

Increasing Staff Retention

Best Practices in Real World Leadership

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How to Retain Great Employees



Communicate expectations clearly



Allow employees to use their talents and skills



Provide a platform for employees to speak their minds freely



Make staff members feel appreciated



Provide quality management or supervision

Turnover

Beckers Hospital CFO Report:

- 15% nursing turnover rate nationally
- 25% prehospital professionals (EMTs and Paramedics)

Healthcare turnover rates average 30% higher than all other industries

- (PSI research)

\$17,000/annual income costs \$9,800 to replace

\$45,000/annual income costs \$15,000 to replace

Retraining and education as well as other hiring costs (drug screens, academic exams, background checks, etc.) also add to replacement costs

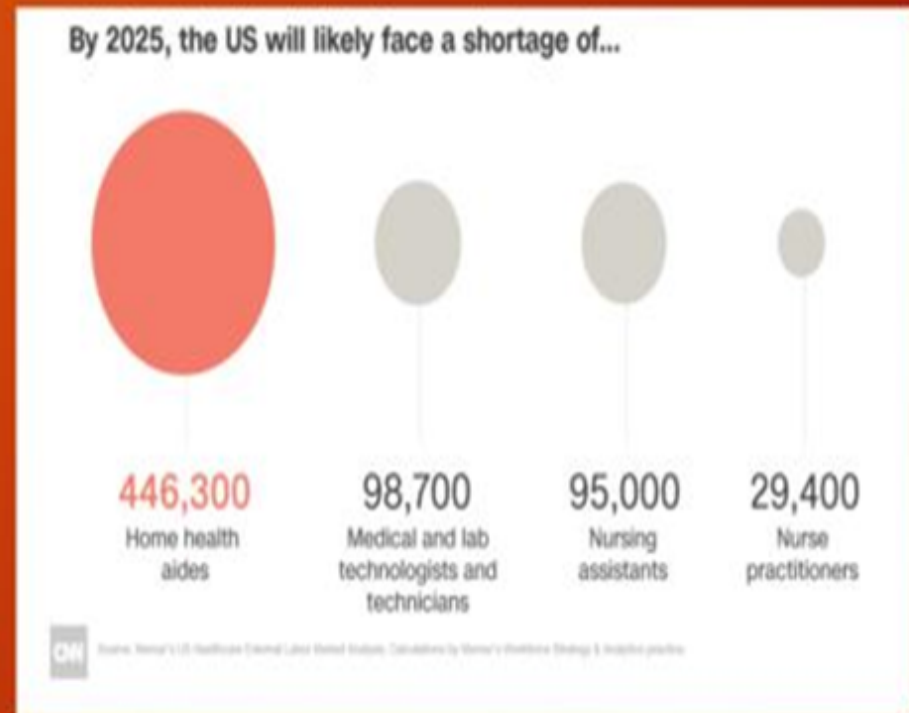
- <https://www.medcognition.com/blog/healthcare-employee-training-whats-it-really-costing-us>

Not Just Turnover... Shortages Too

Estimates range up to a quarter million nurse deficit by 2020 nationally (TMC, ANA, GIInt)

