



EMPLOYEE RETENTION

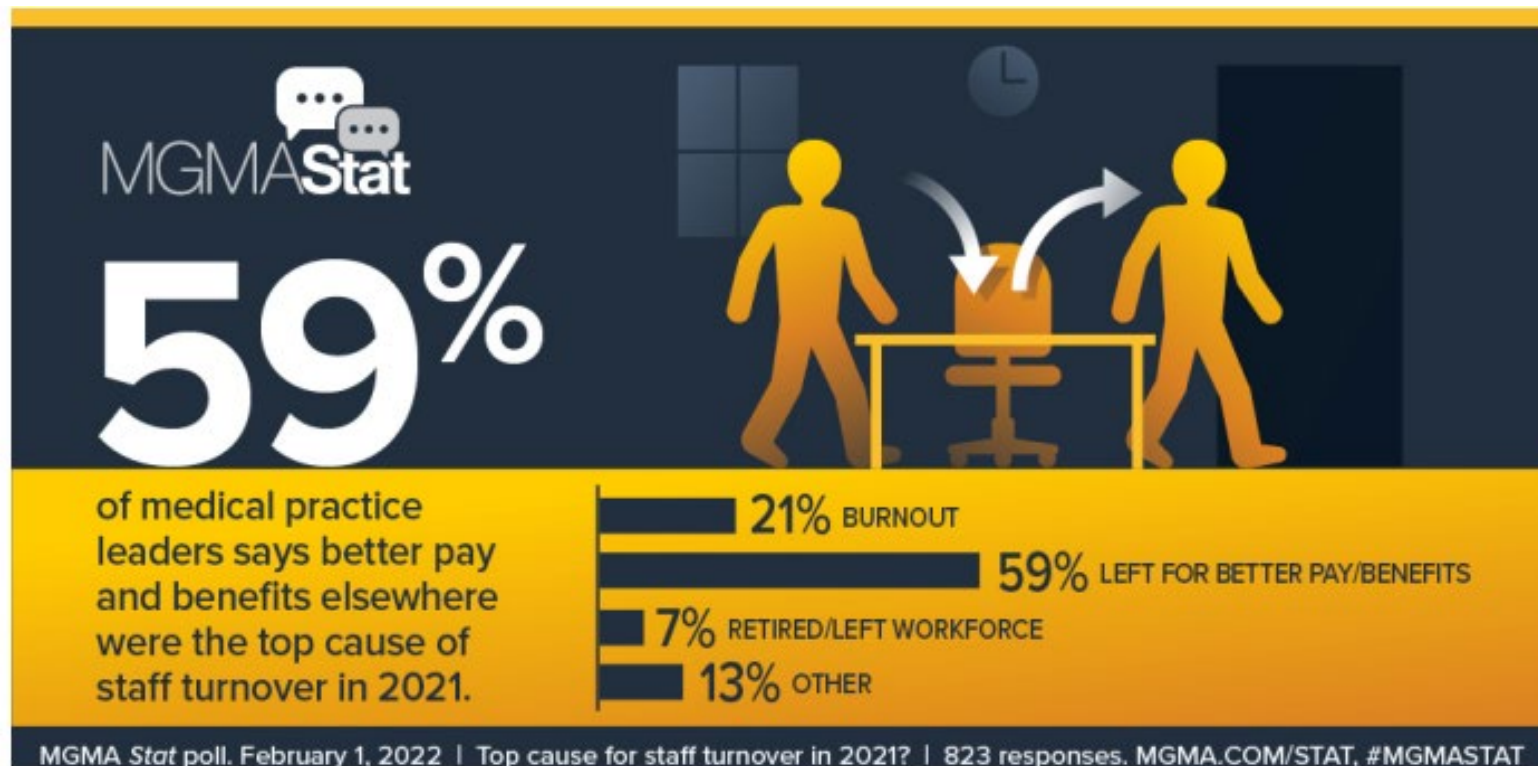
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Why does employee retention matter?

- Cost of turnover can be as much as 1.5 - 5 times annual salary of lost employee
- Effect on market image?
- Shortage of skilled labor, may be difficult to replace



Should you try to retain everyone all the time?

