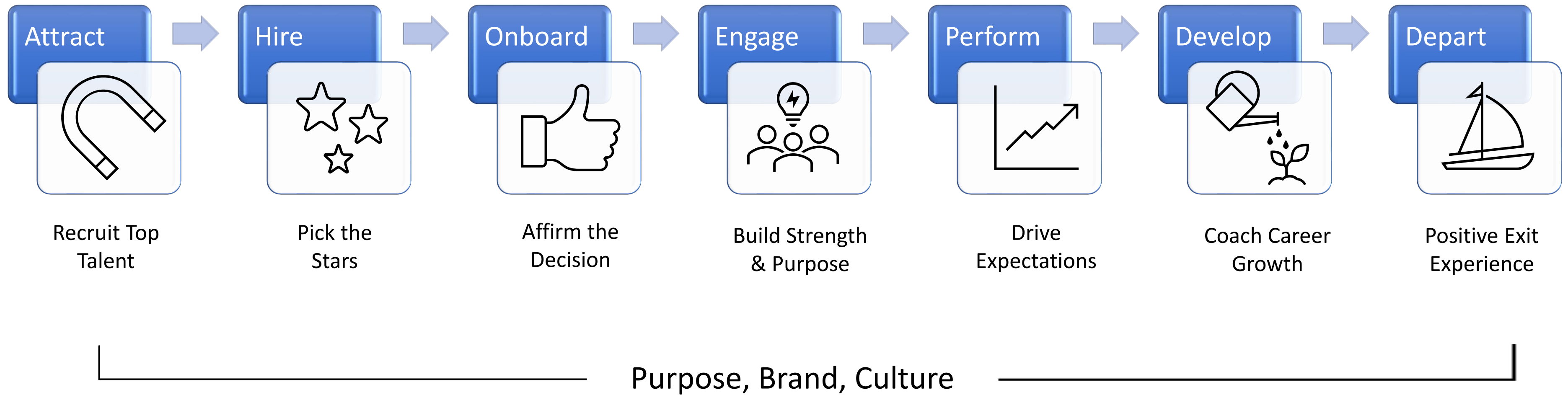


LeadingAge[™]
Maine & New Hampshire
Educate. Collaborate. Inspire.

COURAGE IGNITED



Employee Lifecycle

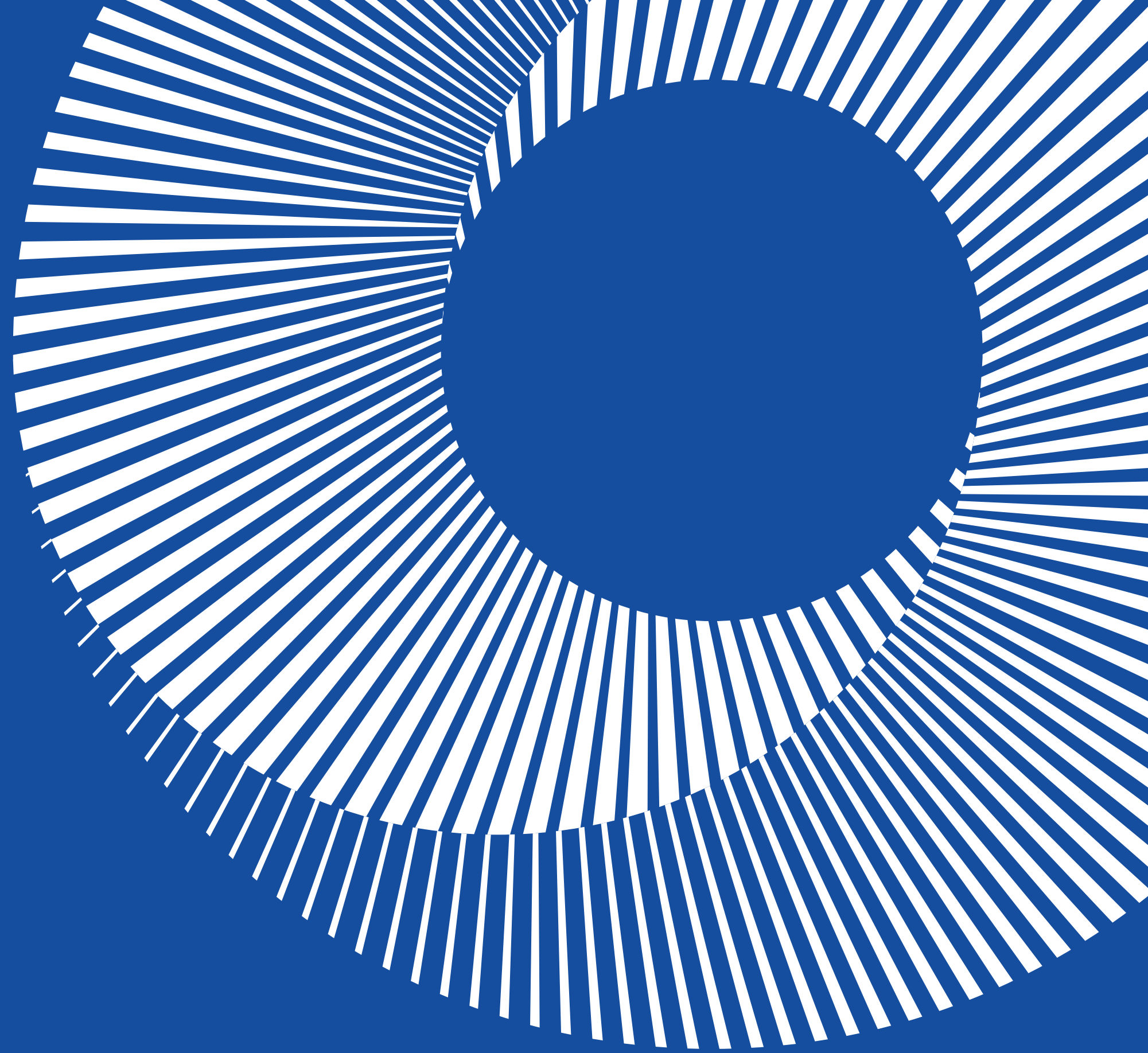


Kahoot!

