



SURVEY REPORT

Workforce 360

**EMPLOYEE RETENTION BECOMES A TOP PRIORITY AS
SENIOR CARE PROVIDERS COMBAT RAMPANT STAFFING SHORTAGES
& RISING BURNOUT LEVELS**



WORKFORCE 360 **SURVEY RESULTS**

In fall 2021, OnShift conducted their third annual Workforce 360 survey to better understand the critical workforce issues facing post-acute care and senior living providers today. Over 2,000 industry professionals shared their perspectives on the top workforce challenges and offered insights into their efforts to improve recruitment, retention and overall employee satisfaction.

Across all demographics, staffing shortages (79%) were cited as the top workforce challenge, followed by finding and hiring job candidates (62%) and employee turnover (54%), both of which are contributing factors to the current staffing crisis.

Similar to last year, these challenges are impacting the ability to staff to meet resident care needs (47%). More critically, they are impacting providers' ability to take on additional residents. Of the 96% of respondents

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who indicated they are facing a staffing shortage, over a third reported that this has limited their ability to take on new admissions and move-ins. This impact was felt most heavily among skilled nursing providers (47%).

Additionally, as employees are required to work more hours and duties, providers are struggling to effectively manage employee burnout (65%).

Dramatic Shift In Competition Contributes To Staffing Shortage

Job losses across the senior care sector continue to trend downward. As recent Bureau of Labor Statistics (BLS) data shows, unlike other healthcare industries such as hospitals and home health care services, jobs in long-term care and assisted living have yet to recover to pre-pandemic levels.¹

One contributing factor to these losses is a significant shift in competition for talent. In 2020, 89% of respondents cited senior care organizations as their top competitor for employees. This year, the landscape has shifted dramatically. Hospitals and

health systems were cited as the top competitor (62%), followed by senior care organizations (61%). Other top competitors included staffing agencies (55%) and home health organizations (53%).

In addition, competition for talent outside the industry from segments such as hotels, restaurants, retail and gig economy services rose 81% from the previous year.

As a result of this changing competitive landscape, most respondents indicated they have expanded their recruitment efforts to non-traditional segments such as students (72%), family members of residents/patients (34%) and retirees (28%).

Burnout Impacting Employees At All Levels

Similar to 2020, burnout (79%) was cited as the top personal challenge facing caregivers and hourly employees today, followed by having to work multiple jobs (55%) and lack of childcare (51%). And while fear and safety concerns due to COVID-19 have fallen (46% in 2021 vs. 65% in 2020), it is still a key issue for employees.

In addition, caregivers and hourly workers are not the only ones impacted by burnout. Nearly 90% of respondents indicated that they themselves are experiencing some degree of stress or burnout. Higher levels of burnout and stress were reported by those in skilled nursing, assisted living and continuing care retirement communities (CCRCs) than among independent living providers.

79% of respondents cited burnout as the top personal challenge facing caregivers and hourly employees today

Massive Growth In Reliance On Agency Staff

As providers continue to face difficulties managing the recruitment and hiring of workers (77%) and to consistently fill shifts (75%), overtime continues to be the main course of action for ensuring proper staffing (76%).

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Overtime is proving too little to staff consistently as respondents reported a 71% increase in agency reliance versus the previous year.

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Respondents also indicated they often rely on managers to work open shifts (42%), adjust employee roles to cover shifts (35%) or work shifts without enough staff (39%).

Similar to previous years, respondents don't see much relief in sight when it comes to costs. The majority believe difficulties managing labor costs (70%) will remain the same or worsen over the next three years.

Ideal Employee Experience Aligns With Workforce Expectations

Rising turnover and difficulties finding and hiring staff mean providers must work harder than ever to retain the staff they have. The vast majority of respondents are placing a high priority on employee engagement and retention (83%) going into 2022 and 15% said engagement and retention is somewhat of a priority for their organization.

Respondents believe increases in pay/wages (82%), increases in staffing levels (65%), improved communication with staff members (51%) and more frequent recognition for work contributions (48%) could have the biggest impact when it comes to improving staff satisfaction.

Additionally, they're offering or plan to offer perks such as bonus pay for working difficult shifts (64%), sign-on/retention bonuses (56%), a rewards and recognition program (49%), tuition assistance (44%), complimentary meals (41%) and more flexible work schedules (37%).

These perks and benefits align with the frontline worker responses in [OnShift's 2021 Employee Perspective report](#).

