



2. Workforce Investment

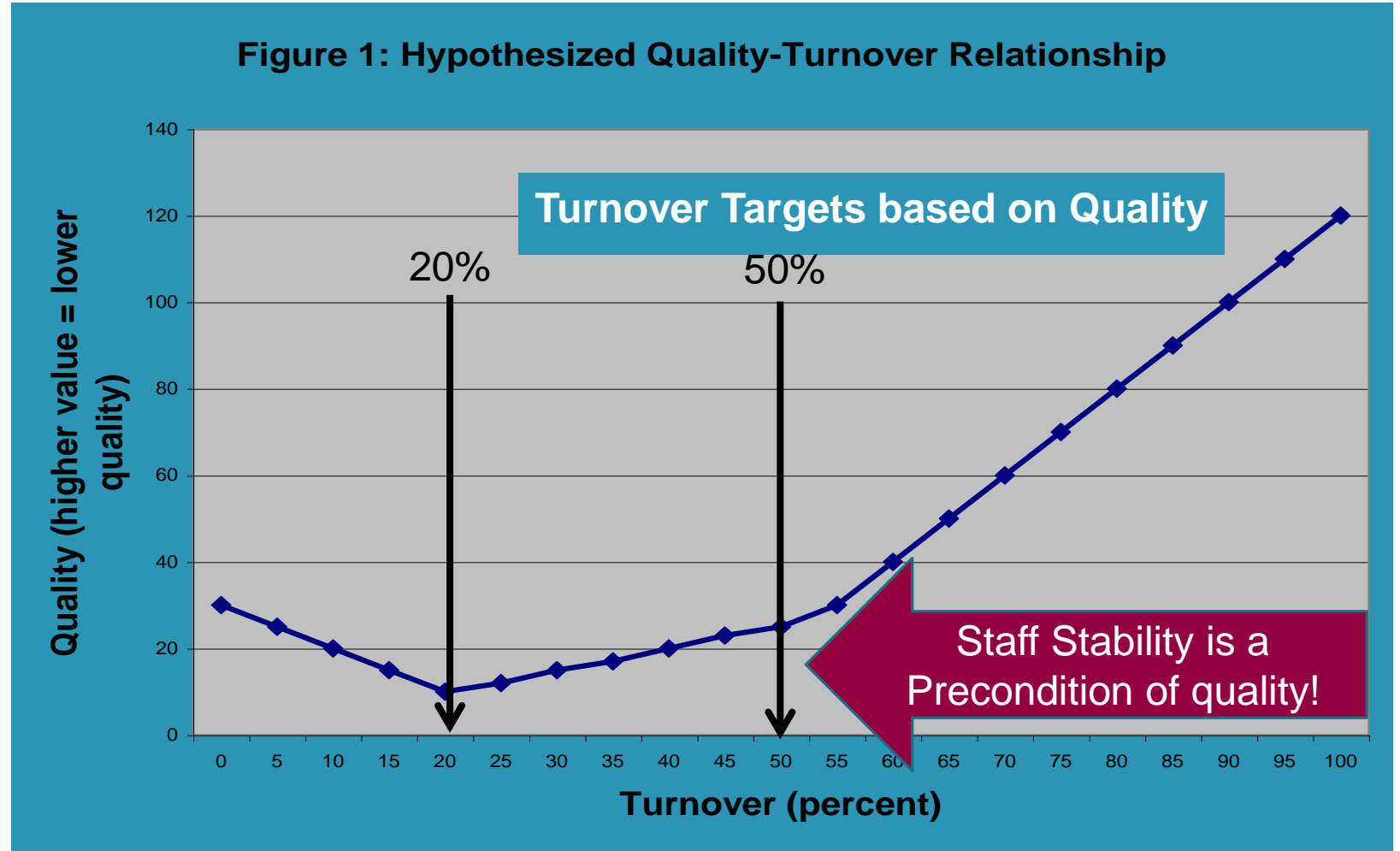
Marguerite McLaughlin

- 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

What a difference management makes! Five Management Practices Associated with High Retention, Attendance and Performance
Susan C Eaton 2002

Staff Turnover vs Quality

Figure 1: Hypothesized Quality-Turnover Relationship



The New Normal

- Employer of Choice
 - What do you have that no one else does?
 - Promote that!
- Your public facing face
 - What do your ads look like?
 - What do social media reviews say about you?
 - What do hospitals say about you?
- All staff and family recruiting
 - *Come, try us out* cards
- Rethink the way things run:
 - Small clusters

All Roads Lead to



People!!



Snapshot

Why Join Us

Reviews

Salaries

Photos

Jobs

Q&A

1.0



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 thouroughly before employees are being written up and the undividusls 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.*



**Licensed Nurses &
Certified Nursing Assistants**



If you are ...

- Dependable
- Caring
- Customer Service Oriented

Fruit Health- Forsyth wants to talk with you!
We are looking for the BEST CNAs & LPNs in
Monroe County to join our team. Don't drive
to Bibb Co, or out of town when you can have
a great job with benefits right here in Forsyth.
Positions available on 3 pm to 11 pm shifts.

Opportunities for advancement are always available
for those that want to make a real difference!

For more information about the benefits of
a career with Pruitt Health Forsyth- please
email your resume to:

kherron@pruithhealth.com
or call 478.994.5671 ext. 311

Candidates must also apply in person at
521 Cabiness Road • Forsyth, GA 31029

EDE



Pruitt Health
Forsyth
A Medical Nursing and Rehabilitation Center



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





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



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