National Nursing Home

QUALITY IMPROVEMENT CAMPAIGN

NNHQI Campaign

Intro to Staff Stability Tracking Tool v2.2

Quality Improvement Organizations
Sharing Knowledge. Improving Health Care.
CENTERS FOR MEDICARE & MEDICAID SERVICES

Telligen

1. Rolling 12-month retention rates for CNAs, LPN-LVNs and RNs
   - ➢ Percent of staff employed 12 months or more is calculated as of the last day of each month.

2. Turnover rates for CNAs, LPN-LVNs and RNs
   - ➢ Monthly, cumulative and year-to-date calculations are provided
   - ➢ Transfer outcomes to website for trending and Campaign-wide comparisons

3. Track on-boarding and termination processes and patterns
   - ➢ Orientation, peer support participation, timeliness of both initial and annual dementia and abuse prevention training
   - ➢ Exit interview, reason, type of termination

4. Monitor action plan for quarterly staff satisfaction surveys

5. Create customized replacement cost estimates
   - ➢ Use the embedded replacement cost calculator to create per-replacement estimates for CNAs, LPN-LVNs, and RNs
   - ➢ Enable automatic application of your estimates to your actual turnover rates

Process& Retention Tracking

Select the month and year you begin using this workbook:	March	2017

Record every member of your CNA, LPN/LVN, and RN staff employed as of the first day of the month you begin using this workbook. Add new staff as they leave, record this on their existing row.

On-boarding & Termination Activities

Orientation How and Why
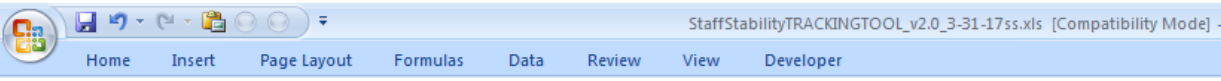
	Employee Name*	Staff Type* CNA/RN/LPN-LVN	Date Hired* mm/dd/yy	Date Terminated* mm/dd/yy	Was a Compl Orientation Pro for this Emplo Yes/No
r1	J. Bradley	CNA	1/1/2017	3/23/2017	No
r2	J. Brendle	CNA	1/1/2017		Yes
r3	A. Smith	CNA	12/25/2016		Yes
r4	L. Brown	CNA	8/27/2016		Yes
r5	R. Roberson	CNA	4/15/2016		Yes
r6	C. Wrightwing	CNA	1/1/2016		Yes
r7	L. Eagle	CNA	9/23/2014		Yes
r8	P. Carpenter	CNA	6/21/2014		Yes
r9	J. Carrux	CNA	8/8/2010	1/1/2017	Yes
r10	S. Slidell	CNA	3/22/2017		Yes
r11	emp1	CNA	1/1/2015		Yes
r12	emp2	CNA	1/1/2016		Yes
r13	emp3	CNA	2/1/2016	3/23/2017	Yes
r14	emp4	CNA	2/1/2016		Yes
r15	emp5	CNA	3/1/2016		Yes
r16	emp12	CNA	6/15/2016		Yes

Welcome | Common Qs & As | ProcessAndRetentionTracking | ProcessDashboard | StaffSatisfactio

Complete at least these 4 fields (red asterisks) to get BOTH rolling 12-month retention rates AND Turnover Rates

- Workbook lasts for 12 months.

- Select starting month & year

- List every CNA, LPN/LVN and RN employed as of the first day of the starting month.

- Add new employees as they are hired

- Log termination date as employees leave

2

Communities wanting to track only Turnover Rates may still simply complete the number employed as of the first day of the month and the number terminated as of the last day of the month (first two columns).

This tab will be automatically completed for Communities using the Process and Retention Tracking Log.

CNA Turnover

INSTRUCTIONS: You have a choice.

(1) If you are tracking staff retention and/or other processes on the ProcessAndRetentionTracking tab, this worksheet will **populate automatically.**

(2) If you are not logging your hires and terminations on the ProcessAndRetentionTracking sheet OR you are only recording some staff types, you may **mannually enter** the number employed on the first day of the month and the number terminated as of the last day of the month.

Once you type into either of those cells, the auto population feature will no longer work.

Our target is that CNA Turnover is not more than **6.0%** in any month

Enter your target in the yellow field above. Successful months will be highlighted below.

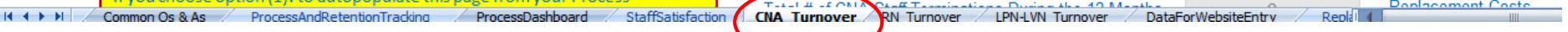### CNA Staff — Staff Turnover Cal...

