

2022 INSIGHTS

The Future of Senior Care

THINKING FROM INDUSTRY THOUGHT LEADERS, WHERE THE PUCK IS HEADING, AND KEY INNOVATIONS TO KEEP YOUR EYE ON.



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A Guide To The Future of Senior Care

The last year has shone a spotlight on senior care, highlighting the ways we can bolster our teams and technology to tackle the challenges facing our industry. In that spirit, we're excited to bring you The 2022 Guide to Insights on The Future of Senior Care. We've invited industry leaders to share their thoughts on today's market, where the puck is heading, and key innovations to keep your eye on in 2022.

This guide is designed to help you build and activate an effective strategy for the year ahead. It's a unique opportunity to hear directly from leading care providers and industry advocates. Dive deeper into everything from recruitment, retention, legal and compliance trends to innovative training, marketing, sales and data-driven technology. We hope you find this guide helpful, and encourage you to reach out, and partner with the organizations who contributed. We're stronger as an industry when we come together. Thank you for all you do to serve our seniors.

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Brandi Kurtyka

Founder, CEO



myCNAjobs

The Vaccine Conversation Guide

As millions of Americans have already eagerly rolled up their sleeves to “get the shot”, a significant number of others remain hesitant to get vaccinated or reject getting vaccinated altogether.

Further, nursing homes and many other healthcare organizations are mandating the vaccine. Seems simple, right? You know that couldn't be farther from the truth. With an already small workforce and low vaccine rates among frontline healthcare workers, this means your labor pool is shrinking vs expanding.

Having a conversation with someone about the vaccine at this point isn't easy. We're beyond “low hanging fruit” conversations and many people are finding it difficult to navigate conversations with loved ones and employees who have divergent views about the vaccines, as well as social situations involving those with different vaccination statuses.

We've created this guide to help you navigate and explore different strategies to talk about the vaccine to inspire new thinking, conversations, and the required dialogue to keep people safe and exit the pandemic.

Good luck and a big thank you for reading this and your role in our healthcare community. I salute you!

Brandi Kurtyka
CEO



The Vaccine Conversation Guide



Steps To Having A Productive Conversation

1

Go into the conversation knowing your audience.

The more you know about a person before heading into a conversation, the better. Are you talking with someone that is scared, has had a bad experience, has never been vaccinated before, is taking a political stance on the vaccine, etc.? The more you know, the better prepared you can be to pick a strategy.

2

Learn and listen before talking.

Validate where and why you think an individual is hesitant to get a vaccine. Acknowledge their concerns and learn the reasons behind their thinking. Now, you can pick your strategy and next step in the conversation.

3

Start the conversation.

Check out the one-on-one conversation guide on the following pages to lead the dialogue in a productive manner.

4

Share a personal story on why you got the shot.

Go beyond the science and share the why behind you getting the vaccine. Did you do it to keep others safe, are you ready to get out of the pandemic, etc. Sometimes, hearing why you got the shot can be more powerful than why people are not getting the shot.

5

Let them win and offer a next step resource for consideration.

This isn't a conversation about someone being right and someone being wrong. Let the other person feel heard and validate their position. End the conversation on a happy note with a resource if they'd like to learn more about getting the vaccine.



Download the Full
Vaccine Conversation
Guide Here

 [Download](#)



Angie Graves

VP, Talent Acquisition

Tell us a little bit about your role and organization

I lead Talent Acquisition for Aegis Living, a 34 community luxury assisted living and memory care organization founded 24 years ago by Dwayne Clark, who is still actively involved in the business to ensure that as we grow, we don't lose sight of the culture he envisioned when we opened our doors – one that is employee focused with the premise that if we take care of our employees, they will provide better service for our residents.

What's the biggest challenge facing providers as we head into 2022?

Uncertainty! We are in the midst of a never before seen talent market and a complete shift in workforce mindset after nearly two years of the trials of a world pandemic. Some experts say that the great resignation is about to become the great rehire – others say that we're in for these challenges for at least another year. My crystal ball isn't sharing much with me – not sure about anyone else.

What should a provider be doing now to get ahead of that challenge?

Business and Workforce strategies need to be more agile with the ability to pivot like never before. Thinking through multiple scenarios and putting contingency plans together should become the new norm. You need to be ready for anything that might be coming your way. "What if" never had more meaning than it does now.



You need to be ready for anything that might be coming your way. "What if" never had more meaning than it does now.

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

Leaning on non-traditional talent pools is key – if you're not looking to hire minors (high school students), neurodiverse talent, or other ability talent, you're going to miss out. What about formerly incarcerated talent (non-violent offenses) or asylum, refugee, legal immigrant talent? Thinking outside the box to see how you might be able to accommodate these groups – would the cost of providing housing and food or transportation be less than what you are paying for the agency?

What's most important for a provider to have on their radar next year?

Investing in your talent strategies for recruitment and retention should be the top priority for all businesses next year. Having dedicated recruiting resources and talent ambassadors to help with retention to ensure that you are not losing talent as fast as you are hiring. Investing in a recruiting infrastructure, whether centralized or not, will be key. This is no longer a market where you can expect people to apply to your requisitions, even with the catchiest job ads. Making sure anyone who recruits in your organization understands how to effectively find passive talent (those who are already working).

Are you working on any new innovations or projects the industry should be aware of?

Senior living tends to recruit in a decentralized model where each community/facility does their own recruiting and this model may not be as effective as centralizing your team with professional recruiters who understand that you need to do more than just post and wait for applicants. We centralized our team just over two years ago and we started to see a definite decrease in turnover through the pandemic and have recently started seeing an uptick. We have tried so many new things to attract talent, even a hiring bus where we went to meet talent where they were – probably too early after things opened up but we're getting ready to launch again after the holidays.

We have also launched in person hiring events again – still mixed results but those who show up tend to be higher quality talent and we hire 80% of them. We also launched iCIMS this year and our personalized Chatbot named Cora just went live on our application page along with our text to apply functionality.



Laura Ellen Christian

VP, Client Engagement



Tell us a little bit about your role and organization

My name is Laura Ellen Christian, Vice President of Client Engagement for AGE-u-cate® Training Institute. I am a 17+ year veteran of the senior living industry, recently making a transition to a more focused passion of mine; training and education. AGE-u-cate® offers programs geared towards delivering evidence-informed, high-impact care partner education and skill-building techniques designed to improve quality of life for older adults and people that support them.

What’s the biggest challenge facing providers as we head into 2022?

The biggest challenge is staffing – both recruiting and retention. Another closely related challenge is industry perception and community culture. With increased negativity coming through mainstream media, those currently working in the industry are becoming exhausted in defending their career, and people who were aiming to begin a career in the aging services industry are rethinking that decision. When a community or organization continually experiences people leaving and a smaller pool to recruit from, it affects morale which affects overall culture. This becomes a vicious cycle that must be broken to make sustainable progress with staffing challenges.

What should a provider be doing now to get ahead of that challenge?

At AGE-u-cate® Training Institute we strongly believe that an organization is only as good as its people. And people come and stay based on how an organization does the following: treats employees, supports professional and personal growth for ALL, and provides a nurturing, inclusive work environment.

Otherwise stated – people will join a team and stay if the integrity of the company’s culture is intact, and the person is given opportunities to grow. And by growth, I’m not only talking about promotions. I’m also talking about opportunities for people to feel empowered in their roles to make decisions and contribute to the success of the business regardless of title or position.

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

I think a trend we are slowly seeing is an increased adoption of technology for aging services, but not just for the sake of having the next “flashy” gadget. The aging services industry has always been slow to adopt, perhaps one of the reasons for its sometimes-lackluster reputation among the public. But if you are inside the industry, you know that slow adoption comes with good reasons. We are supporting our elders – a group of people who should be treated with the utmost respect. A group of people who need PEOPLE, not just a robot or tablet, to connect with. My advice is to keep being slow to implement and make decisions with intentional steps for creating positive outcomes connected to the people you serve and employ.



Revolving people in and out of your organization wastes time and energy and harms the integrity of your organization’s reputation and culture. Make a plan and align with trusted partners to execute that plan.



Laura Ellen Christian

VP, Client Engagement



What's most important for a provider to have on their radar next year?

With staffing rising to the top as the biggest challenge, having quality orientation and training experiences is a must. Notice I said experiences. I think organizations need to dig deep and break the mold of boring, cram packed orientation programs. How can you make a staff member's first days exciting, inspiring, and unforgettable? This is a make it or break it moment and most are breaking it as seen by high turnover rates and statistics like these:

- 64% of new hires in aging services turn over within the first six months of employment
- 1 in 4 nursing assistants report they are actively looking for another job
- The cost of replacing an employee can be upwards of 16% of the annual salary for the position

You must weave a growth mindset into your organization's culture. 95% of employees state that they would stay longer at a company if their employer invested in career development⁴. Speaks for itself. Rather than thinking of investing in training and career development as an expense, think of it as a savings! If a caregiver makes \$15/hour, that's an annual salary of \$31,200. You can save over \$4,000 per staff member retained and invest those dollars in creating impactful educational experiences and growth opportunities. Make a plan and align with trusted partners to execute that plan.

Are you working on any new innovations or projects the industry should be aware of?

AGE-u-cate® is committed to supporting aging services through the staffing challenges. REVEAL Aging was released over the last year and a half, providing workforce training solutions developed through the microlearning lens. Simply put, it's 1-hour, device friendly training courses delivered in 10-minute segments to support the learner's ability to process bits of knowledge and skill over time.

What's more, REVEAL Aging training is focused on quality of life for elders and care partners. A large portion of training for care staff is focused on clinical skills, which is essential. Education and training connected to increasing quality of life for elders and care partners is often nonexistent, but equally as essential as clinical skills. And focusing on building skills connected to quality of life also gives a boost to an organization's culture. It's a win/win.

So, what's so innovative about REVEAL Aging? Online learning is nothing new. AGE-u-cate® has combined our foundational programs of Dementia Live®, an experiential learning program, and Compassionate Touch®, a skill-based care partner engagement program, with REVEAL Aging. We all know that time is scarce for both frontline staff and leaders, but education, training, and building skill is still important to deliver quality care and services. When combined, Dementia Live®, Compassionate Touch® and REVEAL Aging provide a turn-key solution that sparks interest, develops empathy, and turns knowledge into skill by leveraging microlearning strategies.

Each REVEAL Aging course is offered to staff AFTER they have engaged in a short, impactful, in-person Dementia Live® experience, increasing the learning potential for the person. And leaders are equipped with Huddle Guides to support continued conversation and connection with staff.

We all know that online learning in and of itself isn't going to produce results. It takes human connection and interaction to pull the thread that weaves a growth mindset and change into an organization's culture. AGE-u-cate® is your partner to make that happen.

To learn more about AGE-u-cate® Training Institute programs, visit www.ageucate.com or contact Laura Ellen Christian at lauraellen.christian@ageucate.com.



Samuel Joseph

Account Manager

bayard

The New Normal: Post-Pandemic Recruitment Marketing

No one could have anticipated what transpired in 2020. No matter which profession, vertical, or location you were working in, you felt the rule change—"business as usual" became unusual. Even those who thought they had their fingers on the pulse of trends and movements are now in perpetual evolution; the business landscape is changing at a rapid pace, so continuous adaptation is necessary to remain relevant.

Recruitment marketing is no different. Previously, frequent concerns included time to hire, expenses, and understanding how to best attract talent.

Now, today's recruitment teams are focused on management and asserting their appeal with a strong employer brand. While the [changes in the recruitment landscape](#) indefinitely creates some challenges, this time is also presenting new opportunities for companies to rethink their strategies and innovate their tactics.

