THE TOUCHSTONE EXPERIENCE

be the light

Creating A Culture Of Connectedness To Drive Retention In Senior Care

OnShift

MakeLivesBetter

Today's Presenters

Nicole Kummala

Senior Director, Operational Support, Touchstone Communities

Dedicated Healthcare Executive

Experienced healthcare executive with 20+ years experience in leading the development & delivery of quality person-centered care

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Senior Industry Consultant, OnShift

Former Regional Dir. Of Operations, Business Development

Experienced senior care professional with proven track record in leading operational improvements, new developments & acquisitions

Today's Agenda

- Collaborative scheduling practices that promote flexibility & consistency
- Communication tactics to keep staff connected & engaged
- Modern perks that meet the needs of today's workforce
- Strategies to reduce excess labor costs & control agency use

STATUS QUO **HAS FAILED** SENIOR CARE

Employee Expectations Have Shifted

399,100 (12%) jobs lost since Jan. 2020

Staffing Shortage

#1 workforce challenge

35% have limited admissions/move-ins

Rising Labor Costs

99% of providers rely on OT

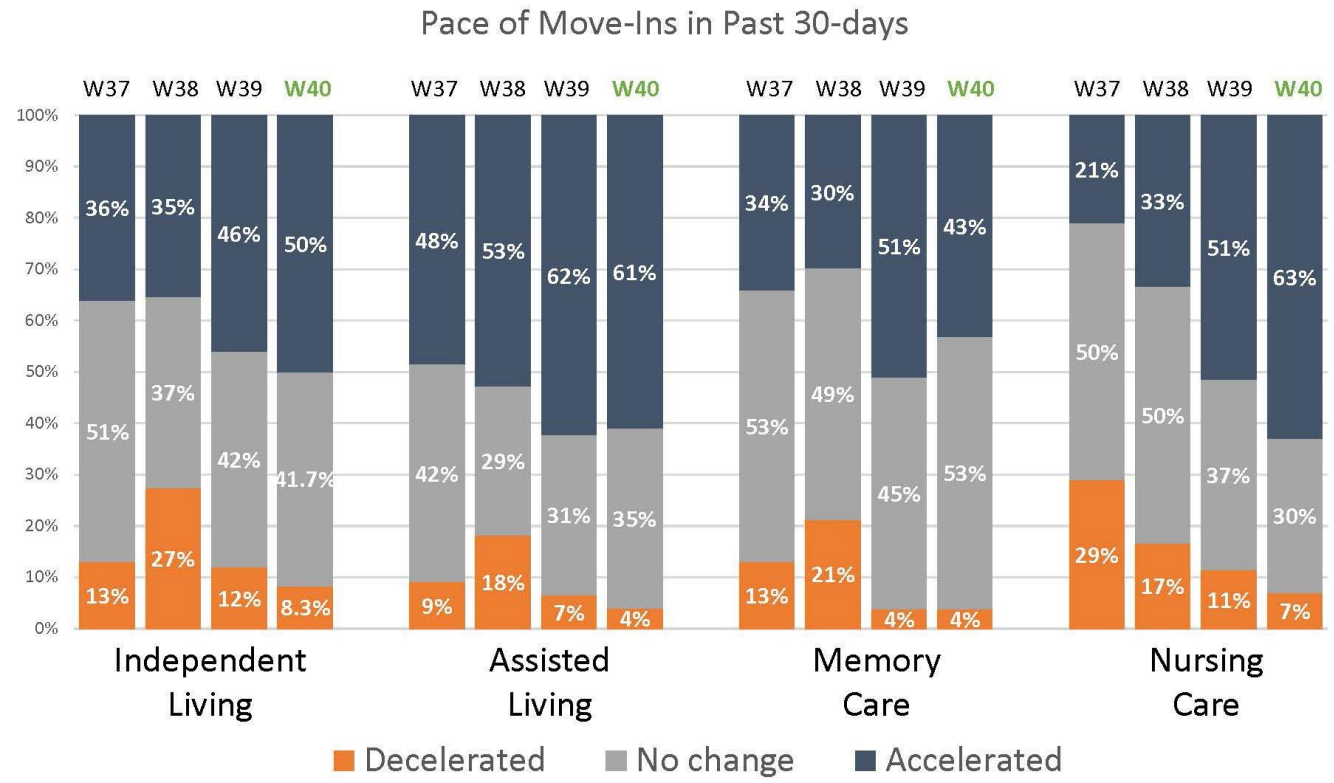
71% increase in agency use

High Turnover

51% caregiver turnover

Impact quality ratings & reimbursement rate

Occupancy Is Bouncing Back



Wave 37 responses were collected from January 10 to February 6, 2022
Wave 38 responses were collected from February 7 to March 6, 2022
Wave 39 responses were collected from March 7 to April 3, 2022
Wave 40 responses were collected from April 4 to May 1, 2022
Source: NIC Executive Survey Insights

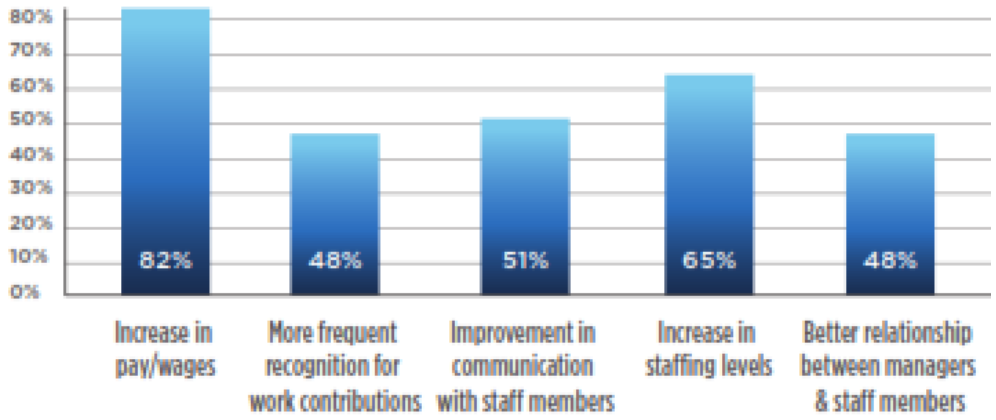
The Talent War Is On

- Competition for hourly employees is higher than ever
- Perks & pay reign supreme:
  - Flexible scheduling
  - Tuition reimbursement
  - Free food or discounts
  - Career development
  - Competitive pay
  - Same day pay
  - Health benefits for PT

What Will Help Improve Retention?

