

The Recruitment Strategy with Lasting Impact: Peer Mentor Programs

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PHI

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Quality Care Through Quality Jobs

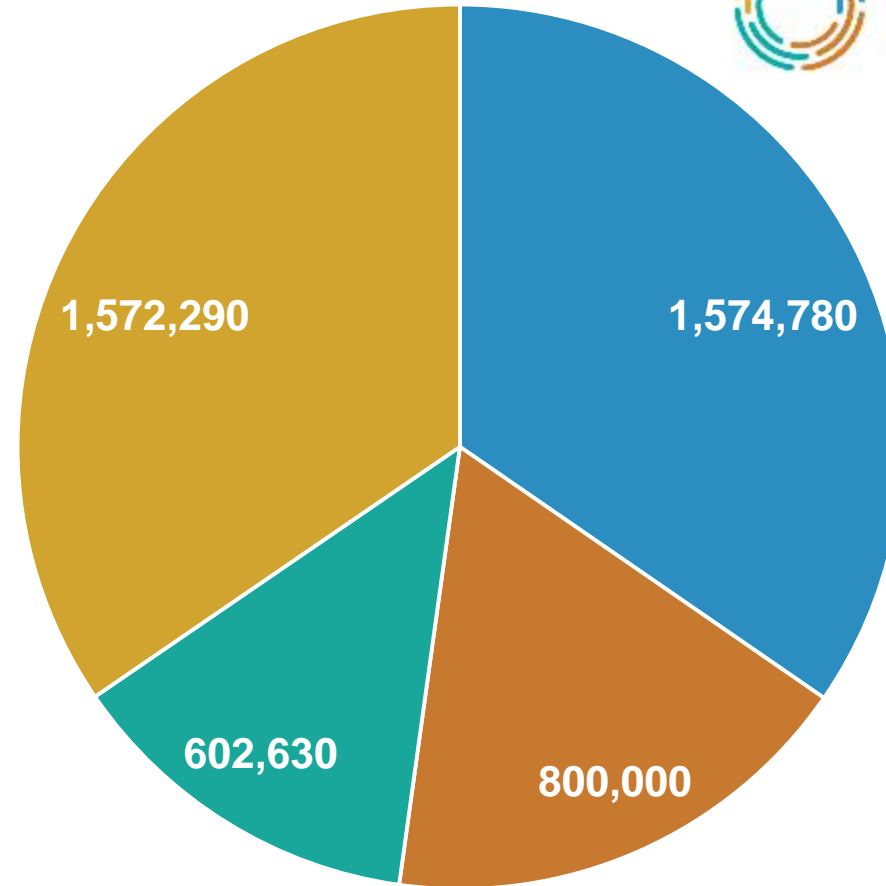
- Work with employers, policymakers, and other stakeholders across the care continuum to support direct care workers to deliver person-centered care.
- 25 years, 360-degree perspective
- **#60CaregiverIssues**

Polling Question:

What is the #1 staff retention challenge for your Organization?



4.5 million
Direct Care
Workers
Nationally

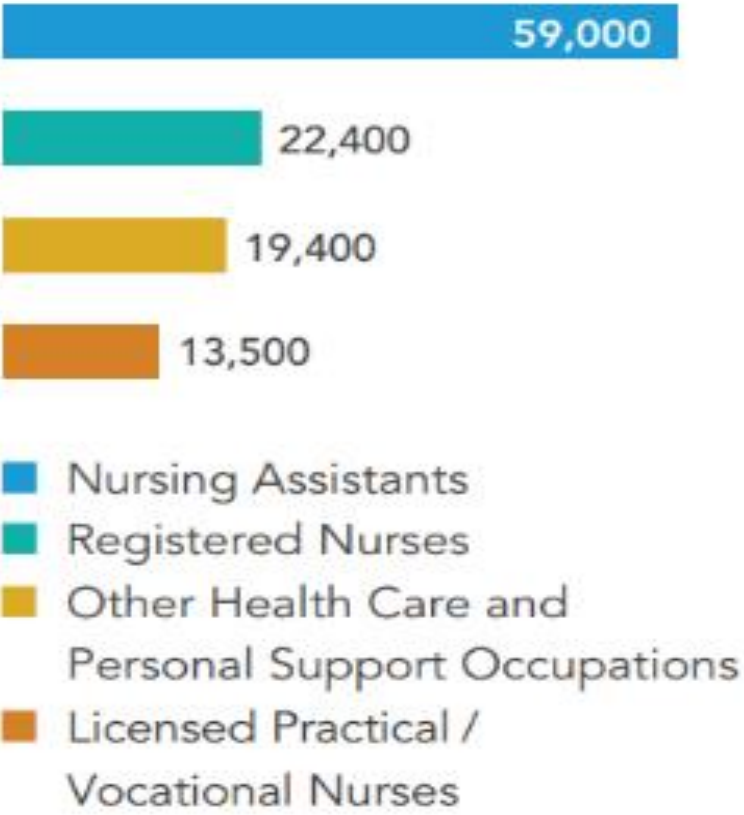


- Home Care Workers
- Independent Providers
- Nursing Assistants Employed in Nursing Homes
- Other Industries

