

# Employee Retention

## Tips for Leaders

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Employee turnover is costly and time-consuming. It creates stress for existing employees and scheduling havoc. Keeping good employees should be a leadership priority. Start with a self-assessment, looking at your leadership skills and how you present yourself. Staff who are nurtured and developed are more likely to provide the highest quality care for your residents. Here are some tips to consider for retaining your staff.

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### Teamwork

- Have fun and use humor in the workplace.
- Embrace diversity.
- Get to know each employee as an individual.
- Develop teamwork at every level of the organization.
- Model interdepartmental relations – internal customer service and respect.
- Resolve conflicts quickly.

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### Employee Satisfaction

- Offer salaries that are competitive with your local market.
- Provide incentives, for example, performance-based salary increases and/or small financial rewards/bonuses for milestones such as tenure, positive attendance, overall performance or “catching them doing something excellent” above and beyond their usual duties.
- Celebrate organizational success.

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### Career Advancement

- Promote from within when possible.
- Use a career ladder to offer promotional opportunities, such as a “lead CNA” or “mentor” role when employees have proven to be successful and reliable.

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### Employee Development

- Enrich their positions with knowledge and responsibility to help them feel valued.
- Provide educational opportunities.
- Provide opportunities for them to teach others.

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### Open Communication

- Create an open door policy to encourage employees to talk to you.
- Make rounds on all shifts, interacting with staff and residents.
- Identify and acknowledge stressors in the workplace and help with solutions.
- Help employees to learn to problem-solve.
- Offer solutions to assist with work-life balance.

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### Employee Involvement

- Make sure staff know what is expected of them and have a role in the decision-making process.
- Include employees in setting goals and celebrate when achieved.
- Improve retention by hiring the right people. Make sure they are a good fit for the organization. Consider group and resident interviews.
- Provide adequate orientation and mentors for new hires. Consider post-orientation discussions.
- Educate existing staff continually, including policy and process changes.
- Involve staff in continuous improvement (QAPI) and in resident-care discussions when possible.
- Focus on the process for improvement when failures or near misses occur. Support the involved employees. (Remember to focus on process, not individuals, as people generally do not come to work intending harm.)

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### Resources

- Ensure staff have adequate tools and supplies to do their jobs well.
- Provide functional and adequate equipment.

