RIZING
HCM

THE RACE FOR TALENT IN HEALTHCARE

Everything Healthcare Organizations Need to Know to Recruit & Onboard Candidates Faster

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This e-book contains everything you need to know to simplify and streamline your hiring processes, build and nurture a talent pipeline, and onboard new employees the right way.

The Talent Crisis

Healthcare is not only one of the most critical components of a healthy society, it is now the largest employer in the United States and the backbone of the American economy.

By 2024, the healthcare industry is expected to add 3.8 million new jobs to the economy, making up 40 percent of all expected job growth.[1]

However, as the demand for healthcare increases, driven by an aging population, healthcare service providers are faced with a grim truth...

The healthcare industry is also aging.

As more and more healthcare jobs become available, employers are struggling to find qualified labor to fill the shortage of nurses, physicians and other healthcare staff.

Needless to say, the industry is **experiencing a talent crisis**, one that is **costing healthcare organizations $5-8M a year on average.[2]**

As SAP® SuccessFactors® specialists, Rizing HCM has been partnering with human resources teams within healthcare to help adjust their talent acquisition strategies, adopt new technologies, adapt to changing candidate expectations and win the race for talent.

If you're looking to recruit and onboard the best candidates faster, we've got you covered. Let's get started.

- More than 10,000 Americans turn 65 every day.[3]

- 1 in 3 practicing physicians in the US is over the age of 55 and ready for retirement.[4]

- 700,000 nurses are projected to retire or leave the labor force by 2024.[5]

- 46% of HR professionals reported it was very difficult to fill full-time roles for high-skilled medical positions such as nurses, doctors and specialists.[6]

- An additional 35% reported that hiring for those roles was somewhat difficult.[7]

Quiz

A Quick Pulse Check

Every treatment starts with a diagnosis.

Take this simple quiz to check the health of your talent acquisition strategy and diagnose any roadblocks that may be hindering your recruitment.

If you checked all of the boxes, congrats! That means you're doing everything right to recruit top talent and this e-book will be your benchmark to evaluate processes and keep optimizing.

If you didn't do so well, don't worry. By the time you're done with this e-book, you'll have everything you need to improve your talent acquisition.

Review the following questions and check which apply to your talent aquisition strategy.

- ☐ Is your recruiting based on current best practices?

- ☐ Do you have buy-in from your team?

- ☐ Do you have a clear understanding of how to improve your processes?

- ☐ Is your technology up to date and fully cloud capable?

- ☐ Are you always looking for ways to innovate your recruiting approach?

- ☐ Is your recruitment management system (RMS) making your job easier?

TALENT IN HEALTHCARE

RECRUITING THE BEST TALENT

Advances in technology are forcing organizations to improve their branding, make social, mobile and digital part of their recruitment strategy and provide candidates with a better experience...while also balancing increasing operating costs.

But, faced with a shortage of skilled professionals and a growing need for talent, healthcare organizations have no other choice but to evolve their recruitment practices or risk losing the best people to the competition.

In this section, you'll find everything you need to win the talent race. From a step-by-step recruiting guide to the ultimate recruiting checklist, we are providing the tools and information to transform your recruitment processes and hire the best people.

Before we jump in, let's take a step back and look at the factors that affect your talent acquisition efforts.

5 Factors That Affect Your Talent Acquisition Efforts

1. Growing Demand & Dwindling Supply

With over two-thirds of healthcare organizations already facing a staffing shortage, the healthcare sector is facing a supply and demand problem that is only set to worsen in the coming years.

> According to Labor Department projections, the US will need to fill 1.2 million vacancies for registered nurses by 2022. And by 2032, demand for physicians will far exceed supply by 121,900 physicians.[8]

The growing demand has put candidates in the driver's seat with the option of picking an employer that responds to their needs in a location of their choosing.

While talent acquisition and human resources teams can't change the growing supply/demand imbalance, they need to be aware of how this affects their acquisition strategy and take active steps to attract Gen Xers and Millennials before the competition does.

2. Turnover & Burnout

The staffing shortage is also having an adverse effect on current healthcare professionals who have to work longer hours, leading to burnout and turnover.

