



***THE STAFF  
EXPERIENCE  
THAT CAN  
MAKE OR  
BREAK OUR  
WORKFORCE***



**Keys to  
Recruitment and  
Retention**

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***What Terrifies You and  
Keeps You Up at Night?***

***What Recruitment  
and Retention  
Strategies  
are Working for You  
Right Now?***

***Have You Ever Asked  
Your Staff About  
Their Perspective  
Regarding  
Recruitment and  
Retention?***

**If so, what have  
they told you?**

# *It's No Longer an Employer's Market*



**Between March 2020 and January 2023 nursing homes and other long term care sectors have experienced a job loss of over 300,000 staff**

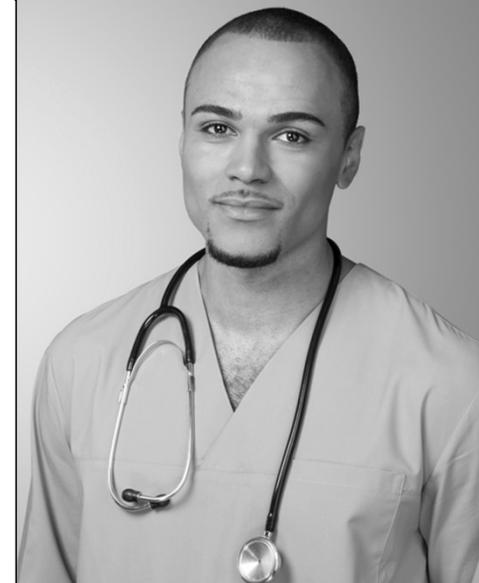
# ***An Employee Market Presents New Challenges to Recruitment and Retention***

**During our time together, think about:**

- Being open to new approaches
- Looking at your work environment from an employee perspective
- Not being afraid to try something different

# ***Profile of a New Workforce***

- Younger
- More Diverse
- Growth Oriented
- Creates Alignment Between Life and Career
- Seeks Meaningful Work and Relationships
  - Wants a Voice and to Be Heard
  - Technologically Savvy
- Seeks Flexible Work Environments



# ***A Place Where People Want to Work***

- **Positive “family” dynamic**
- **Supportive/genuine leadership**
- **Authentic with foundational values**
- **Teamwork/collaborative/positive environment**
- **Opportunities for growth and advancement**
- **Effective/skilled communication**
- **Flexibility**



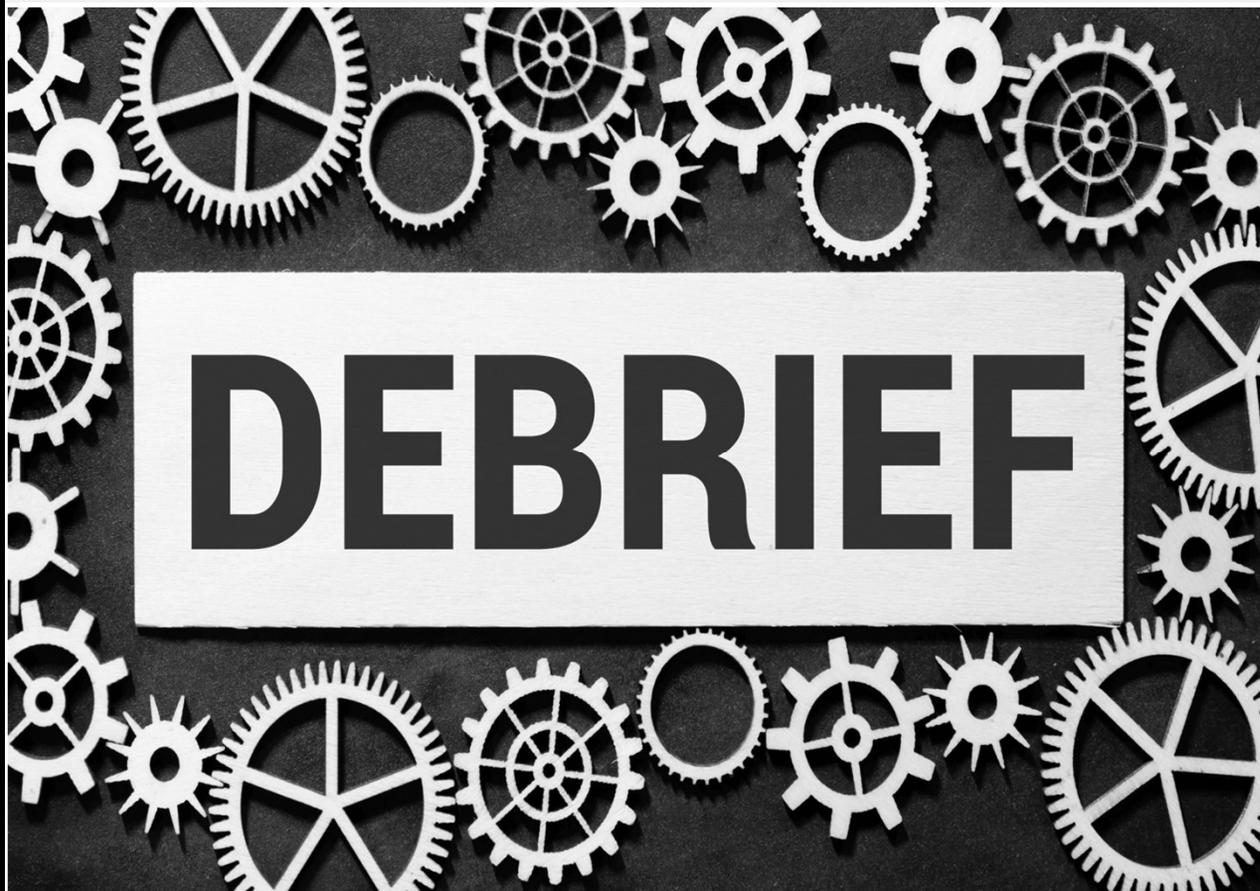
# *What if Flexibility was a Regulatory Requirement?*



