



Welcome
to today's webinar

Better Together
WEBINARS

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

Pioneer Network eden ALTERNATIVE




Agenda:

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




Keepers Committee



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19%

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3.0%

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Hospitality



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Membership and Belonging



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Influence



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Shared Emotional Connection



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The Leader's Role



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KEEPER'S COMMITTEE

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TRANSPARENCY

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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

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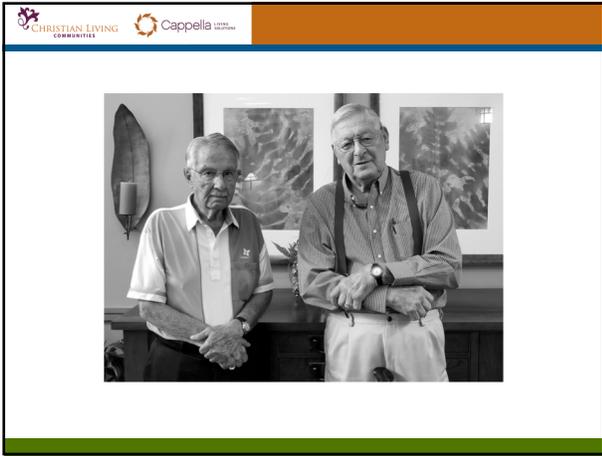
Accomplishments

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

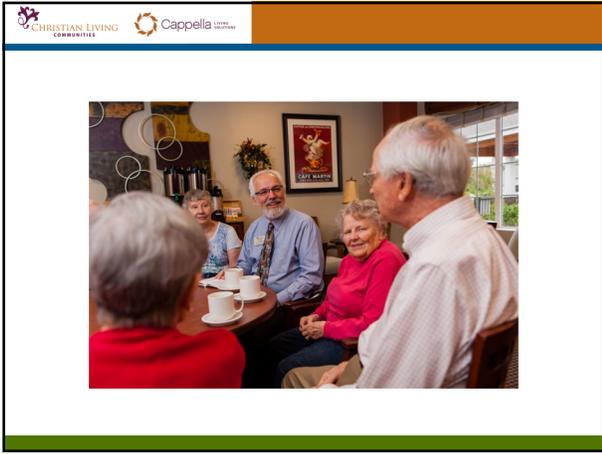
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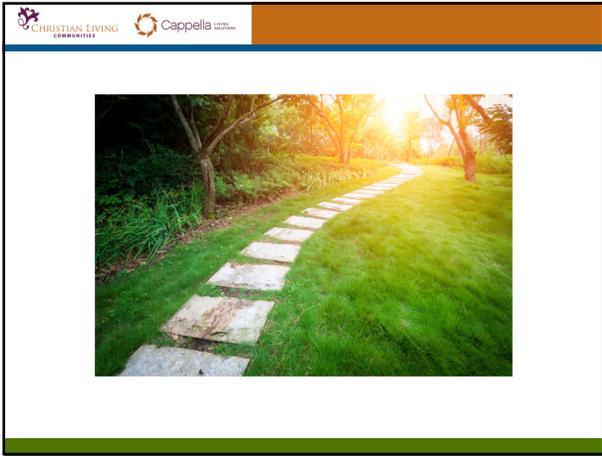
Accomplishments

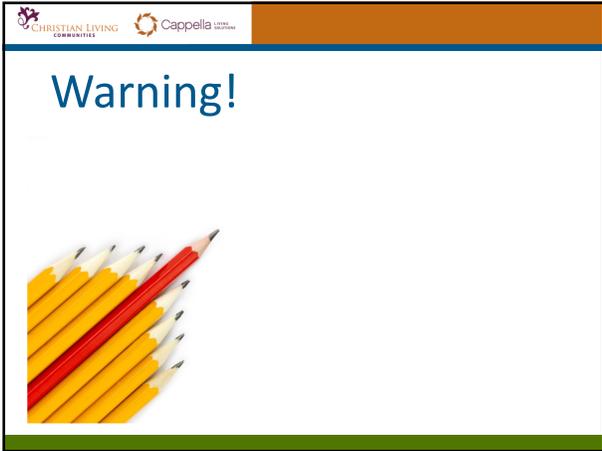
- Intentional support during leadership transitions
- Orientation presentations
- Educational mentors
- Random acts of kindness
- Review of EAP use













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This is what we do here.



KEEPER'S COMMITTEE



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The Best Part

Patience
Forgiveness
Understanding
Encouragement

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Mentorship Program Pat McBride RN MSN

"Growing our Own versus Eating our Own"



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Traditional On-Boarding of Clinical Staff



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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

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2 Main Goals of the Mentorship Program

- Competency
- Best Friend at Work



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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

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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

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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!



