



**Creating An Employee-Centered Culture
For Better Care & Retention**

Introductions


- Peter Corless, Executive Vice President
- Over 20 years of senior HR experience in post-acute healthcare:
 - Genesis HealthCare
 - Kindred Healthcare
- EVP of Enterprise Development at OnShift
- Associate Business Member Representative on NCAL's Board of Directors
- Serves on the LeadingAge Corporate Advisory Forum, CAHF & AHCA/NCAL Workforce Committees

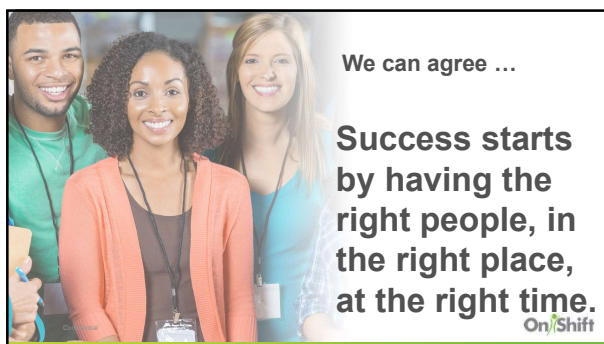




Today's Agenda

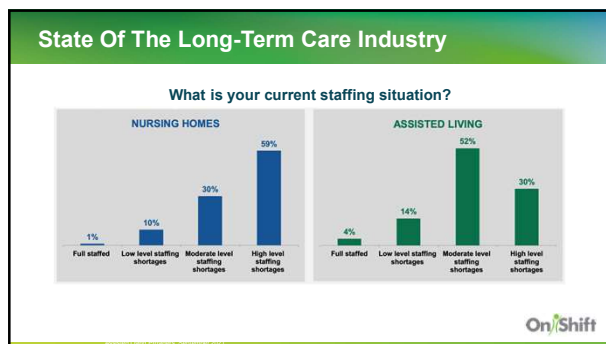
- Assess your current culture to determine priorities for improvement
- Use the voice of employees to make organizational changes
- Meet the expectations of today's employees

