

The Ripple Effect: Spreading Love to Our CNA's (Pilot Program)

Purpose: To help decrease CNA turnover, by pairing the CNA with a nursing and therapy buddy, as well as improving training and orientation.

Objective: Use new and existing resources, educational strategies and partnership opportunities to improve the overall employee satisfaction and retention for the clinical teams that demonstrate readiness.

Goals:

- Reduction in turnover and associated cost
- Reduction in overtime costs, as well as money spent on agency staff
- Improvement in cross discipline relationships
- Improved EBIT

Chosen Facilities:

- Sonterra Health Center
- New Braunfels
- North Houston (no longer in the pilot program)

Must Do:

- Full day orientation for all newly hired CNA's with participation of all department heads
- Kick off Boot camp for all CNAs who did not have a thorough orientation (a refresher course)
- Work buddy (nursing AND therapy) – each CNA is paired with a nursing buddy, as well as a therapy buddy
 - o Each CNA is given a special gait belt
 - o CNA does not work alone until their buddy clears them
- 30/60/90 day retention tool – survey conducted by HR
- Restorative training by therapy to all new CNAs
 - o Our building is using this as a retention tool (6 months after hire)
- Exit interviews with CNAs that quit, with data transmitted to the People Committee
- Periodic check in conference calls

Additional Option that our facility chose:

- Scoreboard in break room to show (1) Productivity (therapists >85% and assistants >90%) (2) Above and beyond aka Moments of Truth (3) POC Completion Charting (4) Ensign U (5) Turnover YTD and (6) No breaks

Special considerations:

- 2-10 CNAs need to come in when they can overlap with therapy for at least 2 hours
- Therapy or nursing buddy gets a reward at 6 and 12 months (if the CNA is still employed)
- Therapy involvement results in a small reduction in productivity, but this is offset by decreasing CNA turnover

Our Data: 2018 (Jan-Oct)

Annualized Turnover: 88.75%
 Clinical Annualized Turnover: 134.53%
 Cost of Turnover: \$624K+
 Agency Cost: \$32K
 Clinical Overtime: \$153K

Results: Our pilot period will end in March 2019, but so far, Sonterra has the lowest turnover out of the 3 facilities that are participating in this program.

As of December 2018, our numbers were as follows:

| Facility | Annualized Turnover as of Dec 2018 | Total Turnover in Dec 2018 | PRN Terms | Turnover under 90 Days | NSG Annualized Turnover | NSG Turnover in Dec | Estimated Cost of Turnover | NSG Overtime |
|---------------|------------------------------------|----------------------------|-----------|------------------------|-------------------------|---------------------|----------------------------|--------------|
| Sonterra | 73.51% | 0 | 0 | 1 | 113.47% | 0 | 0 | 11.4% |
| New Braunfels | 96.45% | 6 | 0 | 2 | 136.13% | 3 | \$48K | 8.5% |



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HEALTH CENTER

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