

# 2024 HUMAN RESOURCES SUMMARY



together we **ignite** possibility



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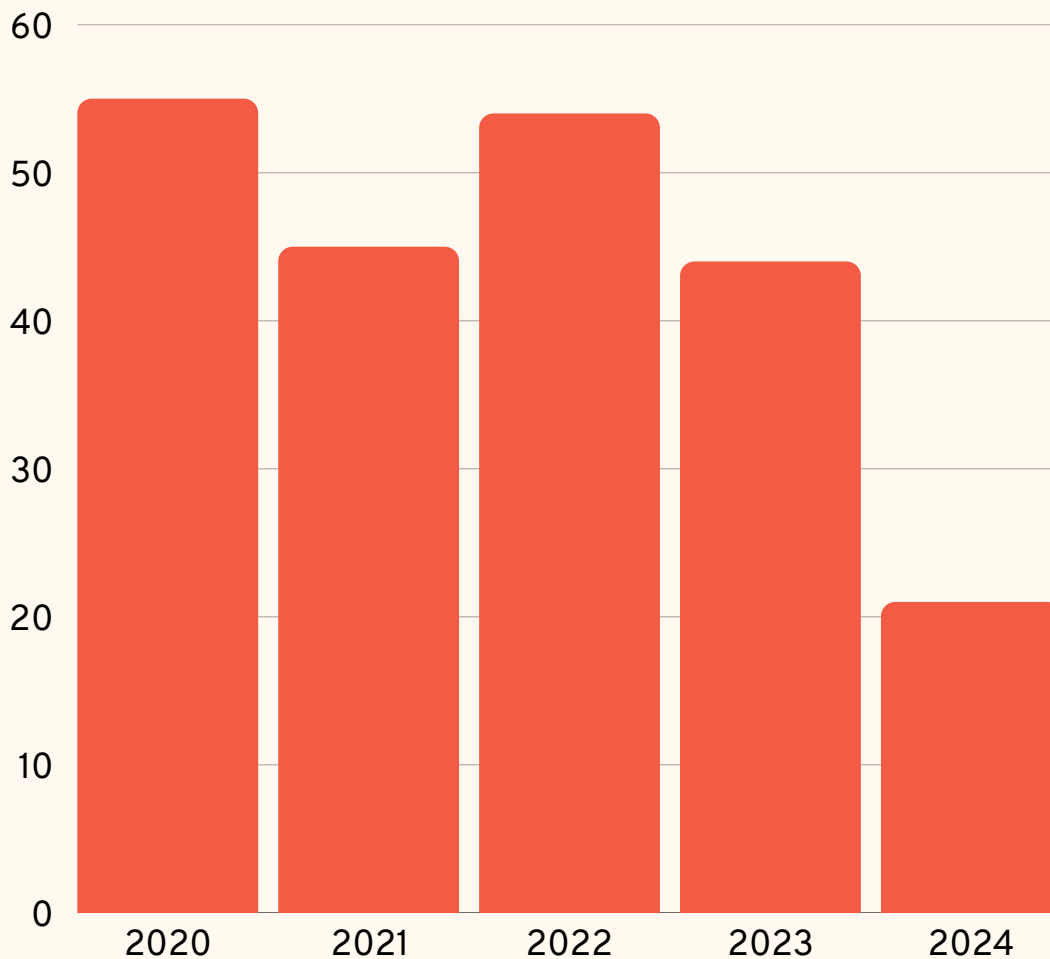
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# Team Member Satisfaction Survey

In December, Adjoin distributed the annual Team Member Satisfaction Survey to our dedicated team members, yielding valuable feedback on a range of important issues. The survey was conducted via UKG's Employee Voice, guaranteeing confidentiality and delivering reports based on department/program.

Participation was down by 23% from the previous year.

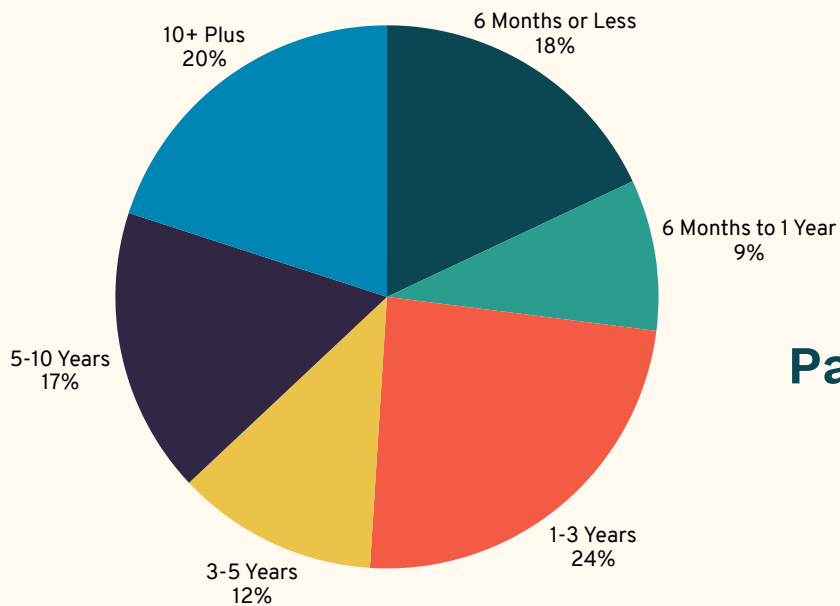
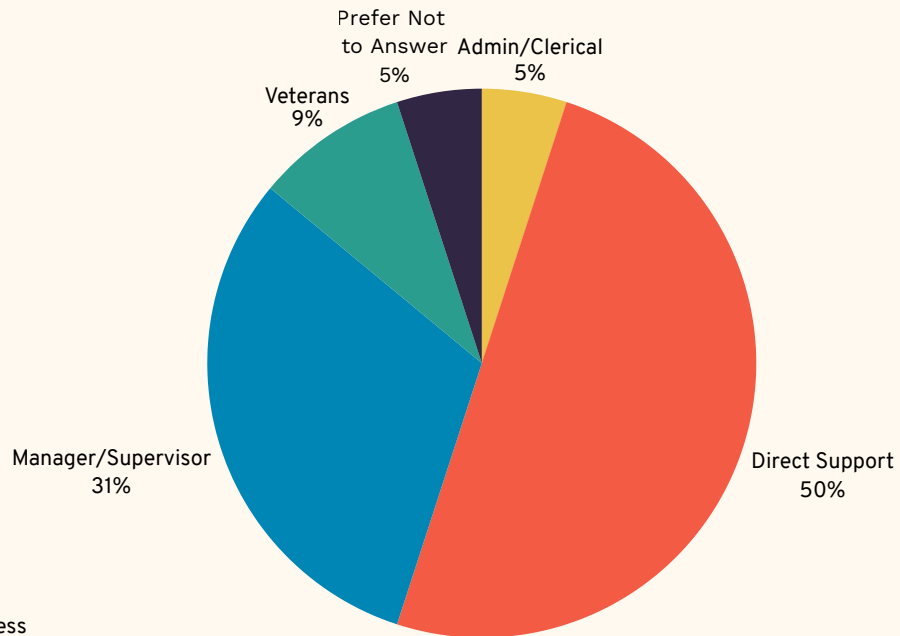
## Survey Participation 2020-2024



# Who Responded?

Participation in our survey came from a variety of different demographic groups at Adjoin, and our team member population was well represented.

