



# Operation Uplift™ Team Charter

*A Comprehensive Initiative to  
Appreciate, Nurture and Support  
our Caregiver Heroes.*

## Retention Best Practices

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## Retention Quick Hits

### **Attendance Award**

Drawing for attendance award monthly: \$50.00 gift card.

### **Tracking COVID-19 Hours**

Track all hours worked for COVID-19 on ICS 252 form. All staff that have submitted COVID-19 hours on the form received an additional amount of \$/hr for all work March 2020-December 2020 (retention)

### **CEO Bragging**

CEO tells a staff member something specific the manager has reported about the staff member in relation to patient or peer service.

## Employee of the Month Program

1. Nominations may be completed by anyone (patient, physicians, co-workers, department managers, and directors). Directors are not eligible for the Employee of the Month program.
2. Nominations should be filled out within six months of the event date.
3. Nomination forms should be completed when:
  - An employee has provided exceptional external or internal customer service by thinking “outside the box” to ensure efficient, prompt, and courteous service.
  - An employee has made a sufficient Performance Improvement contribution. This could be an idea that resulted in cost savings, efficiency in a process or procedure, streamlining a new process or perfecting an old one.
  - An employee who not only gave exceptional customer service, but also went above and beyond the call of duty which deeply affected one or more persons.
4. Ballot boxes, along with nomination forms are located at the front desk and next to the main time clock.
5. The Employee of the Month will be selected from the nomination forms completed and submitted throughout the previous month. Name and signature of the person doing the nominating is required (nameless nominations will be discarded). All nominations will be collected by noon on the fourth Monday of each month.
6. The Personnel Committee will be selecting the Employee of the Month from the second page of the form. All decisions made by the Personnel Committee are final.
7. Employees of the Month will receive the following benefits in honor of a job well done:
  - Personal congratulations by Mike Trachta and the Prize Patrol
  - Announcement in The Pulse and Waverly newspapers
  - Photo and information on WHC’s website
  - Photo on the dining room wall
  - Reserved parking space for the month
  - Certificate of Congratulations
  - Four hours of earned time
  - \$10 dining room gift certificate
  - \$10 Gift garden gift certificate
  - \$10 massage gift certificate
  - \$10 health promotion gift certificate
  - Engraved performance award to be presented at the annual Employee Awards Banquet in November

Source: Waverly Health Center

## Employee Recognition Program

### Purpose

To formally recognize employees of Betsy Johnson Regional Hospital on a regular basis for deeds outstanding, as defined in the policy.

### Policy

Everyone likes to be recognized for a job well done. As a group and individually; Betsy Johnson Regional Hospital would like to show its employees appreciation for the jobs they do, especially when our employees take the initiative to serve our patients, each other, and our community better and more responsively. The program intends to recognize those who Go the Extra Mile, or GEMs. Through this program we hope to improve customer service behaviors, reinforce and reward employees who exhibit excellent customer service, and to encourage employees and customers to watch for and nominate individuals who demonstrate and perform kind deeds throughout the hospital.

### Procedure

#### A. Selection

Employees will be selected for these awards by their peers. Each month, the Employee Council will determine which employee will be chosen as Gem of the Month from the nominations received. At the end of the year, an Employee of the Year will be chosen from the 12 GEMs. The manager for each of these employees will be asked to complete a questionnaire as to why their employee should be Employee of the Year, and this will be combined with the original nomination on the ballot. The Employee of the Year will be selected by closed ballot by the Employee Council.

#### B. Nomination Process

The GEM Recognition Program is designed to recognize and reward employees who go above and beyond their normal job requirements and represent the values adopted by Betsy Johnson Regional Hospital. Fellow employees, patients, visitors, and physicians may nominate employees. You will find the nomination forms at the Employee Recognition stations by the time clock on the first floor, by the elevators on the 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> floors, and in the ED, Medical Imaging, and Rehab Center waiting rooms. Any deviation from this policy requires the approval of the Betsy Johnson Regional Hospital President or the Human Resources Director in the absence of the President.

Other stations may be added as needed. The Employee Council Recognition Chairman will remove the nomination cards from the boxes each month, and type up the ballots to be voted on at the next Employee Council meeting.

*Source: Betsy Johnson Regional Hospital*

## Employee Recognition Program

### C. Criteria

The nominees for any award must meet all normal work standards for their particular job. Each nominee must also meet the following criteria in order to receive an award:

1. Compassion and genuine concern for patients, families, co-workers and others.
2. Loyalty to the mission of Betsy Johnson Regional Hospital.
3. Cooperation and willingness to help others and be a team player.
4. Ability to merit the respect and admiration of employees throughout Betsy Johnson Regional Hospital.
5. Ability to demonstrate a positive attitude and demeanor.
6. Meaningful contributions to patients and/or employees through his/her own performance.
7. Exemplify a positive role model.
8. Gem nominees will come from those who:
  - a. Have management approval.
  - b. Have not received a GEM award within the calendar year.

The nominee with the most votes will receive the GEM of the Month award. Ballots will only be considered if the nominator's name is completed. This is in case the reason for nomination is unclear, and follow up is required.

### D. Explanation of Reward Levels and Recognition

The new GEM of the Month recognition program gives employees both rewards for a job well done and recognition by management and their peers. As we recognize those employees who demonstrate the values we want to thrive in our organization, these employees serve as leaders, setting the example for others. By shining the spotlight on these employees, we show our confidence in the job you do.

GEM of the Month award winners receive the following rewards:

1. Recognition on the Employee Council Communication Station.
2. Recognition at an annual employee awards event.
3. A designated parking space in the employee parking lot for one month.
4. \$50 gift card.
5. A party to be held in the employee's work environment (breakfast).

Employee of the Year winners receive:

1. Recognition in the Employee Newsletter.
2. Recognition at the annual Employee Awards Banquet.
3. \$350 gift certificate.
4. Two paid days off.
5. A designated parking space in the employee parking lot for one year.
6. A plaque.

Source: Betsy Johnson Regional Hospital

## Going the Extra Mile

A peer review or peer-to-peer employee recognition opportunity that rewards unique and exceptional acts of customer service. For the purposes of this reward program, “customer” includes co-workers, patients, visitors, and volunteers of PVH.

### Process

1. Employees complete a nomination form for the peer or co-worker who performed the exceptional customer service.
2. Nominations are due on the first day of each month, and will be reviewed by the PVH administration team at their next meeting.
3. Copies of all eligible nominations will be forwarded to the Board of Directors.
4. The Board of Directors will vote to award \$100 to a single employee as the one “Extra Mile” for each month there is an eligible nomination. The Board may choose not to award \$100 in any given month if the nominations do not meet their criteria.
5. The employee who nominated his/her peer for the winning nomination will receive \$25.
6. The winning employee’s photo, his/her story, and a quote from the nomination form will be drafted as a news release for the *Lincoln News*, included in the employee *Heartbeat* newsletter, posted to the website, and other communication tools.
7. Every December, the Board of Directors will choose one from the previous 12 months’ winners to receive a \$500 award as an annual recognition of the most compelling “Extra Mile” nomination or story. The employee who nominated the annual winner will receive \$100. Both awards will be highlighted as part of the PVH Annual Meeting.

