

Employer of Choice Recognition

2017

Providing LeadingAge Ohio members an opportunity to stand out in their communities – through practices of excellence that serve employees and residents/clients.



Applications due Thursday, June 1, 2017

“Becoming an employer of choice isn’t easy. It means taking an honest look at your current workforce and what you want it to become. It means acknowledging some difficult truths and making internal changes.” Jody Ordioni, 2013.

LeadingAge Ohio is pleased to offer the opportunity for its members to earn an Employer of Choice designation. This tool, built over the course of a year’s work of a committee of human resources experts, offers members the opportunity to stand out in their communities – through the practices described here, to serve clients/residents and employees with excellence and to separate their organizations from competitors in the marketplace. We encourage all members to work toward this designation.



LeadingAge Ohio wishes to thank a small but august group of its member Human Resource experts for their significant work to bring this Employer of Choice recognition to life. An enormous THANK YOU for your tenacity, creativity and patience to: **Michelle Brayton** (Ohio Living Dorothy Love); **Kristen Collins** (Ohio Living Westminster Thurber); **Terron Cruey** (Cedar Village); **Stacey Gates** (National Church Residences); **Lois Mills** (Otterbein Senior Lifestyle Choices); and last but not least, recently retired **Nona Rupp** (Fairlawn).

Requirements for Eligibility

Before beginning this application, please note there are several minimum requirements an Employer of Choice must meet:

- In order *to apply* for this designation, if a nursing facility or home health organization, the facility must be a 3-Star or above (as of the most recent published rating)[see page 4 of attached for additional information]; and
- For newly opened communities, an occupancy rate of 80% or better for at least one year as of the date of application; and
- If an organization has less than the appropriate benchmark median number of Days Cash on Hand or Current Ratio, additional supporting materials will be requested in order to validate financial viability [see page 6 of attached for additional information]. Additional supporting materials should be submitted in advance of completion of the application.

The Employer of Choice designation is applicable to individual communities/locations, that is, it is not applicable to a multi-site. Note, however, that exceptions to this requirement may be granted on a case-by-case basis to multi-site organizations that centralize their human resource functions.

Application Process & Due Date

Following completion of this application (**due June 1**), the applying organization will be notified of its award (August, 2017) and the Employer of Choice designees will be announced at the LeadingAge Ohio Annual Conference and Trade Show (September, 2017). Designation will be granted for the remainder of the current calendar year and through the next (that is, a designation granted in September, 2017 will expire in December, 2018).

Questions about the application process should be directed to Kathryn Brod, President/CEO of LeadingAge Ohio; kbrod@leadingageohio.org; 614-545-9014.

Criteria

The LeadingAge Ohio Employer of Choice Recognition program is based on twelve (12) categories of measurement. The categories are defined as follows:

| Categories | Tool/ Measurement |
|-----------------------|---|
| Engagement | Tool: Employee Satisfaction Instrument "Meets" Measurement: Overall score in upper quartile |
| 5-Star | Tool: CMS 5-Star Analysis "Meets" Measurement: Overall 4 Star |
| Resident Satisfaction | Tool: ODA Long-Term Care Ombudsman Resident Survey or CAHPS "Meets" Measurement: Score at least at State average |
| Financial Strength | Tool: Audited Financial Statements (or rating agency) "Meets" Measurement: Days Cash on Hand benchmark per appropriate service line measurement (e.g., Fitch ratios if Life Plan Community; CLA ratios if NF; etc.) or Current Ratio |
| Benefits | Tool: Benefits Listing Grid* "Meets" Measurement: All Top Tier benefits provided plus at least four benefits from "Additional Benefits" category |
| Turnover | Tool: 90-day turnover rates, with one year look-back* "Meets" Measurement: Less than 30% |
| Retention | Tool: annual retention rate, with one year look-back* "Meets" Measurement: 75% |
| Agency Use | Tool: Utilization of agency staff, with one year look-back* "Meets" Measurement: Zero (0) |
| Evaluations | Tool: Evaluation timeline* "Meets" Measurement: 90% within policy & procedures timeline |
| Innovation/Culture | Tool: Written descriptions* "Meets" Measurement: Essay |
| Community Engagement | Tool: Written descriptions* "Meets" Measurement: Essay |
| Leadership Continuity | Tool: Business continuity/succession planning processes* "Meets" Measurement: Interim Coverage Plan and/or Succession plan in place for 100% of leadership team positions |

* Self-reported data

The Employer of Choice application is a peer review process. All information provided for review of the Employer of Choice application will be maintained confidentially.

