

Insights from Great Place to Work Institute



Activated
Insights

What CNAs and Caregivers Want: Implications for Recruiting and Retention

Why are we researching this?

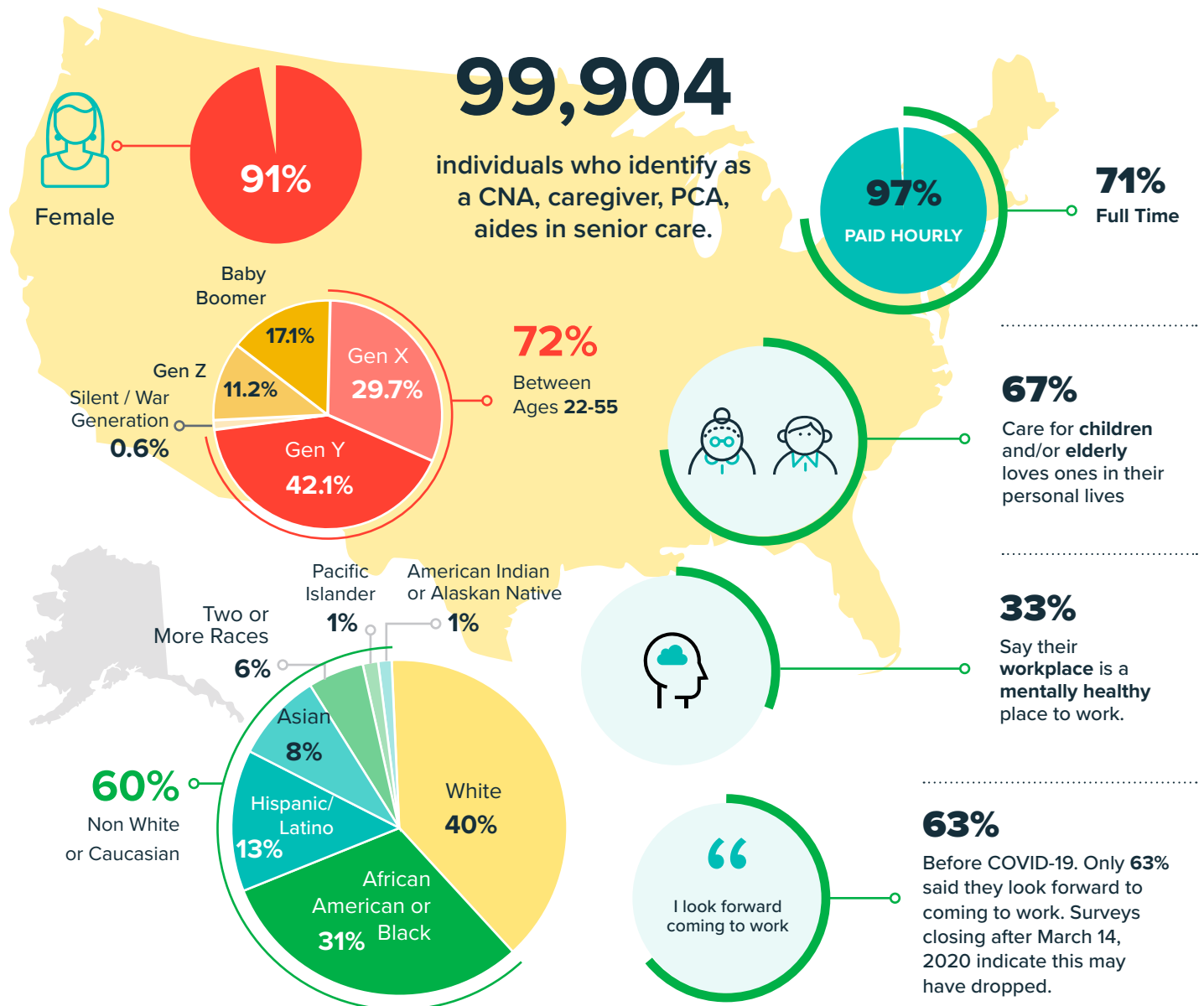
CNAs/Aides are among the hardest roles in senior care to recruit and retain: turnover is **over 60% in senior housing** and **over 70% in at-home care**



2,000,000+

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

Whose voices are represented in this report?

