

Building a Recruitment and Retention Work Plan



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Today's Objective

- Provide the building blocks and tools you need to
 - Recruit
 - Retain
 - Develop High-Performing Teams

Recruitment & Retention Plan Template

- Available for FREE at the STAR² Center
- www.chcworkforce.org
- Calculators, tools, and info to build your own plan

Recruiting for Success

- ASSESSMENT
- EMPLOYMENT LAWS
- RECRUITMENT PLAN
- INTERVIEW QUESTIONS
- SELECTION PROCESS

Assessment

- Do you actually need to hire new staff?
- How many of what kinds of staff do you need and when do you need them?
- Do you have data collection processes and other elements of a plan in place already?
- See ACU tools and previous presentation!

Know the Laws

Title VII of the Civil Rights Act of 1964

- Race
- Color
- Religion
- National Origin
- Sex

Pregnancy Discrimination Act of 1978

Know the laws

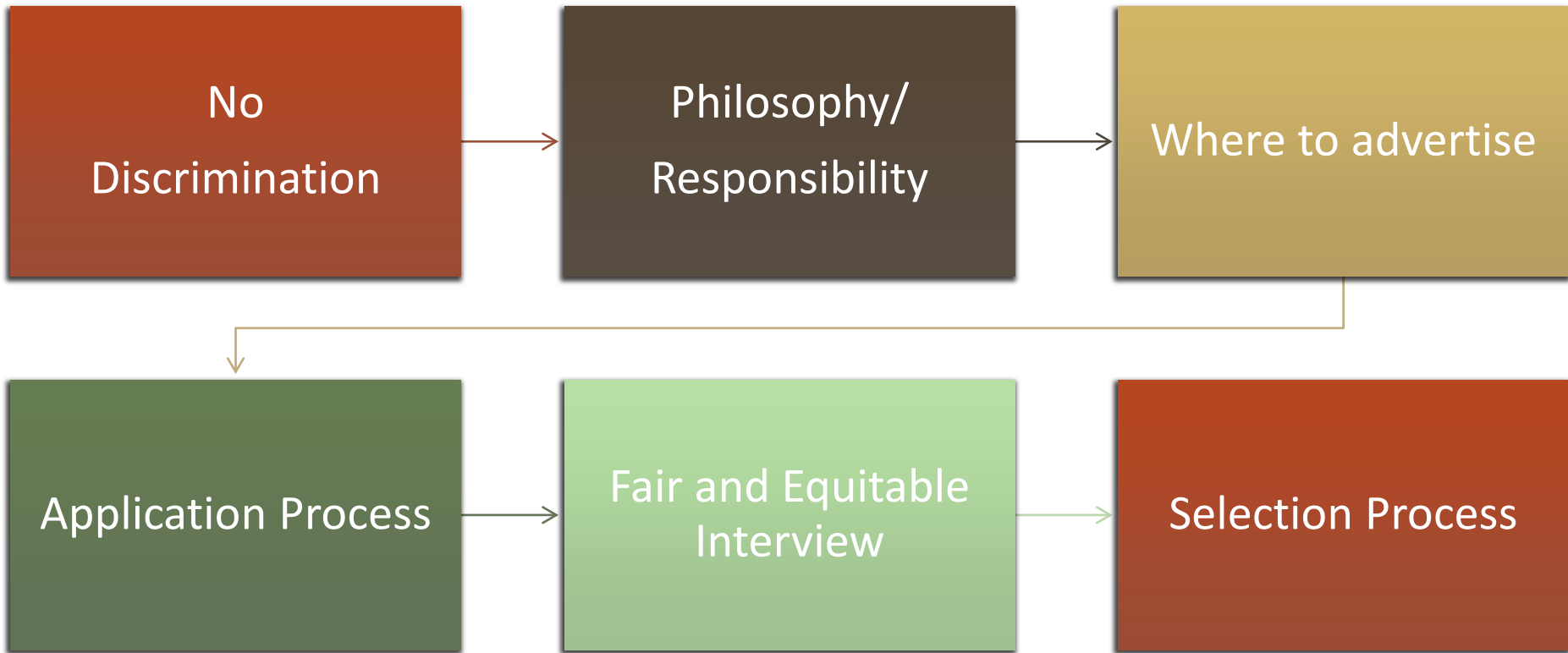
The Age Discrimination
Act of 1967

Title 1 of the Americans with
Disabilities Act of 1990

The Genetic Information Non
Discrimination Act of 2008

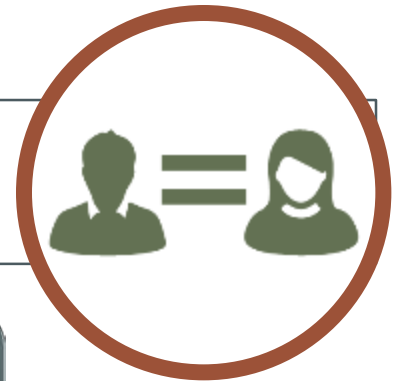
State and/or Local Laws – these laws may
take precedence over Federal Laws

Recruitment Plan



1st Element - No Discrimination

Align processes with Employment Laws



Brief and train all interviewers on relevant laws and policies

Develop an Interview Guide with questions



2nd Element - Philosophy and Responsibility

Provide quality services & training to hiring managers

Develop a consistent and systematic process

Utilize a variety of recruitment tools to be successful

Include your Mission and Values

Only hire the best candidate



3rd Element - Where to advertise?

