

Recruitment and Retention Plan Assessment

Rural Network Allied Health Training Program Technical Assistance

October, 2016



This is a publication of Rural Health Innovations, LLC, (RHI), a subsidiary of the National Rural Health Resource Center. The Technical Assistance for Network Grantees Project is supported by Contract Number HSH250201400024C from the U.S. Department of Health and Human Services, Health Resources and Services Administration, Federal Office of Rural Health Policy.

[NETWORK] RECRUITMENT AND RETENTION PLAN ASSESSMENT

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[NETWORK] RECRUITMENT AND RETENTION PLAN ASSESSMENT

BACKGROUND AND PURPOSE

Rural Health Innovations (RHI), LLC is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are leading national technical assistance and knowledge centers in rural health. In partnership with The Center, RHI enhances the health of rural communities by providing products and services with a focus on excellence and innovation. RHI is providing TA to the Allied Health Training Network grantees through a contract with the federal Office of Rural Health Policy.

In general terms, a Recruitment and Retention Plan is an internal, organized work plan consisting of critical activities or steps to ensure timely placement and lasting retention of quality health care professionals. The purpose of this Guide is to identify planning and preparation activities for hiring Allied Health professionals with the intention of retaining them within an organization. It also proactively addresses both recruitment and retention as critical and necessary to the process.

- Specifically, a Recruitment and Retention Plan Assessment with a Network Recruitment and Retention Action Plan, is a deliverable of the grant. RHI is supporting this deliverable by providing four sections: 1) a guide on the components of an effective recruitment and retention plan for network health care organization members, 2) an assessment tool of recruitment and retention activities for each of the network hiring organization members to complete, 3) an action plan for the network or project director to identify opportunities to support health care network members in improving their recruitment and retention plans, 4) a samples document.
- The role of the network/project director is to ensure that each participating health care organization is prepared for the recruitment and retention of participating students as they complete the project training and enter the workforce as allied health professionals.
- The completed assessment will help measure your organization's readiness to hire the Allied Health professionals being trained and identify areas for improvement that your Allied Health Training Network may be able to support.

Content for the *Recruitment and Retention Plan Guide and Assessment* and the *Network Recruitment and Retention Action Plan Template* have been adapted by Rural Health Innovations, RHI, from the Midwest Retention Toolkit, 2012, National Rural Health Resource Center and the National Rural Recruitment and Retention Network (3RNet), and *Recruiting for Retention, The Manual*, National Rural Recruitment and Retention Network (3RNet), March 2015. See the Resources section for other content authors and helpful links and documents.

[NETWORK] RECRUITMENT AND RETENTION PLAN ASSESSMENT

ASSESSMENT INSTRUCTIONS

Network/Project Director:

1. Distribute this *Recruitment and Retention Plan Assessment* to each of your health care member organizations who are planning to hire the participating allied health professional students being trained.
2. Collect the completed Assessments from participating member organizations.

Member Health Care Organizations:

1. Complete this *Recruitment and Retention Plan Assessment* while referencing your organization's current health care professional recruitment and retention plan. You may also reference the *Recruitment and Retention Plan Guide* provided by your network/project director.
2. Within the recruitment and retention sections and for each question self-assess the status or progress of your organization's Recruitment and Retention Plan.
3. Return the completed *Recruitment and Retention Plan Assessment* to your Allied Health training program network or project director.

[NETWORK] RECRUITMENT AND RETENTION PLAN ASSESSMENT

RECRUITMENT AND RETENTION PLAN ASSESSMENT

Scoring: 5-Fully Completed 4-In Progress 3-Being Considered 2-Have Not Considered 1-Will Not Complete

RECRUITMENT: Planning and Preparation		Self-Rating
Workforce Needs Assessment	A Workforce Needs Assessment has been completed to determine the type(s) of allied health professional(s) needed for our geographic area.	5 4 3 2 1
	The type and number of allied health professionals needed for our organization has been determined.	5 4 3 2 1
Recruitment and Retention Team	A Recruitment and Retention team has been assembled.	5 4 3 2 1
	Our Recruitment and Retention team includes health care representatives.	5 4 3 2 1
	Our Recruitment and Retention team includes community representatives.	5 4 3 2 1
Define your Opportunity	A Practice Opportunity Profile (job description) has been developed.	5 4 3 2 1
	The practice location, scope of practice, job responsibilities, work/call schedule and salary are described in the Practice Opportunity Profile.	5 4 3 2 1
	The educational background, degree/licensure/certification, experience preferred and desired personal characteristics are described in the Practice Opportunity Profile.	5 4 3 2 1
	Community characteristics (i.e. city, service area, population, economy, culture, recreation, amenities, education system, major employers, etc.) are described in the Practice Opportunity Profile.	5 4 3 2 1
Loan Repayment	Our organization knows whether or not Allied Health professional loan repayment is available and if so, has included this information within the Practice Opportunity Profile.	5 4 3 2 1
Interview Questions	Our Recruitment and Retention Team maintains and utilizes a comprehensive list of interview questions geared toward the Allied Health professional.	5 4 3 2 1

