

OnShift

ALERT: Need Someone (Anyone) To Fill Shift ASAP

Peter Corless, Executive Vice President, OnShift

©2022 OnShift, LLC. All rights reserved.

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

OnShift


STATUS QUO HAS FAILED SENIOR CARE

- Employee Expectations Have Shifted**
399,100 (12%) jobs lost since Jan. 2020
- Staffing Shortage**
#1 workforce challenge
35% have limited admissions/move-ins
- Rising Labor Costs**
99% of providers rely on OT
71% increase in agency use
- High Turnover**
Increased caregiver turnover
Impact quality ratings & reimbursement rate

OnShift



INNOVATIVE WORKFORCE STRATEGIES

- 1. Optimize Staffing**
Improved employee utilization
Sharing staff across communities
- 2. Streamline Hiring**
Automating process & communication
Expanding candidate pools
- 3. Prioritize The Employee Experience**
Improving feedback & recognition
Offering more flexibility

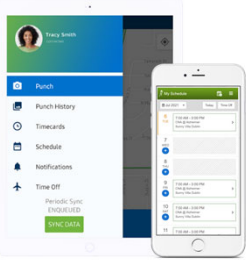


The Importance Of Utilization


- Labor management must be proactive & addressed daily
- Maximize & balance the usage of your staff
 - Are part-time/per-diem employees willing to add shifts?
- Monitor for those who may be working too many hours
 - This could lead to potential burnout

Sharing Staff Across Neighboring Communities



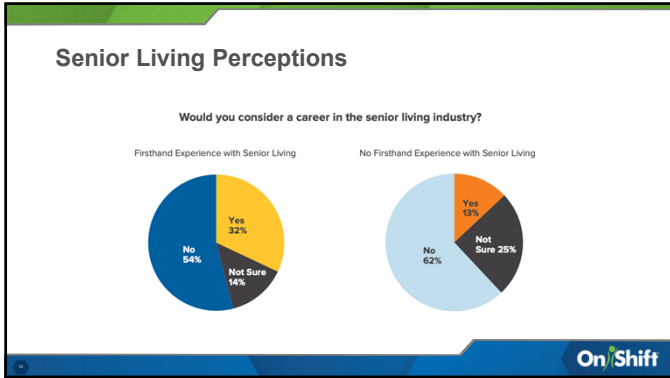
- Clock-in easily as location & position assignments change
- Be flexible with shorter or longer shifts to accommodate associate needs
- Collaborate with staff on scheduling
 - Provide online & mobile access to manage
- Communicate shift openings equitably & in real-time
 - Prioritize & automate replacement assignments to those not at risk of overtime











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
 - Career paths
 - Flexibility
 - Immediate wage access

On Shift

How To Best Compete

- Attack hiring like sales
- Routinely evaluate wage rates
 - Expand analysis to hospitals and local non-industry employers
- Compare perk & benefit packages
- Prioritize speed & candidate communication
 - Applications need to be easy
 - Follow-up needs to be immediate

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 Bromen, HR Director, Era Living

On Shift

Promote Your Uniqueness

- Showcase your mission, vision, values & people
 - Applicants need to see how you stand out from the crowd
- Recognize diversity, equity & inclusion
- Promote, Promote, Promote
 - Automated job posting across popular job boards
 - Use social media to consistently show how you're making work special
 - Share positive employee testimonials & stories

On Shift

Attract Talent With A Clear Value Prop


- **Ask** - What makes someone want to work for you?
- **Define** – Be clear & transparent in your messaging to prospective candidates
- **Promote** – Spread the word to attract new candidates to your organization



On Shift

Communicate Your Core Values

- We care about people
- We do the right thing
- We are passionate, have fun & celebrate success
- We speak up! It's our responsibility
- We take ownership and add value
- We are respectful



On Shift

Generational Hiring: Baby Boomers

Baby Boomers
1946-1964 (58-76)

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

On Shift

Generational Hiring: Gen X

Generation X
1965-1980 (42-57)

What Does Gen X Want?

- Growth opportunities
- Work/life balance
- Training and development
- Formal career path development
- To be a mentor
- Strong benefits packages

Gen X Recruitment Tactics

- Focus on technology driven tactics
 - 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

On Shift

Millennials
1981-1996 (20-41)

Generational Hiring: Millennials

What Do Millennials Want?

