



Ohio Living
FAITH + COMPASSION + COMMUNITY



*An Investment in Culture
that Drives Retention*

LeadingAge®
Ohio

An Investment in Culture that Drives Retention



Nancy Pettigrew
Founder



Dana Ullom-Vucelich
Chief HR Officer

Insights from
Great Place to Work Institute



Activated
Insights

What CNAs and Caregivers Want: Implications for Recruiting and Retention

CNAs/Aides are among the
hardest roles in senior care to
recruit and retain: turnover is
over 60% in senior housing
and **over 70% in at-home care**



99,904

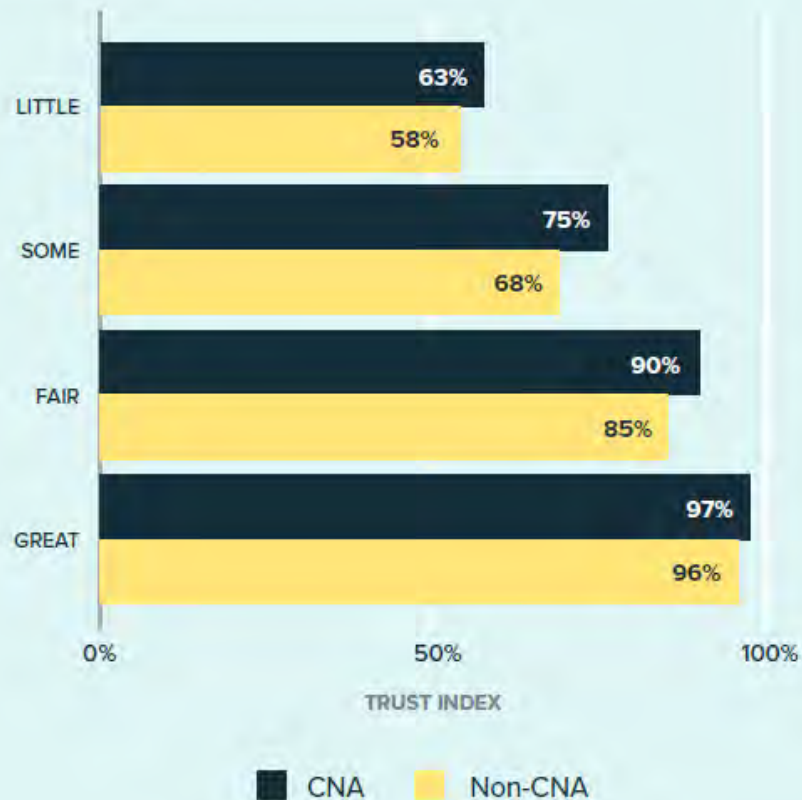
individuals who identify as
a CNA, caregiver, PCA,
aides in senior care.

2,000,000+

Senior care needs 2,000,000+ more
CNA/Aides from now until 2025¹

The more a CNA/Aide believes in their leadership,
the greater likelihood of engagement

Confidence in Executive Team



The perfect nursing manager is someone who inspires through focusing on purpose and being personable, yet also is organized in scheduling to meet floor acuity and fairly holds her team accountable



**'Culture eats
strategy for
breakfast'
- Peter Drucker**

“Company culture is the continuous pursuit of building the best, most talented, and happiest team we possibly can.”

- Andrew Wilkinson



“Culture **of
the mind
must be** subservient
to the heart.”

TRADITIONAL LEADERSHIP



**Direct
Evaluate
Gatekeep**

O.C. TANNER INSTITUTE

MODERN LEADERSHIP



**Mentor
Develop
Connect**

	TRADITIONAL LEADERSHIP	MODERN LEADERSHIP
Employee Experience	- 43%	+ 55%
Appreciation	- 38%	+ 42%
Engagement	- 33%	+ 40%
Great Work	- 58%	+ 86%
Promoter	- 44%	+ 64%
Success	- 27%	+ 35%
Opportunity	- 42%	+ 43%



At the very core of our
humanity is our care for
one another.

Heartfelt appreciation
provides sustenance for
another day, especially in
turbulent times.

Dana Ullom-Vucelich



We believe

By providing resources to help leaders build a coaching mindset dedicated to helping each employee succeed, the return on investment shows up in qualitative and quantitative measures that impact how an organizations serves its customers and employees



*Our culture is our foundation.
Our leaders are the stewards of our culture*

Welcome

Successful



Valued

Sense of Belonging

Worst Team

How do you feel about going to work each day with these people?