3 Trends in Recruitment Marketing

Here's a quick overview of the top three recruitment marketing learnings that will help employers stay successful through the remainder of 2021.

1) Employer branding is everything.

Furloughs and layoffs have slowed down, but the fact still stands—the job market saw a tremendous downturn in 2020. Candidates are a lot more discerning about the companies at which they are applying, taking into consideration the organization's narrative, mission, and culture.



Samuel Joseph

Account Manager

bayard

If your company was one that had to reduce its workforce over the past year, managing your organization's brand should be your team's most critical concern in the coming months. Be thoughtful in your messaging, focus on how you can make your company's story more appealing to your potential hires and pay close attention to the way in which your story is received. Defining and marketing your organization's **EVX, or employment value experience**, can elevate your story by conveying your company's employee experience—whether you're highlighting the diverse and inclusive culture, the growth and learning opportunities, or the employment perks. This messaging can help align candidates and employers, ensuring that those interested in helping your organization thrive are engaged from the very beginning of the recruitment and hiring process.

2) Get current employees in on the narrative.

As you craft and promote your company's story in the coming months, remember that current employees are your best brand ambassadors. Hearing testimonials and experiences from people who work within the company establishes trust and credibility. Encourage your team of colleagues to share their experiences working at your company on sites like Indeed, Glassdoor and LinkedIn.

It is this type of engagement that helps potential candidates see how they would potentially fit within your culture—and how they can potentially make an impact.

3) Get social!

One of the most obvious changes in recruitment marketing is the power of social media. Due to the digitally evolving landscape, social media has become a critical component of defining and promoting an employer brand. Social media allows organizations to engage with candidates in creative and unique ways, publishing visually appealing and fun content that showcases a brand's personality as well as its heart. It's proven an effective tool for recruiters, as it connects companies with prospects in a more organic, authentic way.

Navigating these Changes is Possible

In order to be successful in recruitment, marketing teams and recruitment teams must work together to build an employer story that resonates in a cluttered market. By spending the time and resources to accurately define your employer brand, engage your employees as brand advocates, and utilize social media to spread the word in innovative ways, your organization will undoubtedly find, engage and convert potential candidates into new, contributing employees and future leaders.



Lori Cabbage

Senior Vice President of Business Development

Tell us a little bit about your role and organization

I am honored to be the Senior Vice President of National Accounts at BrightStar Care. My team and I assist in developing relationships, manage contracts, and drive revenue for our Franchisee's. BrightStar Care is known for its higher standard of care and it is important that we offer the ability to access quality care to as many patients as possible.

What's the biggest challenge facing providers as we head into 2022?

You cannot ignore the talent shortage that we are struggling with currently. So many of our caregivers have chosen to leave or not return to work, this is causing such a strain on the industry and for those in need. Our industry will be competing with so many others to fill the gaps. We have to court back all of those that step away.

What should a provider be doing now to get ahead of that challenge?

We need to listen to our workers and what they find important. We have to make sure they understand we see how hard they are working and offer a fair wage for that work. BrightStar is dedicated to maintaining top caregiver staff and to create a welcoming culture.

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

This pandemic has stretched our capabilities in many great ways. We have learned that we can provide safe, complete care in the home. We have had the honor of working on projects that allow individuals that normally would be admitted to the hospital to remain in the comfort of their home and be treated as comprehensively as if they were in a hospital room. This has been transformative and shows that many more opportunities to stay home are right around the corner.

What's most important for a provider to have on their radar next year?

First, we are far from done with the pandemic, we will continue to deal with this through vaccinations and testing for some time. Secondly, we all have to keep up with our recruiting and retention efforts. The need will continue to grow for homecare, and we have to engage the young to jump into this industry and as well as welcoming back those that step away for a break.

Are you working on any new innovations or projects the industry should be aware of?

Mental Health is at the forefront of my mind. We are becoming a society that is now willing to talk about the need to offer everyone the access to care for mental wellness. We know that mental health is often not addressed but crucial to quality of life for our seniors, service members and everyone recovering at home. Embracing this in the homecare arena and joining with our partners on how to best address is an exciting opportunity.



We need to listen to our workers and what they find important. We have to make sure they understand we see how hard they are working and offer a fair wage for that work.



Chris Igou

VP, Sales

Job Seekers Reveal What Attracts Them to Apply to Jobs

If you've recently posted a job that has gotten fewer applicants than anticipated, you might be wondering what went wrong. With the job market undergoing some big shifts, positions that were once easily filled may sit open for months. The constant recruiting and uncertainty can put added strain on your team and your business.

In order to mitigate that stress and attract the best talent, it's important to understand what job seekers are looking for. This isn't always easy, so at CareerPlug, we decided to go straight to the source! We wanted to hear from real job seekers about what attracts them to a job posting and influences their decision to apply. Let's look at some of the answers job seekers gave and how you can use that knowledge to attract more applicants and make the right hires.

What do job seekers look for in a job posting?

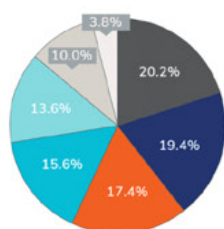
At CareerPlug, we are on a mission to make hiring easier, so every year we conduct research to find out what job seekers are looking for during the hiring process. This year, we surveyed 500 people as a part of our **Candidate Experience Report**. 86% of those respondents have applied to **at least 2 companies** in the last 12 months (50% respondents applied to 2-4 jobs).



86% of job seekers have applied to at least 2 companies in the last 12 months.
(50% of job seekers applied to 2-4 jobs)

We asked these job seekers to give us some insight into what influenced their decision to actually apply to job postings.

Which of the following had the most influence on your decision to apply to those companies?



- Benefits Offered (e.g. health insurance, 401K)
- Their job posting stated the compensation I desired
- Advertised a flexible work schedule
- The Employer had a good reputation/brand
- Clearly stated COVID safety protocols in job posting/website
- Offered an incentive to apply (e.g. signing bonus)
- Other

Let's dive into each of these reasons and discuss some ideas for attracting more applicants to your **job postings**.



Chris Igou

VP, Sales

Benefits offered

It's no surprise that job seekers care about the benefits a company offers like 401k and health insurance. The majority of respondents in our survey cited this as the primary factor influencing their decision to apply. Use this knowledge to make your job posting more attractive. Even if you don't offer your employees the typical benefits like health insurance, you can still outline the benefits you do have like PTO, ongoing education opportunities, transportation reimbursement, etc. **Great employee perks** can put you at an advantage for both hiring and retention.

Desired compensation listed in job posting

Our data shows that candidates want more information early in the hiring process. 39% of job seekers in our survey expected to be informed about compensation in the initial job post and 19% of job seekers said that seeing their desired compensation in the job posting influenced them to apply.



39% of job seekers expected to be informed about compensation in the initial job post.

An **effective job posting** lists compensation and benefits as well as accurately outlines the role and responsibilities. This transparency up front is a good look! It helps job seekers determine if they want to apply to your role and save both you and job seekers time and effort.

A flexible work schedule

When asking job seekers what they look for in a job posting, "Advertised a flexible work schedule" was the most popular response among women at 23%. This makes sense as many working women were impacted by the pandemic due to disruptions in schooling and child care. Some had to minimize working hours or drop out of the workforce entirely.

Try appealing to women who want flexible work. If the position you're hiring for offers a lot of autonomy, flexibility in **shift scheduling**, or the option to work remotely, make sure to highlight that in the job posting.

A good employer reputation/brand

More job seekers will want to apply to your job posting if you have a great **employer brand**. On the flip side, if you have a negative reputation as a not-so-great place to work, it can be nearly impossible to get good applicants!

We believe that you can showcase your employer brand and give job seekers insight into your workplace atmosphere with the right job posting and a **branded careers page**. Use your careers page to highlight



Chris Igou

VP, Sales



your values and share photos of current employees and **positive employee testimonials**.

The treatment you give to candidates that make it to the interviewing process can also impact your employer brand whether you end up hiring them or not. Consider this: 37% of respondents said they have left a negative review online after having a negative candidate experience. This is significant because **over half of job seekers abandon their pursuit of a company after reading negative reviews**.



37% of candidates said they've left a **negative** review online after having a negative experience.

Give all candidates an **exceptional candidate experience** because negative reviews of your company's hiring process could negatively impact your employer brand and discourage people from applying.

Clearly stated COVID safety protocols in job posting/company website

Job seekers want to know what you are doing to keep them healthy and safe, especially in industries where working remotely isn't an option. Consider including your COVID policies in your job posting and on your company website to make job seekers feel more comfortable.

An incentive to apply

Another thing that job seekers are thinking about these days is any extra incentive to apply like a signing or retention bonus. As the demand for labor increases, more and more employers are adding incentives to their job postings. This can help a job posting stand out in the sea of overcrowded job boards and might be a practice to consider for any business struggling to get applicants.

Final thoughts

Remember: the purpose of a hiring process isn't to attract the most applicants – it's to attract the right applicants for your role.

Transparency on compensation, benefits, and the typical work schedule can help job seekers determine if it's a good fit. Being a good place to work will positively impact your employer brand and make it easier to attract and hire the right applicants. It's also important to develop COVID safety protocols and make those clear in your job posting. If needed, consider offering an extra incentive for applicants for those hard to fill positions. Lastly, using an **applicant tracking system (ATS)** like CareerPlug can help you attract the right applicants for your roles with compelling job postings. To learn more about what real job seekers are looking for and how to improve your hiring process, download our Candidate Experience Report.



Leigh Davis

CEO

Your Caregiver Recruitment Ads Are Worthless

I was talking with an owner, and she was describing how she felt her recruitment ads were worthless.

She described how they were driving a few, few, applicants. And most of those applicants usually didn't show up for their interviews and she was about to pull her hair out with frustration.

This lady, because of her weak recruitment system, was overwhelmed, frustrated and struggling to keep her clients covered – and she was struggling to maintain her weekly billable hours.

I shared with her, and now I'll share with you, 2 Strategies that will help improve the quantity and quality of applicants, and then get more of those applicants to show up for their interviews, and shifts.

As with any new tool that you add, it is designed to move the needle in your direction, improve your percentages, your averages, etc. Nothing is a 100% fix.

1

Your ads must, absolutely must, look and read differently than the competition. Your ads need to a) grab readers by the eyeballs, get their attention and then b) give them more information about the specifics of the opportunities you have available.

Think about it.

If you were an applicant and all of the recruitment ads looked the same and talked about generalities such as: "Now hiring caregivers" or "we're the best company to work for", "we have lots of great shifts", "we have great benefits"...but gave you no information about any specific opportunity, what would you do?

How could you tell one recruitment ad from the next?



Leigh Davis

CEO

2

The 1st Engagement, the first human to human contact you have with applicants, usually the 1st phone call - this must also be, sound and feel uniquely and beneficially different than your competition.

The words you say, literally, the very words you say to applicants carry a huge impact.

The words you say determine whether they see more value in your company, have more emotional buy-in with your company and see you as uniquely and beneficially different and better than the competition.

The words you say to applicants during the 1st Engagement play a HUGE role in their decision whether or not they show up to your interview...based on what they've been told about your company and everything you've told them.

I strongly encourage you to take a look at these two critical pieces of your recruitment puzzle.

Your ads are the first impression applicants have of your company that they read.

The 1st engagement, this is their first impression by actually speaking to a human.

You never get a chance to redo or change these first two critical "first impressions. "

The thing is, your recruitment ads are worthless if you can't craft them to drive more and better applicants AND THEN say the right things on the phone (that are completely different than your competition) so that they show up for your interviews and shifts.

