

Session #303 – Mentoring to Reduce Staff Turnover

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Our Staffing Challenges

- The shortage of healthcare workers should touch one million by 2020
- In 2020 this group of workers will be the largest occupational group in our country
- Nursing jobs will increase by 26% in between 2010 and 2020
- The need for senior care workers will increase by 48% nationally in the next 30 years

LTC Turnover in Minnesota

- There are currently 111,000 direct senior care workers in Minnesota
- Nursing assistant turnover is approximately 62%
- Turnover of nurses is about 40%
- Retention rates for all staff in LTC averages 57%
- We have over 2500 open positions in Minnesota long term care organizations
- 13% of long term care providers are not accepting clients due to staffing shortages

Leading Age Turnover Study

- The working environment influences job satisfaction as much as wages do
- How supervisors treated staff is significant
- The quality of training is important
- The experience in the first 30 days should be a good one
- Benefits offered need to be competitive

Other Research Shows Turnover Caused By

- Limited opportunities for growth and advancement
- Bad relationship with managers
- Uncertain work environment?
- In general employees rank salary third most important or lower on how they like there job

Reducing Turnover Can:

- Increase employee morale
- Improve patient care/services
- Leads to better annual surveys
- Lessens working short issues- what are those?
- Saves organization at least \$3,500 per employee turnover
- Do you calculate your annual turnover costs?

Five Minute Group Discussion

What are the most important parts of a an effective orientation and onboarding program?

Limit your choices to the top 3

Benefits in Establishing a Mentoring Program

- Establishes a career ladder with incentives
- Mentors become skilled trainers and really support new staff
- New employees are trained better and are more effective
- Turnover can be reduced creating a more predictable work environment
- Financial cost of turnover is reduced
- Resident services can be enhanced

Train the Mentor Result

- Nursing assistant turnover was reduced from 102% to 39% in year one
- Turnover for N.A. position was predictable afterwards -30% range most years
- Dietary turnover was reduced from 65% to 4% in a three year period
- Employee morale increased greatly
- We saved \$60,000 in measurable turnover costs for CNA program in year one- 1999 costs

Creating a Mentoring Program

1. Determine which department to start with
2. Figure out the best way to select mentors
3. Creating incentives
4. Develop training program for mentors
5. Establish way to evaluate and improve present training program

Start Program

1. Choosing a Department

- Select one that has most vulnerability
- Department should have adequate number of employees, minimum of 10
- There should be potential leaders/mentors in the department that you select
- Choosing a CNA program is a great place to start

2. Selecting Mentors

- Have employees apply for the position
- Create minimum requirements for the position- one year of service, no write ups, good attendance....
- Go through an interview process
- Make this position an advancement
- New job description and name tag title

Hiring mentors should be a big deal

3. Creating Incentives

Many options are available depending on your financial ability to pay

- Mentors receive a raise in wages
- Bonus given to mentor after training, at new employees 90 day anniversary and at their 6 month anniversary
- Gift certificates/movie theatre tickets
- Facility meals

Check with tax accountant, if necessary

4. Training Program

Thorough training of mentors is critical

- Train the Mentor is 16 hours of training that can be condensed to 8 hours
- 13 chapters with post tests and a role play at the end
- Reproducible training guide for mentors
- Training is scripted for usage by different trainers
- Post test for mentors to take after each chapter

Key Chapters Include:

Understanding the Mentors Role in Training

Mentors Learn :

- How to prepare to train new staff
- Ways to promote the self esteem in the new employee
- To be a role model for trainee
- Effective communication skills with new staff

Communication, the Cornerstone of Training

Mentors Learn:

- By taking a personal assessment of their listening skills
- To give constructive feedback
- A better understanding of communication roadblocks, verbal and non-verbal
- How to better encourage questions of new staff

How Adults Learn

Mentors Learn:

- Adults learn best by doing versus by watching how to do it or by listening about how to do it
- To explain processes in a complete and understandable way
- Be active in helping new staff learn
- Accommodate different learning preferences

Managing Individual Behavior

Mentors Learn:

- To work with different personalities
 - The know it all
 - The shy person
- How to deal with disruptive behavior
- Interventions when training is not going well

When Training Your Mentors

- Train them off site, if possible
- Provide snacks and meals
- Give away prizes to make it fun
- Give them a certificate of accomplishment and a new mentor name tag after the training
- Make sure that a role play occurs at the end so they can apply some of their new knowledge

5. Review Your Orientation/Training Programs

- Have mentors do this right after their training
- Develop a complete and effective training checklist for mentors to use
- The checklist should require return demonstrations in key learning areas by new staff- examples?
- The checklist must be completed for each new staff member
- Discuss ways that training/orientation can be improved
- Create an evaluation for new employee to fill out regarding the mentor's performance in training

Challenges That You Will Face

- Improved training process can be time consuming- Mentors have to be good at time management
- Opposition of mentors not selected through interviews
- When program becomes effective there will be fewer incentives for mentors/less assignments
- Some new employees may do poorly in thorough training process
- Turnover of mentors
- Mentors strongly need your support in the beginning

Recommendations for Success

- In larger departments select 10% of staff on each shift to be mentors
- Gives mentors spacing with training assignments
- Not necessary to retrain mentors if you have more to start with. There is turnover.
- Meet monthly in the beginning with the mentors
- Mentors should be scheduled to train according to their seniority when starting program

More Recommendations

- If necessary split up training by using 2 mentors and split bonus
- Staff may be jealous of mentor incentives and promotion. Be prepared to help them with their feelings
- All management staff should be excited and supportive of the program at all times
- Employees not serving as mentors need to understand the benefits for them after turnover is reduced

Keeping Mentoring Going

- Regular meetings with mentors to discuss program
- Continue to refine program- orientation process/bonus program
- Use input from newly trained staff to enhance program
- Set turnover goals for each year
- Have more than one department implement mentoring
- Management staff remain excited about program

Questions?