Leadership Perspective

What will most significantly improve employee retention at your organization?



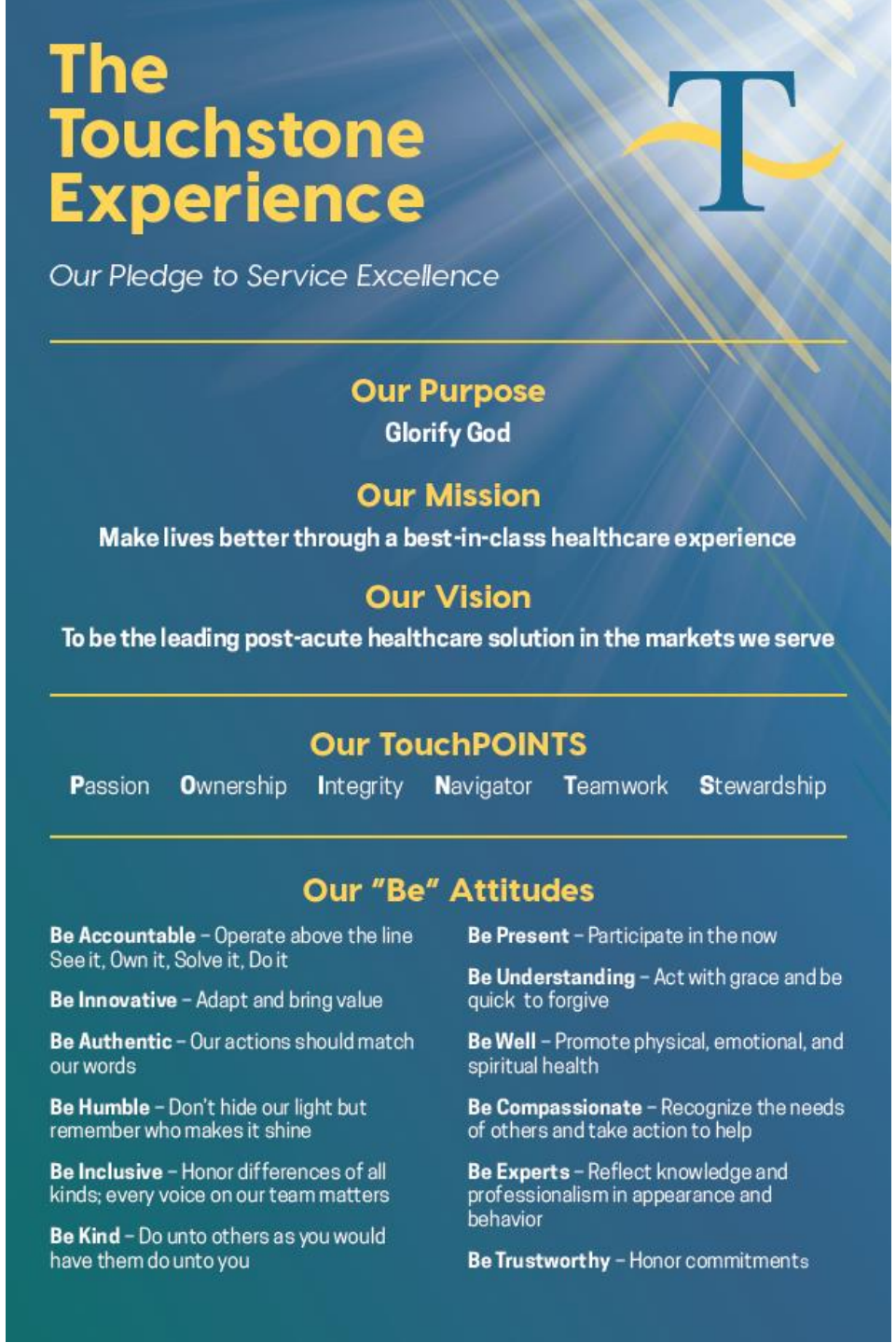
Employee Perspective

What would make your job more satisfying?

MakeLivesBetter

Touchstone Communities

- Texas-based and privately owned since 1991
- Model of deliberate investment in communities where we are needed to serve; building a legacy
- Currently operate 28 skilled nursing facilities
- First private operator of Texas State Veterans Homes with 5 in our portfolio today
- 5,000 Team Members



