Engaging and Retaining Employees in a Competitive Environment

Two Big Questions We'll Answer Together

Why do we care about engagement and retention?

What can we do to strengthen engagement and retention – and minimize the cost and disruption of turnover?

Agenda for Today

Getting grounded: What we know

Poll questions: Where do you stand?

The Staff Sustainability Cycle
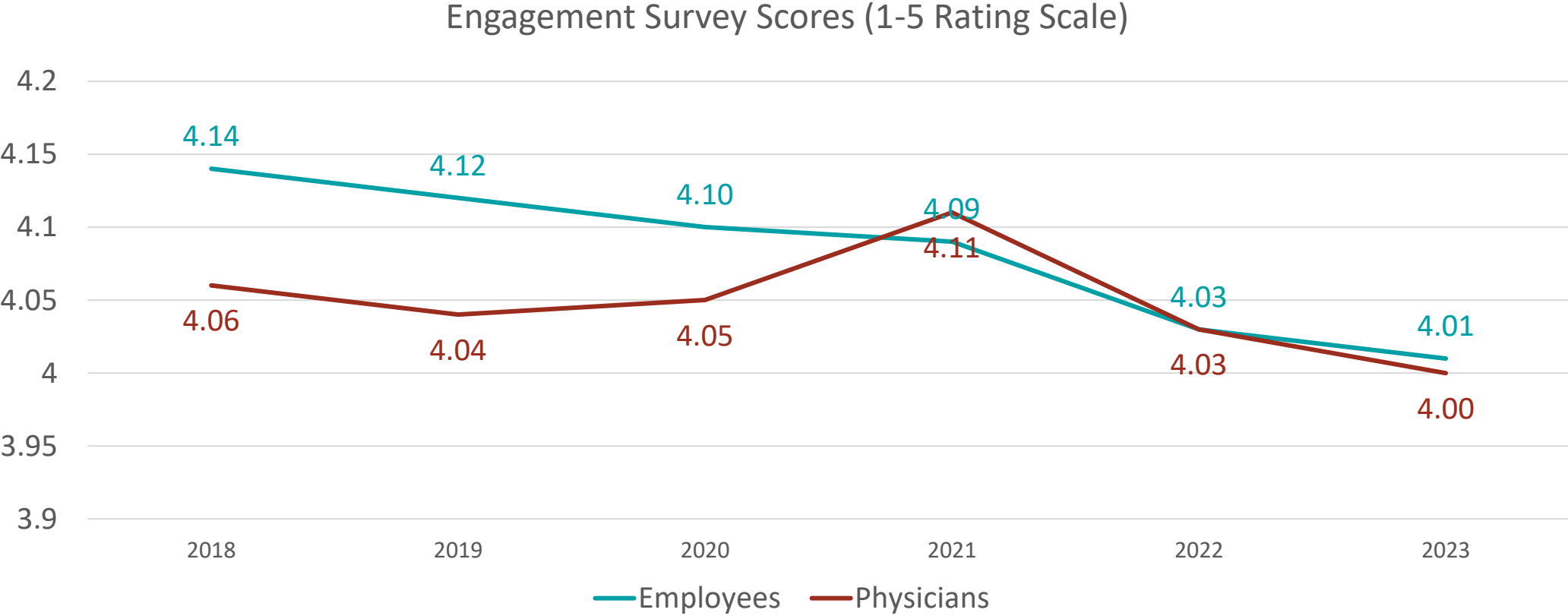
The Tough News:
December 2022 Press Ganey study

10.9% of all healthcare employees considered leaving their organization in 2022, up from 8.8% in 2021

7.6% of healthcare workers don't think they'll be working at their organization 3 years from now

Clinical employes report the lowest overall retention scores: APPs, RNs, and physicians are the least likely to remain at their organizations 3 years from now

Health Care Engagement Trends

Engagement Survey Scores (1-5 Rating Scale)