### Criteria

The nomination form must be completed by the first of the month, but maybe for acts of caring within the last 60 days. The nomination form must include how the act of caring made a difference to co-workers, the organization, PVH patients, or the public. PVH employees are eligible to participate; volunteers, vendors, patients, and other non employee nominations will not be considered. Anonymous nominations will not be considered. Self and group nominations will also not receive consideration

Unique accomplishments or customer service actions should support the mission and vision of Penobscot Valley Hospital. Questions for consideration at both PVH administration and board level discussions may include but are not limited to the following:

- What's the action above and beyond the employees regular duties?
- Was the action within their regular assigned duties but performed in an exceptional manner? (Unusual attention to details, following up, giving the customer extra helpful information or instructions, etc.)
- Who initiated the action? Greater weight should be considered for self initiated actions.
- Did the employee suffer any inconvenience in order to perform the action, such as staying after normal hours or postponing leave?
- How many people recommended the award? The award is not an elective process; however, multiple nominations may be considered to indicate peer agreement.
- Is there any other documentation or evidence to support the exceptional nature of the act? (letters from patients, thank you cards, etc.)

Source: Penobscot Valley Hospital



**Penobscot Valley Hospital peer to peer recognition for exceptional customer service**



Today's Date: \_\_\_\_\_ Your Name: \_\_\_\_\_

Name of Nominee: \_\_\_\_\_

Briefly describe the act of going beyond the call of duty, providing exceptional customer service, or the unique act of caring for a PVH peer, patient, or visitor:

How did the service make a difference to you, co-workers, patients, or the public?

**All Extra Mile nominations are due on the first of the month and can be returned to the CEO's office.**

*Source: Penobscot Valley Hospital*



## Awards & Recognition

### Policy

Recognizing and reinforcing the above and beyond achievements and contributions of employees provides numerous benefits to employees and the organization including improving customer service behaviors, reinforcing and rewarding employees who go above and beyond, etc. Our goal is to make all employees feel like their contribution to the facility is important and that they do a good job. We encourage employees and customers to watch for and nominate individuals who demonstrate and perform above and beyond, because they are STARS.

### Procedure

#### A. Nomination Process

When an employee, patient, resident, or family member sees someone going “Above and Beyond” their normal job duties, they can complete a 3 x 5 card to nominate an employee for a STAR. The following information should be on the card: date written; name of employee being recognized; and describe the situation or task, action of staff member, or result. Put the card on the STAR bulletin board at their facility. Boards are located: Hospital – north hallway, Convalescent Home – dining room, Home Health – break room.

#### B. Selection

An appointed team member will collect the STARS off of the board monthly to be reviewed by the Awards and Recognition team. If it is a true STAR it will be placed back on the board for 30 days. If it is a Thank You it will be given to the employee. When the STAR is removed the original will be given to the department head to give to the employee. A copy should be kept by the department head for review when the employee’s evaluation is due. STARS will be read aloud in staff meetings after they have been posted on the bulletin board for one month.

If you need a 3 x 5 card and cannot find one, contact one of the team members: \_\_\_\_\_

#### C. Cumulative STAR Awards

It is the Awards and Recognition Team’s responsibility to tally the STARS given out and turn the results in to the Administrative Assistant upon reaching the appropriate STAR level, as listed below:

- 5 STARS - STAR pin is awarded. You and your spouse will be invited to dinner with the Hospital Board at their next meeting where the pin will be presented.
- 10 STARS - \$20 Share Bucks is awarded. You and your spouse will be invited to dinner with the Hospital Board at their next meeting where the pin will be presented.
- 15 STARS - \$20 Chamber Bucks is awarded. You and your spouse will be invited to dinner with the Hospital Board at their next meeting where the pin will be presented.

Source: Share Medical Center

### *Awards & Recognition (cont'd)*

#### STAR Program

- Nominate someone to receive a star on 3x5 card
- Post nomination on bulletin boards
- Employee, patient, resident, or family member can nominate
- Nomination will be reviewed and a star will be placed on the board

#### Congratulation Cards

- Cards sent out to employees that pass:
  - CAN, CMA certification
  - LPN boards
  - RN boards

#### Service Awards

- 1, 5, 10, 15 years of full time or part time service
  - Pin
- 20, 25 years of full time or part time service
  - Pin, or gift from catalogue
- 30, 35, 40+ years of full time or part time service
  - Pin, or gift from catalogue
  - 2 days extra PTO per year
  - \$300 special monetary award

#### Retirement/Departure Gifts

- If you leave SMC after 5 years of service in good standing, receive \$20 per year if full time of \$10 per year if part time (after 25 years, \$1000 cash award)
- Reception, or a flower arrangement sent to your home
- Certificate

*Source: Share Medical Center*

## Various Awards Descriptions

### **STAR Employee of the Month**

Chosen by: Medical staff

Frequency: Monthly

Criteria: Seen as an asset by the medical staff

Recognition/Award: STAR pin, recognition at medical staff meeting

### **Zorro Award**

Chosen by: Anonymous physician

Frequency: Randomly

Criteria: Friendly, courteous, positive and helpful

Recognition/Award: Letter of appreciation from Dr. Zorro, \$100 cash

### **Beacon of Light Award**

Chosen by: Anyone can nominate, then Beacon of Light Team review process

Frequency: As often as appropriate nominations come in; can be daily

Criteria: Going above and beyond the call of duty

Recognition/Award: Beacon of Light pin

### **Employee of the Month**

Chosen by: Nominated by peers, chosen by the Service Excellence Council

Frequency: Monthly

Criteria: Above and beyond behavior

Recognition/Award: Appreciation letter, photo session, lunch with Administrator, parking space for the month, \$150

### **Employee of the Year**

Chosen by: Voting by all employees, chosen from the 12 Employees of the Month

Frequency: Annually

Criteria: Above and beyond behavior

Recognition/Award: Plaque, recognition at the Employee Service Awards Banquet, Parking space for 1 year, \$350

### **Department Manager of the Year**

Chosen by: Nominated by peers, reviewed by Senior Administrative Staff, then voted on by all Department Managers

Frequency: Annually

Criteria: Above and beyond behavior

Recognition/Award: Plaque, recognition at the Employee Service Awards Banquet, Parking space for 1 year, \$350

### **Departmental Recognition**

Almost every department inside AMMC has an avenue to recognize employees at the department level. These are in the form of “Good Job” boxes, “Attaboy” boxes, Kudos books, “Thank You” boxes, etc. Each department recognizes these employees in their own unique way. Note: anyone can add to these boxes, so if someone is helpful to you, pitch in your comments!

Source: Arkansas Methodist Medical Center

### 3 Subtle Signs You Need to Revisit Your Employee Retention Strategy

The average American will hold 11.3 jobs during their working years, which means it is more important than ever to re-evaluate employee retention strategies. Your employees won't stay at your company for years just because you offer free lunch or great health benefits. Retention doesn't just happen, it is something you constantly need to evaluate and tweak.

The cost of losing a mid-level employee is as much as 150% of his or her annual salary. Think about it: you have the costs of hiring a new person, on-boarding that person, and losing productivity and engagement for that period of time. Not to mention all the knowledge and expertise you lose when a seasoned employee leaves.

If you worry about your employees sticking around, you need to make changes fast. There is no time to wait and see if employees actually start leaving, because once they do, it will be even harder to recover.

Here are three subtle signs that your employee retention strategy may be lacking:

1. **Employees don't care about the details:** Employees who are the most passionate and engaged ask about the details. When an exciting project comes up, they will ask many questions, like "What little things do we need to accomplish to make this work?" or "Can I take on more responsibility to help complete this project?" They challenge themselves to think strategically and make the effort to go above and beyond. Employees who aren't interested in your company for the long run aren't going to push themselves and instead do the bare minimum to get by.
2. **Lack of feedback from managers:** Retention strategies aren't only about making sure employees are happy and engaged. It's also about ensuring active participation from managers. Employees want to learn new skills, hear feedback on their current work, and ask questions to experienced colleagues. If managers aren't taking the time to develop their employees, they won't feel valued and appreciated, and will crave new opportunities where they can grow.
3. **Office camaraderie isn't flourishing:** Employees don't need to be BFFs with their colleagues, but a healthy organizational culture is one where employees collaborate well and enjoy spending 40 hours a week together. Poor cultural fit is one of the most common reasons people leave. To set your strategy up for success, you need to re-evaluate your interview process, making sure candidates talk with different colleagues and are asked well thought-out questions. Improving retention starts at the beginning with making sure you bring on the right person.

