



The Recruitment and Retention Puzzle- How To Make All the Pieces Fit!

July 2016



RWJBarnabas Health System

- *\$4.8 Billion in Annual Revenues*
- *32,000 Employees*
- *5.0 M People in Service Area*

RWJBarnabas
HEALTH

Modern
Healthcare
PLACES TO WORK



INSTITUTE FOR DIVERSITY
in Health Management
An affiliate of the American Hospital Association

Named “Best in Class” for Diversity
Management and Strengthening the
Workforce.

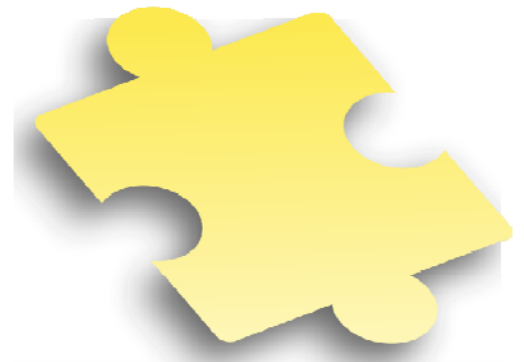


4th Magnet® Designation
for Nursing Excellence

RWJ ROBERT WOOD JOHNSON
UNIVERSITY HOSPITAL
The Most Respected Name in Nursing



Understanding and Serving our Customers



Who is the Customer?

Customer:

- person or organization that buys goods or services produced by another person or entity

Who are your customers?

It's All About Your Customer....

Who are our customers:

Patient

Leadership

Staff



Mis-aligned Expectations?



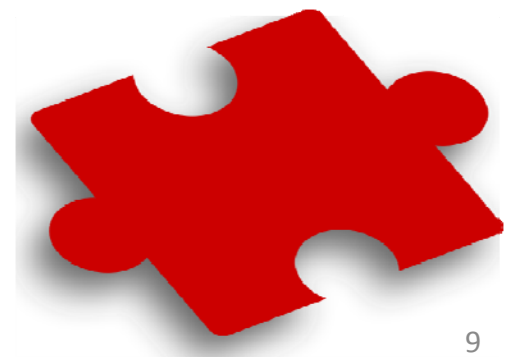
Aligning Expectations...

- Listen
- Understand their business
- Hear their concerns
- How will you work together as a team?
- Define the who, what, and when in advance
- Communicate, communicate, communicate
- Updates on the progress of what you promised to deliver

