



# Action Collaborative for Excellence (ACE)

## ACE Leadership Collaborative

### Getting New Hires to Stay

July 10, 2024 Learning Session 3  
[www.constellationqualityhealth.org](http://www.constellationqualityhealth.org)

# ACE Leadership Academy

- ★ A South Carolina long-term care learning collaborative to strengthen frontline staff retention as the foundation for high performance.
- ★ Funded through the *American Rescue Plan Act of 2021* under the *Nursing Home and Long-Term Care Facility Strike Team and Infrastructure Project*.





## Before We Launch: Housekeeping

**We will be recording (video/audio) this session.**

- ✦ Please mute your microphone. If muted by moderator, you will need to “ask to unmute”.
- ✦ There is an option to “raise your hand” in Zoom. Additionally, you can use the **chat feature** to ask questions. Moderators will be observing the chat for your questions.
- ✦ We are using Poll Everywhere to elicit your feedback on issues.
- ✦ Sign in ahead of time using [www.pollev.com/alyssapishe1701](http://www.pollev.com/alyssapishe1701)
- ✦ Can also access using the QR code (same QR code will be repeated)
- ✦ Will also place address in the chat



## Today's Presenters



**Beth Hercher, CPHQ**  
Program Manager  
Constellation Quality Health



**David Farrell, MSW, LNHA**  
Author, Consultant to  
Constellation Quality Health



**Annlouise Moran, MPH, RN**  
QI Specialist/Educator,  
Constellation Quality Health



# ACE Learning Collaborative

## APR–OCT 2024

### Initiative Goals:

**Learn How to Strengthen Frontline Staff Retention through:**

- ✦ 60-minute monthly Zoom learning sessions to learn about high-performance areas.
- ✦ 30-minute monthly Zoom coaching sessions to share and learn from each other.

**Zoom registration for the entire series will be sent out along with a calendar.**

A flyer for the ACE Virtual Learning Academy. The top section has a blue background with white text: "ACE Virtual Learning Academy for NHAs, DONs, ADONs and DSD" and "April 3, 2024, 1:00 pm EST, Kick-Off Webinar". Below this, three columns of text describe the initiative's goals and structure. The middle section, titled "SC Leadership Virtual Learning Collaborative", explains the collaborative's purpose. The bottom section lists the schedule for learning sessions (LS1-LS6) and coaching sessions (CS), followed by contact information for Beth Hercher, CPHQ, and a QR code linking to ACELTC.org. Logos for ACE, Constellation Quality Health, and dhcc are at the bottom.

**ACE Virtual Learning Academy**  
for NHAs, DONs, ADONs and DSD

April 3, 2024, 1:00 pm EST, Kick-Off Webinar

Kick-off event on the collaborative process and introduction of the Change Package framework.

On the second Wednesday of each month, participate in a 60-minute Learning Session (LS).

On the fourth Wednesday of each month, participate in a 60-minute Coaching Session (CS).

**SC Leadership Virtual Learning Collaborative**

The virtual learning collaborative builds upon phases 1 and 2 of the SC Long-term Care Leadership Academy Pilot where a cohort of nursing homes came together to pilot "a new nursing home business model that strengthens frontline staff retention and high performance in select areas including management practices, compensation, and benefit practices."

The goal of this initiative is to assist you through monthly virtual learning sessions where you will learn about the high-performance areas. Share with each other how you are using these practical strategies to strengthen frontline staff retention during monthly group coaching sessions.

**KICK-OFF: April 3rd @ 1pm EST**

LS1: May 8th | May 22nd @ 1pm EST  
LS2: Jun. 12th | Jun. 26th @ 1pm EST  
LS3: Jul. 10th | Jul. 24th @ 1pm EST

LS4: Aug. 14th | Aug. 28th @ 1pm EST  
LS5: Sep. 11th | Sep. 25th @ 1pm EST  
LS6: Oct. 23rd In-Person Outcomes Celebration

**Beth Hercher, CPHQ**  
Program Manager ACE Collaborative 803.212.7569 direct  
bhercher@constellationqh.org

ACELTC.org

ACE Constellation Quality Health dhcc

## Active Participation Accelerates All Participants

Learn and teach by doing



Practical approaches

Why important, how to put in play



Discovery and  
implementation



Share and teach at  
coaching sessions



Everybody  
Teaches



Everybody  
Learns



## Bundle of High Value Interventions

Management Practices	Financial Investments	HR Practices
<b>Presence/Communication</b>  Rounding to check-in on people. Huddles with everyone sharing. Regular town hall/community meetings. Hands-on leaders pitching in.	<b>Wages and Benefits</b>  Pay staff enough to live on. Provide affordable health insurance PTO. Emergency funds.	<b>Bringing in New Team Members</b>  Recruit, screen, and hire for character. Include staff in the process. Help new staff settle in.
<b>Inclusion</b>  CNAs in care planning meetings. CNAs and front-line nurses in QI. All staff involved in improvement and community building efforts.	<b>Morale Building</b>  Reward core staff. Invest in fun, community building, relationship-building activities.	<b>Incentivize Stability and Growth</b>  “Refer and Retain a Friend” bonus. Bonuses for reliability and a job well done. Tuition for basic and professional education.
<b>Community Building</b>  Health and wellness. Relationship building. Fun. Continual appreciation and caring.	<b>Work Environment</b>  Staffing levels. Staff have what they need for good care. Employee break room. Staff work areas and equipment.	<b>Personalize Scheduling</b>  Schedule so people can come to work. Cover for each other when life happens. Find out what’s going on.



