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CAHF - 2019

Future-proofing the Senior Living Workforce
Retention Strategies for 2020 and Beyond

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Objectives

At the end of this session, attendees will be able to:

1. Establish recruitment activities that are optimized for the next generation worker.
2. Communicate effective engagement strategies for retention.
3. Understand the importance of the right technologies to support attracting and retaining the best staff.

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Statistically speaking…..

The Multigenerational Blended Workforce

5 generations in the workplace now
- Few **Traditionalists** and **Baby Boomers** – working past **retirement**
- **Generation X**, smallest Cohort
- **2015** marked the **first year that Gen Y** (aka Millennials) **became the majority**
- Tech-natives **Generation Z** now graduating and **entering workforce**

Differences in values, communication styles and work habits becoming **increasingly pronounced**

https://www.statista.com/statistics/269959/employment-in-the-united-states/

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The Generational Numbers

In 2017, Healthcare became the **largest employer** in the US, all sectors

By 2020, Millennials will account for **50%** of the US workforce

By 2025
- **1 in 4** people in the workforce will be older than 55
- **75%** will be millennials and generation Z
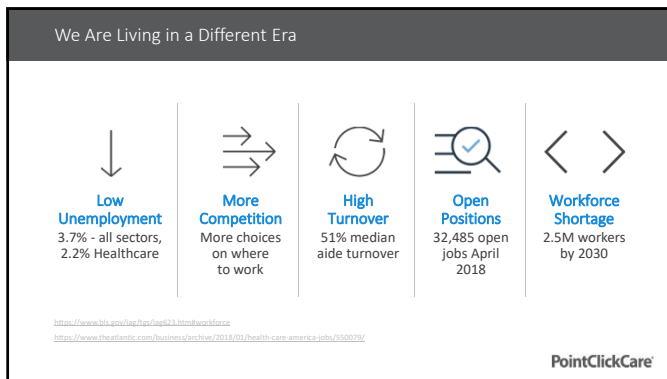- **> 60%** will identify as white non-hispanic

Post-millennials are just now entering the workforce and have **different expectations** than their predecessors
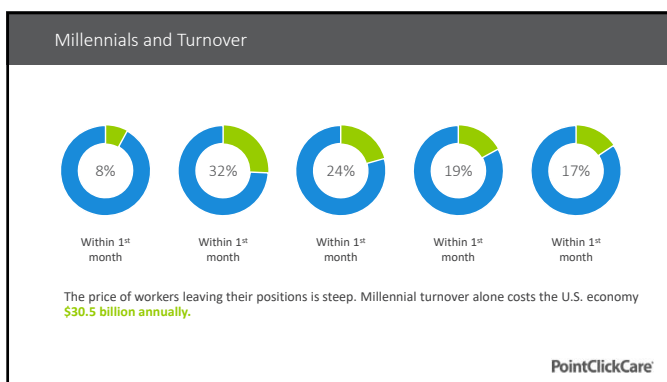
They are **more diverse** and have more positive attitudes than Gen Y
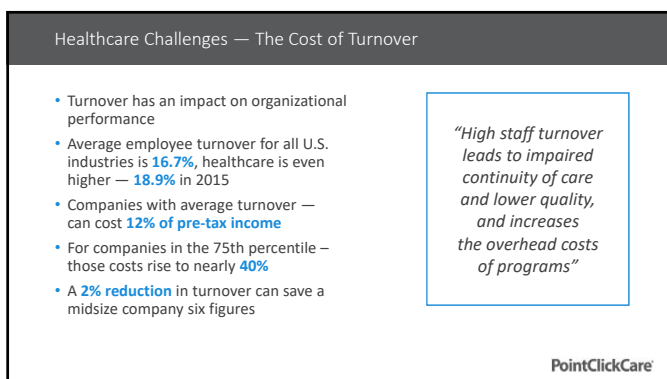
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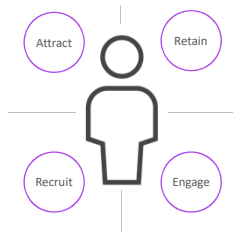
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We Are Living in a Different Era