Engagement → Patient Experience / Employee Retention → Financial Performance

Gallup Research

https://www.gallup.com/services/191558/q12-meta-analysis-ninth-edition-2016.aspx

Engagement →Business Results

Higher engagement in clinical and nonclinical staff is associated with:
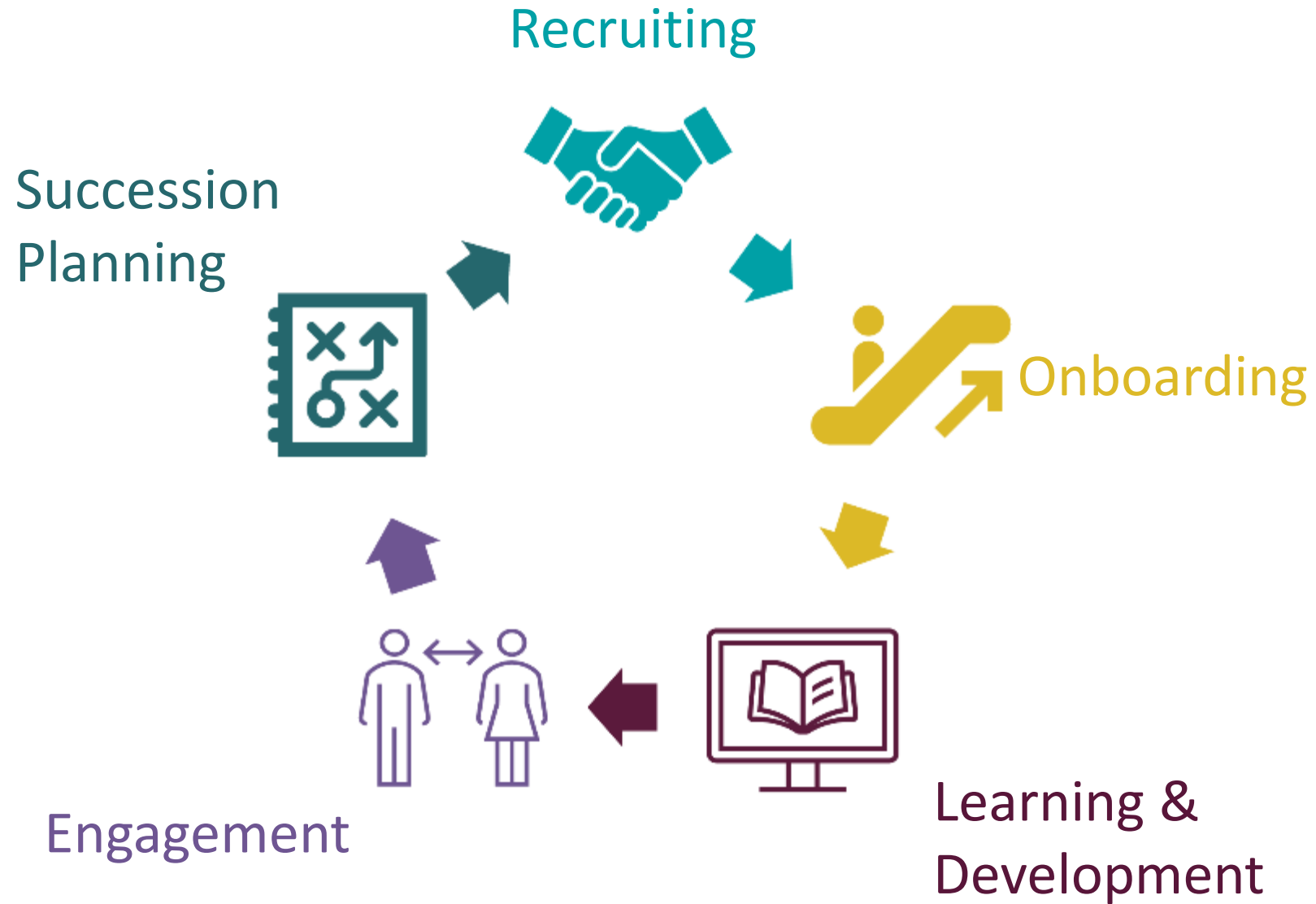
Higher clinical safety/quality scores

Higher HCAHPS scores

Stronger financial performance
- Higher net margins
- Lower per-patient spending for readmissions

Press Ganey, 2017

Poll Question #1

Which of the 5 elements of the Sustainability Cycle does your organization handle especially well?

