

October 19, 2022

Recruiting, Engaging and Retaining Long Term Care Staff

Paula Otto
Brandy Day



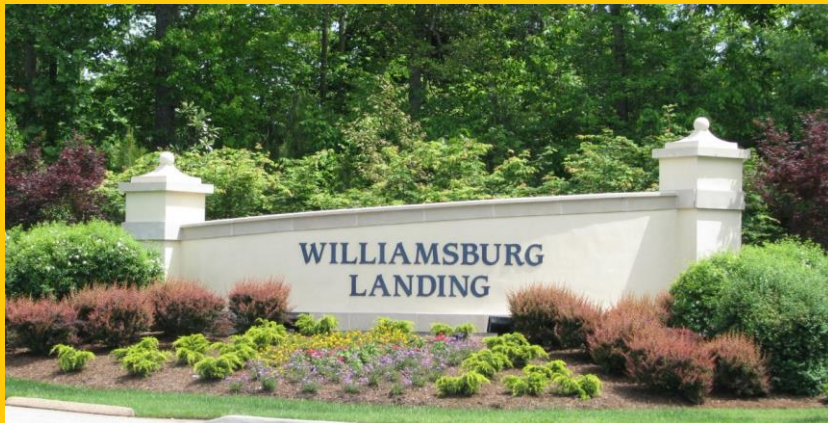
VIRGINIA DEPARTMENT OF
SOCIAL SERVICES



Gerontology
College of Health Professions

Brandy Day

Chief Talent Officer
Williamsburg Landing



Paula Otto

President
Otto Training and Consulting



VCU

Wilder School

LeadSpark



Our Agenda Today

| Understanding | Attracting | Retaining | Building |
|-------------------------------|---------------------|--------------------------------------|---------------------------|
| Understanding the Generations | Attracting the Best | Retaining the Best Starts on Day One | Building a Strong Culture |

Please submit questions (*via the Q&A*) throughout the session. Also, please share your ideas which worked or not in attracting/retaining employees.

The pandemic caused a major disruption in America's labor force—something many have referred to as The Great Resignation. In 2021, more than **47 million workers quit their jobs**, many of whom were in search of an improved work-life balance and flexibility, increased compensation, and a strong company culture.

But a closer look at what has happened to the labor force can be better described as '**The Great Reshuffle**' because hiring rates have outpaced quit rates since November of 2020. So, many workers are quitting their jobs—but **many are getting re-hired elsewhere**.

Source: U.S. Chamber of Commerce, September 2022

So, let's meet...!

What generation are you?

Baby Boomer

Gen X (1965-1979)

Gen Y/Millennial (1980-1998)

Gen Z (1998 -2015)

Multi-Generational Workforces

Common Generational Names in the U.S.



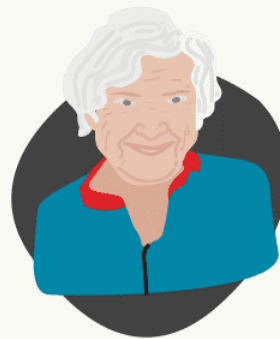
late 90s to 2010s
Gen Z, iGen, or Centennials



1980 to late 90s
Millennials or Generation Y



1965 to 1979
Thirteeners or Generation X



1900 to 1924
G.I. Generation



1925 to 1945
Traditionalists or
Silent Generation



1946 to 1964
Baby Boomers



Meet Emma





Why she liked it

- Good hours, flexible with her school schedule, random gift cards, extra benefits – laundry service, gym and meal options

Why she left

- Some dining staff let go, CNAs expected to pick up duties, patient ratio and expectations caused stress

What she wants

- An employer who watches for burnout and understands we need time off/time to recoup. *"I want a job where I want to come to work each day."*

Meet Hannah





Why she is working part-time at VCU Health

- Looked for relevant experience and flexible hours around school.
- Feels like she is getting “ahead” of classmates with ability to have patient contact and practice skills

What she wishes were better

- Short staff means working through breaks; safety issues with patient care

What she wants:

- *“An employer who treats employees not as cogs in a machine, but as people who each have unique values to bring to the table.”*

Meet Marcia





What she needs

- Flexibility in scheduling – around her children's needs, her school schedule. Childcare is a huge issue. "Pay and benefits are important, but making work work around my life is most critical."

Why she leaves

- Staffing issues, lack of management – especially on night shift – "we often just have to figure it out ourselves"

Why she stays

- Three 12-hour shifts work best.
- Travel nursing gives her most flexibility, best pay.



1965 to 1979
Thirteeners or Generation X

Let's Focus on X, Y, Z

Work/life balance

Independence

Flexible schedules/Telework



1980 to late 90s
Millennials or Generation Y

Let's Focus on X, Y, Z

Job hoppers

Pay and benefits important

Professional development opportunities are key

Digital Natives





Late 90s to 2010s
Gen Z, iGen or Centennials

Let's Focus on X, Y, Z

Want fulfillment and sense of purpose

Look for corporate responsibility

Most diverse generation – diversity and inclusion important

Digital Natives



Poll

The majority of my employees are

Baby Boomer

Gen X (1965-1979)

Gen Y/Millennial (1980-1998)

Gen Z (1998 -2015)

The majority of my applicants are

Baby Boomer

Gen X (1965-1979)

Gen Y/Millennial (1980-1998)

Gen Z (1998 -2015)

Recruiting

A yellow square with a black border, containing the text "Our Why".

