

Welcome
to Today's Webinar!



CULTURE CHANGE
in **ACTION**
WEBINARS

The Basics and Beyond
**Addressing
the Staffing
Crisis**

AUGUST 23, 2018

GUIDE:
Denise Boudreau-Scott
President DRIVE





CULTURE CHANGE
in ACTION
WEBINARS

The Basics and Beyond

Addressing the Staffing Crisis

Disclosure: The presenters have no actual or potential conflict of interest in relation to this webinar.

Addressing the Staffing Crisis

Culture Driven Recruitment and Retention



Denise Boudreau-Scott, MHA, LNHA

THU

Tell me about you!

THOMAS



Our Time Together

- Explore the current state of the staffing crisis.
- Understand the role of leaders, including direct supervisors, in recruiting and retaining staff.
- Explore strategies for attracting and retaining the right people in your organization.



Poll Time!

Answer the poll questions and share
insights in the chat box!



Bonus!





IGNORANCE



IS BLISS

Please Don't!

Item	Monthly Cost
Monthly Overtime Costs	\$10,000
Monthly Agency Costs	\$6,000
Monthly Referrals/Sign On Bonuses	\$800
Monthly lost revenue (open beds)	\$50,000

\$801,600

REALLY Please Don't!

Item	Monthly Cost
Monthly Time for Hiring Activities	
Monthly Ads	
Background/drug/physical/TB	
What else?	

\$?????



Poll Time!

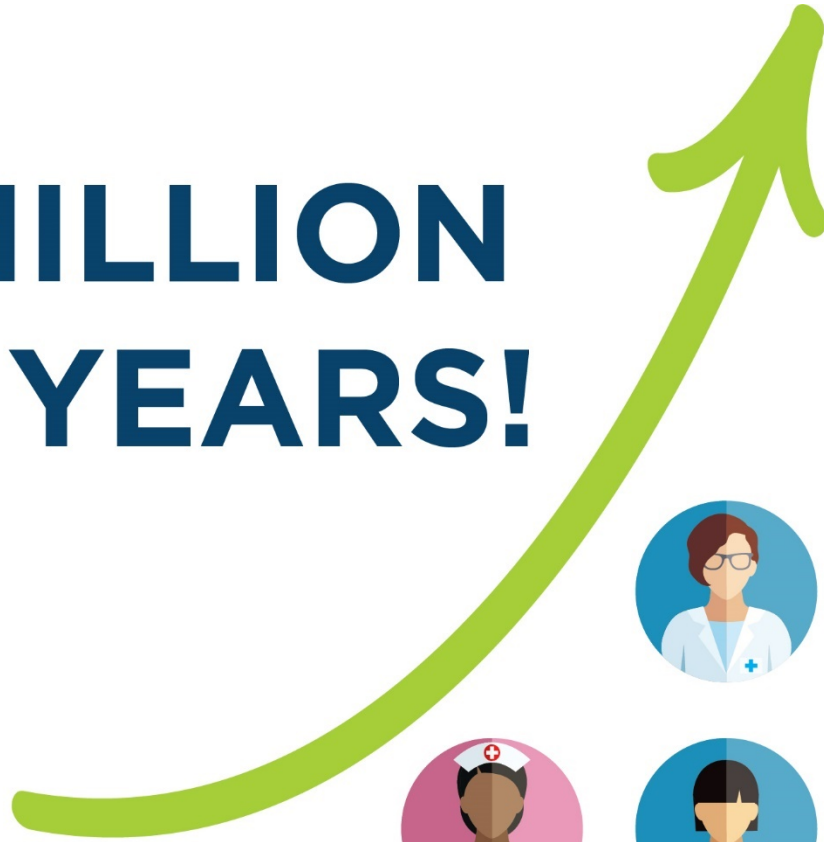
Is your budget for employee engagement, higher, lower or the same as your marketing budget?

Employee engagement budget examples:

- Referral bonuses
- Consulting services
- Engagement surveys
- Leadership development
- Recognition and appreciation events



1.3 MILLION IN 5 YEARS!



D'oh!



Poll Time!



33% Actively Engaged
51% Somewhat Engaged
16% Actively Disengaged



High
Turnover



24%

Low
Turnover



59%

D'oh!







What is your “secret sauce” as an organization?

