POWER IN PARTNERSHIP & INNOVATION:
PROMOTING A COMPETENT, CARING, COST-EFFECTIVE WORKFORCE THROUGH
EMPLOYEE ENGAGEMENT & EMPOWERMENT

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OBJECTIVES

• Identify the need to supply a competent, caring, cost-effective workforce pipeline to the community.

• Discuss future supply and demand projections of the healthcare workforce.

• Identify the importance of promoting and valuing all members of the healthcare team.

• Delineate the benefits of developing innovative partnerships among healthcare industry leaders and academia when seeking to promote excellence and quality care to benefit the community.
OBJECTIVES

• Identify at least 10 successful strategies leaders can use to improve employee engagement and empowerment.

• Discuss strategies to mitigate the root causes of employee disengagement.

• Delineate the benefits of training programs among direct care workers and nurse assistants.

• Define the benefits of promoting an innovative and collaborative career ladder experience.

OPENING EXERCISE

Ask yourself...
1. Would you rather work in a positive or negative workplace?

2. If you have a negative workplace what are the consequences to you as the administrator or supervisor?
   To your employees?
   To your residents?
   To the community?
   To your organization?
EFFECTS OF A NEGATIVE WORKPLACE

- Absenteeism
- Illness
- Turn-over
- Accidents/Errors
- Decreased customer satisfaction
- Lack of communication
- Decreased or lack of motivation
- Increased conflicts in the workplace
- Lack of teamwork
- Decreased productivity
- Lack of accountability
- We vs. them mentality
- Blaming others
- Poor interactions between employee and supervisor
- Negatively effects home life
- Others?

EFFECTS OF A POSITIVE WORKPLACE

- Employees are more productive
- Increased retention/decreased turn-over
- Safer environments
- Enhanced customer satisfaction as a result of employees meeting their needs
- Set a better example for others
- Enhanced communication
- Increased teamwork
- More work-life satisfaction
- Financial sustainability and success
- Increased accountability
- Positive employee/supervisor interactions
- Others?
WHAT DOES THE RESEARCH SAY?

• Only **33%** of U.S. workers are **engaged**

• This costs the U.S. economy up to **$300 billion dollars a year in productivity**.

• **One in five** say their performance is managed in a way that motivates them to do outstanding work.

• When examining executives and front-line managers separately, **45% of executives are engaged verses just 29% of managers**.

  (Gallup Inc., 2016)

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WHAT DOES THE RESEARCH SAY?

• Actively **disengaged employees are almost twice as likely** as engaged employees **to look for a new job**.

• **53% of employees** say that a role that allows them to have greater work-life balance and better personal well-being **is “very important” to them**.

• **60% of employees** say that the **ability to do what they do best** in a role is “very important” **to them**.

• **51% of employees** say they would **change jobs** for one that offers them **flexible work time**.

  (Gallup Inc., 2016)
THREE TYPES OF EMPLOYEES

• **Engaged:** employees that work with passion and feel a profound connection to their organization or company. They drive innovation and move the organization forward.

• **Not Engaged:** employees are essentially checked-out or sleeping walking through their work day; putting time, but not energy into their work.

• **Actively Disengaged:** employees aren’t just unhappy at work. They are busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers or colleagues accomplish.

(Reilly, 2014)

WHAT DOES THE RESEARCH SAY ABOUT MILLENNIAL ENGAGEMENT?

• **29% of millennials are engaged at work**, with the remaining **71% either not engaged or actively disengaged**.

• **6 in 10 millennials** say their open to different job opportunities, and only **50% say they plan to be with their company one year from now**.

• Low engagement is troubling!

(Rigoni & Nelson; 2016)
RESULTS OF EMPLOYEE ENGAGEMENT

According to Gallup (2016), business units in the top quartile of employee engagement are:

• 17% more productive
• Suffer 70% fewer safety incidents
• Experience 41% less absenteeism
• Have 10% better customer ratings
• 21% more profitable than businesses in the bottom quartile

5 WAYS TO TEST EMPLOYEE ENGAGEMENT

1. They’re willing to lend a hand to co-workers, even when they aren’t asked.

2. They aren’t clock watchers, they often show up early or even stay late.

3. They openly offer ideas and solutions for improvements.

4. They acknowledge the accomplishments of others and are pleased with their success.

5. They quickly volunteer to lead or assist in implementing initiatives outside their immediate work.
SUPPLY & DEMAND PROJECTIONS OF THE HEALTHCARE WORKFORCE

• Existing CNA and nurse shortage in the United States

• Demand for the CNA is expected to increase by 20% by 2020

• Utilization of CNAs in acute care hospitals continues to increase

• Over 1.5 million jobs held by CNAs in the U.S

(American Health Care Association, 2011; Brady, 2016; Steele, 2015)
PENNSYLVANIA’S AGING DEMOGRAPHIC

• Between now and 2030, over 70 million baby boomers will cross the 65 year old threshold.

