

# Recruiting & Retaining CNAs in a Changing Labor Market



**PHI**

Quality Care  
THROUGH  
Quality Jobs

# About PHI—Quality Care Through Quality Jobs

*PHI works with all LTSS stakeholders to improve the lives of people who need home or residential care by improving the lives of the workers who provide that care.*



# Public Policies & Workplace Practices



# What is Your Annual CNA Turnover Rate?

Total # of CNAs employed in 2015 - # of CNA positions  
# of CNA positions

- 0-15%
- 15-25%
- 25-50%
- >50%

# *What to Expect in this Session....*

# #1

You will have an understanding of the impact of current CNA demographic data on quality of care and quality of jobs.



# *What to Expect in this Session*

## **#2**

Learn how one Michigan  
nursing home is  
systemically addressing  
recruitment and  
retention



## *What to Expect in this Session*

# #3

Learn about evidence-based interventions that improve retention rates by building a culture of “quality care through quality jobs”





# #1: The Demographics





# Who are Michigan DCWs?

- 53% have some college or a degree
- 87% are women
- 27% are African-Americans
- 7% are foreign-born
- 47% rely on some



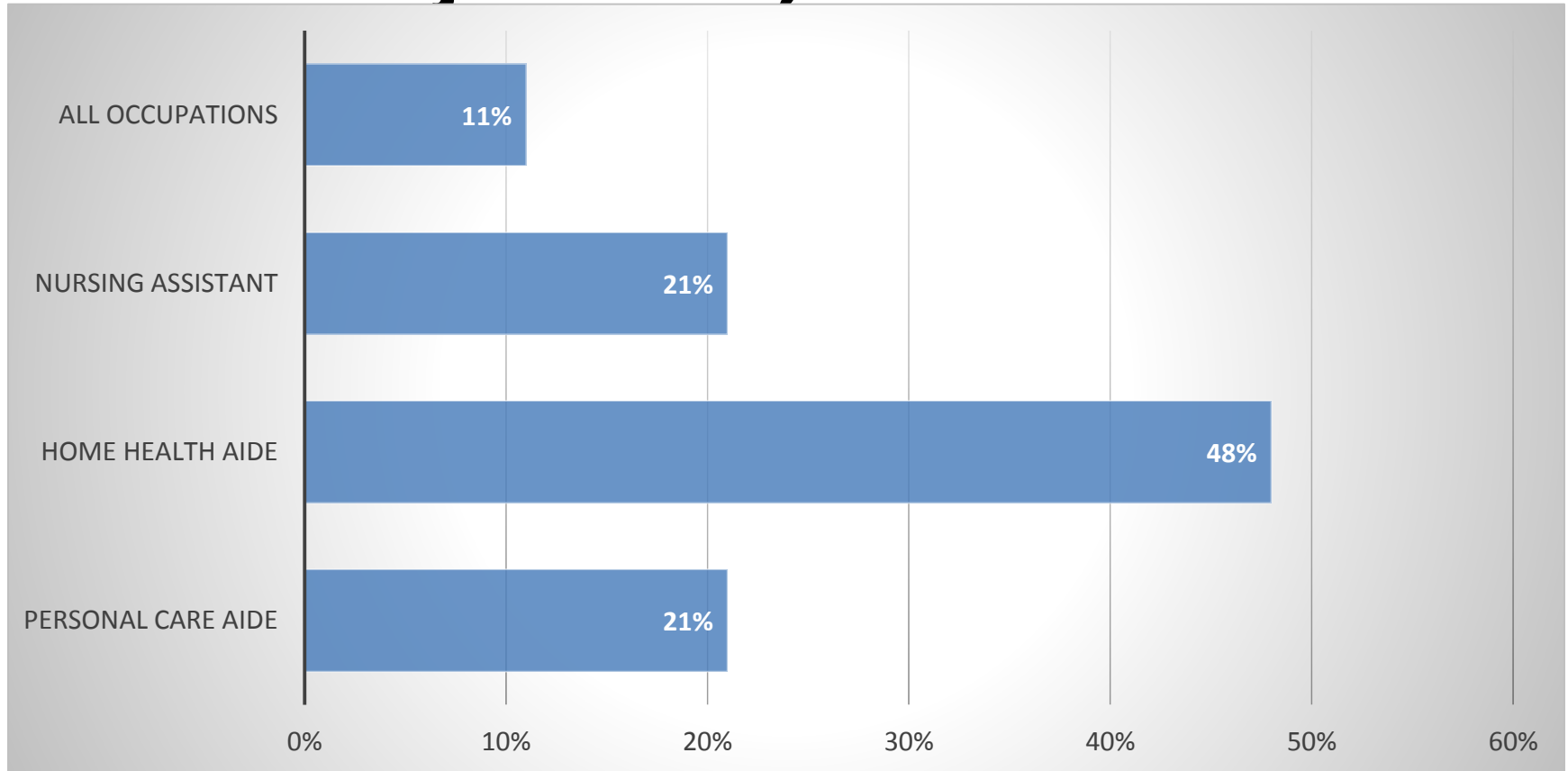
form of public benefits—Medicaid, food stamps, Medicare, child care subsidies

