

Report: Bureau of Facility Standards

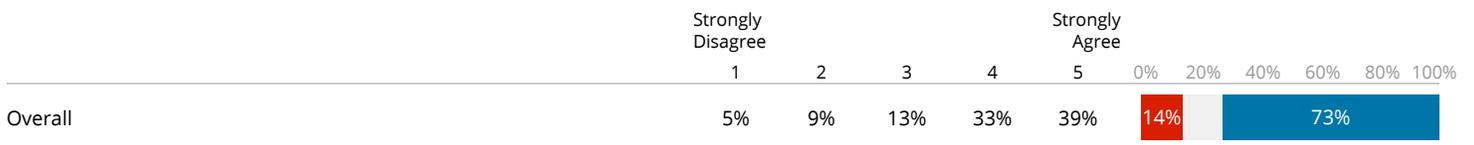
Total Respondents: 32

Chart Colors

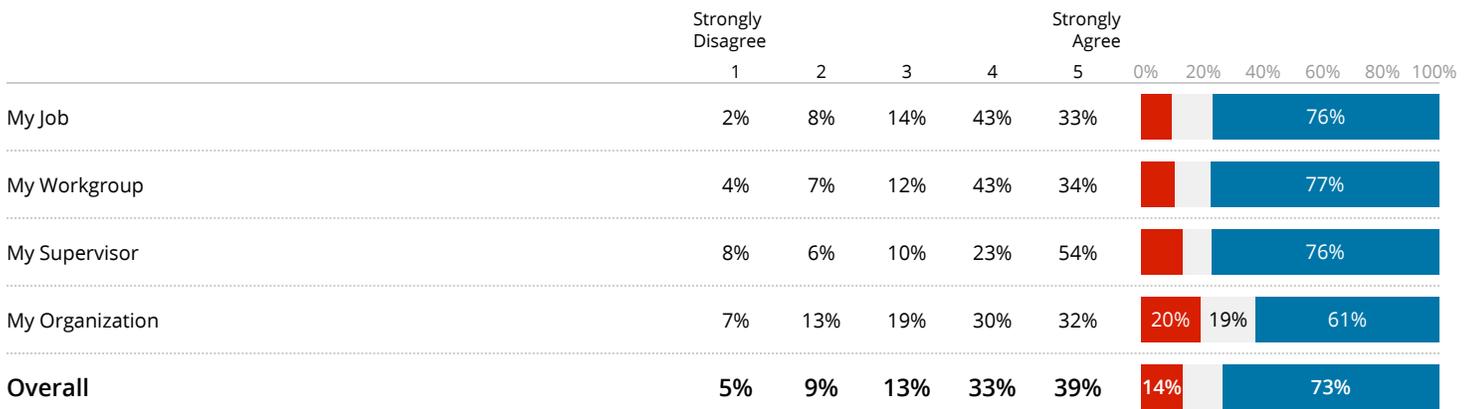
- Percent Unfavorable
- Percent Neutral
- Percent Favorable

Overall

Overall Total



Dimension Summary



Highs

	Strongly Disagree					Strongly Agree					
	1	2	3	4	5	0%	20%	40%	60%	80%	100%
9. My work is important to me personally.	0%	0%	0%	38%	63%	100%					
4. It is easy for me to become immersed in my job.	0%	0%	3%	50%	47%	97%					
44. My supervisor allows me to fully utilize my vacation and time-off benefit.	6%	3%	0%	22%	69%	91%					
16. I have confidence that the people I work with will do what they say they will do	0%	0%	9%	66%	25%	91%					
15. The basic expectations and responsibilities in my job are clear and easy to understand.	0%	3%	9%	50%	38%	88%					

Lows

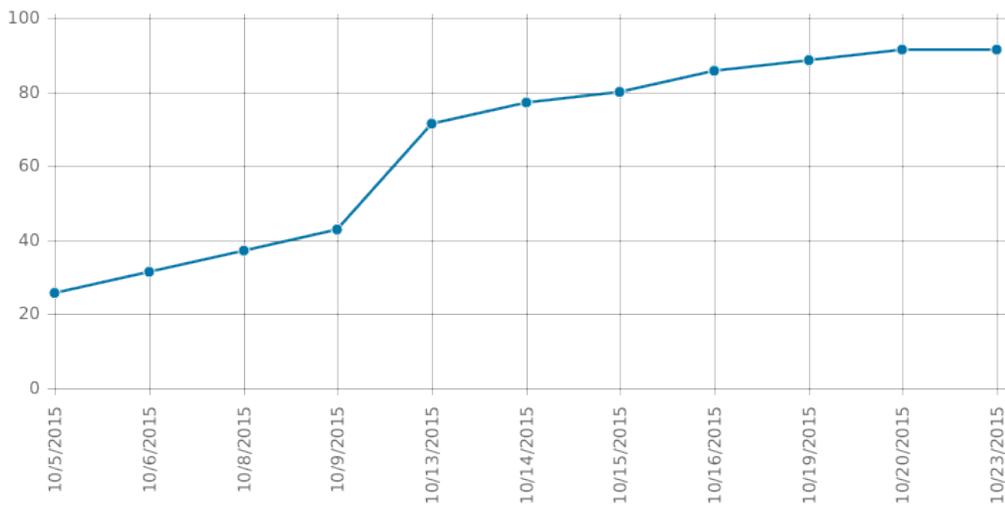
	Strongly Disagree					Strongly Agree					
	1	2	3	4	5	0%	20%	40%	60%	80%	100%
48. There are opportunities for my own advancement here at this organization.	19%	32%	13%	16%	19%	52%				35%	
26. We have the right number of people in our workgroup to get the job done.	23%	26%	13%	29%	10%	48%				39%	
49. This organization provides attractive opportunities for professional development.	17%	17%	21%	21%	24%	34%		21%		45%	
54. We work effectively across departments and functions.	3%	10%	38%	38%	10%	38%				48%	
59. I feel confident that changes will be made as a result of this survey.	16%	9%	25%	19%	31%	25%		25%		50%	

