

## **SURVEY REPORT**

# **Workforce 360**

**TURNOVER & HIRING CONCERNS IN SENIOR CARE DRIVE  
INCREASED FOCUS ON EMPLOYEE PERKS & PROGRAMS**



# WORKFORCE 360 SURVEY RESULTS

**I**n fall 2019, OnShift conducted a survey to better understand the critical workforce issues in senior care. Nearly 1,500 industry professionals shared their perspectives on top workforce challenges facing the industry today, including the impact, outlook and potential solutions.

Across all demographics, respondents report employee turnover as the top workforce challenge (72 percent) impacting their organization today. The challenge was most greatly felt by HR professionals, with 84 percent citing this issue as their biggest struggle.

## Outlook & Impact

When asked to rate the outlook of these workforce challenges over the next three years, the vast majority of respondents believe issues of retaining employees (63 percent), finding qualified employees (73 percent) and managing labor costs (69 percent) will remain the same or worsen.

The devastating organizational impact of these challenges is far-reaching. When asked how employee

turnover impacts their organization, respondents note an increase in employee burnout (70 percent) and labor costs (47 percent) due to an increased reliance on overtime (62 percent). However, the negative impact of employee turnover not only affects an organization's employees and bottom line, but their residents as well. Respondents cite that employee turnover

**Respondents cite that employee turnover correlates to a decrease in continuity of care (68 percent) and resident satisfaction (44 percent).**

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## Competition For Talent Is Expanding

These challenges are further magnified by growing competitive threats for talent both in and outside the industry. While the majority of those surveyed indicated other senior care organizations as their biggest threat for talent (91 percent), they also recognize that home health agencies (58 percent) and hospitals and health systems (69 percent) are largely competing for the same pool of talent.

**Competition for talent outside the industry was more predominately felt by senior living organizations (70 percent) than skilled nursing providers (42 percent).**

However, other healthcare providers are not the only concern. Nearly 66 percent of all respondents indicated they also regularly compete for talent outside the healthcare industry, i.e. hotels, restaurants, retail and growing “gig

economy” services such as Uber, Lyft and Instacart. Competition for talent outside the industry was more predominately felt by senior living organizations (70 percent) than skilled nursing providers (42 percent).

## Employee Struggles Widely Recognized

Employee work-life balance is the top issue facing the senior care workforce today. Respondents reported that the most critical challenge their staff face is working multiple jobs (69 percent), lacking reliable childcare (59 percent) and having additional

family responsibilities (50 percent). A lack of financial savings (59 percent) was also cited as a top personal challenge facing employees.

When asked how these personal struggles impact work performance, respondents reported more frequent call-offs and absenteeism (80 percent), lower motivation and satisfaction (59 percent) and an inability to work when needed (59 percent). Additionally, 41 percent of HR respondents cited that these personal struggles often lead to strained employee-manager relationships.

## **Perks & Benefits Are A Main Focus**

Recognizing the issues facing employees, respondents indicated their organization offers or plans to offer additional perks and benefits to help ease their employees' stresses.

The top perk senior care organizations are focused on implementing is an employee rewards and recognition program (62 percent) to help ensure their employees feel recognized and rewarded for their contributions at work.

To help accommodate their employees' additional work and family responsibilities, respondents offer or plan to offer more flexible scheduling (50 percent) for better employee work-life balance.

Additionally, respondents said their organization offers or plans to offer employee tuition assistance (50 percent) to help advance careers. In addition, organizations indicated they offer or plan to offer meal and/or consumer discounts (37 percent) and access to earned wages between paychecks (34 percent) to further ease the financial burden many of their employees face.

## **Technology As A Retention Tool**

Respondents recognize that technology is vital to better meeting the needs of today's workforce. And while 58 percent of those surveyed feel that, overall, they have the right technologies in place to meet the needs of today's workforce, 42 percent indicated they are not fully confident in every area of their technology stack.

Knowing the high value today's workforce places on work-life balance, 61 percent of those surveyed indicated they have an above average employee scheduling software in place. However, respondents are less confident in the software they are using to meet staffing compliance requirements (40 percent) and to train and develop employees (48 percent).

When it comes to engaging employees through technology, respondents are also feeling confident. 36 percent of all respondents indicated their technology for employee engagement and retention was above average. Solutions to enhance employee communication and feedback (38 percent), as well as employee satisfaction surveys were also reported as above average (38 percent).

