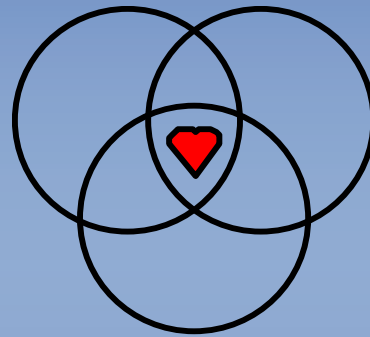


Employee-Centered Workplace Practices



Health Services Advisory Group, Inc.

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April 21, 2005

Turnover and Vacancies Review

Nationwide

- **Turnover**
 - RNs = 50%
 - LPNs = 50%
 - CNAs = 70%
- **96,000 Vacant FTEs**
 - 52,000 CNAs
 - 25,100 LPNs
 - 13,900 RNs

AHCA, 2002

Average Hours PPD

- **Total hours per patient per day (HPPD) = 3.32**
 - Only 3 states under 3.00 HPPD
 - Only 1 state above 4.00 HPPD
- **Increase of .21 HPPD since 1999**
 - RN hours have decreased by .05 HPPD
 - LPN hours have increased by .05 HPPD
 - CNA hours up by .21 HPPD

AHCA, 2004

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

GAO, 2001

Quality of Life/Care

QUALITY OF WORK LIFE

R E C R U I T M E N T		L E A D E R S H I P D E V.		C O M M U N I C A T I O N		R E C O G N I T I O N		E M P O W E R M E N T		T R A I N I N G		M E A S U R E M E N T		P R O C E S S I M P R O V
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COMMITMENT

VALUES

Pillar #1—Recruitment

- Community outreach
- Employee referral
 - Be proactive
 - Pay bonus ASAP
- Recruitment brochures

Looking in the Right Places

- **Effective job postings**
- **Department of Labor WIB career centers**
- **CNA training classes**
- **Human service agencies**
- **Health clinics**
- **Community colleges**
- **GED classes**
- **Laundromats**
- **Unemployment offices**
- **Fast food restaurants (McD's – BK – Jack)**

Recruitment Process Problems

- Applicant is not greeted.
- Receptionist is not aware of his/her role.
- No one knows open positions.
- Interviews are not conducted for walk-ins.

Interview Tips

- High standards
- Involve front-line
- Ask the right questions
 - Open-ended
 - Behavior-based
- Facility tour observations

Careful Selection

Screen for personal characteristics:

- Maturity
- Compassion
- Sensitivity
- Critical-thinking
- Ability to communicate, learn
- Friendliness, smiles

Red Flags

- Does not interact with residents during tour.
- Is not courteous to staff.
- Does not smile.
- Has unreliable transportation.
- “Bad mouths” former employer.
- Reveals confidential information.
- You are their “second job.”

Pillar #2—Leadership Development

- Self
- Department Heads, Charge Nurses, CNAs
- Coaching and counseling
- Performance appraisals
- Conflict management

Pillar #2—Leadership Development (Continued)

- Effective praise
- Retention strategies
- Interpreting data
- Critical thinking

Pillar #3—Communication

The Big Picture—Mission, Vision, Values

- Provide staff with direction, purpose.
- Express high expectations.
- Key values:
 - Excellence
 - Service
 - Respect
 - Teamwork
 - Caring and compassion

Visibility

- Demonstrate your commitment to excellence.
- Engage the heart of staff.
- Rounds—nothing is more important.
 - Meet and greet
 - Inspect
 - Praise
 - Build self-esteem
 - Build stability and trust

Becoming Visible

- Smile.
- Make eye contact.
- Use the other person's name.
- Be calm and positive.
- Listen.
- Offer condolences.
- Inquire about employees personally.
- Hand them a granola bar.

Engage the Heart of Staff

- **Use Every Opportunity and Every Avenue**
 - Frame your mission and value statements.
 - Start meetings with “why are we here?”
 - Hand out reminders and refreshers.
 - Post reminders on bulletin boards.
 - Tell heart-warming stories.
 - Build pride in the organization.

Communication Strategies

- Monthly dept. meetings
- All staff meetings
- Quarterly town hall meetings
- Mini in-services
- Learning circles
- Communication boards
- Lunch with Admin.
- Lunch in break room
- Newsletters
- Quality updates
- Post quality data

Pillar #4—Recognition

- Caregivers thirst for recognition.
- Catch them in the act of compassion.
- Recognize teams for quality improvement.
- Recognize new employees.
- Create positive feedback loops.
- The power of “thank you” cards.

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.”

