Talent Matters

How Healthcare Organizations Can
Recruit and Retain the Best People

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Introduction

As healthcare faces a shortage of skilled workers in the era of value-based care, it is critical for healthcare providers to attract high quality professionals and keep them engaged with their patients. Technology's role in meeting overall organizational objectives, like improving patient health and satisfaction through continuous operational excellence, has evolved. Throughout their lives and careers, healthcare workers now benefit from HR technology, allowing them to focus on improving patient experiences and outcomes.

Research indicates that nearly one-third of physicians are over the age of 60, and nearly half of all registered nurses will reach traditional retirement age by 2020. The aging workforce puts a tremendous amount of expertise at risk. It is also complicated by the competitive job market and the need to hire diverse and talented employees. So how can you attract the best talent, while retaining and sharing knowledge from your workforce?

75% of employers say they're working to create diverse, inclusive leadership teams[d]

Healthcare is the **#1 employer** in the United States — surpassing manufacturing and retail for the first time in 2017[b]

America is aging. By 2025, one-quarter of the workforce will be **older than 55**[b]

5 of the fastest growing jobs are in health care and elderly assistance[c]

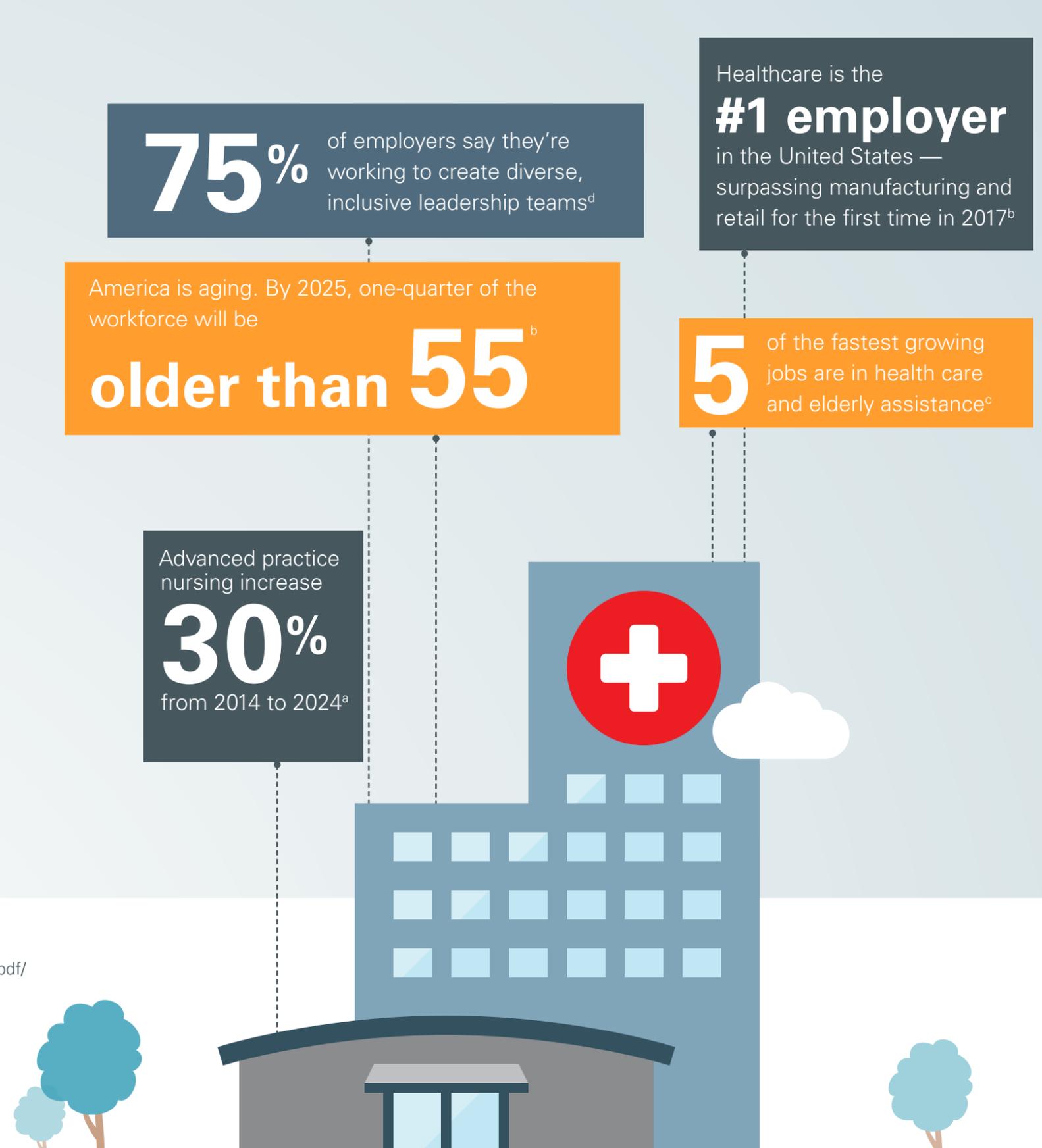Advanced practice nursing increase **30%** from 2014 to 2024[a]

