



Implementation Guide:

Goal 7: Increasing Staff Retention

This Implementation Guide provides efficient, consistent, evidence-based approaches to increasing staff retention.

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ADVANCING EXCELLENCE IN AMERICA'S NURSING HOMES

A Campaign to Improve Quality of Life for Residents and Staff

Advancing Excellence in America's Nursing Homes is a coalition based, two-year campaign that launched in September 2006. The campaign is reinvigorating efforts to improve the quality of care and quality of life for those living or recuperating in America's nursing homes.

The campaign's unprecedented coalition includes long-term care providers, caregivers, medical and quality improvement experts, government agencies, consumers and others. Together, we are building on the success of other quality initiatives, including Quality First, the Nursing Home Quality Initiative (NHQI), the culture change movement, and other quality initiatives.

Founding Organizations:

Alliance for Quality Nursing Home Care

American Association of Homes and Services for the Aging

American Association of Nurse Assessment Coordinators

American College of Healthcare Administrators

American Health Care Association

American Medical Directors Association

Centers for Medicare & Medicaid Services and its contractors, the Quality Improvement Organizations

National Association of Health Care Assistants

National Citizen's Coalition for Nursing Home Reform

National Commission for Quality Long-Term Care

The Commonwealth Fund

The Evangelical Lutheran Good Samaritan Society





Goal 7: Increasing Staff Retention

Goal 7: Most nursing homes measure staff turnover and develop action plans as appropriate to improve staff retention.

Objectives – By September 2008:

- a) The national average of nursing homes that regularly measure staff turnover and develop action plans to reduce the rate of turnover (including setting targets for staff turnover) exceeds 80%.
- b) The national average for (measured) staff turnover (RN, LPN, CNA) will be reduced by 15%.
- c) Approximately 35,000 fewer nursing home nursing staff will leave their jobs each year.

ICON KEY

	Recognition/Assessment
	Cause Identification
	Management
	Monitoring

The icons in the box to the left will be used throughout this guide to help identify those processes related to key evidence-based approaches.

Approach to Implementation

A nursing home working to improve staff retention should follow these steps:

Recognition / Assessment



1. *Identify reducing staff turnover as an area for potential improvement.*
 - Based on nursing home quality improvement data, quality measures, staff surveys, review of actual occurrences and cases, comparison to benchmarks, etc.
2. *Identify authoritative information available about reducing staff turnover.*
 - Review references listed in the *Staff Turnover Resources*, as well as reliable and evidence-based information about ways to reduce staff turnover from the literature and from relevant professional associations and organizations.
 - Identify ways to distinguish the reliability of information about reducing staff turnover (i.e., how to separate valid ideas from myths and misconceptions about the topic).
3. *Identify current approaches to reducing staff turnover.*

For an overview of the process, see the *Staff Turnover Process Review Tool* and related *Staff Turnover Flow Diagram*.

 - Are the nursing home's approaches consistent with the steps identified in the *Staff Turnover Process Framework*?
 - Identify the nursing home's current approach to reducing staff turnover, and the basis for that approach.
 - Who in the nursing home decides how to reduce staff turnover, and what approaches do they use?
4. *Identify areas for improvement in approaches to reducing staff turnover.*

Using the information gathered in Steps 2 and 3 above, compare current with desirable approaches to reducing staff turnover. Address the following:

 - Check whether current nursing home policies / protocols are consistent with desirable approaches.
 - Check whether desirable approaches are being followed consistently.
 - Identify whether anyone has been reviewing and comparing current approaches to reducing staff turnover to desirable ones.

Approach to Implementation (cont.)

- Have issues related to staff turnover been identified previously? Were they followed up on? Has the nursing home previously evaluated its performance and taken steps to improve?

Cause Identification



5. *Identify the causes of issues related to reducing staff turnover, including root causes of undesirable variations in performance and practice.*

- Identify issues and practices that are inhibiting reducing staff turnover.
- Identify underlying causes (including root causes) of, and factors related to, high rates of staff turnover.
- Identify reasons given by those who do not adequately follow desirable approaches.

Management



6. *Reinforce optimal practice and performance.*

- Continually promote “doing the right thing in the right way.”
- Follow the steps of the *Staff Turnover Process Framework*, throughout the nursing home.
- Identify and use tools and resources to help implement the steps and address related issues.
- Based on information and data collected about the organization and the processes and results related to reducing staff turnover, identify and strengthen systems and processes that are already optimal.

