



HealthcareSource®

Quality Talent. Quality Care.™

Avera Health's Recruitment Transformation Journey

Deb Vargovick and
Sheila Hansen



About Deb Vargovick



- A Lean, Sig Sigma certified Green Belt, Recruitment professional.
- Began her Lean work in 1994, streamlining processes for The Disney Store division and Walt Disney World Resorts merchandise division.
- Most of her career, led large, operational teams for Fortune 500 organizations such as The Walt Disney Company, The Gap, Borders Group Inc. and Best Buy .
- Most recently, led the Henry Ford Health System's Talent Acquisition team through a centralization restructure and the introduction of a new sourcing model.
- Helped define the new organizational structure, trained 30 recruiters on new processes, and implemented a Lean program to continuously assess and eliminate waste in the recruitment process.



About Sheila Hansen



- Started her Human Resources career as a Secretary in the Personnel Office at the SD Developmental Center. She progressed into a Personnel Assistant position and then to a Personnel Specialist role during her 18 years with the State of South Dakota.
- Five and one-half years ago she began her career with Avera Human Resources as a HR Representative. Since that time Sheila has also worked in the roles of HR Partner and Talent Acquisition Consultant.
- She is currently one of two Talent Acquisition Managers working with Recruiters for Avera Health in a five state region and is a Recruiter Academy Certified Recruiter from LEAN Human Capital.
- Sheila enjoys the challenges encountered while assisting Recruiters fill openings in a rural healthcare setting.



Today's Agenda

- Avera Health!
- Transformation Journey Timeline
- Discovery Analysis
- Establishing a Management by Data/Fact Culture
- The Recruiter Academy – Implementing Best Practices & Investing in our Recruitment Team
- Significant Achievement
- WRAP UP – NEXT STEPS



About Avera



Choosing AVERA

- Avera is the leading health system in the region providing high-quality care, where you live, at more than 300 locations in more than 100 communities.
- Avera's unique partnership model makes possible a wide range of medical services through the expertise of specialists, sophisticated technology and cutting-edge research to meet the health care needs of local communities and providers.
- With more than 16,000 employees and physicians, Avera is South Dakota's largest private employer.



Transformation Journey Timeline

Timeline
2/2014 - Discovery Analysis
7/2014 – Scorecard Development
10/2014 – Voice of Customer
3/2015 – Recruiter Academy
Ongoing – Significant Achievements
10/2016 till ??? – Journey Continues



Discovery Analysis Engagement

→ Opportunity to analyze all aspects of your Recruitment Operation:

- Organizational Structure
- Recruitment Process and System Workflow
- Recruitment Tools & Technology
- Sourcing Strategies
- Customer Experience (Hiring Manager, New Hire, Non-Hired applicant)
- Analytics/Performance Scorecard

→ Benchmark against Industry Best Practices



Lean Transformation Journey Starts with Voice of the Customer

What do Hiring Manager and key stakeholders expect from you?



Top Improvement Initiatives

→ Scorecard:

- Measure where we are at
- Stop the water cooler talk

→ Presence:

- Employment Website
- Compelling Job Postings; “Posting Parties”

→ Best Practices:

- Standardize and improve workflow (new process flow map)

→ Transition Recruitment/HR to Strategic Consultants with Hiring Managers:

- Intake Form
- Service Level Agreements
- Standardized Interview Templates



Establishing a Management by Fact Culture

Developing a Balanced Performance Scorecard*



*Based on what is important to the customer(s).

Baseline Performance— Can't Manage What You Don't Measure

VOC—“I want a cost effective recruitment solution that provides high quality candidates as quickly and efficiently as possible.”



Cost

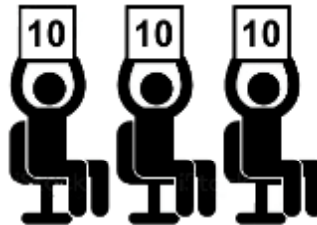


Responsiveness
and Speed



Efficiency and
Productivity

Quality of Service



Quality of Hire



Align Recruitment Scorecard with Organizations Strategic Objectives

Health System

HCAHPS

Clinical Outcomes

Recruitment

Voice of Customer

(Hiring Manager, New Hire, Non-hired)

Performance Outcomes

(Speed/Efficiency/Quality/Productivity/Cost)

Alignment and Presentation is Priceless 😊!



	Q1 Jul - Sep	Q2 Oct - Dec	Q3 Jan - Mar	Q4	YTD Fiscal 2016	Fiscal Year 2015	Calendar 2014	Benchmark			
Performance Outcomes											
Productivity	Goal	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Low 25%	Median	Top 25%
Staff Productivity		224	245	213		227	221	166	145	183	230
Openings Per Recruiter		88	77	73		79	68	68	74	50	42
Employee Referral %		0%	0%	0%		0%	15%	14%	10%	16%	20%
Quality	Goal	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Low 25%	Median	Top 25%
Avg 90 Day Separation/Turnover Rate - Overall		13.6%	10.8%	15.5%		13.2%	8.8%	8.1%	8.0%	7.2%	5.7%
Avg 90 Day Separation/Turnover Rate - FT/PT		13.6%	10.8%	15.5%		13.2%		8.1%	7.7%	6.7%	4.9%
Avg First Year of Service Turnover Rate - Overall		25.1%	26.2%	16.6%		22.8%	24.6%	25.5%	22.0%	18.4%	13.3%
Avg First Year of Service Turnover Rate - FT/PT		25.1%	26.2%	16.6%		22.8%		25.5%	19.3%	17.8%	13.4%
Avg 90 Day Separation/Turnover Rate - All Direct Care RNs		5.5%	3.1%	3.9%		4.1%	5.7%	0.0%	6.6%	4.7%	3.1%
Avg 90 Day Separation/Turnover Rate - FT/PT Direct Care RNs		5.5%	3.1%	3.9%		4.1%		0.0%	6.4%	4.4%	2.7%
Avg First Year of Service Turnover Rate - All Direct Care RNs		15.2%	17.3%	19.7%		17.3%	25.6%	0.0%	17.0%	13.5%	9.1%
Avg First Year of Service Turnover Rate - FT/PT Direct Care RNs		15.2%	17.3%	19.7%		17.3%		0.0%	15.3%	13.1%	9.5%
Delivery - Efficiency	Goal	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Low 25%	Median	Top 25%
Applications to Positions Filled - Overall		8	7	7		7	8	9	39	26	22
# of Applicants Routed to Positions Filled - Overall	4.5	5.5	4.9	5.0		5.1	5.2	5.8	10.5	6.4	3.7
% of Positions filled from Offers Extended - Overall		97.9%	96.6%	98.2%		97.5%	110.1%	141.6%	88.1%	92.7%	94.6%
Applications to Positions Filled - RNs		6	5	5		5	6	9	24	15	11
# of Applicants Routed to Positions Filled - RNs		4.2	3.6	3.3		3.8	4.1	4.9	5.5	3.6	2.5
% of Positions filled from Offers Extended - RNs		102.9%	95.2%	98.8%		98.8%	101.4%	134.8%	88.1%	93.2%	95.6%
Delivery - Responsiveness	Goal	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Low 25%	Median	Top 25%
Average Time-to-Fill (TTF) - Overall		45	57	73		58	50	49	51	45	41
% of Positions Filled in LESS than 60 days - Overall		80%	77%	72%		76%	77%	79%	70%	75%	79%
Ave TTF - Positions Filled in LESS than 60 days - Overall		24	25	22		24	23	22	26	24	22
% of Positions Filled in 60 days or MORE - Overall		20%	23%	28%		24%	23%	21%	30%	25%	21%
Ave TTF - Positions Filled in 60 Days or MORE - Overall		126	160	203		162	118	114	122	112	107
% of Current Positions Open Over 60 Days (last day of period) - Overall		40%	54%	41%		45%	44%	50%	47%	42%	33%
Average TTF - RNs		56	39	59		51	31	36	53	45	40
% of Positions Filled in LESS than 60 days - RNs		76%	81%	70%		76%	81%	87%	68%	74%	80%
Ave TTF - Positions filled in LESS than 60 days - RNs		24	26	23		24	22	22	26	23	21
% of Positions Filled in 60 days or MORE - RNs		24%	19%	30%		24%	19%	14%	32%	26%	20%
Ave TTF - Positions Filled in 60 days or MORE - RNs		141	95	145		126	81	122	130	108	102
% of Current Positions Open over 60 days (last day of period) - RNs		27%	50%	42%		39%	29%	31%	50%	44%	27%
Cost	Goal	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Low 25%	Median	Top 25%
Cost Per Hire		\$ -	\$ -	\$ -		\$ -			\$ 1,181	\$ 837	\$ 648
Recruitment Cost Ratio						-			1.8%	1.8%	1.3%

HMARTSM – Voice of the Customer



Dr. Jeffery Sanchez-Burks, Associate Professor from the University of Michigan Ross School of Business, and Partner at LHC, developed this **statistically validated** assessment survey methodology.

1	2	3	4	5	6	7
Completely Disagree	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Completely Agree