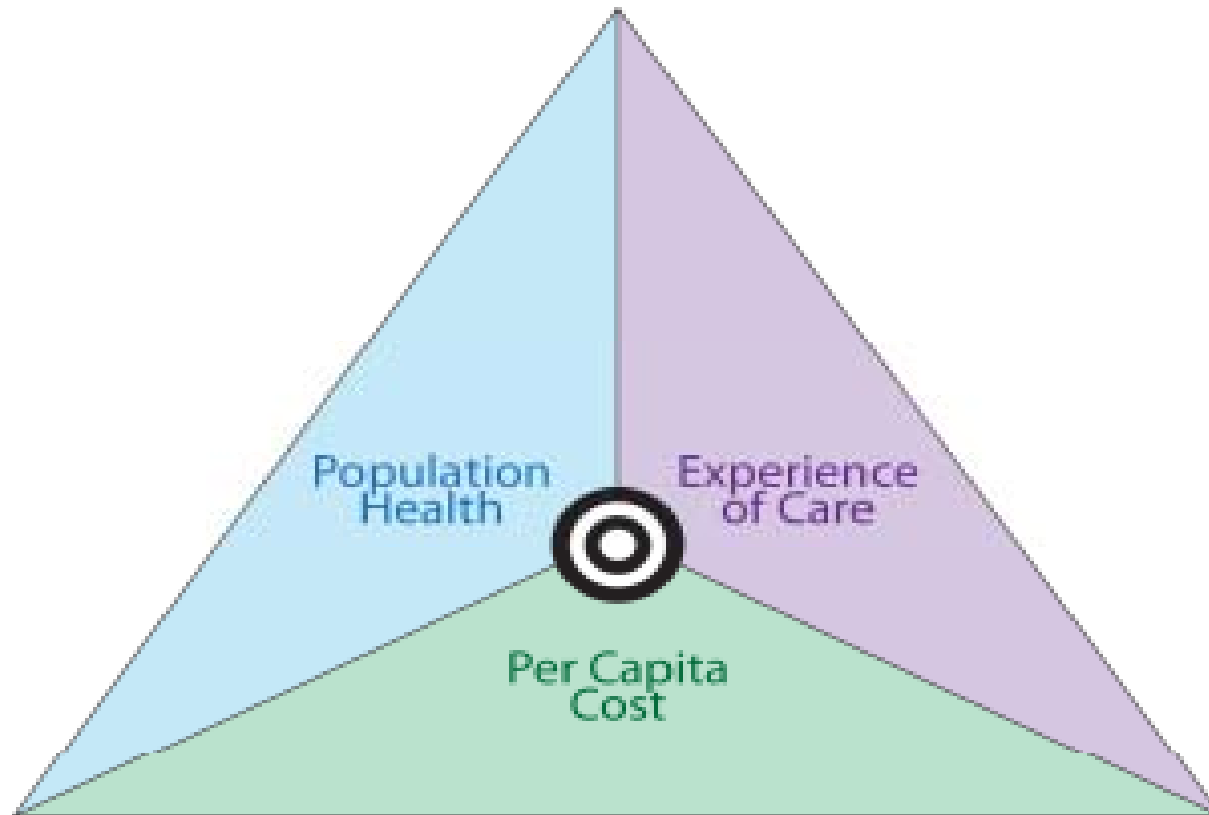


Practice the art of managing your customer's needs...before they become a crisis!

Contributing to the Overall Business Imperative



Triple Aim



How Can Human Resources Contribute to Triple Aim?

90%



Selection Process

Overview of Selection Process Changes

Candidate Process Before

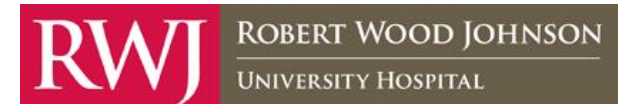
- Simple Application
- One and Done Individual Interview
- Skills Focus
- Final Selection by Operations Leaders

Candidate Process Current

- Application has Behavior Based Questions
- Candidate Assessment is Part of Application Process
- Individual, Peer and Group Interviews
- Skill and Behavior Focus
- Final Selection by Operations Leader

