

Building a Foundation for Your Recruitment Efforts: Process, Team and Action Steps



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



The image shows the top portion of the 3RNET website. The header is dark blue with the 3RNET logo on the left, which includes a map of the US with a green plus and magnifying glass icon. To the right of the logo are links for 'REGISTER PROFESSIONAL', 'REGISTER EMPLOYER', and 'LOGIN'. Further right are links for 'FOR PROFESSIONALS' and 'FOR EMPLOYERS'. Below the header is a large hero image of a person with a backpack looking out over a landscape. Overlaid on the left side of the hero image is the text: 'The Nation's Most Trusted Resource for Health Professionals Seeking Careers in Rural and Underserved Communities.' Below this is the text '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



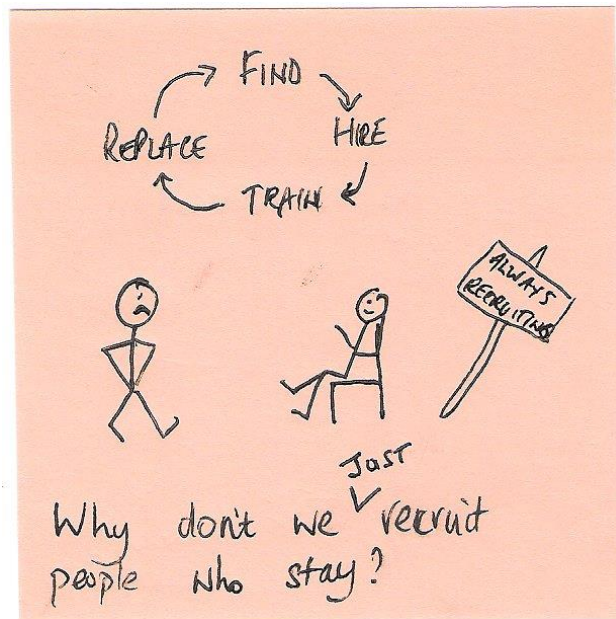
Polling Question

Who is with me today?

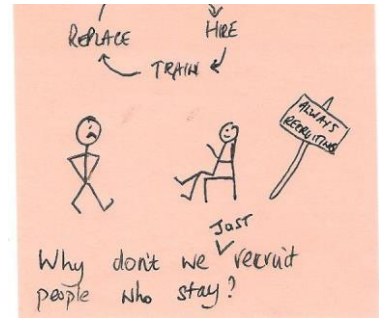
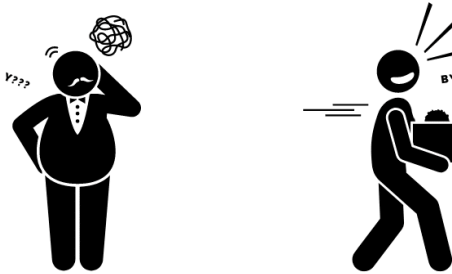
- Board members
- Administrators
- HR



Is this your
current
recruitment
strategy?



THE GREAT RESIGNATION



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!



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

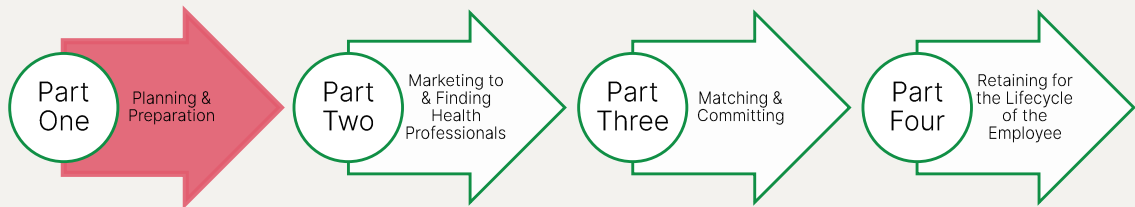
- Types of Interviewing
- Bringing them face to face
- Negotiations

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




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



National Observations

- Thinking recruitment and retention are HR's role.
 - Create recruitment and retention committee
 - Identify key team members for action items in the R&R process-Marketing plays 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 members: bankers, real estate agents, chamber of commerce, board members or other charities
- No matter the size of your organization this needs to be thought out and roles assigned
- Some members may wear more than one hat in the process, but it is a team effort
- Your efforts will be hard-pressed to succeed if you skip this step!