Participation

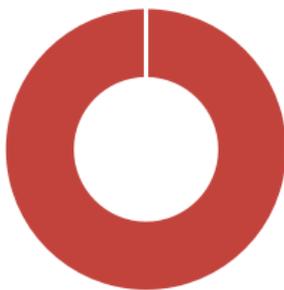
91%

32 of 35

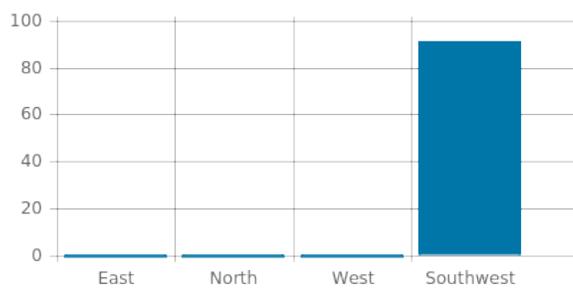
Raters



Hub

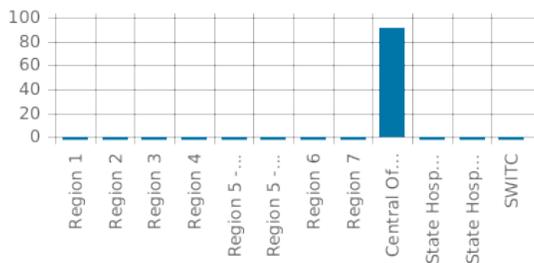
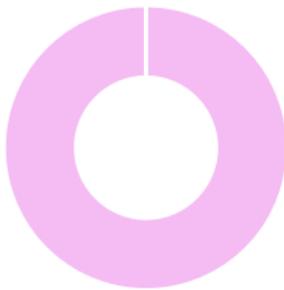


Hub	Actual	Percent
East	0	0.0%
North	0	0.0%
West	0	0.0%
Southwest	32	100.0%



Hub	Actual	Anticipated	Participation
East	0	0	0.0%
North	0	0	0.0%
West	0	0	0.0%
Southwest	32	35	91.4%

Region



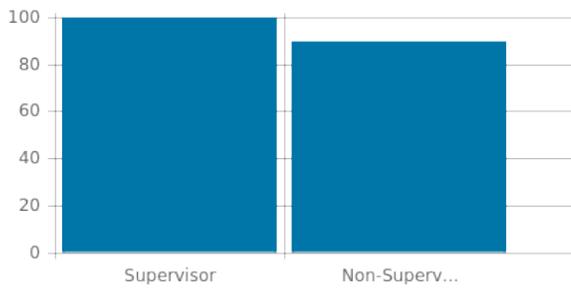
Region	Actual	Percent
Region 1	0	0.0%
Region 2	0	0.0%
Region 3	0	0.0%
Region 4	0	0.0%
Region 5 - No BH	0	0.0%
Region 5 - BH Only	0	0.0%
Region 6	0	0.0%
Region 7	0	0.0%
Central Office	32	100.0%
State Hospital North	0	0.0%
State Hospital South	0	0.0%
SWITC	0	0.0%

Region	Actual	Anticipated	Participation
Region 1	0	0	0.0%
Region 2	0	0	0.0%
Region 3	0	0	0.0%
Region 4	0	0	0.0%
Region 5 - No BH	0	0	0.0%
Region 5 - BH Only	0	0	0.0%
Region 6	0	0	0.0%
Region 7	0	0	0.0%
Central Office	32	35	91.4%
State Hospital North	0	0	0.0%
State Hospital South	0	0	0.0%
SWITC	0	0	0.0%

Supervisor/Non-Supervisor



Supervisor/Non-Supervisor	Actual	Percent
Supervisor	6	18.8%
Non-Supervisor	26	81.3%

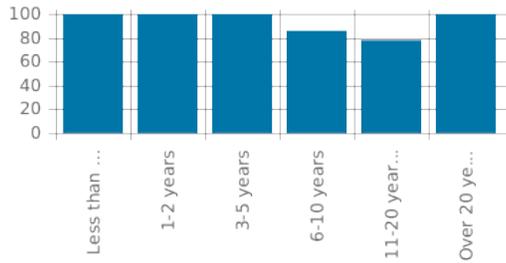


Supervisor/Non-Supervisor	Actual	Anticipated	Participation
Supervisor	6	6	100.0%
Non-Supervisor	26	29	89.7%

Tenure



Tenure	Actual	Percent
Less than a year	5	15.6%
1-2 years	4	12.5%
3-5 years	6	18.8%
6-10 years	6	18.8%
11-20 years	7	21.9%
Over 20 years	4	12.5%



Tenure	Actual	Anticipated	Participation
Less than a year	5	5	100.0%
1-2 years	4	4	100.0%
3-5 years	6	6	100.0%
6-10 years	6	7	85.7%
11-20 years	7	9	77.8%
Over 20 years	4	4	100.0%

Details

Details

	Strongly Disagree	1	2	3	4	Strongly Agree	Don't Know / Not Applicable	0%	20%	40%	60%	80%	100%
My Job	2%	8%	14%	43%	33%								76%
1. I have the freedom to choose how to best perform my job.	0	3	5	17	7	0		16%					75%
2. My talents and abilities are used well in my current position.	0	2	4	11	15	0							81%
3. I find enjoyment in the job that I perform.	0	4	5	11	12	0		16%					72%
4. It is easy for me to become immersed in my job.	0	0	1	16	15	0							97%
5. Most days, I look forward to coming to work.	1	4	5	12	10	0		16%	16%				69%
6. My job provides me with opportunities to grow and develop	2	6	4	15	5	0		25%					63%
7. Most days, I can see that I am making progress on important work projects or initiatives.	0	2	6	12	11	1		19%					74%
8. My work gives me a feeling of personal accomplishment.	0	0	7	12	13	0		22%					78%
9. My work is important to me personally.	0	0	0	12	20	0							100%
10. I have received the training I need to do my job well.	1	4	3	15	9	0		16%					75%
11. The amount of work I am expected to do is reasonable.	3	4	5	12	8	0		22%	16%				63%

