Four Strategies to Retain New Hires and Reduce Employee Turnover

Presented by AHCA/NCAL

Today’s Presenters:

- Mike Newton – AHCA Workforce Chair and VP HR, Nexion Health
- Peter Corless – Past AHCA Workforce Chair and Regional Multifacility Liaison, AHCA
- Jim Tabak – SVP Administration and Government Affairs, Genesis Healthcare
- Peter Gruhn – Sr. Director of Research, AHCA
Four Strategies to Retain New Hires and Reduce Employee Turnover

- AHCA Workforce Toolkit - Four Strategies to Retain New Hires and Reduce Employee Turnover
- Toolkit developed from material provided by:
  - Member organizations
  - The Studer Group presentation from 2012 Quality Symposium
- Toolkit divided into four sections:
  - Participation in interviewing
  - Behavioral based questions
  - 30-60-90 day reviews
  - Walkabouts/Rounding

Why is this important to you:
- Lower turnover and higher retention lead to improved clinical outcomes
- Stable care givers deliver better care
- Turnover costs you $$$
- Review your own organization for correlations
- Declining reimbursements, implementation of wage freezes, position eliminations, regulatory pressures create struggles with retaining employees.
Four Strategies to Retain New Hires and Reduce Employee Turnover

- How to overcome these challenges?
  - Hire the right employees
  - Retain your employees
  - Importance of Onboarding
- Four Strategies are a leadership approach to improving retention – key strategies that can be implemented quickly
- Leadership commitment is the key

Benchmarking Employee Turnover: The AHCA Nursing Facility Staffing Study

- AHCA conducts an annual survey of turnover and retention of nursing facility staff
- Why collect the information?
  - AHCA, state affiliates, and other stakeholders utilize findings from the report for policy development and advocacy on LTC workforce issues
  - Providers utilize the report to benchmark performance on turnover and retention at the national and state level
  - LTCTT Users can track and compare against peers their performance in local markets, and can identify, understand and take action to reduce turnover.
Baseline Measures
The 2011 Nursing Facility Staffing Study

Key Findings:
- Retention rates for all staff and Direct Care Staff (DCS) remained relatively stable over time (2008-2011)
- Turnover rates for all staff and DCS declined significantly between 2008 and 2010
- Turnover rates, particularly for skilled DCS, increased significantly in 2011
- Average 2011 DCS turnover rate: 52.8%
Baseline Measurement
AHCA 2011 Nursing Facility Staffing Study

Overall Direct Care Staff Retention Rates

Nursing Staff Retention Rates by Position, 2011

- Director of Nursing (DON): 84.8%
- RN with Administrative Duties: 77.5%
- Staff Registered Nurse (RN): 65.7%
- Licensed Practical Nurse (LPN): 73.8%
- Certified Nurse Assistant (CNA): 68.6%
- MOS Coordinator: 85.3%
- Staff Development Coordinator: 81.0%
Baseline Measurement
AHCA 2011 Nursing Facility Staffing Study

Overall Direct Care Staff Turnover Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>54.5%</td>
</tr>
<tr>
<td>2009</td>
<td>49.4%</td>
</tr>
<tr>
<td>2010</td>
<td>44.9%</td>
</tr>
<tr>
<td>2011</td>
<td>52.8%</td>
</tr>
</tbody>
</table>

Baseline Measurement
AHCA 2011 Nursing Facility Staffing Study

Nursing Staff Turnover Rate by Position, 2011

<table>
<thead>
<tr>
<th>Position</th>
<th>Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Nursing (DON)</td>
<td>23.9</td>
</tr>
<tr>
<td>RN with Administrative Duties</td>
<td>33.7</td>
</tr>
<tr>
<td>Staff Registered Nurse (RN)</td>
<td>62.8</td>
</tr>
<tr>
<td>Licensed Practical Nurse (LPN)</td>
<td>43.1</td>
</tr>
<tr>
<td>Certified Nurse Assistant (CNA)</td>
<td>55.3</td>
</tr>
<tr>
<td>MDS Coordinator</td>
<td>29.7</td>
</tr>
<tr>
<td>Staff Development Coordinator</td>
<td>26.4</td>
</tr>
</tbody>
</table>
Baseline Measurement
AHCA 2011 Nursing Facility Staffing Study

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>35.1%</td>
<td>45.0%</td>
<td>28.2%</td>
</tr>
<tr>
<td>All Nursing Staff</td>
<td>39.5%</td>
<td>50.0%</td>
<td>26.6%</td>
</tr>
<tr>
<td>Staff RNs</td>
<td>41.0%</td>
<td>62.8%</td>
<td>53.2%</td>
</tr>
<tr>
<td>LPNs/LVNs</td>
<td>34.7%</td>
<td>43.1%</td>
<td>24.2%</td>
</tr>
<tr>
<td>CNAs</td>
<td>42.6%</td>
<td>55.3%</td>
<td>29.8%</td>
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Why?

