TASC 90

Workforce Recruitment & Retention

October 24, 2023

National **Rural Health** Resource Center

Your Participation is Critical For Success!

- **Webinar Engagement from our Coordinators helps other Flex Programs Nationwide.**

- **Don't hesitate to share your stories!**

- **Closed captioning is available**

- **When not speaking, please keep microphones muted**

- **Use chat box, raise hand feature, or come off mute to ask questions**

- **A copy of recording will be made available**

- **Please take a moment to complete the polling questions on your screen**

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National Rural Health Resource Center

The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health

- Collaboration and Partnership

- Performance Improvement

- Health Information Technology

- Workforce

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National Rural Health Resource Center

Diversity, Equity, Inclusion, & Anti-racism

Building a culture where difference is valued.

The Center is committed to DEI and anti-racism. We create an environment that reflects the communities we live in and serve; a place where everyone feels accepted and empowered to be their full, authentic selves; and where everyone belongs.

We understand the impact of and seek to defeat racism and discrimination in ourselves, our workplace, and the world. This guides how we cultivate leaders, build our programs and resources, and deliver our technical assistance.

We are an organization that honors, celebrates, and respects all dimensions of diversity. These principles are central to our mission and to our impact.

Read more at ruralcenter.org/DEI

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Objectives

> At the conclusion of today's webinar, be able to:

> Apply knowledge gained during the TASC-90 to improve your State Flex Program's support of workforce efforts.

> Apply knowledge gained during the TASC-90 to develop Flex Workplan Initiatives to target workforce recruitment and retention.

> Recall the best practices discussed, to better support workforce technical assistance needs of CAHs.

> Relate the best practices discussed, to improve program evaluation of future Flex Workplan activities.

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Today's Agenda

- Flex Partners Updates
- NOSORH Workforce Activities
- 3RNET Best Practices
- OK Flex / Fairview Regional Med Ctr
- MT Flex / Clark Fork Valley Hospital
- Q&A / Polling / Closing Comments

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FMT Update

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RQITA Update

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FORHP Flex Update
TASC 90

October 24, 2023

Vision: Healthy Communities, Healthy People

Slides are provided for technical assistance purposes to FORHP recipients, for official policy please see the relevant postings in the Federal Register and other guidance/resources

Upcoming Important Dates

- PIMS Report: due October 31, 2023

- End of Year Report (and EMS Supplement End of Year Report, if applicable): due November 30, 2023

- FFRs: due November 29, 2023

- Carryover prior approval requests: due December 29, 2023
  - This is a hard deadline, no extension requests can be granted

Upcoming Important Dates

- Flex FY 2024 NOFO
  - Available tentatively mid-December 2023
  - Due back tentatively mid-March 2024
  - If you have unspent funds from FY23, you will be able to request a carryover as normal, the grants are continuing

SORH & Flex Funding

SORH

- 3RNet academy/ membership
- Trainings
  - Based on work plan
- Dissemination of information
- Engage with partners
- Resources from NOSORH

Flex

- Needs Assessment
  - And work to address needs!
- Trainings
- *Some* certifications
  - Based on work plan
- TA/resources from TASC

Important Reminder! We cannot duplicate federal funding

Call your PO to discuss any changes in your work plan or
questions regarding allowable costs

TASC Updates

- **Population Health Toolkit Updates Pending**

- **HCAHPS Vendor Updates Pending**

- **State Flex Profiles Updated**

- **Join us for Nov 15th VKG – Subcontract Management Webinar**

- **Don't miss the 5 Part - Evaluation Series!**

- **10/25 National CAH Quality Assessment and Inventory Kick-Off Call**

- **Today's Speakers: Clark Fork Valley Hospital & Fairview Regional Medical Center are recipients of Best Practices Nomination Awards. For additional information on these organizations refer to Website and Rural Route.**

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National Rural Health Resource Center

3RNet | National Rural Recruitment and Retention Network. (n.d.). Www.3rnet.org. https://www.3rnet.org/

ruralcenter.org

National Rural Health Resource Center

Recruitment for Retention Readiness Assessment Overview

Mike Shimmens - Executive Director
Mark Barclay - Director of Member Services
Mandi Gingras - Director of Education

Welcome to the new 3RNET

3RNET is the nation's most trusted resource for health professionals seeking careers in rural and underserved communities.

Powered by the National Rural Recruitment and Retention Network since 1995.

Teaching Recruitment *for* Retention Best Practices for Nearly 30 Years.

3RNET

The Nation's Most Trusted Resource for Health Professionals Seeking Careers in Rural and Underserved Communities.

Nationwide. + **Job Search.** + **Healthcare.** + **Heart.**
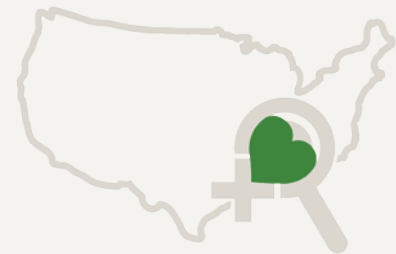
3RNET Services

Job Board

If you haven't seen 3RNET recently, you haven't seen 3RNET!

+

Education

Academy, Community Apgar, R4R Guides, R4R Assessments, PRISM, & more

→

3RNET PLUS TOOLS

Meeting small recruitment teams where they are at with the tools they need to implement recruiting best practices.

Furthering our mission to improve rural and underserved communities' access to quality health care through recruitment of physicians and other health care professionals.

