

RURAL **HEALTH** WORKSHOP

# Telehealth Risks in the Physician Office Practice & Rural Health Clinics



# Speaker

- Mandi Gingras, RACR
  - Director of Education
  - 3RNet



# Recruiting for Retention Workshop: A Rural Focus on Attracting & Finding Candidates and Retention Best Practices in Today's Environment

Mandi Gingras

3RNET Director of Education



Education by the Nation's Most Trusted Resource  
for Health Professionals Seeking Careers in Rural & Underserved Communities.





3RNET is the nation's most trusted resource for health professionals seeking careers in rural and underserved communities.

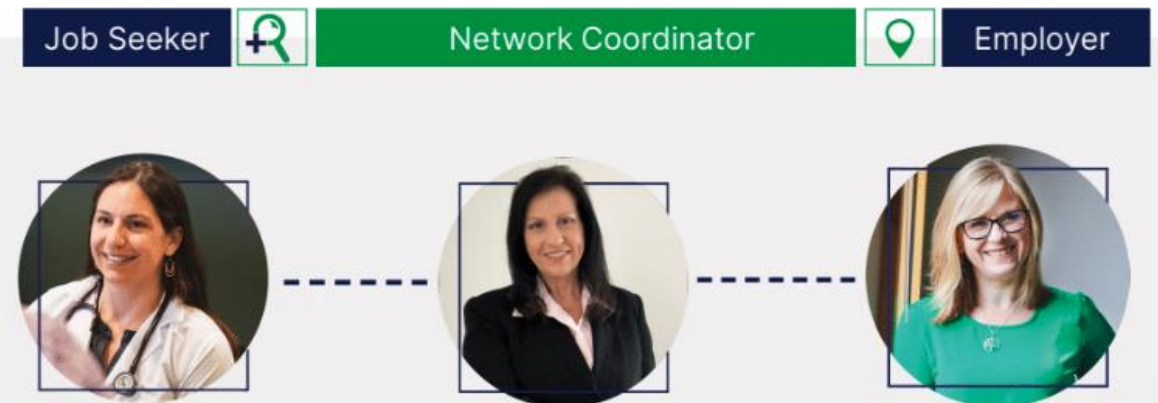
+ Powered by the National Rural Recruitment and Retention Network since 1995 -

- 3RNET Network Coordinators
  - Provide outreach to rural and underserved employers to promote job opportunities
  - Connect mission-minded health professionals with rural and underserved employers
  - Knowledgeable on state-specific job search resources
    - Loan Repayment, Visas, Health Professional Shortage Areas (HPSAs), & more

+ Job Board - [3RNET.org](https://3RNET.org)

+ Education - Recruiting *for* retention best practices

+ Resources & Tools to support recruitment and retention







FOR PROFESSIONALS

FOR EMPLOYERS

# Louisiana

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"We connect qualified health professionals to employers in rural and underserved areas. We connect employers across our beautiful state with the tools and resources to find the right fit for health professionals. Also, our different state-funded programs allow professionals to do the best at their job while serving Louisiana communities."





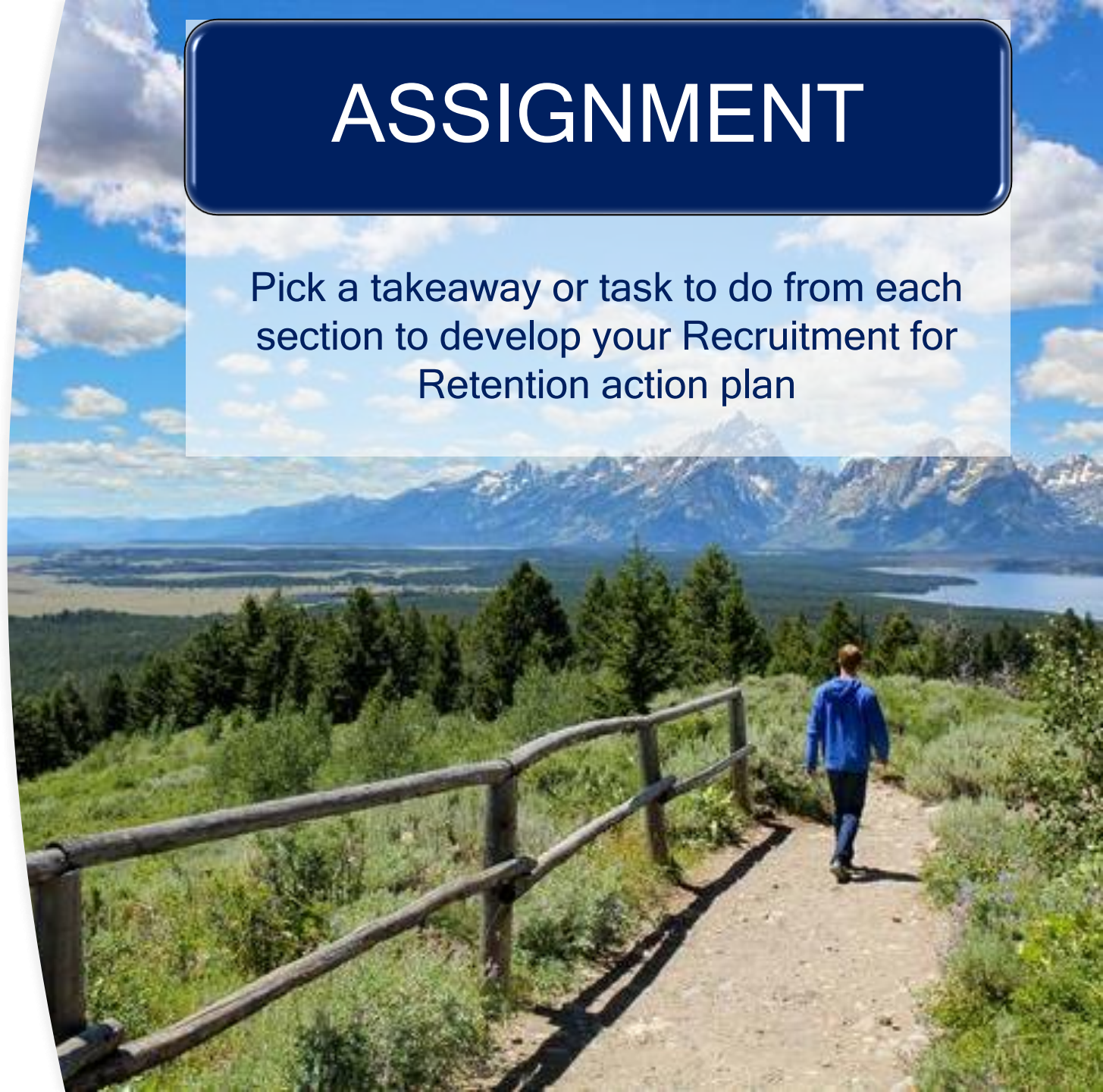
# Navigating Rural Recruitment & Retention in Today's Workforce Environment

## Today's Agenda:

- Identifying what makes RURAL unique
- Virtual Impression and Tools
  - Making sense of today's environment
  - Managing your recruitment in a virtual world
- Finding Candidates
  - Developing a sourcing plan
  - Identifying new sourcing channels
- Marketing your opportunity to candidates
  - Candidate focused messaging
  - Job posting examples
- Retention best practices
  - Effective strategies to position you as an employer of choice
  - Action plans and time-saving tools to help streamline your recruitment processes

## ASSIGNMENT

Pick a takeaway or task to do from each section to develop your Recruitment for Retention action plan





Family roots

Peace & quiet

Fresh air – lower pollution

More privacy

Lower cost of living

Strong community connection

Wide open spaces

Abundant recreational opportunities

Lower stress

Close to nature

Improved health

Fresh farm to table food

Low crime rates

No commuter traffic

Smaller classroom sizes

# What makes RURAL special?

Slower pace

Larger lot sizes & living spaces





# Unique Jobs in Unique Places

- Some of the most unique & beautiful places across the nation
- What are your unique selling points?
- Who will thrive in your area?
- Community engagement - Use real stories to demonstrate your value







# Understand the Rural Challenges

Distance to city amenities

Perceived isolation

Housing shortages

Lack of support services

Access to healthcare

Limited employment options

Childcare option shortages

No public transportation

Broadband access

Limited shopping options

Less educational options



# Rural Resources

- [3RNET Factors to Market Your Rural Community](#)
  - Geographic • Economic • Scope of Practice • Medical Support • Hospital and Community Support
- [Challenges Facing Rural Communities \(ncsl.org\)](#)
- [AHA Workforce Solutions: Recruitment and Retention Strategies in the Wake of the COVID-19 Pandemic](#)
- [Rural Health Information Hub](#)



# Factors to Market Your Rural Community

Identify & Communicate Strengths,  
Invest in Challenges

## **3RNET Resource Guide**

Explores key factors in recruitment and retention for rural facilities:

- Geographic Factors
- Economic Factors
- Scope of Practice Factors
- Medical Support Factors
- Hospital & Community Support Factors

[3RNET Factors Book](#)

# Factors to Market Your Rural Community



- **Geographic Factors**

- Access to larger community
- Demographics - Underserved/payor mix
- Social networking
- Recreational opportunities
- Spousal/partner satisfaction
- Climate
- Perception of community