Month	Number of CNAs Employed on the First Day of Each Month	Number of CNAs Terminated by the Last Day of Each Month	Turnover Rate Per Month	Cumulative Terminations Year-to-Date	Average Number of CNA Staff Employed Year-to-Date	Turnover Rate Year-to-Date	Turnover Cost Per Month
March 2017	14	2	14.3%	2	14.0	14.3%	
April 2017	16	1	6.3%	3	15.0	20.0%	
May 2017	17	1	5.9%	4	15.7	25.5%	
June 2017	15	2	13.3%	6	15.5	38.7%	
July 2017	0	0		6	12.4	48.4%	
August 2017	0	0		6	10.3	58.1%	
September 2017	0	0		6	8.9	67.7%	
October 2017	0	0		6	7.8	77.4%	
November 2017	0	0		6	6.9	87.1%	
December 2017	0	0		6	6.2	96.8%	
January 2018	0	0		6	5.6	106.5%	
February 2018	0	0		6	5.2	116.1%	

If you choose option (1): to autopopulate this page from your Process

Total # of Data Collection Months 12

Year-to-Date Turnover

Common Os & As | ProcessAndRetentionTracking | ProcessDashboard | StaffSatisfaction | **CNA_Turnover** | RN_Turnover | LPN-LVN_Turnover | DataForWebsiteEntry | Repla...

Data for Website Entry

Final Steps:
♦ Print this page, or use your mouse to select the section of data (usually a month) you would like to print. From the print menu, choose 'print selection.'
♦ Log in to the Campaign website:
   https://www.nhQualityCampaign.org
♦ Select "Enter My Data."
♦ Under Staff Stability, click "Submit Data" and enter your data for the month in the corresponding fields.
♦ Click "Submit" and check the screen for the confirmation message.

Thank You!

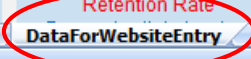| Month | Staff Group | TURNOVER | | RETENTION |
		Number Employed on the First Day of Each Month	Number Terminated by the Last Day of Each Month	Rolling 12-month Retention Rate Percent of staff who have been employed continuously for 1 year or more as of the last day of the month
March 2017	CNAs	14	2	41.6%
	RNs	2	1	100.0%
	LPN/LVNs	4	0	75.0%

| Month | Staff Group | TURNOVER | | RETENTION |
		Number Employed on the First Day of Each Month	Number Terminated by the Last Day of Each Month	Rolling 12-month Retention Rate Percent of staff who have been employed continuously for 1 year or more as of the last day of the month
April 2017	CNAs	16	1	46.7%
	RNs	1	0	100.0%
	LPN/LVNs	4	1	66.7%

| | | TURNOVER | | RETENTION |
		Number Employed on the	Number Terminated by the	Rolling 12-month Retention Rate

Campaign Participants transfer 9 numbers from their Excel workbook to the Campaign website each month.

This process takes about 5 minutes, and provides access to dynamic trend graphs, target setting and comparative data.

See next slide

ProcessDashboard | StaffSatisfaction | CNA_Turnover | RN_Turnover | LPN-LVN_Turnover | **DataForWebsiteEntry** | Repla

Ready

Annualized Turnover Rate

Annualized turnover rates show what your turnover rate will be at the end of the year if you continue at your current "pace." Your projected annual turnover is calculated each month by multiplying your year-to-date turnover rate to simulate 12 months of data.

Trend graphs for turnover rate calculations and rolling 12-month retention rates:

- Select time period & staff types. Opt to display Campaign-wide comparison & target line.

- Graphs may be exported and saved or printed directly from website.

Monthly Turnover Rate

Monthly turnover is calculated by dividing the total number of terminations during the month by the number of staff employed on the first day of the month.

