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2024 National STAR Report



National Alliance
for Care at Home



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Survey of Team Attitudes and Relationships (STAR)

STAR is the first staff job satisfaction survey in the field of hospice care. STAR was developed in collaboration with researchers at the University of Pennsylvania. Members who implement the STAR survey in their organization also have access to the national STAR report that provides national-level benchmarking data on workforce trends, allowing them to compare their performance on staff satisfaction measures with national performance data.

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 environment to promote workforce excellence.

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

BACKGROUND & HOW TO USE THIS REPORT

In most healthcare sectors, job satisfaction has become a key measure for an organization's well-being and an essential part of human resources management. Job satisfaction is

particularly important in the hospice community, given the emotional and interpersonal challenges that staff face while providing care to patients and families with unique care needs. However, despite the rapid growth of the hospice industry, there was no systematic effort to measure—and improve—the support that hospices provide to their staff until STAR, the Survey of Team Attitudes and Relationships, was made available in 2007.¹

Research has shown that employees who have higher job satisfaction care about the quality of their work, have higher retention rates, are more productive, and more committed to the organization. Studies demonstrate a relationship between job satisfaction and quality of care, patient safety, and patient satisfaction. Other sectors of the healthcare industry use job satisfaction surveys tailored to their specific healthcare environment.^{2,3,4,5} STAR is the only staff satisfaction survey that reflects the unique needs and work environment of hospice care delivery.

Administrators find STAR to be a valuable tool for promoting workforce excellence and delivery of quality hospice care. Participation in the Alliance STAR administration and reporting process provides the information needed to make adjustments to improve staff satisfaction and retention. Assessing - and

improving - staff satisfaction with STAR should be part of each hospice's comprehensive QAPI program. In addition, the Alliance National STAR Report allows hospice administrators to compare their hospices' results to others for benchmarking and comprehensive evaluation critical to organizational quality. The STAR (along with all of our performance measures) is a benefit of provider membership with the Alliance at no additional cost.

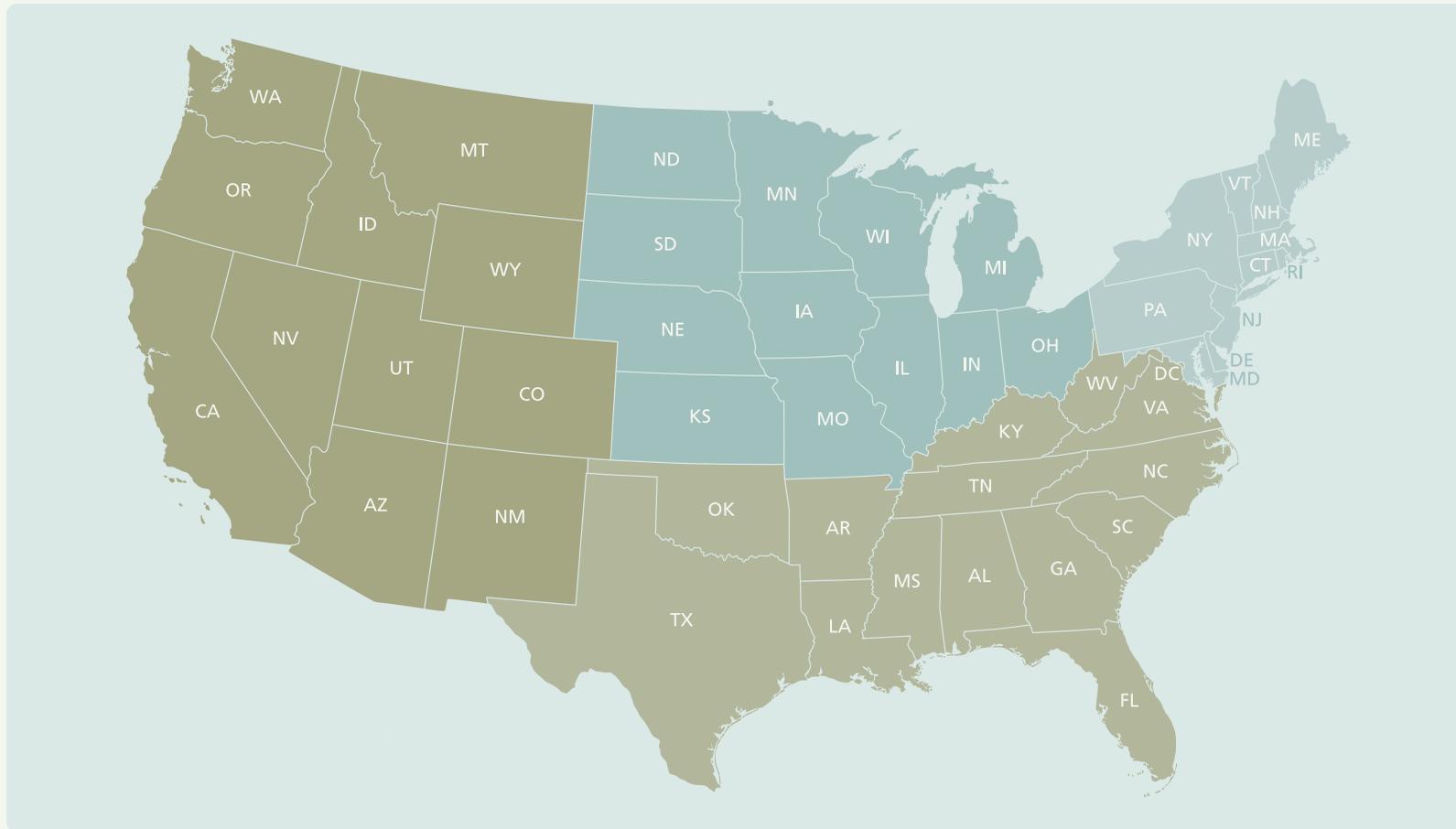
The annual STAR Report summarizes STAR results at the national level. Based on STAR survey responses entered throughout the year, the National STAR Report includes overall national averages for STAR domains and questions, as well as results broken out by selected demographics (e.g., clinical/non-clinical, discipline, hours worked). To provide context for interpreting satisfaction results, question-by-question results are grouped within domains. Respondent demographic information is also included. The report also includes information on salaries and hourly wages.

To effectively use the National STAR Report you will need to have available a copy of your hospice's survey results. Individual hospices' STAR reports can be accessed and printed from the Administrator's Portal section of the [Alliance for Care at Home's web site](#).

**Sources on Resource & References page*

Approach

STAR Survey Approach - 1,693 individuals participated in the STAR Survey in 2023. The goal of this survey is to explore concerns and identify opportunities for improvement related to staff satisfaction. The full questionnaire is divided into (a) demographic metrics, (b) compensation measurements, and (c) six key domains: (i) Work rewards, (ii) Teamwork, (iii) Management support, (iv) Organizational support, (v) Workload, and (vi) Global satisfaction.



RESPONDENTS BY REGION

Region	Respondents	Percent
South	427	25%
West	319	19%
Midwest	602	36%
Northeast	345	20%

Approach: Staff Category Assignment Breakdown

ALL CLINICAL STAFF

Administrative Clinical Staff:

- Director of Clinical Services
- Director of Social Services
- Director of Nursing
- Bereavement Services Director/Coordinator
- Volunteer Coordinator
- Supervisor/Manager/Coordinator Clinical Area

Non-Administrative Clinical Staff:

- RN
- LVN/LPN
- Advanced Practice
- Nursing Assistant
- Medical Director
- Assistant Medical Director
- Other Physician
- Physicians Assistant
- Advanced Practice Nurse
- Pharmacist
- Social Worker
- Chaplain, Pastoral, Counselor, etc.
- Allied Therapist
- Bereavement Counselor

NON-CLINICAL STAFF

- CEP/Executive Director/President
- Chief Operating Officer
- Director of Education/Staff Development
- Director of Quality Improvement
- Compliance Officer
- Director of Human Resources
- Director of Development
- Director of PR/Marketing
- Chief Financial Officer
- Chief of Information Systems
- Medical Records Staff
- Clerical Staff
- Administrative Assistant
- Information Systems Staff
- Billing/Accounting Staff
- Other Support Staff
- Development/PR/Marketing
- Staff Development/Education Staff
- Quality Improvement Staff

OTHER

- Uncategorized Staff

Participant Demographics

FIGURE 1: GENDER

Female Male Gender Variant/Non-Conforming
Not Listed Prefer not to Answer

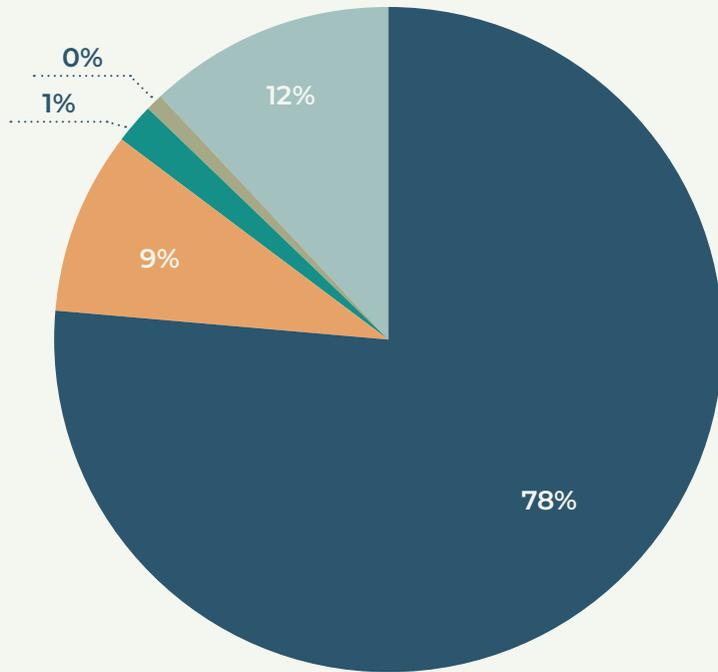


FIGURE 2: AGE

18-24 25-36 37-54 55+

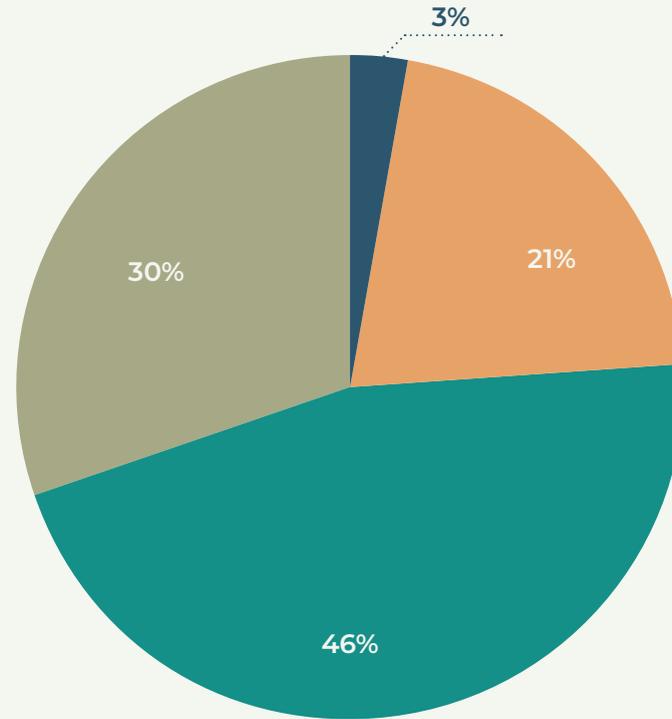
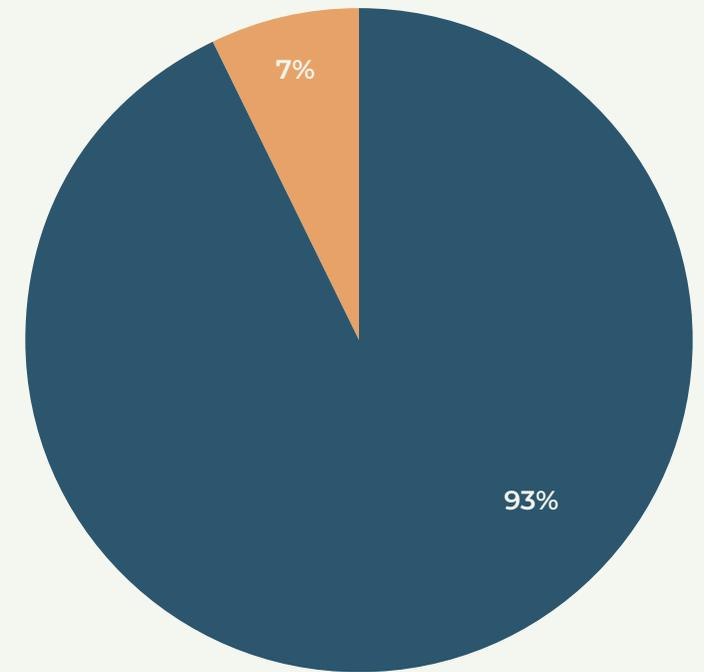


FIGURE 3: HISPANIC OR LATINO FAMILY BACKGROUND

No Yes



Participant Demographics

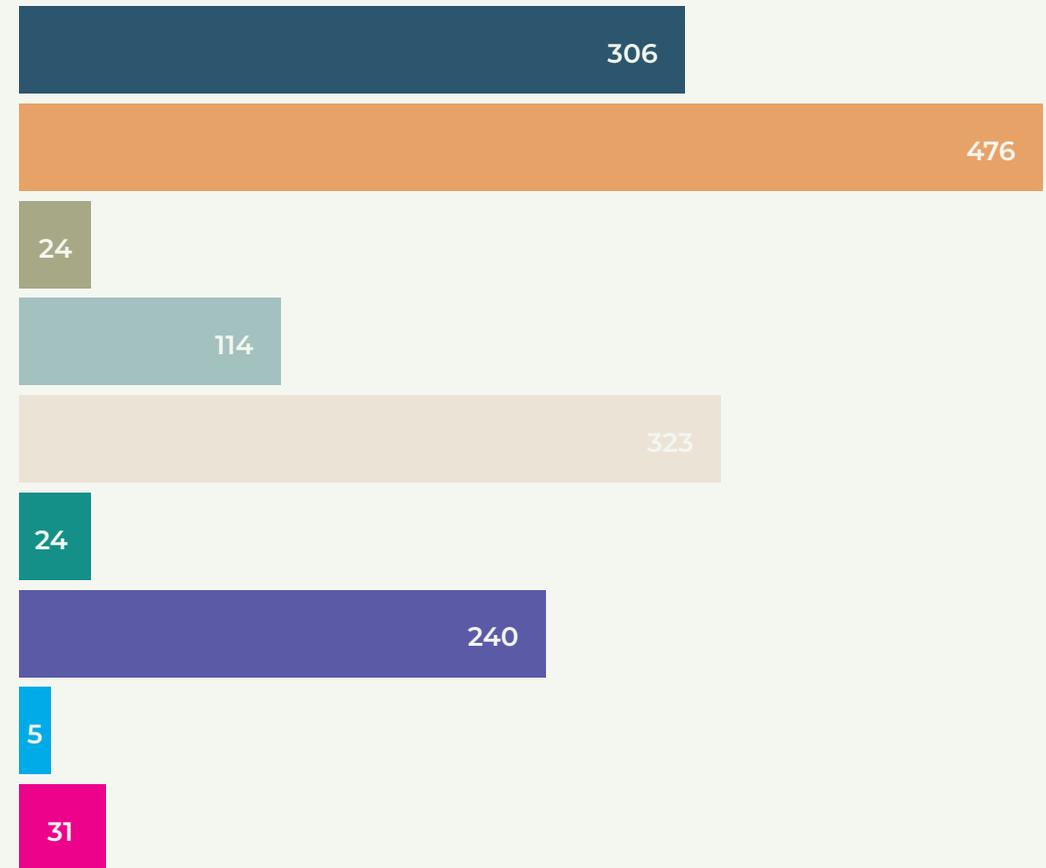
FIGURE 4: RACE

■ American Indian or Alaska Native
 ■ Asian
 ■ Asian Pacific Islander or Native Hawaiian
 ■ Black or African American
 ■ Other
 ■ Pacific Islander or Native Hawaiian
 ■ White or Caucasian



FIGURE 5: EDUCATION LEVEL

■ 2 year college degree (Associate)
 ■ 4 -year college degree (BA/BS)
 ■ Doctoral Degree
 ■ High School or GED
 ■ Masters Degree
 ■ Professional Degree (MD/JD)
 ■ Some college
 ■ Less than High School
 ■ Other



Participant Demographics

FIGURE 6: EMPLOYMENT STATUS

■ Full Time ■ Part Time ■ Other

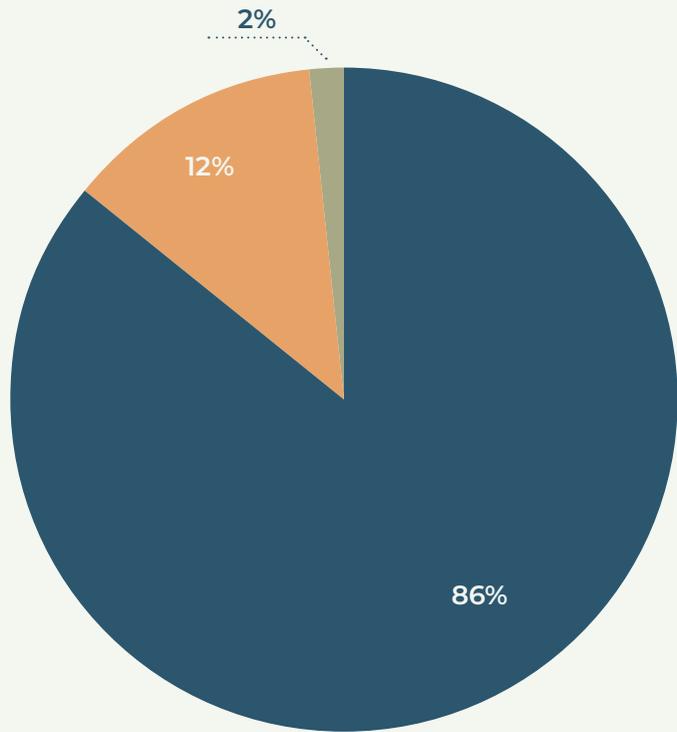
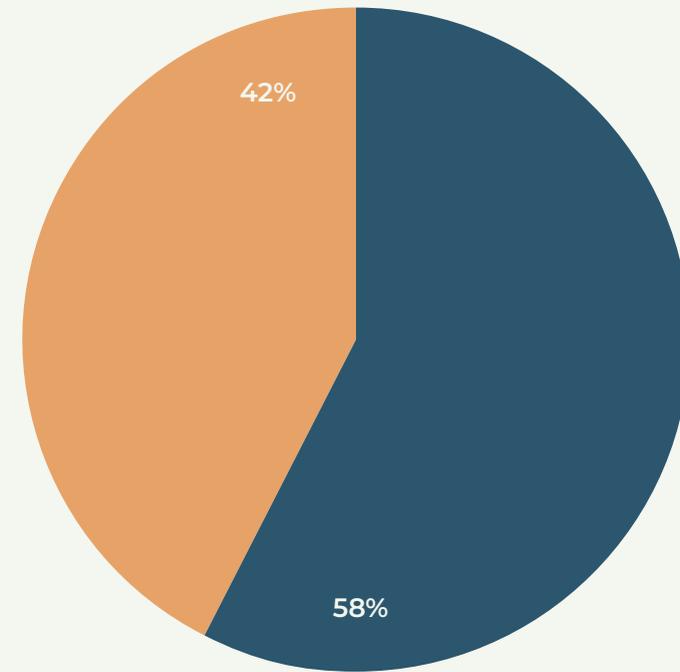


FIGURE 7: MODE OF COMPENSATION

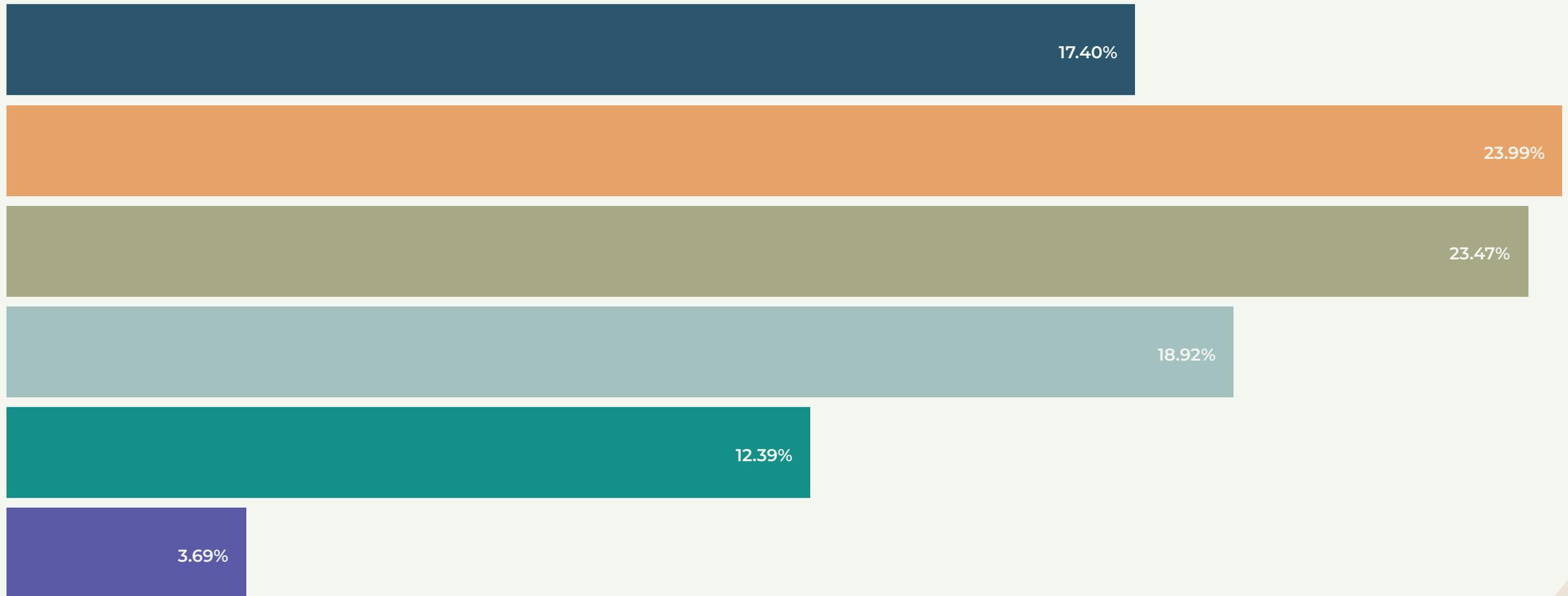
■ Hourly ■ Salaried



Participant Demographics

FIGURE 8: LENGTH OF EMPLOYMENT WITH ORGANIZATION

■ 1 to 2 Years ■ Less than 1 Year ■ 3 to 5 Years ■ 6 to 10 Years ■ 11 to 20 Years ■ Over 20 Years