***This will impact recruitment**

APPLICATION FOR EMPLOYMENT

I refer to the recent death of the technical Manager at your Company and hereby apply for the replacement of the deceased manager.

NOT our ideal candidate!

this case I have caught you red-handed and you have no excuse because I even ~~attendended~~ attended the funeral to be sure that he was truly dead and buried before applying.

Attached to my letter is a copy of my C.V. and his death certificate.



IN THE

LOOP



Backdoor References

A hand holding a magnifying glass over the word "Specific". The magnifying glass is positioned over the letters "eci", making them appear larger and more prominent. The word "Specific" is written in a red, serif font. The background is white.

Specific

Google increased referrals 33%
by jogging people's memories!



Put team members
to work!



Put residents & family members
to work too!

Before & After Patient/Family Input

Original Duty and Responsibility	Patient/Family Centered Change
Able to assess patient pain interfering with optimal level of function or participation in rehabilitation – makes appropriate physician contact for intervention.	In discussion with the patient and/or family, assesses patient pain interfering with optimal level of function or participation in rehabilitation, makes appropriate provider contact for intervention.
Communicates appropriately and clearly to physicians, staff and administrative team.	Communicates, orally and in writing, appropriately and clearly to physicians, staff, patients and their families, the administrative team, and outside entities. Maintains records pertinent to personnel and operation of the department.
Coordinates and directs patient care to ensure patients' needs are met and hospital policy is followed.	Is attentive to ensure that the needs of patients and their families are met and hospital policy is followed. (For example: offering a glass of water, ensuring that the call light is accessible, etc).
New Professional Requirement recommended by Rehab PFAC	Introduces self and explains his or her role to patients and their families.

Sample Questions

Positive Attitude

- What is the single most important factor that must be present in your work environment for you to be successful and fulfilled?

Successful Team Building

- How would your former coworkers describe your work style?

Developing a Rapport with Managers

- Describe the management style that motivates you and inspires you to do your best work.

Caring

- Tell us how you show patients/residents/clients and their families that you respect them and care about them.

Residents & Team Member Help Create Experiences!

Boost Sensory Appeal

RaisE the Stakes!

Break the Script!

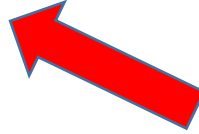


to senior living!

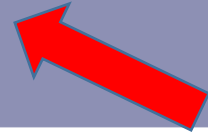
Thinking about leaving the field of senior living?

Tired of suffocating under policies that you don't believe in?

Frustrated your company doesn't mirror your perspective on how residents should be treated?



It can be *exhausting* to be so relentlessly dedicated!
To your residents. Your team. Your reputation.
You got into this field to change the world and you still want to!

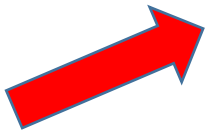


IT CAN BE
DIFFERENT

If... you only had the support you need.

From your boss. From your corporate staff. From your company.

You thought it'd be different when you first started working

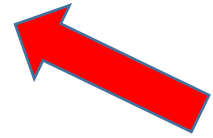


People at Parties

creative when it comes to culture change and resident centered care! How about your company?"

"Our leadership team is known in the field as the best of the best. My poor friends are jealous that I get to work at Cappella!"

"Cappella has over 45 years of experience in creating communities where aging is honored and celebrated. I'm part of a team that's innovative, but experienced!"



"Every organization says that they want to be person-centered, and they do, but the difference is that Cappella actually backs that up with support and technology."

Sarah Winnefeld, Executive Director

Things You Tell People At Parties

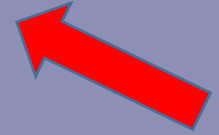
- Did you know I have a Bachelor's Degree in Public Health Administration, Business Administration, Hospitality or other related degree or equivalent combination of education and experience?
- Hey guess what! I passed, or can pass, the Assisted Living Director Certification!
- I can't believe that I have at least 3 years experience in a leadership position in a field of hospitality as it relates to personnel management, interpersonal relationships, sales, as well as operational and strategic planning.
- If you need someone with great problem-solving skills, you're talking to the right person!
- I applied for the best job ever, Executive Director at Melody Living!
- I hate changing jobs and once I find the perfect one I give it my all and don't leave!



Things You Might Be Worrying About

Your significant other getting a job in the area.

No need to worry! Colorado has the second lowest unemployment rate in the country (darn you North Dakota beating us out by .01%!) What does that mean? Your loved one will most likely be in demand no matter what industry he/she works in!



