



DEVELOPING A COMPREHENSIVE RECRUITMENT PROCESS

SUZANNE SPEER

DIRECTOR, WORKFORCE DEVELOPMENT

ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

Recruitment & Retention

National
Health
Service
Corps

Resources

Training

Networking

STAR² CENTER

Solutions, Training, and Assistance
for Recruitment and Retention

www.chcworkforce.org

STAR² CENTER

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- Produces FREE Resources, Training and Technical Assistance



STAR²CENTER

SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

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Resources

- Self-Assessment Tools
- R&R Plan Template
- Resource Library

Training

- Webinars
- Self-Paced Courses
- Learning Collaboratives

Assistance

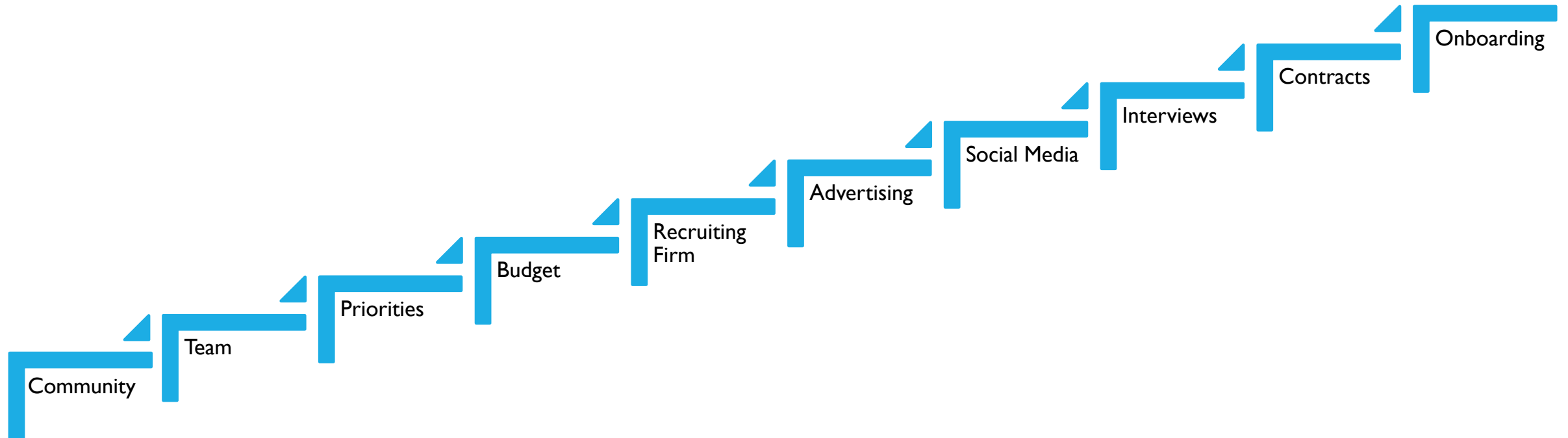
- Individualized TA
- Data Profiles
- Connections to other NCAs

TODAY'S SESSION

- Examine elements of the recruitment planning process
- Review free resources from the STAR² Center
- Assess your own recruitment process