Our Why

Recruitment Sources

Williamsburg Landing Website

JobTarget

Employee Referrals

LeadingAge Virginia

Skill Survey Source

craigslist

Social Media (Facebook, LinkedIn)

Culinary & Clinical Recruitment Campaigns through Madison + Main

Community Partners

Williamsburg-James City County Public Schools

Virginia Peninsula Community College

Culinary Institute of Virginia ~ ECPI University

Heart to Heart Career Training (CNAs)

Literacy for Life

The Arc of Greater Williamsburg

The Choice Group

Low Cost Recruitment Efforts

Set up recruitment tables at local high schools

Partner with your local community college and trade schools

Volunteer to be a guest speaker

Serve as a CNA clinical rotation site

Support other local community organizations



Share Your Success Stories

*Please enter them in the
Q&A tab*

What Happens When an Employee Leaves?

A **boomerang employee** is an employee who leaves a company they work for, but then later returns to work for the company once again.

What is your policy for rehiring employees?

Do you conduct exit interviews? If so, when are they conducted?



Raising Your Profile as Recruitment Tool



Hanover Schools
@HanoverSchools

WHATCHA LEARNING
WEDNESDAY! MES
students have been Pen
Pals with Covenant
Woods residents, hand
writing letters each
month. The students
visited Covenant Woods
to meet their pen pals for
the first time.

[#InspireEmpowerLead](#)
[#atraditionofexcellence](#)
[#WhatchaLearningWedn](#)



Westminster Canterbury Richmond

May 13 at 9:06 AM · 🌐

CONGRATULATIONS to our NURSES AWARDS RECIPIENTS: It was an honor to celebrate our nurses and to award those who were nominated by our residents and their teammates, for going above and beyond. Left to Right: Vice President Health Services, Will Blackwell with recipients: Chris Burton, Della Burson, Lakeia Peebles, Lynda Luke, Teresa Simpson, Lori Evans, Brenda Burwell and Philip Ward. Not pictured: Carrie Hall, Pam Brooks, Tangee Hite, Fanisha Joseph, Karima Nafil, Shenita R... [See more](#)



Encourage Residents and Staff to Share Your Story!



**Westminster Canterbury
Richmond**

May 11 at 10:22 AM · 🌟

HAPPY NURSES WEEK and A HUGE
THANK YOU to our entire nursing
team for all you do to ensure our
residents live life well! We could not
ask for a better team.



Madeline Goone • 2nd

Associate Fashion Editor

1d · 🌐

I'm happy to share that I've started a new position as Associate Fashion Editor at
[INTERMIX!](#)



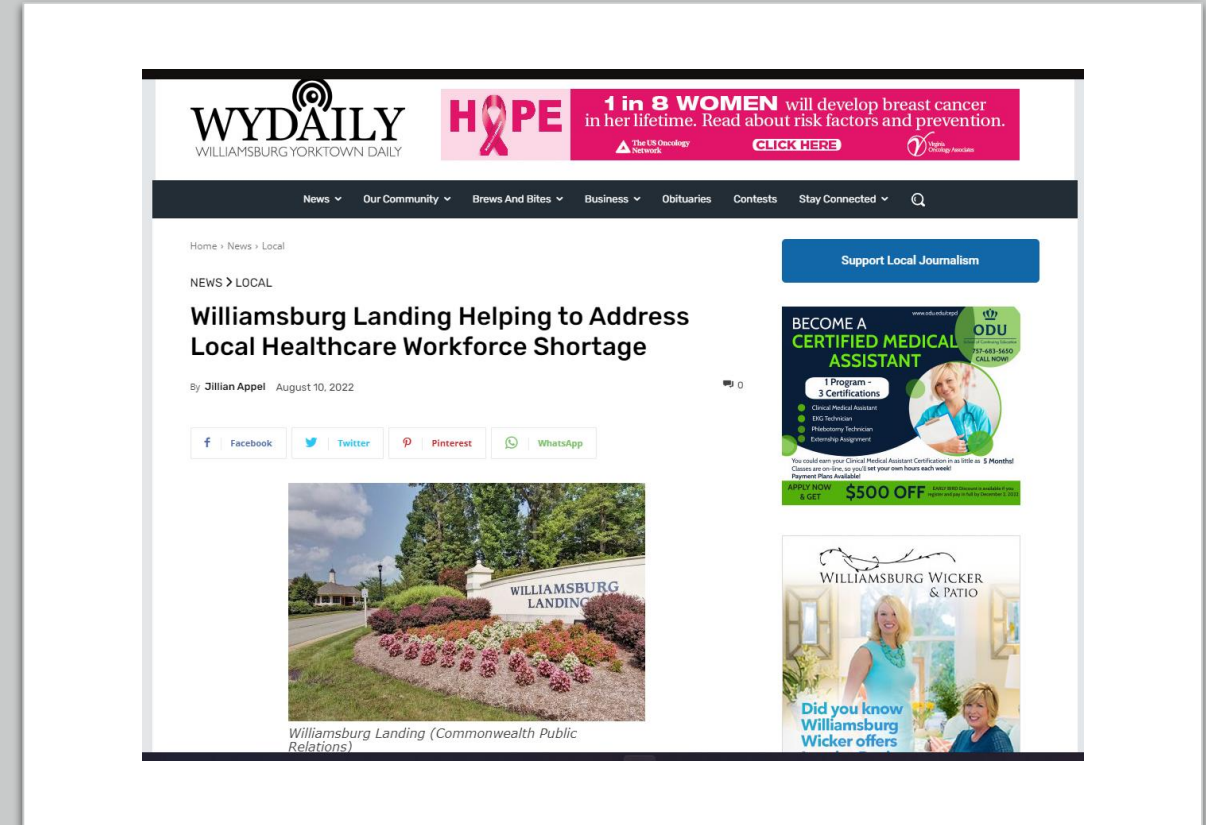
Williamsburg Landing – LinkedIn

- Showcasing employees
- Partner with marketing
- Advertising in unusual places such as grocery carts. Messaging needs to be everywhere!