## **Key Takeaways**

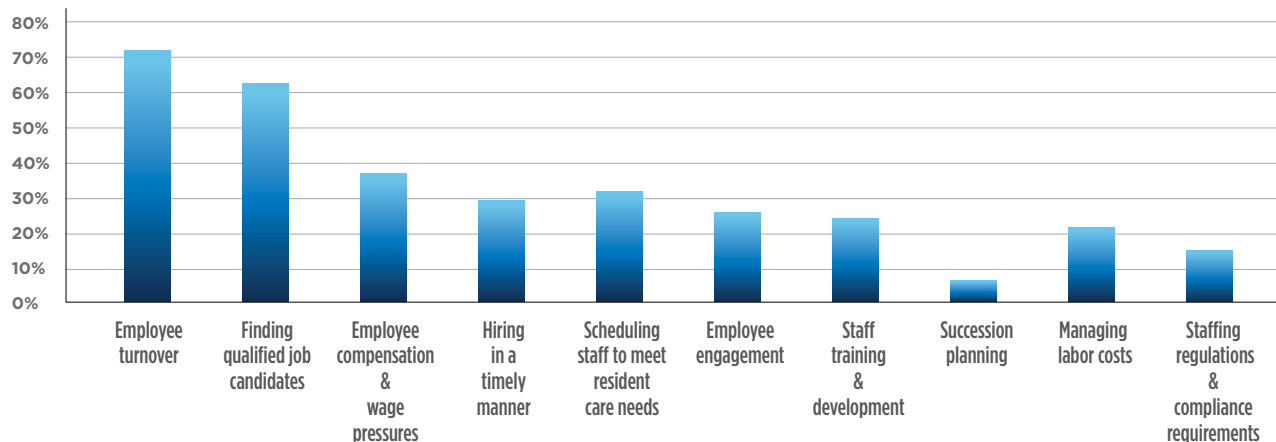
The workforce crisis facing senior care providers is expected to get worse and can critically impact an organization's viability. To remain competitive, senior care executives should pay close attention to the needs of their employees and look to redefine the employee experience by implementing programs and technologies designed to reduce turnover and create a pipeline of qualified candidates. Doing so will create an engaged workforce that dramatically reduces turnover rates, decreases costs and improves the quality and continuity of care.

# WORKFORCE 360 SURVEY RESULTS

Full Survey Results: 1490 Respondents

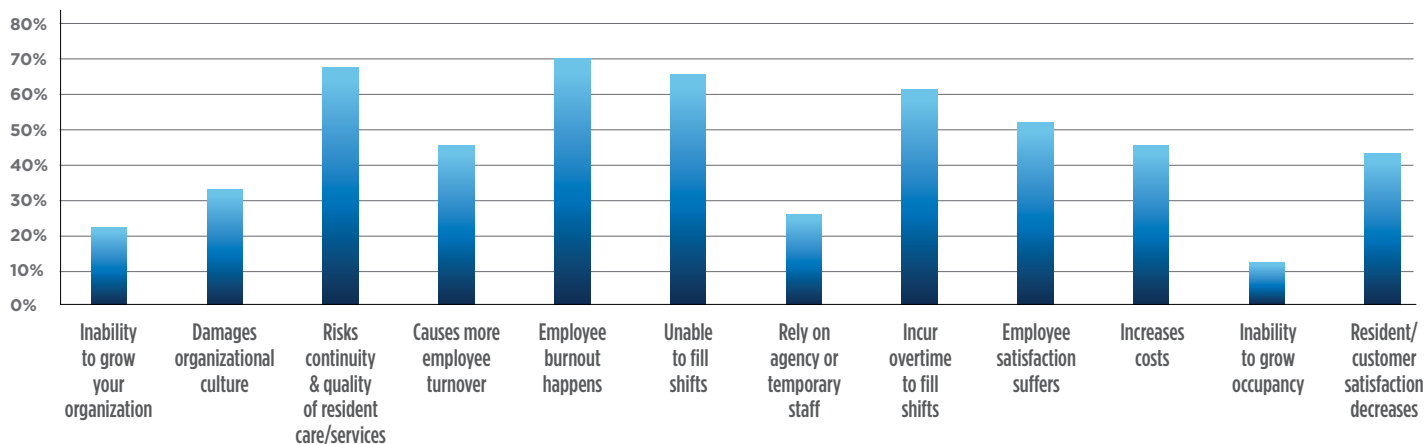
## Top Workforce Challenges

What are your organization's top workforce challenges? Select all that apply.



## Impact Of Employee Turnover

How does employee turnover impact your organization? Select all that apply.