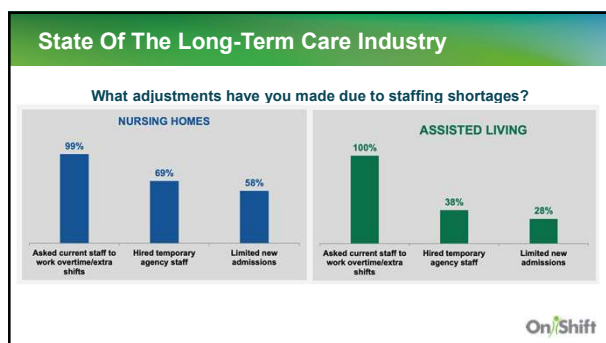


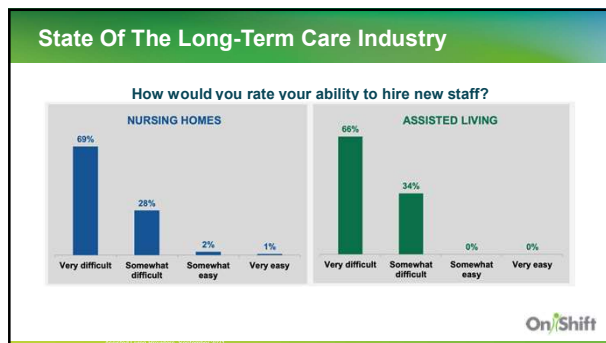




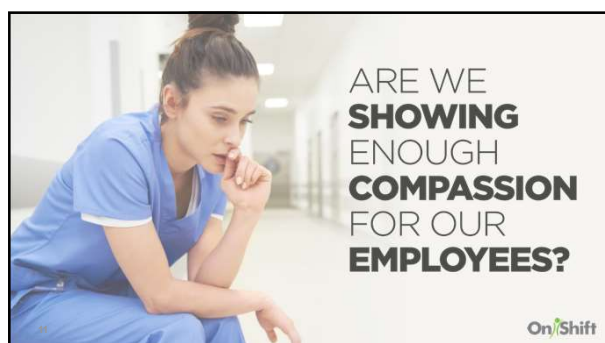


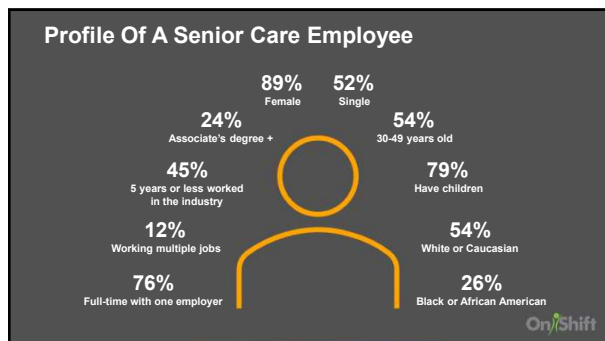






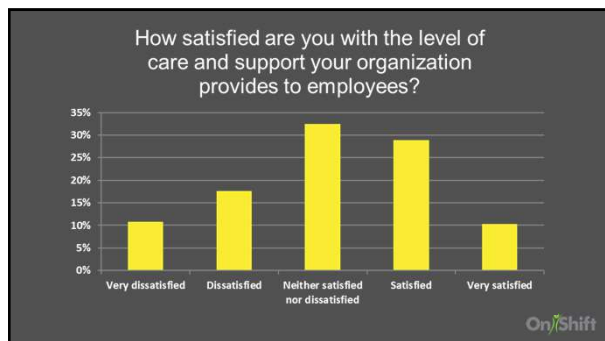












What Would Make Your Job More Satisfying?

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Employee Assistance Programs (EAPs)

- Workplace services that help employees with work-life stressors
 - Family issues
 - Financial concerns
 - Health management
 - Relationship problems
 - Legal concerns
- Programs are meant to help workers remain productive at work

Managing Employee Assistance Programs, SHRM, 2016

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Creating An Employee-Focused Culture To Support Recruiting & Retention

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5 Steps To Effectuate Culture Change

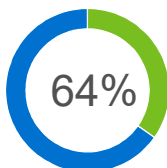
1. Identify need and plan your course of action.
2. Determine what changes you'll implement and how you'll measure progress.
3. Acknowledge that change isn't easy and obtain buy-in.
4. Communicate, train, reinforce and repeat.
5. Evaluate your results and continue to evolve.

On/Shift

1. Identify Need & Plan Your Course Of Action

On/Shift

Is Your Culture Helping Or Hurting?



of employees feel their employers do not offer the right culture

*TINYpulse Employee Engagement and Organizational Culture Report

On/Shift

Culture Impacts Commitment

65%

Number of caregivers "always looking for a better job"

97%

Number of caregivers open to new a job opportunity

3

Average number of recruitment calls caregivers receive per week

Get Competitive: Caregiver Trend Report, MyCNAjobs, 2018

OnShift

What Is Culture?

- It's the personality of an organization
 - It comes in many forms and is a differentiator
 - How would you classify your culture?
 - Fun?
 - Clinically focused?
 - Employee-centric?
 - Top-down?



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Why Culture Matters in Senior Care



Helps Attract New Talent



Increases Engagement & Retention



Boosts Your Bottom Line



Improves Quality of Care

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The Wrong Culture Can Turn Into A Vicious Cycle

Issues stemming from employee shortages

Increased workloads (64.1%)
 Increased voluntary overtime (99%)
 Low staff morale (45.4%)
 Increased staff turnover (41.2%)
 Increased absenteeism (25.8%)
 Increased use of temporary staff (69%)



Shortages day-to-day impact

Difficulty completing documentation (18.5%)
 Inability to expand services (16%)
 Increased resident & staff complaints (14.7%)
 Delays in providing care (13.4%)
 Increased number of incident reports (11.4%)
 Delays in admissions (58%)

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Assessing Culture: Take A Walk Around The Building



Poor communication
 Us-vs-them mentality
 Lack of trust
 Favoritism
 Employees & managers not smiling
 Resident/family complaints

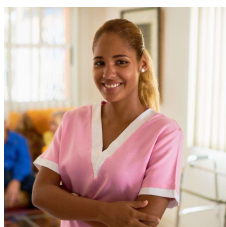


Open communication
 Collaborative environment
 Respect & honesty
 Equitable
 Employees & managers visibly engaged
 Positive resident/family interactions

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Assessing Culture: Understanding Your Employees

- Every building is different:
 - Generational
 - Today's workforce is comprised of four generations
 - Background and culture
 - Responsibilities outside of work
 - Location
 - Skill sets
 - Work experience



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What Does Your Cultural Nirvana Look Like?