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Mentorship Support

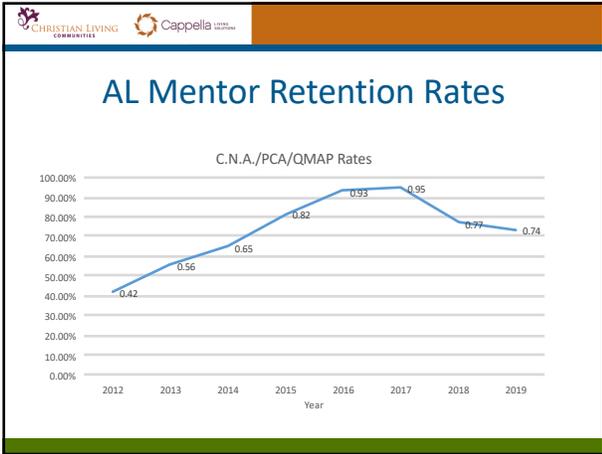
- Support each other's mentors
- Monthly mentorship meetings
 - Training
 - Best practices
 - Support
 - Focus groups
 - Evaluate new equipment, processes
 - Leaders in the communities

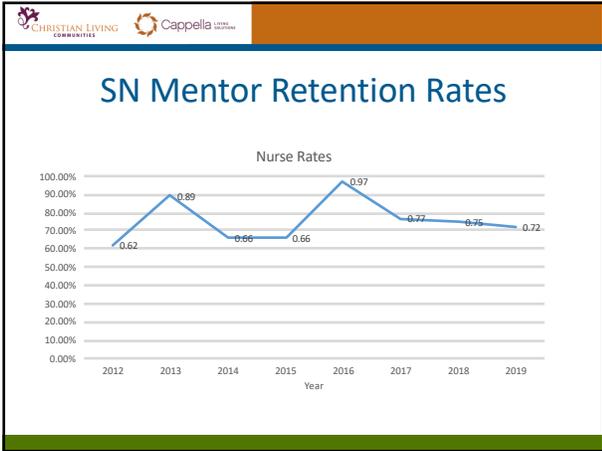


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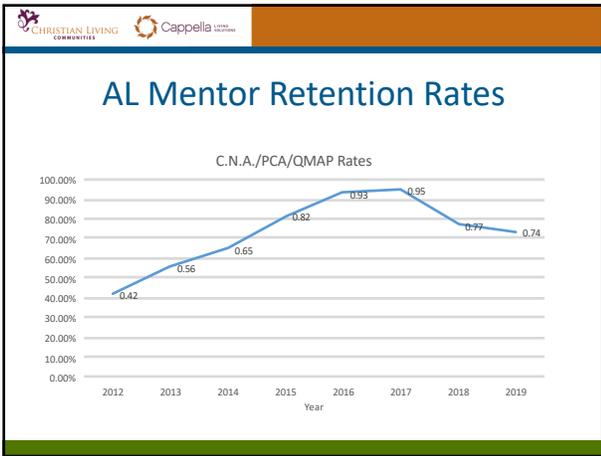
Success of the Mentorship Program

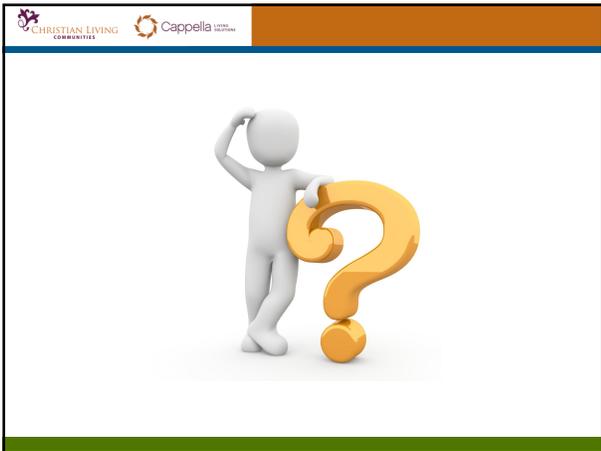
- Developing new leaders
- Closing the gap between communities and "corporate"
- Resident involvement
- Creating competency
 - Improved surveys-POC
 - Easier implementation of new clinical challenges
 - Embracing new ideas and quality improvement
- Creating best friends at work
- Successful on-boarding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











Overview

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

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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

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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)

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Why Gifts and Growth?

Benefits:

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

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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

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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

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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

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Guidelines for Success

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



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Gifts Conversation

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



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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



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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?



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Ongoing Communication



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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.

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Questions



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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%!

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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.

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Questions



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Better Together WEBINARS

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

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