



Resources to Support Staff Stability in Post-Acute and Long-Term Care Settings

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Introduction

Purpose of these resources

This comprehensive, but not all inclusive, list of resources may be helpful for nursing homes as they work to enhance practices around recruiting and retaining staff. The resources may help nursing homes achieve stable staffing in order to improve resident quality of care and quality of life, and to achieve higher ratings in the staffing component of CMS's five star quality rating system for nursing homes.

Who should use these resources?

Nursing home leadership teams may assign responsibility to a person, such as the director of human resources, to review the resources below and identify those that might be helpful for a) leadership, staff, and/or resident/family education, or b) human resource policy or program development or revision.

Why this is important?

Turnover of staff in nursing homes is problematic and costly, and can drive quality down. Turnover rates for clinical care in nursing homes range from 55-75%, with Certified Nursing Assistants (CNAs) having turnover rates which in some cases are nearly 100%. When long-term care communities achieve stable staffing, direct care staff, CNAs, nurses, and administrators work in the community long enough to learn each resident's needs and preferences. A stable staff allows the community to benefit from experience and knowledge that staff gain over time, increasing the overall competence and confidence of staff, while building strong bonds between residents and caregivers. Most residents are more comfortable with caregivers they know.

Contents

This resource list is organized using a model which includes four phases of the employment life cycle. Selected journal articles are also included at the end of the document.

Stage 1: Attract and Recruit

Stage 2: Onboard

Stage 3: Retain and Develop

Stage 4: Separation



Resources, sorted by employment life cycle stage

<p>1 2 3 4</p>	<p>Solutions You Can Use: Transforming the Long-Term Care Workforce Source: <i>Better Jobs Better Care</i></p> <p>Major findings from eight research projects are shared in this resource, including how these results apply to aging-services providers as they build a quality workforce. Examples of categories discussed include possible pools of direct care workers, retention, what supervisors want and need in training, training direct care workers, and developing cultural competence.</p> <p>http://www.ltsscenter.org/resource-library/Solutions_You_Can_Use.pdf</p>
<p>1</p>	<p>15 Interview Questions that Help You Hire for Cultural Fit Source: <i>Planetree</i></p> <p>Use the interview questions in this resource to discern who will not only fill a vacancy, but will truly add value to your organization's culture.</p> <p>https://resources.planetree.org/wp-content/uploads/2018/08/Hiring-for-Fit-Behavioral-Interview-Questions.pdf</p>
<p>1 2 3</p>	<p>Growing a Strong Direct Care Workforce: A Recruitment and Retention Guide for Employers Source: <i>PHI</i></p> <p>Review the ten practical strategies in this resource to spark ideas about where to begin when developing a successful recruitment and retention strategy.</p> <p>https://phinational.org/wp-content/uploads/2018/05/RRGuide-PHI-2018.pdf</p>
<p>1 2 3</p>	<p>Change Package: A Curated Collection of Great Ideas & Practices to Create Lasting Change in your Nursing Home Source: <i>National Nursing Home Quality Care Collaborative</i></p> <p>This Change Package (v2.2, April 2017), Strategy 2, provides change concepts and action items to hire only the best fit for your organization, welcome new staff and make them part of the team, set high expectations and support success, and give the best staff a reason to stay.</p> <p>https://qioprogram.org/system/files/force/resources/documents/C2_Change_Package_20170511_508.pdf</p>
<p>1 2 3</p>	<p>10 Steps to Staff Stability Source: <i>Provider Long Term & Post-Acute Care</i></p> <p>This two-part article focuses on attracting and retaining employees who are intrinsically motivated to help others.</p> <p>Part 1: Help Wanted! Achieve Staff Stability with Good Hires and Welcomes http://www.providermagazine.com/archives/2016_Archives/Pages/0116/10-Steps-To-Staff-Stability.aspx</p> <p>Part 2: Maximize Stability by Supporting and Engaging Staff http://www.providermagazine.com/archives/2016_Archives/Pages/0216/Ten-Steps-To-Staff-Stability-Part-Two.aspx</p>
<p>2 3</p>	<p>New Employee Orientation: Using 'Onboarding' Techniques to Increase Satisfaction and Retention Source: <i>CNA Healthpro</i></p> <p>This article includes sample peer mentor objectives, a sample orientation experience questionnaire, an onboarding checklist for the first 90 days, and additional resources.</p> <p>https://www.leadingageinsurance.com/sites/LAI/Documents/pdf/New_Employee_Orientation.pdf</p>