I encourage you to take a long hard look at what the competition is putting in their ads and what they are saying and then, compare it to what you're saying.

Learn more about
Davis + Delany Home Care Lab
www.davisdelany.com



Neal Kursban

CEO



Tell us a little bit about your role and organization

Neal Kursban, CEO. Family & Nursing Care is one of the oldest, largest, and most well-respected resources for home care services in the Silver Spring, Maryland and Washington, DC region. Dedicated to being the top resource for compassionate, progressive, and reliable home care, Family & Nursing Care continues to break barriers and set benchmarks for the home care industry. After all, life comes full circle; family Caregivers become care receivers and vice versa. We continue to seek new ways to support clients, caregivers, families, and industry partners on this journey. We continue to round out our circle of care.

What's the biggest challenge facing providers as we head into 2022? What should a provider be doing now to get ahead of that challenge?

Over-regulation of private duty (private pay) home care - Lobby/Advocacy with state legislators.

Lack of sophistication of the home care software products for private pay home care. Providers should keep pushing the software providers to make their product much more intuitive and simple. The end users are 87 year old spouses and lower wage income earning caregivers, both of whom are not usually tech savvy.

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

Because the Caregiver shortage is only getting more challenging, it is important to pay the caregivers higher wages (supply and demand), and let them work overtime so they don't need to find another company to work. It's too hard living on 40 hrs/week at \$15/hr. Home care companies are "forced" to increase the rates to their clients. Also, home care companies should consider increasing the standard 4 hour minimum shift to a 6 or 8 hour minimum.

Are you working on any new innovations or projects the industry should be aware of?

Creating visually appealing, clear, and simple data analytics reports so we have meaningful tools/metrics to know which "buttons to push." This will much more easily drive business decisions going forward.



Because the caregiver shortage is only getting more challenging, it is important to pay the caregivers higher wages, and let them work overtime so they don't need to find another company to work.



Jeff Wiberg

CEO

Tell us a little bit about your role and organization

I am the CEO of Family Resource Home Care, a northwest based home care agency with 25 locations and 1400 employees. Since 1966, FRHC has provided care to thousands of families throughout the northwest and is recognized as a leader in the industry nationwide.

What's the biggest challenge facing providers as we head into 2022?

Home Care has enjoyed the three-legged stool in long term care for years – providing the service where people want to be served – the home, having superior outcomes for the clients, and being the least expensive option (per average client) of LTC providers. The last leg is being severely threatened due to the wage inflation we are seeing as a result of the 2021 labor crisis. The unprecedented wage hikes in pursuit of willing employees have resulted in similar hikes to rates. This has been coupled with a more demanding employee seeking schedules and hours that match their needs rather than the client's needs. That may result in an increased value proposition for the grey market, consumer directed care models, or registry models like Care.com or Papa. We have been in a position to not have to think too much about competition as demand has outstripped our ability to meet it for a while but with price point movement, we may see a shift in home care consumption on the consumer side.

What should a provider be doing now to get ahead of that challenge?

I believe that it is past time to concentrate on the softer sides of why an employee would choose your agency and then choose to stay – things like total compensation, culture, recognition, growth, development. These are topics we, as an industry, have given a lot of lip service to, but we still don't quite treat caregivers as full-fledged partners in the success of the company as much as we do treat them like a commodity – and too often a disposable one.

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

Work on the internal culture and ask the question – do my employees (caregivers) know about my company goals, challenges, and strategy; and why should they care?

What's most important for a provider to have on their radar next year?

Employment of care providers.

Are you working on any new innovations or projects the industry should be aware of?

Yes, more details to come in the future.



It is past time to concentrate on the softer sides of why an employee would choose your agency and then choose to stay - things like total compensation, culture, recognition, growth and development.



Gail Matillo

President



Tell us a little bit about your role and organization

Gail Matillo is the President and CEO for Florida Senior Living Association. FSLA serves more than 450 large senior communities that operate professionally managed senior living communities offering independent, assisted living, and memory care services.

What's the biggest challenge facing providers as we head into 2022?

Addressing the workforce issues including staff shortages and finding the right staff, resident occupancy levels, staff retention, rising staffing costs, liability and property insurance, food costs, etc.

What should a provider be doing now to get ahead of that challenge?

Providers should begin training their own staff in their communities; providing incentives for retention and possible contracts with nurses and directors; and scholarships and college reimbursements to encourage a renewed interest in the industry.

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

The workforce issue is a top priority as providers need staffing for not only the growing baby boomer population but for the next generation to come. Providers are looking to attract leadership from a younger generation and develop a career path to retain that talent. Also, developing an affordable model of care.

What's most important for a provider to have on their radar next year?

Stabilization. Providers need to continue the path to recover from losses incurred during the pandemic. Assisted living facilities did not receive any funding during the pandemic while nursing homes and hospitals, being federally regulated, received federal funding to offset their Medicaid shortages. Most assisted living facilities are private pay models and could not benefit from any of the funding opportunities. We must do a better job of explaining the differences in care models – assisted living facilities vs. nursing homes, etc.

Are you working on any new innovations or projects the industry should be aware of?

Yes, we are working from a multi-faceted approach – from developing training programs, grant opportunities to develop apprenticeship programs and exploring staffing opportunities outside US borders.



Providers should begin training their own staff in their communities; providing incentives for retention and possible contracts with nurses and directors.



Vicki Hoak

Executive Director



Tell us a little bit about your role and organization

The Home Care Association of America, which has grown significantly this year and now represents nearly 4,000 home care agencies across the U.S., monitors the health care environment, listens to members' concerns, responds to their needs, and develops programs that promote quality home care. With nearly 25 state chapters and a team of state lobbyists, plus lobbyists here in Washington, DC, HCAOA monitors both state and federal legislation and regulations that impact the operations of home care organizations. Our overarching goals are to improve and expand access to affordable home care, elevate the profession of caregiving, and provide education and resources to improve the care delivered in people's homes. I liken my role within the association to that of an orchestra conductor. I am responsible for unifying our members' voices into one loud, harmonious voice representing the industry. I set the tempo for HCAOA, which is a fast-paced, dynamic association with up-to-the-minute news and resources that impact the business of home care. I listen and shape the sound we create, and with member input help to shape HCAOA's policy positions on major issues. I keep the beat, setting our priorities and keeping us on track. And I make sure all members are in tune and informed of changes, communicating new information succinctly and continuously.

What's the biggest challenge facing providers as we head into 2022?

Workforce. Workforce. Workforce! This has been a challenge for the last two decades, but this time it's different – it's more acute and more frustrating to our member agencies. The pandemic has highlighted the value, safety, and ability of home care so more people than ever before are looking to in-home care rather than facilities for long-term services and support. However, we are struggling to hire enough caregivers to meet the demand for home care.

What should a provider be doing now to get ahead of that challenge?

First and foremost, home care organizations should be re-evaluating their recruitment strategy, as well as their company culture. Any type of advertising for open positions should include information about what makes your agency different from others. Job seekers are looking for a company culture where employees are respected and rewarded for good work. While we know that a significant number of home care agencies have increased their wages to recognize the hard work and dedication of frontline workers during the pandemic, which of course is important, successful recruitment and retention is also about ongoing communication, respecting and making employees feel like they are part of a team, and emphasizing training and advancement opportunities.



Successful recruitment and retention is about ongoing communication, respecting and making employees feel like they are part of a team, and emphasizing training and advancement opportunities.

What's most important for a provider to have on their radar next year?

Hopefully the Build Back Better Plan will be passed and funds will be allocated to expand Medicaid home and community-based services through increased reimbursements and eligibility. There is also a significant amount of funding for workforce training, as well as developing strategies for improving recruitment and retention of direct care workers. The Choose Home Care Act, which is getting a lot of attention in Washington, is another step in the right direction in recognizing the important role personal care plays in an individual's well-being. This legislation would add a new benefit under Medicare, which would provide 30 additional days of home health care, as well as home-delivered meals, transportation, home modifications, and 360 hours of personal care. Home care agencies should watch this bill! When it passes, home care agencies should be prepared to partner with home health to deliver this great new benefit.

Are you working on any new innovations or projects the industry should be aware of?

We're hoping to launch a pilot project to test performance metrics for home care agencies to demonstrate their value in terms of cost savings, improved health outcomes, and consumer satisfaction. This is a project that HCAOA's Data and Research Committee has been working on for several months. We will also be releasing a State of the Industry report, which will outline where the personal care sector stands within the healthcare system, regulatory issues, challenges and action steps to elevate the industry. We will also be working closely with several of our state chapters that are looking to either revise current state license regulations or introduce legislation to license home care agencies.



Chris Mercer

Director of Healthcare Market Growth



Writing Strong Job Descriptions to Attract Quality Home Care and Home Healthcare Candidates



Among Hireology customers, 61% of applicants sourced from myCNAjobs are eventually hired



Hireology and myCNAjobs are excited to partner to offer healthcare agencies and facilities a fully integrated way to source and hire quality, dependable healthcare workers in this time of need.

The 2021 talent crisis has impacted businesses of all shapes and sizes, but few industries have been hit as hard as healthcare. Not only is it difficult to find people to fill your home care and home healthcare roles, but you're also struggling with retention. Healthcare workers today are burnt out from the pandemic, and they're motivated to either explore different career options or demand more from their current employers.

Representing more than 70% of America's home health aides, caregivers, and certified nursing assistants, myCNAjobs gives you direct access to the largest network of qualified direct care workers. And it is the number one third-party source of hires for Hireology customers with the myCNAjobs integration — behind career sites and referral programs only.

Getting the most out of your partnership with myCNAjobs requires job descriptions that clearly communicate all of the perks and benefits of working for you. Rather than only focusing on the requirements of the job, your descriptions should always answer the "What's in it for me?" question the best applicants have. You can do this by selling your culture right off the bat, listing benefits and other perks, and approaching your descriptions more as an advertisement for what makes your agency unique.

Start with company overview information

You should lead any job description with information about your agency. Explain why it's a great place to work or do business. Great company overview sections typically include the following:



Chris Mercer

Director of Healthcare Market Growth



- **Company history:** When was the company founded, and what makes it unique?
- **Culture:** What is it like to work for your agency? Are you family-oriented? Patient-focused?
- **Awards:** Has your agency been recognized by their industry or community as a great place to work?
- **Community involvement:** What kinds of charitable work does the company foster?
- **Career growth:** What types of career paths do you support at your agency?

Follow with benefits

After the company overview section, you'll then want to showcase what you offer your employees. So rather than immediately jumping into the responsibilities and qualifications for the role, focus on all of the benefits and perks you offer, including:

- **Health and dental insurance**
- **Retirement benefits such as 401(k)**
- **Vacation time**
- **Discounts on uniforms or other required supplies**
- **Unique holidays observed** (birthdays and anniversaries)
- **Discounts on community events**
- **Business partnerships** (including gym membership discounts and wireless discounts)
- **Reimbursements you provide** (such as for certifications and college courses)
- **Professional development you offer** (paid training or other certifications for employees)
- **Scheduling flexibility or opportunities for work/life balance**

Adopt SEO and other writing best practices

When writing and formatting your job descriptions, it's important to follow SEO best practices. Google is an increasingly popular starting point for job seekers, so it's critical that your descriptions show up near the top of their search results. This is critically important, as 75 percent of clicks go to the first page of search results.