## Participants by Role



## Participants by Tenure

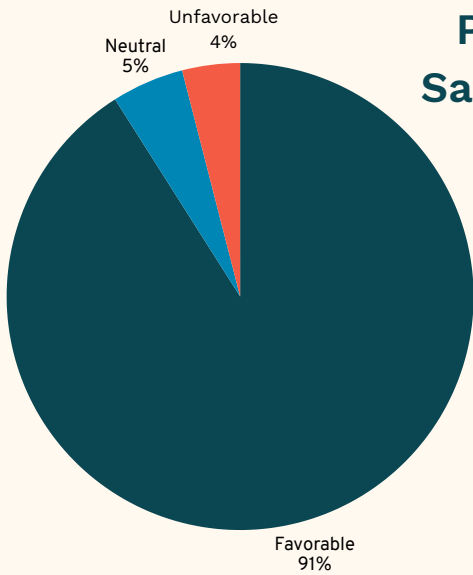
# Team Member Experience

## Job Satisfaction & Teamwork

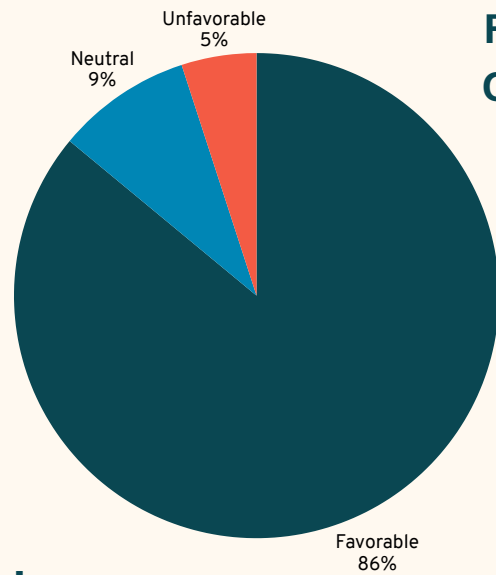
Our team members expressed that they are experiencing a great deal of satisfaction and feel good about coming to work. There seems to be a positive outlook on teamwork.

Teamwork outlook has decreased by 8% since 2023.

