

# EMPLOYEE RETENTION



## SURVIVAL OF AN EMPLOYMENT RELATIONSHIP

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*What are some basic elements,  
to the survival of all types of healthy relationship?*

Marriage - Friendship - Familial

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*Mutual - Trust, Respect  
Continued Learning, New Experiences  
Togetherness, Teamwork, Cooperation  
Compassion, Caring*

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Can you think of a job/situation where you couldn't wait to leave?  
. . . you would have loved to stay?  
. . . you could go either way, you were relatively indifferent?

Why? What did you think about the situation?  
How did you *feel* about the people involved?  
What about the level of *trust? Security? Challenge? Concern?*  
How did you think you were perceived?



Consider your current position and organization.

Do you feel *mutual trust?*

*Mutual respect?*

How much *continued learning* and *new experiences*, is there?

*Togetherness, teamwork, cooperation?*

*compassion, caring?*

What does your supervisor do to give you this sense?

What would you do differently?  
 How loyal do you feel to your supervisor/this organization?  
 What have they done to earn your loyalty?  
 What have they done, or not done enough, to earn what level of  
 indifference, you may have?  
 What can they do to earn more of your loyalty and commitment?  
 Let's think of you as the customer - choose a vendor/store that . . .  
 . . . you dislike, why?  
 . . . you are indifferent to, why?  
 . . . You are loyal to, why?  
 How far would you go out of your way to shop or use their service, or  
*not* to shop or use their service?

*What have they done to earn your sentiments?*

## **Recruitment & Retention at the Unit Level**

### Most Frequently Reported Categories for Reasons to Stay:

- Salary/hours/benefits
- Satisfying/Rewarding/Personal Growth & Challenge
- Work env. /staff relationship
- Pt. Teaching/contact
- Comfortable/confident
- Do not want to look for a job
- (Family Centered Care)
- (Autonomy, self-control vs. strict control)

### Most Frequently reported Categories for Leaving:

- Salary/hours/benefits
- Want different role
- Physical/emotional stress
- Personal/family
- Lack of respect
- Lack of challenge/no opportunity for advancement
- Administrative problems

*Nurse dissatisfaction results when the quality of care is compromised because there is no integration of structural aspects of care with the process of care.*

(61% stay, 11% leave, 26 undecided)

## **TURNOVER**

Nationally between 40% to 75% in Long Term Care

*Largest complaint (CNA): scheduling/staffing issue, including lack of staff competency/rotating shifts, pull to other floors.*

**CNAs who did not feel needed by their patients had very short duration of employment.**

*In facilities where turnovers were especially high, staff perceive environment as highly ordered, organized, structured.*

**Elements Contributing to Plans to Leave:**

- **Credibility gap btw. administrator & staff**
  - **Dept. Leadership position needs to model more ‘humanness’**
    - **One-way communication**
    - **Divisiveness vs. cooperation**
    - **Lack of administrative support**
  - **Poor working relationships with coworkers/patients**
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## **RETENTION**

*Most frequent reason for satisfaction: love, enjoyment, and joy obtained from working with the elderly population.*

CNAs - involvement with their patients was more important than \$

**CNAs who had input into patient care plans, had strong feelings for their patients, stayed up to 16 months longer than those who did not.  
(consistent patient assignments)**

When staff feel they are working in a quality nursing organization, they stay twice as long than if they perceived poor management.

**\*Important factor in remaining in position: good working relationships between coworkers & other employees**

- Initially, seek work for \$ & benefits,  
but \$ & benefits were insufficient.

***Those remaining state that supervisors were flexible and listened.***

*If employees feel comfortable with their supervision & have good working relationships with peers, then they have a sense of well-being and belonging. Staff want the facility to become an extension of themselves. They want the support, respect and recognition commensurate with their work and the service provided by facility.*

Key: Management style practiced by supervisors has more to do with turnover than wages & benefits. Poor supervision is primary weakness, 2<sup>nd</sup> only to lack of equipment/supplies.

