


PBJ: Staffing Trends and Solutions

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Objectives

- Understand changes in PBJ reporting system
- Understand trends in nationwide and statewide staffing and turnover via PBJ Data
- Understand common pit-falls which may increase reported turnover (employee linking, administrator data, etc)
- Learn best practices / techniques to strengthen/retain workforce




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PBJ Trends and Changes



Nursing Home Compare Changes

- Jan 2022 Update
 - Staffing Turnover Reporting
 - Weekend Staffing Reporting
- July 22 Update
 - Turnover factored into facility quality scores

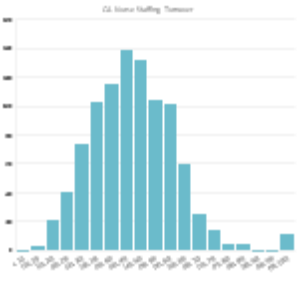


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CA NURSE TURNOVER

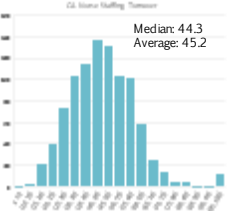
Min: 8.6
 Max: 100
 Median: 44.3
 Average: 45.2

Includes:
 RN director of nursing (job code 5), RNs with administrative duties (6), RNs (7), LPNs with administrative duties (8), LPNs (9), certified nurse aides (10), aides in training (11), and medication aides/technicians (12)

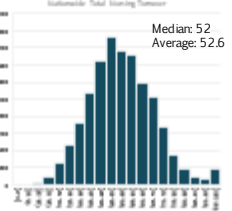


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Total Nursing Staff Turnover Comparison

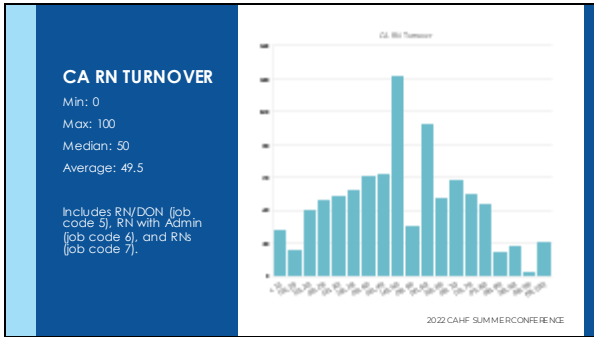


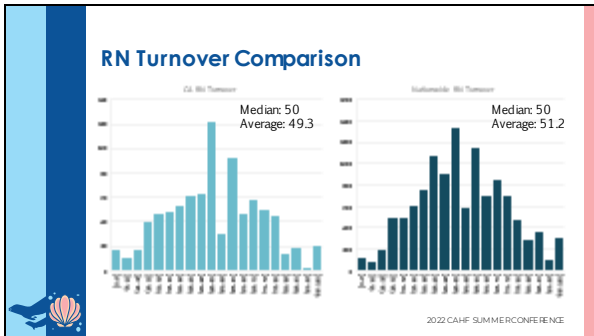
CA Nurse Staffing Turnover
 Median: 44.3
 Average: 45.2



Nationwide Total Nursing Turnover
 Median: 52
 Average: 52.6

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Turn Over Data Issues

- Data for Turnover metric based on employee IDs
 - Not based on termination data in PBJ.
- Changes in Employee IDs need to be 'linked'
 - Otherwise viewed as terminated old employee and hired new employee.
 - See CMS PBJ Linking File.

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Turnover Specifications

- Denominator:** Individuals who worked at least 120 hrs in a 90-day period prior across the baseline quarter and first two quarters of measurement period.
 - Includes both facility and contract staff
 - Excludes employees who work infrequently (don't meet the 120 hr threshold)
- Numerator:** Bigible individuals who have at least 60-Day Gap in employment during the measurement period.
 - Individuals who return after 60-day gap treated as new employee

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Turnover Specifications

Figure 1: Time Period Used for Calculating Turnover Measures

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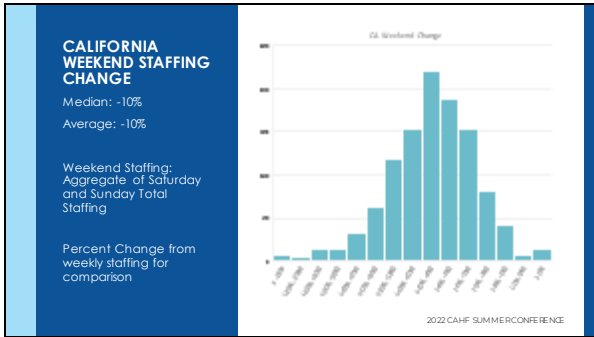
ADMINISTRATORS WHO LEFT

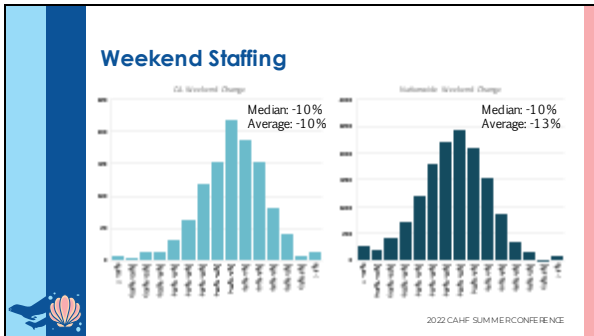
- Min: 0
- Max: 271?