5
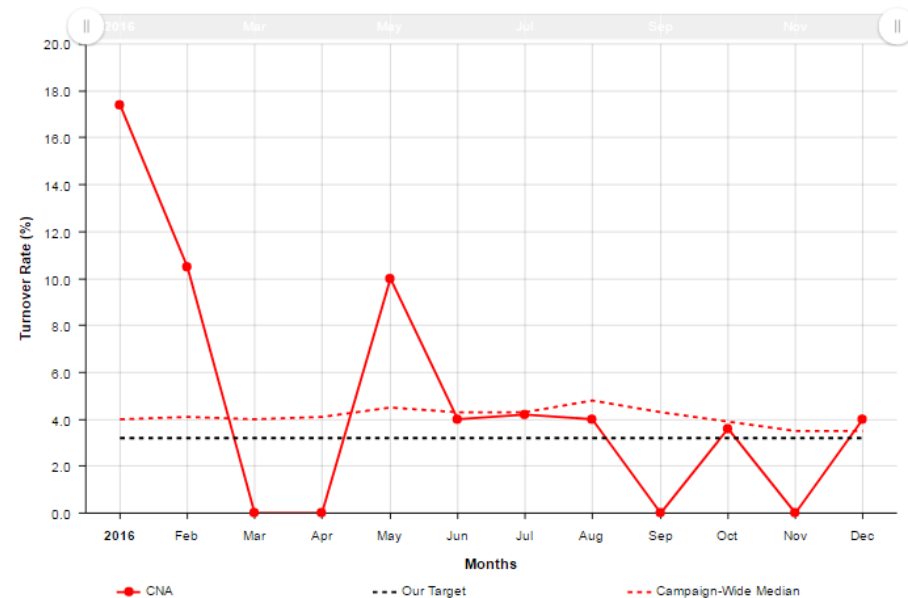
Staff Stability Tracking Tool v2.0
Process and Pattern Tracking

Process & Retention Tracking

Select the month and year you begin using this workbook:	March	2017

Highlighting indicates where Dementia Care & Prevention Abuse Training have not occurred within 90 days of hire (for initial) and within the past 365 days from today's date, for employees hired over a year ago.

Highlighting helps quickly visualize patterns and gaps in preferred processes.

Record e... ...t day of the month you begin using this ...
leave, re...

...nation Activities
Orientation How and Why

	Employee Name*	Staff Type* CNA/RN/LPN-LVN	Date Hired* mm/dd/yy	Date Terminated* mm/dd/yy	Was a Complete Orientation Provided for this Employee? Yes/No	Date INITIAL Dementia Care & Prevention Abuse Training Complete	Date ANNUAL Dementia Care & Prevention Abuse Training Complete indicate most recent annual training	Did this Employee Engage in a Peer Support Program? Yes/No
r1	J. Bradley	CNA	1/1/2017	3/23/2017	No			
r2	J. Brendle	CNA	1/1/2017		Yes	1/1/2017	1/1/2017	Yes
r3	A. Smith	CNA	12/25/2016		Yes	1/1/2017	1/1/201...	Yes
r4	L. Brown	CNA	8/27/2016		Yes	1/1/201...		Yes
r5	R. Roberson	CNA	4/15/2016		Yes	1/1/2017		No
r6	C. Wrightwing	CNA	1/1/2016		Yes	2/1/2016	1/1/2017	No
r7	L. Eagle	CNA	9/23/2014		Yes	6/1/2016	1/1/2017	No
r8	P. Carpenter	CNA	6/21/2014		Yes	6/1/2016	1/1/2017	No
r9	J. Carrux	CNA	8/8/2010	1/1/2017	Yes			
r10	S. Slidell	CNA	3/22/2017		Yes	4/1/2017		
r11	emp1	CNA	1/1/2015		Yes			
r12	emp2	CNA	1/1/2016		Yes			
r13	emp3	CNA	2/1/2016	3/23/2017	Yes			
r14	emp4	CNA	2/1/2016		Yes			
r15	emp5	CNA	3/1/2016		Yes			
r16	emp12	CNA	8/15/2016		Yes			

| Welcome | Common Qs & As | **ProcessAndRetentionTracking** | ProcessDashboard | StaffSatisfaction | CNA_Turnover | RN_Turnover | LPN-LVN_Turnover | DataForWe ... |

6

Process Measures Dashboard

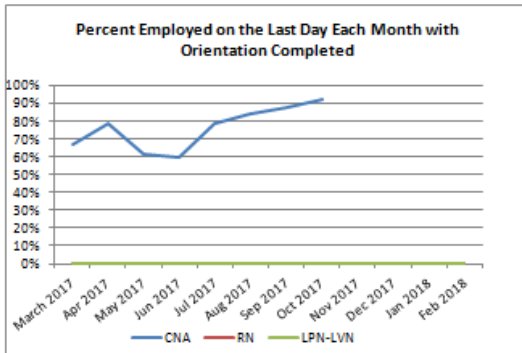Charts help monitor implementation, and identify patterns and opportunities to improve.

Choose "Yes" from this drop-down list to automatically populate turnover replacement costs on the individual Staff Type Turnover worksheets.

