Creative recruitment, reention & development strategies for the senior services workforce

PRESENTED BY:

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OBJECTIVES

- *To consider the impact of labor issues in aging services, now and in the future.*

- *To hear about creative approaches to staff recruitment and retention.*

- *To foster innovative solutions for senior living staff recruitment and retention.*

Topic 1: THE WORKFORCE LANDSCAPE

Ohio Workforce Survey

The need for caregivers:

For Nursing & Assisted Living facilities in the state:

- 75% have fewer STNA's/Direct Care Workers than planned
- 60% have fewer RN's than planned
- 54% have fewer LPN's than planned

For Home Health & Hospice providers in the state:

- 57% have fewer HHA's than planned
- 33% have fewer RN's than planned
- 48% have fewer LPN's than planned

In addition, front line staff workers in areas such as food service, laundry, and housekeeping are also in short supply.

Why are positions so difficult to fill?

- Certain positions have no applicants, a situation reported by:
  - More than 20% of nursing and assisted living facilities
  - More than 40% of home care and hospice providers

- High turnover of caregiver and front line staff is also common. Often employees leave because they do not like working in a long-term care setting or it is simply not a good fit, a situation reported by:
  - Approximately 55% of nursing and assisted living facilities
  - Approximately 25% of home care and hospice providers

Why is there a crisis?

Wage & Benefit Disparity

- Providers reported a median hourly starting wage for STNA's/Direct Care Workers of $10.15 and $9.65 for HHA's

- Better pay draws these critical employees away:
  - 7 out of 10 STNA's/Direct Care Workers who left their jobs, left for better pay
  - 8 out of 10 HHA's who left their jobs, left for better pay

- Employers note a lack of "fit" with caregiver role
  - 5 out of 10 STNA's/Direct Care Workers and 1 out of 4 HHA's who left their jobs did so because the long-term care setting wasn't a good fit

How providers are trying to cope

- Nearly 1 of 5 providers has limited admissions or reduced services - creating access to care issues for individuals and their families

- Due to these shortages, a large number of providers are currently using overtime, double shifts, and other financial strategies to cover the holes/gaps in their staffing schedules. This overuse of current staff can lead to quality of care issues due to fatigue/burn-out of care staff and increase the overall cost of care.

Topic 2: BUILDING A WORKFORCE FOR SENIOR LIVING

Building a workforce

Education

- Working to replicate the C.L.L.E program (Cincinnati LeadingAge Ohio member ERS has developed this program);
  - Introduce children to positive aging
  - Provide opportunity for engagement by elders with children
- Working on a high school 'alternative pathway' approach for at-risk students
  - Working to replicate program implemented by DD community
- Ongoing work with community colleges to build LTC pathways from STNA to Nursing
- Working with county School Superintendent and his staff to replicate life skills program for DD students

Building a workforce

Frontline care giver initiatives underway in the state:

- Frontline Supervisor Training (partner: OSU)
- Elder Certification Pilot underway (funded through OSU grant)

Career Pathways work underway:

- Exploring non-LTC models for building workforce pathways
- Exploring potential partners for building workforce pathways

Building a workforce (cont'd)

Professional/Career Initiatives/thinking:

- Retired Nurses
  - attending nursing association conferences to highlight nursing needs in aging services; perhaps of interest to some retired nurses?

- Attracting Geriatricians
  - Identified University of Cincinnati professor (Kautz Chair of Geriatric Medical Education) interested in growing number of geriatric physicians

Topic 3: HEIGHTENING EMPLOYERS' EXCELLENCE

Employer of Choice Recognition | 2017

Providing LeadingAge Ohio members an opportunity to stand out in their communities – through practices of excellence that serve employees and residents/clients.

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"Becoming an employer of choice isn't easy. It means taking an honest look at your current workforce and what you want it to become. It means acknowledging some difficult truths and making internal changes."   Jody Ordioni, 2013.

Employer of Choice

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ELIGIBILITY

- Minimum requirements

  - One year of 80% or greater occupancy

  - If an organization has less than the appropriate benchmark median number of Days Cash on Hand (or Current Ratio), additional supporting materials will be requested in order to validate financial viability.

  - if a nursing facility or home health organization, the facility must be a 3-Star or above (as of the most recent published rating).

- Not applicable to a multi-site

  - Exceptions to multi-site organizations that centralize their human resource functions.

