



*be the light*

# Creating A Culture Of Connectedness To Drive Retention In Senior Care



Make **Lives Better**

# 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



## Allison Gilgenbach

**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

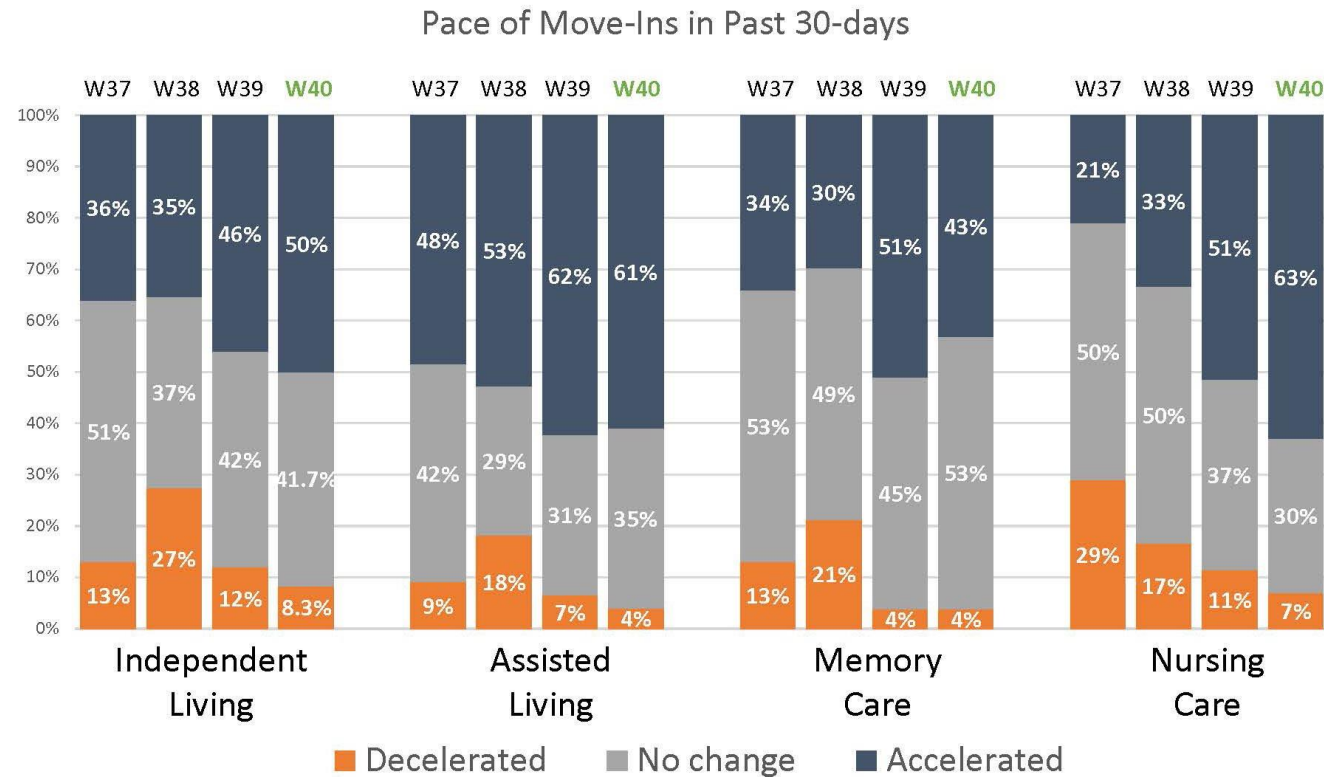
## **High Turnover**

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

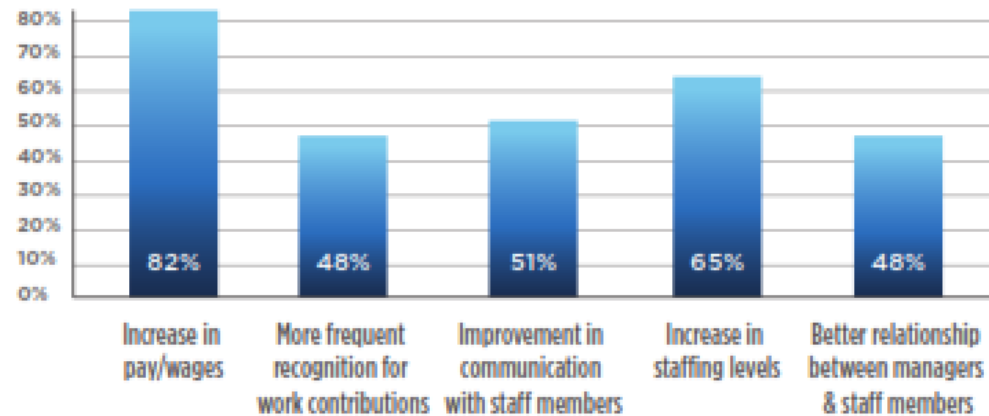
- Competition for hourly employees is higher than ever
- Perks & pay reign supreme:
  - Flexible scheduling
  - Tuition reimbursement
  - Free food or discounts
  - Career development
  - Competitive pay
  - Same day pay
  - Health benefits for PT



