



Culinary Training Engages Employees and Residents




Attracting and Retaining Top Talent By Investing in the Employee Experience

At a glance

The Culinary Advancement Training Series focuses equally on both hourly and salaried employees, providing training opportunities and in-depth development plans making this program unique in contract food service.

The training includes a comprehensive online class schedule, three hours each week online with mentors, homework assignments, exams, and regular webinars with senior leadership. Culinaricians who have successfully completed the curriculum and development plan, and who have been actively mentored by a regional or corporate chef, are added to Morrison Living's "Emerging Leaders" list for future opportunities within the company.

The Stats

-  15 mentors and 115 students
-  101 accounts across Morrison Living
-  \$56K investment in training and development



The benefits of the CATS program for the residents of Peace Village includes the cooks learning new ways to make things from scratch which allow them to tailor the dishes to the tastes and to the nutritional desires of the residents.

-Roger Ellens, CEO Peace Village



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CHALLENGES



Employee turnover remains an ongoing challenge with rates exceeding 33% in senior care, according to Argentum's 2020 Workforce Trends Report. Amid rising turnover and rapidly expanding care needs, hiring and retention practices, along with associate engagement and recognition is critical to morale.

SOLUTIONS



Morrison Living's culinary team tapped The Culinary Institute of America to offer both CIA ProChef® Mentor training and Culinary Advancement Training Series (CATS) to provide culinarians with education, ongoing training, and development opportunities to take their careers to the next level.



**Talent
Development**



**Resident
Satisfaction**



**Engagement
Strategies**

RESULTS



1

Reduced Average Time to Fill Culinary Positions

Over the course of Fiscal Year 2021, Morrison Living reduced the average time to fill a culinary position by 29%.

2

Cost Savings on Vacant Positions

Morrison Living saved an estimated \$185 per day on vacant culinary positions or an average of \$1,480 per open position.

3

Reduction in Turnover Rates

In 2020, Morrison Living's turnover rate was 72.7% below the foodservice industry average, according to the Bureau of Labor Statistics. Additionally, the turnover rate for internal culinary positions decreased 3% year over year. Given the challenges the senior living industry faced during COVID-19, a reduction in turnover is a testament to workplace culture.