Job description SEO best practices include:

- **Use shorter job titles with 1 to 3 words, which have the highest apply rates.**
- **Limit the job description length.** Between 300 and 400 words is ideal.
- **Break out responsibilities into concise bullets.** Successful job descriptions use bulleted lists for about one-third of their content.
- **Ask job seekers questions in the job description.** Job posts that include a few questions engage candidates and perform better.
- **Add location, hours, and salary information to the job description instead of job title.**
- **Mention four or more benefits, focusing on insurance, employee discounts, and workplace culture.**
- **Make it clear what your home health care or home care agency has to offer and what sets you apart** (such as flex time and professional development).



With Hireology's all-in-one recruitment platform, you can take your hiring to the next level.

learn more at hireology.com >>>





Gregg Mazza

Founder, CEO



GAINING FLIGHT WITH YOUR RECRUITING EFFORTS

With vaccination mandates, new regulations, COVID still a health risk, rising wages, and the trickle-down effect of extended unemployment benefits still lingering, the difficulty with finding and keeping caregivers is likely to extend into 2022. Additionally, the demand for home care seems to be outpacing the supply of caregivers. As a result, home care owners are struggling to get any sort of lift-off with their recruiting efforts, and it's not for lack of trying. This is causing a lot of sleepless nights, overwhelm, burn out, confusion, and frustration. Additionally, with demand for home care outpacing the supply of caregivers, finding caregivers and keeping good caregivers has become increasingly more competitive. This pandemic is forcing owners to become more strategic in their recruiting efforts so your business can take off. This is not a bad thing because it's positioning home care owners to be able to scale their business and rise up even faster as things start to normalize more.

Many home care owners continue to look for the MAGIC bullet for driving caregiver applications, and for getting applicants to show up for interviews. Sadly, this magical bullet does not exist. The good news is that we have found a strategy and process that does work for gaining flight on your recruiting results. It's a multilayered approach, but thankfully it's not complicated. It simply requires focus and clarity around which part of your recruiting system needs attention and then applying the right strategies and tactics to those areas.

This key approach for getting more traction with your recruiting results revolves around a strategy I've spoken on multiple times called "THE MULTIPLIER EFFECT".

Many home care owners have been desperately seeking information for how to get better results in recruiting and they are trying a bunch of different ideas and tactics hoping that some of them actually work. Some do...some don't. The problem is that many are missing one of the most important fundamental strategies that keeps them from being able to focus their efforts. It all revolves around being able to effectively identify where their biggest needs are within their recruiting system/process, and then applying these new strategies and tactics to the appropriate portion of their recruiting system. Without this, agencies become overwhelmed and get little to nothing done, and recruiting results suffer as they stay grounded.



Gregg Mazza

Founder, CEO



The best way to identify where your biggest needs are starts with looking at your recruiting needs and then reverse engineering the process to establish your organization's needs in the following areas.

How many hires do you need per week?

How many interviews need to happen per week to reach these hiring needs?

How many interviews need to be scheduled in order to get the # of interviews needed in #2 above to happen (taking into account your interview show up rate)

How many caregiver applications do we need in order to effectively be able to schedule the number of interviews required in #3 above (taking into account a certain % of your applications will not be qualified).

I call this "reverse engineering your process". I go into this a little more in depth in the recruiting guide I put together that you can access here >>> <https://bit.ly/recruiting-guide>

Once you have established your benchmarks, you now need to start measuring your weekly results. It's not that complicated to do, but it does require a small amount of effort. This is necessary to help us gain clarity around where your focus should be.

Things you should be tracking: (the below is kind of like the cockpit of your plane to help you fly properly).

- 1) # applications each week (if you don't have enough applications relative to your benchmark we call this a Gap #1 problem)
- 2) # of interviews scheduled each week
- 3) # of interviews showing up each week
- 4) Your interview show up rate (calculated as # interviewees that show up/# scheduled) --- (if your interview show up rate is below the benchmark we call this a Gap #2 Problem)
- 5) The # of people hired
- 6) The # of people who interviewed but never actually make it through orientation or to work (if you are having trouble getting people to work after interviews this is what we call a Gap #3 problem)
- 7) Your caregiver retention or turnover rate (if your caregiver turnover rate is higher than your benchmark, we call this a Gap #4 problem)

Now that you know where your biggest gaps are, the next step in the process is starting to primarily FOCUS your energy and recruiting solutions on your priority gaps first. The good news is that incremental improvements in the 4 different gaps inside of your recruiting system actually create a multiplier effect when they are stacked on top of each other. The image below depicts the impact of tiny little changes within multiple areas inside of your recruiting process that can create a TREMENDOUS change with your recruiting results and help your recruiting efforts take off. Data shared below was from Home Care Pulse 2020 Benchmarking Study, which is an amazing tool.



Gregg Mazza

Founder, CEO




NOTE: Using the chart below..we did not even take into account Gap #4 and how improvements there would magnify the multiplier effect even more.

WHAT'S POSSIBLE - POWER OF MULTIPLIER EFFECT (SCENARIOS)

Data From Home Care Pulse Benchmarking Study 2020

Avg # APPLICATIONS- 352 *
 App to interview 48.6% *
 Avg # Interviews Scheduled? ** (not currently part of benchmark study)
 Interview Show up rate- 40% ** (not currently part of benchmark study)
 Avg # of Interviews Happened = 171 * & amp; *** (although could be "scheduled" or "combo")
 # New Hires - 84 (1.62 per week)
 Interview to Hire Rate- 49.1% *



| | #APPLICATIONS | x | INTERVIEWS SHOW RATE | x | INTERVIEW HIRE RATE | = | #NEW HIRES | = | \$13,171K/CAREGIVER |
|-----------------|----------------|---|----------------------|---|---------------------|---|------------|---|---------------------|
| BASELINE | 352 | | | | | | 84 | | |
| IMPROVED | 10% 387 | | 5% | | 3% | | 107 | | +302,933 |
| | 20% 422 | | 8% | | 5% | | 129 | | +595,695 |
| | 30% 457 | | 11% | | 7% | | 153 | | +908,799 |

*All data pulled from 2020 Home Care Pulse Benchmarking Study
 ** Home Care Pulse does not track "interviews scheduled" or interview "show up rate" currently
 *** Home Care Pulse Benchmarking Study only tracks interviews. We do not know for sure if owners are answering this survey questions based on how many they scheduled vs how many actually showed up? Based on the data I'm seeing...my gut tells me is a hybrid.....where some answer based on those showed up..some answered based on interviews scheduled.

We've been seeing great results with clients who are identifying their biggest gaps and then methodically applying solutions to close the gaps within their recruiting system and applying the "multiplier effect strategy" (no magic bullets required!). You can see from the chart above that based on a 10% improvement (above the home care pulse averages) in the number of applications you get, and then a 5% improvement in your interview show up rate, and then a 3% improvement in your interview hire rate would equate to an additional 23 hires over the course of the year. What could you do with 23 more caregivers? We've seen clients improve their application count by 30% or more, and their interview show up rate by 20% of more, and their hire rate by 10% or more. Fortunately, it's not that complicated, it's simply a function of knowing your benchmarks, identifying your gaps, and methodically applying solutions to the different areas within your recruiting system to achieve multiplying your recruiting results and helping your agency take flight. To get more information and/or discover some additional recruiting solutions to help you close your gaps, you can download our more detailed recruiting guide here>>>> <https://bit.ly/recruiting-guide>



Melanie Stover OT, MBA, MS ISM

Founder, CEO

HomeCareSales

• Driving Sales. Delivering Results. •

HOME CARE STRATEGY 2022

THE FUTURE IS VALUE-BASED

According to Home Care Pulse, in 2020, the Median Revenue from Top Medical Referral sources value was \$8,314,000. (Home Care Pulse Benchmark Study 2020 - HomeCarePulse.com)

Medical referral sources continue to top the list of high-value targets to gain market share and clients.

The challenge is the marketplace is crowded and undifferentiated.

For over the last 25 years, I have been engaged with Home Health, Hospice, and In-Home Care. I started my career as a young Occupational Therapist in the hospital and SNF with rehab. I quickly moved into Home Health. As a facility and home-based therapist, I did not refer to in-home care one time. It makes me so sad. I wish I could go back and offer in-home care to all of my patients. It wasn't until I led a home health team in 2002 that had a "non-medical arm" that I began to understand the role of in-home care supporting the medical treatment plan in a non-medical way. In 2010 I wrote a manual and introduced the concept of Diagnosis based selling Dx-Sell™ in Home Care. The intention was to engage medical referral sources in a way that would compel them to see In-Home Care as an augmentation of Home Health and the medical system. A way to extend the treatment plan into the home in between skilled medical visits.

Over the last ten years, we have recommended In-Home Care agencies track their outcome data. While it was not a requirement by the payer sources, we knew it would impact your referral sources in choosing a good care partner. And many of you have proven outcomes to demonstrate your value.

The key to success and elevating your agency in 2022 is to rise above the noise of all the other In-Home Care agencies and become a true care partner. To prove your value with your In-Home Care services, you either help your referral sources protect their revenue or produce more revenue. This is next-level positioning, and it is a quantum leap ahead of your competition.

Value-Based Purchasing (VBP) has been a discussion point for our medical referral source for a few years. During COVID, it took a back seat while we were hyper-focused on holding our businesses and caregivers together during the pandemic. However, VBP is back front and center with the recent update to the federal register. What does that mean for you? Now more than ever, you must support your referral sources to increase their outcomes to protect or produce more revenue.

ASK YOURSELF THE FOLLOWING QUESTIONS:

1. Do you or your marketers know how to position the agency as the answer to Value-Based Purchasing?
2. Do you know how your top medical referral sources get paid?
3. How is your agency currently supporting your medical referral sources revenue?
4. What protocol do you use to combine the best remote marketing we leveraged in 2020 - 2021 with the in-person access you now have?
5. Do you have accountability measures to help your marketer implement this strategy?

CONTINUED ON FOLLOWING PAGE



Melanie Stover OT, MBA, MS ISM

Founder, CEO

HomeCareSales

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AS YOU BUILD YOUR 2022 MARKETING PLAN, HERE ARE SOME POINTS TO CONSIDER:

1. RSPS – Referral Source Payment Systems
 - a. Identify your Top Referral Source Target by Industry
 - b. Gain a working knowledge of the payment system
2. Agency Support
 - a. Create a mind map of how your agency supports the RSPS
 - b. Install a dashboard of high-value items
3. Target the Top 12 high-value patients. This will position you in alignment with your medical referral sources. For example, the High-Value Patients in Home Health under the Patient-Driven Groupings Model are also some of your high-value patients helping you each achieve better outcomes and revenue.
4. Ask your Top Referral Source the 7 Key Questions and Indicators (Download your FREE copy at www.HomeCareSales.com/7questions)
5. Create a Referral Roadmap
6. Implement a Quarterly Alignment Survey for process improvement
7. Reap the rewards of increased referrals with your care partnership!

2022 is going to be a GREAT year! COVID put a spotlight on In-Home Care, and we were up for the challenge! Medical referral sources know about your services now more than ever! But, there is still work to be done! The mission – Your Mission – is to get care to everyone who deserves care – YOUR CARE! When we do our job well in Marketing, we will impact more lives with In-Home Care!

Thank you for allowing us to be part of your team! Together we GROW!

Melanie Stover, OT, MBA, MS/ISM
Co-Owner Home Care Sales



Andrea Cohen

Founder & Former CEO

Tell us a little bit about your role and organization

Andrea Cohen, Founder and Former CEO, HouseWorks. For more than 20 years, HouseWorks has provided elders and their families the highest standard of private, dependable in-home care. Our proprietary BetterCare at Home® approach leverages personalized care services and innovative technology to guide the work of our caregivers as we help seniors stay safe, comfortable, and engaged in their life – at home. HouseWorks is a national and local leader in home care serving Greater Boston and Philadelphia, New Hampshire, and Southern Maine.

