



The Peoplefirst Post

A Newsletter for Peoplefirst Employees



February 2007

First Things First! with Ben Breier

Recruiting and Retention – It's Everybody's Business

By Benjamin A. Breier
President, Peoplefirst Rehabilitation

With 2007 now upon us, I wanted to once again wish each of you and your families a happy and healthy new year. I hope everyone had a chance to spend some time with his or her family and to recharge our batteries for the coming year. Today, we face continued challenges to grow our business as we move toward our goal of becoming the best rehab provider in the country. Of course, with fast paced growth comes the challenge to add new staff as well as retain the current talent pool we have working at Peoplefirst. This month I want to focus on the importance of our efforts to recruit and retain the best clinicians in the rehab industry.

To meet our staffing challenges, we have a dedicated team of 20 recruiting professionals committed to developing and maintaining relationships with therapists in all our markets. We realize that almost all licensed therapists and therapy assistants are currently employed. Therefore, by developing relationships, our recruiting team creates an open dialogue to discuss the benefits and opportunities of working for Peoplefirst. We then look for the right rehab program and location to best match the new employee.

You should also be aware that by recruiting the right people, we have increased our retention rate and reduced our turnover to 14.8% over the past two years. We believe this positive change to be largely due to the positive culture and climate developed by our managers and employees. Enclosed is some additional information on our success in retaining you, our most valuable asset.



As you will see in this issue of the Peoplefirst Post, we want to make you aware of the opportunity for you to help us recruit the best therapists in the country. One of our most popular programs for this is Refer-A-Friend.

Refer-A-Friend

If you know a talented professional who could fill one of our open rehab positions, you could be eligible to receive a bonus of \$1,000. When your friend is hired for a full-time position with Peoplefirst, and has successfully completed 30 days of employment, you will receive a bonus of \$500, and then another \$500 after 90 days of employment.

Also, as mentioned in our December newsletter, we continue to work on the actionable plans we developed from last year's Employee Satisfaction Survey. Please be on the lookout for our new Employee Satisfaction Survey that will be delivered to your home this month. We ask that you take a moment to complete the survey so that we can accurately measure how well we did in 2006 and what areas we still need to improve upon.

Thank you for your hard work in 2006. We have accomplished much and should celebrate our success while keeping focused on making 2007 an even better year for Peoplefirst. By providing the best care possible to our patients, you help ensure our success will continue.

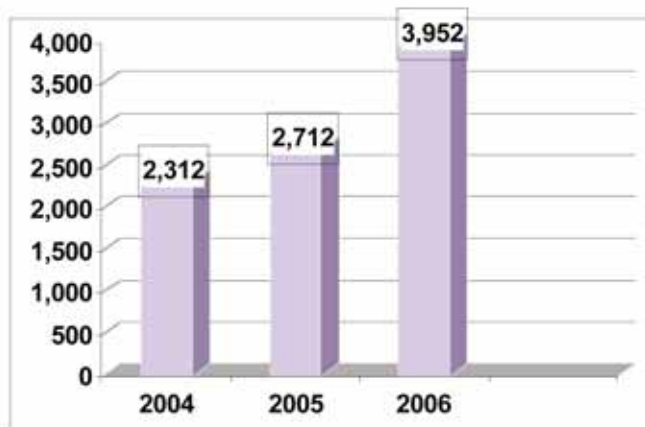
Ben

It's All About Putting People First.

It Was an Exciting Year!

Peoplefirst now employs more than 6,400 therapists in contract sites in 40 states. This growth did not come easy. It took a lot of partnering and relationship-building, not only outside of Peoplefirst but most important within our own organization. But there's more to being good recruiters than excellent recruiting. It requires sharing ideas with all therapists throughout the organization. It requires that we spread the word about our "FIRST" culture, our program outcomes, and our training and development programs. But mostly, it is about our employee satisfaction, which is exemplified by the success of our Refer-A-Friend program, and how getting the word out has enabled us to reach out to friends who want to work with friends. In 2007 we will reach out even more to increase the number of friends working together. We want to thank each of you for making recruiting everybody's business within Peoplefirst.

