


*Recruiting and Retention
for the Home Care and Hospice
Industry*


Driving ResultsSM

*Presenter:
Eric Scharber
Principal*

Simione Healthcare Consultants advances quality and cost efficiency, providing reliable experts, technology and tools to grow and improve home- and community-based services.




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Simione-at-a-Glance

- Founded in 1966.
- First organization of its kind dedicated to home health, hospice and other community-based services.
- Specializing in business performance improvement to advance quality and efficiency, reduce cost and minimize risk.
- Serving a wide range of organizations from single agencies and senior care networks to multi-state providers, large national chains, hospitals and health systems.
- Corporate headquarters in Hamden, CT, with offices in Sturbridge, MA, and Rohnert Park, CA.
- Consultants based in 30 states across the U.S.



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Key Expertise & Services



Consulting

- Operations
- Finance
- Compliance & Risk
- Sales & Marketing
- Information Technology
- Mergers & Acquisitions



Talent Management

- Recruiting
- Executive Search
- Interim Management
- Compensation Analysis
- Employee Engagement


A SIMIONE TALENT SOLUTION™



Data Analytics

- Cost Reporting
- Financial Benchmarking
- Market Intelligence
- Clinical Process Transformation





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Background on Exact Recruiting...

- We have been recruiting in this industry since 2005 (some on my team longer).
- Exact has placed over 1,500 Home Care and Hospice professionals nationwide.
- Our team has interviewed well over 30,000 professionals in this time.
- A couple of the primary topics we discuss in our interviews is what attracts top candidates to an employer and why they left previous employment (Retention)!



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Workforce Statistics

- Employment in the healthcare industry will grow at 21% through 2024. The next highest number is construction at 13%.
- The top 5 industries in the US in terms of employment growth are all Healthcare. #1 is Home Healthcare Services (Bureau of Labor Statistics).
- Cost of replacing key employees?
 - Around 200%.



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Recruiting vs. Retention

- What's the difference?
 - 2 very different things.
- What's more important?
 - Case study.
- Where do we focus most of our time and energy?
 - How many of you have heard of a Retention Department?
- How do they complement each other?



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Keep in Mind:


Your best employees are being recruited today. They have plenty of opportunities.

How do we Recruit and Retain and Develop Top 20%'rs?

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Recruiting Home Care and Hospice Professionals

Let's focus on 2 areas:

- What are top 20%'rs looking for in an employer?
- Where/how do you find them? Actual recruiting tips and techniques that are successful for us.

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Top Traits Candidates are Seeking in an Employer

- Honesty.
- Organizational Stability.
- Flexibility with schedule / Work-life balance.
- To work for a respected organization in the community (want to be proud of who they represent).
- Training and development.
- Technology / Tools.
- Fair compensation and growth potential.
- Dynamic Leadership.



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Where are they Hiding?

- Understand that there are not enough experienced HH & Hospice Professionals to keep up with demand.
 - The “Bell Curve of Experience” is shifting.
- Cast a BIG net!
 - Social Media.
 - Internal Referrals.
 - Job Boards.
 - Company website.
 - “Always Be Recruiting” – Everywhere, by everyone!



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Social Media

- 79% of Job Seekers use SM to find a position.
- 2 in 5 hires originates from SM.
- The use of SM for recruiting has risen 54% in the past 5 years.
- Differences in LinkedIn, Twitter, Facebook.
- Tips for day to day usage of SM.
- Advise – Be active and have a presence.
 - Especially for millennials.



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Employee Referrals

- Do you have an actual referral program?
 - Make it rewarding! Advertise it!!!
- Your best resource is your current staff. Leverage their network.
 - But, are they engaged / satisfied?

Why would your staff refer a friend, if they aren't satisfied with their current situation?

How do you know if they are satisfied?



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Job Posting Sites

- Cannot rely on simply posting an ad.
 - Top 20%'rs don't apply to ads typically.
- Lot's of options. Need to ensure the target audience is being reached with the posting site you use. Different sites for different skillsets.
- The actual job posting needs to be dynamic and to the point. Lots of details packed into a relatively short ad is best.
 - Compensation.
- Be sure to have a process in place for reviewing applications.