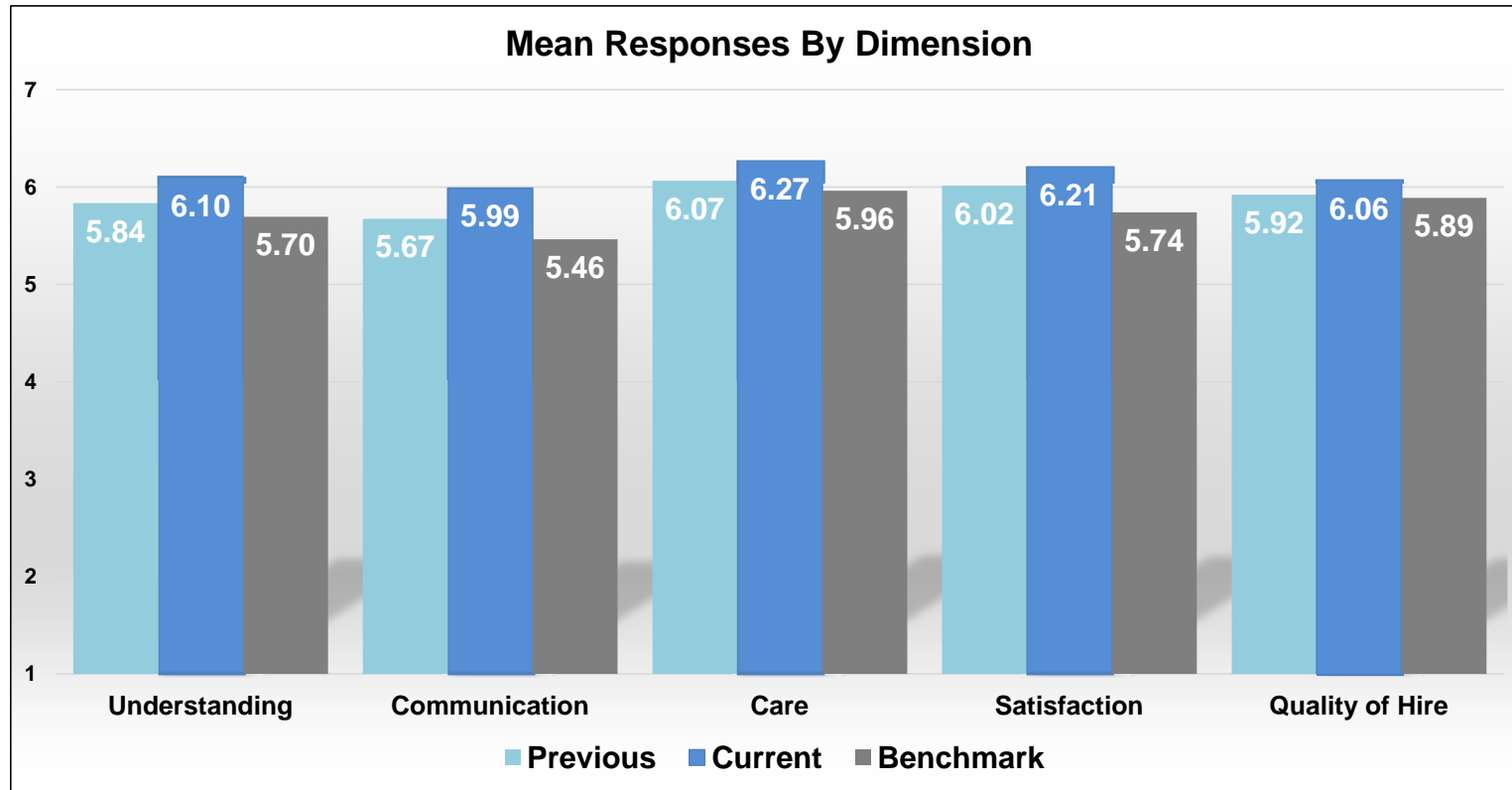
HMARTSM - Participant Information

- The **baseline survey** was open during the period 3/23/15 – 4/8/15.
- The survey was sent to 414 hiring managers.
- A total of 283 surveys were completed covering 27 different recruiters with a response rate of 68%.

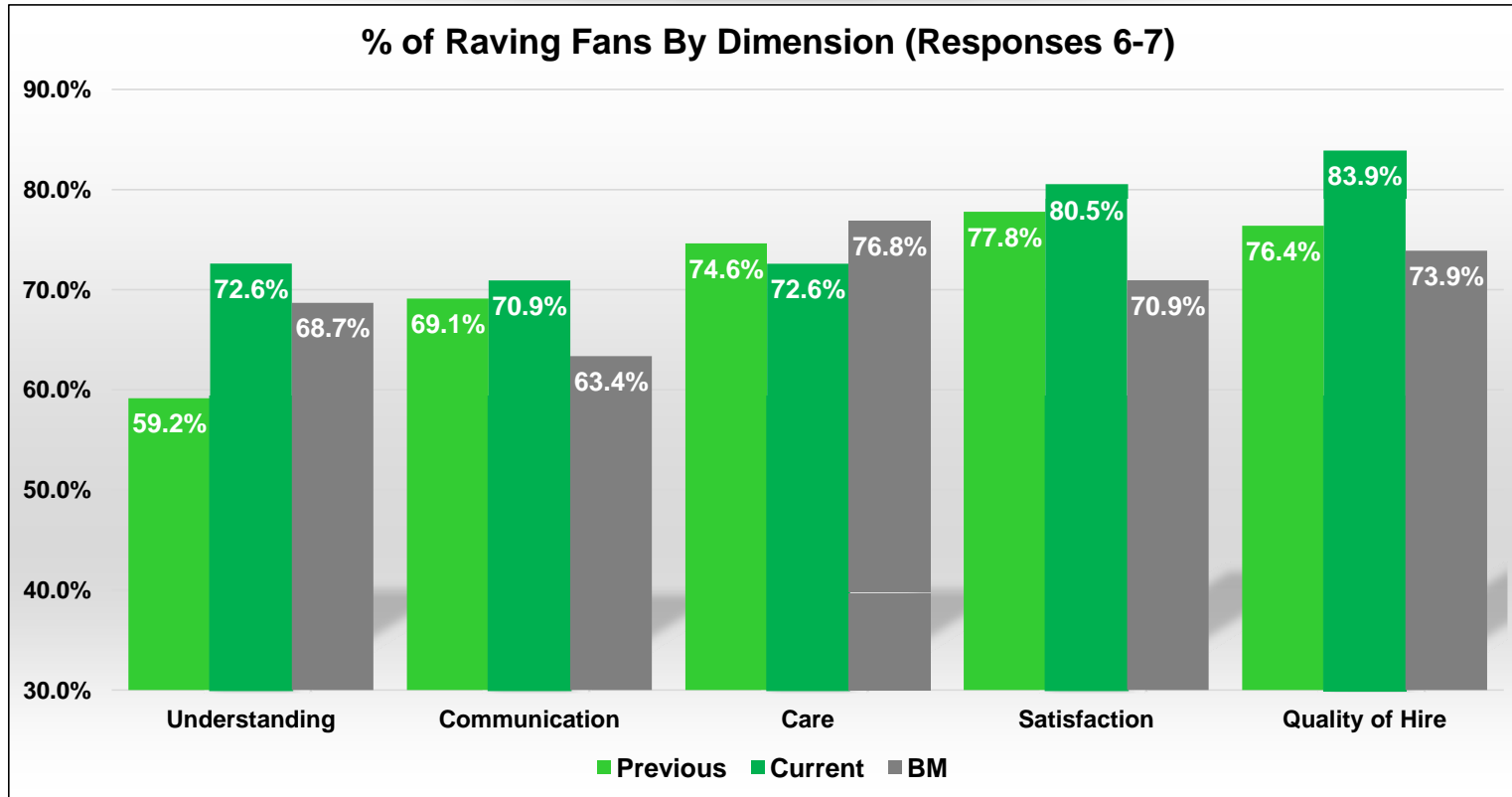
- The **subsequent survey** was open during the period 04/18/2016 – 05/02/2016.
- The survey was sent to 494 hiring managers.
- A total of 224 surveys were completed covering 38 different recruiters with a response rate of 45%.