> In the past six years, nurse turnover rates have risen from 11.2% to 17.2% with the rates for physicians and other healthcare staff not far behind.[9]

The current talent shortage is feeding burnout which leads to turnover. That turnover leads to staffing shortages which in turn feed burnout, and the cycle continues.

A dangerous loop with dire consequences.

An organization with a reputation for high turnover and burnout creates additional challenges for recruitment teams when it comes to hiring the best talent.

3. Inconsistent, Complicated, Slow Hiring Processes

Healthcare organizations have complicated organizational structures where the HR department is responsible for recruiting candidates, but each department manages its own hiring procedures.

This creates inconsistent hiring processes that vary from department to department and result in poor candidate experiences that negatively affect the organization's brand image.

> According to research, inconsistencies between hiring managers can create unnecessary legal risk.[10]

Additionally, as a heavily regulated industry, hiring is long and tedious with complex screening processes involving multiple state and industry-mandated tests as well as detailed background checks.

4. Intense Focus on Cost Management

Hospitals and healthcare organizations face increasing pressures to control rising costs.

> According to the Healthcare Advisory Board's Annual Healthcare CEO Survey, cost control replaced revenue growth as the number one concern for executives in 2018.[11]

It goes without saying then that HR managers struggle to secure funding for talent management initiatives and, as a result, end up using disparate, on-premise or outdated recruitment technologies.

This, in turn, leads to error-prone processes due to the doubling of data across systems, labor-intensive and slow hiring steps, and a disconnected candidate experience.

5. Evolving Candidate Expectations

The largest generation in the workforce today is tech-savvy and socially aware Millennials.

As candidates, Millennials look for companies that align with their values, offer training and development, and provide opportunities for career growth.

They want a simple, mobile friendly job application process, transparent and timely communication, and companies with an active social media presence so applicants can interact during the hiring process.

> A recent Healthcare Recruiting Trends report indicated that only 15% of healthcare providers have a comprehensive career portal where candidates can learn more about the organization.[12]

This disconnect between candidate expectations and current healthcare hiring practices is hurting recruiting efforts.

The Step-by-Step Guide to Recruiting Top Candidates

Now that we've discussed the factors that affect or at the least complicate your recruitment efforts, let's look at what you need to do to win the race for top talent.

1. Evaluate Your Hiring Process from Start to Finish

Start by evaluating your current hiring process to make sure you know what your candidate experience is truly like. We even suggest secret-shopping the hiring process.

Next, storyboard your hiring process and map outcomes. The goal here is to plot the set of experiences a candidate could have and optimize every step. **Use the data insights to create repeatable and consistent hiring processes.**

Cloud-based comprehensive talent solutions such as SAP® SuccessFactors®can help healthcare companies centralize their processes and bring visibility to both internal teams and candidates – reducing applicant drop off during the hiring and screening process.

Pro-tip: Always make sure your hiring processes align with and reflect your values and culture.

2. Create a Strong Brand that Shows Your Value

The first step in creating an attractive brand is developing your Employee Value Proposition. A good EVP showcases your organization's mission, values and commitment to employees.

Next, **make sure your career site reflects your EVP and is built with a candidate-focused approach** because much like the buyer's journey, the hiring journey now begins with an online search.

Lastly, make sure you have a strong content strategy as it will help you build your brand identity and ensure candidates find and connect with you online.

Pro-tip: Great content is relevant, current and provides value. Setting up an editorial board helps ensure you're regularly and consistently posting quality content.

3. Build a Talent Pipeline and Nurture Talent

Smart healthcare recruiters know the importance of **building and nurturing a talent pipeline.** To build a strong pipeline:

- Source talent globally through an omni-channel approach.
  - Connect with candidates on job boards, social platforms and in-person events.

- Create a network of communities, content and contact points so that you're constantly nurturing candidates and keeping your brand top of mind.

- Make it simple for candidates to get in touch and follow up with HR by leveraging automation, chatbots and other AI technology.

- Take every opportunity to share your culture and events with candidates by sharing different types of company news and not just job updates.

