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# Action Collaborative for Excellence (ACE)

Recruiting, Retaining, and Developing Your Staff

August 14, 2024 Learning Session 4  
[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*.



# Today's Presenters



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# Presentation Overview

## Topics:

- ✦ Recruitment
- ✦ Stay Interviews
- ✦ Supporting Your Staff
- ✦ Nurse Leadership Development
- ✦ People Assessment





# Revitalizing Your “Refer-a-Friend” Recruitment Program

# Best Practices: Staff Referral Bonus Program



## ✦ Targeted approach:

- Top performing staff – who are their friends?
- New hires performing well – who do they know?

## ✦ Process and timing of payout is key

- No hoops to jump through.
- Benefits of a faster payout.

# Staff Referral Bonus Program: Best Practices



- ✦ Follow through on the bonus payout **timely**:
  - Pay on time.
  - Right amount.
  - Acknowledge if a problem in the past.
- ✦ Present **with gratitude** referral bonus checks to staff in front of their peers.
- ✦ Develop a Referral Bonus Ambassador program with higher payouts for staff who make **multiple** referrals of their friends who are hired.
- ✦ Marketing

# WHAT WOULD YOU DO WITH A \$500 BONUS?

A \$500 bonus could be yours just by  
inviting the people you know to  
come work with us!

Take the first step by inviting your friends to come  
to our

**Career Fair**  
**Thursday, November 15<sup>th</sup>**  
**Healthcare Center – 2pm-6pm**

To receive the \$500 bonus, your referral has to accept a job offer working at least 15 hours/week. The bonus is paid out in increments beginning after the new hire successfully completes orientation and then over the next 6 months as long as the new hire remains active and in an eligible position. All current TeamMates are eligible to earn the Referral Bonus.

Candidates are welcome to apply at [www.theheritageatlowman.org](http://www.theheritageatlowman.org)

Be sure to let Human Resources know who your referrals are so you can get the bonus!



You know what it takes. You have friends.  
Ask them to be a part of our mission.

TeamMates—tell HR who you referred BEFORE your recruit completes the application.

Earn through our TeamMate Referral Bonus Program.

Full-time  
RN / LPN \$3,500  
CNA \$1,750

CONTACT HR FOR DETAILS  
803.451.7416

The Teammate Referral Bonus will be  
divided & paid in three parts, after the  
new TeamMate successfully completes:

1. department orientation
2. 90 days on the job
3. 6 months



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# **“Refer a Friend Gets You Great Staff”: Presbyterian Communities of SC**



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# Stay Interviews

# Stay Interviews: Two Parts

## ✦ Quick, informal check-ins:

- Three days
- One week

## ✦ Formal Stay Interviews:

- Two Weeks
- 30 days
- 60 days




# Informal Check-ins

- ✦ Find them when you are rounding.
- ✦ **Know their name.**
- ✦ Ask them how they are being treated.
- ✦ Let them know you are happy they chose to work here.



# Stay Interview Questions

- ✦ How are you feeling about your decision to work here?
  - ✦ How have your coworkers and supervisors been treating you?
  - ✦ Do you feel supported and valued here?
  - ✦ What do you like best about working here?
  - ✦ What do you like the least?
- 

# Stay Interviews Quick Tips

[www.aceltc.org](http://www.aceltc.org) > [Resources](#) > [Resource Library](#)





















South Carolina Long-Term Care Leadership Academy

Join us to strengthen frontline staff retention  
and enhance your home's performance!

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<https://aceltc.org>

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-  [Refer a Friend Tip Sheet. Download](#) (PDF 401 KB)
  -  [First 24 Hours. Download](#). (PDF 108 KB)
  -  [CNA Mentor Program. Download](#). (PDF 80 KB)
  -  [Morale and Engagement Tip Sheet. Download](#). (PDF 134 KB)
  -  [Management Tip Sheet. Download](#). (PDF 125 KB)
  -  [HR Practices Tip Sheet. Download](#). (PDF 139 KB)
  -  [Nurse Leadership Development. Download](#). (PDF 352 KB)
  -  [People Bingo. Download](#). (PDF 109 KB)
  -  [CNA Mentor Programs. Download](#). (PDF 81 KB)
  -  [Stay Interviews Quick Tips. Download](#). (PDF 189 KB)
  -  [Assessment Tools. Download](#). (PDF 533 KB)
  -  [ACE Worksheet Guide 2024. Download](#). (PDF 181 KB)
  -  [More of a Good Thing Online Video Resources. Click Here](#)
  -  [Outliers: Lessons Learned from the Pandemic. Click Here](#)
  -  [Leadership Rounds. \(Download\)](#) (PDF 102 KB)
  -  [Watch List Huddles Quick Tips. \(Download\)](#) (PDF 79 KB)
  -  [QI Closet to the Resident Tip Sheet. \(Download\)](#) (Docx 76 KB)
  -  [More of a Good Thing: Roundtable Series. \(Download\)](#) (PDF 3 MB)