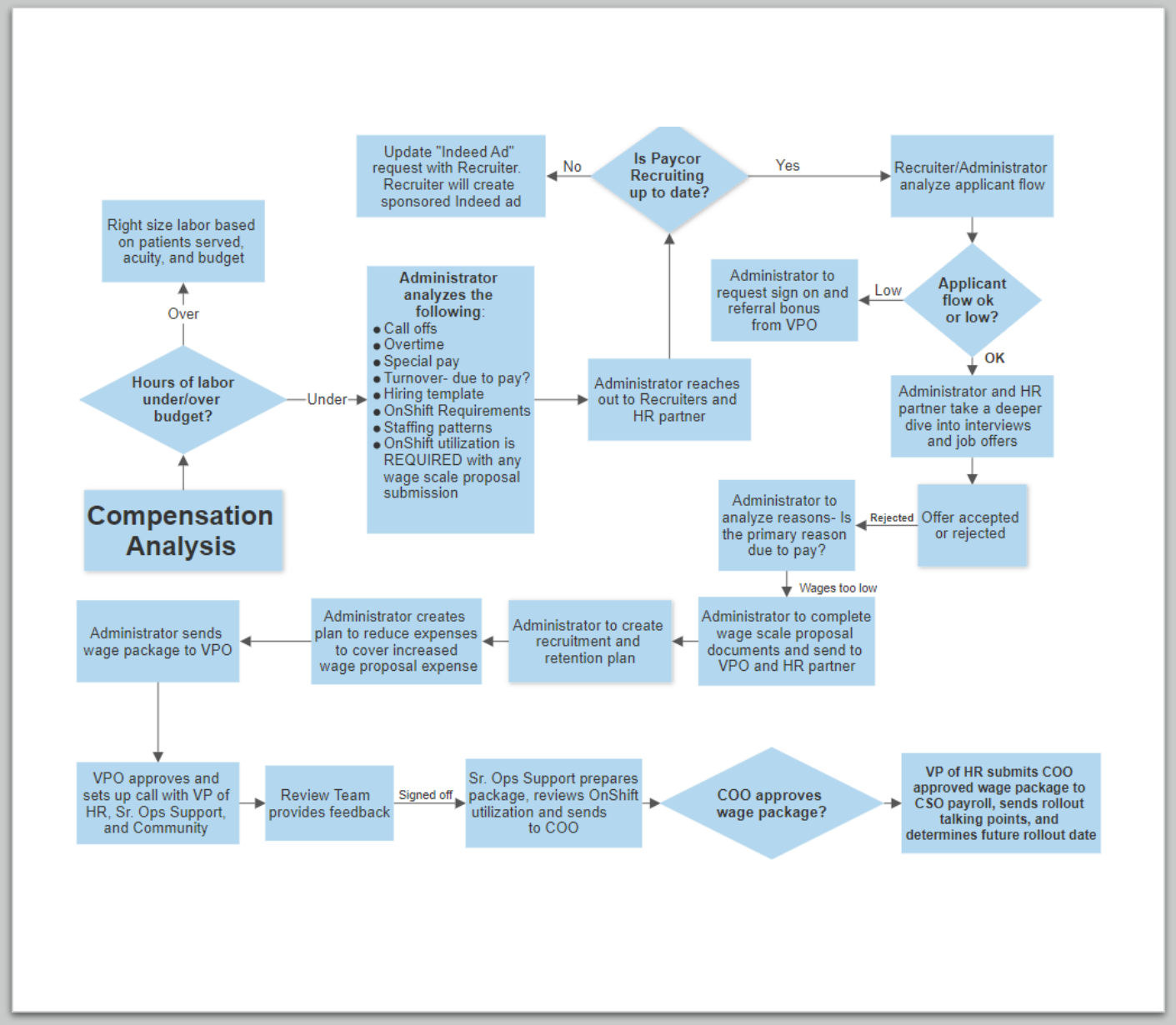
Culture Matters Most

TOP WORKFORCE GOALS

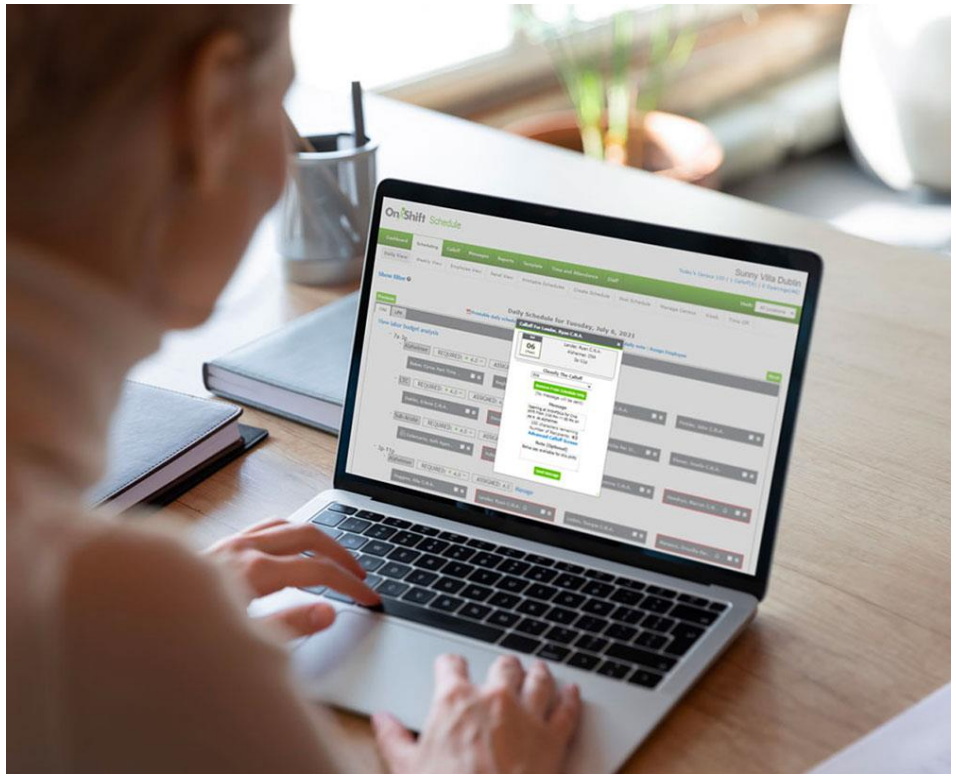
1. **Differentiate the Team Member Experience**
   - Person Centered
   - Improve feedback & recognition
   - Offer strong work-life integration
2. **Minimize Agency**
   - Maximize use of internal team members
   - Provide greater consistency
3. **Reduce Pick-Up Bonuses**
   - Optimize staffing
   - Reduce excess costs
   - Reduce team member burnout and fatigue

Evaluating Staffing Challenges

- Wages are not the silver bullet solution to staffing challenges
- Understaffing can be resolved by first examining the following:
  - Hiring practices
  - Quantifying number of openings via the use of a hiring template
  - Current staffing patterns
  - Call offs
  - Overtime
  - Shift differentials
  - Causes of turnover
  - Hiring needs
  - Staffing budget requirements



