# Workforce 360

EMPLOYEE BURNOUT, FEAR & SAFETY CONCERNS IMPACT
RECRUITMENT & RETENTION IN SENIOR CARE

OnShift

# WORKFORCE 360 **SURVEY RESULTS**

**IN** fall 2020, OnShift conducted their second Workforce 360 survey to better understand the critical workforce issues facing senior care providers. This year, over 2,100 industry professionals shared their perspectives on the top workforce challenges facing the industry, as well as insights into how COVID-19 is impacting their employees and their organization.

Across all demographics, respondents report finding and hiring qualified job candidates as their top workforce challenge (67 percent), followed by employee turnover (57 percent). Although these are consistent with the top two challenges reported in 2019, the order has flipped, suggesting that while turnover remains a major issue, finding qualified candidates has become even more difficult.

The emergence of COVID-19 and its prevalence in senior care organizations across the country is likely a key contributor in this shift.

## Employee Burnout Increases As Providers Work To Ease Anxieties

Throughout the pandemic, ensuring employee safety and wellness has been a top priority for providers. However, the majority of respondents cite difficulties managing fear and anxiety among staff (54 percent).

> **65 percent of respondents recognize fear & safety concerns as a top personal challenge facing employees.**

Respondents recognize the toll this crisis has had on their employees with burnout (80 percent), as well as fear and safety concerns due to COVID-19

(65 percent) reported as the top personal challenges facing employees today.

As a result of these personal challenges, respondents note more frequent call-offs and absenteeism (76 percent), lower motivation and satisfaction (63 percent) and an inability to work when needed (52 percent).

The impact of these personal challenges is far-reaching. Not only can they lead to increased turnover, but make it more difficult for organizations to effectively recruit new frontline staff. In fact, even as the talent pool has expanded due to COVID-19, respondents cite difficulties recruiting and hiring displaced workers (56 percent).

## Added Costs Burden Providers Amid Staffing Struggles

COVID-19 has also placed additional financial strain on providers. In fact, the biggest shift from the 2019 to 2020 survey results was a 50% increase in respondents citing staffing to meet resident care needs (47 percent) and managing excess labor costs (33 percent) as top workforce challenges.

> **50% year over year increase in respondents citing staffing to meet resident care needs and managing excess labor costs as top workforce challenges.**

Due to the pandemic, the vast majority of respondents indicate difficulties consistently filling shifts (74 percent). As a result, many report they often rely on overtime to fill shifts (73 percent), depend on managers to work open

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shifts (37 percent) and adjust employee roles to cover staffing needs (31 percent). Despite these efforts, a large portion of respondents also note they often work shifts without enough staff (33 percent).

Agency usage has also increased 22 percent from last year's survey with respondents indicating they often rely on temporary workers/agency staff (24 percent).

> **24% of respondents indicate they often rely on agency staff, a 22% increase from 2019.**

Additionally, and in direct response to the pandemic, respondents cite difficulties managing added infection control costs (57 percent) and report offering or planning to offer employees hero and bonus pay (48 percent). However, it is unclear if these pay increases are sustainable.

## COVID-19 Reveals Technology Needs

To help offset challenges, respondents indicate that their organizations are looking to technology for help. In fact, the majority of respondents report that their organization has placed a high priority on investing in technology to help improve resident engagement (75 percent) as well as resident/family communication (75 percent).

Respondents also indicate they plan to place a high priority on investing in technologies that will allow them to better support their staff.

Employee scheduling (70 percent) and employee communication (68 percent) top the list as high priority technology investments to help ensure proper staffing and provide greater flexibility for employees. In addition, respondents indicate they plan to invest in employee health monitoring (58 percent) and employee reward and recognition (51 percent) technologies.

## Key Takeaways

Senior care providers realize how critical staffing is to the viability of their organization and respondents indicate these workforce challenges will persist for quite some time. In fact, similar to last year's survey, the vast majority of respondents believe challenges retaining employees (65 percent), finding qualified employees (71 percent), managing labor costs (68 percent) and staffing to meet resident care needs (67 percent) will remain the same or worsen over the next three years.

