

# THE LOOMING LABOR CRISIS - THE BURNOVER EDITION

**Rich Kortum**

Vice President, Strategic Partnerships

**KARE**

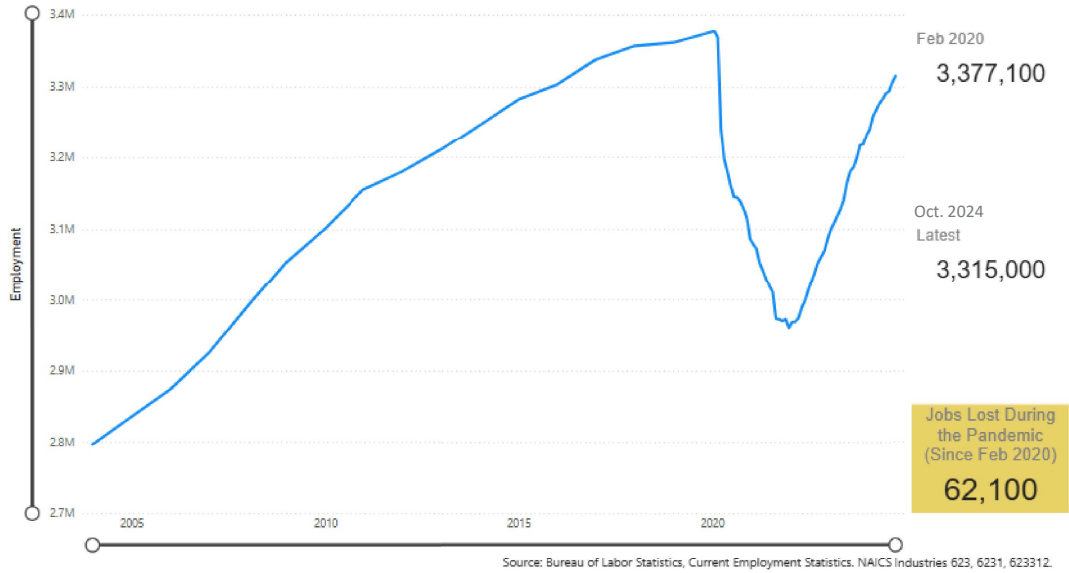
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## State of Careforce

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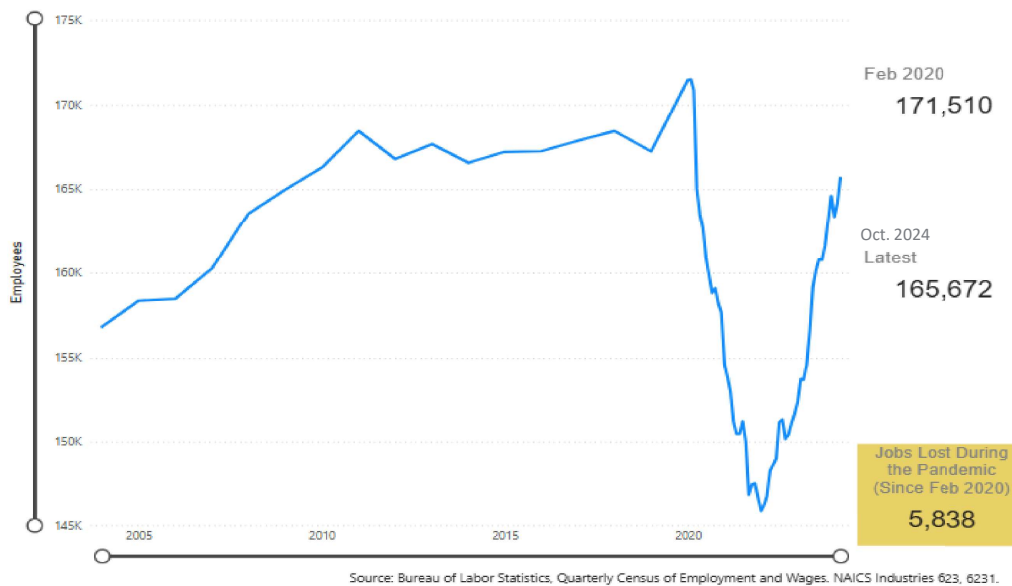
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# Senior Care Employment Trends



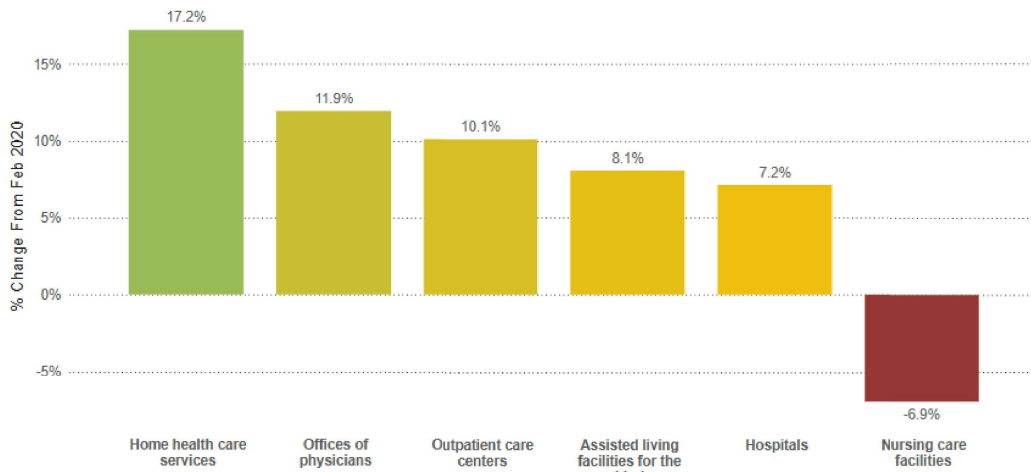
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# Ohio – SNF/AL Trend



