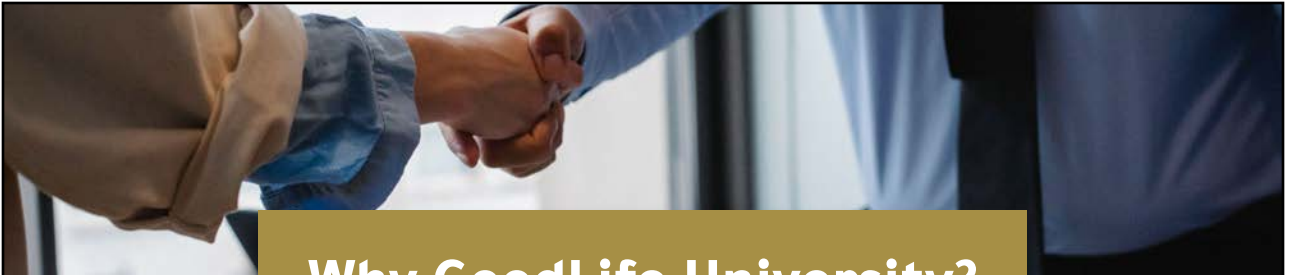


The GoodLife Delivered:

Workforce 101

A GoodLife U Presentation
Dr. Mike Strouse



Why GoodLife University?



Our 40-Year GoodLife Innovations/University of Kansas Partnership Can Help You Redefine What's Possible for Building Workforce Capacity and Put More Margin in Your Mission.



Solutions for Improved DSP Stability & Cost

What we will cover today:

- Wonky Schedules and Why they Exist
- Ideal Schedule Characteristics
- Shift Schedule Types
- GoodLife's Five Staffing Strategies
- DSP Compensation Strategies
- PTO and Time off
- Creating Your Own Replacement Staff Pool
- Vacancy and Workforce Management
- Impact - let's look at the data
- Implementation Strategies



For more info on the topics covered in this presentation go to:

mygoodlife.org/videos/

GoodLife U Video
Blog Series

Multiple blogs go deeper into topics discussed in this section



Link: [The National DSP Crisis](https://mygoodlife.org/videos/)



National Staff Stability

BEFORE the Pandemic:

- DSP turnover exceeded **50%** Nationally
- Vacancy Rates were between **12%** and **18%**
- **69%** of full-time DSPs with a **12%** chronic vacancy rate
- **31%** part-time DSPs with an **18%** vacancy rate
- **35%** of the DSP workforce is employed less than a year
- **30%** leave employment in six months
- Each year, agencies must recruit **600,000** DSPs



Beyond Pay,, What Causes the Greatest DSP Instability Now & What to Expect?



01 Better & Remote jobs

65% of job seekers want remote work as their first priority.

02 Wonky & Fractured Schedules

Traditional Care Service work schedules offer poor work/life balance

03 Challenging Populations

Care service jobs are difficult and emotionally challenging.

04 Solitary Working Conditions

Often, care workers are working alone without help and often without supervision

05 Working Short

Openings, lead to working short, which leads to additional openings

06 A High Reliance on Part Time

Too many Part Time staff and Part Time working without supervision



Impact: What We Strive to Achieve

For Providers

- Higher direct support, management, and family satisfaction & lower stress
- Increased direct service pay (\$2.50 to \$3) for same payroll cost
- Lower 90-day turnover
- Lower DSP count to deliver same ratios of care
- Bigger pipeline of talent, well-trained and on the job quickly
- Lower vacancies and shorter duration
- Not working short (under your ratios)
- Greater workforce capacity to affordably work extra shifts
- Shorter workweek full-time & more time off work
- Little/no reliance on part time
- Effective replacement staffing management strategy



A National Profile of the DSP Workforce

- 81%** Female
- 63%** Primary Breadwinner
- 35** Years Old (Avg)
- 20%** Choose Health Insurance
- 43%** Single
- 50%** Receive Public Subsidies

- Over 40% work a second job or work extra for part of the year.
- Often have limited housing, transportation, or childcare options.
- Many DSPs are multicultural and diverse.

What do DSPs Want?

More Pay, of course, and what else?

