Advancing Excellence in America's Nursing Homes

Making Nursing Homes Better Places to Live, Work and Visit!

Missouri–1/5/12

Objectives:

Campaign Website

How to Access and Use the Tools & Resources

Instruction on Staff Turnover Tool

Staff Turnover Goal Data Entry

www.nhqualitycampaign.org

Want More Info on the Campaign?

Contact

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 1-800-309-3282
Carol.Scott@health.mo.gov

www.nhqualitycampaign.org

Campaign Website:

www.nhqualitycampaign.org

Staff Turnover – AE Goal

Goal 1 - Staff Turnover:

Nursing homes will take steps to minimize staff turnover in order to maintain a stable workforce to care for residents.

Goal 1:
Staff Turnover Resources

Accessing the Resources

Advancing Excellence
in America's Nursing Homes

Making nursing homes better places to live, work and visit.

| HOME | ABOUT THE CAMPAIGN | RESOURCES | PROGRESS | FOR PARTICIPANTS |

Register Today!

Resources by Goal

The Implementation Guides are organized by campaign goal. Each guide includes the campaign goal; Flow Diagram; Process Framework; Process Review Tool; and Resources. These guides are designed to assist all nursing homes in meeting their selected campaign goals. For more information, please read the Questions and Answers for Implementation Guides. (These materials are in PDF format.)

Advancing Excellence campaign webinars are listed with each goal's resources below, and can also be accessed on the Webinars page.

- Goal 1: Staff Turnover

- Goal 2: Consistent Assignment

- Goal 3: Restraints

- Goal 4: Pressure Ulcers

- Goal 5: Pain

    O Goal 5A: Long Stay (longer than 90 days)

    O Goal 5B: Short Stay

- Goal 6: Advance Care Planning

Select Goal 1: Staff Turnover

Goal 1 - Staff Turnover: Nursin
maintain a stable workforce to

- Implementation Guide

- Tool for Calculating Staff Turnover (XLS)
  This easy-to-use template is a mechanism for tracking and monitoring monthly turnover. This workbook will also help nursing home staff prepare entries for submission of turnover data for Goal #1.

- **webex** Staff Turnover: WebEx overview for tool use | Transcript

  - o Note: The WebEx WRF player is required to playback the recording. Download WRF player.

- **webex** Staff Turnover: Instructional WebEx for tool use and website data entry | Transcript

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- Fact Sheet for consumers

- Fact Sheet for nursing home staff members

- Interventions Table: Staff Retention
  This guide is an overview of information published between 2004-2009 regarding successful or potentially successful interventions to retain staff.

- Phase 1 Materials MORE INFO :

  - o Webinar: Staff Stability: Learn to Manage your Resources and Improve Staff Retention (PowerPoint or PDF, with separate audio [may take a few minutes to load]).

  - o Staff Stability Toolkit
    This toolkit, published by Quality Partners of Rhode Island, incorporates experiences and lessons learned in over 400 nursing homes. It is designed to serve as a resource for homes just getting started with efforts to reverse turnover as well as employers who have already started to address recruitment and retention and need further assistance in a specific area.

Implementation Guide – A Great Place to Get Started

STAFF TURNOVER SELF MONITORING TOOL

Purpose: To determine if all process steps are completed quarterly and report to QA and A.

PROCESS RECOGNITION/ASSESSMENT		YES	NO
1.	Identify current turnover rate (and retention rate).		
CAUSE IDENTIFICATION		YES	NO
2.	Involve staff to identify varying causes and contributing factors for staff turnover.		
MANAGEMENT		YES	NO
3.	Involve staff to help identify goals for improving turnover rates		
4.	Develop an action plan to address causes and attain identified goals.		
5.	Involve staff in implementing the action plan.		
MONITORING		YES	NO
6.	Evaluate the implementation of the action plan.		
7.	Update and revise the action plan as indicated by the evaluation process.		