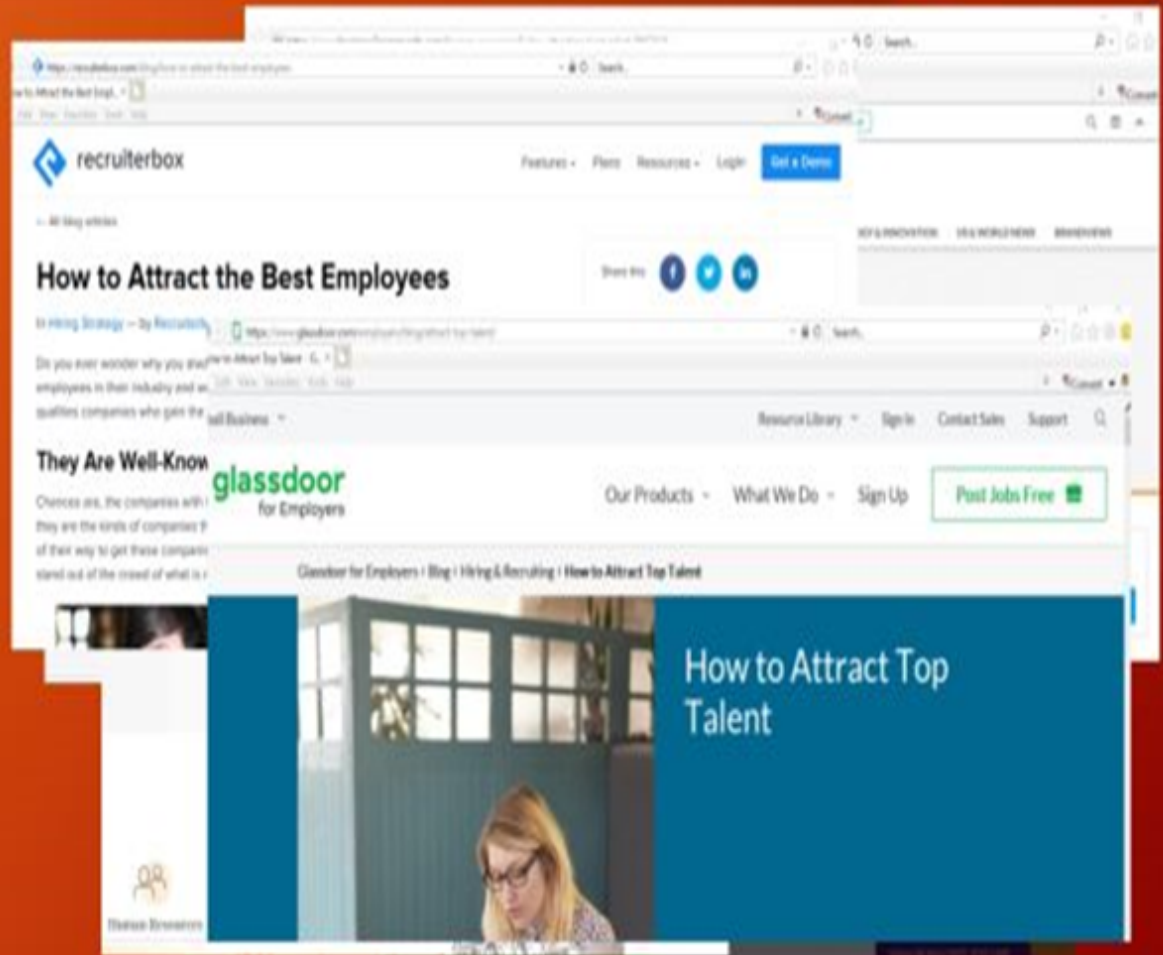
By 2030, 20% of the US population will be retirement age (US Census Report)

Those 60+ years of age, use the healthcare system twice as often as those 20-60 years of age (AACN, TMC, AARP)



Attracting New Hires

4 million+ Google search returns



Hiring and Rehiring...

Fill your gaps, quickly, with good people

- Keep good candidates on the ready for quick fills when openings occur
 - Never turn down top talent
 - “I do not have an opening today but can we keep in touch for when we do?”
 - Good employees have good friends
 - “Employee X - Is there someone you want to bring to work here?”
 - Let your recruiters know who you want before they ask
 - “Here are some resumes I have from people that I have kept in touch with...”

Once your positions are filled - remember why you chose the employee to fill the position

- Employee trackers (Excel®, project books, resume files, etc.)
- Set calendar time to review routinely

...Retaining

Retained employees enhance your work space

- New hires are encouraged
- Employees grow roots
- Marketability
- Historical importance
 - “Those who don’t learn from history are doomed to repeat it”
 - Build trust in the facility
- Changing jobs is not “fun” for most involved

Retained employees means limited rehiring

Real World Retention Basics

If you hire top talent....

- Keep them engaged
- Culture of excellence
- Can you grow them

New graduates are moldable....

- Cheaper
- Learn “your ways”
- Eager to please

If you pay them more....

- Market Assessments - Gap Analysis
 - Pay
 - Benefits
 - Culture (fringe Benefits)

August 25, 2019

Humor: Priceless Business Analysis Skills



"Your analysis skills and experience are priceless... which is why we are having a hard time figuring out how much to pay you. I am hoping you can go one more year without a raise until we sort this out."

Real World Retention

Most employees -

Want to feel VALUED

- Ask - what does that mean to you?
- Ask - what (besides pay) brings value to the workplace?
- Ask - feedback on workplace experience?

