Type of Care Provided

Care provided in this capacity is done through clinics such as 24-hour urgent care centers and minute clinics provided through local pharmacies or community locations. These facilities increase access to care at affordable rates and in convenient locations.

Scenario

You are the Director of Human Resources for a small rural care center. Your Care Center Administrator (CNA) visited your office today with some issues regarding the high turnover of CNAs in all seven nursing wings. She has been experiencing this phenomenon with her CNAs the past 3 months, thus decreasing overall patient quality care, along with adversely affecting the labor budget due to numerous call-offs from the CNAs. When added to the high cost of using registered nurses, this is a serious issue. None of her nursing supervisors can explain the reasons for the turnover, but only provide feedback that your organization is hiring the “bad ones.” She is asking for your ideas on how the care center can recruit and retain more talented and devoted CNAs.

You perform an immediate cursory assessment of the turnover and determine that, at the current rate, there will be 100% loss/turnover of CNAs this year. This initiates an emergency meeting with the Administrator, Director of Nursing, the Assistant Directors of Nursing, the Staffing Coordinator/Scheduler, and three charge nurses. The purpose of the meeting is to determine why your facility is losing so many CNAs, especially when compared to similar care centers in the area.

Question 1

In your capacity as Director of Human Resources, what steps would you take to determine why the employees are leaving? How will you be able to identify if this is a management issue, labor market issue, compensation issue, or a combination of issues? What questions would you ask team members? Are these questions different for each role? What strategies from the assigned course reading would you implement?

Question 2

What questions would you ask team members? Are the questions different for each role? What strategies from the assigned course reading would you implement?