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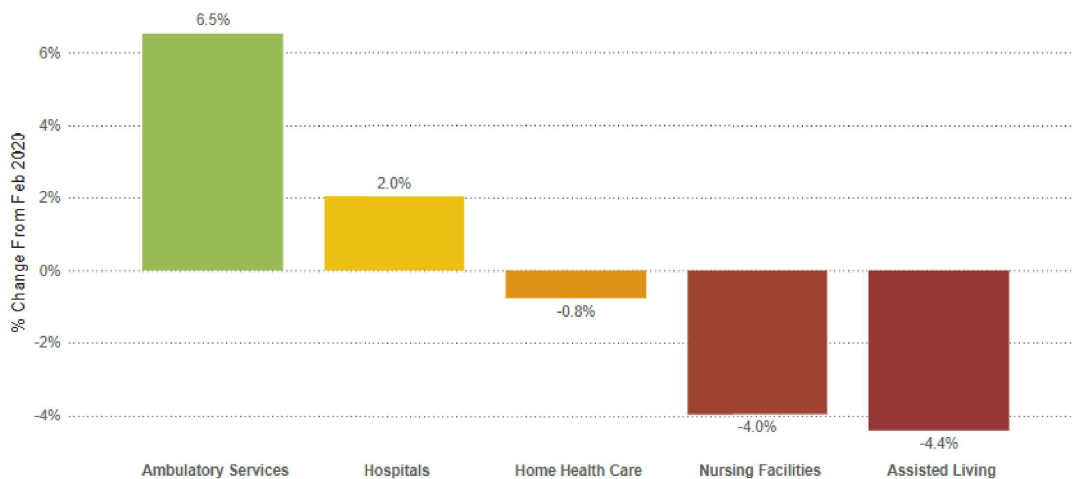
## Percent Change in Health Care Sector Employment since Feb. 2020



Source: Bureau of Labor Statistics, Current Employment Statistics, NAICS Industries 6211, 6214, 6216, 622, 6231, 623312.

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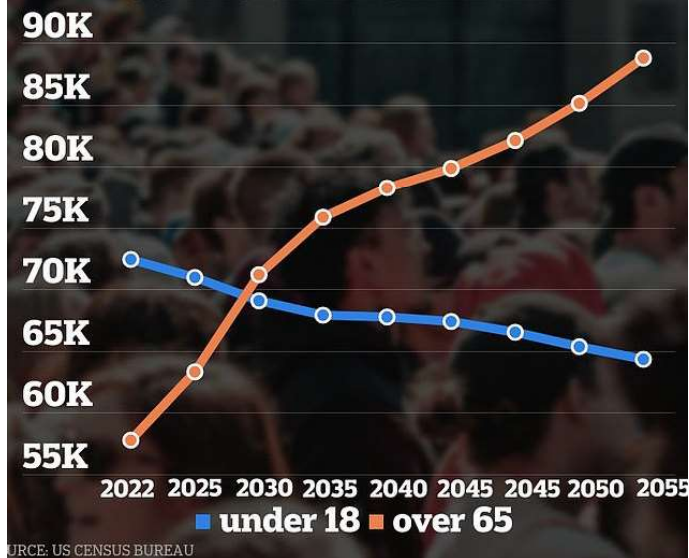
## Percent Change in Health Care Sector Employment since Feb. 2020



Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, NAICS Industries 621, 6216, 622, 6231, 623312.

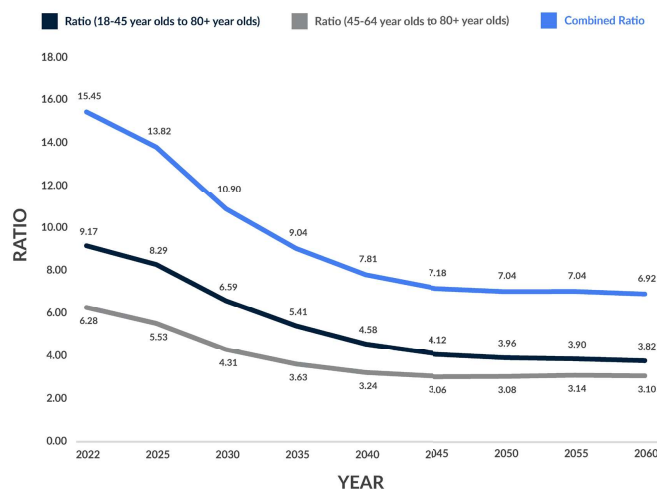
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# OLDER ADULTS ARE PROJECTED TO OUTNUMBER CHILDREN



## Future Trends of Available Caregivers for Elderly Americans

This graph demonstrates the declining ratios of 18-44 year olds to 80+ year olds and 45-64 year olds to 80+ year olds in the United States, indicating that population shifts will further exacerbate the long term care workforce shortage as our nation grows older and has fewer potential caregivers available.



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# Who are our Caregivers???



# Who are our caregivers?

I am a (CHOOSE ONE)



I have been working in senior care for:



Typically, I work:



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## CNA (Certified Nursing Assistant)

Josefina, 36 yrs. old (Millennial)  
CNA, Nursing Facility

### BACKGROUND

- Comes from a family of health care providers
- Has a young daughter (toddler)
- Currently lives with her extended family
- Highly involved with her community church
- Part-time realtor

### TOP GOAL

To continue working as a full-time CNA and make more money at a well-managed facility that isn't too far from her home.

