



# Planning and Implementing Flexible, Hybrid, & Remote Work Models to Improve Recruitment and Retention

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# LEARNING OBJECTIVES



- Understand the increasing expectation for flexible, hybrid, or fully-remote work schedules
- Examine work scheduling options for clinical and non-clinical staff
- Learn to assess opportunities for different work models at the health center
- Learn best practices and tools for managing communication, leadership, and maintaining staff cohesion during remote work
- Understand the role flexible work scheduling plays in equity and inclusion

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Introduce yourself: current  
role, years in that role,  
health center  
name/location, and a fun  
fact about yourself

(feel free to share as much or as  
little as you would like)



# WORKFORCE IS THE FUEL

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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

# Components of a Comprehensive Workforce Plan



HP-ET Plan



# RETENTION PLANNING

## Key Areas



# WORK SCHEDULES

Flexibility is Key



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.



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Does your health center  
offer hybrid or remote  
work options to staff?



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If yes, which staff does  
your health center allow to  
work remotely?



# HYBRID, REMOTE, & FLEXIBLE WORK

## It's an Expectation



- 9-5 workday has changed
  - Embrace different work preferences/needs
  - Understand the benefits for *all* staff
- 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



# SETTING BOUNDARIES

## The Importance of the 40-Hour Work Week



Work to create a culture that expects and supports a 40-hour work week.



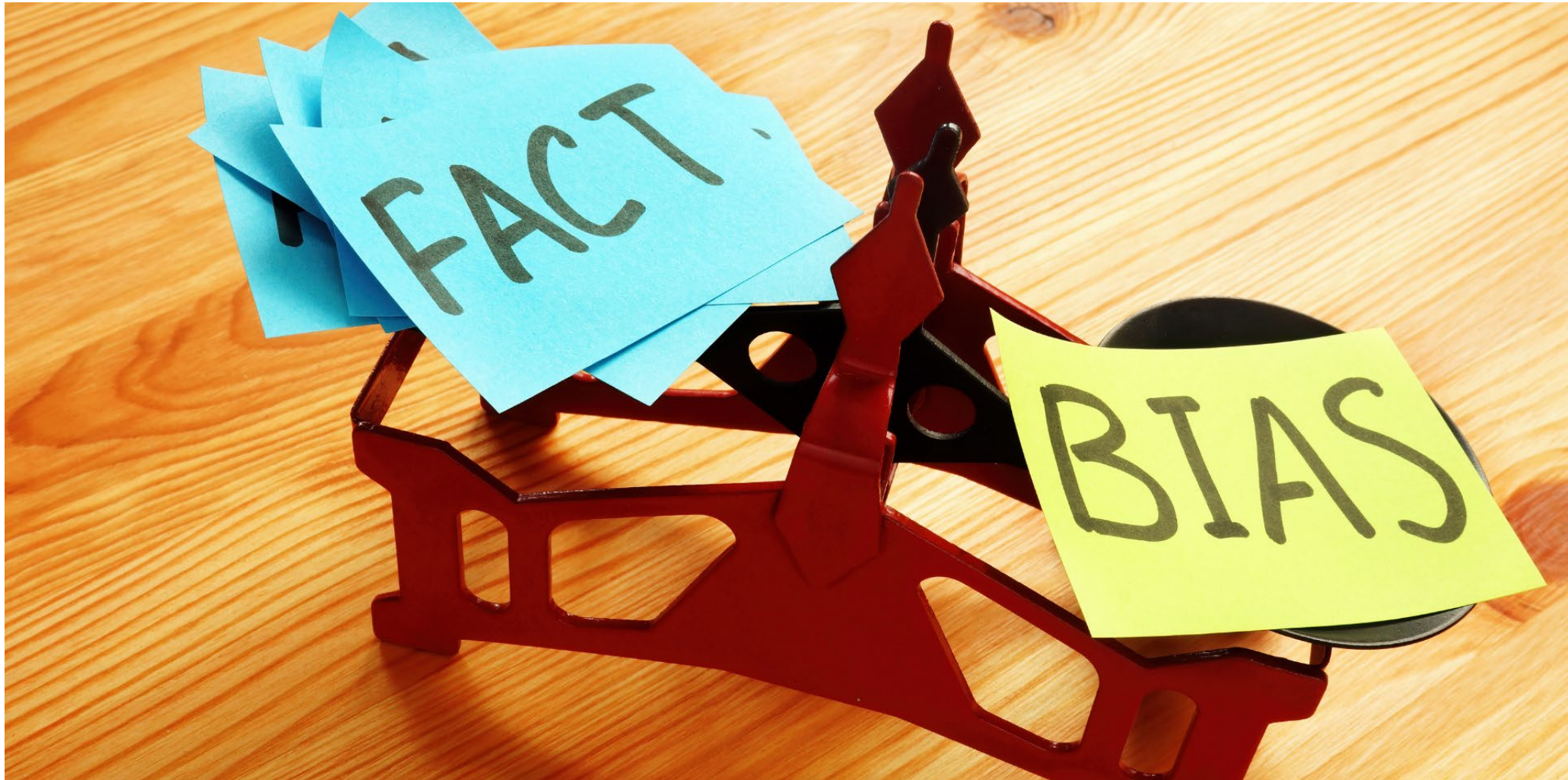
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What biases exist toward  
remote and hybrid/flexible  
work schedules?