What “now” is a meaningful wage?

What job related amenities are most important to DSPs?



Attractive & Flexible Schedules



More Days off



Better Housing & Transportation



Ability to work extra



Work/Life Balance



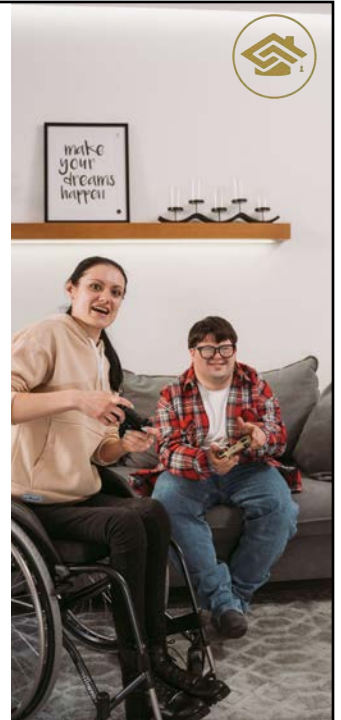
Work/Home Proximity



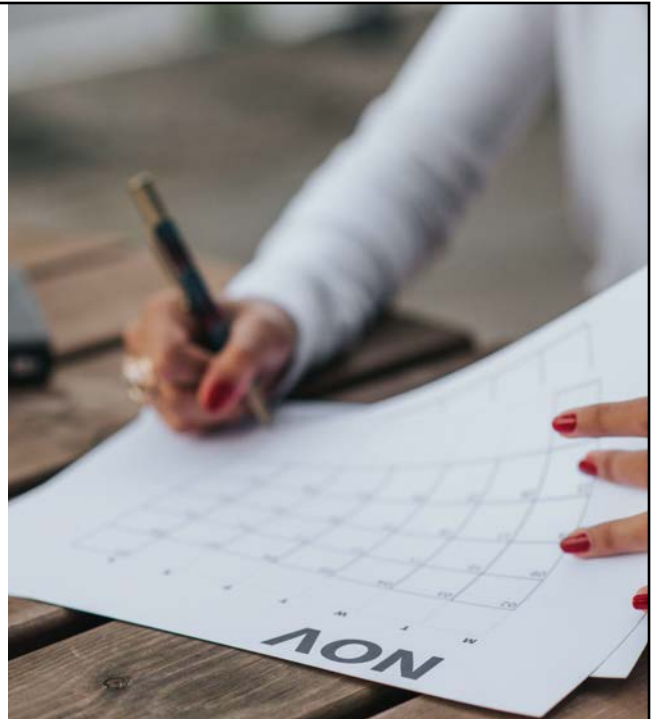
Pay Frequency



Useful Benefits



Scheduling Strategies





Schedule migration
(thanks to schedule
inequities)

Too few days off and/or
unattractive days off

Capacity hoarding
(in individual homes and
programs)

Unfillable schedules that
lower capacity to work extra

Expensive schedule
inefficiencies and overlaps

Fractured schedules that
promote longer vacancies
and call-offs

Redesigning schedules to
meet the stayer's needs
(pillaging open schedules)

Ever-changing schedules or
schedules determined by
what people will work

Too many part-time DSPs
(especially on evenings and
weekends)

Little or no standardization
across homes because
managers create schedules

Wonky Schedule Problems



Hirable openings and
appealing open schedules

Set or not-rotating
schedules

Lower evidence of
migration

As many days off in a row
as possible

Fewer different
employees
(lower employee count)

Flexible to fit with school
or other part-time jobs

Efficiently cover ratios

Lower reliance on
part-time or weekend
positions

Standardized across
homes, programs, regions

Schedules that appeal to
market (multiple faucets
running is best)

