Selecting Talent – Strategy and Tactics to Select and Retain the BEST!

Chad Brough, B.A., M.B.A.
Assistant Vice President, Talent Management,
Jewish Hospital and St. Mary’s Healthcare, Louisville, KY

Colleen Thornburgh, B.A., M.S.A.
Coach, Studer Group, Gulf Breeze, FL

Session Objectives

- Understand the importance of strategic planning to achieve employee retention and satisfaction goals
- Identify the components of a comprehensive and systemic selection and retention process
- Develop an implementation plan to address the key issues of 90-day and first year turnover
Jewish Hospital & St. Mary’s Healthcare

- **Overview**
  - Regional network in Kentucky & Indiana
  - 71 health care facilities
  - 1,900 beds
  - 8,100 employees/2,300 nurses

- **History**
  - Merged Jewish Hosp. Health Services & Caritas in 2005

- **Journey/Relationship with SG**

---

JHS MH Talent War

**Annual Turnover Trend**

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall</th>
<th>Nursing</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>2002</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>2003</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>2004</td>
<td>17.1</td>
<td>17.1</td>
</tr>
<tr>
<td>2005</td>
<td>14.7</td>
<td>16.7</td>
</tr>
<tr>
<td>2006</td>
<td>14</td>
<td>17.5</td>
</tr>
</tbody>
</table>

What’s Right in Health Care™ | Evidence to Outcomes
### Selection and Retention – The Strategic Imperative

<table>
<thead>
<tr>
<th>Service</th>
<th>People</th>
<th>Quality</th>
<th>Financial</th>
<th>Growth</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact of Turnover in achieving Patient Satisfaction goals</td>
<td>Employee Satisfaction</td>
<td>Improved Clinical outcomes from a stable and well trained workforce.</td>
<td>Cost of sourcing, interviewing, training and orienting new staff</td>
<td>Cost of not being able to expand service lines or keep current service lines 100% operational</td>
<td>Pursue extraordinary creativity and be willing to explore new approaches to enhancing the lives of all persons</td>
</tr>
</tbody>
</table>

What's Right in Health Care™ | Evidence to Outcomes

### Selection and Retention – The 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>4.8</td>
</tr>
<tr>
<td>Low</td>
<td>3.81</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Turnover</th>
<th>22-44%</th>
<th>12-21%</th>
<th>4-12%</th>
</tr>
</thead>
</table>

*Average Length of Stay
Selection and Retention - A Comprehensive Approach

Selection Process
- Review and sign Standards of Behavior
- Pre-screen using Standards of Behavior

Behavioral Interviewing
- Behavioral based questions for job skills, behaviors, environment and department fit

Peer Interviewing
- Use of peers to conduct Behavioral based interviews focused on environment, department fit, standards and teamwork

The First 90 Days
- Orientation – system and department Mentors
- 30 and 90 day interviews

JHSMH – Selecting Talent Plan

- Integration of Standards into Pre-Screening Process
  - **Commitment to Team Members** –
  
  “Describe a situation in which your teammates on a project disagreed with your ideas. What did you do?”

Standards of Performance
- Attitude
- Appearance
- Communication
- Responsiveness
- Commitment to Team Members
- Safety
JHSMH – Selecting Talent Plan

- Behavioral and Peer Interview Training
  - 600 Leaders
  - 30 train-the-trainers
  - Nearly 1,000 Peer Team Members
- Implemented over 6 month period
  - Required of all new leaders and peer team members
- Methodology
  - Train the Trainer Sessions
  - Weekly classes for 6 months

Behavioral Based Question - Experience

- Not: What would you do if a patient or family member were unhappy with an aspect of their care or service?
- Rather: Tell me about a time when you had a patient or family member who was unhappy with an aspect of their care or service. How did you handle the situation?
Behavioral Based Question – Fit to Environment

- Not: Are you able to cope working in a busy environment?

- Rather: Tell me about a time when you worked in a busy environment, how did you manage the workload?

Purpose of Peer Interviewing

- Engage current high performing staff in selection and retention process
- Increase the effectiveness of the selection process
- Provides candidate with better insight into department/unit
- Peer team makes hiring recommendation
Retention – 30 and 90 day meetings

- How do we compare with what we said?
- What is working well?
- Are there any individuals who have been helpful to you?

Retention – 30 and 90 day meetings

- What ideas for improvement do you have?
- Is there any reason why this is not the right place for you?
- Do you know of other candidates that would be good employees for our organization?
Selecting Talent – The “Wins”

- Testimonial Video from Judy Eberenz, RN – Nurse Manager – Frazier Rehab Institute

Hardwiring the Process at JHSMH

- Training integrated into new leader orientation
- On-going training process for new peer team members
- New team members are asked if they were peer interviewed
- Recruiters have evaluation score tied to number of new employees who are peer interviewed
Overall Turnover
Jewish Hospital & St. Mary’s HealthCare

Nursing Turnover
Jewish Hospital & St. Mary’s HealthCare
Selecting Talent – Return on Investment

- Average Team member salary:
  - $48,000
- Average Nurses salary:
  - $55,000
- Overall Turnover savings:
  - 4% decrease 2006 – 2008 (268 positions/FTE)
  - 268 x $48,000
  - $12,864,000
- Nursing Turnover savings:
  - 3% decrease 2006 – 2008 (48 positions/FTE)
  - 48 x $55,000
  - $2,640,000
Selecting Talent - Questions

What’s Right in Health Care™ | Evidence to Outcomes

Thank You!

Chad Brough, B.A., M.B.A.
Vice President, Talent Management,
Jewish Hospital and St. Mary’s Healthcare, Louisville, KY

Colleen Thornburgh, B.A., M.S.A.
Coach, Studer Group, Gulf Breeze, FL