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		

Assigning Roles

How do we market for 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?

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 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



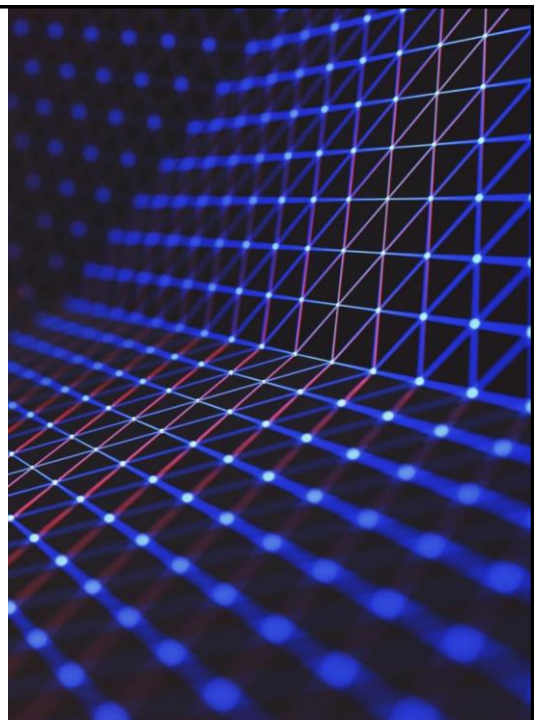
STAFF



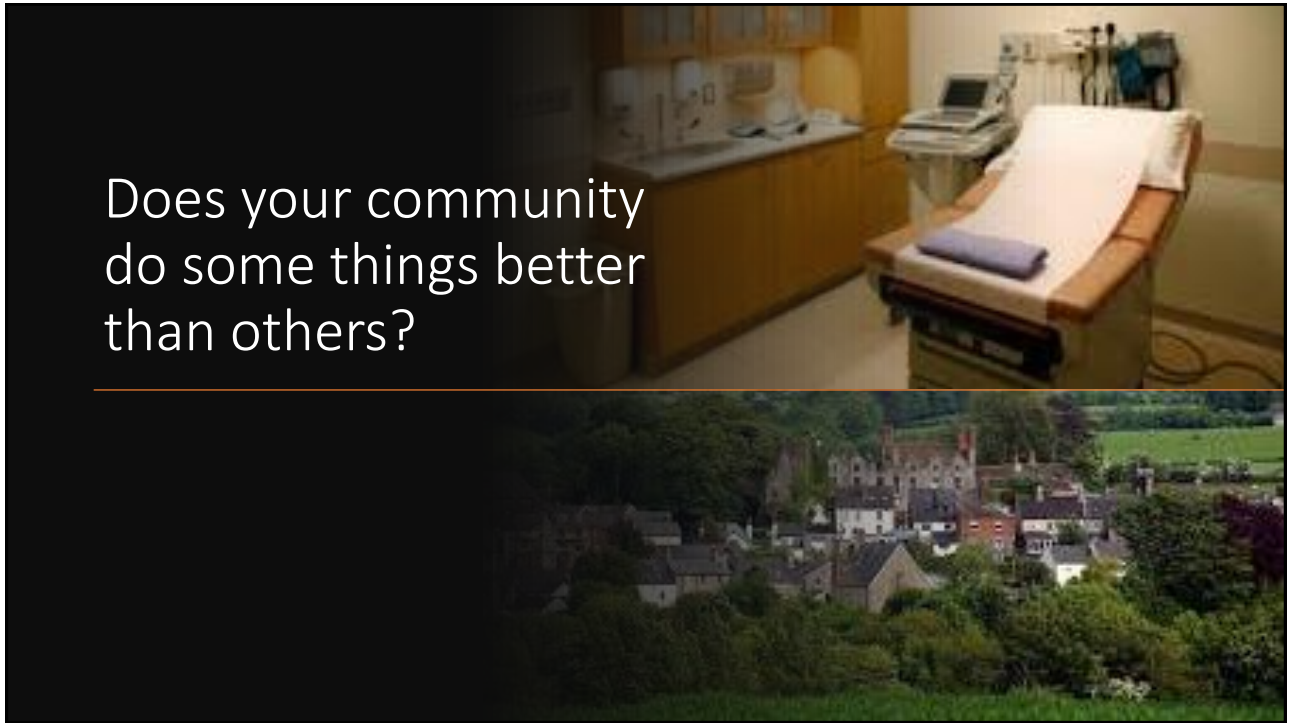
FACILITIES



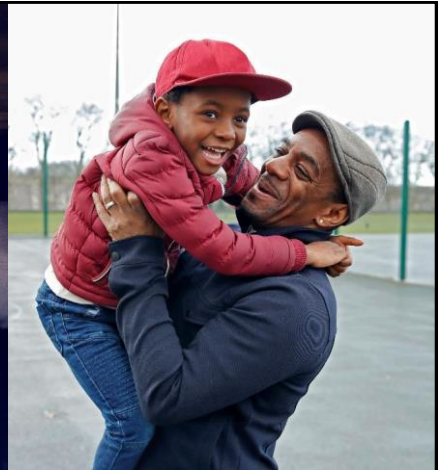
COMPENSATION



Does your community
do some things better
than others?



Why do you work
there?



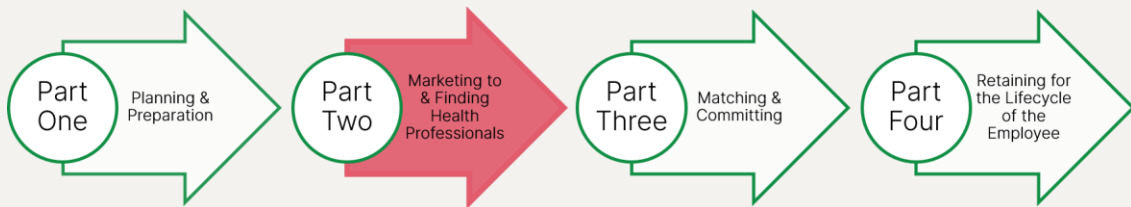
Is money the most important thing?

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



Four Parts to the Process

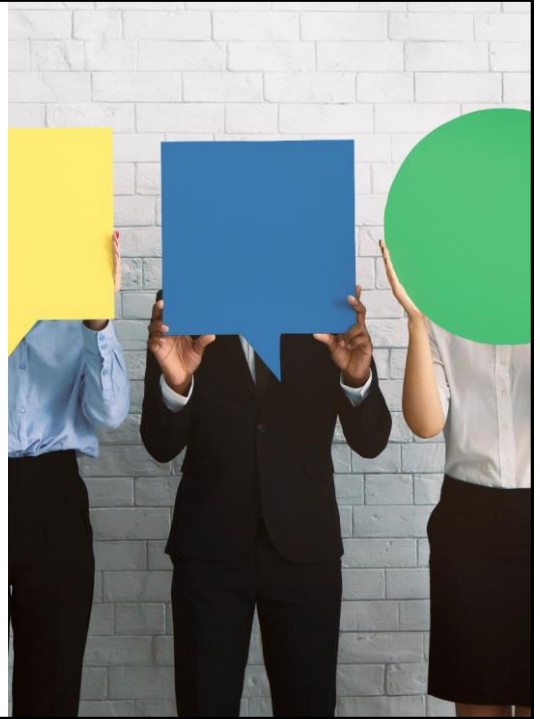


Marketing To & Finding Health Professionals

- 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

Do different candidates want different things in a job?

- A. Yes
