

Retaining for the Employee Career Cycle

Michelle Varcho, MBA, SPHR

3RNET Director of Education Outreach & Operations

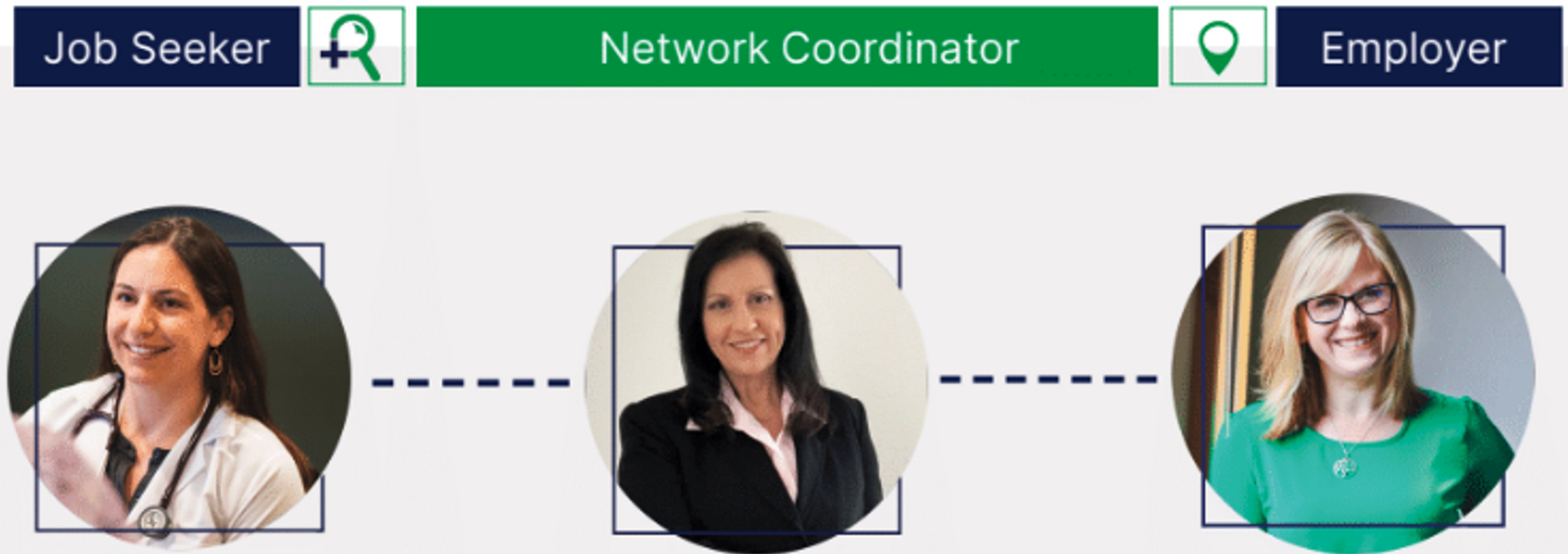


About 3RNET

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

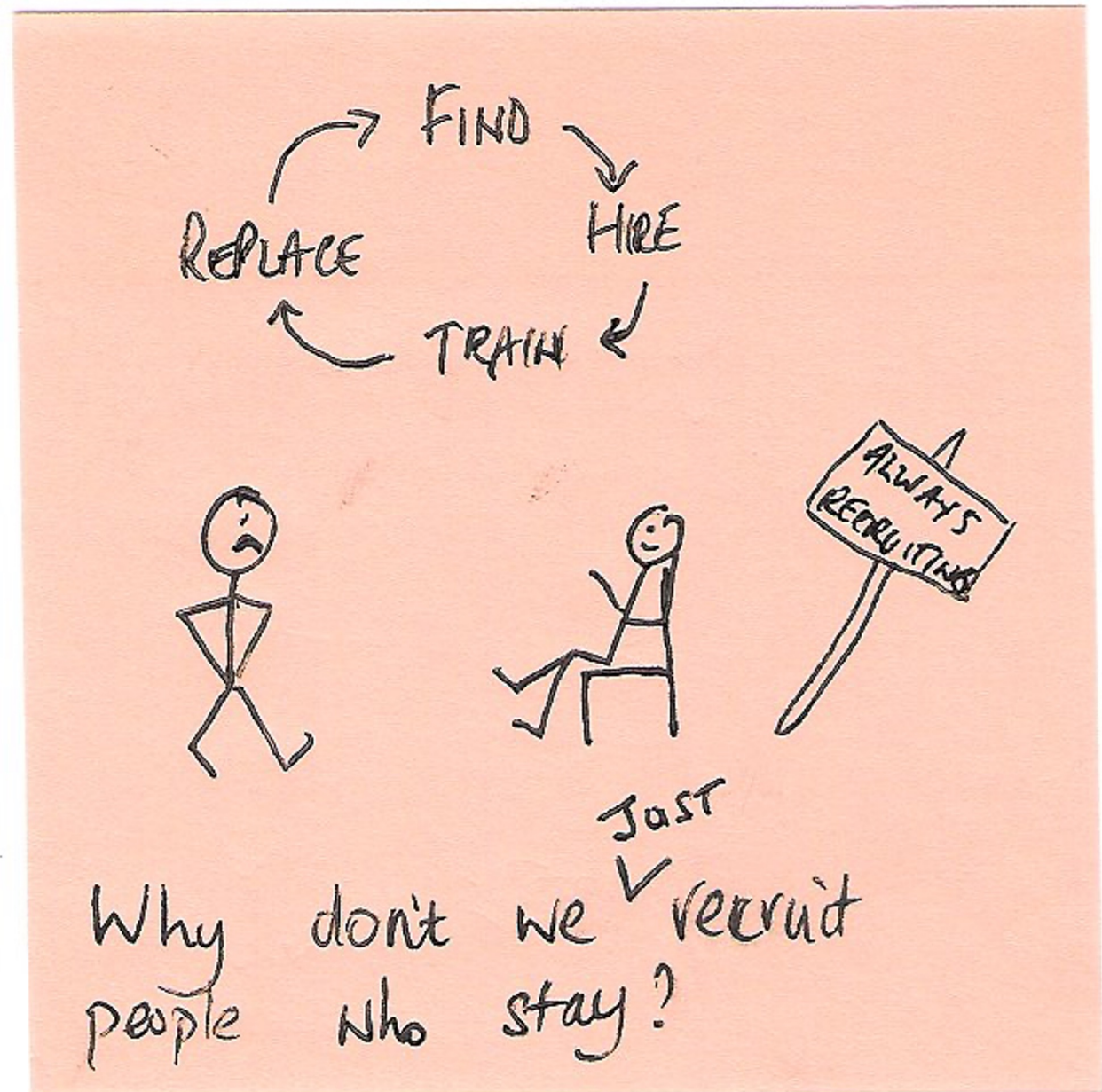
- Community Health Centers
- Critical Access Hospitals