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What Shapes Culture



Leadership



Employees



Policies



Benefits



Values



Collaboration



Communication

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2. Determine What Changes You'll Implement & How You'll Measure Progress

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Establish Culture Goals

- Identify key desired achievements by changing your culture?
 - This should shape programs you will implement
 - Reduce turnover during the first 90 days of employment by 5%
 - Increase overall retention of CNAs by 10%
 - Improve attendance policy adherence by 15%
 - Make goals realistic & achievable
 - Unattainable goals have the potential to cause more dissatisfaction

On/Shift

Assessing Culture: Monitor Trends

- Turnover
- Satisfaction
 - Survey results
 - Glassdoor reviews
- Attendance policy adherence
 - Frequency of call-offs/no shows
 - Willingness to pick up shifts
 - Leaving early/arriving late
- Performance issues
- Lack of motivation & productivity



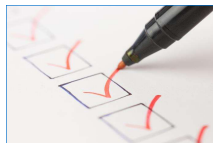
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Do you have a mission statement
that your employees can repeat?

On/Shift

Refining Culture: Where To Start

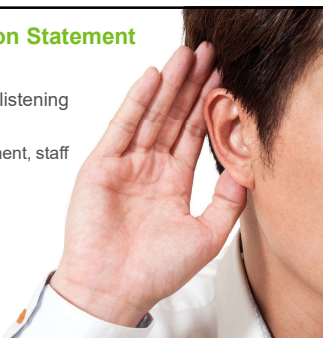
- Review your mission, vision and value statements
 - Are they still relevant?
 - Do they resonate at all levels?
 - Are employees bought in?
- Ask, what three words describe your mission
 - Does it align?



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Refreshing Your Mission Statement

- Conduct a culture-change listening tour
 - Ask leadership, management, staff
 - What makes us, us?
- Craft your message
 - Who is this message for?
 - How will it resonate?
- Get buy-in



Recruiting & Hiring

On/Shift

West Senior Care Hiring Forecast

	Assisted Living	CCRC	Skilled Nursing	West
2020	144,341	92,791	252,651	489,783
2029	181,676	120,687	274,855	577,218
Regional Growth	25.9%	30.1%	8.8%	17.9%

Source: Ernst Regional & Industry Metrics, Jobs (2020) & Jobs (2029) for Assisted Living Facilities For the Elderly, Continuing Care Retirement Communities and Nursing Care Facilities among Western states, 2021. Ernst - economymodeling.com

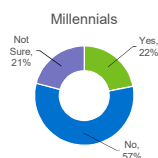
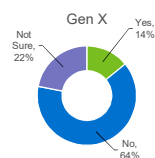
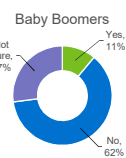
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McDonald's, Chick-fil-A & More Are Eating Our Lunch

- Companies outside the industry are directly targeting healthcare employees
- Advertising online & in your neighborhood
- Promoting benefits that matter to today's workforce & job stability



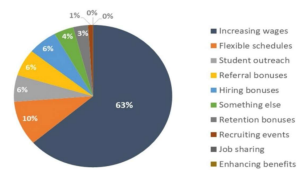
Perceptions of Working In Senior Living



OnShift

Where Are We Now?

Most effective method of attracting new community staff today...



Where 90 responses collected from June 14 to July 11, 2021
Source: WU Executive Survey Insights

On/Shift

Go Social For Your Recruitment Efforts

- Social media use by generation:
 - 90.4% Millennials
 - 77.5% Gen X
 - 48.2% Baby boomers
- Integrate your job posts with mobile sites for easy sharing
- Encourage your employees to share job postings with their networks



US Social Media Users, by Generation, eMarketer, 2019

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Monitor Online Review Sites

- Keep tabs on online review sites like Glassdoor
- Address reviews publicly by leaving a transparent comment with your name, title and contact information
- Be prepared to address any negative feedback during interviews

“Most people read reviews of the products that they buy. And so, of course, candidates read reviews of employers. It's just part of our culture now, and we need to manage our reputation.”

