

Recruiting, Hiring & Onboarding: The Competencies Needed To Build A High-Quality Provider Network Of Care

Meeting Dates: April 14th, 2022 1:00PM

April 19th, 2022 10:00AM

Agenda

- I. Recruiting, Hiring & Onboarding Best Practices
- II. Strategies For Addressing The Workforce Shortage

Learning Objectives

- Understand key best practices in recruiting, hiring, and onboarding talented staff.
- Identify strategies to help the workforce embrace new technology as a tool to increase productivity and augment staffing shortages.
- Discuss new models for retaining top talent and preventing burnout among staff.

The Pandemic Has Changed The Labor Market & Created New Workforce Challenges

1. 5 million people left the labor force during the pandemic
2. 2.5 million of those people retired, and won't come back
3. Wages are up 4.9% year-over-year (as of October 2021)
4. Inflation is consuming wage gains for many workers
5. Increased 'aging' of the U.S. population – in need of more support services and not available to provide services
6. The labor market for health and human services is variable by position – physicians, nurses, mental health therapists, and direct support professionals - all are affected by different labor dynamics
7. A direct support professional makes an average of \$12.29 per hour (2020 study)
8. Competition for DSP labor force coming from other fields – retail, food service, distribution, etc.

Talent management has always been a strategic issue – but it has taken on new characteristics and significance in the post-pandemic market landscape.

Executive teams need a more proactive, creative, and strategic approach...

I. Recruiting, Hiring & Onboarding Best Practices

Planning For Needed Talent

Phase 1.

Use your strategic plan and tactical implementation plans to identify the talent you will need to accomplish your strategy objectives.

Phase 2.

Analyze your workforce supply and perform a gap analysis.

Phase 3.

Create an action plan to drive restructuring, recruitment and training priorities.

Phase 4.

Implement, monitor and adjust your strategic talent plan to ensure that your objectives are achieved.

Workforce planning ensures that you have the right number of people, with the right talents, in the right positions, and the right time to achieve organizational goals.