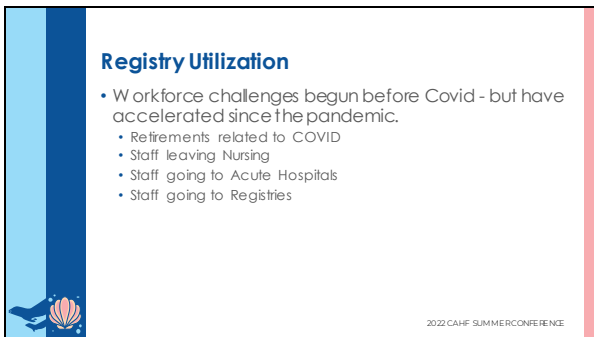
- Numerator of 'turnover' metric.
- Only includes Job Code 1.

CA Adm instatons who left Nursing Home

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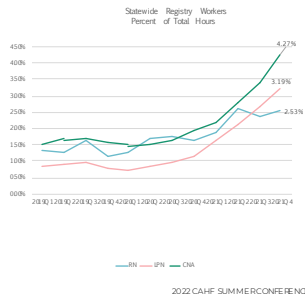






WORKFORCE SHORTAGES AND REGISTRY USAGE

- Facilities are relying on registry workers more so than ever.
- Statewide over 4% of TOTAL CNA hours are were provided by Registry workers in Q4 2021.



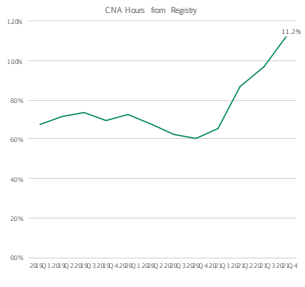
WORKFORCE SHORTAGE AND REGISTRY USAGE

- Over 35% of facilities statewide used CNA registry workers in Q4 2021.




WORKFORCE SHORTAGES AND REGISTRY USAGE

- For facilities who used any CNA registry workers – 11% of total CNA hours were provided by Registry workers.




Staffing Solutions
 Excerpts from Nursing Home Leader Academy (NFLA) staff stability curriculum



Global Cause

Stress leads to burnout. Staffing issues (registry) driving stress:

- Never enough time – Too many people to care for.




- 'I'm not doing my best.'
- 'I'm letting my residents down.'
- 'I can't do the best job I've been trained to do, that I want to do.'
- 'I'm not meeting the needs of those that I'm supposed to be caring for and that's devastating personally, just day after day.'

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Staff Need You!

Leaders...You are what Matter Most!!

- Staff Want: Management that **cares** & Management that **listens**
- Staff Need: Help with job stress



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Rounding Questions to Ask Staff

- **Relationship building**
 - "How did your nurse exam go last week?"
 - "How are your beautiful kids doing?"
- **Focus on the positive**
 - "Share with me your best accomplishment today."
 - "What is working well today?"
- **Positive feedback loop**
 - "Is there anybody who has gone above and beyond the call of duty today?"
- **QI - systems focus**
 - "Is there anything we can do better?"
- **Needs**
 - "Do you have the tools and equipment to do your job?"

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Individual Questions to Ask Staff

- Meet with staff individually -
- What do you like most about working here?
 - What do you like least?
 - If you could change something about your job, what would it be?
 - What skills do you have that are not being utilized in your current role?
 - What would you like to learn here?
 - What might tempt you to leave?
 - What can I do to best support you?



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Leadership Habits to Staff By

- Leaders are engaged and optimistic
- Leaders understand their role
- Leaders over-communicate
- Leaders ask good questions and listen
- Leaders foster trust
- Leaders make people feel valued



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Recruitment & Retention Committee

- Review employee satisfaction survey results and take action
- Appreciation notes and thank you cards
- PTO for anniversaries and birthdays
- Tangible rewards for top performers
- National recognition day celebrations
- Free healthy snacks and/or Free meals
- Lower insurance premiums for each year of service
- Free hotels for isolation and/or quarantine
- Free uniforms/scrubs (more than 1 or 2)
- Flexible scheduling and short shifts
- Commuter benefits – Lyft and Uber rides
- Immediate access to wages earned daily



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Leadership Opportunities

- Rookie of the month
- Employee of the month
- Leaders present at change of shift
- Be observant – make people's jobs easier
- Solve battles for scarce supplies
- Buy new chairs for the nursing stations
- Show/share good data and have Raffles

- **Share with all staff**
 - Discuss attendance and its' impact
 - Rewards and recognition
 - Show data
- **Individual feedback**
 - Share their own attendance record

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Leadership Choices


- Allow staff to trade days
- Honor requests for time off
- Increase FT and decrease PT
- Stop sending staff home early
- Stop scheduling mistakes
- Stop rigid scheduling practices



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Resiliency

- Train Coping Skills
- Enforce Personal Care
- Provide more than needed
- Culture of Care



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QA Staff Stability & Engagement

Track and Trend

- Applicants (total, time to contact/interview)
- Interviews (total to offers/hires)
- Offers vs. hires (reason for difference)
- Open positions (length of open positions)
- Anticipated departures (ex: RN experience to acute, tickler)
- Agency use
- OT/DT
- Attendance
- New hire review (ratings/completion)
- Retention activities (feedback and participation)
- Rookie and employee of the month nominees (total, department, nominator)
- Thank you card writing (total, department)
- Percentage of shifts worked understaffed
- Total number of call-outs
- Employee Satisfaction Survey (ratings/completion)

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Thank you!

