

Staffing Round Table

A Nursing Home Community Collaboration Offering Tips and Resources for Staffing

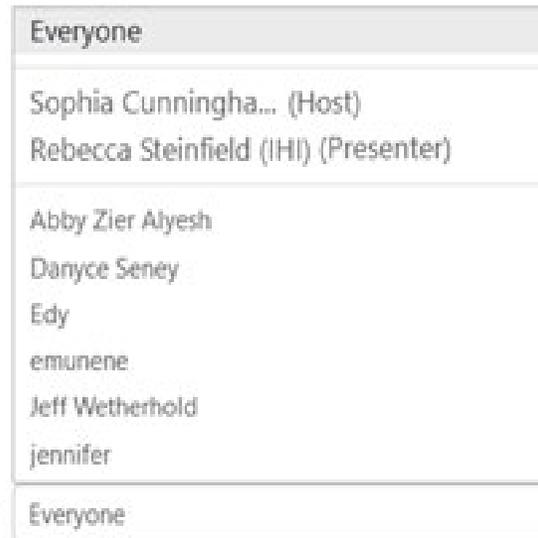
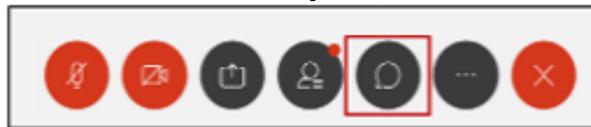
The staffing crises in healthcare organizations requires far more than an ad on a job platform. Here are tips that look at the big picture and begin to transform your culture for the long haul. More can be found in the [Staff Stability Toolkit!](#)

<p>Recruitment vs. Retention</p>	<p>Many organizations spend a great deal of time and money on recruitment by way of bonuses, special deals and the culmination of time/money expended in the hiring and onboarding of new staff. Creative perks and incentives are all part of what we call "front door" recruitment activity. Meanwhile, loyal staff are walking out the back door.</p> <p>TIP: Redirect dollars spent on recruitment to create retention programs, incentives and growth strategies that retain loyal staff. Build your retention program and close the back door!</p> <ul style="list-style-type: none"> • "Fight Risk": there are staff who are considering leaving your organization. Many of these "fight risks" are known to others. Spend time to determine who some of the staff might be and intervene. Measuring fight risk is a growing strategy. • Instead of giving \$5000 bonuses to people you don't know, take the bonus money and offer an incentive to unit staff who will split the bonus by ensuring the new person is supported, well trained and made to be part of the family. • Gather a retention committee whose job it is to create innovative retention policies and practices. (See Staff Stability Toolkit) • Have the Retention Committee consider incentives, rewards and gifts.
<p>Recruitment Channels</p>	<p>Recruitment channels are the wide array of ways that you draw potential candidates to your organization.</p> <p>TIP: To widen the potential, step out of the office and become a known face in the community. Talk to nursing students at colleges, go to the graduation of a newly minted class of CNAs, set up preceptor arrangements with your local colleges where students come to you to learn and know your culture and staff. Offer jobs to those who fit your culture. Before they leave for the semester, give them your business card and invite them to put their resume on file.</p> <p>Few employers know which channel produces the best candidates at the lowest cost because they don't track the outcomes.</p> <p>TIP: Use your QI skills to monitor recruiting channels and employees' performance to identify which sources produce the best results. Take a look at your hiring channels and see how many lead to success.</p>
<p>Bonuses, Money, Incentives</p>	<p>Ensure your pay rate for new hires doesn't unintentionally dishonor your loyal, long time staff. Finding out that the newly recruited person is making the same amount or more money than your long time staff has the same effect that many people feel when they see their internet provider offering outrageously low deals to new subscribers but, not to their loyal customers. Ouch!</p> <p>TIP:</p> <ul style="list-style-type: none"> • Work to bring salary alignment across roles. • Consider an annual Longevity Gift that uses a base anniversary rate (\$250) with an additional amount (\$50) for each additional year of service. • Invite staff (or your retention committee) to share some of the preferred bonus and incentive options rather than assuming that people want a pizza party.