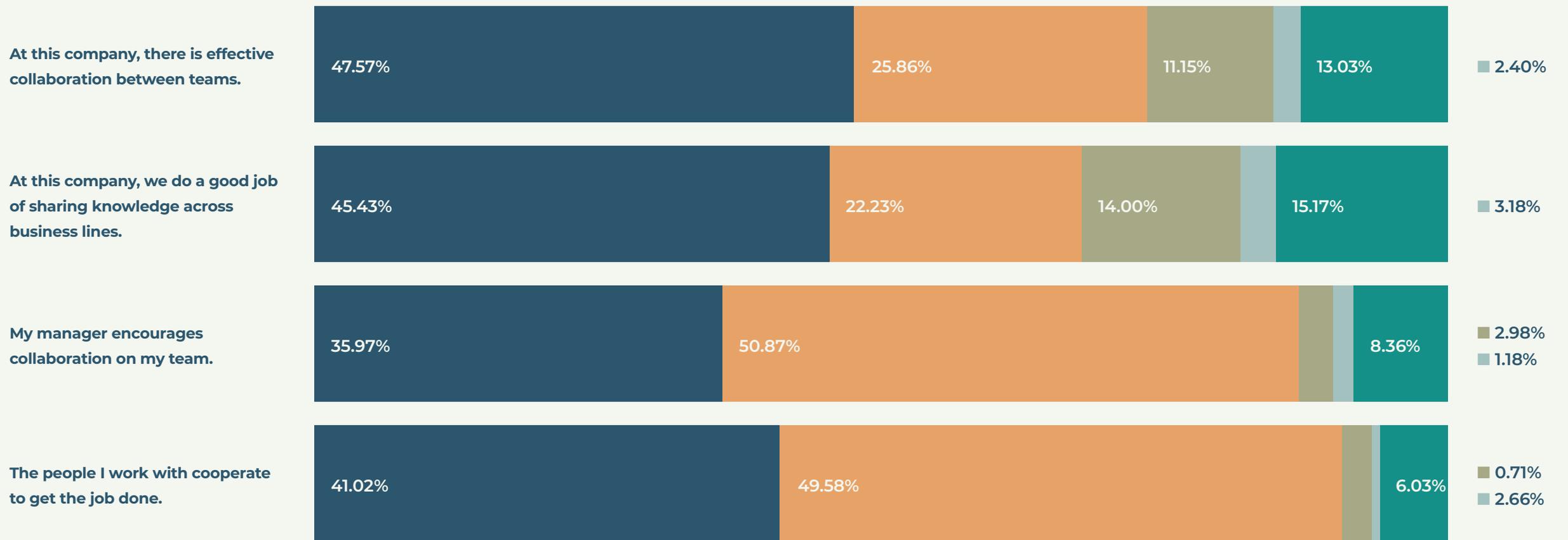


All-Staff Scores

Collaboration / All-Staff Scores

FIGURE 9

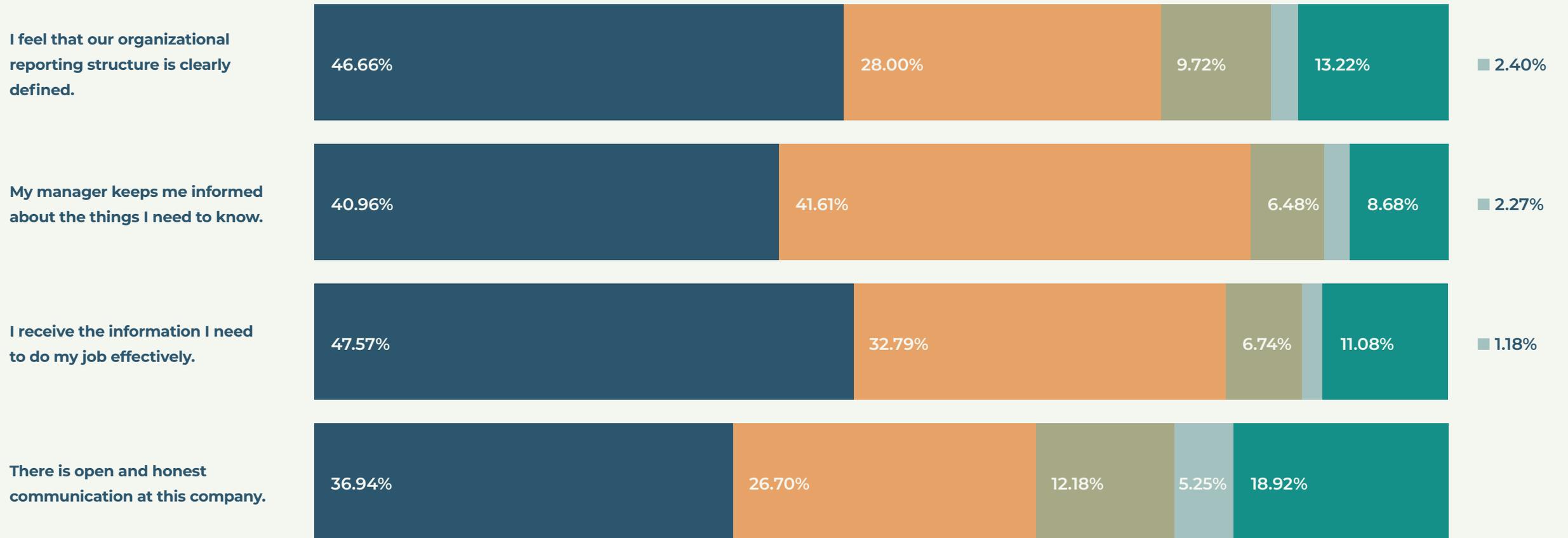
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Communication / All-Staff Scores

FIGURE 10

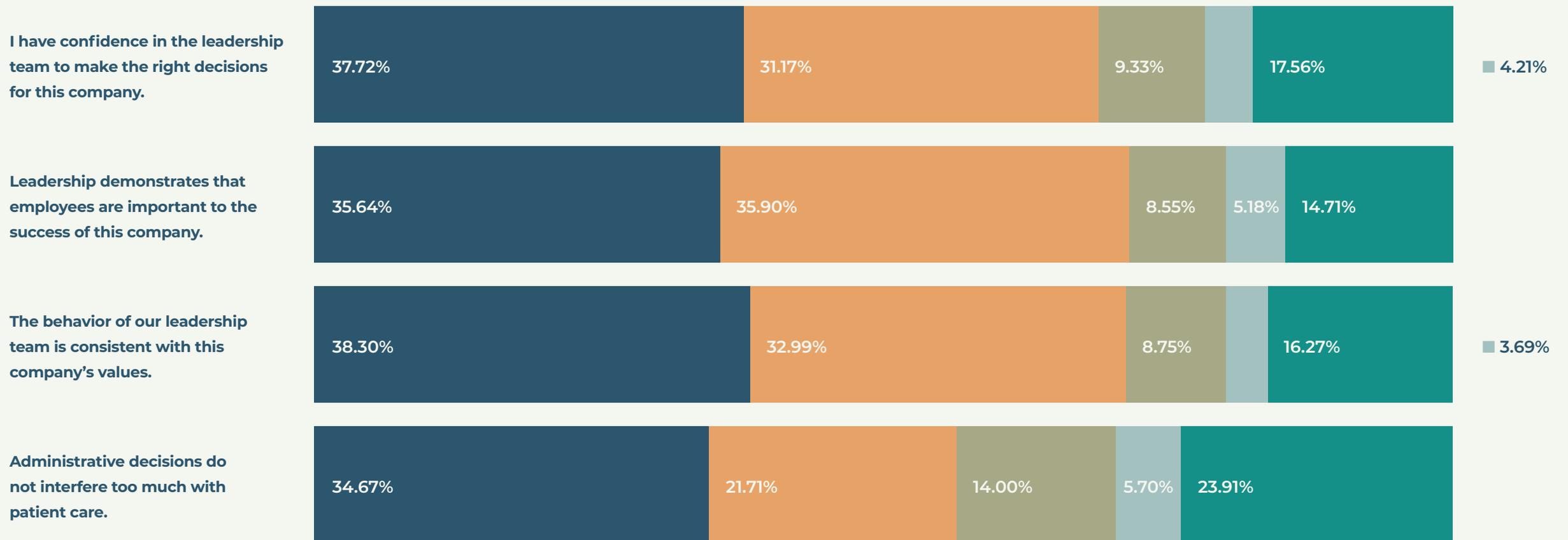
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Company Leadership / All-Staff Scores

FIGURE 11

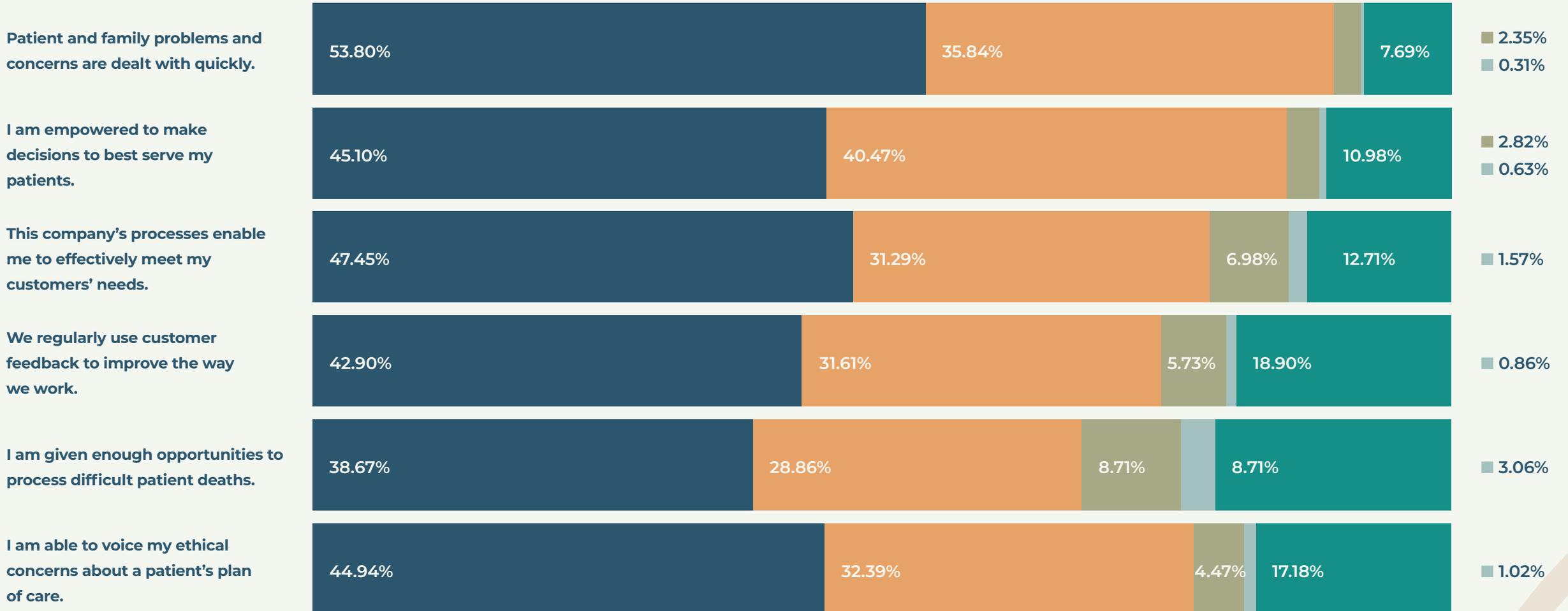
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Patient & Family (Customer) Focus / All-Staff Scores

FIGURE 12

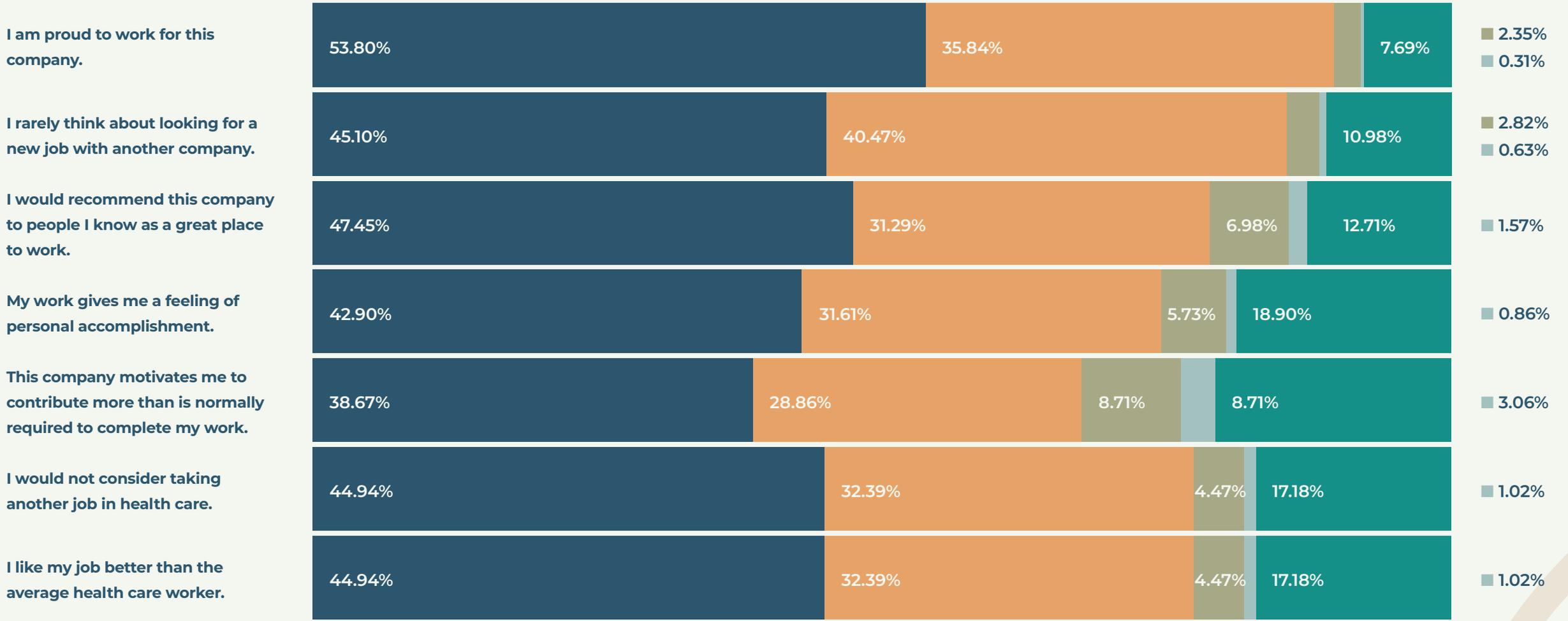
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Employee Engagement / All-Staff Scores

FIGURE 13

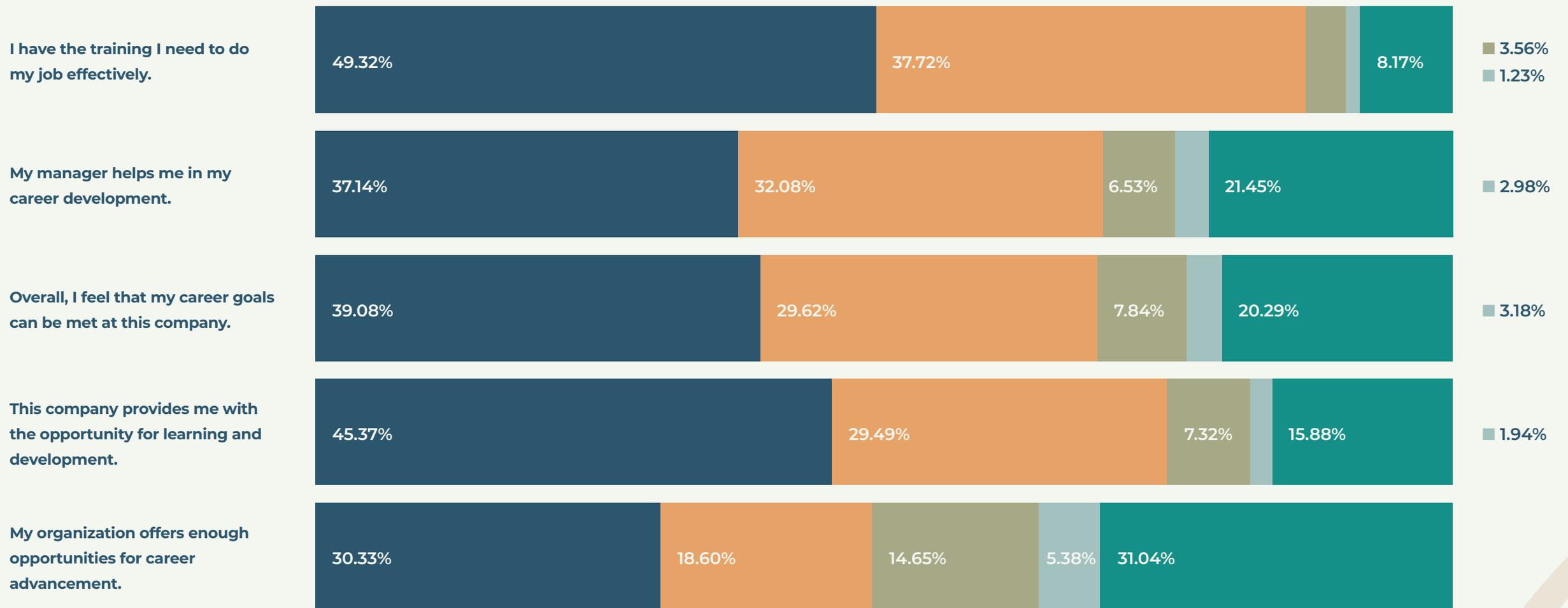
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Growth & Development / All-Staff Scores

FIGURE 14

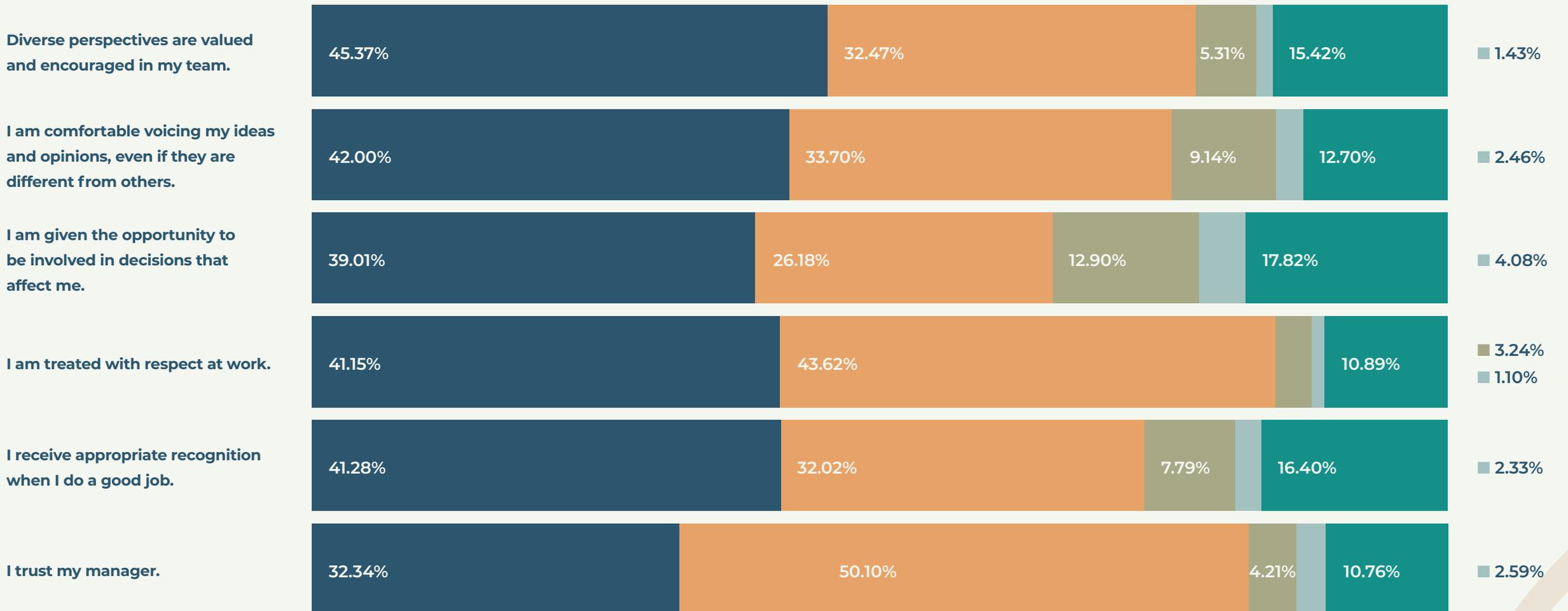
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Inclusion / All-Staff Scores

FIGURE 15

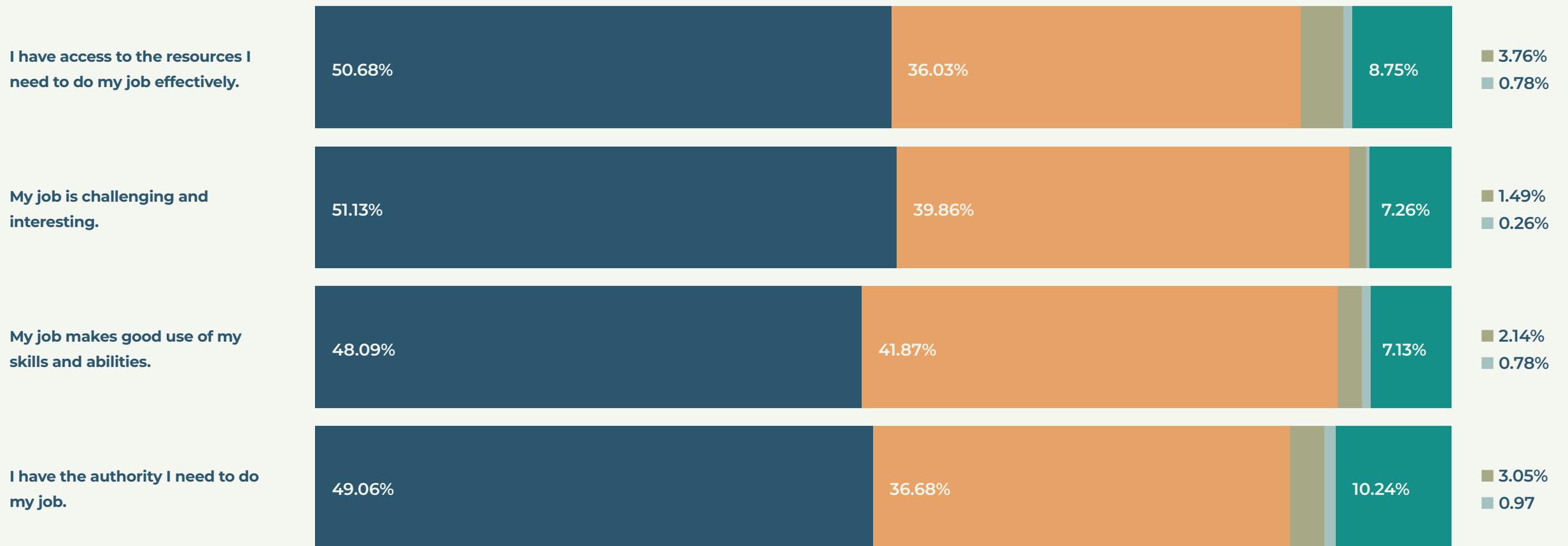
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Job Enablement / All-Staff Scores