## Presentation Overview:

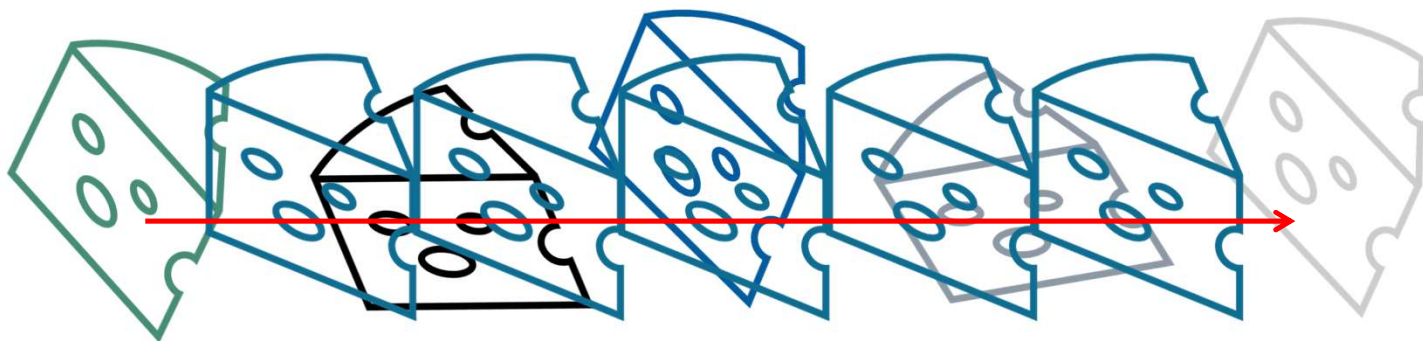
### Learning Objectives: Getting New Hires to Stay

- ✦ Enhancing new hire orientation
- ✦ Consistent assignment v. rotating assignment
- ✦ Triggering staff reliability

## Enhancing Orientation

- ✦ Collect the data
- ✦ Analyze the data:
  - ✦ Highest turnover among those 90 days or less?
- ✦ Root-cause analysis
- ✦ Design a new program
- ✦ Pilot test the new program

## Swiss Cheese Theory of an Avoidable Resignation



On **Day 5**, new RN calls out sick and resigns by email later that day.

On **Day 1**, DSD was late for 1<sup>st</sup> day of orientation with new RN.

Leaders and others who interacted with DSD were not introduced to new RN.

On **Day 3**, new RN assigned to frazzled, new LVN for orientation to med pass on Memory Care Unit.

On **Day 4**, new RN is asked when she'll be ready because they are short this weekend and need her.

Unit is understaffed, LVN complains to new RN, resident falls and sustains injury.



# A Warm Welcome from Management and Co-Workers

## Help new staff feel welcomed

- ★ Leadership:
  - ★ Administrator personally tunes into new staff
- ★ Supervisor:
  - ★ Introductions, check-in at unit stand-up meeting
  - ★ Assigning support
- ★ Co-workers:
  - ★ Pictures of new staff with bio
  - ★ Pizza party welcome
  - ★ Reward unit when new staff stay



## Onboarding for Retention



Stable and  
consistent  
assignment



Flexible and  
protected learning  
time – from 3  
days to 2 weeks



Extend the  
orientation until  
they're solid



## Mentor for Retention

- ★ Formalize orientation with Peer Mentors
  - ★ Inclusive process
  - ★ Promotion
- ★ Have the right people as your mentors
  - ★ Selection process
  - ★ Interviews and recommendations
- ★ Developing mentors together
  - ★ Interactive process
  - ★ Everybody teaches