Pro-tip: Encourage your organization's leaders to be active online, sharing stories and updates, and engaging with candidates.

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4. Enhance the Candidate Experience

According to the 2016 North American Talent Board Candidate Experience research report, 47 percent of candidates never receive any communication up to two months after applying for an open position.[13]

Give yourself an edge over the competition by leveraging your RMS to not only keep your internal team on the same page but also **track and communicate with candidates continuously.**

Make sure your career site remains up-to-date with current openings, showcases your culture through employee testimonials and offers candidates a simple application process with the ability to save the application and return to it later.

Pro-tip: Don't forget to make your application process mobile friendly.
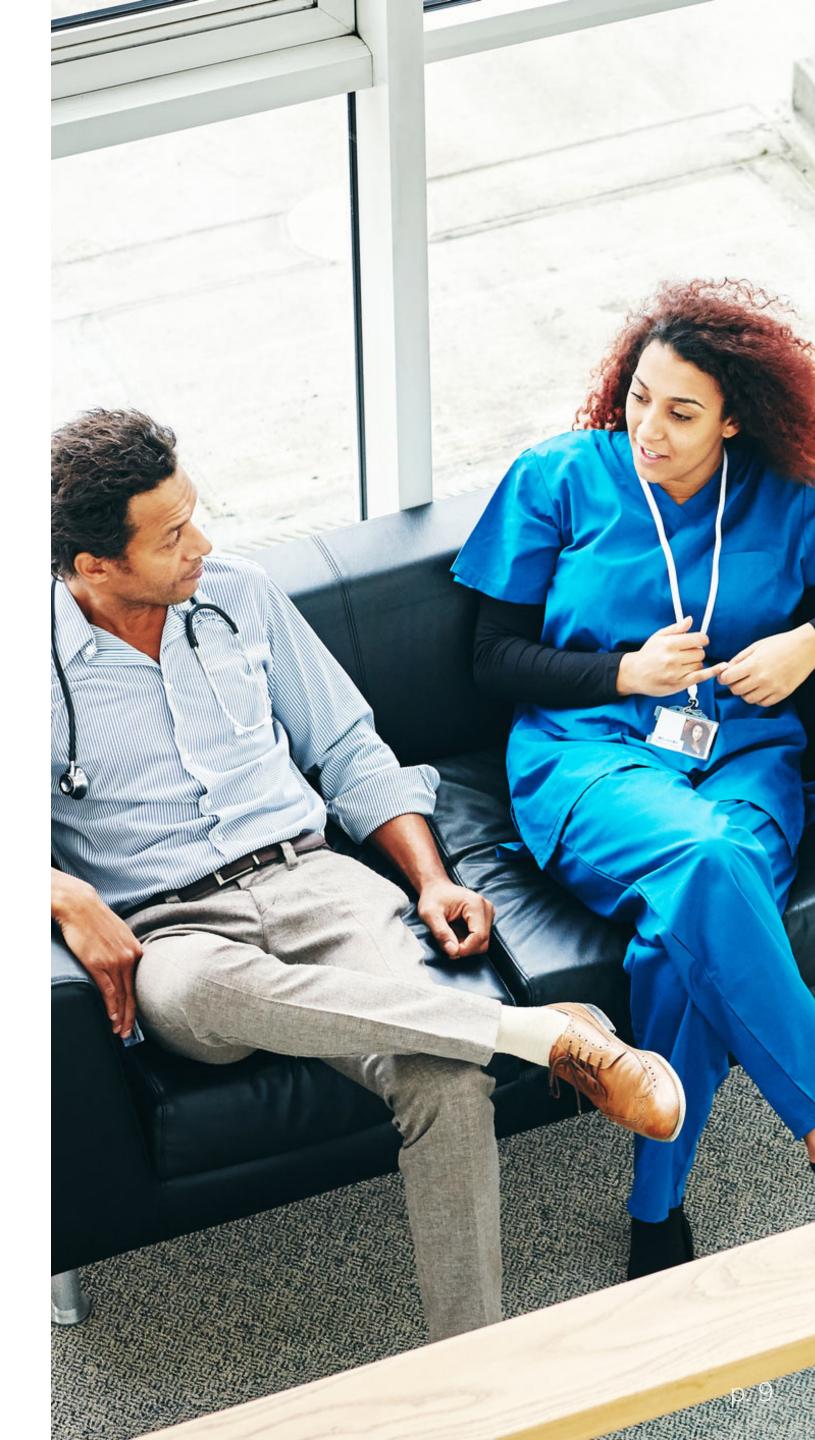
5. Create and Share a Consistent Message

