

Leadership Series

Executive Highlights:

Staffing



Ed Kenny
Chairman & CEO / LCS

THE LEADERSHIP SERIES

WHAT'S INSIDE:

Attracting caregivers
in droves

Recruiting future
leaders

Training and retaining

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Thank You

There is no question that our industry is facing an unprecedented challenge when it comes to attracting, retaining, and meeting the expectations of our next generation of leaders.

Many of your colleagues are already implementing innovative strategies within their own organizations, and championing industry wide initiatives that will position them for ongoing success – we're pleased to share some of these insights through this eBook.

PointClickCare is committed to working with senior living providers and our wide network of partners to advance the care of seniors by solving industry challenges through technology.

Having the tools that simplify complex tasks empowers your staff to make the right decisions, become more efficient, and ultimately deliver a higher level of care and services to your residents. Technology has the power to promote a higher level of staff engagement, which we believe will contribute to easing the challenges ahead.

We are proud to have partnered with Senior Housing News to bring you the Leadership Series, and to create visibility for the important work many of our current leaders are undertaking to prepare the industry for its future.



Travis Palmquist

Vice President and General Manager, Senior Living
PointClickCare



Staffing

Leadership Series Executive Highlights

In the management of any company, staffing is often cited as the greatest challenge owners and operators face. But in senior living, that challenge is made even greater by the nature of the care services being provided and by how much a “people” business it is at its core.

The challenge is twofold: first, the industry must recruit frontline workers numbering millions in preparation for a huge influx of older Americans. The massive staff shortage is a major consideration for today’s managers and executives. But recruiting the next generation of leadership is the second prong of the staffing conundrum, as businesses work to draw a new cohort of executives to a business that historically has not been known for its attractiveness to young people.

The issues are top of mind for today’s leadership, with several industry figureheads moving the conversation forward and implementing new efforts in their organizations in hopes to prompt a sea change. These leaders are moving the needle on several fronts: Education of new leadership, recruitment and retention of caregivers.



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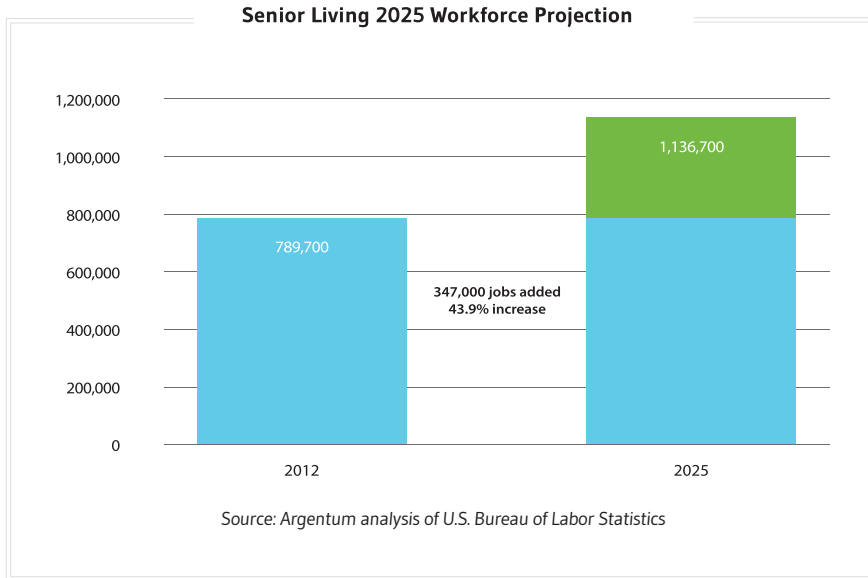