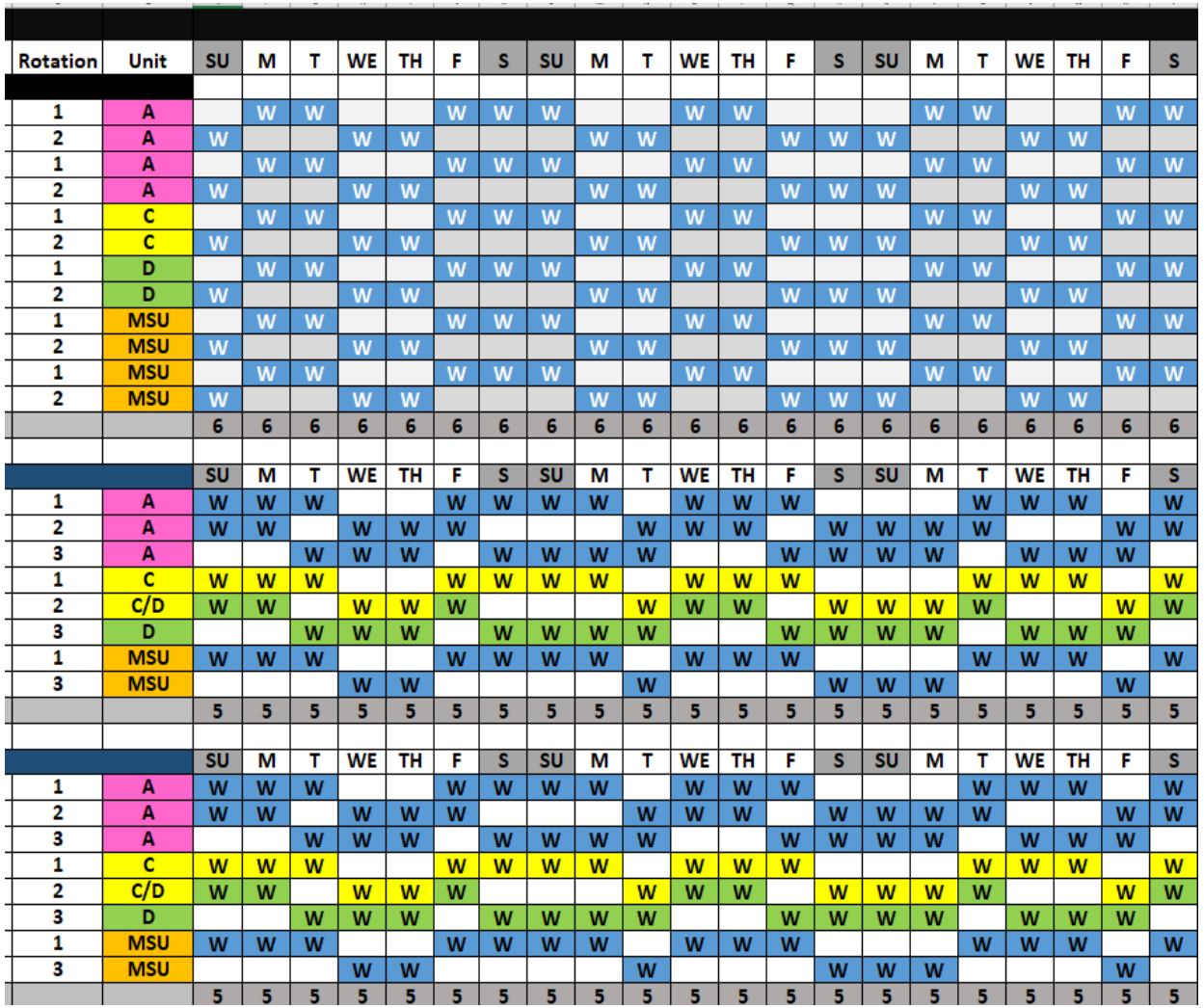
Hiring Templates Shape Recruitment



- Utilize current schedule to create a hiring template
- Allows hiring managers to show potential team members their schedule
- Create schedules that work for the team member & our residents
- No guess work when it comes to hiring

Strategic Staffing Patterns

- Survey team members in buildings
  - Offer alternative scheduling options
  - Gather team member input on patterns
- Moving towards 12-hour shifts
  - Supplementing with 8-hour shifts as needed
- Goal: Maximize available hands for care, listen to the voice of team members, hire more effectively, increase communication between HR and Nursing Management



Rotation	Unit	SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S
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Hiring Template- Wagon Wheel

- 3 on, 2 off; 2 on, 3 off
  - Every other weekend off
    - 3-day weekend
- Team members work 7 days in a 2-week pay period
  - vs 10 with an 8-hour schedule & a 4-2 rotation
- 6 hours of OT build into the second half of the schedule
  - 34.5 hours week 1
  - 46 hours week 2
  - 80.5 hours total

	rotation	SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S
6:00am-6:00pm															
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	1		W	W			W	W	W			W	W		
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	2	W			W	W				W	W			W	W
	1		W	W			W	W	W			W	W		
	2	W			W	W				W	W			W	W
TOTALS		4	4	4	4	4	4	4	4	4	4	4	4	4	4
6:00pm-6:00am		SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S
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	2	W			W	W				W	W			W	W
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	2	W			W	W				W	W			W	W
	1		W	W			W	W	W			W	W		
	2	W			W	W				W	W			W	W
TOTALS		3	3	3	3	3	3	3	3	3	3	3	3	3	3
TOTALS		7	7	7	7	7	7	7	7	7	7	7	7	7	7

Patterns- A Win For All

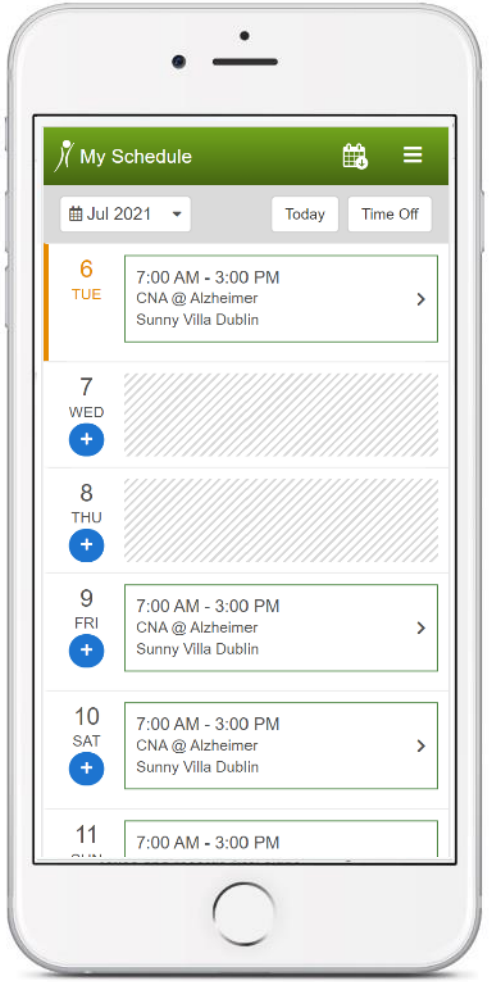
- Team Members can anticipate their schedule
- Consistent assignments
  - Enhanced relationships between residents & co-workers
  - Improved team member, resident, and family satisfaction
  - Lower team member turnover
  - Improved clinical outcomes
- Benefits of working less days in a pay period
  - Save on transportation
  - Balance work & life plans
- Communities can reduce excess costs
  - Eliminated agency in two of our communities
  - Significantly reduced shift-pick up incentives

Quick Staffing Wins

- Shift Differentials
  - Look for patterns on the hiring template where staffing is challenged (short)
    - For example, night shift team members receive a $2 shift differential
      - 3 nurses x 8 hours x $2 x 365= $17,520
    - Helps avoid across-the-board wage increases
- Applicant flow- Sourcing options
- New hires
  - Are we attracting new team members?
    - If not, why?
    - Are wages competitive enough?
      - Starting rate of new hires vs. tenure staff vs shift differential

