



Recruitment and Retention for Allied Health Professionals

Mike Shimmens, 3RNet Executive Director
Tom Rauner, PCO Director-Nebraska

3RNet.org - Who Are We?

- Non profit membership association
- Each of our 53 members are unique
- Funded partially through Federal Office of Rural Health Policy (FORHP)
- In existence over 20 years (1995)
- Education Outreach
 - Webinars
 - On site training
 - Regional workshops
- Website- 2016 Stats
 - 6875 jobs posted
 - 3186 candidates registered
 - 1984 placements: 10/1/15 - 9/30/16



Finding jobs on 3RNet is as easy as ...



“Recruitment and retention are not
separate events – they are part of
a process.”

Tim Skinner, ex-officio ED 3RNet

Recruitment

Retention

RECRUITENTION



4 Part R & R Plan: 15 Action Steps



Part I Planning and Preparation

Planning and preparation are the most important ingredients for ensuring a successful recruitment effort. They are also the most often neglected.

- 3RNet



1. Assess the Need
2. Gain support of key stakeholders
3. Form a recruitment and retention committee
4. Define your opportunity
5. Define the ideal candidate
6. Develop a recruitment budget



Part II Searching for candidates



Step 7 Generate Candidates

- Use your unique selling points (USPs) in a creative way with graphics, pictures, quotes, etc.
- Create many different types of ads:
 - Short profile
 - Descriptive profile with photos
 - Internet version
 - Promotional packages, maybe video?
 - “Elevator speech”



Step 7 Continued

- Use multiple methods of sourcing to have greatest impact
 - On line job boards and advertising like Aidsportal or **3RNet**
Find your state member: 3RNet.org/locations
 - Journals and print media
 - Direct mail and email blasts
 - Databases like PracticeMatch, PracticeLink and Profiles
 - Employee referral programs
 - Residency programs with HIV training tracks
 - Social media – Facebook, LinkedIn, Twitter
 - Search firms – Understand the different types and your responsibilities (contingency, retained and hybrid)



Part III Screening candidates



8. Interview Candidates by phone or video conferencing
9. Conduct credential check
10. Interview the spouse/significant other
11. Check references
12. Conduct site visit



Part IV Follow up and Follow Through



- 13. Follow up communication
- 14. Negotiations
- 15. Retention plan implementation



Michigan Center for Rural Health

Rural Michigan Physician Retention Study and Retention Manual

The Guide to Successful Rural Physician Retention



Retention Model – Step 1 Onboarding

- Step 1 includes the time between when a candidate agrees to your offer or signs a contract and their relocation or start date.
- This may be weeks, months or possibly even years between the two events



Suggested activities may include:

- Communicate often in a way that best reaches them (phone, email, text).
- Ensure licensure and/or credentialing processes are progressing.
- Communicate with realtor if relocation is required.
- Plan orientation sessions: Community, office/clinic, hospital. Send to health professional.
- Ensure their office or work space is ready for their arrival.
- Plan social events that help ease family members into community.
- Other?



Retention Model – Step 2 Orientation

- Step 2 includes those activities from the first day of relocation through the first two weeks on the job.



Suggested activities may include:

- Provide a detailed orientation schedule for first two weeks prior to start.
- Welcome the health professional and their family within the first week.
- Include meeting with hospital administration (if applicable).
- Hospital tour (include relevant department directors).
- Clinic tour (lunch with staff).
- Clinic orientation involves the new health professional with issues regarding equipment, office space, scheduling, support staff, business cards, etc.
- Contact the spouse and family to see how they are adjusting to the community and to integrate the social mentor (if applicable).
- Other?



Retention Model – Step 3 Communication/Retention

- Includes those activities after the first two weeks on the job and the first 3 years of work.



Suggested activities may include:

- Monthly meetings with identified administrators, practice managers, and mentor as identified in plan. Develop and offer feedback on job performance and discuss problems or any other topics relevant to the situation.
- Plan outreach activities to be incorporated into promoting new health professional.
- As information becomes available track performance related to health professional goals. After three months schedule quarterly meetings for the remainder of the first year (15-minute meetings).
- Incorporate planned meetings and activities for regular feedback over the first 3 years of employment.
- Other?