7. *Implement pertinent interventions.*

- Address underlying causes (including root causes) of the challenges and obstacles to the nursing home’s efforts to reduce staff turnover.
- Implement pertinent generic and cause-specific interventions.
- Address issues of individual performance and practice that could be improved in trying to improve staff turnover.
- Refer to *Staff Turnover Resources* for resources and tools that can help to address this goal.

Approach to Implementation (cont.)

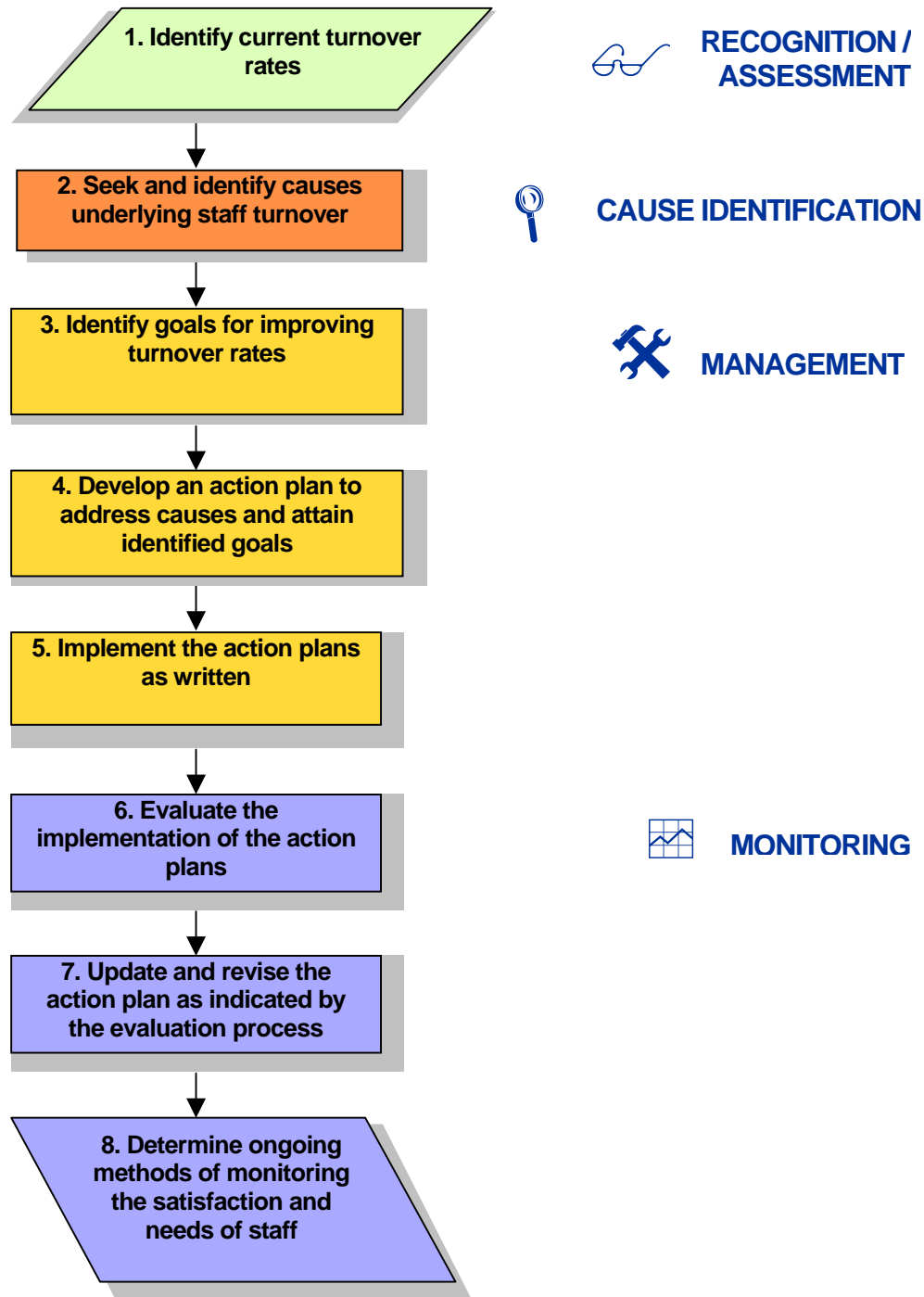
Monitoring




8. *Reevaluate performance, practices and results.*

- Recheck for progress towards getting “the right thing done consistently in the right way.”
- Use the *Staff Turnover Process Review Tool* to identify whether all key steps are being followed.
- Use the *Staff Turnover Process Framework* and related references and resources from Steps 2-4 above, and repeat Steps 2-7 (Recognition / Assessment, Cause Identification, and Management) until processes and practices are optimal.
- Continue to collect data on results and processes.
- Evaluate whether changes in process and practice have helped attain desired results.
- Adjust approaches as necessary.


