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How to Hire During a Nationwide Shortage

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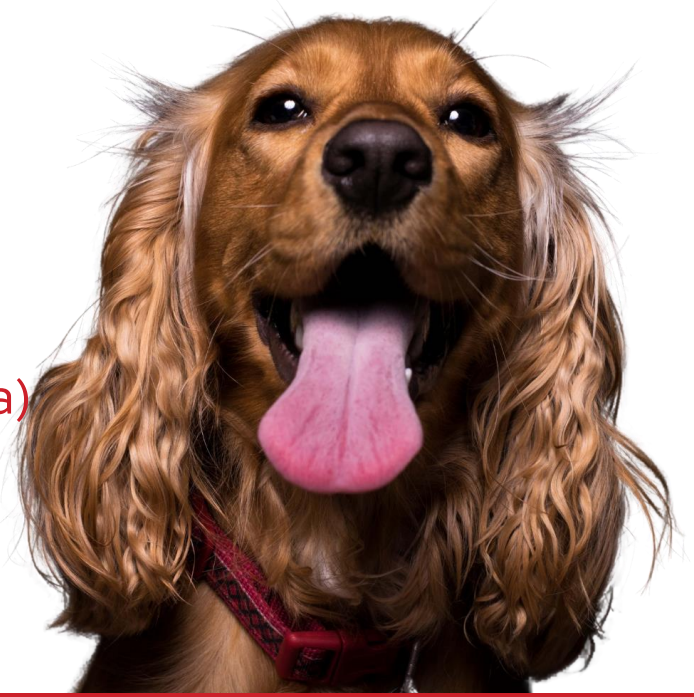
Vice President of People & Culture



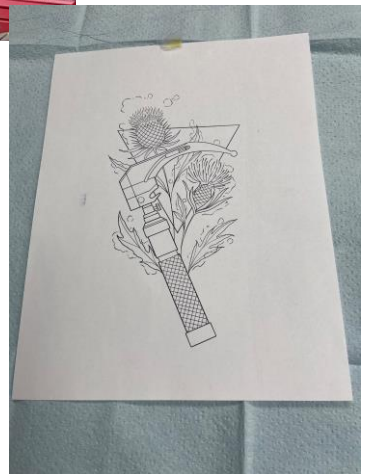
About me











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Why anesthesia & I-O?

Summary of content

- Part I - Recruitment



- Part II- Retention



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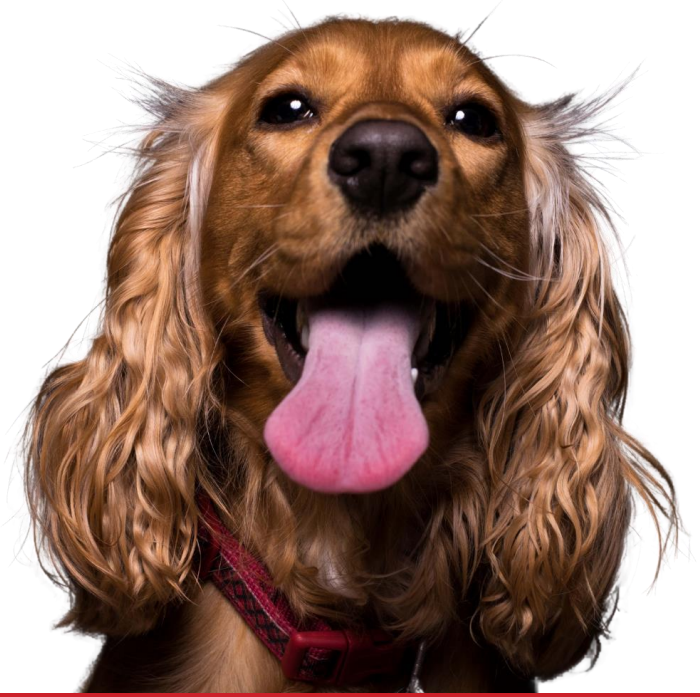
But first!

Statistics on hiring



How did we get here?