Turnover is costly to your business and can also damage morale with remaining employees. You need to be aware and attuned to the signs of your employees to course-correct before they leave. If you can recognize the warning signs, you can fix your employee retention strategy before they're out the door.

Source: [tinypulse.com](http://tinypulse.com). Written by Laura Troyani

## 5 Actionable Employee Retention Strategies

The United States has an employee turnover rate of 13%, which is the 5th highest turnover rate in the world. Canada's rate of 16 per cent sits above that of the United States, making it the 4th highest globally. While American and Canadian governments stress the importance of cultivating work environments that promote long-term employment, it is evident that many companies still fail to implement effective employee retention strategies.

The top cited reasons behind employee turnover include a lack of opportunity to advance within a company (45 per cent), dissatisfaction with senior management (41 per cent), and the work environment (36 per cent). An effective employee retention strategy would work to eliminate the factors in these spheres that motivate employees to seek employment elsewhere.

### Why Are Employee Retention Strategies Important?

#### Adverse Effects of Poor Employee Retention

While it should always be a central aim for organizations to keep their employees engaged and active in the workforce, high employee turnover has more detrimental effects than a loss in morale. In fact, high turnover rates can end up being extremely costly for organizations. The cost for the replacement of an employee varies across different industries and organizations, but it is common for an employer to have to pay double an employee's salary for replacement after they quit.

Unfortunately, the consequences of poorly managed employee retention go further than the annual budget. Other detrimental effects include:

- **Loss of Company Knowledge:** When an employee leaves a company, they take with them instrumental knowledge about the company itself, including customer information, status on current projects, and so on. When the turnover rate is high, the amount of people no longer in the workforce who have a detailed understanding about the functioning of the organization increases regularly.
- **Interruption of Customer Service:** Organizations that utilize employees skilled in customer service face the issue of the maintenance of client trust. Customers and clients choose to stay in partnerships with organizations largely due to the nature of the relationship with the employees they interact with. With high turnover rates, the time required to develop trusting relationships with clients eats into time that could be spent strengthening existing relationships and furthering the goals of the organization.
- **Regaining Efficiency:** The time and resources required to hire anew and train a new employee is not lost on managers anywhere. Not only is the process generally expensive, but it leads to a temporary loss in overall efficiency, because resources and the efforts of several existing employees are exhausted on rebuilding a space for the new employee.

When a company implements a program that prioritizes consistent and effective employee retention strategies, it ensures that valuable team members stay employed, it also works to balance and maintain job performance and productivity.

## 5 Actionable Employee Retention Strategies (cont'd)

### Actionable Employee Retention Strategies

There is no strict rulebook to follow when cultivating an employee retention plan in an organization, because employee retention varies significantly depending on the nature of the organization itself. However, there are general strategies you can follow that are guaranteed to keep valuable employees motivated to continue employment within your organization.

#### 1. Competitive Salary and Benefits

The role that salary and benefits play in an employee's satisfaction with their work-life is apparent. In fact, employees are most likely to cite their salary as the top reason for the dissatisfaction that ultimately leads to their decision to quit. This is tightly intertwined with career advancement opportunities employees feel they have, the quality and quantity of the benefits offered, and the job location and accessibility of the workplace.

For most individuals, certain financial stability will be a motivating factor to remain in a position. Further, health benefits and workplace insurance concerns function in a similar way, providing a sense of safety and comfort to employees while simultaneously being beneficial to them particularly when raising a family. Therefore, when constructing effective employee retention strategies, it is important to keep in mind what is offered by competitors in terms of salary and benefits. Titles and promises of engaging projects are typically not enough to attract employees, and to motivate them to stay. While challenge in one's role is important, it is security and stability that does the long-term work.

The importance of maintaining competitive wages seems like a no-brainer. However, this is a trap many employers fall into. Simply modifying salaries and benefits to remain competitive on the job market, while effective in providing a sense of security to the employee, can be a costly effort to make if it is the only employee retention strategy in place. It should instead work as a component of a larger, cost-effective, employee retention system.

#### 2. Effective Hiring

The character and competency of an employee play important roles in a hiring manager's decision. If a potential hire reads as a job-hopper/flight risk, or as someone who is not a good fit for the team or organization, it is vital not to pursue such a candidate as they will inevitably consume valuable time and costly resources expended in the hiring and training processes. However, the role of efficient hiring in effective employee retention goes further than being a good judge of character.

Transparency in the hiring process is key. Employers should never look to bait potential hires with unrealistic job descriptions and expectations. Clearly outlining what is expected at the beginning of the process drastically reduces the potential of a new employee's early exit.

New hires are likely to feel more comfortable and confident in staying in a position if they are well-informed beginning at the very start of the hiring process. A communicative onboarding experience for a new hire builds a foundation of positivity and security in the new job.

## 5 Actionable Employee Retention Strategies (cont'd)

### 3. Be Mindful of the Well-Being of the Employee

The balance of work and personal life needs to be healthy for employees to feel secure and comfortable in their position. If an employee feels as though most of their waking life is spent working, and they barely have time for anything else, they blame the employer for thrusting that imbalance upon them.

While a quick fix to issues of this nature may be to offer increased salaries, smaller businesses that cannot afford to remain competitive in their offered wages need to rely on a different strategy: alleviating the discomfort of the employee directly. In order to maintain consistent employee retention, it is the responsibility of the employer to remain aware of the frequent points of frustration faced by employees in their specific industry. This can be accomplished through consistent communication and employee check-in, either indirectly through surveys, or directly through explicit feedback and input.

Once an employer is in tune with the pain points of their employees, they can then work to alleviate the stressors accordingly by adjusting the demands placed on employees and the policies surrounding work culture and their professional expectations.

Good employers not only know how to address the complaints of their workforce but are also able to stay attuned and recognize those employees who do not overtly express their frustrations. In many cases, employees who eventually quit due to the stressful amount of demands placed on them typically don't realize that they are being overworked until it is too late. Therefore, it is not only important for the employer to stay cognizant of the well-being of their employees in the resolution of conflicts, but also encourage a work culture that does not lead to a constant output of an exhausted and frustrated workforce.

### 4. Being a Leader

Effective leadership is integral to employee retention, because employees want to feel they can entrust in the vision of who it is they are following. While salaries, benefits, and open communication cultivate a sense of security, it is strong leadership that boosts employee morale and motivates workers to remain in their jobs. Some essential characteristics of good leadership include:

- **Clear Direction:** Good leaders effectively outline where they see the organization heading.
- **Ability to Handle Challenges:** Instead of offloading stress onto employees, leaders know how to properly manage stressful situations and problem-solve positively and efficiently.
- **Desire for Quality:** When dealing with both customers and employees alike, an effective leader always knows to offer the best possible services and experience possible.
- **Belief in the Importance of People:** Good leaders recognize the importance of the employee in the success of an organization.
- **Ability to Inspire Confidence:** Effective leaders make employees feel confident in their own abilities and contributions, and enthusiastic about the direction in which they are headed.

People follow as they are led, and an ineffective leader creates a negative work environment, which decreases an organization's chances at maintaining a healthy employee retention rate. Speed of the leaders = speed of the pack.

## 5 Actionable Employee Retention Strategies (cont'd)

### 5. Encourage Employee Engagement

Employee engagement refers to the level of commitment and energy an organization's employees bring to the workforce. Employees who are consistently engaged are ultimately more productive, content, and much more likely to remain loyal to an organization.