# FACE-TO-FACE VS. REMOTE WORK

Do Not Make Assumptions



# HYBRID, REMOTE, & FLEXIBLE WORK

## Benefits

- Better work-life balance
- Less time commuting
- Money-saving option
- Supports various employee needs
  - Parents
  - Students
  - Individuals with disabilities
- Greater staff satisfaction and engagement
- Improves retention and recruitment
- Increase in productivity\* and revenue



# HYBRID, REMOTE, & FLEXIBLE WORK

## Challenges



- Patient preferences/need for face-to-face interactions
- Not available or appropriate for all positions
- Disengagement or isolation
- Overcoming negative perceptions/biases
- Specific costs (ex: technology, office supplies)
- Resistance from leadership
- Requires a shift in mindset
- Rapid changes in technology



*“If leaders and managers want to make this transition successfully, however, they’ll need to do something they’re not accustomed to doing: **design hybrid work arrangements with individual human concerns in mind, not just institutional ones.**”*

- Lynda Gratton, [Harvard Business Review](#)



# HYBRID, REMOTE, & FLEXIBLE WORK

Take a Human-Centered Design Approach



## Inspiration

How to better understand people?  
And, engage them in the process



## Ideation

Generate ideas, test, identify opportunities, and refine solutions



## Implementation

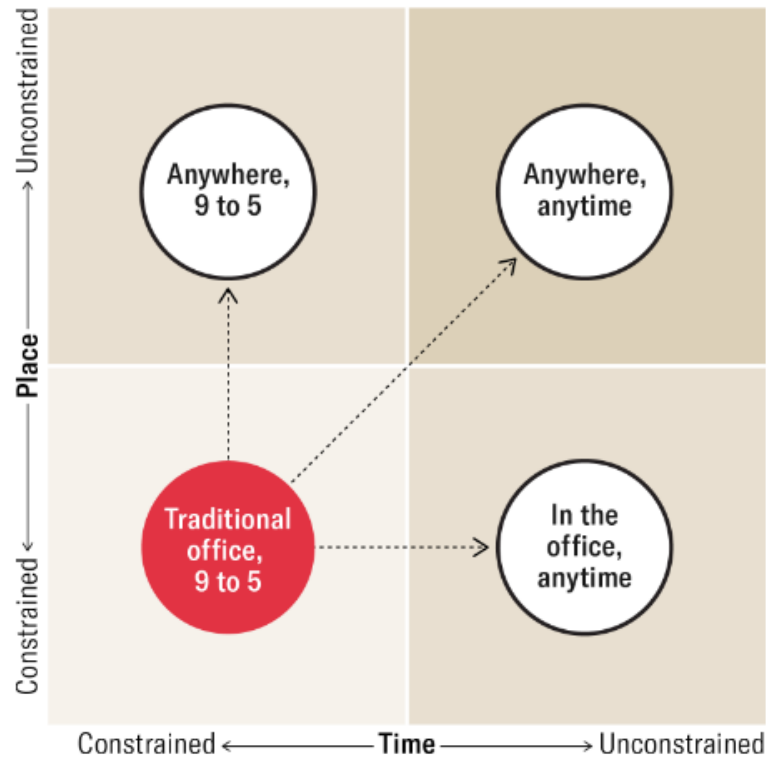
Make the design available and maximize its impact



Source: [IDEO Design Kit](#)

## Work Arrangements in Place and Time

Working in the office from 9 to 5 used to be the norm, with companies allowing limited flexibility in where or when employees worked. The pandemic has upended that model, as managers recognize that many employees can work productively anywhere, anytime.



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## Considerations:

- Jobs and tasks
- Employee preferences
- Projects and workflows
- Inclusion and fairness

Source: [HBR How to Do Hybrid Right](#)

# STAR<sup>2</sup> CENTER CWP TEMPLATE

## Work Schedules



Newly Updated!

Click here to access the STAR<sup>2</sup> Center's [Health Center Comprehensive Workforce Plan](#) (includes Instructions, Template, and Action Plan)



Table 10. Staff Schedule Types

Schedule Type	Availability	Assessment	Action Plan
Part-time	Available	Three part-time staff	None
Job Sharing	Not available	No job-sharing partner	Consider for next provider recruited
Flexible Schedules			
School hours			
Evenings			
Weekends			
Long days			
Hybrid Schedules			
Remote/Telework Schedules			



# HYBRID, REMOTE, & FLEXIBLE WORK

## Best Practices



- Develop a proper onboarding process
- Allow for proper introductions to the health center and other team members
- Prioritize communication and transparency among teams and supervisors
- Provide regular team-building activities
- Conduct regular check-ins with supervisors and team members
- Ensure leadership support
- Prioritize the wellness and mental health of staff



Source: [STAR<sup>2</sup> Center & HITEQ Center Best Practices for Adapting to the Remote and Hybrid Workforce in Team-Based Care](#)

# HYBRID, REMOTE, & FLEXIBLE WORK

## Develop Clear Policies & Practices



- What positions work remotely? And why? (goal is to offer this option to *ALL* staff)
- What are the work hours and expectations for remote/hybrid staff?
- How are responsibilities divided or shared among remote and in-office staff?



