Staffing Issues - Turnover & Enhanced Competence

Christine M. Osterberg RN BSN
Senior Nursing Consultant
Pathway Health

Objectives

• Identify key components of employee satisfaction.
• Implement ‘block’ staffing to reduce absenteeism.
• Develop an effective orientation program to retain new hires.

Big Picture

What Do Employees Want?

• They may have colleagues who disappear for unscheduled breaks
• Colleagues may not speak respectfully to residents or other staff

Your Presence Requested

Participate / observe during the change of shift report to understand staff communication & any risks or concerns influence the type of information offered during this important transition.
Setting a Good Example

Your presence raises the level of professionalism of your staff & keeps you in touch with the realities of day-to-day care.

Workers can observe and practice your style of interacting with the residents and their families.

QAPI ALERT! Organize

• MARS, TARS, Care Cards and anything that could use tabs to make information easier to find
• Put file drawers, cupboards, & closets on a routine clear out & organization schedule
• Set up storage areas based on recommendations from those who access them

Promote Communication

• If departments do not currently interact well, your culture will need to change
• Coaching in teamwork and better ways of working together when interdepartmental issues come up will improve the work environment and reduce stress
Approach Through Resident Focus

- Working well together will positively affect care and services
- Use the QAPI process to address concerns

Coordinate Dementia Services

- All staff are not comfortable in working with residents with dementia
- Give your care givers education and practice in working with residents with dementia
- Identify staff members who work well with confused residents & have them share their insights

Give Staff More Control

- Your staff become experts over time
- They routinely make important judgment calls on the job & at home
- They need support & respect to do their best work
Implement ‘Block’ Staffing to Reduce Absenteeism.

Staffing

CMS now limits four-star staffing ratings to facilities that score four stars on either (or both) the registered nurse (RN) component or the staffing categories.

A facility cannot receive a four-star staffing rating if either of the individual measures is three stars.

Prior to this recalibration of the Quality Measures, CMS awarded four-star staffing ratings to facilities that scored three stars on both the RN and staffing categories, the two components of the publicly-reported staffing measure.

Consistent Assignment

- Residents have the same CNAs & nurses caring for them every day whenever these staff are working.
- Rotating assignment means that CNAs & nurses rotate to different groups of residents after a period of time, whether daily, weekly, monthly, or even after 3 months.
- Best practice is consistent assignment for housekeeping, activities, social services & therapies as well as CNAs & nurses.

Pioneer Network Starter Toolkit - Engaging Staff in Individualizing care
Start Small

- Select a team to develop & pilot the system
- This team will work out the inevitable questions & quirks
- Their problem-solving skills improve your practice

First Thing – Know Resident Needs

Fairness and compatibility demands worker involvement in setting up assignments

Have the team rate residents according to physical & non-physical factors to achieve workload balance

Pioneer Network Starter Toolkit-Engaging Staff in Individualizing care

Set Up Assignments

<table>
<thead>
<tr>
<th>Res Name/Room</th>
<th>Physical Care ADLs</th>
<th>Non-Physical Dementia, Mood, Behaviors</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Other Considerations

- Staff strengths and limits
- Resident preferences
- Set up primary and back up CNAs
- Double rooms may be split according to needs

Important Features

- Consistent break and meal times
- Interdisciplinary department heads assist at high volume and intensity times (All hands on deck.)
- Monitor workloads and changes to maintain balance

Four On / Two Off

<table>
<thead>
<tr>
<th>CNA</th>
<th>M</th>
<th>T</th>
<th>W</th>
<th>Th</th>
<th>F</th>
<th>Sat</th>
<th>Sun</th>
<th>M</th>
<th>T</th>
<th>W</th>
<th>Th</th>
<th>F</th>
<th>Sat</th>
<th>Sun</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joan</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>off</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>off</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Karl</td>
<td>2</td>
<td>2</td>
<td>off</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Ann</td>
<td>off</td>
<td>off</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>off</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>off</td>
<td>2</td>
<td>off</td>
</tr>
</tbody>
</table>

Joan has assignment 1
Karl has assignment 2
Ann has assignment 1 for two days and assignment 2 for 2 days
The pattern is four days on and 2 days off
Note the difference compared to every other weekend off
Assignments are permanent to cover 56 hours per week per shift. (7 days x 8 hours)
One 32 hour; one 24 hour staff - they alternate weekend coverage

