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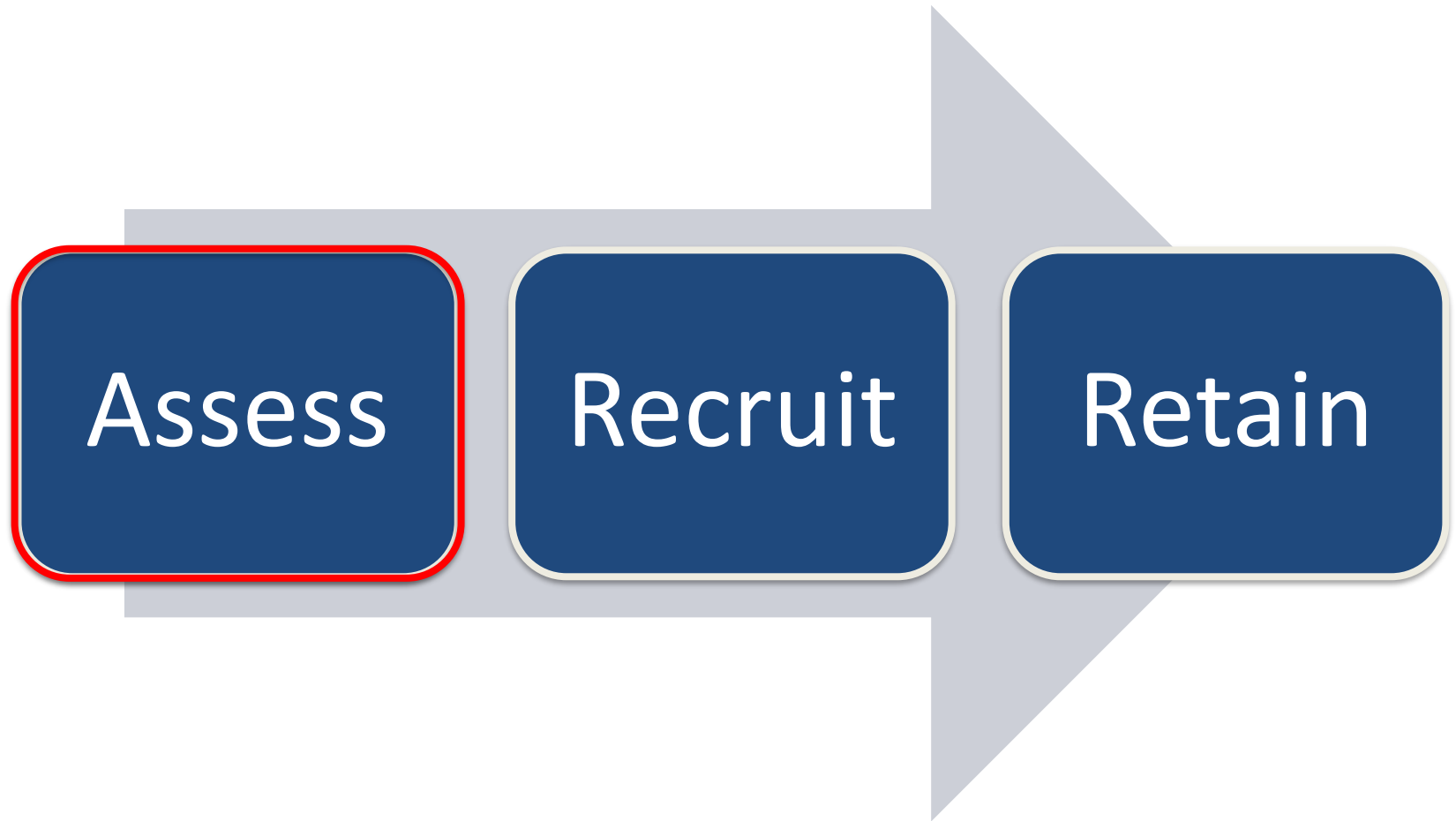
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# Recruiting and Retention Strategies

# Today's Presenters

- Kevin McDonald - Senior Vice President of Sales and Marketing, AdvantEdge
- Barbara Lewis - Director, People Services, AdvantEdge
- Sean Munster- Vice President Behavioral Health, AdvantEdge
- Nicholas Thomas- Director, Content Marketing, National Council for Behavioral Health

# Agenda



## Assess before you start

- What is the current state of your talent market?
- What are you really looking for?

