

Quantitative Analysis of Staffing Retention Practices in Skilled Nursing Facilities

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BACKGROUND

- Many long-term care facilities share a common issue of staffing challenges.
- This project focuses on finding root causes and solutions to these issues.
- The solution to these problems will be beneficial to management in nursing facilities when dealing with staffing issues and will be helpful for maintaining residents' quality of life.

HYPOTHESES

- When organizations are fully staffed, and especially when they have consistent staffing, residents receive better care (Bullock, 2008).
- If staffing strategies and practices that correlate with desirable organizational performance can be identified, administrators will be more informed and better positioned to retain staff within their own facility.

METHODOLOGY

- Student and faculty researchers completed Institutional Review Board training and data was collected from 59 nursing facilities in 6 states, primarily located in the upper Midwest (WI, MN, IA, IL, CO, AZ).
- A crowdsourcing method (Keating, 2013) was used to identify strategies to address nursing assistant staffing challenges in nursing homes from among administrative leaders attending conferences and on several Facebook groups. From this, a checklist was developed to explore the frequency in which facilities were utilizing these strategies.
- A Management Practices to Support Workforce Stability questionnaire (Onnis, 2015) was adapted to use a Likert scale to assess perceptions of how important each item was to nursing assistant (CNA/NAR) retention.
- Administrative practicum students conducted interviews with each facility's Nursing Home Administrator, Director of Nursing, and five CNAs/NARs to collect facility and participant demographic data, complete the check list, and assess perceptions of management practices on CNA/NAR retention.
- Nursing Home Star rating data including overall star rating, Health Inspection, Staffing Rating, Quality Measures Rating, and Health Inspection Date were also added to the dataset.

DEMOGRAPHICS

Demographic Characteristics of Nursing Homes in Study Sample			Sociodemographic Characteristics of Participants in Study Sample		
Characteristics	N	%	Characteristics	N	%
Ownership			Administrators:		
For profit	21	36%	Gender		
Nonprofit/Gov't	38	64%	Female	37	63%
			Male	22	37%
Chain Membership			Tenure as Facility Administrator		
Independent	21	36%	Less than 2 years	17	29%
Chain-affiliated	38	64%	2-3 years	11	19%
			4-7 years	15	25%
Religious Orientation			8-20 years	12	20%
Faith-based	26	44%	21+ years	4	7%
Not faith-based	33	56%			
Occupancy Rate (past 3 months)			Directors of Nursing (DON):		
0-50%	0	0%	Gender		
51-70%	5	8%	Female	48	81%
71-90%	33	56%	Male	11	19%
91+%	21	36%			
Nursing Assistant Turnover Rate			Tenure as Facility DON		
0-20%	11	19%	Less than 2 years	26	44%
21-40%	17	28.5%	2-3 years	9	15%
41-60%	14	24%	4-7 years	8	14%
61+%	17	28.5%	8-20 years	11	19%
			21+ years	5	8%
Care Population			Nursing Assistants (CNAs/NARs)		
Short-Term	Range	Average	Gender		
Long-Term	21%-36%	31%	Female	228	77%
	4%-58%	69%	Male	66	22%
			Gender Non-Conforming	1	1%
			Age		
			≤ 22	44	15%
			23-30	79	27%
			31-40	71	24%
			41-50	43	14%
			51+	58	20%
			Tenure as Facility CNA/NAR		
			Less than 2 years	126	43%
			2-3 years	55	19%
			4-7 years	51	17%
			8-20 years	45	15%
			21+ years	18	6%
			Shift Worked		
			Days (AMs)	140	47%
			Evenings (PMs)	101	34%
			Nights (NOCs)	54	19%