FAST FACTS: Staff Retention

Advancing Excellence in America's Nursing Homes is a national campaign to improve the quality of care and life for the country's 1.5 million people receiving care in nursing homes. Nursing homes, their staff and consumers can join in this effort by working on the campaign goals, designed to improve quality. This consumer fact sheet explains why nursing home staff retention is a key factor in providing quality care to residents of nursing homes.

What does staff retention mean?
Staff retention means that a nursing home's certified nursing assistants (CNAs), nurses and other staff members have worked in the nursing home long enough to learn each resident's needs and preferences. Experienced staff members know the nursing home's routines and practices.

Nursing homes measure both how many staff stop working at the home ("turnover") and how long staff have stayed ("retention") in the same or similar jobs. A nursing home with high turnover rates means that new caregivers are constantly being hired and trained.

By increasing staff retention, a nursing home can keep experienced, competent staff and that helps build strong bonds between residents and staff. Consistent caregiving is possible with a stable staff. Most residents are more comfortable with caregivers who know their personal preferences and caregiving needs.

How is staff retention improved?
Staff retention is improved by increasing the number of consistent, well-trained and compassionate employees who stay at the nursing home. Of course, it is not possible for every staff member to stay at the same nursing home forever. People change jobs for many reasons—to go to college, retire or move. Some people do not have the skills or knowledge to work with residents of a nursing home. Nursing homes should not hold on to staff just to improve their retention rates.

What should you know about increasing staff retention?
The challenges every nursing home faces in holding on to devoted, well-trained and compassionate caregivers are similar to the challenges faced by every business and employer:

Improving Staff Retention

Why is staff retention important?

Staff who are familiar with a nursing home's resident's routines and practices are likely to provide better care and are more likely to develop bonds with residents and with other staff. Improved staff retention also means that caregivers will likely spend less time teaching temporary staff about residents' care needs, likes and dislikes or nursing home routines. The Advancing Excellence Campaign seeks to make sure "nursing homes will take steps to minimize staff turnover in order to maintain a stable workforce to care for residents."

How nursing assistants can help retain good staff:

- Become a member of or help create a staff retention committee.
- Advocate for a "buddy program" to welcome and orient new employees.
- Check with new staff to see if they have any questions.
- Help new staff understand policies and procedures.
- Help new staff respond to each resident's needs and preferences.
- Be willing to work with/partner with new employees in their first weeks of work.
- Be willing to trade shifts with new employees if emergencies arise.
- Be willing to include new employees in your carpool.
- Be willing to share your meal times or breaks with new employees.
- Be patient, have fun, and be flexible.

How staff can help the nursing home attract good employees:

- Assist with recruiting and hiring of quality staff.
- Assist with training.
- Speak up about things that are both working and not working in the nursing.
- Create an employee council.
- Commit to improving communication between and among all staff.
- Learn about and participate in the nurse's quality improvement (QI) program.
- Answer any staff surveys the nursing home sends to you.
- Have staff social events and do your job the way you want others to do theirs.

Staff Retention Resources

Campaign Resources:

- Staff Stability: Learn to Manage your Resources and Improve Staff Retention
  http://www.nhqualitycampaign.org

- "Implementing Change in Long-Term Care"
  http://www.nhqualitycampaign.org

- "Campaign Goals and Objectives"
  http://www.nhqualitycampaign.org

- "Top 10 Ideas to Involve All Staff in Advancing Excellence"
  http://www.nhqualitycampaign.org

Best Practice Resources:

- Better Jobs. Better Care
  http://www.bjbc.org

- Act Now For Your Tomorrow: Final Report of the National Commission on Nursing
  Workforce for Long-Term Care
  http://www.ahcancal.org/research_data/staffing/Documents/Nursing_Workforce_Report.pdf

- What Makes for a Good Working Condition for Nursing Home Staff: What Do Direct Care
  Workers Have to Say?
  http://www.ltccc.org/documents/WorkingConditionsBooklet_000.pdf

Links to Relevant Organizations:

Staff Stability Toolkit

Healthcentric Advisors
Advancing Healthcare Quality | Empowering People

CAREERS | PRIVACY | CONTACT

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Education | Sign up for our newsletter today.