Your Local News Outlets

- Well read by all generations
- Target a very specific audience
- Accept contributed pictures and stories

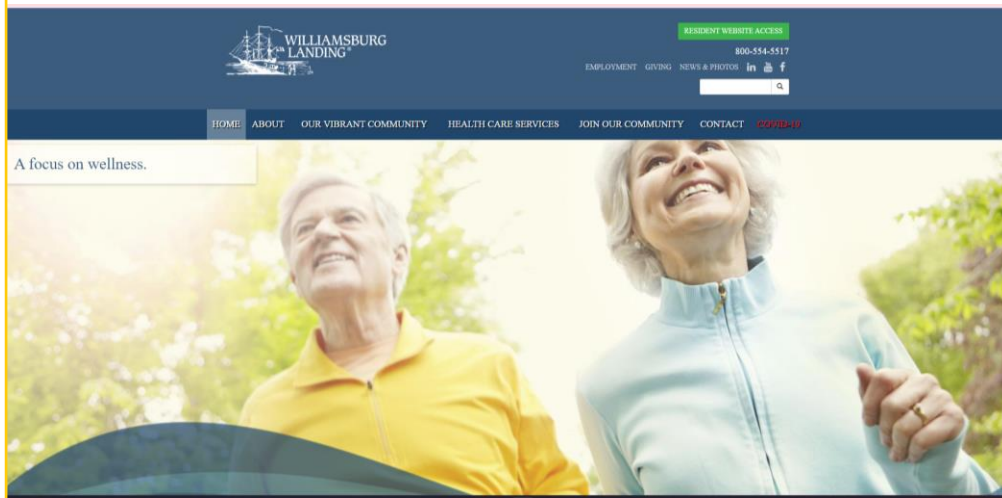
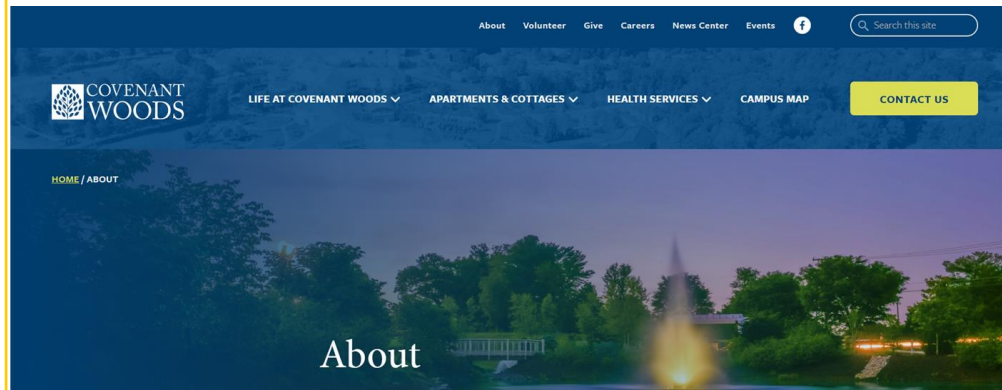




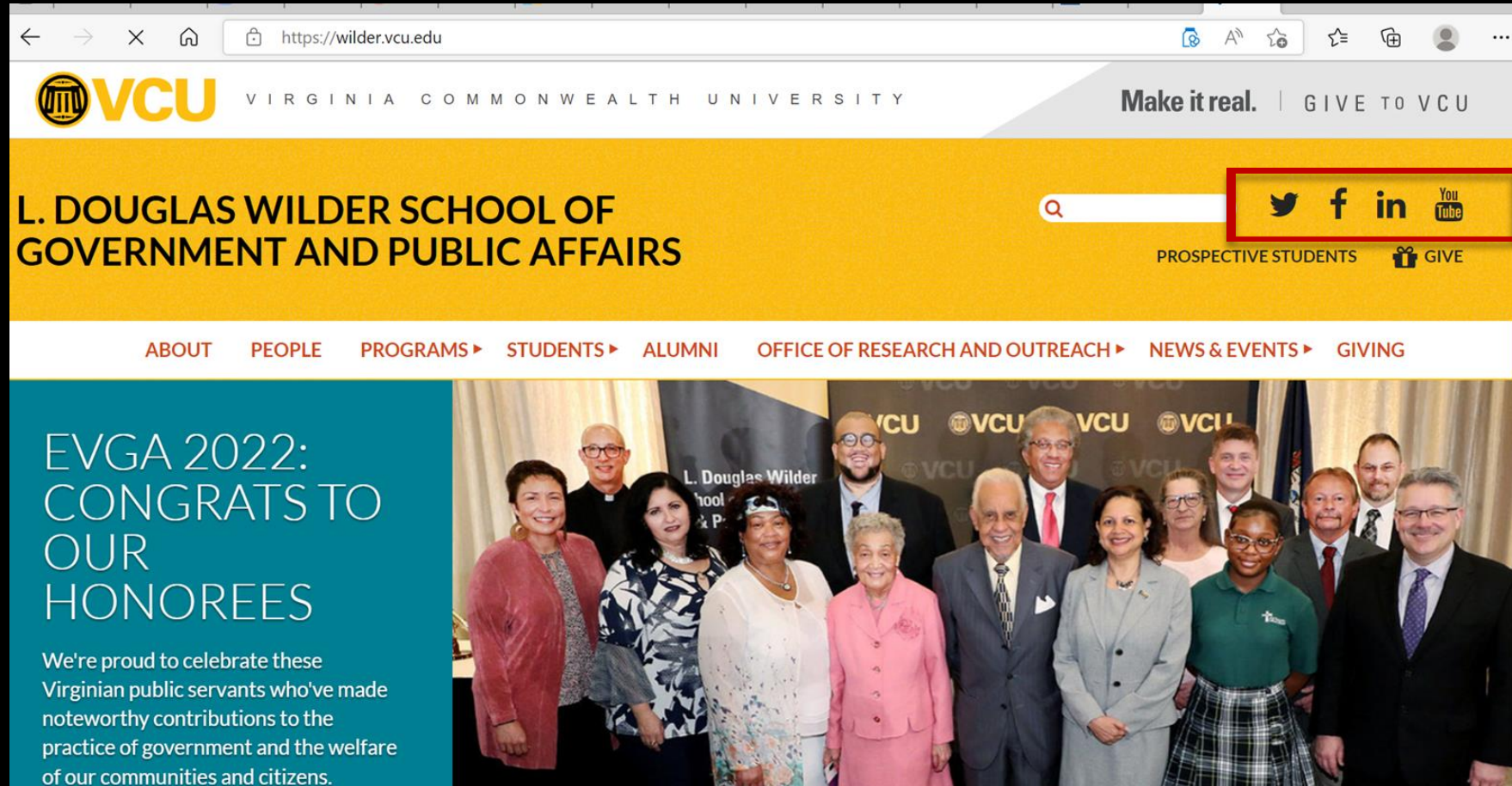
You control...

