



Retention Planning: Build It and They Will Stay Part 1

Wednesday, May 22, 2024

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YOUR SPEAKERS



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3RNET Network Coordinators & 3RNET Plus Tools provide additional support to rural recruitment & retention efforts.

Find Network Coordinators:
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3RNET Plus Tools can simplify your recruitment efforts:
www.3RNET.org/PlusTools

Focus on unique needs of rural and underserved communities

RETENTION PLANNING: BUILD IT AND THEY WILL STAY

- Wednesdays, May 22 and June 12 | 4:00-5:00PM ET
- Part 1:
 - JEDI
 - Retention through the Employee Lifecycle
 - Onboarding
 - Mission & Culture
 - Compensation & Benefits



RETENTION PLANNING: BUILD IT AND THEY WILL STAY

- Wednesdays, May 22 and June 12 | 4:00-5:00PM ET
- Part 2:
 - Work Schedules
 - Career Paths
 - Employee Engagement
 - Rural Focused Strategies



LEARNING OBJECTIVES



- **Equip** organizational leaders with the tools and insights necessary to **proactively address potential retention pitfalls**, nurturing a supportive and fulfilling work environment, and ultimately cultivating a resilient and cohesive healthcare team.
- **Learn** how to **customize retention plans** to suit the unique needs and challenges of your health center, incorporating adaptable strategies that resonate with diverse staff demographics and organizational dynamics.
- **Explore** the **recruiting for retention guiding principles** and **identify retention best practices** that foster a positive culture and keep your staff engaged, satisfied, and fulfilled at your health center.



INTRODUCTION

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



JEDI - DEFINITIONS



(Social) Justice: An analysis of **how power, privilege, and oppression impact the experience of our social identities.** It reflects a society, community, and institution mutually shaped to meet the needs of all groups through full and equal participation and creates physically and psychologically safe and secure spaces for all.

Equity: Actively working to identify and eliminate barriers that have prevented full participation across differences in culture and circumstance. It reflects processes and practices that both acknowledge that we live in a world where **everyone has not been afforded the same resources and treatment while also working to remedy this fact.**

Diversity: Having a **variety of social identities** (sex, race, gender, class, religion, ability, health, ethnicity, migration history and many others) that spend time in shared spaces, communities, institutions or society.

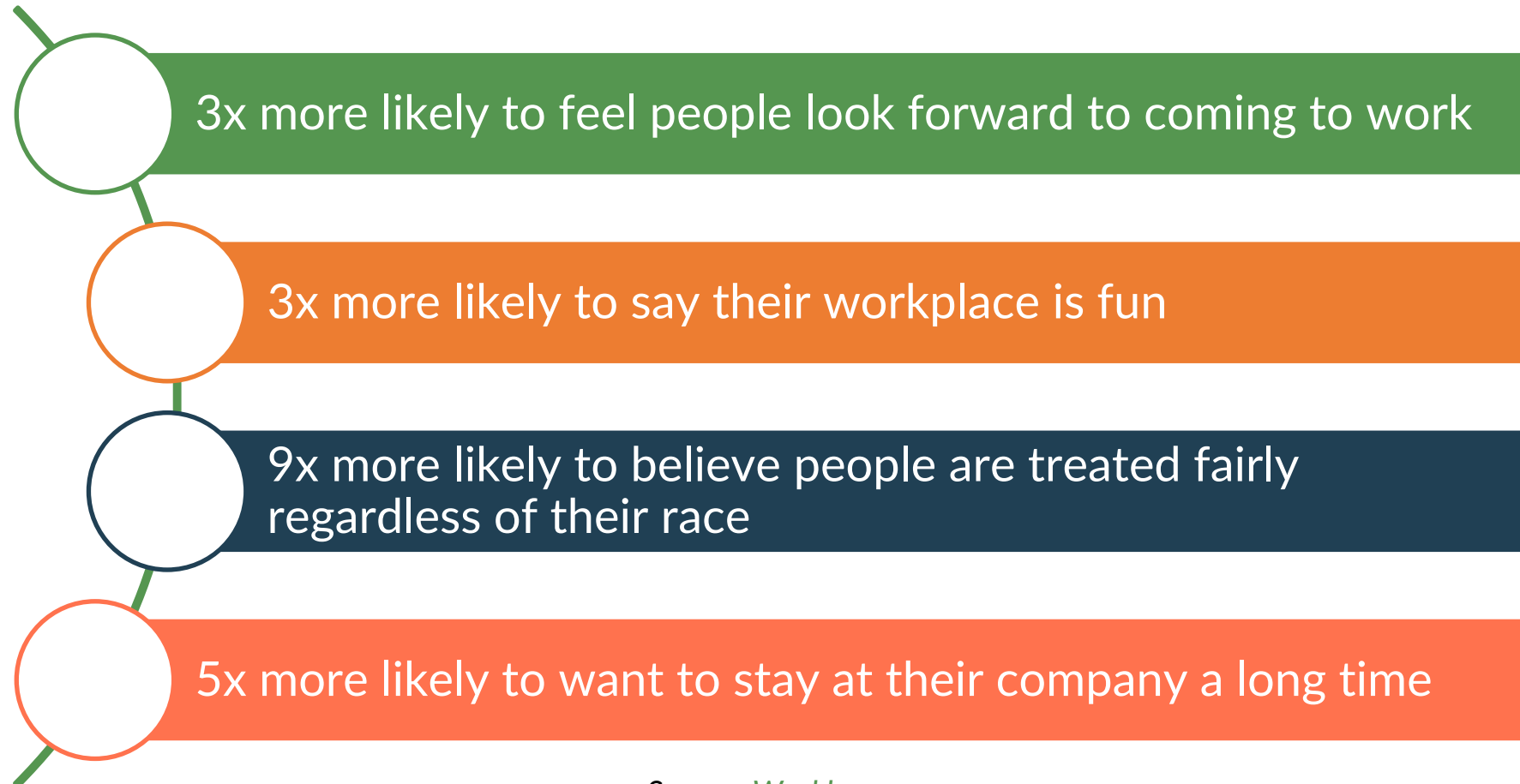
Inclusion: Creating environments in which individuals and groups feel **welcomed, respected, supported, and valued** by eliminating practices and behaviors that marginalize. An inclusive climate **embraces differences** and offers respect in words and actions so that all people can fully participate in the organization's opportunities.

