Group Discussion

1. What are your greatest challenges to recruitment/retention?

2. What are your greatest strengths?
Today’s Topics: Marketing Your Strengths

1. Assessing Strengths
2. Gathering Tools
3. Accessing Programs and Resources
4. Q & A
Recruitment Process & Tools

Knowing you don’t have unlimited resources to engage candidates, what can you do?

➔ Asses your strengths, choose tools and make choices to control the recruitment process.
Assessing Strengths: How to Stand Out

• What makes this rural health clinic stand out?

→ Brainstorm a list of your organization’s strengths with employees and stakeholders
### Assess Strengths - Organizational

<table>
<thead>
<tr>
<th>What’s unique about this opportunity?</th>
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<tbody>
<tr>
<td>• Work/life balance</td>
<td>• Established networks</td>
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<td>• Flexible scheduling</td>
<td>• High patient satisfaction</td>
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<td>• Job sharing options</td>
<td>• Coordinated care models</td>
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<tr>
<td>• Loan repayment</td>
<td>• Positive health outcomes</td>
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<tr>
<td>• New technologies/equipment/facilities</td>
<td>• Autonomy</td>
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<tr>
<td>• Competitive salary</td>
<td>• Teaching/learning opportunities</td>
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Assess Strengths- Community

What makes this community stand out?

Know your cheerleaders and champions and engage them in the recruitment process:

- Realtors
- Educators
- Local Businesses
- Community organizations
Assess Strengths - Community

<table>
<thead>
<tr>
<th>What’s Unique about Your Community?</th>
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<tbody>
<tr>
<td>Recreational activities</td>
<td>Community organizations</td>
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<tr>
<td>Local food/agriculture sources</td>
<td>Homesteading</td>
</tr>
<tr>
<td>Community and cultural events</td>
<td>Schools</td>
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<tr>
<td>Housing options/property values</td>
<td>Local parks and attractions</td>
</tr>
<tr>
<td>Lower cost of living</td>
<td>Community health or outreach workers</td>
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Tools: R&R Plan

- Does your RHC have a recruitment and retention plan?
- Do you use it?
- Does it need updating?

Check out these resources:

- Recruitment and Retention template from HRSA
- Retention Toolkit from the Primary Care Office
## Tools: Job Posting & Networking

<table>
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<tr>
<th>Postings</th>
<th>Networking</th>
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| 3RNet & HEALTHeCAREERS                       | OHSU School of Nursing Job Fair  
sn-affrs@ohsu.edu                              |
| NHSC Job Board                                | Professional Associations: ONA, AAFP, ORPCA                                  |
| University/College Job Boards                 | Preceptors, residents and other employee referrals                           |
3RNet: Premier Job Board for Underserved Communities

- A nonprofit job board specifically geared to candidates interested in rural and underserved America for the past 20 years
- 4,000 active job opportunities across the country
- No cold calls. Over 43,000 active candidates have chosen to register
3RNet Stats

- In 2013, 3RNet members reported over 8,000 jobs listed, 290,000 candidate referrals, and over 1,600 placements.

- At least 25 successful candidate matches in Oregon in the past year.
3RNet Features

- Create custom reports
- See who’s viewing your posts
- Target specific candidates
- New candidate database, Kontact Intelligence, will link 3RNet posts to HEALTHeCareers for additional posting benefits
Marketing Through Job Postings

Be an Ambassador

• Think BEYOND job descriptions
• Be positive
• Be knowledgeable
Crafting Job Posts

How Much? What’s Important?

→ DO consider your audience

→ DO seek balance (enough but not too much)

→ DO ask your demographic for feedback

→ DO include photos (with permission)

→ DO include some highlights from your list of strengths
Crafting Job Posts

➔ DO: Be a Mind Reader

• Anticipate candidate motivations to prioritize benefits

• Work/life balance and longevity is desirable, so emphasize growth opportunities and flexible working benefits

• Challenge and creativity may drive them, so offer examples of cutting-edge procedures or new resources such as telehealth
Choosing Words

Mark Twain said,

“The difference between the right word and the almost right word is the difference between lightning and a lightning bug.”
Words That Bring Lightning

Use words that inspire hope and confidence.

- Energize
- Vibrant
- Bright
- Future
- Empower
- Engage
Crafting Job Posts

How Much? What’s Important?

→ Don’t wax too poetic, it distracts from important stuff

→ Don’t have too many cooks in the kitchen. Too many writing “voices” will be confusing

→ Don’t forget your purpose: to engage and attract candidates
3RNet Job Posting Tips

→ DO: Keep it fresh

- Differentiate between “Brief Description” and “Opportunity Info” to avoid repetition
- Update start dates
- Refresh content if posts aren’t getting many views
Marketing: Developing Online Content

Somebody is creating content about your community, why not you?
Developing Content for Marketing Online

1. Narratives
2. Video
3. Publish Surveys
4. Create Infographics

*Adapted from: http://getreferralmd.com/2013/07/content-strategy-tips-for-healthcare-facilities/#sthash.cwnZWI6M.dpuf
Written Narratives

Tell the Story of Your Greatest Resource: Your Staff

- Paints a picture of who operates the organization
- Gives your facility a human face
- Brings originality and authenticity
- Builds trust with your audience
Use Video to Capture the Most Compelling Stories

Feature staff, patients, services, expertise unique to your facility or community.