## Workforce Outlook

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



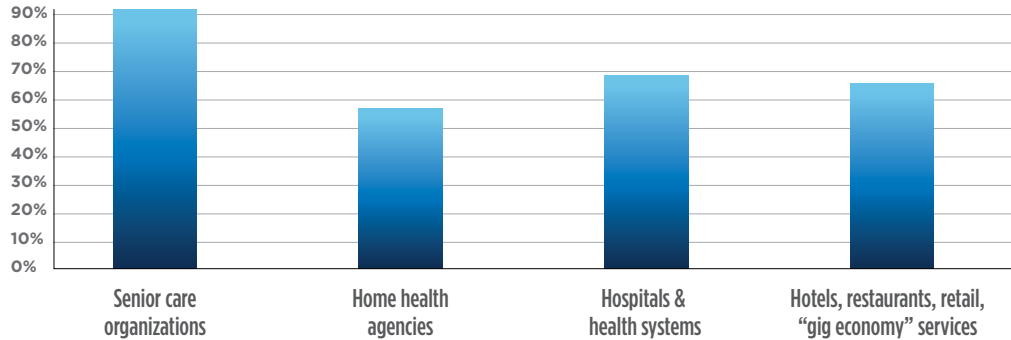
■ Remain the same or worsen ■ Improve

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## Competition For Talent

Who do you compete with when hiring employees?



## How Organizations Cope With Current Workforce Issues

Due to current workforce issues within your organization, how often has your organization had to:



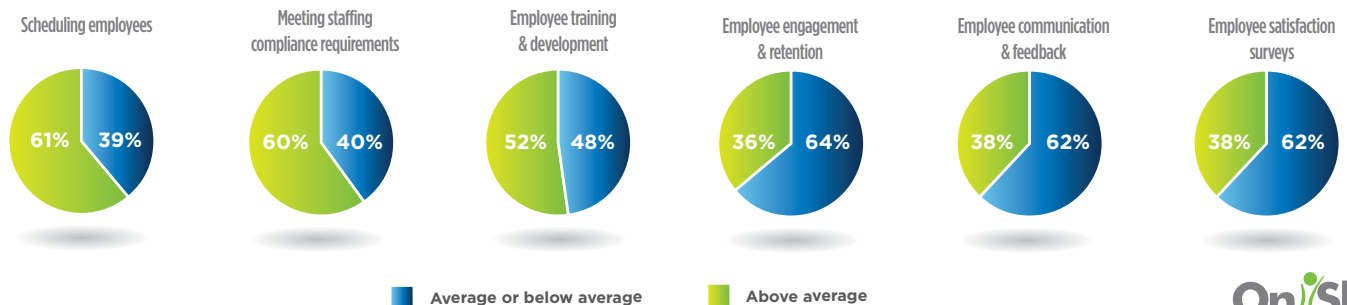
## Confidence In Technology Stack

Do you believe that your organization has the technology in place to meet the needs of the modern workforce?



## Effectiveness Of Technology

How effective is your organization's technology in the following areas:

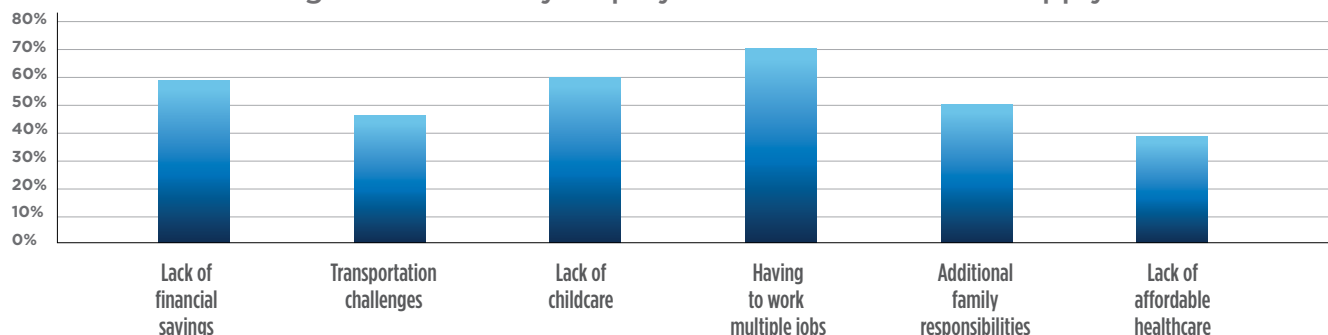


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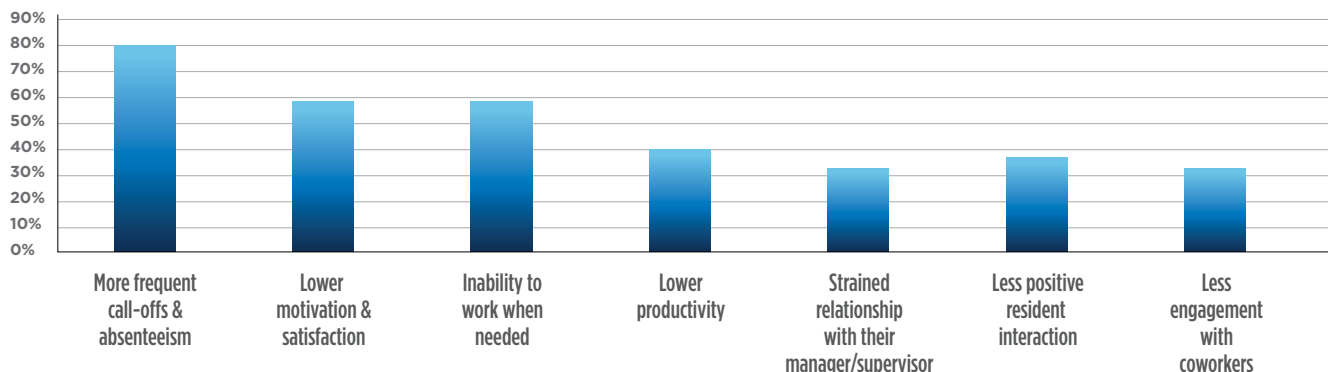
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What do you believe are the most critical personal challenges that your caregivers and hourly employees face? Select all that apply.



## Impact Of Personal Challenges On Employee Performance

How do these personal challenges of your caregivers and hourly employees impact their work performance? Select all that apply.



## Employee Perks

What type of perks does your organization offer or plan to offer your employees? Select all that apply.

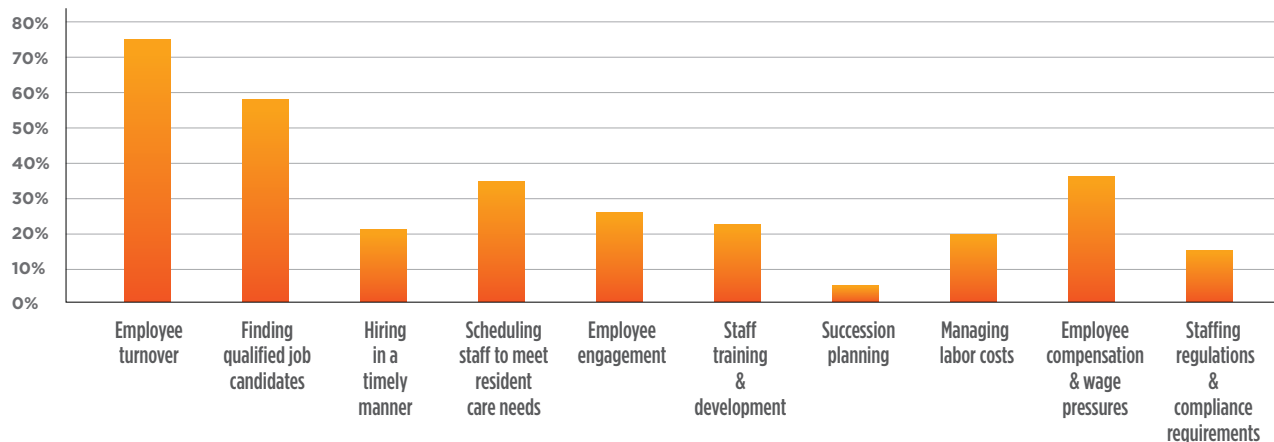


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Skilled Nursing Providers: 504 Respondents