Multi-State Collaborative – 11 States

Findings of the First Year Retention Survey of the Multi-State/NHSC Retention Collaborative

November 5, 2012

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Prepared for the Multi-State/NHSC Retention Collaborative
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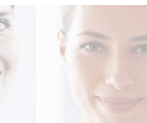
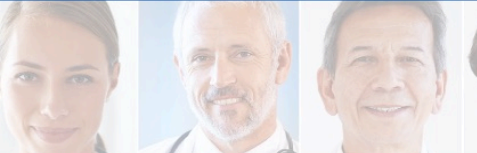
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STATE/ORGANIZATION PARTICIPANTS IN COLLABORATIVE

Alaska Department of Health and Social Services
California Office of Statewide Health Planning and Development
Colorado Department of Health and Social Services
Iowa Department of Public Health
Kentucky Department of Public Health
Maine Department of Public Health and Human Services

Nebraska Department of Health and Human Services
New Mexico Health Resources, Inc.
North Carolina Office of Rural Health and Community Care
University of North Dakota Dept. of Family & Community Med
Washington State Department of Health



Multi-state details

- Lead researcher is Dr. Don Pathman and the Sheps Center at UNC; Sponsor is Center for Health Leadership and Innovation in North Carolina
- Project leader is Tom Rauner of NE PCO (current 3RNet President)
- States participating grew from original 11 to 18
- Goal was to assess retention within their states and identify best practices to maximize retention of NHSC clinicians
- Survey both NHSC and state funded programs when requested by the state

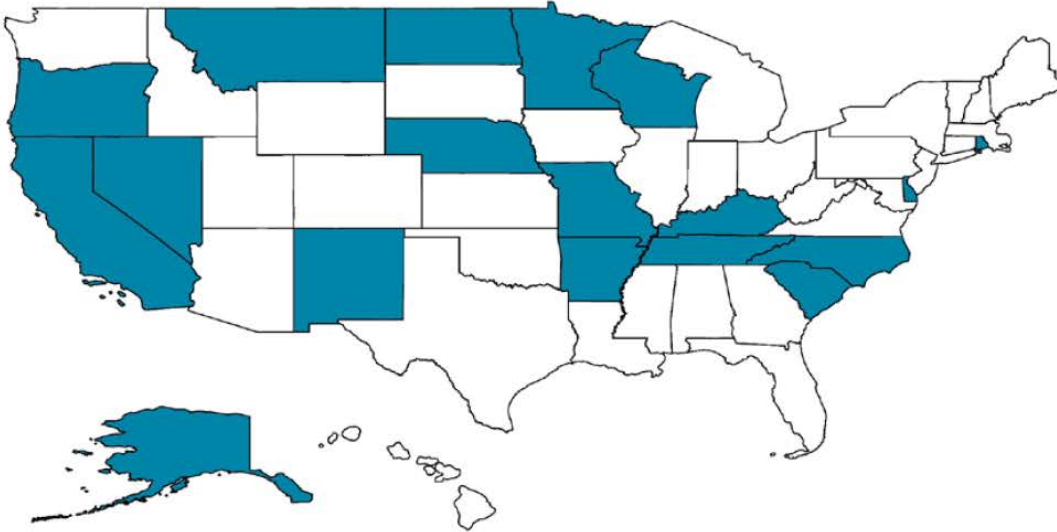


Now Practice Sights

- 1st year activities project activities centered around a cross-sectional survey that builds on the NHSC Long Term Retention Survey; 11 key findings reported
- Data will allow stable estimates of retention and the predictors of retention for each participating state
- 2nd year activities centered on designing and building a longitudinal retention data gathering system that routinely surveys clinicians as they serve in loan repayment and other service programs
- This web based system is designed to stand alone as Practice Sights – 18 States now using system!



