

Employee Retention

Tips for Leaders

Employee turnover is costly and time-consuming. It creates stress for existing employees and scheduling havoc. Keeping good employees should be a leadership priority. Start with a self-assessment looking at your leadership skills and how you present yourself. Staff who are nurtured and developed are more likely to provide the highest-quality care for your residents. Here are some tips to consider for retaining your staff.

Teamwork

- Have fun and use humor in the workplace.
- Embrace diversity.
- Get to know each employee as an individual.
- Develop teamwork at every level of the organization.
- Model interdepartmental relations – internal customer service and respect.
- Resolve conflicts quickly.

Employee Satisfaction

- Offer salaries that are competitive with your local market.
- Provide incentives, for example, performance-based salary increases and/or small financial rewards/bonuses for milestones such as tenure, positive attendance, overall performance or “catching them doing something excellent” above and beyond their usual duties.
- Celebrate organizational success.

Career Advancement

- Promote from within when possible.
- Use a career ladder to offer promotional opportunities, such as a “lead CNA” or “mentor” role when employees have proven to be successful and reliable.

Employee Development

- Enrich their positions with knowledge and responsibility to help them feel valued.
- Provide educational opportunities.
- Provide opportunities for them to teach others.

Open Communication

- Create an open door policy to encourage employees to talk to you.
- Make rounds on all shifts, interacting with staff and residents.
- Identify and acknowledge stressors in the workplace and help with solutions.
- Help employees to learn to problem-solve.
- Offer solutions to assist with work-life balance.

Employee Involvement

- Make sure staff know what is expected of them and have a role in the decision-making process.
- Include employees in setting goals and celebrate when achieved.
- Improve retention by hiring the right people. Make sure they are a good fit for the organization. Consider group and resident interviews.
- Provide adequate orientation and mentors for new hires. Consider post-orientation discussions.
- Educate existing staff continually, including policy and process changes.
- Involve staff in continuous improvement (QAPI) and in resident-care discussions when possible.
- Focus on the process for improvement when failures or near misses occur. Support the involved employees. (Remember that almost always people do not come to work intending harm.)

Resources

- Ensure staff have adequate tools and supplies to do their jobs well.
- Provide functional and adequate equipment.