Recruiting *for* Retention Growth

July 2021

- 405 employers with active jobs
- 3,382 active opportunities

October 2023

- 1,419 employers with active jobs
- 11,251 active opportunities

Strength in Workforce Partnerships

National Association of Rural Health Clinics (NARHC)

- 3RNET powered job board

https://www.narhc.org/narhc/3RNET_Job_Board.asp

National AHEC Organization (NAO)

- AHEC Scholars

https://www.3rnet.org/For-Professionals/Professional-Registration-Form

R4R Readiness Assessments

Each individual report contains information and observations from several different sources including:

- Interview with individuals from the organization and community, representing the recruitment team
- A post interview survey for additional anonymous feedback
- Review of the organization's web presence
- Review of the organization's various job postings
- Report back to employer with personalized examples, feedback, and recommendations

Goals of the Reports

The reports are meant to aid organizational and community stakeholders with the following:

- Give an unbiased review of web presence and job postings
- Provide identified unique selling points that can be used to market open positions
- List potential barriers to recruitment and ideas to overcome
- Identify key contacts in the state for incentive programs and recruitment assistance
- Supplement report with a resource guide that provides key, easy to implement strategies

Executive Summary on Findings

- For all the employers reviewed, having a stable and supportive administration is key

- Healthcare is vital to rural communities, going above just providing clinical care meeting all the needs of the patients they serve – Strong mission to serve advantage

- Good benefits and PTO is a unique selling point that can set employers apart

- Having a strong web presence is vital in today's virtual dominate space, with an emphasis on the mission, community impact, and the culture of the organization.

- More compelling job postings are needed to be competitive and attract candidates - more focus on what a candidate wants vs. standard job description (what an organization wants/needs)

- The employers reviewed have barriers to recruitment similar to other rural/underserved communities – limited pool of candidates, lack of a dedicated recruitment staff/process, limited sourcing options, competition with neighboring facilities, housing options, attracting outsiders to area, retention

- Opportunities, both short term and long term, exist to improve recruitment outcomes – developing a recruitment team, finding new ways to market jobs, connections with training programs, and engagement strategies with current employees to foster fulfillment and encourage retention

Website Findings

Best Practices :
- Clean, easy to navigate design, responsive
- Shows programs and services offered
- Staff photos, recognition, testimonials
- Social media links, easy navigation
- Community happenings related content

Common Challenges :
- Patient centric, not being utilized as recruitment tool
- Lacking photos, testimonials and videos
- Missing community info and links
- Missing mission and community impact
- Jobs not listed on website, cumbersome application process
- No "selling" info on career page – What's in it for the candidate?

TIP: Show culture and create a compelling candidate-focused career page with all available positions listed.

Example - https://www.cmmc.health/

Web Presence/Search Engine Findings

What shows up when you Google your org?

- Business profile
- Google reviews, Indeed and Glassdoor reviews
- Social media platforms
- Community links
- Competitors?

Social Media Best Practices:

- Utilizing Facebook and LinkedIn as recruitment tools and updating frequently
- Mixing public announcements and job postings (shares!)
- Staff recognition, DEI initiatives, scholarship opps, and community partnerships

Facebook example - https://www.facebook.com/baystatehealth/

Career Page Findings

Best practices:
- Easy to find Careers page located in main navigation – visible from all pages
- Details on benefits and application process included
- Conveying culture, DEI initiatives
- Links to follow on social media
- Job posting search field, clear call to action, sign up to join talent community

Common Challenges:
- Provider openings not listed
- Cumbersome application process - download, print & mail 5-page application
- No community info or links provided
- Missing compelling mission statements, community impact, culture statements, photos, videos, testimonials, benefits, NHSC eligibility, opportunities to teach, DEI initiatives, professional development

Example: Employment - Central Montana Medical Center (cmmc.health)

Unique Selling Points (USPs)

- What makes your organization/community unique in a positive way? What do you do better than your recruitment competitors?

- Is an advantage still an advantage if most other organizations also provide/have it?

- Different demographics of providers/employees desire different things. By identifying USPs, we are better able to define our ideal candidate.

- Evaluate candidate motivations and describe how the position will meet their interests – What will their practice look like; who will they work with; practice culture; patient demographics, volume; call schedule; EHR, equipment and procedures; support staff; option to teach; LRP or visa eligibility; community offerings

- Highlight and include your USPs when producing any material targeting candidates.

Potential Barriers to Recruitment

- Lack of team approach for provider recruitment process/plan, structured sourcing plan
- Reliance on Indeed or search firms to source, no incentives for referral candidate leads, not utilizing a broad variety of sourcing channels
- Communicating culture – How do outsiders know you're a great place to work?
- Unclear eligibility for incentive programs
- Marketing tools and messaging to attract candidates
- Shortage of candidates (behavioral health, nursing, dental, support staff)
- Lacking structured retention strategies and onboarding support to reduce turnover – stay interviews, employee engagement, opportunities for professional development, etc
- Leadership turnover
- Competing with neighboring hospitals/practices within 50-mile radius
- Perception of community - lacks diversity, access to shopping/services, spouse satisfaction
- Housing availability and commute time

Sample Recommendations

- Identify community links that depict your community in a positive light, communicate the unique selling points your community/region has to offer, promote closest urban area as a close neighboring community, not distant

- Consider adding brief Bios with provider photos – virtual intros, shows commonalities; add team photos throughout the website (depicts culture)

- Brainstorm ideas to alleviate long commute barriers – mileage reimbursement or travel stipend