...your websites and social media.

These provide a direct link to your stakeholders; and are the first place potential residents and employees go to learn about your community.



Do You Have Prominent Social Media Links?



Onboarding and Retention



Cleveland Clinic Video – Setting the Stage



Onboarding Strategy

Resident Panel

We Care Connect

Stay Interviews

Landing Career Development Program



Resident Panel at Orientation

Implemented in September 2017

"I loved meeting the residents. Their backgrounds inspire me to do the best job I can offer."

"My favorite part was hearing from the residents."

Employee Recognition Preference Profile

| EMPLOYEE RECOGNITION PREFERENCE PROFILE | |
|--|----------------------------------|
| Employee Name: <input type="text"/> | Date: <input type="text"/> |
| Title: <input type="text"/> | |
| | Department: <input type="text"/> |
| FROM TIME TO TIME, WE LIKE TO RECOGNIZE YOU PERSONALLY FOR AN "EXTRA EFFORT" OR A "JOB WELL DONE." TO HELP US FIND SOMETHING SPECIAL FOR YOU, WE'D LIKE TO KNOW YOUR FAVORITE: | |
| Restaurant/Food | |
| Fast Food | <input type="text"/> |
| Sit Down Restaurant | <input type="text"/> |
| Pizza (Brand, Toppings, etc.) | <input type="text"/> |
| Desserts/Ice Cream Treats | <input type="text"/> |
| Bagels, Donuts or Muffins | <input type="text"/> |
| Snack Foods | <input type="text"/> |
| Coffee Brand and Drink Preference | <input type="text"/> |
| Soda or Beverage | <input type="text"/> |
| Miscellaneous Favorites | |
| Sports Teams | <input type="text"/> |
| Flowers | <input type="text"/> |
| Magazines | <input type="text"/> |
| Department Stores | <input type="text"/> |
| Bookstores | <input type="text"/> |
| Salon Service | |
| Where? What services do you like? (Manicure, haircut, massage, etc.) | <input type="text"/> |
| Do You: | |
| Collect anything? | <input type="text"/> |
| Play Sports? | <input type="text"/> |
| How do you spend your free time (hobbies)? | <input type="text"/> |
| Anything else we haven't covered? | <input type="text"/> |

We Care Connect

Implemented October 1, 2018

Connects employees via phone, email, or mobile app (*2 weeks, 45 days, 75 days, and 6 months after hire; annually thereafter*)

Notifies Talent Management via email of issues that may lead to a resignation, allowing for immediate intervention to prevent turnover

Built-in issue tracking and resolution ensures notifications are addressed in a timely manner

Also connects with resigned and terminated employees gathering valuable data to drive organizational change

Stay Interviews

A structured discussion between a supervisor and a new employee to strengthen the new employee's engagement in the organization

30 Days After Hire

60 Days After Hire

90 Days After Hire

6 Months After Hire

Every 12 Months Annually



VISION

Living fully beyond ageism.

MISSION

As an innovative, nonprofit life plan community, Williamsburg Landing offers a full spectrum of opportunities to foster independence, connection, and security.

CULTURAL VALUES

P - Passion for life and our mission.

R - Respect for the dignity of all individuals and the choices they make.

I - Integrity as a hallmark of both our individual and organizational character.

D - Diversity welcomed within a safe, inclusive community.

E - Excellence as our standard while innovating for continuous improvement.

[Learn More](#)

Login



bday@williamsburglanding.com



.....