# 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?







# 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

Your Touchstone  
**To Better Living**



# The Touchstone Experience



*Our Pledge to Service Excellence*

---

## **Our Purpose**

Glorify God

## **Our Mission**

Make lives better through a best-in-class healthcare experience

## **Our Vision**

To be the leading post-acute healthcare solution in the markets we serve

---

## **Our TouchPOINTS**

Passion   Ownership   Integrity   Navigator   Teamwork   Stewardship

---

## **Our "Be" Attitudes**

**Be Accountable** – Operate above the line  
See it, Own it, Solve it, Do it

**Be Innovative** – Adapt and bring value

**Be Authentic** – Our actions should match  
our words

**Be Humble** – Don't hide our light but  
remember who makes it shine

**Be Inclusive** – Honor differences of all  
kinds; every voice on our team matters

**Be Kind** – Do unto others as you would  
have them do unto you

**Be Present** – Participate in the now

**Be Understanding** – Act with grace and be  
quick to forgive

**Be Well** – Promote physical, emotional, and  
spiritual health

**Be Compassionate** – Recognize the needs  
of others and take action to help

**Be Experts** – Reflect knowledge and  
professionalism in appearance and  
behavior

**Be Trustworthy** – Honor commitments

# 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

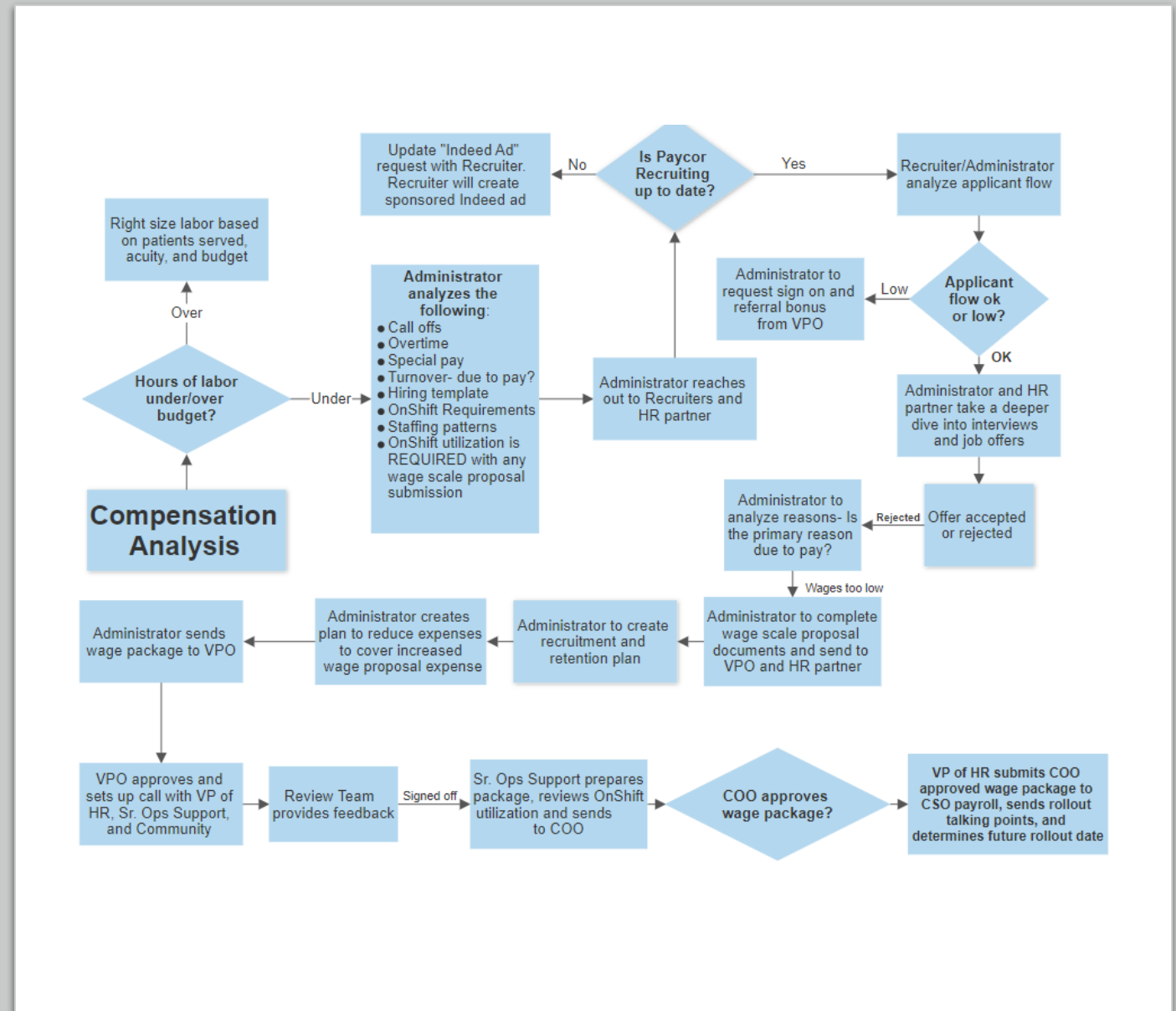
- Maximize use of internal team members
- Provide greater consistency