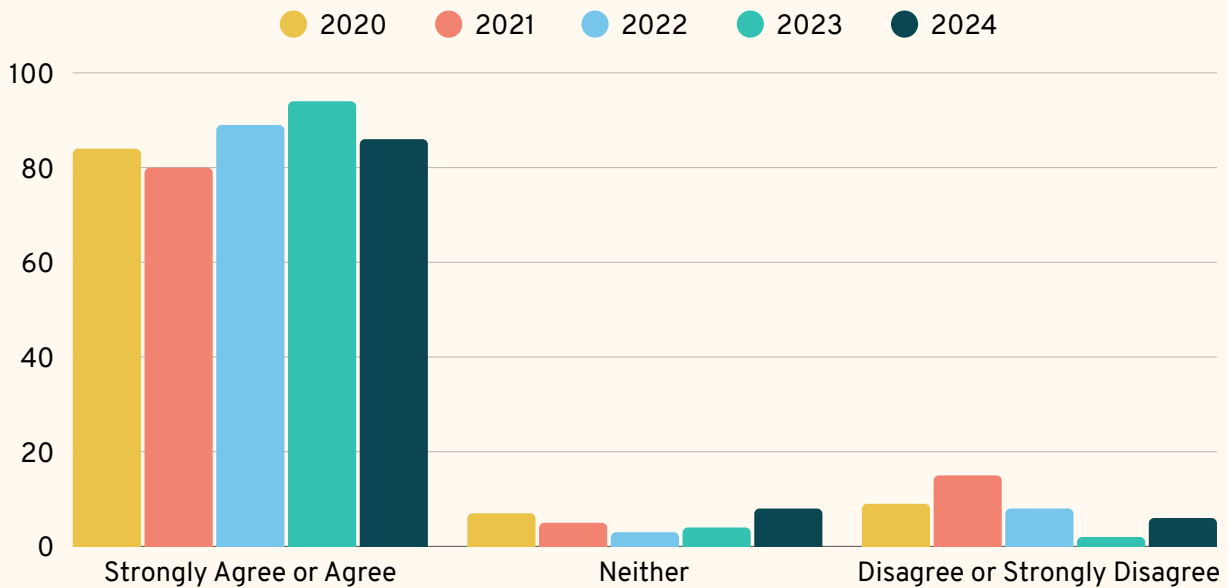
### Personal Satisfaction



### Feel Good Coming to Work



### Teamwork



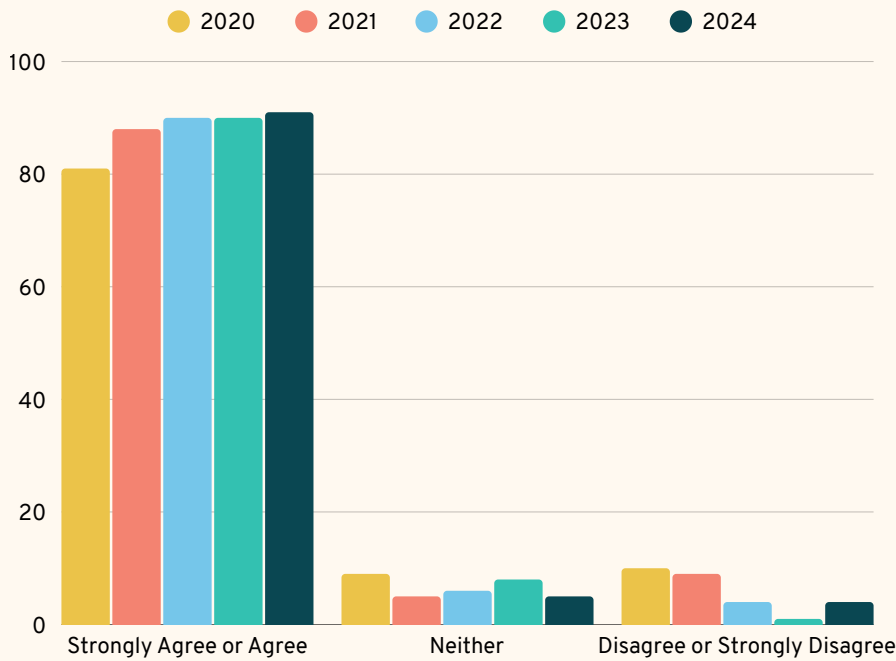
# Team Member Experience

## Supervisors

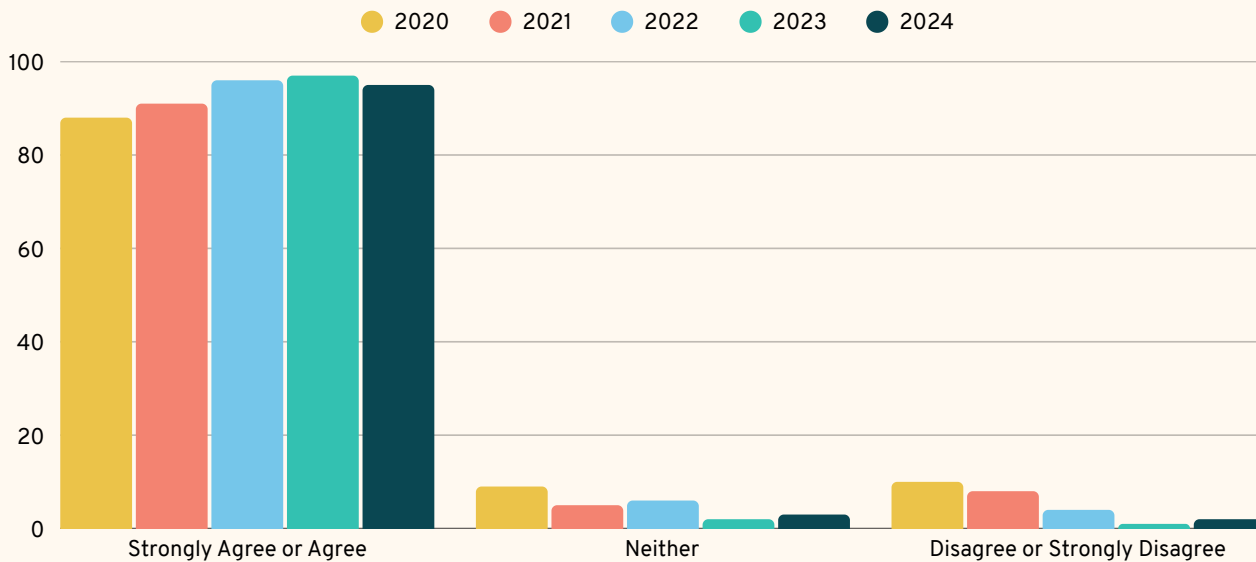
Our team has communicated a positive rapport with their supervisors, noting that their supervisors invest time in providing constructive feedback on performance and consistently treat team members with respect.

There has been a modest decrease from the previous year in team members' perception of being treated respectfully by their supervisors.

### Regular Feedback



### Respect



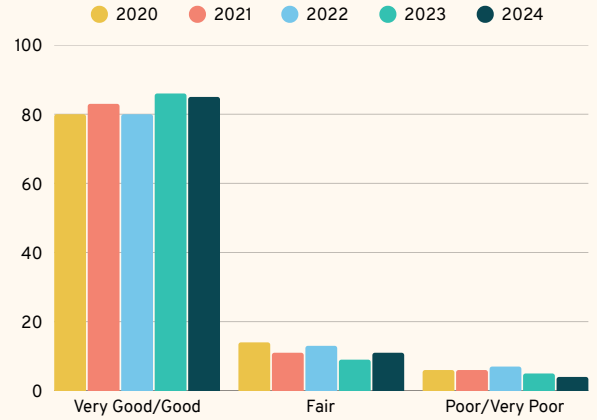
# Team Member Experience

## Communication, Training, & Policies

### Policies

1% decrease in positive responses regarding our policies.

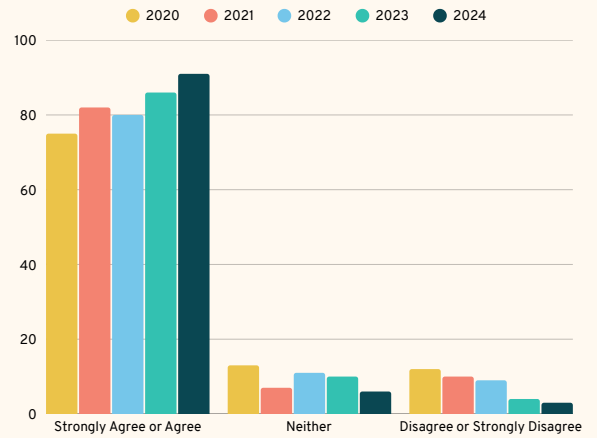
Feedback from our team shows that our policies and procedures are consistently and fairly applied in their respective local areas.



### Communication

5% increase in positive responses regarding our communication practices.

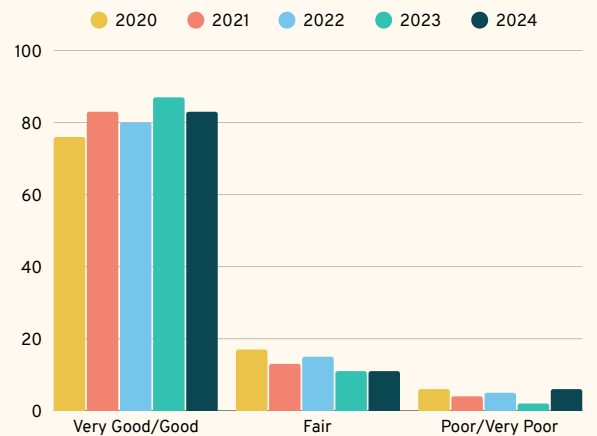
Our team consistently provides feedback affirming a positive outlook on communication within the organization.



### Training

4% decrease in positive responses to our training programs.

Our team conveyed a positive sentiment regarding their training experiences.



# Team Member Experience

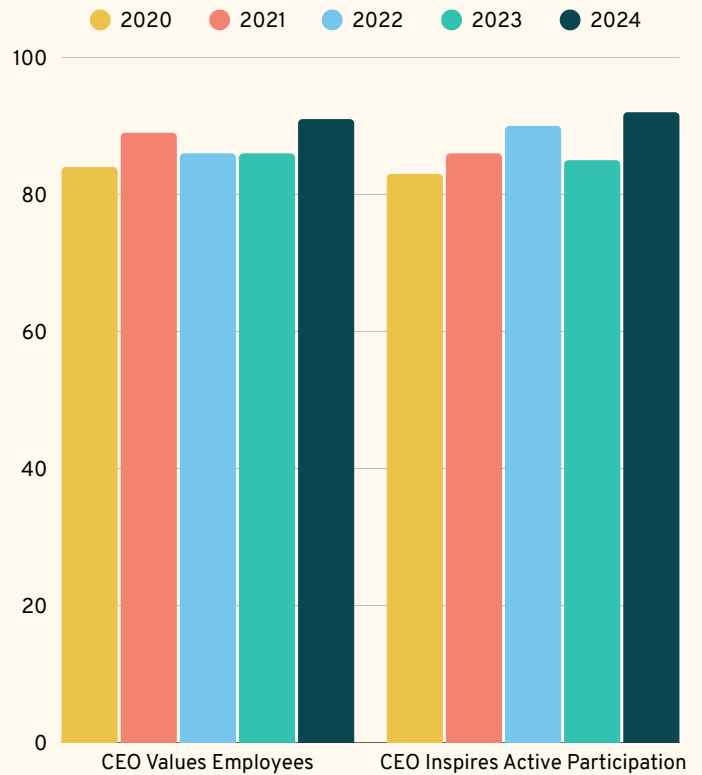
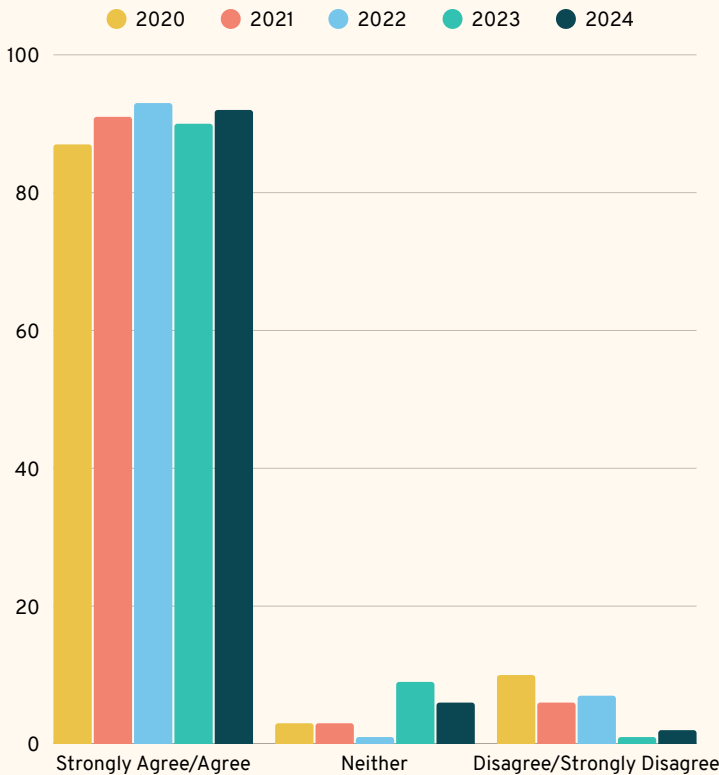
CEO



