

Recruitment and Retention

PRESENTED BY KIM BARKER
MANAGER, TALENT ACQUISITION

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About UHS

Who we are:

- Locally owned Health System serving the Southern Tier
- Full range of medical, surgical, rehabilitative and long term care services
- 896 beds, 60+ locations
- Over 6,000 employees
- Teaching hospital

Where we are:

- Wilson Medical Center - Johnson City, NY
- Binghamton General Hospital - Binghamton, NY
- Chenango Memorial Hospital - Norwich, NY
- Delaware Valley Hospital - Walton, NY
- Senior Living at Ideal - Endicott, NY
- Primary Care and Walk-In Centers - Various locations
- Home Care - Various locations

Why we are:

UHS is a comprehensive regional health system whose mission is to improve the health of those we serve through our commitment to excellence in all that we do.

Recruitment at UHS:

- Hire over 1,200 people per year system-wide
- Currently have over 500 vacancies

Healthcare is more than doctors and nurses!

- Doctors and Nurses represent approximately 25% of total hires
- Allied health
 - Pharmacy, Radiology, Laboratory, Medical Rehabilitation, Health Information Management
- Information Technology
 - Information Analyst, System Analyst, Data Scientist, Help Desk, Desktop Support
- Support
 - Housekeeping, Food and Nutrition, Patient Transportation, Engineering, Nursing Assistant, Medical Office Assistant,
- Administration
 - Accountant, Financial Analyst, Human Resources Analyst, Administrative Assistant, Medical Secretary, Access Care Representative, material management, Performance Improvement

Heavy Investment in “Grow our Own” recruitment and development strategies

Workforce Challenges

Overall

- Unemployment rate is at historic lows – locally and nationally
- Aging of the workforce (Baby boomer generation)
- Mobile workforce, with people leaving the area

Healthcare Industry *

- 42.3% of hospitals planned an increase in their labor force in 2019
- At the same time, hospital turnover set a new high-water mark for the decade
- Currently, the hospital turnover rate stands at 19.1%
- The average cost of turnover for a bedside RN is \$52,100
- The majority (81.3%) of organizations view retention as a “key strategic imperative”

* Nursing Solutions, Inc. 2019 National Health Care Retention and RN Staffing Report

Recruitment

Focus on the candidate experience

- Mobile Friendly website
- Make it easy to apply
- Track where you get your applications from
- Video interviews
- Provide quick feedback
- Focus on your job postings

Leverage Existing Staff

- Utilize employee referral programs
- “Grown your own” internal pathway programs
- Encourage internal movement and cross training

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Advertising strategies

- Social Media
 - Facebook Instagram
 - LinkedIn Pinterest
 - Twitter Youtube
- Digital Recruitment Strategies
 - Search engine optimization
 - Google key words
 - Retargeting
 - Geofencing
 - Email campaigns
 - Digital job fairs
 - Indeed, Ziprecruiter
 - Specialty/niche web sites
- Other
 - High schools and colleges
 - Veterans
 - Disabled community
 - Mailers
 - TV
 - Radio
 - Professional associations/trade publications

Recruitment

Focus on the Interview Process

- The success of an organization can often be attributed to the talent of its employees
- The life cycle of employment begins with a healthy recruitment process
- Rushing through the hiring process results in future turnover and time consuming management problems
- Establish clear roles for Human Resources and the Hiring Manager
- Train your managers and interviewers on effective interviewing techniques

Three components to the interview process

- Behavioral Based Interviews (Manager)
- Peer Interviews
- Job Shadows

Steps for an effective interview

- Select an appropriate setting
- Create a welcoming environment
- Explain what the candidate can expect during the interview
- Use a prepared interview guide of Behavioral Based Interview Questions
- Take clear and concise notes
- Give the candidate time to ask questions
- Provide a Peer Interview and Realistic Job Shadow
- Provide a timeline for when they will receive feedback

Retention

The top three reasons employees leave jobs*

1. Career development (21%)
2. Work-life balance (13%)
3. Manager behavior (11%)

Retention is not usually not about salary!

Retention requires a multi-faceted approach

1. Generational Strategies
 - One size does not fit all
 - Different approaches for the different generations
 - Focus on millennials and baby boomers
 - New Hires and long term staff
2. Invest in your front line leadership
 - Front line manager training
 - Front line manager span of control
 - Stay interviews
 - Exit Interviews

* Society for Human Resources Management Retention Report

Retention, Continued

Retention requires a multi-faceted approach, Continued

3. Employee Perks/Financial Incentives

- Competitive pay
- Continuing Education
- Professional Development
- Career pipeline programs
- Creative total rewards strategy, providing unique benefits

4. Workforce processes

- New-hire onboarding
- Employee engagement surveys with meaningful follow-up
- Peer interviewing
- Realistic Job previews
- Job shadows
- Schedule flexibility
- Retention committee with senior management participation
- Mentorship

Questions?