Diversity, Equity & Inclusion A High Priority

According to [OnShift's 2021 Employee Perspective report](#), 49% of caregivers identify as non-white. However, diversity among management and business operations roles, which represented 9% of responses in this same report, indicated a significant gap in ethnic diversity.

To address more equitable and inclusive workplaces, 50% of respondents indicated that their organizations are placing a high priority on Diversity, Equity & Inclusion (DEI) initiatives in 2022, and 39% indicated somewhat of a priority. Those in a clinical or HR role cited this as a higher priority than among other roles.

50% of respondents indicated that their organizations are placing a high priority on Diversity, Equity & Inclusion (DEI) initiatives

The majority of respondents (48%) predict the effectiveness of these programs will improve in 2022.

Key Takeaways

The impact of staffing shortages is being felt across every facet of the senior care industry. And with competition for talent shifting so dramatically outside the industry, providers must do more to retain the staff they have, develop inclusive environments, and make the industry more attractive to the non-traditional workforce, such as students, retirees and gig economy workers.

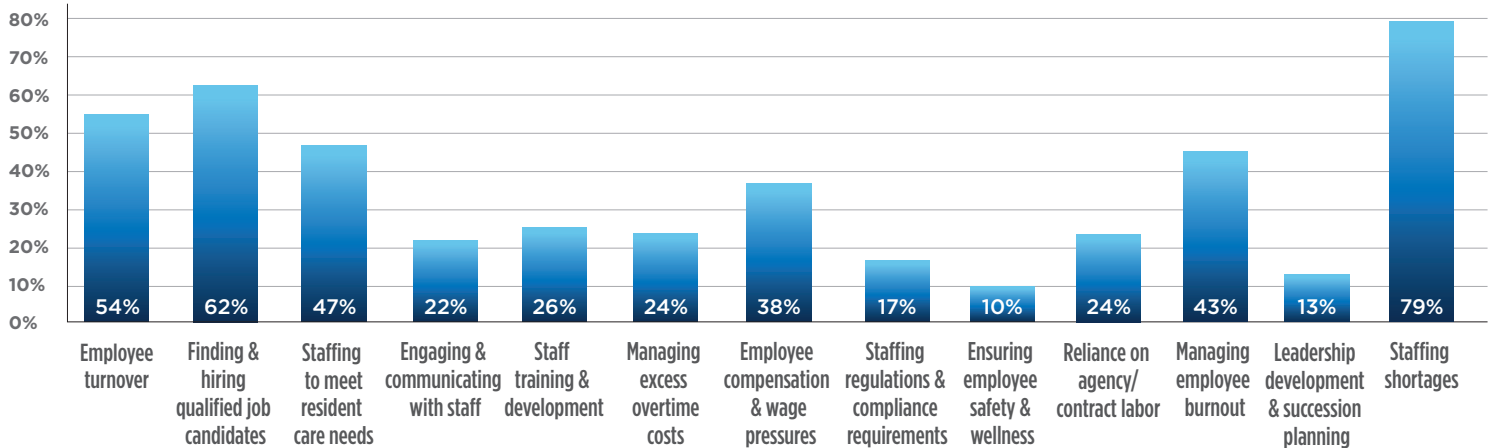
While both providers and employees alike would like to see increased wages and better staffing levels, they are also aligned on the need for improved communication, more recognition for contributions at work, as well as scheduling flexibility. The ability to deliver on these expectations will be vital as senior care organizations look to combat the current staffing crisis, expand occupancy and provide the highest levels of quality care and service to residents.

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Full Survey Results: 2050 Respondents

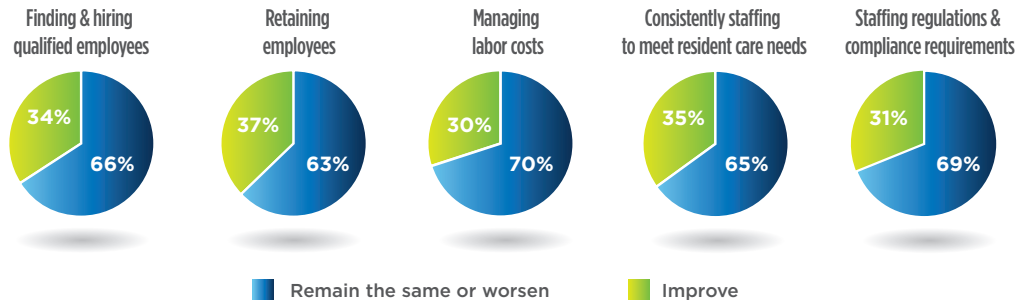
Top Workforce Challenges

What are your organization's top workforce challenges?