	Strongly Disagree				Strongly Agree	Don't Know / Not Applicable	0%	20%	40%	60%	80%	100%
	1	2	3	4	5							
12. The level of stress in my job is manageable.	2	4	8	11	7	0	19%	25%	56%			
13. I have the tools and resources I need to do my job well.	0	2	4	19	7	0		81%				
14. I have a work schedule that allows me to balance work and personal life	2	3	5	13	9	0	16%	16%	69%			
15. The basic expectations and responsibilities in my job are clear and easy to understand.	0	1	3	16	12	0		88%				
My Workgroup	4%	7%	12%	43%	34%			77%				
16. I have confidence that the people I work with will do what they say they will do	0	0	3	21	8	0		91%				
17. I trust the people I work with to have my back, even if I am not around.	2	2	4	11	13	0		75%				
18. There are people in my workgroup that care about me as a person.	0	2	4	10	15	0		81%				
19. I enjoy working with the people in my work group.	0	0	6	12	14	0	19%	81%				
20. People within my workgroup collaborate with each other and work as a team.	1	2	3	16	10	0		81%				
21. The people I work with treat me with respect.	0	2	3	13	14	0		84%				
22. I feel I can speak openly within my workgroup without fear of retribution or negative consequences.	1	3	5	12	11	0	16%	72%				
23. My coworkers and I openly talk about what needs to be done to be more effective.	1	2	3	15	11	0		81%				
24. In our workgroup, we can be completely candid and open with each other.	1	4	4	17	6	0	16%	72%				
25. The people I work with take accountability for results.	0	1	4	13	13	0		84%				
26. We have the right number of people in our workgroup to get the job done.	7	8	4	9	3	1	48%		39%			
My Supervisor	8%	6%	10%	23%	54%			76%				
27. My supervisor builds effective working relationships with me.	2	3	0	7	20	0	16%	84%				
28. My supervisor builds effective working relationships with all workgroup members.	2	2	4	7	16	1		74%				
29. My supervisor is approachable and easy to talk to.	3	0	3	5	21	0		81%				
30. My supervisor encourages me to come up with ideas and suggestions for improving our work.	2	3	3	6	18	0	16%	75%				
31. I feel I can speak up with my supervisor without fear of retribution or negative consequences.	5	1	2	3	21	0	19%	75%				

	Strongly Disagree				Strongly Agree	Don't Know / Not Applicable	0%	20%	40%	60%	80%	100%
	1	2	3	4	5							
32. My supervisor creates a motivating and energizing workplace.	4	2	3	10	13	0	19%				72%	
33. My supervisor makes it a priority to develop employees.	3	2	4	9	14	0	16%				72%	
34. My supervisor regularly recognizes me for doing a good job.	3	2	5	9	13	0	16%	16%			69%	
35. My supervisor is accessible when I need him/her.	1	3	2	9	17	0					81%	
36. My supervisor treats people with fairness and respect; does not play favorites.	4	1	5	7	15	0	16%	16%			69%	
37. I trust my supervisor.	3	2	3	4	20	0	16%				75%	
38. I clearly understand what my supervisor expects of me.	1	1	5	7	18	0	16%				78%	
39. My supervisor gives me regular feedback on how I am doing.	2	4	2	10	14	0	19%				75%	
40. My supervisor sets reasonable expectations for my performance.	0	3	4	7	17	0					77%	
41. My supervisor sets reasonable expectations for our workgroup's performance.	1	3	2	8	17	0					81%	
42. My supervisor demonstrates good interpersonal and communication skills.	3	1	2	9	17	0					81%	
43. My supervisor takes the time to coach and mentor me on a regular basis.	3	2	6	5	15	1	16%	19%			65%	
44. My supervisor allows me to fully utilize my vacation and time-off benefit.	2	1	0	7	22	0					91%	
My Organization	7%	13%	19%	30%	32%		20%	19%			61%	
45. I could see myself working at this organization at this time next year.	2	3	6	6	15	0	16%	19%			66%	
46. I feel like I belong here.	1	3	3	11	13	0					77%	
47. I would recommend this organization as a great place to work.	3	3	4	8	12	1	20%				67%	
48. There are opportunities for my own advancement here at this organization.	6	10	4	5	6	1	52%				35%	
49. This organization provides attractive opportunities for professional development.	5	5	6	6	7	1	34%	21%			45%	
50. I understand how my work contributes to the overall success of this organization.	0	1	4	13	14	0					84%	
51. We have effective methods for receiving and responding to suggestions for change	0	8	7	10	6	1	26%	23%			52%	
52. The vision and goals of this organization are important to me personally.	0	1	3	16	12	0					88%	

