



Last week our Leadership Team met for two days. We reviewed the Strengths, Weaknesses, Opportunities, and Threats ("SWOT") that many of you thoughtfully prepared (see all of the Post-Its above). We examined how we are doing, we identified our priorities for 2022, and we created plans around how to execute our strategy.

Our focus is simply, **RETENTION**. Yet there is nothing simple about it. How can we constantly show you that you are valuable to us. How can we build relationships with you, so that we can support you. What is the best way to illustrate the career opportunities we have for you. And so on.

Our Operations Team is implementing the following series of communications, or "touches", with our front line caregivers. Through 2022 we will build on this starting plan. We are going to create effective and sustainable ways to retain every single employee that we hire.

- Our hiring process must be as streamlined as possible. Today, both [AllStaffNursing.com](https://www.allstaffnursing.com) and [CooperativeHome.com](https://www.cooperativehome.com) connect applicants directly into our Paycor system. We want to ensure every team member is consistently using this applicant tracking system.
- The first three weeks of employment are critical. Kerryann and Isaiah (think: creative and analytical superpowers) are combing through our current orientation agenda to make it more fun and informative.
- Our Client Services Supervisors will call every caregiver after their first shift.
- Our OJTs are resuming in-person training and will gift every trainee with a Cooperative tee.
- Our Recruiter will call every employee within their first two weeks of employment.
- We have three new picture cards arriving after Thanksgiving. We will use these to send personalized notes to our employees, BUT we will always prioritize direct communication (phone and face-to-face). We want to build relationships. You are our people, and we want to know you better.

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In 2022 will develop our caregiver mentoring, Help Us Grow ("HUG"), and Yellow Brick Road concepts. We may expand opportunities to earn PTO. We'll perform incredible employee customer service. We will even create succession plans for professional development.

I'm proud, I'm excited, and I'm motivated-*exactly* as one should be after successful strategic planning.

I could not do it without every one of you,



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