Recruiting and Retaining Nurse Managers

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Hollywood, Florida
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The Most Difficult Hire in Healthcare Today—the Nurse Manager

(134 days-to-fill and a cost-per-hire around $157,000 counting training and orientation.

The Generation Xers don’t want it. The Baby Boomers are already one and Generation Ys are “special”.)
2008 As A Tipping Point:

- Generation Y eclipsed Baby Boomers as the largest work group
- A sea change in technology
  - Attract
  - Communicate (there is never too much)
  - Train
  - Retain (helicopter parents)
  - Recruit (Facebook and Linked In)
- The iPhone factor
- Fear and uncertainty
  - The economy
  - Unions
- Career Path most important factor in retention
- Women matched men in medical school
- RNs left sooner and entry-level stayed longer
The Current RN Situation:

- 168,000 total open positions in US healthcare delivery systems
- 116,000 open nursing positions
- National RN vacancy is 8.1%; turnover 17.5%
- Approximately 2.9 million RNs in the workforce
- The average age is 46.8 years
- Less than nine percent are 30 years or younger and falling; 11.1% are over 60 years
- The average age for a student to enter nursing school is 30.5 years
- RNs start to reduce their working hours between 52 and 55 years of age
- Average retirement for an RN is 61 years
- Bureau of Labor statistics estimates a shortfall of 587,000 RNs by 2016
- Schools are producing 119,579 RNs annually
- 50% of foreign born RNs entering the workforce are over 50 years of age
Know Where The RNs Exist:

Employed nurses per 100,000 population
U.S. average: 782
Recruitment has changed even for the Baby Boomer and especially for Generations X and Y.
**Leveraging the Internet:**

- **Internet Overall vs. Top Job Boards**
  - 70% Internet Overall
  - 30% vs. Top Job Boards

**Major Job Boards**
- **Pros:**
  - Efficient
  - Low CPA
  - Brand (active seekers)

- **Cons:**
  - Only active seekers
  - Losing share

**Niche Job Boards**

Source: ComScore
Where The Job Search Begins: Search Engine Optimization

Search Engine Marketing: PPC Model

Example:
- Nurse Management
- Cardiovascular Nurse
Last March, Baylor Health Care System, a large Dallas-based nonprofit, began purchasing keywords on Google, Yahoo, and employment-related search engines SimplyHired.com and Indeed.com. The search-engine ads generated more applicants, at less cost, than the other recruiting methods, says Eileen Bouthillet, director of human resources communications.

In the first six months of the program, Ms. Bouthillet says, the search-engine ads delivered 5,250 applicants, at an average cost of $4. By contrast, Baylor paid an average of $30 for each of the 3,125 applicants who came via job boards, and $750 each for the 215 applicants who replied to a newspaper or magazine ad.

As a result, Ms. Bouthillet says Baylor has reduced spending on job boards and print ad. “Before we were throwing darts at a dart board trying to see what might stick,” she says. “Now we have a very targeted strategy and a point of comparison so we can make wise decisions on where we spend our money.”

For now, the impact of search-engine marketing on recruiting is muted by the recession, which has erased more than four million jobs. Recruitment advertising fell 22% last year, to $6 billion, according to Advanced Interactive Media Group LLC. Recruitment ads in newspapers fell 34%, and on the Web 5%, the firm says. The trend continued into January, when advertised vacancies online fell 23% compared with December, according to the Conference Board, a research group.

But search-engine marketing is gaining a foothold among those still hiring. TMP Worldwide Advertising & Communications LLC managed search-engine campaigns for more than 125 clients in 2009, up from 65 in 2007 and 20
New Media and Healthcare
Simplify the Job Search Process:

1. Home
2. Careers Home
3. New Applicant
4. Job Search
5. Search Results
6. Individual Job
7. Register!
Branded Facebook Page

Lilly Pharmaceuticals Careers

Lilly Leadership Development Program Orientation Class of 2008 - 10 new photos - February 12, 2008

Lilly Pharmaceuticals Careers created an event - February 12 at 5:44PM

Lilly Pharmaceuticals Careers created an event - February 12 at 10:21AM

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we do? Create and market pharmaceutical products that improve lives around the world. We're a big company with a big heart and we're looking for people to help make us stronger. Make Lilly your choice for a career that can have a real, positive impact on the lives of others.
SimplyHired creates profession based applications for Facebook. The “I Am Nurse” Application has over 30,000 and 18,000 “I Am Pharmacist” subscribers. SimplyHired offers the ability to send an email blast to this entire audience.
Are you aware you can go through LinkedIn and contact all the registered Nurse Managers working for a competitor or in a geographic location? There are 40 million registered users so you don’t get them all, but you get a lot.
Retention isn’t everything.

