

# homehealth

## ADMINISTRATOR'S SUMMIT

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### Destination Talent – How to Source, Vet and Qualify Top Talent

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### Presented By



**Eric Scharber** is a Managing Principal at SimiTree, leading all talent acquisition and employee retention efforts for the Post-Acute and Behavioral Healthcare industries. He oversees executive search, management recruiting and interim leadership services, as well as advisory services related to workforce management. After founding the firm in 2005, Scharber led it to become the top recruiting and executive search entity for the Post-Acute and Behavioral Health industry, serving clients across the U.S. and completing more than 3500 recruiting and interim leadership projects since inception. Scharber is a sought-after speaker nationally on the topics of Employee Retention & Recruitment, Building Culture, Leadership Development and Strategic Planning. Scharber earned a B.S. in Business Administration with specialization in Marketing and Public Relations from the University of Florida.

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## Learning Objectives

- Discuss and discover ideas on where to identify top candidates. Especially those that are “passive” and not actively looking for opportunities.
- Learn best practices to entice top candidates to consider opportunities with your organization.
- Identify the best methods to properly vet/screen/qualify candidates, especially for those qualities that do not stand out on a resume.
- How to avoid the common missteps in an interview process that often leads to losing out on top talent.

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## Why Talent Matters



\*Gallup's Organizational  
Effectiveness Framework

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## Key Statistic

- Through the year 2028, the healthcare industry will be the largest and fastest growing sector of the US economy (Health Carousel).
- Of the 30 fastest growing occupations, 18 are in healthcare (Bureau of Labor Statistics).
- By the year 2025, 75% of the worldwide workforce will be Millennials.

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## Where Do You Find Top Candidates?

- The global workforce consists of 70% passive candidates and 30% active candidates!
- Passive Candidates are not actively seeking a new position. Passive candidates have not applied for an open position and are not searching for a new job.

***If you are only posting jobs and searching resumes, you are missing out on 70% of the potential talent pool.***

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## Where Do You Find Top Candidates? (cont.)

- Social Media
  - Be Visible! Be Active!!!
- Referrals
  - #1 way to identify “top quality” talent.
- Job Posts
  - If you’re going to do it, do it right!
- Marketing Campaigns / Company Website
  - Specific for talent acquisition.
- Cold Calling
  - Pull the best from your competitors.

**Leadership HAS to take part in the recruiting strategy!**

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## Where Do You Find Top Candidates? (cont.)

### Social Media

- 80%+ of Job Seekers use SM to find a position.
- 3 in 5 hires originates from SM
- The use of SM for recruiting has risen 64% in the past 5 years
- Differences in LinkedIn, Twitter, Facebook
- Tips for day-to-day usage of SM
- Advise – Be active and have a presence
- Especially for millennials

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## Where Do You Find Top Candidates? (cont.)

### Employee Referrals

- Do you have an actual referral program?
  - Make it rewarding! Advertise it!!!
- Your best resource is your current staff. Leverage their network.
  - But, are they engaged / satisfied?

***Why would your staff refer a friend, if they aren't satisfied with their current situation?***

***How do you know if they are satisfied?***

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## Where Do You Find Top Candidates? (cont.)

### Job Posting Sites

- Cannot rely on simply posting an ad.
- Top 20%'s don't apply to ads typically.
- Lots of options. Need to ensure the target audience is being reached with the posting site you use. Different sites for different skillsets.
- The actual job posting needs to be dynamic and to the point. Lots of details packed into a relatively short ad is best.
- Compensation
- Be sure to have a process in place for reviewing applications.

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## Where Do You Find Top Candidates? (cont.)

### Company Website / Marketing

- Are your open positions easy to find on your website? Should be an obvious link on the home page.
- How long does it take to apply for a job?
- The goal is not to decide on hiring them by the application...
- Is your site mobile optimized?
- 78%+ of candidates use a mobile device to apply.
- The experience must be exciting and easy.