What’s the biggest challenge facing providers as we head into 2022?

Without a doubt, finding and retaining quality caregivers is the biggest challenge. There is stiff competition for caregivers – national shortage.

What should a provider be doing now to get ahead of that challenge?

Anticipate the future customer and hire to serve them. Here’s what that looks like:

- Clients want interpersonal connection (need for the human element) despite technological advances.
- Want to ‘be part of something’ that is purposeful.
- Clients + families have a totally different mindset.
- Fiercely independent.
- Sawyer. Ability to shop around, can pay privately (less) for care (but still knows little about where to start, who to trust, what insurance pays for, when to move, etc.)
- Wants care integrated into their day to day (e.g., personal assistant, personal trainer). Doesn’t want a caregiver in scrubs.
- Wants ability to get information on-line 24/7. AND to continue to talk to someone
- Ability to pay more to stay home—already a burden (now – only 1 out of 10 can afford in-home care)

Invest In The Workforce – Benefits, Quality Wages, A Career Path

- Our culture model is people first. Our Caregivers are our most important customers. There is more competition for top talent. Challenge: maintaining culture as you scale that permeates all the way to the Caregiver.
- Go back to granular: caregiver recognition and rewards. Small touches go a long way.
- Solicit staff input and make changes based on input – demonstrate you’ve listened to their feedback.
- You will not develop a loyal and engaged a workforce unless you create inclusion at every level of the organization.
- Utilize Caregivers to engage their peers about policies, procedures, trainings, etc.
- Service delivery and execution – Caregivers want to work for agencies that provide quality service, treat their employees well and have clear processes that make the administrative parts of their jobs easier so they can focus on providing care.
- Technology use – the right technology tools make it easier for Caregivers to communicate with care teams and families, track client’s health trends and help Caregivers anticipate changes in health status, etc.



You will not develop a loyal and engaged a workforce unless you create inclusion at every level of the organization.



Andrea Cohen

Founder & Former CEO

HouseWorks

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

Today, the home care industry is attracting consolidators, tech players, and young business owners all wanting to be part of this now realized health care sector. Technology is table stakes. Families want transparency. Seniors want a voice and easy access to acute/post-acute health care. Strategic partners want data. Caregivers want skills, connection and a VOICE. Investors want a margin. Understanding that employed to its fullest, technology can improve service delivery, increase access to care and improve communication. A successful product requires a home care operator as a strong strategic partner and/or owner. And for ALL the home care company's systems to talk to each other. (It can't just be an add on) COVID accelerated technology 1000%.

Demand is increasing for new models of care and different types of workers. Client/families want more flexibility and seamless access to all services. Home care must be positioned as a dominant player in these new models. People are calling us to get their loved ones out of the home to be less isolated; not just to get a bath. It requires a different type of worker.

Seniors are skipping rehab. Specialized workforce is needed to do more acute care at home In the next 10 years. We will all be participating in strategic partnerships that are creating new, innovative models of care. These partnerships will solve for lots of issues that include providing complex care at home and reducing social isolation. Will be able to monitor progress and success. There will be all different types: Public/ private, not-for-profits collaborating with for-profits, neighborhoods mobilizing with technology, cross industry groups coming together...and all with a shared purpose. The possibilities are endless.

What's most important for a provider to have on their radar next year?

Next year will be about investing in people and technology. 2021 demonstrated more than ever the need for 'touchless' strategies to serve the customer and the employees. Virtual onboarding, virtual visits and real-time information and interventions will be considered baseline. Operators who develop strong strategic relationships with certified home health and other post-acute partners will have the capacity to handle higher complexity clients as hospital to home becomes the option of choice. Playing a leading role in emerging care delivery models is an imperative. Every industry webinar talks about the need to create an engaged and empowered workforce—and now our survival depends on it. Every company without a specialized caregiver engagement focus will lose. Business models that address Caregiver wages and upskilling will win. A true investment in human capital is a must-have.

Are you working on any new innovations or projects the industry should be aware of?

HouseWorks acquired a technology company that generates actionable, real-time data, enabling us to take action before health care concerns spiral out of control. This helps reduce hospitalizations. We have a pilot to train caregivers to use the technology. (100% compliance. Age 55 and over). Introducing more virtual processes (for Caregiver + customers and families), more accountability for all stakeholders, generating more data to help us run the business and share with families.



Samantha Spano

VP, Marketing



End-of-Year Hiring Worksheet

With 2022 right around the corner, we've created a worksheet to examine your 2021 recruiting process and outline your priorities for next year.

Use this resource to examine key areas of your hiring process including:

Passive Candidate Sourcing

Not every great candidate is searching for a new job. Tap into passive job seekers who aren't actively looking through referrals, social media, and hiring software.

Social Media Recruitment

Advertise your open roles across social media to reach candidates where they're most engaged. Whether passive or active, relevant job seekers spend their time on these platforms.

Employer Branding

Your reputation as an employer has a direct impact on job seekers' interest in your open roles. Strengthen your employer brand to boost awareness and application conversion.

Employee Referral Programs

Current employees are a fantastic sourcing channel. Incentivize your team to recommend relevant connections with bonuses and/or other rewards.

Diversity, Equity, and Inclusion (DEI)

Building a more diverse, equitable, and inclusive workplace isn't just the right thing to do—it also results in more innovation, productivity, and better recruiting outcomes.

Remote Work and Flexibility

Offering remote and flexible working will help attract and retain high-quality employees and keep your company hiring competitively.

Benefits, Perks, and Incentives

Job seekers expect to be supported as humans, not just workers. Highlight key benefits and perks to attract top talent and stand out in the tight labor market.

Company Culture

When the beliefs of employees are aligned with that of their employers, it makes for happier, more productive staff. Showcase your company culture throughout the hiring process in order to attract the best-fit hires from the start.

Technology

Hiring software allows you to centralize your recruiting activities and manage candidates with a cohesive strategy. Embrace tools that allow you to automate your processes to continuously improve your future recruiting.



Get started at jazzhr.com



Samantha Spano

VP, Marketing



[Download The Interactive Worksheet Here](#)



Your Recruitment Process

Now and in 2022

- 1. Does your company source passive candidates? Yes No
- 2. How do you use social media?
- 3. How do you feature your company's brand in your recruitment process?
- 4. Do your current employees have an active role in your recruitment process? Yes No
- 5. What is your company's DEI policy?
- 6. Does your company offer flexible and/or remote working? Yes No
- 7. What benefits, perks and incentives do you provide?
- 8. How important is your company's culture?
- 9. Does your company use hiring software? Yes No
- 10. What are your recruitment priorities for 2022?



Healthcare Worker Burnout: 5 Tips for Easing Stress and Focusing on Quality Care

What Is Burnout?

In 2019, burnout was officially added to the World Health Organization’s (WHO) International Classification of Diseases (ICD). Workers across all industries are feeling it, but burnout is especially wreaking havoc on healthcare workers in hospitals and post-acute care facilities nationwide.

The WHO defines burnout as “perceived energy depletion and exhaustion resulting from work-related stress,” and current data shows that 60% of clinicians are experiencing its effects.

It’s in the nature of healthcare workers to put the health of others above their own. However, their well-being ultimately impacts the level of care they can provide. To focus on promoting value-based care, post-acute care organizations must first prioritize the well-being of the healthcare workforce.



The True Impact of Burnout

Burnout doesn’t just affect the lives of clinicians – it ripples across all aspects of care. Recent studies indicate that 26% of healthcare employees are angry at their current working conditions, and over [29% have considered leaving the medical field](#).

In 2020, healthcare workers experienced the [largest impact of burnout](#):

- ⊕ 82% experienced emotional exhaustion
- ⊕ 70% had trouble sleeping
- ⊕ 68% felt physical exhaustion
- ⊕ 63% induced work-related dread
- ⊕ 57% noticed changes in appetite
- ⊕ 52% experienced compassion fatigue

A recent study by the [American Journal of Medicine](#) finds that physician burnout leads to:

- ⊕ Doubled risk of adverse patient safety incidents



Kristen Duell

VP

- ⊕ Increased medical errors
- ⊕ Poorer quality of care
- ⊕ Increased risk of malpractice
- ⊕ Reduced patient satisfaction

5 Tips to Support Resilience and Lower Stress

In recent times of staffing shortages, overburdened staff, and more, it is crucial for care providers to take time for themselves. To provide excellent, value-based patient care, facilities should encourage healthcare workers to prioritize their foundational needs.

1. Implement programs to improve physician wellness and resilience

Wellness programs communicate to workers that they are valued and that their well-being is a priority. Organizations can support staff by appointing health and wellness committees, providing mental health resources, and promoting daily activities such as group meditation or stretching.

2. Take breaks

When healthcare workers spend an entire day taking care of others, it's important to take a moment for themselves. Micro-breaks have been found to improve mood, performance, and satisfaction. Sketching, sipping tea, talking with peers, box breathing, or even closing their eyes for a few minutes can make a difference.

3. Cultivate a supportive work environment

A supportive work environment reduces stress by providing adequate staff and resources and building constructive relationships. It's essential to cultivate a culture of mutual trust, support, and respect among employers, colleagues, and general staff.

4. Provide peer-to-peer support

Care teams can schedule weekly check-ins to vent about work stressors, discuss available solutions, and provide emotional support.

5. Schedule self-care outside of work

Self-care looks different for everyone. For some, it's cooking or going to the gym, and for others, it's streaming their favorite series or meditating.

About KanTime

At [KanTime](#), we support physicians and care providers by [reducing workplace chaos](#) with an organized EMR system that automates and streamlines stress-inducing manual processes, from patient intake to scheduling, billing, and payments.

To learn more about how KanTime can help your staff, [request a custom demo](#) today!



James Cohen

CEO



Tell us a little bit about your role and organization

Nevvon is an all-in-one e-training solution trusted to help agencies achieve regulatory compliance while saving time and money, and empowering caregivers with the knowledge and confidence they need to make their patients' lives better. Before Nevvon, I co-founded a rapidly expanding licensed home care agency that spanned the United States and Canada. This allowed me to gain unparalleled experience in the home care space. Currently working as CEO/Co-Founder for Nevvon, I lead our vision to be the gold standard for home and health care training. I am an elected board member of both the home care providers of New York state and Brain Injury Canada.

What's the biggest challenge facing providers as we head into 2022?

As we are hopefully winding down from the effects of the COVID-19 virus, staffing cases with qualified and compliant caregivers is the single-most challenging aspect of delivering care inside the home. As we head into 2022 we see Nevvon playing an integral role in solving these pain points through our technology.

What should a provider be doing now to get ahead of that challenge?

COVID-19 has magnified the shortage of staffing into one of unparalleled proportions. The good news is that home healthcare providers and senior living operators are using technology as the adoption of the digital transformation has accelerated. Those agencies and senior living facilities who are early adopters of these technologies will reap the benefits and experience better unit economics in their businesses.

Technology can now:

- Help reduce burnout and turnover
- Keep caregivers in compliance with their training requirements
- Streamline scheduling and attendance management

Any trends or insights you see happening in the market that a provider can learn from to build business strategies around?

Clearly, it is a supply-first market. Those agencies and senior living facilities who invest in their workforce will come out winners. Strategically investing in employees is not a new phenomenon in other industries. Those industries have shown that is how you attract and keep all the best candidates, and you also build a strong work culture unafraid of innovation, change, failure and success. Home care agencies and senior facilities have an opportunity to be an early adopter in new technologies to help invest in their workforce to create efficiencies.