- Increased demand
- High burnout
- Education and training barriers
- Work life balance challenged
- Staffing ripple effect
- Competition
- Turnover



Speaking of Turnover

- Inside vet med- 70+%
- Outside of vet med, BLS notes turnover at 15-20%



Turnover Calculation

1) #of employees at the beginning of a time period + # of employees at the end/2

2) # of employees who left/average # of employees

3) Number from step 2 * 100= turnover %

Turnover percentage in a DC area practice

13 employees in January + 6 employees in December/2= 9.5 (average)

7 employees left/9.5 (the average)= 0.74

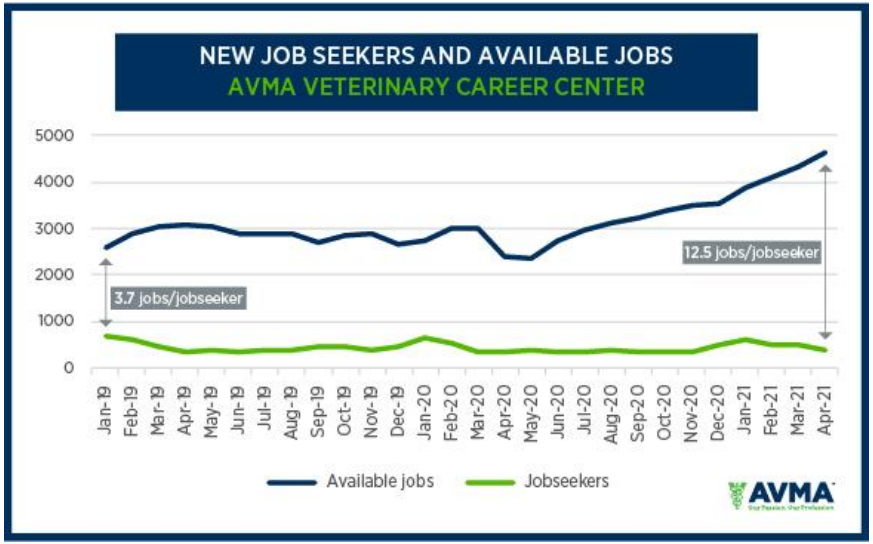
0.74 x 100= 74% turnover

Imagine trying to recruit with this number!



Data from the AVMA

- Consistently more jobs than active jobseekers in all categories
- Veterinarians: 18.5 jobs/jobseeker
- Technicians and assistants: 5.9 jobs/jobseeker
- Other: 12.0 jobs/jobseeker



The Cost of Hiring

- Per SHRM average cost for each new hire is ~$5,000
- 1-1.2 times the annual salary for each role (easily $50-60K)
- 30-40% are hard costs
- Remining 60% are soft costs

- Soft costs= intangible day-to-day impact such as lost productivity, training costs, and even the impact on morale
- Hard costs= the fees for job postings, time dedicated for interviews, and any software needed to track and manage candidates

Turnover is Contagious

- A large-scale study - when one team member resigns, other team members are **10% more likely** to resign within ~135 days
- "Contagious" because coworkers imitate the withdraw behaviors they perceive in others
- Turnover begets turnover

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Turnover contagion:

How coworkers' job embeddedness and coworkers' job search behaviors influence quitting



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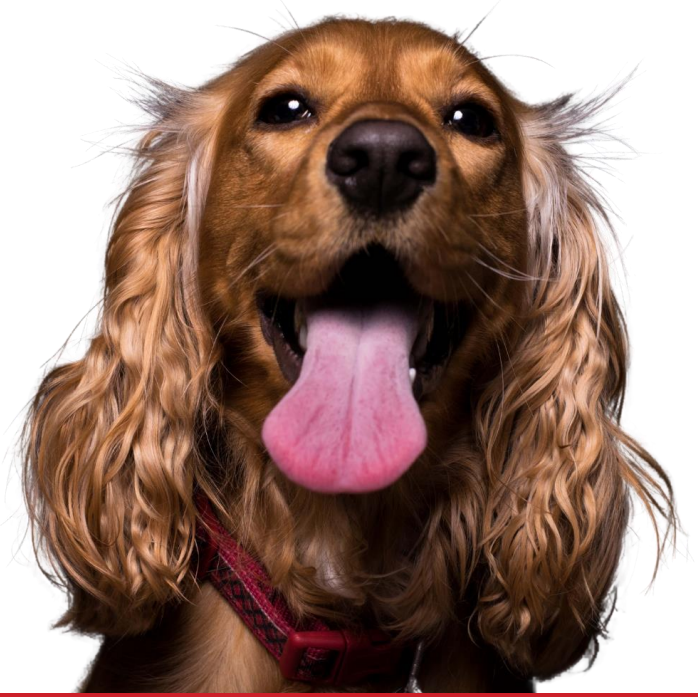
Part I

Recruitment- where do you start?



