

FHCA 2019 Annual Conference & Trade Show

CE Session #26 – In It to Win It: How to Attract, Engage and Retain Like a Champ Amidst Workforce Challenges

Tuesday, August 6 – 2:00 to 3:00 p.m.
Celebration 1-2 – Leadership/Management

Upon completion of this presentation, the learner will be able to:

- Gain a greater understanding of how peer organizations are tackling recruiting, hiring and retention issues, including the specific steps they took to overcome and win
- Learn insights and strategies from organizations across a range of professions, including keys to attracting workers and winning over Gen Y
- Learn from new research and data-driven strategies that highlight new insights into the senior care workforce

Seminar Description:

Massive workforce issues in senior living are challenging providers now more than ever before. There are a multitude of bright spots that can improve the way we attract, hire, engage and retain employees. This session will dive into key strategies and practical solutions that can be adopted in senior care environments to facilitate a consistent and engaged workforce. This session will examine case studies in long term care and senior living, exploring the key practices that were adopted to drive meaningful and measurable improvements. These improvements include increased staff satisfaction, greater employee engagement and ultimately, lower turnover.

Presenter Bio(s):

Peter Corless is the Executive Vice President of Enterprise Development of OnShift, a leader in human capital management software for post-acute care and senior living. Peter is currently the Associate Business Member President on AHCA/NCAL's Board of Governors. Peter is a recognized HR leader in post-acute care and is well-known for his achievements at some of the country's largest post-acute care organizations, including Kindred Healthcare and Genesis HealthCare. As an experienced, international chief administrative and human resources officer, he developed strategies that reduced turnover, improved recruiting and hiring strategies, and reduced labor costs. Peter received his BA from the University of Waterloo and his MBA from York University's Schulich School of Business.

Irene Fleshner, RN, MHA, FACHE is a Principal for the consulting firm of Reno, Davis and Associates, Inc. where she provides consulting services to professional associations, nursing organizations and businesses in the acute and long term care sectors. Her expertise is in the areas of nursing leadership and professional development, clinical operations, business strategy and quality improvement. Irene spent more than 20 years as an executive at Genesis HealthCare, including the role of Senior Vice President for Clinical Operations and Chief Nursing Officer. In addition, Irene worked in acute care where she held roles as both an operations and nurse executive and practiced as a critical care nurse.



In It To Win It

How to Attract, Engage and Retain Like a Champ
Amidst Workforce Challenges


FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW




Introductions:



Presenter: Irene Flesher
 RN, MBA, FACHE
 Principal, Reno, Davis & Assoc. Inc.
irene@renodavis.com



Presenter: Peter Corless
 Executive Vice President of
 Enterprise Development
 Qdoba
pcorless@qobad.com


FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW



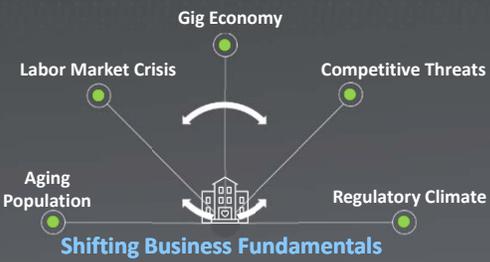

Objectives

- Gain a greater understanding of how peer organizations are tackling recruiting, hiring and retention issues, including the specific steps they took to overcome and win
- Learn insights and strategies from organizations across a range of professions, including keys to attracting workers and winning over Gen Y
- Learn from new research and data-driven strategies that highlight new insights into the senior care workforce


FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW




Radical Market Change



Shifting Business Fundamentals

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance



What The Market Needs



- Next-Generation Providers Must
 - **Transform their business models**
 - **Be competitive** in the new economy
 - **Embrace change**
 - **Adopt modern, innovative technology & approaches**

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance



The Business Transformation Imperative

// Facing changing demographics, evolving consumer demands, workforce challenges, and changing regulatory policy, the seniors housing & care sector must fundamentally shift the way it does business. //
 - National Investment Center



// ...Real-time labor management systems...will become essential for managing labor costs and productivity. //
 - Health Dimensions Group

