



NATIONAL
RURAL HEALTH
RESOURCE CENTER

3RNet Recruitment for Retention Academy

Session 1 Unleashing Your Most Powerful Recruitment Tool: Culture

July 1st, 2021

Delta Region Community Health Systems Development (DRCHSD) Program



Delta Regional Authority

U.S. Department of Health & Human Services



HRSA

Federal Office of Rural Health Policy

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 a financial assistance award totaling \$10,000,000 with 100% funded by [HRSA/HHS](#) and \$0 amount and 0% funded by non-government 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.



Series Topics

- Session 1** Recruiting for Retention Hierarchy: Unleashing Your Most Powerful Recruitment Tool: Culture
- Session 2** Building the Foundation of Your Recruitment Efforts: Process, Team, and Action Steps
- Session 3** Make Your Organization Stand Out – Identifying Unique Selling Points That Health Professionals Want
- Session 4** Marketing on a Shoestring Budget – Free and Low-Cost Tools to Tell Your Story
- Session 5** Collaborative Discussion: Best Practice Sharing

We need your input!

Pre-Polling Questions

1. I am ____ in my understanding of how the 3RNET Recruiting for Retention Hierarchy can be used to identify gaps in my organization's recruitment process.

2. I am ____ in my understanding of how Culture can be a powerful recruitment tool in rural and underserved areas.



Today's Speakers

Mark Barclay, 3RNet Director of Member Services

Michelle Varcho, 3RNet Director of Education Outreach



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Cookies on the Doorstep: Why Recruiting to Rural is Different

Mark Barclay, MS, FASPR
Director of Member Services
3RNet

www.3RNet.org

What is 3RNet?

- Non profit membership association
- Each member is unique
- Funded through Federal Office of Rural Health Policy (FORHP)
- In existence over 20 years
- Job Board, Candidate Database, Education
 - 4000+ jobs active, over 300 new candidates per month
- In FY20
 - 1,952 placements
 - \$2B in economic impact!



Cookies waiting
on the doorstep –
what's your first
thought?





What are the steps to build a successful recruitment program? Is it different in rural?



Maslow's Hierarchy of Needs



Recruiting for Retention Hierarchy



Recruiting Process

- Most important predictor to success, where most rural organizations fail
- What makes rural different?
 - Lack of dedicated recruitment staff
 - Recruiter urban based
 - Too CEO-centric
 - Leadership turnover
 - Unstructured processes



Recruiting Process (continued)

- Action steps
 - Document roles and responsibilities
 - Encourage membership in professional associations
 - Train local staff
 - Get Community/Board of Directors involved
- Key Resources – AAPPR, 3RNet Manual, Recruiting for Retention Academy



3RNet_Manual.pdf - Adobe Acrobat Pro

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Bookmarks

- Introduction
- Part One: Planning & Preparation
- Step 1: Assess Need for Primary Care Providers
- Step 2: Gain Support for the Recruitment Effort
- Step 3: Form a Recruitment Team
- Step 4: Define Your Opportunity
- Step 5: Define the Ideal Candidate
- Step 6: Develop a Recruitment Budget
- Part Two: Searching for Candidates
- Step 7: Generate Candidates
- Part Three: Screening Candidates
- Step 8: Interview Candidates
- Step 9: Conduct Credential Checks
- Step 10: Interview the Spouse
- Step 11: Check References
- Step 12: Conduct a Site Visit
- Part Four: Follow Up and Follow Through
- Step 13: Send a Follow Up Letter
- Step 14: Follow Up Negotiations
- Step 15: Develop & Implement a Retention Plan
- Part Five: Resources

| Action Step | Lead Person | Deadline |
|---|-------------|----------|
| 3. Educate public on the recruitment effort and gain its support to help develop practice before provider is recruited. | | |
| 4. Inform organizations about your opportunity for assistance in recruitment, promoting your opportunity or identifying recruitment/retention resources for your community. | | |