Staff consistently express a sense of support and confidence in the leadership provided by Adjoin's CEO. This trend not only persists but also deepens as Wendy's relationship with the staff evolves over time.

## Communication of Organization's Future

## Team Member Views of CEO

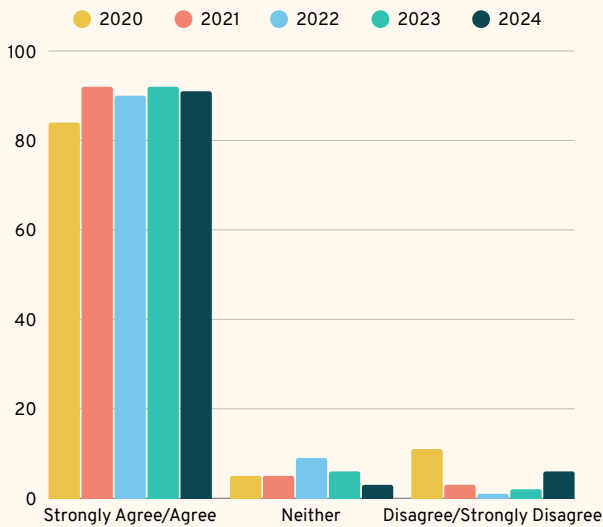


# Team Member Experience

# Quality and Future

Team Members shared that they feel positive about the quality of service that Adjoin provides clients.

## Headed in the Right Direction

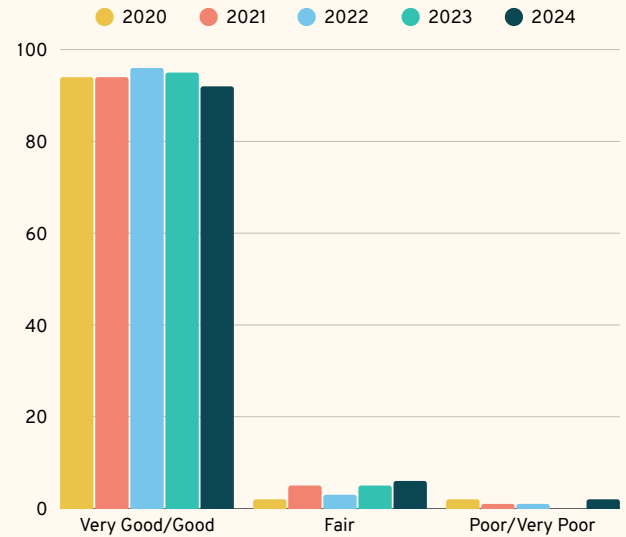


Team Members exhibit an overwhelmingly positive outlook on Adjoin's future trajectory, eagerly anticipating the expansion of their work and the organization's overall growth.

When asked about what specifically they were excited about for the future, Team Members highlighted the following key themes:



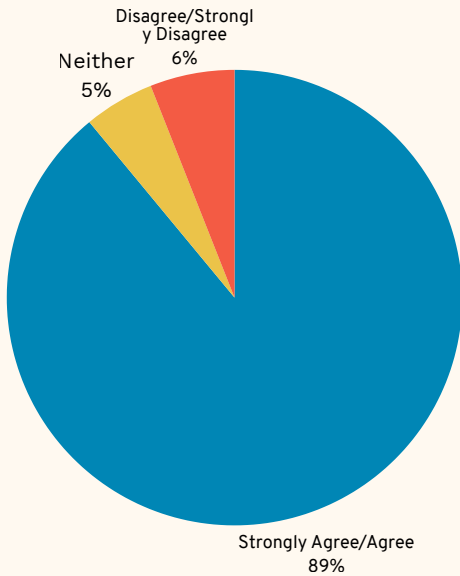
## Quality of Service to Clients



## Looking Forward

# Team Member Experience

## Where's Wendy Now?



### WWN Is Valuable

We are going into our fifth year of WWN, and our Team Members report that they find the weekly meetings valuable.

We asked our Team Members what other segments they would like to see on WWN and they shared the following with us:

### WWN Segments Suggestions



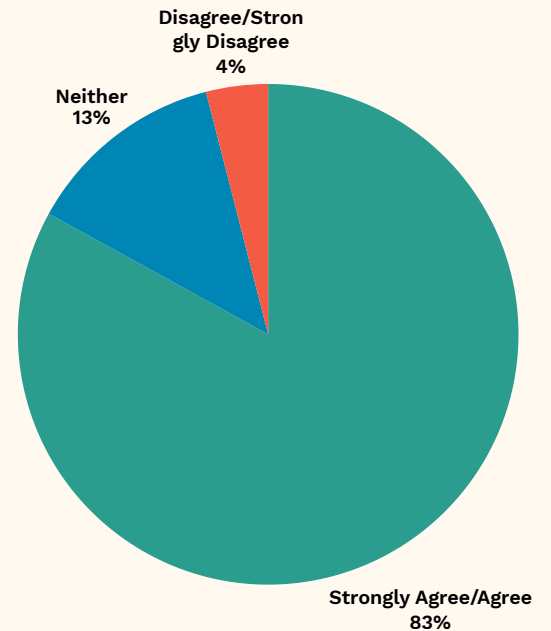
# Team Member Experience

# Wellness Program

## Relatable Challenges

Our Wellness Program was restarted in Q4 of 2024. Our Team Members have shown that they value the program and we continue to have active participation with the Healthy Challenges

In 2025, we are implementing a Quarterly Scorecard so that we can incorporate a more well balance Wellness program hope to engage our workforce in more than just physical movement, but also other areas such as financial wellness, mental health, and recreation.



- Employee Assistance Program
- Counseling
- Walking/Step Challenges
- Webinars
- Healthy Living
- Ergonomics
- Discounted Memberships
- Meditation/Journaling
- Eating Healthy
- Self-Care
- Relaxation
- Health Screening

## Topic Suggestions

We asked our team what other features they would like to see.