What's most important for a provider to have on their radar next year?

- Staffing shortages
- Adoption to technology
- Better health outcomes

Are you working on any new innovations or projects the industry should be aware of?

Of course, our innovation pipeline is full of ideas and we can't wait to show the market what's coming next, stay tuned for exciting things ahead!

To learn more about Nevvon training programs, visit [Nevvon.com](https://www.nevvon.com)



It's a supply-first market. Agencies & senior living facilities who invest in their workforce will come out winners.



Gavin Studner

Insurance Executive

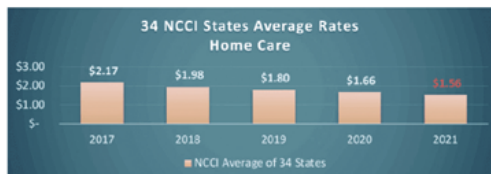
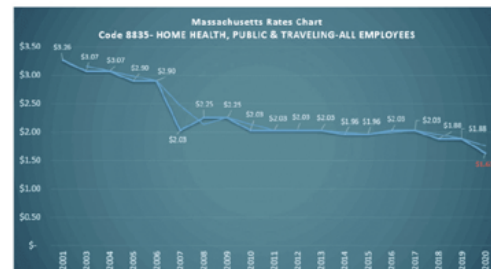
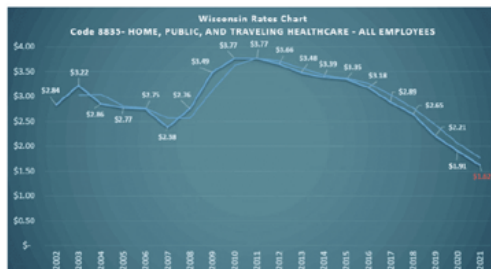


Home Care Workers' Compensation Insurance Outlook

Typically, the three largest expenses for the home care industry are payroll, workers' compensation, and employee benefits.

Home care agencies can control and plan for payroll expenses, but workers' compensation costs constantly fluctuate. This reality has a direct impact on an agency's top-line expenses and future growth potential.

For over a decade, home care agencies nationwide have reaped the benefits of the longest soft market workers' compensation cycle in history, enjoying lower rates and lower premiums. The below charts will demonstrate the continued low rate environment we've been experiencing in the industry and thus lower premiums.



BUT WHAT'S NEXT FOR 2022?

Similar to 2020, 2021 has thrown a wrench into the insurance marketplace and left carriers scrambling. During 2021, many states have either passed, or are in the process of passing, presumptive legislation that would automatically cover "essential" employees under Workers' Compensation if they contracted Covid while employed. This legislation would also be retroactive back to March, 2020, the beginning of the pandemic. Since this legislation would mandate insurance carriers to cover Covid-19 related costs, and its unknown new states that will pass presumptive legislation in the future, it's difficult to predict the long-term impact of the pandemic on the Workers' Compensation market.

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Gavin Studner

Insurance Executive



The outlook for 2022 will vary on a state-by-state basis and by class of business.

Since home care agencies are more exposed to potentially contract Covid-19, the industry will continue to see insurance carriers with tightened underwriting restrictions and decreased capacity on new business they can write. The impact will be even more severe in states that have passed or have proposed some form of Covid-19 presumption legislation. Therefore, more stress will be put on the underwriting process. This will require detailed broker submissions on how a home care agency is training its employees on proper safety and risk management protocols to prevent injury and illness. Ensuring your home care agency has detailed safety manuals and training guidelines for new hires will be vital to create competition in the insurance marketplace and have carriers vie for your business.

For non-Workers' Compensation coverage, the outlook remains bleak for 2022. There is an increased level of uncertainty heading into next year and insurance carriers are always cautious during uncertain times. With inflation rapidly rising, continued worsening natural disasters due to climate change, increased ransomware attacks, and persistent nuclear verdicts in the court system, we will most likely see an increase in insurance premiums. For the home care industry, this will most likely affect Professional Liability and Employment Practices Liability lines. This is mainly due to the high turnover environment of the industry and nuclear verdicts in the court system leading to higher claimant awards.

HOW CAN YOU PROTECT YOUR HOME CARE AGENCY AND CONTROL INSURANCE COSTS?

1. PARTNER WITH A SPECIALIZED BROKER AND CARRIER.

An insurance broker who understands the intricacies of the home care industry is vital when navigating a turbulent insurance marketplace. A strategic broker builds national relationships with workers' compensation carriers who specialize in the home care industry to give their clients a competitive advantage in the marketplace. Forming a close broker and carrier long-term relationship provides the opportunity to help focus on safety, loss control, aggressive claims handling, and proper risk management that can save you time, energy, and significant premium dollars in the long run.

2. LOOK INTO SELF-INSURANCE GROUPS (SIG'S) OR CAPTIVES TO SEE IF YOU QUALIFY.

Unlike Fortune 500 companies, middle-market organizations cannot be single self-insured, but can be group self-insured. Self-insurance can isolate agencies from hard and soft market cycles and give more control over their insurance destiny.

Insureds have more control from a claims handling standpoint rather than the insurance carrier dictating to insureds how the claims will be handled or settled.

In addition, in the self-insurance world there are opportunities for you to receive surplus returns and investment income rather than the insurance carrier pocketing the surplus and investments. These types of nuanced programs require a broker who understands the intricacies of the self-insurance world and how to best position your agency for success.

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Michael Blodgett

Director of Demand Generation



5 Reasons to Use Video in Your Sales & Marketing Strategy in 2022

Video content isn't a peek into the future of sales and marketing. Instead, it's the messaging backbone of today's most successful and influential organizations. Put another way, video is a king-maker, and any marketers not yet using it as a pillar of their strategy are relegating their companies and stakeholders to a perpetual game of catch-up.

For that reason, we're going to look at 5 reasons why video should be in your sales and marketing strategy in 2022.

#1. Video Tells Stories That Your Audience Wants to Hear

Why do stories stand the test of time? It's because they connect with people at an emotional level, striking chords that are innate to being human.

Video is a remarkably powerful storytelling medium, engaging the audience and forming deeper connections that endure. In fact, [according to research](#), 63% of your audience will remember a story, but just 5% will retain statistics.

When creating video content, think of yourself as a visual storyteller, conveying emotion that propels the customer across the sales funnel. Before long, you'll understand why [nearly 80% of video marketers](#) in 2021 say video content leads directly to increased sales.

#2. Your Customers Prefer Video Over Other Formats

By 2022, video content will account for [82% of all internet traffic](#). To put that into perspective, that figure is 15 times greater than it was just four years ago in 2017.

But what does that mean for your marketing strategy? Consumers already prefer to absorb information via video, and that trend is only going to increase with time. As things stand today, [69% of customers](#) want to learn about a product or service through a short video, compared to 18% preferring text, and less than 5% opting for infographics, ebooks, webinars, and sales calls.

oneday.com



Michael Blodgett

Director of Demand Generation



#3. Video Helps Drive Authenticity and Trust

90% of your customers say authenticity is essential when choosing which brands to like and support. Similarly, 81% of the audience says they must be able to trust a company before they do any business with them.

Referring back to the emotional connections that video content is so uniquely able to form, video provides an open window between your company and your target audience. An unfettered, even vulnerable glimpse at your vision, ethos, and goals might not be in your comfort zone if you're new to video marketing, but can be powerful in establishing authenticity and trust.

#4. Videos Provide a Look Behind-the-Scenes

No organization wants to come across as the wizard behind the curtain. And customers would certainly prefer to deal with companies that are personable and likable.

Video content lets the audience associate a face and a story with every level of your organization, from the new hire on their first day to a veteran department manager and CEO. The result is a more humanized organization that customers feel more connected with.

#5. Video Tools Make the Process Fast and Easy

It wasn't so long ago that video content creation was time-consuming and cumbersome. However, technology has come a long way in recent years, now providing convenient and simple tools to easily create high-quality videos.

Sure, you still want to make certain your content has decent lighting and clear audio - but, compared to text-based messaging that requires a copywriter and designer, engaging video content far easier to create than other formats. That is, assuming you're using effective tools, of course.

Interested in Learning How Video Can Make an Impact for Your Organization?

[Schedule a Demo!](#)

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Angelo Spinola

Partner



The Strategy for Value Creation

Optimizing Inorganic Growth Within the Home Care Industry Through Systematic Health Care M+A

JONATHAN K. HENDERSON, ANGELO SPINOLA, MADELEINE G. KLINE

HEALTH CARE "PRIME"



The home care industry is continuing its consolidation trend. Home health, home care and hospice agencies (collectively "home-based care" agencies) with enterprise values less than \$10 million are increasingly pursued as attractive acquisition candidates by a variety of prospective acquirers. Over the past several years, private equity funds, large health care and home-based care providers, healthcare insurers and other payer models have completed hundreds of home-based care agency acquisitions.¹ In fact, home-based care transactions reached a national high in 2020, with a recorded deal count of over 240 and an aggregate deal value of over \$13 billion.² While opportunities to transact had previously been reserved primarily for larger home-based care agencies with multi-state footprints, large work forces and higher revenues and EBITDA, the recent proliferation of smaller-sized deals is helping contribute to acquirers' increased earnings and market share and other benefits of inorganic growth.

HOME-BASED CARE



HOME HEALTH

HOME CARE

HOSPICE

The acquirers and sellers who are driving the overall growth and value creation through these lower middle market home-

based care acquisitions are utilizing a programmatic mergers and acquisitions strategy.³ A programmatic mergers and

¹ The value for home health care deals increased 11% in 2020 from the previous year, reaching an aggregate disclosed deal value of nearly \$2 billion. "Health services deals insights: 2021 outlook," PWC, <https://www.pwc.com/us/en/industries/health-industries/library/health-services-quarterly-deals-insights.html>.

² This aggregate data was compiled by PitchBook, which only accounts for those deals properly recorded.

³ Jon Henderson, Cullin B. Hughes, Madeleine G. Kline, Tanner L. Weigel, and Jacob A. Krysiak, "Health Care 'Prime': The Strategic Role of Systematic Health Care M+A in Remaking the Future of Health Care," Polsinelli, 2018; Jon Henderson, Andrew Kinworthy, and Kevin McDonnell, "Health Care 'Prime' - The Shaping of Health Care in America Through M+A and Innovation," Polsinelli, 2018; Jon Henderson and Andrew Kinworthy, "Health Care 'Prime': The Shaping of Health Care in Texas and Nationwide Through M+A and Innovation," The Texas Law Book, Oct. 22, 2018; Mark Goran and Michael Dolan, "Shaping Health Care In America Through M&A And Innovation," Law360, Nov. 13, 2018, <https://www.law360.com/articles/1100061/shaping-health-care-in-america-through-m-a-and-innovation>; "Health Care Prime: How Will M&A Shape the American Health Industry Going Forward? By Adhering to the Amazon Model," U.S. News: Best Law Firms (2019), 36-37.



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THE STRATEGY FOR VALUE CREATION: OPTIMIZING INORGANIC GROWTH WITHIN THE HOME CARE INDUSTRY THROUGH SYSTEMATIC HEALTH CARE M+A

acquisitions strategy is the concept that companies strategically and repetitively executing a high volume of smaller deals tend to create more value over time than companies that only occasionally complete a large acquisition. Indeed, evidence shows that programmatic acquirers consistently outperform their peers in terms of overall growth and value generation⁴ when compared to occasional, high-profile mega-deals. This sustainable growth pattern continues even when businesses are rocked by recessions, a global pandemic, or more routine societal and economic downturns. We use the label "Systematic Health Care M+A" to describe the programmatic processes and systems through which acquirers are executing on their acquisitions of lower middle market health care businesses, including home-based care agencies.

