

Monday, September 26, 2022

8:30am-9:00am	Registration & Continental Breakfast
9:00am-9:30am	<p><i>Welcome</i></p> <p>Lourdes Montez, Workforce Manager-AACHC</p> <p><i>Arizona Department of Health Services Workforce Programs</i></p> <p>Julia Wacloff, Bureau Chief, Office of Oral Health-ADHS</p>
9:30am-11:30am	<p>KEYNOTE SPEAKER:</p> <p><i>Cutting Turnover 20% and More During the Great Resignation</i></p> <p>Dick Finnegan, Speaker, Author, & CEO-C-Suite Analytics</p>
11:30am-11:40am	Networking Break
11:40am-12:30pm	<p><i>Developing Clinical Leaders at Every Level in Your Health Center</i></p> <p>Suzanne Speer, Senior Director of Workforce Development & Helen Rhea Vernier, Training Specialist-Association of Clinicians for the Underserved (ACU), STAR2 Center</p>
12:30pm-1:15pm	Lunch
1:15pm-2:15pm	<p><i>Retaining for the Lifecycle of the Employee – Flexibility and Re-Recruiting</i></p> <p>Mandi Gingras, Director of Education, National Rural Recruitment and Retention Network-3RNET</p>
2:15pm-3:00pm <ul style="list-style-type: none"> Mariposa Primrose 	<p>Break out Sessions</p> <ul style="list-style-type: none"> Human Resources/Staff Development – <i>Communicating Across Generations: A Discussion on the Multigenerational Workplace, Conflict, and Communication:</i> Suzanne Speer, Senior Director of Workforce Development & Helen Rhea Vernier, Training Specialist, ACU, STAR2 Center Recruitment/Marketing – <i>Effective Job Posting:</i> Mandi Gingras, Director of Education, 3RNET
3:00pm-3:10pm	Networking Break
3:10pm-3:50pm	<p><i>Incentive Programs to Improve Recruitment and Retention</i></p> <p>Julia Wacloff, Bureau Chief, Office of Oral Health, ADHS</p>
3:50pm-4:00pm	Closing & Review of Day 2



Federal & State Loan Repayment Programs

Julia Wacloff | Program Administrator | Access to Care



ARIZONA DEPARTMENT
OF HEALTH SERVICES

Health and Wellness for all Arizonans

Arizona Primary Care Office

- Housed within Arizona Department of Health Services/
Division of Prevention Services
- Mission: To optimize the health of all Arizona residents by developing and strengthening systems and services to expand access to care **with an emphasis on the health needs of underserved people and areas**



Org Chart

Bureau of Women's and Children's Health

Bureau Chief

Laura Bellucci

Office of Women's Health

Angie Lorenzo

Office of Children's Health

Jessica Stewart-Gonzalez

Office of Oral Health

Julia Wacloff

Primary Care Office

Edith Di Santo

Business & Finance

Erik Anderson

Arizona Primary Care Office

- Partners:
- Federal agencies
- Arizona organizations
 - Primary Care Association
 - Arizona Alliance of Community Health Centers
 - State Office of Rural Health



Goals

- Strengthen primary care and the health care delivery system
- Identify areas that need improved access to health services and assist with federal shortage designations (HPSAs)
- Support statewide partners and provide technical assistance

Core Functions

- Data collection and evaluation
 - Health Professional Shortage Areas (HPSAs)
 - Medically Underserved Areas/Populations (MUA/P)



Core Functions

- Loan Repayment Programs
 - Arizona State Loan Repayment Program
 - J1 Visa Program
 - National Interest Waiver Program
 - NEW workforce programs
 - HB 2863 (Accelerated Nursing Program & Behavioral Health Provider Loan Repayment Program)
 - HB 2691 (Nurse Education Investment Pilot Program & Preceptor Grant Program)

Core Functions

- Review of Sliding Fee Scale
- Technical Assistance
- Promote Federal Programs in Arizona
 - National Health Service Corps (LRP, Scholarship & Site Registrations)
 - Nurse Corps (LRP & Scholarship)

Core Functions - HPSAs

Health Professional Shortage Area (HPSA)

- Identification of an area, population, or facility experiencing a shortage of health services.
- Designations and scores given by HRSA (medical, dental, mental)
- Scores on a scale of 0-26; higher score indicates a greater need

Types of Shortage Designations

HPSA

(Health Professional Shortage Area)

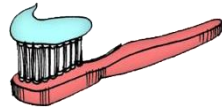
A shortage of:



Primary
Care



Mental
Health



Dental
Health

providers in a:



Geographic Area



Population
Group



Facility

MUA/P

(Medically Underserved Area/Population)

Limited access to:



Primary
Care

services in a:



Geographic Area



Population
Group


Auto-HPSAs Facilities

- Indian Health Facilities
- IHS and Tribal Hospitals
- Dual-funded Community Health Centers/Tribal Clinics
- CMS-Certified Rural Health Clinics (RHCs)
- Federally Qualified Health Centers (FQHCs)
- FQHC Look-A-Likes (LALs)

HPSA Find - Search by Address

<https://data.hrsa.gov/tools/shortage-area/by-address>

data.HRSA.gov

Search  A-Z Index

Find Health Care ▾ Data ▾ Maps ▾ Tools ▾ Topics ▾ Help ▾

Home ▸ Tools ▸ Find Shortage Areas ▸ Find Shortage Areas by Address

Find Shortage Areas by Address

Enter an address to determine whether it is located in a shortage area: HPSA Geographic, HPSA Geographic High Needs, or Population Group HPSA or an MUA/P.

Note: This search will not identify facility HPSAs. To find these HPSAs, use the [HPSA Find tool](#).

Search Criteria

Please provide a street address, city, and state or a street address and ZIP Code.