- B. No



Is it possible to strategically target candidates based on our strengths?

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



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



Your Virtual Handshake

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

HR Lingo

Accredited

Incumbent

Details

Lift 50 lbs

Established
1974



Answer These Candidate Questions

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

Acceptance

Fulfillment Will I be content

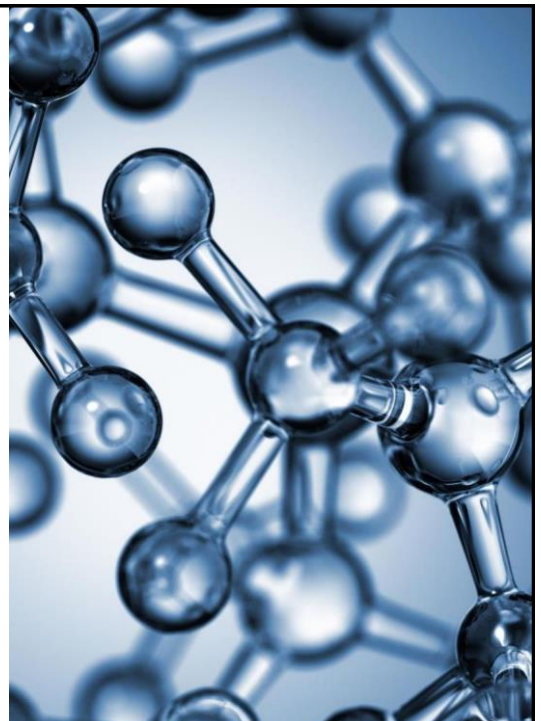
Engagement

Esteem Will I be respected

Employer of Choice

Prosperity Will I thrive

Employer of Choice



What's **YOUR** competitive advantage:

- Belonging: your story, employee 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 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 Anystown, 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...

