



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

*Wednesday, June 12, 2024*

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This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$707,964 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov)

# YOUR SPEAKERS



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Access to Care & Clinician Support

Recruitment & Retention

National  
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Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
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Connecting mission-minded health professionals with some of the most unique and rewarding jobs located in the most diverse places across the United States. Places where their services are most needed to care for the underrepresented and disadvantaged populations.

[www.3RNET.org](http://www.3RNET.org)

## Education

Delivering years of rural recruitment and retention expertise through free easy-to-use resources.

Available on the 3RNET Employer Dashboard:

[dashboard.3RNET.org](http://dashboard.3RNET.org)

Free employer registration to access the Dashboard: [3RNET > For Employers > Employer Registration Form](#)

## People & Tools

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

Find Network Coordinators:  
[www.3RNET.org/locations](http://www.3RNET.org/locations)

3RNET Plus Tools can simplify your recruitment efforts:  
[www.3RNET.org/PlusTools](http://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 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.

# RETENTION PLANNING

## Key Areas



MISSION



COMPENSATION



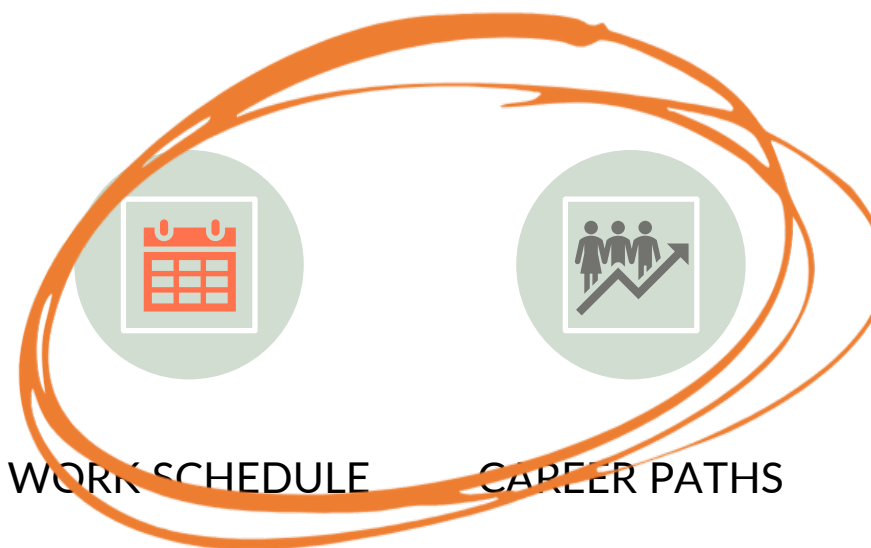
BENEFITS



WORK SCHEDULE



CAREER PATHS







# WORK SCHEDULES

# STAFFING NEEDS



- What does your workforce look like post pandemic?
- Look for areas where there is understaffing to avoid burnout
- Utilize departments that may be fully staffed or slightly overstaffed to conduct cross-training or succession training
- Know your turnover rates
- Conduct exit interviews to understand turnover

# WORK-LIFE BALANCE



- Work is a part of life, it shouldn't be a culture where work and life battle
- Offer flexibility in schedules
- Promote and encourage time off to enjoy hobbies/family/travel
- Host work sponsored activities outside of the facility - sport teams, events, movie nights
- Understand, address, and manage symptoms of burnout among staff
- Engage in wellness strategies, be empathetic and supportive

# WORK SCHEDULES

## Flexibility is Key



- As of **2019**,
  - Nearly **a third** of workers had sought out a new job because their current workplace didn't offer flexible work opportunities, such as remote work or flexible scheduling
  - **Fifty-two percent** of respondents had tried to negotiate flexible work arrangements with their companies
  - **Eighty percent** of those surveyed said that they would be more loyal to their employers if they had flexible work options
  - About **two-thirds** of the workers said they are more productive working outside of a traditional office environment, citing fewer distractions and interruptions, reduced stress from not commuting, and minimal dealings with office politics as their main reasons.

# WORK SCHEDULES

## Flexibility is Key



3 R N E T

A no- or low-cost strategy for staff retention and recruitment is **work schedule innovation**. Adequate clinical coverage and on-call coverage is the highest priority for health centers, but this is not always best achieved with traditional full-time schedules. There are many advantages to part-time, flexible, hybrid, or remote schedules.