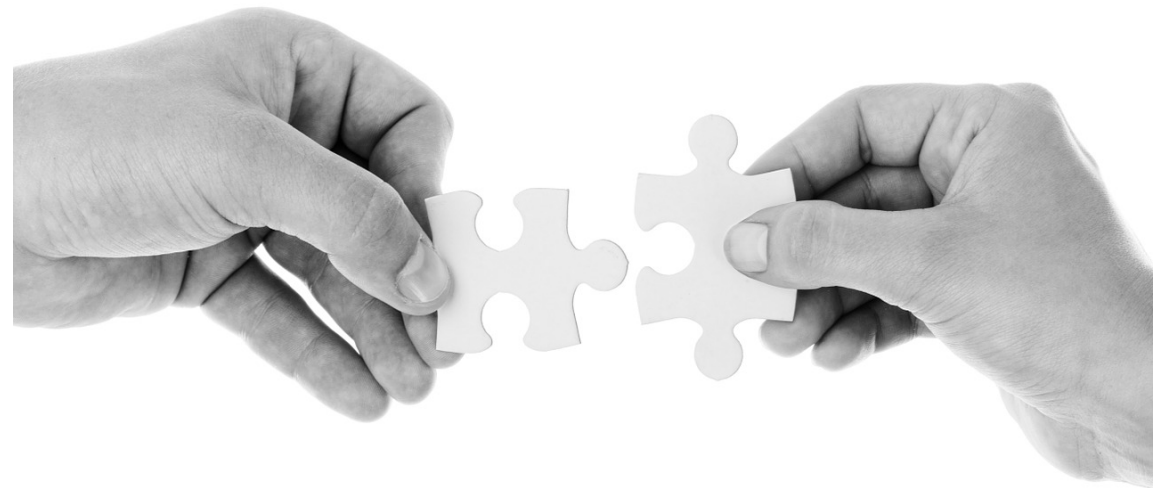


RECRUITMENT PLANNING PROCESS



IDENTIFY COMMUNITY PLANS

- Regional planning initiatives
 - Find out about them and get involved
 - Hospitals
 - Other Providers
- Identify opportunities for collaboration
 - Share providers
 - Share recruitment costs



DEFINE THE RECRUITMENT TEAM



- Create the team in advance
- Have decision makers at the table
- Establish clear roles and responsibilities

Position	Responsibilities
Chief Medical Officer	With CEO define position, Contribute to draft ad, Assist with screening calls, Final interviews, Visit dinner event
Administrator/CEO	With CMO define position, Contribute to draft ad, Assist with screening calls, Final interviews, Visit dinner event
Recruitment Staff (may not have this title, but need to appoint someone in this role)	Coordinate with recruiting firm (if any), Draft final ad and coordinate with media and social media outlets, Screening calls, Coordinate all parts of visit and interviews, Track candidates, Develop and negotiate contracts, Assist with moving arrangements and community connections (schools, partner employment)
Provider Team Members	Input defining position, Contribute to draft ad, Final interviews and visit events as necessary
Clinical Support Staff	Part of site tour and informal interviews during visit
Administrative Staff	Support Recruitment Staff, Potentially part of site tour and informal interviews during visit
Community Member	Potentially part of final interviews, Visit dinner event
Provider Team Spouse	Provide assistance and support to candidate partners/families, Lunch with partner

SET RECRUITING PRIORITIES

- Define a “big picture” written set of priorities
- Use info from your larger Strategic Workforce Plan to identify:
 - Positions to be filled
 - Realistic timelines for completing the recruitment process
- Update as new information becomes available



Source: ASPR Benchmarking Survey

Position	FTE	Replacing	FTE	New Position	Reason					Date	
					Current Va cancy	Planned Vacancy	Retire- ment	Growth	Other	Anticipated Need	Begin Recruiting Process
NP	.75	Susan Smith, MD	.5	No	X					ASAP	3/16
FP	1.0			X				X		6/17	6/16

DEVELOP A RECRUITMENT BUDGET

- Review with all members of the team their experiences with past expenses, limitations, etc.
- Get approval and leadership support for a realistic recruitment budget

Staff Costs (Planning, Recruiting, Onboarding)	
Business Office (Patient Accounts/Billing) Salary and Benefits per Hour	
CEO/Administrator Salary and Benefits per Hour	
Chief Medical Officer Salary and Benefits per Hour	
Human Resources Salary and Benefits per Hour	
IT Hourly Rate plus Benefits	
Nurse/MA Hourly Rate plus Benefits	
Other Providers Average Hourly Rate plus Benefits	
Support Staff Salary and Benefits per Hour	
Total Salaries/Benefits	
Outside Recruiting Expenses	
Recruiting Service	
Advertising Costs (2 national journal print ads, 1 national online service x 3 months)	
Total Outside Recruiting Expenses	
Interview Expenses	
Number of In-Person Interviews	
Hotel Expense per Night per Interview	
Travel Expense per Interview	
All Staff Breakfast with Candidate per Interview	
CMO Lunch with Candidate per Interview (incl. candidate and guest)	
Number of People Included in Interview Dinner per Interview	
Interview Dinner Cost per Person per Interview,(incl. tax and gratuity)	
Cost of Other Interview Items (such as gift baskets, baby sitting service)	
Total Cost Per Interview	
Total Interview Expenses (# of Interviews X Total Cost per Interview)	
Hiring Expenses	
Relocation Costs	
Signing Bonus	
Publicity Costs	
Other Costs, i.e. cell phone, lab coat	
Total Hiring Expenses	
Total Recruitment Budget	

