

NATIONAL
RURAL HEALTH
RESOURCE CENTER

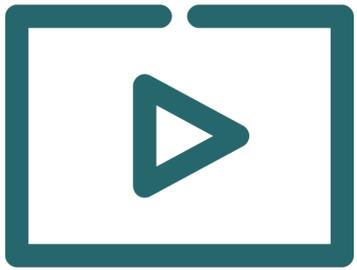
State Flex Program Staff Sustainability Guide

TASC 90 – August 2022

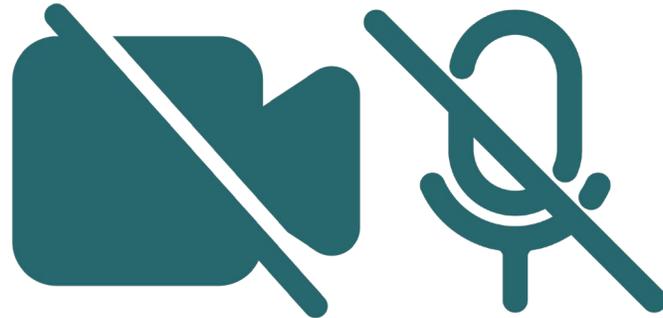
Terry Hill & Shannon Studden

Housekeeping

Recording



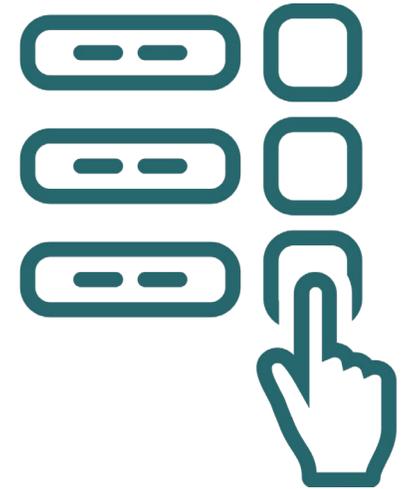
Cameras and Microphones



Captioning



Polling



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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Diversity, Equity, Inclusion and 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](https://ruralcenter.org/DEI)



Partner Updates

- Flex Monitoring Team – Megan L.
- FORHP – Kerri C., Tahleah C.
- RQITA – Sarah B.
- TASC/SHIP – Matt B. (Angie L. for RHPTP)



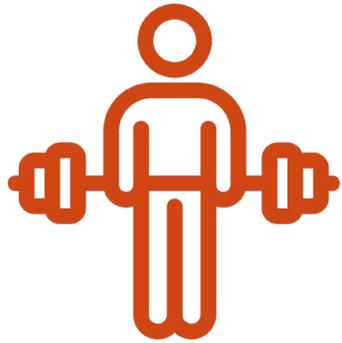
TASC/SHIP

- State Flex Program Staff Sustainability Guide
- SHIP NOFO Webinar
 - (August 30, 1:30 CDT)
- National Rural HIT Coalition: Public Health Infrastructure Modernization
 - (August 29th, 2 PM CDT)
- Telehealth Webinar: Alternative Origination Sites for Rural Telehealth
 - (August 30th, 2 PM CDT)
- Flex Fiscal Year (FY) 2021 Wrap Up Webinar
 - (September 13, 1 PM CDT)



Rural Healthcare Provider Transition Project (RHPTP)

Did you know there are numerous ways to participate in value-based care?



Purpose: RHPTP is designed to help strengthen organizational foundation in the key elements of value-based care, including but not limited to efficiency, quality, patient experience, and safety of care.

Goal: Guide, prepare, and position rural hospitals and clinics to be effective participants in a health system focused on value.



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Apply Today

One year of virtual and onsite technical assistance!

Questions?
rhptp@ruralcenter.org

Who Should Apply?

Small Rural Hospitals and Certified Rural Health Clinics

When is the Deadline?

Applications are accepted on a rolling basis, however, the deadline for the 2022-2023 project year is 9/30/22

When Does TA Begin?

