



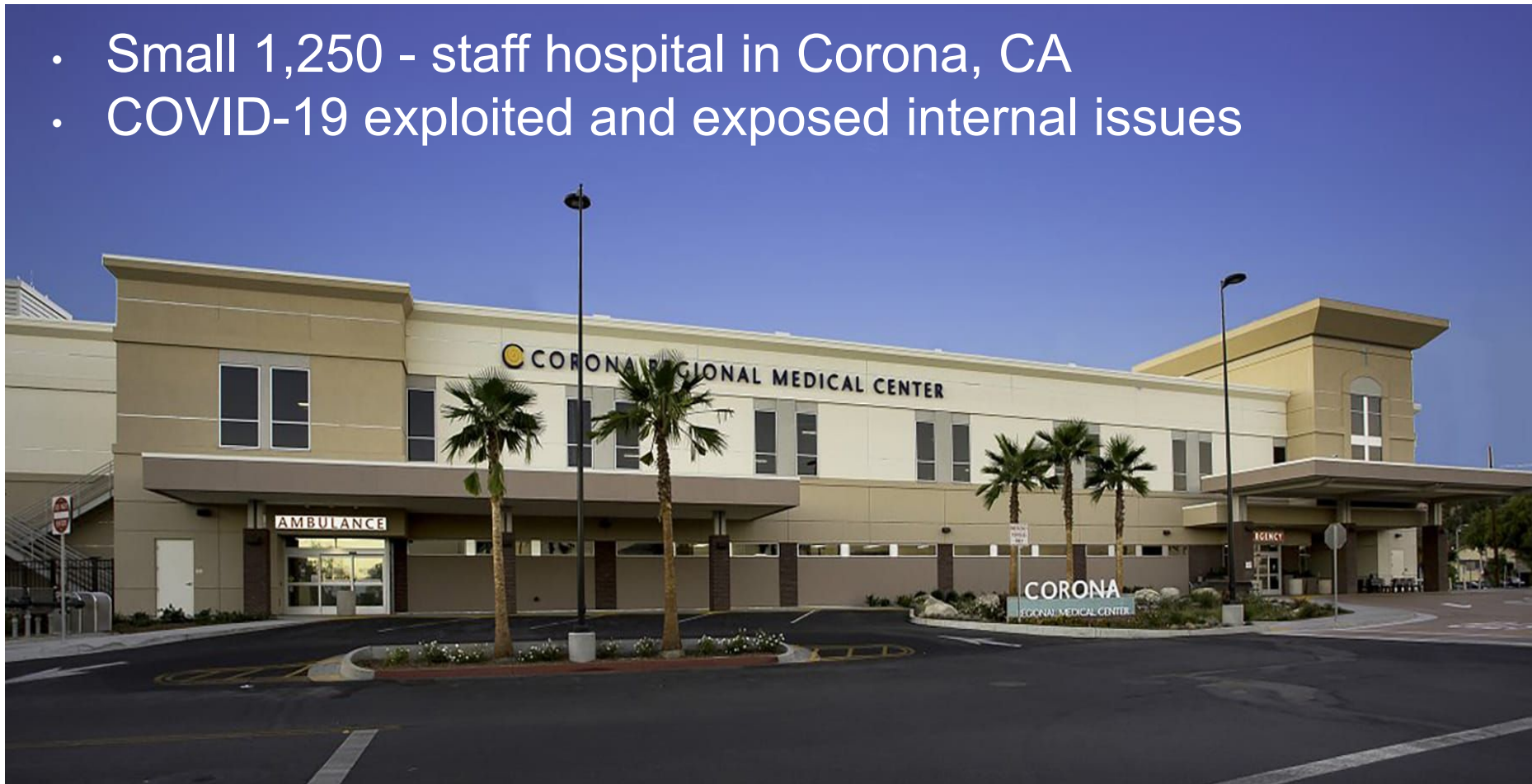
CORONA REGIONAL MEDICAL CENTER

HUMAN RESOURCES STRATEGY

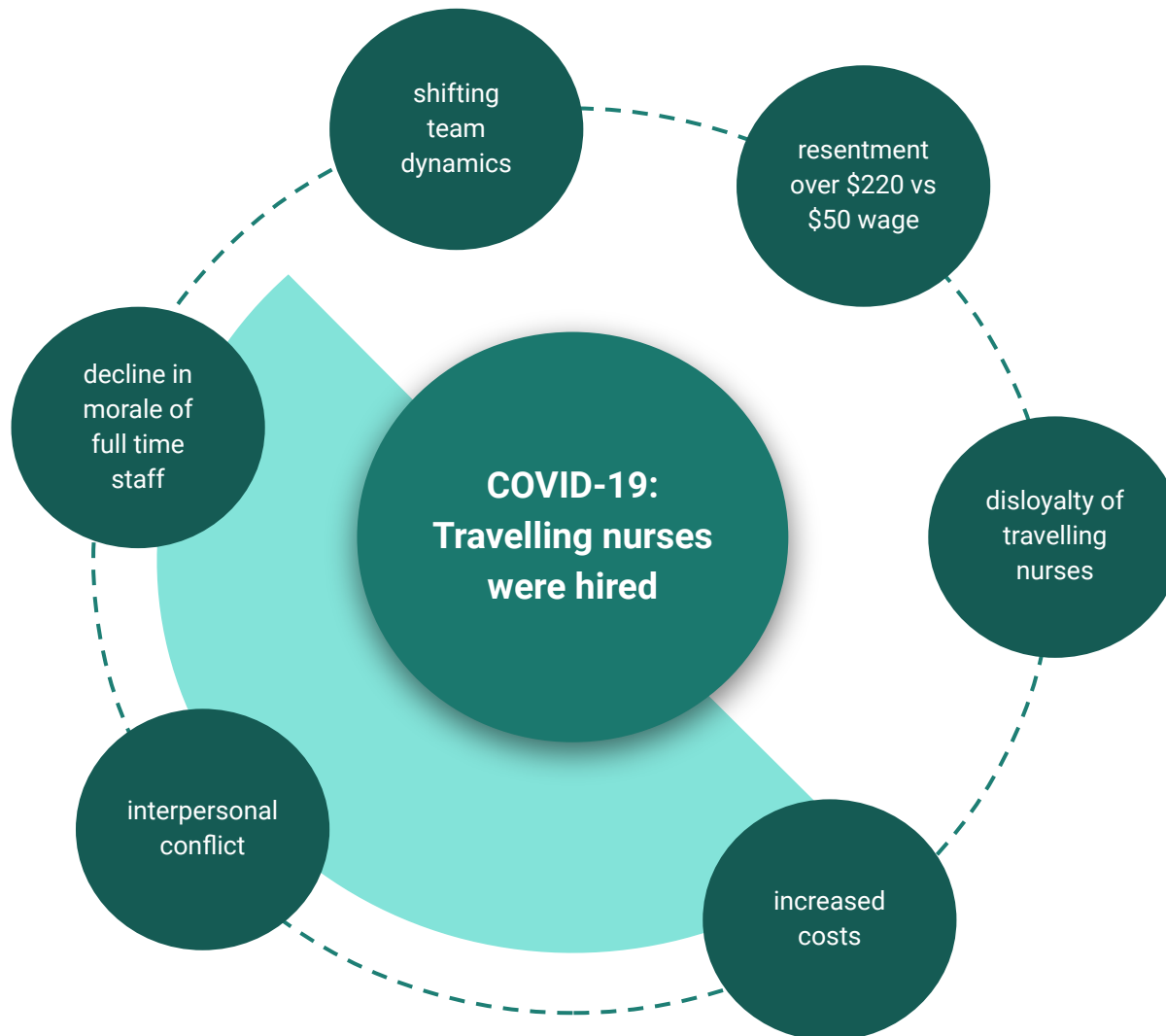
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Overview of Organization and Problem

- Small 1,250 - staff hospital in Corona, CA
- COVID-19 exploited and exposed internal issues



Overview of Organization & Problem



Overview of Organization and Problem

- Problem: High Turnover Rate of Nurses
- CRMC Turnover Rate: 34%
 - Industry standard: 18.7%
- Symptoms
 - weak team dynamics
 - upper management being out of touch
 - lack of support & opportunities to grow
- Exemplified through
 - low patient satisfaction scores
 - high tardiness/absence rates
 - self-reported burnout

What is the cause of this problem?

