

Utilizing Strategic Planning and Assessment Strategies for Clinician Recruitment and Retention

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Strategic Planning

Outlines a plan for next 3-5 years

Articulates your vision

Continually needs to be revisited

Sets your goals – which define your objectives

Strategic Planning

Community & Environment

Current Staff

Marketplace

Future

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“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

Key Workforce Planning Question

How many of what kinds of staff do we need and when do we need them?

Community & Environment

- What are the migration patterns?
- What are the cultural needs of the patients?
- What are the linguistic needs of the patients?
- What are the clinical needs of the patients?
- What data do you have to support this?

Current Staff

- Are any staff close to retirement?
- Are any staff close to separation?
- How satisfied are the staff?
- How might productivity expectations need to be evaluated?
- What data do you have to support this?



Human Resource Metrics - Data



Time to
Fill

Turnover
Rates

Turnover
Costs

Training
or ramp up
costs

Cost Per
Hire

Financial Assessment Tool

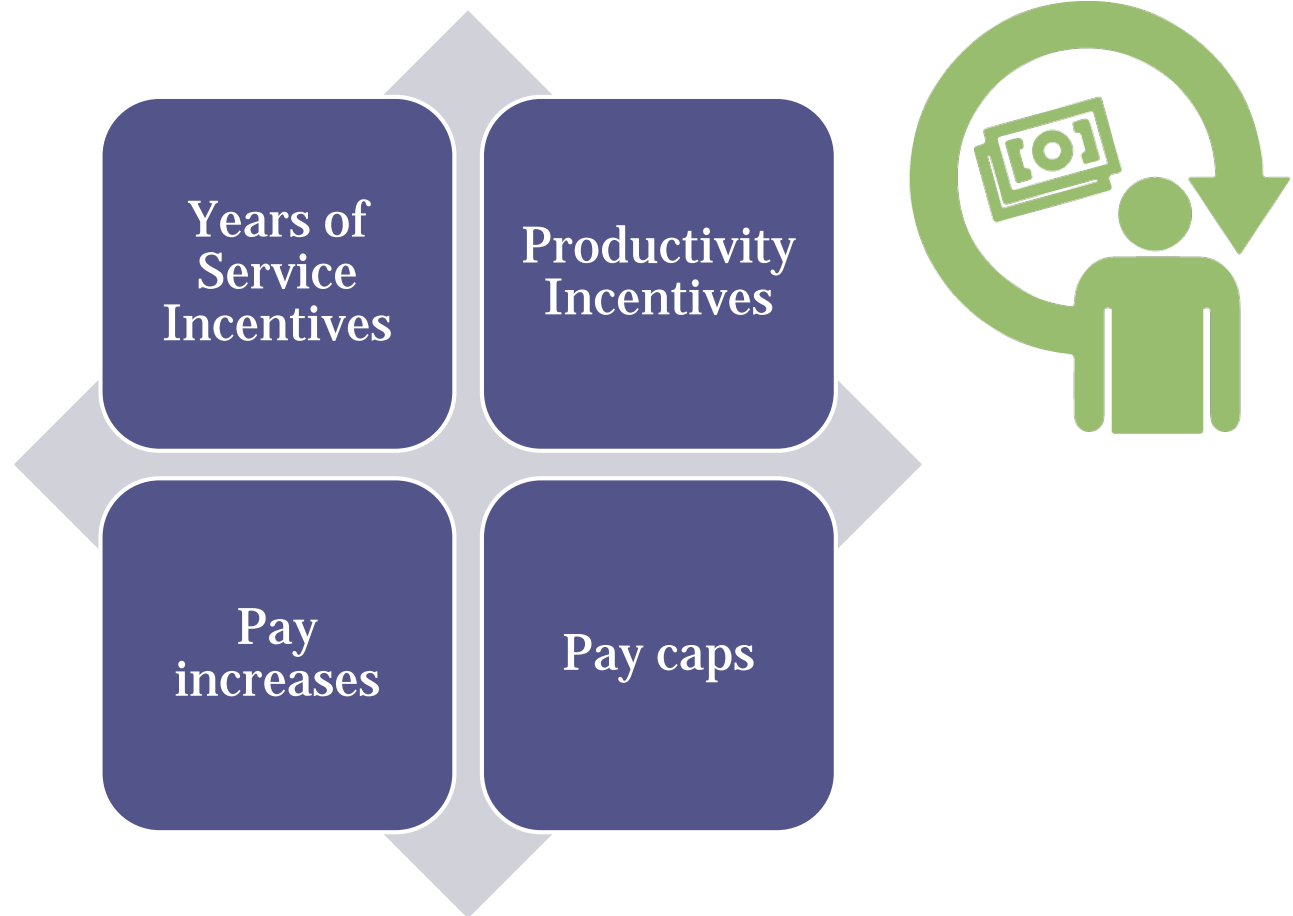
Tangible Costs	Cost
A. Termination Costs	
1. Human Resources and/ or Business Office Expense for terminating benefits, COBRA administration (if applicable), notifying health plans of provider change in status.	\$ -