# Assess: Understand the current Talent Landscape using a Talent Market Review

A recruiting strategy can/should change because of environmental and economic factors. Before you start looking at your recruiting and retention strategies, take a look at some of the factors in your talent market:

- Overall national economy
- Local unemployment rate
- Local competitors who are seeking the same talent/experience you are
- Local businesses competing for your talent

# Why is it so difficult now?

The market has shifted

\* Low candidate pool -  
Unemployment is low -  
3.7%

\* High demand for  
healthcare -  
Number of jobs in  
healthcare have increased,  
and is in higher demand  
than retail

**Table A. Job openings, hires, and total separations by industry, seasonally adjusted**

| Category  | Job openings |           |                        | Hires     |           |                        | Total separations |           |                        |
|---|--------------|-----------|------------------------|-----------|-----------|------------------------|-------------------|-----------|------------------------|
|   | July 2018    | June 2019 | July 2019 <sup>P</sup> | July 2018 | June 2019 | July 2019 <sup>P</sup> | July 2018         | June 2019 | July 2019 <sup>P</sup> |
| <b>LEVELS BY INDUSTRY (in thousands)</b>                      |              |           |                        |           |           |                        |                   |           |                        |
| Total.....  | 7,442        | 7,248     | 7,217                  | 5,833     | 5,716     | 5,953                  | 5,675             | 5,513     | 5,759                  |
| Total private.....  | 6,764        | 6,560     | 6,555                  | 5,443     | 5,377     | 5,596                  | 5,281             | 5,174     | 5,419                  |
| Mining and logging <sup>1</sup> .....                         | 31           | 29        | 40                     | 38        | 21        | 23                     | 38                | 24        | 28                     |
| Construction <sup>1</sup> .....                               | 314          | 331       | 373                    | 387       | 413       | 380                    | 365               | 407       | 379                    |
| Manufacturing.....  | 488          | 515       | 522                    | 393       | 336       | 345                    | 364               | 331       | 325                    |
| Durable goods <sup>1</sup> .....                              | 285          | 322       | 331                    | 223       | 194       | 198                    | 194               | 180       | 178                    |
| Nondurable goods <sup>1</sup> .....                           | 203          | 193       | 191                    | 170       | 142       | 148                    | 170               | 151       | 148                    |
| Trade, transportation, and utilities.....                     | 1,533        | 1,390     | 1,343                  | 1,141     | 1,177     | 1,189                  | 1,124             | 1,118     | 1,177                  |
| Wholesale trade.....  | 221          | 216       | 188                    | 148       | 134       | 137                    | 131               | 132       | 133                    |
| Retail trade.....   | 1,020        | 863       | 865                    | 779       | 798       | 772                    | 782               | 767       | 770                    |
| Transportation, warehousing, and utilities <sup>1</sup> ..... | 292          | 314       | 320                    | 217       | 225       | 250                    | 210               | 199       | 241                    |
| Information <sup>1</sup> .....                                | 154          | 129       | 171                    | 84        | 93        | 93                     | 84                | 90        | 111                    |
| Financial activities.....                                     | 430          | 378       | 364                    | 215       | 219       | 250                    | 217               | 219       | 227                    |
| Finance and insurance.....                                    | 328          | 260       | 251                    | 138       | 128       | 159                    | 140               | 125       | 138                    |
| Real estate and rental and leasing <sup>1</sup> .....         | 102          | 118       | 114                    | 77        | 91        | 91                     | 77                | 94        | 89                     |
| Professional and business services.....                       | 1,276        | 1,292     | 1,247                  | 1,162     | 1,112     | 1,211                  | 1,129             | 1,059     | 1,157                  |
| Education and health services.....                            | 1,293        | 1,322     | 1,306                  | 688       | 676       | 743                    | 647               | 611       | 678                    |
| Educational services <sup>1</sup> .....                       | 137          | 127       | 135                    | 107       | 93        | 106                    | 104               | 89        | 98                     |
| Health care and social assistance.....                        | 1,157        | 1,195     | 1,171                  | 582       | 583       | 637                    | 543               | 522       | 580                    |
| Leisure and hospitality.....                                  | 1,024        | 913       | 942                    | 1,136     | 1,114     | 1,140                  | 1,106             | 1,096     | 1,116                  |
| Arts, entertainment, and recreation.....                      | 93           | 104       | 106                    | 192       | 128       | 154                    | 192               | 136       | 151                    |
| Accommodation and food services.....                          | 931          | 809       | 836                    | 944       | 986       | 987                    | 915               | 960       | 965                    |
| Other services.....   | 221          | 261       | 245                    | 198       | 217       | 222                    | 207               | 218       | 222                    |
| Government.....   | 678          | 688       | 662                    | 390       | 339       | 356                    | 394               | 339       | 340                    |
| Federal <sup>1</sup> .....                                    | 120          | 110       | 99                     | 36        | 33        | 36                     | 38                | 33        | 37                     |
| State and local.....  | 558          | 578       | 563                    | 354       | 306       | 320                    | 356               | 306       | 304                    |
| State and local education.....                                | 192          | 217       | 207                    | 169       | 166       | 171                    | 164               | 174       | 169                    |
| State and local, excluding education <sup>1</sup> .....       | 365          | 360       | 356                    | 186       | 140       | 149                    | 192               | 132       | 135                    |