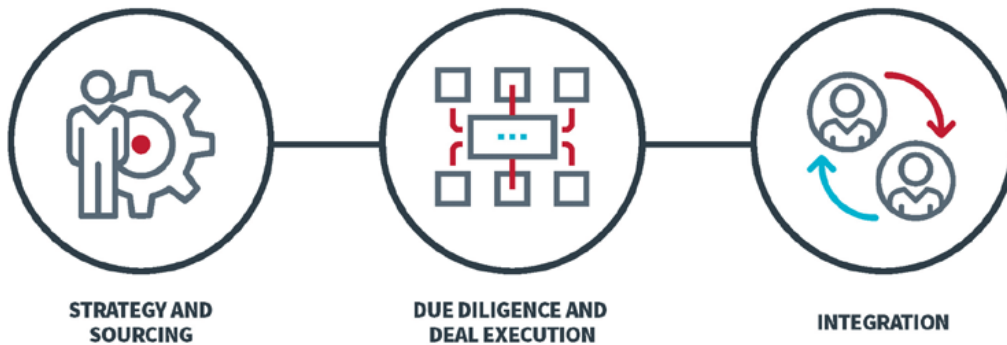
There are keys to successfully implementing Systematic Health Care M+A on the acquirer's side, and being identified as an acquisition target on the seller's side.⁵ Acquirers who engage in Systematic Health Care M+A are more likely to use strategic, specific practices at each stage of the acquisition process, and also as a means of maintaining what is known as the "M&A operating model." The result is an efficient and consistent process that allows acquirers to identify ideal and practical acquisitions with efficiency, and streamline their acquisition processes.

Sellers also benefit from the use of this process-oriented approach which creates cost efficiencies that make smaller deals with smaller home-based agencies more feasible to complete

than in the past. The rise of serial acquirers within the home-based care market is opening previously closed doors to transact for smaller home-based care agencies who may not have previously had a viable succession strategy or exit plan. As the industry increasingly focuses on building and expanding national provider platforms capable of furnishing services across the full spectrum of home-based care, a plethora of options now exist for well-run, smaller agencies. For instance, some acquirers want to expand into a complementary service line or gain access to a care delivery program, obtain a new license type or expand into a new territory. In regards to ownership, some acquirers target owner-operators who are interested in selling a portion of the ownership of their business and continuing on for a set period of time or even permanently, while others are seeking a complete and immediate buy out. The variety available makes the lower middle market even more attractive to acquirers, and smaller home-based care agencies are receiving more attention in the deal marketplace than ever before, as they carry more intrinsic value to acquirers than they may realize.

An established systematic process saves both sides of an acquisition time and money by equipping both sellers and acquirers with goal-oriented strategies and criteria that are specifically tailored to their business. This article explores those strategies and the other key components of the programmatic mergers and acquisitions model being employed by savvy acquirers in consolidating middle market home-based care businesses and the steps a home-based agency may use to maximize the opportunity to transact with those acquirers.

M&A OPERATING MODEL



4 Oksana Kukurudzka et. al., "The Role of Finance in Successful Serial M&A," IMAA, <https://imaa-institute.org/the-role-of-finance-in-successful-serial-ma/>; Werner Rehm, Robert Uhlener, and Andy West, "Taking a longer-term look at M&A value creation," McKinsey & Company, January 1, 2012, <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/taking-a-longer-term-look-at-m-and-a-value-creation>.

5 In 2018, there were over 11,300 Medicare-certified home health agencies, and one million people employed in home health services. In 2020, there were an estimated 400,000 home care-related businesses in the United States, with a market size of nearly \$97 billion. This number is only expected to increase as the elderly population increases, incidences of chronic diseases rise, and the need for cost-effective healthcare delivery becomes more prominent. "Home Care Providers Industry in the US - Market Research Report," IBISWorld, Oct. 20, 2020, <https://www.ibisworld.com/united-states/market-research-reports/home-care-providers-industry/>; John Eiffein, "Home care in the U.S. - Statistics and Facts, Statista, July 28, 2020, <https://www.statista.com/topics/4049/home-care-in-the-us/>.



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THE STRATEGY FOR VALUE CREATION: OPTIMIZING INORGANIC GROWTH WITHIN THE HOME CARE INDUSTRY THROUGH SYSTEMATIC HEALTH CARE M+A

STRATEGY AND SOURCING

The first stage of the Systematic Health Care M+A approach involves developing a strategy for identifying deals and sourcing them appropriately and efficiently. Acquirers identify and utilize a defined set of criteria with a clear link to strategic objectives. This stage is an important part of the process because it allows acquirers to identify the most effective ways to strategically expand for value creation. In identifying such criteria and strategic objectives at this stage, acquirers may consider various factors impacting the enterprise value of the organization and attractiveness to a future investor, such as synergies with their existing operations, unique capabilities of the target's management team and clinical workforce, access to new payors or improved reimbursement rates, or improved positioning relative to existing competitors. Acquirers also consider the various limitations of pursuing certain deals, which allows them to avoid acquisitions that could negatively impact future value creation and opportunities for an exit transaction.

At this stage, programmatic acquirers also identify an organizational model that complies with applicable regulatory restrictions and is repeatable for effectiveness and scale while also being adaptable to the specific circumstances that a given acquisition and overall growth plans might present. This is an important exercise for acquirers because it allows them to easily eliminate potential acquisitions that are not compatible organizationally with their predefined strategic objectives. Important considerations at this stage include regulatory restrictions, licensure and certificate of need requirements, application of fraud and abuse laws, fee-splitting and other prohibitions that restrict who may own, refer to and from, pay compensation to and in what amounts, or employ or control the practices of licensed home-based care providers.

Programmatic acquirers also analyze growth opportunities to scale the new business, analyze the interrelationship between the target and existing service lines and the accretive impact of combining the same, and consider operational synergies not reflected in the book value of the transaction. For example, acquirers spend time early in this initial phase of a deal understanding the seller's business and confirming that the services and programs offered align with the care delivery the acquirer provides to patients. This allows acquirers to identify target companies that offer services which fit within the care continuum of the acquirer's other health services offerings, and highlights differences, such as contrasting payment models that might make the ultimate integration of the two companies practically impossible. By conducting a meaningful analysis of these factors at the early stages, acquirers are able to quickly identify and distinguish viable opportunities from discordant ones and focus their efforts accordingly.

Sellers similarly benefit from establishing specific goals and identifying potential acquirers at this stage. Considering market trends and operational alignment with other types of health care businesses allows sellers to value their business in ways that extend beyond mere revenue. Having conversations and exploratory meetings with prospective acquirers early and often

allows sellers to identify what acquirers are looking for in an acquisition and how to best position themselves for sale based on what is most attractive about their business in the eyes of prospective acquirers. This not only allows sellers to focus on the aspects of their businesses that differentiate them from other similar businesses, but it also ultimately makes discussions with potential acquirers more productive, and affords the sellers an opportunity to contemplate the best and most effective exit strategy.

In preparing for sale, sellers should consider what they can do to make their business attractive to potential acquirers from a practical standpoint. Implementing transparent and detailed policies and strategies for all facets of the business which allow the business to run efficiently and compliantly will be just as enticing to potential acquirers as the business itself.

Sellers should also contemplate not only what they want the future of their business to look like, but also what they want their roles to be with the business going forward. Whether it's remaining an active part of the business or exiting the business entirely, Sellers should have a plan for clearly communicating their intended goals and practical plans to both their employees and the acquirer, and should take time to consider the impact to their current staff, and how best to effectuate a smooth transition. Considering the best ways to implement these strategies greatly benefits sellers at both the diligence and integration phases of the M&A operating model.

DILIGENCE AND DEAL EXECUTION

After identifying target companies that meet their strategic, sourcing, and organizational goals, programmatic acquirers engage in an intentional, structured due diligence process to determine whether the target company is an optimal acquisition. A streamlined, efficient due diligence process is important for both sellers and acquirers to ensure that neither party is distracted or burdened by unnecessary diligence review, which can slow the transaction down or throw it off-course entirely.

Systematic acquirers at this stage are deliberate in employing strategies that gather relevant information about revenue, cost efficiencies, integration, and cultural and organizational fit. For instance, systematic acquirers typically begin their diligence process by utilizing a checklist of universal diligence items to collect from the seller, and issuing narrowly-tailored, targeted, industry specific diligence requests that prevent diligence from being overly burdensome, but that identify information about the services or products that allows the acquirer to better understand if the target will be an accretive acquisition and further their goals. To obtain such information, acquirers employ an appropriately-sized diligence team that have clearly defined roles and responsibilities. Acquirers also often utilize template agreements which are designed to fit the majority of deals but which can also be tailored for specific acquisition fact patterns. Acquirers have set timelines and phased milestones for each stage in the diligence process, such as for document review, the aggregating of diligence responses, and reporting on the results of their due diligence findings to key stakeholders. Acquirers with

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the most mature processes at this stage will also organize the target's due diligence information in operations and in preparing for future transactions.

At this stage of the M&A operating model, sellers can expect to receive a rapid influx of diligence requests from quality of earnings, legal, insurance, employee benefits and other due diligence vendors engaged by the acquirer, and can best prepare for the diligence process by collecting as many relevant company documents as possible, including contracts with third parties (from staffing contracts to advertising contracts), the financials of the business, loans and other debt documents, organizational documents, employment agreements and company handbooks and policies, and licenses and governmental and commercial payor enrollments and contracts. In responding to diligence requests, sellers should prioritize transparency and expediency, and benefit from employing experienced counsel to guide them through the diligence process.

INTEGRATION

The integration stage of the merger and acquisition process is arguably the most important for programmatic acquirers. At this stage, acquirers consider corporate culture and organizational health, and spend time aligning people, getting buy-in from employees of the new and existing companies, developing and implementing compliance policies and practices, coordinating the operations of both companies, and developing measurements and criteria for success of the acquired company. This is important to acquirers because it identifies issues that might arise after the closing that could cause problems for the business, and it allows the integration of the target company in a way that maximizes the alignment of the target company's service offerings with the acquirer's overall care delivery model in a manner consistent with the goals and objectives identified in the first stage of the M&A operating model. In order to execute a successful integration, programmatic acquirers often develop their corporate departments to prepare their employees for the continued growth of the company (i.e., providing a playbook).

This has the benefit of maintaining employee morale and setting the stage for future acquisitions.

Sellers at this stage employ the integration strategies considered in the first stage of the M&A operating model, which often include clearly communicating expectations with their employees, being open to suggestions, concerns and criticism, and assisting the acquirer with incorporating their employees and business strategies into the new company.

CONCLUSION

Middle market deals make up an increasing share of home-based care business mergers and acquisitions, and the acquirers who are most successful in creating value through executing these deals are those applying Systematic Health Care M+A with defined processes and systems in place at each distinct stage of the merger and acquisition life cycle. The habits and practices of programmatic acquirers are more relevant than ever, and provide a reliable and effective approach to addressing various issues and considerations throughout the entirety of the acquisition process. Establishing these habits and practices early on allows both acquirers and sellers to position their businesses for either growth or sale by identifying the best growth pathway or exit strategy, preparing for the diligence process through disciplined and transparent strategies, and integrating their employees in a meaningful and efficient way. These habits and practices also enable sellers to focus on issues like compliance and maximizing their enterprise value, and allows acquirers to develop a consistent process for each stage of the merger and acquisition life cycle with an eye towards strategy and predictability, thus streamlining the merger and acquisition process in the future. These acquirers intentionally engage in Systematic Health Care M+A to establish a valuable, consistent and repeatable approach for managing their middle market home-based care business merger and acquisition activity and expanding their care continuum – a trend that will accelerate redefining the future of health care by encouraging innovation and ultimately enhancing patient care.



