

Beyond the Hire

Building a Workforce that Stays

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- Richard helps organizations strengthen recruiting, retention, and employee engagement
- He is the co-author of "Contented Cows Still Give Better Milk"
- Richard is an experienced speaker and HealthCare Service Excellence Conference presenter
- He has worked with organizations including Mayo Clinic, MD Anderson Cancer Center, Press Ganey, BMW, Chick-fil-A, and 100+ professional associations
- Known for his energy, humor and practical takeaways
- He currently serves as an Implementation Specialist with Custom Learning Systems, passionate about helping organizations create great places to work

Beyond the Hire

Building a Workforce that Stays

Course Focus Improving the candidate and hiring experience, strengthening onboarding and mentorship, increasing engagement and retention, and building a culture that supports long-term stability.

What We'll Cover

- What drives staff turnover?
- Improving the candidate and hiring experience
- Strengthening onboarding and mentorship
- Increasing engagement and retention
- Building a culture to support long-term stability

1. Drivers of Turnover

Early Turnover – the worst kind

- Insufficient EARLY support
- Unintentional onboarding
- No mentoring
- Nobody is excited I'm here
- Job is not as advertised
- Workload shock
- My leader is inaccessible
- Unpredictable schedule

Long-Term Turnover – the next-worst kind

- No career line-of-sight
- Chronic understaffing
- My immediate supervisor and senior leadership
- Feeling taken for granted
- Being asked to develop others – but what's in it for me?
- Stagnant compensation
- New employees starting at a higher rate than mine is now
- Benefits that aren't keeping up

Quick Diagnostic

Turnover driver we see	Where it shows up	What we could change

2. Improving the Candidate and Hiring Experience

Mindset Make candidates look forward to the interview – not dread it.

Ask Yourself: How would you treat a potential buyer coming to look at your home?

To-Do's

- Warm and professional communication from the start
- Treat those you don't select with respect and appreciation – they may be a "yes" in the future
- Get the interview process right
    - Behavioral interviewing
    - Peer interviews
    - The "Subtle Peer Tour"

Tool #1 – Candidate Outreach Guide

cTools: **Candidate Outreach Guide**

One improvement we can make before the next interview:

3. Onboarding

Key Idea Onboarding starts before Day One.

Before Day One and the First Day

Before Day One	Planning the First Day
• CEO welcome letter • Welcome phone call • Plan the first day	• Parking • Greeting • Where to go • Lunch buddy — first 3 days • Begin "greenhousing" • Begin 30-Day Docking with mentor • Welcome celebration

3. Onboarding (cont'd)

Regional Health

Regional Health
800 Healing Way
Fairview, KS 00000

Alex Newcombe, RN
1009 Elm Street
Madison Mills, KS 00000

May 4, 2027

Dear Alex:

We are thrilled that you have chosen to join our team! We are working hard to build the best team of healthcare professionals at Regional Health and count you as a part of that process. As you may recall, we are very specific about our hiring standards and want only the best caring for our patients and residents. They have earned it and we will strive constantly to deliver it to them. We want you to be excited about the opportunity to do your part as a professional at Regional.

We have scheduled for you to begin learning about us and our exacting standards, culture of excellence and environment of caring as you begin your orientation on May 18, 2027. While your formal orientation may only last a few days, the learning process will continue for much longer and your growth with us will hopefully last a lifetime. We strongly believe in our mission; To be the Provider and Employer and Choice in our Region, and know that only passionate, committed professionals can deliver on that promise.

We have included a small gift as our way of saying "welcome to the family". We value your time with us and encourage you to participate fully in our orientation process, ask questions, share your passion and commit to learning, growing and succeeding with us.

If you have any questions before May 18, please call or email Kelly Van Buren, at 620-555-1212 (kvanburen@regional.com). Kelly is looking forward to being a resource for you.

I look forward to having you on our team and part of our family.

Sincerely,

Morgan Ellis

Morgan Ellis, MHA
CEO

End of Day One: Supervisor Questions

- Were there any surprises?
- Who was particularly helpful?
- What do you need for Day Two?