Flow Diagram – Staff Turnover Process Framework




STAFF TURNOVER PROCESS FRAMEWORK

PROCESS STEP	EXPECTATIONS	RATIONALE
 PROBLEM RECOGNITION / ASSESSMENT		
<p>1. Identify current turnover rate.</p>	<ul style="list-style-type: none"> - The nursing home periodically gathers data and other information related to staff turnover, for key categories of staff. - The nursing home reviews and analyzes its turnover data to identify what problems are occurring, and where, when, and how often they occur. 	<ul style="list-style-type: none"> - Identifying the turnover rate helps a nursing home determine areas for improving staff stability, and provides a benchmark for developing a quality improvement action plan. - AHCA's 2002 study of staff turnover showed annual turnover for staff RNs, LPNs, and DONs of approximately 50% across all three positions. - Turnover among CNAs has remained very high (nationally, estimated at over 71% in 2002) nationwide. Average annual CNA turnover rates were below 40% in only 4% of states, and 60% or less in only 35% of states. CNA turnover rates exceed 60% in 65% of states, 80% in 20% of states. - The high turnover rate and numerous vacancies among CNAs has been a particular concern because CNAs provide most direct resident care.


STAFF TURNOVER PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
 CAUSE IDENTIFICATION		
<p>2. Seek and identify causes underlying staff turnover.</p>	<ul style="list-style-type: none"> - The nursing home identifies factors causing or related to turnover, including trends and patterns. - To help identify these underlying causes, the nursing home may, for example, assess for trends and patterns related to CNAs, RNs, other staff, specific shifts, weekdays or weekends, etc. 	<ul style="list-style-type: none"> - Identifying trends, patterns, and causes can help alert the facility to readily addressable issues that may be resolved with simple approaches, as well as helping to identify other cause-specific interventions. - Numerous studies have identified factors related to job satisfaction and other issues that affect an individual's willingness to remain in a workplace. - Examples of areas that have been identified as contributing to turnover include deficits in management styles and practices, orientation, work design and practices, support of staff efforts, human resource management and sufficient staff and resources. - See for example, Centers for Medicare & Medicaid Services (CMS): <i>Appropriateness of Minimum Nurse Staffing Ratios in Nursing Homes. Phase II</i> [Online]. Available: http://www.cms.hhs.gov/CertificationandCompliance/downloads/StaffingPhaseII.zip.

STAFF TURNOVER PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
 MANAGEMENT		
<p>3. Identify goals for improving turnover rates.</p>	<ul style="list-style-type: none"> - The nursing home establishes a specific and realistic strategy to address factors associated with staff turnover. 	<ul style="list-style-type: none"> - Goal setting allows the nursing home to envision potential achievements through their quality improvement efforts.
<p>4. Develop an action plan to address causes and attain identified goals).</p>	<ul style="list-style-type: none"> - The nursing home uses findings determined through the <i>Cause Identification</i> step (Step #2) to help develop an action plan to meet the established goals. This may include (but not be limited to): <ul style="list-style-type: none"> • Develop and incorporate a written plan of action into the nursing home's overall quality improvement process. • Identify specific interventions to be implemented. • Identify specific time frames for completing the interventions. • Identify the staff responsible for implementing the interventions within the identified time frames. 	<ul style="list-style-type: none"> - An action plan provides a "roadmap" to meeting goals. - Without an action plan to guide the quality improvement efforts, it is less likely that the goal will be achieved and sustained. - Interventions that address specific causes may provide more definitive and enduring improvements. Some general interventions such as ways to recognize desired staff performance are also beneficial. - In determining appropriate interventions, the nursing home should consider utilizing available resource material and best practices from expert sources.
<p>5. Implement the action plan.</p>	<ul style="list-style-type: none"> - The nursing home develops strategies to communicate the goals, interventions, time frames, and responsible parties related to the action plan. - The nursing home provides all involved parties with a copy of the action plan. 	<ul style="list-style-type: none"> - The success of the plan depends on various factors, including understanding by involved parties and the support given to making definitive changes in work environment, work flow, care processes, etc.