- **Lack of staff nurse recognition**
 - Frustration with upper management
 - Decreased motivation & work output
 - Dissatisfaction with role
- **Equity Theory : underpaying inequity**
 - Input
 - Hospital “loyalty”
 - Seniority of nurses
 - Output
 - Compensation / work quality
 - Opportunities for career growth
 - Increased responsibilities



Closing the Gap

Two Approaches for Upper Management to Increase Nurses' Morale:

1. Support: Advocate and Guide Nurses on how to benefit from the Employee Assistance Program (EAP)
2. Showcase: Upper management personally meeting and bonding with nurses on the working field

Assumptions:

- Existing support centers are effective
- Upper management create the right times and opportunities to meet nurses

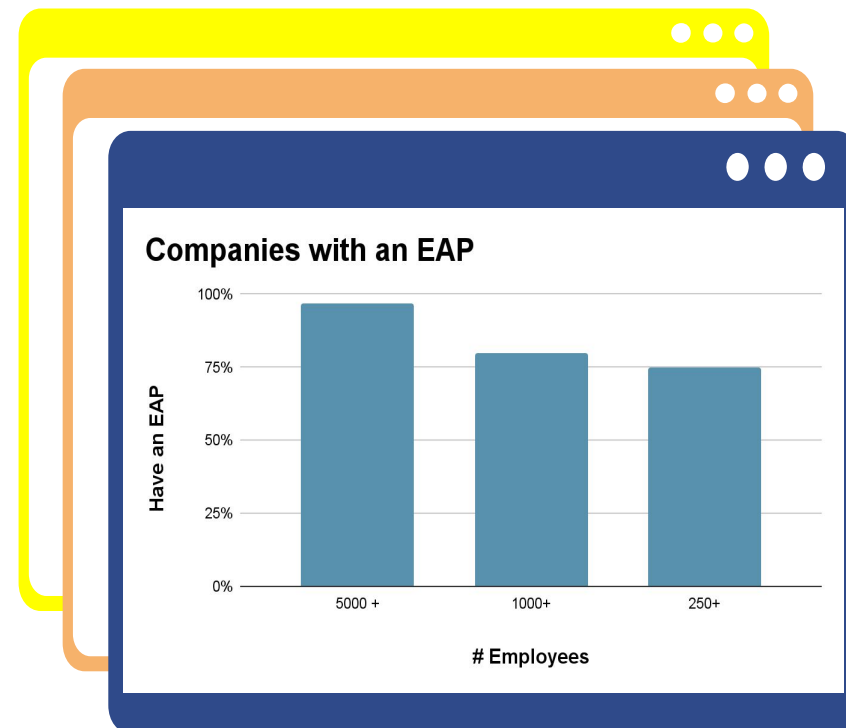


Implementation: Support

Benefits and Insights through the Employee Assistance Program

1. Confidential counseling to assist employees dealt with personal / professional issues
2. Employment of licenced mental health professionals
3. Average Total cost of \$140,000 per year

Program overall, decreases turnover rate and support ongoing wellness initiatives that contribute to the overall health of employee and organization



Sources:

<https://www.wseap.com/employee-assistance-program/>

Implementation: ShowCase

Mission



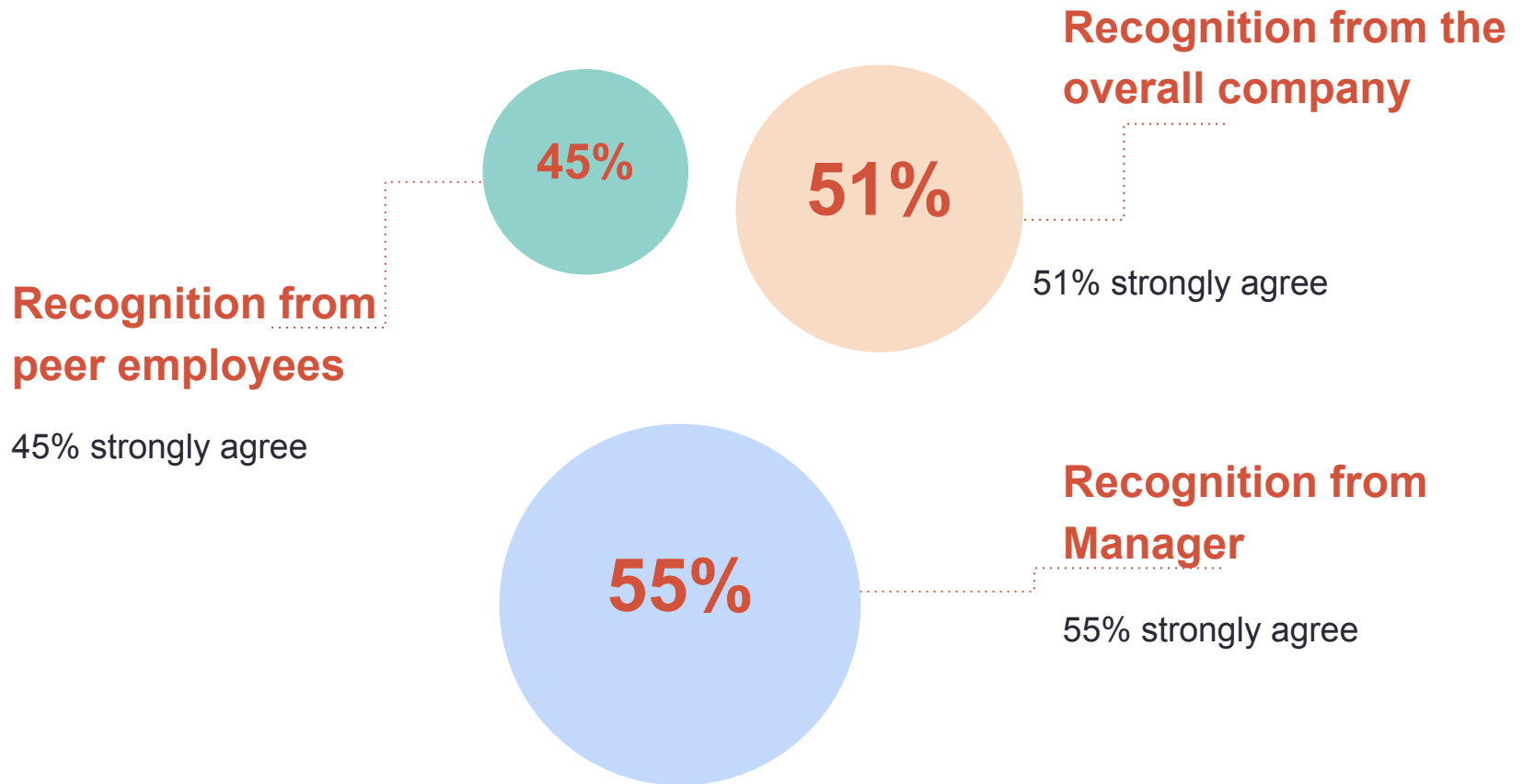
1. Monthly upper management rounds
 - Holding town hall meetings
 - Spotlighting in internal newsletters
2. Costs and Endurance
 - Meeting attendance with total cost \$2400 per upper management person, based on 20 times holding & 50 Nurses per meeting & \$120 per hour salary for upper supervisors
 - Suggested average 1% of Annual Payroll by SHRM for incentives
 - One to two years experimental operation

Benefits



1. The increase of exposure to large coverage of nurses
2. Greater opportunities for discerning potential well performed staff nurses
3. Intrinsic motivation for personal value and Extrinsic for praise and subsequent rewards

Key Stats From a Survey About Employee Recognition in HealthCare Industry



Expected Outcomes



SUCCESS

Alleviating issues and
reduction of overall
turnover rates



DEVELOPMENT

Boost in team morale
and motivation on
facility



ASSESSMENT

Conducting survey,
involvement in
support services, and
patient feedback

Risks Associated with Solutions

Risk

Mitigation

01

Lack of Use

- Raise awareness
- Remind employees about EAP services
- Ensure confidentiality is not violated

02

Ineffective Services

- Monitor service quality
- Stay in touch with EAP
- Request employee input

03

Inconsistent Employee Recognition

- Recognition program
- At least once a month
- Recognize a range of actions, accomplishments, groups, and individuals

Thank you