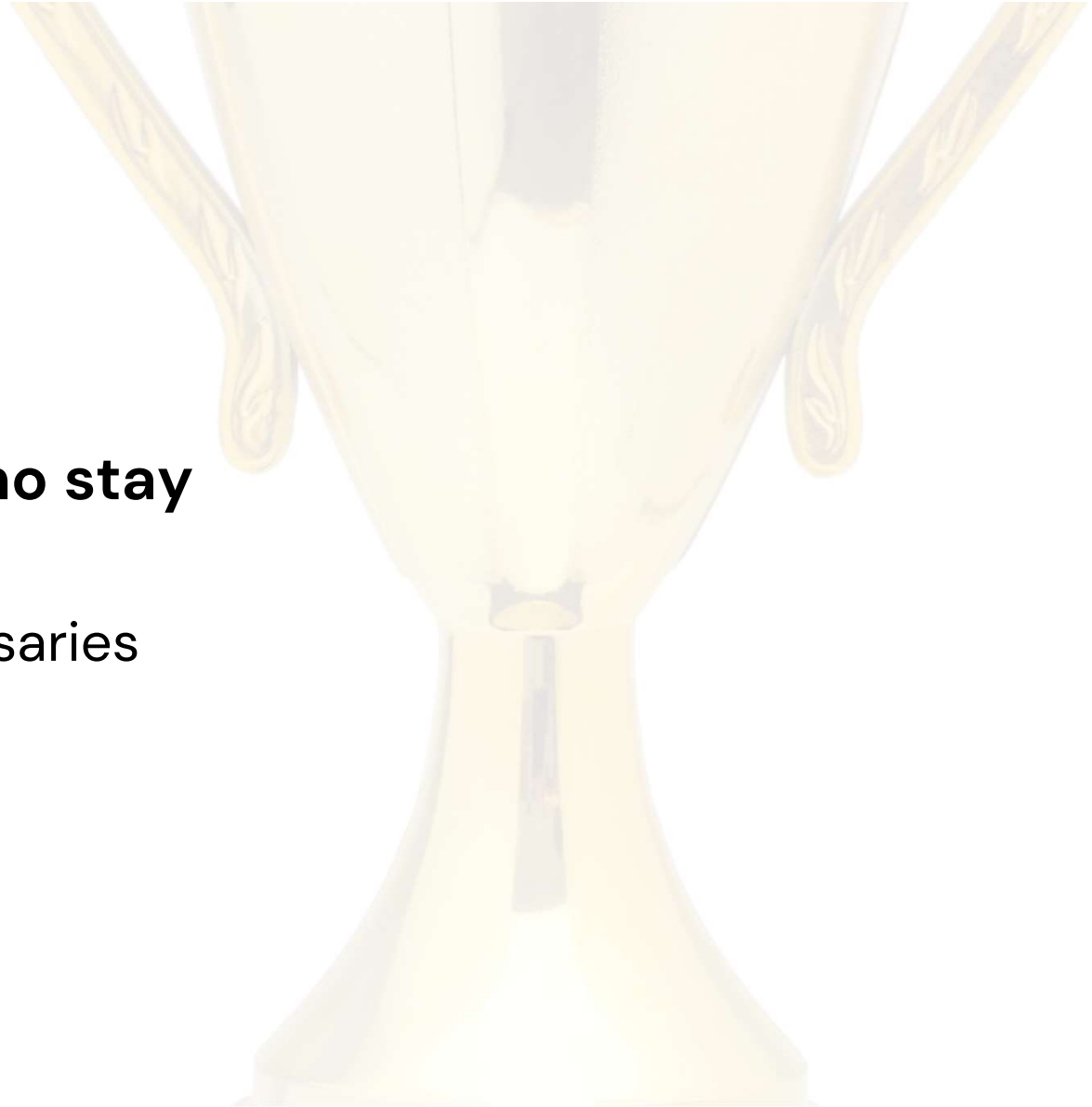


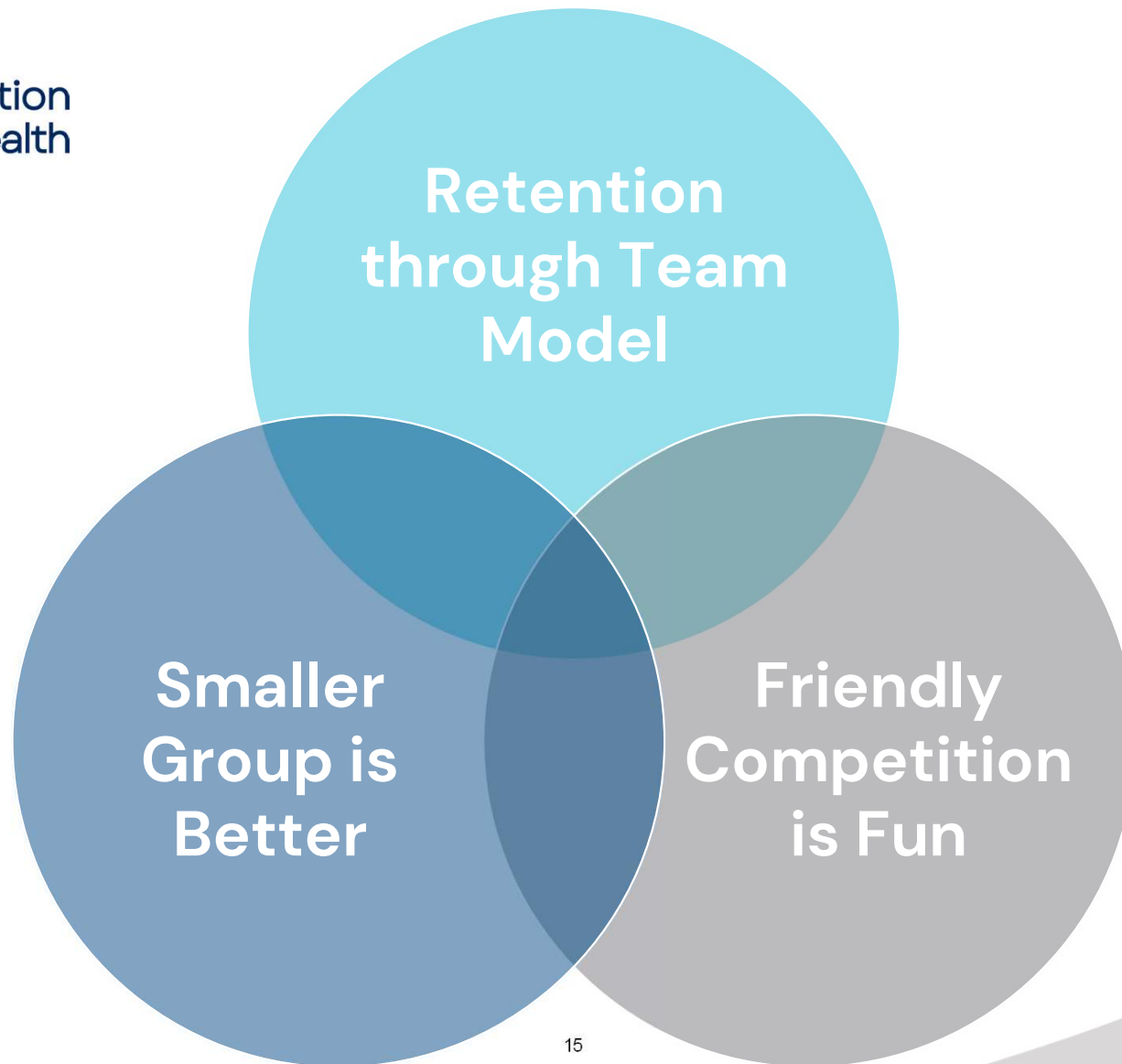
★ Deshaon Davis,  
Administrator-in-Training,  
RoseCrest Rehabilitation  
and Healthcare Center