What makes your practice different?



- We offer:
  - Bring your pet to work
  - Title protection for technicians
  - VTS packages
  - Clear growth paths
  - Peer-reviewed training plans
  - Objective and transparent wage review
  - LVT founded and run by women

Step 1- Job Analysis

- Perform prior to posting a job
- Perform by multiple roles
  - Peer, manager, DVM
- How we learned we needed a triage coordinator and not an ER LVT

- What is it?
- How do you do it?
  - Confirm/communicate objectives
  - Obtain data
  - Survey, observations, or interviews with team members
  - Analyze the gaps

Job Analysis- questions

- What KSAs are needed for this role
- What does success look like for this role
- What qualifications and equipment are needed
- What are the daily tasks
- What physical conditions are needed
- Who does this person report to

- What is the overall purpose of this job
- What would not be accomplished if this job did not exist
- What are the main duties and responsibilities of this position
- What problem(s) are we trying to solve
- What data/information do we already have?

Case report- how to learned we needed a triage coordinator & not an ER tech

- What problem(s) are we trying to solve
  - The communication around triages
  - Delay in updating CSCs, owners, and DVMs, PcDVMs
  - Tracking and management of triages

- What data do we have
  - Negative reviews about our communication around triage
  - Our patient care was great
  - Our DVM and tech communication after patients were admitted was great

- What KSAs are needed for this role
  - Thorough knowledge of ER workflows
  - Excellent communication skills
  - Empathy and patience

Case report- How we learned we needed a triage coordinator

- What qualifications are needed
  - ER experience
  - Does not need to be an RVT

- What are the daily tasks
  - Confirm incoming board in Instinct
  - Confirm current wait times in ER
  - Communicate with each owner, their DVM, and CSCs

Job ad for the Triage Coordinator

What does your day look like at Partner?

The Triage Coordinator will perform initial assessments for incoming patients by obtaining vital signs, a brief history, and level of urgency. This position will communicate with both the client and medical team to facilitate the intake process. The Triage Coordinator will act as a liason by maintaining client communication with patient updates. Due to the nature of a busy emergency department, the Triage Coordinator will need to balance multiple cases at a time, regularly assessing patient and hospital status. Ongoing and fluid communication is critical to success in this role.

Why this was an easy to recruit for

- Bespoke to our exact needs
- Provided a more specialized role for a veterinary assistant with a different growth path
  - PCC
- Eliminated the common pit-fall of "everyone does everything"
- Emotional labor- minimal physical labor

Step 2- Creating a job ad

Do

- Define/elaborate on broad terms such as “strong communication skills” or “solid communication”
- Instill actionable and empowering language
- Input from possible coworkers

Do not

- Use weasel words
- Have someone who does not know the job write the ad
- For example!

Speaking of job ads- what do we think of these?

- Excellent client-side manner and communication skills are essential, along with exemplary professionalism and proficiency in animal restraint, blood draws, catheters, dentistry, radiographic positioning, surgical preparation and monitoring. Technicians are expected to show initiative, and efficiently and accurately complete doctor orders in a fast-paced environment

- A veterinary technician is responsible for assisting the doctors, laboratory procedures, radiology, medical procedures, pharmacy, operation and maintenance of instruments and equipment, inventory, daily treatment of hospitalized patients, placing IV catheters, blood collection, lab procedures, anesthetic monitoring, assisting in the operating room etc.

What I see in those job ads

- 1st one
  - Maybe written by a doctor or manager- not people who do that job
  - WHO is the ideal person for that job?!

