



# Tennessee Primary Care Association Recruitment & Retention August 17<sup>th</sup>, 2016

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# + My background

- Master's Degree from Colorado State University in Organizational Performance and Change
- 19+ years in a Migrant/Community Health Center as the VP of Human Resources – one of the responsibilities was recruiting all types of staff, including professional staff – Physicians, Dentists, Pharmacists, Psychologist, Nurse Practitioners, Dental Hygienists, and Physician Assistants
- Recruited for both rural and urban areas

# + Health Center's Needs Assessment

- As a Grantee you must meet all 19 requirements of the Health Center Program
- 19 Health Center Requirements
- <http://www.bphc.hrsa.gov/programrequirements/index.html>
- Needs Assessment is the 1st Requirement
- Review needs of target population
- Service Area
- What is the “kind” of provider/staff that you need??



# + Importance of a Recruitment Plan Policy

- Keeps you focused, consistent, organized and coordinated
- Outlines a plan for your actions and can provide protection from risk
- Needs continuous review and updates
- FQHC's are required to have a Recruitment Plan
- Everyone in the organization should be included in Recruitment
- Recruiting is not an event but a continuous process

# + 6 Elements of a Recruitment Plan Policy



# + 1. No Discrimination



- Employment Laws
- Make sure your processes align with the Employment Laws
- All Interviewers are aware of laws and policies
- Never assume that Interviewers know what to ask or how to ask questions
- Have a Interview Guide available

# + Employment Laws



- Title VII of the Civil Rights Act of 1964

- Race
- Color
- Religion
- National Origin
- Sex

- The Pregnancy Discrimination Act of 1978



# + Employment Laws Continued...



- The Age Discrimination Act of 1967
- Title 1 of the Americans with Disabilities Act of 1990
- The Genetic Information Non Discrimination Act of 2008
- Lilly Ledbetter Fair Pay Act
- Family Medical Leave Act
- State and/or Local Laws – these may take precedence over Federal Laws