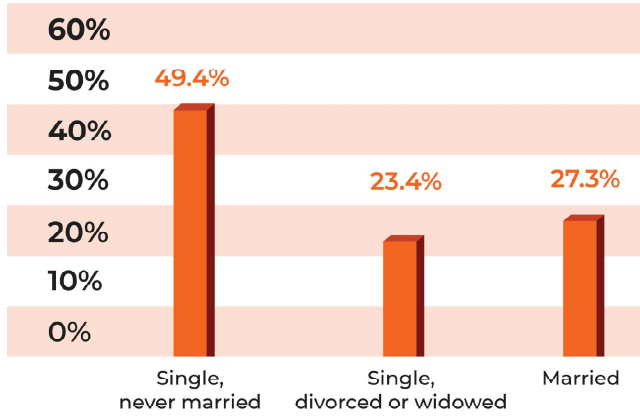
### Motivators for considering new career opportunities

- Poor resident-to-nurse ratio (short staffed)
- Dissatisfied with current pay/overall compensation
- Inflexible work schedule is a major demotivator
- Make more money

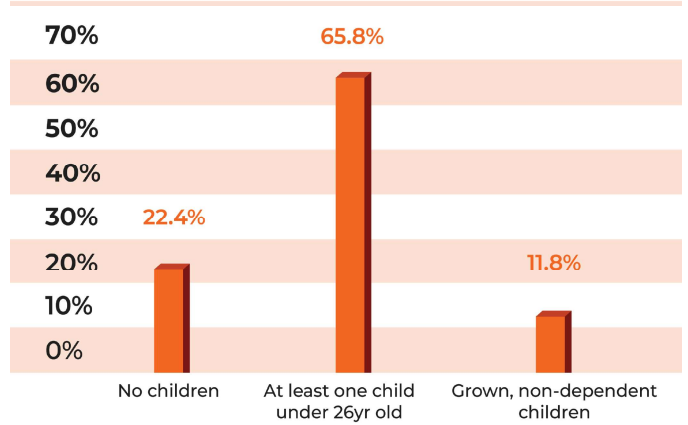
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# Who are our caregivers?

MY MARITAL STATUS



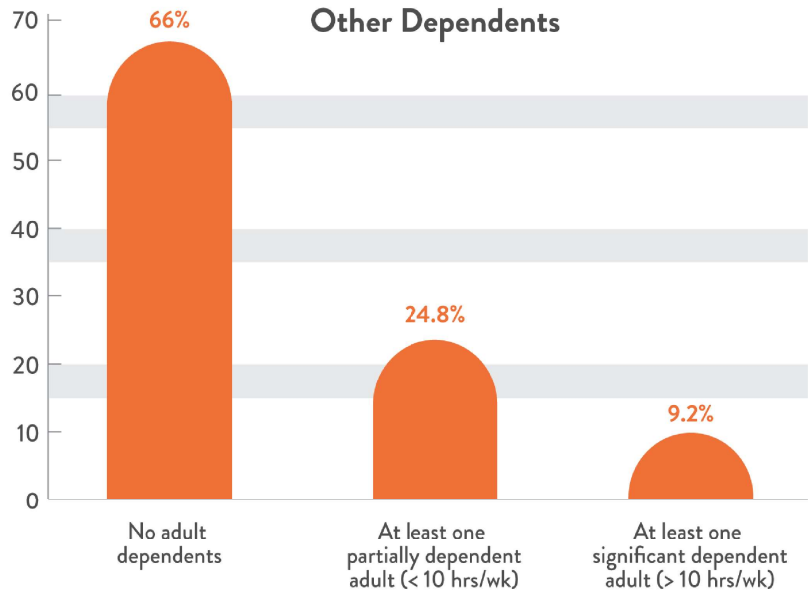
MY CHILD DEPENDENT STATUS



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# Who are our caregivers?

Other Dependents



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# A Tale of Two Perspectives

## Let's Meet Our Caregivers



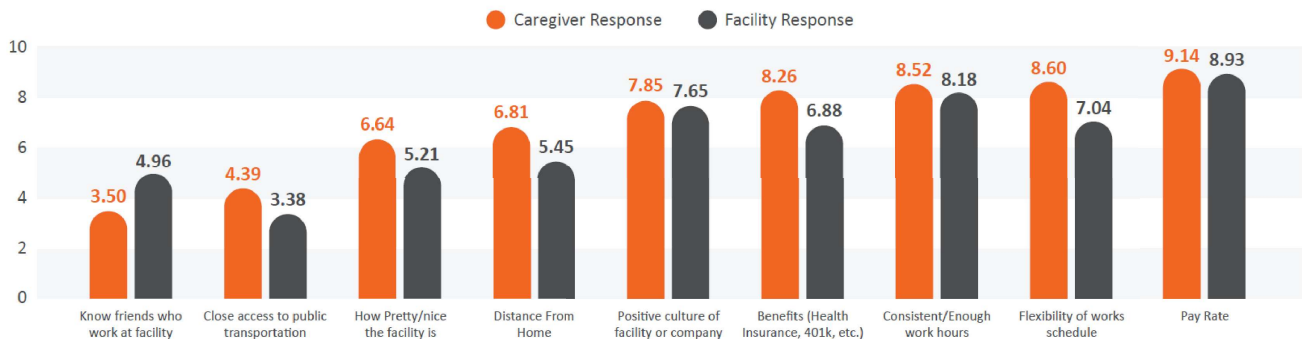
## Let's Meet Our Facility Leaders



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# What Motivates Caregivers

On a scale of 1-10 please rank the factors that would make you (or an employee) want to work PERMANENTLY at a facility: [1 - not a factor, 10 - Significant factor]



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# What Motivates caregivers?