## Reward Longevity

### Shine a light on those who stay

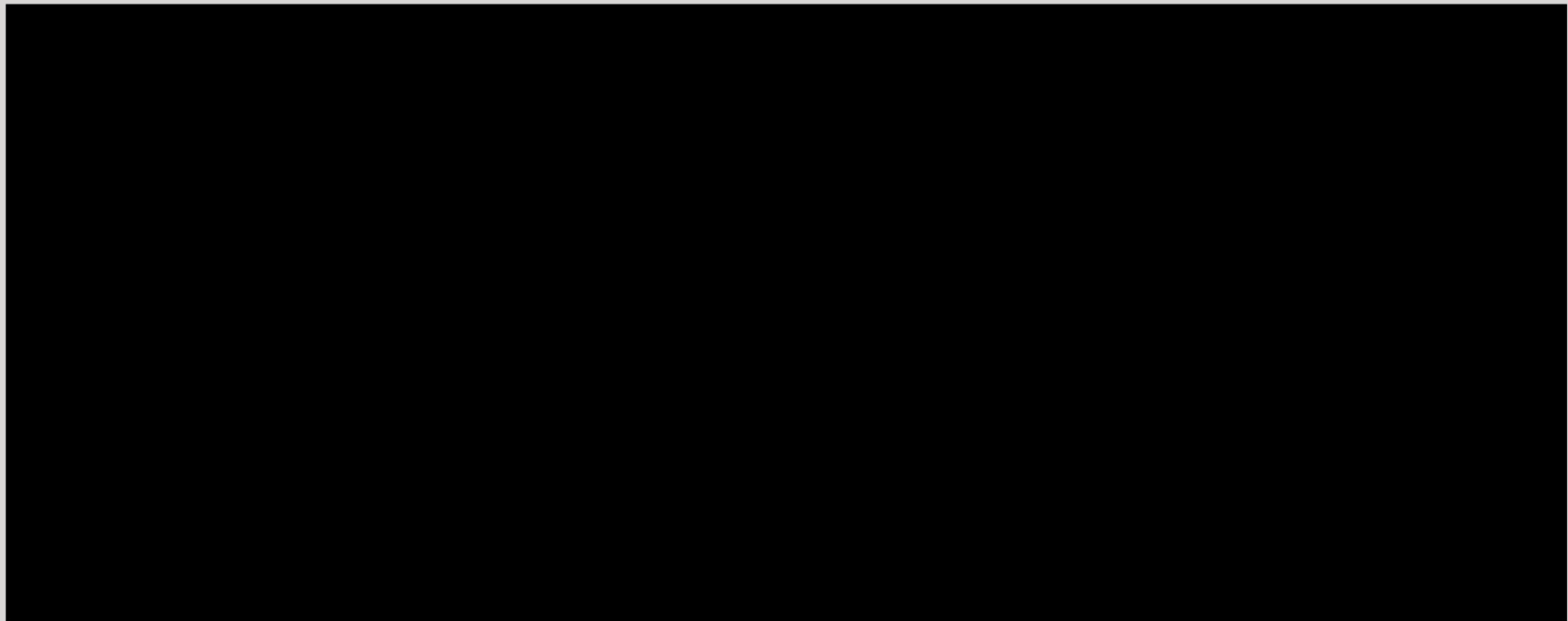
- ✦ Stay interviews
- ✦ Recognition on anniversaries
- ✦ Tangible rewards
- ✦ Tell their story
- ✦ Thank their family







## NHC Sumter: Partner Engagement Program





## Assignments Matter

New staff need a  
***fair and consistent***  
assignment.