# HYBRID & REMOTE WORK

## No Longer an Option, It's an Expectation



- 9-5 work day has changed
  - Embrace generational differences
  - Understand the benefits for working students, parents, those with different needs
- Develop policies and procedures
  - Write them down!
  - Get input from staff
  - Make sure everyone understands
- Be aware of legal requirements
  - Ex: tax implications for employees working in different states
- Think about remote work needs
  - Access and cost of phone, computer, Wi-Fi, office materials
    - Consider offering stipends





## **CAREER PATHWAYS, STAFF DEVELOPMENT, & SUCCESSION PLANNING**

# CAREER PATHS

Make Them Available and Accessible



Staff are often more likely to stay with an organization if there are opportunities for **professional growth and advancement.**





# DEVELOPMENT OPPORTUNITIES

## The Why



**ACU**  
ASSOCIATION OF CLINICIANS  
FOR THE UNDERSERVED



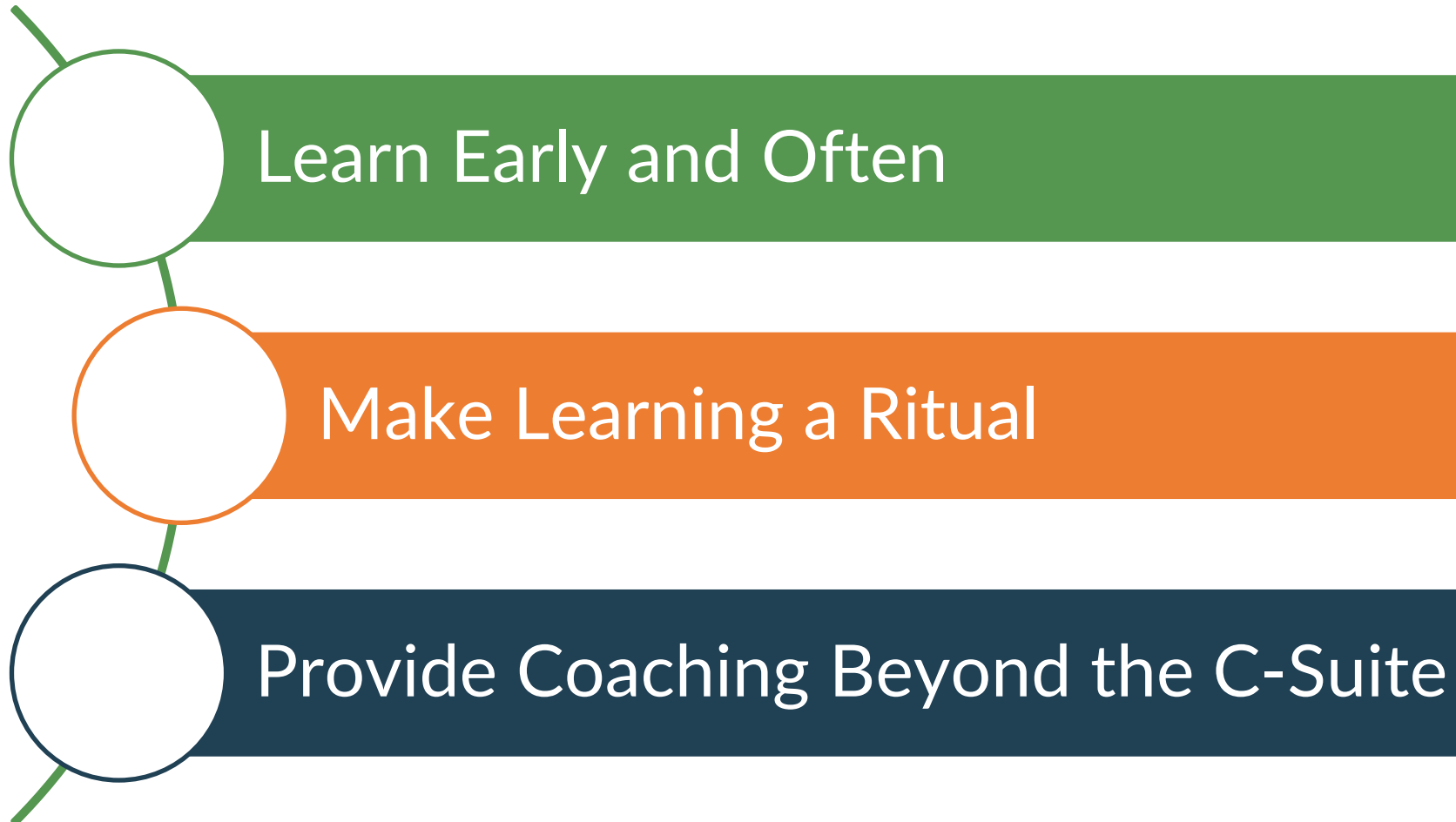
- Employees believe **professional development** is the number-one way to improve company culture
- **86% of professionals** said that they would change jobs if a new company offered them more opportunities for professional development