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Company Website Recruiting Tips

- Are your open positions easy to find on your website?
 - Should be a obvious link on the home page.
- How long does it take to apply for a job?
 - The goal is not to decide on hiring them by the application...
- Is your site mobile optimized?
 - 78%+ of candidates use a mobile devise to apply.
- The experience must be exciting and easy.



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Tips / Techniques

- Know what you're looking for and ensure everyone on your staff understands what skill sets you desire.
- Develop a strong "Elevator Pitch" for the position.
 - You often don't have much time with a top candidate.
- Be prepared to put your best foot forward during the interview process. *It's your ultimate decision after all.*



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You Never Know...

...when/where the perfect candidate will present themselves.

Always be Recruiting!!!!

Recruiting = Selling



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Let's talk about Development!

Jack Welch, CEO of GE, famously cut the bottom 10% of performers yearly.

Others hire top performers away from other organizations.

"...failure and success might not be among the weakest and strongest links, but the solid middle...", USA Today



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Let's talk about Development!

- **Develop the solid middle to perform at their highest level.**

OUTCOMES/RESULTS?

- They become more productive employees.
- Culture of investing in your employees.
 - Develops a feeling of Pride
 - Self Pride
 - Company Pride
- Top performers elevate their game further.
- You become a better leader.
- The organization benefits.



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How to Develop Your People

- 1. See Development as a Long-Term Process**

It takes nine months to produce a baby – no matter how many people you put on the job.

 - Be consistent.
 - Keep growing yourself.

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How to Develop Your People

- 2. Discover Each Person's Dreams and Desires**

"Ignore what a man desires and you ignore the very source of his power." – Walter Lippmann, founder of the New Republic

 - Harness and fuel a person's energy.
 - Leaders pursuing their own dreams are more likely to help other pursue theirs.
 - Finding a person's Passion.

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How to Develop Your People

3. Lead Everyone Differently

Conform leadership style to what your people need, not expecting them to adapt to you.

- Nurture some - draw the game plan out for them; require frequent follow-up.
- Challenge others - let them create the game plan, need more breathing room.

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How to Develop Your People

4. Use Organizational Goals for Individual Development

A recipe for long-term success

- Goal: find a need/function within the organization that would bring value to the organization.
- Strength: find an individual on your team with a strength that needs developing that will help to achieve that organization goal.
- Opportunity: provide the time, money, and resources the individual needs to achieve the goal.

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How to Develop Your People

5. Help Them Know Themselves

You have to know where you are before you can figure out how to get somewhere else.


- Help others recognize their strengths and weaknesses.

6. Be Ready to Have a Hard Conversation

There is no development without hard lessons.

- Make others aware of problems / personal bad habits.

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How to Develop Your People

7. Celebrate the Right Wins

Experience alone isn't a good enough teacher – evaluated experience is.

- Going Above and Beyond should be recognized
- If someone you're leading goes about an activity all wrong but somehow gets the right results you need to evaluate the process.
 - Was it innovative and/or Strategic - Celebrate.
 - Was it flawed - Correct.

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How to Develop Your People

8. Prepare Them for Leadership

You never really know something until you teach it to someone else.

- You do it.
- You do it and they watch.
- They do it and you watch.
- They do it.
- They do it and someone else watches.



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Driving Results

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Why Staff Leave and How to Keep Them

Presented By: Eric Scharber, Principal, Simione Healthcare Consultants

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State of the Workforce Facts

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- There are multiple studies as to whether there is, or will continue to be, a nursing shortage. There are conflicting findings in these studies.
 - Roughly 1M increase in RN Supply, roughly 1M increase in RN Demand.
 - Not an exact science. BUT, experience level will go down.
- Average age of RN's is near 50. 55% of all RN's are over the age of 50.
- 2 out of 5 healthcare workers over the age of 55 plan to retire within 5 years.



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State of the Workforce Facts (cont.)

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- 25% of the healthcare workforce has changed jobs in the past 12 months.
- 50% plan to change jobs within the next 12 months.
- US has lowest avg. tenure in the developed world at 4.6 years ~ even less for healthcare. Good / Bad???
- Employment in the healthcare industry will grow at 21% through 2024. The next highest number is construction at 13%.
- The top 5 industries in the US in terms of employment growth are all Healthcare. #1 is Home Healthcare Services (Bureau of Labor Statistics).



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State of the Workforce Facts (cont.)