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RECRUITMENT: Planning and Preparation Cont		Self-Rating
Marketing Plan	A recruitment marketing plan has been created.	5 4 3 2 1
	A recruitment budget has been created.	5 4 3 2 1
	The recruitment target audience(s) has been determined to promote the Allied Health Practice Opportunity Profile.	5 4 3 2 1
	Various venues and methods of promotion (i.e. outside recruitment services, social media, facility website, newspaper, etc.) for the Allied Health Practice Opportunity Profile have been determined.	5 4 3 2 1
RETENTION: Follow-Up and Follow-Through		Self-Rating
Pre-Orientation Activities	Sends welcome letter including date/time/location of orientation.	5 4 3 2 1
	Initiates photo arrangements and internal, website, and human resources announcement/notification of new hire.	5 4 3 2 1
	Assigns a new hire and a spouse/family mentor and schedules weekly lunch meetings.	5 4 3 2 1
	Schedules hospital/clinic tour and staff introductions.	5 4 3 2 1
	Assigns phone number, email address and passwords as necessary.	5 4 3 2 1
	Ensures ID badge, uniform, parking instructions and building keys are ready to distribute on the first day.	5 4 3 2 1
Orientation Activities – First Week	Provides general orientation of hiring organization, mission/vision, affiliated clinics/programs, departmental relationships, staff meetings, job responsibilities and work schedule.	5 4 3 2 1
	Provides orientation on medical equipment, electronic health record and referral system.	5 4 3 2 1
	Human Resources holds meeting with new hire to cover employee handbook, tax forms, benefit package, pre-employment physical, timesheet/payroll procedure, relocation expenses, etc.	5 4 3 2 1
	Provides name/ID badge, uniform, parking instructions and building keys if applicable.	5 4 3 2 1
	Mentor introductions to new hire and spouse/family mentors along with provide weekly lunch meetings schedule.	5 4 3 2 1

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RETENTION: Follow-Up and Follow-Through		Self-Rating
Onboarding Activities – First Year	Gathers feedback from new hire for improvements to the orientation/ onboarding process.	5 4 3 2 1
	Community Mentor remains in contact with spouse/family on a quarterly bases for first year of Allied Health professional employment.	5 4 3 2 1
	Supervisor holds quarterly meetings for the first year to gather feedback on organization/community integration, job duties/work schedule and problems/questions.	5 4 3 2 1
	Recruitment and Retention Team administers annual professional and spouse/family mentor program satisfaction surveys.	5 4 3 2 1
	Supervisor administers an annual employee satisfaction survey.	5 4 3 2 1
	Organization utilizes an employee performance agreement process.	5 4 3 2 1
	Supervisor holds an annual employee performance review.	5 4 3 2 1
Supplementary Recruitment and Retention Plan Activities	Recruitment and Retention Team administers an Allied Health professional mentor program.	5 4 3 2 1
	Recruitment and Retention Team administers a spouse/family mentor program.	5 4 3 2 1
	Organization administers a staff recognition program.	5 4 3 2 1
	Organization offers time off and provides stipend toward continuing medical education.	5 4 3 2 1
	Organization pays for licensure renewals and/or additional certifications.	5 4 3 2 1
	Organization regularly performs state/regional health care professional salary and benefits environmental scans to determine competitiveness.	5 4 3 2 1
	Organization is a clinical preceptor/internship site.	5 4 3 2 1
	Organization determines whether or not your state or the Federal Government offers Allied Health professional loan repayment.	5 4 3 2 1

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RETENTION: Follow-Up and Follow-Through		Self-Rating
Evaluation Activities	Recruitment and Retention Team utilizes an evaluation scorecard for the purpose of continued performance improvement with your Recruitment and Retention Plan.	5 4 3 2 1
	Recruitment and Retention Team performs frequent reviews of the Recruitment and Retention Plan, in its entirety, to identify, assess and address its effectiveness.	5 4 3 2 1
	Organization administers an annual employee satisfaction survey.	5 4 3 2 1
	Organization administers employee exit surveys as applicable.	5 4 3 2 1