2. Estimated cost of a Locums Tenens or other part time provider	\$ -
3. Malpractice tail coverage costs, if any	\$ -
A. Total Termination Costs	\$ -
B. Replacement Costs	
4. Advertising Costs	\$ -
5. Pre-Interview Staff Time - to arrange advertising; accept, sort and document applications (written and electronic); respond to telephone and written inquiries, arrange visits including logistics (hotel, travel, recruitment dinner), schedule telephone interviews and meetings with medical director, other staff involved in the decision process.	\$ -
6. Professional Recruiting Service Expenses	\$ -
7. Interview Staff Expenses	\$ -
8. Interview Direct Costs (on-site face-to-face interview visits)	\$ -
9. Post Interview Expenses - staff time for negotiation, other hiring expenses (bonus, relocation)	\$ -
B. Total Replacement Costs	\$ -
C. Net Impact to Revenue	
10. Revenue Loss from Leaving Provider	\$ -
11. Revenue Recovered from Locum Tenens	\$ -
C. Total Net Impact to Revenue [Recovered - Loss]	\$ -
D. New Hire/Onboarding Costs	
12. Payroll startup, Benefit Enrollment, establish passwords,email account	\$ -
13. Credentialing services cost (internal or Credentialing Verification Organization (CVO))	\$ -
14. Internal and external publicity announcements	\$ -
15. Equipment and Uniform expense	\$ -
16. Orientation Costs	\$ -
17. Cost of Productivity lost to startup	\$ -
D. Total New Hire/Onboarding Costs	\$ -
Total Financial Impact	\$ -