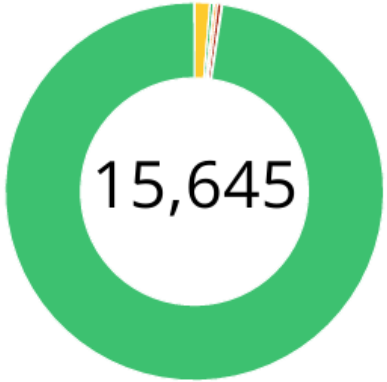
- 2nd one
  - Easily 3 jobs
  - Why do I feel like I'm in trouble just reading each of those ads

Step 3- Post job ads

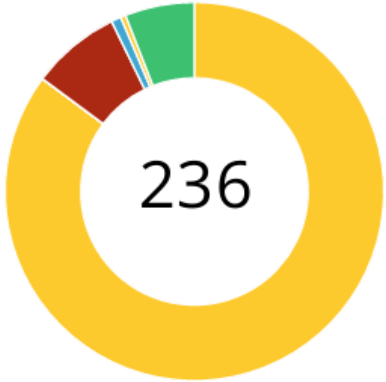
- The Hound
- Indeed
- AVMA
- AAHA
- Zip recruiter
- LinkedIn
- Paying for sponsored ads

- HRIS systems
  - Paylocity
  - Paychex

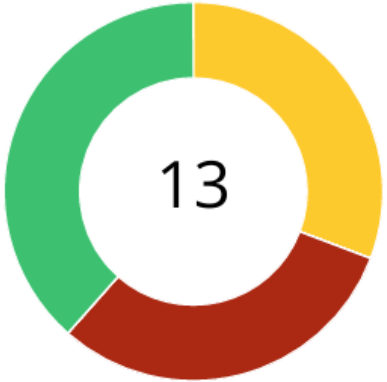
Candidate Source Detail



Visits



Applications



Hires

Source*	Visits	Applications	Hired
google.com	6	0	0
indeed.com - Indeed Apply	201	201	4
Internal	51	0	0
jobtarget.com	2	0	0

Step 4- Connecting with talent

- Email hygiene
  - What language to use/avoid
  - "Hey!"
  - Subject lines
- Know your audience- text vs. email
- Follow up and follow through

- Make the experience special
  - Lunch or coffee
  - Swag
  - Do you have a closer?
- Remember that they are interviewing you too!

Step 4- Interview questions

- Structured interviews
  - Why?
  - What predicts behavior
- Automatic emails that help the candidate prepare

We Can Help…prepare you for the Partner interview!

At Partner, we aim to be transparent and informative so each candidate can be prepared and comfortable during the interview process. Prior to your interview, reflect on what your career goals with Partner will be. In addition, consider your responses to the following questions that may be asked during the meeting:



What does work/life balance mean to you?

What are your career aspirations? What would you like to accomplish at Partner?

Why are you interested in Partner?

What culture and environment do you thrive in? If you worked in that ideal culture, give examples of what made it great .

Step 5- Offer letters

- Verbal offers
  - Allows for questions to be addressed
  - Conveys excitement and connection
- Written offers
  - Send for every role

We are excited to offer you a full-time position as a Licensed Veterinary Technician at Partner Veterinary Emergency and Specialty Center, Richmond! We recognize the incredible accomplishment of obtaining a VTS, and we are dedicated to empowering you to leverage these advanced skills across both hospitals. The LVT is based in the PVESC Neurology department. To echo our mission of transforming the veterinary landscape, all Partner Veterinary team members may support other individuals and departments, as needed, under the direction of your Hospital Steward or Team Advocate.

What can you use to negotiate

- Wage ranges that are tied to training
- Stipends!
- CE budgets
- CE PTO
- VTS support
- Shift differentials
- Tuition reimbursement
  - People need to set and achieve goals

Step 6- Onboarding

- Same for each role
  - Why this is important
- Welcome emails
- Agendas for the first few weeks
  - Why this is important
- Contact person
- Safety training

You will clock in using the Deputy app. Note that the system does not allow for team members to clock in any earlier than 10 minutes prior to your shift. You can punch in and out anywhere within the parking lot and hospital area.

If you do not have your Partner branded scrubs, please arrive in clean and comfortable scrub top and scrub pants.

The address of your new hospital is_____ and please park _____. Enter the building through the front door and you will be greeted by_____, Client Service Coordinator.

He/She/They will page_____ and they will be your point of contact for the day.

Breaks and lunch are planned/organized through your department. Your breakfast/lunch/diner/snacks can be kept in the _____.

Your new teammates are:

Most importantly, your new hospital has _____ bathrooms. They are located_____.