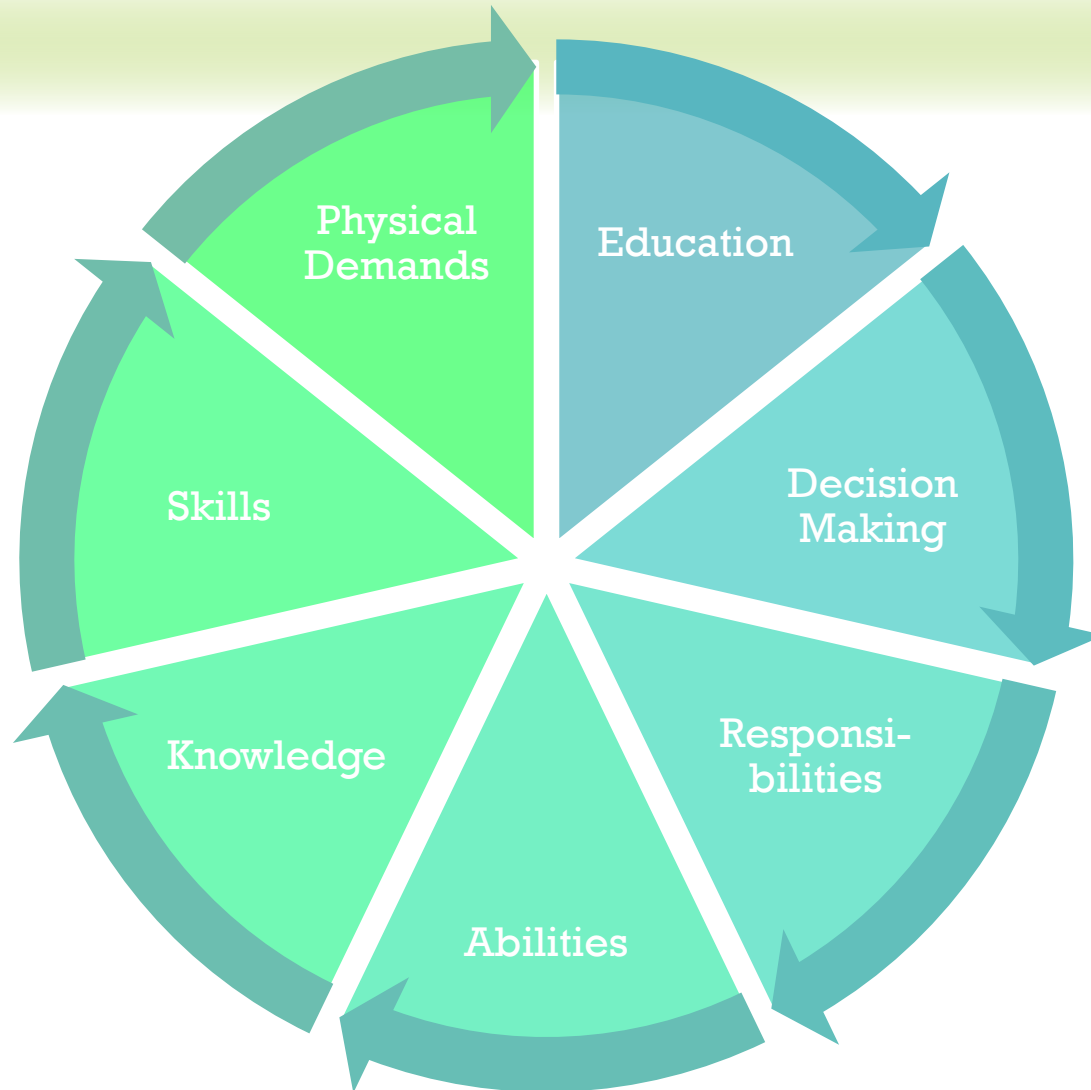
## + 2. Philosophy and Responsibility



- Quality services to hiring managers
- Consistent and systematic process
- Utilize a variety of recruitment tools to be successful
- Include your Mission and Values
- Hire the best candidate



# + What does the position require?



# + Advertise



- Importance of where you place your Advertisement
- Target your Advertisements
- Make them consistent
- Direct them to your website
- Make sure you someone to speak to them in the evenings or during the lunch hour
- Include a “hook” in your first sentence



## + 3. Where to advertise

- National Health Service Corps
- NACHC Web site
- AAFP Events or other Job Fairs
- State employment websites
- Professional Journals
- Newspapers may be useful in rural areas
- Retired Military websites
- Medical Residencies



# + Where to advertise



- Medical and Dental Schools
- Social Media



- Direct mail to candidates
- Staffing companies or recruitment firms
- Speak with the Star2Center for Training and Technical Assistance

# + Where to advertise



- Fishing Magazines
- Hunting Magazines
- Journals outside of Professional Medical or Dental Journals
- Look around at why people live where you live – what attract them to the sounding area??
- Internally Advertise



# Active versus Passive Recruitment



- **Active Recruiting:** People actively seeking out a new position or organization
  - They account for 25% of the workforce
- **Passive Recruiting:** People not actively seeking a new position or organization but may be willing to “explore” a new opportunity – “if the right opportunity comes along” theory
  - They account for 75% of the workforce and it is higher for physicians

# + Brand All Communications



- Consistency
- Accuracy
- Professional

Google





- LinkedIn

- Largest professional network on the internet
- 380 million members
- Inexpensive to advertise and you can target your audience





- It is not just for personal use anymore
- Showcases your Health Center
- Easy to attract people to FB pages
- Absolutely free to post jobs or you can advertise for a fee



# + Sample FB ad

Search

Like Comment Share

**Jon Drogheo**  
42 mins · Social Distribution · 👤

High quality **#MedicalAssistants**; looking for a rewarding and positive culture to achieve your career goals. Join one of Denver's Top Work Places for 2016 and enrich your career with this new opportunity.

**TOP WORK PLACES**  
2013  
THE DENVER POST  
denverpost.com

**TOP WORK PLACES**  
2014  
THE DENVER POST  
denverpost.com

**TOP WORK PLACES**  
2015  
THE DENVER POST  
denverpost.com

**TOP WORK PLACES**  
2016  
THE DENVER POST  
denverpost.com

**Job Opening: We're looking for a Medical Assistant in US-CO-Lakewood**  
social.icims.com



- Not just for celebrities
- Easy to get the word out about your organization
- Need to establish followers to be effective





- Fast growing business online marketing tool
- Build your network
- Post updates that feed to your followers



# + Look Inside - Current Staff



- Everyone looks outside to recruit
- You have recruiters in place currently – many of them
- Bonus for recruiting
- People like to work with individuals they already know and trust
- Is your current staff at least satisfied? Utilize this information
- Remove people that aren't supportive of the organization

## + 4. Fair and Equitable selection of applicants



- Know what the duties are that are required
- Plan the interview – Phone and Onsite
  - Who is on the interview team
  - What training does the team need
- Structure interview to address those duties
- Behavioral interviewing - STAR Method
- Take notes
- Be fair and consistent
- Be a little informal

# + Site Visit



- Structure the day
- Everyone needs the agenda and involve the staff
- Welcome the entire family
- Information on schools and community
- Let them meet with other providers on site
- Local tour of hospital
- Community tour
- Set up a visit to the schools if they have children
- It is an organizational effort



## + 5. Application Process



- Online advertising
- Importance of word of mouth
- What does it “look like” when someone completes an application to your organization? Is it easy or painful?
- Are you mobile ready??
- What does it “look like” once they join the organization?

