



Determining Causes, Setting Goals

Alexis Roam, MSN, RN

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Objectives

- Discuss methods of determining root cause of staff turnover using the Drill Down Tool and other methods found in the staff stability toolkit.
- Provide examples of actionable steps based on what the data tells us.



Poll Question One

🕒 Why do you think turnover occurs?

Cause(s) of Turnover

🕒 Intent to leave long-term care

- Age (younger)
- Level of education
- Race
- Importance of wages
- Demographics
- Societal perceptions

🕒 Intent to leave the home

- Human resource did not reflect that the individual was valued
- Need a living wage & wage needs to reflect individual skills
- Poor relationship with supervisors
- Want a culture that values quality of care
- Need for meaningful work
- Scheduling, training

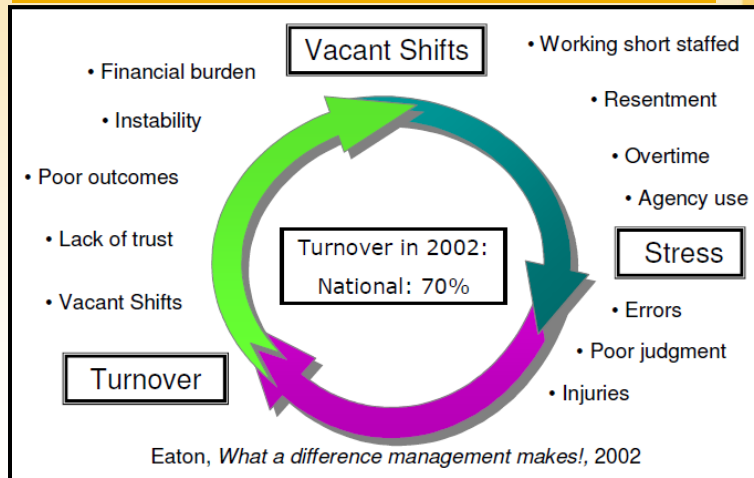
CNA Turnover

- ② Many CNAs leave one facility to go work in another
- ② CNA turnover is correlated to:
 - Feeling underappreciated
 - Feeling that professional opinions not being valued
- ② Not uncommon- people leave the manager, not the work.

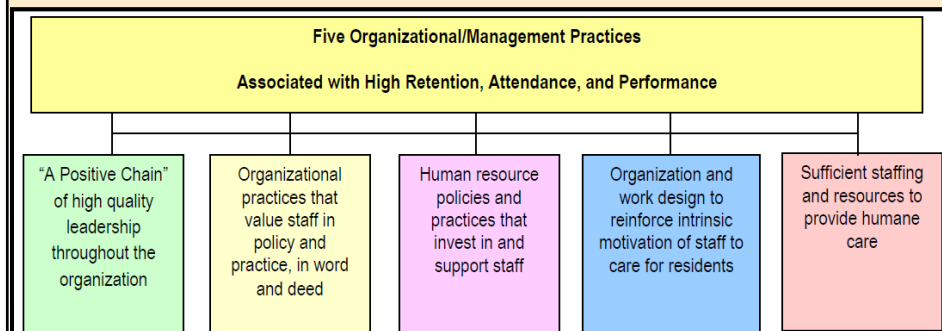
Why Turnover Occurs

- ② The dilemmas related to recruitment and retention are complex and difficult to resolve:
 - Wages aren't enough to support young families w/children
 - Poorly designed job roles unnecessarily burden and risky work environment
 - Few opportunities for workers to advance
 - Poor or non-existent supervision
 - More job opportunities for entry-level workers, minority workers and low-income women, who have traditionally filled these positions in the past
- (Institute for the Future of Aging Services, 2007)

Cycle of Turnover: Turnover, Vacant Shifts, and Stress



Five Organizational/Management Practices

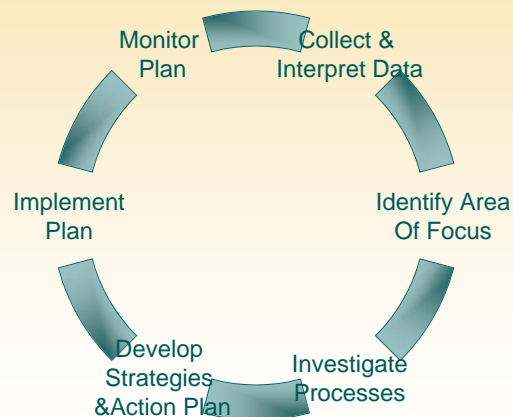


Factors for Retention

- ② Leadership visibility
- ② Cared for caregivers
- ② Orientation, career ladders, scheduling
- ② Primary assignments
- ② Rarely worked short

