

Getting It Right: Developing Organisational Responses Around Retention & Recruitment

The session will provide attendees with practical tips and resources that can be implemented in any organisation.



About Anglican Care

Anglican Care is a not for profit provider of contemporary aged care services aiming to enhance the wellbeing and quality of life of residents, consumers and their families and carers.

- Ten aged care homes across multiple locations
- Services include
 - Retirement living
 - Residential & Community Care Services
 - Dementia Care, Respite Care & Day Therapy Services
 - Hospitality Services
- Approx 870 employees and 400 volunteers

Finalists in the Australian HR Awards for 2016!



Why the change?

- 30% of employees were leaving Anglican Care in first 6 months of employment
- Increase in sick leave
- Increase in grievances
- Recruitment frustration – not getting the right people
- Managers time poor and unable to sufficiently on board new employees
 - Feedback from managers and longer term employees – felt new employees weren't equipped to take on day to day responsibilities of specific roles
- Feedback from new starters who left
 - Lack of training/direction
 - Lack of communication/not enough feedback from supervisors/managers
 - Felt unsupported

General Plan and Exec 'Buy In'



- Strategic Improvement Plan
 - 90 day plan to improve turnover and retention
- Brainstorming with Corporate Executive Group
 - Met three times during 90 day period to keep on track
 - Met with managers to outline program
- Modify interview process
 - Partner with managers
- Online recruitment system
- Source Feedback
- Letter to new employees
- Implement Buddy Program
- Employee Referral Program
- Reward & Recognition
 - Monthly program



Recruitment Improvements

Group Interviews

- Group interview scenarios modified
 - Values-based assessments
- Managers attending group interviews

Group Interview Example

Group Work Scenario – Life’s Pictures

The cards on your table usually represent some of the interests/stories/life experiences of a new resident who has recently come into an Anglican Care Home.

Imagine your group is part of the Care team at the Home and use these images to help answer the questions below;

- How will this resident be feeling in their new Home?

- What might their needs be now?

- How can you support them in your role?

You will be required to present to the other groups a brief summary of what you have learnt about the resident/consumer from the pictures and answer one of the questions above.





Name: _____ Date: _____

Scenario 1 (Video)

With person-centred care in mind, name five (5) things that you think are wrong with this scenario:

1. _____
2. _____
3. _____
4. _____
5. _____

How do you think this resident might be feeling?

If you were in this situation, name 5 things that you would do differently:

1. _____
2. _____
3. _____
4. _____
5. _____

Questions for Dementia Dynamics Scenario

Tech savvy!



- E – recruitment system implemented
- Streamlines process
- Tracks and stores candidate information
- Assists with efficiency of recruitment times



Sample letter for new employee from General Manager

17 October 2016

Name
C/- Site
Anglican Care

Dear Name,

Welcome to Anglican Care!

We are delighted to confirm your acceptance of our offer of the [full/part time/casual position title] position, at [site] reporting to [Manager name and direct phone number].

Your role as a [position title] is critical in fulfilling our Mission of providing excellent care and enhanced lifestyles to all our residents and consumers.

We're expecting you for Organisational Orientation on:

Date:

Time:

Location: Administration Building 87 Toronto Road Booragui

Lunch is provided and the dress code is smart casual.

If this has not yet been organised, please see your Manager to discuss.

