ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

Access to Care & Clinician Support

Recruitment & Retention

National Health Service Corps  Resources  Training  Networking

http://www.chcworkforce.org
STAR² CENTER

SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

www.chcworkforce.org
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http://www.chcworkforce.org
• 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
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

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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:
5 and 11

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FORMAL WORKFORCE PLAN

- Track Successes
- Identify Opportunities
- Innovate with Data
- Ensure Alignment with Goals
BE INTENTIONAL ABOUT DIVERSITY, EQUITY, INCLUSION (DEI) & REPRESENTATION (DEIR)
RECRUITMENT PLANNING PROCESS

- Community
- Team
- Priorities
- Budget
- Recruiting Firm
- Advertising
- Social Media
- Interviews
- Contracts
- Onboarding
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

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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

- Defining position
- Working with community partners
- Sourcing candidates
- Screening and interviewing
- Managing internal logistics

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RECRUITMENT PRIORITIES

- Look Out 3-5 Years
- Length of Time to Fill Position
- Assess Plan
- Anticipate Need

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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

- Staff Costs
- Outside Recruiting Expenses
- Interview Expenses
- Hiring Expenses

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## RECRUITMENT FIRMS

<table>
<thead>
<tr>
<th>Cost</th>
<th>Information about vacancies</th>
<th>Communication!!!</th>
<th>Site Visits are Important</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Phone</th>
<th>Email</th>
<th>Address</th>
<th>Fees</th>
<th>References</th>
<th>Date Last Used</th>
<th>Position Filled</th>
<th>Rating 1-5</th>
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</tbody>
</table>
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

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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

- Design template with team
- Describe unique opportunity
- Major eligibility issues
- Specific clinical or lifestyle interests
- Define recruitment process
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

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

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JOIN US NEXT TIME!

Next Session

March 11\textsuperscript{th} @ 3pm Eastern

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

http://www.chcworkforce.org
STAY IN TOUCH!

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