STAFF TURNOVER PROCESS FRAMEWORK (cont.)





PROCESS STEP	EXPECTATIONS	RATIONALE
MANAGEMENT (cont.)		
	<ul style="list-style-type: none"> - The nursing home develops and implements policies and procedures to address specific elements of the plan. 	<ul style="list-style-type: none"> - All parties involved should be aware of their responsibilities and the expectations to which they will be held accountable.
 MONITORING		
<p>6. Evaluate the implementation of the action plan.</p>	<ul style="list-style-type: none"> - The nursing home periodically evaluates the effectiveness of the action plan implementation, including (but not limited to) the following: <ul style="list-style-type: none"> • Are interventions being implemented as written? • Are the action plan interventions being implemented within the identified time frames? • Are the identified responsible staff members implementing the action plan interventions? • What are the results / findings related to the implementation of the action plan interventions? • What unanticipated barriers have been identified during implementation of the action plan? 	<ul style="list-style-type: none"> - Evaluation of the progress of implementation allows the nursing home to determine if they are “on the right track” or need to take a different path to try to meet their goal. - Barriers commonly arise as action plans are being implemented, which necessitate revisions in order to achieve the goal.

STAFF TURNOVER PROCESS FRAMEWORK (cont.)

PROCESS STEP	EXPECTATIONS	RATIONALE
MONITORING (cont.)		
7. Update and revise the action plan as indicated by the evaluation process.	- The nursing home approaches to try to make enduring improvement.	- Positive changes need continuing support in order to be sustained.
8. Determine ongoing methods of monitoring the satisfaction and needs of staff.	- The nursing home periodically monitors its turnover rates, and the status of factors that were identified as influencing turnover	- Sustained improvement requires monitoring both results and the status of processes and issues that influence those results.

STAFF TURNOVER PROCESS REVIEW TOOL

Abstraction Date:			
Nursing home Name:		Nursing home Address:	

 RECOGNITION/ASSESSMENT				
		YES	NO	N/A
1.	Does the nursing home currently gather information related to staff turnover?			
2.	Does the nursing home review and analyze its turnover data to identify related problems including where, when, and how often they occur?			
 CAUSE IDENTIFICATION				
		YES	NO	NA
3.	Does the nursing home identify and categorize factors causing or related to staff turnover?			
4.	Does the nursing home identify trends and patterns in its staff turnover, based on the information it has collected?			
5.	Has the nursing home done a root cause analysis of specific trends or patterns?			
 MANAGEMENT				
		YES	NO	N/A
6.	Has the nursing home established measurable staff turnover goals?			
7.	Has the nursing home implemented an action plan, which includes key steps in the <i>Staff Turnover Process Framework</i> , to try to meet its staff turnover goals?			
8.	Has the nursing home involved all pertinent parties in developing the action plan, communicated that plan to those parties, and updated pertinent policies related to factors that affect staff turnover?			
 MONITORING				
		YES	NO	NA
9.	Has the nursing home periodically reevaluated its staff turnover rates, and the effectiveness of its action plan in reducing those rates?			
10.	Has the nursing home revised its action plan as indicated by the results of its review?			
11.	Has the nursing home continued to periodically monitor the satisfaction and needs of its staff?			

STAFF TURNOVER RESOURCES

RESOURCE	LOCATION	CONTACT INFORMATION
Recommended Tools		
Individualized Care Curriculum: Unit 3 – Management That Makes A Difference (Staff Retention, Susan B. Eaton Leadership Materials)	MedQIC	MedQIC is an Internet resource. Questions related to Nursing Home content can be directed to: Teresa M. Mota, RN or Paula Mottshaw Quality Partners of Rhode Island 235 Promenade Street Suite 500, Box 18 Providence, Rhode Island 02908 Phone: (401) 528-3200
Literature / Latest Research		
Employee Retention: Solving the Healthcare Crisis	American College of Healthcare Executives	One North Franklin, Suite 1700 Chicago, IL 60606-3424 Phone: (312) 424-2800
Human Resources in Healthcare: Managing for Success, 2 nd Edition	American College of Healthcare Executives	
Winning the Talent War: Ensuring Effective Leadership in Healthcare	American College of Healthcare Executives	
Cultural Competence in Healthcare	American College of Health Care Administrators	300 North Lee Street Suite 301 Alexandria, VA 22314 Phone: (703) 739-7900
From Soup to Nuts: The Best Practices for Finding and Keeping Healthcare Employees	American College of Health Care Administrators	
Observations on Excellence: The Team Within	American College of Health Care Administrators	

STAFF TURNOVER RESOURCES (cont.)