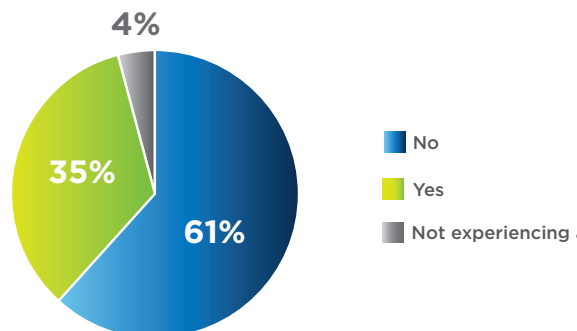
Workforce Outlook

Please rate your outlook on workforce challenges over the next 3 years.



Impact On Admissions & Move-ins

If your organization is experiencing a staffing shortage, has your organization had to limit new admissions or move-ins?

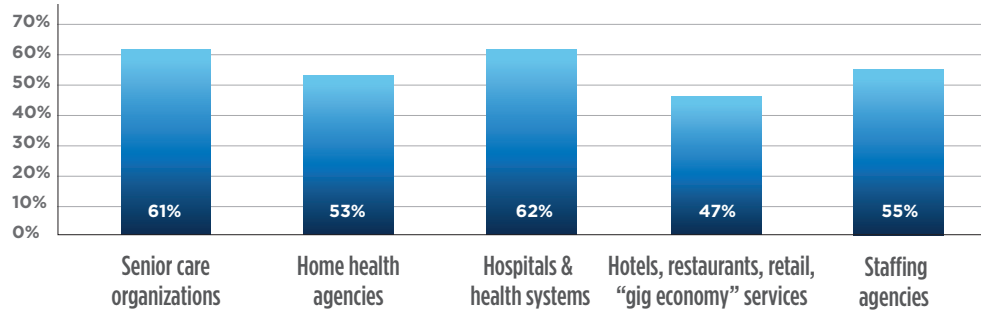


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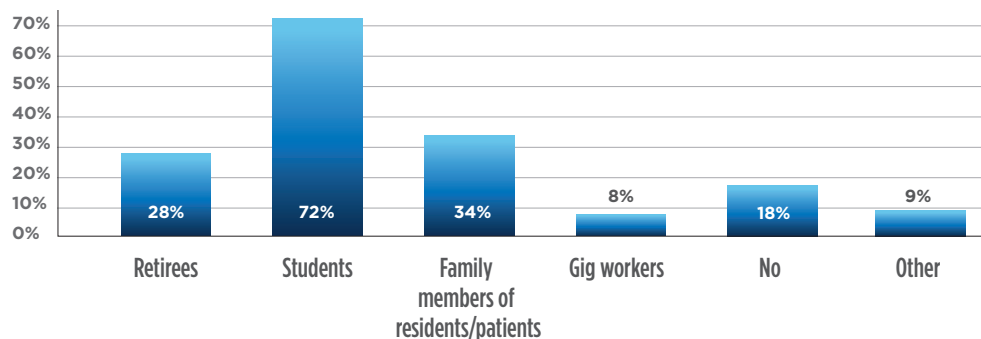
Competition For Talent

Who do you compete with when hiring employees?