(choose all that apply)

- Recruiting

- Onboarding

- Learning & Development

- Engagement

- Succession Planning

Poll Question #2

Which of the 5 elements of the Sustainability Cycle does your organization have the most room for improvement on?

(choose all that apply)

- Recruiting

- Onboarding

- Learning & Development

- Engagement

- Succession Planning

Recruiting

Identifying and soliciting individuals – either from within or outside an organization – to fill job vacancies or staff for growth

Society for Human Resources Management (SHRM) https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/recruitinginternallyandexternally.aspx

Best Practices in Recruiting

Start with retention in mind.

Consider the candidate's perspective at every step in the process.

Consider the *future* vision for the job

Think carefully about job requirements.

Plan ahead to make the process as streamlined as possible.

Work to reach passive as well as active job seekers.

Be transparent about the job's challenges and rewards.
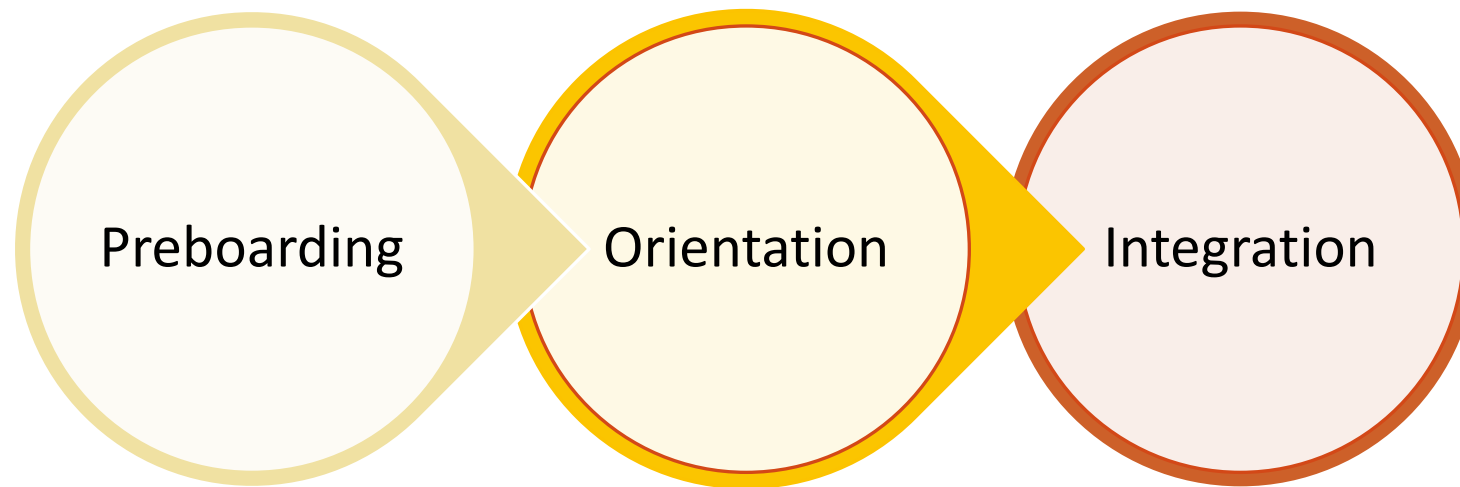
Onboarding

The process of bringing a new employee into an organization

Three Phases of Onboarding

Preboarding

Orientation

Integration

Onboarding Best Practices

Before their first day, welcome them and help them know what to expect during the first days.

Appoint an "onboarding buddy".

Develop and share a detailed plan for the first few weeks on the job.

