



Contented
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People...Profit

Contented Recruits Never Leave

How to Find and Keep the Workforce Your Patients Need

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RECRUITING

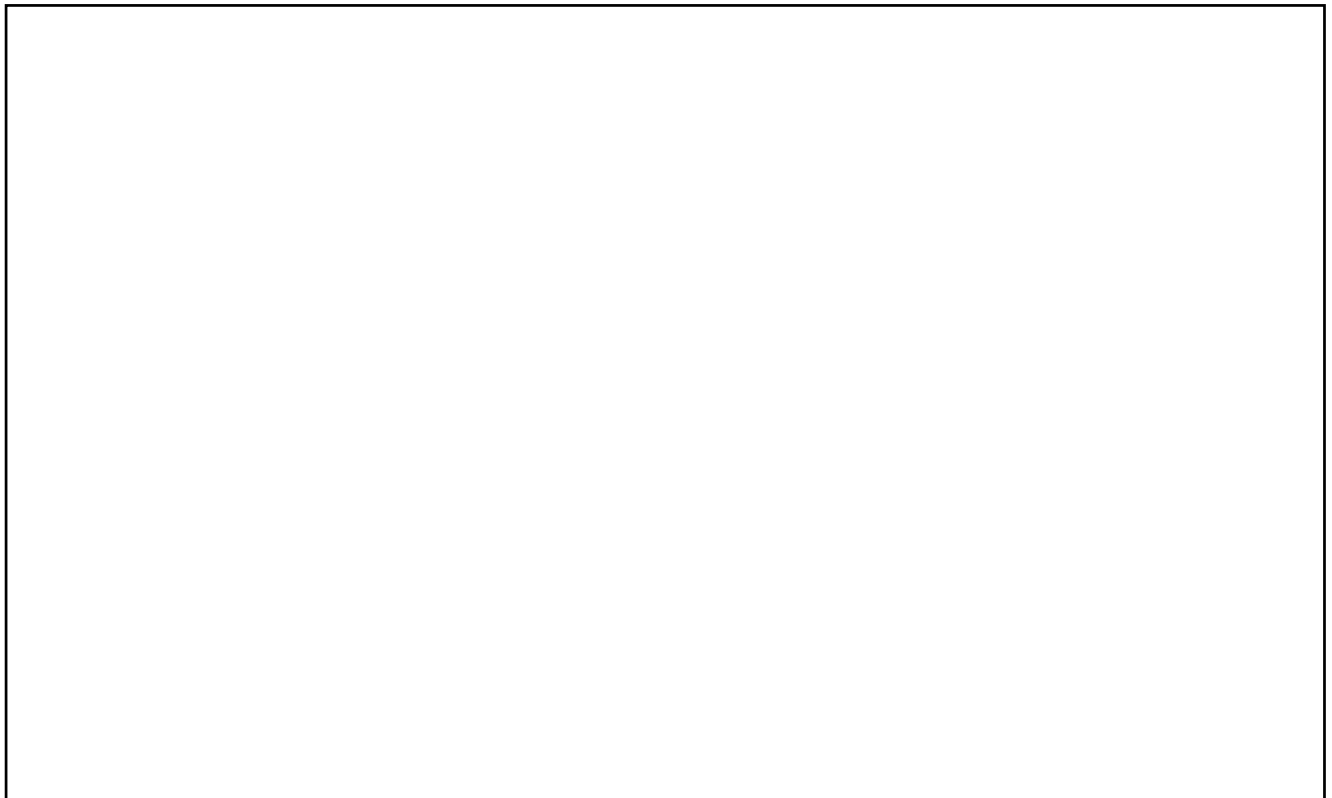
SOURCING

- The truth is – you’ve already thought of most of the sources out there. But don’t forget:
- Boomerang hires – people who used to work for you, and may be interested in returning if what you offer is better than where they went.
- Runners up – they were good candidates for an earlier position, but didn’t make the cut. Maybe they would now.
- Those who turned you down for an earlier position. Give them another try. Things are different now. If they still say no thank you, ask them for a referral to someone they know.
- Members of the autism community, including those with Asperger’s.
- Know the difference between requirements and preferences. (Do you really need an LPN? Or would a Medical Assistant fit the bill?)
- Other ideas from the audience:

ATTRACTING

- Develop an Employer Brand
- Strive to be a “Destination Employer” – where people have their sites set on you – working at your organization is their GOAL, their DREAM.
- Remember that even though most of your jobs can’t be done from home, you’re competing in a world where that is now a mainstream option. Offer it for all positions that CAN be done from home. The abiding principle is FLEXIBILITY.
- Recruit for every position like you were recruiting for a physician.

- Use your website to market your organization as a great place to work! Most hospital websites are AWFUL at this. Improve yours, and you'll stand out.
 - Make use of videos to showcase what it's like to work there. Also put those videos on YouTube (see below).
 - Know how you look on Glassdoor and Indeed. And if (but only if) you have a rating of 4 stars or more, post those reviews on your site.
 - Make your job postings FUN! Nobody's looking for a boring job, but most postings are deadly!
 - Make it SUPER easy to apply and get an interview. *** Put a button on your site that says "CALL ME NOW". When someone hits it and fills out the form, be prepared to call them immediately during business hours, or the next day otherwise. Assign someone to monitor this in real time during business hours.***
- Make use of Social Media. Have it managed by a pro, on your staff, or outsourced. That's where many of your prospects are hanging out.
- Put videos on YouTube, and get somebody who knows what they're doing to manage them, to optimize their searchability. See the video from MLK Community Hospital in Los Angeles at <https://youtube.com/watch?v=clfaX2eMKRo> or go to YouTube and search "Employee Testimonials: What makes MLKCH an employer of choice?"
- Build relationships with nursing schools. Put on your best show whenever their students are onsite.
- Found your own nursing school. (I know, that's a heavy lift, but it's effective.)
- Pay employees for employee referrals. Make it worth it.
- Get referrals from new hires during their first week, when they're really excited!
- NEVER stop recruiting!
- Other ideas from the audience:



ONBOARDING

- The Anatomy of Great Onboarding:
 - Welcome them before they start.
 - Welcome them on their first day.
 - Get mutually well-acquainted.
 - Educate, educate, educate.
 - Do regular, frequent check-ins.
 - Celebrate!
- Article on “Re-Recruiting” by Richard Hadden and Bill Catlette. Download at <https://contentedcows.com/downloads/Re-Recruiting.pdf>
- **CLS Onboarding Toolkit.** CLS clients – go to your customized CLS Best Practices Website (ask your Implementation Specialist if you’re not sure how to access it.) Click on TOOLS, then on Onboarding and Retention. All 38 tools will come up, and can be downloaded. The tool numbers in the following ideas refer to the tool in the CLS Onboarding Toolkit. You can also ask your Implementation Specialist to just send you the complete toolkit in one document.
- Have the CEO send the new hire a personalized letter, before their first day, for every position. (Tool #14)
- Have someone make a welcome phone call a day or two before their first day – someone in their department, perhaps someone they did not meet during the interview process. (Tool #15)
- Create a team of Onboarding Ambassadors, who will buddy up individually with the new hire, to help them with all “new employee” kinds of things for the first few days or weeks.
- Have someone (an Onboarding Ambassador, if you have them) meet them on their first day, at the front door, to welcome them and take them to their workplace or manager.
- Hold a Welcome Gathering, with co-workers, and others from other departments, as appropriate for the position. (Tool #16)
- See Tool #18 for Orientation Day logistics and other ideas.
- Ask them to complete a “Getting to Know You” form, with fun facts about them. Managers can use this information in designing rewards and recognition for the employee well into their tenure. (Tool #21).
- Develop a Mentoring Program. There is an entire suite of tools for mentoring in Tools #22-27 in the Toolkit.
- Ask them to complete a My L.I.S.T. form (List of an Individual’s Special Things), similar to (but not the same as) the “Getting to Know You” form. (Tool #28)
- Check in with the new employee, asking specific questions, at the end of:
 - Day One – ask these questions:
 - Was today, or the job, what you expected?
 - Did anything surprise you?
 - Is there someone who was particularly helpful to you? I’d like to thank them.
 - What questions do you have?
 - What can I do to help you before your second day?
 - Week One (Tool #33)
 - Week Two (Tool #34)
 - Month One (Tool #35)

- Month Three (Tool #36)
- Month Six (Tool #37)
- Their first year (Tool #38)
- For relocating employees: Create a Welcome Wagon Committee. Prepare a collection of items of local interest for them. Help them learn about the area, and get them oriented to their new community. Also help their spouse and family to get engaged in the community.
- When you have a group of at least 4 or so new employees, have the SEA's teach the Service Excellence Workshop to them, as part of their orientation.
- Other ideas from the audience:

RETENTION

- Remember that good people want to work with equally good, committed, and talented co-workers. Keep the standards high. I know, that's hard. All of this is hard. Especially now. Do it anyway.
- You may need to "detox" your workforce, by releasing employees who are creating a toxic environment and making it difficult for you to recruit and retain the good ones. Lose a few to gain a lot.
- Pay more attention to Work-Life Balance. When you get some relief on the staffing front, begin to introduce more flexibility and balance, as you can.
- Get creative and flexible with your benefits. One size fits one. Some employees won't need everything you offer, because their spouse has them covered, or they just don't value it. Curate a package of benefits they DO value, and compensate them for things they don't use.
- My unscientific poll of hospital staff in recent presentations shows that people value a verbal thank you from their co-workers and manager over time off with pay, and a handwritten thank you over monetary awards or gift cards.
- You've got to do something about day care. Provide it onsite. Or subsidize the cost elsewhere.

- Provide substantial retention bonuses, with a small payout at the end of each year, and then a large one at the end of five years. Put the funds in an escrow account so you don't get caught short.
- Provide tuition reimbursement.
- Compensation includes TANGIBLES and INTANGIBLES. Pay more attention to the intangibles, and there will likely be less pressure on the tangibles.
- Look at what you're paying to agencies for staff, and consider getting closer to that with your own staff. You'll almost always get better performance and greater commitment from your own staff.
- Beware of pay inequity between agency and employed staff, and between newcomers and tenured staff. People talk.
- Institute "No Meeting" days, where people can be assured they won't have any meetings on particular days.
- Provide for self-scheduling, with clearly established ground rules.
- To curb absenteeism, pair every employee with an attendance buddy who works their same shift. It greatly increases accountability.
- Conduct "Stay Interviews", to find out why people stay with your organization. It will also give you clues as to why they might leave.
- Do Employee Surveys. Correctly. CLS provides one through the CareSay app. Your CAHPS provider may also.
- Rollover sick days into long term disability. For the sick days they don't use, pay them half, then, in addition, put those days in a long term bank.
- Battle favoritism. It's one of the biggest complaints I see in healthcare organization employee surveys.
- Other ideas from the audience:



Richard Hadden, CSP is a speaker, author, and consultant with a focus on the connection between people practices and organizational performance. He is co-author of the Contented Cows leadership book series, including his latest book, Contented Cows STILL Give Better Milk. He is also an Implementation Specialist for Custom Learning Systems. Richard lives in Jacksonville, Florida, and can be reached at richard@contentedcows.com or 904-720-0870.