

Recruitment, Selection and Retention in the New Millenium



Brought to you by the

Critical Access Hospital Quality Network

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Five simple truths from a consultant’s vantage point:

1. Staffing challenges are NOT a management problem.... They are a FACILITY problem!
2. Management cannot FIX staffing challenges.... Only a team can do that!
3. Teams need a plan - 12 weeks at a time works well!
4. Teams need a goal - with targets along the way!
5. Teams need to believe in *what* and *why* they are doing something - give them a mission and they’ll move mountains!

What this means is simple... the first step to solving your staffing challenges is to create a dynamic, targeted TEAM, specifically tasked with:

1. Creating a culture that retains the best.
2. Creating a process that helps managers identify the best candidates.
3. Creating a recruitment process that targets only the best of the best.

Five simple steps to forming your team:

1. Pick 7 - 10 FRONT LINE staff! Management should only be a resource the team utilizes, not the driving force!
2. Pick ONLY top performers! Identify criteria and pick based on the criteria, not "gut feel"!
3. Bring the team together and celebrate them... before they've even done anything!
4. Let the team pick a name for themselves!
5. Clear the obstacles!

Task #1: Create a culture that
retains the best...

(hint... it's not really a secret how
to do this!)

Let's start with some NON-secrets....

Turnover is expensive!

Turnover is avoidable!

If you keep the good staff you
have, (retention), then good
staff will WANT to join you
(recruitment).

Let's start with some NON-secrets....

Turnover is expensive!

Department of Labor places the cost of turnover at minimum wage at approximately \$3,000.

Most major healthcare employers place the cost of turnover, depending upon position, between \$6,000 - \$20,000.

The Gallup organization places the cost of turnover at 1.5 times annual salary.

Let's start with some NON-secrets....

Turnover is expensive!

Turnover is avoidable!

Nationally, turnover in acute care runs between 22 - 24% annually.

We've worked with dozens of critical access hospitals who have reduced their turnover to below 10% and have kept it there... in some cases for over a decade.

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Field of Dreams © was correct....

Build it and they will come!

Okay, here are the “secrets”....

Secret #1: Good leadership

The Gallop Organization is very clear in its interpretation of hundreds of thousands of pieces of employee satisfaction data:

Employees don't leave companies, they leave supervisors!

Okay, here are the “secrets”....

Secret #1: Good leadership

Health care is not set up to train and support leaders. In fact, many individuals in supervisory, management and leadership positions have never been fully trained for their responsibilities!

The first step is to commit to ongoing and deliberate leadership training!

Okay, here are the “secrets”....

Secret #1: Good leadership

Begin by defining what leadership is.

Leadership is the ability to take people where they wouldn't or couldn't go without you.

Okay, here are the “secrets”....

Secret #1: Good leadership

How do you train your current leaders? The same way you eat an elephant... one bite at a time!

1. Schedule 15 minute “vignettes” of leadership training at the beginning of regular management meetings.

Okay, here are the “secrets”....

Secret #1: Good leadership

How do you train your current leaders? The same way you eat an elephant... one bite at a time!

2. Schedule one “lunch and learn” a month and participate in a webinar, review a current printed work on leadership, or just open the floor for discussion of leadership topics.

Okay, here are the “secrets”....

Secret #1: Good leadership

Utilize your vendors, community leaders, board members, anyone who has an expertise or insight!

Pick a leader from the current or the past and “brainstorm” on what characteristics that individual exudes and how to apply them to your facility!

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Why is Leadership so important?

A brief clip from an HBO series “The Newsroom” with Jeff Daniels provides us some “talking points” on Leadership.

Be prepared!

The following clip is in its native format. I have not edited it. It DOES contain three instances of profanity. As adults, I think we can overlook it and appreciate the merits of the content, anyway.

From “The Newsroom”

© HBO



12 Leadership Keys.....

Alan Sorkin, who wrote the dialog, identified 12 concepts, or KEYS, that made America the greatest country in the world. Let's examine them, one at a time.



Leadership Key # 1:

“We stood up for what was right.”

Leaders stand up for what is right,
not for what is:

Convenient, easy, popular, profitable
or established (status quo)



Leadership Key # 2:

“We fought for moral reasons. We passed laws....struck down laws for moral reasons”

Leaders have a solid moral compass and value system.



Leadership Key # 3:

“We sacrificed.”

Leaders are willing to sacrifice. Rather than focusing on “what’s in it for me”, they focus on “What’s in it for US.”



Leadership Key # 4:

“We cared about our neighbors.”

Leaders are compassionate and care more about others than themselves.



Leadership Key # 5:

“We put our money where our mouths were.”

Leaders have “skin in the game.” They are willing to share in the risk and are willing to face consequences.



Leadership Key # 6:

“And we never beat our chests.”

Leaders are humble. Leaders are modest. Leaders are willing to let others shine.



Leadership Key # 7:

“We built great big things. Made un-Godly technological advances. Explored the universe. Cured diseases.”

Leaders accomplish. They do. They build. They create. They finish.



Leadership Key # 9:

“Acted like men.”

Leaders are accountable and hold others accountable. They have honor, dignity, respect and responsibility.



Leadership Key # 10:

“We aspired for intelligence.”

Leaders understand the need for constant development and growth.



Leadership Key # 11:

“We didn’t identify ourselves by who we voted for in the last election.”

Leaders don’t play identity politics and don’t divide. Leaders unite.



Leadership Key # 12:

“And we didn’t scare so easy.”