Intersperse learning with reflection and work time.

Check in frequently.

Help new employees get to know others personally as well as professionally.

Learning & Development

Empowering employees' growth and developing their knowledge, skills, and capabilities to drive business performance

Association for Talent Development: What is Learning and Development? https://www.td.org/talent-development-glossary-terms/what-is-learning-and-development

Learning & Development Best Practices

Be creative. Formal learning is only one option among many when it comes to development.

On-the-job experiences can provide valuable learning opportunities when paired with support from others.

While regular feedback is always important, it's especially critical for those new to a job.
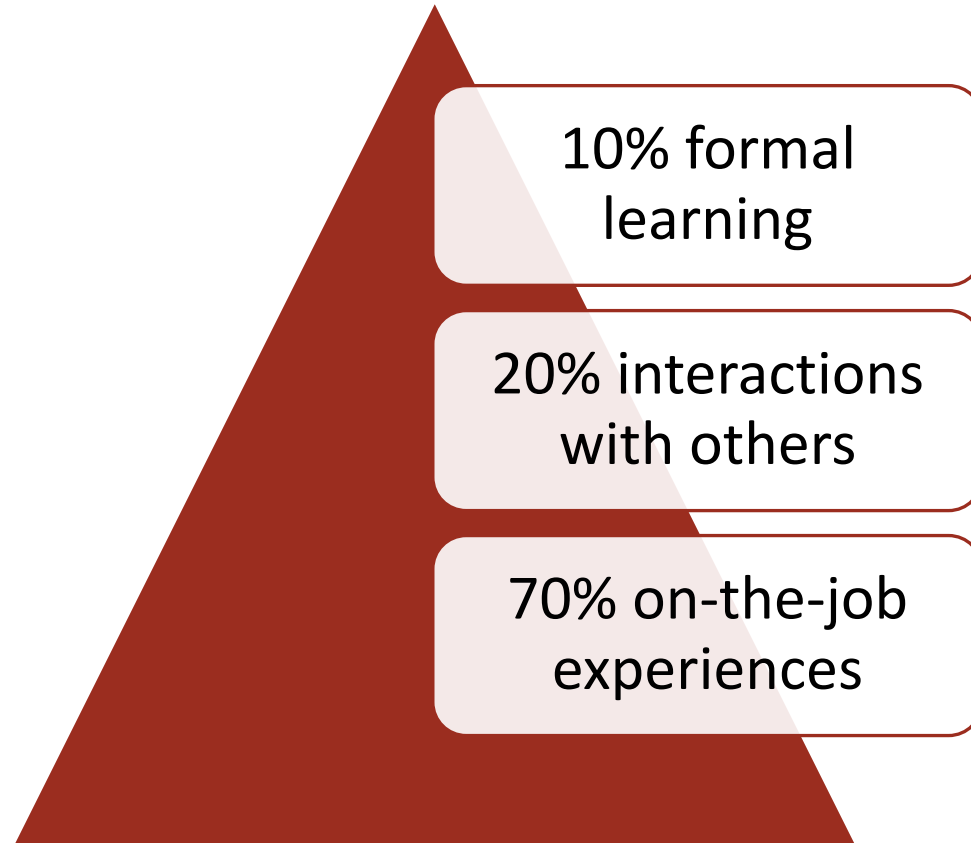
New perspectives can be gained through coaching and mentoring relationships.

Formal learning often provides networking opportunities in addition to learning

The 70-20-10 Rule

- 10% formal learning
- 20% interactions with others
- 70% on-the-job experiences