Sources:
[a] U.S. Department of Labor, "The Aging Workforce: Challenges for the Healthcare Industry Workforce," https://www.dol.gov/odep/pdf/NTAR-AgingWorkforceHealthCare.pdf 2013
[b] Derek Thompson, "Healthcare Just Became the U.S.'s Largest Employer, The Atlantic, https://www.theatlantic.com/business/archive/2018/01/health-care-america-jobs/550079/, 2018
[c] Bureau of Labor Statistics, "Employment Projections: 2016-2026," https://www.bls.gov/news.release/ecopro.nr0.htm, 2017
[d] Mercer 2016 Talent Trends Study https://www.mercer.com/our-thinking/global-talent-hr-trends-2016.html

Top Challenges for HR in Healthcare

Today's human resources organizations within healthcare face many challenges. How can you compete for top physicians, nurses, and other staff when they have their pick of jobs and locations? With jobseekers typically applying for multiple jobs at the same time, how do you hire top talent before competitors do? And, when you do hire skilled workers, how do you hang on to them—and keep them performing at their best—when jobs are no longer lifetime commitments? This white paper describes a three-step process for meeting those challenges, using modern practices and technologies to:

• Source and select the best candidates

• Support learning from onboarding to certifications

• Maintain high levels of employee engagement and retention

Throughout this paper, we explore the critical role played by digital, social, and mobile technologies in talent management and demonstrate how an integrated human capital management (HCM) system with these capabilities is essential to successfully delivering exceptional healthcare and supporting the mission of your organization.
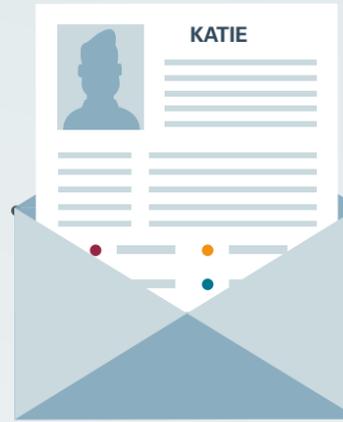
Meet Katie

New Graduate
& Nurse

KATIE

Meet Raul

MSN, RN: A Veteran
Nurse Recruiter

29-year old Katie is looking for her first nursing job. She graduated at the top of her nursing class, and her ambition is to work in the cardiovascular ICU. Katie is currently evaluating her options using her mobile phone, and she has high expectations for a consumer-level experience and easy communication. She has been researching multiple hospitals in her region, and is attracted to prospective employers who are engaging over social media and have good brand recognition. Ultimately, Katie wants to find the opportunity that fits her interests and provides a path to a rewarding career.