Full-Time/Part-Time Employees 2004–2006



Please note how quickly we have increased the number of full-time/part-time employees within Peoplefirst over the past two years due to growth opportunities, retention and commitment from our employees.

Open Position Analysis

2005–2006

- Uncovered Open Positions: Decreased from 166 to 22
- Contractors: Decreased from 138 to 55
- Aged Open Positions: Reduced from 310 days to 92 days

Talent Acquisition Efforts 2006



Attempted Calls	64,222
Candidates Contacted	15,714
Referrals	4,977
Interviews	3,433
Offers	2,424
Total Starts	1,798

Top Ten Candidate Hire Sources

Source Code

1. Direct Mail
(postcards, flyers, brochures, etc.)
2. Direct Call
3. Internet
4. Refer-A-Friend
5. Advertisement
6. Walk-In
7. Conventions
8. Schools
9. Re-hire
10. Agency

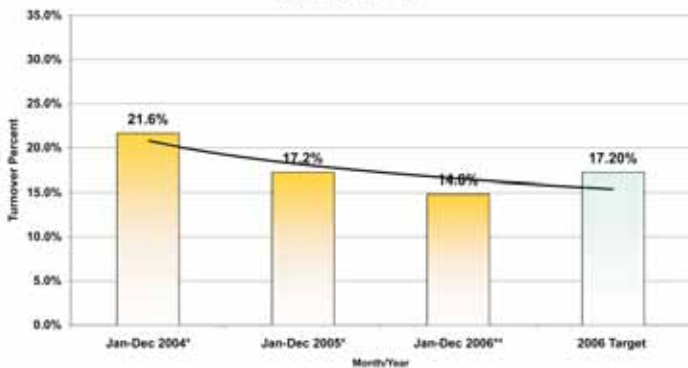
Let's Talk about Retention...

Peoplefirst is the place to be! As our FIRST culture has blossomed, your passion and commitment to provide quality of care to our patients and our strong partnership with our customers have been keys to our success in becoming the rehab provider of choice.

As a result of everyone's efforts to make Peoplefirst the best

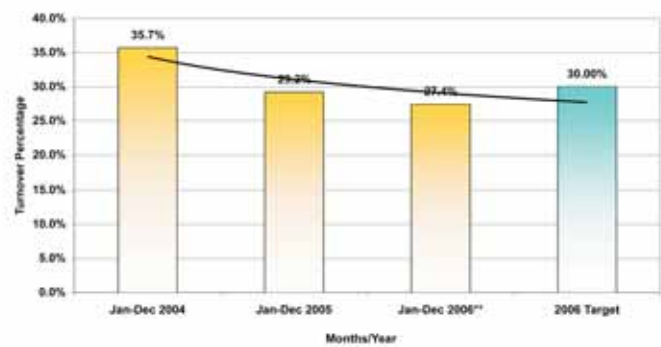
place to work, our retention has steadily improved and our turnover has notably decreased by 7% to an impressive 14.8%. Below you will see how well we have done in retaining the best therapists in the industry. Our goal is to continue our progress and maintain focus on valuing our most valuable resource - you, our employees.

Annualized Yearly Turnover
Peoplefirst Division
Full Time/Part Time



5

Annualized Yearly Turnover
Peoplefirst Division
All Terms (FT, PT, & PD)

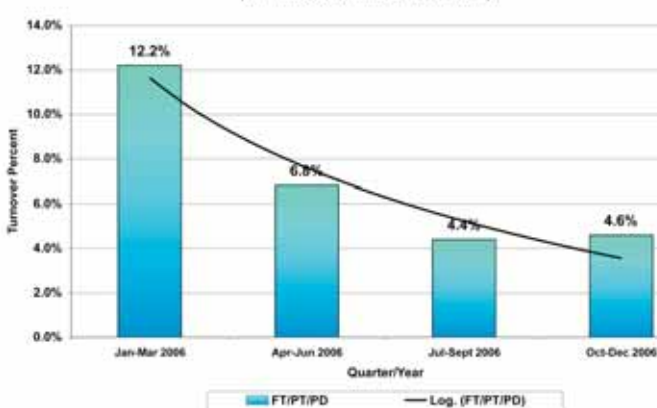


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*Turnover as of 1/31 of following year
**Represents turnover with approved 2006 exclusions (New Orleans contract)

