



Talent Management:

Key to Optimizing Capacity to Provide Excellence in Patient Care and Satisfaction

By Bob Moore, CMC

Talent Management: Key to Optimizing Capacity to Provide Excellence in Patient Care and Satisfaction

By Bob Moore, CMC

The Focus on Patient Satisfaction

Patient satisfaction is a key determinant of quality of care and an important component of pay-for-performance metrics. Under the CMS Hospital Inpatient Value-Based Purchasing (HIVBP) program, Medicare reimbursements are linked to patient satisfaction and surveys completed by patients. Under regulatory requirements, health care providers must publically report CAHPS survey results to show patient perceptions of their care. Providers that focus on improving patient satisfaction improve their reputation, market share and optimize their reimbursements under the value-based purchasing framework.



Nurses Are the Difference

Nurses are the cornerstone of hospital care delivery and the hospital's most costly and valuable resource; their efficiency and effectiveness are central to any effort to maximize patient safety or minimize costs. Studies indicate the following elements limit the time nurses can spend in direct patient care and contribute to inefficiencies and stress for nurses:

1. Inefficient work processes and physical designs,
2. Gaps in technology infrastructure,
3. Unsupportive organizational cultures,

These elements also contribute to nurse burnout, which, in turn, hinders the recruitment and retention of nurses. Every patient interaction with a nurse now has the ability to affect hospital revenue. It's the patients' perception of care that will matter and nurses can sometimes influence that perception in positive ways through their dialogue. Now more than ever before,

nurses must master superior interpersonal skills and personal effectiveness, and demonstrate high levels of patience and compassion. Your nurses must be fully engaged top talent. Research consistently shows that Top Talent exceeds the performance of average workers by at least 25%. In some cases, the differential was 100%! A stable workforce of Top Talent can be your primary competitive advantage.

The Reality: Disengagement and Turnover

While fully engaged top talent is the ideal, it is far from the reality. The results of most hiring practices are ineffective! Here are the current statistics to back that up:

- 46% of all new hires fail within the first 18 months.
- Of the remaining 54% that remain employed, 45% are rated as fair to marginal.
- 66% of hiring managers regret their decisions within the first year.
- Only 19% of all new hires are considered to be a universal success.
- Only 13% of new hires rate themselves as actively engaged and 64% say they are disengaged.
- As many as 24% say they are actively disengaged, have no passion for what they do on a daily basis, and are actually spreading ill-will and discontent.

Turnover—when workers leave the organization—results in the loss of human capital and their knowledge, skills and abilities. Turnover is also the significant cause of . . .

- Lost productivity, collaboration and innovation
- Lower employee morale and increased workload

- Additional HR and managers' time to . . .
 - out-process departing employees,
 - reorganize remaining work,
 - source their replacement,
 - interview candidates,
 - prepare offers, and
 - orient new employees.

This is particularly critical for nursing positions that significantly influence patient care and satisfaction. For these reasons, effective talent management is the key to optimizing the capacity to enhance levels of patient care and satisfaction.

What is Talent Management?

Talent management is based on a senior management team's commitment to hire, develop and retain talented employees. It comprises all of the work processes and systems that are related to attracting good people who can be turned into Top Talent.

Imagine . . . what it would do to measurable results to have a healthcare team of fully engaged Top Talent executing your organization's strategy—every day!



Job-Talent Fit

Effective talent management is an integrated system that matches talent with the job - **the Job-Talent Fit process**. It begins by fully understanding the job, the primary reasons it exists and the measurable accountabilities expected from anyone in that job. If a job could talk, we could hear precisely what is required to achieve superior performance, telling us about the . . .

- Knowledge a person needs,
- Personal attributes required to drive success,
- Rewards for superior performance,
- Hard skills vital for the job,

- Behaviors necessary to perform at peak levels, and
- Intrinsic motivators.

But jobs can't talk. Instead, we must rely on a process that is objective enough to remove the natural biases of hiring managers and recruiters—any unfair preferences or dislikes. Otherwise, the results will be a flawed decision because their blind spots and blinders will cloud their judgment to understanding the true job requirement.

The next step is to administer a **Talent Report** to the finalists for the position and determine the degree of fit with a **Gap Report**. The Gap Report becomes the basis for the onboarding and individualize development plan for new hires.

In summary, an effective hiring system need not be complicated, frustrating or costly. Rather increasing costs, a well-designed hiring system not only lowers costly turnover, but assures that you hire good people who can be turned into fully engaged top talent.