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance

CAMP FHCA 2019

Current Approaches Limit Your Success

STATUS QUO IS NOT ACCEPTABLE	LEGACY SOLUTIONS BELONG IN THE PAST	POINT SOLUTIONS DIMINISH OPPORTUNITY	TECHNOLOGY IS ONLY PART OF THE EQUATION
<ul style="list-style-type: none"> Generic & lack industry expertise, capabilities Manual, time-consuming, error-prone 	<ul style="list-style-type: none"> Transformation requires innovation Old school approaches hinder growth and survival 	<ul style="list-style-type: none"> Tactical approaches temporarily fill a gap Siloed, ad hoc processes have unintended costs 	<ul style="list-style-type: none"> New way of thinking is required Proven expertise and industry-specific experience supports transformation

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance

CAMP FHCA 2019

Staffing Challenges Are Magnified

Low Unemployment: 3.4% in Florida as of June 2019 (Lower than national average of 3.7%)

High Turnover: 51% median CNA turnover

Workforce Shortage: 49,317 open jobs Apr 2019

More Competition: Employees have more choices on where to work

Margins Are Low: Overall skilled nursing margin is only 0.5%

Increased Scrutiny: PBI reporting used in Five-Star Quality Rating

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance

CAMP FHCA 2019

Staffing Shortages Become A Vicious Cycle

Increased voluntary overtime (51.2%)

Inability to expand services (16%)

Delays in admissions (10%)

Increased resident & staff complaints (14.7%)

Increased staff turnover (41.2%)

Increased use of temporary staff (19.4%)

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance



Impact To Your Bottom Line

Based on a single community (100 employees)

Overtime costs 6% of labor budget	\$144,000 - \$360,000
Agency costs	\$25,000 - \$100,000
Turnover costs 51% rate @ \$3500/employee	\$178,500
Excess labor costs	\$347,500 - \$638,500



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





Impact To Care

10% increase
in nurse
turnover results
in 19.3%
increase in
deficiencies



Source: The Impact of Nurse Turnover on Quality of Care and Mortality in Nursing Homes: Evidence from the Great Recession, Upjohn Institute for Employment Research

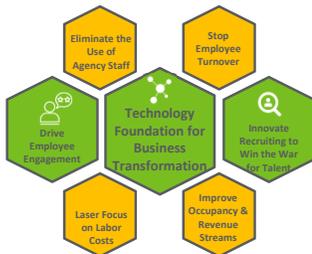


FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





What This Means for Senior Care Executives



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





Perceptions Of Working In Senior Care

Would you consider a career in the Senior Living industry?

Generation	Yes	Not Sure	No
BABY BOOMERS	11%	27%	62%
GEN X	14%	22%	64%
MILLENNIALS	22%	21%	57%

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bonchard

Exposure To Senior Care Helps

- Substantially influenced by levels of awareness & familiarity with the industry
- 32% with firsthand family experience would consider a career in senior living versus 13% without that experience
- Millennials were more likely than older respondents to cite their overall impression of the industry as a reason for non-interest

Would you consider a career in the senior living industry?

Experience	Yes	Not Sure	No
Firsthand Experience with Senior Living	32%	14%	54%
No Firsthand Experience with Senior Living	13%	25%	62%

Sharing The Positive Message

- Opportunity to educate the public and target workforce to clarify understanding of senior living and what it offers
 - 1 in 4 indicated they do not know enough about the industry to say if they would consider a career

"I think it's the personal relationships with the seniors, and knowing that you are caring for people in whose lives your care is important."

Survey Respondent



CAMP FHCA

Starting The Senior Care Career Conversation Early

- Partnering with high school guidance counselors
- Field trips
- Vocational schools
- Undergraduate, graduate & online classes
- Speakers, research, outreach
- Intergenerational programs

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard

CAMP FHCA

What Top Brands Are Doing To Attract Talent

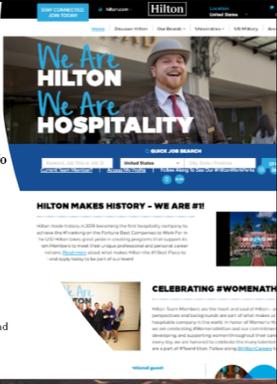


Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard

CAMP FHCA

What Hospitality Brands Are Doing To Attract Talent

- Hilton #1 on Fortune 100 Best Companies to Work For list for 2019
- Appealing branding & messaging
- Definitive career paths
- Management trainee positions
 - 18-month program; 3 phases
 - Phase 1: Explore all department of hotel – frontline and back of house
 - Phase 2: Move to specialized operational departments for focused training
 - Phase 3: Supervisory duties, leadership and people management
 - Hotel placement



Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard



Attracting Talent: Snaps, Videos & #Hashtags

- McDonald's, Taco Bell and JPMorgan Chase have started using Snapchat filters and recruitment ads to get applicants
- 2019 initiative: teaming up with AARP to hire 500,000 seniors



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





Attracting Talent: Snaps, Videos & #Hashtags

- Mastercard Canada launches hashtag challenge allowing college students to compete for an internship through social media
- **Goal:** To find more interns
- **Result:** Received 532 qualified candidates



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





How does senior care compete & win?