Your ability to open a brand-new community

Fran Capritta, an Executive Director with Cappella was intimidated by the same thing. "During the interview process, I heard from Cappella that I was going to be supported, and it's been just amazing. They have followed through on that promise and they're still walking it."

Being told how to run your community

We get it, other companies tell you they have the formula to run a great community and that you need to follow it. At Capella, we hire the best of the best so we don't have to give you a formula. We're here to support you, not suffocate you. Brad Boatright, one of our Executive Directors describes it as, "The culture is the number one priority. You'll see that from day one. The expertise and quality of the support team is like nothing I've ever experienced. Everyone seems like the best of the best!"

Benefits You Probably Won't Find Anywhere Else

- A Paid Time Off plan that allows you, not us, to designate which paid days you have off so you can create your perfect work-life balance!
- Accrue up to 228 hours of PTO within your first year (Yes, you read that right: 228!)
- A unique shared leave program should you encounter circumstances in life that require you to be gone from work.
- Disability insurance paid by, not you, but Cappella Living Solutions!
- We hope it never happens, but a Worklife Partnership (also known as an Employee Assistance Program on steroids) that helps you find your way through life's challenges with the help of a one-on-one navigator.
- Discounts on items such as Pet Insurance, Buyers Club Memberships, Movie Tickets, Amusement Park Admission and so much more!

Raise the Stakes



Raise the Stakes



Break the Script



Break the Script



Breaking the Script or Not?



A silhouette of a person stands in shallow water, casting a large, wide net into the ocean. The net is spread out in a large, shallow arc above the person's head. The background is a bright sunset with the sun low on the horizon, creating a strong orange glow and reflecting on the water's surface. The overall scene conveys a sense of reaching out and expanding one's reach.

Cast the Net Wider!



