

# MOREHEAD Retention Solution™

A Systemic Solution for Monitoring Commitment Across the Employment Lifecycle



**MOREHEAD**  
Know. Then Decide.™

Morehead delivers human capital *surveys*, *metrics*, and *solutions* to help leaders make better decisions, retain talented employees, and drive the performance of critical outcomes.

Morehead's Retention Solution is a comprehensive process of gathering data at key points along the employment lifecycle. It captures critical data from current and exited employees using a suite of surveys and solutions. Data collection and assessment begins with understanding why employees join your organization, providing you with information to attract talented recruits. The data cycle concludes with understanding the critical perspective of high-performers who exit the organization. Our approach includes the delivery of an integrated analysis that removes the burden of consolidating multiple reports from your Human Resources team.

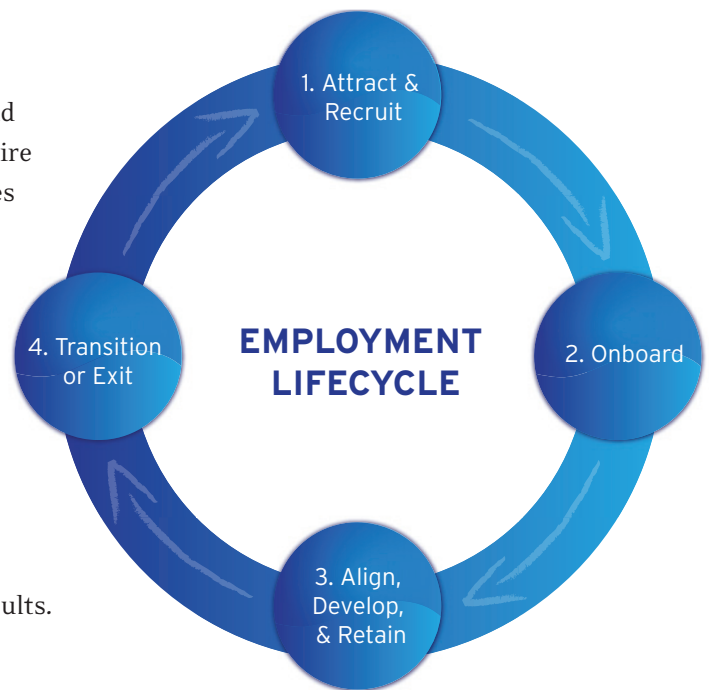
Retention Solution shifts the focus from relying primarily on exit interviews to a focus on increasing retention. With this shift, organizations can:

- Recruit talented people with information about why people join the organization
- Create or optimize an Onboarding process
- Identify employee groups that are vulnerable to turnover
- Access reports focused on taking action, as opposed to merely tracking turnover numbers
- Discover why people leave the organization so critical improvements can be made
- Reach out to lost high-performers to gain their valuable insights

## Data Is Collected Across the Employment Lifecycle

To increase employee retention rates, research by Morehead and others suggests collecting retention-related data across the entire employment lifecycle, shown in Figure 1. This approach provides a broad picture of the drivers of retention and creates opportunities to correct issues that impede retention of the organization's best performers.

Traditionally, organizations have examined turnover data at only one point in the employment lifecycle - collecting data during an exit interview. Exit interviews typically produce generic employee survey data that drives local improvement actions aimed at reducing turnover. This strategy may lead to temporary improvements in the turnover rate; however, organizations rarely achieve long-term, sustained retention results.



**Figure 1 | Morehead views the employment lifecycle as four distinct stages: (1) Attract and Recruit, (2) Onboard, (3) Align, Develop, and Retain, and (4) Transition or Exit. Each stage of the cycle provides an opportunity to collect employee data that can increase retention.**

## Moving to a Systemic Viewpoint

Shifting the organization’s focus from exit surveys, which represent only one turnover data point, to an analysis of the entire employment lifecycle enables senior leaders to take systemic action on multiple fronts. Morehead’s Retention Solution includes measurement at four key phases across the Employment Lifecycle, as shown in Table 1, to create a comprehensive assessment.

By taking a systemic approach to retention rather than looking at individual silos of information, organizations avoid the limitations of relying solely on traditional exit surveys. Each of the products in Morehead’s Retention Solution provides valuable insights along the employment lifecycle. However, as a suite of solutions, it integrates multiple data points and provides a systemic view of trends and improvement opportunities unparalleled by any single survey, analysis, or report.

This systemic approach also relieves Human Resource professionals of the burden of producing numerous monthly reports. Your organization can spend time on what really matters—improving retention, not just reporting on it.

At this stage... <b>Goals</b>	If you want to know...	We offer these solutions to guide your decisions... <b>Solutions</b>
<b>Attract &amp; Recruit</b>	Why people joined your organization	<b>Morehead’s Reasons for Joining Survey™</b>
<b>Onboard</b>	How effective you are at onboarding new employees	<b>Morehead’s Onboarding Survey™</b>
<b>Align, Develop, &amp; Retain</b>	Levels of employee commitment/engagement Which work groups are vulnerable to turnover	<b>Workforce Commitment Survey™</b> <b>Morehead’s Turnover Vulnerability Analysis™</b>
<b>Transition or Exit</b>	Why individuals have left the organization Thorough reporting & demographic analysis of monthly turnover The insights of lost high-performers to gain information on their new environment and engage in re-recruitment	<b>Morehead’s Reasons for Leaving Survey™</b> <b>Morehead’s High-Performer Exit Interview™</b>

Table 1 | Morehead’s solutions for each stage of the employment lifecycle

## Solutions Span the Employment Lifecycle

Morehead's suite of solutions is most effective when used as a comprehensive system for assessing employees at each stages of the employment lifecycle. A Morehead consultant can help you decide which solution components would work best for your organization. The following products are included in Morehead's Retention Solution suite.