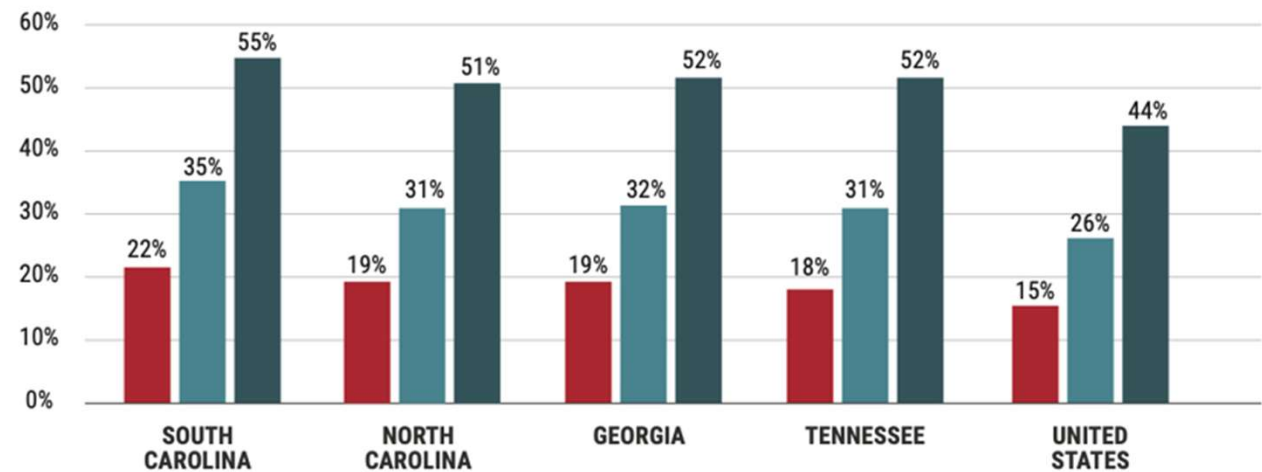
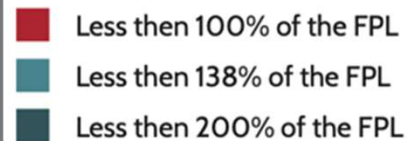
# Supporting Your Low- Wage Earners



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# Poverty & Direct Care Workers

## Percent of Direct Care Workers Living in Poverty by State and Nationally, 2019<sup>29</sup>



Source: PHI, 2020

<sup>a</sup> Affordable housing is defined by the United States Department of Housing and Urban Development (HUD) as housing which the occupant is paying no more than thirty percent of their gross income for housing costs including utilities. For an individual making \$30,000 annually, this translates to roughly \$750 a month.

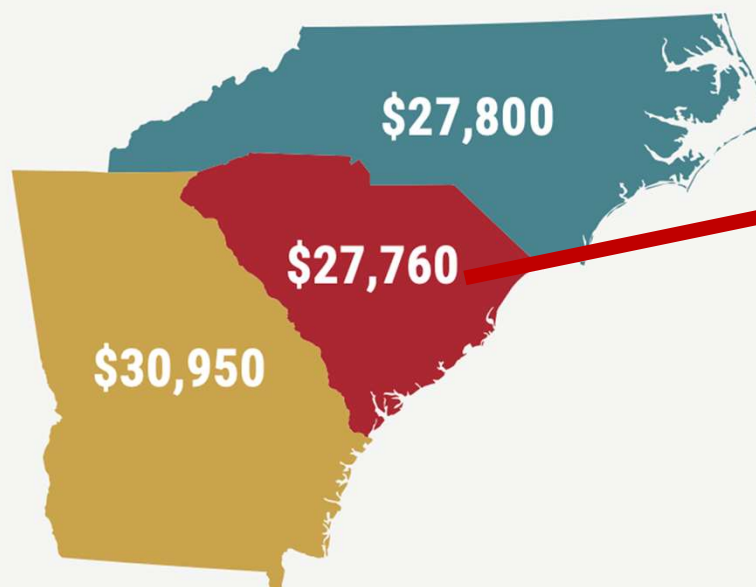


# Nursing Assistant Wages by State 2020



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Nursing Assistant Median Annual Wage  
by State, 2020<sup>77,78,79</sup>