What We Work to Achieve



Five Staffing Strategies

Five Faucets are Running at GoodLife

Moving From the Least Ideal

To the Most Ideal



Faucet 1

Part-time,
Weekend, &
Evening Shifts

Faucet 2

The Traditional
Five Day
Workweek

Faucet 3

The Front/Back,
Three Day, 12 hour
Workweek

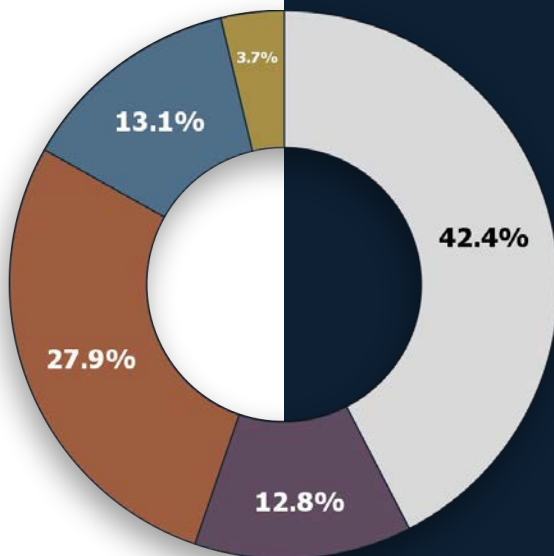
Faucet 4

Live-In, by, & Near
Neighborhood
Strategies

Faucet 5

Shared Living
Professional
Extended Families

What we've accomplished



GoodLife's Staff Schedule Portfolio

Our strategies reduce the number of people needed for care

Our percent of part-time positions is 800% less than the national average.

- Professional Extended Families
- Professional Neighbors, Families, & Roommates
- Part-time
- Front/Back Half
- Five-Day Monday-Friday





8 hr day, 3 Shift, 40 hr Week Schedule

Nationally, this is the most common scheduling approach, however there are challenges it causes if used too much

01

Hidden Vacancies

5 day work week
DSPs average often average working closer to 30 than 40 hours per week

02

Disruptive Shift Transitions

Three transitions per day at challenging times

03

Call-offs

2nd shifts are open for longer with higher frequency call-offs

04

PT & Weekends

5-day workweek often creates higher reliance on PT and weekend shifts

05

Capacity to Work Extra

DSPs have low capacity to work extra and don't work a full extra shift

06

PTO

Creates the need for more PTO that increase call offs and lower capacity to work extra

07

Schedule Migration

Causes the highest schedule migration where the least attractive shifts are open

Part-time Weekend & Evenings

This is the most common scheduling approach for backfilling evening or weekend times.

01

Instability

Traditionally the highest turnover and instability of all positions and shifts

02

Vacancies

Vacancies are hard to fill and are vacant for long periods

03

Manager Burnout

Managers often called to work evenings and/or weekends

04

Overtime

Part-time openings are the greatest cause of overtime

05

DSP Burnout

Highest cause of burnout for full-time staff and managers

06

Ratio Gaps

Often leads to ratio gaps (work short)

07

Care Concerns

Part-time is the greatest risk of oversight and care concerns





GoodLife's Front/Back Half "Base" Schedule

- 01** 12 Hours/day, 3 Days/Week
- 02** Sunday + 2-3 days from M-W
- 03** Saturday + 2-3 days from W-F
- 04** Work week is Monday-Sunday (TBD later)
- 05** Four days off, with 3 to 4 days off in a row
- 06** Front/Back schedule is GoodLife's "base" schedule

*Additional schedule types (5, 4, and 3 day) are added as "overlays" to fit program ratio needs



Front/Back Night-Time Schedule with Wednesday Swing Day

FRONT	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Time In	7:00 PM	7:00 PM	7:00 PM	OFF	OFF	OFF	OFF
Time Out	7:00 AM	7:00 AM	7:00 AM				

BACK	Sunday	Monday	Tuesday	*Wednesday	Thursday	Friday	Saturday
Time In	OFF	OFF	OFF	7:00 PM	7:00 PM	7:00 PM	7:00 PM
Time Out				7:00 AM	7:00 AM	7:00 AM	7:00 AM

*Denotes Swing day Hours--this DSP elected to pick up an extra shift.

