



Center for Health Care Quality (CHCQ)

Transformation and Remediation Goal Completion Report

| Recommendation | Targeted Goal (considered complete when) | Team Leader | Team Members |
|---|--|---------------|---|
| 12. Design and Implement an Employee Retention Plan for District Offices Date Completed 7/1/2018 | The turnover rate for HFENs, District Office Supervisors, and District Office Managers is less than 10% state-wide | Andy Barbusca | Maria Gutierrez, Melinda Cargile, Jean Chiang, John Montalbano Mary Kay Sogge |
| Executive Summary | <p>CHCQ developed the retention action plan (RAP) methodology with guidance from Mission Consulting Group. An all staff survey identified scale-based responses from each of 13 district offices. Each office used the feedback to develop their individualized RAP, which led to improved communication and engagement between staff and management. Qualitative measurement for this improvement is from bi-annual onsite meeting feedback with CHCQ deputies and Branch Chiefs. The baseline HFEN turnover rate at the beginning of the workgroup was 27%. The HFEN resignation rate (excludes retirements and internal promotions) in FY 2017-18 was 10%. The turnover rate for district managers in FY 2017-18 exclusive of retirement is 0% and for supervisors it is 1%. We anticipate year over year improvement in the HFEN turnover rate because not only has recruitment resulted in hiring staff with more productive years to retirement, but staff relationships with supervisors have improved.</p> | | |
| Achievements Deliverables | <ol style="list-style-type: none"> 1. Established baseline turnover rates. 2. Completed CHCQ all staff survey with 76% response rate 3. Provided survey results to all staff. 4. Used survey results to develop individual district office specific retention action plan. The development of the RAP includes direct staff involvement and partnership with district office management teams | | |
| Status | <ul style="list-style-type: none"> • The Workforce Steering Committee continues to meet bi-monthly to monitor the progress of the deliverables created by the workgroup. • Annual all staff survey is scheduled in the fall each year to obtain ongoing feedback from long-term staff and new staff so that the RAP can be modified based on current survey results • Ongoing review of district manager engagement and support of site specific action plans | | |
| Planned Follow Up | The Steering Committee managers will continue to report progress to CHCQ Deputies at scheduled monthly meetings.. | | |