



Recruitment/Retention Dashboard

Confronting the Recruitment & Retention Crisis
with Business Metrics & Quality Jobs

- Mission-driven 501c3 non-profit organized as a worker cooperative

“To expand economic opportunity and self-determination by supporting initiatives that empower workers, build community assets, and root capital locally through employee ownership.”

- Leading expert on worker ownership and the oldest national organization dedicated to the development of worker cooperatives
- Rigorous business advisory practice with a deep understanding of worker ownership, structures, and a commitment to serving low-wage workers and communities of color

✓ Strategic consulting

✓ Worker ownership conversion

✓ Industry transformation



1. The Recruitment & Retention Crisis

2. Metrics, Benchmarks, Goals

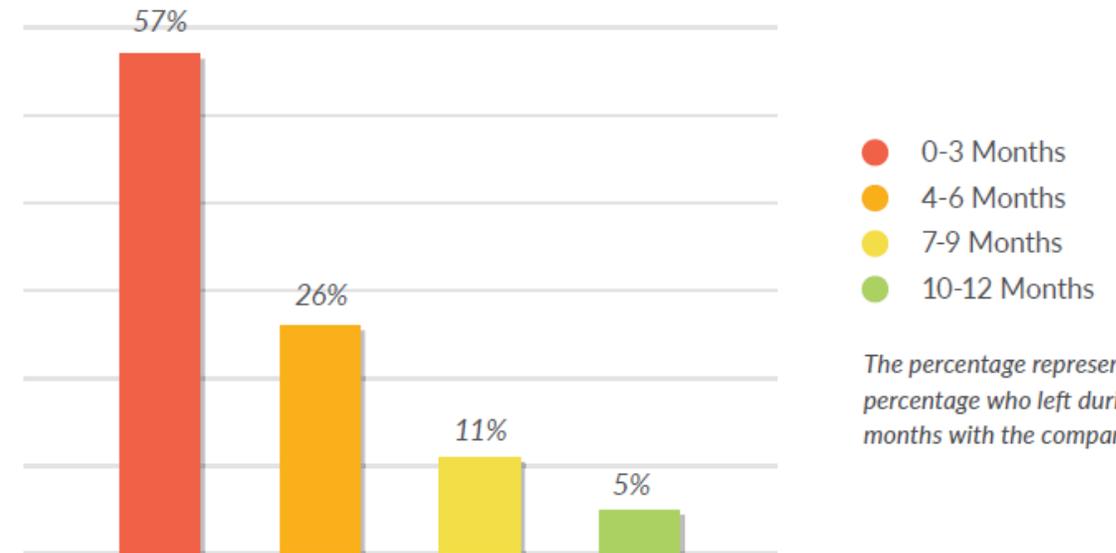
3. Recruitment & Growth Planning

Really Tough Challenges:

- 1. On average caregivers receive 3 calls per week for work!**
- 2. 97 percent of caregivers are open to another job at any time.**
- 3. Agencies are competing with so many others for workers.**

Caregiver Turnover Rates

4.10 Percent of Caregivers Who Quit During First Year of Employment - 2017

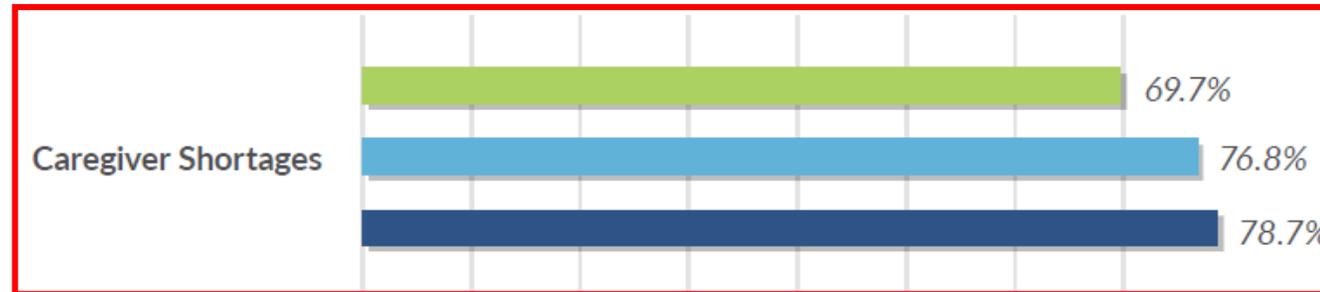


The percentage represents the percentage who left during those months with the company.

