Postworkshop Learning Session: 3RNet Training
Speaker

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  • 3RNet
Building a Foundation of Your Recruitment Efforts: Process, Team and Action Steps
About 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.
How 3RNET Connects Communities & Health Professional Job Seekers
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
Access & Safety Net Support

Facility Types Served:
- Community Health Centers
- Critical Access Hospitals
- Rural Health Clinics
- Indian Health Service
- Tribal Health
- Veterans Affairs
Unique Jobs in Unique Places

• Dozens of professions & specialties
• In some of the most unique & beautiful places across the nation.
Is this your current recruitment strategy?
Core Beliefs of Recruiting for Retention

- Process and Teamwork are Key
- Competition is fierce, communication should be candidate driven
- Recruitment is both a science and an art
- People and Tools Exist to help
- New Normal: These still hold true!
Four Parts to the Process

Part One: Planning & Preparation

Part Two: Marketing to & Finding Health Professionals

Part Three: Matching & Committing

Part Four: Retaining for the Lifecycle of the Employee
R4R Plan Action Steps

Part I Planning and Preparation
- Assessing the Need
- Forming a Recruitment Team
- Define Your Opportunity
- Developing a Recruitment and Retention Budget

Part II Marketing to and Finding Candidates
- Conducting a virtual self assessment
- Writing an Effective Job Ad
- Using Social Media
- Where to Source
- Free/Low-Cost Resources

Part III Matching and Committing
- Types of Interviewing
- Brining them face to face
- Negotiations

Part IV Retaining for the Lifecycle of the Employee
- Onboarding
- Engagement Surveys
- Stay Interviews
- Work/Life Balance
- Succession Planning
- Compensation Surveys
- Total Compensation Statements
- Communication
Four Parts to the Process

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Part Four: Retaining for the Lifecycle of the Employee
Part One: Planning and Prep

Assess the Need
• Conduct a Gap Analysis
• Recruit the right position for you

Build your Recruitment Team
• It’s more than a one-person job
• Look beyond the employer

Define Your Opportunity
• Discover your Unique Selling Points
• Community, compensation, staff, culture and facilities

Create a Budget
• Know what it will cost you to recruit
National Observations

• Thinking recruitment and retention are only HR’s role.
  • Create recruitment and retention committee
  • Identify key team members for action items in the R&R process—Marketing is playing a big role in R&R efforts
• Look beyond your facility for your team
  • Realtor
  • Board members
  • Civic leaders
Form a Recruitment Team

- Think of your recruitment team beyond your facility, include members of your community
  - Principles of the school
  - Local community people—bankers, real estate agents, Chamber of Commerce, Board Members or other charities
- No matter what the size of your organization this needs to be thought out and roles assigned
- Some members may wear more than one hat in the process, but it is a team effort
- Your efforts will be hard pressed to succeed if you skip this step!
Assigning Roles

Reference 1.1
3RNET’s Recruiting for Retention: Part One

Our Team Action Plan - Planning & Prep

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<tr>
<th>Assess the Need</th>
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<td>Conduct gap analysis</td>
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<td>Review job descriptions</td>
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<td>Analyze skill gaps</td>
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<td>Performance reviews</td>
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<td>Review turnover, retirement, promotions</td>
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<td>Analyze new hire/manpower</td>
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<td>Define future goals</td>
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<th>Recruitment Team</th>
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<td>Recruiter</td>
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<td>Human Resources Partner</td>
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<td>Candidate Interview(s)</td>
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<td>Contract Negotiator</td>
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<td>Community Partners</td>
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<th>Unique Selling Points</th>
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<td>Identify USPs in 3 categories</td>
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<td>Create and maintain a recruitment budget</td>
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<td>Create and maintain a retention budget</td>
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Define Your Opportunity

- Set your opportunity apart by using Unique Selling Points (USP)
  - The USPs will be used in a number of different areas within your recruitment process: job ads, interview questions, on site visits, social media and any additional marketing.
  - A fully defined opportunity will
    - Help you understand your strengths and challenges
    - Help you define your ideal candidate
    - Help candidates better understand whether your opportunity is right for them
Define Your Opportunity

COMMUNITY  CULTURE  STAFF

FACILITIES  COMPENSATION
Does your community do some things better than others?
Why do you work there?
Is money the most important thing?
National Observations

- Compensation concerns
  - Perception that safety net facilities aren’t fiscally stable
  - Pay isn’t comparable to competitors
  - Paying employees market value
  - Pay isn’t the most important thing
Four Parts to the Process

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Marketing To & Finding Health Professionals

• Conduct a Virtual Self Assessment
  • Website, job postings, application process
• Write Effective Job Ads
  • Not using a job description, writing candidate-focused job ads
• Using Social Media
  • Social media presence, effective strategies
• Where to Source
  • Job boards, employee referrals, virtual job fairs, pipeline
• Free & Low-Cost Resources
Do different candidates want different things in a job?

