



HEALTH DIMENSIONS GROUP



# Interim Staffing When the Well Runs Dry – Presented by Health Dimensions Group and Prime Care Technologies

November 18, 2021



# Today's Presenters

## MODERATOR

Debi Damas, R.N.



As the Senior Director of Customer Success at Prime Care, Debi has held clinical and product leadership roles in LTPAC organizations for 30 years, with a focus on increasing quality of care, retention, and ROI. She has a passion for helping organizations solve issues that keep them up at night. With an early career in SNF administration, she knows what it requires to juggle the day-to-day.

## INDUSTRY PERSPECTIVE

Kim Watson, R.N., NHA, ODPC



As Vice President of Consulting Services at Health Dimensions Group, Kim has over 25 years of progressive leadership experience in the senior living industry. Her expertise includes assisted living and independent living operations, employee engagement, quality improvement, and organizational development.

## INDUSTRY PERSPECTIVE

Sarah Friede, MBA



As Vice President of Recruitment Services at Health Dimensions Group, Sarah has over 15 years of experience in management and human resources in the senior living setting. She specializes in executing recruitment strategies and leading interim and permanent placements specific to long-term care and senior living communities.

## ANALYTICS PERSPECTIVE

Jonathan Duvall



As the Senior Director of Product Management at Prime Care, Jonathan leads development efforts around innovative use of data to enable managers and caregivers to spend less time gathering reports and more time driving better patient and financial outcomes. Prior to Prime Care, Jonathan spent 10 years at PruittHealth in various financial roles, Executive Director of Finance.

# Who We Are

# Health Dimensions Group

HDG is a leading consulting and management firm, providing services to post-acute, long-term care, and senior living providers, as well as hospitals and health systems, across the nation



## HDG Consulting Services

- Management services
- Strategy
- Pre-development and pre-opening
- Operational performance
- PACE and value-based transformation
- Revenue cycle management
- Financial advisory
- Workforce solutions
- COVID-19 support



# Prime Care Technologies

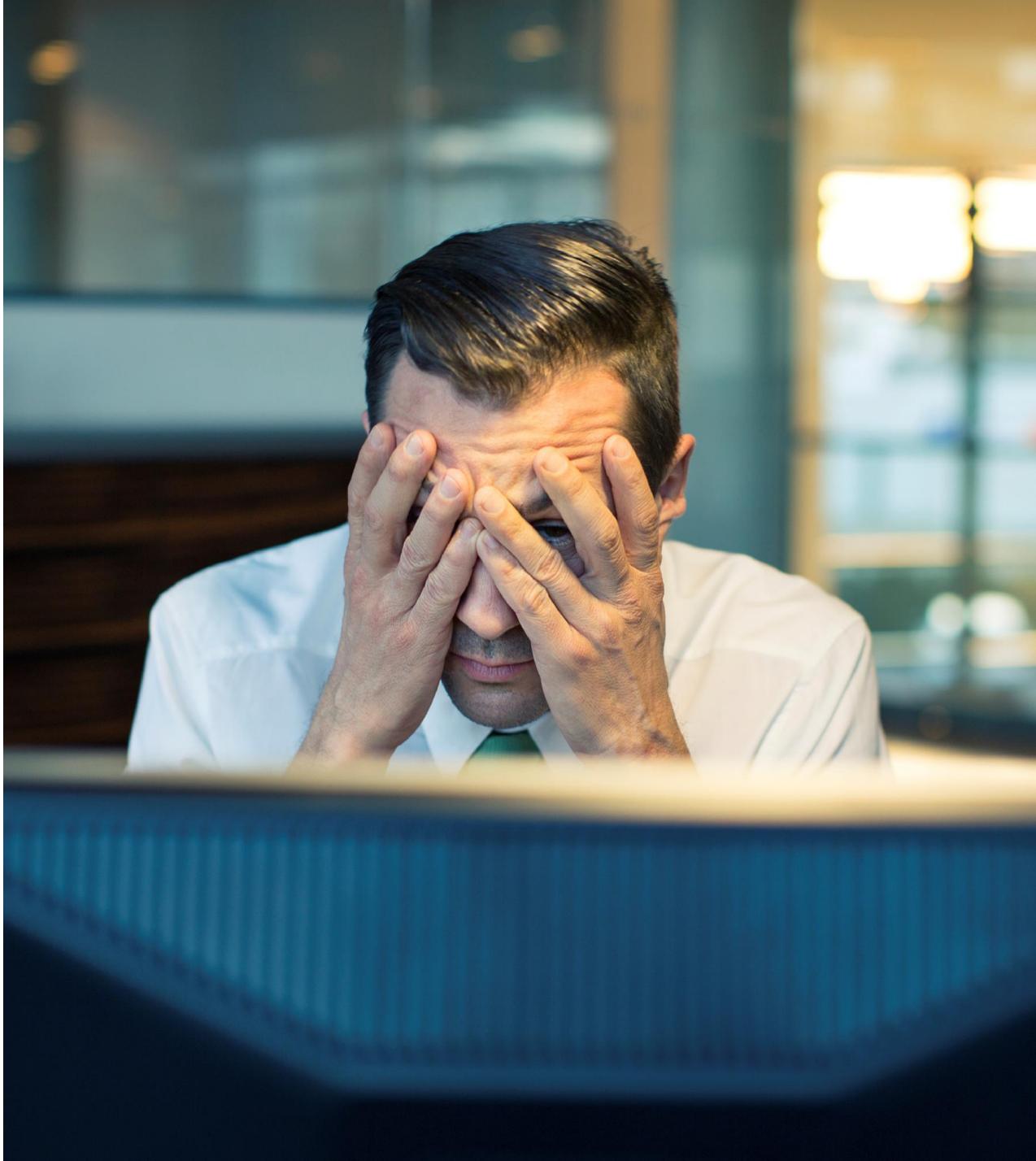
Prime Care has answered the technology needs of senior living for nearly 20 years. This unique perspective drives the ongoing development of our flagship product, primeVIEW. As a tool in the HDG arsenal, it aggregates critical labor, clinical, financial, and other data into a powerful KPI analytics dashboard.