Street Address:

City:

State/Territory:

ZIP Code:

☒ Include geographic (FIPS) codes 

**Note that this will NOT
give you Facility HPSAs
– only Area/HPSAs**

Determine if a specific address is located in a HPSA Geographic, High Needs, Population Group , or an MUA/P designated area

HPSA Find - Search by County

<https://data.hrsa.gov/tools/shortage-area/hpsa-find>

Use this site to:

Search HPSAs by location or HPSA ID

Filter HPSAs by discipline, status, type, score, and rural status

Will give all
HPSAs in
county,
including
facilities

Search

HPSA ID Search

Select a State/Territory (required)

Arizona

Select County(s) (required)

All Counties
Apache County
Cochise County
Coconino County
Gila County
Graham County
Greenlee County
La Paz County
Maricopa County
Mohave County

Submit

Apply Filters (Optional)

HPSA Discipline

☒ Primary Care
☐ Dental Health
☐ Mental Health

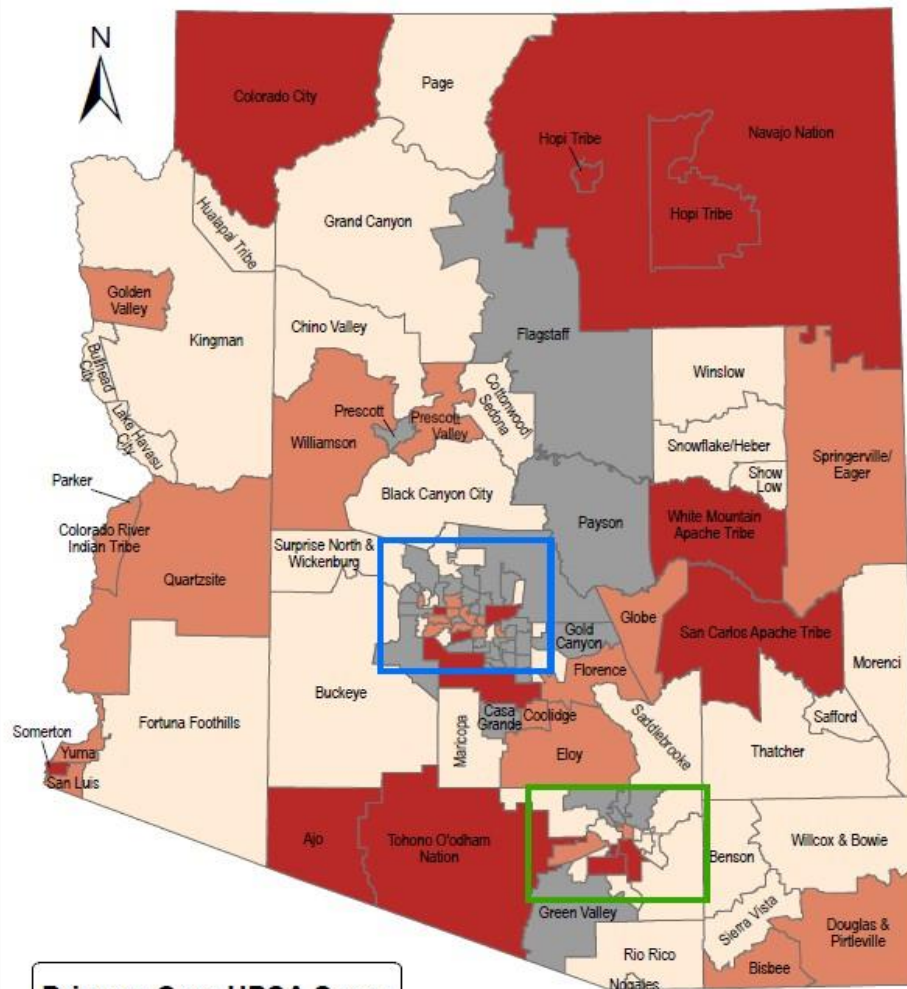
HPSA Status

☒ Designated
☐ Proposed for Withdrawal
☐ Withdrawn

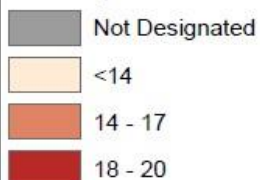
	Discipline	HPSA ID	HPSA Name	Designation Type	Primary State Name	County Name	HPSA FTE Short	HPSA Score	Status	Rural Status	Designation Date	
+	Primary Care	1046713038	LI - Benson	Low Income Population HPSA	Arizona	Cochise County, AZ	0.88	15	Designated	Partially Rural	09/08/2021	09/08/2021
+	Primary Care	1043612250	LI - Bisbee	Low Income Population HPSA	Arizona	Cochise County, AZ	3.16	17	Designated	Partially Rural	09/08/2021	09/08/2021
+	Primary Care	1046206090	LI - Douglas & Pirtleville	Low Income Population HPSA	Arizona	Cochise County, AZ	1.67	16	Designated	Rural	09/08/2021	09/08/2021
+	Primary Care	1042156423	LI - Willcox & Bowie	Low Income Population HPSA	Arizona	Cochise County, AZ	1.76	16	Designated	Rural	09/08/2021	09/08/2021
+	Primary Care	1046562656	Sierra Vista	Low Income Population HPSA	Arizona	Cochise County, AZ	3.94	14	Designated	Partially Rural	09/07/2021	09/07/2021
+	Primary Care	1041417481	CF-Arizona State Prison-Douglas	Correctional Facility	Arizona	Cochise County, AZ	1.25	21	Designated	Rural	03/21/2002	12/09/2018
+	Primary Care	10499904C2	Chiricahua Community Health Centers, Inc.	Federally Qualified Health Center	Arizona	Cochise		19	Designated	Rural	08/27/2003	09/10/2021

Tip: FQHCs are listed only by parent site and county that site is located in.