Leaders are courageous.

Okay, here are the “secrets”....

Secret #2: A schedule that fits their (Gen x/y and Millenials) needs.

- Break the mold of 7 – 3, 3 – 11, 11 – 7!
- Split shifts
- Shared shifts
- Multi-skilled workers
- Self Scheduling
- Think “One size fits One”
- Identify staffing needs and workflow patterns and be creative.

Okay, here are the “secrets”....

Secret #2: A schedule that fits their (Gen x/y and Millenials) needs.

- Hire specifically for shift work!
 - Must have experience working the shift you are hiring for and/or
 - Must demonstrate a lifestyle ability to handle the shift and/or
 - Must be willing to commit to the shift for at least 1 year

Okay, here are the “secrets”....

Why are Gen x/y and Millenials different?

Understanding the generations.

Baby Boomers – 1946 – 1964

Gen X – 1965 – 1979

Gen Y – 1980 – 1994

Gen Z (or Millenials) 1995 – 2004

* Some experts eliminate Gen Y – extending Gen X to mid to late 1980’s and beginning Millenials following that (about 1990 – 2004)

Okay, here are the “secrets”....

Why are Gen x/y and Millenials different?

The biggest gap is between Boomers and Gen x/y/Millenials.

This is driven by one primary factor:

CHOICE

Okay, here are the “secrets”....

Secret #3: Onboard Well.

75% of all employees make a conscious or subconscious decision of how long they are going to stay in an organization within the first 2 days. 90% have made that decision within the first 2 weeks.

Okay, here are the “secrets”....

Secret #3: Onboard Well.

Orientation is probably the most important tool a company has to create superstars.

Orientation is a year long process, not a 2 day event.

If you prefer.... Replace Orientation with “Onboarding”.... To create a long term expectation.

Okay, here are the “secrets”....

Secret #3: Onboard Well.

- Orientation must be Competency based – not time based.
- Orientation must build on company values, mission and beliefs.
- Orientation must clearly identify what the expectations of the company and the needs of the job are.

Okay, here are the “secrets”....

Secret #3: Onboard Well.

- Orientation must prepare the new hire to handle the relationships that will develop.
- Orientation must quickly “bring into the fold” and make new hires feel welcomed, valued and contributing.
- Orientation should include an extended mentoring process.

Okay, here are the “secrets”....

Secret #3: Onboard Well.

1. Start with Values. Mission. Vision. Philosophy. History.
2. Then progress to the organization – begin with introducing the leaders – don’t parade them into the classroom, take the class TO the leaders’ domain – introduce them, let them ask questions, let them SHOW the new hires what they do – don’t just talk about it.

Okay, here are the “secrets”....

Secret #3: Onboard Well.

3. Let each supervisor partner with their hires to discuss the job descriptions and expectations. Don’t just make them sign it!
4. Review the policies, procedures, rules and regulations. Start with the simple things like “where to park”, “how to clock in”, “where to take breaks”, “where to eat lunch”, etc.

Okay, here are the “secrets”....

Secret #3: Onboard Well.

5. Make sure they are trained on relationship skills, such as;
 - Conflict Resolution
 - Teamwork
 - Diversity in the Workplace
 - Customer (patient) Service
 - Leadership Skills
 - Communication Skills
 - Stress Management
 -others?

Okay, here are the secrets....

Secret #4: Remove Negativity.

- A little arsenic in your soup?
- What do we do when we see a negative person?
- Make negativity a performance issue
- Write a policy to handle it (Zero Tolerance)
- No more than 7 – 10% are truly negative
- Only about 3% are incorrigible

Other thoughts on the subject....

Pay is short term motivator and usually ranks between 3rd and 6th in terms of satisfaction drivers for health care workers.

Almost universally, Respect and Appreciation rank 1 & 2, interchangeably.

Opportunity to make a difference and Opportunity to grow professionally also typically rank above pay.

Other thoughts on the subject....

Pay only becomes a driving force if the others (respect, appreciation, opportunity) are lacking.

Satisfied employees are not the goal....
Engaged and empowered employees are the goal!

Task #2: Create a process that helps managers identify the best...

(hint... it's not really a secret how to do this!)

Okay, here are the “secrets”....

Secret #1: Pick wisely.

Behavioral Interviewing: A strategic approach to interviewing that relies on the concept that the best predictor of future behavior is past behavior.

Change the way you ask questions during interviews....
Instead of “what would you do if..” ask, “In your previous employment, give me an example of when...”

Then (here's the hard part)....

Okay, here are the “secrets”....

Secret #1: Pick wisely.

Wait.

Okay, here are the “secrets”....

Secret #2: Don't pick alone.

Utilized a multi-phased process:

1. Application
2. Peer tour
3. Formal interview
4. Peer interview
5. Hiring decision

Task #3: Creating a recruitment
process that targets only the best
of the best...

(hint... it's not really a secret how
to do this!)

It all goes back to the team....

- Identify your superstars.
- Ask them to help transform the organization.
- Utilize them in your recruitment campaign.
- Reward them.

Questions and comments....

If you would like more information on The Secrets of The Simple Six, including:

- Self Scheduling – The poker chip method
- Creating a Zero Retention Policy for Negativity
- 7 Steps to Conflict Resolution
- Team Building
- Diversity in the Workplace

Email gregefta@gmail.com and ask for “expanded resources”.

And remember.... How do you eat an elephant?



One bite at a time!



The end.