Top Techniques in Recruiting and Retaining High Quality Caregivers in Private Duty Home Care

The results of the 2015 National Private Duty Caregiver Recruiting Survey

By Stephen Tweed and Diane West

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At the 2014 Home Care Association of America Leadership Conference in Kansas City, we had the opportunity to facilitate three different panel discussions with CEOs of leading home care companies across the country. These highly interactive sessions gave us the opportunity to talk with over a hundred home care leaders, and the topic of conversation always came back to caregiver recruiting. Everyone we talked with at the conference was concerned about finding enough caregivers to meet the needs of their growing companies.

As soon as we got back to Louisville, we opened up the 2008 Caregiver Recruiting Study conducted by Caregiver Quality Assurance®. We updated the questions and launched the 2015 Private Duty Caregiver Recruiting Study. Over 135 companies responded to the survey and gave us very specific information about the recruiting techniques they were using, and which techniques are most effective in finding high quality applicants.

The 2015 National Caregiver Recruiting Survey conducted by Leading Home Care … a Tweed Jeffries company and Caregiver Quality Assurance shows some amazing results about what works and what doesn’t in recruiting new caregivers to your home care company. This special report, prepared for our clients, customers, members, and readers, will give you a detailed look at the most powerful methods to find the caregivers you need to grow your business.
Terrific Response to the Caregiver Recruiting Survey

We were delighted by the response we received to this survey. At press time, we had 137 companies participate which gives us a valid sample size.

The Top Ten Recruiting Techniques

When considering the best practices for recruiting caregivers, we need to consider several criteria. Do you want to look at the techniques most frequently used by other companies in the industry? Do you want to look at the techniques that are most effective for bringing in large numbers of applicants? Or, do you want to look at the techniques that are most effective in bringing in high quality applicants?

When we asked the CEOs of leading home care companies, the answer was pretty clear. Home care leaders want high quality caregivers.

Let’s look at the Top Ten Techniques for bringing high quality applicants. We will also show you what percent of companies use each technique.

<table>
<thead>
<tr>
<th>Recruiting Source</th>
<th>Effectiveness Score (1-5)</th>
<th>Percent Companies Using</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Four Year Nursing Schools</td>
<td>3.74</td>
<td>41.89%</td>
</tr>
<tr>
<td>2. Faith Based Recruiting</td>
<td>3.58</td>
<td>31.51%</td>
</tr>
<tr>
<td>3. CNA and HHA Schools</td>
<td>3.55</td>
<td>29.73%</td>
</tr>
<tr>
<td>3. (tie) Internet Recruiting</td>
<td>3.55</td>
<td>81.3%</td>
</tr>
<tr>
<td>5. Staffing Companies</td>
<td>3.50</td>
<td>4.17%</td>
</tr>
<tr>
<td>5. (tie) Training own CNAs and HHAs</td>
<td>3.50</td>
<td>14.86%</td>
</tr>
<tr>
<td>6. Direct Mail</td>
<td>3.38</td>
<td>22.62%</td>
</tr>
<tr>
<td>6. (tie) Clients and Families</td>
<td>3.38</td>
<td>16.87%</td>
</tr>
<tr>
<td>7. Community Colleges</td>
<td>3.30</td>
<td>33.78%</td>
</tr>
<tr>
<td>8. Employee Referral Program</td>
<td>3.27</td>
<td>74.43%</td>
</tr>
</tbody>
</table>
The major lesson from looking at the Top Ten Techniques is, “The most frequently used techniques are not the most effective, and the most effective techniques are not used by many home care companies.”

So if you really want to compete in your local marketplace and find the caregivers you need to grow your business, you need to think differently than you have in the past. To help you think differently about recruiting, we apply the “Rule of Three”. As applied to home care recruiting, this means organize your recruiting activities into three categories:

1. Digital Recruiting
2. Print Recruiting
3. Person to Person Recruiting

Let’s explore each of the three, and show you which techniques within each category are most effective.

