



**Welcome**  
to today's webinar



# Better Together

WEBINARS

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**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

A photograph showing a close-up of an elderly person's hand, which is resting on a metal railing. A younger person's hand, wearing a ring, is gently supporting the elderly person's arm from above. The background is blurred, showing a person in a blue shirt.

**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









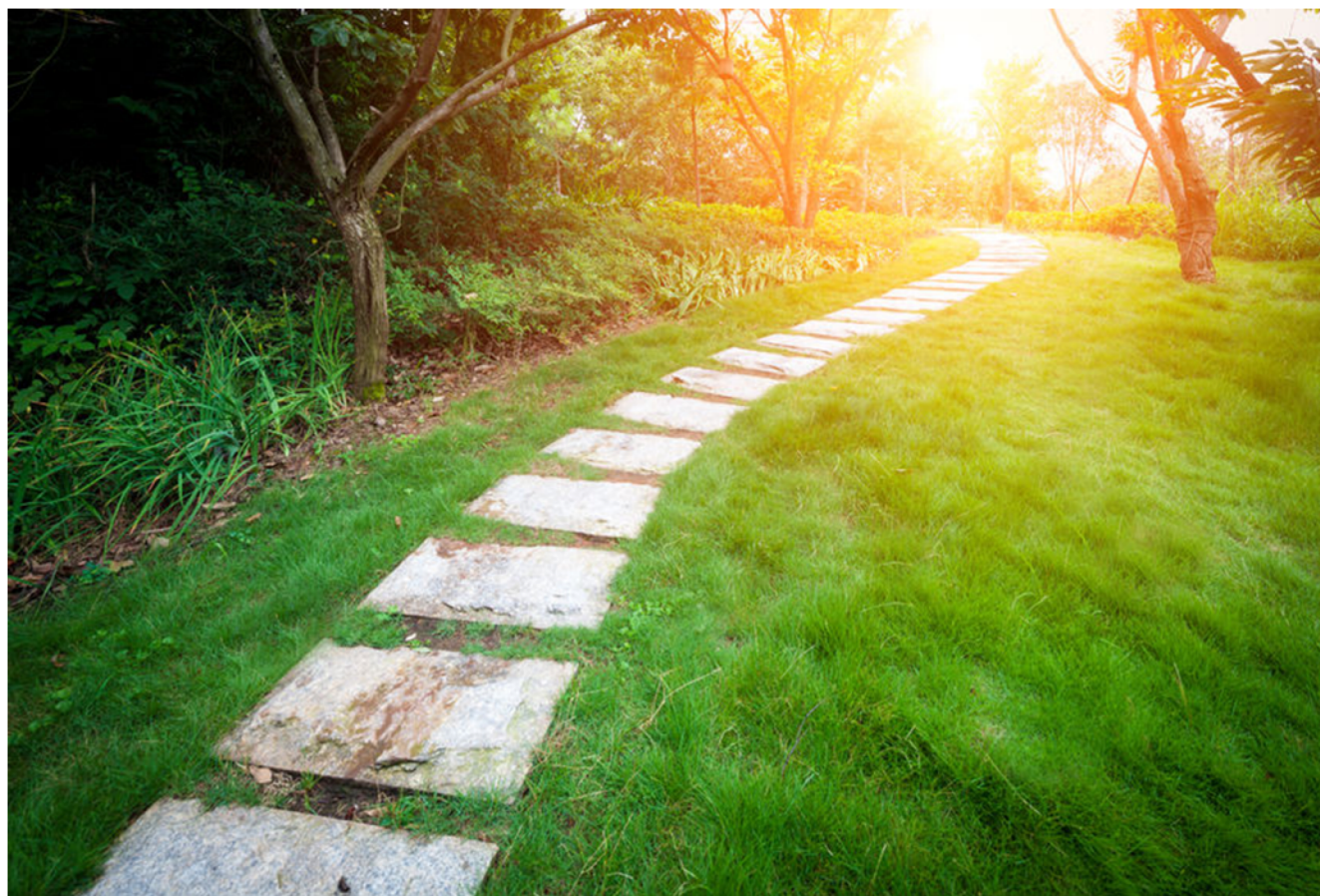




CHRISTIAN LIVING  
COMMUNITIES



Cappella LIVING  
SOLUTIONS



# Warning!





# This is what we do here.



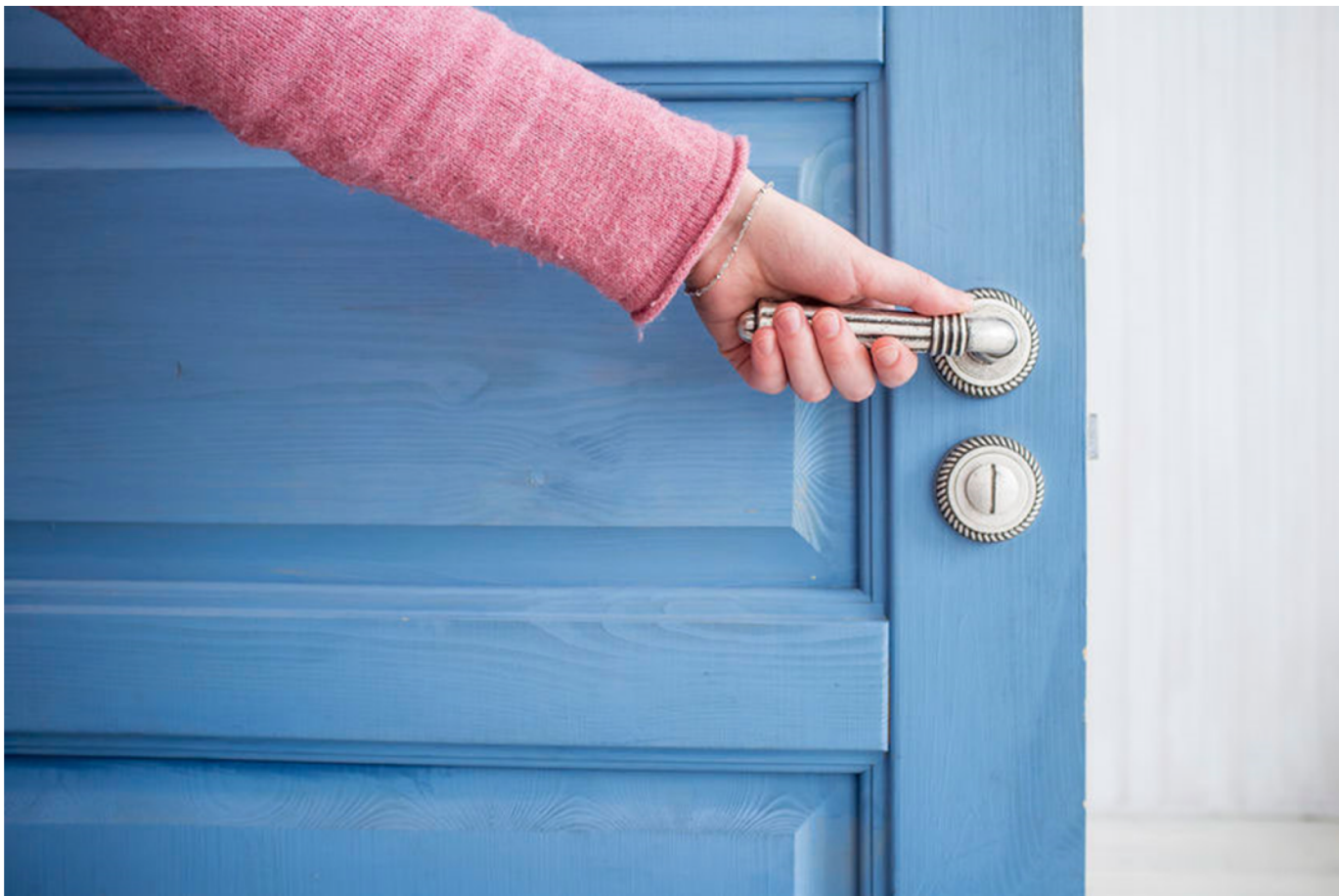
KEEPER'S COMMITTEE



# The Best Part

Patience  
Forgiveness  
Understanding  
Encouragement





# Mentorship Program

## Pat McBride RN MSN

*“Growing our Own verses 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:

Loves residents

Know my job well

Friends at work

Recognition

## Left:

Chaos-no direction

Unrealistic Expectations

No one to go to

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

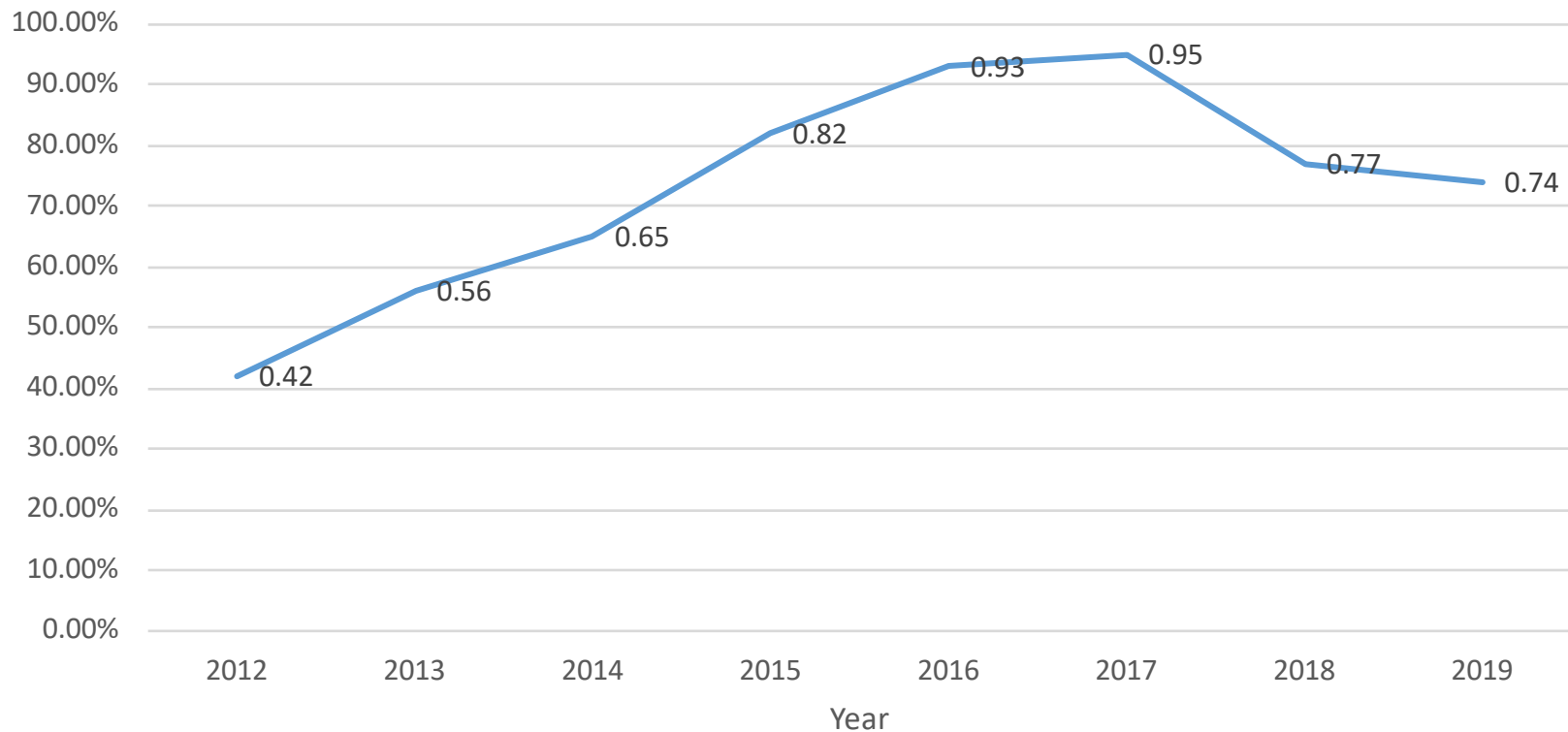


# Success of the Mentorship Program

- 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

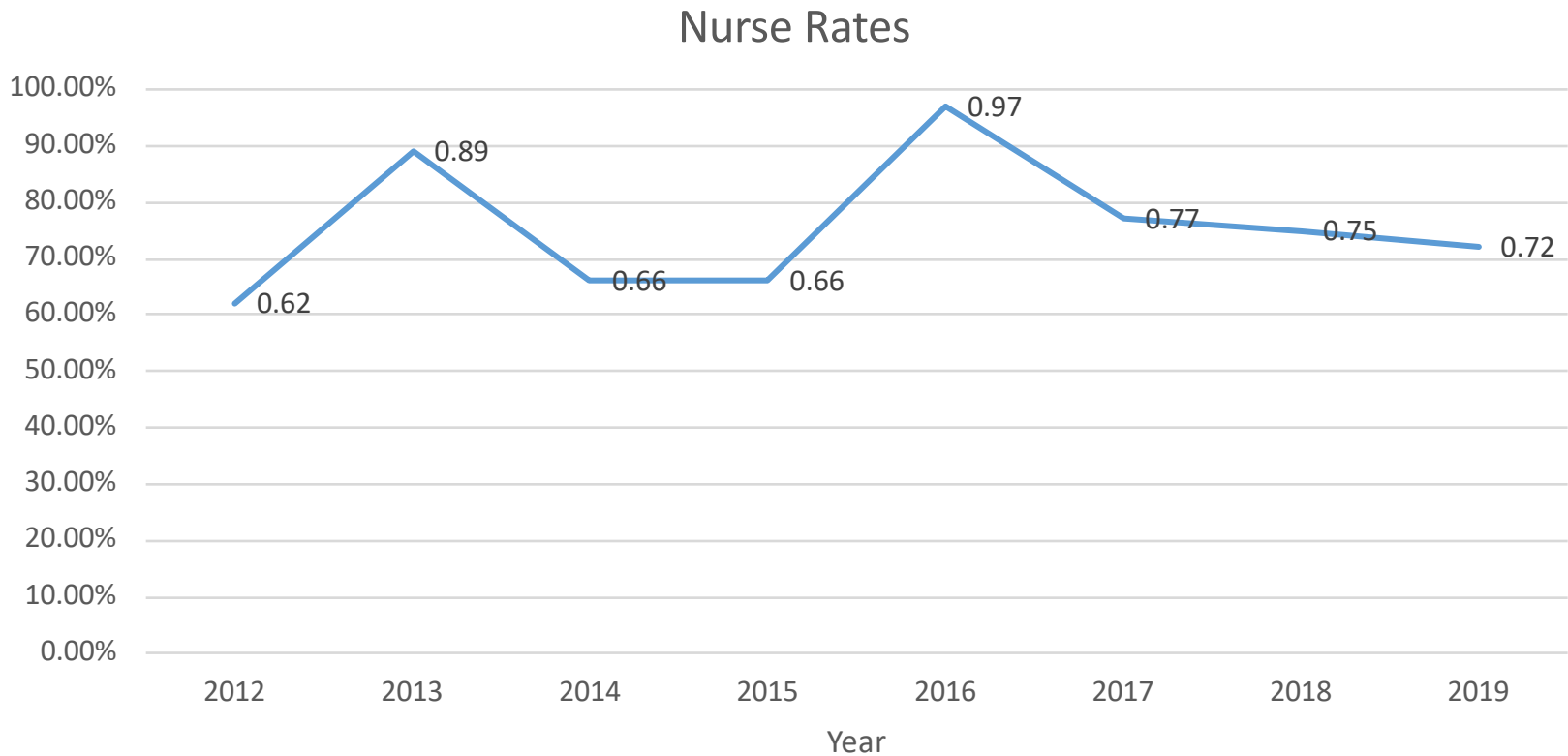
# AL Mentor Retention Rates

C.N.A./PCA/QMAP Rates

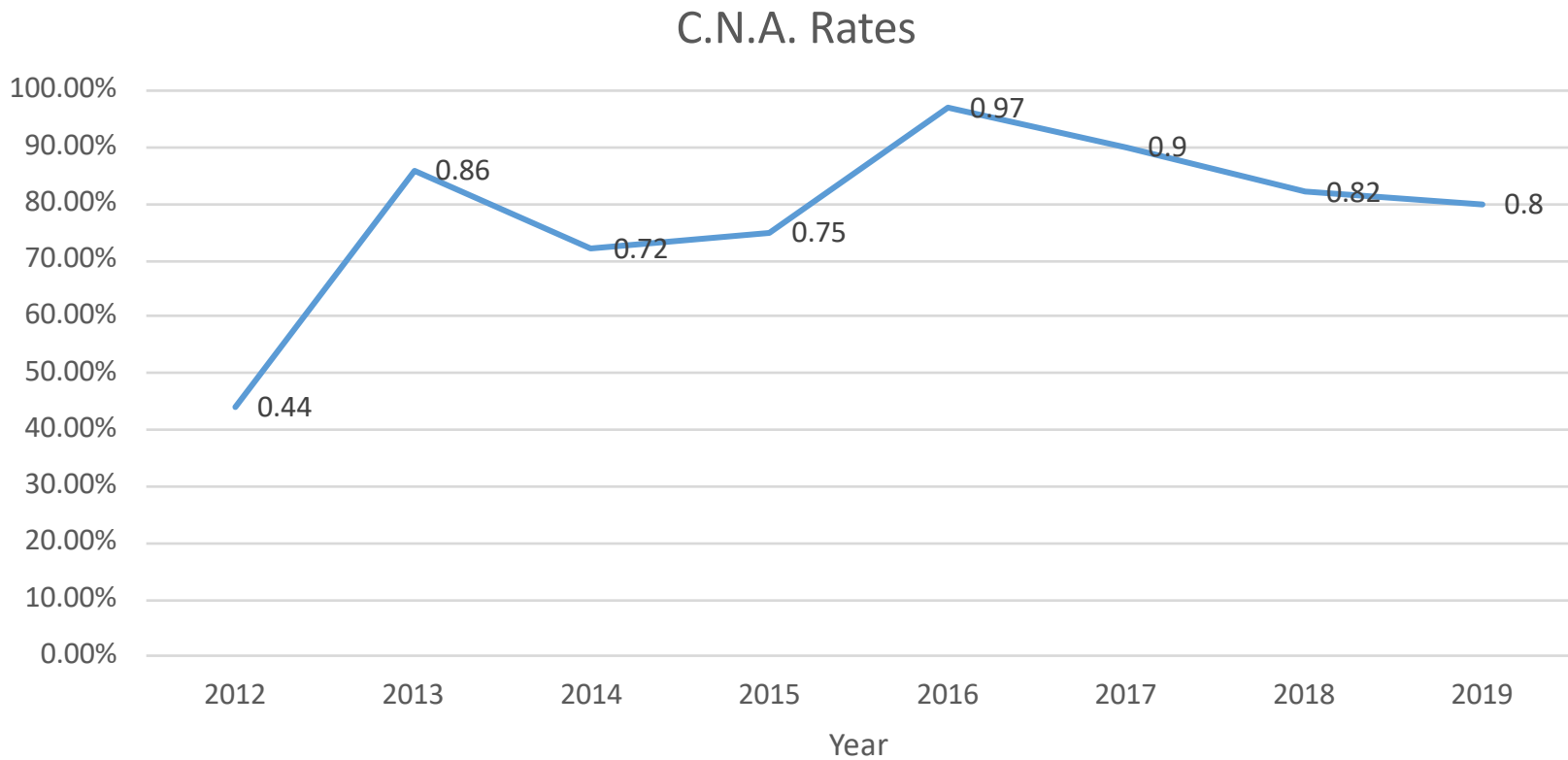