This material was prepared by the PRO QIN-QIO, a Quality Innovation Network/Quality Improvement Organization, under contract with the Division for Medicare & Medicaid Services (CMS) on behalf of the U.S. Department of Health and Human Services (HHS). Views expressed in this material do not necessarily reflect the official views or policies of CMS or HHS, and any reference to a specific product or entity herein does not constitute endorsement of that product or entity by CMS or HHS. Publication of

How To Use Chat Feature

Chat Feature Highly Encouraged



- In the Send To or To **drop-down list**, select the recipient of the message
 - **Scroll All the Way Down**
 - **Select “Everyone”**
 - **Do not select “All Attendees”**
- **Enter your message** in the Chat Text Box, then **press Enter** on your keyboard

Please Enter in Chat:

- Your Name
- Your Role
- Your Hospital
- Your State

What is the Most Unique Way You Are Handling Your Staffing Challenges?



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Retention

Let's Consider Retention Practices



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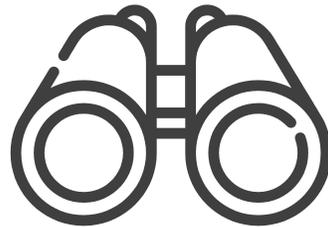
Recruitment vs. Retention

01

Flight Risks

02

Bonuses



Keep an
eye on . . .

03

Retention
Committees

04

Close the Back
Door



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Retention vs. Recruitment: 5 Languages of Appreciation

Tangible Gifts



Quality Time



Words of Affirmation



Physical Touch



Acts of Service



The 5 Love Languages, Dr. Chapman and Dr. White



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Retention vs. Recruitment: What Retention Practices Have You Put in Place?



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Managing “Flight Risks”

- “Flight Risk”: there are staff who are considering leaving your organization. Many of these “flight risks” are known to others. Spend time to determine who some of the staff might be and intervene. Measuring flight risk is a growing strategy.

How are You Managing Your “Flight Risks”



How are you Training Managers to be Savvy Responders to the Staffing Crises?



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Recruitment

Let's Consider Recruitment Practices

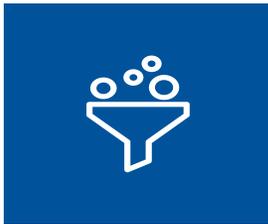


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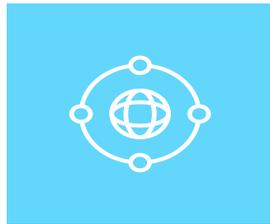
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Recruitment Channels

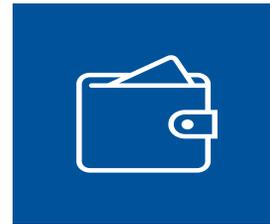
- Recruitment channels are the wide array of ways that you draw potential candidates to your organization.
- TIP: To widen the potential, step out of the office and become a known face in the community.
- Few employers know which channel produces the best candidates at the lowest cost because they don't track the outcomes.



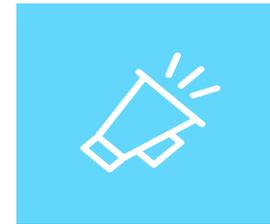
Nursing
Programs



High Schools



Dpt of Labor



Community
Events

What are Some of the Recruitment Channels You are Utilizing and How Are You Tracking Their Success?



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Bonuses

- Many organizations spend a great deal of time and money on recruitment by way of bonuses, special deals and the culmination of time/money expended in the hiring and onboarding of new staff. Creative perks and incentives are all part of what we call “front door” recruitment activity. Meanwhile, loyal staff are walking out the back door.
- TIP: Redirect dollars spent on recruitment to create retention programs, incentives and growth strategies that retain loyal staff. Build your retention program and close the back door!

Are You Using Bonuses?

- What's Working?
- Do You Know if They are Working?
- Are Bonus-driven workers staying?