Given that these workforce challenges are likely to continue, senior care providers are looking to make investments that allow them to better support their staff during this crisis and well beyond. Doing so will provide a foundation to help prevent employee turnover, while also making their organization more attractive to potential new hires. This is critical for providers because with a more stable and consistent workforce, organizations can more effectively improve the quality and continuity of resident care.

# WORKFORCE 360 **SURVEY RESULTS**

## Top Workforce Challenges
### What are your organization's top workforce challenges?

| Challenge | Percentage |
|---|---|
| Employee turnover | 57% |
| Finding & hiring qualified job candidates | 67% |
| Staffing to meet resident care needs | 48% |
| Engaging & communicating with staff | 28% |
| Staff training & development | 28% |
| Managing excess labor costs | 33% |
| Employee compensation & wage pressures | 35% |
| Staffing regulations & compliance requirements | 18% |
| Ensuring employee safety & wellness | 16% |
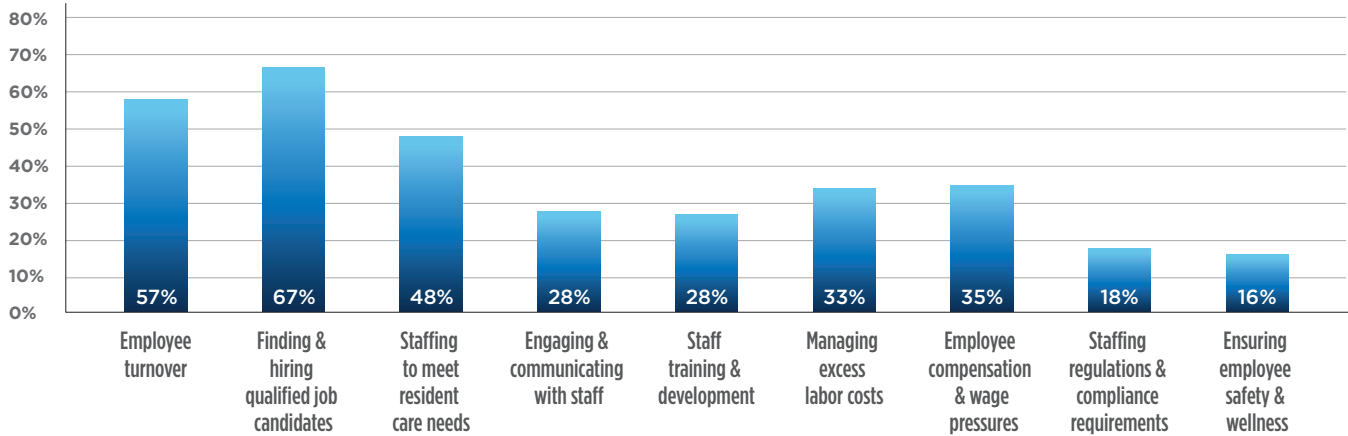
## Workforce Outlook
### Please rate your outlook on workforce challenges over the next 3 years.

| Category | Remain the same or worsen | Improve |
|---|---|---|
| Finding & hiring qualified employees | 71% | 29% |
| Retaining employees | 65% | 35% |
| Managing labor costs | 68% | 32% |
| Consistently staffing to meet resident care needs | 67% | 33% |
| Staffing regulations & compliance requirements | 67% | 33% |

■ Remain the same or worsen    ■ Improve
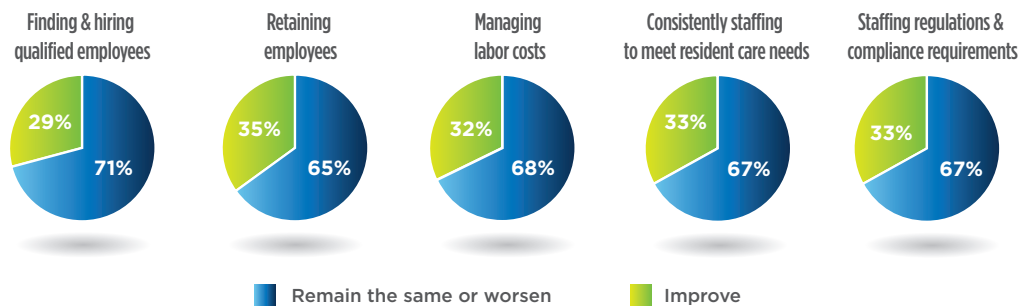
## Impact Of Employee Turnover
### How does employee turnover impact your organization?