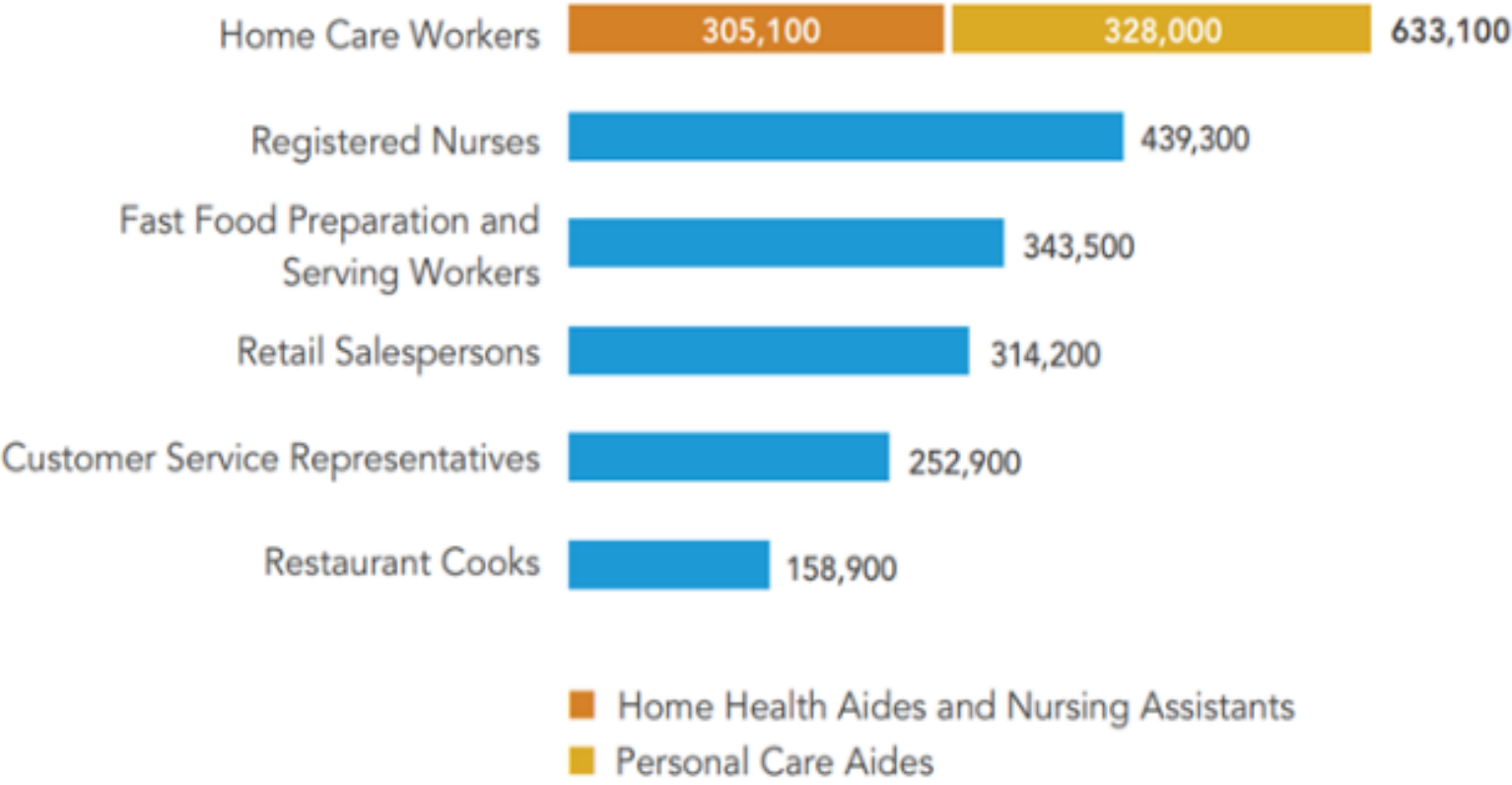
Future Demand

Source: U.S. Bureau of Labor Statistics (BLS), Employment Projections Program. 2015. *Employment Projections: 2014–24, National Employment Matrix - Occupation*. <https://www.bls.gov/emp/>; analysis by PHI (April 28, 2017).