How to Praise Effectively

- **Praise Should be:**
 - Timely
 - Specific
 - Sincere
 - Proportional
 - Positive

Pillar #5—Empowerment

- **Empower Employees by Giving Them:**
 - **Knowledge of what is expected.**
 - **Skills and resources.**
 - **Feedback on how they are doing.**
 - **Feedback on how the facility is performing.**
 - **Opportunity to improve work processes.**
 - **Opportunity to provide feedback (surveys).**
 - **Primary Assignments.**

Career Ladders

Competency Based Model

- CNA Level 1
- CNA Level 2—Advanced
- CNA Level 3—Geriatric
- CNA Level 3—Restorative
- CNA Level 3—Dementia
- CNA Level 4—Mentor

Primary Assignments

- Improve teamwork.
- Enhance relationships.
- Improve attendance.
- Improve screening and assessments.
- Allow for resident-centered care.
- Improve quality of life.
- Improve outcomes.

Primary Assignments— The Evidence

- **Residents—more control and choice, less agitation.**
- **Staff—ability to provide high quality care.**

Cox, C.L. 1991

- **Residents—better clinical outcomes.**
- **Staff—able to provide better care and more aware of resident needs.**
- **Lower turnover and lower absenteeism.**

Patchner, M.A. 1993

Primary Assignments— The Evidence

- Residents—reduction in pressure ulcers, increase in functional ability.
- Staff—felt more accountable.
- Turnover dropped by 29 percent.

Campbell, S. 1985

- Preference of staff, residents and families.
- Families—greater sense of comfort.
- Staff—higher satisfaction.

Goldman, B. D. 1998

Pillar #6—Train or Hope

- **Key Elements—What Works:**
 - **Interactive/hands-on**
 - **A safe environment**
 - **Multi-faceted approaches**
 - **Individualized, small and large groups**
 - **English and Spanish versions**
 - **Reminders and refreshers**
 - **Resource binders**
 - **Videos, pocket cards, posters, pay check stuffers**

Building Skills

- Critical thinking
- Extending sympathy
- Conflict resolution
- Handling complaints
- Easing the stress of long waits
- Easing anxiety through conversation
- Empathic listening

Pillar #7—Measurement

- Staff satisfaction
- Attendance
- Shifts worked short
- Turnover rates
 - By shift
 - By unit
- Resident and family satisfaction
- Quality Measures
- Quality Indicators

Process to Collect Satisfaction Data

- Survey design—questions to ask
- Timing
- Cover letter
- Encourage all to respond
- Explain what you will do with the results
- Anonymous
- Return to a front-line staff member

Results of Satisfaction Surveys

- Personally respond to a signed survey
- Promptly post the results
- Recruit a multi-disciplinary team
- Analyze the results
- Focus on “hot” issues
- Root Cause Analysis
- PDSA
- Post the action plan
- Re-survey

Pillar #8—Quality Improvement

A Paradigm Shift

- Deming's 85% Rule.
- Poor quality comes from poor work processes.
- Workers want to do a good job.