## Staffing Models

### **Consistent Assignment:**

Regularly assigning the same caregivers to the same nursing home residents every day.

### **Rotating Assignment:**

Alternating 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
- ✦ Improved clinical outcomes
- ✦ Improved quality of life



**Allows for  
*individualized*  
care**

## Sample Assignment

- ✦ 4-on, 2-off schedule
- ✦ Even number of caregiver assignments
- ✦ 3 caregivers serve 2 resident assignments

	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su
Maria	1	1	1	1	O	O	1	1	1	1	O	O	1	1
Jen	2	2	O	O	2	2	2	2	O	O	2	2	2	2
Eddie	O	O	2	2	1	1	O	O	2	2	1	1	O	O

## Supporting Consistent Assignment

- ✦ Measure it – 3 of signatures on ADLs
- ✦ Make sure the assignments are fair
- ✦ Revisit periodically for changes
- ✦ An inclusive process:
  - ✦ fair distribution
  - ✦ match-up staff and residents

## Inclusive Process for Weighting and Balancing Assignments

Rate each resident on scale from 1 to 5 in each dimension, 1 = easiest

Resident Name	Physical	Non-physical	Total



## **Trigger Staff Reliability**

**Working short-staffed  
scares new people  
away.**





## Callouts

**Definition:** Callout is an unplanned absence, no-show, or sick call.

The US Bureau of Labor Statistics noted absence rates within the Healthcare support occupation (full-time employees) to be 4.7% in 2023.\* **This is the highest rate amongst all tracked employment categories.**

This percentage can be manageable or devastating depending on the size of an organization.

\* Absences from work of employed full-time wage and salary workers by occupation and industry: U.S. Bureau of Labor Statistics ([bls.gov](https://www.bls.gov))



## 2020: A Record Year for Absenteeism

- ✦ More workers called out than ever before
- ✦ Absenteeism increased 45%
- ✦ Childcare related absences up 250%
- ✦ April had the highest rates in 2020
- ✦ Absenteeism soared again in December
- ✦ Somewhat offset by record low number of vacation days

*USA Today, 1/21/21*



**What is it like...**



**...to work understaffed?**

"Showers are skipped, men don't get shaved, and people are left with empty cups."

"We deliver rushed, harried, and de-personalized care."

"Hell."

**...to work fully staffed?**

"You can take the time to be more human."

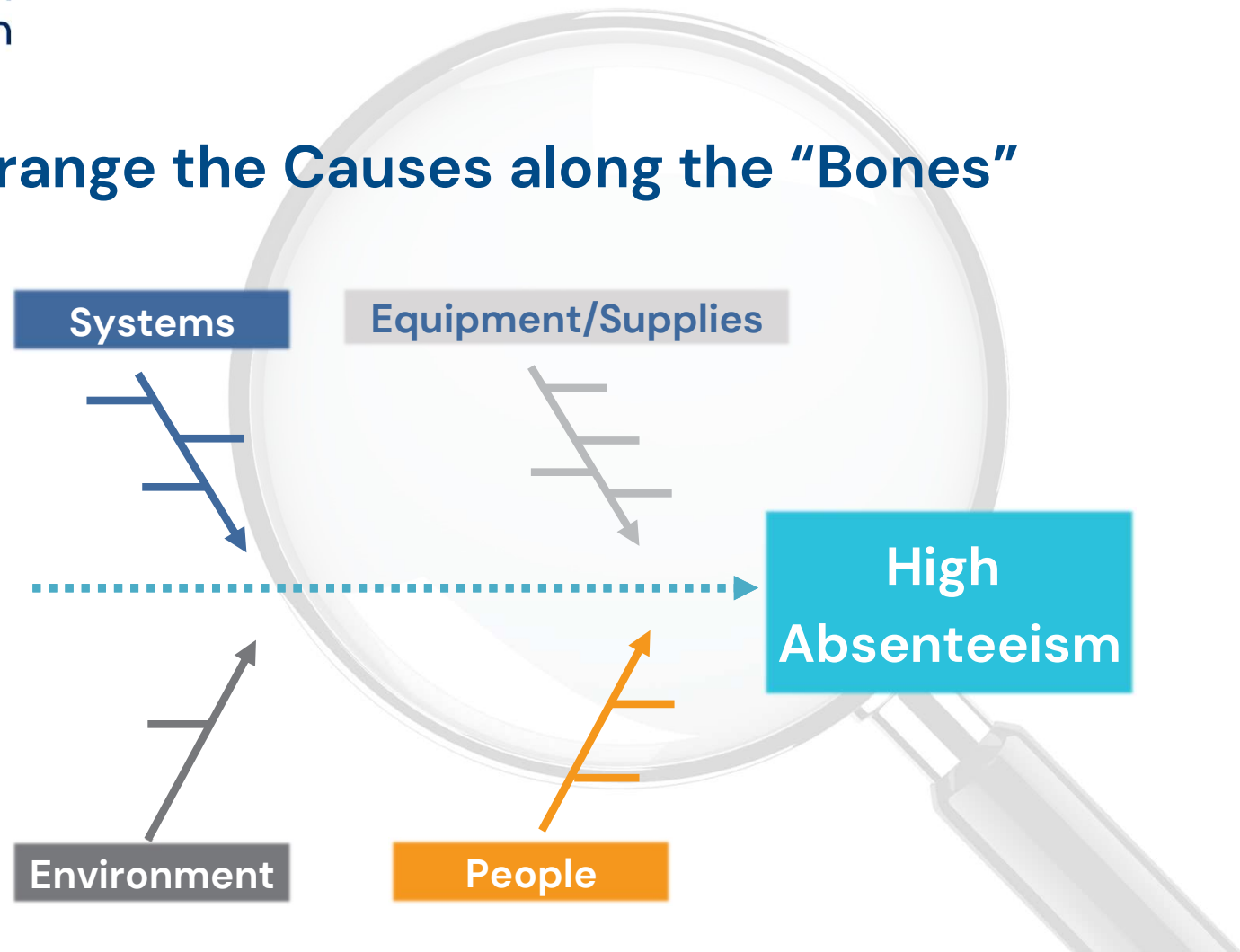
# Why do staff call out from work?



