

Labor Metrics That Matter In Senior Care



What's measured is managed. And for senior care providers, what's measured is also what drives performance. The operation of your community is dependent on revenue, therefore you need to make sure you're operating as efficiently as possible and not mismanaging expenses.

For most providers, labor is their largest expense. The right metrics can help you not only reduce excess labor costs, but provide the insights you need to be more strategic in your approach to staff consistently for quality care and service, boost staff satisfaction and increase employee engagement.

Here is a complete list of metrics every senior care operator should include in their scorecard.

FOCUS ON UTILIZATION

What To Measure:

- » Full-time staff that are being underutilized, but still receiving full-time benefits
- » Part-time staff that are being overutilized and are legally eligible to receive benefits
- » PRN staff that are being underutilized

Frequency: Start & end of each pay period

Action Plan:

Document each employee's true availability.

School, second jobs and family responsibilities can all impact an employee's work schedule. Make sure changes to availability are regularly updated and reflected in your master schedule.

Stop giving benefits away.

If an employee is receiving full-time benefits, but not working full-time hours, it's important to speak with that staff member about either adding additional hours to their

schedule or moving them to part-time status. Conversely, if an employee is working full-time hours but not receiving benefits, this should also be addressed.

Fully utilize PRN staff.

Many providers neglect to consider PRN staff when looking at utilization. This can be a big miss for organizations looking to fill gaps in their schedules. Clearly document available hours of PRN staff just like you would full- or part-time staff, and make sure the hours they're available reflect the hours they're scheduled. If you offer part-time benefits and you see a PRN is working enough hours to be eligible for those part-time benefits, consider changing their status. This could increase the likelihood you'll be able to retain them long-term. This information provides the insight and ideal candidate schedule to address your hiring needs.

Make Better Hiring Decisions With OnShift

“With OnShift, we no longer guess what our staffing needs are. OnShift has helped us be proactive and allows us to identify where we need to hire.”

–Justin Lee, Marketing & Admissions Counselor, Bridges at Bent Creek



TIME-TO-HIRE

What To Measure:

- » Total open positions
- » Total candidates contacted vs. candidate responses
- » Total scheduled interviews
- » Job offers presented

Frequency: Weekly

Action Plan:

Change the way you communicate with candidates.

Candidates generally apply to positions with multiple communities at a time. Where they decide to work often comes down to who contacts them first. Busy hiring managers often spend days following up on applications and playing phone tag with candidates to set up an initial interview. Communication has changed. And the majority of today's workforce prefers texting over a phone call. In fact, studies show that 90% of text messages are read in 3 minutes. Texting your initial follow-up to candidates can increase your overall number of interviews and decrease overall time-to-hire.

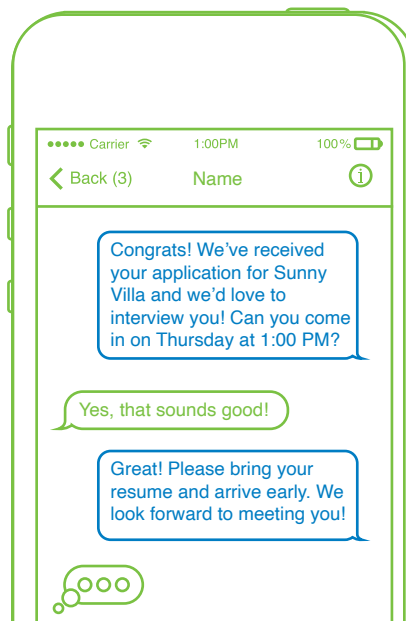
Streamline candidate communications.

Our research shows 37% of senior care providers cite getting candidates to come in for an interview as a major hiring pain point. Sending automated day-before and day-of reminders to candidates can reduce your overall number of no shows. It can also help you more easily reschedule interviews in the event of an unexpected scheduling conflict.

Reduce Time-To-Hire With OnShift

"OnShift Employ has helped us reduce our recruitment costs and find the right candidate for the job...It's been one of the most impactful purchases we've made."

-John Brigham, CEO,
Washington Odd Fellows



STAFFING TO BUDGET REQUIREMENTS

What To Measure:

- » Staffing below your labor budget minimums
- » Staffing above your target labor budget
- » Anticipated or sudden move-ins and move-outs

Frequency: Daily

Action Plan:

Keep schedules & rotations consistent.

Consistent rotations facilitate consistent staffing. Not only does it allow employees to anticipate their schedule, reducing the likelihood of call-offs or no shows, but allows for better continuity of care.

