

Management Workshop: Hiring & Retaining Talent in a Competitive Market

Presented by:

Matt Boster, Branch Manager of Healthcare

Ian McMenamin, Business Development Manager of Healthcare

Matt Boster

Branch Manager, Healthcare at Addison Group

Matt Boster is a Branch Manager at Addison Group where his main goal is to develop partnerships in the Greater Houston area. Matt and his team pride themselves on a solution-driven approach and top-level customer service for our Revenue Cycle clients and candidates.

Matt has been with Addison for nine years and has grown from an entry level recruiter to overseeing one of the largest teams within Addison Group. He has partnered with many top healthcare organizations in a wide range of services from general staffing to multiyear system wide EMR implementations.



Ian McMenamain

Business Development Manager, Healthcare at Addison Group

Ian McMenamain is a Business Development Manager of Healthcare at Addison Group where he focuses on networking with professionals within the Revenue Cycle and HIM/Coding space. Ian prides himself on building relationships and partnering with all types of leadership to discuss and solve hiring challenges.

Ian has been at Addison Group for more than three years and has been an active member in the HFMA-Gulf Coast chapter since starting at Addison Group. He has met with all walks of revenue cycle leadership in Houston, and you likely have an email or voicemail from him sitting in an inbox.

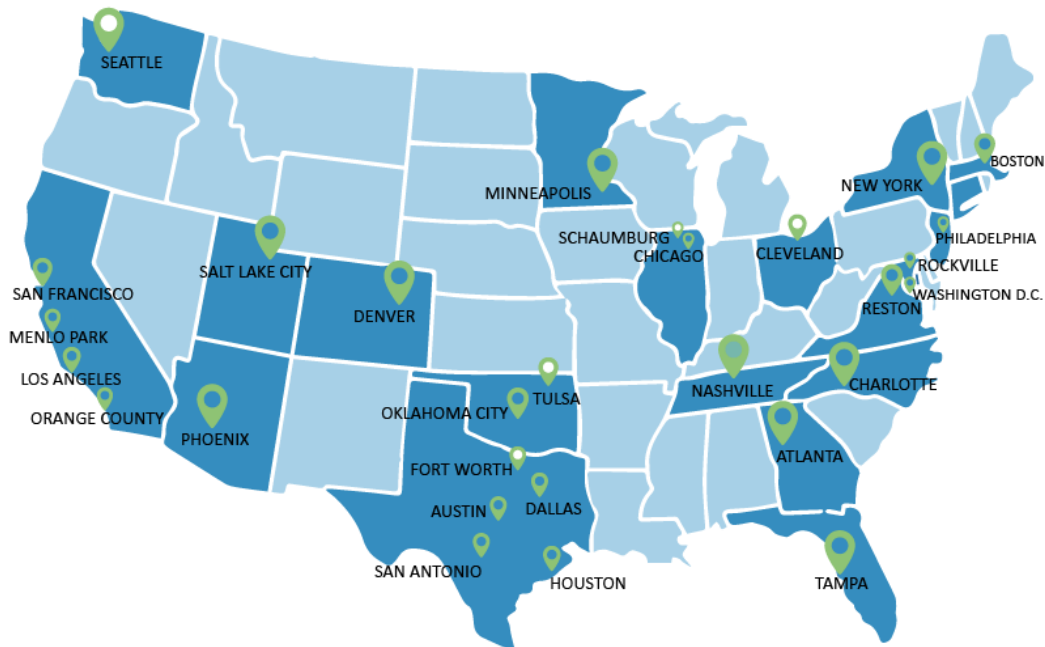


About Us

Addison Group is a leading professional services firm specializing in talent solutions and consulting services, offering a full suite of capabilities across multiple sectors, including information technology, finance and accounting, non-clinical healthcare, human resources, administrative, engineering and digital marketing. With five consulting brands (AIM Consulting, Bridgepoint Consulting, DLC, Kranz Consulting, ArcLight) and three talent solution brands (Addison Group, Mondo, Harmony Healthcare).