# + After the Interview



- Follow up with every applicant
- Be timely
- Communication is a must



## + 6. Selection Process



- How is the selection going to be determined
- Rate each applicant based upon the same criteria
- Keep a spreadsheet
- Conduct second interviews or screen initially by phone if needed
- Be timely and get back to everyone
- How much of the position requires what skills
  - Personality verses technical skills

# + Opportunities

- Do you have a in house referral program in place?
- What does your site visit entail?
- Is your web site up to date?
- Do you brand all of your materials?
- What data can do you share with candidates?
- Are you marketing your Health Center only when you “need” to?  
Or is it a continuous process
- Do you have testimonials from your current staff



# + Contracts

- Physicians expect a contract
- Physicians usually have it reviewed by Attorney
- Include:
  - Expectations
  - Pay
  - Benefits
  - Termination Clause – for both them and you
  - Scope of work
  - Notification clause – what happens if.....

# + Negotiations

- Make sure applicant knows the basics (pay, benefits, CME etc....) before they come for site visit
- Know what you are willing to negotiate
- Have everyone agree on what can be negotiated
- Identify those individuals that are allowed to negotiate with the provider

# + National Health Service Corps

- Up to \$120,000 (MD and DO)
- 3 year commitment
- 6 year if part-time
- Application due in August
- Approved NHSC site – Professional Shortage Area
- <http://www.nhsc.hrsa.gov/loanrepayment/studentstoserviceprogram/index.html>

**As a physician who wants to work in a medically underserved area of the United States, under which bases may I apply for a waiver recommendation?**

You could apply for a waiver of the two-year home-country physical presence requirement through the request of an Interested U.S. Federal Government Agency or through the request of a designated State Public Health Department or its equivalent, also known as the Conrad State 30 Program.

<https://travel.state.gov/content/visas/en/study-exchange/student/residency-waiver/ds-3035-faqs.html>



# + J-1 Visa State of Tennessee

- Tennessee
- <https://tn.gov/health/article/federal-shortage-areas>
- Rules and Regulations:  
<https://tn.gov/assets/entities/health/attachments/1200-20-11.pdf>
- State Conrad J-1 Visa Waiver Policies and Procedures:  
<https://tn.gov/assets/entities/health/attachments/b3017176.pdf>

# + Compensation/Pay Incentives

- Years of Service Incentives
- Productivity Incentives
- Pay increases
- Pay caps
- Patient Satisfaction Incentives
- Care Team Incentives
- Developing a Provider Incentive Programs that Pass Muster under IRS and Other Regulatory Standards [www.nachc.org](http://www.nachc.org) on myNACHC – written by Michael B. Glomb, Esq. Fieldsman Tucker Leifer Fidell LLP January 2016



# + Performance Management

- Performance reviews – Formal and Informal
- What should be included in the review
- Timeliness of reviews
- Including Data or Statistics in the Review
- Who should and how should the review be administered
- 360 degree evaluations
- SMART goals
- Should outcome of review be tied to compensation?



# + STAR2 Center



[www.chcworkforce.org](http://www.chcworkforce.org)

Resource  
Center

Training and  
Technical  
Assistance

# + NACHC Recruitment and Retention Toolkit



[www.nachc.com](http://www.nachc.com)

MyNACHC

Web based  
and easy to  
use

[www.nachc.com/clinicalworkforcerecruitretain.cfm](http://www.nachc.com/clinicalworkforcerecruitretain.cfm)

# + Resources

- Tennessee State Primary Care Office
- Star2Center
- Regional Primary Care Associations
- NACHC – National Association of Community Health Centers
- National Health Service Corps
- 3Rnet

# + Resources

- Social media sites
- Local Chamber of Commerce
- Residency Programs
- Retired Military

**Current Employees are the best  
recruiter's you have!!!**

# + Questions and Thank You!







## Contact information

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