Constantly Communicating

- Always-on access to their schedule
  - See when they work next, right from their smartphone
  - Visibility into additional open shifts
  - Auto-approval for non-overtime
    - 6428 auto approved shifts in 1 year
    - Estimate 535 hours of savings
- Alert staff of last-minute shift needs
- Consistent visibility & communication work to avoid agency
  - Open shifts to agency no more than 1 week prior

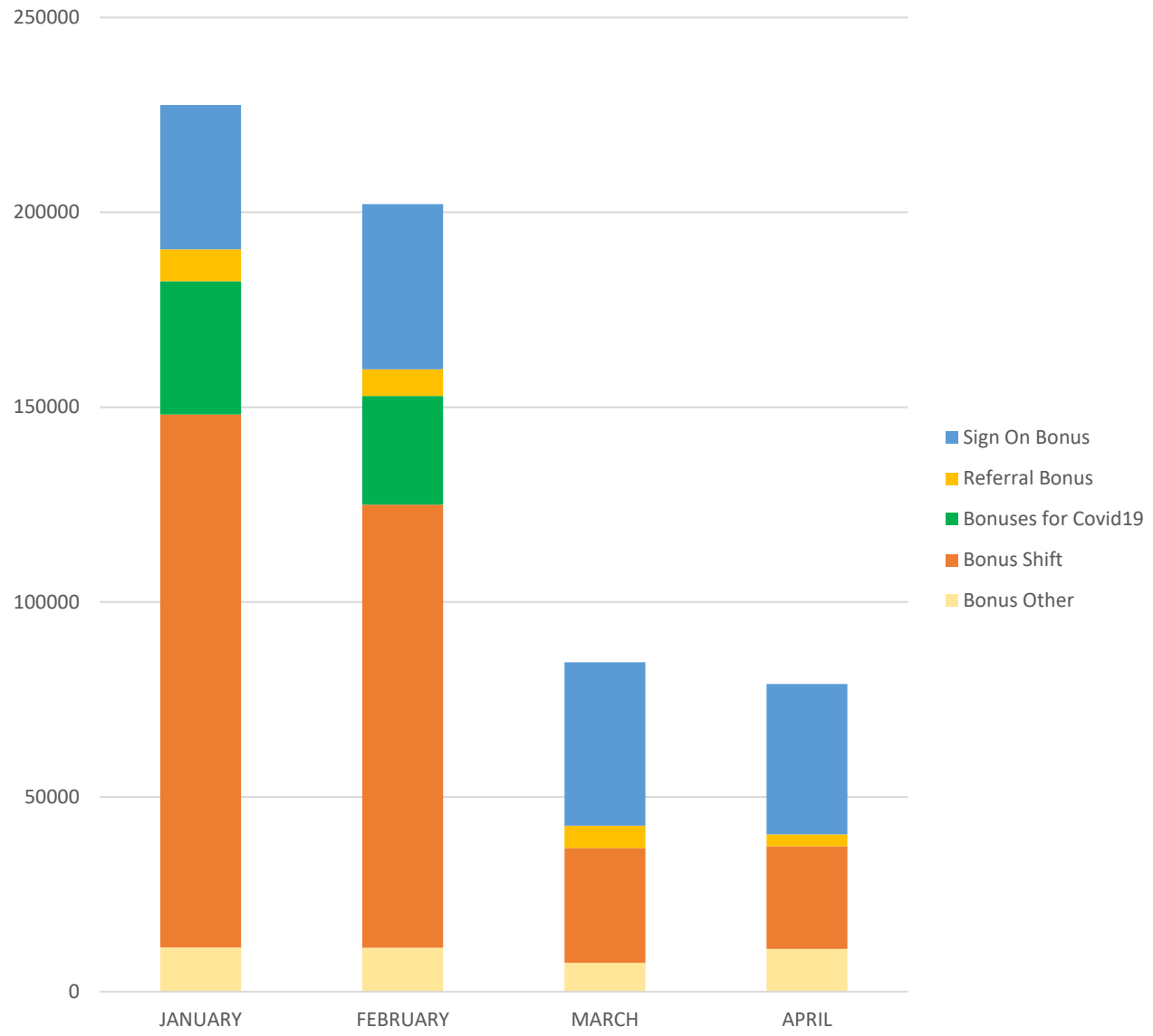


Working With Agency

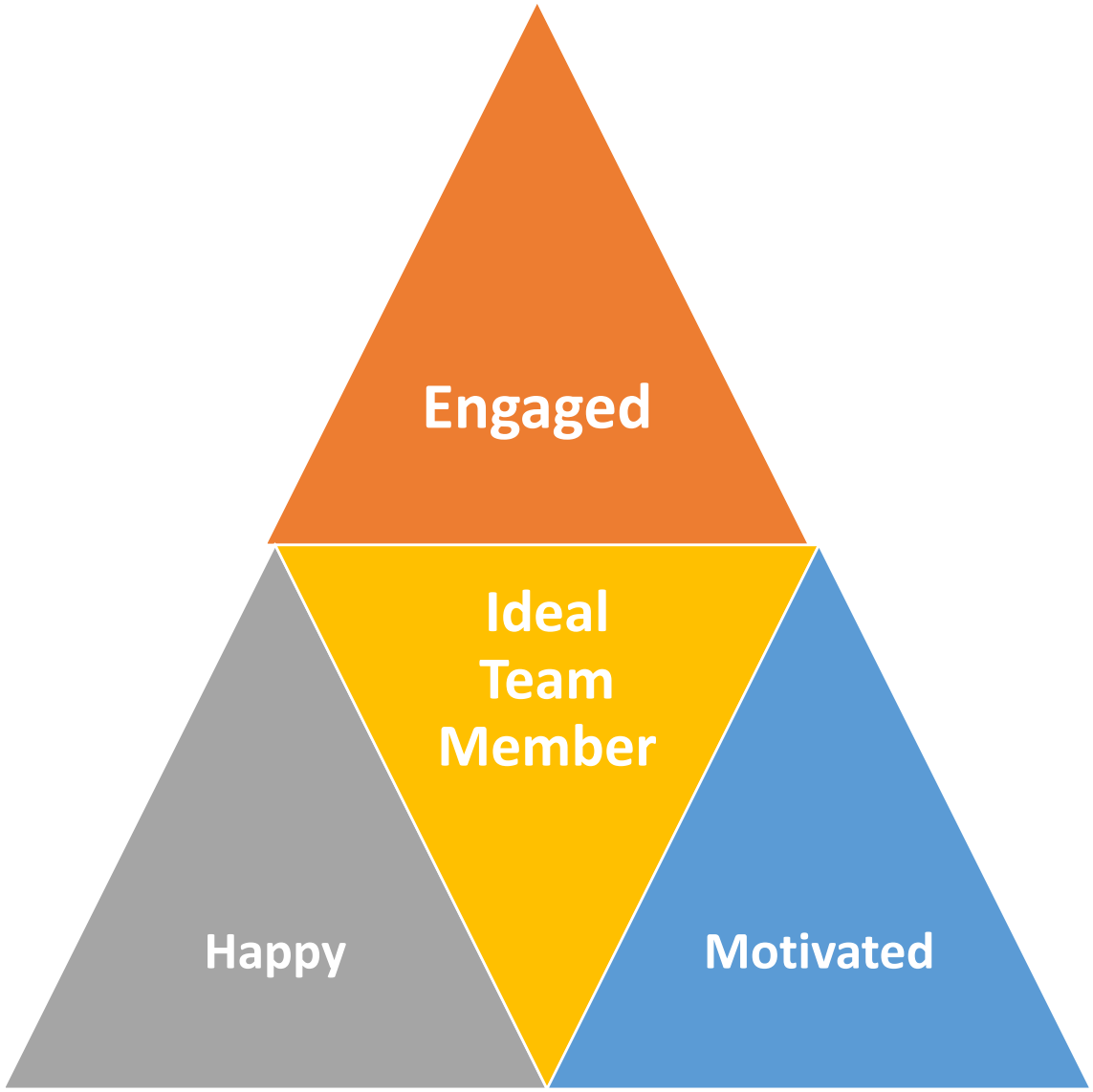
- Agency is the reality—but try to find consistency
- Look for agency employees that fit your culture & encourage them to pick-up additional shifts
  - Set up a 30-day contract
- Communicate with agency employees like you would your internal staff
  - Let them know about upcoming openings
  - Provide training (onboarding)
- Avoid “us” and “them” – Create an experience they will not forget