Front/Back Day-Time Schedule with Float across Homes



Home A

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

Home B

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

Home C

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday



Front Half DSP



Back Half DSP



Float DSP

Reduces Labor cost 10% to 15% for same ratios of care

Fewer shift transitions during the day

Full-time work in 13 days per month with 17 days off

Very low rate of schedule migration

Better experience and coverage for evenings and weekends

Fewer persons involved in care and lower DSP count

More full-time and fewer part-time employees

Work weeks are flexible with shift trading

40% greater capacity to work extra without working longer days

Fewer PTOs are needed and less call-offs and shifts to fill

Fewer trips to work and fewer days of child care allowing further commutes

Designed to work with weekend "Premium Pay" strategies

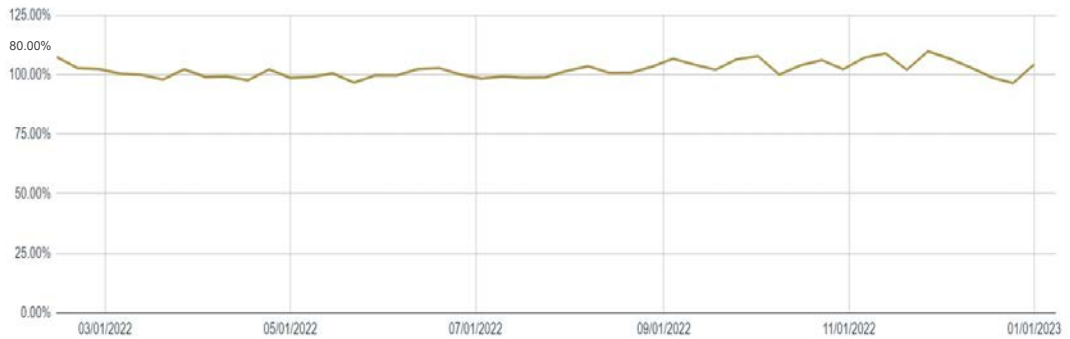


Benefits of a Front/Back Half Schedule

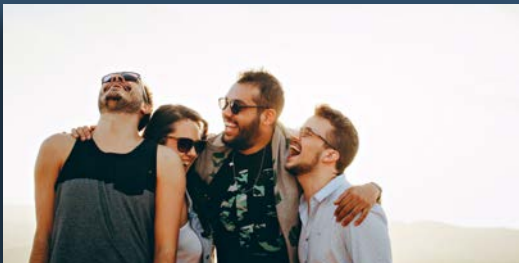
What we've accomplished



Front/Back 3-day DSPs cover **106%** of the hours they are hired to work while 5-day DSPs cover only **80%**



Shift Trading for Front/Back Half DSPs



What is Shift Trading?

- Shifts can be traded within and across weeks
- Front/Back trades can be made within homes or programs
- Front/Back trades can be made across homes of programs
- Trades must be approved by the DSP's Supervisor
- Trading is technology leveraged (e.g., Humanity)

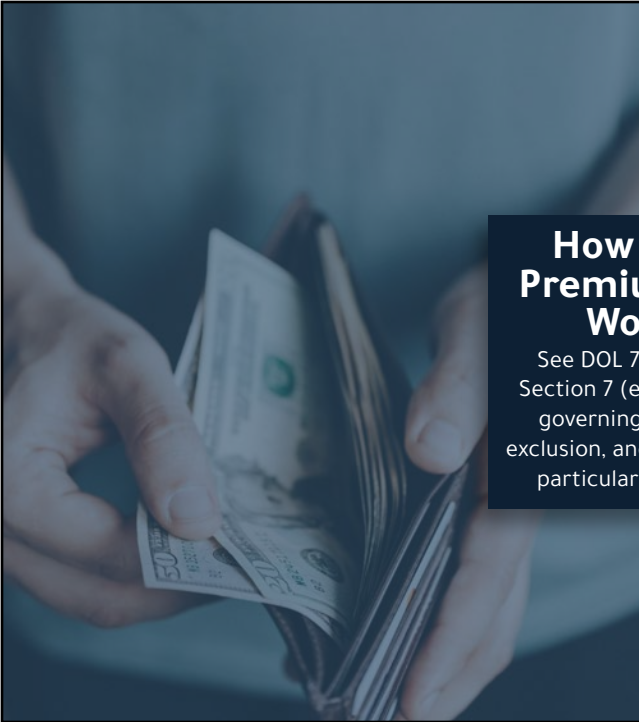


Days off by Shift Type (before PTO)

Shift Type	Days Per Year Off Before PTO	% Time Off vs. Working
Front/Back (3 Day)	208	57% vs 43%
Front/Back (4 Day)	156	42% vs 58%
5 Day Schedule	104	28% vs 72%



Compensation



How does Premium Pay Work?

