

STAR Administrator's Manual

How to Use the NHPCO Survey of Team Attitudes and Relationships (STAR) A Guide for Administrators

I. Introduction

Employees play a fundamental role in the success of any organization, and astute administrators recognize the value of a stable and committed work force. Regular assessment of staff job satisfaction provides information that can be used for proactive and corrective modification of organizational behavior and work environment to promote workforce excellence. Research has shown that employees who have higher job satisfaction are more likely to care about the quality of their work, have higher retention rates, are more productive, and are more committed to the organization. Evidence also exists that job satisfaction correlates to the quality of patient care.

Other sectors of the healthcare industry use job satisfaction surveys tailored to their specific health care environments. The STAR is designed to be administered to all hospice staff members whether they hold administrative, clinical, or non-clinical positions.

Benefits of Using STAR

A specialized job satisfaction survey such as the STAR is essential to the effective evaluation of job satisfaction of hospice staff.

Administrators will find the STAR to be a valuable tool for promoting workforce excellence and delivery of quality hospice care. Participation in the NHPCO STAR administration and reporting process provides the information needed to make adjustments to improve staff satisfaction and retention. In addition, the NHPCO STAR National report will allow hospice administrators to compare their results to others as part of the 360^o comprehensive evaluation critical to organizational quality.

II. STAR Online Survey Administration and Reporting

STAR Administrator's Portal

NHPCO provides online survey administration and reporting of a hospice's results for the STAR via the STAR Administrator's Portal. Staff members complete the survey online. Results for an individual hospice are also compiled and presented in a downloadable dashboard from the Portal.

The STAR Administrator's Portal allows your hospice's designated STAR Administrator to direct and monitor administration of the STAR. In the STAR Administrator's Portal, you can view and print your hospice's STAR report which presents the results for your hospice.

The STAR Administrator's Portal is accessible only to a hospice's STAR Administrator. The role and designation of the STAR Administrator is explained in Step 2 of the Implementation section below.

III. Implementation

Step 1: Review the survey

For previewing purposes, a copy of the survey is available for download from the NHPCO STAR page at www.nhpc.org/star.

NOTE: STAR is intended solely for online administration. The survey posted on the NHPCO page **should not** be copied and administered as a paper/pencil survey. Online administration is necessary to ensure confidentiality and to promote veracity of staff responses. Also, reporting for an individual hospice's results can only be done through use of the STAR Administrator's Portal.

Step 2: Connect and communicate with NHPCO

➤ *Assign roles and responsibilities*

STAR Administrator

The person designated as STAR Administrator will have special access within the STAR online system that allows them to initiate survey administration/dissemination, view participation progress, and view the hospice's report. A hospice can designate more than one STAR Administrator if desired. To request the designation of a STAR Administrator, send an email to star@nhpc.org with the name of the individual you wish to be assigned.

➤ *Update your hospice's roster*

A link to the online STAR survey is distributed to employees via email. In order to gain access to the online survey, an employee must be listed on your hospice's roster on a CSV form. Therefore, it is imperative that the staff roster for your hospice be up-to-date prior to the administration of the STAR.

➤ **Contact NHPCO for STAR Administrator's Portal Access**

After your staff roster is updated review it for omissions and corrections. When you have confirmed that your roster is correct and you have designated a STAR Administrator, send an email to star@nhpco.org with that information.

NHPCO will then contact you with information about how to access and navigate the STAR Administrator's Portal.

NOTE: NHPCO creates an account in the STAR online system for access to the STAR Administrator's Portal only after you have notified us that your roster is updated and you have provided the name of the individual assigned as STAR Administrator. You must contact star@nhpco.org in order to gain access to the STAR Administrator's Portal.