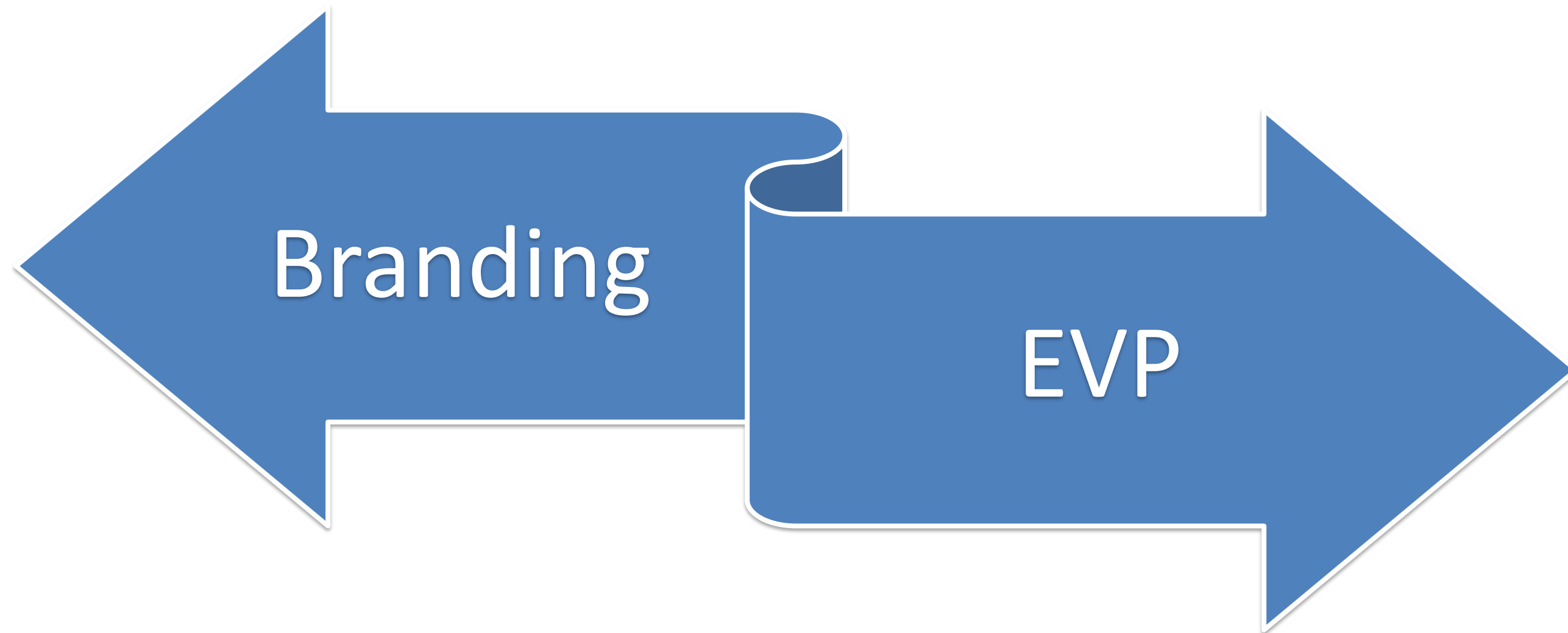


Attract

Recruit Top Talent



Attract



Attract – Social Media



Attract

Compensation



Attract – Candidate Experience

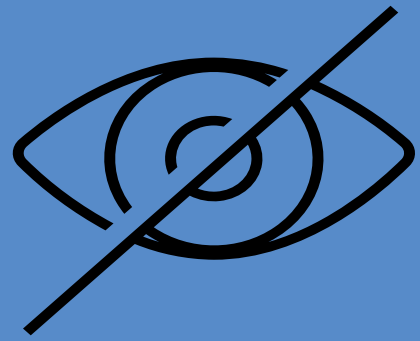


Attract



Networking

Attract



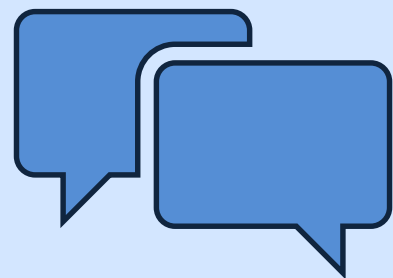
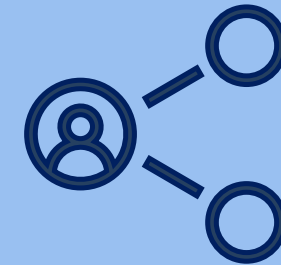
80%
of available
positions are
never advertised



42
average days to
fill an open
position

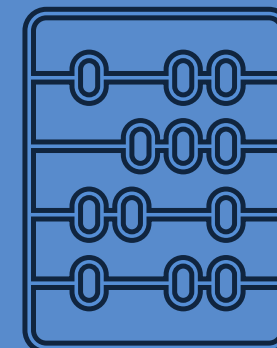
56%

of candidates who
had a negative
hiring experience
would not
recommend the
company to others



38.2%
The percentage of
candidates that
receive information
before their actual
interview

192M
global job
openings in
2023



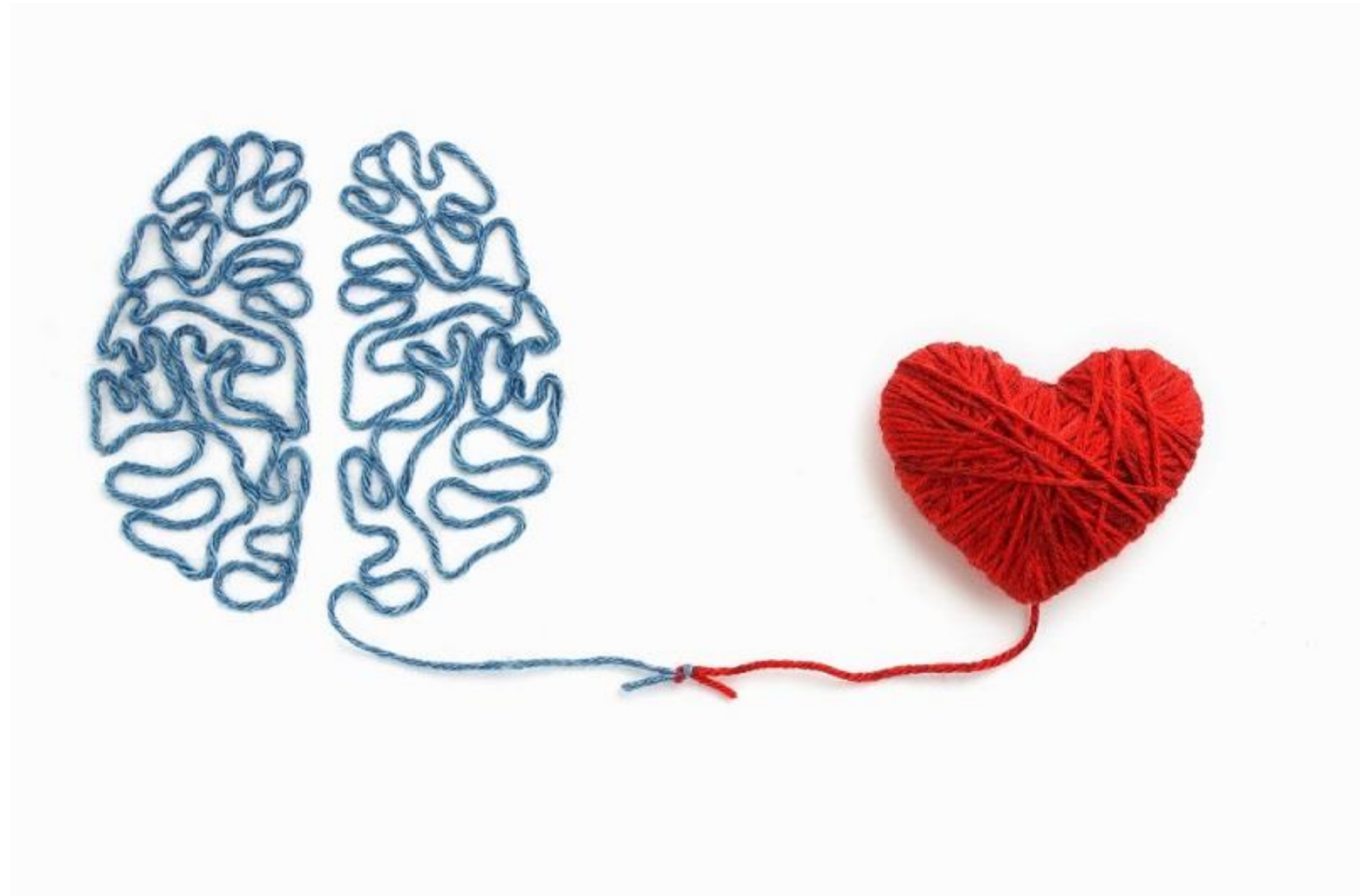
5.5%
of unsuccessful
candidates receive
feedback that they
find even moderately
useful



