Student Journeys: Recruitment, Engagement, and Retention in Healthcare

Rylee Donaldson

Kerri Green MS, MEd.
Lehigh Valley Health Network, kerri.green@lvhn.org

Nicole Wiswesser RN
Lehigh Valley Health Network, Nicole_M.Wiswesser@lvhn.org

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Research Scholar: Rylee Donaldson   **Mentors**: Kerri J. Green, EdD, MS & Nicole Wiswesser, MSN, RN, CMSRN

Lehigh Valley Health Network, Allentown, Pennsylvania

Introduction/Background

- Healthcare worker shortage continues to escalate. The United States must hire an estimated 2.3 million healthcare workers by 2025 to maintain quality healthcare services (Wrightman & Moreland, 2021).
- Lehigh Valley Health Network's (LVHN) Department of Education (DoE) and Human Resources (HR) collaborate to provide education, training and career opportunities for students and colleagues.
- LVHN's DoE currently maintains a student affairs database of ~23,000 former and current clinical students from colleges, universities and medical schools.

  How can LVHN best engage with student/learner alumni to recruit and retain them within the organization?

Methodology

Dataset Preparation
- **Remove duplicates**
- **Check for inaccuracies**
- **Remove student data collected prior to 18yoa**

Linking to Contact Information
- **Student Affairs dataset sent to LexisNexus**
- **Total unique contacts matching 21,813-creates a LexID**
- **Total unique contacts with an email- 16,330**

Engagement Preparation
- **Dataset uploaded to Customer Relationship Management tool-Salesforce©**
- **Review regulatory criteria for engagement**

Data Segmentation
- **Set filtering criteria based on student type, sending school, graduation date etc. for strategic messaging with triggered automations through Salesforce©**

Sample Use Case Strategy

- DoE's Nursing Transition to Practice team **ACTIVELY** engages nursing students during clinical rotations with employment opportunities
  - Nurse Extern I
  - Nurse Extern II
  - Nurse Extern III

- Salesforce© platform automates engagement **PASSIVELY** via targeted emails and "Recruitment Journey"
  - Continuing education
  - Career fairs and job postings
  - Birthday/Graduation Cards
  - LVHN related content

- LVHN's HR hires Graduate Nurses (GN)
- GNs enter DoE's Nurse Residency Program
- New hire GN contacts filtered out of "Recruitment Journey"

New hires added to "Retention Journey"
Journey includes information on:
- Certifications
- Continuing Nursing Education offerings
- Professional Development
- Career Planning

Challenges

Ongoing Data Collection and Preparation:
- Multiple student data collection streams
- Application Programming Interfaces (APIs) for data collection systems to share data automatically
- Cross referencing with hire data

Implementation:
- Time/resources for Salesforce© training and ongoing maintenance
- Preference Center-Content curation for Journeys
- Opt in/Opt out strategy and regulatory guidance

Future Recommendations

- Collaboration between LVHN's DoE, HR and Physician Recruiting in the Salesforce© platform
- Create dashboards to visualize "student to LVHN colleague" pipelines
- Integrate student onboarding data with HR's Employee Relationship Management tool

References and Acknowledgements:
Wightman, L., & Moreland, T. (2021). *Navigating the healthcare workforce shortage : How to safeguard your organization's most important asset.* Health Administration Press.
*Additional references and citations in notes section of PowerPoint slide
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