

The Hiring System + Its Hidden Obstacle

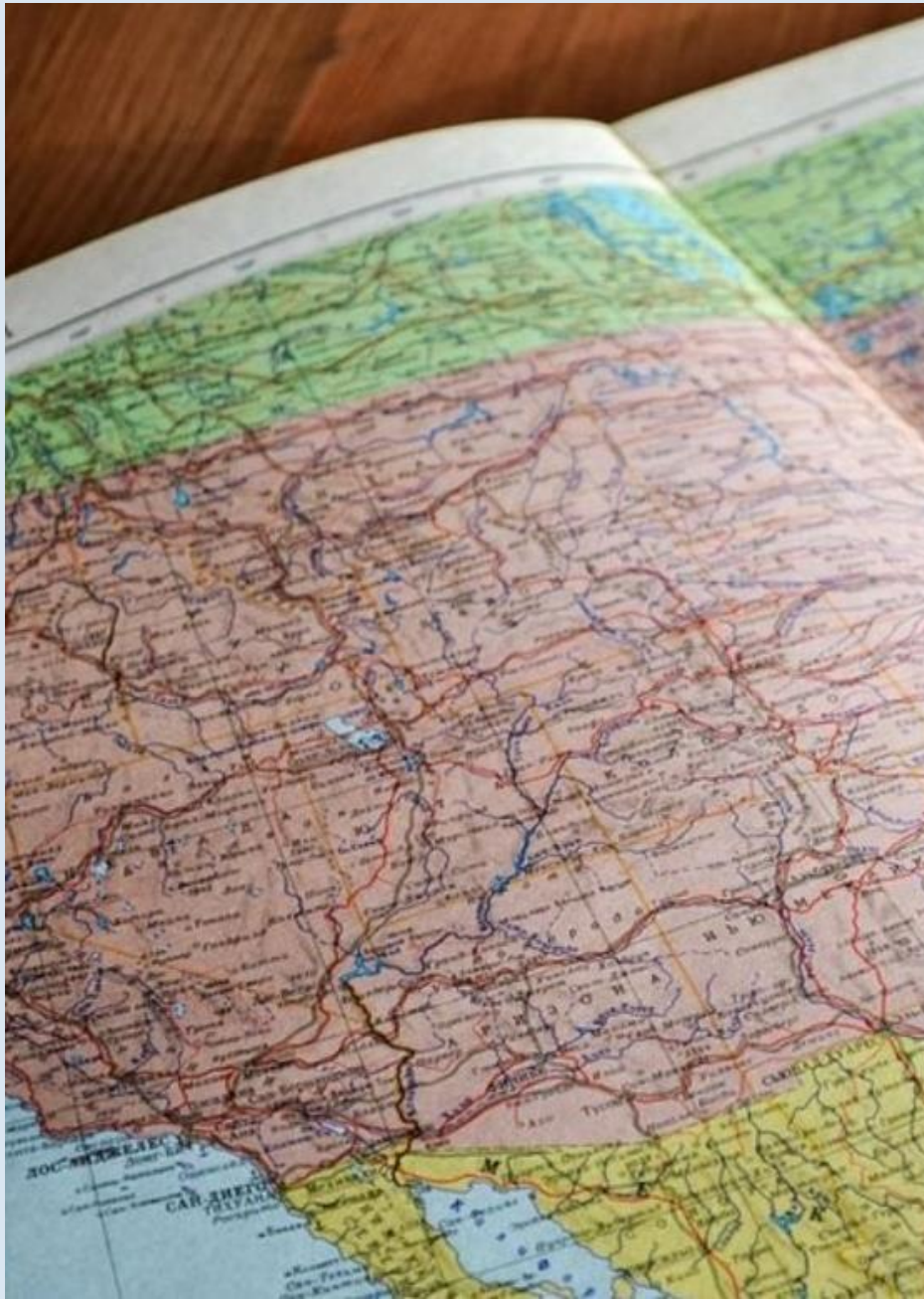
Course

June 25, 2021

Presented By: Kevin Hardy



Nationwide Client Base



Currently provides hospital management, consulting services and technology to:

- Community, district, non-profit and Critical Access hospitals

Example Managed Hospital Client:
Barrett Hospital and Healthcare in Dillon, MT. Ranked as a Top 100 Critical Access Hospital for 8 years in a row

Example Technology and AR Services Clients:
Two-hospital NFP systems in southeast GA with numerous associated physician practices

Preferred vendor to:

- California Critical Access Hospital Network
- Western Healthcare Alliance Partner with Illinois Critical Access Hospital Network
- Vizient Group Purchasing Organization

Areas of Expertise

Strategy - Solutions - Support

Governance & Strategy

- Executive management & leadership development
- Community health needs assessment
- Lean culture

Finance

- Performance optimization & margin improvement
- Revenue cycle & business office improvement
- AR outsourcing

Recruitment

- Executive and interim recruitment
- CEOs, CFOs, CNOs
- VP and Department Directors

Clinical Care & Operations

- Continuous survey readiness
- Care coordination
- Swing bed consulting



Kevin Hardy

*Director Executive & Interim
Recruiting, HealthTechS3*

Since 2004, Kevin has been focused on physician and executive search on a national level. He works with clients to provide physician and executive recruitment services, assisting them in properly establishing search efforts.