Sources: [Brandeis University](#), [Rutgers University](#), & [Workhuman](#)

WHY DOES JEDI MATTER?



When employees feel like they belong at work they are...



Source: [Workhuman](#)

STAR² CENTER RESOURCE HIGHLIGHT

Building An Inclusive Organization Toolkit



3 R NET



Click [here](#) to access the Building An Inclusive Organization Toolkit!



WHAT DOES IT MEAN TO APPLY A LENS?



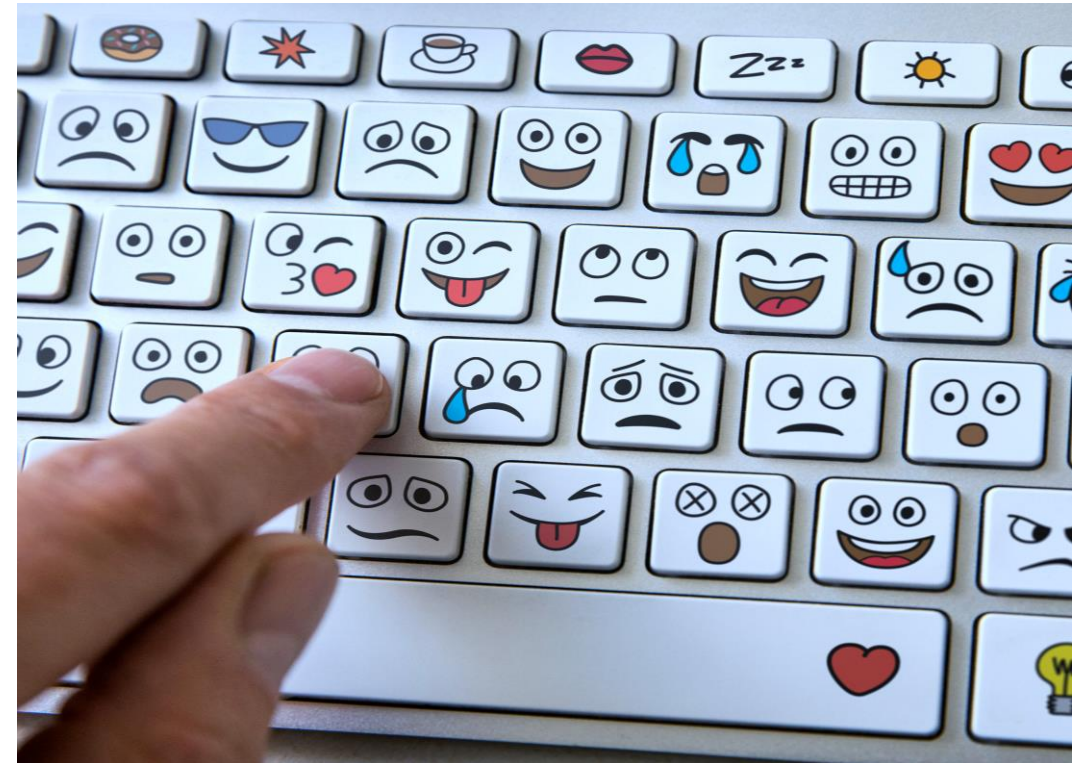
“[A lens is simply a] framework to guide decision-making policies, procedures, programs, or decisions that are being considered.”