# HYBRID, REMOTE, & FLEXIBLE WORK

Avoid Turnover



Turnover is **EXPENSIVE!**

\*Calculate your health center's turnover costs by using the [STAR<sup>2</sup> Center Financial Assessment Tool](#)

Therefore, use data to make a business case for retention:

- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your organization losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?

# QUESTIONS





# STAR<sup>2</sup> CENTER RESOURCES



- [Recruitment & Retention Self-Assessment Tool \(Newly updated!\)](#)
- [Health Center Comprehensive Workforce Plan Template \(formerly Health Center Provider Recruitment & Retention Plan - Newly updated!\)](#)
- [Pay Equity Checklist](#)
- [Pay Equity White Paper \(New Resource!\)](#)
- [Financial Assessment For Provider Turnover Tool \(Newly Updated!\)](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist \(A Brand New Tool!\)](#)
- [HP-ET Financial Impact Assessment Tool \(A Brand New Tool!\)](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)

[You can find all of the STAR<sup>2</sup> Center's free resources here](#)

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READY TO LEARN MORE?

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**STAR<sup>2</sup> Center Self-Paced Courses**

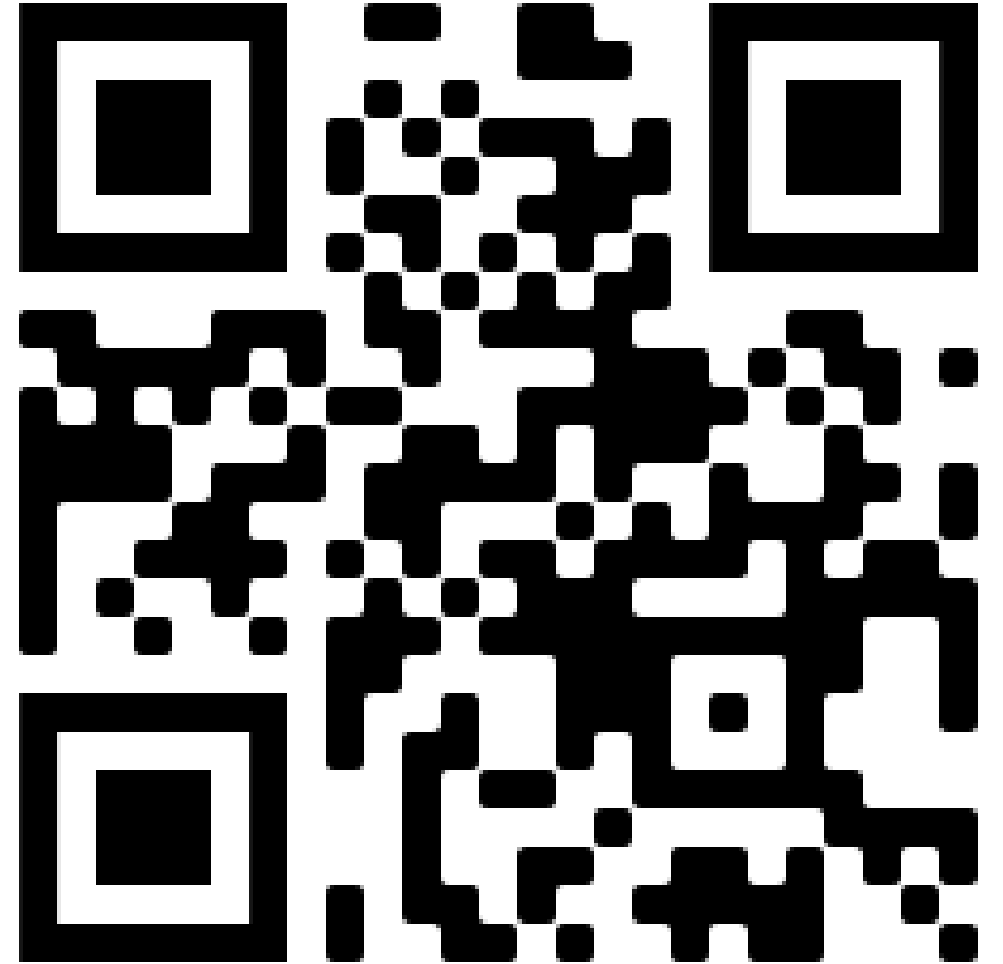
And the STAR<sup>2</sup> Center's  
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