Harvard Business Review: A Simple Way to Map Out Your Career Ambitions https://hbr.org/2018/11/a-simple-way-to-map-out-your-career-ambitions
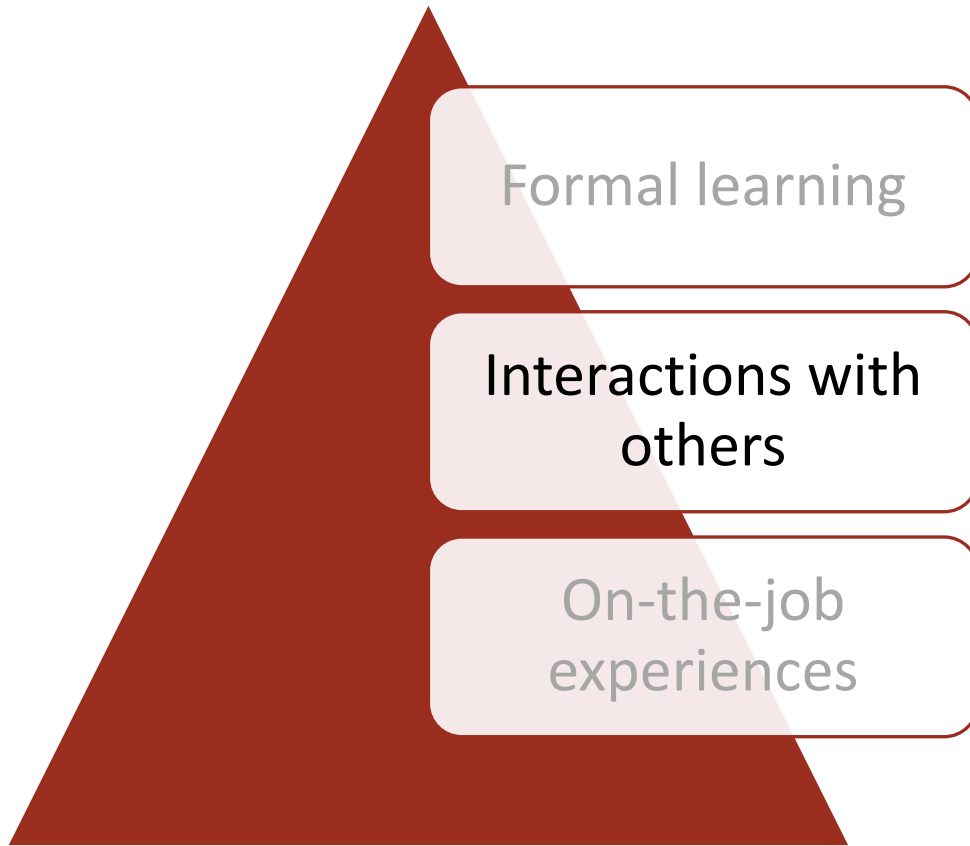
On-the-Job Experiences

Formal learning

Interactions with others

On-the-job experiences

- Experiential learning: learning by doing
- Stretch assignments
- Job shadowing
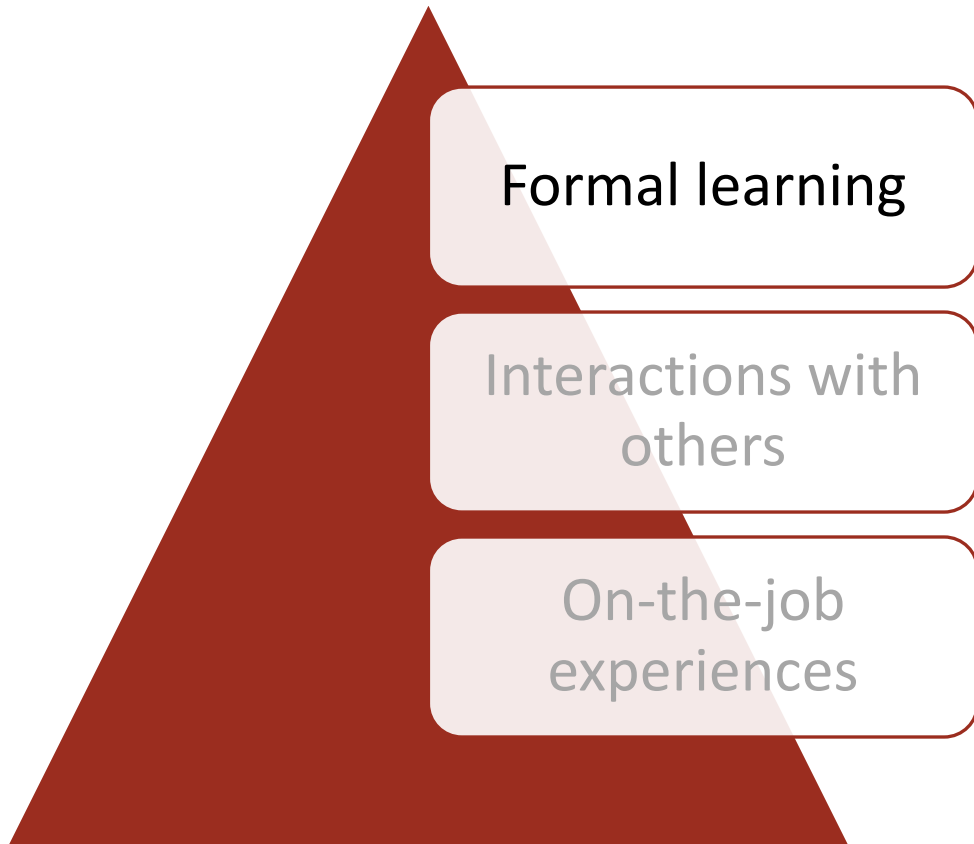
On-the-Job Experiences Continued