# Staffing – The Current Situation

# National Crisis

- America is growing older
- Labor force is not keeping up
- COVID-19
- Needs for LTC are exponential
- Owners/operators struggle to compete for talent
- High turnover/burnout
- Leadership is critical



# LTC Workforce Remains Very Challenging: National Survey Results

- 94 percent of nursing home providers said they have had a shortage of staff members in the past month; in assisted living (AL), 81 percent said they had similar staffing shortages
- More than half of nursing home and AL providers lost key members of their staff last year during the pandemic due to workers quitting, including certified nurse assistants (CNAs) or direct caregivers and dietary staff
- Close to 75 percent of nursing homes and nearly 60 percent of AL communities said their overall workforce situation has gotten worse since 2020



## Consequences of Staffing Shortages

- Resident care suffers
- Workers face even more stress, resulting in turnover
- Increased injuries and illnesses
- Increased spread of COVID-19
- Stopped admissions/closure

# Becoming Solutions-Oriented



Rome wasn't built in a day.



Invest in your leadership NOW.

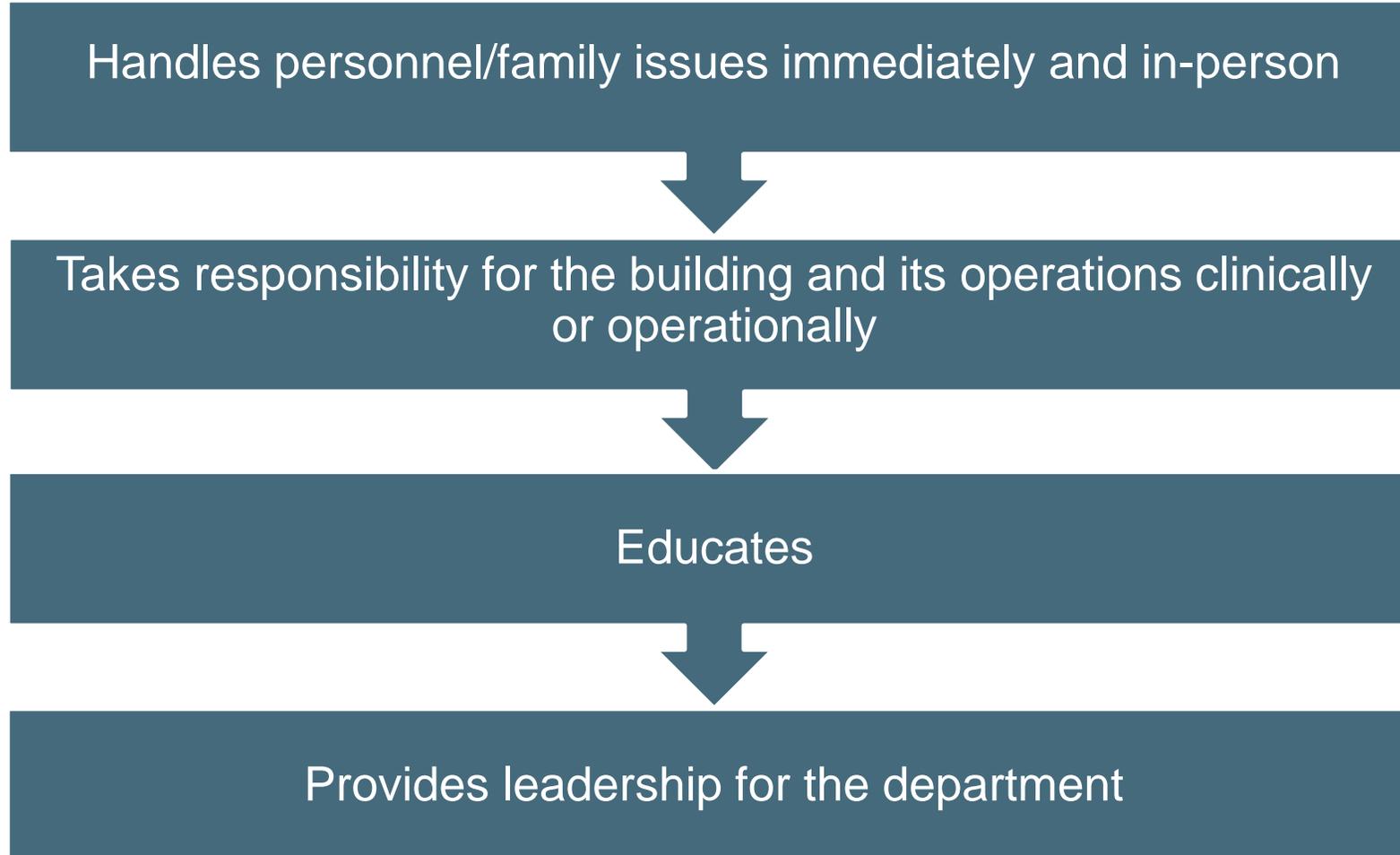


Vacancies in critical positions need to be filled — and not with current workers that already have duties to fulfill.



Interim leadership is the answer.

# Interim Leadership Benefits



# Costs of Interim Leadership

- Let's address the elephant in the room
- Yes, it's costly — but at whose expense?
- Temporary solution — immediate fix

# Expectations for Interim Leadership

- Are your expectations reasonable?
- Clear communication is key
- Orient them to the building and the leadership team
- Maintain regular check-ins, just as you would with an employee



# So, What Else Needs to Be Happening?

- Does placing an interim leader fix your problems?
- We need two things
  - Stop massive turnover numbers
  - Recruit more talent
- Transactional approaches won't get us to the finish line



## We Can't Fix What We Don't Understand

- Our industry prides itself on the 5 Why's:
  - Who, What, When, Where, Why
- Are we really taking the time to find out why people are leaving?
- Are we assuming it's for more pay down the street or ability to work remotely?

