



How to Build a Long-Term Recruitment Strategy

During The Caregiver Shortage



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Things to discuss

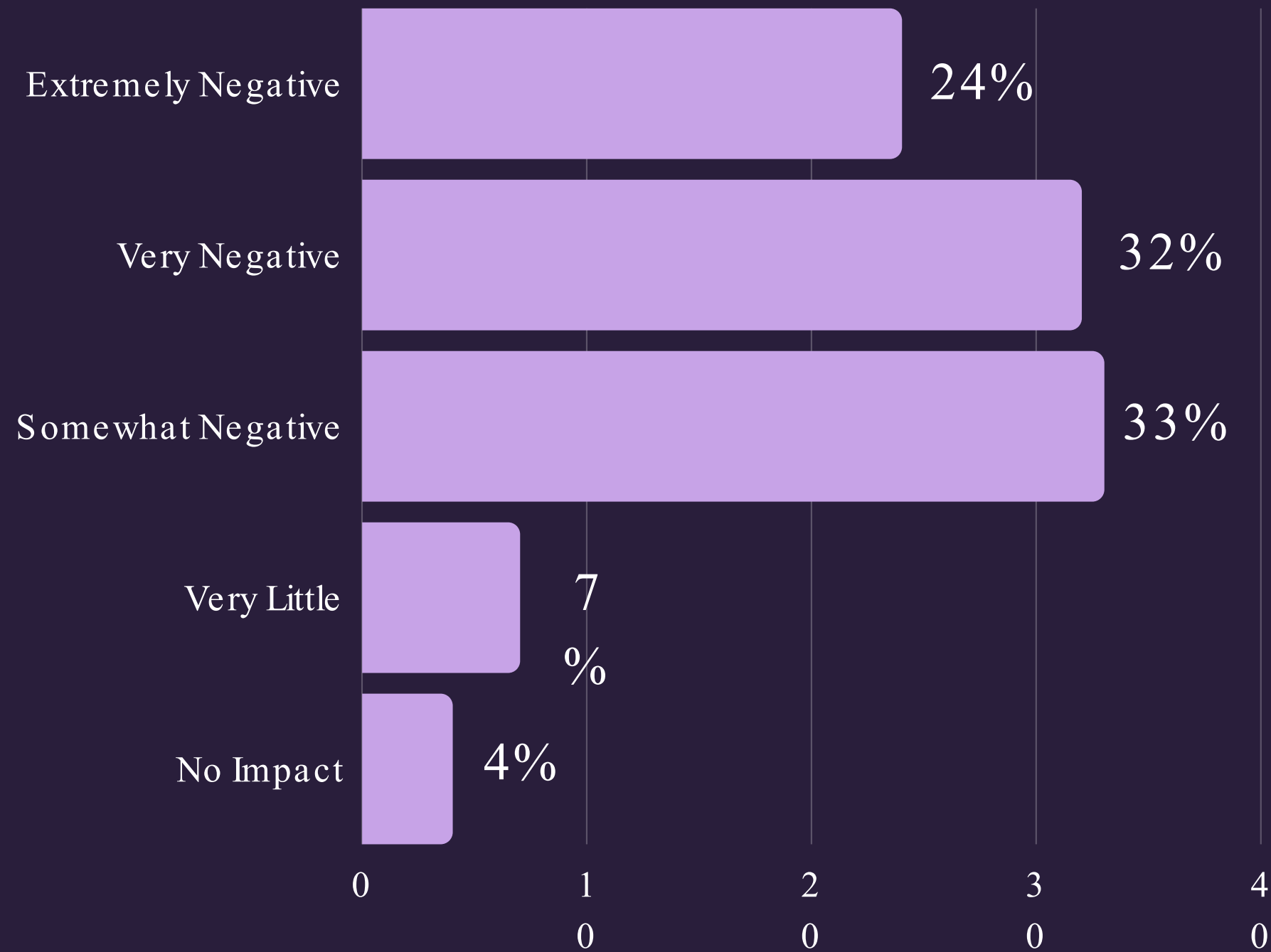
Key takeaways:

- Background on staffing shortages
- The why and how of building an employment brand—three essential components
- How to execute it (and common mistakes)
- How the industry is changing and providers need to change with it

Background on Current Shortages

Here is what's happened over the last year and last couple months.

