

THE LG EXPERIENCE

LANCASTER GENERAL HEALTH

JULY 2019

How Human Resources Improved the Recruitment Process for New Employees

In 2018, the LG Health Human Resources team hired more than 2,500 employees. However, before new employees clip on their badges for the first time, the HR Recruitment team invests a significant amount of time identifying quality candidates, coordinating interviews, and managing the onboarding process after the candidate accepts the offer.

To support the growth and hiring needs of the organization, the HR team identified, through an idea card process, the need to more efficiently recruit and onboard new candidates. The idea card ultimately led to an A3.

An A3 is a Continuous Improvement tool that allows teams to identify and eliminate the root cause of a problem or reduce waste through the structured Plan, Do, Check, Act testing cycle.

“We began the A3 process in October 2018. With the help of our Performance Improvement coach, we quickly identified that the amount of time it takes to onboard a new employee could not be easily adjusted because of necessary training and the four-week leave notice that has become an industry standard,” explained **Kurt Stillwagon**, director, recruitment & talent acquisition.

However, the team did not stop there. Each week, the team held meetings to discuss and evaluate other components of the overall recruitment process in an effort to drive change, Stillwagon shared.

Through the A3, the team was able to clearly identify three recurring challenges

that recruiters faced and then eliminate unneeded administrative tasks.

“When it comes to employment, the recruiter, hiring manager and new employee all have a responsibility to complete a list of tasks. If the items are not uploaded on time or completed correctly, it can cause a domino effect, delaying when the employee can begin New Employee Orientation,” shared **Scarlett McGary**, manager of talent acquisition.

McGary explained that following up with new candidates was causing recruiters duplicate steps, adding more time spent on administrative tasks. By leveraging new modes of communication and implementing new standards of work for paperwork deadlines and background verifications, the recruiters began to fill positions more quickly and efficiently.

Implementing New Standards of Work and Communication Modes

- Candidates now schedule their own pre-employment physical instead of attending at a time scheduled by their recruiter. By changing the process, recruiters were able to minimize the number of new hires who rescheduled, potentially delaying their start date.
- Recruiters now communicate with candidates via text, in addition to email, to ensure Workday tasks are completed quickly. Since using text message notifications, recruiters are able to more easily communicate with candidates and



► The HR team gathered around their huddle board.

the team has seen candidates complete Workday tasks faster.

- Recruiters now use a standard of work when communicating with the hiring manager. This allows them to inform managers earlier if any delays are expected in the hiring process, which would also impact current staffing schedules.

“We understand that starting a new position can be overwhelming, so by communicating scheduling deadlines to new employees, in addition to sending text message reminders and involving the hiring manager earlier in our process, we began to see better results and we were able to offer new employees a better onboarding experience,” said McGary.

Through this process, the Talent Acquisition Team has saved over four hours of administrative time per week, which

enables them to concentrate on recruiting new candidates. Since starting the A3 process, recruiters are filling positions 10 percent faster (not including providers). For new employees, identifying onboarding issues earlier in the process makes it more likely they can start on time.

“This process has been extremely valuable for our team. I believe that Continuous Improvement is possible when leaders listen to and empower their team, begin to ask the right questions and create a space where everyone feels safe trying new ideas, knowing that they can always go back to the drawing board,” said Stillwagon.

Employees interested in learning more about Continuous Improvement and the A3 process are encouraged to visit the Continuous Improvement Portal on StarNet.



PRESIDENT'S MESSAGE

JAN L. BERGEN, CEO, LANCASTER GENERAL HEALTH

As I reflect on the recently ended fiscal year 2019 at Penn Medicine Lancaster General Health, the word “extraordinary” comes to mind. Along with extraordinary challenges, FY19 gave us plenty of reasons to celebrate extraordinary accomplishments.

LG Health felt the impact of a hospital closing, which created significant staffing and other challenges while we worked to accommodate increased demand. At the same time, we earned prestigious recognitions for quality, safety and community service.

Despite FY19's challenges, our remarkable and dedicated teams were able to make significant progress toward LG Health's annual system goals. Thank

you to all for helping us continue to improve clinical outcomes and patient safety, experience, access, financial performance and retention of our talented staff.

As we begin fiscal year 2020, our goals will once again align with our five dimensions of performance: Quality, Experience, Access, Finance and People. In this column, I will briefly introduce our FY20 goals. You will find more details in the infographic on the next page, as well as the System Goals resource page on StarNet.

- **Quality: Reduce 30-day readmissions.** Reducing readmission rates is a key component of LG Health's efforts to become highly reliable and eliminate

harm to everyone in our care. In the year ahead, we will continue to utilize Continuous Improvement practices to reduce infections, complications and other factors that contribute to readmissions.

- **Experience: Increase likelihood to recommend.** Delivering an extraordinary patient experience sets LG Health apart. It's also the right thing to do. Patients who have a positive experience are more likely to return for future care and recommend us to others. Emphasizing the Penn Medicine Experience Standards will ensure a consistently extraordinary experience for all of our patients and their families.