Primary Care HPSAs



Primary Care HPSA Score

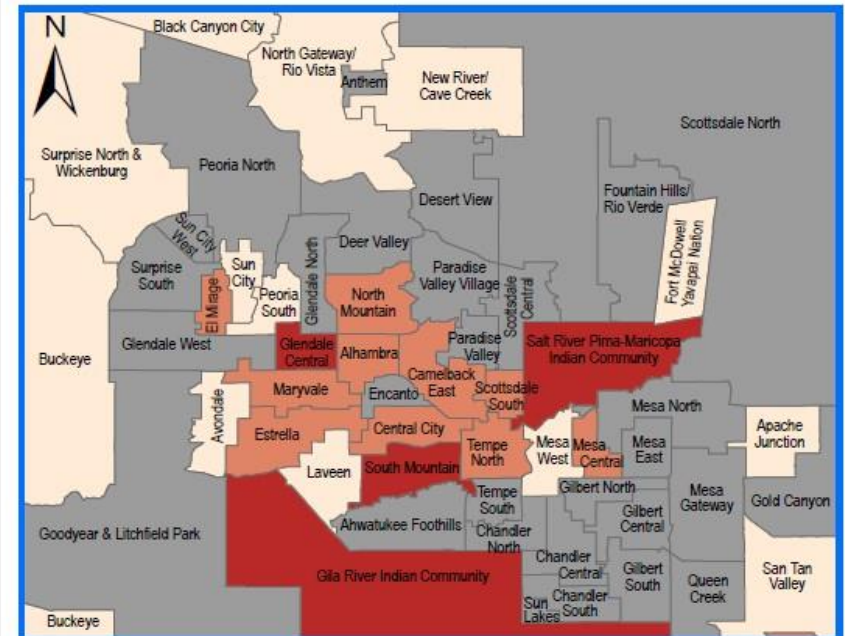


Map Date: January 2019



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OF HEALTH SERVICES

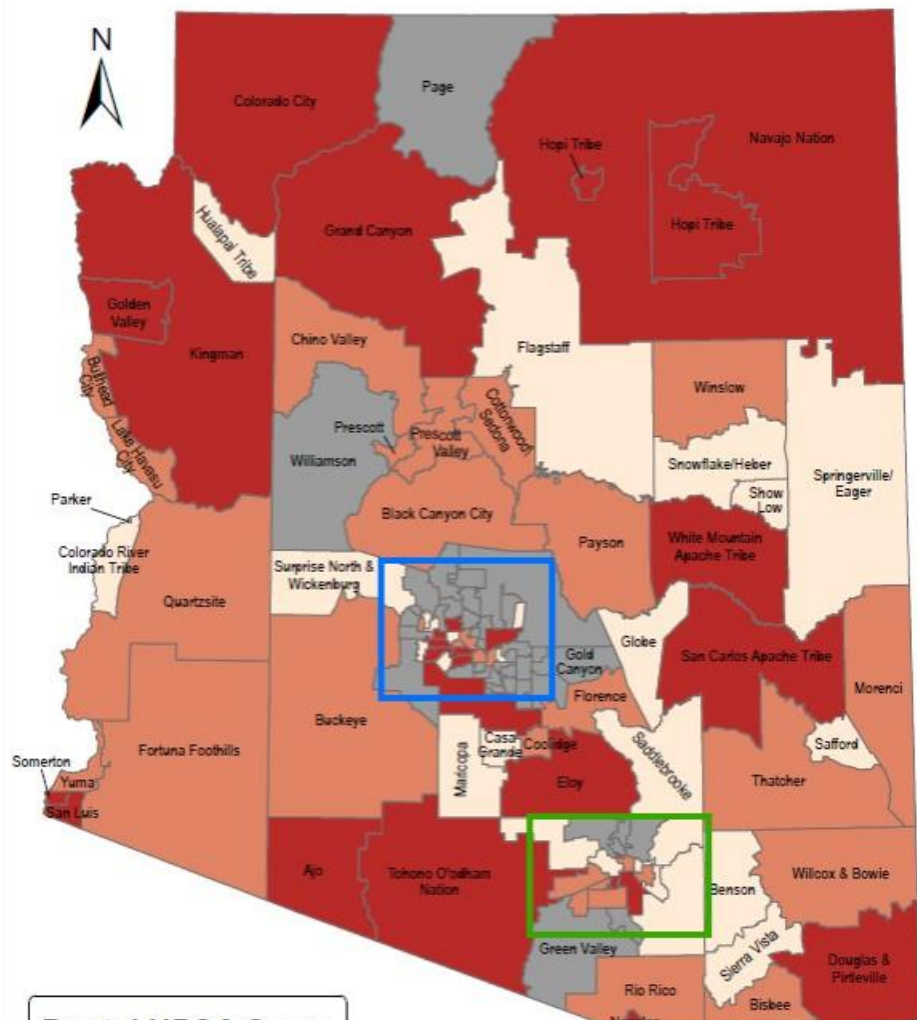
Metro Phoenix



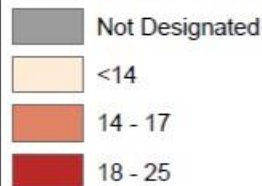
Metro Tucson



Dental HPSAs



Dental HPSA Score

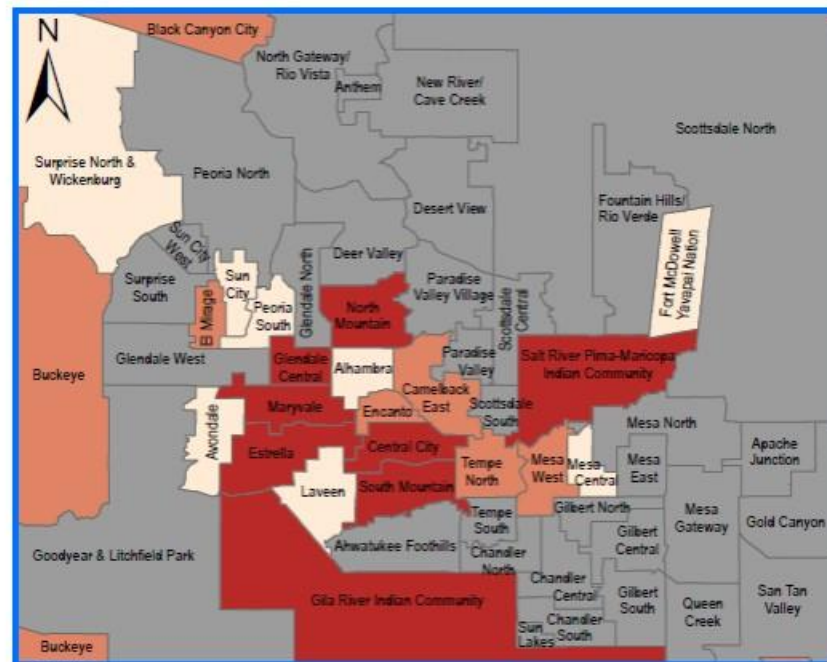


Map Date: January 2019



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OF HEALTH SERVICES