Selection Process

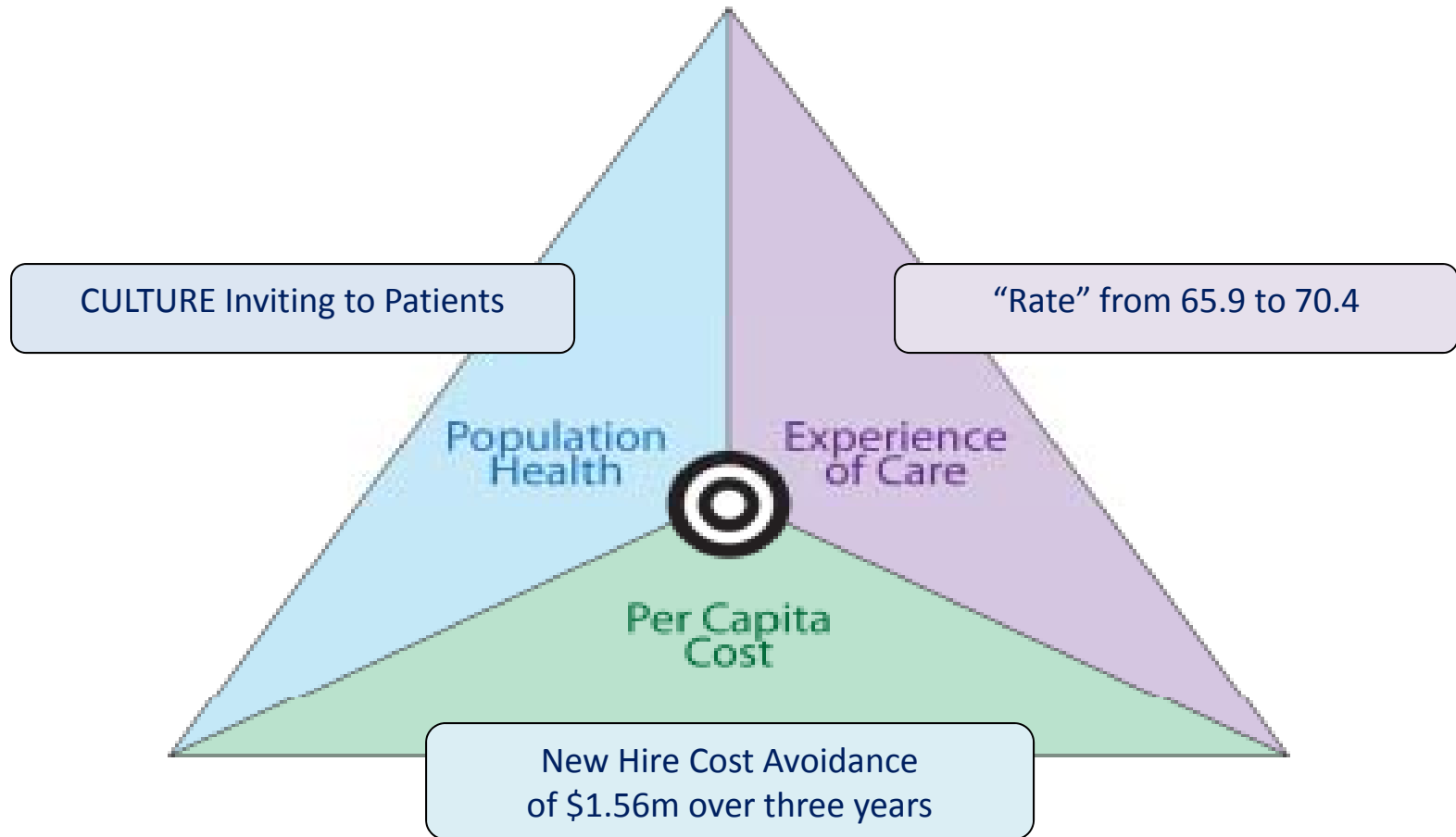
Executive Summary: Employee Engagement Quarterly Operating Review



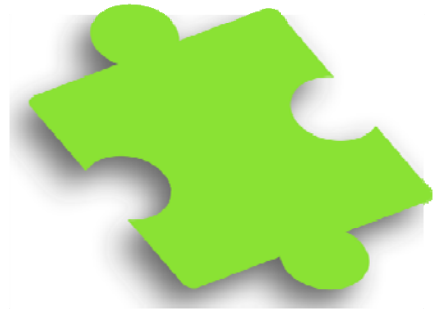
Quarterly Targets

Pillar Metrics	Actual	1Q Act	1Q Goal	2Q Act	2Q Goal	3Q Act	3Q Goal	4Q Act	4Q Goal	Ann Act	Ann Goal
Count of Employees Participating in Culture of Kindness Events	1,309 ee's	795 ee's	100 ee's	999 ee's	100 ee's	1200 ee's	1,400 ee's	1,575 ee's	100 ee's	1,821 ee's	1,700 ee's
Short Term Turnover	12.7%	12.5%	12%	12.1%	11.5%	10.9%	11%	9.2%	10.5%	11.2%	11.4%
Health Care Selection Inventory	74%	64%	75%	77%	75%	65%	78%	77%	80%	71%	77%
Staff Participation in Interviews	70%	68%	70%	76%	78%	86%	80%	86%	82%	79%	77%

Triple Aim Impact by Human Resources



An Example of Serving our Nursing Customers



Proactive
~~Reactive~~

Nursing Recruitment & Retention Coordinating Group

- Purpose:
 - Align all parties in the room to the priorities related to recruitment and retention of all positions in nursing
 - Identify trends and proactive actions to be implemented
- Members:
 - Union, Nursing & Human Resources Leadership
 - Human Resources Business Partners