DECIDE ON RECRUITING FIRM (IF ANY)

- Buy or Build decision
- Get referrals & check references
- Document/Log rating information for future reflection and decisions
- Request a discount for health center status

Contact Name	Phone	Email	Address	Fees	References	Date Last Used	Position Filled	Rating 1-5

DEVELOP AN ADVERTISING STRATEGY



- Plan and track all advertising
- Develop a broad advertising strategy focused on local, state, and national sources
- Leverage partnerships

MEDIA OUTLET INFORMATION

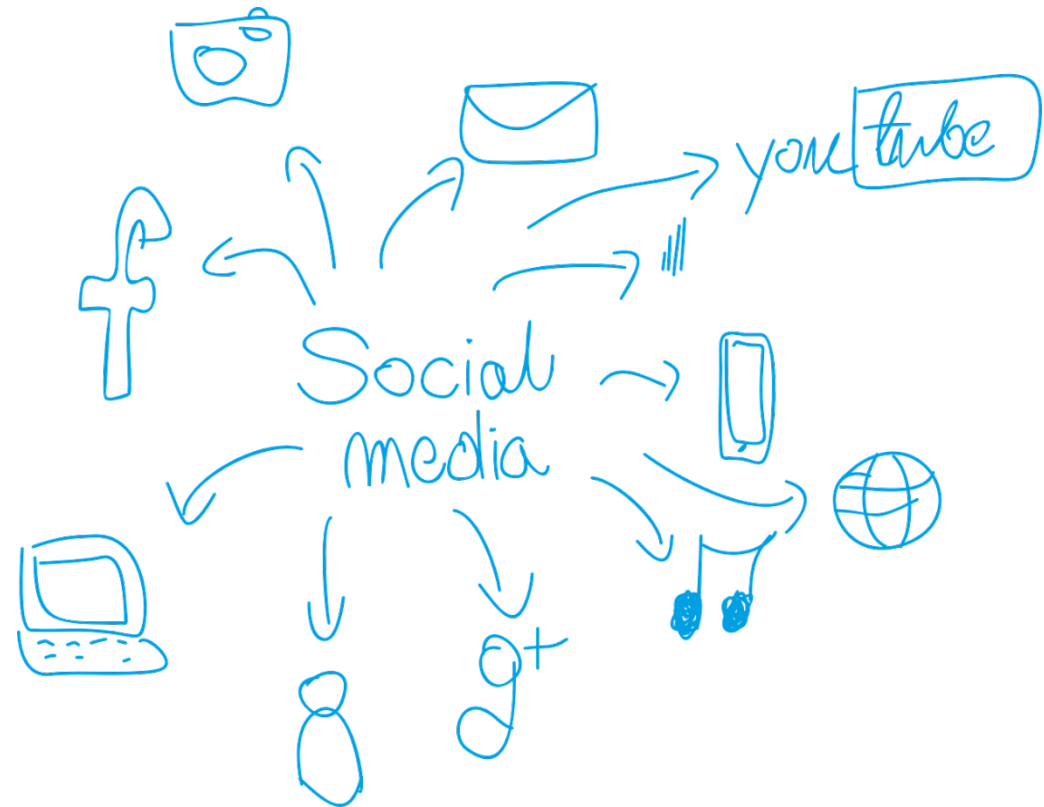
Media Outlets	Contact Name	Phone	Email	Timing	Frequency (Ongoing?)	Fees	Rating 1-5
National Journal Print Ads							
Journal 1							
Journal 2							
Journal 3							
Primary Care Organization (PCO)							
Primary Care Association (PCA)							
NHSC Job Center							
Regional Advertising (specify)							
Online Recruitment Site Service							
Health Center Website							
Other							

