

Recruiting and Retaining Top Talent in Home Care

The Leading Home Care Winter 2006 Teleseminar Series

With Your Host:
Stephen C. Tweed, CSP
Chairman & CEO
Leading Home Care

and

Catherine Fyock, CSP, SPHR
CEO
Innovative Management Concepts

Session II: 22 Tips to Keep Your Nurses (and Keep Them Happy)

Thursday, February 16, 2006

1:00 p.m. Eastern Time

Retention of staff is a huge issue in home health care, and **your ability to retain your best nurses is critical to your future success.**

For this high-impact audio learning program, Stephen Tweed is joined by recruiting and retention expert Catherine Fyock, CSP, SPHR, as they discuss top techniques for creating a great place for nurses to work.

Stephen and Cathy will present the latest data on what nurses need and want in a great place to work. Then, they'll give you 22 great ideas on specific things you can do to create an environment where nurses will be fulfilled in their work.

Objectives: As a result of this program, you will be able to ...

- 1. Discuss current research on employee retention and how it applies to home health care nurses.**
- 2. Describe 22 specific things home care companies can do to keep their nurses and other clinical professionals.**
- 3. Select and apply the techniques that are right for your agency.**

Research on Employee Retention

The Gallup Organization

Over the last 25 years, the Gallup Organization has interviewed more than a million employees. They asked hundreds of questions. They sorted through a towering haystack of data to identify the twelve most important questions for measuring the strength of a workplace:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission / purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This year, have I had opportunities at work to learn and grow?

According to Gallup, these twelve questions are the simplest and most accurate way to measure the strength of a workplace.

Source: Buckingham, Marcus & Coffman, Curtis. **First, Break All the Rules**. 1999. Simon & Schuster. New York

The 7 Hidden Reasons Employees Leave

Leigh Branham's research uncovered seven reasons for employee turnover.

1. The job or workplace is not as expected.
2. The mismatch between the job and the person.
3. Too little coaching and feedback.
4. Too few growth opportunities.
5. Feeling devalued and unrecognized.
6. Stress from overwork and work-life imbalance.
7. Loss of trust and confidence in senior leaders.

Source: Branham, Leigh. **The 7 Hidden Reasons Employees Leave**. 2005. AMA, New York.

Rutgers University Study of Home Health Nurses

From Dr. Linda Flynn’s research published in the December 2003 issue of Home Healthcare Nurse, “Agency Characteristics Most Valued by Home Care Nurses” the top 10 traits that home care nurses found important for an agency that would be essential in recruiting and retaining them were (rank ordered):

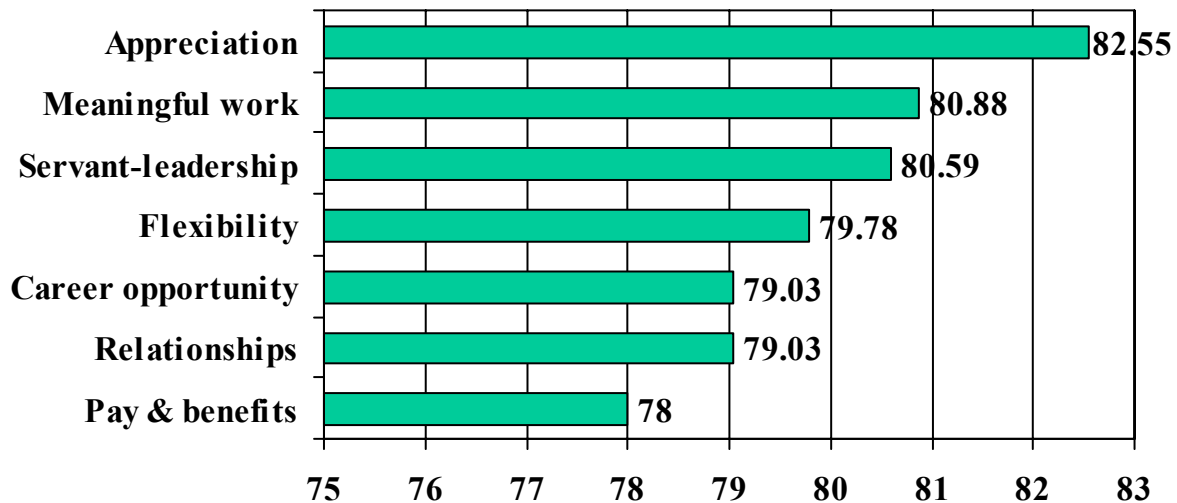
1. Support for education
2. A knowledgeable and supportive front-line supervisor
3. Dedication to quality care
4. A strong, supportive administration
5. Good communication between staff and administration
6. Flexible work schedules
7. A competitive salary and benefit package
8. Reasonable workloads
9. Staff input into decision making
10. Adequate staffing.

Source: Dr. Linda Flynn, Rutgers University

The Strategic Staffing Assessment Profile

The SSAP is an assessment tool developed by Leading Home Care and Tweed Jeffries, LLC to measure an organization’s ability to attract and retain capable staff. This tool was applied in a large home health agency to assess the importance and the effectiveness of The Seven Sources of Strategic Staffing Advantage.

