

Recruitment and Retention

“Carrots and Sticks Don’t Work”



Lake Prince Woods is a continuing care Healthcare facility located in Suffolk Virginia. Lake Prince Woods Retirement Community is near Virginia Beach and Norfolk. Residents enjoy the tight-knit community of Suffolk, which is known for its rich culture, history, fine dining, and theater found in surrounding cities. Schools, churches, and the local YMCA are all just a stone's throw from Lake Prince Woods. A continuing care retirement community, also known as a CCRC, is a multi-level approach to retirement living that offers residential living, assisted living, and skilled nursing level of care. This facility operates on a 172-acre wooded campus with 240 residents throughout each level of care.

A number of situations and industry changes will continue to be big challenges for skilled nursing facilities (SNF). These challenges include financial pressures, population decline, home healthcare growth, local competition, the uncertainty of Medicare, Increased acuity of care and the need to attract baby boomers. Moreover, there are also ethical issues which affect the compassionate care these residents so deserve. Examples are patient confidentiality, patient relationships, malpractice negligence, and many more which hinder the quality of care we would love to provide

These challenges affect lake Prince In different degrees, and I feel that we are prepared to meet these challenges in the future. While it is natural for organizations to experience turnover. We have experienced high turnover rates in the categories of:

- Full time and Per diem employees
- Less than One-year employees
- High termination of “voluntary status”
- Resigned with/without notice
- High volume of skilled unit staffing. I would like to speak however on the ongoing issue of recruitment and staff retention.

Retention of a positive and motivated employee is very important for the organization's success. High employee turnover increases expenses and has a negative impact on the organization's morale, performance and Productivity. Employee retention practices help support an organization's productivity. Retention also helps to keep continuity of care and the proper ratio of staff to patient. There are many demands working in the healthcare field, particularly those who work in the skilled and memory care units of our facility.

There are demographic and logistical considerations that are also challenging; such as the overall lack of quality nurses that are available in the area. Lake Prince Woods positioned in a rural area verses larger cities, higher wages being offered by bigger corporate entities (We are non-profit), lack of educational opportunities, and merely the stress of the job.

Key questions and issues came out of smaller focus groups:
Can we increase employee motivation and highlight gifts and vocational leadership?

- How do we begin to change organizational structure?
- How can leaders/directors think of themselves as leaders and not just knowledge and skill holders?
- We need to hire better and present an environment of encouragement and growth
- Can we performance coach? (Mentors)
- Will they stay even though the facility down the street can pay “25cents more”?
- What do we do best that can distinguish us from competing facilities?

Employee Retention

There are things we can do to help retain our current employees that we need to do in order to educate and communicate

We will set up 4 sessions a year to highlight and educate current things we are doing for our employees

1. Use Education Funds available and our career ladders, which are limited but we do have steps employees can take to further careers.
2. Non-monetary benefits received here such as the \$3 meal, wellness programs accessible through our health benefits carrier, EAP etc...
3. State of the community by leadership
4. Other topics to be determined

Promoting our name in Suffolk

1. Home in 10 Days training to attract BCPI patients
2. Community Outreach Coordinator to be active in Suffolk
3. Participant in local events such as YMCA senior health day
this event will have older adults and prospective employees
4. Our softball team is out there, and we want to explore other
teams/clubs we can have with employees
5. Clergy community involvement with local Churches