



Welcome
to today's webinar

Better Together

WEBINARS

**Human Resources, Interrupted:
Improving Retention Through
Innovative Employee
Engagement Practices**





Agenda:


- Keepers Committee
- Nursing Mentor Program
- Touchpoints
- Gifts and Growth
- Wage Increases
- Outcomes






Keepers Committee













Hospitality





Membership and Belonging





Influence





Shared Emotional Connection






The Leader's Role










KEEPER'S COMMITTEE







TRANSPARENCY


Laying the Groundwork

- Intentional Transparency
 - State of the workforce
 - Recruitment practices
 - Retention practices already in place
 - Compensation and benefits
 - Baseline turnover statistics
 - Reasons why people leave
 - Industry norms

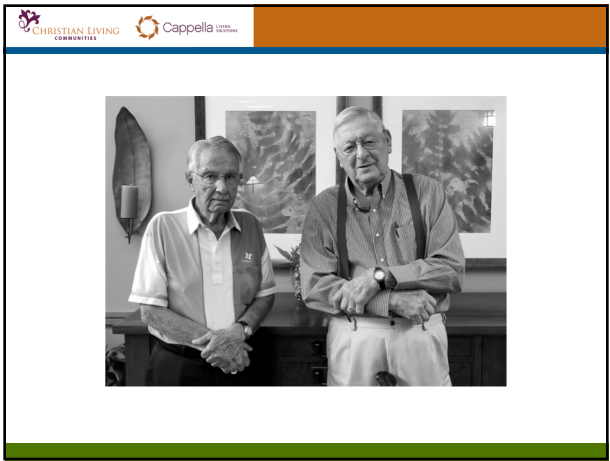
Accomplishments

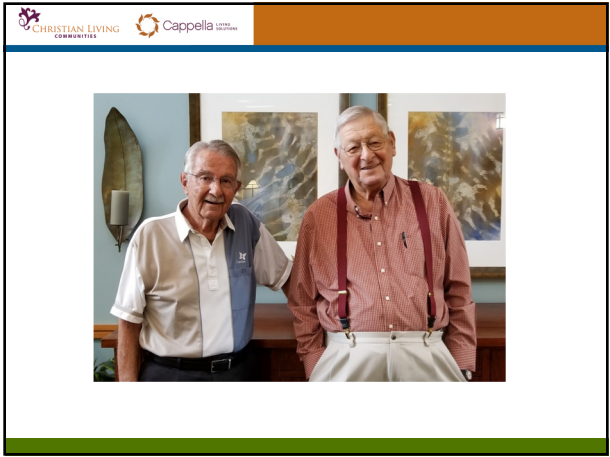
- Resident mentor program
- Genuine appreciation/recognition
- In-depth review of employee opinion surveys
- Resident-led associate spotlight
- Letters of support to residents at large

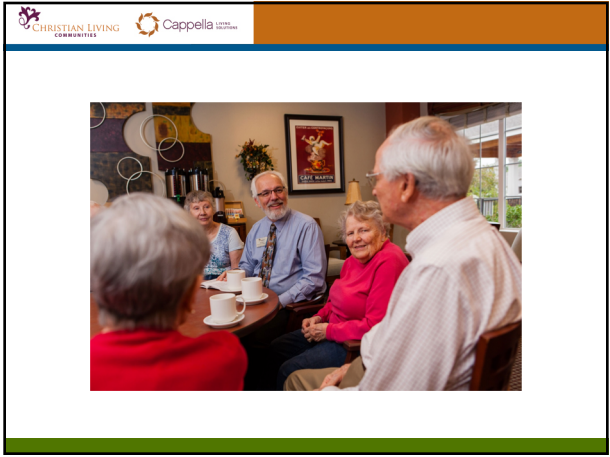





Accomplishments

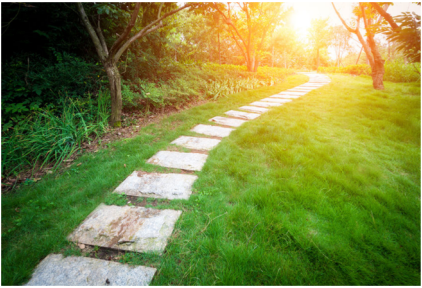
- Intentional support during leadership transitions
- Orientation presentations
- Educational mentors
- Random acts of kindness
- Review of EAP use



















Warning!









This is what we do here.





KEEPER'S COMMITTEE





The Best Part

Patience
Forgiveness
Understanding
Encouragement








Mentorship Program

Pat McBride RN MSN



"Growing our Own versus Eating our Own"






Traditional On-Boarding of Clinical Staff



There has got to be a better way!