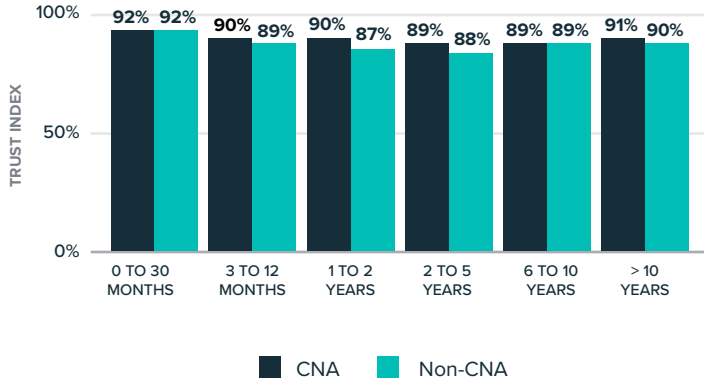


The GOOD NEWS: CNAs love making a difference

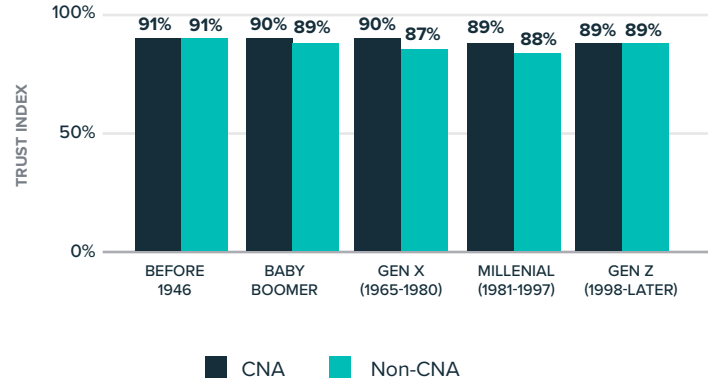
They categorically score higher on nearly all aspects of the question

"My work has special meaning: this is not 'just a job.'"