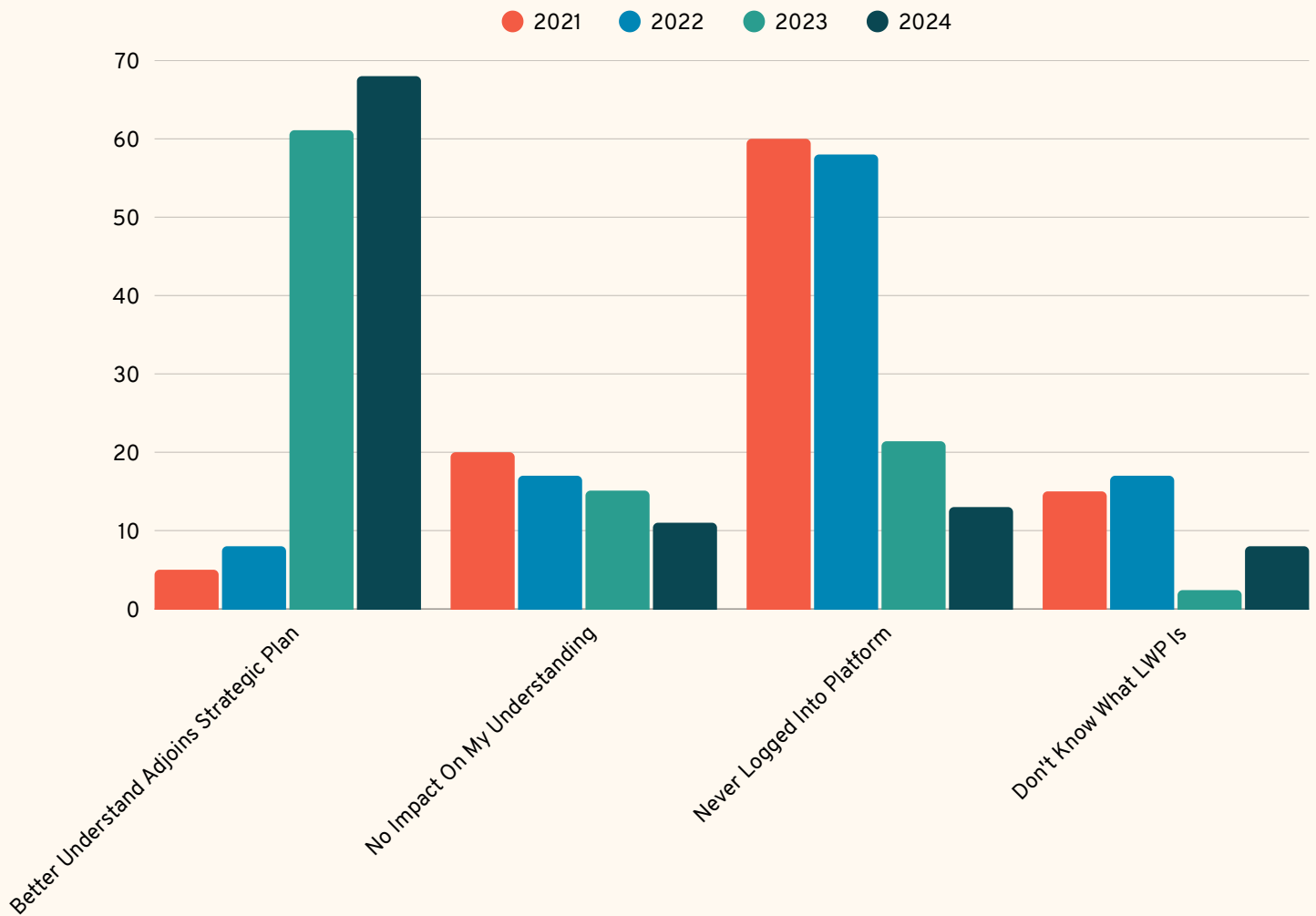
# Team Member Experience

# Strategic Goals



In recent years, the Adjoin Leadership has committed to enhancing communication by participating in our Lead with Purpose platform to share progress on Adjoin’s Strategic Goals. We inquired with our Team Members to gauge if this initiative has contributed to a deeper understanding of our organization’s Strategic Plan.

## Lead with Purpose



**Team  
Member  
Experience**

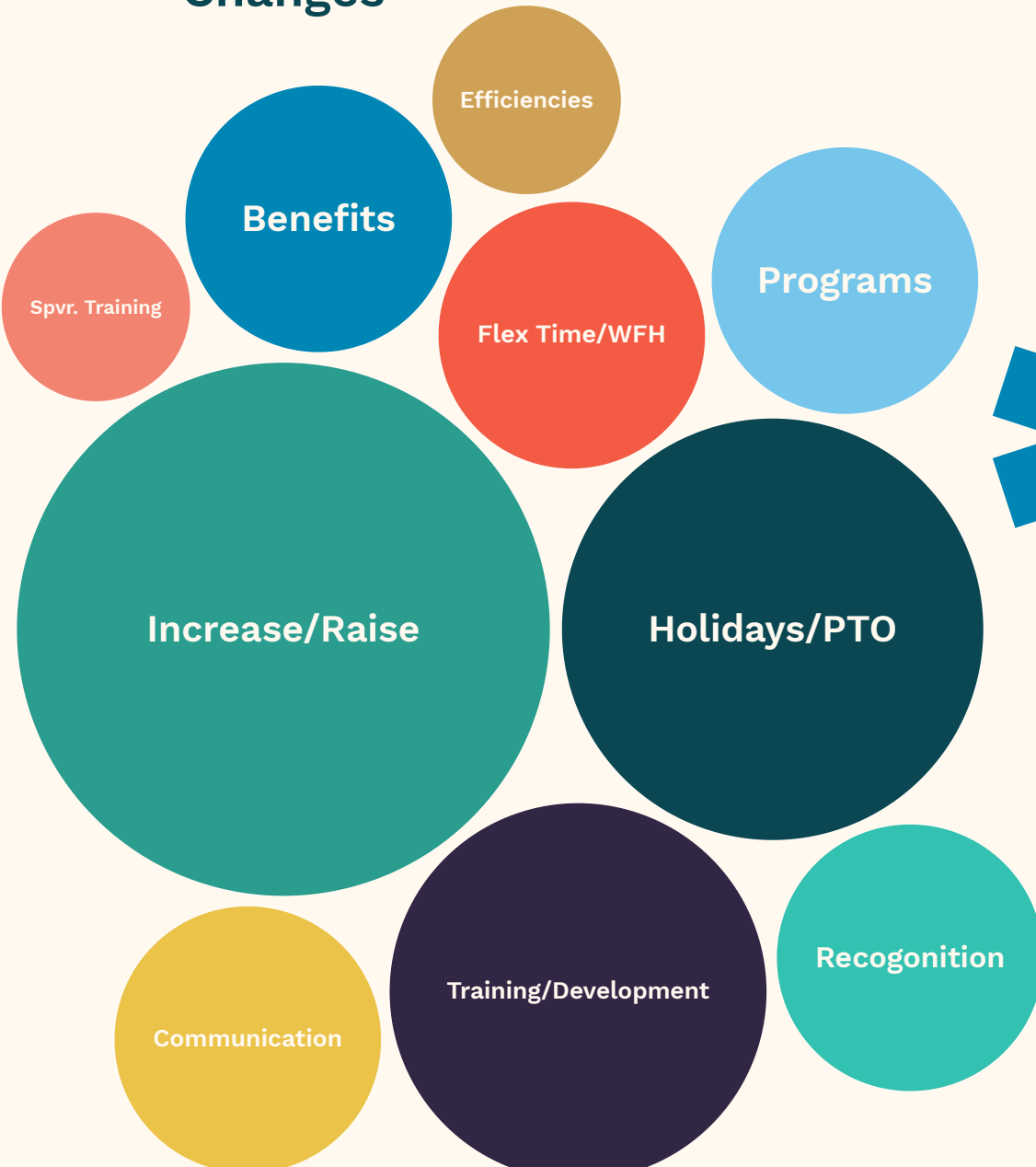
**Employee  
Thoughts**



**Likes**



**Changes**



## Team Member Experience

I am most looking forward to seeing how Adjoin continues to grow and make a meaningful impact. The potential to be part of innovative projects and collaborate with a passionate team excites me. I cannot wait to see what we accomplish together in the future!