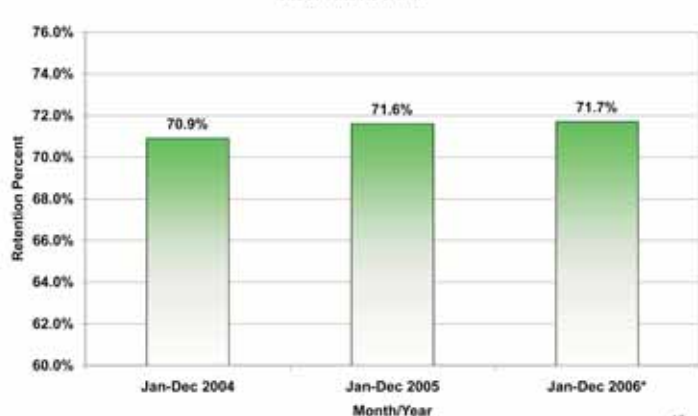
**Represents turnover with approved 2006 exclusions (New Orleans contract)
Target 2006 based on FT/PT/PD employees

Quarterly Turnover
Peoplefirst Division
(Full Time, Part Time, and Per Diem)



Turnover based on 2006 approved exceptions (New Orleans contract)

Annualized Yearly Retention
Peoplefirst Division



16

Retention: Percentage of employees employed more than one year
*Represents retention with approved 2006 exclusions (New Orleans contract)

Recruiting Collaterals Direct Mail – Check Us Out!

Do you ever wonder why you receive our postcards?

Did you know that direct mail postcards are our #1 candidate source? We mail out thousands of postcards every month to future candidates and current employees. We want our therapists to see what the Peoplefirst Recruiting Team is doing

to help get our name out in your community. This allows you the opportunity to see what openings we currently have in your area so that you can possibly take advantage of our Refer-A-Friend Program. For 2007, the recruiting team has made some postcard changes to enhance our look as we reach out to more therapists than ever. Managers may order recruiting collateral materials through Shop Kindred.

Direct mail Postcards



Want to Earn Extra Money?

Refer-A-Friend Program Opportunity



Peoplefirst Rehabilitation is still on the lookout for excellent team members including:

- Physical Therapists
- Occupational Therapists
- Speech Language Pathologists
- Physical Therapy Assistants
- Occupational Therapy Assistants

If you know a talented professional who could fill one of our open rehab positions, you could be eligible to receive a bonus of \$1,000. When your friend is hired for a full-time position with Peoplefirst Rehabilitation and has successfully completed 30 days of employment, you will receive a bonus of \$500, and then another \$500 after 90 days of employment. You must be employed by Peoplefirst Rehabilitation or Kindred Healthcare at the time of payout to receive the bonus.

See your Rehab Manager or Director of Rehab for more details!



Recruiting Spotlight

Steve Davis, Area Staffing Manager

The Role Of Your Staffing Manager

- understand the facility Job Order thoroughly
- plan a recruiting strategy – thoroughly understand what the facility needs
- be knowledgeable of placement specialty
- know the terminology and trends in the marketplace, including salaries, benefits, education, and competitors' information
- be an excellent communicator, both with the candidate and with the facility: listening 70%, talking 30%, skillfully using various types of questions
- know the idiosyncrasies of your facility
- gain rapport with both the facility and the candidates – conveying a sense that they care, and they want what is best for both parties
- establish credibility with both the candidate and the facility that will lead to trust
- provide the candidate information on the facility as well as the company in which they are thinking about interviewing
- be available at all times for any questions the candidate may have about the facility, and what the position entails
- gain information about the candidate to be included in their "Candidate Profile Sheet," which will be given to the hiring manager when the candidate is being considered for the job

It is always good to take the time to spotlight the teams that keep the new therapists coming into Peoplefirst. We may think of the recruitment team, but do not realize that it is also made up of everyone within Peoplefirst. It is not an easy task to attract therapists without working side by side with the Area Rehab Directors, Rehab Managers, as well as the Directors of Rehab from our hospital group. Without these individuals we would not have such success in staffing. The recruitment team is aware of the partnering that must take place for any successful recruitment program to take place.