Current Staffing

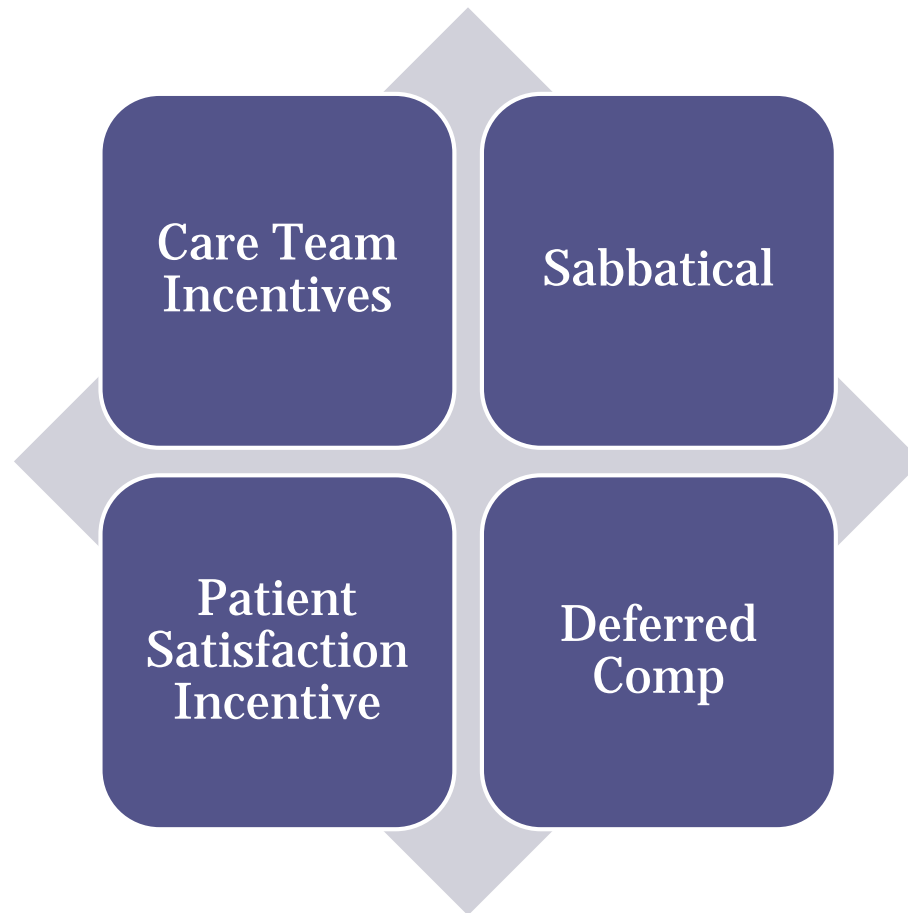
- How long have positions been vacant?
- What types of positions are hardest to fill?
- What financial and organizational resources have you devoted to recruitment?
- Is your compensation comparable with others?
- What data do you have to support this?



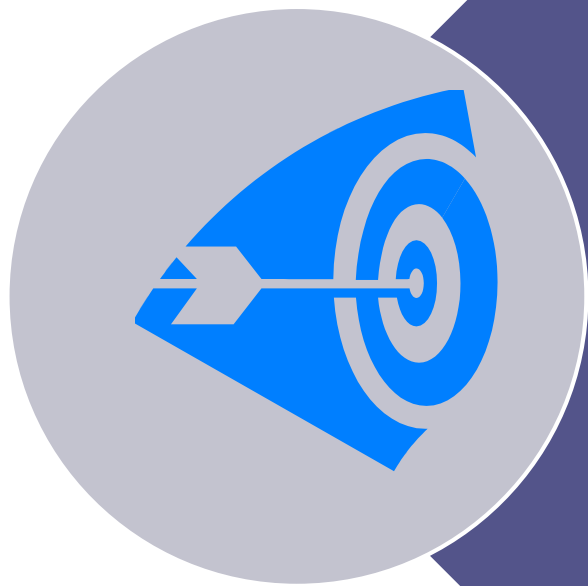
Compensation/Pay Incentives



Compensation/Pay Incentives



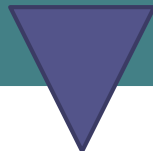
Before Instituting an Incentive Plan



Developing a Provider
Incentive Programs that
Pass Muster under IRS and
Other Regulatory Standards
www.nachc.org – written by
Michael B. Glomb, Esq.
Fieldsman Tucker Leifer
Fidell LLP January 2016

Marketplace

- What are the state's projected clinician shortages or surpluses?
- What's the projected aging and growth of the state's population?
- What are relevant state rules/regulations regarding scope of practice?
- How are payment methodologies shifting?
- What data do you have to support this?