- Split into groups of five people. Discuss and have someone scribe the following:
- What are two things that you would include in your practices to demonstrate your flexibility?

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# *What if Flexibility was a Regulatory Requirement?*



- Let's talk about your thoughts.
  - Were there any obstacles in coming up with ideas?
- Do you think they align with what will attract younger people to your organization and keep them in their positions?

# *Flexibility in the Eyes of Younger Staff*

- Work Schedule
  - Choice and control over work shifts
  - Flexible arrival and departure times
  - Compressed shifts or work week
- Sensitivity and Attentiveness to a Work/Life Balance
- Unlimited Paid Time Off
- Paid Caregiver Leave
- **Did you know that 40% of job candidates say that schedule flexibility is one of their top three factors when making career decisions?**



ManpowerGroup Solutions. ManpowerGroup Solutions, Gaithersburg, MD, pp. 1–20, *Work, for Me Understanding Candidate Demand for Flexibility*.

Stowers, Joshua. "Why Workplace Flexibility Is Important for Employees." *Business News Daily*, Business News Daily, 16 Nov. 2021, <https://www.businessnewsdaily.com/10108-employee-flexibility-recruiting.html>.

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*What  
Else is  
Important  
to Staff?*

# *Recruitment and Retention is Everyone's Job*

## *Staff Tell Us that it Starts at the Top*



*"I like  
management,  
they listen"*

### **An Executive Leader**

- Is engaged in creating an organizational environment where new staff want to work
  - Is known to all staff
- Creates a set of expectations for facility leadership and follows through to be sure that they are being met
  - Is visible and role models the behavior that reflects the organization's foundational values

# *Facility Leadership... Making the Human Connection*

- Cares about the wellbeing of their staff
- Creates a trusting environment that is ethical and even-handed
  - Offers Transparency
  - Supports a diverse and inclusive workplace which acknowledges and appreciates each new staff member for their unique contributions



*“New  
management  
has made a big  
difference in me  
wanting to come  
to work”*

## **Did You Know?**

**75% of people quit their jobs to “get away” from their manager at some point in their career**

***Who is the Person that You Want to “Attract?”  
How Do you Draw Them to Your Organization?***



***“Sell” the  
facility by  
discussing its  
good  
teamwork  
and family-  
oriented  
environment”***

# *Advertising Tips From Your Future Staff Members*

- Craft the story – share the unique attributes of your facility, focusing on what prospective applicants seek
  - Use testimonials
  - Share organizational mission
- Talk to recent hires about why they chose you
- Ask why former employees returned to your organization – the culture matters
- Utilize advertising venues frequented by younger people
- Create opportunities for staff to recruit their friends and family

*“Advertise on social media frequented by younger people including Facebook, Instagram, Pandora and Spotify”*