| Impact | Percentage |
|---|---|
| Difficult to grow your organization & occupancy | 29% |
| Damages organizational culture & reputation | 36% |
| Risks continuity & quality of resident care/services | 56% |
| Causes more employee turnover | 53% |
| Employee burnout happens | 79% |
| Unable to fill shifts | 64% |
| Rely on agency or temporary staff | 35% |
| Incur overtime to fill shifts | 70% |
| Increases recruitment costs | 39% |
| Resident/customer satisfaction decreases | 55% |

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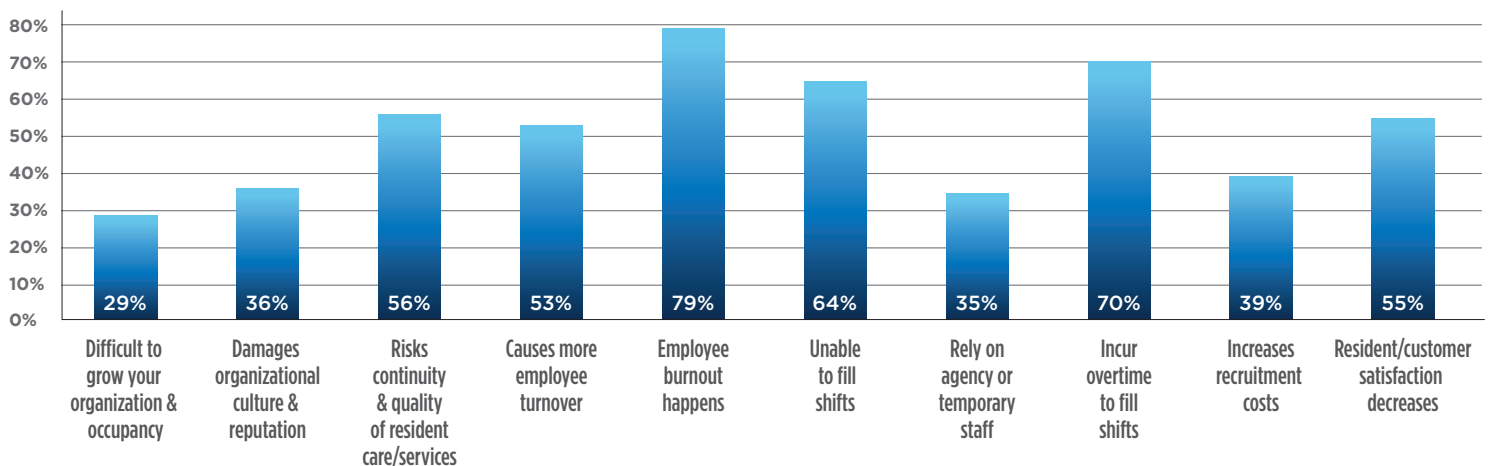
# WORKFORCE 360 **SURVEY RESULTS**

## Competition For Talent

### Who do you compete with when hiring employees?

| Category | Percentage |
|----------|-----------|
| Senior care organizations | 87% |
| Home health agencies | 47% |
| Hospitals & health systems | 57% |
| Hotels, restaurants, retail, "gig economy" services | 26% |
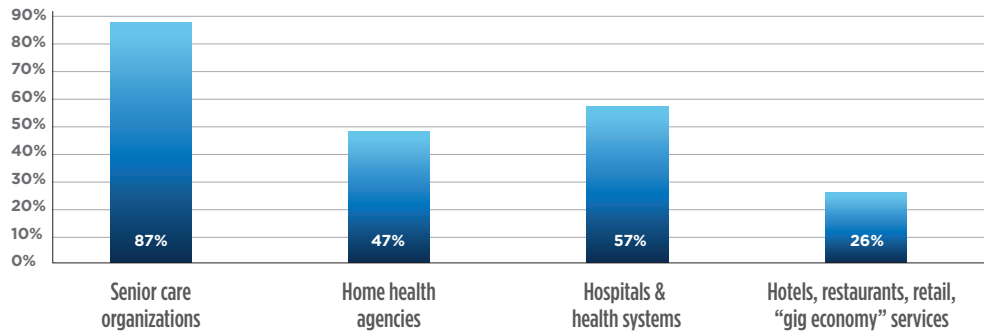
## How Organizations Cope With Current Workforce Issues