2	Toolkit 1: Nursing Home Staff Competency Assessment Source: Centers for Medicare & Medicaid Services (CMS)
3	<p>These competency assessments and supporting materials identify areas of strength and opportunity and are available for the following positions: Certified Nursing Assistants (CNA)/Certified Medication Technicians (CMT), Licensed Practical/Vocational Nurses (LVN/LPN), Registered Nurses (RN), Assistant Directors of Nursing (ADON), Directors of Nursing (DON), and administrators.</p> <p>https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/LTC-CMP-Reinvestment.html</p>
2	“A Call to Mentoring” Manager Toolkit Source: Iowa CareGivers
3	<p>This online toolkit provides information and resources to aid in the successful implementation of a Direct Care Professional Peer Mentor Program. Four modules include management role and commitment, steps to implementing, mentor support, and evaluation.</p> <p>https://www.iowacaregivers.org/mentor-management/index.html</p>
2	Introducing Peer Mentoring in Long-Term Care Settings Source: PHI
3	<p>In this issue of <i>Workforce Strategies</i>, peer mentoring as a strategy for improving retention of home health aides and certified nursing assistants is discussed.</p> <p>https://www.ahcancal.org/ncal/quality/qualityinitiative/Documents/Peer%20Mentoring%20Program.pdf</p>
2	Recipes for Staffing Transformations: Just In Time Toolkits Source: Pioneer Network
3	<p>This list of supportive practices for your staff will help maintain choice, relationships, and creating a home for residents. Includes staff turnover and staff satisfaction tools.</p> <p>http://designonadollar.org/Providers/JustInTime/Staffing/</p>
3	Let’s Get it Right: Understanding the Keys Behind What Makes Staff Engaged – and Happy – in Post-Acute Environments Source: My InnerView by National Research Corporation
	<p>This resource discusses how stabilizing staff turnover is about understanding the role that staff plays, giving value to it, and that ultimately, happy employees lead to happy residents.</p> <p>https://nrchealth.com/wp-content/uploads/2016/09/Lets-Get-It-Right.pdf</p>
3	Engaging Your Employees Requires Your Own Engagement Source: McKnight’s Long-Term Care News
	<p>This article gives ideas on how to engage your staff and stresses that leadership needs to be engaged too.</p> <p>https://www.mcknights.com/marketplace/marketplace-experts/engaging-your-employees-requires-your-own-engagement/</p>

<p>3</p>	<p>10 Tips to Boost Employee Engagement Source: <i>American Nurse Today</i> Employee engagement begins with an organization’s leaders. This article includes ten tips to improve employee engagement. https://www.americannursetoday.com/10-tips-boost-employee-engagement/ (cut and paste this link in your browser)</p>
<p>3</p>	<p>6 Healthcare Employee Engagement Trends for 2018 Source: <i>HealthcareSource</i> This article describes six trends in employee engagement. http://education.healthcaresource.com/healthcare-employee-engagement-2018/</p>
<p>3</p>	<p>Module 3: Staff Empowerment Source: <i>Agency for Healthcare Research and Quality (AHRQ)</i> Module 3 of AHRQ’s Safety Program for Long-Term Care: HAIs/CAUTI includes empowerment concepts with slides, videos, links, and references. https://www.ahrq.gov/professionals/quality-patient-safety/quality-resources/tools/cauti-ltc/modules/implementation/long-term-modules/module3/mod3-slides.html</p>
<p>3</p>	<p>Workplace Injuries and the Direct Care Workforce Source: <i>PHI</i> This article identifies main causes of injury among direct care workers and evidence-based strategies for mitigating those risks, which has a direct impact to employee retention and a culture of safety. https://phinational.org/resource/workplace-injuries-direct-care-workforce/</p>
<p>3</p>	<p>Staff Stability Toolkit (Version 1.2) Source: <i>Healthcentric Advisors</i> This toolkit is a "how-to" guide to stabilize staffing with practical tips and tools. It combines concepts, practices, exercises, and tools to assist you in the systematic process of determining the root cause of a problem and identifying potential interventions. http://www.bandconsultinginc.com/Site/Staff_Stability_Tool-kit_files/staff%20stability%20toolkit.pdf</p>
<p>3</p>	<p>Staff Stability Source: <i>National Nursing Home Quality Improvement Campaign</i> This website has resources designed to support data-driven quality improvement to support staff stability. https://www.nhqualitycampaign.org/goalDetail.aspx?g=ss</p>
<p>3</p>	<p>Employee Retention: Tips for Leaders Source: <i>Mountain-Pacific Quality Health and National Nursing Home Quality Improvement Campaign</i> This tip sheet includes topics of teamwork, employee satisfaction, career advancement, open communication, employee development, and employee involvement. https://www.mpqhf.org/QIO/wp-content/uploads/2016/03/Employee_Retention_Tips_508.pdf</p>

