

IHA-AHP Recruitment and Retention Strategies for Healthcare Leadership Series



WEBINAR 2

Changing the Equation: Best Practices in Recruiting and Hiring

JULY 19, 2022



Housekeeping

- This is an interactive session to promote learning and dialogue.
- During the session we will have polls to get your input on key questions. Your input is vital.
- If you have a question during the session, please feel free to raise your hand or enter your question into the chat. We will respond!
- Your participation and input is vital and will inform discussion topics for the future sessions of this learning community.

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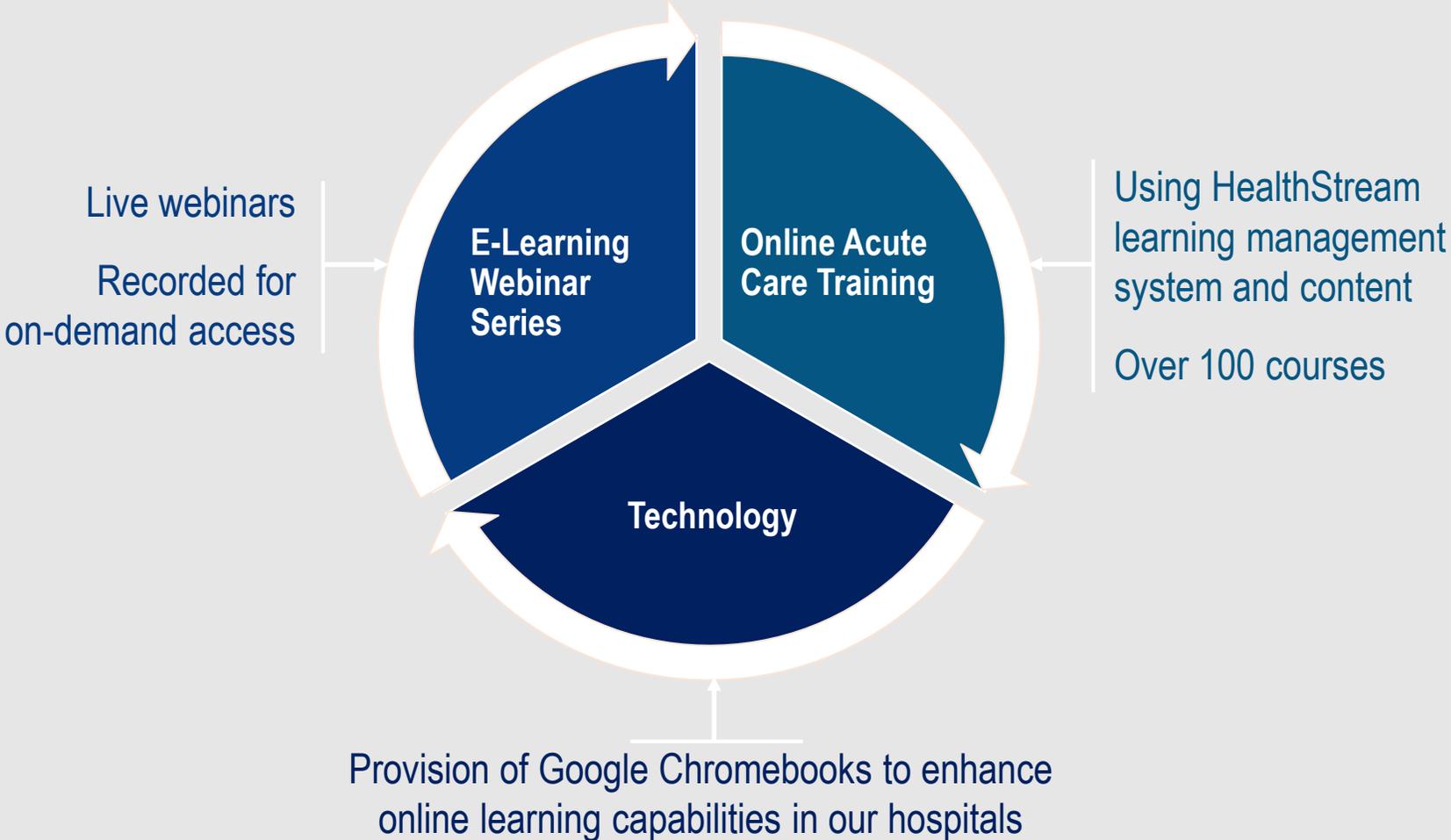
ACKNOWLEDGEMENT

Support for this statewide initiative is provided through a grant by the Mother Cabrini Health Foundation.

