

Resources to Help Organizations Better Recruit and Retain Health Professionals

1. Create a Recruitment and Retention Plan. This is a written document that covers all major areas of the recruitment and retention process, including, but not limited to:
 - Practice assessment: Assess provider capacity or demand, care teams or provider mix, support staff, and provider satisfaction
 - Strategic planning: Develop provider succession planning procedures
 - retention : Look at compensation, benefits, work schedules, career path, and engagement
 - Recruitment: Develop the recruitment team; create a budget, advertising, social media, and screening process; develop procedures for the candidate visit, visit follow-up, contract development and negotiation.
 - Onboarding – Develop mentoring procedures for the new employee the first 90 days and support for first year of employment
 - Resources –List additional recruitment resources, e.g., National Health Service Corps Scholarship and Loan Repayment, and State Loan Repayment programs
(Health Center Provider Retention and Recruitment Plan, Association of Clinicians for the Underserved at STAR2 Center, 2016, prepared by Patricia DiPadova, MBA, John Snow, Inc.)

Find a copy of a Recruitment and Retention Plan at this link:
(<http://www.chcworkforce.org/acu-health-center-provider-retention-and-recruitment-plan-template>)
2. Review All internal Metrics or Employee Survey Results.
 - a. What is the annual turnover rate and it's cost to your organization? Use the turnover calculator available at this link: <https://www.wikihow.com/Calculate-Turnover>. The cost of turnover to health organizations who need to replace a salaried employee can be 6 to 9 month's salary on average (The Cost of Turnover in Healthcare , Mike Sebastian, May, 2016, www.mikesebastian.com) and according to a survey by the Society for Human Resource Management (SHRM), the average cost per hire is \$4,129 and the average turnover rate is 19% (Average Cost-per-Hire for Companies, SHRM, August 3, 2016). The bottom line: turnover is expensive and must be managed.
 - b. What is the tenure rate or the time-to-fill rate? Tenure measures how long employees stay with the organization. "Experience indicates that the longer employees stay with the company, the more likely they are to continue to stay...most voluntary separations occur during the first or second years of employment" (How to Measure Human Resources Management, Third Edition, Jac Fitz-enz and Barbara Davison, McGraw-Hill, 2002). The time-to-fill rate is the measurement from the date of job requisition to the date the job is filled. It reflects how well the procurement system and process is

working, including how timely hiring managers are responding to Human Resources list of referred candidates. The shorter the time is to fill a vacancy, the more the organization saves money and lowers employee stress and burn-out from assuming, on an interim basis, the vacancy's responsibilities.

- c. What are the data results or major weaknesses from the annual staff satisfaction survey and employee exit interviews? Is there an action planning document and process to address weaknesses and has it been shared so staff are aware weaknesses are being addressed? Sharing action planning steps with staff is important to engendering trust in management which can increase staff tenure and engagement. Staff satisfaction and exit interview resources include the linked below from Insightlink, office vibe, and Gallup:

<https://www.insightlink.com/> (used by many Community Health Centers)

<https://www.insightlink.com/employee-survey-guide-6-action-planning.html>

<https://www.officevibe.com/why-officevibe-b>

<https://q12.gallup.com/Public/en-us/Features>

3. Determine Your Organizations Employee Value Proposition. Once organizations have a greater understanding of their areas of improvement, they can develop an Employee Value Proposition (EVP). EVP's asks the question "What can employees or applicants uniquely get from you that they can't from other like organizations?" An EVP is a written statement that tells applicants and employees what you will provide them. In addition to candidates and employees looking for excellent supervision, opportunities for input into organizational decisions, appealing organizational culture and values, and opportunities for learning or advancement, they may also benefit from intangible rewards, e.g., working in teams, creating a healthier community, and improving the lives of patients who are then able to care for their family and community. (Rethinking Retention in Good Times and Bad, Richard P. Finnegan, Davies-Black, 2010).
4. Do Behavioral Based Interviewing. This technique is based on the idea that the best reflection of how a candidate would perform in the future is dependent on how the candidate has performed in past similar situations and can determine how suitable the candidate is for the position. Behavioral based interviews are the most common form of interviewing. Examples of behavioral based questions can include: "Describe a situation when you were able to have a positive influence on the action of others." "Give me an example of a time when you had to be quick in coming to a decision." "How do you decide what gets top priority when scheduling your time?" Interviewers can use the **STAR** approach when asking a behavioral question to assure the candidate responds with the **S**ituation or **T**ask, **A**ction taken, and **R**esult(s). Behavioral questions help the interviewer(s) determine if the candidate recalls real situations, action and results; plus, are the safest for inexperienced interviewers to evaluate.
(Behavioral Interviewing vs. Traditional Interviewing, Blog, Faith Bliga, ApplicantStack, 2011)
5. Hire for Fit. "I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies." Lawrence Bossidy, ex-CEO

