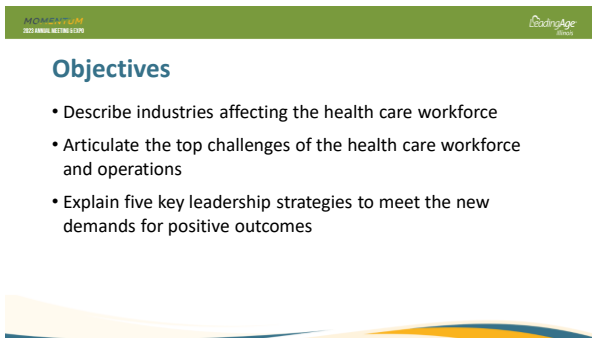


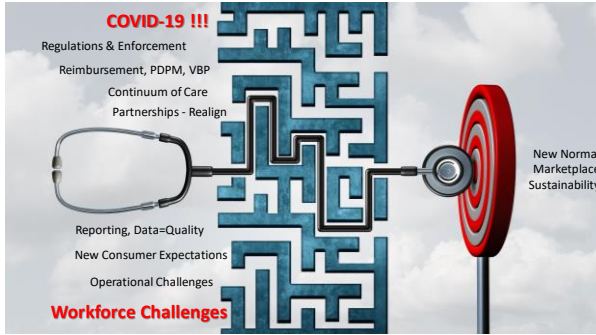
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Workforce Impact

New Challenges and Needs

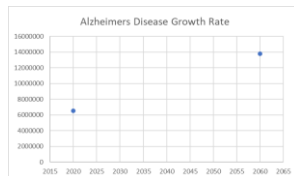


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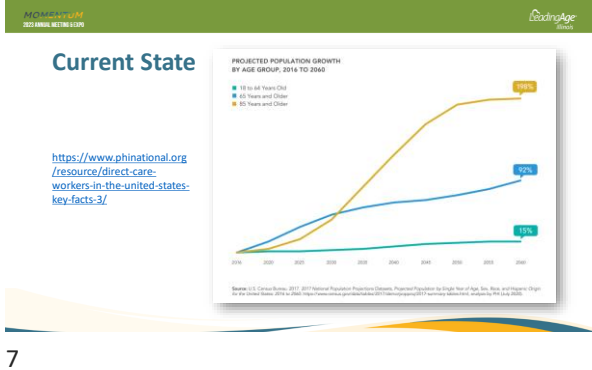
Current State

- Growing population of older adults continues to drive up the demand for direct care workers.
- Older adults are living longer and with complex chronic conditions.

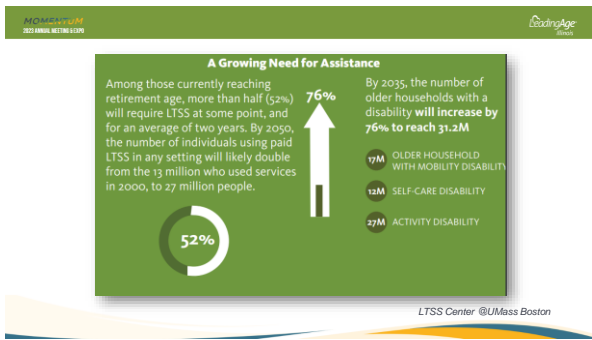


<https://www.phinational.org/resource/direct-care-workers-in-the-united-states-key-facts-3/>

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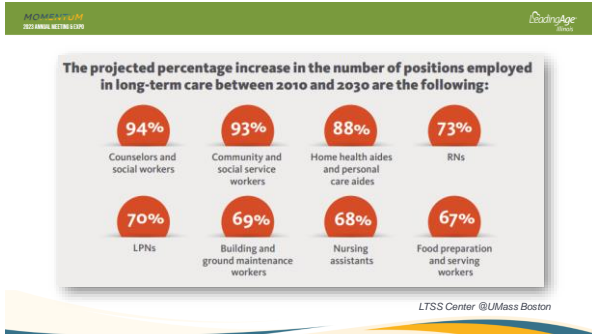
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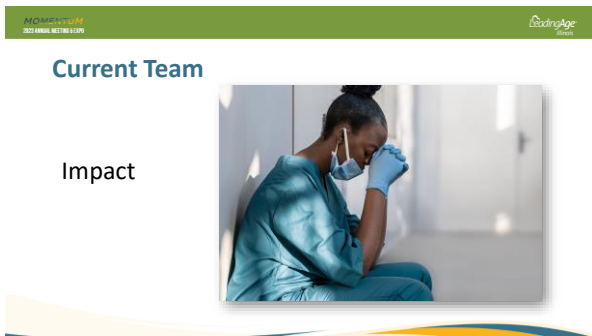
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First Things First

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Crisis Leadership to Ownership

You cannot lead if you don't take care of You!