Low Unemployment	More Competition	High Turnover	Open Positions	Workforce Shortage
3.7% - all sectors, 2.2% Healthcare	More choices on where to work	51% median aide turnover	32,485 open jobs April 2018	2.5M workers by 2030

https://www.bls.gov/iag/tgs/iag623.htm#workforce
https://www.theatlantic.com/business/archive/2018/01/health-care-america-jobs/550079/

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Millennials and Turnover

8%	32%	24%	19%	17%
Within 1st month	Within 1st month	Within 1st month	Within 1st month	Within 1st month

The price of workers leaving their positions is steep. Millennial turnover alone costs the U.S. economy **$30.5 billion annually.**

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Healthcare Challenges — The Cost of Turnover

- Turnover has an impact on organizational performance
- Average employee turnover for all U.S. industries is **16.7%**, healthcare is even higher — **18.9%** in 2015
- Companies with average turnover — can cost **12% of pre-tax income**
- For companies in the 75th percentile – those costs rise to nearly **40%**
- A **2% reduction** in turnover can save a midsize company six figures

"High staff turnover leads to impaired continuity of care and lower quality, and increases the overhead costs of programs"

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The Challenges

Healthcare challenges

Attract
Retain
Recruit
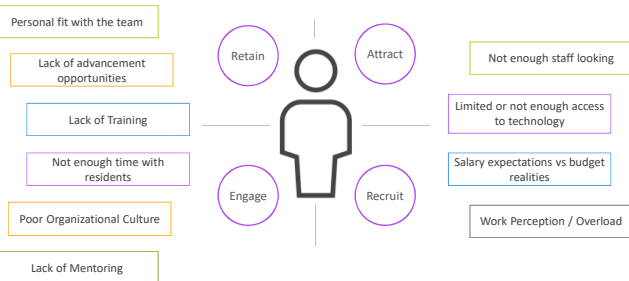Engage

https://www.beckershospitalreview.com/hospital-management-administration/the-top-10-challenges-facing-healthcare-workers.html

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Healthcare challenges

Personal fit with the team

Lack of advancement opportunities

Lack of Training

Not enough time with residents

Poor Organizational Culture

Lack of Mentoring

Retain
Attract
Engage
Recruit

Not enough staff looking

Limited or not enough access to technology

Salary expectations vs budget realities

Work Perception / Overload

https://www.beckershospitalreview.com/hospital-management-administration/the-top-10-challenges-facing-healthcare-workers.html

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Generational Characteristics Affecting Retention/Engagement

Generation X

Characteristics

- ✓ Like mentoring
- ✓ Conspiracy era
- ✓ Comfortable with change
- ✓ **Voice of reason** often heard as the voice of doom
- ✓ Values personal growth
- ✓ Values **independence**
- ✓ Work to live

Ways To Retain

- ✓ Provide **flexibility** at work
- ✓ Do not micro-manage
- ✓ Provide training and education
- ✓ Help them build **transferrable skills** with focus on personal growth
- ✓ Provide leadership opportunities
- ✓ **Evolve** with technology

**Born 1961-1980
Autonomous**

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Generation Y

**Born 1981 – 1995
Tech Smart**

Characteristics

- ✓ **Multi-taskers**
- ✓ Responsibility drives personal / professional goals
- ✓ **Personal relationships** matter
- ✓ Sense of **social impact**, greater world
- ✓ Need to know they're making a difference
- ✓ Build **parallel careers**
- ✓ Values challenge
- ✓ **Experience** matters

Ways To Retain

- ✓ Provide **opportunities** for professional **development**
- ✓ Provide **constant feedback**
- ✓ Focus on your **purpose** instead of your **profit**
- ✓ **Recognize** their **achievements** with promotions or other rewards
- ✓ **Love to be mentored** – like personal connections

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Generation z

Characteristics

- ✓ **Co-taskers**
- ✓ Prefer **casual** workplaces
- ✓ Sense of social impact, **globally aware**
- ✓ Personal **relationships matter** – personal does not mean in person
- ✓ Ready to make a difference
- ✓ Mission-driven careers
- ✓ **More independent** and **Competitive** than Gen Y
- ✓ Less likely to job-hop as compared to Millennials