Nursing Recruitment Coordinating Group

Agenda Example

- Report from Operating Group
- Retention, Turnover, Vacancy Report, Leave of Absences for Nursing Division
- RN Orientation
- RN 101/RN Intern Program Calendar for 2016
- Trends and Next Steps

Nursing Recruitment Coordinating Group Data

Vacancies Excluding PDs

New Brunswick

Position Title	Number of Positions		Number of FTE's
	FT	PT	
Registered Nurses	8 (11)	48 (97)	38.43 (50.44)
Clinical Care Tech.	4 (4)	8 (24)	8.10 (12.75)
Unit Clerk	1 (1)	2 (3)	1.80 (2.00)
Patient Monitor	2 (4)	2 (5)	3.40 (4.40)
Nurse Manager	3 (3)	0 (0)	3.00 (3.00)
Director	1 (2)	0 (0)	1 (2)

Somerset

Position Title	Number of Positions		Number of FTE's
	FT	PT	
Registered Nurses	7 (4)	20 (45)	20.70 (20.85)
Clinical Care Tech.	1 (1)	1 (7)	1.50 (2.50)
Unit Clerk	0 (0)	0 (2)	0.00 (0.50)
Patient Monitor	0 (0)	0 (2)	0.00 (0.00)
Nurse Manager	0 (1)	0 (0)	0.00 (1.00)
Director	0 (2)	0 (0)	0.00 (2.00)

Is this Your Current Reality?

2016_05_20_job_posting RWJUH.pdf - Adobe Reader

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Tools Sign Comment

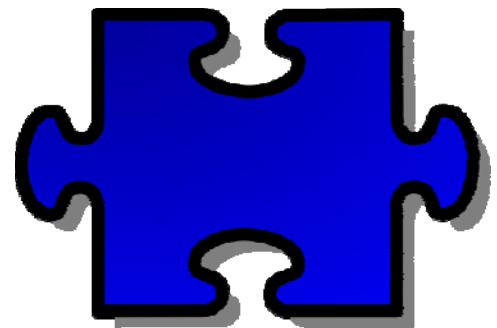
REGISTERED NURSE	SOMERSET	G.I. SERVICES	Part Time Day Shift M-F; Holi, W/E; On-call; 72 hours pp	12859	Active, valid NJ Registered Nurse license and ASN or Nursing diploma required. BSN preferred. If candidate possesses ASN or Nursing diploma, must agree to complete BSN within five years of hire date. CPR, ACLS required. At least 1-2 years Endoscopy experience preferred Experience in post anesthesia care of GI patients or equivalent preferred. ER or ICU, procedural experience preferred, SGNA certification preferred.
REGISTERED NURSE	SOMERSET	LABOR AND DELIVERY	Part Time Day Shift Sat-Sun 7a-3p; Holi, W/E Rot, on call	15528	Active, valid NJ Registered Nurse license and ASN or Nursing diploma required. BSN preferred. If candidate possesses ASN or Nursing diploma, must agree to complete BSN within five years of hire date. CPR, NRP certification, Level II experience or higher a must.
REGISTERED NURSE	SOMERSET	MICU	Part Time Night Shift M-F; 7p-7a; Holi, W/E rot, 72 hrs pp	14149	Active, valid NJ Registered Nurse license and ASN or Nursing diploma required. BSN preferred. If candidate possesses ASN or Nursing diploma, must agree to complete BSN within five years of hire date. CPR, ACLS required. Completed a critical care course.
REGISTERED NURSE	NEW BRUNSWICK	MICU	Part Time Day Shift Holi, W/E Rot	15529	Active, valid NJ Registered Nurse license and ASN or Nursing diploma required. BSN preferred. If candidate possesses ASN or Nursing diploma, must agree to complete BSN within five years of hire date. CPR, ACLS required. 2 years critical care experience preferred.
REGISTERED NURSE	NEW BRUNSWICK	MOBILE HEALTH SRVS - ALS MIDDLESEX	Part Time All Shifts Holi, W/E Rot	14247	Active, valid NJ Registered Nurse license and ASN or Nursing diploma required. BSN preferred. If candidate possesses ASN or Nursing diploma, must agree to complete BSN within five years of hire date. CPR, ACLS, and PALS required. Must have two (2) years Critical Care Nursing experience. Must possess and maintain a valid certification as a Mobile Intensive Care Paramedic, or Mobile Intensive Care Nurse or NJ Emergency Medical Technician issued by the New Jersey DHSS. Must possess and maintain Neonatal Resuscitation Program certification through the American Heart Association. Must possess a New Jersey Hazardous Materials Awareness Certification. 4. I-100 and I-700 5. PHTLS 6. CCRN, CEN or CTRN certification preferred.
REGISTERED NURSE	NEW BRUNSWICK	MSD CATH	Full Time Evening Shift 1:30p-10p; Holi Rot	15504	Active, valid NJ Registered Nurse license and ASN or Nursing diploma required. BSN preferred. If candidate possesses ASN or Nursing diploma, must agree to complete BSN within five years of hire date. CPR, ACLS required.
REGISTERED NURSE	NEW BRUNSWICK	NURSERY	Part Time Day Shift Varies; 11a-7:30p; Holi, W/E Rot; 32 hrs pp	14037	Active, valid NJ Registered Nurse license and ASN or Nursing diploma required. BSN preferred. If candidate possesses ASN or Nursing diploma, must agree to complete BSN within five years of hire date. CPR, NRP 3-5 years mother baby experience required. Maternal Child Health or Inpatient Obstetrics preferred.
REGISTERED NURSE	NEW BRUNSWICK	NURSING	Weekends Night Shift 7p-7:30a; Holi	12299	** WEEKEND "B" PROGRAM- 6 WEEKEND SHIFTS IN A 4 WEEK PERIOD- RATE OF PAY- \$64.90** As an RN in this program will need to work 4 weekend shifts in a 6 week period. This is not a benefit eligible position. Qualifications include: Minimum of 2 years critical care