If selected into the 2022-2023 cohort, TA for this project will begin in January 2023

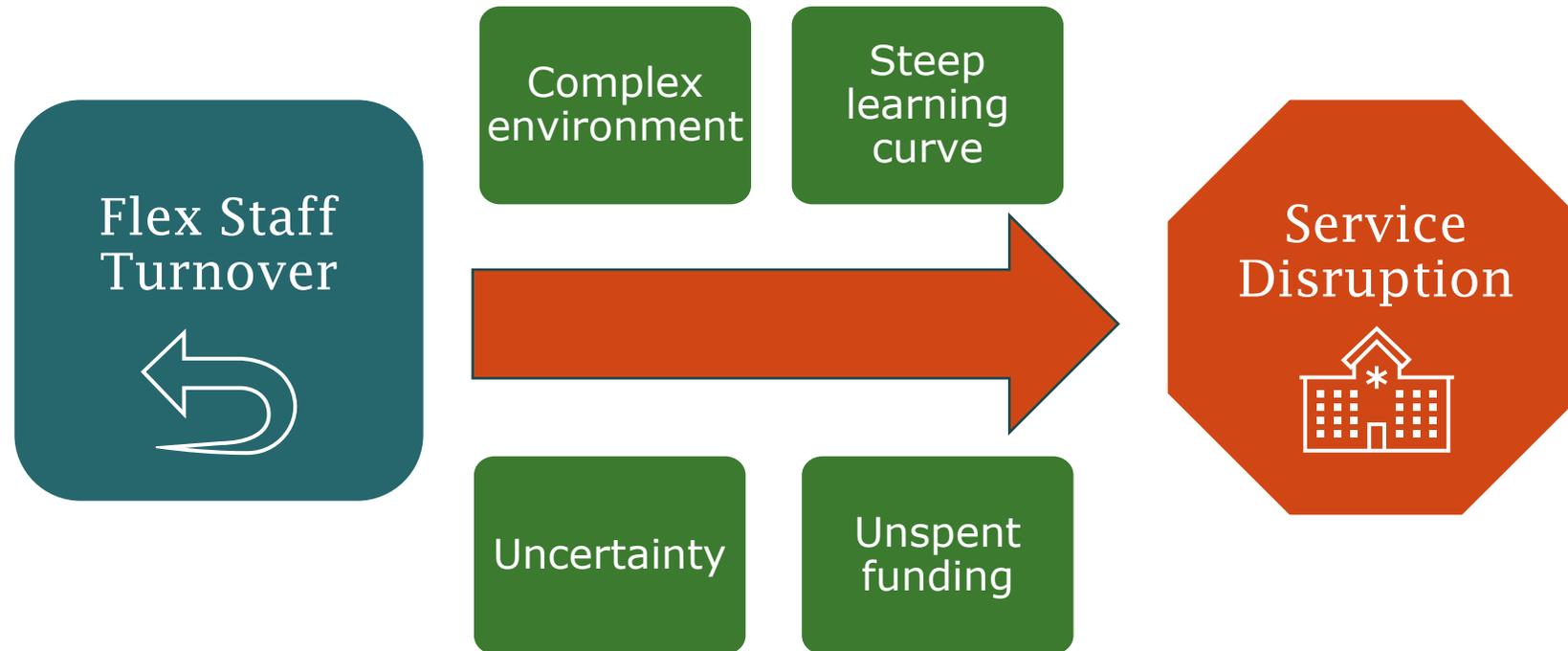
Is it Easy to Apply?

The application has been simplified and will take no more than 10 minutes to complete.



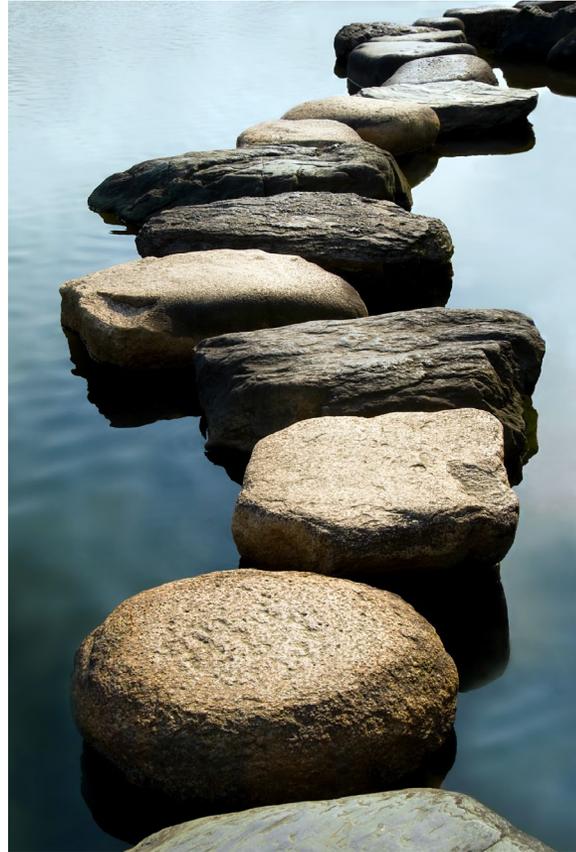
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The Challenge



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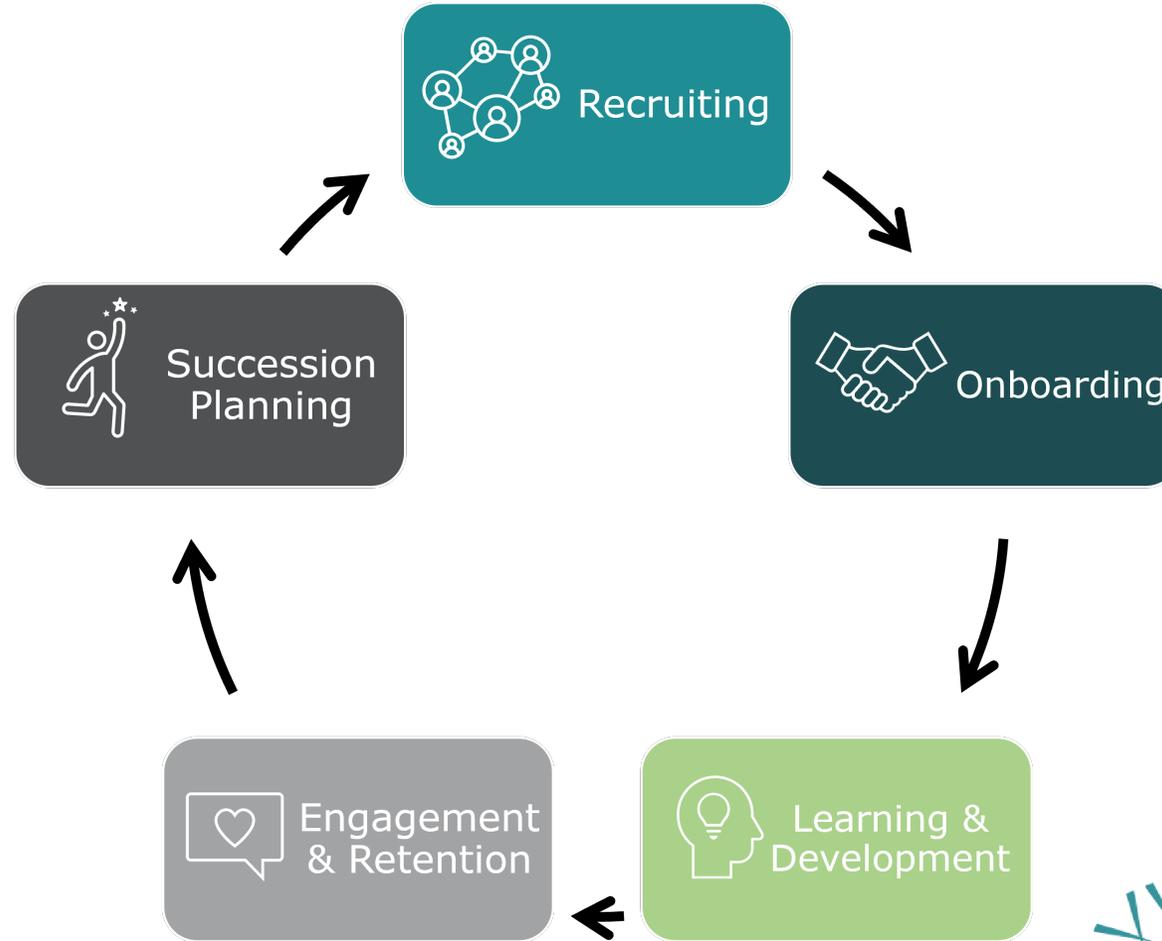
The Flex Staff Sustainability Guide