- Brief is better, there’s less editing and it’s more compelling
- Cell phone videos = budget friendly
Expanding Your Reach

Work with ORH staff to increase your web presence. Things to consider:

- Provider Bios
- Brief videos—We can create some content while you’re here!
- Testimonials about loan programs, 3RNet, etc.
Survey & Publish

You may already have existing data to publish.

- Survey through a service like SurveyMonkey.com to get enough data to publish on your blog, for an infographic, to post on social media, etc.
The Benefits of a Shorter Workweek

**WORK-LIFE BALANCE**

- Percentage of employees who say their jobs don’t leave them with **ENOUGH TIME** for themselves: **59%**
- Percentage of employed parents who feel they don’t have **ENOUGH TIME WITH THEIR KIDS**: **75%**
- Percentage increase in **JOB BURNOUT** for people working 60+ hours per week compared to average workers: **230%**

A shorter workweek can be good for people, the planet, and the economy.
Patients Depend on Rural Hospitals

Population
20% of the population lives in rural America yet they are scattered over 90% of the country.

Economic Stats
14% of total employment in rural areas is attributed to the health sector.

In most rural communities, hospitals are the largest or second largest employer.

Rural Health Care Challenges
Extreme distances, challenging geography, and weather complicate health care delivery.

Rural Americans are older, poorer, and sicker than their urban counterparts... and millions of rural Americans have limited access to a primary care provider.

What happens to a community if a rural hospital has to close?
Patients lose access to timely and essential care.
Local economy experiences a severe decline.
Physicians, pharmacies, and other health providers will also leave the community.

WARNING
As of October 1, Medicare Dependent Hospital (MDH) Payment and Low-Volume Hospital (LVH) Adjustment HAVE EXPIRED. These programs must be extended to prevent the threat of more rural hospital closures.

Access to quality health care is threatened for businesses, families, and retirees.
A Success Story

Alsea RHC

- Engaged board & community members
- Explored statewide resources for recruitment
- Planned site visits for interviewees
- Developed strategies—website updates, job postings on 3RNet and NHSC

Lead to successful recruitment of a new Nurse Practitioner!
### Candidates

<table>
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<tr>
<th>Direct</th>
<th>Pipeline</th>
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<tbody>
<tr>
<td>3RNet</td>
<td>Loan Forgiveness: PHC Rural Scholars</td>
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<tr>
<td>Loan Repayment programs: SLRP, MPCLRP, NHSC, Behavioral Health</td>
<td>Schools: OHSU, Pacific, PSU, OSU, COMP NW, University of Portland</td>
</tr>
<tr>
<td>Residencies: OHSU, Providence, AT Still</td>
<td>AHEC: SHOI</td>
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</tbody>
</table>
Working with candidates

1. Webinars for candidates and students
2. Information sessions to qualified students and resident groups in their educational programs
3. Outreach through professional organizations
4. Job fairs, conferences and recruitment events
5. Face-to-face or phone career counseling to discuss employment options, loan repayment, CV review
Working with candidates

• Why have you selected Oregon as one of your interests?

• What type of community interests you?

• What type of practice are you seeking?

• How important is loan repayment?
Accessing Incentive Programs

The Oregon Office of Rural Health administers two loan repayment programs:

1. The State Partnership Loan Repayment Program (SLRP)
2. The Medicaid Primary Care Loan Repayment Program (MPCLRP)
What program works for us?

First ask: Is my site located in a HPSA?

- Yes
  - Does your site serve greater than 15% Medicaid patients?
    - Yes
      - Your site qualifies for the Medicaid Primary Care Loan Repayment Program (MPCLRPs)
    - No
  - Is your site able to contribute funds towards loan repayment?
    - Yes
      - Is your site non-profit?
        - Yes
          - You may qualify for the National Health Service Corps Program
        - No
    - No
  - Do you see all patients regardless of ability to pay?

- No
  - Your site qualifies for the State Partnership Loan Repayment Program (SLRP)
How do we become an eligible site?

Apply with the Office of Rural Health via our LRP Site Eligibility Application found on our website:
The Oregon Partnership State Loan Repayment Program (SLRP): Overview

**SLRP is a 1:1 matching loan repayment program**

- The maximum award is $35,000/year or 25% of total eligible loan debt—whichever amount is smaller.

- The site decides how much to contribute between $5,000-$35,000 for qualifying clinicians (plus 10% admin fees) and program funds match the contribution.

- The award agreement is a two-year commitment between the candidate, site and ORH SLRP program.

