2. Workforce Investment

Marguerite McLaughlin
What a difference management makes!

Five Management Practices Associated with High Retention, Attendance and Performance

Susan C Eaton 2002

- High-performance, high-commitment HR policies
- Valuing staff day-to-day in policy and practice, word and deed
- High-quality leadership at all levels of the organization
- Work systems aligned with and serving organizational goals
- Sufficiency of staff and resources to care humanely
Staff Turnover vs Quality

Figure 1: Hypothesized Quality-Turnover Relationship

Turnover Targets based on Quality

20%  50%

Staff Stability is a Precondition of quality!
The New Normal

• Employer of Choice
  o What do you have that no one else does?
  o Promote that!

• Your public facing face
  o What do your ads look like?
  o What do social media reviews say about you?
  o What do hospitals say about you?

• All staff and family recruiting
  o *Come, try us out* cards

• Rethink the way things run:
  o Small clusters
All Roads Lead to . . . .
People!!
Some do all the work and others act like they do all of the work!

CNA - Certified Nursing Assistant (Former Employee) – Augusta, ME – June 13, 2016

Cons:
They chat more about their home life more then they do about their actual job. There is favoritism throughout the facility. They are severely understaffed due to the higher ups treating the employees like they are disposable. Nurses lying about checking on residents well being when they haven’t. False reports not being investigated thoroughly before employees are being written up and the individuals who doing the false reporting not being fired once they are found to be lying. CNAs bossing around by other CNAs because they are friends with the nurses. This is not a healthy working environment to work.

✔ Pros
Residents/pay!

✗ Cons
The employees that are too comfortable in their jobs!
HELP WANTED

MEDICAL CNA
needed for private
duty, in Derby.
1 to 1½ hours
each morning.
$10 per hour.
Must be English
speaking and be
a US citizen.
Join Our Cast of Characters
High-performance, High-Commitment Human Resource Practices

• Help staff grow their skills, gain education, and progress on a career path
• Policies & Procedures that reflect how you trust staff
• Attendance policies that take into account challenges your staff face in real life
• Innovative solutions to social-service issues
• Use Learning Circles
What a difference management makes! Five Management Practices Associated with High Retention, Attendance and Performance

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Eaton, 2002
High Quality Leadership at all levels of the organization

- Grow leaders at all levels - mid managers, frontline staff
- Create a chain of positive supervision all the way to the front line
- Be open to innovation and non-traditional ideas
- Give them stuff to read on leadership
- Tell them of your high hopes
- Recognize skills that are not as obvious
Valuing staff day-to-day in policy and practice, word, and deed!

- Build community/relationships
- Answer call lights
- Pitch in when staff need help
- Manage by walking around
- Provide meaningful rewards
- Know your staff, their families, their issues and passions
- Support their good health

Who are CNAs most likely to share information with? It’s all about relationships!
The “Stamp Out” List

• Micro-inequities
• A small group of “in” people
Work systems aligned with and serving organizational goals

- Consistent assignment
- Rely on staff input and judgment to solve problems
- Give staff real responsibilities
- Don’t staff to census – sending people, who want to work, home
- Mid-shift huddles
Sufficient staff and resources to provide humane care

- Work to reduce call outs so that staff don’t work short
- Ensure adequate and easy access to supplies
References from this session

- The Power of Moments-Chip & Dan Heath
- Partnership Council Field Book-Strategies and Tools for Co-Creating a Healthy Work Place (Wisdom from the Field Series)
- Gratefulness.org
- Daisy Awards