-Matt Broman, HR Director, Era Living

glassdoor indeed

What Do Job Candidates Want Most? Glassdoor Has the Answer and It's Pretty Simple, ERE Media, 2018

On/Shift

Remember Who You're Hiring

- Make sure your hiring technology is designed to support hourly workers
- Keep applications simple & mobile friendly
- Collect the basics

“92% of our employees are hourly workers, so why are we still using tools that were geared towards the other 8%? That's what we had to ask ourselves.”

-Matt Broman, HR Director, Era Living

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Dealing With A Multigenerational Workforce

Boomers
1946-1965



Gen X
1966-1980

Millennials
1980-1996



Gen Z
1997-2012

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Generational Hiring: Baby Boomers

Baby Boomers
Born 1946-1965

What Do Boomers Want?


- Flexible hours or part-time work
 - Benefits both parties, as Boomers can pick up different shifts while still maintaining an income
- Stability
 - Boomers want to feel secure in their role as they approach retirement
- Healthcare benefits
 - As this group ages, healthcare options are increasingly valuable

Baby Boomer Recruitment Tactics

- Traditional and technological tactics
 - Offline media is still a trusted source
 - Technology important as 68% of Boomers own a smartphone
- Don't beat around the bush
 - Company culture is important, but Boomers prefer to learn more about the day-to-day aspects of a role
- Offer opportunities for partnership so they can continue to contribute after retirement

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Generational Hiring: Gen X	
Generation X Born 1966-1980	
What Does Gen X Want? <ul style="list-style-type: none"> • Growth opportunities • Work/life balance • Training and development • Formal career path development • To be a mentor • Strong benefits packages 	Gen X Recruitment Tactics <ul style="list-style-type: none"> • Focus on technology driven tactics <ul style="list-style-type: none"> – In 2019, 90% owned a smartphone – Be sure to make your application process mobile-friendly – Text & e-mail work best • Promote a combination of company culture and "day to day" life



Generational Hiring: Millennials	
Millennials Born 1980-1995	
What Do Millennials Want? <ul style="list-style-type: none"> • The ability to grow • Flexibility • To be a mentee • Technology 	Millennial Recruiting Tactics <ul style="list-style-type: none"> • Focus on technology driven tactics <ul style="list-style-type: none"> – As digital pioneers, they are "glued to their phones." E-mail, text, and social media are best ways to connect. • Company culture <ul style="list-style-type: none"> – Emphasize the company as a whole and your organization's beliefs • Robust benefits <ul style="list-style-type: none"> – This generation is growing up and will require benefits that meet the life-changing milestones that come with age. – Student loan repayment assistance is a coveted perk



Generational Hiring: Gen Z	
Generation Z Born 1997-2012	
What Does Gen Z Want? <ul style="list-style-type: none"> • Learning opportunities • Flexibility • To be a mentee • Technology • Purpose-driven work 	Gen Z Recruitment Tactics <ul style="list-style-type: none"> • Focus on technology driven tactics <ul style="list-style-type: none"> – Proactive outreach via e-mail, text, and social media – More likely to reach Gen Z on Instagram and Snapchat than on Facebook and Twitter. • Promote unique benefits <ul style="list-style-type: none"> – Flex schedules, company outings, access to wages, etc. • Highlight core values <ul style="list-style-type: none"> – Most diverse workforce in history, and its members want to work for employers that embrace and value diversity.



Social Media Tips To Get Started

- Create a social calendar to map out your messaging & posting cadence
- Experiment with different posting times to see your views & engagements
- Use hashtags where applicable to help your applicants find you
- Consider using funds to boost your social posts
- Get your staff involved by having them share social media posts to their networks



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Streamline The Application Process

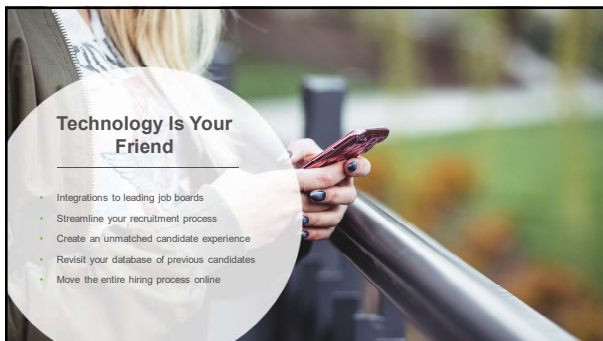
- 90% of job seekers use their mobile devices to look for jobs online
- Some candidates might not have a resume
- Applications should be optimized for an easy mobile experience
 - 60% of job seekers quit in the middle of filling out online job applications because of their length or complexity
- Collect the basics – the longer your application, the less applicants you'll receive

Why Mobile Recruitment is a Must: Academy to Innovate HR (AIHR). Study: Most Job Seekers Research Online Job Applications. CareerBuilder, 2016.