**Digital Recruiting**

The growth of the internet, websites, and social media have changed the home care recruiting landscape. The biggest shift has been the growth of digital recruiting. It is easy, cheap, and somewhat effective to use these techniques to find the applicants you want. However, as we will see, these techniques yield high numbers of lower quality applicants, the conversion ratio of applicants to new hires is relatively low, and unfortunately these methods have created a large number of lazy recruiters.

These methods generate so many applicants that recruiters get buried in the screening process and they stop using other techniques. The result is that schedulers are struggling to fill shifts and the recruiters are overwhelmed sifting through stacks of

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digital applications.

<table>
<thead>
<tr>
<th>Digital Recruiting Source</th>
<th>Effectiveness Score</th>
<th>Percent of Companies Using</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Indeed.com</td>
<td>3.55</td>
<td>48.04%</td>
</tr>
<tr>
<td>1. (tie) Local recruitment site</td>
<td>3.55</td>
<td>22.55%</td>
</tr>
<tr>
<td>2. Job.com</td>
<td>3.50</td>
<td>3.92%</td>
</tr>
<tr>
<td>2. (tie) Career.com</td>
<td>3.50</td>
<td>6.86%</td>
</tr>
<tr>
<td>3. MyCNAJobs.com</td>
<td>3.44</td>
<td>29.41%</td>
</tr>
<tr>
<td>4. Career Builder</td>
<td>3.24</td>
<td>33.33%</td>
</tr>
<tr>
<td>5. Healthcare specific site</td>
<td>3.11</td>
<td>16.67%</td>
</tr>
<tr>
<td>6. Monster.com</td>
<td>3.00</td>
<td>19.96%</td>
</tr>
<tr>
<td>7. Craigslist</td>
<td>2.91</td>
<td>81.3%</td>
</tr>
<tr>
<td>8. Snagajob</td>
<td>2.80</td>
<td>6.86%</td>
</tr>
<tr>
<td>9. Facebook</td>
<td>2.53</td>
<td>92.00%</td>
</tr>
<tr>
<td>10. LinkedIn</td>
<td>2.48</td>
<td>50.00%</td>
</tr>
</tbody>
</table>

Again, the lesson is clear. Many companies are putting huge effort into techniques like Facebook and LinkedIn that are not as effective in finding high quality applicants.

**Print Recruiting**

For a bazillion years, the old standby recruiting sources have been print media. And print is not dead. However, it is dying.

<table>
<thead>
<tr>
<th>Print Media</th>
<th>Effectiveness Score</th>
<th>Percent of Companies Using</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Direct Mail</td>
<td>3.38</td>
<td>22.62%</td>
</tr>
<tr>
<td>2. Media Relations</td>
<td>2.82</td>
<td>14.77%</td>
</tr>
<tr>
<td>3. Daily Newspaper</td>
<td>2.48</td>
<td>26.96%</td>
</tr>
<tr>
<td>4. Alternative Newspaper</td>
<td>2.46</td>
<td>9.57%</td>
</tr>
<tr>
<td>5. Local Magazine</td>
<td>2.40</td>
<td>20.0%</td>
</tr>
<tr>
<td>6. Bargain Shopper</td>
<td>2.06</td>
<td>11.30%</td>
</tr>
<tr>
<td>7. Non-English Newspaper</td>
<td>2.00</td>
<td>3.48%</td>
</tr>
</tbody>
</table>

Between 2008 and 2015 we saw a precipitous drop in the use of classified print advertising for caregiver recruiting because other methods are less expensive and more effective.
Face to Face Recruiting

By far the techniques that are most effective are the various methods of meeting people face to face to ask for referrals to high potential caregivers. This is a mix of techniques and the common denominator is you need to get out of your chair, get out of the office, and build relationships with caregiver centers of influence.

