Selecting And Retaining Talent

Or: Making sure you get High Performers

Healthcare Flywheel®

- Prescriptive To Do’s
- Bottom Line Results (Transparency and Accountability)
- Self-Motivation
- Purpose, worthwhile work and making a difference

Results (Transparency and Accountability)

- Prescriptive To Do’s
- Bottom Line Results (Transparency and Accountability)
- Self-Motivation
- Purpose, worthwhile work and making a difference
Must Haves

- Rounding for Outcomes
- Employee Thank You Notes
- Employee Selection & the First 90 Days
- Discharge Phone Calls
  (Pre and Post Phone Calls)
- Key Words at Key Times
- Aligning Leader Evaluations with Desired Behaviors

“The only thing worse than a good hire that leaves is a bad hire that stays.”

Today

- Identify key steps in selection process
- Distinguish characteristics and value of behavior based questions
- Define peer interview process steps
- Describe 30/90 day questions to support retention
Why is selecting talent important?

- Saves morale
- Saves lives
- Saves money

ROI on tactics: Turnover Decreases

Overall Turnover | Nursing Turnover
---|---
2006 | 2007 | 2006 | 2007

- 17.9% Overall Turnover Decrease
- 14.2% Nursing Turnover Decrease

Total Estimated ROI: $9 million Overall

Jewish Hospital St. Mary's Healthcare – Louisville Kentucky, 42,000 discharges, Total beds = 1,900 beds

Tactic and Tool Implemented:
- Behavioral and Peer Interviewing
- 30 and 90 Day Meetings

Quality Connection

<table>
<thead>
<tr>
<th>Severity Adjusted ALOS*</th>
<th>Adjusted Mortality Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>5.01</td>
</tr>
<tr>
<td>Medium</td>
<td>4.6</td>
</tr>
<tr>
<td>Low</td>
<td>3.61</td>
</tr>
</tbody>
</table>

Turnover
- 22-44% Turnover
- 12-21% Turnover
- 4-12% Turnover

*Average Length of Stay, Source: VHA, 2001
The math: one hospital

- Average employee salary
  - $68,507
- Overall Turnover 11.7% (total FTE 1583)
- Savings from a 1% Reduction in Turnover
  - 16 jobs (1583 x .01 = 15.83)
  - $1,096,112
- 2% decrease (9.7%) = $2.18 million dollar savings

The math: one hospital

- Average Nurses salary
  - $83,598
- Overall Turnover 17.96 (total FTE 606)
- Savings from a 1% Reduction in Turnover
  - 6 jobs (606 x .01 = 6.06)
  - $501,588
- 6 decrease (11.96) = $3,009,528 dollar savings
- Potential savings between overall and nursing $1.5 million for each 1% reduction in turnover

Does Selecting Talent Matter?

YES!!
Selecting Talent: does it work?

Overall Turnover

<table>
<thead>
<tr>
<th>Month</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>16.1</td>
<td>16.3</td>
</tr>
<tr>
<td>May</td>
<td>18.1</td>
<td>14.3</td>
</tr>
<tr>
<td>June</td>
<td>18.4</td>
<td>14.1</td>
</tr>
<tr>
<td>July</td>
<td>18.3</td>
<td>14.0</td>
</tr>
<tr>
<td>August</td>
<td>18.3</td>
<td>14.2</td>
</tr>
<tr>
<td>September</td>
<td>18.4</td>
<td>14.1</td>
</tr>
</tbody>
</table>

Selecting Talent – Four Part Selection and Retention Process

1. Pre-Screen with Standards of Behavior (HR)
2. Behavioral Interviewing (Hiring Manager)
3. Peer Interviewing (Peer Interview Team)
4. The First 90 Days (Manager)

Use Standards of Behaviors

- Candidates with the essential job skills are screened for the Standards:
  - Standards are reviewed and signed before processing application
  - Behavioral based questions are used specifically to assess candidate’s experience and commitment to Standards
**Behavioral Interviewing:**

*Past performance is the best predictor of future performance*

**Behavioral based questions**

- Help predict an individual’s future behavior based on his/her past behavior
- Assume actions speak louder than words
- Are specific: “Tell me what you did when…” vs. “Tell me what you would do if…”
Specific past behavior is NOT:

- An opinion: "I believe I", or "I think I"
- A hypothetical statement: would, should, could
- A vague statement or generalization: always, usually, rarely, never

First Step: Identify Competencies

- Review job description
- Review evaluation tool
- Identify characteristics of top performers
- Review your Standards of Behavior

Developing or Selecting Behavioral Based Questions

1. Identify core competencies: what competencies are common to high performers/success in this role?
2. Develop questions to determine if candidate has these competencies:
   - What did you do vs. what would you do
   - Give me an example of a time when you…
Behavioral Based Questions

**Work Environment**
Tell me about a time when your unit was full and you had to care for multiple patients. How did you prioritize your work?

**Communication**
Describe a time when you had a miscommunication with a patient or peer. What did you do and what was the outcome?

**Initiative**
What processes or techniques have you learned to make a job easier or more effective? What was your discovery process and how did you implement your idea?

