

Solving the workforce management mystery

Follow clues from your schedule to uncover workforce friction and create a more connected employee experience.

Hiring, onboarding, scheduling, time & attendance, payroll, compliance, and retention each reveal part of the story. Discover how your schedule and timekeeping can help identify friction earlier and build a stronger foundation for workforce stability.



Contents



Chapter 1

Workforce challenges are broader than hiring

Chapter 2

Workforce management connects the employee journey

Chapter 3

Hiring decisions show up in the schedule

Chapter 4

Onboarding continues beyond day one

Chapter 5

Scheduling shapes retention

Chapter 6

Labor costs are shaped before payroll

Chapter 7

Compliance is woven through workforce management

Chapter 8

Case closed: Connected systems create a clearer path forward



Workforce challenges are broader than hiring

As the U.S. population continues to age, hiring will always be a part of workforce strategy for senior care organizations planning to grow their businesses. But recruiting alone cannot solve every staffing challenge. When the same gaps keep appearing, leaders need to look beyond applicant volume and examine how workforce processes are working together.



Find the clues in your schedule

Where workforce friction often appears first:

- Coverage gaps that recur by shift, location, or day of week
- Overtime that becomes the default way to keep schedules filled
- Schedule changes that create uncertainty for care staff
- Burnout signals that surface before turnover
- Staffing patterns that affect consistency for residents



Solving the mystery

The opportunity is to treat those patterns as evidence, not inconvenience. When leaders look beyond whether the schedule is technically filled and examine what it took to fill it, they gain a clearer view of workforce health.



Workforce management connects the employee journey



The evidence board

Hiring

Onboarding

Scheduling

Time & Attendance

Payroll

Engagement & Retention



A strong employee journey moves through hiring, onboarding, scheduling, time & attendance, payroll, engagement, and retention—with compliance supported at every stage.



Find the clues in your schedule

When these functions operate separately from scheduling and timekeeping, each team may only see part of the workforce story:

- Recruiting sees which roles are open
- Scheduling sees which shifts are hard to cover
- Payroll sees where overtime increased
- Compliance sees potential regulatory risk

What the evidence reveals

Connected workforce management helps leaders see whether staffing plans align with demand, whether actual hours match planned hours, whether those hours worked are accurately paid, and whether emerging concerns are isolated issues or repeatable patterns.



Hiring decisions show up in the schedule



“The schedule is often an early-warning system.”

- Adam Lewis, General Manager, Talent & Workforce Management, Viventium + Apploi

The schedule can reveal whether recruiting priorities are aligned with operational needs. If the same shifts remain open on a recurring basis, the same locations rely on extra coverage, or overtime increases despite active hiring, the organization may be hiring generally instead of hiring for the specific gaps that affect day-to-day care delivery.



Find the clues in your schedule

Scheduling data can help leaders ask sharper recruiting questions:

- Which roles are missing?
- Which shifts are hardest to cover?
- Which locations are under the most strain?
- Are hiring plans matched to resident demand, budget expectations, and care staff availability?



The emerging picture

Not every workforce gap requires the same response. Leaders may need to adjust shift design, build flexible labor pools, or focus hiring on the specific times, roles, and locations where the evidence points.



Onboarding continues beyond day one



“Employees increasingly expect self-service access to view shifts, pick up work, and manage changes.”

- Adam Lewis, General Manager, Talent & Workforce Management, Viventium + Apploi

Onboarding goes beyond paperwork, orientation, and system setup. It's the period when new care staff begin to understand how the organization operates and whether the role they accepted matches their daily experience. During the critical first 90 days, employees form opinions about communication, scheduling practices, workplace flexibility, and whether they can trust that the hours they work will be reflected accurately in their pay.



Find the clues in your schedule

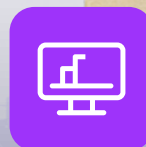
New employees quickly notice whether:

- Schedules are clear
- Expectations are consistent
- Communication is timely
- Flexibility is handled fairly
- Pay is accurate and on time



Following the trail

If someone is hired for a schedule that does not reflect the real need, that disconnect can surface quickly through call-offs, dissatisfaction, or early turnover risk.



