

PCA & HCCN PROFESSIONAL DEVELOPMENT SERIES

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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

Access to Care & Clinician Support

Recruitment & Retention

National
Health
Service Corps

Resources

Training

Networking

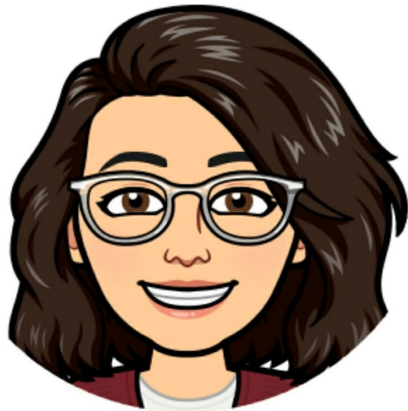
STAR² CENTER



STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

www.chcworkforce.org

STAR² CENTER STAFF



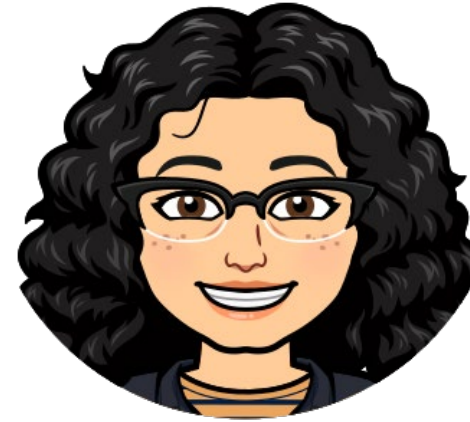
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HOUSEKEEPING

- This session is being recorded and the **recording** will be sent via email to everyone who registered
- Use the **Chat** box to ask questions and share comments and thoughts
- Send a message to **Mariah Blake** if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session

WORKFORCE IS THE FUEL

A health center with a full tank identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...



CORE COMPONENTS

Data-Informed
Workforce Plan

Equitable &
Effective
Compensation
Structure

Positive Culture
Focused on
Engagement

Tested
Recruitment &
Retention
Strategies

Health
Professions
Training Program

Chief Workforce
Officer

High-Functioning
Managers

Policies that
Support Diversity
& Cultural
Respect

HRSA ADVANCING HEALTH CENTER EXCELLENCE

Workforce

Definition and Performance Expectation Areas



Definition

The health center recruits, develops, engages, and retains the appropriate staffing mix of qualified providers and staff needed to provide safe and culturally affirming care to its patient population.

Performance expectation areas that illustrate the priorities for Workforce are:

Strategic workforce management

Recruitment

Employee development

Employee engagement

Retention

Relevant Health Center Program Compliance Manual Chapters:

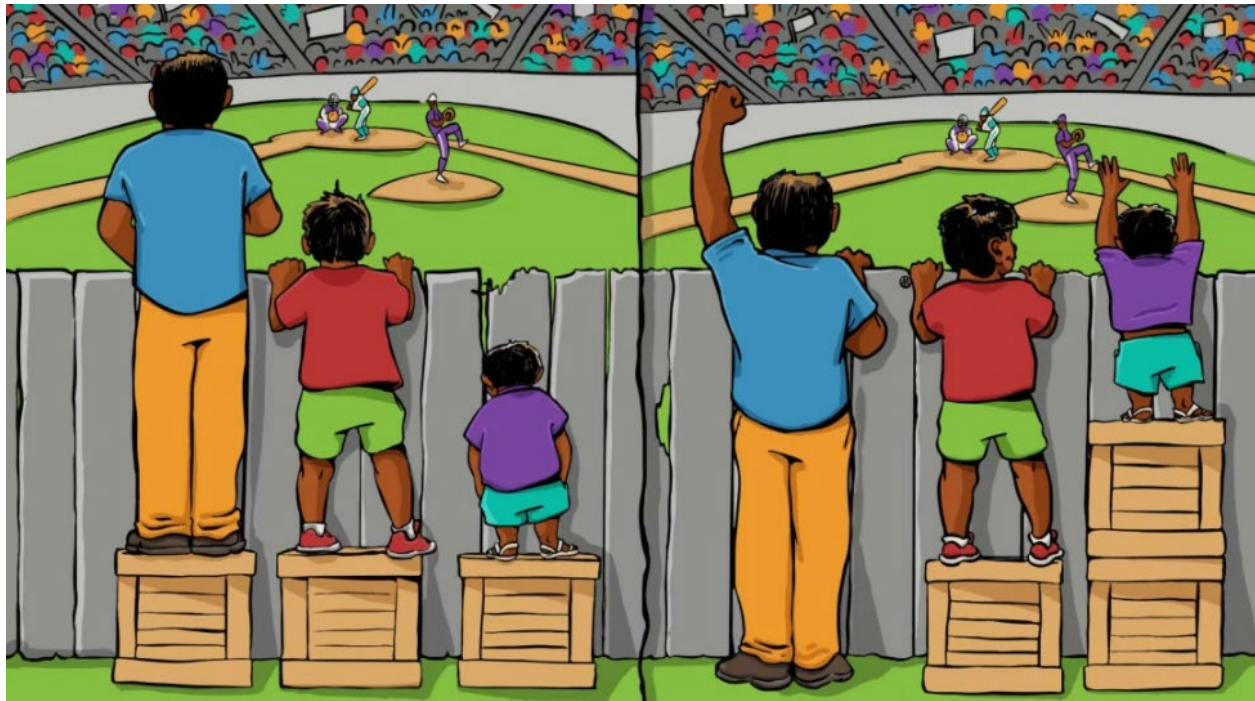
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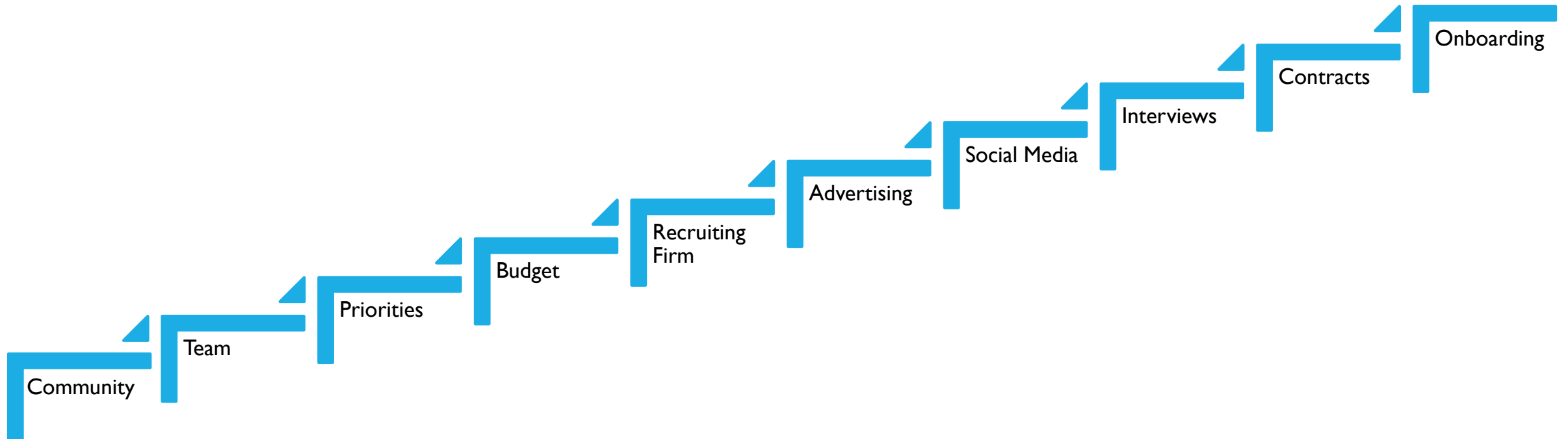
FORMAL WORKFORCE PLAN



BE INTENTIONAL ABOUT DIVERSITY, EQUITY, INCLUSION (DEI) & REPRESENTATION (DEIR)



RECRUITMENT PLANNING PROCESS



IDENTIFY COMMUNITY PLANS & PARTNERS

- Regional planning initiatives
 - Find out about them and get involved
 - Hospitals
 - Other Providers
- Identify opportunities for collaboration
 - Share providers
 - Share recruitment costs
 - Connect with schools, residency programs
 - State offices

