
**Reduce Staff Turnover
and
Boost Employee Morale**

What Matters the Most?

- Systems
 - Equipment
 - People
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High Performing Nursing Homes

Three Common Elements -

- Culture – person-centered care
- Workforce commitment
- Leadership practices

All three are interdependent

Results are Interrelated

- Implement principles of culture change
 - Enhanced leadership practices
- Employee satisfaction
- Workforce stability
 - Low turnover, high retention, low absenteeism
- Consumer satisfaction
- Clinical outcomes
- Regulatory compliance
- Occupancy rate and mix

The Impact of Leaders

Healthcare organizations

- Fragile ecosystems
 - Leader's actions influence:
 - Culture
 - Relationships
 - Staff engagement
 - Clinical outcomes
 - Quality of life
-

Power of Staff Satisfaction

Influences

- Turnover
- Relationships - co-workers, residents, families
- Quality of care
- Regulatory compliance

Higher Employee Satisfaction

- Fewer resident falls
- Fewer pressure ulcers
- Fewer catheters
- Less nurse turnover and absenteeism
- Less CNA absenteeism
- Higher occupancy rates

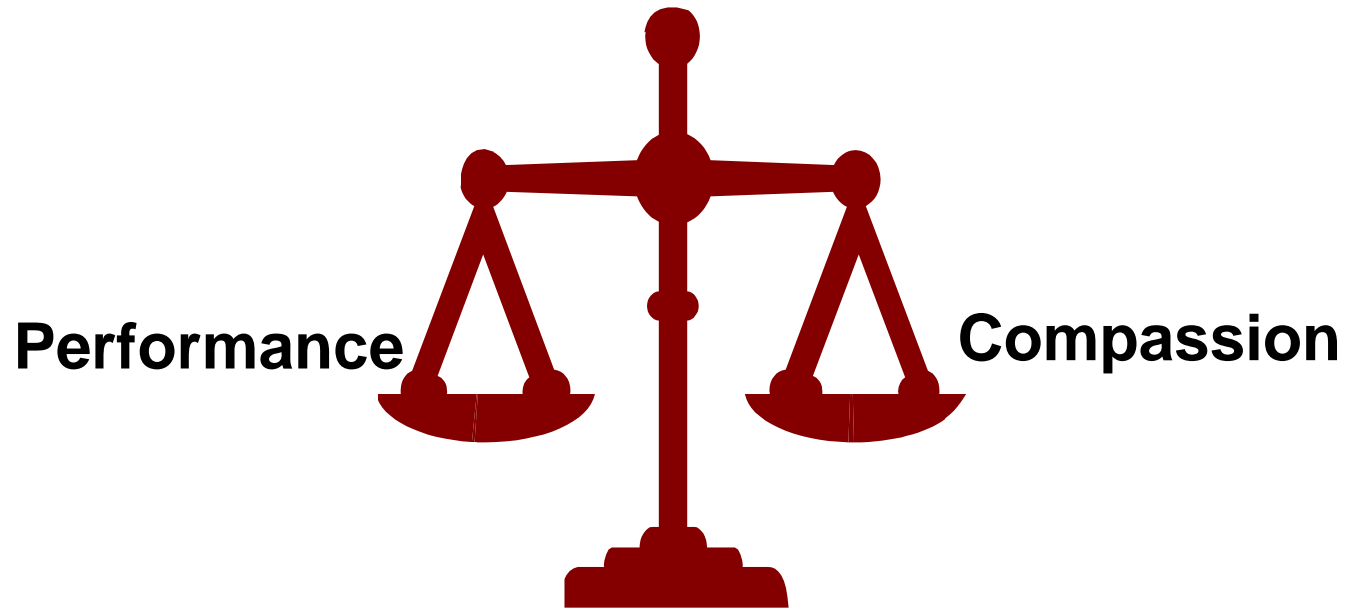
Staff Satisfaction = Family Satisfaction

- Satisfied employees report:
 - Better supervision
 - Better training
 - Better work environments
- Satisfied families report:
 - Quality of life
 - Quality of care
 - Quality of service

Drivers of Staff Engagement

- Management cares about employees
- Management listens to employees
- Help with job stress
- Workplace safety
- Adequate equipment and supplies
- Supervisor cares about you as a person

Person-Centered Care Leadership



People Paradigm

Focus on Relationships

DEMING:

- Quality, the result, is a function of quality, the process
- Essential ingredients of the process:
 - Leadership and people
- Cannot improve complex, interdependent systems and processes of care until you progressively improve interdependent, interpersonal relationships

Covey

Quality is All About Relationships

- Between co-workers
- Across departments
- Between supervisors
- Frontline and supervisors
- Staff and residents
- Between residents
- Staff and resident's family members

It's not the policies...
It's the people.