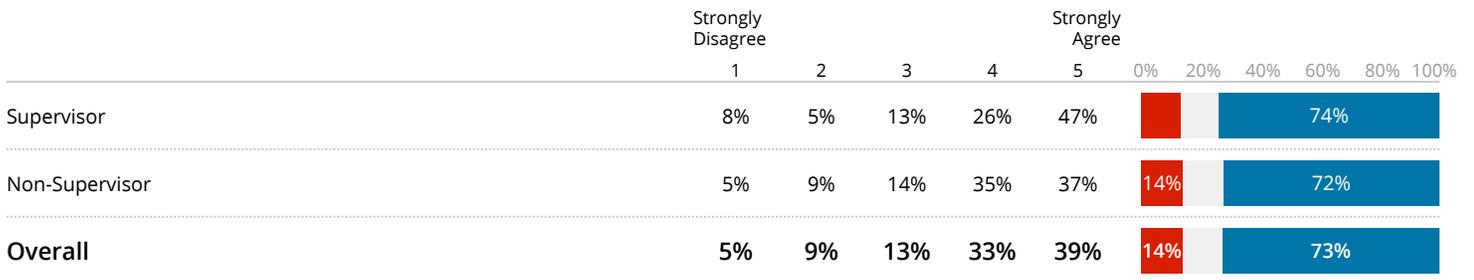
	Strongly Disagree				Strongly Agree		Don't Know / Not Applicable						
	1	2	3	4	5			0%	20%	40%	60%	80%	100%
53. This organization cares about employees.	1	6	4	10	10	1		23%				65%	
54. We work effectively across departments and functions.	1	3	11	11	3	3			38%			48%	
55. This organization has fair and accurate ways of measuring my performance.	0	3	9	10	9	0			29%			61%	
56. This organization communicates well with all employees about what is going on.	3	3	9	10	7	0		19%	28%			53%	
57. This organization trusts employees to be responsible for achieving results.	0	5	6	9	12	0		16%	19%			66%	
58. If given a choice, I would remain with this organization even if a job with similar pay and benefits were available elsewhere.	6	3	3	8	12	0		28%				63%	
59. I feel confident that changes will be made as a result of this survey.	5	3	8	6	10	0		25%	25%			50%	
Overall		5%	9%	13%	33%	39%		14%				73%	

Demographics

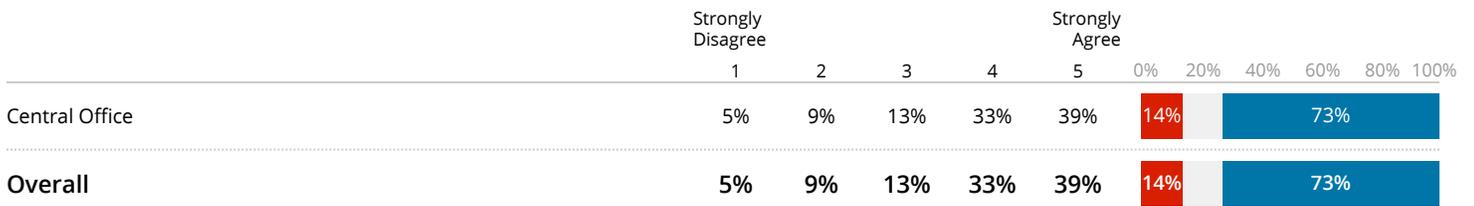
Tenure

	Strongly Disagree				Strongly Agree							
	1	2	3	4	5		0%	20%	40%	60%	80%	100%
Less than a year		4%	12%	13%	29%	41%		17%				70%
1-2 years		NaN%	NaN%	NaN%	NaN%	NaN%		Insufficient Responses				
3-5 years		9%	11%	18%	32%	29%		21%	18%			61%
6-10 years		5%	13%	26%	38%	19%		18%	26%			56%
11-20 years		7%	5%	8%	25%	55%						81%
Over 20 years		NaN%	NaN%	NaN%	NaN%	NaN%		Insufficient Responses				
Overall		5%	9%	13%	33%	39%		14%				73%

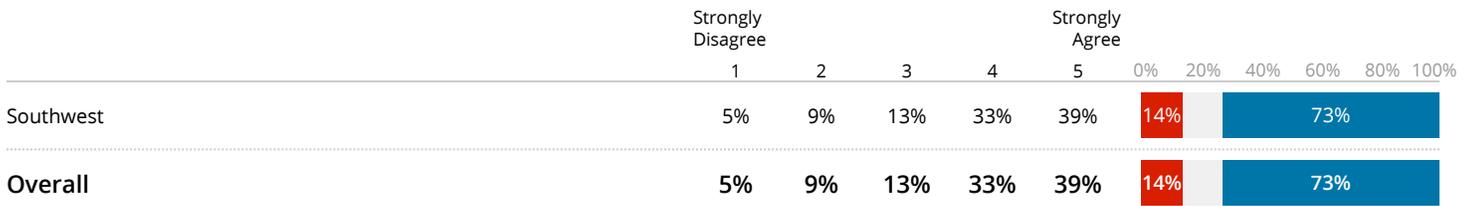
Supervisor/Non-Supervisor



Region

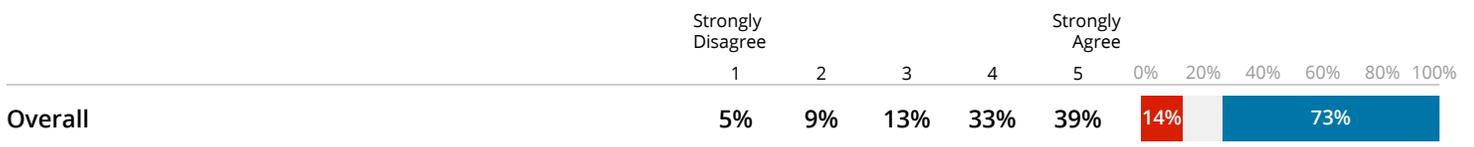


Hub

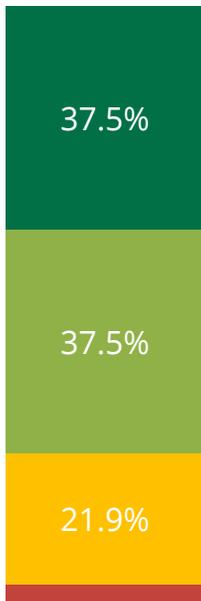


Ranking

Ranking



Engagement Index



Engagement Group	Count	Percent	Range
Fully Engaged	12	37.5%	4.5 - 5
Key Contributors	12	37.5%	3.5 - 4.5
Opportunity Group	7	21.9%	2.5 - 3.5
Fully Disengaged	1	3.1%	0 - 2.5