Impact of Shortages — 2020



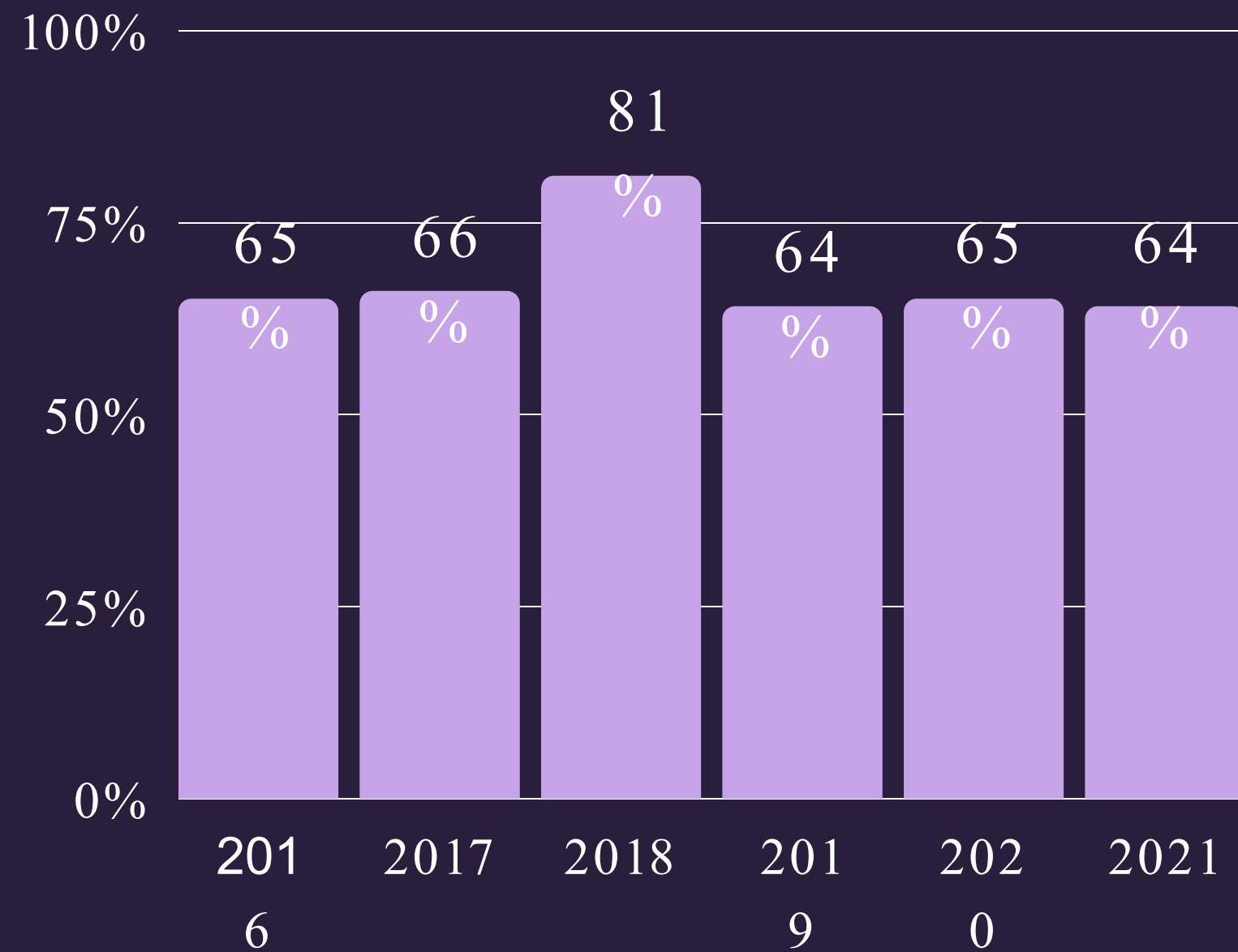
2021 Home Care Benchmarking
Study

94% of providers have
turned down new cases
due to staffing shortages
in the last 2 months.