- **Economic Factors**

- Employment status
- Part-time opportunities
- Loan repayment
- Income guarantee
- Signing bonus
- Moving allowance
- Start-up/Marketing costs
- Revenue flow
- Payor mix
- Competition

- **Scope of Practice Factors**

- Obstetrics
- C-section
- Emergency room coverage
- Endoscopy/Surgery
- Nursing home
- Inpatient care
- Mental health
- Mid-level supervision
- Teaching
- Administration

- **Medical Support Factors**

- Perception of quality
- Stability of physician workforce
- Specialist availability
- Transfer arrangements
- Nursing workforce
- Allied mental health workforce
- Mid-level provider workforce
- Emergency medical services
- Call/Practice coverage

- **Hospital & Community Support Factors**

- Physical plant and equipment
- Plans for capital investment
- Electronic medical records
- Hospital leadership
- Internet access
- Televideo support
- Hospital sponsored CME
- Community need/support of physician
- Community volunteer opportunities
- Welcome and recruitment program

[3RNET's Recruiting for Retention Guide Part One](#)  
[Reference 1.6 Factors Scoring Guide](#)





# Virtual Reality

The landscape of  
today's workforce  
environment

# Covid 19 Impact

# New Normal

- Workforce landscape
  - Essential employees
  - Work from home
  - Layoffs/furloughs
  - The Great Resignation
  - Staffing shortages
  - Cost of living crisis
  - Hybrid workforce environments
- Dominant virtual space
  - First impression - virtual handshake
  - Virtual events/meetings
  - Online sourcing
  - Virtual interviewing
  - Virtual site visits
  - Telehealth
  - Telementoring
  - Technology driven processes

Escalated burnout - Depleted staff engagement - Decreased job satisfaction





# Covid 19 Impact & New Normal

- Lost human connection
- Info available at our fingertips
- Shorter attention span
- Expect instant results or we move on
- Air our frustrations freely on the internet
- Virtual disconnect

Outcomes - values, needs, priorities:

- Time is more valued
- Demand for better work/life balance, flexibility, good working culture
- Job seekers are looking for more purpose and fulfillment, making contributions
- Employers - Renewed focus on retention

# What this can mean for Rural Recruitment

- Technology can streamline recruitment processes for multi-tasking HR staff
- Virtual interviewing improves time, attendance, reduces costs
- Widespread telementoring and video conferencing connects isolated providers
- Virtual-dominant sourcing provides a fair chance at reaching candidates
- Remote work opens up more job possibilities for spouses
- Advantage to provide better work/life balance, better benefits, more PTO
- Providing purpose and meaningful work, making a difference for your communities EVERYDAY!



# National Observations

- Compelling job advertisements, NOT list of duties and responsibilities
- Marketing the opportunity, unique selling points, value propositions
- Candidate-focused messaging
- Depicting the culture
- Leveraging social media
- Links: websites, videos, testimonial videos from current staff
- Photos: Your people, facilities, surroundings
- Maps and community attractions
- Mobile friendly across devices
- Responsive and timely communication - utilizing tech tools





# Managing Your Recruitment in a Virtual World

- Recruitment tech tools
- Virtual interviewing tips
- Virtual handshake
- Virtual brand and leveraging social media
- Free & low-cost tools



# Recruitment Tech Tips

- Virtual meetings (Zoom, Teams)
- Scheduling Apps (Calendly, Bookings)
- Messaging (Text, TextRecruit, Intercom)
- Applicant Tracking System/CRM (Taleo, TalentLyft)
- Automated emails, AI screening
- Online or electronic Application Forms
- Electronic Signature (DocuSign, Adobe)
- Electronic Health Records
- Tablet/Laptop patient visits
- Learning Management Systems
- Credentialing
- Survey tools, onboarding, etc, etc





# Virtual Interviewing

- Establish virtual meeting format
- Establish communication preferences
- Prepare your staff and candidates for the virtual interview:
  - Test technology
  - Share tip guide
  - Minimize distractions
  - Set expectations
  - Generational differences
  - Detailed calendar invites
- Be prepared for technical issues
- Scripted and engaging conversation
- Hold more than one virtual meeting to determine fit



# Website - Virtual window into your facility

## Consider as a recruitment tool

Info on providers, teams, patients, services

Mission, vision, values

Employee testimonials

List all job openings - Use keywords for SEO

## Include community information

Things to do, schools, shopping, dining, location to nearest airport

Travel and Tourism

Chamber of Commerce

Include photos & videos

## Ease of use/mobile friendly

How many clicks to find Careers?

Clear call to action

Simple application process

Share button for jobs

Sign up for notices/updates

# Website Career Page Content



**66% OF CANDIDATES  
WANT TO KNOW ABOUT  
YOUR COMPANY'S  
CULTURE AND VALUES**



**54% OF CANDIDATES  
WANT TO KNOW ABOUT  
PERKS AND BENEFITS**



**50% OF CANDIDATES  
WANT TO KNOW ABOUT  
YOUR COMPANY'S  
MISSION AND VISION**



# Website Career Page

Assess your 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 is the call to action to apply?
- Do you explain the hiring process?
- Is there an option to Join Our Talent Community - sign up for updates on events/happenings/jobs?
- Do you include a Share button?

Tell your friends about this position





# Google

## Google your organization -

- What comes up?
- Have you claimed your Business Profile on Google?
- How do you address negative reviews?
- What do your reviews on Indeed and Glassdoor look like?
- What comes up about your community?
- What links can you include on your website or job ad?

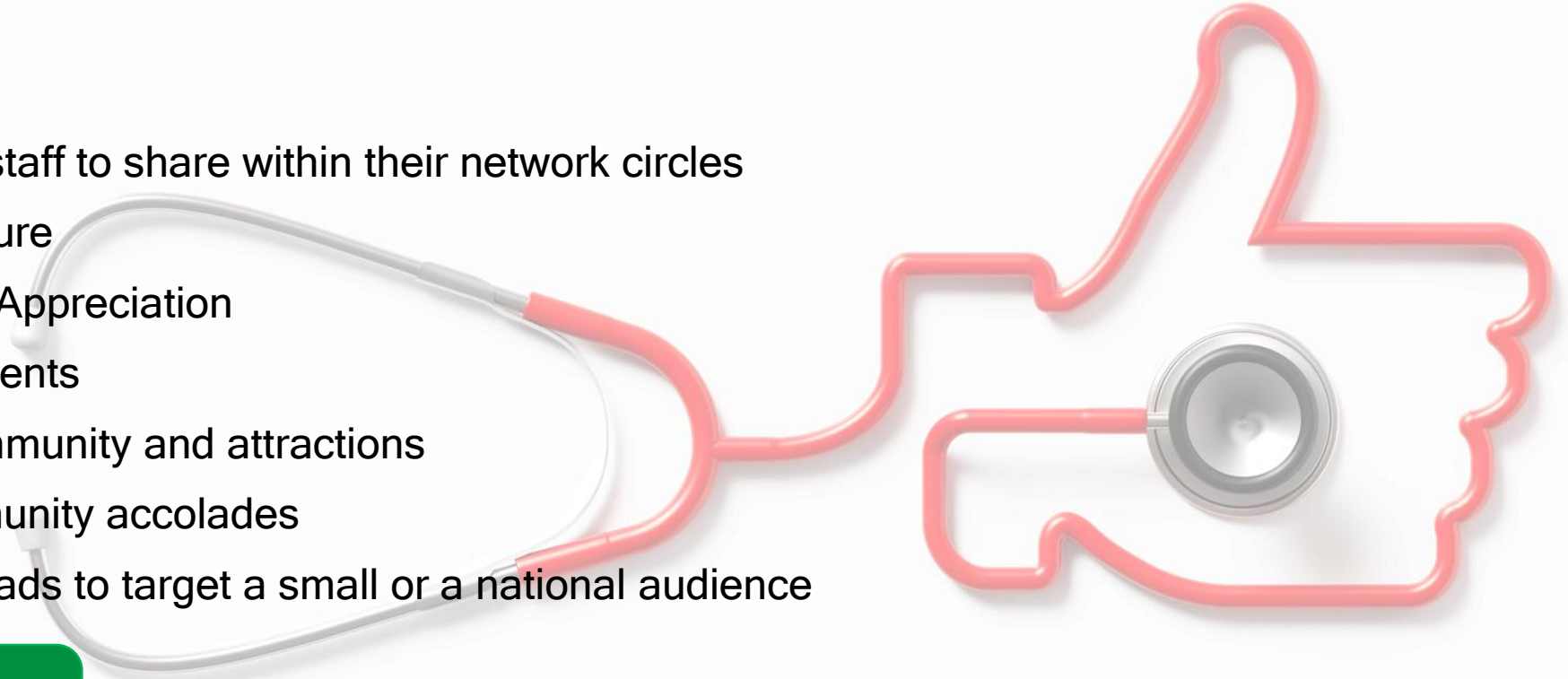




# Leverage Social Media to Enhance your Recruitment



- Post jobs
- Share posts with staff to share within their network circles
- Promote your culture
- Staff Recognition/Appreciation
- Awards/Achievements
- Promote your community and attractions
- Share state/community accolades
- Use social media ads to target a small or a national audience