43%
**HAVE WORKED
FAST FOOD**

72%
HAVE WORKED RETAIL



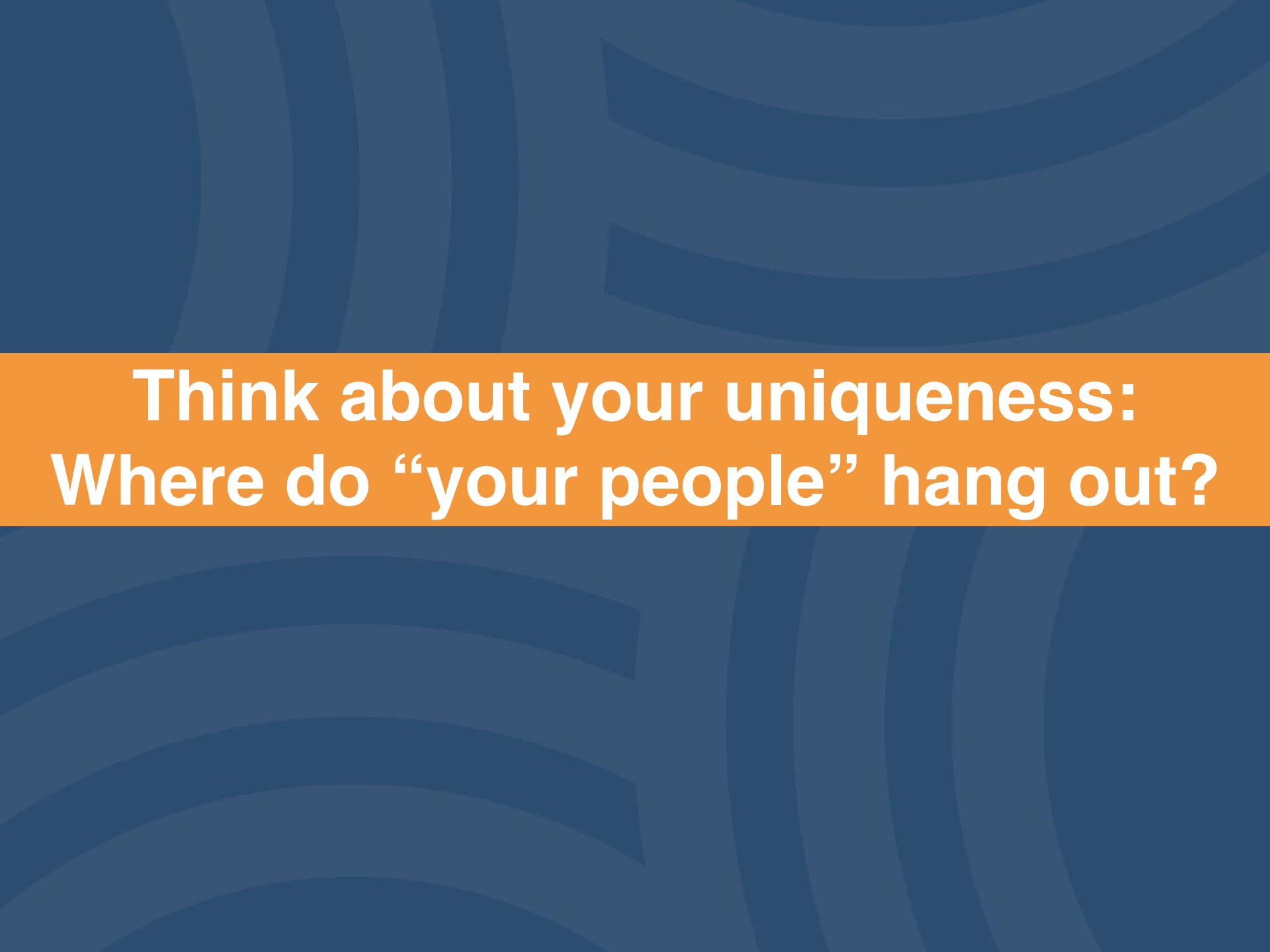
80%

of caregivers prefer to work for one company if they can get the hours they want. They also report it's easier to get desired hours in retail and fast food.

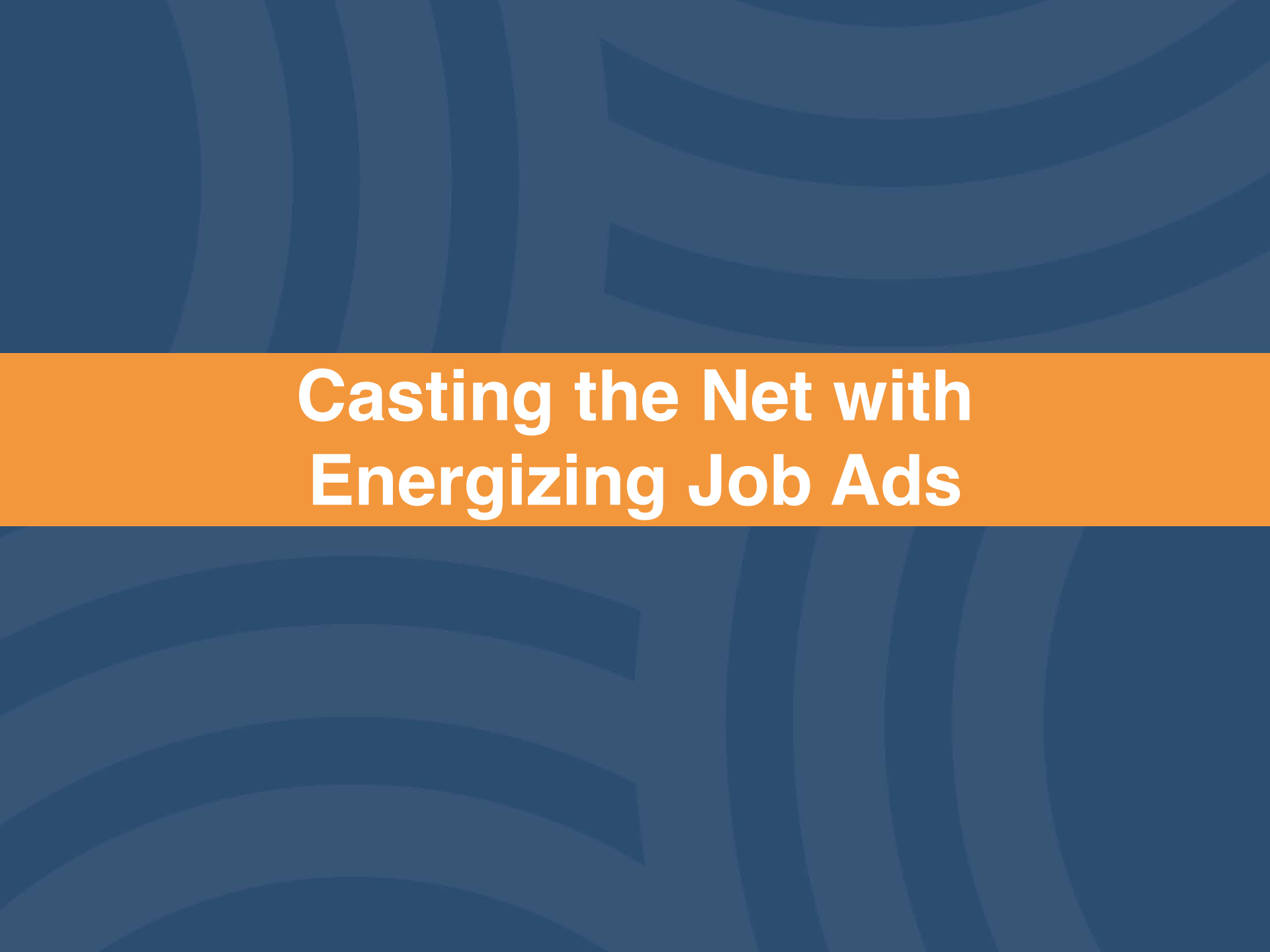
The background of the image is a dark, atmospheric landscape. On the left, a dark silhouette of a mountain or cliff rises from a body of water. The water reflects the sky, which is a deep orange and red, suggesting a sunset or sunrise. The sky is filled with small, white stars or distant galaxies. The overall mood is mysterious and contemplative.