- Rural Health Clinics
- Indian Health Service
- Tribal Health
- Veterans Affairs

Unique Jobs in Unique Places

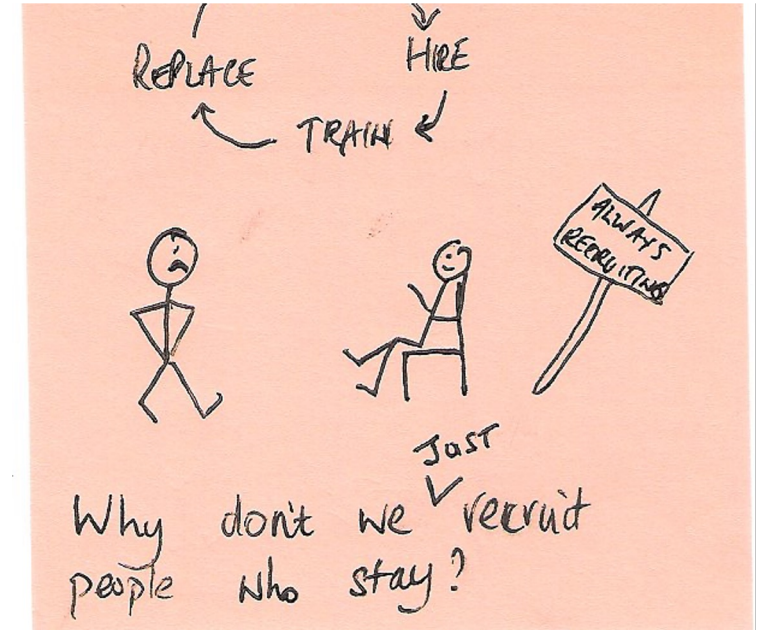
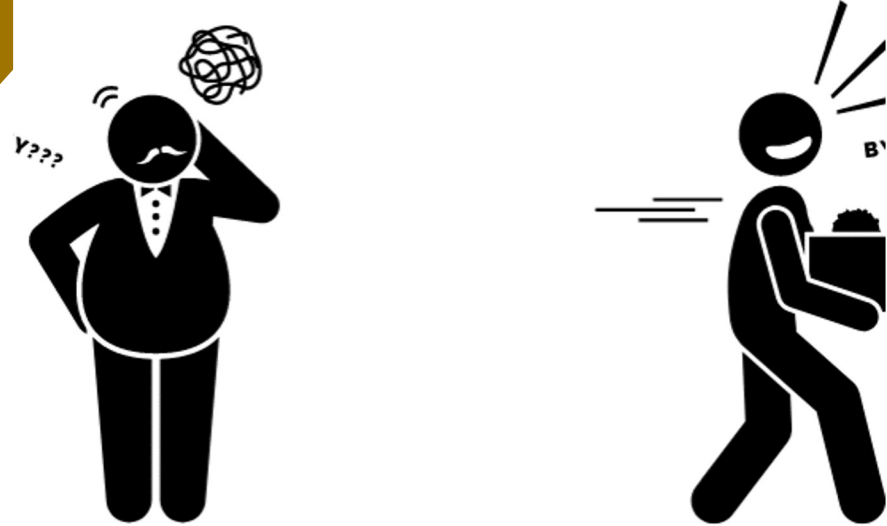
- Dozens of professions & specialties
- In some of the most unique & beautiful places across the nation.