FIGURE 16

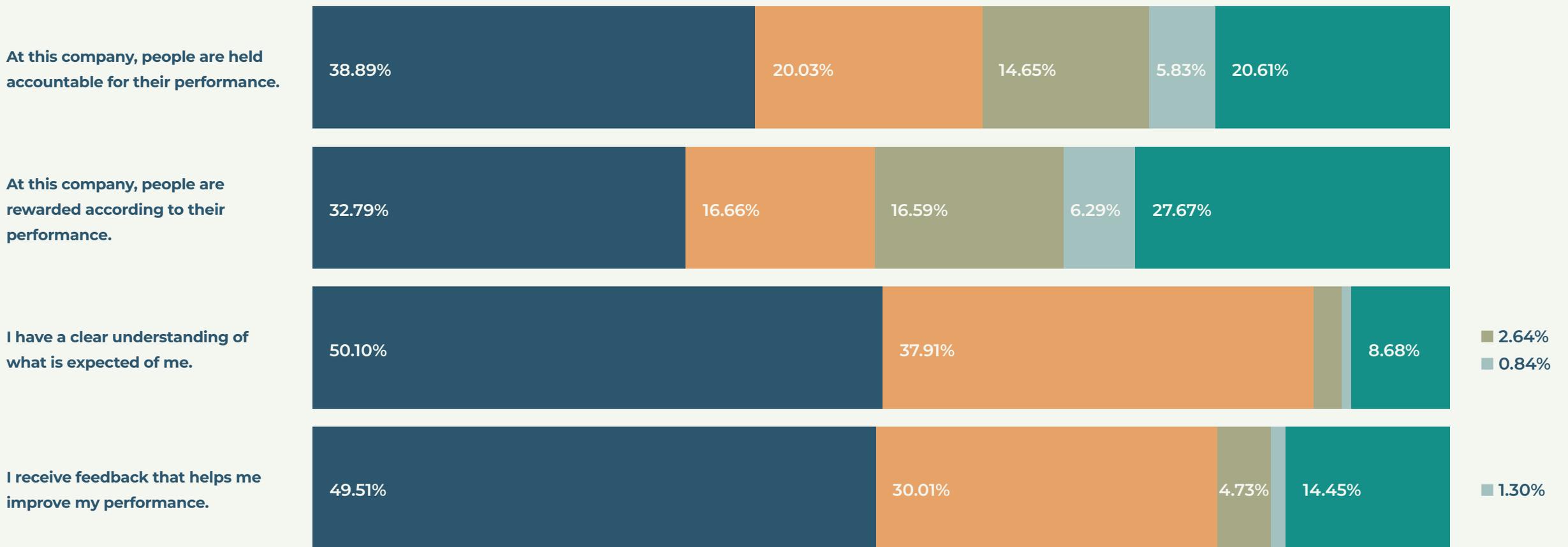
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Performance & Accountability / All-Staff Scores

FIGURE 17

■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree

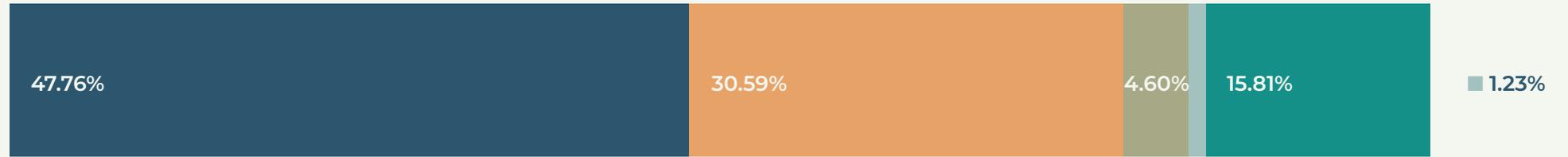


Alignment / All-Staff Scores

FIGURE 18

■ Agree ■ Strongly Agree ■ Disagree ■ Strongly Disagree ■ Agree nor Disagree

I can see a clear link between my work and this company's strategic objectives.



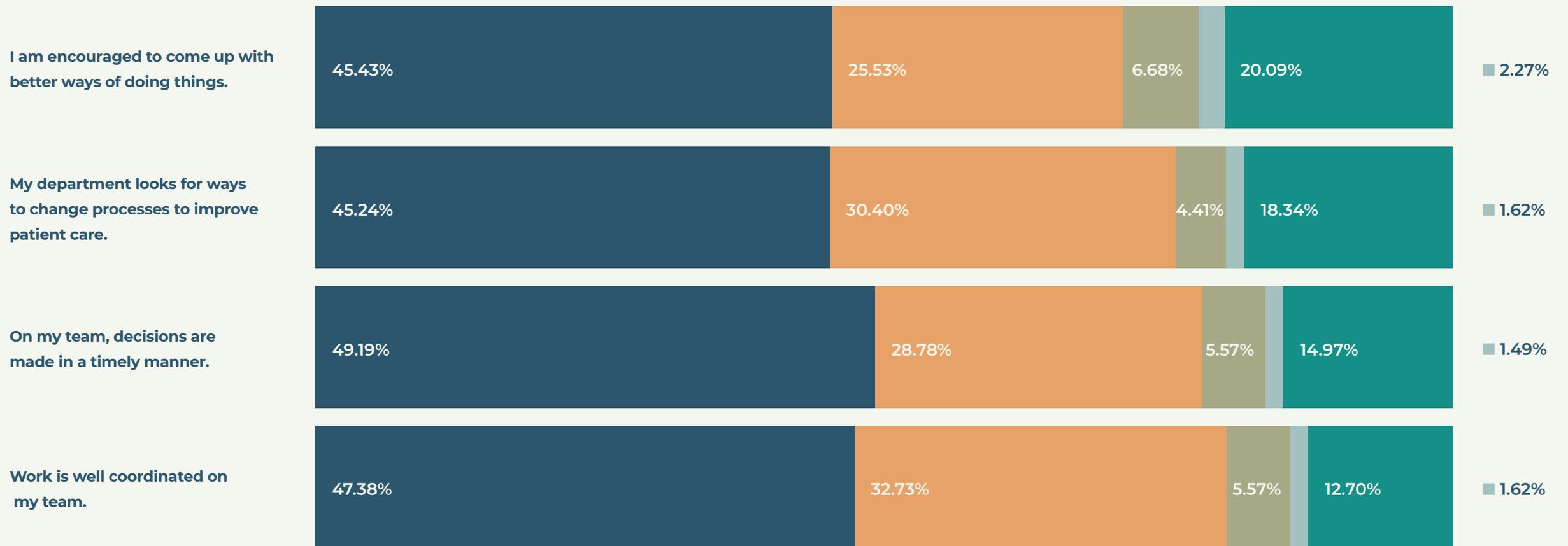
Senior leadership gives employees a clear picture of the direction our company is headed.



Work Process / All-Staff Scores

FIGURE 19

■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Corporate Responsibility & Ethics / All-Staff Scores

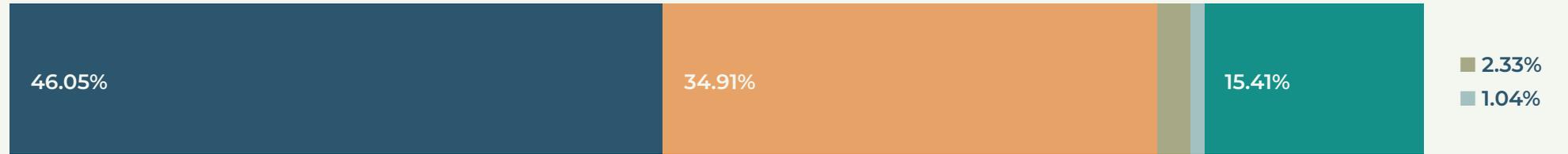
FIGURE 20

■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree

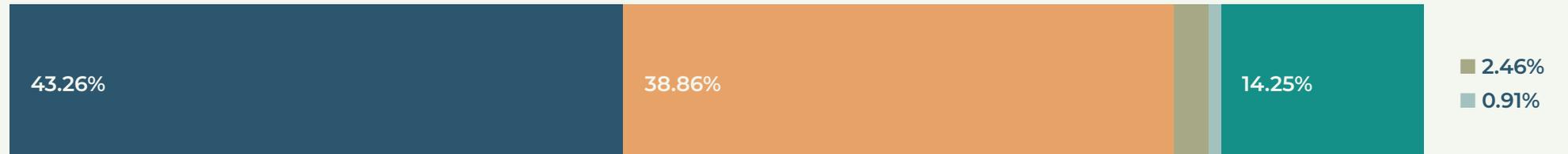
I have the opportunity to participate in this company's social responsibility initiatives(e.g., encourage use of volunteer day, be involved in community initiatives).



This company is taking action to be socially responsible (e.g., supporting community events, charitable causes etc.).



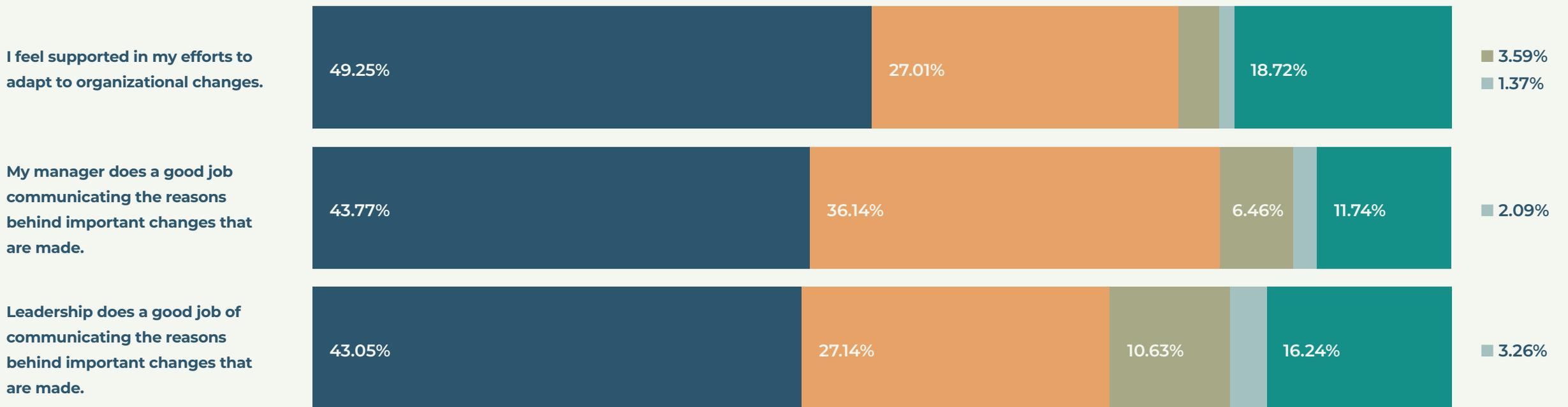
This company shows a commitment to ethical business decisions and conduct.



Managing Change / All-Staff Scores

FIGURE 21

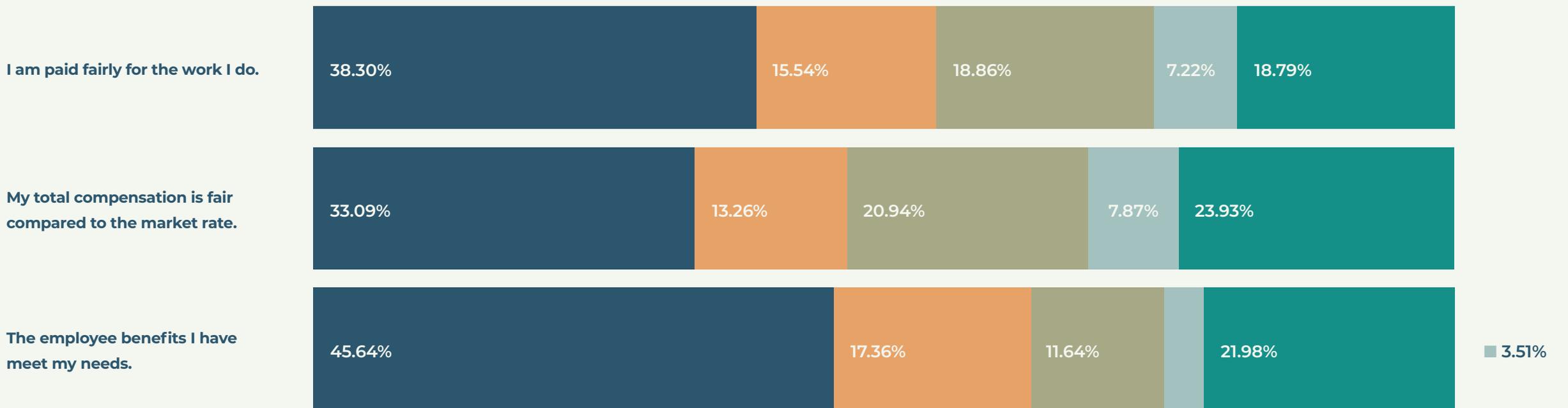
■ Agree ■ Strongly Agree ■ Disagree ■ Strongly Disagree ■ Agree nor Disagree



Pay & Benefits / All-Staff Scores

FIGURE 22

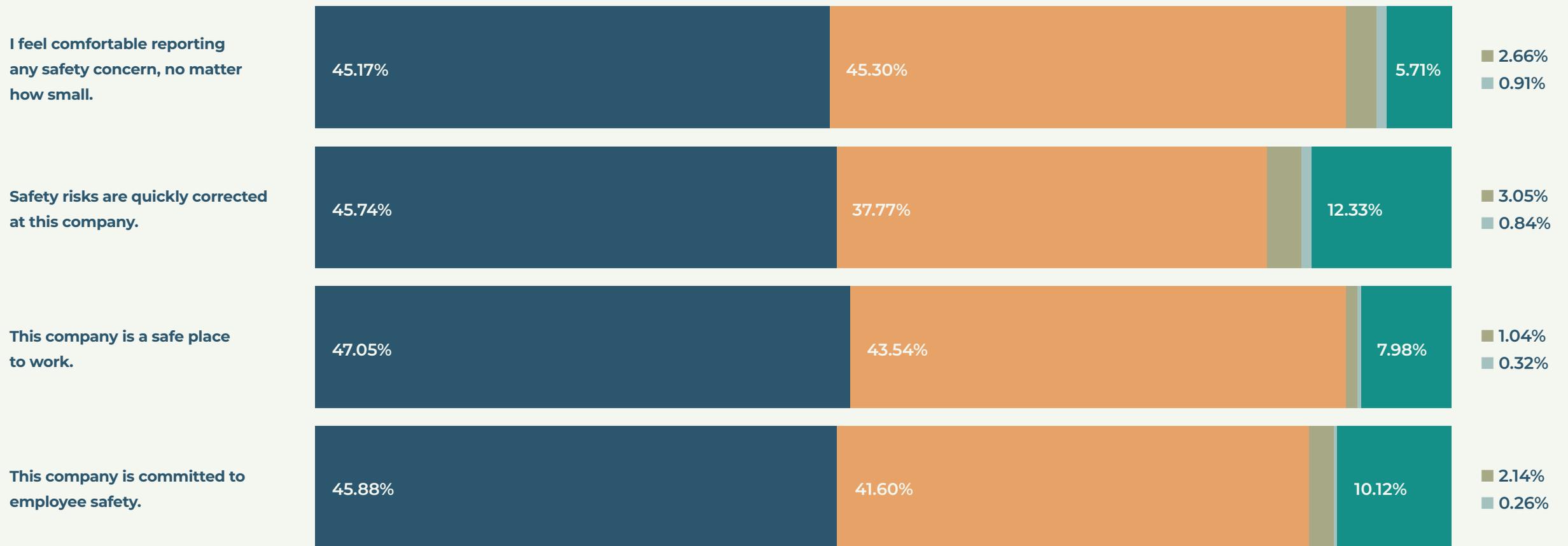
■ Agree ■ Strongly Agree ■ Disagree ■ Strongly Disagree ■ Agree nor Disagree



Safety / All-Staff Scores

FIGURE 23

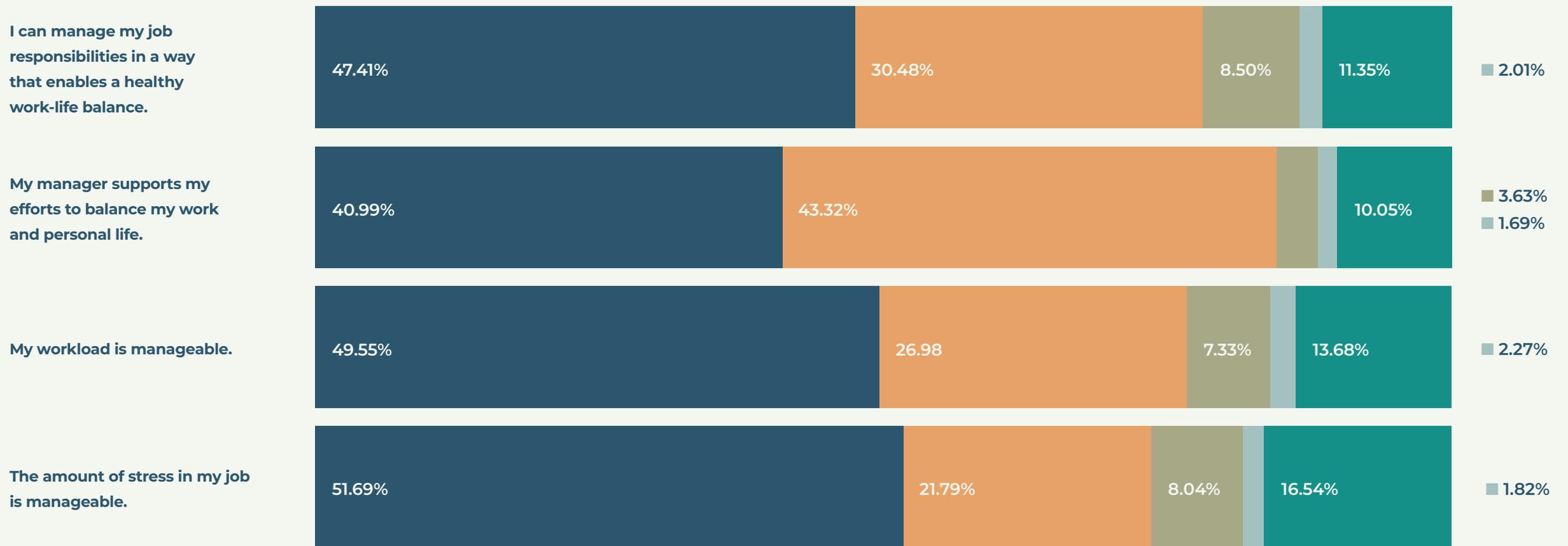
■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree



Work-Life Balance / All-Staff Scores

FIGURE 24

■ Agree
 ■ Strongly Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Agree nor Disagree

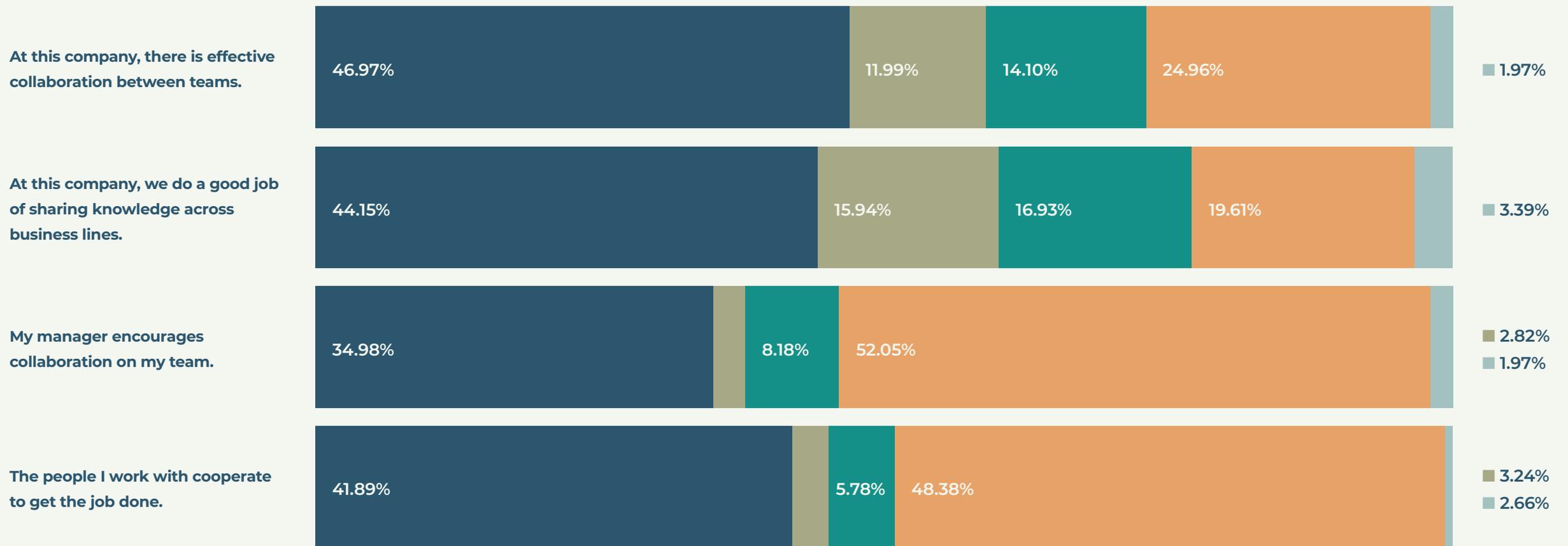


Non Clinical Scores

Collaboration / Non Clinical Staff Scores

FIGURE 25

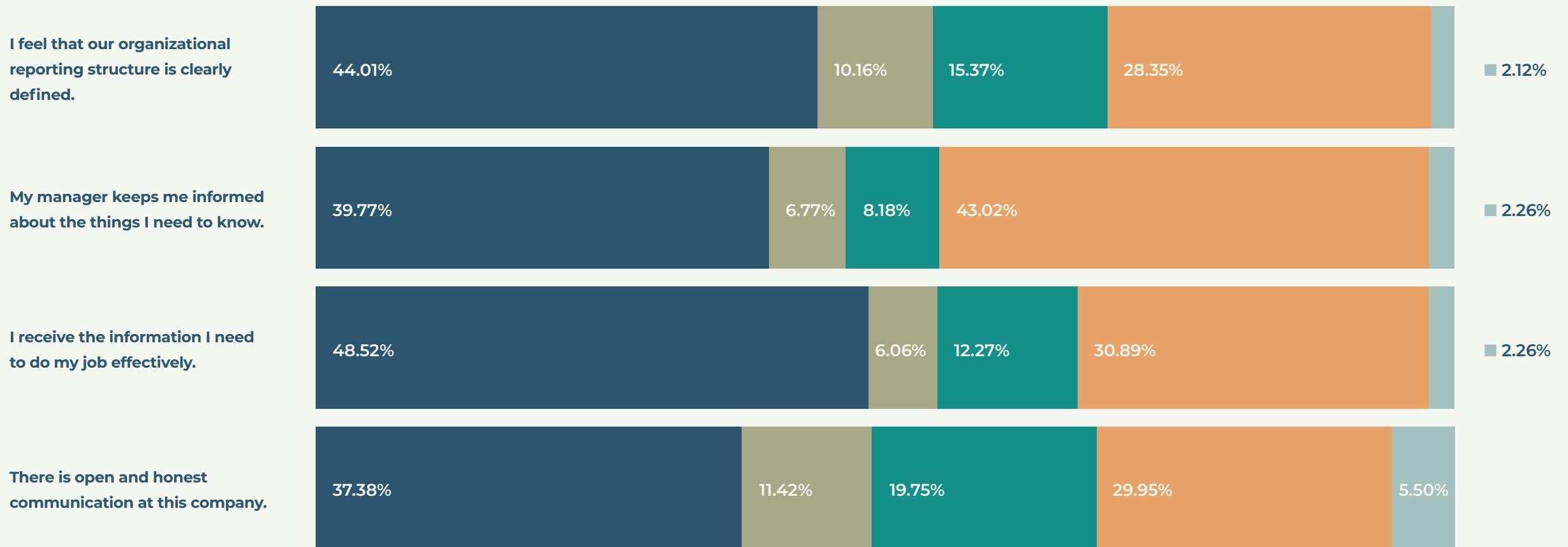
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Communication / Non Clinical Staff Scores