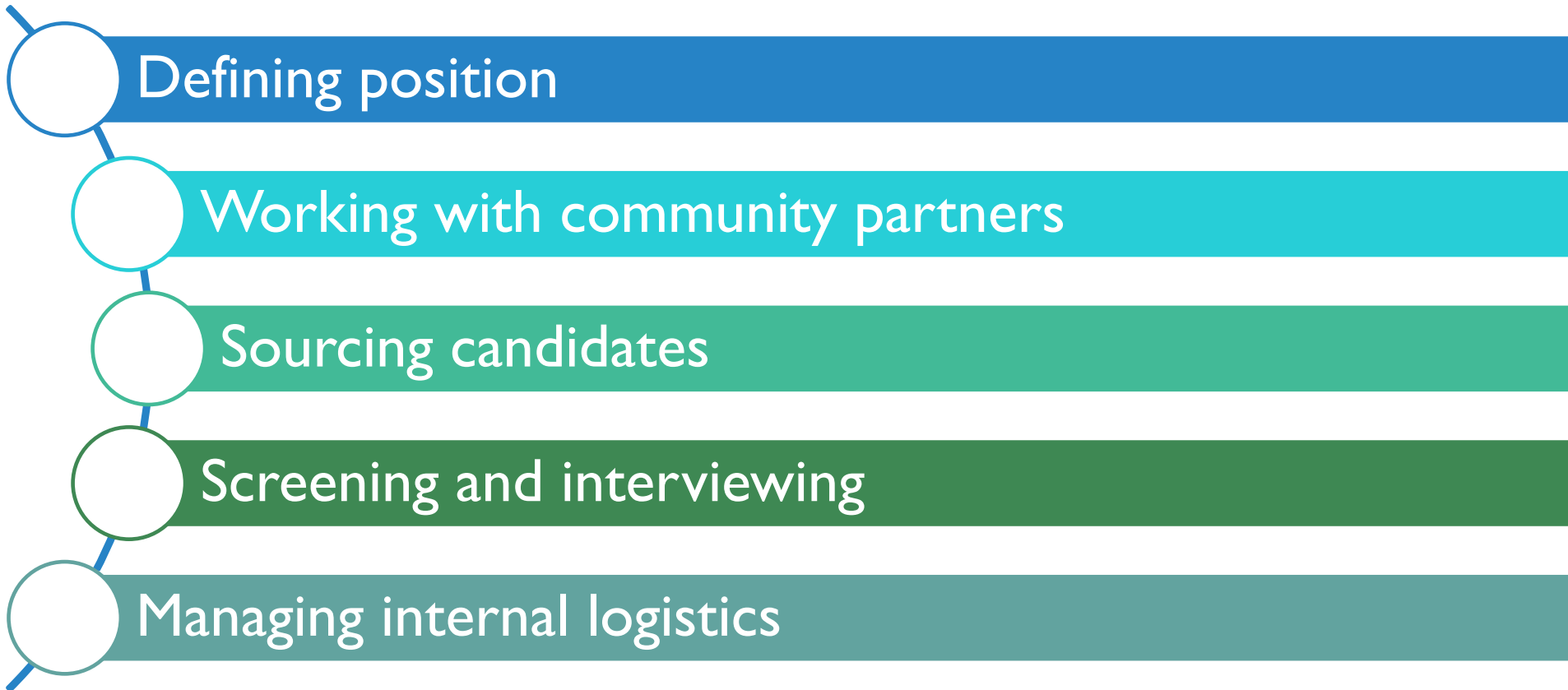


DEFINE THE RECRUITMENT TEAM



- Create the team in advance
- Have decision makers at the table
- Establish clear roles and responsibilities
- Know their availability and skills

RECRUITMENT TEAM ROLES



RECRUITMENT PRIORITIES



LOOK AT THE “BIG PICTURE”

- Define “big picture” priorities
- Use larger Strategic Workforce Plan to identify:
 - Vacant positions
 - Reason for vacancy
 - Realistic timelines for recruitment
- Update as new information becomes available



Source: ASPR Benchmarking Survey

RECRUITMENT BUDGET



Recruitment is expensive!
Plan accordingly!