AD TEXT

Title	
Body <ul style="list-style-type: none"> ○ Type of organization recruiting ○ Location ○ Statement of position type, FT or PT ○ Promote mission driven health center environment ○ Brief description of the positive aspects of the region <ul style="list-style-type: none"> ▪ i.e. If urban, cultural opportunities; if rural, outdoor/nature experiences ○ Promote any positives, such as flexible schedules, teaching opportunities ○ Include any recognition, such as PCMH ○ Include possible incentives, such as professional development benefits, bonuses, relocation expenses 	<ul style="list-style-type: none"> ■ Draft a generic ad in advance ■ Include template in the plan ■ Review ad each time it is used to make sure it is updated and meets the health center's needs
Contact Person and Information	

DEVELOP STRATEGIES FOR USE OF SOCIAL MEDIA

- Start with your website and then go forth!
- Social media presences should already be part of your health center's branding strategy
- Start small
- Leverage current staff



Social Media	Use (Y/N)	Assessment	Action Plan
Website			
Use for Job Posting			
Highlights of HC			
Community Links			
Linked-In Company Profile			
Twitter (see instructions)			
HC Facebook Page			
Use for Job Posting			
Highlights of HC			
Community Links			
YouTube Videos			
HC Highlights			
Regional Highlights			
Blogs			

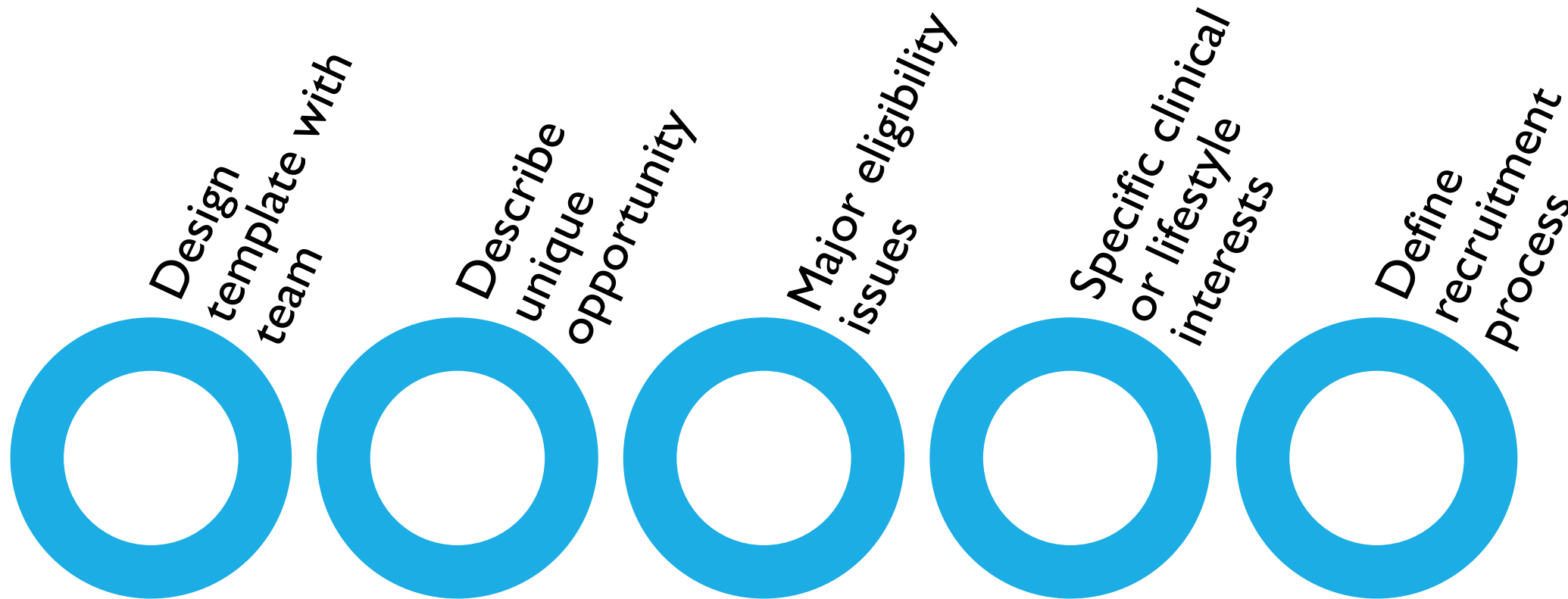
DESIGN CANDIDATE SCREENING & INTERVIEW PROCESS



- Track screening and interviewing activities
- Rely on team and previously determined roles and responsibilities
- Screen CVs or applications received online
- Telephone interviews & visits

