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 COLFAUX 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
We Asked- They Answered.
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✓ **12 Hour Shifts**
12 Hour Shifts

• Polling Staff again

• Designing a customized schedule that accommodated those core employees requests
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
Shift Agreements

- Signed by staff and by HR
- Three Strikes and you are OUT
- Not an employment contract
- Still adhere to facility attendance policy
We Asked - They Answered.
What would make you happier at work?

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- Hold people accountable for poor attendance
- Set Schedules
- 12 Hour Shifts
Other Key Factors Influencing Staff Accountability

• Casual Status work force
• Flexible / Partial shift times
• Electronic Scheduling
• Conversion to PTO from standard sick/ vacation model
We Asked- They Answered.
What would make you happier at work?

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- 12 Hour Shifts
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?
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
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
aren’t 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”