RETAINING FOR THE EMPLOYEE LIFECYCLE

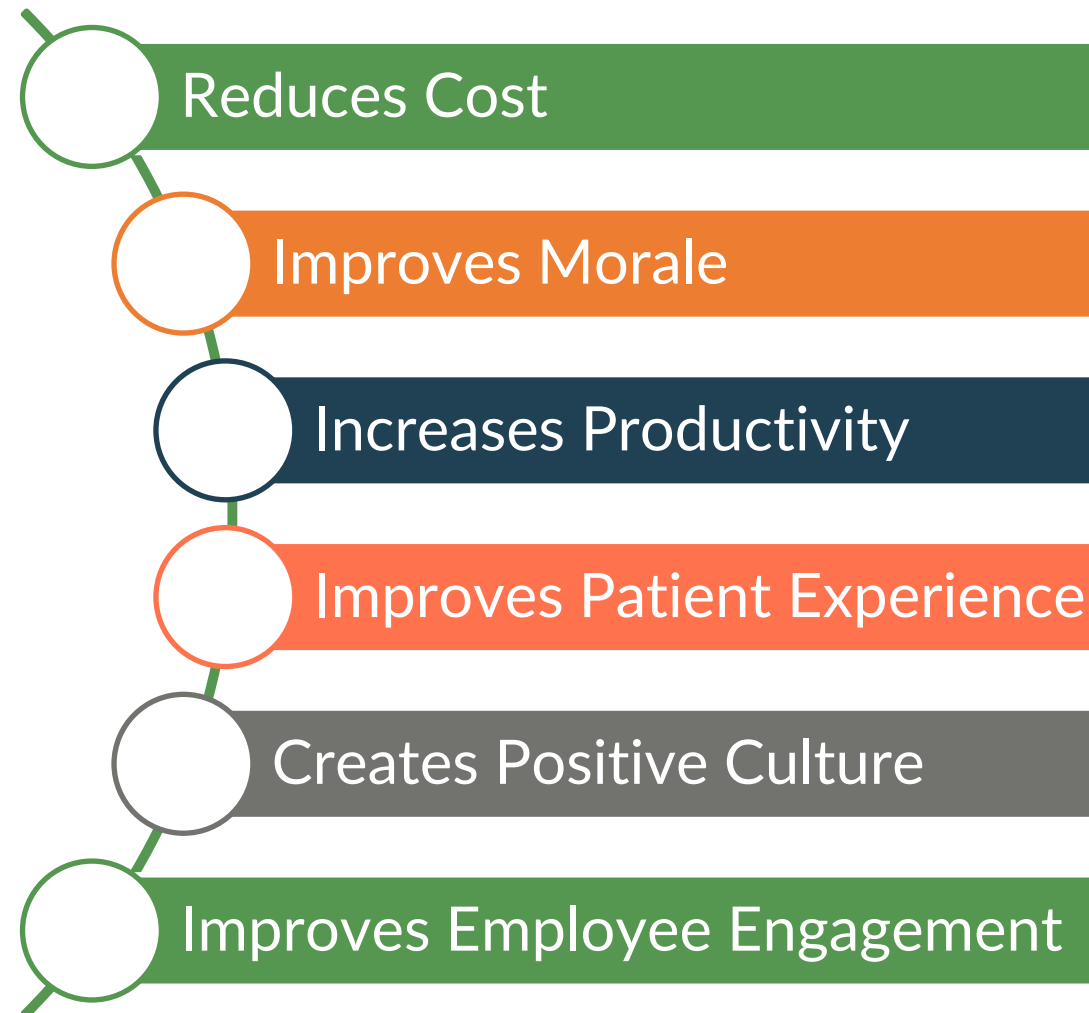


- Onboarding
- Engagement Surveys
- Stay Interviews
- Career Ladders
- Succession Planning
- Work/Life Balance
- Compensation Surveys
- Total Compensation Statements



RETENTION PLANNING

Why Does Retention Matter?



