



EXECUTIVE GUIDE

The connected workforce playbook

How healthcare organizations remove
workforce friction, improve retention,
and scale with confidence

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While applicant volume once determined workforce growth, it is now determined by an organization's ability to move people efficiently from application to productivity.

In this playbook, we explore the strategies and growth principles that help healthcare organizations build a more connected workforce.

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Chapter 1:

The new workforce reality

Most organizations assume workforce challenges begin with attracting talent, but many providers already have candidates entering their pipeline.

The larger challenge is moving those candidates efficiently through recruiting, onboarding, activation, payroll, and retention. Growth slows when workforce processes become disconnected.



Consider this:

- Labor shortages are only part of the challenge
- Operational bottlenecks impact your organization in more ways than one
- Workforce growth breaks as organizations scale
- There's a difference between hiring more people and building workforce capacity



"I'm confident not just that Viventium can grow with our business. I believe it can actually help our business grow."

– Alexis Johnson, Buena Vida (Skilled Nursing)

Chapter 2:

The real cost of workforce fragmentation

Workforce challenges don't usually appear as one major problem. Instead, they show up as dozens of small inefficiencies across recruiting, onboarding, scheduling, payroll, and employee engagement.

These inefficiencies compound over time and create significant operational drag.

What fragmentation looks like:

Workforce function	Common challenge
Recruiting	Slow follow-up
Onboarding	Compliance delays
Scheduling	Visibility gaps
Payroll	Employee trust issues
Retention	Early employee turnover

Takeaway

Fragmentation impacts growth, employee experience, and operational efficiency.



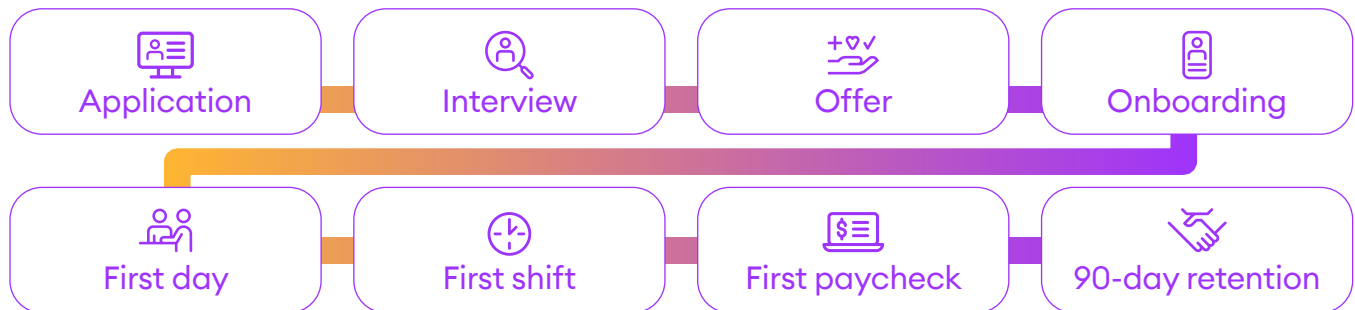
"Every step we add to the onboarding process means we hire fewer people. We need fewer clicks to apply, fewer steps to interview, fewer papers to fill out, fewer days to do it in."

– Eli Collier, HomeWell Care Services

Chapter 3:

The workforce journey

Every employee moves through a workforce lifecycle. The organizations that scale most effectively manage every stage of the journey.



Stage 1: Recruiting

- Application response times
- Mobile engagement
- Interview attendance

Stage 2: Onboarding

- Documentation
- Credentialing
- Compliance readiness

Stage 3: Workforce activation

- Time to productivity
- First shift assignment
- Employee engagement

Stage 4: Payroll

- First paycheck experience
- Trust and transparency

Stage 5: Retention

- First 30 days
- First 90 days
- First year

Takeaway

Every handoff creates the opportunity for friction or momentum.



"The candidate, from start to finish to the time they're actually onboarded, they have a great experience. It's how do we make it as simple as possible for that applicant, which ultimately could be your long-term tenured care professional."

– Omar Kassim, Owner, A Place at Home

Chapter 4:

The 5 workforce growth leaks

Organizations often don't know where candidates, employees, and productivity are being lost. Here are the top five growth leaks and the right questions to ask to help close the gap.

