

Recruitment *for* Retention Strategies for Rural & Underserved Communities



3 R N E T

The Nation's Most Trusted Resource for Health Professionals
Seeking Careers in Rural and Underserved Communities.

About 3RNET



3RNET is the nation's most trusted resource for health professionals seeking careers in rural and underserved communities.

Powered by the National Rural Recruitment and Retention Network since 1995.

How 3RNET Connects Communities & Health Professional Job Seekers



 REGISTER PROFESSIONAL

 REGISTER EMPLOYER

 LOGIN



[FOR PROFESSIONALS](#) [FOR EMPLOYERS](#)

The Nation's Most Trusted Resource for Health Professionals Seeking Careers in Rural and Underserved Communities.

Powered by the National Rural Recruitment and Retention Network



Access & Safety Net Support



Facility
Types
Served

- Community Health Centers
- Critical Access Hospitals
- Rural Health Clinics
- Indian Health Service
- Tribal Health
- Veterans Affairs

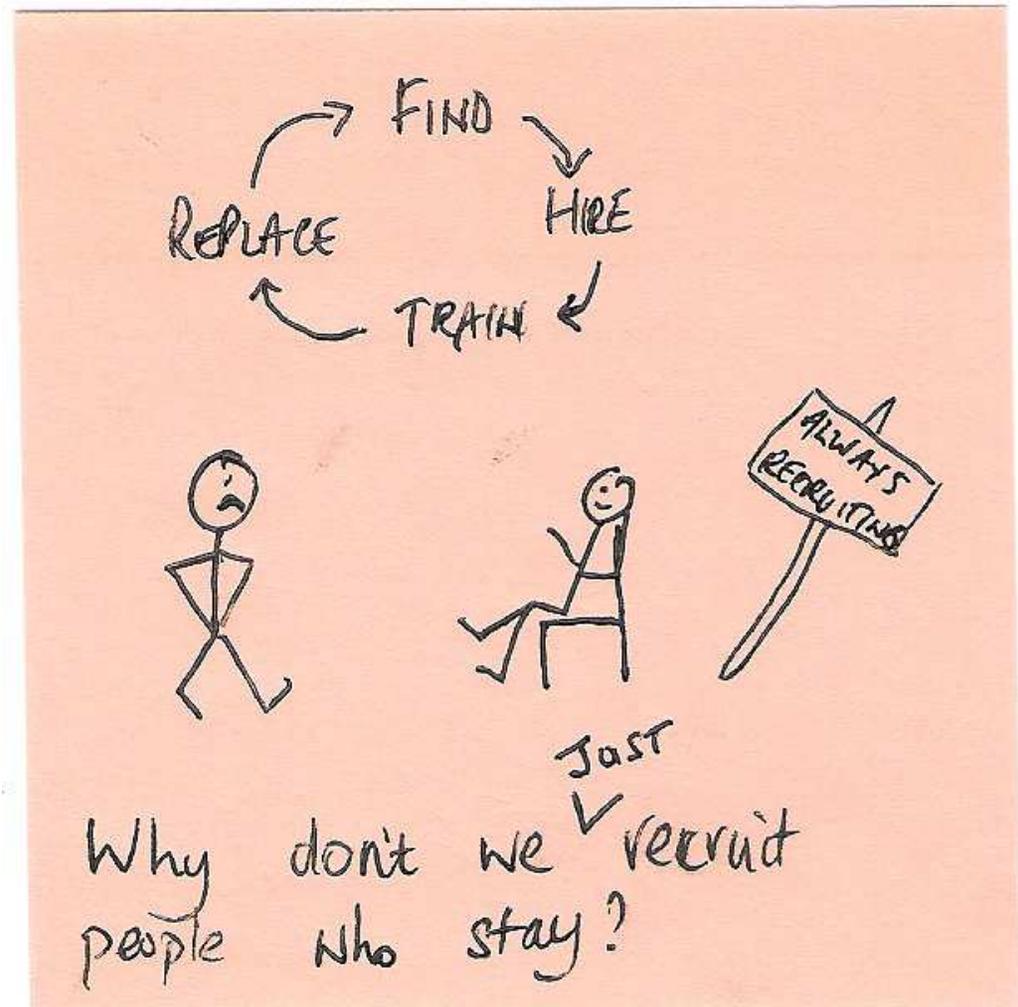


Unique Jobs in Unique Places

- Dozens of professions & specialties
- In some of the most unique & beautiful places across the nation.



Is this your
current
recruitment
strategy?



Core Beliefs of Recruiting *for* Retention



Process and
Teamwork are Key



Competition is fierce,
communication
should be candidate
driven



Recruitment is both
a science and an art



People and Tools
Exist to help



New Normal: These
still hold true!



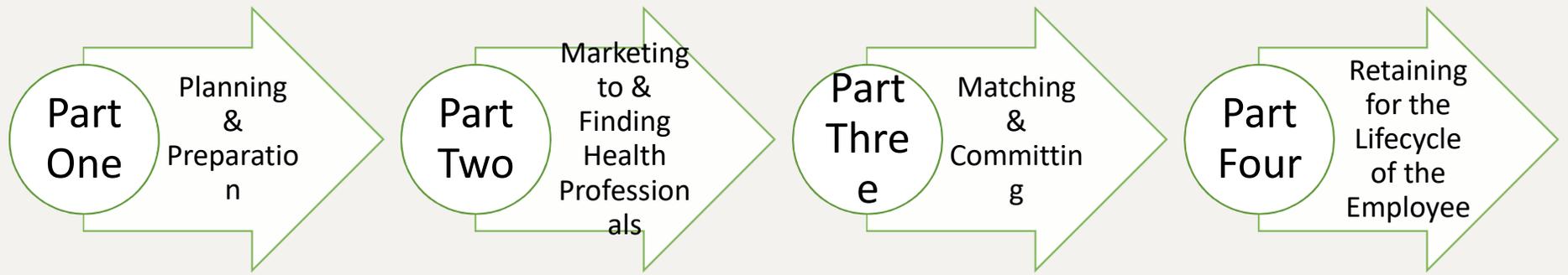
Examining the Recruitment for Retention Process



