

Attracting and Retaining Employees

Employment Strategies for Successful Adult Family Homes



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Do We Have A Problem With Employee Turnover?

One source suggests turnover rates average about 25 percent for home care workers, while other data pegs the average annual home care turnover at 200 percent or more per year. Data for Washington State suggest that about half of all home care workers leave their jobs every year.

Half of Home Health Workers

Data for Washington State suggest that about half of all home care workers leave their jobs every year. High rates of home care worker turnover have negative effects on providers, the state, and consumers. The cost of replacing workers is high (with the average cost of turnover estimated at \$981 to \$6,368).

Challenges To Retaining Staff

- Shortages in Caregivers
- Licensing and Training
 - Cost of Training
 - Time of Licensing
- Wages and Benefits
 - Typically LTC is an entry level position
 - In many cases no benefits come with LTC jobs
 - In many cases schedules are pushed to extended shifts
- High burnout rate among LTC Workers

Current Challenges For AFH's

- ◉ Recruiting
 - Generational Differences
- ◉ Training
- ◉ Getting Properly Trained Employees
- ◉ Keeping Employees Engaged
 - Socialization
 - Pay Scale
- ◉ Scheduling
- ◉ Call Outs

Recruiting Tip

- LTCF will help you recruit and can save you money.
 - LTCF will advertise for you
 - LTCF will prescreen
 - Give you a list of potential employees to call and interview

However it will take more time, and time is of the essence when it comes to getting employees.

Have a Recruiting Plan

- Where to get employees
 - Word of mouth
 - Your current Employees
 - Craigslist
 - Indeed.com
 - Care Net
- Follow up:
 - Text candidate ASAP
 - Ask them to respond in some way
 - Prescreening Questions
 - Schedule Interview
- Interview
 - In person if possible
 - Confirm the appointment
 - Have a list of prepared questions
 - Look for character – “You can train skills, you cannot train character”.

Sample Questions

- ◉ Why did you choose this type of work?
- ◉ Why did you leave your last job or why do you wish to leave your current job?
- ◉ How was your attendance on the last job?
- ◉ What do you feel are your greatest strengths/weakness?
- ◉ Name three characteristics that you value in other people.

Have a Recruiting Plan Cont.

● Call References

- Professional References
- I ask 3 Questions
 - Did they work for you (confirm dates)
 - Were they reliable (listen)
 - Would you rehire them if you had the opportunity

● Welcome

- New hire paperwork.
 - Policies and Procedures/Employee Manual
 - On boarding of Computer Programs and Apps
 - Gift

Site Specific Training

Home Specific Orientation

EMPLOYEE FACILITY-BASED ORIENTATION CHECKLIST

To be initiated by trainer and trainee as each segment is successfully completed, understood, and appropriate documents are signed by new employee, if necessary.

Student Name:							
Date of Hire:				Number of Training Hours:			
Dates of Training with Total Training Hours:							
1. Date:		Hours:		7. Date:		Hours:	
2. Date:		Hours:		8. Date:		Hours:	
3. Date:		Hours:		9. Date:		Hours:	
4. Date:		Hours:		10. Date:		Hours:	
5. Date:		Hours:		11. Date:		Hours:	
6. Date:		Hours:		12. Date:		Hours:	
Demonstrated Competencies (Trainer and Trainee to initial each item when completed).							
DATE:	TRAINER:	TRAINEE:	EMPLOYEE ORIENTATION				
			PERSONNEL MANUAL: Read and Sign				
			Time Sheets: How to clock in and out for work: How to verify hours at the end of pay period				
			Absence: What to do in case of illness, injury, and requesting time off and vacation				
			Where to park, what to wear, where to keep personal belongings				
			What doors are locked, locked from the inside and how to open				
			Keys, keeping the medicine closet locked, and chemicals closet locked				
DATE:	TRAINER:	TRAINEE:	CAREGIVER ORIENTATION - RESIDENT SPECIFIC (INTERACTIVE)				
			Care setting reviewed by Applicant WAC 388-112				
			The characteristics and special needs of the population served WAC 388-112				
			Reviewed nurse-delegated tasks in this home				
			Have read each Resident's Care Plan, general understanding of each resident's medical Dx				
			Familiar with each resident's medications, where and how stored				
			Introduced to each resident				
			Familiar with each resident's daily routine, bath schedule and activity each one enjoys				
DATE:	TRAINER:	TRAINEE:	CAREGIVER ORIENTATION - GENERAL				
			Skills checklist: handwashing, mouth care, dental care, dressing residents, turning residents, repositioning residents, peri-care, disposal of soiled linen and undergarments, making unoccupied and occupied beds, assisting in eating, assisting in ambulating				
			Safe transfers, how our residents transfer				

