

**Step 1: Getting Started**

CCPH's turnover rate has increased since 2013; there has been a substantial increase in resignations since 2015

**Step 2: Assemble the Team**

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**Step 3: Examine the Current Approach**

There was not a formal approach to staff retention. Exit interviews were completed by resigning and retiring staff. Responses were reviewed by the Health Commissioner and the interview was filed in the employee's personnel file. Exit interview data and the 2016 Staff Engagement Survey results were analyzed to identify areas of staff satisfaction that could be improved.

**Step 4: Identify Potential Solutions**

Possible improvements were brainstormed and organized into a desirability matrix. The most feasible improvements were creating an outline for advancement, routine job satisfaction surveys, relaxing the flex time policy, and increased transparency of the agency's finances.

**Step 5: Develop an Improvement Theory**

The group decided not to focus on reducing the turnover rate, but aim to limit the number of resignations to four per year. To meet this goal, efforts would be focused on improving the satisfaction of current employees.

**Step 6: Test the Theory**

**Exit Interview**

The exit interview form was revised to gather more relevant data. Aggregate data will be compiled by the Fiscal Officer and reviewed by the Leadership Team annually to identify trends or areas for improvement.

**Staff Engagement Survey**

A staff engagement survey will be conducted every three years beginning in 2019.

**Flex Time Policy**

A committee to revise and possibly loosen the flex time policy will be formed. The proposed revisions will be presented to the Board July 2018.

**Outline for Advancement**

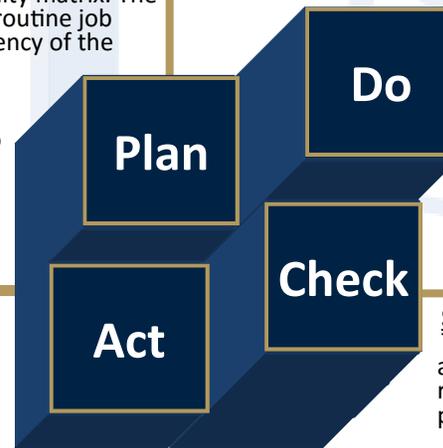
An outline for how to advance within a position will be developed by July 2018.

**Financial Transparency**

AOHC's biannual salary survey will be distributed to all staff. The Fiscal Officer will review cost methodologies with each division annually. The agency's monthly financial statement will be distributed to all staff.

**Incentive Program**

The monthly incentive program was revamped to allow staff to choose their incentive rather than administration choosing a uniform gift for all staff.



**Step 8: Standardize the Improvement or Develop a New Theory**

Use of the revised exit interview form began in 2018.

Additional items will be added to the incentive catalogue.

Cost methodologies will continue to be reviewed with staff annually.

**Step 9: Establish Future Plans**

Resignation rates will be monitored annually. Exit interview data will be reviewed annually and any identified issues will be addressed by the Leadership Team. The Health Commissioner will recommend salary schedule adjustments to the Board as needed based on the AOHC's biannual salary survey and budget availability. Results of the triennial staff engagement survey data will be analyzed for negative trends and areas of improvement.

**Step 7: Study the Results**

The review of cost methodologies was implemented in 2017 and seemed well received. Staff provided suggested justified revisions to fees and began making adjustments to program processes to increase revenue.

Staff was surveyed in November 2017 on several topics including the changes to the monthly incentive program. Overall the changes were well received. Other proposed changes will not be implemented until 2018 and beyond. The results of those changes will not be realized for several years.



# STAFF RETENTION

## Quality Improvement Project

### 2017