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Stronger Hiring for The Healthcare Triple Aim

Recruitment insights for an evolving industry

# Facing today's staffing challenges head on

Hiring in healthcare is a **CHALLENGE** and the demand for healthcare services is growing.

Healthcare employment is on the rise – **adding nearly 2.4 million jobs in by 2029** – and that does not account for attrition or burn out of front-line workers following the COVID pandemic.

Organizations must urgently streamline their recruitment strategy in order to stay ahead of the curve.[1]

In addition to meeting the needs of on-going high-volume hiring, healthcare organizations must be prepared to use their employer brand to compete for top talent and hard-to-fill roles.

Organizational objectives like patient care, service delivery, and commitments to community are all directly impacted by how efficiently and effectively you meet and adapt to changing hiring needs. Talent powers transformation in all areas of your business – especially as healthcare continues to transform.

1. BLS, 2021

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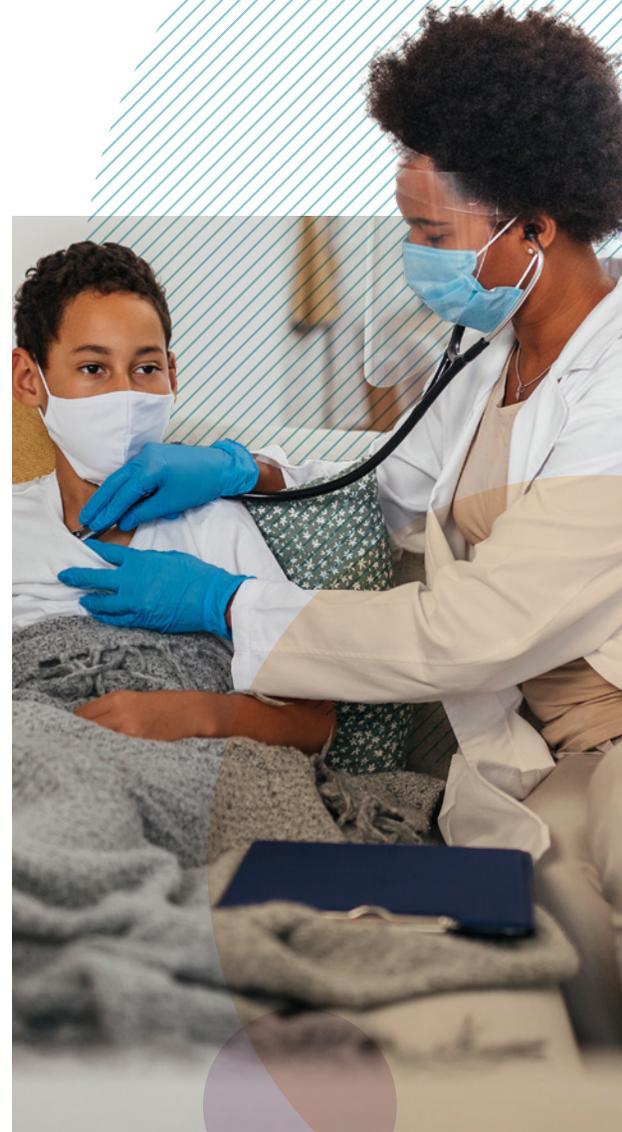
Improve Patient Satisfaction

Improve Health of Populations

Reduce Per Capita Cost.

How the Triple Aim ties to recruitment

The Healthcare Triple Aim[2], developed to optimize health system performance, has helped organizations within the industry **improve quality of care and patient experience; improve health of populations; and lower overall costs of care.**

But only when it's optimally staffed with clinical professionals and support staff across all locations, can your healthcare system hit all these focus areas.

Healthcare providers and service delivery organizations need to ensure talent acquisition and staffing for current and future needs has a priority within their strategic framework and overall business goals.

2. Institute for Healthcare Improvement, Triple Aim for Populations, 2021

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Meet the growing demand for healthcare services

How do hiring demands impact healthcare objectives?