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- 1 out of every 4 new jobs in the US through 2024 will be in Healthcare.
- By 2025, 75% of the workforce will be Millennials.
- It's expensive to replace Key employees.
 - Experts say the real cost of employee turnover is 150-250% of annual income



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Where it all Starts...

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Quote from the Home Care 100 – Staffing Innovations in
Retention and Recruitment

“Retention starts by hiring right.”

I believe we have a Retention problem,
more so than a Recruiting problem.



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Keep in Mind:

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Your best employees will leave first, because they have the most opportunities.


Top 20%'rs




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Here's how we do better!

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- Compensation**
 - Fair
 - Competitive
- Chemistry**
 - Engaged
 - Right Culture
- Growth Potential**
 - Not a "dead end" job
- Professional Development**
 - Continuing Education
 - Management Training




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MONEY!!




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Money (cont.)



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- Not advocating paying over the competitive rate.
- Do you know what the going rate is?
 - Network with other industry professionals
 - Ask consultants
 - Salary surveys
- According to PWC, 44% of Millennials noted that compensation was a major factor in deciding to go to work for an organization.

The fact is, good staff DOES leave good jobs because of MONEY.



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Chemistry, Culture, Engagement

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Chemistry, Culture, Engagement (cont.)

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- Vision / Values have to be aligned
 - Relationship with Supervisor
- Employee feels like management “cares” for them.
 - Starts at the TOP!
- Your people should come 1st always
- Only 29 percent of millennials currently feel like they’re “engaged” at their jobs. – National Average is 49%
- Book recommendation: Firms of Endearment
 - Put purpose before profit
 - A Quote – “The two main indicators of strong employee equity/engagement is lower turnover and higher productivity.”



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Growth Potential

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We're willing to do whatever it takes to keep you in this dead-end job.

someecards

EXPERIENCE

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Growth Potential (cont.)

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- The leadership has to have a vision for the future
- Employees must have the ability to make a difference in the organization
 - Close the adult day care center...
- 52% of Millennials cited growth opportunities as a major factor in deciding to go to work for someone.
- Stop the status quo and release the need to be right

EXPERIENCE

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Development and Training of Staff

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1. There are NOT enough experienced Home Care and Hospice professionals to go around. Training / Preceptor programs will be required going forward.
2. Continuing Education / Management Training
3. Educating your clinical / front line staff on the business side of our industry.

Fact – An employee who is hired without experience and then developed by an organization, averages 3 times as long of tenure than an industry “re-tred.”



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Retention!

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- If all are aligned, you have the formula for retention.
- You can overcome deficiencies in one area by focusing more on others.
 - Could just be for the short term though
- Examples
 - US Military
 - Garbage Collector




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Top Reasons we Hear for Leaving

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- Under paid
- Under appreciated
- Company does not seem financially stable
- Relationship with manager is not good
- No potential for growth
- “Ethical” reasons
- Poor work conditions – Over worked
- Values are not aligned
- No flexibility with hours or time off
- No training programs



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Good Reasons to Leave

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- Career Advancement
- More responsibility
- Reputation of new company
- Looking for a new/dynamic challenge
- Completed additional school and wants a position that utilizes new training.

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Top Traits Candidates are Seeking in an Employer

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- Honesty
- Financial Stability
- Opportunities to challenge themselves and learn new things.
- To work for a respected organization in the community (want to be proud of who they represent)
- Dynamic Leadership

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Quick Tips that Affect Retention

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- 30/60/90 day touchpoints with new hires
- “Red Carpet” welcome
- Mentor / Buddy system for new hires
- Reward performance – Everyone is not equal
- Employee Satisfaction Surveys
- After hours / team bonding socials
- Offer flexibility



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Millennials



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60% of Millennials say they are open to a new job (Gallup).

The average Millennial will change jobs 4 times in their first decade of work.

The amount of jobs a Millennial will have is exaggerated, but the willingness to make a change is on point!

Gallup has found that only 29% of Millennials are engaged, compared that to 49% of the workforce as a whole.

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Tips Specific to Retaining Millennials



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According to Gallup analytics, millennials rank opportunities to learn and grow in a job above all other considerations.