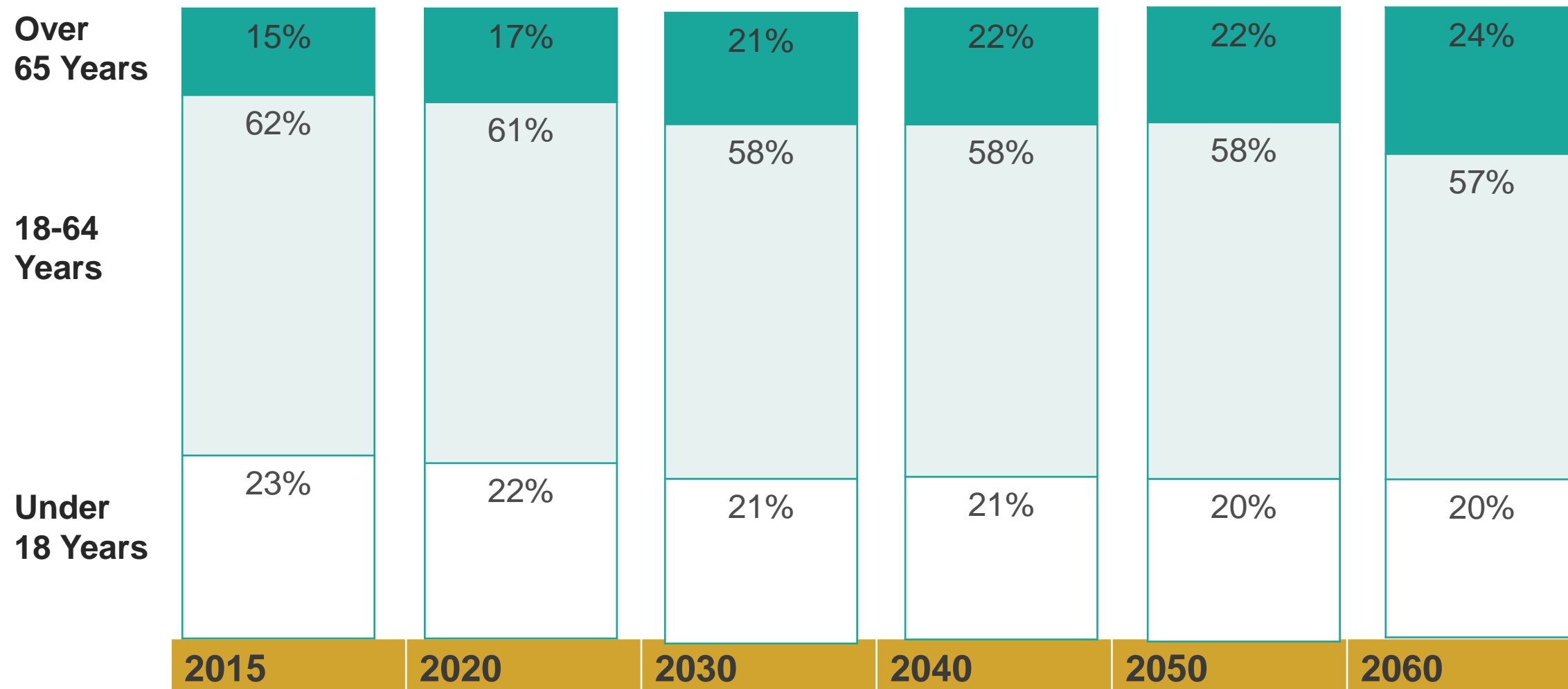
NEW NURSING HOME JOBS
BY OCCUPATION,
2014 TO 2024



OCCUPATIONS WITH THE MOST JOB GROWTH,
2014 TO 2024

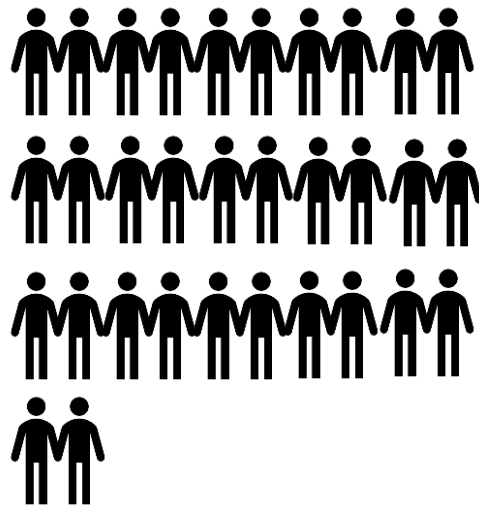


U.S. Census Bureau Projection of U.S. Population: 2015 - 2060



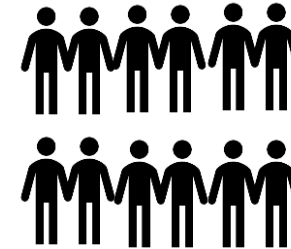
Labor Force Fails to Keep Pace with Growth

Ratio of People Age 18-64 to 85+



32:1

2015



12:1

2050

Widespread Turnover

“Number one issue”

“Untenable”

**“Using every means
available”**

High Vacancy Rates

**“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

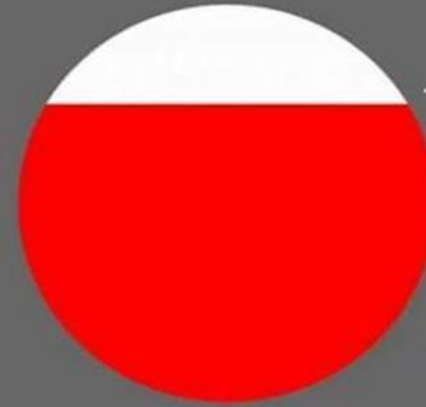
- Excellent training
- Participation in decision making
- Career Advancement

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. ”

Source:
<http://www.gallup.com/businessjournal/106912/turning-around-your-turnover-problem.aspx>

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>

Traditional vs. Coaching Supervision

Traditional

- Identify the issue to be addressed
- Explain the rules clearly
- Explain consequences of breaking rules
- Offer possible solutions
- Request compliance

Coaching

- Establish relationship with the worker
- Clearly present the problem
- Gather information on the worker's perspective
- Engage worker in problem solving
- Help the worker commit to action steps

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

Peer Mentoring: Compensation, Opportunity and Support

What was it like to be new?

Polling Question:

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

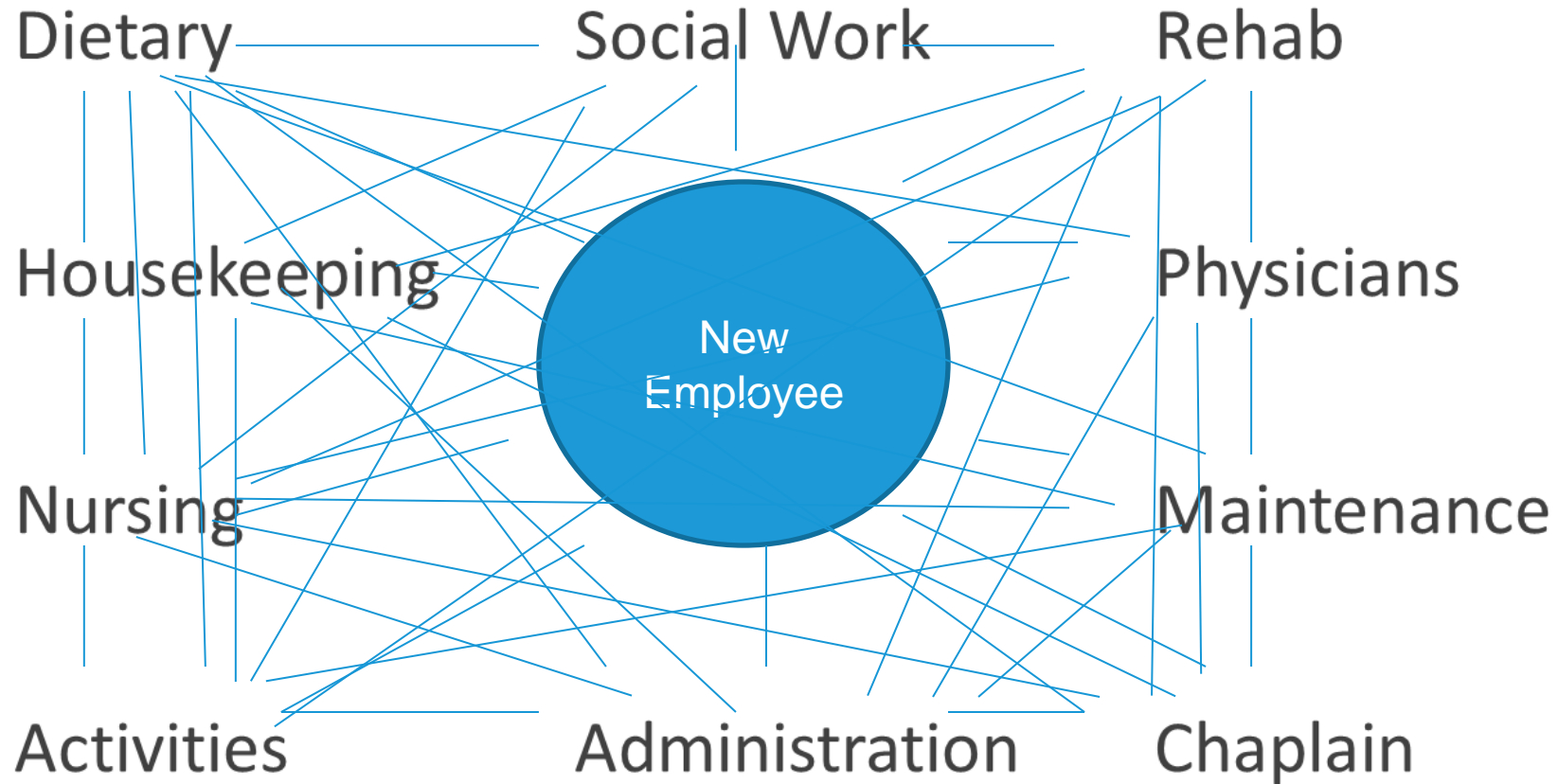
Why Mentoring?