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Recruitment Channels

- **TIP:** Use your QI skills to monitor recruiting channels and employees' performance to identify which sources produce the best results.
- Take a look at your hiring channels and see how many lead to

QUALITY ASSURANCE PERFORMANCE IMPROVEMENT						
IMPROVEMENT PROJECT	GOAL	PROCESS	PROGRESS	PIP TEAM	DATA	RESULTS
PERSONAL ALARM REDUCTION	REDUCE 50% BY 10/31/14 ALARMS FREE BY 10/31/14 NO FALLS WITHIN FIRST 12 HRS OF ALARM RINGING	...	THE INITIAL SOUND OF ALARM REDUCTION HAS BEEN COMPLETED ON FALLS 100, 500, 500, 500 AS OF 10/31/14	TRIA, PEGGY, BRYAN, JILL, MAYAN S, MORTON, T. DAPH, NEAL	ALARM RINGING PERSONNEL DURING RINGING FALL TRACKING DATA	
REDUCTION OF OUT OF CHARACTER RESPONSES IN RESIDENTS LIVING IN RESIDENCY SUPPORT ACTIVITIES	1) REDUCE OUT OF CHARACTER RESPONSES DURING AN REGISTRATION AND CARE REFERRAL WITHIN 30 DAYS IN RESIDENTS LIVING IN RESIDENCY SUPPORT ACTIVITIES 2) REDUCE OUT OF CHARACTER RESPONSES DURING AN REGISTRATION AND CARE REFERRAL WITHIN 30 DAYS IN RESIDENTS LIVING IN RESIDENCY SUPPORT ACTIVITIES	MONICELLA, KATHLEEN, ROSE, NEAL, TERESA, CANDY, JESS, SAPPORO, DEBRA, MARY	CARE REFERRAL RINGING RESIDENT DURING RINGING	
IMPROVE CALL LIGHT RESPONSE TIMES	SHORT TERM TO BE DECIDED AS NEW DATA IS COLLECTED LONG TERM: NO RESPONSE TIMES OVER 10 MIN	PEGGY, TRIA, STACY, J. MARY J, TERRY D, EVELYN, ANNEKA L, ANDREA A.	CALL LIGHT RESPONSES RESIDENT INTERVIEWS ANNUAL CUSTOMER SATISFACTION SURVEYS	LLL
IMPROVE RESPONSE TIME OF ADMISSION REFERRALS	RESPOND WITHIN 1 HOUR IF NO PATIENT VISIT REQUIRED RESPOND WITHIN 2 HOURS WHEN A VISIT IS NECESSARY	MARY, JANICE, TARA, KATHLEEN, PEGGY, SHELIA, DEB, AND TARA E.	ALL SUBMITS PREFERRED PAPER WORK RESPONSE TIME RINGS	

Courtesy Iowa Health Care Association

Innovation

Let's Consider Retention Practices

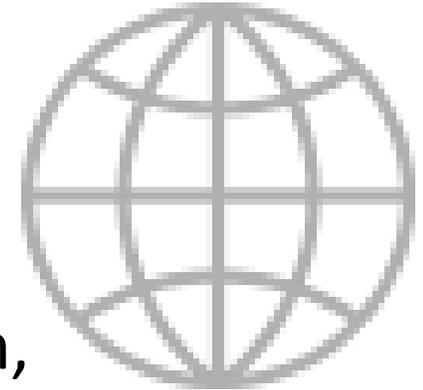


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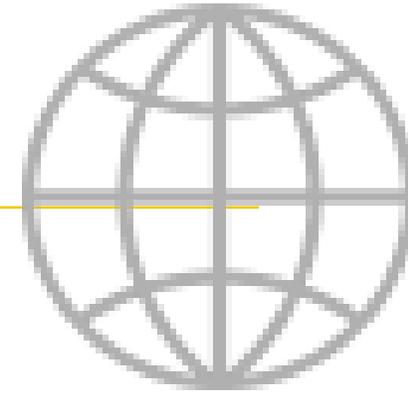
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Transforming Work Options

- Universal Worker is a strategy employed successfully by many organizations that offers higher wages by training employees to be proficient in a variety of tasks, reducing the number of staff required to complete the same amount of work.
- **TIP:** Consider [Non Direct Care](#) roles
- A non-direct care worker in a nursing home setting is an employee who provides vital services across the organization, but is not involved in the direct, hands-on care of a resident for tasks that require a license. These staff members can provide enormous support by relieving licensed staff of burdensome tasks that keep them from providing patient care.