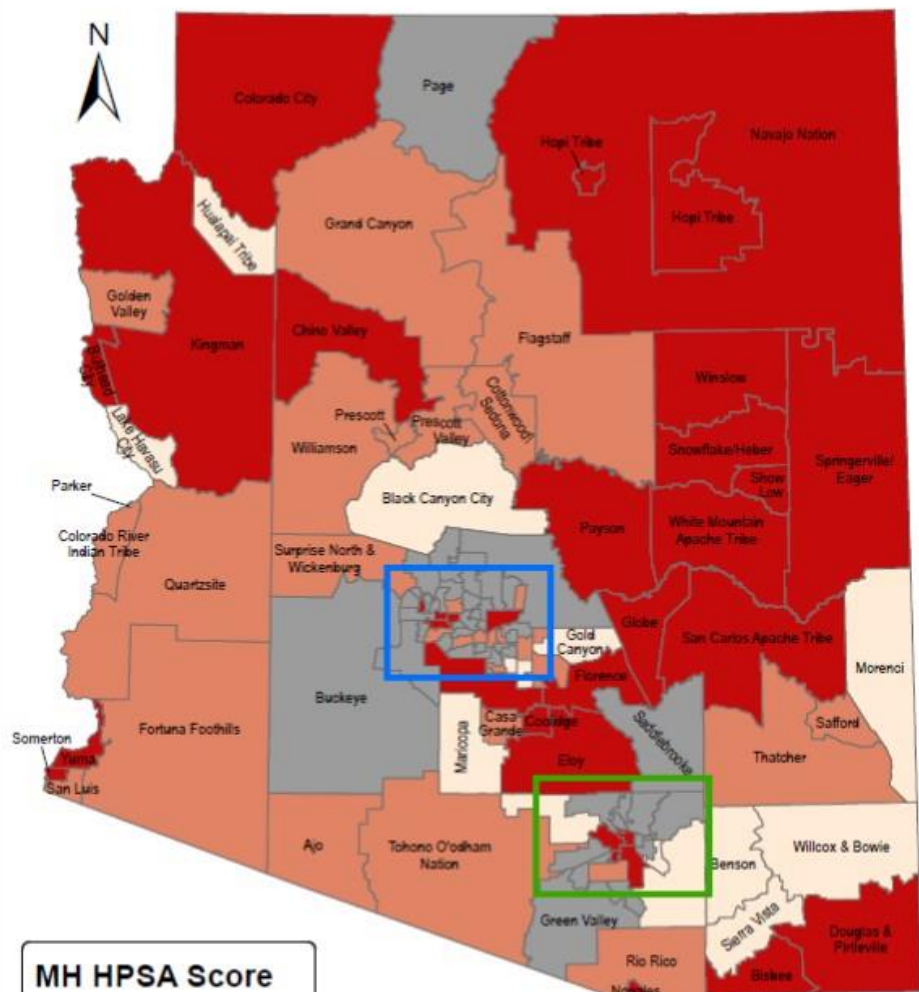
Metro Phoenix



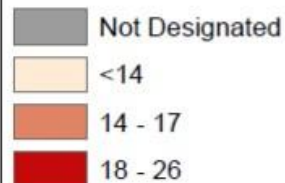
Metro Tucson



Mental Health HPSAs



MH HPSA Score

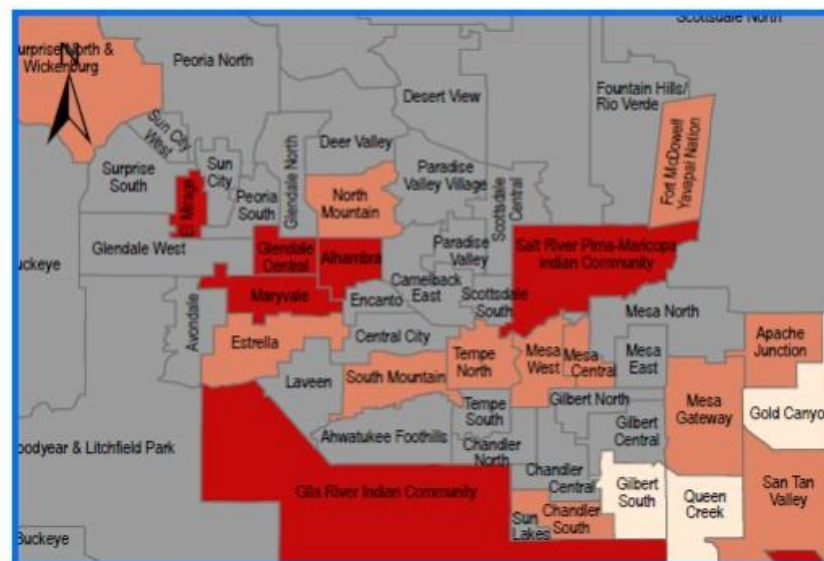


Map Date: October 2018

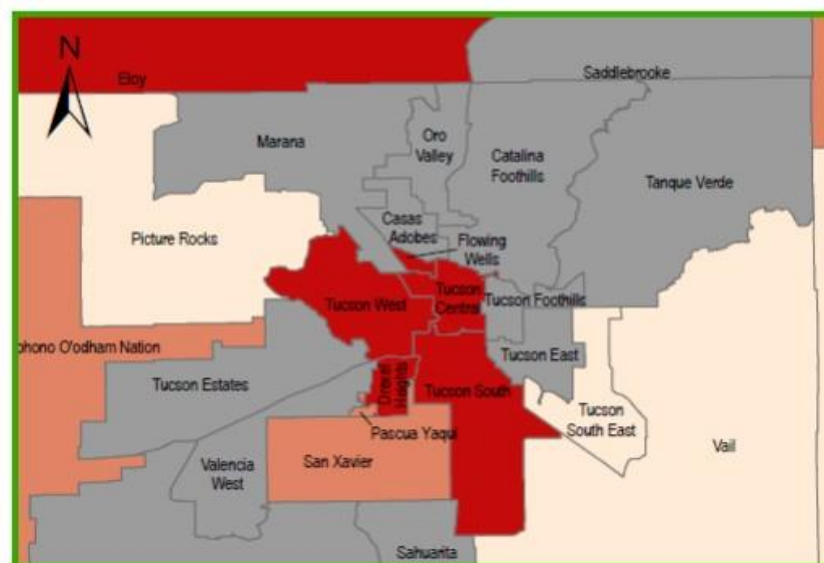


ARIZONA DEPARTMENT
OF HEALTH SERVICES

Metro Phoenix



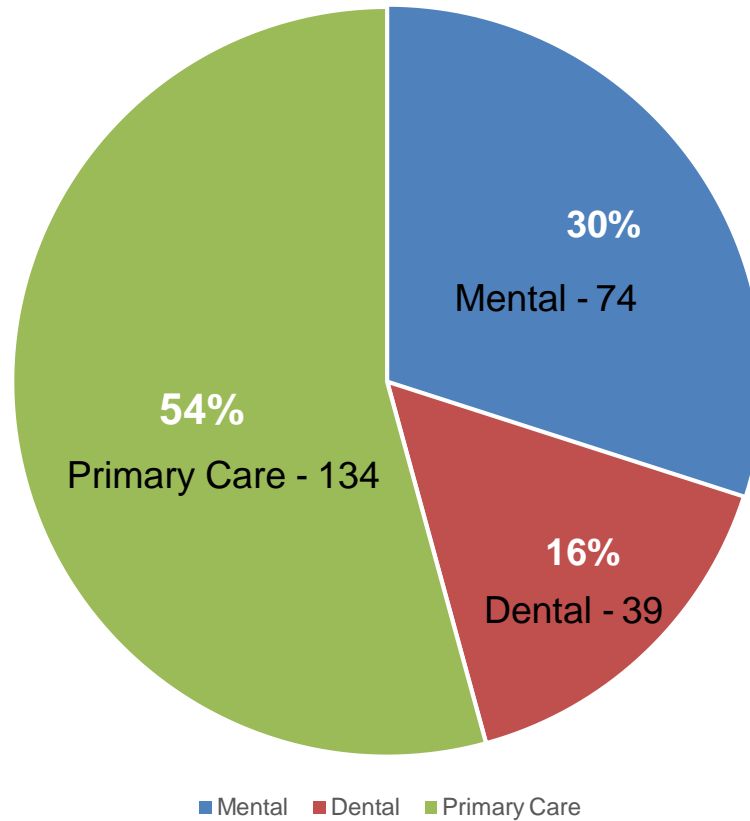
Metro Tucson



Core Function - Arizona State Loan Repayment Program (SLRP)