Staffing Success

- Eliminated agency in two additional buildings
  - Currently 10 communities operate without agency
- 8.9% Average OT rate across all direct care positions
- OT rates as low as 2.5% in select communities
- Nearly 80% decrease in shift pick-up bonuses



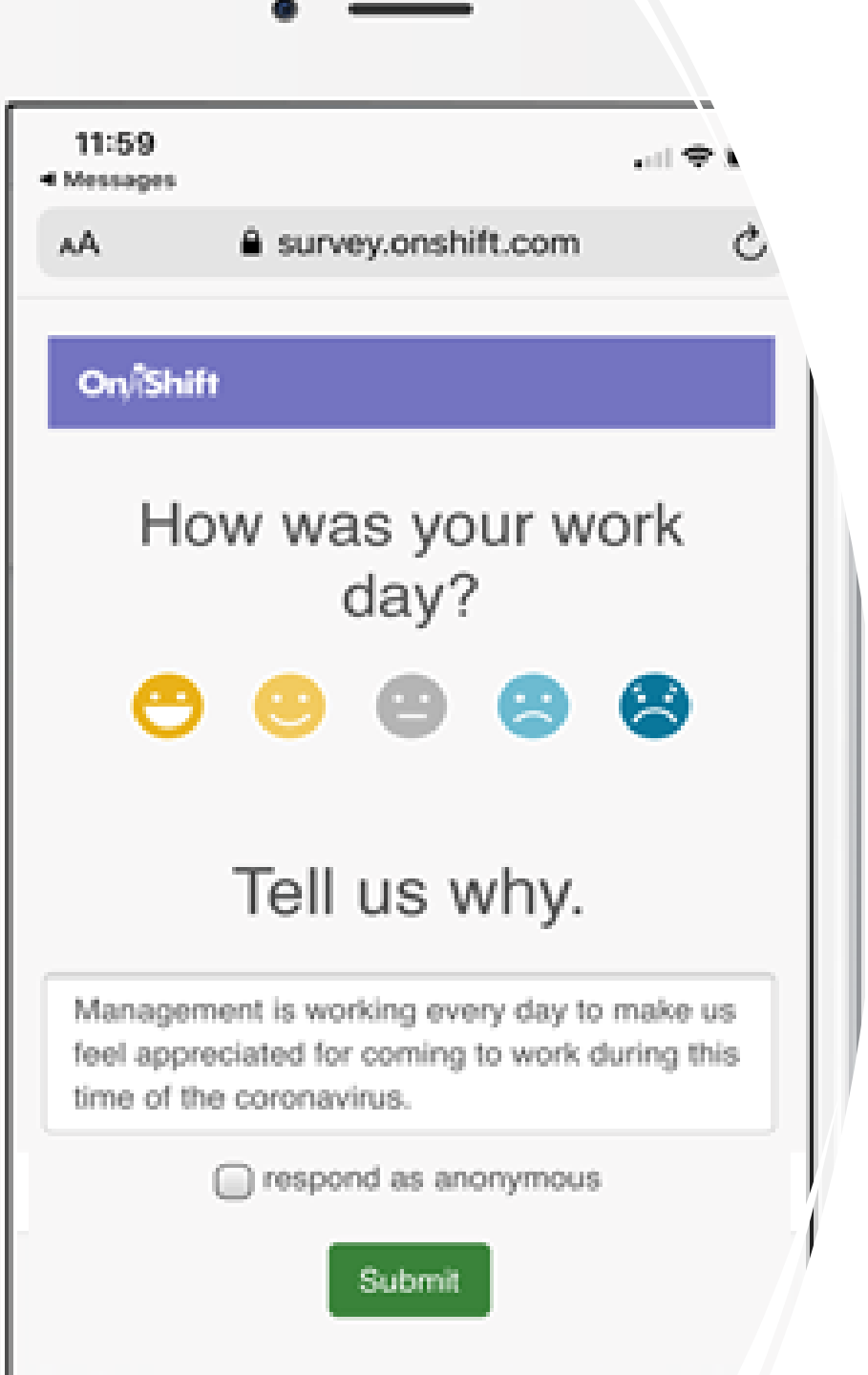
Team Member Trifecta



“Companies with engaged employees outperform those without by 202%”

Every Voice On Our Team Matters

- Touchstone CNA Council
  - 10 members in total
    - Provide influence on how we deliver care
    - Eyes on the ground floor
  - First council meeting was held in June 2021
  - Conduct quarterly conference calls
  - Participate in our annual corporate conference