By Tenure

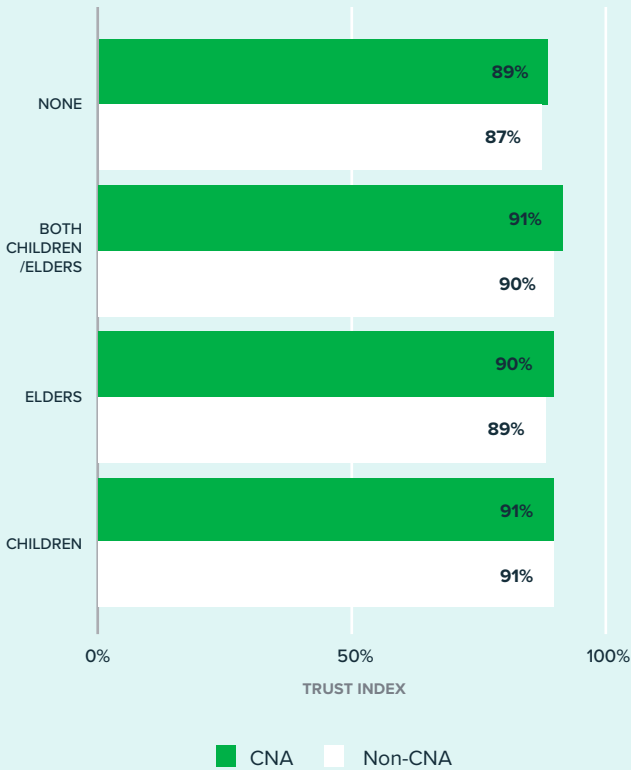


By Birth Year



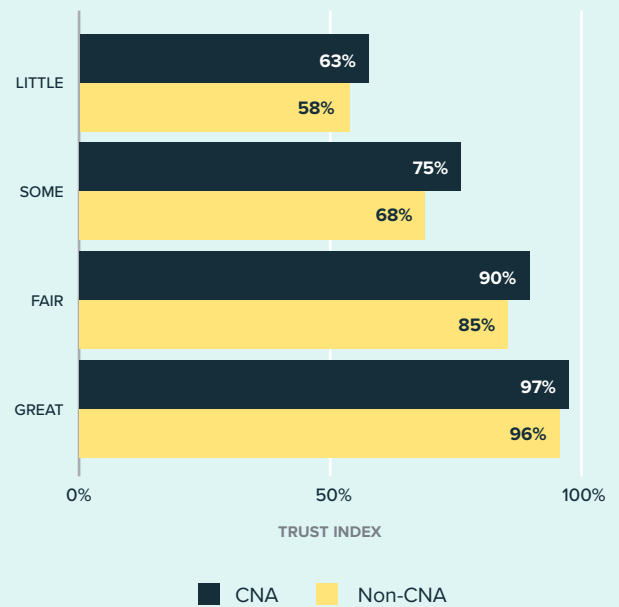
Those who care for children or BOTH children and elderly loved ones at home are more engaged

Personal Responsibilities



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

The BAD NEWS: CNAs are less engaged on nearly all other areas of the employee Trust Index

"I want to work here for a long time."

"I would strongly endorse my company to friends and family as a great place to work."

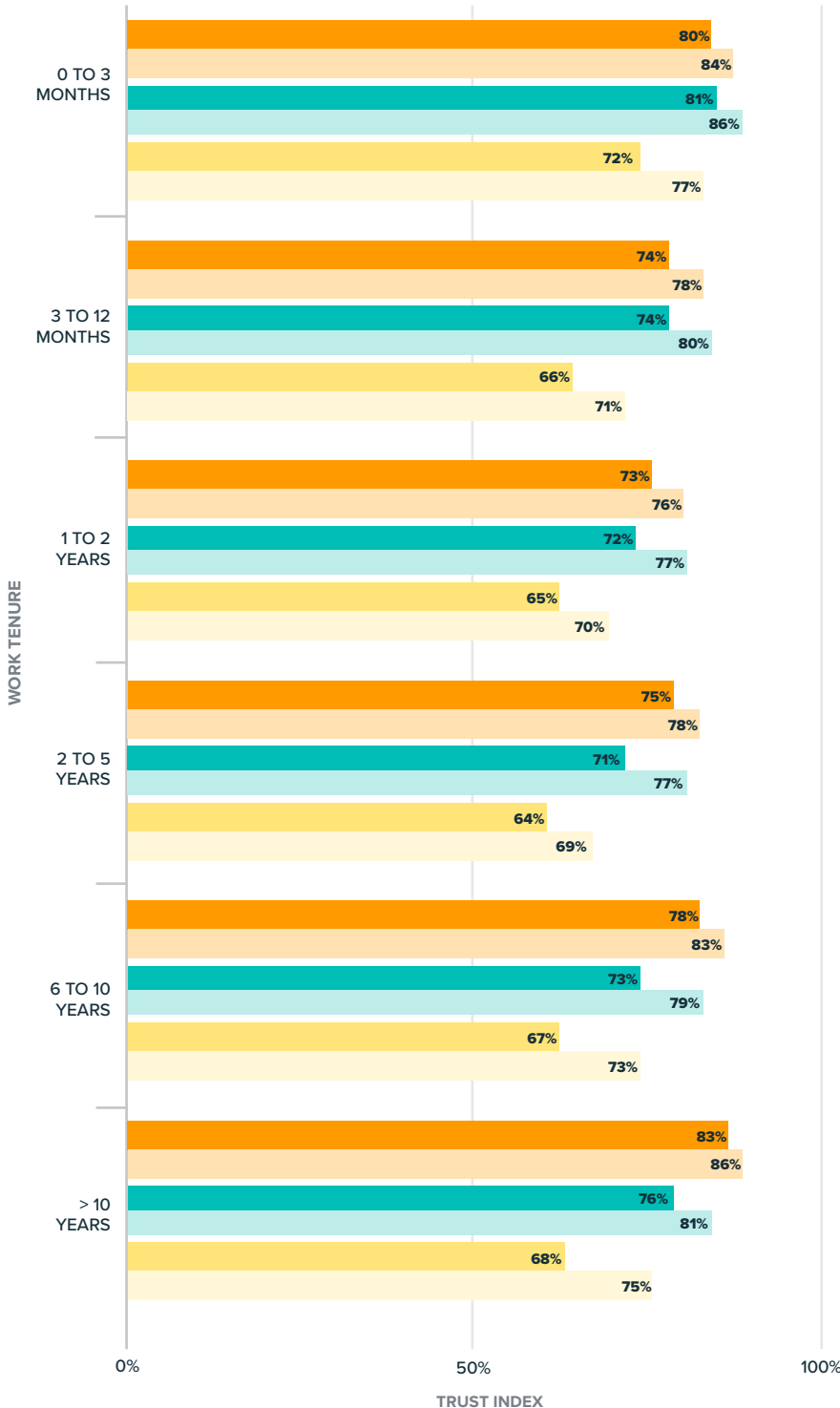
"People here are willing to give extra to get the job done."*