Eaton, Phase II Final Report, 2001

Collect & Interpret Data- Identify Area of Focus



Poll Question #2

Drill Down Questions

- ② Where is the highest turnover?
 - Why does this matter?
- ② What is the cost of turnover per RN, LPN, & CNA?
 - How might you use this information?
- ② Termination by LOS- When are you losing people?
- ② Termination by LOS- Are you terminating them or are they quitting? Do you have longevity?
 - Why does this matter?
- ② Call-In Log- Are you replacing the shifts? Why are people calling in? Are call ins timely?
 - How might you use this information?

Drill Down Questions

- 🌀 Did the team generate more questions?
- 🌀 What is the plan to follow up on the questions?

Additional Collection Methods

- 🌀 Discovery Assignments p. 12-13 of Staff Stability Toolkit
 - Ask people why they came to work here?
 - Ask why people have stayed?
 - Compare your ads to others. Do they stand out?
- 🌀 Staff surveys p. 61-62 of Staff Stability Toolkit
 - When there is a call-in there is a strong effort to get replacements?
 - Management cares about me as a person..
- 🌀 Focus groups or learning circles example on p.21 of Staff Stability Toolkit
- 🌀 Other ideas?

Poll question 3

The Story Our Data Tells Us

- 🕒 Turnover rates are higher than national and state average
 - How do they compare to others around us or within our company?
- 🕒 Cost of turnover for one:
 - C.N.A.= \$2,285.08
 - LPN= \$2,314.08
 - RN= \$2,585.75
 - Drill down tool will give you total cost of turnover for the period you study

The Story Our Data Tells Us

- Turnover is highest within first 30 days for C.N.A and trends up again starting at three months.
- During discover assignments, we learned hiring is done to fill the space.
- Floor managers don't feel prepared or like they have the time to manage

Investigate Processes



Investigate Process

🕒 What is our hiring process?

- Include the people involved in this process and outline what actually happens.
- Go through a mock hiring process.
- Ask those recently hired what the experience was like. Prepare specific questions.
- Do the questions we ask potential employees help us get to know them?



Investigate Process

🕒 Are our managers prepared and competent to lead and manage?

- How do they approach coaching and counseling?
- What is the morale of the team they lead?
- Is there a higher turnover rate with some managers?
- What do our managers tell us about their abilities and experiences?



Develop and Implement Action Plan



Develop and Implement Action Plan

- ④ What are we trying to accomplish?
- ④ How will we know a change is an improvement?
- ④ What change can we make that will result in the desired improvement?
- ④ What are the potential barriers and what are ways we might overcome those barriers?

Develop and Implement Action Plan

Our turnover rate is _%. We are higher than the state and national average for turnover. Our retention rate is _% and _% of our staff have been here for longer than one year. The annual cost of turnover is _ . Due to the impact turnover has on the quality of care for residents and morale for staff, as well the financial burden on our organization, we will focus on achieving the following goals:

1. Retention rate will be _% within the next 6 months.
2. Turnover rate will be _% within the next 6 months.

We will achieve these goals by focusing our efforts, for the next six months, on developing our managers as leaders, and improving the hiring process. The members of the retention team will meet every week for the next six weeks to develop detailed action steps, but in general the following is being pursued:

1. Applications will be made available at the following locations in the building along with a current list of the positions we have open. When the DON or NHA is in the building and a potential applicant comes in, alert them the potential hire is here.
2. Leadership and Management training will be provided to all dept heads and charge nurses.



Document Detailed Action Plan

What	Who	By When	Comments



Monitor Plan



Monitor Plan

- 🕒 What did the data originally tell you?
- 🕒 How did you answer the question, how will I know when a change is an improvement. Can you measure it?

Measure Goals

☺ Measure short-term and long-term goals.

- Are the current openings being kept current and available in designated locations? Are staff using that information?
- What is our retention and turnover rate this month, three months, six months?
- Are the new questions we are asking during the hiring process telling us more about the person we are hiring?
- Are managers coaching employees?
- Are managers leading team huddles and communicating clearly?



Questions?

aroam@primaris.org or 573.512.0816

Thank You from MOLANE

