WAGES, WELLNESS, AND WORKPLACE CULTURE MATTER-
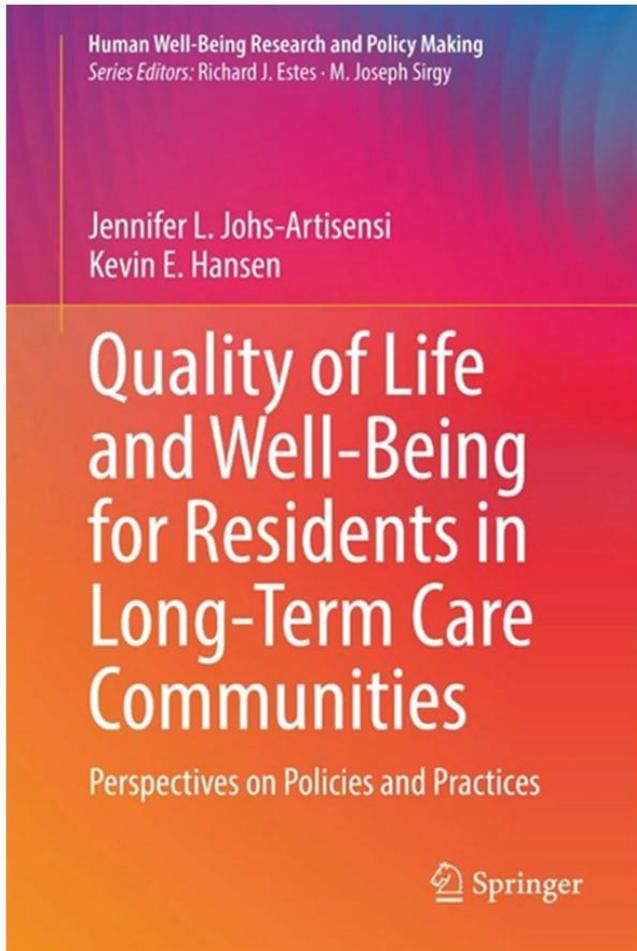
Research-Based Innovative strategies to support and engage caregivers

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My Passion

Quality of Life and Well-Being for Residents in Long-Term Care Communities

Human Well-Being Research and Policy Making
Series Editors: Richard J. Estes · M. Joseph Sirgy

Jennifer L. Johs-Artisensi
Kevin E. Hansen

Perspectives on Policies and Practices

Springer

https://bit.ly/3Nyan9V

Quality of Life	First	Second	Third	Fourth	Fifth
Resident	Resident and Staff Relationships	Autonomy and Respect	Sense of Community	Food and Drink	Activities
CNA	Resident and Staff Relationships	Autonomy and Respect	Quality of Care	Activities	Food and drink
AD	Activities	Resident and Staff Relationships	Autonomy and Respect	Quality of Care	Comfortability and environment
SW	Quality of Care	Resident and Staff Relationships	Autonomy and Respect	Activities	Comfortability and environment
Admin	Resident and Staff Relationships	Quality of Care	Autonomy and Respect	Activities	Comfortability and environment

Relationships

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Findings from 3 Papers – Studying Nurse Aide (CNA) retention

59 Skilled Nursing Facilities – 5 CNAs, DON, NHA

-295 CNAs, 59 DONs, 59 NHAs

Qualitative Interviews
- Semi-structured interviews with CNAs, DONs, and NHAs

Quantitative Surveys
- Likert ratings of 18 retention factors across stakeholders

160 Specific Staffing Practices across 10 Categories
- Utilization of CNA retention practices and relationship with organizational performance

QUALITATIVE - Leadership and Staff Perceptions on Long-term Care Staffing Challenges Related to CNA Retention (JONA, 2022)

- We asked:
  - *What do you think are the biggest CNA/NAR staffing challenges?*
  - *What do you think are the root causes for your CNAs/NARs staffing challenges?*
  - *What do you think are the top three things CNAs/NARs are most looking for from their employers?*
  - *What are the top five most useful strategies, factors, programs, or practices you've seen impact CNA/NAR retention?*
- Looked for alignment in frequency of themes

- Root Causes of Turnover:
  - **Wages**, **shortages**, **difficult nature of the job**
  - CNAs also highlighted the role of **work culture**

