

# Hire Right!

March 2011



One of the best ways to keep your finger on the pulse of staff retention is to implement targeted hiring practices from the beginning. Remember that you're hiring for today's needs and tomorrow's vision! Keeping in mind that you're hiring for the future could help in retaining individuals that not only address your current needs but are also a good match for the changing demands you see in the future. This is why hiring the right person is crucial. Hiring the wrong person could temporarily fill the gap but turnover is more likely since they're not a good fit to begin with. The U.S. Department of Labor estimates that given the costs of recruitment, selection, and training—it costs approximately one-third of a new hire's annual salary to replace him/her. That's money your home could put towards other things!



While focusing on the hiring process alone won't impact your retention rates—it is one of the many steps needed to begin long-lasting improvements to staff retention. Use pages 19 through 28 of the [Staff Stability Toolkit](#) (visit: <http://www.primaris.org/node/678>) for more advice regarding hiring practices and explore the other sections such as absenteeism, scheduling and orientation to further strengthen your retention rates. In the meantime, below is a quick list of important tips to consider while hiring:

## R-TOP Tips in Hiring Right the First Time!

**1. Avoid the "Anybody Who Is Willing" approach.** Be selective on who you're considering to welcome into your staff. Remember that anybody is not better than nobody. Current staff will be more willing to mentor new employees if they feel that the new employee will stay and succeed. Otherwise, it can seem like a waste of valuable time. Having a good screening process can help select from a good pool of viable candidates.

**2. Hire the right people.** Not everyone can work in a nursing home—even more so, not everyone will be a perfect fit for your home. Start the hiring process by exploring your homes needs and why your current long-term employees decide to work there. Possible reasons include: satisfaction from the relationships established with peers and residents, a commitment to residents they take care of, and a desire to make a positive impact in the lives of others. During the hiring process, ensure that these reasons are stated in your advertising so that it appeals to the right people.

**3. Utilize a variety of methods to publicize the position.** No longer are the days where employment ads are limited to the newspaper! Expand to include places like [www.craigslist.com](http://www.craigslist.com) and [www.monster.com](http://www.monster.com). You can also post ads in local churches and supermarkets. Why not ask your current staff where they heard about their position? Knowing this could help tailor your efforts to effective places to draw attention.

**4. The interview starts the moment he/she walks in.** When an applicant comes in for an interview, remember to utilize your receptionist to gather first impressions on the applicant as well as provide a good first impression of the home itself. Ask your receptionist to mentally take notes: Was the applicant smiling? Kind? Professional? Also, because the first contact a potential employee will have is with the receptionist, ensure that the receptionist warmly greets him/her and hospitable. Doing so gives the impression of a positive and organized environment.

**5. Involve others in the hiring process.** Helping others learn the necessary skills by teaching them the essentials of hiring can assist in acquiring quality employees. Have managers sit down and discuss their experiences, work together to develop interview questions specific to the position, practice interviews with co-workers, and develop a score sheet that captures observations before/during/after the interview. Involving managers in the hiring process helps them get to know potential staff beforehand and helps them make a good selection.

Remember that improving retention involves many steps! Refer to the [Staff Stability Toolkit](#) to implement a comprehensive plan to improve retention.

Visit past RTOP Tips by going to [www.primaris.org/rtop/tips](http://www.primaris.org/rtop/tips) Each tip is open to comments! Go online today!

## R-TOP Resources:

**Take advantage of upcoming educational opportunities available right here in Missouri:**

### **Staff Stability Workshop Series Presented by Primaris, MHCA, and MANHA**

Register to attend this **FREE** three-part interactive workshop designed to assist homes in targeting staff turnover. Sessions are designed to cover a variety of strategies to implement practical and effective methods to promote retention. Dates/locations for 2011 include: Session 2: March 9 (Springfield); March 30 (Blue Springs); Session 3: April 6 (Springfield); April 27 (Blue Springs). **For registration information, specific content, and obtaining CEUs, please contact Alexis Roam at: [aroam@primaris.org](mailto:aroam@primaris.org)**

### **Missouri League for Nursing Workshop: Staff Retention and Development Strategies**

To assist long-term care managers in developing a better understanding of their departmental workforce needs, this workshop will set the stage for success by exploring effective tactics to retain quality employees. Along with discussing the impact of retention on person-centered care, the workshop will help attendees develop and evaluate retention plans and strategies as well as dive into management practices that support staff stability. Dates/locations include: April 29/STL, June 2/Osage Beach, June 3/KC, June 16/Poplar Bluff, and June 17/Cape Girardeau. **For registration information, please visit: <http://www.mlnmonursing.org/One-Day%20Workshops>.**

### **MU Enhanced Leadership Academy**

A Certificate Program offered by Columbia's MU Sinclair School of Nursing features an innovated, evidence-based curriculum for RNs in LTC. Focusing on improving retention, this program helps prepare leaders who can create and sustain improvement by strengthening the RN-NHA relationship. Tuition assistance has been made available for participants of the Academy through a Department of Health and Senior Services Grant. \$350.00 is available for RNs and \$150.00 is available for NHAs on a first come first serve basis. We encourage you to enroll quickly as space and funds are limited. **For registration information, please contact Alexis Roam at [aroam@primaris.org](mailto:aroam@primaris.org) or visit: <http://nursingoutreach.missouri.edu/leadership1011.htm>**

*For more information, contact a MO LANE Planning Committee Member:*

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