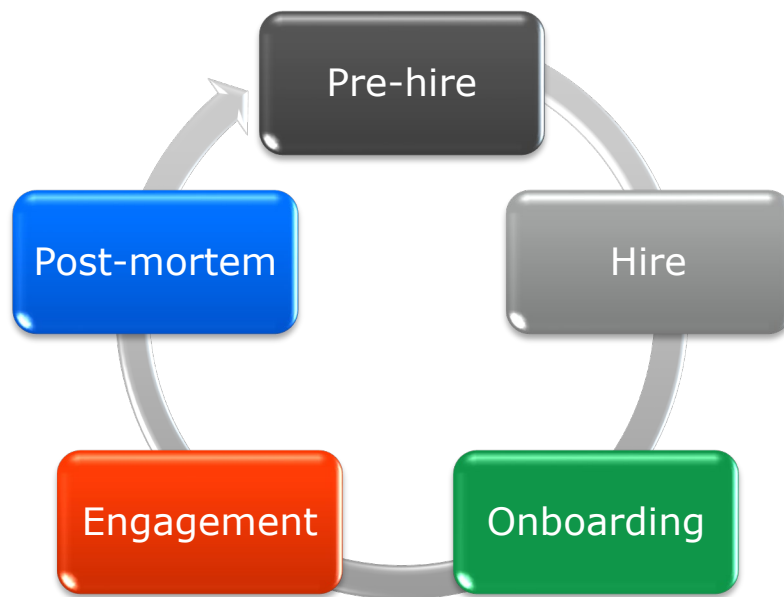
- Poor performers
- “New blood”
- Different skillsets required beyond what you have

When does employee retention...

start?

end?

PHASES OF RETENTION



Pre-hire

Why is this role important to your organization?

Is the position description representative of the job?

- How do you know?
- Just reference job functions or desired traits/skills/values?

Who is interviewing?

- Immediate manager
- Peers
- Physicians/leaders

Variance by role

Front line employee

- Attitude over specific skills?
- Have general skills and train specific ones?
- Interpersonal/communication

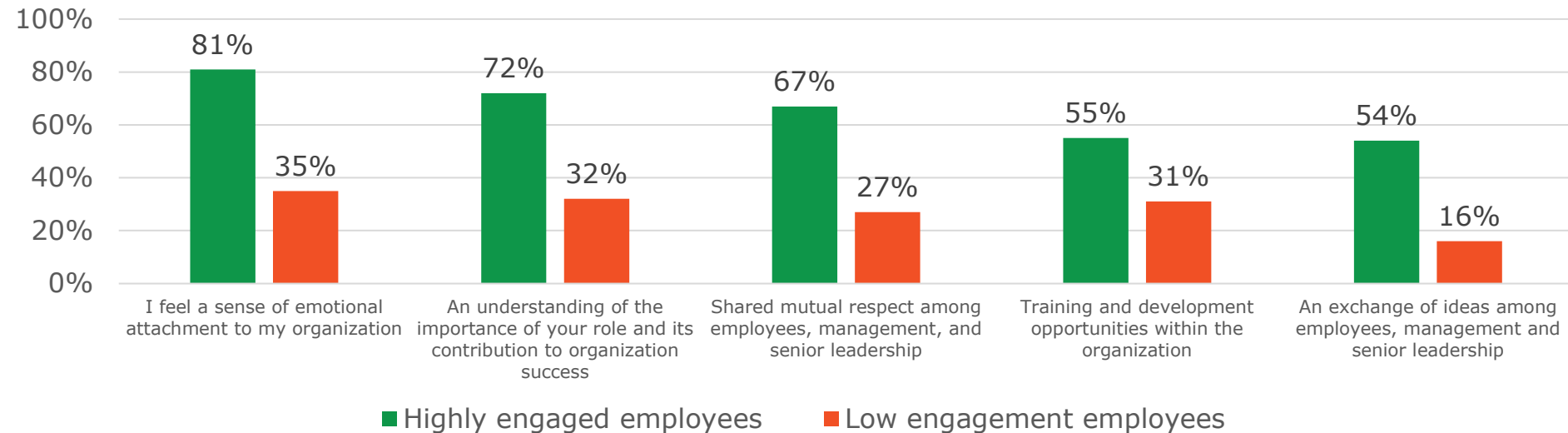
Front line supervisor/manager?

