

Staff Retention

A row of wooden blocks is shown against a dark grey background. Most of the blocks are grey and are falling over to the left, creating a sense of instability. One block, positioned towards the right side of the row, is standing upright and is colored a vibrant blue. A thin white horizontal line is drawn across the middle of the blocks, starting from the left and ending just before the blue block.

What happens when there is a breakdown

Claire Poor-Harmon

Lynn Garrick

Objectives

- Understanding the needs of your organizations
- Applying theories to longevity
- Four Pillars of sustainability
- Data driven results
- Develop a personalized sustainability plan



Scan to Take
Retention
Poll

SCAN ME!



Dr. Verena Wanker-Gutmann MAS

Presents:

Crew change / breakdown
in PWS organisations/ group homes

Crew change / breakdown in PWS organisations/ group homes

- Experiences/Observations
↓
- Challenges/ Consequences
↓
- Is Prevention possible ?

Initial personal situation of our daughter



2015

- **2011 - Alarming bodily and mental health:**
BMI 44 / 111 kg, 154 cm; age 24 years
In heterogenic care with planned activities for people with handicap; she was living at home
- Joint decision to move her to a PWS group home in Bavaria, although 400 km away
- **2015 - Success:** weight loss: 40 kg
BMI 30 / 71 kg in the first 3 years, age 27 years
- Proudness: → „I am healthier“ „I have new friends who have the same condition“, „ I have an employment which I like very much, and I can choose“, „ I am an adult person, with my own experiences outside of home“, „I have 2 homes now!“



2011

2019

Moving into a new assisted PWS shared living →
more **self determination**



- New staff in the new house / new group home – apartment for herself

BUT: pandemic period

- restricted structure; no visitors, no travel, work units limited only to people from the same house (surprisingly well managed by the PWS persons and the staff! – resilience!)
- **and sudden change of director**

Consequences

➤ for caregivers

- **Insecurity** , imbalance in the quality of care in PWS specific daily life; overwhelming conflict situations in daily care
- **Tension among caregivers, colleagues and their group leader**: those educated and experienced in PWS vs. those engaged but non-educated staff members → **stress**, illness, burn out, resignations...

➤ for parents

- Loss of trust – trust is crucial after many years of being a main caregiver, parental support and intervention more necessary again, troubles...
→ No solutions offered – a desperate , double bind

Challenges - Consequences

➤ Increasing insecurity - uncertainty

- The leader of the PWS shared - living house quit the employment contract as did some of the caregivers.
- Recruiting new staff: nurses, kindergarten worker, etc. → staff with no or little PWS knowledge
- Apparently little or no support by the director for the overall situation

➤ Consequences for PWS persons

- Loss of trust; loss of attachment figure
- not enough staff to maintain care standards: fewer leisure time offers, less time for personal contact;
- imbalance in the quality of care in specific PWS daily life situations
- → overburdening and increasing **stress** among and for the PWS individuals: running away, more tantrums, weight gain (!), parental support is necessary, etc....

Is prevention possible ?

- Prepare an alternative plan in advance
- Professional and uniform management of team members
- Crisis management by PWS experts
- Enough support for the staff (retention, additional offers ...)
- Adequate information for PWS individuals
- Involve and inform parents – be transparent
- Decrease stress wherever possible
- ETC
- ????



Maslow's hierarchy of needs

Maslow's Theory

1954

Self-actualized people are fulfilled and doing all that they are capable of.

How can employers/supervisors and co-workers help achieve this?

Human Capital Theory

Becker 1962

Education and training for employees is similar to business investments in equipment.

Training and education are important! Invest in employees and they will have better outcomes and be more invested and have greater job satisfaction. .

"you don't build a business, you build people and people build the business"