One of the teams that really stood out in 2006 is Steve Davis and all the ARDs and RMs he worked with throughout the year. In 2006 in the nursing center Central Region, Steve and his operations team hired in excess of 221 therapists.



I would also like to point out that Steve and his team had to talk to over 8,600 therapists just to find 320 therapists for interviews. When Steve was asked how the numbers were achieved, he said, "Working together with an understanding of the same goals." He also felt that everyone understood the steps that needed to happen to achieve the hires. Also important was a referring therapist who had a desire to provide quality patient care and work in an environment that offered a strong culture for patients, therapists and family members.

Congratulations to Steve and the Central Region team for adding 221 therapists to the patient care program.

The RMAC and DORAC: Implementing Tools to Help You!

In the October edition of the *Peoplefirst* Post, we provided an update of some core topics both the Rehab Manager Advisory Council (RMAC) and Director of Rehab Advisory Council (DORAC) have been addressing on their respective teams. At this time, we'd like to provide you with an update of what they have accomplished since the formation of the two councils.

The RMAC topics include:

- **Employee Recognition** – Compiled recommendations and suggestions related to the FISH philosophy as well as our FIRST values to help managers find easy and rewarding ways to recognize employees. Information will be listed on Knect for easy reference. Additional items have also been added to Shop Kindred for recognition to both staff and customers.
- **Communication** – Revised weekly communication to Rehab Managers to provide a quick reference guide to important topics to be shared with rehab staff. Recommended quarterly updates from corporate to the field regarding divisional training opportunities and meetings.
- **Continuing Education and Core Initiatives** – Suggestions from the RMAC include providing a variety of ways to ensure our therapists and managers have access to Core Initiative training. Recommendations to revise the utilization of our Continuing Education benefit have also been implemented.
- **Training & Development** – Topics to be included in Advanced RM training have been recommended by the RMAC to ensure that managers receive the most appropriate training and education to lead their teams in the most effective manner. A library of leadership training materials is also being developed.
- **Productivity/Financial Reporting** – Additional training, sample reports, and detailed instructions have been requested from the RMAC to assist managers in interpreting and managing critical financial data.
- **New Hire Orientation/RM Toolkit** – Compiled information and in process of creating a Rehab Manager toolkit to provide useful resources and information for new and existing managers. New hire orientation is also being reviewed to ensure *Peoplefirst* employees are oriented in a consistent and informative manner.

The DORAC topics include:

- **Human Resources** – Created a Resource Flow Sheet to identify key members of the corporate support teams for

Peoplefirst. Identified improvements to performance appraisals/job descriptions to ensure feedback to employees is meaningful, objective, and performance-based. Created a HR toolbox that will provide managers with more training and resources to help manage their staff.

- **Leadership Training & Development** – Developing a formal Director of Rehab orientation to ensure consistency of delivery and message to new *Peoplefirst* employees. Recommended ongoing training via monthly DOR/RRD calls as well as continued leadership training. Developing a Mentor Program to assist new Directors of Rehab in assimilating to the company and their position. Created DOR toolbox to provide useful resources and information for new and existing managers.
- **Clinical Programs** – Recommended practical-evidence based clinical training to be delivered to managers as well as Quarterly education calls on various clinical topics. Recommended web-based training for FTS outcomes. Working with the Hospital Division to ensure we create consistent orientation requirements for new employees across all hospitals.
- **Recruiting and Retention** – Recommended additional resources to assist managers in recruiting at health/career fairs as well as creative ways to increase PRN pool staff. Refined process with recommendations from DORAC to ensure employees receive recognition of their Service Awards with *Peoplefirst* in a timely manner. Created new recognition opportunities to ensure employees may be recognized timely and appropriately for going above and beyond in their position. Exploring other methods of recognition and will look to create a division-wide recognition program in conjunction with the RMAC. Created *Peoplefirst* Thank You cards with our FIRST values so that managers and employees may express gratitude in a meaningful way to patients, co-workers and customers. Created a broader Operational Career Ladder to provide more opportunities for advancement in management as well as a Clinical Ladder to provide more depth in scope of clinical duties.