See DOL 778.200 (a) Section 7 (e); Provisions governing inclusion, exclusion, and crediting of particular payments

Premium Pay

Holiday & Weekend Premium Pay Compensation

- What is premium pay for holidays, Saturdays, Sundays, the sixth/seventh day of a workweek, and special days?
- The difference between premium pay and differentials
- Day shift work week is Monday - Sunday (6th and 7th day)
- Night shift is 5:00 pm Monday - 4:59 pm Monday (6th and 7th day)
- Works as designed and without restrictions in 42 states

Examples of Front/Back Half w/ Premium Pay



Average Wage Calculation (includes Budgeted OT)

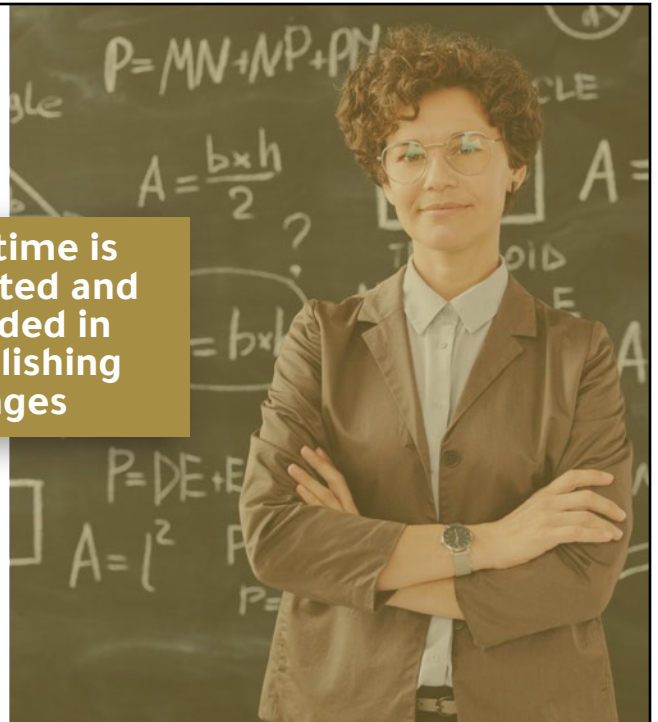
Employee Scheduled to work 24 Hours During Weekdays, 12 hours on Weekend

Base Hourly Rate	Weekday Hourly Rate	Weekend Hourly Rate	Avg. Hourly Rate	Avg. Hourly Company Cost
10.00	10.00	15.00	11.67	11.43
11.00	11.00	16.50	12.83	12.57
12.00	12.00	18.00	14.00	13.71
13.00	13.00	19.50	15.17	14.86
14.00	14.00	21.00	16.33	16.00
15.00	15.00	22.50	17.50	17.14

It's just Math.

- **Capacity to work extra:** Front/Back 3 day DSPs can pick up one full shift weekdays and one full shift on the weekend without extra cost over payroll budget
- **Highly stable payroll costs:** unbudgeted OT typically between 1% and 3%
- **Weekends become the most desired workday:** 50% less shifts to fill compared to weekdays
- Part-time weekends, are hired with a base of, for example, \$15 and weekend premium of \$22.50 (they get their base wage if they picked up weekday shifts)

Overtime is budgeted and included in establishing wages



For more info on this topic, listen to:

GoodLife U Video Blog Series, Bonus Episode:

Premium Pay with Jim Holland



Link: [Premium Pay with Jim Holland](#)





Pitfalls of Traditional Approaches for Replacement Staffing

- Managers fill in shift or partial shift vacancies frequently
- PRN and subs work when they want, not when you need them
- Most regular full time DSPs do not pick up full shifts leaving manager to work gaps
- DSPs are often contacted by multiple inquiries from different managers
- Staffing pools are expensive and make things worse because they often hire your staff
- Intermittant replacement staff are not highly vested in providing the best care

Creating your own Superimposed Staffing Pool and the Employee Choice Program

“LET’S OVERBOOK”





GoodLife's Superimposed Staffing & Employee Choice

Get Ahead of Vacancies by Overbooking!