Thank you to the Foundation for its generous support.

Overall Goal and Components of Grant

Creation of a set of tools for IHA member hospitals to retain and recruit essential healthcare workers.



The Partnership Collaborating in Providing this E-Learning Webinar Series



IHA Webinar Partner

Advocates for Human Potential, Inc. (AHP) is nationally recognized for its expertise in training and technical assistance for healthcare providers and systems. AHP has focused from the beginning on improving the systems that support organizations and people in achieving health and wholeness.



Meet Today's Presenters



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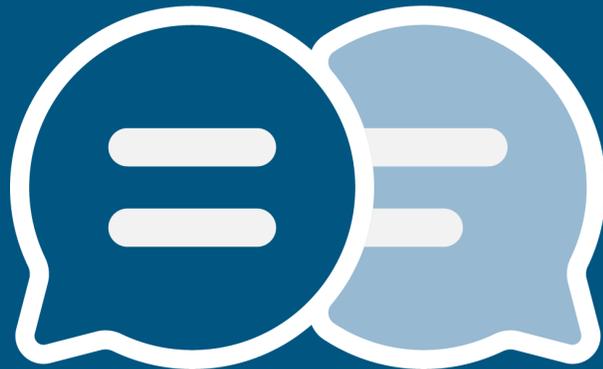
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Check-in:
How open are you
to rethinking how
you recruit and
hire?



1 2 3 4 5 6 7 8 9 10



Hiring is
hiring...

Ready to
reassess and
redesign!

After Today's Session, You'll Be Able To:



1. Strategize around the use of data to inform recruiting and hiring practices
2. Recognize the interplay of retention and recruitment
3. Describe the first two of five plans focused on workforce development
 - a. **Recruitment**
 - b. **Hiring (Onboarding)**
 - c. Training
 - d. Supervision
 - e. Performance Management
4. Develop competency-based recruitment and hiring plans (as part of a retention strategy)

1 Framing the Challenge



National Healthcare Retention and Turnover Statistics

The Average Turnover Rate for Advance Practice and Allied Health Personnel in Acute Care Setting

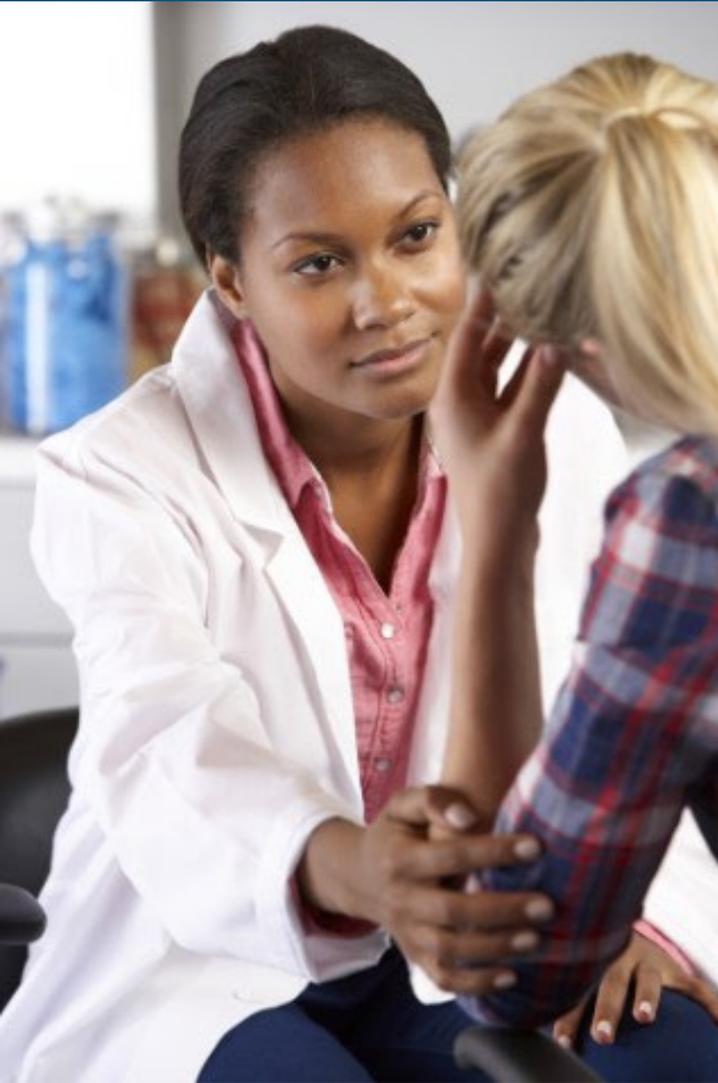
Position	2020 Turnover Rate (National)	2020 Turnover Rate (IHA Members)	2021 Turnover Rate (National)	2021 Turnover Rate (IHA Members)
Registered Nurse	18.7%	14.8%	27.1%	23.1%
Pharmacist	8.4%	x	10.0%	x
Occupational Therapist	13.8%	x	18.2%	x
Patient Care Technician	28.6%	x	38.1%	x
Physician Assistant	9.2%	6.7%	10.7%	9.4%
Nurse Practitioner	8.9%	5.55%	15.3%	14.7%
Medical Technologist	15.6%	11.7%	20.9%	17.6%
Certified Nursing Assistant	27.5%	38.2%	35.9%	62.3%
Respiratory Therapist	18.6%	14.6%	25.3%	19.9%
Speech Therapist	13.6%	X	18.3%	x