Training/Credentialing

- NAR/HCA/CNA
- Getting Trained Employees
- Long Term Care Foundation
 - Free Training
 - Can use as an incentive
 - Can graduate pay as courses are completed

“If what you are doing is fair, and it makes sense – then it will be accepted and you and your organization will be respected”

CredentiaLING HOMES | CredentiaLING Checklist

Employee _____ Date _____
House _____ Start Date _____
Date of 200 Days _____ Review Date _____
EE Classification _____ Pay Rate _____

Credential	Caregiver 1	Due Date
Washington State Required Background Check		_____
NAR License		_____
Step 1 TB Test		_____
Step 2 TB Test		_____
Food Handlers		_____
Nurse Delegation Training		_____
Diabetes Specialty Training		_____
Covid 19/IV Vaccination Acknowledgements		_____
N-95 Fit Test		_____
Fingerprint IGC		_____
Training Complete at IBIAEH		_____
	Caregiver 2 Below	_____
First Aid		_____
CPK		_____
Safety and Orientation Complete		_____
Dementia Specialty Training Complete		_____
Mental Health Specialty Training		_____
CNA or HCA Training Complete		_____
	Caregiver 3 Below	_____
CNA/HCA License		_____
CME 12 Credits Hrs		_____

Keeping Employees Engaged



Tips and Tricks

● Events

- Christmas Party (Just For Staff)
- Open House (Invite & Pay Key Staff)
- AFHC Chapter Meetings
- Conferences
- Staff Meetings
- Recognition

Senior Action Network Caregiver Award Banquet



Tips and Tricks Count

● Reviews

- People like to know where they stand
- Annually at a minimum
- Objective

● Pay

- Is it fair
- Is it consistent
- Is it reviewed

● Thank You

- Gift Cards
- Break out of the facility
- Starbucks
- Scrubs

Employee's Name:		Dept:	
Title:		Date:	
Supervisor:		Anniversary:	
Review Period:			

Employee Performance Evaluation

This annual performance review will become part of your personnel file. Please sign below to acknowledge that you have received this document.

Employee's Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____

Leadership Evaluation Factors

	1. Unsatisfactory	2. Needs Improvement	3. Satisfactory	4. Very Good	5. Excellent
1. Job Knowledge Brief explanation:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Communication - Clear, Effective Brief explanation:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Dependability - Attendance record, On Time Brief explanation:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Initiative - Motivated, Willingness to take on additional responsibility Brief explanation:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Teamwork - Mentoring, Cross Training, Ability to work effectively with supervisor Brief explanation:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Quality of Work Brief explanation:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Quantity of Work - Productivity, Meets deadlines Brief explanation:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pay Scale

