



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



**Keys to  
Recruitment and  
Retention**

# ***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**

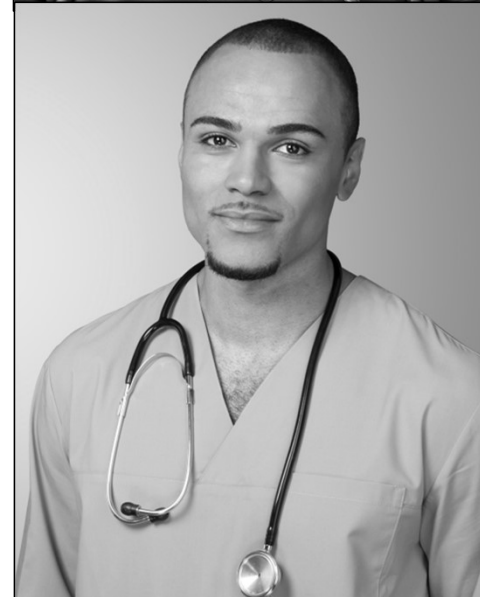
# ***An Employee Market Presents New Challenges to Recruitment and Retention***

**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?***



**DEBRIEF**

- 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***



### **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**

Pilgrim, Jason. “Employees Don’t Leave Companies, They Leave Managers.” *LinkedIn*, LinkedIn, 9 Dec. 2019, <https://www.linkedin.com/pulse/employees-dont-leave-companies-managers-jason-pilgrim#:~:text=In%20Gallup's%20comprehensive%202015%20study,because%20of%20a%20bad%20manager.>

Robison, Jennifer. “What Disruption Reveals about Engaging Millennial Employees.” *Gallup.com*, Gallup, 21 Jan. 2022, <https://www.gallup.com/workplace/328121/disruption-reveals-engaging-millennial-employees.aspx>.

# ***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**

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- 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?**

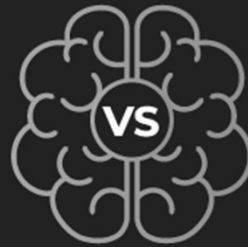
# ***Expanding the Idea of Growth in Your Organizations***

## ***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

# ***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?**



*“Make sure that new people see leadership team and that facility staff greet them, check in on them and that they feel welcomed and appreciated”*

*"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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NM CAL NEW MEXICO  
CENTER FOR  
ASSISTED LIVING  
NM HCA NEW MEXICO  
HEALTH CARE  
ASSOCIATION

# ***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”***

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“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.*



***Thank You!***