

# **HIRING + RETAINING ACROSS FOUR GENERATIONS**



*KFORCE AT AAHAM*

*February 9, 2018*

# INTRODUCTIONS

---



***CARLA ALLEN***

HEALTHCARE MARKET MANAGER

***JERRY SIPOCZ***

CLIENT DEVELOPMENT DIRECTOR

**ONBOARDING,  
ACCOUNTABILITY, VISION OF  
ORGANIZATION**



# HEALTHCARE LANDSCAPE

---



Maryland is **#16 in overall U.S. states health ranking** in 2017.

While there has been an increase in hiring needs, **1/3 of healthcare employers plan on increasing their recruiting budgets** in 2017.

Labor costs can represent as much as **50% or more** of the expense budget.

80 percent—are seeking professionals within the **two to five year experience range**, which includes both physicians and nurses.

Hospitals added nearly **50,000 jobs in the last half of 2016**.

# HEALTHCARE ADMINISTRATION GROWTH



**352,000 +** people serve in healthcare administration in Maryland



Employment of medical and health services managers is **projected to grow 20% from 2016 to 2026**



**Year over year job postings have increased for jobs including:** Credentialing Specialist, Enrollment Rep, Facility Biller, Facility Collector, Payment Poster/Cash Applications, Reimbursement Specialist, Revenue Integrity Analyst, and Scheduler.

## **What does this mean for you?**

As employment in these fields grows, there will be increased importance for you to keep your great workers and not lose them to other new opportunities.

**What is your Company doing to ensure/increase retention?**

# HIRING COSTS



## How is turnover impacting your department?

The average total turnover rate reported for healthcare employers in 2016 is **19.2%**



That's up from **18.5%** reported in 2015.

The average voluntary turnover rate also increased, at **15.3%** in 2016.



That rate is up from **14.4%** the previous year.

# THE FIVE COSTS OF A BAD HIRE

---



## 1. *Impact on the rest of the team*

When one employee is underperforming or carries around a consistent bad attitude. They have to pick up the slack, cover up mistakes, and put up with all kinds of obnoxious work habits from their slacker coworker.

## 2. *Impact on customers*

Bad hires are always looking for short cuts, or making customers upset due to their lack of customer service. The cost of gaining a new customer is way more expensive than keeping existing customers, and one negative interaction with a bad hire may cause that customer to walk away.

## 3. *Time spent on performance management*

A bad hire will suck up the time and focus of a manager. Instead of coaching and developing other employees, they get sucked into an endless cycle of having to listen to complaints from others, give corrective feedback, micromanaging, handing out discipline, and eventually having to be dragged through a painful disciplinary process.

## 4. *The manager's reputation.*

If a manager establishes a pattern of bad hires, then they get a reputation as an incompetent manager. No manager can make up for a team of bad hires, so it won't be long before the manager is the one being coached out of their job.

## 5. *The cost of turnover*

Recruiting costs, relocation costs and training costs all add up to big numbers. Unfortunately, it's these "sunk costs" that often causes managers to subscribe to the "warm body" theory.

# HIRING STRATEGIES

---



## Consider...

*Candidate flexibility*

*Interview preparation*

*Data-driven approach*

*Exceptional experience*

*A flexible staffing model*

*Partnering with local universities*



**Engagement – one of the best hiring strategies is to keep the seats from being empty in the first place.**

# **EMPLOYEE ENGAGEMENT**

---



# RETENTION STRATEGIES

---



## *Mentoring*

Are you facilitating cross-generational interaction?

---

## *Workstyle*

Offering options for telecommuting?

---

## *Learning style*

Explored traditional vs. interactive?

---

## *Engagement*

What kind of career advancement is available?

---

## *Recognition*

Is positive reinforcement regularly awarded?

---

## *Testing*

Conducted skill/personality tests?

---

## *Voice*

Is there an opportunity to present ideas?

---

## *Communication*

Are communications transparent?

