TURN IT AROUND
Purposefully Changing Your Culture
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WHAT IS ORGANIZATIONAL CULTURE?
• Shared values, beliefs, and assumptions that guide the behavior of individuals and groups.
• Assumptions about human nature operate unconsciously and ultimately determine how staff perceive their work, treat their customers, and each other.
• Culture has a powerful influence on employee attitudes, such as job satisfaction and commitment, which in turn are linked to organizational effectiveness and turnover.
• Culture can change due to many factors, including external and internal drivers (O'Reilly, 1989; Schein, 1985)

HOW DOES CULTURE IMPACT TURNOVER?
• Poor relationships with supervisors and lack of respect have been linked to turnover (#1 reason for leaving a job).
• Policies that emphasize effective communication, supportive supervision, and respect increase staff job satisfaction and commitment.
• Nursing homes that involved nursing staff in decision making and value their input had turnover rates 30% to 50% lower than the nursing homes that did not. (Cohen-Mansfield, 1999; Schaefer & Moss, 1996; Francis-Felsen et al., 1996)
Turnover Rates for CNA's in Michigan

2015- 32.3%
2012- 29.3%
2010- 23.8%
2008- 29.6%
2006- 30.0%
2004- 39.4%
2002- 48.5%

Historically, the economic climate in Michigan and unemployment rates have been a major indicator of nursing staff turnover. This trend appears to continue as unemployment rates have been declining and turnover has increased.

(HCAM Wage and Turnover Report 2015-2016)

St. Ann’s Story

* Founded in 1951.
* 55 skilled and 95 assisted living beds.
* 225+ employees overall - the skilled Nursing Department employed 44 nursing assistants.
* Turnover rate in the nursing department 68%  
  * Highest for nursing assistants.
* 41 open positions in the organization-17 in the nursing department.
* Significant leadership turnover.

WHERE DO WE START?

* Met with CNA's individually to discern:
  What did they like, dislike, and want to change?
  How did they describe the current culture?
  How did it compare to previous culture?
* Many answers, but several themes kept coming up in conversation.
* Decided to study the reasons, and hopefully make a change.
WHO THE HECK IS HERZBERG?

HERZBERG’S THEORY APPLIED TO ST. ANN’S:
• What did nursing assistants want from their jobs at St. Ann’s?
• Herzberg said that to determine the effect of attitude on motivation, ask people to describe situations where they felt really good, and really bad, about their jobs.
• He found that people who felt good about their jobs gave very different responses from the people who felt bad.
• First, you have to fix the hygiene factors that are impacting satisfaction, then you have to address motivators.
• In most cases, motivators are the reason why people feel valued and stay.

TO RESOLVE DISSATISFIERS, YOU NEED TO ADDRESS THESE HYGIENE FACTORS:
• Fix poor, outdated, and obstructive company policies.
• Provide effective, supportive and non-intrusive supervision.
• Create and support a culture of respect and dignity for all team members.
• Ensure that wages are competitive.
• Build job status by providing meaningful work for all positions.
• Provide job security.
(All these actions help you eliminate job dissatisfaction in your organization. And there's no point trying to motivate people until the key issues are out of the way!)
TO CREATE CONDITIONS FOR JOB SATISFACTION YOU NEED TO ADDRESS THESE MOTIVATORS:

- Provide opportunities for achievement.
- Recognize people's contributions.
- Create work that is rewarding and that matches people's skills and abilities.
- Give as much responsibility to each team member as possible.
- Provide opportunities to advance in the company through internal promotions.
- Offer training and development opportunities, so that people can pursue the positions they want within the company.

HOW FACTORS WORK TOGETHER

ST. ANN’S RESEARCH STUDY ON NURSING ASSISTANT TURNOVER:

- A qualitative study using Herzberg's theory with interview questions about experiences and perceptions of turnover of nursing assistants.
- The study was voluntary, and participants were paid for their time.
- The interviews were taped, and the responses were written, as well as reviewed after the study was complete.
- Each participant had much to share, but three emerging themes resulted.
- Recommendations were made to improve the culture and retention.
- Further research was suggested at the end of the study.
Demographics-Study Participants

Study Results (Common Themes):
• Recognition was most important - 6 of 8 participants
• Respect was most important - 4 of 8 participants
• Teamwork was most important - 4 of 8 participants
• Respect was #1 in our seasoned study participants (48-50 years old)
• Teamwork was #1 in our younger study participants (26-38)

Changing the Culture-What Hygiene Factors Were Addressed?
• New staff evaluation/ “check in” process (similar to the GAPS process)
• Market analysis and pay increases
• Revised Employee Handbook/ Policy revisions
• New Charge Capture System
• New education system
• New electronic medical record
• Implementation of an advanced talent management/ HR/ Payroll system
CHANGING THE CULTURE - WHAT MOTIVATORS WERE ADDRESSED?

- Monthly staff meetings for the nursing department
- Crucial Conversations Monthly Chapter Review
- Formed a Unit Based Council
- Created a Preceptor Program
- Monthly staff appreciation events hosted by Leadership
- Leadership rotation in Dining Room
- Scholarship program for staff

MOTIVATORS (CONTINUED):

- CNA's involved in decision making.
- Leaders engaged in recruiting/interviewing their own staff for their departments.
- Shadowing for new aides before they accept the role.
- Incentives for Resident Assistants to become a CNA

WHAT HERZBERG TAUGHT US:

- The relationship between motivation and job satisfaction is not overly complex. The problem is that many employers look at hygiene factors as ways to motivate when, in fact, beyond the very short term, they do very little to motivate.
- Perhaps managers like to use this approach because they think people are more financially motivated than, perhaps, they are, or perhaps it just takes less effort to raise wages than it does to reevaluate company policy, and redesign jobs for maximum satisfaction.
- When you're seeking to motivate people, first eliminate factors about the company and the workplace that annoy them. Make sure they're treated fairly, and with respect.
- Once you've done this, look for ways to help people grow within their jobs; give them opportunities for achievement; and praise that achievement wherever you find it.
FUTURE RESEARCH:
- Extend the study to the Assisted Living nursing department to compare cultures, satisfiers, and dissatisfiers.
- Research in other departments in the organization who are struggling with turnover.
- Continue research after some time to compare satisfaction after new interventions have been in place (e.g. a longitudinal survey).
- Researching the culture is continuous- culture is impacted by internal and external factors, and leaders have to have the pulse of the organization on an ongoing basis!
REFERENCES


HCAM Wage and Turnover Report 2015-2016

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