Source: PHI Michigan, [www.PHInationa.org](http://www.PHInationa.org)

# Current MI CNA Registry Data

- 52,541 active CNAs are in the registry, lapsed CNAs on the registry 161,950
- Number who took the MI CNA test—10,036
- Number who passed the MI CNA test—8,450
- 28,929 CNAs needed to recertify last year
- 18,424 CNAs actually did recertify last year
- 63% retention rate of those eligible to be a CNA in Michigan at recertification

# Michigan: Occupational Growth Projections, 2014-2024



# WalMart's Compensation

- All entry jobs start at \$10 an hour as of 2/2016
- All staff (full and part-time) earn paid time off, no waiting period to use
- Average *current* full-time wage for this retailer is \$13.38 an hour; for part-time is \$10.58 per hour.
- Carryover PTO both sick and vacation; pays out amounts over carryover in February
- Company contributes to 401K for all staff

# MI CNA Turnover: HCAM Surveys

2008	29.6%
2010	23.8%
2012	29.3%
2015	32.3%

For full copy of the HCAM Wage and Turnover Survey Report of September 2016, contact Pat Anderson at HCAM or email [info@HCAM.org](mailto:info@HCAM.org)

# Making the Case for Quality Jobs

Lowest areas of CNA satisfaction are comparison of pay, assistance alleviating job stress, and care/concern of management

- National Research Corporation, 2012



# Top Drivers of Nursing Home Employee Satisfaction...

- Wages and Benefits
- Job Demands (measured by ratio of nursing assistant hours per resident day)
- Feeling Respected
- Feeling Valued
- Relationship with Supervisor

<http://gerontologist.oxfordjournals.org/content/49/5/611.long>



# Why Staff Satisfaction Matters

High Employee Satisfaction is linked to:

- Higher 5 star rating
- Higher resident and family satisfaction
- Improved care outcomes
- Fewer deficiencies
- Higher occupancy rates