79%

Job seekers are using social media during their job search

49%

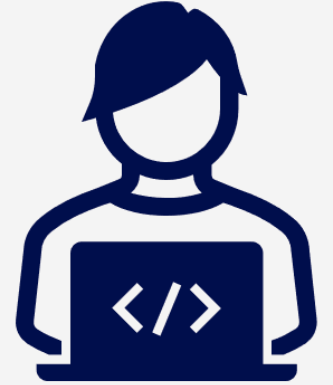
Users follow companies on social media to learn about their job openings

# Work Smarter, Not Harder

- Use Canva.com or Hootsuite to manage posts/tweets
- Create a content calendar
- Use a master spreadsheet to organize content and make it easy to reuse and/or revamp
- Engage with post responses, create automated responses



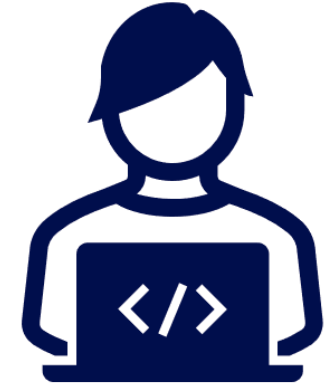
# Free & Low-Cost Resources & Tools



- [www.fiverr.com](https://www.fiverr.com) - marketing & digital products/services starting at \$5
- Weebly - easy-to-use website builder
- Writing content generator - <https://www.copy.ai> & <https://chat.openai.com/>
- Writing editors:
  - Hemingway Editor - <https://www.hemingwayapp.com/>
  - Grammarly (google chrome add on) - <https://www.grammarly.com/>
  - Readability Score - <https://readable.com/>
- Show how your website text and photos will display on different devices:
  - <https://material.io/resources/resizer/> - free
  - <https://search.google.com/test/mobile-friendly> - free
  - <https://www.responsivedesignchecker.com/> - free
  - <https://designmodo.com/responsive-test/> - free



# Free & Low Cost Resources & Tools



## Royalty Free Stock Images

- [www.pexels.com](http://www.pexels.com)
- [www.unsplash.com](http://www.unsplash.com)
- [pixabay.com](http://pixabay.com)
- [www.freeimages.com](http://www.freeimages.com)
- [stocksnap.io](http://stocksnap.io)
- [burst.shopify.com](http://burst.shopify.com)
- [www.reshot.com](http://www.reshot.com) (icons & illustrations)
- [gratisography.com](http://gratisography.com)
- [kaboompics.com](http://kaboompics.com)

## Paid Stock Images

- Shutter Stock
- iStock Photos
- Adobe Images - By image or subscriptions available
- The Noun Project - stock images that focus on diversity & inclusivity

## Image Editors

- <https://pixlr.com/x/>
- <https://www.iloveimg.com/>
- <https://www.picmonkey.com/photo-editor>
- <https://www.gimp.org/>
- <https://ipiccy.com/>
- <https://www.ribbet.com/>

## Video Tools

- <https://screencast-o-matic.com/> -\$1.65/month
- <https://www.moovly.com/> - free
- <https://www.flexclip.com/> - free
- <https://www.renderforest.com/video-maker> - free for limited use
- <https://motionden.com/video-maker> -\$9/video, pay-as-you-go
- Edit videos through Windows Movie Maker or iMovie

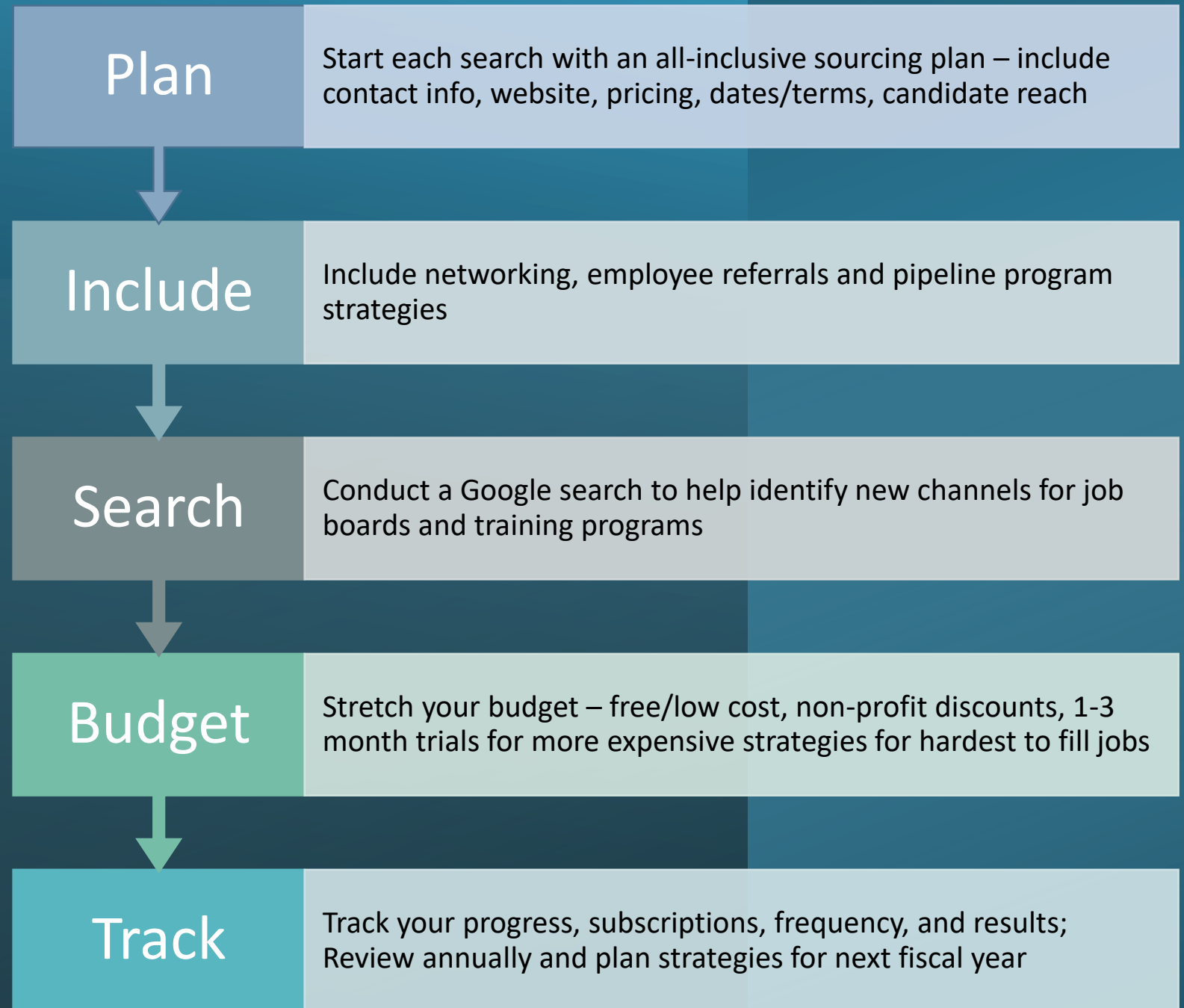




## Finding Candidates

Valuable tips and tactics to build your candidate pool

# Develop a Sourcing Plan





# Sample Sourcing Plan

Sample Recruitment Sourcing Plan FY24



Specialty	Tactic Type	Candidate Reach	Resource	Association Website	Contact Info	Terms	Cost	Subscription Date	Job Board Website	Annual Conference Date	Annual Conference Location	Annual Conference Cost	Account Login	Account Password	Lead Recruiter	Target Goal	Q1 Results	Q2 Results	Q3 Results	Q4 Results	Notes
Psychiatrist	Job Board	1,322	3RNET	<a href="http://www.3RNET.org">www.3RNET.org</a>	Network Coordinator 123-456-7890 Smith@website.com	Free to post, Register as Employer	Free														
Psychiatrist	Job Board		NHSC	<a href="https://bhw.hrsa.gov">https://bhw.hrsa.gov</a>																	
Psychiatrist	Career Fair		NHSC	<a href="https://bhw.hrsa.gov">Attend a Virtual Job Fair   Bureau of Health Workforce (hrsa.gov)</a>																	
Psychiatrist	Job Board	4,383	CareerMD	<a href="http://www.careermd.com">www.careermd.com</a>			Free														
Psychiatrist	Database	4,383	CareerMD	<a href="http://www.careermd.com">www.careermd.com</a>																	
Psychiatrist	Career Fair		CareerMD	<a href="https://www.careermd.com/employers/virtualcareerairs.aspx">https://www.careermd.com/employers/virtualcareerairs.aspx</a>																	
Psychiatrist	Advertisement	4,383	CareerMD	<a href="https://careermd.com/employers/ebulletins.aspx">https://careermd.com/employers/ebulletins.aspx</a>		E-Bulletin distributed 2x/month															
Psychiatrist	Prof Association		American Psychiatric Association	<a href="https://www.psychiatry.org/">https://www.psychiatry.org/</a>		30-day \$395 60-day \$750															
Psychiatrist	Prof Association		Assoc. of Medicine & Psychiatry	<a href="https://assocmedpsych.org/">https://assocmedpsych.org/</a>		120-day \$199															
Psychiatrist	Prof Association		Psychiatric Society	(State specific)																	
Psychiatrist	Training Program			<a href="https://www.freida.org/">FREIDA™ AMA Residency &amp; Fellowship Programs Database (ama-assn.org)</a>																	

# What sources are working today?





# Rural Specific Sources & Best Practice Models

## Rural Specific Job Boards

- [3RNET.org](http://3RNET.org)
- [HRSA Health Workforce Connector](#)
- [National Rural Health Association Career Center](#)

