

## **Stand Up and Tell Them**

Arizona Nursing Home Workgroup  
May 24, 2006

Presented By:  
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## **Leadership Paradigm Shift**

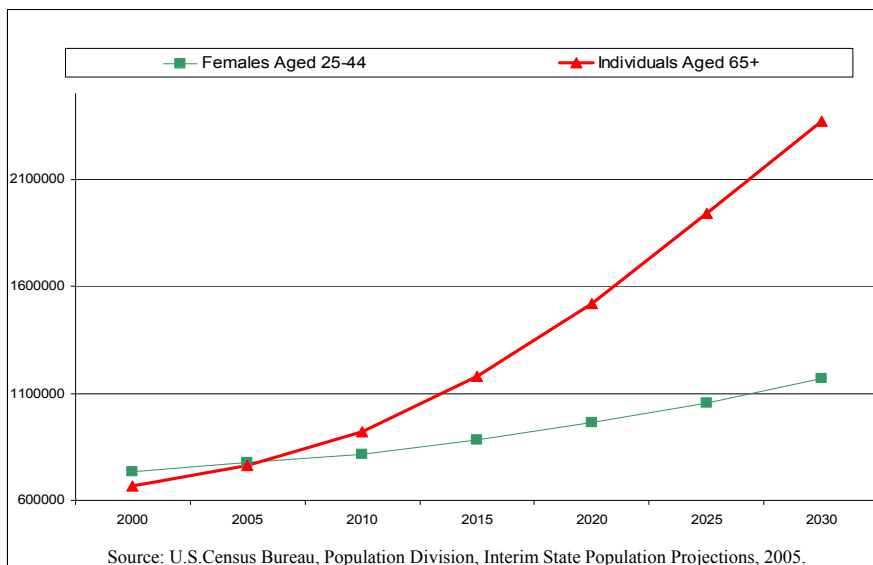
- Model programs to support the direct-care staff
- The critical first six months

## Who are the CNAs?

- Deliver 80% of hands-on care
- 90% are women
- 50% are non-white
- Single mothers aged 25–54
- 50% are near or below the poverty line
- 25%–35% receive food stamps

GAO, 2001  
National Clearinghouse on the Direct care Workforce, 2004

## Arizona Demographics



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Arizona's Occupations with the Most Openings 2003-2013 <sup>1</sup>							
Occupation Title <sup>2</sup>	Employment		10 Year Employment Change				Average
	2003 Estimated	2013 Projected	Number	Percent	Sepa- rations	Total <sup>3</sup> Openings	Hourly Wage
Cashiers	65,225	86,033	20,808	31.90%	31,734	52,542	\$8.76
Retail Salespersons	67,447	85,246	17,799	26.39%	24,517	42,316	\$11.10
Combined Food Preparation & Serving Workers, Including Fast Food	48,467	62,809	14,342	29.59%	21,006	35,348	\$6.78
Waiters & Waitresses	40,918	50,599	9,681	23.66%	21,053	30,734	\$6.66
Registered Nurses	34,123	53,901	19,778	57.96%	7,140	26,918	\$24.34
Customer Service Representatives	46,057	61,335	15,278	33.17%	6,848	22,126	\$12.15
Office Clerks, General	42,406	51,397	8,991	21.20%	9,392	18,383	\$11.05
Laborers & Freight, Stock, & Material Movers, Hand	33,192	39,202	6,010	18.11%	10,846	16,856	\$9.46
Landscaping & Groundskeeping Workers	29,755	38,940	9,185	30.87%	6,476	15,661	\$9.09
Carpenters	33,809	43,240	9,431	27.89%	5,503	14,934	\$15.79
Sales Reps, Wholesale & Manufacturing, Except Technical & Scientific	25,616	33,758	8,142	31.78%	6,726	14,868	\$20.97
Janitors & Cleaners, Except Maids & Housekeeping Cleaner	31,390	39,567	8,177	26.05%	5,957	14,134	\$8.77
Elementary School Teachers, Except Special Education	29,468	35,810	6,342	21.52%	6,503	12,845	
Receptionists & Information Clerks	19,019	26,543	7,524	39.56%	4,673	12,197	\$10.15
Nursing Aides, Orderlies, & Attendants	18,763	28,037	9,274	49.43%	2,458	11,732	\$9.77