## 3. Reduce Pick-Up Bonuses

- Optimize staffing
- Reduce excess costs
- Reduce team member burnout and fatigue

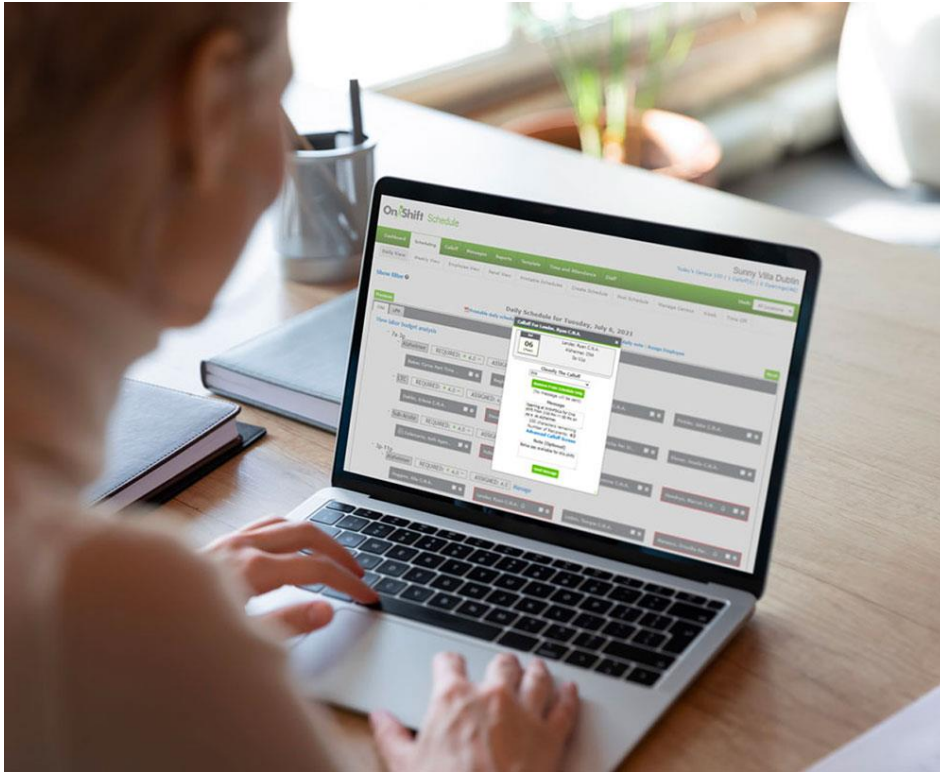
# Evaluating Staffing Challenges

- 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				
1	A		W	W			W	W	W			W	W				W	W			W	W				
2	A	W			W	W				W	W			W	W	W			W	W						
1	A		W	W			W	W	W			W	W				W	W			W	W				
2	A	W			W	W				W	W			W	W	W			W	W						
1	C		W	W			W	W	W			W	W				W	W			W	W				
2	C	W			W	W				W	W			W	W	W			W	W						
1	D		W	W			W	W	W			W	W				W	W			W	W				
2	D	W			W	W				W	W			W	W	W			W	W						
1	MSU		W	W			W	W	W			W	W				W	W			W	W				
2	MSU	W			W	W				W	W			W	W	W			W	W						
1	MSU		W	W			W	W	W			W	W				W	W			W	W				
2	MSU	W			W	W				W	W			W	W	W			W	W						
		6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6				
		SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S				
1	A	W	W	W			W	W	W	W		W	W	W				W	W	W		W				
2	A	W	W		W	W	W				W	W	W		W	W	W	W			W	W				
3	A			W	W	W		W	W	W	W			W	W	W	W		W	W	W					
1	C	W	W	W			W	W	W	W		W	W	W				W	W	W		W				
2	C/D	W	W		W	W	W				W	W	W		W	W	W	W			W	W				
