Closing the Gaps In Senior Care Hiring

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Vikus

Closing the Gaps In Senior Care Hiring

- Quick history of staffing
- Recruiting and hiring considerations
- State of senior care hiring
- Summary

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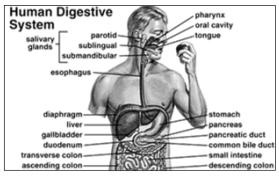
The right staff matters

It's in your mission

Your staff represents your values

Your body depends on what you eat

Taking care of your patients and residents starts with who you hire



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The struggle is real

*Staffing-related challenges are leading senior living communities to **turn away prospective residents** or turn to temporary employment agencies to find workers*

*Labor costs driving up **resident fees**: survey*

Labor issues a concern for LTC portfolio operators

Operators value **dining** but face staffing challenges: survey

CEOs: Staff correctly to avoid **acuity**-related issues

*Direct care **workforce solutions** hampered by data gaps, GAO says*

My perspective

In the industry for 25 years

HR is a strategic driver in senior care

We can't rely on the CMS or other funding to increase

Hospitals and other industries can pay more

There are things we can control with the goal of getting the best hires

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Quick history of staffing

A look at where we are and how we got here

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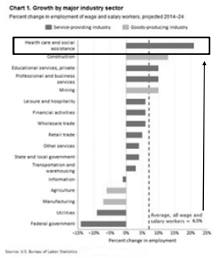
Employment change in senior care



"Healthcare occupations and industries are expected to have the fastest employment growth and to add
the most jobs between 2014 and 2024"

-BLS, Employment Projections 2014-2024

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Employment change in senior care

"As more baby boomers approach retirement age, healthcare institutions are struggling to recruit, hire and retain talent to take their places. More than half of today's nurses are over 50 years old."

-Indeed, December 2016

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2008: Five-Star Quality Rating System Acknowledges Staffing Concerns

CMS launches five-star quality rating - includes staffing data

Improve selection, awareness, discussions, improvements by providers

Ratings Overall, Quality… Staffing, RN Staffing and others

Help families and residents make more informed decisions

It is a public acknowledgement of the impact of staffing on the quality of care

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2012: AHCA & NCAL Advocate Staff Stability

Employee turnover and staff vacancies are on the rise

Annual retention rate for caregivers is falling

Edict to reduce turnover among nursing staff and other frontline caregivers by 15 percent or more by March 2015

Need for additional focus on **staff stability** in America's skilled nursing care centers

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2014: Congress Passes IMPACT Act To Improve Transparency

With the passage of the Improving Medicare Post-Acute Care Transformation Act of 2015, patient data used in skilled nursing facilities, home health agencies, long-term care facilities, and inpatient rehab centers is required to be standardized to **improve quality of care and coordination across post-acute care** settings

The trend towards transparency continues

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2015: AHCA Revises Quality Initiative, Lowers Target Outcome

Providers are now expected to lower turnover rates among nursing staff by 15 percent OR achieve a turnover rate of <= 40 percent by March 2018

AHCA NCAL The QUALITY INITIATIVE 2015-2018

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2016: CMS Implements Payroll-Based Journal

The next step compared to Five-Star Quality Rating System

Payroll data on a quarterly basis

Fully auditable

Used by consumers to not only research the level of staff in nursing homes, but also look up employee turnover and tenure.

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2017: Despite Incentives, Core Staffing Challenges Remain

Post acute care providers must attract and hire quality staff to deliver the best patient and resident outcomes, regardless of whether regulations demand it.

Staffing the same way will not be enough

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Recruiting and hiring considerations

So, how's it going?

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Things to consider

Applicants – how do they find jobs?

Recruiting Team – how do they post jobs and manage applicants?

Interviewing Team – how do they select and decide on candidates?

Technology/Job Boards – how do they work together with other systems?

There is room for improvement

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Things to consider

Are there areas to improve hiring? For the applicant and recruiting?

Are there ways to reduce turnover? And improve care?

Are there ways for hiring teams to work together more productively?