Hire replacement staffing to work a superimposed front/back 3-day schedule (day & night) layered on top of your regular positions



The superimposed workforce strategy is designed to fill about 80% of known openings working standardized schedules without causing excess ratios of care or OT



Superimposed employees can also be new employees which provides them a way to choose where their home is



Superimposed staffing can gather great QA information on homes to improve working conditions



Creating a Superimposed Staffing & Employee Choice Program



01 Measure shift vacancy rates

Measure vacancy rates each day for every schedule type and each shift across region of services.

02 Establish the need

Number of DSP positions needed beyond positions that exist to fill 80% of anticipated vacancies.

03 Overhire & work set schedules

Hire a superimposed workforce to fill these positions.

04 All DSP positions are equal

Consider superimposed positions equal to positions that are assigned to a home and fill them when they are open.

05 New Staff can try out homes

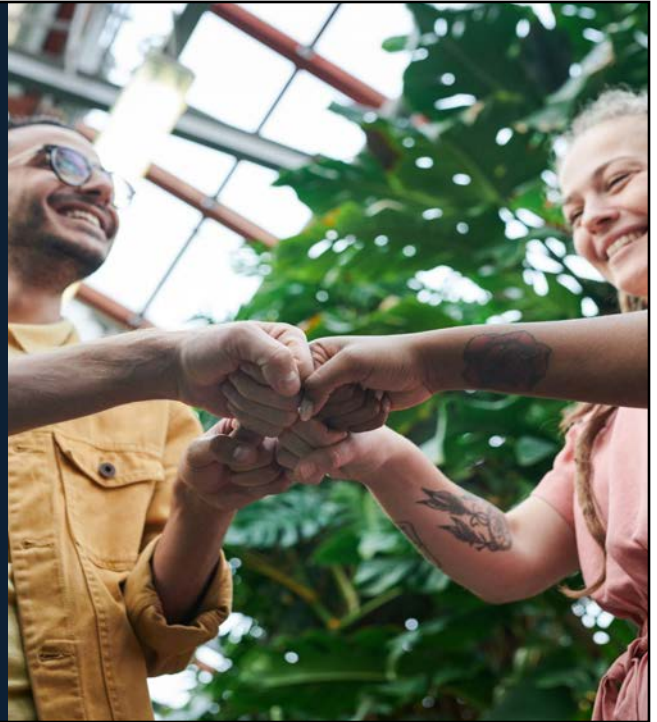
New staff can use superimposed positions so they can sample homes to find their preferred place to work. Permanent superimposed DSPs can have preferred homes.

06 Use reg workforce for call-offs

Superimposed staff fill known opens so they have a week or so notice of where they will work while call-offs are often filled with regular DSPs that want to pick up extra shifts.

Workforce Management

- What is it?
- Why do you need it?
- How does it work?