CATEGORIES

- Employee Engagement
- 5-Star
- Resident Satisfaction
- Financial Strength
- Employee Benefits
- Turnover/Retention
- Agency Use
- Evaluations
- Innovation/Culture
- Community Engagement
- Leadership Continuity

- For each category:
  - Tool for measurement identified
  - Measurement provided
  - Best practice suggested

ENGAGEMENT

Trust!

- **All member types**
- Instrument not prescribed
  - MyInnerView, Quantum, or self
- The results must reflect that the organization's overall employee satisfaction is 75% or greater; i.e. overall score for employee satisfaction is in the upper quartile.

Does not meet:	< 75%
Meets:	≥ 75% and ≤ 85%
Exceeds:	> 85%

STAR RATING

- **Nursing Homes & Home Health only**

Does not meet:	< 4 Stars
Meets:	4 Stars
Exceeds:	5 Stars

RESIDENT/CLIENT SATISFACTION

- Scripps Gerontology Center measures resident satisfaction in the state of Ohio with a bi-annual Long-Term Care Ombudsmen Survey (each alternating year a survey occurs; residents then family members). The state of Ohio's average resident satisfaction establishes the benchmark for this measure.

- For hospice (CAHPS)

Does not meet:	< State Average
Meets:	At least State Average
Exceeds:	Exceeds State Average by at least 5 percent

Financial strength

- **All member types**

- Range of member types requires flexibility in how financial stability measured:

  - Days Cash on Hand

  - Current Ratio

- Must show ability to sustain employees!

EMPLOYEE BENEFITS

- **All member types**

- An Employer of Choice organization must provide <u>all</u> of these benefits:

  - Health Insurance (Medical & Rx)

  - Retirement Plan

  - Employee Assistance Program

  - Educational Assistance

  - Paid Time Off

  - Bereavement Pay

  - Jury Duty Pay **+**

  at least <u>four</u> of the benefits from the Additional Benefits category (dental, life, vision, etc.)

TURNOVER

- **All member types**

- Retention (stability/consistence, satisfaction) vs. turnover (disruption, management/mismatch/etc.)

- To **calculate** employee **turnover rates**, divide the number of employees staying 90 days or less for the past 12 months by the **average** number of active employees at the worksite during the same period.

  - a weighted approach or an overall approach.

Does not meet:	≥ 30%
Meets:	≥20% and ≤30%
Exceeds:	≤20%

RETENTION

All member types

An Employer of Choice must compute the retention rate for its organization for the past fiscal year and have at least a 75 percent retention rate.

  The formula for calculating retention is:

   # of individual employees who remained employed for entire fiscal year /

   # of employees at start of fiscal year x 100

Positions added during the year would not be counted and PRNs are not included. Retention rates should be calculated on an individual facility basis.

Does not meet:	≤ 75%
Meets:	≥ 75% - 84%
Exceeds:	≥ 85%

AGENCY USE

- **All member types**
- Calculated by looking back one year from the E.O.C. application date to determine the number of open resident-facing (or direct care) positions
  - Litmus test: not needing to provide coverage (e.g. housekeeping, maintenance, etc.)
- Exceptions apply:
  - Temp to perm agencies
  - Holiday parties

EVALUATIONS

- **All member types**
- Evaluations for ALL employees
- By policy described in the employee handbook
  - If 30-day evaluations are required, then 90% of all applicable evaluations have occurred by the 30-day anniversary of all employees
  - If annual reviews must be completed by the end of the month, then 90% of all evaluations should have occurred within the end of the applicable month
- To meet: 90% timely

ESSAY CATEGORIES

- Creative/Innovative Practices/Culture
  - How does the organization heighten employee satisfaction or engagement and/or customer satisfaction?
  - Demonstrate!
- Community Engagement
  - How does employee participation contribute to the positive impact the organization has on its surrounding community
  - "A not-for-profit notable area, for sure!"
- Leadership Continuity
  - How does organization demonstrate business/continuity planning
  - To meet: All leadership team positions should have plan in place; To exceed: all supervisory team positions

Employer of Choice

- **GOLD**   All met with three (3) exceeds
- **SILVER**   All met
- **BRONZE**   Eight (8) of eleven (11) met

- Signature of Executive Director verifying veracity of information

DISCUSSION!