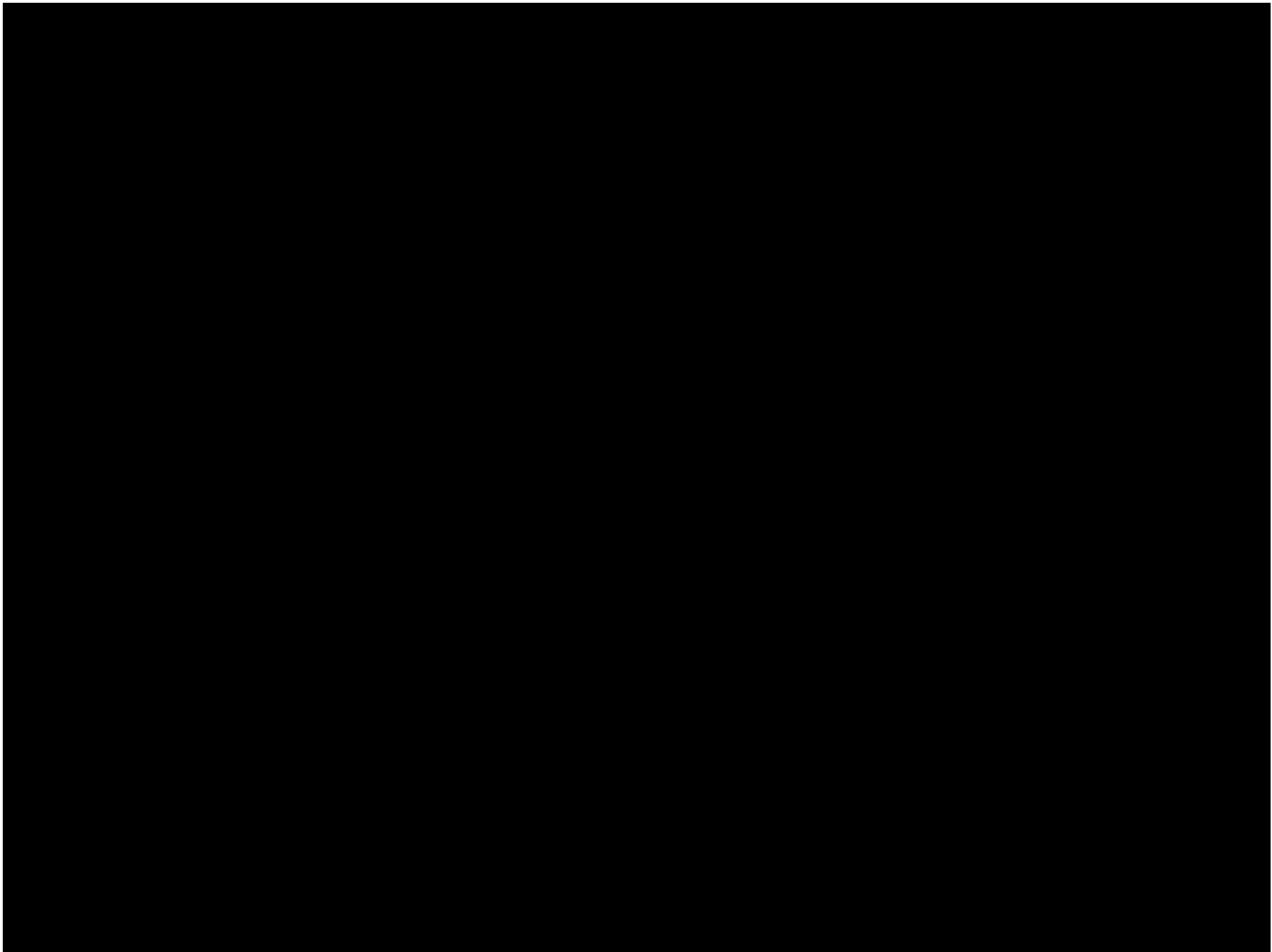
You'll find everything you need in your new employee pack, including your Onboarding program; designed to guide you through your first six (6) months of employment.

We are excited about you joining our team and want to ensure that you are successful in your new role. The Senior Management team are here to support you in your new role, so please know you can call on any of us to assist you.

Please do not hesitate to contact me should you have any questions or concerns.