A comprehensive guide to support Flex program staff recruitment, onboarding, development, engagement, retention, and succession planning



The Staff Sustainability Cycle



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The Staff Sustainability Cycle Continued...

RECRUITING BEST PRACTICES

The recruiting environment has changed significantly over the past several years. Workforce shortages have left employers competing for qualified candidates, with the balance of power shifting in favor of job seekers. Hiring organizations who carefully consider what candidates are looking for, both from the job and from the recruiting process itself, have an advantage over those who stick with the status quo.

The competitive environment does not mean that you should expect to settle for less-qualified candidates, however. It's important to start with retention in mind and stay focused on long term success throughout the process. Here are some strategies for maximizing the odds of selecting the best-fit candidate during each stage of recruiting.

KEY TAKEAWAYS

- Start with retention in mind.
- Stiff competition for qualified candidates means that employers must carefully consider the candidate's perspective during every step in the recruiting process.
- Envision the *future* vision for the job, not just what it has looked like in the past.
- Think carefully about job requirements. Consider prioritizing skills and experience over formal education where appropriate.

Supplemental tools and resources

Key takeaways for each section

State Flex program examples

State Flex programs in Michigan and Pennsylvania:
John Barnas, Director of the Michigan Center for Rural Health, opted to spend a year transitioning into retirement. During that time, his successor Crystal Barter learned from John as she grew into the Director role.

Coaching Conversation Planner

In a coaching conversation, the goal is to increase others' capacity to think through a situation and decide on a course of action.

As a leader, it can be tempting to offer suggestions rather than asking questions that help employees develop solutions on their own. The list below can be used as a menu for you to pick from during coaching conversations. These questions are organized according to the GROW model, which is a sequential process for coaching others through problem solving and planning.