Raul is the nurse recruiter at a rural university hospital system. The hospital is creating many new roles for nurses right now in areas like transplant coordination, urgent care, and clinical documentation, while also struggling to fill some open vacancies. With a recent retirement in the seasoned CVICU nursing staff, Raul is seeking a more junior nurse candidate who can become a long-term part of the unit. It can often take a few months to fill open positions in this part of the country, and Raul also has a lot of administrative paperwork and processes to meet regulatory requirements. Luckily, Raul has a modern, integrated HCM system that gives him a unique advantage when it comes to finding best-fit talent, automating processes, and onboarding new hires quickly.

# Three Steps to Recruiting and Retaining Top Talent

How can Raul snatch up Katie - the talented new nurse with a passion for cardiac health - before she finds another nursing position at a different hospital? It comes down to a modern HR process supported by innovative HCM technologies.

Step 1: Source and Select The Best Talent

Millennials seek out experiences that are digitally savvy and socially conscious—and employers must meet these same standards. To Katie and her peers, where you work says as much about you as the music you like. She's not going to be particularly excited by a job ad in the local paper. (She may not even see it.) Rather, she's going to want to work somewhere she admires, can get excited about, and believes offers career growth. Most likely, she'll want to work somewhere that she sees and likes on social-media sites and is praised in nursing communities she visits—that shares updates and images, spotlights its latest innovations, provides interesting career insights, and looks like a fun and rewarding place to work. Crucially, jobseekers in Katie's generation are also attracted to organizations that talk publicly about their mission and demonstrate commitment to achieving it. She'll feel more inclined to apply for a job at an organization that takes the time to explain why her role is vital to its mission, and follows up quickly on her application with a straightforward recruiting process.

Katie will apply for several openings at once, using her smartphone to browse career sections of organizations she likes, and word of mouth on social media to understand who's hiring. Since Katie is an ambitious person who wants to start her nursing career in an environment that will support her need to learn the ins and outs of her specialty, she will be most attracted to a position that offers training, professional development, and career growth. She'll also favor an organization that provides some choice in work schedule. Raul will use social, digital, and artificial intelligence (AI) technologies to source and select talented candidates like Katie.
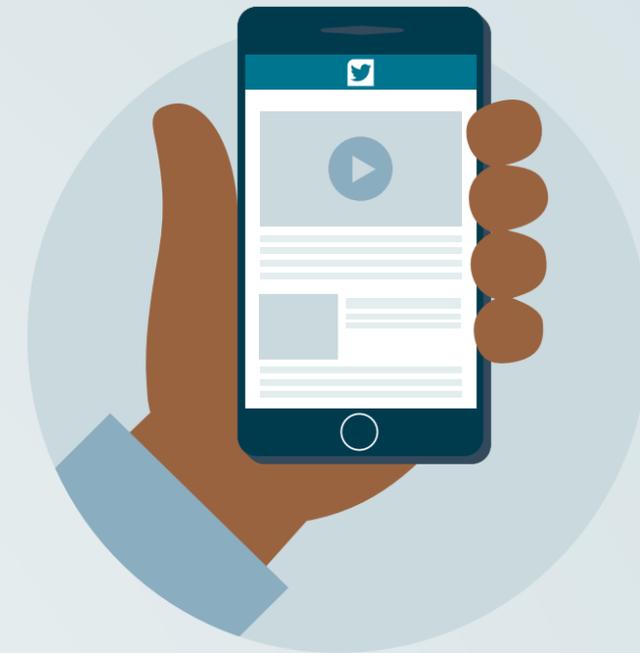
Creating a Strong, Attractive Talent Brand

Raul always treats recruitment communications as an opportunity to emphasize the organization's mission, vision, and culture—creating a strong, visible, and recognizable employer brand. To do that, he maintains an attractive and regularly updated careers section on the hospital website that not only publishes job openings, but also provides links to relevant, engaging content, including recruiting and other social events.