Cadence -

When surveyed

- Wanted monthly touch point
- Requested every other month face-to-face and sit down
- Quarterly stats and report outs

Real World Retention

DATA TRACKING

- Goals
 - Life Goals
 - Career Goals
 - Retirement Goals
- Talent Rating
 - 9 Boxing
 - Succession Planning
 - Potential Scale
- Accolades
 - Call outs
 - Awards
 - Emails

ID	NAME	DOB	SSN	PHONE	EMAIL	ADDRESS	CITY	STATE	COUNTRY	ZIP	STATUS	START DATE	END DATE	DEPARTMENT	POSITION	REPORTS TO	EMPLOYEE TYPE	TERMINATION DATE	REASON FOR LEAVING	LAST REVIEW DATE	LAST REVIEWER	LAST REVIEW SCORE	LAST REVIEW COMMENTS	LAST REVIEW DATE	LAST REVIEWER	LAST REVIEW SCORE	LAST REVIEW COMMENTS	LAST REVIEW DATE	LAST REVIEWER	LAST REVIEW SCORE	LAST REVIEW COMMENTS	LAST REVIEW DATE	LAST REVIEWER	LAST REVIEW SCORE	LAST REVIEW COMMENTS	LAST REVIEW DATE	LAST REVIEWER	LAST REVIEW SCORE	LAST REVIEW COMMENTS
1001	John Doe	1980-01-01	123-45-6789	555-123-4567	john.doe@company.com	123 Main St	New York	NY	USA	10001	Active	2010-01-01		Engineering	Software Engineer	1002	Full Time			2023-12-31	1001	4.5	Excellent performance, strong leadership skills.	2023-12-31	1001	4.5	Excellent performance, strong leadership skills.	2023-12-31	1001	4.5	Excellent performance, strong leadership skills.	2023-12-31	1001	4.5	Excellent performance, strong leadership skills.				
1002	Jane Smith	1985-03-15	987-65-4321	555-987-6543	jane.smith@company.com	456 Elm St	Los Angeles	CA	USA	90001	Active	2012-06-01		Marketing	Marketing Specialist	1003	Full Time			2023-12-31	1002	3.8	Good performance, consistent output.	2023-12-31	1002	3.8	Good performance, consistent output.	2023-12-31	1002	3.8	Good performance, consistent output.	2023-12-31	1002	3.8	Good performance, consistent output.	2023-12-31	1002	3.8	Good performance, consistent output.
1003	Michael Johnson	1978-07-22	543-21-0987	555-543-2109	michael.johnson@company.com	789 Oak St	Chicago	IL	USA	60601	Active	2011-03-15		Sales	Sales Representative	1004	Full Time			2023-12-31	1003	4.2	Strong sales performance, excellent client relations.	2023-12-31	1003	4.2	Strong sales performance, excellent client relations.	2023-12-31	1003	4.2	Strong sales performance, excellent client relations.	2023-12-31	1003	4.2	Strong sales performance, excellent client relations.	2023-12-31	1003	4.2	Strong sales performance, excellent client relations.
1004	Sarah Lee	1990-11-08	321-09-8765	555-321-0987	sarah.lee@company.com	101 Pine St	San Francisco	CA	USA	94101	Active	2013-09-01		Product Development	Product Designer	1005	Full Time			2023-12-31	1004	4.0	Creative and innovative product designs.	2023-12-31	1004	4.0	Creative and innovative product designs.	2023-12-31	1004	4.0	Creative and innovative product designs.	2023-12-31	1004	4.0	Creative and innovative product designs.	2023-12-31	1004	4.0	Creative and innovative product designs.