RETENTION PLANNING

Key Areas



MISSION



COMPENSATION



BENEFITS



WORK SCHEDULE

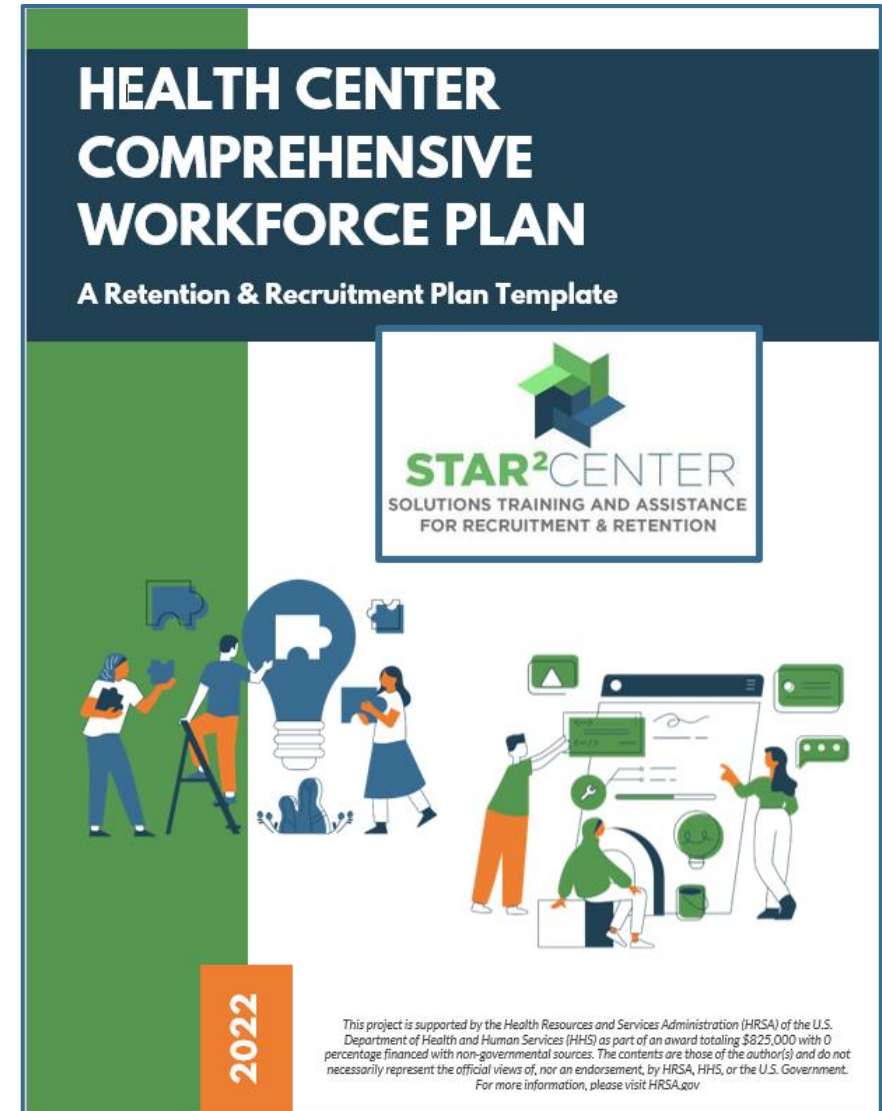


CAREER PATHS

HEALTH CENTER COMPREHENSIVE WORKFORCE PLAN



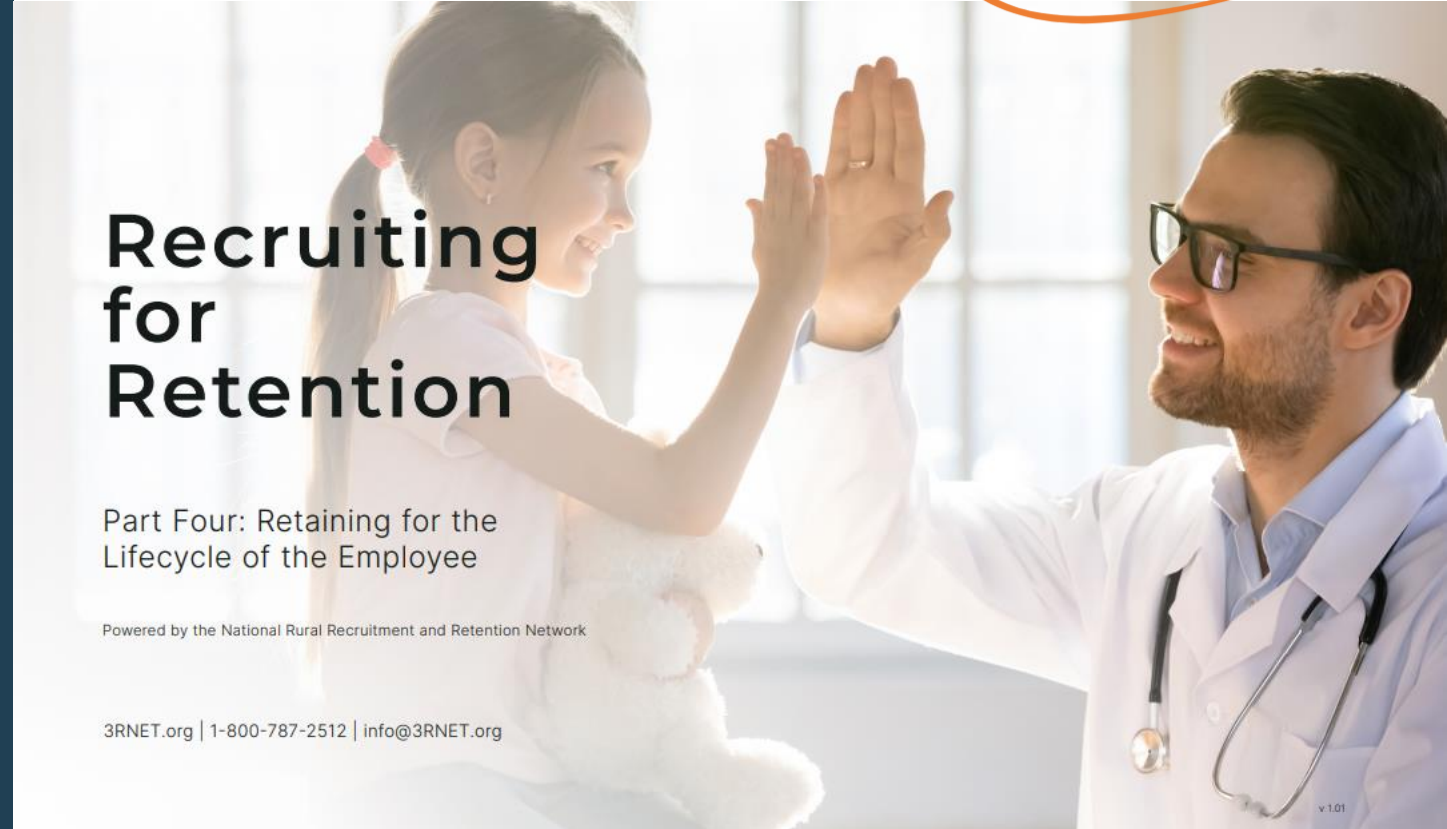
Click [here](#) to access the Health Center Comprehensive Workforce Plan!



3RNET RECRUITING FOR RETENTION GUIDES



Click [here](#) to access the Recruiting for Retention Part 4 Guide!