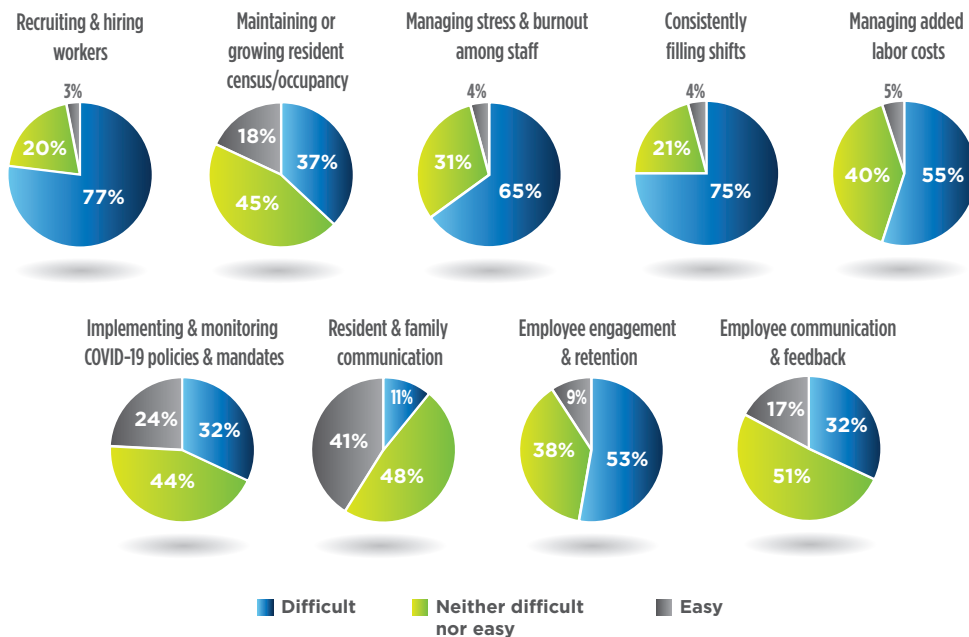
Recruitment Outreach

Have you expanded your recruitment outreach beyond the traditional workforce?



How Organizations Cope With Current Workforce Issues

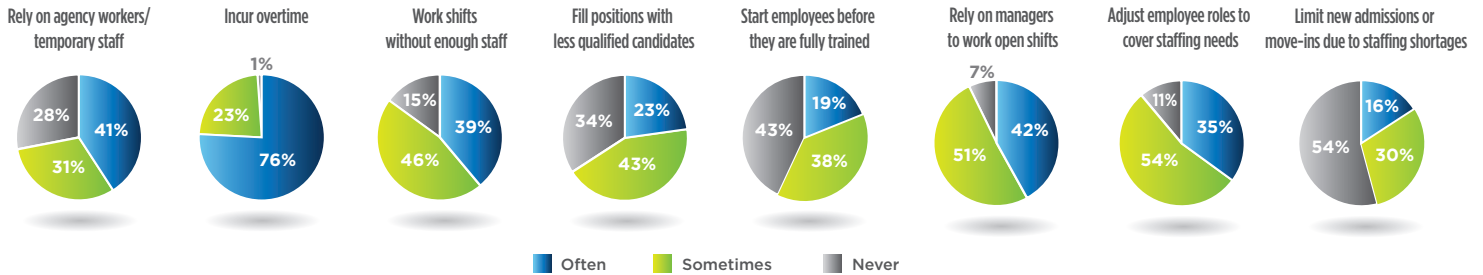
How difficult has it been for your organization to manage the following areas?



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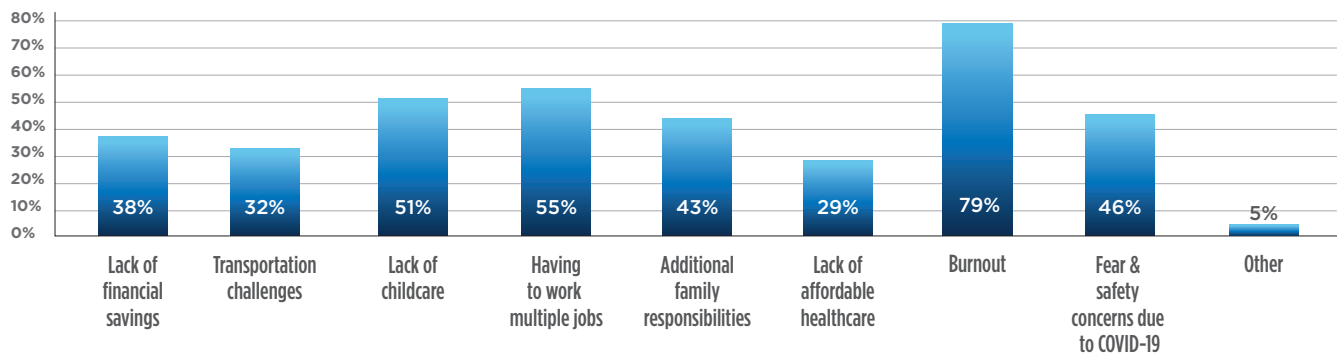
Full Survey Results: 2050 Respondents

How often is your organization doing the following:



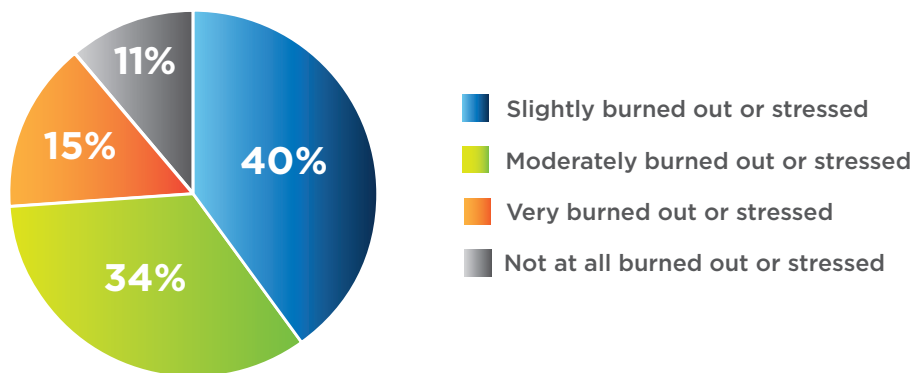
Personal Challenges Facing Employees

What do you believe are the most critical personal challenges that your caregivers and hourly employees face?



Burnout & Stress Levels

How would you rate your current level of burnout or stress?

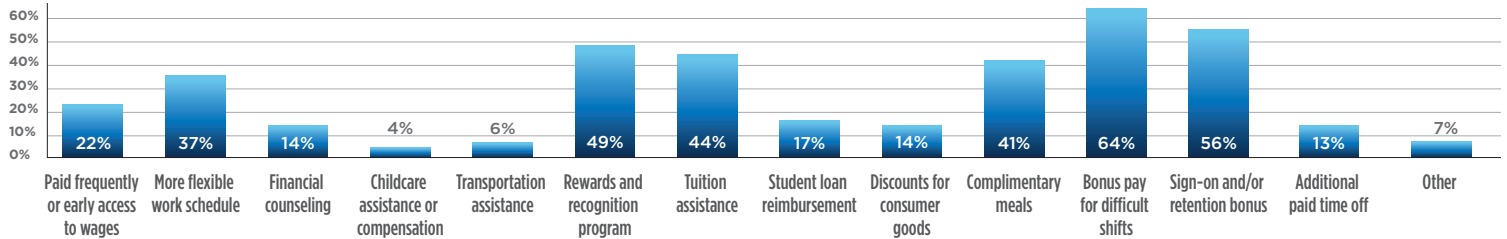


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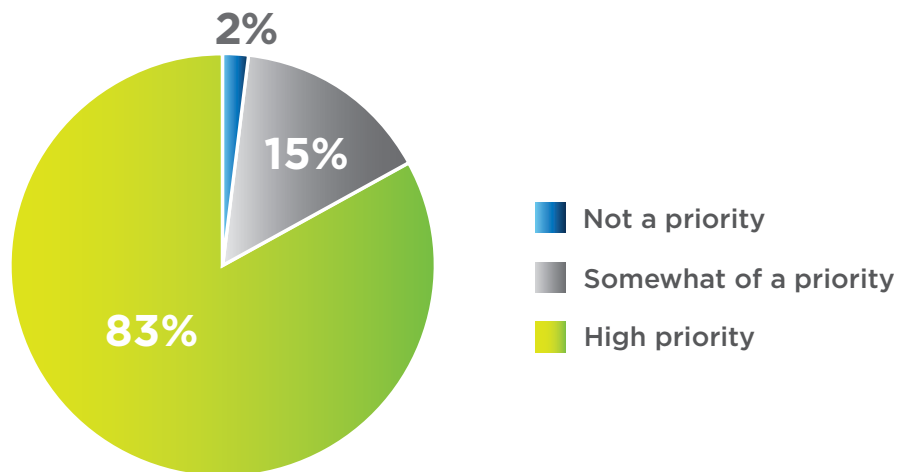
Employee Perks

What type of perks does your organization offer or plan to offer your employees?

