

# Clinical Manager Survey



ID: \_\_\_\_\_

**National Study of Better Jobs, Better Care  
The Pennsylvania State University  
Peter Kemper, PhD  
Diane Brannon, PhD  
Kathryn Dansky, PhD  
Teta Barry, PhD  
June 2004**

# Clinical Manager Survey

**Thank you for your interest in the Better Jobs, Better Care demonstration. Before beginning the survey, please read the following and indicate your willingness to participate.**

## **Consent**

The Pennsylvania State University

Title of Project: Better Jobs, Better Care Evaluation

Principal Investigator: Peter Kemper, 113 Henderson Building, University Park,  
PA 16802 (814) 865-6899 [pkemper@psu.edu](mailto:pkemper@psu.edu)

Other Investigator(s): Diane Brannon, Ph.D.  
Kathryn Dansky, Ph.D.  
Teta Barry, Ph.D.

**Purpose of the Study:** The purpose of this research is to evaluate the effects of changes in your workplace on direct care worker job quality and retention.

**Procedures to be Followed:** You will be asked to answer approximately 100 survey questions.

**Discomfort and Risks:** There are no risks in participating in this research beyond those experienced in everyday life.

## **Benefits:**

- a. You may discover some new insights about how you view the management of your organization.
- b. This research might provide a better understanding of how changes in your organization affect how direct care workers feel about their jobs and whether or not they remain in their jobs. Overall, this information may help to improve the quality of the direct care workforce, which will ultimately affect the quality of care your patients/residents/clients receive.

**Duration:** It will take about 45 minutes to complete the questions.

**Statement of Confidentiality:** Only the person in charge at the Penn State Survey Research Center, and his assistants, will know your identity. If this research is published, no information that would identify you will be written. Your confidentiality will be maintained to the degree permitted by the technology used. Specifically, no absolute guarantees can be made regarding the interception of data sent via the Internet by any third parties.

**Right to Ask Questions:** You can ask questions about the research. The person in charge will answer your questions. Contact David Johnson at (814) 865-9564 with questions. If you have questions about your rights as a research participant, contact Penn State's Office for Research Protections at (814) 865-1775.

**Voluntary Participation:** You do not have to participate in this research. You can end your participation at any time by not completing the survey. You do not have to answer any questions you do not want to answer.

# Clinical Manager Survey

You must be 18 years of age or older to consent to participate in this research study. If you consent to participate in this research study and to the terms above, please indicate "Yes" below the statement, "I agree to participate in this survey." Completion and submission of the survey is also considered consent to participate in this research.

Please print one copy of this consent form for your records.

I agree to participate in this survey.

- Yes
- No

This informed consent form was reviewed and approved by the Social Science Institutional Review Board at The Pennsylvania State University on November 21, 2003. It will expire on November 20, 2004.

# Clinical Manager Survey

Your organization is one of over 200 providers participating in the Better Jobs, Better Care Demonstration (BJBC) throughout the states of Iowa, North Carolina, Oregon, Pennsylvania and Vermont. The overall goal of BJBC is to improve the jobs of the direct care workforce through policy-level and practice-level initiatives. This survey is intended to identify management practices in the provider organizations that are participating in BJBC. For the purpose of this survey, the term “**Direct Care Worker**” refers to an individual who provides hands-on personal care (e.g. assistance with bathing, toileting, dressing, transferring and feeding) at a nursing home, home health agency, assisted living organization, adult day center or other personal care facility. Although activities may sometimes overlap, we **do not include** LPNs or RNs in this definition. Also **excluded** are workers who help with cleaning, meal preparation and chores, but do not provide personal care. All of your answers will be kept confidential.

1. What kind of services does your organization provide? (Check one only.)

- Home health care: skilled services  
**If yes, what was the total number of visits in the last pay period?** \_\_\_\_\_
- Home care/personal care: supportive services  
**If yes, what was the total number of visits in the last pay period?** \_\_\_\_\_
- Assisted living/personal care  
**If yes, what was your average daily census in the last pay period?** \_\_\_\_\_
- Adult day services  
**If yes, what was your average daily census in the last pay period?** \_\_\_\_\_
- Skilled nursing/intermediate care (nursing home)  
**If yes, what was your average daily census in the last pay period?** \_\_\_\_\_
- Other (specify) \_\_\_\_\_

2. Is your organization:

- For profit
- Not-for-profit
- Both for-profit and not-for-profit
- Public/government

3. Is your organization: (Check one only.)

- Free standing (i.e., the CEO/director within your organization has ultimate responsibility for decisions)
- Part of a chain, system or multi-organization corporate structure

4. Within your market area, approximately how many similar organizations are direct competitors?

- None
- 1-3
- 4-6
- 7-9
- 10+

5. Are your direct care workers unionized?

- Yes
- No

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6. How often are sign-on bonuses given to direct care workers when they are hired?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
7. How often are bonuses/rewards given to direct care workers for recruiting new direct care workers?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
8. How often do direct care workers have input into changes in patient/resident/client care plans?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
9. How often do direct care workers actively participate in developing patient/resident/client care plans?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
10. How often do direct care workers write in patient/resident/client charts?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
11. How often do direct care workers <b>communicate in writing</b> with other <b>direct care workers</b> to relay information about residents/patients/clients?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
12. How often do direct care workers <b>communicate verbally</b> with other <b>direct care workers</b> to relay information about residents/patients/clients?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
13. How often do direct care workers communicate information <b>either in writing or verbally</b> about residents/patients/clients by reporting to their <b>supervisors</b> ?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
14. How often do direct care workers meet formally or informally with a supervisor to discuss patient/resident/client care issues?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
15. How often do direct care workers receive <b>verbal</b> feedback about their everyday job performance?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
16. How often do direct care workers receive <b>written</b> feedback about their everyday job performance?	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always

17. How often do direct care workers receive a formal performance appraisal?

- Never
- Annually
- 2-5 times a year
- Monthly or bi-monthly
- More than once a month

# Clinical Manager Survey

How often are the following management practices used for direct care workers in your organization?

**18.** Permanent assignment to patients/residents/clients.

- Never
- Seldom
- Occasionally
- Frequently
- Always

**19.** Rotation of assignments to different services or units.

- Never
- Seldom
- Occasionally
- Frequently
- Always
- Does not apply

<b>20.</b> Cross-training (learning new skills not traditionally used by direct care workers, such as medication administration or assisting with physical therapy).	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
<b>21.</b> Self-managed work groups that include direct care workers.	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always
<b>22.</b> Flex Time for direct care workers.	<input type="radio"/> Never	<input type="radio"/> Seldom	<input type="radio"/> Occasionally	<input type="radio"/> Frequently	<input type="radio"/> Always

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<b>23.</b> What percentage of direct care workers currently participate in a career ladder program for the direct care worker to advance to a higher level of direct care worker (for example, team leader or dementia care specialist)?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
<b>24.</b> What percentage of direct care workers currently participate in a career ladder program for the direct care worker to become a Licensed Practical Nurse?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
<b>25.</b> What percentage of direct care workers currently have a designated peer mentor?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
<b>26.</b> Approximately what percentage of direct care workers participate in formal inservice programs beyond those required for certification?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
<b>27.</b> During the past year, approximately what percentage of direct care workers have completed a self-directed educational video or computer-based training program while at work?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
<b>28.</b> During the past year, approximately what percentage of direct care workers have attended a conference or workshop away from work?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%

**29.** Is participation in formal training or continuing education programs linked to compensation?

- Yes
- No

**30.** Is participation in formal training or continuing education programs linked to performance appraisal?

- Yes
- No

During the past year, what percentage of direct care workers received any formal training (inservice, workshop, etc.) on ...

<b>31.</b> communicating effectively with other employees?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
<b>32.</b> communicating effectively with patients/residents/clients?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
<b>33.</b> diversity or cultural issues?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%

# Clinical Manager Survey

34. Please estimate the overall competency level of direct care workers in your organization using the following benchmark:

- 0 = All require constant supervision and guidance
- 1
- 2
- 3
- 4
- 5 = All have an average level of competency for the position
- 6
- 7
- 8
- 9
- 10 = All perform their jobs well with minimal guidance

The next 6 questions refer to **individuals who supervise the activities of direct care workers** in their everyday work. This may be a nurse, manager, or other clinical staff person. In answering these questions, think of those persons who are most likely to supervise direct care workers in your organization.

35. Who is the person directly responsible for supervising direct care workers in their daily activities?

- RN staff nurse
- RN supervisor
- HR manager
- LPN charge or unit nurse
- Other (specify): \_\_\_\_\_

During the past year, what percentage of direct care worker **supervisors** received any formal training (inservice, workshop, etc.) on ...

