

All Member Call Agenda April 26, 2022

- **Susan Wallace | President/CEO**
 - **Welcome & Updates**
 - **Upcoming education, awards, & scholarships**
- **Workforce**
- **Ohio Living – Turnover Success**
 - **Dana Ullom-Vucelich | Chief Human Resources Officer**
 - **Kristen Trinter Collins | Area Director of Human Resources**

Welcome & Updates



Susan Wallace | President/CEO

- Welcome & Updates
- Advocacy
 - NATCEP testing
 - SB325/HB625
- Upcoming education, awards, & scholarships

swallace@leadingageohio.org

Upcoming Education

- 4/27 Ohio Certified Medication Aides: Enhancing Your Nursing Unit
- 4/28 Advanced Principles of Hospice Management
- 5/5-5/26 Life Plan Community Webinar Series
- 5/10 Hospice Billing Workshop
- 5/11 STAT: Survey Tips & Tactics
- 5/12 Activity Professionals Zoom Fellowship Mtg.
- 5/16: Piecing it Together: Housing & Payment Innovation Forum
- 6/7-6/28 Hit the Governance Bullseye with HJ Sims

<https://www.leadingageohio.org/aws/LAO/pt/sp/education>

Staffing Challenges



- Availability
 - ANA - *An additional 1.2 million nurses needed by next year to meet the growing demand for their services and to replace those leaving*
 - McKnight's - *The number of employees at nursing and residential care facilities is the lowest it's been in 15 years*
- Cost
 - AHA - *120% increase in job postings for contract or travel nurses from pre-pandemic levels in January 2019 to January 2022.*
- Increased scrutiny

LeadingAge Ohio



- Strategic plan focus' on staffing
- LeadingAge Center for Workforce Solutions
- Randi Hamill as Workforce Director
- Workforce Committee
- All-Member call plan
- Today's topic: Retention Strategies

Turnover

- Care Compare
 - January 2022 refresh - CMS will began posting
 - Weekend Staffing: The level of total nurse and registered nurse (RN) staffing on weekends (Saturdays and Sundays) provided by each nursing home over a quarter.
 - Staff Turnover: The percentage of nursing staff and number of administrators that stopped working at the nursing home over a 12-month period.
 - Will be used in the Five-Star Quality Rating System in July 2022.

Turnover

- In spite of the staffing challenges Ohio Living's Sarah Moore is ranked 16/955 of Ohio's NH's with the total nurse staff turnover at 28.6% and 20% RN
- Eight of Ohio Living's NH's are below the state-wide average for total nurse staff turnover average of 56.5%
- Nine of Ohio Living's NH's are below the state-wide average for RN turnover of 54.1% and Administrator turnover of 1.2%
- Founded in 1922, Ohio Living is one of the nation's largest not-for-profit, multi-site aging services organizations, operating 12 life plan communities, Ohio Living Home Health & Hospice, Ohio Living Physician Services, Ohio Living Palliative Care and the Ohio Living Foundation

Turnover



- **Dana Ullom-Vucelich | Chief Human Resources Officer**
- **Kristen Trinter Collins | Area Director of Human Resources**



Ohio Living

FAITH + COMPASSION + COMMUNITY

Kristen Collins, AHRD
Dana Ullom-Vucelich, CHRO

April 26, 2022



Did Somebody say Retention?

Me Thinks Dost Needeth More Caffeine!

KNOWLEDGE IS POWER

01

KNOW THE
MARKET & DATA

02

KNOW YOUR
PEOPLE

03

KNOW
YOURSELF

Job Market Today – Long Term Care

- ◆ Assisted living communities and CCRCs saw an 11.1% decrease in employees from February 2020 (976,100 employees) to November 2021 (867,700)
- ◆ Nursing homes saw a 15% drop in employment during the same timeframe, going from 1.59 million employees to 1.35 million
- ◆ Health sector employment overall remains below expectations
 - ◆ Assisted Living Communities and CCRCs employment rates were 14.6% lower
 - ◆ Nursing Homes were 13.4% lower
 - ◆ Home Health services were 6.9% lower



Fall 2019 Activated Insights Data



Turnover is **over 50%**
in CNAs/Aides in many
companies in the Great
Place to Work database

1,000,000+

Senior care needs 1,000,000+ more
CNA/Aides from now until 2025¹

Current 2022 Activated Insights Data

Why are we researching this?