- Take care of you!
- Look up and out for rebuild inspiration
- Signal a new phase – your team is waiting and watching
- Move from tasks/accountability to ownership
- Build from within!
- "We've Got You" Plan



Almost anything will work again if you unplug it for a few minutes, including you.
- Anne Lamott.

2/14/23 10:31

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Opportunity to Transform



Leadership Traits

Agility
Break Out
Savor Surprises
Mindset Change
Brain Power Within



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Setting the Stage

Strategies For Change

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Current Job Market

- Candidate driven
- Can't "pick talent" anymore
- Talent picks you!

90% Candidate
Driven



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"Inside every
employed worker
is a job seeker"

Source - Dan Fleming, CEO, Jobvite

Unique Challenges and
Opportunities



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Workforce Needs

Understand

22

Expectations

1. Hear me
2. Protect me
3. Prepare me
4. Support me
5. Care for me



The American Hospital Association

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Leadership – Diverse Workforce

- Assess Current Workforce
 - Generational
 - DEI
 - Needs and Expectations
- Understand lifestyles
- Flexibility, work life balance
- Support systems and resources
- Support & Educate - management and leadership team

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Multi Generational

- **Traditionalists:** (also known as Veterans, the Silent Generation, and the Greatest Generation) have been climbing the corporate ladder within the same company for their entire career, although most are retired or work fewer hours
- **Baby Boomers:** might as well be known as "Workaholics" as they rejected and redefined traditional norms and values
- **Generation X:** are independent and skeptical, introduced a true work-life balance
- **Millennials:** (also known as Generation Y) crave new experiences, work best as a team, and require regular feedback
- **Generation Z:** digitally savvy and well-connected

Remember - We are more alike than we are different

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Multi Generational

Generation	Values	Stereotypes	Motivate
Traditionalist	Patience, Importance of a job well done, Respect for authority, Follows the rules Age = Seniority, Stability	Old-fashioned • Behind the times • Rigid/Autocratic • Change/Risk averse	Experience is respected Value to what has and hasn't worked Sense of urgency is valued and rewarded
Baby Boomers	Workaholic • Competitive • Balancing family and work • Desire for respect • Success is visible (material) • Personal development • Optimistic	Self-centered • Unrealistic • Political • Power-driven; workaholic	Import to our success We need you Your contribution is unique and important
GenXer	Independent • Cynical and pessimistic • Think globally • Technologically literate • Informality	Slackers • Selfish • Impatient • Cynical	We've got the best and newest software There aren't a lot of rules around here We're not "corporate" feel
Millennials	Optimistic and Confident • Individualistic, yet group oriented • Ambitious, yet aimless • Diversity • Easily bored • Live on technology	Short attention span • Spoiled • Disrespectful • Technologically dependent	You'll be working with our best and brightest • Your boss is in his/her slacks • You and your coworkers can help turn this company around • You can be a hero here

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Understanding Workforce

- COVID Impact
- DEI
- Management Style - Impact
- Attract and Retain Employees
- "Ideal Workplace" – Ask the question of multi generation staff



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Communication

Expectations

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Communication

- Multi Generational Approach
- Leadership Commitment and Approach
- Active Listening
- Remember...Mixed approach

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Communication Expectations



- Assess workforce
- Multi Channel
- Communication Cycle
- Mix generations
- Embrace differences
- Be trustworthy, trusting
- Keep communication open and inclusive
- Create a team!

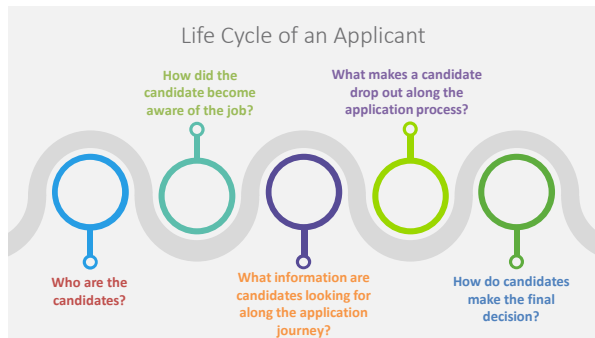
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Recruitment

Thoughts and Ideas for Today's Workforce



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Recruitment Strategies



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Recruitment Marketing



<https://www.talentlyft.com/en/blog/article/87/15-new-recruiting-trends-you-should-implement-in-2021>

- Recruitment Today – Tell Your Story!
- #1 Strategy to get talent to your door!
- Goal
 - Interact with candidates during all phases of recruiting
- Process
 - Nurturing and attracting talented individuals to your organization using marketing methods and tactics
- Organization Communication
- Social Media
- Employer Brand

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Employer Brand

- A company's ability to **differentiate** and promote what makes them unique, different - everything that makes you stand out!
- "9 out of 10 candidates apply to a job when it's from an employer brand that is actively maintained on social media" source: Beamery



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Employer Brand

- Tells the Story
- People and culture
- "What's it like to work here..."
- Communicates who you are as an employer
- Top Search for candidates



<https://www.talentlyft.com/en/blog/article/87/15-new-recruiting-trends-you-should-implement-in-2021>

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Employer Brand

- Where to begin...
- Staff Questions to Ask
- Team Approach
- Example – How to...

Question	Thoughts/Answer
What makes our organization unique? (What sets us apart from other health care organizations?)	
Why do you stay here at this organization?	
Name 3 words that best describe our organization.	
What does our website and social media accounts say about our organization and does the message match our answers above? (Look at your website and social accounts)	

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Employer Brand


- Turn team into “social recruiting army” with your employer brand
- average network size of a company’s employees is 10x larger than its own
- Job posts - first contact candidates have with your company, so they’re a perfect way to promote your employer brand

<https://www.linkedin.com/business/talent/blog/talent-acquisition/employer-branding>

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Job Posting

- Message
- Not a Job Description
- Create a “hook” - sell the job opportunity
- Sell the **Employer Brand**
- Keep the posting to 300-500 words (less is better)
- Most important information mobile ready
- Describe the application process – Ease of Use is Key!



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- Reach passive candidates
- Show off your organization culture
- Harness the # Tag
- Schedule routine posts – Be very active
- Get help from current employees – leverage their networks
- Go outside the Norm!
 - Live streaming



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Staffing
A Guide

Recruitment Quick Tip

Social Media Quick Tip

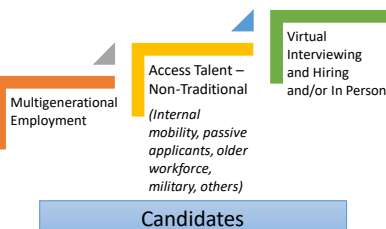
Tools and Resources

- Recruitment QuickTip
- Employer Brand Tips
- Job Posting Tips
- Social Media QuickTip
- Telling Your Story Tips
- Ease of Use
- Packed with Resource Links

<http://www.lhi.org/Topics/COVID-19/Documents/Staffing%20during%20the%20COVID-19%20pandemic.pdf>

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Recruitment Strategies



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Focus on Non-Traditional

- Displaced workers
- Veterans
- Individuals looking for second career
- Older adults
- Part-time work
- Mothers/Fathers around school schedules
- Legal Immigrants, refugees - are there opportunities



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Displaced Workers

How to Find Displaced Workers

- Check with your local employment office re displaced workers
- Use social media channels – your message is important (they don't get hurt again).
- Community centers
- Libraries
- Placement agencies
- Recruiters



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Displaced Workers

Recruiting Marketing Message -

- Ensure there is stability and a career path at your organization (remember financial is key due to displacement)
- Show you care – Employer brand message on your culture of caring for your team members (family)
- Provide career development: 41.3% of respondents said they would move on without career development opportunities.
- (Sources: The U.S. Department of Labor, Recruiter.com, Berke)

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McMaster University
2022 ANNUAL REPORT

LeadingAge
Senior

Older Adults

- Need additional income
- Want to give back
- Baby Boomers – Need to keep active!

WHO MAKES UP THIS GROUP
ABOUT 9 MILLION AMERICANS AGES 44-70



■ they are in what are frequently called "encore careers," — defined as providing an income, personal meaning, and social impact.

■ 30% of people between ages 65 and 72 were looking for a job or already working.

