

3RNet



*National Rural Recruitment
and Retention Network*



Managing Your Recruitment in a Virtual World

www.3RNet.org



Who Are We?

- Non profit membership association
- Each member is unique,
www.3rnet.org/locations
- Funded through Federal Office of Rural Health Policy (FORHP)
- In existence over 25 years
- Education Outreach
 - Webinars
 - On site training
 - Regional workshops
- www.3RNet.org/impact
 - Over 6000 jobs posted
 - Over 65,000+ candidates registered

The screenshot shows the 3RNet website homepage. At the top, the 3RNet logo is followed by the tagline "Healthcare Jobs Across the Nation". Navigation links for "LOGIN" and "REGISTER" are in the top right. Below the header, there are tabs for "For Healthcare Professionals" and "For Employers". A secondary navigation bar includes links for "Members", "About Us", a phone number "800-787-2512", and social media icons for email, Twitter, LinkedIn, and Facebook. The main content area features a "Welcome to 3RNet" message, a description of the network's mission, and a "Search Job Opportunities" section with a dropdown menu for "Any Profession", a "Select State(s)" field, and "SEARCH NOW" and "REGISTER NOW" buttons. A banner below the search section states "Join 54452 other candidates searching 4161 jobs from 5932 facilities! Register Now!". The bottom section is titled "Finding jobs on 3RNet is as easy as ..." and lists two steps: "1 Search Jobs" (with a computer icon) and "2 Register" (with a person icon). A "Register today!" section on the right includes an illustration of a person at a computer and a list of benefits: "Receive email notifications for new jobs" and "View full job details".



Objectives

- Identify key practices to implement into the recruitment processes.
- Leverage a wealth of available resources to help assist in the recruitment process.



A New Normal

- Covid 19 has disrupted your workflow, staffing, recruitment, retention etc. It has affected how you run your business, how you communicate, use new technologies and rely on your managers.



Do different candidates want different things in a job?

A. Yes

B. No



So, is it possible to strategically target candidates based on our strengths?

- A. Yes
- B. No
- C. This sounds complicated. I'm happy with anyone.



How do we market for providers/employees?

- High Salaries?
- Loan Repayment?
- Hunting and fishing?
- Is an advantage, still an advantage, when most everyone offers it?
- What factors make ourselves stand out from our competitors?



Creating an Effective Job Ad



The Most Important Thing to Remember

People buy products for
their own reasons, not
yours (and you are selling a
product)



You only want one thing in a Job Ad

**What matters to a
candidate!!**



What You DON'T Need in a Job Ad

- The Obvious (Candidate must be a graduate of an accredited medical school)
- Human Resources Lingo (calling a job candidate “the incumbent”)
- Details about every aspect of the job
- Excruciating detail about your organization or your location



Answer These Candidate Questions

- **Belonging:** Am I the kind of person you're looking for?
- **Fulfillment:** Will I be content?
- **Esteem:** Will I be respected?
- **Prosperity:** Will I thrive?

Answer These *Spouse/Family* Questions

- **Belonging:** Will we be at home in your community?
- **Fulfillment:** Will we be content?
- **Esteem:** Will we be respected?
- **Prosperity:** Will we thrive?





What's your competitive advantage

- Belonging: Your Story, Providers' Stories, Teamwork. *We're looking for a motivated, mission-driven nurse who is looking to be a part of our growth, as well as their own.*
- Fulfillment: Quality Care, Clinical Autonomy, Making a Difference. *We see patients from pre-birth on up. We pride ourselves on our ability to provide healthcare for all aspects of our patient's health and wellbeing.*
- Esteem: Clinical Leadership, Opportunities to Teach, Employer of Choice. *Our team is just that: a team. We thrive around our culture or respecting a team based approach to care.*
- Prosperity: Loan repayment, competitive pay, Compensation Package. *Our culture emphasizes our team members health and well being as much as our patients'.*



Writing a Good Job Ad: Get Input from the Experts (Your Staff)

- What matters to them?
- Why do they work there (and not somewhere else)?
- Listen for key words and phrases that carry meaning and impact. (think questions on prior slide)



Writing a Good Job Ad: Make It Visual

- Links to your website and others
- Links to simple videos
- Photos – People, facilities, surroundings
- Maps and attractions
- Idea: Testimonial with video or photo from current staff
- **Mobile Friendly**



A Not so Great Example...