- Jon DeLuca

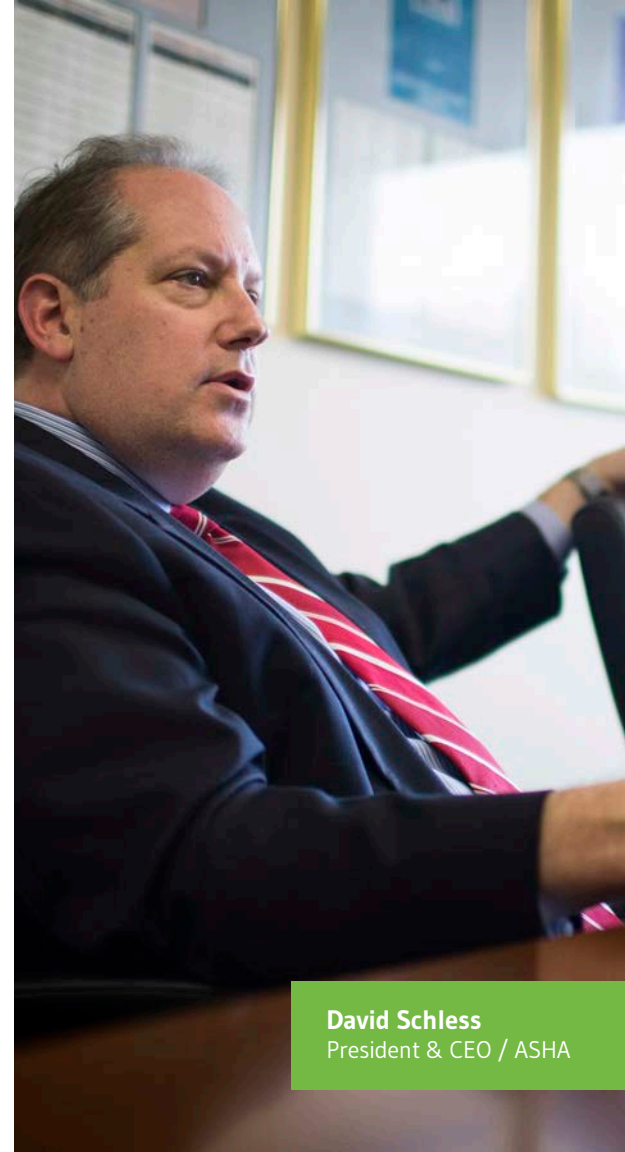
President & CEO / Senior Lifestyle

Attracting caregivers in droves

The industry is some 2 million positions short when it comes to caregivers. With wage pressures rising and this shortage of workers, companies are challenged by this void to be filled. In part, the solution lies in finding the “right” type of workers for the thousands of jobs that will be open.



“There are certain positions that are very challenging,” says David Schless, president and CEO of the American Seniors Housing Association (ASHA). “In the higher acuity settings the caregivers have really difficult jobs. Some companies have really found opportunities for people to stay in the organization and grow and that probably doesn’t happen as much as it should. The key is really finding when you do the



David Schless
President & CEO / ASHA

hiring, finding the right person. They have to love old people and they have to want to help. That's really at the core of this business."

Identifying and marketing the opportunity for those workers is one part of the solution, says Brenda Bacon, former Argentum chair and founder of Brandywine Senior Living.

"Let's try to be competitive and let's try to open up to them what can happen in their lives and the lives they touch," Bacon says, "and how they can grow into a career instead of just a job filling a bag at Chick-Fil-A."

Paying a living wage is another part of the solution. Provider Juniper Communities is getting ahead of minimum wage pressures, explains company President Lynne Katzmann.

"Juniper's being proactive. We have a "15x20" program and we've already started raising our starting wages, substantially, across all of our buildings. We're planning to get to that level or beyond by 2020. We know we're going to need to be creative in finding the dollars to fund that. Workforce issues are big issues in our industry, and they'll continue to be. It'll probably be the number one issue in the next couple of years."

Recruiting future leaders

While some universities are beginning to focus on senior living career paths, the industry is tasked with marketing those career paths and demonstrating what makes senior living a good industry for growth and potential. The university interest is a start, but operators stress the need to start even earlier from an education standpoint.

"Our goal as an industry is that we want to be a top-5 employer of choice," says Jack Callison, CEO of Enlivant. "That may need to start at the middle school level, the high school level, community colleges, and undergraduate programs. In many cases, senior housing isn't really well understood, and it's incumbent upon us as industry leaders to tell our story about why this is such a compelling industry."



Brenda Bacon
Founder / Brandywine Senior Living

Five Star Senior Living CEO Bruce Mackey notes the ability of an entry level executive director to rise on the career ladder. This is the opportunity that must be made known to eager executive hopefuls, he says.

“If you’re a young kid coming out of college and we give you [a] building, you’re the CEO of that building,” Mackey says. “You can start small and work your way up, that’s the good thing about Five Star, we can have people go through an ED-in-training program, we’re going to put you geographically across the country, have you start with a smaller building and work up to one of our larger buildings and ultimately that becomes our regional oversight.”

Senior Lifestyle Corp. CEO Jon DeLuca echoes the opportunity.

“If you look at the fastest growing industries over the next 15 years, senior housing is going to be one of them, and there’s a tremendous amount of opportunity,” he says. “Not only [in] management, finance, acquisitions and development, asset management, human resources and accounting, but there are also opportunities on the community side where you can run a pretty sizable business. On the smaller side, you can build a 100-unit community for \$25 million to \$28 million dollars. It’s a lot of money. And if you’re running the community, it’s a nice business. It’s a lot of work, but if you have the right frame of mind and skill set you can excel.”

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Jon DeLuca
President & CEO / Senior Lifestyle

Training and retaining

Senior living providers on the forefront of training the next generation of workers are taking a proactive approach to professional development.

At LCS, a formal program trains about 20 employees each year.

“For our professional development program, we invest a lot of money in that and we have a cool program in place whereby we’re selecting 20 people to participate in a professional development class,” says LCS CEO Ed Kenny. “It runs over two years and we typically like to start two classes per year... It’s pretty intensive. It’s all about focusing in on knowing yourself, knowing your team, knowing your organization and then knowing your market.

“We have a firm belief that you cannot be a good leader until you really know a lot about yourself so there are a lot of assessment tools that we use. Every individual in the class has a professional coach assigned to them. We’ve just got tremendous feedback from this program, particularly from folks that have been hired into our company from other industries.”

Industry associations are also working toward this end. Argentum is focused on credentialing programs that will lend credibility to communities by granting them formal designations based on completing the programs.

“If I have a community that has a person with a credential as opposed to a community that does not, I’m going to tend toward the person with the credential,” says Jon DeLuca, CEO of Senior Lifestyle Corp. and a board member of Argentum. “I think we’re doing the right things there. That should be available at the end of next year.

“We’re also working on standards at Argentum. There will be minimum standards, if you want to be an Argentum-affiliated company. It’ll force people to train, it’ll force people to have the right measures in place to really run the business appropriately.”



Ed Kenny
Chairman & CEO / LCS

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