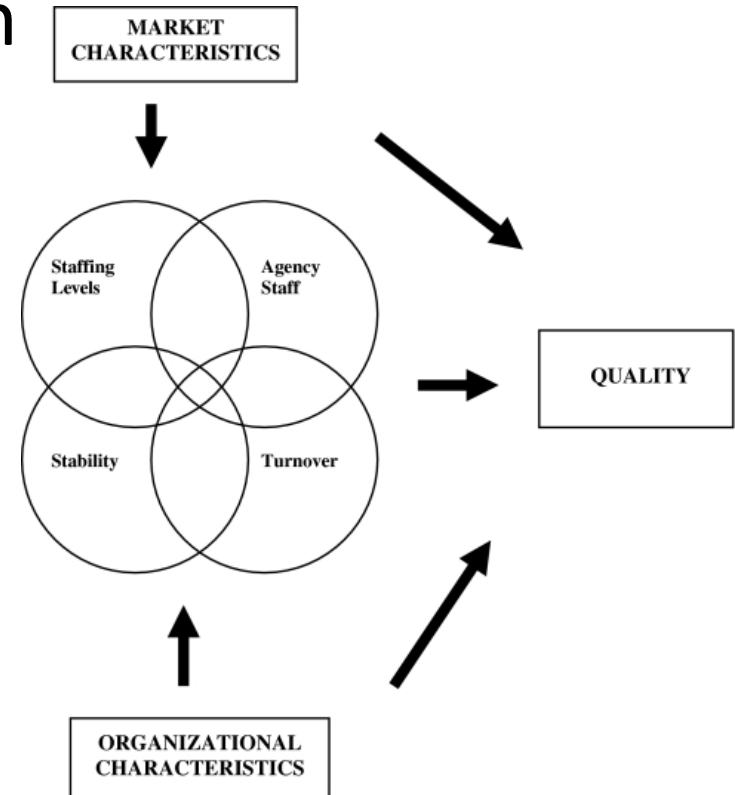
<http://www.nationalresearch.com/uploads/National-Reports/2013NationalResearchReport.pdf>

# Making the Case for Quality Jobs

When staff satisfaction is high

- Fewer resident falls
- Fewer pressure ulcers
- Lower use of catheters
- Reduced staff turnover
- Reduced absenteeism

– *Nicholas Castle, 2007*



# #3: Evidence-based strategies

## Train supervisors

- Skills to be learned
- Relationships with accountability
- Addresses why people leave

## Peer Mentors

- A clear, defined purpose
- Specific skills training
- Monetary recognition

## Retention Specialist

- Linkages to services
- Building skills
- The investment saves money

# #3: Evidence-based strategies

## Wages and Benefits

- Competition is no longer limited to health care
- You have to be competitive

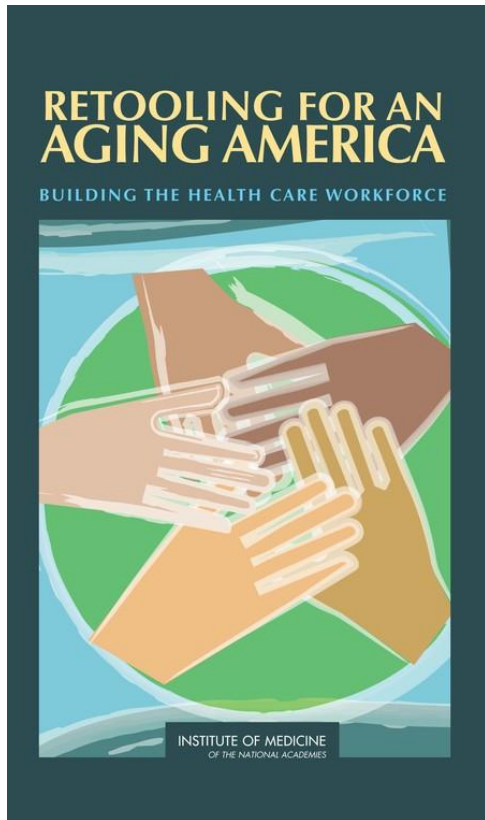
## Recruiting Strategies

- Fix your turnover FIRST
- Advertise for the what you want
- Change where and how you recruit