- The ability to grow
- Flexibility
- To be a mentee
- Technology

Millennial Recruiting Tactics

- Focus on technology driven tactics
 - As digital pioneers, they are "glued to their phones." E-mail, text, and social media are best ways to connect.
- Company culture
 - Emphasize the company as a whole and your organization's beliefs
- Robust benefits
 - 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

On Shift

Generation Z
1997-2012 (10-25)

Generational Hiring: Gen Z

What Does Gen Z Want?

- Learning opportunities
- Flexibility
- To be a mentee
- Technology
- Purpose-driven work

Gen Z Recruitment Tactics

- Focus on technology driven tactics
 - 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
 - Flex schedules, company outings, access to wages, etc.
- Highlight core values
 - Most diverse workforce in history, and its members want to work for employers that embrace and value diversity.

On Shift

Give Applicants Options When Applying

- When is the last time you applied to a job at your company?
- Give candidates options:
 - Mobile-friendly job applications
 - Onsite computer for those who prefer to come to the community
 - Open interviews in communities
- Encourage your recruiters to always be on the lookout for candidates



On Shift

Simplify Job Applications

- Most employers use long applications to eliminate unserious candidates
- People want to apply for jobs on their phone
 - 60% of candidates have quit an online application mid-process due to its length and complexity
- Initial applications should take 1–2 minutes
 - Only ask for the essentials – plus last employment to understand potential certification needs
- The goal is to widen the net to bolster your candidate pool

“ If they can't apply for a job in 60 seconds, you will not get more applicants. ”

- Regional HR Executive, Senior Living Organization

On Shift

Rethink & Restructure The Hiring Process

Identify & eliminate hiring bottlenecks

- Speed wins in today's labor market
- Are corporate recruiting teams taking an extended amount of time to review & hand off candidates?
- Are hiring managers within a community unable to allocate the daily time needed to review and follow up with applicants?
- Adjust resources and accelerate candidate flow with technology

On Shift

Be Transparent

- Set "day in the life" expectations
- Provide salary range
 - They know it anyway based on Glassdoor & others
- Identify scheduling expectations
- Offer greater variety in shift times and lengths to meet the needs of current & prospective employees



On Shift

Build & Expand Partnerships

- Extend recruitment initiatives to engage older adults
 - Build relationship with local churches and faith-based groups, non-profit organizations with volunteer staff and local NAACP and LGBTQ+ chapters
- Leverage passive job seekers





On Shift

Host A National Hiring Day


- National hiring day across 100+ communities in 25 states
 - Modeled after Nordstrom
- Invited 1,200 former associates in "good standing" to reapply
 - Rehired nearly 60 former associates
- 400+ applications within 24 hours
 - One community extended 12 offers in one day



On Shift

Improve Recruiting With Third-Party Validation

- Nominate your community for local & national workplace awards
- Spotlight associates for their achievements
- Publicize community awards to help draw in new talent



On Shift

Define Career Tracks

- Design career tracks for each position
 - Show them that they have the potential to move up
 - Identify measurable goals
- Offer career development & training
- Review wages to be more competitive


“ Advanced certified nursing assistants - with specialized skills in care transitions, dementia and other areas - could become important staff leaders in long-term care facilities.”

- McKnight's Long-Term Care News

On Shift

Ask Your Current Associates To Help

- Share positive associate testimonials & stories
- Encourage your current associates to share job postings
- Invite associates/former associates to refer a friend
- Publicize your associate referral programs & bonus structure



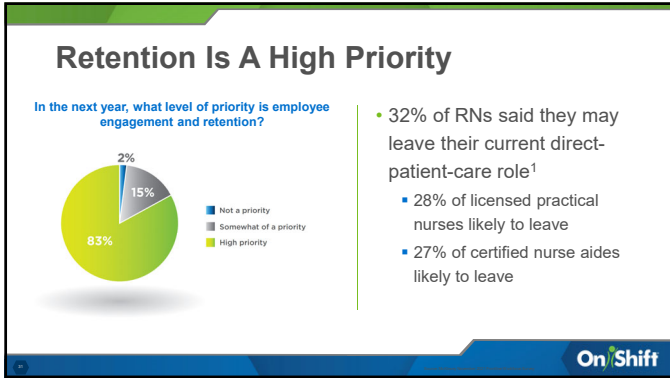
Anitra Sherman, LVN
Executive Director
Victoria, Texas

Anitra has been with Elmcroft since 2007, when she started as a Med Tech. "I loved my job and gave it my all." She then transitioned to a Wellness Director role and took advantage of the Eclipse Senior Living's tuition reimbursement program to become a Licensed Vocational Nurse. She continues her education with online classes and utilizing the company's tuition reimbursement while working towards her Associate Degree in Nursing.

