For ACHE Face-to-Face Education Credits
Managing for Morale—
Effective Management Techniques to Retain Your Staff

Length: 1.5 Hours
Target Audience: Mid-level managers

Description: Staff retention continues to be a top priority for most healthcare executives. This panel will engage senior-level managers to discuss best practices in staff retention. Depending on the audience, the panel can be comprised of individuals with specific functions or by management level. Groups may choose to focus more on the hospital setting (option 1) or take a broader approach looking across organizational settings (option 2). The program will begin with brief opening remarks of approximately 10 minutes by the moderator, followed by 15-minute presentations by each of the three panelists. The program will conclude with a 30-minute question-and-answer period.

Faculty: Moderator plus three panelists. We recommend that an individual with a human resources background serve as moderator for this session. Panelists may be selected according to one of the following options:

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<thead>
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<th>Option 1</th>
<th>Option 2</th>
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<tr>
<td>Hospital Focus</td>
<td>Cross-Setting Focus</td>
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<td>Vice Presidents:</td>
<td>Administrators:</td>
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<td>• Support Services</td>
<td>• Long-term care facility</td>
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<td>• Clinical Services</td>
<td>• Hospital based</td>
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<td>• Administration</td>
<td>• Group practice</td>
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Topics for Discussion: All three panelists will address the following:
• One or two essential skills for strong managers
• What has changed in management over the past 3 to 5 years?
• What new skills are needed or how are staff expectations different?
• Why is a good management key to retaining frontline personnel?
• How does frontline staff define good management; what are they looking for?
• How does coaching/mentoring fit into a model of good management?
Questions for Discussion:

1. How large an issue is staff retention in your organization? Which areas are experiencing the greatest challenges in keeping key staff?
2. What are the best practices you have seen to retain staff?
3. What were the results of those practices?
4. If you have tried any of those techniques at your organization, what happened?
5. How can senior management create an environment that encourages long-term employees?

Materials for Distribution:


(Go to: Chapter Education Manual Appendix for handout)

Additional Resources:


