



# Hawaii PCA Two-Day R&R Workshop

## Recruitment Priorities, Budget & Recruiting Firms

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# RECRUITMENT PRIORITIES

## What Matters and Why?

- Define a “big picture” written set of priorities
- JEDI is essential
- Use information from your organizational strategic plan
  - Identify open or soon to-be open positions
  - Identify realistic timelines for completing the recruitment process
- Update as new information becomes available



# RECRUITMENT PRIORITIES

## Things to Consider



Open Positions (Immediate Vacancies)



Reason for Vacancies



Length of Time to Fill Position



Anticipating Vacancy Needs (3-5 years)

# RECRUITMENT BUDGET

It's An Investment



Recruitment is an **INVESTMENT**, plan accordingly!



Plan for a realistic recruiting budget to ensure you have the resources required to mount a successful recruitment effort

# RECRUITMENT BUDGET

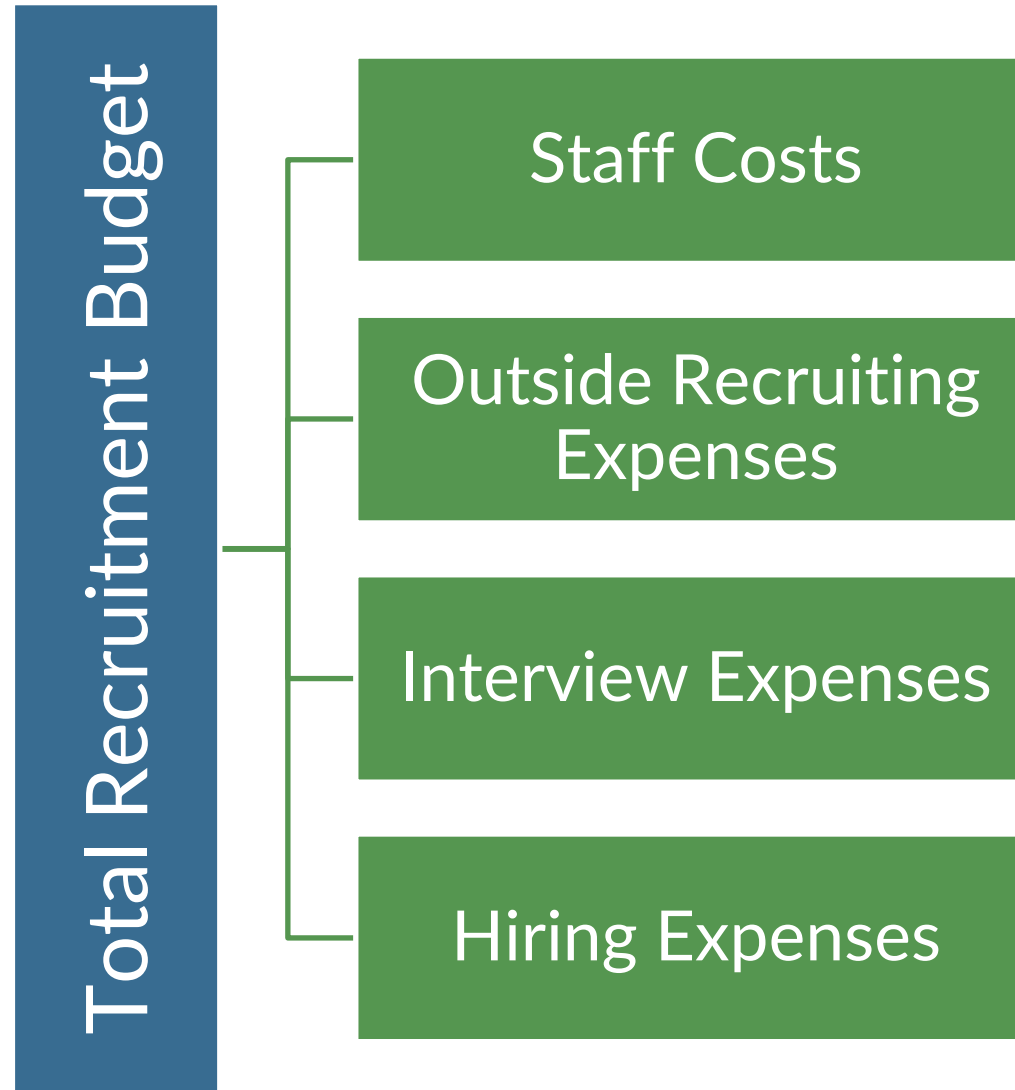
What to Include?