The Power of a Strong Talent Brand

2.5[x] more candidates apply to work at companies with a strong talent brand[1]

75[%] of organizations say it significantly impacts their ability to hire great talent[1]

56[%] of global talent leaders say a strong talent brand is their top priority[1]

Omnichannel Sourcing: Using Social Media to Broaden the Funnel

Raul also runs the hospital's career-focused social-media accounts, which he uses to post news of job openings across Twitter, LinkedIn, Facebook, Instagram, and other platforms where likely candidates hang out. Taking an omnichannel approach to social sourcing means Raul can reach the widest pool of relevant candidates—including people who are not active jobseekers but may be tempted by one of the hospital's openings. That's important because passive jobseekers tend to perform 9 percent higher as new hires, and are 25 percent more likely to stay at an organization.[2]

The Social World of Hiring

96% of employers cite using LinkedIn and 73% say it is the most effective social recruiting site. Facebook (66%), and Twitter (53%) are also commonly used.[3]

75% of Americans believe that organizations whose executives use social media to communicate about their core values and mission are more trustworthy.[4]

53% of 18-29 year olds have used a smartphone as part of a job search[5]

In addition to job postings, Raul reinforces the employer brand across career sites and social media. He uses these platforms to show the hospital's culture at work, using videos to highlight

testimonials from team members, research opportunities, employees receiving recognition and awards, and university events. Video is a great medium for engaging all the workers. It also encourages employees to become brand ambassadors as they share content on their social networks, which helps attract qualified candidates and build a rich talent pool.

One candidate Raul sources this way is Katie, who spotted her post on Twitter. Katie clicked to apply, and was identified by Raul's AI-first HCM system as a best-fit candidate because she's a recent RN graduate and interested in cardiac health. After a phone screen, Katie seems like the ideal candidate, so Raul uses the hospital's internal social network to discuss his application with the other interviewers to make a rapid hiring decision. Automated notifications keep Katie informed throughout the process so she stays engaged and knows which steps she needs to take to have the best chance of securing the job.

[1] LinkedIn 2015 Global Recruiting Trends.
[2] Brazen Blog, 6 Innovative Ways Recruiters Can Attract Passive Candidates
[3] Society for Human Resource Management, Survey Using Social Media for Talent Acquisition—Recruiting and Screening, January 2016
[4] The Global Social CEO Survey, 2014, Brandfog
[5] Pew Research Center Study, Job Seeking in the Era of Smartphones and Social Media, June 2015

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Pheobe Putney Health System Transforms Talent Management with Oracle HCM Cloud

Phoebe Putney Health System is a network of hospitals, family medicine clinics, rehabilitation facilities, auxiliary services, and medical training facilities. The Georgia-based teaching hospital has 691-beds and serves a 30-county area in Southwest Georgia as a regional center for cancer treatment, cardiac medicine/surgery, gastrointestinal specialties, and neuroscience.

⚠ Challenges

- Transform the hospital's performance review process to optimize collaboration and professional development

- Ensure that employees receive timely and constructive reviews

- Improve the effectiveness and productivity of recruiting operations and seamlessly support outsourcing this function

Results

- Achieved 98% on-time completion of annual performance reviews, up from 60% before deployment, and enabled a more productive and collaborative annual review process that includes self-assessments as well as peer reviews

- Improved ability to target job postings to channels that yield the most viable candidates and then automate initial screening to efficiently deliver more qualified candidates

- Enabled the healthcare system to align employee performance and goals with its strategic directives

- Streamlined onboarding of new employees and improved data accuracy by eliminating the need to key information into multiple systems

Read more about Phoebe Putney's story

HOSPITAL

Seeking a Diverse Workforce for Organizational Success

According to a 2015 study by the Institute of Diversity in Health Management, "Hospitals have made little progress in increasing the diversity of their leadership teams and governing boards: The percentage of minorities on boards in 2015 was 14%– the same as 2013. Minorities in executive leadership positions was 11% in 2015, a 1 percentage point decrease from 2013.

It's not always easy to put a diversity plan into action when it's time to recruit, but today's healthcare providers must develop and execute on a commitment to inclusion and equity that reflects the diversity of the patients they serve. The Institute of Diversity in Health Management found that while hospitals are still lacking in diversity at the leadership level, they continue to make some progress in increasing diversity in their first- and mid-level management positions – 19% in 2015 – up 4 percentage points since 2011. Learning is also a big component of serving a diverse group of patients. According to the study, "About 80% of hospitals educate all clinical staff on cultural competence training topics during orientation and 79% offer continuing education opportunities for cultural competency." The AHA affiliated research also found that hospitals are doing a better job than in the past collecting patient data on diversity, but they are still not using it as effectively as they could to understand the link between diversity and patient outcomes.[6]

[6] Institute for Diversity in Health Management, "Diversity and Disparities: A Benchmarking Study of US Hospitals in 2015"

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Katie applies for the job via Twitter and includes a URL to her LinkedIn profile

Katie receives notification on her smartphone that her application has been received

She schedules an interview time upon receiving a notification to select a date/time slot

She submits her background check paperwork to a secure portal

She receives a call to offer her the job

She receives notice that she has passed the background check

Throughout her application process, Katie is kept up to date thanks to the HCM system's automation capability. In addition, Raul is delighted when Katie accepts the job offer. His challenge now is to get her ramped up quickly. With a fast paced CVICU waiting for her, Raul needs Katie to be engaged from day one.

Step 2: Support Learning from Onboarding to Certifications

Onboarding Katie will get her off to a strong start and guide her to a successful nursing career. The first few days are critical. Not only do new hires need to know where to go, what to do, and whom to ask; it's also during this time that they form a lasting impression of the healthcare system they've joined. That impression can have a significant impact on their future loyalty and willingness to refer other top candidates. At the onboarding stage, Raul makes use of the latest automation technologies in the cloud to provide a digital workforce experience that is efficient and engaging.

Branded Employee Portal

New recruits are given access to a mobile-friendly, easy-to-use employee portal that reflects and reinforces the employer brand. It even has specific messages targeted to each employee's role so every team member knows how he/she contributes to the overall goals of the organization. Here, Katie and her new colleagues find timely information about their role, access online learning and training, ask questions of colleagues in a social community, and search the knowledgebase for frequently asked questions (FAQs).

Empower Caregivers to Credential and Support Compliance

Raul knows it's not just millennials who appreciate easy, convenient access to training. His employee portal provides all workers with mobile-optimized access to online, self-service training courses, including bite-size video sessions for maximum convenience and impact. With the right learning management, training, and content management capabilities, you can streamline preparation for The Joint Commission accreditation and certification process and minimize liability through on-going training, credentialing and privileging of clinicians and surgeons. Important compliance knowledge areas like HIPAA, Flu Vaccine, Cybersecurity, and more can be managed online with ease. In addition, you can encourage development in important areas like patient safety, ethics, and additional areas of medical specialization.

Training in the Mobile Era

77% of Americans now own a smartphone[7]

51% of Americans own tablet computers[8]

Mobile learning is among companies' top 3 learning priorities[9]

[7] Pew Research, "Record shares of Americans now own smartphones, have home broadband," January 2017
[8] Pew Research Center Study, Job Seeking in the Era of Smartphones and Social Media, June 2015
[9] Brandon Hall Group, 2016 HCM Outlook Survey

Share and Collaborate

New hires need to ramp up fast, and the knowledge and insight of their more seasoned colleagues can be invaluable in that process. Raul's employee portal includes a forum with social collaboration features, where experienced employees can answer new hires' questions, and add contributions to a knowledgebase for all to access. New hires also have access to personalized learning programs for with easy-to-consume video content available anytime, anywhere.