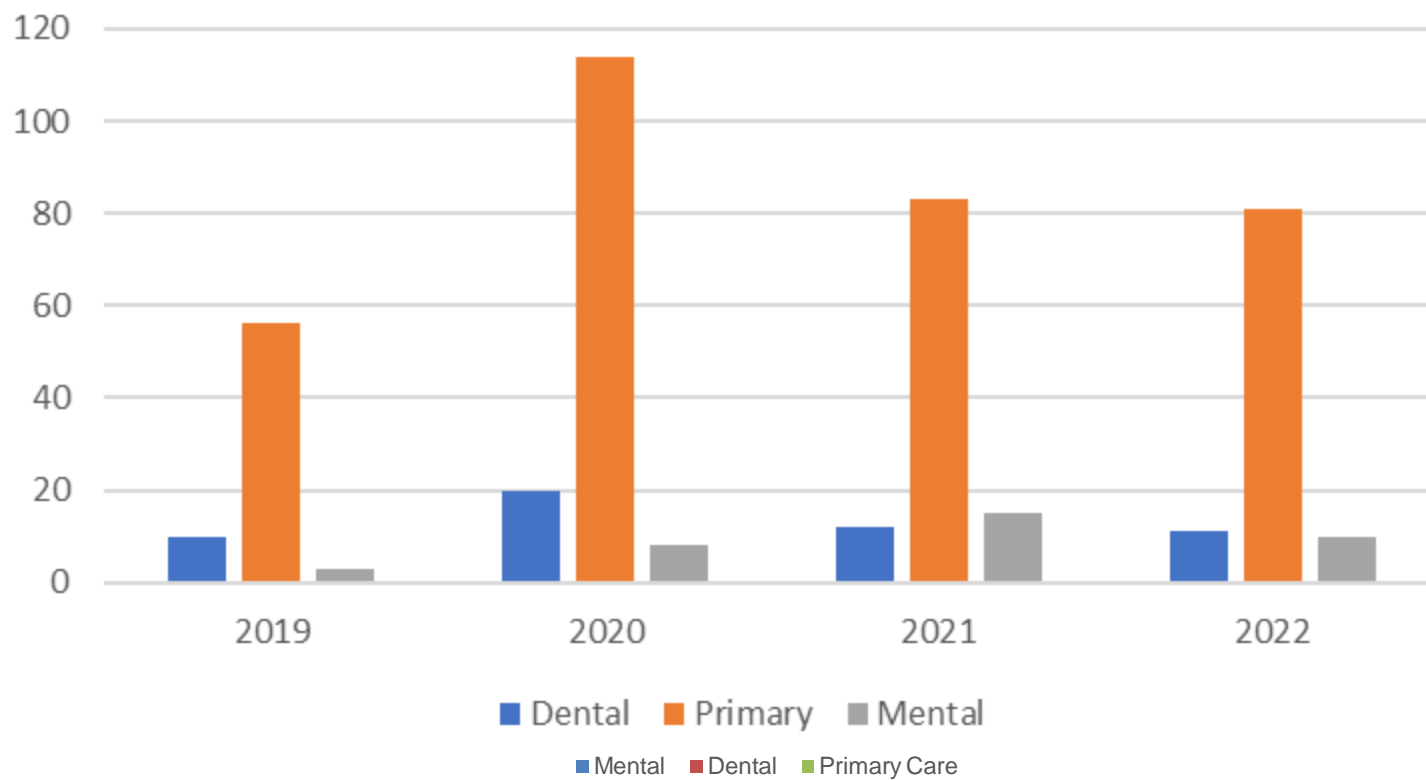
- Goals:
 - Award incentives to recruit and retain providers
 - Increase providers in rural and underserved areas
 - Increase access to primary care, dental, and mental health services
- Modeled after the Federal National Health Service Corps (NHSC) Loan Repayment program

SLRP by Service Type



SLRP Providers

SLRP Participants by Discipline



Provider Retention- SLRP

How many years clinicians anticipate they will remain in...