# **#3: Evidence Based Practices**



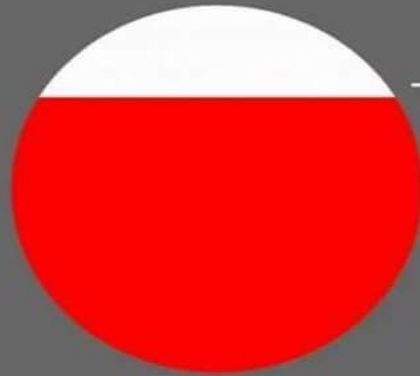
# IOM on Supervision



- Positive Supervision can greatly increase DCWs sense of value, job satisfaction, and intent to stay
- RNs and LPNs supervise CNAs yet few nurses have been afforded adequate supervisory training

# WHY PEOPLE CHANGE JOBS

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75%

of workers who  
voluntarily left their jobs  
did so because of their  
bosses and not the  
position itself

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People don't quit jobs,  
they quit bosses.



Source:

<http://www.gallup.com/businessjournal/106912/turning-around-your-turnover-problem.aspx>





Coaching  
Supervision  
is a  
**RELATIONAL**  
approach

				S					SKILL DEVELOPMENT							
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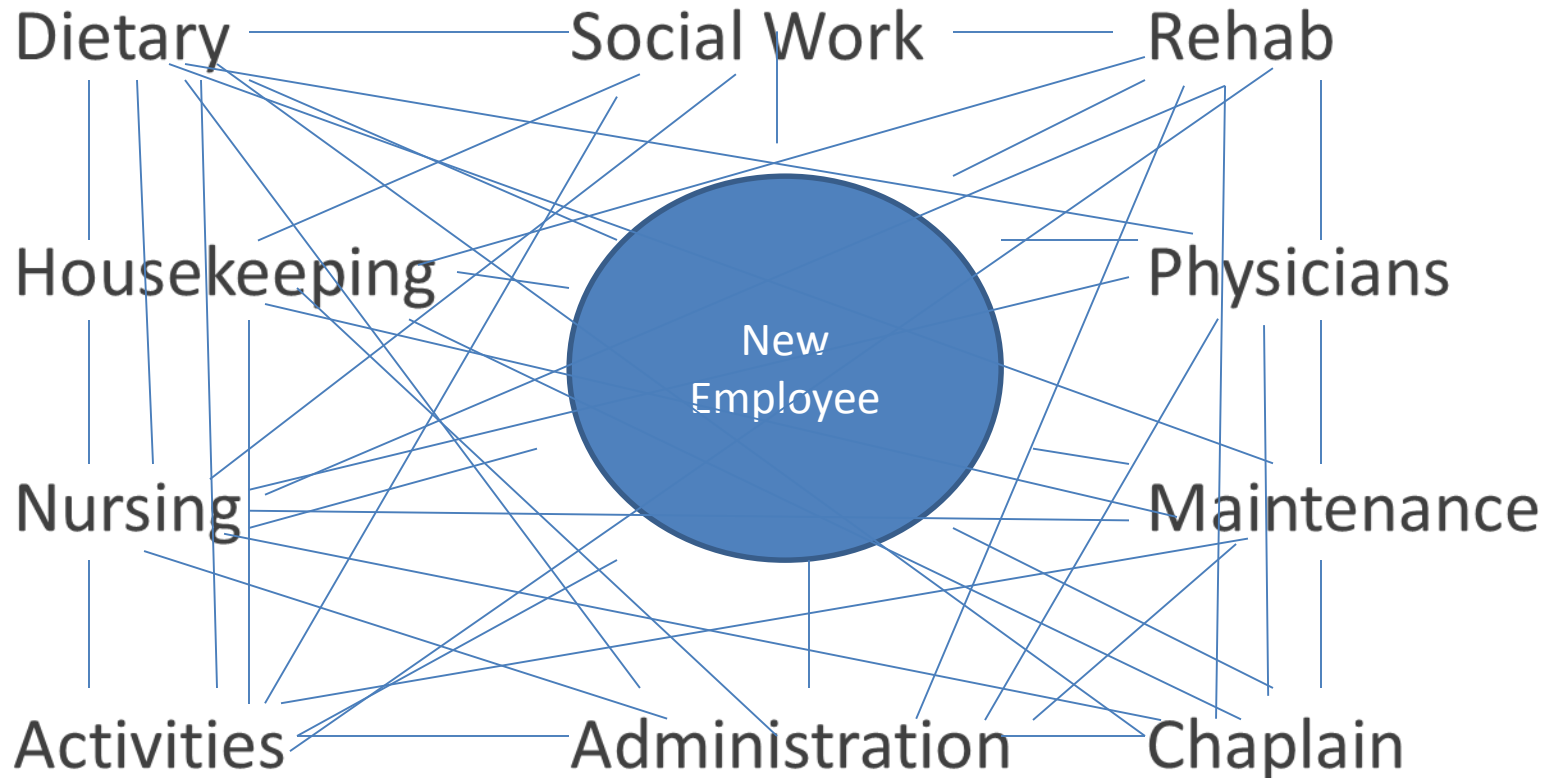
# Coaching Supervision Outcomes