Add questions to a matrix/worksheet

- Matrix=Standard and consistent format for listing competencies, weights, notes of candidate’s responses and comments
- Add competencies and weights

Matrix with weighted competencies:

<table>
<thead>
<tr>
<th>Core Competency Area</th>
<th>Wt</th>
<th>Score</th>
<th>Total</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Management:</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication:</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics:</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision Making:</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership:</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Weights:
1: Preferred, but not necessary
2: Moderately necessary
3: Essential

Score:
1: Very Poor 2: Poor 3: Average 4: Good 5: Excellent

www.studergroup.com ©2008 Studer Group
**Competencies + Questions + Weights:**

<table>
<thead>
<tr>
<th>Core Competency Area</th>
<th>Wt 1-3</th>
<th>Score</th>
<th>Total</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication: Tell me about a time you had difficulty communicating with an associate or patient. How did you resolve the situation?</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics: Describe a situation in which you had to make a tough ethical decision. What was the outcome?</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What value would you bring to us?</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you have any questions for us?</td>
<td>Y/N</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Totals**

<table>
<thead>
<tr>
<th>Weights</th>
<th>1: Preferred, but not necessary</th>
<th>2: Moderately necessary</th>
<th>3: Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>1: Very Poor</td>
<td>2: Poor</td>
<td>3: Average</td>
</tr>
</tbody>
</table>

**Sample – Tool 5, pg. 78**

**Questions and answers…**

- **Ask behavioral based questions**
  - The response you’re looking for:
    - describes an actual situation that has occurred in his/her work or personal experience
    - provides information about how he/she responded
    - And what the outcome was

**Listen for the EAR**

- E…. the actual EVENT (experience)
- A…. the specific ACTION
- R…. the RESULT or outcome
Listening for the EAR example

Question: Tell me about a time when you had to go above and beyond the call of duty to get a job done. Please be as specific as possible.

EAR response

In my last job, we had a tight deadline to convert all our charts to an electronic system when a flu epidemic hit. Five out of seven of my staff members were ill, leaving me and one assistant to complete the project. For two weeks, we worked 12 hour days. It was stressful, but the new system was implemented on time, our patient and physician needs were met continuously.

Evaluate responses

- Incomplete EARs: Probe until you get all parts!
- Follow ups:
  - What was the outcome/result...
  - What happened then?
  - How did that work for you?
Applied practice

1. In my last job I supported two bosses. We were preparing for a move and both needed a lot of support from me. I was beginning to feel overwhelmed with all the requests so I put together a project priority list that included who, what and when the project was due. We used this form for the 30 days preceding the move and it helped all three of us know what was going on at any given time. Our move came off without a hitch.

Probing…

If I had been the manager, I would have made the changes much more quickly.

Introducing the process

When we interview here, we ask questions about job situations you’ve been in and how you’ve handled them
I’ll be taking notes so I can remember your responses, but there aren’t any right or wrong answers
These questions may seem different, take your time
Best Practices

- Be prepared and prompt!
- Establish rapport
- Select questions in advance
- Explain that you are looking for specific examples that include the Event, Action and Result and probe for each
- Take notes
- Listen 80%; talk 20%
- Allow for silence
- Seek contrary evidence

Best practices

- Control the interview: about 50 min
- Everything you hear is confidential
- Don’t write impressions on interview forms
- Scores serve as indicators, not a final decision
- Let the candidate ask questions
- Thank the candidate
- Be gracious—the candidate will share his/her impression of you
- Complete the interview matrix
- Assess yourself

Completed matrix sample

<table>
<thead>
<tr>
<th>Core Competency Area</th>
<th>Wt</th>
<th>Score</th>
<th>Total</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication: Tell me about a time you had difficulty communicating with an associate or patient. How did you resolve the situation?</td>
<td>3</td>
<td>4</td>
<td>12</td>
<td>Misunderstanding booking rooms for classes. Revolutionized process and discussed with coworker.</td>
</tr>
<tr>
<td>Ethics: Describe a situation in which you had to make a tough ethical decision. What was the outcome?</td>
<td>3</td>
<td>5</td>
<td>15</td>
<td>Registered staff using waiting list. Confirmed later with supervisor.</td>
</tr>
<tr>
<td>What value would you bring to us?</td>
<td>3</td>
<td>5</td>
<td>15</td>
<td>Passion for changing HC-Former initiative leader</td>
</tr>
<tr>
<td>Recommend to hire?</td>
<td>Y/N</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Form 1: Preferred, but not necessary 2: Moderately necessary 3: Essential

Scores: 1: Very Poor 2: Poor 3: Average 4: Good 5: Excellent
**Biggest challenges**

- Poor communication
- Bad handoffs

**Selecting Talent: Peer Interviewing**

- **Selection Process** (Human Resource)
- **Manager Interview** (Hiring Manager)
- **Peer Interviewing** (Peer Interview Team)
- **The First 90 Days** (Manager)

**What is it?**

A screening process that utilizes coworkers who ask behavioral based questions to evaluate job candidates for:

- The right attitude
- A culture fit
- The right skill set
Why do it?