The last step is less of a one-time only step and more of an ongoing process.

Once you've evaluated, streamlined and automated your hiring processes, developed your EVP and built out your pipeline strategies, you need to make sure your organization continues to create and share consistent content and messages with your online and offline communities.

Healthcare companies that constantly connect and engage with passive talent will have greater success at sourcing and hiring top talent.

Pro-tip: A major part of recruiting success is unifying your data by replacing disparate, on-premise systems with a unified, cloud-based HR system that provides real-time data.

Case Study

Leading Healthcare Services Provider Transforms Talent Management Systems to Source & Hire Candidates Faster

A leading North American healthcare services provider with over 4,700 employees approached Rizing HCM to help streamline their recruitment processes and better showcase their brand.

The Challenge

The company was working their way through two separate HR environments that created massive inefficiencies in their recruitment systems. Their job descriptions were too generic to cover the myriad specializations of the healthcare professionals they were looking for and their HR team was struggling to communicate the company culture.

- Systems were disconnected
- Job listings were too generic
- Company culture wasn't well communicated

The Solution

Simplified Workflow for Recruiters & HR: The Rizing HCM team consolidated the disparate recruiting environments that kept physician applicants separate from the main system. This small fix leads to greater efficiency, fewer errors and, most importantly, a single HR platform for all employees.

Detailed Job Searching: Adding custom filters, advanced searching and detailed job categorization, the team was able to deliver a system to meet the complex requirements of hiring in the healthcare space. Applicants can now find relevant jobs with ease.

Showcased Employee Experience: The new job site and recruiting platform showcase the employee experience and promote the company's culture and brand to both long-time employees and incoming applicants. This has increased brand loyalty for employees.

Added Benefits

Mobile Apply & Advanced Analytics allow the healthcare provider's recruitment team to make data-driven decisions and use data insights to improve the candidate experience.

If your talent team is facing similar challenges, please reach out to us! We'd love to help you transform your talent management system to source, select and hire candidates faster.

SAP® SuccessFactors® recruitment management solution gave a leading healthcare service provider an easy way to consolidate HR systems, reduce errors and make it easier for applicants to find the right jobs quickly.

The 10 Must-Haves to Win the Race for Talent in Healthcare

Need to diagnose the health of your talent management department and the technologies you use? We've got you covered. Use this cheat sheet to compare your departmental performance against the 10 must-haves that define success for healthcare talent recruitment.

1. Seamless cloud integration – easily access candidate and employee information from anywhere.

2. A simplified workflow for recruiters & HR – make the hiring process easier for top talent and your HR team to navigate.

3. Standardized, optimized processes & communication – with consistent processes in place, you'll reduce error and dramatically improve communications.

4. Omni-channel job distribution – advertise open positions across sites and social channels to increase job exposure.

5. Customized, mobile friendly landing pages & web portals – make the hiring process faster and easier.

6. Support for single and multi-stage applicant flows – make it simpler to hire regardless of job complexity.

7. A candidate-first experience – cater to the people you want most and build a consistent pipeline for top talent.

8. Empowered hiring managers – put the right information in the hands of decisions makers.

9. A smooth transition from candidate to employee – get new employees up and running faster, saving time and costs.

10. Full visibility through analytics – make data-driven hiring decisions and track candidates from start to finish.

The Ultimate Checklist to Attract & Hire the Best People

When it comes to recruiting the best, you can't let anything slip through the cracks! Use this ultimate checklist as a guide to improve your HR processes and employer brand to source and hire the best.