The data for this graph was gathered by Home Care Pulse via live telephone interviews with thousands of employed caregivers each month as part of our Quality Management Program.

Threats Facing Providers

3.11 Top 5 Threats Facing Home Care Providers - Historical

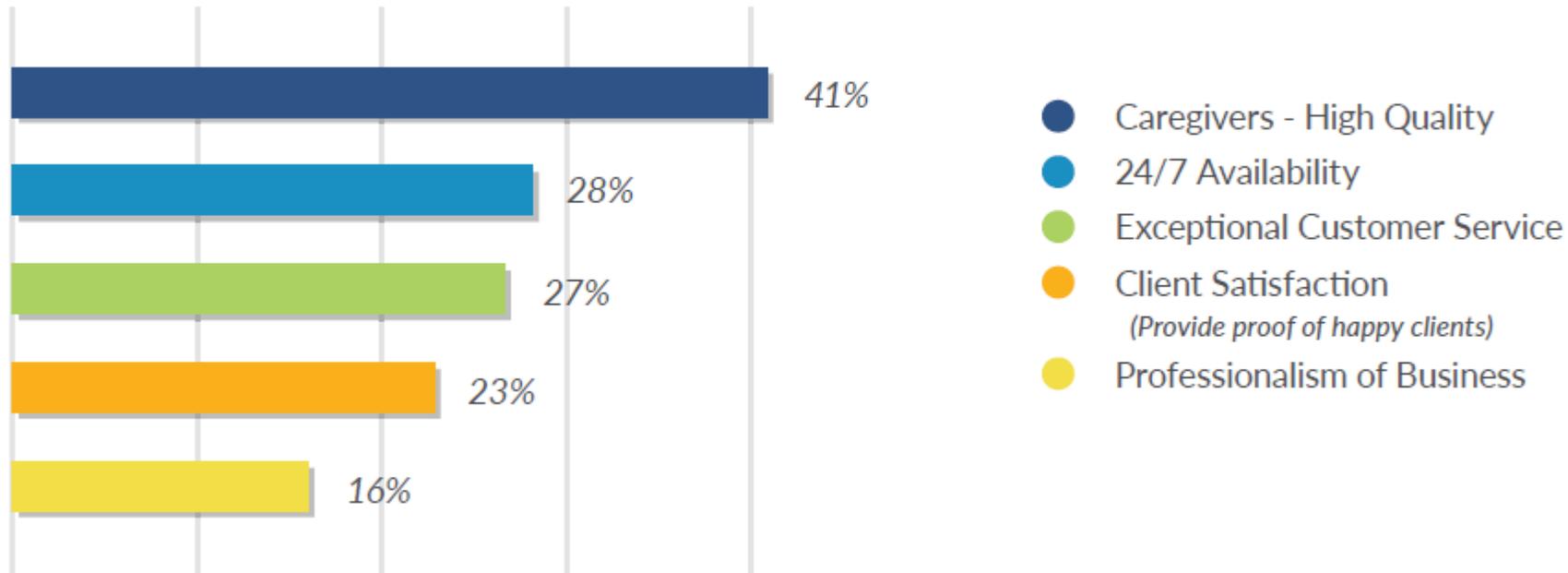


● 2015
● 2016
● 2017

Survey participants were asked, "What do you see as the top three threats to the future growth of your business?"

What Sets a Provider Apart

3.9 Top 5 Things That Set a Provider Apart for 2018



Survey participants were asked, "When speaking with potential clients, referral sources, and your community, what are the top three things you tell them that set your business apart from your competition?" The top five list was created based on these responses.