# *The Hiring Process Through the Eyes of the Applicant*



- Utilize a job application consistent with the employment environment and the needs of applicants
- Make it easily accessible and submittable
- Respond promptly utilizing the communication preferences of the applicant
- First contact should be by a peer employee who is engaged and upbeat about their job and who:
  - Schedules the interview based on applicant's schedule and availability
  - Contacts applicant prior to interview to encourage keeping the appointment

# *An Engaging Hiring Process*



*“I welcome  
prospective  
new staff when  
they are  
touring”*



- Develop interview teams based on specific positions
- Create a standardized interview process
- Create questions that can uncover applicant's attitudes, beliefs and interpersonal skills
- Integrate an individualized approach focusing on the applicant's employment skills and talents
- Explore the type of environment that suits the applicant's work style
- Determine if there seems to be a good fit
- Complete the interview by letting the applicant know next steps and timeframes and provide a tour that introduces them to leadership, frontline staff and residents/clients



# ***How Do You Keep the Applicant Engaged During the Human Resource, Onboarding Process?***

## **What Do You Do to Shorten the Process?**

# *Maintaining High Standards*

- Tempting to “fill holes”
  - Increases turnover
  - Increases conflict on the units



- Staff knows when somebody is not a good fit
- The cost of turning over one employee can be as high as 150% of their annual salary



***So, What  
Do You  
Think?***

*“Preceptors  
need a solid  
program to  
learn how to  
train”*

# *Now it's All About Retention*



**Share one  
obstacle that you  
believe impedes  
retaining new  
employees**

# *Strategies to Create a Sense of Belonging*

- **General Orientation**
  - Welcome by CEO and facility leadership to share mission, vision and values
  - Lunch with Department Directors – beginning to build relationships
- **Department Orientation**
  - Residents/clients are our reason for being here
  - The structure of the department
  - Our peer-to-peer values and behaviors
  - Team expectations



ORIENTATION

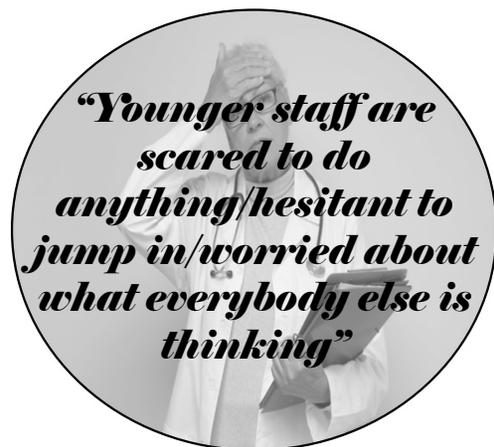




***Do I Feel  
Competent,  
Included,  
Valued?***

## Competent

- Do I have a specific mentor that's teaching me and that I can go to with questions and concerns?
- Has the length and content of hands-on training helped me to feel comfortable in the job?
- Do I feel comfortable sharing my knowledge and ideas with co-workers?
- Do I feel like I have opportunities to learn and grow?



*“Younger staff are scared to do anything/hesitant to jump in/worried about what everybody else is thinking”*



# *What Does Growth Mean in Your Organizations?*

# ***Expanding the Idea of Growth in Your Organizations***



- **Break out into your groups again**
- **Collectively discuss and come up with one idea that can form the foundation for staff to learn and grow in your organizations**
- **Also consider how you might implement it?**

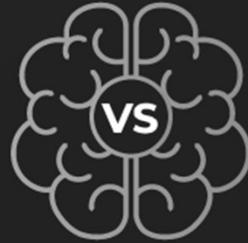
# ***Expanding the Idea of Growth in Your Organisations***

## ***Let's Talk About It***

- **Share your ideas**
- **Did anything get in the way as you discussed the possibilities?**

# *Growth Vs. Fixed Mindset*

**Growth  
Mindset**



**Fixed  
Mindset**

A belief that you're not limited by inherent traits or abilities but rather, have the **capacity to learn and grow.**

A belief that you possess a certain set of characteristics, like talent or intelligence, that is **unlikely to change.**

What's your organizational mindset?  
What is your staff mindset?

Hastings, Rachel. "How and Why to Develop a Growth Mindset in the Workplace." *Emeritus*, 28 Dec. 2021, [https://emeritus.org/blog/growth-mindset-in-the-workplace/?utm\\_source=organic&utm\\_campaign=organic\\_tw\\_mindset](https://emeritus.org/blog/growth-mindset-in-the-workplace/?utm_source=organic&utm_campaign=organic_tw_mindset).