## ALIGNMENT

### Caregiver and Employer

- Pay Rate
- Positive culture of company or facility
- Consistent/enough work hours

## MISALIGNMENT

### Caregiver and Employer

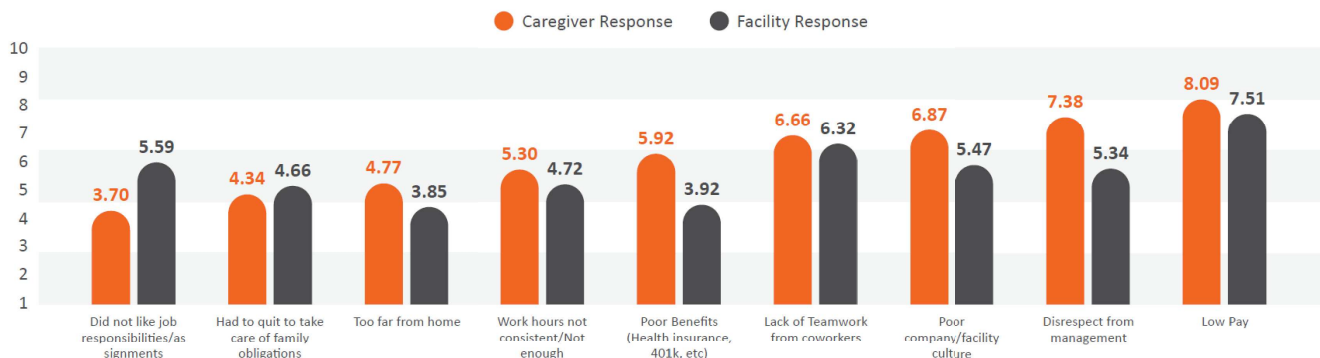
- Flexibility of work schedule
- **Benefits & Non-Traditional Benefits**
- Respect

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# What Demotivates Caregivers

## What Motivates Caregivers to QUIT an Employer?

If you (or employee) have QUIT a job(s) in a senior care in the past, please tell us which factors contributed the most to wanting to leave?



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# What Demotivates Caregivers?

## ALIGNMENT

### Caregiver and Employer

- Low pay
- Family obligations
- Lack of teamwork

## MISALIGNMENT

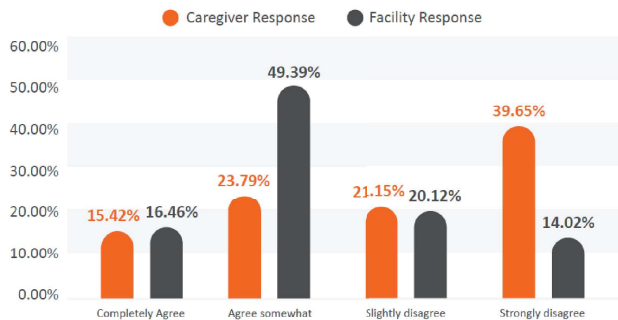
### Caregiver and Employer

- Disrespect from management
- **Poor benefits**
- Didn't like job responsibilities

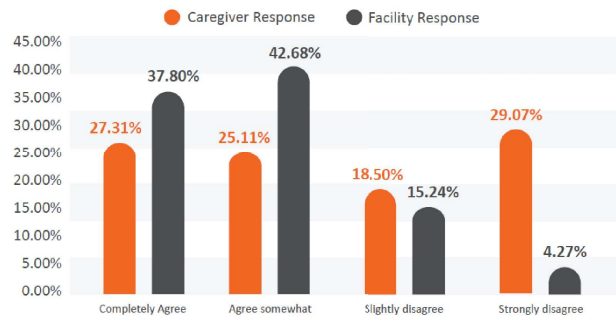
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## What tradeoffs are Caregivers NOT willing to make for Pay Rate?

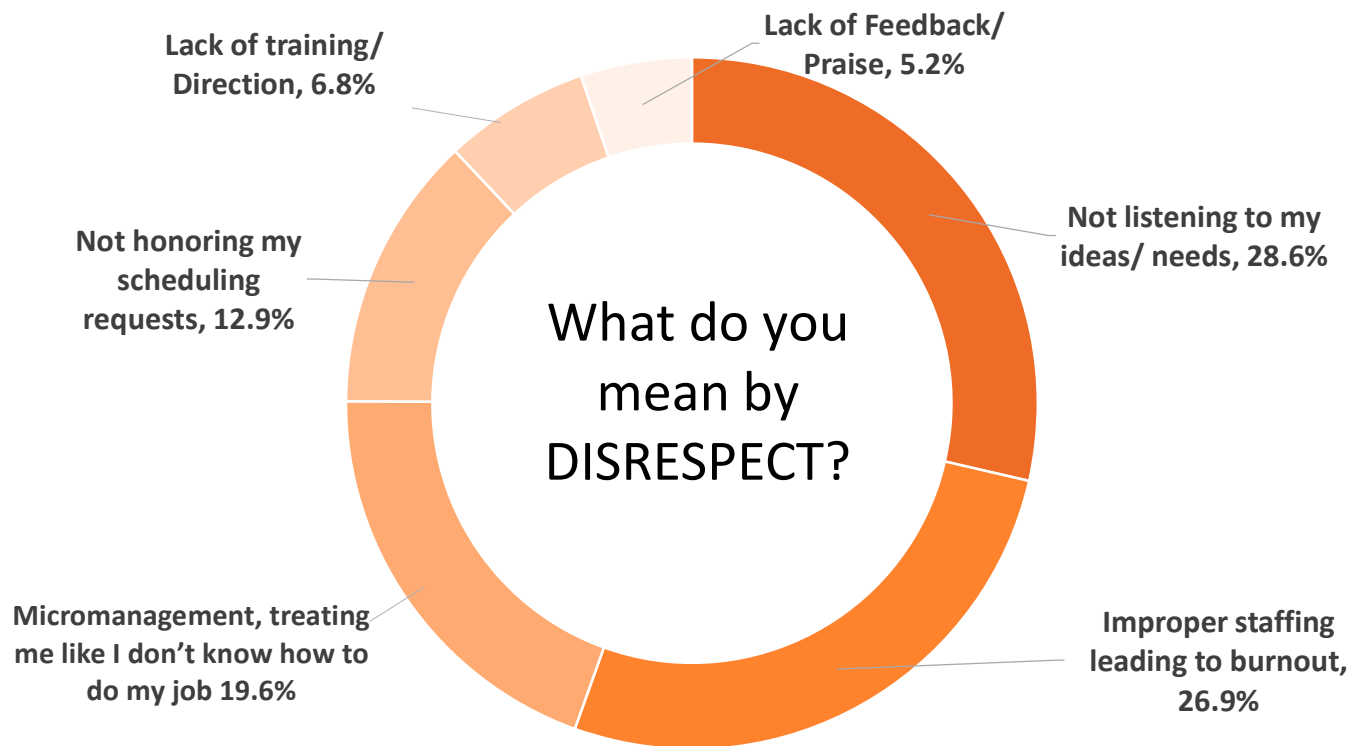
Agree or Disagree: "A caregiver would be willing to make 10% LESS money, if they were offered a job at a facility with a better CULTURE"