Login

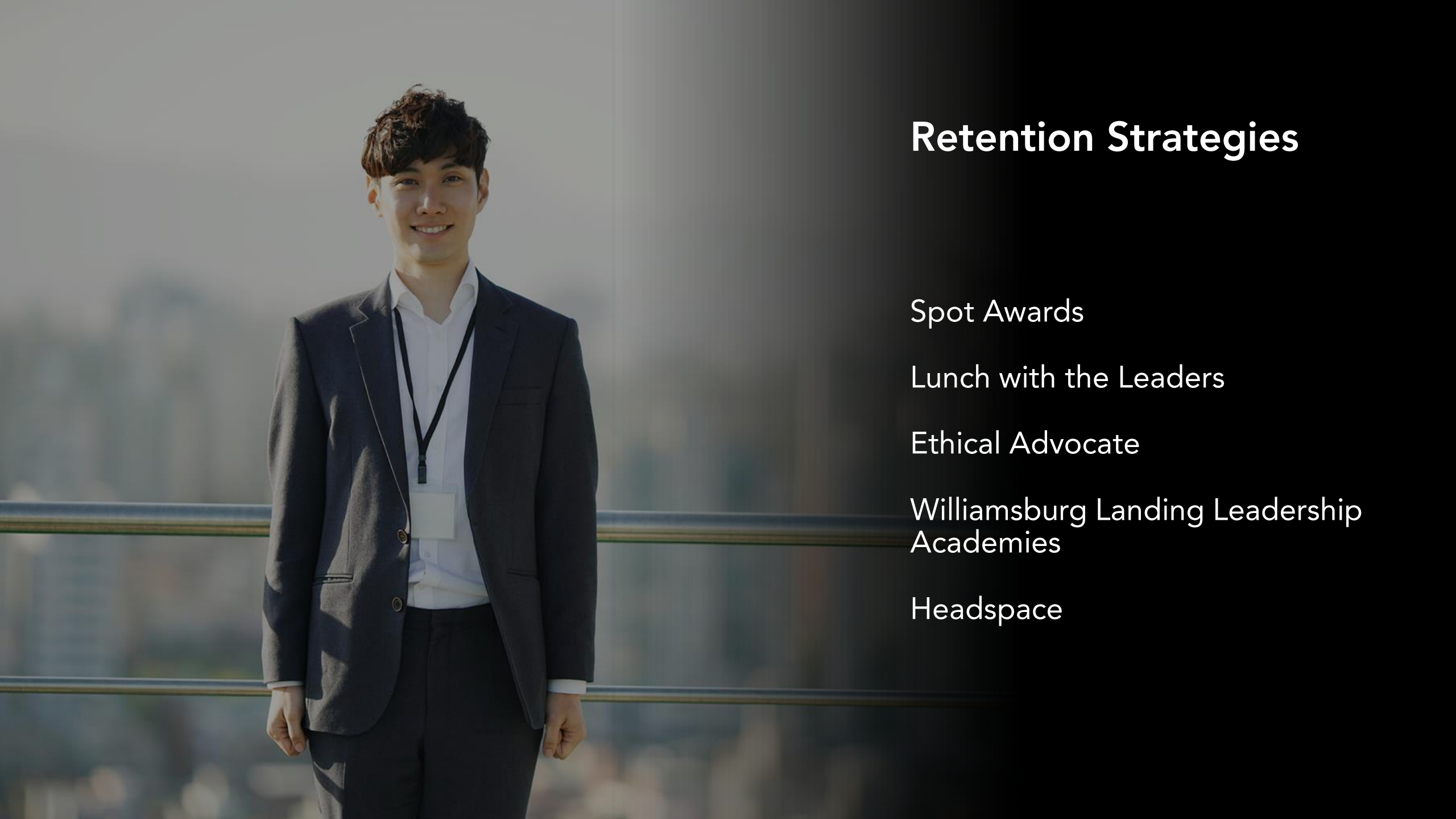
[New?GetStartedNow](#)

[Forgot your password?](#)

WILLIAMSBURG LANDING

Landing Career Development Program

A 90-day onboarding program, implemented in April 2018, designed to provide New Hires with resources and connections during their onboarding period and for Champions to enhance their leadership skills



Retention Strategies

Spot Awards

Lunch with the Leaders

Ethical Advocate

Williamsburg Landing Leadership
Academies

Headspace

Spot Awards

Designed to promote consistent and equitable recognition of individual employees who demonstrate superior service in advancing our mission, vision, and values

Awards are not granted for standard work responsibilities that are routine or behavior that is generally expected

All employees, with the exception of members of Senior Leadership, are eligible for this award



Lunch with the Leaders

A monthly luncheon with Senior Leadership and members of the Board of Directors

Ten employees are selected at random and mailed invitations to their home address

No set agenda

Senior Leadership follows up on recommendations, suggestions, and concerns



Ethical Advocate

In 2015, Williamsburg Landing established a service with Ethical Advocate for employees to anonymously offer feedback and tell us about incidents they believe should be brought to our attention.

Employees can submit a report via the web by going to our own reporting page on the Ethical Advocate site (<http://wl.ethicaladvocate.com>) and filling out the easy-to-use reporting form, or by calling their Call Center by (844) 379-4449, the number assigned to us.



LoginContact EA

Select A Language

- English (English)
- Español (Spanish)
- Français (French)
- Italiano (Italian)
- Deutsch (German)
- 汉语 (Chinese)
- русский (Russian)
- Nederlands (Dutch)
- Portuguese (Portuguese)
- Svenskt (Swedish)
- 日本語 (Japanese)
- 한국어 (Korean)
- دري (Dari)
- پښتو (Pashto)
- Íslenska (Icelandic)
- Kreyòl Ayisyen (Haitian Creole)
- فارسی (Farsi)

Login

| Login | |
|--------------------------------------|--------------------------|
| Username: | <input type="text"/> |
| Password: | <input type="password"/> |
| <input type="button" value="Login"/> | |
| Create Account ... | |

If you are a new incident reporter, select "Create Account". If you are a returning incident reporter, insert the username and password you created when you established your new account. If you are an incident reporter and forgot your username or password, you will need to create a new account.

