

People \* Smart

*It's the People You Keep*

RECRUITMENT • RETENTION • PROFESSIONAL DEVELOPMENT





## Retention Best Practices

Retention in Indian health programs is built upon a series of best practices, which are outlined in this presentation.

They are:

- Recruitment
- Leadership
- Communication
- Shared Management
- Professional Development
- Government-to-Government Relations



# Recruitment

“If you fail in the recruitment and selection of great people, you won’t have great employees. And without great employees, how can you possibly have a great company?”

**MICHAEL WRIGHT**

**IDEALPEOPLE LTD., MANAGING DIRECTOR**

**Recruitment Is:** The act or process of supplying organizations with new members or employees.



## The Value of Recruitment

Effective recruitment of new employees can be rewarding for both employees and the organization.

- Focus on recruiting strong team players.
- Offer programs that will maintain their motivation.



## Recruitment in Action

Building long-term relationships with new hires will reduce your turnover rate and

- Create trust
- Support and encourage
- Make your team feel secure and valued





## On-Boarding for the Long Term

A focus on retaining good employees begins before they're hired.

- Bringing in qualified people who fit with the organization and staff.
- Discuss Tribal culture and the IHS system.
- Avoid those who won't stay.



## Make the Most of Orientation

A thorough orientation ensures new hires feel comfortable from the start:

- Don't assign regular work during the orientation period.
- Give them a taste of every department.
- Begin with the basics.
- Help them make benefits and other decisions.



## Build Your Team in Blocks

Use connections to build your team:

- Ask your staff to recommend acquaintances
- Hire a group of people from the same school
  - They will have a built-in social network
  - They will form a stable nucleus

## Finding Opportunities for Spouses

- Explore arrangements with local businesses or private entities.
- Work with your personnel department to create flexible positions.



## Leverage Your Location

- Many sites are like vacation destinations.
- Use their beauty as a selling point.





## Show Your Appreciation Before You Hire

A welcoming pre-hire orientation package could be the final selling point. The package can contain:

- A description of the Indian health program.
- Information from the chamber of commerce.
- Additional local area information.



## Focus on the Mission

Describe the unique clinical and cultural opportunities.

- Talk to candidates about the unique community of caregiving.
- Explain what to expect.
- Show you appreciate their value.



## Make Time for “Meet the CEO” Conferences

CEOs can

- Schedule half-hour or one-hour meetings with new hires.
- Find out what brought them.
- Learn why they chose to work in your community.

# Leadership

“Management is doing things right;  
leadership is doing the right things.”

PETER F. DRUCKER

Leadership Is: The ability or function of a leader;  
the act of providing guidance and direction.

## The Value of Leadership

Strong leaders are able to successfully direct the actions of others toward a goal, whether it's individual or organizational.





## Leadership in Action

Employees look to their managers for guidance in:

- How to view the organization
- How to view their place in the organization
- How to perform their role

# Leadership

- Executive managers should:
  - Know your employees
  - Identify unique abilities
  - Provide support and guidance
  - Make yourself available



## Set the Standard

Nurturing your staff can positively affect such things as:

- Spending
- Effective cooperation
- Community relations





## Set the Standard (cont'd)

- Demonstrate that every staff member counts.
- Show your support daily.
- Create an environment that fosters personal success.



## Make the Right Decision

To gain staff acceptance when you make difficult choices:

- Emphasize the patients as your top priority.
- Depersonalizes the decision-making process emphasizing your role as the patients' advocate.



## Encourage Longevity, Not Turnover

High turnover is bad for Indian health programs on multiple levels.

- Employees leave unstable work environments.
- Vacancies create heavier workloads.
- It is difficult to create unity and attain goals in unstable settings.

A stable, effective environment:

- Attracts individuals who will stay
- Perpetuates good work and career habits

To encourage longevity, employ effective leadership:

- Be available to staff daily
- Attract the best by being the best

## Work the Late Shift

If your facility is open 24/7 or has a night shift:

- Include those hours in your own work weekly.
- Extend your day or come in later.
- Work a weekend regularly.



## Let Your Professionals Practice

One reason employees leave the Indian health system, is that their work environment doesn't allow them to do their job well. To avoid this:

- Create a practice setting in which employees can perform to the best of their ability.
- Help employees by staying actively involved in their professional activities.
- Protect your staff from interference caused by problems within the system.



## Increase Your Exposure

Stepping into the clinical setting twice a day so staff can interact with you:

- Builds closer relationships
- Empowers staff and communicates that their welfare is a priority
- Makes staff members feel more valued
- Gives staff the chance to communicate concerns



# Communication

“The single biggest problem in communication is the illusion that it has taken place.”

GEORGE BERNARD SHAW

Communication Is: An imparting or interchange of thoughts, opinions or information.

## The Value of Communication

- Communication is an essential component of any relationship.
- Communication is an important skill for managers.





## Communication in Action

Successful organizations communicate effectively.

