

REVEAL AGING

WORKFORCE RETENTION STRATEGY FOR AGING SERVICES PROVIDERS

Introduction

As turnover in the aging services industry has plagued providers for decades, we must learn new ways to educate, engage and retain employees.

This paper offers an overview of a strategy to curb turnover through contemporary education and training design, the rationale resulting from a combination of published research and literature, and collective professional experiences of the persons who developed the program.

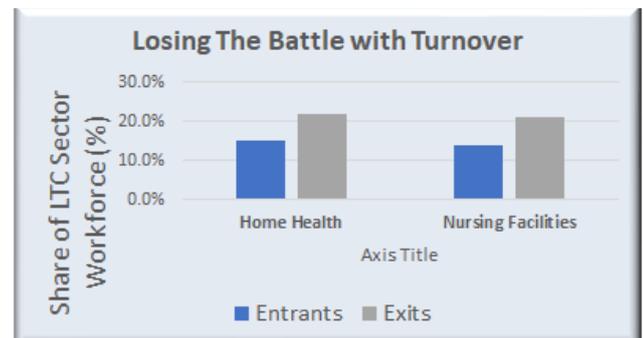
SOMETHING ISN'T WORKING

With the ubiquity of turnover in aging services, the direct care workforce has been a challenge for decades.

A staggering 64% of new hires in aging services turn over within the first six months of employment. (1) This workforce crisis threatens the survival of providers.

Care providers of older adults remain challenged to find solutions to recruit, stabilize, and develop their workforce. A comprehensive solution has evaded the industry and strategies of the past have proven ineffective.

One in four nursing assistants report that they are actively looking for another employer. (2)



UCSF Report
Entry and Exit of Workers on Long-Term Care (3)

THE FINANCIAL IMPACT

The inability to retain a stable workforce is detrimental to all aspects of an organization's outcomes.

EXCESSIVE COST

The cost of replacing an employee can be upwards of 16% of the annual salary for the position. (4)

According to the bureau of labor statistics, the annual average salary of a certified nursing assistant is \$30,000.

An organization that employs 75 nursing assistants with an annual turnover rate of 45% should plan for replacement costs of approximately **\$162,000**.

REGULATORY

High turnover rates in nursing homes for both licensed nurses and CNAs are associated with a higher number of deficiencies.

CNA turnover is associated with both deficiencies in quality of care and resident behavior and in turn total deficiencies.

Licensed nurse turnover is associated with quality of care deficiencies.

Turnover impairs knowledge of patient needs required for patient centered care and behavior management. (5)

THE PEOPLE IMPACT

Chronic turnover prevents the development of healthy and trusting relationships between care providers and receivers.

Family members lose confidence in the care provider's ability to provide consistent, quality care and service.

Chronic turnover takes a toll on existing care team members. Stress levels increase, and morale decreases.

Most importantly, resident care suffers. Inconsistent staffing can translate to residents receiving only basic instrumental care.

Chronic turnover among CNAs and nurses is associated with negative outcomes for nursing home residents.

FROM ISSUE TO ACTION

Care team members report feeling ill-prepared for their work with older adults, especially those with memory loss. (7)

It has long been identified that training curriculum to become a certified nursing assistant is severely inadequate. Instruction is often focused on the completion of instrumental tasks and minimally focused on knowledge leading to a deeper understanding of the aging process. (8)

In a survey of direct-care workers across multiple settings, more than half said that their initial training was adequate, while 40 to 50 percent said that they could benefit from further training; 45 percent said continuing education was only somewhat useful. These workers identified several areas where their knowledge and skills needed further development, including dementia, end-of-life care, teamwork, and problem-solving. (8)

94% of employees state that they would stay longer at a company if their employer invested in career development. (6)

Studies reveal a correlation between the lack of investment in care team education and turnover.



TRAINING AND EDUCATION METHODS NEED REFORM

Changes in the generational composition of the workforce is driving providers to reconsider how training is delivered to their staff. By 2025, Millennials will make up 75 percent of the workforce, and 87 percent of Millennials say on-the-job learning and development is important. (9)

For too long, aging services workers have been subjected to training that could be described as “one size fits all”. Workers report that training is irrelevant and does very little to improve their capability to work with older adults.

St. Cloud State University and the Dementia Care Foundation found factors pointing to how likely staff were to leave their job within the next year. Low satisfaction with orientation and training is a contributing factor in seeking other employment.

THE MODERN WORKER

A stand-out characteristic is their affinity with the digital world. Millennials and other aging services workers need information readily accessible, on demand and relevant to their work.