Is this your
current
recruitment
strategy?



THE GREAT RESIGNATION



Is this your current
recruitment strategy?

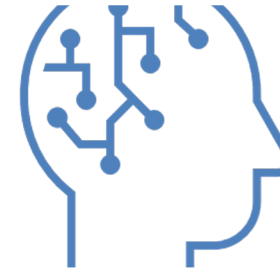
Core Beliefs of Recruiting *for* Retention



Process and
Teamwork are Key



Competition is fierce,
communication
should be candidate
driven



Recruitment is both
a science and an art

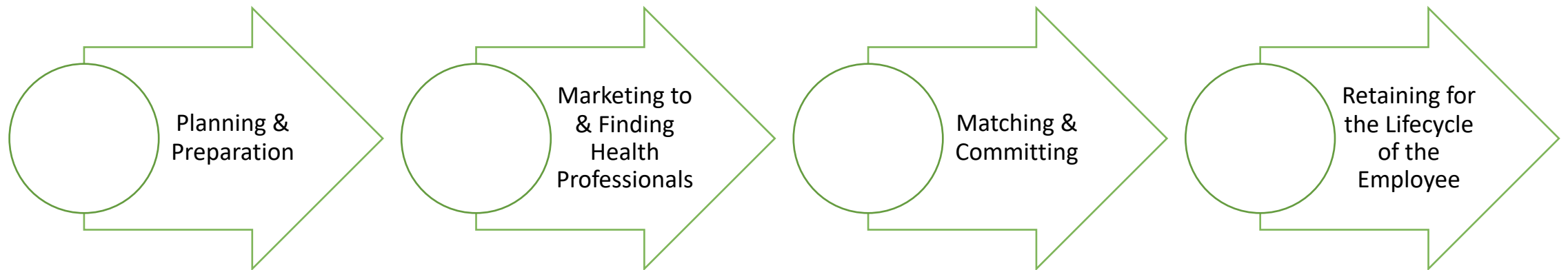


People and Tools
Exist to help



New Normal: These
still hold true!

Four Parts to the Process



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

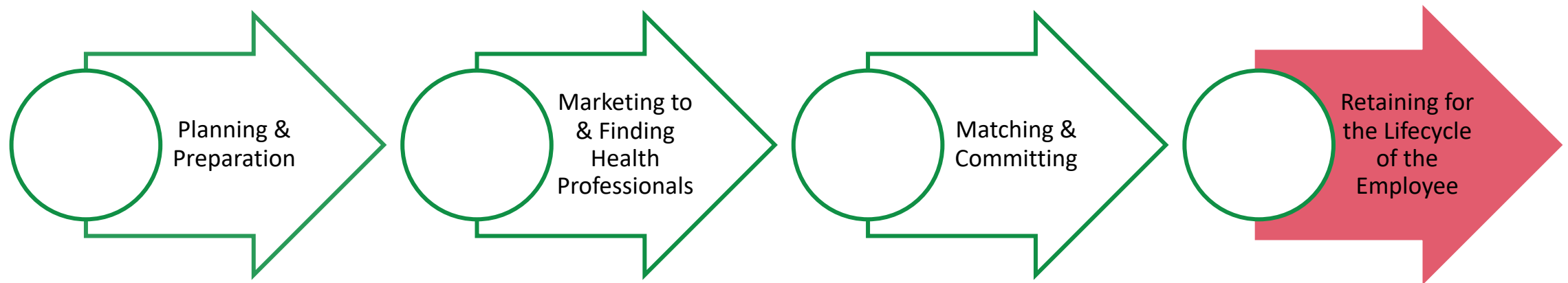
Part III Matching and Committing

- 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





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.

