



HR Dashboard



HR Dashboard

Dashboard Item	Description	Current Qtr/FY Q1 FY22 (July 1 to Sept 30 2021)	Current Qtr/FY Q4 FY21 (Apr 1 to June 30 2021)	Benchmark / Source	Target goal	Strategic Alignment	Details
Time to Fill	Days it takes to fill a position after an opening has been posted	39.48 days	43.4 days	51 days	51 days	Workforce Sustainability	Time to fill was lower this quarter. Significant increase in Recruitment Volume has continued.
Time to Onboard Employees	Days from offer accepted to first day at work	44.87 days	31.15 days		19 days	Workforce Sustainability	Time to onboard was high in the first quarter due to challenges with Employee Health appointment availability as a result of state COVID mandates Q1 - 360 requisitions filled
Residents of Alameda County							
External Applicants	Percent of external applicants, new hires, and current employees that reside in Alameda County	2,005 out of 3,596 (56%)	2,017 out of 3,845 (52%)			Workforce Sustainability	Created partnerships with local community organizations. Formed partnership with the EDD.
New Hires		138 of 241 (59%)	174 of 297 (59%)				Working with niche job posting sites to increase employment of local community residents at AHS.
Current Employees		3,182 of 5,167 (62%)	3,214 of 5,181 (62%)				
Worker's Compensation Lost Days	Days employees are unable to work due to a work related injury	2.86 avg days per fte	3.47 avg days per fte	1.83 avg days per fte	1.83 avg days per fte	Workforce Sustainability	Total productive hours decreased from 1,954,729 in the 4th quarter to 1,619,240 in the 1st. As a result, average lost days decreased. Metric of Injury Frequency Rate is currently under review to replace lost days for tracking going forward.
# of Workers Comp Injuries	Number of Workers Compensation Injuries	77	66	50	50	Workforce Sustainability	24 of Q1's 77 injuries were related to patient handling injuries. In process of developing Safe Patient Handling program with BETA Healthcare to reduce this injury type, which has become #1 injury cause at AHS.
Annual Turnover - System							
Overall - Annualized/Qtrly	Number of separations divided by Number of Employees	Annualized - 15.95% Quarterly - 3.99% term count = 200	Annualized - 15.99% Quarterly - 4.00% term count = 199			Workforce Sustainability	Reviewing data on top voluntary term reasons (from exit interview data); working on turnover dashboard and exit interview dashboard to provide transparency to leaders.
First Year - Annualized/Qtrly		Annualized - 41.38.3% Quarterly - 10.34 % term count = 84	Annualized - 38.51% Quarterly - 9.63 % term count = 75	16.70%	11.09%		Launched 30, 60, 90 day employee survey to followup on "onboarding" new employees within their departments.
Second Year - Annualized/Qtrly		Annualized - 21.58% Quarterly - 5.39% term count = 26	Annualized - 25.48% Quarterly - 6.37% term count = 33				Sharing turnover data with AHS leadership at department meeting; conducted work group exercise to discuss turnover and retention strategies. Top Term Reasons: Resignation (145); Failed Probation (16); Retirement (16)

Exit Interviews





Nurse Recruitment





Long-Term Efforts for Nurse Recruitment

AHS Recruitment Strategy

Clinical Nurse Recruitment

Automatic Online & Continuous Postings

Position will be advertised on the following websites:

- Indeed (indeed.com)
- Direct Employers (directemployers.com reaches over 115 diversity job boards)
- [GlassDoor](https://www.glassdoor.com) (glassdoor.com)
- LinkedIn (linkedin.com)

Sponsored Postings

Promoted/featured jobs can be requested on the following websites:

- Indeed (indeed.com)
- [GlassDoor](https://www.glassdoor.com) (glassdoor.com)
- LinkedIn (linkedin.com)

Niche Job Boards / Newsletters

In collaboration with hiring manager and TMP, identify job boards and associations to advertise. Associations and job boards targeting job seekers for this role:

- American Association of Critical Care Nurses
- Oncology Nursing Society
- Association of Community Health Nursing
- Healthcare Education Association
- American Nurses Association
- California Board of Registered Nursing – Quarterly Report

Sourcing

Targets passive candidates not necessarily seeking new roles:

- LinkedIn
- Indeed
- AHS's existing resume database (CRM Tool)
- Employee Referral – Enhanced Bonuses

Events

Promotes AHS as a career opportunity to attendees.