# RETAINING

---



## *10 Tips for Retaining Top Talent*

1. Encourage flexibility.
2. Level up your employee engagement strategy.
3. Create an enticing program for recent college grads.
4. Ensure your onboarding processes are as streamlined as possible.
5. Provide frequent constructive criticism and praise.
6. Invest in the consumer-grade tools and technology for all of your employees.
7. Eliminate unnecessary barriers in the workplace.
8. Offer opportunities for professional development and continuing education.
9. Create bi-directional channels to engage with employee feedback.
10. Continue to nurture your employer advocates.

# CULTURE + FUN



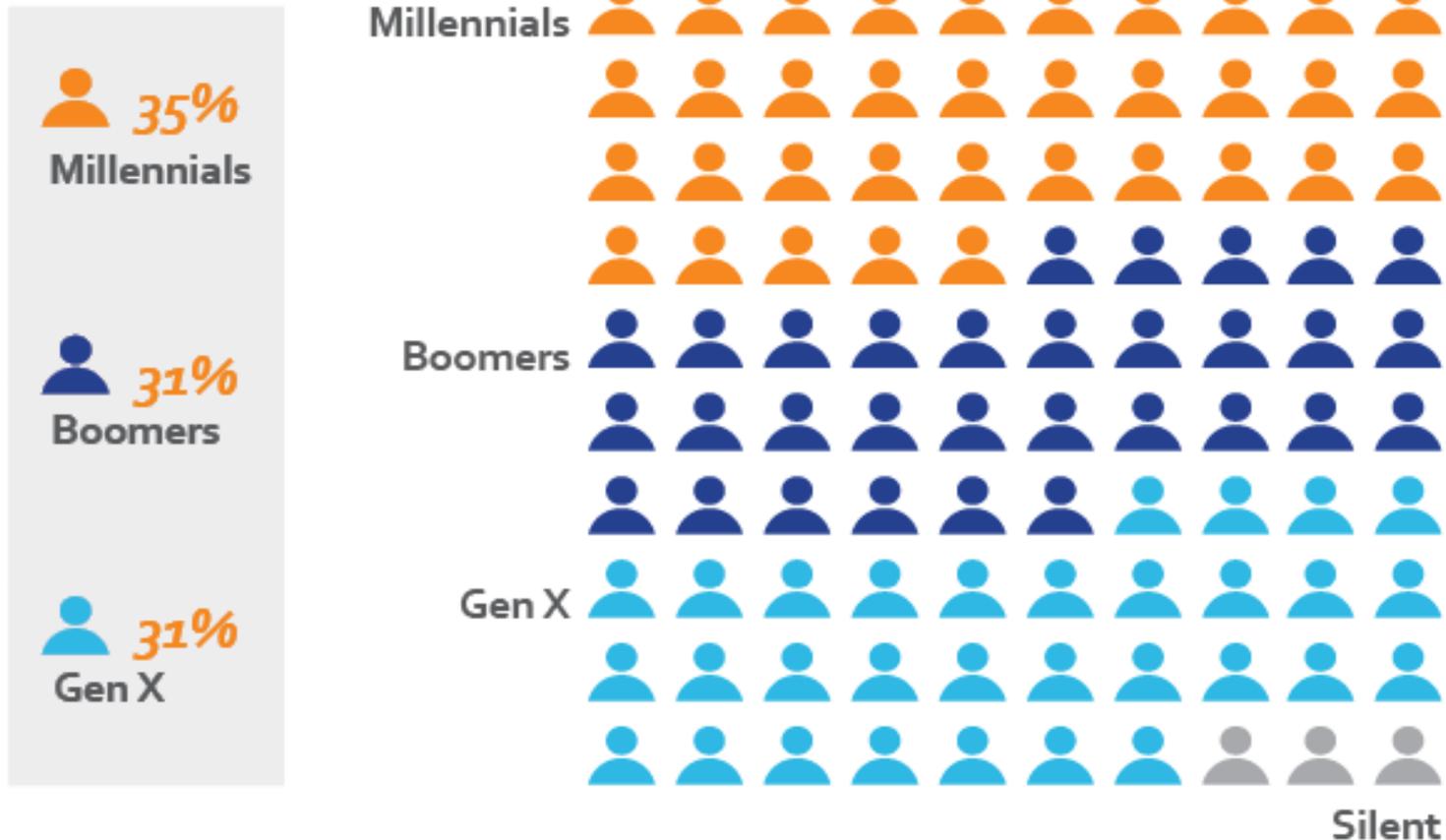
**NAVIGATING  
COMMUNICATION WITH  
CHANGE AMONG 4  
GENERATIONS**



# FOUR GENERATIONS IN THE WORKPLACE



*Millennials have surpassed Baby Boomers as the nation's largest living generation and will comprise 50% of the workforce worldwide by 2020*



