Turning Around Turnover for Greater Staff Stability

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Agenda
• The turnover challenge
• Spotlight on quality improvement
• QAPI & root cause analysis
• The employee lifecycle
• Applying staffing best practices
• Key benefits
• Q&A

Market Challenges
- Reimbursement cuts
- Cost pressures
- Consumer preferences
- Aging in place
- Healthcare Reform
- RTH focus
- 50% turnover
- Workforce shortage
- Workforce mobility
Turnover is Expensive...And Impacts Care

$4.1 Billion a year lost
$9,776 RN costs
$7,311 CNA costs

Impacts your ability to provide high quality care
- Lost productivity
- Residents/ families lose trusted care takers
- Higher hospital readmission rate
- Increased falls, pressure ulcers

AHCA Cost of Turnover Calculator

Turnover Replacement Costs

<table>
<thead>
<tr>
<th>Industry</th>
<th>Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTC – direct care</td>
<td>50.0%1</td>
</tr>
<tr>
<td>LTC – management/admin.</td>
<td>26.7%2</td>
</tr>
<tr>
<td>Hospitality</td>
<td>62.6%3</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>23.3%3</td>
</tr>
<tr>
<td>High tech</td>
<td>11%4</td>
</tr>
<tr>
<td>Municipalities</td>
<td>9%4</td>
</tr>
<tr>
<td>Utilities</td>
<td>8%4</td>
</tr>
</tbody>
</table>
High Turnover...Where You Least Expect It?

- Companies with highest turnover
  - Google and Amazon tied for #2
  - Median employee tenure of 1 year

“If employees have more options and can easily move, they'll do it.”
- PayScale

Raising the Bar

“The world is changing. We've got to make a change as providers to raise the bar on who we allow to work in this industry. We've got to set higher standards.”
- Senior Living Executive at ALFA Executive Forum, 2013

Improving Quality

States with Medicaid Value-Based Purchasing 2012

- Five-Star Quality Rated
- Increase Staff Stability
- Reduce turnover among nursing staff (VN, LPN, LVN, CNA) by 15%
AHCA Quality Goals

1. **Reduce staff turnover and improve retention** through an increased focus and awareness of tools and resources available at AHCA’s website.

2. **Assure “spread” and usage** by creating a promotional campaign designed to ensure state affiliates and human resource directors are aware and using the materials.

AHCA Workforce Committee Goals 2014

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Achieving High Quality

“Staffing is one of the strongest determinants of long-term care quality.”
- Better Jobs Better Care Practice & Policy Report
**Getting Started**

So where do you begin?

![Image](www.OnShift.com)

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**Understand Your Turnover Issues**

- Feedback & buy-in
- Pay
- Challenging work
- Emotional well-being
- Respect for supervisor

![Image](www.OnShift.com)

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**QAPI At A Glance**

5 Elements
1. Design & scope
2. Governance & leadership
3. Feedback, data systems & monitoring
4. Performance Improvement Projects (PIPs)
5. Systematic analysis & action

![Image](www.OnShift.com)

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*Preview of Nursing Home Quality Assurance & Performance Improvement (QAPI) Guide – QAPI at a Glance; Ref: S&C 13-05-NH; December 14, 2012*
QAPI

- Must be ongoing and comprehensive, dealing with the full range of services offered by the facility, including the full range of departments
- Not a separate program
  - Part of everyday decision making and problem solving

QAPI

- As part of QAPI – charter a Performance Improvement Project (PIP) team
- Gather information
- Analyze data and conduct a root cause analysis (RCA)
- Explore all possible causes of the problem
  - Consider multiple factors that may be a component of a larger issue

Staffing Challenges: Identify Root Cause

1. Break Down Multiple Problems into Components
2. Identify and Specify the Problem Correctly
3. Analyze the Root Cause Using a Systematic Approach
4. Verify Cause(s)
5. Take Corrective Action and Prevent Future Occurrences
Breakout Session

Focus on Staffing Best Practices

So what can you do about it?
Employee-Centric Policies & Practices

“Worker-centric policies contribute to engagement and profits.”

- Workplace Options Research

Recruiting

A B Cs of Recruiting

- Always Be Canvassing for recruits
- Recruiting should be continuous, not episodic
- Continuous recruiting makes onboarding smoother
- If you employ 100 caregivers and have 50% turnover you need to hire 4 caregivers per month

Recruiting

The Search is On

- Go beyond local boundaries
- The web is your friend
  - Web-searches
  - Job sites
  - LinkedIn
- Employee & family referrals
- Connect with local nursing and aide educational institutions

www.OnShift.com
Recruiting

Know What They Want

• Leverage your use of technology as a recruiting tool
• Consider education reimbursement
• Perks that help with caregivers lives outside of work
• Referral raise – as long as the new employee stays

“Smartphones are the lifeline for many of our staff members.”
- Diane Geis, EVP of Human Resources, Altercare of Ohio

Hiring

Hire Right From The Start

• Profile assessments
• Integrity tests
• Behavioral interviewing
• “Day in the life” video
• Peer interviews

Interviewing

Include Staff to Evaluate Applicants

• Select employee mentors to be tour guides
• Provide questions to ask applicants
  - Where did you work before? Why did you leave?
• Debrief and discuss any concerns
  - Would you work with this person? Why or why not?
• Staff will feel valued and become more invested in the success of new hires
That 90 day window is crucial. Get them hooked in that window and they’ll stay.”
- Senior Living Executive, ALFA Executive Forum, November 2013

Onboarding
Create a Mentor Program
- Mentors
  - Not necessarily the most senior person
- Honor to be a mentor
  - Involved in hiring, onboarding, ongoing education
- Certify mentors