Category Descriptions

Engagement

All member types

Research indicates that TRUST is the key factor in creating/maintaining a “Great Place to work”. LeadingAge Ohio realizes that employee satisfaction instruments may vary between organizations. The instrument utilized is not prescribed by this process. Instead, whatever instrument is used, the results must reflect that the organization’s overall employee satisfaction is 75% or greater; i.e. overall score for employee satisfaction is in the upper quartile. For a multi-site organization, engagement is measured on an individual site basis. The results should reflect a survey completed within the last two years.

Employers do not need to use a recognized engagement tool/firm (e.g. My Innerview, Quantum, etc.); self-created tools are satisfactory.



Recommendation: Employer of Choice organizations create plans of action in response to feedback/learning from their employee surveys. Timing of surveys is planned to maximize employee engagement with the survey.

| | |
|----------------|-----------------|
| Does not meet: | < 75% |
| Meets: | ≥ 75% and ≤ 85% |
| Exceeds: | > 85% |

Supporting documentation required: Top-level summary of the employee engagement survey.

5-Star Rating

Nursing Homes & Home Health only

CMS (The Center for Medicaid & Medicare Services) requires all nursing homes and home health providers to be measured according to the results of health surveys, staffing and quality measures. Each of these areas is measured according to a 5-Star rating system; an overall rating results. Measurement is based on the organization’s most recent OVERALL rating result as of the time of application.

| | |
|----------------|----------|
| Does not meet: | < 4 Star |
| Meets: | 4 Star |
| Exceeds: | 5 Star |

Supporting documentation required: Evaluators will verify the organization’s most recent 5-Star rating on the CMS website. No written documentation is required.

Category Descriptions (continued)

Resident/Client Satisfaction

All member types

Nursing Homes & Residential Care Facilities: Scripps Gerontology Center measures resident satisfaction in the state of Ohio with a bi-annual Long-Term Care Ombudsmen Survey (each alternating year a survey occurs: residents first, family members second, are surveyed). The state of Ohio’s average resident satisfaction establishes the benchmark for this measure; see www.LTCOhio.gov for more information.

Home Care & Hospice: CAHPS surveys are patient (in home health) or family (in hospice) satisfaction surveys that are conducted on an ongoing basis. The surveys are sent to the patient/family after care has been provided by an unbiased third party vendor. The satisfaction scores are tallied by the vendors and the home health and/or hospice program then receives aggregate as well as individual results and comments.

Life Plan Communities: include the score for their nursing homes.



Recommendation: It is important to focus on resident satisfaction results because they represent the feelings of our direct customers. Working hard to not only meet the needs of residents/clients, but learning to anticipate them, will lead to an improvement in quality services.

| | |
|----------------|--|
| Does not meet: | < State Average |
| Meets: | At least State Average* |
| Exceeds: | Exceeds State Average by at least 5 percent |

Supporting documentation required: A print-out of the Scripps state-reported results or CAHPS results.

*For nursing homes, the Department of Aging’s 2017 report of 2015 resident satisfaction survey results shows the state’s average is 87.03%; a 5% increase over this is 92.25%

Category Descriptions (continued)

Financial Strength

All member types

- Without steady, dependable strong financial performance, employees cannot have confidence in the organization's commitment to serving either residents/clients or employees.

The most recent* audited financial statements of an Employer of Choice must show

- If a Life Plan community: a Days Cash on Hand (DCOH) of 6 months (or, to exceed, 256.3 DCOH, i.e. "B Category" Fitch investment grade CCRC median: 256.3 days) OR,
- if a Nursing Home only, a DCOH of 45.7 days (or, to exceed, 108.5 DCOH, the upper quartile of the most recent CliftonLarsonAllen Skilled Nursing Facility Cost Report Analysis 2015 report)
- if a Hospice or HCBS, a Current Ratio (CR) of 1.5 (or, to exceed, a CR of 2.0).

If the Employer of Choice has financials that are consolidated into a parent organization, then the financial strength criterion may be met by the parent organization.

Days Cash on Hand is defined as: Total Unrestricted Cash (including investments) divided by (Annual Cash Operating Expenses divided by 365)

Current Ratio is defined as: Current Assets divided by Current Liabilities

CliftonLarsonAllen Resource for nursing facilities: <http://www.claconnect.com/Health-Care/Skilled-Nursing-Facility-Cost-Comparison-Report-Provides-Powerful-Financial-information.aspx>

Supporting information required: Audited financial statements for the most recent audit/financial review available.