- Greatest mistakes
- Best line employee vs. leader without title
- What they were good at doing vs. High Potential employee (HiPo)*

*Aberdeen Group, "Need to find high potentials to lead the charge? Look internally first!"

PRE-HIRE: WHY IS THIS ROLE IMPORTANT TO THE ORGANIZATION?

High vs. Low engagement



Good to Great...

First who, then what.

Traditional mindset: Genius with a thousand helpers

- Don't build great teams, they aren't needed
- Lost without 'genius'

Good to Great mindset:

- Build a great team that doesn't need you
- Rigorous, not ruthless in people decisions
 - When in doubt, keep looking
 - When a change is needed, act
 - Best people on biggest opportunities, not biggest problems

Good to Great, Jim Collins

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Your greatest asset:

Is not “People”

It is “The Right People”

Drive: Type X and Type I

Types of People:

- Type X: Fueled by extrinsic motivators
- Type I: Fueled by intrinsic motivators

Type I employees almost always outperform Type X employees in the long run

Doesn't mean Type I employees disdain money or other rewards

Drive, Dan Pink

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Pre-hire: What are you looking for?

Behavioral interviewing is key


Magic interview questions start with, “Tell me about...”

- ...yourself
- ...a time when/that
- ...something you tried that didn’t go as well as you would have hoped
- ...your best job and what made it great
- ...your least favorite job and what made it your least favorite

Or “What would you do if...”

You can use the standard interview 101 questions, but don’t rely on them.

- Because...Google

A woman with long brown hair, wearing a grey blazer, is seated at a white conference table, facing three men. The men are wearing light blue shirts and are looking towards her. The background is a bright, out-of-focus office setting with large windows.

I don't give a
&%\$@!# what you
think.

I don't think
honesty is a
weakness...

Behavioral interviewing even trumps reference checks because:

Candidates self-select for those who are likely to give a good reference

Clustering of evaluation scores

Reference checks are usually about low-reliability attributes

Just like with the interview, there's so much you can't ask

Human Resources in Healthcare: Managing for Success, Ch. 8. Fried and Fottler

Reliability of attributes

High:

- Height, weight, vision, hearing

Medium:

- Dexterity, mathematical skills, verbal ability, intelligence, clerical skills, mechanical skills

Medium to Low:

- Economic, scientific, mechanical, cultural

Low

- Sociability, dominance, cooperativeness, tolerance

Human Resources in Healthcare: Managing for Success, Ch. 8. Fried and Fottler

On-boarding

30/60/90 Day check-ins to:

- Reinforce Why?/Vision of organization and how they contribute*
- Network of peers*
- Preferred way of appreciation
- Their impressions
- Opportunity to interface w/ senior leaders modeling positive behaviors*

Human Resources in Healthcare: Managing for Success, Ch. 8. Fried and Fottler

30/60/90 Day check-ins

Not an evaluation of the employee

How are we doing in meeting the new employee's needs?

- "Do you have what you need to be successful?"
- "Have we communicated..."
- "Are you running into any barriers?"
- "Is the position reflective of what we communicated during the interview process?"
- "Have things from prior check-ins been addressed?"

Opportunity to appreciate others.

Engagement

Who's responsible for engagement?

- Senior leaders must set the tone and vision for organization as whole, must walk the walk
- Managers lead by example
- Peers cooperate not compete, welcome, and be a resource
- Employees must be open to engagement efforts and emotionally invest

Characteristics that drive engagement

Challenging and exciting work

Environment of mutual respect

Clear communication about every role's contribution

Open to new ideas and collaborative process

- Huddling

Challenging and exciting work?

Are we striving to be the best at doing the same things or are we striving to be the best at problem solving?

Are we embracing technology?

