



Texas Association for
Home Care & Hospice
Leading ★ Advancing ★ Advocating

56th Annual Meeting
Thursday, August 28, 2025
11:15am-12:15pm

4d. The Retention-Resilience Loop: Why People Stay, Burn Out or Bounce Back

Presented by:

Dr. Heather L. Hodges, CEO and Founder,
Hodges Group International LLC

Thank you to our Sponsors:



Retention-Resilience: Why People Stay, Burn Out, or THRIVE

Dr. Heather Hodges, PhD, DMin
CEO & Founder
Hodges Group International, LLC



Agenda

1. Understand *why* people stay, burn out, or thrive.
2. Diagnose *how* you are performing.
3. Take action *now* to move toward engagement and momentum.

Here's the Problem: Turnover

All US Employees ~ 17.3%

Average Cost of Turnover ~ **33% annual salary**

Top 5 Reasons Employees Leave:

1. Lack of career development / advancement
2. Inadequate total compensation
3. Lack of workplace flexibility
4. Unsupportive managers / poor leadership
5. Job not meaningful or fulfilling



Work Institute. (2025). *Employee Retention Truths in Today's Workplace* (9th Annual Retention Report). Work Institute. https://workinstitute.com/blog/eg/retention-report/?utm_source=chatgpt.com

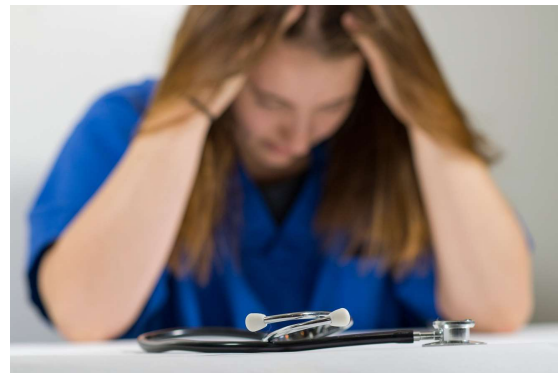
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Turnover: Home Health & Hospice

Home Health¹ ~27%-35%

Hospice² ~19-30%

Healthcare³ ~18-22%



1. HCS and NAHC. (2024, November 19). *Report highlights decline in home health nursing turnover rates; Sign-on bonus trend*. Home Health Care News. Retrieved from Activated Insights data participation report

2. Hospital & Healthcare Compensation Service. (2023). *Hospice salary & benefits report (2023 edition)*. Updated report expected Nov 2025.

3. NSI Nursing Solutions, Inc. (2025). *NSI national healthcare retention & RN staffing report*.

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Cost of Turnover

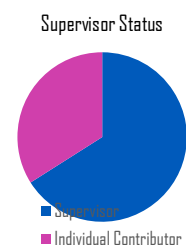
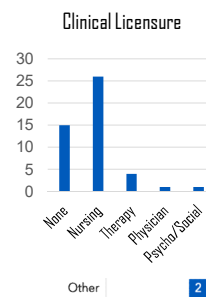
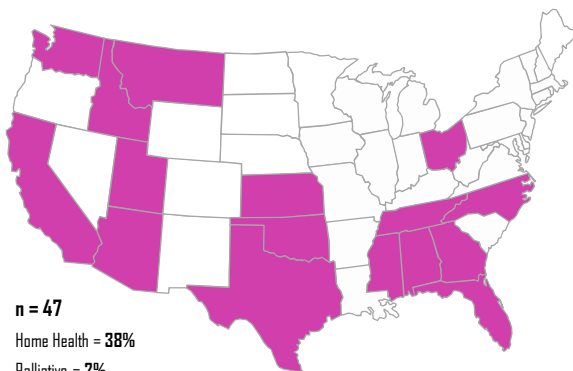
Financial cost of turnover: (e.g., RN turnover can cost \$40k-\$64k per nurse)

