INVESTING IN STAFF SATISFACTION: THE COST OF TURNOVER

Kathy Johnson, ADN, BA, CHCE
Dynamic Advantage LLC

February 8, 2017
OBJECTIVES

• Gain an understanding of the importance of investing in staff satisfaction.

• Understand the cost and implications of staff turnover.

• Explore the pros and cons of various methods for gathering staff feedback.

• Gain insight on the importance of responding to staff feedback for improved staff retention.
WHY BE CONCERNED WITH STAFF SATISFACTION?

- Culture of facility
- Quality of work
- Customer satisfaction
- Reimbursement
-Retention
DIRECT TURNOVER COSTS

• Termination
• Replacement
• Training
• Vacancy Costs
INDIRECT OR HIDDEN COSTS

• Reduced quality of care
• Reduced morale
• Lost productivity
• Increased workload
• Cost of new employee
• Historical knowledge
TOOLS OF ENGAGEMENT

• Share information shamelessly
  • Employee Forums
  • News letters
  • Intranet
  • Staff meetings
  • Post information publicly
GATHERING STAFF FEEDBACK

• Methods of gathering feedback
  • Survey
    • Internal Versus External
  • Rounding
  • Performance reviews
  • Staff meetings
  • Employee Forums
# EMPLOYEE ROUNDING TOOL

<table>
<thead>
<tr>
<th>Relationship Building - what did I learn about this person?</th>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is working well for you today?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff member or practitioner I can recognize and why?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you have the training, tools and equipment needed to do your job today?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you have an opinion or ideas for system process improvements?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review quality measures in your area. Do you have any ideas on how to improve the quality?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tough Questions: Where do you feel you’re at with your performance? Do you need any skills to further your development? (Discuss any tough questions you need to address or have heard while rounding)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## SUMMARY/ACTIONS

- What are you going to do now?
  - Who will you reward and recognize based on rounding?
  - What are barriers/issues, etc. you need to resolve?
JMHS ANNUAL EMPLOYEE PERFORMANCE EVALUATION - FY16

NAME: DEPARTMENT: DATE: POSITION:

Explanation of the Ratings

5 Distinguished - an employee exhibiting excellence in performance on a regular basis.

4 Superior - an employee exhibiting excellence in several areas. A very good employee! Keep it up and keep striving for excellence.

3 Fully Successful - meets minimum performance standards on a regular basis. An important and valuable contributor who needs encouragement to continue to strive for performance excellence.

2 Needs Improvement - performance in some areas is below the standards for the period. Could be a talent mismatch in some areas, disciplinary, or a skill deficiency. Train the skills, discipline the lack of will, or redirect the talent. Improvement to minimum performance standards must occur over the next 90 days or an exit strategy may be needed.

1 Unsatisfactory - is this a talent mismatch or a disciplinary issue? If a talent mismatch, redirection should be considered immediately. If a disciplinary issue, immediate improvement to level 3 is required or an exit strategy will be necessary.

PERFORMANCE OUTCOMES

INDIVIDUAL PERFORMANCE

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Measurement</th>
<th>Score</th>
<th>Weight</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Focus</td>
<td>Service / Community</td>
<td>Attitude - How well do you meet your customer's needs?</td>
<td>#DIV/0!</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quality - Accuracy - Do you deliver your products and services accurately and timely?</td>
<td>#DIV/0!</td>
<td>20%</td>
</tr>
<tr>
<td>Team Focus</td>
<td>People</td>
<td>Teamwork - How well do you work with others and serve your teams?</td>
<td>#DIV/0!</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Growth - Change - How well do you handle change and represent the team?</td>
<td>#DIV/0!</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Financial - Efficiency - How well do you manage your resources?</td>
<td>#DIV/0!</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Total Individual Performance Score</td>
<td>#DIV/0!</td>
<td>x</td>
<td>50%</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------</td>
<td>---</td>
<td>-----</td>
<td>---------</td>
</tr>
<tr>
<td>Department Performance Score</td>
<td>x</td>
<td></td>
<td>30%</td>
<td>0.00</td>
</tr>
<tr>
<td>JMHS Balance Scorecard</td>
<td>3.00</td>
<td>x</td>
<td>20%</td>
<td>0.60</td>
</tr>
<tr>
<td><strong>Total Calculated Employee Performance Score</strong></td>
<td>100%</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Instructions for Completion:**

<table>
<thead>
<tr>
<th>Points</th>
<th>Raise</th>
<th>Points</th>
<th>Raise</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0 - 5.0</td>
<td>3.50%</td>
<td>2.75 - 2.99</td>
<td>2.50%</td>
</tr>
<tr>
<td>3.5 - 3.99</td>
<td>3.25%</td>
<td>2.25 - 2.74</td>
<td>2.00%</td>
</tr>
<tr>
<td>3.0 - 3.49</td>
<td>3.00%</td>
<td>0 - 2.24</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Evaluator complete & calculate percentage

**List 3 things you will do in the coming period to improve your customer & team service:**


**Employee Comments:**


**Evaluator Summary Comments:**


**Employee Signature and Date**

**Manager Signature and Date**
RESPONDING TO STAFF FEEDBACK

- Why respond?
- How to respond effectively
THANK YOU

Kathy Johnson
Dynamic Advantage, LLC
2255 311th Ave.
Dawson, MN 56232
320-226-6560
kathyee49@gmail.com