Poll taken August 2021
(450 providers represented)

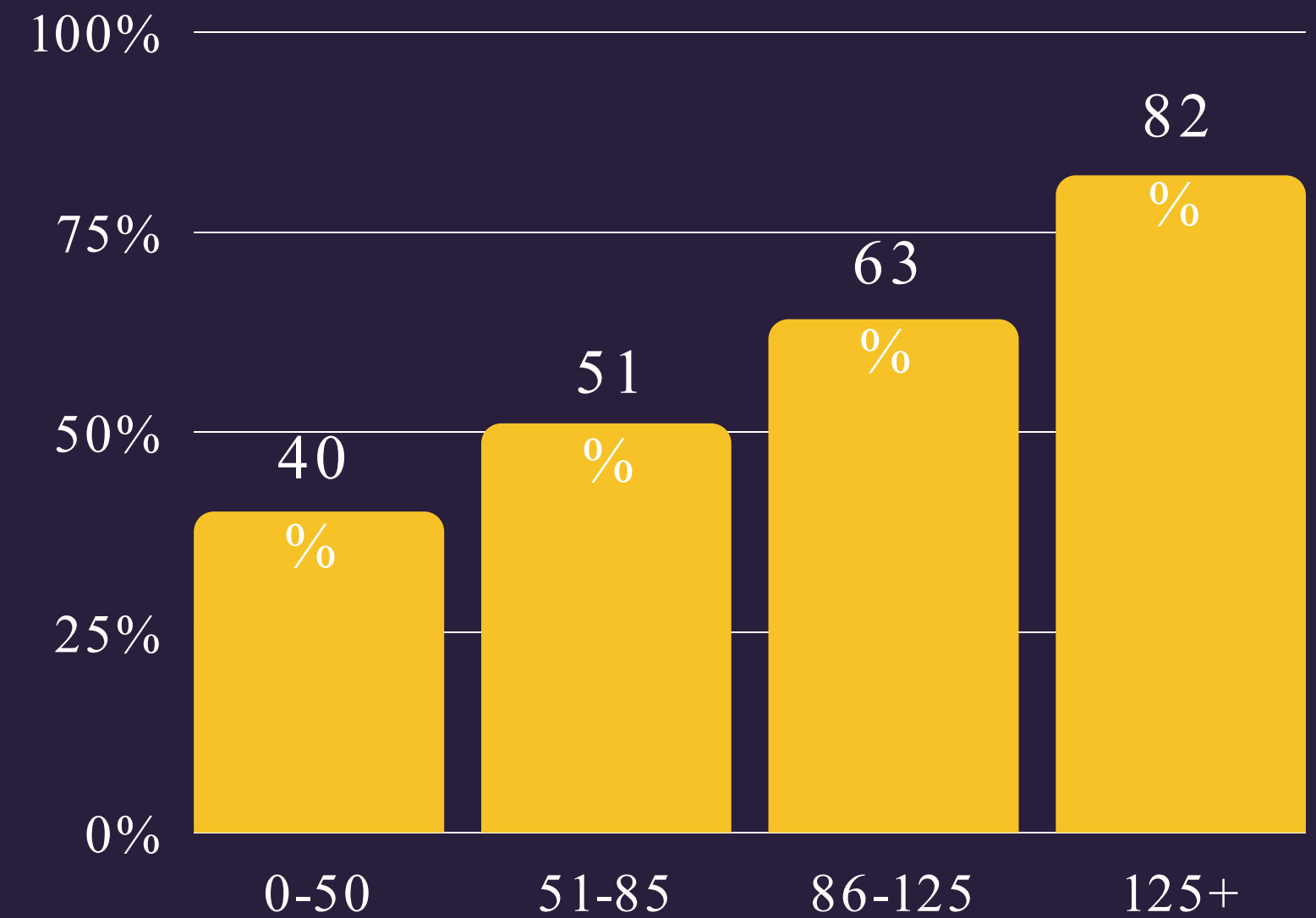
Caregiver Turnover

Historical Turnover



2022 HCP Benchmarking Report - Sneak Peak

Turnover by # of Employees



2021 HCP Benchmarking Report

What's making it worse in the last year?

<p>Unemployment Benefits</p> <p>Competing with unemployment benefits (put in place by both presidential administrations)</p>	<p>Extended Moratorium on Evictions (ended in August)</p> <p>While providing protection for some individuals, also likely increases the number of people choosing not to work</p>	<p>COVID Burnout</p> <p>Healthcare worker burnout due to ongoing pandemic</p>
<p>Re-Expanding Economy</p> <p>Rapidly re-expanding economy makes it a job seeker's market</p>	<p>Large-scale Employee Movements</p> <p>Lower-wage workers choosing not to work as they demand higher wages, more benefits, and better treatment by employers</p>	<p>The Great Resignation</p> <p>People are rethinking job/career decisions and using the job market to move into new jobs</p>

THE WINNING STRATEGY

Building an Exceptional Employer Brand



We work with thousands of agencies, and we see agencies using this strategy to keep hiring caregivers, while other agencies' growth has stalled.

What is an Employer Brand?

Your Reputation

But geared specifically toward the way you're thought of and talked about by your employees and potential employees in your area

Essential pieces to building an employer brand

1

Create a Plan

2

Gather feedback and information

3

Take action to improve your weaknesses as an employer

4

