

KADLEC

State of Recruitment
2017



State of Recruitment

2017 Focus:

- Grow our own strategies
 - **Kadlec Clinic MA-R Training Program**
 - Increased numbers from 9 to 15
 - MA-R Training Program graduates take considerably less time to orient: 9-17 days versus 29 for those new to Kadlec Clinic
 - **Nurse Extern Program**
 - Increased numbers from 25 to 34
 - Added rotations in Ambulatory Surgery Center and an increased focus on OR
 - **Increased student rotations**
 - One example: 60 medical assistant student rotations in 2017. Of that, 31 were hired
 - **Clinical RN Academy Additions (e.g. NICU)**
- Virtual and On-site Job Fairs
- Hiring Events and Open Houses

State of Recruitment

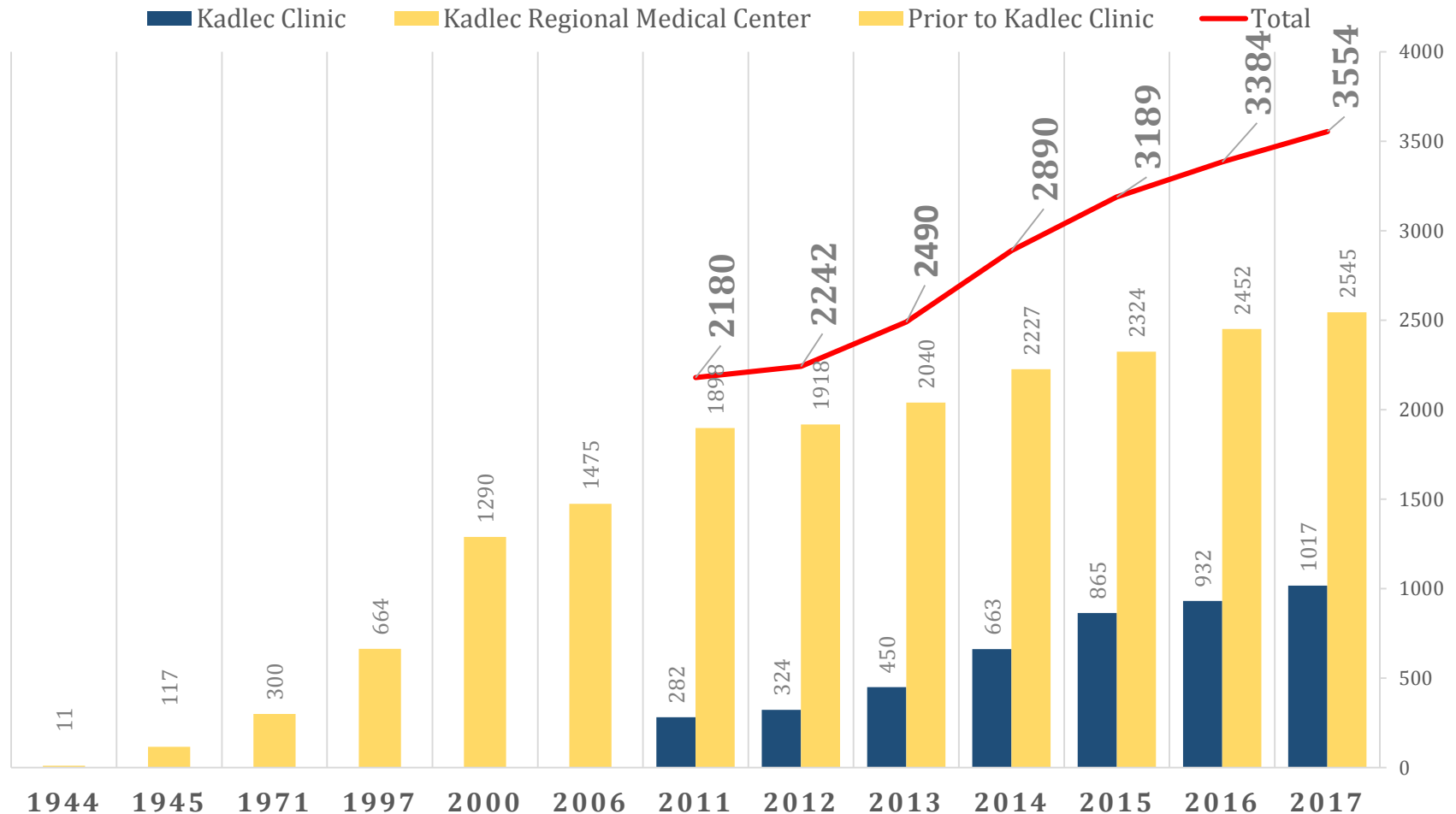
Impressive Results

2017 Results:

- Utilizing all 4 new floors in our River Pavilion Tower
- Kadlec Clinic has expanded to over 50+ Clinics
- Added additional Express Care locations
- Opened Ambulatory Surgery Center
 - 2nd Ambulatory Surgery Center opening in 2018!
- Lowest Time To Fill in all of Providence
- Lowest 1st year turnover in all of Providence
- Filled 1,009 positions

State of Recruitment

Rapid Growth



Hiring Needs



Hiring Needs 1-5 Years

Proactive, versus reactive

Continual focus on the following areas:

Nursing

Healthcare
Leadership

Medical
Assistants

Pharmacy/
Pharmacy Techs

Therapy Services

Clinical Education

Workforce Trends Affecting Healthcare



State of Recruitment

It's a Candidate's Market

RAPID GROWTH IN DEMAND



RAPID REDUCTION IN SUPPLY



SELECTIVE CANDIDATE BEHAVIOR

AGING

(65+) increasing 50%
by 2020

SICK

67% of adults in US
are either overweight
or obese

NEWLY INSURED

32M previously uninsured
will become insured
by 2019

UNEMPLOYMENT

Healthcare unemployment
hits lowest level ever
(3.1% vs 4.9% overall)

TURNOVER

Hospital turnover has increased 4% since 2011;
Bedside RN turnover has increased over 5%

NURSE SHORTAGE

Demand predicted to exceed supply
by 1M in 2020

JOB-SEEKING

Candidates are either
actively/casually looking (34%) or
passively open to hearing about
opportunities (32%)

PRICE-SENSITIVE

Employees are changing jobs
to increase their salaries

MULTIPLE OPTIONS

Candidates consistently have
multiple options

= The Power has shifted to the Candidate

Sources: Lean Human Capital, LLC., "The Power has shifted to the candidate, so current recruiting practices will stop working," John Sullivan, *ERE Media*.

Future State of Recruitment

2018 Focus to address our business needs:

- Continue to expand our grow our own strategies
 - Kadlec Clinic MA-R Training Program
 - Nurse Extern Program
 - Increase student rotations and offerings (e.g. implement Respiratory Therapy)
 - Increase Clinical RN Academy Offerings (e.g. Cath. Lab)
 - Updated/expanded campus recruitment strategies
 - Pharmacy Residency
 - Pharmacy Tech. on the job training
- Virtual and On-site Job Fairs
- Hiring Events and Open Houses
- Talent is everyone's business: Own challenges together



Questions?