Train schedulers to adjust staffing requirements based on census/occupancy fluctuations.

Make sure schedulers understand how census/occupancy can affect staffing requirements. Create a cheat sheet that allows them to easily see how even a slight change in occupancy can change staffing needs. Anytime a move-in or move-out occurs, they should use this tool to quickly make adjustments to meet their labor budget.

Create a structured process for communicating changes to schedulers & employees.

Move-ins and move-outs can often be anticipated. Make sure changes are communicated to schedulers as soon as possible so they can adjust the schedule accordingly and provide employees advance notice of schedule changes.

A tighter staffing level alignment of .1 HPPD can save a 100-bed community \$75,600 per year. If you find yourself overstaffed, call those individuals and offer for them to take the day off or offer them a different shift where you aren't overstaffed. If bringing that individual in for the day wouldn't cause overtime, you could also consider if their hours could be allocated elsewhere within the labor budget or if there's a special assignment that person could take on for the day.



CAUSES OF OVERTIME

What To Measure:

- » Scheduled overtime: overtime that's built into the schedule
- » Incremental overtime: caused by employees punching in early and/or out late
- » Frictional overtime: occurs as the result of a calloff, no show or open shift

Frequency: Daily; Start & end of each pay period

Action Plan:

Remove overtime from your master schedule.

As a best practice, overtime should never be built into a master schedule, template or included in a newly posted schedule. Instead, have employees request to fill those remaining open shifts, prioritizing those not at risk for overtime.

Address potential clock-riding as soon as possible.

Check time clock punch reports daily and address suspected clock-riding as soon as possible. Often, if employees know this is being monitored, it's enough to stop the behavior.

Give schedulers the visibility they need to be proactive.

A proven way to reduce overtime is to be proactive, not reactive. Start by adding total hours worked and remaining hours scheduled. Next, make sure schedulers are using this information to make the most cost-effective choices when filling open shifts. If needed, consider bulking up your part-time or PRN staff. Particularly for providers with recurring or increasing overtime, hiring additional part-time or PRN staff can be more cost-effective than continuously putting existing employees in overtime.

Have the hard conversations.

As you make efforts to reduce your overtime, you may get pushback from employees who are used to seeing those extra hours in their paycheck. It's important to clearly communicate these changes to employees before they happen. And instead of focusing the conversation just on the change in pay, see if there are ways to retain that employee

within the community, but at a higher pay rate. Or look for ways your organization can help advance their career so they are on the path for earning additional wages in the future.

AGENCY USAGE

What To Measure:

- » Agency workers being used when an internal employee may be available
- » Agency workers who are built into your master schedule

Frequency: Daily; Start & end of each pay period

Action Plan:

Review your agency policy.

As a best practice, providers should avoid scheduling agency more than 2-3 days in advance of the shift. Instead, look to fill those shifts with internal employees first. Even if overtime is incurred as a result, this will almost always be the more cost-effective choice.

Remove agency workers from your master schedule.

Agency workers should never be included in your master schedule or on a newly posted schedule. Even if your organization regularly relies on agency to fill certain shifts, make sure those openings are always first made available for internal employees to request. This not only increases the likelihood of filling the shift with non-agency staff, but gives you a more accurate picture of your available resources.

Implement a more effective call-off management process.

Instead of relying on agency to fill last-minute openings, implement a process where open shifts are first communicated to all qualified and available staff. And prioritize assignments based on an employee's risk for incurring overtime.

Create an internal pool of per diem or on-call employees.

Make it easy for schedulers to know who they can rely on to fill last-minute shifts by creating an on-call list.



Get Real-Time Visibility Into Staffing With OnShift

“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.

OPEN SHIFT DISTRIBUTION

What To Measure:

- » Total number of open shifts by position, location, department
- » Number of communication attempts to fill openings
- » Employees willing to work openings
- » Employees selected to work openings

Frequency: End of each pay period

Action Plan:

Implement a fair & equal process for communicating open shifts.

Establish a process whereby all available and qualified staff members are made aware of open shifts as they happen. This may mean rethinking how you communicate openings—for example, many of today’s employees would rather receive a text message instead of a phone call. And it’s important to track and follow these preferences.

Allow employees visibility to view & request open shifts.

Make sure your staff has visibility into open shifts and can easily request to fill them. Then, prioritize filling those shifts with those not at risk for incurring overtime.

Identify consistent staffing gaps.

When you have a regular pulse on which shifts are open, you can more effectively identify which positions and shifts to prioritize hiring.