-Zig-Ziglar-



SOCIAL EXCHANGE THEORY

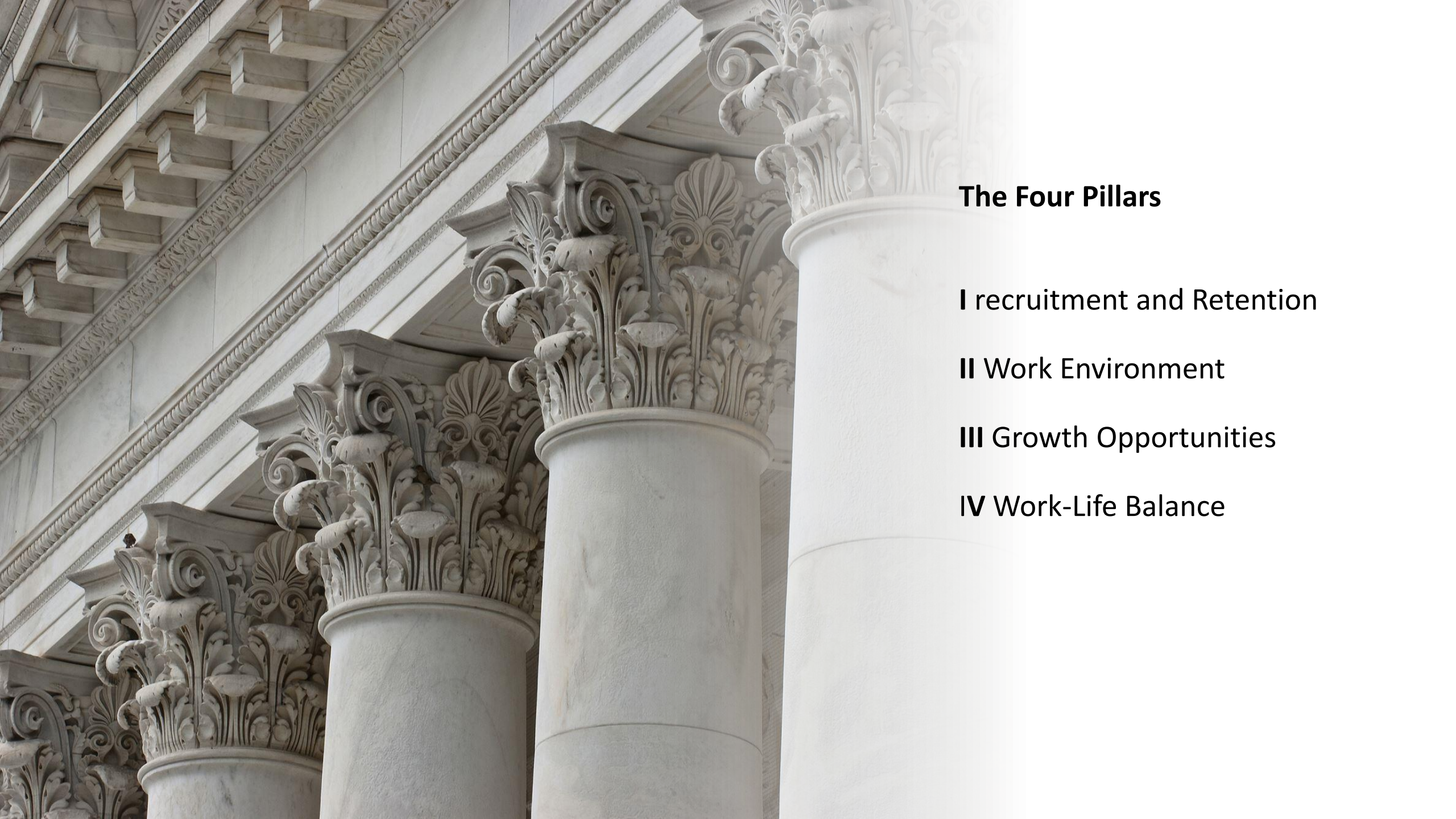
Principles



Social Exchange Theory

Blau, 1964

- People make decisions by consciously or unconsciously measuring the costs and rewards of a relationship or action, ultimately seeking to maximize their reward