1005	David Kim	1982-05-10	654-32-1098	555-654-3210	david.kim@company.com	202 Cedar St	Seattle	WA	USA	98101	Active	2014-02-01		Operations	Operations Manager	1006	Full Time			2023-12-31	1005	4.1	Efficient operations management, strong team leadership.	2023-12-31	1005	4.1	Efficient operations management, strong team leadership.	2023-12-31	1005	4.1	Efficient operations management, strong team leadership.	2023-12-31	1005	4.1	Efficient operations management, strong team leadership.	2023-12-31	1005	4.1	Efficient operations management, strong team leadership.
1006	Emily White	1988-09-25	876-54-3210	555-876-5432	emily.white@company.com	303 Birch St	Portland	OR	USA	97201	Active	2015-04-15		Human Resources	HR Specialist	1007	Full Time			2023-12-31	1006	3.9	Supportive HR services, excellent communication.	2023-12-31	1006	3.9	Supportive HR services, excellent communication.	2023-12-31	1006	3.9	Supportive HR services, excellent communication.	2023-12-31	1006	3.9	Supportive HR services, excellent communication.	2023-12-31	1006	3.9	Supportive HR services, excellent communication.
1007	Robert Brown	1975-12-03	098-76-5432	555-098-7654	robert.brown@company.com	404 Maple St	Denver	CO	USA	80201	Active	2016-08-01		Finance	Financial Analyst	1008	Full Time			2023-12-31	1007	4.3	Accurate financial analysis, strong attention to detail.	2023-12-31	1007	4.3	Accurate financial analysis, strong attention to detail.	2023-12-31	1007	4.3	Accurate financial analysis, strong attention to detail.	2023-12-31	1007	4.3	Accurate financial analysis, strong attention to detail.	2023-12-31	1007	4.3	Accurate financial analysis, strong attention to detail.
1008	Amanda Green	1983-06-18	210-98-7654	555-210-9876	amanda.green@company.com	505 Spruce St	Phoenix	AZ	USA	85001	Active	2017-01-10		Customer Support	Customer Support Representative	1009	Full Time			2023-12-31	1008	4.4	Excellent customer service, helpful and patient.	2023-12-31	1008	4.4	Excellent customer service, helpful and patient.	2023-12-31	1008	4.4	Excellent customer service, helpful and patient.	2023-12-31	1008	4.4	Excellent customer service, helpful and patient.	2023-12-31	1008	4.4	Excellent customer service, helpful and patient.
1009	Christopher Taylor	1979-10-05	321-87-6543	555-321-8765	christopher.taylor@company.com	606 Elm St	San Diego	CA	USA	92101	Active	2018-05-01		IT Support	IT Support Specialist	1010	Full Time			2023-12-31	1009	4.0	Reliable IT support, quick response times.	2023-12-31	1009	4.0	Reliable IT support, quick response times.	2023-12-31	1009	4.0	Reliable IT support, quick response times.	2023-12-31	1009	4.0	Reliable IT support, quick response times.	2023-12-31	1009	4.0	Reliable IT support, quick response times.
1010	Olivia Miller	1992-02-28	432-10-9876	555-432-1098	olivia.miller@company.com	707 Oak St	San Jose	CA	USA	95101	Active	2019-07-15		Quality Assurance	Quality Assurance Tester	1011	Full Time			2023-12-31	1010	4.2	Thorough testing, excellent attention to detail.	2023-12-31	1010	4.2	Thorough testing, excellent attention to detail.	2023-12-31	1010	4.2	Thorough testing, excellent attention to detail.	2023-12-31	1010	4.2	Thorough testing, excellent attention to detail.	2023-12-31	1010	4.2	Thorough testing, excellent attention to detail.

