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## INTRODUCTION

Recruiting and retaining talent is a challenge that many perioperative departments battle. In the wake of the pandemic the challenges that hiring managers are facing seem to be more complex than ever. Hiring managers are faced with increased demands for more specialized staff to care for patients of higher acuity and knowledge of more complex surgical procedures while competing with a highly competitive staffing market. These hiring battles are all being fought in an environment where payer reimbursements are decreasing as quickly as the cost of supplies and other necessary resources are increasing due to high demand and limited supply. One organization joined together as a multidisciplinary team to fight the battle, and realize success through targeted recruitment and retention efforts to fill vacancies and eliminate travel staff.

## PREPARATION AND PLANNING

A multi-disciplinary team comprised of OR Nursing leaders, Talent Acquisition (TA) team, OR Clinical Educator and OR staff worked in collaboration to develop the following steps:

- Assembled a team to evaluate the current state of recruitment and retention efforts as well as exit interview details.
- Evaluated frontline staff as well as medical staff perceptions on staff onboarding and enculturation opportunities.
- Engaged TA for outreach strategies to attract top talent.
- Worked with TA to develop effective candidate screening protocols.
- Developed structured behavior-based interview guidelines and panel interviews that included education and front-line staff in all candidate interviews.
- Partnered with local university offering a Periop 101 program to be able to offer modified cohort group of internal transfer into department.

## IMPLEMENTATION

- TA team launch progressive social media and virtual recruiting efforts and implemented specific candidate screening tools.
- Clinical leadership protected time on their calendars weekly for TA to schedule candidates for interviews.
- Clinical leadership implemented panel interviews using a behavior-based interview tool.
- Pre-hire communication standardized with TA, clinical leadership and education team to set expectations with new employee.
- Clinical educator revised new employee orientation plan to provide a smoother onboarding and enculturation experience and ensure a thorough orientation where the employee felt prepared once orientation was completed.
- Clinical leadership scheduled new employee leader orientation meetings near the end of the orientation period to level set expectations, answer questions and alleviate concerns.


## ASSESSMENT

- OR volume growth 22% as a result of strategic operational changes
- OR staff turnover 8.8% multifactorial turnover related to retirement, pandemic and other personal reasons


## OBJECTIVE

- Fill OR staff baseline position vacancies, plus recruit for additional positions approved to meet OR case volume increases

## TOOLS



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### Interview Evaluation Questionnaire Sample Questions

**Conflict resolution:** *Conflict resolution or demonstrated the ability to professionally and constructively resolve issues of conflict with coworkers and good teamwork. Sample questions:*

Q: Give me an example of a time you had a conflict with a co-worker. What was the situation, what action did you take, what was the outcome?

**Communication/Influence/Build Partnerships:** *Conflict resolution or demonstrated strong communication skills. Sample questions:*

Q: Give me an example of a time you worked successfully with another person even though the individual may not have had the "in" or you "resent" what? What was the situation, what actions did you take, what was the outcome?

**Communication:** *Communicate with a number of the surgical team, ancillary support, and with the family of the patient.*