<http://www.workforce.az.gov>

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## What Matters Most to Employees

### Management/Supervisor

- Cares about employees
- Listens to employees
- Helps with stress and burnout
- Provides safe workplace
- Cares about you as a person
- Shows appreciation

MyInnerView, Inc. 2005

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## **Business Case to Support Work/Life Issues**

- Boost confidence and self-esteem
- Reduce stress
- Reduce communication breakdowns
- Improve loyalty and retention
- Reduce workplace injuries
- Decrease absenteeism
- Improve productivity
- Enhance relationships

HRDC, The Business Case for Work-Life Balance. 2003

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## **Employee Assistance Programs (EAPs)**

- Free resources—including counseling and support services—for all employees regardless of their medical plan enrollment.
- Proven way to increase employee productivity, job satisfaction, and retention.

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## **EAPs (continued)**

### Employee and family support:

- Marital and relationship issues
- Mental health/substance abuse
- Legal and financial issues
- Anxiety and mood disorders
- Balancing work and life

## **EAPs (continued)**

### Employee and family support:

- Confidential household benefit available 24/7
- Prepaid telephone and in-person consultation
- Assessment, counseling (up to 6 sessions), and referrals
- Work/life information and resources
- Personal health online

## EAPs—How Much?

- Average = \$3,500 per year
  - \$22–\$28 per employee per year
- Return on investment = \$5 to \$16
- Companies with EAPs:
  - 21% fewer accidents
  - 35% reduction in turnover
  - 59% reduction in absenteeism
  - <http://www.eaplist.com>

## Cost of Turnover Nationwide

- \$2,500 per employee
- \$2.5 billion nationwide

Seavey, D., "The Cost of Frontline Turnover in LTC." 2004

## Cost of Turnover Nationwide (continued)

### Direct costs:

- Advertisement costs
- Staff time to interview, check references, etc.
- Drug screen, pre-employment physical
- Classroom orientation
- Unit orientation
- Cost of coverage for the vacant position

Seavey, D., "The Cost of Frontline Turnover in LTC." 2004

## Cost of Turnover Nationwide (continued)

### Indirect costs:

- Vacant shifts
- Lower quality
- Slower service
- Lost new admissions/revenue
- Workers compensation
- Stress leading to errors

Seavey, D., "The Cost of Frontline Turnover in LTC." 2004

## Earned Income Tax Credit (EITC)

- Offered through the IRS
  - <http://www.irs.gov/eitc>
- Eligible employees complete IRS W-5 Form each year
- Volunteer Income Tax Assistance (VITA) Program—free tax preparation

## EITC (continued)

- Returns a portion of taxes paid
- On 2004 returns:
  - \$4,300 for workers with 2 or more children (maximum amount)
  - \$2,604 for workers with one child
  - \$390 for childless workers

## Low-Wage Model Programs and Policies

### FleetBoston's Employee Emergency Loan Program:

- No interest loans for emergencies
  - Car repairs, utilities, rent
- Applications reviewed by committee
- Eligibility—six months of employment

Litchfield, L., et al. Increasing the Visibility of the Invisible Workforce.  
2004

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## Low-Wage Model Programs and Policies (continued)

### Harvard's Learning and Literacy Program:

- English as a second language
- Literacy, listening
- Eligibility—hourly staff, 3 months of employment

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## **Low-Wage Model Programs and Policies (continued)**

TJX Companies Awareness Campaign:

- Raise awareness about available government benefits
- Navigates through entitlement maze
- Eligibility—all employees

## **Low-Wage Model Programs and Policies (continued)**

Marriott's Work Specific English Program:

- Two courses—basic English
- Pre-test determines skill level
- Eligibility—all workers

## **Low-Wage Model Programs and Policies (continued)**

Bank of America's Child Care Plus:

- Reimbursement for a portion of child care expenses
- Assist employees in selecting the best providers
- Eligibility—base salary of \$34,000 or less

## **ACHIEVE**

Goals:

- Retention
- Skill-building
- Reduce absenteeism

## ACHIEVE

- Pairs MSWs with low-wage LTC staff
- Encourages advancement
- Work-site based
- Lunch and Learn:
  - Wellness
  - Money matters
  - Dealing with difficult people