IMPORTANT: If an organization has less than the appropriate benchmarked median number of Days Cash on Hand or Current Ratio, additional supporting materials may be requested in order to validate financial viability. Without achieving financial viability, an organization will not qualify for the Employer of Choice designation.

| | |
|----------------|--|
| Does not meet: | < 182.5 DCOH if Life Plan or 45.7 DCOH if Nursing Home or CR < 1.5 if HCBS, Hospice |
| Meets: | ≥ 182.5 DCOH if Life Plan or 45.7 DCOH if Nursing Home or CR > 1.5 if HCBS, Hospice |
| Exceeds: | ≥ 256.3 DCOH if Life Plan or 108.5 DCOH if Nursing Home or CR > 2.0 if HCBS, Hospice |

*must be within two years of application date

Category Descriptions (continued)

Benefits

All member types

An Employer of Choice organization must provide all of the benefits shown in the Top Tier Benefits box plus at least four of the benefits from the Additional Benefits category.

Top Tier Benefits

Additional Benefits

All of the following:

+ four from the following

Health Insurance (Medical & Rx)
Retirement Plan
Employee Assistance Program
Educational Assistance
Paid Time Off
Bereavement Pay
Jury Duty Pay

Dental Insurance
Life Insurance
Vision Insurance
Supplemental Insurance (catastrophic, AD&D, etc.)
Short-term Disability Insurance
Long-term Disability Insurance
Long-term Care Insurance
Uniform Allowance
Dependent Care Discount or Allowance (including FSA)
Birthday pay
Free/reduced cost for meals
Service Awards
Attendance Awards
Wellness Programs
Other (please describe)

| | |
|----------------|--|
| Does not meet: | Less than “Meets” |
| Meets: | All Top Tier + 4 additional |
| Exceeds: | All Top Tier + 9 or more additional |

Supporting documentation required: A summary of benefits and/or other evidence of policies/benefits provided.

Category Descriptions (continued)

Turnover

All member types

An Employer of Choice must provide turnover rates for a look-back period of one (1) year.

In an effort to recognize the various staffing models throughout LeadingAge Ohio members, an Employer of Choice applicant may compute turnover either on a weighted approach or an overall approach. To calculate the 90-day employee turnover rate, divide the number of employees staying 90 days or less for the past 12 months by the number of hires at the organization during the same period.

If weighted, the turnover rate would be weighted as follows:

Nursing (60%) plus all other departments (40%)

Turnover rates should be computed on an individual facility basis.



Recommendation: High retention rates and low turnover rates are considered key components of stability, engagement and longevity within an organization. High retention and lower turnover rates typically signify higher employee satisfaction and higher

customer satisfaction. In the long-term care setting, this consistency allows staff to get to know the usual condition, status and desires of residents. This can help staff observe changes in a resident's condition.

| | |
|----------------|---------------|
| Does not meet: | > 30% |
| Meets: | ≥20% and ≤30% |
| Exceeds: | <20% |

An Employer of Choice will focus on turnover of all staff at every level of tenure. If the applicant has excellent/low turnover rates, be sure to include in the innovation/culture section of this application.

Supporting documentation required: Report (with staff personal information removed) providing support of turnover statistic.

Category Descriptions (continued)

Retention

All member types

An Employer of Choice must compute the retention rate for its organization for a look-back period of one (1) year and have at least a 75 percent retention rate.

The formula for calculating retention is:

$$\frac{\text{\# of individual employees who remained employed for year}}{\text{\# of employees at start of year} \times 100}$$

Positions added during the year would not be counted and PRNs are not included. Retention rates should be calculated on an individual facility basis.



Recommendation: Many employers use the terms “retention rate” and “turnover rate” interchangeably. However, a high retention rate may mask problems that could be occurring in the hiring and onboarding processes. Employers of Choice monitor both turnover rates and retention rates, as they are complementary, giving a more complete view of worker movement than calculating either metric alone.

Employers of Choice who provide services across the continuum are encouraged to track the movement of employees; employees may move from one position in an organization to another in order to advance or better meet their personal skills/desires.