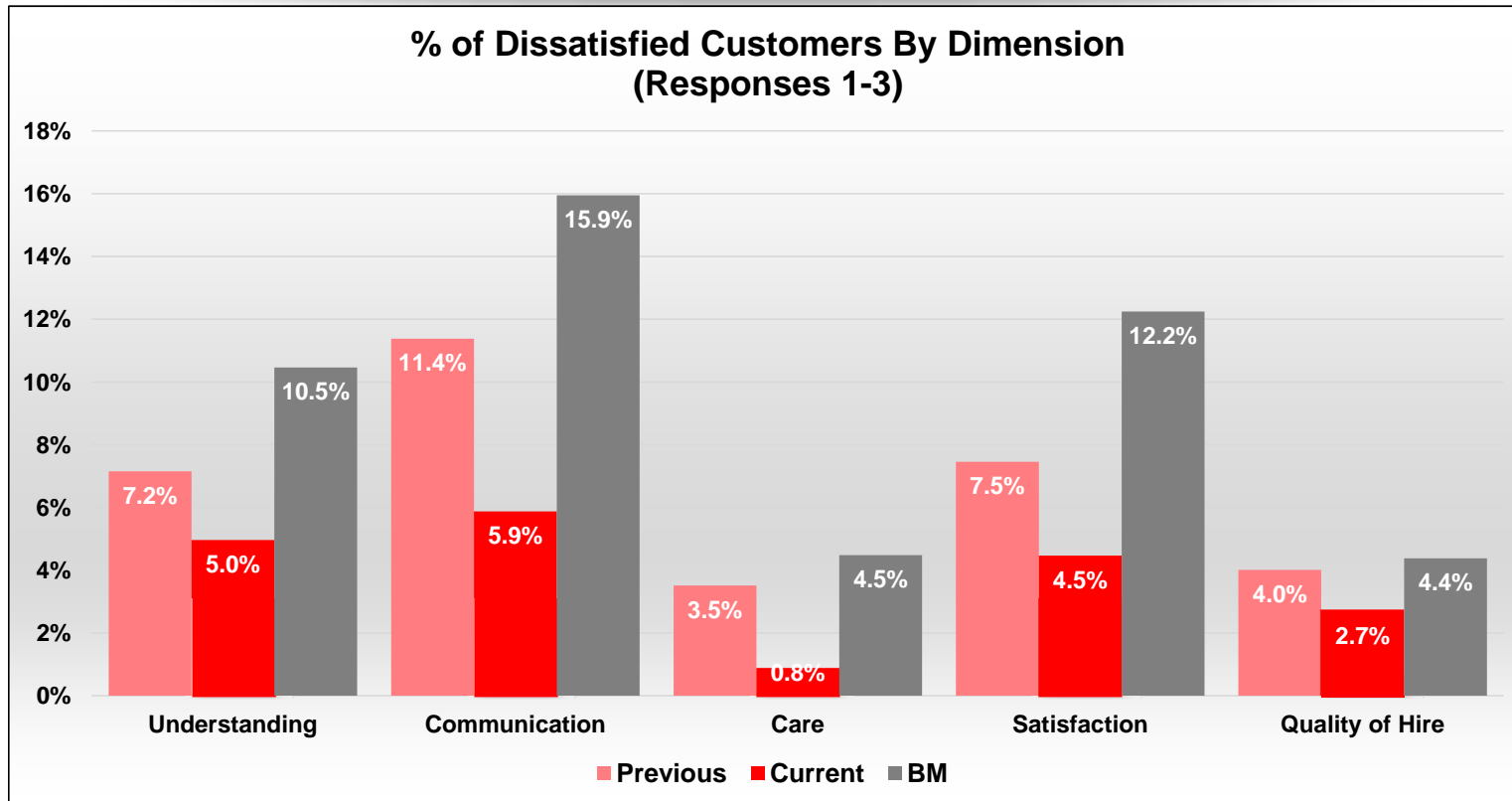
HMARTSM - Overall



HMARTSM - Overall



HMARTSM - Overall



Individual Talent Scores

Ann Rockstar													
RESPONSE MEANS						# OF RAVING FANS (Responses 6 or 7)				# OF DISSATISFIED CUSTOMERS (1, 2 or 3)			
Dimension		Previous	Current	Team Avg	LHC BM	Dimension		Previous	Current	Dimension		Previous	Current
								out of 18	out of 16			out of 16	out of 16
Understanding	Q.1	6.8	6.8	6.0	6.1	Understanding	Q.1	18	16	Understanding	Q.1	-	-
	Q.2	6.8	6.8	6.0	6.1		Q.2	18	16		Q.2	-	-
	Q.3	6.8	6.8	6.0	6.1		Q.3	18	16		Q.3	-	-
Communication	Q.1	6.5	6.9	5.8	5.9	Communication	Q.1	15	16	Communication	Q.1	-	-
	Q.2	6.5	6.8	5.6	5.7		Q.2	17	15		Q.2	1	-
	Q.3	6.6	6.8	5.8	5.9		Q.3	17	15		Q.3	-	-
Care	Q.1	6.7	6.9	6.2	6.3	Care	Q.1	18	16	Care	Q.1	-	-
	Q.2	6.7	6.9	6.0	6.1		Q.2	17	16		Q.2	-	-
	Q.3	6.8	6.9	6.0	6.2		Q.3	17	16		Q.3	-	-
Satisfaction	Q.1	6.7	6.9	5.9	6.0	Satisfaction	Q.1	17	16	Satisfaction	Q.1	-	-
	Q.2	6.7	6.9	6.0	6.1		Q.2	17	16		Q.2	-	-
	Q.3	6.7	6.9	5.9	6.0		Q.3	17	16		Q.3	-	-
Quality of Hire	Q.1	6.4	6.7	6.2	6.2	Quality of Hire	Q.1	17	16	Quality of Hire	Q.1	-	-
	Q.2	6.4	6.6	6.2	6.1		Q.2	17	15		Q.2	-	-
	Q.3	6.3	6.6	5.9	5.9		Q.3	17	15		Q.3	1	-

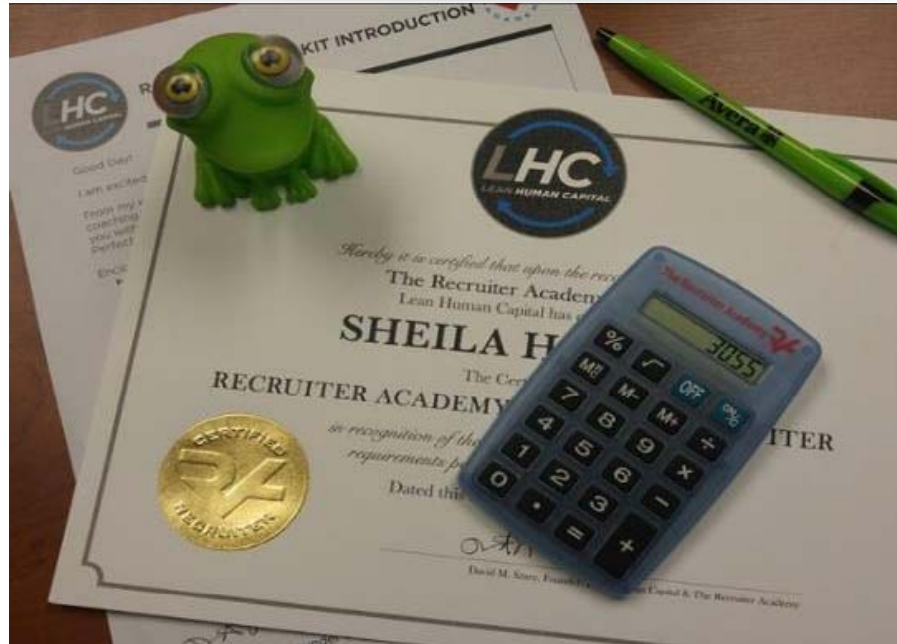


HMARTSM Results

- 1st Survey received High Ratings – a tough act to beat!
- 2nd Survey Ratings Improved !!!
 - Communication largest area of improvement
 - Choosing the Right Candidate presentation to Hiring Managers
 - Standardized Interview Templates
 - Weekly/Regular Communication with Hiring Managers
 - Hiring Managers participate in Posting Parties
 - Recruiters shadow in the Hiring Manager Department(s)
 - Recruiter Retreat
 - Avera Talent Huddle



