



Mind the Gap

Recruiting and Retaining to
Fill Hiring Shortages

 Paycor®

Empower leaders to develop winning teams

Paycor modernizes people management, so leaders can focus on what really matters:
Building *winning teams* that deliver results.



Talent Management

Onboard,
Motivate, Develop



Benefits Administration

Wellness as an
Advantage



PURPOSE-BUILT FOR *Leaders*
CONFIGURED BY *Industry*



Workforce Management

Optimize Labor
Spend



Employee Experience

Build Inclusive
Cultures



Nearly 33% of employees in the U.S. are considering quitting their jobs

25% resigned over the past six months citing “toxic company culture” as their #1 reason for leaving.

“While toxic company culture was the top reason for fleeing, low salary, poor management and a lack of a healthy work-life balance were other top motivations, the survey found.”

The pandemic has sparked a workplace transformation. The way we work, expectations of work and definitions of culture have all dramatically changed in the last 24 months. Leaders, now, more than ever, are desperate for tools and information on how to attract and retain their talent.

Leaders disproportionately effect employee engagement.

Employee engagement effects retention and ultimately *results*.



The State of Healthcare Staffing

- **3 in 10** healthcare workers have considered leaving the profession and **more than half** are burned out
- Nursing homes have **lost 238K caregivers** since the start of the pandemic, and just in January 2022 the workforce numbers were at its lowest in the past 15 years (down 15%)
 - Hospitals lost 2%
 - Assisted living down 7%
- **28% of nursing facilities** reported at least one staffing shortage (approximately 3,900 out of 14,000 facilities)
 - Slight drop since the week ending January 23, 2022, when the share of nursing facilities reporting a staff shortage peaked at 34%

Empower your frontline leaders to *inspire culture change.*



Not a Short-term Problem...

Top 10 Fastest Growing Occupations, Excluding Pandemic Recovery*

	Percent change, projected 2020-30	Employment change, projected 2020-30 (in thousands)	Median annual wages, May 2021
Wind turbine service technicians	68.2%	4.7	\$56,260
Nurse practitioners	52.2%	114.9	\$120,680
Solar photovoltaic installers	52.1%	6.1	\$47,670
Statisticians	35.4%	14.9	\$95,570
Physical therapist assistants	35.4%	33.2	\$61,180
Information security analysts	33.3%	47.1	\$102,600
Home health and personal care aides	32.6%	1,129.9	\$29,430
Medical and health services managers	32.5%	139.6	\$101,340
Data scientists and mathematical science occupations, all other	31.4%	19.8	\$100,480
Physician assistants	31.0%	40.1	\$121,530

*Data excludes occupations that had a decline in wage and salary employment greater than the decline for all occupations from 2019 to 2020 (approximately 6%).

Note: Wage data are from the Occupational Employment and Wage Statistics program, U.S. Bureau of Labor Statistics.



...So it Can't be Solved with a Short-Term Solution

Empower your leaders to retain your current employees,
while also attracting new talent.



What's Causing the Exodus?

Burnout, Toxic Culture, Lack of Flexibility & Pay

“My phone was never off,” she said. “I was burned out. I loved bedside nursing, but I desperately needed work-life balance.”

“When you’re taking on responsibility for more lives than you can reasonably handle—for days at a time—you burn out quickly,” he said. “Now, after over two years of fighting the pandemic, that burnout is at an all-time high. And as the nurse shortage worsens, that burnout is only going to continue to accelerate.”

...she says she quit due to a toxic work environment, unsupportive administration, verbally and physically abusive patients, and pay that did not justify the level of stress she had to endure.



5 Keys to Improving Engagement

1. Train your leaders
2. Ask, don't assume
3. Make Worker Wellness & Recognition a Part of Your Culture
4. Find Opportunities for Flexibility
5. Remind them of the Mission



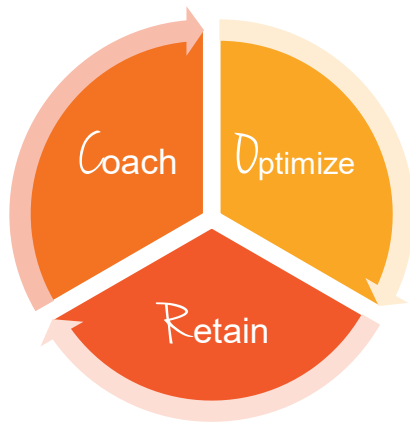
Train your Leaders on the Signs of Burnout

- Dreading going to work
- Sleeping difficulties
- Fatigue
- Lack of motivation
- Becoming short-tempered
- Crying easily
- Impaired attention
- Poor memory
- Getting sick more often
- Anxiety
- Feeling sad or depressed
- Apathy or detachment from patients



Set Expectations for Your Leaders

The most effective leaders focus on **coaching** their employees towards constant improvement, **optimize** their performance to meet organizational goals and recognize their employees appropriately to **retain** top talent.