CNA NON CNA

CNA NON CNA

CNA NON CNA

* Low scores pose additional risks during challenging times e.g. COVID

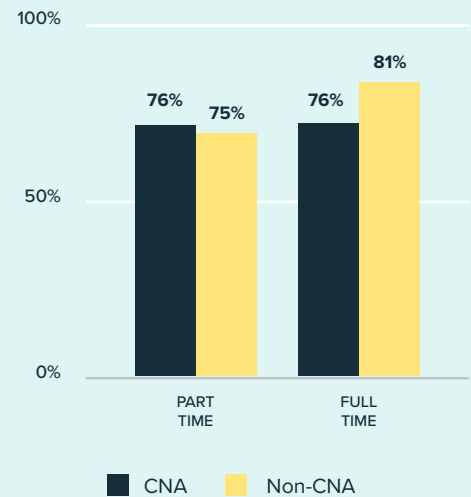


A GLIMMER OF HOPE

Being flexible with CNA schedules can increase their likelihood of wanting to stay

"People here are willing to give extra to get the job done."

Work Status



And, appreciation for going above and beyond helps increase engagement of all CNAs/aides

4 takeaways - how to keep your caregivers engaged and retained

Quotes from actual CNAs/Caregivers

- 1** 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.

“

Updates/meetings/in-services make me personally knowledgeable of what's going on.

“

The residents love to communicate with the workers and tell us about their day.

- 2** 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.

“

As an employee I feel appreciated with rewards of a good work ethic. We celebrate achievements as a team with lunches, BBQ's and other fun activities. As a team member of the Nursing Department I am very thankful to be working under such a strong management team.

- 3** 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

“

Managers encourage us to approach them with ideas, questions or any issues we may have.

“

They work very well around my schedule with my children as I need.

- 4** 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.

“

It's willingness to be innovate with its programs offered to seniors. They are not afraid to try out new programs and are far from cookie cutter.

Do NOT allow behavior like this (quotes are from frontline caregivers):

"Our manager is gone half days or full days at a time without reason...yet tells us that we cannot take any days off"

"I counted 7 eye rolls the last time I brought something up to her"