A. Yes
B. No
So, is it possible to strategically target candidates based on our strengths?

A. Yes
B. No
C. This sounds complicated. I’m happy with anyone.
How do we market for employee?

- High Salaries?
- Loan Repayment?
- Hunting and fishing?
- Is an advantage, still an advantage, when most everyone offers it?
- What factors make ourselves stand out from our competitors?
National Observations

• Job ads **NOT** job descriptions
  • Need to market your opportunity
  • VIRTUAL HANDSHAKE
  • Candidate-focused wording
  • Leverage social media
  • Links: websites, videos, testimonial videos from current staff
  • Photos: Your people (testimonials), facilities, surroundings
  • Maps and attractions
The Most Important Thing to Remember

People buy products for their own reasons, not yours (and you are selling a product)
You only want one thing in a Job Ad

What matters to a candidate!!
What You DON’T Need in a Job Ad

HR Lingo

Accredited

Incumbent

Details

Lift 50 lbs.

Established 1974
**Answer These Candidate Questions**

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<tr>
<th>Belonging</th>
<th>Am I the kind of person you’re looking for</th>
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<td>Acceptance</td>
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<td>Fulfillment</td>
<td>Will I be content</td>
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<td>Engagement</td>
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<td>Esteem</td>
<td>Will I be respected</td>
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<td>Employer of Choice</td>
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<td>Prosperity</td>
<td>Will I thrive</td>
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What’s YOUR competitive advantage:

• Belonging: Your Story, Employees’ Stories, Teamwork. We’re looking for a motivated, mission-driven nurse who is looking to be a part of our growth, as well as their own.

• Fulfillment: Quality Care, Clinical Autonomy, Making a Difference. We see patients from pre-birth on up. We pride ourselves on our ability to provide healthcare for all aspects of our patient’s health and wellbeing.

• Esteem: Leadership, Opportunities to Teach, Employer of Choice. Our team is just that: a team. We thrive around our culture or respecting a team-based approach to care.

• Prosperity: Loan repayment, competitive pay, Compensation Package. Our culture emphasizes our team members health and well being as much as our patients’.
Writing a Good Ad: Make it Visual

- Links to Website and others
- Links to Simple Videos
  *Idea: Testimonial video from staff
- Photos-People, Facilities,
- Maps and Attractions
- Mobile Friendly
What not to write...
XYZ Community Health Center, Philadelphia, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare. XYZ has been providing primary healthcare to residents of Philadelphia since 1973 when it was started in a storefront by community organizers. Today, you will join a healthcare organization and a staff of almost 50 practitioners at seven locations, delivering primary medical, dental and behavioral health care to more than 50,000 patients. Watch our video about why nurse practitioners choose to work at XYZ.

- We have high expectations for you as one of our nurse practitioners. We need you to:
  - Function as a key member of the healthcare team, often in a leadership role
  - Provide high quality care that meets specific clinical metrics
  - Serve as a mentor to team members and, if you desire, preceptor to nurse practitioner students
  - Give critical feedback and insights to help XYZ constantly improve

- You should also have high expectations for XYZ as an employer. Our nurse practitioners enjoy the clinical autonomy to practice at the top of their licenses, and you will too. Every day, you should leave XYZ knowing that you have made a positive difference.

- XYZ is a registered site for the National Health Service Corps and the Pennsylvania state loan repayment program, giving you the opportunity to apply for $50,000 or more in loan repayment. We offer a salary that meets market values for the Philadelphia area and is based on experience. XYZ also provides $2,000 per year in continuing education and professional dues compensation, and your liability insurance will be covered under the Federal Tort Claims Act (FTCA).

- Philadelphia is a vibrant urban center with a relatively low cost of living and many cultural and entertainment opportunities. This historic city, home to the nation’s first hospital and some of the best universities, is only an hour and a half from beaches, mountains and farmland.

