**Topic Area: RECRUITMENT AND RETENTION**

*Visit the* [*HQIN Resource Center*](https://hqin.org/resource/action-plan-templates/) *to access additional action plan templates on topics including infection control, vaccination and hand hygiene.*

**Conduct Root Cause Analyses for Each Identified Gap or Opportunity:**

* Determine contributing factors, events, system issues and processes involved
* Utilize RCA tools as appropriate (e.g., [5 Whys Worksheet](https://hqin.org/resource/five-whys-worksheet/), [QAPI Fishbone Diagram](https://hqin.org/resource/qapi-fishbone-diagram/), Cause & Effect Diagram)
* Conduct a [Plan-Do-Study-Act (PDSA)](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhqin.org%2Fwp-content%2Fuploads%2F2021%2F03%2FPDSA-Worksheet-508.pdf&data=05%7C01%7Clfinch%40hqi.solutions%7C62686d1b484f4cbb5aee08dbf123fc86%7Cd2798d0f9fe24eacbdf166c9890342c9%7C0%7C0%7C638368909098562408%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=9PuwxE9Onb6eeea7k3%2F1l1pedMpNVeGv7F04o%2F7XkTM%3D&reserved=0) to test intervention, review results and adjust actions needed

**Identify Infection Prevention and Control Gaps & Areas of Opportunity:**

* [CDC’s Infection Control Assessment and Response (ICAR) Tool for General Infection Prevention and Control (IPC) Across Settings](https://www.cdc.gov/hai/prevent/infection-control-assessment-tools.html)
* Review previous survey findings, federal and state regulations and CDC updates for long-term care facilities
* Check [CMS Quality Safety & Oversight (QSO) memos](https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/SurveyCertificationGenInfo/Policy-and-Memos-to-States-and-Regions)

The sample RCA, actions, interventions, best practices and metrics illustrated here to address identified infection prevention areas of opportunity are solely intended as example guidance. Your team should perform an infection prevention gap analysis/risk assessment and build a customized action plan to best meet the needs of your specific organization and community.

**1**

|  |
| --- |
| **Area of Opportunity**  |
| Staff turnover rate of \_\_\_\_\_\_ |
| **Root Cause Analysis** **(specify each root cause and address each within the action plan)** |
|  |
|  |
|  |
|  |
|  |
| **S.M.A.R.T. Goal: (Specific, Measurable, Achievable, Relevant, Time-based)** |
| Achieve a staff turnover rate of \_\_\_\_\_\_ by [SPECIFIC DATE] |

**2**

| **Project Start/Completion Date** | **Specific Actions & Interventions** | **Person/Team Responsible***\*Include QAPI Committee* | **Ongoing Monitoring & Surveillance** | **Resources & Additional Comments** |
| --- | --- | --- | --- | --- |
|  | * Determine baseline staff turnover rate
 | Human Resources or designee**3** | Monthly or as needed | * Monthly Turnover Rate % formula
	+ Determine the number of employees who left in the time period
	+ Divide that number by the average number of employees in the time period
	+ Multiply this number by 100
* [Employee Turnover Rate Calculator | CFI](https://corporatefinanceinstitute.com/resources/management/employee-turnover-rate/)
 |
|  | * Conduct a competitive wage analysis
* Review current employee and new hire wages and update as needed
* Review current sign on, referral, attendance and annual bonus programs and update as needed
 | Human Resources or designee | Monthly or as needed | * [Paying Employees: How to Do a Salary Competitive Analysis | U.S. Chamber of Commerce](https://www.uschamber.com/co/run/human-resources/salary-competitive-analysis)
 |
|  | * Establish a recruitment, retention and recognition committee consisting of interdisciplinary team members, including administration, DON, HR, clinical educator and a representative from each department (i.e., nursing, dietary, etc.)
 | Administrator | Meet weekly | * Discuss open positions, overtime hours, agency usage, orientation hours scheduled, applicant flow, # in hiring process and # of terminations
* Discuss recruitment, retention and recognition strategies
* [Recruitment, Retention & Recognition Committee Meeting Template | HQIN](https://hqin.org/wp-content/uploads/2023/02/Recruitment-Retention-Recognition-Committee-Meeting-Template.docx)
 |
| **4** | * Utilize an applicant tracking system to assist with efficiently processing inquiries and applications from prospective new hires
* Use social media platforms to reach prospective applicants; research content strategies and recommendations for effectively using social media
* Review current job postings on social media platforms, the Internet and local advertising
* Ensure in-house openings are posted for all current, interested employees
* Arrange a job fair and/or open house for prospective employees
* Identify local schools (university, vocational technical) to partner with and build and sustain relationships with (clinical site, job placement, guest speaker, graduation ceremony participant, etc.)
 | Human Resources or designee | Weekly or as needed | * [What to Look for in an Applicant Tracking System | HQIN](https://hqin.org/wp-content/uploads/2024/03/ATS-Guidelines.pdf)
* [Social Media Guidelines: LinkedIn, Facebook and Instagram | HQIN](https://hqin.org/wp-content/uploads/2024/03/Social-Media-Guidelines.pdf)
* [Recruitment Quick Tip | Institute for Healthcare I](https://www.ihi.org/Topics/COVID-19/Documents/Recruitment%20Quick%20Tip.pdf)mprovement
* [Resources Archive (one-pagers, research, earned media templates) | Careers in Caring](https://careersincare.org/resources/)
 |
| **5** | * Review applications and respond timely to applicants
* Ensure receptionist has access to applications and knows current job openings
* Train receptionist to respond to walk-in applicants, including who to contact when applicants arrive
* Invite applicants to tour the facility and interview with a supervisor