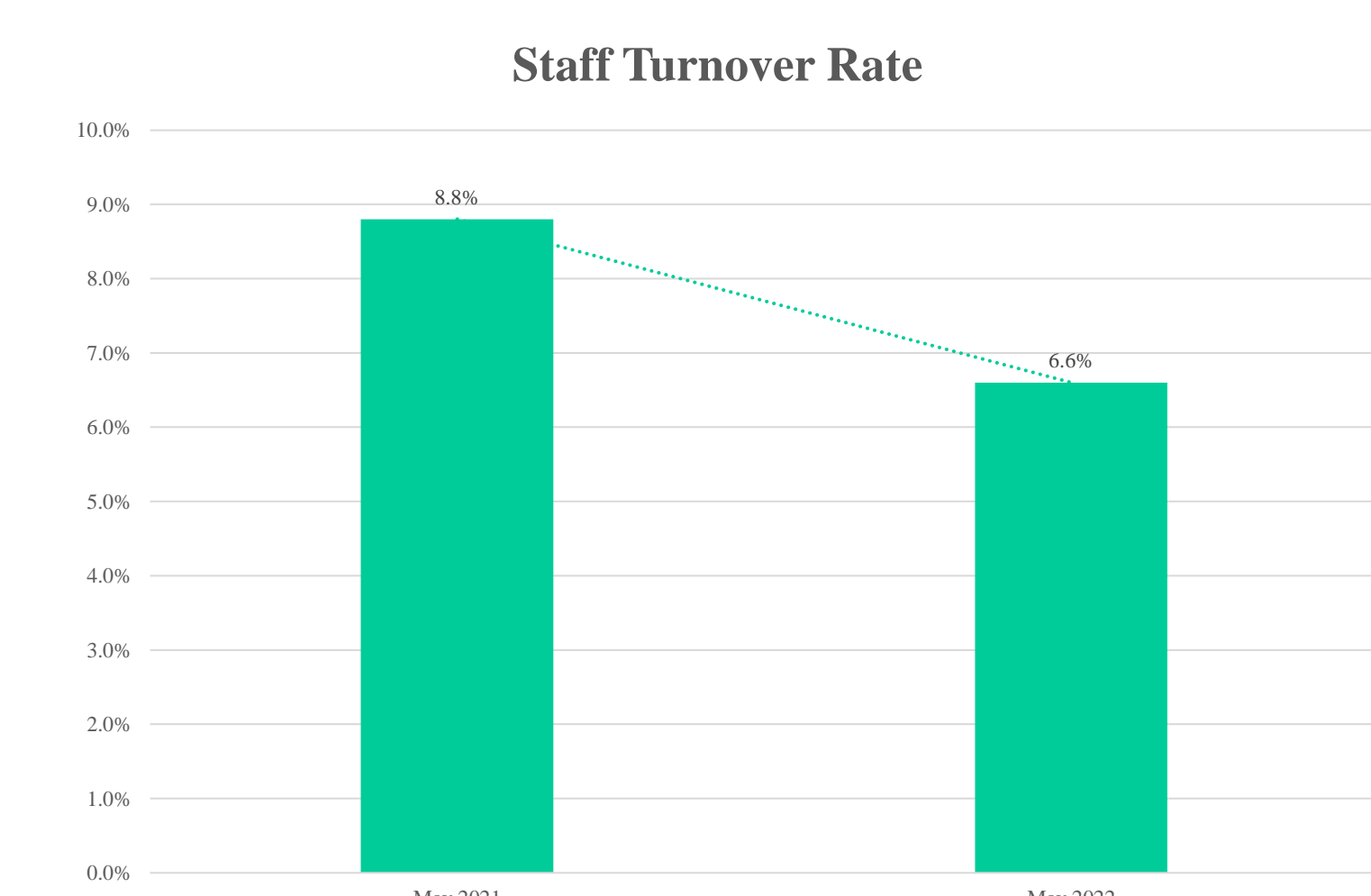
Q: Tell me about a time you recognized an unmet situation in the operating room. What was the situation, what actions did you take, what was the outcome?

**Patient/Care/Service:** *City of Hope's culture includes compassionate, service with a sense of urgency, integrity, individual excellence, excellence and collaboration.*

Q: What is one of your core team values? Can you describe a time when acting out of

## RESULTS/OUTCOMES

- Hired 90 RN Circulator and Surgical Tech positions over 20-month time period
- Eliminated all RN Circulator and Surgical Tech travelers in OR at current time



## IMPLICATIONS FOR PERIOPERATIVE NURSING

- Increased OR staff hiring fill rates and retention
- Multidisciplinary team found creative solutions to attract, and retain talent filling vacancies, eliminating travelers and decreasing staff turnover rates.