

HUMAN RESOURCES GUIDE

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Using LinkedIn to Your Advantage

As a recruiting and staffing company, Kimco has come to appreciate the personal and professional advantages social media has to offer. When it comes to creating professional connections, LinkedIn is far and away the winner. With LinkedIn, it is not simply about who you know but also who your connections know and how that interconnectivity can help introduce and build a network of associations that support your goals. According to the market research company Performics, 59 percent of respondents said it is important to have a LinkedIn account, more than any other social network. So how do you get and stay connected?

Getting Started

Having a strong LinkedIn profile is key. Your profile establishes your credibility, work history and the benefit you can offer others.

- ◆ **Focus on who will be reading your profile** so you can elaborate on areas they will find of most value.
- ◆ **Upload a business-appropriate photo** that gives you credibility and increases recognition.
- ◆ **Brand your headline** since it will appear next to your name in search results. Simply click Profile, click Edit (next to your name) and fill in the Headline field with something like "Marketing and Recruiting Professional."
- ◆ **Complete the summary section.** This is your chance to fully brand yourself. Write something compelling about your expertise and accomplishments.
- ◆ **Fill in job descriptions.** Job descriptions provide you the opportunity to pepper your profile with keywords that will help you get found in a search and connect to others in your field.
- ◆ **Update your education** and any additional information including board memberships and groups.
- ◆ **List three websites**, if possible. Listing them adds to the search engine optimization of your own websites. Also take the opportunity to fill out the tab next to the URL to make the link more intuitive. (Instead of www.kimco.com, for example, reader will see Kimco.)

- ◆ **Claim your personal URL.** When you sign up with LinkedIn, you are provided a public URL which you can then include in your email signature or elsewhere to lead people to your profile.
- ◆ **Include at least three recommendations.** Like your photo, recommendations prove you are real and they offer testimonials to your good work.

Other Tips

- ◆ Based on Groups to which you belong, LinkedIn populates your News tab with articles and updates you may find of interest.
- ◆ Make sure your privacy settings allow people to find you easily. Reid Hoffman, the founder of LinkedIn says it well, "The value of being connected and transparent is so high that the road bumps of privacy issues are much lower in actual experience than people's fears." To adjust privacy settings, click your name at top right, then choose Settings to see the following options:
 - Turn on/off your activity broadcasts. Make sure the box is checked next to "Let people know when you change your profile, make recommendations, or follow companies."
 - Select who can see your activity feed. For best reach, choose "Everyone."
 - Select what others see when you've viewed their profile. For optimal networking, choose the first box, "Your name and headline."
 - Select who can see your connections. From the two options, choose "Your Connections" for best networking.

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YOUR HUMAN RESOURCES SOLUTION

Wait, Don't Go!—The “Stay Interview”

by Kathi Guiney; SPHR, GPHR, President; YES! Your Human Resources Solution

While most companies focus on the exit interview, a few leading-edge enterprises are putting their time into the “stay interview.”

And with good reason.

Employees on their last day are not the best resources. They're busy tying up loose ends and deleting personal photos from their hard drives. They rarely tell the brutal truth, not wanting to burn references bridges. For them, “I am leaving for a better opportunity” really means, “I'm outta here.”

Through an exit interview, short-timers can still help you gather data on workplace conditions and employee satisfaction, and fine-tune the right match for their positions – but what if you were able to prevent these key employees from looking elsewhere in the first place? The stay interview may fill that need.

So what is a stay interview? In a stay interview, managers learn the unique reasons why their direct reports continue to choose the company as their employer. Stay interviews also help managers create career plans to enhance the likelihood of retaining their employees. Employees benefit by hearing directly from their supervisor that they are a valued member of the team. This results in both manager and employee accepting responsibility to ensure the “staying” occurs.

How should managers structure the stay interview? First, if this is a new program for your company, announce and market it internally. Indicate that stay interviews should be held at least once a year, separately from the annual performance review discussion. Give employees insight into the purpose of the meetings and types of questions that will be asked. The more prepared they are, the better the conversation.

What do you ask in a stay interview? The questions should focus on gathering information to answer, “Why do you choose to work here?” Some examples: “On your way to work this morning, what were you looking forward to doing in your job?” and, “Is there something you would like to be learning here that you are not?”

As we have read in many articles about retention, employees more often leave managers,

not companies. But the opposite is also true and employees stay due to managers! How powerful a retention tool would it be to know the answer to, “What can I do to enhance your work experience?” or, “Is there something I should definitely continue (or discontinue) to do as it relates to your day-to-day responsibilities?”

