IMPLEMENTATION RESOURCE

The Guide to Reducing Turnover in Post-Acute Care

Strategies to improve employee retention

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Executive Summary

Strategies to Improve Employee Retention in Post-Acute Care

Across the 2017 calendar year, the average frontline staff turnover rate at skilled nursing facilities and home health agencies was unsustainably high—69% and 37%, respectively. As critical staff depart at these organizations, the quality of care patients receive decreases and the work environment becomes frustrating and stressful for the staff who remain.

To prepare for rising patient complexity across post-acute sectors and increasing demand for such services, HR leaders and post-acute administers need to double-down on their retention efforts to address this challenge now. This guide features our best tools and strategies to help you improve staff retention—from hiring the right people to identifying and re-recruiting staff ready to depart.

Hire for cultural fit.

Focus on identifying employees who are engaged in the interview process and fit your organizational culture.

Revamp your orientation and onboarding program.

Improve onboarding and orientation to help new employees feel welcome and set them up for long-term success.

Give staff a sense of early accomplishment in their role.

Understand what motivates employees early in their tenure and identify strategies that will help them achieve their goals.

Identify and re-recruit staff on their way out the door.

Monitor staff who may be ready to leave and find ways to re-engage them to prevent turnover.

► The Challenge of Employee Turnover in Post-Acute Care

Staffing in Post-Acute Care Presents a Critical Challenge

SNF and HHA Turnover Rates Above Industry Average

As the baby boomer population ages into Medicare, demand for post-acute care services is projected to rise. To meet this demand, new staff will need to enter the post-acute industry, and home health agencies (HHAs) and skilled nursing facilities (SNFs) will need to reinvest in their staff to recruit new personnel and retain the talent they already have.

However, HHAs and SNFs are already struggling to manage their current staffing needs, making it difficult to prepare for rising acuity and future demand.

Increased Demand for Post-Acute and Long-Term Care Workers

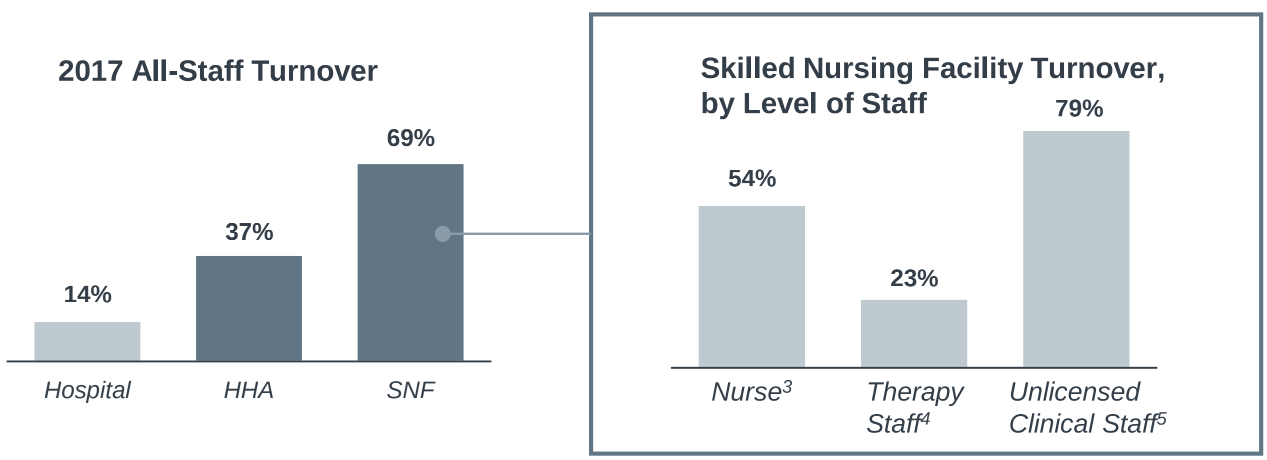
2.5 million
new workers will need to enter the long-term care industry by **2030**

54% Growth in home health jobs through 2026

13% Growth in SNF jobs through 2026

In collaboration with our colleagues in the HR Advancement Center, the Post-Acute Care Collaborative launched a turnover benchmark survey in early 2018. For the survey, HHA and SNF providers from across the membership reported data on the number of staff and staff separations they had across the 2017 calendar year.[1]

The data shows that the turnover rates for both home health agencies and skilled nursing facilities were significantly higher than the hospital average—by 23 and 55 percentage points respectively. Even when broken out by staff type, the turnover rate at skilled nursing facilities across staff levels remains unsustainably high, particularly for unlicensed clinical staff.[2]



1) For full data and methodology, please see the appendix.
2) We did not receive enough individual responses from home health agencies to analyze HHA turnover data by level of staff.
3) LPN, RN.
4) PT, OT, ST, RT, technicians.
5) CNA, MA, PCA, PCT.