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW



CAMP FHCA 2019

Profile of a Senior Care Employee

60% of workforce is in resident care jobs

4 out of 5 are women

90% Have access to internet via computer or smartphone

71% in resident care jobs work 35+ hours per week

■ 29 or younger
 ■ 30 to 49
 ■ 50 or older

Argentum, The Senior Living Employee: A Socioeconomic Portrait of Today's Workforce, 2018

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance

CAMP FHCA 2019

Understanding Today's Workforce

74% of millennials ... expect their employers to provide flexible schedules

70% of employees ... cite some degree of financial stress

48% of employees ... are more likely to stay with a company that acts upon their feedback

80% of employees ... want feedback in real-time vs. a traditional performance review

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance

CAMP FHCA 2019

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

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance



Understand Your Employees

- Every organization is different:
 - Generational
 - Today's workforce is comprised of five generations
 - Background and culture
 - Responsibilities outside of work
 - Location
 - Resident mix & Skill sets
 - Work experience



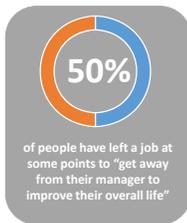
FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





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



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





The Cascade Effect

- Over half of managers are disengaged
- Gallup coined the term "Cascade Effect" to describe the effect a manager's level of engagement has on their employees
- This lack of interest directly contributes to their direct reports' engagement levels
- Unengaged managers cost the U.S. somewhere between \$77 billion to \$96 billion annually



Only 35% of U.S. Managers Are Engaged in Their Jobs, Gallup, 2015.



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW



 **Managers Matter**



50% Of Employees Have Left A Job Just To "Get Away From Their Manager To Improve Their Overall Life."

Employees Want A Lot More From Their Managers, Gallup, 2015

Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bonchard Insurance

 **Qualities Of An Effective Manager**

- Resilient & Adaptable
- Fair & Equitable
- Strong Communicator
- Leads By Example
- Committed To Learning & Growth
- Facilitators Of A Strengths-Based Culture
- Quick To Recognize & Reward



Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bonchard Insurance

Experience ≠ Leadership (In Most Cases)

- Not everyone is a natural leader
 - Gallup estimates only 10% of working people possess the natural talent needed to be a great manager
- Place a high priority on leadership training
- Never promote based on tenure alone
- Remember, who you promote is the best indication to others of what your values are

Employees Want A Lot More From Managers, Gallup, 2015



Grow Your Own

- 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
 - Executive Directors
 - Chefs
 - Dining Services Managers
- Always have someone waiting in the wings
 - Highly trained, highly capable, exemplify values



Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** with a special **Bonchard Insurance**

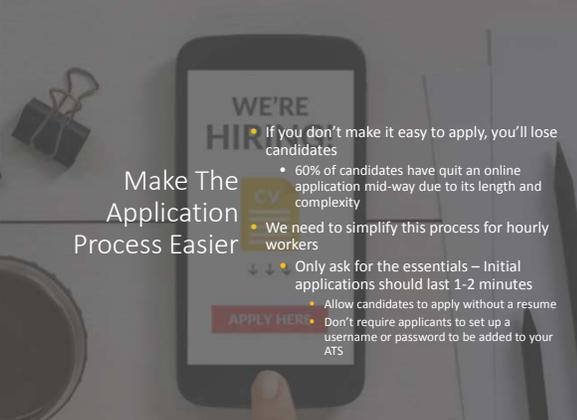


The New “Word-Of-Mouth”

- Your online presence matters
 - Website
 - Social channels such as Facebook
 - Career sites such as Glassdoor & Indeed
- First impression candidates get of your brand
- Can greatly influence who is applying to your organization
 - The best employees want to work for the best employers



Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** with a special **Bonchard Insurance**



Make The Application Process Easier

- If you don't make it easy to apply, you'll lose candidates
 - 60% of candidates have quit an online application mid-way due to its length and complexity
- We need to simplify this process for hourly workers
 - Only ask for the essentials – Initial applications should last 1-2 minutes
 - Allow candidates to apply without a resume
 - Don't require applicants to set up a username or password to be added to your ATS

APPLY HERE

CAMP FHCA 2019

Connect With Candidates Faster

- Hourly workers often apply to several jobs at once
 - And they're likely to take the first job that responds
- Time to respond is critical!



Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance

CAMP FHCA 2019

Hiring Challenges

Candidate Communication Preferences Are Changing

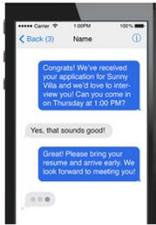
- People prefer texting for scheduling and changing appointments
- The average millennial exchanges 67 text messages per day
- 95% of text messages are read in 3 minutes (compared to 33% of emails)
- The average person checks their phone 150 times per day
- 58% of candidates were comfortable interacting with AI
- 82% of job seekers believe the ideal recruiter interaction is a mix between human/AI

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance

CAMP FHCA 2019

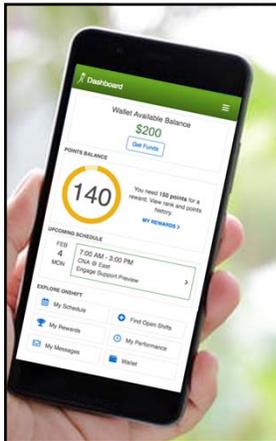
Text2Hire – The Difference

Eliminate the hassle of scheduling interviews by automating the process with artificial intelligence



- 50%** Faster Time-to-Hire
- 2x** Number of Interviews
- 2x** Number of Hires

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard Insurance



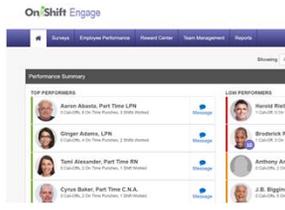
Don't Lose Focus Once Their In The Door

- Continue to engage employees with tools that are made for hourly employees
- Make it easy for them to access their schedule
- Provide a fair & equal process to request open shifts
- Use text messages to fill call-offs
- Provide financial wellness tools that help employees better manage unexpected expenses



Monitor Performance

- Prompt conversations with managers
- See the most relevant data
- Automated (track and rank)
- Real-time info

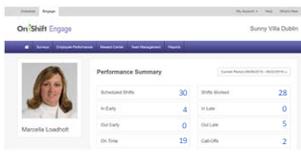


Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bouchard



Address Attendance Issues Directly With Employees

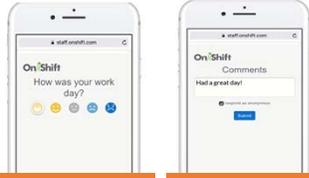
- Outline a clear attendance policy
- Address attendance issues early and often
- Recognize and reward staff for positive behaviors
 - Consistent attendance
 - Clocking in/out on time
 - Picking up extra shifts
 - Going above and beyond



Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bouchard



Pulse Satisfaction Surveys – The Differences



81% self-identify
38% comment

- Unique delivery
- Timing
- Coverage - all 3 shifts
- Instant feedback
- Give employees a voice
- Empower employees

Senior Search, Inc. 2017

Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bouchard

Survey Says – The Good & The Bad

A few unexpected issues were encountered but two people stepped up to help us get everything done. The nurses stayed late to help with an admit and everyone was happy at the end of the day.

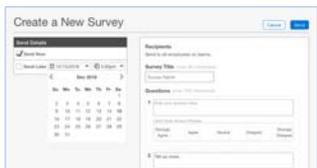
I got to work with all of my favorite people to work with. They are always so willing to jump into help, make me laugh when I was feeling down. Always making work a good experience

..It is getting really hard to come back to work. I worked so hard from 7-3 as a nurse then agreed to work as an aid from 3-7 but wasn't aware I was the only aid for 34 patients on a skilled unit. Then I was denied the gift card that was offered to other employees to come in to help, yet I was the one actually there taking care of the patients. It's not a big deal but it felt like a slap in the face.

The supervisor wasn't very positive about things...anything, and it made for a negative night and a negative environment. I love my job, I love the community,...it's certain people that I work with that makes the job hard.



Create Your Own Surveys – Employee Feedback



37% employees self-identify
52% employees leave a comment

Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bouchard



Real Examples of Create Your Own Survey Questions

- Do you feel valued at work?
- I understand the expectations of my job.
- We provide exceptional care to our residents.
- I enjoy working at our community.
- Today was a good day at our community?
- You have everything you need to provide quality care to our residents.
- Providing quality care is easier when everyone in the facility is engaged?
- Would you like to see the 'donut truck' again for National Nursing Home Week?

