Improving Resident Care
Staff
Stability

"A stable staff allows the nursing home to benefit from experience and knowledge that staffs gain over time, increasing the overall competence and confidence of staff, while building strong bonds between residents and caregivers."

From the *Advancing Excellence in America's Nursing Homes* Campaign

QAPI STEPS
PIP Team Development

Create a Performance Improvement Project (PIP) team to address staff stability issues. Be sure to have data on hand. Reviewing your organization's staff turnover data and staff satisfaction survey results is a great place to start. Lead the team in a discussion about the root causes of an unstable staffing environment in your facility.

Consider discussion of these topics:

- Patterns of attendance and call-offs;
- Attendance at in-services and meetings;
- Employment incentives; and
- Use of agency staff.

The Advancing Excellence in America's Nursing Homes Campaign offers numerous resources on staff stability. The Advancing Excellence data collection tool is one resource for your PIP team to track and monitor its progress, and can also help identify turnover patterns for RNs, LPNs and STNAs.

IDEAS FOR IMPROVEMENT
Applying Best Practice Change Concepts

- Ask job candidates about their professional aspirations.
- Set the tone for high expectations, and uphold the high expectations of the organization.
- Hire only the best fit for your organization.
- Welcome new staff members by making them feel like part of the team.
- Provide employees with the tools and training they need in order to do their job well.
- Foster a nurturing environment and give the best staff members a reason to stay.
- Recognize and reward staff members for achieving organizational goals. Celebrate successes great and small—sometimes it's the little things that matter!
- Encourage direct care staff and residents to provide input on the interview and hiring processes.

- Develop a peer mentor program to help train new staff members.
- Lengthen the orientation window for new hires, to help ensure understanding of policies and protocols.
- Get staff involved! Include them in staff retention committees or PIP teams; encourage them to help find solutions to problems.

DATA
Demonstrating Improvement

What measures will your PIP team monitor to assess and demonstrate your improvement? Here are some ideas to consider:

- Staff retention or turnover rates (measured by shift, discipline, department, tenure, etc.).
- Results from staff, resident, and/or family satisfaction survey(s) or Patient Safety Culture Survey results.
- Percentage of new hires completing a new hire survey and staying >90 days.
- Annual costs of turnover (i.e., advertising, background checks, etc.).

SUSTAINING IMPROVEMENTS
Changing the Paradigm of Care?

One of the best ways to get a "good thing" going is to get and keep staff involved! Improving the culture of the workplace can have ripple effects in other areas; and obtaining input on process improvements from the people who are affected by those processes is critical to quality improvement and sustainability.

Use QAPI as an opportunity to ask staff members to get involved; their input on PIP teams can help create and drive the changes you seek for your organization!

COACHING CORNER
Questions to Ask Your Team

- Do we lead with a sense of purpose and welcome staff involvement?
- Do we celebrate successes, and do we have fun with our staff?
- Do we know the names of all staff members and engage in personal conversation?
- Do we "walk the walk" and model the authenticity we want to see?
- Do we include staff members in decisionmaking and give recognition for a job well done?

Source: The Commonwealth Fund. *Implementing Change in Long-Term Care.* Available at: www.nhqualitycampaign.org. Accessed February 10, 2014.