A WHITEPAPER FROM ONSHIFT

Staffing Like A Champ In Senior Care

Strategies To Improve Care, Cost, Compliance & Communication

On/Shift®

Labor. It's a provider's biggest expense and greatest asset. Employees are the key driver in providing high quality care and service to residents. They also have the greatest impact on your bottom line, your ability to adhere to compliance mandates and your ability to create a culture of engagement.

Given today's rampant workforce challenges, you need to do your part and go beyond just plugging a name into a time slot. By implementing a more robust strategy, providers can consistently get the right person, in the right place, at the right time while controlling costs and meeting the needs of today's workforce.

Want to staff like a champ? Here are the staffing strategies you need to improve care, ensure compliance, reduce costs and boost employee engagement.

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Staffing For Quality Care & Compliance

Quality care and compliance are dependent on proper staffing. This means implementing a system that enables you to hit your daily labor management goals while providing consistency to residents and caregivers.

Set Labor Budget Goals & Minimums
Ensuring quality care starts with establishing labor budget targets. Set an hours per patient day (HPPD) goal for each care position and use this information to drive staffing requirements for each shift. For an added layer of compliance, establish minimum acceptable staffing levels. Management and schedulers should have real-time visibility into this data and know exactly what holes need to be filled to hit your daily staffing goals.

Verify Employee Skill Sets & Certifications
Part of knowing you have the right person, in the right place, at the right time is understanding the skills each employee brings to the table. Access to employee certification information can help you quickly identify and schedule the right mix of employees to deliver quality care.

Get Consistent With Assignments
Having set rotations not only benefits your employees, but your residents as well. When schedules are consistent, so is the care being provided. This not only impacts resident satisfaction, but can lead to a level of person-centered care that otherwise wouldn't be achievable.

Anticipate Resident Move Ins & Outs
Staffing requirements may change as residents arrive and others move out. Implement a process where any anticipated census/occupancy changes are communicated to the scheduler so they have the time needed to add or remove staff in order to hit the established labor budget.

Be Prepared For Acuity Fluctuations
Not all staffing needs can be anticipated and often require quick action. Scheduling software like OnShift integrates with clinical applications, giving an up-to-the-minute view of needs based on census/occupancy levels and resident acuity, enabling you to make quick staffing decisions.

Meet Payroll-Based Journal Staffing Requirements
Meeting PBJ reporting mandates is extremely important for skilled nursing providers, as it will soon drive their Five-Star Staffing rating. To ensure you receive credit for the resident care you provide, a process to document, track and verify staffing must be established. This includes care provided from employees (both salaried and hourly), as well as contracted and agency hours.

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Reducing Excess Labor Costs

Providing high quality care is your number one priority. But you also have to be mindful of your bottom line. With the right scheduling practices, providers can meet staffing requirements while eliminating excess labor costs caused by unnecessary overtime, clock-riding and more.

Set Realistic Overtime Goals
Overtime can easily account for 6+% of labor costs. Reducing this by even 1% could add a significant portion of revenue back to your bottom line. To do this, you must set achievable overtime targets and manage to them daily. What's an achievable overtime goal? Take a moment to compare your staffing requirements against the utilization of full-time, part-time and per diem employees to determine a reasonable target.

Be Proactive, Not Reactive
The only chance you have in reducing unnecessary overtime is to look at projected data, not just historical reports. When managing the schedule, analyze employee scheduled hours with worked hours to identify overtime risks. Having this insight helps schedulers make more cost-effective decisions when assigning shifts.

Eliminate Overtime From The Master Schedule
Having overtime built into the schedule puts you at an immediate disadvantage. Schedulers must remove overtime from the schedule before posting to staff. If open shifts remain, schedulers should first recruit non-overtime employees to fill those shifts or better yet, provide a method for those employees to request them.

Create A Cost Effective Call-Off Management Process
Even the perfect schedule can be quickly derailed by employee call-offs. Call-offs put schedulers in a tough position, often leading them to rely on employees known to pick-up extra shifts. The problem? Overtime implications are often not considered. And in the event an internal employee is not available, organizations find themselves relying more and more on costly agency workers.

To combat this, implement a process where open shifts are communicated equally to all qualified and available staff. Prioritize assignments based on an employee's risk for incurring overtime.

Stop Clock-Riding Before It Goes To Payroll
The excess costs that result from an employee punching in early, punching out late, or in some cases, both, can really add up. Having a real-time view of punch data can help you address clock-riding before it goes to payroll, saving significant costs.

Eliminate Overstaffing
Consistently staffing to levels that meet residents' needs, without overstaffing, can drive significant savings. For example, a 100-bed community that overstaffs by .1 hours per patient day can save $75,600/year with tighter staffing level alignment. This is another reason proactive labor budget management is critical to an organization's success.

> "I can get a real-time view of where we are when it comes to hours and overtime. This is our biggest cost in the company and seeing it in real-time allows us to intervene before it becomes a problem."
>
> **–Scott Unverferth**
> Director of Operations
> HCF Management, Inc.

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> "OnShift has been a hit among staff. They are smiling more. This is apparent to other employees, our residents and their families."
>
> **–Ben Thompson**
> Executive Vice President
> Senior Living Communities

Meeting The Needs Of Today's Workforce

The expectations of the workforce are changing. Flexible schedules, a voice to initiate positive changes and regular recognition for hard work are no longer nice to haves, they are must haves if you want to attract, engage and retain staff.