### How difficult has it been for your organization to manage the following areas during the COVID-19 pandemic?

**Recruiting & hiring displaced workers**
- 9% Easy
- 35% Neither
- 56% Difficult

**Maintaining or growing resident census/occupancy**
- 10% Easy
- 26% Neither
- 64% Difficult

**Managing fear & anxiety among staff**
- 18% Easy
- 28% Neither
- 54% Difficult

**Consistently filling shifts**
- 7% Easy
- 19% Neither
- 74% Difficult

**Managing added labor costs**
- 9% Easy
- 29% Neither
- 62% Difficult

**Managing additional infection control costs**
- 15% Easy
- 28% Neither
- 57% Difficult

**Implementing & monitoring COVID-19 policies**
- 29% Easy
- 30% Neither
- 41% Difficult

**Resident & family communication**
- 33% Easy
- 30% Neither
- 37% Difficult

**Employee engagement & retention**
- 13% Easy
- 31% Neither
- 56% Difficult

**Employee communication & feedback**
- 26% Easy
- 37% Neither
- 37% Difficult

**Obtaining employee safety equipment**
- 26% Easy
- 26% Neither
- 48% Difficult

**Securing tests with timely results**
- 26% Easy
- 30% Neither
- 44% Difficult

Legend: ■ Difficult  ■ Neither difficult nor easy  ■ Easy

### Due to the pandemic, how often has your organization had to:
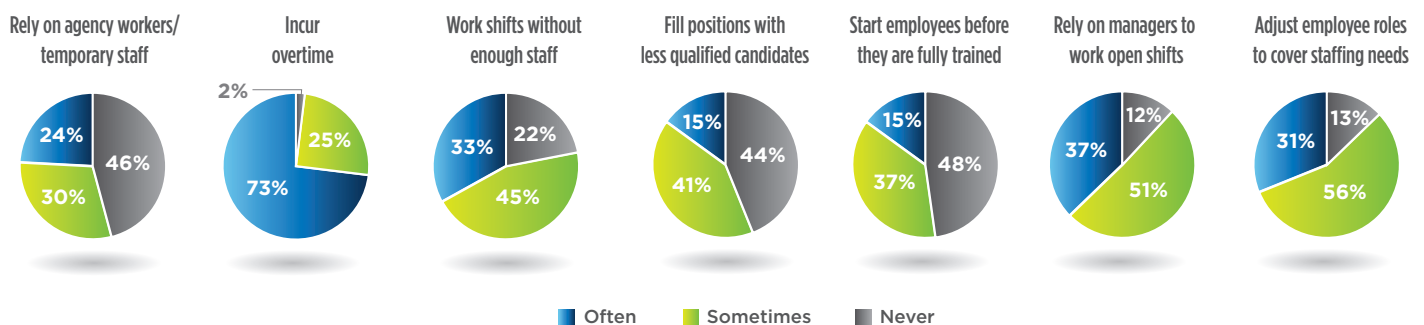
**Rely on agency workers/temporary staff**
- 24% Often
- 30% Sometimes
- 46% Never

**Incur overtime**
- 73% Often
- 25% Sometimes
- 2% Never

**Work shifts without enough staff**
- 33% Often
- 45% Sometimes
- 22% Never

**Fill positions with less qualified candidates**
- 15% Often
- 41% Sometimes
- 44% Never

**Start employees before they are fully trained**
- 15% Often
- 37% Sometimes
- 48% Never

**Rely on managers to work open shifts**
- 37% Often
- 51% Sometimes
- 12% Never

**Adjust employee roles to cover staffing needs**
- 31% Often
- 56% Sometimes
- 13% Never

Legend: ■ Often  ■ Sometimes  ■ Never

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## Personal Challenges Facing Employees