Technology Is Your Friend

- Integrations to leading job boards
- Streamline your recruitment process
- Create an unmatched candidate experience
- Revisit your database of previous candidates
- Move the entire hiring process online



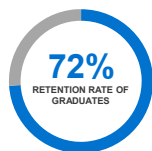
Grow Your Own

- Career Ladder programs
- When you have an employee who shares your values, help them grow!
- Invest in the development of the staff you have
- Reduce the need to recruit leadership roles
- Always have someone waiting in the wings
 - Highly trained, highly capable, exemplifies values
- Look for leaders during this time



Washington Odd Fellows: Home Grown CNA Program

- Applicants come from other internal departments & outside the industry
- 6-10 seats per class
- No cost for training & certification
- Graduates commit to working full-time for 2 years



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Era Living: EDIT Program

- Collaboration of HR & Operations
- Access to education
- Participate in a training program & 3-month residency
- If no ED positions are available upon completion, they are promoted to AED
- ERA Living hasn't needed to hire an ED externally since 2013



Have you made any changes to your recruiting process?
What has been successful?

On/Shift

What are you doing to retain employees so you don't
have to hire replacements?

On/Shift

Alarming" nurse turnover rates linked to quality, payment woes in major new nursing home study

- Median turnover among nursing staff was 94%
- Mean turnover among registered nurses was 140.7%
- Mean turnover among certified nursing aides was 129.1%
- Mean turnover among licensed practical nurses was 114.1%
- Turnover was consistently higher at facilities in urban and poor areas
- Not surprisingly, 1-star rated facilities had the highest median turnover among all nursing staff

UCLA and Harvard Medical School 3/21

On/Shift

New Method to Calculate Turnover

- Access to PBJ reported daily staffing hours from 15,645 nursing homes
- Weighed turnover by the amount of care an employee provides relative to the total care provided
- For example:
 - full-time employee works 40 hours per week,
 - part-time employee works 20 hours per week
 - casual/PRN employee works 10 hours per week
 - A total of 70 hours of care is provided.
 - Typically, turnover has been calculated that if any of three of these employee departed it resulted in a 33% turnover rate
 - In this study, if the full-time employee were to leave, the researchers reported 57% turnover (40/70), followed by 28% (20/70) for the part-time employee leaving and 15% (10/70) for the casual employee.



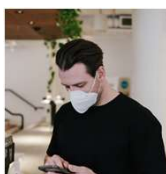
Social Determinant: Providing Schedules That Work For The Employee

- Many employees have obligations outside of work
 - Difficulty finding childcare
 - School
 - Multiple jobs
- Typical 8-hour shifts don't always work



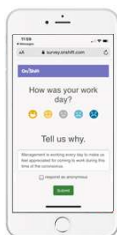
Effective Employee Retention Efforts

- Flexible schedules help to attract & retain employees
- Give staff members more control over their schedules
- Make scheduling transparent
- Offer convenient mobile access
- Automate shift request approvals for instant gratification



Engaging And Incentivizing Staff

- Communicate, communicate, communicate!
 - Messages of gratitude
 - New policies and trainings
 - Mental health resources
- Gather employee feedback



OnShift

Get Feedback & Act Immediately

- Fast & frequent surveys
 - Pulse
 - Take immediate action
 - New Hire
 - Avoid issues from snowballing
 - Custom
- Three fact method
 - Rounds
 - Small group lunch
 - All levels of management



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Social Determinant: Access To Transportation

- Many potential employees lack a reliable option to get to work
 - Public transportation often is inefficient & unreliable

OnShift

Providers Look To Lyft, Uber & Employees To Help

- Community shuttles, managers and/or employees pick employees up from bus stops or a centralized location
- Benefits packages allow use of pre-tax money to pay for employee commuting costs, including public transportation and parking expenses associated with their employment
- Providers are looking to partner with ride sharing services to offer employees discounted or paid for rides