High Turnover = Low Quality

- Physical restraints
- Catheter use
- Contractures
- Pressure ulcers
- Psychoactive drug use
- Quality-of-Care deficiencies

Castle et al., 2005
Castle, 2007

Cost of Turnover Nationwide

- \$2,500 per employee
- \$2.5 billion nationwide
- Direct costs
 - Advertisement costs
 - Staff time to interview, check references
 - Drug screen, pre-employment physical
 - Classroom orientation, Unit orientation
 - Cost of coverage of the vacant position

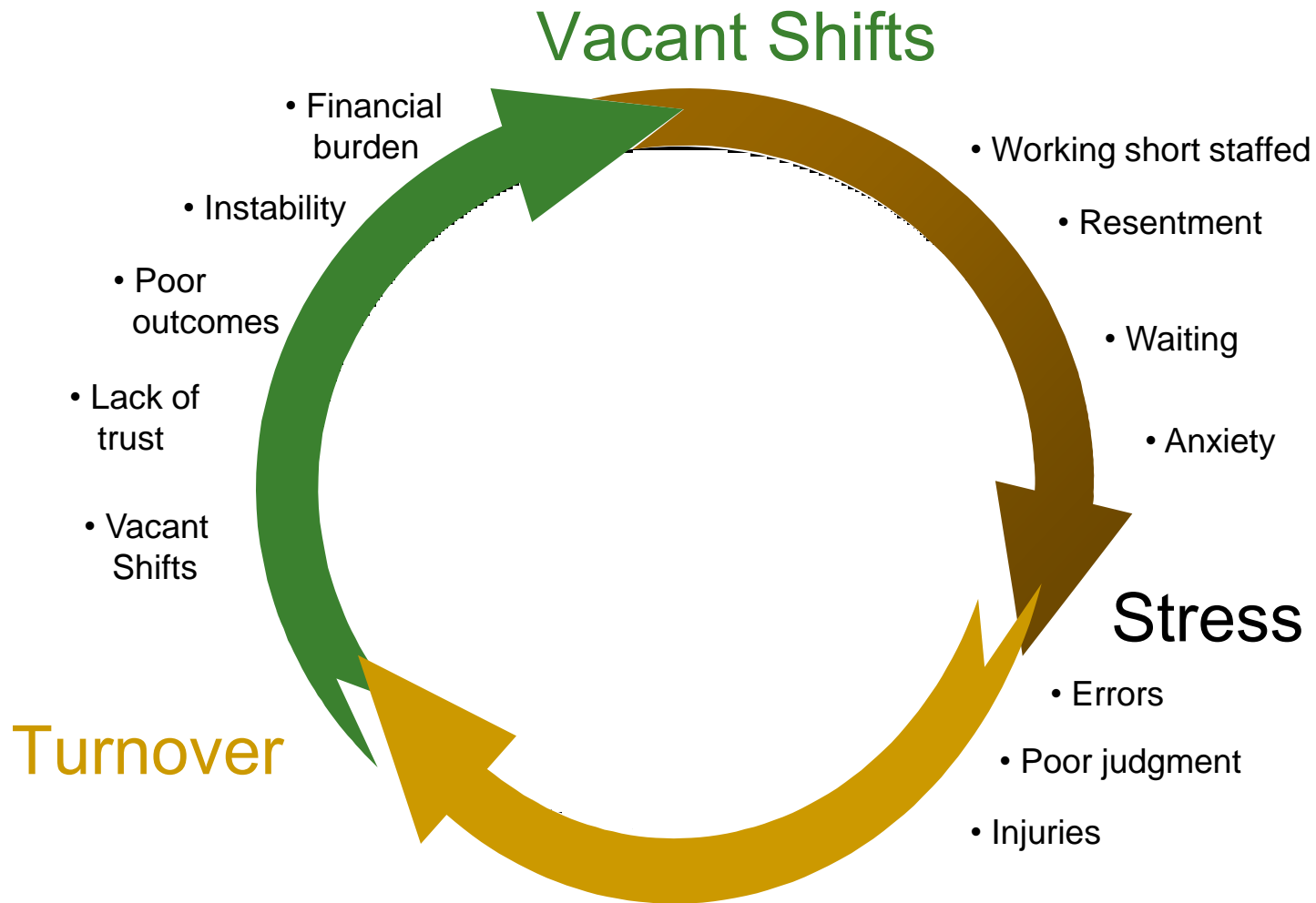
Top Reasons for Leaving

- Too many patients
- Pay was too low
- Not valued by the organization
- Dissatisfaction with supervisor
- Lack of opportunity to advance
- Could not provide quality care

“What a Difference Management Makes”

- Paired 4 high v. 4 low turnover facilities
- Similarities
- 159 on-site interviews
- Areas that distinguished low v. high
 - Leadership visibility
 - Cared for caregivers
 - Orientation, career ladders, scheduling
 - Primary assignments
 - Rarely worked short

A Vicious Cycle



The Impact of Vacant Shifts

CNAs REPORT WHAT GETS NEGLECTED:

- Range of motion
- Hydration
- Feeding
- Bathing

The Root-Cause of Absenteeism on the PM Shift?



Nurse Ratchet

No-Fault Attendance Policy