| Home | About Us | Newsroom | Solutions & Services | People With Medicare | Current Projects | Resources | Events | Library |

Implementing Electronic Health Records for Local Physician Practices

Our CEO
A letter from our CEO John Keimig

Education
Enroll Today for our Electronic Health Course

> Individualized Care   > Individualized Care Tools   > Staff Stability Toolkit

Resources
Individualized Care
Safe Transitions
Appeals/Case Review

Staff Stability Toolkit

☆☆☆☆☆ 0.0/5 rating (0 votes)

High turnover of staff at all levels and departments in nursing homes has been a persistent problem for decades. Turnover has been shown to undermine the continuity of care and consume financial resources that could otherwise be allocated to improving care and services. The purpose of the Staff Stability Toolkit is to provide a "how-to" guide to stabilize staffing, with practical tools for immediate and long-term use.

Target Audience

Skilled Nursing Facilities

Access Tool Here

Staff Stability Toolkit, Training Analysis, Sample Data, Worksheet 1-Employment Status, Worksheet 2-Current Staff by Length of Service, Worksheet 3-Vacancies, Worksheet 4-Turnover Rates, Worksheet 5-Turnover Replacement Costs, Worksheet 6-Terminations by Length of Service, Worksheet 7-Absenteeism, Worksheet 8-Call-In Log, Worksheet 9-Incentives

Notice
FLU SEASON IS HERE! GET MORE INFO HERE.

Notice
2010 QIO Program Progress Report

Events
16 17

Staff Stability Toolkit: Click Here – Many Great Resources

Staff Turnover Tool Demonstration

Simple as 1-2-3

1. Download the Excel **Tool** .

2. View **Webex** training tool for tutorial on tool use.

3. Enter data from tool **Monthly** into Web site.

Be sure to SAVE the Excel Spreadsheet to your computer BEFORE you enter any data!

National Nursing Home Turnover Data

CNA	65.6%
RN	41.0%
LPN	49.9%

AHCA's Staff Vacancy and Turnover Report 2007

To Help With Your Facility Benchmarking

The Staff Turnover Calculator Tool

- **Only nationally available standardized way to collect turnover data**

- **Developed for QIO's 8th scope of work and modified to make it better over past 6 years**

- **Used to collect and analyze monthly data**

- **Prepares the data for entry into the AE Website**

Accessing the Staff Turnover Tool

Goal 1 - Staff Turnover: N
maintain a stable workfor

- Implementation Guide

- Tool for Calculating Staff Turnover (XLS)
  This easy-to-use template is a mechanism for tracking and monitoring monthly turnover. This workbook will also help nursing home staff prepare entries for submission of turnover Goal #1.

  Click Here to Download the Staff Turnover Tool

- webex Staff Turnover: WebEx overview for tool use | Transcript

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- webex Staff Turnover: Instructional WebEx for tool use and website data entry | Transcript

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  Click Here to learn to use the tool step by step

- Fact Sheet for consumers

- Fact Sheet for nursing home staff members

- Interventions Table: Staff Retention
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Staff Turnover Calculator – Welcome Page

Advancing Excellence in America's Nursing Homes

Welcome!

Welcome to the **Monitoring Staff Turnover Calculator**. This easy-to-use template is a mechanism for tracking and monitoring monthly turnover for CNAs, RNs, and LPN/LVNs. This workbook will also help nursing home staff prepare entries for submission of turnover data for Goal #1 (Staff Turnover) on the Advancing Excellence in America's Nursing Homes website:

http://www.NHQualityCampaign.org

This workbook contains ten [10] worksheets to assist you in your turnover calculations and monitoring. Each worksheet can be accessed by clicking on the Tab at the bottom of each worksheet.

