


APPLYING A PERSON-CENTERED PHILOSOPHY TO WORKPLACE CULTURE

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INTERACTIVE, LETS HAVE A CONVERSATION ABOUT CULTURE; RECRUITMENT, RETENTION, AND ENGAGEMENT


- Ask questions
- Provide insight
- Share perspectives
- Comment
- Collaborate
- Challenge

WHY ARE YOU HERE? WHAT IS THE GOAL?

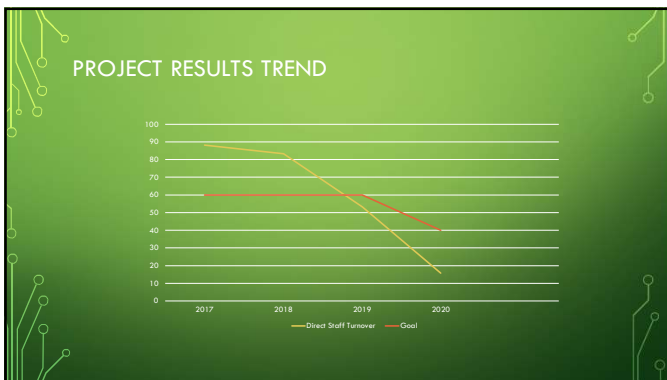


NO QUICK FIX

Strategies are available
No out of the box solution
Customized solutions take allocation of RESOURCES



People, Time, Money



TURNOVER AND RETENTION

Problem & Statement	Baseline Measurement & Goal	Outcome targeted & Implementation	Results
Turnover and retention below national benchmarks in assisted living industry.	Analysis of 2017 data to benchmark demonstrates: All turnover +Δ1.9 Leaders -Δ 73.65 Direct Care -Δ26.9 Aides -Δ 5.28 All retention -Δ 9.3 Leaders -Δ 89.7 Direct Care -Δ 21.5 Aides +Δ 3.7	<ol style="list-style-type: none"> 1. Systematic review industry turnover and retention studies and systems 2. Data collection <ol style="list-style-type: none"> 1. AHCA/NCAL person centeredness survey 2. BBEV HR data review; trend analysis 3. SWAI Analysis, information synthesis, peer interviews 4. Budget for employee recognition/retention activity and mentoring program 5. Implement NCAL Bridge based framework <ol style="list-style-type: none"> 1. Crosswalk SO values 6. Introduction & Leadership Responsibilities <ol style="list-style-type: none"> 1. Job description evaluation and update 7. Track turnover and retention on Trend Tracker and benchmark to peers 8. Recruitment - coheritas, incentives, supporting current employees, and building its presence in the broader community 9. Selection of New Candidates <ol style="list-style-type: none"> 1. Employee Participation 2. Behavioral Based Interview Questions 3. Performing 30-60-90- Day Review 	5/18 6/18 7/18 6/18 Fy19 + 7/18 + 10/18 2017 + 11/18 + 9/18 11/18 1/19 1/19

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	Goal: Increase staff stability by decreasing direct care staff turnover to 40%		

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Turnover and retention below national benchmarks in assisted living industry.	Goal: Increase staff stability by decreasing direct care staff turnover to 40%	16. Track turnover and retention on Trend Tracker and benchmark to peers 17. Recruitment - advertise, incentives, supporting current employees, and building a presence in the broader community 1. Alternative advertising 2. Partner with educational institutions 3. Exposed learning institute 18. Conduct staff satisfaction surveys to identify areas for improvement. WICareConnect 19. Empower employees to participate in quality improvement projects, recognize and resolve issues, are more invested with the organization 1. Employee of the year process shift 2. Annual employee picnic 3. Directed problem solving/ownership 20. Integrate employee recognition into general marketing strategy 21. Highlight Values and offer directed education and opportunities targeting individual organizational values	1/19 + 1/19 4/19 10/20 3/19 5/19 5/19 +

AREAS TO INVESTIGATE

Your current culture	• Budget
Employee perceptions	• Human Resources Framework
Data trends	• Performance Monitoring & Evaluation
Market climate	• Recruitment
Strategic alliances	• Selection of new candidates
Policy	• Onboarding
Practice	• Retention
Systems	

BEFORE YOU START...
Remember, it is ok to fail if you acknowledge it, learn from it, try again and grow.

When have a value on a poster on the walls but don't dig into behaviors that support it and teach people these behaviors you're in bullshit territory. It starts to corrode trust.

• Brené Brown, Dare to Lead

BUDGET

- If your serious about shifting culture you have to invest in the work.
- Direct funds to teach and reward new cultural norms and behaviors.
- \$25 per FTE in Administration for organizational application
- \$25 per FTE in EACH department for Department Heads/Supervisors to apply

HUMAN RESOURCE FRAMEWORK

- Standardize process and educate leadership team. Shift focus from compliance to engagement
- Job descriptions set the tone and tie into culture via "skills"
- Front line staff is task focused. Make behaviors consistent with your desired culture a "skill" that they are evaluated
- Behaviors that demonstrate person-centeredness taught, demonstrated, taught again AND rewarded.

HUMAN RESOURCE FRAMEWORK

- Person-centered behaviors – take time to connect with all people as unique individuals, develop on-going relationships where values, preferences, choices and desires are known, acknowledged, and met. Is friendly, informative, and a resource in interactions with general public, residents, employees, vendors and families.
- Highest weighted skill on all job descriptions

PERFORMANCE MONITORING & EVALUATION

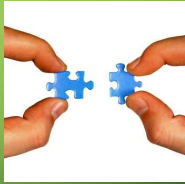
- Work toward real time feedback
- Employees share feedback on a continual basis, nothing anon and run by employee
- NOT task based. Focus on successes, barriers, needs, and supports.
- Two way evaluations
 - 1 week
 - 30 days
 - 60 day
 - 90 days
- Rounding conversations daily paying attention to all shifts
- Monthly meetings
- Open invitation to meet for supports
- Prune the "dead wood"

RECRUITMENT

- Outside the box advertising, seeking potential applicants
- Career growth, on the job training
- Support current employees
- Increase community involvement
- Move beyond the old standby and be creative!

SELECTION OF NEW CANDIDATES

- Behavioral interviews
 - Staff driven by department and overall
- Seeking specific behavior patterns matching desired cultural, person centered values



ONBOARDING

- RE-teach Onboarding vs Orientation to leadership
- Onboarding checklists
- Meet the managers
- Focus on personal & special (John Deere)
- Onboarding "Welcome letters" and FAQ

Welcome the PERSON into the CULTURE

RETENTION

- Ongoing support and personalization
- Rounding: person focused NOT task
- Leadership training and support
- Employee engagement (ownership of culture)
- Surveys, surveys, surveys...

WeCareConnect

WHAT DO YOU THINK THEY WANT?



WECARE CONNECT

- Employees share feedback on a continual basis, nothing anonymous and responses drive management functions. Full feedback to employee with requests for ongoing engagement.
- Survey from hire
 - 2 weeks
 - 45 days
 - 75 days
 - 6 month (ongoing)

SURVEY TOOLS ARE WHAT YOU MAKE OF THEM

- Customized use to meet the “need”
- Educated leader “resolvers”
- ACTI on the feedback and keep employee involved

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