship</i>						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
30. Supervisory staff delegate substantial authority to staff, such as scheduling and making hiring decisions.						
31. Supervisors respond to staff concerns about residents.						
32. Supervisors generally provide help to their staff when asked.						
33. Supervisors consider what their staff has to say when developing resident care plans.						
34. Supervisors give credit to staff when they make contributions to resident care.						
<i>Sub domain: Teamwork</i>						
35. Individual staff member responsibility is very important at my facility.						
36. There is a feeling of teamwork in this organization among managers and employees.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
37. Staff is encouraged to work with other departments to solve problems.						
38. Our staff receives the help it needs from other departments.						
39. Poor teamwork with other departments makes it hard to do our work.						
40. I work with other departments to understand and try new ways to address resident/client difficult behaviors.						
41. Working as a team with other departments makes our work easier.						
<i>Sub domain: Communication/information sharing</i>						
42. Communication among staff is very open.						
43. All levels of staff communicate effectively about efforts to improve quality.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
44. The information passed among staff is generally correct.						
45. Staff receives the information they need about a resident's care in a timely manner.						
46. There is good communication between staff across shifts.						
47. Staff is well informed about what is happening during other shifts.						
48. It is easy for staff to get information they need to solve problems.						
49. Some staff members have a hard time doing their jobs (for example, reading charts and notes) because they speak a different language or have difficulty reading.						
<i>Sub domain: Orientation and Training</i>						
50. The training I received at the organization prepared me for what it is actually like to work here.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
51. The training at my organization was mostly spent doing or observing hands-on work with residents rather than classroom study.						
52. During the orientation period, new hires are assigned a reduced workload.						
53. The training I received at my organization included resident or client care skills and the soft skills (e.g., communication, problem-solving, etc.).						
54. Our managers have the capacity to be mentors and coaches to facilitate learning among staff.						
55. New staff are assigned a mentor or buddy to answer questions about the work and procedures at the facility.						
56. Peer mentors are provided the time to support the new employees.						
57. There are continuing education opportunities for staff.						
58. My organization pays expenses for non-managerial staff to attend outside conferences/workshops.						
59. The organization gives staff paid time to take continuing education classes.						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
<i>Sub domain: Career development</i>						
60. My organization has career ladder positions for CNAs, e.g., C.N.A. II, C.N.A. III, team leader, etc.						
61. My organization has career lattice positions for CNAs, e.g., peer mentors						
62. My organization has job development programs, e.g., C.N.A. to LPN to RN to NP.						
63. There is opportunity to advance here.						
<i>Sub domain: Worker empowerment</i>						
64. I have the freedom to decide how to do my job.*						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
65. I can be creative in finding solutions to problems on the job. *						
66. I make my own decisions about how to do my work. *						
67. I am confident about my ability to do my job.						
68. I am involved in determining organizational goals. *						
69. My input is solicited in planning changes. *						
70. I am involved in decisions that affect me on the job. *						
71. My ideas and inputs are valued at work. *						
72. I am encouraged to solve problems brought to me by my residents, families or other employees.						
73. I have the power I need to get <u>my job</u> done without permission from someone else.						
<i>* Questions: 64, 65, 66, 68, 69, 70 & 71 are from the "Perception of Empowerment Instrument" developed by Dr. Kirk Roller who gave permission to include these questions in this instrument.</i>						

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Don't Know
<i>Sub domain: Rewards and recognition</i>						
74. My supervisor shows me recognition when I do good work. **						
75. I am appropriately respected or rewarded by my facility for my work.						
76. The organization has meaningful forms of recognition for staff.						
** This <i>question is part of the larger Benjamin Rose, "Relationship with Supervisor" scale by the Benjamin Rose Institute which provided permission for the inclusion of this question in this instrument.</i>						