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Four Parts to the Process



R4R Plan Action Steps

Part I Planning and Preparation

- Assessing the Need
- Forming a Recruitment Team
- Define Your Opportunity
- Developing a Recruitment and Retention Budget

Part II Marketing to and Finding Candidates

- Conducting a virtual self assessment
- Writing an Effective Job Ad
- Using Social Media
- Where to Source
- Free/Low-Cost Resources

Part III Matching and Committing

- Types of Interviewing
- Brining them face to face
- Negotiations

Part IV Retaining for the Lifecycle of the Employee

- Onboarding
- Engagement Surveys
- Stay Interviews
- Work/Life Balance
- Succession Planning
- Compensation Surveys
- Total Compensation Statements
- Communication



Question: What is the most neglected part of the process?

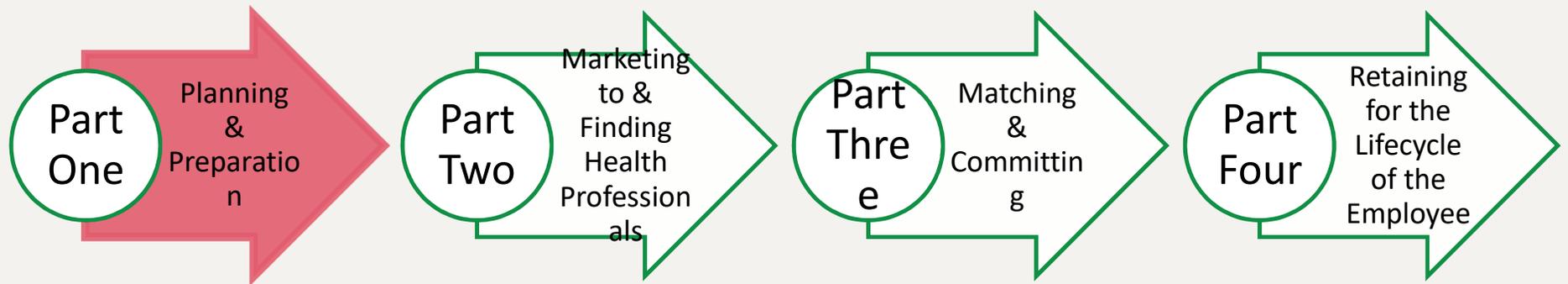
- Sourcing Candidates
- Follow Up
- Planning and Preparation
- Background Checks

• Planning and preparation are the most important ingredients for ensuring a successful recruitment effort. They are also the most often neglected.

- 3RNet



Four Parts to the Process



Part One: Planning and Prep



Assess the Need

- Conduct a Gap Analysis
- Recruit the right position for you



Build your Recruitment Team

- It's more than a one-person job
- Look beyond the employer



Define Your Opportunity

- Discover your Unique Selling Points
- Community, compensation, staff, culture and facilities



Create a Budget

- Know what it will cost you to recruit



Assessing the Need

1

Determine current workforce resources

- How will needs evolve over time?

2

Develop worker & manager specifications

- What's needed to accomplish your strategic goals?
 - Types
 - Numbers
 - Location

3

Determine what gaps exist

- What do we have? What will we need? Diversity?

Impact of Covid 19 New Normal



Workforce-Essential
Employees, Work from Home,
Layoffs/Furloughs



Virtual Handshake-meeting
people online for the first time



Interviewing-Virtual
interviewing and site visits

New Normal-Workforce

Essential
Workers

Frontline

How do
you
support?

Work From
Home

Continue?

Support?

Layoffs/
Furlough

Invest

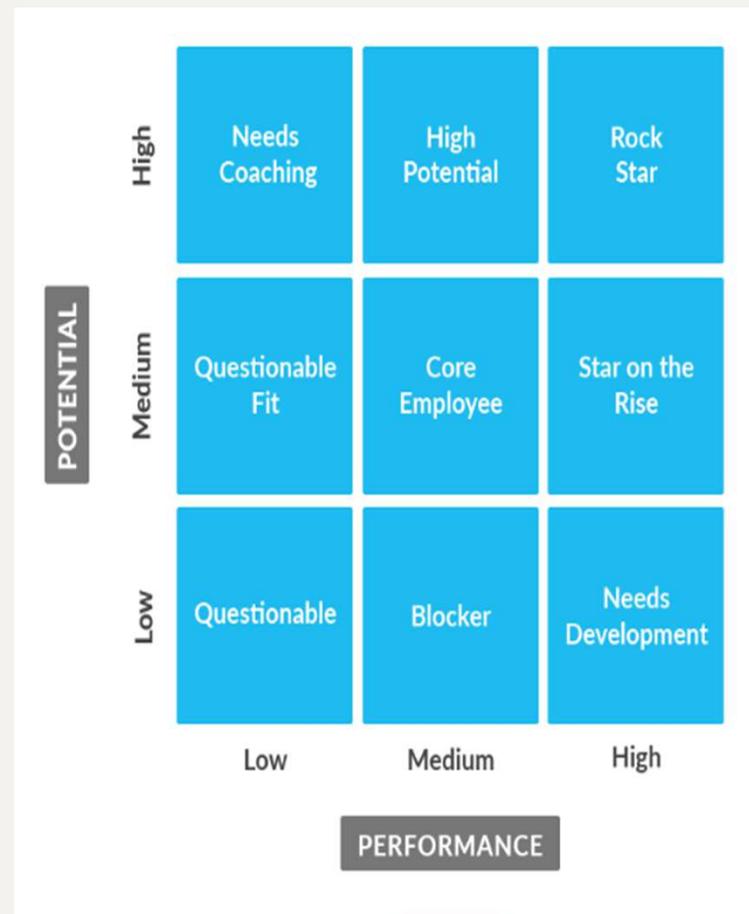
Change
Landscape



Analyze Workforce for Skill Gaps



- Quality of the workforce
- Utilizing talent management
 - Performance reviews
 - Coaching
 - Mentoring
 - Job descriptions

