The Recruitment Strategy with Lasting Impact: Peer Mentor Programs

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PHI
Quality Care Through Quality Jobs

PHI

Quality Care Through Quality Jobs

• Work with employers, policymakers, and other stakeholders across the care continuum to support direct care workers to deliver person-centered care.

• 25 years, 360-degree perspective

• #60CaregiverIssues
Polling Question:

What is the #1 staff retention challenge for your Organization?
4.5 million Direct Care Workers Nationally

- Home Care Workers: 1,574,780
- Independent Providers: 1,572,290
- Nursing Assistants Employed in Nursing Homes: 602,630
- Other Industries: 800,000
Future Demand

NEW NURSING HOME JOBS BY OCCUPATION, 2014 TO 2024

- Nursing Assistants: 59,000
- Registered Nurses: 22,400
- Other Health Care and Personal Support Occupations: 19,400
- Licensed Practical/Vocational Nurses: 13,500

OCCUPATIONS WITH THE MOST JOB GROWTH, 2014 TO 2024

- Home Care Workers: 305,100
- Registered Nurses: 328,000
- Fast Food Preparation and Serving Workers: 439,300
- Retail Salespersons: 343,500
- Customer Service Representatives: 314,200
- Restaurant Cooks: 252,900
- Home Health Aides and Nursing Assistants: 158,900
- Personal Care Aides: 633,100

U.S. Census Bureau Projection of U.S. Population: 2015 - 2060

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<tr>
<th></th>
<th>2015</th>
<th>2020</th>
<th>2030</th>
<th>2040</th>
<th>2050</th>
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<tbody>
<tr>
<td>Over 65 Years</td>
<td>15%</td>
<td>17%</td>
<td>21%</td>
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<td>62%</td>
<td>61%</td>
<td>58%</td>
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<td>57%</td>
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<td>18-64 Years</td>
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<tr>
<td>Under 18 Years</td>
<td>23%</td>
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Labor Force Fails to Keep Pace with Growth

**Ratio of People Age 18-64 to 85+**

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<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
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<tbody>
<tr>
<td>2015</td>
<td>32:1</td>
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<tr>
<td>2050</td>
<td>12:1</td>
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Widespread Turnover

High Vacancy Rates

“Number one issue”

“Untenable”

“Using every means available”

“Everyone is having difficulty finding someone”
Top Drivers of Employee Satisfaction…

- Wages and Benefits
- Job Demands (measured by ratio of nursing assistant hours per resident day)
- Feeling respected
- Feeling Valued
- Relationship with Supervisor

http://gerontologist.oxfordjournals.org/content/49/5/611.long
And another thing…

Top Drivers of Nurse Engagement

This organization provides high-quality care and service
9 Essential Elements of Quality Jobs

Compensation
- Family sustaining Wages
- Affordable health insurance
- Full time hours/balanced workload

Opportunity
- Excellent training
- Participation in decision making
- Career Advancement

Support
- Linkages to services
- Supervision
- Relationships
The Role of Supervisors in Recruitment and Retention

WHY PEOPLE CHANGE JOBS

75% of workers who voluntarily left their jobs did so because of their bosses and not the position itself.

People don’t quit jobs, they quit bosses.

Coaching Supervision

- The **PHI Coaching Approach to Supervision®** is a relational approach to managing and supporting staff members and teams that helps them to develop their own interpersonal and problem-solving skills
  - i.e., the ability to *Think Critically, Prioritize, Make Decisions, Problem Solve* and *Communicate Effectively*

[https://www.youtube.com/watch?v=iSLkQH3RwWY&t=5s](https://www.youtube.com/watch?v=iSLkQH3RwWY&t=5s)
## Traditional vs. Coaching Supervision

<table>
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<tr>
<th>Traditional</th>
<th>Coaching</th>
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<tr>
<td>Identify the issue to be addressed</td>
<td>Establish relationship with the worker</td>
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<td>Explain the rules clearly</td>
<td>Clearly present the problem</td>
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<td>Explain consequences of breaking rules</td>
<td>Gather information on the worker’s perspective</td>
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<tr>
<td>Offer possible solutions</td>
<td>Engage worker in problem solving</td>
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<td>Request compliance</td>
<td>Help the worker commit to action steps</td>
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</table>
Benefits of Coaching Supervision

- Improved relationships between workers and supervisors
- Improved employee satisfaction
- Improved retention
- Improved care outcomes
- Supervisors spend less time managing problems and complaints
Retention – It Takes a Village
Onboarding for Success

- Peer Mentoring critical for first 90 days
- Ensure orientation is person centered and reflects your organization’s values
- Give frequent feedback
- Avoid “throwing the employee in” at all costs
What was it like to be new?

Polling Question:

What do new staff tell you about their experience of being new?
Why Mentoring?

Types of Issues Mentees Presented to Mentors:

- Working relationships
- Relieving Stress/Burnout
- Providing Care
- Working Conditions
- Communication

Relationships Matter!