A very important aspect of any stay interview is to understand the employees' career aspirations. Guessing or assuming you know probably means you are wrong half of the time! So a good closing question is, “Tell me about your career aspirations, and do you currently feel you can achieve those here?” This gives you a chance to offer focused career challenges for each employee. In some cases, the answer will help you realize that an employee may need to move on to other opportunities, which will allow you to establish a succession plan.

Hiring and retaining employees is an investment of company financial resources and time. Just like any investment, paying attention to it and making sure the investment grows in value is a successful outcome. A stay interview program is a key tool to that success equation – or to put a twist on a tried-and-true phrase: “Shut the barn door **before** the horses leave!”

Kathi Guiney

YES! Your Human Resources Solution: Kathi Guiney SPHR, GPHR leverages HR expertise to create customized and practical HR solutions that drive results for small to mid-sized companies. For more information contact Kathi at 949.212.8788 or Kathi@yeshrsolution.com – visit us at www.yeshrsolution.com or follow us on Twitter at www.twitter.com/kathiyeshr and Facebook at www.facebook.com/yeshrsolution.



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Leading the Future of Health Care

MemorialCare is revolutionizing how care is provided

Two decades ago, top physicians from Orange and Los Angeles counties gathered with MemorialCare Health System executives in what experts called “an ambitious effort to revolutionize how health care is delivered.”

“We realized the importance of creating a more scientific approach to improving medical outcomes,” explains Barry Arbuckle, Ph.D., president and CEO, MemorialCare Health System in Southern California. “Those efforts – today involving thousands of physicians, nurses and other clinicians studying the best medical care around the world – result in MemorialCare’s leadership in best-practice, evidence-based medicine.”

MemorialCare’s physician-led interdisciplinary teams continually identify, create, refine and expand upon the best diagnostic, treatment and prevention for virtually every disease, illness and medical category a patient may face – whether in the hospital, outpatient setting or physician’s office. Implementing optimal clinical standards across the health system achieve patient outcomes that surpass regional and national standards.

“Years before health reform discussions began, MemorialCare had programs in place to ensure those living and working in Orange and southern Los Angeles counties had access to world-class health care close to home,” says Marcia Manker, CEO, Orange Coast Memorial Medical Center in Fountain Valley.

It’s no surprise MemorialCare is Orange County’s fastest-growing business, according to the latest *Orange County Business Journal’s* Top 50 Employers’ rankings. That growth is thanks to expansion of physicians, hospitals, outpatient services, innovative programs and partnerships. Continued growth of MemorialCare’s family of providers enables the integrated health care system to deliver even better, more comprehensive care across a wider geographic region.

Leading Medical Advances

Medical advancements and optimal quality are bold goals of MemorialCare’s six hospitals, 11,000 employees, 2,500 affiliated physicians, dozens of outpatient and retail health centers, and 214 locations – from south Orange County through Long Beach and the South Bay. These include achievements in early detection, treatment and prevention of heart disease and cancer; national prominence in caring for high-risk pregnancies, fragile newborns and children; and leading-edge advances in emergency medicine, trauma, orthopedics, neurosciences, rehabilitation, surgery and women’s health.

“For over a century, MemorialCare’s significant investments in state-of-the-art facilities and sophisticated medical technologies – often the region’s only such advanced facilities and equipment – allow us to address the most complex and complicated diseases and conditions; and, whenever possible, prevent them from occurring,” says Steve Geidt, CEO, Saddleback Memorial Medical Center in Laguna Hills and San Clemente.

MemorialCare was Orange County’s first health system implementing comprehensive electronic medical records – now fully operational at its hospitals, outpatient centers and numerous physician offices, ensuring coordinated, seamless care. “Electronic medical records support and spread evidence-based medicine throughout our health system,” says Memorial Medical Foundation Chief Medical Officer Mark Schafer, MD. “This results in higher quality and safer care with clinicians able to immediately access patient records. And consumers adopting personal health records via our patient portals translate into more people actively participating in their health care.”

Partnering With Top Physicians

MemorialCare has a long history of physician leadership and engagement. “Our partnership opportunities range from joint ventures, leadership, management positions and participation in the MemorialCare Physician Society, to affiliating with our employment and Independent Practice Association (IPA) models, and collaborations involving innovative medical technology. We continue to forge unique partnerships that favorably impact an integrated approach to health care

delivery and ensure a sound future for our physicians,” says MemorialCare Physician Society Chair Frank Marino, MD.

MemorialCare Medical Foundation earlier this year announced its affiliation with Greater Newport Physicians and acquisition of Nautilus Healthcare Management Group. “By affiliating with MemorialCare, the 450 Greater Newport Physicians are able to contract with more health plans, making them available to our patients, even if their insurance coverage changes,” explains Catherine Campion, MD, president, Greater Newport Physicians. For other physicians, including those part of MemorialCare Medical Group, the Medical Foundation’s employment-type affiliation, works best.