As you complete each task, check it off the list to make sure you're completing everything you need for stronger recruiting.

Keep this checklist handy every time you go through the recruitment process. After a while, this will feel like second nature and the checklist will just be a friendly reminder.

Complete each task as directed:

☐ **Evaluate your hiring process from start to finish**
- Storyboard the hiring process and map outcomes: Plot the set of experiences a candidate could have and optimize every step.
- Secret-shop the hiring process: Make sure you know what your candidate experience is really like.
- Use data insights to create repeatable processes: Rely on full data visibility to streamline your processes from start to finish.
- Make sure candidate experiences align with your values & culture.

☐ **Create a strong, attractive brand that shows your value to top talent**
- Develop your Employee Value Proposition: Define the unique set of benefits your employees receive.
- Update your career site with a candidate-focused approach: Keep your site clean and easy to use and make applications simple.

☐ **Build a talent pipeline and nurture talent**
- Source talent globally through an omni-channel approach: Seek out job boards, social platforms as well as offline ways (e.g. job fairs and events) to share open roles.
- Create a network of communities, content and contact points: Stay active on LinkedIn, joining relevant groups to connect with new talent.
- Adopt a system of candidate engagement for optimal communication: Make it simple for candidates to get in touch and follow up with HR.
- Keep candidates in the know with company news, not just job updates: Take the opportunity to share your culture and events.
- Enable your database to automatically update and track progress: Rely on technology to track candidate progress and development benchmarks.

☐ **Enhance the candidate experience**
- Adopt a system of candidate engagement that keeps everyone on the same page: Track and communicate with candidates continuously.
- Keep your career site updated with current openings and culture info: Share who you are as a company.
- Stay active on your social sites and review channels.

☐ **Create and share a consistent message**
- Build communities, content and contact points to engage passive talent: Connect with talent that isn't actively job searching to increase your candidate pool.

ONBOARDING NEW HIRES THE RIGHT WAY

Onboarding is the key to retaining top talent in healthcare.

Do it right and your new hires are **69 percent more likely to stay with your company.**[14]

Get it wrong and your star new employee is likely to **leave within the first three months.**[15]

Unfortunately, onboarding in healthcare is either based on old antiquated methods or entirely nonexistent due to staff shortages and workload.

If you're looking to implement a new onboarding program or overhaul your current process, this next section is for you.

We'll look at the 4 reasons why onboarding programs fail, provide you with the 5 best practices you need to create a successful onboarding program and leave you with a complete list of onboarding system features that you absolutely need to streamline and improve your onboarding processes.

4 Reasons Why Healthcare Onboarding Programs Fail

1. Onboarding Viewed as a Day-One Activity

Most healthcare organizations see onboarding as something you do on the first day or week, when it should be a long-term process that starts the moment a job offer is signed and never ends.

Great employers leverage onboarding portals to reach out to new employees before the first day to get necessary paperwork out of the way as well as introduce the new hire to the company's culture by sharing videos and onboarding material through the portal.

2. Administrative Orientation, not Socialization

A great onboarding program is much more than administrative paperwork.

Yet, the majority of onboarding efforts are funneled into administrative and orientation elements ignoring the vital socialization elements that help employees establish beneficial relationships.

3. Inconsistent Onboarding Experiences

In most cases, the onboarding experience is drastically different from one person to another, with variations between managers or departments that can cause serious inconsistencies and damage the company's employer brand.

4. No Metrics

As the old saying goes, if you can't measure it, you can't manage it.

Since most healthcare organizations consider onboarding to be a day-one administrative task, measuring the effectiveness of onboarding programs is not on the menu.

Yet feedback on the effectiveness of onboarding is vital to ensuring the program evolves to match new-hire needs.

88% of employees believe their employer did a poor job with onboarding.[16]

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5 Best Practices to Onboard New Hires the Right Way, Every Time

1. Plan & Document the Onboarding Strategy

Engage key stakeholders and hiring managers early in the planning process. In addition to the benefits of obtaining buy-in across the organization, documented processes will improve efficiency, ensure compliance and provide new employees with consistent experiences.