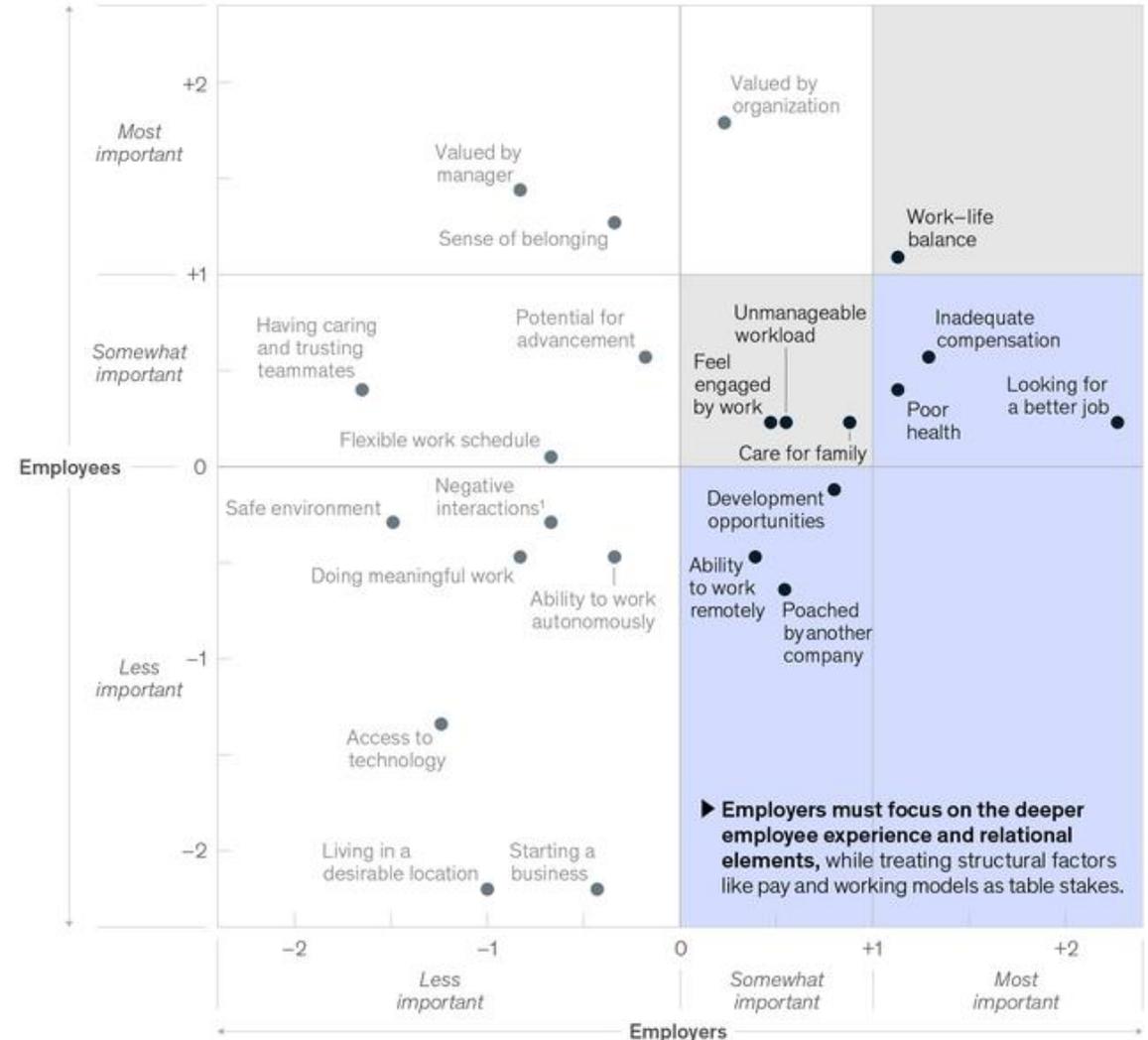
# What Employers Think Employees Want

## Employers do not fully understand why employees are leaving.

### Factors that are important to employees versus what employers think is important

► Instead, employers overindex on transactional factors, which are not primary drivers. These include external factors (such as workers job-hunting) and structural aspects (compensation, for example).

Less important to employees than employers think  
As important to employees as employers think



Note: Standardized scores are reported for both employee and employer perspectives. Employees were asked to respond to the following question: To what extent did the following factors impact your decision to leave your last job? (Not at all, slightly, moderately, very much, extremely); employers were asked to respond to the following question: Why do you think employees are choosing to leave your organization now? (select all that apply)

<sup>1</sup>Includes clients, customers, patients, and students.