- Improved employee satisfaction
- Improved employee retention
- Improved clinical outcomes
- Decreased time spent managing complaints
- Decreased employee absenteeism
- Greater decision making between the resident and his/her CNA

# Peer Mentoring: Compensation, Opportunity and Support



# Relationships Are Complex



# Peer Mentoring Program

- New employee is paired with experienced, trained mentor
- Mentor builds immediate and ongoing relationship
- Mentor provides support, guidance, and sense of safety
- This strategy improves CNA retention by as much as 50%

# Why Mentoring

Types of Issues Mentees Presented to Mentors:

- Working relationships
- Relieving Stress/Burnout
- Care
- Working Conditions
- Communication

[http://phinational.org/sites/phinational.org/files/clearinghouse/WA Preliminary Peer Mentor Program Analysis.pdf](http://phinational.org/sites/phinational.org/files/clearinghouse/WA_Preliminary_Peer_Mentor_Program_Analysis.pdf)



# Mentoring Do's and Don'ts

DO	DO NOT DO THIS
✓ Openly post defined position	× Hand pick mentors
✓ Provide mentor with training and train the rest of the organization	× Assume experience is adequate prep for role OR that buy in is automatic
✓ Provide mentors support	× Underestimate program supports
✓ Give pay increase	× Expect to “do more for same pay”
✓ Mentor on the assignment the employee will have	× Teach employee the mentor's assignment

# Retention Specialist: How Do We Help Employees to Stay Employed?



*With known supports  
and connection to  
community resources*

# OPEN

# Mission and Vision of OPEN

Mission: To support the collaborative approach to enhancing the retention, recruitment and growth of entry-level employees in the health field.

Vision: To have a diverse, qualified and stable healthcare workforce where employees reach their full potential.

# **Reasons Why Employees Came to OPEN Retention Specialist**

attendance  
transportation  
housing  
finances  
depression  
family  
disability  
counseling  
time management

# Statistics for Year 1 of OPEN

April 2004 – March 2005

- Employees Served for Support: 64
- Employees Trained: 132
- Total Served: 196



# OPEN Year 1 Cost savings

- Training Cost:  
\$100.00-\$1564.00 per  
person \$66,589.00 total

- Interventions:  
\$3,000.00 per person  
\$159,000.00 total

\*based on 83% retention rate

**Total \$225,589.00**

- Employers Contributions:  
\$42,250.00/year
- Saved:  
\$183,339.00
- **Grand Total Savings  
per employer :  
\$36,667.80**