Formal learning

Interactions with others

On-the-job experiences

- Coaching
- Feedback
- Mentoring
- Teaching others

Formal Learning

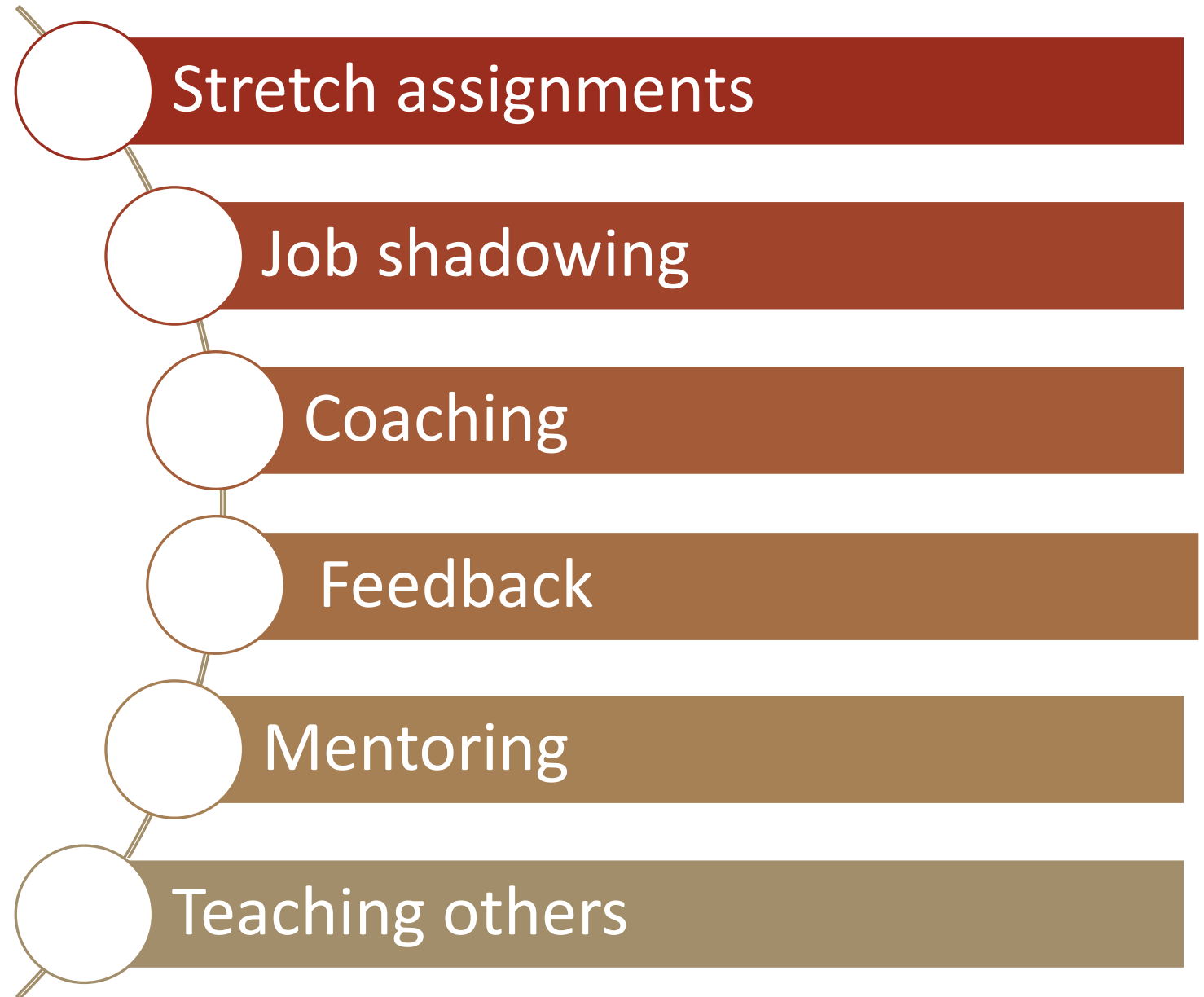Formal learning

Interactions with others

On-the-job experiences

- Conferences
- Educational sessions – virtual or in person

For the learning to "stick", must be reinforced back on the job!

Learning Through Experience & Interactions