of GE Credit Corp., Allied Signal-Honeywell from If Not You, Who? Cracking the Code of Employee Disengagement, Jill Christensen, Knightsbridge Press, 2017. Ms. Christensen says “Engaging employees starts with hiring the right ones in the first place.... you must hire people who are both a good fit for the job and a good fit for the culture you are creating.” Hiring for fit and people who believe in your EVP will go a long way to insuring greater employee engagement and tenure.

6. Create or Purchase an Applicant Tracking System (ATS). Applicant tracking systems can be as simple as an internally developed excel candidate tracking spreadsheet with the following headers and collected information:

- Candidate Information – Name, Address, Email
- Home and Cell Phone numbers
- Application Received - Date
- Mechanism (identify source, e.g., mail, email, online web site)
- Referred by (if applicable)
- Telephone Interview (within 3-5 days) - Date
- Conducted By
- Source (how did they hear of the position?)
- Outcome (e.g., offer a visit, follow-up phone interview, won’t pursue, etc.)
- Follow-up Phone Interview - Date, Conducted By, Outcome
- First Visit – Date, Outcome (e.g., offer extended, second visit scheduled)
- Second Visit – Date, Outcome (e.g., offer extended, wait and see, won’t pursue)
- Offer Extended – Date, Outcome (accepted or rejected)

Or, in this age of electronic technology, organizations are wise to purchase an ATS platform that meets current and future organizational needs, provides a good consumer experience; whether that’s for candidates seeking employment or for your HR Managers and Recruiters, and one that builds relationships (or engages) with prospective candidates. A simple web search will bring up many ATS vendors happy to share their wares.

7. Job Boards. Finding jobs through electronic jobs boards is one of the major methods for organizations to source prospective candidates. “Established and new physicians receive an increasing number of offers; it is reported that residents can receive 50 or more solicitations across their training period.” (Physician Recruitment: Tips for Attracting the Right Doctor for Your Community, A Cassling White Paper, Cassling.com). Young providers value a work-life balance and geographic location is the most important factor in choosing a new position. Organizations must create a posting that stands out with a positive first impression and is as brief as possible providing job specifics and community highlights. Another factor to consider is how fast are candidates able to access this information via hand-held devices so make sure the jobs board is “mobile optimized”. Contact AHECWW (www.ahecww.org) for a list of free and fee-based frequently used job boards for all discipline types.
8. Onboarding New Managers: “Supervisors build unique relationships that drive retention or turnover....and deeply impact employees’ stay or leave decisions.” (Rethinking Retention in Good Times and Bad, Richard P. Finnegan, Davies-Black, 2010). CEO’s should ensure retention

goals have been set throughout the organization and hold managers accountable for those goals. Managers, whether hired from the outside or promoted from within, can benefit from a Managers onboarding program that provides them with the tools for success, such as, being coached or trained on how to develop talent, inspire and motivate teams, and lead by example. The outcome of such a program can improve retention of all employees – managers included, as well as, increase staff satisfaction, overall productivity, services, and profits. There are five steps to developing a manager’s onboarding program: Assessment, program design options, development strategies, pilot programs, and program implementation. (Manager Onboarding: 5 Steps for Setting New Leaders Up for Success, Sharlyn Lauby, Society for Human Resource Management, 2016)