The AHCA Quality Initiative: Increase Staff Stability

• Goal:
  • Reduce turnover among nursing staff (direct care staff) by 15 percent, by March 2015.

• How to Help to Achieve the Goal:
  • Participate in the 2012 AHCA Nursing Facility Staffing survey
AHCA 2012 Nursing Facility Staffing Survey

- The 2012 Nursing Facility Turnover, Retention, and Vacancy survey is now in the field
- Why Participate?
  - AHCA, state affiliates and other stakeholders:
    - Information used for policy development and advocacy on workforce issues
    - Measure progress on Quality Initiative staffing stability goal
  - Providers:
    - National and state benchmarks to compare performance
    - Measure progress on Quality Initiative staffing stability goal
    - Provide data for participation in AHCA Quality Awards and Quality Initiative performance recognition
    - Track and compare performance against peers in local markets
    - Identify, understand and take action to improve staff stability
The AHCA 2012 Nursing Facility Staffing Study: We Want Your Staffing Data

The Nursing Facility Staffing Survey

The American Health Care Association (AHCA) is conducting our annual nationwide nursing facility survey to measure resident, resident, and resident care provided in nursing facilities. The 2012 Staffing Survey is being sent to all nursing facilities in the United States. All facilities are asked to complete and return the survey by Wednesday, April 24, 2013. Individual facility responses to the survey will be kept confidential.

Your response to the survey is requested by us to provide information to assess our profession is improving and demonstrating the quality of care delivered in our facilities. Individual facility responses to the survey will be kept confidential. Published results from the survey will appear in aggregate form only. See survey for additional information.

Please complete and return the survey by April 24, 2013. Nursing facilities can participate in the Nursing Facility Staffing Survey (2012) in two easy steps:

STEP 1: Download and complete:
1. Individual facility survey (PDF Format) - open, or
2. Multi-facility organization survey (MS Excel OR Word) - open

STEP 2: Submit the completed survey:
1. By email: researchdata@ahca.org
2. By fax: 202-802-1230
3. By mail: Nursing Facility Staffing Survey, American Health Care Association, 1201 L Street, N.W., Washington, DC 20005

Questions: Please call 1-800-388-2684

Research on Staffing and Workforce

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<th>Name</th>
<th>Title</th>
<th>Article Date</th>
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Four Strategies to Retain New Hires and Reduce Employee Turnover
Four Strategies

#1 – Participation in Interviewing

- Value in involving line staff to interview
- Gives different perspective
- Fosters “buy-in” from key staff
- Select and train key line staff

#2 – Behavioral Based Questions

- Answers to open ended behavioral based questions will help predict future behaviors
- Listen more than you speak; allow periods of “awkward silence”
- Sample questions, including dos and don’ts
Four Strategies
#2 – Behavioral Based Questions

- **Adaptability**
  - Tell me about a time when you had to be flexible, adjusting to the needs of a resident, family, supervisor or leader of your team.
  - Describe a time in which you had to adjust quickly to changes over which you had no control. What was the impact of the change on you and on your work?

- **Analysis**
  - Sometimes a small problem can be identified and fixed before it becomes a major problem. Give me an example of when you have done this and what the result was.
  - Provide an example when you used tools such as survey data, research or statistics to define or solve a problem.
  - Tell me about a time when you made an important decision with a limited amount of information.

- **Communication**
  - Give me a recent example that best shows your ability to communicate effectively.
  - Tell me about a situation when you had to speak up in order to get a point across that was important to you.