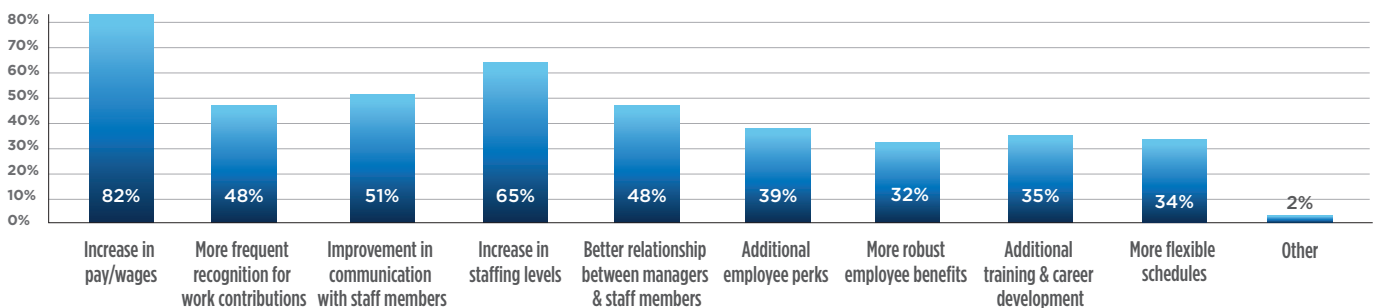


Employee Engagement & Retention Efforts

In the next year, what level of priority is employee engagement and retention?



What will most significantly improve employee retention at your organization?

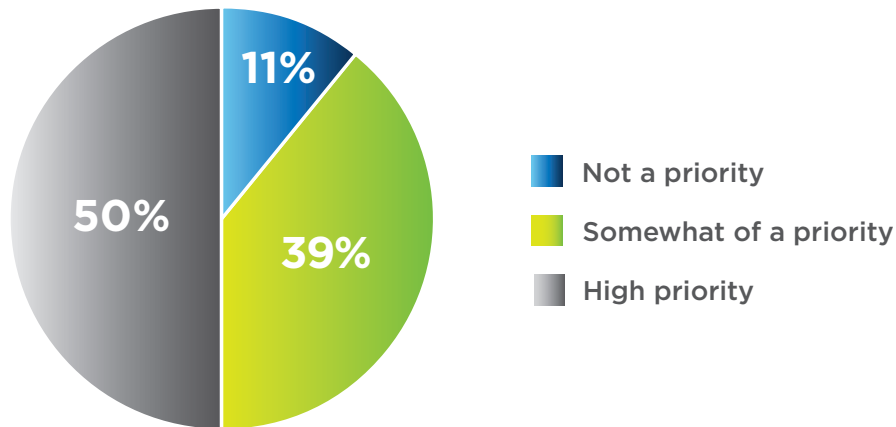


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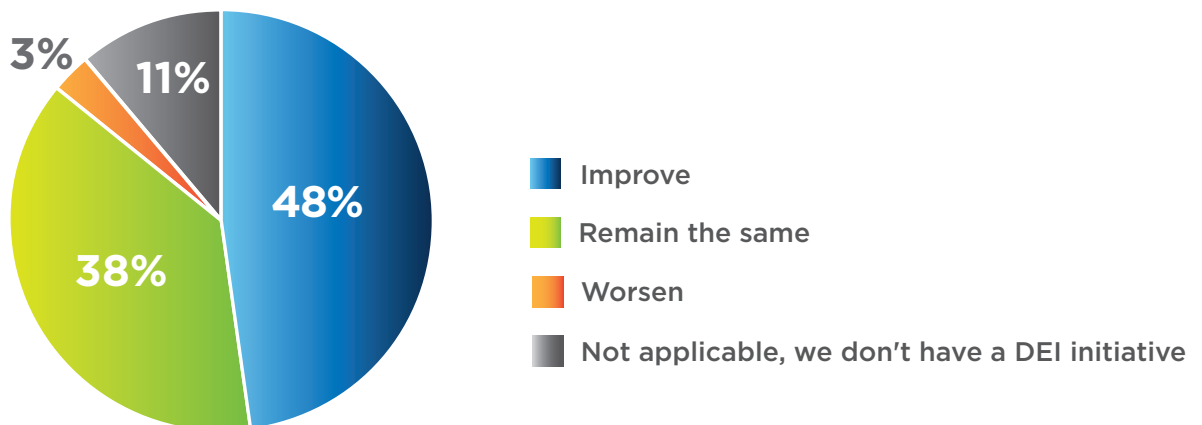
Full Survey Results: 2050 Respondents

Diversity, Equity & Inclusion (DEI)

In the next year, what level of priority is diversity, equity and inclusion (DEI) at your organization?



Please rate your outlook on the effectiveness of your organization's DEI efforts in the next year:



About OnShift, Inc.

OnShift's next-generation human capital management platform fundamentally transforms the relationship between healthcare organizations and their employees. Our innovative approach to recruitment, hiring, workforce management and engagement fosters a culture where people want to work. That's why thousands of healthcare organizations rely on OnShift's integrated suite of software and services to dramatically reduce turnover rates, decrease costs and improve the quality and continuity of care. For more information, visit www.onshift.com.