Stretch assignments

Job shadowing

Coaching

Feedback

Mentoring

Teaching others

Engagement

The extent to which employees are passionate about their jobs and committed to the organization

Gartner https://www.gartner.com/en/information-technology/glossary/employee-engagement

Poll Question #3
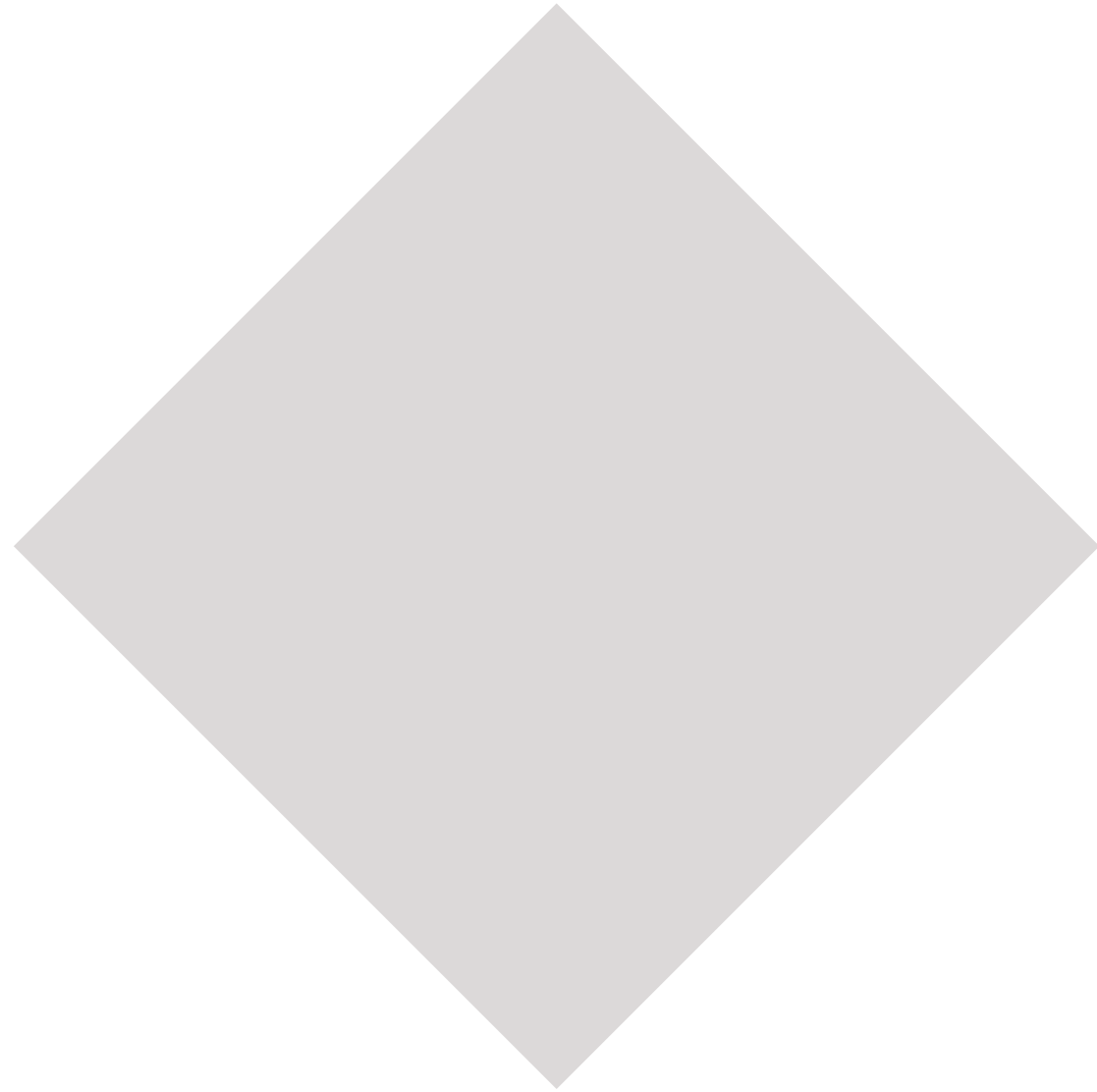
What is your organization's history with employee engagement surveys?

