Recruiting & Retention
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Objectives

• Apply Best Practices in staff employment and retention
• Recognize what it takes to recruit and retain excellent staff
• Understand employment trend in the industry
Job Outlook ~ Registered Nurse

- Number of Jobs in 2012 2,711,500
- Projected growth 2012-2022 19%

US Bureau of Labor Statistics

Job Outlook ~ LPN/LVN

- Number of Jobs in 2012 738,400
- Projected growth 2012-2022 25%

US Bureau of Labor Statistics
Job Outlook~ **Home Health Aide**

- Number of Jobs in 2012: 875,000
- Projected Growth 2012-2022: 48%

US Bureau of Labor Statistics

Job Outlook~ **Personal Care Aide**

- Number of Jobs in 2012: 1,190,600
- Projected Growth 2012-2022: 49%

US Bureau of Labor Statistics
Job Outlook ~ Physical Therapist

- Number of Jobs in 2012: 204,000
- Projected Growth 2012-2022: 36%

US Bureau of Labor Statistics

Job Outlook ~ Speech Therapist

- Number of Jobs in 2012: 134,100
- Projected Growth 2012-2022: 19%

US Bureau of Labor Statistics
Home Care and Hospice Job Outlook

• You might ask “Why Should I care? We still have applicants coming in the door...”

• You might today but if you don’t put effort into this side of your organization you won’t for long.

• Increased demand is not our only worry

Attrition

• Don’t forget the revolving door

• Attrition rate for aide level workers is 40%-65%

Wall Street Journal Aug2014
Fazzi

If you were unsure whether these predictions are really playing out, this from the Fazzi Newsletter a week ago:


• This number doubled the average year to date number in 2015.

Fazzi Newsletter June 2015

My Favorite Home Care Proverb

He Who Has the Employees....

Wins the Game
Where To Begin the Process

**SWOT Analysis for Recruiting**

- What Are Our Strengths as an Employer?
- What Are Our Weaknesses?
- How Do We Compare to Our Competitors?
SWOT Analysis for Recruiting

Checklist of items to consider:
• Pay
• Benefits
• Training
• Reputation
• Advancement Opportunities
• Forecasted Growth
• Technology
• More...
• Sign on Bonus
• Retention Bonus
• Other Bonuses
• Regular Salary Increases
• Paid Tuition

How DO I Know?

• How can I tell how my company looks to prospective employees?

• Look where they look!
When I say Glass Door

What do you think of?

glass door
An Inside Look at Jobs & Companies

Reviews
Salaries

Interviews
Summary of Glassdoor

• Employee posted reviews of your company

• Employee posted Salaries

• Applicant posted reviews of their interview with your company, including toughest question

• Job Opportunities

Other Social Media Outlets

[Facebook logo]

[LinkedIn logo]
Keys to Recruiting

• Find the Best People First, Train them later

• If you find a gem but you have no opening...look for a way to bring them in to your organization

Keys to Recruiting
Tips for Getting it Right
Keys To Recruiting

• Gather info on your organizational presence

• Identify job positions needed

• Identify qualities needed for those jobs

• Identify recruitment methods for your target

• Launch

Identify Job Positions Needed

• Which Position will advance or complete your organizational landscape?

• Accurate Job Description

• Accurate Understanding of the Skill Set Required

• Accurate Understanding of the Talents Required
Identifying Necessary Talents

• What Strengths do Others in the Position have?

• Consider the Setting

• Consider the level of Interaction

Keys to Recruiting

• Use Your Website for Recruiting

• Candidates may find your job by looking elsewhere but your website may be the first place they look to research your organization.

• Be sure your goals, mission and service line resonates with them.
Keys to Recruiting

• Hire For Core Strengths

• Don’t expect to train necessary traits into them later.

Keys to Recruiting

ALWAYS Check References
Keys to Recruiting

Don’t Fall in Love With the Mirror

Keys To Recruiting

• Everyone’s an Interviewer!