Attract

Job Seekers are looking for more than a paycheck

- ✓ Alignment of Values
- ✓ Sense of Purpose
- ✓ Cultural Fit
- ✓ Social Impact



Attract - Alignment of Values



Attract - Sense of Purpose



Attract – Cultural Fit

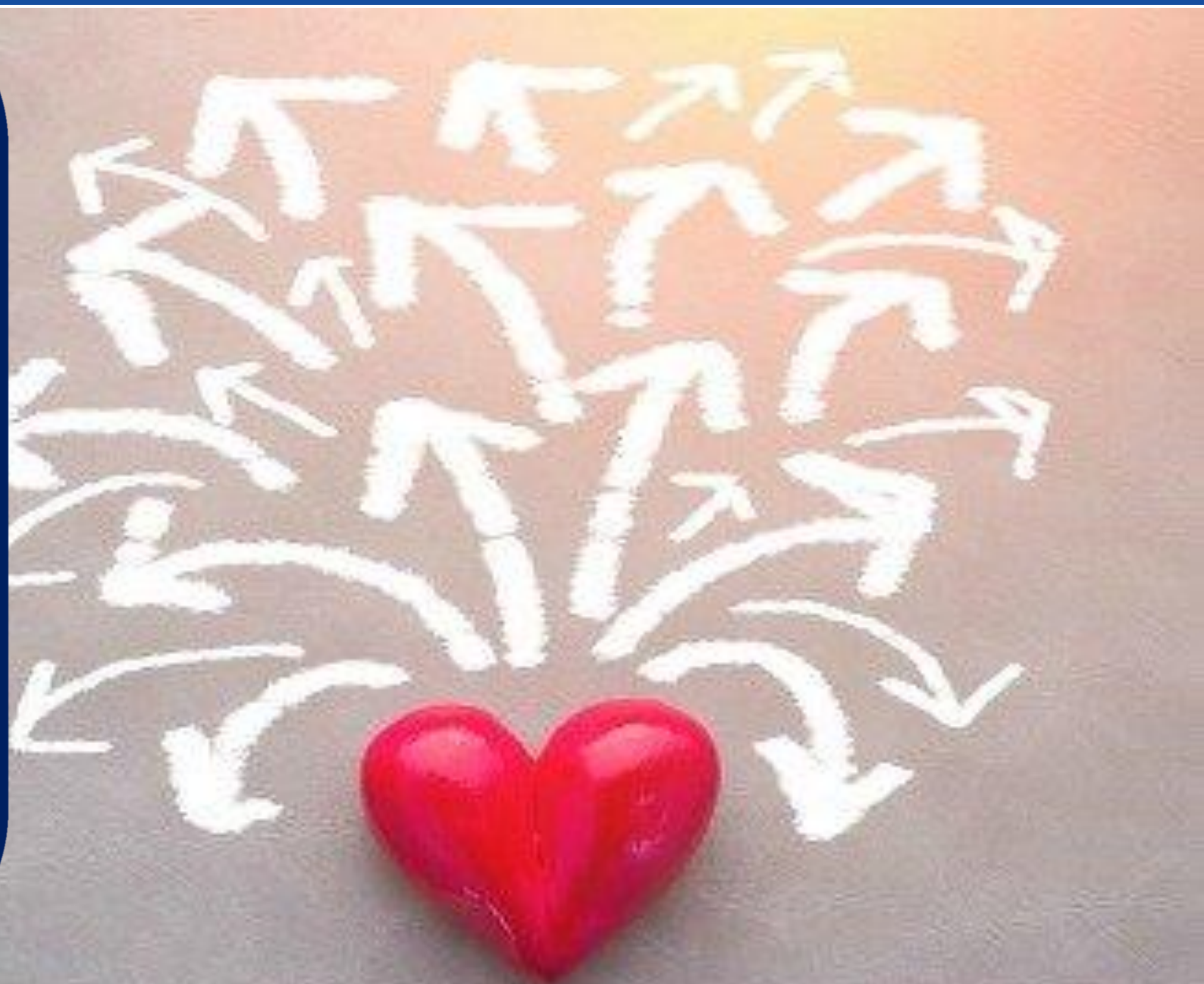


Attract – Social Impact



Attract

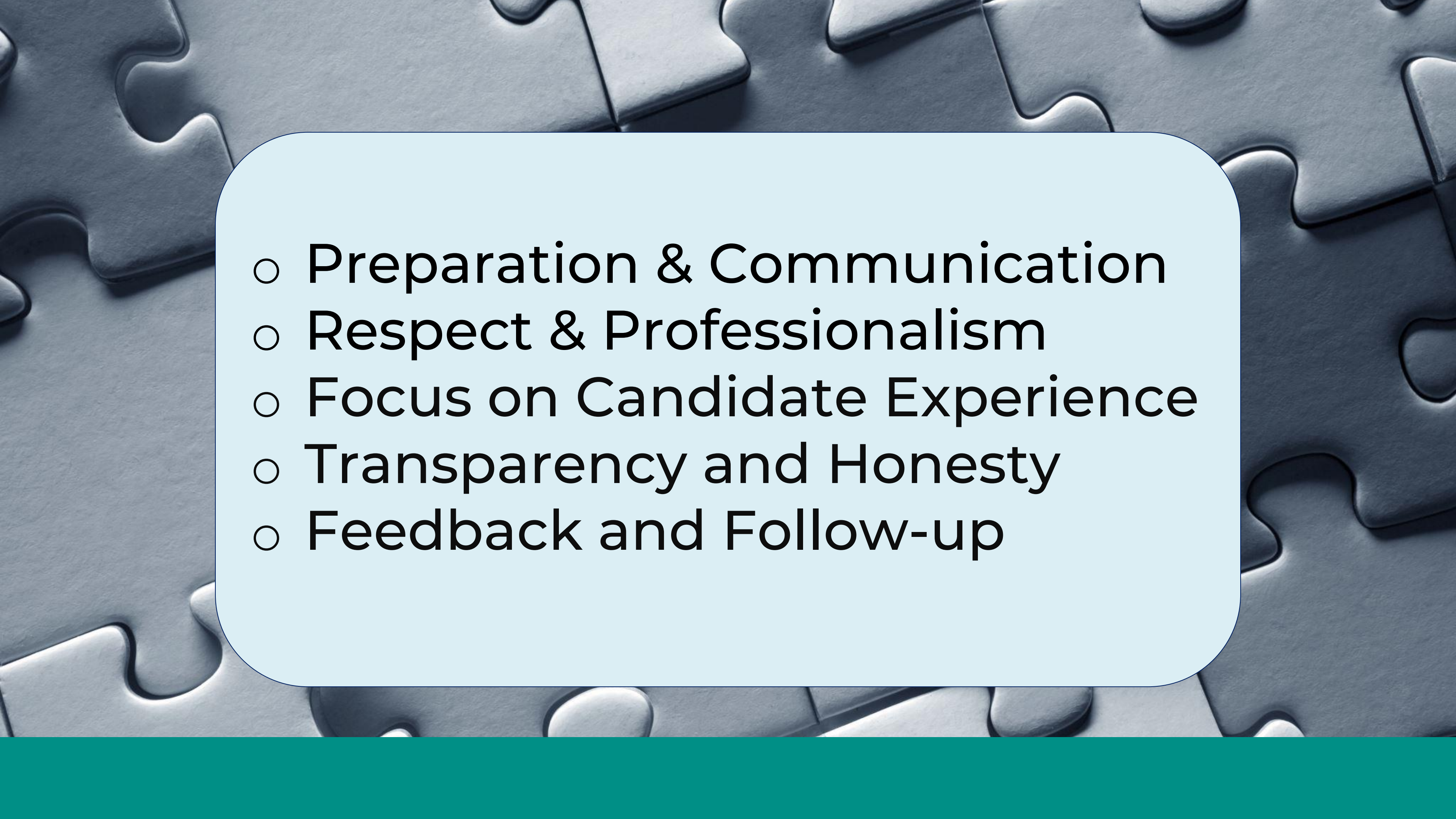
Did You Know
Employees Who
Find a Passion and
Purpose at Work Are
3 Times More Likely
to Stay With Their
Organizations Than
Those Who Don't?



Hire

Pick the Stars



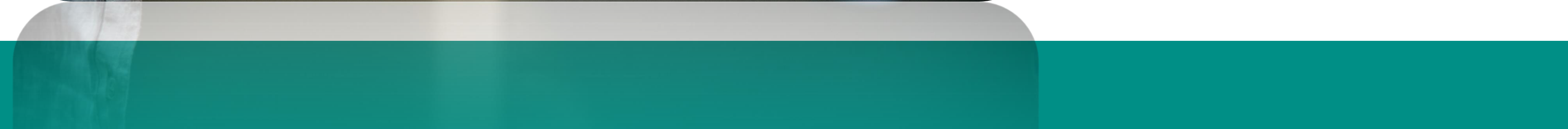
- 
- Preparation & Communication
 - Respect & Professionalism
 - Focus on Candidate Experience
 - Transparency and Honesty
 - Feedback and Follow-up