Encourage Feedback

- Administrators & Directors of Nursing must have an open-door policy
- Provide regular opportunities for feedback
  - Move beyond annual surveys
  - Pulse surveys capture quick info & actionable insights
- Acknowledge & act!
  - Show team members they influence change

Creating The Touchstone Experience

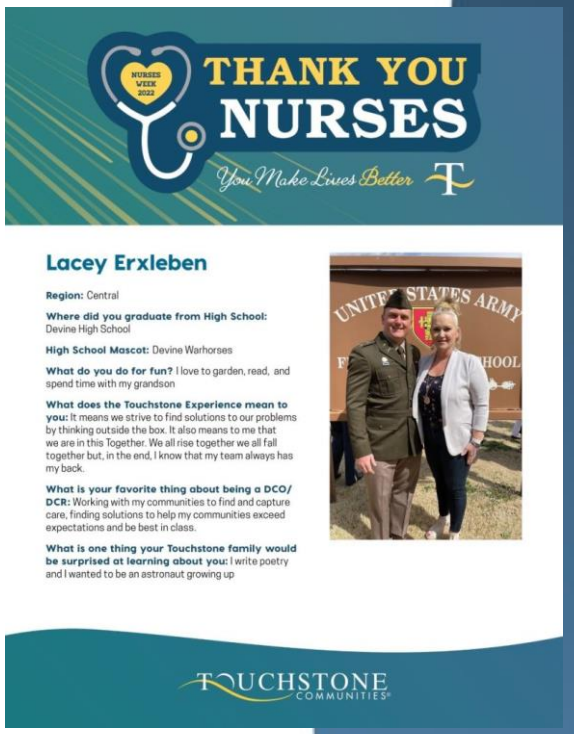
- Cultural Shift
- “Be Attitudes” bring unified experience across communities
- New experience box each month with a set theme

Creating A Culture Of Connectedness

- Start with an open culture
- Make it personal
- Empower, ask & listen
- Try ideas out to foster engagement
- Cultivate an experience
- Use technology to your advantage
- Make lives better

Recognize Individuals

- Find reasons to celebrate
- Shine a spotlight on team members
  - National Nurses Week
  - CNA Week
  - Work Anniversaries
- Everyone likes to see their name in print
- Connect employees across communities & across roles

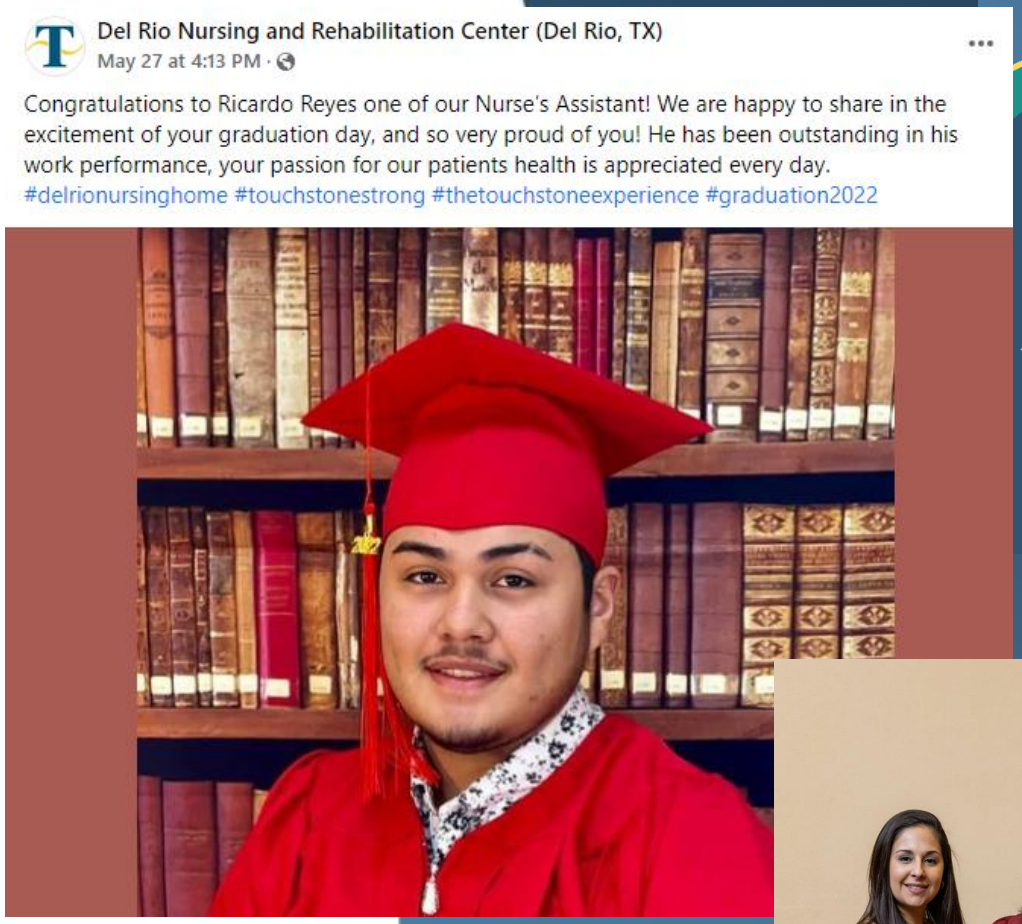


“We just want someone to say *Thank you.*”