Enter itemized costs where appropriate in Sections 1 - 4. Overall costs are then calculated for you. Do not enter data in rows where costs are CALCULATED FOR YOU. In Sections 2 - 4, itemized costs are broken down by staff type.
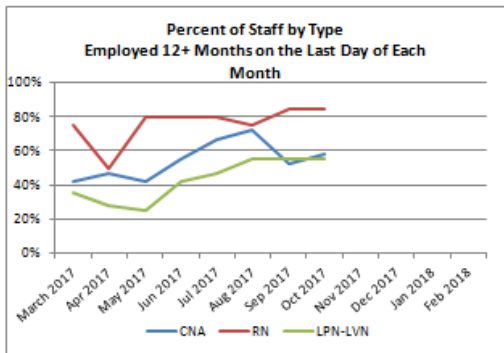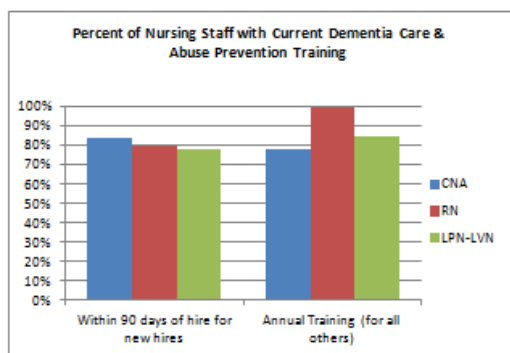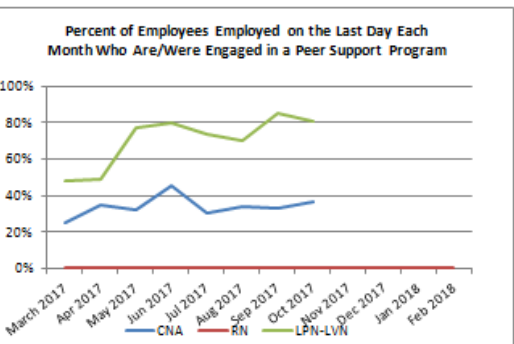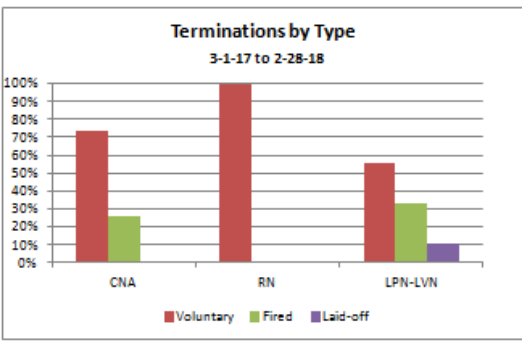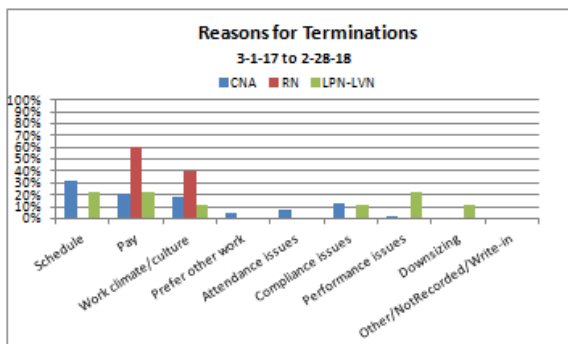
Turnover Replacement Cost Calculator

This calculator has been provided to help you approximate the cost to replace a vacancy that occurs due to turnover. While the overall calculation is done for you, you will fill in each of the specific costs, outlined below.

I would like these results to automatically populate my Turnover worksheets: No / Yes / No

Adapted with permission from B&F Consulting

Section 1: General costs, assumed to be approximately the same across all staff types

		Fill in Each Cost Below	
1	Exit interview for outgoing employee		Estimate the amount of time spent to conduct an exit...
2	Call and Check References		Estimate the amount of time spent to check a prospective...
3	Employee Physical		Cost, if any, of providing a new employee with an employment...
4	TB Test		Cost of providing a TB test to a newly hired person.
5	Hepatitis B Vaccination		Cost of providing any required Hepatitis B shots to a new employee.
6	Drug Screen		Cost of providing any required screening tests for drugs for a new employee.
7	Criminal Background Check		Cost to complete a criminal background check on a new employee.
8	(other expense - double-click to add label here)		
	Total general item costs per turnover	$ -	CALCULATED FOR YOU

Section 2: Cost of unfilled positions, by staff type

		CNA	RN	LPN-LVN	Notes & Tips
	Record Average Costs				INSTRUCTIONS: Select 5 employees who departed at least 2 months ago for each staff type. Use these 5 staff experiences to calculate averages as indicated.
1	Average number of days a vacancy for this staff type remains open.				Calculation - For the 5 staff departures you've selected, add up the number of days the position remained vacant by counting the number of days from the last day of employment to the first day the new staff member was out of orientation. Divide the total number of days by 5 to determine the average length of time to fill the vacant position.