- Continue to seek creative solutions for housing needs for new providers/staff – temporary housing options, neighboring community housing options, relationships with local realtors, financing opportunities with local banks

- Research state, regional and national salary surveys to help understand the current market trends; advocate for fair compensation that's competitive for your area – Recruitment and retention will continue to be difficult without competitive pay; continue to promote strong benefits and incentives to offset any difference (total compensation statement)
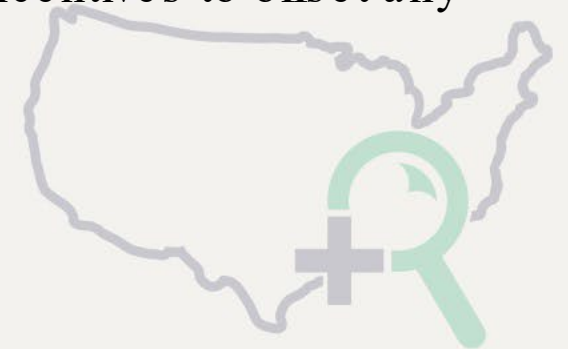
Recruiting for Retention Readiness
Projects in SC and LA

- **SCORH Behavioral Health Workforce Collaborative**
  - 3-part webinar series - Strategies to Recruit Behavioral Health Professionals & Create a Positive Culture for Retention
  - Virtual assessments for 3 Substance Use Disorder Treatment Facilities in Rural South Carolina
  - 2023 Academy statewide sponsorship for all SC behavioral health and safety net facilities

- **LRHA Rural Workforce Recruitment for Retention Readiness Project**
  - Recruiting for Retention Workshop: A Rural Focus on Attracting & Finding Candidates and Retention Best Practices in Today's Environment
  - Virtual assessments for 9 selected rural facilities – 3 RHCs, 3 CAHs, 3 FQHCs
  - 2023 Academy statewide sponsorship for all LA rural facilities
  - Recruitment for Retention Readiness Assessment Overview Webinar

SOUTH CAROLINA OFFICE OF
RURAL HEALTH
Investment. Opportunity. Health.

LOUISIANA RURAL HEALTH ASSOCIATION

Marketing Projects

- Informative digital flyers
- LRHA Website page
  - http://www.lrha.org/Recruitment-Readiness
- State specific access codes and registration links
- Scheduling links for ease of scheduling interviews and assessments
- Recorded webinar sessions for on-demand viewing
- Wrap up webinar on assessment statewide findings

Virtual Assessment Resource Guides

- R4R Assessment Review powerpoint
- Sourcing guide and sample sourcing plan
- Referral program guide
- Free and Low-Cost Marketing Tools
- Rural Specific Resources for Rural Communities
- Effective Candidate Marketing & Sourcing
- Employer's Guide to Workforce Programs
- Recruitment for Retention Guides
- Factors to Market your Community Guide
- Access to recorded Academy webinars and 3-part BH webinar series

Questions?

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Mark Barclay - barclay@3RNET.org

Mandi Gingras – gingras@3RNET.org

Oklahoma Flex

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Fairview regional medical center

Fairview Regional Medical Center Primary service area 7,675, Secondary service area 7570
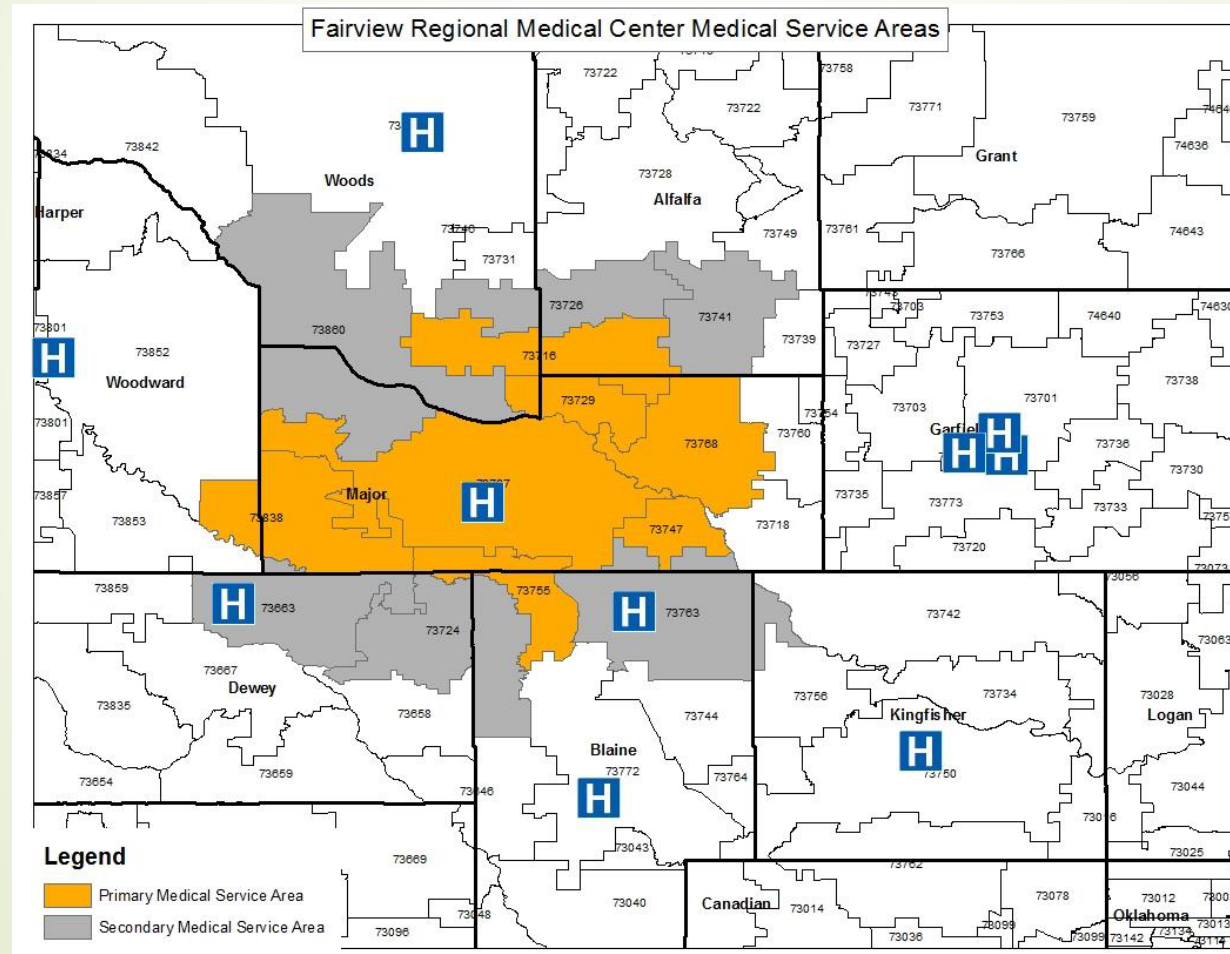
Workforce Development