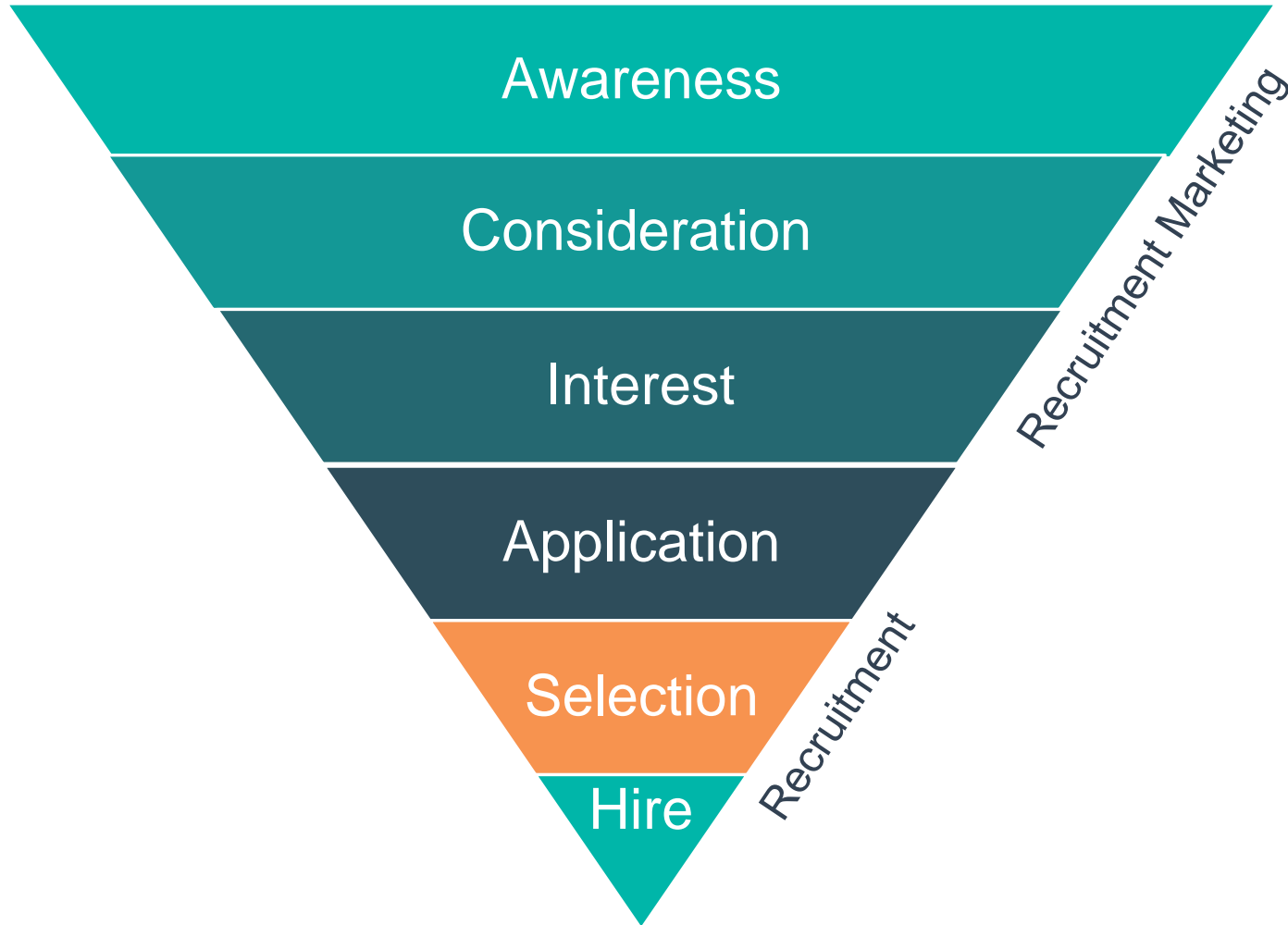
Recruiting Insights

1. 90% of recruiters believe that the labor market is candidate-driven
2. 73% of candidates are passive job seekers, not actively looking but interested if there is a better offer – compensation, benefits, training, flexibility, ability to innovate
3. The average length of time to hire is 3 to 4 weeks - organizations that interview a good candidate should be prepared to make an immediate offer, or risk losing the candidate to another employer
4. Active job seekers (12% of the market) are not the best employees – unemployed, hate current job, or change jobs frequently