	Worksheet	Description
1	Welcome!	A table of contents to ease workbook navigation.
2	Instructions	A navigation guide to task completion. Print for easy access.
3	Common Qs & As	Answers to commonly asked questions. Print for easy access.
4	CNA Calc	The CNA Turnover Calculator. Enter data on this worksheet.
5	CNA Trending	A trending graph to visually see your impact on Turnover Rates.
6	RN Calc	The RN Turnover Calculator. Enter data on this worksheet.
7	RN Trending	A trending graph to visually see your impact on Turnover Rates.
8	LPN/LVN Calc	The LPN/ LVN Turnover Calculator. Enter data on this worksheet.
9	LPN/LVN Trending	A trending graph to visually see your impact on Turnover Rates.
10	Sample Data	A completed Calculator sample.

Welcome! | Instructions | Common Qs & As | CNA Calc | CNA Trending | RN Calc | RN Tr

Normal View   Ready

Instructions TAB

Common Qs & As Tab

Advancing Excellence in America's Nursing Homes

Common Qs & As

Q: What is a termination?

A: An employee departure, either due to firing or quitting, whereby the employee receives a final paycheck.

Q. Where can I find the data to fill out this Calculator?

A. Often, the organization has a separate form that must be completed for each termination. The periodic payroll reports also may list terminations.

Q: Why does a part-time or per diem Staff termination count equally as a full-time Staff termination?

A: The calculation is measuring turnover of all Nursing Staff regardless of individual employment status.

Q: What about a member of the Nursing Staff who changes his/her job title and stays in the organization; does this count as a termination if the employee is still a member of the Nursing Staff?

A: No. Do not count this individual as a termination.

Q: What about a member of the Nursing Staff who changes his/her job title and stays in the organization; does this count as a termination if the employee leaves the Nursing Staff?

A: No. Do not count this individual as a termination.

Q: What if a Nursing Staff member works at two facilities owned by the same corporation and leaves one of the facilities, but stays at the other?

A: The Staff member would be coded as a termination by the facility from which he/she departed.

Q: What if a Nursing Staff employee cuts his/her hours from full-time to per diem? Does that count as a termination?

A: No. He/She is still employed by the facility.

Q: What about a Nursing Staff employee who goes on unpaid leave?

A: He/She is still employed and would continue to be included in the denominator.

Q: What if a Nursing Staff employee leaves via a termination, but then is re-hired 2 weeks later?

| Welcome! | Instructions | **Common Qs & As** | CNA Calc | CNA Trending | RN Calc | RN Trending | LPN LVN C |

CNA Calculation Tab

Achieving Excellence in America's Nursing Homes

Monitoring CNA Staff Turnover

CAMPAIGN GOAL #1: Staff Turnover: Nursing homes will take steps to minimize staff turnover in order to maintain a stable workforce to care for residents.

NOTE: Campaign Goal #1 requires that monthly turnover data be entered on campaign website.

www.NHQualityCampaign.org

Nursing Home Name: _____   Provider Number (6-digit): _____

2010

Average # of CNA Staff During the Months	99.3
Annualized Turnover Rate	9.1%

[Click to go to website for data entry.]

Month & Year	Number of CNA Staff Employed on the First Day of Each Month [Enter this number on the website]	Number of CNA Staff Terminated by the Last Day of Each Month [Enter this number on the website]	Turnover Rate Per Month	Cumulative Terminations Year-to-Date	Average Number of CNA Staff Employed Year-to-Date	Annualized Turnover Rate Year-to-Date
January 2011	95	2	2.1%	2	95.0	2.1%
February 2011	93	3	3.2%	5	94.0	5.3%
March 2011	90	1	1.1%	6	92.7	6.5%
April 2011						
May 2011						
June 2011						
July 2011						
August 2011						
September 2011						
October 2011						