**FOCUS ON QUICK RESPONSE TIMES AND
MINIMAL LAGS BETWEEN ACTIVITIES**

TELEPHONE INTERVIEW CONTENT



NEXT STEPS

- Record the interaction for later review by the Recruitment Team
- Review the candidate's CV and make sure he/she is board eligible
- Present results to the Recruitment Team
- If the Recruitment Team thinks the candidate is a good fit, check references, and then arrange a visit
- If there are further questions, arrange a second telephone interview with the appropriate person

THE VISIT

- Don't delay!
- Engage the community
- Engage the whole family
- Engage the whole team

Item	Details	Responsible or Lead Person	Date Finalized
Arrange Logistics 2-3 days			
Travel – flights, ground transportation			
Reserve hotel			
Gift Baskets – if children are coming, include age appropriate toys			
If children attend: Babysitting service			
Create & distribute itinerary			
Provide directions & maps			
Visit			
Pick up at Airport			
Provider Itinerary			
Breakfast with Staff (support staff included)			
Tour of Site(s)			
Visit Hospital/Hospital Administration			
Meet with Providers, Provider Team			
Meeting with CEO			
Review of Contract/Benefits/etc			
Lunch/meeting with CMO			
Partner Itinerary			
Schools			
Child Care Providers			
Banks			
Realtors			
Lunch with community member(s)			
Local recreational facilities & sights			
Meetings with Potential Partner Employers			
Joint Itinerary			
Dinner with key providers, administration and partners/spouses			
Attend cultural performances			

CANDIDATE FOLLOW UP

Stage (F/U after each event)	Frequency	Timeline	Type of Contact	Responsible Person
Application Received	Min. of up to 5 attempts	Within 5 work days	Email, telephone	Administrative Assistant
1st Telephone Interview	Min. of up to 5 attempts	Within 5 work days	Email, telephone, mail	CMO
2nd Telephone Interview (if applicable)	Min. of up to 5 attempts	Within 5 work days	Email, telephone	Provider conducting 2 nd interview
1st Visit	Min. of up to 10 attempts	Within 5 work days	Email, telephone, mail	CMO
2nd Visit (if applicable)	Min. of up to 5 attempts	Within 5 work days	Email, telephone, mail	Recruiting Staff or HR
Offer	Min. of up to 10 attempts	Within 10 work days	Email/ Telephone and mail	CEO

CONTRACT TERMS CHECKLIST

Work Expectations

- Clinical office hours
- Administrative responsibilities
- Call schedule
- Office sites

Compensation

Details of Incentive Compensation (if applicable)

- Base Salary
- Incentives for production (revenue, visits or RVU based) including goals
- Incentives for quality, including metrics
- Incentives for patient satisfaction, including goals
- Incentives for internal administrative task completion, including expectations
- End of year bonus

Benefits

- Vacation
- Holidays
- Sick
- Health Insurance
- Dental Insurance
- Life Insurance
- Disability Insurance
- Retirement Plan

Professional Development

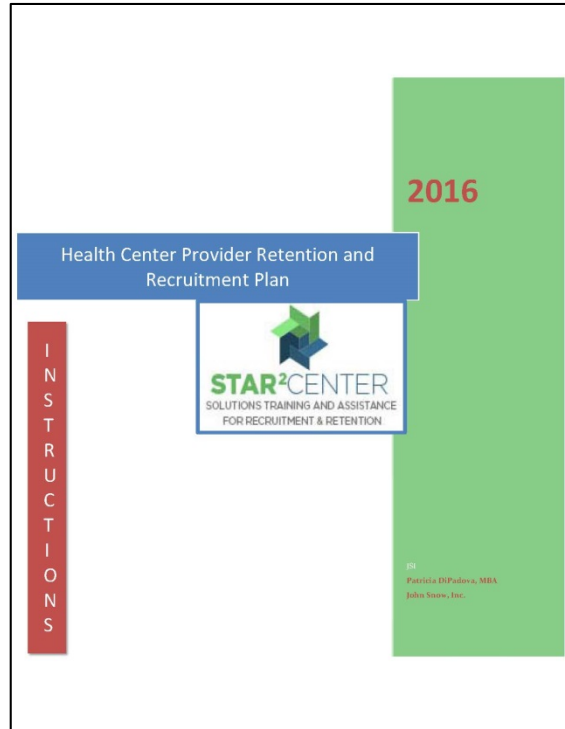
- Educational Leave
- Educational Travel
- Educational Conference or Other Required Educational Expenses
- Moving Expenses
- Signing Bonus
- Other benefits such as sabbatical leave