Types of Issues Mentees Presented to Mentors:

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

[http://phinational.org/sites/phinational.org/files/clearinghouse/WA Preliminary Peer Mentor Program Analysis.pdf](http://phinational.org/sites/phinational.org/files/clearinghouse/WA_Preliminary_Peer_Mentor_Program_Analysis.pdf)

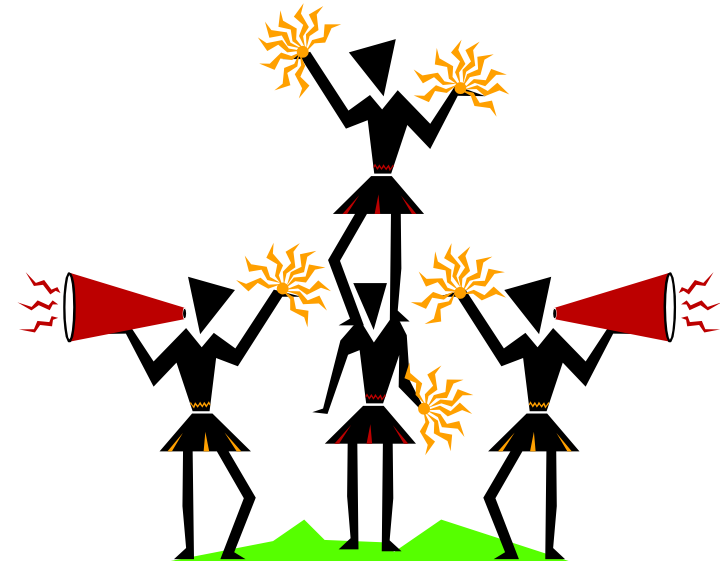
Relationships Matter!



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



Creating your Program – PROGRAM LAUNCH CHECKLIST



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.

Creating your Program – PROGRAM LAUNCH CHECKLIST



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.