Preparation and Communication





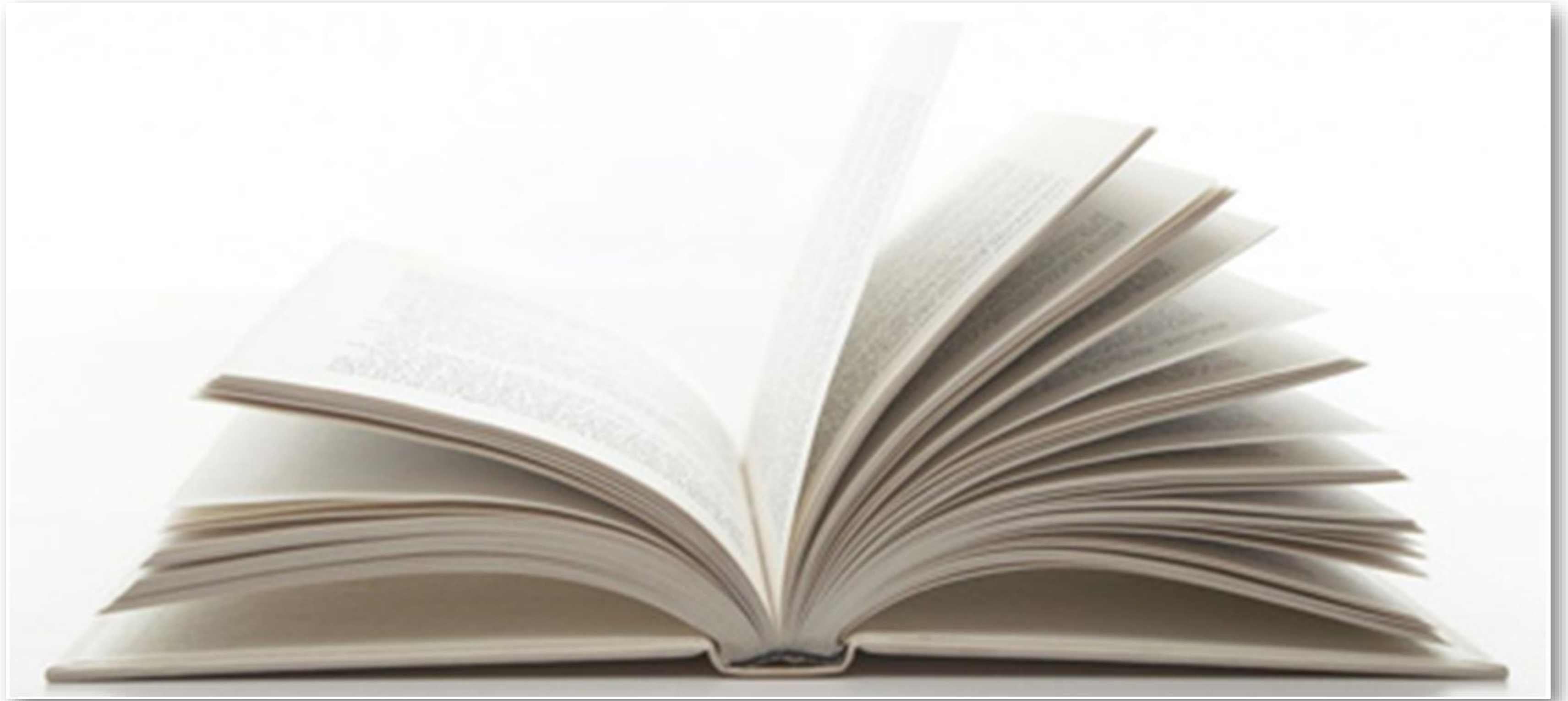
Respect & Professionalism



A hand holding a magnifying glass over the text "Focus on Candidate Experience". The magnifying glass is positioned over the text, making it larger and more prominent. The background is white, and the hand is visible on the right side of the image.

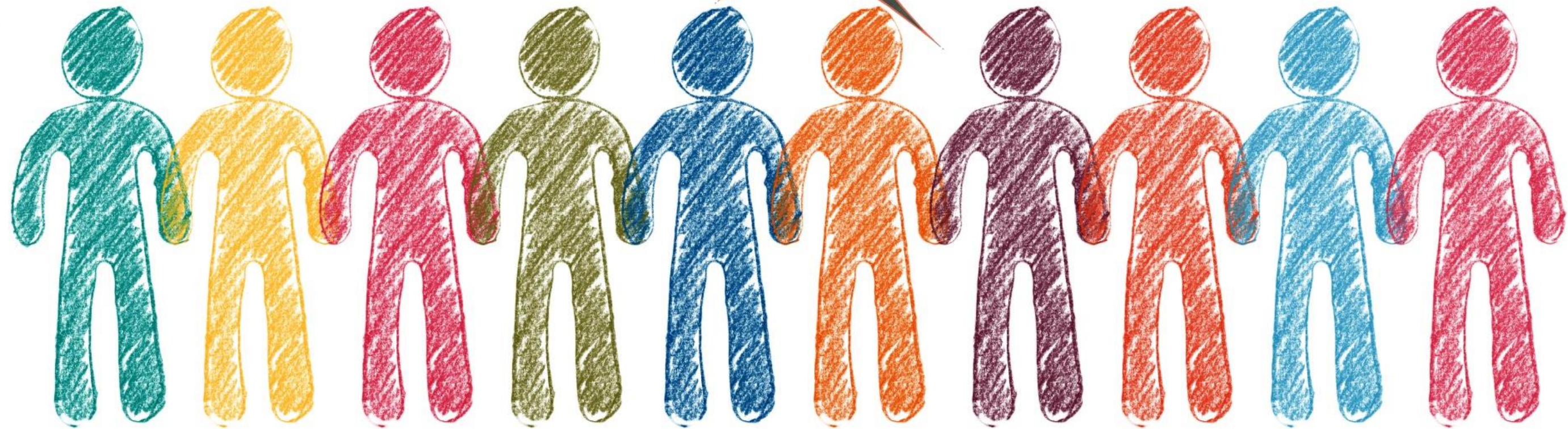
**Focus on
Candidate
Experience**

Transparency & Honesty



FEED

BACK



Diversity Equity & Inclusion



Hi [not available] ,

We appreciate your interest in the Corporate Director, Human Resources Business Partner (Hybrid) position at [redacted] After further consideration we have decided to pursue other candidates who more closely align to the position we are seeking to fill. We wish you the best in your job search.

Thank you,

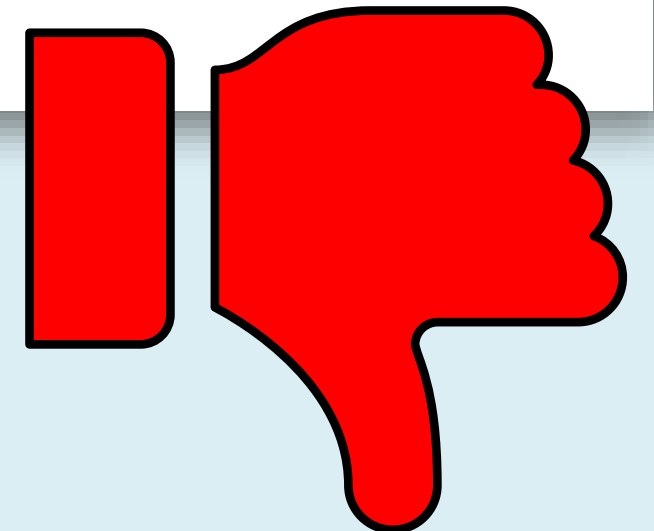
[redacted]

Hola [not available] ,

Agradecemos su interés en el puesto de Corporate Director, Human Resources Business Partner (Hybrid) en [redacted] Después de una mayor consideración, hemos decidido buscar otros candidatos que se alineen más con el puesto que buscamos para ocupar. Le deseamos lo mejor en su búsqueda de empleo.

Gracias,

[redacted]



[REDACTED]

Thank you for including [REDACTED] in your incredibly exciting journey towards finding a new career. We know there are a lot of companies out there that are hiring, and we value the time you invested in applying for the HR Business Partner opening at [REDACTED]

We have carefully reviewed your qualifications, and while you are an impressive candidate, we have decided to pursue other candidates whose background and experience more closely match what we are looking for in this position.

Building relationships is part of our company culture, so we hope you don't mind if we reach out to you in the future for opportunities that might be a good fit. We also encourage you to check our career site [REDACTED] regularly for other positions that might be of interest to you.

We wish you every personal and professional success and thank you for considering [REDACTED] as a career choice.

Kind regards,

[REDACTED] Talent Acquisition



Activity!