Provide Some Consistency
While employee schedules may need to occasionally change due to fluctuations in occupancy or resident needs, being able to provide each employee with some consistency in their schedule can help improve overall satisfaction and engagement. It takes the guesswork out of their expected income and allows them to plan their life outside of work.

Prioritize Employee Shift Preferences & Availability
Understanding and assigning shifts that employees prefer can go a long way in eliminating future scheduling headaches like call-offs. Document shift preferences for each employee and understand which additional shifts they are available to work. This provides the insight needed for schedulers to make assignments that meet the needs of employees and provides a targeted list for potential shift replacements.

Be Flexible With Shifts
Given the current staffing challenges senior care providers face, it's hard to say 'no' when an employee can only work certain days, times or shift lengths. Consider implementing more flexible scheduling options by allowing employees to work part of a shift, or offering flexible shift times.

Recognize & Reward Top Performers
Everyone likes to be recognized for a job well done. Boost engagement and motivate staff by recognizing and rewarding employees for positive behaviors such as not calling off, filling an open shift, punching in/out on time and going above and beyond the call of duty.

Communicate To The Max
Communication between employees and managers is a key component in staff satisfaction. Keep a constant dialogue going with pulse surveys—a fast and frequent way to capture employee feedback and satisfaction in real time. Use the feedback to adjust policies and procedures and address issues. Give employees a say in when they work by allowing them to view and request open shifts and instantly reply to call-offs. And rethink how you communicate. More and more, workers rely on text messages and mobile apps for instant communication.

Put Schedules In Your Employees' Pockets
Providing on-the-go schedule access can have a major impact on staff satisfaction. Implementing scheduling software like OnShift gets everyone on the same page with access to schedules through the web and mobile apps. With real-time visibility into schedules, you can eliminate phone tag with employees and get your shifts filled quickly and efficiently.

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Empower Employees With Technology

Technology can change the way you interact, motivate and empower your employees on a daily basis.

You work so hard to find the right talent for your organization, why not do everything you can to help keep them and allow them to grow within your organization? By investing in the right technology, you can understand your employee's concerns, take real-time action, strengthen manager-employee relationships and reward high-performing employees on a regular basis.

Technology can also change the way you create and manage your staff schedule. These changes can have a positive effect on everyone from employees, to executives by helping your organization increase efficiencies, staff consistently and provide high quality care and service for residents.

Start by looking for software that is built to meet the specific needs of the senor care industry. Doing so will ensure you have the features and support needed to not just create schedules, but do so in a way that ensures your staff is satisfied and engaged. Staffing is not easy, but by successfully implementing these strategies, your organization can become staffing champions.

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The OnShift Difference

OnShift focuses exclusively on helping long-term care and senior living providers meet their workforce management goals day-in and day-out.

Our cloud- and mobile-based scheduling and engagement software provides easy-to-use, predictive tools to help your communities drive high quality care, predict overtime to lower costs and engage staff.

Labor Budget Management To Improve Care

Stay within budget, mitigate risk and balance employee staffing plans by staffing properly and consistently. With OnShift, schedulers can easily flex staffing up or down by pinpointing the hours and employees needed whenever census or acuity changes.

Predict Overtime To Reduce Costs

Reduce overtime up to 70% with OnShift's proactive approach to overtime control. Our predictive analytics project who will be in overtime so you can take corrective action.

Communicate Efficiently For Stronger Engagement

When open shifts occur, you want to be able to notify potential staff replacements quickly. OnShift allows you to automatically discover potential staff replacements who aren't in danger of going into overtime. Replacements are contacted through text message, email, automated phone call or mobile push notification - whichever method each employee prefers. Call-offs and open shifts are typically resolved in 15 minutes or less.

Staffing Visibility To Drive Consistency

Gain a 360° view into staffing and labor management by integrating with enterprise applications, including time and attendance, HR and clinical systems. This provides a unified view into key labor metrics so community managers, regional and corporate executives can make fast and informed decisions.

Online Scheduling For Greater Efficiencies

OnShift replaces handwritten or spreadsheet schedules with an easy-to-use, cloud-based and mobile application. Automated scheduling minimizes complexities and gives employees more time to spend on care. Mobile applications place everything employees need to manage schedules at their fingertips.

Payroll-Based Journal Reporting For Compliance

Meet Payroll-Based Journal reporting mandates with OnShift's easy-to-use software. OnShift collects all required staffing information – including contractor and agency hours – and provides checks and balances to ensure you get credit for the care you provide.

Pulse Satisfacation Surveys For Real-Time Feedback

Give employees a voice through quick and easy pulse surveys that allow you to monitor and measure employee satisfaction in real time, while also allowing you to uncover issues that need immediate attention.

Recognize & Reward Employees To Drive Engagement

Don't let the amazing work of your employees go unnoticed. OnShift's automated points-based rewards system tracks and incentivizes employee behaviors so contributions are highlighted and rewarded.

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About OnShift, Inc.

OnShift delivers cloud-based human capital management software and proactive services to solve everyday workforce challenges in healthcare. Our suite of products for hiring, scheduling and employee engagement drives quality care, lower costs and higher performance by empowering providers to staff consistently and efficiently. Intuitive design, predictive analytics and customer success management are why thousands of post-acute care and senior living organizations rely on OnShift. For more information visit **www.onshift.com.**

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