3	D			W	W	W		W	W	W	W			W	W	W	W		W	W	W					
1	MSU	W	W	W			W	W	W	W		W	W	W				W	W	W		W				
3	MSU				W	W					W				W	W	W				W					
		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5				
		SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S	SU	M	T	WE	TH	F	S				
1	A	W	W	W			W	W	W	W		W	W	W				W	W	W		W				
2	A	W	W		W	W	W				W	W	W		W	W	W	W			W	W				
3	A			W	W	W		W	W	W	W			W	W	W	W		W	W	W					
1	C	W	W	W			W	W	W	W		W	W	W				W	W	W		W				
2	C/D	W	W		W	W	W				W	W	W		W	W	W	W			W	W				
3	D			W	W	W		W	W	W	W			W	W	W	W		W	W	W					
1	MSU	W	W	W			W	W	W	W		W	W	W				W	W	W		W				
3	MSU				W	W					W				W	W	W				W					
		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5				

# 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

[illegible]



# 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

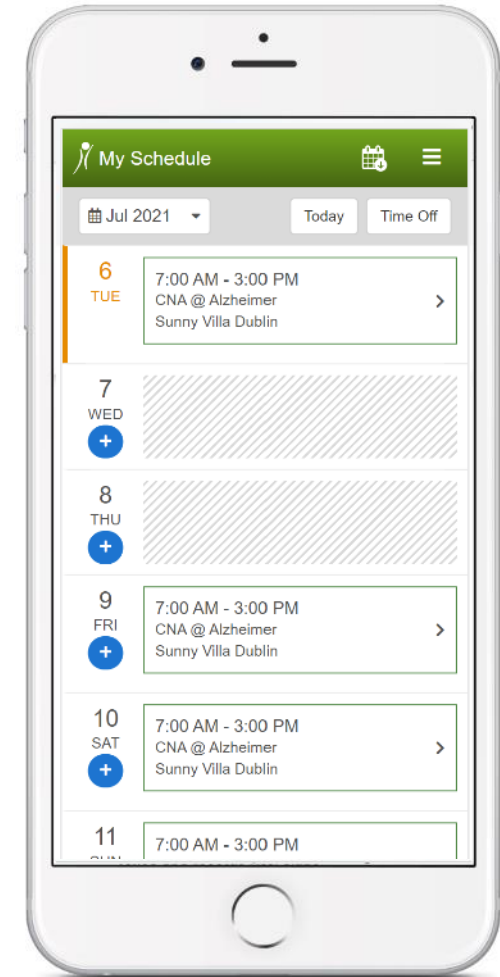
---

- 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
      - $3 \text{ nurses} \times 8 \text{ hours} \times \$2 \times 365 = \$17,520$
    - 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