Alternatively, when employees are not engaged at work, they have little incentive to stick around. This can be one of the greatest challenges an employer faces when it comes to employee retention, as sometimes even an increase in pay is not enough to keep an employee who does not feel engaged. When an employee is disengaged, they are not likely to see a promising future in the organization, a future that includes satisfying work and a clear path of advancement and amelioration in their work life. Therefore, a work environment and a professional structure that encourages engagement is integral to effective employee retention.

Improving employee engagement is possible, but it requires consistent effort and flexibility. Some components an employer can focus on when improving employee engagement include:

- **Recognition:** Publicly recognizing the accomplishments of employees. Demonstrating that an employee's contributions are valued fosters further engagement, and resultingly, strengthens the chance at effective employee retention.
- **Culture:** Establishing a culture that encourages, supports, and motivates employees to perform at their best. The elements that make up a positive and encouraging work culture are unique to every organization but envisioning the desired culture that will improve employee retention rates is the responsibility of the employer.
- **Development:** Communicating learning opportunities and the potential opportunities for advancement that lie in an employee's professional trajectory. Establishing clear paths of growth and providing the resources necessary for employees to achieve development goals, works to keep them engaged as they progress. As a result, they will feel continuously motivated to keep their job, increasing the organization's employee retention rate.

### Final Thoughts

Creating a positive, successful workplace begins with developing a strong program of effective employee retention strategies. Any successful employee retention strategy asks of a leader one simple thing: to think of things from the team's point of view. Employees want to feel that their contributions are valued, and their efforts appreciated by their employer. It is the responsibility of the employer to provide a sense of security to their employees, but also to cultivate a culture of open communication and transparency, reciprocal feedback and improvement, and clear development plans spearheaded by leaders who know to constantly push to challenge and excite their employees.

Source: [sprigghr.com](http://sprigghr.com)



## The Administrator's Guide to Retaining Nurses

The demand for nurses is rising every year. The American Nurses Association estimates that by 2022, there will be a need for 3.44 million nurses. To put that number in perspective, an additional 1.13 million nurses will be required in less than 10 years.

Unfortunately, while healthcare organizations need to hire more nurses to meet demands, they're also struggling to retain the nurses on staff. In 2010, RN turnover was at 13.8 percent. As of 2014, RN turnover rates grew to 17.2 percent.

Surveys conducted by People Element of RNs who have left their organization reveal that the top reason for leaving is due to workload and staffing, followed by career opportunities, supervisor issues, schedule, compensation, and benefits. The issue of workload is so bad that RNs now worry how poor patient ratios might impact their licensure. Discovering these issues before it's too late plays an important role in keeping retention numbers at bay in any healthcare organization. Improved retention rates can eliminate many pain points created by turnover such as higher costs, overworked staff, and errors in patient care.

### What Makes Nursing Retention Different?

Surveys conducted by People Element indicate that RNs' top reasons for leaving an organization are unique when compared with other healthcare employees. Therefore, administrators can't use a "one size fits all" approach when it comes to retaining RNs and other healthcare employees. Issues and dissatisfiers are unique at every organization, as are the benefits and reasons for staying. Using your hospital's specific reasons for leaving will be much more effective because that data is tailored to the challenges that employees perceive at that organization. Likewise, the stresses and pressures an RN feels are different than any other position within a healthcare organization. Understanding the reasons why your RNs are leaving your organization is the first step on the path to impacting nursing retention.

For example, while staffing/workload is the most common reason for leaving for nurses, it's not as common when looking at all healthcare employees. Staffing/workload issues may be more relevant for RNs because they're much more likely to feel overwhelmed by the amount of work they have to do compared to any other hospital employee.

Compensation and benefits is shown as the fifth most frequent cause that RNs leave; however it's one of the top three concerns for all healthcare employees. One explanation for this difference is the amount of competition in the marketplace for successful, experienced RNs. In some healthcare organizations, the market has become so competitive that recruiters are enticing employed RNs with hefty \$50,000 signing bonuses. While it might seem insurmountable to compete with incentives of this magnitude, keep in mind that to RNs who are truly engaged and feel supported, the impact of money alone might be less than one would think.

To address these unique needs, begin by identifying the key drivers of engagement for your current RN population. Then create an action plan for increasing job satisfaction around those key drivers. Improved job satisfaction positively impacts RN engagement levels which can lead to higher retention rates, fewer accidents, better patient care, and more.

*The Administrator's Guide to Retaining Nurses (cont'd)*

## **Nursing-Specific Employment Issues**

People Element has conducted over 200,000 exit surveys with nurses and healthcare employees. Based on those interviews, it's clear there are trends around why nurses aren't happy with their jobs. Understanding these trends and addressing the reasons earlier, rather than after the fact, is important in retaining today's top nursing talent. Exit surveys can identify why RNs are leaving; however, the action to impact turnover must be taken before people decide to leave. Once themes and hotspots are identified, companies need to get in front of the issue. For example, if RNs at an organization are saying that one of the top reasons for leaving is the immediate supervisor relationship, then action plans need to be developed for supervisors to build and develop stronger relationships with RNs early on in their tenure.

When People Element consultants spoke with RNs who were leaving, this is what nurses had to say regarding their top five reasons for leaving:

- *“Heavy workload wore me out to the point of exhaustion.”*
- *“There wasn't enough staff to handle the workload. I feared I would lose my license because of the improper staffing ratios.”*
- *“I left due to no opportunity for advancement or growth; leadership did not value their employees.”*
- *“No one had time to help a new graduate.”*
- *“There was ineffective management by my immediate supervisor in the medical department. She did not care for me and it was obvious.”*
- *“I didn't receive enough support from my supervisor, who had inadequate supervisory skills, and often demonstrated unprofessional behavior.”*
- *“My schedule was never consistent. Sometimes we would work 12 days straight, without one day off.”*
- *“I needed a better schedule, something that allowed me to be around for my family.”*
- *“In the six years I was there, I never received a raise.”*
- *“I felt I was not at the pay scale I should have been at for my workload and experience. There was no recognition for a job well done.”*

These themes and comments from RNs highlight the importance of asking questions and understanding the challenges your workforce is facing. With such a competitive job environment, it's easy for nurses to leave and find a new job if they're not satisfied and engaged with their existing workplace. That's why it's critical to monitor turnover and address issues to ensure staffing problems don't create bigger issues when skilled RNs leave the organization.

*The Administrator's Guide to Retaining Nurses (cont'd)*

## **Length of Employment Impact**

If we look at the employee lifecycle, it's clear that tenure also impacts what matters most to nurses. When comparing the reasons nurses cite for leaving an organization, RN reasons change between 0-3 months, 3-12 months, and more than 1 year.

Initially, RNs are concerned about training and orientation to the organization and role, but as time goes on, they're less concerned with training. The career ladder for RNs typically includes continuing education, so once a nurse has been in their position for a while, they'll most likely be looking to advance by earning a degree, certificate, or some other form of continuing education. It seems that around the one year mark, RNs are feeling more confident about their position and skills and are looking for next steps in their careers.

Similarly, at one year or later, compensation and benefits become more critical. When RNs are new these are less critical, but after a year or more of employment, 12 percent of RNs said this was a top reason why they left. This could be due to benefits becoming a greater concern as nurses begin raising families and the desire for better compensation comes as an RN's level of experience and expertise increases. Another reason is that with some tenure under their belts, RNs begin to realize just how hard the job actually is and believe that the work that they signed up for is worth more compensation than what they accepted.