Agree or Disagree: "If a company NOT IN SENIOR CARE/HEALTHCARE (maybe like a Walmart, Amazon, Restaurant, typical office job) wanted to pay me (or your employees) 20% more than I (they) make now, I (they) would not be working in senior care:"

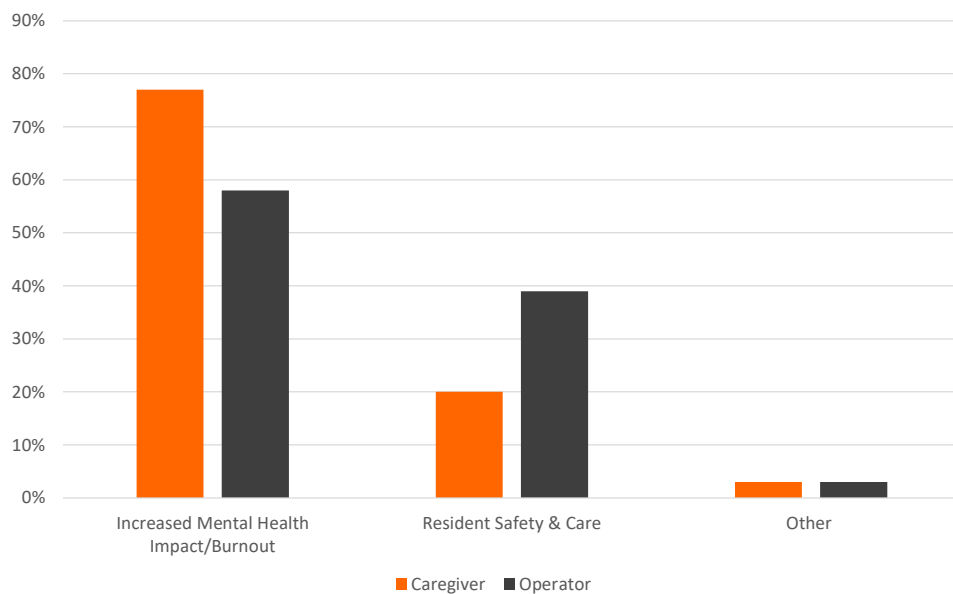


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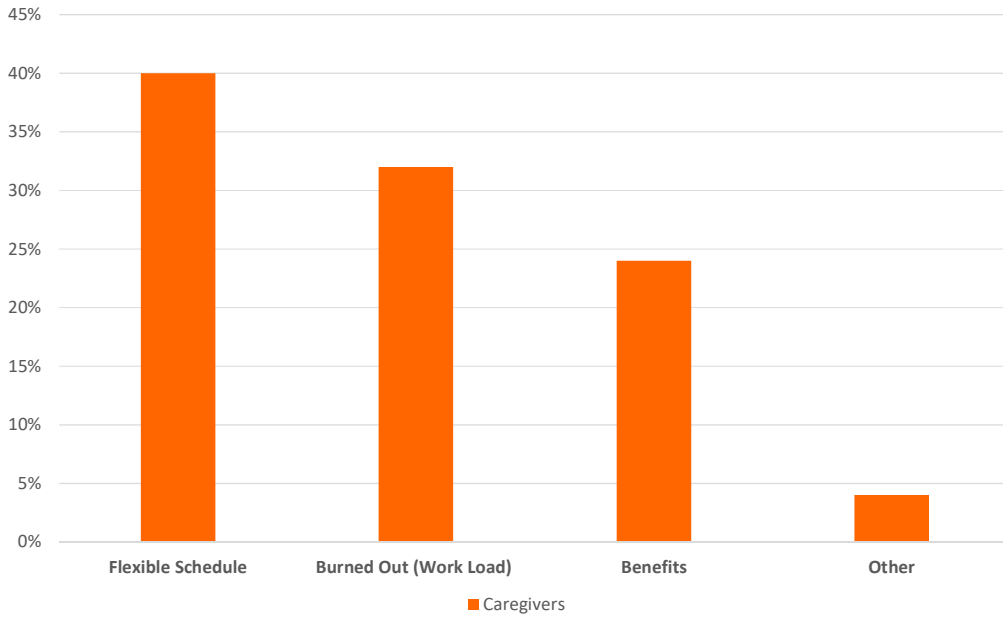
## Main safety concern based on staffing shortages



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# If you have left the industry, why?