- If we sound like the kind of dynamic, caring organization that meets your requirements, please send your CV to...
Or Even Better…

• XYZ Community Health Center, founded in Philadelphia 1973, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare. Join a staff of almost 50 practitioners at seven locations, delivering primary medical, dental and behavioral care to more than 50,000 patients.

• Watch our video about why nurse practitioners choose to work at XYZ. We want to talk to you if you can: lead healthcare teams; provide high quality care; mentor team members; and help XYZ constantly improve. You’ll enjoy the clinical autonomy to practice at the top of your license and make a positive difference every day.

• We offer a salary that meets market values for the Philadelphia area plus continuing education and professional dues compensation. Liability insurance covered under the Federal Tort Claims Act (FTCA). National Health Service Corps and Pennsylvania state loan repayment programs are possible. Interested in this dynamic, caring organization? Send your CV to...
• **Job Pitch:** Reception/Check In

• As our Check In Person, you will use EPIC, to check in patients that will get their medical needs met. Every day we’ll rely on you to multitask priorities while managing the flow of incoming patients. To thrive in this role, you should have an interest in creating a career in helping people get the medical treatment they need. We’ll teach you everything else you need to know. To Apply: bit.ly/xysi190
Audit job posting to be Inclusive

- **Clarity**
  - No buzzwords like Top Talent, Self-starter, Fast Paced, just daily activities or experiences
  - Shorter is better (250 words), keep it to a Social Media Post
  - Our attention span is shorter and more than likely your posting will be viewed on a mobile device

- **No Guessing**
  - Job titles are confusing and very employer specific
  - Try Googling Office Assistant (4500 hits) and Administrative Assistant (80,000 hits), even if you use Office Assistant internally when writing your posting use the more common title because that is the title that candidates will be searching for.

- **Tone**
  - Write for people not about the work
  - Break up sentence length
  - Sounds like a conversation

- Tip: Use voice to text
Delete Bias in your job posting- 100-year-old traditions can equal 100-year-old bias

- **Years of Experience**
  - The number of years can be misleading, for example, a CEO of a small company, which has an annual budget of $300K and has been in that role for 9 years vs. CEO of a company with $50 million annual budget and 3 years of experience, if you listed minimum five years of experience you may lose out on qualified talent.
  - It the type of experience not necessarily the years of it.
  - Qualify don’t Quantify.

- **No Bulleted List**
  - Bullet list can be seen as a barrier to those don’t have the privilege of college education or experience. To expand you candidate pool and to keep from deleting hope focus on a job pitch instead.
  - For Example:
    - As our (Job Title), you will help so they can.
    - Every day you will....
    - To thrive you must...
  - Remember Job Pitch
Delete Bias in your job posting - 100-year-old traditions can equal 100-year-old bias

- **Watch for gendered language**
- **Do include money, but don’t include benefits**
  - You can include salary ranges on the posting but be sure to explain them, “Salary starts at $X and goes up to $X, the person who gets the upper end of the range will have supervised # of people.”
  - Unless there is something extremely unique about benefits, you can you save that space for more on the daily activities. Most benefits are in the same ballpark.
- **College Education**
  - In some cases, a college education is necessary, but for those positions it isn’t a college education can be seen as a privilege.
  - Instead, for those roles that it isn’t necessary, focus on what success looks like in the role. Skills + Qualifications =” Here’s what success will look like…”
    - Degree Requirements = “To thrive in this role, you’ve....”
Where/when does a potential employee have their initial perception of your community?
A. Driving into town
B. Postcards you send as part of your recruitment process
C. Searching online
Your Virtual Handshake
Websites

**Consider as a recruitment tool**
- Info on/from providers & customers
- Employee testimonials
- List out all job openings
- How many clicks to find Careers

**Include information about community**

**Easy of use/mobile friendly**
Websites

• Application Process
  • What barriers exist?
  • How cumbersome is the application process
  • Is it easy to complete on a mobile device?
• How is the job posting?
• What call to action to apply?
Google

• Google Yourself(your company)
  • What comes up?
  • Have you claimed your site on Google?
  • How do address negative reviews?
  • What comes up about your community?
  • What links can you include on your website or job ad?
Tackle Social Media
What We Use:
• Facebook, Twitter, Linked In

What We Share:
• Blog Posts, Job Postings
• Events
• Resources from Partners (ex. 3RNet, NHSC)
• Reuse, recycle, revamp, expand, etc.!
What We See
Employers Sharing

Services
Jobs
Staff
Reviews
Trends
Cheat!