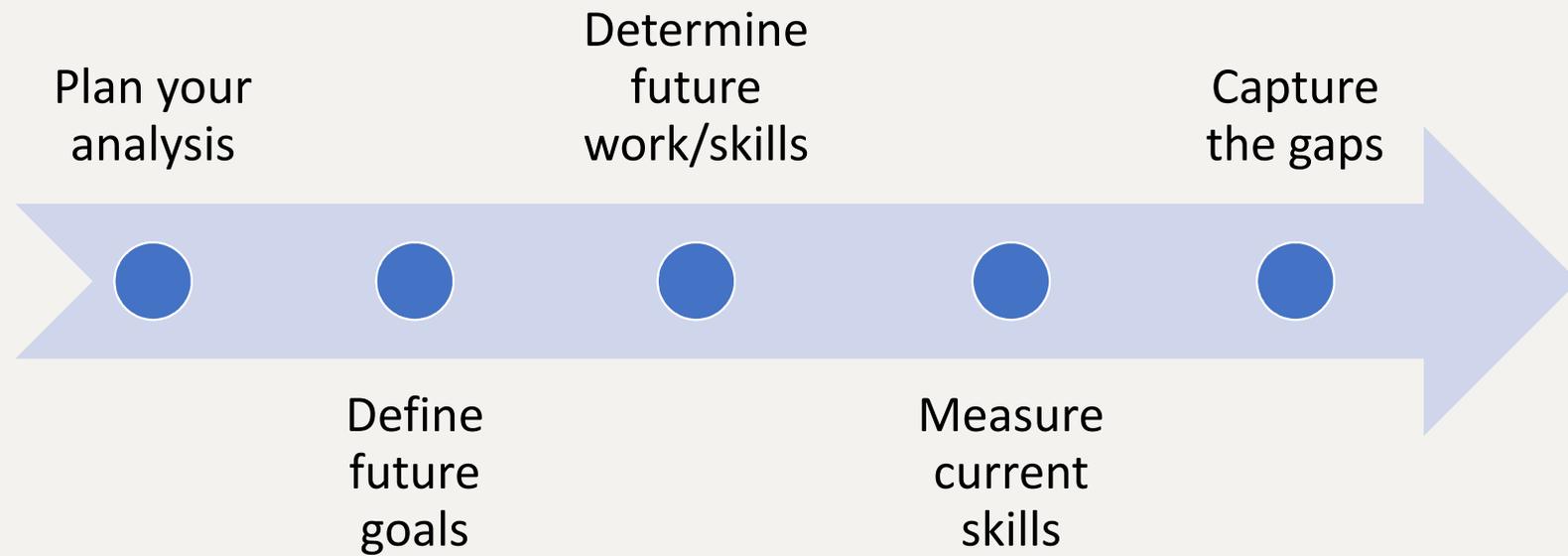


Analyze Workforce for Skill Gaps

- Quantity of the workforce
 - Turnover
 - Retirement
 - New hires
 - Internal promotions

Employees per 1-1-2018	Employees per 1-1-2019				Turnover	Total
	A	B	C	D		
Category A (Top Management)	28	2	0	0	15 (33%)	45
Category B (Middle Management)	10	80	6	0	19 (17%)	115
Category C (Production Staff)	0	3	860	2	35 (4%)	900
Category D (Support Staff)	0	0	3	40	7 (14%)	50
New Hires In 2018	12	25	136	12		185
Total Employees (% growth) per 1-1-2019	50 (10%)	110 (-4%)	945 (5%)	54 (8%)		

Skills Gap Analysis



Polling Question:
Who makes up
your recruitment
team?

The people who
interview

The recruiter
and/or HR

Board of
Directors

Local
Stakeholders

What team? I am
a department of
one!

National Observations

- Thinking recruitment and retention are only HR's role.
 - Create recruitment and retention committee
 - Identify key team members for action items in the R&R process-Marketing is playing a big role in R&R efforts
 - Look beyond your facility for your team
 - Realtor
 - Board members
 - Civic leaders



Form a Recruitment Team

- Think of your recruitment team beyond your facility, include members of your community
 - Principles of the school
 - Local community people-bankers, real estate agents, Chamber of Commerce. Board Members or other charities
- No matter what the size of your organization this needs to be thought out and roles assigned
- Some members may wear more the one hat in the process, but it is a team effort
- Your efforts will be hard pressed to succeed if you skip this step!



Core Team

- Recruiter
- HR Partner
- Candidate Interviewer(s)
- Spouse/Partner/ Family Recruiter



Support Team

- Marketing Specialist
- Interview Team
- Contract Negotiator
- Community Partners



Recruitment Team Action Plan

Reference 1.1

3RNET's Recruiting for Retention
Part One

Powered by the National Rural Recruitment and Retention Network

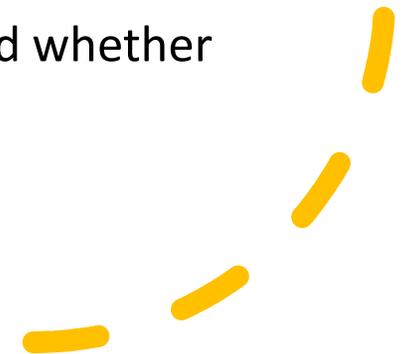
Our Team Action Plan - Planning & Prep

Assess the Need	Lead	Date
• Conduct gap analysis		
• Review job descriptions		
• Analyze skills gaps		
• Performance reviews		
• Review turnover, retirement, promotions		
• Analyze new hire/manpower		
• Define future goals		
Recruitment Team		
• Recruiter		
• Human Resources Partner		
• Candidate Interviewer(s)		
• Spouse/Partner Recruiter		
• Marketing Specialist		
• Contract Negotiator		
• Community Partners		
Unique Selling Points		
• Identify USPs in five categories		
Budget		
• Create and maintain a recruitment budget		
• Create and maintain a retention budget		