Which are the untapped areas for recruiting and hiring improvements?

It will take some work and change

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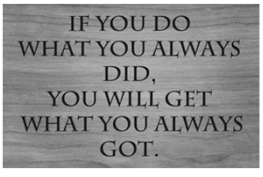
I hope you walk away with some ideas



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State of senior care hiring

We asked

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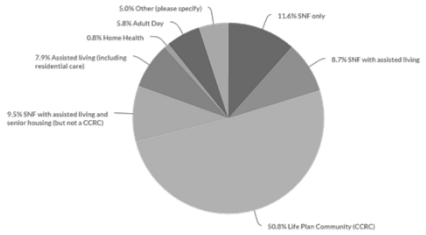
Survey Organization Types



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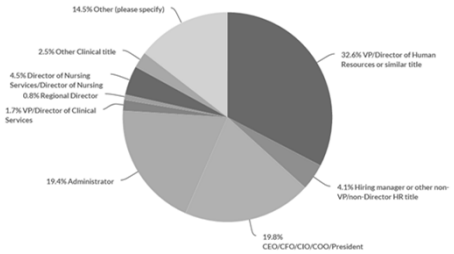
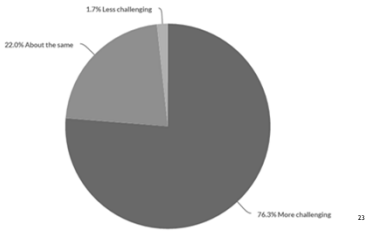
Roles



Let's do a quick poll

How many of you agree that 2016 was AS difficult if not MORE difficult – when it comes to recruiting and hiring – than the year before?

Thinking about all your hiring efforts in the last two years, filling open positions in 2016 compared to 2015 has been…



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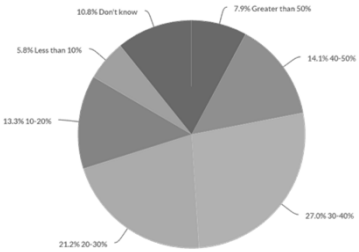
Turnover

What was your annual composite turnover rate in 2015?



Almost **half** of the respondents said their **turnover rate is greater than 30%.**

Approximately **11%** said they **are unsure of** their turnover rate.

2014 Total Turnover	
All Industries	15.7%
Banking & Finance	17.4%
Healthcare	17.5%
Hospitality	27.6%
Insurance	11.7%
Manufacturing & Distribution	13.7%
Not-For-Profit	15.6%
Services	12.5%
Utilities	8.6%

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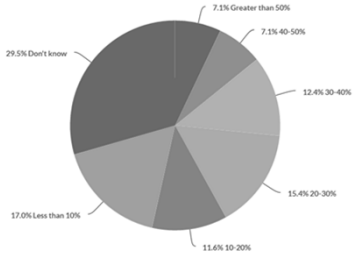
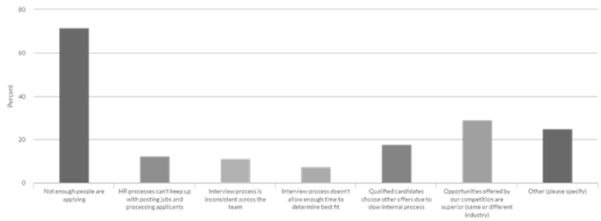
What was your new hire (first 90 days) turnover rate?



Applicants

Currently, what do you see as your biggest challenges when hiring?



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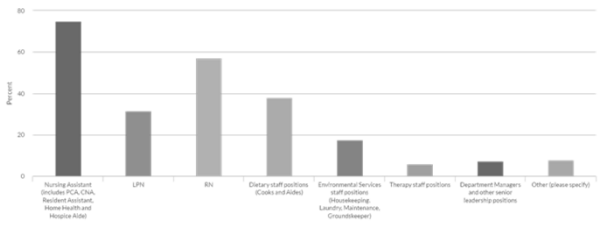
Over the past year, which have been the most challenging roles to fill?