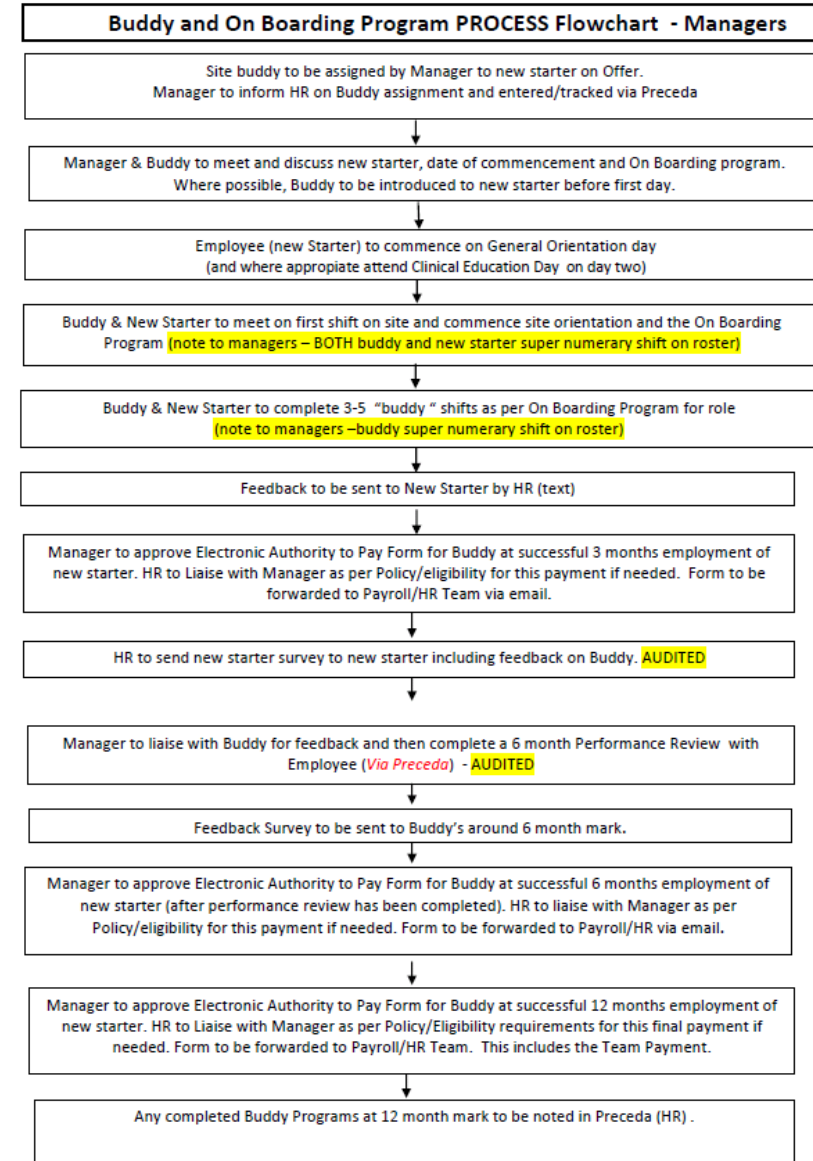
Again, welcome to the team, and we look forward to working with you!

Yours sincerely



On Boarding/Buddy Program

- Orientation program expanded to include comprehensive Buddy Program and Clinical education
- A checklist to be signed off within a certain timeframe – serves as a reminder for Managers and Buddies to catch up with their new employees



On Boarding Program Example

New Employee On Boarding Program Care Assistant, RLO, LWO & Senior Care Assistant



Welcome to Anglican Care!

To assist you in becoming familiar with working as part of the Anglican Care team we have established the following program for you. To complete this you will have the support of both your Buddy and your Manager.

Your Name: _____ Date of Commencement _____

Managers Name: _____ Buddy's Name: _____

Why do I complete an On Boarding Program?