[NSI National Health Care Retention Report.pdf \(nsinursingsolutions.com\)](#)

What Else Are You Losing When Staff Leave?

- A skill set useful to your organization
- An individual who has learned “your way” of doing the job
- A person who has used training and development resources
- Higher productivity that often comes with experience
- Historical knowledge that can’t be passed on to others
- A potential mentor or job coach
- A specific personality that may be a critical component of the team
- A gap that can impact client or customer satisfaction

KSAs: Knowledge, Skills, and Attributes



Erica is a Medical Social Worker, and she has

- **Knowledge** of psychology, family dynamics, and human behavior;
- **Skills** in assessment, person-centered planning, and trauma-informed care; and
- **Attributes** of empathy, emotional intelligence, and cultural competence.

Erika's KSAs demonstrate her competency in performing her role in the hospital. These same KSAs can serve as the basis for a job description when recruiting, in onboarding and training, in designing career advancement and ladders, and in performance evaluation.

Competency Framework



A competency framework is built around related knowledge, skills, and attributes (KSAs) that enable a job holder to accomplish the activities in their scope of responsibilities.

- **Knowledge** is the theoretical understanding of concepts. An individual may understand a topic or tool or have textbook knowledge of it but have no experience applying it.
- **Skills** are the application of knowledge. Skills require hands-on training and experience.
- **Attributes** are the strengths, abilities, and powers to perform a skill.

The Recruitment Plan





Recruitment Plan

WHAT IS IT?

A strategy for identifying, selecting, and retaining the most qualified and highest quality staff to build a better, more competent workforce.

WHY DO IT?

A well-planned recruitment and retention strategy increases staff satisfaction, reduces turnover, and improves workplace culture.

WHO DOES IT?

Human Resources along with input from leadership, hiring managers, and new and seasoned staff.



Recruitment Plan

WHEN SHOULD IT HAPPEN?

The recruitment and retention plan should be revised yearly, based on new data insights, experiences, and priorities for the upcoming year.

HOW DOES IT START?

Planning should begin with collection and analysis of baseline data, identification of gaps or challenges, and development of strategies and interventions to address them.

The Recruitment Plan: Data

Just like in any treatment plan—you cannot assess progress unless you have a baseline.

Look back 12 months

Many HR systems can help you gathering these data:

- Time to hire
- Source of hire
- Cost per hire

- *Identify the precise nature of staffing problems in various sectors of the organization.*
- *Support selection of strategies and interventions to address identified challenges.*
- *Identify strategies and interventions that are working and identify what is not working so changes can be made.*

Data: Calculating Turnover Rate—Leavers

The number of “leavers” (employees terminating during your calculation period) divided by the total number of people employed during your calculation period times 100 equals your turnover rate.

Number of leavers	Divided by	Number of people employed	Times 100	Equals	Your turnover rate
(50	÷	175)	X 100	=	28.6%

Recruitment Plan Component:

Job Description

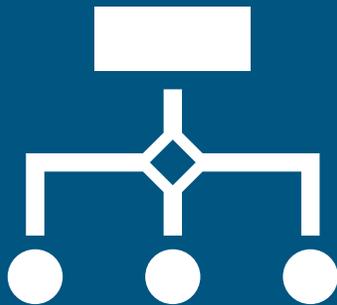


Create competency-based job descriptions

- Use competencies to design your job description
- Conduct yearly review of job descriptions
- Include performance expectations using competency-based language
- Link to performance evaluations