In order to meet demands, health care organizations need to prepare a recruitment strategy that aligns with the main healthcare industry goal: better patient outcomes and satisfaction.

Healthcare hiring is complex. It is critical to hire candidates that align with an organization's mission to positively impact not only its bottom line but the lives of patients.

Your healthcare company can ensure better patient satisfaction, when you understand how recruiting the right people impacts business results.

Vital areas of focus include:

1 Talent powers transformation

2 Patient satisfaction rates and staffing

3 Reducing the cost of talent acquisition

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The **ever-growing** healthcare industry

By the numbers:

- While other industries struggle to grow, healthcare is skyrocketing. It's projected that healthcare occupations will **grow 15%** from 2019 to 2029[3] – much faster than the average for all occupations.

- Healthcare occupations are projected to **add more jobs** than any of the other occupational groups[4].

- 90% of hospital executives believe that in the next 10 years they will **experience a deficiency** of specialists, general physicians, nurses, and other clinicians [5].

- Baby Boomers are **nearing retirement** and 50% of RNs are 50+[6].

- The average time to fill in health care is increasing, with a typical physician role's **time to fill at 14 months**[7].

Why?

The aging Baby Boomer population

Longer life expectancies

Urgency in addressing public health priorities

New job roles and technical skills

3-4. BLS, Healthcare Occupations, 2021
5-6. SHRM, The Health Care Industry's Top HR Challenges, 2020
7. ModernHire, 2019

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How is quality of care realized?
Through staff.

Healthcare organizations benchmark themselves against other care and service providers in order to establish performance indicators. But where the truth really lies is within your organization's collective ability to serve patients and consumers of health services. Better described as quality of care or quality of delivery.

Throughout the patient journey, patients define the experience based on quality of care.

How is that quality of care defined? By staff.

Successful organizations recognize the connection between hiring the right staff members and hitting quality KPIs. Regardless of exposure at the bedside, in the lab or pharmacy, or through guest/customer services.

Bottom line: Patients and their families expect their care to be your top priority. They're not privy to staff to patient ratios or shift rotations – they only want to know they will receive accurate, compassionate treatment.

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Quality talent helps ensure quality care

How do you ensure patient satisfaction?

Hire the right people.

The right people have the background, skills, and passion to help people.

Check for the right credentials:
An ideal resume will align experience and skills with your business objectives. Resumes that highlight appropriate certifications, experiences, etc. should be balanced by necessary soft skills such as compassion, emotional stability, and empathy.

The healthcare industry's unique need to hire talent based on hard and soft skills requires you to focus on hiring well-rounded individuals. To accomplish this, organizations leverage assessments to measure both cognitive and behavioral fit. Video interviews are a modern way to conduct informal assessments.

How do you retain the best people?

Ensure their passion has longevity.

Communicate your mission as a health and wellness brand with candidates. This will help them better understand your brand values and connect them to the communities you serve.

Represent your authentic employer brand with employee-generated video testimonials. Share them on your career site, in social media, and through virtual recruiting promotions or via email.

Staffing appropriately is key, but another important aspect is ensuring cultural fit. Organizations must evaluate how a candidate can make a commitment to care and support your organization's values in high stress situations.

The following best practices help candidates self-qualify their interest in your roles, and eliminate time spent evaluating job seekers who don't have similar priorities.

• Create clear, comprehensive job descriptions

• Be honest about your expectations

• Share details on coverage and shift work

• Provide salary ranges and benefits information up front

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Reduce the cost of acquiring talent

As healthcare continues to expand its hiring footprint in traditional and emerging roles, organizations need to plan for a future that accounts for heavy ongoing hiring needs while reducing the cost of sourcing candidates and converting them to applicants.

When considering costs, your organization should look at their recruitment numbers, starting with turnover rates, retention, and talent pipelines in clinical, support, administrative, and technical roles.

Check out your turnover rates:
for health and wellness providers hiring hourly workers, turnover rates are high. Retail hourly hires have the highest turnover rates at 76%[9].

