



**BUILDING  
TEAMS  
— THAT —  
STAY**

**BEST PRACTICES  
FOR SOURCING, RECRUITING, AND  
RETAINING TALENTED STAFF**

# BUILDING TEAMS — THAT — STAY

The healthcare industry is still navigating the global COVID-19 pandemic. Its impact on hiring and retaining a strong healthcare workforce is still being felt. Many providers are struggling to find the right practices, both pre- and post-onboarding, to retain the best talent.

The building block of successful recruiting is a dedicated, knowledgeable talent acquisition team. The top strategies — sourcing, recruiting, and retainment — are critical. It takes all three at the right levels and use to be most effective. And this is precisely where a well-versed recruitment team can make a difference.

Read on to find out how you can build teams that stay.

# SOURCING STRATEGIES

## WHERE TO FIND TALENT



### WHAT IS MY STRATEGY?

Business teams often confuse strategy and tactics. Think of your strategy as your game plan and ultimate goal. Maybe you've identified that you need to hire 10 people in a specific market, and they must meet certain educational and experience requirements. Ideally, you need to hire this workforce in 1-2 months. You now have your strategy! So now what?

Sourcing is a mix of utilizing both short and long-term tactics to fulfill your strategy. Let's look at what you can do right now and what you can plan to meet your goal.



# SHORT-TERM (0-6 MONTHS)



## EMPLOYEES REFERRALS

If you don't have an employee referral program, you need one! Consider incentivizing to receive more referrals.



## JOB ADVERTISEMENTS

The content of your ads should focus on the benefits of working for your company.

A few other details to keep in mind:

- Will your budget for paid advertising get you the results you want? Do as much research ahead of time and consult your marketing department for further guidance.
- Is your ad branded and visually appealing?
- Consider a variety of ads to increase your impact: Google, Bing, Facebook, LinkedIn, etc.



## JOB BOARDS

Research relevant job boards and post frequently across as many boards as possible. Advertising opportunities may exist on job boards; always ask for a case study to make sure this will deliver the results you are looking for.



## JOB DESCRIPTIONS

Grab a potential recruits' attention right away. Don't have descriptions that are too long and jargon heavy.

- Use relevant keywords; these might be market and/or job specific. Consult your web or marketing team for assistance.
- Ensure your job title follows industry best practices. Your job board vendor may be able to provide resources for this.



## CAREER FAIRS

Host and/or attend in-person and virtual hiring events. Consider giveaways to incentivize potential employees to engage with you during the event.

# SHORT-TERM (0-6 MONTHS)

— CONTINUED



## EMAIL CAMPAIGNS

Your job board vendor should have email blast capabilities. Upload relevant lists and regularly email contacts with job-specific contact. If your vendor doesn't have such a platform, check with your marketing department or look at options like MailChimp and Constant Contact. Consider investing in software to help automate outreach efforts.



## SOCIAL MEDIA CAMPAIGNS

Regular, consistent social media posts and videos are crucial to building your reputation as a good company to work for. Post jobs, feel-good employee stories, and more.



## RESPOND TO REVIEWS

Be sure your presence on platforms like Indeed and Glassdoor are current and that you are thoughtfully responding to reviews across job and social platforms.



## TEXT CAMPAIGNS

Texting is the most effective way to communicate with potential and current employees. Use an automated system (like goHappy or SlickText) to communicate regularly. Be sure to obtain proper consent from recipients to send text messages.



## APPLICANT TRACKING

Review your data so you know where your potential employees are sourced from.

# LONG-TERM (6-12 MONTHS)



## BRANDING

Keep a consistent, clean employee brand. Make sure there is a consistent look, feel, and message to strengthen the association of the logo and name to your organization's overall brand. Promote your brand across multiple job boards and social media.



## ONLINE REPUTATION MANAGEMENT

Up your reviews' game a bit and consider a third-party vendor to dynamically keep track of reviews, what people are saying about your company, and more. Examples of these management companies include Reputation.com and Review Trackers.



## WEB

Keep websites current with blog and industry articles and make sure it is SEO-rich. Ensure your website tells your company story and reflects your company culture.



## MARKET ANALYSIS

Stay up to date on wages, inflation rates, bonuses, and other incentives in your market. Are there changes your company should make to stay competitive? Consider investing in market analysis software like LinkedIn Insights or Claro that provides labor market and salary information.