- [Indeed](#) Healthcare Career Fair
- City Career Fair
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Candidate Market

Unemployment less than 6%

More job postings than people looking

5.1% of job postings above pre-pandemic levels

Traveler market lucrative

Current Challenges

Virtual career fairs unsuccessful

New grad programs on hold
(pending CNE & Director Education)

Increased
recruitment volume
(7% YoY from 2017- Present)

Lean Recruitment
team & budget

New Hire Onboarding Delays

Advertising Proposal

- 90-day strategy focused on Nurse Recruitment
 - Targeted & Enhanced Advertisements
 - Google Sponsored Jobs
 - Google Key Words
 - Programmatic Display (retargeter)
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After 90 days Reassess

Incentive Options

- Sign-on / Stay Bonus for hard-to-fill:
 - OR, ICU, ED & L&D
- Incentivize PT and SAN staff to pick up shifts
- Internal training program
- Enhanced referral bonuses
 - \$2,000 bonus for RN referrals in critical areas

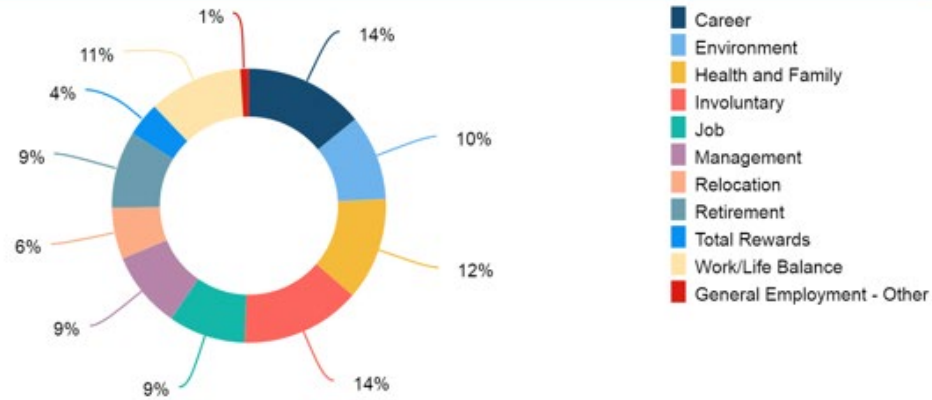
Turnover

Annual Turnover - Nursing	Number of Nursing separations divided by Number of Nursing Employees	Annualized - 19.12%
Overall - Annualized/Qtrly		Quarterly - 4.78%
		term count = 73
First Year - Annualized/Qtrly		Annualized - 41.27%
		Quarterly - 10.32%
		term count = 26
Second Year - Annualized/Qtrly		Annualized - 34.90%
		Quarterly - 8.72%
		term count = 13

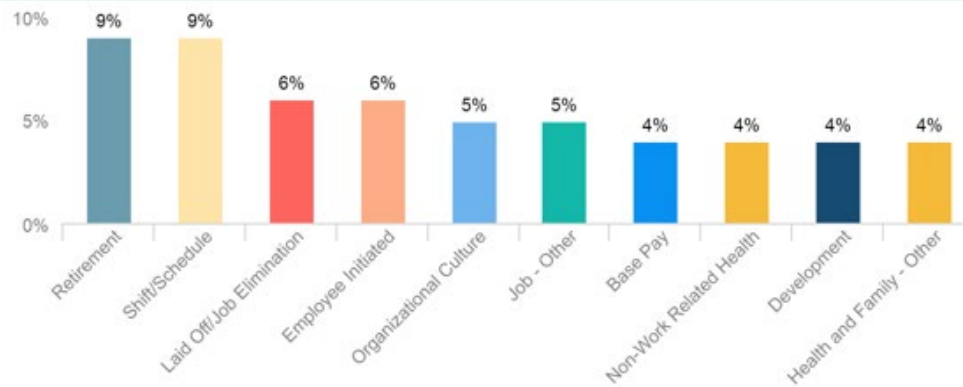


Question: Reasons for Leaving

Group



Description



Only The Top 10 Descriptions Are Displayed

Recruitment & Retention Compensation

Position Category (#)	AHS Mid. As % of Avg. Market Sources Mid.	True Percentile In Relation To Market Rate (50%)
Nursing (16)	155.8%	77.9%
Clinical Non-Nurse (96)	127.4%	63.7%
Clinical Support (19)	131.7%	65.9%
General Support (17)	155.2%	77.6%
Administration (53)	131.0%	65.5%
Total (201)	140.2%	70.1%

AHS is paying 155.8% above market. AHS Compensation Philosophy dictates that we pay at the 50th percentile. Nursing is paid at approximately the 78th percentile.

Recruitment & Retention Total Rewards



Enhanced Tuition Reimbursement



Career Development – Career Coaching



Career Ladder



DTO/PTO



Loan Repayment programs