Recruitment Plan Component:

Organizational Charts



Create and update organizational charts

- Supports the design of your jobs
- Describes departmentalization, or grouping of jobs
- Establishes reporting relationships
- Distributes authority
- Shows coordination between jobs
- Differentiates job positions

Recruitment Plan Component:

Career Pathways



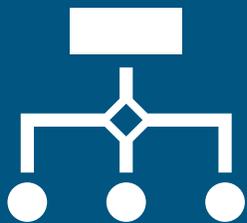
Establish clearly expressed career pathways in recruitment

Current and potential employees want to understand how they can grow with the organization. Career pathways

- Attract employees
- Reduce turnover
- Improve engagement
- Improve performance
- Create clear expectations
- Provide framework for a feedback loop

Recruitment Plan Component

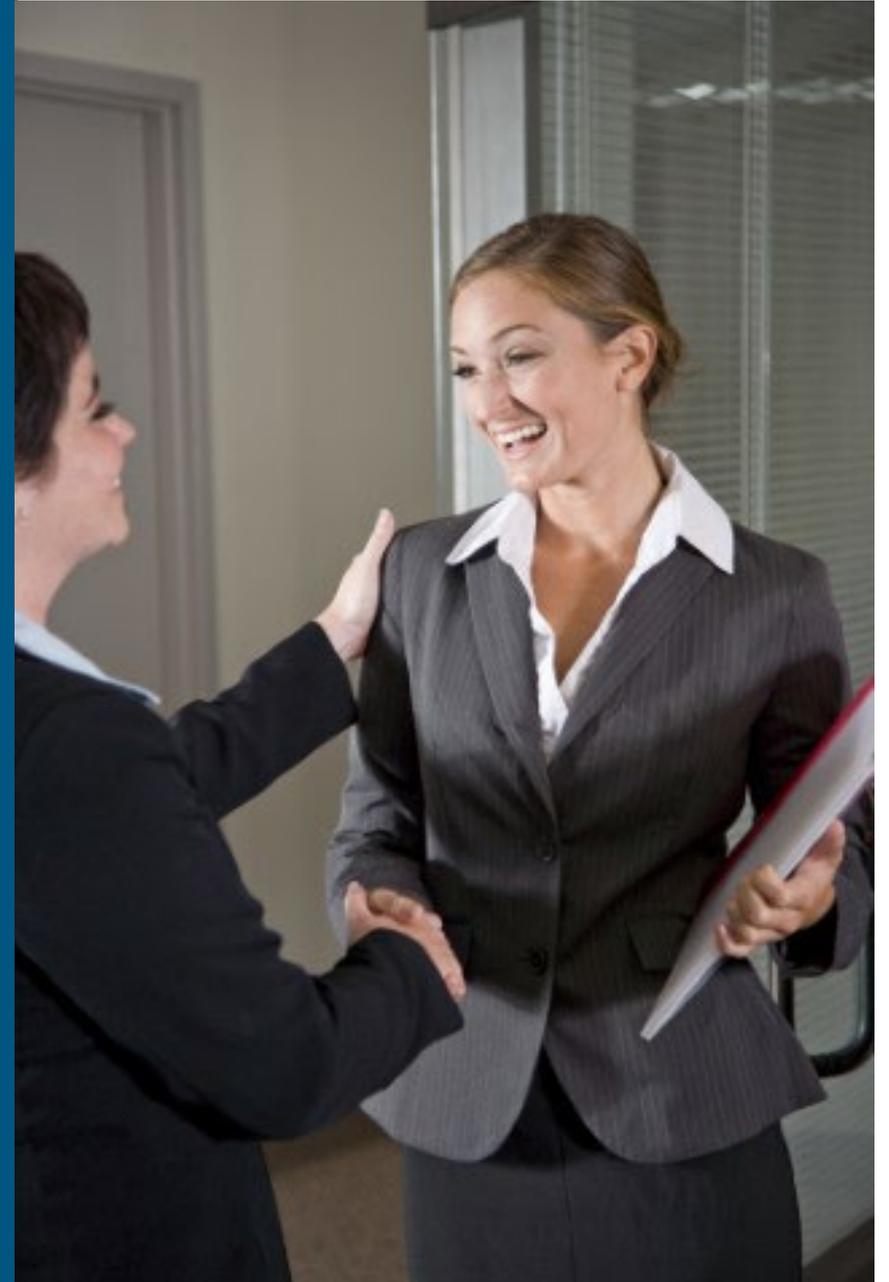
Effective Marketing



Job postings and marketing reflect a competency-based approach

- Knowledge, skills, and abilities are needed to fulfill job
- Develop competency-based interview question banks
- Competency-based selection encourages diversity
- Can identify transferable skills for new and existing employees