Source: Bureau of Labor Statistics, 2021

*South Carolina*  
*\$27,760 = \$13/hr*

The South Carolina Institute of Medicine and  
Public Health's June 2022 report, Direct Care  
Workforce in Long Term Care Settings  
Recommendations for Recruitment and Retention

# Who are Nursing Assistants in SNFs?

- ✦ More than 9 in 10 nursing assistants are women.
- ✦ Nursing assistants have a median age of 37.
- ✦ While people of color make up 38% of the total US labor force, this group comprises 54% of nursing assistants in nursing homes.
- ✦ Low incomes lead to high poverty among nursing assistants:
  - 13% live in a household below the federal poverty line
  - 2 in 5 (40%) live in low-income households
- ✦ Because poverty rates are high among nursing assistants, 36% rely on some form of public assistance.

# "If We Know, We Can Help"

## PruittHealth – Barnwell, SC



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# Wrap-Around Supports for Low Wage Earners: Investments that Matter to Staff



- ✦ Food:
  - Pantry with free staples (bread, cereal, toilet paper, paper towels)
  - Free/low-cost meals at work
  - Meals to bring home
- ✦ Clothing exchange
- ✦ Back-to-school supplies
- ✦ Medical clinics
- ✦ Free flu and COVID vaccines for staff and family members



## Wrap-Around Supports for Low Wage Earners: Investments that Matter to Staff (cont'd)



- ✦ Tax preparation assistance – claiming Earned Income Tax Credit
- ✦ Opportunity to cash-out paid time off
- ✦ Navigation support for federal, state, and facility benefits
- ✦ Financial literacy in-services
- ✦ Free quality nursing shoes
- ✦ Affordable family health insurance coverage
- ✦ Financial safety net



# Keeping Frontline Workers

- ✦ 1998 Kansas study looked into the causes of **turnover**, **absenteeism**, and **negativity**
- ✦ Findings determined that...
- ✦ *...causes are driven by administrative and organizational culture...*
- ✦ *...and the interpersonal practices and interactions in the nursing home workplace.*

# Dynamics Affecting Stability and Performance



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- ✦ **Kansas Nursing Home Study: Lescoe-Long, 1998**
- ✦ **Intrinsic job satisfaction** among CNAs was **heightened** when their *nurse supervisors possessed good interpersonal skills and promoted aide autonomy* in the daily processes of care.
- ✦ **Turnover rates** among CNAs were **significantly lower** in homes where *nurse supervisors listened and responded to aides' recommendations and involved aides* in resident care plans.

## CONVERSELY:

- ✦ **Poor interpersonal skills and a lack of mutual empathy** among CNAs and their nurse supervisor *affected communication, interfered with informal teamwork*, and were a **root cause of turnover for both aides and nurses**.



# Nurse Leadership Development



# Getting Nurses to Come to Your Meetings



- ✦ Don't expect them to come if they're not on the schedule.
  - Accommodate them and have multiple meeting times
- ✦ Always have food and drinks and allow time for relationship building.
- ✦ Start on time and keep the meetings relatively short.
- ✦ Prompt them and remind them about the meeting.
- ✦ Make it positive, interesting.

# Developing Leadership Skills

- ✦ Schedule Lunch and Learn meetings.
- ✦ Identify the nurses with good leadership skills, ask them questions and let them teach their peers.
- ✦ Get the conversation started with open-ended questions:
  - How do we get the CNAs to do what they're supposed to do?
- ✦ Keep it real – use scenarios to teach.