- 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...

Or EVEN Even
Better...

- **Job Pitch:** Reception/Check-In
- As our Check-In Person, you will use EPIC to check in patients and help 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 Lists**
 - 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 other positions it 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



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?

Tackle Social Media



What We Use:

- Facebook, Twitter, LinkedIn

What We Share:

- Blog posts, job postings
- Events
- Resources from partners (ex. 3RNet, NHSC)
- Reuse, recycle, revamp, expand, etc.!



What We See Employers Sharing

Services

Jobs


Staff


Reviews

Trends



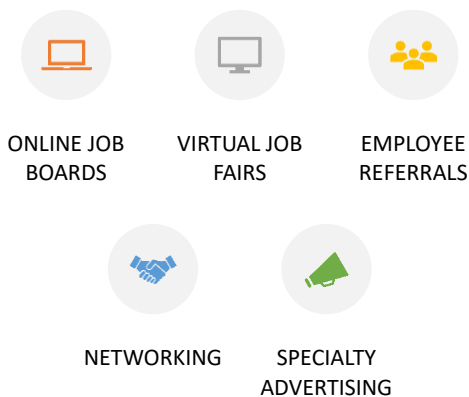
Cheat!

- We use bitly.com & buffer.com 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.
- 



Where you Source Matters;
Find what Works for You

What is working today?



Job Boards

- Job boards examples:
 - Practice Link, Practice Match, Health eCareers
 - CareerMD, MDJobsite, 3RNet, NHSC
 - Indeed, Monster



Posting Jobs on 3RNET

- Get Approved as an Employer
 - www.3RNET.org/For-Employers
 - No cost to apply
- Start Posting
 - Can post any number of jobs (clinical and non-clinical)
 - Email sent to interested job seekers when your jobs are added
 - Referrals made to you weekly by your 3RNET Network Coordinator
 - Job posting is MUCH easier with new website!
- Share & Inspire
 - 3RNET.org/First-Next-Forever



Diversity, Equity & Inclusion Recruiting Ideas

- Diversity Working (diversityworking.com)
- Hire Autism (hireautism.org)
- Recruit Disability (recruitdisability.org)
- Ask for diverse referrals
- Highlight diversity in job ads
- Hold diverse interview panels for job candidates
- Teach recruiters how to avoid bias
 - Experience instead of education
 - Day to day job instead of bullets

Virtual Job Fairs

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

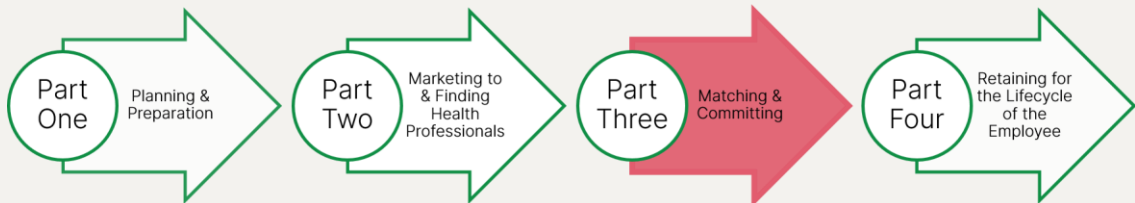


Employee Referrals

Some tips for creating an Employee Referral Program:

- Offer a Referral Bonus. The set dollar amount can vary by a number of factors from job type to financial consideration.
- Ensure the rules are defined and simple. Outline how the employee can offer a referral and the terms that need to be accomplished to receive the payment.
- Make sure the referring employee knows there aren't any negative consequences if it doesn't work out.
- Create a working environment that naturally encourages employee referrals.
- Leverage social media. One of the main ways employees will contact potential job applicants will be through social media.

