

CHALLENGE:

- 300 when fully-staffed / rarely fully staffed
- Most turnover was occurring in first year
- In 2017 turnover rate was 43.8%
- In 2017 Hired 145 / Lost 134
- Terminations at an all time high - averaging 30 per year
- High turnover and termination meant replacing, let alone backfilling, was difficult
- Levels of staff must be maintained by mandates and current staff must fill shifts including mandatory overtime

WHY C-SUITE ANALYTICS?

- C-Suite Analytics's results in reducing turnover by 20% or more with other clients
- Dick Finnegan's reputation as a thought leader in this field
- If you don't try something different you don't get different results and we needed to do something drastic
- Implementing all of the pieces in our facility meant more transparency and accountability at all levels
- Gave us great analytics and data on our turnover to show the actual cost of our turnover as well as that affects the whole system to help us build the case and get this through the budget process

IMPLEMENTATION:

- Began in July of 2017
- Did a tiered implementation having C-Suite Analytics start with training our leadership and managers first
- Rolled out training to department heads and then to supervisors
- Fully implemented by January 2018, ongoing in 2019, and being rolled out to other institutions
- Supervisors conduct Stay Interviews with new hires in the first 90 days to reduce new hire turnover
- Existing staff is scheduled on a rolling system to start, then once completed, will be done on an annual basis
- Developed a tracking spreadsheet for management showing full transparency across entire facility

RESULTS:

- In 2017 turnover rate was 43.8%, as of December 30, 2018, turnover is 12.2%
- In 2017 Hired 145 / Lost 134, as of December 30, 2018, Hired 47 / Lost 36
- Dollar savings using [SHRM-accepted average cost of turnover](#) of \$4,129.00 went from \$553,286 in 2017 to \$140,386 in 2018 for an overall reduction of \$412,900 directly to the bottom line
- Overall turnover year-over-year is 29 employees, or 9.8% compared to 84 employees, or 28.8% the year implemented
- Terminations are also down almost 75% year-over-year from 30 when implemented, to eight for 2018
- Hiring needs are down and pressure on HR staff is significantly less allowing focus to be on development
- Communication has greatly improved between supervisors and employees
- Employees are encouraged to ask for and schedule their Stay Interview through newsletter and internal communications
- All levels are communicating better and goals are now shared across departments and when reporting to leadership
- Deeper understanding at all levels of the cost of turnover and keeping people longer



SEVTC
Southeastern Virginia Training Center

CLIENT:

Southeastern Virginia Training Center
Chesapeake, VA
Government Employer / State Agency
Intermediate care facility
75 beds / 24-hour care

RETENTION CHAMPION:

Jackie Spiker, MSHRM, SPHR, SHRM-SCP
Human Resources Director

*"Our turnover was as high as 43.8%,...but our leaders had no idea how much turnover was costing us. C-Suite Analytics provided our cost of turnover which got this budgeted because of its impact on our bottom line."
– Jackie Spiker, MSHRM, SPHR, SHRM-SCP*