36. communicating effectively with other employees?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
37. communicating effectively with patients/residents/clients?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
38. diversity or cultural issues?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
39. effective disciplinary procedures?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%
40. skills for managing people?	<input type="radio"/> None	<input type="radio"/> 1-25%	<input type="radio"/> 26-50%	<input type="radio"/> 51-75%	<input type="radio"/> 76-100%

# Clinical Manager Survey

41. Does your organization have a formal goal for developing your direct care worker staff?
- Yes
  - No
  - Don't know
42. If yes, do you have a written action plan for achieving these staff development goals?
- Yes
  - No
  - Don't know
43. How many times have written **employee** satisfaction surveys been conducted during the past year?
- None
  - 1
  - 2
  - 3
  - More than 3
  - Don't know
44. How many formal **resident/patient/client** satisfaction surveys did your organization conduct during the last year?
- None
  - 1
  - 2
  - 3
  - More than 3
  - Don't know

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Now, we'd like to ask if you agree or disagree with the following statements about your organization. It is important that your confidential responses to these questions be honest and accurate.

<b>45.</b> Employees take personal responsibility for their behavior.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>46.</b> The organizational culture encourages risk-taking.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>47.</b> The organizational culture encourages continuous improvement.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>48.</b> Senior management has presented a clear vision of the future of the organization.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>49.</b> The organization rewards staff for being innovative.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>50.</b> Management communicates effectively with staff in all levels of the organization.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>51.</b> Management solicits input from all levels of staff when deciding on purchases related to care delivery.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>52.</b> Management solicits input from all levels of the organization when deciding on policies and protocols.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree

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Now, we'd like to ask whether you agree or disagree with the following statements about your organization in the context of the Better Jobs, Better Care project.

<b>53.</b> The organization had successfully implemented programs intended to improve the quality of direct care worker jobs <i>prior to</i> the Better Jobs, Better Care project.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>54.</b> The Better Jobs, Better Care project is being supported by a senior level executive in your organization.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>55.</b> All levels of management are committed to the Better Jobs, Better Care project.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>56.</b> Senior management has clearly articulated the need for the Better Jobs, Better Care project.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree
<b>57.</b> The Better Jobs, Better Care project conflicts with other major activities going on in the organization.	<input type="radio"/> Strongly agree	<input type="radio"/> Agree	<input type="radio"/> Neither agree nor disagree	<input type="radio"/> Disagree	<input type="radio"/> Strongly disagree

**58.** Regarding the recruitment and retention of direct care workers, what are the biggest changes in practice that you expect to occur as a result of the BJBC project? Please write a brief description of one or two changes that are part of the BJBC project.

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**59.** If you could do one thing to improve your organization's ability to recruit and retain quality direct care workers, what would it be?

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# Clinical Manager Survey

**60.** Do you use any of the following methods in your organization to help employees manage their stress levels? Check all that apply.

- Extra time off during/following periods of high workload
- Quiet areas in the workplace for breaks
- Exercise breaks during work hours
- Reimbursement for health club membership
- Support groups that meet regularly and include a group facilitator
- Private counseling at the workplace or offsite
- Other: \_\_\_\_\_
- Don't use any specific method

**61.** What mechanisms are used in your organization to handle employee concerns? Check all that apply.

- Talk with supervisor
- Toll-free "hotline"
- Organizational ombudsman
- Mediation
- Arbitration
- Other: \_\_\_\_\_
- Don't use any specific method

**62.** Have any grievances been filed by direct care workers in your organization within the last year?

- Yes
- No

**62b.** If yes, approximately how many grievances were filed?

\_\_\_\_\_

**63.** What approaches are used to handle poor performance or negative behaviors at your organization? Check all that apply.

- Counseling by supervisor in the work unit
- Counseling by senior manager
- Written documentation
- Final warning conference
- Probation
- Suspension
- Termination
- Other: \_\_\_\_\_
- Don't use any specific method

**64.** When direct care workers terminate their employment voluntarily, how often are exit interviews conducted?

- Never
- Seldom
- Occasionally
- Frequently
- Always

# Clinical Manager Survey

65. How is human resource management information communicated to employees? Check all that apply.

- Employee handbook
- Company newsletter or magazine
- Bulletin boards
- Internet postings
- Email messages to individuals
- Audiotapes/videotapes
- Teleconferencing
- Formal meetings
- Other (explain): \_\_\_\_\_
- Don't use any specific method

66. Do you use any of the following individual financial incentives for good performance for the direct care workers that you employ? Check all that apply.

- Merit bonus
- Attendance bonus
- Special recognition awards (merchandise, trips, etc.)
- Productivity bonus tied to quality or outcomes
- Other individual incentive (explain): \_\_\_\_\_
- Don't use any individual financial incentives

66a. If you do use special recognition awards as individual financial incentives for good performance for the direct care workers that you employ, what type(s) do you use? Check all that apply.

