

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<sup>th</sup> 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



## C. Reducing Turnover. Power of Positives

- **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





## 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.