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## How Do You Entice Potential Candidates to Consider Your Opportunity?

### **It is all about the Approach**

- Understand it is a Candidate Driven market.
  - You are selling to them.
  - Soft sell skills.
- What kind of messaging are you putting out there.
- How are you positioning the opportunity and overall organization.
  - Think about upside potential.
  - Think about company branding and reputation.

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## How Do You Entice Potential Candidates to Consider Your Opportunity (cont.)

### Understand what candidates are looking for in an employer

- Honesty
- Financial Stability.
- Opportunities to challenge themselves and learn new things.
- To work for a respected organization in the community (want to be proud of who they represent).
- Dynamic Leadership.

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## Best Practices to Vetting, Screening and Qualifying Candidates

# STOP

### STEP 1

Have you clearly defined what you are looking for,  
and is there alignment across your whole team?

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## Best Practices to Vetting, Screening and Qualifying Candidates (cont.)

- Have multiple candidates to compare.
- Conduct multiple interviews and, if possible, take them to dinner/lunch to get them outside of an office environment.
  - Include multiple people from the management team.
  - You are getting at their interpersonal skills and the potential “Fit” with your team.
- It is important to learn about what’s not on their resume.
  - Are you asking good questions?
- Behavioral Assessments.
- Conduct references and do your own due diligence on the candidate with any common connections in the industry.
- If applicable, have the candidate prepare a presentation for the hiring committee.

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## Best Practices to Vetting, Screening and Qualifying Candidates (cont.)

### ***A few good interview questions, especially for leadership candidates***

- Could you take 3-5 minutes and walk me through how you got to this point in your career?
- Can you expand on some key points that went well, and talk about some things that did not go well?
- Specifically related to the work environment, what stresses you out?
- Describe your management style and touch on the kind of company culture that you would thrive in.
- How do you measure your own performance at work?

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## Best Practices to Vetting, Screening and Qualifying Candidates (cont.)

There are tons of other questions you could and should ask. There are also many things that cannot be discovered via questioning the candidate. You should also ask yourself some of the following questions:

- Do you like this person?
- Do you think the team will like this person?
- Are they a good communicator?
- Am I excited about this candidate after speaking to them?
- Do they come across as a confident leader, or too arrogant???

**What is your “gut” feeling?**

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## Best Practices to Vetting, Screening and Qualifying Candidates (cont.)

**Professional Development** – Don’t give up on someone who is not perfect!

There are not enough professionals in our space that can  
hit the ground running at 100%

- Your leadership team must commit to developing talent to be what you need them to be.
- Be open to interviewing candidates that do not check every box.
  - This dramatically increases the size of the talent pool.

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## Keys to Ensuring a Smooth Recruiting / Search Process

*What could go wrong???*

### 3 steps to avoid issues

1. Manage the timing of the process.
  - “Time kills all deals”.
2. Communication
  - Over-communicate with the candidate.
3. Set expectations related to the process.
  - Lay it out at the very beginning.

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“Weak companies hire  
the right experience to  
do the job.

Strong companies hire  
the right person to  
join their team.”

- Simon Sinek

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## Thank you. Questions?

[escharber@simitreehc.com](mailto:escharber@simitreehc.com)

In order to receive your continuing education certificate(s) for this program, you must complete the online evaluation. The link can be found in the continuing education section of the program guide.

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**Contact Info**

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Applicant: \_\_\_\_\_ Date/Action: \_\_\_\_\_

Location: \_\_\_\_\_ (H) \_\_\_\_\_ (C) \_\_\_\_\_

Email (Primary): \_\_\_\_\_

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**Source Info**

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Candidate Source/Date: \_\_\_\_\_ Applied For: \_\_\_\_\_

Position Matches: \_\_\_\_\_

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**Skills**

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Home Health: \_\_\_\_ yrs Hospice: \_\_\_\_ yrs Private Duty-Skilled: \_\_\_\_ yrs Home Care-Non  
Skilled: \_\_\_\_ yrs Other/Notes \_\_\_\_\_