Step 3: Form Recruitment/Retention Committee & assign roles (p. 33-39)

| Action Step | Lead Person | Deadline |
|--|-------------|----------|
| 1. Recruiter | | |
| 2. Contact or Point Person | | |
| 3. Coordinator | | |
| 4. Candidate Interviewers | | |
| 5. Spouse Recruiter or Spouse Interviewer(s) | | |
| 6. Reference/Credential Reviewers | | |
| 7. Promotion Developer | | |
| 8. Site Visit Team | | |
| 9. Site Visit Hosts | | |
| 10. Contract Negotiator | | |



Candidate Motivations

- What draws candidates to rural? How is it different than urban areas?
- What makes rural different?
 - Compensation models
 - Isolation of provider
 - Family/spouse/partner satisfaction
 - Access to a larger community
 - Shopping/other services



Candidate Motivations (continued)

- Action steps
 - Find relevant compensation surveys
 - Use technology to connect/support providers
 - Tirelessly integrate candidate/family into community
 - Have access locally, or online
 - Fully engage incentive programs – NHSC, loan repayment, J-1 Visa Waiver
 - Identify/track/foster local providers
- Key Resources – state PCO member, 3RNet Factors book, Employer’s Guide



Bookmarks

- About 3RNet
- About this Training
- Geographic Factors**
- Economic Factors
- Scope of Practice Factors
- Medical Support Factors
- Hospital & Community Support Factors
- Conclusion

Spousal Satisfaction

What does this factor mean?

Overall satisfaction of the spouse/partner in regard to local community living such as education, work, and in general.

Why is it important?

If a candidate has a spouse/partner, you are recruiting both of them to your community.

When considering possible practice locations, candidates typically heavily rely on input from their spouse/partner.

Rural communities can especially have difficulty with spousal satisfaction. In an urban area, there typically are a lot more options for the spouse/partner.

Example: Candidate is interested in practicing rural. Spouse/ Partner grew up in a metropolitan area and has a PhD in English.

Potential Facility/Community Advantages

If your community has many employment, education, and recreational opportunities for a candidate's spouse/partner, the candidate may view that as an advantage.

Example: Candidate is interested in your community, and you are able to showcase desirable housing, employment, and recreational options to the spouse/partner.

Potential Facility/Community Challenges

If your community lacks employment, education, and recreational opportunities for a candidate's spouse/partner, the candidate may view that as a challenge.

Example: Candidate is interested in your community, but spouse/partner works in marketing, and your community doesn't have any marketing firms.

Example: Candidate is interested in your community, spouse/ partner doesn't need employment, but feels like he/she will be isolated and lonely while candidate is working.

Ideas for Solutions to Challenges

Treat recruitment of the spouse/partner as importantly as recruitment of the candidate.

Find ways to get the spouse/partner engaged in the community (volunteering, socializing).

If your community lacks employment options for the spouse, find out if jobs are available regionally or via telecommute.

Have monthly or biweekly gatherings for provider's spouses/ partners.

Summary

Spousal/Partner satisfaction is one of the most important factors when recruiting a candidate. Find out what the spouse/ partner needs, and sell your community as much to the spouse/partner, as you do to the candidate (and make sure the spouse/partner gets involved in the community!).



Strategic Marketing

- As we are starting with a smaller candidate pool, our messaging must be clear, concise, and easy to act on
- What makes rural different?
 - Inability to differentiate
 - Is an advantage still an advantage when everyone offers it?
 - Lack of sourcing and marketing resources
 - Outdated website, ineffective job postings, etc...
 - Fighting assumed perception of remoteness
 - Staff power/revenue to creating marketing/branding



Strategic Marketing (continued)