- C.N.A. to L.P.N. stipend 30 hours per pay period while in school, Hospital Foundation provided tuition assistance

Workforce Development

- Highschool student IT paid internship gives valuable skills and real-world experience in the IT field. Also allows CIO to concentrate on bigger issues.
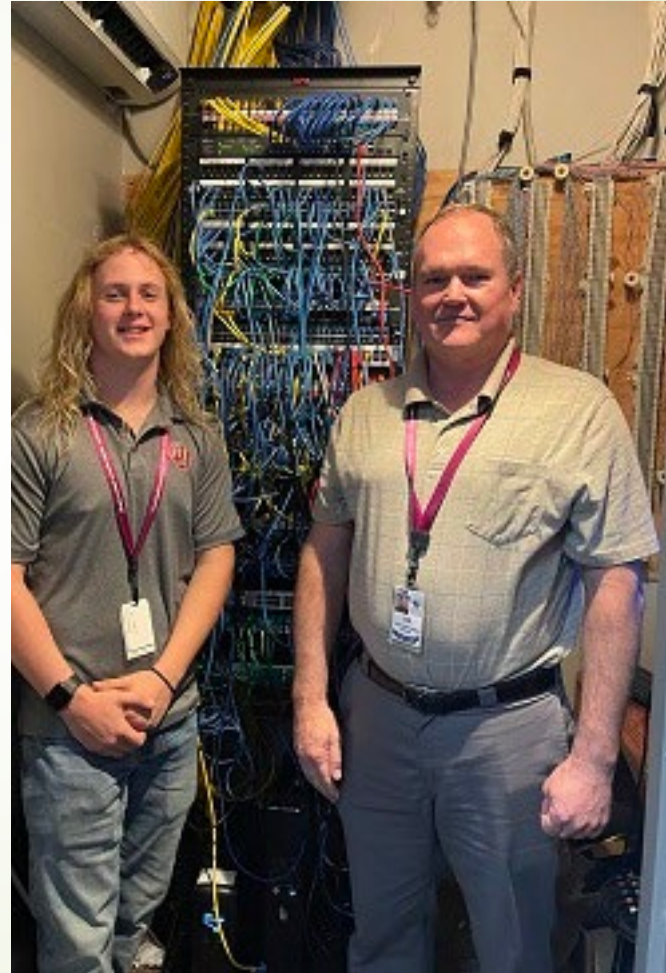
Workforce Development

- Medical Laboratory Technician training in partnership with Barton County Community College in Great Bend Kansas. One prior participant is now a med student at OU.

New Outpatient Therapy Building Built with Economic Development Administration Grant

Brought four professionals back home to work and added three additional jobs

Thank you

Questions?

Montana Flex

Clark Fork Valley Hospital
& Family Medicine Network

Home. (n.d.). Www.cfvh.org. https://www.cfvh.org/

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Clark Fork Valley Hospital Plains, Montana

Employee Recognition

"The act of acknowl-edging your people for who they are and what they do".

"Employees who feel appreciated are more likely to personalize care and engage in consistent behaviors that accelerate organizational excellence to help you achieve your mission".

Employee Recognition Tool

As a leader is it important to me that you understand how much I appreciate your contribution to Clark Fork Valley Hospital. Please help me succeed with reward and recognition by filling out this form.

