

Lucas:

Welcome to Bridge the Gap podcast, this senior living podcast with Josh and Lucas. We are going to have an exciting episode with a very exciting guest. We want to welcome Lacy Jungman. She is the VP of Strategic Development at OneDay. Welcome to the show.

Lacy Jungman

Thank You. Thank you so much for having me today.

Lucas

So you are the perfect example of a way to bridge the gap. You have spent the majority of your career on the provider side and now a brand new role at over at OneDay. Let's talk about that transition. Let's talk about your background of why senior housing, you have you know, a bunch of different avenues that, that you could have gone into, but why senior housing and why the transition?

Lacy Jungman

Wow. That is such a robust question there. So I appreciate the question because I have several answers for all of them. I think it all started back in my college days, actually, when I was challenged by a mentor of mine to really give back in a selfless way to somebody else in a way that maybe didn't impact me in a positive way. And so I drove every day past this nursing home that was on my way to, and from school when I was in college. And, I thought, "oh, I could, I could just volunteer over there, and I could call Bingo. I've got a decent voice, and I could paint some nails and, and call it a day and that's my way to give back. And so I was excited to volunteer, went through the training and all that good stuff.

Lacy Jungman

My very first day I was getting ready to call Bingo. And I opened the front door to this skilled nursing facility. I opened the door and I was so excited. I'm ready. I'm going to do this. I'm gonna call B12. And I opened the door and there was this lady standing in front of the door next to it. And she said, "let me out, let me out, let me out, let me out." And I'm like, "all right, I'm going to let you out." It's my first day I got this. So I opened the door and off, she ran, literally ran. [Oh no.] And then shortly thereafter, a bunch of team members started running there after her as well. I learned quickly, I had contributed to an elopement on my very first day of volunteering in senior living. So that was my start. And somehow they kept letting me come back.

Lacy Jungman 02:41

I don't know, must have had a volunteer issue.

Lucas

It's only up from there.

Lacy Jungman

Yeah. It only goes up from there. And and so my love of my love for seniors started there. Over the past 15 years I've have spent most of my career in the senior living provider space. So most recently as the vice president of sales and marketing for Heritage Communities based out of Omaha, Nebraska, was

there for 10 years and loved everything about it. But what I really love is storytelling. Our residents have such amazing stories and our communities, they have so many amazing stories happening inside of them. Our associates, right? That's an oftentimes, it's a forgot about avenue for storytelling as well, and an opportunity for connection with one another with future candidates and with existing associates and even with their residents.

Lacy Jungman

And as a, as a user of one day at heritage communities, I fell in love with the product and what it could do, the potential of it to be able to create meaningful connections through video in a way that we haven't seen before. And so a really great opportunity or for a position that was newly created for me to kind of jump on the other side of the world and really see what is the rest of the industry doing. Because for 15 years I had two experiences, one at five star, and two at heritage communities, and both amazing opportunities. And I grew a lot there, but became tunnel vision too of, "well, this is what I know this is what's inside of the box." And so as I decided to move forward and, and open up the box and see how other providers were operating and what other challenges and potential solutions were out there, it kind of became a meaningful step for me to be able to come to the vendor world and support other organizations who were trying to do similar things, which is make lives better at the end of the day for seniors.

Josh 04:30

Well, it's such a cool experience that you've had. So from your longstanding tenure in the senior housing industry, what would you say has been the experiences that have most prepared you for what you're doing today?

Lacy Jungman 4:44

What provided me the experience to do well in my, yeah, my job here today. I think honestly, the very cool aspect is that I have the, I have the knowledge of being a provider. I think most of our vendors in the senior living industry really understand what we're trying to do, but until you can walk through that journey of being either a sales director at a single site location or an executive director, or at the home office, supporting those that really can affect change in the communities. There is still a bit of a gap there. And so I do feel that my experience on the provider side has made me a better partner to our clients at OneDay, because I can understand, I can be empathetic and, and say I've been there. And I understand the challenges that you're facing.

Lacy Jungman 05:31

And so it does provide a little layer of opportunity as well for the OneDay team I've spent, quite a bit of time also coaching and educating our sales team, as well as our client success team on what does it really look like to walk in the trenches in senior living? It's not, you turn it off at five o'clock. It is hard, and it's also rewarding, but it's filled with challenges that maybe we don't see on the vendor side. Certainly vendor side has challenges that the providers don't see. So there's always both sides, or two sides to every perspective, but it does allow for me to to open the doors, to education for our team at one day.

Lucas

Well, and innovation and technology has obviously been massively accelerated over the past couple of years. Companies like OneDay and others have grown tremendously, it's a necessity. These technologies

have needed to come in for multiple reasons, and now they're being used in multiple ways, not in just one lane. And so talk to us about where, where you have seen innovation and technology come in over recent you know, months and years and how that is changing in the space.