**ACU**  
ASSOCIATION OF CLINICIANS  
FOR THE UNDERSERVED



**STAR<sup>2</sup>CENTER**  
SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION



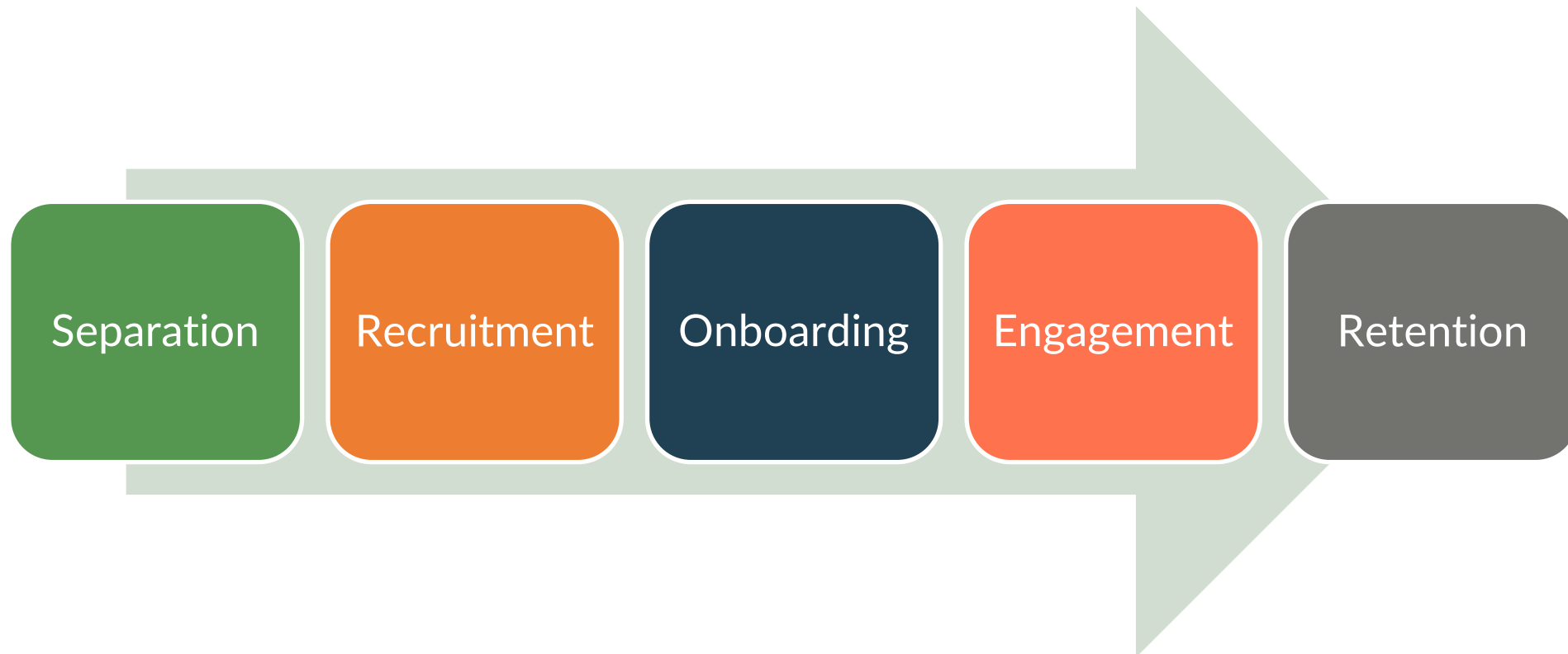
# COST OF TURNOVER

It's Expensive



Turnover is **EXPENSIVE**, plan accordingly!

Calculate the cost of turnover at your health center



# FINANCIAL ASSESSMENT TOOL

## STAR<sup>2</sup> Center Resource



Tangible Costs	Cost
<b>A. Termination Costs</b>	
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	\$ -
<b>A. Total Termination Costs</b>	<b>\$ -</b>
<b>B. Replacement Costs</b>	
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>B. Total Replacement Costs</b>	<b>\$ -</b>
<b>C. Net Impact to Revenue</b>	
10. Revenue Loss from Leaving Provider	\$ -
11. Revenue Recovered from Locum Tenens	\$ -
<b>C. Total Net Impact to Revenue [Recovered - Loss]</b>	<b>\$ -</b>
<b>D. New Hire/Onboarding Costs</b>	
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	\$ -
<b>D. Total New Hire/Onboarding Costs</b>	<b>\$ -</b>
<b>Total Financial Impact</b>	<b>\$ -</b>

- Realize the actual costs of provider turnover
- Looks at direct and indirect cost
- Attempts to quantify the “tangible” costs involved in provider turnover

# RECRUITMENT FIRM

Is it Right for You?



- Get referrals and check references
- Contract with a professional recruiter
- Document/log rating information for future reflection and decisions
- Identify if value outweighs cost
- Request a discount for health center status





# Breakout Groups

- 10 minutes for small group discussions
- Assess your health center's recruitment priorities and begin to think about budget
- Use the Priorities & Budget Workshop Activity document