Scheduling shapes retention



“A schedule can appear operationally complete while still being unhealthy for employees.”

- Adam Lewis, General Manager, Talent & Workforce Management, Viventium + Apploi

The effects of scheduling friction are sometimes hiding in plain sight. Overtime or bringing in temporary agency workers can help meet immediate staffing needs, but when it becomes a routine strategy, it may create pressure on the care staff that organizations can least afford to lose. Overtime can contribute to burnout, and relying too heavily on agency staff can impact team morale or consistency of care for residents.



Find the clues in your schedule

Retention risk often becomes visible before an employee decides to leave. The schedule may reveal:

- The same care staff regularly taking extra shifts
- Last-minute changes creating instability
- Weekend or evening work distributed unevenly
- Fatigue building before turnover occurs
- Communication challenges or perceived unfairness due to lack of protocols for picking up available shifts



The pattern

Employees expect the hours they work, the shifts they pick up, and any schedule changes to be reflected accurately in their pay. Repeated corrections or discrepancies can create frustration that contributes to disengagement over time.

The goal is to determine whether changes are occasional, equitable, and manageable—or whether they point to a deeper pattern of workforce strain.



Labor costs are shaped before payroll



“Once the cost reaches payroll, the decision has already been made.”

- Adam Lewis, General Manager, Talent & Workforce Management, Viventium + Apploi

By the time labor costs appear in payroll, many of the decisions that created those costs have already happened. When scheduling and timekeeping data are connected, leaders can identify recurring variances between planned and worked hours, adjust staffing decisions earlier, and build labor budgets that more closely reflect operational reality.

Payroll then becomes the outcome of informed workforce decisions rather than a source of costly surprises.



Find the clues in your schedule

Each workforce function tells a different part of the cost story:

- The schedule shows what the organization intends
- Time & attendance show what actually happened
- Payroll reflects what must be paid



The culprit comes into focus

Workforce costs often become difficult to manage when scheduling, time and attendance, and payroll operate in isolation. When these systems are connected, leaders can compare planned hours to actual hours worked, understand why labor costs exceeded expectations, and make more informed scheduling decisions moving forward.

Compliance is woven through workforce management



“The problem is not the one-off. It’s the gap that repeats every week and goes unnoticed.”

-Yonina F. Shineweather, CPA, Consulting Compliance Director, Viventium + Apploi

Compliance is built into everyday workforce decisions, so it should influence how schedules are created, how changes are communicated, how time is recorded, how overtime is handled, and how staffing requirements are maintained.



Find the clues in your schedule

Scheduling practices can introduce risk when they are inconsistent, undocumented, or difficult to audit. Areas to watch include:

- Predictive scheduling or fair workweek requirements that may need advance notice of schedules or compensation for last-minute changes
- 8/80 rule agreements for certain residential care facilities that can affect overtime calculations if hours are not tracked correctly
- State staffing rules that may require minimum coverage levels by role, shift, or location
- Recordkeeping practices that must reflect actual clock-ins, clock-outs, breaks, and schedule changes



Bring clarity to compliance



The finding

A proactive approach includes reviewing recurring schedule changes, confirming actual punches, monitoring overtime practices, documenting rest periods where required, and understanding state and local obligations—helping organizations identify risks earlier and address them before they become costly issues.

Connected systems create a clearer path forward

When workforce systems work together, organizations gain a clearer, earlier view of the decisions that shape hiring, scheduling, cost, compliance, and retention.



Seeing the full picture

For senior care organizations, a connected approach to workforce management can lead to:

- Better hiring visibility
- Stronger workforce planning
- More stable schedules
- Tighter labor cost control
- Reduced compliance risk
- A better experience for care staff

CASE CLOSED

With Viventium + Apploi, senior care organizations can bring hiring, onboarding, scheduling, time & attendance, payroll, and workforce insights together—helping leaders connect the clues, see the full employee journey, and act with greater confidence.