Emotional and cultural costs: morale, workload, continuity of patient care



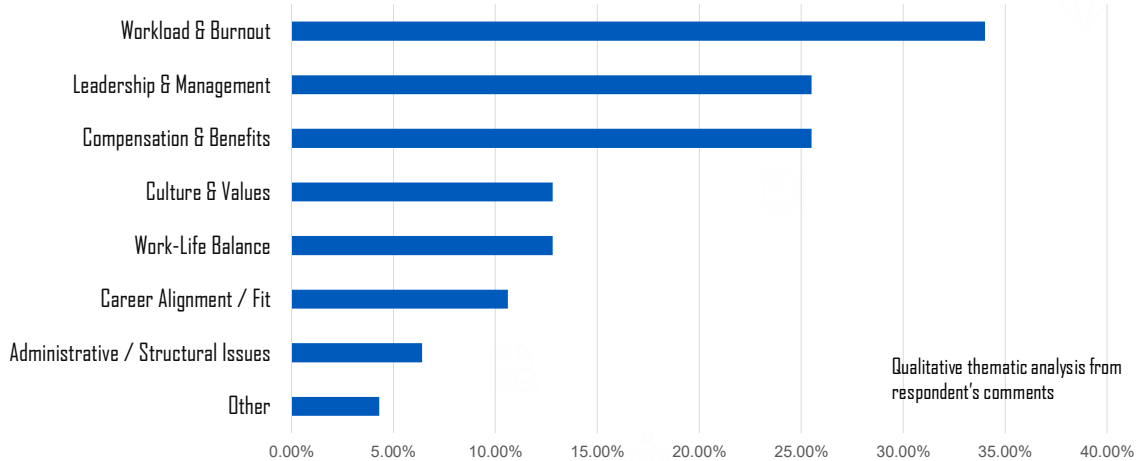
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Home Care Workforce Pulse Survey Summer 2025



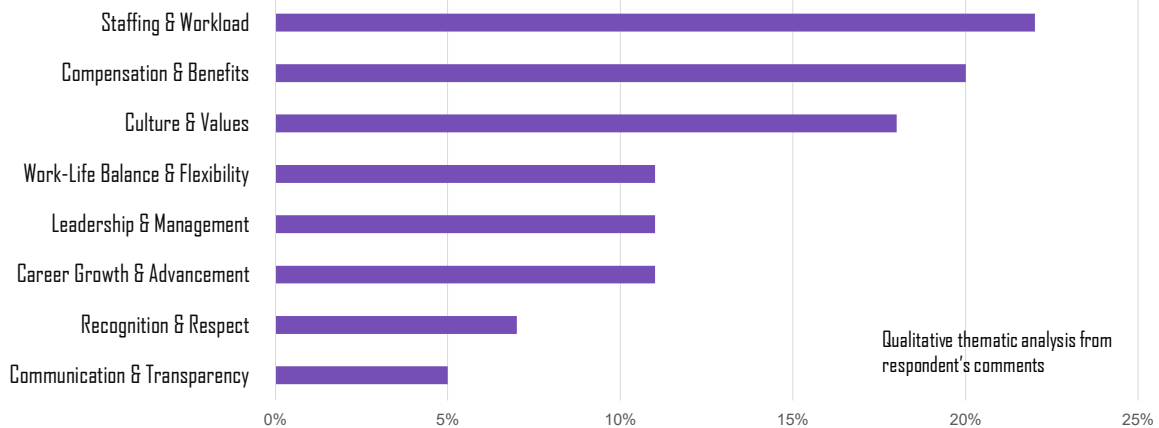
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What is the biggest reason people leave your organization?



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What would make you more likely to stay long-term?



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The GREAT News

Budget constraints don't have to constrain you:

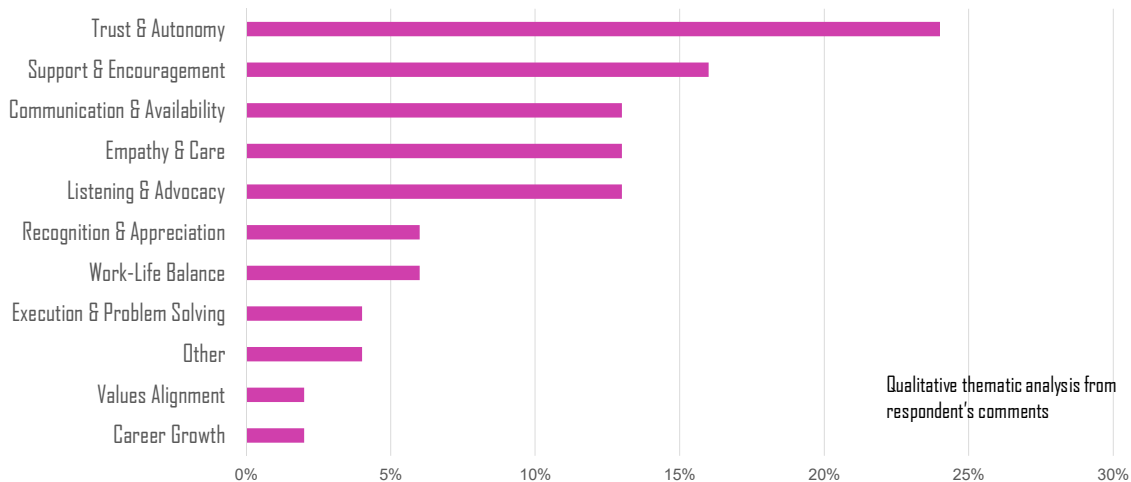
Data show that 80% of what drives intent to stay is **non-monetary and directly shaped by leadership behavior.**