Learn What Sets Your Business Apart
 Get testimonials and feedback from your clients and caregivers to learn what sets your business apart from the competition. Learn more about the Quality Management Program on [page 184](#).

Home Care Metrics Recap

Getting Ready to Focus on **Recruitment Metrics**

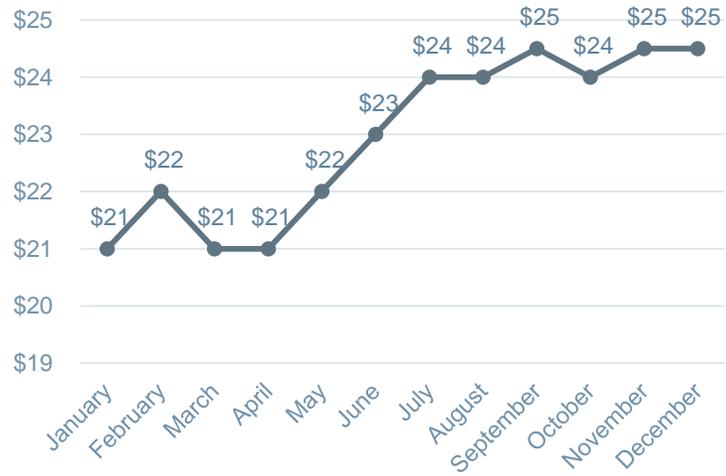
- **Measure** to understand effectiveness
- **Monitor** to see what happens over time; are things improving?
- **Manage** to take action

“If you can't measure it, you can't improve it.”

