

Assessment Tools

The Retention Specialist Program: Organizational Assessment Report Form

Description

This assessment form can be used to measure turnover rates and conduct cost-benefit analyses. The form includes questions about the facility, salaries and benefits of certified nursing assistants (CNAs), retention rates of CNAs, use of agency staff, efforts to improve retention and reasons CNAs leave the facility. Changes in facility indicators (such as turnover rates, absenteeism and temporary agency use) can be assessed over time. Facilities can conduct a cost-benefit analysis to measure the costs of implementing a program such as the retention specialist program and the economic benefits (i.e., monetary gains) attributed to the program.

How to Use this Tool

Long-term care providers can use the form to assess their organization's turnover rates and conduct a cost-benefit analysis when implementing a retention specialist program or a similar program to retain employees. In the retention specialist program, a current staff person is trained in retention strategies and provides the expertise and ongoing support to systematically address problems of low job satisfaction and resulting turnover.

Grantee

Cornell University, Cornell Institute for Translational Research on Aging

How to Obtain this Tool

Visit www.bjbc.org.

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North Carolina New Organizational Vision Award (NC NOVA) Provider Readiness Assessment Tool

Description

The provider readiness assessment tool survey is designed to assist nursing homes, adult care homes and home care agencies with examining/assessing areas of strength versus areas needing more attention with respect to the major domain areas for NC NOVA. NC NOVA is a special state licensure designation that rewards providers who have implemented practices that have improved their workforce. The survey helps organizations assess their workforce practices and capacity for change. This information can help an organization strengthen those areas and prepare for NC NOVA application and review. It also can serve as a benchmark for how an organization is doing on workforce issues and allow it to track changes over time to assess improvement.

This survey should be completed by all levels of the nursing staff, including frontline workers, charge nurses, directors of nursing and administrators as appropriate, depending on care setting. This will help to identify areas in which various levels of staff differ in their perceptions and attitudes of the organization and the workforce practices. A lack of agreement among these perceptions and attitudes is one indication of a domain/criteria needing increased attention. Completion of this tool does not guarantee an organization will achieve NC NOVA designation.

How to Use this Tool

NC NOVA applicants can use this survey to determine the areas that need more attention in preparation for meeting NC NOVA criteria. Long-term care providers in general can use the tool to assess their workforce practices and capacity for change.

Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

How to Obtain this Tool

Visit www.ncnova.org.

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Staff Assessment Tool: Person-Directed Care

Description

This tested tool assesses the person-centered and person-directed care practices and perceptions of long-term care staff. The survey questions focus on five dimensions of person-directed care: personhood, knowing the person, autonomy/choice, comfort and relating to others. Another set of questions address organizational and physical environments that support person-directed care practices. The tool is a step toward operationalizing the concepts of person-directed care.

How to Use this Tool

Aging services providers can use this tool to evaluate how well their staff is meeting person-directed care goals. The survey can measure more directly the attitudes and perceptions of staff toward person-directed care and provide feedback on whether true person-directed care is being practiced. It also can help gauge how well the concepts of person-directed care have been internalized. The survey itself can serve to educate staff about what person-directed care looks like and provide guidance to providers who want to change practice.

Grantee

Oregon Works!, Oregon State Demonstration Project

How to Obtain this Tool

Visit www.bjbc.org.

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Organizational Culture Inventory

Description

The Organizational Culture Inventory (OCI), developed by Human Synergistic International for BJBC - Pennsylvania, can be used to measure the organizational culture experienced by direct care workers before team-building interventions are introduced. The OCI helps to determine an organization's capacity to solve problems, adapt to change and perform effectively. The survey itself takes 20 minutes to complete in a paper, online or combination format.

How to Use this Tool

Long-term care providers, government agencies, healthcare and other professional organizations can use the OCI to validate the need for organizational change, plan and monitor organizational development programs and support programs that increase staff engagement, organizational learning, quality and reliability and/or customer service.

Grantee

Center for Advocacy for the Rights and Interests of the Elderly (CARIE), Pennsylvania State Demonstration Project

How to Obtain this Tool

Order from Human Synergistic International at www.humansynergistics.com/products/oci.aspx.

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Online Turnover Calculations

Description

This tool allows long-term care administrators and managers to calculate their staff turnover rate.

How to Use this Tool

Long-term care providers can use this tool periodically to record turnover in order to assess changes that might be related to workforce interventions.