Recruitment Process Audit Tool

How many people have you hired in the last 12 months?

How many do you anticipate still being employed in 12 months time?

Of the people who left, what was their...

Avg. Annual Employee salary

Avg. Months Employed

Avg. Recruiter Fee (%)

Calculate

Onboard

Affirm the Decision



When onboarding a new employee, you have just
44 days*
to influence their
decision to stay
long-term.



Compliance
Clarification
Confidence
Connection
Culture
Checkback



Onboard

Group Discussion



The Power of Engaging Individuals

Stable lives, stable workforce



Why Do YOU Stay?

Think of your best and worst boss...

1. What did you learn from working with each?
2. How did they make you feel?



We Need more Joy and Fun at Work

Staff who have a friend at work are **7x** more likely to be engaged

67% of employees are more productive at work when they are happy at work

60% of employees who are happy with their work-life balance will stay

56% of employees feel that their employer could be doing more to prioritize happiness

Gallup 2018

Fun Is the No. 1 Driver of Well-Being for Every Generation

Every generation is more likely to experience well-being if they report working in a fun environment.

Gen Z	Millennials	Gen X	Boomers
2.9x	3.1x	3.2x	3.2x
more likely	more likely	more likely	more likely

Great Place To Work.

Fortune Best Workplaces for Millennials™ List 2023

Source: Great Place To Work® analyzed and compared generational data collected from 1,195,669 U.S. employees via its proprietary analytical survey platform.

Turnover is a significant challenge



- Roughly **50%** of nursing home staff turnover annually
- **Turnover** *(Hospital & Healthcare Compensation Service)*

Nursing Homes	Assisted Living
CNA 45.68%	CNA 41.88%
LPN 38.21%	LPN 38.60%
RN 39.03%	RN 34.72%
- High turnover = staff instability = poor morale and productivity = **poor quality outcomes**

Many Layers of Workforce Challenges

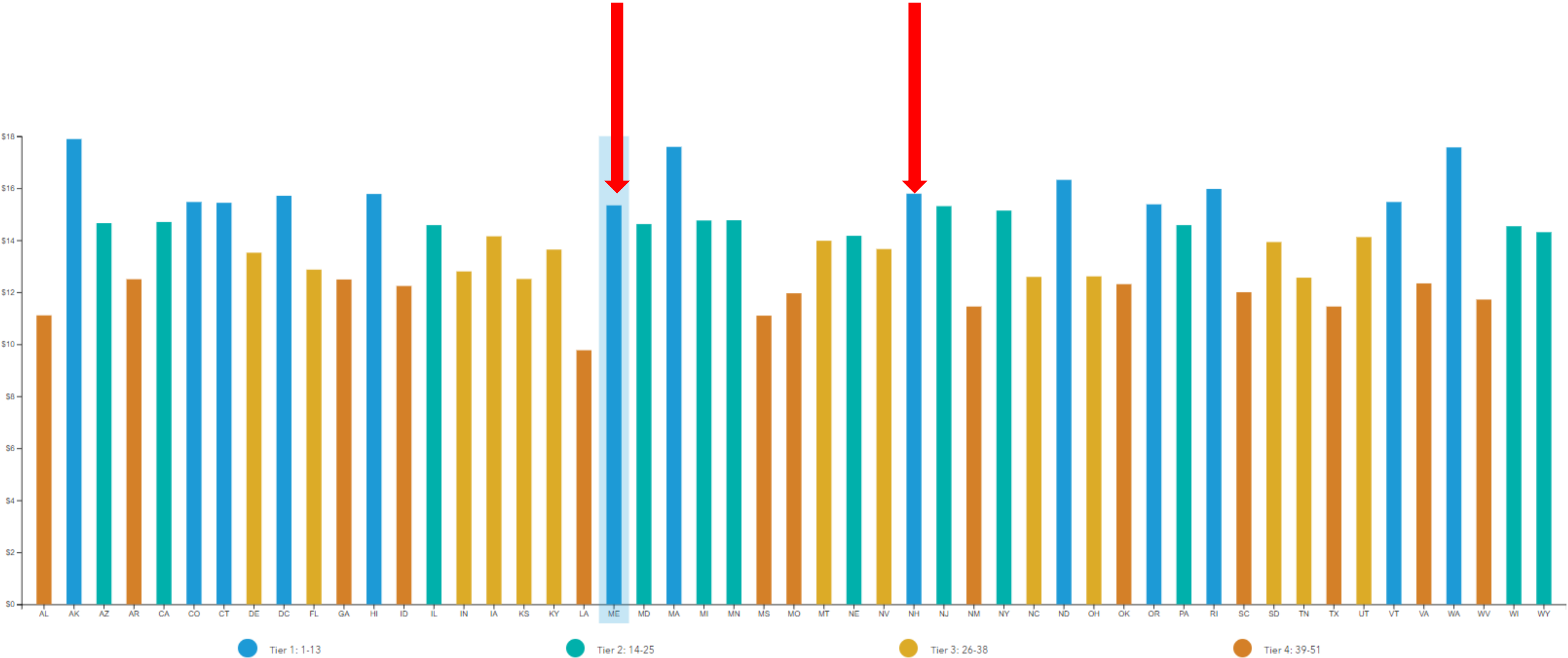
Society: Afraid of aging, caregivers are not valued

Policy: Inadequate reimbursement, lack of LTSS financing, Uneven regulation, broken immigration system

Workplace: Low pay, lack of quality supervisors, limited career progression, outdated technology



Maine and New Hampshire Wage Index



Living Wage in Maine and New Hampshire

ME

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$22.04	\$39.21	\$49.94	\$63.14	\$30.31	\$37.14	\$42.17	\$44.67	\$15.16	\$21.94	\$27.59	\$31.01
Poverty Wage	\$7.24	\$9.83	\$12.41	\$15.00	\$9.83	\$12.41	\$15.00	\$17.59	\$4.91	\$6.21	\$7.50	\$8.79
Minimum Wage	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15	\$14.15

NH

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$23.58	\$42.34	\$53.70	\$70.26	\$32.29	\$39.60	\$44.53	\$47.64	\$16.14	\$23.53	\$29.34	\$34.61
Poverty Wage	\$7.24	\$9.83	\$12.41	\$15.00	\$9.83	\$12.41	\$15.00	\$17.59	\$4.91	\$6.21	\$7.50	\$8.79
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

The Impact of Poverty on Mental Health

Potential Risk Factors

Research on neural development has recognized several factors that may affect cognitive abilities. These factors include:^[2]

- Financial strain on the family
- Stigmatization in the family or community
- Living in areas of [political or social crisis](#)
- [Unstable attachment](#) to caregivers in childhood
- Stressors at home such as noise or violence in the community
- Academic and extracurricular stressors in school
- Exposure to poor parenting techniques
- Low birth weight
- Poor prenatal nutrition, or exposure to drugs/other [toxic agents during pregnancy](#)

Case Study

One Family's Story Shows How The Cycle Of Poverty Is Hard To Break

May 7, 2014 at 5:06 PM ET

Heard on [All Things Considered](#)

By [Pam Fessler](#)



Desiree Metcalf, here with one of her three daughters, is one of many poor Americans who find themselves trapped in a system meant to help.

Pam Fessler/NPR



Discussion

1. Put yourself in Desiree's shoes. How would you want to be supported by your employer?
2. What barriers does your organization face in offering the supports needed?
3. How have leaders in your organization been trained to work with staff in this situation? How might this be improved?

We need to know our people

Conversation prompts

1. What are your favorite songs from your teenage years that you still rock out to when no one else is listening?
2. If you could live a TV show in real life, which show would you pick and why?
3. What is your favorite book and why is it so meaningful to you?
4. What is your super-secret talent?
5. What was your favorite toy when you were a kid and where is that toy now?
6. What is the worst fashion decision you ever made?