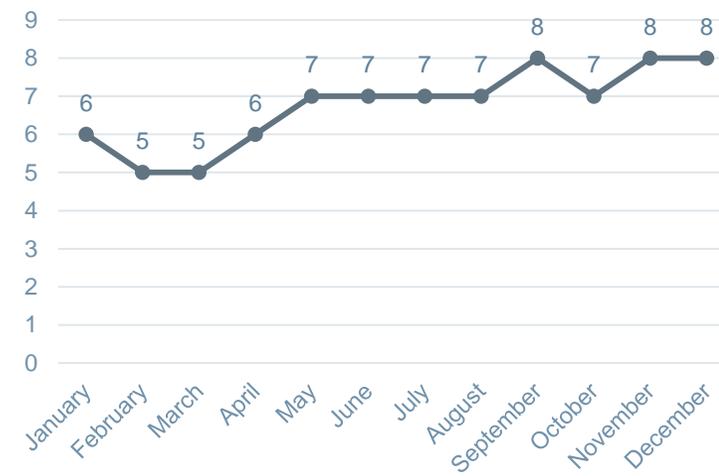
– Peter Drucker, management consultant

Performance Management via Dashboard

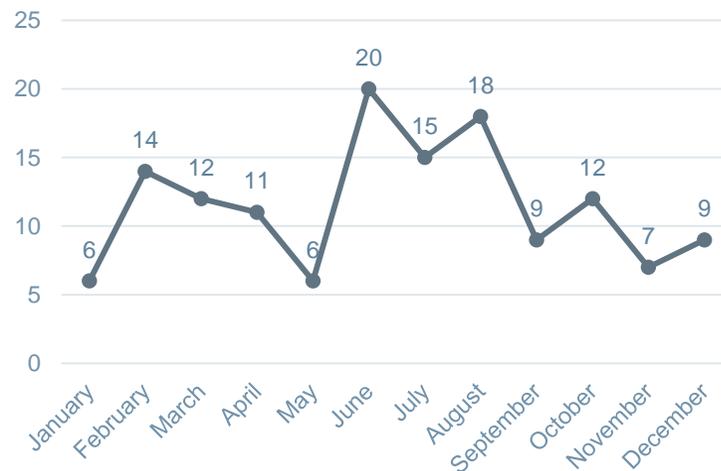
Average Bill Rate



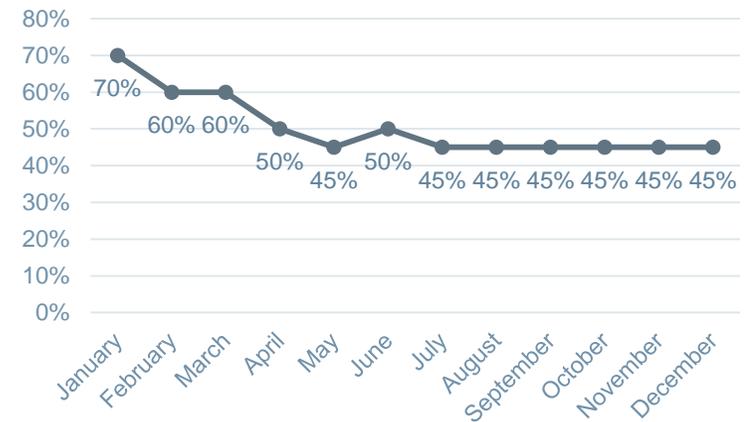
Client Satisfaction



Total Applications



Caregiver Turnover Rate



- **Combined:**
 - Hires/Terms: Net Monthly Change in Caregivers
- **Recruitment:**
 - Total Applications
 - Total Interviews
 - Average Caregiver Compensation per Hour
 - Recruitment Sources
- **Retention:**
 - Turnover Rate
 - # Caregivers in First 90 Days
 - # Voluntary Employee Departures

- **Hiring Process Metrics:**

- Total applicant processing time
- Call-back rates
- Interview show-up rates
- % Caregivers passing screening
- % Making through internal processing
- % Showing up to orientation
- % Accepting position

- **Recruitment Cost per Hire**

- **Regional Wage Comparisons**

- **Caregiver Length of Employment**

- **Caregiver Visits per Day**

- **90-Day Retention Rate**

- **Caregiver Net Promoter Score for Satisfaction**

- **Recruitment Marketing Return on Investment**

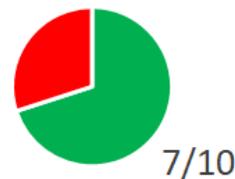
- **Recruitment Messaging A/B Success Rates**

Performance Management via Dashboard

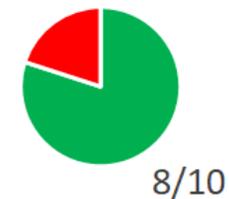
	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>
<u>Recruitment/Retention:</u>				
Applications	13	44	11	5
Hires	0	2	3	0
Involuntary Turnover	3	2	0	0
Voluntary Turnover	0	0	1	0
Total Turnover	3	2	1	0
Net Change in Workforce	-3	0	2	0
<u>Business Metrics:</u>				
Billable Hours	3,397	3,650	3,524	940
Avg. Bill Rate	\$21	\$20	\$21	\$22
Gross Margin	33%	32%	33%	34%

Satisfaction:

Caregivers



Clients

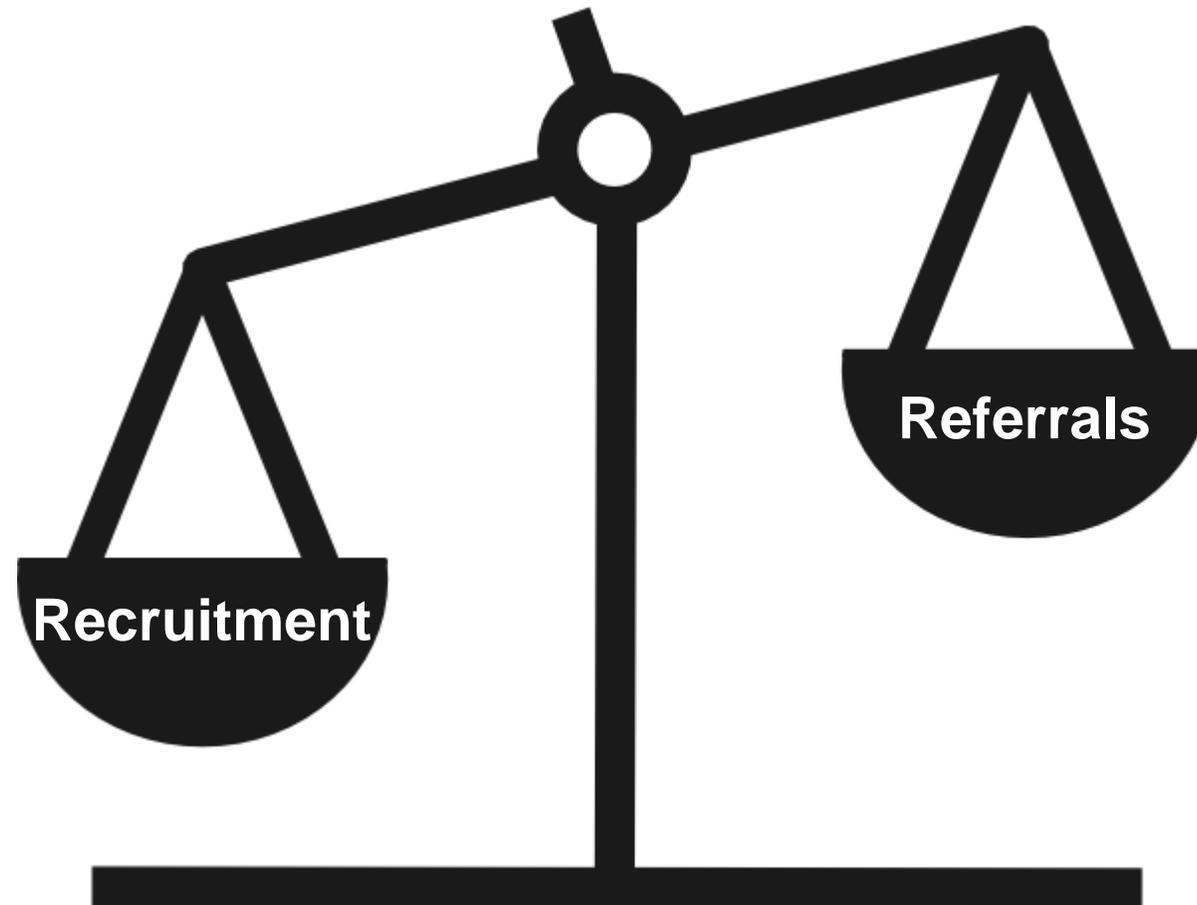


Metrics-Based Recruitment Strategy

Pulling It All Together to Methodically Boost Your Recruitment

Balancing Recruitment & Referrals

**Achieving Home Care Company Growth Comes from
Managing Caregiver Recruitment Alongside Client Referrals**



Caregiver Recruitment Plan



1. Your recruitment goals

How many caregivers do you need to hire?

In what timeframe?

2. Where will you recruit?

3. What messaging will you use?

Steps:

1. Attract applicants (advertising)

2. Select best applicants (hiring process)

3. Hiring/onboarding new caregivers (training/orientation)

4. Retaining new caregivers (first 90 days)

Recruitment/Retention Optimization

Tips & Tricks to Boost Your Metrics!

10 Practical Strategies from PHI Recruitment/Retention Guide

1. **RECRUIT:** Recruit the right staff (involve frontline staff, consider message, ID range of potential applicants, develop targeted outreach strategies)
2. **RECRUIT:** Improve the hiring process (hold information sessions, invite candidates to follow up, conduct initial interviews)
3. **RETAIN:** Strengthen entry-level training (embed adult-centered learning models, design training around core competencies, develop problem-solving skills)
4. **RETAIN:** Provide employment supports (job coaches, emergency loan funds)
5. **RETAIN:** Promote peer support (implement peer mentorship program)
6. **RETAIN:** Ensure effective supervision (adopt coaching supervision approach)
7. **RETAIN:** Development advancement opportunities (speciality training, advanced roles)
8. **RETAIN:** Invite participation (cross-functional teams, learning circles)
9. **RETAIN:** Recognize and reward staff (recognize specific actions, implement formal recognition programs that can be monitored and improved, encourage peer-to-peer recognition, share employee recognition widely)
10. **RETAIN:** Measure progress (establish targets, monitor/manage metrics, seek feedback from staff)