Lacy Jungman 06:42

Yeah. And I can speak specifically to OneDay. I know that one day was created to ensure that every resident had the opportunity to tell their story, right? It truly is a storytelling platform. And that was the intent behind it to make sure that every resident had the opportunity to share and cascade their message from when they were younger to their families, so that they always had a keepsake, something meaningful that they could replay over and over again. But what we found in the space was an opportunity to also to accelerate the sales cycle, to help progress a prospect from the very beginning, the infancy stage of their inquiry, all the way to meaningful connections in person, of course. But then followed up by video connections that help move them along the stages of change up to ultimately a decision. And we hope that decision is always with us, of course. But even more so the, the COVID pandemic really required a lot of communities as we know, to shift to virtual tours.

Lacy Jungman 07:37

So we saw certainly an uptick at OneDay of organizations that were utilizing OneDay for video tours. And so now that folks are allowed to come back inside of the communities, it's almost retraining the teams who are our clients to be able to utilize this in many different ways that they did prior to COVID, but had maybe become very comfortable using it just for video tours. And so we're educating on how we engage with our prospects. But one way that we've seen a lot of significant movement is really in the recruitment aspect. So a lot of our partners are starting to implement more of a regiment around accelerating the candidates life cycle until they become an actual employee.

So one of our partners actually has a trigger built into their acquisition, their talent acquisition platform that when an application is submitted there, they get a one day video back stating, "This is Lacy. Thanks so much for for sending in your application, we'll be reviewing this within the next 24 hours, and somebody will be contacting you in 48 hours." [Huge] Instant gratification. We all want that. It's just like the thank you landing page from our marketing automation platforms, right. Or our form fills that we have on our website. And so that then provides, it kind of satiates that applicant that lets them know, "okay, well, if I don't hear anything for 48 hours, that's okay, because that's what they told me." And it also creates that connection, moving that candidate through further, right? We might finally get to that point where, "okay, we want them to come in for an interview." How many times do we schedule an interview only for that person not to show up, right? Very often it happens in this industry.

Lacy 09:10:

And so it's really important again, to create that, that conversation and that connection with somebody. So the hiring manager might send a video that says, "hi, I'm Lucas. I'm going to be the one that's meeting with you tomorrow. I can't wait for it to have a conversation with you and learn more about you. Your resume just really speaks for itself. Here's where you're going to come in." And maybe a quick little video on where you're gonna park, how you're gonna come up to the front desk and how that they'll be ready for you waiting and, and ready for you to join for the interview. So that's one way that we're seeing folks start to use video in the recruitment aspect, but also then once they start with their organization, it's often that that first 24 hours may cause them not to want to come back because something went wrong

and they can get a job somewhere else, or, or some, for whatever reason, they don't feel a connection on that first day.

Lacy Jungman 10:00

So we've seen a lot of partners starting to implement as well, once they're an associate that video that says within first 24 hours, "oh my gosh, this is Lacey." Maybe I'm the supervisor. "This is Lacey. I have heard such great things about you from your trainer. And we are so excited for the contribution that you've already done and all the things that you're going to bring to us here at our organization." And it's just that meaningful touch that says, "I hear you. You're special, you're important." And we all wanna feel that connection. And the last piece I'll leave with you for the recruitment, as well as retention piece is also thinking about that overnight shift. Oftentimes that is the neglected shift when it comes to frontline associates, right? We see our housekeepers during the day, typically our maintenance, we see our day shifts and so many other team members, but that overnight shift is often, they feel neglected and they feel left out.

Lacy 10:51

They, we might have pizza parties, but what do they get overnight, right? If we're not conscientious of that, we may overlook that. And so one of our partners does a really good job of taking videos during the day with their residents that they're caring for saying, "hey, Lacy, I know you're working the overnight shift and we haven't seen you for quite a while, but I just wanted to let you know, Maggie says you're doing a great job with her. And she has told me so many great things. Here's Maggie wanted to send you a quick video that associate will play that over and over again and share it with her family members because she's proud." And somebody acknowledged her good work, even though her supervisor may not be working the overnight shift as well. She's getting recognized in a unique and special way.

Josh 11:32

Well, you know, Lucas that story that Lacey was just sharing with us. We're here at the Senior Living 100 with a lot of thought leaders. And we actually had one of the OneDay clients that's an operator, a thought leader here, it was actually just sharing that story of how they have changed. And they're really focusing on that recruitment and retention piece and using this software as that tool. So it's really cool to hear it from your standpoint. And then to also we've heard from a provider on that very same thing. So it's really cool how that technology, we've seen this grow and evolve over the last four or five years when we first got to know OneDay and see how it's been used in so many ways. It's really cool.

Lucas 12:10

So let's talk about the difference between like the example that you just gave. I mean, why not just send them an email, right? How does video, what is the purpose of video and how is that indexing, I guess in our culture right now?

Lacy Jungman 12:24

Yeah. Well, think about how many people actually participate in Facebook stories or Instagram stories. Right. I read a statistic not too long ago that said 1 billion people use Facebook stories and Instagram stories together every single day. [Oh my gosh.] I don't know if that's a made up story or if I just made that up in my head, but nonetheless think about.