- Action steps
 - Determine ideal candidate, and identify their key demographic preferences
 - Strive candidate driven job postings and materials
 - Leverage free and low cost resource/partners for marketing assistance
 - Website development, application process, a clear call to action
 - Provide education/partner with RTTs
 - Use rural specific resources like 3RNet and NHSC
- Key Resources – 3RNet.org, National Health Service Corps Connector, 3RNet’s Free and Low Cost Resource Guide





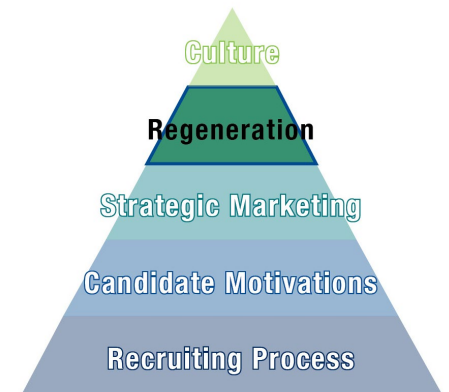
Answer These Candidate's Questions:

| What Candidates Look for | Question(s) they are trying to answer | What you can communicate |
|--------------------------|---|--|
| Belonging | Am I the kind of person you're looking for? | Your story, current employees stories, teamwork |
| Fulfillment | Will I be content? How do I feel about myself in this role? | Quality care, clinical autonomy, making a difference |
| Esteem | Will I be respected? How do others feel about me? | Clinical leadership, opportunities to teach |
| Prosperity | Will I thrive? | Loan repayment, competitive pay, other compensation perks/benefits |



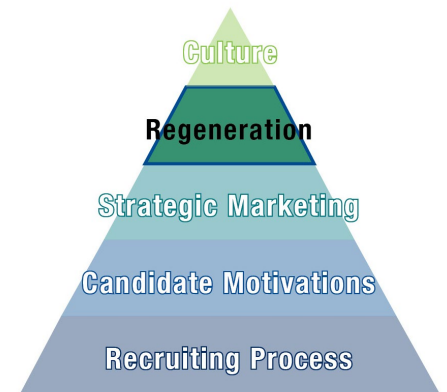
Regeneration

- How do we set ourselves up to stop putting out fires, and start lasting retention/regeneration?
- What makes rural different?
 - Stable leadership is critical
 - Impact of obligated candidates
 - Connection to community is crucial for those who choose to practice rural
 - Funding/support to facilitate training opportunities
 - Rural Training Tracks



Regeneration (continued)

- Action steps
 - Ensure key retention strategies are implemented and reviewed on a regular basis
 - Connect with your local AHEC and SORH to learn more about potential rural specific resources
 - Prioritize partnerships with local training and education programs
 - Identify those within your organization that you can help move through the career ladder
- Key Resources – Recruiting for Retention Academy, RTT Collaborative, AAPPR Onboarding Interest Group, Prism Retention Collaborative





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2020 Academy

Recruiting for Retention Hierarchy:
Strategically Market Using Candidate Motivations

— [HOME](#) [ABOUT THE ACADEMY](#) [REGISTER](#) [CONTACT](#) [SPONSORS](#) [SESSION MATERIALS](#) [CART \(0\)](#) —



Strategically Market Using Candidate Motivations

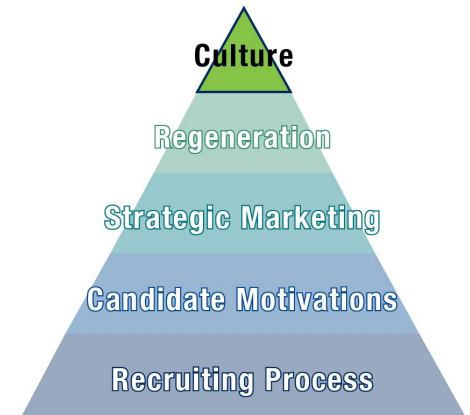
Enhancing your Recruitment Process from
the Ground Up in the 2020 Academy