Remember “Genius with a thousand helpers?” Sometimes learning and growing requires an opportunity to fail

Opportunities to talk positively about work at the dinner table isn’t just recognition-based

Factors that impact engagement

Fastest growing:

- Lack of career development
- Job characteristics

Still high:

- Work-life balance
- Work environment

Still the highest:

- The immediate manager

Mutual respect

As much as 70% of an employee's satisfaction with their job has to do with the immediate manager.

Doesn't mean manager treats employee poorly:

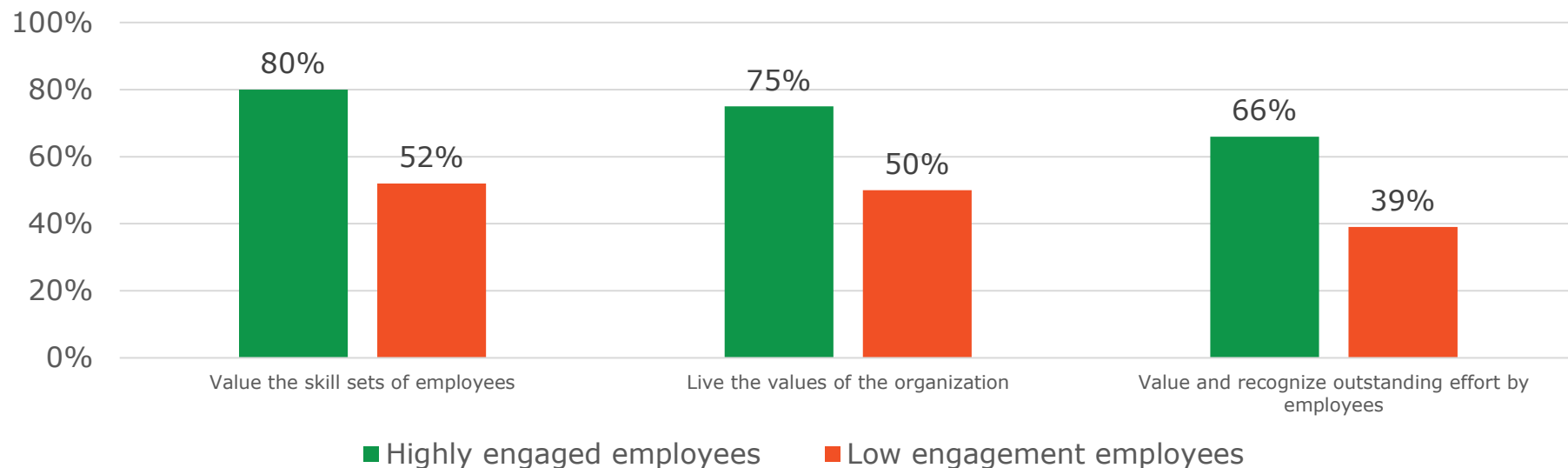
- Career development
- Influence job characteristics
- Work-life balance
- Work environment
- Communication style/preference

Doesn't mean it is just about that employee:

- Poor performers in organization- Rigorous vs. ruthless people decisions

MANAGEMENT'S EFFECT ON ENGAGEMENT

High vs. Low engagement



Work-life balance, environment, characteristics

Over 34% of healthcare workers now work remotely for some portion of their jobs

Flexible schedules

Benefits?

Management: Communication

Good:

- Your preference when people communicate to you.

Better:

- Cohort preference...gender, generation, etc.

Best:

- How each individual employee prefers it.

Recipe for disaster: “They are just going to need to learn to adjust to how I communicate.”

High engagement and poor performers

Engagement correlates to:

- Quality
- Patient safety
- Employee safety
- Patient satisfaction
- Bottom line

PURPOSE...THE “WHY?”

Agreement w/ statement based on purpose communication by leader



Huddling to listen, learn, and improve

Huddling solves problems

When done correctly, isn't a staff meeting but harvests problems and solutions from the staff.