Ways To Retain

- ✓ Provide **opportunities** for professional **development** – career path important
- ✓ Provide **constant feedback**
- ✓ Focus on your **purpose** instead of your **profit**
- ✓ **Benefits matter** – but 401ks and healthcare
- ✓ Love to be mentored – **like personal connections**
- ✓ **Talkers** – like F2F (video chatting)

Born 1996 – 2010 Technoholics

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Shared Environment

I'll text the doc now and find out…

Let me call the doctor and get back to you…

"Grew up" with Facebook, social sites and the Web

Doesn't know a world without cell phones

Wants/needs new technology for job satisfaction

Relies heavily on paper for charting / communication

Less exposure to technology outside of workplace

Views new technology as an inhibitor to job satisfaction

Team

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Meeting the Expectations of Today's Workforce

Work-life Balance	Collaborative Culture	Strong Relationships	A Voice	Recognition	Feedback

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Generational Characteristics Affecting Attracting/Recruiting

Healthcare challenges – Getting staff in the first place

Bureau of Labor Statistics

From **2016 and 2026**, healthcare and social assistance sector will account for approx. **3,998,300** new jobs

This accounts for **1/3** of all new jobs and sector would see **13.8% share** of all employment.

Nursing and **Residential Care Facilities** will **add 429,100** jobs alone.

Home Health Aides, **Personal Care Aides** and Nurse Practitioners are all in top 10 fastest growing healthcare jobs.

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Characteristics	Traditionalists (pre 1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (after 1995)
Experiences	Great Depression, WW I and II	Moon landing, Watergate, Vietnam	MTV, Nintendo, PCs	Natural Disasters, !Diversity, mobile tech	Economic downturn, Global Warming
Aspirations	Home ownership	Job Security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward work/career	Work is an obligation, Jobs are for life	Work is expected, Loyal to the employer	Work is a challenge, change jobs as necessary $$$	Work is a means to an end, changing jobs is expected	Work is constantly evolving, change jobs constantly
Signature Product	Automobile	Television	Personal Computer	Smart Phone	3D printers, driverless cars
Communication Media	Formal Letters	Telephone	Email and SMS	SMS, DM, Social Media	Group chats, apps, Video-conferences

Understanding motivations, attitudes and communication styles is integral to attraction and recruitment.

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Recruitment Activities

Tailor Medium
- TV/Paper won't work for Millennials and Gen Z
- Social Presence a must
- Web presence a must
- Glass Door/Link'd In

Tailor Message
- Your story is as important as the job
- Head hunters/agencies need to understand the story too – culture
- Promote engagement activities – work/life balance
- Promote your purpose
- Promote what makes you stand out

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The Generations and Technology

It's not that we use technology, it's that we live technology
— *Godfrey Reggio*

Tech Natives – the new breed of employee

From here on, every generation will *only know life with technology*

Expectations in the workplace will extend to technology as part of job function

Millennials and Gen Z make great **evaluators** of **design and use,** while older generations can speak to **functional needs**

Millennials and Gen Z make **great tech teachers** (reverse mentoring)

Perfect for **collecting** and **analysing data** for quality improvement

Innate **understanding** of mobile devices

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Technology and Retention

Investments in technology equips employees with the **right tools** for next gen to be productive

Leaves impression that the **employer is also invested** in the person

Feeling invested in improves **employee satisfaction** which drives customer satisfaction

The satisfaction of succeeding at work is a **key contributor to retention**

2% reduction in turnover will pay for a technology solution

Generation Z – **does not read or write cursive** – they need and want technology. It is ALL they know.

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Workplaces to Workspaces

Technology is **integrated** into everything that the new generation does
  • IOT is all they know

Technology is **more than a tool**
  • Attitudes have changed – extension of the person
  • Not a distractor or road block but the way forward

Technology can **replace physical spaces** by being innate to the process
  • Should have to go somewhere to document
  • Shouldn't have to go "somewhere else" to get information

Technology **should be the process** and the tool needed to get the job done
  • Tech tool manages the process, then you can focus on the people (Engagement)

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Technology Considerations

Match devices to workers and function
  • Wrong device can make someone miserable

Consider mobile revolution and allowing use of personal devices IF NECESSARY
  • Develop BYOD
  • BYOD is becoming popular because the RIGHT tech isn't in place

Budget for new and replacement devices – not a one time investment
  • Devices get lost, stolen or just become outdated over time
  • Back up devices

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Technology considerations

Without technology, recruiting and retaining younger generations of workers will be impossible. They are the future and you have to provide an environment that meets their future needs as well as yours.