- **Recruitment messaging is more about money (wage, benefits, PTO, etc.) than Retention messaging (company culture and why you should stay)**
- **Messaging Varies with the Goal:**
 - **Recruit:** Attract new caregivers by talking about wages, benefits
 - **Welcome:** Invest in employee orientation and on-boarding process to get to start
 - **Retain:** Early with peer mentorship; big recognition programs; discuss why working here is good, like flexible or reliable schedules

How Many Has Your Agency Tried?

Recruitment Sources

4.5 Recruitment Sources/Methods

This list is a compilation of caregiver recruitment sources that providers have indicated they use. It can be a great resource if you're looking for other ideas of where you might try and recruit additional caregivers.

ADVERTISING

- Church or Faith-Based Newspaper
- Daily Newspaper Classified Ads
- Direct Mail Flyers
- Direct Mail Postcards
- Ethnic/Foreign Newspapers
- Outdoor
(billboards, benches, signs, etc.)
- Penny Saver/Thrifty Nickel or other
free local paper
- Radio Christian or Faith-Based Stations
- Radio Music Stations
- Radio Talk Stations
- Regional Newspapers
- Senior Directory Ads
- Signs or Banners on Your Building
- Television Cable/Satellite Stations
- Television Primary Network Stations
(ABC, NBC, CBS, FOX)
- Television Public Broadcasting
Station (PBS)
- Weekly Newspaper Classified Ads
- Yellow Pages (online)
- Yellow Pages (print)

INTERNET

- Social Media (Facebook, Twitter,
LinkedIn, etc.)
- Yahoo Jobs
- Care.com
- Career Builder
- Careguru.com
- CaregiverHR.com
- Caregiverlist.com
- Company Blog
- Craigslist.org Job Ads
- Email Campaigns to
Referral Sources
- GenerationsUnite.com
- Google Ad Words/Pay-per-Click
- Hotjobs.com
- Indeed.com
- Jobing.com
- Jobs.com
- Jobsinme.com
- Jobs-to-careers.com
- LDS Employment Services
- Local Career Websites
- Local TV Station Website Board

PUBLIC RELATIONS

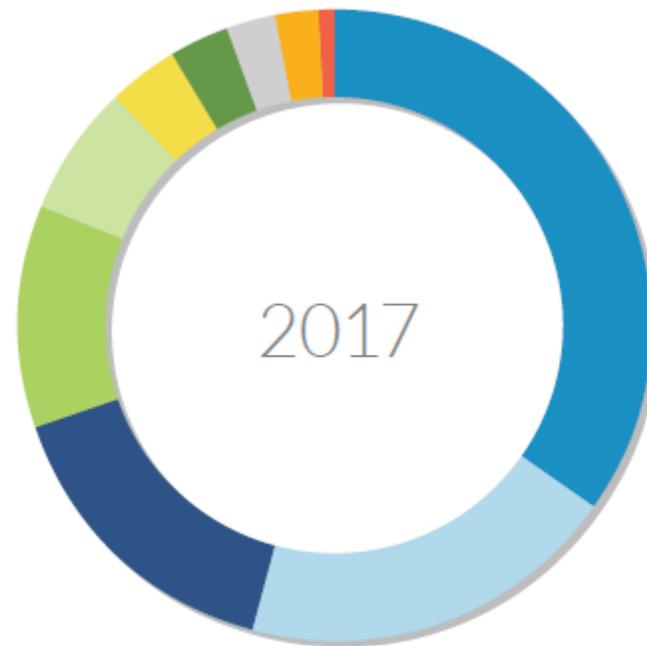
- Community Articles, etc.

