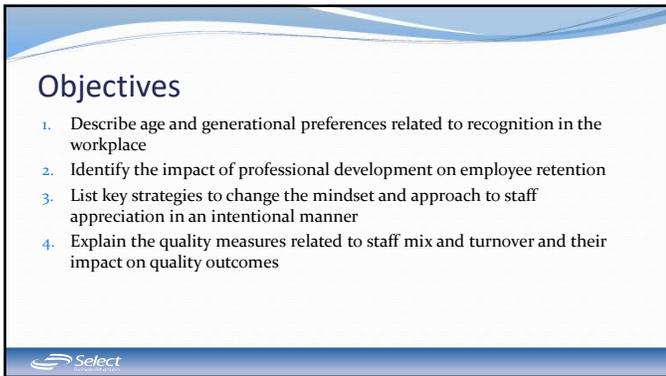
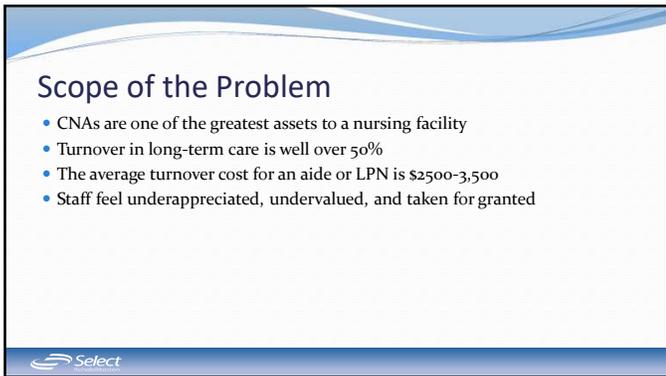


1



2



3

Scope of the Problem

- An individual needs to have a sense of belonging and esteem in order to develop the feeling of self-fulfillment which is the key of motivation
- Recognition and appreciation are instrumental in shaping employees' behavior
- Employees who are recognized and appreciated are less likely to exhibit negative behavior while at work
- Motivation leads to increased productivity and compassion satisfaction



4

Challenges in the Workplace

- Increased workload
- Stricter performance measures
- Less flexibility
- Detachment from the workplace
- Stress and pressure



5

Themes from the Workplace

- Personhood undermined—management-staff relations
 - Importance of being known
- Personhood undermined—workplace policies and practices
 - Work-life balance, full-staffing coverage, supportive human resource practices



6

Retention Begins with Hiring

Reason for Leaving	% of theme	Change from 2010
Type of work	33.1%	+3%
Lack of growth and development opportunities	24.6%	+170.1%
Returning to school	18.4%	-17.4%
No advancement or promotional opportunity	14%	-45.8%
Job security	6.5%	-3.5%
General career reason	3.4%	-3.4%



7

Generational Differences

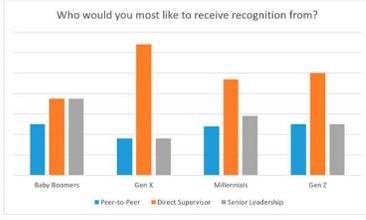
- Baby Boomers (born between 1946 and 1964)
- Generation X (born between 1965 and 1976)
- Millennials (born between 1977 and 1996)
- Generation Z (born 1997 and after)



8

Generational Differences

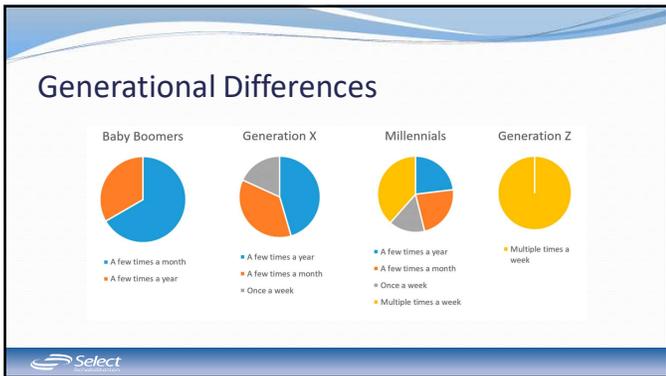
Who would you most like to receive recognition from?