- Peer interviewing and 30-Day and 90-day questions reduce first year turnover 66 percent

How does it reduce turnover?

- Increases the accuracy of a “cultural fit”
- Fosters a sense of investment from peers

We all own the success...

“Peer interviewing gives employees the power to support the goals of the organization by choosing good staff.”

-Quint Studer
Peer Interviewer Recommendation

I participated in peer interviewing (name) and feel that he/she is a strong cultural fit and would be a match for the open position of (list position).

I therefore, recommend and support the hire of (name).

Name of interviewer

Date

Peer Interviewing:

Why not?
Remember:

Only those candidates that are acceptable to the manager are referred to a Peer Interview panel!

How does it work?

1. HR or Recruiter screen and forward qualified candidates
2. Hiring Manager uses matrix and behavioral based questions to screen candidates for skills and culture fit

If the candidate is acceptable, the Manager:

3. Selects trained peers for the interview panel
4. Forwards resumes and matrix/es (including requests for “digging deeper”) to the peer interview team
Then the Team

5. Reviews Manager’s evaluation and selects questions
6. Rehearses, interviews each candidate
7. Scores candidate on evaluation
8. Forwards evaluations back to manager (without discussing)

The Manager

9. Manager makes selection based on team evals (often meeting with the team to determine most compatible candidate)
10. Retention begins!

Peer Interview Highlights

- Select the peer team
- Train the peer team
- Conduct the interview
- Evaluate results
- Extend the offer
1. Select the team: It’s an Honor

Employees who serve are:
- Chosen by leader
- Role models
- Trustworthy: respect confidentiality
- Internal customers or who perform the job

The Team:
- Chosen by manager, not volunteers
- 3-6 peers:
  - who either hold the position being applied for or
  - who are “internal customers” of the position
- If communicating under stress is not part of the job, 3 is better
- Rotate every year
- What if my department is small?

While YOU are assessing the candidate...
2. Prep the Peer Team

- Set the team up for success
- Train the team:
  - Behavioral Interviewing
  - Process

Peer Interview Process

3. Conduct the Interview
4. Evaluate the results

<table>
<thead>
<tr>
<th>Competency</th>
<th>Wt. 1-3</th>
<th>Score</th>
<th>Total Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Thinking</td>
<td>3</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Team Work</td>
<td>3</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Customer Orientation</td>
<td>3</td>
<td>5</td>
<td>15</td>
</tr>
</tbody>
</table>

Objective: Job Fit = Skill Fit + Attitude
Attitude…

When skills training can be provided on the job, the right attitude may be even more important than skills and experience.

5. Extend The Offer

Very Very Important

All questions must relate to job requirements.
**Question Don'ts:**

- Age or any indicator
- Marital status or sexual preference
- Family or children
- Workers’ compensation history
- Legal history
- Citizenship
- Maiden name
- Geographic background
- How long they have lived in an area
- Verbal or written languages
- Childcare arrangements
- Disability
- Religion
- Politics
- What kind of car, house, or credit they have
- WHEN IN DOUBT, DON'T

---

**Evaluate: a match?**

*Behavioral based interviewing techniques screen and select individuals who provide a “best match” for the organization.*

- Quint Studer

---

**Job Fit = Skill Fit + Attitude**
Attitude…

When skills training can be provided on the job, the right attitude may be even more important than skills and experience.

When you can’t find attitude + skills

- The best decision might be not to hire
- One strong objection is too many

Causes of poor selections…

- Not being prepared
- Pressure to fill positions
- Focusing only on skill/knowledge and not addressing attitude
- Decision based on first impression
- Not requesting job-related examples during interview
Now that they are hired

How do we get them to stay?

---

Selecting Talent:
The First 90 Days

Selection Process
(Human Resources)
Manager Interview
(Hiring Manager)
Peer Interviewing
(Peer Interview Team)
The First 90 Days
(Manager)

---

30-Day Meetings

1. How do we compare with what we said?
2. What’s working well? Have there been any individuals who have been helpful to you?
3. Based on your prior work, what ideas for improvement do you have?
4. Is there any reason that you feel this is not the right place for you?
90-Day Meetings

1. How do we compare with what we said?
2. What’s working well? Have there been any individuals who have been helpful to you?
3. Based on your prior work, what ideas for improvement do you have?
4. Is there any reason that you feel this is not the right place for you?
5. Do you know of anyone who would be a good fit for our organization?
6. As your supervisor, how can I help you?

Two meetings

- Thirty days—to establish the relationship
- Ninety days—to get feedback from the 30-Day discussion
- Focused rounding

Key Points:

- Behavioral interviewing increases retention
- Only those candidates acceptable to the leader go on to the peer team
- Peer interviewers are high performers
- 30/90 day questions reduce turnover and support communication
Selecting Talent Coaching Package

- Identify characteristics of top performers
- Conduct behavioral and peer interviewing
- Retain talent through 30- and 90-day interviews

Remember

People don’t leave jobs,
People leave people