Hiring



The Hiring Plan

- Screen candidates using competency-based priorities
- Interview around competencies and areas for development and growth
- Look for references to confirm competencies
- Onboard with intentional support toward integrating new people onto a team



The Recruitment/Hiring Plan: Data

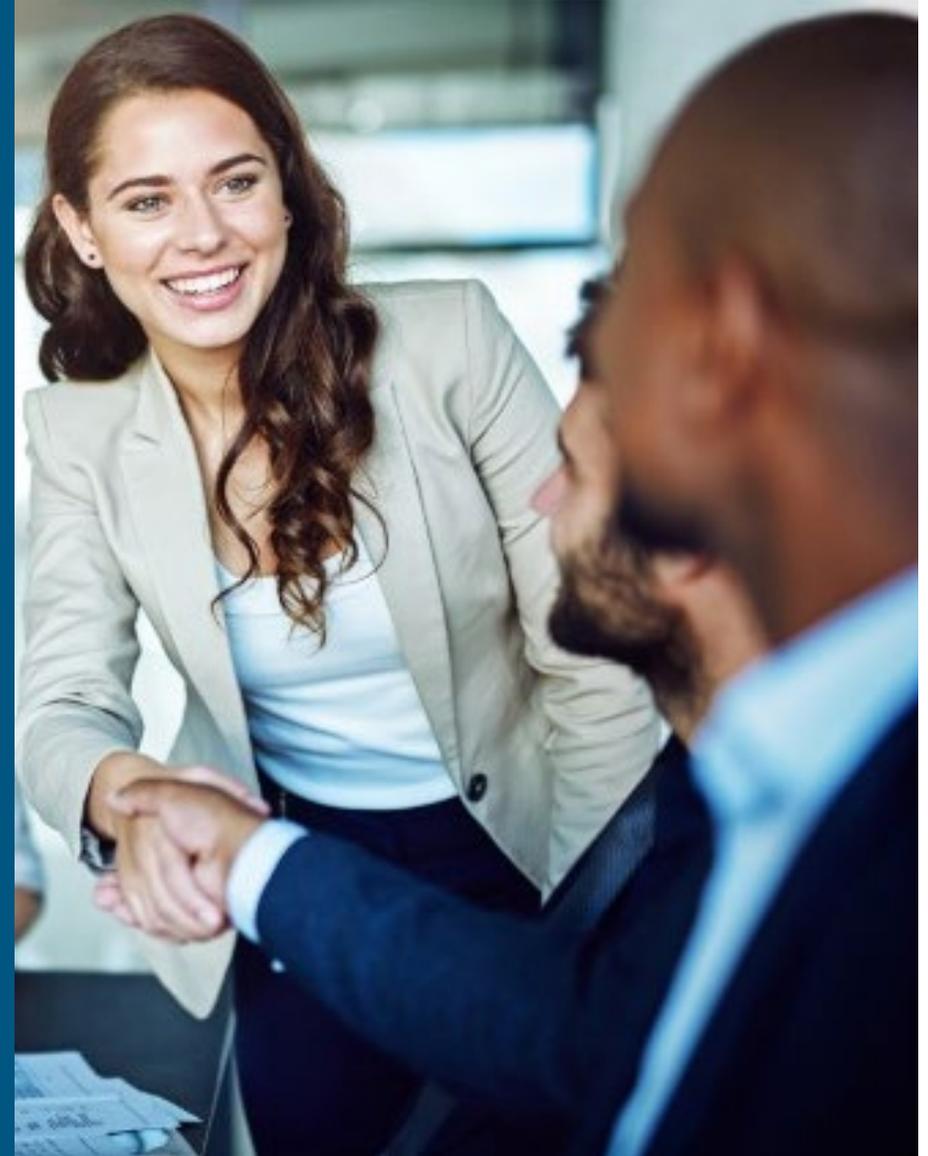
Just like in any treatment plan—use your baseline data to assess efficacy and progress.

Did your planning and efforts make a difference?

- *Did your vacancy or turnover rate improve with new recruitment and hiring approaches?*
- *Did turnover rates decrease?*
- *Are employees more satisfied or engaged?*
- *What did you learn from exit interviews?*
- *What did you learn from stay interviews?*

Make changes to your plan and practices based on what you learn.