Four Parts to the Process



Matching & Committing

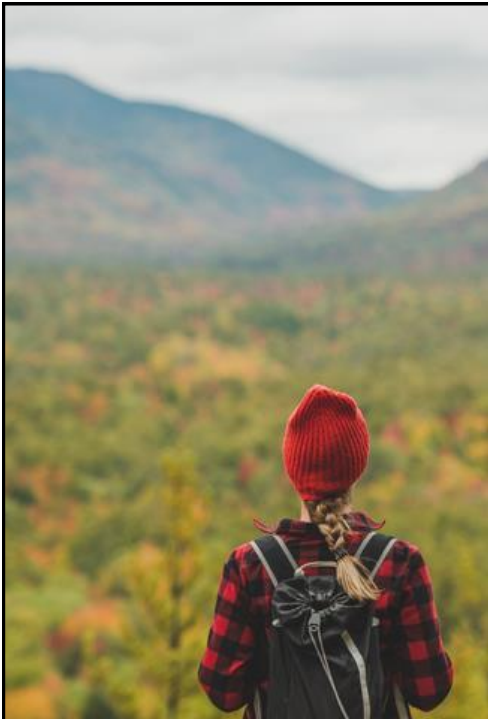
- Interviewing
 - Behavior-based, team, process, spouse/partner/family
- Bringing them face-to-face
 - In person, virtual
- Negotiations
 - Who, how, letter of intent/contract






New Normal Interviewing

- You will likely be conducting virtual interviews
- Establish your preferred virtual meeting format
- Establish communication preferences
- Prepare your staff and candidates for the virtual interview
 - Test tech, offer tip guide
 - Minimum distractions
 - Set Expectations
 - Remember Generational Differences in Virtual Interviewing
- Preparation is key
- PRO: Can schedule many more interviews less time!



Job Seeker's Perspective

- Questions the job seeker would like to have answered:
 - Did you like the culture of the practice and the people you met? Can you see yourself enjoying working with them?
 - Do you see yourself being excited and challenged in the role?
 - Did you get a chance to see the community? What was your experience like?
 - Did you have any concerns (practice or community)?
 - What are the next steps?
- *How do your questions answer theirs?*




Multiple approaches for interviewing

- Behavior-based interview questions – high value but not always providing a full ‘picture’ of whether the candidate fits your need
- Data gathering/fact finding – does the candidate meet your minimum requirements, do you meet candidate’s minimum requirements, etc.
- Open-ended questions – opportunity for candidate to share in a less ‘directed’ fashion



Case for Behavior-Based Interviewing

- Premise---Past behavior is the best predictor of future behavior
 - Not a new concept but becoming more and more prevalent in use
 - Minimize the ‘halo’ effect and subjectivity
 - Collect meaningful information about possible cultural ‘fit’ for your organization.
- 

The Essence of the Questions

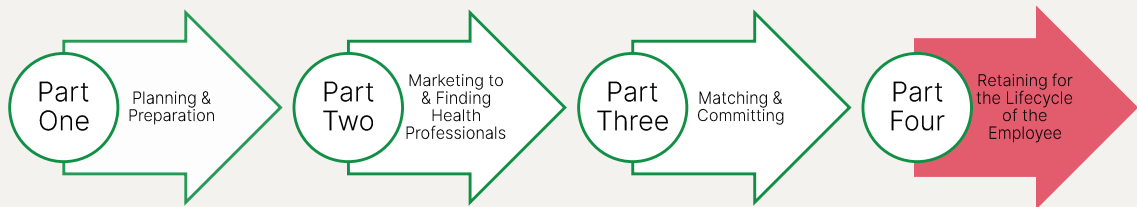
- More than just an 'open-end' question
- There are no 'magic' questions
- Frequently used question 'starters' ...
 - "Tell me about a time..."
 - "Describe for me..."
 - "Give me an example of ..."
- **Bottom line—ask for a specific example of a situation or task, learn the action taken and get the result!**



Interview the Spouse/Partner

- Conducting a spouse/partner interview can be a great recruitment and retention tool.
- The person conducting the spouse/partner interview should have:
 - Excellent interpersonal skills
 - Knows the community really well
 - Share a common background or interest with the spouse/partner
- The type of information that you should gather includes:
 - Personal education needs
 - Personal interest
 - Housing preference
 - Location of family/friends
 - Geographic and climate preferences
 - Knowledge of the opportunity
 - Why your community interests them

Four Parts to the Process



Retention Principles

- Retention success is possible in any geographic location.
- Retention factors do not equal recruitment factors.
- Retention is about good fit and a good relationship between clinicians and communities.
- No one stays in a bad job, good administration and good relationships are key.