Onboarding New Employees
- Treat new employees like a guest on their first day
  - Sign at door & administrator lunch
- Orientation
  - No rotation: same mentor & residents for 30 days
  - 30 day follow-up by HR/Administrator
  - Skills assessment
- Graduation event @ 90 days
- Survey new hires
Onboarding

Orient to the Job & More

• Orient new employees to:
  – Job
  – Organization
  – Key values
  – Personality of the property
• Set expectations
  – Give them a specific understanding of what’s expected
• Online learning
  – Supplement onboarding/orientation with online learning

Engagement

Employee Schedules

• Give staff more control over their schedule
  – Identify work preferences & availability
• Make scheduling transparent
• Offer convenient, mobile access
• Work in repeatable schedules

Engagement

Consistent Assignment

• Consistent assignment staffing models
  – Educate staff, residents, families
  – Consider “best fit” pairings
  – Make contingency plans
  – Don’t overload high acuity cases
  – Continually monitor & assess

Studies show:

29% in turnover

After 1 year of using the consistent assignment model
Engagement

Conduct & Evaluate Employee Surveys

• Ongoing monitoring for feedback
• Employee surveys provide
  – Voice for each staff member
  – Insight into your business practices & culture
  – Trends on what is causing dissatisfaction
  – Actionable items to improve your business
• Form employee task force

Engagement

Employee Satisfaction & Engagement

• Satisfaction: How happy employees are
  – No regards to their performance
• Engagement: Emotional commitment the employee has to the organization and its goals*

Gallup: Only 29% of American workers are engaged in their jobs. Another 18% of employees are actively disengaged.

Engagement

Keep Employees Engaged

• Profit sharing
• Rewards & incentives
  – Awards program
    • $200/refer a friend
    • $1,000/refer a resident
    • Sports tickets, gift cards, etc.
• Have the fortitude to move along those who are disengaged
• Senior leadership town hall meetings with associates
  – Supervisors not in the room!
Engagement

Career Tracks

- Design career tracks for each position
  - Show them that they have the potential to move up
  - Identify measurable goals
- Offer career development & training

“Offering a career path is a great way to prevent a caregiver from leaving because they know they have a future.”
- Senior Living Executive, November 2013

Engagement

New Legislation for Advanced CNA

“Advanced certified nursing assistants — with specialized skills in care transitions, dementia and other areas — could become important staff leaders in long-term care facilities.”
- McKnight’s Long-Term Care News

Engagement

Give Staff More Time For Care

- Identify the most time-consuming processes
- Adopt technology
  - Minimize manual processes
  - Provide tools to do their jobs
- Consider employee work preferences
- Free up staff so they have more time for care
Engagement

The Little Things Matter

• Cell phone policies
• Shift swaps
• Transportation assistance
• Understand the demographic of your associates
  – Offer assistance with parenting, managing money, etc.
  – Employee assistance hotline

“Take care of your employees outside of work and they will be more productive at work.”
- Senior Living Executive, May 2014

Retention

Engagement Pays Off

• Lower turnover
  – 18% engaged employees vs. 49% disengaged
• Lower absenteeism
• 147% higher earnings per share

Engaged employees lead to higher
  Service & Quality
  Employee Productivity
  Customer Satisfaction
  Employee Retention
  Company Profit

Source: Gallup

Multi-Generational Workforce

• Veterans, Traditionalists
  1922–1945
• Baby Boomers
  – 1946–1964 78 million,
  – 26% of U.S. population
• Generation X (13th generation, baby bust generation)
  – 1965–1980 51 million,
  – 17% of U.S. population
• Generation Y (Millennials, Entitled Generation, Echo Boom, Generation next)
  – 1980–1999 80 million,
  – 26% of U.S. population
Recruiting a Multigenerational Workforce

- Veterans
  - Offer flexibility, use newspaper ads & recruiters
- Baby Boomers
  - Offer flexibility & time off use, both paper and digital
- Gen X
  - Explain job demands, use digital & social media
- Gen Y
  - Identify meaning in work & work life balance, use digital & social media

Retaining a Multigenerational Workforce

- Veterans
  - Loyal
- Baby Boomers
  - Less loyal
- Gen X
  - Reluctant to commit, but loyal if they get what they want
- Gen Y
  - Not loyal to employer, but loyal in their relationships

Managing a Multigenerational Workforce

- Veterans
  - Respect authority & leadership hierarchy, intense work ethic
- Baby Boomers
  - Love/hate relationship with authority, workaholics, defined by their work
- Gen X
  - Mistrust authority, require constant feedback, want input into processes and decision by consensus
- Gen Y
  - Relaxed polite view of authority, want quick responses, want to be entertained and stimulated, thrive on team work
AHCA Toolkit: Four Strategies to Retain New Hires & Reduce Employee Turnover

http://www.ahcancal.org/quality_improvement/qualityinitiative/Pages/ResourcesByGoal.asp

- Produced as a project of the AHCA Workforce Committee
- The guide focuses on 4 main strategies:
  1. Interviewing New Candidates Employee Participation
  2. Behavioral Based Interview Questions
  3. Performing 30 – 60 – 90 Day Reviews
  4. Walkabouts/Rounding on Direct Reports
- Contains a Cost of Turnover Calculator

Breakout Session

The Results
Better Care, Better Rating, More Money

Better clinical outcomes, related to falls, pressure ulcers & catheters
Higher employee & family satisfaction
Higher employee satisfaction
Higher family satisfaction
Lower nursing assistant turnover
Higher occupancy rates
Staffing Trends
AHCA Quality Report 2013

Trends in Nursing Staff Turnover from 2008-2010

Percent of Nurse Turnover

Percent of Nursing Facilities with High (4 or 5) Five Star Overall Rating

Additional Resources

• We will email the results & resources from today’s session to you
  – Hand in the info card on your way out

www.onshift.com/ahcaquality