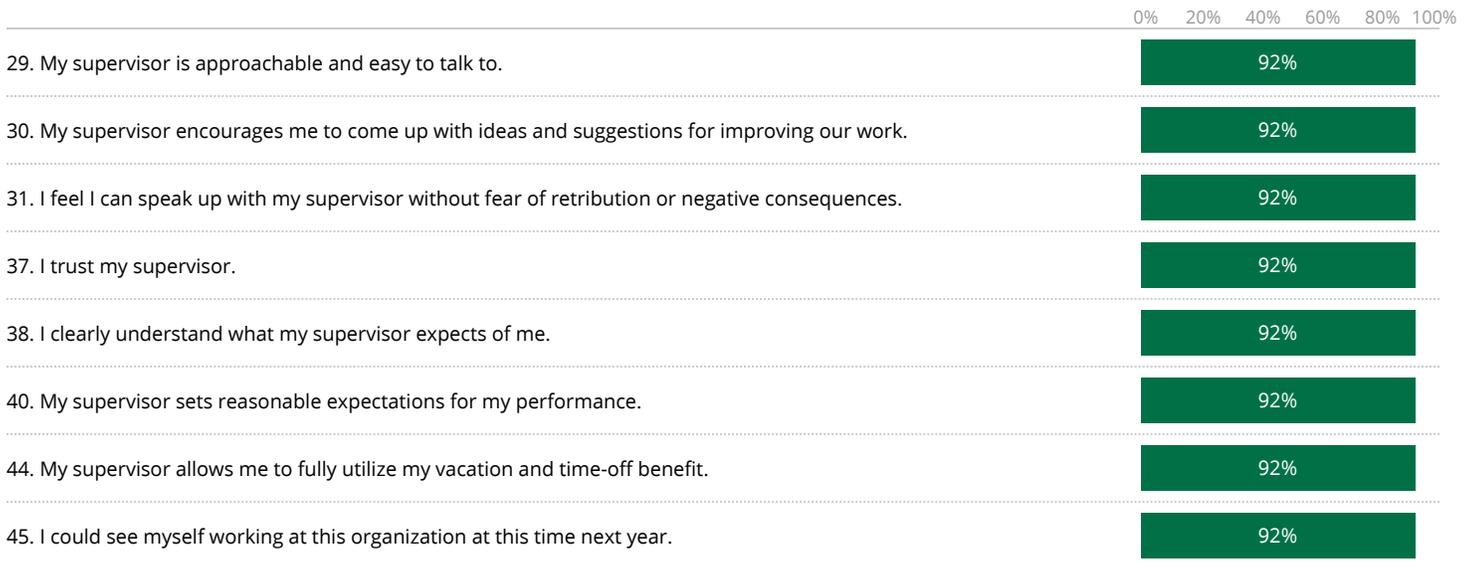
Anchor Questions

- 2. My talents and abilities are used well in my current position.
- 3. I find enjoyment in the job that I perform.
- 4. It is easy for me to become immersed in my job.
- 5. Most days, I look forward to coming to work.
- 47. I would recommend this organization as a great place to work.

