

## OBJECTIVE:

*Outline steps the team at CHRC is taking to navigate the CNA workforce shortage*

Teamwork:

Coming together is a beginning,  
Keeping together is progress,  
Working together  
is a success.

# ABOUT COLFAX HEALTH AND REHABILITATION CENTER:

- 40 bed SNF – average census of 36
- Not for Profit, Stand – alone Entity
- Non Unionized
- New Campus in 2013 with CBRF and RCAC attached
- Only Health Care employer in the area



## CHRC Stats:

- ▶ CNA Starting Wage: **\$10.70**
- ▶ CNA Average Wage: **\$12.25**
- ▶ Average Length of Tenure:  
**4.5 Years**
- ▶ Average CNA OT: **18 Hours**
- ▶ Help Wanted Advertising  
Costs 2017: **\$711.09**
- ▶ No agency!
- ▶ No mandating!

# We Asked- They Answered. What would make you happier at work?

- NOT working short
- Better Pay
- Hold people accountable for poor attendance
- Set Schedules
- 12 Hour Shifts

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# 12 Hour Shifts

- Polling Staff again
- Designing a customized schedule that accommodated those core employees requests

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# Shift Agreements

- Signed by staff and by HR
- Three Strikes and you are OUT
- Not an employment contract
- Still adhere to facility attendance policy



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# Other Key Factors Influencing Staff Accountability

- Casual Status work force
- Flexible / Partial shift times
- Electronic Scheduling
- Conversion to PTO from standard sick/ vacation model

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# A Hard Look at Wages

- Developing a wage scale
- Bonus Structure
- Regular staff reviews – dependent on performance
- Benefits offered – How and when can we make them available to all?

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# Commitment to Our Staff to Not Work Short!

- We will do everything we can to keep that schedule solid- building a trust expectation
- Cross training employees in other departments to pull from to work the floor on short notice
  - Administration- Maintenance – Activities – CBRF

# Culture Change- A Shift From You Need Us to We Need You!

- Do your staff know they are your most precious resource? What are you doing to show them?
- Take a hard look at key positions—
  - Scheduler
  - Human Resources

# Dedicated Human Resources Position

- Standardized and intentional hiring process with a friendly face
- Ease of applying, hiring and interviewing
- Invest in the first impression – their ongoing point of contact
- Training, orientation



# Employee Engagement Conversations-Surveys-Eavesdropping!

- Conversations with all staff about the shortage—the struggle is real
- Listening to staff and implementing their ideas about recruitment and retention and other issues related to work satisfaction
- Asking for more effort from current staff to bring new staff along

# Employee Recognition-

What are you doing to show your staff how important they are to your success?:

- Thank you gestures – food – note cards
- Involvement in group/staff activities and Facility Fundraisers
- Breakfast with Santa- Family Donations
- Employee Picnic
- Monthly Employee recognition winner
- Wellness challenge winner- monthly
- Perfect attendance award- quarterly and yearly!

kind people  
— ARE MY —  
kind of people

*What employees value most are even-keeled bosses who make time for one-on-one meetings, who help people puzzle through problems by asking questions, not dictating answers, and who take an interest in employees' lives and careers.*

*- from Google's quest to "Build a Better Boss"*