Stay tuned for periodic updates from the RMAC and DORAC as they continue their efforts to ensure employees in *Peoplefirst* have a voice in the decisions we make. Feel free to contact your regional RMAC or DORAC representative if you have any questions or would like to provide any suggestions. If you do not know the name of your regional representative, please contact **Jessica Risinger-Copeland at (502) 596-6792**.

Reasons To Join Peoplefirst

Many times we are asked, "Why should I join Peoplefirst?" not only by our therapists but also by those who meet our recruiting team at national/state conferences, school events, open house/CEU training programs, etc. Our #1 reason is always focused on clinical excellence that drives our results. The other reasons to join are listed below and came directly from you, our Peoplefirst therapists. Please feel free to share with a friend.

- 560 plus sites to work in
- multiple clinical environments: hospitals, nursing homes, outpatient, home health, etc.
- 40 states to move around in
- strong focus on the needs of our people
- culture that breeds team work and partnering
- benefit programs that fit your needs
- wellness programs that assist in your health programs
- competitive compensation program
- career ladders for individual growth
- core initiative training modules
- company newsletter for therapists
- facility based training with certified clinical team
- mentoring programs on multiple skill areas
- access to web-based training
- CFY mentor programs
- 200 plus clinical affiliations
- AOTA accreditation
- ASHA accreditation
- PT state specific CEU approval
- management training that excels in the industry
- continuing education (\$500 per year plus two paid days of for continued ed)
- orientation programs for all staff
- focus on the patients'/residents' needs
- national advertisement programs that focus on all facilities
- company attendance at all national conferences as well as major state programs
- open house programs that focus on training and awareness building
- dedicated clinical training team for all rehab disciplines
- health insurance tailored to your needs
- team member of a rehabilitation company that is part of a family healthcare company
- specialized modality equipment and programs
- Refer-A-Friend program
- licensure reimbursement
- team of clinical specialists
- tuition reimbursement
- largest post-acute care provider
- flexible staffing

Top Five Recruiting Professionals for 2006

Steve Davis

Area Staffing Manager
Central Region

Jennifer Tullio

Regional Staffing Manager
Britthaven

Lisa Hayden

Area Staffing Manager
East Region

Lynne Almond

Regional Staffing Manager
East Region

Suzanne Masino

Regional Staffing Manager
Senior Health Management

A Sample of What the Recruitment Team Provides:

1. assist in brand recognition, such as advertisement in trade journals
2. national and local student recruitment programs
3. set up job board posting and evaluate effectiveness
4. development of recruitment collateral for direct mail programs
5. background checks and drug screen programs
6. immigration program development and monitoring
7. attend 80+ conventions both local and national
8. reached out and talked to over 69,000 therapists in 2006
9. interviewed in depth over 16,000 therapists and shared our vision
10. submitted over 5,000 referrals managers to visit and talk about Peoplefirst

Peoplefirst Recruiting Team

Front left to right: Jessica Risinger-Copeland, Midge Sells, Teresa Schultz, Lisa Hayden, Bethany Smelson, Candy Allison, Lynne Almond, Janice Lane, Ross Johnson

Middle row from left to right: Natasha Jones, Suzanne Masino, Jennifer Wilson, Jill Ferguson, Jen Tullio, Missy Riedmatter, Cindy Nixon, Lucinda Carpenter

Back row left to right: Matt Eilers, David Van Matre



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