***Positive reasons for remaining in position: Friendliness and cooperation among coworkers, departments, thorough orientation upon hiring, emotional attachment to residents, personal gratification from work.***

**Turnover was lower where facility was administratively decentralized, more cooperation, less rigidly controlled.**

*To Response:*

- Improve communication
- Facilitate discussion, participation in decision making, exploration of alternative points of view
  - Increase scheduling flexibility
  - Provide recognition for staff
- Improve relationship btw. management & staff
  - Cross train, train well

**There is a need to develop the (clinical, practical) ladder or some other kind of recognition for excellence.**

*Good reasons people they stay:*

Despite management & under staffing problems, they feel they make a difference in patient care and outcome.

*Bad reasons to come into this field:*

Not employable elsewhere.

*Good reasons to come into this field:*

Have an intrinsic need to take care of others.

*Bad reasons to stay:* Uninitiated, cynical.

## -----MOTIVATION-----

Elderly population is changing its perception. However, the general attitude towards the elderly, is that they are all:

*alike, poor, sick, incapable of change, depressed, always think about death, and senile.*

**Assignments viewed as tasks that must be done,**

**vs.**

**opportunity to help those in need.**

If one resident is difficult to care for, and is confused, staff may generalize concept to all other residents.

*It may not seem important to spend the time and care in assisting the resident with self-care activities to increase feelings of self-worth, especially if he/she is confused, ungrateful, troublesome, and family shows little interest.*

**Causes of Negativism and Resistance:**

- Threatened self-interest
- *Misunderstanding of what is to be done and why*

**This Leads to:**

- Missed deadlines
  - Poor quality
- Employee never volunteering for work that needs doing but always waiting to be told
  - Working slowly and without creativity
    - Frequent absences or tardiness
    - Grumbling and complaining
  - Demoralizes and slow productivity of entire group

*Estimates are that under regular conditions, employees tend to work only at about 2/3 of their capacity.*

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Some persons working in LTC for a period of time become more motivated because they *come to appreciate the elderly* and see the importance of caring staff and quality of life.

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**Provide Understanding & Knowledge about Patients & Job:**

- Clinical Technique
  - Understand elderly behaviors and attitudes
- Biological, psychological and socio-cultural aspects of aging (elder abuse, rejection by family)
- Empathy Sessions, to see world through the other person's eyes (varnished eyeglasses, ear plugs, finger wrapped in cotton, etc.)

**Motivate,**  
**to Feel a Part of the Team:**

- Clear understanding of the vision (V) held by you
  - *Instilling a V* is a critical part of your role
  - *Communicating this V* is your responsibility

- V gives team members *something to work for*
- V gives team members *something to be committed to*
- V allows employees to see beyond their present predicament and to rise above the tedium of the day-to-day endeavors
  - V pulls employees together in *collective purpose*
    - V provides *stimulation for extra effort*

### **Communicating Respect:**

- Treat staff as adults and partners in the workplace
  - Treat staff with dignity
  - Positively perceive staff (they in turn coworkers)
- Treat team members individually as well as the team collectively with respect and communicate their importance

### **Utilizing Suggestions & Promoting Creativity:**

- Use staff ideas and suggestions whenever possible, enhances self-concept and feelings of importance to the team.
- Let them see how their ideas are implemented (also enhances positive feelings towards supervisor)
  - A major ingredient: LISTENING
    - Undivided attention as necessary to let the employee feel their concerns have been met.
- Empathetic reflective comments to encourage ventilation and sharing of feelings and thoughts “*You look pretty disgusted*” Solutions sometimes become evident in the conversation and thus do not need to be provided.
- Maximize one’s own personality, physical presence, and availability as motivating factors rather than giving advice, instruction, directly telling an employee what to do.

- Recognize staff members for their ideas and invite suggestion. This empowers them to initiate change, develop quality improvement, increase staff expertise while reducing operating costs.

### **Recognizing Accomplishments:**

- Regardless of how menial, each staff member's work makes it possible for the facility's service to be of high quality and to meet the needs of the residents.
- **Staff are motivated most, by manager-initiated appreciation techniques based on performance.**

### COROLLARY TO EMPLOYEE JOB SATISFACTION WORKSHOP.

Peter Lowe organizes success skills for business, tours across the country, *“What staff really want is not money or power, but love, happiness and peace.”*

- ☯ ENSURE FAIRNESS - mutual, respect, trust
- ☯ GIVE A VOICE - make impact, esteem, valued, choice
- ☯ SHOW APPRECIATION - esteem, valued
- ☯ ENCOURAGE GROWTH - foster confidence, build esteem, find meaning