Amplify the good things happening in your agency to the rest of the world using online reviews (job seekers use them too)

Let's break it into steps

1

Create a plan to become a top employer in your area

This doesn't happen by accident.

2

Gather information

to make an exceptional employee experience

- Internal feedback to recognize your strengths and weaknesses as an employer (give employees options for anonymity)
- External research to understand your competitive landscape and what might help you stand out

3

Facets of the experience to consider

- Your TRAINING
- Your COMMUNICATION
- Your RECOGNITION PROGRAMS
- Your SCHEDULING

Top 10 Caregiver Complaints

Training

- Communication
- Pay
- Office Staff Support
- Scheduling
- Recognitions
- Client/Caregiver Compatibility
- Respect
- Benefits
- Care Plans

Data taken from 50,000+ caregiver surveys since January 1, 2021.

This list focuses on factors within your control.

A few more to consider

Your
Office Staff & Field Managers


People don't quit jobs.
They quit managers.

Whatever else comes up in
research on your agency


We've helped thousands of agencies do
this and there is ALWAYS unique things
they need to work on and unique
advantages they have.

4


Training needs a particular focus




Can be used to correct issues that turn up when you're gathering feedback.




Caregivers want to feel 100% prepared for shifts.



Employees want a career ladder—continuing education gives them opportunities for continual upward progression.



Make your agency known as the place to get the best training to attract caregivers