FIGURE 26

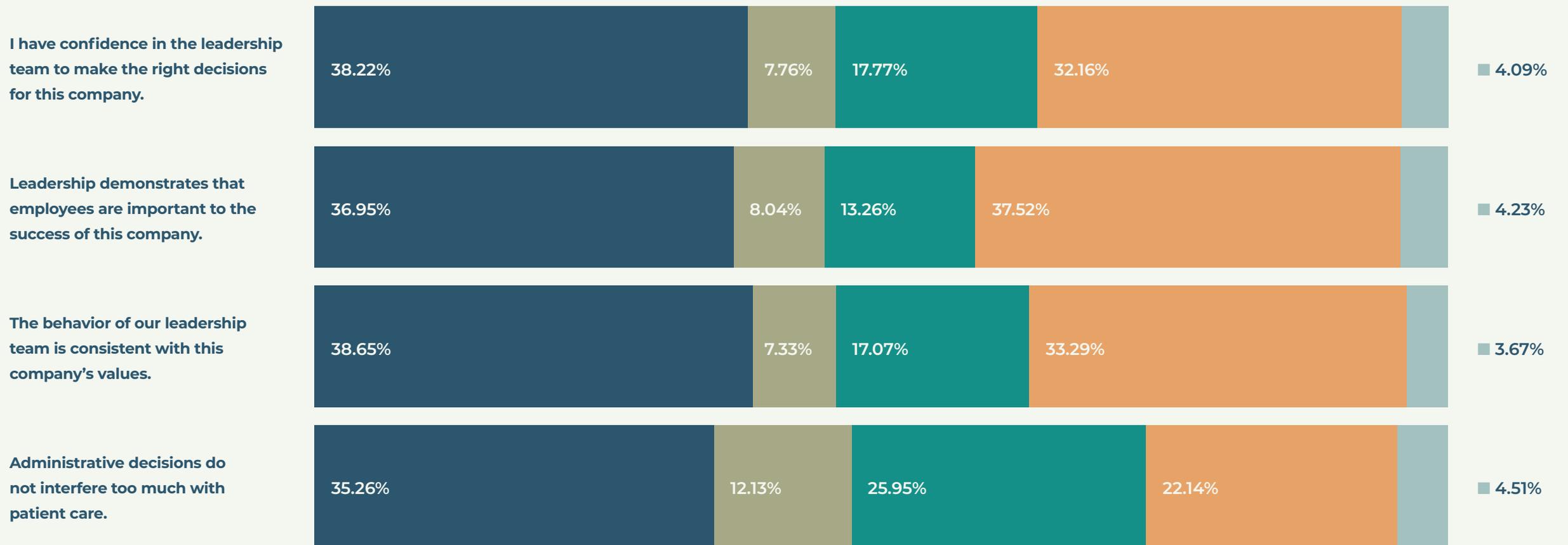
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Company Leadership / Non Clinical Staff Scores

FIGURE 27

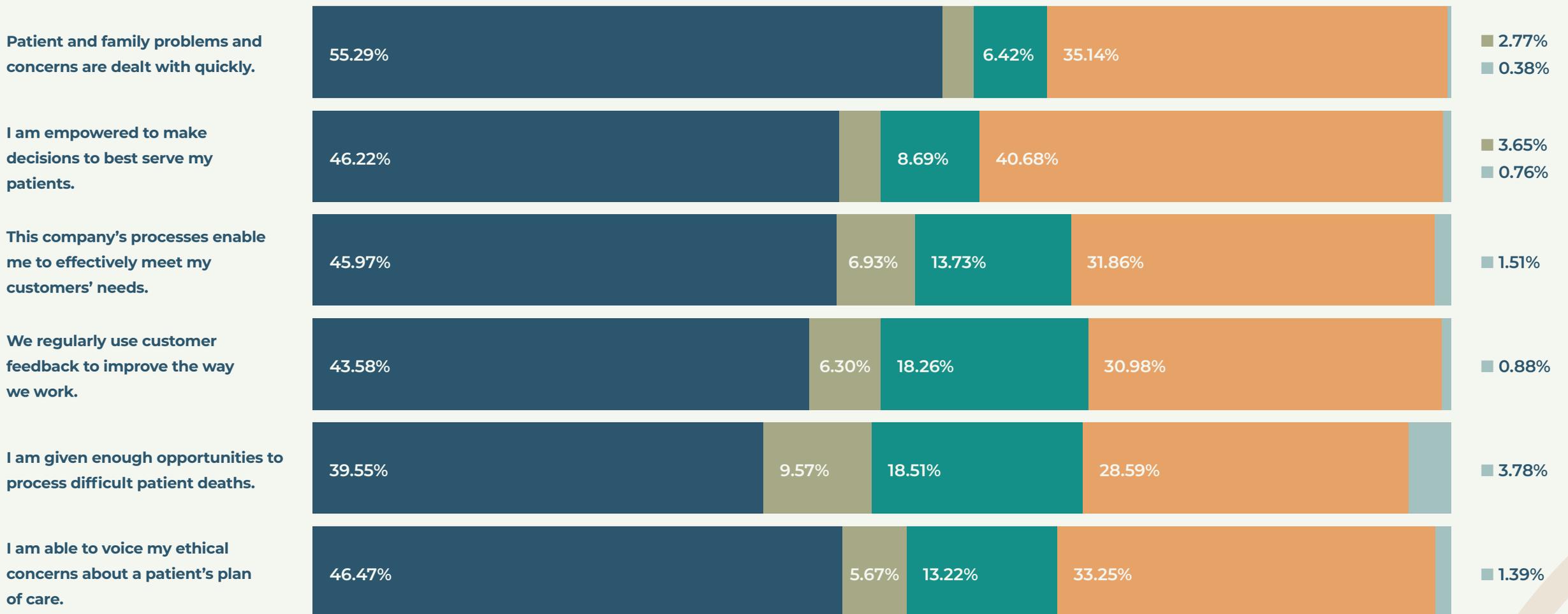
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Patient & Family (Customer) Focus / Non Clinical Staff Scores

FIGURE 28

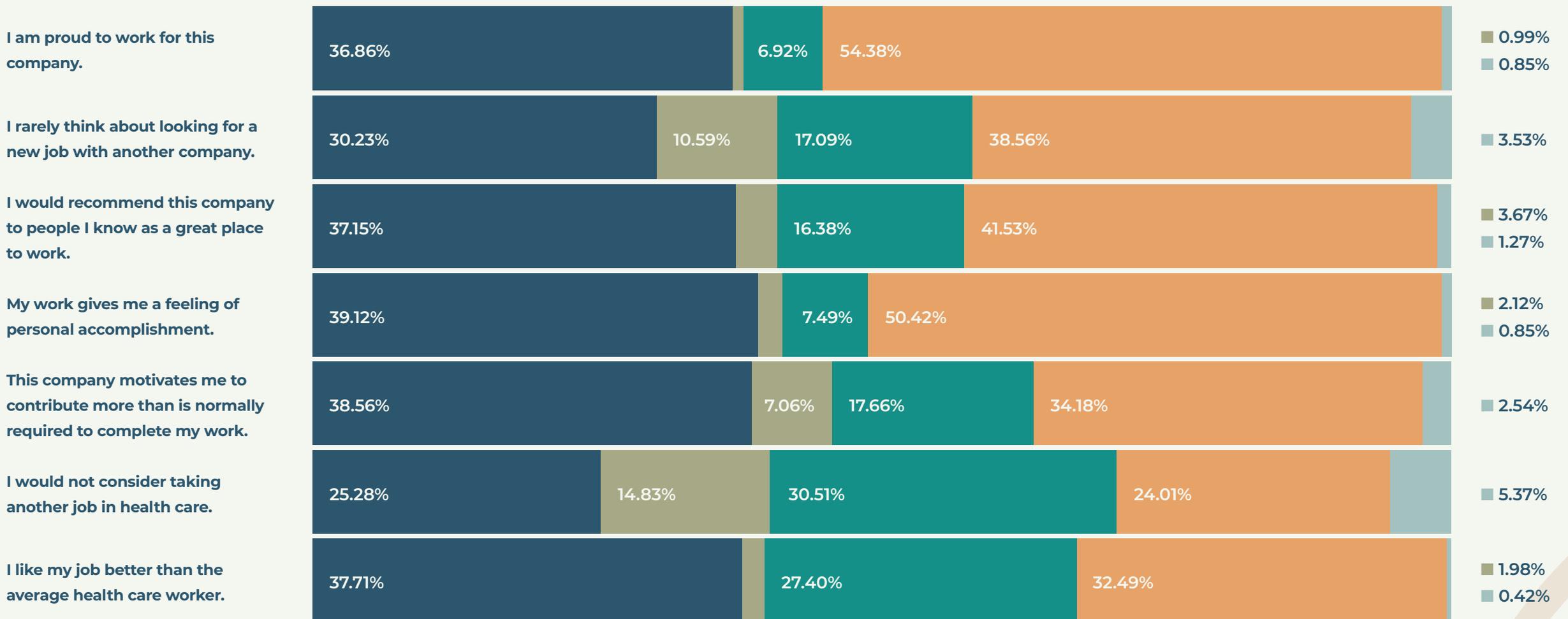
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Employee Engagement / Non Clinical Staff Scores

FIGURE 29

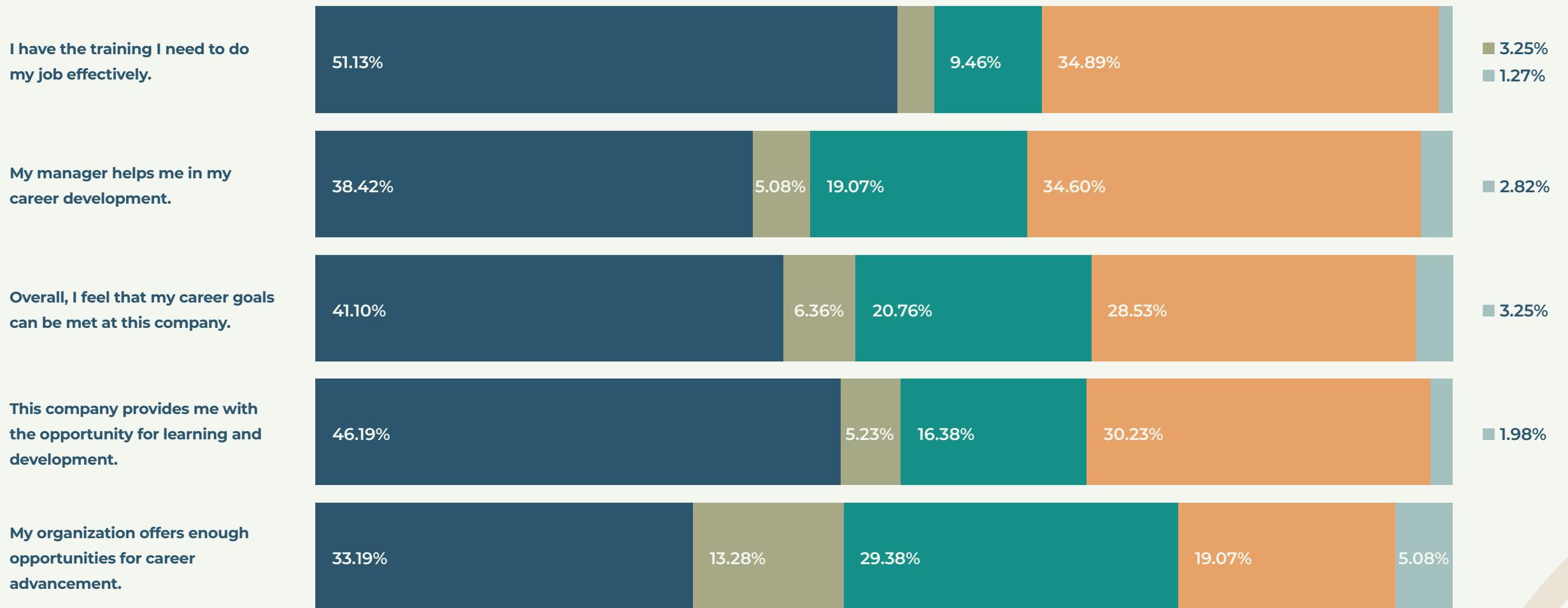
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Growth & Development / Non Clinical Staff Scores

FIGURE 30

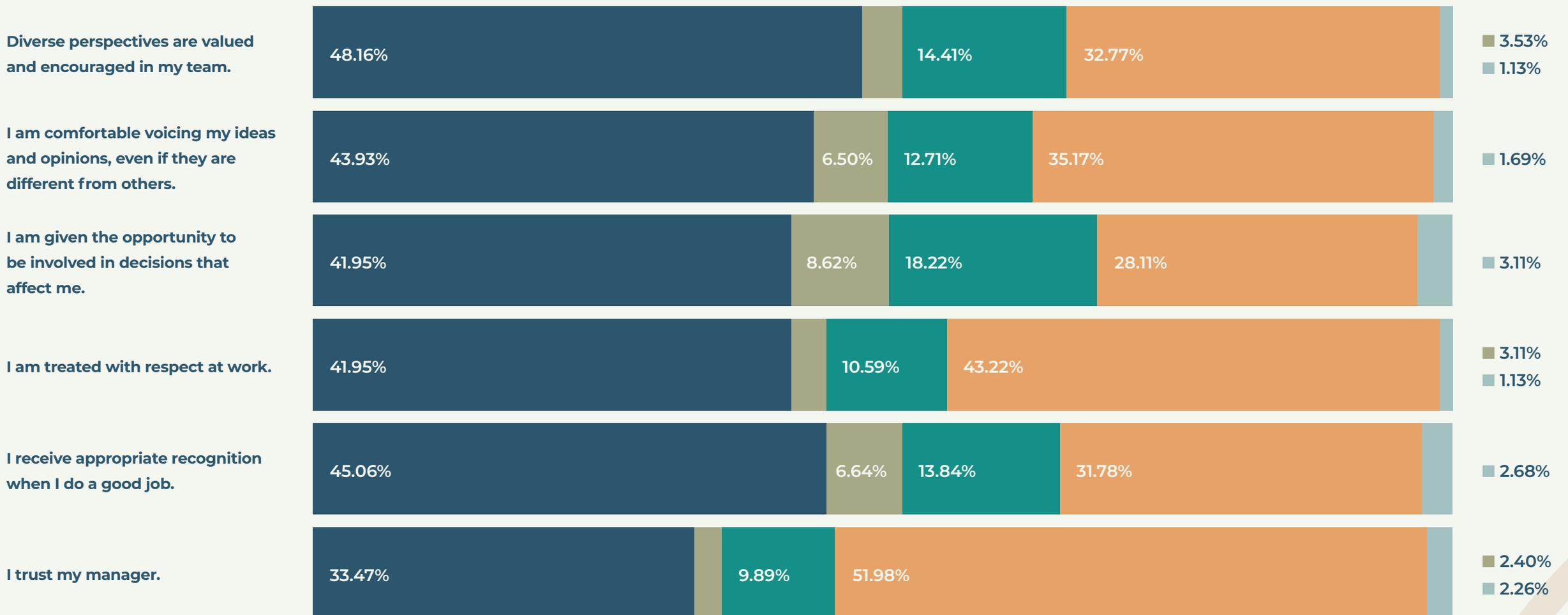
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Inclusion / Non Clinical Staff Scores

FIGURE 31

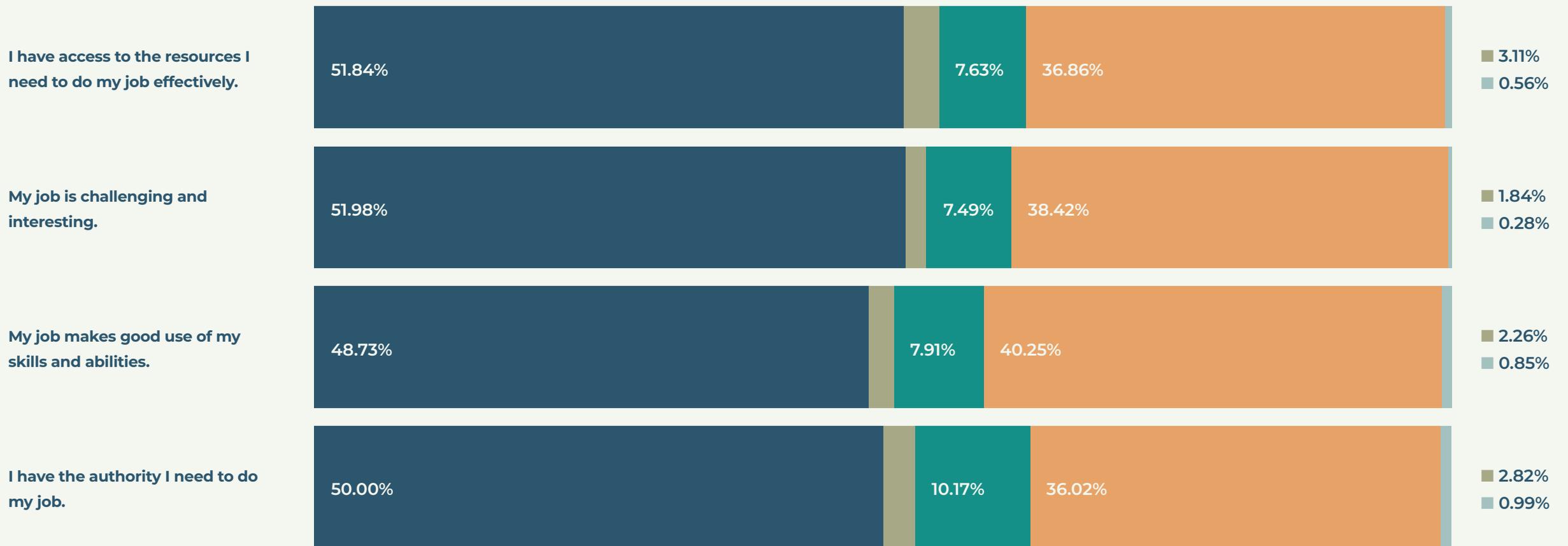
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Job Enablement / Non Clinical Staff Scores

FIGURE 32

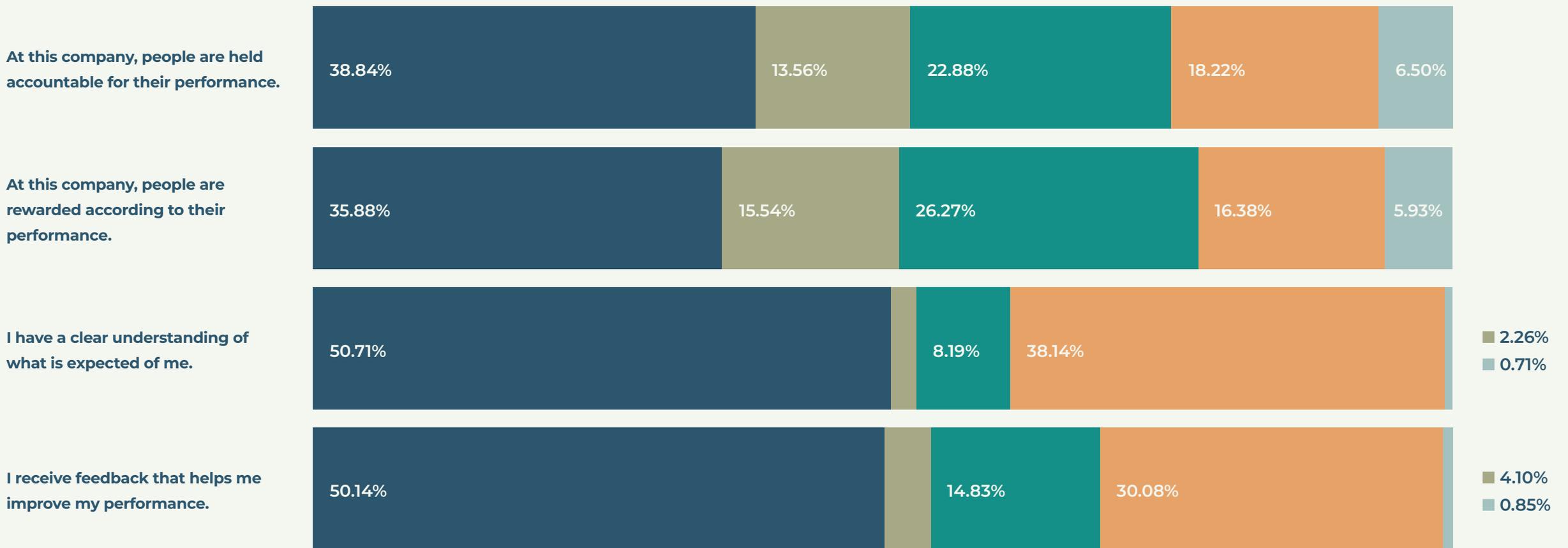
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Performance & Accountability / Non Clinical Staff Scores

FIGURE 33

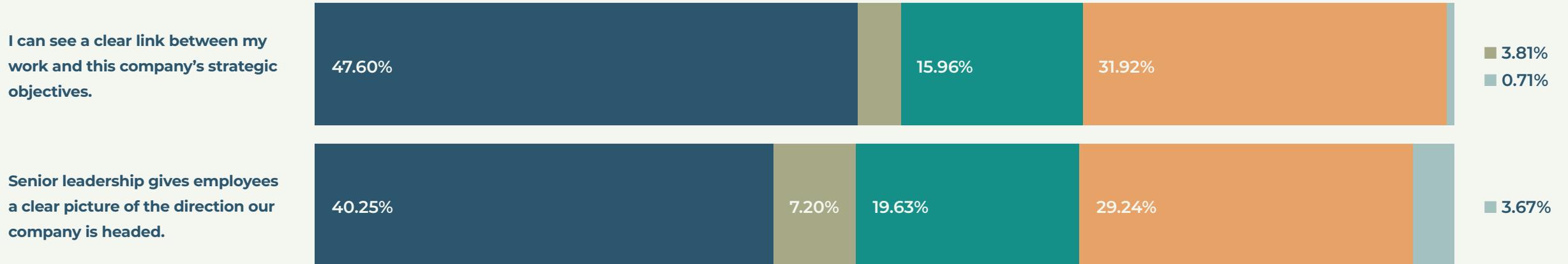
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Alignment / Non Clinical Staff Scores