Location	Average (n=110)
their current practice	9.8 years
their current community	14.9 years
rural practice*	14.1 years
a medically underserved area, urban or rural	14.2 years
their current state	21.1 years

*Excluded non-rural providers

Core Function – Technical Assistance

- Service Site Eligibility
- Service Site Enrollment
 - FQHCs and FQHC Look-Alikes
 - IHS, Tribal 638, Urban Indian Health Programs
 - CMS Certified Rural Health Clinics
 - Community Mental Health Centers
 - Community Outpatient Facilities
 - Rural/Urban Non-Profit outpatient primary care, dental or behavioral health clinics
 - Rural For-Profit Private Practices
 - Other – outpatient clinics providing primary care

Primary Contacts

- workforce@azdhs.gov
 - Arizona State Loan Repayment Program
 - Federal programs (i.e. NHSC , Nurse Corps)
 - All site questions, NHSC & SLRP
 - HPSAs
- j1@azdhs.gov
 - J1 Program
 - National Interest Waiver Program

CONTACT INFORMATION

Julia Wacloff, Program Administrator Access to Care, Women's & Children's Health, ADHS

Email: Julia.Wacloff@azdhs.gov

Phone: (602) 542-1866

Edith Di Santo, Primary Care Office Chief, Bureau of Women's & Children's Health, ADHS

Email: edith.disanto@azdhs.gov

Phone: (602) 542-1066

Erin Gonsalves, Workforce Program Manager, Bureau of Women's & Children's Health, ADHS

Email: erin.gonsalves@azdhs.gov

Phone: (602) 542-1211

Tracy Lenartz, Designations Specialist/Health Planning Consultant

Email: Tracy.Lenartz@azdhs.gov

THANK YOU

Arizona State Loan Repayment Programs

<https://www.azdhs.gov/prevention/health-systems-development/workforce-programs/loan-repayment/index.php>

workforce@azdhs.gov

j1@azdhs.gov



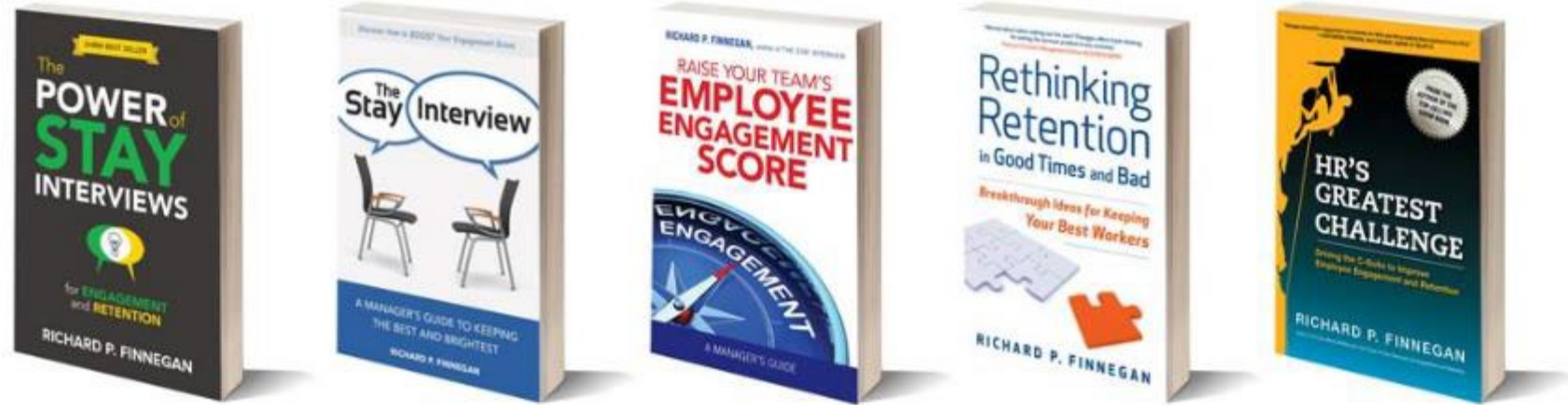
Cutting Turnover 20% and More During The Great Resignation

Presented by:

Dick Finnegan, Speaker, Author, & CEO, C-Suite Analytics

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Dick Finnegan Resume



- Trained as therapist
- “Recovering HR Executive”
- Partnered with professor to study academic research re employee retention
- Developed scientific approach to reducing turnover
- Applied on 6 continents, 49 states, all industries
- Recognized by Forbes and BusinessWeek as leading retention expert
- CEO and founder of C-Suite Analytics

**When you travel to work each day,
what things do you look forward to?**

Discuss this with your partner.