Growth leak 1: Application → Interview

- How quickly are applicants contacted?
- How much workforce capacity is lost between application and activation?

Growth leak 2: Interview → Offer

- How many candidates disappear before receiving an offer?
- Are hiring managers moving quickly?

Growth leak 3: Offer → Onboarding completion

- How long does onboarding take?
- Are new hires engaged before Day One?

Growth leak 4: Onboarding → First shift

- Are employees productive quickly?
- Are there credentialing delays?

Growth leak 5: First shift → 90-day retention

- Why are employees leaving?
- What happens during the first 90 days?

Takeaway

Understanding workforce leaks creates opportunities to increase capacity without increasing recruiting spend.



"It's extremely user-friendly. I probably do payroll in about 30 minutes, an hour tops."

– Haley Davis, Always Best Care

Chapter 5:

The connected workforce maturity model

Organizations evolve through four levels of workforce maturity.

Level 1: Reactive

- Manual processes
- Limited visibility
- Department silos

Level 2: Emerging

- Some automation
- Process standardization
- Basic reporting

Level 3: Connected

- Integrated workflows
- Better workforce visibility
- Consistent employee experience

Level 4: Strategic

- Predictive planning
- Workforce intelligence
- AI-enabled operations



Assessment teaser

Which maturity level aligns with your organization?

[Take the connected workforce readiness assessment](#)



"We are now able to do any kind of analysis...we had none before. Viventium's report builder and reporting capability give us answers to better run our business"

– Larry Aronson, Homewatch CareGivers

Chapter 6:

What workforce leaders should measure

Many organizations focus on applicant volume while overlooking the metrics that drive long-term growth. Here are the metrics to prioritize:

Efficiency

- Application-to-interview time
- Offer-to-start time
- Time-to-productivity

Experience

- Orientation attendance
- Employee engagement
- Payroll issue resolution

Outcomes

- 30-day retention
- 90-day retention
- First-year retention



“

"The onboarding process is exceptionally smooth, and it allows us to sync new hires to payroll without entering information twice."

– Steven Zauderer, CEO, Cross River Therapy

Chapter 7:

Segment-specific workforce priorities

Ready to scale with confidence? Know where to focus for every segment:



Home care

- Caregiver activation
- First client assignment
- Retention

“Having a simple interface, access to support, and an easy process is the best thing that Viventium has done for us.”

– Justin Ballary, Co-owner & Manager, Preferred Care at Home of Champlain Valley



Home health & hospice

- Credentialing
- Clinical onboarding
- Time to first patient visit

“Viventium has been a game changer. It has helped us scale our business.”

– Sabrina Curtis, CFO, TruHeart Home Health & Hospice



Senior living

- Workforce stability
- Shift coverage
- Employee engagement

“Switching to Apploi has ultimately benefited our residents. Our staff is able to spend more time with them and provide the quality care and services that they deserve.”

– Charles James, Executive Director, Artisan at Hudson



ABA

- RBT activation
- Supervision readiness
- Clinician retention

“The onboarding process is exceptionally smooth, and it allows us to sync new hires to payroll without entering information twice.”

– Steven Zauderer, CEO, Cross River Therapy



Skilled nursing

- Labor optimization
- Occupancy alignment
- Overtime reduction
- Workforce retention

“Apploi Schedule gives us the ability to create clear, transparent schedules for both leadership and staff.”

– Levi Israel, CEO, Extended Care



Chapter 8:

Building a connected workforce strategy

The organizations that scale most effectively approach workforce management as a connected system rather than a series of individual functions. Recruiting, onboarding, workforce activation, payroll, and retention are not separate challenges to solve. They are interconnected stages of a single workforce journey.

Organizations that build connected workforce operations are better positioned to:

- Move candidates from application to productivity faster
- Reduce operational friction across workforce processes
- Improve the employee experience from day one
- Increase workforce capacity without increasing recruiting spend
- Scale growth with greater consistency and confidence



"Having an ATS and payroll system, one platform, connected software system, will take a little bit of that load off your shoulders. It allows you to focus on the bigger-picture things instead of scrambling to get everything done."

– Omar Kassim, Owner, A Place at Home

The organizations that can answer this question will build workforce operations with speed, consistency, and confidence.



Where does your organization stand today?

[Take the connected workforce readiness assessment](#)