Session 209

How to Recruit Successfully for Private Duty Care

Faculty: Georjean Sweis, MBA, Director

Course Level: Intermediate; 1.0 nursing CEs; 1.0 CPEs (NASBA/SKA)
Track: Private Duty

Objectives

- Provide a better understanding of recruitment process
- Identify recruitment sources, selection tools, & strategies to improve outcomes
- Discuss operational measurements for implementation
- Track and monitor effectiveness & accountability of recruitment/retention efforts
- Improve caregiver retention through best practices & data-driven documentation to reduce recruitment needs
Recruitment Retention Realities

- Low supply of caregivers
- Higher demand for care
- Caregiver turnover rates
- Cost of turnover
- Lost revenues due to inability to schedule shift
- Caregivers employed by more than one agency

Recruitment to Retention Flow Chart
Steps in the Process

- Recruitment Process
- Measure Monitor Outcomes
- Retention Tactics

Recruitment Process
Recruitment | Selection Flow Chart

Competitive Analysis
How Does your Agency Measure Up?

What differentiates your agency from competitors?
Talking Points
Your Home Care Agency

Are you the *Employer of Choice* in your market?

- Your Culture
- Service Differentiation
- Reputation
- Brand
- Awards & Recognition

Talking Points
Caregiver Candidates

What’s in it for Your Potential Caregivers?

- Wages & Benefits
- Home-Life Balance
- Flexible Schedules based on Availability

???
What Caregivers Want
5 Reasons Caregiver Choose to Work for Provider

- First Job Applied for 17.3%
- Good Working Environment 22.4%
- Working Schedule Met 20.3%
- Lifestyle 20.3%
- Company has Good Reputation 20.0%

6th Annual Edition
Private Duty Benchmarking Study 2015
Conducted by Home Care Pulse

How Did your Candidates Hear about YOU?

Recruitment Sources

- On-Line Recruitment Sites
- Past | Current Employees
- Postings in Community
  - Local Ads
  - Social Media
- CNA | Nursing Schools
- Health Partners
- Career Fairs
- On-site Job Fairs
Ad Appeal
How Attractive is your Help Wanted?

- Attention Grabber
- Effectively describe the position
- Less words, More action
- Valuable information on benefits
- Call to action
- Various options to reach you

Recruitment Funnel
The Recruitment Goal

To get as many qualified candidates to the lowest point of the recruitment funnel as economically and efficiently as possible

- 100 Candidates Inquiring
- 50 Phone Interview
- 20 1st Interview
- 10 2nd Interview
- 4 HIRED!
The Phone Inquiry
Are you Screening and Advancing?

- First Impression
- Ask: How did you find out about us?
- Use a standardized set of pre-application questions
- Build relationship
- Treat as a client inquiry
- Communicate what happens next

The Application
Would you Want to Complete?

- Flows well
- Easy to complete
- Clear and concise
- Asks “How did you find out about us?”
- Evaluate where the application is completed
- Communicate what happens next
The First Interview

Who is Interviewing Who?

- First Impression
- Ask: How did you hear about us?
- Build relationship
- Hold in Private area - no interruptions
- Talk Less, Listen More
- Communicate what happens next

Caregiver Assessment Tools

Maximizing the Follow up Interview

- Overview | Definition
- Pros & Cons
- How to Decide
- What to Consider
The Second Interview
**Who is Interviewing Who?  Deja’ Vu!**

- **First** Impression
- **Ask:** How did you hear about us?
- **Build** relationship
- **Hold** in Private area - no interruptions
- **Probe:** Areas regarding more depth | discussion
- **Talk** Less, **Listen** More
- **Communicate** what happens next

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Group Interviews
**When to Consider**

- Description
- Pros & Cons
- How to Conduct
- What to Expect
On-Site Job Fairs
When to Consider

- Description
- Pros & Cons
- How to Conduct
- What to Expect

What We Know
What Motivates Caregivers?

myCNAjobs.com 2015 Survey
Caregiver Turnover

*How Do You Measure Up?*

Caregiver Turnover Rate =

\[
\text{Caregiver Turnover Rate} = \frac{\text{Number of caregivers who leave within the defined period}}{\text{Total number of caregivers employed during defined period}}
\]
**Median Caregiver Turnover Rate**

*An Increasing Upward Trend*

![Chart showing increasing turnover rate from 2009 to 2014.](chart)

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**Measurement Madness**

*How to Prioritize*

Where is the business coming from

- How many walk-ins versus phone inquiries
- How many candidates per recruitment source(s)?
- How effective is the outcome per recruitment source?