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Fiscal Year 2020 GOALS

To continue to advance the organizational mission, LG Health has identified the following fiscal year 2020 goals. Each goal aligns with one of the five dimensions of performance and includes an aspiration and objectives. To learn more about the objectives for each goal, visit the System Goals resource page on StarNet.



Quality

ASPIRATION: Be highly reliable and eliminate harm to every person in our care.

GOAL: Achieve target 30-day readmission rate.



Access

ASPIRATION: Provide convenient, affordable and timely care.

GOAL: Increase distinct lives.



People

ASPIRATION: Attract, hire, develop and retain a healthy workforce in a safe environment.

GOAL: Achieve target retention rate.



Experience

ASPIRATION: Deliver an extraordinary experience for every person and family in our care.

GOAL: Increase Likelihood to Recommend.



Finance

ASPIRATION: Maintain sufficient financial strength for the next century and beyond.

GOAL: Achieve operating margin.

PRESIDENT'S MESSAGE

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- **Access: Increase distinct lives.** To grow the number of patients LG Health serves, we will continue our efforts to provide convenient, affordable and timely care. This will include opening an annex to the Emergency Department at LGH, as well as our seventh Urgent Care; promoting same-day access at our primary-care practices; and expanding our use of interactive technology.
- **Finance: Achieve operating margin.** We will continue to grow and optimize revenue, reduce waste and ensure efficient spending whenever possible. Maintaining sufficient financial strength will enable us to achieve our short-term goals, including the Duke Street Expansion, as well as our long-term vision of serving our community for the next century and beyond.
- **People: Improve organizational retention.** LG Health owes our success to the dedication, hard work and loyalty of our employees. In the year ahead, we will continue to look at opportunities to enhance your compensation, benefits, development and professional well-being, as well as workplace safety. These efforts in turn will enable us to attract, hire, develop and retain a healthy workforce.

In the coming months, you will learn much more about our FY20 goals and how your own work directly impacts our success. With your support and our ongoing commitment to Continuous Improvement, I am confident that we will achieve our goals and become even more consistent and reliable in our performance.

Thank you again for your commitment to our organization and those who depend on us for vital health-care services.

LG HEALTH EARNS HAP's Community Champions Award

"In 2018, with community partners, Lancaster Joining Forces achieved one of our primary goals, which was to reduce deaths from opioids and heroin," said **Alice Yoder**, executive director of Community Health. "The number of overdose deaths declined 35 percent, from 168 deaths in 2017 to 108 deaths in 2018. This decrease provides evidence of the power of partnerships within Joining Forces."

LG Health recently received statewide recognition from The Hospital and Healthsystem Association of Pennsylvania (HAP) for its outstanding efforts to improve health care in the communities it serves.

LG Health's entry, *Aligning Efforts to Fight the Opioid Crisis*, was chosen as a Community Champions Award winner.

Fourteen award recipients selected from 127 total submissions were chosen for their exceptional work and innovation in community health projects, quality improvement efforts and operational efficiencies.

In 2017, Lancaster Joining Forces was launched to strategically impact the number of deaths from opioid addiction in Lancaster County. With LG Health as facilitator, Joining Forces brought together key stakeholders, including community members, health-care organizations and task forces to strengthen existing initiatives. Efforts include identifying and addressing gaps in services and resources, and implementing unified, comprehensive strategies for addiction prevention, intervention and recovery monitoring.



Members of the LG Health team join HAP President Andrew Carter during the award ceremony May 23.

"In the past year, Joining Forces has distributed more than 100,000 informational materials to the community," explained Yoder. "The materials share where to get help, how to take medications as prescribed, keep them locked up and dispose of them when they no longer need them."

In addition to community outreach, the group has helped to increase access to treatment programs and worked with local health systems to equip providers with the data and tools needed to improve prescribing methods and increase use of alternative therapies.



Eight LG Health Employees Graduate FROM THE BRIGHT FUTURES CMA PROGRAM

LG Health is dedicated to supporting employees as they live their legacy and to being an organization where employees can succeed together, by building and recognizing careers, not just jobs. As part of this commitment and to help meet the need of hard-to-fill positions, the health system launched the Bright Futures Program in 2018 for LG Health employees.

At the end of May, eight LG Health employees graduated from the Bright Futures accelerated CMA program, earning their certificate of completion as distinguished medical assistants.

Since graduating, each program participant has advanced their professional career at LG Health through a new CMA position within the organization.

Currently, the program offers two academic tracks: Surgical Technologist, a two-year program offered in partnership with the Pennsylvania College of Health Sciences, and Certified Medical Assistant, an eight-month program offered in partnership with Purdue University Global.



2019 Bright Futures Graduates

Beth Bumgardner
Arthritis & Rheumatology

Kerstin Dagen, *Class Valedictorian*
Alzheimer's & Memory Care

Anastashia Groff
Family Medicine East Petersburg

Kira Lane
Family Medicine Abbeyville

Sarah Morales
Family Medicine Abbeyville

Sharleen Ponzo
Kissel Hill Specialty Services

Shannon Rote
Family Medicine East Petersburg

Krystal Santiago
Family Medicine Abbeyville

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The LG Experience is published monthly for LG employees. Access *The LG Experience* online at PennMedicine.org/LGExperience.