The Four Pillars

I recruitment and Retention

II Work Environment

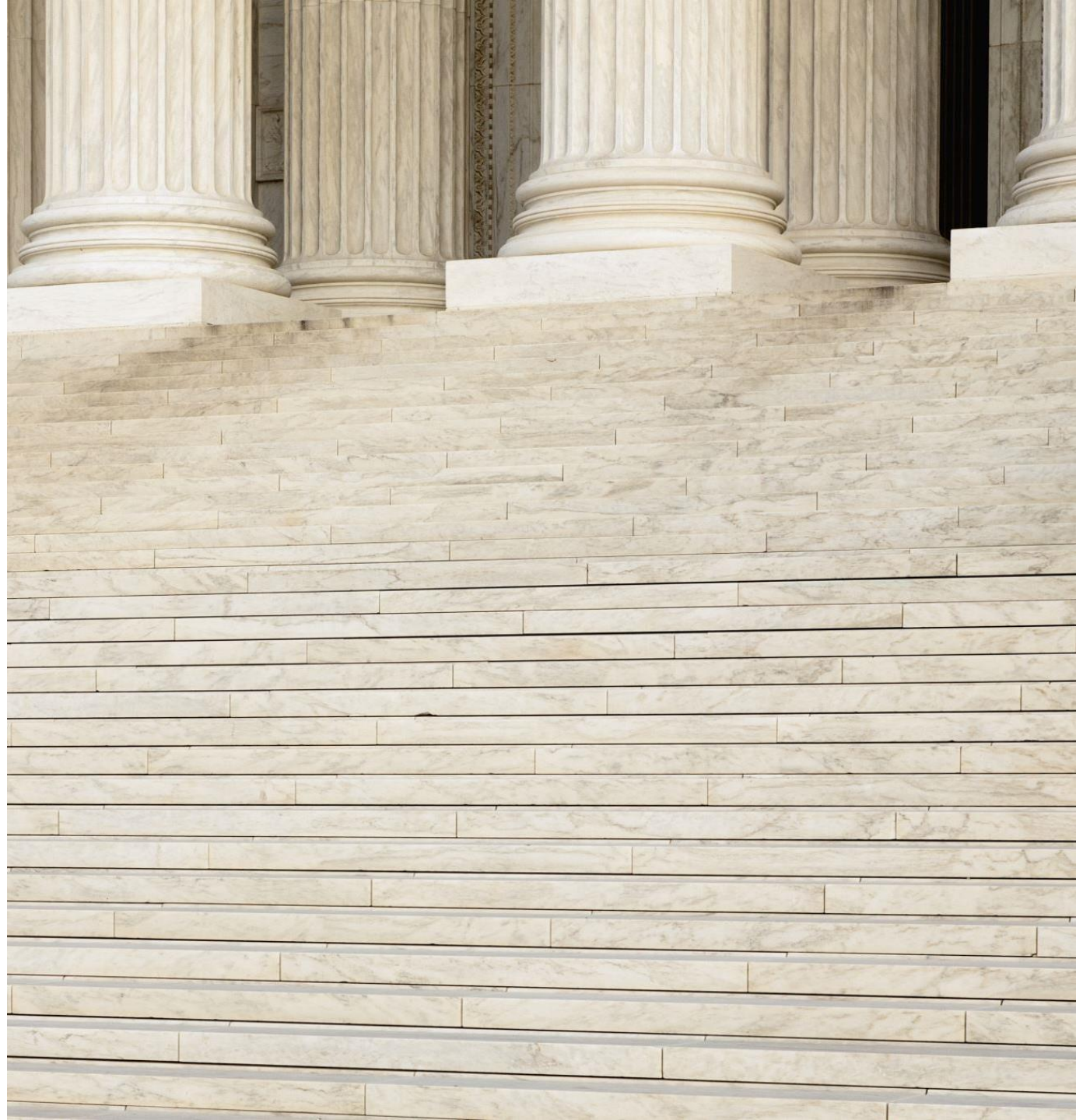
III Growth Opportunities

IV Work-Life Balance

Pillar I

Recruitment and investment

- Dedicated staffing specialist
 - knowledge of homes, residents and culture of home
- Interviews including residents
- Onboarding and training





Recruitment

- Marketing and Recruitment Strategies
 - Public Service Announcements (PSA)
Local TV & Radio
 - Targeted Marketing (Facebook Groups)
 - Referral and Hiring Bonuses
 - Recruitment Sources & Community Pipelines (Networking & Universities)

Investment: Selection & Hiring



Structured behavioral interviews



Realistic job preview



Competency-based job descriptions



Structured observation/shadowing interviews



Orientation and Onboarding



Self-advocates: Residents, Staff, and Supervisor involvement in interviews

Investment: Robust onboarding

- New Hire Coaching Program
- Touch Points Program
- Identified the different points within the first six months to make an intentional connection with each new hire.
- Draft questions to ask at each connection point.
- Who makes the intentional contact from different levels in the organization
- Scheduled the intentional contact with the new hire and the staff making the connection.
- Feedback loop with specific timeframes to provide feedback.



Employee Goals

Facilitate Learning & Development

- Incorporate Discussion of DSP Career Goals into The Annual Performance Review
- Create opportunities for shared Teaching and Learning experiences between DSP & PWS individual

HOW?