*Recruitment
Marketing
Perspective –*

*“You don’t pick the
candidate, the
candidate picks
you.”*

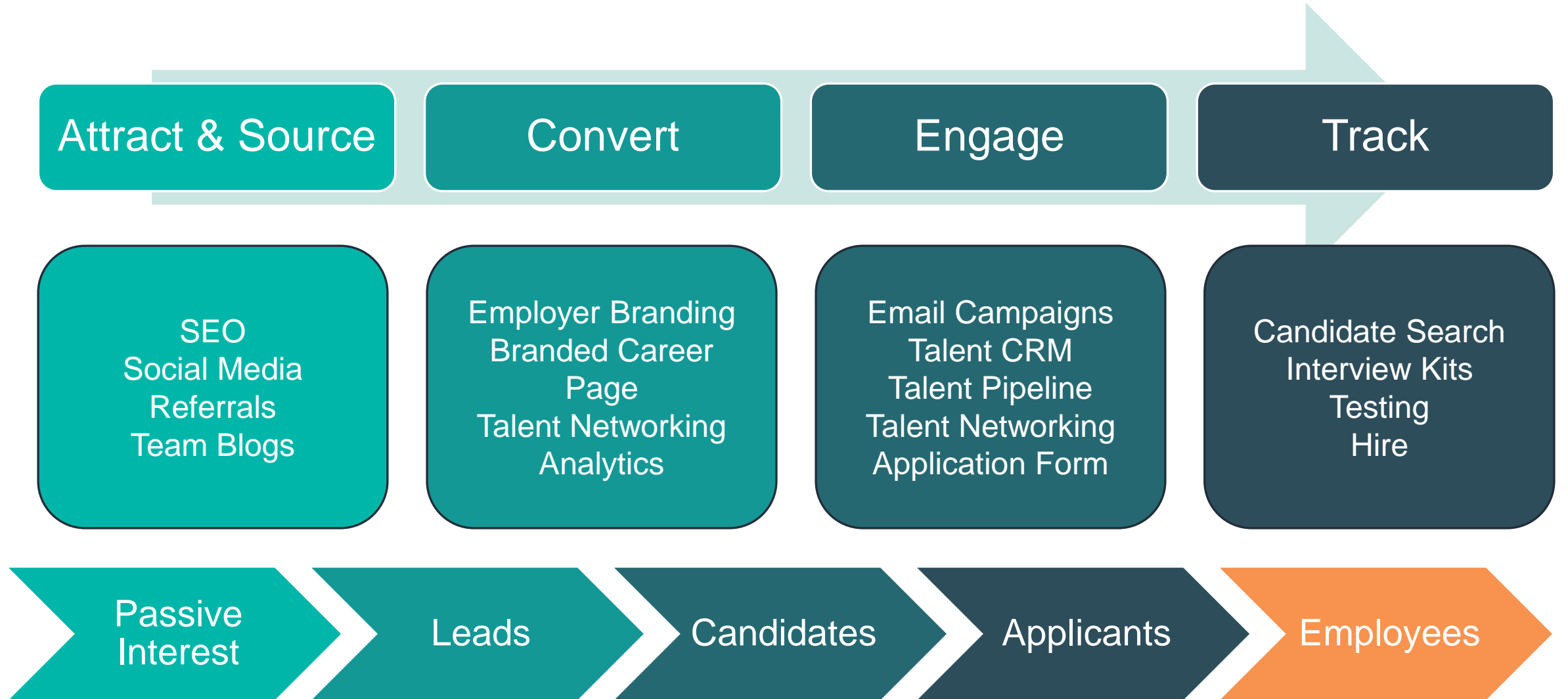
Recruitment Marketing



Concentrate resources on the Recruitment Marketing activities to attract talent to the organization

Ensure that the hiring functions of Application, Selection and Hire have a customer focus to feed back into Recruitment Marketing

Inbound Recruiting



Retention Strategies Begin Before The First Day

What is Onboarding?

- Onboarding is the process of orienting new employees in a manner that aids in overall retention. This process focuses on helping employees to become acclimated to their new workplace in a timely fashion and bringing them up to speed about company culture, understanding of job function and overall comfort level.

What is Onboarding important?

- Onboarding helps new employees to achieve an understanding of the ways in which things are done. It also provides an understanding of the values and characteristics that are important to the organization's culture. Thus, new employees are better able to assimilate with their colleagues for a smoother transition.

New employees who undergo a structured onboarding program are 58% more likely to have a minimum three-year tenure

Onboarding Best Practices

In a recent onboarding survey:

- **70% of organizations have new employees complete paperwork online**
- **40% of hiring managers called new employees before their first day on the job**

- **Block out time for orientation** – To avoid new hires feeling disoriented, consider using the first day as orientation to fill out paperwork, have introductory meetings, and have casual conversations with team members
- **Adequately onboard and train new hires to the new position** – The first 30-90 days should be used to train new hires on the ins and outs of the company and your brand's positioning in the market
- **Allow for job shadowing** – This is a great training technique, and allows for cross training by shadowing employees in every department to give new hires a better understanding of how the company works
- **Offer a 90-day review** – identifying weaknesses at this stage will allow you to nip problems in the bud or terminate the new hire before too many resources have been invested
- **Communicate prior to the first day** – Ease first day nerves by providing information on dress code, parking rules, directions to the office, and who to ask for upon arrival prior to the new hire's first day

III. Strategies For Addressing The Workforce Shortage

The *OPEN MINDS* Playbook For Optimizing Workforce Recruitment & Performance

Strategy #1:
Determine
How & Where
To Pay More &
How To Adjust
The Service
Portfolio

Strategy #2:
Design A
Performance-
Based
Compensation
Model To Go
Above Market
Rate

Strategy #3:
Adopt Policies
For Skilled
Staff To
Practice At The
Top Of Their
License

Strategy #4:
Use
Technology To
Improve
Productivity,
Automate
Repetitive
Tasks, & Allow
Consumer
Self-Service

Strategy #5:
Develop An
Internship &
Externship
Program To
Find Talent
Early

Strategy #6:
Become The
“Employer Of
Choice” In
Specific
Markets

Strategy #7:
Leverage The
Power Of
Volunteers
(For Non-
Profits)

The portfolio management/service line question is the most fundamental in the face of rising labor costs

1. Consumers in lower-than-average wage categories are most sensitive to increases in hourly rate; nearly half of low-wage and front-line workers surveyed said their pay and benefits were insufficient
2. Majority of the “turnover” is in lowest-wage positions
3. One answer to the workforce shortage issue is to pay more – to meet the prevailing competitive market rate

