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## Employees Matter

### Setting the Right Tone for Career Progression

Although there are some individuals who are perfectly happy with the status quo and complacency, it's probably safe to say that most healthcare professionals want to grow and prosper in their career. When employees strengthen their skills and advance their careers, everyone wins. Employees become happier and more passionate about their work, the organization retains valuable employees, and the level and quality of care patients receive is likely to increase. Indeed, having a culture where people can be assured that the right person will be hired or promoted for every position will lead to higher retention along with a happier, more stable healthcare organization.

So how exactly do you create such a culture and set that tone? Here are some ideas to put into action:

- **Make it known that tenure isn't everything.** Set the stage that career growth is available for everyone and that promotion is based on the person most qualified for a position, not necessarily on tenure.
- **Encourage staff to think beyond titles and salary.** When employees consider career advancement, ask them to think about these four questions:
  1. *Will they be happy?*
  2. *Will they grow?*
  3. *Will they learn?*
  4. *Will they make a difference?*

Advise them not to base career moves solely on moving up in the hierarchy or where they think they should go. If they are engaged and learning, the promotions almost always naturally follow.

- **Ask staff to update their resumes every 6 to 12 months.** An updated resume ensures employees are capturing their skills and accomplishments on paper. It's also a quick and convenient way for managers to review those skills and accomplishments as well.
- **Provide coaching and training opportunities.** Be open to assisting with educational opportunities beyond the scope of an employee's current position. Some organizations only provide reimbursement for courses that directly relate to an employee's current job—this can lead to missed opportunities and limit employee learning and potential. After all, if a caregiver or a dining room aide is interested in taking business courses, this person just might be the hidden star that can eventually become the best executive director the company has ever seen.

Lastly, make it known that staff can always talk openly and honestly with their leaders. It's critically important for employees to feel that they can come to their boss to discuss areas for opportunity and growth. Likewise, leaders need to be open and honest on their side. It's a leader's responsibility to steer employees toward the path that plays to their strengths and provide them with feedback and direction to address challenges and opportunities.

*"You are always stronger and more resourceful than you give yourself credit for."*  
—Rob Moore



## The Leading Edge

### Healthcare Themes that Ring True Throughout the Years

Trends in healthcare come and go, but some things remain constant. The chaotic and competitive landscape of staffing is one of those constants. To be sure, healthcare providers continually seek answers to address the growing physician shortage, manage regulatory upheaval, keep up with technology challenges, and tackle tight

nurse staffing levels.

Here's a look at the themes that remain true throughout the years:

- **Nurse retention is a necessity, not a nice to have.** According to a recent Medscape Nurse Career Satisfaction Report, 76 percent of RN's indicate that if they could choose their career all over again, they would still choose nursing. However, just because nurses are happy with their career choice, doesn't mean they will stay in a place where they aren't happy. Nearly 18 percent of new RN's resign from their first nursing job within the first year, and a third within two years. That level of turnover costs healthcare organizations on both the bottom line and in quality. As such, healthcare administrators should continue to use an all-hands-on-deck approach to identifying the issues within their workplace culture and making the necessary changes to retain valuable nursing staff.
- **Culture is critical.** Workplace culture is key to finding and attracting qualified staff. The mission, values, and beliefs of your organization has always played a critical role but is maybe more important than ever when it comes to recruitment and retention. Does your company culture need a refresh? Would potential candidates find your work environment invigorating or toxic?
- **Technical savvy staff will maintain an edge.** Technology has played a critical role in healthcare and will continue for the foreseeable future. As financial margins tighten, technology solutions are being looked at to streamline workflows, improve diagnostic methods, and improve communication and connectivity. Nursing professionals who can stay on top of the latest technologies while still delivering top-notch patient care will rise significantly higher than those who don't possess such technical savvy.
- **Strategic partnerships are a must.** In 2018, the Centers for Medicare & Medicaid Services (CMS) revealed changes to the Medicare Advantage program that helps seniors receive more in-home health services. The change includes an allowance for certain non-skilled in-home care services to be included as supplemental benefits. In the coming years, as these changes fully develop, the demand for home healthcare staffing should continue to increase across the board. Healthcare organizations that continue to seek strategic partnerships and staffing partners can help fill the gaps created by staff turnover while providing value to their bottom line.