Addison's growing network of professionals, offices across the United States, and deep relationships in regional and local markets provide clients with a one-stop resource focused on building relationships, human connections, and helping consultants and clients find each other.

Even during significant national expansion, Addison has maintained a local consultative business approach dedicated to its people-first culture. Addison continues to be recognized with accolades for top performance and workplace culture, including Inc. 5000, Inc. Best Workplaces, Crain's "Fast Fifty," Staffing Industry Analysts (SIA) Staffing 100 List, and multiple Regional Top Workplaces. Learn more at addisongroup.com



Agenda

01

Shift in Remote Work

02

Qualifying and Screening Candidates

03

Interview Prep and Techniques

04

Top 5 Reasons Employees Stay and Quit





Key Takeaways

- ✓ Remote work is here to stay & wanted by candidates
- ✓ Prep and techniques for when you interview candidates
- ✓ Ways to set yourself apart in the job market
- ✓ Employees staying at an organization goes beyond compensation
- ✓ Evaluate your retention strategies to ensure top talent stays at your organization



Facts



- The annual overall turnover rate in the U.S. in 2021 was 47.2%, based on the Bureau of Labor Statistics.
- The cost of replacing an individual employee can range from one-half to two times the employee's annual salary -- and that's a conservative estimate.
- So, a 100-person organization that provides an average salary of \$50,000 could have turnover and replacement costs of approximately \$660,000 to \$2.6 million per year



Turnover in Healthcare

1 in 5 healthcare workers have quit

47% of healthcare workers plan to leave position by 2025

\$4.6B – annual burnout costs to the U.S. healthcare system

Sources: Becker's Hospital Review – If 1 in 5 healthcare workers have quit, where have they gone?, Forbes – New Survey Shows That Up to 47% of U.S. Healthcare Workers Plan to Leave Their Positions By 2025, U.S. News- U.S. Faces Crisis of Burned-Out Health Care Workers





Sourcing Talent

- ✓ Job posts should be short and to the point, “the less is more approach”
 - Discuss day-to-day, limit requirements to preferences, discuss perks/benefits, and company mission
- ✓ Top social media platforms used by recruitment teams
 - LinkedIn (79%)
 - Facebook (71%)
- ✓ Networking Events
- ✓ An integrated approach is best: *(Full-time, Part-time, contractors)*
- ✓ Be open to hire at 75% vs. 100%
- ✓ Leverage Staffing partners
- ✓ In the end you want the **BEST** candidate



Remote Work:

87%

Prefer to stay remote
half of the time

44%

Apply to remote jobs
on LinkedIn

16%

Open jobs that
are remote

Source: LinkedIn - The Great Reshuffle in 2022: Top Trends to Watch

97.6% of remote workers would like to work remotely, at least some of the time, for the rest of their careers.



The “Perfect” Candidate

Job Specification (Preferred vs. Required):

- Limit Requirements
 - ATS Factor
- Emphasize goal in position, add in day-to-day
- Resume is not end all, be all
- Utilize pre-assessment of a good recruiter (internal/external)
- If you hire someone at 95%-100% where can they go?
 - Be open to hiring at 70%



Qualifying & Screening Candidates



Resume

- Well organized, updated, education and credentials provided
- Verify where particular skills, software, etc. were utilized
- Identify gaps
- Ask in-depth questions, resumes do not explain in detail



References

- Verify credibility with at least two former supervisors
- Make sure candidates informs references that you will be calling references
- “I had an employee stealing meds.” – Practice Manager from CMGMA



Background Checks, Drug Screen, & Verifying Credentials

Can uncover character flaws that could be detrimental to your practice



Social Media

Check social media as another method of screening candidates



Preparing for the Interview

Come Prepared with Specific Questions

- Conversational ice breakers can help kick off an interview, ease a nervous candidate
- Avoid asking too many generic questions, opting instead for questions specific to the role per their resume