- Review wireless capacity and infrastructure
- Work with IT/vendor partners on security policies to protect PHI
- Safe/secure Apps for data collection and communicating
- Ensure review of HIPAA and appropriate device use on and off campus
- All-in-one services – vendor provides the devices, cell coverage, maintenance etc.

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A few things to remember…

In case you are worried about what's going to become of the younger generation, it's going to grow up and worry about the younger generation

- Roger Allen

Find the Right Balance

Do away with "**one size fits all**" mentality

Align recruitment and retention **programs** to the type of worker — multiple programs

Look to **new ways** of **imparting experience** and bridging generational gaps, such as mentor programs and buddies

Adapt orientation programs to the type of worker

Millennials come with new set of needs — written communication vs. typed, need to connect with management, social experience, different view of privacy, flexible scheduling

Generation Z will enhance this even further — the millennial demands will increase

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What's Your Next Step?

Build a Baseline
1. Survey staff to learn more about what motivates them

Cultural Transformation
1. Establish Engagement Efforts – recognition, mentoring, ~~MBWA~~ - MBTP
2. Build an Innovative Culture – pilot programs, social conscious, research,
3. Adapt Workplaces to Workspaces

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The younger generation is here…

Generation Z – Turning 24 this year
- Globally connected generation
- Most diverse generation to date
- Entering the workforce – 61,000,000 gen Z in the US
- Constant state of partial attention
- Multi-tasking becomes co-tasking
- Innate technology abilities
- Skill set focused on tech standards not manual – expected to use calculators, Excel, PPT
- Technology is HOW they communicate – **we will need to continue to adapt.**

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Turnover, Staffing

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Abstract

By 2020, millennials and generation Z will make up over half of the US workforce. While Millennials will rival boomers in numbers, generation z is another smaller cohort not unlike their gen X parents. They are the present and future healthcare workers and have varied characteristics and needs in an employer – what works for millennials, may not work for generation Z but you will need strategies that work for both. Understanding their similarities and differences will help in both recruiting and retaining these new workers who will be the backbone of your care staff. In this presentation, we will discuss the characteristics of these unique cohorts and strategies that work for engagement, recruitment and retention to future proof your workforce.

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7 key considerations for your blended workforce

1. Do you consider a multi-generational workforce to be an asset or a liability?
2. Will this multi-generational workplace feel happy and productive or challenging and stressful?
3. Know the composition of your workforce across each generation, including yourself.
4. Be aware of the similarities and differences that exist for each generation in each of the core areas.
5. Assume nothing and do not become a victim of generalizations.
6. Encourage each generation to learn about each other and to embrace the diversity in each generation.
7. Consider how to begin to build an employer brand that is attractive to each of these generations.

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13 Strategies for better retention

1. If you have high turnover rate, find out why
2. Develop an employee retention strategy – Know where you are and where you want to be
3. Ask for employee feedback regularly and make changes based on their input
4. Encourage communication, understanding and respect for differences
5. Recognize that one size does not fit all – may need tailored programs
6. Focus on results – rather than process
7. Provide unique opportunities employees will not receive from competitors

http://www.psychologyfoundation.org/pdf/publications/GenerationsAtWork.pdf

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13 Strategies for better retention continued…

8. Understand what it means to have "engaged employees" and aim for engagement – leads to better performance
9. Make it easier for employees to take LOA AND make it easier for them to return to work, encouraging personal and professional growth
10. Learn to recognize when someone may need more support
11. Make training and re-training a priority
12. Show recognition on a regular basis and celebrate when an employee gets it right
13. Encourage formal mentorship – provide an environment of learning, support and growth

http://www.psychologyfoundation.org/pdf/publications/GenerationsAtWork.pdf

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