An Employer of Choice will focus on retention of all staff at every level of tenure. If the applicant has excellent/strong retention, be sure to include in the innovation/culture section of this application.

| | |
|----------------|---------------|
| Does not meet: | < 75% |
| Meets: | ≥75% and ≤85% |
| Exceeds: | > 85% |

Supporting documentation required: Report (with staff personal information removed) providing support of turnover statistic.

Category Descriptions (continued)

Agency Usage

Nursing Homes only

Agency Usage will be calculated by looking back one (1) year from the Employer of Choice application date to determine the number of open resident-facing (or direct care) positions (RA, STNA, nurses) for which the organization has needed staffing in order to provide services. The desired agency usage is **zero**. Use of temp to perm agencies (e.g. RTC in Logan County or Project Search in Butler County) is not considered agency use.

Note: there may be situations that cause an employer's use of agency staff to be greater than zero, yet minimal. Applicants are encouraged to provide examples to illustrate planned or unavoidable agency utilization (e.g. employee attendance at holiday party, etc.)

| | |
|----------------|-------------------------|
| Does not meet: | Agency use |
| Meets: | No agency use |
| Exceeds: | > 12 months agency free |

Supporting documentation required: Statement reporting agency utilization.

Category Descriptions (continued)

Evaluations

All member types

As of date of application, evaluations for all employees as specified by the organization's employee handbook/policies & procedures must have occurred on a timely basis by the date due (according to those policies and procedures) **90% or more of the time**. For example, if 30-day evaluations are required, then 90% of all applicable evaluations have occurred by the 30-day anniversary of all employees; if the policy indicates that reviews must be completed by the end of the month, then 90% of all applicable evaluations for a look back period of one (1) year should have occurred within the end of the applicable month.



Recommendation: Taking time to write meaningful employee evaluations and deliver them on time speaks to the importance of the employee's work. Employers of Choice desire their employees to receive valuable feedback and have the opportunity to have one-on-one time with their supervisors/leaders. Providing feedback with information that is representative of the employee's full review period is as important as presenting that information in the expected timeframe.

Best Practice: While some organizations may have a 'window' of approval (e.g., evaluations must occur by month's end of the employee's hire month or within 30 days of the applicable timeline), an employer desiring to achieve best practice should strive to achieve the actual review date for at least 90% of its employees. Example: If Employee's hire date is 8/15/16 and the employee handbook indicates that a 30-day evaluation will occur, the employee's evaluation should occur before 9/15/16.

| | |
|----------------------------|-------------|
| Does not meet: <90% timely | |
| Meets: | 90% timely |
| Exceeds: | >90% timely |

Supporting documentation required: Statement reporting evaluation timeline.

Category Descriptions (continued)

Creative/Innovative Practices/Culture

All member types

Employer of Choice candidates should describe (in essay form) practices within the organization that highlight innovation, i.e., demonstrate employee-focused initiatives (education, learning, engagement) or create a positive employee culture. Candidates should describe how these practices have resulted in heightened employee satisfaction or engagement and/or customer satisfaction through outcome measures, if reportable.



Recommendation: An organization's ability to add cutting edge technology and find solutions to problems using non-conventional methods will assist in attracting consumers to long-term care communities and continue to improve quality in our facilities. Innovation and "out of the box thinking" will also increase growth and the organization's competitive advantage within the industry. Creative and innovative practices may include: adding virtual physician capabilities at facilities; humanized avatar; cross-generational interaction; adding a system to operations that did not exist in the past to increase efficiencies and quality (e.g. applicant tracking systems, scheduling systems, time and attendance systems, medical records systems); non-conventional shifts for employees; and education, including virtual learning.

| | |
|----------------|--|
| Does not meet: | No practices implemented |
| Meets: | Practices implemented |
| Exceeds: | Outcome measures tracked as a result of practices implemented |

Supporting documentation required: Essay/description of creative/innovative practices/culture (maximum of 500 words).

Category Descriptions (continued)

Community engagement

All member types

A commitment to the greater community is a hallmark of social accountability to which all Employer of Choice organizations should ascribe. Employer of Choice candidates should describe (in essay form) examples of community engagement, big or small, in which employee participation contributes to the positive impact the organization has on the community through outcome measures, if applicable.



Recommendation: Organizations with a commitment to their surrounding communities will work to capture opportunities to demonstrate their commitment to these communities. Examples of community engagement may include blood drives; community health fairs; lunch & learns for the community; organization-sponsored events that reach the greater community (e.g. Alzheimer walks); employee membership on community boards; community awards/recognitions; etc.

| | |
|----------------|---|
| Does not meet: | No practices implemented |
| Meets: | Practices implemented |
| Exceeds: | Outcome measures tracked as a result of practices implemented |

Supporting documentation required: Essay/description of community engagement (maximum of 500 words) and supporting notices/flyers/other info, as appropriate.