Recruiter Academy for Avera Health



- 11 Modules
- Results: 29 Certified Recruiters



Tool Box for Recruitment

- Mindstorms
- Intake Forms
- Service Level Agreement (SLA)
- Certified Recruiter Academy
- Attention Grabber Format
 - HM participate in Posting Parties
- New Position Email Template
- Weekly Communication Sample Email Templates
 - Weekly/Regular Communication with HM
- Interview Question Templates
- Offer Checklist
- Sourcing Resumes and Boolean Operator
- Tip Sheet Sourcing Social Network Tip Sheet



What is your Strategic Value Proposition?



Choosing **AVERA**

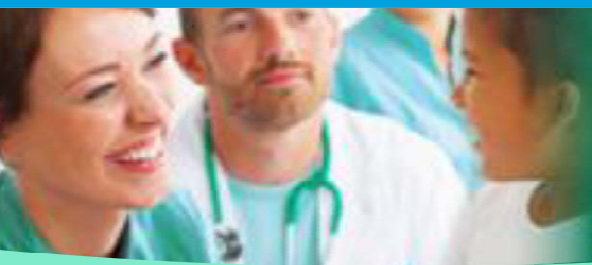
What makes
AVERA
special?

SO WHAT?

**WHAT'S
IN IT
FOR ME?**



What sets us apart is our Mission ! What Makes Avera Special ?



Choosing AVERA

- Our mission!
- Our employees love their jobs!
- Avera is a nationally-recognized health care leader.
- Avera is home to state-of-the-art technology.
- Avera is committed to excellent patient care and service.
- Avera is committed to our communities.
- Avera is financially sound and stable.
- Avera offers cutting-edge opportunities.
- Avera offers great employee benefits.
- Avera employees appreciate our work culture.
- Avera employees can be part of something greater than themselves.



Job Posting (Before)

Nurse Practitioner -Req Num: 1407104

Facility: Avera Medical Group Miller

Department: Hand County

Schedule: Full Time

Shift: Day Shift

Hours: Monday-Friday, 8am-5pm; 80hrs/2weeks

Job Details: **JOB SUMMARY:** Assumes responsibility and accountability for the provision of primary health care, medical management and education of patients at the clinic in collaboration with a physician. Nurse Practitioners practice under the rules and regulations of the Nurse Practice Act of the state in which they work.

EDUCATION and/or EXPERIENCE:

- Graduate of an NLN accredited school of nursing or equivalent; graduate of an accredited Nurse Practitioner program required.
- Master's degree required.

CERTIFICATION, LICENSURE, and/or REGISTRATIONS:

- An active CNP license is required.
- Licensed as a Registered Nurse in the State of South Dakota and/or meeting the requirements of Multi-state licensure required.
- Federal and State DEA certification is required for South Dakota and Iowa employees.
- Federal DEA certification only is required for Minnesota and Nebraska employees.



Job Posting (After)

Nurse Practitioner -Req Num: 1407104

Avera Medical Group Miller

Hand County

Full Time

Day Shift

Monday-Friday, 8:00am-5:00pm; 80hrs/2wks

If you are a NEW Grad or experienced Nurse Practitioner interested in:

- Living in [small town community](#).
- Hunting/fishing/farming/ranching.
- Serving a hard-working, down to earth community where everyone knows your name.
- 24 hour access (via [eCARE Services](#)) to Avera's visionary model specialty care "[Virtual Hospital](#)" to support the rural healthcare workforce.

This is the job for you!

Position Highlights/Responsibilities:

Avera Medical Group Miller in Miller, South Dakota goal is to help maintain the health of you and your family.

- We are seeking a full time Nurse Practitioner to join our family practice clinic and provide exceptional care for our patients.
- Assumes responsibility and accountability for the provision of primary health care, medical management and education of patients in collaboration with a physician.
- Communicate with patients, families, and physicians and demonstrate excellent interpersonal skills.

Requirements

- Graduate of an NLN accredited school of nursing or equivalent; graduate of an accredited Nurse Practitioners program required.
- Master's degree required.
- An active CNP is required, Licensed as a Registered Nurse in the State of South Dakota and/or meeting the requirements of Multi-state licensure required.
- Federal and State DEA certification is required for South Dakota.

Avera Medical Group Miller/Avera McKennan offers competitive compensation, benefits and professional growth in a caring work environment. If you have a passion and desire to enrich the lives and touch the hearts of your patients, consider joining our team in providing compassionate, high quality care and services within a caring Christian culture.

What makes Avera Special?