He who is everywhere is nowhere.

Seneca the Younger

The background of the slide features a pattern of concentric, overlapping arcs in various shades of blue, creating a sense of depth and movement. A solid orange horizontal band is positioned across the middle of the image, serving as a backdrop for the text.

**Think about your uniqueness:
Where do “your people” hang out?**

The background of the slide features a pattern of concentric, overlapping arcs in various shades of blue, creating a sense of depth and movement. A solid orange horizontal band spans the width of the slide, serving as a backdrop for the title text.

Casting the Net with Energizing Job Ads

Show Proof

WHAT DO YOU WANT TO BUILD?

Lee Company: What do you want to build? - Extended



LEE COMPANY WANTS YOU TO THRIVE

At Lee Company, our mission is to create a workplace where employees can thrive. Sound appealing? Review our current opportunities! Our team is growing and we always need dedicated, hard-working people, ready to thrive. You can find openings in our administrative and support teams, facility management and maintenance, construction, HVAC service and installation, plumbing, electrical and more.

We offer more than just a job. Lee Company University is open to all employees. [Learn more](#)

WE EDUCATE



WE ARE



WE SUPPORT



WE ACHIEVE



Receive notifications of fu

Have a Question? Chat Now. ^



Show Proof

LEE COMPANY UNIVERSITY: THE DIFFERENCE IS OBVIOUS.

Most companies will give you the basic training you need to do a job – whether you're learning how to drive a forklift or where to file corporate documents. Lee Company goes far beyond that. We offer the training you need to build a career. The skills you learn here support lifelong success.

The heart of our educational program is LCU, a free technical training school open to all Lee Company employees. We aren't offering a four-week program where you pick up basics. We're providing a four-year program, where graduates receive a journeyman's license for their chosen trade, a license accredited through the National Center for Construction Education & Research (NCCER).

This nationally recognized license is yours for life. You can take it with you wherever you go. Of course, it's typical for Lee Company employees to stay! We have employees who've been with us for 45+ years – and that's a direct benefit for you. Experienced Lee Company professionals are the instructors at LCU. All our instructors are full-time employees who volunteer their time and expertise to prepare and mentor the next generation of tradesmen in: HVAC, Plumbing, Pipe Fitting, Welding, Electrical and Sheet Metal.

BEYOND THE TRADES

To help everyone on the Lee Company team thrive, LCU also offers courses on computer programs such as Excel, One Note, PowerPoint and Publisher. Or, you can learn about crew leadership, site supervision and project management.

In addition, Lee Company offers a variety of leadership training programs, including coursework presented with Belmont University and Lipscomb University. Our STEP program for home services employees provides a solid foundation in leadership and business management.