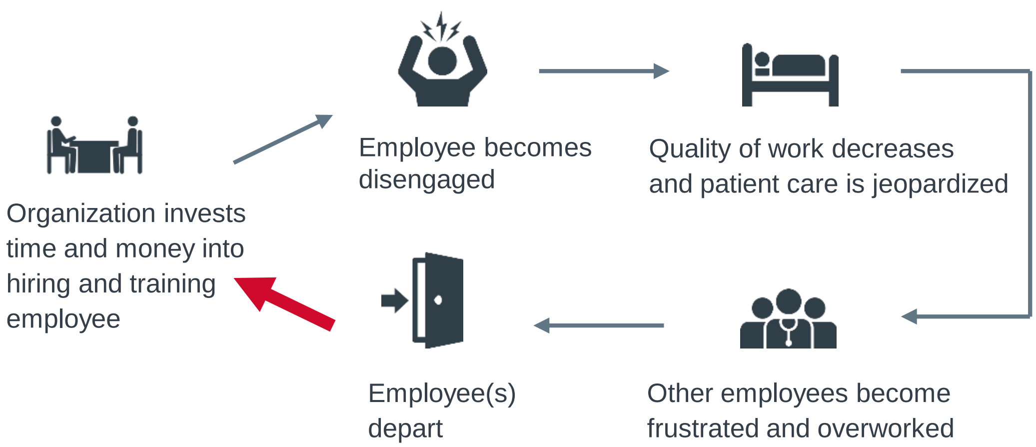
Source: Salsberg E, Martiniano R, "Health Care Jobs Projected to Continue to Grow Far Faster Than Jobs In General Economy," *Health Affairs,* https://www.healthaffairs.org/do/10.1377/hblog20180502.984593/full; Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

High Cost, Diverse Causes Call for Comprehensive Approach

Turnover Places Financial and Operational Stress on Providers

Given post-acute providers' high average rates of turnover in comparison to acute care settings, the cost of employees consistently leaving an organization is especially high. One study estimated that the total costs associated with a single nurse turnover ranges from $27,700 to $58,400. And beyond the financial cost, the burden turnover places on patients and staff is significant.

Sample Cycle of Employee Turnover



Compensation a Root Cause for PAC Turnover — but It's Not the Primary Solution

At the center of post-acute providers' challenge to retain employees are the financial and operational realities of working in the post-acute industry. On average, long-term care positions have lower pay and benefits and require less education and training than similar positions in other health care sectors. In addition, SNFs and HHAs often compete with out-of-industry organizations that may be able to offer a more stable work environment with more comprehensive benefit packages.

However, we've found that **compensation alone rarely drives turnover**. Typically, there are broader engagement challenges at the organization that make employees dissatisfied or that make their compensation level seem inadequate. It's important to remember that, although compensation is a factor in many cases of employee turnover, it is also a variable that most providers are not able to control.

> "Turnover isn't directly related to compensation. It usually means that something about the job wasn't very fulfilling to them."
>
> *Amanda McCormack, HR Director, Western Home Communities*

As such, it is essential for organizations to focus on identifying and hiring employees who are likely to stay at the organization, and find ways to set them up for long-term success.

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Strategies to Reduce Turnover in Post-Acute Care

To reduce turnover in post-acute care, HR leaders and SNF and home health administrators need to focus on the factors they can control—getting prospective staff members in the door and creating an engaging environment that will help them succeed.

This report has been developed to be used as a toolkit, so you can pick and choose the strategies that will be most useful to you based on where your challenges lie. To prioritize your interventions, start by identifying which of the following challenges are most important at your organization, and then skip to the corresponding section(s).

Hiring the right employees →	**Section 1**
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- Tap into overlooked candidate pools

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- Flight risk assessment
- Stay interview discussion guide
- Alumni return campaign

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Section

1

Hire for Cultural Fit

Due to limited supply in their market, many post-acute providers struggle to meet demand for staff. This forces them to make quick hiring decisions that lead to staff turnover down the road. Hiring for cultural fit can help you choose staff who are prepared to take on their role, and who are interested and engaged in doing so.

Read on to learn about strategies to hire for cultural fit:

- Behavioral-based interviewing guide
- Pre-hire shadowing day
- Tap into overlooked candidate pools

Behavioral-Based Interviewing Guide

Strategy in Brief	Behavioral-based interviewing is a method of questioning that encourages candidates to describe how they responded to past challenges. By getting candidates to discuss past experiences related to crucial job competencies, you can more accurately predict each candidate's probable job performance, thereby improving the precision of their hiring process.

Post-acute providers are often forced to make quick hiring decisions due to high turnover and low supply of trained candidates in their market. These hires may leave the organization quickly because they are unsatisfied with the role or because they don't meet provider standards. Behavioral-based interviewing (BBI) can help organizations make more appropriate hires by basing interview performance on past experience.

Behavioral-based interview questions consist of three sequential parts:

1. **Prompt** the candidate to identify a past experience when he/she had the opportunity to exhibit a certain job competency
2. **Ask** the candidate to outline the concrete situation
3. **Ask** the candidate about his or her response to that situation

BBI questions are always phrased in the past tense to ensure that the candidate discusses a specific occurrence in the past rather than a hypothetical example. Review the table below for examples of what does and doesn't qualify as a BBI question.

