



## MANAGER'S TOOLBOX: TURNOVER REDUCTION

# Proactive solutions to turnover begin at hiring

Start if your organization wants to make sure it does everything possible to keep the keepers

By John Hall

Statistics about long-term care turnover rates could literally fill a book no one — especially senior care managers — would cozy up to some evening. Yet, the ever-morphing senior care workforce is known as much for its fickleness as its size, which is small and getting smaller.

Still, anyone charged with recruiting, hiring and keeping aides, nurses and other clinical staff ignores these sobering trends at their own peril:

- The most recent national statistics on long-term care staffing from the American Health Care Association's 2015 report haven't changed much — turnover rates hovering at 55% for direct care workers and registered nurses. Overall, according to the Bureau of Labor Statistics, industry turnover is around 31%.
- While long-term care turnover rates trail national averages across all industries, the labor pool itself is shrinking. An improving economy also is causing eyes to wander. One recent industry report on the workforce finds that many workers are chasing better wages, benefits and conditions in the foodservice and hospital industry, for example.
- An even more troubling trend is happening among new hires.



Photos: Kevin Dodge/Blend Images/Getty Images Plus

High turnover rates create headaches for managers — and fellow workers.

Four out of 10 providers report new hire turnover rates of 20% or more, according to a 2017 report by HealthcareSource, a leading provider of talent management software for the healthcare industry. And surprisingly, nearly 30% of senior care providers don't even know what their new hire turnover rate is. Which means about one-third of providers don't know that the costs to replace a lost employee can be as high as 21% of the individual's salary.

### Behind the numbers

"One issue is that high turnover rates have become accepted as part of working in long-term care," says Trey Mullins, senior director, post-acute operations for HealthcareSource. "Believing progress can be made is an important part of the solution."

Another issue fueling turnover

is the disconnect that can sometimes happen between middle management and frontline caregivers, leading to clashes that can cause employees to leave. Mullins believes this disconnect is usually due to a lack of management training for new supervisors, as well as the general difficulty in predicting success in leadership roles.

### Approaching a solution

Providers can combat some of these issues through their hiring processes. "Having candidates take scientifically validated behavioral assessments can help you measure both for job and culture fit," says Mullins. "Using such assessments early on in the process can raise any potential areas of concern, so hiring managers can ask the right questions during the interview to dig deeper and be able to make the most

informed hiring decisions. You want to be sure that when you hire, you're hiring someone you will be able to keep. If you can solve hiring, many of your other staffing issues simply go away."

"You have to take the time to find the right person for the position, not just fill a slot in the schedule as quickly as possible," Mullins adds. "Build a strong hiring pipeline through continuous recruiting. Be proactive in recruiting; use data to forecast your hiring demands and know when you're going to need help."

In the end, providers need to keep turnover in perspective. "Loyal, long-term employees are admirable, but even if they're with you one or two years, quality employees are what residents and clients really need," Mullins says. ■

## THREE TIPS

- 1 Always be recruiting. Hiring shouldn't be a knee-jerk reaction; you should have a plan. Build a pipeline of good candidates for your frequently open positions.
- 2 Utilize a data-driven hiring process. Use verified tools to assess your applicants and find the best fit for both the position and your organization.
- 3 Invest in your people. Develop career paths. Spend time on onboarding and training.

MANAGER'S TOOLBOX:  
TURNOVER REDUCTION



EXCLUSIVE SPONSOR

# DO YOU KNOW WHAT'S MISSING?

Quality senior care starts with hiring quality talent.



**55%**

Average annual turnover rate for direct care workers and registered nurses.\*

## Partner with HealthcareSource for Senior Living

Senior living isn't about curing an illness or treating a condition. It's about helping individuals maintain an optimal quality of life. Senior care providers need a special type of caregiver — one that is getting harder to find and even harder to keep. HealthcareSource® talent management software can help senior care providers **hire** the right people faster, **keep** the right people longer, and **grow** the right people to become the future of their organization.

\* Source: 2015 Survey conducted by AHCA in 2015 of over 1000 Assisted Living and SNF Providers

HOSPITALS & PROVIDERS | SENIOR LIVING | CONTINGENT STAFFING

HealthcareSource®   
Quality Talent. Quality Care.

[www.healthcaresource.com/seniorliving](http://www.healthcaresource.com/seniorliving)