Grantee

University of North Carolina

How to Obtain this Tool

Visit www.aging.unc.edu/research/winastepup/calculators/index.html.

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Personal Care Attendant Standards, Critical Tasks and Performance Indicators

Description

This assessment tool is designed to determine if a direct care worker has the essential knowledge to meet the minimum standards and the ability to do the critical tasks. The tool involves identification of critical tasks, performance indicators and evidences. The assessments fall into four major topic areas: providing care, developing caregivers, providing safety and building relationships. The goal is that the candidate can demonstrate or apply the necessary knowledge to a scenario and use standards to build a portfolio. The tool was developed from the research-based “CareWell” curriculum. (see p.19)

How to Use this Tool

Experienced direct care supervisors and instructors can use the assessment to determine if a candidate has demonstrated a core skill to meet the standards or minimum level of applied knowledge expected of a direct care worker.

Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

How to Obtain this Tool

Visit www.bjbc.org.

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Nursing Home Gold Star Employer Workbook

Description

The Gold Star Employer Program is designed to recognize nursing homes that employ best practices for recruitment and retention of caregivers, particularly direct care staff. The quality improvement model is based on research of effective practice and involves the formation of work teams, assessment of need, goal setting, documentation and submission to a member council. The best practices were identified in seven different areas: staff recruitment, orientation, staffing levels and work hours, professional development and advancement, supervision training and practices, team approaches and staff recognition and support. The workbook includes the following information for nursing homes interested in applying for the Gold Star Program:

- ◆ Application process
- ◆ Gold Star application kit, including instructions and tools a nursing home can use to assess its current practices in each of the best practices categories and planning charts for specific best practices the nursing home plans to develop
- ◆ Documentation forms for the steps taken, and achievement of goals and agency data
- ◆ Examples of best practice work plans
- ◆ Application review process

How to Use this Tool

The Gold Star Program can be a model for establishing a recognition program in nursing homes that employ best practices to recruit and retain caregivers. Nursing homes can take the self-assessment to determine areas that need improvement.

Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

How to Obtain this Tool/Contact

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Vermont Assembly of Home Health Agencies Gold Star: Excellence in Home Care Award Workbook

Description

The Gold Star Program is designed to recognize home health agencies that employ best practices for recruitment and retention of caregivers, particularly direct care staff. The quality improvement model is based on research of effective practice and involves the formation of work teams, assessment of need, goal setting, documentation and submission to a member council. The best practices were identified in seven different areas: staff recruitment, orientation, staffing levels and work hours, professional development and advancement, supervision training and practices, team approaches and staff recognition and support. The workbook includes the following information for home health agencies interested in applying for the Gold Star Program:

- ◆ Application process
- ◆ Gold Star application kit, including instructions and tools a home health agency can use to assess its current practices in each of the best practices categories and planning charts for specific best practices the home health agency plans to develop
- ◆ Documentation forms for the steps taken, and achievement of goals and agency data
- ◆ Examples of best practice work plans
- ◆ Application review process

How to Use this Tool

The Gold Star Program can be a model for establishing a recognition program in home health agencies that employ best practices to recruit and retain caregivers. Home health agencies can take the self-assessment to determine areas that need improvement.

Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

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Achieving Staff Stability: Using Data-Driven Decisions to Re-Examine Industry Norms

Description

This case study shows how one nursing home changed its fiscal and managerial practices to achieve staff stability. The nursing home used an analytic process to guide its examination, which spurred the home to institute new approaches that led to positive results. B&F Consulting worked with turnover data to design targeted retention strategies. The techniques were brought, tested and modified in the Centers for Medicare and Medicaid Services-funded pilot “Improving the Nursing Home Culture.” The lessons from the case study and methods used have universal applicability. The report includes a guide for re-creating this process and conducting an analysis, and a “live” spreadsheet long-term providers can use to input their own data.

B&F Consulting has developed a new tool, Staff Stability Toolkit, based on this case study, to assist providers getting started on reducing turnover, as well as employers already addressing recruitment and retention who need further assistance in a specific area. The toolkit can be obtained from Quality Partners of Rhode Island.

How to Use this Tool

Nursing home leaders can use the process and tools in this report to identify and address the underlying causes of staff instability in their own organizations.

Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

How to Obtain this Tool

Visit www.bjbc.org

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