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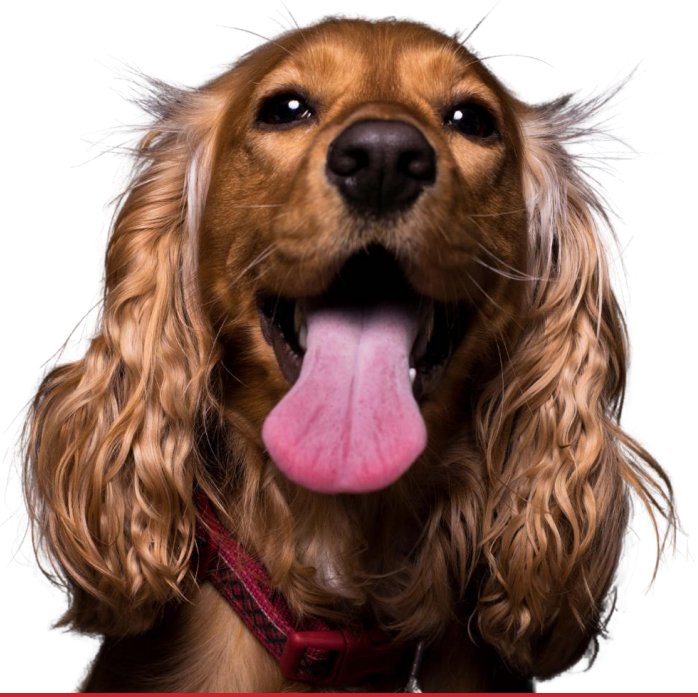
Questions so far?



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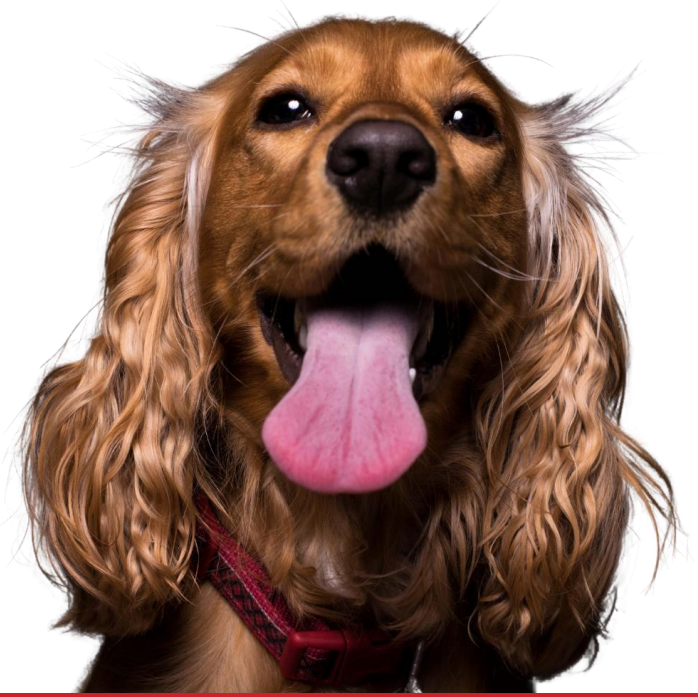
Part II

Retention



Why nurses leave their jobs

- Meta-analysis of literature on why nurses quit:
  - Organizational leadership
  - Development of comprehensive career-development programs
  - Culture

Let's review each of these!

Leadership Literacy

Transformational

- Influence
- Inspirational motivation
- Intellectual stimulation
- Individualized considerations
- Focused on a shared vision

Servant

- Serving" instead of "commanding"
- Potential for exploitation
- Time consuming
- Empathy?
- Burnout!

Who identifies with and/or practices servant leadership?

Leadership Literacy

Transformational

- Data indicates it reduces employee turnover after controlling for other turnover antecedents (i.e. job satisfaction and perceived external employability)

Servant

- Data demonstrates it is connected to turnover


Original research

Association between servant leadership and nurses' turnover intention: evidence from Jordan

Main Naser Alolayyan ,[1] Farid T Nusairat,[2] Serien A Abualhuda,[2] Suad Azar [2]

How does transformational leadership help with recruiting?

Inspire: Staff meeting that validates concerns and emphasizes a dedication to hiring the RIGHT people

Empower: Team collaborate on caseload improvements, workflow changes & culture initiatives

Support: Growth opportunities, mentorship, leadership development & regular stay interviews**

Celebrate: Acknowledge progress toward retention goals and positive culture shifts

Transparency: Open communication about staffing data, improvement plans, and leverage of team to help with interviews

Career Development

- Data has demonstrated :
  - Goal setting and achievement leads to more self-driven teams that do good work
  - And it increases their commitment to the organization
  - Big vs. small goals

- Meta-analysis
  - Goals improve motivation and performance
  - Goal Setting → Achievement → Satisfaction

What else does career development look like?