Using the **same Persons Centered Practices** of self-determination & Goal Setting used when Planning Support Services with PWS Individuals

“How can we help support your Professional Development Goal?”



Success of PWS individuals

THRIVE on consistency, familiar, & competent execution of well-established routines

Remember!

Individuals who receive stable & reliable Supports Experience a...

Better Quality of Life!

Friedman, (2018)

Maryann



Knowledge Transfer and Retention Strategies

- Document processes and records
- Hire new caregivers before old ones leave: Succession Plan
- Rehire previous caregivers casual/ part-time status
- Make videos of people doing work
- Cross-Train existing caregivers





Pillar II

Work environment

Creating and maintaining a culture

- Safety
- Real time feedback
- Inclusiveness
- Communication
- Education and ongoing training
- Respect

“What Matters To You?”

- Purpose to increase joy in work
- How to build on assets:
 - What helps make a good day?
 - When we are at our best, what does that look like?
 - What gets in the way of a good day?
 - Principles Ask the question, listen to the first response, and then allow for deeper reflection about initial comments.
- Ensure that this work is done with colleagues and team members — not to or for them.

“Perhaps the best case for improving joy is that it incorporates the most essential aspects of positive daily work life. A focus on joy is a step toward creating safe, humane places for people to find meaning and purpose in their work.”



Creating Joy in Work

Prepare for the “What matters to you?” conversations:

Step 1. Ask staff, “What matters to you?” — The purpose of the conversation		
Do	Don't	Steps to Try
<ul style="list-style-type: none">• Consider asking a colleague who is a skilled facilitator to co-lead the conversations in team meetings• Talk about the <i>purpose</i> of the conversation — why you are interested in what matters to staff• Share a story about what matters to you and what makes a good day for you	<ul style="list-style-type: none">• Assume you know what others are thinking or experiencing• Promise to fix everything• Do this as a one-time activity• Talk to just those who are positive and avoid the negative voices	<ul style="list-style-type: none">• Purpose = Be able to articulate <i>why</i> you are talking about joy in work• Talk about your commitment to working together to make daily life better for everyone• Emphasize that this is about ongoing improvement, not a one-time or quick fix• Use brief huddles in the work area to have conversations with as many people as possible; this builds inclusiveness

“What matters to you?”

These are rich, learning conversations to listen and learn.

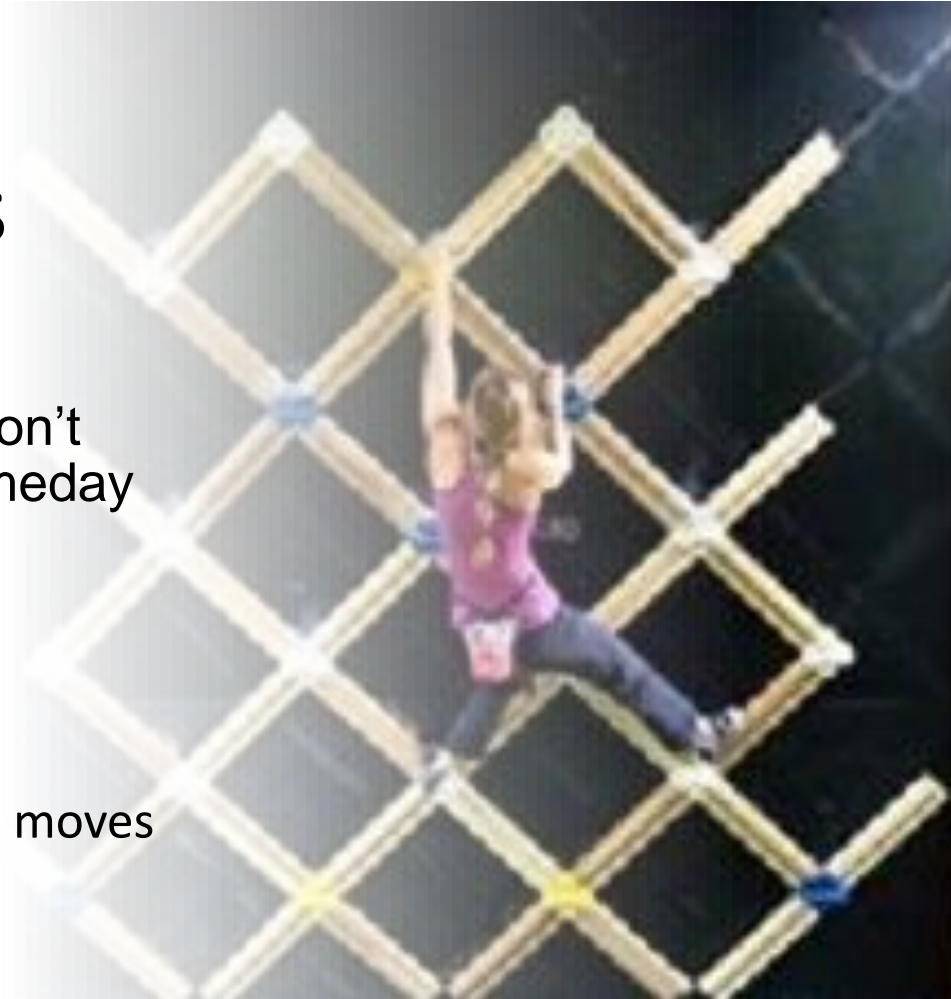
Step 1. Ask staff, “What matters to you?” — Build on assets and “bright spots”		
Do	Don't	Steps to Try
<p>Ask staff members to share:</p> <ul style="list-style-type: none">• Why I decided to work in health care• What makes me proud to work here• What matters to me in my work is...• What is the most meaningful or best part of my work• I know I make a difference when...• When we are at our best, it looks and feels like...• What makes a good day is...	<ul style="list-style-type: none">• Assume all team members will understand what you're talking about immediately; they are often not used to being asked “What matters?”• Assume all will feel safe talking initially• Assume all have the same view• Mandate participation — instead, welcome and invite• Speak for others	<ul style="list-style-type: none">• Choose one question to get started, then listen and invite others to comment• Ask follow-up questions to clarify statements• Point out when bright spots are similar; identify the themes you hear• Capture what you are hearing so it is visible (e.g., on a whiteboard) and post the feedback in a location that's visible to all staff