How many phone inquiries

- Conversion rate to 1st interview
- Conversion rate to hired caregiver
**Measurement Madness**  
*How to Prioritize*

How many first interviews  
- Conversion rate to 2nd interview  
- Conversion rate to a successful hire

How many second interviews  
- Conversion rate to 2nd interview  
- Conversion rate to a successful hire

How many group interviews - results

How many on-site job fairs - results

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**Measurement Madness**  
*How Much Time?*

How efficient is the recruitment process?
Recruitment Funnel
What Does yours Look Like?

The Recruitment Goal
To get as many qualified candidates to the lowest point of the recruitment funnel as economically and efficiently as possible

Cost of Caregiver Turnover: What are You Spending?

The Cost of Caregiver Turnover Equation

# of Caregivers Separated × Total Costs per Caregiver Turnover
Turnover Costs: The Full Impact
*Overall Costs on your Financial Statement*

**Hard Costs** *(real/direct)*
- Advertising
- Recruiting Referral Sources
- Interviewing Process
- Selection | Hiring Process
- On-Boarding Expenses
- Caregiver Separation Costs

**Soft Costs** *(hidden/indirect)*
- Covering Open Shifts
- Impact on Client Relationship/Service
- Lost Knowledge: client/caregiver relationship
- Learning Curve: new caregiver/existing client
- Unemployment Ramifications
- Lower Morale due to overworked/high turnover
- Disruption of Operations
- Potential Chain Reaction

Capturing the Best and Keeping Them!
*Reducing Caregiver Turnover*

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*Keep the Best!*

- Recruitment
- Selection
- On-Boarding
- Orientation
- Training & Programs
- Recognition
- Results
Retention Tactics

Retention Flow Chart

1. On-Boarding
2. Orientation
3. 1st Assignment
4. Supervisory Visit
5. Annual Performance Reviews
6. Separation
7. Exit Interview
8. Maintain Data
9. Hire!

Retention:
- Caregiver Referral Incentive Program
- Annual Performance Reviews
- Separation Tool
- Exit Interview
- Maintain Data
- Hire!
What Caregivers Look For
5 Top Ways Caregivers Prefer to be Recognized

<table>
<thead>
<tr>
<th>Method of Recognition</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal Recognition by Supervisor</td>
<td>36.9</td>
</tr>
<tr>
<td>Vacation Time, Bonuses, Perk, Gift Cards</td>
<td>20.4</td>
</tr>
<tr>
<td>Pay Raise</td>
<td>14.1</td>
</tr>
<tr>
<td>Recognition by Client</td>
<td>13.5</td>
</tr>
<tr>
<td>Company Wide Recognition</td>
<td>12.4</td>
</tr>
</tbody>
</table>

Conducted by Home Care Pulse

On-Boarding
The Paper Chase

- Your Process
- First Impression
- Clear & Concise
- Easy to Complete
- What Happens Next
Orientation

_The “Chevy” Chase_

- Your Program
- Your Culture
- Brand Affirmation
- Clear & Concise
- Organized & Fun
- Interactive
- Various Learning Vehicles
- *Communicate* what happens next

The First Assignment

_Chase Down: Wild Goose Chase or Storm Chasing_

- The Procedure
- The Connection
- The Transition
- Support & Reassurance
- What Happens Next
Mentoring Programs
Who’s Your Buddy?

- Description
- Pros & Cons
- How to Decide
- What to Consider

The First 90-Days
Chasing Rainbows

- The Process
- The Connection
- The Transition
- Ongoing Support & Resources
- Communicate what happens next
The Supervisory Visits
*Lead the Chase*

- The Process
- The Connection
- Recognition
- Coaching & Training
- The Transition
- *Communicate* what happens next

Performance Reviews
*Lead the Chase*

- The Process
- The Connection
- Recognition
- Coaching & Training
- The Transition
- *Communicate* what happens next
Appreciation | Recognition

*Lead the Chase*

- The Process
- The Connection
- The Transition
- The Reward
- *Communicate* what happens next

Separation

*Cut to the Chase*

What Happened

Focus on Important Factors

How to Prevent Going Forward

Why it Happened
Setting Up Your Recruitment | Retention Plan

| Recruitment | |
| --- | --- | --- |
| Strategies | Sources | Selection |

| Retention | |
| --- | --- | --- | --- | --- |
| On-Boarding | Orientation | First Assignment | Training | Recognition | Coaching |

Measure | Monitor Results

Were Objectives Met?

- Provide a better understanding of recruitment process
- Identify recruitment sources, selection tools, & strategies to improve outcomes
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Thank You!

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