FIGURE 34

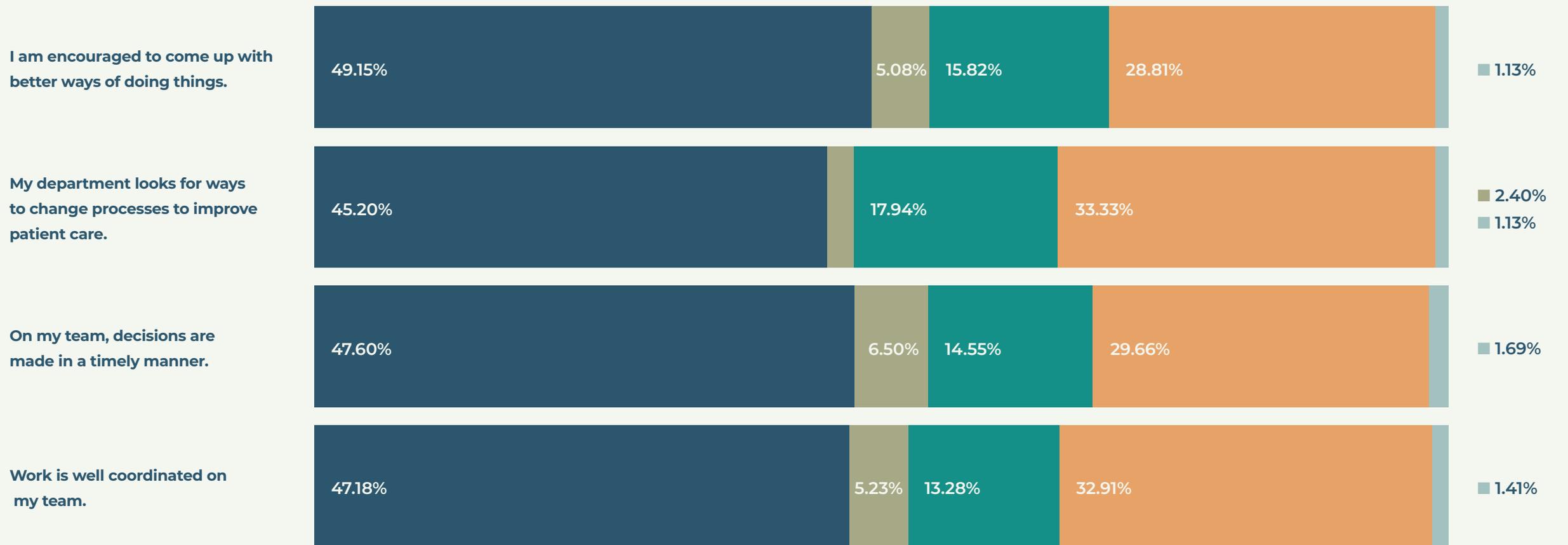
■ Agree ■ Disagree ■ Agree nor Disagree ■ Strongly Agree ■ Strongly Disagree



Work Process / Non Clinical Staff Scores

FIGURE 35

■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Corporate Responsibility & Ethics / Non Clinical Staff Scores

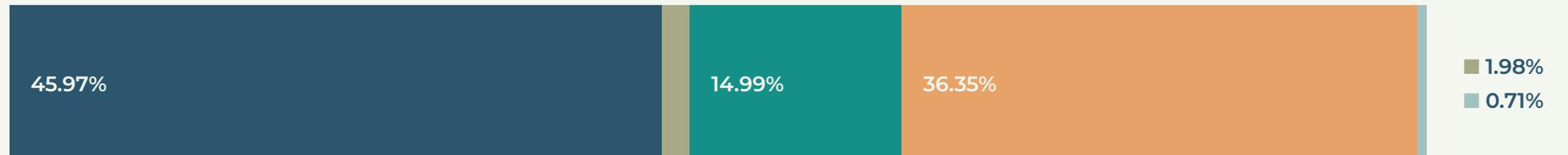
FIGURE 36

■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree

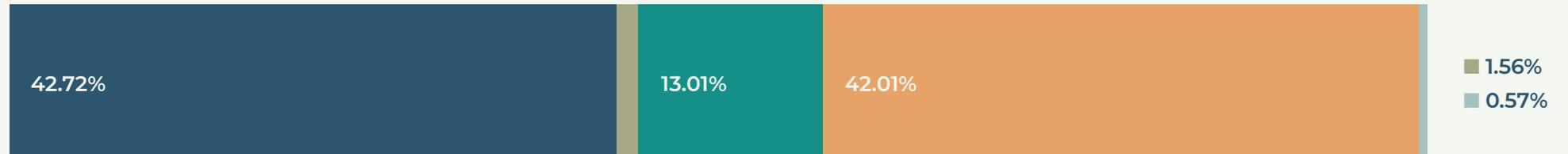
I have the opportunity to participate in this company's social responsibility initiatives(e.g., encourage use of volunteer day, be involved in community initiatives).



This company is taking action to be socially responsible (e.g., supporting community events, charitable causes etc.).



This company shows a commitment to ethical business decisions and conduct.



Managing Change / Non Clinical Staff Scores

FIGURE 37

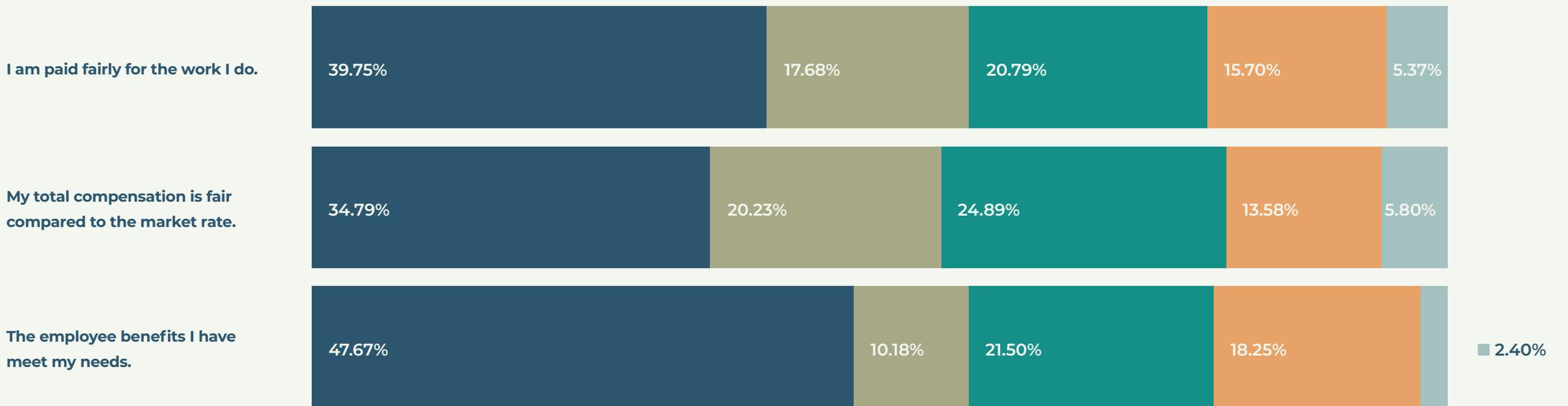
■ Agree ■ Disagree ■ Agree nor Disagree ■ Strongly Agree ■ Strongly Disagree



Pay & Benefits / Non Clinical Staff Scores

FIGURE 38

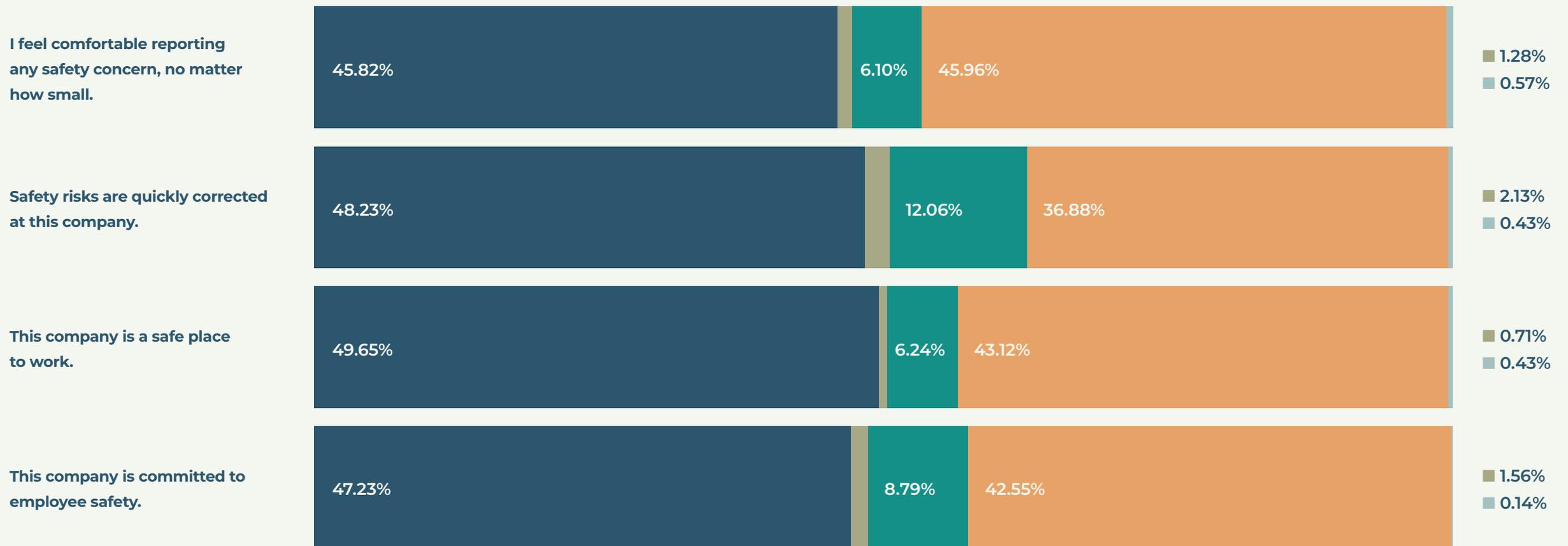
■ Agree ■ Disagree ■ Agree nor Disagree ■ Strongly Agree ■ Strongly Disagree



Safety / Non Clinical Staff Scores

FIGURE 39

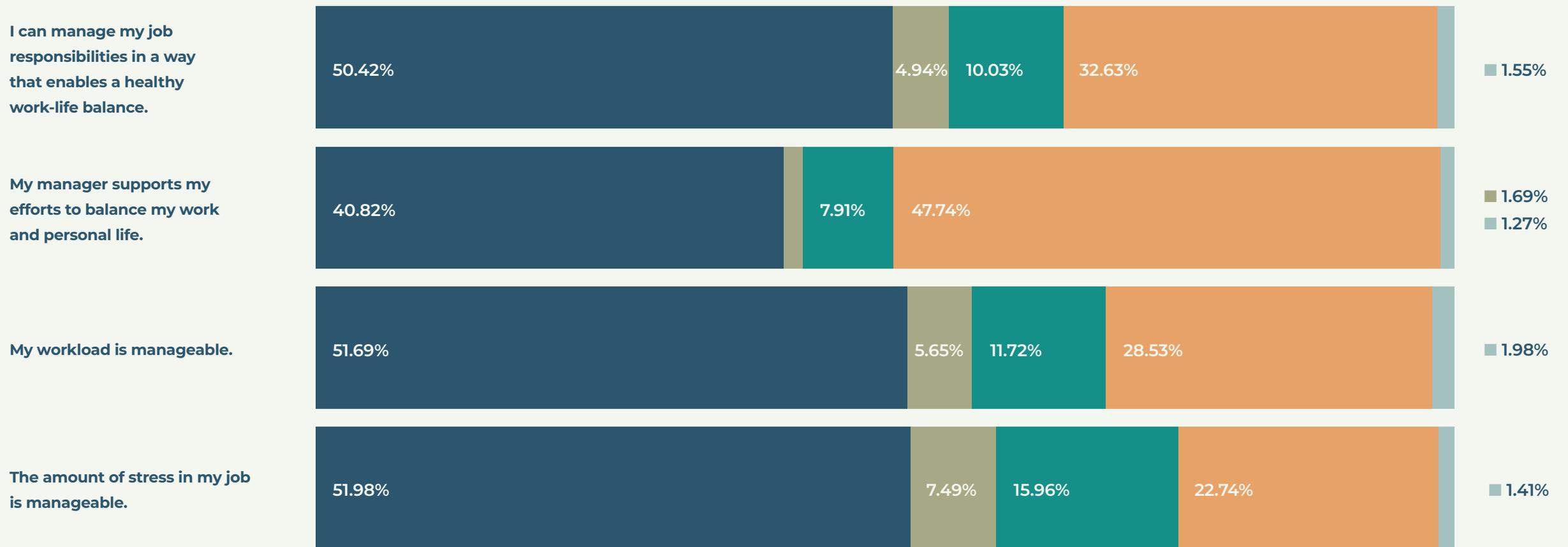
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Work-Life Balance / Non Clinical Staff Scores

FIGURE 40

■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree

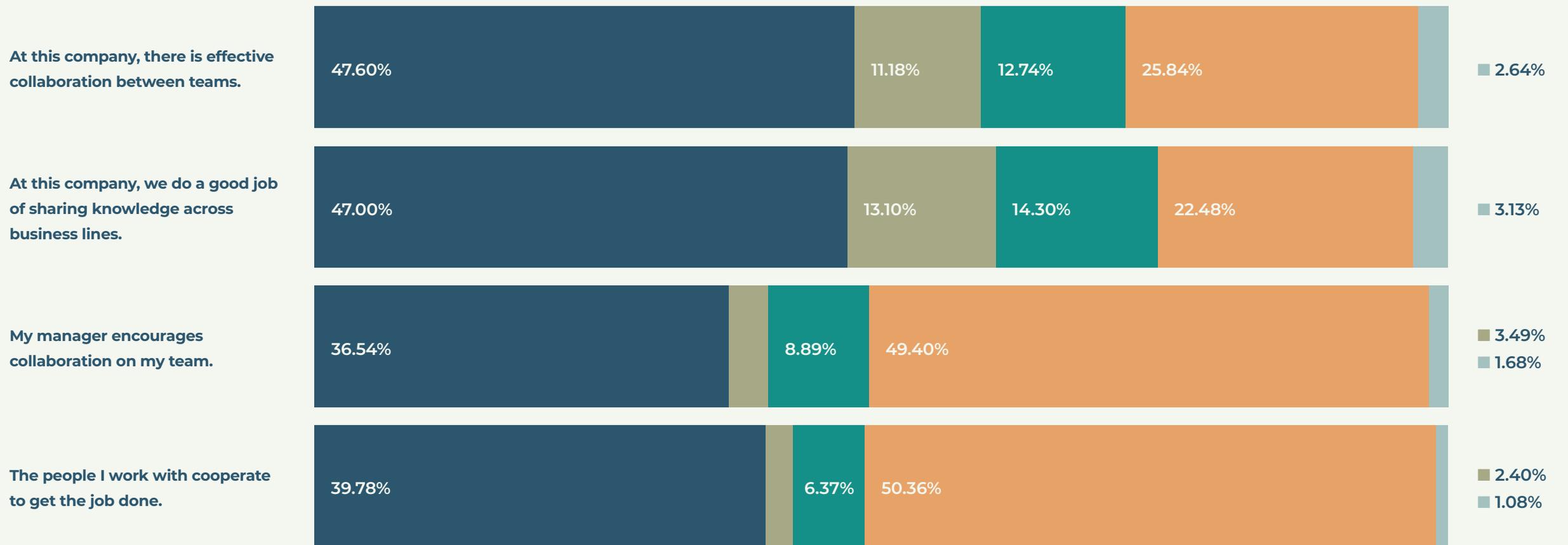


Clinical Scores

Collaboration / Clinical Staff Scores

FIGURE 41

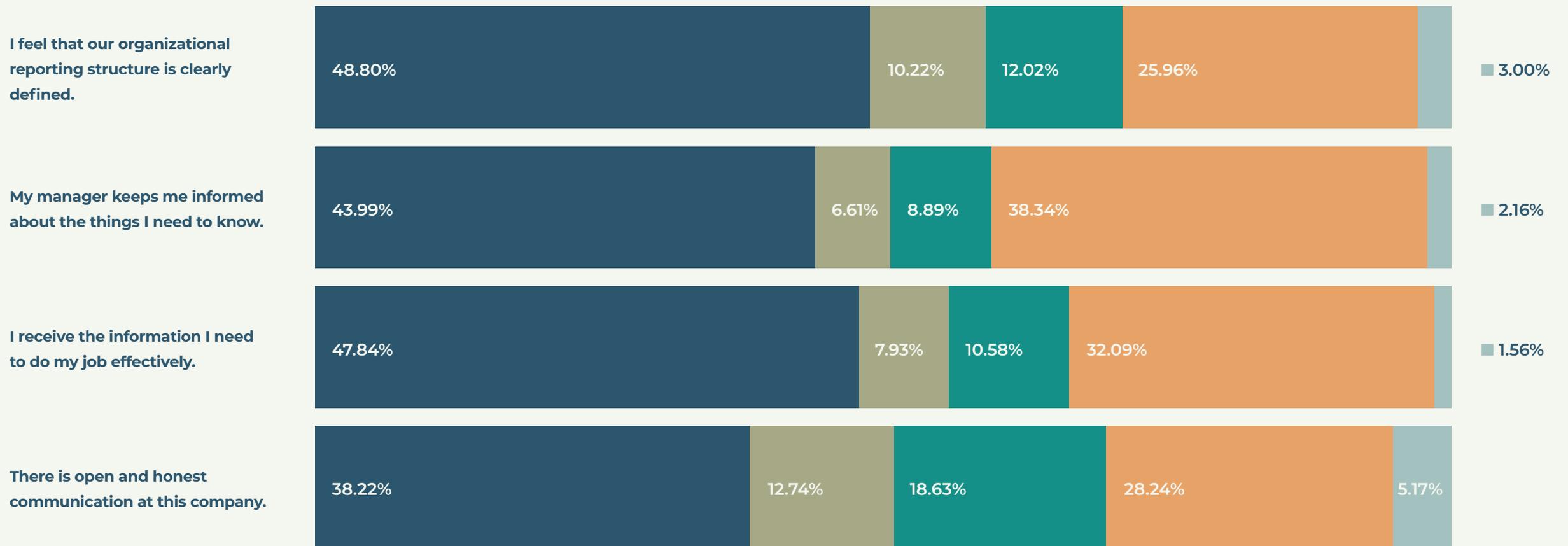
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Communication / Clinical Staff Scores

FIGURE 42

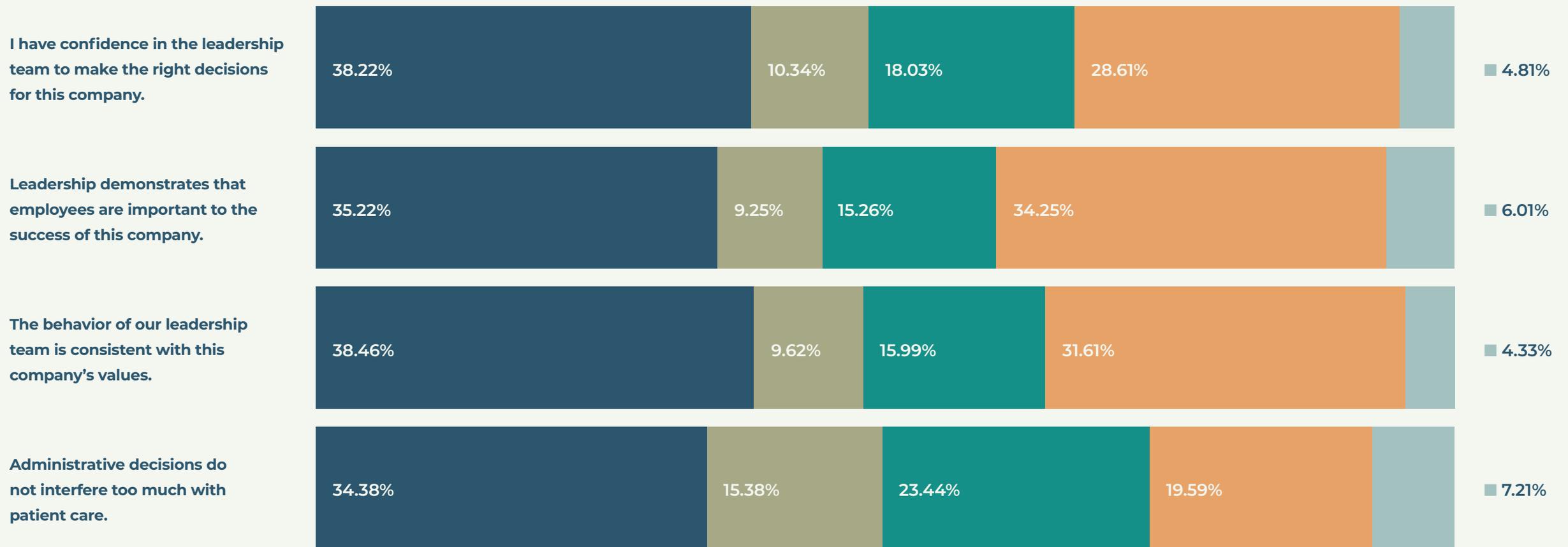
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Company Leadership / Clinical Staff Scores

FIGURE 43

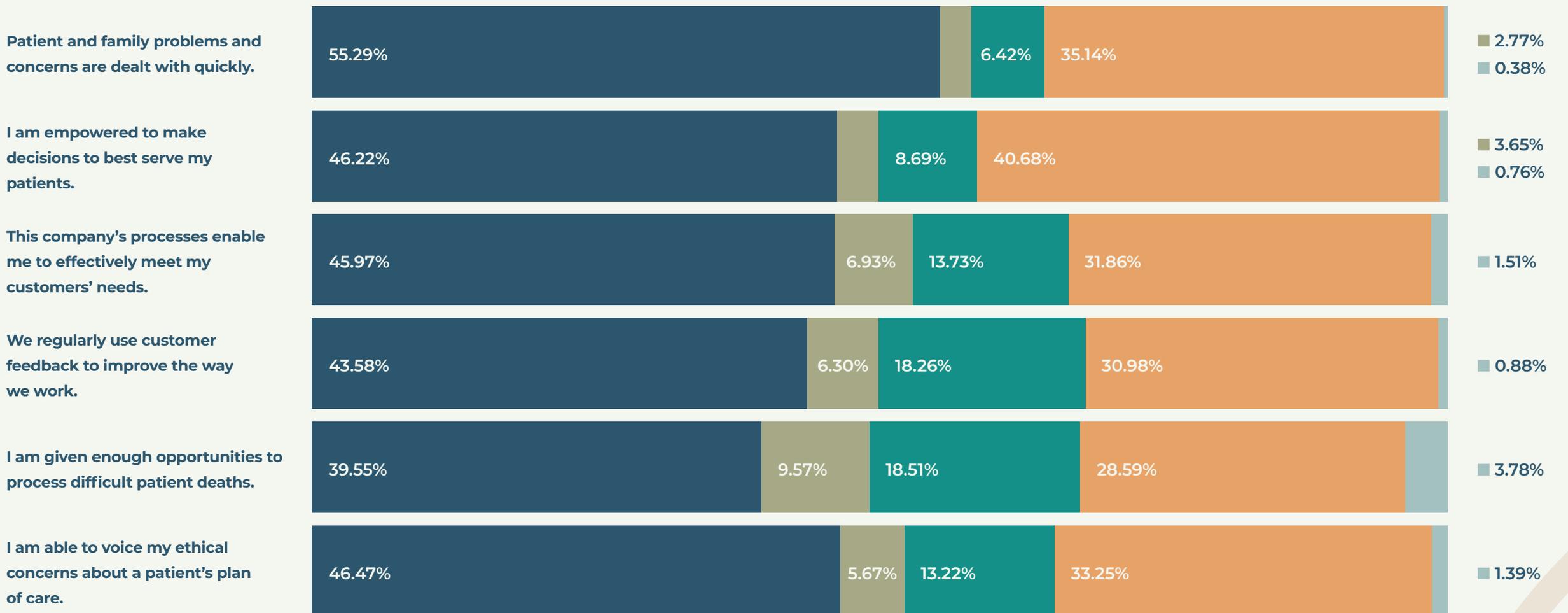
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Patient & Family (Customer) Focus / Clinical Staff Scores

