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### Situation Analysis

Atrium Health Cabarrus had an 18.4% turnover rate for certified nurse aids (CNAs) with an average time-to-fill rate of 71 days. The hospital was paying a significant amount in overtime and premium pay to keep the positions filled. To increase opportunities for career advancement and fill critical CNA vacancies, Atrium Health Cabarrus developed a program to offer free education and training during an employee's regular work shift.

### Project Goals



Identify qualified candidates to fill CNA positions.



Offer education and training at no cost and allow participants to attend classes during their regular work shift.



Develop a model that can be replicated and scaled for investing in educational programming for other roles and at other health system facilities.

### Actions Taken

- Partnered with Rowan-Cabarrus Community College to offer four-hour CNA classes four times a week for two months, with a new cohort starting every month.
- Garner buy-in from health system leaders to support the program, boost a vision of upward mobility for employees, and provide effective onboarding and orientation to retain and support employees in their new roles.

### Positive Outcomes

- Enrolled 25 employees in first cohort; five teammates completed the class.
- Provided hope for career advancement for employees across departments.
- Is sparking more innovative ideas about workforce development.

For detailed information, visit:

[www.aha.org/center/next-generation-leaders-fellowship](http://www.aha.org/center/next-generation-leaders-fellowship)