Recruiting for Retention

Part Four: Retaining for the Lifecycle of the Employee

Powered by the National Rural Recruitment and Retention Network

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ONBOARDING



RECRUITMENT

RETENTION



ORIENTATION



ONBOARDING



ONBOARDING CHECKLIST



HEALTH CENTER ONBOARDING CHECKLIST

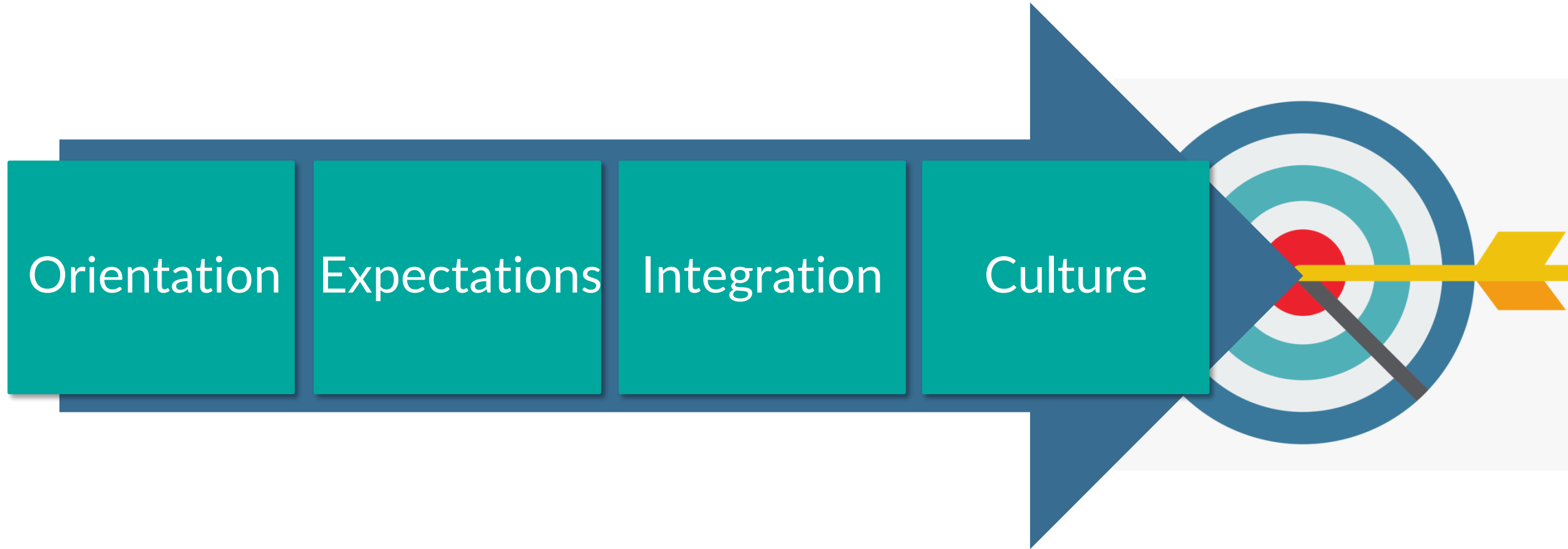
An Editable Template



2023

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WHATS INVOLVED IN ONBOARDING?





The Goal Is **NOT** Assimilation

It is crucial to understand your organizational culture,
BUT finding the “right fit” is about inclusion,
contribution, and positive evolution/change

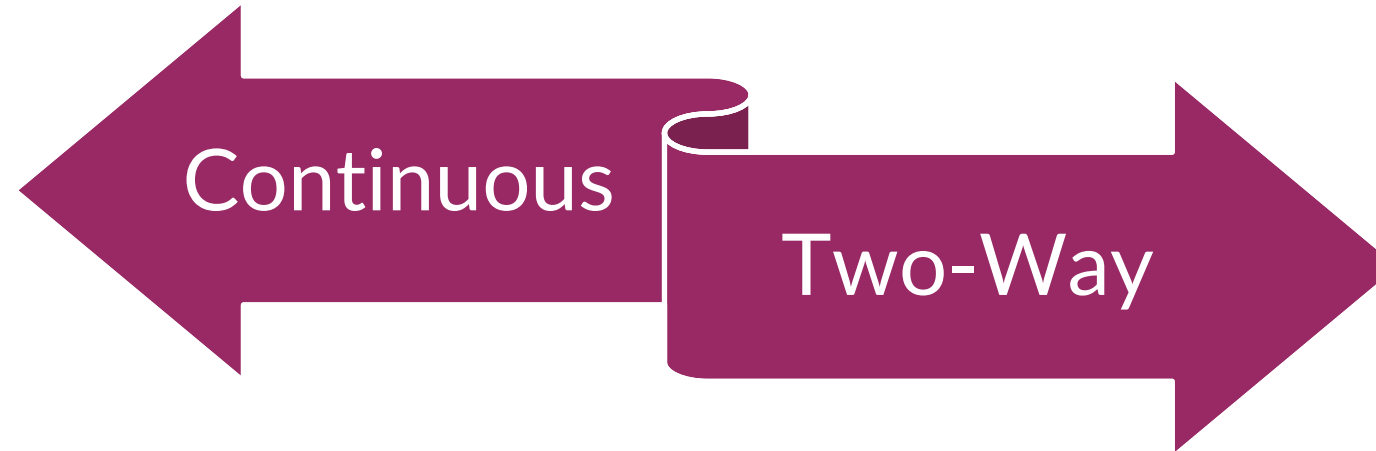
EXAMPLES OF ASSIMILATION



- Rigid expectations about how “professionalism” is defined
- Hiring for “Culture fit”
- “This is how we do things here/That’s not how we do things here”
- Rewarding conformity
- Avoiding conflict



COMMUNICATION, COMMUNICATION, COMMUNICATION!



Continuous, two-way communication may include:

- Listening sessions
- Stay interviews
- Formal or informal recognition

WHY ONBOARDING?



Integrates the new employee into the organization

Sets clear expectations

Productivity occurs more quickly

Reduces turnover!

QUESTIONS TO ASK



- What impression do you want a new hire to walk away with after the first day?
- What do new employees need to know?
- How are you going to introduce your organization's culture and work environment to the new hire?
- What is everyone's role (HR, managers, co-workers)?
- What are the goals for your new hire?
- How long will onboarding last?
- How will you assess and measure the effectiveness of your onboarding program?

THE FOUR C'S OF ONBOARDING



Compliance

- Teaching basic legal and policy related rules and regulations

Clarification

- Understanding expectations, roles and responsibilities

Culture

- Vision, mission, values

Connection

- Interpersonal relationships, community connection



TIPS FOR SUCCESSFUL ONBOARDING



- Assign a mentor to orient the new staff member
- Assign a person and a realistic timeline for each onboarding activity
- Set expectations and goals for the new hire
- Arrange social interactions and allow for time to socialize with coworkers
- Conduct weekly check-in calls or meetings – taper off to bi-monthly and monthly over the first few months
- Provide opportunities for peer interaction outside the community
- Provide support resources



JEDI PRACTICES FOR ONBOARDING



- Discuss with new hires what JEDI means in your organization and how it is applied.
- Create a separate JEDI-specific onboarding session.
- Train hiring managers to lead in this space.
- Coach existing staff on embracing and supporting new hires.
- Inform new hires about internal/external employee resources or affinity groups available.
- Assign a work buddy.