- Coupons and/or gift certificates for meals, merchandise, etc.
- Holiday bonuses and/or gifts
- Cash
- Trips
- Other: \_\_\_\_\_

67. Do you use any of the following group financial incentives for good performance that include direct care workers? Check all that apply.

- Incentives based on group or unit productivity
- Special recognition awards (merchandise, trips, etc.) for unit or team
- Other group incentive (explain): \_\_\_\_\_
- Don't use any group financial incentives

68. Do you use any of the following organization-wide financial incentives that include direct care workers? Check all that apply.

- Profit sharing
- Employee stock options
- Special recognition awards (merchandise, trips, etc.)
- Other organization-wide incentives (explain): \_\_\_\_\_
- Don't use any of the above organization-wide financial incentives

# Clinical Manager Survey

Do you offer any of the following health benefits to direct care workers?

**If yes**, indicate how much of the cost is paid by your organization. If benefits are offered but not paid for by your organization, indicate 0%.  
**If yes**, indicate if benefit is available to all direct care workers (full-time, part-time, per diem, etc.).  
**If yes**, indicate if direct care worker families/dependents are also covered.

Benefit:	Offered to direct care workers:	Cost paid by organization:	Benefit is available to:	Direct care worker families/dependents also covered:
<b>69.</b> Health insurance	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others	<input type="radio"/> Yes <input type="radio"/> No
<b>70.</b> Dental insurance	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others	<input type="radio"/> Yes <input type="radio"/> No
<b>71.</b> Vision insurance	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others	<input type="radio"/> Yes <input type="radio"/> No
<b>72.</b> Prescription drug plan	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others	<input type="radio"/> Yes <input type="radio"/> No

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**If yes**, indicate if benefit is available to all direct care workers (full-time, part-time, per diem, etc.).  
**If yes**, indicate if direct care worker families/dependents are also covered.

Benefit:	Offered to direct care workers:	Cost paid by organization:	Benefit is available to:	Direct care worker families/dependents also covered:
<b>73.</b> Mental/behavioral health assistance or programs	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others	<input type="radio"/> Yes <input type="radio"/> No
<b>74.</b> Wellness programs	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others	<input type="radio"/> Yes <input type="radio"/> No

# Clinical Manager Survey

Do you offer any of the following financial or retirement benefits to direct care workers?

<p><b>If yes, indicate how much of the cost is paid by your organization. If benefits are offered but not paid for by your organization, indicate 0%.</b>  <b>If yes, indicate if benefit is available to all direct care workers (full-time, part-time, per diem, etc.).</b></p>			
Benefit:	Offered to direct care workers:	Cost paid by organization:	Benefit is available to:
<b>75.</b> Life insurance	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>76.</b> Disability insurance	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>77.</b> Financial assistance to attend advanced training workshops/conferences	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>78.</b> Educational assistance to attend certificate or degree programs	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others

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Do you offer any of the following financial or retirement benefits to direct care workers?

<p><b>If yes</b>, indicate how much of the cost is paid by your organization. If benefits are offered but not paid for by your organization, indicate 0%.  <b>If yes</b>, indicate if benefit is available to all direct care workers (full-time, part-time, per diem, etc.).</p>			
Benefit:	Offered to direct care workers:	Cost paid by organization:	Benefit is available to:
<b>79.</b> Pension, 401(k), 403(b) or IRA plan	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>80.</b> Health care for retirees	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>81.</b> Use of car during work hours	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>82.</b> Transportation assistance to/from work	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>83.</b> Paid time off	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others

# Clinical Manager Survey

Do you offer any of the following financial or retirement benefits to direct care workers?

<p><b>If yes</b>, indicate how much of the cost is paid by your organization. If benefits are offered but not paid for by your organization, indicate 0%.  <b>If yes</b>, indicate if benefit is available to all direct care workers (full-time, part-time, per diem, etc.).</p>			
Benefit:	Offered to direct care workers:	Cost paid by organization:	Benefit is available to:
<b>84.</b> Sick leave	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>85.</b> Vacation time	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>86.</b> Uniforms and/or shoes	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others

# Clinical Manager Survey

Do you offer any of the following family/social benefits to direct care workers?