Assigning Roles

Define Your Opportunity

- Set your opportunity apart by using Unique Selling Points(USP)
- The USPs will be used in a number of different areas within your recruitment process: job ads, interview questions, on site visits, social media and any additional marketing.
- A fully defined opportunity will
 - Help you understand your strengths and challenges
 - Help you define your ideal candidate
 - Help candidates better understand whether your opportunity is right for them



Define Your Opportunity



COMMUNITY



CULTURE



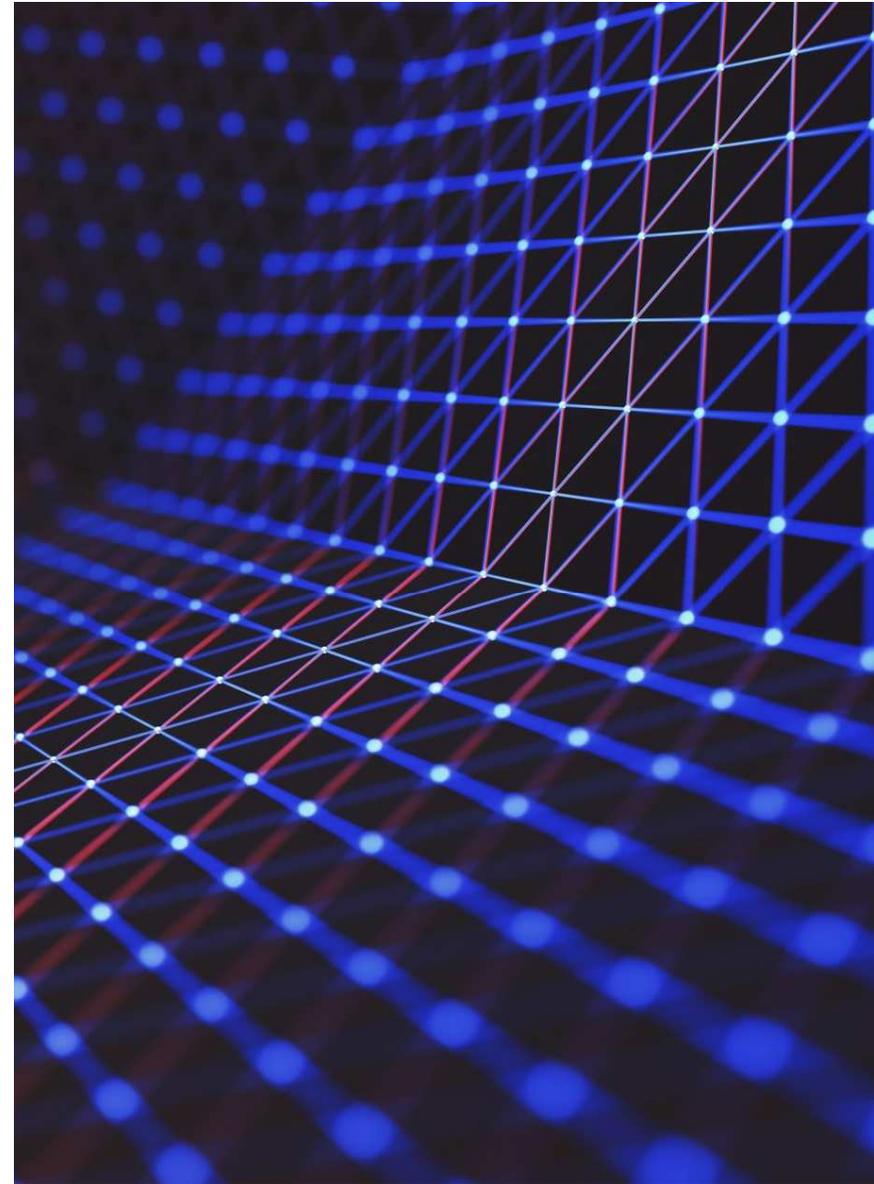
STAFF



FACILITIES



COMPENSATION



Does your community
do some things better
than others?



Why do you work there?



Is money the most important thing?

National Observations

- Compensation concerns
 - Perception that safety net facilities aren't fiscally stable
 - Pay isn't comparable to competitors
 - Paying employees market value
 - Pay isn't the most important thing



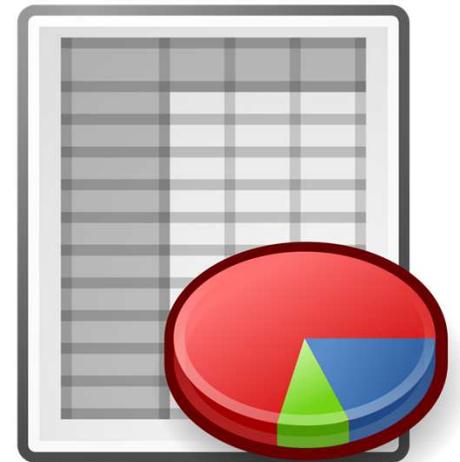
Define Your Opportunity



- Packaging Your Opportunity
 - The USPs will be used in a number of different areas within your recruitment process: job ads, interview questions, on site visits, social media and any additional marketing.
 - Attractive graphics, attractive font, nice layout, short bullet points, emphasis USPs, and contact information including email/phone number.
 - Promotional Materials on Community/Area- promotional pieces from Chamber of Commerce, local tourism agencies, economic development agencies. Include maps, brochures, flyers, posters even videos.

Polling Question: Do you create a recruitment budget?

- Yes
- No
- Maybe
- Is my CEO/CFO in the room?



Develop a Recruitment Budget

- Knowing your cost can help you make sound strategic decisions.
- Think through with your recruitment team from to ensure you capture all expenses around recruiting in your recruitment budget.
- Create a budget for both recruitment and retention activities.