Identify all possible root-causes:

- ✦ Brainstorming reasons why
- ✦ Avoid discussing solutions
- ✦ Keep asking – what else? Why? What have we missed? Are there other factors?
- ✦ Arrange the causes along the “bones”

## Arrange the Causes along the “Bones”

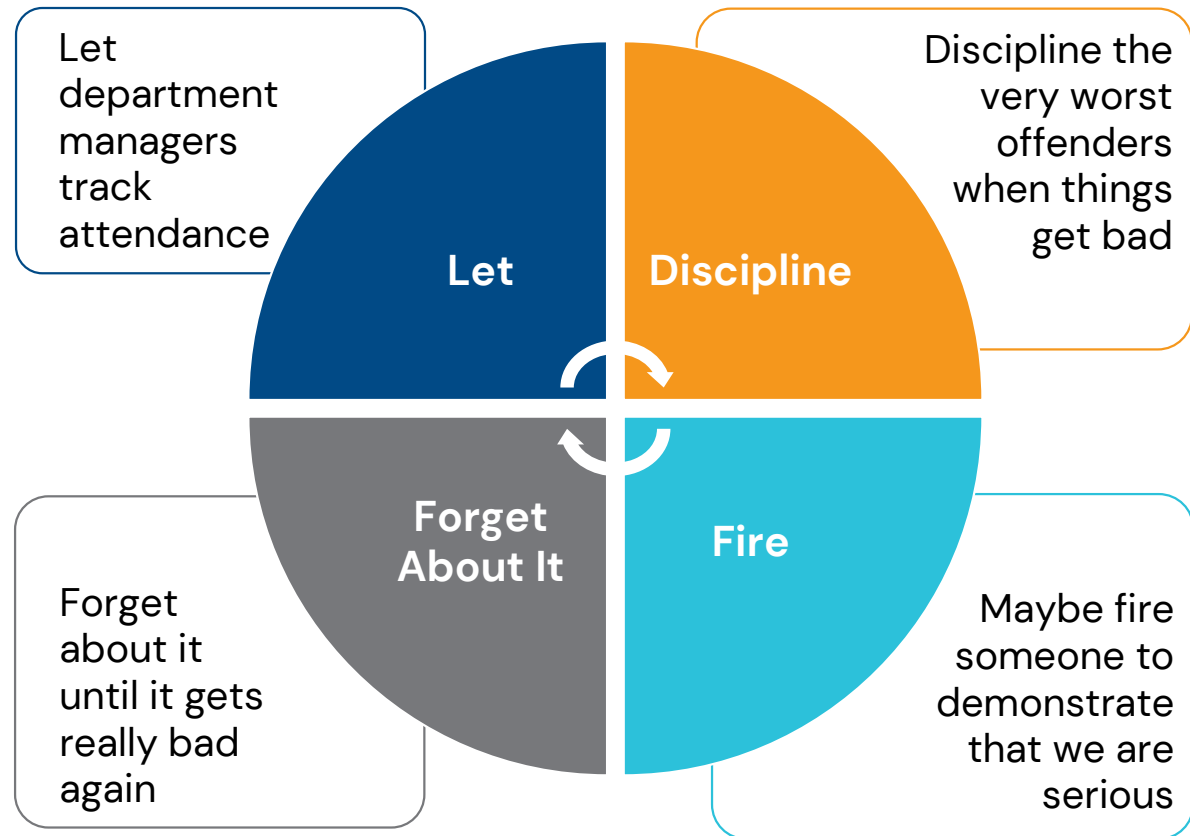


# Social Determinants of Absenteeism

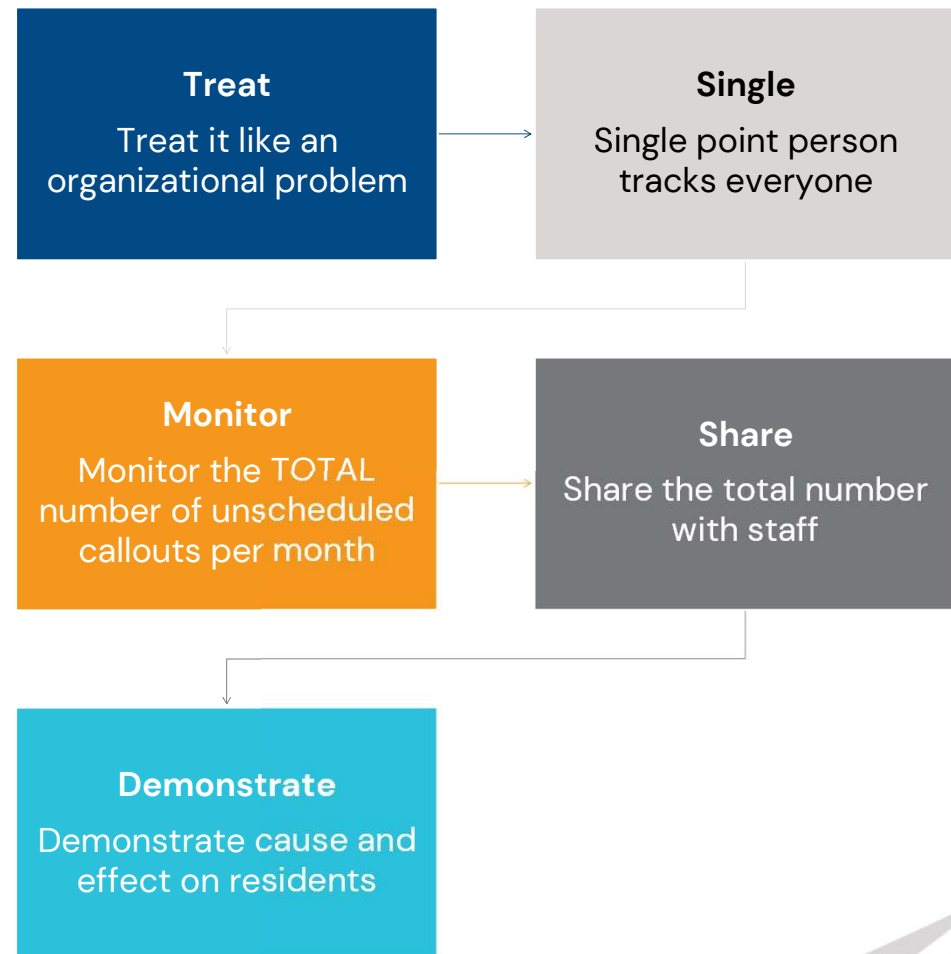
## Average Sick Days and Demographics of US Workers

Gender	Education	Marital Status	Insurance
Men = 4	College = 3	Married or never married = 4	Insured = 3
Women = 6	HS Diploma or less = 8	Divorced or separated = 9	Medicaid = 13

# My Old and Ineffective Method



## A Better Approach



# A Better Approach

**Goal:**

Reduce the total # of callouts

**Focus:**

Target efforts on staff on the perimeter and the middle

**Talk:**

Have critical conversations frequently

**Probe:**

Examine environmental factors including co-worker influence

## A Root-Cause of Absenteeism on the PM Shift?



# Staffing and Scheduling Policies

Designed for a  
**more** predictable  
schedule

OR

Designed for a  
**less** predictable  
schedule



## Is your own Attendance Policy part of the problem?

"You must provide at least 2 hours notice prior to calling out for your scheduled shift."

"You must provide 30 days notice to request a day off."

**Do employees know  
that they are not going to  