## No-Fault Attendance Policy

- No more qualifying absences
- Removes inequity
- No need for physician notes
- Absences are simply measured

## Other Ideas

- Flexible scheduling
- Paid time off
- Cash-out vacation or sick pay
- Free or low-cost meals
- Free vitamins
- Free flu shots for staff and household
- Ride share

## The “Stop Doing” List

- Incentives to waive benefits
- Bonuses for working short
- Scheduling overtime and double-time
- Rotating staff
- Sick pay—use it or lose it
- No sick pay until second day of absence
- No incentives

## Valuing and Respecting Caregivers

Caring produces:

- High trust
- Empathy
- Understanding
- Respect
- Support staff

Eaton, S., 2001

**“This is not corporate  
social work. It’s a  
business imperative.”**

Courtney Pratt, CEO, Toronto Hydro

## The Critical First Six Months on the Job

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### Critical Components

- Quantitative assessment—drill down turnover rates by:
  - Discipline
  - Length of service
  - Unit
  - Employment status
- Qualitative—What's it like being new?
- Individualized orientation
- Peer mentor program

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## **CMS Special Study: Workforce Retention**

### Quantitative Drill Down

In one corporation:

- 37% turnover occurred in the first 90 days
- 53% in the first six months

## **CMS Special Study: Workforce Retention (continued)**

In another:

- 200% turnover rate of CNA class participants

In one individual facility:

- 50% of new hires left within the first seven days

## **CMS Special Study: Workforce Retention (continued)**

### Qualitative Assessment

What is it like to be new?

- “Terrifying. People did not seem happy to see me.”
- “. . . I was moved around a lot, which made it hard to get to know the residents.”

## **CMS Special Study: Workforce Retention (continued)**

- “I did not receive training on proper transferring techniques until three weeks after I had started.”
- “It was great. The people were nice and I learned a lot.”

## Being New

- What was it like for you?
  - What was good?
  - What was difficult?
  
- What is it like for your new staff?
  - What is good?
  - What could be better?

## Enhancing Orientation

- Collect the data
- Recruit a multidisciplinary team
  - Include new and veteran staff
- Analyze the data
- Root cause
- Design a new program
- Pilot test the new program
  - Plan-Do-Study-Act (PDSA)

## Considerations for Orientation Programs

- Individualized
  - Brand new CNAs or new grads vs. experienced
- Communication with veteran staff/mentors
- Participation of all department heads

## Considerations for Orientation Programs (continued)

- Formal welcome from Administrator
  - Mission, vision, values, individualized care
- Make the first few days fun, interesting
- Have them do something meaningful and praise them
  - Keep the paperwork to a minimum
- Formal peer mentor program

## Considerations for Orientation Programs (continued)

- Orient them to their consistent assignment
- Gradual ramp-up for new grads and newly certified
- Be aware of “hitting the wall”
- Frequent check-ins by supervisors

## Considerations for Orientation Programs (continued)

- Administrator involvement
- Free meals for first week
- Additional education
  - Interpersonal communication, dementia, death and dying
- Praise, praise, praise

## Peer Mentoring Is . . .

- A process in which an experienced CNA:
  - Acquaints a new CNA to the customs, resources, and values of the organization.
  - Serves as a clinical-care role model.
  
- It supplements, but does not replace, existing orientation.
  - Application, interview, selection, wage increase
  - Orientation and ongoing education/evaluation
  - Formal process

## Effects of Peer Mentoring on Retention

- Program to promote excellent CNAs
- Step on a career ladder
- Supports new hires for first six months
- Critical for nurse aides who were recently certified
- Supports charge nurses
- Demonstrates management cares

## Peer Mentors

Key character traits:

- Positive
- Friendly, outgoing
- Good teachers and communicators
- See the “big picture”
- Solid clinical skills
- Individualize care

## Four Roles of Peer Mentors

- Role model
- Tutor
- Peer resource
- Social support

## Success Factors of Mentor Programs

- Involve staff in process development
- Fairness of selection of peer mentors
- Formal job description
- Communication and education of all staff

## Success Factors of Mentor Programs (continued)

- Designated coordinator
- New staff assigned before first day
  - Have lunch the first day
- Works with new hire on job assignments
- Frequent check-ins
- Measurement
  - Retention bonus

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## Questions?

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