### What do you believe are the most critical personal challenges that your caregivers and hourly employees face?

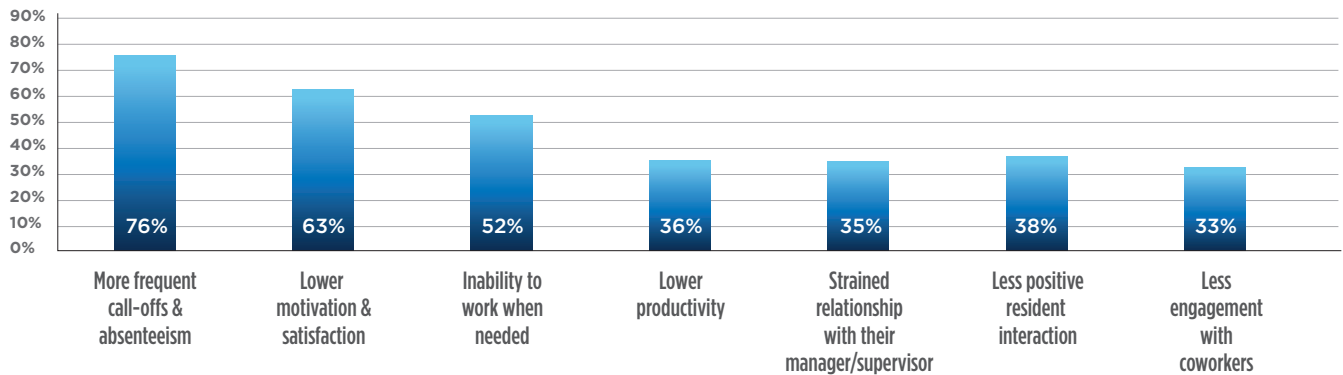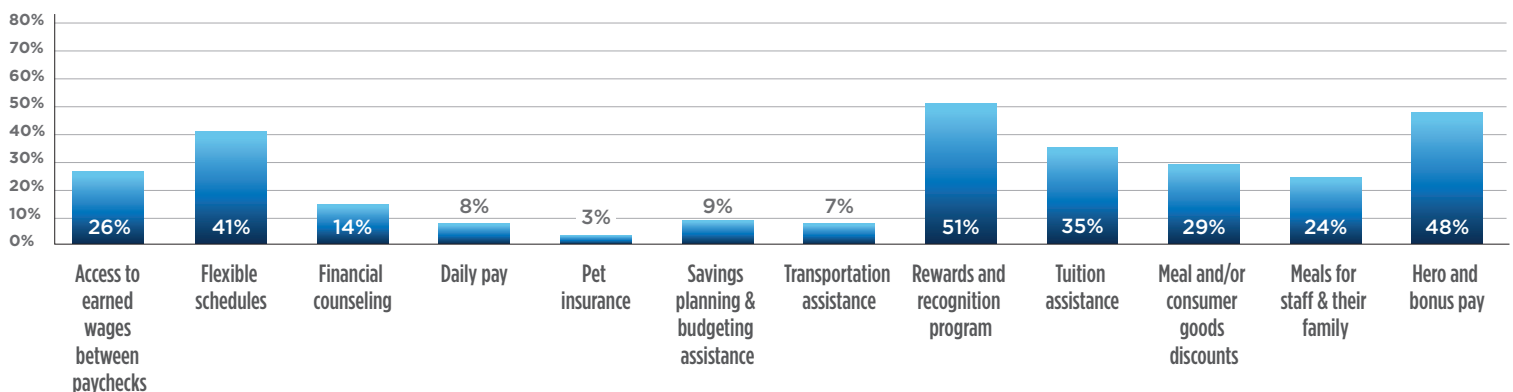| Challenge | Percentage |
|---|---|
| Lack of financial savings | 48% |
| Transportation challenges | 29% |
| Lack of childcare | 59% |
| Having to work multiple jobs | 52% |
| Additional family responsibilities | 53% |
| Lack of affordable healthcare | 29% |
| Burnout | 80% |
| Fear & safety concerns due to COVID-19 | 65% |
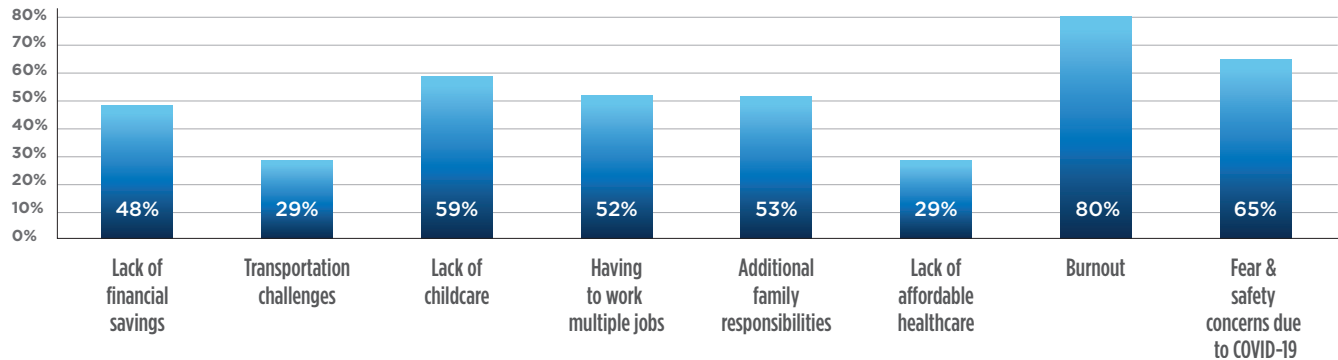
## Impact Of Personal Challenges On Employee Performance