*"Ambition is the path to success. Persistence is the vehicle you arrive in."*

*—Bill Bradley*



## News You Can Use

### Industry Leaders Warn of Negative Impact of Proposed Medicaid Funding Change

Healthcare provider groups and the National Governors Association (NGA) have made

recent public statements that a funding proposal by the Centers for Medicare & Medicaid Services (CMS) would have severely negative consequences for the nearly 75 million Americans who rely on the program.

In a statement, leaders from the American Health Care Association and the American Hospital Association said the proposed Medicaid Fiscal Accountability Regulation (MFAR) threatens funding and access to care. The leaders noted that enacting this proposed rule would cut up to \$50 billion nationally from the Medicaid program annually, further crippling Medicaid financing in many states and jeopardizing access to care for the 75 million Americans who rely on the program as their primary source of health coverage.

NGA leaders also said it has concerns that the proposed rule “would significantly curtail the longstanding flexibility states have to fund and pay for services in their Medicaid programs. In losing this flexibility, states may be unable to adequately fund their Medicaid programs, which could lead to unintended consequences that would negatively impact Medicaid beneficiaries across the country.”

Separately, in comments to CMS on the MFAR proposal, AHCA/NCAL said it opposed the draft plan based on several issues, led by the lack of proper technical vetting of the proposal. They noted that the CMS must first have data to understand the impact of what it is proposing; what coming into compliance means; and how this will impact providers, states, and beneficiaries.

The AHCA/NCAL concluded that once those data have been collected and the agency understands the scope and scale of what it is proposing, only then should the agency proceed with implementation and compliance.

*“Better to remain silent and be thought a fool  
than to speak out and remove all doubt.”  
—Abraham Lincoln*



**Just For Fun**

## Conversations Heard around the Hospital

**Doctor:** What’s the condition of the boy who swallowed the quarter?

**Nurse:** No change yet.

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I felt super exhausted after giving blood. *It's such a draining procedure.*

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Did you know that statistically, 9 out of 10 injections are in vein?!

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**Patient:** My hair keeps falling out. What can you give me to keep it in?

**Doctor:** A shoebox.

Your nursing members need this program!



## Nurse Leadership Training

- Do you feel like you are chasing your tail?
- Do you feel like you are treading water and about to go under?
- Do you wake up to "Groundhog Day" everyday?
- Do sticky notes with problems from yesterday greet you at the door?
- Does it feel like someone put Miracle Grow on your to-do list?

If you have answered yes to three or more of the above questions, then ***this session is perfect for you!***

As a former C.N.A., Charge Nurse, Director of Nursing, and currently as an experienced Consultant in skilled nursing, Cheryl Boldt RN, LNHA, has "been there, done that", and learned the importance of **Executive Nursing Leadership!** Join her for a fun 3 days (can be customized to 2 days) of growth in your nursing leadership role!

This session is intended to give Nursing Leaders in long term care the personal and professional leadership guidance needed to support them in their roles as Directors of Nursing, Assistant Directors of Nursing, MDS /Case Managers, Unit Managers, Shift Supervisors, and Charge Nurses. This includes the methodology and personal skill growth needed to positively influence staff in all departments and roles. Nurses have a 24/7 leadership presence in skilled nursing, and make a significant difference in the lives of those

we serve.

***After completion of this training program, the participant/learner will be able to:***

- Differentiate and delineate Nursing Department roles and responsibilities
- Evaluate Nursing Leadership and Frontline Staffing Models for effectiveness
- Implement an Action Plan for improving Personal Leadership Skills
- Implement team-based Recruitment and Retention Strategies
- Identify and take action to eliminate time-wasters
- Teach Staff in all departments and all roles to effectively take on customer concerns
- Take Steps to improve the financial viability of the organization
- Implement strategies to prevent Return-to-Hospital and hospitalizations of all types
- Implement team-based communication and teaming systems
- Implement team-based strategies to manage and mitigate clinical risk
- Take a leading role in the implementation of a team-based Marketing and Sales effort to drive revenue
- Collaborate effectively with all facility disciplines to sustain regulatory compliance



**Cheryl Boldt, RN, LNHA**

Cheryl Boldt is an RN and Licensed Nursing Home Administrator who offers more than 45 years of nursing and healthcare leadership experience. She is an accomplished professional speaker and consultant with credibility in a variety of areas including Long Term Care, Post-Acute Care/Service in the SNF setting, staff recruitment and retention, customer satisfaction, compliance, team-based improvement, and leadership in all healthcare roles.

[Learn more about Cheryl](#)



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