# THE GENERATION GAP



Traditionalists (1928-1944)	Boomers (1945-1964)	Gen X (1965-1979)	Millennials (1980-1994)	Gen Z (1995 and later)
<p><b>Events:</b> World War II, Great Depression, Vaccines</p> <p><b>Music:</b> Benny Goodman; Count Basie</p> <p><b>Movies:</b> Wizard of Oz; Gone with the Wind</p> 	<p><b>Events:</b> Moon Landing, Vietnam, Civil/Women's Rights</p> <p><b>Music:</b> Rolling Stones, Beatles, Marvin Gaye</p> <p><b>Movies:</b> The Graduate, Easy Rider</p> 	<p><b>Events:</b> MTV, Berlin Wall, Gulf War, Internet, MTV, Mobile Phones</p> <p><b>Music:</b> Pearl Jam, Michael Jackson, Nirvana, Madonna</p> <p><b>Movies:</b> Breakfast Club, Pulp Fiction, Reality Bites</p> 	<p><b>Events:</b> Twitter, Facebook, MySpace, iPhone, 9/11 Attacks</p> <p><b>Music:</b> Beyonce, Britney Spears, N'Sync, Jay-Z</p> <p><b>Movies:</b> Clueless, Toy Story, The Notebook, Titanic, The Matrix</p> 	<p><b>Events:</b> The Great Recession, Cyber crime, Technological innovation</p> <p><b>Music:</b> Taylor Swift, Imagine Dragons, Bruno Mars</p> <p><b>Movies:</b> Harry Potter Series, Twilight Series, Night at the Museum</p> 
<p><b>Philosophy:</b> Value authority and a top-down management approach, hard working "make do or do without."</p> 	<p><b>Philosophy:</b> Expect some degree of deference to their opinions; workaholics.</p> 	<p><b>Philosophy:</b> Comfortable with authority, will work as hard as needed, Importance of work/life balance.</p> 	<p><b>Philosophy:</b> Respect must be earned. Technologically savvy, goal and achievement oriented.</p> 	<p><b>Philosophy:</b> Prefer personal contact, even though they are fully immersed in the Internet &amp; social media. Rapid change is normative.</p> 

# DISCUSSION + Q&A

---



# ADDITIONAL SCREENING QUESTIONS

---



- Let's look at your actual experience and chart it out. Have you billed and/or followed up on primary, specialty, and/or surgical practices? Please elaborate.
- Define/discuss the concept of Provider Based Billing; what does it mean to you? Did candidate understand PBB?
- Are you well-versed in collecting from all payers (Medicare, Medicaid, Anthem, Commercial, etc.)?
- In which practices do you have experience billing and/or follow up/denial resolution?
- How do you keep current with insurance and healthcare coverage changes? What do you read?
- Describe what you think a typical day would be like in this role.
- What is your strategy and process for appealing a denied claim?
- Tell me about a time when you did more than what was required of you at your job (in school, if applicable).
- What are your strengths? What would you bring to our team?
- What's a talent that you want to use more of while at work?
- Where would you like to see yourself improve?
- Why should we hire you instead of the next applicant?
- What are your salary expectations?
- Instead of this being an interview, let's say we are celebrating your one year work anniversary and what a great year it's been for you in this role, what will we be discussing? What are some of your achievements?
- Let me tell you a little bit about our culture and environment. Please tell me if you anticipate any reason why you would not be able to successfully be an engaged member of the team should we decide to move forward:
  - This is a cohesive work unit that supports one another
  - Dress code is business casual
  - Odor-free environment
  - Tobacco-free environment
  - Pre-employment drug screening is part of the hiring process
- My questions are over; it's your turn now. What questions do you have for me? What else can I tell you about our team?