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2/14/20
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McMaster University
2022 ANNUAL REPORT

LeadingAge
Senior

Older Adults - Mature Workforce


- Reach out to former employees and start an alumni page on your website.
- Use language in your job descriptions such as experience and reliable; avoid language that limits years of experience.
- Provide in-service training for staff, e.g., nurses, about the latest best practices, or technology training – and highlight this information.
- Think through your wellness, reward, and recognition programs – benefits that younger workers enjoy may not be as appealing to older adults.
- Seek out or create networking events – you may find job switchers more easily at conferences or via LinkedIn than through traditional job postings that are geared to your typical candidates.

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McMaster University
2022 ANNUAL REPORT

LeadingAge
Senior

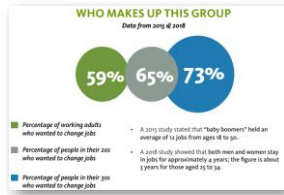


- Churches
- Community Centers
- Join Social Media Retirement Professional and Health Care groups
- Career One Stop - Let them know you hire older adults
<https://www.careeronestop.org/>
- PHI Fact Sheet on Older Worker Programs - <https://phinational.org/wp-content/uploads/2018/04/Older-Workers-PHI-2018.pdf>

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Second Career

- Risk takers
- Use both traditional and unconventional methods when looking for a new job
- Will be using various networking events
- At conferences
- Women re-entering the job market

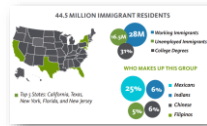


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Legal Immigrants and Refugees

- Work with local community groups for options
- AHCA has great resources and tools for consideration
- Review current requirements and regulations
- Will need solid orientation program, ESL program and support, soft skills, strong Diversity, Equity and Inclusion (DEI) program



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<https://travel.state.gov/content/travel/en/us-visas/visa-information-resources/all-visa-categories.html>

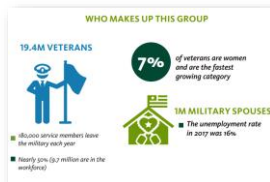
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Veterans

Department of Labor – "America's Heroes at Work – Veterans Hiring Toolkit"

US Chamber of Commerce – "Hiring our Heroes"

- https://www.va.gov/vetsinworkplace/docs/em_fullversion8resources.asp
- <https://myemail.constantcontact.com/America-s-Heroes-at-Work-Veterans-Hiring-Toolkit.html?solid=1108970252287&aid=AluH2J9oGNk>



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McMurryUW
2022 ANNUAL MEETING & LUNCH

LeadingAge
Solutions

Military Spouse



<https://msejobs.militaryresource.mil/msep/>

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McMurryUW
2022 ANNUAL MEETING & LUNCH

LeadingAge
Solutions

Schools

- Targeted Focus on Schools
- Universities
- Technical Schools – not just nursing
 - Other Departments
- Community Colleges
- Online Colleges
- High School
- Create a solid partnership
 - Thoughts on
 - Space
 - SME access
 - Mentoring and Coaching opportunities
- Emerging Leaders



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McMurryUW
2022 ANNUAL MEETING & LUNCH

LeadingAge
Solutions

Market to IDEAL EMPLOYEE

- Learn from your very best employees by asking them what drove them to apply, what keeps them engaged, and where they spend time.
- Use insights from current employees to channel your recruitment efforts.
- Communicate and Collaborate

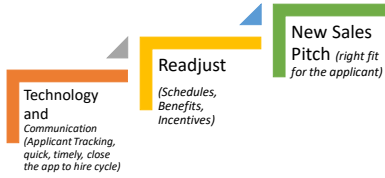
Spend time with your ideal employees to learn:

- ☒ what attracted them to their roles
- ☒ what keeps them engaged
- ☒ what motivates them to work hard

<https://www.icims.com/resources/executive-survival-guide-to-social-and-ai-part-1/>

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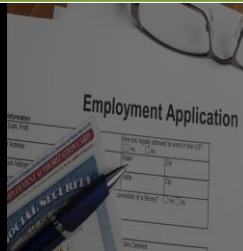
Recruitment Strategies



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Application Process

- Leverage technology
- Have current staff and yourself try to apply for a job at your facility
- Ask new hires for ideas
- App based; web-based, social media based



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Technology and Communication

- Hiring process and timeliness
- Hiring capability
- Technology
- Ease of Use
- 4 questions to screening
- Mobile applications
- Focus on passive candidates



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Recruitment Strategies



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Onboarding

Make each employee feel like and individual for day one – first week sets the stage for stronger satisfaction, engagement and retention.