- Research
- Interviews of associates that stayed and those that left

Stayed:	Left:
Loves residents	Chaos-no direction
Know my job well	Unrealistic Expectations
Friends at work	No one to go to
Recognition	Just a position to fill





2 Main Goals of the Mentorship Program

Competency



Best Friend at Work





How we got started

- Identified enough is enough!
- Created competencies
- Created buy-in and set expectations with nurse managers and leadership team
- Selected Mentor Champions
- Discussed mentor characteristics to be successful:
 - Culture
 - Affinity to teaching
 - Skills can be learned


How it is set up

- Year long mentorship program
 - Different support needed throughout the year
 - Started with C N A's, then Nursing, QMAP's, Home Care, PCA's Dining
- Competency completion
 - Work same neighborhood/shift
 - Self paced
- Monthly evaluations of mentor and mentee
- Paid approximately each month for total of \$500/year/mentor
 - If mentee leaves not paid

Choosing and training the mentors

- Nominated by their supervisor or peers
- Application and interview
- Mandatory all day training
 - Leadership skills
 - Skills fair using competencies
- Celebrate!






Mentorship Support

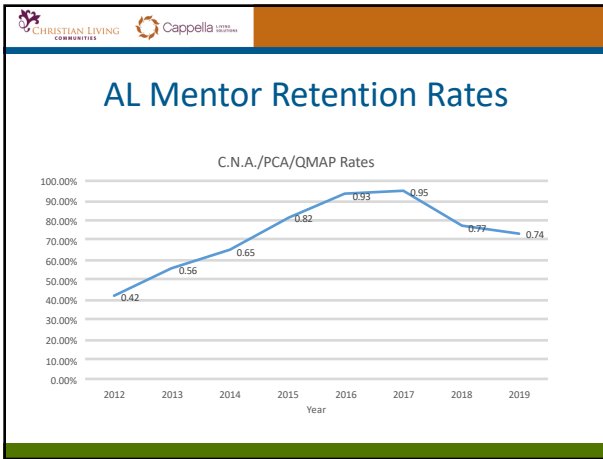
- Support each other's mentors
- Monthly mentorship meetings
 - Training
 - Best practices
 - Support
 - Focus groups
 - Evaluate new equipment, processes
 - Leaders in the communities