- Letter from President/CEO
- Ethics Policy
- Ethical Advocate Privacy Policy

Headspace App

How do I explain what Headspace is?



Headspace is more than a meditation app.

It's your personal guide to mindfulness, sleep, focus, movement, and more. A global leader in mental well-being, our community has over 66 million users worldwide.

From waking up to exercising, eating to sleeping, Headspace has 1,000+ hours of exercises to help you live your whole day mindfully – not just when you're sitting to meditate. Our exercises are rooted in 2,000 years of authentic expertise, and backed by [proven research](#) from our in-house Science Team and leading research institutions.

Have your team start with the Basics. It's our 10-day beginner's course and a perfect intro to meditation and mindfulness, even for those who already have some experience.

MINDFULNESS. MEDITATION. WHAT'S THE DIFFERENCE?

Mindfulness

The ability to be present in our lives, fully engaged with the moment, with an open and curious mind.

Meditation

The formal practice for building the skill of mindfulness that we apply to our everyday lives.

iCare Leadership Academy launched in Spring 2018

P.R.I.D.E. Academy launched in Fall 2019

Spring 2020 P.R.I.D.E. Academy was cancelled

Hiatus from March 2020 – September 2021

Academy Refresher for Alumni – 9/22/21

P.R.I.D.E. & I Academy launched in Fall 2021

64 Alumni to date (60% of Alumni currently employed)



Leadership Academies



Supervisor's Impact on Employee Engagement

- “If you have a turnover problem, look first to your managers” ...*Gallup*
- Employees stay for managers first and co-workers second...*salary.com*
- Employees' levels of engagement are higher when their supervisors had higher levels of engagement...*DDI*
- “When employees stay, it is because of their immediate managers” ...*National Education Association*
- Employees who stay primarily for their supervisors stay longer, perform better, and are more satisfied with their pay...*TalentKeepers*

Connection Impacts Retention



Good Programs +
Good Supervisors =

Retention & Engagement



Good Programs +
Poor Supervisors =

Turnover & Disengagement

Keep the Information Flowing

My **HOP** Rule: Be **H**onest, **O**pen, and **P**rompt.

Deliver important information several times, several ways.

Consider all job categories when determining communication methods.

Words matter – “test” your messages.



Understand **different priorities** for different generations

Having a strong **online/social media presence** helps talent find you

Raising your **community profile** via “earned” and “owned” media helps make you a desirable place to work

Maintaining a strong workplace culture helps retain employees and can turn them into your **best recruiters**

If you're in a supervisory role, your impact on **employees' engagement and satisfaction** cannot be understated



Your Takeaways

What Is Your Best Takeaway from Today?

Questions and Discussion

Join us for the
2022 IPC Training



From Zenefits Report

"Beyond Employee Engagement"

Tap into the desire for stability to increase their roles and responsibilities.

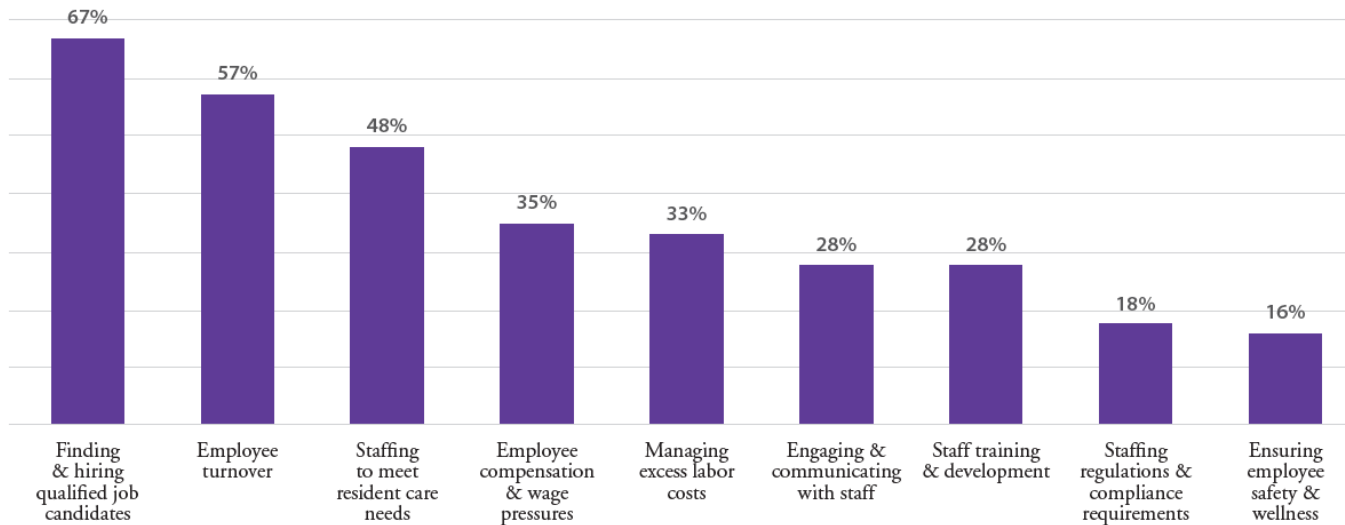
In what ways can HR departments bring top employees into strategic decision-making? In what ways can top talent grow in their roles, and in what ways can people managers advocate for professional development?