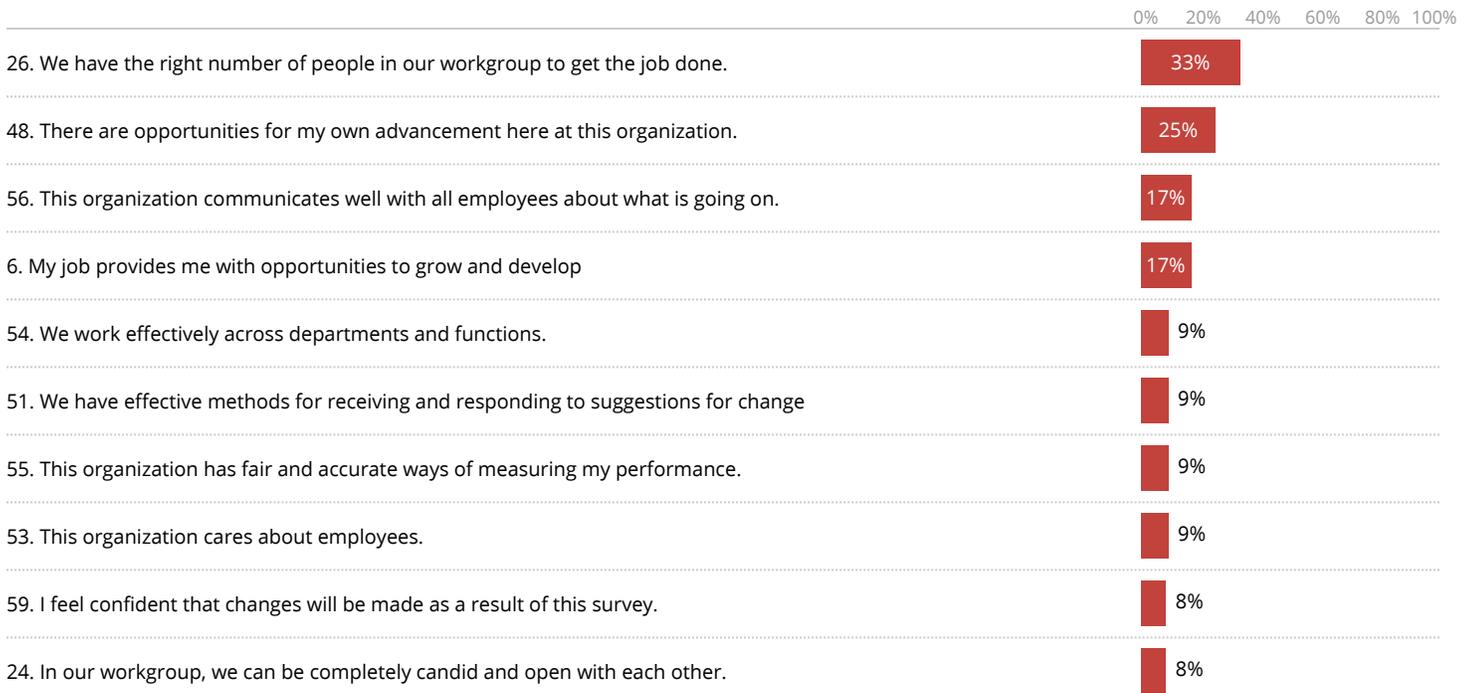
Fully Engaged

Positive Perceptions



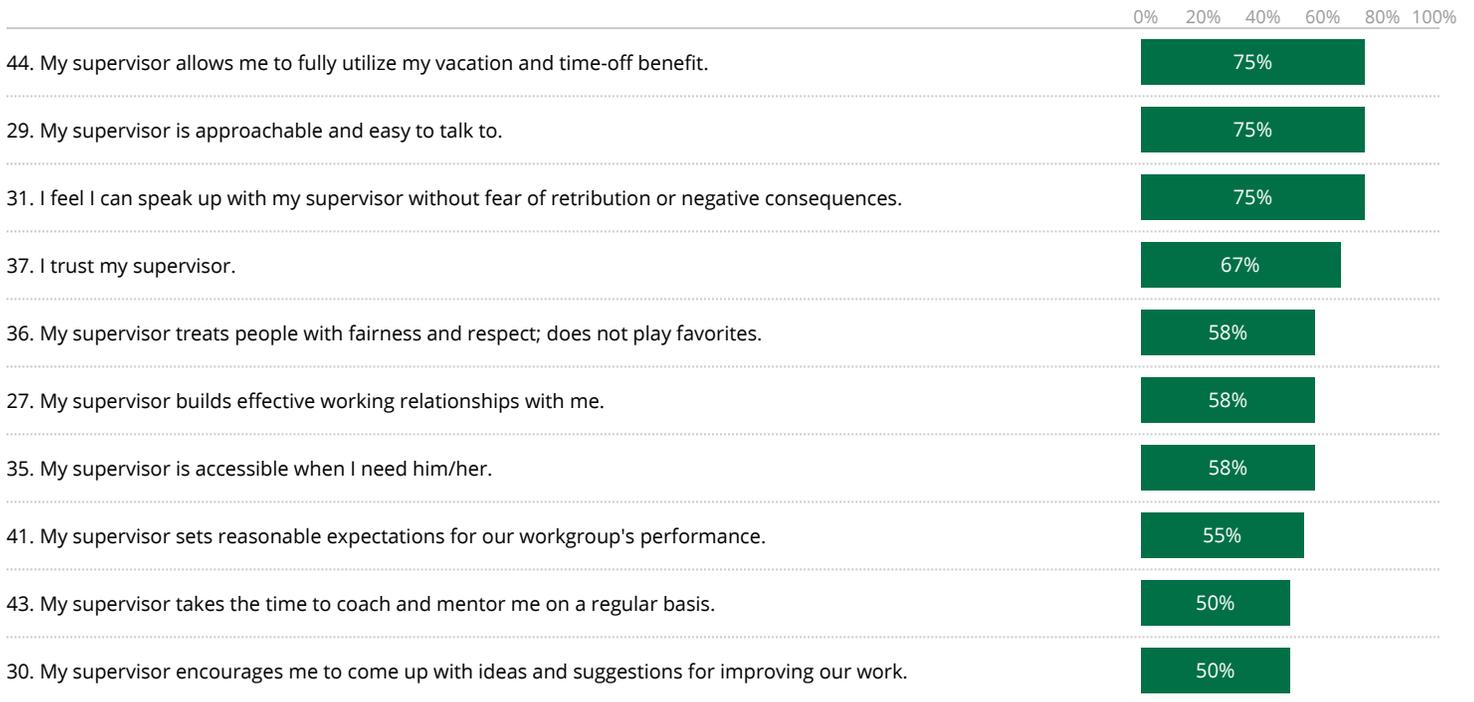


Negative Perceptions

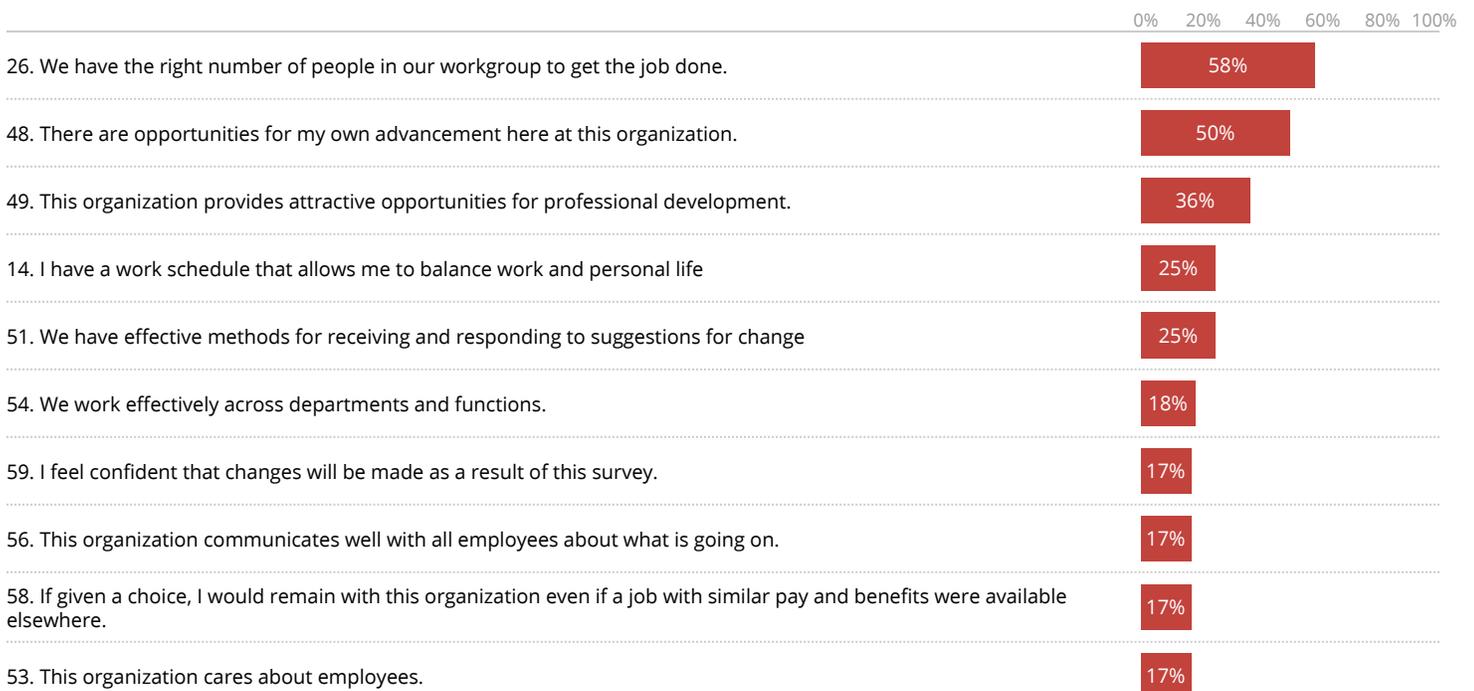


Key Contributors

Positive Perceptions



Negative Perceptions



Opportunity Group

Positive Perceptions

This section contains insufficient responses.

Negative Perceptions

This section contains insufficient responses.

Fully Disengaged

Positive Perceptions

This section contains insufficient responses.

Negative Perceptions

This section contains insufficient responses.

Rater Compare

By Team

Group	Count	Fully Engaged	Key Contributors	Opportunity Group	Fully Disengaged
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Hub

Group	Count	Fully Engaged	Key Contributors	Opportunity Group	Fully Disengaged
Southwest	32	38%	38%	22%	3%

Region

Group	Count	Fully Engaged	Key Contributors	Opportunity Group	Fully Disengaged
Central Office	32	38%	38%	22%	3%

Supervisor/Non-Supervisor

Group	Count	Fully Engaged	Key Contributors	Opportunity Group	Fully Disengaged
Supervisor (Insufficient)	-	-	-	-	-
Non-Supervisor (Insufficient)	-	-	-	-	-

Tenure

Group	Count	Fully Engaged	Key Contributors	Opportunity Group	Fully Disengaged
Less than a year (Insufficient)	-	-	-	-	-
1-2 years (Insufficient)	-	-	-	-	-
3-5 years (Insufficient)	-	-	-	-	-
6-10 years (Insufficient)	-	-	-	-	-
11-20 years (Insufficient)	-	-	-	-	-
Over 20 years (Insufficient)	-	-	-	-	-

Comments

1. Please provide suggestions you think would help manage the workload and stress level in your workgroup.

I am fortunate in that my job is led by a supportive supervisor. He is however, constrained by the lack of a formal initiative for training purposes to be able to assist us in advancing and implementing constructive changes.

There are currently 3 vacant positions in my work group. Once those positions are filled and individuals are trained, workload and stress level of the group will be more manageable.

Hire staff and develop them in such a way they want to stay. There is a strong sense of criticism by staff and supervisors, instead of using a situation as a learning experience. The stress level has increased proportionately to the decline in staff recently. I feel stressed all the time now and it is beginning to affect my health. The volume of work to be done and the time constraints given are very stressful. There are so many complaints to deal with that doing a survey without a complaint is rare. However, our bureau chief doesn't recognize that complaints have increased. I feel stressed in the field and in the office. There doesn't seem to be a time where I can relax and do my job in the normal amount of time. Hurry, hurry, hurry, we need to do this or that is the order of every day. It is hard to take time off because we do not have enough staff. I really want to do this job but the stress is beginning to really bother me.