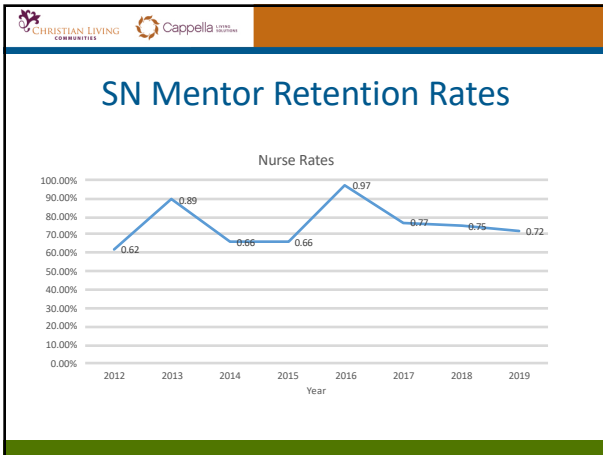


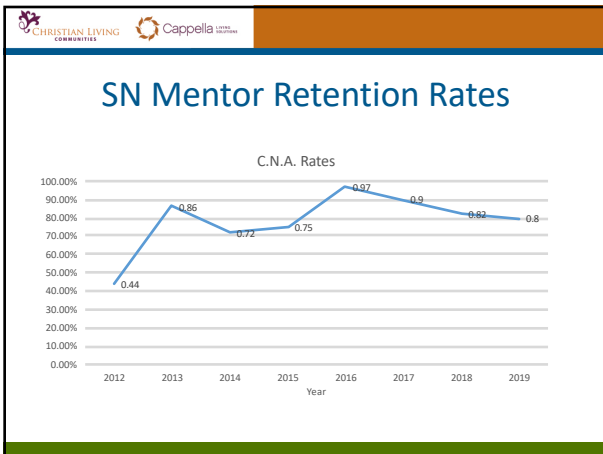


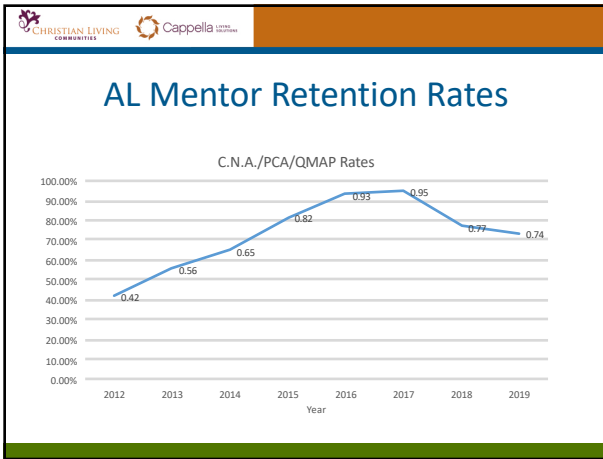

Success of the Mentorship Program

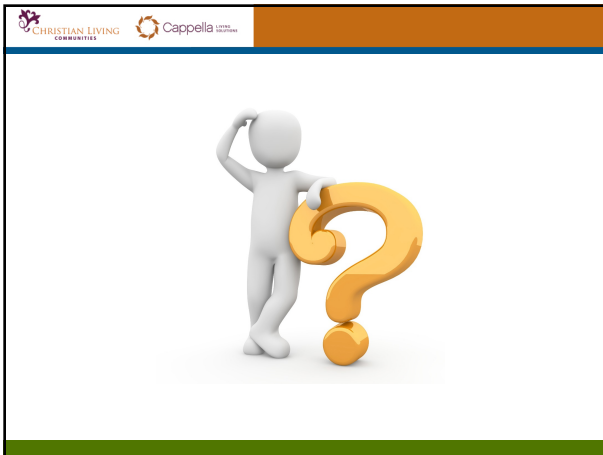
- Developing new leaders
- Closing the gap between communities and "corporate"
- Resident involvement
- Creating competency
 - Improved surveys-POC
 - Easier implementation of new clinical challenges
 - Embracing new ideas and quality improvement
- Creating best friends at work
- Successful on-boarding of new graduates











CHRISTIAN LIVING COMMUNITIES Cappella

Overview

- Why Gifts and Growth/Touch Points
- Organizational Goals
 - Retention
 - Engaged Workforce
- Pay philosophy changes

The Process

Day 1 Manager Orientation

30/60/90 Day Touchpoints

Annual Gifts & Growth Conversations

What it IS...	What it is NOT...
An opportunity to discuss your associates questionnaire, learn more about what goals/ideas they have	Time to discuss any other topic but what is important to your associate
An opportunity to spend quality time in a space which allows your associate to be your focus	A "quickie" how ya doin... while you are reading e-mail on your phone or computer
An intentional and genuine conversation about areas associates need growth and setting your expectations; say thank you	A way to avoid difficult performance management conversations

Why Gifts and Growth?

Purpose:

To have a forward focus, identify areas in which individuals may grow and have meaningful discussion about how to connect individuals with career growth and job engagement (even if not in your department)

Why Gifts and Growth?

Benefits:

- Develop employees
- Promote agility
- Build on key strengths
- Promote teamwork

The Process

Day 1 Manager Orientation

30/60/90 Day Touchpoints

Gifts & Growth Conversations

Begin onboarding new employee; set them up for success!

- ✓ Welcome
- ✓ Tour of community
- ✓ Introductions
- ✓ Time clock
- ✓ Key Policies
- ✓ On-the-job training
- ✓ Your expectations
- ✓ Time for questions

The Process

Day 1 Manager Orientation

30/60/90 Day Touchpoints

Gifts & Growth Conversations

Build trust and engagement

- ✓ How are things going?
- ✓ What else do you need?
- ✓ Any experiences that may cause you to leave?
- ✓ Celebrate successes!
- ✓ Identify action items and follow up

The Process



Day 1 Manager Orientation

30/60/90 Day Touchpoints

Gifts & Growth Conversations


Work together to identify special talents or GIFTS and develop a plan to GROW as a professional



- ✓ Utilizing gifts
- ✓ Share frustrations
- ✓ What they like about job
- ✓ Manager Support
- ✓ Identify dream job
- ✓ What would make them leave

Guidelines for Success


- Create a partnership
- Your associates need to own their part, as do you
- Be open to hearing feedback
- Encourage honest responses.



Gifts Conversation

- Discuss ways employees are utilizing gifts
- Discuss areas for improvement
- Empower associate to overcome frustrations/ create action plan








Growth Conversation


- Discuss where employee wants to go and what they need to get there.
- Employee owns their development, manager supports and connects to opportunities



Keep the Conversation Going



- What's your favorite part of this job?
- How could we better use your talents?
- What else would you like to be doing?
- How can we challenge you?
- What skills would you like to develop?
- What did you learn in doing that new assignment?
- What do you need from me?






Ongoing Communication





Pay Philosophy

- Moved away from “pay for performance”
- Performance and high standards still in place
 - PM very important always, timely and constructive
 - We expect all employees are meeting the needs of residents and working as a vital part of team.
- Removed the de-motivator of wage increases being different for team members
- Increase automatically based on budget every 6 months.






Questions



The Proof: It Works!

- **Turnover Rates**
 - Year-to-Date Turnover – August 2020, 26.4%
 - Annualized Turnover 36%
 - National Average ~50%
 - 1st year worker retention 92%!



Other Cool Things – the Silver Lining

- **Sentiment Survey**
 - Addressing mental health needs – strengthening partnership with EAP
 - Well received virtual town halls
 - PPE Procurement
- **We! Honor**
 - Notable adoption in platform to honor team members.




Questions







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Wednesday, December 9, 2020

Let's Talk About Sex: Intimacy, Sexual Expression, and Living with Dementia

Faculty:
Vicki L. Schmall, Ph.D., *Executive Director and Gerontology Specialist with Aging Concerns in Oregon*
Evy Cugelman, RN, *Gerontological Nurse Educator/Consultant*
Elizabeth Edgerly, Ph.D., *Executive Director of the Alzheimer's Association, Northern California*



Better Together
WEBINARS



Thank you for joining us!

Pioneer Network
www.pioneernetwork.net

The Eden Alternative
www.edenalt.org