## Rural Virtual Job Fairs

- [HRSA Virtual Career Fairs](#)
- [PracticeMatch Rural Virtual Career Fair](#)
- [CareerMD Rural Health Virtual Career Fair](#)

## Rural Training Track Programs

- [Accredited Rural Physician Residency Programs - The RTT Collaborative](#)
- [Targeted Rural Underserved Track \(TRUST\) Program](#) in WWAMI
- [ACGME Designated Rural Track Program Directory](#)
- [Rural GME Regional Hubs](#); [The Wright Center GME Program in PA](#)

# Physician / APP Job Boards and Candidate Databases

- 3RNET, NHSC, NACHC, CareerMD, NNOHA
- PracticeLink, PracticeMatch, HealtheCareers
- Profiles Physician Database, Indeed
- Professional associations
- Niche job boards



# Health Professional Sources



- 3RNET job board
- Linked In, Twitter interest groups, Facebook ads
- Indeed, ZipRecruiter, SimplyHired, JobList, Glassdoor, CareerBuilder, etc
- Your State job board - JobsintheUS.com
- Niche job boards - ihirenursing.com, ihiredental.com, etc
- Professional association job boards/career centers - national and local chapters, student chapters
- Handshake Career fairs - In-state, regional and national training programs
- Training programs (Directory of Accredited Programs)
- Pipeline and pathway programs, AHEC program collaboration

**RECRUITMENT**

**NETWORKING**

**RETENTION**



# Behavioral Health Professional Sources



- Niche job boards -
  - Mentalhealthwork.com
  - ihirementalhealth.com
  - BehavioralHealthJobs.com
  - Psychologyjobs.com
  - Mental Health America, etc
- Professional association job boards/career centers - national and local chapters, student chapters
  - ADAA, NASW, NAADAC, AMHCA, ACA, etc
  - [SAMHSA](#) - list of additional job boards

**RECRUITMENT**

**NETWORKING**

**RETENTION**



# DEI Recruiting Sources

- National Hispanic Medical Association - [nhmamd.org](http://nhmamd.org)
- Association of American Indian Physicians - [aaip.org](http://aaip.org)
- National Medical Association - [nmanet.org](http://nmanet.org)
- National Black Nurses Association - [NBNA.org](http://NBNA.org)
- National Association of Hispanic Nurses - [nahnnet.org](http://nahnnet.org)
- Professional Diversity Network - [prodivnet.com](http://prodivnet.com)
- [DiversityJobs.com](http://DiversityJobs.com)
- [Circaworks.com](http://Circaworks.com)
- [DiversityWorking.com](http://DiversityWorking.com)
- [HireAutism.org](http://HireAutism.org)
- [RecruitDisability.org](http://RecruitDisability.org)
- <https://www.inclusivetherapists.com/jobs>

# Employee Referrals



REFERRED CANDIDATES ARE **13 TIMES** MORE LIKELY TO BE HIRED THAN A JOB BOARD APPLICANT.



REFERRED CANDIDATES HAVE A **70%** LONGER RETENTION THAN NON-REFERRAL HIRES



**71%** OF US EMPLOYERS OFFER A REFERRAL PROGRAM WITH INCENTIVES



# Employee Referrals

Tips for creating an Employee Referral Program:

- Offer referral bonus/incentive - dollar amount can vary 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 reward.
- Make sure the referring employee knows there aren't any negative consequences if it doesn't work out.
- Create an open & positive working environment that naturally encourages employee referrals.
- Leverage social media. One of the main ways employees will share your jobs with their networks will be through social media.





# Employee Referral Program Incentives

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- Money - Healthcare can range \$50-\$2,000 depending on position, but generally \$250 and up, or 2-4% of the positions' pay (Surveys show 70% orgs offer \$1,000-\$5,000 range for higher level/in-demand positions)
- Days off or additional vacation days (Surveys show 15% orgs offer time over money)
- Charitable donation on employees' behalf to their favorite cause
- Trips (daytrip or weekend getaway) or event passes/tickets
- Gifts they love (gift card, gadgets, etc)
- Lunch/Dinner at favorite restaurant
- Company logo apparel or product
- Public recognition and praise



## Attracting Candidates

Strategies for  
effective *candidate-*  
*focused* messaging



# XYZ Community Health Center, Philadelphia – Family Nurse Practitioner

XYZ Community Health Center a nurse managed organization is seeking a Family Nurse Practitioner to assume the role of the Primary Care Site Director for its Health Annex Center in Philadelphia, PA. The Primary Care Site Director is an integral part of the clinical team and is expected to uphold the health center mission by assuring that all patients receive health care that is competent, caring, and cost-effective. This position includes but not limited to supervising and coordinating the day-to-day clinical operations of the primary care department, clinical oversight and managerial duties. In addition, this position performs clinical duties as well.

Duties include but not limited to:

Clinical Oversight:

Assurance that clinical setting is functional and equipped for daily patient care.

Work with clinical staff (including Front Desk, Medical Assistants, and Nurse Practitioners) to maintain or exceed expected weekly / monthly production and quality stats are done.

Ongoing monitoring and adjustment of processes responsible for patient care flow.

Oversee Medical Assistant functions including: ordering medical supplies, managing clinical office needs, and daily patient flow.

Work with Administrative Director and Director of Primary Care Services to cover clinical absences. Assist with coverage issues as needed. Direct medical coverage.

Oversee on-site Nursing and Nurse Practitioner practice (e.g. Sharing information, procedures, chart reviews as needed for audits, patient care issues).

Facilitate and assist in running clinical staff meetings with focus on primary care and functioning.

Encourage and promote teamwork. Nurture individual team member's strengths and abilities.

Work with Medical Assistants and nursing staff daily to problem solve clinical issues.

Report staff deficiencies to Director of Primary Care Services and Administrative Director.

Routine supervision meetings, at least twice a month, with both Directors to facilitate smooth communication and promote excellence in patient care services offered on-site.

Resource and liaison for other members of healthcare team.... Behavioral Health, Outreach, etc.

Managerial duties:

Collaborate with Director of Primary Care Services and Administrative Director regarding clinical supervision of clinical staff. Ability to request meetings with both Directors and clinical staff as needed to address deficiencies/complaints or clinical concerns.

Report clinical deficiencies to Director of Primary Care Services.

Input into disciplinary action regarding clinical staff. Initiate process when indicated.

# Behavioral Health Therapist (Multiple Openings)

Excellence in performing multiple psychotherapies including, but not limited to, commitment therapy, cognitive behavioral, mindfulness, behavioral, interpersonal, supportive, motivational interviewing, graded exposure, individualization, couples, family, grief, and trauma therapies. Eye movement desensitization and reprocessing (EMDR) will be provided in both one-to-one and group settings. The therapist will be part of the behavioral health program. The therapist will make a clinical decision on whether a patient may be referred to see the Psychiatrist, may remain with the therapist, or may be referred to the patient's needs and their acceptance of treatment options. The therapist will work with the team (psychiatrist, case manager and behavioral health manager) to develop and adjust treatment plans. Treatment plans will be developed, maintained and adjusted as needed. The therapist will monitor patients in a patient registry and aid in making recommendations without actually seeing the patients. The therapist will contact patients to discuss appointments, meeting treatment plan goals, or as otherwise required. If patients obtain referrals to outside sources or back to their primary care team, the therapist will coordinate discharge from specialty services, the therapist will implement a relapse prevention plan. The therapist will also perform initial assessments of patients. While the preferred mode of delivering services may also be used. Position is responsible for the management of psychosocial assessment and application of behavioral principles to address lifestyle and health risk issues. Emphasis is on patient education, teaching, partnering with patients in a treatment approach that build resiliency and that build capacity for health. Provides consultation and co-management in the co-treatment of mental disorders. Working within a fully-integrated, multidisciplinary model within our primary care Health Center.

What not to post

# How do we market to the candidate?



High Salaries?



Loan Repayment?



Boating/fishing?  
Hiking/biking?



Is an advantage, still an  
advantage, when  
everyone offers it?



What factors make  
ourselves stand out  
from our competitors?



Unique Benefits?

## CANDIDATE MOTIVATIONS

Compensation  
Scope of Practice  
Loan Repayment  
Practice Support  
**Family Satisfaction**  
**Positive Culture**  
**Work/Life Balance**

# Answer These Candidate Questions



## BELONGING

- *Am I the kind of person you're looking for?*

Acceptance



## FULFILLMENT

- *Will I be content?*

Engagement



## ESTEEM

- *Will I be respected?*

Employer of  
Choice



## PROSPERITY

- *Will I thrive?*

Employer of  
Choice





# What's YOUR competitive advantage:



**BELONGING:** Your Story, Employees' Stories, Teamwork

*- We're seeking 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 and up, from all walks of life. We pride ourselves on our ability to provide healthcare for all aspects of our patient's health and wellbeing.*



**ESTEEM:** Leadership, Professional Development, Opportunities to Teach, Employer of Choice

*- We provide a culture of respect where our team can thrive. We empower one another to continually grow and improve our team-based approach to care.*



**PROSPERITY:** Culture, Loan repayment, Competitive pay, Benefits

*- We emphasize the health and wellbeing of our team members as much as we do for our patients.*

# Generations in the Workplace

Boomers 1946-1964 (age 58-76) ————— 71 million

**Want:**

- Flexible hours
- Stability
- Healthcare

**Tactics:**

- Digital
- Traditional
- Get to the Point

Gen X 1965-1980 (age 42-57) ————— 65 million

**Want:**

- Growth
- Work/Life Balance
- Stability

**Tactics:**

- Digital Savvy
- Mobile Friendly
- Promote Day-to-Day of Role

Gen Y (Millennials) 1981-1996 (age 26-41) ————— 72 million

**Want:**

- Growth
- Mentorships
- Flexibility
- Ability to Engage Digital

**Tactics:**

- Company Culture
- Social Impact
- How They Fit In

Gen Z 1997-2012 (age 10-25) ————— 68 million

**Want:**

- Learning Opportunities
- Flexibility
- Virtual
- Contribution to Company

**Tactics:**

- Company Culture
- Social Impact
- Entrepreneurial Mindset





# Get Input from Staff

- What matters to them?
- Why do they work there?
- What attracted them to their position, organization, or community?
- Listen for key words and phrases that carry meaning and impact
- Share your job posting with your staff
- They can create a powerful marketing team to help you get the word out!