Five diagnostic questions –

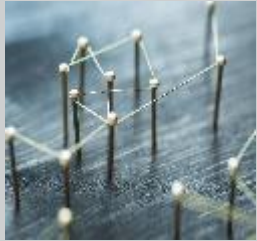
1. What service lines are operating with a negative margin/substandard margin due to chronic turnover and staff shortages?
2. What is the competitive market labor rate for those positions with chronic turnover?
3. Is the new and higher competitive market rate temporary or permanent?
4. If a competitive market labor rate eliminated chronic turnover, can the service line operate at the desired profit margin at that higher wage rate? If not, what changes would be needed?
5. If the higher competitive market rates are temporary, can the organization sustain service line losses for an interim period? How long?



**Strategic
Options**

- 1. Increase wages and re-engineer service delivery**
- 2. Increase wages and increase prices**
- 3. Close the service line**
- 4. Continue operating at a loss with external subsidies**

Design A Performance-Based Compensation Model To Go Above Market Rate



One way to pay more without raising wage rates is to create performance-based compensation models allowing “gainsharing.” Team members make more when their service line (or their individual performance) creates additional margin for the organization.

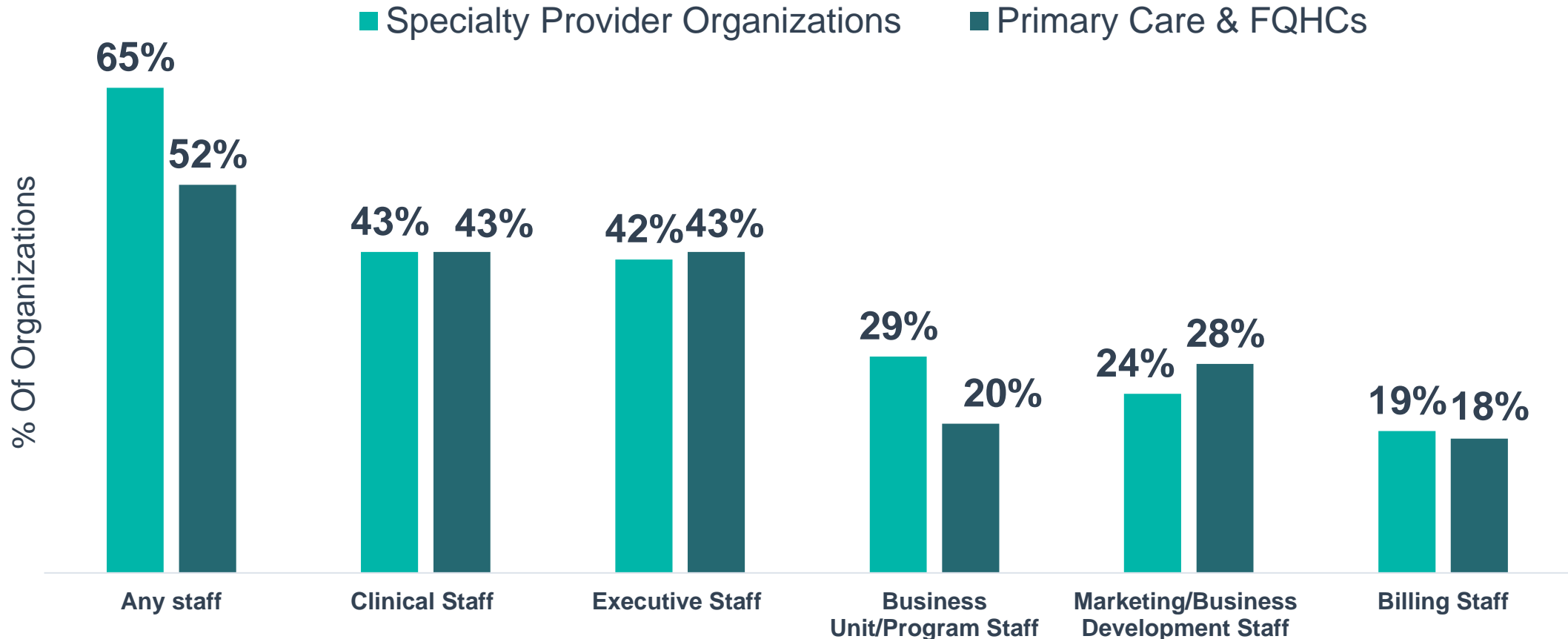


Concerns include maintenance of non-profit status, pay equity, establishing performance metrics, and compensation model design.

