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Retention and Recruitment

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Quality Monitoring Program

December 2014

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THE BEST WAY TO FIND YOURSELF
IS TO LOSE YOURSELF
IN THE SERVICE OF OTHERS.

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LONG-TERM CARE RETENTION CRISIS

The impact of high turnover in long-term care nursing facilities

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National Crisis

- According to the American Health Care Association, in 2011 turnover rates in long-term care were the following:
  - RNs: 62.8%
  - LVNs: 43.1%
  - CNAs: 55.3%

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Statewide Crisis

- The Texas Center for Nursing Workforce Studies: 2008 Long Term Care Nurse Staffing Study (LTC NSS) has identified turnover in all areas of staffing in long-term care facilities.
- The following are the identified nursing staff turnover rates (in percentages) for each nursing discipline:
  - RNs (administrative): 48%
  - RNs (direct care): 64%
  - LVNs (administrative): 35%
  - LVNs (direct care): 64%
  - CNAs: 87%

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Why do Staff leave?

- According to Steven Hunt, Ph.D., nursing staff leave for several reasons. The top reasons that have been linked to Nursing Home staff turnover are the following:
  - Work Environment/Conditions
  - Workload
  - Lack of opportunities
  - Lower staffing ratios

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Negative effects of Staff turnover

- Nursing homes experience deficiencies related to areas such as:
  - Quality of care
  - Quality of life
  - Resident behavior
- There is an increase in adverse outcomes seen in the residents. Some examples are:
  - Higher risk for Pressure Ulcers
  - Higher rates of Infection
  - Untreated pain
  - Increased risk for falls and fractures
  - Readmission to the hospital
- The financial cost of turnover is significant due to continual recruiting and training required to get staff to replace those that have left.

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Why Staff Stay

- Individuals have historically entered the health care field to care for those who can not care for themselves; the sick, the injured, the disabled, and the dying.
- The Nursing profession dates back to the 19th century and includes great strides in education and training for those who became part of the profession.
- If those in the profession enjoy what they do, then why is turnover so high across not only the state, but the nation as a whole?

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CREATIVE RECRUITMENT STRATEGIES

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Recruiting New Nursing Staff

- Start by identifying characteristics of high quality nursing staff
  - Dependability
  - Positive Attitude
  - Compassion
  - Initiative
  - Loyalty
  - Efficiency
- Accurate targeting (targeting desired high quality characteristics), based on the high quality nursing staff that are already employed
- Providing incentives
- Hosting job fairs with luncheons and door prizes

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Recruiting New Nursing Staff

- Staff referral bonuses
- The offer of tuition reimbursement
- Providing a favorable life-work balance
- Offering relocation incentives, commuting incentives, etc.
- Opportunities for career advancement
- Providing flexible scheduling to attract high quality nursing staff with traditional scheduling conflicts

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EFFECTIVELY RETAINING THE CURRENT NURSING STAFF

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Retaining current staff

- First and foremost, do an assessment of your staff's view of your facility's culture to identify any major concerns.
- Leadership should also note what they think is the reason for the turnover. This can be done by the leadership surveying their home and determining the following:
  - Organizational Culture
  - Organizational Leadership
  - Resident Care
  - Recruitment
  - Training and Evaluation
  - Support of Staff
  - Management of Employees
  - Community Involvement

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Leadership Qualities

- Effective leaders know that there are several qualities that are essential for the organization to be successful:
  - Transparency
  - Trustworthiness
  - Connectivity
  - Accountability
  - Empowerment
  - Optimism

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Changes that Employees Want to See

- Nursing home employees who were interviewed for a 2008 staff satisfaction survey conducted by My InnerView, Inc., on behalf of the American Health Care Association stated the following would lead to improvements in staff satisfaction and therefore increase retention within an organization:
  - Management cares about and listens to the employees.
  - Management helps to reduce the amount of stress on the job
  - Staff are given fair evaluations
  - Treating residents with respect
  - Ensuring a safe workplace
  - Supervisor cares about the employee as a person, not just another employee

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Making Those Changes

Change is Good

http://play.simpletruths.com/movie/change-is-good/

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Management cares about Employees

- Regularly share evidenced-based clinical "best practices" and assist staff with implementation of the changes and incorporation of practices into daily care.
- Share all data with staff, both good and bad – clinical outcomes, satisfaction survey results, state survey results, etc.
- Ensure schedules are honored. If changes need to be made, as they sometimes do, inform the employee of the change ahead of their schedule.
- Make clear investments in their safety and discuss safety at every opportunity to let them know you care about their wellbeing and do not want them to get hurt.
- Provide quality education and in-services that incorporate the principles of adult education. Offer topics beyond the mandatory in-services required by state regulation. Use data to drive your education agenda and use employees with subject matter expertise to participate in the training.