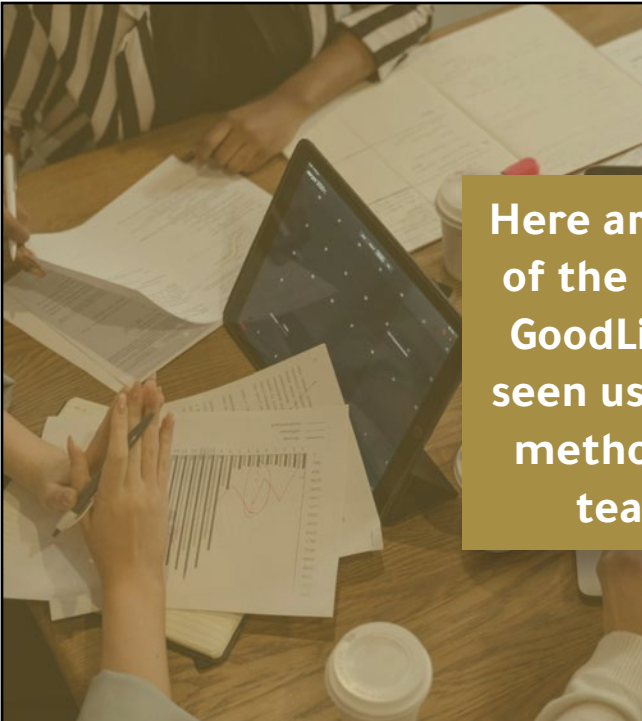
The Workforce Coordinator Job Duties

- Collects vacancy data
- Manages Employee Choice Program
- Determines need, hires, and manages superimposed workforce
- Tracks unassigned or excessive payroll costs
- Assures replacement hierarchy is enforced
- Assures implementation of master schedules
- Coordinates and approves all overtime and vacations and tracks call-offs
- Approves managers to work shifts
- Collects excessive work data for DSPs & managers
- Gathers quality intel from deployed workforce
- Significantly reduces the percentage of time managers spend on staffing/schedules





Impact Data



Here are some
of the results
GoodLife has
seen using the
methods we
teach.



What We've Accomplished at GoodLife

Everything our GoodLife U team teaches or shares with other providers nationally was first **SUCCESSFULLY** done at GoodLife.

We teach what we **do**.



Program: All | Date: 3/13/2022 to 7/2/2023

Workforce Dashboard

<h3>Pipeline</h3> <ul style="list-style-type: none"> Average Days in Hiring Pipeline: 4.4 Average Days in Training Pipeline: 11.1 Average Days from Application to Trained: 15.5 	<h3>Stability</h3> <ul style="list-style-type: none"> Employee Gain or Loss +/-: 35 Vacancy Rate without Replacement Pool: 13.6% Vacancy Rate with Replacement Pool: -2.2% Capacity to Work Extra: N/A 	<h3>Consistency</h3> <ul style="list-style-type: none"> Percent of Workforce Full Time: 98% Average Hours Worked - Full Time: 41.5 Hours Filled in Assigned Department: N/A Number of People Involved in Care: N/A
<h3>5-Star Satisfaction</h3> <ul style="list-style-type: none"> New Hire Satisfaction: 4.6 ★ DSP Satisfaction: N/A 	<h3>Pay</h3> <ul style="list-style-type: none"> Overtime: 0.2% Average Hourly DSP Pay Rate: \$18.09 	<h3>Managerial</h3> <ul style="list-style-type: none"> Shift Hours Covered by Managers: 1.1% Manager Vacancy Rate: 8.0%



DSP Pipeline

34 Total Openings	14 Hired in Training	Average Thru Times (Days) 0.80 Application Approval 0.30 Offer 4.40 Total Days 2.70 Interview 0.60 Hire
-----------------------------	--------------------------------	---

Applicants per Week (Last 30 Days) 75 / 83 / 135	Interviews per Week (Last 30 Days) 20 / 21 / 40	Hired per Week (Last 30 Days) 5 / 6 / 10	Trained per Week (Last 30 Days) 5 / 5 / 10	Candidate Source (Last 30 Days) Indeed Sponsored, Indeed Free, Facebook Sponsored, Company Website, ZipRecruiter, LinkedIn+
--	---	--	--	---

Rolling 30 Day Pipeline Attrition Applications: 306 (100%) Interviews: 67 (22%) Hired: 29 (9%) Trained: 16 (5%) Survival Rate from Interview: 24%	Last 30 Days -12 DSP Loss 16 DSPs Trained 4 Net
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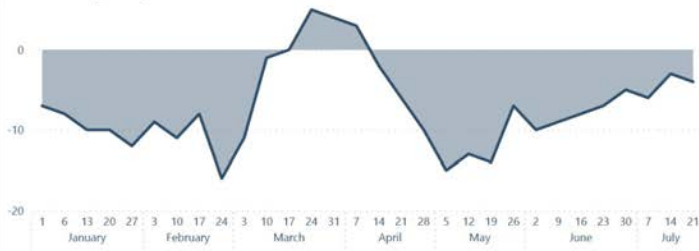
Program
All