Transforming Work Options



**Nursing: Have You
Implemented New Ways That
Nurses Work to Ease Some of
the Workload issues?**



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Transforming Work Options



**CNA: Have You Implemented
New Ways That Nurses Work
to Ease Some of the
Workload?**



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Hiring Smarter

Smart hiring



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Revamp your interviewing process.

- Interviewers should stick to questions that predict good hires—mainly about past behavior or performance that’s relevant to the tasks of the job—and ask them consistently across candidates. Just winging it and asking whatever comes to mind is next to useless.
- Interviews are most important for assessing “fit with our culture,” which is the number one hiring criterion employers report using, according to research from the Rockefeller Foundation.

<https://resources.planetree.org/wp-content/uploads/2018/08/Hiring-for-Fit-Behavioral-Interview-Questions.pdf>



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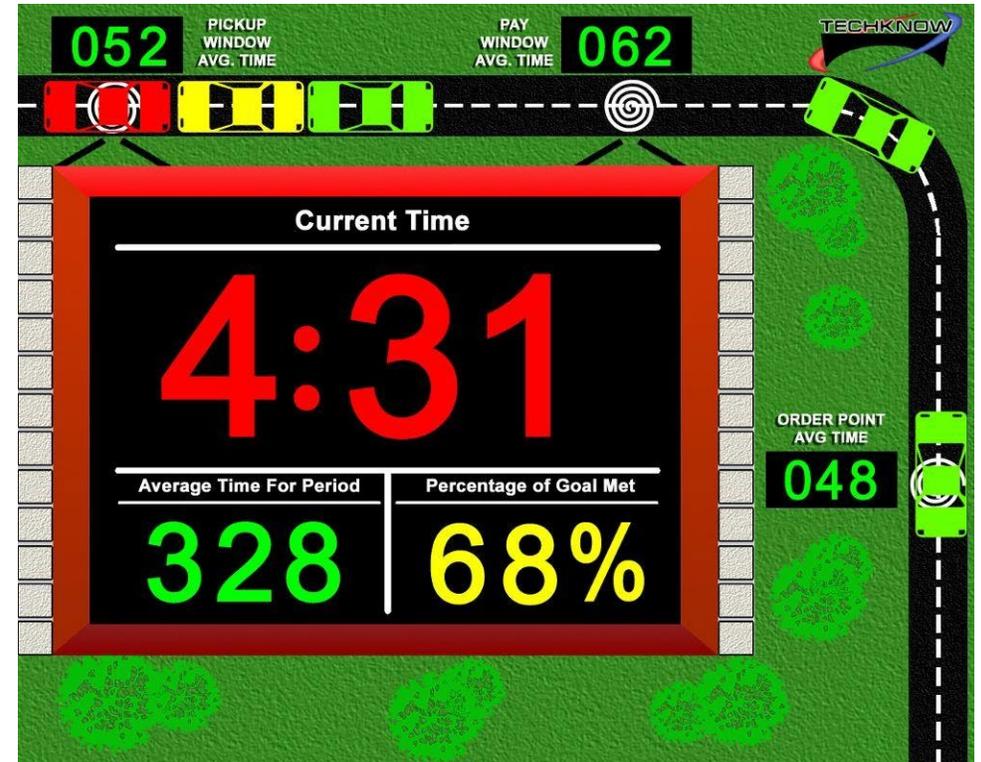
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Measuring the Process

Consider the time frame

How long is it taking to hire new people?

How are you ensuring they keep the appointment?



<https://www.mcknights.com/daily-editors-notes/its-hard-to-hire-the-right-people-especially-when-youre-not-very-good-at-it/>



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How are You Hiring Smarter?



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Are You Using Technology to Strengthen Your Ability to Fill Shifts?



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Are There Resources That You Have Found Useful Either to Strengthen Retention or Strengthen Managers Skill Set?



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Staff Stability Toolkit

- The staffing crises in healthcare organizations requires far more than an ad on a job platform. Here are tips that look at the big picture and begin to transform your culture for the long haul. More can be found in the [Staff Stability Toolkit](#)

STAFF STABILITY TOOLKIT
VERSION 1.2

Keeping and Growing Your Staff

Setting the Stage for Success

Management Practices that Support Stability

Drilling Down: Gathering and Analyzing Data

Achieving Staff Stability

Using Training Strategically

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