A New Normal

Covid 19 has disrupted your workflow, staffing, recruitment, retention etc. It has affected how you run your business, how you communicate, use new technologies and rely on your managers



Flexibility & Re-Recruit

-
- Two key concepts that will aid you the most in your retention efforts are ***Flexibility*** and ***Re-Recruit***.
 - Flexibility-try to meet the employees where they are at. Doing things the way they have always been done won't lead to retention. Focus more on priorities and outcomes and less on clock watching when developing processes/procedures, job descriptions and training.
 - Re-Recruit- you are probably offering a sign on bonus as a part of your recruitment efforts because your competitors are offering one as well, it is important to remember that it is your current staff those competitor's bonuses are directed at. It may not be a sign on bonus, but the concept is the same, from a retention lens, what are you offering your current staff that is comparable to the new hires you are bringing on. Retention efforts are for 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
- Succession Planning
- Work/Life Balance
- Compensation Surveys
- Total Compensation Statements
- Communication



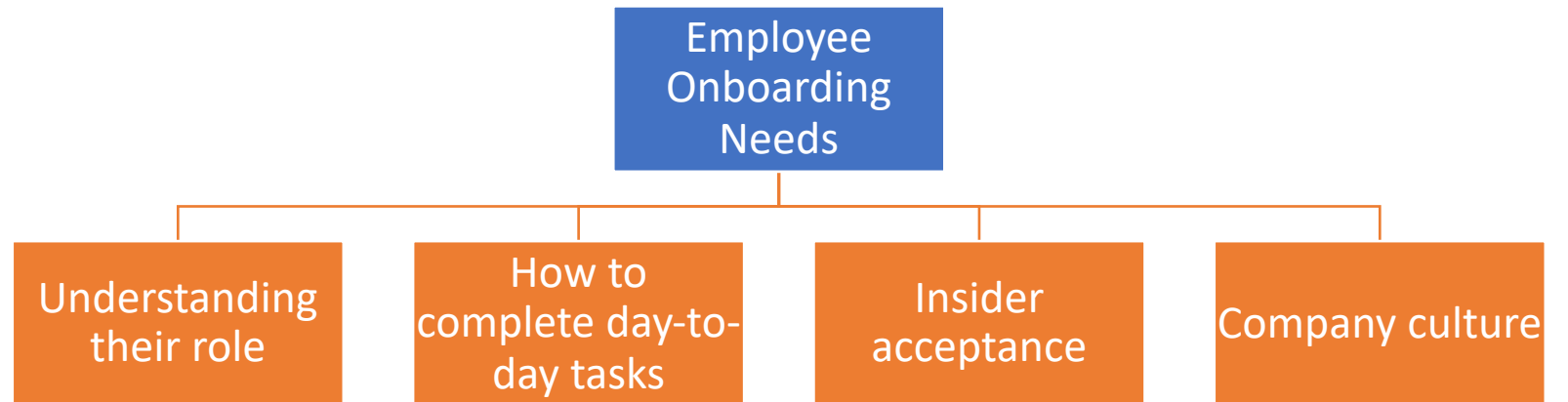
Onboarding

- Onboarding is not a new name for employee orientation (however orientation is an important part of onboarding).
- Onboarding is broader, encompassing both what the organization and the new employee provide to each other.
- The ultimate goal is to achieve an excellent fit for both.





Onboarding



Onboarding

Orientation

- One time event
- Typically lasts one to two 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 three to 12 months, depending on person
- Promotes better understanding of organizations culture, mission & goals
- Cultivates long-term relationship building and access to information
- Fosters a feeling of belonging

Polling Question: Who is the first person to meet the new employee on their first day?

- Receptionist/front office person?
- CEO
- Medical Director
- HR



Onboarding

- Ensure a good first impression
 - Use a checklist to ensure the new employee has everything they need, i.e. passwords, supplies, etc.
 - Make sure the staff know when the new employee will be arriving and what they are expected to do for the provider.



Onboarding

- Items to ease anxieties:
 - Housekeeping
 - Employee Paperwork
 - Tasks/Expectations
 - Relevant Documents
 - Pay Procedures
 - Organizational Practices



Onboarding

- 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.
- Helps acclimate the employee over the next year to social activities of the organization. For example, we have a fundraiser in February and wear jeans on Fridays.
- Research has shown that having someone to ask daily questions such as, "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
- Better to have Buddy from an outside department. This can lead to cohesiveness across departments.

