REBRANDING THE SENIOR LIVING INDUSTRY TO OVERCOME STAFFING AND RECRUITING CHALLENGES
Current Challenges in Staffing:

● **HIGH TURNOVER**
  ○ The national average annual turnover rate was 57.3%, and the number of people who left their jobs increased to a staggering 6.2 million in September 2021. According to a study conducted by the ADP Research Institute, “60-70% of all turnover is voluntary” (2).
  ○ Statistics in the senior living industry are even more dismal, with data from Activated Insights showing “senior living has a higher voluntary termination percentage for its front line workers” when compared to similar positions in parallel industries, with a 29% turnover rate compared to 13% for grocery, and 10% for hospitals (3).
  ○ Difficulties working with an aging and often high acuity-population

● **TALENT SHORTAGE**
  ○ Mass exodus of healthcare workers
  ○ Work-from-home demands

● **INCREASED COMPETITION**
  ○ Lower-than-average salaries
  ○ Competitive wages

● **DEMAND FOR EMPLOYEE AMENITIES AND FLEXIBILITY**
  ○ Flexible hours
  ○ Benefits
  ○ Few perceived opportunities for advancement
Why Senior Living?

- MANY AVAILABLE CAREER PATHS
- DIVERSE AND INCLUSIVE WORKPLACE
- A RESIDENTIAL ATMOSPHERE AND LESS MEDICALLY FOCUSED
- FAMILY ATMOSPHERE
- PRIDE IN YOUR WORK - THE ABILITY TO GIVE BACK TO A GENERATION THAT HELPED BUILD OUR COUNTRY
Rebranding Senior Living:

- **REVERSE THE STIGMA**
  - The senior living industry is often compared to nursing homes, a hospital, or an undesirable place to work
  - In reality, senior living communities are homes for residents - where there are constant activities, celebrations, and opportunities to provide care, where it counts

- **CARING FOR OTHERS**
  - When surveying attendees at job fairs and students, many expressed that they are choosing healthcare positions to help others and wanting to make a difference
  - Emphasize the notion that we are working in the seniors’ HOMES - truly an opportunity to serve this generation
Proposed Recruiting Solutions:

- **HIRE SUPPORT FOR OVERWORKED STAFF**
  - Utilize PRN staffing – scheduling flexibility

- **OFFER OPPORTUNITIES FOR CAREER DEVELOPMENT**
  - EDIT programs, Nursing Loan Forgiveness, Scholarship program, HAEP program

- **FIND THE STUDENTS**
  - College and High School outreach programs

- **FIND THE DISPLACED HOSPITALITY WORKERS**
  - Recruit hospitality sector workers who lost their jobs in Covid-related layoffs

- **FIND THE RETIREES**
  - Younger retirees (age 55+) are seeking other ways to make income
Proposed Recruiting Solutions:

- STREAMLINING AND IMPROVING THE HIRING PROCESS
  - App-based hiring
- OFFERING COMPETITIVE COMPENSATION
  - Offer additional paid benefits that increase the value of the overall compensation package
  - Potential to be paid weekly
- DEVELOPING TALENT FROM WITHIN
  - Maximizing opportunities for employee advancement
    - Share stories of dining servers and concierge advancing to Executive Directors, Regional Directors of Operations or Vice Presidents
Proposed Retention Solutions:

- **INCREASE FLEXIBILITY**
  - Develop a system to allow caregivers to select their hours
  - Dress code modifications
- **IMPROVE WORKPLACE CULTURE**
  - Diversity resource groups
  - Rewarding good behavior
  - Maintaining an ethical culture and brand identity
  - Sustaining employee motivation and engagement
- **PRIORITIZING TEAM MEMBERS**
  - Mental health focus
  - Career development opportunities
  - Excellent Benefits packages
  - Employee discount programs
Presenting to the Public: Vocational Fairs and Community Colleges

● Met with students ranging from 8th grade to community college
● Many were unaware the senior living industry even existed - presenting on the industry was powerful!
● Students were engaged and eager to hear that they are able to work on the front lines in an entry level position, with opportunities to grow
● Most importantly, students wanted the ability to work with PEOPLE
Presenting to the Public: Virtual Interviews

FINDINGS:

- KARE offers flexible shifts that fit their “heroes”’ lifestyle
- They foster great workplace culture by surveying their team members often and host social events to build camaraderie
- KARE is exploring social media to attract new talent and display their fun workplace culture

Staffing solutions for Senior Living - Interview on how KARE handles staffing issues and their tactics to improve retention.
Presenting to the Public: USC Job Fair

- Met with University students who were looking for new opportunities after graduation
- Shared with them the opportunities for career development in the Senior Living industry
- Described how you can work at the Community level or Corporate level
- Ability to work with and have fund with Seniors