AGENDA



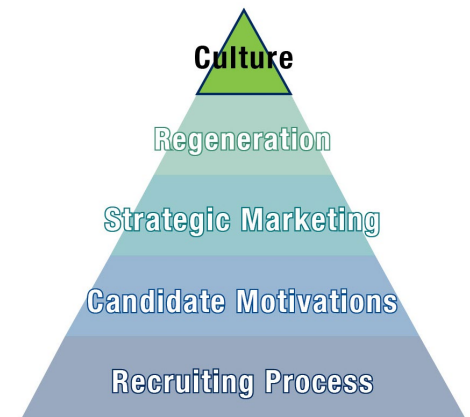
Culture

- Do we simply offer a job, or something more?
- What makes rural different?
 - THIS DOES!
 - Potentially most beneficial way to positively differentiate
 - Big fish in a small pond
 - Appreciation of local population
 - Cookies on the doorstep
 - “Culture Eats Strategy for Lunch”



Culture (continued)

- Action steps
 - Unleash your most powerful recruiting tool in rural – community engagement
 - Use real stories from real people to demonstrate the life changing value your organization brings
 - Create feeling of belonging, service, and fulfillment
- Key Resources – community members, corner café, local bank, schools, people waving as you drive by



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Summary



- Urban = bottom-up
- Rural = top-down
 - Rural’s biggest advantage = urban’s biggest challenge and vice versa
- Urban can’t offer cookies on the door step



Rural People to Know

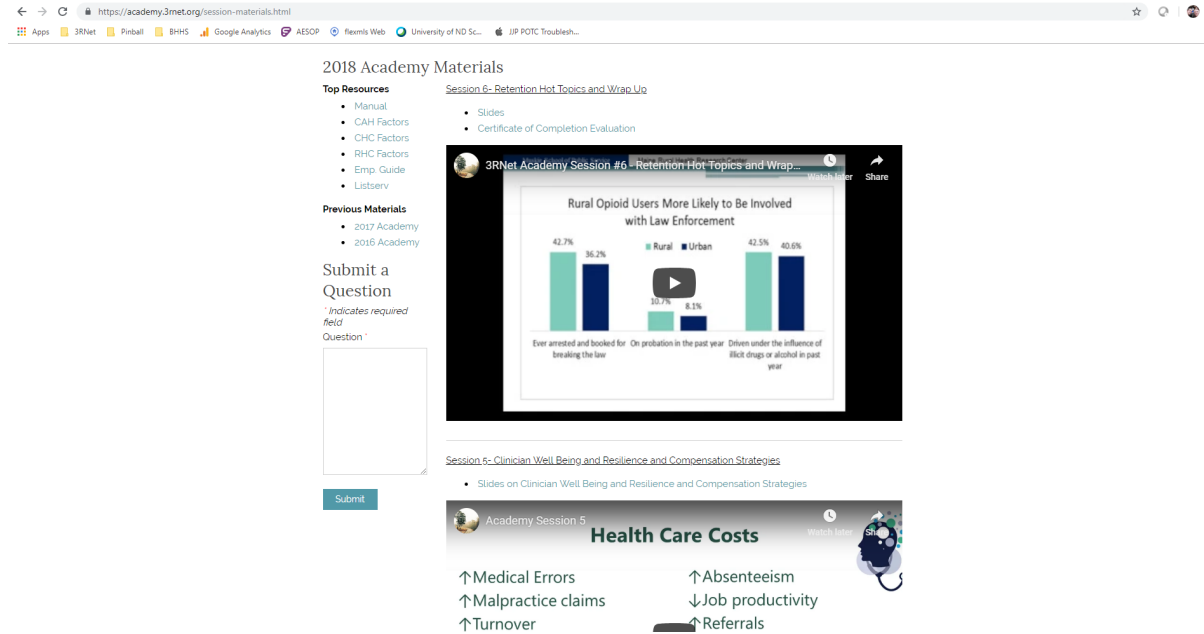
- National Rural Health Resource Center
 - <https://www.ruralcenter.org/>
- 3RNet Member
 - “One stop shop”, Trusted Resource
 - <https://www.3RNet.org/locations>
- Primary Care Office
 - Loan repayment, J-1 Visa Waiver, HPSA designations
 - <https://bhw.hrsa.gov/shortage-designation/hpsa/primary-care-offices>
- Area Health Education Centers (AHEC)
 - Rotations, CE, Pipeline
 - <https://www.nationalahec.org/index.php/about-us/ahec-directory>
- State Office of Rural Health - NOSORH
 - <https://nosorh.org/nosorh-members/nosorh-members-browse-by-state/>
- Primary Care Association
 - <http://www.nachc.org/about-nachc/state-affiliates/state-regional-pca-listing/>