Is an opportunity to act upon your staff's concerns and ideas

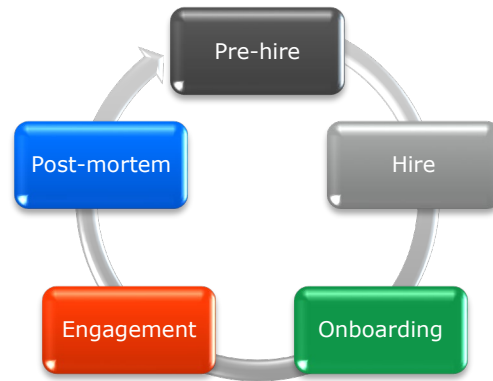
Innovation: Better at same thing vs. solving the problem

Post-mortem

Employees may be more likely to share concerns after resignation or departure if culture is bad

Don't rely on immediate supervisor's reason that the employee is leaving

Use this information to improve the next cycle



Tangent: Millennials

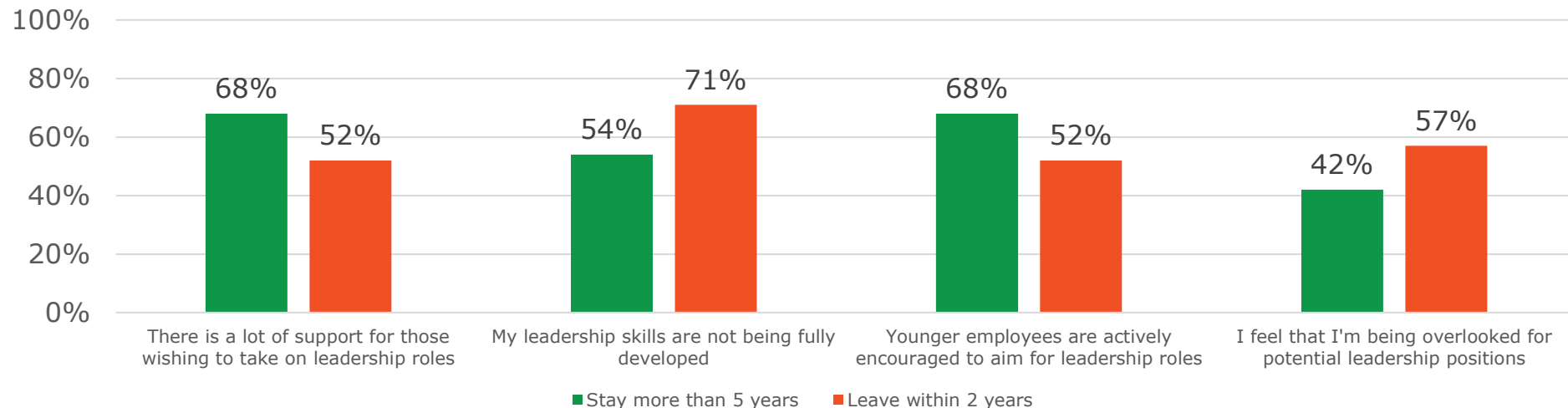
Everything said here so far is true for millennials...plus:

- 66% of millennials plan to leave their current jobs within 4 years*
- Only 16% expect to stay for 10 or more years*
- Participation trophies, multiple valedictorians, every kid a winner, different “who is lucky to have whom” entering the workforce than prior generations
- Values “dialed up to 11”
- Viewed by some as “less loyal”

*The 2016 Deloitte Millennial Survey

SUPPORTING LEADERSHIP AMBITIONS BUILDS LOYALTY

Support of ambition effect on likelihood to leave soon



The 2016 Deloitte Millennial Survey

Millennial loyalty and Pournelle's Law

Pournelle's Iron Law of Bureaucracy states that in any bureaucracy there will be two kinds of people:

- Those devoted to the goals of the organization
- Those devoted to the organization itself

The iron law states that in every case the second group will gain and keep control of the organization. It will write the rules and control promotions within the organization.

Millennials hate...