Flexibility & Re-Recruit

Two key concepts that will aid you the most in your retention efforts are **Flexibility** and **Re-Recruit**.

- Flexibility-try to meet the employees where they are at. Doing things the way they have always been done won't lead to retention. Focus more on priorities and outcomes and less on clock watching when developing processes/procedures, job descriptions and training.
- Re-Recruit- you are probably offering a sign on bonus as a part of your recruitment efforts because your competitors are offering one as well, it is important to remember that it is your current staff those competitor's bonuses are directed at. It may not be a sign on bonus, but the concept is the same, from a retention lens, what are you offering your current staff that is comparable to the new hires you are bringing on. Retention efforts are for the career cycle of the employee and don't stop once the employee is Onboarded.



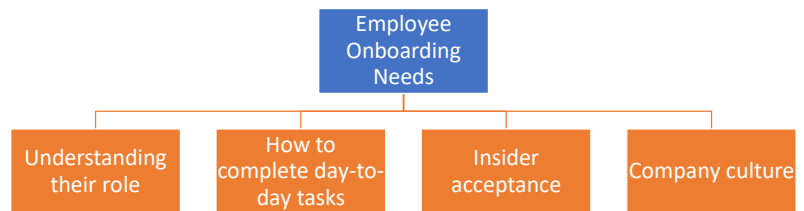
Retaining for the Employee Lifecycle

- Onboarding
- Engagement surveys
- Stay interviews
- Succession planning
- Work/life balance
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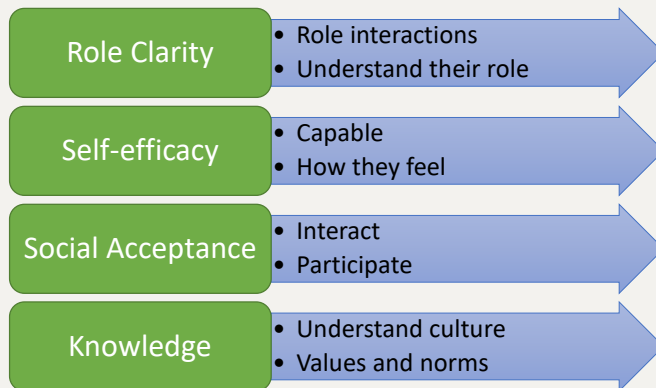


Onboarding



Indicators of a Successful Onboarding

- Research has found that the following four indicators suggest that an onboarding program is accomplishing its objectives.





Why do you still work there?

Stay Interviews

- Stay interviews are conducted to help managers understand why employees stay and what might cause them to leave.
- Stay Interviews are “informal” interviews and work best when they are not put in a structured format.
- Stay interviews should build trust between managers and direct reports.

Stay Interviews

- Benefits of Stay Interviews

- Associates hear directly from you, their leader, that you care and that you wish for them to stay and grow with the company.
- Associates are more likely to accept responsibility for staying.
- Stay interviews build trust.
- Equips you to anticipate, learn and solve associate concerns to the best of your ability and while the associate is still onboarding!
- Improved retention and productivity!

Stay Interviews

- Engagement Facts

- Trust between each leader and his/her direct reports is the absolute most important ingredient for building loyalty and engagement.
- Poor leadership causes over 60% of all employee turnover. (Saratoga Institute)
- How associates view their leader impacts how they view everything about their employment relationship!





WE WANT YOU

Stay Interview Guidelines

In person*		
Set Expectations	Plan your conversation	Ask Questions

Stay Interviews

- Typical Questions

- Why do you choose to stay at XYZ?
- Why might you leave or what may entice you away?
- What is most energizing about your work?
- What more do you want to learn?
- Are we fully utilizing your talents?
- What are your career goals?
- What, if anything, is inhibiting your success?
- How can I help?
- What can I do differently to better assist you?



