Osawatomie State Hospital
Recruitment & Retention Initiatives
2016-2018 Strategic Goals. PEOPLE

- Filling Vacancies
- Increasing Staff Satisfaction
- Reducing Turnover
A. Filling Vacancies

- In order to fill vacancies at a rapid rate, we had to employ different growth strategies with their respective talent acquisition implications:
  
  I. Greenfield Operation – Creation and staffing of Adair Acute Care @ OSH
  
  II. Robust Sourcing – Creating separate silos for Sourcing & Recruitment to increase recruitment reach of OSH

- Talent acquisition and clear strategy:
  
  ✓ MHDDT and RN wage revision. Currently 95\textsuperscript{th} percentile
  
  ✓ New job advertising practices: new age media
  
  ✓ Outcomes: improved hiring rates, reduced costs
A. Filling Vacancies. Results in Focus

- Since January 1, 2016 the two hospitals have successfully recruited 210 employees, about eight employees per pay cycle.

- Our KPIs:
  - Time to fill (the planning metric) - 21 days;
  - Time to hire (the efficiency metric) - 14 days;
  - Qualified Candidates per hire (the sourcing metric) - 9
  - Interviews per hire (the process metric) - 11

* Except Qualified Candidates per hire, all other KPIs are well within the Healthcare Industry benchmarks
B. Increasing Staff Satisfaction. Hospital-wide focus

- First steps taken to promote Employee Engagement:

  I. Leadership Development Training
  - Building the Team through Engagement
  - Staff Engagement Survey
  - Employee Engagement Project

  II. Employee Engagement Assessment – Gallup Q12 (in the process of adopting)
  - Evidence-based tool
  - Outcome-focused
  - Promotes passion and driven climate
B. Increasing Staff Satisfaction. HR Initiatives

- **Employee Referral Program - 29 successful recruitments (14 %)**
  - Orientation Day one – 11 successful out of 24 referrals received
  - Onboarding Calls on Day five – 6 successful out of 14 referrals received
  - Direct Referrals from staff – 12 successful out of 15 referrals received

- **Inside Moonlighting:**
  - 21 employees are MHT volunteers

- **Succession Planning:**
  - 2 of Director of Nursing & 1 from Risk Management
  - Potential talent that have been identified
  - Being groomed according to Individual Development Plan for the future roles
C. Reducing Turnover

- **Employment Branding and Employee Value Proposition (thanks to revised wages approved by Legislators):**
  
  - Expanding our labor market (eg: Lawrence, KS; Independence, MO)
  - Recruiting qualified and experienced candidates (new hires: 29 CNAs)
  - Onboarding from Retention Specialist (contact on Day 1, Day 5, at 6 months)
  - Touchpoint Mapping (improved quality of experiences, increased offer acceptance)
  - Reaching out to colleges (now: night BSN Program; future: RN to BSN)
  - Nurse Corps Program: HRSA Initiative (Scholarship and Loan Forgiveness)
  - Power of Positives: employee engagement
This is an employee engagement strategy to connect with:
- Facets of influences by workplace conditions or practices (State engagement)
- Evidence from the efforts employees put into their jobs (Behavioral engagement)

Focus on People, Place, and Process. Promotes:
- Positive climate of wellbeing
- Recognition
- Employee motivation

There are multiple extensions to this initiative:
- Internal distribution of Positives Wall through emails
- External branding through Facebook posting for family & friends
- Use of E-badges for recognized employee emails

C. Reducing Turnover. Power of Positives
Overall Results (from Recruitment & Retention Initiatives)

- Recruited 191 employees since March 2016
- 14 employees have left the workplace
- First-year Turnover Ratio -7.32 percent.