Develop a Recruitment Budget

Promotion/Publicity

- Promotional Materials
- Advertising
- Professional Recruitment Assistance
- Direct Marketing
- Person to Person recruiting
- Other promotion/publicity

Loss of revenue during vacancy

Legal Cost

Tools

- Turnover calculator
- <http://chcworkforce.org/star%C2%B2-center-financial-assessment-tool>

Develop a Recruitment Budget



Candidate Screening

- Phone Interviews
- Credential Checks
- Reference Check
- On site visits
- Virtual Meeting Software

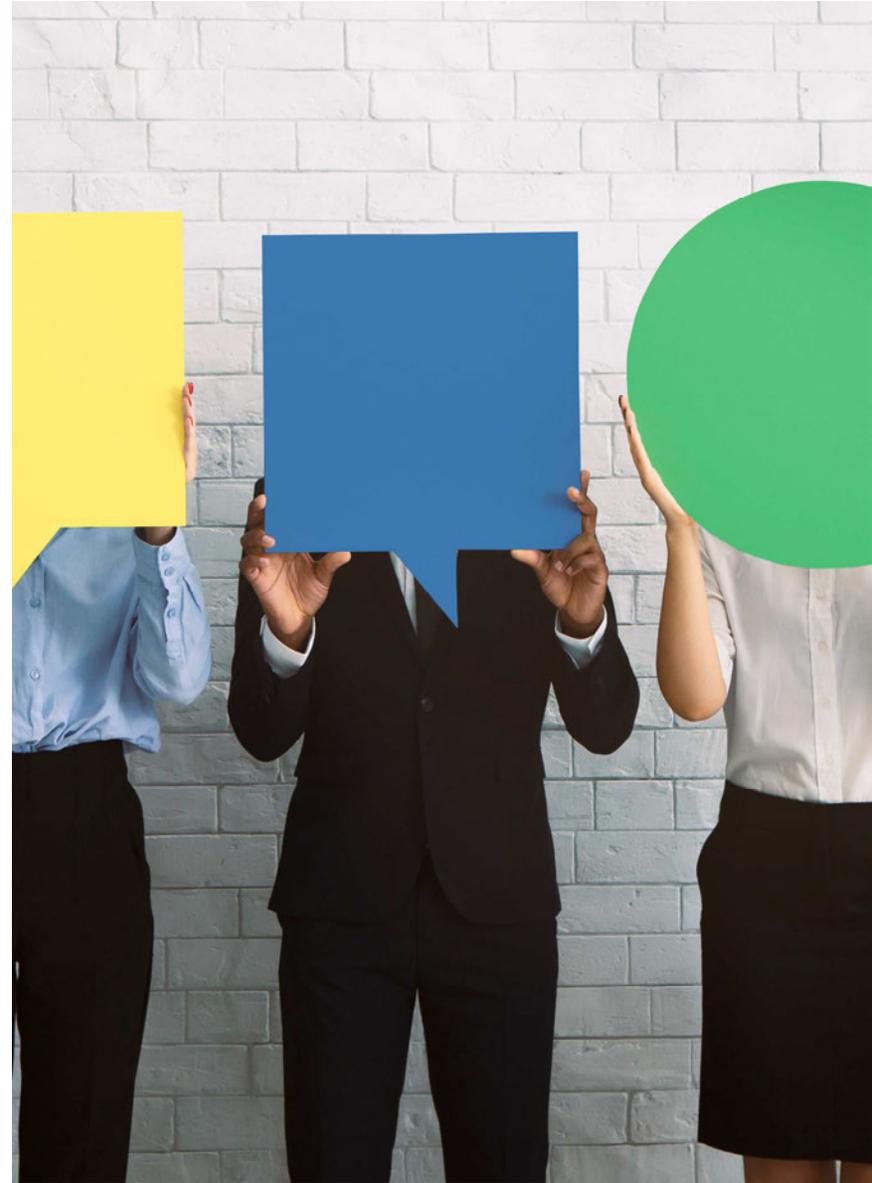


Personnel

- HR
- Interviewers
- Marketing

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.





Part Two: Marketing and
Finding Candidates

**Searching for Health
Professionals:
Where and How to Generate the
Best Candidates**



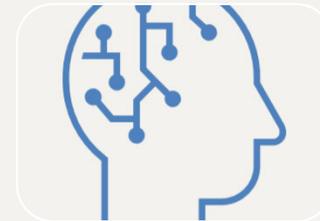
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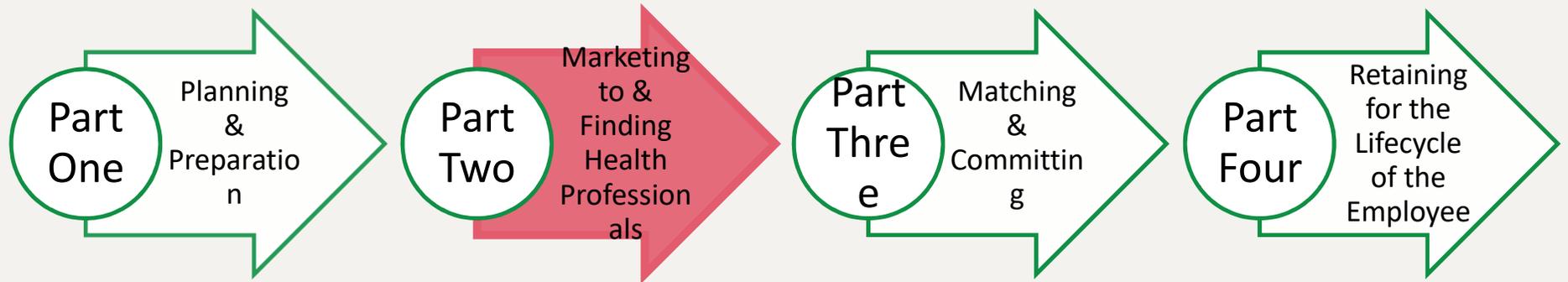
People and Tools
Exist to help



New Normal: These
still hold true!