1. To welcome and encourage you to feel part of our team and get the very best out of your first 6 months with Anglican Care.
2. To ensure you are provided with the ongoing support needed to do your job effectively and within the expectations of the organisation.
3. To ensure you understand the policies and procedures of Anglican Care including Workplace Health & Safety/Manual Handling techniques, Residential Aged Care Standards, Accreditation & Continuous Quality Improvement, Infection Control and Fire Education.

On Completion of this on boarding program, all checklists are to be signed off and returned to your manager for your employee file.

I acknowledge that all of the checklist areas have been covered and questions related to the above have been answered:

Buddy Signature: _____

Date: _____

New Employee Signature: _____

Date: _____

On Boarding Program Example

Your On Boarding Program

Role: Care Assistant & Senior Care Assistant

Date	Activity	Who	Completed Date	Manager/ Buddy Initialed	Employee Initialed
Before you start	Meet and greet with your new manager and where possible, your buddy @ site.	Manager & Buddy			
Day 1	Anglican Care Organisational Orientation @ Booragul Administration Building OnBoarding and Education Requirements, Code of Conduct, Bullying & Harrassment, Career Pathways. Workplace Health and Safety Session, Clinical presentation by Educator, Fire Training and Uniform Fittings.	HR & Exec Team			
Day 2	Anglican Care Clinical Education Day @ Booragul Administration Building or Manning Valley (where applicable) Dementia/Person Centred Care/Pallative Approach, Dementia/Responsive Behaviours BP Temp, Pula, Neuro, Obs, Urinalysis, BGL's, Clinical Indicators, Manual Handling, Slide Sheets, Lifters, Standing to sitting. Personal Care Scenarios/practical application. Scope of Duties, talk over onsite orientation.	Clinical Care Team			
Day 3	Site Orientation @ your new workplace	Manager & Buddy			
	<ul style="list-style-type: none"> Explain the on boarding program and requirements/obligations during that time. 	Buddy			
	<ul style="list-style-type: none"> Ensure any information from starter pack have been read and understood, discuss any questions about policies. Discuss Code of Conduct and importance of not accepting any cash from residents even if its to purchase goods for the resident. 	Buddy			
	<ul style="list-style-type: none"> Book in times for the new starter and manager to have catch ups at the end of week 1, 3 and 5 to discuss progress 	Buddy & Manager			
	<ul style="list-style-type: none"> Discuss the Organisations Values & Corporate Wardrobe Policy/presentation standards 	Buddy			
	<ul style="list-style-type: none"> Privacy: Is the new employee prepared to have their phone number on a contact list, and contacted when they are not at work 	Buddy			
	<ul style="list-style-type: none"> Go through reporting, feedback mechanisms and procedures for site 	Buddy			
	<ul style="list-style-type: none"> Discuss with the new employee the roster system, including where to find the rosters, their hours of work and the processes for leave. New employee should be uploaded into Biometric terminal and shown how to use. . 	Buddy			
	<ul style="list-style-type: none"> New Employee should be taken on a tour of the building, showing emergency exits, bathrooms, lunchrooms. Introductions to key employees. 	Buddy			
	<ul style="list-style-type: none"> Discuss security arrangements of the site including and security codes, front gate locking systems, security company phone details, CCTV systems. 	Buddy			
	<ul style="list-style-type: none"> Advise when and where staff meetings are held. 	Buddy			
	<ul style="list-style-type: none"> Identify where to locate policies, forms and and relevant documents on laserfiche and staff room noticeboards. 	Buddy			
	<ul style="list-style-type: none"> Introduce to the telephone systems, nurse call systems, security lockdowns / intercoms 	Buddy			
<ul style="list-style-type: none"> Discuss fire awareness system and evacuation procedure including RACE, muster point, Fire Indicator Panel, Mimic Panel, hose reels, extinguishers, blankets etc. 	Buddy				

