



# TIPS FOR SUCCESS:

## Staff Stability

Staff stability is vital for a healthy work environment. Satisfied staff who are supported by leadership provide high quality resident care. The consequences of absenteeism and staff turnover increase poor outcomes and raise costs. When the workforce stabilizes and staff develop the capacity to work as a team, resident outcomes improve, consumer satisfaction improves and census rises.

### Interventions for Consistent Assignment

#### Staffing

- ❑ Use consistent assignment to ensure staff and residents know each other. Let staff choose their residents. Pilot consistent assignment in one unit (the one that has the best chance for success) and then spread throughout the rest of your facility.

#### Hiring and Orientation

- ❑ Attract the right people. Use refer-a-friend bonuses instead of sign-on bonuses.
- ❑ Target your ads and screen carefully.
- ❑ Do not hire people just to plug holes.
- ❑ Round-table hiring and interviewing should use a multidisciplinary team approach. Include certified nursing assistants (CNAs) in the hiring process.
- ❑ A month-long mentor program provides support to new hires. If more time is needed, extend the time. The mentor should have a positive attitude, be patient and well trained and be able to promote a positive culture.

#### Building a Team Culture

- ❑ Round frequently on new hires to be sure they have what they need to do their job effectively.
- ❑ Assign administration and department heads a unit for “all hands on deck” during all meals. They are responsible for answering call lights, helping get meal trays out to residents and assisting in the dining room. This reduces staff stress, improves culture, enhances teamwork and gives everyone first-hand knowledge of the workload and staff dynamics.
- ❑ Use a “no blame, no shame” approach to leadership so the workplace environment is nonpunitive. Staff are held accountable for doing their jobs but not punished for unintentional mistakes.

### Tips for All Interventions:

- Ensure everyone knows your organization’s vision for success.
- Complaining staff can have good solutions. Listen and direct their behavior toward problem-solving.
- Use shared leadership. Empower all staff to do their work and problem-solve together. For example, ask management to huddle with frontline staff for their input and participation in real-time problem-solving.
- Hold staff accountable for completing their required job duties. Be consistent and fair.
- Analyze your data. Know why staff leave.
- Reward staff for good work.
- Poor hiring decisions and lack of consequences compound stress and instability.

### Overcoming Barriers:

- Ensure communication about resident interventions is known across all shifts. Use huddles and stand-up meetings to exchange information quickly.
- Discuss the level of care needed for each resident with staff and divide assignments equally. Provide training and support when needed.
- Work to empower all staff members. Bring frontline staff into the conversation and problem-solving process. Treat all staff equally and fairly.
- Leadership sets the example. If department heads are unable to adapt to the new culture/expectations, they should be changed.
- Leadership needs to round throughout the facility to listen, learn and involve all staff in finding solutions to expressed concerns and negative attitudes.
- Make vocal/complaining staff part of the solution. Give staff control over their work. Get their input.
- Model teamwork and positive behavior.

Mountain-Pacific Quality Health | [www.mpqhf.org/QIO](http://www.mpqhf.org/QIO)