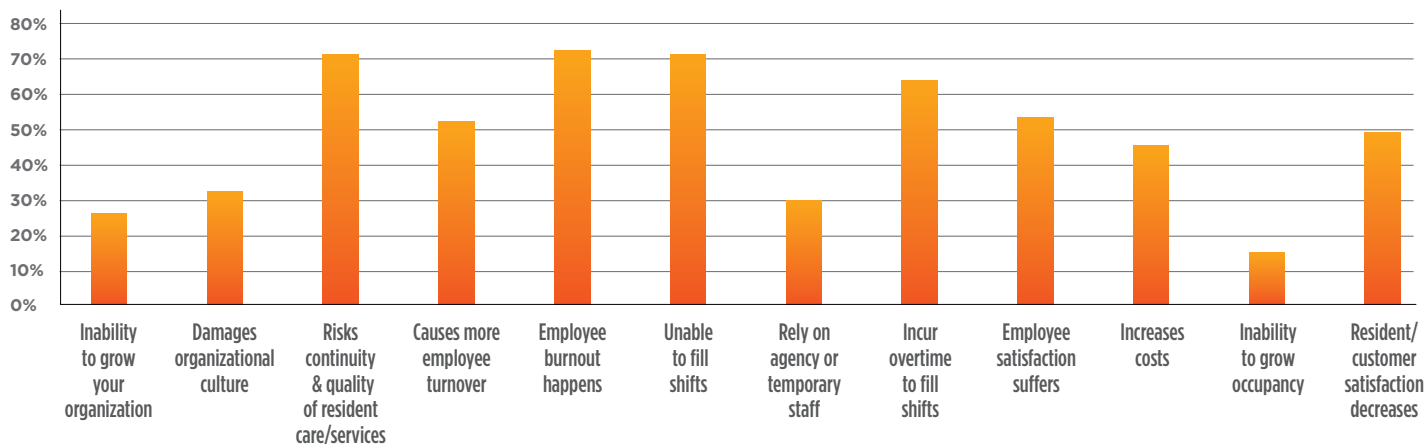
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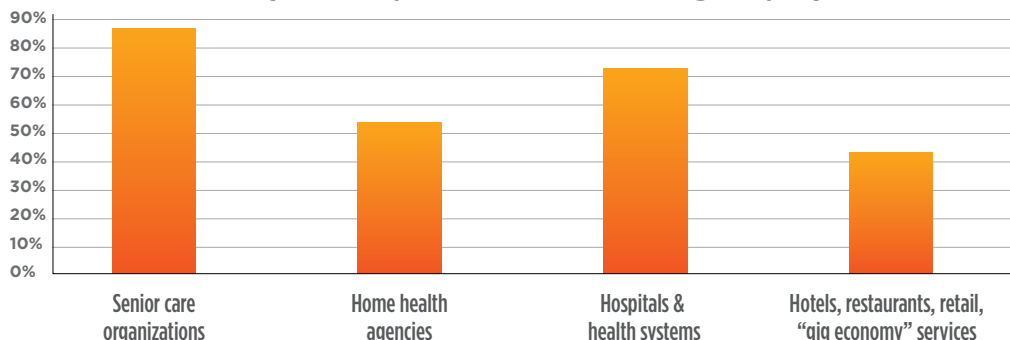


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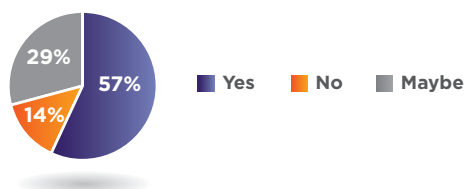
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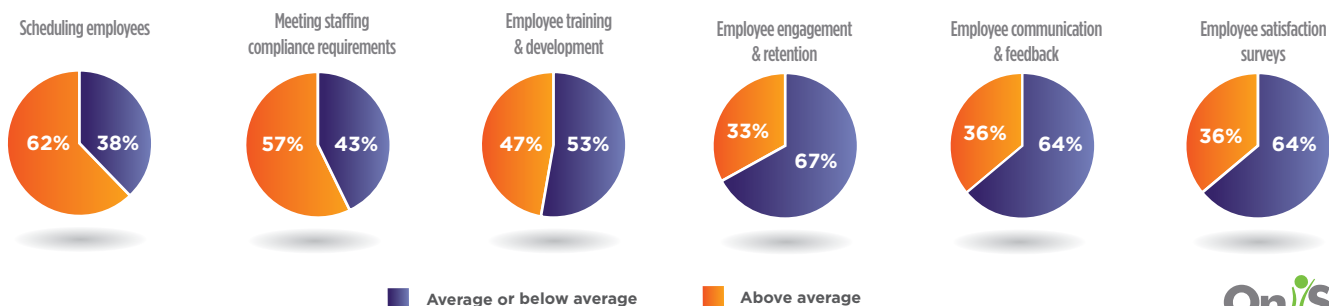
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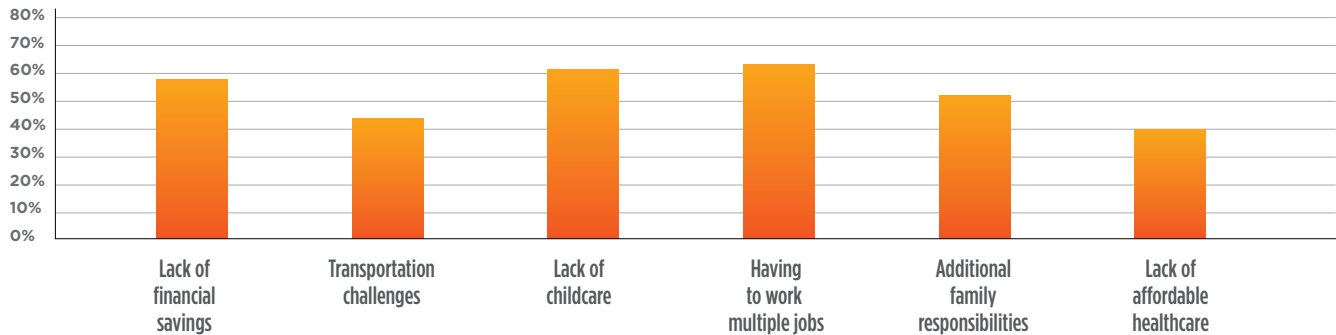