MORE JEDI PRACTICES FOR ONBOARDING



- Make onboarding warm, welcoming, and empathetic to bridge cultural gaps.
- Provide new hires with a preview of the organization's culture and its adoption of JEDI principles.
- Ensure that there are 90-day check-ins during the onboarding process that address organizational culture.
- Set the tone that inclusivity is everyone's responsibility.



SUCCESSFUL ONBOARDING PRACTICES



- ✓ 90% of employees decide whether to stay or go within the first 6 months!
- ✓ Onboarding improves new hire retention by 82%
- ✓ Onboarding improves productivity by 70%
- ✓ Retention after 3 years was 58% more likely when new employees completed a structured onboarding program
- ✓ 78% of remote employees feel their training was insufficient

Sources: BambooHR and Glassdoor

- Prepare for a good first impression
- Ease 1st day anxieties in advance
- Assign buddy and mentor to help acclimate new hires
- Regular new hire team check-ins for seamless coaching and support
- Measure your onboarding success
- Use onboarding technology to streamline paperwork and automate manual processes and track metrics
- Establish onboarding plan for remote employees



MISSION & CULTURE

POSITIVE CULTURE FOCUSED ON ENGAGEMENT



Focuses on a **culture of two-way communication** to continually improve the practice experience, reduce burnout, and support transdisciplinary teams in a consistent way.



MISSION

Engaging Mission-Driven Employees



67% of millennials are engaged at work when they strongly agree that the mission or purpose of their company makes them feel their job is important.

Source: [Gallup](#)

With mission-driven workers, organizations realize:

- major performance gains
- increased employee loyalty and retention
- greater customer engagement
- improved strategic alignment
- enhanced clarity about work priorities

MISSION

Engaging Mission-Driven Employees



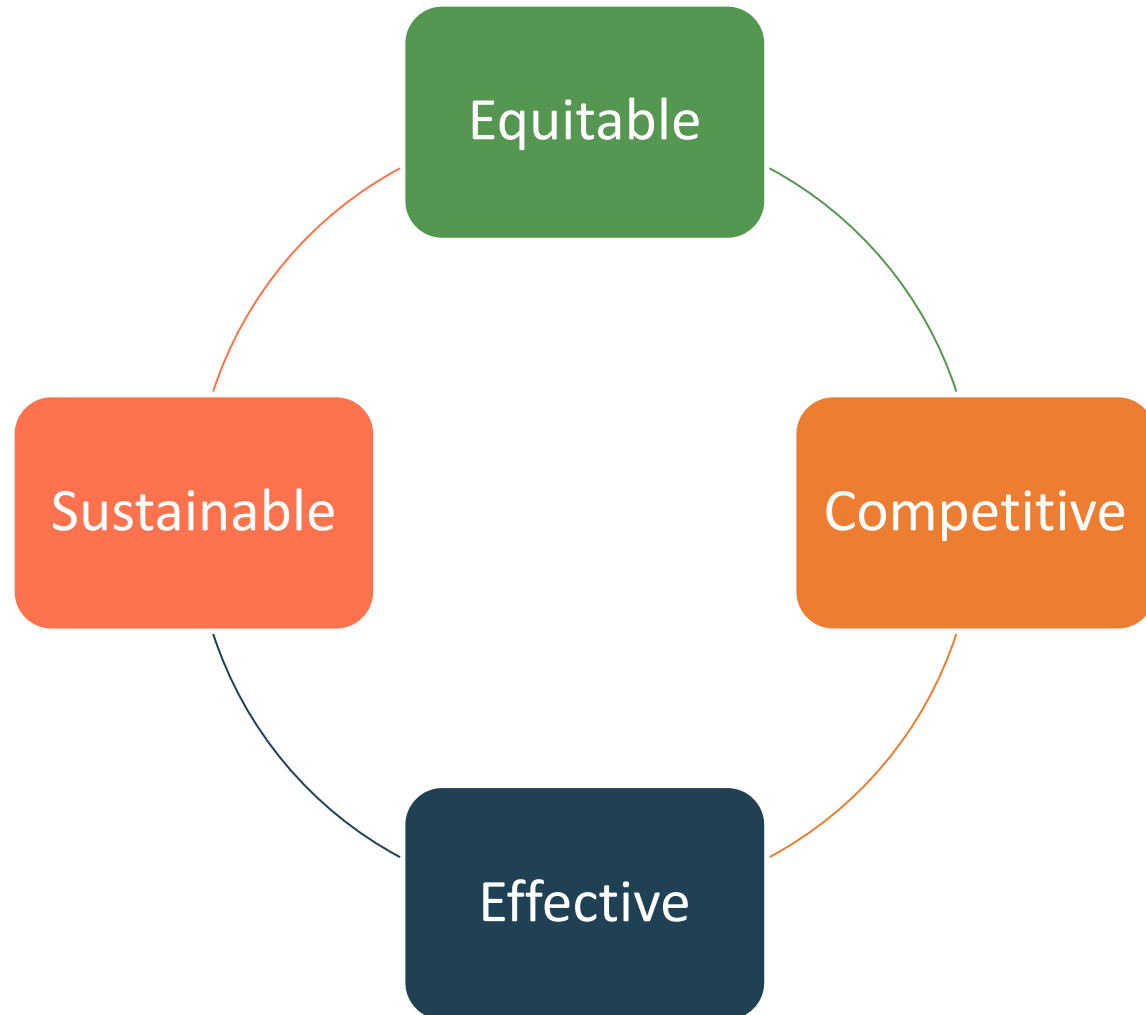
- Include a mission moment during staff meetings
- Recognize systemic injustices, the organization's role in addressing them; check-in with staff
- Continuously communicate the direct connection between the organization's mission and everyone's work
- Create a coffee break or book club for staff to come together to discuss an article of interest
- Share patient stories



COMPENSATION & BENEFITS

FOCUS ON COMPENSATION

A Compensation Plan Must Be...