Two Data Points are Entered Monthly in the Yellow Boxes

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CNA Trending TAB

CNA Staff Annualized Turnover Trending
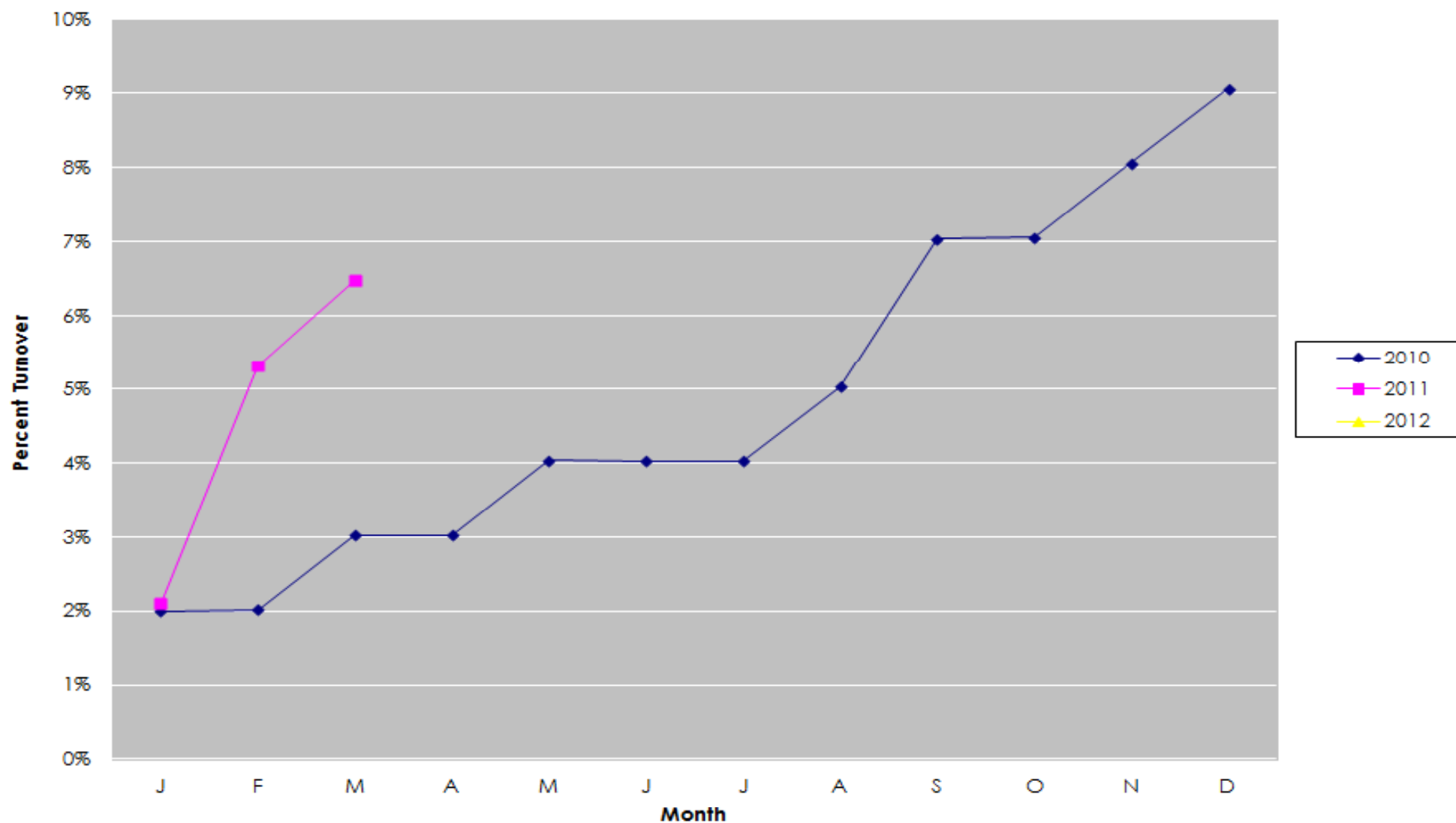
Data Entry on AE Website

- **Enter staff turnover data on AE website monthly**

- **Use data from the tool to enter the data**

- **6 data points are entered per month (2 for each: C.N.A., RN, LPN)**

- **Your data are confidential– others cannot see it**

- **Print off and use the provided trend graphs for PI meetings**

www.nhqualitycampaign.org

Data Entry on AE Website

- Log in and find the "Enter My Data" button
- Enter Staff Turnover Data for C.N.A.'s, RN's and LPN's Monthly on Advancing Excellence website
- Be sure to click the submit data button for each category
- Your data is confidential– others cannot see it

  No HIPAA Issues – Aggregate Data Only

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Log In with your user name and password

If you don't have your username/password, you can contact Deborah Finley to reset it at dfinley@primaris.org

To enter Staff Turnover data monthly for the goal, click on the 'Enter My Data' Link on the left menu.