• In 2010 this age group comprised 13 percent of the overall population - 12 times higher than what it was in 1900 - and by 2050, one in five persons will be 65 years old and older

• PA ranks 4th in the percentage of older people 85 years and older

• Estimated 70 percent turning 65 years will require long-term care or assistance in their lifetime, averaging three years of care

• Nearly half (48%) of those 85 or older have a functional impairment and one-third (33%) have a cognitive impairment.

(U.S. Census Bureau, 2010; Pennsylvania Health Care Association, 2015)

EFFECTS ON DEMAND: RURAL VERSES URBAN AREAS

• PA is one of the most rural states in the nation.

• PA rural residents are older than their urban counterparts and their population is growing.

• Number of rural seniors increased by 5 % compared to urban seniors which increased by only 1 %

• Rural Health Association forecasts that the number of seniors 65 years of age and older in rural PA is projected to increase by an astounding 58% between 2010 and 2030

(Center for Rural Pennsylvania’s Demographics, 2017; Pennsylvania Rural Health Association, 2010)
EFFECTS ON DEMAND: RURAL VERSES URBAN AREAS

• Older people living in rural areas are at higher risks of:
  • Isolation, loneliness and depression than elderly in urban areas

• Rural residents have higher poverty rates and have a higher incidence of:
  • Malnutrition
  • Obesity
  • Smoking
  • Cardiovascular disease
  • Alcoholism
  • Sedentary lifestyles

(Center for Rural Pennsylvania's Demographics, 2017; PA Rural Health Association, 2010)

HOW WILL THIS IMPACT PC/AL?

• Increase demand for care
• Shortage of staffing
• Increased turn-over
• Effects bottom-line
CONSEQUENCES OF TURN-OVER

- High turn-over and low retention rates are a concern
  
  - Turn-over has multi-layered consequences:
    - Disruptive to quality patient care
    - Decreases employee morale and job satisfaction
    - Decreases customer perception of service quality
    - Negative effect on staff cohesiveness and increases workload on existing staff

  (American Health Care Association, 2011; Brady, 2016; Hand, 2015; Khatutsky et al., 2014)

EFFECTS OF JOB SATISFACTION

- Lack of job satisfaction has been associated with turnover
  
  - CNAs leave their job for the following reasons:
    - Lack of respect from leadership
    - No chance for advancement
    - Lack of teamwork and communication

  - Promoting success of direct care staff/NAs/CNAs/ and nurses through career advancement improves job satisfaction, promotes cultures that are conducive to employee engagement and empowerment
WHO’S RESPONSIBLE FOR EMPLOYEE ENGAGEMENT?

• Organizations can’t create:
  • Employee engagement
  • Employee motivation
  • Employee satisfaction

• Why do so many organizations struggle with employee engagement?
  • It’s takes effort and time!
  • Employer (administrator/manager) is responsible for creating a culture and environment that is conducive to employees making choices that are good for business.

(Heathfield, 2017)

WHAT CAN LEADERS DO TO PRODUCE ENVIRONMENTS CONDUCIVE TO ENGAGEMENT?
10 SUCCESSFUL STRATEGIES TO IMPROVE ENGAGEMENT & EMPOWERMENT

1. Make employee engagement a business strategy that focuses on finding engaged employees, then keep the employee engaged.

2. Focus on business results.

3. Hold employees accountable!

4. Utilize effective communication that reaches and informs employees at the level of their job.

5. Be committed to management and leadership development within your organization.

(Gallup, 2016, Heathfield, 2017)

6. Utilize an effective recognition and reward system that involves written or verbal acknowledgement in addition to a physical reward supplied.

7. Provide frequent feedback. Effective performance feedback takes place everyday, minimally weekly for those who need less interaction with their manager.

8. Share common values and guiding principles. What is your mission?

9. Direct supervisors need to demonstrate respect, trust, care and EQ.

10. Promote positive relationships with co-workers that demonstrate integrity, teamwork, a passion for quality and serving customers.

(Heathfield, 2017)
FLAWED LOGIC OF EMPLOYEE ENGAGEMENT

“Flawed Logic #1: Every person’s voice counts the same.”

“Flawed Logic #2: Perfecting employee circumstances will drive engagement.”

“Flawed Logic #3: Engagement drives results.”

