Tips and Tools for Hiring, Training and Retaining Staff

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Who and How

Who to hire
• Hire staff with the necessary skills and ability to perform the responsibilities of the position

How to support them
• Skills and abilities are enhanced greatly by thorough training and enhances staff retention

How to keep them happy
• Effective communication can help ensure staff want to stay and conveys to staff what they are doing well and where they need to improve
Recruitment – What, When, and Where

What: What tasks does the position perform
- Is the job description current?
- Is there a current procedure manual?
- Is the “desk” documented?

When: Timing of position posting
- Is there room in the budget to start the new person before the current staff person leaves?

Where: Advertising position
- Are you limited to where and how you can advertise the position?
To-Do List for Successful Recruitment

• Include in the job posting a description of the position, necessary qualifications and special conditions (e.g. position requires daily travel)
• Establish a screening criteria for resume review
• Establish interview panel
• Develop interview questions
• Establish selection criteria for determining which candidate should be hired
• Determine reference check questions
Example of Screening Criteria Form

Criterion #1

Criterion #2

Criterion #3

Criterion #4

Job Description

Qualifications

Special Conditions
Finding the Best Candidates

• Determine the specific skills and training required to complete job functions
• Measure candidates’ capacity and competency to carry out the duties
• Evaluate questions asked by candidate
• Determine if the candidate is adaptable to change
• Ask key questions that gauge if the candidate demonstrates ability to see patterns and sense important trends in information, workflows or data
Training Tips

• Standardize written instructions, training and procedural materials and manuals
• Training should be intensive enough to obtain a clear understanding of basic techniques
• Allow sufficient training time
• Apply clear and consistent written procedures for documenting training progress
• Include a review of basic anatomy, coding, and medical terminology
  ▪ Staff need to understand and recognize relevant diagnoses
Documentation

• Job descriptions
  ▪ Gather all existing documentation about the position
• Develop and maintain:
  ▪ Procedure manuals
  ▪ Data dictionaries
  ▪ “Problem log” with resolutions
• Document the desk
  ▪ Create tools that document data over time and assist with transfer of knowledge
Examples of Documentation Tools

### History for CBDMP BPA Code 756.430

<table>
<thead>
<tr>
<th>BPA</th>
<th>Status</th>
<th>Defect</th>
<th>History</th>
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### County Reportability for CBDMP BPA CODE 756.430

Reportability**

Group 0: All diagnoses through DOB 1989.

Group 1: All Heart defects, oral clefts, NTDs, CNS defects, trisomy 21, Hirschsprung Disease in LA, SC and SF counties.

Group 2: 29 categories of conditions per National Birth Defects Prevention Study criteria, FAS, and trisomy 13, 18, 21.

- All other abnormal karyotypes are excluded.
- All single gene disorders are excluded.
- For a listing of conditions, use report CBDMP BPA Codes by Reportability Group, Group 2.

Group 3: All NTDs, oral clefts, DOB 01/01/01 to 06/30/03; TOF, d-Tga, DOB 01/01/01 to 12/31/03.

- Trisomy 21 for live born and English or Spanish speaking, DOB 01/01/01 to 12/31/03.
- All other abnormal karyotypes are excluded.

Group 4: D-Tga and TOF in Los Angeles, DOB 01/01/04 to 04/30/04 only.

- All abnormal karyotypes are excluded.

Group 5: All major structural malformations per CBDMP AFP data collection criteria.

- Births in Kaiser hospitals in Orange, Riverside, San Bernardino and San Diego counties are excluded for select years.

- For a listing of structural malformations, use report CBDMP BPA Codes by Reportability Group, Group 5.

Group 6: Diagnoses which have been dropped from groups 0 through 5.

- For group 6 CBDMP BPA codes, use report CBDMP BPA Codes by Reportability Group, Group 6.
- For group 6 CBDMP BPA history, use report Numeric BPA Lookup.

Births in military hospitals are excluded for all groups

* Data available for DOB 7/1/90-12/31/90; incomplete data collection for DOB 1998.

<table>
<thead>
<tr>
<th>county</th>
<th>countyname</th>
<th>group0</th>
<th>group5</th>
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Staff development

• Conduct monthly staff meetings/check-in calls
• Organize annual program-wide staff meeting
• Attend seminars/round tables, health information management conferences, partner with local hospital coders on ICD-10 coding audio conferences
• Subscribe to health information periodicals
• Join list serves, e.g. SAS users, NBDPN
• Partner with other departments/divisions to conduct trainings
Retaining Staff

• Provide clear expectations
• Communicate
  ▪ Address questions clearly and concisely
• Hold regularly scheduled meetings
• Provide feedback about performance
  ▪ Coaching sessions
  ▪ Performance appraisals
    ➢ Include goals and objectives and strengths
• Utilize staff’s talents
  ▪ Contribute to work areas outside of a specific job description
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