Pillar III

Growth Opportunities

Career-pathing tools also benefit employees who don't aspire to be the CEO someday

- Career ladder
- Career lattice with lateral moves



Pillar IV Work-Life Balance

- Mental
- Physical
- Social
- Financial





Retention
Rate Data

Retention data reporting

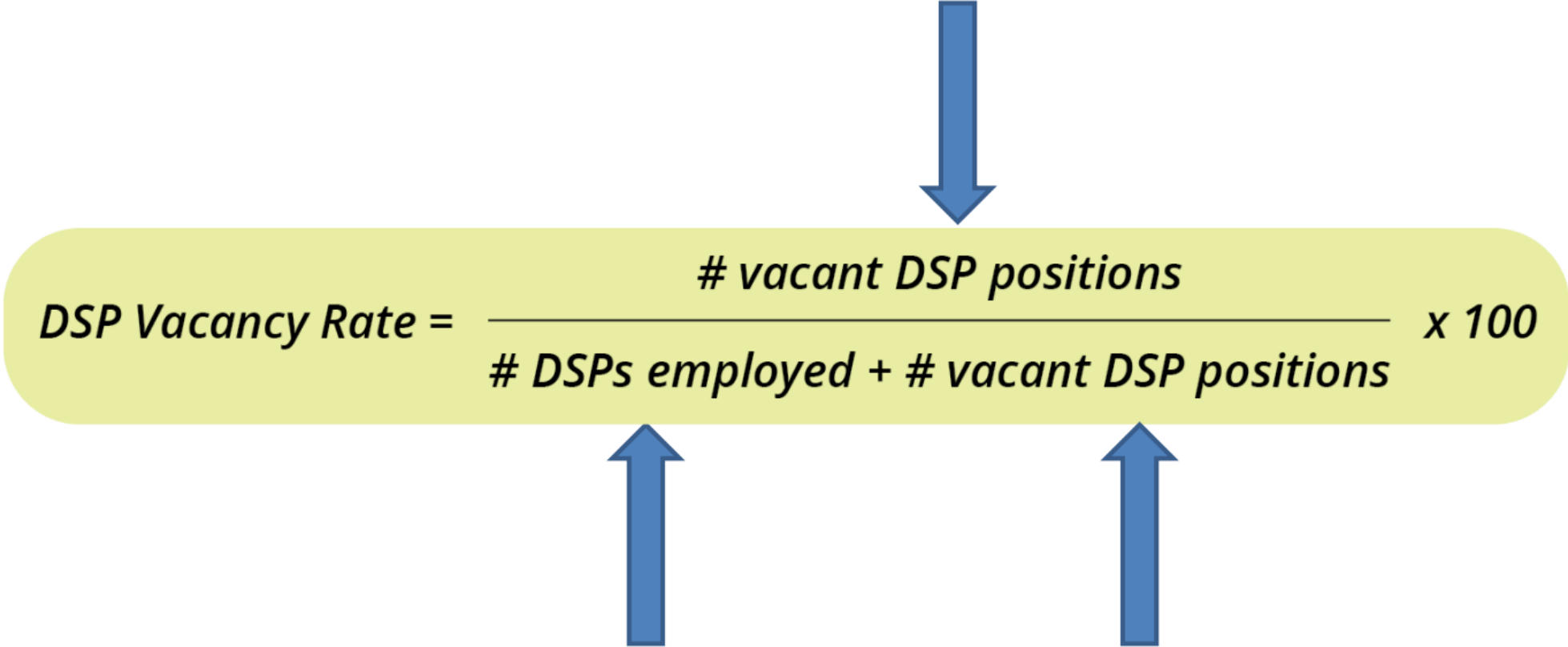
- Applicant source
- By house/department
- Date of hire
- Termination date
- Voluntary vs. Involuntary
- ???? Anything else that would be helpful???
- Sent out to whom and how often
- What do you do with this information