work well before 2 hours  
prior to their scheduled shift?**

**Then, why do they wait  
until 2 ½ hours  
before their shift to call out?**

## Goal: A More Predictable Schedule



"Please provide as much time as possible when requesting more than one day off."

"Please let us know as soon as you can when you know that you cannot work a scheduled shift."

## No-Fault Attendance Policy

- ✦ If callout – it counts as 1
- ✦ No more qualifying absences
- ✦ Removes inequity
- ✦ No need for physician notes
- ✦ Ask staff to tell the truth because you care about them

## Goal: A Perfectly-Staffed Day

- ★ No callouts
- ★ No registry hours
- ★ No modified duty assignments
- ★ No employee orientation hours
- ★ Fully staffed to budget: every unit, every shift
- ★ Overtime is less than 2%

## Provide Feedback

- ★ **Leadership accountability:**
  - ★ Set the example
- ★ **Discuss attendance and its impact:**
  - ★ Rewards and recognition
  - ★ Show data
- ★ **Individual feedback:**
  - ★ Share their own attendance record

## Provide Feedback Consistently

- ✦ **Analyze attendance**
- ✦ **Make 2 lists over 6-month period**
  - ✦ 6+ callouts
  - ✦ 1 or less callouts
- ✦ **Meet with each staff member on the list**


## Take the Time to Meet with the Outliers

"You are so important to us. Thank you for being reliable."

