

WIN THE WORKFORCE



Strategies for Sourcing, Recruiting, & Retaining Staff.

A toolkit provided by Consonus Healthcare



CONSONUS
HEALTHCARE



WIN THE WORKFORCE

Strategies for Sourcing, Recruiting, & Retaining Staff

As we make our way out of a global pandemic, and arguably one of the most challenging years in the senior care profession, we are simultaneously battling a second war and starting to drown in the workforce crisis.

Sourcing, recruiting, and retaining staff have never been more critical. The process requires capitalizing and leveraging all strategies available and there's not just one tactic that works.



Sourcing



Recruiting



Retaining

Some strategies can be implemented **NOW** and others may require a long-term process but everything provided here is an opportunity for providers to evaluate and add to their workforce toolkit.

Are you doing everything you can to Win the Workforce?

SOURCING STRATEGIES:

WHERE DO YOU GO TO FIND TALENT?



You should be looking at **short-term strategies** as well as **long-term strategies**. Sourcing strategies need to be nimble and agile, always changing with current best practices. Create a diverse and measurable strategy and utilize data to evolve.

Short-Term: Things To Do **NOW**

- Job Advertisements Updates:** use job ads rather than just copying and pasting your formal job description. Your ad should tell the candidate WHY they want to work with YOU! Limit the technical jargon and highlight the benefits your roles offer.
 - Utilize the most relevant keywords that job seekers are using. These can be different by location and don't assume they should be the same across your entire organization.
 - Utilize industry best-practices for job titles. This can highly affect your job search relevancy. Use the tools your job boards have available to you to maximize your efforts and let the algorithms work for you!
- Career Fairs:** host and attend in-person and virtual hiring events.
- Employee Referrals:** mobilize and incentivize employees to refer.
- Job Boards:** post directly and sponsor ads on various job boards. Use your account manager as a resource to maximize your budget; choose a variety of job boards and post continuously.
- Pay-Per-Click Ad Campaigns:** launch PPC marketing campaigns. (Google, Bing, Facebook, and LinkedIn)
- Email Campaigns:** automated and targeted email communication. (MailChimp, Pardot, Constant Contact, ClickDimensions, Marketo)
- Text Campaigns:** automated and targeted text communication (SlickText)
- Social Media Campaigns:** utilize a variety of social media channels (Facebook, LinkedIn, Instagram). Sponsor jobs, post to employment groups, target potential workforce and reach out to them.
- Applicant Tracking System:** review your data so you know where your candidates are coming from. (Taleo)

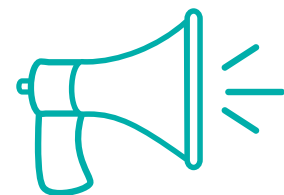
SOURCING STRATEGIES:

WHERE DO YOU GO TO FIND TALENT?



Long-Term: Things To Plan (6-12 months out)

- Online Reputation Management:** monitor what people are saying about you on media channels such as Facebook, Google, Glassdoor, Indeed, etc. and create systems and process to actively respond to reviews and increase positive reviews. (Review Trackers, Reputation.com)
- Market Analysis:** review and discover wage inflation rates and bonuses present in your marketplace. Evaluate what changes you might want to make to stay competitive.
- Employee Branding:** leverage distinct and authentic employee brand.
- Company Website:** leverage company website to extend an employee brand.
- CRM:** implement a robust customer relationship management system to track the life cycle and pipeline development of candidates. (Salesforce)
- NA Class:** launch a free training course designed for candidates who want to become a CNA.
- Internships:** create an internship program to expose possible candidates to the working environment of your organization and possibly match them with a permanent role.
- Clinical Partnerships:** expand and leverage clinical nursing rotations.
- Partnerships:** leverage partnerships with Universities, High Schools, Trade Schools, and community programs. (Worksource, DHS)



RECRUITING STRATEGIES:

WHAT DO YOU DO WITH THE TALENT ONCE YOU FIND THEM?

How do you convince them that they are a match for your organization? Why would they want to work for you? You need to move fast through the process as quickly as the candidate will allow. Eliminate waste and barriers in your application process and strip down anything you do not need.

Short-Term: Things To Do **NOW**

- Application process:** remove anything you do not need so you can expedite the process and remove barriers to focus on the minimum information needed to get the person in for an interview.
- Stop looking for the “unicorn”:** with a labor market crisis, you cannot hold out for the “unicorn”. Look for candidates that meet your ideal schedule rotation and hire more part-time.
- Feedback:** collect feedback from candidates to learn about the application experience and adjust to create positive interactions. (Qualtrics)

Long-Term: Things To Plan (6-12 months out)

- Applicant Tracking System:** launch a system to guide candidates through the hiring process. (Taleo)
- Right Recruiters:** ensure you have the right representation from the people who are speaking to the candidates in a timely manner and that they are passionate and positive.



RETENTION STRATEGIES:

HOW DO YOU KEEP THE TALENT YOU HIRE?

Take care of the people you have, celebrate their successes, and focus on ongoing learning, support and mentorship.

Retention starts with the “4 Rights”:

1. Hire the **RIGHT PERSON**
2. Put that person in the **RIGHT ROLE**
3. Provide the **RIGHT ONBOARDING**
4. Conduct the **RIGHT MENTORING & TRAINING**

Short-Term: Things To Do **NOW**

- Onboarding (first 90 days):** outline training and support to set up staff for success.
- Wage/Benefits Analysis:** routinely analyze the marketplace.

Long-Term: Things To Plan (6-12 months out)

- eLearning:** launch a solution to support required in-servicing, onboarding and utilize it for ongoing learning. (Healthcare Academy)
- Mentoring:** create clear career pathways and establish routine feedback.
- Employee Satisfaction:** implement an employee satisfaction survey to gain insights into how to keep your employees happy. (Qualtrics)
- Assess Leadership:** create a succession plan to build leadership “bench”.
- Intentional Culture:** create programs to honor and celebrate staff, help them connect with a deeper “why”, and create a social atmosphere to build friendships and sense of community.
- Routine Communication:** dedicate time for routine updates at facility-level (all staff meetings, department meetings) and corporate-level (newsletters, social media, etc.).



WHAT IS NEXT:

Creating a diverse and measurable strategy will help source, recruit, and retain staff. Leveraging a variety of these tactics will give you the upper hand in this workforce crisis. And don't forget to measure, track, and revise your strategies. Use this toolkit as a guiding strategy. Check off the items as you implement them, and continue to test and evolve your strategies.

**Now, get out there and
WIN THE WORKFORCE!**