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Nurse Recruitment Operating Group

- Purpose
 - Focused effort on enhancing recruitment of RNs through a nursing leadership and HR team partnership
- Timing
- Candidate vs Position approach
- Leadership involvement
- Enhance candidate flow
 - Push scheduling of interviews
 - More timely feedback on candidates to HR
 - Removal of barriers in the hiring processes

Outcomes



Nursing Recruitment Coordinating Group Data

Registered Nurse Vacancies

New Brunswick

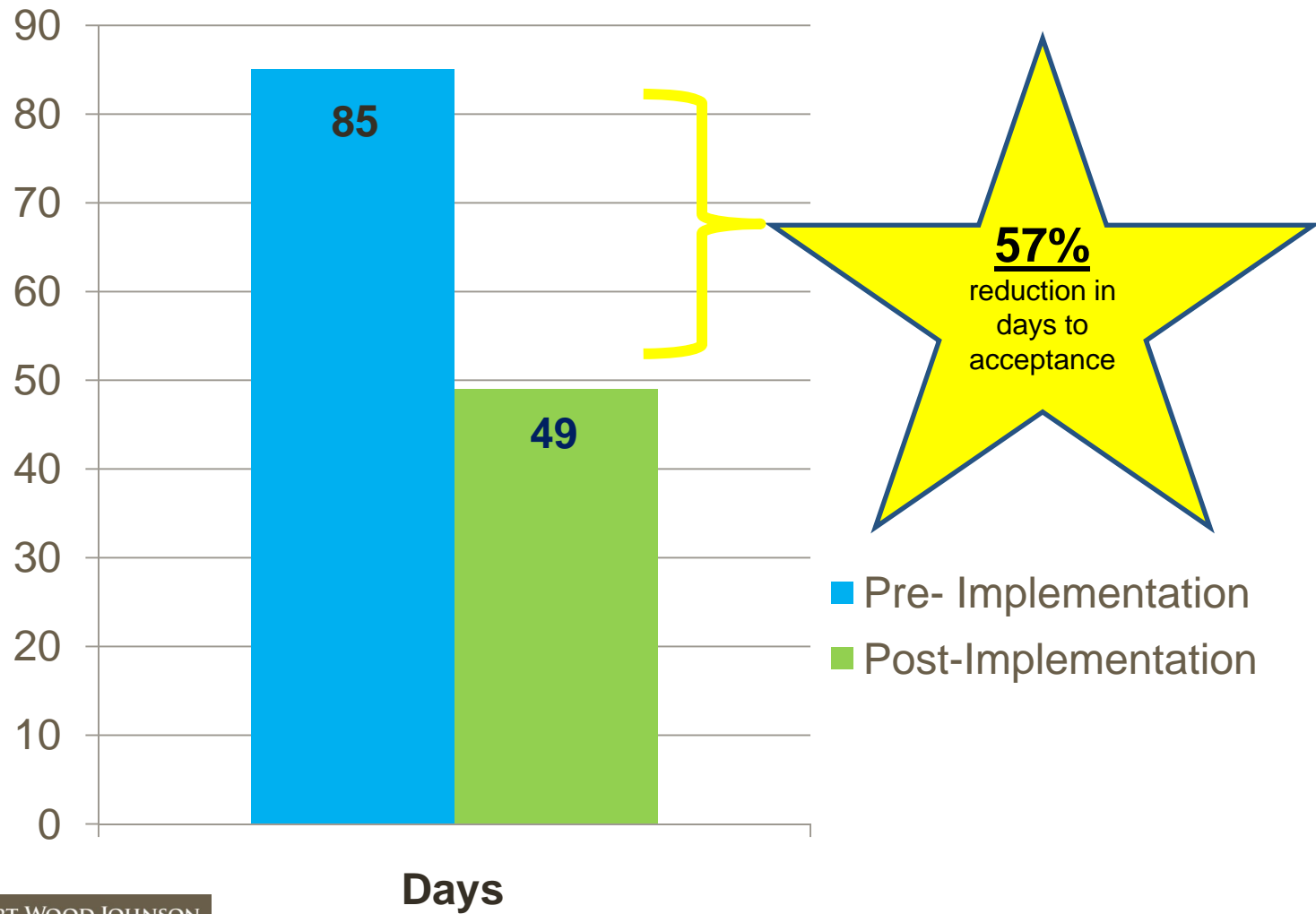
Area	Number of Positions		Number of FTE's
	FT	PT	
Non-Critical Care	2 (2)	15 (35)	14.60 (16.40)
Critical Care	1 (3)	4 (10)	4.60 (9.81)
Emergency Dept.	0 (1)	8 (11)	5.88 (9.58)
Labor & Delivery	0 (0)	2 (2)	1.20 (0.40)
Perioperative Service	5 (5)	4 (15)	7.20 (9.75)
Adult Psychiatry	0 (0)	0 (0)	0 (0)
Step Down	0 (0)	2 (5)	1.80 (1.80)
Children's Hospital	0 (0)	4 (10)	3.15 (2.70)
Weekend Positions	0 (0)	9 (9)	Re-assess Needs
Total	8 (11)	48 (93)	38.43 (50.44)