Examples of Non-BBI Questions	Examples of BBI Questions
If you were behind on documentation, an angry patient demanded attention, and your manager handed you charts of patients in an overflow area, how would you prioritize your work?	Think back to the last time you were suddenly overwhelmed by several tasks at once. How did you prioritize your work?
Would you say creativity is one of your strengths?	Describe a time when you had to "think outside the box." What was the situation? What was the result?
How do you usually deal with difficult patients?	Tell me about a time when you had to deal with a difficult patient. How did you react?
What did you like and dislike about your last boss?	Tell me about a time when your boss just couldn't understand what you were trying to say. How did you get your point across?

For more guidance on how to write a BBI interview guide and train your staff to use the technique, review these interactive tools, which are available on advisory.com:

The Behavioral-Based Interviewing Toolkit: Use this toolkit to help cut through the complexity of BBI and take the steps needed to design, introduce, and sustain BBI at your organization.

The BBI Builder: This tool will help you map each role's core functions to behavioral competencies; it will generate a list of suggested questions you can use to assess candidates' potential.

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Pre-hire Shadowing Day

Strategy in Brief

Have HR invite candidates to a shadowing day before extending a job offer. The goal of this day is to give candidates an opportunity to experience the job and ask questions before they commit, helping give hiring decision-makers and potential hires insight into future engagement.

Even for candidates who have previous health care experience, staff new to a particular setting struggle to understand the unique roles and responsibilities of the job prior to employment. As a result, some employees depart quickly and organizations waste resources onboarding and hiring new employees.

At Mercy Home Health, HR staff found that they were hiring a high percentage of nurses and unlicensed clinical personnel who were new to the home health setting. They realized that these staff members were overwhelmed with the hours, travel, paperwork, and amount of patient interaction required from the job, and would often leave the organization as a result.

Pre-hire Shadowing Day for Inexperienced Staff

To remedy this problem, Mercy added a pre-hire shadowing day into their interview process for candidates who had not previously worked in home health. This day helps Mercy staff ensure candidates are interested in the job and understand the skills and responsibilities required.

Interview Process

Each candidate goes through the traditional application process with Mercy, submitting an application to the HR team and interviewing with the Home Health Director.

Pre-hire Shadowing Day

If Mercy is interested in the candidate and ready to make an offer, they invite him or her to a pre-hire shadowing day. The goal of the day is to ensure that the candidate is interested and prepared for the role. All potential new hires who have never worked in the home health setting before are required to participate.

Candidate shadows current staff member on a typical day-on-the-job.

Employee gets to know candidate, gauges sense of interest in and fit for organization.

Candidate has opportunity to ask questions, understand the role more clearly.

Job Offer

If the candidate is still interested in the role after the shadowing day, and the employee provides positive feedback about their engagement throughout the day, Mercy extends a job offer.

Source: Mercy Home Health, Conshohocken, PA; Post-Acute Care Collaborative interviews and analysis.

Tap into Overlooked Candidate Pools

Strategy in Brief | Identify and remove barriers that prevent qualified candidates who belong to overlooked groups from being hired. This can help expand the total number of eligible candidates you can evaluate.

Nearly every labor market contains pools of potential talent that providers do not consider, either because the candidates contain an attribute that typically disqualifies them or because the organization does not know the talent is available. With the labor market tightening, post-acute leaders need to identify ways to attract qualified individuals who belong to these overlooked groups. There are two options providers can use to do so:

Option 1: Partner with a Community Agency to Provide Job Assistance

To identify candidates who may not have the resources to apply, partner with a community agency that has a demonstrated ability to reach an underrepresented group your organization is interested in attracting.

Johns Hopkins Hospital in Baltimore, MD started their HopkinsLocal initiative to increase hiring from 16 economically disadvantaged zip codes in the city.

Workforce Agency Drives Applications from Overlooked Candidates

- Recruits, screens, and refers candidates to Hopkins from low-resource areas
- Helps prepare candidates for the application process
- Promotes initiative to local faith-based organizations and through community partners

If there aren't similar workforce organizations in your community that you can work with, or you don't have the resources to build a partnership, consider other ways you can reach out to these groups, such as partnering directly with nonprofits instead of working through an agency.

Option 2: Revise the Minimum Qualifications Required

Most organizations have minimum qualifications for certain positions, which ends up preventing a large portion of your potential workforce from applying.

HR leaders at Missouri Health Care, a health system in Columbia, Missouri, changed their experience requirement for specific entry-level roles so that high school graduates could apply. In total, they identified 10 roles that could be filled with high school students not planning to go to college, including CNAs and various administrative positions. To recruit these students, HR delivers presentations in high schools to build awareness about health care career paths.

Best Qualifications to Modify

- Experience requirements (e.g., two years work)
- Unrelated education requirements (e.g., a college degree)

Source: Johns Hopkins Hospital, Baltimore, MD; Missouri Health Care, Columbia, MO; Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Section

2

▶ Revamp Your Orientation and Onboarding Program

All too often, new hires depart an organization because they never felt they fit in, didn't feel a strong connection with their manager, or believed they were underperforming in their new role. A strong onboarding program can prevent each of these turnover drivers. And best of all, improvements in orientation and onboarding aren't necessarily time or resource intensive.