A study by PricewaterhouseCoopers concludes that Millennials expect to keep on learning as they enter the workplace and spend a high proportion of their time gaining new experiences and absorbing new information. (9)

35% said they are attracted to employers who offer excellent training and development programs. (9)

Aging services workers are using more technology to carry out day to day responsibilities. Providers need to harness the power of technology with the need for training and education.

"I am motivated to learn, so give me relevant, timely content in a convenient, mobile format so that I can learn anywhere, anytime."- The Modern Worker

THE TIME IS NOW FOR THE NEXT GENERATION OF EDUCATION AND TRAINING DELIVERY THAT WORKS

If aging services providers fail to satisfy the need for contemporary training and education, then this generation of employees will likely move to other employment. Complex training is ineffective given the demanding responsibilities facing care team members. Providers must take a fresh look at how education in the the workplace is delivered.

A SOLUTION

Applying Experiential Learning and Microlearning Strategies:

- Boosts Engagement
- Closes Skill Gaps
- Fosters Practical Application in the Workplace
- Enables use of Commonly Used Technology

Experiential learning places the learner directly in touch with the realities being studied. It is a cycle where one experiences, reflects, thinks, and acts, leading to motivated action and change.

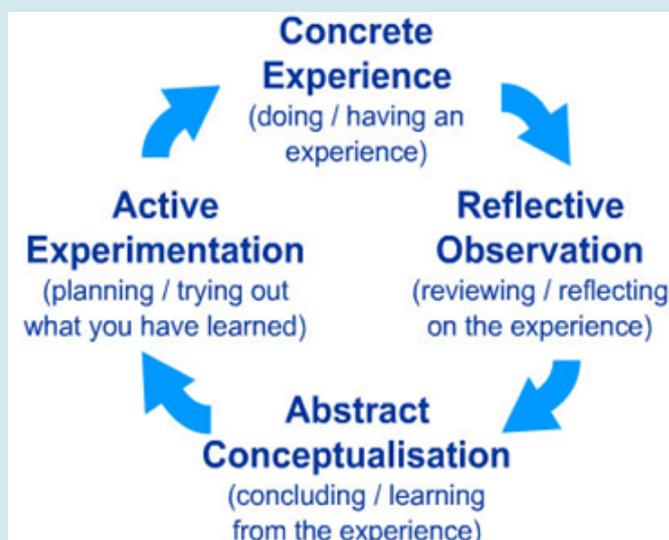
Microlearning is based on the principle of content chunking, a concept that originates from the field of cognitive psychology. Content is broken into shorter, bite-sized pieces that are manageable and easy to remember.

EXPERIENTIAL LEARNING IS LEARNING BY DOING

The Kolb learning model describes experiential learning as a four-part cycle. The learner has a concrete experience with the content being taught and reflects on the experience by comparing it to prior experiences. Based on this reflection, the learner develops new ideas and acts on the new ideas by exploring in an experiential setting. It is a cycle where one experiences, reflects, thinks, and acts, leading to motivated action and change.

By way of example, Dementia Live® is experiential learning that simulates cognitive and sensory impairment, giving participants a real-life simulation of what it must be like to live with dementia.

Participants gain greater awareness and understanding of the constant struggles affecting persons with dementia as they go about their daily lives.



KOLB'S LEARNING CYCLE

MICROLEARNING

Microlearning breaks up content that is relevant and easier to remember.

- Single topic educational content is tailored to the specific needs of all care team members.
- The length of instruction is manageable and minimizes time away from resident care.
- Engaging stories are visually interesting and include practical tools that are feasible to integrate into the work of the care team.

Microlearning:

- Provides highly specific content for each care team member's role and work.
- Avoids taking workers off the job for lengthy training.
- Is device-friendly - can happen anytime, anywhere.

The outcomes of experiential and microlearning methods of education and training translate to higher performance and satisfaction among aging services workers.

Modern learners' short attention spans minimize retention.

REVEAL AGING

AGE-u-cate Training Institute develops and delivers practical, innovative training and education programs that transform attitudes and actions of those who serve older adults.

Responsive curriculum for today's learning needs of aging services caregivers.

Experiential learning to drive change in attitudes and actions.

Visually engaging and interactive training content.

Efficient- 20 minutes per session with chunked content.

Aging issues are demystified and made relevant to every care team member.

Leads to a more confident, skilled and satisfied care team.

We regard quality training as paramount for any aging service provider. We believe that for training to change knowledge, attitudes, or action in care practices, the learner must engage on a cognitive and emotional level.

Our unique programs are designed to maximize learner retention and practical application in the workplace.

WHAT NEXT?

For more information on AGE-u-cate's popular training programs that fit the REVEAL Aging construct, please visit **AGEucate.com**

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