Leadership training

Communication training

Culture

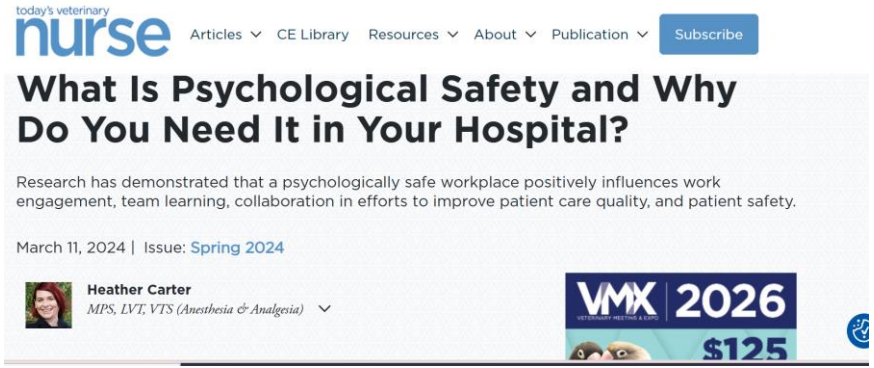
- Shared beliefs and values
- Influence on behavior
- Social and psychological environment*
- Impact on performance
- Dynamic

- What is leadership's role?
- And what if your culture is negative?**

The Role of Psychological Safety

- The ability to comfortably ask questions, offer suggestions, and be vulnerable within a group without fear of humiliation or retribution
- Trust, mutual respect, and care and concern for their teammates
- Remember the turnover percentage from earlier? That was associated with a lack of psychological safety





How does negativity affect individuals?

- Reduced motivation and engagement
- Increased stress and burnout
- Turnover
- Lowered self-esteem
- Health issues



Research has demonstrated that negativity:

“

Spreads from person to person in the same way happiness spreads

- Mood contagions

Can lead to job dissatisfaction and lack of motivation

Creates/causes emotional exhaustion and turnover



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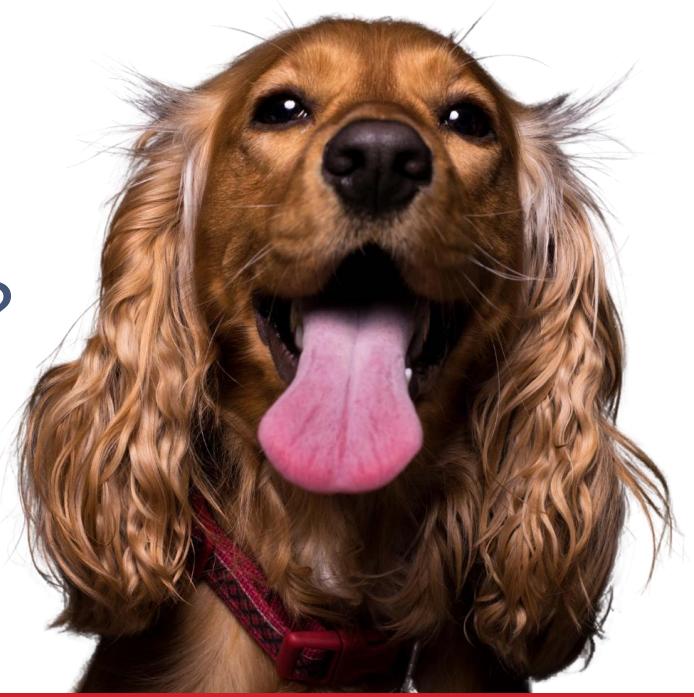
What also helps retention?



Stay Interviews – 10/10 recommend

- A solution-based conversation that occurs when the employee is currently working in a practice
- Demonstrated to be an effective approach to the retention and engagement of employees
- NOT performance based

- Immediate benefit = the ability to be a position provide actual solutions
- Decreased recruitment costs
- A Gallup Survey observed that 52% of employees who gave notice explained that if their manager had spoken with them, they could have been persuaded to stay in their roles

Stay Interview Questions
• How long have you worked here? • What are the factors that keep you in your current role? • Have you considered quitting? If so, what were the reasons? What changed? • What areas of your job do you enjoy the most? What areas do you avoid? • Do you have any ideas for areas where we can improve?