On Boarding Program Example

	<ul style="list-style-type: none"> Discuss emergency procedures, Flow Chart and Emergency Plan Manual. 	Buddy			
	<ul style="list-style-type: none"> WHS Committee, explain who the committee representatives are. 	Buddy			
	<ul style="list-style-type: none"> Explain waste and spills management/material safety data sheets (where applicable) 	Buddy			
	<ul style="list-style-type: none"> Demonstrate Anglican Care's Stretching Program Exercises. 	Buddy			
	<ul style="list-style-type: none"> Explain Incident and Hazard Reporting and Risk Assessment Process show Riskman and how to lodge an incident. 	Buddy			
	<ul style="list-style-type: none"> Show employee how to log into eLearning and discuss the compulsory education and policies to be completed in the first 10 weeks of employment (see education checklist below) 				
	<ul style="list-style-type: none"> Discuss all equipment the New Employee will be required to use; explain storage, use, location, cleaning, maintenance etc. 	Buddy			
	<ul style="list-style-type: none"> Explain where to find the Safe Work Procedure Skills Assessment's (SWPSA's) documentation and when and how to use SWPSAs. 	Buddy			
	<ul style="list-style-type: none"> Explain all documentation requirements of the New Employee, including a brief introduction to Icare. Book New Employee in for iCare training (where applicable). 	Buddy			
	<ul style="list-style-type: none"> Discuss the relevant work schedule and duties list 	Buddy			
	<ul style="list-style-type: none"> Explain any general information including car parking facilities, speed limits and anything else specific to the site. 	Buddy			
Day 4 – 7	<p>A minimum of four (4) buddy shifts (2 morning and 2 afternoon) to be completed @ site. The shifts are to include:</p> <ul style="list-style-type: none"> Ensure a discussion on ACFI/Assessments 	Buddy			
	<ul style="list-style-type: none"> Explain policy/procedure for new resident/consumer admission to your site including after hours admissions. 	Buddy			
	<ul style="list-style-type: none"> Explain all pharmacy and medication management issues that will be the responsibility of the new employee. Explain the risk management tool for medication 	Buddy			
	<ul style="list-style-type: none"> Explain all resident records management systems that will be the responsibility of the new employee. Practical – Obs lifter, feeding, pressure care etc 	Buddy			
Weeks 2-9	<p>Continuation of check in meetings with Buddy, Manager and New Employee @ site Manager & Employee meetings as arranged – to discuss progress & and further training required if appropriate.</p>	Buddy & Manager			
Week 10	<p>Compulsory education due in eLearning where applicable (see attached checklist)</p>	Buddy & Employee			
Week 12	<p>Feedback opportunity via email survey An opportunity to provide feedback on your time so far with Anglican Care via an email survey</p>	HR team			
3 months	<p>Manager & Employee meeting – On Boarding progress @ site</p>	Manager			
6 months	<p>6 month Performance Review with Manager (including feedback from buddy) @ Site (probationary period to be discussed for permanent team members)</p>	Manager			

On Boarding Program Example

Education to be completed for Care Assistant and Cert IV (Senior Care Assistant)

Self Directed Learning Packages - Due: First 10 weeks via eLearning

- Elder Abuse & Mandatory Reporting
- Infection Control
- Code of Conduct
- Bullying & Harassment
- Work Health & Safety
- Manual Handling
- Safe Administration of Medications for Care Assistants Working in Hostels (*Marked by Clinical Team & entered into Preceda by Clerical*)
- Riskman Incident Module to be completed in Riskman Training site – EC0017
- Resident Rights Declaration

Policies – Due : First 1 Week via eLearning

- Code of Conduct
- Bulling & Harassment Policy
- Diversity & Inclusion
- Work Health & Safety
- Elder Abuse
- Computer Policy
- Access and Equity

Self Directed Learning Packages Due: First 6 months via Clinical Team

- Residents Rights SDLP & DVD (*Marked by Clinical Team & entered into Preceda by Clerical Assistant*) -
- Aged Care Funding Instrument (ACFI) (*Marked by Clinical Team & entered into Preeda by Clerical Assistant*) – AS0008

Safe Work Procedure Skills Assessments - New employee to complete the SWPSA's which are applicable to their site before commencing first shift.