RECRUITMENT BUDGET – WHAT TO INCLUDE



RECRUITMENT FIRMS

Cost

Information about vacancies

Communication!!!

Site Visits are Important

DECIDE ON RECRUITING FIRM (IF ANY)

- Buy or Build decision
- Get referrals & check references
- Document/Log rating information for future reflection and decisions
- Request a discount for health center status

Contact Name	Phone	Email	Address	Fees	References	Date Last Used	Position Filled	Rating 1-5

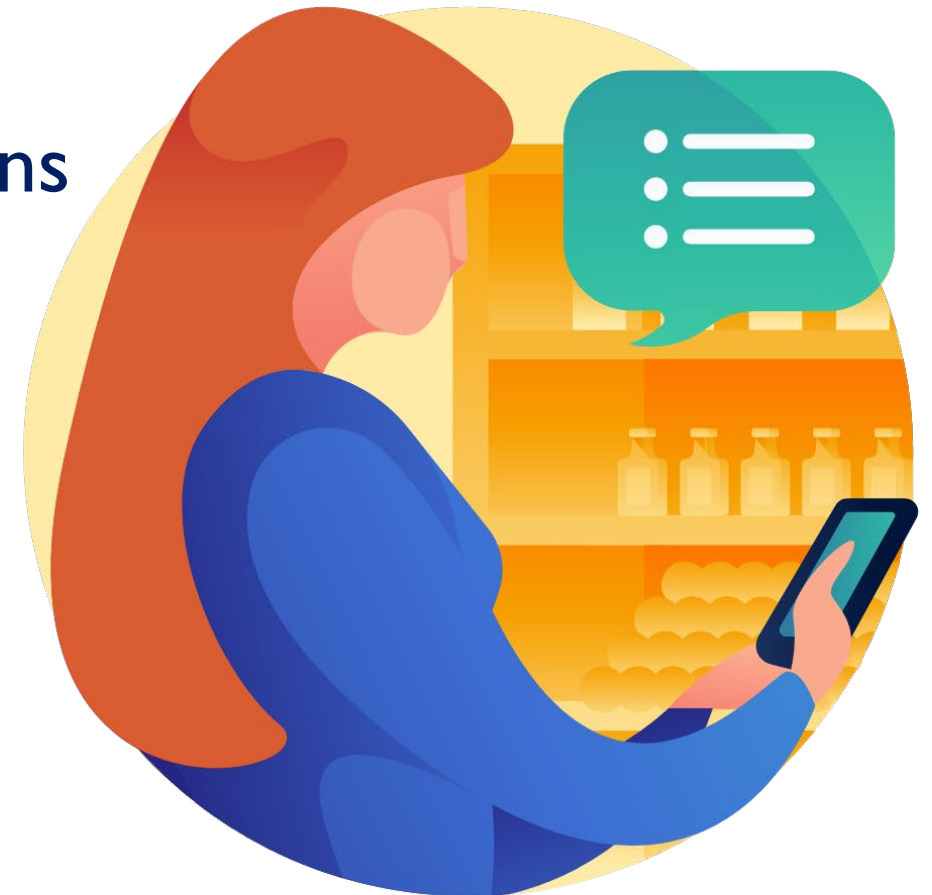
BUILDING AN ADVERTISING STRATEGY

- **Write ads in advance**
 - **Customize** ads for each type of position AND media / outlet
 - Can insert pertinent **details** when you have a vacancy
 - Save LOTS of **time**
- **Write a COMPELLING ad!**
 - Highlight health center – what makes you **unique**
 - Highlight your **community** – why would someone want to live there?
 - Include **benefits** and **positives** about working at your health center



WHERE TO ADVERTISE?

- ☐ National Health Service Corps
- ☐ National Dental & Physician Associations
 - ☐ Local Associations
- ☐ Medical & Dental Schools
- ☐ Residency Programs
- ☐ Primary Care Associations
- ☐ Specialty Magazines



DON'T FORGET ABOUT REFERRALS!