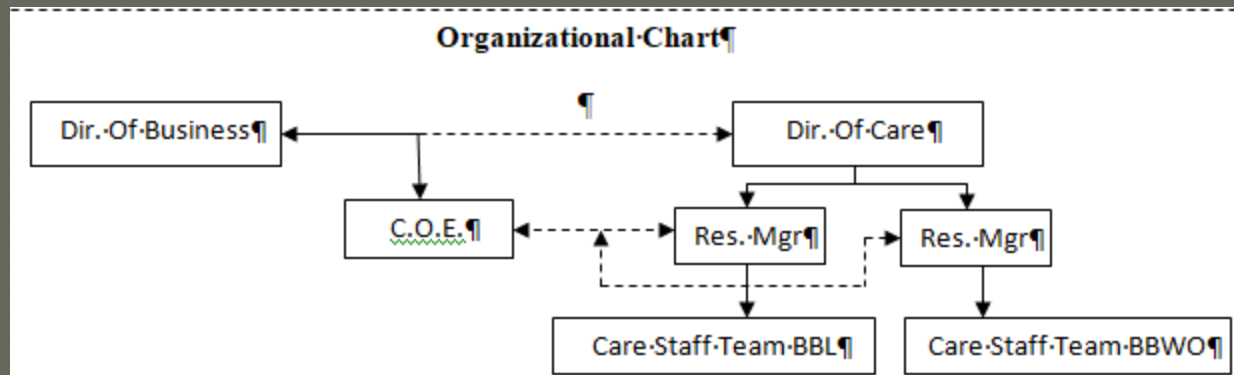
- CG 1, 2, 3
 - CG1 Goal to work alone
 - CG2 On their way
 - CG3 Trained Caregiver
- You need to be a CG3 to get promoted
- This process lets you know who will be staying.

<i>Credential</i>	<i>Caregiver 1</i>	<i>Due Date</i>
Washington State Required Background Check		_____
NAR License		_____
Step 1 TB Test		_____
Step 2 TB Test		_____
Food Handlers		_____
Nurse Delegation Training		_____
Diabetes Specialty Training		_____
Covid/HBV Vaccination Acknowledgements		_____
N-95 Fit Test		_____
Fingerprint BGC		_____
Training Complete at <u>BBAFH</u>		_____
	<i>Caregiver 2 Below</i>	_____
First Aid		_____
CPR		_____
Safety and Orientation Complete		_____
Dementia Specialty Training Complete		_____
Mental Health Specialty Training		_____
CNA or HCA Training Complete		_____
	<i>Caregiver 3 Below</i>	_____
CNA/HCA License		_____
CME 12 Credits Hrs		_____
Other _____		_____

Tips and Tricks Cont.

Upward Mobility

- Give employees something to reach for
- Always (if possible) promote from within
- Match pay with duties and responsibility



Gifts

- Starbucks or Scrubs

Scheduling

- Employees like a consistent schedule
 - Predictable
 - They can plan
 - Less likely to get burn out
 - Shows you care and are organized

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7AM	Yellow	Green	Yellow	Yellow	Yellow	Green	Green
11AM	Yellow	Red	Yellow	Yellow	Yellow	Green	Green
3PM	Yellow	Red	Yellow	Yellow	Yellow	Green	Green
7PM	White	Green	White	White	White	Green	Green
9PM	White	Blue	White	White	White	Blue	Blue
7AM	White	Blue	White	White	White	Blue	Blue

Call Outs & On Call

● Call Outs

- Attendance Bonus \$75 for not calling out (Paid 2 times/month)
 - Must fulfill their scheduled hours
 - If they call out they can still get a the bonus if:
 - They have PTO to cover the shift
 - They have a Dr's Note showing they were indeed sick

● On Call

- Our leadership team each takes “Weekend Call”
- They get \$100 for being on call plus paid for time if they have to go in
- They take all phone calls for both homes 1 WE/Mo
- They find coverage or cover for call outs
- They only contact the providers if they have a problem they cannot handle

Other Tips and Tricks

- What to do when someone “Calls Out”
 - Keep a record of call outs
 - Use it in employee’s review
 - Replace employees with high call out or poor performance

“Replace from a place of strength”

- Getting other employees to cover shifts
 - Offer an “Emergency Shift Bonus”
 - Swing by that shift and bring them a Starbucks
 - Send them a thank you with a gift card

Conclusions

- All Industries Suffer Challenges
- Business Looks for Creative Solutions
- You Must Be Purposeful
- You Must Be Strategic
- You Must Be Tenacious

“It is your business, you run it.”

Employees bring challenges, but they also can make you money when you are speaking at some conference somewhere having fun!