# What Employees Actually Want

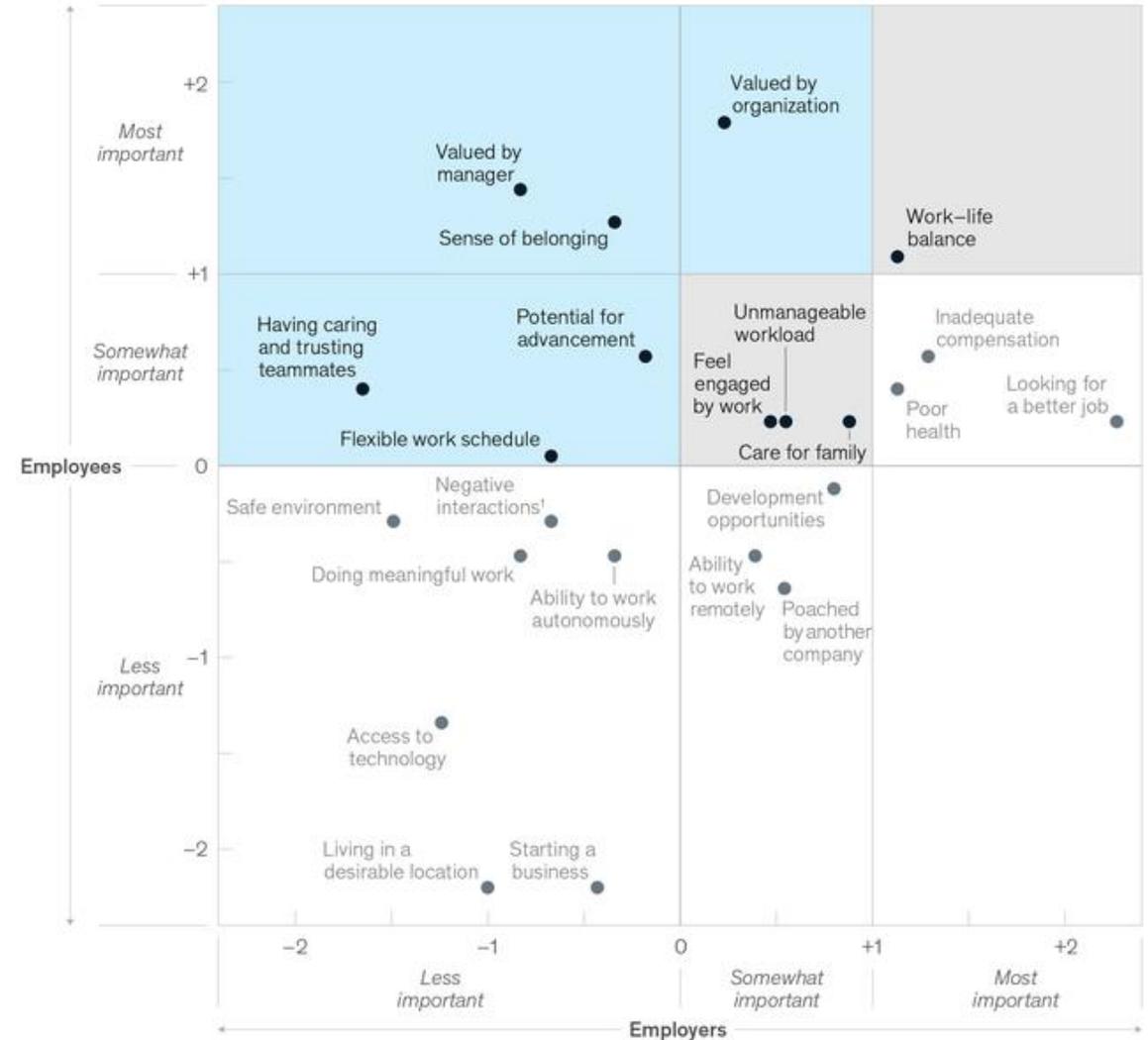
## Employers do not fully understand why employees are leaving.

### Factors that are important to employees versus what employers think is important

► **Employers seem to overlook the relational elements** that are key drivers for why employees are leaving, such as lack of belonging or feeling valued at work.

More important to employees than employers appreciate

As important to employees as employers think



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# “The Great Resignation”

- Workers leaving their jobs in a search for meaning and fulfillment
- Early retirement for older workers
- Burnout from prolonged stress in certain occupations, especially health care
- According to Gallup<sup>®</sup>, 52% of voluntarily exiting employees say their manager or organization could have done something to prevent them from leaving their job