Read on to get tools to improve the onboarding process:

- Guide for developing a new hire buddy program
- Checklist for new hire arrival
- Discussion guide for 30-/60-/90-day check-ins

Guide for Developing a New Hire Buddy Program

Strategy in Brief

Buddy programs provide new hires with a designated peer who can help answer technical questions and orient them to organizational culture. Follow the steps below to implement this lower-resource, informal alternative (or complement) to a mentorship program.

Step 1 Understand the characteristics of an effective buddy program

The table below contains key characteristics of a successful buddy program. Review each before implementing the program, and share this information with each buddy prior to their commitment to ensure that the expectations for participation are clear.

Prior to building program

Meetings	Interaction Focus	Relationship Length	Training Required	Ratio to New Hires
Ad hoc	One-off advice, office tasks	<1 year	1-2 hours	One new hire per buddy

Step 2 Recruit buddies

Have department managers—with input from HR—recruit volunteers to serve as buddies.

- Buddies should have at least three months' tenure and be in good standing
- There should be at least one buddy on every unit and shift

Step 3 Train buddies

Teach buddies about their role and responsibilities using the program characteristics and commitment card, shown below. At the end of training, have each buddy sign the card.

As a Buddy, I commit to the following tasks:

- Preparing my department's welcome materials, if applicable
- Contacting the new hire as soon as possible upon his or her start date
- Sharing a meal break together during the second week of employment
- Checking in with the new hire at least every other week for his or her first six months
- Helping the new hire understand and adapt to organizational culture
- Providing basic assistance about how to navigate essential office resources
- Being a friend when a friend is needed

Signed:____

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Guide for Developing a New Hire Buddy Program (cont.)

Step 4 Match buddies and new hires

One week prior to start date

Pair each new hire with a trained buddy. Make sure the buddy is in the same role and department as the new hire.

Step 5 Arrange an initial buddy-new hire meeting

During first week

Have each buddy arrange an initial meeting with the new hire. This first meeting is an opportunity for candid conversation about the job responsibilities, organizational culture, and so on.

Suggested conversation topics for initial meeting

- *Get to know each other's background and how you each came to work at the organization*
- *Ask what the new hire is most excited and nervous about*
- *Encourage buddies to speak candidly about their experience, what to expect from the job, organizational culture, etc.*

Step 6 Schedule ongoing check-ins

Allow buddies time for regular check-ins with new hires. Buddies and new hires should meet weekly for the first three months, then monthly thereafter.

Step 7 Organize a buddy recognition event

Annually

Organize an event to recognize and thank buddies for their participation in the program.

Step 8 Assess program impact

Six months after start

Evaluate the success of the buddy program and identify areas for future improvement. Consider using one of the methods below to gather feedback:

Methods of Data Collection

Onboarding surveys

Focus groups

Individual interviews

Based on the results of your program evaluation, make changes in your buddy training, program structure, and/or selection process as necessary.

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Manager Preparation Checklist for New Hire Arrival

Strategy in Brief

Managers should develop a checklist of tasks they need to complete prior to each new hire's start date. Use the sample checklist below as a starting point, and modify it based on your own organization's requirements.

Checklist for New Hire Arrival

Preparation for _____________________________'s start date on ___________:

- ❑ Confirm new hire's start date with HR
- ❑ Mail department welcome letter to new hire's home one to two weeks before start date
- ❑ Call new hire one week before start date:
  - Congratulate new hire and welcome him or her to the team
  - Provide an overview of the first week on the job (schedule, tasks, dress code, etc.)
  - Ensure new hire understands instructions for the first day (directions to facility parking arrangements, where to report, identification to bring, etc.)
  - Provide a contact for additional questions/issues that arise before the start date
- ❑ Assign staff mentor/buddy
- ❑ Alert IT Department/Operations of new hire's start date to arrange the following (if applicable):
  - New hire institution ID/badge and scheduled time for photo
  - Computer access
  - Email account
  - Voicemail access
  - Personal space assignment
- ❑ Add new hire to department organizational chart and telephone/email directory
- ❑ Announce new hire's position and scheduled start date to department staff, either at staff meeting or via email
- ❑ Prepare new hire's workspace (ensure completion of all applicable tasks):
  - Clean work area
  - Order/install telephone
  - Confirm new hire's telephone extension is working and extension is correct
  - Assign departmental mailbox
  - Order supplies, business cards, and name plate
  - Arrange for keys or passcode access

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Discussion Guide for 30-/60-/90-Day Check-Ins

Strategy in Brief

Having structured 30-,60-, and 90-day check-ins with new hires can equip managers to gauge how a new hire is adjusting and surface any retention concerns. If the new hire's responses to the questions below signal that they may be a retention risk, managers should consider meeting with the new hire more frequently to monitor his or her progress and intent to stay.