The fact that the organization and decisions are led by the Organizational Values. This allows for a comfortable feeling and growth opportunities.

After working with a client for some time, I can see physically how they change on their abilities and happiness.

## Employee Thoughts

I love the work ethic that the company has. The compassion and fun we have. I love the company.

I genuinely think Adjoin and Wendy specifically is doing a great job.

## Comments from Survey

I really admire their mission and values. They seem to genuinely care about making a positive impact, and I wanted to be part of a team that prioritizes both people and growth. It felt like the right place where I could contribute, learn, and work with like-minded individuals.

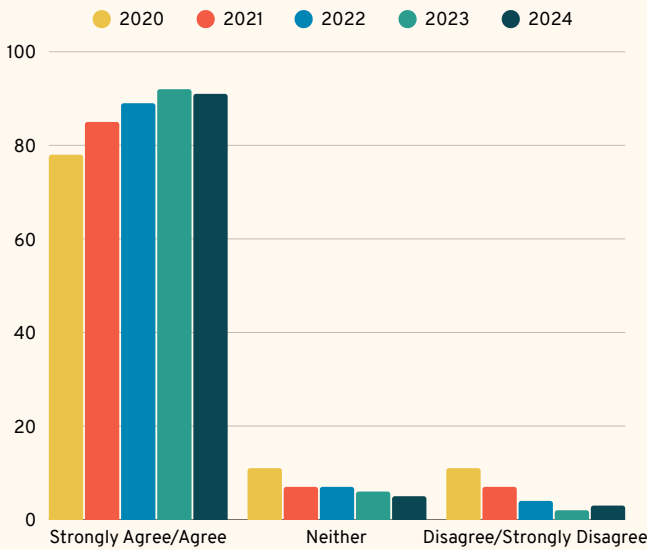
Our CEO is doing an incredible job of keeping us informed about everything happening within the organization. She consistently highlights and praises those who are doing great work, and she makes sure to recognize anyone going above and beyond. It's clear that everyone really appreciates the weekly updates she shares, and I couldn't be prouder to have her as our CEO.

I truly enjoy working for Adjoin. Everyone seems to really enjoy working here and so everyone has a good attitude which reflects on good management.



# Safety

## Team Members Feel Safe

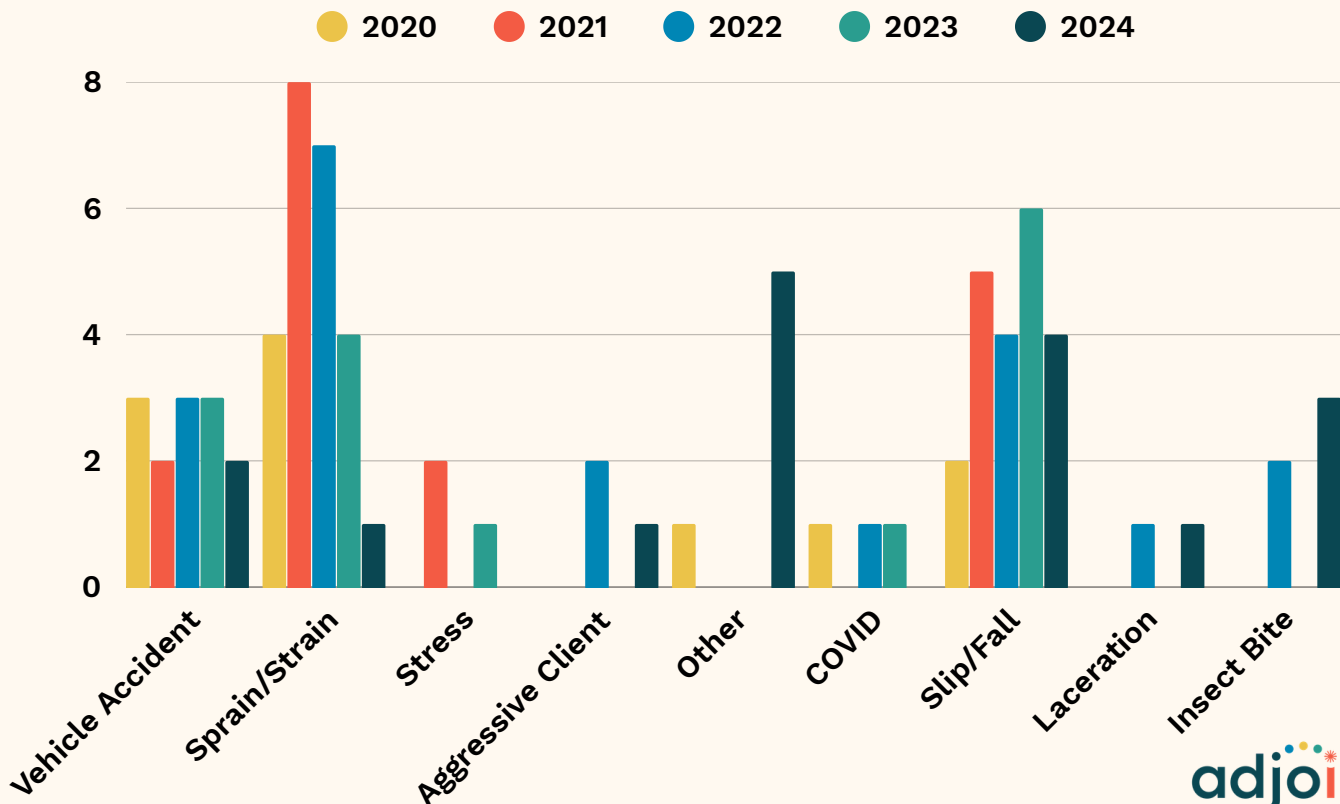


As we approach our fifth year navigating the challenges posed by the pandemic and other workplace safety challenges, we sought the perspectives of our team members regarding the measures taken by the organization to ensure their safety.

A majority of our team members express confidence in Adjoin's decisions concerning their health and safety.

In 2024, our work injuries slightly increased.

We will continue to work on reducing the number of injuries in 2025 and Directors will continue to be part of the Quarterly Safety Meetings.