Key Resource Guide

- <https://academy.3rnet.org/>
- Resources available
 - Manual
 - Factors Book
 - Recorded Academy sessions
 - Much more...

Password = ACADEMY-3RNET



2018 Academy Materials

Top Resources

- Manual
- CAH Factors
- CHC Factors
- RHC Factors
- Emp. Guide
- Listserv

Previous Materials

- 2017 Academy
- 2016 Academy

Submit a Question

* Indicates required field

Question *

Submit

Session 6: Retention Hot Topics and Wrap Up

- Slides
- Certificate of Completion Evaluation

3RNet Academy Session #6 - Retention Hot Topics and Wrap Up

Rural Opioid Users More Likely to Be Involved with Law Enforcement

| Category | Rural | Urban |
|---|-------|-------|
| Ever arrested and booked for breaking the law | 42.7% | 36.2% |
| On probation in the past year | 10.7% | 8.1% |
| Driven under the influence of illicit drugs or alcohol in past year | 42.5% | 40.6% |

Session 5c: Clinician Well Being and Resilience and Compensation Strategies

- Slides on Clinician Well Being and Resilience and Compensation Strategies

Academy Session 5: Health Care Costs

| | |
|----------------------|--------------------|
| ↑ Medical Errors | ↑ Absenteeism |
| ↑ Malpractice claims | ↓ Job productivity |
| ↑ Turnover | ↑ Referrals |





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DEI and Your Recruitment and Retention Efforts

www.3RNet.org

What is DEI?

- **The term DEI refers to Diversity, Equity and Inclusion.**
- Diverse perspectives foster diverse thinking and help businesses address challenges in different ways.
- Equitable treatment of others makes the entire workforce feel valued, while having inclusive policies in place ensures that resources are distributed to those that need them.
- Each element makes up a specific element of workplace culture and brought together they ensure a workplace is best suited to meet the challenges of a diverse and ever-changing business environment.



What is DEI? Diversity Dimensions

Diversity Dimensions

- Age and generation
- Gender and gender expression
- Sexual orientation
- Mental and physical abilities
- Level of health
- Personality traits and behaviors
- Race, ethnicity and religion
- Language and nationality
- Location (such as rural and urban)
- Social origin and parental background
- Income, education and socio-economic status
- Appearance
- Experience



Setting the tone

- Setting up and implementing DEI policies and practices it is important to remember what they **are not**:
 - Quick Fixes
 - Confrontations
 - Problems
 - Just fads
- But instead they **are**:
 - A Beginning
 - Introspective
 - Thought Provoking
 - An opportunity for short and long term success
 - A journey and not a destination



Setting the tone – Dialogue vs Debate

DIALOGUE

- Is about learning
- Finds the solution together
- Is collaborative
- Finds strengths in other's points
- Is open-minded
- Seeks new options
- Is ongoing

VS.

DEBATE

- Is about winning
- Has one right answer
- Is combative
- Finds flaws in other's points
- Is closed-minded
- Seeks closure
- Is short-term



Setting the tone (continued)



**LISTEN TO
UNDERSTAND**

Work to understand the intent and perceptions behind people's comments instead of arguing why your perspective is right.