CNAs/Aides are among the hardest roles in senior care to recruit and retain: turnover is **over 60% in senior housing** and **over 70% in at-home care**



2,000,000+

Senior care needs 2,000,000+ more CNA/Aides from now until 2025¹

Being in Senior Services is Easy

It's like riding a bike

Except the bike is on fire

And you're on fire

And everything's on fire

What are our
Controllables?

ActivatedInsights.com/resources

Four Infographics to follow

What drives turnover in senior care?

Unethical or
low integrity
managers

Lack of fun
and purpose
at work

Lack of
respect and
recognition

Better
career
opportunities
and pay
elsewhere

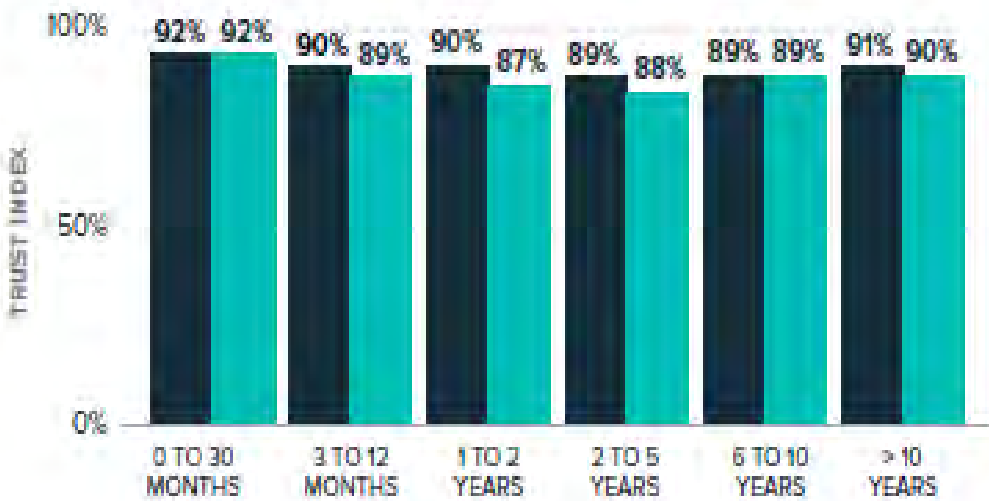


The GOOD NEWS: CNAs love making a difference

They categorically score higher on nearly all aspects of the question

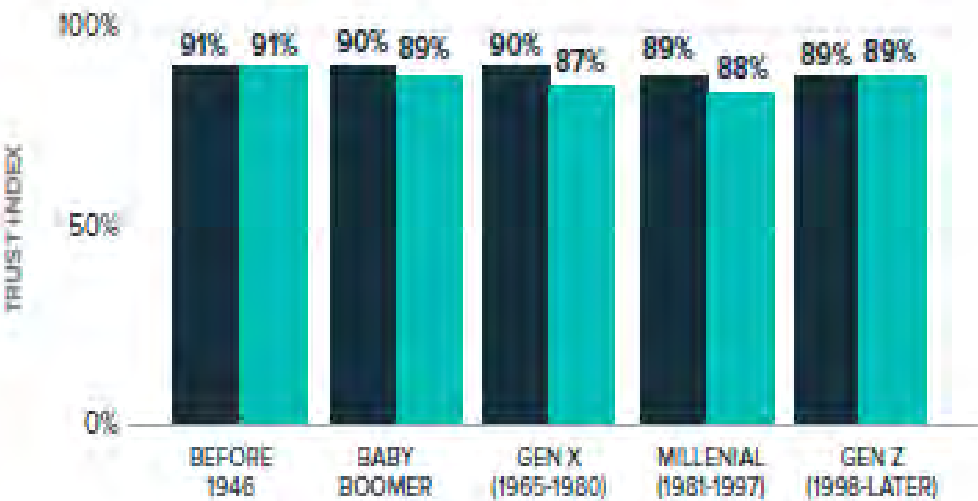
“My work has special meaning: this is not ‘just a job.’”