# Retention

## Turnover and Industry Trends



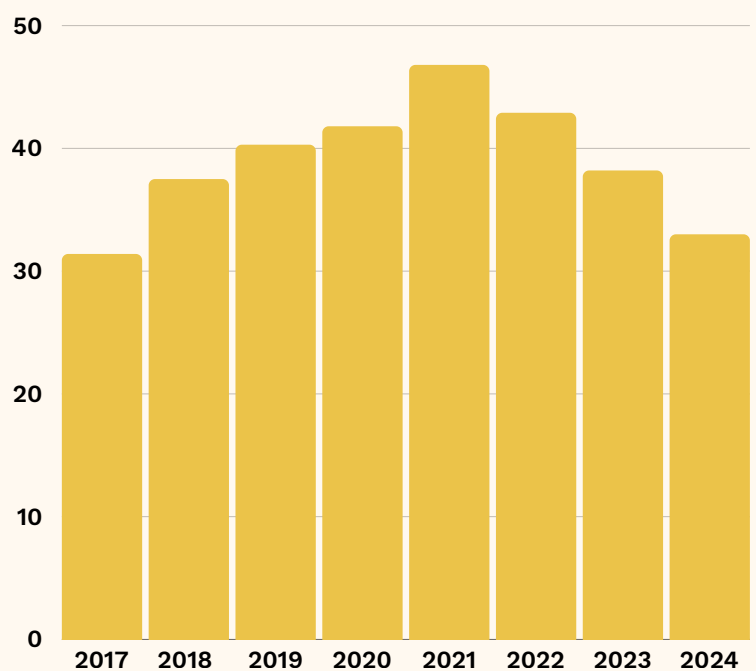
The IDD workforce crisis is the #1 issue facing service providers.

In 2024 a study done by ANCOR (National IDD Association) reported:

- 90% experienced moderate or severe staffing challenges in the past year
- 69% reported turning away new referrals
- 39% were discontinuing programs/services
- 64% intended to delay the launch of programs/services
- 34% were considering further cuts to programs if recruitment challenges failed to subside
- 45% were experiencing more frequent reportable incidents
- 57% of case managers struggled to connect with people services
- 57% reported eliminating services in areas where few or no other option exist

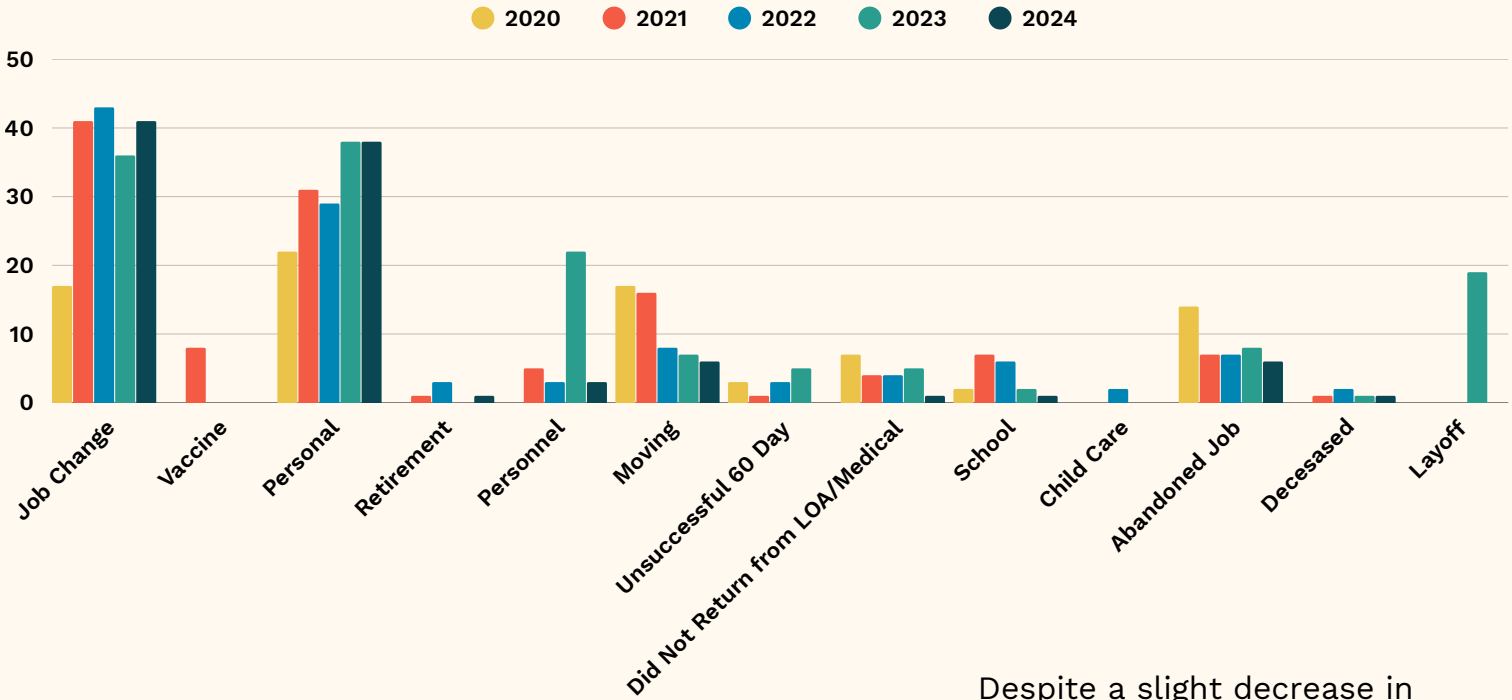
At Adjoin, we understand and recognize the challenges. While we actively strive to implement strategies aimed at minimizing turnover, it remains an ongoing challenge. Until we secure additional funding for compensation, this issue will persist.

### Adjoin Turnover Trends



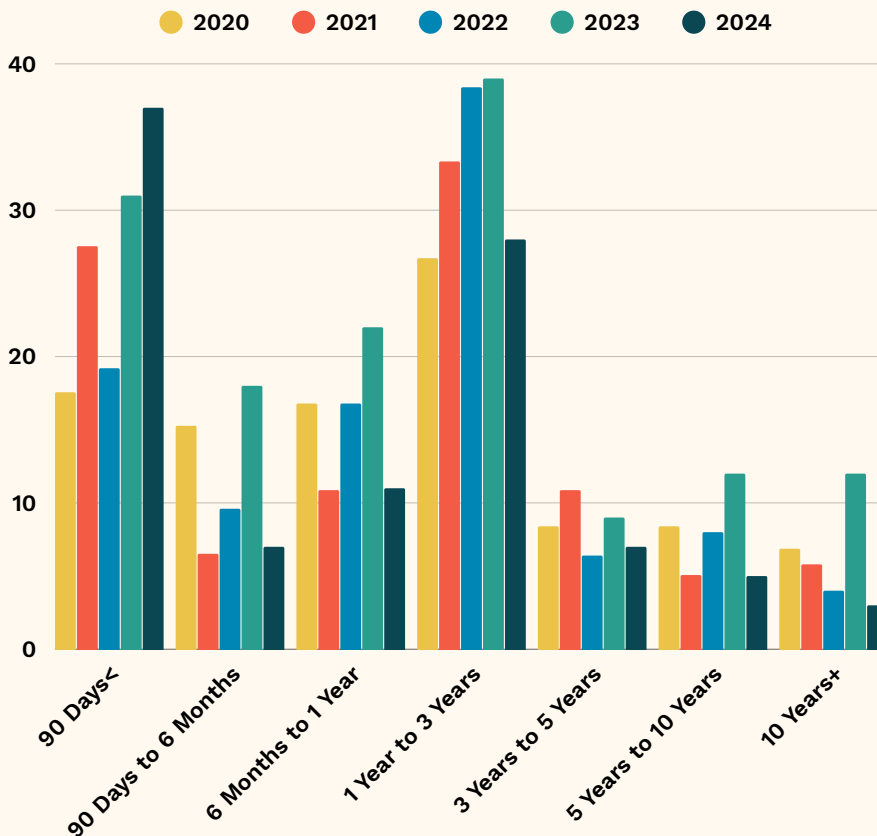
# Retention

## Turnover and Tenure



Despite a slight decrease in turnover, we continue to struggle with retention as several team members depart in pursuit of positions offering higher compensation or greater growth opportunities.