• Use Thoughtful Screening methods

• Phone screen
Keys To Recruiting

• Keep Your Recruitment Ads Fresh
• Tell Them What You Do Want
• Tell Them What You Don’t Want

Keys To Recruiting

Check Applicant’s Credit Report
Keys To Recruiting

Make Friends With Your local Schools and Training Centers

Keys To Recruiting

• Engage Your Current Staff in the Search

• Consider an employee bonus program
Keys To Recruiting

Always Look Within First

Launch
Your search is ON
Keys To Recruiting

Consider:
• Colleges
• Vocational Schools
• Other Training Centers
• State Databases
• Your Staff
• Your Travels

Once They Apply

• Give a Realistic Job Preview

• Job description on point

• Tell them the major frustrations of the job

• Especially if the new employee will spend time training with the exiting employee...the new employee is going to hear it anyway. Let them hear it from you first.
Onboarding Process

• Standardize

• Detailed plan for how long to spend on each aspect

• Give new employee a copy so they can identify major aspects of the position and so they can recognize how far they’ve progressed at each step

• Assign a mentor

• Schedule feedback sessions

You’ve Hired Another Gem!
They are Hired Now… How Do You Keep Them?

Hiring the right person in the right position at the right time is both art and science. Keeping them requires the same finesse. Let’s look at the data.

Survey Says…

The #1 reason employees leave jobs is a poor relationship with their immediate supervisor. (The Gallup Organization)
Beliefs

89% of managers believe employees leave for more money

Reality

88% of employees leave because of the culture, the manager or the work environment.

(The 7 Hidden Reasons Employees Leave)
The Data Says:

- Employees are feeling disengaged
- Manager – Employee relationships are what makes or breaks your ability to retain excellent employees
- Feeling Valued is important
- Money is not the main issue
- Satisfaction in work influences job longevity
- Work safety is a growing concern

Biggest Home Health Employees are Registered Nurses

- Currently, there are just over 3 million registered nurses in the US, 85% are actively working.

- Approximately 44.7% of the total is 50 years of age or older (HRSA 2010). This is nearly half the entire nurse workforce.

- Even before passage of the Affordable Care Act of 2010 (ACA), there was a projected shortfall of half a million registered nurses needed in the US by 2025

- The aging workforce would ordinarily suggest a large number will retire now, the recessions in the past decade have delayed the retirement of older nurses.
The Demand for Nurses
Simply meeting the demand for nurses is only part of the challenge. As health care shifts the need for nurses, Expectations of young people entering the health care and nursing field differ significantly from those who supervise them.

Research Shows
In a summary of the empirical literature research showed there are specific and meaningful things nurses want in job or career

- opportunities to develop professionally,
- autonomy in practice,
- participative decision-making processes, and
- fair reward and pay for work undertaken
Before We Explore How to Keep Employees Let’s Talk Money

The Cost of Leaving and Staying

*Best tip:* Keep the staff you have and hire on a consistent basis
Nurse Turnover Costs

- Estimates for RN Turnover are between $25,000 and $65,000 for each position left and hired
- Costs vary by the method of classification categories and how separation of direct and indirect costs are identified.

Nurse retention has become a workplace priority

- Recent studies reporting the cost to replace one nurse have caused hospitals and other providers of care to refocus energy and money to retain nurses.
Retention is Key to an Agency’s Success

One-size-fits-all retention programs do not address the priorities and expectations of the four different generations of employees found in today's workplace.

Employee Expectations by Generation

- Baby Boom generation, hippies (subculture) **Born between** 1946-1964
- **Defining characteristics**: Among their defining experiences were the first space flight, the assassination of John F. Kennedy, and later, the Vietnam War and Watergate. Boomers value work

- **Challenges**: They're rapidly getting older and retiring, and not all of them have saved up enough to be able to do so. Those who are still working, or are forced to work by their financial situation, face an unfortunate bias from employers.
Gen Xers

• Also known as: Baby busters, the MTV generation  Born between 1965-1981

• Gen Xers are more independent and value their own career over organizations.