FIGURE 44

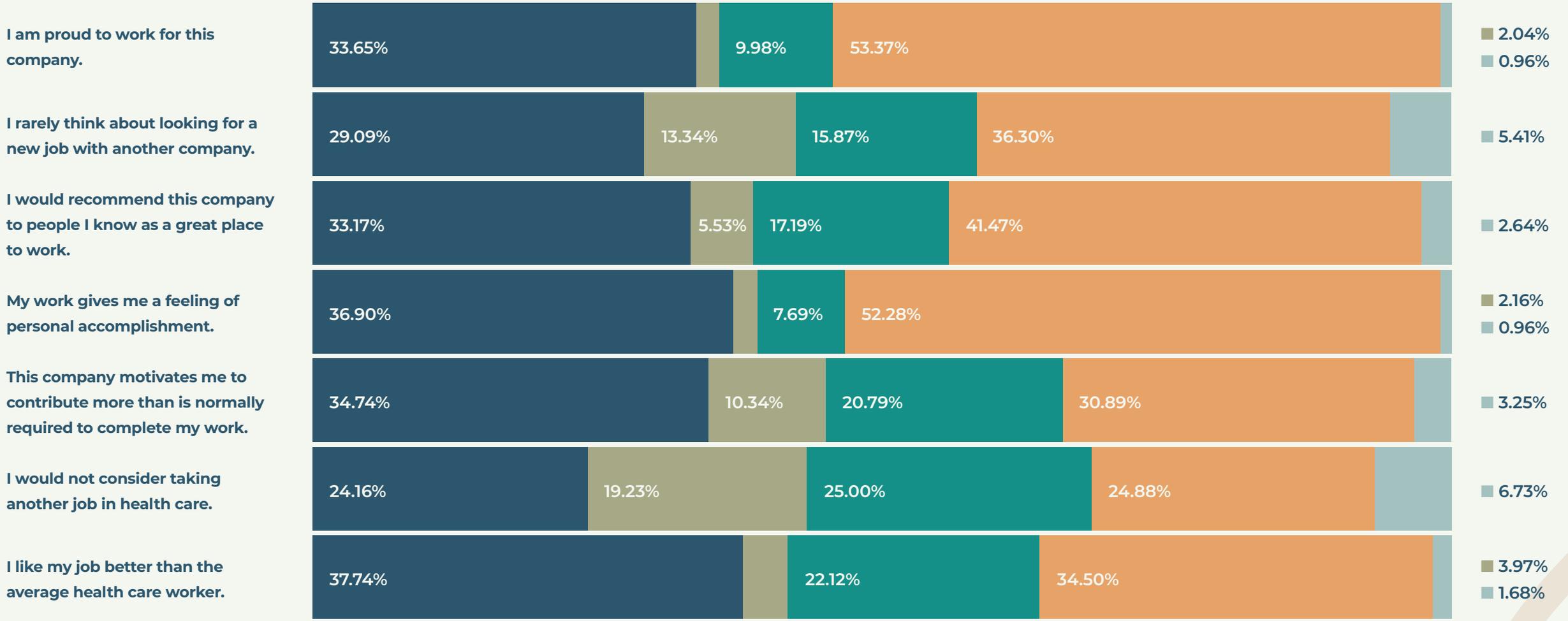
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Employee Engagement / Clinical Staff Scores

FIGURE 45

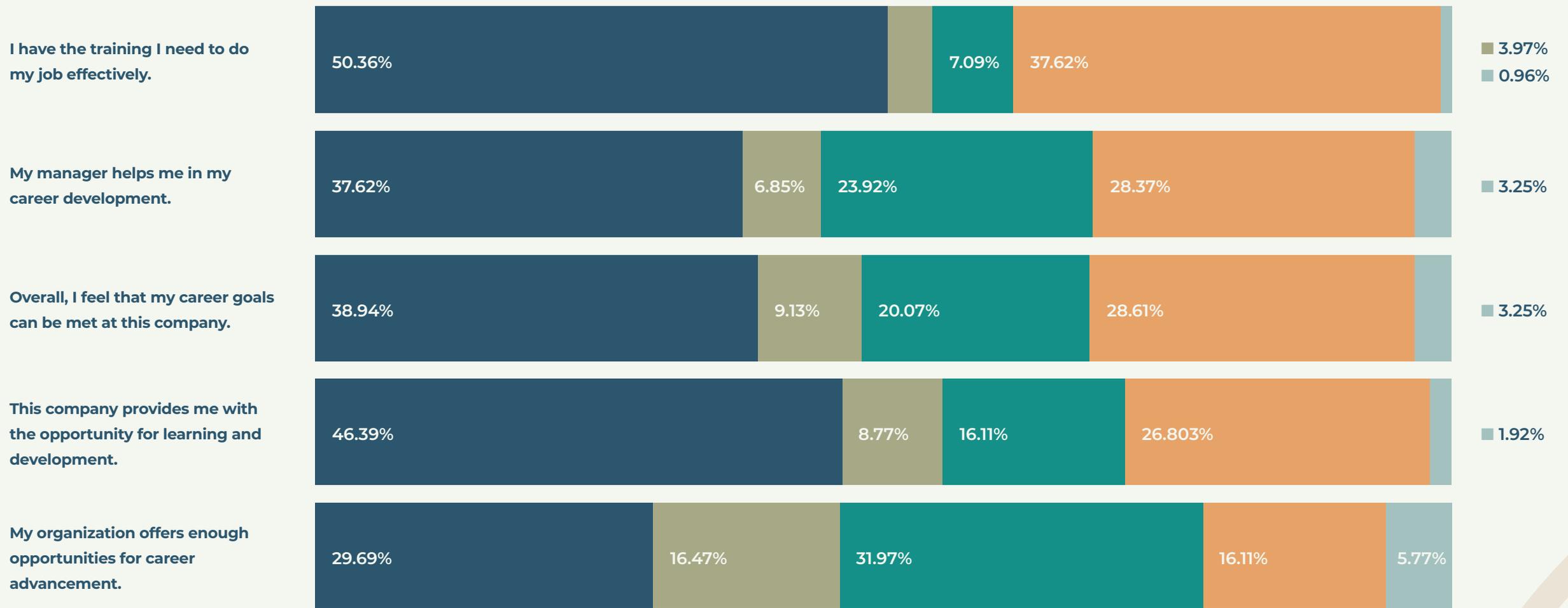
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Growth & Development / Clinical Staff Scores

FIGURE 46

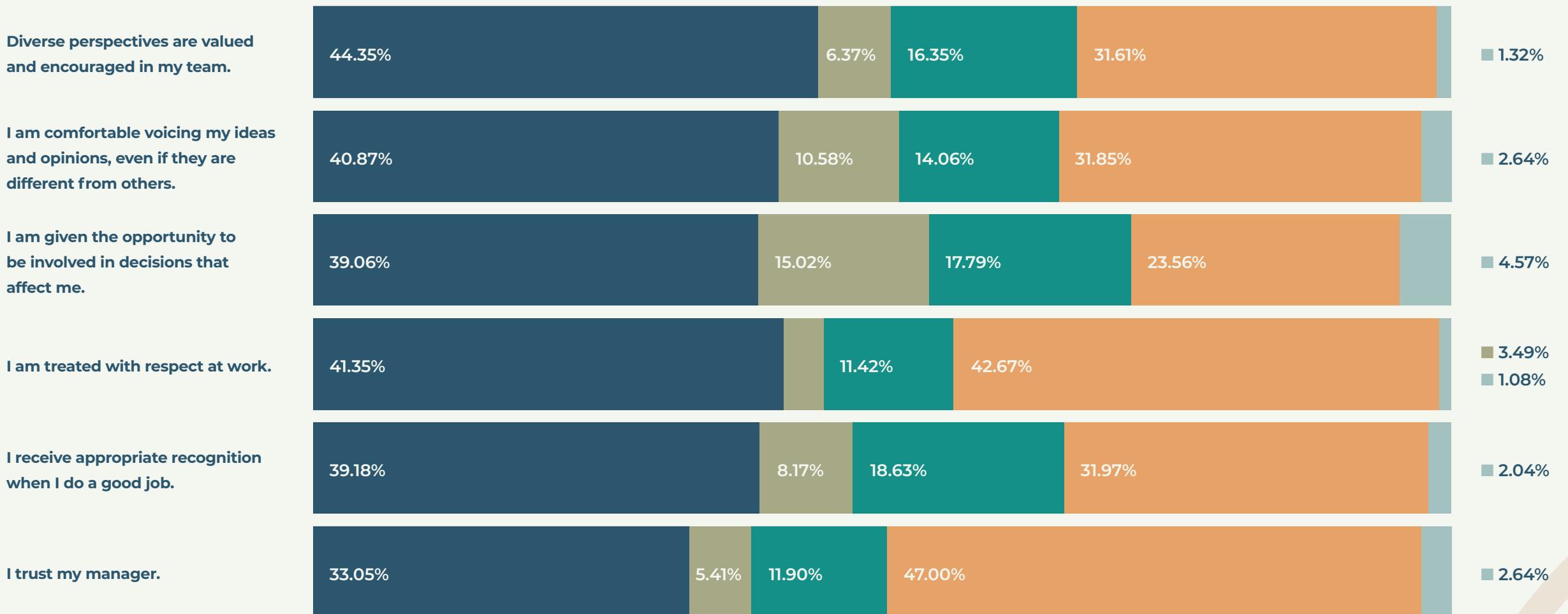
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Inclusion / Clinical Staff Scores

FIGURE 47

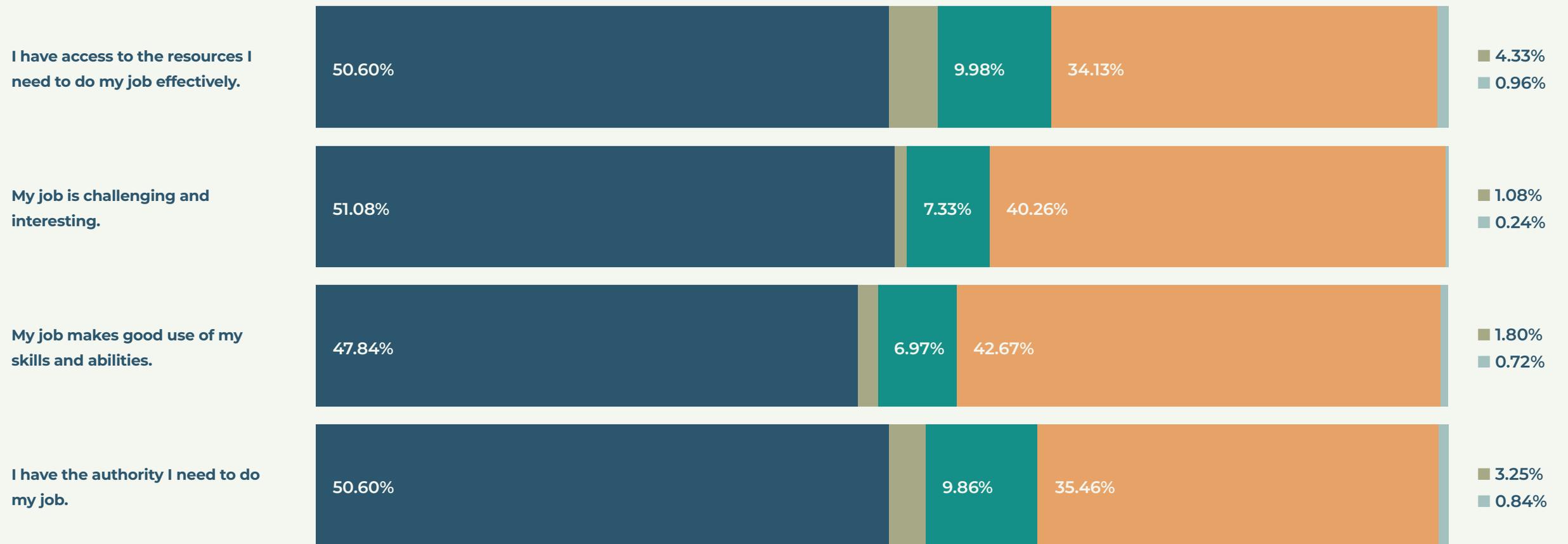
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Job Enablement / Clinical Staff Scores

FIGURE 48

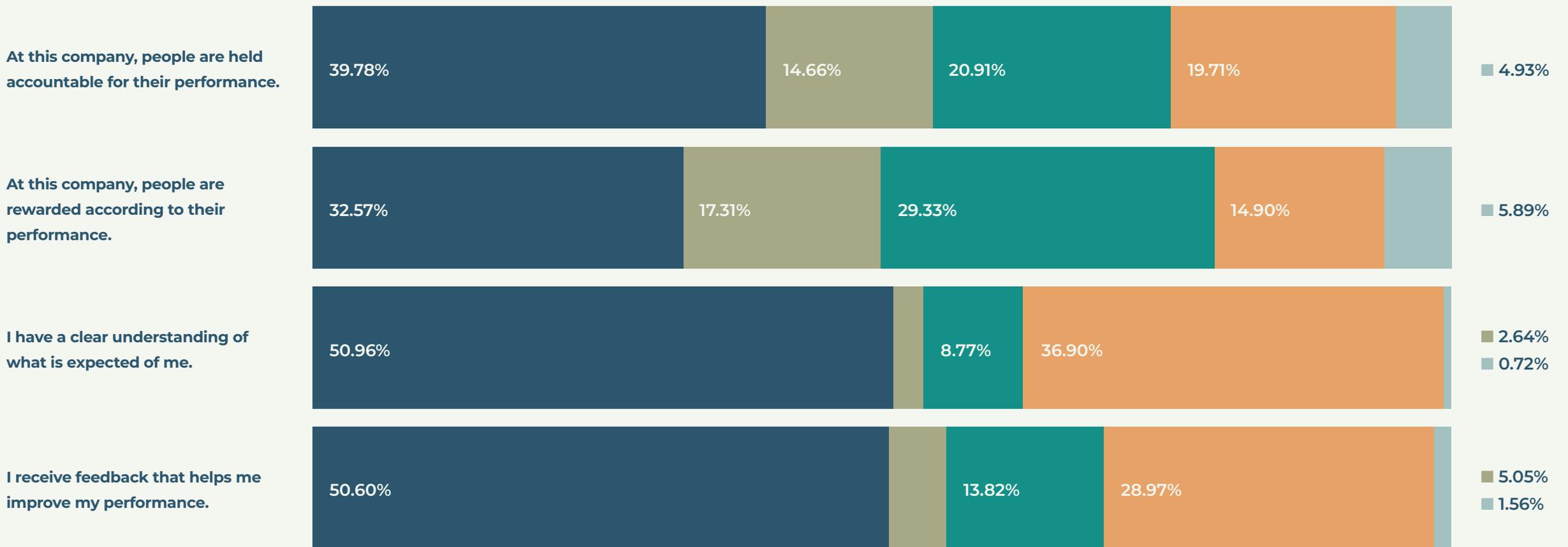
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Performance & Accountability / Clinical Staff Scores

FIGURE 49

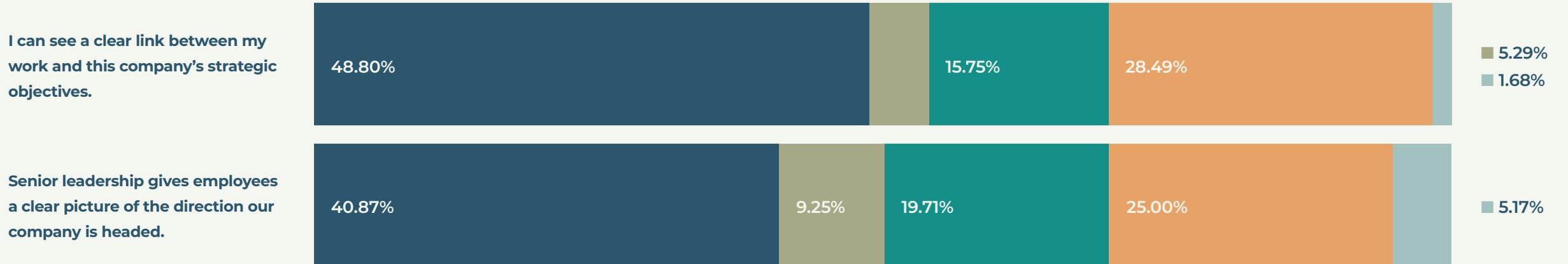
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Alignment / Clinical Staff Scores

FIGURE 50

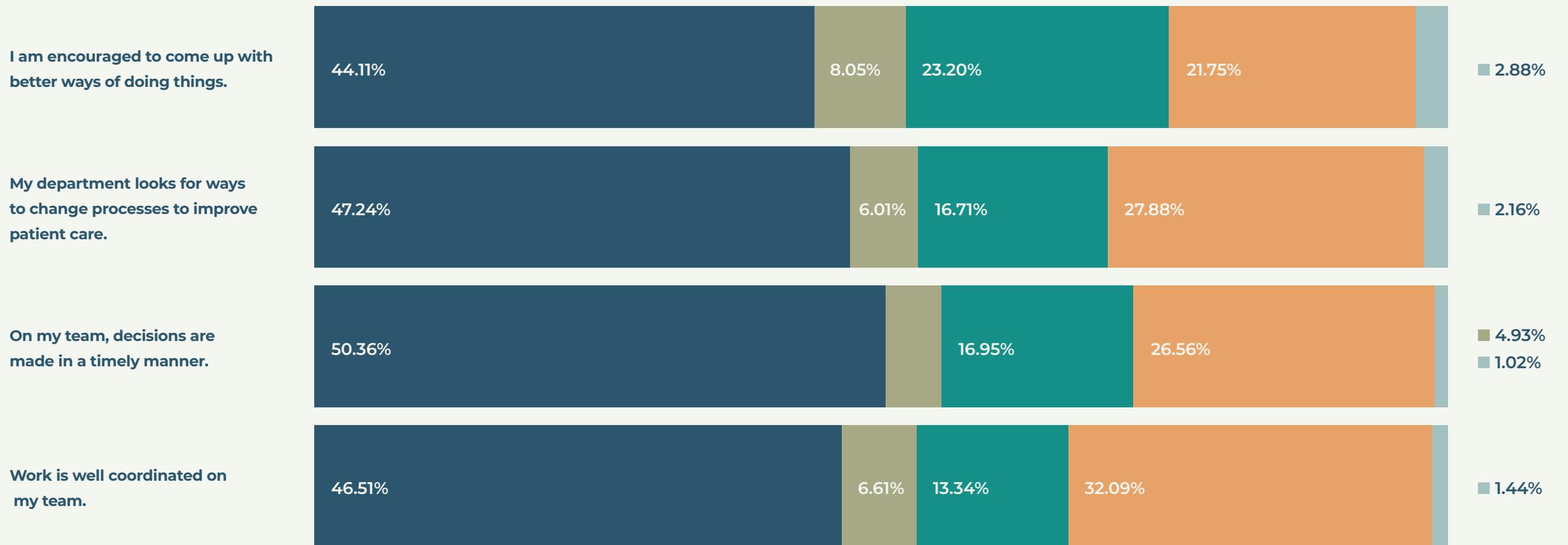
■ Agree ■ Disagree ■ Agree nor Disagree ■ Strongly Agree ■ Strongly Disagree



Work Process / Clinical Staff Scores

FIGURE 51

■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Corporate Responsibility & Ethics / Clinical Staff Scores

FIGURE 52

■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree

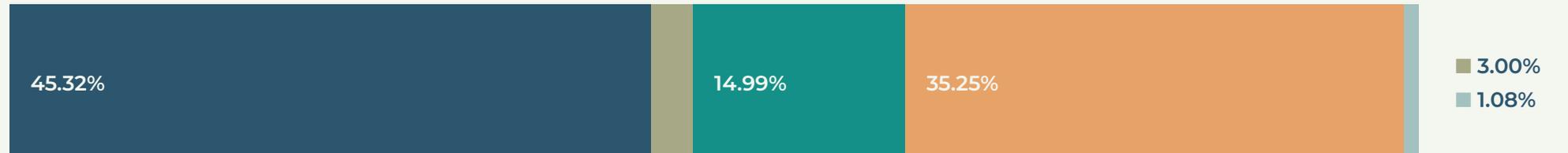
I have the opportunity to participate in this company's social responsibility initiatives(e.g., encourage use of volunteer day, be involved in community initiatives).



This company is taking action to be socially responsible (e.g., supporting community events, charitable causes etc.).



This company shows a commitment to ethical business decisions and conduct.



