

HOW TO ATTRACT AND RETAIN TALENT IN THE CURRENT HIRING LANDSCAPE



WITH CHRIS ROMANELLO

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Agenda

- Pre-Pandemic vs. Post
- Candidate Experience
- Recruiting structure, process and strategy
- Retention: programs and process
- Insourcing vs. outsourcing



Pre-Pandemic Hiring

1. New department request sent to HR & posts new req in Workday
2. Batches of candidates actively apply
3. TA/HR reviews resumes and screens candidates
4. Candidates interview with hiring managers
5. Managers discuss shortlist of qualified candidates
6. Offer(s) made & candidate signs



Post Pandemic

Out with the old, In with the new..

- Can no longer rely on applicant traffic
- Recruitment and candidate pipeline is critical
- Sense of urgency is required: 10 days to hire!
 - ***68% of nurses accept their first offer***, even if the second offer comes in higher
- Need to build your brand and promote your value prop

Breakout

- 2-3 minutes
- Discuss two improvements you can make to your hiring process

Pre vs. Post-Pandemic Hiring

Pre-Pandemic

- New department request sent to HR & posts new req in Workday
- Batches of candidates actively apply
- 30+ days for various interview panels
- Shortlist of candidates to choose from
- Selective process



Out with the old, In with the new..

- Can no longer rely on applicant traffic – *you must* get out and sell
- Recruitment and candidate pipeline is critical
- Sense of urgency is required: 10 days to hire!
- Need to build your brand and promote your value prop

Candidate Experience

Create confidence with your process

- Create a structured process with timelines and accountability
- Move fast and deliberate – engagement at every stage is critical
- First touchpoint: first impression, make it count
- Post placement: recruitment is over, now retention is starting!
- Onboarding is key: this is their first experience in the unit. Are you ready for them to be ready?

Quick Fact

68% of nurses accept their first offer, even if the second offer comes in higher

Recruitment Process

Structured Hiring Process

- Who owns it? – this must be clearly defined
- What is your process? (interview, on-site, reference check)

Defined Timeframes and Deliverables

- Applicant to offer – **2 weeks is too long!**
- Clearly defined expectations for candidates (application through onboarding)

Cross-Functional Approach

- HR and hiring managers must be aligned
- Entire team must have a candidate centric mindset (we are all focused on the same goal)

Recruitment Strategy

- Organize your outreach and marketing strategies
- Leverage technology to be more competitive (ATS, pipeline tracking)
- Create accountability with trackable metrics - how are you performing?
- Use feedback loop to tweak strategy and process
 - Focusing on candidate experience and timelines creates wins



Retention

All about the recipe..

- **OTEC:** Onboarding, Training, Engagement, Career Pathing
- Give them a pathway and they'll give you a career
- Salary increases are not enough, *invest* in your nurse's future
- Let them be heard: find common themes and act – word spreads fast and you need to differentiate

Quick Facts

- \$45k: turnover cost per nurse
- 100%: avg turnover rate over last five years
- >50% of healthcare orgs have no measurable retention goals

OTEC

Onboarding

- The first 30 days for a new hire are crucial
- Well-defined structure, communicated in advance
- Reconfirm they made the right choice, you're invested in them

Training

- Structure from day 1 to 180 and beyond
- Clear development plan
- Preceptors – make or break for a new hire
- Regular check-ins from managers and educators

Engagement

- How can they communicate frustrations, how are those addressed?
- Regular manager check-ins (ask the tough questions, why would you leave?)
- Company meetings/town halls and other forums
- Staffing is key to avoid nurse burnout

Career Pathing

- Specialization
- Leadership development (manager for a day)
- Shadow time with leaders and other tenured nurses

In sourcing

Focus on what you're good at..

- Does your team have the experience in building a successful recruitment strategy?
- Do they have the experience in executing a tight plan with measurable accountability?
- Is the team groomed for creative approaches?
- Do you have the number of team members to successfully handle your open req count?

Outsourcing

Inourced

- Healthcare has traditionally outsourced core services like billing and IT
- Why should nurse recruitment be any different?
- Increase hiring capabilities: more nurses signed per month
- Decrease hiring timeline: hire in the matter of days vs. months
- Increase retention through process improvements and a refined feedback loop

Discussion

- With the two improvements you discussed in the prior breakout, are you able to operationalize an effective strategy with your team?

Case Study

Insourced

- Application to Hire: 88 days
- Openings: 190 reqs
- HR team attrition
- Lack of experience with nurse recruitment strategies/accountability
- Relationship challenges between HR and hiring managers
- Millions in yearly Travel Nurse fees



Outsourced

- Application to Hire: 18 days
- Openings: 40 reqs (<6 mo.)
- HR team refocus = increased satisfaction and retention
- New process & communication cadence with hiring managers built
- Millions in savings from yearly Travel Nurse fees
- Ability to expand services to see new patients!

OPEN DISCUSSION

Q&A