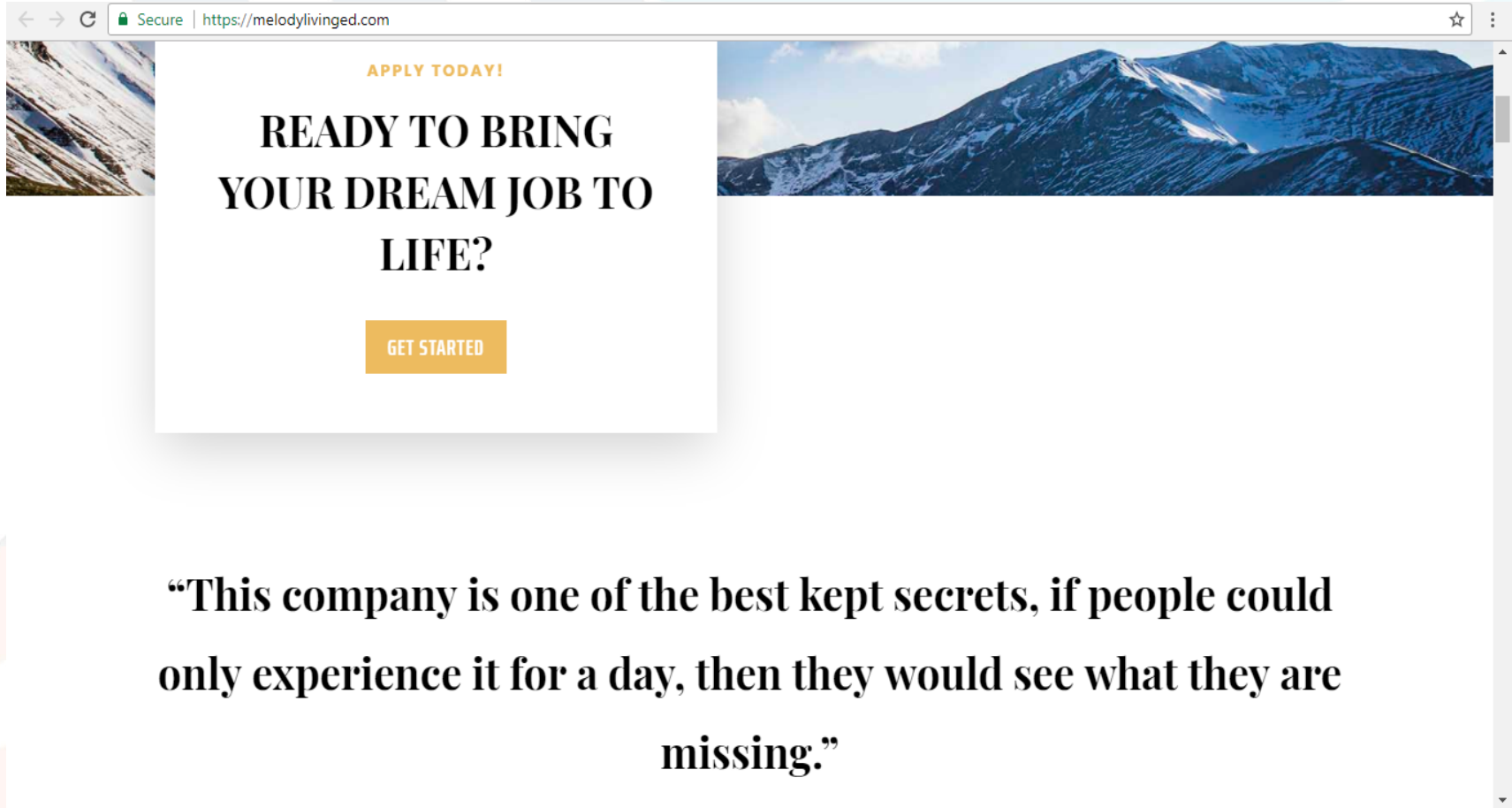
START BUILDING. APPLY TODAY.

Ever since Leon Lee launched this company in 1944, we've been building something very special – a company that appreciates the promise and potential of every employee. Check out our job openings, find the one that's best for you, and apply!

 [Have a Question? Chat Now.](#) 



Speak to Your Kind of People



“This company is one of the best kept secrets, if people could only experience it for a day, then they would see what they are missing.”

Sell by Educating

Only 11% of candidates apply to a job when they visit a job description!

For the other 89%, offer up other “Recommended Jobs”.