Leadership Continuity/Stability

All member types


Employer of Choice candidates must document that business/continuity and/or succession planning is in place for any employee of the leadership team (as defined by your location; typically those reporting to the CEO or Executive Director). Additional consideration will be given to Employer of Choice candidates that have thoughtful, prepared approaches for unplanned as well as planned succession planning for a greater breadth of employees (e.g. from middle level supervisors to CEO).



Recommendation: The best practice for succession planning is to have policies and procedures in place by position, with plans known by all affected employees. Planning provides for stability in the event of unplanned employee departures.

| | |
|----------------|---|
| Does not meet: | Plans not in place for all leadership positions |
| Meets: | All leadership team positions have plan in place |
| Exceeds: | All supervisory team positions have plan in place |

Supporting documentation required: Essay/description of leadership continuity/stability in a maximum of 500 words.

| Scoring | | | |
|-----------------------|---|---|---|
| Category | Tool/M Measurement | Documentation Attached  | Score (Indicate “Not Met”, “Met”, “Exceeds”) |
| Engagement | Tool: Employee Satisfaction Instrument Measurement: Overall score in upper quartile | <input type="checkbox"/> | |
| 5-Star | Tool: CMS 5-Star Analysis Measurement: Overall 4 Star | N/A | |
| Resident Satisfaction | Tool: Scripps Long-Term Care Ombudsmen Resident Survey or CAHPS Measurement: Overall score at least average | <input type="checkbox"/> | |
| Financial Strength | Tool: Audited Financial Statements (or rating agency) Measurement: Days Cash on Hand benchmark per appropriate service line measurement (e.g., Fitch ratios if Life Plan Community; CLA ratios if NF, etc.) or Current Ratio | <input type="checkbox"/> | |
| Benefits | Tool: Benefits Listing Grid Measurement: All Top Tier benefits provided plus at least four benefits from “Additional Benefits” category | <input type="checkbox"/> | |
| Turnover | Tool: 90-day turnover rates, with one year look-back Measurement: ≤ 30% | <input type="checkbox"/> | |
| Retention | Tool: annual retention rate, with one year look-back Measurement: ≥ 75% | <input type="checkbox"/> | |
| Agency Use | Tool: Utilization of agency staff, with one year look-back Measurement: Zero (0) | <input type="checkbox"/> | |
| Evaluations | Tool: Evaluation timeline Measurement: 90% within policy & procedures timeline | <input type="checkbox"/> | |
| Innovation/Culture | Tool: Written descriptions Measurement: Essay | <input type="checkbox"/> | |
| Community Engagement | Tool: Written descriptions Measurement: Essay | <input type="checkbox"/> | |
| Leadership Continuity | Tool: Written descriptions Measurement: Leadership Continuity/Succession plan in place for 100% of leadership team positions | <input type="checkbox"/> | |

Scoring

Nursing Homes, Life Plan Communities, HCBS

Gold: All met with “exceeds” in three areas

Silver: All met

Bronze: 9 of 12 met

Hospice

Gold: All met with “exceeds” in three areas

Silver: All met

Bronze: 8 of 11 met

Congratulations!

Name of Organization applying for Employer of Choice

| | |
|---------------------|---------|
| Organization's Name | Address |
|---------------------|---------|

Self-computed Employer of Choice designation

GOLD ☐

SILVER ☐

BRONZE ☐

Statement & Signature of CEO/Executive Director

With my signature below, I verify that the information used to present my organization's performance on each of the categories herein is, to the best of my knowledge, accurate.

| | |
|-----------|-------|
| Signature | Title |
|-----------|-------|

| | |
|--------------|------|
| Printed Name | Date |
|--------------|------|

Name and contact information for person to contact should there be questions about this application

| | | |
|--------------|---------------|--------------|
| Printed Name | Email address | Phone number |
|--------------|---------------|--------------|

Please submit the scoring page (page 13) and this signed page (page 15) with supporting documentation no later than June 1 to *LeadingAge Ohio, 2233 North Bank Drive, Columbus, Ohio 43220, Attention: Kathryn Brod*. You will be notified if there are questions or if your self-reported Employer of Choice designation is confirmed by July 15, 2017.