How to make stay interviews successful

- Follow up and follow through
- Perform 2-3 times a year at first
- Structure to prevent it from being an hour-long venting session

- Very much tied to transformational leadership

Engagement Surveys! 10/10 Recommend

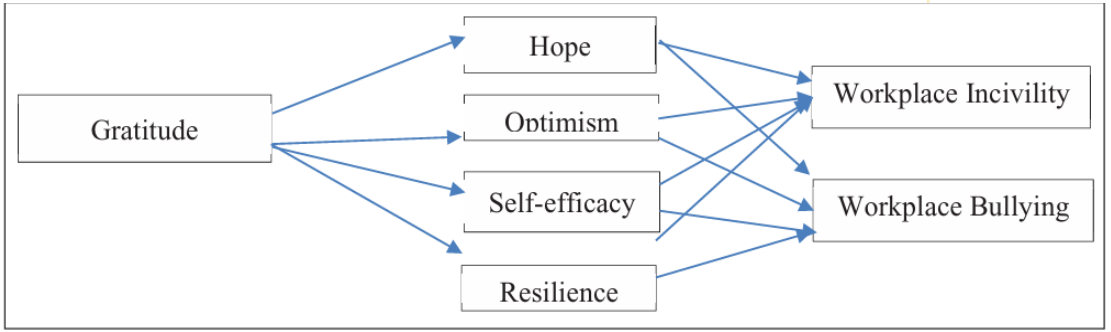
A	B	C	D	E	F	G	H	I	J	K	L
	I am clear what my duties and responsibilities are										
	I get the information I need to do my job well										
	I am given the time and resources to support my learning and growth										
	I am confident my ideas and suggestions are listened to										
	I am confident my ideas and suggestions are acted upon										
	I feel involved in decisions relating to my job										
	I am treated with dignity and respect as an individual										
	I am treated fairly and consistently										
	I get enough helpful feedback on how well I do my work										
	I feel appreciated for the work I do										
	My work gives me a sense of achievement										
	I feel my direct manager cares about my health and wellbeing										
	My manager is sufficiently approachable										
	I am confident performance is managed well within my team										
	My team works well together										
	I would recommend my team as a good one to be a part of										
	I understand how my role contributes to the goals of my hospital										

Team recognition

- Shout outs
- How doctors can help



The Role of Gratitude



- 2022 study on the role of gratitude to combat negativity in hospitals
- It was observed that gratitude is positively and statistically significantly correlated with all four dimensions