Source - Bureau of Labor Statistics

## Assess: Understand your local market

- Competitors
  - Understand who your competitors are for talent
  - Understand the compensation packages available to candidates in your area (wage and benefits)
- Other factors
  - Commute challenges can impact candidate availability



## Assess: Understand compensation & benefit strategies

- How do you know what 'market rate' is?
  - Competitors
  - Market data = Payscale
  - Candidate feedback
- Think beyond standard benefits

*What makes your company competitive?*

# Assess: Understand what you are looking for by developing the “perfect candidate” profile

- Create a list of ideal KSAs (Knowledge, skills, abilities) before you start interviewing, and prioritize.



Understands insurance billing



Experience with high volume call centers



Familiar with medical billing systems



Demonstrates knowledge of Excel and Outlook

*Consider interviewing for core competencies...*

# Why competencies?

## What is easier to learn/train?

Empathy

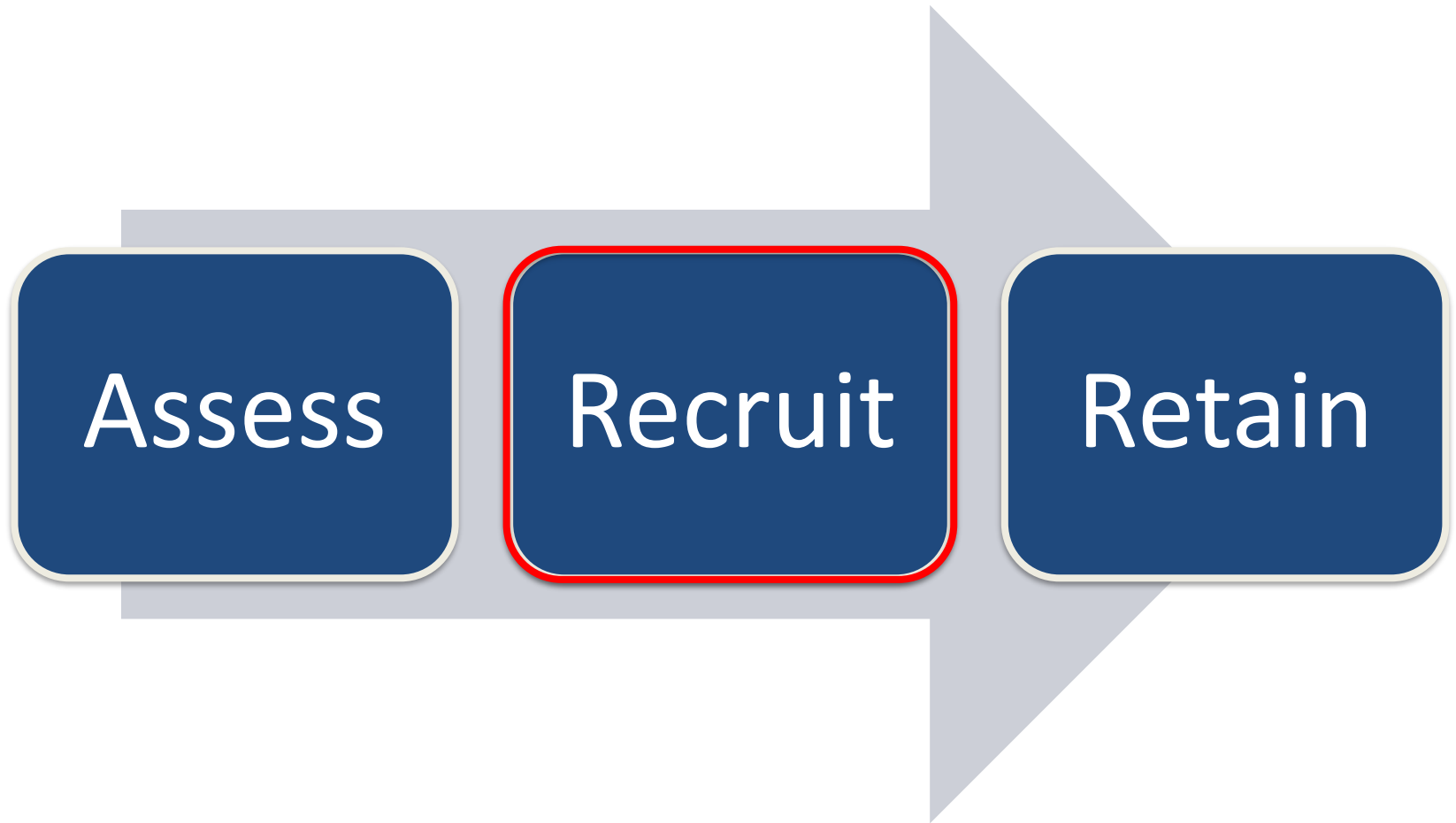
EOB review

Problem  
Solving

Billing system  
process

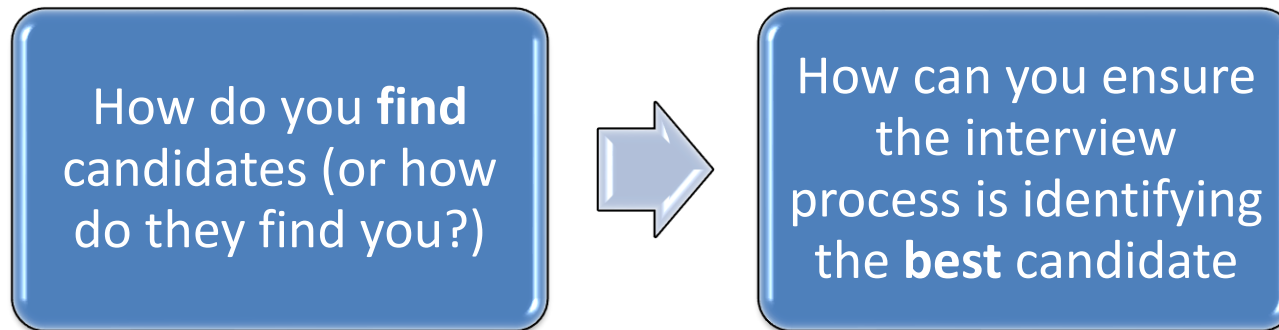
*In a tough market with lots of competition for talent, competency-based recruiting is a good strategy*