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Polsinelli is very proud of the results we obtain for our clients, but you should know that past results do not guarantee future results; that every case is different and must be judged on its own merits; and that the choice of a lawyer is an important decision and should not be based solely upon advertisements. Copyright © 2021 Polsinelli PC. Polsinelli LLP in California.



Andréa Catizone

President

HOW TO INCREASE SALES IN SENIOR LIVING

Maybe you're a senior living sales counselor and you've been wondering how to increase sales in your community. Maybe you did a search in Google on that precise term—how to increase sales in senior living—and you landed on this blog post. You're probably holding your breath, hoping this article will have the answer. Good news, folks! It does. And the answer is surprisingly straightforward.

Here's what you need to do if you want to increase your senior living sales.

YOU NEED TO WORK CLOSELY WITH MARKETING.

Long gone are the days where senior living marketing and sales worked separately. Any businesses that still maintain this separation and silo mentality are doomed for failure. Or, at the very least, they're certainly not doing as well as they could be.

The line between sales and marketing has blurred. Why? For the simple reason that sales folks no longer drive sales. Buyers drive sales. Marketing's job is to help enable today's buyers to buy from you. Which means marketing often needs to think more like sales, and sales folks need to be ready to lend a hand to marketing.

YOU NEED TO ACCEPT THAT NOT ALL LEADS ARE CREATED EQUAL.

Sure, some leads will be ready to have a conversation with you today or tomorrow. Those are sales-qualified leads. But most leads are not ready to buy right now. They're interested in your community, and in senior living in general. But there's a long way between "interested" and "ready to buy."

Your job is to focus on the sales-qualified leads while the marketing-qualified leads continue to learn and explore your brand on their own through marketing automation (More on this in a moment.). This can be a tough pill for sales folks to swallow because if you follow this approach, you'll be working fewer leads, which we know can feel scary.

But the good news is this: You'll be working better leads, as a result.



Andréa Catizone

President

YOU NEED TO USE MARKETING AUTOMATION.

There's no sense in bothering with our first two points if you're going to skimp on the technology. Now, we get it: You're a sales counselor in an incredibly personal, "high touch" industry. But no amount of charm is going to get you anywhere if you're not already leaning heavily on marketing automation.

This goes back to our point about buyers being in charge of the sales process. Not marketing. Not sales. Today's buyers want to interact with your brand (meaning your website, your social media, your emails) anywhere from 5-10 times before talking to anyone in sales. And the only way you can give them the brand experience that they crave is by having powerful marketing automation in place to help them explore your brand in the way they desire.

Why? Because that's what marketing automation is—it's a tool that helps deliver the right content to the right prospect at the right time. And guess what? It makes your job easier.

YOU NEED TO PAY ATTENTION TO RESULTS OVER TIME.

Sales folks are famous for living in the moment. We get that. But one great week of sales isn't necessarily an indicator that you've landed on the formula for boosting senior living sales in general. Which is precisely why you (and your marketing cohorts) need to embrace analytics.

You need to monitor what's working and what isn't. And before you even get to the monitoring part, your team needs to define what they mean by "what's working." Definitions will vary for different buyers based on where they are in their journey.

Sure, the ultimate indicator is move-ins, but for buyers who are just starting to research senior living, they'll need to hit a bunch of milestones along the way before they buy and sign on the dotted line. The marketing and sales teams need to agree on which data and analytics matter.

And here's the thing: THESE DEFINITIONS WILL CHANGE. What you used as a measuring stick two years ago might not work today. Being flexible is a trait all senior living sales and marketers must embody.

BONUS ADVICE: USE AN OBJECTIVE THIRD PARTY TO HELP ALIGN YOUR SENIOR LIVING SALES AND MARKETING.

The truth is that even the most well-intentioned sales and marketing teams don't always align goals initially. So if this is the first time your senior living community is talking about things like marketing automation and buyer enablement, consider reaching out to an agency like ours that knows how to bring everyone together.



Kristen Menard

VP, Partner Ecosystem

Addressing the Senior Living Industry Workforce Needs



Human capital is the backbone of the home care and senior living industry—but the COVID-19 pandemic, together with ongoing industry transformation and change, has hiring teams feeling the strain.

The challenge is clear. Sourcing, hiring and onboarding must become more efficient and effective if we're to stay abreast of hiring in this difficult environment. And the traditional hiring cycle has great potential for efficiency improvements:

- **Nearly every facility is facing a staffing shortage.**
- **Facilities are having a very difficult time finding and hiring new staff.**
- **Administrators are having difficulty focusing on staff retention given the challenges brought on by the pandemic.**

Nearly every nursing home (99%) and assisted living community (96%) in the U.S. is facing a staffing shortage.

*American Health Care Association and National Center for Assisted Living

Use data and technology to find and retain more qualified talent

Senior living industry Human Resources departments, recruiters and hiring managers must devise strategies and implement tactics immediately to attract and retain quality talent. And many organizations are already making moves to do just that—by uniting previously disparate processes and taking greater advantage of automation and digital technologies.

SkillsSurvey's talent intelligence platform has helped thousands of hospitals, home care and senior living organizations make greater strides in finding talent and hiring for retention, and the data we've collected can help your organization improve its hiring results.

SkillSurvey.com 1 (877) 976-8005

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VP, Partner Ecosystem



Automate to streamline hiring.

With SkillSurvey Reference®, you can easily reach references via email and text message and the feedback is delivered in a data-driven report – typically the next day. Automating processes means fewer bottlenecks in the overall hiring cycle and more predictive insights. Data shows that organizations using reference feedback have reduced first-year turnover by 35%.



Tap into a new source to find more candidates.

Broaden your sourcing channel beyond traditional outlets and reach and nurture a more diverse pool of potential candidates. SkillSurvey Source® helps you build your candidate pipeline through references and referrals automatically, while you're reference checking. Tap into people who have the skillsets you need and who have actively said "yes, I'm interested in opportunities with your organization."



Find candidates with the right soft skills to provide stellar patient care.

Soft skills such as effective communication, empathy, civility, creativity, and patience are just as important as a candidate's experience and hard skills. SkillSurvey Reference makes it possible to identify candidates likely to outperform in these areas with detailed feedback from former managers and coworkers. Our job-specific surveys include the competencies proven to be predictors of success – and there are more than 200 for roles in healthcare.

"We can verify GPAs and interview all day long. What I really want to know is how someone will interact with patients. SkillSurvey Reference provides a complete picture of who a candidate really is and who they have been. I would not want to do this job without it."

Nurse Recruiter, Nurse Residency/Extern Programs



Use talent intelligence to improve experiences and retain your talent.

SkillSurvey Post-Hire™ automates the collection of feedback from new hires, employees and their supervisors consistently over the course of the employee's relationship with the organization. Responses are aggregated in an analytics dashboard, so you're able to immediately identify engagement issues and pinpoint where to make process improvements to improve engagement, productivity, and retention.



Integrate your HR technologies for more consistency, efficiency and results.

Integrating with your CRM or ATS means your team can work in their "system of record" while obtaining comprehensive analytics.

Gain a more holistic view of your talent management efforts and keep pace with today's hiring challenges.



SkillSurvey can help you use pre-hire and post-hire data points to generate a predictive model to determine who is the right fit for your organization, what motivates them, what keeps them engaged and what you can do to better retain them. Learn more at www.skillsurvey.com.

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Cheryl Hammons

Director of People & Talent



Veteran's Care Coordination

Veterans Care Coordination's mission is to improve the lives of Veterans and surviving spouses by obtaining the Pension with Aid and Attendance benefit and managing the home care that allows them to live independently for as long as medically possible. We partner with agencies across the nation that provide direct care to our deserving clients. Veterans Care Coordination feels every Veteran and surviving spouse deserves to age with dignity, and we believe it is best done through home care. However, we realize this mission is bigger than all of us, and it takes a partnership with quality agencies and caregivers to accomplish such a worthy task.

The need for caregivers is by far the biggest challenge to date. Never before in the history of the home care industry has the caregiver pool been so low. In 2021 and going into 2022, the caregiver shortage has created a dilemma for agencies serving Pension with Aid and Attendance recipients. Because there are so few caregivers, agencies are faced with deciding where to place the caregivers with the best return on investment. Often private pay clients are chosen since they yield the highest return. Therefore, many Veterans and surviving spouses who couldn't otherwise afford home care are left with very few options. As caregiver wages and the cost of doing business increase, this will continue unless a strategic plan is implemented.

Because serving clients who receive the Pension with Aid & Attendance (PwAA) benefit means taking a discount on your private pay rate, it can be considered a type of philanthropy. Engaging in philanthropic work can give a new perspective and emphasize what truly matters in life. Agencies should consider including a small percentage of Pension with Aid and Attendance clients to ensure they serve their entire community. For example, an agency could elect to take on ten PwAA clients for every hundred clients (10%) to give back to their community. In addition, an agency that promotes and is known for its philanthropic work will be noticed by its community. This type of public relations can grab the attention of





Cheryl Hammons

Director of People & Talent



potential caregivers and clients. As a result, the discounted amount gets closer to the private pay rate because of increased brand recognition which produces more caregivers and higher-margin clients. Building a strategy around philanthropy may be a bit scary when facing a caregiver shortage and increased cost. However, philanthropy can promote employee engagement and build your agency's value. This creates a positive public image for the agency, boosts relationships with clients, and creates an encouraging work environment. Serving Veterans who now need us can give the agency a new purpose and pride.

In 2022, watch the Biden Administration. This Administration has a spotlight on home care and reducing the traditional institutional focus. Although the Choose Home Act of 2021, currently in both the House and Senate, only impacts a small portion of home care agencies, it does highlight the value of home care. Because this is tied to Medicare, significant data will be collected, providing a clear argument for home care as a primary choice for all Americans. Agencies should stay informed on the progress of the Choose Home Act as it could have a positive effect on the future of non-Medicare home care agencies. Educate your Congressional representative and Senator on the value of home care. Advocate for low-income individuals in your community who need home care but have little to no option for adequate care. The home care industry has a chance to stay at the forefront and increase funding. A grassroots movement is needed to keep the momentum going.

Staying relevant in a fast-changing industry is essential. Therefore, Veterans Care Coordination has developed a marketing plan for our partners to engage all Veterans and surviving spouses, not just those that may gain from the Pension with Aid and Attendance benefit. We believe every person should have the opportunity to age in place wherever they call home. Our marketing plans include monthly marketing campaign kits, co-branded marketing materials, and a free marketing strategy for all active partners. Using this Veteran specific marketing plan reaches beyond Veterans and attracts non-Veterans alike building the agency as a Veteran friendly, all-inclusive agency.

Cheryl Hammons has spent the last 12 years in various roles within the home care industry. Currently, she serves as the Director of People + Talent. In her role, she is currently developing an extensive internal training program to better serve our partners and clients.



2022 INSIGHTS

The Future of Senior Care

THINKING FROM INDUSTRY THOUGHT LEADERS, WHERE THE PUCK
IS HEADING, AND KEY INNOVATIONS TO KEEP YOUR EYE ON.