Coach:

- Invest in your people. What are their career aspirations and how can you intentionally and consistently coach them to grow towards their goals?

Optimize:

- How does each individual support the organization's mission? What does success look like for their role?

Retain:

- What motivates/drives each individual? How do they prefer to be recognized?



Ask Don't Assume

- Survey your staff, consistently
 - Evaluate EE engagement
 - Pride in working for company, willingness to recommend working at your company, manager trust
 - Uncover what types of recognition matters most
 - Benefits/Pay perceptions
- Create an EE council charged with revamping culture
 - Set appropriate expectations up front
 - Listen to their feedback
 - Consider a one-year term
 - Make them visible: When changes are made, site where they came from



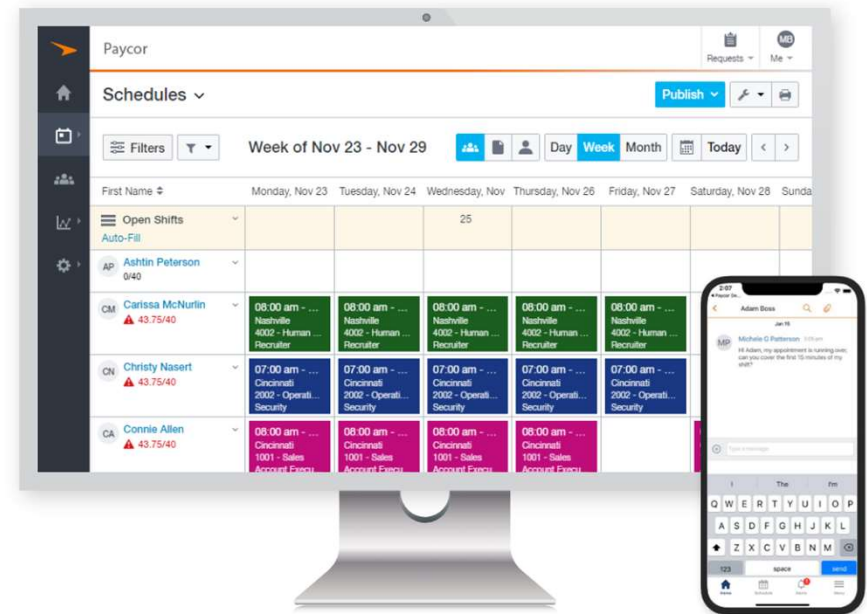
Make Worker Wellness a Part of Your Culture

- Uncover what wellness factors are driving disengagement and outwardly share a plan to fix them (*In-adequate PPE drove fear, animosity and disengagement*)
- Create or reinvigorate ERGs
- Make recognition part of the culture, not just for leaders
- Encourage breaks and taking PTO
 - Revamp break rooms to be a respite
 - Culture committee in charge of break rooms
 - Healthy snacks
 - Relaxation/rejuvenation



