

A high-angle, top-down photograph showing a group of diverse people's hands reaching up from the bottom of the frame to hold a circular arrangement of white puzzle pieces. The hands are of various skin tones, and some people's faces are partially visible at the edges of the frame, looking down at the puzzle. The background is a bright, clean white.

# It Takes A (Caring) Team

Shelly Azen  
Founder, unHR LLC



Healthcare,  
as a business,  
is increasingly  
complex

Direct care

Regulatory oversight

Reimbursement

Dismantled care models

Consumer expectations

# The CARE team vs. Total CARING team

Identify key traits/competences

Cultural fit

Strategies for interviewing, onboarding  
and engagement

# Key Traits and Competencies

Technical aspects of job

Degree/Certification

Required years of experience

What else?

WELCOME

girls  
spark  
2024  
summit



Main Line Health  
Bryn Mawr Hospital



# I PLEDGE...

not to raise my hand  
in violence.

**LAUNCH IPLEDGE WITH US!**  
**TUESDAY, OCTOBER 1, 2024 AT NOON**  
**PHILA. CITY HALL COURTYARD**  
*#iPledgeBecause*



# Identifying Cultural Fit

Mission and Value(s)

Personal Story

Understanding Their Why

What else?

# Identifying Cultural Fit



Adam Grant

*Re: Thinking*

“The wrong way to think about culture fit”

# Interviewing Strategies

Be clear about what you need / are looking for

Consider multiple interviewers

Decide what you need to “add” / hire for weaknesses

Competency based questions

Use Interview Grid for feedback

Consider outside help

Candidate Name:				
	Interviewer 1	Interviewer 2	Hiring Manager	Total
Skill 1	X	X		
Skill 2		X	X	
Skill 3	X		X	
Fit	X	X		
Fit	X		X	
Total				

Reasons to hire

Probe further

Candidate Name: Susan Baker				
	John	Anthony	Mary	Average
Ability to lead team across multiple locations	4	3		3.5
Proven success in increasing patient outcomes		5	3	4
Lead team through organizational changes, in high growth	5		5	5
Connection to our mission and purpose	4	4		4
Community engagement / community relations	5		5	5
Total	4.5	4	4.3	4.3

Reasons to hire: Ten years successful experience leading multi-site teams; Has lead RNs, ABAs and Therapists; At XYZ company was instrumental in leading change through expanding footprint; Improved clinical outcomes by 34% over 2 years while decreasing costs by 15%.

Probe further: Will this role be challenging enough for her? How will we keep her engaged long term?

# Onboarding Strategies

Client / Patient experience most important

Partner non-clinical with clinical

Establish milestones

First 90 days most critical

What else?

# Retention Strategies

Wellness / Burnout

Creative Time Off Policies

More Mental Health Support

Safe and inclusive environments

What else?

## Harvard Business Review

For better talent retention and organizational performance, especially in challenging times, managers should recognize that compassion is not merely a “nice to have.” Rather, it’s an evidence-based skill that is integral to leading effectively and holding teams together. Compassion not only belongs in the art of leadership; robust research shows that compassion also belongs in the *science* of leadership.

## Forbes

Addressing leaders and managers, Hariton shared that “empathy is a critical workplace skill that has the potential to reduce burnout and improve employee engagement and retention. The data shows that employees with highly empathic senior leaders report higher levels of creativity (61%) and engagement (76%) than those with less empathic senior leaders (13% and 32%, respectively).”



PositivePsychology.com

Compassion in business can improve outcomes by fostering a positive work environment, boosting employee engagement, enhancing collaboration, building stronger relationships with customers, and leading to better problem-solving and overall productivity, ultimately contributing to increased success for the organization; compassionate leaders create a culture where employees feel valued and supported, which motivates them to perform at their best. [🔗](#)



# THANK YOU!

Shelly Azen  
Founder, unHR LLC

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Skill 3	X		X	
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