# Agenda



# Recruiting for Talent

Two areas of focus:



# Recruitment Insights: Job Postings & Engagement



- Digital recruitment lessons learned and tips
- Best practices for effective job placement
- Marketing your open positions for maximum impact
- National Council resources available to you


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## Website:

- <https://jobs.thenationalcouncil.org>

## Job seekers:

- 10,000+ visitors look for new jobs on JOBank each month
- 50+ new jobs are posted to the platform each month

## Employers:

- 1,400+ companies find qualified candidates on JOBank
- Job postings included in our monthly Job Watch email receive 98% more views on average, and get 69% more applicants on average
- On average, companies who purchase our Premium job-posting package receive 115% more applicants than other packages





# Recruit: Increase the candidate pool by looking for candidates outside the box

- Yes to Job Boards.... And
- Consider Temp to Hire
- Research Local Resources – government agencies
- Research resources available through Healthcare associations and councils
- Be creative! Consider College Job fairs, partnerships with local colleges for apprenticeships, etc.

## Recruit: Interviewing Strategies

- Create a grid for increased objectivity in reviewing candidates
- Identify/create/use behavioral type interview questions
  - Scenario questions
  - Competency questions

### Scenario Example to Assess Critical Thinking:

Interview question: Give me an example of when you needed to solve a problem. What process did you use and how did you arrive at a solution? Was the solution the best one? Why or why not?

### Competency Example to assess strategic thinking, such as the ability to translate strategy into goals and actions:

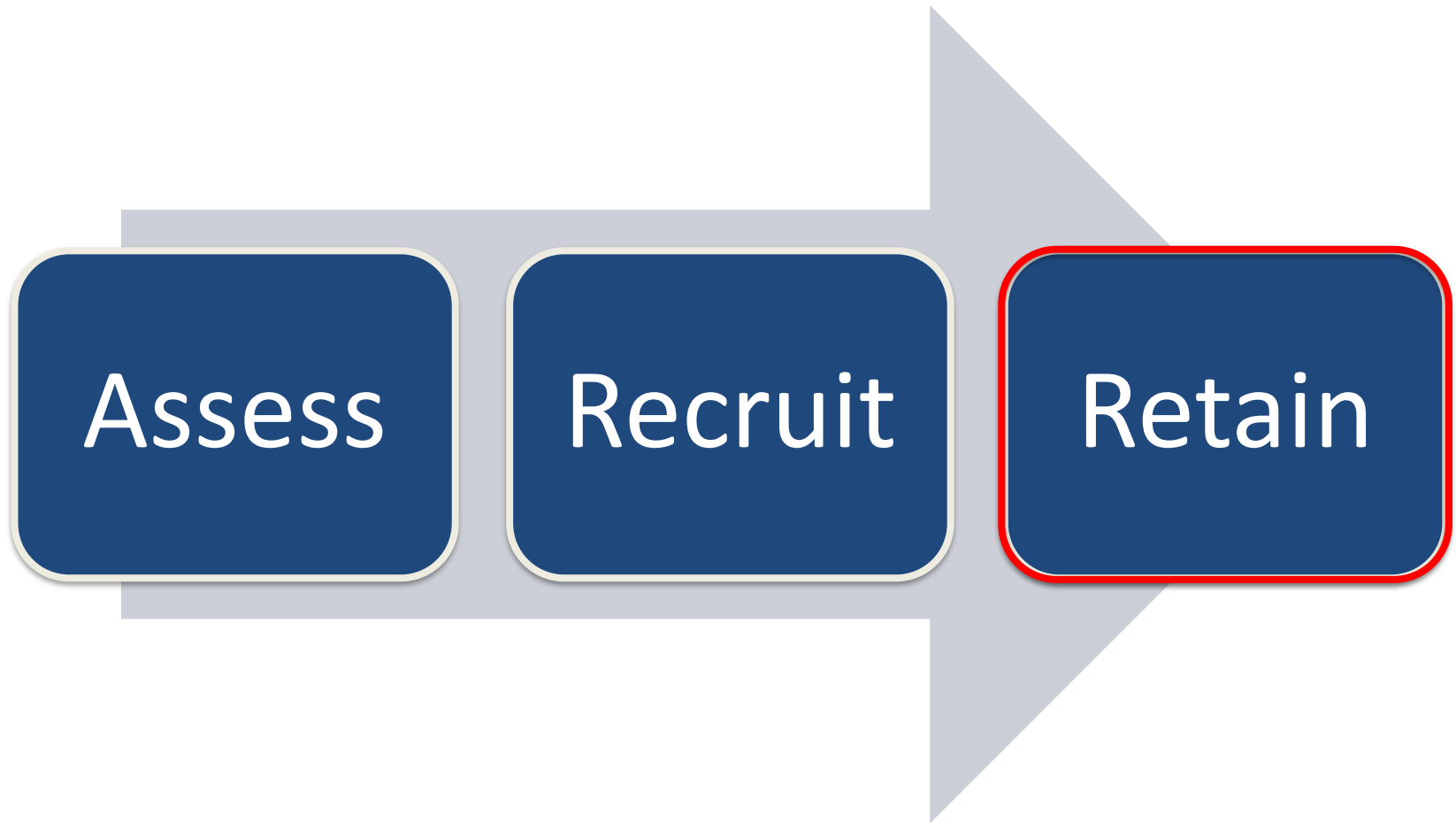
Interview question: Describe a strategic initiative you proposed and implemented. Why did you develop it? How did you implement it?