If you take good care
of your employees,
they will take good care
of your customers.
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Listen to Employees

- Consider the use of an employee newsletter and/or webpage to assist in promoting management and staff communication
- Facilitate a process to have CNA's attend and participate in resident care conference meetings.
- Share the facility's goal and strategic plans with the staff. Make a sincere effort to keep people informed of the big picture and how they fit into it.
- Conduct regular and frequent rounds to visit with and talk with the staff. Ask questions and be 100% interested in the answers.
- Know one thing about each staff member that you can talk about when you meet – perhaps, something you share in common with them.

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Reduce stress

- Make sure that there are ample supplies on hand. Nothing frustrates a CNA more than a lack of clean linen available.
- When a resident passes away - acknowledge it. Allow the staff time to grieve and remind them of how proud you are of the positive contribution they made to the resident's life.
- Decrease the institutional environment. Create a home-like environment that is relaxing and pleasant to live and work in.
- Offer more dementia care training for the entire staff. Be sure to include regular and consistent education regarding how to deal with combative and verbally abusive residents.
- Keep the facility sparkling clean and free of clutter.
- Create clear lines of communication so that employees know who to turn to when stress is a problem

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https://www.youtube.com/watch?v=ybnzd4zu8xs

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KEEP CALM AND DON'T STRESS

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Fair Evaluations

- Consider implementing quarterly mini evaluations to provide more timely, constructive, and positive feedback to employees. No employee should have to wait for their anniversary to learn that their work falls short.
- Allow every employee the opportunity to complete a self-evaluation before the performance review meeting. Compare their evaluation with your own and discuss it with the employee.
- Choose the right time and location to ensure that the employee is in the right mind-set before you begin the performance review.
- At the end of the review – ask if the employee being reviewed felt the review was "fair". If the answer is "no" spending some time to work out the differences in opinion and come to a resolution is warranted.

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Resident Respect

- Encourage all staff to get to know the residents beyond their current diagnosis. Allow all staff to read the extensive information collected about each resident by the Activities and Social Service staff
- Educate the staff about why they should make the effort to form relationships with residents and their families and how ~~such~~ those relationships ultimately make their job easier and more meaningful.
- Embrace person-centered care and begin the process of transforming the entire organization toward a person-centered care model.
- Treat the staff with respect. They will treat the residents in the same manner that they are treated by the leadership team.
- Ensure that a system is in place for investigating reports of disrespectful treatment of residents.

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Safe workplace

- In the evening ensure that parking lots are well lit and consider providing escorts for employee to their vehicles.
- Post employee safety tips throughout the facility, in the facility newsletter, and attach safety tips to employee paychecks.
- Have safety contests and provide rewards to the staff for working a specific number of days without incurring a lost-time work injury.
- Provide all staff with training on how to deal with difficult residents. Conduct hands-on education regarding how to protect oneself from combative residents at least three times per year. Ensure all newly hired staff receive the training before they caring for residents.

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Care for the Staff as an individual person

- Always monitor workflow and step in to assist staff when help is needed. Charge nurses should provide regular, positive feedback to the CNAs
- Write personal cards to staff on birthdays and employment anniversaries. When a CNA is celebrating a joyful event in their life, the charge nurse should help to organize a "pot luck" get together for the employee.
- Provide the opportunity for employees to have input on how their job is performed.
- Recognize and post achievements of units, teams, and departments so that residents, visitors, and co-workers can see them.
- Understand the workload of the employees and manage assignments accordingly.

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COACHING

What is it and why should I do it?

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COACHING

- Coaching is an essential need that all employees have no matter where they are in the organization.
- Coaching is a way for leadership to impart skills to the staff. These skills include:
  - Problem solving
  - Critical thinking
  - Effective communication
  - Prioritizing work
- The benefits of coaching includes increased retention, decreased likelihood of staff-on-staff conflicts, and decrease in the time spent disciplining staff.

What is Coaching?

https://www.youtube.com/watch?v=nFx6yKZrzco

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Skills of a Good Coach

- 4 Coaching skills to learn and perfect:
  - Active listening
  - Self-Management
  - Self-Awareness
  - Presenting the problem

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What makes Coaching successful?

- Coaching is successful when leaders:
  - Make an investment of their time
  - Believe in their staff
  - Respect their employees
  - Hold employees to a high standard

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VISIBILITY OF LEADERS

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Tools and Practices for good Leaders

An effective leader must be visible to staff. A way to accomplish this is by making rounds with the staff throughout the year.