- Still not sure how to use SLRP? Contact ORH for more info.
The Oregon Partnership State Loan Repayment Program: Matching Funds

- **Matching funds can come from any non-federal source:**
  - Facility
  - Community organizations
  - Donors
  - Individuals
  - Clinicians

- **Consider SLRP in lieu of a hiring bonus.**
  (*However, loan repayment cannot replace salary.)*

- **10% administrative fee applies to total amount of SLRP award (Site and program funds)**
Candidates must be US citizens, working in a HPSA designated service site, providing services in primary care as:

- Physicians specializing in Family Medicine, General Pediatrics, General Internal Medicine, Gerontology, General Psychiatry or Obstetrics/Gynecology
- Primary Care Nurse Practitioners
- Primary Care Physician Assistant
- Certified Nurse-Midwives
- Dentists (DMD/DDS)
- Dental Hygienists
- Licensed Mental Health or Behavioral Health Professionals: Clinical or Counseling Psychologists, Clinical Social Workers, Professional Counselors, Marriage and Family Therapists, or Psychiatric Nurse Specialists
- Registered Nurses
- Pharmacists
Medicaid Primary Care Loan Repayment Program (MPCLRP): Overview

Established in the Oregon Health Authority and administered by the Oregon Office of Rural Health:

Provides loan repayment support to primary care providers who commit to serving Medicaid patients in underserved areas of the State.

Supports the Affordable Care Act & Oregon healthcare transformation.
Medicaid Primary Care Loan Repayment Program (MPCLRP): Program Features

Ongoing application cycle:
- Applications can be submitted anytime for both candidates and sites
- Clinician awards are made on a quarterly basis; March 1\textsuperscript{st}, June 2\textsuperscript{nd}, September 2\textsuperscript{nd} and December 1\textsuperscript{st}
- To date, 17 clinician awards have been made (3 quarters). Fourth quarter applications due November 3rd

Three year service commitment

Funds available from the State for a short time because of the agreement between Oregon & CMS

More sites are eligible with an emphasis on serving the Medicaid patient population
Medicaid Primary Care Loan Repayment Program (MPCLRP): Site Eligibility

To apply and be pre-approved as a qualifying practice site with the Oregon Office of Rural Health, sites must be:

- A rural hospital as defined in ORS 442.470
- A federally certified Rural Health Clinic
- A Federally Qualified Community Health Center
- A site providing primary care services in an area approved as a medical, dental or mental Health Professional Shortage Area (HPSA) as defined by the federal Health Resources and Services Administration

or

- Another site providing primary care services to an underserved population, as determined by the Authority
Candidate must be a clinician in Oregon who delivers primary care services to Oregon patients:

- Physician, MD or DO (Family medicine, general practice, general internal medicine, geriatrics, pediatrics, or ob/gyn)
- Nurse Practitioner (Adult health, women's health care, geriatrics, pediatrics, psychiatric mental health, family practice, or nurse midwifery)
- Physician Assistant (Family medicine, general practice, general internal medicine, geriatrics, pediatrics or ob/gyn)
- Dentist in general or pediatric practice
- Expanded Practice Dental Hygienist
- Psychiatrist (General, child and adolescent, or geriatric)
- Clinical Psychologist
- Clinical Social Worker
- Marriage or Family Therapist

Meets requirements of OAR 409-037-0030
Medicaid Primary Care Loan Repayment Program (MPCLRP): Award Prioritization

Applications will be reviewed by an advisory committee each quarter, priority may be given to:

- **Medicaid Population Served:**
  Priority will be given to the candidates from sites that are serving greater than 15% Medicaid

- **Provider type:**
  Providers counted as primary care medical, dental or mental health providers for federal HPSA designations (Physicians, Dentists and Psychiatrists)

- **Determined need of area:**
  Providers practicing in an area with a HPSA score of 10 or greater.

- **PCPCH Status:**
  Providers practicing at sites that are a recognized PCPCH.

- **Duration of time in practice site, or in Oregon:**
  Providers based on the duration of time they have spent at their practice site or in the state, with an emphasis on new providers. No more than 20% of the awards will be given to providers already practicing at a qualified site.
Summary of Services

- 3RNet postings, candidate referrals and reports
- Marketing tips and tools
- Candidate pipelines
- RR planning
- Loan repayment incentives
COMING UP....

• Workforce Survey for RHCs (via Survey Monkey)
• Eastern Oregon Regional Workshop in Nov TBD
• SLRP/MLRP application deadlines
• Student/candidate outreach & 3RNet posts
• Loan Forgiveness rural track scholars in pipeline
Group Discussion

What services could the ORH Workforce Team provide to support recruitment/retention in your community?
The Oregon Office of Rural Health is a trusted workforce resource.

Julie Hoffer: hoffer@ohsu.edu
Hilary Henderson: henderhi@ohsu.edu
Annalee Venneri: venneri@ohsu.edu

(503) 494-4450
www.ohsu.edu/orh

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https://twitter.com/ORHruralOregon