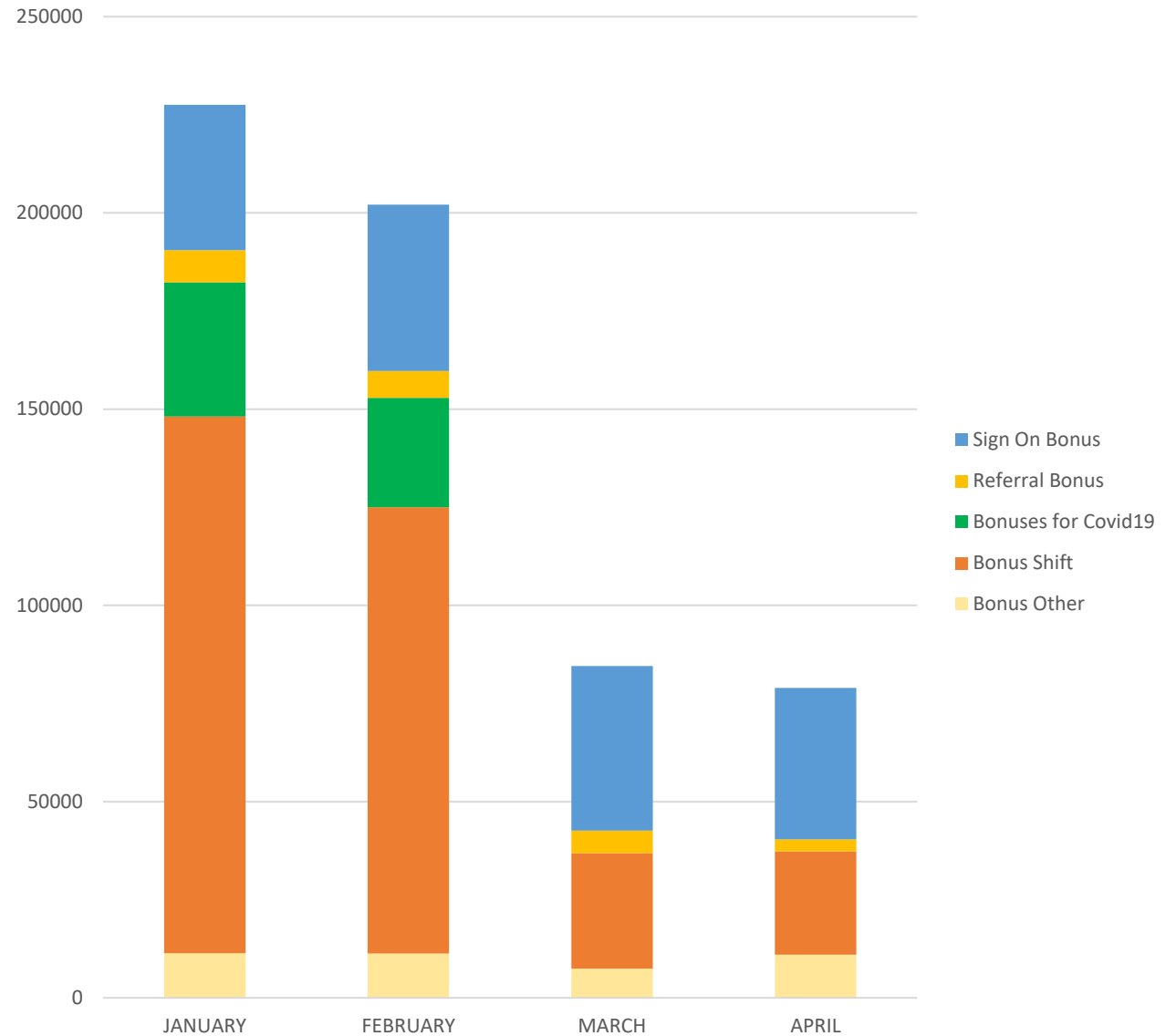
---

- 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

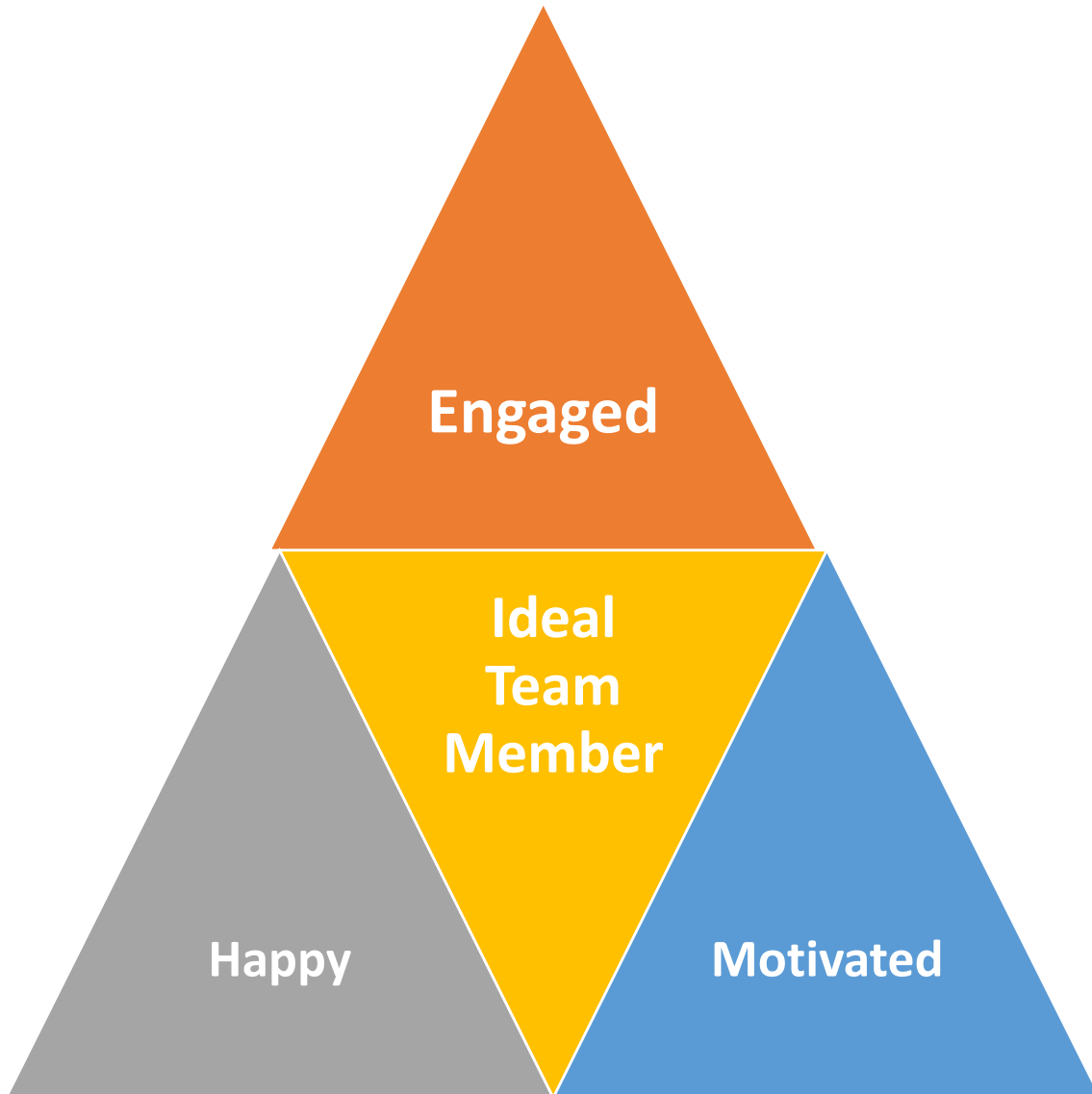


# Staffing Success

- 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



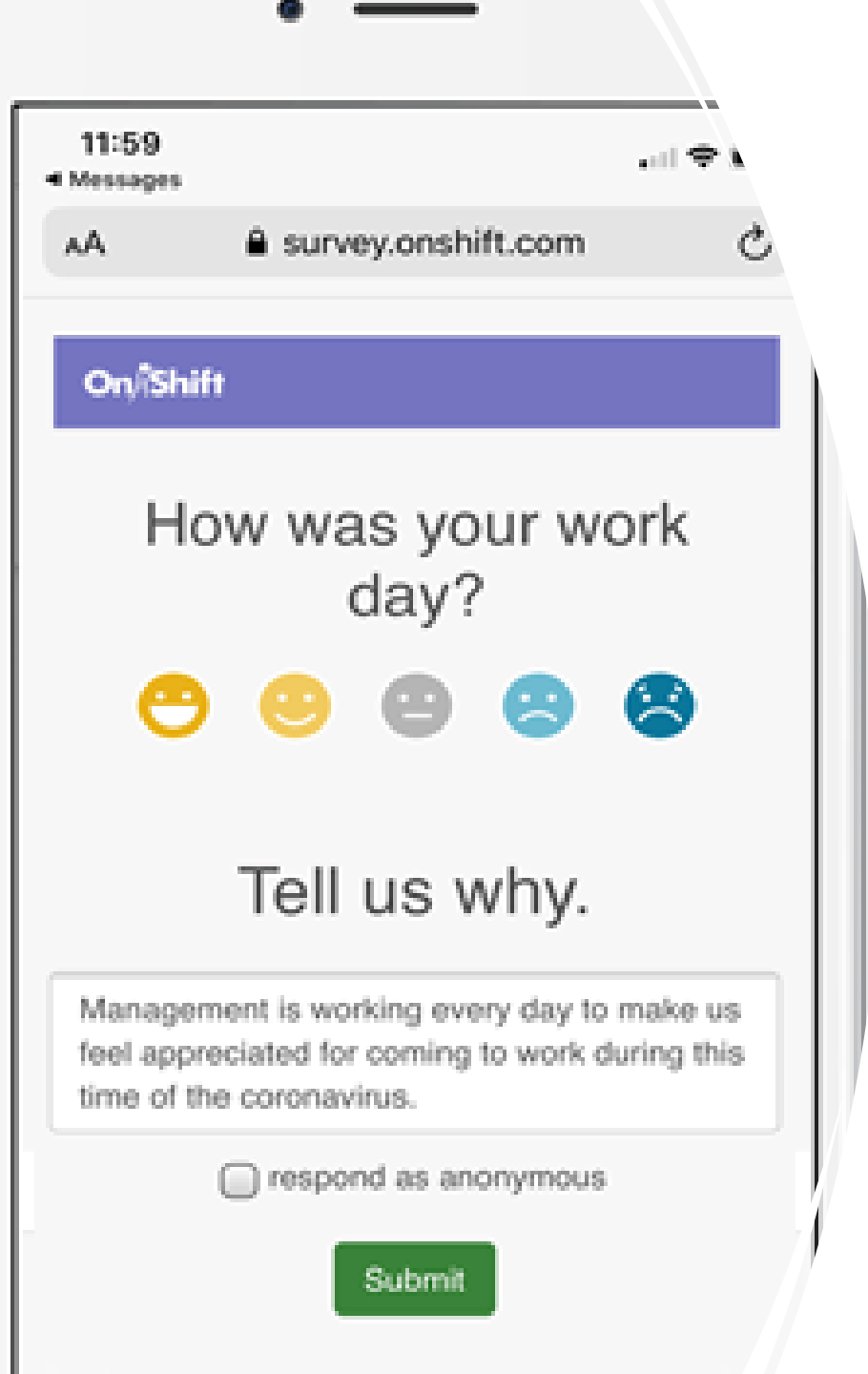
**“Companies with engaged employees outperform those without by 202%”**



A photograph of two healthcare workers, likely nurses or CNAs, wearing blue scrubs and light blue surgical masks. They are leaning over a patient who is lying in a hospital bed. The patient is covered with a white blanket and a patterned hospital gown. The background is a blurred hospital room.

# 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



**THANK YOU NURSES**  
*You Make Lives Better* T

**Lacey Erxleben**  
Region: Central

**Where did you graduate from High School:**  
Devine High School