Four Parts to the Process



Marketing To & Finding Health Professionals

- Conduct a Virtual Self Assessment
 - Website, job postings, application process
- Write Effective Job Ads
 - Not using a job description, writing candidate-focused job ads
- Using Social Media
 - Social media presence, effective strategies
- Where to Source
 - Job boards, employee referrals, virtual job fairs, pipeline
- Free & Low-Cost Resources

How do we market for employee?



High Salaries?



Loan Repayment?



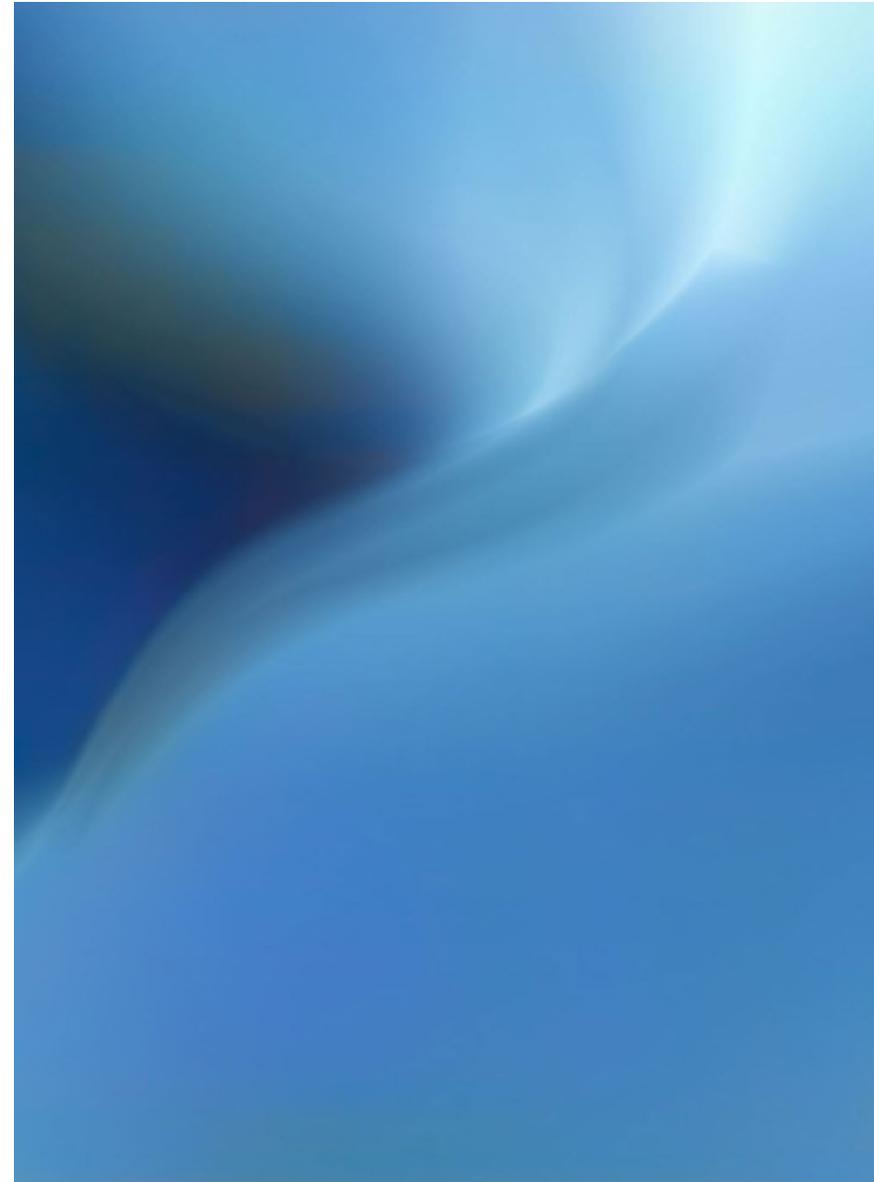
Hunting and fishing?



Is an advantage, still an advantage, when most everyone offers it?



What factors make ourselves stand out from our competitors?



National Observations

- Job ads NOT job descriptions
 - Need to market your opportunity
 - VIRTUAL HANDSHAKE
 - Candidate-focused wording
 - Leverage social media
 - Links: websites, videos, testimonial videos from current staff
 - Photos: Your people (testimonials), facilities, surroundings
 - Maps and attractions





Creating an Effective Job Ad

The Most Important Thing to Remember

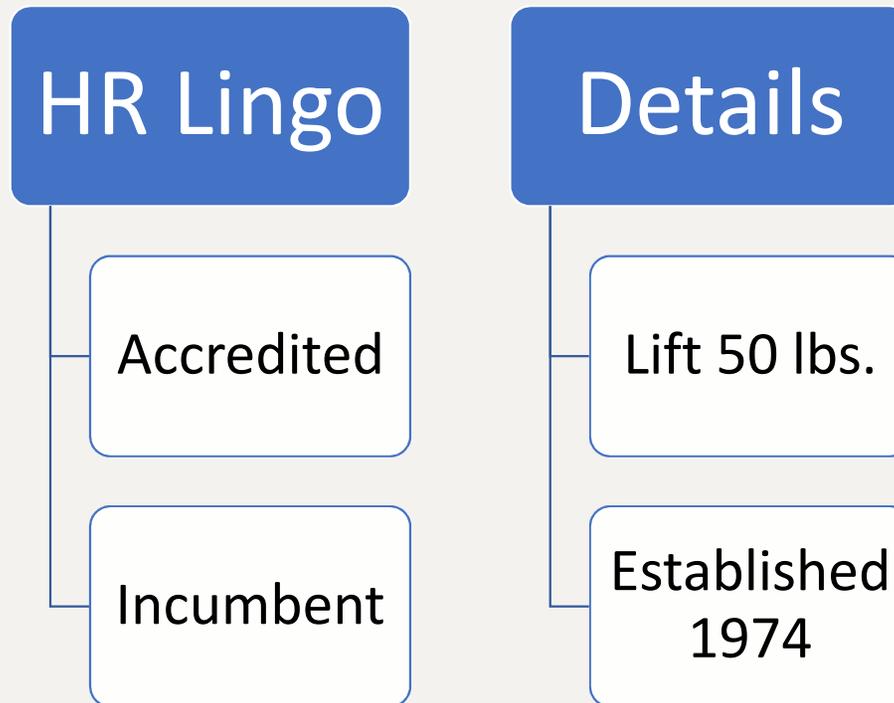
People buy products
for their own
reasons, not yours
(and you are selling a
product)