Build a quality talent pipeline:
While turnover may be inevitable, preparing for backfill and reducing time to fill is manageable. You can reduce costs associated with hiring when you cultivate a talent pipeline.

- iCIMS data indicates nursing and physician positions receive a fewer but more stable number of applicants. So, when hospital turnover occurs, it may take recruiters more time to backfill. With a talent pipeline in place, recruiters have candidates on the ready to contact and interview – dramatically reducing time and cost to fill.

- 3 of the top occupations with high job opening growth from January 2020 to January 2021 are health diagnosing and treating practitioners (+25%), nursing, psychiatric, and home health aides (+23%) and health technologists and technicians (+21%)[10].

9. Korn Ferry, 2019.
10. ICIMS Insights Data, 2021

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Build and engage pipelines of qualified talent

The demands of working on the front line of patient care affect both professional and support staff. The level of burnout is so high that many nurses are considering a move to non-patient care, leaving the profession, or retiring sooner.

Turnover is inevitable. Your talent pipelines protect your business from going without the talent you need, and it starts with a strong candidate relationship management (CRM) system.

Healthy talent pipelines ensure recruiters always have qualified candidates who are interested and ready to interview. This reduces your workload when roles open up on short notice, saving your time and money.

Here's an easy model to building and engaging healthy talent pipelines:

- Grow your talent pipeline by encouraging job seekers to opt into communications on your career site, LinkedIn page, and other digital properties. Add silver-medalist candidates and other quality talent to your pipelines as well.

- Organize your pipelines based on your hiring needs. Common categories include some combination of skills, experience level, and location.

- Keep your pipelines engaged. Send weekly digest emails to highlight job openings related to talent pools a candidate has subscribed to based on their interests. Job search advice, company news, and fun updates all work great.

Balancing time to fill and need-to-fill now

The Challenge:
To hire more than 1,500 specialists in pediatric care and clinical research by 2023, St. Jude Children's Research Hospital identifies, engages, and informs a very select group of candidates. The key for its talent acquisition team is to share its latest studies with a carefully selected group of leading researchers worldwide. They share proprietary clinical findings to inform other researchers' work and position St. Jude as the leader in addressing the most catastrophic pediatric diseases with their top passive candidates from Harvard to Tsinghua University.

The Solution:
To track, engage, and attract the medical industry's top clinical researchers, St. Jude uses iCIMS' CRM. The innovative use of the CRM allows St. Jude to source hard-to-fill positions to meet their mission to cure at least 60% of the six most common children's cancers worldwide by 2030.

The Results:
Since they started using iCIMS' CRM in 2016, St. Jude's content-driven strategy has reduced their time to fill by 75% and led to more than 1,000 completed applications from passive candidates.

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Virtual hiring cuts both time and cost to fill

The healthcare challenges are stark: hiring for 2.4 million new jobs, a nurse shortage as one million are expected to retire by 2030, and high staffing churn due to pandemic fatigue.