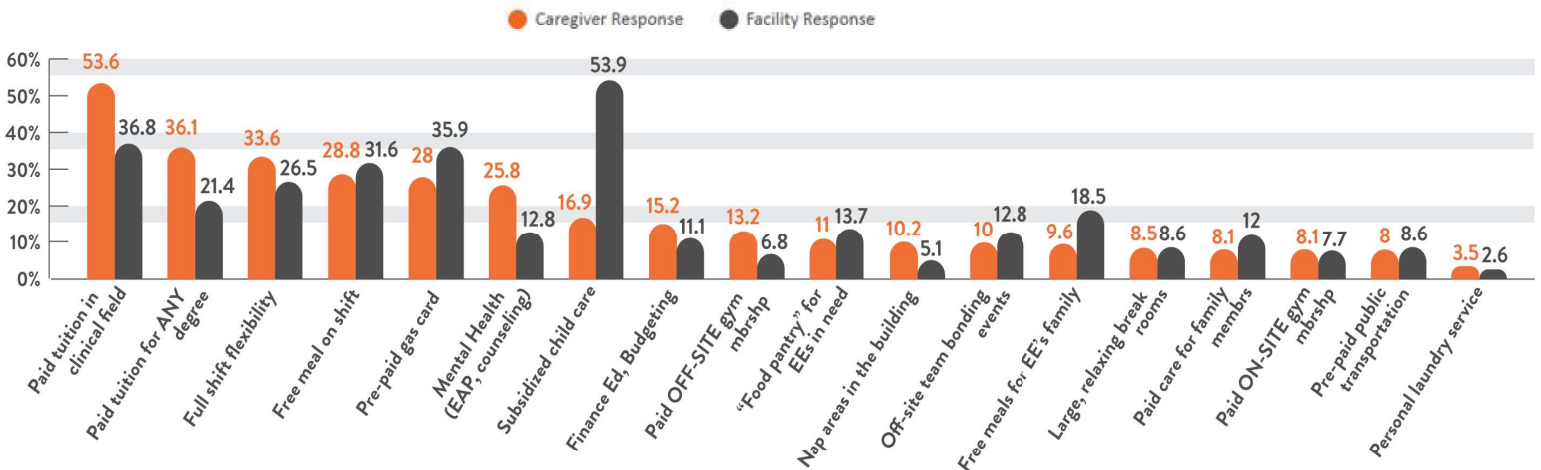
Caregivers



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\*KARE Research

## Of all the “non-traditional” benefits that a company could offer me, my favorites would be:



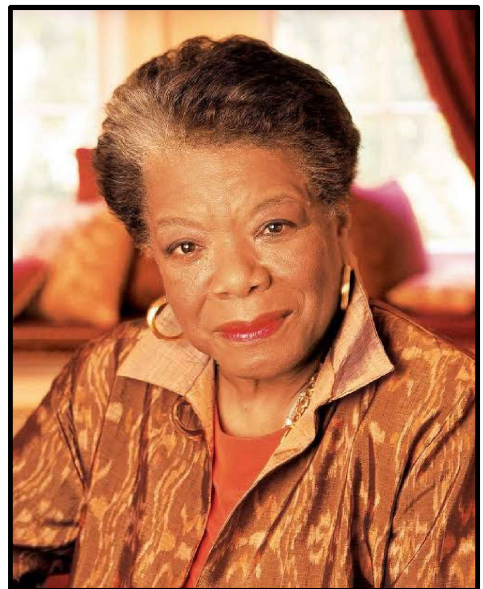
**The National Institute of Mental Health estimates that low wage earners, especially frontline healthcare workers, are 2-5X more likely to suffer from a diagnosable mental disorder.**

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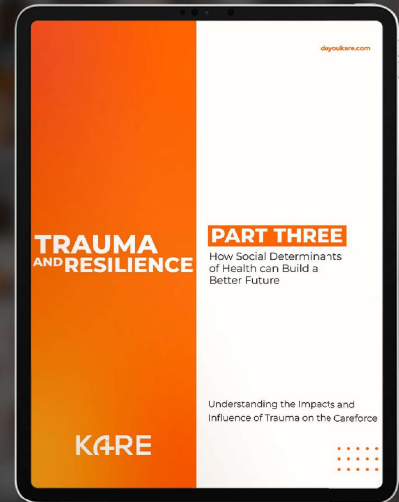
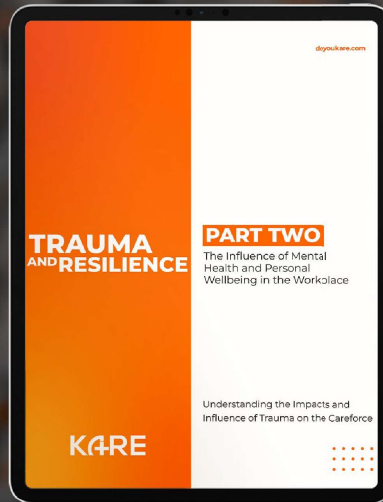
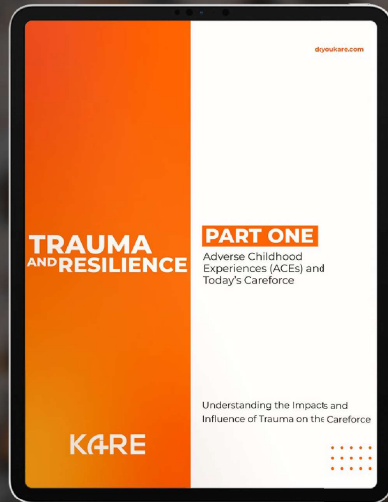
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**“There is no greater agony than bearing an untold story inside of you.”**

**-Maya Angelou**



# Understanding the impacts and influence of Trauma on the Careforce



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# Trauma & Resilience Among Our Careforce

**FROM**



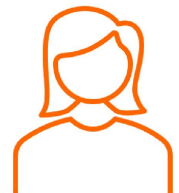
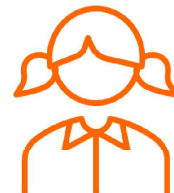
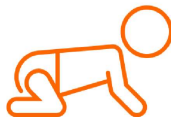
**TO**

**What is  
WRONG  
with you?**

**What  
HAPPENED  
To you?**

## **Adverse Childhood Experiences (ACEs)**

Potentially traumatic events in childhood  
(0-17 years)

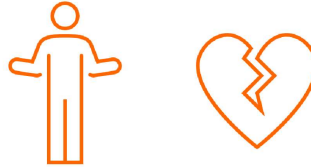


# ACEs Categories

## Abuse



## Neglect



## Household Challenges



## ACEs can increase risk for disease, early death, and poor social outcomes



### Chronic Health Conditions

- Coronary heart disease
- Stroke
- Asthma
- COPD
- Kidney disease
- Diabetes
- Obesity