Interestingly, my co-supervisor and I have identified a decrease in morale in our department. We have many ideas as to the causes of this development, but our current plan is to have a staff meeting to do a Quality Assurance/Performance Improvement exercise with our staff to seek their input. I think this will help overall, to focus both the team and the supervisors on making sure our focus is on how we contribute to the Department's Mission and Values. Some of my less positive responses are because I am fairly new in my position, and am still "learning the ropes." I hold myself accountable for working with my supervisor to improve on those areas. She is a fantastic supervisor, and I look forward to better responses next year.

It would be helpful if information regarding change(s) was in writing. It would be helpful if information regarding change(s) was consistently provided to all team members rather than to only one or two team members at a time. Prolonged understaffing and negativity from supervisors on up has taken a toll on team morale. Encouragement and expressions of appreciation would help improve morale.

Stress is contagious. The stress level of those around me can sometimes affect how I manage my day. I am not sure I am able to give any suggestions as I am basically a satellite to the anxiousness around me.

My group is only half staffed and the rest of us are having to pick up the extra work which is stressful.

12 is better for me as I was able to change jobs.

I don't know how (or if) the department can manage the unrealistic expectations of our external customers... but thanks for asking.

Accountability for an even workload distribution would help. Staff who are bogged down by unreasonable workloads talk with staff who have lighter workloads, which results in decreased morale and decreased productivity for those who are already overburdened.

The issues that cause concern and stress are not related to my particular workgroup, but more with the overall issues and direction the particular division I work in appear to be going.

keep doing what is being done.

Increased staff availability to delegate work to.

Vacancies have had an impact on the amount of work that needs to be done.

2. Health and Welfare values growth and advancement opportunities. What do you need to develop and grow within the organization?

Expanded education on survey topics, baseline education on LTC

More continuing education opportunities!

There are some classes offered periodically and online through CMS, however there is nothing for personal or professional development within a specialty such as nursing, social work, etc. It would be nice to see some offer for reimbursement of classes offered outside the organization, within reason of course, to keep up with trends and changes in healthcare.