Now more than ever, talent teams need a streamlined recruiting experience.
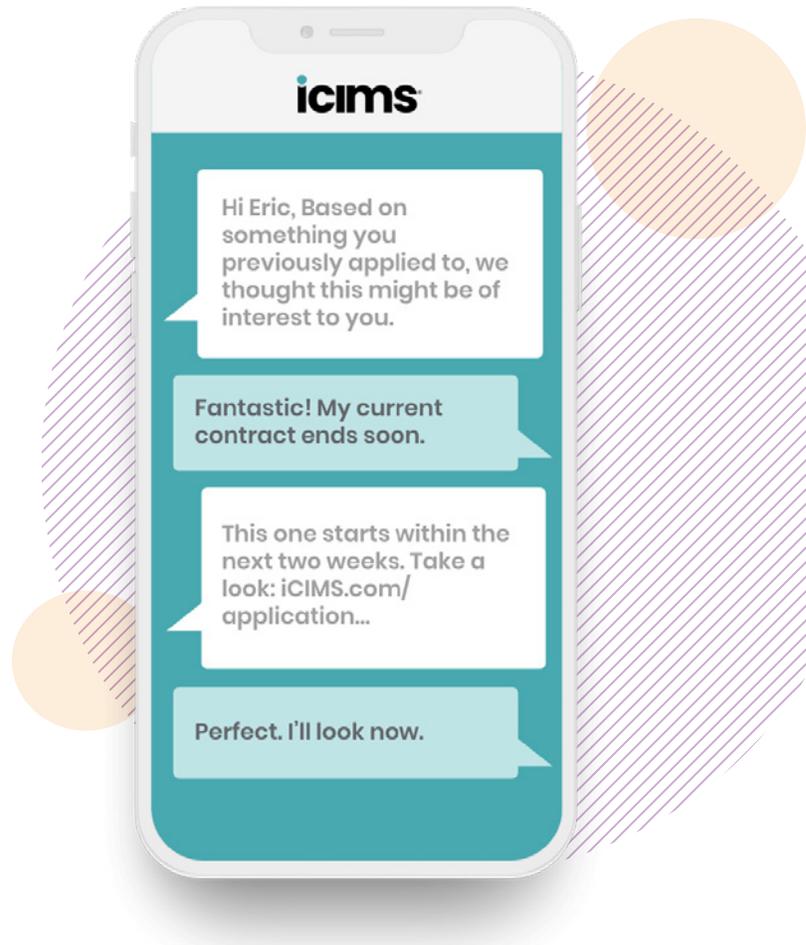
For 2021 and beyond, that means going virtual.

Connect faster with text messaging

Healthcare professionals spend a lot of time on their feet. They work long shifts at all hours, meaning they likely aren't behind a desk when you are. That can make playing email or phone tag tricky. Texting offers a strong alternative. It's quick. It's personal. It can be direct one-to-one or automated to one or many. Response rates are typically far higher than email.

Take Trilogy Health Services, for example. Texting has boosted their candidate response rate to 44%, and the average response time is one hour. Better still, Trilogy has successfully reengaged former employees. Their boomerang employee campaign gets a 50% response rate, leading to strong numbers of rehires.

Meet candidates where they are

Confidently connect hiring teams to talent with mobile-optimized event experience on any device, at any time. You can access virtual career fairs, a chat-based virtual event module to reach talent regardless of location, in a cost-effective way.

Add video to screen, engage, and interview faster

Keep candidates moving in the hiring process with pre-screening questions tracked right within the iCIMS' ATS. Pre-recorded interviews allow candidates more flexibility, help avoid no-shows, and boost recruiter productivity.

More ways to hire faster

Remove the stress from job offers

An in-demand healthcare worker juggles multiple job opportunities from multiple employers, each with its own timeline. That's stressful for candidates and employers alike.

As an employer, your goal is, of course, to lock down candidates as quickly as possible. This is where automating the job offer process comes in handy – it streamlines the process, cuts through red tape, and makes negotiations easier.

The result: You'll trim days off your process and beat the competition to the punch.

Onboard new healthcare employees efficiently

Earlier, we talked about how new hires who don't mesh with your organization can exacerbate already high turnover rates. The solution there is to emphasize your culture and mission. Check and check.

Now let's say you found your next all-star hires. They're great fits and eager to get started. Digital onboarding builds on their excitement by reinforcing the culture and mission that brought them to you in the first place. The result is engaged employees bought in and set up for success. This leads to longer tenures and happier, healthier employees.