Service Level Agreement: Recruitment

[44]						
Date:		Manager:		Position:		Requisition:
Timeline	Intake/Job Posting	Source and Forward Resumes	Interview / References	Offer	Onboard	Hire
Date	XX/XX/XX	XX/XX/XX	XX/XX/XX	XX/XX/XX	XX/XX/XX	
Recruitment / HR	<p>Intake Meeting prior to job posting Post position by X/X/X for # Days Internals are posted for # days.</p>	<p>Sources external candidates based on tactics defined in Intake Session/Mindstorm.</p> <p>Pre-screen process defined.</p> <p><u>Forwarding Resumes</u></p> <p>Standard Sends a maximum of 3-5 candidates.</p> <p>Hard-to-Fill Sends 2-3 candidates if possible.</p> <p>Extremely Hard-to-Fill Refers 1-2 candidates if possible.</p>	<p><u>Interview Process</u> External - HR helps facilitate scheduling of external applicants.</p> <p>Provides Hiring Manager feedback from applicants within 24 hours after interview.</p> <p><u>Reference Process</u> Internal - HR gains candidate permission, contacts current supervisor for job verification. Allow 3-5 days for results.</p> <p>Intra Avera - HR contacts local HR for verification on dates of employment, positions held. Allow 3-5 days for results.</p> <p>External - Reference check initiated through Reference Assessment Tool (Healthcare Source) upon interview completed. Allow 3-5 days (avg.) for results.</p>	<p><u>Contingent Offer</u> After receiving proper approval, HR extends contingent offer based on clearance of Background Check, References, licensure, Health Screen. Negotiates a tentative start date.</p> <p>Internal - HR extends offer. Start date is agreed upon by both managers max of 30 days.</p> <p>External - HR extends formal offer.</p> <p><u>Position Manager Documentation</u> Complete proper documentation in P.M.</p> <p>HR notifies non selected candidates within 24-48 hours.</p>	<p>Internal Start date is preferred on the Sunday beginning a new pay-period.</p> <p>External Start date coordinated with Hiring Manager, allowing time for clearance on background check, healthcare assessment, etc.</p> <p>Communication to hiring manager and others (EH, Education, etc.) to inform candidate acceptance of offer.</p> <p>External Onboarding HR sends paperwork online to new hire to complete prior to start date. Coordinate scheduling of health assessment if needed.</p>	



Service Level Agreement: Manager

<p>Hiring Manager</p>	<p>Connects with recruiter within 48-72 hours of being contacted.</p> <p>Communicates availability including critical business deadlines and planned time out of the office during the process (business and personal).</p>	<p>Provides input to sourcing strategy (intake session/ mindstorm) and feedback on initial candidate pool.</p> <p>Based on discussion with recruiter, reaches out to any resources that could be utilized for recruitment.</p> <p>Utilize Position Manager to select candidates to interview within 2-3 days of receiving applications.</p>	<p><u>Interview Plan</u> Use interviewing template provided by HR for behavioral based questions. Emphasize job requirements with each of the candidates.</p> <p>Internals Scheduling Manager schedules interviews within 7 days of interview selection.</p> <p>Externals Scheduling <u>Feedback/Selection Internals</u> - Communicates internal selection decision to Recruiter within 2 days of final interview (prior to extending offer). Externals - Provides initial interview feedback to the Recruiter within 24 hours.</p> <p>Communicates decision regarding next steps/offer within 2 days of final interview.</p> <p>Best Practices - Contingent offer within 24 hours of interview.</p>	<p>Internal Extends offer.</p> <p>Negotiates start date w/ applicant's current manager.</p> <p>Communicates effective date to Recruiter/HR.</p> <p>After receiving acceptance, releases and provides feedback to all applicants interviewed but not selected.</p>	<p><u>Internal/External</u> Uses new hire checklist to ensure world class onboarding.</p>
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Recruitment Intake Form



→ Diversity Discussion:

- We become more culturally competent when we hire people who represent the patients we serve, increasing patient satisfaction.
- We strengthen our organization with diversity. More voices and more input inspire innovation, which leads to better outcomes and increasing associate engagement.

→ Position Description:

- Is there anyone who was formerly in this role you would consider for re-hire?
- Can you describe an ideal candidate? Current incumbent? Do you have a resume and/or profile of this person?

→ Department Structure:

- How large is the department? Titles of others in the department? How many direct reports roll up to the hiring manager? Will this person have any direct reports (If so, how many, titles, etc.)?
- What is the work environment like? Unit – patient ratio; # beds; Office/Cube?

→ Training / Performance Measurement / Growth Potential:

- What sort of training would the person receive in this role during the first year (formal or informal)?
- What is the career path for this position? What are the growth opportunities over the next 5 years?



Recruitment Intake Form (cont.)



→ Sourcing Strategy / Questions:

- Who are your top employees in this position?
- Who worked for you at your previous employer? Anyone we could directly contact? If you had to create a 'dream-team' of former co-workers, who would be on that team?
- What organizations do you belong to? Can we get the membership directory? Any local/national associations, user-groups conferences we should be active in? What trade publications do these folks read?
- If you were me, and had to recruit for this position, what would you do? (Do a Mindstorm with the hiring manager)!