MemorialCare Medical Group and Greater Newport Physicians, currently totaling 2,000 affiliated physicians, both again were awarded California Association of Physician Groups’ 4-Star Elite status. This honors extraordinary achievements in quality care, patient satisfaction, care coordination and health information technology.

“By offering multiple partnership options and forging strengthened alignments with physicians, we’re positioned to provide the best possible care, offering patients a choice from among the Southland’s best physicians, and carefully managing health care costs to employers and consumers,” says Patrick Kapsner, MemorialCare Medical Foundation CEO.

Critical to this broad-ranging, pluralistic physician partnership approach is MemorialCare’s full commitment to maintaining strong relationships with independent physicians, medical groups and IPAs as well as offering physicians myriad opportunities through its Physician Society.

Improving Population Health Management

“We are continually expanding our health system to ensure the full continuum of preventive, primary, retail, specialty and acute care,” adds Arbuckle. “MemorialCare promotes wellness and healthy lifestyles to improve the health of the 2 million Southland residents we serve.”

For years, MemorialCare has championed community programs that coordinate and improve care of children and adults. “As the only health system in Orange and Los Angeles counties with adult and children hospitals, we are able to offer lifetime care for those facing chronic conditions, thus helping consumers take control of their health and their lives,” says Diana Hendel, PharmD, Long Beach Memorial, Community Hospital Long Beach and Miller Children’s Hospital CEO.

“One powerful example – The Good Life program – is significantly improving the health and wellness of our employees and their families through fitness challenges, nutritious offerings and support for chronic conditions,” says Tammie Brailsford, RN, MemorialCare Health System COO. “These results-driven activities are extended to local employers who tap our expertise to improve the health of their work forces with on-site screenings, seminars, executive and employee physicals and more.” MemorialCare also helps employers adapt to health reform, trim health benefits and health costs and improve productivity.

Achieving Global Recognition

MemorialCare Health System is among only 27 businesses worldwide receiving the prestigious Gallup Great Workplace Award. The sole honoree headquartered in California, MemorialCare again joins current and past recipients including Hyatt Hotels, Campbell Soup and Starbucks. This award honors organizations with the most productive and engaged workforces. Results are compared across Gallup’s 7.5 million employee respondents and 965,000 work teams in 177 countries.

MemorialCare’s many contributions to best-practice, evidence-based medicine, advanced technologies, improving patient experiences, managing the health of the population and providing true value in health care are critical to Southland employers and communities. These continue to result in extraordinary quality, proven treatments and comprehensive care that continually raise medical standards and ensure MemorialCare remains a national leader in transforming health care.



Accredited as comprehensive cancer centers, MemorialCare Cancer Institutes at Orange Coast Memorial, Saddleback Memorial, Long Beach Memorial and Miller Children’s offer the latest in cancer diagnosis and treatment for adults and children. Highly sophisticated cancer treatment technologies include intensity modulated, image guided and intraoperative radiation therapy; tomotherapy, robotic surgery and Orange County’s only hospital-sited CyberKnife. MemorialCare radiation oncologists are global leaders in hyperthermia treatment and teaching cancer specialists worldwide to perform advanced treatments like brachytherapy.



MemorialCare hospitals are U.S. leaders in robotic surgery which enables physicians to operate with unprecedented precision through tiny incisions for heart, gynecologic and cancer procedures. Saddleback Memorial (Dr. Marc Winter shown here) is the county’s first national robotic training center where surgeons from across the nation learn specialized procedures. Orange Coast Memorial is one of the West’s only hospitals to introduce robotic technology into a hybrid cardiovascular suite. Long Beach Memorial and Miller Children’s two robotic suites are among the country’s busiest.

MemorialCare Affiliated With Prominent Medical Groups

MemorialCare Health System is affiliated with the Southland’s leading medical groups and primary care physicians like MemorialCare Medical Group and Greater Newport Physicians, which are members of the MemorialCare Medical Foundation. Other prominent physician groups – including HealthCare Partners/Talbert Medical Group, Eninger Medical Group, Memorial HealthCare IPA, Monarch Healthcare, Saddleback Medical Group,

Memorial PromptCare, ProHealth Partners, The Children’s Clinic and more – are also affiliated with MemorialCare Health System. To identify a physician affiliated with a MemorialCare hospital – Long Beach Memorial, Community Hospital Long Beach, Miller Children’s Hospital Long Beach, Orange Coast Memorial and Saddleback Memorial in Laguna Hills and San Clemente – go to memorialcare.org.