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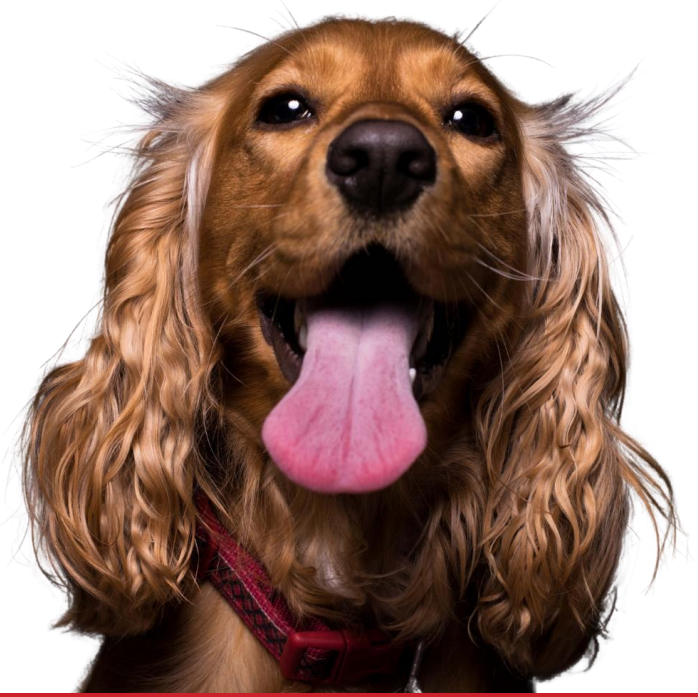
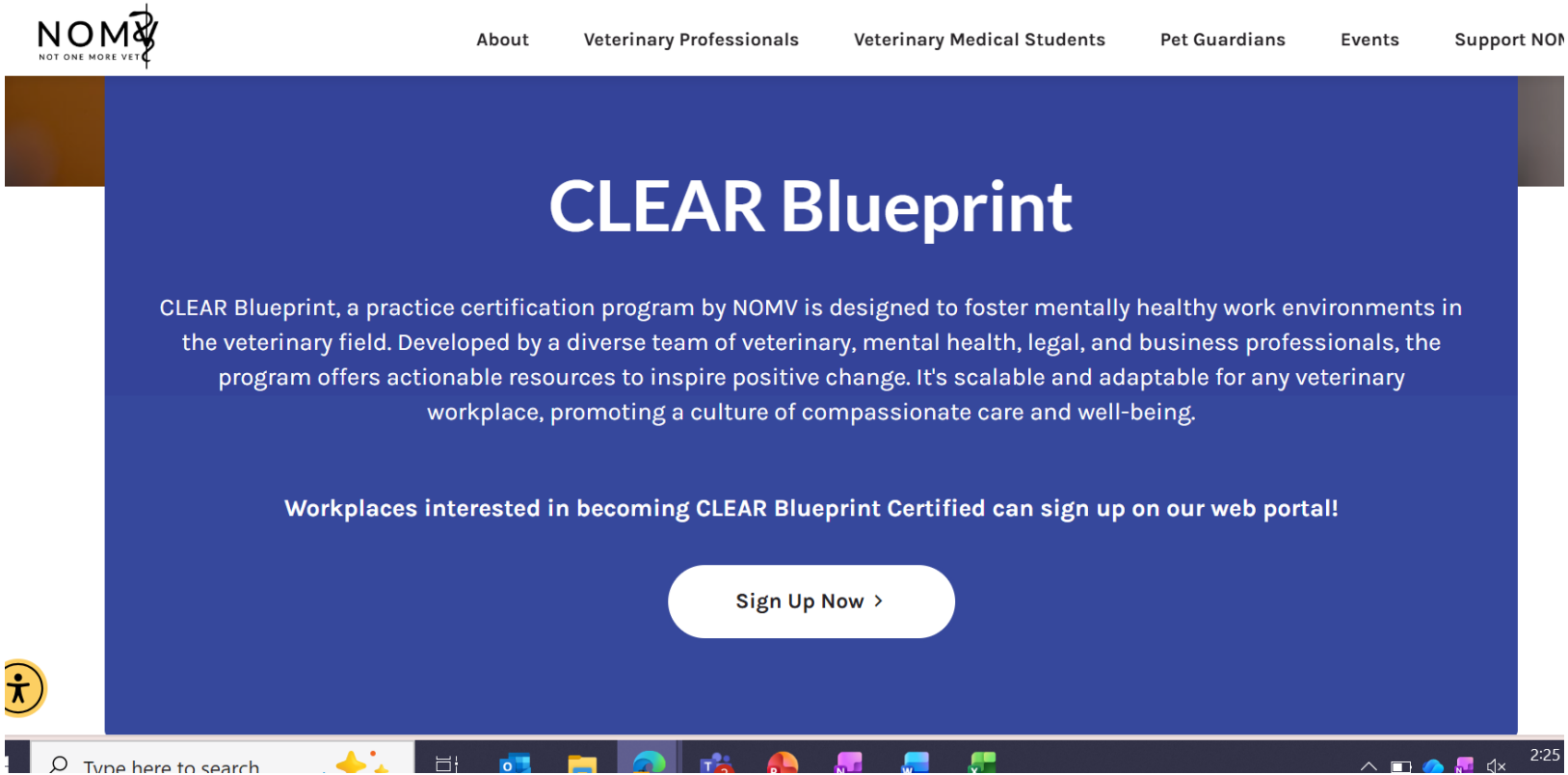
One more idea!



Certified safe workplace



Key Takeaways and TL;DR

- Stay interviews are key to retention
- Job analyses prior to posting a new job
  - WITH the input of peers!
- Write a job ad people will want to apply for
- Structured interviews
- Goal setting and achievement keeps people in their roles
- Make the interview process special
- Your culture can determine if people stay or leave

Thank you! Want more information? OR MY BOOK!!

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Managing Healthy Veterinary Teams: An Evidence-Based Guide

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