It is the only thing.
How candidates, internal and external, are recruited build the platform for retention.
The Five Steps Of Recruitment:

• Messaging the internal and external candidates
• Presentation to Human Resources
• Unit/Hiring Manager interview
• Negotiations and offer
• Post-hire physical and drug screen
How employees respond to concerns and programs depends on their generation.
Effective retention programs depend on knowing your audience and their generation.

Nothing will impact retention as much as generational differences.
Who Are The Generations?

There are four generations to consider:

- Veterans 1925 - 1946
- Baby Boomers 1947 - 1964
- Generation X 1965 - 1977
- Generation Y 1978 - 2000

The Generations were formed by:

- Witnessing for fighting in World War II
- Were downsized and could do anything
- The original latchkey children
- Raised by a village
Giving Hiring Manager The Tools:

Training
• Generational Differences
• Good Communicating Skills
• The Importance of Meetings
• Team building
• Ethnic differences

Accountability
• Metrics for retention, days-to-fill/start, vacancy
• Employee engagement
• Secret Shopping
• Exit Interviews
Building the Nurse Manager into a leader will positively impact retention and stability.
What Worries Employees/Nurse Managers?

- Losing healthcare coverage
- Not having enough in retirement
- Taking too long to find another job
- Not holding up family responsibilities
- Having to prove oneself
- Disappointing key influencers
- Being underemployed
- Losing “everything”
- Being diminished as a person
Four Patterns Characterize Leaders:

<table>
<thead>
<tr>
<th>Response Patterns:</th>
<th>Victim</th>
<th>Critic</th>
<th>Observer</th>
<th>Facilitator/ Advocate</th>
</tr>
</thead>
</table>
| Behaviors:         | • Resists change  
                    • Feels angry or depressed  
                    • Reverts to old “ways”  
                    • Isolates themselves  
                    • Complains about the process  | • Looks for reasons the change will fail  
                    • Fails to see potential  | • Acts reluctant to get involved  
                    • Encourages team to take a wait and see attitude  
                    • Waits to see what others will do  | • Looks for ways to minimize negative reactions  
                    • Looks for ways to help  
                    • Nurtures people who are affected |
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| Attitudes:         | • “Can you believe they’re doing this to us?”  
                    • “Why is this happening to me?”  
                    • “Why can’t things stay the same?”  
|                    | • “This never worked before.”  
                    • “This won’t happen.”  
                    • “Whose bright idea was this?”  
                    • “This will be a flash in the pan.”  
|                    | • “If I ignore this it will go away.”  
                    • “I won’t jump in until it is proven.”  
                    • “I’m not sticking my neck out on this.”  
|                    | • “This change is an opportunity to do things better.”  
                    • “While it might need fine-tuning we can make it work.”  
                    • “If it doesn’t work after we give it a solid try, we’ll learn and change our approach.”  

Let’s talk programs that work.
Meetings In A Box

BJC Health System
Bring a Parent to Work

Baylor Health System
Square Meal Deal

Presbyterian Hospital/Texas Health Resources
The Biggest Loser
Community Involvement

Novant Health System
Inventorying Your People

Marriott Corporation
Return on Investment:

• If you hire and retain just 22 RNs:
  • Using average national hourly rate of $24.12
  • Benefits of 26% or $6.27/hr (total of $30.39/hr)
  • National average of agency RN is $69.24/hr
  • Annual hours of 2080 (x22) for a total of 45,760 annual hours for 22 RNs
  • The hourly difference of $38.85/hr
  • Saves a total of $1,777,776 annually

• If you reduce days-to-fill by five days:
  • Reduce days from national average of 55 to 50 for a five day reduction
  • Average hiring of 645 RNs annually
  • Five less days at eight hours times 645 provides for 25,800 hours
  • Saves a total of $1,002,330

• Total savings of $2,780,106
Return on Investment:

- Hiring a Nurse Manager will cost approximately 150% of their base salary
- Training is 20% of the salary for a new hire and 4% for a retained employee
- When a well-liked Nurse Manager leaves 34% of the staff becomes vulnerable
- How many actually leave depends on your retention efforts
- No one is more important to retention than the front-line manager
- Positive practice settings, including a solid staff, increases cash flow, mortality and patient satisfaction
Thank You

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