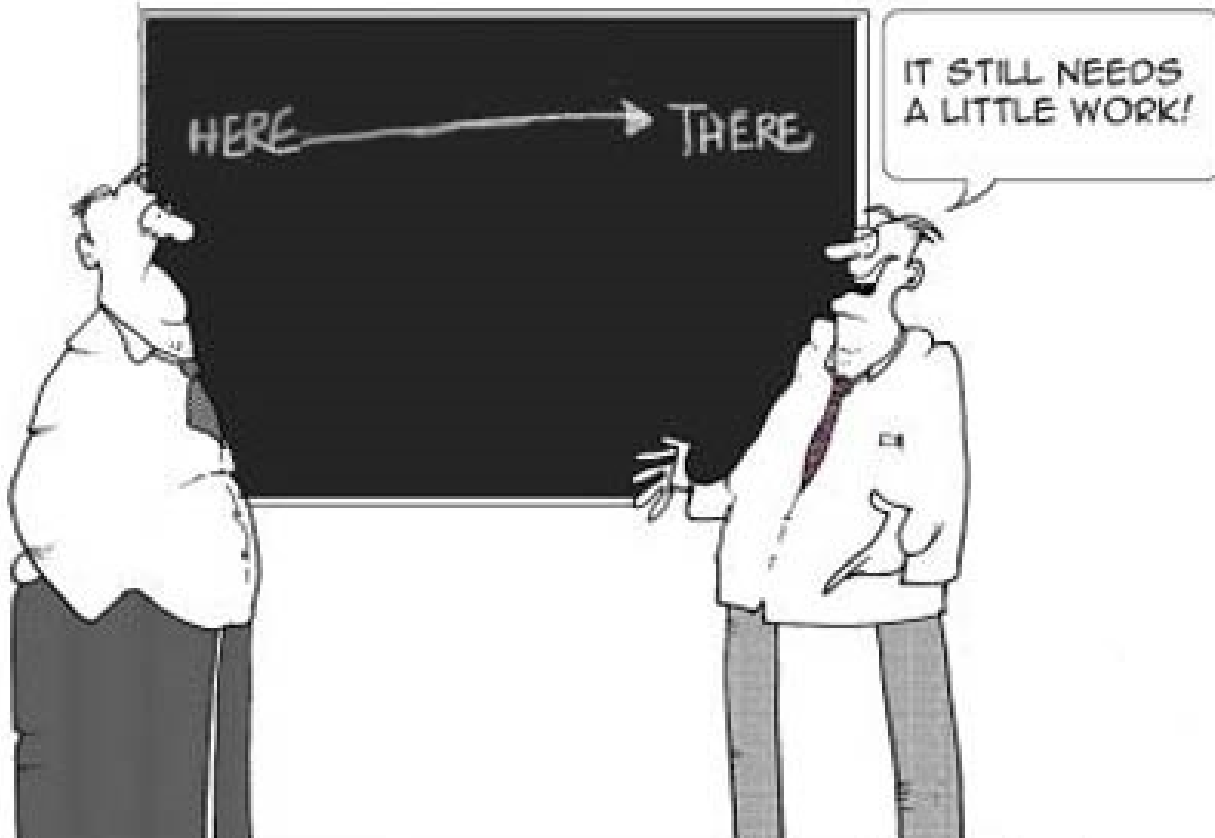


Future

- What are your health center's growth plans?
- What new clinical staff will you need to support any planned expansion?
- What are competitors doing?
- What data do you have to support this?

Self-Assessment Tool

- Easy to use
- Confidential
- Immediate results
- www.chcworkforce.org



Conducting a SWOT Analysis



Identify an organization's strengths and weaknesses when it comes to recruiting clinical professionals and how to enhance those strengths and quickly respond and improve weaknesses.

SUCCESS

Strengths

- Is there a recruitment plan in place?
- Does everyone know what the plan is?
- Where are you going to seek applicants?
- What does your recruitment package include
 - Benefits
 - Signing bonus
 - Performance bonuses
 - Relocation expenses
- Why are you successful or why aren't you?
 - Post Interview Surveys



Weaknesses

- What data do you collect on your workforce and on your recruitment process?
- What does it really feel like to work in your organization?
- How are you tracking recruitment successes and challenges?
- Is your sourcing plan multifaceted?
-



Opportunities



- Do you have an 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?
- Do you have testimonials from your current staff

Threats



- **Where are they located?**
 - **Internal**
 - **External**
- **How do others attract individuals?**
- **What is your employee culture really like?**
 - **Glassdoor**
 - **Does your current staff help you recruit or hurt your efforts?**
- **What are your expectations as far as patient productivity**
- **What support do you provide to reach those expectations**
- **What autonomy do the staff or providers actually have?**

Key Workforce Planning Question

How many of what kinds of staff do we need and when do we need them?