# Get Input from the Hiring Manager

- How can we “sell” your job to candidates in a job post?
- What’s special about this team compared to other teams you’ve worked with?
- What are the ideal candidate traits?
- What do your best (Job Title) have in common? What would complement your team?
- Are there any requirements with this position?
- What would be a deal-breaker on a CV/resume?
- Are there any special skills or certifications, required or preferred?



# Practice Environment

- **What will the practice look like?**

Clinic and hospital facilities, equipment, electronic health records, services and procedures, teaching opportunities, training, support and professional development, culture and camaraderie

- **How busy will I be?**

Patient volume, call schedule, patient referrals, marketing support, telehealth options, flexible schedules

- **Who will I work with?**

Support staff, patient demographics, providers, access to specialists & other health professionals, administration

- **How will you keep me safe?**

Risk mitigation, violence intervention strategies and trauma support, safety and violence prevention programs

- **Special requirements?**

Certifications, skills, experience, loan repayment or visa eligibility

- **Why are you recruiting for this position?**

Replacement, retirement, growth, high turnover?



# Promote Your Unique Selling Points

## Safety

- Safety protocols - patients, Covid, malpractice
- Whole person health and wellbeing, EAP, PHP
- Financial stability, job security, transparency

## Culture

- Real life examples of making a difference, mission, DEI
- Performing at the top of their licensure, camaraderie
- Opportunities for growth, leadership, teaching, fulfillment

## Flexibility

- Remote work, telehealth, technology, operation efficiencies
- Flexible schedules, light call coverage, training/support
- Work/life balance, time off benefits, investment options

What's your Employee Value Proposition?





# Promote Diversity Equity Inclusion

- Promote your DEI initiatives in your marketing - website, career page, social media, job postings
- Assemble a diverse interview panel and make introductions with diverse staff members. Provide DEI training for interview panel to avoid bias.
- Promote employee resource groups, diversity training, and mentoring programs.
- Be knowledgeable of the variety of diverse populations in your community and region, religious groups, ethnic restaurants or markets, community groups and cultural festivities.

ACU JEDI Tool: [Building an Inclusive Organization Toolkit](#)

74%

Say DEI investment is important when considering a new job

62%

Would turn down a job offer if the org didn't support DEI initiatives





10-minute break



# Effective Job Posting Example

[XYZ Community Health Center](#), Philadelphia, is seeking a Psychiatric Nurse Practitioner with the passion and skills to deliver high quality healthcare for all ages. XYZ has been providing services to residents of Philadelphia since 1973. You will join a vibrant healthcare organization that has grown to a staff of 50 providers with seven locations, delivering primary medical, dental and behavioral health care to more than 50,000 patients. Watch our video to learn [why our nurse practitioners choose to work at XYZ](#).

A rewarding career with XYZ will offer you the opportunity 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
- Enjoy the clinical autonomy to practice at the top of your licensure
- Make a positive difference in the lives of your patients every day

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...

Clear Call to Action



## Earn Up To \$500 Sign-On Bonus & Open The Door To A Career That Inspires You!

NEW YEAR NEW CAREER—Join MCDC

Why work for My Community Dental Centers? As the largest dental non-profit organization in Michigan, as a team, we are enhancing community health by offering access to quality dental care for all. To hear more from our CEO, Dr. Deborah Brown, [Click Here](#).

Everything we do begins with the people within our organization. We believe in hiring talented, passionate people and providing competitive packages, along with learning and advancement opportunities that are all designed to make work/life balance accessible.

Pursue your dreams while you lead and grow in your role as a Registered Dental Hygienist and beyond.

### Earn More with Industry Leading Benefits

When paired with our competitive compensation, our industry-leading benefits are here to support you in your professional and personal journey. We offer:

- Health, Dental and Vision Insurance for you and your family
- Life Insurance, Short & Long-Term Disability
- 403(B) with Company Matchup to 5%
- Wellness Program & Gym Membership Benefits
- New Hourly Competitive Compensation, plus Monthly Incentive Opportunities

### Enjoy Your Personal Time

- No Nights, Weekends, or On-Call Hours
- Generous Paid Time Off
- Holidays

### The Career & Support You Deserve

Get the best of both worlds! Develop your skills as a leader, all while making an enormous impact in patients' lives, no matter where you are in your career as a dental hygienist.

- **Clinical Leadership:** We are committed to being a different kind of dental provider- one that sincerely champions providing exceptional dental care while supporting and empowering individuality within our hygienists.
- **Continued Education:** Take advantage of reimbursement toward dental CE and/or professional membership dues, as well as financial assistance with Loupes. Ask for more details.
- **Mentorship & Development:** Get one-on-one mentorship with our experienced dental team members to accelerate your career. When it is time for the next step in your professional journey, we are ready to help you reach your next destination with career path options that suit your professional and personal goals.
- **Technology:** We provide our staff with modern technology including electronic patient records, digital radiography, and state-of-the-art dental equipment and more.

### Employed Group – Single Hospital Coverage w/1:5 Call

McLaren Flint is recruiting an Obstetric & Gynecology Physician to join an established 4 person employed group in Flint, Michigan. Step into a ready-made practice and assume a robust patient base. Enjoy a collegial relationship with colleagues who have a great reputation with the community. McLaren offers a Level I newborn nursery with 24/7 on-call Neonatology coverage and Level II maternity care. Operate with a cohesive surgical team in the inpatient OR and a convenient outpatient surgery center. McLaren has state-of-the-art surgical equipment including two DaVinci Surgical Systems.

#### Career satisfaction begins with:

- Excellent mentorship with experienced providers, shared call of 1:5
- Steady surgical volume and more than 100 deliveries annually per provider.
- Expertly managed office with qualified staff to ensure patient satisfaction.

The Family BirthPlace at McLaren includes 13 home-like maternity suites for labor, delivery, recovery and post-partum care. Academic affiliation with Michigan State University offers teaching component with Family Medicine Residency program.

Tell your friends about this position



Example  
Job Posts

Terros Health is a health care company focused on the whole person, providing primary care and specializing in mental health and substance use treatment for over 50 years. We help people live their lives in recovery and we save lives every day. Our vision is to provide extraordinary care by empowered people, achieving exceptional outcomes. We are guided by our core values of integrity, compassion and empowerment, with diversity woven throughout. Together, we are *Inspiring Change for Life!*



If you are interested in working for one of the State's Leading Healthcare Organizations that promotes **Integrity, Compassion,** and **Empowerment**, we encourage you to apply! If you are energized by helping people during their most challenging times, this vital opportunity will be rewarding.

Are you longing for the  
**work/life dream** you once had?

Job Openings

## START FRESH ON THE LAST FRONTIER

Work/Life Balance

Connection with the Land

Wholistic Approach to People

Freedom to Learn and Grow

## Our culture

Being healthy isn't just about physical health. We are big believers in creating and fostering a healthy, vibrant work culture where staff can thrive, find opportunities for growth, have great friendships, enjoy work-life balance, and feel fulfilled and passionate about coming to work.

We are dedicated to finding ways to help our team learn, develop, grow and have fun on the job. We offer a variety of learning opportunities through our education department and have programs for staff to recognize each other, win fun awards and see how much we appreciate them.

Here at Bitterroot Health, we understand that we exist because of our team. So it's

Examples  
Conveying  
Culture

## Careers with My Community Dental Centers

Why work for My Community Dental Centers? Because we believe that, together as a team, we can enhance community health by offering access to quality dental care for all. Quality care takes all of us working together every day towards our mission, vision and values. We are innovative, smart and entrepreneurial. We value thoughts and suggestions for improvement, including those from our employees.

We invite you to start or grow your career at one of our extraordinary 30+ locations throughout Michigan. Apply for a job today and take the first step toward becoming a part of something impactful.