**You only
want one
thing in a
Job Ad**

***What
matters to a
candidate!!***

What You DON'T Need in a Job Ad



Answer These Candidate Questions

Belonging Am I the kind of person you're looking for

Acceptance

Fulfillment Will I be content

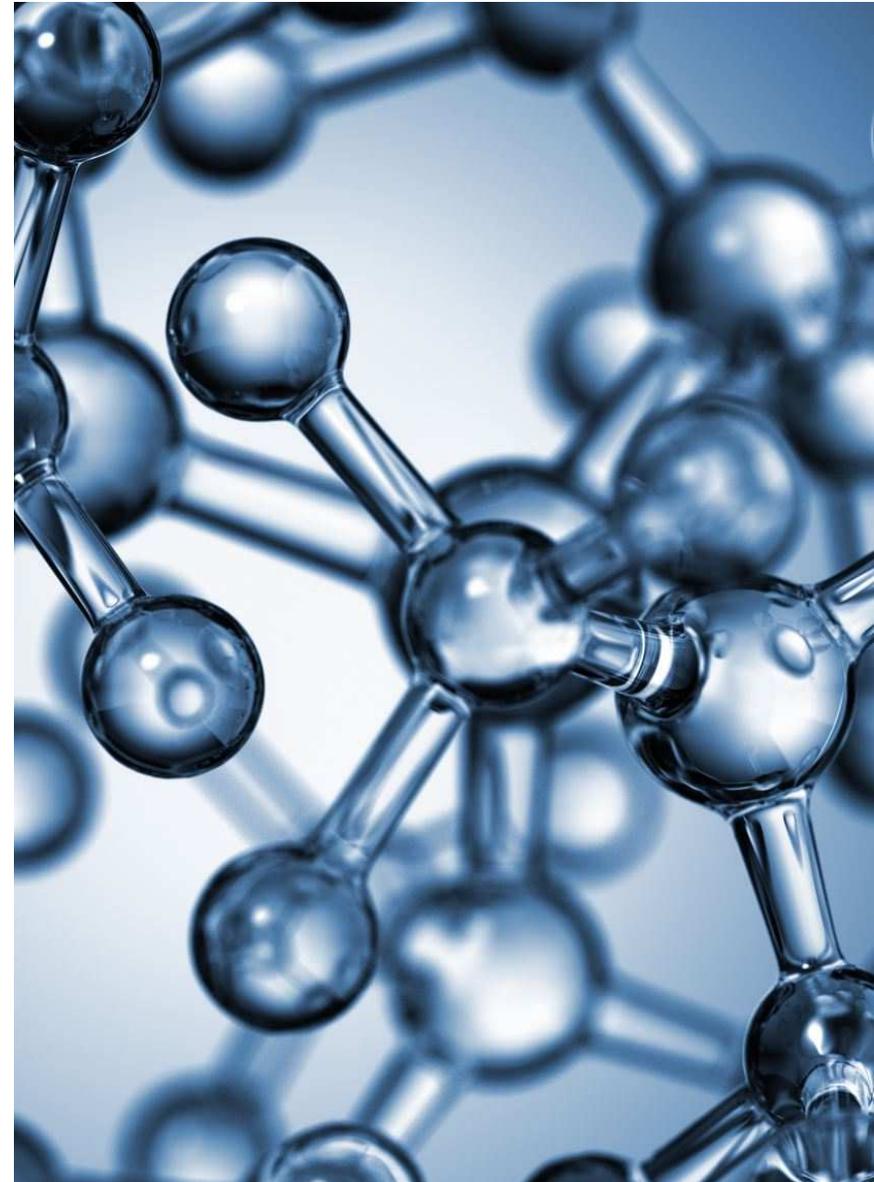
Engagement

Esteem Will I be respected

Employer of Choice

Prosperity Will I thrive

Employer of Choice



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: 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 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)
- What matters to the hardworking, dedicated professionals with whom you already work? Why do they work there, and not somewhere else? Listening here is key! What key words and phrases carry meaning and impact?
- Remember to keep your staff in the loop AFTER you get your ad put together, too.
- They can create a powerful marketing team to help you get the word out.
- Ask the hiring manager-some good questions to ask are:
 - Typical: How can we “sell” your job to candidates in a job post? **Instead:** What’s special about this team as compared to other teams you’ve worked on?
 - Typical: What are the ideal candidate traits? **Instead:** What do your best (Job Title) have in common?
 - Typical: How many years of experience are you looking for? **Instead:** What would be a deal-breaker on a resume? What are you scanning for?



Polling Question

- Do you use the following in your job posting (check all that apply)
- Job description (as the bulk of the posting)
- Links to videos/websites
- Information about your community
- Photos
- Testimonials

Writing a Good Ad: Make it Visual



Links to
Website
and others



Links to
Simple
Videos

*Idea:
Testimonial
video from
staff



Photos-
People,
Facilities,



Maps and
Attractions



Mobile
Friendly



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.

What not to write...

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...