XYZ Community Health Center, Philadelphia – Family Nurse Practitioner

XYZ Community Health Center a nurse managed organization is seeking a Family Nurse Practitioner to assume the role of the Primary Care Site Director for its Health Annex Center in Philadelphia, PA. The Primary Care Site Director is an integral part of the clinical team and is expected to uphold the health center mission by assuring that all patients receive health care that is competent, caring, and cost-effective. This position includes but not limited to supervising and coordinating the day-to-day clinical operations of the primary care department, clinical oversight and managerial duties. In addition, this position performs clinical duties as well.

Duties include but not limited to:

Clinical Oversight:

Assurance that clinical setting is functional and equipped for daily patient care.

Work with clinical staff (including Front Desk, Medical Assistants, and Nursing, Nurse Practitioners) to maintain or exceed expected weekly / monthly productivity. Assure monthly stats are done.

Ongoing monitoring and adjustment of processes responsible for smooth and effective patient flow.

Oversee Medical Assistant functions including: ordering medical supplies, vaccines, inventory, clinical office needs, and daily patient flow.

Work with Administrative Director and Director of Primary Care Services to cover unexpected clinical absences. Assist with coverage issues as needed. Direct responsibility for daily NP coverage.

Oversee on-site Nursing and Nurse Practitioner practice (e.g. Sharing new clinical policies / procedures, chart reviews as needed for audits, patient care issues).

Facilitate and assist in running clinical staff meetings with focus on primary care team issues and functioning.

Encourage and promote teamwork. Nurture individual team member's strengths and abilities. Work with Medical Assistants and nursing staff daily to problem solve clinical issues.

Report staff deficiencies to Director of Primary Care Services and Administrative Director.

Routine supervision meetings, at least twice a month, with both Directors to facilitate smooth communication and promote excellence in patient care services offered on-site.

Resource and liaison for other members of healthcare team.... Behavioral Health, Outreach, etc.

Managerial duties:

Collaborate with Director of Primary Care Services and Administrative Director regarding clinical supervision of clinical staff. Ability to request meetings with both Directors and clinical staff as needed to address deficiencies/complaints or clinical concerns.

Report clinical deficiencies to Director of Primary Care Services.

Input into disciplinary action regarding clinical staff. Initiate process when indicated.

Consistent and timely documentation and communication of problems regarding primary care staff.

Sign time sheets for nursing and NP staff.

Assist with MA, front desk performance reviews in collaboration with Administrative Director.

Perform annual performance review of RN in collaboration with Director of Primary Care

of Primary Care and Administrative Director.

Additional responsibilities are assigned.

QUALIFICATIONS/SKILLS & KNOWLEDGE REQUIREMENTS

5+ years as a Nurse Practitioner / Demonstration of Clinical Management

Master's degree. Graduate from an accredited nurse practitioner program.

Current CRNP licenses from the Commonwealth of Pennsylvania.

Current nationally recognized advanced practice certification or in progress.

At least 2+ years supervising a clinical team which includes Nurse Practitioners, RNs, Medical Assistants, and administration staff

Great organizational skills and able to meet deadlines

XYZ Community Health Center is a network of community health centers providing comprehensive primary care, dental and behavioral health services. The Network consists of four health centers in Philadelphia; a convenient care clinic in Philadelphia; and one health center in **Anytown**, PA. Today the Network serves more than 20,000 patients annually and is an NCQA certified Patient-Centered Medical Home.

The Network's mission is to provide person-centered, integrated and comprehensive health services to individuals and families across their lifespan. The Network promotes resiliency and well-being among patients, staff and surrounding communities. Network services are targeted to the surrounding communities and the advisory committee that guides services primarily consists of people from the communities served.

XYZ Community Health Center is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, age, religion, gender, gender identity, sexual orientation, national origin, genetic information, and veteran or disability status.

This might work better...

XYZ Community Health Center, Philadelphia, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare. XYZ has been providing primary healthcare to residents of Philadelphia since 1973 when it was started in a storefront by community organizers. Today, you will join a healthcare organization and a staff of almost 50 practitioners at seven locations, delivering primary medical, dental and behavioral health care to more than 50,000 patients. Watch our video about [why nurse practitioners choose to work at XYZ](#).

We have high expectations for you as one of our nurse practitioners. We need you to:

- Function as a key member of the healthcare team, often in a leadership role
- Provide high quality care that meets specific clinical metrics
- Serve as a mentor to team members and, if you desire, preceptor to nurse practitioner students
- Give critical feedback and insights to help XYZ constantly improve

You should also have high expectations for XYZ as an employer. Our nurse practitioners enjoy the clinical autonomy to practice at the top of their licenses, and you will too. Every day, you should leave XYZ knowing that you have made a positive difference.