### Morehead's Reasons for Joining and Onboarding Surveys™

This solution includes two surveys, administered at two different intervals. The first survey is Morehead's Reasons for Joining Survey™, a Web-based solution administered within the first 30 days of employment. It measures new employees' reasons for joining the organization and their attitudes toward the recruitment process. This information also helps identify gaps between new employees' expectations of your organizations and their actual experiences. Understanding these discrepancies highlights communication and/or improvement opportunities that need to be addressed.

The second survey is Morehead's Onboarding Survey™, a web-based solution administered six months after joining the organization. It measures new employees' attitudes about their initial integration and their sense of fit with the organization. This information enables you to address concerns that could lead to early turnover.

Reports for both surveys are updated monthly in Excel format, which enables sorting for easy analysis. They are accessible online or can be emailed to the appropriate individuals in your organization.

### Turnover Vulnerability Analysis™

The Turnover Vulnerability Analysis (TVA) is based on critical survey items that can be embedded within your ongoing Morehead employee survey or administered as a stand-alone survey. The TVA identifies work units that have a high risk for turnover, enabling organizations to proactively address critical issues and prevent turnover.

A Morehead consultant presents a customized executive overview of results to senior leaders, either in person or via WebEx.

### Reasons for Leaving Survey™

Morehead's Reasons for Leaving Survey is a brief, targeted survey that focuses on the primary and secondary reasons employees leave. To maximize response rates, users can take the survey from any computer with Internet access. Paper surveys are also available. Results are reported monthly in Excel format, allowing for easy sorting.

### Morehead's High-Performer Exit Interview™

The High-Performer Exit Interview is a high-touch, phone-based survey focused exclusively on the organization's highest performing employees. High performing employees are employees identified by the organization as either successful performers or other regretted losses, like employees in critical, hard to fill positions. The survey consists of 18 open-ended questions and is conducted 90 days after employees leave the organization. The questions focus on their reasons for leaving the organization, the type of work they did, their career development, their workload, and their feelings about support they received from Human Resources. Questions are also asked about their new position and satisfaction with the new organization. Interview questions can be tailored to meet your organization's specific needs.

A Morehead consultant presents a quarterly, executive overview of the interview data in person or via WebEx. To allow for a sufficient amount of data collection, the first overview is done after six months, followed by quarterly overviews thereafter.

## Morehead Synthesizes the Data for You

Our integrated analysis provides quarterly and annual executive summaries that include all of the key data components and synthesizes data by themes and key drivers. It provides valuable insights that reduce the uncertainty in managing human capital, guide the organization's decisions, and drive retention initiatives.

Morehead provides a customized executive overview quarterly to provide key information, highlighting specific issues that can be improved upon to decrease high-performer turnover and identifying candidates for re-recruitment.

## Our Consultants Are Trusted Advisors to Healthcare Leaders

Morehead's consultants are advisors to the organization's senior leaders and Human Resource professionals, and they support you throughout the Retention Solution experience.

To ensure alignment with your organization's critical outcomes, our consultants:


- Understand business context
- Identify key drivers of desired outcomes
- Provide industry context through extensive norms
- Establish relationships between multiple data sources

Our consultants and project teams work with nationally ranked healthcare providers. Leveraging our extensive knowledge of healthcare organizational structures, practices, and cultures, our consultants and project teams ensure that demands on your staff are minimized, and provide you with a process that is clear, simple, and successful.

## Morehead's Retention Solution Is a Proven, Comprehensive System of Assessment

Morehead's Retention Solution creates a competitive advantage for progressive healthcare organizations. This suite of analytics collects data at key intervals across the employment lifecycle. The integration of this data provides a systemic view of turnover threats and guides retention improvement initiatives. The Retention Solution can be customized to fit your organization's needs.





**We deliver *surveys, metrics, and solutions* to help leaders make better decisions, retain talented employees, and drive the performance of critical outcomes.**

## Surveys

- Workforce Commitment Survey™
  - Employee Pulse Survey
  - Nurse Engagement Survey
  - Reasons for Joining Survey™
  - Staff Physician Engagement Survey™
  - Reasons for Leaving Exit Survey™
  - Employee Onboarding Survey
  - Referring Physician Affiliation Survey™
  - High-Performer Exit Survey™
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## Predictive Metrics and Solutions

- Employee-Patient Linkage Analysis
- Retention Solution™
- Turnover Vulnerability Analysis™
- Labor Relations Analysis
- Change Readiness Assessment
- Employee-Physician Linkage Analysis
- Magnet Nursing Analysis
- Merger & Acquisition Index
- Patient Safety Culture Index
- Diversity Analysis
- Work-Life Balance Analysis

## About Morehead

Morehead delivers human capital surveys, metrics, and solutions that enable leaders to make better decisions, build employee engagement, and drive the performance of critical outcomes, like overall satisfaction, quality, and financial performance. We help organizations by:

- targeting and focusing human capital initiatives,
- prioritizing systemic change,
- informing work unit interventions, and
- aligning employees with business strategies.

Since 1979, Morehead's approach has been supported by sound research and validated by experience. Clients include healthcare providers, financial institutions, government agencies, universities, service providers, and manufacturers. For more information, please visit [MoreheadAssociates.com](http://MoreheadAssociates.com).

# MOREHEAD

## HUMAN CAPITAL

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surveys



metrics



solutions



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