9. Employee Engagement: The definition is “The emotional commitment the employee has to the organization”. There are three categories of employee engagement:
Engaged: Employees are emotionally connected and drive innovation, move the organization forward and trust senior leaders.
Disengaged: Employees are “putting in their time” at work without creativity, passion, or energy.
Actively Disengaged: Employees are busy acting out their disengagement and undermine accomplishments of engaged co-workers.
(If Not You, Who? Cracking the Code of Employee Disengagement Jill Christensen, Knightsbridge Press, 2017)
10. Employee Engagement: BlessingWhite, a global consulting firm dedicated to Leadership Development and Employee Engagement, provides training and has written a book on their X Model of Employee engagement. The model explains the dynamics of engagement based on four-quadrants with engaged employees reflecting alignment with personal and organizational interests to the disengaged who are most disconnected from organizational interests. Additionally, the book explores shared accountability, culture, and career development. “When an organization builds and sustains a culture of high engagement, that creates a strong competitive advantage.” (The Engagement Equation: Leadership Strategies for an Inspired Workforce Rice, Marlow, Masarech; BlessingWhite; John Wiley & Sons, Inc., 2012)
11. How to Re-engage Employees: Communicate, communicate, communicate with employees. The acronym **ALIVE** is a simple strategy: **A** = Ask to meet with employee informally to see how they are doing. **L** = Listen to what is being said. Actively engaged employees will share feedback. Disengaged employees may be silent or look away. **I** = Identify two or three steps you can commit to doing for the employee based on what has been shared during the meeting. **V** = Validate with the employee those observations and steps to correctly capture what’s important to the employee and display your interest. **E** = Execute the plan and follow through on your commitment(s) to the employee. (Coming Alive: The Journey to Reengage Your Life and Career, Ruth K. Ross, Authority Publishing, 2014).
12. Another method to increase employee engagement is Stay Interviews. “Stay interviews form part of talent retention strategies and are barometers to judge an employee’s current feelings towards a job. If there is any negativity, employers can take action to reduce the chance of an

employee leaving.” (www.hrzone.com/hr-glossary/what-are-stay-interviews) Stay interviews are conducted by managers or supervisors (versus Human Resources) who learn why employees stay (their reasons can contribute to retention strategies and the EVP), and conversely, employees hear that staying is important and they are of value to the organization. Managers or supervisors should be trained on how to conduct a stay interview. Here are some guiding principles: Take good notes; clearly state the purpose of the interview; focus on what is in the managers or supervisors control to change; ask questions that outline what the employees likes about the job or is challenging, what they are learning; what can the manager or supervisor do to help the employee stay; summarize the stay reasons; ask what reasons would lead the employee to leave the job; explain next steps; end on a positive note; and send aggregated stay and leave reasons up the organizational management chain for further review and action. (Rethinking Retention in Good Times and Bad, Richard P. Finnegan, Davies-Black, 2010)

Resource List:

- a. Health Center Provider Retention and Recruitment Plan, Association of Clinicians for the Underserved/STAR2 Center, 2016, prepared by Patricia DiPadova, MBA, John Snow, Inc., www.clinicians.org
- b. Turnover calculator <https://www.wikihow.com/Calculate-Turnover>
- c. The Cost of Turnover in Healthcare, Mike Sebastian, May 2016, www.mikesebastian.com
- d. Average Cost-per-Hire for Companies, SHRM, August 3, 2016, www.shrm.org
- e. How to Measure Human Resources Management, Third Edition, Jac Fitz-Enz and Barbara Davison, McGraw -Hill, 2002
- f. Staff Satisfaction and Exit Interviews <https://www.insightlink.com/> (used by many Community Health Centers)
- g. Staff Satisfaction Action Plans <https://www.insightlink.com/employee-survey-guide-6-action-planning.html>
- h. Web based employee feedback <https://www.officevibe.com/why-officevibe-b>
- i. Gallup’s 12 staff satisfaction questions <https://q12.gallup.com/Public/en-us/Features>
- j. Rethinking Retention in Good Times and Bad, Richard P. Finnegan, Davies-Black, 2010
- k. Behavioral Interviewing vs. Traditional Interviewing, Blog, Faith Bliga, ApplicantStack, 2011, <https://www.applicantstack.com/behavioral-interviewing-vs-traditional-interviewing/>
- l. The Engagement Equation: Leadership Strategies for an Inspired Workforce Rice, Marlow, Masarech; BlessingWhite; John Wiley & Sons, Inc., 2012; <http://blessingwhite.com/business-issues/employee-engagement/>
- m. If Not You, Who? Cracking the Code of Employee Disengagement, Jill Christensen, Knightsbridge Press, 2017

- n. Candidate tracking spreadsheet: <http://www.chcworkforce.org/acu-health-center-provider-retention-and-recruitment-plan-template>
- o. Physician Recruitment: Tips for Attracting the Right Doctor for Your Community, A Cassling White Paper, www.Cassling.com
- p. Manager Onboarding: 5 Steps for Setting New Leaders Up for Success, Sharlyn Lauby, Society for Human Resource Management, 2016
- q. Coming Alive: The Journey to Reengage Your Life and Career, Ruth K. Ross, Authority Publishing, 2014
- r. Stay Interview definition www.hrzone.com/hr-glossary/what-are-stay-interviews