Mentor



AAPPR
ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT

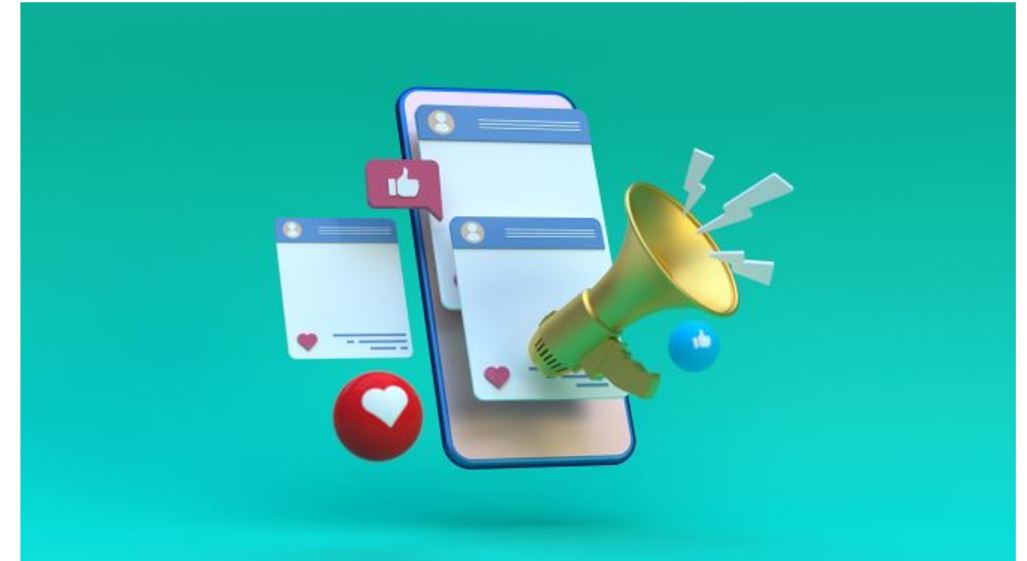
Onboarding

- Key Stakeholder Check-Ins:
 - Hiring Manager, HR and the Mentor/Buddy should be conducting integration meetings. These can be anything from 5 minute check ins to structured training sessions.
 - Training for Hard Skills should be outlined and documented when employee is proficient.
 - Feedback tools should be utilized. Common forms of feedback tools are 360 Feedback, Performance Appraisals, Stay Interviews.
 - Coaching and Support by the hiring manager, HR, and the Mentor should be ongoing in the areas of role clarity, social integration and knowledge of culture until successful onboarding is accomplished.



Onboarding

- Check In Timeline:
 - **First Day:** HR introduce Buddy, conduct new hire orientation. Hiring Manager, review responsibilities of position and overview of first 30-90 days. Buddy, give tour, introduce to staff. All three have lunch with new employee.
 - **First Week:** HR, check to ensure any questions about new hire paperwork/benefits or general questions. Hiring Manager, meet to discuss management style, set expectations about deliverables, timelines and performance expectations. Establish realistic learning curves and don't leave the employee to wonder what they are doing. Introduce new employee to partners and team member important to their role. Buddy, introduce to various staff members within the company.