Sell by Educating

Overview

1.1k
Reviews

55
Jobs

915
Salaries

343
Interviews

230
Benefits

9
Photos

Follow

+ Add a Review

per year

Made-to-order hamburgers are in and franchising is out at In-N-Out Burger. The company owns and operates about 250 popular burger joints located primarily in California. The chain's menu features just four basic items -- hamburgers, cheeseburgers, the ... Read more

Glassdoor Awards

Best Places to Work: 2018 (#4), 2017 (#7), 2016 (#13), 2015 (#8), 2013 (#9)

Highest Rated CEOs: 2017 (#36), 2016 (#17)

Best Places to Interview: 2017 (#30)

In-N-Out Burger Reviews

4.4

★ ★ ★ ★ ★

Rating Trends

93%

Recommend to a friend

97%

Approve of CEO



Lynsi Snyder
662 Ratings
Highest Rated CEO 2017



Clinical excellence, personal triumphs

BE THE CONNECTION

 Encompass Health

Jobs You May Like



Executive Director - Indiana
HFA or RCA required - 5k
SIGN ON BONUS!
Enlivant - Crawfordsville, IN



Executive Director - IN HFA
or RCA required - 5K SIGN
ON!
Enlivant - Merrillville, IN



Project Manager, Fraud



drive
Outcomes Through Culture

Reach them with Ease!

- 68% of people think it's professional to text regarding a job!
- Text messages have a 98% open rate, email is 23%!
- 75% of people looking have a job and can't talk via phone!
- 87% of people have changed their mind about a job they doubted based on the interview experience.
- One way to create an experience: a culture book that highlights your unique culture that they can read while they wait in the lobby or between interviews!



Make Dad Proud

mailchimp.com/jobs

We're looking for overnight support. Hours are 8pm-6am, 4 days a week, and pay is higher than normal support hours. Find out more, and let's see if we can make good things together.

Google's Three T's of Efficient Hiring

Tone

Timely

Truthful

Set the Tone



Zappos' Tone

What you didn't know about the team:

When we're not heads-down optimizing campaigns to the delicious mix of didgeridoos and glam metal, our Variable Marketing Team enjoys playing ping pong, hoarding shoes, and extolling the virtues of In-N-Out Burger. We also recently learned that we have a team member named Yanny. We'd be calling her Laurel all this time...

Shape the Applicant Experience



KICKSTARTER

Setting the Expectations

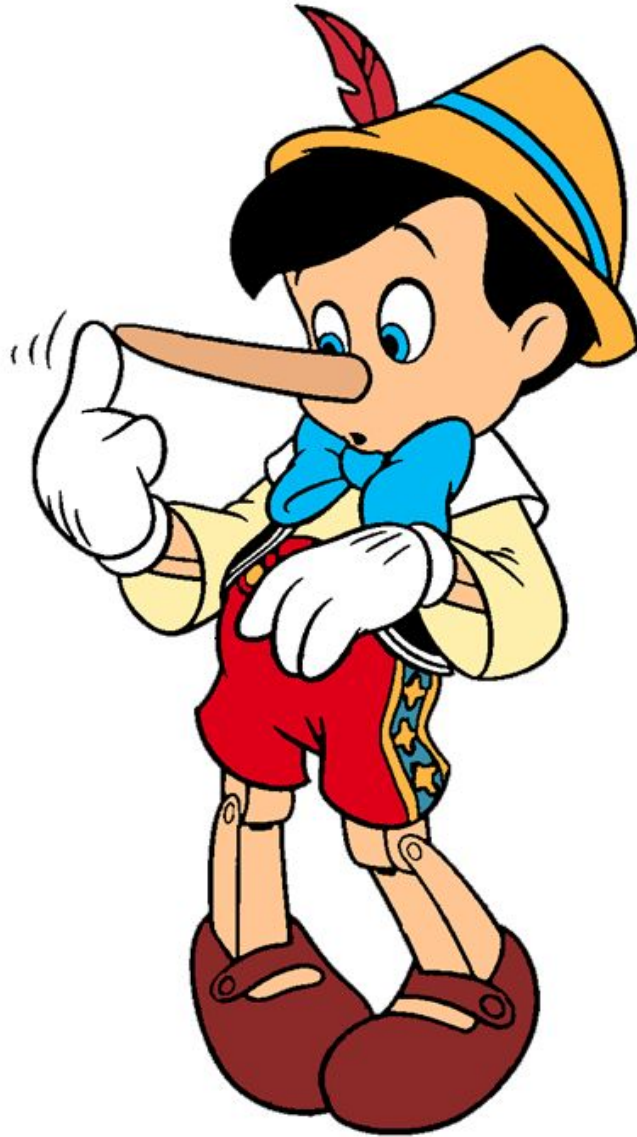


What to expect from our interview process

The first step is to email your resume or LinkedIn to jobs@kickstarter.com, along with a sample of something you've worked on — such as a public GitHub repo or side project — and tell us how you connect with the Kickstarter community.