## Window of Opportunity

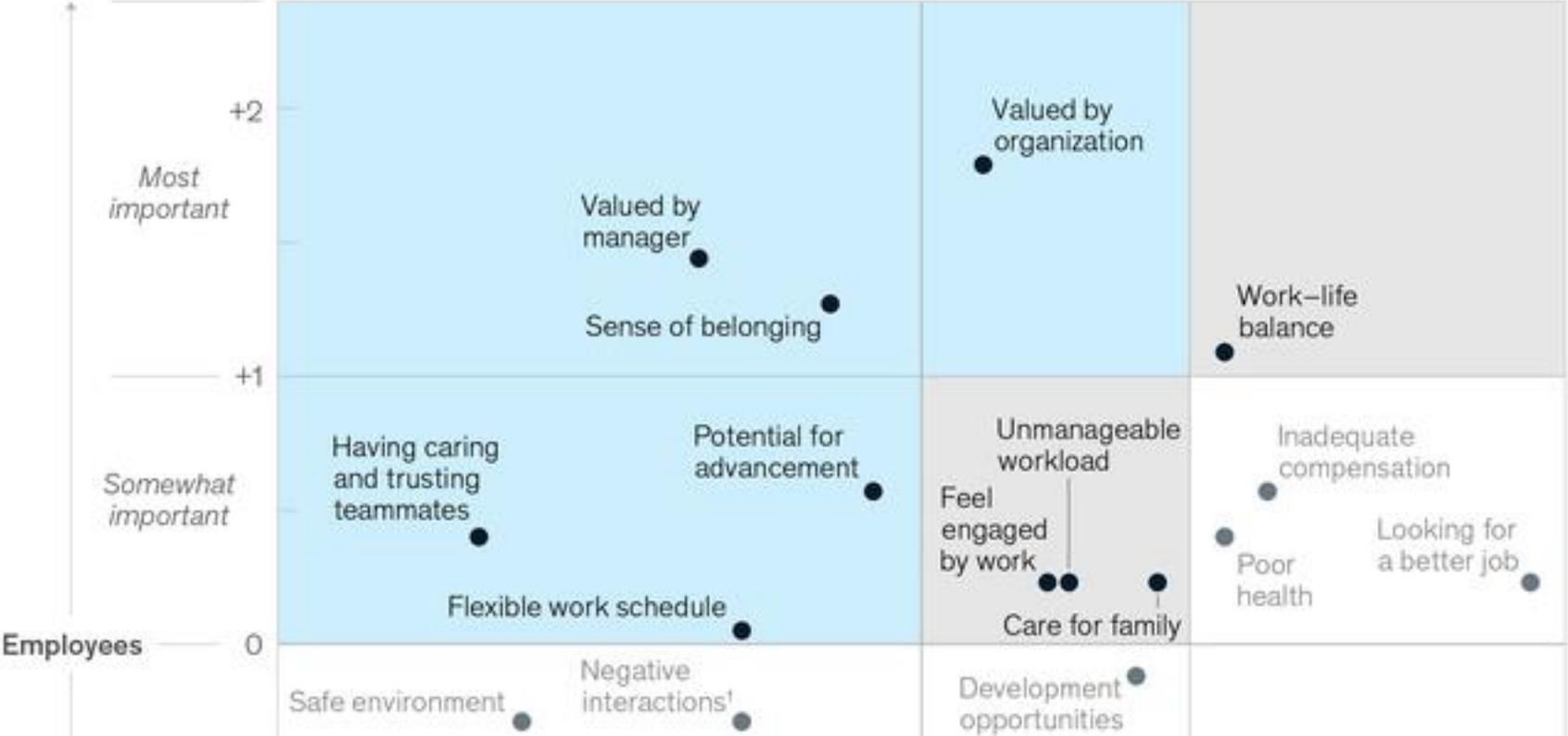
- According to Gallup<sup>®</sup>, 52% of voluntarily exiting employees say their manager or organization could have done something to prevent them from leaving their job
- So, while we continue to be at risk for people leaving the workforce, and our industry, we also can start doing some things differently

# Would We Do These Things?

► **Employers seem to overlook the relational elements** that are key drivers for why employees are leaving, such as lack of belonging or feeling valued at work.