Regardless of whether an RN has been on the job for three months or a year, workload remains a primary concern and the top reason for leaving. For healthcare organizations looking to retain a broad tenure of RNs, these two areas (workload and supervisory skills) might provide a good place to focus initial retention efforts.

## **Suggestions for How to Retain Nurses**

Bottom line: nursing is a difficult job. Nurses work long hours, float to various departments, and interact with people who are sick, as well as patients' families, and the doctors who are treating them.

It might seem like a futile task to retain nurses who want to leave...but it's not. The cost of turnover for RNs is quite high, and if action can be taken that will affect RNs' levels of satisfaction and engagement within their organization, it's possible to change someone's mind about wanting to leave. Of course, there are sometimes people who are not a good fit and who shouldn't stay, but often there are good RNs who would do great things for the organization if just a thing or two were different. The consultants at People Element have suggestions for ways to address the top reasons why RNs leave.

### **1. Address workload issues**

Administrators probably wouldn't hesitate to hire more nurses if they could, and if their budgets allowed it. But sometimes there are other ways an administrator can address the perception that there's a staffing issue.

"I like to ask what administrators can control in regards to staffing," says one consultant. "Something such as out-of-date technology can add unnecessary time to a nurse's day and give them less time with patients, which makes them feel understaffed."

*The Administrator's Guide to Retaining Nurses (cont'd)*

In that case, an administrator might be able to secure funds for a technology update that will positively impact job satisfaction for current nurses, and better prepare the healthcare organization to address future staffing needs as well.

**2. Provide training and development**

Once a nurse is hired, stay committed to providing ongoing training and development opportunities. Training should help RNs succeed in a new role, but as time goes on, RNs will also be looking for professional development to help them advance their career.

Training and development opportunities are not limited to workshops or online courses. Development can - and should - be part of the conversations managers are regularly having with their team.

“I’ve seen this in clients’ data when looking at comparisons between those who have reported having a developmental conversation with their manager in the past year, compared to those who’ve not. There’s always a large difference between the two. Developmental conversations improve career growth as well as perceptions about supervisors.”

**3. Improve supervisor interactions**

Regardless of role or industry, most employees want to have a positive connection with their manager. Creating those connections requires time and communication. While on shift at a busy hospital, nurse supervisors don’t have a lot of extra time for meetings or one-on-one discussions. When managers do rounding “with a purpose”, and conduct occasional skip level meetings, they’re able to maintain and improve working relationships with their team. And, any issues or concerns can be addressed in the moment, before they become bigger problems.

In some cases it’s necessary to provide managers with resources - and possibly training - to learn how to communicate properly with their employees. Experts suggest looking at the behaviors of top-performing managers and developing a training program to help grow those behaviors in other managers.

**4. Collect employee feedback data**

It’s difficult—if not impossible - to retain nurses if you don’t know what they’re experiencing. In order to gain a better understanding of what’s making nurses leave, you must ask for and gather their feedback.

Engagement surveys for current employees and exit surveys for former employees both provide excellent sources of data that can be analyzed to understand and identify significant issues. It’s important that the data you collect is high quality and actionable so you can more easily respond to - and address - issues. Using third parties is an effective way to get high quality data due to responses being confidential.

*The Administrator's Guide to Retaining Nurses (cont'd)*

“We’ve had clients who, after a few years, have decided to gather feedback themselves. In those cases, they’ve come back within a year to ask us to conduct the interviews for them. What they find is that they’re not able to get the same quality of data because they aren’t a third party,” says Keri Schmidt, People Element data collection supervisor.

Healthcare organizations that use engagement surveys and exit interviews to understand the specific needs of their RN workforce are prepared to tackle the issue of nurse retention. The deeper understanding gained from these surveys allows organizations to address the real reasons nurses are leaving and provides them with tools to re-engage RNs, while reducing burnout and decreasing vacancy and turnover rates. At the same time, organizations with more engaged employees enjoy increased satisfaction and retention rates.

An engaged team of nurses will contribute to the success of any healthcare organization. Addressing job satisfaction issues early on will help engage nurses and keep turnover at bay. Don’t let your RNs leave simply because you didn’t take the time to understand and listen to their needs. Nurses are the backbone of healthcare organizations, and with a greater focus on RN satisfaction and retention, the entire organization will benefit.

Source: [peopleelement.com](http://peopleelement.com).

## Employee Insights: The Best Perks of the Job

Employees who are very satisfied with their benefits are almost four times more likely to be very satisfied with their jobs. Many companies run with similar perks such as medical plans and paid holiday leave. But which employers go above and beyond to grant that greater quality of life to its employees'?

### Industry: Technology

#### Google

- Free gourmet food and never-ending snacks!
- 24/7 in-house tech support from their TechStop service
- Dogs are welcome into the office
- Employee's given "massage credits" for a job well done
- When a Googler passes away their spouse receives half their salary for the next 10 years!
- The 80/20 rule allows Googlers to dedicate 80% of their time to their primary job and 20% on passion projects
- 'Xoogler' alumni support for the rest of their lives

#### Microsoft

- Huge discounts on Microsoft products
- Free membership at ProSports Club
- A shopping mall right on the Microsoft grounds in Washington
- On-campus health center - walk-ins welcome
- Fields and courts for a large variety of sports
- Lots of entertainment, including Xbox's, pool tables and arcade machines

#### Apple

- Matches employee's for time spent on philanthropic endeavors
- Provides monetary assistance to family members in the event of a death of an Apple employee
- Mothers can take a total of 18 weeks parental leave, and fathers can have up to 6 weeks
- Large discounts on Apple products
- Holds an event called the "beer bash" every few weeks - serves free beer and live bands perform

### Industry: Food & Drink

#### McDonalds

- Cash rewards based on annual performance
- Company car program which includes insurance, maintenance, and repair
- Anniversary splash - extra week of paid time off when an employee reaches an anniversary "of the fives" (5, 15, 25, 35)
- Sabbatical program - employees can take an eight-week paid sabbatical every 10 years of full-time continuous service
- Adoption assistance - help with costs associated with adopting a child under the age of 18

*Employee Insights: The Best Perks of the Job (cont'd)***Starbucks**

- Tuition reimbursement for Arizona State University's online studies program that covers two years of classes
- A 30% in-store discount and one free pound of coffee, box of K-Cup Packs or tea a week
- Employee sponsored retirement plan: offers 4-6% 401(k) matching

**Nestlé**

- Expansive discount program
- Mobile phone discounts
- Up to 90% off at 18,000 dining locations
- Up to 35% off movie tickets
- Price discounts off electronics
- Air, hotel & car rentals from corporate perks

**Industry: Travel & Hospitality****Marriott**

- Healthcare benefits for hourly workers that work 30+ hours a week
- Steep discounts on rooms for family and friends
- Quarter Century Club - free weekend hotel stays for life
- Awards of Excellence - Oscar-style ceremony
- Career advancement - recruiting from within (e.g. entry-level to management)

**Southwest Airlines**

- Free flights on Southwest Airlines
- Large discounts with participating carriers
- Guest passes for family and friends to share the experience
- Annual employee events (Haunted Headquarters and Spirit Parties)
- Skill growth - spending time in another person's shoes to learn about their job

**Disney**

- Access to Mickey's Retreat - a place to relax during downtime at work
- Huge variety of discounts, from Disney hotel rooms to dining
- Rights to shop at 'Company D' store. Exclusive items you can't buy anywhere else
- Behind the scenes tours and talks
- An exclusive look at future attractions

*Employee Insights: The Best Perks of the Job (cont'd)*

## **Honorable Mentions**

51% of millennials say benefits are where their current employer has the most room for improvement.