Next, we'll set up a conversation with one of our engineers via a mechanism that works for you: for example via phone, Skype, or Google Hangout. This will be a short chat to learn more about your background and interests, to share more about the job and Kickstarter, and to answer any initial questions you have.

Good or Bad News



Infusionsoft.



What We're Looking For...

You are:

- A true partner. You truly care for the people you serve, and go out of your way to give them what they need to serve the business.

You are not:

- Stuck in your own world of analysis. You recognize how your work (and how you communicate it) is important to other people.

greenhouse.io

19



Fast Apply for Employment Opportunities at Glacier Hills

Please complete all of the below questions

Upon further review, a representative will reach out to you if an opportunity exists which meets your interests and experience. Please note all positions are located in Ann Arbor, Michigan.

* 1. Areas of Interest

- ☐ Dietary
- ☐ CNA
- ☐ RN/LPN
- ☐ Housekeeping/Laundry
- ☐ Facilities/Maintenance
- ☐ Caregiving (non-CNA)
- ☐ Social Work
- ☐ Administration

* 2. Have you worked for a Trinity Health Facility in the past?

- ☐ Yes
- ☐ No

* 3. Work Schedule

- ☐ Full Time
- ☐ Part Time
- ☐ Contingent

* 4. Education

- ☐ High School Student
- ☐ High School Diploma or GED
- ☐ Certified/Licensed
- ☐ College Graduate

* 5. Please complete the information below:





CREATE

EXPERIENCES

Poll Question

Do you involve residents in the hiring process?
Yes/No

If Yes: Please share how in the chat!

Poll Question

Do you involve team members in the hiring process?

Yes/No

If Yes: Please share how in the chat!



Ideas to be Involved

- Greet applicants/new team members
- Provide tours
- Conduct interviews
- Reach out to successful candidates

**HI,
I'M MAT.**





**INTERVIEW
IN PROGRESS**

NEW★JOB

Congratulations!

★BRILLIANT★

AWESOME★YOU!

Be Unreasonable!!

Other Not Reasonable Ideas

- A thank you note to every applicant
- Individualized snack and drink
- Invite children and significant other for a meal
- A personalized welcome note from a resident
- A ritual for every new employee
- Other ideas?

**If risks always paid off,
they wouldn't be risks!**

www.CultureOutcomes.com/inspired





CULTURE CHANGE
in ACTION
WEBINARS

The Basics and Beyond

Addressing the Staffing Crisis

Questions



CULTURE CHANGE
in ACTION
WEBINARS



Our Next Webinar in the Hot Topics Series

THURSDAY, SEPTEMBER 20, 2018

The Basics and Beyond

Change: Managing It to Drive Success

Guides:

Margie McLaughlin, MA and

**David Farrell, Vice-President of
Sub-Acute Operations, Telecare**

2018 Webinars



CULTURE CHANGE *in* ACTION **WEBINARS**

New Webinars for a New Year

**JANUARY,
FEBRUARY,
MARCH:**
Engaging in
Person-Centered
Care – The Path
to Regulatory
Compliance

**APRIL, MAY,
JUNE:**
More about
Engaging in
Person-
Centered Care –
The Path to
Regulatory
Compliance

**JULY,
AUGUST,
SEPTEMBER**
Person-
Centered Care:
The Basics
and Beyond

**OCTOBER,
NOVEMBER,
DECEMBER**
Phase 3 –
It's Here,
Are You Ready?

**1 WEBINAR
OPTION:**

\$59

**3 WEBINAR
OPTION:**

\$150

**12 WEBINAR
OPTION:**

\$550

Connect with the Network!



www.PioneerNetwork.net

Learn the latest news about our annual national conference, webinars, research news, events nationwide and more.

Find us on Facebook too!