Should be top priority

- Organizations with engaging onboarding
- 91% stayed through 1st year
 - 69% stayed for 2.5 years

(Society for HR Management)

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Onboarding

- | | |
|---------------------------------|-------------------------------|
| • Don'ts | • Do's |
| • Not prepared for new employee | • Welcoming |
| • Not personable | • Mission and Vision |
| ◦ Read this, sign here... | • Wow them! |
| • No introductions | • Understand Responsibilities |
| • Alone at lunch | • Mentorship |
| • Information overload | • Onboarding checklist |
| • No greeter upon arrival | • Talent development plan |

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Positive Candidate Experience

- Perception a candidate has about an organization
- Recruitment strategy
- Ease of use
 - Beginning to hire
 - Technology
- Straight forward
- Look at your data
 - Time to fill
 - Response time
 - Offer to Acceptance Ratio
- Post hire communication



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Retention

Considerations

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Many Retention Strategies



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Staff Appreciation

Tied to

- Job satisfaction
- Workplace happiness
- Employee morale
- Boosts motivation
- Increases engagement
- Fosters loyalty
- Increases productivity



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Engage Staff

The approach

65

Engagement

Engaged behaviors	Disengaged behaviors
Optimistic	Pessimistic
Team-oriented	Self-centered
Goes above and beyond	High absenteeism
Solution-oriented	Negative attitude
Selfless	Egocentric
Shows a passion for learning	Focuses on monetary worth
Passes along credit but accepts blame	Accepts credit but passes along blame

<https://www.ahm.org/resourcesandtools/tools-and-samples/toolkits/pages/sustainingemployeeengagement.aspx>

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Engagement Works!

- Connected to work and organization's goals
 - Work harder
 - Stay longer
 - Motivate others to do the same
- Improves
 - Recruitment
 - Retention
 - Increased customer satisfaction
 - Organization goals
- Meaningful Work – Full Impact!
- Leadership drives employee engagement



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Engagement Works

- Adopt a bottom-up approach
 - Collaborate
- Communication
 - Two way
 - Active Listening
- Recognize Good Work
- Invest in personal growth
- Train managers and set expectations
- Create a sense of purpose
- Share the vision - the road map



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Marble Jar Moment



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Talent Development

Coach, Mentor and Develop

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Talent Development is an Expectation!

- Collective “brain power” to meet the challenges
- Mentorship is key
- Professional and Talent Development
- Personalizing the learning experience
- Embracing agile learning methods
- Collaborative learning



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Final Thoughts

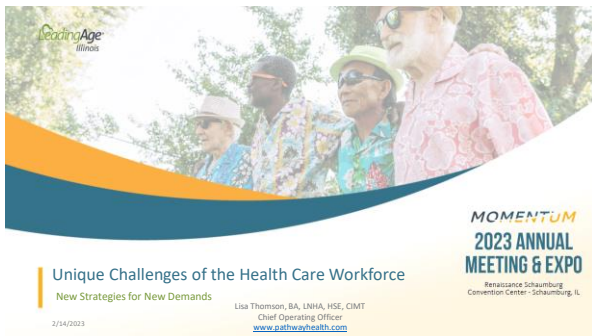
- Access Resources to assist
- New Mindset for New Results
- Collaborate with your Team - They Have Ideas and Answers
- Organization Culture - Employer Brand
- Growth and Development
- Embrace Technology (Social/mobile)
- Have Fun!!
- Spread Your Wings!



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Resources

- AHRQ. Staffing During the COVID-19 Pandemic: A Guide for Nursing Home Leaders. <https://www.ahrq.gov/nursing-home/materials/staffing.html>
- Direct Care Workers in the United States: Key Facts. PHI. <http://phinational.org/news/phi-releases-new-annual-data-on-the-u-s-direct-care-workforce/>
- OnShift. Employee Perspective Survey Report. 2021. https://www3.onshift.com/hubfs/content-library/whitepapers/2021-Whitepapers/WP040_Survey_Report_Employee_Perspectives.pdf

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Resources

- AARP's Life Reimagined for Work Program <https://www.aarp.org/work/working-after-retirement/info-10-2013/reimagine-your-life.html>
- American Society for Aging's Career Advantage <https://careers.asaging.org/>
- Community Colleges in the Plus 50 Encore Completion Program <https://www.communitycollegereview.com/blog/plus-50-encore-completion-program-expanding-thanks-to-grants>
- PHI Direct Care Workers in the United States: Key Facts. <https://www.phinational.org/resource/direct-care-workers-in-the-united-states-key-facts-3/>

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