2023 Fall member retreat speaker

About me:

Tami J. Bishop

Operations Manager, Patient Access Services – Workforce Management

I began in 1999 as a floor registrar working the night shift in an Emergency Department. I found my place.

Fast forward to present day—I have been with OhioHealth for 16 years and managed both hospitals and ambulatory care sites. I currently manage the Patient Access Workforce Management Team at OhioHealth, which includes the PAS Central Hiring Team.

I am a proud mom to two kids—ages 14 and 12—and two dogs and am a proud firefighter wife.

My position remained work-from-home post COVID, so we were able to build our dream home on Lake Erie and happily live on the water.

OhioHealth at a glance – Who *WE* are:

- OhioHealth is a nationally recognized, not-for-profit, charitable, healthcare outreach of the United Methodist Church based in Columbus, Ohio

- OhioHealth has been recognized as one of the top five large health systems in America by IBM Watson Health™, an honor we have received six times.

- We are a family of:

| Organizational Facts & Figures	
Associates, physicians and volunteers	**35,000**
Network hospitals	**14**
Ambulatory sites, hospital, home health and other health services	**200+**
Ohio counties served	**47** (over half)
OhioHealth patient access associates employed	**558**

Tami Bishop
Operations Manager

PAS Workforce Management

OhioHealth

What is OhioHealth Patient Access – Workforce Management (WFM)?

New concept accelerated by COVID-19

Workforce management:
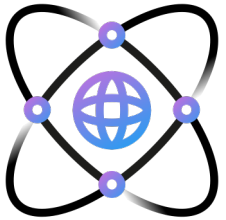
manages the work being done within patient access

Assist the managers:

get them what they need so they can run their operations

**Current responsibilities of PAS Workforce Management:**

- Interviewing, hiring and onboarding

   (Central Hiring Team – CHT)

- PAS roster management

- Remote registration

- Communications

- Statistics and reporting

- iCare – Event reporting

- KPI review

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Learning objectives

Advancing hiring through a centralized, department-specific team

- Classify the 'Why' behind such an unorthodox shift in department hiring processes (that is, centralizing hiring within the department)

- Interpret the data one such organization collected in order to make the case and gain buy-in from senior leaders of the organization

- Detail how a central hiring team can enhance the experience of both internal and external customers

Why *WE* did it
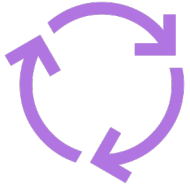
To create a consistent process for hiring candidates

- Sole focus on getting candidates in the door
- Consistent processes across all areas
- Efficient and cost effective
- Smoother entrance into the organization

To lower the number of days it takes to get folks in the door

- Lowering the days-to-onboard new associates significantly decreases the need for overtime.

- Decreasing the days-to-hire increases staff satisfaction with their work loads.

To give time back to the managers and supervisors

By shifting all the duties and time it takes to hire associates to the CHT, managers and supervisors can now spend more time on the floor with associates, coaching in the moment and building relationships with their current associates.

What *WE* accomplished – Days-to-hire

Prior to CHT

	Total positions filled	Average time-to-fill
2019 (New HR platform go-live)	**64**	**65.19** Days
2020 (Hiring freeze – COVID)	**26**	**37.43** Days
2021 (Split)	**86*** positions to fill **1/1/21 – 5/31/21*	**38.85** Days

CHT implementation – 6/2021

	Total positions to fill	Average time-to-fill
6/1 to 12/31 2021	**102**	**38.84** Days
2022 (Full implementation)	**158**	**32.62** Days ⭐
2023 (to July 2023)	**15**	**23.29** Days

How *WE* Did it:

Step one

- Partner with your HR recruiter to set a plan
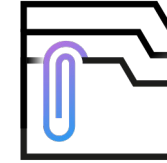
Step two

- Create your tracking documents
  - Position
  - Candidate
  - Onboarding

Step three

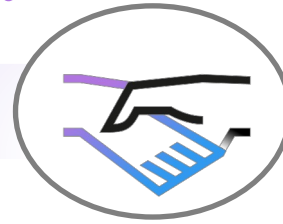- Roll out to facility mangers …
  - *(Change is hard)*

Step four

- Statistics and report-outs to facility managers

It's not as easy as 1, 2, 3, 4.....

Partnering with your HR Recruiter

✓ Bringing your recruiter on board in the beginning makes the process seamless and smooth, starting with the candidate vetting process through the HR onboarding step completion.

✓ **Communication is key!** Clear, concise expectations should be set RE: what you are looking for in a candidate for each of the positions you hire for.

✓ Review job descriptions with your HR Recruiter and share with them the must haves for your positions.

- I.e., hours, location, physical requirements, etc.

✓ Set standing meetings to discuss the open positions that you have across the organization.

- Ensure the information in your HR platform matches the tracking document your team uses so no position is overlooked.

It's not as easy as 1, 2, 3, 4.....

Step two

Create your tracking documents
(Position, candidate and onboarding)

✓ Determine what you want to track.

- What information could you be asked by the managers you are supporting?

- What information do you want to provide to your senior leaders?

✓ Be transparent with the information you are tracking.

- Accessibility for the managers you are supporting to review the tracking documents.

- What is a value-add to them?

✓ Define/delineate onboarding responsibilities.

