

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

BPA	Status	Defect	History
756.430	MAIN	Achondroplasia	DOB 1987-1988--achondrogenesis coded 756.430. DOB 1989-forward--achondrogenesis coded to 756.440

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.

county	countyname	group0	group5
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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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