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The Power of Stay Interviews

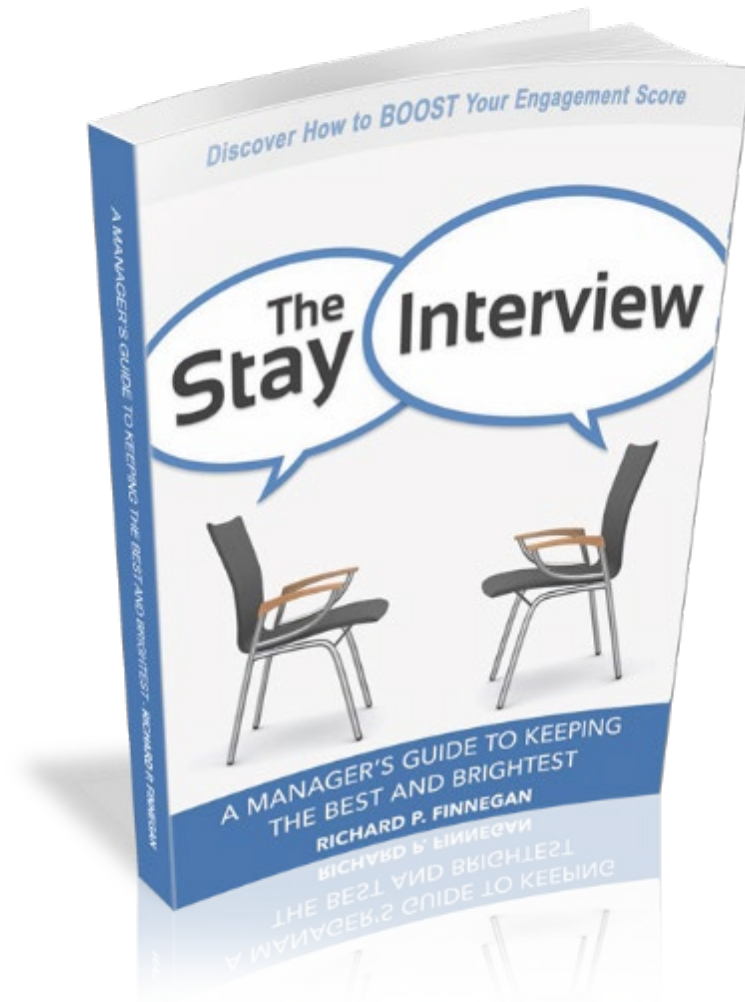
A Stay Interview is a **structured** discussion a **supervisor** conducts with each individual employee to learn the specific actions he must take to strengthen that employee's engagement and retention with the organization

Stay Interviews...

- Bring information that can be used **today**
- Focus on **individual employees** including top performers
- Put **supervisors** in the solution seat



Stay Interview 5 Questions



1. When you travel to work each day, what things do you look forward to?
2. What are you learning here?
3. Why do you stay here?
4. When was the last time you thought about leaving our team? What prompted it?
5. What can I do to make your experience at work better for you?

Two Opposite Ways to Approach Employee Retention

1 SIZE FITS ALL

**HR-only solution
resulting from**

- Engagement surveys
- Exit surveys
- Salary surveys
- Benefits surveys
- Employee committees

OR

**Leaders drive
retention by
building 1-1 trust
with each employee**

1 ON 1



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T R U S T

The #1 reason employees stay or leave...or for that matter engage or disengage...is how much they trust their immediate supervisors

This does NOT mean each time an employee quits it is because she doesn't trust her boss...though that might be true

It DOES mean each individual leader becomes your very best employee retention solution

5 Extreme Industry Examples – Reducing Turnover 20% & More in 2021



WASTE CONNECTIONS, INC.

- ▶ Houston HQ
- ▶ Waste management services
- ▶ Applied in 1 location with 73 employees

Reduced turnover 30%

Improved new-hire retention by 30%

Saved \$240M



- ▶ Atlanta HQ
- ▶ Chicken-processing plants
- ▶ Applied in 3 locations with 3,600 employees

Reduced turnover 22%

Improved new-hire retention 21%

Saved \$2.3MM



- ▶ Orlando HQ
- ▶ Post-acute healthcare centers
- ▶ Applied in 1 location with 160 employees

Reduced turnover 43%

Saved \$840M

Cut agency costs to \$0



- ▶ Boston-area HQ
- ▶ Hospitals + Post-acute healthcare centers
- ▶ Applied in 15 locations with 7,000 employees

Reduced turnover 22%

Saved \$2.8 MM



- ▶ New York-area HQ
- ▶ Healthcare diagnostics
- ▶ Applied in 2 Locations with 153 employees

Reduced turnover 45%

Saved \$240M



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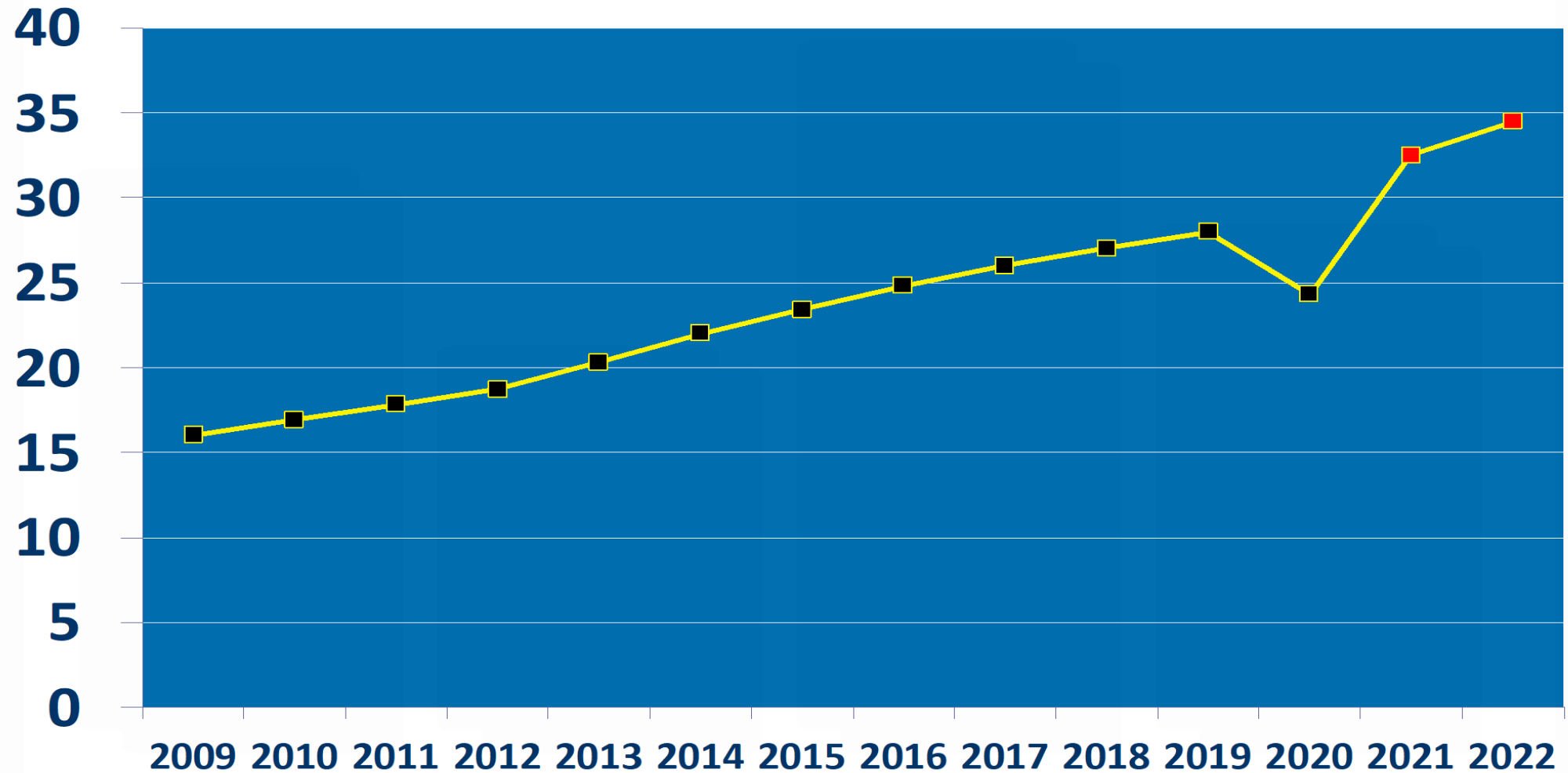
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Why Your Executives Should Fear “The Great Resignation”