Tap into the desire to foster deeper care about the business' health.

In what ways can top talent facilitate greater connection with customers, suppliers, co-workers, and the community? Are there any connections among your staff that could help your business discover underserved or overlooked solutions for your business?

TOP WORKFORCE CHALLENGES – WHAT ARE YOUR ORGANIZATION’S TOP WORKFORCE CHALLENGES?

Source: OnShift⁽¹⁾



State of the Industry

- *Data Source: OnShift, a provider of human capital management software solutions to healthcare organizations*
- *Survey Size: 2,100 senior care industry professionals*

State of the Industry

- Staff recruitment is one of the largest and longest-standing challenges facing the senior living industry
- Per McKnight's Senior Living in 2020, many operators spend as much time and energy recruiting and retaining talent as they do filling units
- When hiring direct care employees (CNAs and Nurses), we compete with not only other senior living communities, but also health systems, hospitals, and home health agencies
- Increased competition from hospitality and "gig economy" sectors for cooks, maintenance workers, housekeepers, and other roles

State of the Industry

- In 2020, AL CNAs incurred a 49% turnover rate (vs 36% in 2019); turnover rates for all AL employees increased from 44% in 2019 to 53% in 2020
- Median turnover among nursing staff, factoring in data from virtually all U.S. nursing homes, was 94% in 2017 and 2018; mean (average) turnover rates hit 141% among RNs, 129% among CNAs, and 114% among LPNs

State of the Industry

- Average time to hire a frontline employee is 40 – 50 days
- In August 2020, 85% of senior housing and skilled nursing organizations were offering overtime hours to mitigate labor shortages and 42% were utilizing agency or temporary staff
- AARP projects the “caregiver support ratio” (the number of potential family caregivers aged 45-64 for each person aged 80 and older) will fall from 7:1 in 2010 to 4:1 in 2030 and 3:1 by 2050
- Argentum projects that the senior living industry will need to fill nearly 1.4 million jobs (300,000 new jobs and 1.1 million replacement jobs) by 2025 to meet projected demand

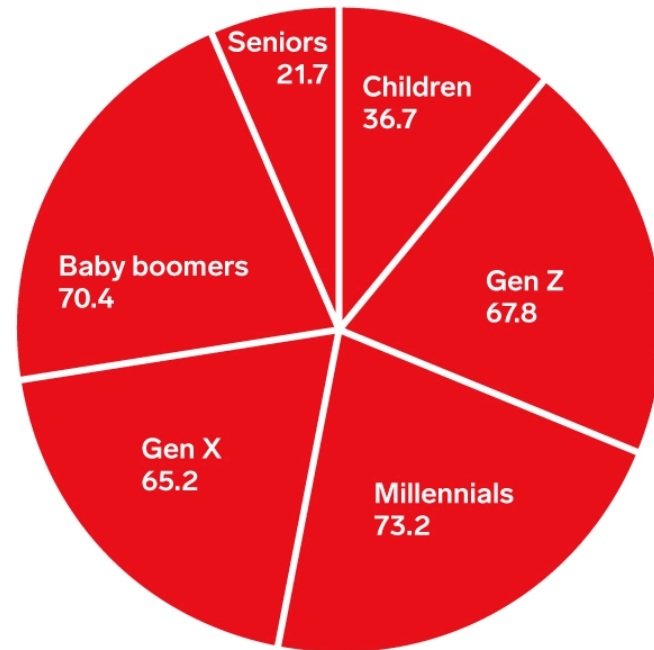


State of the Industry

OnShift's 2020 survey of over 1,200 senior care industry professionals found the vast majority of respondents believe challenges retaining employees, finding qualified employees, managing labor costs, and staffing to meet resident care needs will remain the same or worsen over the next three years.