XYZ is a registered site for the National Health Service Corps and the [Pennsylvania state loan repayment program](#), giving you the opportunity to apply for \$50,000 or more in loan repayment. We offer a salary that meets market values for the Philadelphia area and is based on experience. XYZ also provides \$2,000 per year in continuing education and professional dues compensation, and your liability insurance will be covered under the Federal Tort Claims Act (FTCA).

[Philadelphia is a vibrant urban center](#) with a relatively low cost of living and many cultural and entertainment opportunities. This historic city, home to the nation's first hospital and some of the best universities, is only an hour and a half from beaches, mountains and farmland.

If we sound like the kind of dynamic, caring organization that meets your requirements, please send your CV to

Or Even Better...

[XYZ Community Health Center](#), founded in [Philadelphia](#) 1973, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare. Join a staff of almost 50 practitioners at seven locations, delivering primary medical, dental and behavioral care to more than 50,000 patients.

Watch our video about [why nurse practitioners choose to work at XYZ](#). We want to talk to you if you can: lead healthcare teams; provide high quality care; mentor team members; and help XYZ constantly improve. You'll enjoy the clinical autonomy to practice at the top of your license and make a positive difference every day.

We offer a salary that meets market values for the Philadelphia area plus continuing education and professional dues compensation. Liability insurance covered under the Federal Tort Claims Act (FTCA). National Health Service Corps and [Pennsylvania state](#) loan repayment programs are possible. Interested in this dynamic, caring organization? Send your CV to...





Where/when does a
potential employee have their
initial perception of your community?

- A. Driving into town
- B. Postcards you send as part of your recruitment process
- C. Searching online



Make a Lasting (and Positive!) First Impression



Websites

- First impression
 - Should look professional
- Consider as a recruitment tool
 - Info on/from providers & customers
 - The power of your recruitment team here
- Google Yourself! (More on Google later...)
 - Engage community partners
 - Put yourself in candidate's shoes



Writing for the Web

- Casual, conversational, and enthusiastic
- “Chunk” your content
 - Short paragraphs
 - Short lines of text
- Variety of content (videos, photos, links)



Content rich and interactive: Not just text!

- Photos
- Videos
- Graphics
- Charts
- Audio



Tackle Social Media



What We Use:

- Facebook, Twitter, Linked In

What We Share:

- Blog Posts, Job Postings
- Events
- Resources from Partners (ex. 3RNet, NHSC)
- Reuse, recycle, revamp, expand, etc.!



What We See Working for Employers

- Services
- Jobs
- Staff
- Reviews
- Fundraising opportunities
- Sharing trends/topical information





Great Content Sources

Blogs:

- Kevin MD
- Kaiser Health News
- Local News Find other health care related blogs:
<https://www.sgu.edu/blog/medical/top-medical-blogs/>

Local and Statewide:

- State Health Department
- State Hospital Association
- Primary Care Association
- State Office of Rural Health
- Area Health Education Centers
- Medical Schools



Great Content Sources

National Associations & Federal Resources

- National Rural Health Association (NRHA)
- American Medical Association (AMA)
- Centers for Disease Control and Prevention (CDC)
- National Institute of Mental Health (NIHM)
- Substance Abuse and Mental Health Services (SAMHSA)
- Indian Health Service (IHS)
- Veterans Administration (VA)
- Health Resources and Services Administration (HRSA)



Cheat!

- We use bitly.com & buffer.com (next page) to look like we have a “team of tweeters” behind us!
- We use a master spreadsheet to organize content and make it easy to reuse and/or revamp.





Publish

Analyze

Campaigns

New

Social accounts



3RNet

8



3RNet

6



3RNet

4



Connect Instagram

Queue

Analytics

Drafts 0

Settings

What would you like to share?



Today JUNE 26

Day

Week

Month

The Iowa Primary Care Association is currently seeking to add a Licensed Social Worker to their team in Fort Dodge, IA. This rewarding position is located in the heart of Iowa and it won't last long. Register on 3RNet for more details:



Social Worker Position Available in Iowa

<https://www.3rnet.org/Locations/Iowa/Central/p/social-worker/o/52823>

This post will be sent today at 2:14 PM (PDT).