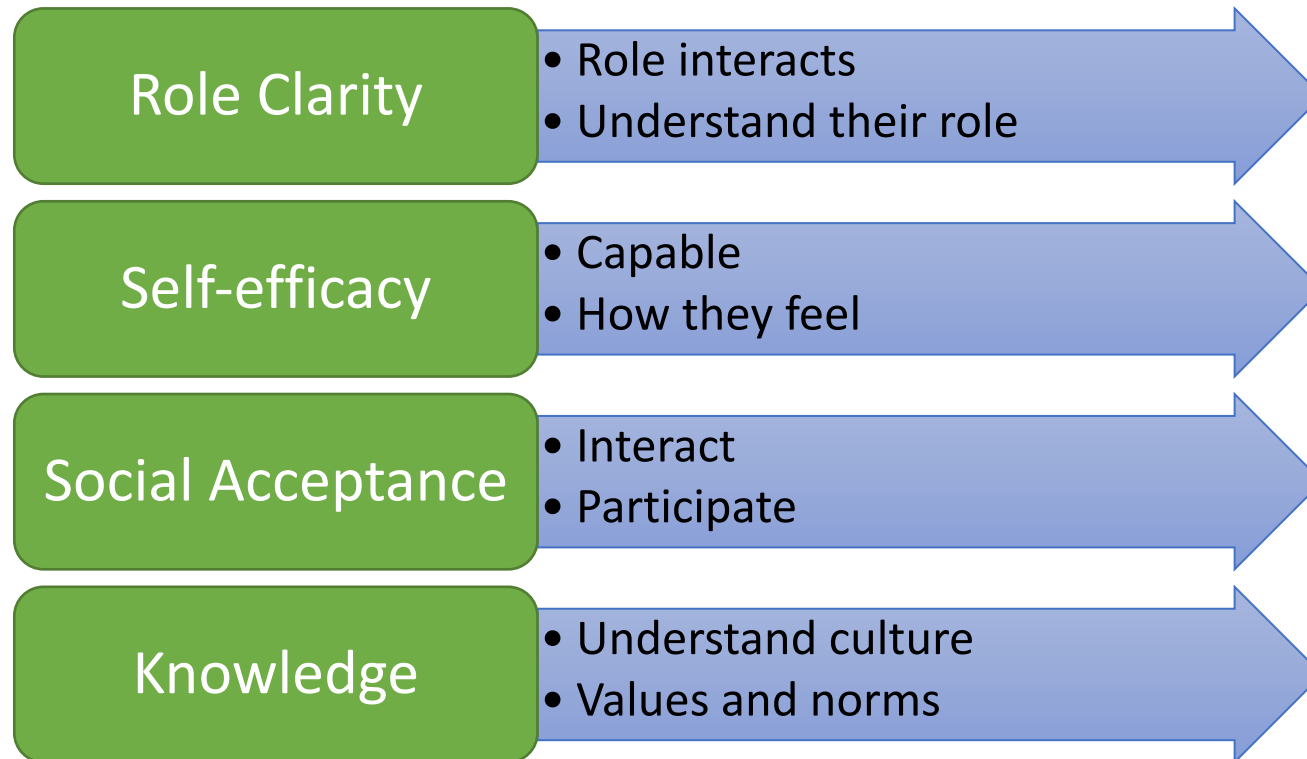


Onboarding

- Check In Timeline:
 - **First Three Months:** HR, touch base and see how acclimated employee is and gauge engagement, Hiring Manager, in the beginning keep expectation realistic but gradually increase deliverables, by the end of the first three months, the new employee should be getting up to speed. Mentor, track progress on hard skills. Buddy, continue integrating new employee into social activities of the company.
 - **Beyond Three Months:** HR, seek feedback on Onboarding process. Hiring Manager, provide documented feedback on performance, conduct Stay Interviews, address any reservations/concerns. Mentor, should still be available for occasional questions but mostly hands off. Buddy, continue to support employee's socialism for a yearly cycle to ensure they feel welcomed and supported.

Indicators of a Successful Onboarding

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



Polling Question: How do you know what challenges your employees are facing?

- They tell us
- They don't have any?
- Social Media
- We have a don't ask don't tell policy



Employee Engagement/ Satisfaction Surveys

- Surveys are a more formal process to assess the engagement of your providers.
- 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.
- Surveys should include questions about Culture, Goals, Clinic, Leadership, Engagement, Development

What happens after the survey?



Communicate

All Results



Action Plan

Implement



Communicate

Actions



Communicate

Nonactions

Employee Engagement/ Satisfaction Surveys

- Resources for surveys
 - Surveymonkey.com, they have hundreds of questions specifically for employee engagement surveys
 - AMGA and AAFP have provider specific surveys
 - Google for surveys you will find sites like Cultureamp.com, who has questions and benchmarking data
 - Industry associations like your PCA or Hospital Association may conduct surveys and offer benchmarking data

Polling Question:

- How many of you have heard of or conduct Stay Interviews?
- Yes
- No
- Heard of them but would like to know more



AAPPR
ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT

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!



WE WANT YOU



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?



Stay Interviews

- 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 associate
 - Be clear on areas where the answer is “no”
 - Follow Up
 - Leaders should follow up on all stay plans
 - Can occur during weekly or bi-weekly connection meetings

Succession Planning



Adapt to Talent
Scarcity



Identify Skills
gaps/training



Retaining
institutional
knowledge



Retention



Replace unique skills



Succession Planning

- Potential Obstacles
 - Resistance to change
 - Lack of support by persons of influence
 - Organizational silos
 - Equal Employment Opportunity
 - Weakness in performance management
 - Manager Resistance
 - Lack of time
 - Rewarding wrong behavior

Succession Planning

- Action Steps:
 - Establish open communication
 - Examine and refine current goals
 - Review Organizational chart
 - Promote professional training
 - Allow designated time for employees to shadow
 - Create a mentor program
 - Foster open promotion practices
 - Match job functions to employee strengths
 - Lead the way





Succession Planning

Components of Great Programs

- Prepare leaders to participate
- Align program with the business objectives
- Uses a variety of methodologies
- Incorporate performance management
- Plan for knowledge transfer
- Job development is not limited to promotion



Staffing Needs

- Not just a recruitment activity any longer, what does your workforce look like post COVID 19
- Look for areas where there is understaffing to avoid burnout
- Utilize departments that maybe fully staffed or slightly overstaffed to conduct cross-training or succession training
- Know your turnover rates
 - Retention Calculator
<http://nhsc.hrsa.gov/currentmembers/membersites/retainproviders/>

A person is fly fishing in a river. The background shows a river with rapids, surrounded by trees with yellow autumn foliage and mountains in the distance. A semi-transparent white circle is overlaid on the left side of the image, containing the title and a list of points.