- According to PWC, 44% of Millennials noted that compensation was a major factor in deciding to go to work for an organization, while 52% cited growth opportunities. So – Have a plan to develop these individuals – AND PAY THEM!
- Have conversations about performance more frequently than on an annual basis.
- Work life balance is even more important to this generation. Technology has created an opportunity to work remotely, or simply be more flexible with hours.
- Millennials enjoy working as a team, toward a common goal, and are up for challenges.
- Have purpose and a clear mission for your organization.



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What do we do now? 

- Understand that we're in a "People" Industry
- Take care of your employees and they'll take care of your customers.
- Truly care for their well being
 - That starts at the top!!!
- Learn about their desires - LISTEN


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Thanks for Attending!

Reach out for additional details or to discuss further.

Connect with me on LinkedIn

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SEARCH | INTERIM MANAGEMENT | OUTSOURCING | ADVISORY



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Planning for and Managing Times of Transition

Driving ResultsSM

Presenters:
**Eric Scharber, Principal*
**Wayne Regan, Director, Interim Management*

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Learning Objectives

1. Understand the realities of our current workforce crisis.
2. Define what “Times of Transition” are.
3. Develop proactive strategies to deal with vacancies in key roles. Learn how to position your organization to rarely be caught off guard by workforce issues (at any level).
4. What resources are available to providers if they need assistance.



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Recent Gallup Study....

50% of all turnover is avoidable!!!

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What are “Times of Transition”

- Rapid Growth
- Resignations / Unexpected Vacancies
- Succession Planning
- Changing Marketplace Dynamics
- Re-Organizations

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What are your options when transition occurs?

- The key is planning ahead / being proactive with your strategy
 - Succession Planning
- “Next Man Up”
 - Develop your “bench” through leadership / management training
- Internal and external talent acquisition strategies
- Interim or “Temporary” Management (staffing)



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Managing Growth

- The Key is strategic planning
 - Utilization of staffing model or other HR tools
 - Accurately predict when additional staff will be needed
- All positions are “Key” positions!
 - Too often, we only focus on C-Suite
 - You need planning for all levels of staff
- Talent is the key to growth. Without the proper people in place, you cannot achieve your goals



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Unexpected Resignations

- Always consider the “what ifs”
- Is your Talent Acquisition / Recruiting Team prepared to step in and replace key employees?
 - Typical search timeline
- Talent is the key to growth. Without the proper people in place, you cannot achieve your goals
- Don't lose momentum! Consider temporary help to keep initiatives on track while a search is ongoing
- Avoiding turnover... How do you increase retention?



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Succession Planning

- Identify your next leader early
- Focus on all roles, not just the C-suite
- Talent development from top to bottom – HUGE for retention!
- Executive Coaching – Develop emerging leaders
- Leadership styles – Based on organization needs (Generational)
- Have a back up to your succession plan!!!



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Changing Marketplace Dynamics

- How changes in regulatory and other issues affect the type / style of leader your organization needs
- Change Management
- Are your current leaders the right people to lead your organization in 2019 and beyond?
 - Times are changing!
- Need to have honest conversations about the direction of the organization with all your stakeholders

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Re-Organization

- Organizational assessments are key to thriving in the “new” healthcare model of this industry
- If a re-org is necessary, do you have the right professionals to execute on the re-org strategy?
- Think about how talent affects a re-org before you start
- Lots of pre-planning to ensure you get it right
 - What resources are available to help?
 - Leverage experts!

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Options for Providers

- Internal recruiting strategies
 - Should be reviewed weekly
 - C-Suite engagement
- Interim Management
- Proactive assessment of the organization to see where you stand
 - Possibly by a 3rd party
- 3rd party Executive and non-Executive recruiting assistance
- Retention strategies – HUGE opportunity!

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What is an Interim Manager?

- Typical Experience
- Availability


What should you look for in an Interim Manager?

- Cultural fit
- Ability to fulfill the role beyond expectations
- Speed of which they can serve and make an impact
- Knowledge, industry skillset and support from industry experts

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“Takeaways”

- Your best employee will leave at some point.
- Your competition is always recruiting your top performers.
- Transition is NOT just about turnover, but also generational and industry related changes.
- Your best defense, is a good offense!
 - Be Proactive!!!

Whoever has the Talent, WINS!!!



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Simione Healthcare Consultants

Contact Eric to learn about our capabilities regarding
Talent Acquisition and Talent Retention.

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Follow us on Social Media!!!



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