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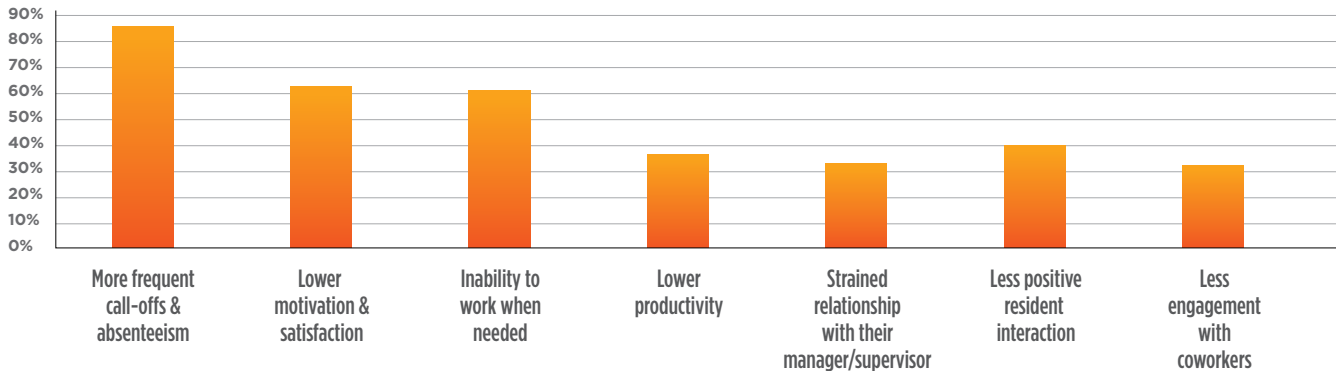
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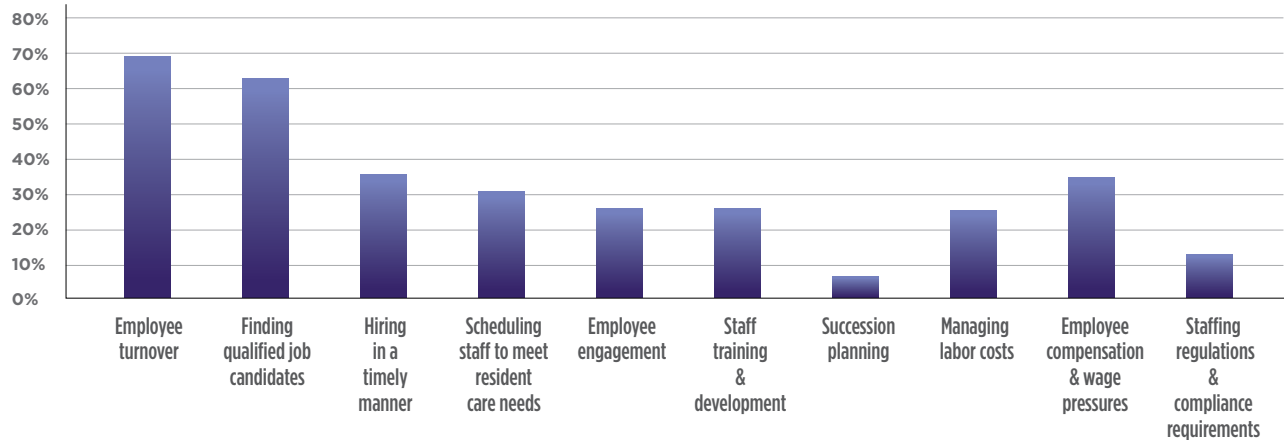


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Senior Living Providers: 641 Respondents