That's great for candidates. But what about you? When onboarding is efficient, organizations save money by reducing time spent on administrative tasks. Just ask Novant Health, which sped up onboarding by 9% and saves $300,000 per year as a result
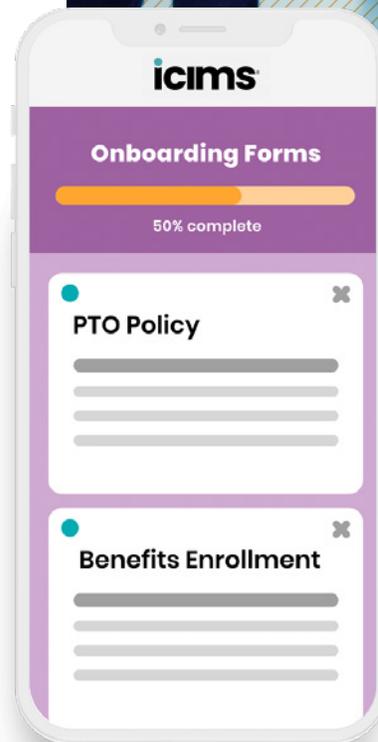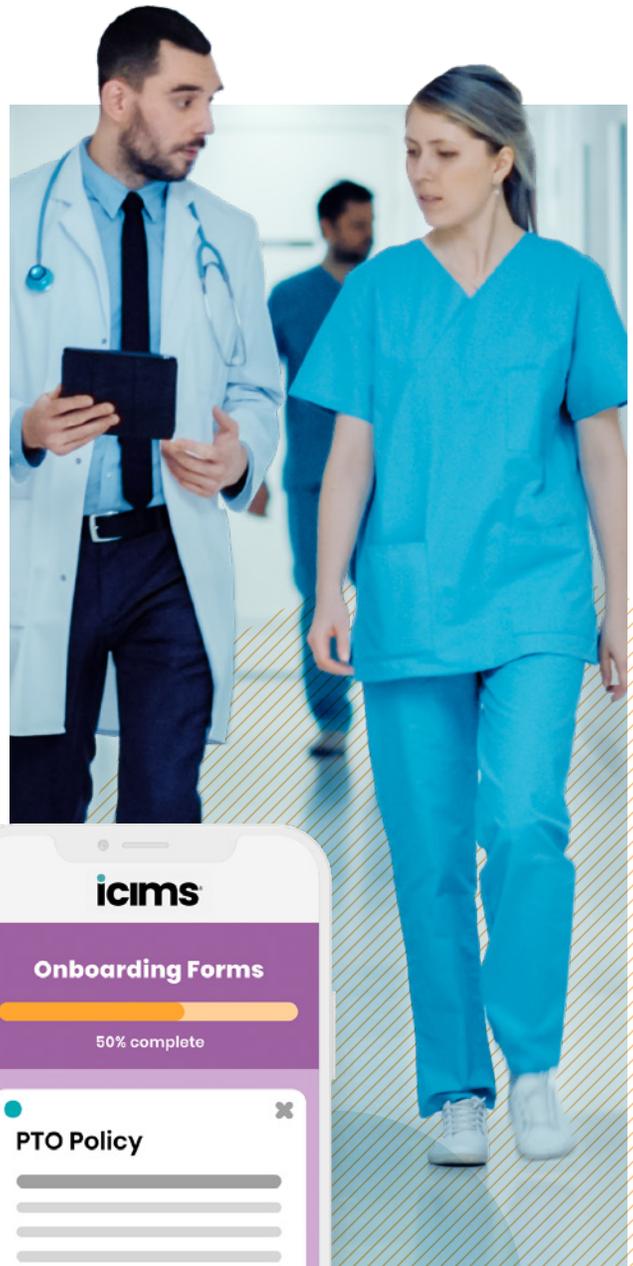
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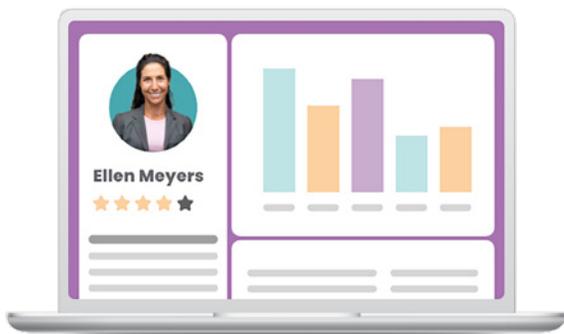
Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including a third of the Fortune 100, that employ more than 30 million people worldwide.

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