Circle Any: Clinician (type) \_\_\_\_\_ / Patient Care-Y or N / Clinical Mgt / QA / Compliance  
/ Operations / Business Development / Field Sales / P&L / Accounting / Billing or Rev Cycle / IT  
/ HR / Education / Single-Site Leadership / Multi-site Leadership / Exec or C-Suite

OASIS-E: Y/N ICD-10: Y/N EMR Systems: \_\_\_\_\_

Pay Source Exp: Medicare (PDGM) / Medicaid / Private Pay / Private Ins

Accreditation: JCAHO / CHAP / ACHC / Other: \_\_\_\_\_

Certifications / Education: \_\_\_\_\_

Special Skills/Languages /Strengths/Weakness: \_\_\_\_\_

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**Personal Criteria**

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Desired Positions / Roles: \_\_\_\_\_

Where do you see yourself in 3 to 5 years? \_\_\_\_\_

Notice/Availability (start date): \_\_\_\_\_ Dates off Needed? \_\_\_\_\_

Commute Distance (in minutes): \_\_\_\_\_ Travel: Y/N How much: \_\_\_\_\_

Relocate: Y/N Where/**Why**/How long to start? \_\_\_\_\_

Other job search activity: \_\_\_\_\_

Background Check/Drug Test OK? Y/N Felonies or Incidents that would appear on check: Y/N  
Explanations/Comments: \_\_\_\_\_

**-----Experience/History/Duties-----**

\*\*\*\*\*current/last through last 10 years\*\*\*\*\*

1) Co: \_\_\_\_\_ Title \_\_\_\_\_ Dates: \_\_\_\_\_

Case Load/Census/Offices/Territory: \_\_\_\_\_ Direct Reports/Staff: \_\_\_\_\_

Revenues / Budget: \_\_\_\_\_ Duties: \_\_\_\_\_

Survey History / Star Ratings: \_\_\_\_\_ Metrics/Quota/Referrals: \_\_\_\_\_

Achievements/Challenges: \_\_\_\_\_

Why did / will you leave? \_\_\_\_\_

Non-Compete: Y/N Details(area/industry): \_\_\_\_\_ Expires: \_\_\_\_\_

2) Co: \_\_\_\_\_ Title \_\_\_\_\_ Dates: \_\_\_\_\_

Case Load/Census/Offices/Territory: \_\_\_\_\_ Direct Reports/Staff: \_\_\_\_\_

Revenues / Budget: \_\_\_\_\_ Duties: \_\_\_\_\_

Survey History / Star Ratings: \_\_\_\_\_ Metrics/Quota/Referrals: \_\_\_\_\_

Achievements/Challenges: \_\_\_\_\_

Why did you leave? \_\_\_\_\_

3) Co: \_\_\_\_\_ Title \_\_\_\_\_ Dates: \_\_\_\_\_

Case Load/Census/Offices/Territory: \_\_\_\_\_ Direct Reports/Staff: \_\_\_\_\_

Revenues / Budget: \_\_\_\_\_ Duties: \_\_\_\_\_

Survey History / Star Ratings: \_\_\_\_\_ Metrics/Quota/Referrals: \_\_\_\_\_

Achievements/Challenges: \_\_\_\_\_

Why did you leave? \_\_\_\_\_

**-----Financial/Benefits-----**

Last/Current salary: \_\_\_\_\_ Bonus: \_\_\_\_\_ Total Comp: \_\_\_\_\_

Benefits/Perks: \_\_\_\_\_ Your contribution: \_\_\_\_\_

**Minimum** salary requirement: \_\_\_\_\_

**-----References & Referrals-----**

Reference Checks OK? Y/N \*\*\*We need two!! Supervisors Preferred. Name / Title / # \*\*\*

Reference 1: \_\_\_\_\_ Contact Info: \_\_\_\_\_

Reference 1: \_\_\_\_\_ Contact Info: \_\_\_\_\_