### 3M

- Weight management program reimbursement
- Online health classes
- Tobacco cessation offerings and resources
- Child and adult (elder) care consultation and referral
- Financial and legal consultation and referral services

### Cisco

- Expert medical opinion program, which provides a free second opinion about a complex medical condition
- Baby gift program to welcome new family members
- “Fun funds” for team celebrations and team-building exercises
- Wellness programs for you and your spouse or domestic partner

### Mattel

- Friday half days, all year long
- Paid time off to participate in school-related events
- Paid time off when volunteering through Mattel's Children's Foundation
- Two 'half-days' per week of free English lessons (Italy)

How important are job benefits to you?

*Source: Chair Office (chairoffice.co.uk)*



## **Employee Retention in Health Care: 4 Keys to Keep Your Best and Brightest**

Because the current healthcare climate is heavily focused on meeting strict quality guidelines from the feds and payors while providing top-notch care, employee retention in health care is more critical than ever. But it's also getting more challenging to keep workers from jumping ship. Retention is difficult in the healthcare industry for several reasons – one of the most significant being employee burnout. Whether it's your nursing team, your doctors or your front-end staff, many healthcare workers are in danger of becoming disengaged. The high-pressure atmosphere that comes with working in health care can quickly drain even the most dedicated worker's spirit and morale, causing your best people to leave your organization.

Stories and data abound about how clinical staff at all levels are feeling frazzled and overworked at hospitals, physician practices, clinics and other healthcare organizations. Between high patient loads with little time to provide personalized care, dealing with data entry in electronic health records (HER) systems and long, task-filled shifts, many doctors and nurses are not only considering leaving their current jobs – they're thinking of abandoning their career choice entirely.

Front-desk and registration positions aren't much better. Over time, these jobs have evolved from simply answering phones and scheduling patients to more complex duties, including insurance verification and fielding complicated coverage questions.

Leaders for Today, a healthcare staffing firm, surveyed thousands of hospital employees, including doctors, nurses and administrators, to ask them about their employment plans. Of those who responded, close to 69% planned to leave their current hospital within five years – and 37% wanted to leave their current position within two years. Not surprisingly, this creates high turnover in hospitals. Over half of survey respondents worked for at least five different hospitals in their entire career. Only 4% worked for one hospital during their entire career.

A recent analysis by nurse staffing firm NSI Nursing Solutions shows just how bad turnover is for many clinical positions: Overall hospital turnover was 19.1% in 2018, which is an increase over 2017's percentage of 18.2%.

Turnover is a significant contributor to high burnout rates in health care. When staffing levels aren't consistent, those left standing must shoulder a heavier burden. Patients must still be treated, and insurance claims must still be processed, so employees take on heavier workloads to keep things running, taking fewer breaks each shift. This causes workers to feel disengaged. In fact, when looking at employee engagement across a variety of occupations, the healthcare industry ranks at the bottom. Consulting firm Quantum Workplace found that only about 57% of healthcare workers were engaged with their jobs. Even more discouraging was the finding that 13% of healthcare employees were either actively disengaged or openly hostile while working each day.

Disengaged, burned-out clinicians have significant negative impacts on healthcare organizations and their bottom line. Not only can burnout compromise the quality of patient care (44% of nurses fear that patient care will suffer because they're tired, according to a survey from Kronos Inc.), it can also increase healthcare costs.

### *Employee Retention in Health Care(cont'd)*

According to a recent article in NPR, doctor burnout adds around \$4.6 billion a year to the cost of health care in the U.S. This figure represents how much it costs hospitals to replace doctors who quit – and how much income they lose while their positions are vacant.

What's harder to swallow is that this a conservative estimate: It only takes lost hours and turnover into account without considering any other factors related to physician burnout that may increase a hospital's costs, including expensive settlements due to malpractice lawsuits or issues with quality of care that could lower reimbursement.

That means the actual costs of burnout and turnover could be even more significant for healthcare organizations. So it's essential to get a handle on the problem and improve employee retention.

### **Employee Retention in Health Care Tactics**

In many ways, stress is the nature of the beast in health care, so there will always be some turnover with certain positions. But in an industry where staff can often make or break patients' outcomes and experience (which hospitals must keep tabs on as part of new reimbursement requirements), it's key to boost your employee retention rates to keep the best and brightest from burning out and quitting.

With that in mind, what can healthcare organizations do to retain their staff, keep workers engaged and prevent burnout? While there's no foolproof solution, there are several strategies organizations can try. Here are four that have worked well for your peers:

- **Recognize staffers' achievements.** Healthcare employees want to feel that their work is valued. This may be especially important for those on the front lines delivering care to patients each day. Recognition makes workers feel like they're an essential part of the team. Without recognition, employees may perceive themselves as merely cogs in a machine, not realizing how much their efforts matter to the higher-ups. It can be harder to recognize healthcare employees in a formal setting because the nature of their work doesn't always lend itself to employee appreciation celebrations. But there are other ways to give employees kudos. Send out companywide emails or put up flyers in hospital break rooms so workers can tell their efforts are noticed. Technology can be leveraged to make this easier, as well. Vendors offer various software solutions that help managers and executives easily recognize healthcare workers for a job well done.
- **Give workers a purpose.** To many workers, it matters whether they're working for an organization that allows them to make their voices heard – and make a difference. Health care is no exception. Ensuring that employees feel valued is important, but forward-thinking organizations that want to keep their people on board will take the next step and help workers see exactly how their efforts are helping those around them, while allowing them to offer suggestions for improvement. Here, it's essential to be transparent about your organization's goals and mission. Many employees (especially millennials) won't want to stick around at a hospital or practice that doesn't prioritize the same values that they do. It's also important to ask for employee feedback and ideas on everything from improving patient care to boosting community outreach. This makes them feel more engaged in their work and more invested in helping your organization accomplish key objectives.

*Employee Retention in Health Care(cont'd)*

- **Provide opportunities for employees to relax.** Doctors, nurses and other clinical staff need an outlet for all the stress that comes with dealing with patients' chronic and acute conditions every day. There are many different solutions healthcare organizations can try to alleviate this pressure, depending on their budgets and resources. Some hospitals have traded in their traditional break rooms for "renewal rooms," allowing nurses to take whatever short breaks they can in a more tranquil environment on site. Others have brought in instructors to teach staffers meditation techniques they can practice during the workday or on their breaks. Animal therapy, typically reserved for patients, has also helped staffers feel less overwhelmed. Even offering healthier food alternatives in cafeterias can help reduce stress – since the salty snacks, sweet treats and processed foods clinicians often grab between patients can cause their energy to crash quickly, along with their moods.
- **Create a positive culture in your organization.** Burnout and turnover can skyrocket if healthcare employees fear they'll be blamed or punished for any mistakes that are made. There are numerous benefits to fostering an environment at your organization where employees feel comfortable communicating openly with their peers and managers about any issues they notice. Instead of seeing errors as reasons to punish workers, viewing them as learning opportunities can improve patient safety and enhance care delivery. Better communication helps managers provide workers with constructive feedback they can use to do their jobs better, and employees are more likely to be receptive to feedback that's not given to shame them for their mistakes. Above all, a positive culture helps employees work better as a team and feel more connected with each other. This can improve their attitude toward coming to work each day – making them want to stick around longer.

Source: [hrmorning.com](http://hrmorning.com). Written by Jess White.

## Employee Retention Strategy for the Healthcare Industry

Workers in healthcare put other people's well-being before their own for a living. But why isn't more being done for them in the workplace?

And in an environment where lives are at stake, hospitals have become a revolving door. Workers are constantly leaving, but the number of occupied beds is staying steady, if not rising. So hospitals need to start thinking of strategies for employee retention if they want to keep their workers from leaving.