<table>
<thead>
<tr>
<th>Face to Face Recruiting Method</th>
<th>Effectiveness Score</th>
<th>Percent of Companies Using</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Four Year Nursing Schools</td>
<td>3.74</td>
<td>41.89%</td>
</tr>
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<td>2. Faith Based Recruiting</td>
<td>3.58</td>
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<tr>
<td>3. CNA and HHA Schools</td>
<td>3.56</td>
<td>29.73%</td>
</tr>
<tr>
<td>4. Clients and Families</td>
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<tr>
<td>6. Employee Referral Program</td>
<td>3.27</td>
<td>74.43%</td>
</tr>
<tr>
<td>7. Networking in Community</td>
<td>3.11</td>
<td>55.96%</td>
</tr>
<tr>
<td>8. Public Speaking</td>
<td>3.00</td>
<td>19.96%</td>
</tr>
<tr>
<td>8. (tie) 4 Year Colleges</td>
<td>3.00</td>
<td>14.86%</td>
</tr>
<tr>
<td>9. Continuing Education</td>
<td>2.95</td>
<td>24.32%</td>
</tr>
<tr>
<td>9. (tie) Technical Schools</td>
<td>2.95</td>
<td>28.38%</td>
</tr>
</tbody>
</table>

To get a better understanding of the results of this study, here is a more detailed look at the data.

Most Frequently Used Techniques

What recruiting techniques are most frequently used by private duty home care companies? The results have changed since our last survey in 2008, with some interesting additions in the top ten. It’s clear that internet recruiting and social media have taken the most frequently used category by storm. Another interesting lesson from this question is how much
recruiters are depending on low-cost / no-cost recruiting techniques.

Most Effective in Bringing in Large Numbers of Applicants

![Chart showing the most effective techniques for bringing in large numbers of applicants.]

While the graph above reflects which techniques are most frequently used, we really wanted to know which techniques you think are most effective. We asked which techniques are most effective for bringing in high number of applicants. Here’s what the participants told us. Scores are on a scale of 1 to 5, with 5 being most effective.

Most Effective in Bringing in High Quality Applicants

The real question for you to consider is, “Which techniques are most effective in bringing in high quality candidates?” In the 2015 Private Duty Benchmarking Study from Home Care Pulse, the number one factor that home care company owners say sets their company apart from their competitors is “High Quality Caregivers”. What about you? How important is it for you to hire high quality caregivers and which techniques will you use?
Recruiting Techniques by Category

While this data shows you the overall results for quantity and quality of caregivers, it’s important to dig a little deeper into the data to see which techniques in each category are most effective. We summarized the data into six major categories:

1. Mass Media
2. Internet
3. Social Media
4. Recruiting Agencies
5. School Recruiting
6. Faith Based Recruiting

Here are the results for each category.

Mass Media

This category includes the traditional forms of recruiting used over the years, including newspapers, magazines, television, and radio.

Note that in the graph, we included Nursing Schools as a reference point for the quality of caregivers.

Internet

This category has exploded in the past seven years since we did our last recruiting survey. The ease of use, low cost, and perceived effectiveness of online recruiting has caused many recruiters to become quite
dependent on the internet to find new caregivers.

**Social Media**

This is one area where the hype has caught on with many home care owners and leaders, both in recruiting and in marketing. Many home care folks are spending way too much time on social media trying to grow their businesses. In another study we conducted, we found very little data to support the success of using social using media for marketing home care. The exceptions are LinkedIn for networking with referral sources and YouTube for building your brand.

**Recruiting Agencies**

In our last survey we discovered that the category that was least used but most effective was using various recruiting related agencies. This is also true with this study. Here is a graphic showing the types of agencies and their relative effectiveness in finding high quality applicants.
School Recruiting

In all of the recruiting surveys we have conducted, both for private duty home care and for home health agencies, the connection with four year schools of nursing has yielded the highest quality applicants. In spite of this success in finding high quality candidates, less than half of all agencies have used any of these school recruiting techniques.

Faith Based Recruiting

Again, in all of our previous studies, faith based recruiting has come up high on the list for quality caregiver applicants. In a related but separate study of “best caregivers” we discovered one trait of caregivers who were identified by their managers is that they worship regularly and listen to gospel or contemporary Christian radio.