Dietary  Social Work  Rehab
Housekeeping  New Employee
Nursing
Activities  Administration  Maintenance
Physicians  Chaplain

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The Goals of a Peer Mentor Program

For the new employee

• To know job and organization expectations
• To support the new employee to become a team member
• To get to know residents and begin relationships
• To get to know the organization
• To decrease turnover
• To improve the new employees satisfaction
Goals of a Peer Mentor Program

For the residents

- Help residents get to know and start to build trust with new employees
- Feel comfortable that new employees are competent and knowledgeable about their care needs
- Staff start to know the resident’s life story
- Supports resident choice and autonomy
- Encourage person-centered relationships
The following list identifies steps for successful launch of a new mentor program:

• **Gather baseline data.** Include a qualitative and quantitative evaluation of the strengths and weaknesses of the current recruitment, onboarding and orientation process. A baseline assessment and plan for evaluation ensures the ability to track impact, with the most critical measure being employee turnover in the first 90 days of employment.

• **Ensure support of formal leaders.** Meet with formal leaders and explain the what and why of peer mentoring, and seek their input on program design. Champions among the leadership team ensures the program’s ability to succeed and sustain.

• **Develop a peer mentor committee** comprised of key stakeholders who will support program design and implementation. Committee members should minimally include someone from HR, staff development, scheduling, and CNAs. Input from the people most impacted by the implementation will be vital to the program’s success.
Designate someone as Peer Mentor Program Coordinator. This person will be the primary liaison to PHI consultants and staff on all elements of the peer mentor program. The ideal candidate is both formally and informally influential and is involved in the design process early on.

Review Mentee Progress
Review Mentor Performance
Support the growth of the Mentor Team
Monitor the Success of the Program.
Creating your Program

• **Customize a peer mentor program description.** Include how the mentor fits into the organizational structure, scope of authority, goals, full or part time, the length of the mentoring process, and mentor/mentee support ratios.

• **Customize peer mentor job description and selection criteria.** Be sure to clearly state the goals of the role, key responsibilities, core activities and frequency of those activities, how they will be evaluated, the competencies needed and selection criteria.
Creating your Program

- **Determine compensation upgrades for mentors.** Peer mentors are serving in an advanced role with additional responsibilities, and therefore need to be compensated accordingly.

- **Customize peer mentor policies and procedures.** These are tools that guide the peer mentor’s work. This should be created with integration to the current organizational policies.

  **Examples:**
  - How/when mentor communicates with supervisor
  - Role of mentor in addressing performance concerns
  - Consideration of other HR policies such as performance evaluation tools
Creating your Program

• **Craft a transparent, fair and accessible selection process for mentors** to ensure the credibility and success of your choices.

• **Craft a program implementation plan that outlines the timeline for** short-term activities and how the Program will impact personnel, policies, expectations, and scheduling. Work with peer mentor coordinator and peer mentor committee on this step.

• **Determine Approach to Training.** What will your training be? Who will teach? Boosters? Adult learner education?
Creating your Program

• **Communicate enthusiastically.** All employees and elders need a clear understanding of the mentors’ role and responsibilities, program goals, as well as the organization’s expectations of staff in varied roles.

• **Craft a process for matching mentors with mentees.** This process needs to take into consideration staffing ratios, reasonable work-loads and scheduling/location considerations.

• **Craft an ongoing feedback process.** Engage the peer mentor committee in a quality improvement process that continuously improves the program.
RECRUITING AND SELECTING MENTORS

The process for selecting mentors needs to be clear and transparent, and having clear criteria will help you achieve that. Mentors should be experienced employees who are capable of guiding and coaching new caregivers, and as such they should demonstrate the ability to be supportive of others. They should also model the attitudes and behaviors that you want to instill in your new caregivers.

Selection Criteria
• Candidates should have a minimum of six months experience with your agency (1 year is preferable). They should have a history of exemplary work performance and no disciplinary actions in the past six months. Additionally, you should seek to select mentors who:
• Model Person-centered care and deliver quality care and supports
• Have demonstrated commitment and dependability
• Demonstrate a positive attitude about being a caregiver
• Maintain good relationships with elders, staff, families, and others
Educational Needs for Peer Mentors

Educational Outline

• Introduction to Peer Mentor Program - roles and responsibilities
• Communication - paraphrasing, open-curious questions, giving and receiving feedback
• Creating relationships
• Problem solving and decision making
• Self-awareness and self-management
• Person-Centered Care
## Mentoring Do’s and Don’t!

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<th><strong>DO</strong></th>
<th><strong>DON’T</strong></th>
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<tr>
<td>✓ Openly post position</td>
<td>× Hand pick mentors</td>
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<tr>
<td>✓ Provide mentor training</td>
<td>× Assume experience is adequate prep for role</td>
</tr>
<tr>
<td>✓ Provide mentors support</td>
<td>× Underestimate program supports</td>
</tr>
<tr>
<td>✓ Give pay increase</td>
<td>× Expect to “do more for same pay”</td>
</tr>
<tr>
<td>✓ Mentor on assignment employee will have</td>
<td>× Teach employee on mentor’s assignment</td>
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PHI Peer Mentoring Program
Outcomes

✓ Improves retention by as much as 50%
Essential Element Opportunity: Education and Training

Low investment/High turnover

High Investment/Low turnover

Low investment/High turnover
This is a national challenge

If we keep doing what we have always done, we will keep getting what we have always got!
Questions?

Let’s talk –
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