



TALENT SOLUTIONS



Eric Scharber
Executive Vice President

Eric is an executive vice president at SimiTree, leading all talent acquisition and employee retention efforts for the Post-Acute and Behavioral Health industries. He oversees executive search, management recruiting, and interim leadership services, as well as advisory services related to workforce management. After founding the firm in 2005, Eric led it to becoming the top recruiting and executive search entity for the Post-Acute and Behavioral Health industry, serving clients across the U.S. and completing more than 3,500 recruiting and interim leadership projects since inception.

5 Best Practices for Recruiting and Retaining Top Staff in Healthcare

1. Interview Techniques

Interviewing is tough. How do you know if you are truly getting the right info out of someone, or whether it's a performance?

- Questions like, "Why don't you take a few minutes and walk us through how you came to this point in your career?" work well. You can also ask candidates to tell you about a time when they had to overcome challenges and how they did it. This will give you a better indication of their problem-solving skills and how they handle difficult situations.
- Consider informal meetings outside the office to assess candidates in different settings. This is helpful for a candidate who will be client facing to see if there are any changes in social performance in alternate settings.

2. Identifying Top Leadership Qualities

Identify what types of skills would make a good addition to your team. Consider cultural fit, qualifications, and work styles when deciding the traits that are most important in your team. For example:

- **Excellent Communication Skills:** Articulate and effective communication is essential for team leadership.
- **Agility/Adaptability:** Learning and emotional agility are critical in the changing dynamics of healthcare. A learning leader will cultivate a learning organization, creating an environment where innovation and agility to changing market dynamics will give the organization a competitive edge. An emotionally agile leader will cultivate courage,



Stacy Olinger
MSN, Founder and CEO,
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Stacy Olinger is a transformational healthcare leader with over two decades of multifaceted experience that melds a rare blend of clinical, operational, financial, and technical skillsets. Leveraging Six Sigma and Lean methodologies, she pioneers healthcare systems that cohesively integrate clinical strategies, business objectives, and ROI, resulting in a sustainable, long-term effect that extends beyond traditional hospital settings.

In her current role as a healthcare consultant, Stacy adopts a forward-thinking, human-centered strategy to combine clinical expertise, regulatory knowledge, and leadership development, with robust operational redesigns in both care at home, hospital, and ambulatory settings. Through strategic AI and EHR implementations and economic modeling, she significantly boosts patient satisfaction and profit margins while reducing staff turnover.

resiliency, empathy, and inclusivity, creating the culture for people to be at their fullest potential.

- **Empathy:** When employees feel understood, cared for, and appreciated by their superiors, they're willing to work harder, take risks for great rewards, and are encouraged to help their colleagues succeed.

Communication is the language of leadership. Someone who is articulate both written and verbally, will be able to lead a team with efficiency and ensure team members are all rowing in the same direction. Much time should be spent throughout the interview process determining whether a candidate is a good communicator.

3. Focus on Culture

Too often, company culture is “all talk” and not enough action.

- **Cultivate a Positive Company Culture:** A positive and supportive work environment enhances employee engagement, reduces turnover, and boosts overall organizational performance.
- **Leadership Embodies Culture:** Company culture starts from the top. Leaders must actively embody and promote the desired culture to make it a tangible reality for employees.

Positive company culture decreases turnover rates and increases employee engagement. When that happens, organization performance increases and everyone is happy. It is the top leader that is the ambassador of a company's culture, and it must start with them. If you cannot define what your culture is, you're doing it wrong. Many times, a company needs the assistance of outside expertise to ensure progress is being made. This is a wise investment in your people and company.

4. Effective Talent Acquisition Resources

- **Social Media:** Leverage social media platforms to attract younger talent. Three in five hires originate from some form of social media. Does your organization have an effective social media presence and plan for recruiting purposes? The younger generations absolutely leverage this to seek new positions.



Wayne A. Regan
Managing Director,
Interim Management

Wayne A. Regan is the Managing Director, Interim Management at SimiTree, boasting over 25 years of leadership and consulting expertise in home care, hospice, palliative, and long-term care. With more than a decade of experience in healthcare sales and marketing, Regan is an active advocate in post-acute care services.

- **Referral Programs:** Internal referral programs often produce the best quality candidates for companies. Is your plan exciting, or is it simply checking a box? Is it worth a few thousand dollars to get a great new nurse? Of course, it is! Gone are the days of few-hundred dollar bonuses for referrals. Make it exciting and attractive. Turn your staff into recruiters!
- **Job Boards:** Utilize targeted job boards to reach relevant candidates. While they only focus on “passive” talent, they are still a good place to advertise your opening. Be sure you are using the right job board for the kind of role you are looking to fill. There is a cost with these boards and, most often, the more you spend, the better the result.
- **Third-Party Recruiters:** Partner with experienced recruiters to access specialized talent pools. Always be sure to choose a recruiting partner that knows your industry and has a good network. These partners can add a lot of value to the search process.

5. Retention Strategies

The healthcare industry has more of a retention problem than a recruiting problem. If you are able to keep the staff you have, you can handle the recruitment related to growth. Gallup says that 54% of turnover is avoidable. That said, it doesn't happen by accident. It takes a strategic retention plan to move the needle on turnover. Best practices on what to focus on include the following:

- **Competitive Compensation:** Conduct annual salary audits and consider creative incentive plans. These plans should be analyzed annually, and creative incentive plans should be considered for every role. The average compensation has risen at a higher percentage in the past three years, and many organizations are behind the times.
- **Culture and Engagement:** Foster a positive and engaging work environment to boost employee morale. The right culture will create engaged employees.
- **Professional Development:** Top employees want to grow professionally, and organizations must commit to a culture of developing their staff.
- **Work-Life Balance:** Prioritize work-life balance initiatives to promote employee well-being.



25% FASTER
time-to-fill and
completion success



90% REPEAT
client use of our
services again



92% SURPASS
placement
guaranteed data

About Us

SimiTree is a healthcare talent solutions firm dedicated solely to Home Health, Hospice, and Behavioral Health.

Services:

- **Executive Search and Management Recruiting:** SimiTree has a deep bench of experienced and qualified professionals who can fill a variety of roles, from CEO to clinical manager.
- **Interim Leadership:** SimiTree provides interim leadership solutions to help organizations fill unexpected vacancies, expand, restructure, or integrate post-merger or acquisition.
- **Retention Strategies:** SimiTree helps clients meet retention challenges with smart practices and expertise in the Home Health, Hospice, and Behavioral Health industries.

With our industry focus, experience, and success, SimiTree can help you find the right talent to meet your needs and achieve your goals.



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