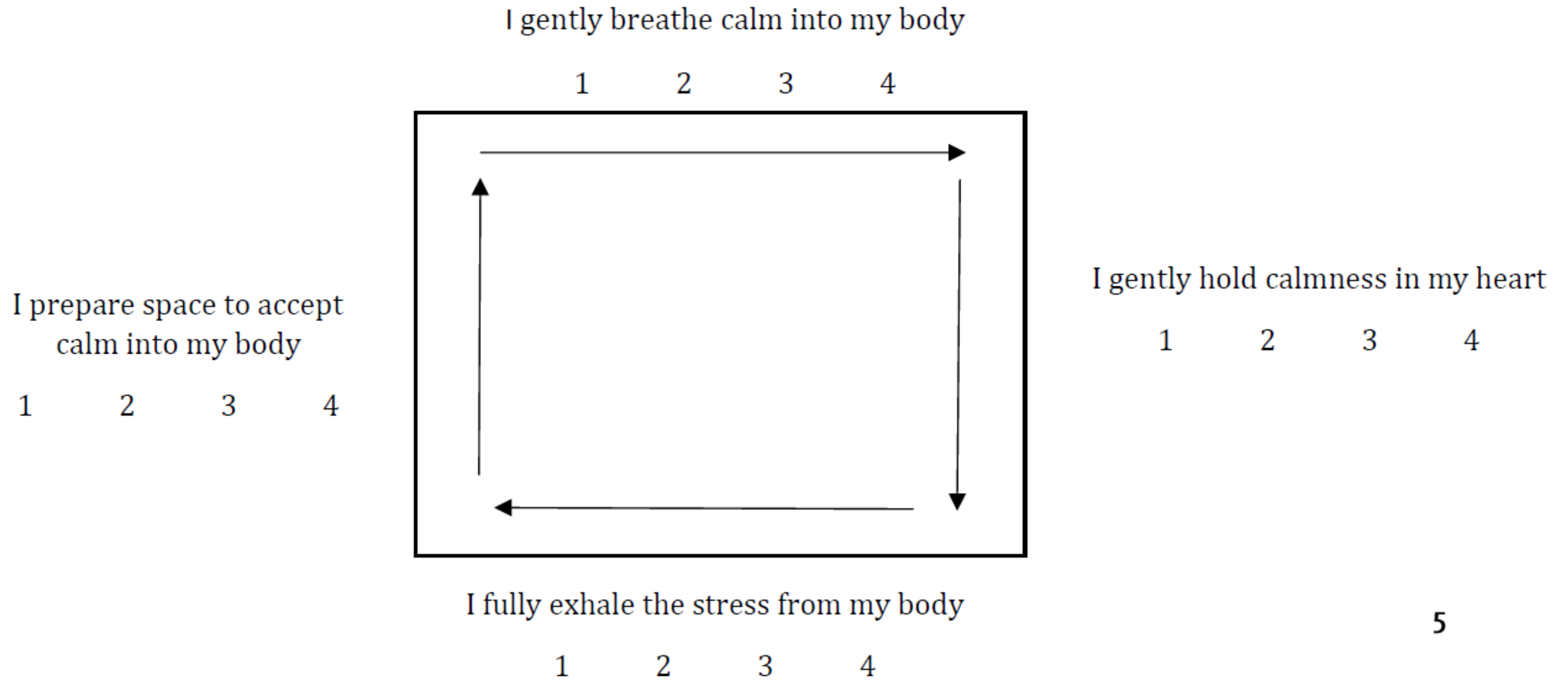
See me. Value me. Hear me.

Building Camaraderie: Games and Activities

- Build Confidence
- Encourage Teamwork
- Encourage Creativity
- Identify Leaders
- Uncover Hidden Talents
- Resolve Conflict
- Build Trust
- Increase Confidence
- Improve Morale
- Increase Resident Satisfaction
- Increase Productivity
- Humanize Your Peers/Coworkers
- Instill Positive Culture
- Foster Fun!



Meditation – Box Breathing



Perform

Drive Expectations



Perform

- ✓ Set Clear Expectations
- ✓ Provide Feedback and Coaching
- ✓ Align their goals with the Organization's goals
- ✓ Provide Resources and Support
- ✓ Recognize and Reward Performance
- ✓ Foster a Culture of Accountability



Goal Setting

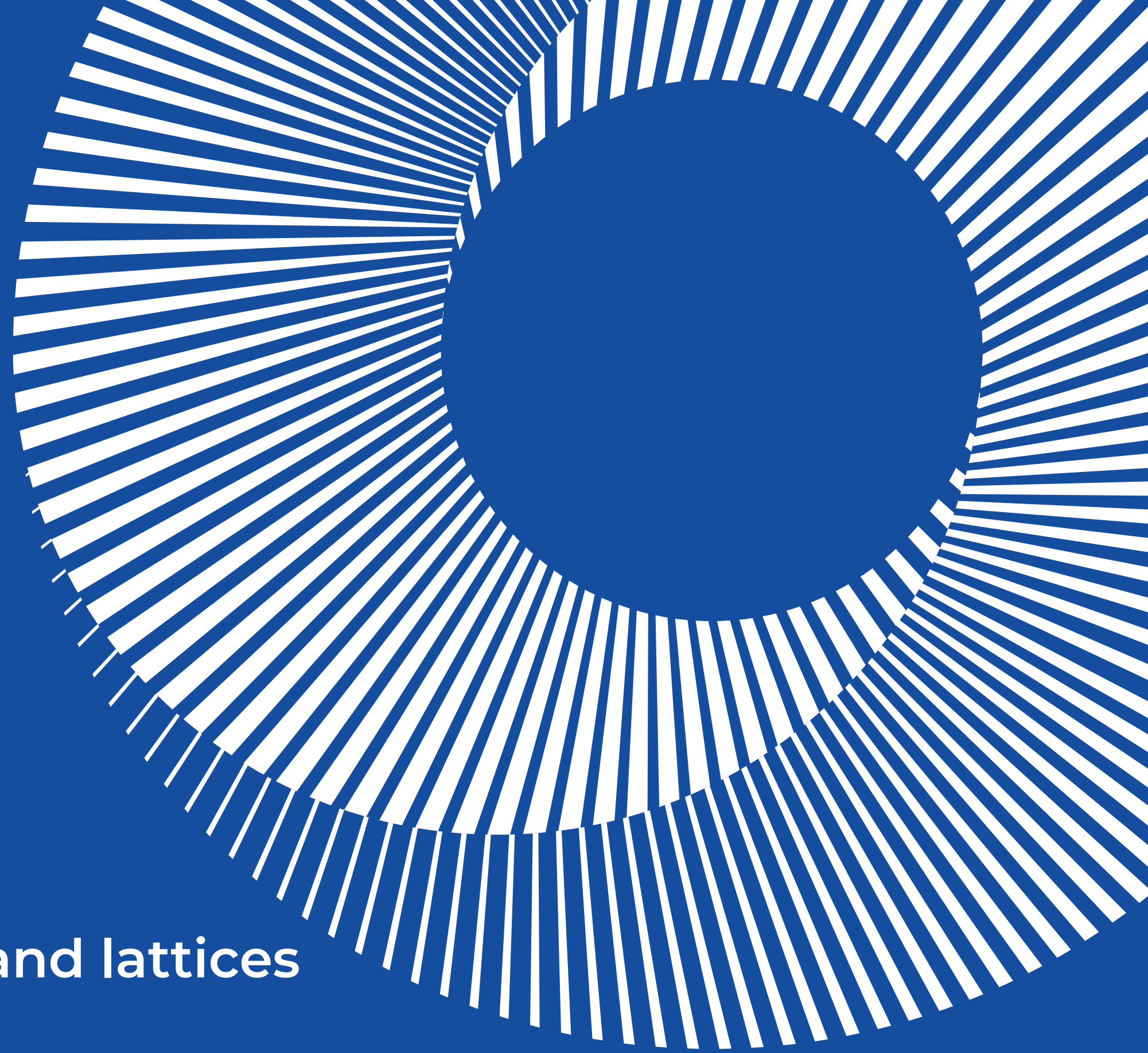
Activity “Evaluate Yesterday”

Setting goals is
the first step in
turning the
invisible into
the visible

Tony Robbins

Growing and Retaining Professionals

The power of formal career ladders and lattices



Career Ladders and Lattices



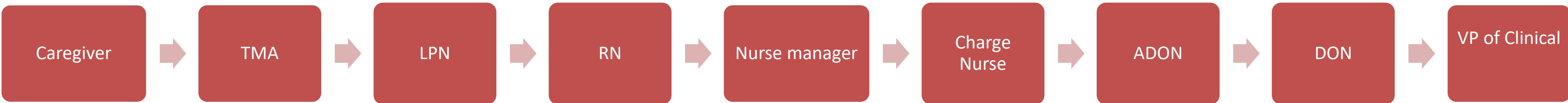
CAREER LATTICES

Staff *deepen their expertise* within their current role.