# Leadership on the Floor: How Two Nurses Start their Day



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*"I gather my staff in the morning and tell them, 'We have to work together. We're like sticks. If we work apart, each of us can be broken. If we stick together, we can't be broken. We've got to stick together to get the work done. And let's have fun doing it.' Then I just pitch in, and we get through the day."*

*"I am overwhelmed by what I have to do when we're working short. If I start doing the CNA's job, I'll never get all my meds passed and my charting done. It's just too much. I'm not going to do the personal care. I just keep my focus on my work and get as much done as I can."*

# How Two Nurses Start their Day: Exercise

- ✦ Pair up nurses and have them discuss this question:  
*"Which nurse reflects how you start your shift?"*
- ✦ Ask each pair to summarize their discussions.
- ✦ Engage the nurses further in sharing their thoughts.
- ✦ Take advantage of teachable moments.

# Closing Thoughts on Leadership

- ✦ By helping others build their leadership skills, you are sharpening your own.
- ✦ There is no "leadership DNA" – like any other skill, the more you learn and teach, the better you become.



# Frontline Supervisor Support Training Series



- ✦ **The purpose of the series is to share necessary skills to boost or reinforce the leadership competencies of frontline supervisors.**
- ✦ Self-paced, online learning series.
- ✦ Seven (7) modules.
- ✦ Pre-test, learning module, post-test.
- ✦ Each learning module (video) is about 10 minutes in length.
- ✦ Brief course evaluation.

# Frontline Supervisor Support Training Series (cont'd)



## ✦ Leadership topics include:

- Building relationships and effective teams
- Qualities of leadership
- Delegation
- Coaching vs. supervising
- Communication wins
- Managing and organizing your day
- Conflict resolution

# Frontline Supervisor Support Training Series (cont'd)



## Data to date:

- 4 organizations have signed up.
- 30 staff enrolled.
- 17 learners have completed the course (57%).
- 94% of enrollees rate the overall experience of the course as "Good" or "Very Good".

***"Leadership is unlocking people's potential to become better."***  
*~ Bill Bradley, American politician*



**Assess People and Act**

# Comprehensive People Assessment

- ✦ Meet with key leaders with a list of all nurses.
- ✦ Rate every charge nurse.
- ✦ Scale of 1–3 for reliability, clinical, and leadership skills.





# Comprehensive People Assessment (cont'd)

- ✦ Focus on the **Triple Crown Winners**.
  - Give thank-you cards.
- ✦ Make plans to develop and retain the highest-rated staff.
- ✦ Scale of 1-3 for reliability / clinical skills / leadership skills.
- ✦ Have conversations – give feedback.
- ✦ Make plans to support lower-rated staff.



# Bad is Stronger than Good

- ✦ Interdependent work yields a larger negative effect.
- ✦ Eliminate the negative.
- ✦ Negative thoughts, feelings, and events produce greater effects than positive ones.
- ✦ Grumpiness, nastiness, and laziness are contagious.

*W. Felps, 2001*



# Theory of Relational Coordination

- ✦ The effectiveness of care and service coordination is determined by the quality of communication among staff...
- ✦ ...which depends on the quality of the underlying relationships.
- ✦ The quality of the relationships reinforce the quality of the communication.

**Important in settings with high levels of task interdependence, uncertainty, and time constraints.**

*Gittell et al, 2008*

# Relational Coordination

I used to think it was only about me and them.  
Now I understand my role.  
***It's about them.***

- ✦ Structure communication systems.
- ✦ Strengthen connections among staff to better coordinate care.
- ✦ Plan fun, interactive events.