On Shift

Employee Retention

On Shift







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



On Shift

Recognize Diversity

“Regardless of who you are, where you’re from, what your life experience is, how you identify, your race, creed, sexual orientation – if you are a talented individual who is committed to our mission and our performance goals, there is a place for you here.”


We believe...

Our commitment to providing the best care to the residents we serve begins by providing the best opportunities to our associates. Our commitment to associates begins at the top, with a diverse leadership team dedicated to providing every employee the opportunity to succeed. Caring should be an equal opportunity endeavor.

On Shift

Getting Started With IDEA

- IDEA associate onboarding & orientation
- IDEA mentorship program: Quarterly brown bag lunches
- Online diversity & inclusion workshop
- Charter for advisory committee on developing company-wide initiatives



On Shift

Taking IDEA To The Next Level

- Work to continuously embed throughout the organization
 - Add to every performance review
 - Defining objectives with clear KPIs
- Launch associate resource groups
 - Virtual roundtable with evidence-based information to inform policy
- Source & share resources on intranet for associates
- Offer Multicultural Day as a new floating holiday



On Shift

Employee Retention: Back To Basics

On Shift

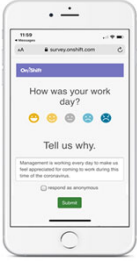

Focus On Communication & Appreciation

- Provide regular opportunities for feedback
 - Move beyond annual surveys with more frequent pulse & custom surveys
- Acknowledge the feedback you receive – and act!
 - Quick wins that prevent issues from snowballing
- Optimize with a formal recognition program
 - Incentivize key behaviors that connect to company goals
 - Be specific & timely
 - Acknowledge everyday tasks including picking up extra shifts & consistent attendance

On Shift

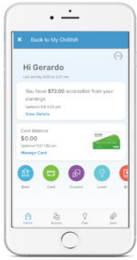

Always Be Listening

- Provide regular opportunities for feedback
 - Move beyond annual surveys
 - Pulse surveys
 - New hire surveys
 - Custom surveys
- Organizations that did this increased associate satisfaction at the height of the pandemic
- Acknowledge the feedback you receive – and act!
 - Quick wins that prevent issues from snowballing

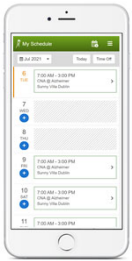



Helping Employees When They Need It Most


- Employees need & want timely access to their earned wages
 - Over 575,000 transactions in 2021
 - Totalling \$67,376,084 accessed prior to payday
 - What is the money for:
 - Bill Payment: 49%
 - Groceries: 21%
 - Rent: 9%
- Employees avoid late fees and charges
 - 79% cite that OnShift Wallet has helped avoid late payments, bank overdrafts or payday loans

Help Associates Find Work-Life Balance



- Expand the definition of what it means to “work a shift”
 - Shorter shifts or longer shifts to accommodate associate needs
- Provide online access to view & manage schedules
 - Be equitable with open shifts
 - Utilize mobile technology
 - Identify and offer the shift to all staff that are available & qualified
 - Select the replacement by considering overtime risk



A Little Appreciation Goes A Long Way

Some Perks That Work

- Free meals for picking up shifts
- Complimentary shirts & shoes
- Anniversary recognition program
- Comprehensive benefits
- Associate appreciation events
- Live & work well benefits, including support for associates & their families

On Shift

Give Constant Feedback & Incentivize Good Work

- Be specific & timely
- Acknowledge everyday tasks
 - Picking up extra shifts
 - Consistent attendance
- Tailor recognition to the employee
- Congratulate jobs well done
- Highlight good work at staff meetings
- Optimize with a formal recognition program
 - Incentivize key behaviors that Connect to company goals

On Shift

Learn More

- Visit OnShift.com to get these resources:
 - Session slides
 - Guide: Cracking The Code On Agency Costs
 - Whitepaper: The 2022 Biggest Book Of Perks For Senior Care
 - Subscribe to The OnShift Blog

On Shift