By Tenure



CNA Non-CNA

By Birth Year



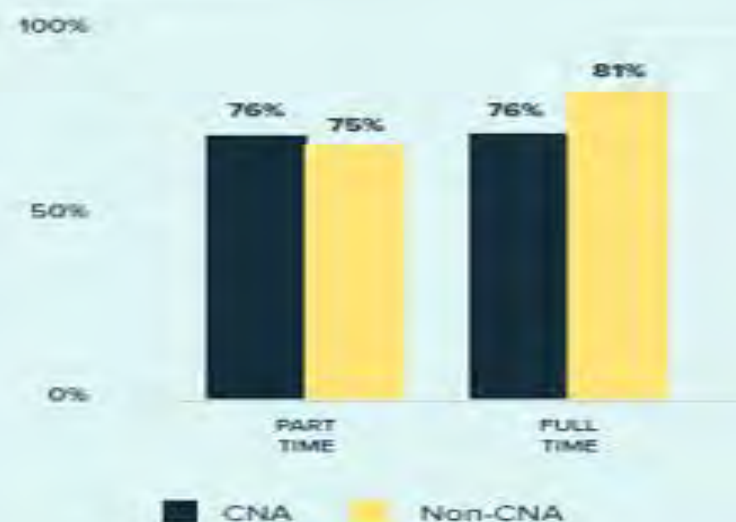
CNA Non-CNA

A GLIMMER OF HOPE

Being flexible with CNA schedules
can increase their likelihood of
wanting to stay

*"People here are willing to give
extra to get the job done."*

Work Status



And, appreciation for going above and
beyond helps increase engagement of
all CNAs/aides

4 takeaways - how to keep your caregivers engaged and retained

Quotes from actual CNAs/Caregivers

- 1 Take time to communicate through regular in-person meetings. In recruiting and in meetings, provide timely updates as well as “show and tell” the purpose and mission of the work, including inviting seniors to share their appreciation.

“

Updates/meetings/in-services make me personally knowledgeable of what's going on.

“

The residents love to communicate with the workers and tell us about their day.

- 2 Lean on a formal appreciation program - use small rewards or handwritten notes. Consider the golden rule: give 5 or more compliments for every negative comment.

“

As an employee I feel appreciated with rewards of a good work ethic. We celebrate achievements as a team with lunches, BBQ's and other fun activities. As a team member of the Nursing Department I am very thankful to be working under such a strong management team.

- 3 Be organized, team-building oriented, and fair. But, be sure to be flexible to personal needs. Post schedules two weeks in advance and have a consistent, fair process for time off and schedule change requests

“

Managers encourage us to approach them with ideas, questions or any issues we may have.

“

They work very well around my schedule with my children as I need.

- 4 Manage with a “growth mindset” of inviting ideas and suggestions that improve the workplace or the care for seniors. Follow up with all employees who bring up specific issues.

“

It's willingness to be innovate with its programs offered to seniors. They are not afraid to try out new programs and are far from cookie cutter.

Do NOT allow behavior like this (quotes are from frontline caregivers):

"Our manager is gone half days or full days at a time without reason...yet tells us that we cannot take any days off"

"I counted 7 eye rolls the last time I brought something up to her"

Investing in Culture Drives Retention

Ohio Living Mindset

- ❖ Employees choose a workplace based on growth opportunities, prospective leaders, perceived best interests and the opportunity to make a difference.
- ❖ When it comes to staying, an employee's choice is highly dependent on the relationship with her/his supervisor.
- ❖ Supervisors with a coaching and inclusive mindset are more successful



Source: "Five Disciplines of Inclusive Leaders: Unleashing the Power of All of Us," Korn Ferry, 2021.



Employees choose a workplace based on what they feel is in their best interest (benefits, pay, commute, etc.) but they stay because of culture. Culture is the intangible that we as leaders create or destroy every day.

What do they want?

To be able to provide better care and to be recognized for the hard work.



For more CNA insights and retention tips, please email hello@activatedinsights.com

What do they like?

Residents. Being part of a family. Servant leaders.

"It feels like home here"

"We treat our residents as our own family"

"It's a family here... we look out for one another"

"I am treated so well... I feel that I could talk to any employee about any problems"

"Caring for others"

"Taking care of residents"

"They listen to us... and we care for each other"

"My residents... I love them"

"They appreciate us!"

"We have a great hands on manager who helps"

"I like where I work"

KNOWLEDGE IS POWER

01

KNOW THE
MARKET & DATA
(INCORPORATE)

02

KNOW YOUR
PEOPLE: MANAGE
TO THE ONE!
(ENGAGE &
GROW THEM)

03

KNOW YOURSELF
(HONESTLY
ASSESS THEN
BUILD UPON)



WHERE

WHAT

WHEN

WHY

HOW

WHO

We are glad to be in Aging Services with you! Together, we are making Ohio and the world a better place!

With appreciation from,
your Ohio Living friends

In Closing

Thank you to Ohio Living for sharing today!

Alert LeadingAge Ohio to concerns with getting nursing assistants tested

Join a committee

Email questions to COVID19@leadingageohio.org

