Recruiting Employees that Share Your Pioneer Values
Susan Misiorski, VP of Coaching and Consulting Services, PHI
Anna Ortigara, Organization Change Consultant, PHI

Quality Care Through Quality Jobs
Work with employers, policymakers, and other stakeholders across the care continuum to support direct care workers to deliver person-centered care.
25 years, 360-degree perspective

The Passion That Drives Us
Caring, committed relationships between direct care workers and the people they care for are at the heart of quality care.
We are driven by the desire to create fundamentally new systems of care that honor that principle.

Pioneer Network Values & Principles
- Know each person
- Each person can and does make a difference
- Relationship is the fundamental building block of a transformed culture
- Respond to spirit, as well as mind and body
- Risk taking is a normal part of life
- Put person before task
- All elders are entitled to self-determination wherever they live
- Community is the antidote to institutionalization
- Do unto others as you would have them do unto you
- Promote the growth and development of all
- Shape and use the potential of the environment in all its aspects: physical, organizational, psycho/social/spiritual
- Practice self-examination, searching for new creativity and opportunities for doing better
- Recognize that culture change and transformation are not destinations but a journey, always a work in progress

Facts and Trends
Paired Conversations
How do the Pioneer Network Values and Principles inform recruitment and retention of staff?
Key Facts about the Direct Care Workforce

- 4.5 million nursing assistants, home health aides and personal care aides care for over 8 million older Americans and people living with disabilities
- Direct care is creating more new jobs in our economy than any other single occupation.

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- The fastest growth is among home care aides who provide support in private homes and other community-based settings.
- Home care aides earn on average $10 per hour, with annual incomes averaging $13,100. Nursing assistants don’t do much better, averaging less than $12 per hour.
- Low wages, insufficient training, and lack of advancement opportunities are leading to a caregiver shortage: more people are leaving these jobs than entering the field.

Demographics: Home Care Workers

Gender & Age

Race, Citizenship Status, & Education

Demographics: Home Care Workers

Future Demand

Demographics: Nursing Assistants

Gender & Age
Recruitment and Retention – Let’s Get Serious

Table Conversations

Take one Pioneer Network Value

What are characteristics and attributes would look for in a potential staff member to support this Value

Tips for Recruitment and Retention

Failure to take time in the recruitment process results in:

- Turnover
- Consumer dissatisfaction
- Low moral
- “Always enough time to do it over, Never enough time to do it right”
Panic Hiring

Only acceptable if goal is unmet.

Lacking options, you hire anyway.

Candidate is not performing at needed standard.

Tenured staff mad you hired this person.

Poor candidate involved.

Wages and Benefits

Job Demands (measured by ratio of nursing assistant hours per resident day)

Feeling respected

Feeling Valued

Relationship with Supervisor

http://gerontologist.oxfordjournals.org/content/49/5/611.long

Top Drivers of Employee Satisfaction...

And another thing...

Top Drivers of Nurse Engagement

This organization provides high-quality care and service.

Quick Wins

• Build involvement/workgroup
• Learn what attracted your staff
• Get curious about why people stay
• Build on what works by doing more of it
• Elicit your staff’s creativity and stay open to their suggestions

Tips for Recruitment and Retention

Six Steps to Set the Stage for Success

1. Confirm qualifications
2. Call back candidates
3. Individual interview
4. Drug test
5. Attend pre-training orientation
6. Attend Information Session
Use Values Based Interview Questions

Typical Interview
- Tell me about why you want to be a DCW
- What hours/shifts are you available?
- What training have you had?
- Do you have a reliable method of transportation?

Values Based Interview
- Describe an experience in your life that has led you to care about elders.
- Tell me about a time you disagreed with a coworker or supervisor. How did you handle it?
- Describe a situation in the past where you exhibited professionalism in your work.

Your Turn - Interview Time
- Describe an experience in your life that has led you to care about elders.
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Involve Everyone!!

- Give all staff recruiting business cards that they can put their name on.
- If you hire someone that brings in that employee’s business card, they get a bonus or gift card.