[VIEW OPEN POSITIONS](#)





## Examples Showing DEI Commitment

**ADP:** *We believe our people make all the difference in cultivating an inclusive, down-to-earth culture that welcomes ideas, encourages innovation, and values belonging.*

**BiState PCA:** *We recognize and honor the diversity in perspectives and lived experiences of our colleagues, members, and community, fostering an inclusive organizational culture that respects and values every member of our community. We value honest, open, and direct communication and often use a team-based approach. We encourage each other to achieve work-life fulfillment.*

**Clover Health:** *We value diversity - in backgrounds and in experiences. Healthcare is a universal concern, and we need people from all backgrounds and swaths of life to help build the future of healthcare.*

- **74%** of job seekers say a company's DEI investment is important to them
- **62%** would turn down a job offer if org didn't support DEI initiatives



# Email Campaign Tips

- Create email templates to save time and maximize your outreach
- Build rapport, candidate-focused messages, share how your value propositions align with their interests, establish connections, include statements that promote your culture, share resources
- Keep your emails short (under 125 words)
- Always close with a clear call to action
- Schedule 2-4 follow up emails for the best response - Nurture campaigns spark curiosity building on to your story; reply in the same thread of a sequence
- Keep subject line short - include candidate's name for higher open rates
- Timing - Sunday evenings are prime and quarter til the hour during the week
- Keep door open for future re-connection (bye for now, not forever)
- Avoid spam filters - Refresh your messages every 1,000 sends; remove bounced emails



# Email Tips

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- Use your email signature to market your organization and your jobs (Logo, website link, meeting link, social media, upcoming events)
- Ask those who make up your network to help you promote jobs/events

Mandi Gingras  
3RNET Director of Education



[Schedule a meeting](#)

1-800-787-2512 ext. 4

[Gingras@3RNET.org](mailto:Gingras@3RNET.org)

Find your perfect career at [www.3RNET.org](http://www.3RNET.org)

Reserve your spot today [2023 Recruitment Academy](#) – Oct 4



A diverse group of six healthcare professionals, including doctors and nurses, are standing in a modern hospital hallway. They are all smiling and looking towards the camera. The group consists of three women and three men of various ethnicities. Two are wearing blue scrubs, one is in a white lab coat with a stethoscope, and two are in teal scrubs. The hallway has white walls, glass doors, and large windows on the right side, letting in bright natural light.

# Retention

Trends and Best  
Practices

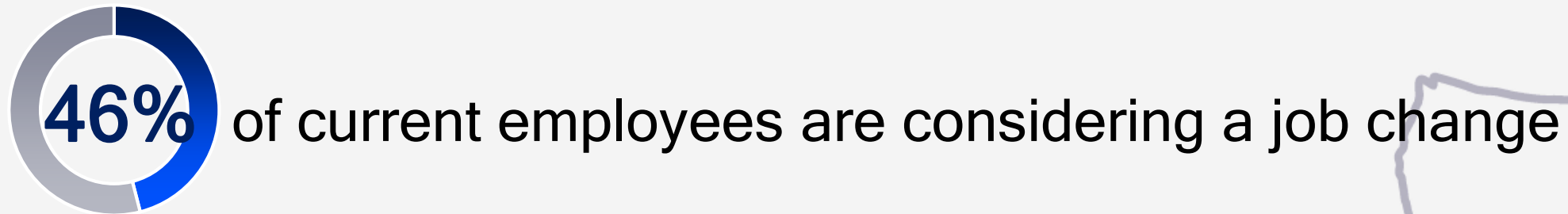
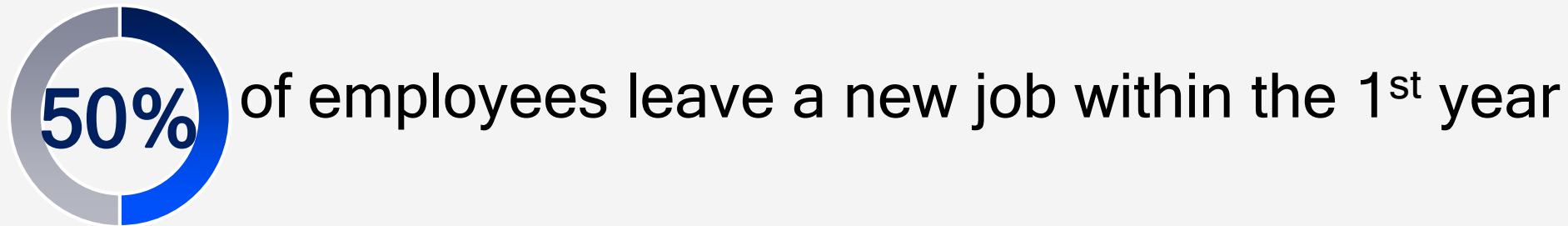


# Retention Principles

- Retention success is possible in any geographic location.
- Retention starts with recruitment.
- Retention is about hiring the right fit and engaging employees with the community.
- No one stays in a bad job. **Good leadership** and **regular on-going communication** are key.



# Retention Facts



Source: BambooHR



# Why Do Employees Leave?



of employees left their organization due to a lack of career growth.



of departed employees left their organization due to pay.



of employees left their organization because they felt undervalued or under appreciated for their work.





# Flexibility & Re-Recruitment

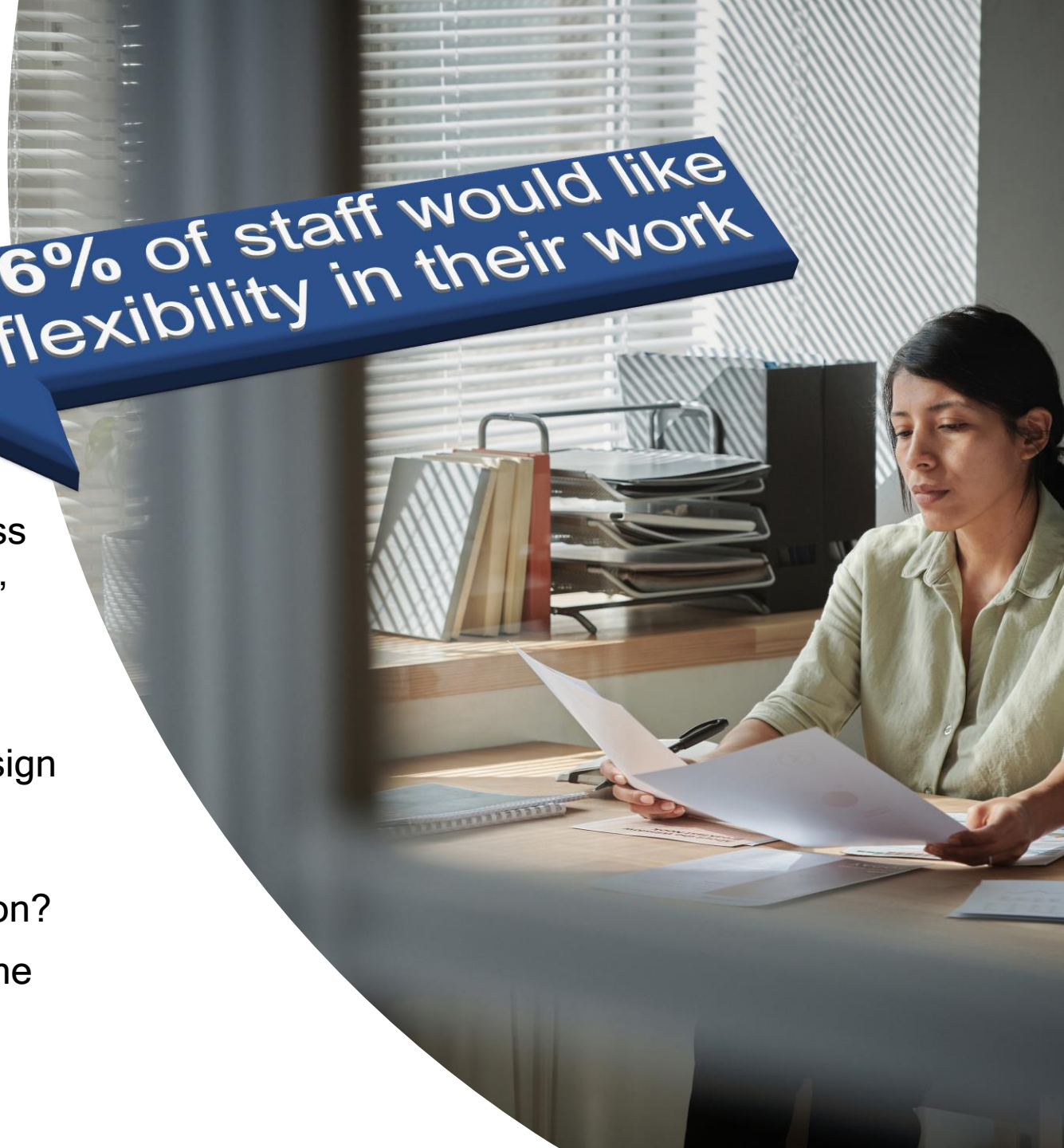
76% of staff would like flexibility in their work

## Flexibility

- Try to meet employees where they are at
- Focus more on priorities and outcomes and less on clock watching when developing processes, procedures, job descriptions and training

## Re-Recruit

- Competitors are targeting your staff with their sign on bonus
- What are you offering your current staff that is comparable to the new hires you are bringing on?
- Focus retention efforts on the career cycle of the employee and don't stop once the employee is onboarded





# Retaining for the Employee Lifecycle

- Onboarding
- Engagement Surveys
- Stay Interviews
- Career Ladders
- Succession Planning
- Work/Life Balance
- Compensation Surveys
- Total Compensation Statements