- No more qualifying absences
 - Treat every call-out the same – it counts
 - All call-outs are “excused”
 - Removes inequity
 - No need for physician notes
 - Absences are simply measured
 - Person-centered – “we really care about you and the reason”
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Proactive Replacement Plan

Short term:

- Check-in - replace tonight's call-off today
 - Call employee who called off
 - Show concern
 - Replace for next shift?
 - Replacement priority list
 - Leave a list for nurses every evening and weekends
 - Name, phone numbers, time to call
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Scheduling Success

- Increase FT and decrease PRN and PT
 - Hire reliable people
 - Consistency, accuracy, predictability
 - Intervention first
 - Flexibility
 - Allow staff to trade days
 - Honor requests for time off
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Eaton's Findings on Scheduling

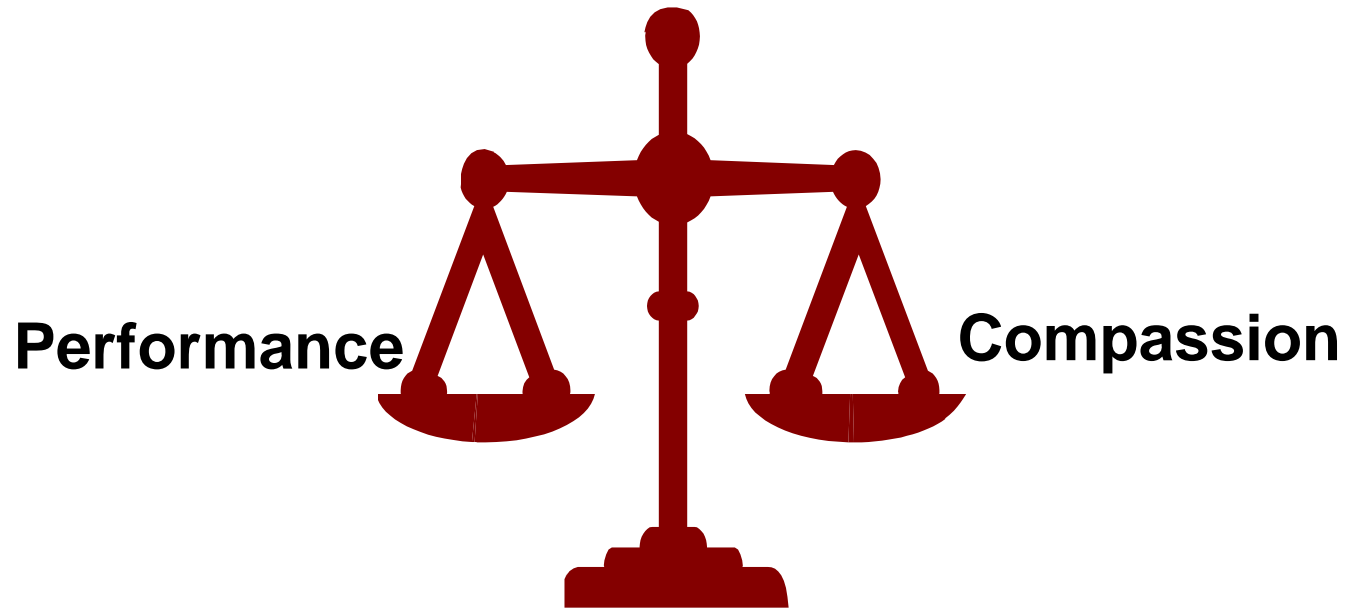
Most Common Reason for Termination

- Flexible in low turnover facilities
 - Allow for different start times
 - Consider personal lives
- Rigid in high turnover facilities
 - In response to problems
 - “Personal life is not my problem.”