Bringing Finance & Talent Together

What if you could use workforce modeling and prediction to identify resource and budget needs in HR, communicate and help finance plan for that budget, and authorize job postings and requisitions all with a unified cloud solution? That's what Oracle Healthcare Cloud is setting out to do. Simplify your life across finance and HR by connecting business processes from workforce planning to budget approval, so that your employees can work smarter and your patients' outcomes improve.
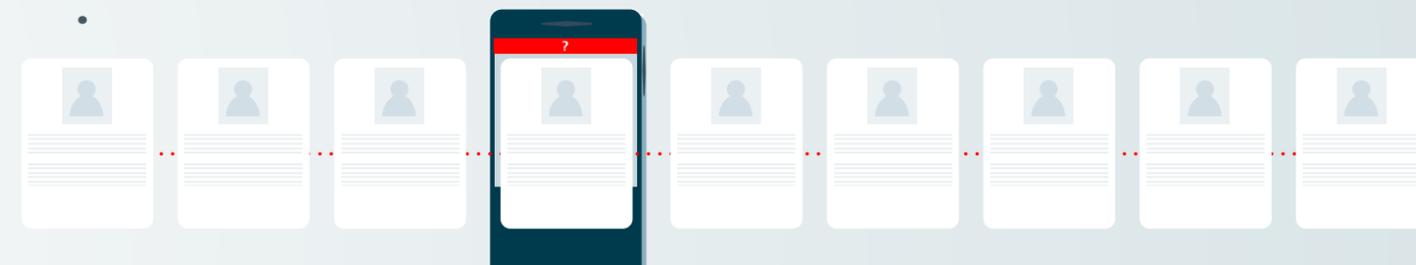
Step 3:
Retain and
Engage Employees

With Katie's early success in the CVICU, Raul already knows he wants to help her grow. In the past, his organization has struggled to offer current employees a path forward to professional growth. With his HCM system now in place, Raul is able to use performance and goal management capabilities to help Katie's manager set goals and encourage Katie's growth. Katie begins to tell her nursing school friends how much she loves her job, which has resulted in Raul seeing some impressive job applications from them, too.

67% of professional recruiters rank employee network referrals as the top source for quality candidates.[10]

A referred candidate is **THREE TO FOUR TIMES** more likely to be hired than someone who is not.[11]

[10] Jobvite, Why Employee Referrals are the Best Source of Hire, 2012 and 2015
[11] CareerXroads, Source of Hire Report, 2014

## Improve Performance to Achieve High Quality Care

Fortunately, the organization has an online performance management system—integrated with the employee portal, global HR system, and learning application—that makes it easy for Katie and her supervisor to work together to define her performance goals, choose the right training courses, and map out a development plan. Katie's supervisor can then monitor and provide feedback on her performance on an ongoing basis, and the two can regularly log into the system to review progress together as she gains more skills and knowledge in cardiac and surgical care. Katie always knows how she's doing against her development goals, and can clearly see where she is on her journey to progress her nursing career.
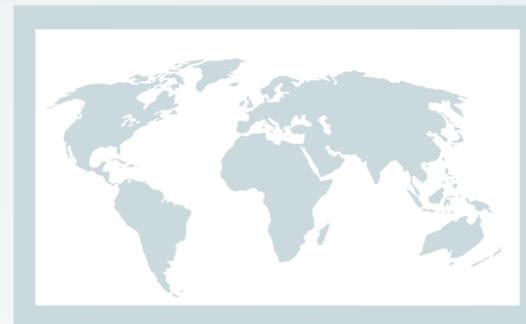
Use Career and Succession Planning to Meet Future Demand

When it comes to meeting future demand within the hospital system, it's important for Raul's head of talent, Glen, to be able to assess talent, identify and mitigate talent risk, and develop a leadership pipeline. Building a succession plan that leverages the workforce's skills and experiences helps Glen to cast the net wider and deeper within the organization—especially for hard-to-find senior physician and nursing roles.