4 Takeaways and Next Steps



Takeaway: Focused Strategies for Recruitment in the Short-term



1. Go directly to your top nurses individually and ask them for referrals; ask them specifically to refer their mentees, friends, retirees, and former colleagues.
2. As recent hires establish themselves as exceptional employees, reach back out to their references, thank them again, applaud the work of their referral, and then ask if they know others who might be strong candidates.
3. When interviewing strong candidates, ask if they would share the names and contact information of other potential hires that they know.
4. Ask all new hires which specific element of your hiring process had a positive impact, no impact, and a negative impact on their decision. Use this information to improve your hiring process.

Takeaway: Focused Strategies for Recruitment in the Short-term



5. Consider a program where you will hire a nurse and their best friend (colleague, spouse/ partner) at the same time.
6. Develop or reevaluate a nurse residency program; support nurses' completion of a transition-to-practice program, build community, and improve workplace culture.
7. Make your best nurses brand ambassadors. Highlight their quotes and/or short videos in marketing and publicity to create a stronger connection with potential peers and colleagues.
8. If you have multiple healthcare sites in your organization, after onboarding, offer nurses the flexibility to work in any of these locations, rather than having to report to the same location every day.

Case Study: Innovative Recruitment for the Short-term

“Millennials, and those even younger, are starting to look at work in a different way. They probably were earlier, and we missed the signs.”

Betty Jo Rocchio
Senior Vice President and Chief
Nursing Officer
Mercy Hospital - Chesterfield

Mercy Hospital in St. Louis recently gave its nurses the flexibility to work in any of its five local hospitals, rather than having to report to the same hospital every day. According to a hospital manager, the program breaks up the monotony and gives nurses more flexibility without forfeiting any of their seniority. Flexibility and balance are highly valued in the nursing world.

[We Need More Nurses — Here's How to Recruit Them \(indeed.com\)](#)

Since late last year, Chesterfield-based Mercy has been piloting a program in Springfield where both staff nurses and “gig worker” nurses can sign up for shifts through an app. Now the health system is expanding it across all of Mercy. While permanent staffing is a better model, not least because it offers people benefits and guaranteed hours, hospitals also have to be efficient and having an on-demand workforce allows them to flex up and down more easily when patient numbers rise and fall.

[Fighting to find nurses, Mercy experiments with Uber's 'gig worker' model | Local Business | stltoday.com](#)

Case Study: Innovative Recruitment for the Long-term

Since 2014, Brattleboro Memorial Hospital (BMH) in southeastern Vermont has worked with the Community College of Vermont (CCV) as part of its College to Careers program that allows students to earn a Clinical Medical Assistant certification in 14 weeks with guaranteed employment at the hospital. BMH recently expanded its partnership with the school to include a new train-to-hire program for environmental services (EVS) staff.

[Hospital, college partner on training | Health Facilities Management \(hfm magazine.com\)](#)

“We have to contribute to the pipeline as opposed to just waiting at the end of the pipeline.”

Steven R. Gordon
President and CEO
Brattleboro Memorial Hospital

Case Study: Innovative Recruitment for the Long-term

"Our region's hospitals are in grave need of skilled staff across a number of roles. Through the creation of this initiative The Partnership is helping people obtain training in careers that were once out of reach at their existing employer."

Karin M. Norington-Reaves
CEO of The Partnership

Four Chicago hospitals (Ann & Robert H. Lurie Children's Hospital of Chicago, NorthShore University HealthSystem, Rush University Medical Center, and the University of Chicago Medicine) have joined forces with workforce leaders creating a new health care pathway program to help existing employees in entry-level and majority non-clinical roles transition to medical assistant roles. They see this innovative collaboration as a vehicle to fill high-demand jobs and increase retention among current employees as well as advance front-line employees. The hospitals are all members of the employer-led Chicagoland Healthcare Workforce Collaborative.

[New training program advances entry-level employees into high-demand clinical positions - UChicago Medicine](#)

Case Study: Innovative Recruitment for the Long-term

A new program at Newton-Wellesley Hospital and Lasell University will provide classroom training and clinical and simulation training for at least three cohorts of 10 to 12 students per year. The hospital will offer the first group a full scholarship for the certificate training in exchange for three years of employment at the hospital and is raising money for future scholarships.