# OPEN Year 2 Cost Savings

- Training Cost:  
\$100.00-\$1599.00 per  
person \$56,124.96 total

- Interventions:  
\$3,000.00 per person  
\$378,000.00 total

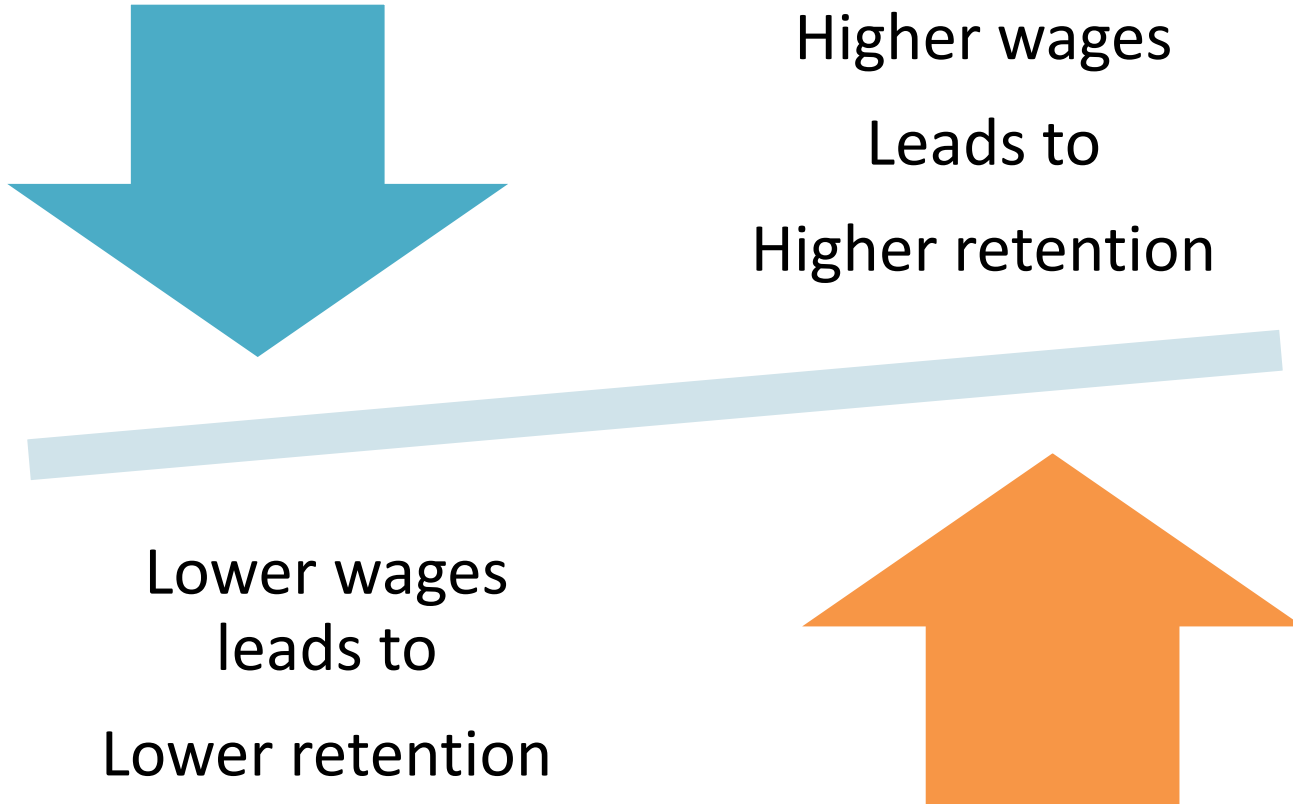
\*Based on 83% retention rate

**Total \$434,124.96**

- Employers Contributions:  
\$48,250.00/year
- Saved:  
\$385,874.96
- **Grand Total Savings  
per employer :  
\$48,234.37**



# Essential Element: Better Compensation



# Recruit NEW People—the Last Step

- Plug the leaking bucket—improve your retention **FIRST**
- We have to stop sharing the same pool of workers within your community; your new hire is someone else's turnover!
- Change your outreach to attract new people to CNA work

# Be Intentional and Look for New CNAs When You are Served



# Questions



# Contact Information

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