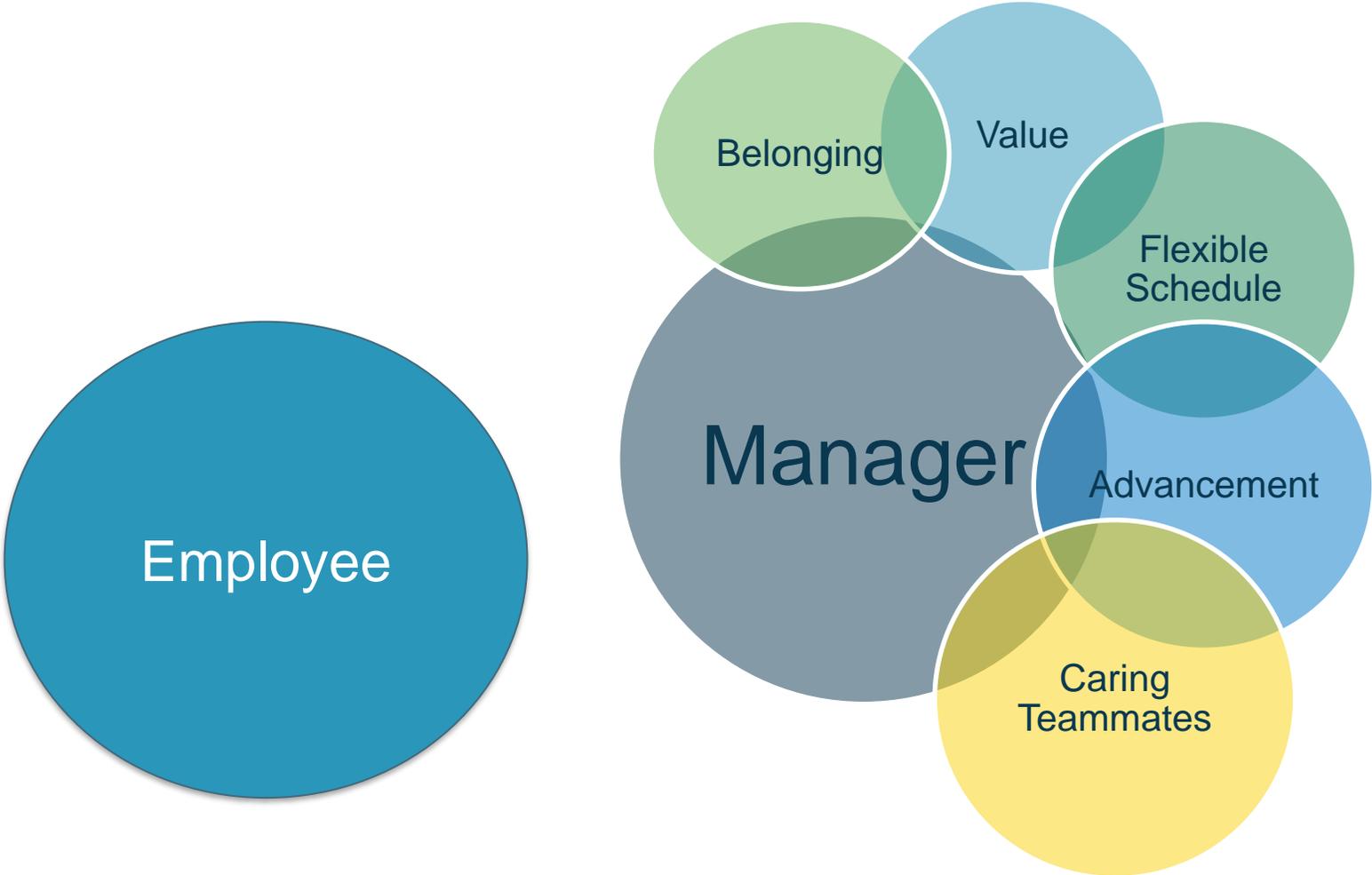
More important to employees than employers appreciate

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Source: [www.mckinsey.com](http://www.mckinsey.com)

# Where It All Starts



# Managers Deserve Development, Too

- Leadership doesn't come naturally to most of us
  - According to Gallup<sup>®</sup>, only 1 in 10 people actually possess the natural talent to manage
  - The rest of us need development in order to be an effective manager
- Are we leveraging diversity?
- “Great minds think alike” is not a strength
- Do our managers know how to create an environment of psychological safety?
- Find a person or a program to drive development at the manager level and commit to it



## Using Interim Resources — Groundhog Day

- It's not just about what people tell us when they leave
- Did we have culture issues before the pandemic?
- Provide opportunity for development and career paths — for everyone
- Right Person Right Seat focus
- HDG can be a resource for leadership vacancies