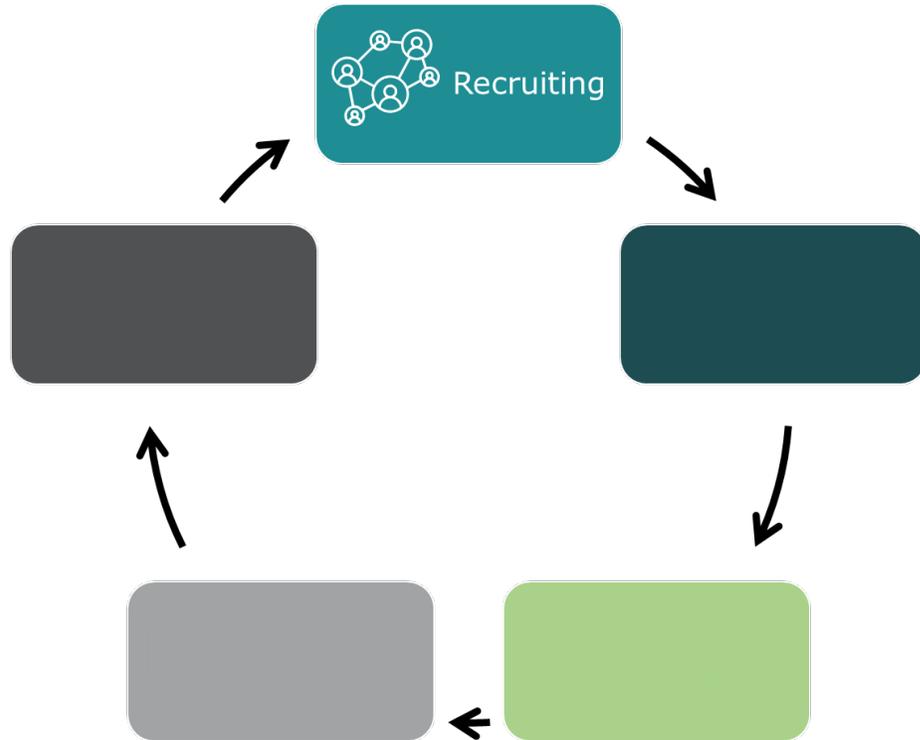
GROW stands for

- | | |
|---------------------|-------------------------------------|
| G oal | What do I want to achieve? |
| R eality | Where do things stand now? |
| O ptions | How might I get from here to there? |
| W ay forward | What's my best course of action? |



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Recruiting



Identifying and soliciting individuals – either from within or outside an organization – to fill job vacancies or staff for growth





Best Practices in Recruiting

Start with retention in mind.

Consider the candidate's perspective at every step in the process.

Consider the *future* vision for the job

Think carefully about job requirements.

Plan ahead to make the process as streamlined as possible.

Work to reach passive as well as active job seekers.

Be transparent about the job's challenges and rewards.





Key Flex Candidate Characteristics



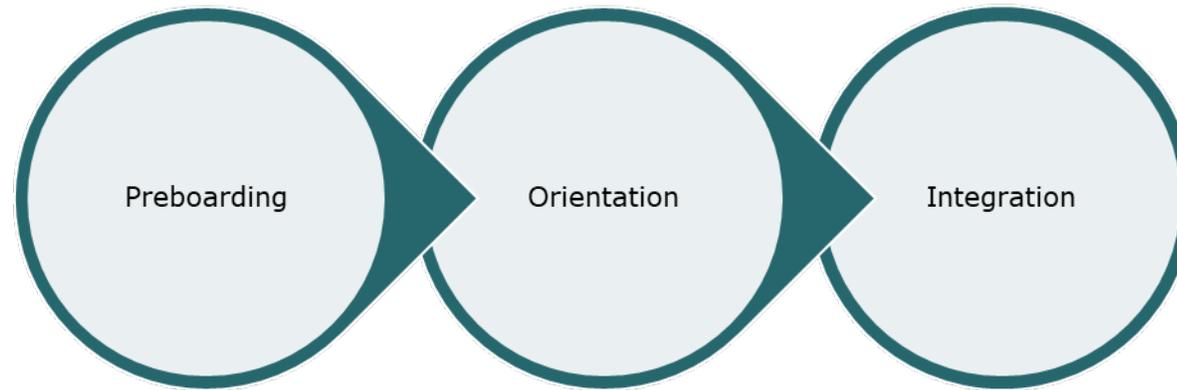
- Flexible, curious
- Comfortable with uncertainty
- Ready for a steep learning curve
- Strong communication skills
- Comfortable meeting new people
- Experience working with hospitals/clinics
- Familiarity with rural communities
- Understand the “Why” of Flex





Onboarding

The process of bringing a new employee into an organization.





Onboarding Best Practices

Before their first day, connect with the employee to welcome them and help them know what to expect during the first days.

Appoint an “onboarding buddy”.

Develop and share a detailed plan for the first few weeks on the job.

Intersperse learning with reflection and work time.

Check in frequently.