Lucas

Yeah, a lot.

Lacy Jungman

That's a lot, that's a lot of big numbers. Marketing people aren't always great with numbers, but we can round up or round down certainly. I think that says something that we are hungry for video 86% of content absorbed online is video. The second largest search engine online is YouTube. Video is important. It's important for not only marketing folks to incorporate into their marketing plans, but also to create connections. Again, I'll give you a great example, not OneDay related.

Lacy Jungman 13:17

My aunt was recently hospitalized for COVID. And throughout her time at the hospital, the nurse would keep taking her phone and taking videos of my aunt singing and blessing my dad and saying, "hey, how are you?" Because they were brother and their brother and sister. And, he loved those videos. It made him feel good. She was out in Utah and we live in Nebraska. And so he would play those videos over and over. And to make a long story short, she did end up passing, and he plays those videos over and over again. And so Lilian's no longer with us here on this earth, but she is with my dad in spirit and in video. And so he can no longer call her to say hello, but he can replay that video. And so I think that that speaks to the power of video and it speaks to the power we want that we want something that we can keep replaying over and over that, that touches our heart. And an email is great. And a phone call is great, but you cannot replay those. And those do not convey emotion or evoke emotion as much as a video could.

Josh 14:21

So I'm curious you guys are in a lot of communities, you see a lot of communities transitioning that are forward thinking that are really trying to implement some new strategies. What are some keys to implementation success that you guys have seen for that listener out there? That's an operator that's like, you know, I know this to be true. We've gotta do something. We don't really have a strategy yet, but what do we need to do to prepare for success? Do you have any key points?

Lacy 14:51

That's a great question. I'm actually glad you asked that. And I can tell you from my experience, you have to have somebody who's able to champion the implementation. And so our best partners have somebody who is championing and making sure that it stays front and center with all of the team members who are, supposed to be using a product like this, or with OneDay specifically. I'll give you the example of Jaybird, we're working on a case study with them right now. We're halfway through our case study. Danielle Vance is our contact at Jaybird and she has done a magnificent job of rallying the troops, rallying her sales team behind OneDay to show that, you know, there is proof in the pudding. There is good that comes from video and to be able to quantify that. And so she's really helped it to stay top of mind by adding extra training and holding her team accountable for the number of videos that they are to send out.

Lacy 15:44

So they have goals, they have goals, just like number of phone calls that a community might need to make, or the number of home visits that they might want to achieve. She also put in goals for her team. And so what we've found, we're about seven weeks into this case study here. And what we've found is

those who met or exceeded their goals for video throughout the seven weeks, were able to move occupancy over 5% in seven weeks time. I can tell you at as a portfolio of about 15 communities, it's difficult to move one percentage point in a given month, right? And now these communities moved five percentage points in seven weeks. There's so many numbers here, right? But it gets even better. So going to that seven mark, right? If we focused on just those top four communities that were exceeding their goals for video, we were able to see almost 8% movement with those four communities who exceeded, not just met, but exceeded their goals for using video.

Lacy 16:41

And so we can see a direct correlation between videos and the opportunity to use videos and what we see on the outcomes. So we're just seven weeks in and a lot of great improvements and opportunities to really pinpoint that correlation. So I would say video is definitely a supportive function to the sales process. It's not your only function, but is a tool in the toolbox for a salesperson to be able to use, to create meaningful connections. And we can see that now in the data. So we have about eight more weeks of the study, and I'm excited to be able to share. We're actually going to present at Argentum, not only the findings from this full overview of the case study, but also the how, because people want to know how to your point, right? How do we make this happen and how do we get a good implementation out in the communities? And Danielle will speak to that at in May.

Josh 17:29

Well, that's awesome. Well, we may have to have you back on to share with us the result of the case study. It's really exciting. And I'm just thinking of those numbers and we can get lost in that, the numbers, but I mean, you think about if all of the communities that are implementing video strategy could even just improve by a percentage point, what that would do to our industry's overall health and performance, because occupancy is such a huge thing. The labor market is even as much talker more now. And if video, this tool that we have at our disposal could be used and effectively implemented, what a great opportunity that is for us to take advantage of. So, Lucas, I know our listeners are intrigued by this. They always love, and we get great reviews when we have OneDay conversations on our channel. So I know we are going to definitely want to connect them with you specifically. This is the first time you've been on our show. [That's right.] And welcome to OneDay. Welcome to Bridge the Gap.

Lacy Jungman

Thank you. I've waited my whole career to be invited here. I feel like I have something off my bucket list.

Josh

That's so nice.

Lucas

Yeah, well, we've really enjoyed the conversation. And the good thing for us is that we still get to have some fun here at Senior Living 100 in California. We got a great event tonight where we can get to hang out some more. So for all of our listeners, you can go to BTG, voice.com and check out all of our content there. You can download this episode and many others, connect with us on social. We'll put OneDay in Lacey in the show notes, you can connect with them as well. Thanks for everybody for listening to another great episode of Bridge the Gap.