Category	Questions	Red flags
Baseline Expectations	• Has this job met your expectations? In what ways? Where has it fallen short? • Do you have the tools and equipment you need to do your job?	• Answer to primary question is no • Expectations about work conditions are unrealistic
Acculturation	• Which coworkers have been especially helpful to you? • From what sources have you obtained information about news in the department and the institution? • Tell me about some of your successes during your first [30/60/90 days].	• Unable to provide examples of helpful colleagues or personal successes • Information sources listed are unreliable
Challenges	• Describe any frustrations you've experienced so far. • Have you done anything to address these frustrations?	• High number of frustrations • Has not tried to resolve problems • Blames others for problems • Is bothered by typical conditions of the department
Suggested improvement	• In what areas would more training be helpful for you and other new hires? • If you could change one aspect of your experience in the department, what would it be? • On which aspects of your job performance would you like more feedback?	• Uninterested in personal feedback/development • No desire to help department improve
Overall concerns	• Do you have any concerns about your job that I could address?	• High number of concerns • Does not share any concerns but appears dissatisfied or anxious

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Section

3

Give Staff a Sense of Early Accomplishment in Their Role

Early accomplishment in employees' careers can motivate them to continue doing their best work. To engage each employee early on, identify personalized development goals for new hires and ensure they are getting feedback, recognition, and opportunities in the areas that interest them.

Read on to access tools to help employees reach their goals:

- Peer compliment jar
- Individual development plan template
- Cross-calibrated new hire feedback

Peer Compliment Jar

Strategy in Brief

Having an easy way for staff to recognize their peers can improve relationships among team members and overall staff engagement. Place a peer compliment jar in a centralized location and read compliments aloud at team meetings to recognize individuals making a positive impact.

New staff can quickly become overwhelmed with how much they need to learn within their first couple of weeks—especially in post-acute settings. Giving employees recognition early in their tenure can help combat these feelings and encourage them to continue to improve. Further, team members can be particularly valuable in this recognition process, as having positive reinforcement from multiple sources can drive higher engagement levels and make a new employee feel more welcome at an organization.

A peer compliment jar is a simple and low-resource way to achieve this. It gives staff a centralized location to recognize and encourage each other on a regular basis.

Materials Needed

- Small jar or container labeled clearly with 'Compliment Jar'
- A few pens to leave by the compliment jar for use by staff
- Small slips of paper for staff to write compliments on

Keys for Success

- Replenish supplies often to keep the initiative running
- Place jar in a high-traffic area so staff can easily access it
- Read compliments aloud at the beginning or end of team meetings

Introduce the Compliment Jar to Your Team at Your Next Staff Meeting

Clearly understanding the purpose of the compliment jar can help build staff excitement and buy-in for the idea. Use the talking points below to effectively introduce the peer compliment jar idea to your employees:

- Explain that it can be easy to take each other's work for granted and it's important to recognize one another for a job well done
- Encourage staff to write a compliment for a peer on a small slip of paper and drop it into the jar whenever they have something positive to say to a team member
- Let employees know where the jar will sit
- Tell staff that you will read the compliments regularly at team meetings

Source: Advisory Board HR Advancement Center; Post-Acute Care Collaborative interviews and analysis.

Individual Development Plan Template

Strategy in Brief	Building an individual development plan (IDP) with staff shows them you're invested in their career and encourages them to take ownership for their personal growth. This tool will help you work with individual staff members to outline a plan for their continued development.

Building an individual development plan requires a significant investment of time on the part of both employees and managers—but IDPs can have a big payoff. They can help identify areas where employees will be interested in growing and set a clear path for improvement. To prioritize intervention, start by completing IDPs with employees who have six months or more of tenure and have expressed interest in growth, have high potential to advance, or are a retention risk.

Elements of an Effective Individual Development Plan

Begin by reviewing the definitions and examples here, and then turn to the next page for an IDP template to fill in during meetings. Each IDP should identify:

- **Personal Development Objectives:** The goals that the staff member wants to achieve

  Examples: Deepen understanding of the health care industry, improve presentation skills, mentor less experienced staff

  Talking points to identify personal development objectives:.

  - *What do you enjoy most about your job today? Are there strengths you'd like to spend time further developing?*
  - *Are there specific skills you'd like to develop that would make your current job easier?*
  - *Are there skills you'd like to develop to prepare for a future role?*

- **Actions:** The steps the staff member will take to reach his/her development objectives. The more specific the action step, the better, as shown in the table below.

Too broad		Specific, actionable
Lead a project	→	Serve as a team leader on the task force looking at causes of turnover in the department
Improve critical thinking	→	Identify an improvement opportunity on the unit and conduct a root cause analysis to understand what's driving the problem
Communicate better	→	Share update on sepsis project at team meeting and ask for presentation feedback from my manager

- **Timeline:** A specific deadline (e.g., July 30, end of Q2) for each action
- **Resources/Support:** Tools, trainings, or people who can help the individual reach her goal
- **Metrics:** How you will measure the success of each action item. Consider process-based metrics (for example, completing a training class or successfully leading two meetings), or an outcomes-based metric (for example, earning a specific score on a competency test).

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Sample IDP

Personal Development Objective	Actions	Timelines	Resources/support	Metrics
What are the two or three development objectives you want to focus on across the year?	For each development objective, what specific actions can you take that will help you achieve your goal?	Establish realistic deadlines for completing each action item.	Identify any tools, training opportunities, individuals, or information that will help you achieve your objective.	For each of the actions you've outlined, identify measurable outcomes to assess progress toward the development objective.