(Wakeman, 2017, pg. 66-78)

STRATEGIES TO MITIGATE ROOT CAUSES OF EMPLOYEE DISENGAGEMENT

• Grow accountability in the willing and receptive.

• Provide managers the training, coaching, support, and permission to have the tough conversations with team members.

• Reward and support highly accountable behavior and thinking.

• Transition those in a consistent state of low-accountability off your team.

(Wakeman, 2017)
FOCUS ON ACCOUNTABILITY

• “Engagement without accountability creates entitlement.”
  
  • Accountability is the ultimate ego by-pass.
  
  • Accountability defuses drama and emotional waste.
  
  • Accountability is the true driver of results.

(Wakeman, 2017)

LITERATURE REVIEW RESULTS

Research question:

What is the best methodology for promoting the 3 R’s (recruitment, retention and role socialization) among CNAs or direct care workers?
BENEFITS OF TRAINING, RESIDENCY, & CAREER ADVANCEMENT PROGRAMS

• Recruitment
• Retention
• Role Socialization
• Increased Job Satisfaction
• Promotion of quality care outcomes

• What does the CNA/direct care worker want?
  • “Chance to be better, a voice, recognition”

(Brady, 2016, p. 27-29; Hand et al., 2014)

DEVELOPING INNOVATIVE ACADEMIC-PRACTICE PARTNERSHIPS

• Successful partnership always includes:
  • Mutual trust and respect
  • A shared vision and goals
  • Equal and ongoing commitment to the partnership
  • Open, honest and ongoing communication

• Exist in all types of care settings

• Benefits include:
  • Increased satisfaction, increased ability to leverage and maximize resources
  • Cost-effective education, decreased costs in orientation and recruitment, new opportunities to develop efficiencies, and improved patient outcomes

(Beal et al., 2012; AACN, 2012)
DEVELOPING INNOVATIVE ACADEMIC-PRACTICE PARTNERSHIPS

- AACN Roadmap/Toolkit to develop and sustain partnerships
  - Is this the right time for a new partnerships?
  - Are these the right partners?
  - What does each partner bring to the table?
  - Are there sufficient resource to bring to the table?
  - Are there sufficient resources to support the partnerships now?
  - What are the factors that will facilitate or impede the development of the partnership?
  - Is there support from the leadership of each organization?
  - Is there a shared vision and mutual goals? What are they?
  - What is the historic context of the two organizations?

(Beal et al., 2012; AACN, 2012)

RESULTS OF PARTNERSHIP

- September 2016, partnered with a local health system to design, develop, and deliver a Nurse Assistant Residency Program (NARP)
- Open dialogue, transparency was evident and began in August 2016
- Several meetings occurred: Organizational mission, values and goals aligned
- Program rolled out in March 2016
- Quantitative data: 6 month revealed a 12% increase in retention rates of NAs
- Qualitative data: very supportive
- 178 CNAs participated in the 2 week training program over year one
- Projected to save the organization a conservative estimate of $202 thousand in first year.

- October 2017 began working with LTC industry partners to create various trainings:
  - Mentorship, Civility, Multigenerational team building, Leadership/Supervisory, Delegation
BENEFITS OF PROMOTING INNOVATIVE TRAININGS AND A COLLABORATIVE CAREER LADDER EXPERIENCE

- Promotes a feeling of value among team members
- Promotes cultures which are conducive to employee engagement and empowerment
- Utilizes a growth-mindset approach from novice to expert
- Serve as a means for leaders and managers to grow their own
- ROI can be easily measured by business results
- Can be tied to employees goals and professional growth, as well as reward and recognition, if structured effectively

APPLYING THESE PRINCIPLES TO YOUR WORKPLACE & LEADERSHIP

- How can these principles make your workplace better?
- Do you have any real life examples?
- Questions, comments or concerns?
- How can you apply this information as a leader in your organization?
- What are your best strategies for creating a positive workplace culture?
- How do you personally ensure a positive work culture, knowing that you often deal with a challenging or constantly changing workplace and often frustrating issues?
- How can academic-practice partnership benefit your organization?
CONCLUSION

• What we need is to develop teams where people feel valued as contributory members and have a voice.

• They need leaders and managers to develop their mental processes and hold them accountable.

• Organizations need to leverage resources by establishing academic-industry partnerships that create innovative solutions while challenging employees to grow professionally.

• If done correctly this will result in employee engagement and empowerment!

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

John Quincy Adams
REFERENCES


• Center for Rural Pennsylvania, Demographics Quick Facts. Retrieved at http://www.rural.palegislature.us/demographics about rural pa.html