Speak Candidly About Company Culture and Job Expectations

- Map out talking points ahead of time for both expectations and culture
- Speak honestly about work-life balance and realistically about career paths and growth
- Sell yourself – they are interviewing you

Present Yourself As If You're Being Interviewed

- In your next interview, demonstrate your experience in the field and how you manage a team – you might just win over a stellar candidate

Remember to Listen

- Listen - Don't think about the next question and miss the details
- Try having the candidate lead the interview



Interviewing Techniques

Phone Screen

- Before face-to-face interview if necessary
- Have resume in hand of candidate
- Ask interest in position, pay expectations, availability
- Go through day-to-day duties, sell yourself and/or the opportunity

In-Person:

- Keep interviews to the point
- Meet the team, other supervisors and managers in one setting
- Feedback in timely fashion, interviewees have multiple opportunities .

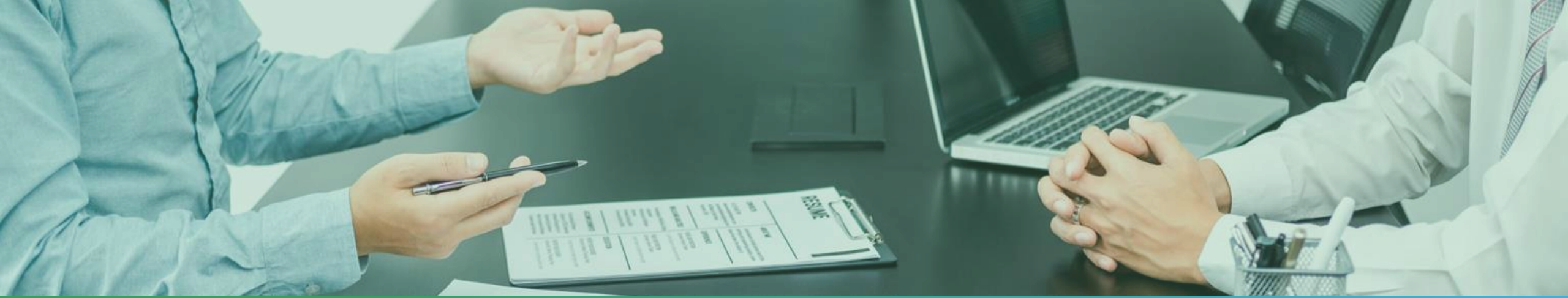
Skype/Teams (Virtual Video Tool):

- If a face to face isn't viable utilize Skype, Teams, or Zoom
- Appearance and demeanor
- Time saver – could make offer and avoid the in-person step

Miscellaneous:

- Is a phone screen with a REC necessary?
- Can we make an offer after one interview?





Setting Yourself Apart

Job Descriptions

- Qualifications, education, and/or years of experience
- Day to day duties, end goal of position
- What qualities are most important to you?

Competitive Edge Points

-What Makes You Unique?

- Flex start/end times
- Remote or Hybrid options
- Monthly lunches, potlucks, or free refreshments
- Team outings or on-site gym

Bonus Incentives OR Contest for Days Off



Why Do People Leave Jobs?

63% of people left because of low pay

63% of people left because there were no opportunities for career growth

57% of people felt disrespected at work

Source: Pew Research Center - Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected



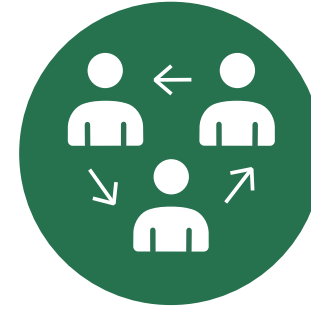
Top 5 Reasons Employees Stay



**Job
Stability**



**Meaningful
Work**



**Strong Support
System**



**Career
Growth**

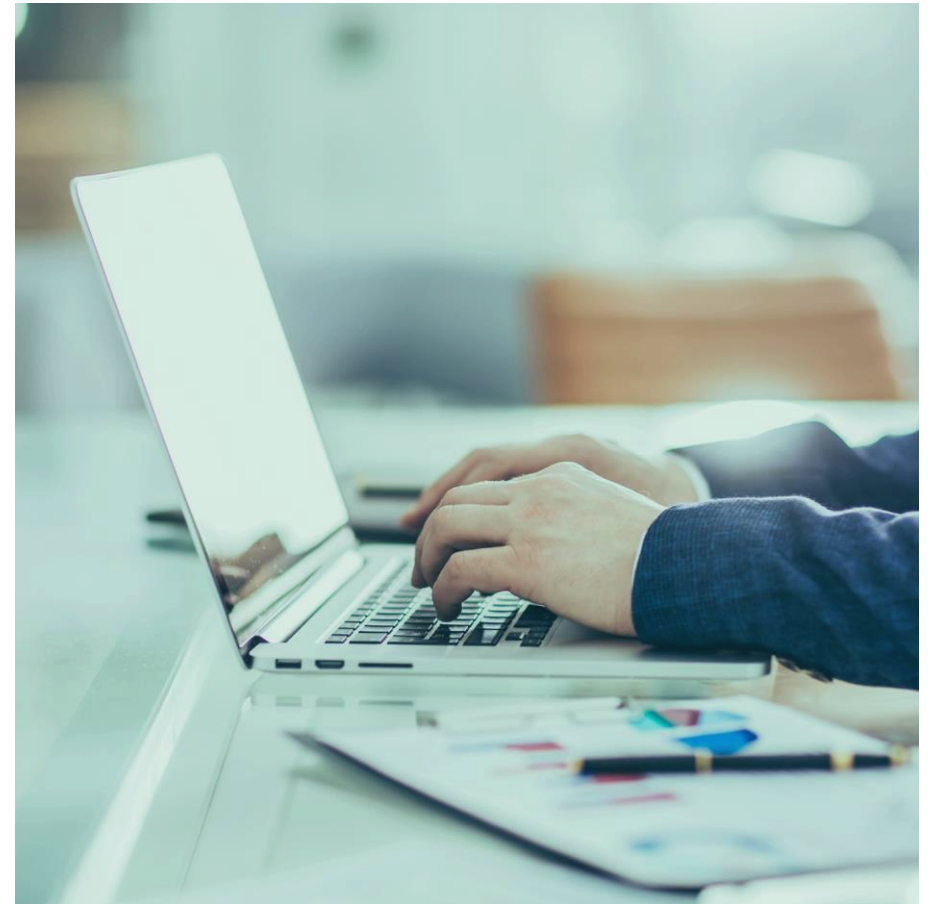


**Company
Growth**



Other Work Perks that Matter

- Paid time off – **35%**
- Flexible and remote working options – **27%**
- Paid family leave – **24%**
- Fitness or healthy lifestyle incentives – **19%**
- Financial planning resources – **18%**
- Student loan repayment benefits – **9%**



Retention Strategies

Listen

- Ask employees what is most important to them?
- Let them have input into new policies or their day to day keeping end goal in sight.

Rethink

- Get rid of “this is how it’s always been done” attitude and re-think company processes, culture, and approach.

Values

- Core Values are important to employees more than ever.
- Think People First!





Key Takeaways

- ✓ Remote work is here to stay & wanted by candidates
- ✓ Prep and techniques for when you interview candidates
- ✓ Ways to set yourself apart in the job market
- ✓ Employees staying at an organization goes beyond compensation
- ✓ Evaluate your retention strategies to ensure top talent stays at your organization



Thank You!

Questions?

Matt Boster

Branch Manager of Healthcare

Matt.Boster@addisongroup.com

Ian McMenamin

Business Development Manager of Healthcare

Ian.McMenamin@addisongroup.com

Addison Group