◄ ► ... | ProcessDashboard | StaffSatisfaction | CNA_Turnover | RN_Turnover | LPN-LVN_Turnover | DataForWebsiteEntry | **ReplacementCostCalculator** ⊕

Ready

8

Step 4: Training & orientation costs, by staff type

		CNA	RN	LPN-LVN	Notes & Tips
1	Number of Hours of Classroom Orientation	40.0	80.0	60.0	Number of hours new staff normally spends in classroom orientation
2	Average Number of Staff (ALL POSITIONS) in each Orientation Class	5.0	2.0	2.0	Enter the average number of people (all positions) who are in each orientation class.
3	Average Wage of Classroom Orientation Trainer	$ 25.03	$ 25.13	$ 25.19	Enter the average hourly wage of all trainers involved in the classroom orientation of a newly hired staff.
4	Average Number of Hours Spen... Orientation				...mber of hours that newly hired staff spends in "on-the-job" orientation. Do not include...
5	New Hire Hourly Rate, average				
6	Cost of Classroom Orientation p...				CALCULATED FOR YOU
7	Cost of On-The-Job Orientation by Position	$ 7_2.40	$ 1,142.40	$ 898.80	CALCULATED FOR YOU
	Total training & orientation costs	$ 1,685.01	$ 4,432.40	$ 3,002.70	CALCULATED FOR YOU

> Grand Total Replacement Costs by Staff Type are shown at the bottom of the worksheet.

Total replacement cost by staff type

	CNA	RN	LPN-LVN	
GRAND TOTAL REPLACEMENT COSTS	$ 3,931.91	$ 8,207.90	$ 5,910.50	Adapted with permission from "Worksheet 5: Turnover Replacement Costs" developed by David Farrell of Telecare Corporation for B & F Consulting, Inc. www.BandFConsultingInc.com March 2017

ProcessDashboard | StaffSatisfaction | CNA_Turnover | RN_Turnover | LPN-LVN_Turnover | DataForWebsiteEntry | **ReplacementCostCalculator**

Ready

CNA Turnover

INSTRUCTIONS: You have a choice.

(1) If you are tracking staff retention and/or other processes on the ProcessAndRetentionTracking tab, this worksheet will **populate automatically**.

(2) If you are not logging your hires and terminations on the ProcessAndRetentionTracking sheet OR you are only recording some staff types, you may **mannually enter** the number employed on the first day of the month and the number terminated as of the last day of the month. **Once you type into either of those cells, the auto population feature will no longer work.**

Our target is that
CNA Turnover is not more than
10.0% in any month

Enter your target in the yellow field above. Successful months will be highlighted below.

CNA Staff — **Staff Turnover Calculated for You** — Turnover Cost Calculator

Month	Number of CNAs Employed on the First Day of Each Month	Number of CNAs Terminated by the Last Day of Each Month	Turnover Rate Per Month	Cumulative Terminations Year-to-Date	Average Number of CNA Staff Employed Year-to-Date	Turnover Rate Year-to-Date	Turnover Cost Per Month
42736	18	1	5.6%	1	18.0	5.6%	$3,931.91
February 2017	18	0	0.0%	1	18.0	5.6%	$0.00
March 2017	18	2	11.1%	3	18.0	16.7%	$7,863.82
April 2017	17	1	5.9%	4	17.8	22.5%	$3,931.91
May 2017	16	1	6.3%	5	17.4	28.7%	$3,931.91
June 2017	15	0	0.0%	5	17.0	29.4%	$0.00
July 2017	15	0					$0.00
August 2017	15	0					$0.00
September 2017	15	0					$0.00
October 2017	15	0					$0.00
November 2017	15	0	0.0%	5	16.1	31.1%	$0.00
December 2017	15	0	0.0%	5	16.0	31.3%	$0.00

If you choose option (1): to autopopulate this page from your Process AndRetentionTracking sheet, all data fields for each month will begin to populate and calculate as soon as you enter your first record on the

Total # of Data Collection Months	12	
Total # of CNA Staff Terminations During the 12 Months	5	
Average # of CNA Staff During the 12 Months	16.0	

Year-to-Date Turnover Replacement Costs
$ 19,659.54

> If enabled on Turnover Cost Calculator worksheet, monthly replacement costs will show on staff turnover worksheets in this column.

> Cumulative Year-to-Date Turnover Replacement Costs will be shown here.

Sheet tabs: ... | ProcessDashboard | StaffSatisfaction | **CNA_Turnover** | RN_Turnover | LPN-LVN_Turnover | DataForWebsiteEntry | ReplacementCostCalculator | ⊕