The right onboarding approach connects employees to the information they need when they need it, creating a rewarding and sustainable process.

> Manager satisfaction increases by 20% when their employees have formal onboarding training.[17]

2. Start Onboarding Before Day One

Even before their first day, open lines of communication can help make new hires feel like an engaged part of the team.

Pre-boarding activities are the perfect chance to increase a new employee's excitement to join the organization. Use this period to introduce the new hire to the company's culture as well as take care of any necessary paperwork and compliance training.
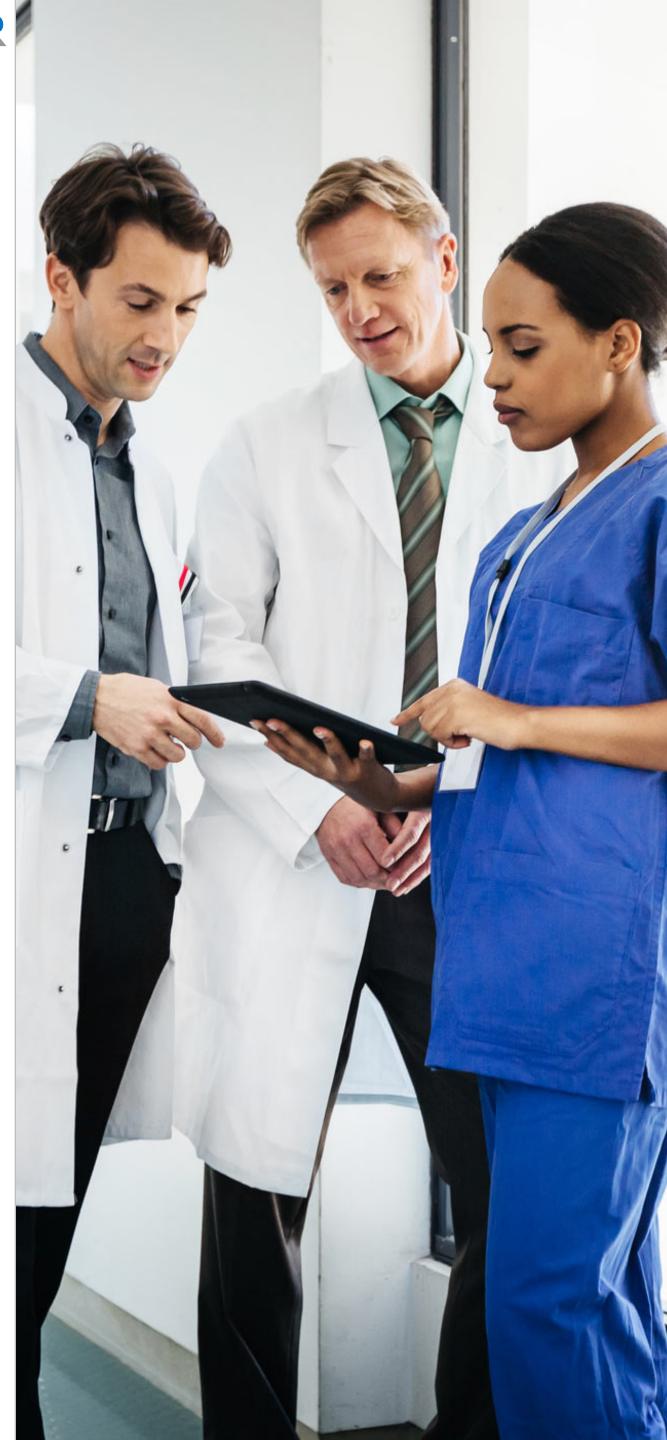
3. Make the First Day Special

The first day needs to be more than a simple administrative orientation. It is the employee's first impression of what working at the company will be like.

Start the day by introducing the new employee to colleagues and teammates. Provide a structured agenda for the first week with planned socialization activities such as a first-day lunch. Encourage social participation. Make sure the employee has access to all the tools and technology they require and know who to reach out to if they need help.

Lastly, check in with the employee at the end of the day to see how they enjoyed their first day.