Step 3: Final Preparation

➤ **Decide on the timing of survey administration**

You determine the timeframe for your staff to complete the STAR. Choose both a start date and a deadline and clearly communicate both to your staff. **Many hospices choose a timeframe between 2 and 4 weeks to complete the survey.** We recommend that you regularly monitor the number of staff who has completed the survey (via Participation Progress in the STAR Administrator's Portal – see below) to determine if you need to extend the survey deadline.

NOTE: The link to the online survey remains operable for 60 days. The link will no longer function at the end of 60 days and cannot be reactivated. This means that STAR administration must be completed within 60 days after the start date.

➤ **Access the STAR Administrator's Portal**

The STAR Administrator's Portal allows you to begin distribution with the click of a button. This begins distribution of an email with the survey link to each of your staff. In the STAR Administrator's Portal, you will also be able to view participation progress rate, and view your hospice's report after survey completion. The STAR Administrator's Portal can be accessed only by your hospice's STAR Administrator.

New staff? We recommend that employees who have been with your hospice for at least 3 months take the STAR.

Step 4: Administer STAR

Introduce STAR to your staff by explaining the purpose of completing the survey and emphasizing that all responses will be confidential. Provide them with the start and deadline dates that you have set.

A Participant's Manual is available on the STAR page (www.nhpc.org/STAR). NHPCO recommends that you provide staff members with a copy of the participant's manual or direct staff to access the manual on the STAR page. Staff will find it helpful to review this information, particularly the detailed explanation of the confidentiality of survey responses.

After employees have been informed about the survey process, and you have sent the survey out they are ready to complete the online survey.

Example Email Sent to Staff

From: NHPCO STAR

Subject: It's time to take the STAR!

Hello _____,

Your hospice's STAR Administrator has launched the survey! The timeframe for completing the survey, including the deadline, is set by your hospice. If you are uncertain about whether or when you should complete the STAR survey, check with your supervisor.

STAR is designed to be administered to all hospice staff members whether they hold administrative, clinical, or non-clinical positions.

How to Participate in STAR:

Click here! [STAR Survey](#)

Thank you!

Step 5: Participation progress and your hospice's STAR report

Participation Progress

Once staff members have begun to complete the survey, you can view the Participation Progress update.

Remember to regularly check back and view participation progress to determine if you should extend the deadline in order to maximize participation. The participation progress shows the number of employees who have completed the survey. Also, keep in mind that the survey link is only active for 60 days.

STAR Report

After survey administration is completed, you can see your hospice's results by clicking on the View Report tab. You can also download and print a PDF copy of the report.

NOTE: Your hospice's STAR report begins displaying results as soon as the first survey is submitted. To ensure accurate reporting of your hospice's results, wait until STAR administration is completed before downloading and printing the report.

Step 6: National STAR Report

In addition to providing individual hospice STAR reports, NHPCO creates an annual National STAR Report every spring that provides a summary of results at the national level. Based on STAR survey responses entered throughout the year, the National STAR report includes overall national averages for STAR domains and questions, as well as results broken down by selected demographics, such as clinical/non-clinical, discipline, and hours worked, categorized by hospice size and location. The report also includes hospice staff demographic information and salaries.

The National STAR Report is available for purchase through the NHPCO Marketplace, and is an invaluable tool for comparisons across hospices and evaluation of the hospice workforce as a whole.

To ensure inclusion of your hospice's survey results in the annual National STAR Report, administration of the survey must be completed by **December 15** each year.

FAQ:

Q: Can custom questions be added to the STAR?

A: Yes. Custom text or multiple choice questions can be added to the STAR. The scope and scale of the question(s) to be added may incur a development cost, however most requests can be facilitated at no additional cost for NHPCO members. Custom questions are not available for national benchmarking and must be coordinated at least 3 weeks in advance of your desired STAR launch date.

Q: Can multiple STAR surveys be administered in one calendar year?

A: Yes. We understand that occasional need may arise in which a second STAR is beneficial within the same calendar year. We now have the option to administer a 2nd survey. Please plan for one additional week to prepare a 2nd survey as additional steps are required to implement this option.