



HPOG

Employer Engagement

The Dream

- The Dream Pitch
- The Dream Partnership

Overview

- How and why you want to connect early with healthcare employers to engage them in your programs
- How to find employers (specifically the right ones),
- How to speak the “language of business” in making your case to employers (not just approaching it as a social service),
- How to meaningfully engage employers in your program, and keep them engaged.
- Strategies to begin or expand your employer engagement process.

Healthcare systems are important (and they know it)

- Big employers
- Everyone wants to partner with them
- Lots of solicitations for sponsorship and partnership and signing MOUs and letters of support
- **They are your customer**

Hospitals are Inward Facing

- Want to heal patients
- Worried about reimbursements, readmissions, HCAHP scores
- Can be skeptical of what you're offering
- Want to hire and retain top talent
- Sometime disconnected with what is happening outside the walls of the hospital

You are going to help them

- Stay in control
- Hire and retain top talent
- Increase employee engagement
- Deliver excellent service that results in increased patient satisfaction

Networking: The Warm Bridge

- What are your people training for?
- Who employs them?
- Who do you know? Who knows whom?
- Who are the players?
 - The influencers, champions, advocates who care about the community? How are you currently engaged?
- Creating deeper relationships

The Champion

- Has leverage to assist you in gaining an audience
- Provides access to appropriate decision makers
- Works to get manager buy-in
- Creates internal working team of people from different departments who will take the lead on the different programs

The Convener

- Role of a convener
- Who can be the convener
- What can the convener do
- How can you help the convener

Finding a Champion

- Senior Leader
- Talent Acquisition/Recruitment
- Organizational Development
- Community Relations
- Director of Target Department
- Relationships are **EVERYTHING!!!**
- Shored up by manager buy-in and trust

We'd love some guidance

- We would love to hear what your workforce challenges are
- We want to learn what your high demand positions are
- What are some high turn-over, hard to fill positions
- We would like to make sure our programs are aligned to your needs
- We would like to build our program so it will fit in with your existing systems and processes

Case Study

- Kim vs. Bob vs. Heidi vs. Steve
- Interlocking relationship building
(see handout)

Partnerships

What kind of partner are you?

The Employer Relations Team

- We don't want a slick salesperson
- We want someone who will listen to what our challenges are
- Be solution driven: but don't assume you know what our challenges are
- And don't promise us the world unless you can deliver it
- Don't give us a generic, off the shelf solution.
- Start small to test the concept

Start Small and Deliver Big

- Prove you are a great partner
- Publicize widely the great results to the appropriate leaders
- Grow gradually and always look for continuous improvement
- Always ask for feedback and suggestions for improvement and then take it

Red Flags

- Staff turns over often so new relationships constantly need to be formed
- Mistakes happen but are not acknowledged or resolved
- Emails and phone calls are not returned in a timely manner
- Bureaucratic systems are not negotiable

Good Partnerships

- Provides quality candidates
- Delivers what it says it will do
- Responsive
- Effectively solves problems
- Adheres to timelines that are mutually set
- Cares to deliver excellent customer service,
Understands the hospital is the customer
- Flexible and nimble
- Transparent

Partnerships

What kind of partner are you?
Group Work

The Pitch

- What can you do for us?
- What value are you adding?

- You need to learn
and
- You need to educate

Labor Market vs. Reality at the Healthcare System

You need to learn:

- Hard to fill jobs
- High volume jobs
- High turnover jobs
- Profile of successful employee in that area

Labor Market vs. Reality at the Healthcare System

You need to educate us:

- What is the state of the local labor pool?
- High school graduation rate?
- Technical Schools program enrollment?
- Degree holders?
- Experienced vs. Non-experienced labor pool

What Recruitment/ HR Team Cares about

- Screen to Hire Ratio
- 1 Year Turnover Rate
- Days to Fill
- Lower number of Corrective Actions
- Internal Hire Rate