- What will your PAS Central Hiring Team do past the HR onboarding regarding the orientation and training of new associates?
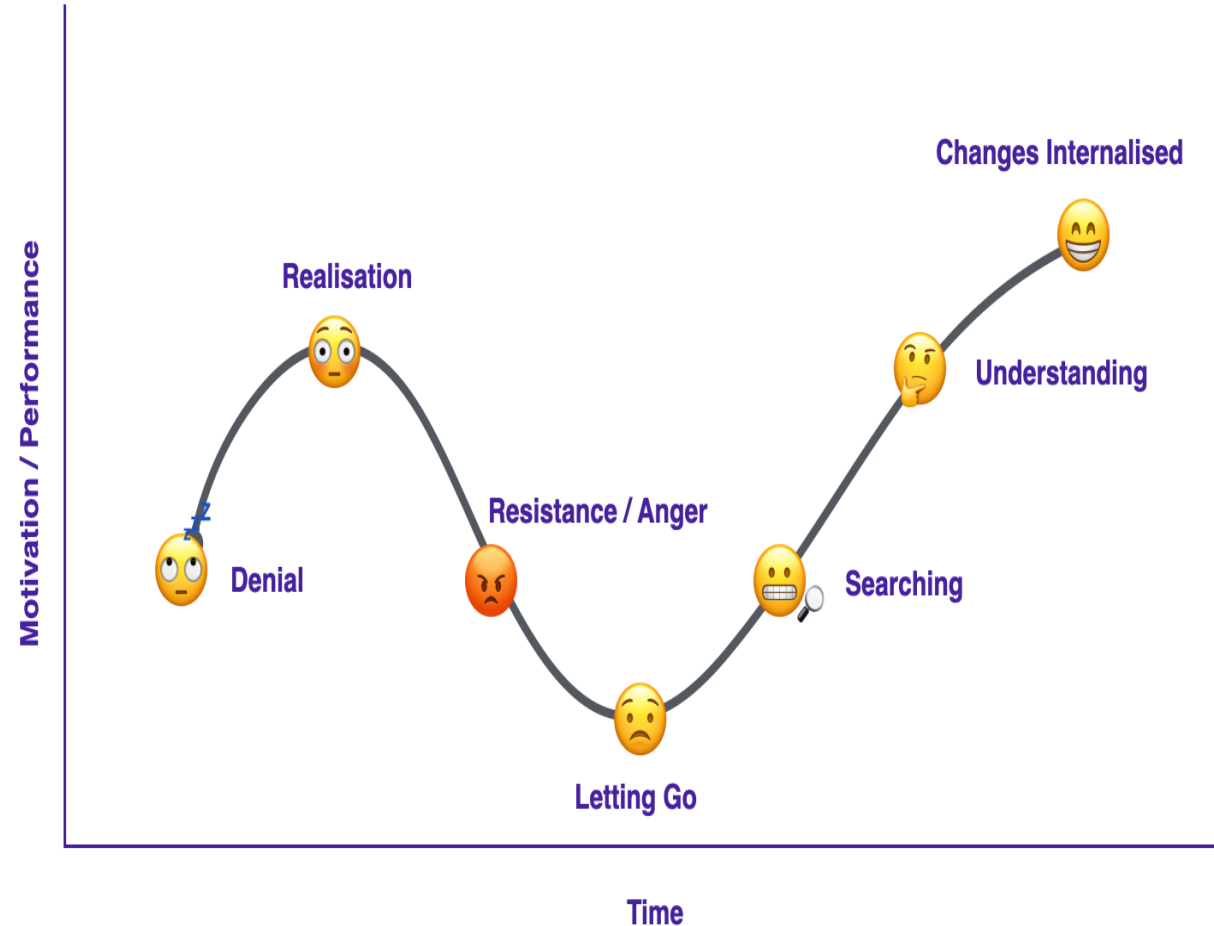
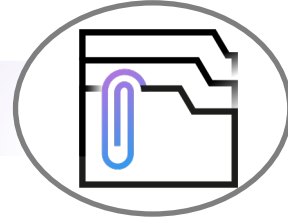# It's not as easy as 1, 2, 3, 4…..

Roll out to the facility managers
(Change is hard)

✓ Find a champion among your peers and pilot with them.

✓ Formulate a roll out plan (dependent on organization size).

✓ Set individualized meetings with each manager.

✓ Share what the Central Hiring Team will do for the managers.

It's not as easy as 1, 2, 3, 4…..

Step four

**Statistics and report-outs
for the facility managers**

✓ Weekly report during our Visual Management Board

✓ Always have high-level details available for your senior leaders

✓ Utilize your HR Recruiter to report out on time-to-hire and retention rate

Where are *WE* are now

- *Change is hard and losing this type of control doesn't always feel good to everyone, BUT …*

- CHT is in enhancement mode currently.
    - In **December 2023**, it will have been in place for **two years** for all facilities.

- CHT is able to provide **valuable data** regarding the hiring process for all of Patient Access Services to senior leaders.

- CHT has become **trusted and supported** by the PAS managers at OhioHealth.

99%
Acceptance rate of Central Hiring Team by PAS managers.

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Wins *WE* have had

Created a consistent process for recruitment, interviewing and onboarding.

The ability to reach out to candidates we have interviewed and retained their resumes and place them in a position that fits for them and the organization.

By one team vetting all candidates, we have had the opportunity to refrain from bringing back individuals that were not the right fit for our department.

One central team can work with Managers to shift internal associates that may have a need for a better fit.

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Thank you

Questions?

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