Source: [Harvard Business Review](#)

# STAFF DEVELOPMENT

## The How



Source: [Harvard Business Review](#)

# CAREER PATHS

## Key Steps



# SUCCESSION PLANNING



Fill future vacancies



Replace unique skills



Identify skill gaps/training



Boost morale and retention



Retain institutional knowledge



Gain greater DEI



# SUCCESSION PLANNING RESOURCE



Click [here](#) to access the  
Succession Planning  
Guide!

## Succession Planning

Reference 4.3  
3RNET's Recruiting for Retention  
Guide: Part Four

Powered by the National Rural Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org

# SUCCESSION PLANNING

## Action Steps



- Prepare leaders to participate and establish open communication
- Examine and refine current goals, align program with the business objectives
- Review Organizational chart
- Promote professional training and incorporate performance management
- Create a mentor program and plan for knowledge transfer
- Allow designated time for employees to shadow
- Foster open promotion practices
- Match job functions to employee strengths





# APPLYING THE JEDI LENS

# WORKFORCE DEVELOPMENT

Justice, Diversity, Equity, & Inclusion (JEDI)



3 R N E T

A health center's development strategy should:

- Meet the needs of *diverse* staff
  - BIPOC, underrepresented, and historically marginalized groups
- Provide mentorship and talent development opportunities focused on the needs of each group
- Acknowledge inequities in workplace advancement
- Ensure access to leadership positions for *all* staff
  - Experience is as important as education





# WORKFORCE DEVELOPMENT

## JEDI



- Workforce development strategy needs to be inclusive and equitable
- Develop an organization or system that is welcoming to new populations and/or identities
- This new presence is not merely tolerated but **expected to contribute meaningfully into the system in a positive, mutually beneficial way**
- Work to ensure diversity exists at all levels of the organization





# EMPLOYEE ENGAGEMENT

# BEHAVIORS OF ENGAGED/ DISENGAGED EMPLOYEES



The term employee engagement relates to the level of an employee's commitment and connection to an organization.

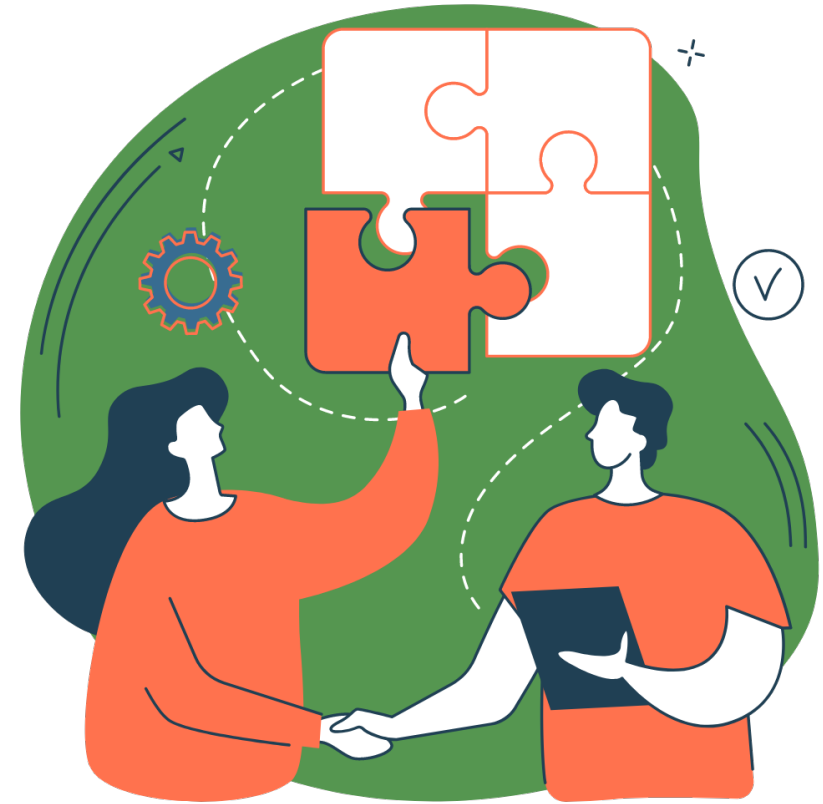
Engaged behaviors	Disengaged behaviors
Optimistic	Pessimistic
Team-oriented	Self-centered
Goes above and beyond	High absenteeism
Solution-oriented	Negative attitude
Selfless	Egocentric
Shows a passion for learning	Focuses on monetary worth
Passes along credit but accepts blame	Accepts credit but passes along blame