Real World Retention

Remove Low Performing Employees

- Create negative environment
 - Problem identifier not resolver
 - Pot stirrer
- Create environment of complacency
 - Repeated failures unaddressed
 - “All good” means everything is acceptable

Keep Consistent Strong Employees

- Strength in maintenance
- Non-leaders are leaders
- Build teams of endurance



Real World Retention

Initiatives

- Lead Roll-Outs
- Head Workgroups
- Attend Committees

Real Work

- Troubleshooting
- Sub Committees
- Clock-time

Cross Training

- Enhanced expertise
- Ability to engage for coverage
- Exposure

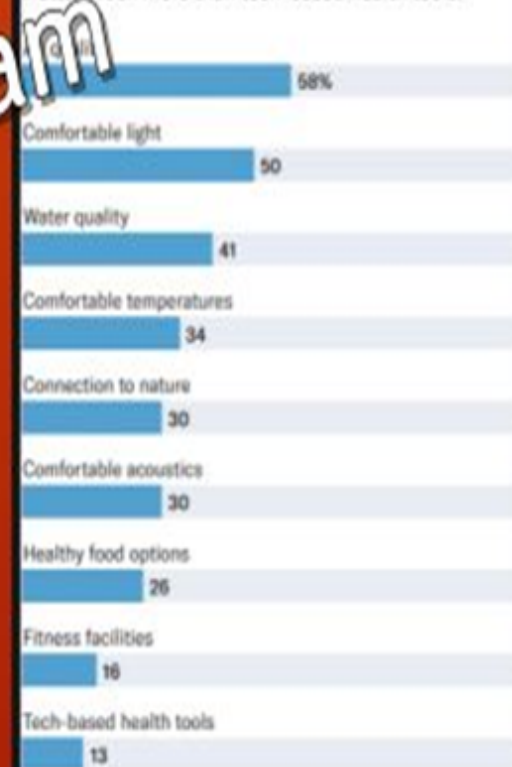
Schedule Autonomy

- Flex Schedules
- Work From Home
- Clocking Employees

Engage your Team

Workplace Wellness Perks That Matter to Employees

A survey of 1,000 workers reveals that air and light matter much more than tech-based health tools.



Source: Future Workplace

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Real World Retention

Up Level Meetings

- Where appropriate
- Presentation of data
- Appropriate for growth and development

Role Shadowing

- Where appropriate
- High-Risk Employees
- Appropriate for growth and development

Stretch Assignments

- Where appropriate
- Presentation of data
- Appropriate for growth and development

Mentorship

- Opportunities be mentored
- Mentorship Opportunities

Real World Retention

Conferences

- Requirements for attendees
- Balanced Attendance
- Abstracts
- Speaking engagements
- Appropriate for growth and company return

Education

- Requirements for reimbursement
- CEU as well as collegiate
- Depth of team
- Train one - teach many
- Appropriate for company

Real World Retention

It is all about YOU.

A **bad manager** can take a good staff and destroy it, causing the **best employees** to flee and the remainder to lose all motivation.

Why Lead

EMPLOYEES WHOSE MANAGERS ARE OPEN AND APPROACHABLE ARE MORE ENGAGED

A productive workplace is one in which employees feel safe enough to experiment, challenge, share information and support one another. The best managers get to know their employees and help them feel comfortable talking about any subject, whether it is work related or not. Among employees who strongly agree that they can approach their manager with any type of question, 54% are engaged. When employees strongly disagree, only 2% are engaged, while 65% are actively disengaged.



GALLUP

10 Signs of a Great Leader :

1. Visionary
2. Creates a positive environment
3. Humble
4. Encourages differences
5. Frequent constructive feedback
6. Emotional intelligence
7. Trust
8. Respect for others' time
9. Mentors others to become great leaders
10. A clear sense of their personal integrity

Leader versus Boss

“Leaders are headed somewhere.”

- “A boss bosses.”

“A leader is someone I want to follow.”

- “I have to listen to the boss.”

“Leaders want you to achieve or excel.”

- “Bosses need a task done.”

Are You a Boss or a Leader?

BOSS	LEADER
A know it all	Always willing to learn
Talks more than they listen	Listens more than they talk
Gives answers	Seeks solutions
Criticizes	Encourages
Point out weaknesses	Recognizes natural gifts
Directs	Coaches
Defends their ego	Reveals vulnerability
Focuses on themselves	Focuses on the team
Puts blame on others	Takes responsibility
Demands results	Inspires performance

VOLARIS

Practice Makes... A Leader

Commit to Practice

- Practice the behaviors you want others to see.
- Practice being the example.
- Practice taking a deep breath before making a decision.
- Practice tough scenarios with peers.
- Practice assuming positive intent.
- Practice delayed emails or phone calls.
- Practice recognizing small wins.
- Practice patience with yourself and others.
- Practice means acknowledging loses to those involved.

Practice doesn't make perfect. It makes better.

Frank Peretti

Grow or Go

Method

- Keep staff worth retaining.
- Offer growth or stretch opportunities.
- Hold staff accountable for their own success.
- Set measureable and achievable goals.
- Build informal growth opportunities.
- Encourage staff to find success in other roles that make no progress on the team or hold the team back.
- Growth opportunities do not have to come at the expense of the company.



Retention in the Real World of Healthcare

Key Thoughts

- Google / Bing / LinkedIn / Internet Searches are limitless.
- Shortages will become more prominent.
- Hire staff you want to retain.
- Invest in the team you want to keep.
- Investment does not always mean wage earnings.
- Engaged employees are more likely retained employees.
- Practice becoming the leader you want to be.
- Grow or Go when developing team to standard.



Thank you

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