<p>3</p>	<p>What Motivates Your Workers? It Depends on Their Generation <i>Source: Society for Human Resource Management</i></p> <p>Knowing what motivates your multigenerational staff may help you reinvent and customize the recognition strategy you're using.</p> <p>https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/what-motivates-your-workers-it-depends-on-their-generation.aspx</p>
<p>3</p>	<p>TeamSTEPS® in LTC: Communication Strategies to Promote Quality and Safety <i>Source: Quality Innovation Network National Coordinating Center</i></p> <p>This online educational module is designed to help train nursing home staff in teamwork and communication, using specific evidence-based tools and strategies. Efforts to improve teamwork and communication can build resilience within our teams and systems.</p> <p>https://qioprogram.org/teamstepps%C2%AE-ltc-communication-strategies-promote-quality-and-safety</p>
<p>3</p>	<p>Engaging Staff in Individualizing Care <i>Source: Pioneer Network</i></p> <p>This tip sheet covers shift huddles and contains descriptions of types of huddles and links. It also promotes communication between staff members in various scenarios.</p> <p>https://www.pioneernetwork.net/wp-content/uploads/2016/10/Huddles-Tip-Sheet.pdf</p>
<p>3</p>	<p>Toolkit 2: Nursing Home Employee Satisfaction Survey <i>Source: Centers for Medicare & Medicaid Services (CMS)</i></p> <p>This tool offers nursing home employees an opportunity to share their perceptions about the nursing home workplace. Survey topics include employee engagement and team building, job satisfaction, management and leadership, scheduling and staffing, and training.</p> <p>https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/LTC-CMP-Reinvestment.html</p>
<p>3</p>	<p>Toolkit 3: Guide to Improving Nursing Home Employee Satisfaction <i>Source: Centers for Medicare & Medicaid Services (CMS)</i></p> <p>This guide is a repository of evidence-based approaches, solutions and interventions to address challenging areas discovered through the satisfaction survey.</p> <p>https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/LTC-CMP-Reinvestment.html</p>
<p>3</p>	<p>Turning Top CNAs Into Stars <i>Source: Provider Long Term and Post-Acute Care</i></p> <p>This article was written by a veteran chief operating officer who shares tried and true methods for keeping an organization's best certified nurse assistants.</p> <p>http://www.providermagazine.com/archives/2018_Archives/Pages/0718/Turning-Top-CNAs-Into-Stars.aspx</p>