**EMBRACE
COMMON GROUND**

Identify common ground and focus the discussion on how to find solutions together.



**ENGAGE
RESPECTFULLY**

Enter the conversation assuming goodwill and try to find the value in people's comments.



**ASK
QUESTIONS**

Asking questions is a way to try and understand a person's perspective. For example: "That's an interesting point. Why do you think that?"



Current Environment

- To be competitive in recruiting, companies need to prioritize DEI.
- Data shows clearly that DEI is a priority for workers and job seekers, with [67% of people](#) on the job market stating that racial and gender diversity is an important factor in their job search.
- Furthermore, 50% of current employees want their company to commit more energy toward promoting diversity.
- [What's To Come In 2021 For Diversity, Equity And Inclusion In The Workplace \(forbes.com\)](#)



Current Environment (continued)

- Boston Consulting Group (BCG) did an interesting research study in which they surveyed 16,500 employees around the world to find out what diversity initiatives employees actually want.
- The researchers found out that different underrepresented groups preferred a different type of workplace and diversity initiatives:
 - **Female employees**
Female employees wanted to have visible role models and flexible-work programs as well as parental leave.
 - **Employees of color**
Employees of color emphasized recruiting a diverse workforce. They wanted blind resume screening and diverse interview panels.
 - **LGBTQ employees**
LGBTQ employees wanted their organization to collaborate or partner with an LGBTQ-focused or LGBTQ-friendly organizations.
- [10 Workplace Diversity and Inclusion Ideas You Can Implement Today | TalentLyft](#)



Strong DEI Policy

- Implement recruitment and ongoing retention policies that focus on representation at every level
- Careful assessment of pay gaps based on data, and policy for rectifying gaps in earnings
- Commitment by top executives to creating an actively anti-racist workplace
- Company policies and business practice based on racial justice that are value driven, and not simply virtue signaling
- Philanthropic contributions to causes rooted in racial equity and justice
- [What's To Come In 2021 For Diversity, Equity And Inclusion In The Workplace \(forbes.com\)](#)



DEI Ideas

- Update your employee value proposition-include workplace diversity and inclusion
- Create a diversity video
- Establish mentorship for underrepresented groups
- Issue a statement from your top leader
- Use inclusive language to create a company culture that feel welcoming and inclusive
- Interview your diverse employees-make their voices heard
- Start Employee Resource Groups
- Celebrate Diverse Holidays
- [10 Workplace Diversity and Inclusion Ideas You Can Implement Today | TalentLyft](#)



DEI Ideas-Recruiting

- Hire for diversity
 - Highlight diversity in your job ads
 - Leverage diverse job boards (such as Diversity Working, Hire Autism, Recruit Disability, etc.)
 - Ask for diverse referrals
 - Implement blind screening of résumés
 - Hold diverse interview panels for job candidates
 - Teach your recruiters how to avoid biases.
- [10 Workplace Diversity and Inclusion Ideas You Can Implement Today | TalentLyft](#)



Next Steps

- DEI strategy should always be facilitated by a trained professional with a careful assessment of the company culture.
- Ask your employees what they want and which initiatives to implement first





Questions?



Survey Monkey Question

In Session 5 of this series, you'll share and learn about recruitment and retention practices at other DRCHSD organizations. What would you most like to hear about from your peers?



Post-Polling Questions

- 1.** I am ___ in my understanding of how the 3RNET Recruiting for Retention Hierarchy can be used to identify gaps in my organization's recruitment process.
- 2.** I am ___ in my understanding of how Culture can be a powerful recruitment tool in rural and underserved areas.
- 3.** I am ___ that I will apply the knowledge gained from this educational training to improve my organization's recruitment and retention efforts.



Please Join Us Next Week!

July 8th, 2021

10:00 – 12:00 pm CT

Session 2:

Building a Foundation of
your Recruitment Efforts –
Process, Team, and Action
Steps



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