REFERRAL SOURCES

- AARP
- American Red Cross
- Assisted Living Facilities
- Chamber of Commerce
- Church Clergy and Administrators
- CNA or Home Health Aide Training
Schools/Programs
- Current/Past Clients and Their Families
- Employment Agencies
- Hair Dressers and Beauty Salons
- Home Health Agencies
(Medicare Certified)
- Hospice Agencies
- Hospitals
- Independent Living Facilities
- Junior or Community Colleges
- Nursing Schools
- Senior Centers
- Skilled Nursing Facilities
- State Home Care Association

Top Sources for Recruitment – Home Care Agencies with Over \$2M in Revenue (Mostly Private Pay)

4.2 Top 10 Caregiver Recruitment Sources/Methods - Leaders



- 31.0% ● **Internet** - Indeed.com
- 17.1% ● **Employees** - Current Employees (Employee Referral Program)
- 13.9% ● **Internet** - Craigslist.org Job Ads
- 10.2% ● **Internet** - myCNAjobs.com
- 5.9% ● **Referral Sources** - Word of Mouth (Reputation)
- 3.2% ● **Internet** - Your Website
- 2.7% ● **Internet** - Social Media (Facebook, Twitter, LinkedIn, etc.)
- 2.1% ● **Community Events** - Job Fairs
- 2.1% ● **Internet** - Google Ad Words/Pay-per-Click
- 0.5% ● **Internet** - Career Builder



Attract Top Caregivers

The best caregivers want to work for quality home care providers. Use client and caregiver testimonials, satisfaction scores, Best of Home Care awards, and other resources to attract quality caregivers to your business. Learn more on [page 184](#).

- **Estimated \$2,200 as 'cost of turnover' for a home care worker**
- **Turnover Rates**
 - Generic online recruiting has highest turnover rate by source (myCNAjobs highest in Pulse report)
 - Employee referral is turnover rate is lowest
 - Faith-based sources better than generic for turnover
 - **81% of home care turnover happens in first 90 days!**
- **Companies with 'recognition-rich culture' have 31% lower turnover than peers**
- **80% of employees report recognition as part of overall job satisfaction**