# Technology Can Help Prime Care Technologies

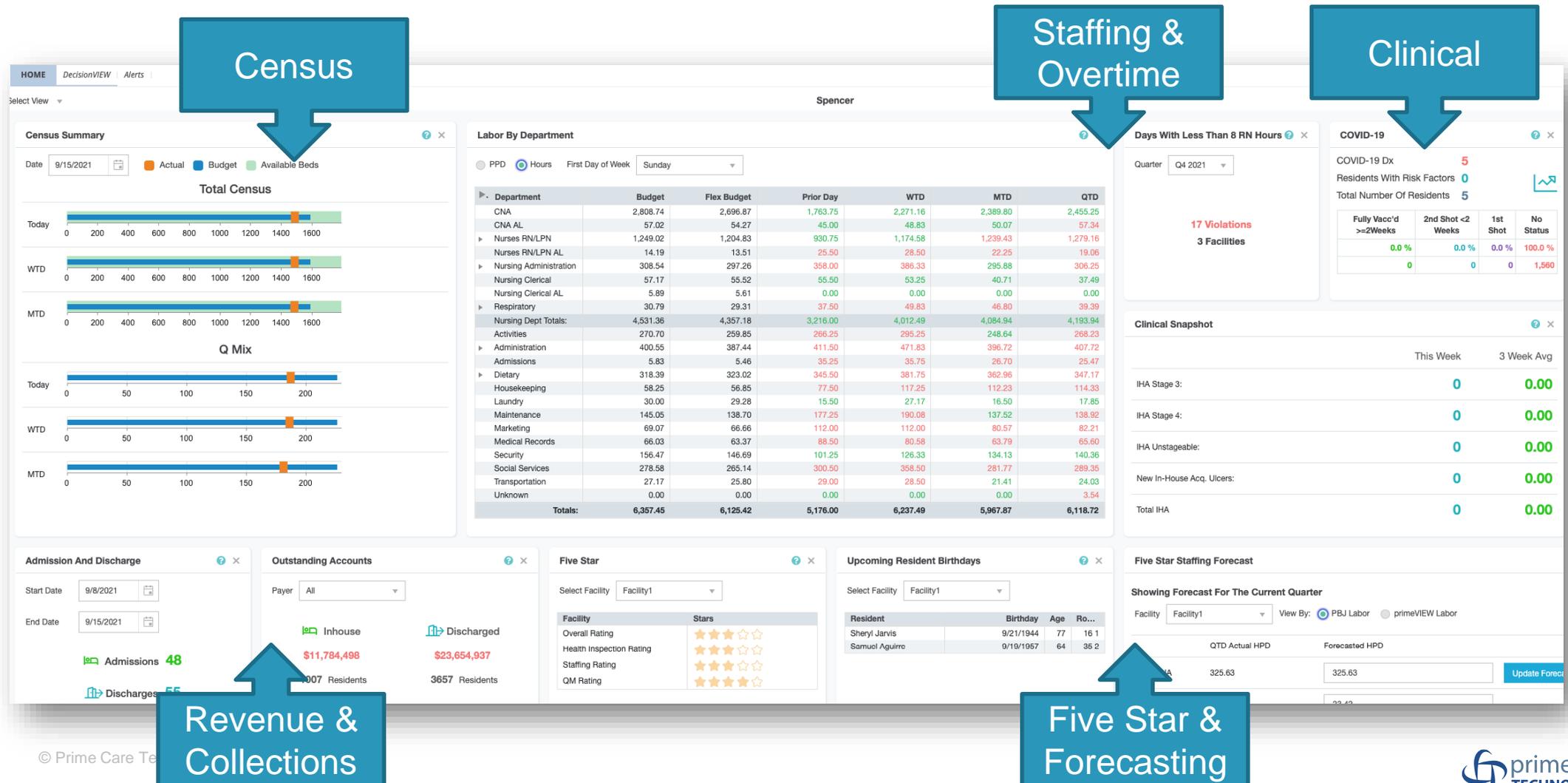


## PrimeVIEW Intelligence App

### The Past Shapes the Future

- All missions begin with a briefing based on intelligence
  - What does the company do well? What does it need help with?
- Give interim/new leaders a tool to brief them on past operations in under 30 minutes
  - Historical clinical, labor, financial, admission, CRM trends

# Plot Your Future Course with PrimeVIEW Intelligence App Leveraged for HDG's Success Across 40+ Communities



**Questions?**



# For More Information



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