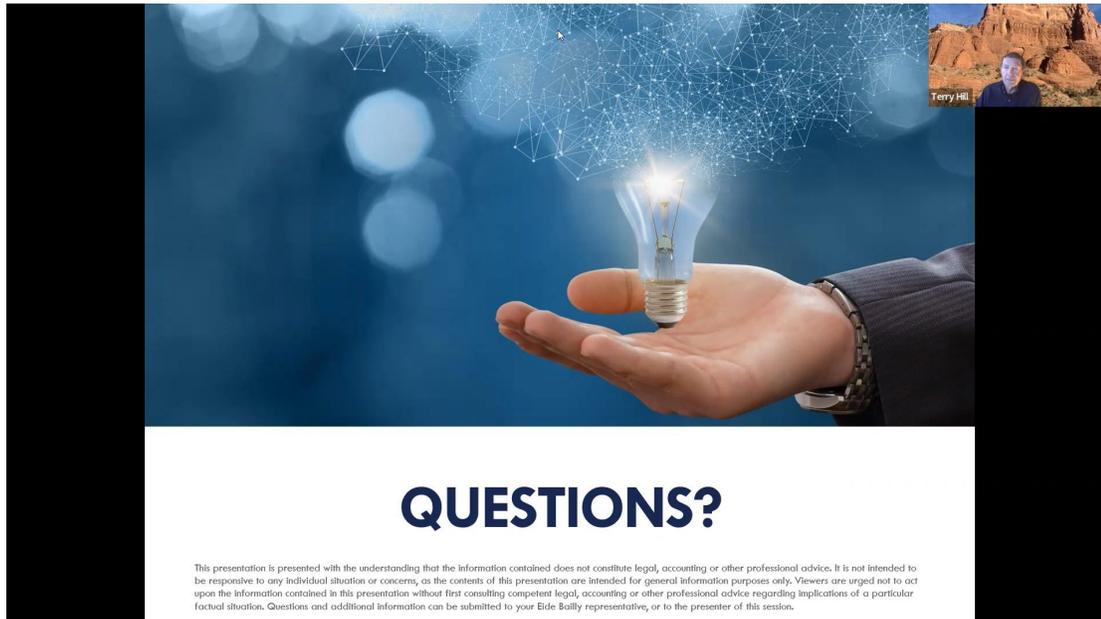
Onboarding Resource: The Flex Program Workshop

Workshop Goals

Provide an orientation and basic education about every major aspect of the Flex Program.

Give new Flex staff the opportunity to meet and get to know new Flex staff from other states, so that they can discuss issues and support each other after the workshop.

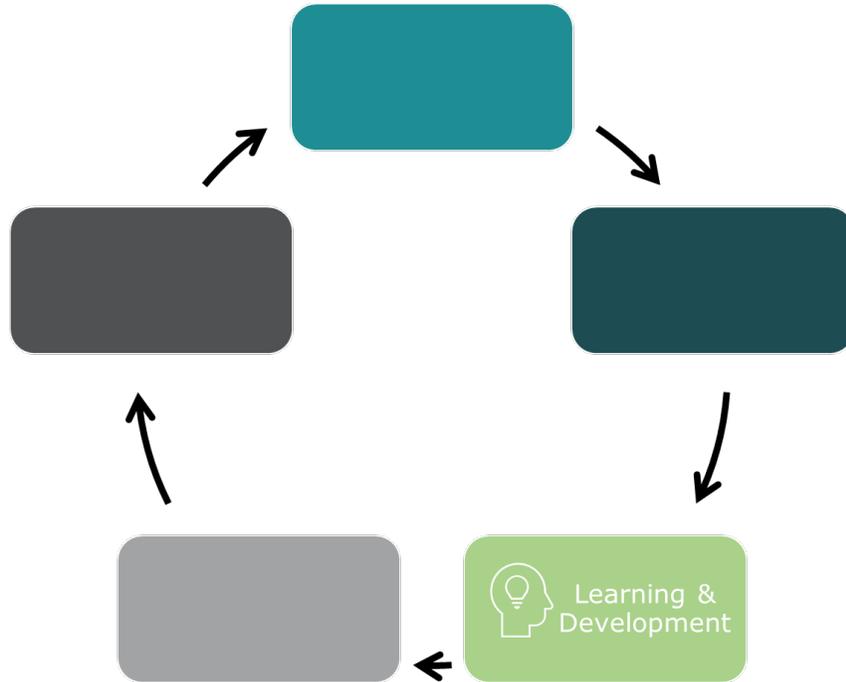
Allow new Flex staff to meet and get to know the staff of the Technical Assistance and Services Center (TASC) and feel comfortable requesting technical assistance and information when needed.