Peer to Peer Interviews

- Train representatives from each department to conduct peer interviews
- Peer recommendation, plus department head/HR approval = job offer

Train resident representatives to participate in interview process
- may or may not be part of resident council functions

- Invest time in developing relationships with high school, vo-tech and college placement offices, recruiters and workforce development centers.
- Be active at industry conferences where you can attract candidates.
- Watch the online job boards for potential candidates who may have resumes online even if they’re not currently looking.
- Use professional association websites and magazines to advertise for professional staff.
- Offer internships to college bound students, and clinical experiences to students
- Linked In, Indeed.com etc.
Onboarding for Success

- Peer Mentoring critical for first 90 days
- Ensure orientation is person centered and reflects your organization’s values
- Give frequent feedback
- Avoid “throwing the employee in” at all costs

Tips for Recruitment and Retention

Peer Mentoring: Compensation, Opportunity and Support

Paired discussion

Types of Issues Mentees Presented to Mentors:
- Working relationships
- Relieving Stress/Burnout
- Care
- Working Conditions
- Communication


New Employee

- New employee is paired with experienced mentor
- Mentor builds immediate and ongoing relationship
- Provides support, guidance, and sense of safety
- Improves retention by as much as 50%

What do new staff tell you about their experience of being new?
**DO**

- Openly post position
- Provide mentor training
- Provide mentors support
- Give pay increase
- Mentor on assignment employee will have

**DON'T**

- Hand pick mentors
- Assume experience is adequate prep for role
- Underestimate program supports
- Expect to “do more for same pay”
- Teach employee on mentor’s assignment

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**Specialty Positions – Opportunities for Career Advancement**

- Memory Support Specialist
- Palliative Care Specialist
- Restorative aide
- Peer Mentors
- Other Opportunities for Advancement – Blended Roles in Households

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**The Role of Supervisors in Recruitment and Retention**

**Tips for Recruitment and Retention**

**Traditional vs. Coaching Supervision**

**Traditional**
- Identify the issue to be addressed
- Explain the rules clearly
- Explain consequences of breaking rules
- Offer possible solutions
- Request compliance

**Coaching**
- Establish relationship with the worker
- Clearly present the problem
- Gather information on the worker’s perspective
- Engage worker in problem solving
- Help the worker commit to action steps

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**Coaching Supervision**

- The PHI Coaching Approach to Supervision® is a relational approach to managing and supporting staff members and teams that helps them to develop their own interpersonal and problem-solving skills
  - i.e., the ability to Think Critically, Prioritize, Make Decisions, Problem Solve and Communicate Effectively

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**Benefits of Coaching Supervision**

- Improved relationships between workers and supervisors
- Improved employee satisfaction
- Improved retention
- Improved care outcomes
- Supervisors spend less time managing problems and complaints
This is a national challenge

- PHI’s work to change the landscape

Three Key Policy Concerns Facing Our Nation

- **Economic development**: Eldercare and support services for people with disabilities together employ 32 percent of all health care workers. With 10,000 baby boomers turning 65 every day, we will need 1.1 million new direct care workers by 2024.

- **Access to Care**: High rates of direct care worker vacancies and turnover limit access to needed services for older adults and people living with disabilities.

- **Quality of Care**: PHI has demonstrated through its research and innovation over the last 25 years, policymakers cannot improve the quality of eldercare and disability services without addressing the poor quality of direct care jobs.

Federal Priorities: Direct Care Workforce

**Policy Recommendations: Five Areas**

- Higher wages and benefits
- Better training standards, competency requirements, and programmatic interventions
- Ongoing, reliable data on this workforce
- Expanding access and promoting cultural competence
- More attention on family caregivers and paid caregiv
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Critical Qualifications

Tips for Recruitment and Retention

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75% of people who volunteer will decide to continue if the froman is not a position they enjoy.

People don’t quit jobs. They quit bosses.
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### Traditional vs. Coaching Supervision

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Sample Job Interview Questions: Values Based Hiring

These questions are intended to be customized based upon the unique employment experiences of the applicant. The goal is to ask questions that help the interviewer learn about the person’s character, their values, and how this influences their behavior in a variety of situations.

1. Please tell me/us about yourself.
2. Why do you want to work in this field?
3. What made you decide to apply for this job?
4. Describe an event or experience in your life that has led you to care about elders.
5. Describe the kind of work environment you prefer.
6. How would you describe professionalism? Describe a situation in the past where you exhibited professionalism in your work.
7. Tell me about a time when you worked as a team with others at work.
8. Give an example of how you managed an unhappy customer.
9. Describe a situation where you demonstrated the importance of safety in your job.
10. How do people who have worked with you before describe you?
11. What qualities are important to you for you to be happy in your job?
12. Give me an example of a time when you were particularly compassionate about a resident’s/customer’s feeling and needs.
13. Tell me about a time when you had to use coping strategies to stay calm in a challenging situation.
14. Tell me about a time when you disagreed with a co-worker or supervisor’s opinion. How did you handle it?
15. Tell me about a difficult situation you’ve encountered at work that you managed successfully.
16. Please give an example of a situation where you’ve spoken up because you had concerns.
17. Describe your best/worse boss.