Four Strategies
#3 – 30-60-90 Day Reviews

- New hires that stay past 90 days are more likely to stay in the organization long term
- Reviews provide managers and supervisors an opportunity to identify areas where new hires need help and where development is needed
- Excellent way to assess effectiveness of training and improving going forward
- Structured way to provide performance feed during introductory/probationary period and make small corrections before bigger problems arise
- See following two forms
30 - 60 - 90 Day Feedback by New Employee

Name: ____________________________
Job Title: ____________________________
Department: ____________________________
Supervisor: ____________________________
Date: ____________________________

1. How do we, as an employer, compare with what you said in your interviewing process?

2. What’s working well in the organization?

3. Which individuals in the organization have been helpful to you?

4. What in your experience, was most surprising or unexpected?

5. If there were things that would cause you to think about leaving the organization?

6. Do you have any insights about the organization that can be considered as positive for employees in the organization?

Additional Comments or Questions:

Thank you for your time and feedback.

DATE: ____________________________

INTERVIEWER

Adapted from the Study Group: http://www.ahca.org/quality/evaluation/30-60-90-day.pdf

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30 - 60 - 90 Day Supervisor Evaluation of New Employee

Instructions:
1. Complete the Supervisor Evaluation after you have met with the employee and obtained feedback.
2. Consider the employee feedback with your response to the questions below.
3. Be sure district office representatives have the employee’s evaluation and if warranted, offer ways the employee can meet needs of his/her position.

Name: ____________________________
Job Title: ____________________________
Department: ____________________________
Supervisor: ____________________________
Date: ____________________________

1. How is the new employee doing well in his/her position?

2. What does the employee still need to learn to meet the needs of his/her position?

3. Other comments or concerns

EMPLOYEE: ____________________________
DATE: ____________________________

SUPERVISOR: ____________________________
DATE: ____________________________

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Four Strategies
#4 – Walkabouts/Rounding

- Employees leave Supervisor, not logo
- Rounding is an excellent way to engage with staff
- Re-engages and reassures staff; builds relationships
- Provides a way for supervisors to find/see good ideas in action and to ask employees what things the organization can do to improve.
- Administrator and ALL Supervisors
- Accountability
- Process
- Types of questions to consider
- See following form

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**The QUALITY INITIATIVE**

**Walkabout/Rounding Staff Log**

<table>
<thead>
<tr>
<th>Department</th>
<th>Date</th>
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<tbody>
<tr>
<td>____</td>
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</tbody>
</table>

**Notes/Feedback from employee:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
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<tbody>
<tr>
<td>____</td>
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</table>

**Follow up:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
<th>Notes/Feedback from employee</th>
<th>Follow up</th>
</tr>
</thead>
<tbody>
<tr>
<td>____</td>
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Turnover in the LTC Industry

- You cannot deliver quality service without a stable and competent workforce.
- The turnover as self-reported in the AHCA 2011 Turnover Report is 45%.
- It is difficult to treat your residents, family members and employees the way that you’d like to be treated when turnover is close to 50%.

The Cost of Turnover

- How do you calculate turnover?
- Let’s look at the Turnover Calculator Tool.
  - Cost of Turnover Calculator 2012.xls
The Cost of Turnover

- The impact of turnover to your bottom line
  - Average center has approximately 120 employees
  - Average annual wages = $28,000
  - Annual wages = $3.36 million
  - Annual cost of turnover: 30% of employee's annual wages x turnover rate (45%) ≈ $453,600
  - Savings by 5 percentage point reduction of turnover is over $50,000, that’s two FTEs

Turnover in the LTC Industry

- Turnover is a critical area of our industry
- To understand turnover, need to know your own and how you compare to your peers
- AHCA is conducting its annual nationwide nursing facility survey to examine retention, turnover, and vacancy rates for nursing facility employees
- New this year
  - Participation in the Survey is required for AHCA member facilities applying for the Association’s Quality Improvement Recognition Program to be announced in April 2013
  - Local benchmarking data through LTC Trend Tracker™ may also be of assistance to you in your efforts to increase census, demonstrate your quality and value to payers, identify quality improvement focus areas, and prepare for survey
- Due on Thursday, April 24, 2013 (but do the best you can)
  - Responses to the survey will be kept confidential
  - Published results from the survey will appear in aggregate form only
  - AHCA members may obtain access to their organization's data through LTC Trend Tracker for tracking and benchmarking purposes
Four Strategies to Retain New Hires and Reduce Employee Turnover

- Simple, yet effective
- Be diligent in implementing and stick with it
- Toolkit located on AHCA/NCAL website:
  
  http://www.ahcancal.org/facility_operations/workforce/Pages/default.aspx

  OR

  http://www.ahcancal.org/quality_improvement/qualityinitiative/Pages/Staff-Stability.aspx

- Thank you for attending today’s presentation
- Questions?