Who are the CNAs?

- Total 1.47 million
- Deliver 80% of hands-on care
- 90% are women
- 51% are non-white
- Average age is 38
- 50% are near or below the poverty line
- 41% rely on public benefits

Person-Centered Care Leadership



Characteristics of NH Service Work

Necessity for internal service –

- Staff serve one another within the organization
- High degree of trust

Leaders –

- Create a positive climate for internal service
- Communicate – “it’s about we and me”
- Put the staff at their best
- Relationship facilitation strategies

Relationship Facilitation Strategies

- Ample supplies at hand
 - Resident transfer equipment at hand
 - Report between shifts
 - Staffing configurations
 - Staff composition
 - Mitigate conflict
 - Consistent assignment
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Staffing Models

Consistent Assignment =

Consistently assigning the same caregivers to the same nursing home residents every day

Rotating Assignment =

Rotating caregivers from one group of residents to the next after a period of time

Support for Consistent Assignment

- Results from 13 research studies:
 - Enhanced relationships
 - Improved staff attendance
 - Improved staff, resident, family satisfaction
 - Lower staff turnover
 - Improved accuracy, timeliness:
 - screening and assessments
 - Improved clinical outcomes
 - Improved quality of life

Allow for individualized care

Same SNF – Different Units

Consistent Assignment:

Top Five Stressors

- Preventing Falls
- Stubborn Residents
- Terminal Residents
- Depressed Residents
- Death as Emotional Stress

Rotating Assignment:

Top Five Stressors

- Low Wage
- Abusive Residents
- Heavy Workload
- Disagreements w/ Coworkers
- Lack of Staff

Who Preaches the Benefits?

Those who support consistent assignment:

- Eden
 - LEAP
 - ActionPact
 - Pioneer Network
 - CMS
 - National Commission on Nursing Workforce for LTC
 - Quality Improvement Organizations (QIOs)
 - Culture change coalitions
 - Advancing Excellence Campaign
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Burnout

“The true cause of burnout is the deadening effect of closing one’s emotions to people who are in obvious need of a human connection. Human life is sustained by affection.”

Thomas, W., “What Are Old People For?
How Elders Will Save The World.” 2004

Leadership Visibility

Rounds to trigger engagement

- Engage the heart and minds of staff
 - What you do and say matters
 - Meet and greet, linger
 - Observe – processes of care, handoffs
 - Praise, build self-esteem
 - Build trust
 - Foster teamwork
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Five Key Questions To Ask Staff

- **Relationship building**

- “How are your beautiful kids doing?”

- **Focus on the positive**

- “What is working well today?”

- **Positive feedback loop**

- “Is there anybody who has gone above and beyond the call of duty today?”

- **QI - systems focus**

- “Is there anything we can do better?”

- **Needs**

- “Do you have the tools and equipment to do your job?”

Invisibility

“The problem is not motivation. It is the ways in which we unintentionally demotivate employees.”

Quint Studer

“I See You”

- Smile
 - Make eye contact
 - Use the other person’s name
 - Hand them a granola bar
 - Offer condolences
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Common Forms of Feedback

- Silence
- Negative
- Positive

Praise should be:

- Timely
 - Specific
 - Sincere
 - Positive
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Thank You Cards

- Cards are powerful
 - Send them to staff members' homes
 - Birthday cards
 - Anniversary cards
 - Excellent attendance
 - "I appreciate you"
 - "I am glad you work for us. On behalf of the residents, their families and your co-workers – Thank you."
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Formula for Individualized Care

Staff engagement + Retention + Consistent Assignment + High % of FT staff = Growth of Tacit Knowledge:

- Lifting and turning safely
- Names of grandchildren
- Anticipating needs
- Reciprocity

Eaton, S., "Beyond Unloving Care." 2000

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