Find Opportunities for Flexibility

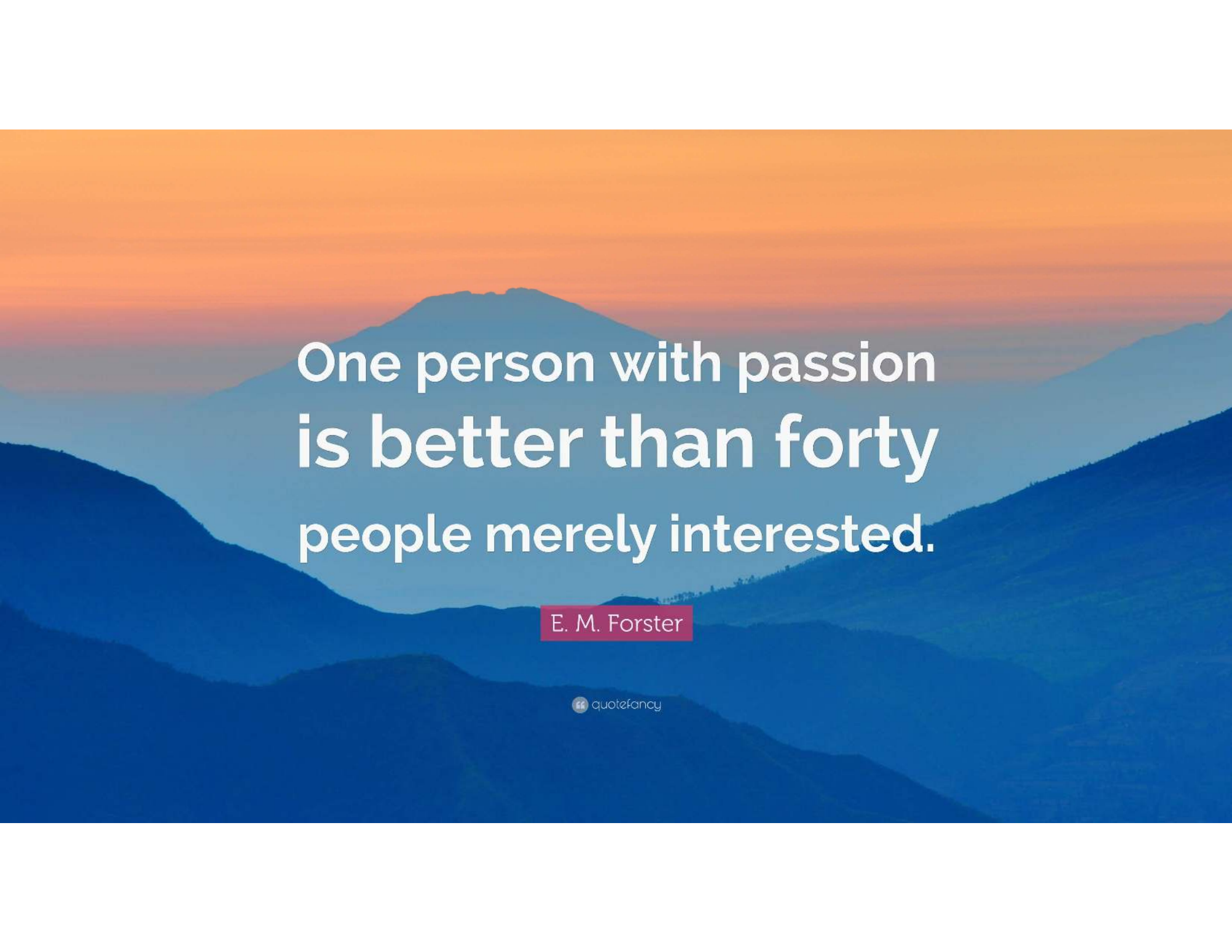
- How does your staff define flexibility?
- Can your staff easily swap shifts?
- Is their schedule predictable?
- Are they encouraged to take their PTO?



Remind them of the Mission

- Share their “Why”
- Focus on the bright spots:
 - Uncover loves and strengths
 - Share patient and staff stories
 - Increase visibility and frequency of community thank yous





One person with passion
is better than forty
people merely interested.

E. M. Forster

 quote fancy



Attracting New Talent



Create Short and Long-term Strategies

- Evaluate your comp strategy
 - Look at rates for similar positions
 - Evaluate comp by tenure/role against new hires
- Stop posting and praying
 - Get pro-active: cross post on healthcare job boards
 - Evaluate your candidate experience
 - How is your careers page?
 - Is it mobile friendly?
 - Are your JDs compelling?

Job applications submitted via mobile devices in 2020 surpassed those submitted via desktop – roughly 61% of all applications

- Appcast analysis



Create Short and Long-term Strategies

- Think of recruiting as a long-term strategy, not a short-term fix
 - Create a candidate pool
 - Create an employee referral program
 - Create volunteer programs (*feeder programs*) with local colleges and high schools



Leadership is no longer about position

but passion.

It's no longer about image

but impact.



Questions?

For more information on Paycor, please contact

Brett Allen

Principal Major Market Sales Executive

(636) 236.1086

Ballen@paycor.com

For more information on the presentation materials, please contact:

Katy Bunn

SVP, Leaders and Industry Growth

Kbunn@paycor.com





Appendix



Our Healthcare Program

is focused on empowering healthcare leaders to develop winning teams through product differentiation, customer experience and community.



Community

Industry specific network with informative webinars, user groups and thought leadership



Customer Experience

Industry-skilled implementation experts combined with industry-skilled service advocates that provide a seamless transition





Product Differentiation

Configurable software with key partner integrations designed for industry leaders

- Recruit and hire skilled nurses
- Scheduling coverage to meet client needs and maintain rating
- Nurse engagement and retention
- Reporting to meet PBJ requirements



Partnership & Integrations

- | | |
|--|---|
|  Scheduling |  Job Boards |
|  Compliance |  Paycards |
|  401k |  Ben Admin |



Market-differentiating Implementation Experience

Paycor's high touch implementation experience was created to differentiate and enhance the customer experience, reduce post implementation issues and call volume, and add value to broker relationships.