Retention Collaborative State Members 2016





PARTICIPATING STATES / ORGANIZAIONS		3RNet	SORH	PCO	YEAR JOINED
Alaska	Alaska Department of Health and Social Services	✓	✓	✓	2012
Arkansas	Arkansas Department of Health	✓	✓	✓	2013
California	California Office of Statewide Health Planning and Development	✓		✓	2012
Delaware	Delaware Division of Public Health	✓	✓	✓	2012
Kentucky	Kentucky Department of Public Health			✓	2012
Minnesota	Minnesota Department of Health		✓	✓	2016
Missouri	Missouri Department of Health and Senior Services		✓	✓	2013
Montana	Montana Department of Health and Human Services			✓	2012/2016
Nebraska	Nebraska Department of Health and Human Services	✓	✓	✓	2012
Nevada	Nevada Division of Public & Behavioral Health / Office of Primary Care			✓	2015
	Nevada Office of Rural Health	✓	✓		
	Nevada Primary Care Association				
	NV Western Interstate Commission for Higher Education (WICHE)				
New Mexico	New Mexico Health Resources, Inc.	✓			2012
North Carolina	North Carolina Office of Rural Health	✓	✓	✓	2012
	North Carolina Medical Society Foundation				
North Dakota	University of North Dakota Dept. of Family & Community Medicine			✓	2012
Oregon	Oregon Health Authority / Primary Care Office			✓	2016
	Oregon Office of Rural Health	✓	✓		
Rhode Island	Rhode Island Department of Health	✓	✓	✓	2016
South Carolina	South Carolina Office of Rural Health	✓	✓		2016
	South Carolina Dept. of Health & Environmental Control / Office of Primary Care			✓	
	South Carolina AHEC / Medical University of South Carolina				
Tennessee	Tennessee Rural Partnership*	✓			2016
Wisconsin	Wisconsin Division of Public Health			✓	2016



Preceptors

- Recruit to your organization those interested in teaching. Recruitment questions to ask?
- Develop a culture of teaching within your organization. How?
- Incentivize for teaching. Pros and Cons?



3RNet



National Rural Recruitment
and Retention Network

Factors to Market Your Rural Community

Identify & Communicate Strengths
Invest in Challenges

by **3RNet**
National Rural Recruitment
and Retention Network

Recruiting for Retention

The Manual

A Publication by

3RNet
National Rural Recruitment
and Retention Network

Health Professional Shortage Areas

Brought to you by
3RNet
National Rural Recruitment
and Retention Network

Navigating the J-1 Visa Waiver Job Search

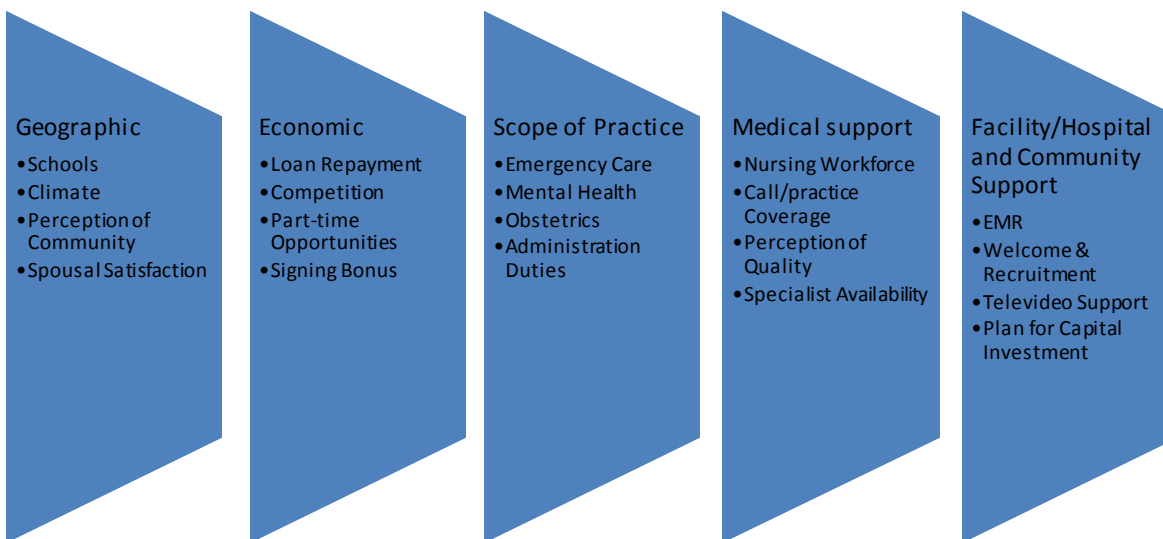
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Loan Repayment Guide

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What factors matter in rural?



Thank you for your time today.

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