Managing Change / Clinical Staff Scores

FIGURE 53

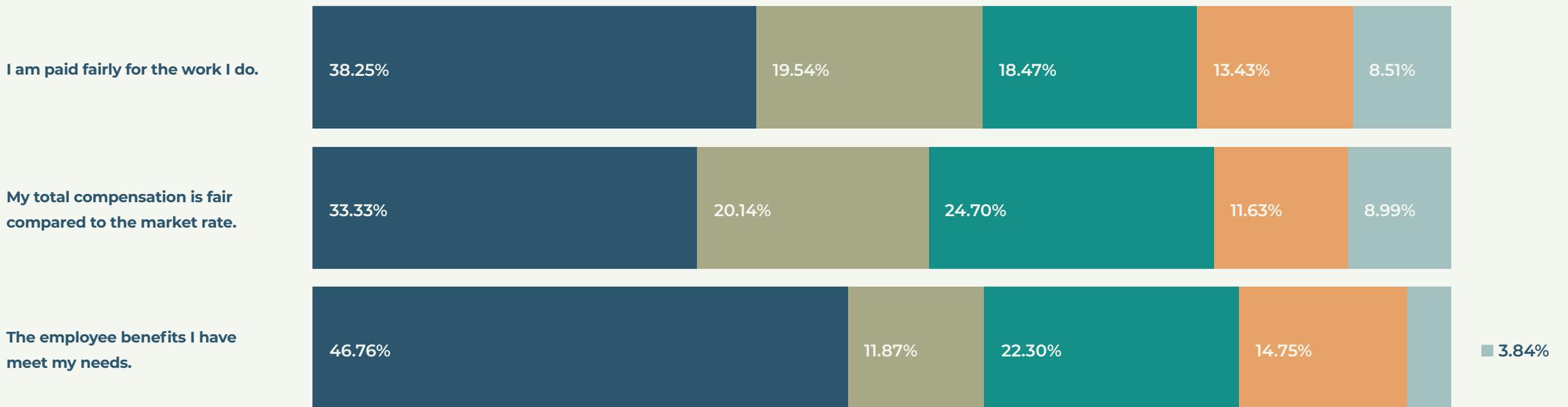
■ Agree ■ Disagree ■ Agree nor Disagree ■ Strongly Agree ■ Strongly Disagree



Pay & Benefits / Clinical Staff Scores

FIGURE 54

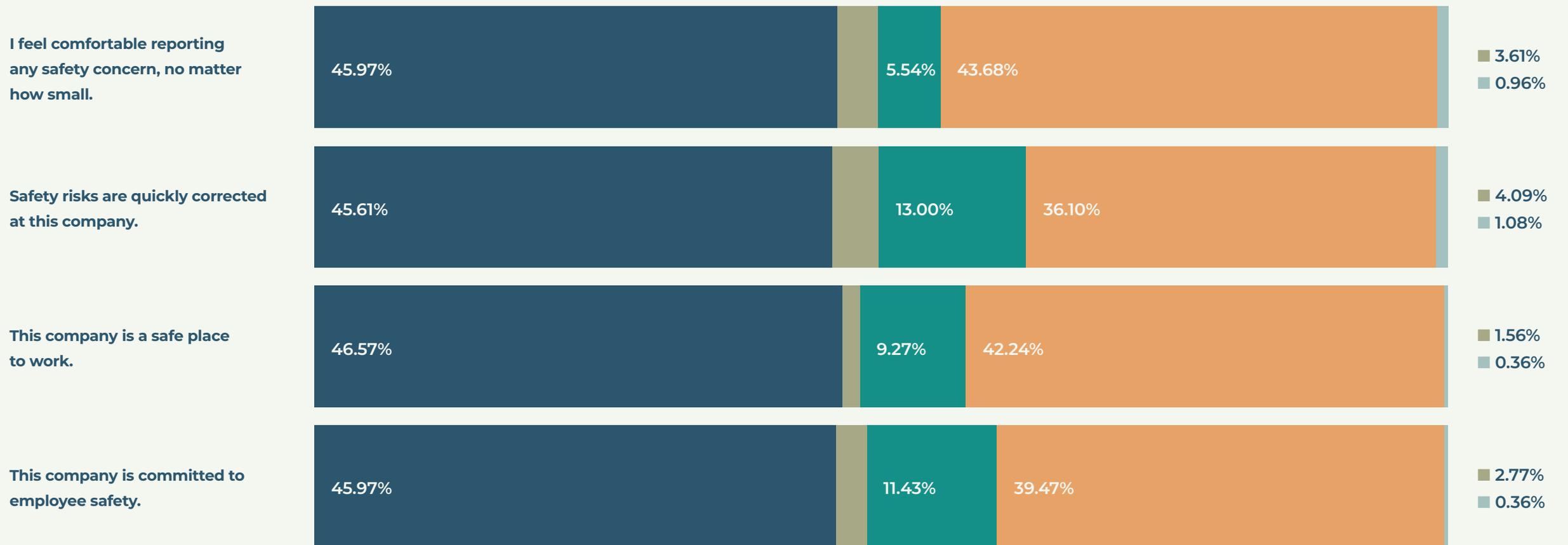
■ Agree ■ Disagree ■ Agree nor Disagree ■ Strongly Agree ■ Strongly Disagree



Safety / Clinical Staff Scores

FIGURE 55

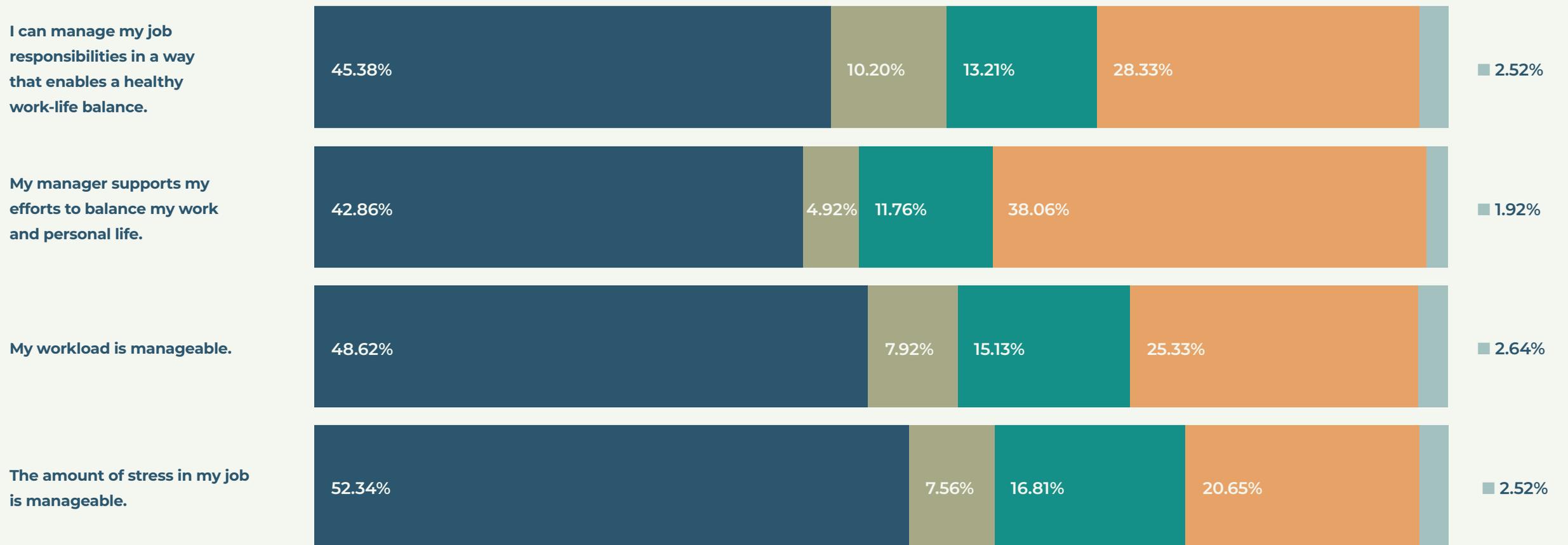
■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree



Work-Life Balance / Clinical Staff Scores

FIGURE 56

■ Agree
 ■ Disagree
 ■ Agree nor Disagree
 ■ Strongly Agree
 ■ Strongly Disagree

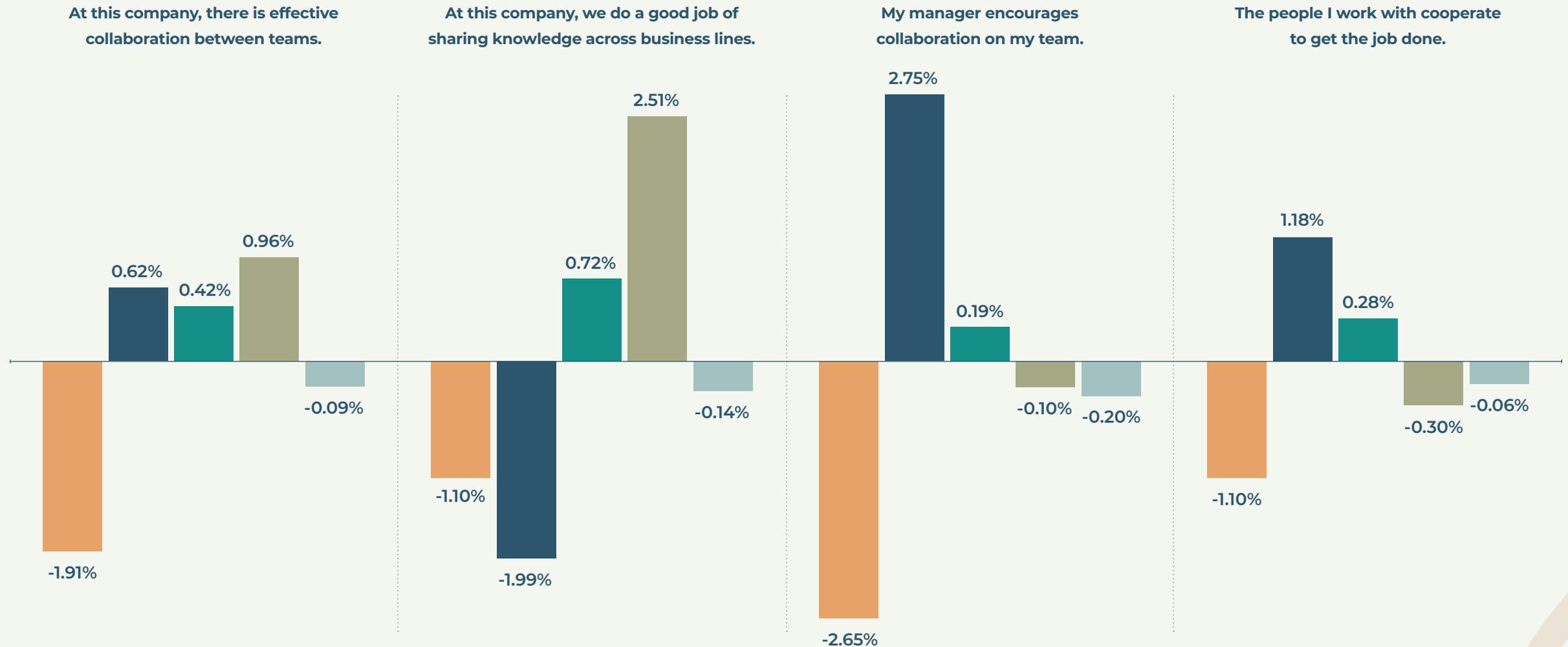


Workforce Trends

Collaboration / Workforce Trends 2023-2024

FIGURE 57

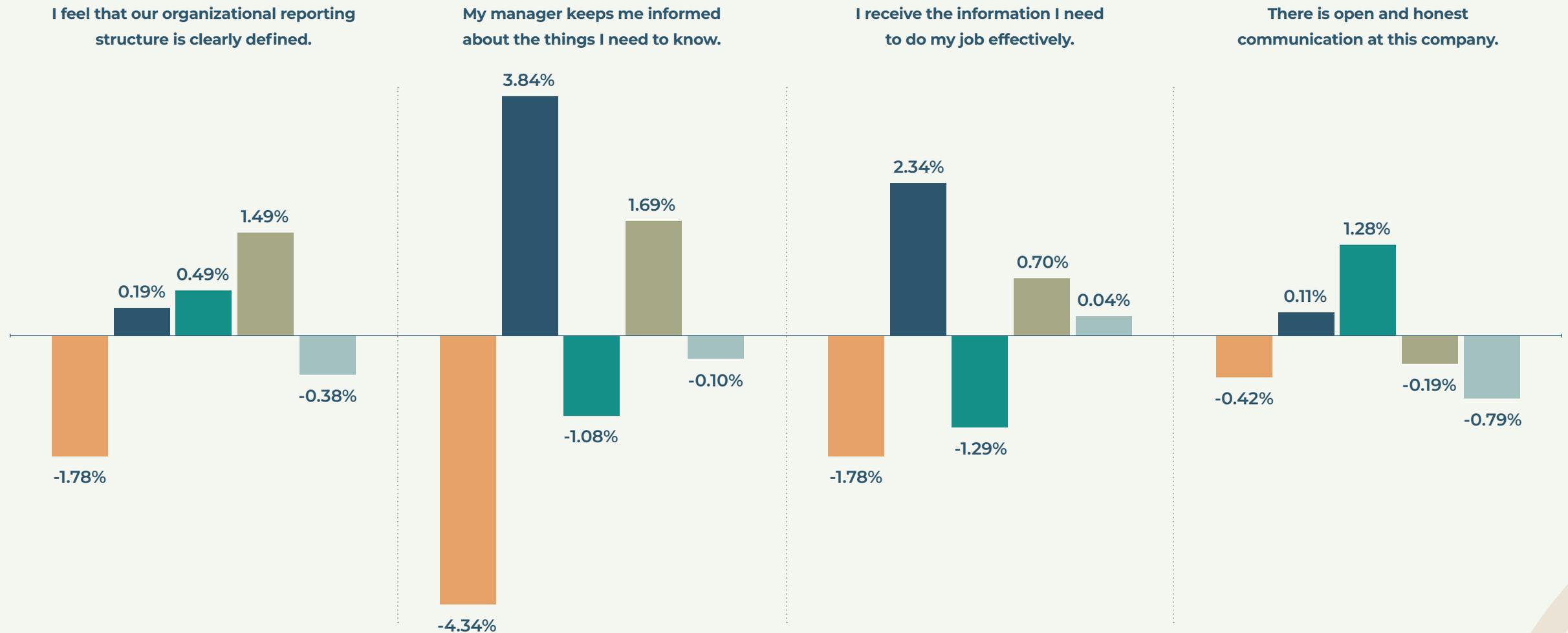
■ Strongly Agree
 ■ Agree
 ■ Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree



Communication / Workforce Trends 2023-2024

FIGURE 58

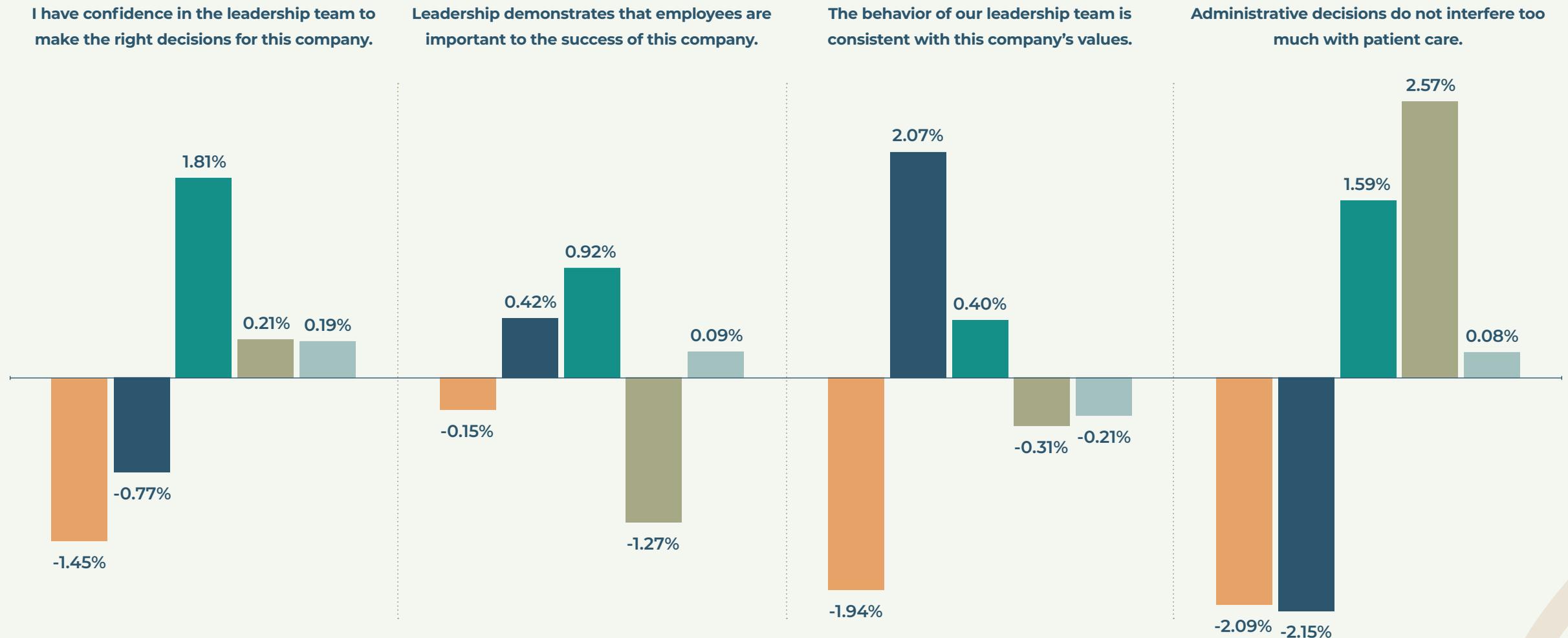
■ Strongly Agree
 ■ Agree
 ■ Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree



Company Leadership / Workforce Trends 2023-2024

FIGURE 59

Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree



Patient & Family (Customer) Focus / Workforce Trends 2023-2024

FIGURE 60

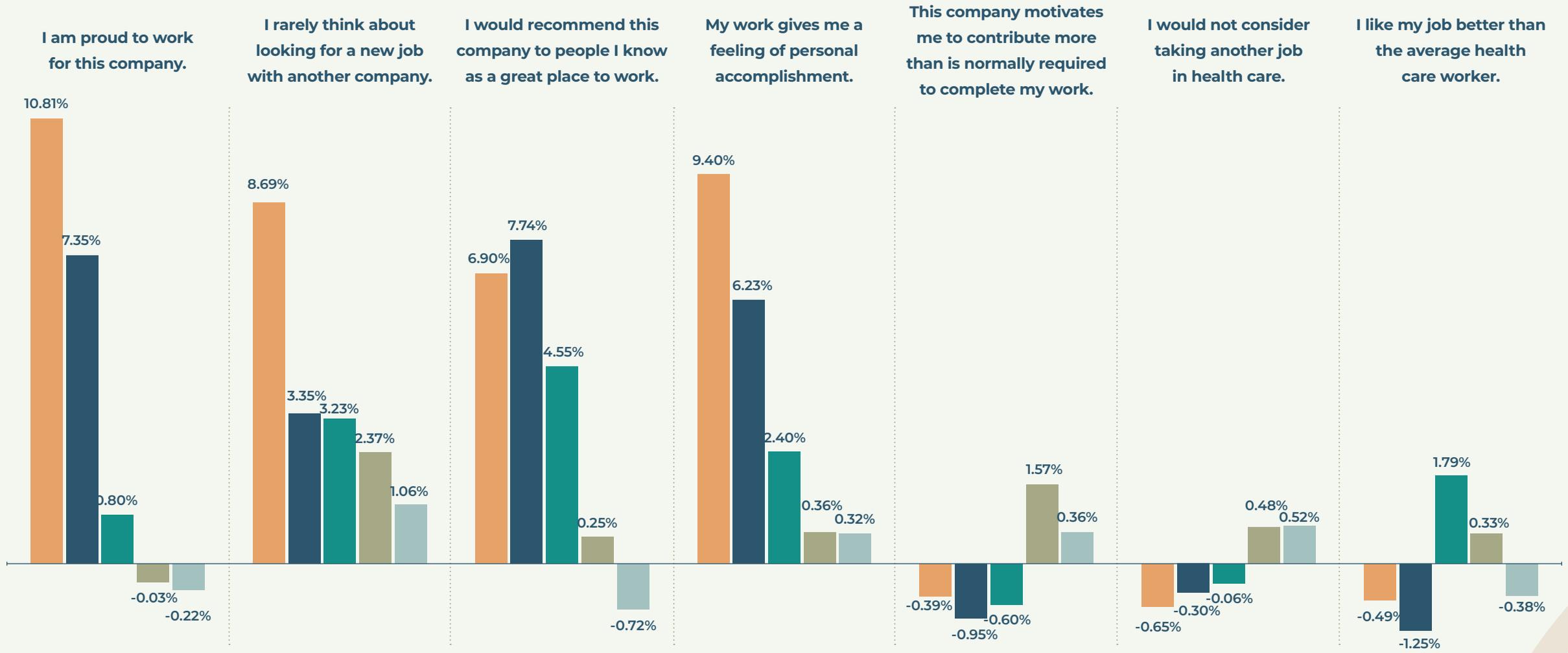
Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree



Employee Engagement / Workforce Trends 2023-2024

FIGURE 61

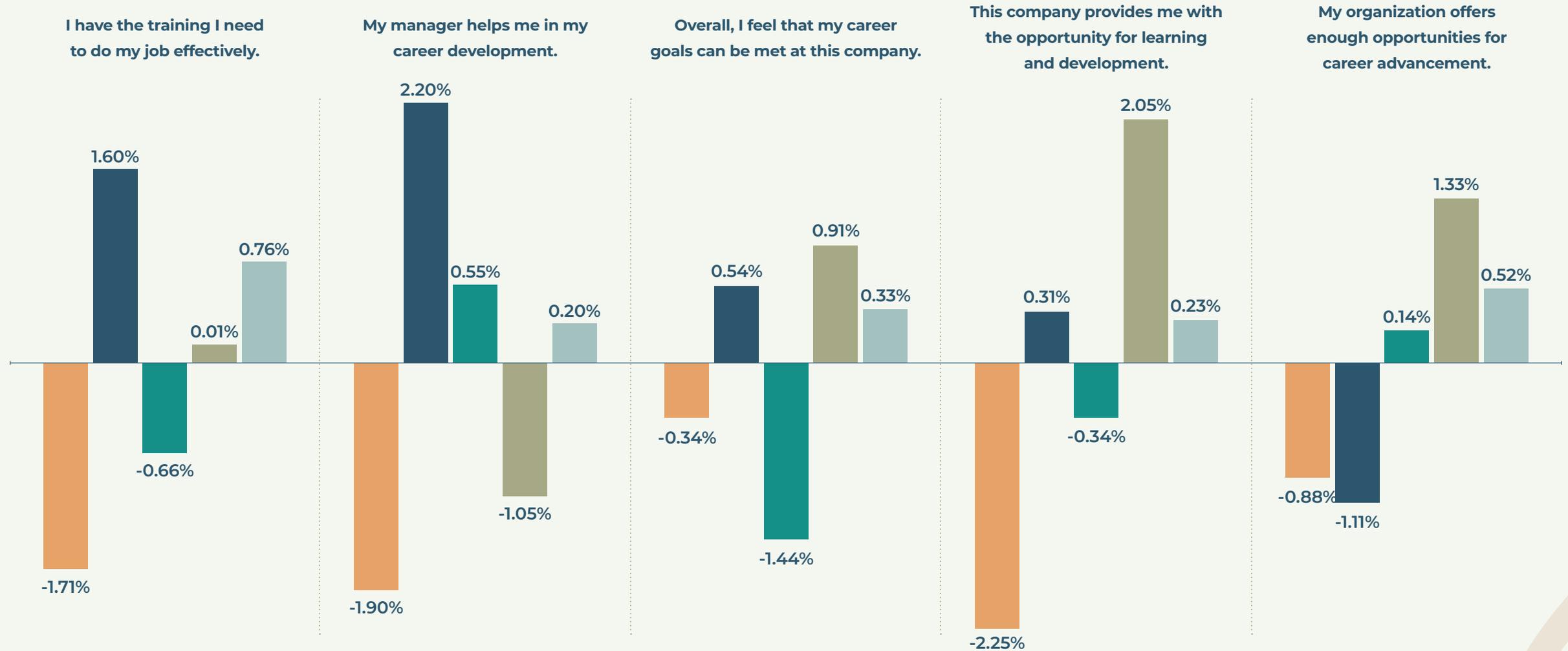
■ Strongly Agree
 ■ Agree
 ■ Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree



Growth & Development / Workforce Trends 2023-2024

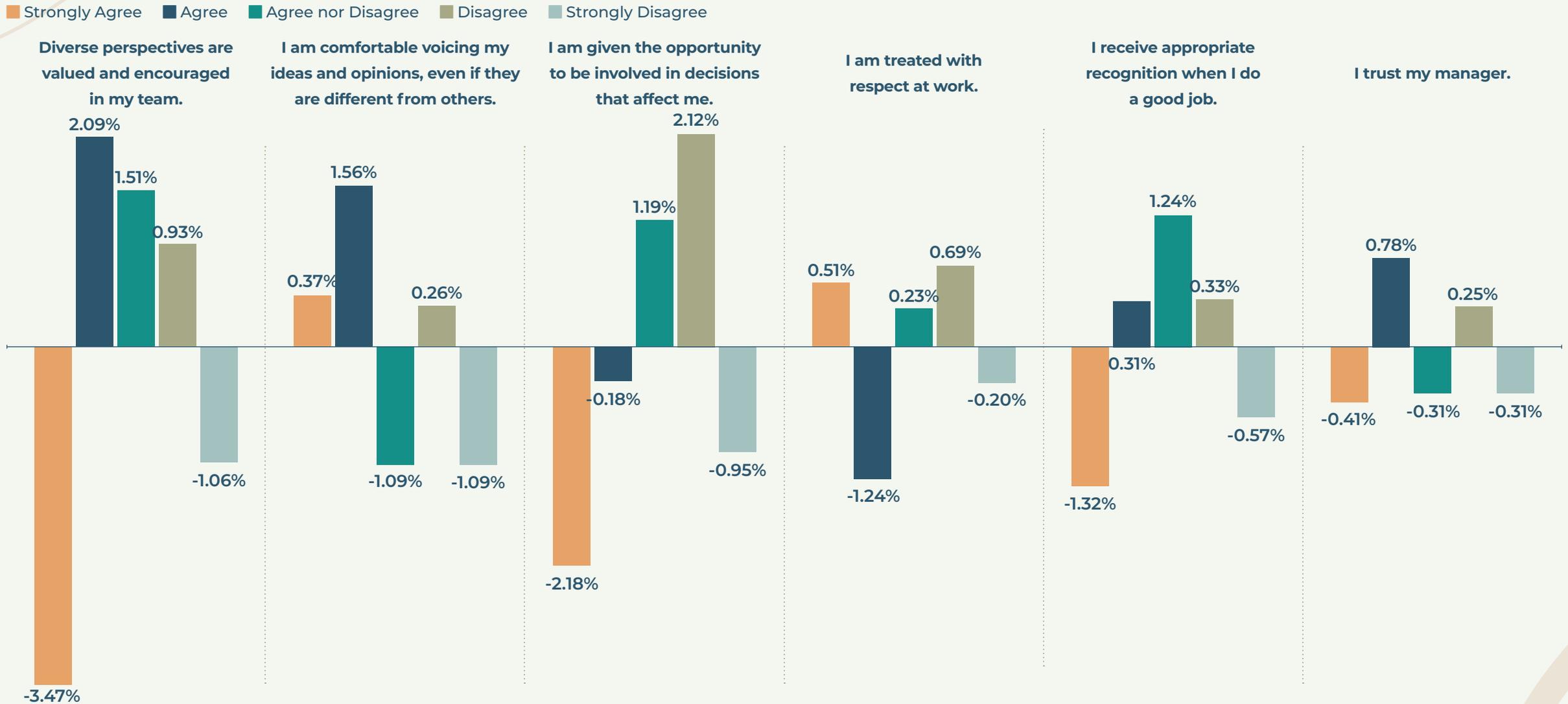
FIGURE 62

Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree



Inclusion / Workforce Trends 2023-2024

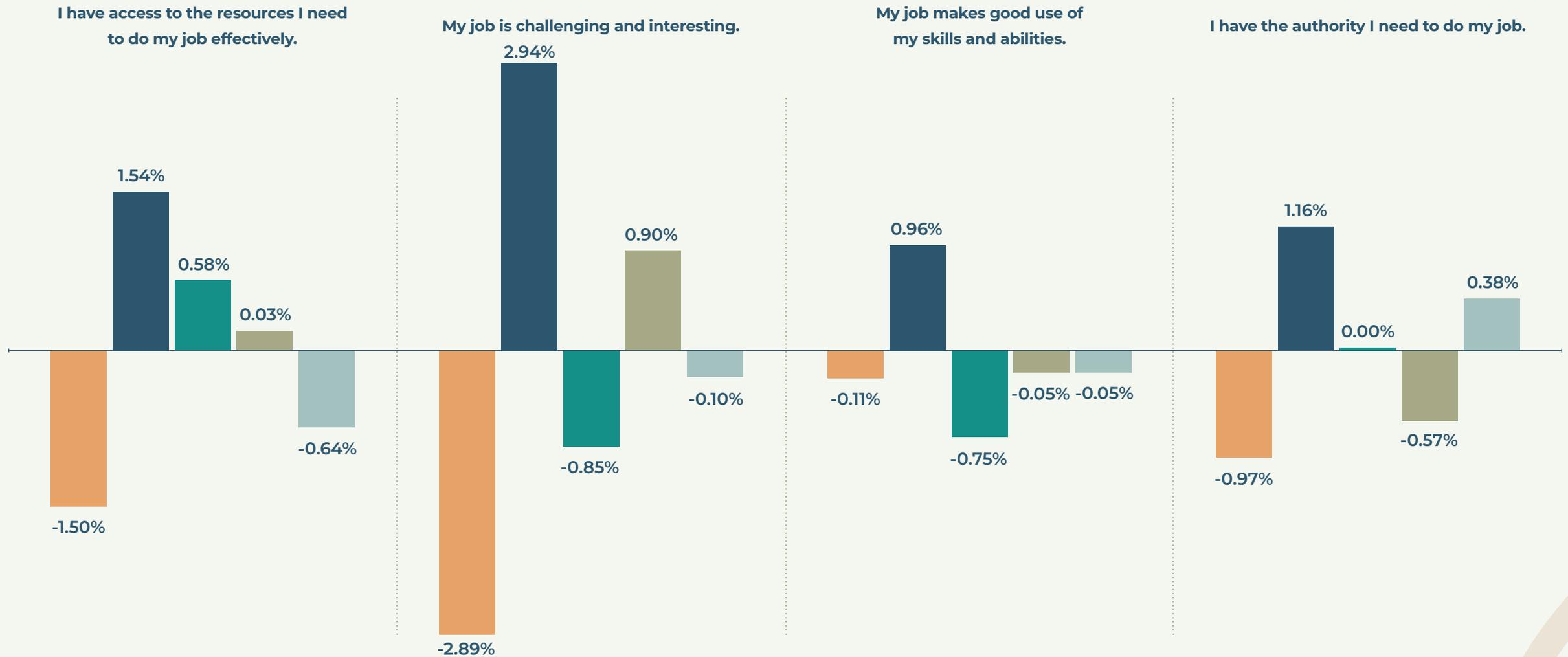
FIGURE 63



Job Enablement / Workforce Trends 2023-2024

FIGURE 64

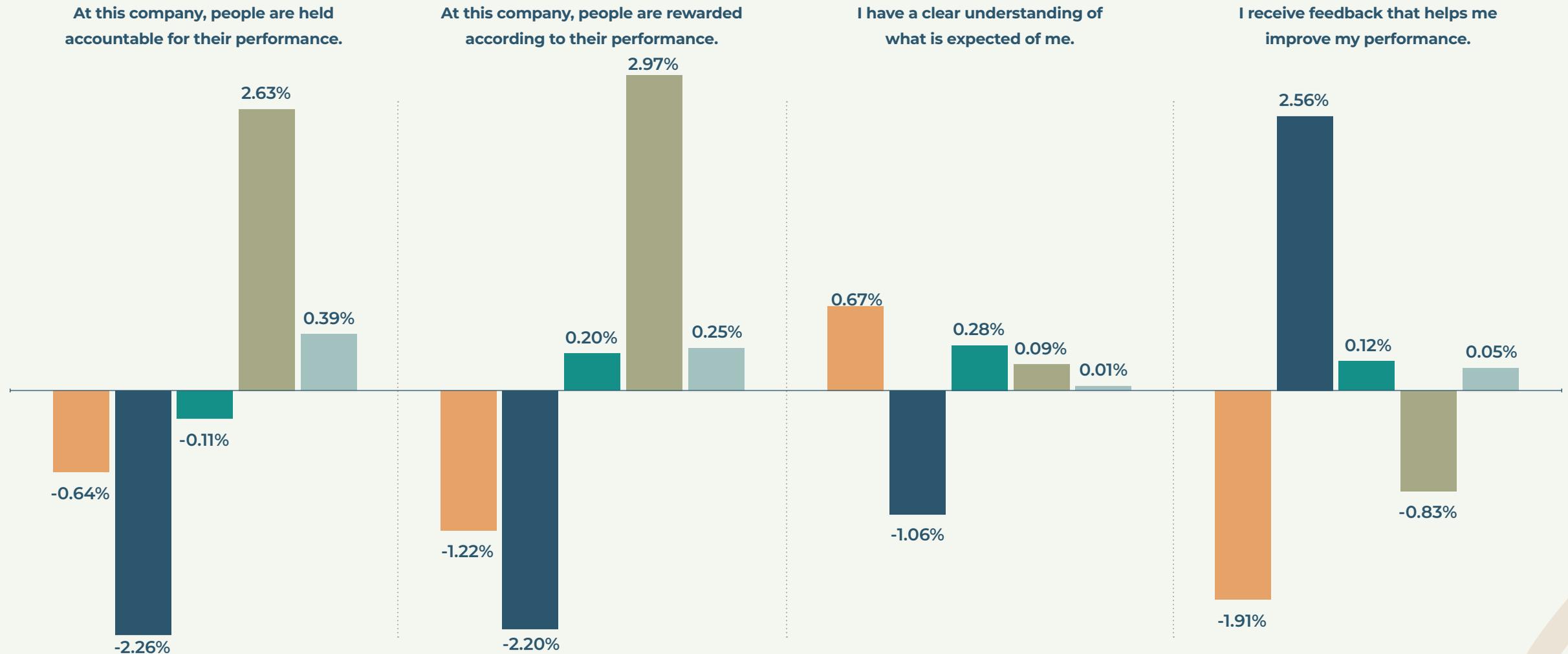
Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree



Performance & Accountability / Workforce Trends 2023-2024

FIGURE 65

Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree



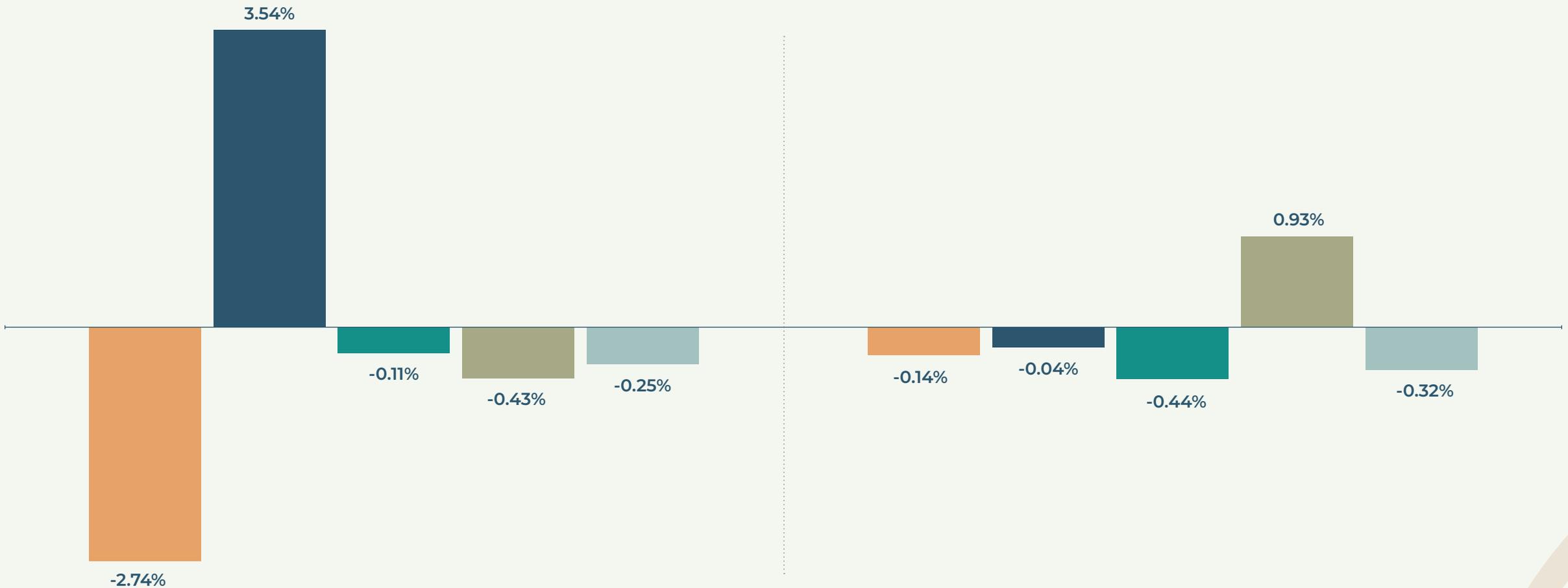
Alignment / Workforce Trends 2023-2024

FIGURE 66

Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree

I can see a clear link between my work and this company's strategic objectives.

Senior leadership gives employees a clear picture of the direction our company is headed.



Work Process / Workforce Trends 2023-2024

FIGURE 67

■ Strongly Agree
 ■ Agree
 ■ Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree



Corporate Responsibility & Ethics / Workforce Trends 2023-2024

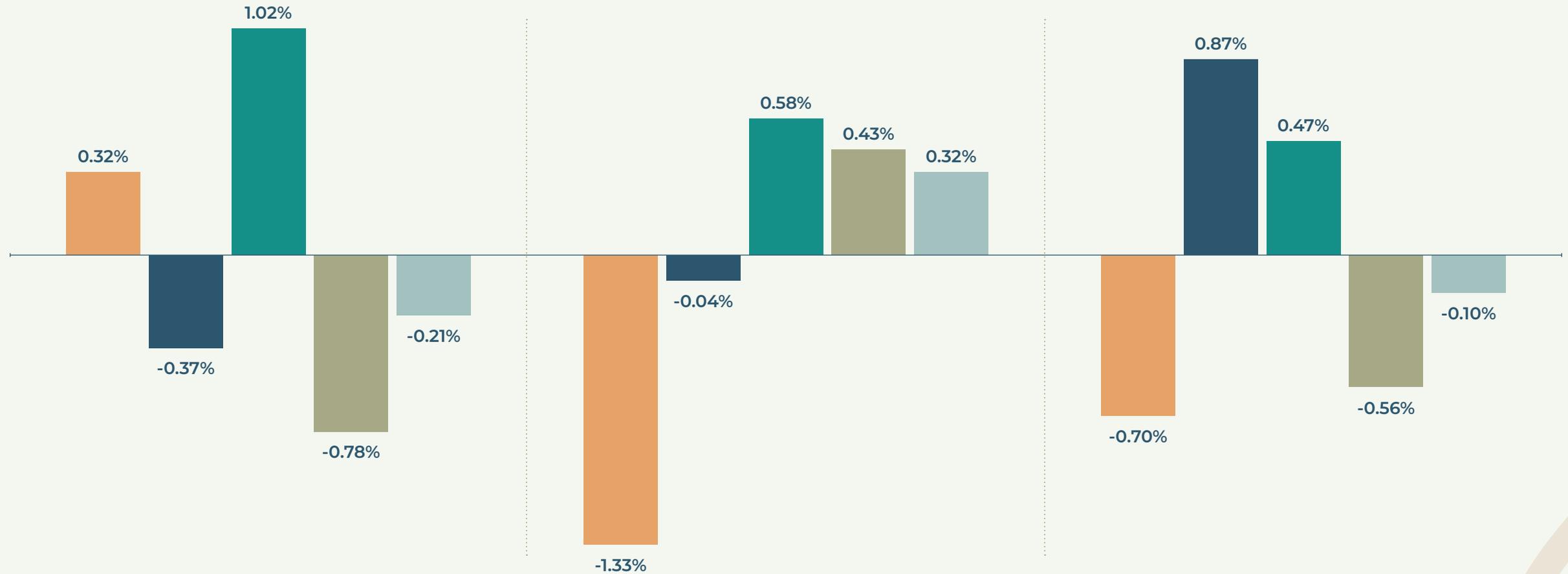
FIGURE 68

■ Strongly Agree
 ■ Agree
 ■ Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree

I have the opportunity to participate in this company's social responsibility initiatives(e.g., encourage use of volunteer day, be involved in community initiatives).

This company is taking action to be socially responsible (e.g., supporting community events, charitable causes etc.).

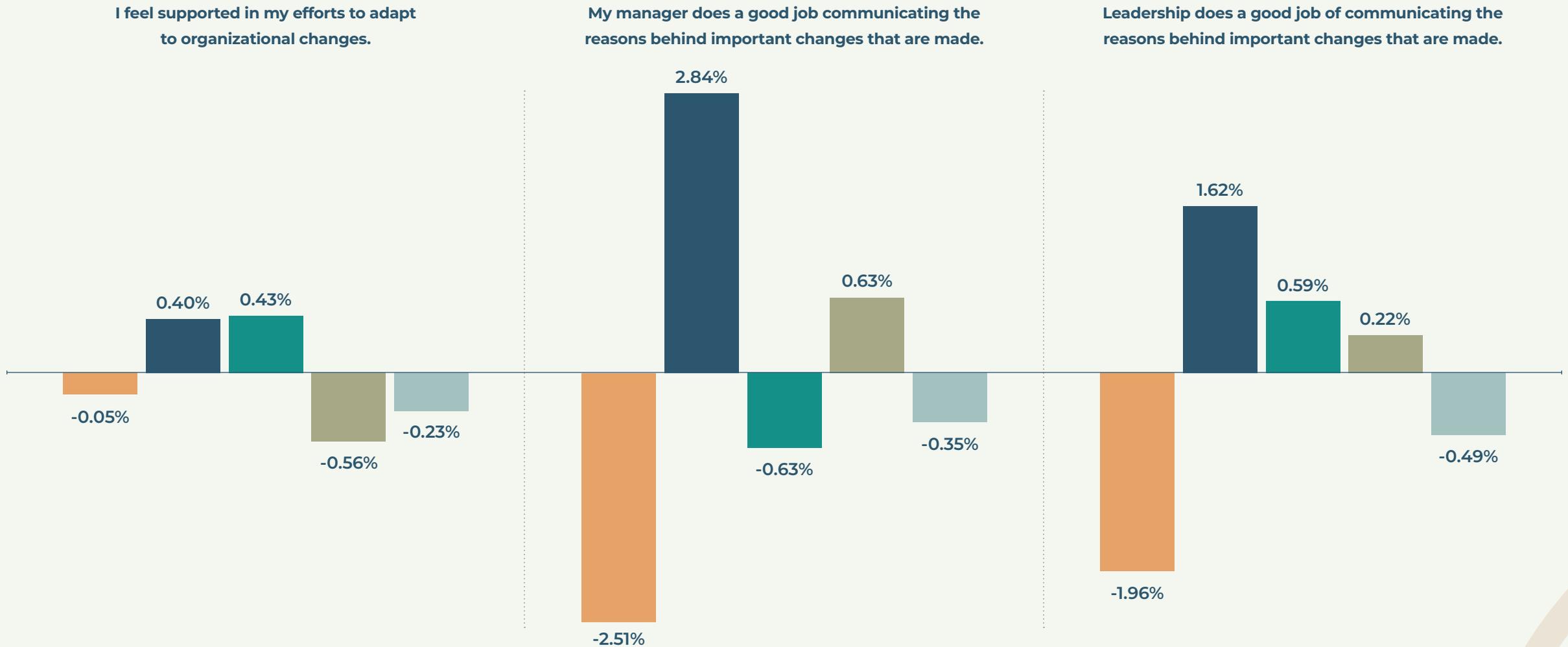
This company shows a commitment to ethical business decisions and conduct.



Managing Change / Workforce Trends 2023-2024

FIGURE 69

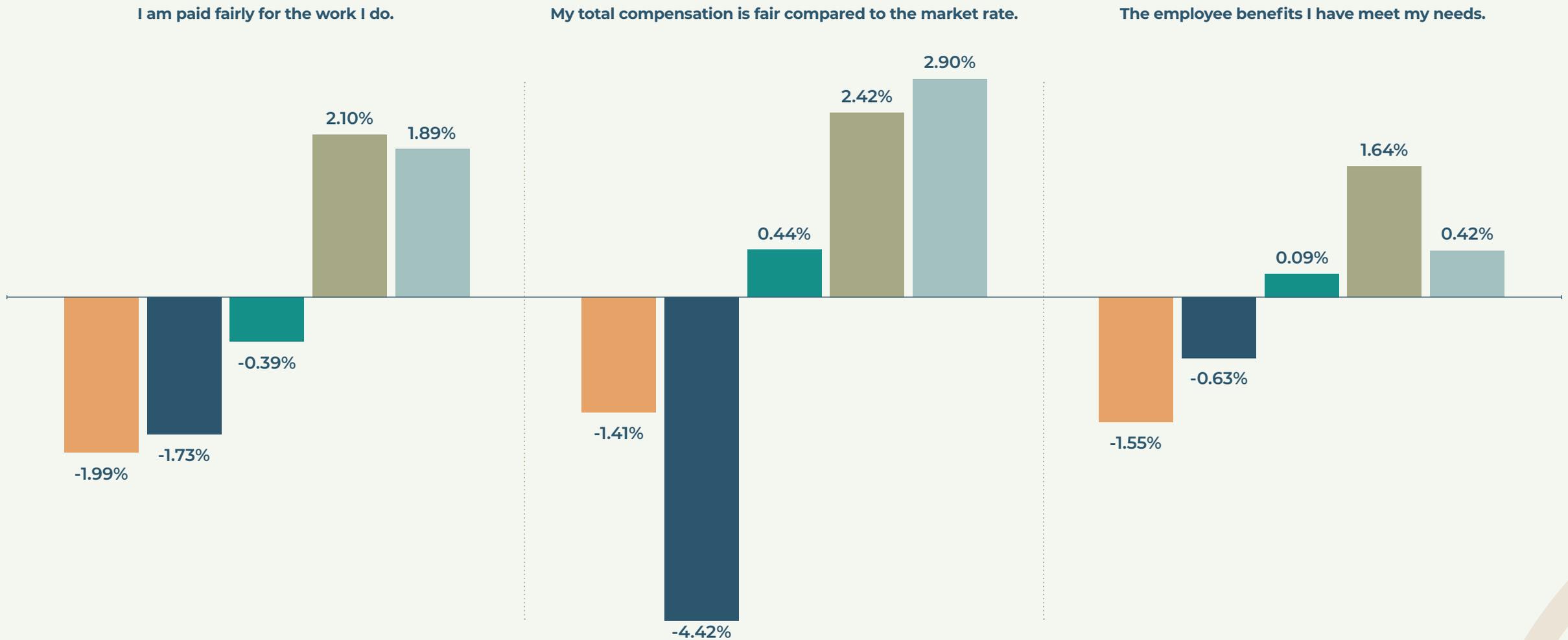
■ Strongly Agree
 ■ Agree
 ■ Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree



Pay & Benefits / Workforce Trends 2023-2024

FIGURE 70

Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree



Safety / Workforce Trends 2023-2024

FIGURE 71

Strongly Agree Agree Agree nor Disagree Disagree Strongly Disagree



Work-Life Balance / Workforce Trends 2023-2024

FIGURE 72

■ Strongly Agree
 ■ Agree
 ■ Agree nor Disagree
 ■ Disagree
 ■ Strongly Disagree



Star Survey Resources and References

STAR SURVEY RESOURCES

Interested in STAR? Begin with the STAR Administrator's Manual and FAQ's!

[Survey of Team Attitudes and Relationships \(STAR\)](#)

Please contact us to begin the process of implementing STAR at your hospice:

star@allianceforcareathome.org.

STAR is a benefit of membership for provider members at no additional cost.

[STAR Sample Survey](#)

STAR SURVEY REFERENCES

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