TRAINING

- Extended implementation period focused on quality, training, and adoption to create confident users
- Targeted training content



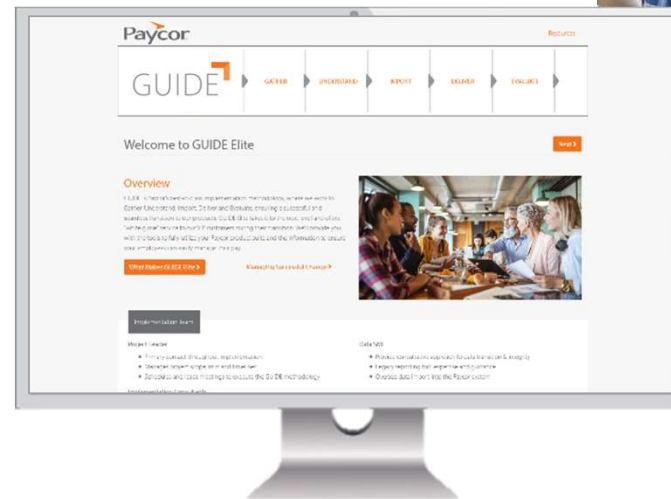
ADOPTION

- Change management support materials



INDUSTRY-SKILLED SPECIALISTS

- Industry specific guidebooks ensure special care is taken with the nuances of industry implementations



Personalized Support Model

Paycor's personalized support model matches customers with the specialist that has the skillset needed to answer their inquiry.



EXPERTISE WHEN YOU NEED IT

- We have a personalized support model with product and subject matter specialists, segmented by experience, company size and industry



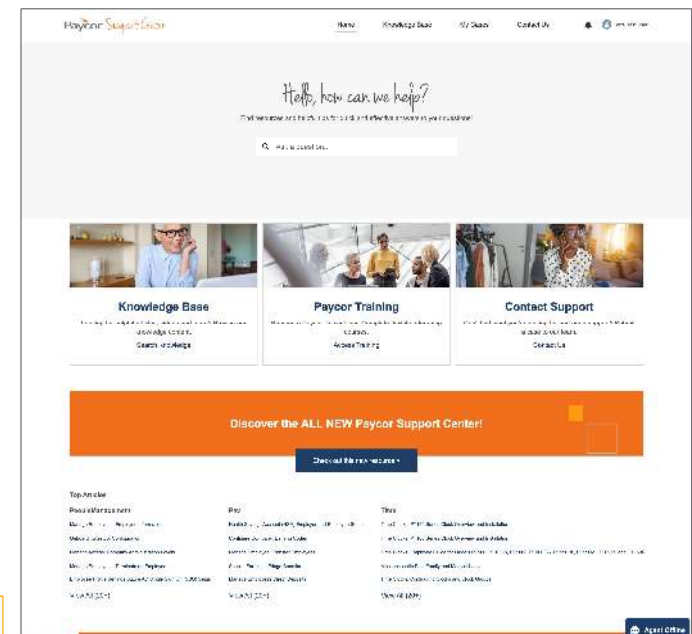
OMNI-CHANNEL SUPPORT

- Support Center
- Live Chat w/ Customer Advocate
- Enhanced Knowledge Base with industry-specific knowledge and customer trainings
- Online Case Management
- But you can still call us with our customer support line



EMPOWERING LEADERS

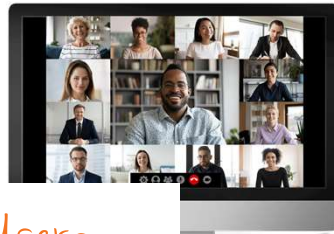
- Paycor provides ongoing training, learning, and continuing education opportunities to help leaders not only find answers to their questions, but to stay ahead of the trends and make an impact on their business



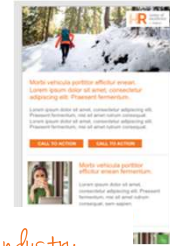
Our Community



THE CORNER



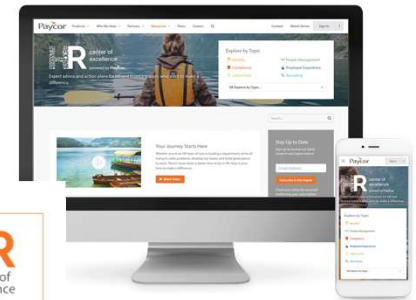
User Groups



Industry Newsletters



Our customers are our heroes



Industry Webinars



Paycor Training Hub



“ I love Paycor's communication and HR Center of Excellence because I feel like I have a partner who knows what's going on. ”

— Michelle B.

HR Director, Restaurant Management



Our Healthcare Program

is focused on empowering healthcare leaders to develop winning teams through product differentiation, customer experience and community.



Community

Industry specific network with informative webinars, user groups and thought leadership



Customer Experience

Industry-skilled implementation experts combined with industry-skilled service advocates that provide a seamless transition



Product Differentiation

Configurable software with key partner integrations designed for industry leaders

- Recruit and hire skilled nurses
- Scheduling coverage to meet client needs and maintain rating
- Nurse engagement and retention
- Reporting to meet PBJ requirements



Partnership & Integrations

- | | |
|--|---|
|  Scheduling |  Job Boards |
|  Compliance |  Paycards |
|  401k |  Ben Admin |