**High School Mascot:** Devine Warhorses

**What do you do for fun?** I love to garden, read, and spend time with my grandson

**What does the Touchstone Experience mean to you:** It means we strive to find solutions to our problems by thinking outside the box. It also means to me that we are in this Together. We all rise together we all fall together but, in the end, I know that my team always has my back.


**What is your favorite thing about being a DCO/DCR:** Working with my communities to find and capture care, finding solutions to help my communities exceed expectations and be best in class.

**What is one thing your Touchstone family would be surprised at learning about you:** I write poetry and I wanted to be an astronaut growing up



**TOUCHSTONE COMMUNITIES**

**“We just want someone to say *Thank you.*”**  
**CNA Council Member 2021**



**THANK YOU NURSES**  
*You Make Lives Better* T

**Garrett Laughlin**  
Region: East Region

**Where did you graduate from High School:** Elton High School


**High School Mascot:** Elton Indians

**What do you do for fun?** Exercise classes, making music with friends, and exploring different types of food

**What does the Touchstone Experience mean to you:** the Touchstone Experience to me is a Best in Class experience where every patient, resident, and veteran receives the personalized care that they deserve

**What is your favorite thing about being a DCO/DCR:** I love being able to connect with each community and build relationships/friendships with other leaders in the LTC industry.

**What is one thing your Touchstone family would be surprised at learning about you:** I come from a HUGE family with 7 siblings



**TOUCHSTONE COMMUNITIES**



# 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



Del Rio Nursing and Rehabilitation Center (Del Rio, TX)

May 27 at 4:13 PM · 🌐

Congratulations to Ricardo Reyes one of our Nurse's Assistant! We are happy to share in the excitement of your graduation day, and so very proud of you! He has been outstanding in his work performance, your passion for our patients health is appreciated every day.

