

# FY23 VMFH Strategic Initiative A3

<b>TITLE:</b> Recruitment, Development & Retention	<b>ELT SPONSOR:</b> Sharon Royne	<b>OPERATIONAL LEAD(S):</b> Dianne Aroh, Erin Davis	<b>LAST UPDATED:</b> 9/1/2022
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**DESIRED OUTCOME:**

Distinguish VMFH as a workplace of choice by providing competitive pay and benefits, growth and development opportunities and excellent working conditions. Reduce vacancies and maintain a stable workforce through enhanced recruitment activities and retention of staff. Provide an excellent application, hiring and onboarding experience. Increase standardization of diversity, equity and inclusion initiatives to create a strong sense of belonging. Ultimately eliminate reliance of agency staff to meet operational needs.

**BASELINE CONSIDERATIONS:**

The highly competitive nature of our market, coupled with limited supply of job candidates requires stronger community partnerships to enhance our presence across the region. Additionally stronger pipelines to nursing and allied school programs are necessary to engage potential employees early in the recruitment process.

Formal development and succession plans are proven to drive engagement, provide continuity, sustain culture, promote the concept of “belonging” and create organizational loyalty. Developing leaders is a core competency of a high performing organization.

VMFH has a history of successful recruitment, development and retention programs. There is a need to create a sustainable infrastructure that spans the organization.

Unresolved issues include: competitive market, supply and demand, opportunity to strengthen One VMFH culture.

**KPI METRICS:**

- Press Ganey employee index
- Time to fill positions
- # internal promotions
- # identified successors
- Students placed/hired ratio
- First year turnover
- RN traveler usage
- # of nursing and allied health leaders active on program advisory boards

**CRITICAL RESOURCES:**

	ENTITY	VMFH	CSH		ENTITY	VMFH	CSH
Human Resources:	●	●	●	Real Estate/Facilities:	○	○	○
Information Technology:	●	●	●	Legal/Corp. Resp.:	●	●	●
Capital (\$):	○	○	○	Physician Enterprise:	○	○	○
Education/Training:	●	●	●	Other:	○	○	○
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**FY23 Action Plan**

ACTION PLAN ITEM	LEAD
a. Develop plans and retention committees to address physical and cultural retention opportunities at each facility	Leadership
b. Planfully address recruitment and retention opportunities as identified in new employee and annual surveys	Facility Leadership
c. Formalize leadership development programs across the organization, aligning with CSH programs, as applicable	Sharon Royne
d. Establish a formal succession planning process	
e. Identify a clinical workforce implementation team as well as community stakeholders. Partner with schools and communities to create a sustainable pipeline	
f. Populate clinical program advisory boards with VMFH representatives	Dianne Aroh
g. Develop and implement cross training for applicable job classifications to allow for untraditional assignments to meet changing operational needs (i.e. EVS Tech train to provide pt companion coverage)	
h. Establish a clinical career trajectory program that will develop a stronger internal workforce	Sharon Royne

**ACTIVITIES BEYOND FY23**  
Sustained improvement.