In the survey, participants rated faith based recruiting as 3.58 on a scale of 1 to 5, second only to Nursing Schools for quality of applicants.

This data show with methods of faith based recruiting are most frequently used by home care recruiters.
Lessons learned from the survey

As we analyzed the data and looked at the comments participants made we found some lessons that may be helpful to you as you design your caregiver recruiting strategy.

1. Some frequently used techniques are very effective.
   There are several techniques that are frequently used by survey participants that are also very effective in finding high quality applicants.
   - Employee referral program
   - Public Speaking
   - Networking in the community

2. Some frequently used techniques are NOT very effective.
   There are several techniques that are frequently used by recruiters but are not as effective in bringing in high quality applicants.
   - Facebook
   - Craigslist

3. Some techniques that are not frequently used are VERY effective.
   There are several techniques that are not used by many agencies at all, but those agencies that use these techniques have found them to be very effective.
   - Setting up training schools for CNAs and HHAs
   - Recruiting at CNAs and HHA schools
   - Client and family recruiting
   - Local recruitment websites
   - Faith based recruiting

4. Some techniques bring in high numbers of candidates but not high quality candidates.
   This is a real challenge for many companies as their recruiters tend to use these techniques because they get lots of applicants. However, they are relatively low quality applicants and the number that make it through the selection process is fairly low. The other issue is that recruiters may be so eager to get caregivers so the schedulers can fill open shifts that they relax their hiring criteria and hire low quality applicants. The result is high turnover, too many no-shows, reduced client satisfaction, and high recruiting costs.
5. Some techniques are very effective in finding high quality applicants but do not bring in as many applicants. Where these sites make up in quality, they lose in quantity. You have to do a lot more work to find the numbers that you need to grow your business.

- Nursing Schools
- Employee Referral Programs
- Networking in the Community

Developing Your Caregiver Recruiting Strategy

What does this all mean and how can you use this data to design and implement your own strategy for recruiting high quality caregivers.

The Rule of Three

In order to be highly effective in recruiting caregivers, you have to have a focused recruiting strategy that you can repeat every week. Repetition and consistency are the key. In order to stay focused, we recommend that you follow the Rule of Three. Pick three categories of recruiting and develop a system to use these techniques every week. Test your ads. Improve your application process. Refine your selection system. And keep recruiting every week.

Here is our recommendation for your Rule of Three Recruiting Plan.

I. Referral Programs
   - Employee Referral Program
   - Client and Family Referral Program
Launch both of these referral programs at the same time. Actively market open jobs to current employees and current clients and families. Also don’t forget to keep in touch with families of past clients. Set up an incentive program based on a percent of your actual cost of recruiting new caregivers.

II. Digital Recruiting Program
   - Your company website careers page
   - Indeed.com
   - Local jobs site
   - MyCNAJobs.com
• Local healthcare specific job sites
• Craigslist
You want all of your digital recruiting efforts to point back to the careers page on your own web site. Make sure the copy of your site is appealing to prospective employees, and then make it easy for candidates to apply.

III. Face to Face Recruiting Program
• Campus Recruiting
• Faith Based Recruiting
• Networking in the Community
• Public Speaking
These face to face recruiting efforts are focused on building relationships in your local community. These same relationships with centers of influence may also become valuable client referral sources. Some companies actually use their community relations person to do both marketing and recruiting, depending on the current needs of the agency.

Caregiver Retention Strategies
While recruiting is a huge issue for most home care companies, retaining caregivers is also big. In 2014, the caregiver turnover rate in the industry was 61.6%. Over the past five years the turnover rate has continued to get worse as the economy has improved, caregivers are less concerned about changing jobs, and the number of home care companies available to employ them has exploded. Based on research conducted by Leading Home Care and Caregiver Quality Assurance, the top three issues that will positively impact caregiver turnover are:

1. Feeling valued and respected
2. Doing meaningful work
3. Working for a Servant Leader – a company owner or CEO who puts service to clients and caregivers before self
According to the caregiver satisfaction data from Home Care Pulse, the top ways that caregivers feel valued and appreciated are:

1. Paid time off, bonuses, gift cards
2. Verbal recognition by supervisor
3. Pay raise
4. Recognition by Client
5. Company wide recognition

Further research on number 3, pay raise, showed us that it’s not the amount of the pay raise, but that the company values the caregivers enough to give raises. We have found that the most effective way to do this is through an annual pay for performance program so that you don’t need to keep bumping up the base hourly pay rate.