The benefits are:

- Increased employee commitment
- Improved morale
- Reduced turnover
- Better decision-making
- Improved workplace relations
- Workplace learning

# Communication

IHS managers must:

- Provide encouragement
- Recognize achievements
- Step in when assistance is needed
- Give and receive feedback
- Respond to ideas and concerns





## Be Accessible

When you are proactive instead of waiting for your staff to come to you with problems:

- You deal with problems before they become larger
- You improve perceptions
- You build relationships
- You show your willingness to help employees

## Everyone Has an Idea That Can Make a Difference

Use your staff's knowledge to inform your decision-making.

- Establish regular staff meetings.
- Meet with staff leadership routinely.
- Use all your resources to interact with staff.



## Recognize the “B” Team

Most often, positive feedback is given to the “A” employees, but a pat on the back works for employees at every level.

- Thank the “B” and “C” players who helped the “A” employees achieve success.
- Recognize efforts on a personal level.
- Validate all employee achievements.

## Good Timing Can Be Crucial

*How* you communicate is often less important than *when*.

- Take care of situations immediately.
- Follow up on requests.
- Respond to email.

If you don't pursue problems as they occur, you may be incubating a larger problem.

## Using the Chain of Command

Some situations could potentially impact or undermine a supervisor:

- Understand the supervisor's position and respond supportively.
- Coach your supervisors before issues arise.



## Get Feedback and Use It

Use customer feedback to improve customer satisfaction.

- Develop a customer satisfaction survey that:
  - Uses a brief, simple form.
  - Doesn't allow too much writing space.
- Respond personally to comments and complaints.
- Post your responses where patients can see them.

## More than a Suggestion Box – An Action Box

Having the CEO act on suggestions breeds good will.

- Respond with concrete action.
- Use your authority to get results.
- Be timely with your response.





# Shared Management

“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.”

MARGARET MEAD

Shared Management Is: A partnership; a working relationship that depends upon a joint effort.



## The Value of Shared Management

- Partnering with others to achieve goals spreads the weight of responsibility as well as the thrill of success.
- Building an inclusive environment is an important way to achieve buy-in.



## Shared Management in Action

- Sharing decision-making with employees can dramatically advance an organization.
- Success depends on total buy-in from the top down.
- Staff are empowered to take ownership of outcomes.
- Executive leadership must fully support its team members.

## Shared Management

Give your staff responsibility to lead initiatives,

- Allowing staff to make decisions fosters ownership.
- Employees will recognize that management values them as professionals.





## Support From the Top Is Critical

The entire executive leadership team must support implementing initiatives.

- Establish a forum for executive.
- Gain the support of all clinical and medical staff.
- Provide accurate information throughout the process.

## Let Others Lead

Your professional staff has a voice;  
take advantage of it:

- Let them set the agenda.
- Encourage them to share their knowledge.





## Give Ownership to Others

Give everyone has a stake in the success of the organization.

- Sharing responsibility shares risk.
- When staff face outcomes, they learn to correct outcomes.
- Holding staff responsible for outcomes lets them know you trust them.



## Leave Hiring Decisions to Your Staff

Make a point of relinquishing the hiring authority to your staff members – you may be surprised and gratified by their choices.



## A Consensus Speaks Volumes

Presenting a united front among your leadership team offers several benefits:

- It sends the message that you *are* a team.
- Sharing information and decision-making fosters a committed relationship with staff.
- Communication among executives prevents wasted effort.

# Professional Development

“When inspiration does not come to me,  
I go halfway to meet it.”

SIGMUND FREUD

**Professional Development Is:** The act or process of  
acquiring and developing new skills.

## The Value of Professional Development

- Up-to-date skills are necessary to today's workplace environment.
- It is vital to give employees opportunities for continued learning.





## Professional Development in Action

Continual learning means ensuring that the proper, most current tools are in place. When you invest in your employees, you invest in the community. Being creative with your budget to provide training is crucial to the level of care you can provide.



## Professional Development

- Employees are our greatest asset
- By providing them opportunities for continued learning throughout their careers, we demonstrate our commitment to them





## You Have to Spend to Save

Can you afford to lose well-trained staff? Probably not.

- Continuing education is a crucial cost of doing business. Training opportunities enhance staff performance, morale and retention.
- The cost of replacing professional employees is more than twice their annual salaries, so money spent on training will save many times the amount in turnover costs.
- Plan your budget to include staff training, and hold to it.



## Reap the Benefits of a Well-Trained Staff

Set aside a portion of your budget and give your staff a dollar amount that is available for training.

- Build up a funding cushion and using prior-year monies to eliminate crunches.
- Staff members need to maintain their licensure and keep up with their professions.
- No effort is too small.

## Better Practices Result in Better Patient Care

A little education goes a long way.

- The more your employees learn, they better they'll perform.
- Better patient care will encourage patients to return.





## Be Innovative

If budget limitations restrict training for your staff, find new ways for them to learn.

- Use university programs as field educational sites.
- Consider onsite training.
- Bring trainers in house.



# Government-to- Government Relations

“The glue that holds all relationships together – including the relationship between the leader and the led – is trust, and trust is based on integrity.”