Good  
Leadership

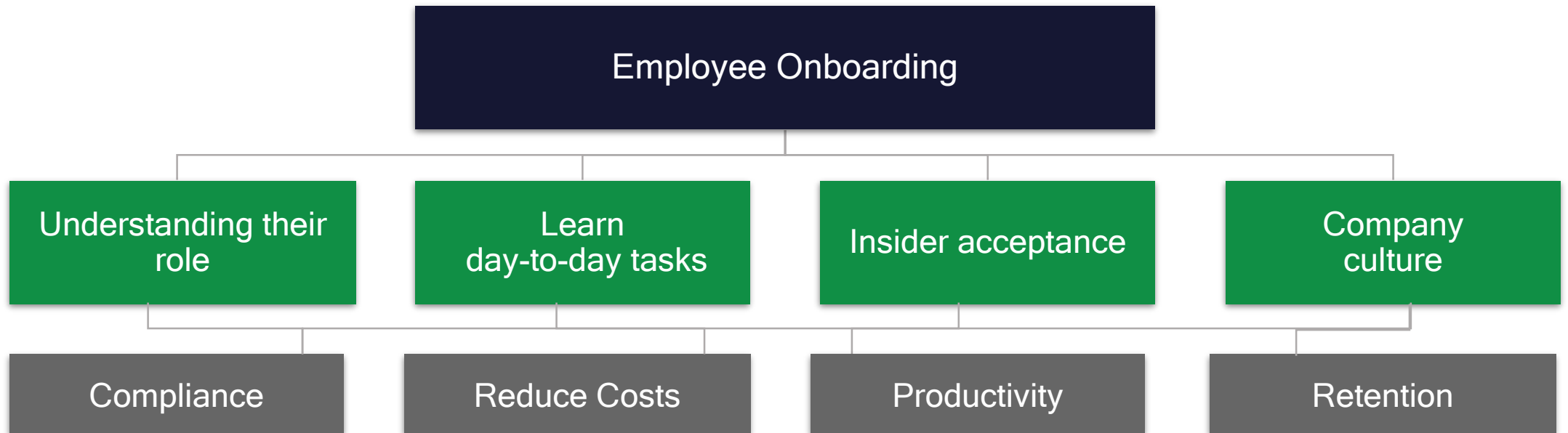
Good  
Communication

Successful  
Retention





# ONBOARDING





# Onboarding vs Orientation

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## Orientation

- One time event
- Typically lasts 1 to 2 days
- Focuses on organization's mission, structure and policies
- Includes review of employee handbook
- Facilitates completion of payroll/benefits paperwork

## Onboarding


- Is a systemic process
- Can last 3 to 12 months, depending on person & position
- Promotes better understanding of organizations culture, mission & goals
- Cultivates long-term relationship building and access to information
- Fosters a feeling of belonging

# Mentor and Buddy Program

- 
- Someone to help the employee get to know the culture of the company.
  - Can be from a different department and/or level than the employee - leads to cohesiveness across departments.
  - Helps acclimate the employee over the next year to social activities of the organization. (*We have a fundraiser in February. We wear jeans on Fridays.*)

Having someone to ask daily questions (*How do I order supplies?*) speeds up the onboarding process and makes the employee feel welcomed.

## Buddy

- 
- A peer who can help navigate the processes and procedures associated with job functions
  - Can act as a Buddy at times
  - Can track and gauge when the employee has grasped knowledge needed to perform their job successfully.

## Mentor

### Survey Says:

According to a BambooHR study, 56% of respondents reported having a buddy or mentor was very important to them when starting a new position.

# Emerging workplace trends

## Autonomy & Flexibility in how they work

### 4 Workplace Scenarios:

- In-office
- Remote by choice
- Hybrid
- Fully remote

85% of employees prefer hybrid or remote working options

36% job seekers  
looking for fully  
remote jobs

19% job seekers  
prefer hybrid role

44% job seekers  
want an in-office  
position

49% Millennials  
want a fully  
remote job

27% GenZ want  
a fully remote job

57% GenZ want  
an in-office  
position

Source: Joblist 2023 US Job Market Trends Report



# Remote Onboarding & Retention Action Plan

- Seamless tech tools to help new employees transition into the org
- Training and support available for remote employees in hybrid workplace
- Set clear measurable KPIs and expectations, regular check-ins, foster trust
- Create a sense of community, belonging, and strengthen company culture
  - Schedule virtual meetings outside their dept, bonding activities, social breaks, virtual happy hour, community and employee resource groups, be sensitive to virtual inclusion and recognition
  - Belonging = Feeling welcomed, known, included, supported and connected

78%

Remote employees feel their training was insufficient

93%

Remote Gen Z struggling to create personal connections



# Increased Job Satisfaction = Better Retention

- ✓ Good communication with leaders
- ✓ Having a voice, being heard, positive contributions
- ✓ Strong relationships with co-workers
- ✓ Sense of belonging
- ✓ Connection to community
- ✓ Making a difference
- ✓ Positive organizational culture
- ✓ Diversity, equity, inclusive environment, free of discrimination
- ✓ Safe environment
- ✓ Availability of staff, resources, training
- ✓ Ability to provide high quality care
- ✓ Recognition and appreciation - feeling valued
- ✓ Opportunities for professional development

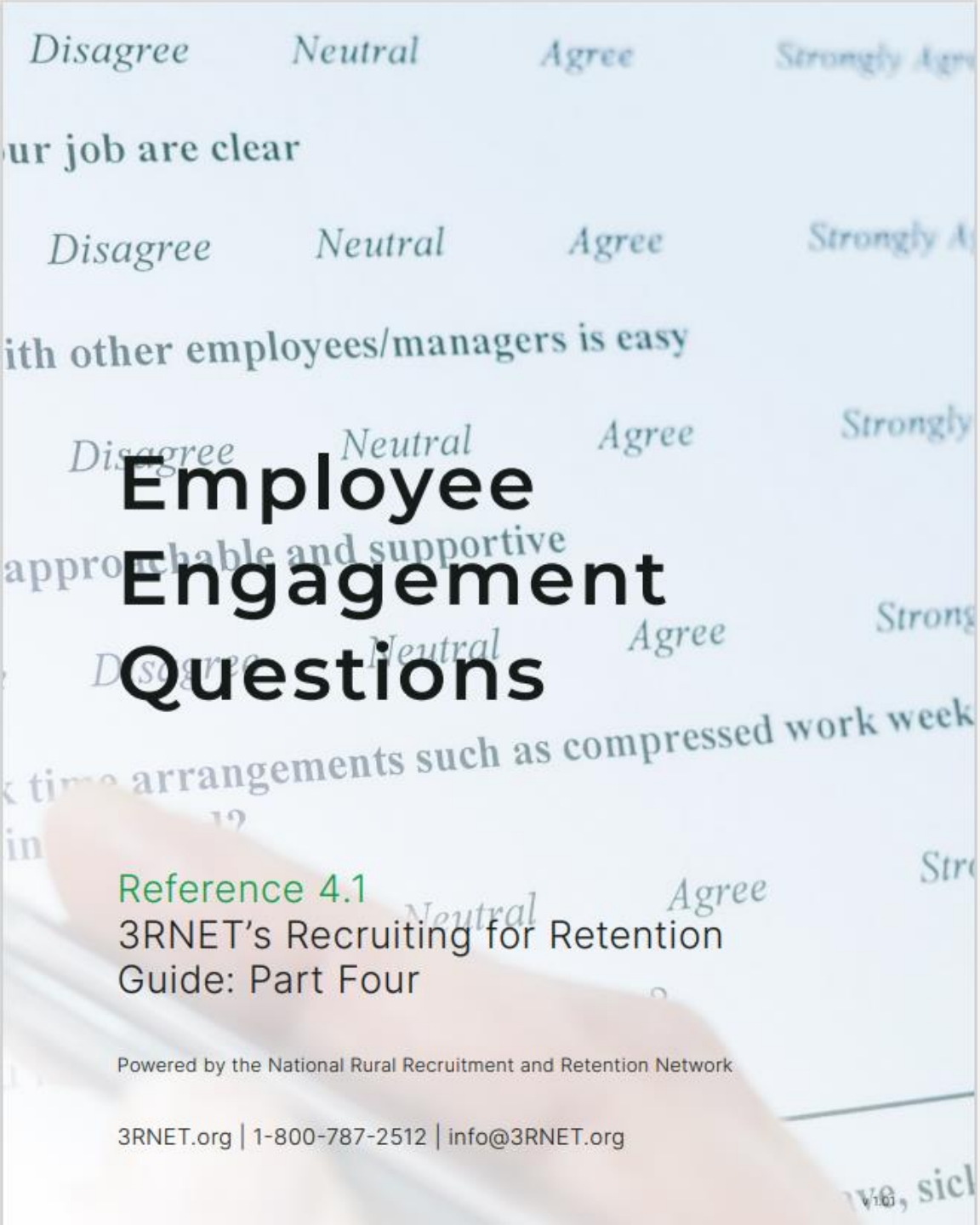




# Employee Engagement/ Satisfaction Surveys

- Surveys are a more formal process to assess the engagement of your employees.
- Surveys should include questions about Culture, Goals, Clinic, Leadership, Engagement, Development
- It is critical to follow up on the results of the survey and communicate the actions that will take place from the results of the survey.





