

## Hiring and Census How are they connected?

Veronica Fogelman, Founder & President  
Ledgerock Consulting

**LEDGEROCK**  
CONSULTING

# The Future of IL/AL/PC/SNF/Home Care

## What do we know?

- Our healthcare industry is changing; our clients are changing.
- Buy-outs, mergers and take-overs are the norm.
- The last three years have been challenging with declining snf occupancy: 2015, 2016 and 2017; 2018 will continue this trend.
- The senior population is shifting and will continue to shift away from skilled care.
- Medicare and Medicaid rising costs and declining reimbursements
- Home care and senior living options are often first choice.

# What can we expect?

- The 75+ group will provide a slight referral increase in 2019.
- We will see a slight occupancy increase in 2019.
- Silver Tsunami, we have been waiting for will not hit until mid 2020's.
- As the 80+ group ages, the 75-81 population will increase.
- They will require healthcare but will be in search of a different delivery.
- The concept of Independent Living is no longer synonymous with nursing home.

# What are they in search of ?

- In a recent study, 30% ranked IL/AL as extremely desirable.
- In the same study, 56% ranked IL/AL as very desirable.
- They appear to clearly differentiate them from a snf.
- Clients will be in search of neighbor-friendly co-op living communities.
- They want to age in place and enjoy high-end lifestyle amenities.
- Home care and an environment that serves as a care management hub will be essential.

PEOPLE

It is not brain surgery; it is not magical; it is hard work in three areas

STRUCTURE

SYSTEMS

# Hiring : What do we already know?

- Hire Slow; Fire Fast!

## Why do we keep getting it wrong?

- A's hire A's; B's hire C's

- Past success is an indicator of future performance.

- Understand for what you are searching!

- Find the best people in the world and get out of their way

- You can't motivate people

- If you pay peanuts, you get monkeys



**LEDGEROCK**  
CONSULTING

The expected market changes will require a more highly skilled sales force, a more highly skilled clinical team and a management team with true leadership skills.

Good employees leave great companies because of poor managers.

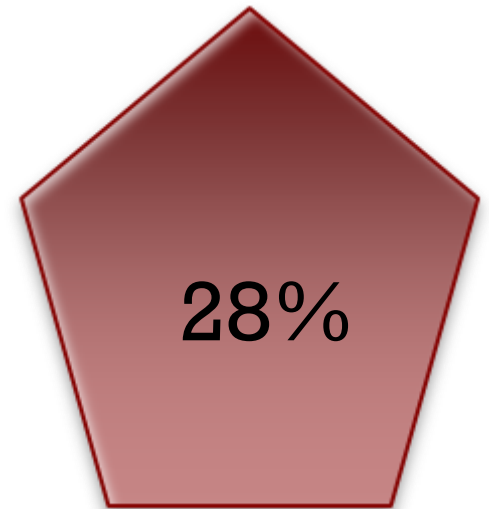
'First Break All The Rules'

DePaul University Research

**\$1,499,441.00**



Average Replacement Cost of a Sales Person



Average Sales Turnover

**LEDGEROCK**  
CONSULTING



Understanding the  
Role!  
Are Sales People  
Different?



As different as Alpacas are from their  
cousin, the Camels

**LEDGEROCK**  
CONSULTING

# Profiles –Which are you?

- Director
  - Get 'Er Done
  - Makes Quick Decisions
  - May be viewed as arrogant
  - May not get all the details
- Supporter
  - Slow and Thoughtful
  - Makes fact-based decisions
  - May be viewed as difficult
  - May be a roadblock
- Influencer
  - Persuasive Dreamer
  - Likable and Convincing
  - May be viewed as shallow
  - May not follow-through
- Controller
  - Show me the facts
  - Asks a million questions
  - May be viewed as ridged
  - May not be visionary



Which profile is right for each position?

Show me the money!



**"WHY SHOULD WE HIRE YOU?"**



**...BECAUSE YOU'RE HIRING?**



**LEDGEROCK**  
CONSULTING

IF YOU  
... **THINK** ...  
HIRING A  
**PROFFESIONAL**  
— IS —  
**EXPENSIVE**  
WAIT 'TILL  
• **YOU HIRE** •  
《 **AN AMATEUR** 》



**EDGEROCK**  
CONSULTING

# Workshop #1

## Who Are You Looking To Hire?

### ■ Director/Influencer



Determined, Ambitious,  
Magnetic, Persuasive and Poised

### ■ Supporter/Controller



■ Patient, Eager, Steady,  
Accurate, Calm and Cautious

# Deck of cards

## ■ Profiles- Lavender

- Choose two

Under stress your applicant will always **default** to this profile.

## ■ Behaviors-Green

- Choose three

These will tell you **how** the applicant will work within your culture.

## ■ Values-Yellow

- Choose two

This is the most important. It is **why** your applicant gets up every morning. It is what will motivate your applicant.

## ■ Skills-Blue

- Choose three

These are the most easily changed but will tell you **IF** the applicant will do the job.

# Onboarding





# System



# Training & Coaching

“The only thing worse than training employees and losing them is to not train them and keep them”

Zig Ziglar

# Coaching

" I ABSOLUTELY BELIEVE  
THAT PEOPLE,  
**UNLESS COACHED,**  
NEVER REACH THEIR  
MAXIMUM CAPABILITIES. "

-BOB NARDELLI  
*CEO, HOME DEPOT*

[coachville.com](http://coachville.com)

**LEDGEROCK**  
CONSULTING

# What is the difference?

## Training

- ❑ Assess current skills
- ❑ Assess current adaptability
- ❑ Provide onboarding training initially
- ❑ Provide training to improve the weak skills
- ❑ Provide training to enhance the strong skills
- ❑ Re-assess, evaluate and continue training

## Coaching

- ❑ Assess coachable skills
- ❑ Observe and Listen to identify areas of potential growth
- ❑ Coach continuously
- ❑ Track improvement
- ❑ Course-Correct
- ❑ Coach, coach, coach

# Workshop #2

**LISTENING SKILLS**  
**CLEAR DIRECTION**

# Setting Goals

**“THE FRONT LINE PRODUCES THE  
BOTTOM LINE”**

Stephen Covey

You have 100 units at 80% occupancy.

You receive 20 inquiries and admit 10 each month

You discharge or move out 11 each month


## There are really only three choices

- Increase the % of admissions, move-ins
- Decrease discharges, move-outs, deaths
- Increase referrals, tours or inquiries

# Goals, Evaluations and....ACCOUNTABILITY

- Job description
- Setting clear goals and expectations
- 30 day eval
- Flexibility
- Assessment
- Coaching
- 90 day eval
- Annual evaluation





**“A good plan violently  
executed today is better  
than a perfect plan  
executed tomorrow”**

**George Patton**

# RECAP: Most often identified sales vertical mistakes

- Hire the wrong people
  - Unclear or unrealistic job expectations
  - Choosing people we “like”
- Lack of systems and structure
- Poorly written or no job descriptions
- Poorly created or no business/marketing/sales plans
- Missed or poorly executed evaluations...or none
- Rewarding the wrong things or no reward at all

# Final Words

“It is a waste of time to hire smart people and tell them what to do. We hire smart people to tell us what to do”

Steve Jobs