Retention is a leadership competency not just a compensation issue.



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What's one thing your manager does that makes you want to stay?



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Why People Leave vs. Why People Stay



LEAVE – Red Flags

- Micromanagement
- Inconsistent Communication
- Recognition is Rare or Generic
- Feedback is Only Negative
- Avoiding Difficult Conversations
- Favoritism/Cliques
- Transactional Mindset
- Overloading without Support
- Ignoring Burnout Signals
- Disconnection from Mission
- No Stay Conversations

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Why People Leave vs. Why People Stay



STAY – Green Flags

- Clear, Consistent Communication
- Personal and Specific Recognition
- Supportive Feedback
- Empowering Autonomy
- Investing in Development
- Leading with Empathy
- Celebrating Wins & Progress
- Honest & Transparent Leadership
- Tying Work to Purpose
- Fairness Equity
- Modeling Well-being
- Regular Stay Interviews

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The THRIVETM Framework

Build a culture where employees choose to stay and are empowered to thrive.

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T	Trust & Transparency
H	Human Connection
R	Recognition & Respect
I	Individual Growth
V	Values & Voice
E	Energy & Engagement

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T	Build psychological safety through honest, clear, and consistent communication. Trust is the foundation for loyalty and creativity.
H	Create strong relationships by listening, caring, and showing up. People stay for people.
R	Celebrate wins and treat every person with dignity. Feeling seen and appreciated drives engagement.
I	Support each person's professional and personal development. Offer feedback, coaching, and stretch opportunities.
V	Align daily work with a clear purpose. Invite employees to contribute ideas and be part of solving problems and shaping the future.
E	Support sustainable performance through autonomy, meaningful work, and rhythms that prevent burnout.
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THRIVE™ Self-Assessment (PDF available at end of session)				
Assessment & Action Plan		Strong	Needs Attention	Weak
T	Trust & Transparency	☐	☐	☐
H	Human Connection	☐	☐	☐
R	Recognition & Respect	☐	☐	☐
I	Individual Growth	☐	☐	☐
V	Values & Voice	☐	☐	☐
E	Energy & Engagement	☐	☐	☐
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THRIVE™ Framework

Created by Dr. Heather L. Hodges, PhD

Evaluate how well you are building a culture where people can THRIVE™

This is a both an assessment tool and an action plan. Rate yourself honestly to identify where your leadership is helping or hindering retention and performance and where you need to focus your attention.

THRIVE™ Self-Assessment	Strong	Needs Attention	Weak
Trust & Transparency			
I consistently create a safe environment for people to speak up, even when their views differ from mine.			
When mistakes happen, I respond with curiosity and learning instead of blame.			
I encourage experimentation and support team members who take creative risks.			
Human Connection			
I intentionally build personal rapport with each team member beyond task management.			
I model empathy and emotional intelligence in my daily interactions.			
I actively foster team bonding and connection opportunities.			
Recognition & Respect			
I regularly express appreciation in specific, timely, and meaningful ways.			
I tailor recognition based on what motivates each team member.			
I actively foster team bonding and connection opportunities.			