Source: Advisory Board HR Advancement Center, *The Data-Driven Prescription for Leader Engagement*, Washington, DC: Advisory Board, 2016.

Cross-Calibrated New Hire Feedback

Strategy in Brief

Surveying new hires can help identify staff who have significantly different perceptions from their managers', which could be an early warning sign of future turnover. Review the guidance below to learn how to survey new hires and their managers about performance and acclimation.

By directly comparing new hire and manager perceptions of the new hire's performance, HR can identify instances where employees feel like they're struggling but their manager isn't aware of these thoughts. Then, managers and HR leaders can focus retention efforts on these individuals accordingly.

Step One

Survey New Hires and Their Managers Early in Their Tenure

Send separate surveys to both new hires and their managers. Focus the new hire version of the survey on employees' perceptions of their performance to date and how they're settling into the organization. The manager version of the survey should ask managers how they think their new hire is performing.

Key characteristics of a successful new hire cross-check

- Survey has a short list of questions to encourage completion
- Similar questions are sent to both the manager and new hire to enable side-by-side comparison
- Sent early in new hire's tenure to identify warning signs of future turnover
- Questions are assessed using a six-point Likert scale (Strongly Agree to Strongly Disagree) to avoid neutral responses

Step Two

Compare New Hire and Manager Feedback to Identify Discrepancies

Look for pairs of new hires and managers who have large differences in their survey responses. HR staff should meet with these managers to review their survey responses and discuss ways to address the differences in the new hire's perceptions.

Three questions to answer to prioritize intervention

- Which new hires have the lowest scores?
- Which questions have the lowest scores?
- Which new hires have the biggest gaps between their self-assessment and their manager's assessment?

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Section

4

▶ Identify and Re-recruit Staff on Their Way Out the Door

Even after an employee has expressed an intention to leave, operational leaders should identify the driving factors behind the exit and find strategies to re-engage them before they depart

Read on to access tools to re-engage employees before it's too late:

- Flight risk assessment
- Stay interview discussion guide
- Alumni return campaign

Flight Risk Assessment

Strategy in Brief

Flight risk assessments can help you evaluate the likelihood of an individual team member leaving your organization so you can proactively focus on retaining him or her. Complete this tool for each team member whose departure would have a significant negative impact on the department.

Employee Name: ______________________________

Manager Name: ______________________________ Department: ______________________________

Consider how much you agree with each statement below and mark your response. Add up your responses in each column and select the employee's overall flight risk, matching the column with the greatest score. (If two columns have the same score, use your best judgment to place the employee in one category).

Discuss any team members with a "medium" or "high" flight risk with your supervisor or HR to brainstorm ways to retain the person.

Background	Disagree	Somewhat agree	Strongly agree
The employee has openly discussed plans to leave within the next 12 months (for example, to go back to school).			
The employee has recently experienced life-changing events.			
Relationships			
The employee does not communicate openly with his/her direct supervisor.			
The employee has a poor working relationship with his/her direct supervisor.			
The employee does not have many friends within the organization.			
Employment Proposition			
The employee expresses frustration with compensation.			
The employee expresses frustration with scheduling.			
The employee's job has changed significantly in the past 12 months.			
The employee has not recently received recognition for his/her contributions.			
Behavior			
The employee often seems stressed or tired at work.			
The employee seems overwhelmed with current job duties.			
The employee's engagement level has noticeably dropped.			

	Disagree	Somewhat Agree	Strongly Agree
Total			
Overall Flight Risk (Circle One)	**Low**	**Medium**	**High**

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Stay Interview Discussion Guide

Strategy in Brief

A stay interview can help you understand how individual staff members are feeling about their current job, which can help you better support the staff member—and spot potential retention risks. Use the guidance below and template on the next page to conduct your own interviews.

Implementation Advice for a Successful Stay Interview

Prioritize scheduling stay interviews with top performing employees and employees who you've identified as flight risks.

Schedule a 30-minute check-in with identified employees using the scripting below.

Hi [Name],

I'd like to schedule a 30-minute check-in to discuss what you are enjoying about your current role and how we can better support you. This will be an informal discussion, and there is no need to prepare anything in advance. However, it would be helpful for you to think about your career goals and what you like and dislike about your current position prior to our meeting.

Please let me know if a different time works better for you, and I look forward to connecting soon,

[Your Name]

Use the questions on the next page to guide your discussion, but be sure to let the conversation flow naturally—don't worry about asking every question.

Talking points to start the conversation with:

- *I value your work, and it's important to me to make sure you feel supported in your role and are enjoying your work.*
- *I'd like to use the time today to hear how things are going and learn how I could better support you.*

Take notes, review next steps with the employee, and thank the team member for their time and feedback

To take this concept one step further….

If you speak with one of your high-performing team members and they express interest in developing specific skills, consider having a follow-up conversation to build an individual development plan together. For a template to guide the conversation, see the Individual Development Plan Template on **page 21**.