When a leader rounds with their staff, there are a few things that need to be done to ensure that the rounding is productive.

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More frequent visibility

- Scheduling one-on-one meetings annually or biannually with your staff members is important, however that is not where visibility ends. There are some methods of increasing ones visibility in addition to the one-on-one meeting. The following are some ways that a Leader can increase their visibility on a more regular, less time consuming, basis.

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Importance of visibility

- Visibility is important - it shows staff that the Leader is available to them when needed.
- Staff are more likely to jump on the bandwagon if they have someone who shows that they care about the organization's vision and are available to help put the vision in place.
- A Leader who shows that the vision is important is more likely to have staff that are united for the same cause and working toward the same goals.
- Staff on all shifts must know that the Leader is available to them.
- The whole team (regardless of schedule) must work together to make the vision work.

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EDUCATION OF NEW AND CURRENT STAFF

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Orientation

- Orientation of new staff is the most important part of the education framework.
- New employees should be oriented to the work environment, the current staff, residents if possible and the expectations of their job.
- Orientation is also a time where an employer can help the employee feel like they belong within the organization since adjusting to a new position can sometimes be challenging.

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Orientation

- Orientation materials should include the following:
  - Organizational literature
  - Map of the building
  - Organizational chart
  - Schedule of training events
  - Current job description
  - Employee handbook

- Orientation is also the time when a mentor can be assigned to the new employee

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Orientation

- Orientation should be a fun and welcoming way to bring the new employees on board. Ways to incorporate fun into the orientation training include:
  - A welcome lunch
  - Incorporate different learning styles
  - Non-technical skills training
  - New employee support

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Orientation

- Education during an orientation period is important as it helps to stabilize staffing by:
  - Investing in employees, which they appreciate
  - Assisting staff in improving their skills and job performance
  - Improving the work environment
  - Improving staff confidence and morale

- Employees will benefit from these training programs.

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Orientation

- After the initial orientation, employers should:
  - Elicit feedback
  - Probe new and current staff
  - Complete an orientation checklist Complete a three month evaluation

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Peer Mentoring

- Turnover is most likely to take place in the first 3 months of employment.
- Implementing a peer mentoring program can help decrease staff turnover.
- A peer mentor helps the new employee become comfortable and familiar with their new position.
- The peer mentor acts as a confidant who is able to answer questions, give advice, and model best practices.
- The mentor is the link between the employee and the supervisor.
- The peer mentor also needs training

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Peer Mentoring

- The peer mentoring program should consist of the following components:
  - Specific job design
  - Orientation to the mentor's role
  - Mentor selection
  - Mentor training
  - Mentor oversight and support
  - Mentor to mentee matching
  - Mentee orientation

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EMPLOYEE RECOGNITION

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Employee Recognition

- Employee recognition should be part of any organizational culture.
- The rewards must be meaningful to the staff
- Rewards and recognition should be used in effectively acknowledging excellence

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Employee Recognition

- There are many ways in which you can reward your employees for their job performance:
  - Formal
  - Informal
  - Day to Day

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Employee Recognition

- In order for rewards and recognition of job performance to be effective, it is recommended that you follow these 3 easy rules:
  - If-Then rule
  - Quick rule
  - Variety rule

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EMPLOYEE EVALUATIONS

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Performance Evaluations

- Performance evaluations are an important tool in developing and maintaining successful employees.
- Evaluations should be viewed as positive and useful.
- Periodic evaluations remind employees of the expectations that are already in place.
- Evaluations serve as an avenue for responding to concerns, and providing progress updates.

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Performance Evaluations

- Performance evaluations assist to:
  - Improve Communication
  - Motivate employees
  - Improve productivity
  - Identify and correct performance deficiencies
  - Develop employee skills

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Performance Evaluations

- Important tips for supervisors when giving a performance evaluation:
  - Be honest and fair
  - Be consistent in your approach
  - Give your comments
  - Make your comments consistent with the rankings
  - Be realistic
  - Rate the performance, not the attitude
  - Set goals
  - Motivate for improvement

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EMPLOYEE SATISFACTION SURVEYS

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Satisfaction Surveys

- The benefits of an employee satisfaction survey are numerous and include:
  - More Accurate Perspective
  - Increased Employee Loyalty
  - Training Needs Assessment
  - Improved Resident Service