## CRM

Invest in customer relationship management software to help automate your recruiting outreach, track your candidates, and build pipelines for future hiring needs.

# LONG-TERM (6-12 MONTHS)



## PROFESSIONAL DEVELOPMENT

Add or enhance your current professional development and ensure programs align with your market analysis. Establishing leadership training programs and mentorship programs for new graduates can help you “grow your own.” Allow flexible schedules to accommodate school schedules for employees seeking to further their education. Consider tuition assistance or reimbursement in exchange for work commitments.



## CLINICAL PARTNERSHIPS

Create an internship or student program to expose potential employees to working for your organization. Schedule to follow up with them prior to graduation to entice them with opportunities of future employment.



## SCHOOL PARTNERSHIPS

Create relationships with universities, training schools, trade school, and community programs to expand your referral base.

# RECRUITING STRATEGIES

## WHAT TO DO WITH YOUR TALENT



### HOW DO YOU CONVINCe THEM THEY ARE A PERFECT FIT FOR YOUR COMPANY?

Your sourcing was successful, you now have potential employees who want to apply. Your onboarding journey should be simple, efficient, seamless, and enticing. Your recruit should be excited to apply and begin working for you. How do you get them excited?





# APPLICATION AND ONBOARDING CHECKLIST



- ✓ The application should be straightforward and simple, only requesting the essential information needed to set up an interview. You can get more detailed information later.
- ✓ Be flexible. No candidate will check every box, so be willing to interview to find ways to make their experience and availability work.
- ✓ If an applicant qualifies for an interview, follow up with them quickly, ideally via text and/or email.
- ✓ Request professional references from the candidate to determine whether the person will be the right fit with your organization. Past performance is an indicator of future performance and the best source for that objective information are past employers.
- ✓ Collect feedback about the hiring process from applicants via a short survey, ideally sent via text or email.
- ✓ Your talent acquisition team should be “selling” your brand, excited in every interview, and genuinely committed to hiring good candidates.

# RETENTION STRATEGIES

## KEEPING YOUR TALENT



### HOW DO YOU CONVINCe THEM TO STAY LONG-TERM?

Out of the three strategy groups for recruiting, retention is the most challenging in the healthcare space. Companies must implement ways to care for the people they hire, acknowledge and celebrate their achievements, and provide ongoing learning. It's a tall task, but short and long-term tactics can help to achieve this goal.



# SHORT-TERM (0-3 MONTHS)



- ✓ Onboarding should be clearly outlined with a timeline given to the new hire. Staff should also be given proper onboarding resources to ensure success.
- ✓ Take every opportunity to analyze wages in your markets and adjust as needed.
- ✓ Make them feel welcome! Set up meetings with managers, potential mentors in their workplace, or even Zoom calls with company leaders. Give them a welcome kit with a company gift and essential information in a brochure. Make sure they know how to access the company newsletter, social media, intranet, etc.
- ✓ Have a consistent process to follow up with all new hires at 2 weeks and 2 months to ensure the new hire is receiving proper training and/or mentorship.
- ✓ Consider utilizing survey software to ask new hires about their experience. Make sure to review the survey feedback and make this part of your continual process improvement plan.

# LONG-TERM

## (3-12 MONTHS)



- ✓ Add or enhance online learning tools that are relevant to your industry.
- ✓ Create or enhance your mentorship program.
- ✓ Administer employee satisfaction surveys on a quarterly basis.
- ✓ Add or enhance diversity, equity, and inclusion (DEI) efforts in your company.
- ✓ Create a strong culture by celebrating employees and their accomplishments; work with your HR department to plan out a program fit for your company.
- ✓ Make sure both the new hires' local team as well as the corporate office communicates company news and updates regularly and employees have easy access to this information (i.e., text, email, etc.).
- ✓ Consider employment engagement software to support the company culture, automate recognition campaigns, and recognize outstanding employees to help with employee retention.
- ✓ Establish a yearly focal review to review employees' professional goals and review wages.

# CONCLUSION <sup>IN</sup>



The strategies outlined in this toolkit are no easy task; it will take hard work and diligence. Remember, these strategies will always need review and revision. Analyze what is working best and put more effort into those tactics as needed. Use this toolkit as your launching pad to create an overarching strategy that works best for your company.

**CONGRATULATIONS!**



**YOU ARE NOW  
READY  
TO BUILD  
TEAMS  
— THAT —  
STAY**