Empowerment

Surveys show that far too many nurses feel powerless in their jobs, unable to act autonomously or even have a voice in the policies that affect them. A study published in 2014 in the *Journal of Nursing Administration*, found only moderate levels of empowerment among 140 clinical nurse managers at one large health care system in the northeast. And studies conducted between 1990 and 2009 concluded that, "The empowerment of nurse managers correlated positively with job satisfaction, perceived organizational support, role satisfaction, and managerial self-efficacy, and correlated negatively with emotional exhaustion and own health outcomes."

The problem with powerlessness within the *nursing profession* is clear; it creates job dissatisfaction, stress, and burnout. It can lead to ineffective nursing management that compromises patient safety. And it's incompatible with today's increasing emphasis on multi-disciplinary care, where collaboration is key.

One of the most important traits of empowered leaders is that they are facilitators of change. They feel capable of identifying areas that need improvement and work to bring about transformation.

The Dark Secret:

The Rest of the Talent Management Story

After successfully discovering good people through an effective hiring process, development is the next step. But first, I must warn you about the “Dark Secret of HRD,” which means that your organization is almost certainly wasting most of the money you invest in learning and development.

The reality is most training does not “stick.” In their book, *Transfer of Training: Action-Packed Strategies to Ensure High Payoff from Training Investments*, Mary Broad and John Newstrom report most of the investment in organizational training and development is wasted. Well over 80%, by some estimates, of the knowledge and instruction gained in training is not fully applied on the job. They recommend that improving transfer of training by taking action before, during and after training events become HRD’s top priority.

Myths and Realities

Here are three myths and realities that can derail your training and development programs and prevent your good people from becoming top talent:

Myth #1

When employees have skill deficits, invest in the best training you can find, and your performance will be “corrected.”

Realty #1

Without sponsored follow-through reinforcement, application, feedback, encouragement and accountability, as much as 90% of classroom instruction doesn’t “stick” in the workplace. This lack of follow-through results in \$50 to \$100 billion being wasted every year in the U.S. alone.

Myth #2

If people value what they learned in training, they’ll do it on the job.

Realty #2

The second reality is about what really happens in the

workplace. People deal with everyday situations out of habit. Under pressure, habits trump newly introduced skills and most of the time, people won’t use a newly learned skill until it’s ingrained. Failing to follow through with structured reinforcement means most participants will return to their old habits.

Myth #3

If motivated people learn what to do in training, they’ll begin using the desired skills consistently after they return to work.

Realty #3

What people take away from the classroom is mainly knowledge and familiarity, not skill. To ingrain any skill, routine, habit or behavior pattern, you have to perform the corrected action again and again to stimulate the brain cells involved to interconnect. It has to do with brain science—what actually happens in the brain when someone ingrains a new skill. A new neural network must be established before someone will consistently perform the skill.

The Real Issue

Education, experience and technical skills are not enough to excel. The know-how we acquired in higher education or on-the-job training helps us perform in specific roles, but that’s not enough. To address the myths and realities, your training and development processes must address the following three factors:

1. Personal strengths and people skills are CORE to a person’s success. If you’re not helping the people in your organization work on these core skills, that omission can derail their performance.
2. Knowing is NOT the same as doing. Technical skills, education and experience are not enough to excel.
3. Creating a new habit means REWIRING the brain. In order for any behavior pattern to become habitual, the brain needs to be wired for it.



Summary

Healthcare Leaders Who Want to Optimize Capacity to Provide Excellence in Patient Care and Satisfaction Must Address the Following:

1. Recognize that nurses are THE difference and empowered leaders are facilitators of change. They need to feel capable of identifying areas that need improvement and transformation.
2. Implement an effective Integrated Talent Management System that Assures Job-Talent Fit.

3. Address **The Dark Secret of HRD** and **The 3 Myths and 3 Realities** by redesigning learning programs.
4. Provide leadership development for all team leaders and nurse managers. This means practicing “Work of Leader” skills and Developing Innovative Cohesive Teams.

Next Steps

We have prepared a brief questionnaire to help you clarify your Talent Management priorities. Now, click on the following button.

**Complete
the Questionnaire**

About Bob

Bob Moore, CMC, is founder of www.Effectiveness.com, an internationally recognized resource to executives and professionals who want to accelerate their progress to sustainable growth. Bob is a talent development specialist and founder of www.TalentManagementInstitute.com, a resource center for improving selection, alignment and development of top talent. He is the author of Turning Good People Into Top Talent (www.TopTalentBook.com) and a CMC®, Certified Management Consultant, the globally recognized certification mark of consulting competency, professionalism and ethics awarded by the Institute of Management Consultants. Contact: Bob@Effectiveness.com | Phone: 919-439-5811