US Population Share, by Generation, 2021

millions



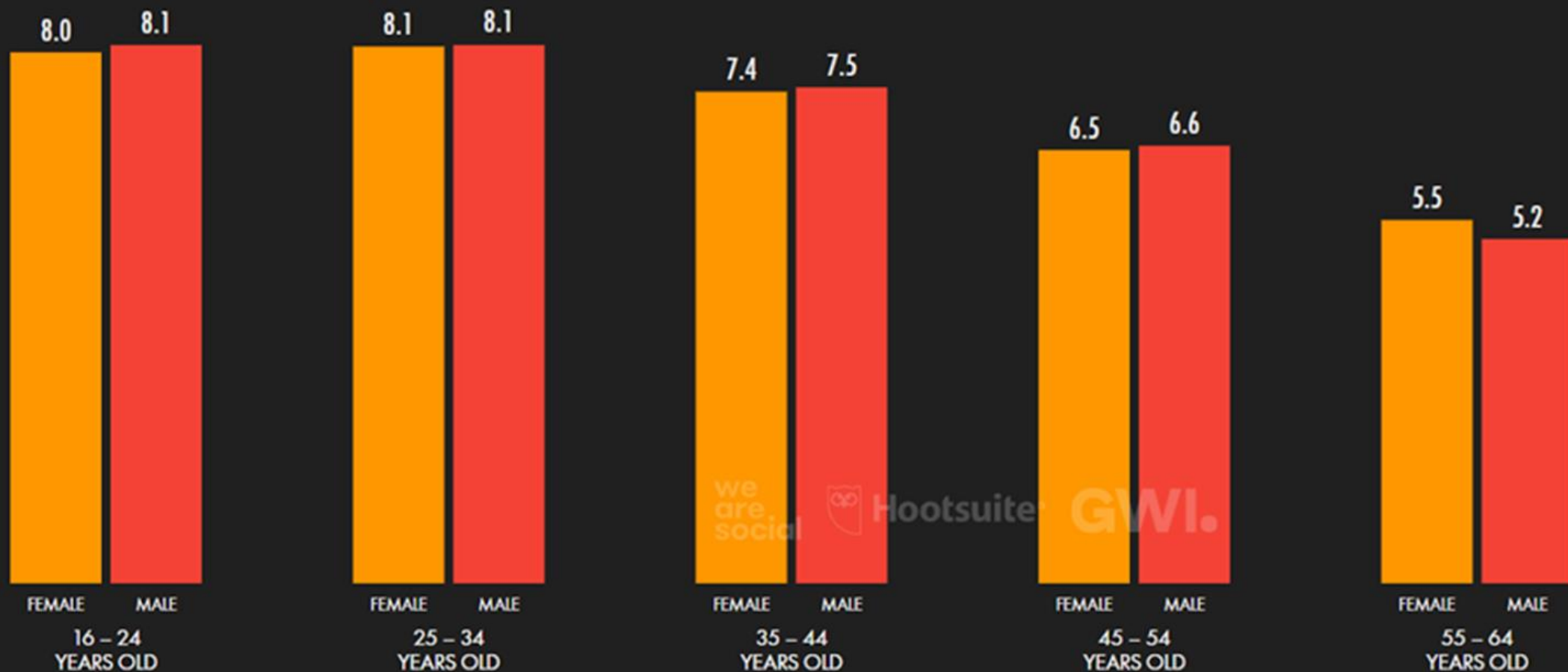
Note: ages 0-100; children=born after 2012; Gen Z=1997-2012; millennials=1981-1996; Gen X=1965-1980; baby boomers=1946-1964; seniors=1928-1945

Source: US Census Bureau, "US Population Projections: 2017-2060"; Insider Intelligence calculations, July 26, 2021

JAN
2022

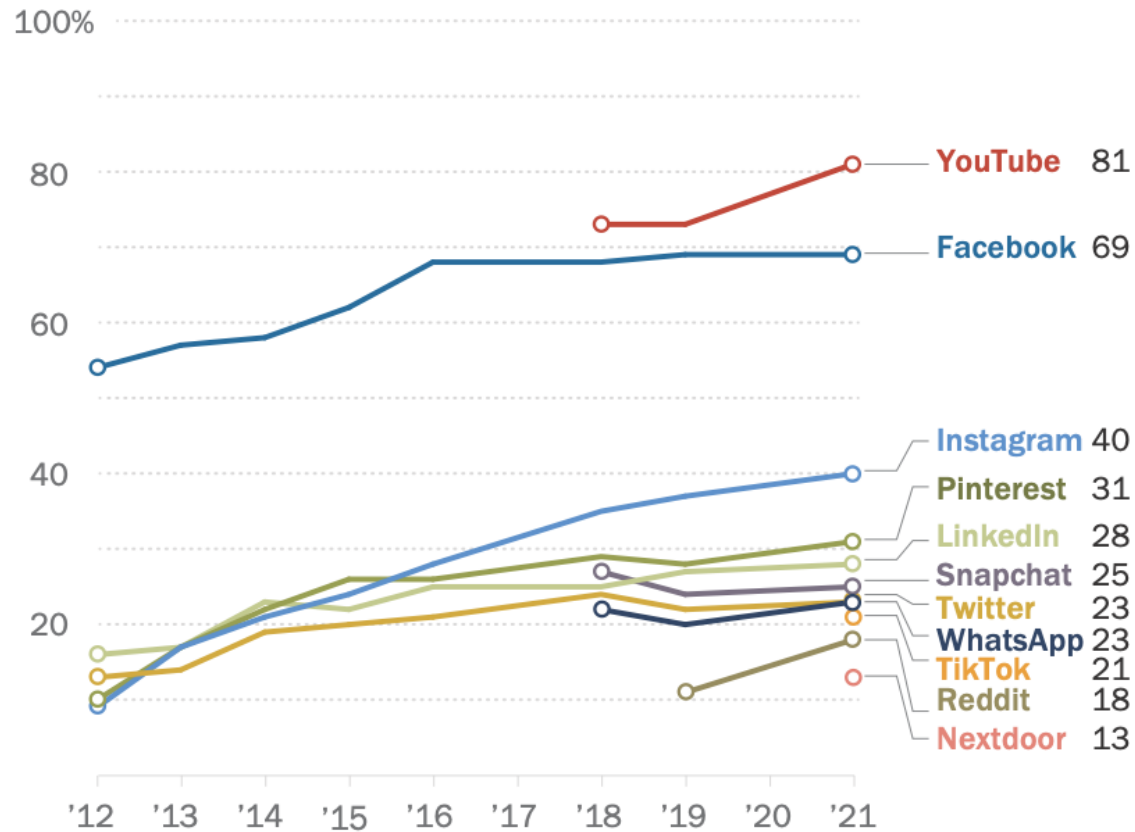
AVERAGE NUMBER OF SOCIAL PLATFORMS USED

AVERAGE NUMBER OF SOCIAL MEDIA PLATFORMS THAT INTERNET USERS USE ACTIVELY EACH MONTH



Growing share of Americans say they use YouTube; Facebook remains one of the most widely used online platforms among U.S. adults

% of U.S. adults who say they ever use ...



- Source: Pew Center 2021 survey