Somerset

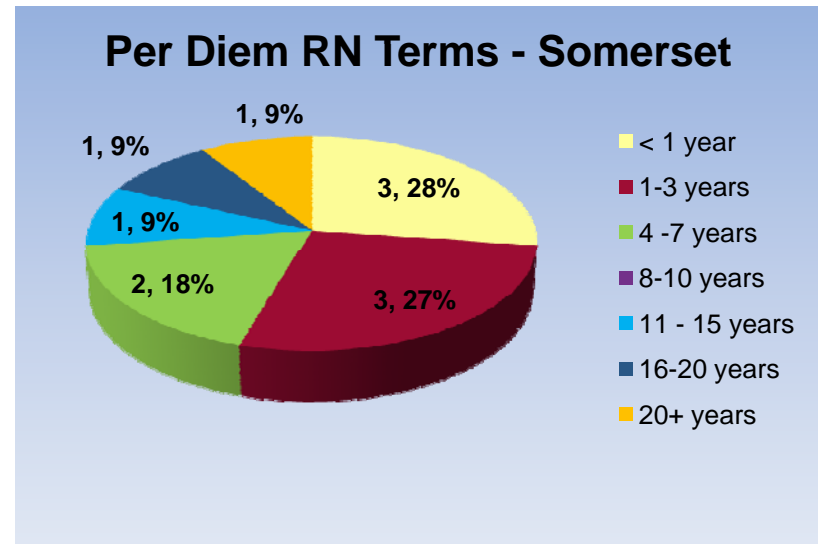
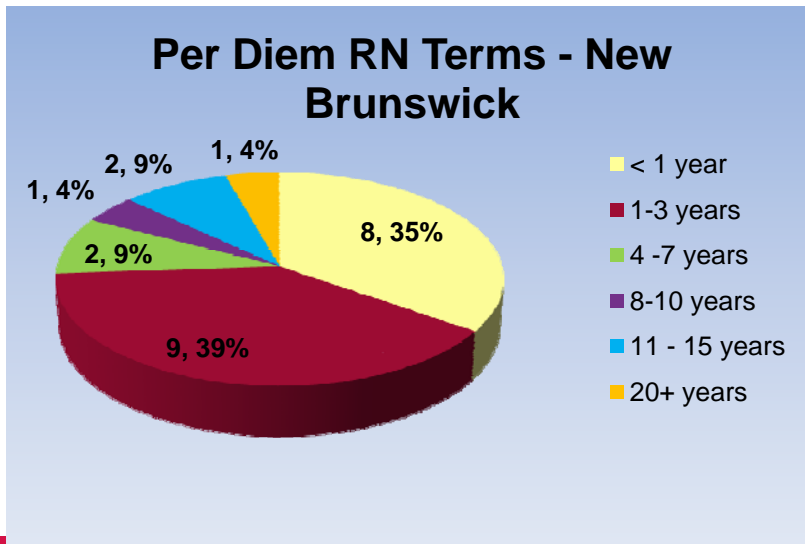
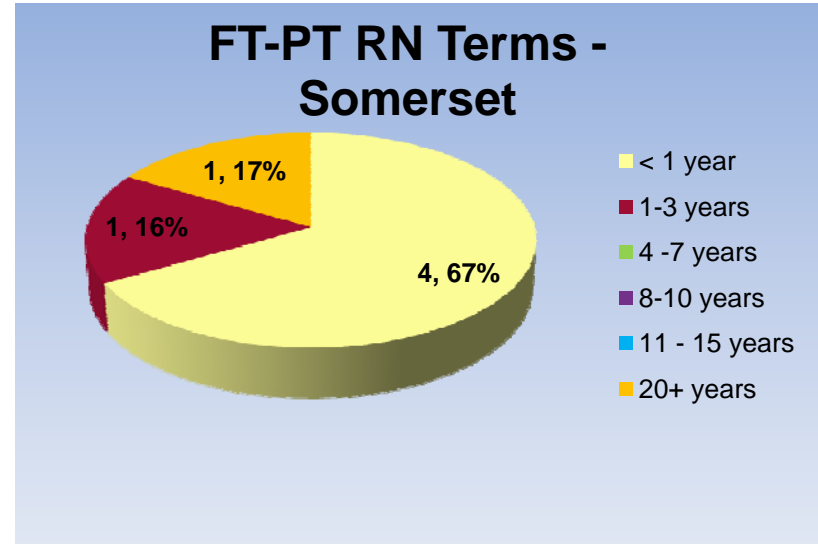
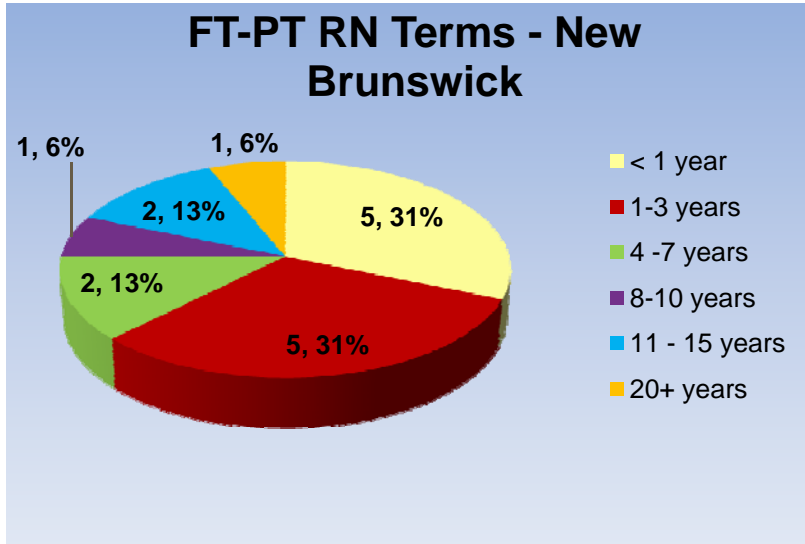
Area	Number of Positions		Number of FTE's
	FT	PT	
Non-Critical Care	3 (3)	7 (14)	7.20 (7.35)
Critical Care	0 (0)	7 (10)	5.90 (5.00)
Emergency Dept.	0 (0)	0 (3)	0.00 (2.70)
Labor & Delivery	0 (0)	1 (3)	0.50 (0.50)
Perioperative Service	4 (1)	3 (8)	5.90 (3.50)
Adult Psychiatry	0 (0)	0 (2)	0.00 (0.00)
Step Down	0 (1)	2 (7)	1.20 (3.30)
Children's Hospital	0 (0)	0 (0)	0.00 (0.00)
Weekend Positions	0 (0)	0 (0)	0.00 (0.00)
Total	7 (5)	20 (44)	20.70 (22.35)