Continued training opportunities. Most all I have completed I found solo. That has benefited me on evaluations as I am self-motivated, but I could use more opportunities to enrich my code experience that unfortunately require training from outside resources. This is vastly hindered by the Bureau Chief's unwillingness to recognize our department's need for continued training.

Growth and development is encouraged in our work group.

There isn't enough time for education or to take time off for career development.

Within the past year, I have been promoted to a supervisory position in my department. My challenge in the next year will be to continue to grow into this role. My supervisor is a fantastic person, and encourages my growth. I am comfortable approaching her with any question or concern. While I disagreed that we have enough people in our workgroup to do the job expected, I should clarify that there are enough positions available, we just have a challenging time finding people to work the positions due to the amount of travel required. Nothing we can do about that. Also, because our training/orientation process is so detailed (and has to be), we can only onboard one or two people at a time. We have identified some staff who might be performing at a less than ideal standard when not being directly supervised, and have implemented some performance improvement expectations to address that. And, if I could wave my magic wand to effect change in an area over which I have no control, the internet service we have would be state-of-the art enough to handle any traffic required.

I don't know. I really have taken this position as far as it can go without being overworked and anxious. this position doesn't allow for growth opportunities.

Supervisors who don't rule with a heavy hand, threaten employees and create a hostile work environment.

More freedom and access to in-service training and professional development in my specialized field Allowance and support to attend out of area professional development conferences and training would be great.

Opportunities for advancement are rare within this Division and there is little time to participate in training opportunities that would improve our chances to advance in other Divisions.

Structural change above.

Continued exposure to situations involving internal and external stakeholders, as well as the continued support that allows me to be as self-directed as possible yet still meeting the needs and demands of a very heavy case workload.

I believe there is opportunity for advancement and growth in the Department of DHW. However, due to a variety of factors there is little advancement within the Division.

Unfortunately I'm stuck because I "cost too much" to move upward. I'm not willing to take a pay cut to get a promotion.

3. What are the greatest strengths within your Division?

The support and understanding of our supervisor.

The diversity of backgrounds, the professional humility exhibited by each individual and the sense that each person is valued for their contributions.

Our supervisors are supportive and encouraging. They are an excellent resource and have a wealth of knowledge to offer. Our supervisors also take a vested interest in our successes as employees, as well as on a personal level.

The personnel are highly skilled and care about our customer's needs. We are devoted to the ongoing success of organizations whose goal is to care for Idahoans.

The greatest strengths within our division are the individual members of various teams. The diverse backgrounds of team members bring together a more effective and prepared work group.

We have two new supervisors who are still learning their roles, I feel like they want to make constructive changes but do not have the time themselves to do everything they are expected to do. They do not have the time to develop employees. It just trickles down.

My supervisor is a rock in a raging storm at the moment, as political interests seek to overpower the needs of frail, elderly persons in nursing homes. She is a wealth of knowledge, and has integrity beyond compare. Through her leadership, I anticipate the above identified challenges will be successfully addressed. The reason I marked that I strongly agree changes will be made as a result of this survey is that I am empowered by my supervisor to effect that change.

Warmth, caring, mission

Good work ethic, support, mutual respect.

Even though I am not technically a part of a team, the division that I am attached to seem to support one another.

I have a strong immediate supervisor

The employees who we have and who have not been fired or driven off by heavy handed supervisors who are exerting their will, attitude, bad mood, and stress to the rest of us.

Purpose is clear and meaningful.

Survey staff wanting what is best for residents.

Difficult to say. There appears to be a chokehold on communication as you go up the "chain of command."

The people, the people, the people.

Leadership.

The Division Administrator and Bureau Chief.

We have a terrific Division Administrator, who is open and candid.

no comment

4. What areas do you think needs the most improvement within your Division?

I can not think of anything yet as of today.

Team building

Better communication overall, consistency with processes

This position has some wonderful benefits to offer individuals, however, in order to retain and recruit potential surveyors it would be more enticing if the pay was closer to or commensurate with the private sector.

Our organization suffers at times with the lack of being willing to, or open to change. We need to adapt to ongoing technological advances and use these tools to the best of our capabilities. Our facilities rely on us for assistance in keeping Idahoans safe and healthy. Without balancing our role of compliance enforcement with the ongoing responsibility of education to our customers, we hinder the overall strategic plan's objectives.

Adequate staff to complete workload. I believe this is hindered due to low compensation for required skills and experience required for the position.

The area of compensation would benefit from a close review. If salaries were more competitive, especially for Registered Nurses, recruitment would be less of a challenge.

We need more staff, and a program for retention

Our Division is small, and our focus is on ensuring regulatory compliance in a number of settings where care is provided to vulnerable persons. In this context, there is a push within the nursing home industry that findings of regulatory non-compliance are anti-business. It is my hope that within the framework of the Department's Mission and Values, as well as state and federal regulatory requirements, we will keep our frail elders at the center of this dialogue, where they belong.

Communicate specific methods for offering suggestions or feedback as issues arise.

There are delays with the Per Diem reimbursement. I would like to see the process improved to minimize the time from submission of travel claim to actual delivery of reimbursement.

It is difficult to pinpoint.

Higher level supervisors do not have an adequate perception about who I am or what I do.

Supervisors who trust the work we do and not question everything and are over critical. Supervisors who are not wishy-washy in their decisions (one week it's this way and the next it's another way). Supervisors who do not threaten the employees verbally and through physical posturing.

More funding for training and development of specialized occupations. The KLC and interpersonal training is great, but does little to help me become more up to date and a better specialist in my job.

People here are defensive. Suggestions are taken personally instead of being used as a way to make things better and there is a lack of follow through on things we are told are going to happen.

Possibly increase supervision and oversight (actually looking at the work produced and how it was accomplished rather than just asking the person) of some management and supervisory staff.

Removal of divisiveness between programs within the Division.

Work environment. Taller walls, dual monitors for all staff.

The ability to update state rules.

Increased communication, collaboration, and learning across the various sections.

no comment