Equitable and **effective** compensation structure defines a **sustainable** approach to total compensation that is **competitive** and attractive to potential and current staff and maintains fairness.



COMPENSATION

ELIMINATE PAY INEQUITIES

- Conduct regular pay audits
 - Maintain transparency and fairness
- Move to stop using salary history
- Create equitable, inclusive, and fair salary ranges
 - Post in job announcement
 - Stick to it!
- Understand the importance of pay equity and transparency in the retention and recruitment of different workforce generations

STAR² CENTER RESOURCE HIGHLIGHT

Pay Equity Checklist



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Click [here](#) to access
the Pay Equity
Checklist!

STAR² CENTER Health Center Pay Equity Checklist

WHAT IS PAY EQUITY?

Pay equity means equal pay for work of equal value. It is important to distinguish pay equity from pay equality, which means equal pay for equal work. Pay equality overlooks the inequities and restrictions marginalized groups face when seeking to access the same professional opportunities as other employees in an organization; who are often times, the most highly compensated individuals. Pay equity bridges that gap by connecting equal pay to work of equal value.

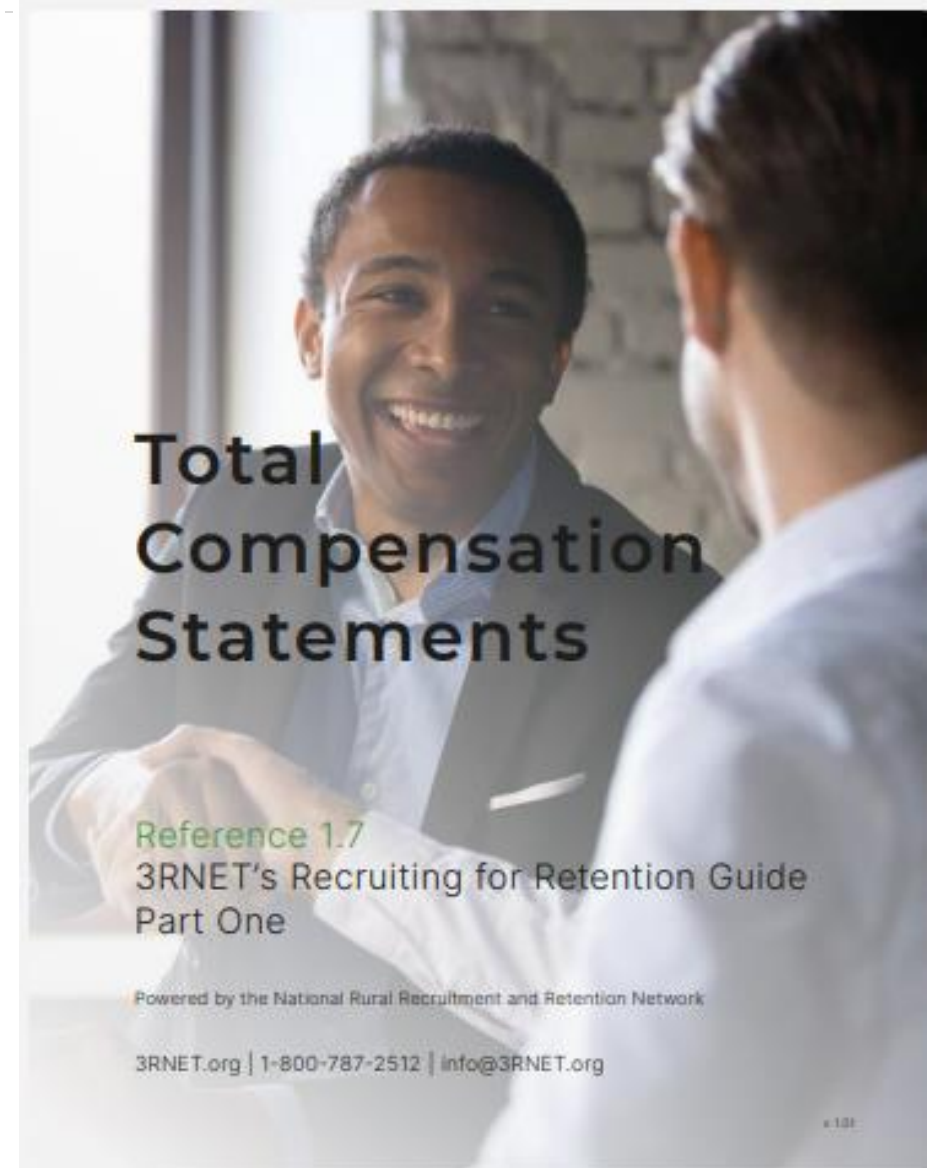
HOW TO STRIVE FOR PAY EQUITY?

