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How to

USE MARKETING TECHNIQUES
TO BUILD A STRONG WORKFORCE





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HOW TO USE MARKETING TECHNIQUES TO BUILD A STRONG WORKFORCE

For established agencies, the number one problem in home care is not, ironically, finding clients but getting and keeping a caregiver workforce. The study conducted by Home Care Pulse has measured this for years and the numbers show that it will likely continue to be a problem for years to come. As the number of elderly continue to grow and the workforce continues to shrink, building a staff that matches your agency's core values will be critical to any home care agency's growth.

Immigration laws and other factors may continue to affect the dwindling pool of caregivers in the industry. So it is always a shame when an applicant who seemed like they could be a great fit for your company on paper cannot make it through your hiring process. What I think is important to keep in mind, however, is the impact that a variety of circumstances may have had on their performance in this process. While it may have been your first (and only) impression of the applicant, a quick assumption that a single missed appointment represents the whole of someone's character may not be very accurate.

I am not suggesting you look past something like that entirely and hire them anyway, but there may be steps that could, eventually, reveal a terrific employee. I am suggesting a marketing campaign that nurtures these sorts of applicants so that, down the road, a clear path is laid out with necessary obstacles which are more easily overcome through that nurturing process. Ultimately, a once failed hire may become a valued member of your workforce. Much of this can be done through an automated marketing process.



As the number of elderly continue to grow and the workforce continues to shrink, building a staff that matches your agency's core values will be critical to growth.



There are many proven processes to help overcome caregiver turnover. In his new book, *Conquering the Crisis: Proven Solutions for Caregiver Recruiting and Retention*, Stephen Tweed shows, in great detail, multistep processes to address the problem. I believe that if you follow these steps you will make a big difference getting and keeping great caregivers. It is a process for creating a powerful workforce within an agency.

The information is out there for getting help in this area. No matter how you choose to tackle this subject, it will take time, concentration, commitment, and a system that you follow and hone over time to suit your agency's needs.

We've seen in our customer agency data a whole workforce of people that weren't hired for one reason or another. Often this is because they could not pass certain obstacles as part of your hiring process. Some examples of the obstacles would be: not being able to fill out an online job application because they don't have computer or internet access; they missed a phone interview; they did not show up for an in-person interview. Other obstacles that they could not overcome may be that they did not have the proper certifications for the job they thought they were applying for, or they don't have the kind of experience that you require at your agency.

If we take a close look we will find that there are many reasons why a potential care worker might not show up for an interview or miss a phone appointment. The range of excuses is enormous: family emergencies, transportation or phone trouble are commonly given as reasons for not showing up. Then there are those who never intended to come to the interview at all. Most of the time you do not truly know the reason for the no-show.

One of your agency processes should be setting up email campaigns to nurture, help, train, massage (so to speak) a person until they might be ready to be a good employee of yours. You don't have much to lose by reaching out to those people again, why not offer them another chance? Especially if much of the process is automated and well planned.

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It might be a very small percentage that will come through the hiring process but if you could find one or two more good workers because of this then it could mean two or more new clients for you. Ideally, the email campaign should be spearheaded by the person who will have the most contact with the caregiver ongoing. This way a rapport is starting to be established and will continue throughout the employee's tenure.

On the following pages, you will find what a nurturing email campaign might look like for the persons who were late. You would probably write these in the words of the care coordinator who will be dealing with your caregivers but you will get the gist by the examples below. Tip: You should err on the side of too many emails rather than too few. Remember nurture, nurture, nurture!!

Also tweak the emails to fit the different types of situations: missed obstacles, missing credentials and certifications, took a job elsewhere, etc.



TIP:

You should err on the side of too many emails rather than too few. Remember nurture, nurture, nurture!!



Email example #1

sent 30 days after nonhire:

Dear [candidate name],

Thank you for applying for the caregiver position at [agency name]. We are sorry to inform you that you have not been hired for the position of caregiver.

There is good news though: we found that you had a lot of qualities that would make you a good caregiver. We have listed below the problem that prevented us from hiring you at this time.

- We required that you come to an interview in person but you were late for that appointment. Arriving on time for an interview is a good indicator to us that you will be able to arrive on time to a care recipient's home. (It is very important that you show up to a potential care recipient to their home at the time of the planned shift.)

Until that point, you were looking like a great fit for our company. So please try again in 3 months. That is anytime after [be explicit about the date]. We would love to see you again.

Sincerely,

[Your name]

[Agency name]



Email example #2

sent 30 days after nonhire:

Dear [candidate name],

We hope you are well. It has been 30 days since we last spoke regarding the position of caregiver at [Agency name]. We hope you will take advantage of our offer to reapply on or after [3 months from interview date]. We believe that, if all works out, we could have you working soon after. [Agency name] is a great place to work but don't take our word for it: here is what our caregivers say about us.

TESTIMONIAL EXAMPLE: "I love working for the folks at Happy Home Care Agency. I love the people that I care for and get great satisfaction out of my work for them."

TESTIMONIAL EXAMPLE: "I have worked for other agencies but Happy Home Care Agency really communicates well with me so I know exactly what's going on with my elderly care recipient. They even have a great rewards program. I love being a "Happy" caregiver!"

Come be part of our team! Please apply again after [3 months from interview date]. We would love to see you again!

Best Regards,

[Your name]

[Agency name]

These emails are suggestions for you; they are not intended to be used word for word. Make them in your own voice or that of your marketer.





Email example #3

sent 60 days after nonhire:

- Dear [candidate name],
- In thirty days, we are hoping that you will come back to the [Agency name] and tell us that you would like to work for us. We want to make it as easy as possible to succeed. Here is a list of the things that we need in order to be able to hire you:
- Fill out the job application correctly and completely (if you think that is necessary)
 - Call the office at the specified time for a phone interview
 - Come to the inperson interview on time and appropriately dressed with proper hygiene



TIP:

Get testimonials from those caregivers that are your great “word of mouth” champions. Get their permission to use them in your marketing materials and you should be using them in all of your marketing materials!! Testimonials from happy clients and happy caregivers are like gold. Use them well.



The goals of these communications are to keep caregivers thinking about your agency. These marketing techniques will encourage contact with you so that when prospective caregivers are ready to reconnect, the door is warmly open to them and they feel comfortable reaching out to you.

Moving forward, creating a process of sending out email campaigns on a weekly basis will start to pay off as caregivers that were embarrassed by their initial behavior or those who are not happy with their current situation begin to try again, because they know they will be welcomed. Get a person in your office to “own” this process and keep it moving!

Shoshana Technologies is so dedicated to serving the home care industry because we love working with entrepreneurs to help make their businesses successful. As a continually growing company ourselves, we appreciate the drive for business excellence we see in our clients and want to be a part of making their businesses thrive.

To learn more about The Rosemark System, contact us:

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