



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER

# Recruiting and Retention

Or, we are in such a mess

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# Selected 2017-2018 Delta Communities

<b>Organization</b>	<b>City</b>	<b>State</b>
Pickens County Medical Center	Carrollton	AL
Daughters of Charity Services	Dumas	AR
Chicot Memorial Medical Center	Lake Village	AR
Delta Memorial Hospital	Dumas	AR
Drew Memorial Health System	Monticello	AR
Natchitoches Regional Medical Center	Natchitoches	LA
Sharkey-Issaquena Community Hospital	Rolling Fork	MS
South Sunflower County Hospital	Indianola	MS
Tippah County Hospital	Ripley	MS
Iron County Medical Center	Pilot Knob	MO
Pemiscot Memorial Health Systems	Hayti	MO
Hardin Medical Center	Savannah	TN

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Federal Office of Rural Health Policy



Delta Regional Authority

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# The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce



# The Problem

- For over one year, the U.S. has had more jobs open than people looking for work—we're short about 1M workers
- Healthcare—need 2.3M more workers by 2025

Effectiveness of recruiting and retention of qualified workers will determine whether many healthcare organizations survive

# Get to Know, Really Know YOUR Problem

- Yes, some data analytics
- Hear the “voice” of recruitment and retention processes—what is it that they are telling you? Get the stats—and pay attention to them.
  - Total turnover: emphasize—potentially avoidable
  - First year turnover
  - Time-to-fill
  - Job vacancy



# Get to Know your Labor Market

- Where have recruits come from in the past?
- What anticipated changes do you see in the future?  
Any looming disasters?

*Story of military doing "scorched earth" recruiting*

- What sources are available that you've not used before?
- Yes, and what does the data tell you about what is working and what isn't?
  - What sources really don't provide good, quality workers and which ones are gold?



# Build Relationships at Sources

- Have at least one (and maybe many) strong contacts at each source

*Story of white table cloth lunches with guidance counselors and science teachers - presentations/discussions with pros in the field*

- Take key faculty to lunch
  - Hire them part-time

*Goals---they refer the best to you, and they work with you to improve their programs*



# Teach 'em Young

- Clinical staff go to high school and college classes and teach
- HR, CEO and other key players meet with students and parents, talk about the life of a healthcare worker (yeah, be sure the parents hear it)

*Story of the Principal at Senior High and role of parents in career choices*

- Career Scene Investigation
- Healthcare pathways at high schools (give them some really GOOD stuff—e.g., slides of leprosy, x-rays of car wreck victims, etc.—with patient permission)



# Build a pipeline. Then, if that doesn't work, recruit

- Know who you are going to hire before an opening occurs
- Recruit them before there is an opening

## *Story of the Pharmacist*

- Time-to-fill drops like a rock—so does job vacancy (In fact, all employment stats tend to drop)

# When You Recruit, INNOVATE

- Don't do what anyone else is doing—definitely, be unique

*Story of "Grandma" recruiting at job fairs*

*Story of Med Techs—limo from Omaha*

*Story of recruiting based on reputation*

**EVERYONE IS A RECRUITER**

# Don't Just Hire, Let Them “Kick the Tires”

- Realistic job previews
  - Self-selection reduces first-year turnover



# Build a Reputation, More than a Brand— then Show You Deserve It

- Why should they go to work for you? What do you offer that no one else does? (Hey, if you're just part of the crowd, good luck on that.)
- Create a culture that attracts and holds--- “a workplace that is so wholesome and enriching that people want to come to work here and, once here, no way they even think of leaving.”
- Contrast with: *Dying for a Paycheck*, Jeffrey Pfeffer
  - Yes, this is competitive advantage that is tough to replicate

# Quit Due to Management— Not at My Place. We are a Place of WISDOM!

- High-quality conflict
- Grudge busting
- Happiness
- Trust
- Resilience
- Stress
- Being a good person
- Fulfillment
- Transcendent change
- Planning an exceptional life



# Comments—Tells a lot About this Work

- We now focus more fully on the purpose of what we do. As a result, we find more meaning in our work.
- We've learned that it is important to spend time helping people and not just trying to get through the chaos of the day.
- We know to achieve positive results from difficult situations.
- We have opened up lines of communication at all levels.
- We don't have much conflict. We identify problems and fix them.

# Comments Continued

- Learning more about communication and compassion has brought the employees closer together.
- We now have productive conflict. We are better at having uncomfortable conversations. We stopped taking issues personally. This has improved our culture substantially. In the past, conflict just wasn't being addressed. Now it is being addressed, and it happens timely.
- Happiness has increased.





# More Comments

- We now identify our stressors and can better cope. Healthcare is stressful, but now we don't feel so alone in the stress. There is more of a sense of community and people share more with each other so we don't each have to carry the burdens by ourselves.
- We are more resilient; we are better able to bounce back from tough times.
- We are more of an organization with a common purpose; we are on the same team.
- Some have said this is the best group of managers/directors and staff that we've had--ever.

# One person's comments— tells a lot about this work

- I have seen significant improvement with a serious conflict I've had with a colleague. I've learned high-quality conflict and forgiveness. This has helped me to build my confidence.
- I have learned a great deal about myself. As a result, I am more comfortable when I don't conform. I can speak up about concerns I have. I am more proud of the perspective I have as it supports my morals and values—even when I'm saying something different from others. I have been able to make some very important decisions in my life and, though sometimes unpopular and more difficult, it makes me who I am.
- I better understand how to create my own happiness. I have implemented several things that have made me a more positive and happy person.
- Many of the conversations we have had resulted in improvements at home with my family. For example, my marriage has improved due to a substantial reduction in my stress at work. I can't thank you enough for this—I can't think of anything more important than this.



# You Gotta Know When to Hold 'em

- The most common time people quit
- Preceptorships—how to hold 'em past the high risk times



# Absolutely, no “eating the young”

*Story of excessive 180-day turnover of RNs*



# And then, You Gotta Keep ‘em Even Longer

- Know why they leave—and then fix it
- Exit interviews—not so hot
- Stay interviews—now we’re talking
- Grounded theory studies for “blowouts”

*Story of 50% turnover of RNs in Home Health*

- 30-year club

# And What Happens Once They Leave

- Stay in touch—they might come back
- Retirees' club—they can bring new people to you—and help in many other ways



# Metrics Show it Works

- Job engagement: 55<sup>th</sup> percentile to 94<sup>th</sup>
- Gross revenues: \$1.8M to \$3M; now, \$4M
- Turnover: 58% drop (at medium-sized hospital, \$2M savings)
- ROI: 10:1 is common
- Job vacancy: 2%
- Total number of applicants: 200% increase



# Let People Know

- Newspaper articles
- Webpage stories
- Presentations (lots and lots)
- Publications (the more the better)





# Review and Improve—and Innovate Yet Again

- Copycats abound—stay ahead
- Teach effective decision-making/creativity

*Story of rad techs re-designing recruitment of techs based on a toucan*

- Skunkworks for recruiting and retention
  - Value creativity, shoot for “disruptive” recruiting and retention—way different, and incredibly effective

# Success in Recruiting and Retention is a Story of Innovation -- and Reputation





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