NOTE: Supervisor/Buddy to ensure SWPSA's are kept on Employee File and entered into Preceda

- Lifting and Carrying Objects – PC0001
- Manoeuvring Trolley – PC0002
- Assist – Walking – PC0003
- Assist – Sit to Stand – PC0004
- Slide Sheet – PC0005
- Lifter – Argo Steady – PC0008
- Lifter – Non Weight Bearing (Hydraulic) – PC0006
- Lifter – Weight Bearing (Pixel) – PC0007

**** Note further education and training may need to be completed as outlined in the position description relevant to your role.***



OnBoarding Coordinator - Buddy Program Residential Care

We have an opportunity for a current residential team member at your site to take on the role of an On Boarding Coordinator or Buddy. In addition to working in your current role, you will be the Buddy, ensuring that our new employees are made to feel welcome, comfortable and get the best out of their first 6 months with Anglican Care.

You will be rostered to work with the new employee on buddy shifts, and will be responsible for all aspects and completion of the On Boarding Program with the manager, for a maximum of 2 employees at any time.

As part of your role, you will be their "go to" person from day 1, providing advice, guidance and support to ensure they learn their role and all the day to day aspects of working at your site.

As well as the great reward you will get from being the site's official mentor for our new employees, successful Buddy's will also be financially rewarded along the way as the new employee reaches employment milestones at 3, 6 and 12 months.

To be eligible to apply to be an On Boarding Coordinator you will need to discuss your interest with your manager and gain approval. You must possess the following to be eligible:

- The successful applicant must have been with Anglican Care for at least 18 months.
- Must be a strong performer with a performance review rating of 3 or more.
- You must demonstrate that you uphold and live the Anglican Care values
- Applicants must participate & successfully complete the Buddy Training Program

This opportunity is only available to residential staff at this stage.

*Conditions of the program & benefits are outlined in the
On Boarding Coordinator Program Policy on Laserfiche*

To apply for this exciting opportunity, please discuss
with your Manager directly



www.anglicancare.com.au

Role of the Buddy

- Position advertised
- Manager endorsement required
- Buddy selected on display of values and performance in role
- Mentor training provided (Buddy Orientation)





YOU can help a friend AND
get paid for it!

Employee Referral Program

Earn **\$500***

*Tell your friends to visit our website
www.anglicancare.com.au to apply!*

To refer someone simply complete the employee referral form, this can be found on Laserfiche under HR forms, and mail it to HR before the position closing date. Please ensure the person you referred is aware you are referring them and they should indicate this in their application and if they attend an interview.

If the person is successful in obtaining the position you receive \$200 when they commence with Anglican Care, and a further \$300 if they stay with the organisation for 12 months without any disciplinary action.

**All other conditions must be in accordance with the Employee Referral Program Policy.*

Remember, you cannot refer someone who has applied for a position without your assistance!

Employee Referral Program



Feedback and Recognition

- Improvement in manager feedback
 - On boarding/Buddy Program
- Recognition programs
 - Monthly
 - Annual Rewards and Recognition Ceremony
 - Buddy rewards
 - Christmas

Where are we now?

- Stage 2 Buddy Program rollout – Community & Hospitality
- Turnover improvements
 - June to Dec 2015 13.22% of organisational turnover
 - Jan to June 2016 6.98% of organisational turnover
- Feedback from new employees
 - *Thank you for contacting me, I'm really enjoying my new role; everyone is very friendly and helpful*
 - *Thank you for your message. I am loving my new role. The staff and training has been excellent and I'm forming good bonds with the residents.*
- Decrease in performance management for new employees
- On boarding completion
 - 56% at the beginning of 2014, now at 80%
- Working on refining/putting online performance appraisals
- Time to hire

Questions?

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