- CNA responses were extremely varied

- Agreement that **wages** and **appreciation** were important
  - CNAs also want **better working relationships, two-way <u>communication</u>, <u>practical and emotional support</u>, <u>more education to be able to provide better care</u>, autonomy over their schedule, and opportunities for career advancement**

Quantitative - Certified Nursing Assistant (CNA) Retention in Long-Term Care Facilities (Intl. J. Healthcare Management, 2025)

	Safely Perform Job	Health Insurance	PTO	Retirement	Supportive Supervisor	Organizational Culture	Quality Care	Employee Appreciation	Growth Opportunities	Orientation	CNA Voices Heard	Wages	Continued Education	Wellness	Say in Scheduling	Adequate Staffing s	Support of Personal Lives	Teamwork
NHA	5.86	4.76	5.51	3.85	6.61	6.32	5.51	6.03	5.44	5.53	6.19	6.36	4.53	3.95	6.07	6.58	5.44	6.22
DON	6.27	5.07	5.9	4.41	6.34	6.14	5.51	6.29	5.73	5.85	6.22	6.64	5.07	4.42	6.14	6.56	5.49	6.32
CNA	6.66	5.64	6.27	5.42	6.51	6.07	6.21	6.18	5.9	6.01	6.33	6.41	5.9	5.64	6.16	6.42	5.53	6.56

○ **One-Way ANOVAs:**
- Strong agreement on **teamwork, competitive pay, positive supervisor relationship, adequate staffing levels**
- But CNAs ranked **"ability to safely perform my job"** above wages & much higher than leaders
- CNAs also placed higher value on **continuing education, benefits, and the facility's quality reputation** than leaders realized
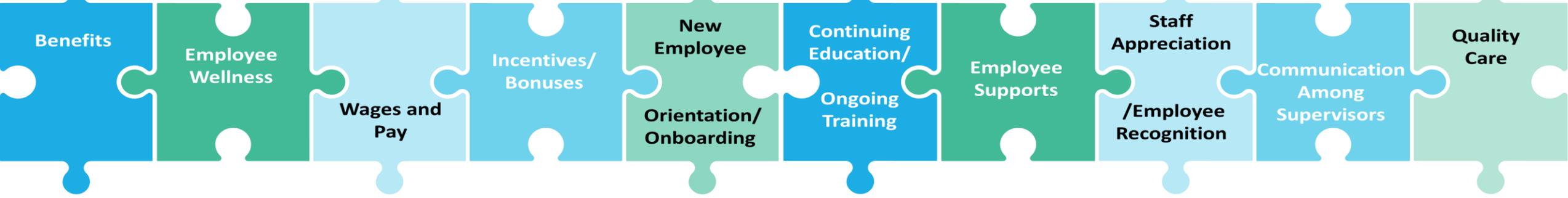
Quantitative – Paper under review, 2026

- Focus groups yielded **160 nursing retention practices** across **10 categories**
  - **Benefits, wellness, wages, incentives, onboarding, continuing ed, supports, appreciation, supervisor communication, quality**

- Significant relationships between **Nursing Assistant Retention Strategies** and **Turnover** (p<.05)
  - **Number of Orientation/Onboarding strategies** *r = -.292*
  - **Having a Welcome Packet for new employees** *r = -.316*
  - **Offering Bereavement Leave** *r = -.258*
  - **Offering Employee Assistance Programs** (EAPs) *r =-.273*
  - **Facilities who use technology-assisted platforms for scheduling have lower CNA turnover** *r = -.293*

- Significant relationships between **Nursing Assistant Retention Strategies** and **Performance Variables** (p<.05)
  - **Having a formal check in process for new hires**
    - Staffing ratios *r = .324*
    - Star ratings *r = .278*
  - **Offering a childcare discount**
    - Star ratings *r = .260*
  - **Using hospitality aides to supplement staffing**
    - Higher profitability *r= .327*

So what??? 5 Evidence-backed takeaways...

1) The Basics – Wages, **Safety**, Reasonable Workload

2) Systematize onboarding & early belonging

3) Emotional & Practical Support

4) Communication and Teamwork

5) Use technology to give autonomy to staff

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