The following graph shows the importance of each characteristic on a scale of 1–100 based on a survey of nurses in the agency.



Source: Stephen C. Tweed. Strategic Staffing Assessment Profile. Tweed Jeffries, LLC. Louisville, KY.

22 Tips to Keep Your Nurses (and Keep Them Happy)

1. Use great selection techniques to match the nurse to the position.
2. Design an effective orientation process, and conduct regular re-orientation for current employees.
3. Promote informal appreciation by supervisors.
4. Send leadership thank-you notes.
5. Create formal recognition programs.
6. Spotlight the top performers, and take appropriate disciplinary action for poor performers.
7. Connect clinical and financial results back to meaningful work.
8. Share patient feedback and tell stories of nursing heroes.
9. Share your vision for the future.
10. Lead by making rounds.
11. Plan and conduct quarterly Leadership Development Institute to grow your managers and supervisors.
12. Teach clinical managers to give regular and consistent coaching and feedback to their nurses.
13. Teach supervisors to spend the most time with their best performers.
14. Make sure senior executives are available to your nurses.
15. Focus on each person's strengths and manage around weaknesses.
16. Find ways to balance individual needs with agency needs.
17. Create a Retention Task Force. Use the 12 Key Questions from Gallup.
18. Provide your nurses with the tools they need to do their jobs.
19. Offer focused clinical in-service education.
20. Make sure your nurses know the "facts" about compensation.
21. Clearly communicate your compensation philosophy.
22. Conduct and track exit interviews, and act on the results.

Discussion Questions:

1. What do we need to do to create a great place to work for nurses and other clinical professionals?
2. What is our Strategic Staffing Advantage for retaining nurses?
3. What are the elements of our retention message?
4. Which techniques should we consider using that we have not used in the past, or which have we not used effectively?
5. What can we do to make it easier to stay with us?

Other Resources from Leading Home Care to Help You Find and Keep Top Talent

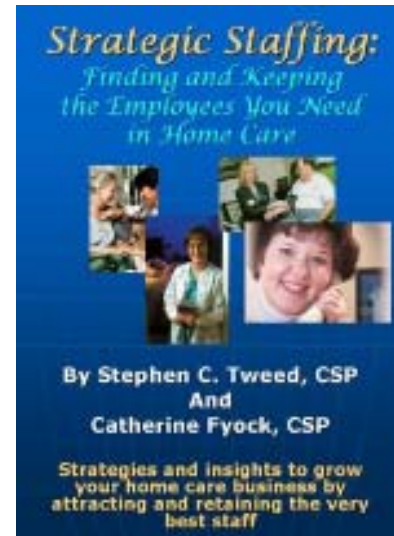
Strategic Staffing: Finding and Keeping the Employees You Need in Home Care

By Stephen C. Tweed and Catherine Fyock

The industry's most complete publication on recruiting and retention in home care, this manual is available online as a downloadable E-manual or in a paper version.

Get the information you need to develop and implement your strategic staffing plan, and measure your staffing performance.

For more information, log on to www.leadinghomecare.com or call toll free 888-668-9333.



Other Books by Cathy Fyock

A prolific author on recruiting and retention issues, Cathy Fyock has written three other books that will be of interest to our listeners. Find them on her web site at <http://www.cathyfyock.com/books.htm>

- *Hiring Source Book: A Collection of Practical Samples*
- *GET THE BEST: How To Recruit The People You Want*
- *UnRetirement: A Career Guide for the Retired...the Soon-to-be-Retired... the Never-Want-to-be-Retired*

Upcoming Leading Home Care Teleseminars:

Session #3:

Recruiting, Selecting, and Managing Top Sales Talent in Home Health Care

Thursday, March 16, 2006... 1:00 p.m. Eastern Time

About your Leading Home Care Teleseminar Team

Stephen C. Tweed, CSP



For the past 20 years, Stephen Tweed has worked with home care companies around the country that want to grow their businesses, and with home care leaders who want to multiply performance. He is currently Chairman and CEO of ***Leading Home Care ... a Tweed Jeffries company***, the center for home care strategy and leadership. Stephen has served on the Boards of Directors of three different home care companies, and as the Interim President and CEO of a \$25 million home care company with 400 employees.

Catherine D. Fyock, CSP, SPHR,



is the founder of *Innovative Management Concepts* in Crestwood, Kentucky. She is the co-author of *Strategic Staffing* with Stephen Tweed. Cathy is a nationally known expert on recruiting and retention, and is a frequent speaker at human resource educational events sponsored by the Society for Human Resource Management.

Annie Yoho - Teleseminar Producer



Annie Yoho has helped write, produce and emcee numerous audio learning programs. She served as Vice President and Marketing Director for a top-name professional speaker for 10 years, where she developed a unique telemarketing system for business development. Annie's roots represent a long line of professional speaking talent. Her father, father-in-law and husband are all professional speakers. Being surrounded by speakers, she's thrilled to finally have a chance to say something!