# Employee Engagement Questions

## Reference 4.1

3RNET's Recruiting for Retention  
Guide: Part Four

Powered by the National Rural Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org

## 3RNET R4R Resource Center

[3RNET Employee Engagement Questions Guide  
Reference 4.1](#)



# HRSA Health Center Workforce Survey

<https://bphc.hrsa.gov/sites/default/files/bphc/technical-assistance/health-center-workforce-well-being-survey-english.pdf>

Workplace factors grouped into seven drivers of burnout:

- Workload and Job Demands
- Control and Flexibility
- Social Support and Community at Work
- Work-Life Integration
- Meaning in Work
- Efficiency and Resources
- Organizational and Cultural Values

Four measures of workforce well-being:

- Job satisfaction
- Engagement
- Burnout
- Intention to stay



# Engagement Facts

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



Leadership Training & Development



# Stay Interviews

- Tell employees that you care and you want them to stay and grow with the organization.
- Employees are more likely to accept responsibility for staying.
- Stay interviews build trust between managers and staff.
- Equips you to anticipate, learn and solve employee concerns to the best of your ability while the employee is still onboard!
- Lead to improved retention and productivity!

# Typical Stay Interview Questions

- Why do you choose to stay here?
- Why would you leave or what might entice you away?
- What do you enjoy, or 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 getting in the way of your success?
- How can I help? What can I do differently to better assist you?





# Create a Stay Plan

---

- What actions can be taken to achieve goals and address concerns/challenges
- Who is responsible for what
- Agree on timeframes
- Determine what is most important to the employee
- Be clear on areas where the answer is “no”
- Regular follow up
- Can occur during weekly or bi-weekly connection meetings



# Professional Development Statistics

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LinkedIn Workplace Learning Report:

**94% of employees** surveyed would stay longer at a company if it invested in their careers.

LinkedIn 2020 Global Talent Trends Report:

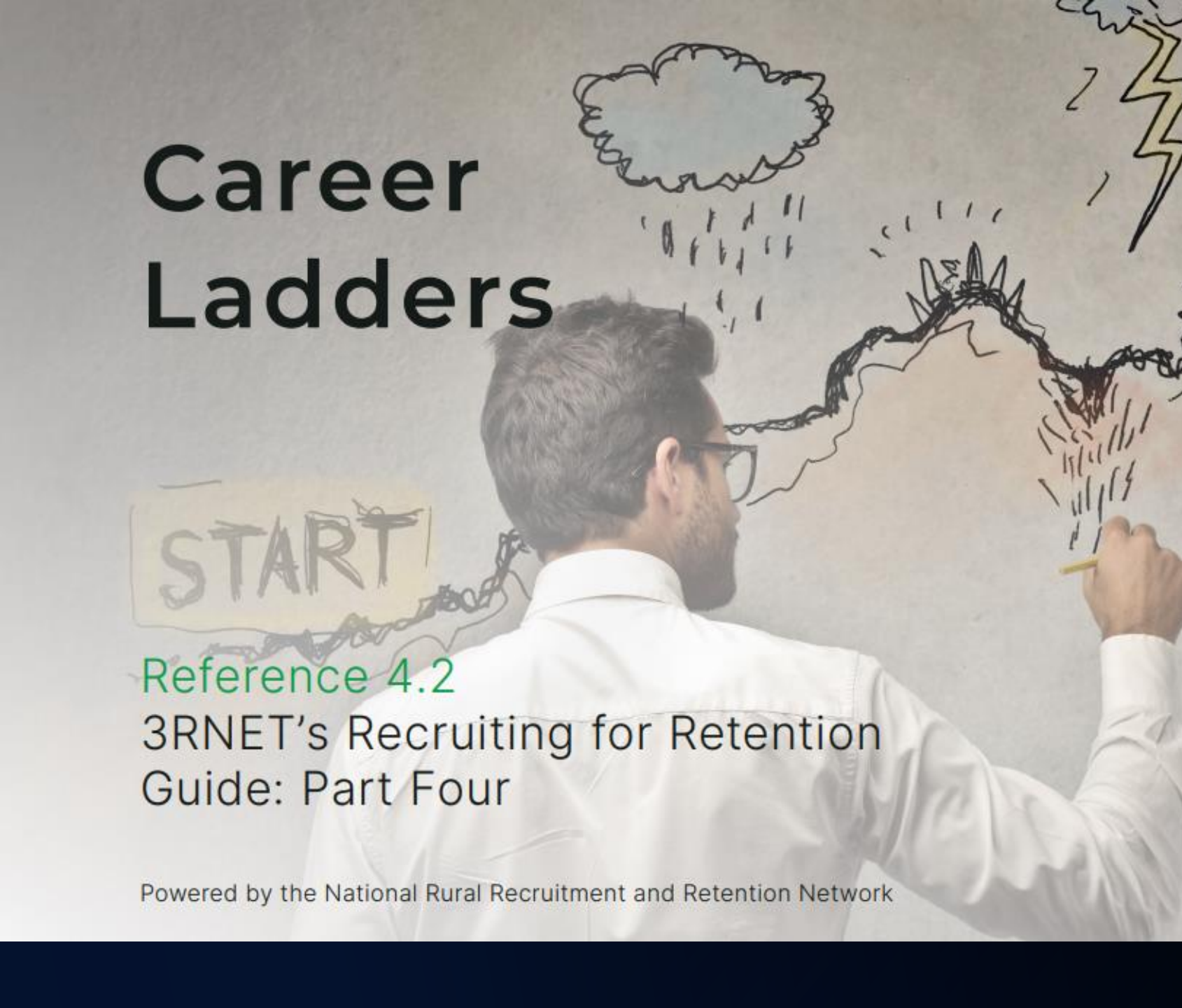
Employees at companies that hire and promote more internal candidates stay **41% longer** than workers at companies with lower internal hiring rates.

**Top two determinants** of employee commitment:

1. Quality of leadership
2. Presence of developmental opportunities



# Career Ladders



## Reference 4.2

### 3RNET's Recruiting for Retention Guide: Part Four

Powered by the National Rural Recruitment and Retention Network

- ✓ Show career path for any given position
- ✓ Show opportunity for growth
- ✓ Set clear goals
- ✓ Create knowledgeable employees
- ✓ Design efficient processes & training systems
- ✓ Boost morale & motivate team members
- ✓ Mentor future leaders
- ✓ Attract quality candidates
- ✓ Inspire new employees
- ✓ Promote job security
- ✓ Increase loyalty & retention



# Succession Planning

## Reference 4.3

3RNET's Recruiting for Retention Guide: Part Four

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Fill future vacancies



Identify skill gaps/training



Retain institutional knowledge



Replace unique skills



Boost morale and retention



Gain greater DEI

# Succession Planning Action Steps

- Prepare leaders to participate and establish open communication
- Examine and refine current goals, align program with the business objectives
- Review Organizational chart
- Promote professional training and incorporate performance management
- Create a mentor program and plan for knowledge transfer
- Allow designated time for employees to shadow
- Foster open promotion practices
- Match job functions to employee strengths





# Takeaways

- Identify your unique rural strengths & challenges
- Marketing messages should be *Candidate Driven*
- Utilize your website as a recruitment tool and leverage social media
- Promote your unique selling points and value propositions
- Look for barriers to viewing and applying for your positions
- Work smarter, not harder with time & money saving tools and technology
- Promote DEI initiatives, and be inclusive of remote/hybrid employees



# More Takeaways

- Retention starts with recruitment and should be an ongoing strategy for the entire lifecycle of the employee
- Employee engagement is about building a culture of trust and support
- Good leaders, communication, flexibility and stress management are critical
- Provide a culture that offers respect, recognition, appreciation and development
- Your mission is what sets you apart. Be your mission and let it drive your culture. Your culture is what will carry your team through these challenging times.





## ASSIGNMENT

Pick a takeaway or task to do from each section:

- What makes you unique?
- Virtual Impression and Tools
- Sourcing Candidates
- Candidate-focused Marketing
- Retention Best Practices

Put your Recruitment for Retention plan into action!

# 3RNET Resources to Help

		Opportunities		Employers	My Employers	Professionals	Referrals	My Professionals	Email	R4R Resource Center	Help Center
➔	Recruiting for Retention Guide: Part Two - Marketing To and Finding Candidates	Download		Preview							
	Reference 2.1 - Job Postings	Download		Preview							
	Reference 2.2 - Free and Low Cost Resources	Download		Preview							
➔	Recruiting for Retention Guide: Part Four - Retaining for the Lifecycle of the Employee	Download		Preview							
	Reference 4.1 - Employee Engagement Questions	Download		Preview							
	Reference 4.2 - Career Ladders	Download		Preview							
	Reference 4.3 - Succession Planning	Download		Preview							



# 3 R N E T + T O O L S

Powerful. Yet Simple.



CANDIDATE TRACKING + EMAIL TEMPLATES + WEBSITE CONNECTIVITY

Easy tech to help you stay organized, save time and streamline repetitive processes

Register as an employer on 3RNET to access these valuable new tools!

[3RNET Plus Tools](#)




**3 R N E T**

**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.

- [3RNET 2023 Update](#)
- [2020 - 2021 Annual Report](#)
- <https://www.3rnet.org/For-Employers>
- <https://www.3rnet.org/Network-Coordination>
- <https://www.3rnet.org/Employers-Guide>

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800-787-2512 ext. 4  
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3 R N E T

*Thank you!*



**Questions?**



# We want to hear from you!

<https://www.surveymonkey.com/r/BSVCGV6>



# RURAL HEALTH WORKSHOP

## Thank you for joining us!