We have just begun to scratch the surface of the information available on recruiting and retention of Caregivers. For more information, or to become a member of Caregiver Quality Assurance® and receive bi-weekly updates on top techniques for recruiting, selection, training, and retention, visit www.caregiverquality.com.

About the Authors:

Stephen Tweed is an internationally known healthcare and business strategist, award winning professional speaker, corporate coach, and serial entrepreneur. He is currently the CEO of Leading Home Care … a Tweed Jeffries company based in Louisville, KY. He is Founder of Caregiver Quality Assurance - www.caregiverquality.com – and The Academy for Private Duty Home Care®. He can be reached at 502-339-0653 or Stephen@leadinghomecare.com

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Leading Home Care... a Tweed Jeffries company is a consulting, research, and publishing company that works with home health agencies, hospices, and private duty home care organizations and their leaders to help transform home care in America. Our commitment is to provide the knowledge and resources to help you accomplish your goals and get the outcomes you want. We take great pride in being part of the home care community and believe that what we do matters.

Stephen Tweed, CSP, and Elizabeth Jeffries, RN, CSP, CPAE, provide:
- Keynote Speeches and Learning Seminars
- Strategy and Business Growth
- Talent Management, Recruiting and Selection

Contact Stephen Tweed at 502-339-0653 or Stephen@leadinghomecare.com.

We also have two divisions with specific purposes to support the Leading Home Care mission.

**The Academy for Private Duty Home Care®**

The membership network of private duty home care companies that want to grow their business through ongoing education, information, and networking.

**Online Learning**

A brand new concept in the home care industry is the Monday Morning Marketing Meeting, a monthly learning program for your team members. Engage your team and grow your business.

**Private Duty Field Trips™**

Spend a full day inside a multi-million dollar private duty company and see firsthand what it takes to grow your business to the next level.

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Contact Jill Scott at 502-310-0999 or Jill@leadinghomecare.com.

**Caregiver Quality Assurance®**

The premier provider of strategies and insights for recruiting, selecting, training, and retaining nurses, therapists, caregivers, office staff, and sales professionals in home health, hospice, and private duty home care.

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Recruit–
The 2015 Caregiver Recruiting Survey gives you the latest information on the most effective methods for recruiting high-quality candidates for the positions you need to fill.

Select–A series of pre-employment assessments help you screen for Job Fit, General Reasoning, Attitude and Engagement, allowing you to select only the very best candidates to interview.

Train–
A Training & Coaching Report is available to help you understand how to successfully train and onboard your new team members by playing to their strengths.

Retain–
Improve your retention rates by choosing the right candidates, onboarding them successfully, rewarding their hard work and matching them with the right patients and clients.

HomeCareR&R

The latest feature from Caregiver Quality Assurance® is our bi-weekly engagement program, HomeCareR&R—Recruiting and Retention. This program gives you a model for planning and conducting a bi-weekly team meeting with your staff members who are responsible for recruiting, selection, training, and retention. Each team meeting agenda comes with a 7 to 10-minute learning video designed to help your staff develop the knowledge, skills, and attitudes necessary to find and keep top talent.

Setup a scorecard to track the most critical metrics. Facilitate communication regarding staffing needs and job openings. Minimize or eliminate unfilled shifts or missed visits due to staff shortages.

To learn more about Caregiver Quality Assurance … contact Diane West at 502-339-0653 or Diane@leadinghomecare.com.
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“Your Expert Companions in Home Care Software”

HomeTrak

Whether you are new to the home care industry, an established agency, or anywhere in between, HomeTrak simplifies and automates your daily operations so you can focus on client care, not a pile of paperwork.