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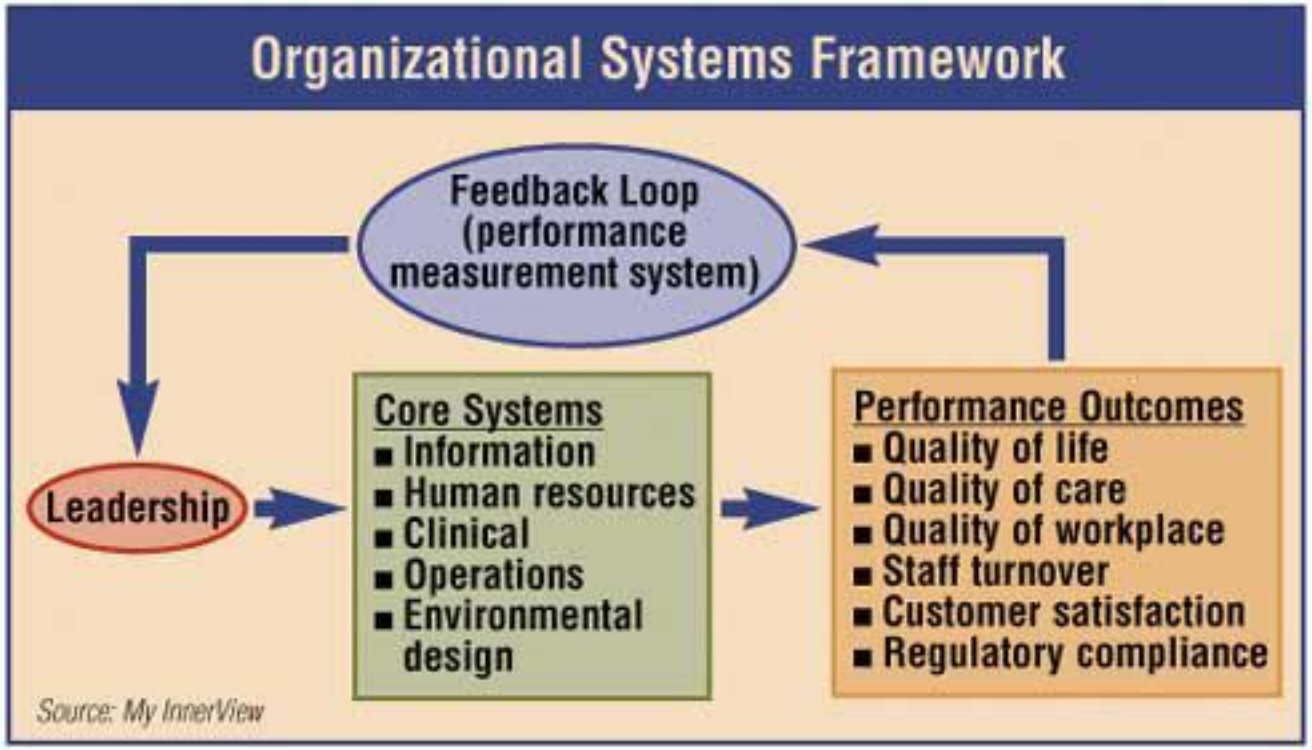
Satisfaction Surveys

- Additional benefits include:
  - Foster commitment instead of compliance
  - Identify managers in need of leadership development
  - Determine your facility's readiness and ability to accomplish its mission
  - Identify organizational weaknesses and strengths

Satisfaction Surveys



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Becoming an employer of choice

Why becoming an employer of choice is beneficial to your organization

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https://www.youtube.com/watch?v=xY4PZIp51qc

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Employer of choice

- Becoming an employer of choice makes your organization more enticing to work for.
- The outside community sees your organization as one that has a positive work environment, utilizes best practices for care, is able to attract and retain employees, and is able to continually achieve the vision in place.
- Employees choose to work for your organization because they want to.
- Employees stay with your organization and are willing to go that extra mile to see the vision and the organization succeed.

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Benefits to becoming an Employer of Choice

- There are significant benefits that come from achieving the status of "employer of choice". These benefits include:
  - Lower turnover rates
  - Higher staff retention
  - Ability to recruit the top talent in the industry
  - Loyalty from employees
  - Improved employee morale

How to become an employer of choice

https://www.youtube.com/watch?v=5-sPHz82vLE

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POSITIVE COMMENTS EMPLOYEES MAKE ABOUT THEIR JOBS

These are just examples of some of the things employees have to say about the work that they do.

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Positivity

- "My supervisor compliments me and helps me when I need it. That is important to me."
- "If I say I have a problem, a good supervisor doesn't run away. She stays and helps."
- "I was out for five days. A resident said, 'I was longing for you for 5 days.' I felt great!"
- "He sends us a card at holiday time and when we pass State survey. I like that."
- "She touched us; she acknowledged that we were there."
- "She (administrator) knew everyone by name."
- "My supervisor is easy to talk to and has a sense of humor. This helps me forget my frustration."

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