### Mental Health Conditions and Substance Use Disorders

- Depression
- Substance use disorder:
  - Alcohol
  - Opioids
  - Tobacco



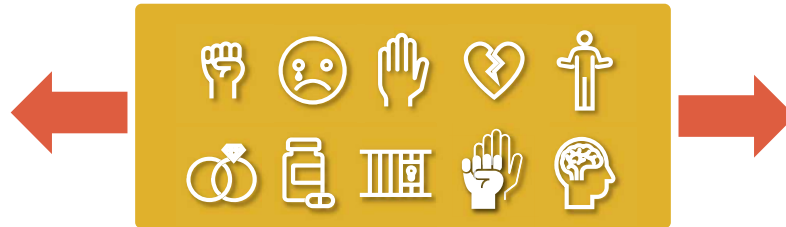
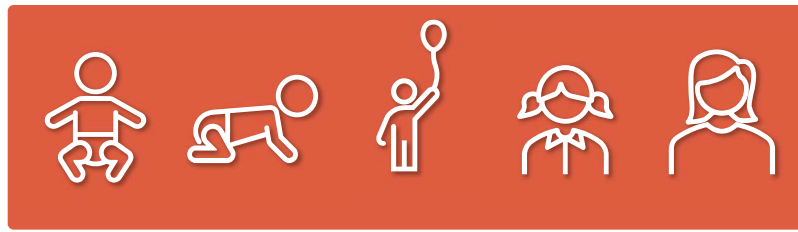
### Health Risk Behaviors

- Smoking
- Excessive alcohol use
- Substance misuse
- Physical inactivity
- Risky sexual behavior
- Suicidal thoughts and behavior



### Social Outcomes

- Lack of health insurance
- Unemployment
- Less than high school diploma or equivalent education



# TOXIC STRESS

# STRESS

## Positive Stress [Giving a Session]

Brief elevations of:

- Stress hormones
- Heart rate
- Blood Pressure

## Tolerable Stress [Natural Disaster]

Time-limited activation of stress response

Potential to recover

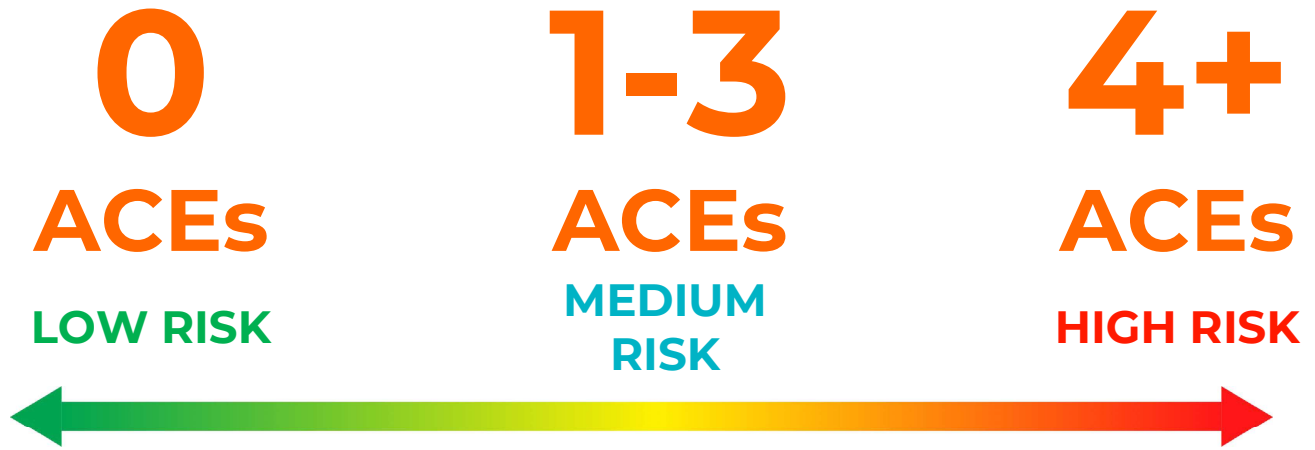
## Toxic Stress [ACEs]

Adversity during critical, sensitive periods or early development

Can become biologically imbedded



# ACEs Risks for Disease, Early Death, and Poor Social Outcomes



US Population

**64%**

At least ONE  
type of ACE

**17%**

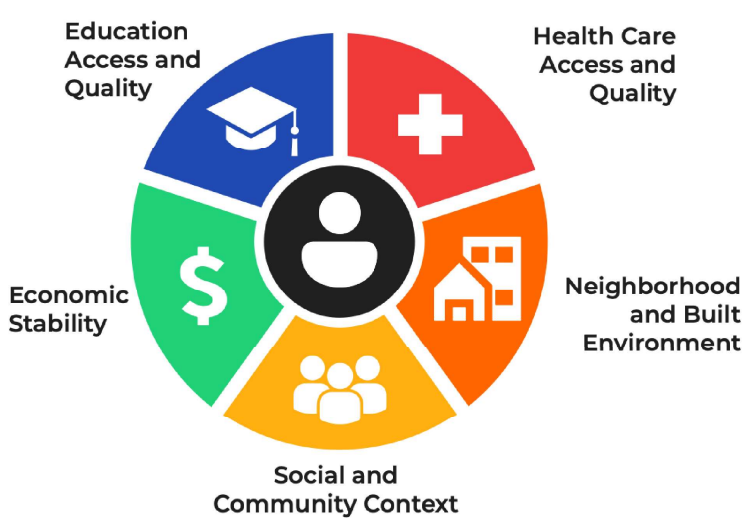
FOUR or more  
types of ACEs

Careforce

**73%**

**34%**

# Social Determinants of Health Reality



## Utilities

**75%**

Do not have enough money to pay bills

## Housing



**1-in-4**

Are housing and food insecure.