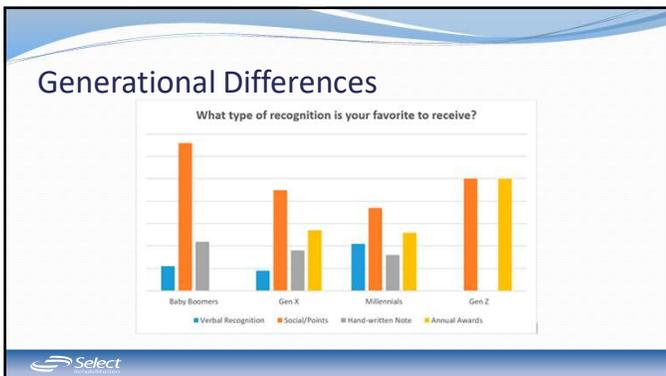
Generation	Peer-to-Peer	Direct Supervisor	Senior Leadership
Baby Boomers	~15%	~25%	~20%
Gen X	~10%	~45%	~15%
Millennials	~15%	~30%	~25%
Gen Z	~15%	~35%	~20%



9



10



11



12

Baby Boomers (1946 and 1964)

Recognition

- Digital can be meaningful, but be sure to incorporate in-person elements, especially for more momentous occasions

Reward

- Traditional workplace rewards
- Health and wellness perks to help them feel continually supported in taking care of themselves



13

Generation X (1965 and 1976)

Recognition

- Private, or in the company of a small group
- Desire for autonomy and independence

Reward

- Work-life balance — give back some personal time
- Improvements in quality of life outside the workplace



14

Millennials (1977 and 1996)

Recognition

- Digital and online platforms
- Frequent feedback – without it, they may feel they are doing something “wrong”

Reward

- Experiential rewards
- Connection to a larger purpose



15

Generation Z (1997 and after)

Recognition

- Regular recognition — not because they're entitled, but because they're used to it

Reward

- Practical
- Moral compass driven toward important social causes



16

Show Appreciation

- Make it a top priority
- Create a positive and rewarding work culture
- Tap into creativity
- Promote strong attachments to the clinical team
- Appreciate their unique skills



17

Show Appreciation



- Recognize that they have something to say
- Recognize their need to connect
- Recognize them as valuable resources
- Recognize longevity
- Recognize the need for accountability



18

Grow Employee Happiness

- Share Your Vision
- There's Always Room To Grow
- Soliciting Feedback Isn't Enough
- First-class Benefits
- Compelling Culture




19

Make Fun a Priority

"Fun is one of the most important and underrated ingredients in any successful venture" -- Richard Branson

- Fun is the opposite of jargon and empty marketing language
- Get out of your comfort zone
- Whatever gets you laughing doesn't just get you through the day, it makes us better at our jobs
- Loosen up





20

Think About Needs

- Extra money by merit
- Leaders showing up with gratitude
- Finding some flexibility
- Benefits
- Competitive wages




21

Post-Pandemic Strategies

- Healthcare leaders are implementing a variety of measures to attract and retain staff
 - Higher salaries
 - More flexible work schedules
 - Sign-on bonuses and relocation packages
 - Loan forgiveness
 - Tuition assistance
 - Incentives for pursuing certifications and other career development opportunities
 - Enhanced benefits, such as better retirement plans and child care discounts



22

Professional Development

- Healthcare changes rapidly
- By providing your clinicians with access to ongoing continuing education (CE) and continuing medical education (CME), you are enriching the skills, knowledge, and experience they need to advance in their career while also improving care and contributing to the success of your organization.
- In addition to meeting CE and CME requirements, there are always those clinicians who enjoy learning simply to accumulate new knowledge and skills to stay current in their field and practice



23

Budgets are Tight

- Free meals
- Support groups to manage stress
- Mental health days
- Mental health & wellness support




24

Develop a Leadership Pipeline

- Provide management and leadership training to expand employees' opportunities to grow
 - Project management
 - Time management
 - Collaboration and teamwork
 - Providing effective feedback
 - Hiring and interviewing best practices
- Develop administrative and technical skills, including
 - Microsoft Excel
 - Microsoft Word
 - Electronic health records (EHR) system training
 - Internal systems training



25

Competency Assessment

- Not just during onboarding
- Assessing staff can help you develop career paths and better identify employees to promote from within
- Assessment helps to engage staff, improve performance, and ultimately, improve care delivery and outcomes



26

Improve Recruiting and Onboarding

- Must look beyond "filling positions"
 - Sign-on bonuses
 - Tangible benefits
 - Well-organized onboarding




27

Adopt Scheduling Best Practices



- Adequate staffing and proper scheduling are critical to improving employee retention in healthcare
 - Flexible scheduling
 - Self-scheduling
 - Data analytics



28

Prevent Employee Burnout

- Burnout can lead to poor care quality, and overwork and exhaustion can lead to medical mistakes
 - Adequate staffing and scheduling
 - Prepare staff for risk of burnout
 - Focus on patient care, not paperwork
 - Improve technology
 - Treat burnout




29

Invest in Employee Engagement

- Employee engagement is a key indicator of job satisfaction
 - Coaching and mentoring programs
 - Encourage continuing education and certification. This can help your staff:
 - Job satisfaction
 - Salary
 - Peer respect
 - Patient satisfaction
 - Employee-led initiatives and autonomy
- Address social barriers to work

Not sure?? Ask your staff!!