Reduce Turnover with Caregiver Recognition



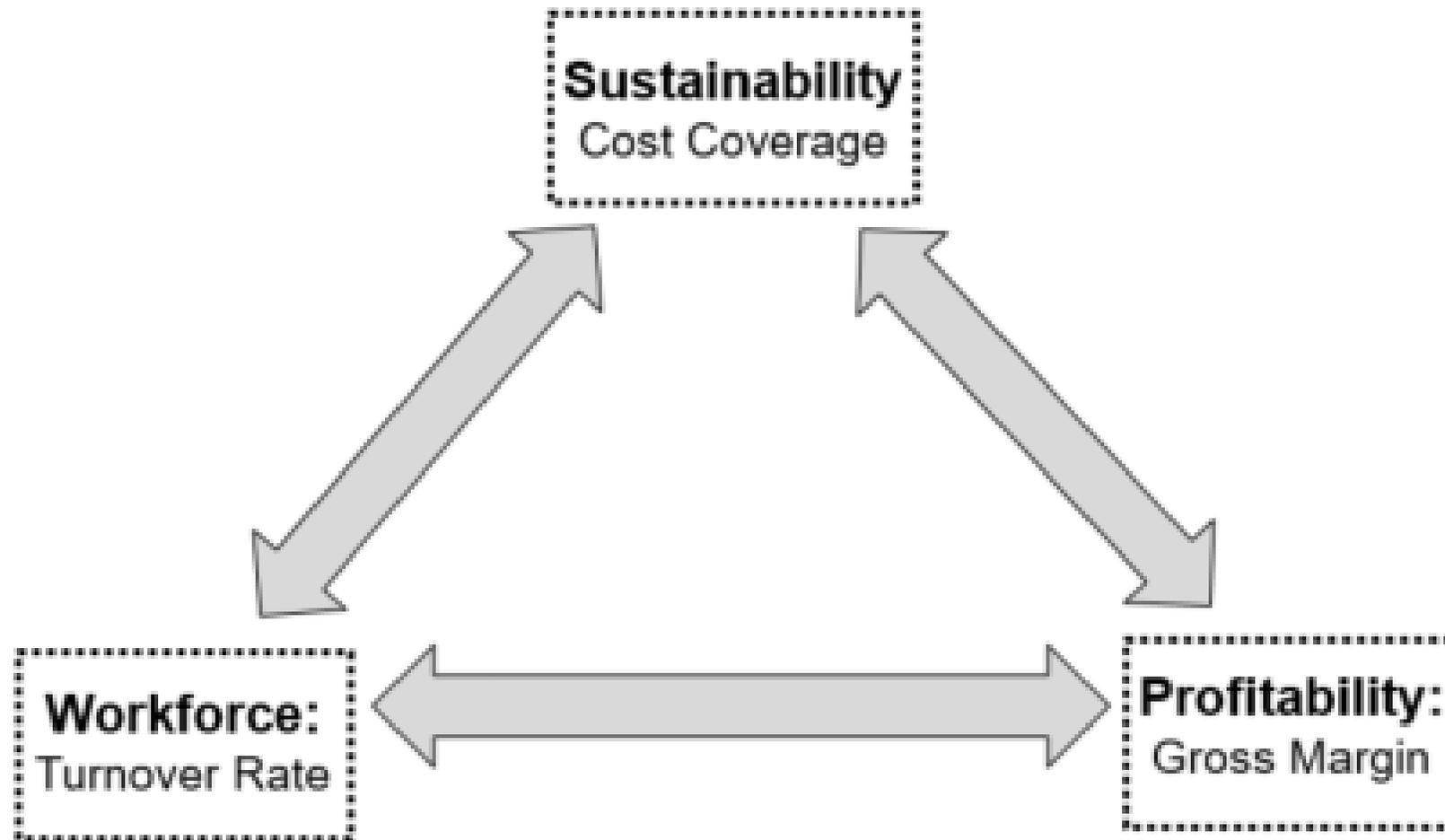
4.7 Top 5 Ways Caregivers Prefer to be Recognized

Rank	Top Ways Caregivers Prefer to be Recognized
1	Verbal Recognition by Supervisor
2	Vacation Time, Bonuses, Perks, Gift Cards
3	Pay Raise
4	Recognition by Client
5	Company Wide Recognition

The top five ways caregivers prefer to be recognized are gathered by Home Care Pulse via live telephone interviews with thousands of employed caregivers each month as part of our Quality Management Program.

Information from this chart is taken from the 2017 Home Care Benchmarking Study.

Home Care's Iron Metrics?



What's the Point Again?



Metrics make business management simpler

| *What financial fundamentals drive my business?*

| *Are we accomplishing our goals?*

| *Do we need to make a change?*

They keep your attention on key +/- drivers

| *Metrics > Understanding Biz > Making Positive Adjustments*

Allow you to put resources where needed most

| *Do we have a retention problem? Or, recruitment?*

| *Do we need to do more <here>, or is it good enough?*

1. Build a Predictable Recruitment Model:

- A. Recruitment Benchmarking
- B. Cost-per-Hire
- C. Recruitment Channel Throughput
- D. Recruitment Goals

2. Generate Budget & Allocate Resources:

- A. Understand whether sufficient channels exist
- B. Get draft recruitment budget

3. Optimize Recruitment by making slight improvements in key areas

74 King St, Northampton, MA 01060 | 617-232-8765



Thank you for your time!

The ICA Group, the oldest national organization in the country dedicated to the development of worker cooperatives, was founded on the belief that all people should enjoy economic self-determination as a means to foster an environment where the livelihoods of workers and the communities where they live are stable and secure. We strive to facilitate this society by acting as a catalyst for the groups that work to ensure that workers have a meaningful voice in their own future economic and through the development of companies that put these ideals into practice. www.ica-group.org