# People Paradigm

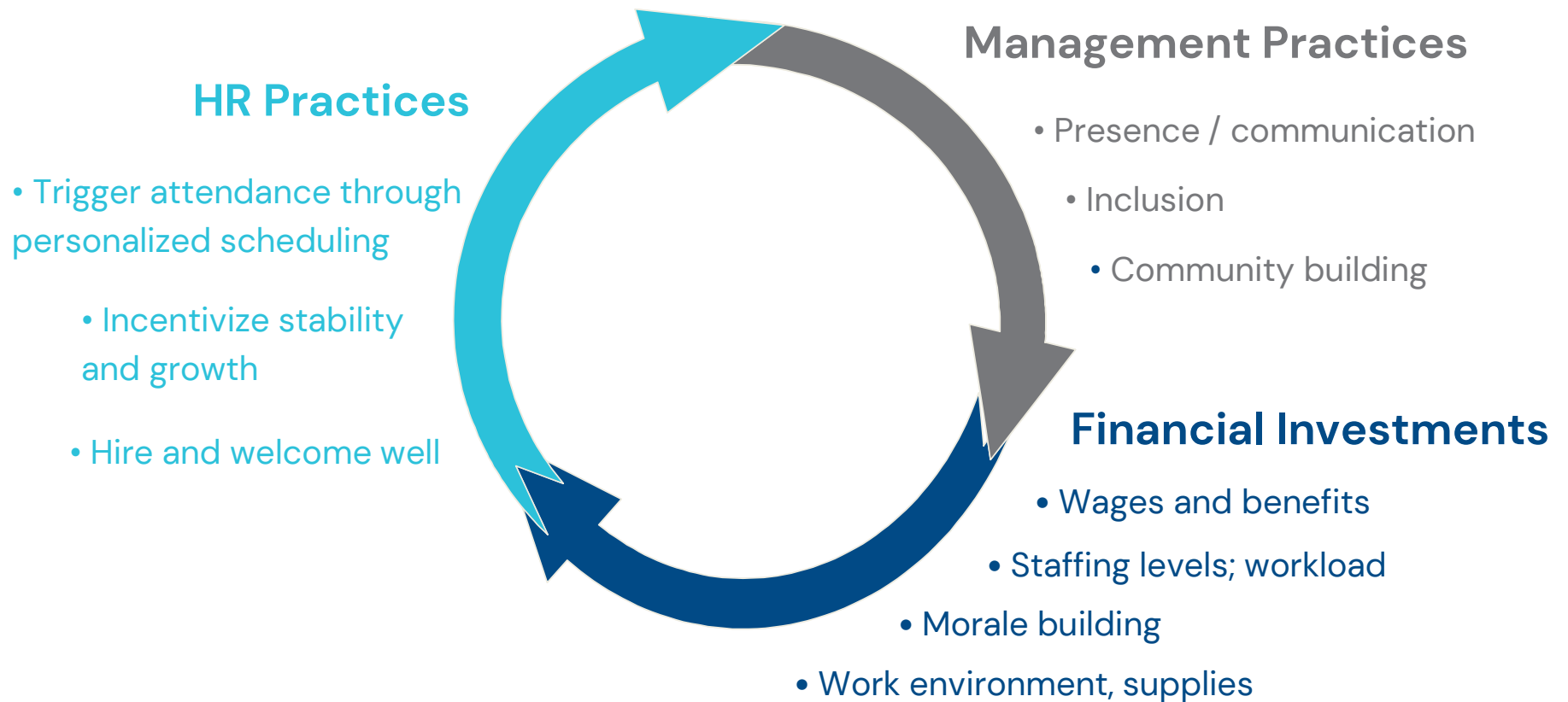
## ✦ Focus on Relationships:

### ✦ Deming:

- Quality, the result, is a function of quality, the process.
- Two essential ingredients to the process:
  1. Leadership
  2. People
- Cannot improve complex, interdependent systems and processes of care until you progressively improve interdependent, interpersonal relationships.



# Mutually Reinforcing High Value Bundle



# Monthly

- ✦ We will bring you an update around the other two programs:
  - Frontline Supervisor Support Training Series
  - CNA Preceptor Turnover Management Program

# Frontline Supervisor Support Training Series



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## ✦ August Update

### ✦ Fifth Module: Communication Wins

- Huddles
- Rounds
- Documentation



# NAHCA CNA Preceptor Program (Turnover Management Focus)



## ✦ August Update

- ✦ This preceptor course has been taught for over 30 years and has a proven track record of improving 90-day retention rate.
  - Importance of attitude: Positive attitudes and its advantages.



# Upcoming

- ✦ Reminders for Zoom sessions will be sent out regularly.  
(from Constellation Quality Health)
- ✦ Reminders to submit your self-reported data.
- ✦ Coaching Session 4: **August 28 at 1:00pm** ET via Zoom (30 mins)
- ✦ Learning Session 5: **September 11 at 1:00pm** ET via Zoom (60 mins)
- ✦ Coaching Session 5: **September 25 at 1:00pm** ET via Zoom (30 mins)

# Learning Session 5:

Wednesday, September 11, 2024, 1 p.m. ET

## Topics:

- ✦ Retention and Recruitment
- ✦ Selection
- ✦ Just Culture





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# Thank you!