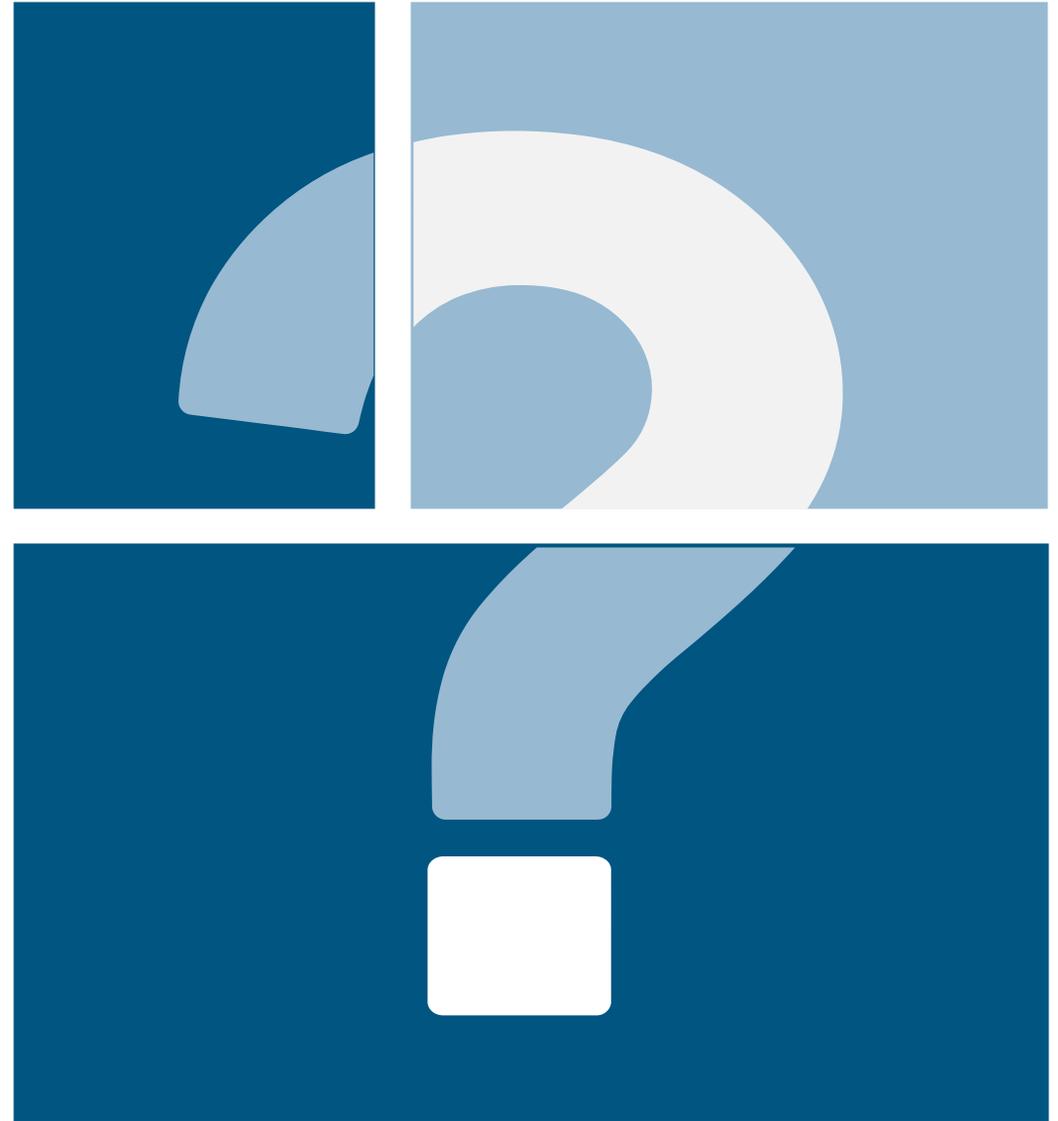
Holyoke Medical Center's new \$1.5 million to \$2 million program is recruiting students who have recently graduated from nursing programs and offering to pay between \$25,000 and \$50,000 of their loan debt in exchange for four years of employment. New grads will complete their residency program over the summer and will be paid as they work alongside nurse educators to gain their required training. The hospital hopes to fill many of its 32 to 35 open nursing positions.

"We are three weeks into the program and have already filled two-thirds of our total open positions with new grads. We anticipate filling every open position by mid-May as we have a lot of interest and candidates."