### How do these personal challenges of your caregivers and hourly employees impact their work performance?

| Impact | Percentage |
|---|---|
| More frequent call-offs & absenteeism | 76% |
| Lower motivation & satisfaction | 63% |
| Inability to work when needed | 52% |
| Lower productivity | 36% |
| Strained relationship with their manager/supervisor | 35% |
| Less positive resident interaction | 38% |
| Less engagement with coworkers | 33% |

## Employee Perks

### What type of perks does your organization offer or plan to offer your employees?

| Perk | Percentage |
|---|---|
| Access to earned wages between paychecks | 26% |
| Flexible schedules | 41% |
| Financial counseling | 14% |
| Daily pay | 8% |
| Pet insurance | 3% |
| Savings planning & budgeting assistance | 9% |
| Transportation assistance | 7% |
| Rewards and recognition program | 51% |
| Tuition assistance | 35% |
| Meal and/or consumer goods discounts | 29% |
| Meals for staff & their family | 24% |
| Hero and bonus pay | 48% |

# WORKFORCE 360 **SURVEY RESULTS**

## What level of priority are the following technology investments for your organization?

**Contactless time & attendance**
- 21% Not a priority
- 37% Somewhat a priority
- 42% High priority

**Telehealth**
- 18% Not a priority
- 40% Somewhat a priority
- 42% High priority

**Resident engagement**
- 4% Not a priority
- 21% Somewhat a priority
- 75% High priority

**Resident/family communication**
- 4% Not a priority
- 21% Somewhat a priority
- 75% High priority

**Employee communication**
- 6% Not a priority
- 26% Somewhat a priority
- 68% High priority

**Employee financial wellness**
- 21% Not a priority
- 43% Somewhat a priority
- 36% High priority

**Employee scheduling**
- 6% Not a priority
- 24% Somewhat a priority
- 70% High priority

**Employee survey & feedback**
- 14% Not a priority
- 40% Somewhat a priority
- 46% High priority

**Employee rewards & recognition**
- 14% Not a priority
- 35% Somewhat a priority
- 51% High priority

**Talent acquisition/applicant tracking**
- 13% Not a priority
- 38% Somewhat a priority
- 49% High priority

**Employee health monitoring**
- 11% Not a priority
- 31% Somewhat a priority
- 58% High priority

■ Not a priority　■ Somewhat a priority　■ High priority

## 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**.