Tool #2 – Welcome Gathering Preparation Guide

cTools: Welcome Gathering Preparation Guide

4. Mentoring

It All Starts with the Mentor Make the position an honor, not a burden.

Ideas:

- Small hourly increase for the mentor
- Bonus for the mentor when the mentee reaches certain milestones
- Mentor and mentee meet on Day One, before the rest of the orientation process
- Encourage mentor and mentee to eat together weekly for the first 3 months
    - Provide meal vouchers if you have dining

30-Day Docking

Mentor and mentee work the same schedule for the first 30 days, if at all possible.

Supporting the Mentoring Process

- Establish a Director of Mentoring role – a point of focus and support for mentors
- Develop a Mentor Handbook that outlines what the mentor's responsibilities are and are not and provides guidance on how best to help the mentee
- Have the Director of Mentoring meet with mentors monthly for training and idea exchange

5. Engagement Retention

People rarely leave a job where they…

- Are appreciated
- Feel that they are making a positive difference
- Are growing
- See that their leader cares

People disengage quickly when they…

- Feel taken for granted
- Don't see the point of their work
- Are stagnating
- Don't believe their leader cares

5. Engagement Retention (cont'd)

Your Staff Will Put Up With A Lot	But These Are Deal-Killers
• Heavy workload • Increasingly sicker patients • Occasional grumpiness from leaders/colleagues • Honest mistakes • Technology irritations • Bad food	• Uncaring leaders • Feeling disconnected from people and from the outcomes of their work • Chronically unsustainable working conditions • Favoritism • Behaviors that are inconsistent with stated values • And for some: no sense of career direction

6. Engagement/Retention Boosters

Culture Make a positive, healthy culture one of your top priorities.

Ideas that Work

- Share patient experience scores and feedback
- Share inspiring patient and colleague stories
- Daily huddles
- Leader rounding
- Genuine recognition
- Competitive benefits
- Safeguarding against burnout

Tool #3 – Creative Ways to Reward (Near) Perfect Attendance

- Perfect attendance awards at 3 months, 6 months, and 1 year
- Annual drawing for a large prize

cTools: Creative Ways to Reward (Near) Perfect Attendance

"Pitch-In" Program

A structured program that awards points for volunteering to pick up additional uncovered shifts. Points can be converted to money, PTO, or other items of value.

What could points be worth in our setting?

7. Interviews

What is a Stay Interview?

A one-on-one conversation between a manager (usually) and a team member conducted for the express purpose of strengthening the bond with your best people and discovering what causes them to remain with the organization.

Objectives

- Learn what is working and what is not
- Encourage the team member to stay with you
- Focus on what the leader and organization can do – NOT what the employee should do

Who might benefit from one?

- High performers you do not want to lose
- Someone whose good performance has slipped
- A good friend of someone who has recently left
- New employees at about 60 to 90 days
- Long-term employees who might feel taken for granted
- Someone working on a project that is winding down
- Those who might already be looking

Tool #4 – Stay Interview Guide

cTools: **Stay Interview Guide**

8. What Will You Commit to Doing Differently?

Final Reflection Choose a small number of actions you can actually implement. Specific beats ambitious.

My Commitments

Action	Owner	By when	How we'll know it happened

8. What Will You Commit to Doing Differently? (cont'd)

One thing I will start doing:

One thing I will stop doing:

One thing I will continue doing:

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thrive

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Beyond the Hire: Building a Workforce that Stays

Date: October 8, 2026

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First Name: _____ Last Name: _____

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1. There are approximately _____ number of employees in our organization.
2. For me, the most valuable idea I learned and intend to use is:

_____

_____

_____

3. What I would tell others about the quality of the speakers and value of the content:

_____

_____

_____

4. Presentation improvements I would suggest:

_____

_____

_____

5. On a scale of 1 – 5, this presentation: (Met My Expectations) ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 (Did Not)

I am interested in the following educational resources (please ☑ where applicable):

6. ☐ Enter a draw for **two (2) scholarships** to attend the 26th annual **HealthCare Service Excellence Conference**(November 9 – 11, 2026, in Reno, NV).
7. ☐ Enter a draw for a two-day onsite leadership development program **Ignite the Patient Experience™** (including travel and per diem cost).

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