



WisCaregiver Careers

Facility Practices for Recruitment and Retention

Nursing home staff around Wisconsin have shared the following recruitment and retention practices. Nursing homes may wish to implement these suggestions alongside their current practices to increase the employment experience for nurse aides.

Recruitment Strategies

- Have a website to promote your facility
- Devote a webpage specifically to nurse aide positions and vacancies
- Advertise and promote your nurse aide positions and vacancies in your community:
 - Local newspaper
 - Shopper newspaper
 - Print ad campaigns
 - Partnerships with local schools, universities, technical colleges
 - Attend career fairs
 - Host on-site career fair
 - Flyers
 - Craigslist
 - Television
 - Facebook
 - Utilize Indeed.com or other recruitment websites
 - Partnership with Recruiting.com that links with Facebook, LinkedIn, Twitter
 - County human resources web page
- Use word of mouth to promote your positions
- Offer a \$500 referral bonus to current employees
 - \$250 right away
 - Remaining \$250 when new employee completes three months of employment
- Offer a \$500 referral bonus to new hires
 - \$250 right away
 - Remaining \$250 when new employee completes three months of employment

Hiring Incentives

Career Advancement

- Create a CNA (certified nurse aide) career ladder program: Include enrichment facilitator, CNA coach, customer service liaison, and other CNA positions
- Promote the next rung in CNA ladder program: Resident care coordinator role that only works Monday through Friday

Tuition

- Provide tuition reimbursement for classes pertaining to current role and for pursuing a nursing career
- Provide tuition assistance if CNA works an average of 24 hours per week
- Create nursing student savings fund: If in school and in RN program, for each hour worked get \$2 deposited into an account that will be paid at graduation. Have to stay employed as CNA until they graduate
- Create a scholarship fund to support training pertaining to long-term care

Scheduling

- Allow CNAs to switch and trade schedules: They can work it out on their own as long as the shift is covered
- Do not require mandatory overtime
- Create merit program for picking up open shifts: \$1 per hour in gift cards
- Allow for the applicant to provide the facility with a schedule
- Create four-hour evening shifts: Share the shift with another co-worker
- Allow self-scheduling for regular full and part time staff
- Create a permanent set schedule in return for good attendance and coverage of time off
- Provide both eight- and 12-hour shift options
- Create in-house, flexible scheduling staffing pool
- Hire CNAs on occasional basis with no minimum hours requirement
- Provide extra 50 cents per hour worked in previous pay period if employee wasn't late or called in

Work-Life Balance

- Provide discounts for onsite day care center
- Give discounts for wellness, yoga, and cardio programs onsite and at gym of choice
- Offer free food days monthly

Retirement: Offer retirement program with employer match

Orientation Process

- Give general orientation to the facility, including standards, policies, culture, followed by specific orientation to the CNA role
- Have a combination of live and online training
- Pair new employee with a mentor and complete checklist of items CNA must be trained on
- Allow mentor to provide input into when CNA is ready to work independently
- Complete online training modules through Relias Learning, with tests at the end of each module
- Conduct 30, 60, and 90-day evaluations to monitor progress and keep communication open
- Require hands-on demonstration of skills
- Have coaches contact new CNA daily for the first few months to see how they are doing
- Have CNA trainers or coaches available on every shift

Peer Mentor Programs

- Support new staff throughout their probationary period: Provide social support, identify learning needs, offer clinical knowledge, review policies, and be an available resource
- Require peer mentors to attend competency skills check with staff development RN
- Require peer mentors to attend bi-monthly training on variety of topics
- Promote achieving peer mentor status as part of the CNA career ladder program

Inclusion on the Care Team

- Collect feedback from CNA Daily charting, shift change, stop and watch tool, 24-hour report board, point of care charting, walking rounds, and interactions with licensed nurses
- Have CNAs familiar with the resident attend care plan meetings
- Engage CNAs in ongoing care decisions: RNs relies heavily on input and notification from the CNAs to formulate the best care plan and interventions for the resident
- Encourage CNAs to suggest and participate in resident activities: Both one on one and in groups
- Have CNAs assist with making decisions on facility processes to care for the residents as part of a continuous improvement program

Miscellaneous Practices

- Incorporate wellness into the facility culture to help recruit and retain staff
- Establish employee appreciation committee to discuss ways to show appreciation to staff
- Explore online scheduling and messaging options to keep staff engaged
- Prioritize re-orientation and continued learning: Annually, in the month of the employee's anniversary, employee attends one full day of re-orientation
- Hold an "unpacking" lunch. Administrator and director of nursing attend lunch to provide an opportunity for employees to voice concerns, ask questions, and share ideas
- Do everything necessary to prevent staff from working shorthanded and provide assistance: Use other facility staff, such as dining services and activity staff, to assist with meal time
- Make staff satisfaction a high priority: Happy staff equals happy residents
- Implement stay interviews: Provide the opportunity to build trust and assess the degree of employee satisfaction and engagement
- Give perfect attendance awards
- Institute an employee of the month program
- Strive to keep staffing assignments consistent
- Hold celebrations for important achievements and milestones
- Encourage staff to make a commitment to be welcoming