• They value autonomy and freedom at their jobs, and are not as work-centric as older generations, they're the first generation to fully embrace the Internet.

• Challenges: The older members of Gen X are currently at the top, or near the top of many organizations. As more and more Baby Boomers retire, they'll have to foot the bill, and that bill's getting ever larger.

Millennials

• Gen Y, Born between 1982-2004

• Grew up during a time of economic prosperity, then many entered the workforce during a recession. Saw rapid advance of technology, particularly the Internet.

• They expect advancement and don't expect to stay organization for very long

• Prefer technology to interaction

• Challenges: Facing a particularly difficult job market

• Many recent graduates can't get a job outside of retail and hospitality, let alone in their current major.
Differences in Generational Nurse Retention

• New graduates have shown that personal attention from the manager and input into hospital decisions appeal to the 27-40-year-old (Generation X)
• RN’s identified decreasing long hours and physical demands as priorities for the senior nurses over age 40 years of age

Retention of All Employees

The key to retention is creating and keeping an environment where all of the generations feel welcome and valued.
The Three Keys to Retention

• Relationships
• Value
• Engagement

Create a Plan for Retention

Start with relationships
The First Key to Retention -

Relationships with Manager

- The relationship between staff and supervisor is a critical one for retaining employees
- 88% of employees leave because of the job, the culture, the manager or the work environment.
- All of the generations want to work for a "people person."

Managers...What Employees Want

- Nurses and other staff want to be able to depend on their manager for support
- The younger generations want to be managed by a team player, who values their participation on the work team who offers praise and gratitude sincerely and regularly.

- The 40+ group focus on respect is consistent with previously reported values of more senior nurses.
Retention Skills for Managers

• Transformers: Nurse managers need to transform management skills into leadership behaviors
• Effectively communicate interest in developing staff potential
• Encouragement: Encouraging staff participation in decision making, and express respect for individual effort and achievement, are skilled needed
• Different Strokes for Different Nurses: An essential nurse manager skill will be the ability to manage each generation's needs and demands.
• Reinforcement: Nurse managers must see positive reinforcement on a daily basis as a skill essential to effectively retaining younger staff.
• Lead Teams: Attention to leading the intergenerational workplace must be part of the ongoing development of current nurse managers

Leadership’s Role
Manager’s Success Depends on Training

• Manager training and development for both new and current managers must include
  • Having generational awareness,
  • Use of positive reinforcement,
  • Good time management skills
  • Excellent customer service (focusing on the staff nurse as the nurse manager's customer)
  • Competent in conflict resolution
### Gallup Talks Leaders and Managers...Strengths

- Organizations that hire managers based on their natural talents and then enable those people to turn their talents into strengths are better positioned for success.

- As part of this, leaders must equip their managers with the tools and resources necessary to identify and develop their individual strengths.

- But leaders must also understand their direct reports' strengths and know how those strengths play out in specific tasks and responsibilities.

- They should then mold managers' jobs to best allow them to make the most of those strengths.

(Amy Adkins Gallup 2014).

### Creating Managers for The Future

- Begin manager development early. Home Health Agencies must develop a system for identifying potential managers and advance them to manager training early in their career.

- This action will offer encouragement to younger nurses to stay with the agency

- It provides a pool of potential managers to replace those who will be retiring in the near future
Value

43% of workers report that they do not feel valued by their employers.

(CareerBuilders.com)
The Second Key to Retention: Employees Want to Feel Valued

Embark on a positive reinforcement campaign by showing respect and recognition of staff nurses.

- The need for respect by staff nurses seems to hinge on being treated as a value-added part of the health delivery system. Do not take any shift, any area, or any group for granted.
- Use a variety of methods to reinforce behaviors: emails, text, notes.
- Positive reinforcement messages at frequent intervals may lead to higher satisfaction levels for both the manager and the staff nurses.