Delete

Edit

Share Now

Iowa offers state loan repayment through its Primary Care Recruitment and Retention Endeavor (PRIMECARRE) program. If you are interested in learning more about loan repayment in Iowa, head to 3RNet:



Healthcare Jobs in Iowa – Fast, Free Job Search | 3RNet

<https://www.3rnet.org/locations/iowa>



The Iowa Primary Care Association is currently seeking to add a Licensed Social Worker to their team in Fort Dodge, IA. This rewarding position is located in the heart of Iowa and it won't last long. Register on 3RNet for more details:



Social Worker Position Available in Iowa

bit.ly

No description



Replace link attachment with image or video

Post Schedule: Jun 26, 2:14 PM

Edit

Save





June 2020 (PDT)

Week

Month



Today



Sun

Mon

Tue

Wed

Thu

Fri

Sat

31	1 7:35am In New Jers... 3:26pm Join the de... 4:29pm Austin J. H...	2 5:48am New Jersey... 11:31am JRF Com...	3 9:49am The @NHS... 8:06pm Choosing ...	4 7:35am Trenton, N... 1:29pm New Jersey...	5 2:14pm Are you a p...	6 11:35am If you are ... 3:27pm There is cu...
7	8	9 3:25pm Join a dedi...	10 2:23pm 3RNet's na... 3:28pm Alice Peck ... 8:06pm New Mexic...	11 7:35am There is cur... 1:29pm New Mexic...	12 2:14pm New Mexico... 4:29pm Are you loo...	13 11:35am Head to G... 3:29pm New Mexico...
14 10:02am Are you lo... 2:29pm New Mexico...	15 7:35am Tennessee ... 3:31pm Ammonoo... 4:29pm Middle Ten...	16 5:48am West Tenne... 11:31am Livingston ...	17 9:49am If you enjoy... 8:06pm Western M...	18 7:35am East Tennes... 1:29pm Join ReVIDA...	19 2:14pm Friends in N... 4:29pm Did you kno...	20 11:35am Tennessee...
21	22	23	24	25	26	27
28	29	30	1	2	3	4

Social Media Ads

- Target a small audience or a national audience (many, many ways to target)
- Reach a few hundred or few thousand people with a shoestring budget

The screenshot shows the Facebook Ads Manager interface for the 3RNet account (@3RNet). The top section includes the account name, profile picture, and a checkbox for "Only show items". Below this are filter buttons for "Objective: All", "Status: All", and a "+ Add Filter" button. The main content area displays two tables: "Spend" and "Impressions".

Spend Table:

Spend	Jun 21	Jun 23	Jun 25
\$1.00			
\$0.50			
\$0.00			
-\$0.50			

Impressions Table:

Impressions	Jun 21	Jun 23	Jun 25
1			
0.5			
0			
-0.5			

At the bottom, there are tabs for "Campaigns", "Ad Groups", "Ads", and "Audience". The "Campaigns" tab is currently selected. Below the tabs, there is a table with columns for "Name", "Status", "Campaign start", "Campaign end", and "Total budget".

Be Savvy With Your Time & Money... (Work Smarter, Not Harder*)

*you're probably already working too hard



Free & Low Cost Resources We Use:

- www.fiverr.com - marketing & digital products/services starting at \$5
- Weebly – easy-to-use website builder (we built www.academy.3RNet.org using this)
- Bitly.com & buffer.com
- Canva.com (create graphics online for free!)





Royalty Free Stock Images

- www.pexels.com
- www.unsplash.com
- <https://pixabay.com/>
- <https://www.freeimages.com/>
- <https://stocksnap.io/>
- <https://burst.shopify.com/>
- <https://www.reshot.com/>
- <https://gratisography.com/>
- <https://kaboompics.com/>
- <https://picspree.com/en>



Paid Stock Image Websites

- Shutter Stock

- Subscription
 - 10 images = \$50/month
 - 50 images = \$125/month
 - 350 images = \$199/month
- On Demand Packs
 - 2 images = \$29
 - 5 images = \$49
 - 25 images = \$229

- iStock Photos

- Subscription
 - 10 images, 1 year = \$70/month
 - 25 images, 1 year = \$120/month
 - 10 images, 1 month = \$99
 - 25 images, 1 month = \$149

- Stock Photo

- Month-to-Month
 - 5 images = \$39/month
 - 50 images = \$59/month
 - 100 images = \$69/month
 - 150 images = \$99/month
- Yearly
 - 5 images/month = \$389
 - 50 images/month = \$599
 - 100 images/month = \$699

- Adobe Images

- Annual Commitment
 - 10 Images/month = \$29/month
 - 40 images/month = \$79/month
- Month-to-Month
 - 3 images/month = \$29/month
 - 40 images/month = \$99/month



Writing Editors & Web Displays

- Writing editors
 - Hemmingway Editor - <http://www.hemingwayapp.com/>
 - Grammarly (google chrome add on) - <https://www.grammarly.com/>
 - Readability Score - <https://readable.com/>
- Show how your website text and photos will display on different devices
 - <https://material.io/resources/resizer/> - free
 - <https://search.google.com/test/mobile-friendly> - free
 - <https://www.responsivedesignchecker.com/> - free
 - <https://designmodo.com/responsive-test/> - free