Experience the Results!

Time from Posting to Acceptance of Offer




Measure, Measure, Measure




Experience the Impact of the Results!



**Highly Engaged
Teams**



**1/3
Less Turnover**



**25% Lower
Absenteeism**



**Consistently Higher
Patient Satisfaction
Scores**

The Puzzle Pieces Fit!

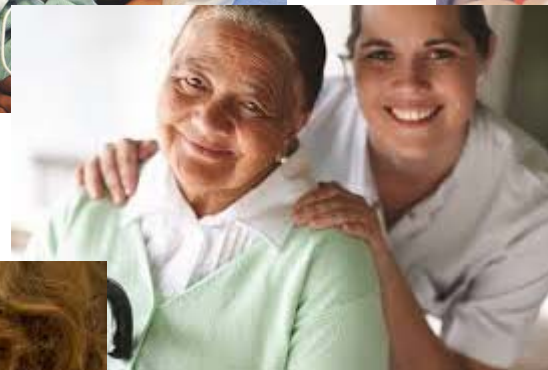
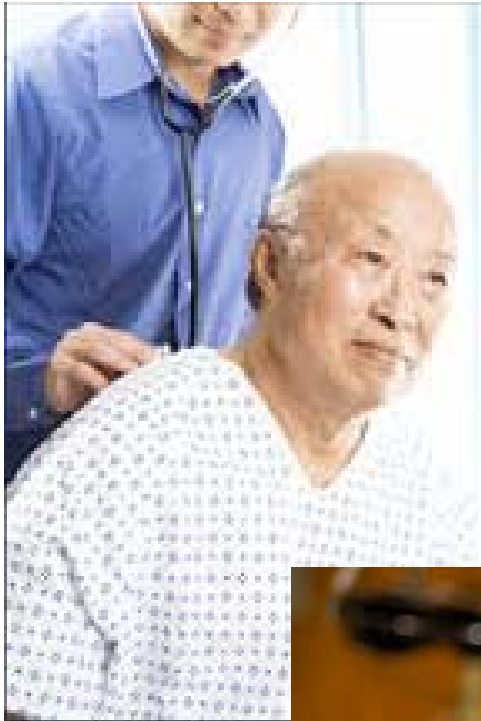
In Summary:

- Take a Risk! Try the Candidate vs Position Approach
- Involve Leadership
- Create greater alignment
- Leverage Relationships
- Listen to Your Customer
- Measure, Measure, Measure
- Be Proactive in Your Recruitment & Retention Efforts
- Positively Influence Your Organization to Align with Triple Aim

Don't Forget....



When the Puzzle Pieces Fit...We have Achieved Our Goal to Serve Our Patients



Questions



Thank You!