Hospital/HR speak

- Pain points
- High demand occupations with high volume, high turnover,
- Hard-to-fill,
- Screen to hire ratio, days to fill, turnover,
- Soft skills, communication, patient satisfaction, employee engagement, Hcahps,
- Talent Funnel
- Funnel before the funnel
- Screening people out vs. Screening people in
- Entry-level, frontline workers,
- Career ladders,
- call-offs, onboarding, sourcing, screening, job coaching, behavioral interviewing, pre-hire testing, FTE, PRN, lingo of the positions (names)
- Recruitment Process, Applicant Tracking System

What Employers Care About

- Fill the position with someone who is going to stay for a while
- Person shows up each day on time
- Person is competent in job, has ability to learn
- Person can take direction
- Person stays away from drama
- Person can communicate effectively
- Person can work as part of a team
- Person can prioritize work responsibilities
- Can take initiative and be proactive

The Recruitment Process

- Why important to know?
 - How does your program fit into existing system
 - Bottlenecks happen here
 - Does it work for you? Will it be effective in getting people in?
 - Are your people prepared for their system?
- System and Process change?
 - Tagging, setting aside, special consideration, creating separate applicant pool, etc.

Externship to Hire Process

- What's their process and systems
- How are they staffed to create those links to hire
- Bottlenecks
- What are your processes and systems
- Does anything need to change?
- How can you help?

Other system barriers

- Compensation equity
- Career ladders
- Minimum requirements
- Technology and tracking systems

Making the Business Case

- Reduce turnover, particularly in entry level jobs
- Increase engagement
- Build career pathways
- Develop competency based training
- Align employers and educators
- Support employees in transition

Design the Pitch

- What will you include?

And If All Else Fails

- Go to a convener, or intermediary
- First build the relationship: Ask for guidance, information, people love to help
- Keep in touch with the employer with regular updates as to how great things are going
- Board members and senior leaders
- Contacts in the community

Effective Practices at UH

- Set aside job reqs in strategic target areas for programs
- Meet with business partners to create successful employee profile
- Pre-employment workshop
- Job coach on-site for first six months of employment
- Externship to hire processes

Promising Practices

- College Instructors as Job Developers
 - Clinicals and Internships: how does the hospital convert to hire?
 - Relationship building
 - Adjustments to curriculum based on employer feedback on externs
 - Employers give ‘ideal candidate’ profiles to instructors

North Dakota Nursing and Demographic Study

Produced geographic information systems maps to document

- total number of employed RNs and LPNs in the state
- the percentage of employed RNs and LPNs per 100 people

- the percentage of Native Americans among these occupations

Then did additional outreach and job placement in counties underserved by RNs and LPNs, particularly Native American nurses.

Used data to engage health care employers to improve opportunities for Next Steps graduates

Employer Panels at Central Community College, Nebraska

- Talk to students to give realistic overview of jobs and how to be a successful candidate
- Job Shadows
- Maintain regular communication with existing employer partners
- Convene roundtables, focus groups, job fairs to connect with and educate current and future employer partners.
- Participate in employer association meetings

Milwaukee Area Workforce Investment Board

- Newsletter shows data, scorecards, success stories, labor market info and news

San Diego Workforce Partnership, Inc.

- Analyze local labor market trends through one-on-one consultations with hospitals and other health care employers,
- Use data to identify and define barriers or issues that prevent students from rapid employment placements.
- They found students' limited job application and interviewing skills were some of the biggest barriers hindering the program's placement rates.

Other Opportunities and Initiatives

Employer Engagement

http://www.iff.org/sites/default/files/publications/NFWS_EmployerEngagement_011111.pdf

- Work-based learning
- Reviewing and approving curricula
- Participating on an employer advisory board

Employer driven strategies—maybe you can join in?

- Anchor Institution strategies: <http://community-wealth.org/policy-brief/locally-targeted-and-inclusive-hiring-practices-promote-equity>
- Sector strategies: <http://www.nfwsolutions.org/>
- CareerStat: <http://www.nfwsolutions.org/initiatives/careerstat>

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