NSI Nursing Solutions, Inc released a survey in 2014, revealing alarming data about the healthcare industry:

- The current turnover rate for the healthcare industry is 16.5%
- The average cost of turnover for a bedside RN (registered nurse) ranges from \$44,380 to \$63,400
- Hospitals lose an average of \$4.21 million to \$6.02 million when a bedside RN leaves

Turnover is costly. Hospitals are losing massive amounts of money from just one employee leaving. But with an annual rate of 16.5%, it could cost the hospital roughly \$732,000 per year—and that's just the turnover cost if only bedside RNs, not doctors or other specialists, left.

So how can healthcare facilities start putting together a retention strategy? Data from a career-builder study helps outline ways to lock down these healthcare workers.

1. **Create an environment of growth:** Over 50% of respondents said lack of advancement opportunities was the biggest workplace challenge. So like any employee in any other industry, show them a development path and create objectives they can work towards.
2. **Provide sufficient staffing:** 69% said the caregiver-to-patient ratio has gotten worse. Healthcare workers deal with a lot of stress every day, and overworking them with extra responsibilities isn't going to do the employee or patient any good. Supply them with the support they need to get the job done and get the job done well.
3. **Create a strong organizational culture:** 37% say lack of culture is a workplace challenge. Incorporate a set of values, build a clear vision, and make sure employees are aware of the organization's mission. These are all guidelines to help strengthen the workplace culture.
4. **Assign a mentor:** 25% say lack of a mentor makes work more challenging. In a high-risk environment, it's always helpful to have someone there to provide feedback, guide, and coach.

Healthcare workers are very valuable, and leaders need to start showing that they care about their workforce. By building a stronger culture, providing the needed support, and offering developmental opportunities, hospitals can look to improve employee retention. But without a strategic plan in place, the turnover rate will continue to rise.

Source: [tinypulse.com](http://tinypulse.com). Written by Sabrina Son

## Workplace Incentives: How Are Companies Keeping Their Talent?

From on-site laundry service to made-to-order sushi, the following companies offer their employees some serious perks. But do companies know what their employees really want? One age-old study says otherwise.

### Which Companies Provide the Best Employee Perks?

Companies often use perks and incentives to make sure their talented employees never leave. But some of these perks mean that employees literally never have to leave.

#### Google: Lacking Nothing

It's no wonder why Google employees love their jobs - the perks are nearly endless:

- Free food from a choice of 16 gourmet cafes representing all sorts of cuisines
- Dogs are allowed in the office
- Subsidized massages are available on-site
- Free laundry machines
- On-site gyms
- On-site doctors

#### Facebook: Employee 's Paradise

- Free food \
- \$3,000 reimbursement for childcare
- 21 days PTO, 11 paid holidays, and unlimited sick days
- Four months paid maternity/paternity leave

#### Quiksilver: Surf's Up

Being located near the beach has its perks. When the waves are good, Quiksilver employees are encouraged to take some time out of their day to get barrelled in the surf of Huntington Beach - otherwise known as Surf City, USA.

#### Microsoft: Party Bus

In Washington, Microsoft provides free transportation to local employees. Dozens of Microsoft-owned buses, equipped with WiFi, take employees directly to the office.

#### SAS: Health and Wealth

This software firm, which recently reached the top spot on CNN's top 100 best companies to work for, offers what seem to be endless perks. Some perks include:

- On-site healthcare
- Childcare and summer camps
- Beauty salon
- Car cleaning

*Workplace Incentives (cont'd)***SCJohnson: Concierge Service**

An on-site concierge will do just about anything for employees - including taking their cars to get an oil change, picking up dry-cleaning, and delivering groceries. Retirees also receive a lifetime gym membership.

**Netflix: Vacation Placation**

Work at Netflix and there's no need to request days off. That's because there's no vacation policy. Employees have no limit to the number of days they can take off, as long as they get all their work done. And if employees want to wear vacation clothes at work, not a problem; there's no dress code.

**Genentech: Family First**

Among a variety of company-wide benefits (like free made-to-order sushi), the San Francisco Bio-tech giant offers employees free child and doggy daycare while they are working.

**MillerCoors: Pub Club**

What would a beer company be without offering its employees some suds? An on-site pub serves 13 different beers on tap. Talk about a good time.

**What incentives do employees want the most?**

Hard incentives aren't necessarily the best way to make employees happy - but they certainly help. Here are what employees say will make them happy, and what employers think will make their employees happy:



There is obviously a disconnect between employers and employees. Employers believe that monetary compensation is the main thing their employees desire, while employees actually want to be appreciated, cared for, and "in" on things. Yes, offering practical benefits is an excellent way to show employees that they are valued. But companies must not stop there; they must show their workers that they are appreciated, valued, and an important part of the business.

Source: [mindflash.com](http://mindflash.com)

## Improve Employee Retention By Letting Them Work Less

In school, we had mandatory breaks: winter, spring, and summer. In the professional world, we're given PTO and the choice to use it when we want. But some companies have created a culture that discourages time off. These companies risk driving employees to burnout, which leads to them leaving.

Want to improve your company's employee retention? Give them a break!

A study by the U.S. Travel Association uncovered the link between organizational culture and time off:

- 32% of workers say their employer encourages taking PTO
- 80% of workers say they'd take more PTO if their boss fully supported or encouraged them

Simply put, employees feel that their managers are their biggest obstacle when it comes to taking time off.

### A Guilty Holiday

Take the holidays for example: Managers can instill a sense of guilt by not talking about vacations around that time of the year. Doing so leaves an unspoken implication that people shouldn't be taking vacations. And employees don't want to be the first one to raise their hand to ask for time off for fear of getting demoted or fired.

### Happy Productivity

When an employee is overworked, they become bitter about their job. Every task - and even just going to work in the morning - is full of resentment. However, a recent study showed that 35% of employees feel better about their job and are more productive after they come back from vacation.

Encouraging an employee to step away from work once in a while will keep their mind fresh. A happy employee is more willing to put in extra effort into their work, which will increase productivity.

### Derail the Burnout



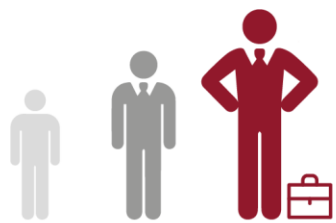

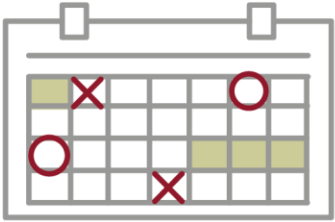












Companies that push employees to constantly work overtime, then discourage time off, are actually pushing their employees to quit. Burnout is one of the top culprits for employees leaving companies. But taking time off - whether one day or five - can reduce this risk.

This study proved that 88% of employees agree that taking time off gives them a much-needed opportunity to de-stress and avoid burnout. It's understandable that big projects require extra attention and work. So why not reward employees by giving them the day off after they've completed the project?