Social Determinant: Rewards & Incentives Provide Needed Lift

- Reward programs are often inconsistent and administered in an ad-hoc basis
- This makes it difficult for staff to count on, even when they are a top performer

On/Shift

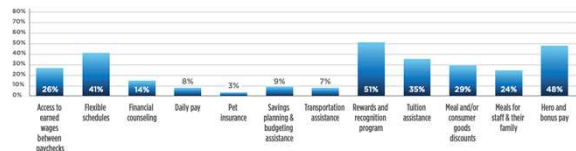
Recognize & Reward

- Start on Day 1
- Drive positive behavior
 - Picking up extra shifts
 - Consecutive shifts worked
 - Tenure
 - Exceptional resident/family service
- Provide incentive
 - Sports tickets, gift cards, etc.
- Acknowledge good work publicly



Employee Perks

What type of perks does your organization offer or plan to offer your employees? Select all that apply.



Survey Report: Workforce 360, OnShift, 2021

OnShift

Employees Perks & Benefits



Free Childcare



Flexible Scheduling



Free Meals



Gift Cards For Groceries



Bonus Bucks



Onsite Grocery Shop



Transportation Services



Extra Uniforms

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Continue To Celebrate Your Employees



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Social Determinant:**Access To
Education &
Growth
Opportunities**

- Many hourly workers do not have the financial stability to invest in their education
- This makes it difficult to elevate their pay & position in a meaningful way

On/Shift

Social Determinant:**Financial Savings
& Wellness**

- Hourly employees typically have insufficient financial savings
 - Often are unbanked
- Lack financially responsible options to cope when unexpected expenses arise
- Increased financial stress during this time

On/Shift

Why Employers Should Care

30% of employees are
distracted by finances at
work



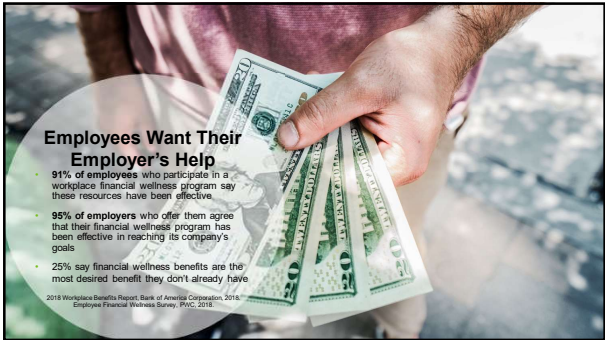
46% of the distracted said
they spend 3+ hours
dealing with issues at work



34% of employers reported
absenteeism and tardiness
related to their employees
financial stress

Special Report: Financial stress and the bottom line, PWC, 2017.
Employees' Financial Issues Affect Their Job Performance, SHRM, 2017.

On/Shift



Employees Want Their Employer's Help

- 91% of employees who participate in a workplace financial wellness program say these resources have been effective.
- 95% of employers who offer them agree that their financial wellness program has been effective in reaching its company's goals.
- 25% say financial wellness benefits are the most desired benefit they don't already have.

2018 Workplace Benefits Report, Bank of America Corporation 2018.
Employee Financial Wellness Survey, PYC, 2018.


What's Happening To Employees Without Your Help?

			
Overdraft Fees (Average \$30)	Late Fees (Typically \$25-35)	Payday Loans (400% Interest)	Credit Cards (20-30% Interest)

Overdraft Fees Haven't Been This Bad Since The Great Recession, MarketWatch, 2018.
Late Fees On Credit Cards, The Balance, 2019.
How Much Will A \$1,000 Loan Cost You, PaydayLife.



**Have you made any changes to your retention process?
What has been successful?**

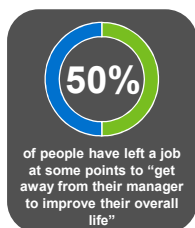


3. Acknowledge That Change Isn't Easy & Obtain Buy-in

On/Shift

Culture Happens At The People Level

- Culture initiatives may be driven by the organization, but it's executed by people
 - Managers play a major role in the success of a culture
 - Disengaged staff can be a sign of disengaged management



On/Shift

Managers Are Cultural Ambassadors

- Establish mentorship programs for management-level employees
- Provide training and career development opportunities
- Make sure they have the resources they need to support their staff