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

Compensation Surveys

- Conduct Annually
- Develop Career Ladders, yes even in small facilities
- Create TCW, total compensation worksheet, to show employees how much you value them
- Sources for surveys, AAFP, NACHC, national and state associations, SHRM
- Use data to justify increases or added benefits
 - Turnover calculator
 - <http://chcworkforce.org/star%C2%B2-center-financial-assessment-tool>
 - [The Missing Physician](#)

Total Compensation Statements

- TCS are a great way to show your employees how much you value them.
- A TCS can allow you to share all the direct cost you have for the employees, these are items that the employee most likely knows about such as pay, taxes, bonuses etc.
- However indirect costs or “hidden” cost can be easily shown and give the employee the full picture of their compensation.

Total Compensation Statements

- Common items to include in the:
 - Salary/hourly rate
 - Bonuses
 - Health benefits coverage—include amount paid by employee and employer
 - Flexible spending account information
 - Paid leave—include vacation/sick/PTO, holiday, personal, bereavement, military pay, jury duty, etc.
 - Disability insurance
 - Life insurance
 - Employee assistance program
 - Retirement benefits—include 401(k)/403(b), pension plans, etc.
 - Educational assistance programs
 - Relocation expenses
 - Learning and development offerings
 - Career-advancement opportunities
 - Unique Benefits such as cell phone discount programs or gym memberships
 - Payroll Taxes
 - Workers' Compensation

yourCompany

123 Main Street
Atlanta, Georgia 12345Mary L. Smith
123 Home Address
City, State 12345

Confidential Information Enclosed

We are pleased to provide you with this personalized total compensation statement for 2015. It is our sincere hope that the protection and security of these benefits will make life better for you today as well as provide you with a more secure future.

Your employee benefits contribute greatly to your annual compensation and to your personal well being. This statement not only gives you a brief summary of your personal benefit elections, but also provides "costs of benefits" information, which is important when considering your total compensation.

We are constantly working to provide you with a benefit package that is competitive and progressive within our industry and our community. We appreciate your service and dedication to the company.

Value of your 2015 Total Compensation Package from yourCompany

Earnings:		company cost	
Current Annual Income	\$39,172.22		
2014 Bonus	\$400.00		
Total Earnings	\$39,572.22		
Benefits:			
Total Employer Provided Insurance	\$9,767.64		
Statutory Benefits	\$3,255.41		
Health Savings Account	\$1,500.00		
401(k) Retirement Match	\$1,175.17		
Cell Phone Allowance	\$600.00		
Total Employer Provided Benefits:	\$16,298.22		
Your Total Compensation	\$55,870.44		



yourCompany

personalized for: Mary L. Smith

Summary of Your Compensation & Benefits

Employer Provided Benefits:		company cost
Medical	HDHP plan - family	\$8,498.04
Dental	family	\$818.64
Short-Term Disability	60% of weekly pay	\$135.60
Long-Term Disability	60% of monthly pay	\$219.36
Basic Life & AD&D	two-times earnings	\$96.00
401(k) Retirement*		\$1,175.17
Social Security & Medicare		\$2,905.41
Unemployment		\$227.00
Workers' Compensation		\$123.00
Cell Phone Allowance		\$600.00
Health Savings Account		\$1,500.00
Total Benefits		\$16,298.22
Time Off:		
Paid Time Off	10 days	\$1506.62
Holidays	8 days	\$1,205.30
Floating Holiday	1 day	\$150.66
Total Time Off Value		\$2,862.58
(included as part of base annual income)		
*estimated value based on your income, your contribution to the plan, the company match and IRS guidelines		

Employer Provided Benefits & Time Off

- Medical & Dental: Your Company pays a substantial portion of the cost for your medical and dental insurance.
- Life & AD&D Insurance: Provides 2 times earnings to a maximum of \$200,000.
- Short-Term Disability: After the waiting period, you may be eligible to receive a weekly benefit of 60% of eligible earnings to the maximum weekly benefit.
- Long-Term Disability: After the waiting period, you may be eligible to receive a monthly benefit of 60% of eligible earnings to the maximum monthly benefit.
- Social Security & Medicare: Both employers and employees are required to pay taxes to help fund Social Security and Medicare (FICA taxes). Your Company's estimated share is shown.
- Workers Comp & Unemployment: Your Company pays 100% of the cost as required by current laws.
- 401(k) Retirement: Your Company will match \$.50 for every \$1.00 you contribute up to the first 6% of your salary (after six months of service).
- Health Savings Account: Your Company contributes \$1,500 annually to your HSA.
- Time Off: Paid Time Off is earned based on your length of service.