**5** | Human Resources or designee | Daily or as applicable | * [50 Best Interview Questions to Ask Candidates | Teambuilding.com](https://teambuilding.com/blog/interview-questions)
* [15 Interview Questions that Help You Hire for Cultural Fit | Planetree](https://resources.planetree.org/wp-content/uploads/2018/08/Hiring-for-Fit-Behavioral-Interview-Questions.pdf)
 |
|  | * Ensure job descriptions are in place and orientation checklists are completed
* Provide job-specific training on the floor while paired with a designated staff member to ensure consistent training
* Arrange regular meetings with new staff and leadership to ensure employee needs and expectations are addressed
 | Human Resources, Department Managers, Educator | Weekly or as needed | * [NIOSH Fact Sheet: The Buddy System | CDC](https://www.cdc.gov/vhf/ebola/pdf/buddy-system.pdf)
* [Tip Sheet: Consistent Assignment | Pioneer Network](https://www.pioneernetwork.net/wp-content/uploads/2016/10/Consistent-Assignment-Tip-Sheet.pdf)
 |
|  | * Promote educational opportunities including in-service sessions and trainings
 | Human Resources or designee | As applicable | * [Training Sign-in Sheet Template | HQIN](https://hqin.org/wp-content/uploads/2023/02/Training-Sign-In-Sheet.docx)
* [Best Practices Pocket Cards | HQIN](https://hqin.org/resource/infection-prevention-pocket-cards/)
* [Targeted COVID-19 Training for](https://qsep.cms.gov/welcome.aspx) Nursing Homes [Note: This training requires logging in to the Quality, Safety & Education Portal (QSEP)]
 |
|  | * Conduct employee survey for each new hire after 1 week, 30 days and 90 days of employment
* Conduct employee survey for each employee annually

**6*** Conduct exit interview surveys when staff leaves and track responses to adjust/make changes where necessary
* Analyze employee survey results and follow-up on findings
 | Human Resources or designee | As applicable | * [Employee Satisfaction Survey | CMS](https://www.cms.gov/files/zip/cmprp-toolkit-2-employee-satisfaction-survey.zip)
* [Guide to Improving Nursing Home Employee Satisfaction | CMS](https://www.cms.gov/files/document/cmprp-toolkit-3-guide-staff-satisfaction.pdf) (See pages 47-57 for action plan interventions)
 |
|  | * Consider conducting regular staff focus group meetings to hear/identify concerns, ask for ideas on solutions, identify actions necessary for improvement and update staff on company and facility updates
 | Administrator | Monthly and as needed | * [Caring Messages Applicable During the COVID-19 Pandemic | Planetree](https://resources.planetree.org/wp-content/uploads/2020/04/Caring-Communication-COVID-19.pdf)
 |
|  | * Perform timely 90-day and annual performance review for each employee

**7** | Department Supervisors | Annually and as needed | * [Employee Evaluation Forms | Indeed](https://www.indeed.com/career-advice/career-development/employee-evaluation-form)
 |
|  | * Provide recognition and incentives to staff
	+ Annual year of service recognition
	+ Peer-to-peer recognition
 | Human Resources or designee | Weekly or as applicable | * [Nurse Retention Toolkit | HCPro](https://hcmarketplace.com/media/browse/6551_browse.pdf)
* [Staff Recognition Ideas | HQIN](https://hqin.org/wp-content/uploads/2023/02/Staff-Recognition-Ideas.pdf)
* [Healthcare National Awareness Days & Recognition Dates | C.A. Short](https://www.cashort.com/blog/2022-healthcare-awareness-recognition-calendar)
 |
|  | * Report findings at QAPI meeting
 | QAPI Team | Quarterly or as needed | * [QAPI At a Glance: A Step by Step Guide to Implementing Quality Assurance and Performance Improvement (QAPI) in Your Nursing Home](https://www.cms.gov/medicare/provider-enrollment-and-certification/qapi/downloads/qapiataglance.pdf) | CMS
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**8**

**8**

This material was prepared by Health Quality Innovators (HQI), a Quality Innovation Network-Quality Improvement Organization (QIN-QIO) under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services (HHS). Views expressed in this material do not necessarily reflect the official views or policy of CMS or HHS, and any reference to a specific product or entity herein does not constitute endorsement of that product or entity by CMS or HHS. 12SOW/HQI/QIN-QIO-0781-05/06/24