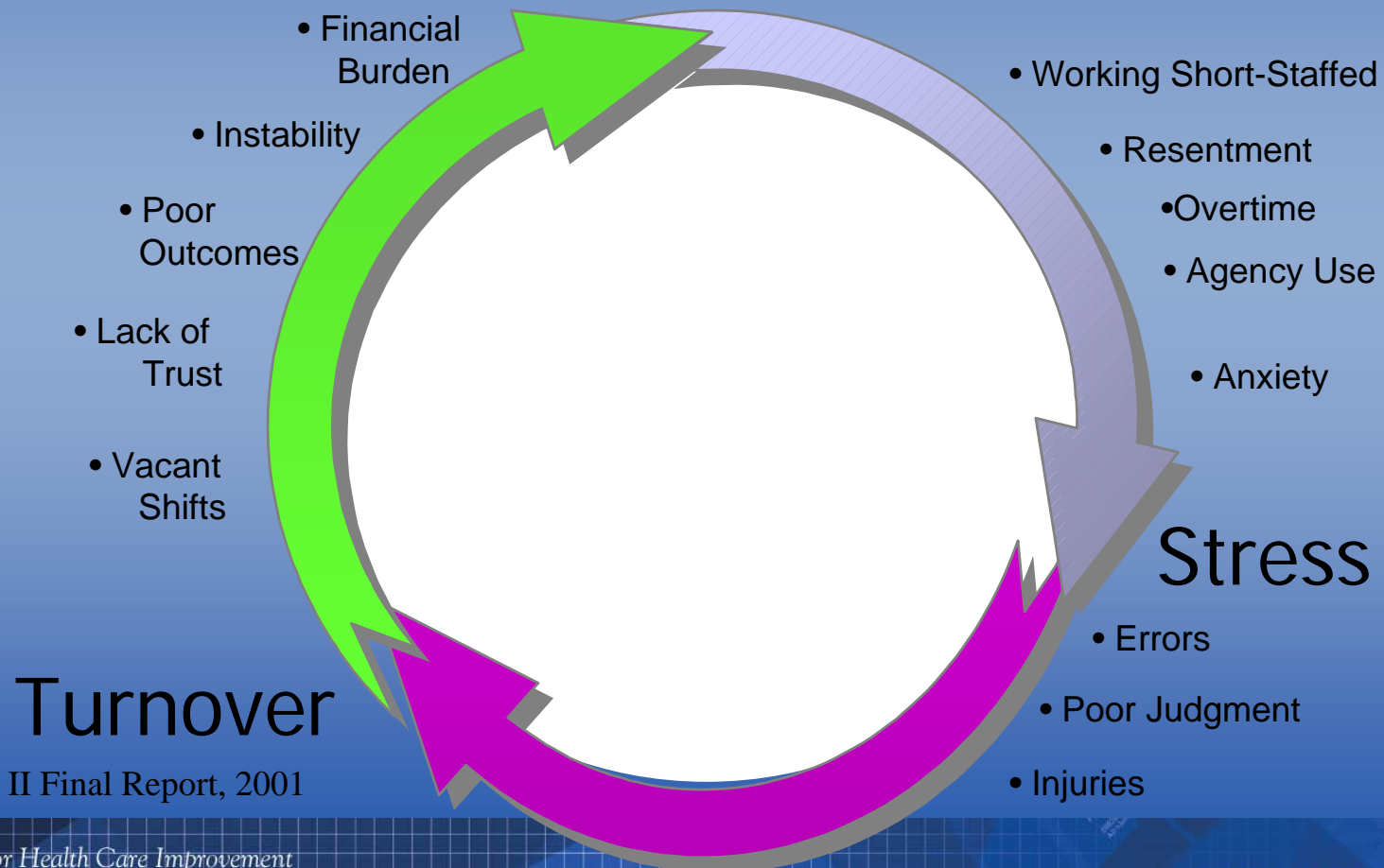
Addressing Absenteeism

Absenteeism

- Complex
- Morale
- Quality
- Service
- Safety
- Retention

A Vicious Cycle

Absenteeism



Eaton, Phase II Final Report, 2001

Findings from WFR Collaborative

- 40 percent of all shifts understaffed.
- No difference between weekends and weekdays.
- Average number of call-offs per month = 45.
- Licensed staff called off as often as CNAs.
- Most common reason for termination.

Findings from WFR Collaborative

(Continued)

What does it feel like when understaffed?

- “Stressful, no lunch break, your back hurts.”
- “Unsafe for patients and self.”
- “Hectic—finger nails don’t get clipped, men don’t get shaved, people are left with empty cups.”
- “Hell.”

Findings from WFR Collaborative

(Continued)

What happens that leads your co-workers to call-off?

- “Just tired mentally. Overwhelmed and can’t overcome it.”
- “Burn out if you worked 7 am to 11 pm.”
- “Stress—someone is always asking you to stay late.”

Findings from WFR Collaborative

(Continued)

Top reasons for call-offs:

- Sickness of self
- Sick family member
- Baby-sitter problem
- Car problem
- Domestic crises

Findings from WFR Collaborative

(Continued)

What does it feel like when you have enough staff?

- “Relief—you feel you accomplished something.”
- “Can do little things for the residents like give them a hug.”
- “Can give them a back rub, talk to them, you can take the time to be more human.”

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 or disincentives
- Filling vacant shifts with new staff

The “To Do” List

- No-fault attendance policy
- Measure and track
- Educate leaders
 - Reward reliability
 - Reward improvement
- Proactive replacement plan
- Wellness
- Scheduling

No-Fault Attendance Policy

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

Educate Leaders

- Maintain accountability
- Set the example
- Discuss absenteeism during meetings
 - Rewards and recognition
 - Individuals and groups
 - Show data
- Meet with staff as problems arise
- Help staff solve the problem
- Be fair and firm

Proactive Replacement Plan

Short term:

- Clear policy regarding who and when
- Allow for last minute coverage for each other
- Call employee who called-off
 - Show concern
 - Replace for next shift?
- Replacement priority list
 - No overtime
 - Voluntary overtime no double time
 - Voluntary OT/DT
 - Agency staff

Staff Vacancy

Long term:

- Agency
 - Only selected agencies
 - Repeat hire agency staff
 - Orientation, extended written and verbal report
- Drop everything to interview
- Sign-up for extra shifts
- Meet with staff regularly
 - Update on progress

If Working Short Staffed

- Pre-shift meeting
- Relieve licensed staff or CNAs of certain duties
 - Housekeepers pass trays and make beds
 - Dietary staff pass trays, pick up trays, pass water pitchers
 - DON complete some treatments
- Managers assist on the floor
- Feed the staff
- Pats on the back

Wellness

- Health and dental insurance
- Flu shots for staff and families
- Free vitamins
- Healthy snacks and food
- Discounts to health clubs
- Smoking cessation classes
- Stress and work/life management

Staffing Coordinators

- Complex task
- Requires education
- Recognition and rewards
- Character traits:
 - integrity, fairness

Scheduling Success

- Master posted well in advance
- Allow staff to trade days
- Honor requests for time off
- Increase FT and decrease PRN and PT
- Avoid every other weekend off
- Primary assignments and primary days
- Indicate assignment on the master schedule

Emile Durkheim

“When mores are sufficient,
laws are unnecessary.

When mores are insufficient,
laws are unenforceable.”

Final Thought

Take care of your staff . . .

That's where the work gets done.