# SN Mentor Retention Rates

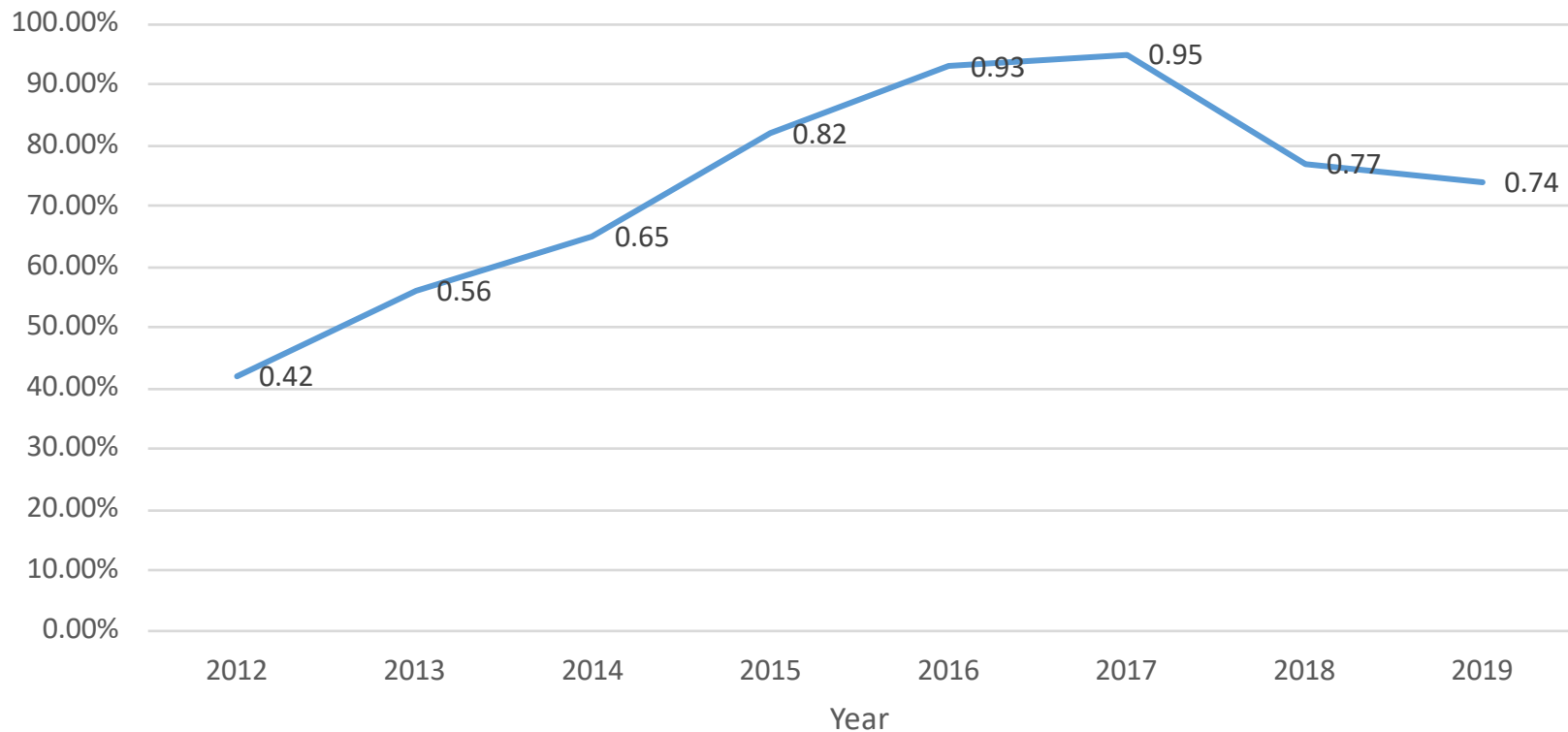


# SN Mentor Retention Rates



# AL Mentor Retention Rates

C.N.A./PCA/QMAP Rates



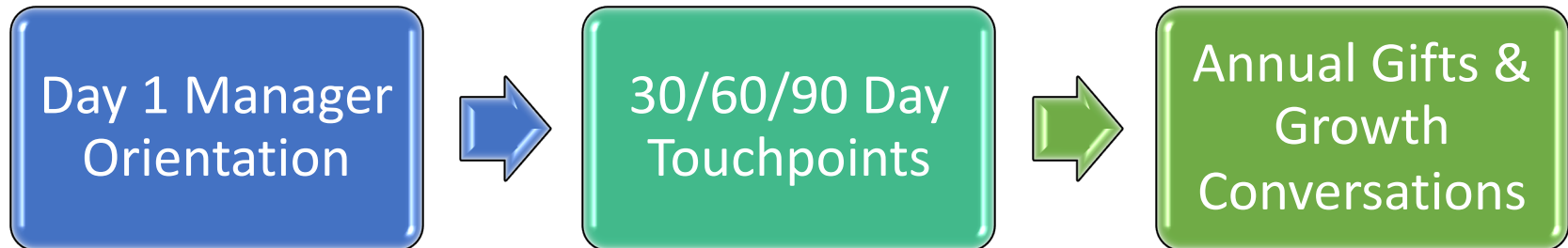


# Overview

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



# The Process



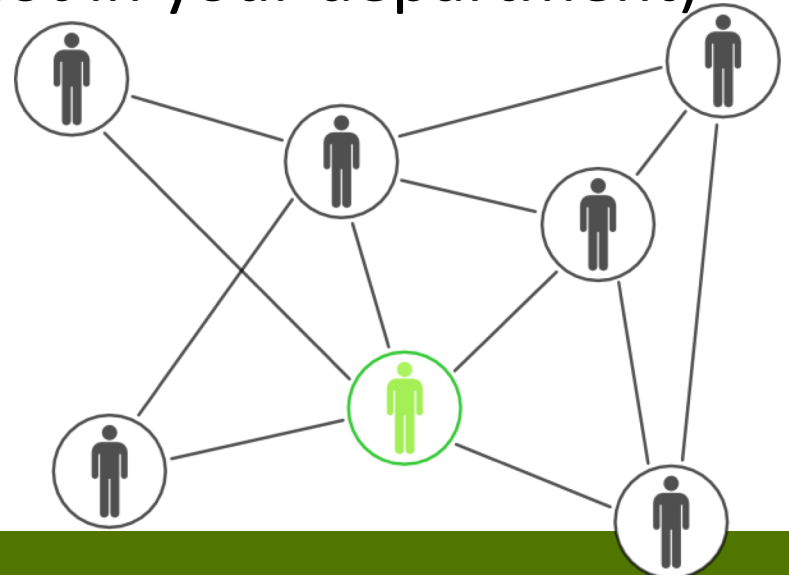
| What it IS...   | What it is NOT...   |
|---|---|
| An opportunity to discuss your associates questionnaire, learn more about what goals/ideas they have                    | Time to discuss any other topic but what is important to your associate           |
| An opportunity to spend quality time in 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



## 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
- 
- A decorative graphic in the bottom right corner featuring a stylized tree with green leaves. The branches of the tree are composed of various colorful icons representing technology and business concepts, including a printer, a laptop, a globe, a magnifying glass, a Wi-Fi symbol, a mail envelope, a calendar, a person icon, and a gear.



# 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%
- 1<sup>st</sup> 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



# Contact information

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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*

Evvy Cugelman, RN, *Gerontological Nurse  
Educator/Consultant*

Elizabeth Edgerly, Ph.D., *Executive Director of the  
Alzheimer's Association, Northern California*





**Thank you for joining us!**

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**Pioneer Network**

**[www.pioneernetwork.net](http://www.pioneernetwork.net)**

**The Eden Alternative**

**[www.edenalt.org](http://www.edenalt.org)**