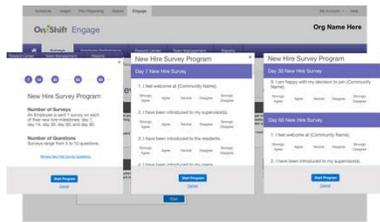


FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





OnShift Engage – New Hire Employee Survey



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





Perks Really Work



Prefer New Or Additional Perks Over A Pay Raise

Source: Q3 2015 U.S. Employment Confidence Survey, October, 2015.



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW



CAMP FHCA

Perks That Work

- Shorter Shifts
- Commuter Passes
- Leadership Programs
- Zen Room
- Dog Days
- Holiday Savings Program
- Car Wash From The Boss



Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bouchard

CAMP FHCA

The Financial Facts

- 90MM Americans are under financial stress
- 40% of Americans cannot cover a \$400 expense in an emergency
- Less than 60% can answer at least three basic financial literacy questions correctly
- The average US Household with credit card debt has an estimated \$6,929 in revolving balances



90 Million Americans Under Financial Stress, Using Feedback to Psychology: How Did We Get Here?, Psychology, 2016.
40% of Americans Can't Pay A \$400 Emergency Expense, Forbes, 2018.
2018 American Household Credit Card Debt Study, Investopedia, 2018.

Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bouchard

CAMP FHCA

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 employee's financial stress

Special Report: Financial stress and the bottom line, PWC, 2017.
Employee Financial Issues Affect Their Job Performance, 2016A, 2017.

Florida Health Care Association **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** Bouchard



Employee Assistant 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
- 77% of Employers offer an EAP (up 46% from 2005)

Managing Employee Assistance Programs, SHRM, 2016



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





Work A Shift, Get Paid

- Early pay, and even instant pay, is becoming the norm for big brands
- These models allow employees to access earned, but unpaid wages to help with unanticipated expenses



FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW





Employees Want Their Employers 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. Employer Financial Wellness Survey, FWC, 2018.

CAMP FHCA

What's Happening To Employees Without Your Help?



Overdraft Fees
Average \$30



Late Fees
Typically \$25-35



Payday Loans (\$500)
Annual Cost \$1,565
400% Interest Rate



Credit Cards (\$500)
Annual Cost \$70
25% Interest Rate

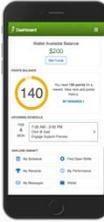
Overdraft Fees Haven't Been This Bad Since The Great Recession, MarketWatch, 2016.
Late Fees On Credit Cards, The Balance, 2018.
How Much Will A \$1,000 Loan Cost You, PayKick.

Florida Health Care Association | **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** | Bonchard Insurance

CAMP FHCA

Be A Partner In Employee Financial Wellness

- Financially secure and independent employees
- Employees need money outside of the typical pay cycle
- Giving employees options
- 36% increase in shift pick-ups with the all-in-one mobile app
- Providing **BETTER CHOICES** to employees




Florida Health Care Association | **FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW** | Bonchard Insurance

Results With OnShift Wallet

- \$30M** in funds estimated to be distributed in 2019
- 89.7%** spend funds on bills, groceries, rent and unexpected expenses
- 75.2%** avoided late fees with OnShift Wallet
- 93.4%** are likely to recommend the product to a friend or colleague
- 87.8%** would recommend their workplace to a friend

CAMP FHCA

Putting It All Together

Stronger Leadership → More Engaged Employees → Lower Turnover & Higher Quality Care

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard

CAMP FHCA

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

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard

CAMP FHCA

The Results

Better reputation in the community	More quality hires	Higher staff satisfaction
Performance and efficiency improvements	Lower labor costs	Better care and service

Florida Health Care Association | FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW | Bouchard



Q&A

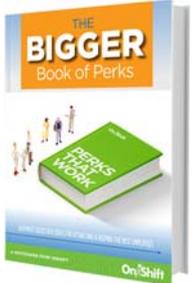

FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW




Learn More

Visit OnShift.com for more staffing resources.

- Whitepaper: The BIGGER Book Of Perks
- Product videos and best practice webinars
- Subscribe to the OnShift blog: Senior Care Workforce Strategies



© 2019 OnShift™. All rights reserved. OnShift™ is a trademark and service mark of OnShift, Inc.


FHCA 2019 ANNUAL CONFERENCE & TRADE SHOW