- ❑ In-House advertising
 - ❑ Recruiters in place
 - ❑ Bonus for employee referrals
 - ❑ Trust factor for employee referrals

DEVELOP SOCIAL MEDIA STRATEGIES

- Start with your website and then go forth!
- Social media presences should already be part of your health center's branding strategy
- Start small
- Leverage current staff



DESIGN CANDIDATE SCREENING & INTERVIEW PROCESS



- Track screening and interviewing activities
- Rely on team and previously determined roles and responsibilities
- Screen CVs or applications received online
- Telephone interviews & visits

Respond quickly, communicate often, and ensure rapid turnaround of questions, interviews and site visits

TELEPHONE INTERVIEW CONTENT



NEXT STEPS FOR THE INTERVIEW PROCESS

- Record the interaction for later review by the Recruitment Team
- Review the candidate's CV and make sure he/she is board eligible
- Present results to the Recruitment Team
- If the Recruitment Team thinks the candidate is a good fit, check references, and then arrange a visit
- If there are further questions, arrange a second telephone interview with the appropriate person

THE VISIT

- Don't delay!
- Engage the community
- Engage the whole family
- Engage the whole team

Item	Details	Responsible or Lead Person	Date Finalized
Arrange Logistics 2-3 days			
Travel – flights, ground transportation			
Reserve hotel			
Gift Baskets – if children are coming, include age appropriate toys			
If children attend: Babysitting service			
Create & distribute itinerary			
Provide directions & maps			
Visit			
Pick up at Airport			
Provider Itinerary			
Breakfast with Staff (support staff included)			
Tour of Site(s)			
Visit Hospital/Hospital Administration			
Meet with Providers, Provider Team			
Meeting with CEO			
Review of Contract/Benefits/etc			
Lunch/meeting with CMO			
Partner Itinerary			
Schools			
Child Care Providers			
Banks			
Realtors			
Lunch with community member(s)			
Local recreational facilities & sights			
Meetings with Potential Partner Employers			
Joint Itinerary			
Dinner with key providers, administration and partners/spouses			
Attend cultural performances			

CONTRACT TERMS CHECKLIST

Work Expectations

- ☐ Clinical office hours
- ☐ Administrative responsibilities
- ☐ Call schedule
- ☐ Office sites

Compensation

Details of Incentive Compensation (if applicable)

- ☐ Base Salary
- ☐ Incentives for production (revenue, visits or RVU based) including goals
- ☐ Incentives for quality, including metrics
- ☐ Incentives for patient satisfaction, including goals
- ☐ Incentives for internal administrative task completion, including expectations
- ☐ End of year bonus

Benefits

- ☐ Vacation
- ☐ Holidays
- ☐ Sick
- ☐ Health Insurance
- ☐ Dental Insurance
- ☐ Life Insurance
- ☐ Disability Insurance
- ☐ Retirement Plan

Professional Development

- ☐ Educational Leave
- ☐ Educational Travel
- ☐ Educational Conference or Other Required Educational Expenses
- ☐ Moving Expenses
- ☐ Signing Bonus
- ☐ Other benefits such as sabbatical leave

ONBOARDING

- Onboarding vs. Orientation
- Consider as part of your Retention Strategy
- Formal roles for health center team



DEVELOP AN ONBOARDING STRUCTURE

- ☐ Assigning a mentor to orient and integrate the new provider
- ☐ Assign a person and realistic timeline to each onboarding activity
- ☐ Set expectations for the new provider
- ☐ Conduct weekly check-in calls
- ☐ Conduct weekly check-in meetings - taper off to bi-monthly and monthly
- ☐ Provide opportunities for peer interaction
- ☐ Develop telecommunication links to other providers and resources



QUESTIONS?



STAR² CENTER RESOURCES

STAR² Center Original Resources

- Retention & Recruitment Plan Template
- Self-Assessment Tool
- Financial Impact Tool
- Turnover Calculator
- Strategic Workforce Planning Workbook



JOIN US NEXT TIME!

Next Session

March 11th @ 3pm Eastern

*The affects of COVID-19
on R&R at Health Centers*

STAY IN TOUCH!

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chcworkforce.org

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