

## OPERATIONAL EFFECTIVENESS FOR HEALTHCARE



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This monthly newsletter is designed specifically to help healthcare executives and business owners raise the bar within their organizations by providing insights on how to improve performance and **maximize operational effectiveness**.

### CASE STUDY

#### The Situation

A healthcare company had an employee turnover rate that was almost double the industry average. Many of their employees left or were let go within three months of being hired. This problem was exacerbated by the fact that the company took too long and spent too many resources hiring new people.

#### The Intervention

Andrew helped the organization concentrate on finding the right people. Instead of just picking the best candidate who applied for a job, the organization began actively recruiting people, both internally and externally, to fill key roles.

As a part of this new approach, Andrew worked with the organization to identify both the responsibilities and accountabilities for those key positions. The organization had to know what success would look like for those employees. By doing this, the organization was better able to determine what kind of employee would be right for that role.

The company also considered current employees who were producing great results and identified the reasons why so that approach could be replicated across the organization.

#### The Results

The successful implementation of this new hiring strategy resulted in reduced employee turnover because people's skills were better aligned with their responsibilities, smaller hiring costs because higher quality candidates were being interviewed and hired, and better overall performance because the organization raised the calibre of its employees.

#### ABOUT ANDREW MILLER

Andrew Miller is a well-known consultant, writer and speaker who has successfully helped world-class organizations dramatically accelerate results and improve the speed, performance and efficiency of their organizations. His healthcare clients include renowned hospitals, shared service organizations, group purchasing organizations, private clinics and government institutions.

As a thought leader in the healthcare industry, Andrew provides tremendous value to his clients by using his experience from both the private and public sectors to help maximize their strategic and operational effectiveness.

#### CONTINUE THE CONVERSATION



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### INSIGHTS

What insights can you draw from this case study and how might they be applied elsewhere?

#### Recruiting is not the same as hiring

Hiring is when you post a job or hire a search firm to bring candidates in. Recruiting is when you target specific individuals for specific roles. Organizations need to know when to use each approach. You should be recruiting for all key positions in your company. For roles that include repetitive activities or require a specific set of skills and expertise, you should use public postings.

#### Look at your current top performers

Identify the top performers in your organization and determine why they are able to succeed so you can replicate that approach. Is there something you are doing that allows those employees to succeed? Can you apply it to other parts of the organization to help improve everyone's performance?

#### The impact of speed

It may seem counterintuitive, but if you slow down the hiring process you will get better results. The point of recruiting is to ensure that the right person is chosen for the role, not to bring someone on as quickly as possible. The best organizations are methodical when it comes to hiring employees for key roles. They are not satisfied until they have found the right fit, that do not add any value to the organization.

### VIEWPOINT

#### *The Key Attributes of Top Talent*

The key to the success for any organization is hiring the right people. It's important to look for people who not only have the right skills, but also want to develop both personally and professionally. With self-mastery comes accountability, and with accountability comes effective execution.

There are three key attributes you should be looking for when recruiting new people for your organization: attitude, skills, and mindset. Attitude means that people work well with others, share successes and blame, and recognize that collaborating with others will often lead to a better outcome. Skills are the capabilities that allow employees to do their work and produce successful outcomes. Mindset means that employees are passionate about the work they do and are motivated to challenge the status quo and make improvements.

When you find employees that have the right mix of attitude, skills and mindset, you are able to maximize profitability. The visual below shows what happens when all of these attributes are present and what can go wrong when one is missing. *(Continued on next page)*

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### VIEWPOINT (CONT.)

#### Key Attributes of Top Talent



1. Silo Creation-Right attitude and skills, wrong mindset(someone focused on their own individual goals and accomplishment)
2. Talent drain-Right skills and mindset, wrong attitude(someone with no loyalty or passion for the organization)
3. Productivity loss-Right attitude and mindset, wrong skills(someone who simply can't add value, despite enthusiasm and being a good person)
4. Profit maximization-Right attitude, mindset and skills(someone who constantly adds value to the organization)

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So how do you ensure that you hire the right people? There are four things you need to do:

1. Be proactive-Always be on the lookout for top talent, not just when you have a job opening. And when you find someone great, find a role for them, even if that means creating a job.
2. Know where to look-Are the best people working for competitors? Are they new grads? Are they working outside your industry? Maybe they are already working for another department within your organization and you just don't know it yet. Determine this so you know where to focus recruiting efforts.
3. Know what to offer-Do the best and brightest in your industry want money? Job security? A challenging work environment? Ask your best employees why they chose to work for you instead of your competitors.
4. Recruit, don't hire-This is the difference between targeting specific people and just placing an ad in the newspaper or on a job board. For key roles, you need to target the right

individuals to maximize your opportunity to succeed.

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### ON ANDREW MILLER

#### Recent News

I was recently featured in the Globe and Mail newspaper. Here is the [article](#) and the accompanying [video](#).

[Contact me](#) if you would like a copy of my free operational excellence assessment for your company.

[Read my latest article](#) for Health Research & Innovation magazine, providing ways to close the collaboration gap between healthcare providers and suppliers.

#### Upcoming Events

On Thursday November 22, I will be hosting a free 30-minute teleconference on Using Procurement Innovation to Close the Healthcare Collaboration Gap. [To register or for more details, please click here.](#)

#### Recent Videos

[Check out my new video series on Operational Excellence.](#) These are short videos filled with tips to help your business run more effectively.