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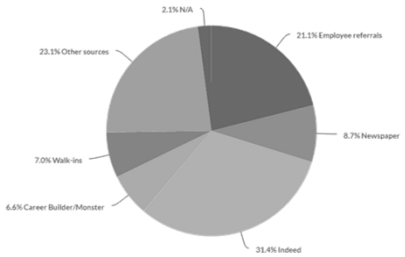
Where have the majority of your actual new hires come from?



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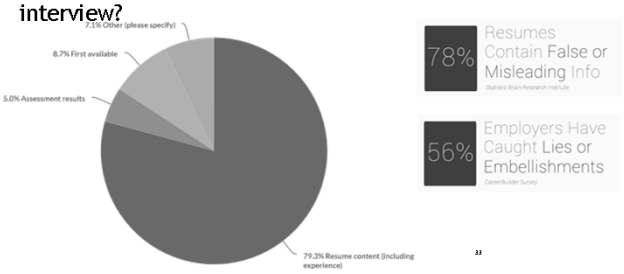
Interviewing

Another quick poll

In addition to the application, how often is a resume the predominant tool used in selecting candidates to interview?

Along with an application, what is your primary method for determining whom to interview?



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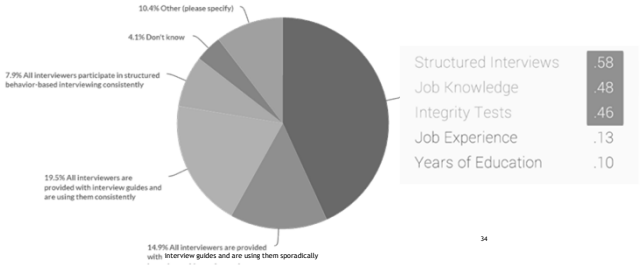
Which interview approach best describes your organization?



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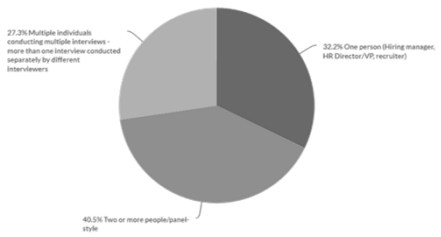
The majority of job interviews are conducted by:



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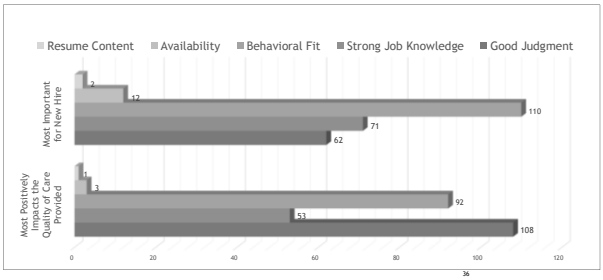
What providers say they are looking for in new hires



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Summary

1) Continually improve

- It's going to continue to get more competitive
- Recruiters need timely information on what's working and what's not to manage more applicants (and become more agile)
- Your starting point… "Do you know your turnover by job and location and qualifications?"
- Use systematic reporting to find hiring improvement areas

"You can't manage what you can't measure"

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2) Manage applicants smarter

- Use free sources including social media
- Track job sources and "reduce waste" when possible
- Look for ways to engage and stay in touch with job applicants
- Build your own database of applicants for the future

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3) Evaluate selection information

- You can't ignore turnover… it's too high and you have options
- Focus on selection improvements
- Providers value assessments more than a resume
- Providers believe there is a link between quality of hire and quality of care

"Staff Stability" is important

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Staffing the same way will not be enough – a checklist

- How are you identifying the skills, qualifications, and competencies needed for each position?
- Do you have a quick way to post openings to job boards, social channels, university pages and your own Careers page?
- Is your recruiting process aligned with your organization's goals + requirements imposed by regulatory entities?
- Are you assessing key competencies as part of your application process?
- Are hiring managers equipped with the right interviewing questions based on each job in your organization?
- How well connected is your hiring process to the rest of your business?
- Do managers have necessary reporting for continuous improvement of your hiring process to impact goals?

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"Thank you"

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