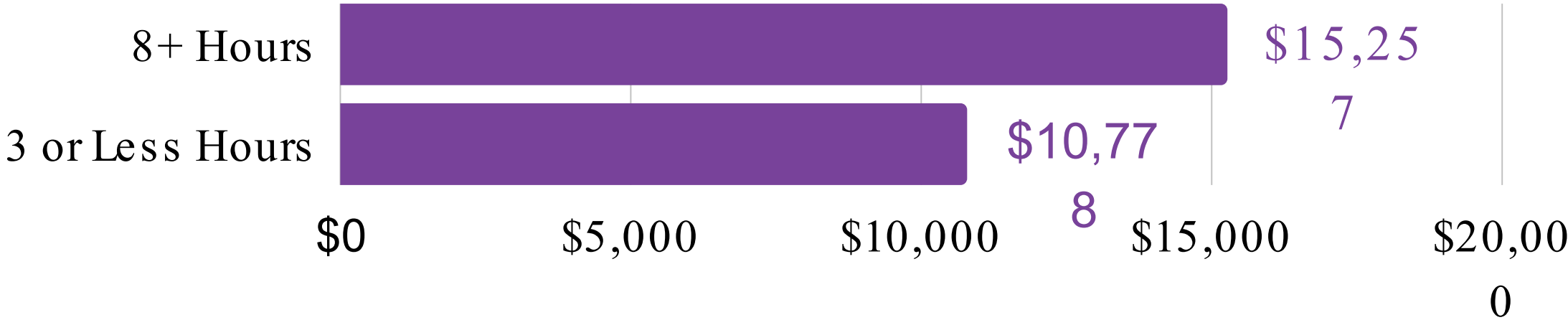
Use training to find employees looking to:

- make this a career
- long-term positions
- passionate about this field of work



The Value of Training

Orientation Training



+42%
Revenue

Ongoing Training



+21%
Revenue

5

The part that gets ignored:

Amplify Your Reputation in The Community

"If you build it, they will come."

Isn't how reputation works in times of
caregiver shortages.

You need to get the word out.

Hoping for **word of mouth**
is the old way to do it —
it's not enough anymore.

Today's frontier for reputation is online reviews and social media.

Reviews aren't just used by clients/families looking for care; they're used by job seekers too.

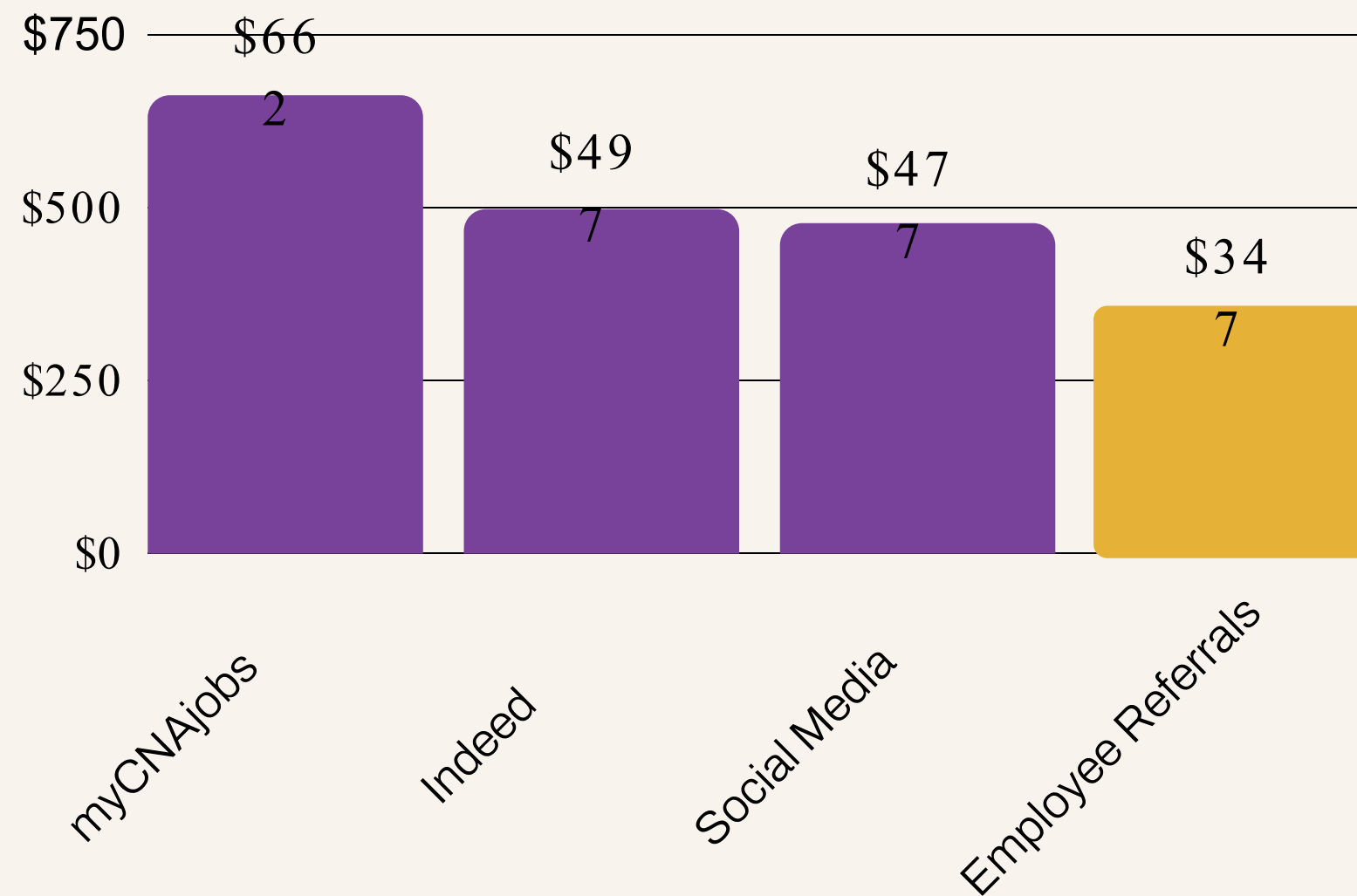
- Use text/email to frequently invite caregivers to leave your agency reviews
- In your recruitment marketing, highlight reviews that talk about the things you consider to be your differentiators
- Respond to every review
- Aim to get more—and better—reviews than your competitors.