Strategy #2

Design A Performance-Based Compensation Model To Go Above Market Rate (Continued)

Specialty & Primary Care Provider Organizations, With Performance-Based Compensation For Staff, By Staff Type, %, 2021



*Note: Organizations could select that more than one category of staff who were participating in performance-based compensation

To build or optimize performance-based compensation models takes time, effort, and expertise along with a commitment to metrics-based management.

Four steps...

1. Define Your Goals

2. Design the compensation model and set the rates

3. Ensure staff have the resources they need

4. Track and share performance outcomes

Define Your Goals

Start by looking at your organization's strategic objectives and narrow down which ones you can do better with if you could get more staff time or improve productivity.

- **Tie the variable compensation back to your overall clinical and financial objectives so that earning the compensation is contingent on achieving the organizational key performance indicators.**

The compensation can be team-based (10% across the board if the organization hits a certain revenue target) or tied to individual performance metrics derived from the overall organizational targets.

- **Performance-based compensation plans must also be designed in compliance with payer reporting needs (documentation, coding, outcomes) as well as federal and state regulations.**
- **Traditional fee-for-service models and grant funding may restrict the compensation model options. Incentives must tie back to outcomes the provider organization has to deliver to payers.**

Design Your Compensation Model & Rates

There are two broad performance-based compensation models

Hybrid model with base salary plus incentives

In the hybrid model, salary may be a percentage of the market rate (for instance 85%) with incentive bonus to exceed the market rate.

Pure productivity model (also known as a “reap what you heal” model)

In the pure productivity model, staff are paid only for the quantity and quality of services delivered and compensation drivers and measures are clearly defined in the employment agreement.

- Both models may require a shift in organizational culture.
- Planning and monitoring will be needed to prevent unintended results such as overutilization of services, improper billing, poor customer service, and missed service opportunities.

Ensure Staff Have The Resources They Need

Because performance-based compensation is often a cultural shift, you will need to:

- 1. Spend time helping staff understand the model and provide supports to help them improve productivity and results.**
- 2. Make sure there are clear workflows and clinical decision supports to smooth the path.**
- 3. Team members participating in performance-based compensation plans need training to understand and use the data and know how to improve results and increase their compensation.**
- 4. Explore how you can free highly-skilled staff of mundane administrative burden to enable them to practice at the top of their skillsets.**
- 5. Consider if technology can be used to improve productivity or automate and supplement work to increase billable time.**
- 6. Flexibility in hours, work-from-home options, a supportive supervisory model, can be added benefits**

Track & Share Performance Outcomes

- Develop a robust tracking system because a variable compensation program will only be effective if metrics can be measured in real time and shared in easy-to-understand formats.
- Leverage the reporting capabilities in your electronic health record systems to:
 - build customized dashboards that draw data from different systems
 - develop individual scorecards

In addition to the metrics that determine compensation, you will want to establish overall success measures for the organization and track how performance-based compensation is impacting your bottom line and workforce retention.

Some studies estimate that up to 80% percent of clinical professionals' time may be spent performing activities such as clerical tasks that do not require the level of training they have.

The question is how to redesign systems to substitute less expensive staff.

- Analyze labor categories and/or roles to identify possibilities of labor substitution (nursing, primary care, therapists, etc.)
- Perform time studies of work to identify opportunities for 'substitution' of lower cost labor
- Conduct cost/benefit analysis of restructuring work assignments and processes

Assess Current Productivity Levels & Costs

1. Knowing the numbers will reveal areas for improvement so, start with an audit of key positions and examine performance, capacity, and costs for each.

- Do this across the organization if possible, starting with the highest paid positions and working your way down to the front lines
- Use at least some rudimentary, but reliable cost accounting statistics

2. Plan on having supervisors or managers doing one-on-one conversations with a few staff to gain a deeper understanding of what the staff surveys reveal.

3. Compare survey responses against staff productivity and performance.

4. Review relevant job descriptions, policies and procedures that apply to each position. Then assess the knowledge, skills and competence required for each role and ask if less expensive talent has the same attributes.