QUESTIONS?

This presentation is presented with the understanding that the information contained does not constitute legal, accounting or other professional advice. It is not intended to be responsive to any individual situation or concerns, as the contents of this presentation are intended for general information purposes only. Viewers are urged not to act upon the information contained in this presentation without first consulting competent legal, accounting or other professional advice regarding implications of a particular factual situation. Questions and additional information can be submitted to your State Bally representative, or to the presenter of this session.





Empowering employees' growth and developing their knowledge, skills, and capabilities to drive business performance

Learning & Development Best Practices

Be creative. Formal learning is only one option among many when it comes to development.

On-the-job experiences can provide valuable learning opportunities when paired with support from others.

While regular feedback is always important, it's especially critical for those new to a job.

New perspectives can be gained through coaching and mentoring relationships.

Formal learning often provides networking opportunities in addition to learning.



A Novel Approach: Flex Cohort Learning

Why?

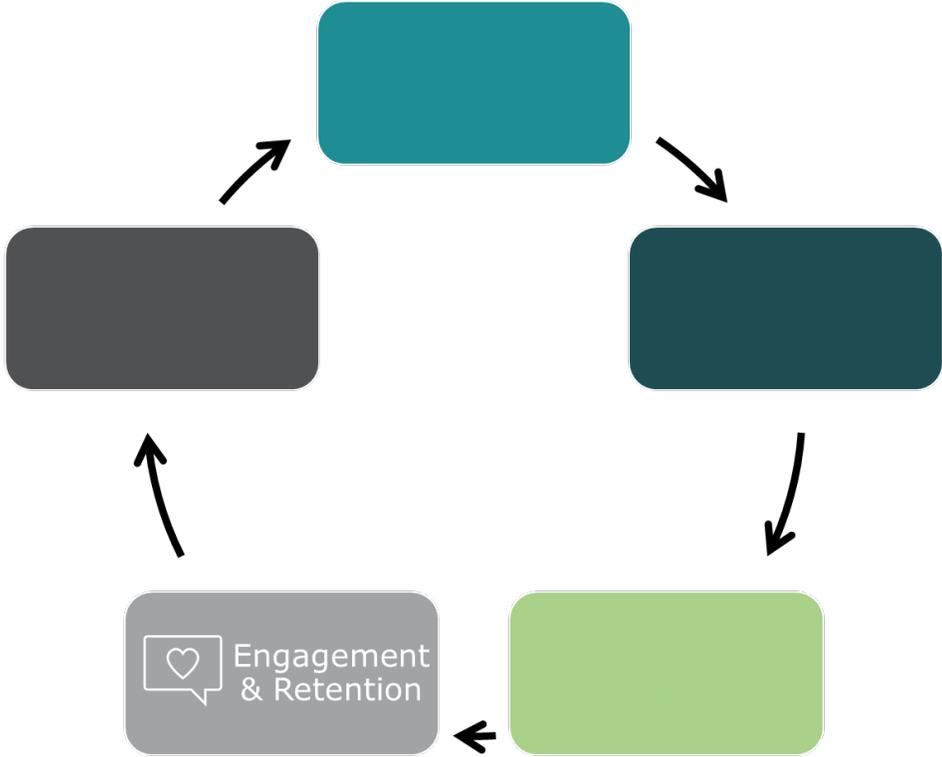
- Allows Flex staff to learn from each other
- Share experiences, challenges, and lessons learned

How?

- Flex Coordinators reach out to a small group of other state Flex Coordinators with similar interests
- Schedule a regular, structured meeting
- *TASC can help you identify other states that may be a good connection!*



Engagement and Retention



Engagement

The extent to which employees are passionate about their jobs and committed to the organization

Retention

The extent to which employees choose to stay with the organization rather than seeking employment elsewhere

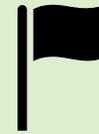


Engagement Framework



Strategic Engagement

Are my efforts aligned with organizational goals?