Navigation Menu

- Enter My Data
- Set My Targets
- View My Progress
- Update My Profile
- Update My Goal Selection
- Logout

SEARCH POWERED BY GOOGLE

[ ] [»]

Enter Data for Selected Goals

Tools for collecting and/or reporting data for organizational goals 1, 2, 6, 7, and 8 are available below. The campaign uses the CMS publicly reported Quality Measures for goals 3 through 5; nursing homes do not need to enter data for these goals.

Goal 1 Staff Turnover: Nursing homes will take steps to minimize staff turnover in order to maintain a stable workforce to care for residents.
Submit Data

Goal 2 Consistent Assignment: Being regularly cared for by the same caregiver is essential to quality of care and quality of life. To maximize quality, as well as resident and staff relationships, the majority of Nursing Homes will employ "consistent assignment" of CNAs.
Submit Data

Goal 3 Restraints: Nursing home residents are independent to the best of their ability and rarely experience daily physical restraints. *

Goal 4 Pressure Ulcers: Nursing home residents receive appropriate care to prevent and appropriately treat pressure ulcers when they develop.*

Goal 5A Chronic Care Pain: Long Stay (longer than 90 days) nursing home residents will receive appropriate care to prevent and minimize episodes of moderate or severe pain. *

Goal 5B Post-Acute Care Pain: People who come from a hospital to a nursing homes for a short stay will receive appropriate care to prevent and minimize episodes of moderate or severe pain. *

Goal 6 Advance Care Planning: Following admission and prior to completing or updating the plan of care, all NH residents will have the opportunity to discuss their goals for care including their preferences for advance care planning with an appropriate member of the healthcare team. Those preferences should be recorded in their medical record and used in the development of their plan of care.
Submit Data

Goal 7 Resident/Family Satisfaction: Almost all nursing homes will assess resident and family experience of care and incorporate this information into their quality improvement activities.
Submit Data

Goal 8 Staff Satisfaction: Almost all nursing homes will assess staff satisfaction with their work environment at least annually and upon separation and incorporate this information into their quality improvement activities.
Submit Data

Check progress on your selected goals. (The data may take several seconds to display).

Click on 'Submit Data' to Enter Data for Staff Turnover

Goal 1: Staff Turnover Data Entry

Enter My Data
Set My Targets
View My Progress
Update My Profile
Update My Goal Selection
Logout

SEARCH POWERED BY GOOGLE

Goal 1 - Staff Turnover: Nursing homes will take steps to minimize staff turnover in order to maintain a stable workforce to care for residents.

Download the Tool for Calculating Staff Turnover (Microsoft Excel File) to assist in turnover monitoring and calculating annual turnover numbers. (Monthly numbers from the workbook are to be entered in the fields below).

Select a year from the list to load any previously entered data for that year and enable data entry in the table. After entering data for a staff category, click the Submit button at the bottom of that staff category to save your data.

2010

Year 2010 CNA Staff

Month	Number of CNA Staff Employed on the First Day of each Month	Number of CNA Staff Terminated by the Last Day of each Month	
January			Delete
February			Delete
March			Delete
April			Delete
May			Delete
June			Delete
July			Delete
August			Delete
September			Delete
October			Delete
November			Delete
December			Delete

Submit 2010 CNA   Reset

Year 2010 RN Staff

Month	Number of RN Staff Employed on the First Day of each Month	Number of RN Staff Terminated by the Last Day of each Month	
January			Delete
February			Delete

Click down box to year, Enter C.N.A. Data for the month and make sure to press the submit button and you will receive a red message confirming your submission – Repeat for RN and LPN

Questions??

Thank You!

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