RESOURCE	LOCATION	CONTACT INFORMATION
Literature / Latest Research (cont.)		
You Are Worth It	American Health Care Association	1201 L Street, N.W. Washington, DC 20005 Phone: (202) 842-4444
Mentoring for Eldercare Workers	American Health Care Association	
Solving the Frontline Crisis in Long - Term Care	American Health Care Association	
CNA Mentoring Made Easy	American Health Care Association	
CNA Career Ladder Made Easy	American Health Care Association	
How to Be a Nurse Assistant (Training Library)	American Health Care Association	
Everyday Excellence	American Society for Quality	P.O. Box 3005 Milwaukee, WI 53201-3005 or 600 North Plankinton Avenue Milwaukee, WI 53203 Phone: (800) 248-1946
A Practical Guide Recruitment and Retention: Skills for Nurse Managers	hcPro healthcare Marketplace	200 Hoods Lane Marblehead, MA 01945 Phone: (877) 727-1728
CNA Training Advisor: Lesson Plans for Busy Staff Trainers	hcPro healthcare Marketplace	
LTC Nursing Assistant Trainer (Free E-zine)	hcPro healthcare Marketplace	
Long-Term Care Nursing Advisor (Free E-zine)	hcPro healthcare Marketplace	
CNA Training Solution Video Kit	hcPro healthcare Marketplace	

STAFF TURNOVER RESOURCES (cont.)

RESOURCE	LOCATION	CONTACT INFORMATION
Literature / Latest Research (cont.)		
Mentoring For Eldercare Workers	Institute for Caregiver Education	1995 Wayne Road Chambersburg, PA 17201 Phone: (717) 263-7766
In-Service Training Solutions	Institute for Caregiver Education	
Long-Term Care Nursing Leadership and Management (See: Nurse Staffing in Long-Term Care Facilities, Nursing Workforce and Nursing Shortage, Recruitment and Retention)	University of Minnesota Center for Gerontological Nursing	School of Nursing University of Minnesota 5-140 Weaver-Densford Hall 308 Harvard Street Minneapolis, MN 55455 Phone: (800) 598-8636
Building a Framework for Workforce Solutions	Society for Healthcare Strategy & Market Development	3280 Summit Ridge Parkway Duluth, GA 30096 Phone: (800) 242-2626
Decent People, Decent Company: How to Lead with Character at Work and in Life	Turnkett Leadership Group	Publicist: Cathy S. Lewis & Co. Publicists 196 Van Dale Road Woodstock, NY 12498 Phone: (845) 679-2188
Specialty Organizations and Links		
CAEL Healthcare – Career Lattices	Council for Adult and Experiential Learning	Phone: (215) 731-7170 Email: healthcare@cael.org
Geriatric Care Specialist Certification	National Association for Health Care Assistants	1201 L Street NW Washington, DC 20005 Phone: (800) 784-6049

STAFF TURNOVER RESOURCES (cont.)

RESOURCE	LOCATION	CONTACT INFORMATION
Specialty Organizations and Links (cont.)		
Resource listing for Caregivers	National Association for Empowering Caregivers	425 West 23 rd Street Suite 9B New York, NY 10011 Phone: (212) 807-1204 Email: info@care-givers.com
National on-line library for direct-care workers	National Clearinghouse on the Direct Care Workforce	349 East 149 th Street, 10 th Floor Bronx, NY 10451
Recruitment and Retention Resource Listing	Paraprofessional Healthcare Institute	Phone: (718) 402-7766 Email: info@paraprofessional.org
The Workforce Stability Institute – Retention Resources	Retention Connection	4057 Battleground Avenue Greensboro, NC 27410-8410 Phone: (336) 282-9370 Email: info@hermangroup.com