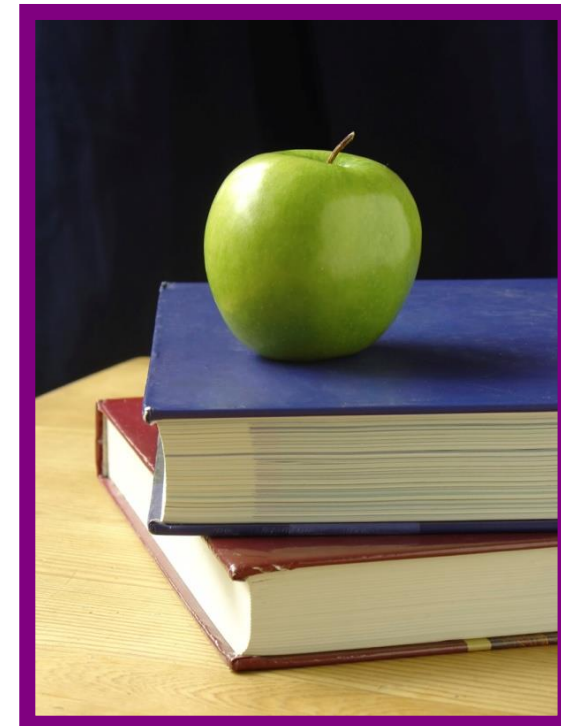
Selection Criteria

- 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



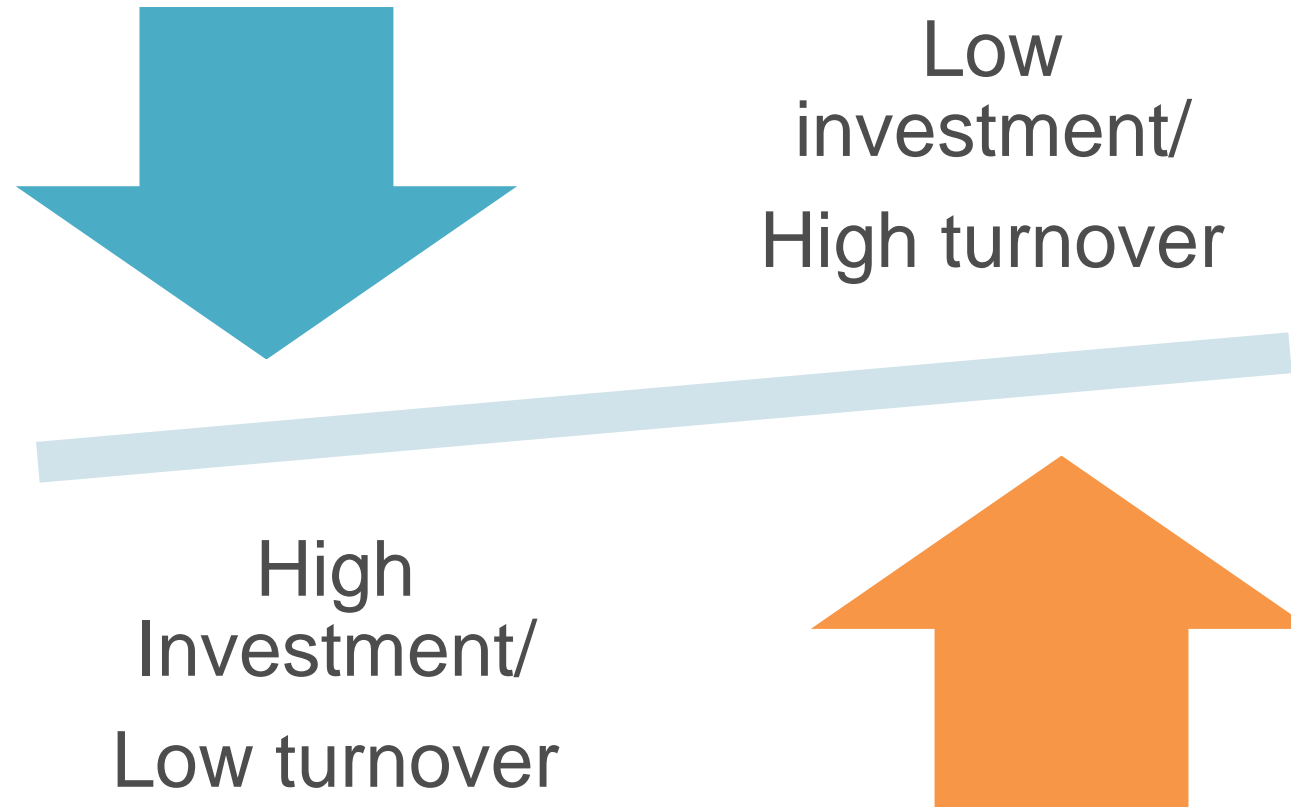
Mentoring Do's and Don't!

DO	DON'T
✓ Openly post position	× Hand pick mentors
✓ Provide mentor training	× Assume experience is adequate prep for role
✓ Provide mentors support	× Underestimate program supports
✓ Give pay increase	× Expect to “do more for same pay”
✓ Mentor on assignment employee will have	× Teach employee on mentor's assignment

PHI Peer Mentoring Program Outcomes

- ✓ Improves retention by as much as 50%

Essential Element Opportunity: Education and Training



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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