#delrionursinghome #touchstonestrong #thetouchstoneexperience #graduation2022



CONGRATULATIONS

**LIZ HOWARD**

Administrator

2022 Innovator Award Winner

The OnShift Applause Awards recognize the contributions of those who help address the ongoing challenges, and continuously go above and beyond their job description to make an impact on their colleagues' lives and those they serve.

**Frank M. Tejeda**

Texas State Veterans Home

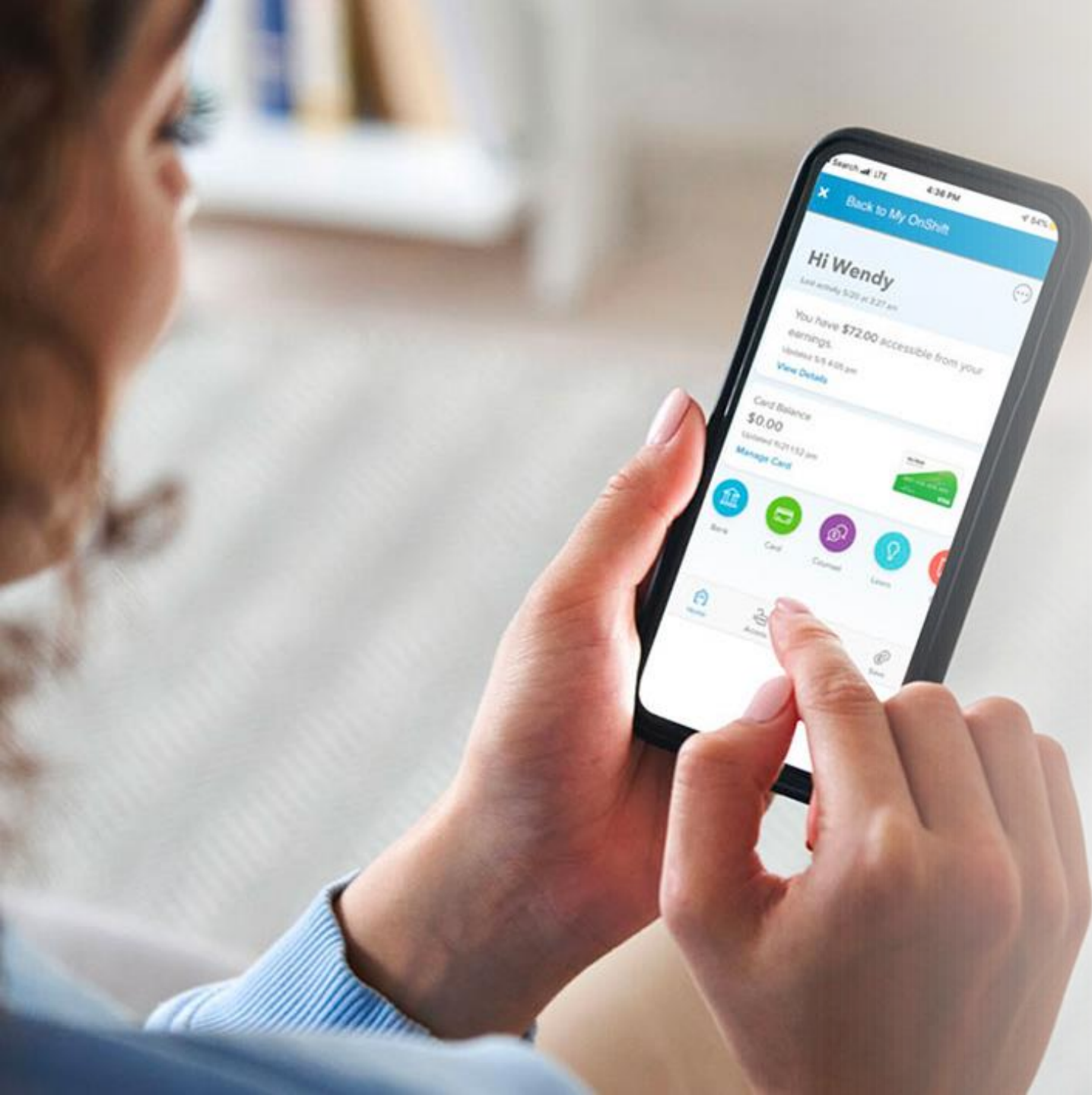


# Consistently Say “Thank You”

- 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