4. Rely on Technology to Simplify Processes

Successful onboarding programs leverage onboarding portals that centralize information, allow new hires to connect and communicate with mentors and peers, allow managers to assign necessary training and provide HR and other managers full visibility into the employee's entire lifecycle journey.

By automating form submission and paperwork and using route workflows, smart HR teams reduce errors and eliminate the need for repetitive manual tasks.

5. Set Goals, Metrics & Milestones

Make onboarding and assessment manageable with defined milestones.

Provide employee-accessible goal plans and checklists and be clear about objectives, timelines, roles and responsibilities – provide clearly defined expectations to ensure your employees' onboarding success.

Ask employees for feedback on their onboarding experience and track metrics such as employee engagement, retention, time to productivity, turnover and termination rates, and training completion.

Now that we've looked at the best practices for onboarding new employees, let's look at a real-world case study of how a not-for-profit healthcare provider in the United States with over 13,000 employees and 1,026 licensed beds combined onboarding best practices with SAP® SuccessFactors® Recruitment and Onboarding solution to automate their onboarding process, increase engagement, and reduce new-hire time to productivity.

Case Study

Not-for-Profit Healthcare Provider Streamlines
& Automates Onboarding to Increase Efficiency

A US-based not-for-profit healthcare provider relied on Rizing HCM to automate their onboarding processes. This increased HR operational efficiencies, improved employee engagement and enhanced compliance training.

The Challenge

As a busy healthcare provider in the not-for-profit sector, the company was struggling with:

- Tracking onboarding functions and workflows in spreadsheets
- Inconsistent processes across departments
- Lost productivity and frustration for the HR team
- Delayed training and team integration
- Manual entry of onboarding tasks
- Time and productivity lost to paperwork log-jams

The Solution

By implementing SAP® onboarding solutions with Rizing HCM, the healthcare company's HR team saw:

- Standardized, unified onboarding processes in one end-to-end system
- Elimination of process gaps between recruiting and onboarding
- Automatic candidate information population in HRIS
- Improved requisition approval processes
- Significant reduction in administrative tasks for HR managers
- A flexible set up with support for all recruiting in a single process
- A comprehensive knowledge transfer to allow internal system adjustments
- Enhanced analytics to streamline reporting and improve data accuracy

Rizing's recruitment management solution gave a not-for-profit healthcare provider the ability to easily transfer knowledge across the team and simplify necessary reporting.

The Complete List of Features of a Stellar Onboarding System

If you're in the market for new onboarding software, we've got you covered.

We put together this complete list of onboarding system features you absolutely need to improve your onboarding processes. We hope you use it to make an informed decision.

Use this checklist as you're reviewing potential onboarding systems or considering the merits of your current system. If your top options don't check all—or at least most—of the boxes, they may not be the right solutions for you.

Check off the features in your solution (or the solutions you're considering):

- ☐ Personalized portals with easy-to-manage content
- ☐ Data privacy & compliance assurance
- ☐ No need for paper-based orientation
- ☐ Quick matching of employees to mentors and experts
- ☐ Automated alerts to complete tasks on time
- ☐ Consistent employee engagement throughout processes
- ☐ Electronic form completion from any device
- ☐ A library to house current versions of government forms
- ☐ Data collection and status tracking for legal and corporate compliance
- ☐ Document uploading functionality within tasks
- ☐ Task dependency allowances
- ☐ Enforcement of corporate standards
- ☐ Multi-lingual support
- ☐ Integration support
- ☐ Data security measures
- ☐ Reporting capabilities & analytics
- ☐ Metrics tracking

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Win the Race for Talent

Recruiting and onboarding – together they add up to a complete approach to talent acquisition and HR that will help you outpace the competition and attract (and keep) the best people in the industry.

With over 2,000+ successful implementations and 5,000+ projects, our SAP® SuccessFactors® certified professionals can help you transform your recruitment and onboarding processes so that you're well positioned to win the race for talent.

Contact us today to find out how we can help you.

Citations

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HEALTHCARE RECRUITMENT & ONBOARDING DONE RIGHT