Goals for Orientation
What part does your current staff play in new hire orientation?
Do they know the content?
What do they think of it?
Does orientation reflect current practice?
Low turnover facilities
• Less odors
• Residents clean, well-groomed
• Fewer behavior concerns
• Residents appear relaxed
• Call lights answered promptly

Common Causes of Turnover
For all newcomers
• Feeling isolated or unwelcome, unsupported
• Unprepared for the workload
• Inadequate orientation period

For the most recent workforce - Generation Y
No precise parameters have been pinned down for the birth years of Generation Y.
Most experts use 1980 as the starting point and 2001 as the endpoint.
**Appreciate Their Gifts**

- Y’ers like to be entertained & stimulated.
- Highly adaptable & adept at multitasking, they get bored easily.
- They’re progressive thinkers, able to process information quickly.
- Eager to embrace change, they’re constantly looking for new approaches & seeking the next challenge.

*The 4-Generation Gap in Nursing* Laura A. Stokowski, RN, MS  April 11, 2013

---

**Leaders Are Open to New Ideas**

- They also have high standards & excel at teamwork.
- Although Y’ers respect older people, they’re not awed by them—or by anyone.
- Many have a sense of entitlement & may expect others to take care of things for them.
- They prefer community, patience, trust, & action to what they perceive as the Baby Boomers’ narcissist, argumentative bent.

*The 4-Generation Gap in Nursing* Laura A. Stokowski, RN, MS  April 11, 2013

---

**Challenges For Younger Staff**

Many of their coworkers are likely to be Baby Boomers, which could set the stage for generational clashes.
### The 4-Generation Gap in Nursing

<table>
<thead>
<tr>
<th>Generation</th>
<th>What They Want</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Traditionalists</strong></td>
<td>Less demanding schedules (part-time; day shift); limited stress or workload</td>
<td>Use a personal touch; provide traditional rewards; use as mentors; offer less physically demanding positions</td>
</tr>
<tr>
<td><strong>Boomers</strong></td>
<td>Recognition - experience &amp; excellence; positive work environment; good pay and benefits; continuing education</td>
<td>Personal recognition; find opportunities to share expertise (precept, mentor); encourage &quot;gradual retirement&quot;</td>
</tr>
<tr>
<td><strong>Xers</strong></td>
<td>Senior advancement; shared governance; autonomy and independence; work/life balance</td>
<td>Provide opportunities for skill development and leadership; involve in decision-making; avoid micromanaging</td>
</tr>
<tr>
<td><strong>Millennials (Y'ers)</strong></td>
<td>Meaningful work; stimulation, engagement, involvement;predicting; skill development; networking and mentoring; imminent for promotion; &quot;move up or out&quot;</td>
<td>Encourage teamwork; offer a supportive work environment; provide feedback; access to social networks; build on technology strengths; develop skill base</td>
</tr>
</tbody>
</table>

---

**Develop A Dynamic First Impression**

Interactive, creative engagement makes a difference

Have everything available for the first day—answer all questions, be welcoming

Introductions are important

MENTORING IS CRUCIAL

---

**Set Mentoring Standards**

Who supports your Vision, Mission, & demonstrates best practice?

Take volunteers

Know your staff well enough to identify their skills
All Department Heads Meet

Your new employees:
• Welcome them as the valuable resource they are
• Promote interdisciplinary communication
• Solicit feedback

Mentor the Mentors

• Have routine feedback sessions
• Assure that they know orientation material & support it

No Surprises

• Conduct new hire surveys or interviews
• Scavenger hunts for new hires
• "What's wrong with this picture?"
• Ask current staff for orientation content
• Avoid lecturing
WORKPLACE BULLYING:


EMPLOYEE SATISFACTION:

- Eleanor Feldman Barbera, PhD, is a speaker and consultant on psychological issues in long-term care, and author of the forthcoming book, *The Savvy Resident’s Guide: Everything You Wanted to Know About Your Nursing Home Stay, But Were Afraid to Ask*. For more information, visit Dr. Barbera’s website, [www.mybetternursinghome.com](http://www.mybetternursinghome.com).
Resources

Coaching how-tos

Block scheduling
• [http://gerontologist.oxfordjournals.org/content/47/3/323.short](http://gerontologist.oxfordjournals.org/content/47/3/323.short)