

SUBJECT : EMPLOYEE RETENTION AND RECRUITMENT PLAN	REFERENCE #1304
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DEPARTMENT: ADMINISTRATION	EFFECTIVE:
APPROVED BY:	REVISED:

PURPOSE:

- In keeping with the mission, vision, values and goals of Reeves County Hospital District, it is felt that optimum patient care and services can best be provided by staff who are competent, adequately trained and qualified to perform healthcare related duties. To this end, it is understood that employees who maintain a high level of job satisfaction and embrace the philosophy of the Hospital District will help foster the organization's mission. It is the belief of Reeves County Hospital District that the patient's and family's perceptions of quality is generated by their interactions with the staff. Therefore, every effort is made to recruit and retain employees of the highest merit as representatives of the Hospital District.
- Retention and recruitment planning is an ongoing process which is constantly evolving in the healthcare arena. Planning consists of analyzing and considering information related to:
 - The patient population to be served and the scope and complexity of services required to meet the needs of this population.
 - Known or desired satisfaction and expectation levels of the patient, family and other consumers of healthcare provided by the Hospital District.
 - Resources, support and current technology available throughout the Hospital District to provide healthcare services.
 - The educational, training and learning needs of the employees.
 - Information communicated from employees to administration and/or department managers that influences decisions toward continued employment and/or job dissatisfaction.

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- Reeves County Hospital District is proud of the staff who have chosen to associate themselves with the Hospital District and recognizes the difficulties presented to all members of the healthcare profession as they meet the complex needs of health service consumers. A focal point of the Hospital District's retention and recruitment planning process is to identify and recognize, either financially and/or publicly within the organization, those individuals who have demonstrated an exemplary level of expertise, professional growth and advancement, achieved patient and/or peer satisfaction and improvement in job performance.
- It is also the philosophy of the Hospital District that support, direction and education are more effective means of achieving employee competency and promoting retention than measures that result in a punitive outcome.

PROCESS:

- The CEO/Administrator, Human Resources Director, Public Relations Director, Director of Nursing, and other designated department managers make up the Recruitment and Retention Team. The R&R Team collaborate to plan retention and recruitment activities. Recruitment activities are essentially limited to recruitment within the organization, however other formal recruitment activities include local advertisement, meetings with professional healthcare groups and vendors, institutions of learning, and "growing our own". The Hospital District feels if we can "grow our own" then that individual will already be vested in our community with ties to the community.
- The R&R Team has been established to address those issues that are organizational, cross departments and impact all staff. The primary function of the R&R Team is to implement organizational retention programs and develop organizational staff policies and procedures.
- Individual departments address department specific retention and recruitment issues, when appropriate, collaborating with other departments/individuals to identify and promote retention and recruitment activities. Department managers/supervisors are given the flexibility to develop and implement programs that focus on that department's employees, with approval from the R&R Team.

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POSITION AVAILABILITY:

- When an employment position becomes available, all attempts are made to replace the position by promoting present employees who possess the necessary qualifications from within the Hospital District, prior to advertisement to the general public. The Hospital District is an equal opportunity employer.
- For those employees that fill positions within the organization, educational, training and professional performance needs shall be provided by the Hospital District. Outside education that may be required and/or desired shall be financially assumed by the Hospital District with approval of the employee's department manager.

INTERVIEW PROCESS AND JOINT ASSOCIATION:

- The process of interviewing prospective employees is conducted by the department manager of the department that is seeking to fill a position. All regulatory labor laws are upheld by the department manager during the interview process. The department manager has the obligation to provide the prospective employees with all necessary information related to job responsibilities and expectations, as well as the organizational philosophy, mission, vision, values and goals.
- It is felt that the interview process should be a shared experience, with the interviewer proceeding through the process in a manner which will elicit information that provides adequate knowledge of the prospective staff member's skill, competency, training, level of education and other necessary qualifications as appropriate. This will allow the interviewer to make an informed determination as to the benefit the prospective employee may be to the healthcare team. The prospective staff member shall be encouraged to discuss any issues, concerns or questions they may have related to becoming associated with the organization.

ORIENTATION PROCESS:

- All individuals joining the organization will be requested to attend the Hospital District's orientation program. During the orientation program, the new employee shall be provided with information that includes, but is not limited to: organizational policies/procedures; employee guidelines; compensation; benefits; insurance coverage; safety; infection prevention and control; hazardous materials management information; fire safety, HIPAA, compliance, and the basic operation of the facility.

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- In an effort to support and encourage retention and staff job satisfaction, the facility maintains an "Open Door" policy that is practiced by all members of the organization. It is felt that those individuals who are active members of the R&R Team can contribute to improvements in organizational operations and patient care and services.

(The following is a list of programs, activities and retention techniques that are an integral component of the Hospital District's Retention and Recruitment Plan.)

- In-service/Continuing Education:

Hospital sponsored in-service educational sessions are provided on a scheduled basis throughout the year and on an "as needed" basis when a need for education is identified.

- Communication:

- Monthly department managers' meetings are held to provide a forum for communicating to employees' information about the facility and/or individual departments. This also provides employees with an opportunity to express concerns or questions related to their employment environment.

- Employee Holiday Celebration:

- An annual Holiday Celebration is sponsored by the Hospital District for all employees and their guest.

- Hospital District Sponsored Events:

- All employees are welcome to attend any and all events sponsored by the Hospital District