Spiros Hatiras, CEO
Holyoke Medical Center

[Hospitals seek to solve their own staffing shortages - The Boston Globe](#)

QUESTIONS



Next Webinars

Webinar Title	Key Concepts	Date*
<p>Webinar 3: Dotting the i's: Compensation and Benefits as Incentives for Workforce Longevity</p>	<ul style="list-style-type: none"> • What are best practices in managing compensation, financial incentives, and bonus analysis and application? • How can you model and design your benefits packages? • What do you need to know about using scholarship and loan repayment programs (e.g., HRSA NHSC)? 	<p>Tuesday, September 13, 2022</p>
<p>Webinar 4: Granting Voice, Offering Growth: Training, Supervision, and Performance Management as Retention Strategies</p>	<ul style="list-style-type: none"> • What are best practices in performance management? • Where do you offer employee voice in the performance management process? • What types of “rewards” work for positive performance? 	<p>Tuesday, October 18, 2022</p>

***All webinars from 12 p.m. – 1 p.m. ET**

Next Webinars

Webinar Title	Key Concepts	Date*
<p>Webinar 5: Keeping It Fresh: Best Practices in Employee Engagement</p>	<ul style="list-style-type: none"> • How can you effectively gather information from employees to assess satisfaction? • Do employees have an opportunity to engage in improving the workplace? • What are the best practices to support employee work-life balance and overall health and well-being? 	<p>Tuesday, November 15, 2022</p>
<p>Webinar 6: Bolstering the Workforce: Resiliency, Workplace Wellbeing and Retention</p>	<ul style="list-style-type: none"> • How do you build a resilient workforce? What current strategies do you use? • What kind of support network do you have in place—professional/personal? • How might your organization better foster resilience for your employees? 	<p>Tuesday, December 13, 2022</p>

*All webinars from 12 p.m. – 1 p.m. ET



Important Links

Resource Page

<https://www.ihawio.org/recruitment-retention-webinars-and-resources/>

All webinars will be recorded and available at the above link with copies of each presentation.

To learn more about workforce development, see AHP's landing page:

<https://www.ahpnet.com/Rotating-Banner-Landing-Pages/Workforce-Development>



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Calculating Retention Rate: Stayers

The number of “stayers” (employees who remain at the end of calculation period) divided by the number of employees you had at the beginning of your calculation period times 100 equals your retention rate.

Number of stayers	Divided by	Number of personnel at beginning of period	Times 100	Equals	Your retention rate
(90	÷	100)	X 100	=	90%

Calculating Average Tenure

Average tenure can be calculated for stayers or leavers.

- List each worker and the number of months the worker has been at the organization
- The sum of months worked divided by the number of employees

Number of months "staying" for current employees:

- 1 employee "staying" 3 years (1 x 36) =	36
- 5 employees "staying" 12 months (5 x 12) =	60
- 2 employees "staying" 10 months (2 x 10) =	20
- 2 employees "staying" 3 months (2 x 3) =	+ 6
Total =	122

Total months "stayed"	Divided by	Number of current employees	Equals	Average tenure of "stayers"
122	÷	10	=	12.2 months

Other measures to consider

Retention Evaluation Recruitment Evaluation

Measure	What it can tell you
Employee Satisfaction Survey	Employee feedback tool that allows employers to find out about the employee experience, directly from employees themselves.
Stay Interviews	Opposite of an exit interview: Instead of asking why an employee is quitting, a stay interview focuses on what motivates the employee to stick around, what could be better about their work experience, and how they envision the next stage of their career within the organization.
Exit Interviews	Imagine this as the opposite of a job interview: Instead of asking why they want to join your company, you're asking them why they've decided to leave.

Other measures to consider

Retention Evaluation Recruitment Evaluation

Measure

What it can tell you

New Employee Interviews

A check-in with the employee to make sure they are getting the support and information they need to do their job effectively. This is also an opportunity to find out what recruitment efforts were effective in bringing this employee aboard.

Assessment of Specific Strategies

Examine different strategies—Did the copy for one ad get more applicants? Did where you posted your ad affect response rates? Did either of these elements affect the number of good or qualified candidates?

Resource Slide: National Healthcare Retention and Turnover Statistics

Health care is projected to grow 16% and add about 2.6 million new jobs through 2030

Turnover/Retention Statistics

- ❑ Nationwide hospital turnover increased by 6.4% and currently stands at 25.9%, with the median of 23.5% and the mode at 25.4% ... hospital's goal is to reduce turnover by 5.9%

Tenure Information

- ❑ First-year turnover continues to outpace all other tenure categories. When looking at the range of those employees who terminated with “less than one year of service,” this group can make up 59% of a hospital's total turnover.
- ❑ Based on the survey data, 21.7% of all new hires left within a year.