Update Job Descriptions & Workflows

After identifying and prioritizing positions that could do more work in alignment with their training and license, you can begin process redesign and reengineering!

- **Clearly define the overall objectives of this redesign:**
 - 1. Expected productivity increases**
 - 2. Cost savings**
 - 3. Employee retention**
 - 4. Revise and update job descriptions as needed to meet the new scope of practice criteria**
- **Define how many levels are needed above each frontline position, distinct and clearly defined functions, support functions needed etc.**
- **Map out or revise current workflows and the flow of information and communication. This is a process that should be led by upper to mid-level managers with the involvement of supervisors who oversee frontline staff.**

Measure The Benefits

An initiative to ensure that skilled staff are working at full scope of practice can yield quantitative and qualitative benefits like cost savings, improved productivity, better staff morale, a healthy workplace culture, and improved outcomes for consumers.

- Establish metrics to determine how you will track the return on investment in overhauling your job descriptions, processes, and workflows.
- In addition to financials, visit volumes, and performance outcomes, be sure to measure the employee net promoter score (eNPS) at regular intervals.
 - Essentially eNPS is the “difference between your most and least happy employees.” Ask your employees “On a scale of 10 to 10, how likely are you to recommend us as a place to work for your family and friends?” Those who give a score of 9 or 10 are called promoters; those who provide a score between 0 and 6 are known as detractors, and those who give a 7 or 8 are called passives, and the eNPS calculation doesn’t take their scores into account. Your eNPS is the percentage of promoters minus percentage of detractors.

The potential for automation within health care is estimated at 36%

While technology by itself cannot solve the problem, automation can free up staff from a number of repetitive tasks - and allow better leverage of talent.

Types of technologies to consider:

1. Administrative cost reduction technologies - centralized online appointment scheduling, shift bidding, automated billing, etc.
2. Route optimization technology for field-based workers
3. Technologies to improve the speed/accuracy of clinical documentation
4. Clinical/case management decision support tools
5. Automated consumer assessments and remote monitoring

Example – Applying Augmented Intelligence To Documentation: The Current Situation

40%

of staff members' time
(**2 days a week**) is spent
on clinical documentation

3+ days

average time from session
to note signing

15% - 45%

of clinical documentation
has missing or erroneous
information



Example #1: Possible Solutions - Innovative Opportunities For Clinical Documentation Processes

- Analyze workflows to improve the process
- Tie documentation into performance scorecards with metrics payers want
- Improve internal review processes – allow team members with good documentation to “graduate” to less review, which saves supervisory time
- Offer incentives to staff based on their rate of efficiency with their documentation
- Adopt new AI-driven documentation systems

Example – Applying Augmented Intelligence To Documentation –

Use of Augmented Intelligence In Documentation

Two models –

- AI-infused software that converts handwritten notes on a tablet into documentation format
- AI-infused software that records consumer/care giver interaction and transcribes into first version of clinical documentation



Both have the goal of
generating compliant progress
notes and session
documentation

Example: Performance Gains From Adopting Assistive Technology For The Documentation Process

1. Reduced clinical documentation time by 50%
2. Cut average time from session to completed note by 1 day resulting in reduced average number of late note submission by 53%
3. Decreased time to start, complete, and sign a note by 30%
4. Improved internal QA reviews and payor audits with contextual-based recommendations that more accurately describe and document services
5. Increased staff morale and reduced turnover
6. Mentor clinical professionals in real time, improving accuracy and streamlining claims submissions



Implementing A Technology Plan For Talent Optimization

**1. Develop A
Business
Process
Reengineering
Model &
Feasibility
Analysis**

**2. Strategic
Technology
Planning –
Functionality,
Cost, ROI,
Timeline,
Selection,
Implementation**

**3. Defining &
Documenting
New Workflows
- Staff Training**

**4. Optimization
With Consumers
& Stakeholders**

**5. Tracking ROI
& Exploring
Improvements**

For provider organizations looking to attract fresh talent, an internship or externship program could offer a distinct competitive advantage by helping to “catch them young” and provide a meaningful experience as college students and recent graduates make career choices

Success with this program will require investment in marketing and referral development, thoughtful and clear design of position responsibilities and deliverables, and a plan for follow-up when the internship or externship ends.