For nearly 15 years, we have provided thousands of clients with home care software solutions that automate caregiver scheduling, streamline payroll and billing, eliminate timesheets, and more.

Schedule caregivers in minutes, for pennies

Scheduling is at the core of what home care agencies do, and it has long been the task that takes up the most time.

Let’s change that. With unique texting technology, HomeTrak Companion transforms the way you run your agency.

Scheduling without anyone having to pick up the phone saves you time and money. This automated text messaging system ensures your schedule gets filled quickly and accurately.

Reduce no-shows!

No-shows are no fun. When a client is relying on your home care services to complete their daily tasks, having a no-show not only reflects poorly on your business, but it can really limit what your client is able to do that day. Once you’ve got your schedule set, automate text messages to remind caregivers about upcoming shifts.

Set up reminders for the start or end of a shift in intervals from 5 minutes to 24 hours. Everyone is different, so you can customize these reminders for individual caregivers. You can even include information specific to a client, such as shift date/time and client name – all while remaining HIPAA compliant.

Your caregivers arrive on time. Your clients are happy.

Don’t just schedule caregivers, schedule the right caregivers

Both clients and caregivers are more satisfied when they’re a great fit for each other. HomeTrak’s Caregiver Suggestion feature keeps detailed client and caregiver profiles, enabling careful matching based on availability, skills, compatibility, and more.
Home care scheduling software that does more than just schedule

While accurate and quick scheduling is paramount for home care scheduling software, HomeTrak goes far beyond that. HomeTrak’s capabilities include:

- Receive automatic alerts to open schedules and caregiver overlaps
- Alert schedulers when a caregiver might go into overtime
- Integrate with telephony timekeeping to ensure accurate records and eliminate timesheets
- Email schedules to caregivers
- Calculate mileage between schedules
- Provide maps and directions to client home

Hire the right caregivers the first time

Hiring home care workers is hard work. HireWise, HomeTrak’s web-based hiring system, makes it easy to accept caregiver applications and conduct interviews. Caregivers apply directly online through your company’s web site, and their applications are automatically added to the HomeTrak system for you to review. Filter applications based on qualifications and find the right candidates in less time.

Use your time wisely

HireWise takes the manual work out of gathering, screening, and managing caregiver applications. Hiring home care workers becomes streamlined, efficient, and trackable.

Here’s how it works:

Create a caregiver application

Use HomeTrak’s online application system or customize your own to screen qualified applicants. Add your agency name, address, logo, and some custom text to match your company branding. Applicants will be able to see this information and apply directly online.

Get notified

Add a link to your company web site, and you are ready to accept online caregiver applications! Receive an email whenever someone submits an application so you don’t have to keep checking back to see if you have any applicants.

Track applications

Review all applications from one screen. Manage the status of your applications in our Human Resources module, and even set up a scoring system so you can prioritize the applicants who best meet your needs. Hold on to all of the applications so as your staffing needs change, you have a variety of qualified contacts readily available.
Keep interview records

As you proceed to phone and in-person interviews, you can take notes, keep record, and manage all applicant interview results within HomeTrak’s Human Resources module.

Contact HomeTrak to Schedule a Demo

By Phone – 9:00 am to 8:00 pm eastern time
Sales: 866-819-1210
Visit Our Web Site: hometrak.com
Watch Video: hometrak.com/videos

Our Endorsement of HomeTrak

I have worked with Rick Morey and the team at HomeTrak for over a decade. As a former home care company owner, Rick really understands the business and has been able to translate that understanding into the pioneer home care scheduling software program. He and his partners, Alex and Ray, teamed up to apply the latest technology to help you automate your home care business.

At Leading Home Care, we are most excited to learn about the new applicant tracking system, HireWise. This is a much needed feature in our industry and it fits perfectly with this recruiting research report. You now have the information and tools to take caregiver recruiting to the next level.

Thanks for Supporting HomeTrak

Stephen

Stephen Tweed, CEO,
Leading Home Care … a Tweed Jeffries company