# ***Benefits of a Growth Mindset Organization and it's Relationship to Recruitment and Retention***

**Increased  
Trust**

**Increased  
Innovation and  
Risk Taking**

**Better  
Morale**

# ***Tips on How to Develop an Organizational Growth Mindset***

- **Tie performance reviews to learning, not outputs**
- **View successes and failures as learning opportunities**
  
- **Encourage employees to speak up and expand their thinking**
  - **Invest in employee upskilling and reskilling**
  
- **Support coaching and cross-domain learning**

Hastings, Rachel. "How and Why to Develop a Growth Mindset in the Workplace." *Emeritus*, Emeritus, 28 Dec. 2021.  
[https://emeritus.org/blog/growth-mindset-in-the-workplace/?utm\\_source=organic&utm\\_campaign=organic\\_tw\\_mindset](https://emeritus.org/blog/growth-mindset-in-the-workplace/?utm_source=organic&utm_campaign=organic_tw_mindset).

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# ***Do I Feel Competent, Included, Valued?***



## **Included**

- **Do I feel welcomed by and comfortable with my new co-workers?**
- **Do I have a relationship with my supervisor, and do they know who I am?**
- **Do I feel confident in knowing what's expected of me and integrated into the rhythm and routine of my workplace?**
- **Do I have a buddy?**

*“No matter  
how much I  
would be paid,  
if I wasn’t  
cared about, I  
wouldn’t stay”*

## Valued

- Do I feel that my talents and skills are acknowledged and appreciated?
- Does leadership know who I am and what I bring to the organization?
- Am I seen as a whole human being as opposed to a worker filling a slot?

## *Do I Feel Competent, Included, Valued?*





***What Gets In the  
Way of Welcoming  
New People?***

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# ***Beliefs That Get in the Way of Welcoming New People – What We've Heard***



- **“We already have our own system - I’d rather work short than teach someone what to do”**
- **“They don’t take care of residents like I do”**
- **“Younger people are not working fast enough”**
- **“Younger workers have no motivation/they want a paycheck, and they want to do as little as possible/they feel entitled, and they sit on their butts”**
- ***And they often acknowledge that current staff “eat their young”***

“What if it were your son or daughter?”

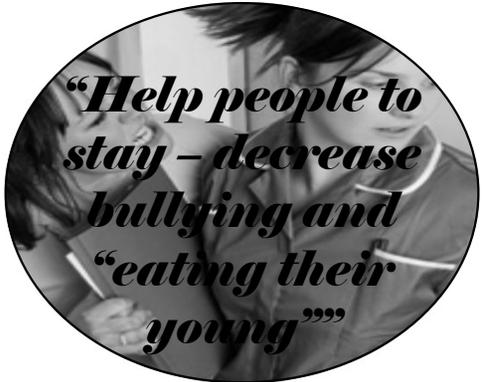
What if mentors trained new staff on a unit where they were not as familiar with the residents/clients?

Understanding the differences between generations and dispelling common myths

Making the connection between certain negative behaviors being perceived as bullying

Remember when...

# *Curbing Their Appetite*



*“Help people to stay – decrease bullying and “eating their young””*

# ***Getting Your Department Leaders Onboard – Understanding Their Role in Staff Retention***

**Senior leaders need to set expectations and model behavior to support new staff retention**

- Help department leaders pivot from old expectations of how things “should be” to the current employment environment
- Provide hands-on guidance about how to welcome and integrate new employees into their work environment
- Check in on a regular basis



# ***Facility Management at All Levels Need Coaching to:***

- Pay attention to how staff are treating new people
- Connect with new employees consistently
- Be available and approachable to new staff
- Address problems as they occur
  - Be particularly sensitive to bullying and workplace violence
- Notice and acknowledge the contributions of new staff
- Reinforce facility mission and values



# ***This Can Feel Overwhelming and Difficult to Implement***

- **Consider what you can do as opposed to what you can't do**
- **Take it one step at a time**
- **Focus on the more manageable areas first**
- **Get buy-in from your leadership team**
- **Know that this is an important “investment” in the life of your organization and the care you provide to residents/clients**

# Organizations are Unique and So are Their Leadership Challenges

Understanding what kind of leadership situations you face, helps us customize an approach to best support the effective development of your leaders.





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***Thank You!***