Name: Davita Crossbay

On Acute Care, I recognize each individual employees birthday with a team sign, and personal greeting card. Do you want to partake in this recognition each year?
☑ Yes, Birth Day/Month May. 23   ☐ No, Thank You

I also celebrate each holiday in various forms. Do you want to partake in holiday events?
☑ Yes   ☐ No

On a scale of 1 to 5, with 1 being the least appreciated and 5 being the most appreciated, please rate the following forms of recognition. (Circle)

Verbal Recognition in Private	1	2	(3)	4	5
Verbal Recognition with Team	1	2	3	4	(5)
Yearly Service Award/Certificate/Pin	1	(2)	3	4	5
Thank You Card/Note	1	2	3	(4)	5
Holiday Card/Gift	1	2	3	(4)	5
Birthday Recognition/Card	1	2	3	(4)	5
KUDOS Email & Note on KUDOS Board	1	2	3	4	(5)
Personal Gift	1	2	(3)	4	5
Gift Certificate	1	2	3	(4)	5
Employee of the Month Nomination	1	2	3	4	(5)
Pizza Party/Team Event	1	2	(3)	4	5
Other Ideas _____	1	(2)	3	4	5

Please list some of your favorites in the following categories:

Pizza: Hawan
Food: Tacos
Candy: Twix, swedish fish
Beverage: Root beer
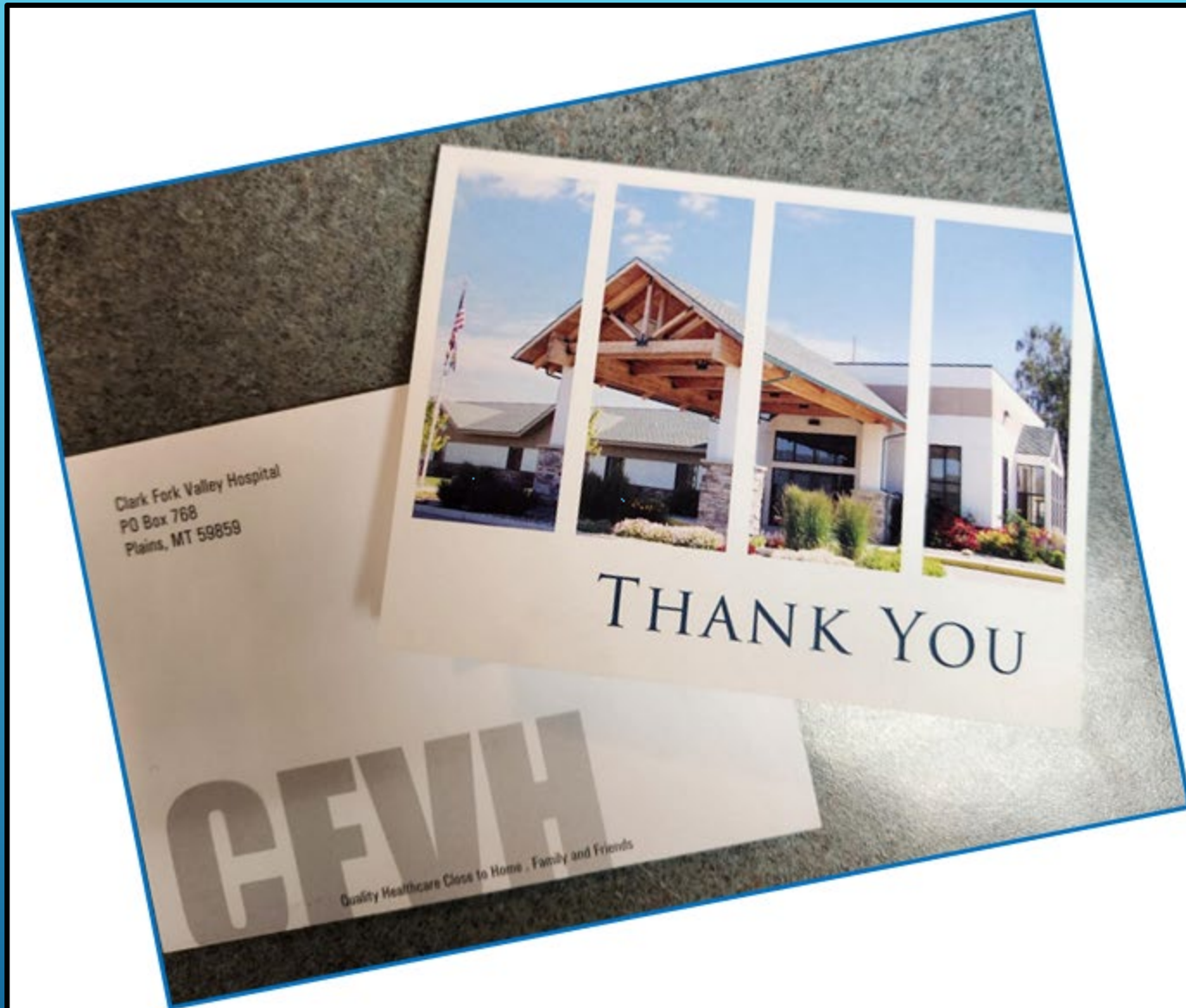Snack: Cookies
Restaurant: none
Gift Certificate: amazon
Other: _____

Birthdays & Holidays

Helps define what kind of recognition is important to them.

Assists is tailoring your recognition to the individual.

Thank you cards are an easy way to say "thanks".

