

NATIONAL NURSING HOME QUALITY CARE COLLABORATIVE

IMPROVING STAFF STABILITY...A TOOLKIT



Table of Contents

ACKNOWLEDGMENTS	1-2
ORIGINS AND SOURCES.....	
PURPOSE AND USE	3-5
TAKING INSTABILITY IN HAND.....	
BACKGROUND.....	
FISCAL PRACTICES	
ORGANIZATIONAL AND MANAGEMENT PRACTICES	
ACHIEVING STABILITY AND STAYING THERE.....	
SECTION I. SETTING THE STAGE FOR SUCCESS	6-18
FRAMEWORK FOR ACTION: A <i>COMPREHENSIVE APPROACH</i>	
THE HOW OF CHANGE: USING BOTH THE SCIENCE AND PSYCHOLOGY OF CHANGE	
USING A HIGH INVOLVEMENT APPROACH.....	
SECTION II. MANAGEMENT PRACTICES THAT SUPPORT STABILITY	19-56
RECRUITING, HIRING, AND WELCOMING	
ATTENDANCE, SCHEDULING, AND ASSIGNMENTS	
“A POSITIVE CHAIN OF LEADERSHIP”	
SECTION III. DRILLING DOWN: <i>GATHERING AND ANALYZING DATA</i>	57-68
WHAT IS “DRILLING DOWN” AND WHY DO IT?.....	57
WHAT DRILLING DOWN CAN DO FOR YOU	57
WORKSHEET 1: EMPLOYMENT STATUS – THE COMPOSITION OF YOUR CURRENT STAFF.....	59
WORKSHEET 2: CURRENT STAFF BY LENGTH OF SERVICE.....	60
WORKSHEET 3: VACANCIES	61
WORKSHEET 4: TURNOVER RATES	62
WORKSHEET 5: THE COST OF TURNOVER.....	64
WORKSHEET 6: TERMINATIONS (VOLUNTARY AND INVOLUNTARY) BY LENGTH OF SERVICE	65
WORKSHEET 7: ABSENTEEISM.....	66
WORKSHEET 8: MONTHLY CALL-IN LOG	67
WORKSHEET 9: FINANCIAL INCENTIVES	68
SECTION IV. USING TRAINING STRATEGICALLY	69-76
GROW YOUR PEOPLE, GROW YOUR ORGANIZATION.....	
TRAINING ON YOUR OWN DIME: GETTING YOUR MONEY’S WORTH	
OPTIONS FOR USING WORKPLACE EDUCATION TO ADVANCE ORGANIZATIONAL GOALS.....	
FUNDING SOURCES TO SUPPORT WORKPLACE:.....	
TIPS FOR WRITING A GRANT PROPOSAL FOR FUNDING	
FINDING AND SELECTING THE RIGHT TRAINING PROVIDER.....	
KEYS FOR SUCCESSFUL WORKPLACE EDUCATION PROGRAMS	

TECHNICAL ASSISTANCE.....

REFERENCES.....**77-78**

APPENDIX.....

- A. Case Study: Achieving Staff Stability
- B. Consistent Assignment Change Ideas work sheet
- C. Excel Worksheets 1-9