At the same time, Katie wants to own her career path within the hospital. With the HCM career development tools her hospital has provided, she can search for and get recommendations for different nursing roles, compare herself to these roles, find other colleagues in these roles, and build a development plan to bring herself closer to a future career of interest.
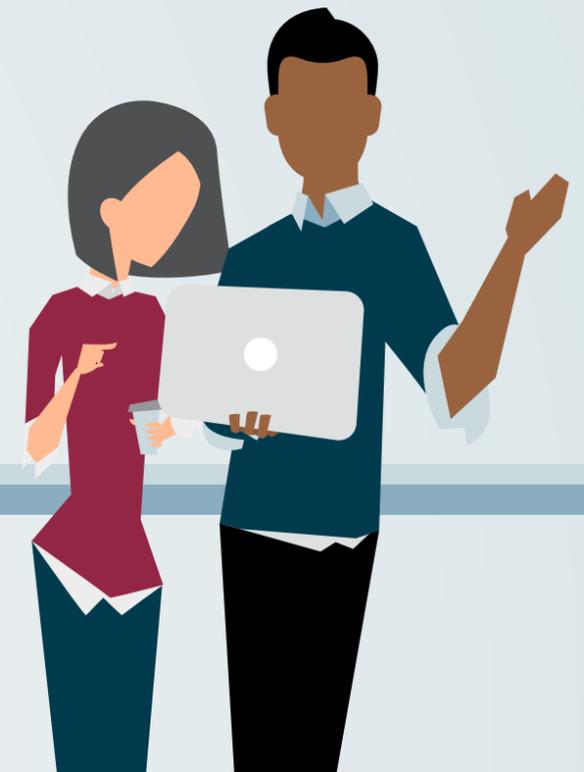
Modern Insights:
Use Analytics to Optimize Hiring Processes

Finally, with Katie and other staff recruits onboard and performing well, Raul has time to reflect on his recent recruitment drive. What can he learn to fine-tune the recruitment and applicant process for the next hiring push? And how can he align his talent acquisition strategy most effectively with the organization's overall objectives, and the next wave of nursing hires he will need to make?

To answer these questions, Raul turns to analytics tools built into his talent management and global HR system in the cloud. With useful reports and dashboards at his disposal, he gains deeper insight. That insight helps him adjust, which gives the cost and reputation-conscious hospital system a leg up against other regional organizations and employers. For example, by looking at KPIs and gathering applicant and employee feedback, he can find ways to streamline sourcing and selection to reduce time to hire. Similarly, by analyzing how well training is working, he can improve time to productivity and employee satisfaction. He can even use predictive analytics to run what-if scenarios to guide his talent planning based on what might happen if current trends in healthcare continue.

With recruitment analytics, Raul can identify which social media platforms and other sources have delivered the most successful new hires. Armed with that information, he might decide to focus more on Twitter next time—that's where Katie saw the job opening. And he might scale back his use of print media advertising—that will save money and time, making the recruitment process more efficient.

Conclusion:
A Foundation for Successful Talent Management

Throughout this paper, we've explored the different technologies that are vital for successful talent management in the healthcare industry. Raul uses a variety of HCM tools to source, select, onboard, and develop high-potential employees like Katie. It could quickly become overwhelming and counterproductive if those tools weren't all on one single, integrated system in the cloud. If the technologies he used were disconnected, with data stored in different places, Raul would not be able to develop an efficient recruiting process, an engaging employee experience, and a talent plan that reflects the hospital's budgetary requirements. Only a modern, integrated software as a service (SaaS) solution, with a single source of employee data, built-in social collaboration, analytics, and mobile optimization, can enable Raul to identify and hire the best talent before anyone else. Plus, having HCM in the cloud not only provides him with greater agility, it can save as much as 30 to 60 percent on IT costs.[12]

[12] Profit Magazine, Four Best Practices for HCM in the Cloud, 2013.

If you'd like to explore the benefits that such a system can bring to your business, you can find more resources and case studies at **oracle.com/hcm**