Work/Life Balance

- Flexibility in schedules
- Time off to enjoy hobbies
- Work sponsored activities outside of the facility i.e. softball teams, movie nights
- Work is a part of life it shouldn't be a culture where work and life battle
- Engage in Wellness strategies

Unique Benefits

In addition to unique benefits there are areas you can highlight that showcase you as a Destination Employer. Look into each area and see what you can honestly and effectively claim:

- Culture
- Safety: how have you kept them safe during the pandemic or with difficult patients?
- Stress Management: do you offer an EAP?
- Communication: there is no such thing as too much communication, be sure your culture fosters open and consistent communication
- Diversity, Equity and Inclusion (DEI)
- Work types (changes in shifts, rotations, teams), flexibility is key
- Loyalty programs, how are you rewarding you staff that stays through all the changes?
- What about future benefits?
- Pay people with time if can't pay them with money, example, if a meeting is an hour long, make it 50 minutes and give them 10 minutes on their own.
- If you have remote workers, avoid burnout and let them be off camera.

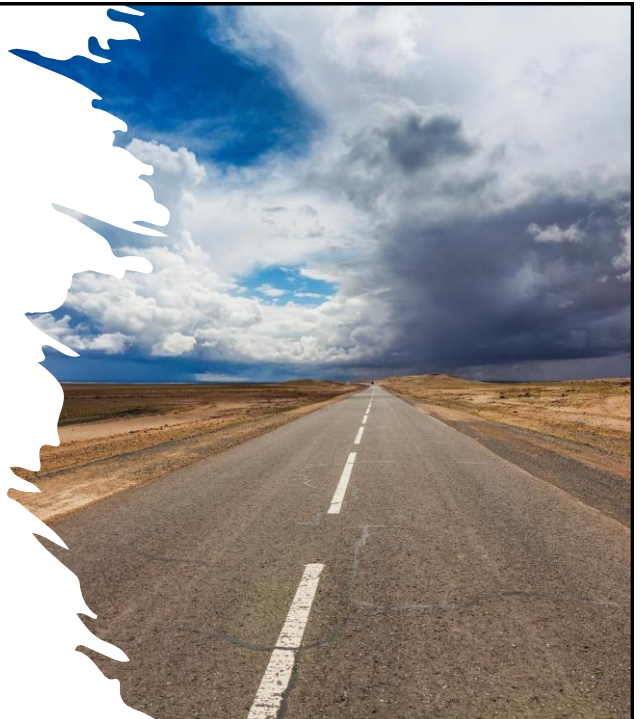
Diversity, Equity and Inclusion (DEI)

How does your DEI efforts affect your retention? Creating a culture that celebrates differences and letting people be themselves to reach their potential is a powerful tool in your retention toolbelt.

- Established or situationally formed groups based on identities
- Seasoned staff meet with new staff in pairs or cohorts for mentorship
- Leaders hold regular office hours for staff to give feedback, address concerns, and explore new ideas
- Recognition to increase productivity, boost morale, and reinforce purpose
- Out-of-office activities
 - Encourage staff to host their own events, and sponsoring those events
 - Outdoor movie nights
 - Community service outreach
 - Potlucks
 - Virtual bingo
 - Virtual yoga
 - Food drives
- Mediation rooms
- Nursing rooms for pregnant people with supplies
- Ask staff for naming/pronoun preferences
- Offer inclusive language training to staff
- Ask staff of recognition preferences
- Learn and use the Love Languages of all employees
- Regular supervisor training
- DEI/Cultural humility
- Communicating with staff
- Service Excellence program
- Mentorship program
- Encourage staff to use their “development dollars,” and give them time to do so
- Training on engaging remote (and rural) workers
- Organizational culture audits
- Host feedback sessions

Rural-Specific Retention Strategies

- Sponsoring periodic social gatherings of the medical staff, their spouses and families
- Assigning someone to orient and help integrate the spouse and family to the community
- Keeping the call schedule light – one out of every four days or less, if possible
- Funding career and personal development opportunities for the provider and spouse
- Providing opportunities for peer interaction outside the community
- Developing telecommunication links to practitioners in other communities and to medical education and support resources



Takeaways

- Recruitment is a process
- Identify and communicate strengths
- Invest in challenges
- Don't skip planning
- Communication must 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
- Utilize all your screening tools to make sure you have the right fit
- Interviewing looks very different now; don't shy away from virtual interviews
- Sell your unique selling points in the interview process
- Don't forget your community
- Retention starts in recruitment
- In the New Normal, rethink your processes, policies.
- Build trust, relationships lead to lasting employee engagement
- Retention may not be the objective, not every hire will be a fit.



Questions?

Thank You!

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Thank
you! 