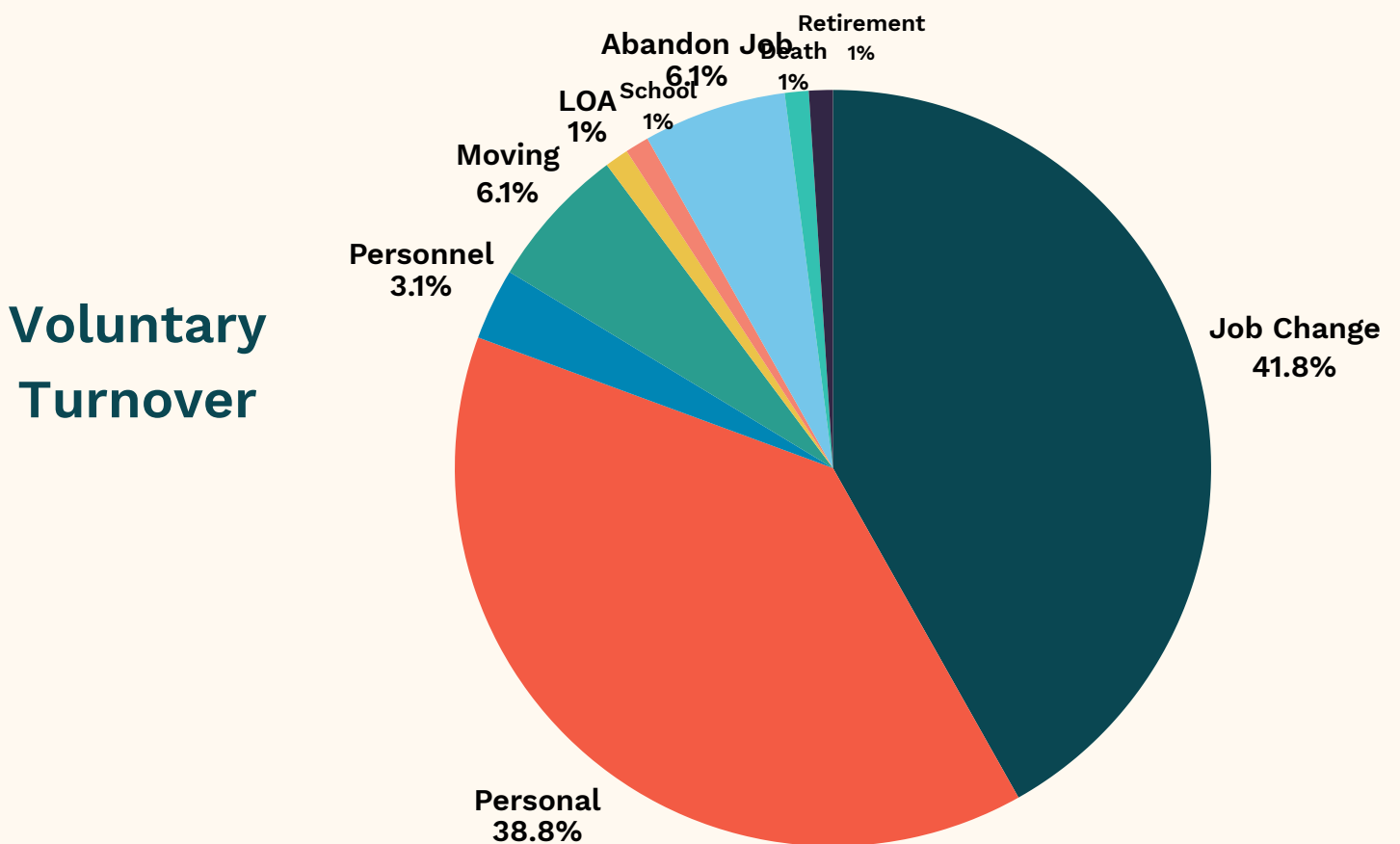
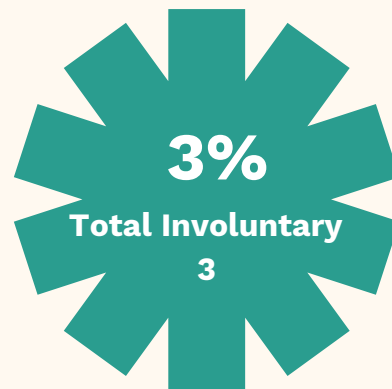
To effectively reduce turnover and increase recruitment, Adjoin is putting emphasis on the promotion of growth and professional development opportunities within our organization.



# Retention

## Turnover Reasons

### A Closer Look At Turnover Reasons





# Recruitment

Recruitment remains a key priority for Adjoin, with ongoing initiatives to enhance and streamline our processes for greater efficiency and effectiveness.

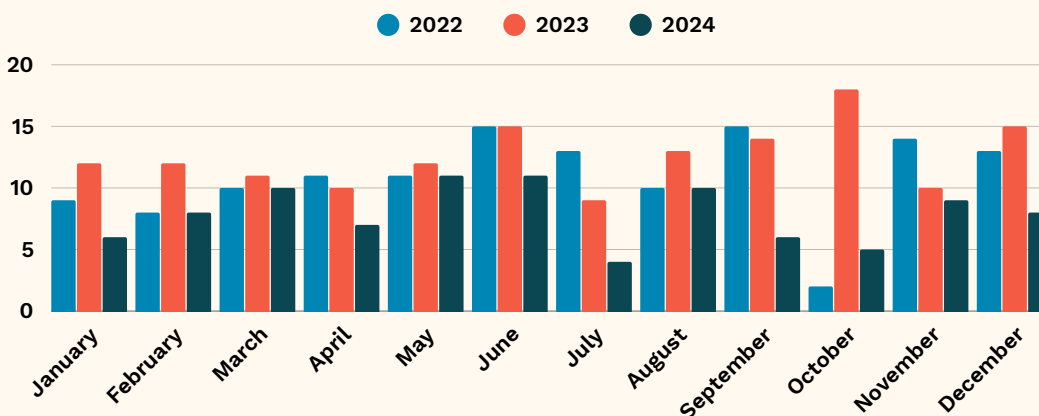
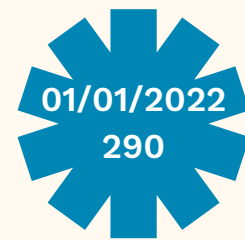
To optimize our efforts, we've integrated our Applicant Tracking System (UKG) with Indeed and LinkedIn, providing a centralized platform to manage all candidates. Additionally, we are leveraging the UKG Recruiting Module's tools to support the hiring process. These include:

- Integrated calendar for seamless interview scheduling.
- Email templates for hiring managers to connect with candidates efficiently.
- Offer Letters, ensuring a consistent and professional onboarding experience.
- Disposition emails, ensuring all candidates are informed of their status.

We've also expanded our sourcing channels by incorporating OfferUp, which has already yielded promising candidates.

Looking ahead, we plan to actively participate in job fairs and hiring events to further grow our talent pool. Additionally, we aim to leverage Handshake to attract college-level candidates and tap into emerging talent.

## Headcount



## Hires Per Month



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