<p>3</p>	<p>Rewarding Employee Performance <i>Source: Free Management Library</i> This website includes useful information on how and why to reward employee performance. https://managementhelp.org/employeeperformance/rewarding.htm</p>
<p>3</p>	<p>Three First Steps for Effective Succession Planning <i>Source: American Nurse Today</i> This article is on being proactive with succession planning programs and how they are a key strategy for addressing the impending shortage of nurse leaders. https://www.americannursetoday.com/three-first-steps-effective-succession-planning/(cut and paste this link in your browser)</p>
<p>3</p>	<p>How to Do Succession Planning <i>Source: Free Management Library</i> This website includes resources to support successful succession planning. https://managementhelp.org/staffing/succession-planning.htm</p>
<p>3</p>	<p>Burnout Risk Self Reflection Questions <i>Source: Planetree</i> This resource includes ten questions to evaluate risk of burnout. https://resources.planetree.org/wp-content/uploads/2018/11/Burnout-Self-Reflection-Questions-9.13.18.pdf</p>
<p>3</p>	<p>Move Beyond Staff Satisfaction to Measure Joy in Work <i>Source: Institute for Healthcare Improvement (IHI)</i> This article makes points for leaders to focus on other indicators known to contribute to, or signal trouble for, joy in work. http://www.ihl.org/communities/blogs/measure-joy-in-work</p>
<p>3</p>	<p>Meeting the Leadership Challenge in Long-Term Care: What You Do Matters <i>Source: Barbara Frank, Cathie Brady, and David Farrell</i> This website offers resources on the following: 1) All hands on deck - reducing stress and strengthening teamwork, 2) Relationship building and stress reducing rounds, 3) Community meetings, 4) Shift hand-off, and 5) Closing the communication gap. http://www.bandfconsultinginc.com/WhatYouDoMatters/WhatYouDoMatters/Free_Resources.html</p>
<p>3</p>	<p>30 Ways to Build Workplace Resilience <i>Source: The Resilience Institute</i> This article covers 30 ways to build workplace resilience. https://resiliencei.com/2018/10/30-ways-to-build-workplace-resilience/</p>
<p>3</p>	<p>Resilience in the Workplace: How to Be More Resilient at Work <i>Source: Positive Psychology Program</i> This article provides guidance and insight about the skill of being resilient in the workplace. https://positivepsychologyprogram.com/resilience-in-the-workplace/</p>

<p>3</p>	<p>Say “Yes” To Less Stress <i>Source: Pioneer Network</i> This article provides simple tricks to help decrease workplace stress. https://www.pioneernetwork.net/say-yes-to-less-stress/</p>
<p>3</p>	<p>Flow at Work: The Science of Engagement and Optimal Performance <i>Source: Positive Psychology Program</i> This article discusses engagement and flow at work and how employers can improve their working environment to help their employees. https://positivepsychologyprogram.com/flow-at-work/</p>
<p>3</p>	<p>Stay Interview Questions <i>Source: Society for Human Resource Management</i> Stay interviews can help managers understand why employees stay and what might cause them to leave. Sample interview questions are offered. https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/stayinterviewquestions.aspx</p>
<p>3</p>	<p>A Free Starter Toolkit for Engaging Staff in Individualizing Care <i>Source: Pioneer Network</i> This toolkit describes practices for engaging staff in individualizing care to improve outcomes for residents, including consistent assignment, huddles, involving CNAs in care planning, and Quality Improvement (QI) closest to the resident. These practices were found to support staff in developing deep relationships with residents and with each other. https://www.pioneernetwork.net/resource-library/resource-libraryengaging-staff-individualizing-care/</p>
<p>4</p>	<p>How to Terminate an Employee without Breaking their Spirit <i>Source: Monster</i> This article is a brief, step-by-step guide on what to cover in a termination meeting. https://hiring.monster.com/hr/hr-best-practices/workforce-management/hr-management-skills/employee-termination-tips.aspx</p>
<p>4</p>	<p>How to Keep Employee Morale Up After Firing an Employee <i>Source: Flexjobs</i> This article contains some helpful tips to help keep morale up after firing an employee. https://www.flexjobs.com/employer-blog/keep-employee-morale-firing-an-employee/</p>
<p>4</p>	<p>How to Find Out Why Your Staff is Leaving <i>Source: McKnight’s Long-Term Care News</i> This article contains tips to assist you in identifying why staff may be leaving. https://www.mcknights.com/blogs/the-world-according-to-dr-el/how-to-find-out-why-your-staff-is-leaving/</p>

