



Case Study



Introduction

Tockwotton on the Waterfront is a high-end senior living community nestled along the Providence River in East Providence, Rhode Island. (Close your eyes and imagine it...on the waterfront...ahhhh.)

Nearly every client we work with is challenged with attracting and retaining compassionate caregivers. And despite Tockwotton's location, quality of services, and rich history, it was not immune to this challenge. In 2013, Tockwotton moved sites and opened a brand-new, state-of-the-art community that more than doubled its size. Not surprisingly, with this change came several challenges to their culture that ultimately impacted turnover. The leaders were determined to retain the unique history and culture of Tockwotton and create a community that both residents and team members would be proud to call their own!

Kevin McKay, President & CEO, engaged Drive because he wanted to attract the best talent, and retain them, to support their mission of providing resident-centered care. He was tired of wasting time, and other resources and money recruiting team members without retaining them!

Outcome 1	Outcome 2	Outcome 3	Outcome 4
32% decrease in annualized turnover accomplished in a year.	60% decrease in 90-day turnover accomplished in 9 months.	11% decrease in overtime.	37% decrease in agency usage.

Strategy

- **Leadership Alignment and Vision:** Drive launched the partnership with a leadership retreat focused on the evolving role of leadership in aging services. Leaders were challenged to reflect on how their behavior shapes culture and were aligned around a shared vision for improvement.
- **Organizational Insights and Planning:** Resident, family, and team member Focus Groups revealed organizational strengths and areas for improvement. Feedback guided the development

of a strategic plan centered on leadership development, manager training, and team member support.

- **Data-Driven Staffing Solutions:** A five-year staffing analysis (2013–2018) by Drive's Staffing Analytics Advisor identified trends and inefficiencies, including a heavy reliance on agency staff and low shift counts among employees. Insights led to new staffing strategies and a projected monthly savings of \$14,000.
- **Workforce Optimization:** Leaders explored the reasons why 75% of employees were working fewer than 10 shifts per month and developed strategies to increase shift commitment, aiming to transition secondary-job employees into more stable roles.
- **Culture and Accountability Systems:** A cross-functional appreciation committee was formed to reinforce a culture of recognition. Orientation and onboarding processes were redesigned to improve new hire experience and reinforce organizational standards and expectations.

Key Takeaways

Facing a 60% annualized turnover rate, heavy reliance on agency staff, and difficulty attracting and retaining culturally aligned candidates, the organization was experiencing significant strain on residents, team members, and financial outcomes. Orientation and onboarding were also identified as major pain points, with many employees working fewer than 10 shifts per month. Through a partnership with Drive, a comprehensive culture improvement plan was developed using insights from resident and team member focus groups, alongside a detailed staffing trend analysis from 2013–2018. Within just nine months of implementing the recommendations, the organization saw a 32% decrease in annualized turnover and a 60% drop in 90-day turnover.

In Their Words

*"In the time that Drive has been working with the Tockwotton team, we have already seen positive improvement in our culture and measurable results. **Specifically, a 33% decrease in turnover, which is impacting resident and staff engagement.** Things that once seemed too difficult to tackle on our own, are less intimidating knowing the Drive team is there to coach and guide us throughout the entire journey."*

~ Kevin McKay, CEO and President ~

Serious About Solving Your Workforce Issues?

If you're committed to building a workforce that stays, leaders that inspire, and a culture that drives performance, [Book an Appointment with Drive](#) today and let's explore if we're the right fit to help you get the results you deserve!