BRIAN TRACY

Government Relations Are: A relationship between local, state and/or federal entities.



## The Value of Government Relations

- The spirit with which relationships are maintained affects how organizations work together.
- Constructive attitudes, optimistic actions and friendly interactions create successful relationships.

## Government Relations in Action

Local politics can affect your employees.

- Don't leave staff members to deal with those issues on their own.
- Initiate regular communication with local leaders.





## IHS Government Relations

- The communities IHS serves encounter situations that can become confrontational.
- Solid, friendly relationships with local government entities are vital.
- Resolving issues can be as simple as developing a relationship of shared understanding.



## “Every Patient Is Important”

Patients want to experience concern on the part of their caregivers.

- Respond to every patient who enters your facility as if he or she is the chief or tribal chair.
- If a patient complains that needed treatment is not being supplied, explain the situation to the patient,
- Always treat patients with respect and concern.



## Be a Buffer

Your staff may not have the training necessary to handle Tribal politics.

- You must be able to act as a buffer between professional staff and local politics.
- You must be versed in Tribal politics and have your professional staff deflect political issues to you.
- Meet with regularly with tribal representatives.

## Work Together To Resolve Issues

- Maintain open communication with the Tribal government.
- Let patients know their issues will be addressed.
- Remain open-minded and stay focused on good patient care.





## Communication is Vital to Council Constituency

Council members must be informed in order to respond to their constituency

- Support them by providing information
- Share information they might not otherwise receive
- When you support Council members, you will find they support you



# Retention Checklist

“The culture of successful facilities creates a sense of belonging for employees and makes them want to stay.”

**DR. CHARLES GRIM**

**FORMER DIRECTOR, INDIAN HEALTH SERVICE**



## Prior to the Start Date

Welcoming an employee can be easy if you set up an action plan





## Prior to the Start Date

Action	To Be Completed By
Send a welcome letter and information packet one month prior to the new hire coming on board.	CEO
Identify a staff member with similar responsibilities to function as the new employee's coach/mentor for work-related processes and procedures.	CEO/department
Work closely with your HR representative and plan for the new employee's arrival.	CEO
Coordinate facility-supplied housing preparations if housing is being supplied for staff.	Facilities Maintenance/Management
Notify your department's information technology (IT) personnel and let telecommunications contact the new hire. Request email, phone and voicemail setup.	First line supervisor
Prepare the new employee's work area with any necessary office supplies prior to arrival date.	First line supervisor
Add the new employee to the department's and/or unit's organizational contact and routing lists within a week of the reporting date.	CEO
Schedule the new employee's first-week activities and prepare their agenda, including names, titles and departments/areas of key contacts that they will meet.	First line supervisor
Make plans to have lunch with the new employee on their first day.	CEO/First line supervisor and/or department team

## The First Day

- A new job can be exciting and nerve-wracking.





## The First Day

Action	To Be Completed By
Make sure no regular work is assigned to the new employee during the orientation period.	First line supervisor
Send an introductory email to staff announcing the new employee's arrival, function and location.	CEO
Schedule an appointment for the new employee to meet with an HR representative.	Department
Schedule a one-on-one session to discuss the new employee's first week on the job and address any concerns they may have.	CEO
Schedule the new employee's attendance at orientation programs.	CEO/department
Introduce the new employee to co-workers and a mentor.	CEO/department
Introduce the new employee to their work area, including <ul style="list-style-type: none"> <li>▪ Using the phone system</li> <li>▪ Using the computers, including common programs and useful Web sites</li> <li>▪ Also, review and set up standard staff meetings.</li> </ul>	Department
Tour the facility with the new employee to orient them to the worksite, including <ul style="list-style-type: none"> <li>▪ Bathrooms and lunch/break room</li> <li>▪ Conference rooms</li> <li>▪ Office equipment – copier, fax</li> <li>▪ Office supplies</li> <li>▪ Parking</li> </ul>	Department



## The First Week

Orientation sessions aren't just important to new employees.





## The First Week

Action	To Be Completed By
Meet to review and discuss orientation, including <ul style="list-style-type: none"> <li>▪ Mission</li> <li>▪ IHS 101</li> <li>▪ Building cultural understanding</li> <li>▪ Employee ethics</li> <li>▪ Communication</li> <li>▪ Customer service</li> </ul>	CEO
Identify training and development activities needed in the next six months, and sign up the new employee for appropriate classes.	Department
Set performance expectations and discuss how and when the employee will be evaluated.	First line supervisor
Review and discuss the employee's first week, answer their questions and gather feedback.	CEO/first line supervisor

## Within the First Six Months

Inspiring a new employee to stay with IHS is not a one-time event.





## Within the First Six Months

Action	To Be Completed By
Check in regularly with the new employee to see if there are any questions or concerns. Provide feedback often – including positive reinforcement.	CEO/department
Schedule a six-month new-hire evaluation.	Department
Provide monthly feedback to new employees regarding their job performance, including a formal performance evaluation in their third month.	Department
Celebrate each new hire's six-month anniversary with a planned lunch.	CEO/department

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# Questions & Answers