Current Workforce

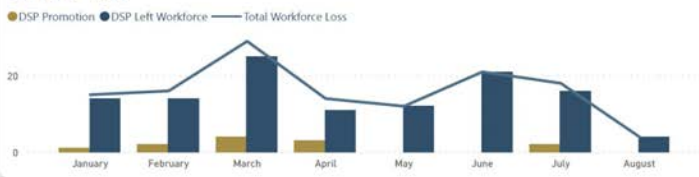
98% Full Time
2% Part Time

DSP Stability

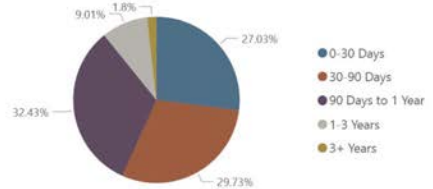
2023 Net Openings



2023 DSP Loss



YTD Tenure of Workforce Loss



Current Vacancy Measures

Workforce without Replacement Pool



Workforce with Replacement Pool



Vacancies by Position Type



Vacancies by Duration Open



Our Provider Customers



The GoodLife U team is consulting with agencies across the nation.



What We've Helped Others Accomplish



DECREASED

- Call offs
- Openings
- Vacancies

DECREASED

Overtime Percentages from 15.46% to est. 2.70%

At GoodLife, we average only 0.2% unbudgeted overtime.

INCREASED

DSP Capacity to Work Extra by **24,877 shifts!**

While still guaranteeing at least 2 days off per week.

What We've Helped Others Accomplish



We raised the hourly DSP wage by

\$3.08*

Within the same payroll budget

INCREASED

Manager Satisfaction & Applicant Pipeline

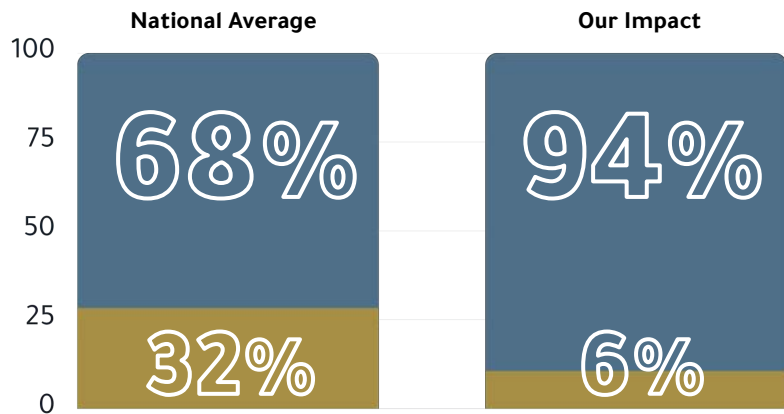
What We've Helped Others Accomplish



Reduced Reliance on Part-Time Positions and Lowered overall DSP count by 12%

Full-time

Part-time



Implementation Strategies





GoodLife's Implementation Strategy

Workshop 101

Key Staff Invited for presentation

Site Review

One-day virtual or on-site

Demonstration Design/Analysis

8-12 homes/day services

Schedule analysis and proposed schedules/pay
Reveal and refine

Project Implementation

3-6 months Coaching & Change Support

HR/Finance Prep
Marketing & Education
Recruitment/Hiring
Workforce management
Creating a staffing pool
Existing vs New DSPs

Impact Review

What is the impact on your agency?

Next Steps

For how your agency moves forward

Important Questions to Fuel Change (check all that apply)



- Do you have over 25% part-time positions and are they skewed to working on weekends?
- Is your primary schedule a 5-day work week?
- Are you getting close to 30 hours a week out of your full time DSPs?
- When DSPs work extra do they pick up partial shifts and not full shifts?
- Do you have long-term vacancies that rarely or never get filled?
- Is your pipeline dripping because the open schedules are not attractive?
- Do you have managers make schedules and/or are they ever-changing?
- Is your overtime greater than 15%?
- Are managers frequently working shifts?
- Are your call-offs too high or causing unfillable gaps in care?
- Do you make deals with current staff to keep them?
- Do you use substitutes or pools for replacing vacancies?
- Is raising your pay further not an option?



We'd love to hear from you.



Contact us to discuss next steps for your Agency:

Email

consultants@mygoodlife.org



Thank You!



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UNIVERSITY