THRIVE™ Framework

Created by Dr. Heather L. Hodges, PhD

THRIVE™ Self-Assessment	Strong	Needs Attention	Weak
Individual Growth			
I initiate regular conversations about each person's development goals and aspirations.			
I provide access to stretch assignments, mentorship, or learning opportunities.			
I offer feedback that is actionable and focused on growth, not just performance.			
Values & Voice			
I consistently connect our team's work back to our shared mission and values.			
I use organizational values to guide my decisions and explain tough calls.			
I invite discussion when actions or priorities seem misaligned with our values.			
Energy & Engagement			
I give team members autonomy and flexibility in how they approach their work.			
I help set sustainable rhythms that protect energy and prevent burnout.			
I use 1:1s to understand how each person is really doing emotionally and energetically.			

Now What?
Strong: Keep doing what's working. Celebrate and reinforce it.
Needs Attention: Choose one area to improve. Small actions make a big difference.
Weak: Start here. Ask your team for feedback and make one leadership change this week.

When you lead intentionally, your team can truly THRIVE.

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Stay Interviews

Employees want to be asked why they stay.

Can reduce avoidable turnover by up to 20%.

Reducing turnover by as little as 10%, can yield a net margin improvement of up to 2.5%.

Organizations that conduct stay interviews and act on them see improved **trust, retention, and engagement.**



Work Institute. (2025). 2025 Retention Report: Employee Retention Truths in Today's Workplace. <https://workinstitute.com>

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Stay Interviews: Set it Up

Set Up the Stay Interview

"I'd love to hear what's working well for you and where I can support you better."

Close the Stay Interview

"I appreciate you sharing your thoughts with me today. I am committed to doing what I can to make this a great place for you to work."



Hodges, H.L. (2025). Heart Work: How to Lead People, Build Culture, and Unleash Creativity in Home Care. (pp. 249-252).

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Stay Interviews: Mistakes to Avoid

- Waiting too long
- Jumping into problem-solving
- Getting defensive
- Failing to follow up
- Making it feel like a performance review
- Being inconsistent



Hodges, H.L. (2025). Heart Work: How to Lead People, Build Culture, and Unleash Creativity in Home Care. (pp. 249-252).

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Let's practice leading the stay conversation.



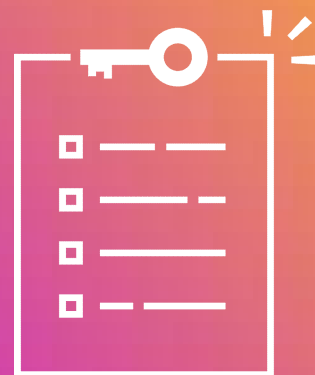
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Group Activity: Pick a Card, Any Card



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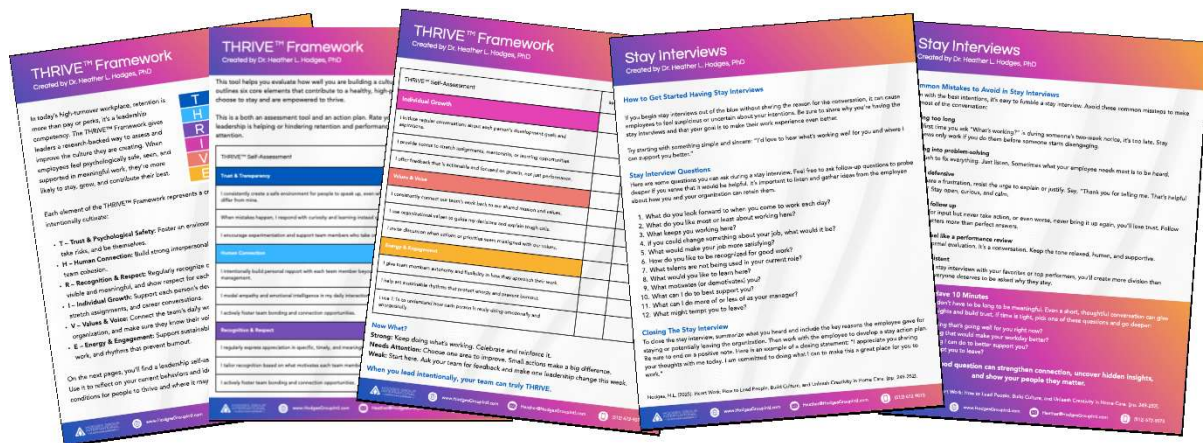
Key Takeaways



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Retention Playbook PDFs after Quick Survey





Give feedback to Heather

Scan this QR code



Or go to

<https://talk.ac/heatherhodes>

and enter this code when prompted

RETENTION

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