• We use bitly.com & buffer.com to look like we have a “team of tweeters” behind us!

• We use a master spreadsheet to organize content and make it easy to reuse and/or revamp.
Where you Source matters, find what Works for You
What is working today?

ONLINE JOB BOARDS  VIRTUAL JOB FAIRS  EMPLOYEE REFERRALS

NETWORKING  SPECIALTY ADVERTISING
Job Boards

• Job boards examples:
  • Practice Link, Practice Match, HealtheCareers
  • CareerMD, MDJobsite, 3RNet, NHSC
  • Indeed, Monster
Posting Jobs on 3RNET

• Get Approved as an Employer
  • www.3RNET.org/For-Employers
  • No cost to apply

• Start Posting
  • Can post any number of jobs (clinical and non-clinical)
  • Email sent to interested job seekers when your jobs are added
  • Referrals made to you weekly by your 3RNET Network Coordinator
  • Job posting is MUCH easier with new website!

• Share & Inspire
  • 3RNET.org/First-Next-Forever
DEI Ideas - Recruiting

- Diversity Working
- Hire Autism
- Recruit Disability
- Ask for diverse referrals
- Highlight Diversity in job ads
- Hold diverse interview panels for job candidates
- Teach recruiters how to avoid bias
  - Experience instead of Education
  - Day to day job instead of bullets
Virtual Job Fairs

- Virtual Job Fairs
  - Participate in “dress rehearsals” if given the opportunity with the vendor
  - If visiting residency programs virtual see if you can still provide food, i.e. food truck
  - Use a Zoom call as backup if the platform goes down
  - Use a Zoom call to “coordinate” with those staffing your job fair
  - Have information readily available to cut and paste in chat about the job opportunity
Employee Referrals

- Some tips for creating an Employee Referral Program include:
  - Offer a Referral Bonus. The set dollar amount can vary by a number of factors from job type to financial consideration.
  - Ensure the rules are defined and simple. Outline how the employee can offer a referral and the terms that need to be accomplished to receive the payment.
  - Make sure the referring employee knows there aren’t any negative consequences if it doesn’t work out.
  - Create a working environment that naturally encourages employee referrals.
  - Leverage social media. One of the main ways employees will contact potential job applicants will be through social media.
Four Parts to the Process

Part One: Planning & Preparation
Part Two: Marketing to & Finding Health Professionals
Part Three: Matching & Committing
Part Four: Retaining for the Lifecycle of the Employee
Matching & Committing

• Interviewing
  • Behavior based, team, process, spouse/partner/family
• Bringing them Face-to-Face
  • In person, virtual
• Negotiations
  • Who, how, letter of intent/contract
New Normal Interviewing

• You will most likely be conducting Virtual Interviews
• Establish your preferred virtual meeting format.
• Establish Communication Preferences
• Prepare your staff and candidates for the virtual interview
  • Test Tech, offer Tip Guide
  • Minimum distractions
  • Set Expectations
  • Remember Generational Differences in Virtual Interviewing
• Preparation is key
• PRO: Can schedule many more interviews less time!
Job Seeker’s Perspective

• Questions the job seeker would like to have answered:
  • Did you like the culture of the practice and the people you met? Can you see yourself enjoying working with them?
  • Do you see yourself being excited and challenged in the role?
  • Did you get a chance to see the community? What was your experience like?
  • Did you have any concerns (practice or community)?
  • What are the next steps?

• How do your questions answer theirs?
Multiple approaches for interviewing

- Behavior-based interview questions – high value but not always providing a full ‘picture’ of whether the candidate fits your need
- Data gathering/fact finding – does the candidate meet your minimum requirements, do you meet candidate’s minimum requirements, etc.
- Open-ended questions – opportunity for candidate to share in a less ‘directed’ fashion
Case for Behavior-Based Interviewing

- Premise---Past behavior is the best predictor of future behavior
- Not a new concept but becoming more and more prevalent in use
- Minimize the ‘halo’ effect and subjectivity
- Collect meaningful information about possible cultural ‘fit’ for your organization.
The Essence of the Questions

• More than just an ‘open-end’ question
• There are no ‘magic’ questions
• Frequently used question ‘starters’…
  – “Tell me about a time…”
  – “Describe for me…”
  – “Give me an example of…”
• **Bottom line**—ask for a specific example of a situation or task, learn the action taken and get the result!
Interview the Spouse/Partner

