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Going Beyond the Interview: How to Find the Right Talent on a Tight Timeline

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Agenda

- **About Us**
- **Goal**
- **Challenges**
- **Technology and Know-How**
- **Methodology**
- **Results**
- **Lessons Learned**
- **Cohorts 2 & 3**

About Us

Adventist Healthcare

- Not-for-profit, faith-based healthcare system in Maryland/DC Metropolitan area
- Four hospitals
- Values:
 - Respect: We recognize the infinite worth of the individual and care for each one as a whole person.
 - Integrity: We are above reproach in everything we do.
 - Service: We provide compassionate and attentive care in a manner that inspires confidence.
 - Excellence: We provide world class clinical outcomes in an environment that is safe for both our patients and caregivers.
 - Stewardship: We take personal responsibility for the efficient and effective accomplishment of our mission.

Goal

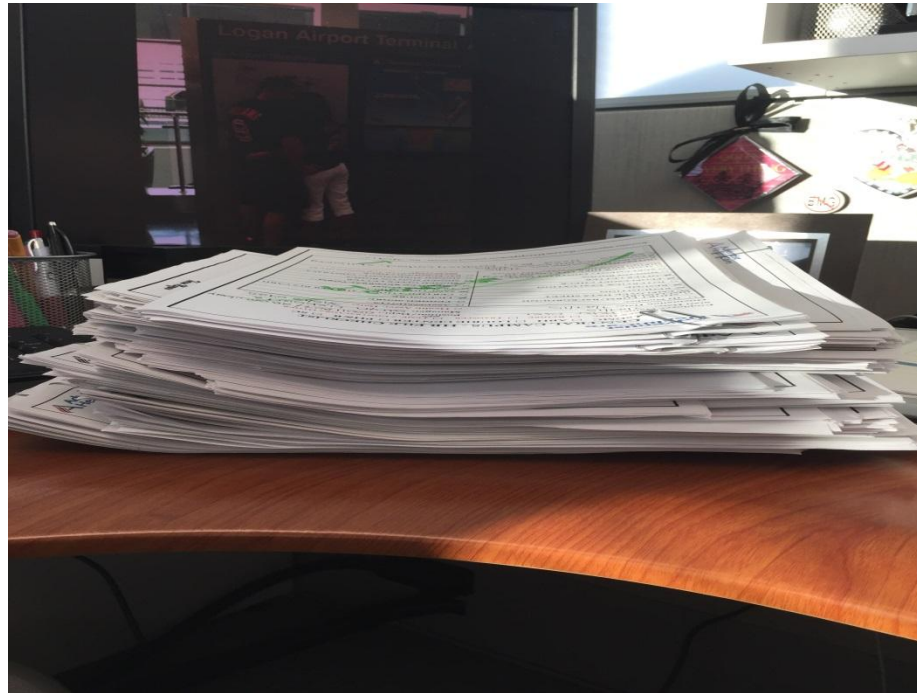
- **Hire 30-40 Nurse Residents with July 27th start date**
- **Hire 13 Nurse Externs with June 1st start date**
- **Qualifications:**
 - Compassionate, enthusiastic, caring
 - BSN new grads and Junior year BSN students that meet our values
 - Completed Pre-Hire 360[®] Feedback Report

Challenges

- **I was brand new to organization**
- **The date I started: March 23rd**
- **Program content: Not developed**
- **Positions: Posted for more than a month with no contact with any applicants**
 - Only one posted position (generic posting)
 - Inaccurate requirements (we hadn't established them yet)

Challenges

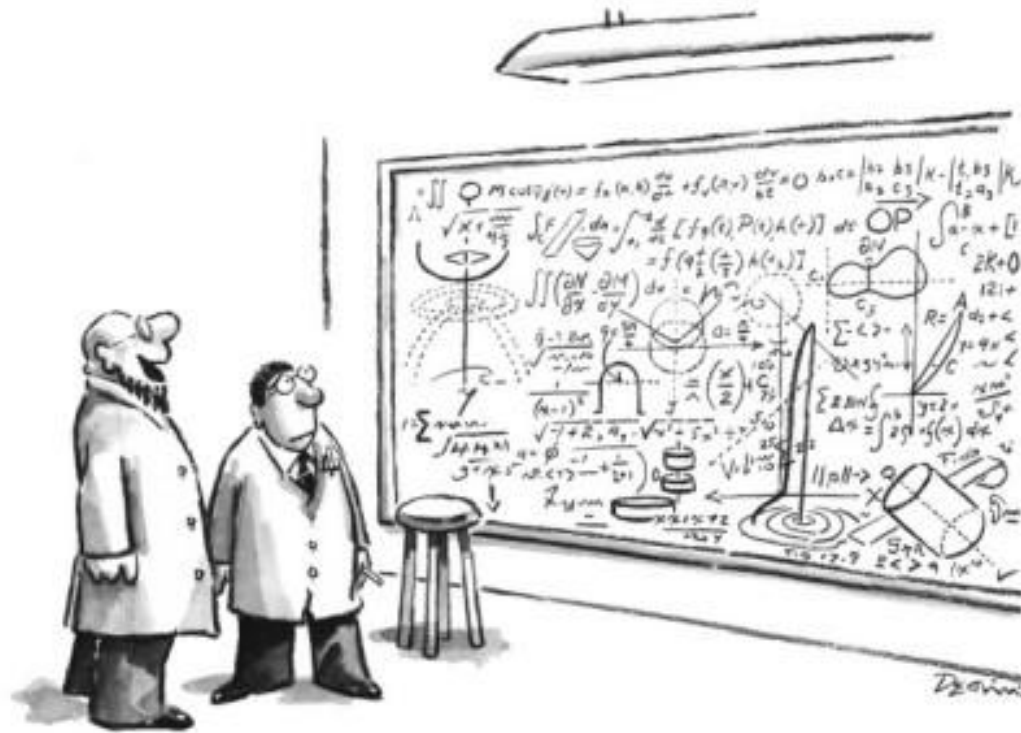
- **People Soft...8.9 (Current version is 9.2 – you do the math)**



