

## NHLA 2021 Storyboard Paper

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### **Problem**

From Q1 to Q2 of 2021, the facility has experienced an increase in staffing challenges which has resulted in a total of 34 open positions (13 CNA, 10 Nurses, 2 Activities Assistants, 1 Case Manager, 2 Dietary Aides, 2 Cook, 1 Driver, 2 housekeepers, 1 Maintenance Assistant, and 1 Admissions Coordinator).

### **Goal**

To improve the quality & quantity of our nursing staff - Decrease OT from 12% to 3-5%, decrease open CNA positions from 13 to 5, eliminate registry use from 5 to zero by 6/30/21, and fill ancillary positions.

### **Interventions**

#### Wage Analysis and Increase

- ED and payroll collaboration, with regional approval
- CNAs were found to all be getting \$ without a pay scale
- CNAs were increased to a pay scale of \$
- LVNs were increased to a pay scale of \$
- Housekeeping staff were increased to a pay scale of \$(no prior scale)
- Kitchen staff were increased to a pay scale of \$ (no prior scale)

#### Sign-on Bonus and Referral Bonus

- Sign-on bonus increased to \$1,000 for cook and CNA, and \$2,000 for LVN
- Referral bonus increased to \$500-\$2,000 depending on position with a 30 day payout.
- Referral bonus promoted to staff with recent success stories shared at all-staff meetings (including mass text messages of recognition)

#### Contact Prior Staff about Wage Increase

- DON, Payroll, DSD
- Phone call staff who have left to return with wage increase (if rehirable)
- Current staff members to contact their friends/peers who have left (referral bonus)

#### Culture Shift (Attitude)

- ED, DON, DSD approach
- IDT/Department Manager approach
- ED Speaking at all-staff meetings about positivity, helping each other, and treating new hires "like gold" in welcoming them and showing them "the ropes"
- 5-Ps program implemented 10/1/2021 to focus on customer service for resident experience, which will lead to staff experiencing less needs and complaints from residents and families, leading to a less stressful shift.
- Department Managers restarting daily/weekly room rounds
- Encourage staff about ED open door policy

- Compliment/grievance forms and process with follow-up

#### Decrease Registry Use

- Offer overtime to those current staff who want more hours
- Wage increases contributing to positive recruiting efforts
- Clinical site for local CNA school and hiring new grad CNAs from this program
  - received a 2-year ban in August 2021 for an IJ from 2019, but filing a waiver request

#### Clinical Site for CNA School

- DSD, ED, ADON collaboration
- Partnered with local CNA school, First Lady Permanente, to be their exclusive clinical site
- Started with one rotation of 15 students, planned to introduce a second
- Received a 2-year (2021-2023) CNA class ban due to an IJ deficiency from 2019. Facility can no longer be a clinical site for a facility-based program or external program. Waiver request submitted in October 2021.

#### Marketing Presence

- ED, regional marketer
- Contact marketing company to obtain list of nurses and CNAs in the area for recruiting
- Mail out postcards to hiring at wage increase and conduct an open-house
- Pass flyers around town
- Display hiring sign with wage increase in front of facility
- Create business cards to pass around with QR code linked to online job application
- ED posted in-house Indeed.com job postings with greater success than company recruiter

#### Exit Interviews

- ED, DSD, DON
- Exit interviews as a root cause analysis to determine trends in reasons for leaving
- Follow-up with problematic reasons are resolved

#### Indicators

- Recruiting email update and weekly calls
- IDT recruiting approach to monitor success (ED, DON, DSD, Payroll, Recruiter)
- Nursing overtime to indicate how many working doubles to cover shifts
- Monthly schedules reviewed to determine shift vacancies
- Amount of referral bonus and sign-on bonus payouts reviewed with Payroll
- Meeting daily nursing PPD requirements

#### Progress

- Nursing wage increase approved in April 2021 and implemented.
- Housekeeping and Dietary wage increases approved in August 2021 and implemented.
- Facility-ran Indeed.com postings started in October with immediate success.
  - triggered further recruiting department investigation and restructuring
- Increased referral bonuses paid out through word of mouth: Q1 = 2, Q2 = 4, Q3 = 5, Q4 = pending

- Regional marketing team to purchase local list of nurses and CNAs for targeted recruiting in October/November (in-progress)