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Stay Interview Discussion Guide (cont.)

Use the discussion questions below to guide your stay interviews with employees. Keep in mind that the goal of these interviews is to identify employees who intend to leave and to find ways to re-engage them.

For interview with ________________________ on ___________:

1. What is your dream job and what can we do to support your progress toward it?

2. What might entice you to leave?

3. Are we fully using your talents?

4. What is the one thing that would make your job more satisfying and rewarding?

5. Do you feel we recognize you? What kind of recognition is most meaningful to you?

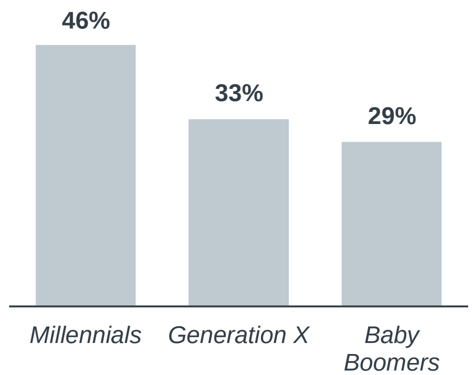
Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Alumni Return Campaign

Strategy in Brief	Have HR reach out to former employees to gauge interest in returning and share updates from the organization; the goal is to ideally rehire former employees and, at a minimum, maintain relationships with former employees who could be rehired in the future.

Resignation recovery efforts shouldn't stop after an employee leaves. A "boomerang employee" is an individual who returns to their previous employer after trying another job. As the graph here shows, millennials are particularly open to returning to former employers.

Percentage of Employees Who Would Consider Returning to a Former Employer



There are clear benefits to rehiring boomerang employees at your organization. For example, you can onboard them more quickly than a typical new hire. Boomerangs may also be more likely to stay with your organization for a number of years since they've tried something else—and learned the grass isn't always greener.

Step 1: Identify which former employees to contact

To target your resources to employees who are most likely to return, start by evaluating performance ratings and time since separation to determine which former team members to contact first. Novant Health, a large health system in Winston-Salem, North Carolina, chose to target their campaign using the criteria listed below.

Factors to Consider to Identify Former Employees to Contact

Factor:	**Roles**	**Performance**	**Time frame**
Novant Health's Answer:	Nurses	Left in good standing	In the past 12 months

In total, HR leaders at Novant pulled and vetted a list of 553 nurses who voluntarily left across the previous 12 months prior to the campaign.

Source: Novant Health, Winston-Salem, NC; Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Alumni Return Campaign (cont.)

Step 2: Call former employees to discuss open positions and organizational changes

Novant Health developed the script shown here to use when calling former nurses. The call focused on how much Novant Health values the former employee and would like them to return. If a nurse expressed interest in learning more about opportunities to return, he or she was put in touch with a Novant Health recruiter.

Outreach Script

Hello! My name is _______________________. I am calling because you are a former team member of Novant Health and you left the company within the last year.

Even though you chose to take a different job path, Novant Health still values you as a former team member and would like to discuss the possibility of you returning. We would also like to share some information about new and seasonal programs in place…

"If you are interested in learning more or returning to work for Novant Health, I will be happy to put you in immediate touch with a Talent Acquisition Specialist.

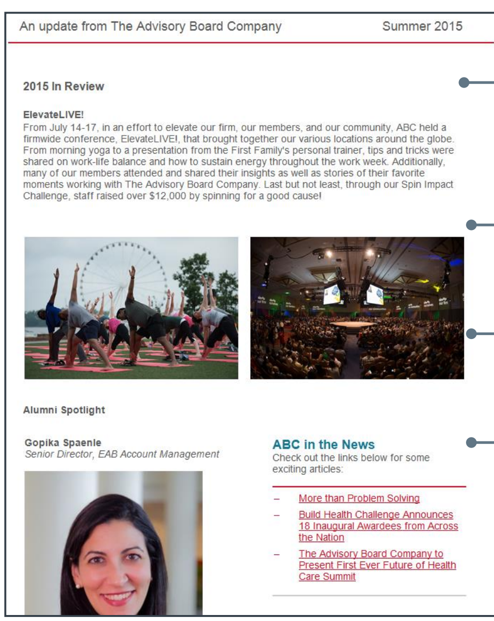
553 Former employees contacted

155 Former employees interested in returning

21 Employees hired back to organization in four months into the campaign

Optional strategy: keep connected with former employees

Calling former employees requires a significant investment. As an alternative, consider staying in touch with former employees via an electronic newsletter, such as the one shown here used by Advisory Board. Before an employee leaves Advisory Board, HR collects his or her personal email address so they can stay in touch. HR sends out an e-newsletter to former staff twice a year. The newsletter includes current job postings and features stories of successful boomerang employees at the organization.



An update from The Advisory Board Company | Summer 2015

2015 In Review

ElevateLIVE!
From July 14-17, in an effort to elevate our firm, our members, and our community, ABC held a firmwide conference, ElevateLIVE!, that brought together our various locations around the globe. From morning yoga to a presentation from the First Family's personal trainer, tips and tricks were shared on work-life balance and how to sustain energy throughout the work week. Additionally, many of our members attended and shared their insights as well as stories of their favorite moments working with The Advisory Board Company. Last but not least, through our Spin Impact Challenge, staff raised over $12,000 by spinning for a good cause!