Value Through Staff Empowerment

- Set up at least one staff nurse governance model to provide input and to act as a buffer between administration and staff nurses.
- Unionized agencies may be able to move beyond the adversarial interaction system by focusing on positive, mutually beneficial outcomes.
- Nonunion environments have the opportunity to capitalize on the positive aspects of seeking staff input without introducing extraneous adversarial elements into the dialog.
- Clearly identify the model’s role and goals.
- Seek input in solving agency problems and provide feedback when recommendations cannot be met.
- Define specific outcomes for the model each year. When they reach a goal, celebrate, praise, and recognize them.
Engagement

At 31.5%, the latest employee engagement figure reflects a workforce in which less than one-third of employees are engaged in their jobs.

Gallup U.S. Daily works.
Engagement in the Work Environment

• The millennials were least satisfied with their control over practice and organizational support

• Gen X nurses were least satisfied with autonomy and control over practice

• Baby Boomers and nurses over age 40 years were most satisfied in almost all areas.

* Nurse Work Index - Revised (Aiken & Patrician, 2000).
Satisfaction… Part of Engagement

• Burnout rates and job dissatisfaction increased as nurses were expected to take care of higher numbers and more acutely ill patients.

• While the 27-40-year-olds were the least satisfied, the factors contributing to nurse satisfaction did not differ greatly across generations.

• The younger nurses were less satisfied with autonomy, control, relationships with physicians, and organizational support, although these intergenerational differences were not significant.

(Aiken, Clarke, Sloane, Sochalski, and Silber, 2002)

Engagement and Communication

• Connect: Every leader, manager and employee wants to feel connected to his or her organization.

• People want to know what the company stands for and why, and to understand how their role supports the organization's overarching purpose and goals.

• The organization's mission or vision helps people see their job as more than just a job.

• An organization's mission or purpose must be communicated from the top down.
Engagement and the Learning Agency

Make learning and staff development a priority.

• An individual's desire for learning never goes away, regardless of his or her title or position.
• Gallup research has discovered that people who get the opportunity to continually develop are twice as likely as those on the other end of the scale to say they will spend their career with their company.
• Leaders must make learning and development a priority for themselves and their managers, and they must take steps to create an environment where people have ongoing opportunities for personal improvement through formal coaching, group classes, mentoring or some other form of learning.

Empowerment and Wellbeing

• Companies often are skeptical of the importance of well-being at the office because of the misconception that focusing on well-being cuts into work time and doesn't affect key business outcomes.

• This is a misunderstanding. Well-being is the catalyst companies need to cultivate engaged, thriving employees who perform at their best every day.

• And a company well-being program can cut down on skyrocketing employee health costs while allowing productivity to soar.

(Gallup Organization 2014)
Wellbeing Programs Save Money…

**THE FIVE ESSENTIAL ELEMENTS OF WELLBEING**

For more than 50 years, Gallup scientists have been exploring the demands of a life well-lived. More recently, in partnership with leading economists, psychologists, and other acclaimed scientists, Gallup has uncovered the common elements of wellbeing that transcend countries and cultures. This research revealed the universal elements of wellbeing that differentiate a thriving life from one spent suffering. They represent five broad categories that are essential to most people:

- **Career Wellbeing:** how you occupy your time -- or simply liking what you do every day
- **Social Wellbeing:** having strong relationships and love in your life
- **Financial Wellbeing:** effectively managing your economic life
- **Physical Wellbeing:** having good health and enough energy to get things done on a daily basis
- **Community Wellbeing:** the sense of engagement you have with the area where you live

• Go to Gallup.com for information on setting up a wellness program

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Keys to the Future

- Retention starts at the top of the agency with the leaders
- Create an agency wide retention program
- Engage managers they play a key role in retention
- It’s personal, staff want to feel valued
- Empowerment is catching
- Wellbeing matters to employees
- Retention takes effort but the rewards are great
References

• Gallup.com


Thank You &

Enjoy the conference