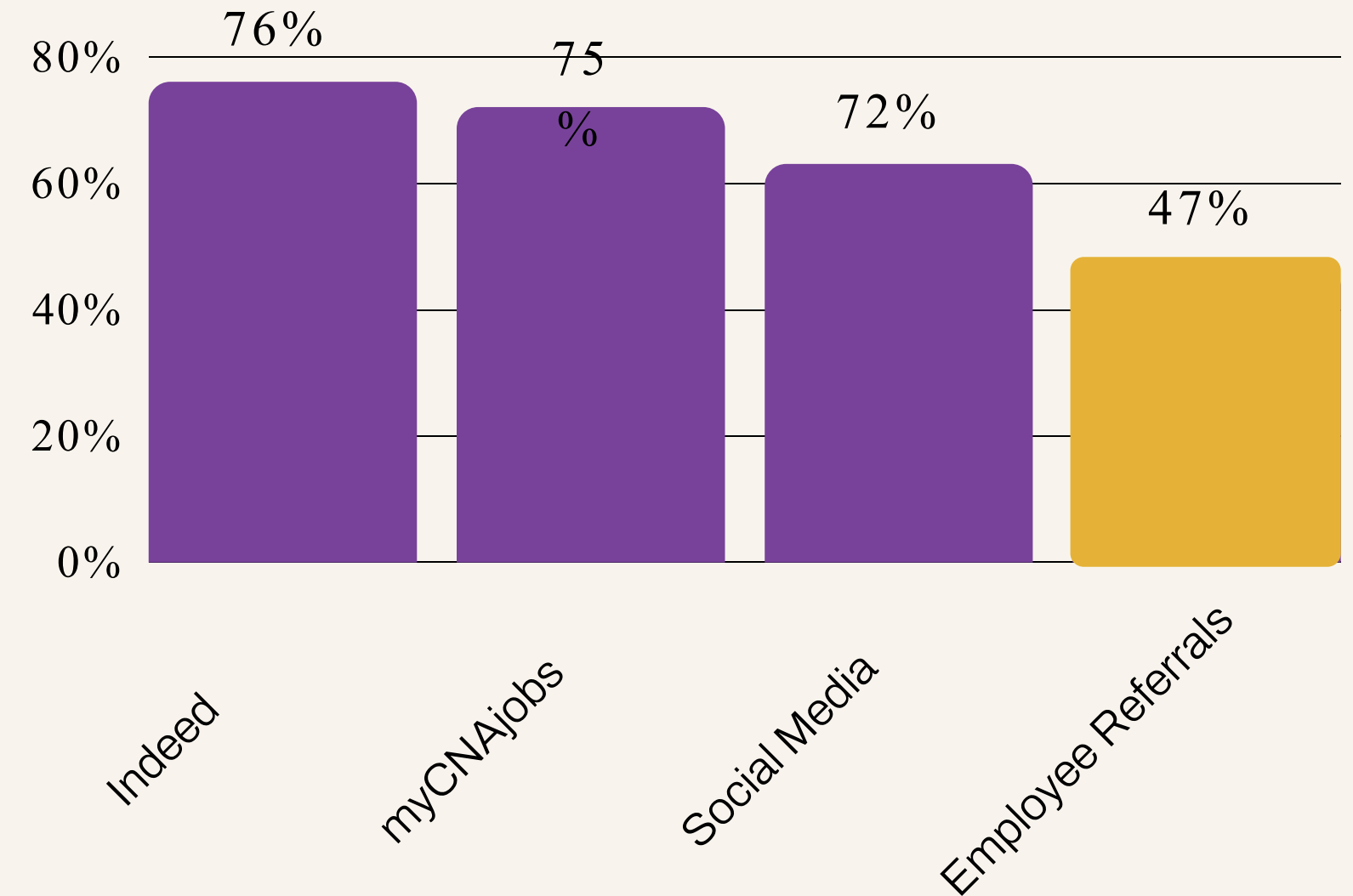
Use reviews alongside an employee referral program, they can become a very good measurement of the kind of conversations that are happening about your agency behind the scenes.