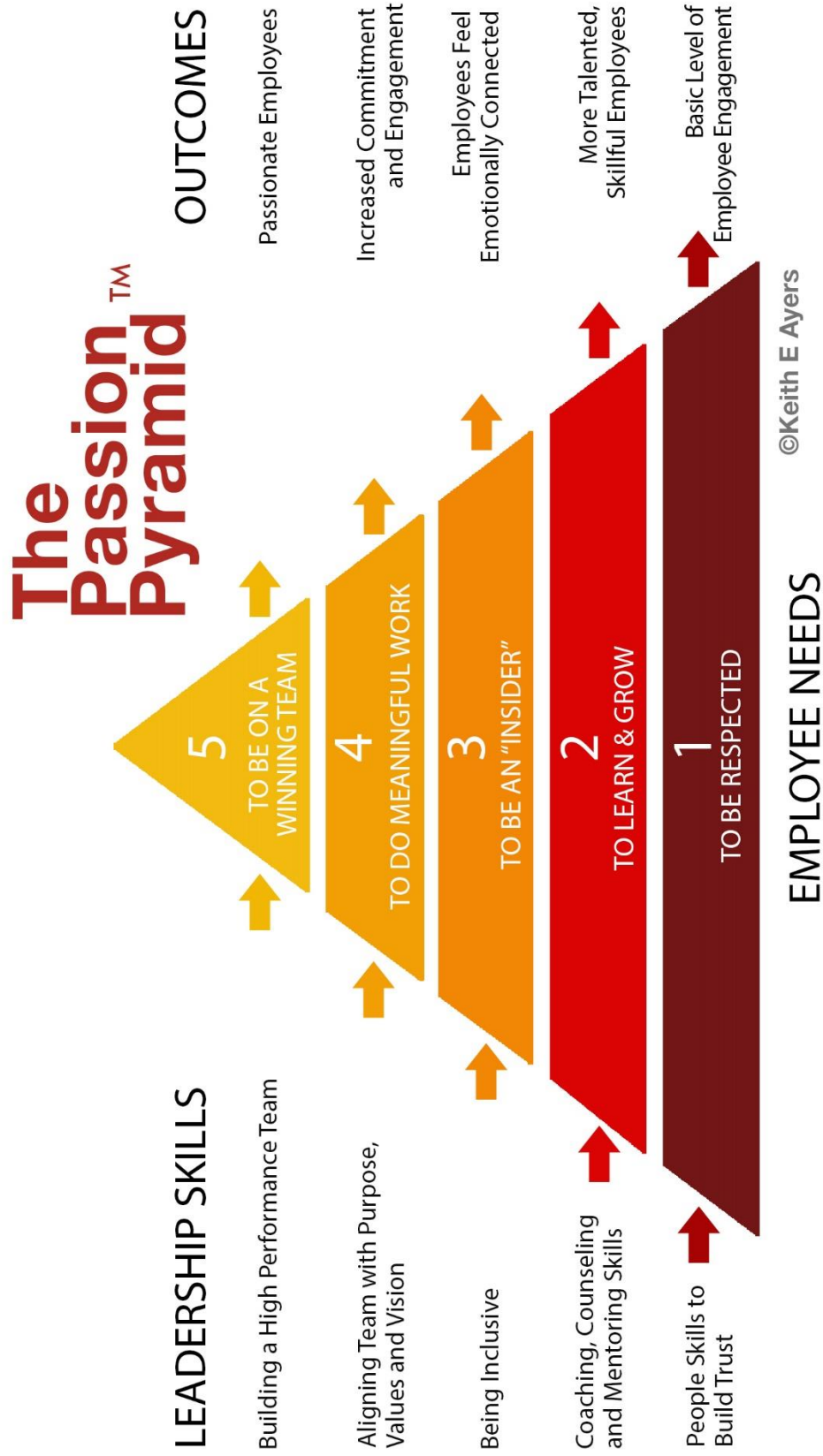
Building a culture that encourages employees to take time off benefits the employees by preventing burnout. As for the company's benefit? You can look forward to higher productivity and retention.

Source: [tinypulse.com](http://tinypulse.com). Written by Sabrina Son

## Non-Monetary Rewards for Employees

<p><b>A SIMPLE "THANK YOU"</b></p>  <p>This may have a greater impact than you'd think.</p>	<p><b>EXECUTIVE PARKING SPOT OR OFFICE FOR A DAY</b></p>  <p>Employees will see this as a token of gratitude.</p>	<p><b>PROFESSIONAL GROWTH OPPORTUNITIES</b></p>  <p>This shows respect for the employee.</p>
<p><b>ONE WORK-FROM-HOME DAY A WEEK</b></p>  <p>This shows the employee you trust him or her with more autonomy.</p>		<p><b>FLEXIBLE SCHEDULE</b></p>  <p>This is something that many employees want, so it can be a welcome reward for a job well done.</p>
<p><b>LUNCH WITH THE BOSS OR THE TEAM</b></p>  <p>This allows for socializing outside the office.</p>	<p><b>A FREE VACATION DAY</b></p>  <p>A free vacation day is always appreciated!</p>	<p><b>IMPROVED JOB TITLE</b></p>  <p>This can show appreciation without a promotion or a raise.</p>
<p><b>EMPLOYEE OF THE MONTH</b></p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center; margin: 5px;">January </div> <div style="text-align: center; margin: 5px;">February </div> <div style="text-align: center; margin: 5px;">March </div> <div style="text-align: center; margin: 5px;">April </div> <div style="text-align: center; margin: 5px;">May </div> <div style="text-align: center; margin: 5px;">June </div> <div style="text-align: center; margin: 5px;">July </div> <div style="text-align: center; margin: 5px;">August </div> </div> <p>If you don't have a hall of fame at your office, start one.</p>		<p><b>TEAM COFFEE CUPS OR T-SHIRTS FOR A GROUP EFFORT</b></p>  <p>These are mementos that can be displayed or worn for years.</p>





## The Secret to Happy Employees

Here's some tips for you to put together a happier workplace. Remember, happy employees are productive employees!

### FEED ME!

The way to a person's heart is through their stomach. Keep your workers well fed and you keep their hearts content. Have lunch delivered to your office, set up a juice bar or just buy everyone a nice meal every week.

### BE PASSIONATE!

Nurture your employees' interests. Allow them to express their interest by starting a talent day at work to showcase their talent.

### GAME ON!

All work and no play makes Jack a dull boy. Balance your employees' work-play time. Set up a game room. Organize a game night at the office. Let your employees have a breather.

### STAY FIT!

Endorphins are happy hormones, so why not encourage your employees to work for that healthy dose of endorphins. Start an office workout session with a professional trainer on YouTube, or subsidize your employees' gym membership fee. Make 'em sweat. All employees at Twitter get free gym membership and a weekly in-office yoga class to keep them healthy.

### GET FLEXI!

"Freedom is nothing but a chance to be better" said Albert Camus. Allowing your employees the freedom to have flexible work arrangements will definitely increase their happiness level - especially to those with families - reducing the stress of juggling work-life. Best Buy offers their employees the Result-Only Work Environment (ROWE), a program where hours of the day are not defined. This means they work wherever and whenever they choose as long as they achieve results.

### REST AND RELAX!

Everyone needs some time off to relax your mind and body. Kick off a competition to find the most hardworking, creative or passionate employee in the office, and fly them off for a vacation at the beach. Law firm Freeborn and Peters throws a "luggage party" once a year where all employees bring packed bags to the office. Four winners are drawn and will be well on their way to an all-expense paid trip to Las Vegas.

Source: [TSMSE.biz](http://TSMSE.biz)



**Happy EMPLOYEES**

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"Freedom is nothing but a chance to be better" said Albert Camus. Allowing your employees the freedom to have flexible work arrangements will definitely increase their happiness level - especially to those with families - reducing the stress of juggling work-life.

**REST AND RELAX!**  
Everyone needs some time off to relax your mind and body. Kick off a competition to find the most hardworking, creative or passionate employee in the office, and fly them off for a vacation at the beach.

What's your secret to keeping your employees happy?

Share it with us at [facebook.com/tmsme.biz](https://facebook.com/tmsme.biz)

Sources:  
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## Keep Your Nurses & Healthcare Professionals for Life Retention Key Best Practices

To access key best practices and educational resources, see specific Table of Contents below.

To access the digital book PDF click on the book cover [HERE](#)

### Keep Your Nurses & Healthcare Professionals for life Retention Key Best Practices

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		<b>The Six Steps of Empowering Leadership</b>
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