The Plan

Now is the time to start or revamp your efforts to cultivate a new talent pipeline in the “next normal,” especially as new career choices come into play post-pandemic. Our team at *OPEN MINDS* recommends a seven-step plan to design, execute, and succeed with your internship and externship program.

1. Define your organizational objectives
2. Assess the market and regulatory landscape
3. Design the program
4. Market the program
5. Implement a structured recruitment and onboarding process
6. Offer a meaningful work experience
7. Plan the follow up

Volunteers as an “unpaid workforce.”

There is tremendous untapped potential to build a volunteer corps—engaging consumers and family members, retirees, students, and members of the local community in a range of activities—peer support, marketing, referral development, fundraising, mentoring for clinical professionals, customer service, social service referrals and care coordination support, administrative work, technology support, transportation, and more.

An estimated 30% of the United States population—77.4 million adults—volunteer with an organization every year, contributing 6.9 billion volunteer hours.

Volunteer Programs Require The Same Planning & Management

1. Integration in overall talent management - position descriptions, application and vetting process, policies and procedures
2. Volunteer coordinator
3. Recruiting plan
4. Onboarding and training
5. Supervision plan
6. Recognition

Volunteer Coordinator

It may help to have a volunteer coordinator on staff (likely a part-time position) to optimize the contributions of volunteers.

The volunteer coordinator needs to work with departments across the organization to scope out where they might be able to use volunteer support and brainstorm all possible roles.

1. Each role will need a comprehensive position description that lists responsibilities, time commitments, location of work (in-person or virtual), as well as skills and experience required.
2. Remember to create a simple volunteer application form that captures key information from those who want to volunteer.
3. Creating a Volunteer Handbook outlining the organization's mission and vision, policies and procedures, and expectations and guidelines for volunteers will be a tremendous asset.
4. An organized database that stores contact information and enables easy communication with volunteers is another must-have.
5. Determine any liabilities for the organization and plan to obtain appropriate waivers and risk coverage while addressing safety guidelines.
6. Define volunteer opportunities on your website and make the role descriptions, guidelines, application form, and contact information available and easy to access.

The “employer of choice” is an organization that people choose to work for, and stay with, when presented with other employment choices.

No “employer of choice” strategy is the same—every group of workers has different preferences. The key is to learn what they are and build talent management models based on those factors.

To make this concept work, organizations need to invest in strong branding and marketing of their model and its benefits - geared to target workforce cohorts.

Three keys to building an “Employer of Choice” initiative:

1. Know your workforce audience
2. Build a brand that matters
3. Foster a culture of trust and engagement

Know Your Workforce Audience

The path to becoming an “employer of choice” starts with a landscape assessment to understand your audience, the market forces in play, and the competition.

This will help identify distinct competitive advantages for employees and how to highlight them.

1. Segment your audience of current and prospective employees by generation, education, and skill level and conduct internal and external research to understand each subgroup and what motivates them
2. Conduct employee Net Promoter Score surveys (eNPS) surveys (followed by deeper dive satisfaction surveys) among the different cohorts to determine the likelihood of current employees recommending employment in your organization to a friend or family member
3. Keep an eye on the competition

Build A Brand That Matters

1. Your brand must tell the story of who your organization is, what’s important to you, your core values—and how you are living these values, and what makes your workplace great.
2. Have a concrete approach to diversity, equity and inclusion (DEI)
3. Every brand needs a strong online presence
4. On-line reputation on social media—Instagram, Snapchat, TikTok, LinkedIn, and Facebook—is critical. Monitoring your reviews on employment sites is important as well
5. For attracting mission-focused talent, highlight your support of the local community in your brand.

Culture Is Key

Culture must be intentionally framed and driven by leadership. The elements of a great culture are communication, trust, and engagement.

It starts at the top—the behaviors modeled by the executive team will cascade through the organization.

A key to engagement is helping employees feel “part of” the organization and asking for their input whenever feasible. But when you ask for opinions or do employee surveys, it’s important to follow up on what you find. Let them know what you can and cannot do and why. Lack of follow-up is frustrating to staff and damages trust.

Most people who quit don’t quit an organization, they quit their boss.

Turning Market Intelligence Into Business Advantage

OPEN MINDS market intelligence and technical assistance helps over 550,000+ industry executives tackle business challenges, improve decision-making, and maximize organizational performance every day.