CAREER LADDERS

Staff *grow into a new* formal position.

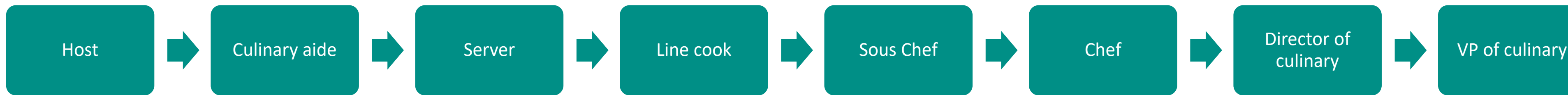
Ladders: Intentional Promotion



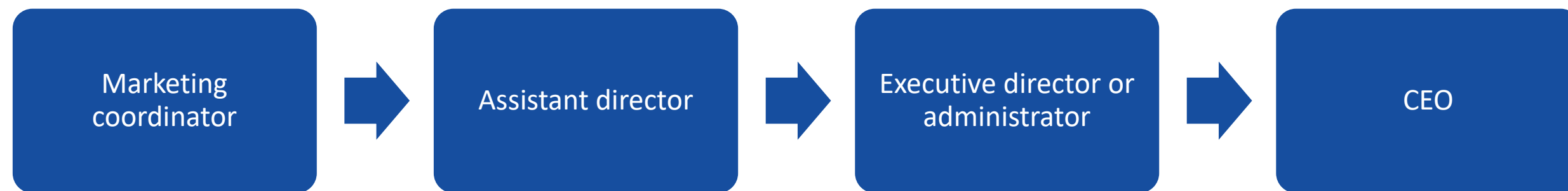
JUMP!



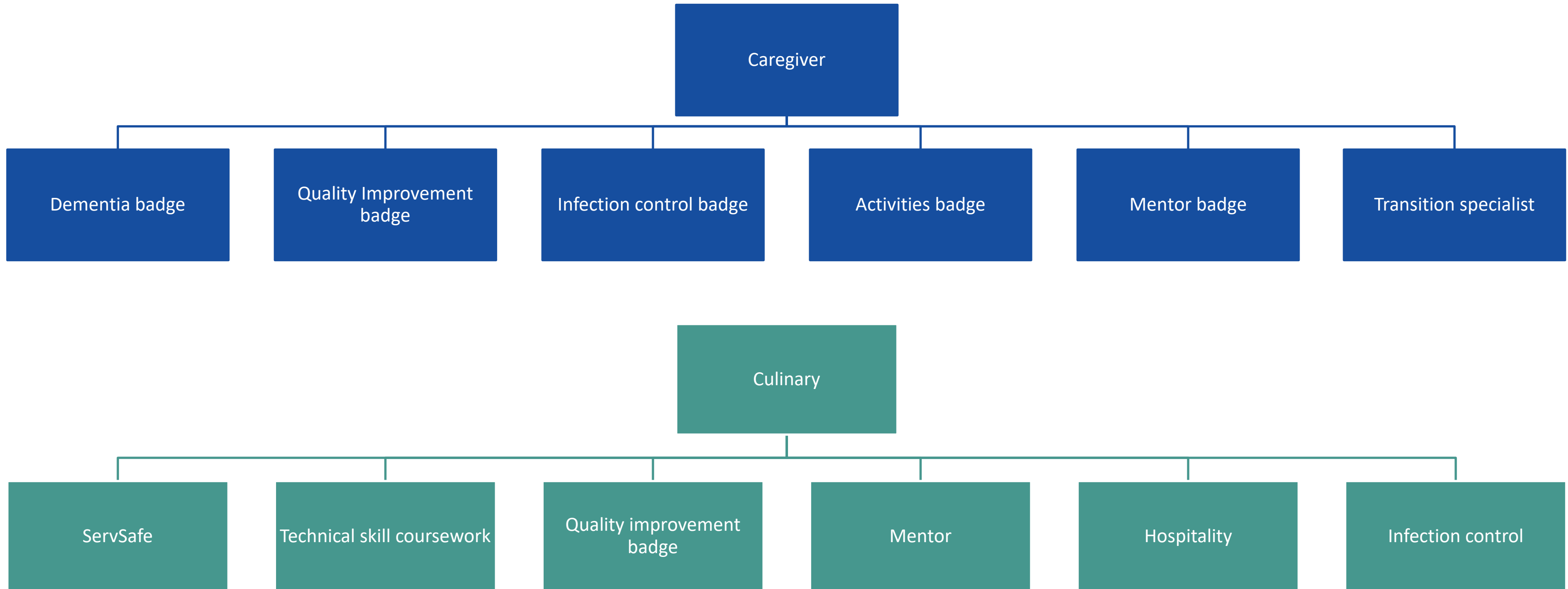
JUMP!



JUMP!



Lattices: Deepening Expertise



Map Out the Path in Your Organization

HOSPITAL/CLINIC LONG-TERM CAREER PATHS

NURSING ASSISTANT

GERIATRIC NURSING ASSISTANT (GNA), LICENSED NURSING ASSISTANT (LNA), NURSES' AIDE, NURSING AIDE, STATE TESTED NURSING ASSISTANT (STNA), CERTIFIED NURSING ASSISTANT (CNA), CERTIFIED NURSE'S AIDE (CNA), CERTIFIED MEDICATION AIDE (CMA), HOME HEALTH AIDE, HOME ATTENDANT, IN-HOME CAREGIVER, CAREGIVER, HOME CARE AIDE, HOSPICE AID, NURSING ASSISTANT REGISTERED (NAR), NURSING ASSISTANT, RESIDENT ASSISTANT

JOB DESCRIPTION

Provide basic patient care under direction of nursing staff. Perform duties such as feed, bathe, dress, groom, move patients, or change liners. May transfer or transport patients. Includes nursing care attendants, nursing aides, and nursing attendants.

EDUCATION REQUIREMENTS

- Certification

JOB TASKS

- Adjust positions of patients on beds or tables
- Assist patients with daily activities
- Record vital statistics or other health information
- Report changes of physical and/or mental conditions of patients to aid in diagnosis or treatment
- Monitor patients to detect health problems

NORTHEAST MINNESOTA EDUCATION PROVIDERS

- Rainy River Community College
- Lake Superior College (LSC)
- Pine Technical and Community College
- Hibbing Community College
- Fond du Lac Tribal and Community College
- Wisconsin Indianhead Technical College (WITC)
- College of St. Scholastica (CSS)

NORTHEAST MINNESOTA DEMAND & WAGES



REQUIREMENTS

KNOWLEDGE	SKILLS	ABILITIES	PERSONALITY	TECHNOLOGY
Health Medicine and dentistry	Basic Skills Listening to others, not interrupting, asking good questions, medication reminders, vital signs, execution of care plans, bathing	Verbal Understand verbal and non-verbal communication	People interested in this work like activities that include connecting with others, helping people, teaching, and talking	Medical Software Electronic medical records systems
Business Customer service	Social Looking for ways to help people, understanding people's reactions, compassion, active listening, collaboration	Ideas and Logic Situational awareness, ability to report problems as necessary	They do well at jobs that need: Empathy, Dependability, Teamwork, Patience, Self-Control, Attention to Detail, Dedication, Compassion	Office Software Data entry software, financial and Office Suite products knowledge, email systems, video conferencing systems
Arts and Humanities Math, Psychology	Problem Solving Understanding people's reactions, responding empathetically	Attention Ability to be in-tune with patients' needs		
Arts and Humanities English Language reading and comprehension	Keeping track of how well people and/or groups are doing in order to make improvements, noticing when problems happen and coming up with solutions based on available information	Visual Understanding Communicating by writing, reading and understanding what is written		

More Career Information: mn.gov/deed/data/data-tools/career-education-explorer and mynextmove.org