Challenges

- **Nothing Electronic!**
- **What I couldn't do:**
 - Pre-qualify candidates
 - Pre-screen candidates
 - Rank candidates based upon pre-screening
 - Have a quick and easy dashboard
 - See communication notes easily
- **No easy way to get from Point A to B**

Challenges



"Hey, no problem!"

Technology and Know-how

- **Reference Checking -- SkillSurvey's Pre-Hire 360[®]**
- **Behavioral Based Interview Template**
- **Background Screening – Certiphi (automated)**
- **ME! – My 11 years of experience as Nurse Recruiter and active member of NAHCR helped me learn a couple of things along the way...**

Methodology

- **SkillSurvey: Qualify Candidates (Without the benefit of time)**
 - Candidates who met the minimum requirements received a link from SkillSurvey's Pre-Hire 360 automated reference checking to send to their references
 - References can instantly provide feedback via the Pre-Hire 360 job specific survey chosen for this role (this will let me know if they have the necessary skills and behaviors critical to the role based on their past job performance)
 - Reports were returned, on average, within 48 hours, which allowed me to move quickly through the review and selection process.

Methodology

Behaviors critical to each role included:

- Attitude
- Compassion
- Understanding
- Empathy
- Customer Service

Pre-Hire 360[®] reference feedback includes:

- Professionalism
- Interpersonal Skills
- Problem Solving and Adaptability
- Personal Value Commitment
- Patient Satisfaction (HCAHPS)

HCAHPS & Patient Experience:

Hospital Consumer Assessment of Healthcare Providers and Systems

Valued-Based Purchasing: Money that used to be ours...

27 questions:

- Responsiveness of **Staff**
- Nursing **Staff** Communication
- Communication from **Staff** about medicines
- Physician **Staff** Communication
- Discharge instructions from **Staff**

Think we (as healthcare recruiters) can affect this with the people we hire?

Methodology

- **Behavioral Based Interview Template:**
 - RISES Value Statement-focused
 - Consistent
 - 5 questions = 20 minute interviews
 - 50 interviews in 4 days
 - Tell me about a failure experience and what you learned from it
 - Tell me about a patient experience that you were most proud of or that stands out
 - Tell me about a time when you had a difficult situation with a patient, family member, or a customer....
 - Generational responses 😊

Methodology



What overall skills do they bring to the table?



Results

- **Established BSN Residency program**
- **Hired 34 BSNs!**
- **Established an Externship for Seventh Day Adventist Colleges/Universities to compliment local externship already in place**
- **Hired 13 Externs (6 from SDA and 7 local)**

Lessons Learned

- **Stay Calm!**
- **Keep Your Eye on The.....Patients!**
 - Remember the goal isn't the numbers, it's the patient
- **Think Outside the Box**
 - Find work arounds for areas where you're lacking resources
- **Communicate! Communicate! Communicate!**
 - Candidate Experience is key
 - Service Level Agreements
 - Templates
- **Trust in the Technology**
 - Data and analytics can help you make better hiring decisions

Cohorts 2 & 3: Process Improvement

- **Develop Website**
 - Frequently asked questions
 - Posting dates
 - Requirements for acceptance
- **Post early to be competitive**
 - February: October through November 15th
 - July: March through April 15th
- **Outreach to Colleges/Universities**
 - Career Fairs (fair)
 - Senior Nursing Leadership Class (better)
 - Email blast to accredited colleges/universities (CCNE and ACEN)
 - Student Nurses Associations (best)
 - Teach a class!

Cohorts 2 & 3: Process Improvement

- **Email templates: Timely and Consistent**
 - Acknowledgement of application and next steps
 - Professional Portfolio
 - Skill Survey
 - Review important dates
 - VIDEO!!
 - Receipt of Professional Portfolio
 - Next steps
 - VIDEO!!
 - Weekly communication
 - Day in the Life of a Nurse Resident
 - Preceptor perspective
 - VIDEO!!

Cohorts 2 & 3: Process Improvement

- **Introduce Technology to Hiring Leaders:**
 - Include them in your process
 - Dropbox: Portfolio sharing
- **Timely Interviewing and Feedback**
 - Essential!
- **Redirect candidates as needed**
 - Sell them (your role as recruiter is all about them)
- **Communicate, Communicate, Communicate**
 - Candidates not interviewed, Interviewed but not hired
 - Guide them to other opportunities

Results

- **Measure your effectiveness:**
 - Survey candidates (every category – even those not hired)
- **Best compliment/complaint from a hiring leader:**
 - TOO MANY GREAT CANDIDATES!

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Questions?

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