→ Logistical/Compensation Questions:

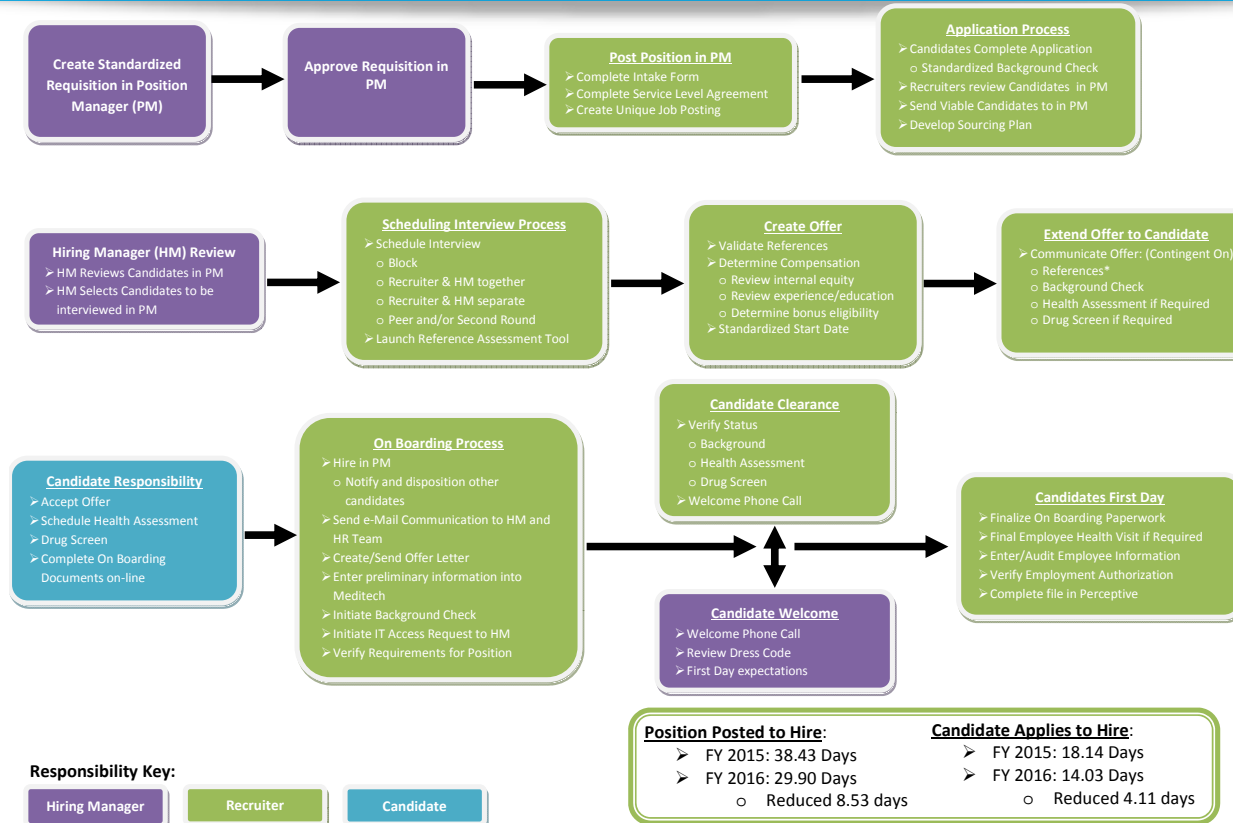
- Perks/benefits in addition to compensation already defined
- Interview location, process and parties involved
- Is there a day and time we can schedule now for interviews? Any dates coming up that you know you will not be available?

→ Recruitment Media Strategy and Job Posting

- Top 5 Selling Points – Candidate Value Proposition – Department Brand
- Posting Strategy



Avera Health On Boarding

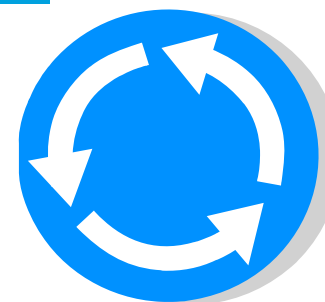


Transformation Journey

Commitment to Continuous Improvement

“A continuous improvement process never stops. It wasn’t implemented just once. It’s constant improvement, constant innovation and constant elimination of extra steps. The most important principle is that this is not a four-month project. You will see benefits, but you must do it continually.”

Source: <http://knowledge.wharton.upenn.edu>



Transformation Journey – The Journey Continues

- Implement New Hire and Non-Hire Candidate Experience Assessments.
- Utilize scorecard data to celebrate success, identify opportunities for improvement and quantify ROI to key stakeholders
- Continue to create, identify and share **What Makes Avera Special?**
- Improve Recruitment Marketing Strategy (SEO/SEM).
- Create Career path ladders for entry level positions to assist with recruitment and retention of staff.
 - Workforce Consultants
- Migrate to a Proactive – Demand-based Just-in-time hiring model for entry level, volume positions.
 - Block scheduling
 - Immediate job offers
 - Green Carpet Events
 - Recruiter Retreats







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The Leader in Healthcare Talent Management

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