Source: [Society for Human Resource Management \(SHRM\)](#)

# COMMUNICATION DRIVES ENGAGEMENT

Options for continuous, two-way communication:

- Staff Satisfaction/Engagement Surveys
- Stay Interviews
- Listening Sessions
- Formal/Informal Recognition

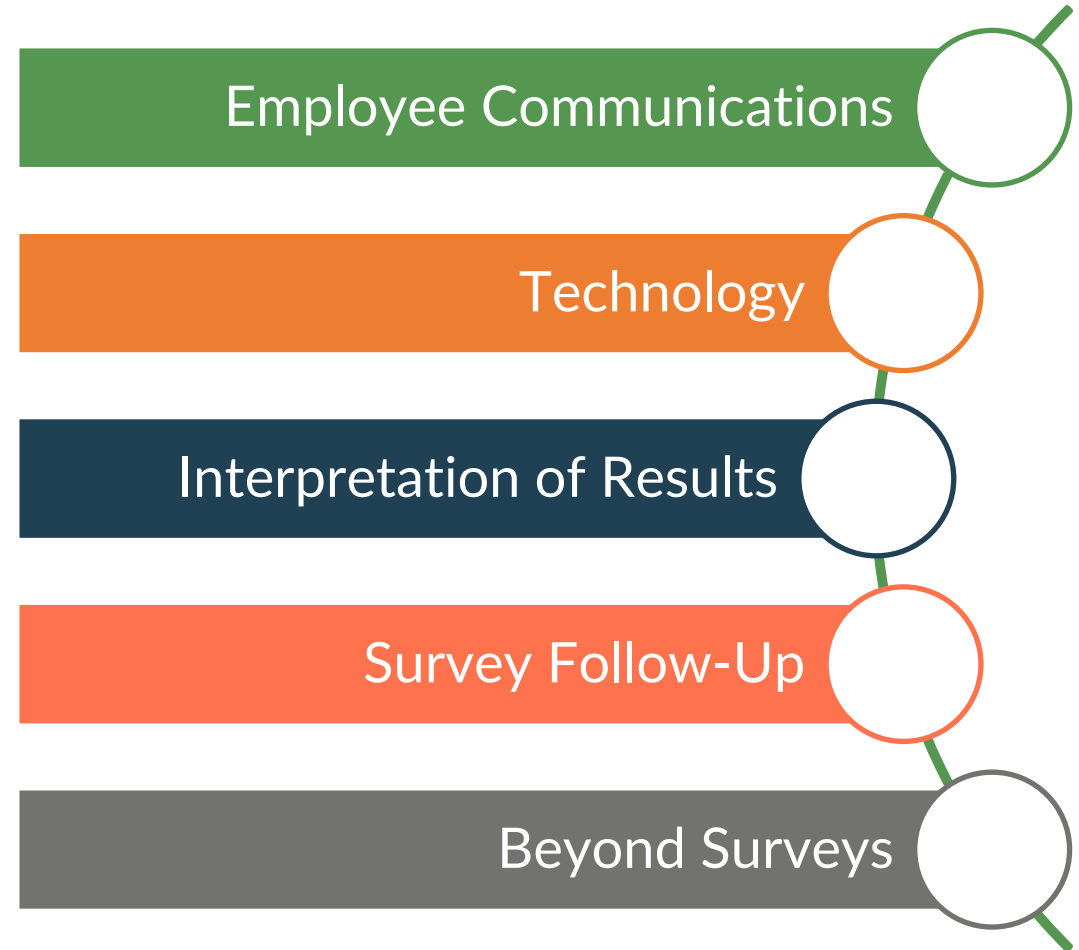
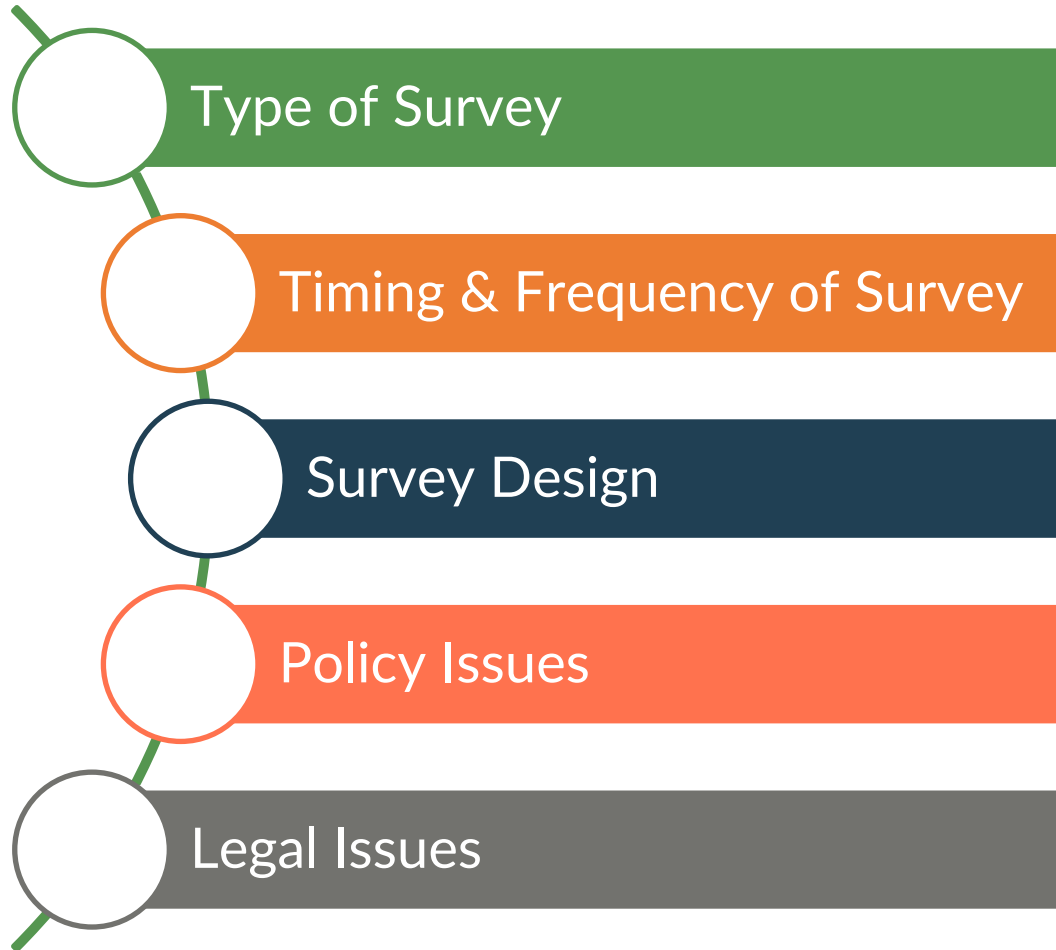