• Conducting a Spouse/Partner interview can be a great recruitment and retention tool.
• The person conducting the Spouse/Partner interview should have:
  • Excellent interpersonal skills
  • Knows the community really well
  • Share a common background or interest with the spouse/partner
• The type of information that you should gather includes:
  • Personal education needs
  • Personal interest
  • Housing preference
  • Location of family/friends
  • Geographic and climate preferences
  • Knowledge of the opportunity
  • Why your community interest them
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Retention Principles

• Retention success is possible in any geographic location.
• Retention factors do not equal recruitment factors.
• Retention is about good fit and a good relationship between clinicians and communities.
• No one stays in a bad job, good administration and good relationships are key.
Retaining for the Employee Lifecycle

- Onboarding
- Engagement Surveys
- Stay Interviews
- Succession Planning
- Work/Life Balance
- Compensation Surveys
- Total Compensation Statements
- Communication
Re-Recruit

That’s right....re-recruit! Guess what...that $10K sign on bonus you are offering for new RN’s, other companies are offering those to your currently staffed RN’s. How will you re-recruit them to stay?
Onboarding

- Understanding their role
- How to complete day-to-day tasks
- Insider acceptance
- Company culture

Employee Onboarding Needs
Indicators of a Successful Onboarding

- Research has found that the following four indicators suggest that an onboarding program is accomplishing its objectives.

  - **Role Clarity**
    - Role interacts
    - Understand their role

  - **Self-efficacy**
    - Capable
    - How they feel

  - **Social Acceptance**
    - Interact
    - Participate

  - **Knowledge**
    - Understand culture
    - Values and norms
Why do you still work there?
Stay Interviews

• Stay interviews are conducted to help managers understand why employees stay and what might cause them to leave.

• Stay Interviews are “informal” interviews and work best when they are not put in a structured format.

• Stay interviews should build trust between managers and direct reports.
Stay Interviews

• Benefits to Stay Interviews
  • Associates hear directly from you, their leader, that you care and that you wish for them to stay and grow with the company.
  • Associates are more likely to accept responsibility for staying.
  • Stay interviews build trust.
  • Equips you to anticipate, learn and solve associate concerns to the best of your ability and while the associate is still onboard!
  • Improved retention and productivity!
Stay Interviews

Engagement Facts

- Trust between each leader and his/her direct reports is the absolute most important ingredient for building loyalty and engagement.
- Poor leadership causes over 60% of all employee turnover. (Saratoga Institute)
- How associates view their leader impacts how they view everything about their employment relationship!
Guidelines of Stay Interviews

| In person* | Set Expectations | Plan your conversation | Ask Questions |
|------------|------------------|-------------------------|--------------|--------------|
|            |                  |                         |              |              |
Stay Interviews

• Typical Questions
  • Why do you choose to stay at XYZ?
  • Why might you leave or what may entice you away?
  • What is most energizing about your work?
  • What more do you want to learn?
  • Are we fully utilizing your talents?
  • What are your career goals?
  • What, if anything, is inhibiting your success?
  • How can I help?
  • What can I do differently to better assist you?
Work/Life Balance

- Flexibility in schedules
- Time off to enjoy hobbies
- Work sponsored activities outside of the facility i.e. softball teams, movie nights
- Work is a part of life it shouldn’t be a culture where work and life battle
- Engage in Wellness strategies
Takeaways

• Recruitment is a process
• Identify and communicate strengths
• Invest in challenges
• Don't skip planning
• Communication must be candidate driven
• Look for barriers to viewing and applying for your positions
• Create a Lasting First Impression
• Tackle Social Media
• Work Smarter, not Harder with Time & Money Saving Tools
• Share Your Value Through Teamwork
• Utilize all your screening tools to make sure you have the right fit
• Interviewing looks very different now, don't shy away from virtual interviews
• Sell your Unique Selling Points in the interview process
• Don't forget your community
• Retention starts in recruitment
• In the New Normal, rethink your processes, policies.
• Build trust, relationships lead to lasting employee engagement
• Retention may not be the objective, not every hire will be a fit.
Questions?
Thank You!

- Michelle Varcho
- Varcho@3rnet.org
- 800-787-2512 ext. 4
- Schedule a meeting
Thank you for joining us!