RESULTS

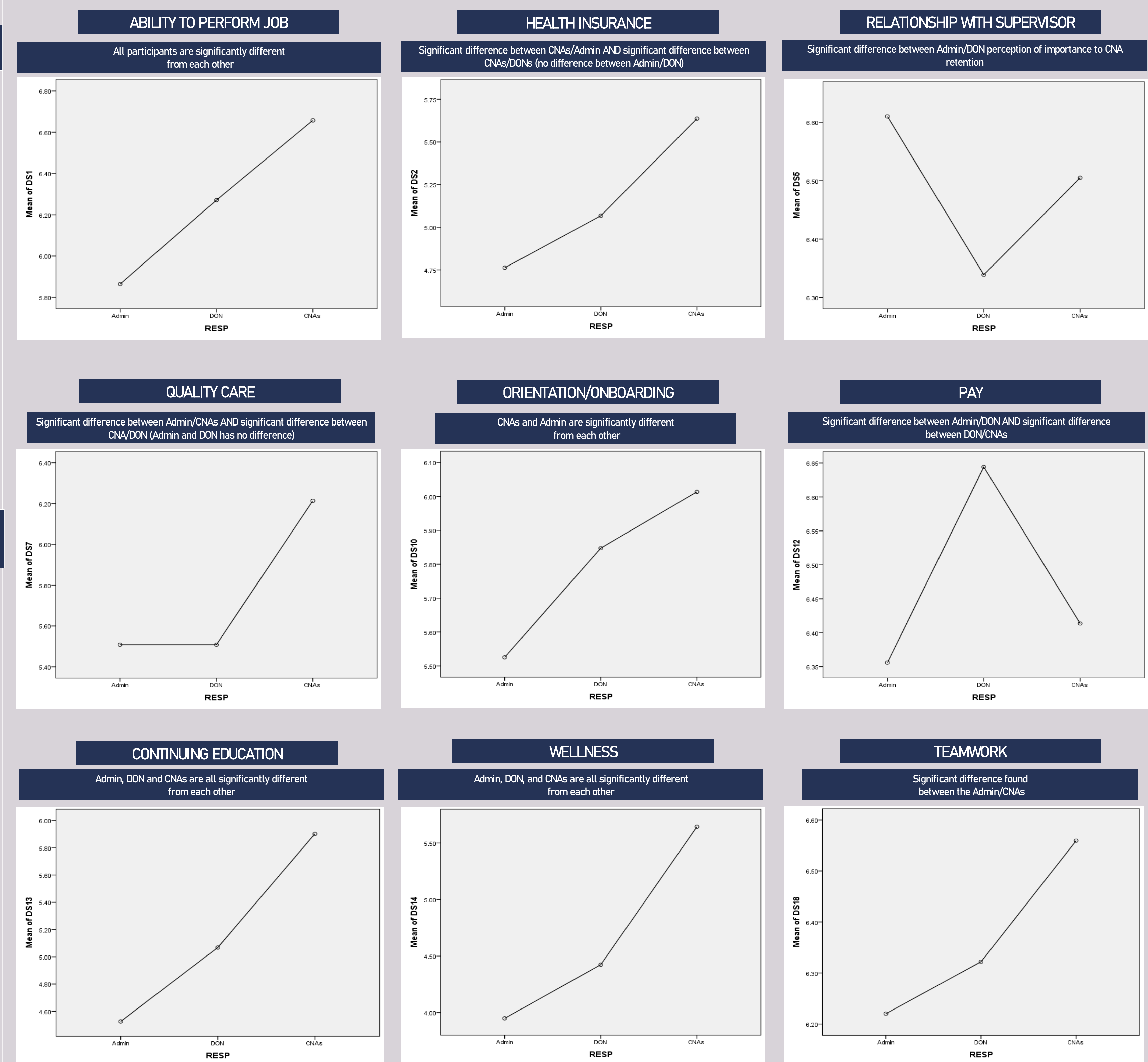
AVERAGE LIKERT SCORES BY STAKEHOLDER

"On a scale of 1-7, how important do you think these categories are to CNAs/NARs staying in your facility?"

	Ability to Safely Perform Job	Health Insurance	PTO	Retirement	Supportive Relationship with supervisor	Organizational Culture	Quality Care	Employee Appreciation	Career Growth Opportunities	Orientation	CNA Voices Heard	Wages	Continued Education	Wellness	Say in Scheduling	Adequate Staffing Levels	Support of Personal Lives	Teamwork
NHA	5.86	4.76	5.51	3.85	6.61	6.32	5.51	6.03	5.44	5.53	6.19	6.36	4.53	3.95	6.07	6.58	5.44	6.22
DON	6.27	5.07	5.9	4.41	6.34	6.14	5.51	6.29	5.73	5.85	6.22	6.64	5.07	4.42	6.14	6.56	5.49	6.32
CNA	6.66	5.64	6.27	5.42	6.51	6.07	6.21	6.18	5.9	6.01	6.33	6.41	5.9	5.64	6.16	6.42	5.53	6.56

SELECTED ITEMS REFLECTING SIGNIFICANT DIFFERENCES IN STAKEHOLDER PERCEPTIONS OF CNAs/NARs

One-Way ANOVA Analysis



RESULTS

- Statistical correlations were conducted to look for relationships between management practices to retain CNAs and facility performance variables. Some interesting findings included:
 - Orientation/Onboarding:**
 - Facilities practicing more strategies related to Orientation/Onboarding have lower CNA turnover.
 - Having a formal check in process for new hires is related to better staffing ratios and higher star ratings.
 - Having a Welcome Packet for new employees was related to lower turnover.
 - Emotional Support:**
 - Offering Bereavement Leave was correlated with lower CNA turnover.
 - Offering Employee Assistance Programs (EAPs) was related to lower turnover.
 - Employee Support:**
 - Offering a childcare discount is related to lower CNA turnover.
 - Using hospitality aides to supplement staffing was related to higher profitability.
 - Facilities who use technology-assisted platforms for scheduling have lower CNA turnover.

DISCUSSION

- Employers who are attuned to their employees needs tend to see lower turnover rates.
 - This can especially be accomplished in practice by offering a thorough Orientation and Onboarding process for new employees.
 - Employees also seem to benefit from practices that offer them both practical and emotional support.
- Many Administrators and DONs underestimate how important certain practices may be to retaining CNAs/NARs.
 - CNAs valued the majority of practices as more important to CNA retention than leadership did.
 - Although pay is important to CNAs, they rated the following items as even more important than pay:
 - Positive relationship with their supervisor.
 - Teamwork
 - Ability to safely perform their job.
 - CNAs placed a much higher value on their ability to provide quality care to residents than DONs or Administrators thought they did.
- Although in several areas, DONs seem to have closer perceptions to what was important to CNAs than Administrators did, a few notable differences included:
 - DONs undervaluing the importance of a positive relationship between CNAs and their Supervisor as well as the importance or orientation/onboarding.
 - DONs overvaluing the importance of wages.

CONCLUSION

- When nursing home leadership better understands what practices can be used to decrease turnover, they can work to implement changes such as improving employee orientation and onboarding and finding additional ways to support employees, especially emotionally.
- Leadership is also well-served to recognize that what they think is important to staff retention may not really be what is most important to their CNAs.
 - Open communication, perhaps via exit interviews and more importantly "stay" interviews could be beneficial in helping leadership better understand what is most likely to keep their CNAs/NARs working for them.
 - Focusing more attention toward practices that are likely to improve working relationships with supervisors and co-workers and arming them with the ability to safely perform their jobs and provide quality resident care are strategies that are most in aligned with what CNAs value from their employers.