The Numbers

- Wages and Status
- Overtime
- Vacancy Rate
- Tenure
- Turnover



Formula for Vacancy Rate



The diagram features a light green rounded rectangular box containing the formula. A blue arrow points downwards from the top center towards the numerator. Two blue arrows point upwards from the bottom, one towards the denominator and one towards the multiplier 'x 100'.

$$\text{DSP Vacancy Rate} = \frac{\text{\# vacant DSP positions}}{\text{\# DSPs employed} + \text{\# vacant DSP positions}} \times 100$$

Calculating Annual Turnover

(Crude Separation Rate)



$$\text{DSP Annual Turnover} = \frac{\text{\# DSPs who left your organization}}{\text{\# DSPs employed} + \text{\# vacant positions}} \times 100$$



Early Turnover Formula



$$\text{DSP Early Turnover} = \frac{\text{\# DSP who left and employed less than six months}}{\text{\# DSPs who left}} \times 100$$



Beyond the Numbers: Learn More About Your Workforce With...



Opinions or Attitudes Data

- Exit interviews/surveys
- Stay survey
- New staff survey
- Organizational commitment survey
- Staff satisfaction survey
- Teamwork assessment
- Personality or style inventories

Performance or Training Standards Data

- Job description review
- Competency assessments
- Inventory of employee skills
- Performance reviews
- Training needs assessment
- Job analysis assessment

Cost or Benefits Data:

- Wage/benefit market analysis
- Recruitment and hiring bonuses effectiveness analysis
- Recruitment source cost-benefit analysis

Exit Interviews



What was the best part of your job here



How would you describe the company's work culture



What prompted you to look for another job



did you feel valued and supported by management?



What could we have done to keep you here



Would you recommend us to a friend



Did we give you what you needed to succeed



How could we improve

Workforce Strategies

Marketing and Recruitment Strategies	Selection and Hiring	Training and Professional Development	Engagement and Retention
<ul style="list-style-type: none">• Public service announcements (PSA)• Targeted marketing• Referral and hiring bonuses• Recruitment sources• Pathway Development	<ul style="list-style-type: none">• Structured behavioral interviews• Realistic job preview• Competency-based job descriptions• Structured observation/shadowing• Orientation and Onboarding• Self advocates and family engaged in interviews• Cognitive ability tests (writing exercises, English proficiency tests)	<ul style="list-style-type: none">• Competency-based training• Employee Development• Credentialing and Career Pathway• Job Analysis of role and Demonstration of skills	<ul style="list-style-type: none">• Recognition Programs• Coaching & Mentoring• Performance coaching• Networking• Organizational Participation• Professional DSP roles• Wage and benefit and policy change• Effective Supervision (including remote)• Competency based performance reviews• Workforce focused organizational culture• Policy Advocacy

How to Use Your Data



BASELINE



ONGOING
MONITORING



PERIODIC REVIEW

Let's Keep In Touch

Lynn Garrick Contact Card



Claire Poor-Harmon Contact Card