How people feel is how they engage!



Best Team

How do you feel about going to work each day with these people?

How people feel is how they engage!



Memorable Teacher

Personal Reflection ~

- ❖ Who in your life who has been a teacher or mentor for you?
- ❖ What qualities does this person have that makes or made your relationship so memorable?
- ❖ Which of her/his qualities had a positive influence in how you want to build relationships today as you support the success of your colleagues?



What is the Coaching Role of Managers?

~ Memorable Teachers ~

Resource and guide

Modeled values I want to live

In his or her presence, I feel more capable

*What greater gift is there
for those people whose lives we touch?*



Our Support System for Investing in a Culture that Drives Retention

- Sponsor/participant relationship and support
- Application process – Chosen as an emerging leader
- Structured learning with a purpose ~ Sample syllabus
- Focus Project – Connecting and applying each topic and resource to their purpose and what they came to learn and accomplish in helping others succeed
- Sharing presentations at end of course with classmates, sponsor and team members



The Coaching Role of Managers

Module 1

I Coaching Defined

- Clarify course purpose and expectations as part of growing our *Ohio Living Culture of Excellence*
- Identify participant challenges and objectives in building staff engagement
- Understand the healthy workplace balance between demanding compliance and inviting contributions
- Learn how to use *Everything DiSC* resources to enhance delegation, provide direction, create a motivating environment and develop your staff's capacity to serve



The Coaching Role of Managers

Module 2

II Conversations – The Key to Relationships

- Talking So People Will Listen ~
Listening So People Will Talk
- Understand how every conversation can make or break relationships and impact outcomes
- Gain skills in speaking up when it matters most
- Enhance your listening as the foundation of all quality relationships



The Coaching Role of Managers

Module 3

III My C.L.E.A.R. Responsibilities

Refine your skills in:

- Providing Clear Expectations
- Empowering your staff to succeed
- Using Accountability to show you care
- Recognizing contributions to reinforce best practices
- Giving and receiving feedback that builds staff engagement



The Coaching Role of Managers

Module 4

IV Coaching from Inside Out ~ Taking Care of the Coach So You Can Care for Others

- Learn Emotional Intelligence strategies for inspiring and unleashing the talents of your staff
- Share tips for *Keeping SPIRIT Alive and Well* to renew your energy, purpose and focus each day



The Coaching Role of Managers

Module 5

V Rallying People Around a Common Cause

- Understand the essential elements of collaborative teamwork
- Practice handling difficult conversations when team members disagree
- Learn tips for transforming conflict into pinpointing solutions
- Discover ways to turn conversations into action and results



The Coaching Role of Managers

Module 6

VI The Impact of Coaching

The Difference You Are Making

- Project Presentations: Share applied course insights and developments as each person is fulfilling his/her learning objectives in making a positive difference in helping employees succeed
- Create plans for staying in touch and continuing on-going development of coaching skills as we grow our *Ohio Living Culture of Excellence*



What is one thing
you can do today
that is a move
towards investing
in leaders?

What is the one
thing you can do
today that is a
move towards
enhancing culture?



4 takeaways - how to keep your caregivers engaged and retained

- Take time to communicate through regular in-person meetings. In recruiting and in meetings, provide timely updates as well as “show and tell” the purpose and mission of the work, including inviting seniors to share their appreciation.
- Lean on a formal appreciation program - use small rewards or handwritten notes. Consider the golden rule: give 5 or more compliments for every negative comment.
- Be organized, team-building oriented, and fair. But, be sure to be flexible to personal needs. Post schedules two weeks in advance and have a consistent, fair process for time off and schedule change requests
- Manage with a “growth mindset” of inviting ideas and suggestions that improve the workplace or the care for seniors. Follow up with all employees who bring up specific issues.

Impact of Covid on culture

	IMPACT OF COVID-19 ON THRIVING CULTURES	IMPACT OF COVID-19 ON NON-THRIVING CULTURES
Engagement	- 1.0%	- 52.2%
Retention	- 2.6%	- 52.5%
Net Promoter Score	- 5.0%	- 63.2%
Belonging	- 1.8%	- 37.7%
Inclusion	- 1.0%	- 51.4%

“An Investment in Culture that Drives Retention”

Reflections?

Questions?

Insights to share?

dana@ohioliving.org



nancy@hwpltd.com



Ohio Living
FAITH + COMPASSION + COMMUNITY



*Thank you
for joining
us today!*

LeadingAge®
Ohio