## Safety

**15%**

May not be safe at home.

## Utilities

**28%**

Utilities have been threatened to be shut off.

**FROM**



**TO**

**What is  
WRONG  
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To you?**

**The National Institute of Mental Health estimates that low wage earners, especially frontline healthcare workers, are 2-5X more likely to suffer from a diagnosable mental disorder.**

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## Caregiver Burnover

- Operator overtime hours for FTE 3x higher coming into 2024 than they were in January 2023
- Turnover in 2023
  - 54% total nursing staff turnover per year
  - 50% RN turnover per year
  - 78.1% CNA turnover per year
- Impact on residents/patients
  - A 1% reduction in nurse staffing leads to a resident mortality from 8% to 10% per year
- Impact on our Careforce
  - For every additional resident, a caregiver cares for, 23% increase in the odds of burnout and 15% increase in the odds of being dissatisfied with their job
- Impact on bottom line
  - Cost to replace a CNA is \$3,000-\$6,000
  - Attrition costs the average operator over \$100,000 per year

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\*CMS, McKnights, KARE

# Good Overtime VS Bad Overtime

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## OVERTIME?

- Embrace technology - Scheduling software, if fully implemented, will assist in overall labor management. (If you are using handwritten notes or excel for scheduling, STOP IMMEDIATELY!)
- Conduct daily meetings to compare staffing levels to PPD and to adjust staffing levels based on projected census fluctuations
- Manage overtime - make sure overtime policies are in place. Monitor the following types of overtime:
  - Scheduled overtime, which is a result of staffing shortages;
  - Incremental overtime, which is a result of punching in early or punching out late;
  - Frictional overtime, which is due to staffing emergencies such as call-offs, no-shows, or terminations. Lastly, ensure historical trends in overtime are reviewed.
- Focus on retention - For an hourly employee, the cost of turnover is an estimated \$3,000 - \$6,000 per employee; therefore, a community with 100 employees and a turnover rate between 50% to 90% could cost \$75K to \$135K per year.

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\*HDG, KARE

# Employee Lifecycle & Experience

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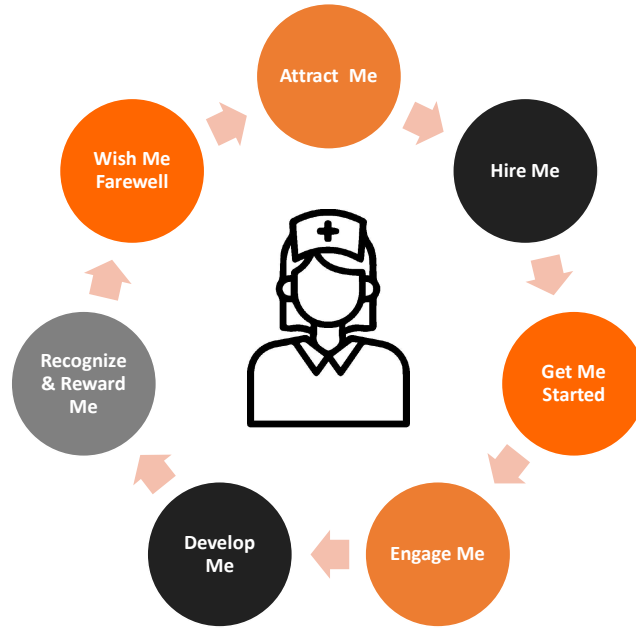


## MINDSET

Think of a brand you are loyal to **because of the experience.**

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# EMPLOYEE LIFECYCLE



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## Employee Experience (EX) Journey



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## ATTRACTION

### Employment Branding

View through the lens of a stranger

Know what your employees saying about you online:

- Complete online review audit
- Create review strategy based on audit

Does your website, 3<sup>rd</sup> party sites (Indeed, Glassdoor, etc.) reflect your culture and who you are looking to attract?

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## RECRUITMENT

### Candidate Selection

Hiring process optimization

- Speed & technology wins

Shift to intentional selection

- Flexible work models
- Talent selection partner

Behavior based job postings

- No more “perform ADLs”
- Align behavior to a “Who We Want” section

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## ONBOARDING

Set Up  
For Success

"Pre-boarding" sets your experience apart

Managers- you matter!

- 3x as likely to have exceptional experience when managers are actively involved

Assess if your program meets the 4 C's:

- Compliance
- Clarification
- Culture
- Connection

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## ENGAGEMENT

Purposes  
& Stickiness

Engagement vs. Experience

- Surveying is not enough

Meeting Emotional, Social & Physical needs

- Relationships are a foundation to engagement

Strategy to combat burnout + turnover

- Communication alignment

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## DEVELOPMENT

### Performance Coaching

Build real-time feedback and coaching systems

- Linked to rewards

Understand what your staff values when it comes to learning

Level Up your staff:

- Offer paid tuition in clinical and/or any field
- Career ladder/lattice programs

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## RECOGNITION

### Rewards & Progress

Building rewards that align with persona

- Early wage access

Ask employees:

- How do you like to be recognized?
- What is the most meaningful recognition you have ever received?

Career progression opportunities

- Send your top CNA to CNA Fest

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**EXIT**

**Build  
Evangelism**

Employees last day treated as important as first day

- Don't let negative experiences erode your brand

Make employees feel herd. Build a robust exit survey and exit interview process.

- Results reviewed with leadership regularly

Create an "alumni" or "friends of" network

- Brand ambassadors
- Creates connection after exit
- Keeps your organization top of mind

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**Culture:  
a series of experiences**

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# Moments that Matter



Specific Moments



Ongoing Moments



Created Moments

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**CREATING**  
AN IMPACTFUL EXPERIENCE  
FOR YOUR MODERN-DAY  
**CAREFORCE**



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