Top Caregiver Recruitment Sources

Acquisition Costs



Turnover Rates



A few common mistakes agencies make

- Not being willing to take real, honest feedback on where their weaknesses as an employer are
- Undervaluing training by using it simply for compliance instead of as a key tool to improve employee experience (in addition to client experience)
- Being a great employer but not putting in the work to get the word out there
- Treating the process of finding out where you can improve, taking action to improve, and getting the word out there as seperate processes instead of one unified process

Where the Industry is Headed

As we've recognized how caregivers shortages have become more and more of a challenge in the last year, we've changed our company to help become part of the solution.

One of the common themes in the strategy we've discussed is only doing pieces of it without recognizing how they all fit together.

EXPERIENCE MANAGEMENT

Survey your clients and caregivers to pinpoint what's going great and what can be improved.

Identify patterns in the feedback and scores

TRAINING

Take action with training in the areas that need it most. Give clients better care and give caregivers a career ladder.

REPUTATION MANAGEMENT

Scale word-of-mouth by amplifying loyal client and caregivers' voices across review sites.

Build a base of loyal clients and caregivers who are vocal about your business

Attract new clients and caregivers based on your reputation

Top 5 Growth Opportunities

• Caregiver Recruitment and Retention Programs	32%	↑	14%
• Strengthening Relationships with Referral Partners	21%	↓	10%
• Company Expansion into New Markets	6%	↑	0.2
• Increasing Client Referrals by Improving Satisfaction	5%	↓	%
• Company Acquisitions	4%	↓	2%
			1%

2021 Home Care Benchmarking
Study

In Summary

- Create a plan.
- Gather feedback and information on your strengths and weaknesses as an agency. Plan ways to stand out.
- Take action to improve based on the feedback you gather. Put emphasis on the role that training can play in attracting the right caregiving demographic and giving your employees a career ladder.
- Amplify the good things happening in your agency to the rest of the world using online reviews.
- Wash, rinse, and repeat. This is an ongoing process.



Tomorrow belongs to the
employers who care the most.

Questions?

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