		<p><b>If yes</b>, indicate how much of the cost is paid by your organization. If benefits are offered but not paid for by your organization, indicate 0%.</p> <p><b>If yes</b>, indicate if benefit is available to all direct care workers (full-time, part-time, per diem, etc.).</p>	
Benefit:	Offered to direct care workers:	Cost paid by organization:	Benefit is available to:
<b>87.</b> Child care	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>88.</b> Dependent care subsidy	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>89.</b> Housing subsidy	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>90.</b> Funeral or bereavement leave	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others
<b>91.</b> Membership in recreation programs	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> 0% <input type="radio"/> 1 – 25% <input type="radio"/> 26 – 50% <input type="radio"/> 51 – 75% <input type="radio"/> 76 – 99% <input type="radio"/> 100% <input type="radio"/> Part of cafeteria plan	<input type="radio"/> All direct care workers <input type="radio"/> Full-time direct care workers only <input type="radio"/> Full-time direct care workers and some others

# Clinical Manager Survey

The following questions deal with the current composition of your workers.

Please enter the total number of hours worked in the last pay period for all **regular** employees in each category. If none, please indicate "0".

92. RNs: \_\_\_\_\_

93. LPNs: \_\_\_\_\_

94. Direct Care Workers: \_\_\_\_\_

95. How often are these employees paid?

RNs	<input type="radio"/> Weekly	<input type="radio"/> Every two weeks	<input type="radio"/> Twice a month	<input type="radio"/> Monthly	<input type="radio"/> Other
LPNs	<input type="radio"/> Weekly	<input type="radio"/> Every two weeks	<input type="radio"/> Twice a month	<input type="radio"/> Monthly	<input type="radio"/> Other
DCWs	<input type="radio"/> Weekly	<input type="radio"/> Every two weeks	<input type="radio"/> Twice a month	<input type="radio"/> Monthly	<input type="radio"/> Other

Please enter the total number of hours worked in the last pay period for all **temporary, contract and/or per diem** staff in each category. If none, please indicate "0".

96. RNs: \_\_\_\_\_

97. LPNs: \_\_\_\_\_

98. Direct Care Workers: \_\_\_\_\_

99. How often are these employees paid?

RNs	<input type="radio"/> Weekly	<input type="radio"/> Every two weeks	<input type="radio"/> Twice a month	<input type="radio"/> Monthly	<input type="radio"/> Other
LPNs	<input type="radio"/> Weekly	<input type="radio"/> Every two weeks	<input type="radio"/> Twice a month	<input type="radio"/> Monthly	<input type="radio"/> Other
DCWs	<input type="radio"/> Weekly	<input type="radio"/> Every two weeks	<input type="radio"/> Twice a month	<input type="radio"/> Monthly	<input type="radio"/> Other

100. Indicate the percentage of your current **direct care workers** in each of the following racial/ethnic groups. If none, please indicate "0".

African-American or Black: \_\_\_\_\_ %

Caucasian: \_\_\_\_\_ %

Hispanic or Latino: \_\_\_\_\_ %

Asian: \_\_\_\_\_ %

American Indian or Alaska Native: \_\_\_\_\_ %

Native Hawaiian or other Pacific Islander: \_\_\_\_\_ %

Other: \_\_\_\_\_ %

# Clinical Manager Survey

**101.** Indicate the percentage of your current **LPNs/RNs** in each of the following racial/ethnic groups. If none, please indicate "0".

- African-American or Black: \_\_\_\_\_%
- Caucasian: \_\_\_\_\_%
- Hispanic or Latino: \_\_\_\_\_%
- Asian: \_\_\_\_\_%
- American Indian or Alaska Native: \_\_\_\_\_%
- Native Hawaiian or other Pacific Islander: \_\_\_\_\_%
- Other: \_\_\_\_\_%

The following question deals with the current composition of your patients/residents/clients.

**102.** Indicate the percentage of your current **patient/resident/client population** in each of the following racial/ethnic groups. If none, please indicate "0".

- African-American or Black: \_\_\_\_\_%
- Caucasian: \_\_\_\_\_%
- Hispanic or Latino: \_\_\_\_\_%
- Asian: \_\_\_\_\_%
- American Indian or Alaska Native: \_\_\_\_\_%
- Native Hawaiian or other Pacific Islander: \_\_\_\_\_%
- Other: \_\_\_\_\_%

**103.** How many work-related illnesses and injuries have you reported to OSHA in the past 12 months for: (If none, please indicate "0".)

- RNs: \_\_\_\_\_
- LPNs: \_\_\_\_\_
- Direct Care Workers: \_\_\_\_\_

**104.** Thank you for taking the time to complete this important survey. Please indicate any questions or concerns you have below.

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# Clinical Manager Survey

***Thank you for taking the time to complete this survey. If you have any concerns, please direct them to:***

Survey Research Center  
The Pennsylvania State University  
327 Pond Lab  
University Park, PA 16802  
1-800-648-3617  
[bjbcmis@pop.psu.edu](mailto:bjbcmis@pop.psu.edu)