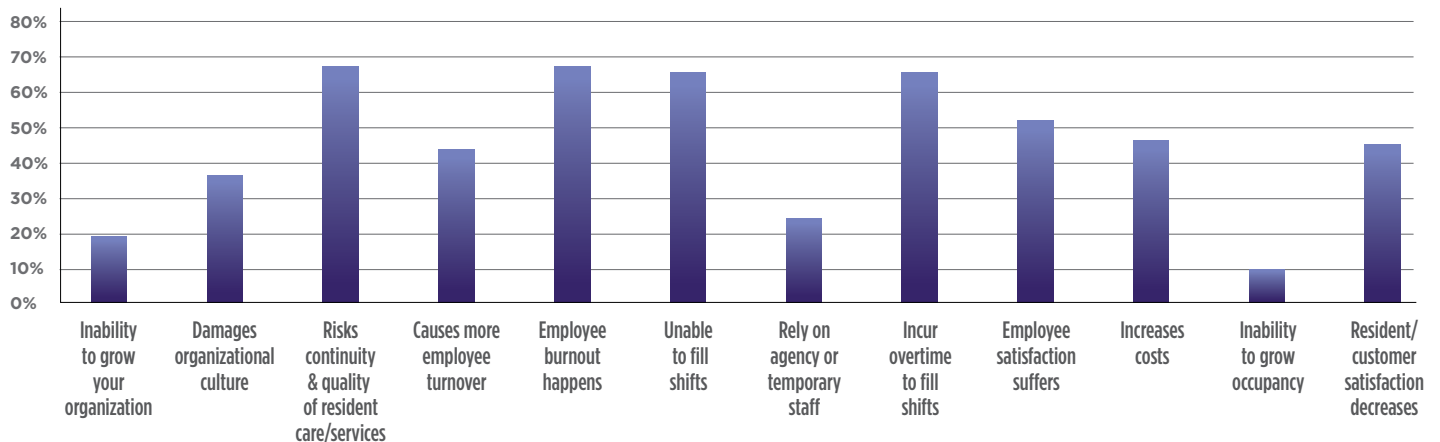
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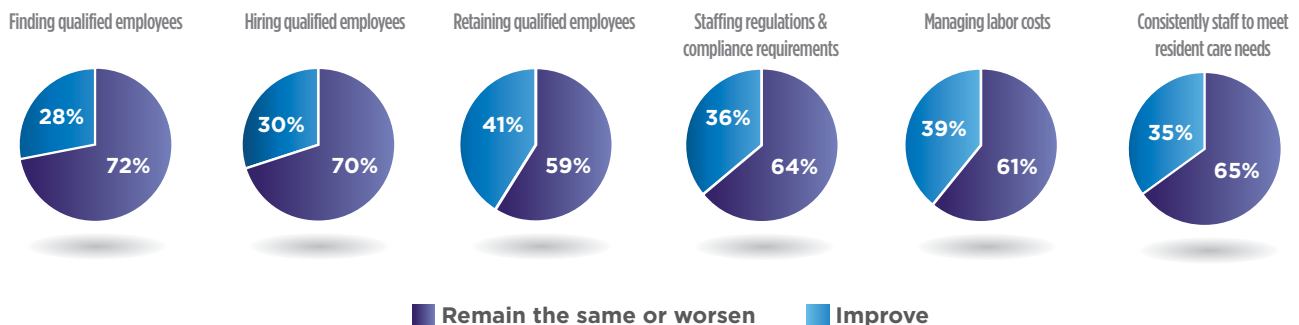
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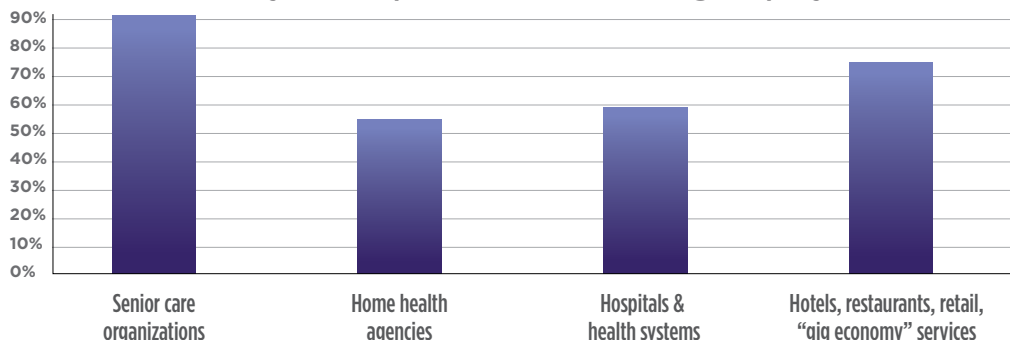


