State of Recruitment 2018

Growth Over Time:

Year End:	Kadlec Clinic:	Kadlec Regional:	Total:
1944:			**11**
1945:			**117**
1971:			**300**
1997:			**664**
2000:			**1,290**
2006:			**1,475**
2011:	282	1,898	**2,180**
2012:	324	1,918	**2,242**
2013:	450	2,040	**2,490**
2014:	663	2,227	**2,890**
2015:	865	2,324*	**3,189**
2016:	932	2,452*	**3,384**
2017:	1009	2,545 *	**3,554**
2018:	1037	2,710*	**3,747**
As of 3/1/19:	1058	2,703*	**3,761**

*Does not include Shared Services ('Providence at Kadlec' caregivers). As of 03/01/19: 136

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2018 Highlights

- Added 2 Express Care locations into Walgreens in both Richland and Pasco
- Started our Pharmacy Residency Program
    - 3 Residents
- Expanded Clinical Academy Offerings (e.g. Cath Lab)
- Average Time to Fill (45 days), in the Top 4 for Providence St. Joseph Health
- Filled 1,185 positions*
    - 642 External Hires
        - 120 Acute Care RNs
        - 84 Nursing Support (CNA's, Surgical Techs, Patient Sitters)
        - 69 Medical Assistants

State of Recruitment

- Continued focus on grow our own strategies
- Continued partnership with local/regional programs and colleges that are instrumental to growing our talent pool:
  - WSU: RNs, Pharmacy
  - CBC: RNs, Medical Assistants, Surgical Techs, Sterile Processing etc.
  - Walla Walla Community College: RNs, Medical Assistants
  - Tri Tech: CNAs, Pre-PT and Pre-EMT
  - Charter College: Medical Assistants
- Kadlec Clinic MA-R Training Program
  - 12 MA Externs hired into program
    - MA-R Training Program graduates take considerably less time to orient: 9-17 days versus 29 for those new to Kadlec Clinic
    - 36 MA Students completed clinical rotations. Of that, 29 were hired to Kadlec Clinic
- Nurse Extern Program
  - Increased numbers from 25 to 34
  - Added rotations in Ambulatory Surgery Center and an increased focus on OR
- Continued our partnership with local middle and high schools to build interest for Healthcare careers
- Offer Experienced Healthcare summer camp (high school students)
- Offer Pre-Health Professions summer camp (college students)
- Hiring Events and Open Houses

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Challenges and Opportunities Affecting our Industry

State of Recruitment 2019

RAPID GROWTH IN DEMAND ➕ RAPID REDUCTION IN SUPPLY ➕ SELECTIVE CANDIDATE BEHAVIOR

RAPID GROWTH IN DEMAND

AGING

(65+) increasing 50% by 2020

SICK

71.6% of adults in US are either overweight or obese

RAPID REDUCTION IN SUPPLY

UNEMPLOYMENT

Healthcare unemployment hits lowest level ever (2.2% vs 3.9% overall)

TURNOVER

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

NURSE SHORTAGE

Demand predicted to exceed supply by 1.1 M in 2022

SELECTIVE CANDIDATE BEHAVIOR

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

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Hiring Needs 1-5 Years

Hiring Needs 1-5 Years

Continual focus on the following areas:

Nursing	Healthcare Leadership	Medical Assistants
Pharmacists	Ambulatory (Outpatient) Clinical & Non-Clinical	Clinical Education

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Forecasting Tools

- Job Specific predictive analytics/insights to real time job market and location data
- Allows us to look at national labor statistics and how they compare to our local labor market
- Market indicator for hard to fill positions
- Allows us to unlock hidden reserves of talent supply and in turn we are able to create targeted recruitment/sourcing efforts
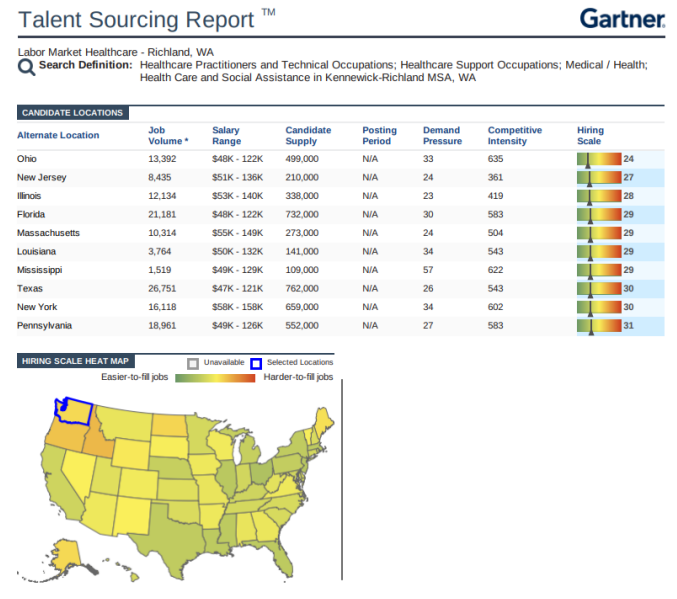
Future State of Recruitment

- Continue strong partnerships with local programs, schools and colleges
- Continue to expand our grow our own strategies
  - Kadlec Clinic MA-R Training Program
  - Nurse Extern Program
  - Increase Clinical RN Academy Offerings (e.g. Nurse Manager and Nurse Educator Fellowships)
  - Pharmacy Residency Program (increased program from 3 to 4 Resident openings)
- Dedicated system wide RN Attraction Strategies
- Dedicated Talent Sourcers (seeking passive candidates)
- Employee Referral Campaign

Talent is everyone's business: Own challenges together!

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