ONBOARDING

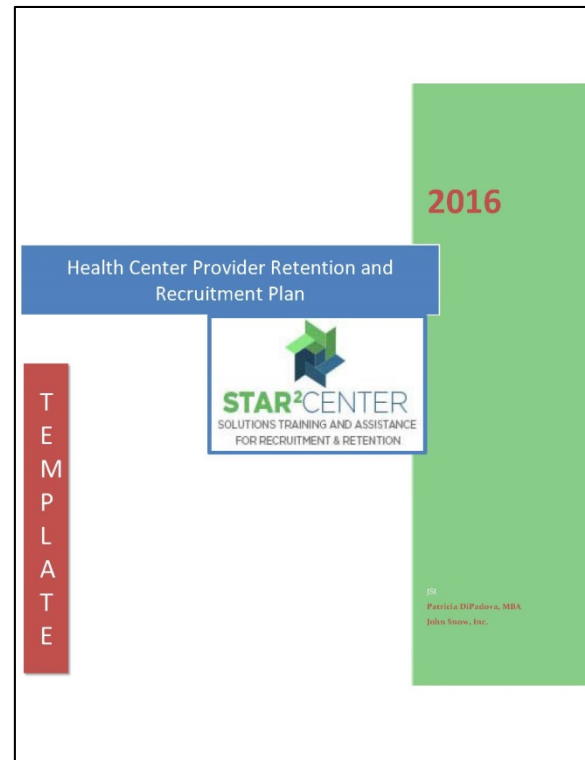
- Onboarding vs. Orientation
- Consider as part of your Retention Strategy
- Formal roles for health center team



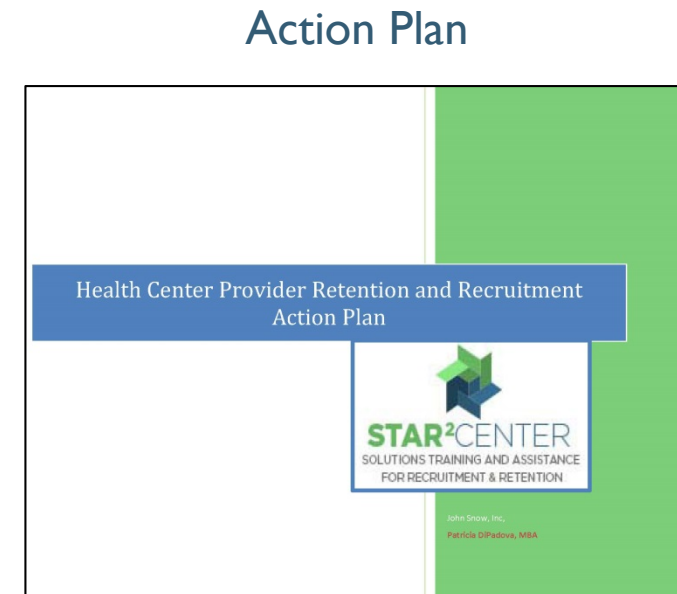
Health Center Provider Retention & Recruitment Plan Tools



Instructions



Template



STAR² CENTER RECRUITMENT & RETENTION PLAN TOOLS

Purpose:

Assist health centers in developing a written Retention and Recruitment plan. The Retention and Recruitment Plan Template provides a structure and thought process for improving retention and recruitment practices.

<http://www.chcworkforce.org/acu-health-center-provider-retention-and-recruitment-plan-template>

NEXT STEPS

Complete/Update Recruitment Plan

1. Develop/Update Plan with Recruitment Team
2. Communicate results to Practice Team
3. Develop & Implement Action Plan

Contact STAR² Center

1. Resources
2. Answer questions
3. Request Individual Technical Assistance

QUESTIONS?