Alumni Spotlight

Gopika Spaenle
Senior Director, EAB Account Management

ABC in the News
Check out the links below for some exciting articles:

– More than Problem Solving
– Build Health Challenge Announces 18 Inaugural Awardees from Across the Nation
– The Advisory Board Company to Present First Ever Future of Health Care Summit

Source: Novant Health, Winston-Salem, NC; Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

▶ Appendix

Benchmarking Survey Methodology

In collaboration with our colleagues in the HR Advancement Center, the Post-Acute Care Collaborative launched its first-ever turnover benchmarking survey in early 2018. The survey asked providers from across the membership to report data on the number of employees and the total number of separations at each of their skilled nursing facilities and/or home health agencies across the 2017 calendar year. To calculate employee turnover rates, the following formula was used:

$$\frac{\text{(total number of separations among employees between January 1 and December 31, 2017)}}{\text{[(employee count on January 1) + (employee count on July 1) + (employee count on December 31)] / 3}}$$

Home health agencies reported data on total staff (including non-clinical roles), nursing staff, and unlicensed clinical staff. Skilled nursing facilities were additionally asked to report information on therapy staff. A complete list of included and excluded staff types is provided below.

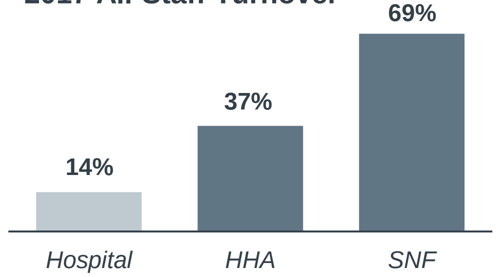
- **Full- and part-time nurses**: Includes registered nurses (RNs) And licensed practical nurses (LPNs)
- **Full- and part-time unlicensed clinical personnel**: includes Certified nursing assistants (CNAs), Patient care assistants (PCAs), Patient care technicians (PCTs), and Medical assistants (MAs)
- **Full- and part-time therapy staff *(SNF only)*:** includes Physical therapists (PTs), Occupational therapists (OTs), Recreational therapists (RTs), Speech therapists (STs) and technicians

Three staff types were excluded from each of the above categories: PRN, per diem, or contingent positons; positons with exempt status; and staff on approved leave of absence.

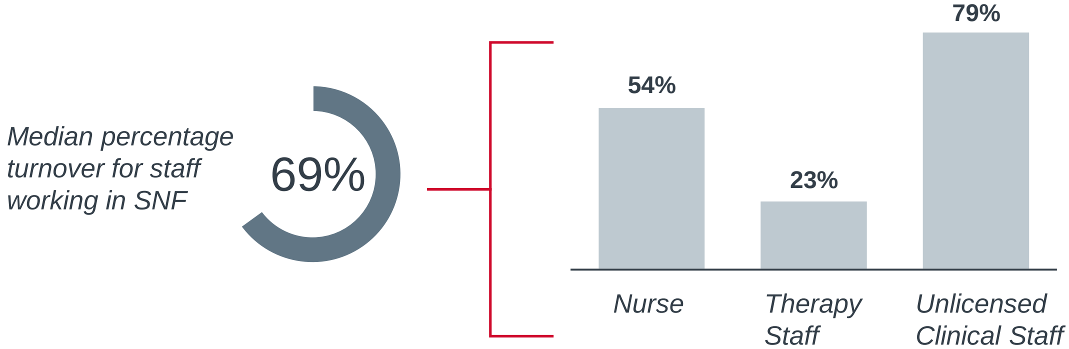
Results

The results from the benchmarking initiative are shown in the graphs to the right and below. To evaluate your own organization's performance, see the benchmarks on the next page or online through the Turnover, Vacancy, and Premium Labor Benchmark Generator at advisory.com.

2017 All-Staff Turnover



Skilled Nursing Facility Turnover, by Level of Staff



Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

Benchmarking Results

Turnover in Skilled Nursing Facilities

Percentile	10th	20th	30th	40th	50th	60th	70th	80th	90th
Overall *(n=220)*	114%	93%	83%	76%	69%	63%	55%	48%	39%
Nurse *(n=220)*	100%	77%	65%	59%	54%	48%	43%	34%	26%
Therapy Staff *(n=31)*	50%	38%	32%	30%	23%	21%	15%	13%	10%
Unlicensed Clinical Personnel *(n=207)*	137%	114%	96%	89%	79%	70%	62%	45%	40%

Turnover in Home Health Agencies

Percentile	10th	20th	30th	40th	50th	60th	70th	80th	90th
Overall *(n=23)*	64%	53%	50%	38%	32%	25%	21%	17%	11%
Nurse *(n=19)*	82%	75%	64%	50%	39%	27%	20%	12%	10%

Source: Advisory Board HR Advancement Center interviews and analysis; Post-Acute Care Collaborative interviews and analysis.

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