Kevin began his career working in several capacities with large national search firms. His ability to develop strong client relationships and provide excellent customer service has enabled him in establishing many years of partnerships with each client he personally represents; providing expertise in practice evaluation, contract negotiation and compensation analysis.

Kevin also serves as a member of The National Association of Health Services Executives (NAHSE). Kevin earned his Bachelors degree in Marketing from Tuskegee University, and in his spare time enjoys, working out, golf, basketball, and traveling.

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Instructions for Today's Webinar

- ✓ You may type a question in the text box if you have a question during the presentation
- ✓ We will try to cover all your questions – but if we don't get to them during the webinar, we will follow-up with you by e-mail
- ✓ You may also send questions after the webinar to our team (contact information is included at the end of the presentation)
- ✓ The webinar will be recorded and the recording will be available on the HealthTechS3 web site:
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Interim Executive & Department Leadership

Staffing Community Hospitals since 1971

HealthTechS3

Design.Build.Optimize  High Performance Teams

- **The Right Person** – Our experience and understanding of your hospital is the key to placing the right Executive or Department Leader
 - **Immediate Response** – Interim needs are typically immediate. Our bench strength allows us to find the right executive quickly to provide a seamless transition
 - **Experience** – Over 49 years of supporting executives & teams in hospitals and healthcare companies of all sizes
 - **Support Services** – Our business is managing hospitals more efficiently. We provide comprehensive support services to all our Interim Executives and Department Leaders
- **Our Depth:**
We support all positions including CEO, CFO, CNO, CIO, Clinic Administration and Department Leaders
 - **Interim Executive Placement Services:**
“Blue Mountain Hospital District has benefited from the interim executive placement services HealthTechS3 provides. Our current CFO started as an interim placement for BMHD, prior to joining our organization in a permanent capacity. The success with this placement has motivated us to consult Health Tech with two subsequent interim executive needs.” **Derek Daly, CEO BMHD**

Retained

Contingency

Interim

Contract

Mentoring/Support Team

Every Interim Executive and Department Leader is backed by a support team and mentor who help ensure that the team gets the right results

HealthTechS3

Design.Build.Optimize → **High Performance Teams**

Executive



Derek Morkel
CEO



Neil Todhunter
President



Jennifer LeMieux
COO

Retained

Recruiting



Mike Lieb
VP Interim Placement



Peter Goodspeed
VP Executive Search



Kevin Hardy
Dir. Executive & Interim
Recruiting Svcs.

Contingency

Consultants



Carolyn St. Charles
Chief Clinical Officer



Joy Smith
Sr. Patient Financial
Consultant



Jeff Hollingsworth
Exec. Dir. Supply Chain
& Group Purchasing

Interim



John Freeman
AVP Finance



Faith Jones
Dir. Care Coord.
& Lean Consulting

Contract

Agenda

1. Job Descriptions + Minimum Qualifications
2. Access To Internal Opportunities for Employers
3. The Hiring Team
4. Sourcing + Accessibility For open Positions
5. Transparency + Attracting Underrepresented Populations
6. Assessing Candidates For Eligibility
7. Making a Selection Decision
8. Pay Equity
9. Inclusive Onboarding

Job Descriptions +Minimum Qualifications

- 1. Do we have a team that has oversight of our database of job descriptions and provides guidance and monitoring to ensure the consistent creation of equitable job description?**
- 2. Are these truly the minimum qualifications listed on the job description, or have we inflated the eligibility to some degree?**
- 3. Are the minimum qualifications listed on the job description based on a business need, or the last person who filled this role?**
- 4. Are the minimum qualifications listed on this job description based on the business need, or tailored for a specific person I want to hire for this role?**
- 5. Are there minimum qualifications listed within the job description that are not objective or measurable?**

Access To Internal Opportunities For Employees

- **Are all opportunities posted internally at the same time or before they are posted externally?**
- **Are the guidelines made public and visible to underrepresented employees wanting to gain access to new opportunities ?**
- **Are guidelines made public and visible to underrepresented employees wanting to gain access to your company's succession program?**

