

Using Lean Principles to Change the Recruiting Game: Lessons Learned at Franciscan Missionaries of Our Lady Health System

By Rachel Weeks, Sr. Director of Marketing, HealthcareSource

As the healthcare industry continues to evolve and there is the need for new and different caregiver and care management functions, many healthcare organizations are finding it more difficult than ever to recruit quality talent for open positions. To succeed, recruiters must manage hiring manager expectations while they simultaneously execute efficient hiring processes.

One way to achieve these goals is to use Lean principles as the foundation of recruiters' work. At its core, Lean focuses on four areas: removing non-valued activities and waste, reducing wait time, reducing errors in work, and improving customer satisfaction.

The Human Resources function at Franciscan Missionaries of Our Lady Health System in Baton Rouge, Louisiana recently launched a Lean training program for its recruiting team. This initiative has improved recruiters' relationships with hiring managers, enhanced the recruiting team's time management practices, and standardized recruiting processes across the group.

The Lean Journey at Franciscan Missionaries of Our Lady Health System

When Farrar Anderson, MHR, SPHR, Senior Director of Human Resources, joined the organization, the team of five recruiters at Our Lady of the Lake Regional Medical Center, a hospital within the Franciscan Missionaries system, was overwhelmed by 600 open requisitions. Many had not been trained as professional recruiters and Anderson had never worked as a full-time recruiter. To help the team work more efficiently, Anderson herself led some training on behavioral interviewing. While this was helpful, the recruiters still needed to strengthen their skills related to sourcing, building relationships with hiring

managers, and managing their day-to-day work.

In response, Anderson sought out training on healthcare recruiting best practices. She selected an educational curriculum that is divided into modules, covering the success attributes of elite recruiters; time management; strategic and tactical consulting; how to source, attract, and engage top talent; candidate development; performance structured candidate intake sessions; and efficient candidate closing techniques.

Although the curriculum is designed to be conducted in eleven online sessions, Anderson decided to hold the first two sessions onsite for the first class of participants. These meetings served as team building sessions for recruiters who work in different locations. The remaining sessions were held online once a week. Anderson noted, "The time between the modules is ideal for absorbing new concepts. At first, we thought we wanted four days of continuous training, but now we see that spacing out the modules is better. When it's time for a new module, it reinvigorates the team." New hires now take all eleven modules using the web-based format.

The Lean Transformation

Thanks to the Lean training program, Our Lady of the Lake has seen favorable trends in recruiting metrics, positive changes in the recruiting team's culture, and more. Here are several benefits the organization has experienced since adopting Lean recruiting practices:

- A more strategic mindset among recruiters. According to Anderson, one of the biggest things that has changed is the conversations among recruiters. The team brainstormed and their discussions focus

on sourcing strategy. When a new position is opened, sourcing strategies are defined from the beginning. The team no longer waits until a position has been open for several weeks to do that.

- Clearer communication and stronger relationships with hiring managers. Recruiters now hold intake discussions with hiring managers. Before, they often tried to guess what hiring managers wanted in candidates. If a difficult-to-fill position is opened or if a hiring manager is new to the organization, the recruiters meet with the hiring manager. The goal is to forge relationships with hiring managers early on. Anderson noted that jobs are filled more quickly because recruiters know what they are looking for.
- Better time management. Recruiters no longer discuss time management challenges. They are using a variety of tools, such as time-based calendaring, to help manage their day and avoid phone tag with candidates.
- Stronger mentoring. The Lean training sessions sparked conversations between senior and junior recruiters. The curriculum has served as a platform for senior recruiters to jump into a mentoring role. The training provides a safe environment for those conversations, so they feel natural and aren't awkward.
- Standardized recruiting processes. One of the major advantages of standardized recruiting processes is that it's easy to move portfolios of requisitions among recruiters when team members are out of the office. Anderson said that when recruiters worked

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in silos, it was chaos. Now everyone does things in the same way, so moving work is seamless.

- More robust candidate pipelines. The team now understands how developing a candidate pipeline makes day-to-day work easier. The group tracks the number of requisitions that will be fairly routine to fill and that could benefit from a candidate pipeline. The recruiting team recently hired someone from the education sector who has relationships with local colleges and universities. This individual is leveraging those connections to build candidate pipelines and has illustrated for her peers how to do the same.
- Data-driven decision making, thanks to metrics. The organization maintains an RN Dashboard that is run bi-weekly for the nursing leadership team. This includes the number of nursing hires for the fiscal and calendar year, as well as the number of applicants, transfers, and terminations. Heather Strickland, RACR, Manager of Recruiting Operations, observed, "The dashboard helps the management team handle transitions and plan onboarding activities." The recruiting team also tracks the number of requisitions that are "business as usual" and those which are critical and difficult to fill. This helps the team use its recruiting dollars more effectively.
- A stronger team culture. When the Lean training was rolled out, it was a sign that Franciscan Missionaries of Our Lady Health System wanted to invest in its employees. The team loved it and it generated increased engagement. The training also led to positive turnover. After embracing the Lean recruiting methodologies, new expectations were set for the team. Not everyone wanted to work in that environment, so some people left. In response, the organization has hired passionate new recruiters who are a good cultural fit for the organization.

Conclusion

The Lean recruiting training program has been a game changer for Franciscan Missionaries of Our Lady Health System's Human Resources team. It has also positioned HR as a thought leader in the organization.

Our Lady of the Lake Regional Medical Center is now implementing Lean methodologies across all clinical and administrative areas. The Human Resources team is excited to be ahead of the curve and in alignment with the broader organization.

TOOLBOX TOPIC

Know Thyself

By Brian Brazda, Partner, Lean Human Capital and The Recruiter Academy

As you know, the art of elite recruitment today is dramatically different than yesteryear. Recently, I came across a LinkedIn info graphic called "The Modern Recruiter: Part Artist, Part Scientist" that outlines, with a fun visual, what it takes to be a great recruiter in today's world, with today's challenges. Take a look and ask yourself...Are you a Modern Recruiter?

THE ARTIST

Matchmaker - having instinct for mutual connection: You know how to build relationships and credibility with candidates and Hiring leaders

Marketer - through their profile or employer branding, they know how to tell a great story: You engage with Top talent and become a brand ambassador

Salesperson - knows how to build a pipeline, nurture leads and close deals: you know how to build pipelines and candidate closing best practices

Talent Advisor - trusted advisors to their clients: You are an effective business partner with hiring leaders, how to use metrics to quantify performance, build credibility and be respected for your knowledge

THE SCIENTIST

Data Nerd - Numbers and data not only helps you make better decisions but will earn the trust of others in the organization: You love to analyze data

and manage your business using data and fact

Researcher - Explore candidate pools, employment and skill trends, and the competition: You excel at developing effective search strategies, mind-storming best practices and leveraging your centers of influence

Technologist - Knows what tools work best and masters using them: You are up on the latest in sourcing tools and techniques, time management, candidate development and more

Psychologist - can read the candidate and know how to positively influence them: You know the importance of candidate development and provide tools to perform an effective Candidate Intake Session.

Sharpening your skills and perfecting your technique in these 'roles' will make you an even better recruiting professional.

Recruitment is an art and a science. Whether you are the Matchmaker or the Data Nerd, your expertise makes a difference to your organization every day with every hire.

For those who follow The Recruiter Academy, you know we're passionate about the skills and competencies of elite recruiters. See if you're a Modern Recruiter and among the elite - take this free [Competency & Skill Self-Assessment](#).