Importance of a Recruitment Plan

Keeps you focused, consistent, organized and coordinated

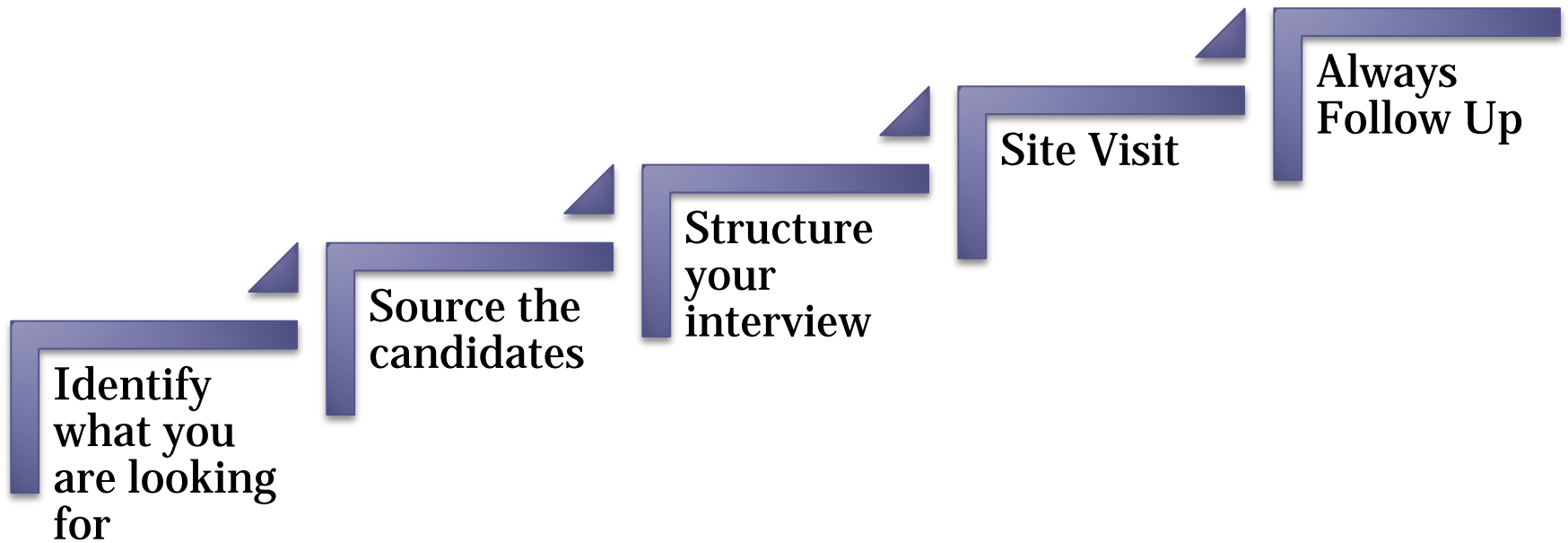
Provides protection from risk

Engages multiple members of the team

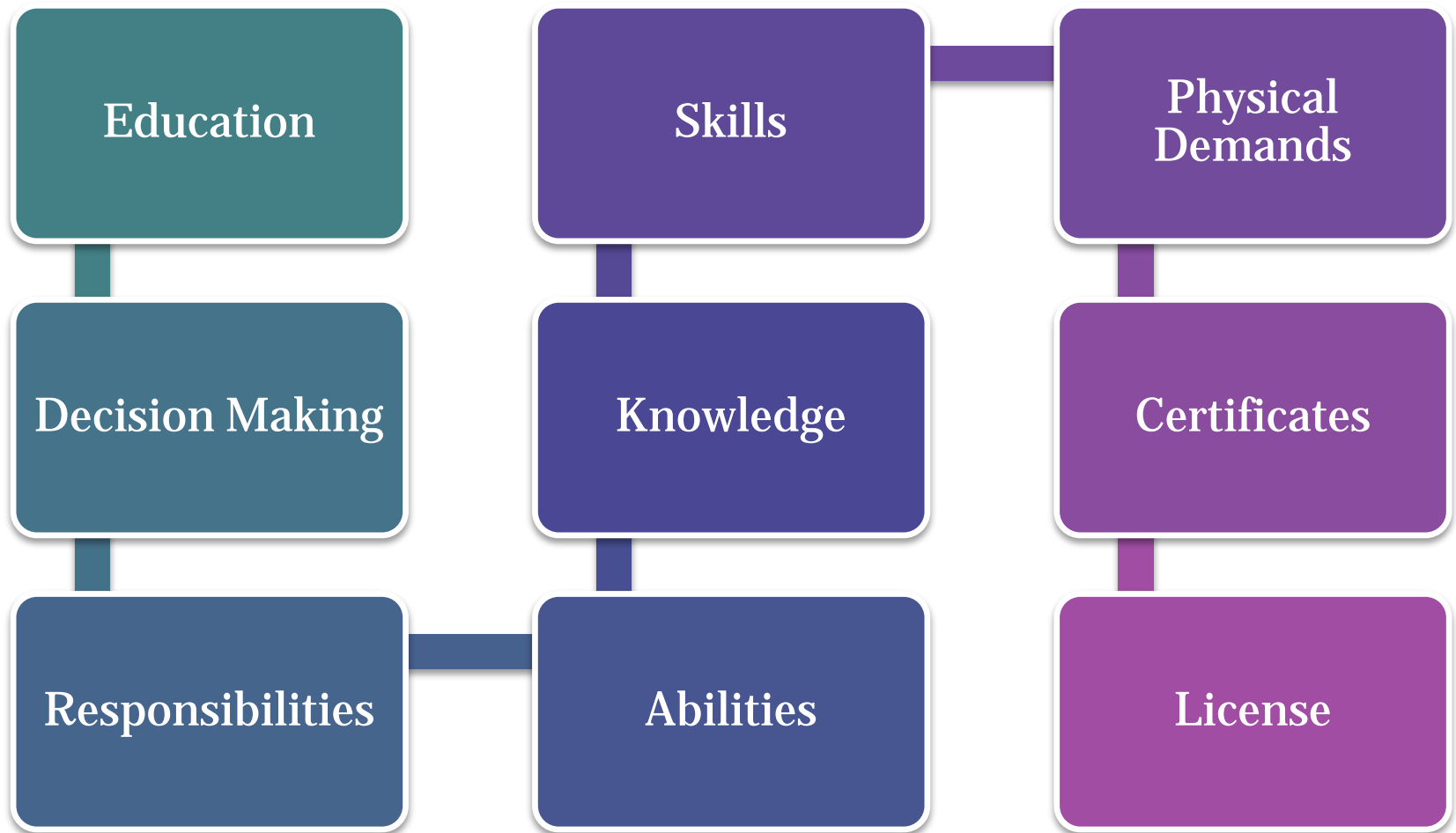
Establishes recruitment as an ongoing process rather than a one-time event

Less a plan and more a “framework” with continuous review and updates

Key Steps in the Recruitment Process



What does the position really require?



Active vs. 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**

Retention

- Train Managers
- Invest in Staff
- Recognize People
- Hire only the Best
- Give People the Tools they Need
- Make the Job Better
- Stay True to Your Mission

Performance Management

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



Conduct Stay Interviews

A Stay Interview is a conversation between an employee and their manager or someone in a leadership position. They are conducted one-on-one and with someone who can be objective and can truly listen to what the employee is saying.

Sample Stay Interview Questions

- What is the best thing about coming to work here each day?
- What tools can we provide you to do your job more efficiently?
- What makes for a great day at work?

Recruitment & Retention Plan Template

- Comprehensive template with instructions that takes you through the assessment, strategy, recruitment, and retention process
- Available today at www.chcworkforce.org

Thank You!

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