- Conduct regular and ongoing pay audits
 - Gather employee data
 - Account for pay differentials
 - Questions to consider when assessing pay differentials:
 - Are there clear and written policies that outline decisions for pay differentials? Does staff know and understand this information?
 - Are pay differentials based solely on non-subjective factors? (i.e., experience, education)
 - Does your organization provide pay raises that align with salary increases for new hires?
 - Identify the causes of pay gaps
 - Assess the role race, gender, age, disability status, etc. play in the identified pay differentials
 - Implement remediation policies and practices
 - Update operational procedures

TOTAL COMPENSATION STATEMENTS



Click [here](#) to access the Total Compensation Statement Guide!



FOCUS ON BENEFITS

Think Outside the Box



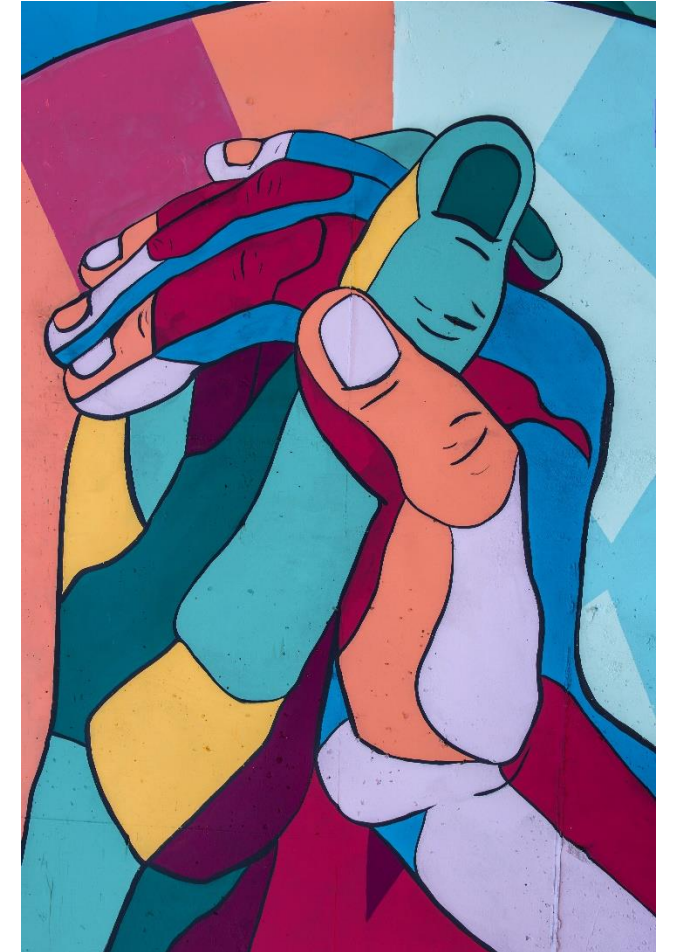
Speak with the workforce about what they need/want!

FOCUS ON BENEFITS

Think Outside the Box



- Does your healthcare plan include transgender care?
- Does your leave include maternal and paternal leave? Is it paid?
- Is holiday leave flexible and does it include people of different backgrounds and belief systems?
- Do you offer mentorship programs? If so, is it specific to BIPOC and other underrepresented/diverse groups?
- Are training programs offering students what they need?
- Does your leave policy define family broadly? (ex: bereavement leave)
- How much emphasis is put on continuing education and career ladders? Are you looking at it from a DEI lens?
- Do your benefits take into account parents (especially single parents)?
- How important is work-life balance in your benefits package?



UNIQUE BENEFITS



What can showcase you as a Destination Employer:

- Culture / Camaraderie / Mission / Community Impact
- Safety / Wellness / Stress Management / Advocate work-life balance
- Communication / Strong Leadership / Professional Development
- Commitment to Diversity, Equity, Inclusion and Belonging
- Flexible Work types (changes in shifts, rotations, teams, telehealth)
- Loyalty programs / Retention bonus / Incentive programs
- Job security, investment options, financial planning, instant pay benefits
- Unique community benefits – discounts/time to enjoy recreational activities, time off to volunteer, childcare or housing support, device/plan stipends

GENERATIONAL PRIORITIES



Boomers (1946-1964)

- Mentoring & training
- Offer phased retirement
- Adapt office facilities
- Benefits and flexibility

Generation X (1965-1980)

- Leadership
- Recognition
- Independence
- Benefits that support the “middle place” i.e. parent and caregiver of parent

Generation Y/Millennials (1981-1996)

- Mentorship
- Training (Junior leadership)
- Meaning & value
- Flexible family-friendly benefits

Generation Z (1997-2012)

- Create value
- Embrace new technology
- Equip Millennial managers
- Collaborate
- Work/Life balance



CONCLUSION

QUESTIONS



UPCOMING EVENTS: REGISTER NOW!

Diversifying the Health Center Workforce: Elevating Cultural Humility & Equitable Care

Wednesdays, May 29 & June 5 | 3:00-4:00PM ET

Register here: <https://tinyurl.com/2mzptufw>

Retention Planning: Build It and They Will Stay, Part 2

Wednesday, June 12 | 4:00-5:00PM ET

Register here: <https://tinyurl.com/y6rsd77n>

Workforce Training & Technical Assistance Professional Development Series

Tuesdays, ~~March 19~~, ~~April 16~~, ~~May 21~~, June 18 | 12:00-1:00 PT ET

Register here: <http://tinyurl.com/23wua23d>





STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Equal Pay for Work of Equal Value White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

[You can find all of the STAR² Center's free resources here](#)

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And the ACU & STAR² Center Video webpage:

www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

And the STAR² Center Podcast page:

www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/



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Our website will be updated with more details soon: <https://academy.3rnet.org//>

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