Recruitment & Retention
Staffing in Assisted Living

Presented by
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Objectives

• Understanding the Work Force in AL Setting
• Recruitment Strategies
• Retention Strategies
• The Importance of a Good Orientation Program
• Empowering Clinicians through Skills Development
• Assess your staff competencies to meet your acuity level
• Including Staff Satisfaction as a QAPI measure
• Utilizing Vendors for skill enhancement
Direct Care Workers

• Provide the bulk of clinical services in any healthcare setting
• Labor costs are the largest part of the budget
• Direct influence on customer satisfaction
• Influence your value
Staffing Statistics Direct Care Workers

• Disproportionally female- 4 of 5 Senior Living workers are female
• 70% of management positions are held by females
  • 17% of which are African-American females
    • Higher than the national average
• Direct care workers are less likely to be married
  • 41% vs. 51%
• More likely to be single parents
  • 13% vs. 9%
Staffing Statistics Direct Care Workers

- African, Philippine and Caribbean workers make up 10% of the Senior Living workforce
  - Double that of the rest of the nation
- The Direct Care workers in Senior Care are younger than in other industries
- Management positions in Senior Care are generally older individuals
  - 42% of the Senior Living workers 50 and older are in management positions
  - Only 12% of management staff are 30 years old or younger
Motivating Staff

• Consider the position you are filling
  • Younger workers have different rewards than older workers
    • Salary vs. time off (PTO)
    • Consider the family dynamics for direct care workers (single parent)
  
• Don’t assume what motivates them, ask them!
Millennials

• Completely different reward system and motivation
  • Affinity for comfort with technology
  • Positive attention from parents and teachers
  • Structured supervised childhoods
  • Unusual respect for authority and acceptance of ‘rules’
  • Multitaskers
  • Drive to communicate
  • Sense of optimism

• More loyal to the work team than to employer
Multicultural Approach

- Recruitment
  - Advertising, recruiters
- Retention
  - What do they need to stay
- Reward systems
  - Positive reinforcement, celebrations/recognition, time off, bonuses
Recruitment Strategies

• Consider what most employees want from any position:
  • Challenging work
  • Chance to gain new skills
  • Tasks that use your skills and knowledge
Recruitment Strategies

• What are you recruiting for
• What will this person be doing
• Be upfront about duties

• #1 Challenge is retention of direct care workers
Recruitment Challenges

- Shortage of various staff positions in the area
- Lack of qualified staff
- Acute care elitism
- Increasing acuity
- High attrition rates
Succession Planning

• Passing the NCLEX only provides basic nursing knowledge
• Additional skills required include
  • Critical Thinking
  • Judgement
  • Using the reasoning process to apply nursing standards
• Age brings experience, interpersonal skills and effective communication
Basic Nursing Skill Set

- Clinical judgement
- Communication skills
- Organization
- Delegation
- Prioritization
- Assertive leadership
Leadership

• Strong leadership skills aren’t enough
  • Core vision or mission
  • Sets standards and holds accountability
  • Listen to their staff
  • Visible on the units
  • Value contributions of others
  • Open to new ideas
Employee Engagement

• Engaged employees have better retention rates
  • Temkin Group 5 I’s of Employee engagement
    • Inform
    • Inspire
    • Instruct
    • Involve
    • Incent
  • Engaged employees are 2.5 times more likely to stay or work late
Orientation is Key

• Empowering staff through skill development

• Can this nurse:
  • Recognize patient problems
  • Manage the problem
  • Solve the problem appropriately

• Avoid ‘floating’ or deployment until oriented fully

• Supervisory staff oversee new employees frequently
Critical Nursing Skill

• Root Cause Analysis
  • 5-Why’s?

• Without identifying root cause, problem is likely to resurface
Competency

• Acuity review-increasing acuity in AL
• Skill competencies must match acuity levels
  • Assess and develop appropriate training and education
• Add medication reconciliation as a skill
  • Major cause of rehospitalizations and poor transitions of care
Skills Development

• Small budgets for education in AL
  • Utilize your vendors
    • Respiratory/pulmonary education from oxygen vendor
    • Medical director
    • APRNs
    • Rehabilitation provider
    • Pharmacy representative
Quality and Performance Improvement

• Track quality and monitor success and performance regularly
• Quality monitoring will identify problems early
• Involve the whole team in Quality Assurance and Performance Improvement (QAPI)
Staff Satisfaction is a Quality Measure

- #1 cost in healthcare is labor
- Labor turnover/attrition increases costs
- Happy staff will not leave
  - “staff leave their supervisor not their job”
  - Foster respectful, working relationships with staff
- Staff satisfaction surveys
- Implement a system to track prior to problems
Supporting Staff Satisfaction

• Job concerns/Job rewards
  • Helping others
  • Challenge
  • Salary
  • Recognition
  • Decision making
  • Supervisor support

• NCAL study 2016 found that increased staff satisfaction in AL resulted in increased satisfaction among residents and families
Performance Evaluations

- Make performance improvement part of the evaluation
- Identify skills to obtain or enhance
- Plan to provide educational opportunities on these subjects for all staff, not just this employee
#1 Quality Measure

- Rehospitalizations
  - CMS focus is on treating in place
  - Hospitals, nursing homes, home health penalized
  - Consider managing this measure to improve relationships with ‘upstream’ users
References

• Argentum Quarterly: A Socioeconomic Portrait of Today’s HealthCare Worker -2016, US Census Bureau

• Measuring Long Term Care Work: A Guide to Selected Instruments to Examine Direct Care Worker Experience and Outcomes-April 2005, Institute for Future Aging Services
Questions?
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