CNA Council Member 2021

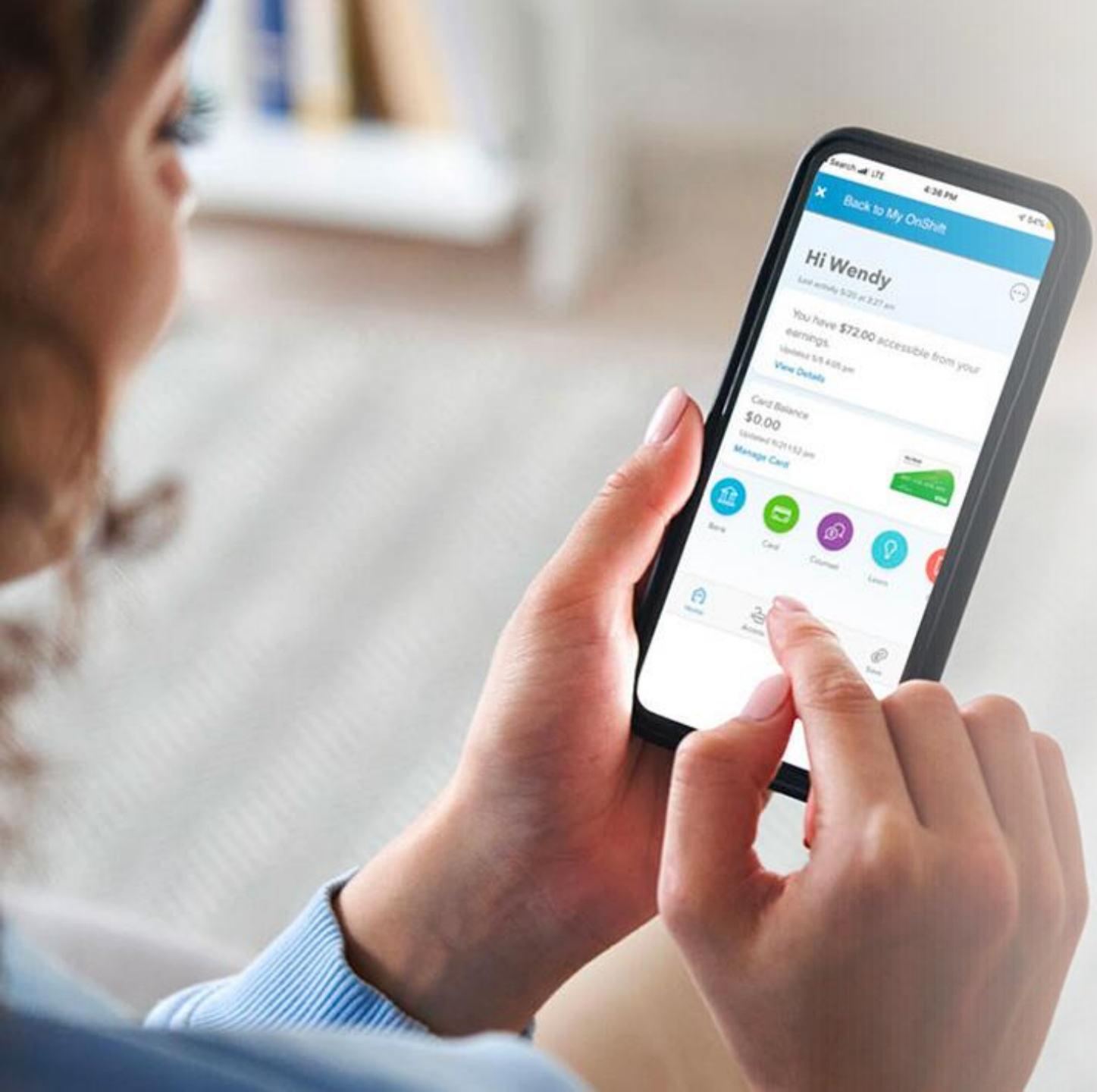
Celebrate Achievements

- Recognize your leaders
  - Internal rewards program
  - External recognition
- Showcase their achievements throughout your organization
  - Newsletter
  - Flyers throughout the community
  - Social media
  - Company communications
  - Company & community events



Consistently Say “Thank You”

- Sandwiches, soup, snacks & beverages available in the breakroom
- New uniforms for team members
- Scrub jackets for nurses
- Polos for administrators
- Shoes for Crew program



Give Support

- We’re changing how & when employees are paid
- Access earned wages between paychecks
  - Avoid late payments, bank overdrafts & payday loans
- Funds most often used for rent, groceries & bills
- $964K in funds accessed in 2022

An Employee Experience That Works

34%

Turnover Rate
All Direct Care
Positions

92.3%

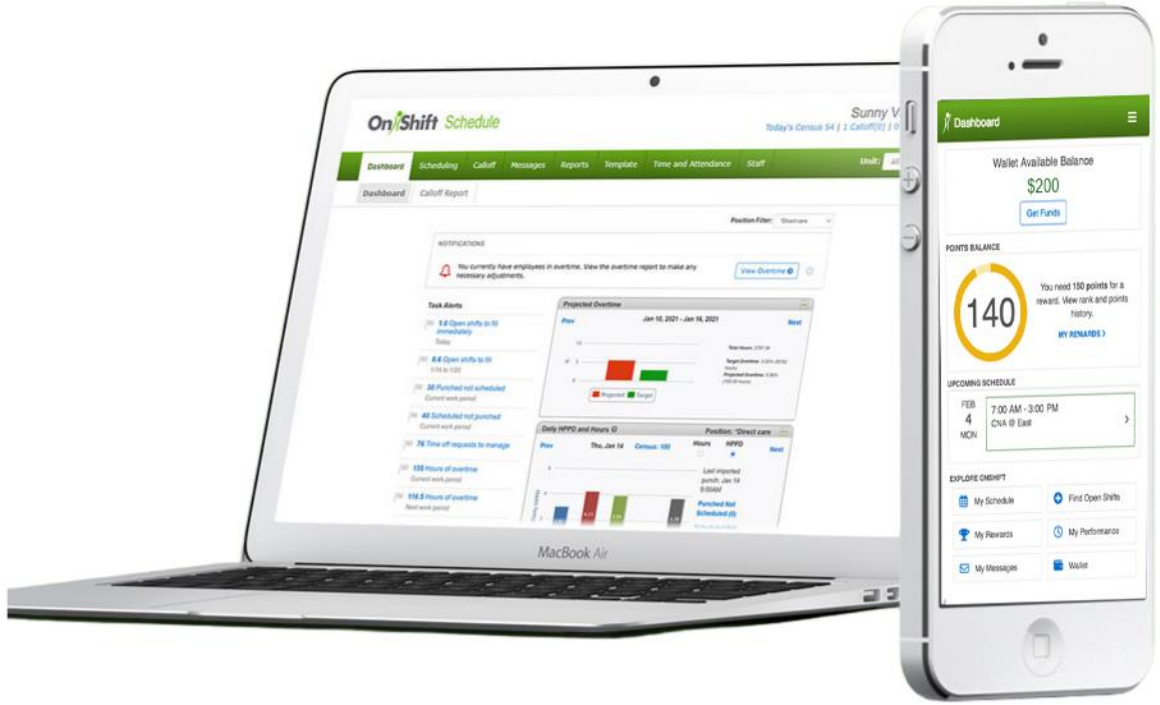
Retention Rate
In Select
Communities

Turnover Rates
As Low As

12%

Use Technology To Your Advantage

- Visibility into staffing—past, present & future
- Data to identify the cause of staffing challenges
- Easy access for team members to view their schedule & request open shifts
- Ability to auto-assign shifts
- Fast & frequent pulse surveys for actionable feedback
- Earned wage access for added financial support



Q&A