- We conduct engagement surveys every year or every other year

- We have conducted multiple engagement surveys but not on a regular basis

- We have conducted one or two engagement surveys at some point in the past

- Other

- I'm not sure

Engagement Framework

Adapted from Macey, W.H., Schneider, B., Barbera, K.M., & Young, S.A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage.* West Sussex, UK: Blackwell.

Leaders and Engagement

"70% of the variance in a team's engagement is related to their management.

Managers create the conditions that promote the behaviors of engaged employees (or just the opposite) with the relationships they establish."

Gallup, Who's Responsible for Employee Engagement

https://www.gallup.com/workplace/266822/engaged-employees-differently.aspx#:~:text=It's%20part%20of%20a%20manager's,with%20the%20relationships%20they%20establish

Key Leader Skills

- Collaborative leadership

- Delegation and empowerment

- Effective feedback

- Building trust

- Recognizing employees

- Managing conflict

- Strategic thinking

- Employee rounding

- "Buddy to boss"

More Examples

Quarterly department visits by CEO

Weekly video messaging

Employee advisory council

Manager rounding

Cross-department projects

Regular development conversations

Succession Planning

A process for ensuring continuity in critical roles. It involves identifying future staffing needs and proactively taking action to ensure these needs are met.

The Succession Planning Process

1. Identify job requirements and characteristics of successful candidates

2. Create a talent pipeline

3. Develop an action plan to prepare/source potential successors

4. Re-assess the plan on a regular basis

Questions?

Successes to Share?

Additional Resources

3RNet: Rural Recruitment & Retention

State Hospital Associations

National Rural Health Resource Center

Sustainability Cycle Tools

Recruiting

- Hiring Timeline Template
- Environmental Scan Tool

Engagement

- Stay Interview Template
- Feedback Planning Template

Onboarding

- Onboarding Checklist
- Get to Know You Questions

Succession Planning

- Pipeline Identification Worksheet

Learning & Development

- Learning Plan Template
- Coaching Conversation Planner

That's a Wrap!