Tips

- Mail to home address
- Make them personal
- Be consistent!
  - May For Nurses Week
  - November for Thanks-giving

EMPLOYEE OF THE MONTH *September*

Dawn Lyga, Medical Social Worker

EMPLOYEE OF THE MONTH *October*

Derek Halden, RN, ER/Trauma Coordinator

EMPLOYEE OF THE MONTH *November*

Mahala Byrne, RN

EMPLOYEE OF THE MONTH
July

"I would like to nominate Lynzee. She has grown so much this last
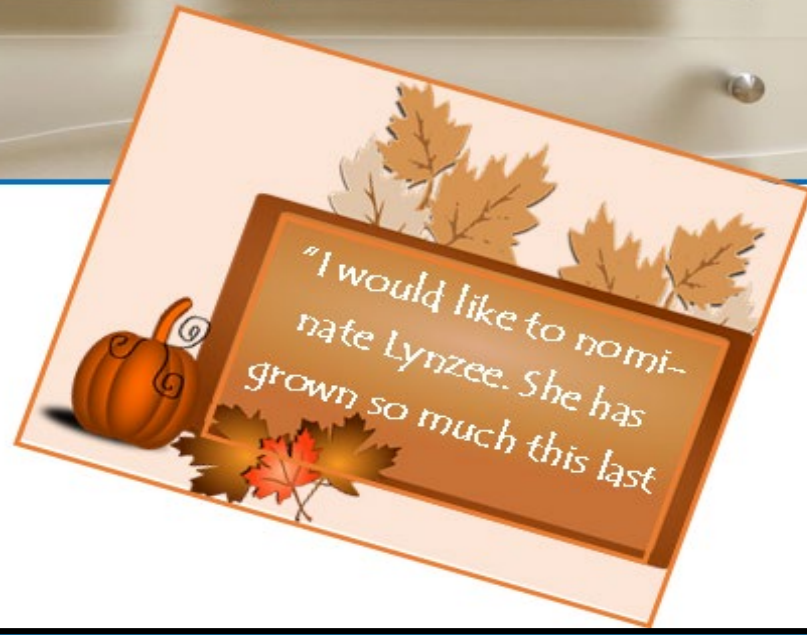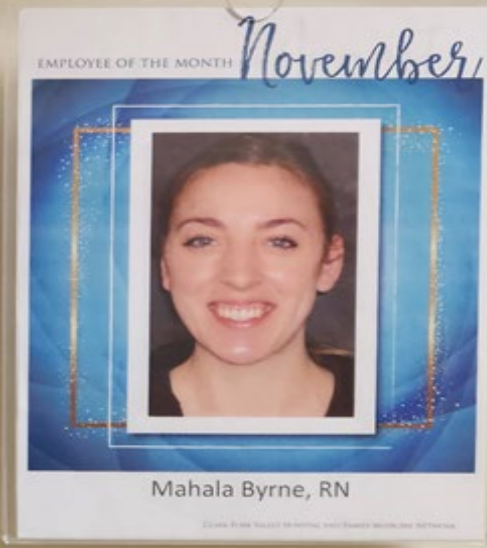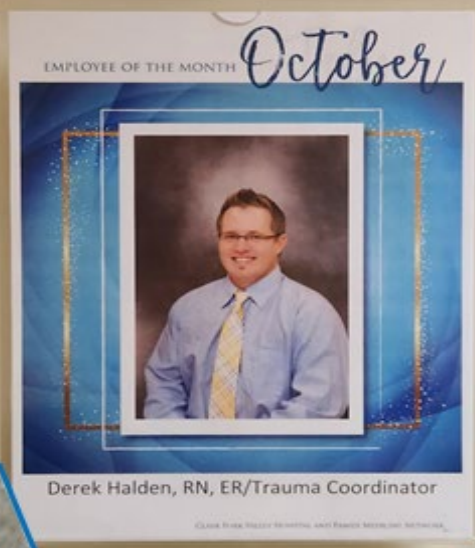
Pizza APpreciation

Thank you for all you do and for being part of this AWESOME team! You are appreciated!

Place your order below.

_____
_____
_____
_____
_____
_____

Again, thanks for all you do! Your pizza will be delivered on:

_____

~danita

Employees love food! Especially when they have the option to tailor it to their wants.

Thank you Log - 2023

Nursing	Jan	Feb	March	April	May	June
Daniel Aho RN						
Melisa Bodine RN						
Colleen Boyer RN						
Mahala Byrne RN						
Abigail Collett RN						
Cassie Craft CNA						
Lance Ercanbrack RN						
Julie Gannarelli RN						
Mason Gannarelli CNA						
Derek Halden RN						
Tracy Hadden CNA						
Falicia Haney CNA						
Megan Hardenbrook RN						
Shelby Hefner RN						
Amanda Hout RN						
Rashell Jones RN						
Elizabeth Kramer RN						
Rachel Leggit RN						
Dawn Lyga, SW						
Jessica Malmend RN						
Kevin Mishler RN						
Sara Nestor RN						

Keeping a log throughout the year is key to a successful recognition program.

Birthday Recognition Log 2023

January
Lisa Parker 12

Shelby H 30th

Melisa 15

Kevin 27

February
Megan V. 2

Britney 25

March
Julie 3   Trista 13

Sarah T. 21   Derek 12

Abigail 6   Daniel 31

April
Jessica 24

May
Danita 23   Dawn 17

Sara N 23   Tracy 8

Alyssa 2

Megan M 15

June
Rusty 29

Cassie 11

Rachel—hire date

July
Whitney 21

Colleeen 14

Jenny R 9

Jamie 19th

August
Roberta 30   Barb 4

Rashell 24   Michelle 25

Falicia 16   Dr. Matt Ingle 20

September
Lance 19   Devin 20

Shelby Z 16

Elizabeth 15

Dr. Valentine 8

October
Mason 3

November
Pam 10

Amanda 21

December
Mahala 26

Willow 19

missing - Tracy
Dawn, Sandi

Yearly Evaluations

January
Dawn Lyga

February
Sandy Corby

March
Colleen Boyer

Britney Darling

Marcie Halden

April
Cassie Craft

Derek Halden

Devin Funkenbusch

May
Sara Nestor

Daniel Aho

Mahala Byrne

June
Abigail Collett

Jessica Malmend

Alyssa Zeallor

July
Julie Gannarelli

Amanda Hout

Mason Gannarelli

Lisa Parker

August
Michelle Craven

Megan McGuire

Roberta Smith

Jamie Soper

Willow Sturdivant

September
Sarah Turner

Marcie Halden

October
Barb Ruff   Megan Volk

Whitney Tanner   Rusty Kinkade

November
Shelby Hefner

Kevin Mishler

December
Elizabeth Kramer   Tracy Hadden

Rachel Leggitt   Trista Hall

Melisa Bodine

Orange Heart Support Program Initiation Form

Date of Event: _____

Employee (s) Involved:

_____
_____

Description of Event:

☐Patient Death   ☐Trauma   ☐Stressful Event   ☐Personal Event   ☐Other

Details:_____

Debriefing Requested: ☐Yes ☐No (If emergent and off hours, please text or call Nurse Manager or Social Worker directly)

- Internal Use -

☐ Work Related Event		☐ Personal Event	
Completion Date		Completion Date	
	Initial contact by Social Work or Nurse Manager		Initial contact by Social Work or Nurse Manager
	Debriefing Scheduled		Sympathy Card Initiated
	Counseling Session Provided		Meal Assistance Initiated
	1 Month Follow Up Conducted		Flowers Ordered by Admin & Delivered to Home
	3 Month Follow Up Conducted		Expense Fund Initiated
	6 Month Follow Up Conducted		1 Month Follow Up Conducted
			3 Month Follow Up Conducted
			Annual Recognition of Event Completed

Facility Events
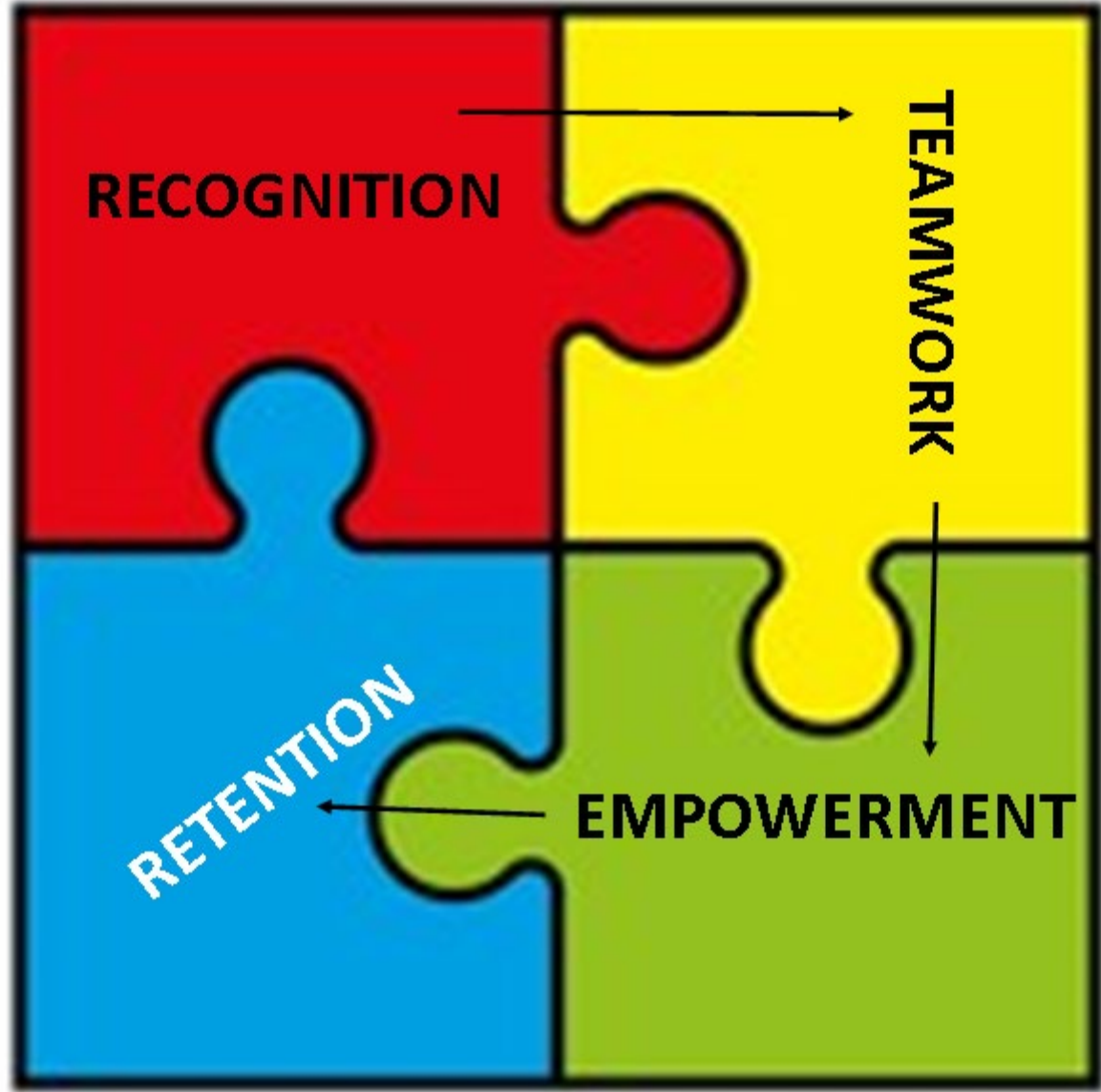
Wellness Program

Social Committee

Summer BBQ

Gala

Service Awards

Hospital Week/Daisy Award

Recognition starts at day 1.

