

# **INVESTING IN STAFF SATISFACTION: THE COST OF TURNOVER**



**Kathy Johnson, ADN, BA, CHCE  
Dynamic Advantage LLC**

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# 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

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# DIRECT TURNOVER COSTS

- Termination
- Replacement
- Training
- Vacancy Costs

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# 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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Relationship Building - what did I learn about this person?				
What is working well for you today?				
Staff member or practitioner I can recognize and why?				
Do you have the training, tools and equipment needed to do your job today?				
Do you have an opinion or ideas for system process improvements?				
Review quality measures in your area. Do you have any ideas on how to improve the quality?				
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)				
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					
Pillar		Measurement	Score	Weight	Overall
Customer Focus	Service / Community	Attitude - How well do you meet your customer's needs?	#DIV/0!	30%	#DIV/0!
			#REF!		
	Quality	Accuracy - Do you deliver your products and services accurately and timely?	#DIV/0!	20%	#DIV/0!
			#REF!		
Team Focus	People	Teamwork - How well do you work with others and serve your teams?	#DIV/0!	20%	#DIV/0!
			#REF!		
	Growth	Change - How well do you handle change and represent the team?	#DIV/0!	15%	#DIV/0!
	Financial	Efficiency - How well do you manage your resources?	#DIV/0!	15%	#DIV/0!
				100%	#DIV/0!

Total Individual Performance Score  Department Performance Score  JMHS Balance Scorecard	#DIV/0!	x	50%	#DIV/0!
		x	30%	0.00
	3.00	x	20%	0.60
Total Calculated Employee Performance Score			100%	#####

Instructions for Completion:    Evaluator complete & calculate percentage	<u>Points</u>	<u>Raise</u>	<u>Points</u>	<u>Raise</u>
	4.0 - 5.0	3.50%	2.75 - 2.99	2.50%
	3.5 - 3.99	3.25%	2.25-2.74	2.00%
	3.0-3.49	3.00%	0 - 2.24	0.00%

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 311<sup>th</sup> Ave.  
Dawson, MN 56232  
320-226-6560  
kathyee49@gmail.com