



Job Quality Case Study

Genesis Healthcare, Inc.

Genesis Healthcare, Inc. (“Genesis”) is a holding company with subsidiaries that, on a combined basis, comprise one of the nation's largest post-acute care providers with nearly 250 skilled nursing centers and senior living communities in 22 states nationwide. Genesis subsidiaries also supply rehabilitation therapy to approximately 1,100 locations in 43 states and the District of Columbia.

Genesis is headquartered in downtown Kennett Square, Pennsylvania - a historic borough located southwest of Philadelphia and about 20 minutes northwest of Wilmington, Delaware.

Empowerment & Representation

In the 1990s, as with many in the healthcare industry, Genesis HealthCare faced diminished applicant flow, increased agency use, a forecasted nursing shortage and increased vacancies. To address these headwinds, the Company partnered with non-profits, schools, and others in the community to attract and recruit candidates. Through their community presence, they hired candidates and placed them in approved nurse aide training programs.

While the original goal was nurse aide training, it evolved to ‘Grow Our Own’ with career pathways. In collaboration with the Baltimore Alliance for Careers in HealthCare, Genesis created the first long-term care career map for facilities nationwide.

Since the first nurse aide training program in 1999, the organization has launched “Earn While You Learn” training. Centers are committed to hiring nurse aide students as employees from the first day of class with progressive wage increases upon certification/licensure.

CNA and LPN apprenticeships were also launched in CT, MD and NJ with workforce intermediary partners. This included components of certification/licensure, wage progression, mentors, on-the-job training, etc. Additionally, they have engaged in apprenticeship, employee tuition assistance and partner directly with higher education institutions. The University Partners are featured on their Intranet and present tuition savings for advanced degrees and continuing education.

Diversity, Equity, Inclusion, and Accessibility (DEIA)

Striving to foster an environment where compassion and understanding are the foundation in which all employees engage each other, Genesis Healthcare launched a Diversity, Equity and Inclusion (DEI) Committee. The DEI Committee is tasked with creating and maintaining the structural foundation for an inclusive environment by developing methods that will facilitate a positive working culture for all employees.

They believe that their organizational culture should be one in which every perspective is valued, employees have a connection with one another and to the organization, and are empowered to be innovative and strive to perform at their highest level.

Job Security & Working Conditions

For the past two years, the skilled nursing industry has been focused on the pandemic and a nationwide nursing shortage. Genesis Healthcare has focused on ensuring a safe, healthy, and accessible workplace and environment for patients. This requires ongoing communication with Center leadership through company-wide broadcasts on procedures, infection control, testing, supplies, vaccination and boosters. They also utilized ASK a DOC sessions, staff presentations on safety and vaccinations, and their DEI Committee to promote vaccine safety and



Job Quality Case Study

Genesis Healthcare, Inc.

acceptance. When vaccines became available, the company took a strong stance on infection control and required mandatory employee vaccination with religious and medical exemptions in August 2021.

Aside from the pandemic, Genesis continued to recognize the ongoing importance of maintaining employee and patient/resident wellness. The company created a toolkit of resources designed to promote patient/resident and staff wellbeing and revitalization. It included simple breathing exercises, encouraging movement, stress reduction and more.

Outcomes

Despite the challenges the industry has faced over the last two years, Genesis continues to train and focus on the wellbeing of staff. During the pandemic, the organization launched CNA and LPN apprentices for the staff, allowing them to continue to partner with the educational institutions.

With over 132 locations participating in training and over 2000 graduates a year since 2019, they have focused on retention, graduation rates, and average pay.

As they launched the apprenticeships, they reviewed their training dedicated to nurse aides and refreshed their orientation and mentoring program. It further evolved into RETAIN surveys of new employees to obtain current feedback on the organization's successes and where they could improve.

They have always recognized that every member of their team is important and critical to their mission. To celebrate their dedicated employees, they honored them on their HEROES Day and through their Compassionate Caregivers of the Year award. They remain dedicated to acknowledging their caregivers who have exemplified extraordinary care to our patients.

Since 1999, they have trained over 10,000 CNA's companywide, which is impressive for the industry. More than 1,900 graduates of the nurse aide training programs have been promoted, including 177 nurses and other positions in Management, Rehabilitation, Social Work, etc.

Since 2019, they have expanded nurse aide training further in 19 states to include sponsorship in external nurse aide training programs and launched hybrid nurse aide training in approved states.