Graphics

- Most of these have a free version as well as a premium paid version
 - <https://www.canva.com/>
 - <https://www.befunky.com/features/graphic-designer/>
 - <https://crello.com/>
 - <https://www.figma.com/graphic-design-tool/>
 - <https://pixteller.com/>
 - <https://pablo.buffer.com/>
 - <https://desygner.com/>
 - <https://snappa.com/>
 - <https://www.designer.io/en/>



Video Tools

- Create video for free or low cost
 - <https://screencast-o-matic.com/> - \$1.65/month
 - Screen record, edit videos
 - <https://www.moovly.com/> - free
 - <https://www.flexclip.com/> - free
 - <https://www.renderforest.com/video-maker> - free for limited use
 - <https://motionden.com/video-maker> - \$9/video, pay-as-you-go
 - Edit videos through Windows Movie Maker or iMovie



Image Editors

- <https://pixlr.com/x/>
- <https://www.iloveimg.com/>
- <https://www.picmonkey.com/photo-editor>
- <https://www.gimp.org/>
- <https://ipiccy.com/>
- <https://www.ribbet.com/>



Make It Easy

- Create a fillable PDF
 - With Adobe Acrobat
 - Open Acrobat
 - Click on the “Tools” tab and select “Prepare Form.”
 - Select a file or scan a document:
 - Acrobat will automatically analyze your document and add form fields.
 - Add new form fields:
 - Use the top toolbar and adjust the layout using tools in the right pane.
- Messaging
 - <https://www.intercom.com/>
 - A way to message with customers



Other Tips & Tricks

- Use your email signature to market your organization (Logo, website link, social media, upcoming events)
- Use those who make up your “Network” (for us, it’s our Members - our greatest marketers) to help promote



Teamwork (along with free tools) Makes the Dream Work



How To Manage?

- Use free & low cost tools
- Revamp, reuse & recycle your content
- Your recruitment team = your marketing team
- “Done is better than perfect.” – Sheryl Sandberg, Facebook COO



Where you Source matters, find what Works for You



What is working today??

- Online Job boards
- Virtual Job Fairs
- Networking –i.e. residency networking, Referrals
- Specialty advertisements



Job Boards

- Job boards examples:
 - Practice Link, Practice Match, HealtheCareers
 - CareerMD, MDJobsite, 3RNet, NHSC



New Normal Virtual Job Fairs

- Virtual Job Fairs
 - Participate in “dress rehearsals” if given the opportunity with the vendor
 - If visiting residency programs virtual see if you can still provide food, i.e. food truck
 - Use a Zoom call as backup if the platform goes down
 - Use a Zoom call to “coordinate” with those staffing your job fair
 - Have information readily available to cut and paste in chat about the job opportunity



New Normal Interviewing

- You will most likely be conducting Virtual Interviews
- Establish your preferred virtual meeting format.
- Establish Communication Preferences.
- Prepare your staff for the virtual interview
 - Test Tech
 - Minimum distractions
 - Set Expectations, provide a Tips Guide to candidates and interviewers prior to interview
 - Remember Generational Differences in Virtual Interviewing
- Preparation is key



New Normal Site Visit

- The onsite interview may look very different than it did just a few months ago.
- Things to keep in mind:
 - Communicate safety precautions/expectations to make candidates feel comfortable and current employees
 - Consider virtual tours of facilities, locations, schools, real estate
 - Set up Zoom meetings with recruitment teams, community recruiters (bankers, real estate, superintendent of school)
- If the interview or “site visit” will be all virtually then have more than one meeting to determine fit



New Normal

- Ideas for the onsite visit in the **New Normal**
 - If your facility is closed on weekends, take a tour then to help with social distancing and Covid 19 protocols.
 - Give a community tour by having the candidate follow in a vehicle behind and utilize speaker phone.
 - Use a picture of the facility as your background on Zoom calls.



Takeaways

- Communication should be *Candidate Driven*
- Look for barriers to viewing and applying for your positions
- Create a Lasting First Impression
- Tackle Social Media
- Work Smarter, not Harder with Time & Money Saving Tools
- Share Your Value Through Teamwork
- Interviewing looks very different now, don't shy away from virtual interviews
- In the New Normal, rethink your processes, policies.



Questions?



Thank you!!

- Michelle Varcho, Varcho@3rnet.org, 800-787-2512, extension 4
- 3RNet, www.3RNet.org