HEALTHCARE CAREER PATHS

YRS	PHARMACY	HOSPITAL/CLINIC LONG-TERM CARE	BEHAVIORAL HEALTH	RADIOLOGY	LABORATORY	DENTAL
0-1	Pharmacy Aide/Cashier Pharmacy Technician	PCA Personal Care Assistant CNA Certified Nursing Assistant	DSP Direct Services Professional	Limited Scope X-Ray Operator	Phlebotomist	Dental Assistant Licensed Dental Assistant
1-2		CMA • TMA/EMT Certified Medical Assistant Trained Medical Assistant Emergency Medical Tech LPN Licensed Practical Nurse Surgery Tech	BHT Behavioral Health Technician ADC-MN / ADCR-MN Certified Alcohol & Drug Counselor	Radiology Tech MRI Technologist Radiation Therapist	Medical Lab Technician	Dental Hygienist
4	Pharmacy Intern	RN Registered Nurse	Bachelor's Degree of Social Work or Psychology	Cardiac Sonographer	Medical Lab Technologist or Clinical Lab Scientist	
4-6	Pharmacy Resident		LSW Licensed Social Worker LADC Licensed Alcohol & Drug Counselor			
6-8	Pharmacist	NP/PA Nurse Practitioner Physician Assistant Nurse Anesthetist Physician Surgeon	Masters in Social Work LGSW/LISW/LICSW Licensed Social Worker Psychologist			Dentist Orthodontist/ Oral Surgeon
8+						

CareerForce



Education can be con

HPOG HEALTHCARE TECHNICIAN PATHWAY

PHARMACY TECHNICIAN

CHANCE OF FINDING

Most programs are no less a certificate a few days or less

4% faster than Average

Job Outlook, 2023-30

2023 MEDIUM PAY \$33,950

EMERGENCY MEDICINE*

CHANCE OF FINDING

Most programs can be completed in less than a year, others last up to two years

6% faster than Average

Job Outlook, 2023-30

2023 MEDIUM PAY \$35,400

SURGICAL TECHNOLOGIST*

CHANCE OF FINDING

Accelerate program in as little as 6-8 weeks or up to 18 months

7% faster than Average

Job Outlook, 2023-30

2023 MEDIUM PAY \$48,300

MEDICAL AND CLINICAL LABORATORY TECHNICIAN

CHANCE OF FINDING

Some programs can be completed in 6-12 weeks but require prior college work

7% faster than Average

Job Outlook, 2023-30

2023 MEDIUM PAY \$53,120

*Not all of these fields are in the HPOG pathway. For more information, visit www.hpo.org.
 *Not all of these fields are in the HPOG pathway. For more information, visit www.hpo.org.
 *Not all of these fields are in the HPOG pathway. For more information, visit www.hpo.org.

Build a Culture of Advancement

Direct care professionals working with **effective nurse managers** have **higher job satisfaction, lower turnover, greater effectiveness** in personal care skills, **greater support** to make decisions, **lower job stress**, and an enhanced ability to use research findings in their practice.

Lessons Learned from Person-Centered Care

Institutional Model



Person-Centered
Care Model

Hierarchical
Staffing Model



Person-Centered
Workplace

Individual Development Plans

Our vision is that you will:

- Identify personal and professional goals to help you advance in work and life.
- Identify strengths, opportunities, or other areas of focus that you are passionate about advancing.
- Stay connected and engaged with [organization name] as you advance in your career!

INDIVIDUAL DEVELOPMENT PLAN TEMPLATE

REVIEW				
What accomplishment are you most proud of since your last review?				
Skills Assessment				
Strengths (3-5)	Knowledge Gaps (1-3)	Passions (3-5)	Opportunities (1-3)	Supervisor Input:
1.	1.	1.	1.	
2.	2.	2.	2.	
3.	3.	3.	3.	
4.		4.		
5.		5.		

INGREDIENTS FOR PROFESSIONAL DEVELOPMENT



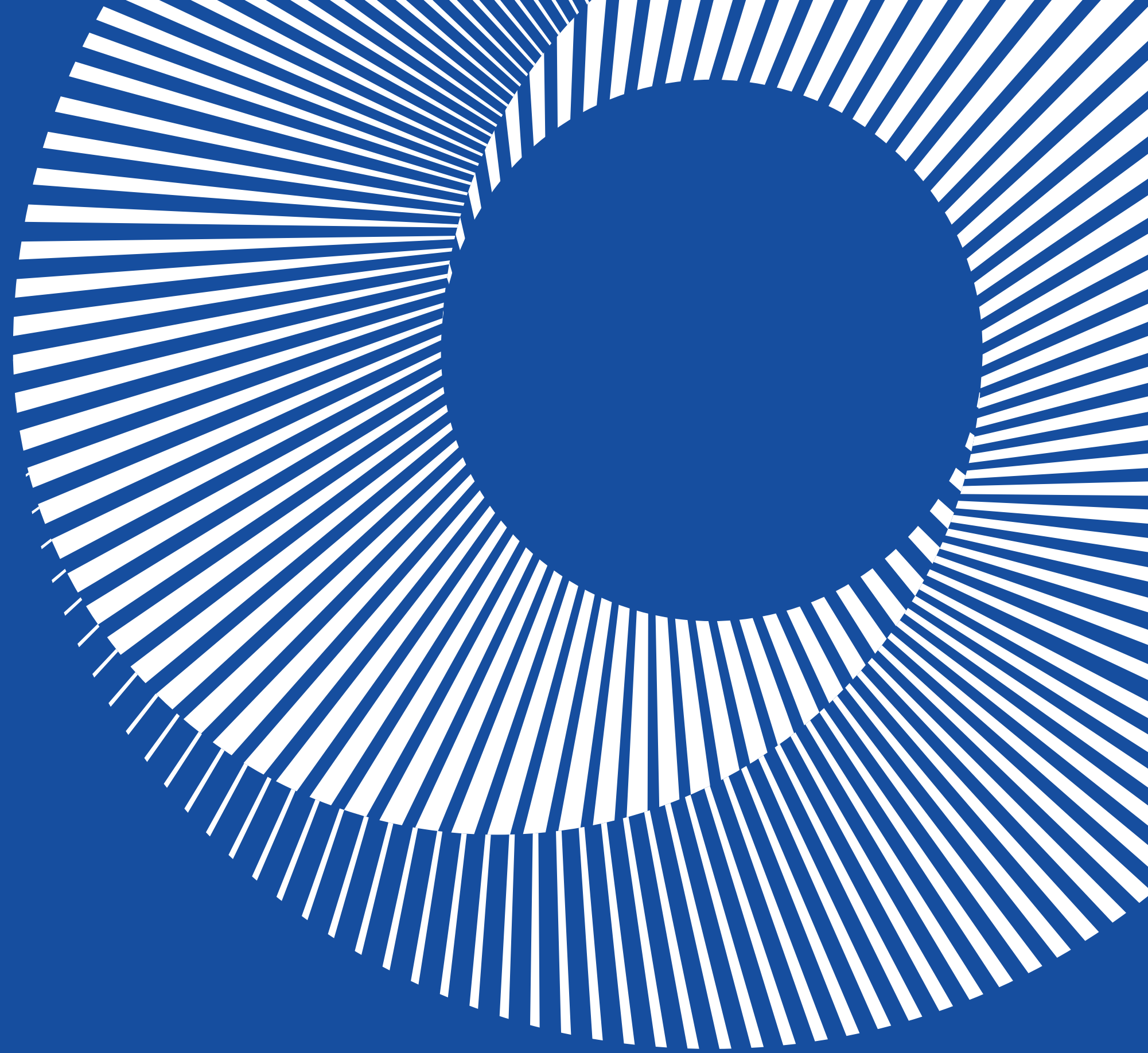
Need More Development Ideas?

- Attend a **training**, a conference, or enroll in an online course
- Read a **book** in a key subject matter area
- Lead or attend a **meeting** that you don't usually attend
- Participate in or **lead a new project** to build a specific skill
- Participate in or lead a **quality improvement** initiative
- Lead or **participate in a committee** or task force
- Engage with a local or **LeadingAge committee** or affinity group
- **Job shadow** or meet with a leader
- Assist or job **shadow in another department**
- **Connect with peers** in another organization
- Become a **peer mentor** or a reverse mentor
- **Engage with the people you serve** or their families in a new or innovative way
- Take on a **new responsibility**



Depart

Positive Exit Experience



It's not goodbye...