Being underutilized

Not being developed

Companies perceived as having no ambition beyond profit

Being smeared by every other generation constantly

Millennials value great business contributions:

Financial benefit of job creation

How employees are treated

How customers are treated

Ethics, trust, integrity, honesty

Quality

Decisions that make sense in the now, not because we've always done it that way

EMPLOYER/MILLENNIAL PRIORITY GRID

High millennial priority	
Low employer priority	<ul style="list-style-type: none"> • Providing a good income to our employees • Being the best possible place to work • Improving the skills of our workforce • Providing services/goods that make a positive difference in people's lives • Generating and supporting jobs
	<ul style="list-style-type: none"> • Being as efficient as possible • Ensuring the long-term future of our company/organization • Continuous improvement/increasing knowledge in our area of activity • Making the best possible products/being the best business in our area of activity
High employer priority	<ul style="list-style-type: none"> • Making a positive contribution to local community/society • Collaborating with other organizations to create new ideas/better solutions • Improving/protecting the environment
	<ul style="list-style-type: none"> • Making money/maximizing profit • Growing the business/becoming bigger • Being well-known/increasing our public profile • Creating wealth/contributing to economic growth
Low millennial priority	

Craig Boyan, President of HEB on their philosophy:

Grocery business margins are just over 1%, yet HEB's philosophy is for the company and each store to:

- Help our staff, so they can take care of our community
- Help the families in our community with affordable goods
- Help your community be a place people want to live

Is money important to millennials?

In inflation-adjusted income over the last twenty years, the relative growth of:

Median college grad earnings:
10.9%

Private college tuition:
156%

Out-of-state tuition:
174%

In-state tuition:
199%

Yes, but not to total detriment of other things

Relative importance of factors among millennials:

- Financial 22%
- Work/life balance 16.8%
- Opportunities to progress: 13.4%
- Flexibility 11%

Can you blame millennials...

- Time of immediate gratification, accelerated expectations/timelines (not just them)
- Costs of education outpacing ability to earn
- Mediocrity celebrated in their history AND most workplaces
- “You’re interviewing the company”
- Media/internet: American healthcare expensive yet ineffective...conclusions?

Financial solutions?

Contemporary compensation strategies fit nicely with millennial expectations

- Quick to midpoint, with slower growth after that
- A change from tenure/years of experience-based pay
- Frequent market adjustments especially important to be dynamic in high-growth roles: scribes

In conclusion:

Hire people better than you

Choose supervisors and managers based on leadership potential not ability to do the job supervised

Challenge them, give them meaningful work, and give them opportunities to grow

“Why you do” becoming more important than “what you do”, so hire for why instead of what

Appreciate and reward them

Greatest testament of a leader is not that the organization will tank if you're hit by the proverbial bus (genius with a thousand helpers), but that it will continue to improve after you are gone

MGMA Staffing Resource Center



<https://www.mgma.com/membership/landing-pages/staffing-resources>

The screenshot shows the MGMA Staffing Resource Center landing page. The top navigation bar includes links for MEMBERSHIP, DATA, EVENTS, CERTIFICATION, RESOURCES, ADVOCACY, CAREERS, and CONSULTING. A search bar is located on the right. Below the navigation bar, the page is titled "Staffing Resource Center" and includes a sub-header: "Check out our list of helpful resources to overcome staffing shortages impacting healthcare today." The main content area features four resource cards: "HIRING AND RECRUITMENT" (yellow background with binoculars), "OPERATIONAL EFFICIENCY" (green background with light bulbs), "CULTURE AND RETENTION" (orange background with smiley faces), and "STAFFING BENCHMARKS" (teal background with a bar chart). A sidebar on the left lists additional resources: HIRING & RECRUITMENT, OPERATIONAL EFFICIENCY, CAREER CENTER, CULTURE & RETENTION, STAFFING BENCHMARKS, and STAFFING COMMUNITY.

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Staffing Resource Center

Check out our list of helpful resources to overcome staffing shortages impacting healthcare today.

With physician burnout on the rise and engagement on the decline, it can feel like there's nothing you can do to combat the staffing shortage impacting the healthcare industry.

We've put together a list of our best resources to help you restore your staffing levels and make it through the twilight of this pandemic. You can do this, and we're here to help.

Plus: Ask questions and share your tips with other MGMA members in the new Staffing Community network.

HIRING AND RECRUITMENT

OPERATIONAL EFFICIENCY

CULTURE AND RETENTION

STAFFING BENCHMARKS

- HIRING & RECRUITMENT
- OPERATIONAL EFFICIENCY
- CAREER CENTER
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QUESTIONS/DISCUSSION

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