**WITHOUT DATA**  
**YOU'RE JUST ANOTHER**  
**PERSON WITH AN**  
**OPINION**

*- W. Edwards Deming*

# INITIAL CONSIDERATIONS FOR STAFF SATISFACTION SURVEYS

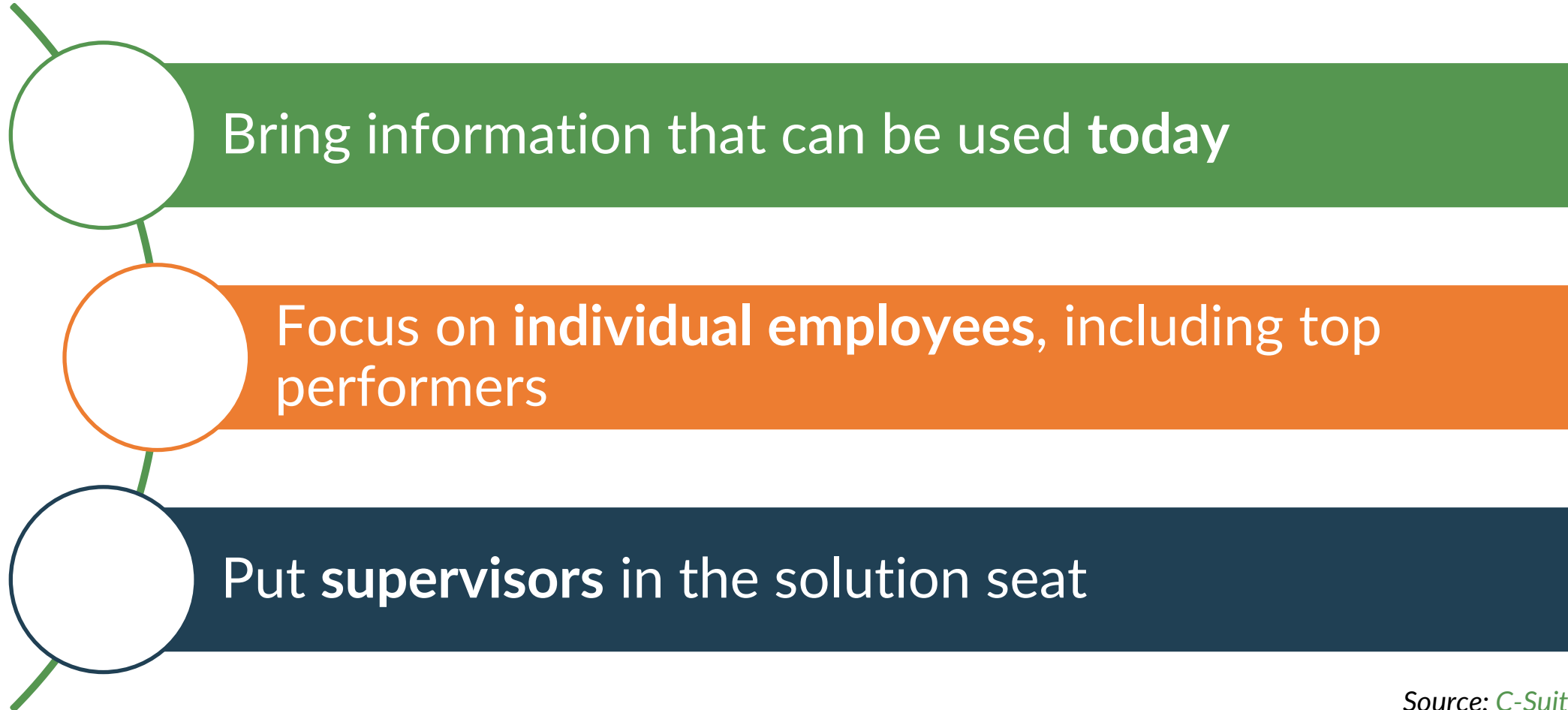


# STAY INTERVIEWS

Why



## Stay interviews...



Source: [C-Suite Analytics](#)

# STAY INTERVIEWS

## How



- Why do you choose to stay here?
  - Why would you leave or what might entice you away?
  - What do you enjoy, or is most energizing, about your work?
  - What more do you want to learn?
  - Are we fully utilizing your talents?
  - What are your career goals?
  - What, if anything, is getting in the way of your success?
  - How can I help? What can I do differently to better assist you?
- ❖ **RURAL Focus:** Find out if their spouse/family needs are being met - if they aren't, what can your organization do to help?







# RURAL FOCUSED STRATEGIES

# RURAL FOCUSED STRATEGIES



- Sponsor periodic social gatherings of the staff, their spouses and families
- Assign someone to orient and help integrate the spouse and family to the community
- Fund career and personal development opportunities for the employee and spouse
- Provide networking opportunities for peer interaction outside the community
- Develop telecommunication links to clinicians in other communities and to continuing education and support resources
- Collaborate with local partners to find solutions to housing and childcare challenges ([RHIhub](#) and [USDA](#))





**CONCLUSION**

# QUESTIONS



# UPCOMING EVENT: REGISTER NOW!

## 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>





# STAR<sup>2</sup> 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 STAR<sup>2</sup> Center's free resources here](#)

[Sign up for our newsletter here for new resources, trainings, and updates](#)

# INTERESTED IN TRAINING ON YOUR OWN TIME?



Check out the STAR<sup>2</sup> Center Self-Paced Courses: [chcworkforce.elearning247.com](https://chcworkforce.elearning247.com)

And the ACU & STAR<sup>2</sup> Center Video webpage:

[www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed](https://www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed)

And the STAR<sup>2</sup> Center Podcast page:

[www.chcworkforce.org/web\\_links/star%c2%b2-center-chats-with-workforce-leaders/](https://www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/)



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# SAVE THE DATE



**3 R N E T**

**2024 AC▲DEMY**

6-PART WEBINAR SERIES: *Retention Tools, Data, and Stories*

Bi-weekly sessions with a focus on retention strategies and practical tools for employers.

*October – December 2024*

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

## STAY IN TOUCH!

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