About your Statement: The actual determination of your benefits is based solely on the plan documents provided by the carrier of each plan. In case of a discrepancy between this statement and the plan documents, the plan documents will prevail.

Contacts

contacts:	website:	phone:
Medical	bcbst.com	800-565-9140
Dental	dchadental.com	800-223-3104
401(k)	jpensions.com	800-395-1113
STD/STI	unum.com	800-421-0344
Cancer	aflac.com	800-992-3522
Accident	aflac.com	800-992-3522

Total Compensation Statements

AAPPR
ASSOCIATION FOR ADVANCING
PHYSICIAN AND PROVIDER RECRUITMENT



Unique Benefits

- What can you offer that is unique?
 - Example: Your area has great hunting/fishing and your provider enjoys hunting/fishing, what can you offer?
 - Do you offer time off to enjoy this activity?
 - Do you pay for their hunting/fishing license?
 - Can you get a discounted rate with a local outfitter?
 - Don't forget to include in TCW (total compensation worksheet)



Unique Benefits

• In addition to unique benefits there are areas you can highlight that showcase you as a Destination Employer. Look into each area and see what you can honestly and effectively claim:

- Culture
- Safety, how have you kept them safe during the pandemic or with difficult patients
- Stress Management, do you offer an EAP?
- Communication, there is no such thing as too much communication, be sure your culture fosters open and consistent communication
- Diversity, Equity and Inclusion (DEI)
- Work types (changes in shifts, rotations, teams), flexibility is key
- Loyalty programs, how are you rewarding your staff that stays through all the changes?
- What about future benefits?
- Pay people with time if you can't pay them with money, example, if a meeting is an hour long, make it 50 minutes and give them 10 minutes on their own.
- If you have remote workers, avoid burnout and let them be off camera.

Diversity, Equity and Inclusion (DEI)

- How does your DEI efforts affect your retention? Creating a culture that celebrates differences and letting people be themselves to reach their potential is a powerful tool in in your retention toolbox.
- Established or situationally formed groups based on identities
- Seasoned staff meet with new staff in pairs or cohorts for mentorship
- Leaders hold regular office hours for staff to give feedback, address concerns, and explore new ideas
- Recognition to increase productivity, boost morale, and reinforce purpose
- Out-of-office activities
 - Encourage staff to host their own events, and sponsoring those events
 - Outdoor movie nights
 - Community service outreach
 - Potlucks
 - Virtual bingo
 - Virtual yoga
 - Food drives
- Mediation rooms
- Nursing rooms for pregnant people with supplies
- Ask staff of naming/pronoun preferences
- Offer inclusive language training to staff
- Ask staff of recognition preferences
- Learn and use the Love Languages of all employees
- Regular supervisor training
- DEI/Cultural Humility
- Communicating with staff
- Service Excellence program
- Mentorship program
- Encourage staff to use their “development dollars,” and give them time to do so
- Training on engaging remote (and rural) workers
- Organizational culture audits
- Host feedback sessions

Rural Specific Retention Strategies

- Sponsoring periodic social gatherings of the medical staff, their spouses and families
- Assigning someone to orient and help integrate the spouse and family to the community
- Keeping the call schedule light – one out of every four days or less, if possible
- Funding career and personal development opportunities for the provider and spouse
- Providing opportunities for peer interaction outside the community
- Developing telecommunication links to practitioners in other communities and to medical education and support resources



What you can do!

- Keep Mental Health a Priority
- COMMUNICATE, there's no such thing as over communicating. Be honest- you don't have all the answers
- Flexibility is key, Measure Results NOT Time
- Adjust PTO policies
- Create or update Business Continuity Plan and Contagious Disease policy
- Schedule Routine Check-ins
- Go Above and Beyond
- Focus on what you or the team can control





Takeaways

- Communication and stress management are critical in the current situation and going forward
- Retention is for the entire lifecycle of the employee
- Employee engagement is about trust
- Invest in challenges
- Retention starts in recruitment



Questions?

Thank You!

- Michelle Varcho
- Varcho@3rnet.org
- 800-787-2512 ext. 4
- [Schedule a meeting](#)



Thank
you! 