Freedom to Engage

Does engagement feel safe and worthwhile?



Capacity to Engage

Do I have the resources needed to engage?



Motivation to Engage

Is my work meaningful?



Satisfaction With Salary and Benefits

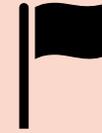
Are the financial rewards enough?



Engagement Approaches



Ensure that Flex staff understand how their daily work contributes to long-term goals



Create a culture of transparency where suggestions are welcomed



Check in regularly to ensure Flex staff have the resources they need



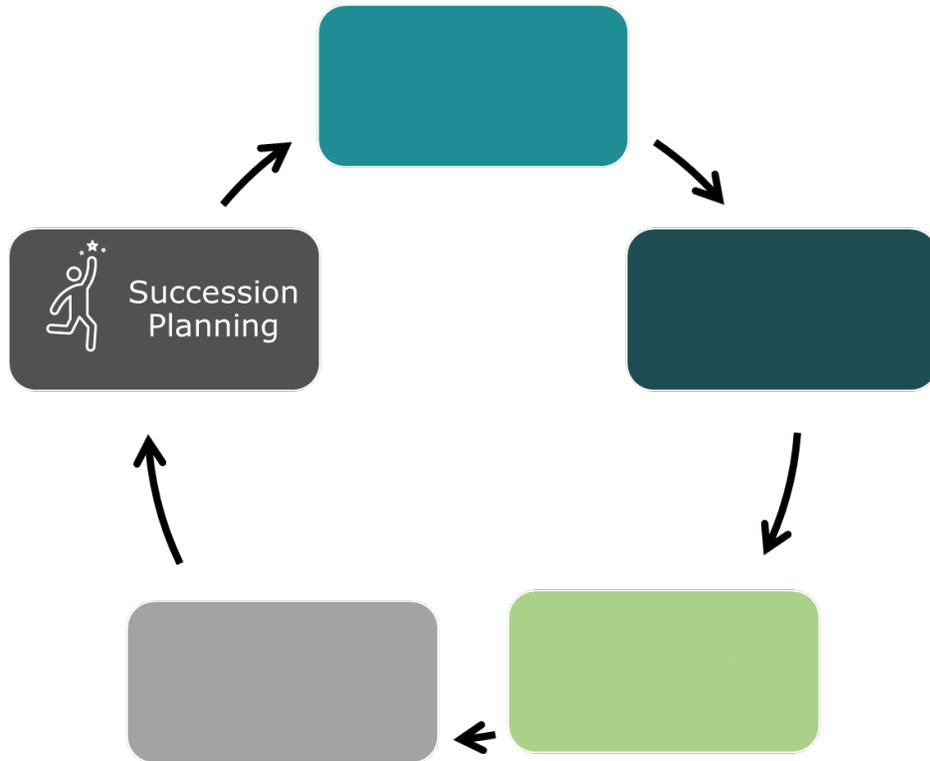
Find ways to help each individual tap into their own values and priorities through the work they do



Ensure that salary and benefits remain competitive



Succession Planning



A process for ensuring continuity in critical roles. It involves identifying future staffing needs and proactively taking action to ensure these needs are met.





The Succession Planning Process

1. Identify job requirements and characteristics of successful candidates



2. Create a talent pipeline



3. Develop an action plan to prepare/source potential successors



4. Re-assess the plan on a regular basis



Let's Hear From Our Guests!

John Barnas and Crystal Barter
Michigan Center for Rural Health

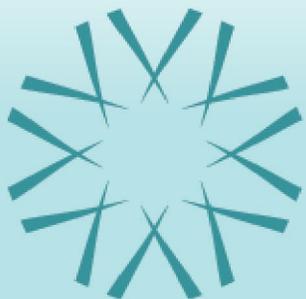
Jennifer Edwards
Pennsylvania Office of Rural Health



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Questions





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For more information:

TASC@ruralcenter.org

Get to know us better:
<http://ruralcenter.org>