On/Shift

Employees Are Involved

- Find moments of collaboration
 - Form committees & working groups
 - Events/Retention Committee
 - Resident Culture Committee
 - Shared Governance Committee
 - Each group should have clear goals, defined metrics and provide regular updates on their progress



On/Shift

4. Communicate, Train, Reinforce & Repeat

On/Shift

Share Goals & Communicate Progress

- Make sure all levels are aware of any changes to your mission, values or vision statements
 - Explain the “why” behind the initiative
- Provide regular updates during company meetings regarding strategies and milestone achievements
- Include quick progress updates during weekly stand-ups

On/Shift

Put Some Incentives Behind It

- If you have an incentive program, be sure to include some people-oriented goals
 - Incentivize the achievement of culture-related milestones just as you would other KPIs
 - Retention goals
 - Turnover goals
 - Engagement goals



On/Shift

5. Evaluate Your Results And Continue To Evolve

On/Shift

Constant Communication

- Implement stay interviews
 - Why do you stay? What would make you leave?
 - 10-15 min interviews with open ended questions
- Review exit interviews
 - What makes people leave?
- Monitor pulse surveys
 - Fast, frequent surveys that help show you what's happening now



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Able To Attract The Right People

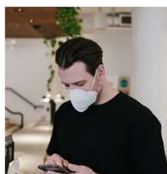
- Have a Waiting Line to Get in the Door
 - Show off your culture on social media
 - Get candidates excited to apply
 - Use your job postings to differentiate yourself
 - It's not just about the job requirements, it's about the experience of working for you organization
 - Find candidates through employee referrals
 - When employees recognize you as a great place to be, they're going to talk about it



On/Shift

Hiring Is Faster

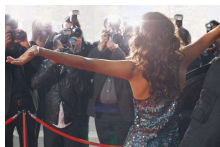
- Simplify the application process
 - 60% of candidates have quit an online application mid-process due to its length & complexity
- Make setting up an interview easy
 - Try texting candidates available times instead of playing phone tag
- Use culture to shape who you hire
 - Do they share your mission? Do they see a greater purpose or need to help others? Do they have the positive attitude you expect of your employees?



On/Shift

Onboarding Is Engaging & Effective

- Roll out the red carpet
 - Reach out before a new hire starts
 - Set up meet & greets throughout week 1
 - Include new hires in your newsletter
 - Help them make a friend on day 1
 - Get them set up and trained on systems right away
 - Schedule regular check-ins throughout the first 90 days



On/Shift

Staffing Is Balanced: Work-Life, Care & Cost

- Give staff more control over their schedule
 - Identify work preferences & availability
 - Be equitable with open shifts
- Provide real-time staffing visibility for better care
 - Know where you are over/under-staffed
 - Based on census/acuity fluctuations
- Predict overtime before it happens
 - Proactively find non-overtime replacements
 - Communicate with staff their preferred way
- Make scheduling transparent



"It's so convenient to have my schedule on my phone. It's great!"

Senior Living Communities

On/Shift

Recognition Is Routine

- Create a recognition program
 - Incentivize key behaviors
- Award points
- Go public & follow the leader
 - Leaderboards
 - Next-in-line motivation



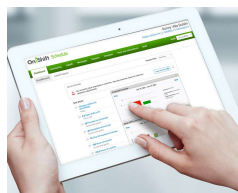
Organizations that dedicate 1% or more of their payroll to values-based recognition programs are more likely to realize a strong return on investment, while instilling and reinforcing corporate values.

Source: Employee Recognition Survey, Human Resource Management/Globeforce, 2016.

On/Shift

Everything At Your Fingertips

- Technology can help!
 - Real-time satisfaction surveys
 - Performance monitoring
 - Onboarding alerts
 - Communication tools
 - Unified view of staffing
 - Know who is working when
 - Know who is in overtime, at risk for fatigue



On/Shift

Culture Impacts The Entire Employee Journey

- ✓ Higher engagement & satisfaction
- ✓ Increased retention
- ✓ Lower turnover
- ✓ Decrease in labor costs

On/Shift

Success Starts By Having The Right People

On/Shift

Learn More

Complete The Sign-In Sheet To Get These Resources:

- Session slides
- Survey Report: Employee Perspectives
- The 2021 Big Book Of Perks For Senior Care

On/Shift