"You are so important to us. What happened to you that impacted your reliability?"

**Balancing Performance and Compassion**

## Ask Questions to Identify Root-Cause(s)

- ✦ Are there some days when it is harder to get here than others?
  - ✦ Are you working a second job?
  - ✦ Would a different schedule or shift help?
  - ✦ Would fewer shifts help?
  - ✦ Are there other issues you are facing?
  - ✦ How are you getting along with your co-workers and supervisor?
- 



## **You Are Important**

"We missed you yesterday...and the residents did too. We hope your son is feeling better. We are a better place when you are here."

**Balancing Performance and Compassion**

# Proactive Replacement Plan

Call employee  
who called out

Show concern

Replace for next  
shift?

Replacement  
priority list daily

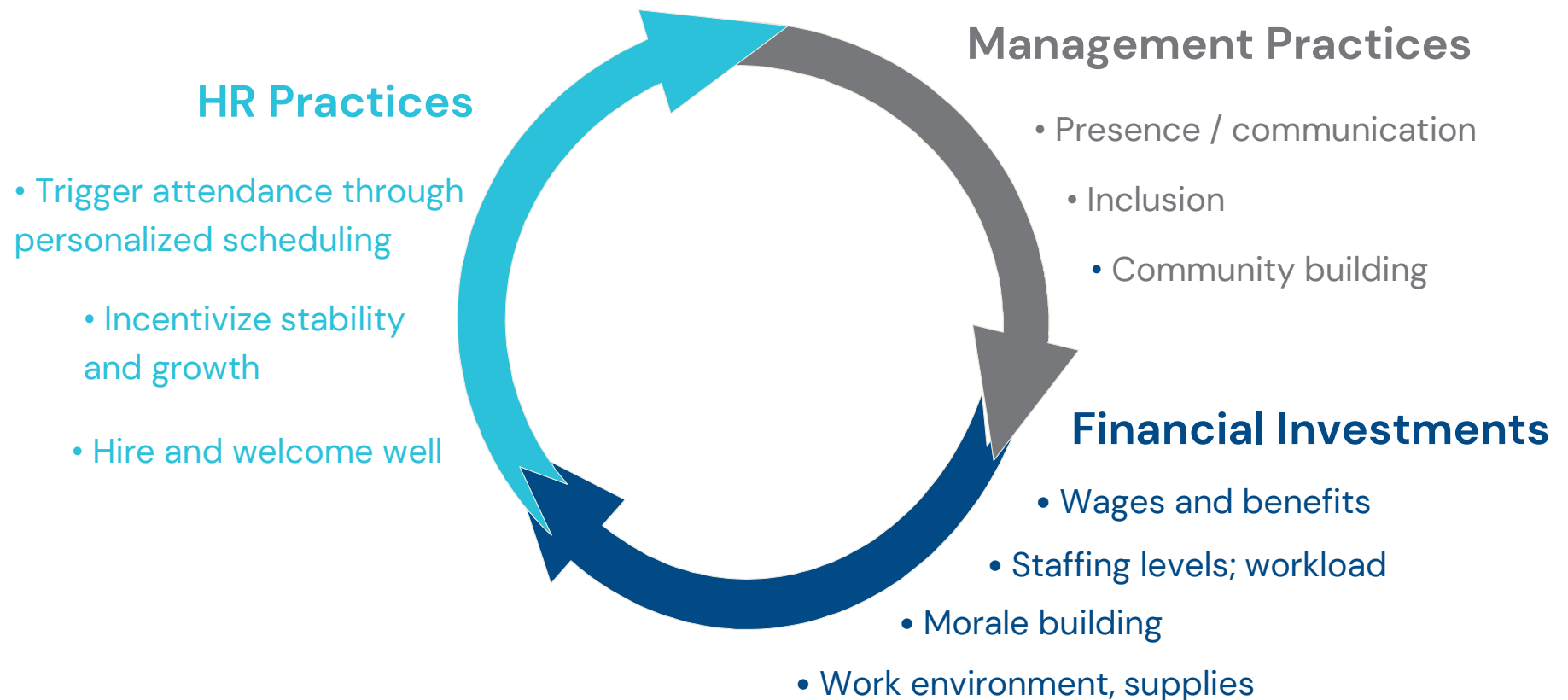
Stand-by pay

On-Call  
confirmed to work

Name, phone #

Best time to call

## Mutually Reinforcing High Value Bundle





## Next Steps

- ★ Reminders for Zoom sessions will be sent out regularly.  
(Constellation Quality Health)
- ★ Reminders to submit your self-reported data.
- ★ Coaching Session 3: **July 24 at 1:00pm** EST via Zoom (30 minutes)
- ★ Learning Session 4: **August 14 at 1:00pm** EST via Zoom (60 minutes)
- ★ Coaching Session 4: **August 28 at 1:00pm** EST via Zoom (30 minutes)



## **Learning Session 4:**

Wednesday, August 14, 2024, 1 p.m. ET

## **Developing Your Staff**

### **Learning Objectives:**

- ✦ Stay Interviews
- ✦ Nurse Leader Development
- ✦ Recruitment



TITLE

# Thank you!