### **Successes**

- As of 10/28/2021, there are the following open positions: 12 CNA, 7 nurses, 0 Activities Assistant, 0 Case Manager, 0 Dietary Aide, 1 Cook, 1 Driver, 0 Housekeeper, 0 Admissions Coordinator, and 0 Maintenance Assistant.
  - Since Q2 2021, there have been the following amount of hires:
  - We have experienced fluctuation due to general COVID-19 burnout and CNAs leaving the industry for retail, restaurant, or holiday jobs, even back to school.
- Wage increase from \$ with no scale, to \$ with scale boosted retention and reduced amount of talks/rumors of people leaving.
  - Attracted 5 prior CNAs to come back to work at the facility
  - Resulted in an increase of applicant flow versus prior to wage increase. Increased wages and sign-on bonus were added to the online job posting, which is higher than local competitors and not previously publicly disclosed prior to submitting application.
- General facility attitude and outlook improved with more speaking of positivity, treating each other as a family, and welcoming the new hires with more open arms and showing them the ropes.
- Exit interviews provided some constructive criticism where needed, ranging from pay, acuity vs patient ratio, vending machines not working, and staff with poor attitude (of which one was terminated).
- Registry use was eliminated from 5 CNAs to zero in May 2021. However, due to school returning in August timeframe and some burnout, the facility started using 2 registry CNAs for the NOC shift in September.
- Facility ran Indeed.com ads started in October 2021, and yielded more applicant flow than the company recruiting department and their ads. This was a wake up call for the company and started a large investigation and restructuring of the recruiting department.
- Most ancillary positions have been filled, with only 1 cook and 1 driver remaining.

### **Challenges/Lessons Learned**

- There was a significant financial impact to the bottomline of about \$25,000/month when implementing the nursing increases in April, with about another \$10,000/month when housekeeping and dietary increases took effect in August. The challenge came alongside changes in census trends this year of 2021, where we saw more traditional Medicare switched to HMO managed Medicare and more patients going home with home health versus post-acute facility settings.
- The company's recruiting department was found to not be yielding many applicants and an investigation leading to restructuring occurred. The issue findings were said to be based in the iCIMS software used for recruiting and how it was originally programmed.
  - ED decided to run free Indeed.com ads and yielded more results within a month than the recruiting department in 3 months. For example, in the last 2 months there have only been 2 applicants for the dietary staff through the recruiting department, while the Dietary Manager was working doubles and extra days to cover. When the facility started to run their own ads that started on a Friday night, by Monday morning there were over 30 applicants for the dietary department. This resulted in 3 new hires needed in October.

- Increasing and promoting of the referral bonus proved to be beneficial, in that we saw a trend increase from Q1 into Q2/Q3 where more staff were contacting their friends to apply and get hired.
- Purchasing marketing leads of local CNA and nurses became a little challenging in dealing with third party companies and various capabilities of providing valuable and relevant lists. Multiple vendors were contacted and the regional marketing team is still working through this, as well as postcard design (in-progress).
- COVID-19 burnout manifested with at least 5 known staff members resigning to either return to school or pursue other industries such as retail, restaurant, and holiday positions (i.e. Amazon)
- Q2 saw a decrease in open positions with enough CNAs to work 8 hour shifts. However, the facility lost its CNA staffing waiver effective 7/1/2021, along with recent CNA resignations/burnout and a 2-year ban on being a CNA clinical site for local schools, the facility went from an average of 6% overtime in Q2 to about 16-17% overtime in Q3 entering Q4.
  - A waiver request was submitted to CDPH in October to request to allow the facility to host a CNA school as a clinical site, but continue the ban on the facility from starting their own CNA class. (pending review)

### **Next Steps**

- Continue with new processes that have been implemented.
- Re-evaluate wages in 2022 when minimum wage increases to \$15/hour in January
- Share progress at all-staff meetings and mass group text messages for encouragement
- Continue facility-ran job postings, contacting prior staff, and marketing efforts
- Host open house and place large hiring sign in front of facility
- Create official mailboxes around facility/breakroom for staff to submit compliments/comments
- Staff appreciation BBQ 10/29/2021
- Christmas Party with raffle prizes, awards, and fun
- Establish retention/recruitment committee for staff to run and improve outcomes
- Facility-wide posters of teamwork and positivity phrases/quotes