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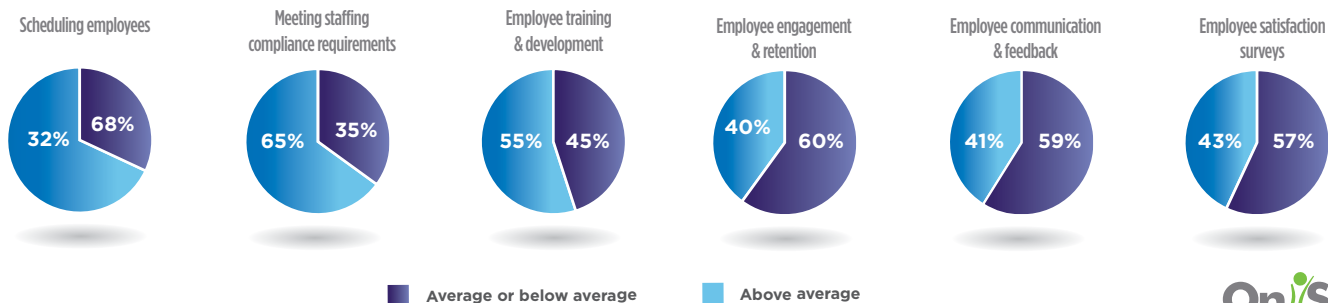
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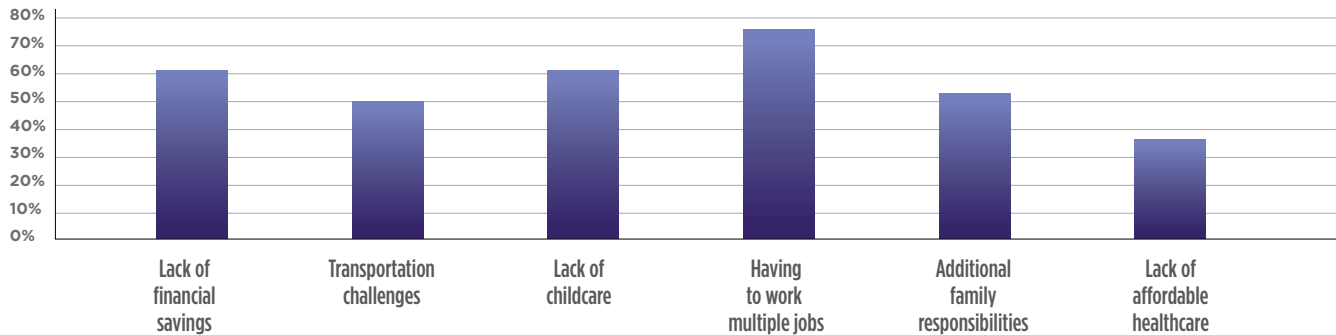


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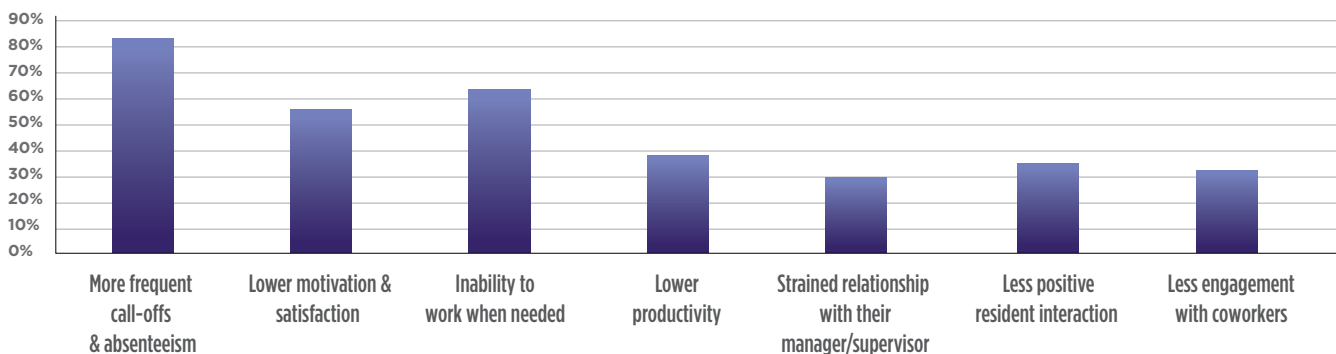
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## About OnShift, Inc.

OnShift's next-generation human capital management platform fundamentally transforms the relationship between healthcare organizations and their employees. Our innovative approach to recruitment, hiring, scheduling 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](http://www.onshift.com).