## Recruiting – Lead with your culture

- Make your culture known from Day 1 of the recruiting experience
- Make sure your job posting reflects who you are
- Provide an honest picture of the job
  - Ask critical questions that represent the challenges of the job
  - Consider job shadowing if the position is one that experiences high turnover in year 1

*“Smart organizations ... use the interview to show that they can be transparent and that they expect the same candor from employees. This is an opportunity to set the tone for the relationship, so you want to model the right behavior. Do be positive. You can, for example, talk about why your happiest employees love working for you. But also be frank about the realities of your workplace and the job. Explain what some candidates may find tough, what motivates people to thrive in the role despite perceived downsides, and the key elements of your corporate culture, which could be a positive for some but not right for everyone.” (Harvard Business Review: Stop Lying to Job Candidates About the Role, July 1, 2019)*

# Agenda



# Retain: The Importance of Onboarding

- Retention starts before the First Day!
  - Tone of welcome letter
  - Call before the 1<sup>st</sup> day
  - First day includes clean desk, system access
  - Set expectations through 30-60-90 day plan
  - Create touchpoints
  - Other
    - Swag
    - New Hire lunch
    - Buddy system



## Retain: Compensation Strategies

- Create easily understood career paths through Job Tiering –  
AR Rep I / AR Rep II / AR Rep III
- Initial hire rate for clerical with a move to increased \$ after six months  
Example: Starting salary at \$15, move to \$16 after six months
- Spot bonuses
- Performance-based incentives

The compensation package is important, but it may not be the priority to your employee. Remember recognition programs (with an understanding of what this means to the employee) and the “value” your employees bring to patients/clients\*\* and the company. Tell the stories behind what they do!

\*\* Recent research has shown that millennials are motivated more by the purpose and value of the job than compensation and benefits.

## Retain: Create a Risk Assessment

- Create key indicators through commonly-known as well as through exit interviews to understand retention risk.

*Example: Key Indicators for a Risk assessment can include factors such as commute time, compensation/compa ratios, engagement level, performance review scores, etc.*

- *Look for key indicators through exit interviews of high performing individuals to create a risk assessment for your company. \**
- *Use the risk assessment to identify high retention risks for high performing individuals.*
- *Be proactive and address the risk assessment areas before the employee is lost.*

## Final Thoughts

- Always think about why someone wants to work for you – or continue to work for you
- Review your talent market regularly – stay current



# Questions?



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