30

Retention Strategies

- Warm welcome for new staff
- Effective training
- Follow safety standards
- Stipends for necessities
- Relocation assistance



31

Retention Strategies

- Improved paid time off
- Scheduling options
- Wellness perks
- Food and beverages
- Tuition assistance and reimbursement



32

Retention Strategies



- Pay raises and appreciation bonuses
- Referral bonuses
- Sign-on and longevity bonuses
- On-demand pay
- Gather and implement feedback



33

Climate of Celebration, Appreciation & Recognition

- Conduct regular climate surveys
- Engage in appreciative inquiry
- Use strength-based assessment and evaluation processes
- Provide systematic professional development
- Actively call out bullying and incivility



34

Do Your Staff Have A Reason To Stay?

- What is our turnover rate?
- What opportunities for development do we currently offer?
- What can I do to foster an environment that encourages time for learning?
- What does my organization's succession plan look like?
- Are we prepared for the future?
- Which of my employees could qualify for a promotion if I could help them develop their skills?



35

Staffing Measures

- Case-mix adjusted total nursing hours per resident day (registered nurse (RN) + licensed practical nurse (LPN) + nurse aide hours) for a quarter averaged across all days (weekdays and weekends)
- Case-mix adjusted RN hours per resident day for a quarter, averaged across all days (weekdays and weekends)
- Case-mix adjusted total nursing hours per resident day (RN + LPN + nurse aide hours) for a quarter averaged across all weekend days (just Saturdays and Sundays)



36

Staffing Measures -- Turnover

- The percentage of total nursing staff that left the nursing home over a twelve-month period.
- The percentage of RNs that left the nursing home over a twelve-month period.
- The number of administrators that left the nursing home over a twelve-month period.



37

PBJ Job Codes

- RN hours: Includes RN director of nursing (job code 5), registered nurses with administrative duties (job code 6), and registered nurses (job code 7).
- LPN hours: Includes licensed practical/licensed vocational nurses with administrative duties (job code 8) and licensed practical/vocational nurses (job code 9)
- Nurse aide hours: Includes certified nurse aides (job code 10), aides in training (job code 11), and medication aides/technicians (job code 12)



38

Case Mix Formula

- CMS calculates case-mix adjusted hours per resident day for each facility for each staff type using this formula:

$$\text{Hours Adjusted} = (\text{Hours Reported} / \text{Hours Case-Mix}) * \text{Hours National Average}$$


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Turnover Measures

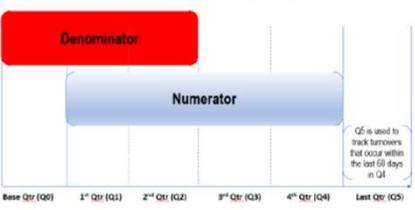
Specifically, below are the definitions that are used for the staff types included in the turnover measures:

- RNs: Includes RN director of nursing (job code 5), RNs with administrative duties (job code 6), and RNs (job code 7)
- Total Nurses: Includes RN director of nursing (job code 5), RNs with administrative duties (job code 6), RNs (job code 7), LPNs with administrative duties (job code 8), LPNs (job code 9), certified nurse aides (job code 10), aides in training (job code 11), and medication aides/technicians (job code 12)
- Nursing home administrators (job code 1)



40

Figure 1: Time Period Used for Calculating Turnover Measures




41

Exclusions

- Nursing homes that failed to submit staffing data or submitted data that are considered invalid
- Fewer than five eligible nurses in the denominator
- Nursing homes with 100 percent daily total nurse staffing turnover for any day in the six-quarter period on which there were at least five eligible nurse staff
- Nursing homes that submitted no administrator data for one or more of the six required quarters
- Nursing homes that submitted PBJ data suggesting an erroneously high number of administrators



42

Scoring Rules

- For case-mix adjusted total nurse staffing and case-mix adjusted RN staffing, a maximum of 100 points is assigned
- For case-mix adjusted total nurse staffing on the weekends, a maximum of 50 points is assigned
- For total nurse turnover and RN turnover, a maximum of 50 points is assigned
- For administrator turnover, a maximum of 30 points is assigned



43

Table 3
Point Ranges for the Staffing Rating (maximum possible score = 380 points)

1 star	2 stars	3 stars	4 stars	5 stars
< 155	155 - 204	205 - 254	255 - 319	320 - 380

Note: These cut points are applied after any necessary recoding of the staffing score to have a maximum possible value of 380 points. The recoded score is rounded to the nearest integer. Cut points for each of the six measures that contribute to the total staffing Score are shown in Appendix Table A2.



44

Beyond the Pizza Party

“Exceeded expectations,” “Customer satisfaction,” “Staff Development”

What do these even mean??

Pizza is great ... but not for appreciation and retention!




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