1. Onboarding/Orientation/Mentorship Process

2. Rounding

3. Importance of Individual Schedules

4. Time Off Requests & Mental Health Days

5. Clinical Recognition/Performance

6. Recognize & Celebrate Successes—Charge Nurse, ER/OB Training/Year Anniversary

7. Training, training, training

8. Promoting Accountability Across the Board
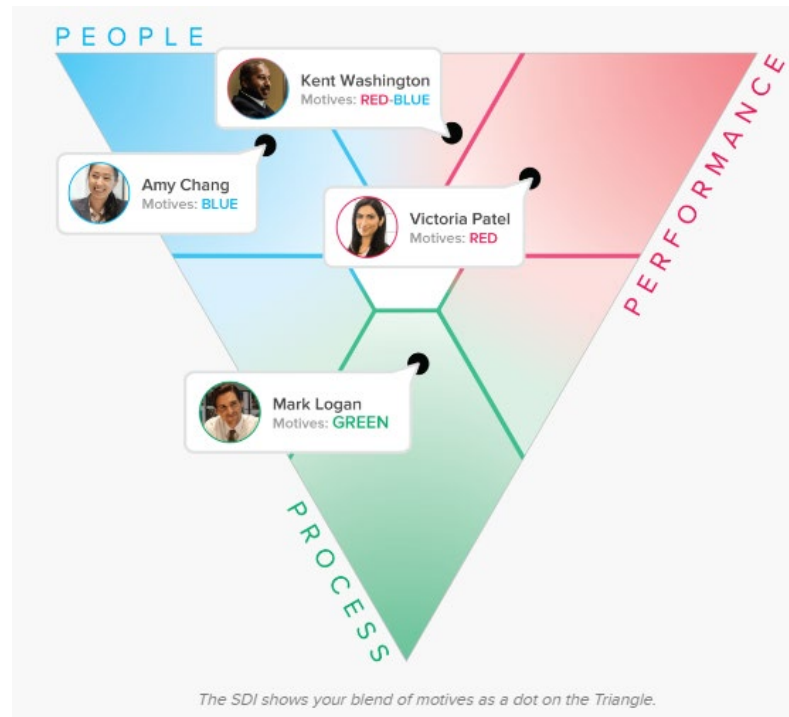
9. Be REAL!

Staff Sustainability Cycle

Recruiting

Onboarding

Succession Planning

Learning & Development

Engagement

Staff Sustainability Toolkit | National Rural Health Resource Center. (n.d.). Www.ruralcenter.org. Retrieved October 20, 2023, from https://www.ruralcenter.org/programs/rhptp/staff-sustainability-guide

ruralcenter.org

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Home - The Forté Institute. (n.d.). https://theforteinstitute.com/

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Strength Deployment Inventory (SDI) Assessment

The SDI shows your blend of motives as a dot on the Triangle.

Strengths Assessments & Leadership Training | Core Strengths. (n.d.). Corestrengths.com. https://www.corestrengths.com/

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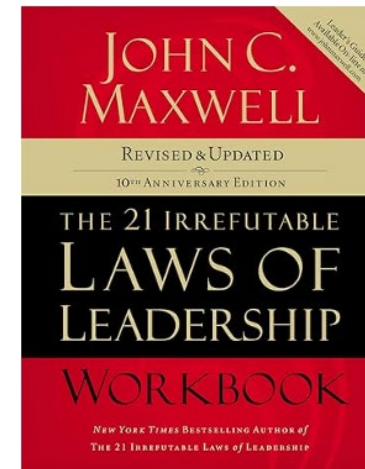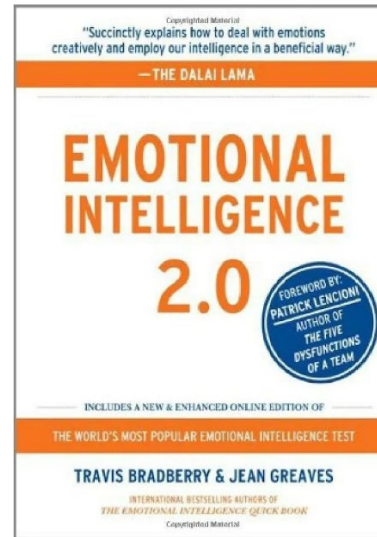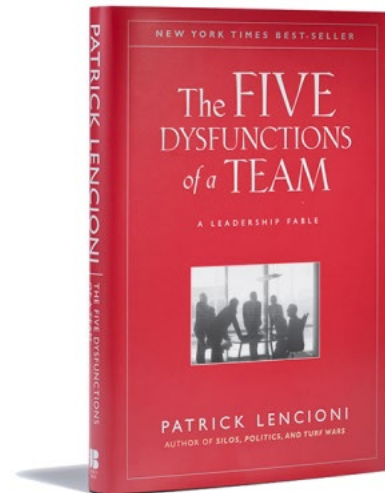**PERSONALIZED - MEMORABLE - EFFECTIVE - SUPPORTIVE & WORKS!**

LUMINA SPARK PERSONALITY TEST

Personality Test: LUMINA Spark psychometric tool description. (n.d.). Lumina Spark Personality Test.
Retrieved September 26, 2023, from https://www.yourselfassessment.com/luminaspark.html

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Leadership Development and Organizational Cultural Improvement are critical components to implementing a successful Workforce Strategy

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Q&A

Closing Comments

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Thank you!

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