The Hiring Team

- **Do your recruiters and hiring managers feel comfortable capable, and confident that they have the right language to use when discussing topics related to diversity and inclusion?**
- **Do you have a formal published hiring process that recruiters and hiring terms understand and follow?**
- **Does anyone understand the company's history of policies practices, and behaviors that have led to underrepresentation?**

Sourcing + Accessibility For Open Positions

- **Do you have a candidate self-ID program that helps you to get a better idea of the diversity of your candidate pool?**
- **Have your recruiters ever been trained on effective sourcing strategies in diversity recruiting?**
- **Do you have an over reliance on word-of mouth advertising by a homogeneous population?**
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Transparency

- **Do candidates have access to talk to current employees?**
- **What diversity can candidates see on your website among the board of directors and senior leadership?**

Assessing Candidates For Eligibility

- **Do ALL applications that are submitted before the posting closes get reviewed?**
- **Do you provide access to the unwritten rules to submitting an application and resume that get noticed at your company?**
- **Do you provide access to the unwritten rules to interview well at your company?**

Making a Selection Decision

- **Has your interview team been formally trained on how to make an effective selection decision?**
- **Does your recruiter or hiring manager accept no feedback or vague feedback from interview team members?**
- **Does your recruiter or Hiring Manager accept irrelevant feedback from interview team members?**

Pay Equity

- **Do you have internal and external pay policies that are applied?**
- **Are candidates still being asked their current salary when interviewing with your company?**
- **Does your company support an advocate for pay secrecy?**

Inclusive Onboarding

- **Do you help new hires to understand the culture and language of the company?**
- **Do you have conversations about written and unwritten performance expectations for new employees?**
- **Do you connect new hires to communities that represent their stated interest?**

Questions



QAPI Tools: Tips & Tricks

Presenter: Carolyn St.Charles, RN, BSN, MBA – Chief Clinical Ofc.

Date: January 15, 2021 **Time:** 12pm CST

<https://bit.ly/3ohziCQ>

How Are the Changes in the Physician Fee Schedule Affecting Your Care Coordination and Visit Billing?

Host: Faith M Jones, MSN, RN, NEA-BC - Director of Care Coordination and Lean Consulting, HealthTechS3

Presenter : Julie Seaman, CCS, CCS-P, Coding & CDI Director, eCatalyst Healthcare Solutions

Date: January 21, 2021 **Time:** 12pm CST

<https://bit.ly/3b7JDxG>

Swing into Winter: Understanding Swing Bed

Presenter: Carolyn St.Charles, RN, BSN, MBA – Chief Clinical Ofc.

Date: February 12, 2021 **Time:** 12pm CST

<https://bit.ly/3b5SnEv>

Happy Anniversary to the Annual Wellness Visit!

Presenter : Faith M Jones, MSN, RN, NEA-BC - Director of Care Coordination and Lean Consulting, HealthTechS3

Date: February 18, 2021 **Time:** 12pm CST

<https://bit.ly/3hHXD2g>

A Day in The Life of a Minority Hospital Executive

Host: Kevin Hardy, Dir. Exec. & Interim Recruiting, HealthTechS3

Presenter: Andre Storey, FACHE VP & COO, Mem. Hermann Cypress

Date: February 26, 2021 **Time:** 12pm CST

<https://bit.ly/2LjeTie>

What's Wrong with this Picture? Identifying Safety Risks in Your Hospital

Host: Carolyn St.Charles, RN, BSN, MBA – Chief Clinical Ofc. HealthTechS3

Presenter: Ernie Allen, ARM, CSP, CPHRM, CHFM

Date: March 12, 2021 **Time:** 12pm CST

<https://bit.ly/2JJ5Pmt>

Managing Behavioral Health Patients in your Primary Care Practice with Collaborative Care Management

Presenter: Faith M Jones, MSN, RN, NEA-BC - Director of Care Coordination and Lean Consulting, HealthTechS3

Date: March 18, 2021 **Time:** 12pm CST

<https://bit.ly/3pKbBnd>

The Impact of the Pandemic on Hospitals' Senior Leadership Roles and Responsibilities

Host: Peter Goodspeed, VP Executive Search, HealthTechS3

Presenter: Kevin Hardy, Dir. Exec. & Interim Recruiting, HealthTechS3

Date: March 26, 2021 **Time:** 12pm CST

<https://bit.ly/358mRBL>

THANK YOU

We hope the information in this webinar has been helpful!

Please contact me if you have questions about the presentation or would like to know more about Interim Placement or HealthTechS3



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