4	<p>Nursing Home Workforce Retention: Exit Interviews Source: HealthInsight Exit interviews may be helpful to better understand why employees leave and identify opportunities for organizational improvement. https://healthinsight.org/images/locations/nm/PDFs/apex/Workforce_Retention_2014.pdf</p>
4	<p>How to Use Exit Interviews to Reduce Turnover in LTC & Senior Living Source: On Shift This blog article is on how to use exit interviews to reduce turnover. https://www.onshift.com/blog/how-to-use-exit-interviews-to-reduce-turnover-in-ltc-senior-living</p>
4	<p>11 Ways to Gracefully Handle Employee Termination Source: Forbes Human Resources Council This article shares tips for an employer to keep in mind when preparing to terminate an employee. https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/06/18/11-ways-to-gracefully-handle-employee-termination/#47fc83637295</p>
4	<p>The Goodbye Guide: Why and How to Terminate Tenderly in LTC Source: McKnight's Long-Term Care News In this article, aspects to consider in the style of departure of LTC staff are discussed, along with tips for successful departure. https://www.mcknights.com/blogs/the-world-according-to-dr-el/the-goodbye-guide-why-and-how-to-terminate-tenderly-in-ltc/</p>

Articles

The following articles are provided for those looking for literature.

Berridge C, Tyler DA, Miller SC. Staff empowerment practices and CNA retention: Findings from a nationally representative nursing home culture change survey. *J Appl Gerontol*. 2018;37(4):419–434.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5326608>

Chu CH, Wodchis WP, McGilton KS. Turnover of regulated nurses in long-term care facilities. *J Nurs Manag*. 2014;22(5):553-62. <https://www.ncbi.nlm.nih.gov/pubmed/25041798>

Costello H, Walsh S, Cooper C, Livingston G. A systematic review and meta-analysis of the prevalence and associations of stress and burnout among staff in long-term care facilities for people with dementia. *Int Psychogeriatr*. 2018;13:1-14. <https://www.ncbi.nlm.nih.gov/pubmed/30421691>

Dreher MM, Hughes RG, Handley PA, Tavakoli AS. Improving retention among certified nursing assistants through compassion fatigue awareness and self-care skills education. *J Holist Nurs*. 2019;18:898010119834180. doi: 10.1177/0898010119834180. [Epub ahead of print].
<https://www.ncbi.nlm.nih.gov/pubmed/30879386>

Huang SS, Bowblis JR. Workforce retention and wages in nursing homes: An analysis of managerial ownership. *J Appl Gerontol*. 2018;31:733464818795433. doi: 10.1177/0733464818795433. [Epub ahead of print]. <https://www.ncbi.nlm.nih.gov/pubmed/30170501>

Hutt E, Radcliff TA, Liebrecht D, Fish R, McNulty M, Kramer AM. Associations among nurse and certified nursing assistant hours per resident per day and adherence to guidelines for treating nursing home-acquired pneumonia. *J Gerontol A Biol Sci Med Sci*. 2008;63(10):1105-11. <https://www.ncbi.nlm.nih.gov/pubmed/18948562>

Lai D, Cloyes KG, Clayton MF, Doyon K, Reblin M, Beck AC, Ellington L. We're the eyes and the ears, but we don't have a voice: Perspectives of hospice aides. *J Hosp Palliat Nurs*. 2018;20(1):47-54. <https://www.ncbi.nlm.nih.gov/pubmed/29403331>

Lerner NB, Johantgen M, Trinkoff AM, Storr CL, Han K. Are nursing home survey deficiencies higher in facilities with greater staff turnover. *J Am Med Dir Assoc*. 2014;15(2):102-7. <https://www.ncbi.nlm.nih.gov/pubmed/24139163>

McGilton KS, Boscart VM, Brown M, Bowers B. Making tradeoffs between the reasons to leave and reasons to stay employed in long-term care homes: Perspectives of licensed nursing staff. *Int J Nurs Stud*. 2014;51(6):917-26. <https://www.ncbi.nlm.nih.gov/pubmed/24246097>

Smikle JL. Why they stay: Retention strategies for long term care. *Provider, Long Term & Post-Acute Care*. 2015. http://www.providermagazine.com/archives/2015_Archives/Pages/1115/Why-They-Stay-Retention-Strategies-For-Long-Term-Care.aspx