

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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