- **Job Pitch:** Reception/Check In
 - As our Check In Person, you will use EPIC, to check in patients that will get their medical needs met. Every day we'll rely on you to multitask priorities while managing the flow of incoming patients. To thrive in this role, you should have an interest in creating a career in helping people get the medical treatment they need. We'll teach you everything else you need to know. To Apply: bit.ly/xysi190



Audit job posting to be Inclusive

- Clarity
 - No buzzwords like Top Talent, Self-starter, Fast Paced, just daily activities or experiences
 - Shorter is better (250 words), keep it to a Social Media Post
 - Our attention span is shorter and more than likely your posting will be viewed on a mobile device
- No Guessing
 - Job titles are confusing and very employer specific
 - Try Googling Office Assistant (4500 hits) and Administrative Assistant (80,000 hits), even if you use Office Assistant internally when writing your posting use the more common title because that is the title that candidates will be searching for.
- Tone
 - Write for people not about the work
 - Break up sentence length
 - Sounds like a conversation
- Tip: Use voice to text

Delete Bias in your job posting- 100-year-old traditions can equal 100-year-old bias

- **Years of Experience**

- The number of years can be misleading, for example, a CEO of a small company, which has an annual budget of \$300K and has been in that role for 9 years vs. CEO of a company with \$50 million annual budget and 3 years of experience, if you listed minimum five years of experience you may lose out on qualified talent.
- It the type of experience not necessarily the years of it.
- Qualify don't Quantify.

- **No Bulleted List**

- Bullet list can be seen as a barrier to those don't have the privilege of college education or experience. To expand you candidate pool and to keep from deleting hope focus on a job pitch instead.
- For Example:
 - As our (Job Title), you will help_____ so they can_____.
 - Every day you will....
 - To thrive you must...
- Remember Job Pitch

Delete Bias in your job posting- 100-year-old traditions can equal 100-year-old bias

- **Watch for gendered language**
- **Do include money, but don't include benefits**
 - You can include salary ranges on the posting but be sure to explain them, "Salary starts at \$X and goes up to \$X, the person who gets the upper end of the range will have supervised # of people."
 - Unless there is something extremely unique about benefits, you can save that space for more on the daily activities. Most benefits are in the same ballpark.
- **College Education**
 - In some cases, a college education is necessary, but for those positions it isn't a college education can be seen as a privilege.
 - Instead, for those roles that it isn't necessary, focus on what success looks like in the role. Skills + Qualifications = "Here's what success will look like..."
 - Degree Requirements = "To thrive in this role, you've..."

POLLING QUESTION

- Where/when does a potential employee have their initial perception of your community?
 - Driving into town
 - Postcards you send as part of your recruitment process
 - Searching online



Impact of Covid 19 New Normal



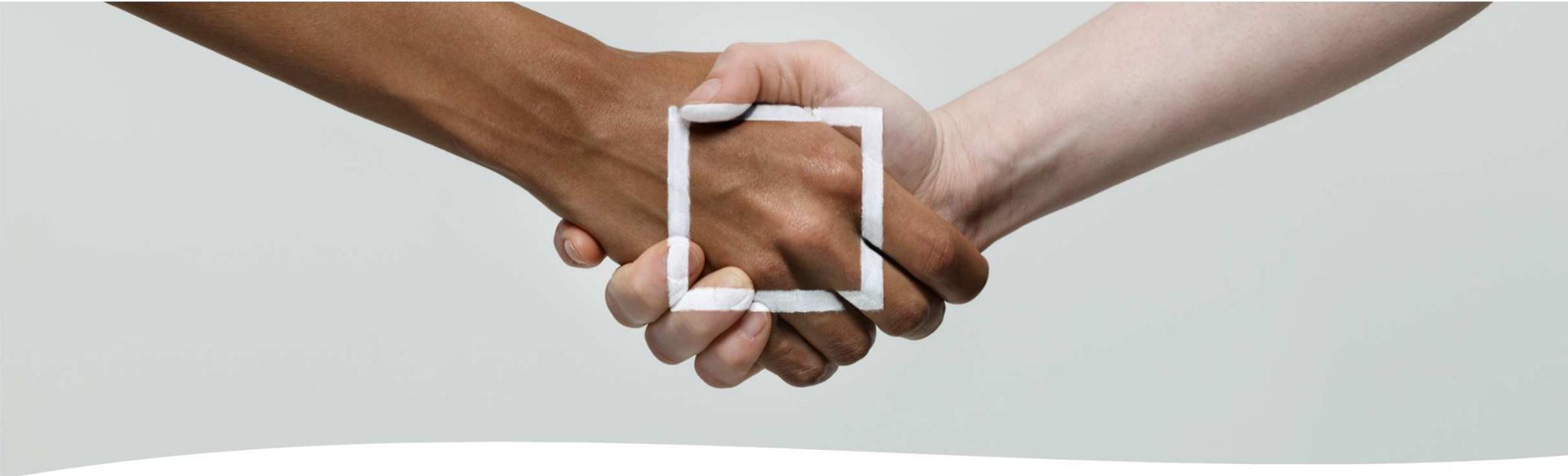
Workforce-Essential
Employees, Work from Home,
Layoffs/Furloughs



Virtual Handshake-meeting
people online for the first time



Interviewing-Virtual
interviewing and site visits



New Normal- Virtual Handshake

- Job Postings are first glimpse into who you are, write them to be candidate focused.
- Website- Consider them a recruitment tool, include Employee testimonials, list all job openings, limit amount of clicks to find Careers
- Include Community information
- Ease of use/Mobile Friendly a must

Websites



Consider as a recruitment tool

Info on/from providers & customers
Employee testimonials
List out all job openings
How many clicks to find Careers



Include information about community



Easy of use/mobile friendly



Websites

- Application Process
 - What barriers exist?
 - How cumbersome is the application process
 - Is it easy to complete on a mobile device?
 - How is the job posting?
 - What call to action to apply?



Google

- Google Yourself(your company)
 - What comes up?
 - Have you claimed your site on Google?
 - How do address negative reviews?
 - What comes up about your community?
 - What links can you include on your website or job ad?

POLLING QUESTION

- Do you see social media as part of your recruitment strategy?
- Absolutely! We're already doing this.
- I see the potential, but have some questions.
- I'm not too sure about this idea.
- Not a chance!