EMPLOYEE CALL-OFFS AND NO SHOWS

What To Measure:

- » Employees who called-off and the reason
- » Employees who were a no show for a shift
- » Total call-offs/no shows

Frequency: End of each pay period

Action Plan:

Address attendance issues directly with the employee.

Adherence to attendance policies is a key indicator of engagement. If you don’t have an attendance policy, get one. It’s the best way to ensure attendance issues are handled consistently and is part of creating a fair and balanced workplace. Additionally, addressing attendance issues early and often to get to the root of the problem—whether it’s an issue with their schedule, a personality conflict with a co-worker, dissatisfaction with certain duties, etc.—to find resolution. After all, the most successful operators are those with engaged employees that show a strong desire to be at work because they love what they do, and demonstrate their desire to build a great team of employees.

Recognize & reward positive behaviors.

What gets recognized gets repeated. Boost engagement and show staff their hard work doesn’t go unnoticed by systematically recognizing and rewarding key behaviors such as not calling off, clocking in and out on time and going above and beyond the call of duty.

Improve Engagement & Reduce Turnover



CRAZY GOOD SOFTWARE FOR SENIOR CARE

- Provide easy & flexible staff schedules on-the-go
- Get real-time employee feedback with pulse surveys
- Recognize & reward employee contributions
- Give staff timely access to earned but unpaid wages between paychecks

Learn More: OnShift.com



STAFF SATISFACTION

What To Measure:

- » High/low satisfaction by position, location, department
- » Survey response rates
- » Actionable feedback from staff members

Frequency: Weekly

Action Plan:

Meet directly with staff to address low satisfaction.

There are a number of factors that play into satisfaction. If you see a particular department is trending low, meet with staff directly to understand why and work together to come up with a solution.

Provide training opportunities for managers in areas of low satisfaction.

Managers and supervisors play a huge role in staff satisfaction. If satisfaction is low for a particular manager, it may be due to a disconnect between that manager and their employees. Employee-manager relationships are extremely important. If managers are having trouble connecting with their employees and forming relationships, it's up to you as an operator to provide training opportunities to that manager or supervisor, whether it's online seminars, leadership coaching, mentorship programs, books, etc., to help them develop those skills.

Be fast to address or respond to employee feedback or concerns.

The surest way to engage your workforce is to listen and act on their feedback. It shows employees you're invested in them and you care about their experience at work. Fast and frequent pulse surveys are an easy way to gauge overall satisfaction and receive actionable feedback, making them significantly more impactful than annual or even quarterly staff surveys. There will be times that you are unable to change something, but it is important to communicate those reasons why. Communication is paramount.

Engage & Retain Staff With OnShift

“What OnShift Engage really allows us to do is to leverage the information that we already have in the system to have better conversations with employees to engage them, motivate them and align it with incentives to retain them for the future.” –Chris Stach, Director of HR Support, Altercare

TURNOVER AND RETENTION

What To Measure:

- » Turnover in the first 90 days
- » Positions/departments with the highest/lowest turnover and retention

Frequency: Monthly

Action Plan:

Engage employees from day one.

Turnover in senior care is traditionally highest in the first 90 days. Implement programs that engage employees from the start and regularly check in on how they're settling in throughout those critical first three months on the job.

Use exit interviews to understand what keeps employees from staying.

There are a number of things that factor into an employee leaving an organization. Use exit interviews to understand which factors, if any, you can change.

Work with managers to understand which employee engagement tactics are working.

It's important to get feedback on what's working and what's not. Understanding the issues is the first step to solving them. If you have a department where turnover is particularly high, take the time to really get to know that department. Work side by side with them during different shifts to learn what's happening. Maybe it's a resource issue, an issue with having the necessary supplies, or an internal process issue, such as a scheduling problem. The sooner you identify it, the sooner you can implement change.

Offer non-traditional perks that show you care.

It's important for organizations to differentiate themselves and give staff a reason to stay beyond wages. Non-traditional perks such as flexible schedules and access to earned but unpaid income between paychecks make a difference to your employees by showing them you care.



ACHIEVE OPERATIONAL EXCELLENCE WITH ONSHIFT

Technology can help you easily access the insights you need to make your organization thrive. OnShift can help!

- ✓ Boost Efficiencies
- ✓ Reduce Time-To-Hire
- ✓ Eliminate Traditional, Costly Timeclocks
- ✓ Control Costs
- ✓ Promote Quality Care
- ✓ Increase Employee Engagement

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.

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