

**Staff Stability Critical to Quality,  
Regulatory Compliance and Viability**

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**Average Turnover in Long-Term Care**

- Assisted Living – 24.2% - 135%
- Nursing Facilities – 43.9% - 106%
- Administrators – 43%+

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**What is your staff turnover costing you?**

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**Real Cost of Turnover**

- NF with 102 residents:
  - 6 RN’s 4.5 @ 150% of \$47,000=\$317,250.00
  - 10 LPN 8 @ 150% of \$36,000=\$421,200.00
  - 35 CNA 37 @ \$5000=\$185,000.00
  
- Total \$ 923,450.00 per year

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**Real Cost of Turnover**

- CCRC with 235 residents :
  - DON @ 150% \$70,000 = \$105,000.00
  - RN’s 8 @ 150% \$62,000 = \$496,000.00
  - LPN’s 10 @ 150% \$48,000 = \$480,000.00
  - CNA’s 45 @ \$5000 =\$225,000.00
  
- Total \$ 1,306,000.00 per year

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**What I Think I Know:  
Reasons I Have Heard**

- Staff turnover can’t be changed
- Everyone else has turnover - it is expected
- It is just part of the business
- It will cost too much to hire a consultant
- I am not sure how to do it

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**What I KNOW I Know**

- Many leaders/administrators do not know what to do
- Experienced consultants/coaches are available
- Money saved far exceeds any investment
- You **CAN** decrease turnover

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**Staff Research: What Do We Know?**

- You cannot buy quality staff: money comes in 3<sup>rd</sup> or 4<sup>th</sup> on most satisfaction surveys for decades
- Research: staff satisfaction leads to retention, higher resident and family satisfaction, better quality care, less deficiencies, improved census and financials....

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**Staff Research – What do they want?**

- Respect and appreciation
- Education, preparation, expectations
- Input – decisions, processes, plans – “a voice”
- Communication – routine, open, honest
- Competitive pay/promotion – health benefits
- Caring/nurturing leadership – “If you don’t care they won’t care.”

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### What I Know...

- Staff retention is critical:
  - Quality – most important factor
  - Regulations, quality measures, QAPI, PIPs, 5 star, PBJ,
  - Financials – turnover, maximizing reimbursement
  - Hospitals, ACO's, Managed Care, VBP
- Individual programs are like "throwing darts"
- Stability requires an **organizational approach/plan**

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### SERVICE – Organizational Model

- SERVICE:**
- Service
  - Educate, **expectations**
  - Respect – all
  - Vision
  - Inclusion – "voice"
  - Communication
  - Enrichment – caring, leaders, fun



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### SERVICE – Organizational Model

- Service
- **Educate with expectations**
- **Respect – all**
- Vision
- **Inclusion – value input - listen**
- **Communication – key**
- **Enrichment – caring leadership, celebrate, fun**

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How do you select new staff?  
What is your hiring process?  
Is it working?

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**Successful Staff Selection**

- Screen – why your facility?
- Person vs. experience
- Can teach skills but can't teach someone to "care"

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Once hired, how do you prepare them for their role and ensure continued learning and growth?

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### Preparation and Education

- Can't assume people know what to do
- Orientation mandatory – (2 weeks) regardless of tenure – they don't know your facility...
  - Didactic and clinical
  - Department orientation, too
- **Expectations for performance**

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### Ongoing Education & Communication

- Routine, scheduled, sustainable education and communication meetings all staff, all shifts
- Continue to learn, share strategies, information, learn from each other, relationship building, creates interdepartmental collaboration
- Communication - open, honest, safe to verbalize - invite **differing opinions make organizations stronger**
- A "voice" in decisions – better outcomes – "ownership"

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### Errors, Risks, Behaviors

- When something adverse occurs:
  - Examine systems – what have I failed to do?
  - Have expectations been communicated?
  - Dig deep into event – what, why, how?
- Education over discipline
- Repeatedly same person – take action

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**Respect**

- A lack of respect is often **why** staff leave, #1 on their list
- Respect for all – including one another
- Demand it or leave
- No cost, just commitment

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**Determining Direction and  
Measuring Progress:  
  
Where do You Begin??**

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**A Systematic Process**

- Staff surveys: What are the “real” issues
  - 59 items with comments
  - Drill down - who, shifts, departments...
  - Share family survey outcomes (84 items)
  - Use an outside consultant - anonymous
- Share results – discuss with staff and “ACT”
- Evaluate your hiring process
- Implement an organizational plan

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What Can Happen...

- **SERVICE Research Results:**
- **NH**
  - Staff retention 93%
  - Family satisfaction/recommendation 98.5%
- **CCRC**
  - Staff turnover decreased 50% first year – \$1.3 million saved
  - Resident satisfaction improved all levels
- **Staff satisfaction - positive change in 3 months – statistically significant**

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What Can Happen.....

**Greater Success,  
More Fun and  
SAVES MONEY!!**

Enhanced retention and  
**Maximizing  
Reimbursement**

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“Knowledge is Power”

**NO!**

“Knowledge and ACTION  
is what is Powerful”

(Robbins)

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