National Health Service Corps

ACU, NACHC, AAFP

Job Fairs

Lifestyle Magazines

Professional Journal





3rd Element - Where to advertise?

State Employment Websites

Schools & Residency Programs

PCA, 3RNet

Local Newspapers

Religious Institutions

Social Media



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



Facebook

Communication tool that requires regular updates & engagement

You can showcase your Health Center

- Achievements
- Staff Highlights
- Patient Education
- Quality Scores



Sample FB Ad



The screenshot shows a mobile app interface for Facebook. At the top, there is a search bar and navigation icons. Below that, there are icons for Like, Comment, and Share. The main content is a post by Jon Drogheo, posted 42 minutes ago. The post text reads: "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." Below the text are four award banners for "TOP WORK PLACES" for the years 2013, 2014, 2015, and 2016, each with "THE DENVER POST" logo and "denverpost.com" text. At the bottom of the post, it says "Job Opening: We're looking for a Medical Assistant in US-CO-Lakewood" and "social.icims.com". The interface also shows "Like", "Comment", and "Share" buttons at the bottom of the post.



Twitter

Instant communication with followers

- Quickly and easily get word out about the organization
- Messages must be brief and to the point or include a link to more information

Need to establish followers to be effective

Branding Your Communications

Always be branding

- It is your promise
- It is what patients can expect from you

Your Mission

Quality Services

Access

Marketing your Organization

Continually be actively marketing

All communication needs to have similar messaging

- Consistent
- Accurate
- Professional

Look Inside - Current Staff



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

4th Element - Fair and Equitable

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 in the interview process



Selection process

Door 1, 2 or 3



Make the best decision you can

Make sure
to take
notes

Document
the answers

Use a
spreadsheet
for rating

Make the best decision you can

Equally
rate each
person
objectively

No
decision is
perfect

Hire only
the best
candidate



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



Site Visit

Local tour of hospital

Community tour

Set up a visit to the schools if they have children

It is an organizational effort



5th Element - 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?

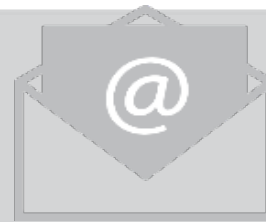
**apply
now**

After the Interview

Follow up with every applicant

Be timely – within 2 to 3 days

Communication is a must





6th Element - Selection Process

How is the selection going to be determined

Keep a spreadsheet

Be timely and get back to everyone



Rate each applicant based upon the same criteria

Conduct second interviews or screen initially by phone if needed

How much of the position requires what skills

- Personality verses technical skills

RETAINING YOUR STAFF

- Build the Team
- Train The Managers
- Invest In Your Staff
- Recognize People
- Hire The Best
- Tools To Do The Job
- Make The Job Better
- Highlight The Mission

High-Performance Teams

- Have a specific goal or mission
- Knows each persons roles
- High work ethic
- Are able to resolve conflict
- Each bring separate skills or a compliment of skills
- Has Leaderships support and knows the vision of what they are to accomplish

Selecting Your Team

- Does the person have the trust of you and others
- Do they have expert knowledge in their field
- Can they communicate with others openly, honestly and professionally
- Can they work with others to accomplish a goal or are they in it for themselves
- Can your Team Lead motivate, encourage and lead others

What Your Team Needs to Succeed

- #1 All Team Members need to know what they are charged with accomplishing
- #2 Leaders need to articulate clearly how much decision making the group is allowed to have
- #3 Leaders need to set the Vision for the team
- #4 The Team has structure
- #5 The Team has fun together
- #6 Each member respects what the other members bring to the Team

Train The Managers

- 1. Train your managers that it is their job to retain talent
 - Establish trust
 - Provide a culture where there are expectations of retention
 - Provide them management training
 - Resolving conflict
 - Setting expectations
 - Performance reviews

Invest In Staff

➤ 2. Invest in training and developing your staff

- Web-based training
- Communicate expectations
- Model the expectations
- Formal on-site training
- Career ladders
- Provide opportunities for growth



Recognize People

➤ 3. Recognize people for what they do and bring to the table

➤ Informally

➤ Formally

➤ Publically

➤ Privately



Hire The Best Fit

➤ 4. Hire the best “fit”

➤ Structure the interview

➤ Do prescreening interviewing

➤ Situational or behavioral based questions

➤ Define what you need before you start



Tools

➤ 5. Ask people what tools they need

➤ During staff meetings

➤ Suggestion boxes

➤ Observation

➤ Do they have training for the tools they do have



Make The Job Better

➤ 6. Ask people what would make their job better

➤ Flexibility

➤ Control

➤ Culture

➤ Survey and listen

➤ Stay interviews



Mission Alignment

➤ 7. Make sure you stay true to your mission

➤ Access

➤ Values

➤ Financial

➤ Expansion

➤ Staffing



Communicate The Benefits

- Total benefit statements
- Transparency
- Testimonials of patients and staff
- Press releases
- Mission and service
- Patient statistics
- Culture
- Thank you's



People Need To Feel Valued

- BE INTENTIONAL WITH EVERYDAY CONVERSATIONS
- Show them others need them, too
- Challenge them
- Recognize them as individuals



STAR² Center

➔ www.chcworkforce.org



➔ Recruitment & Retention Plan Template

➔ FREE Training and Technical Assistance

Resources continued

- State Primary Care Associations
- Primary Care Offices
- National Health Service Corps
- Social Media Sites – LinkedIn, Google +, Facebook, etc...
- Local Chamber of Commerce
- Veterans and Military Employment Sites

QUESTIONS AND THANK YOU!

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