The background of the slide features a repeating pattern of brown envelopes, each with a red rectangular stamp that reads "RESIGNATION". The envelopes are arranged in a staggered, overlapping grid on a light blue background. A solid red horizontal band is positioned across the middle of the slide, containing the main text.

How worried should we be? What are we facing? What is impact going forward?

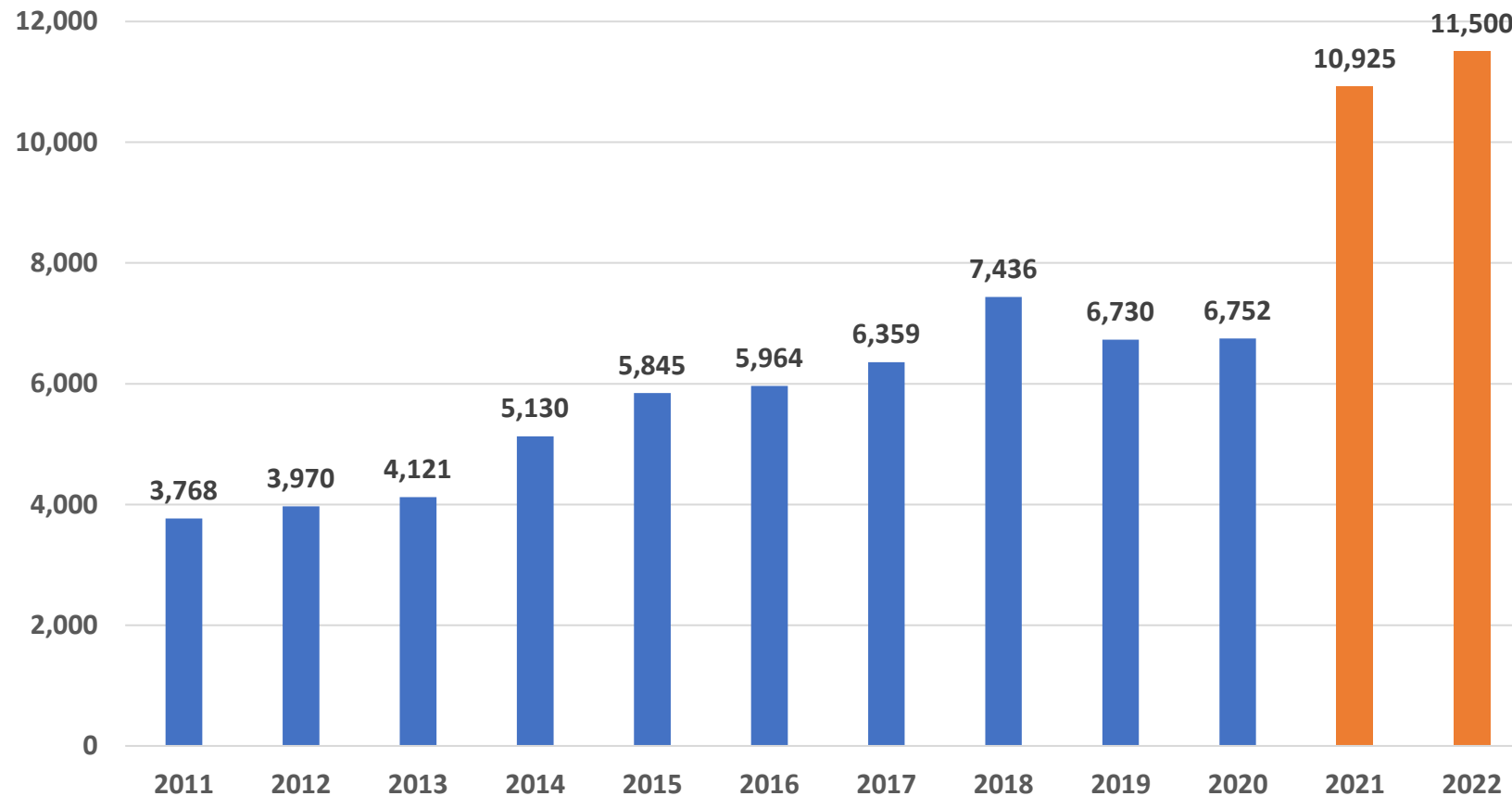
U.S. Voluntary Quit Percentages, Post-Recession



...U.S. Bureau of Labor Statistics

U.S. Job Openings As of 2022

In Thousands



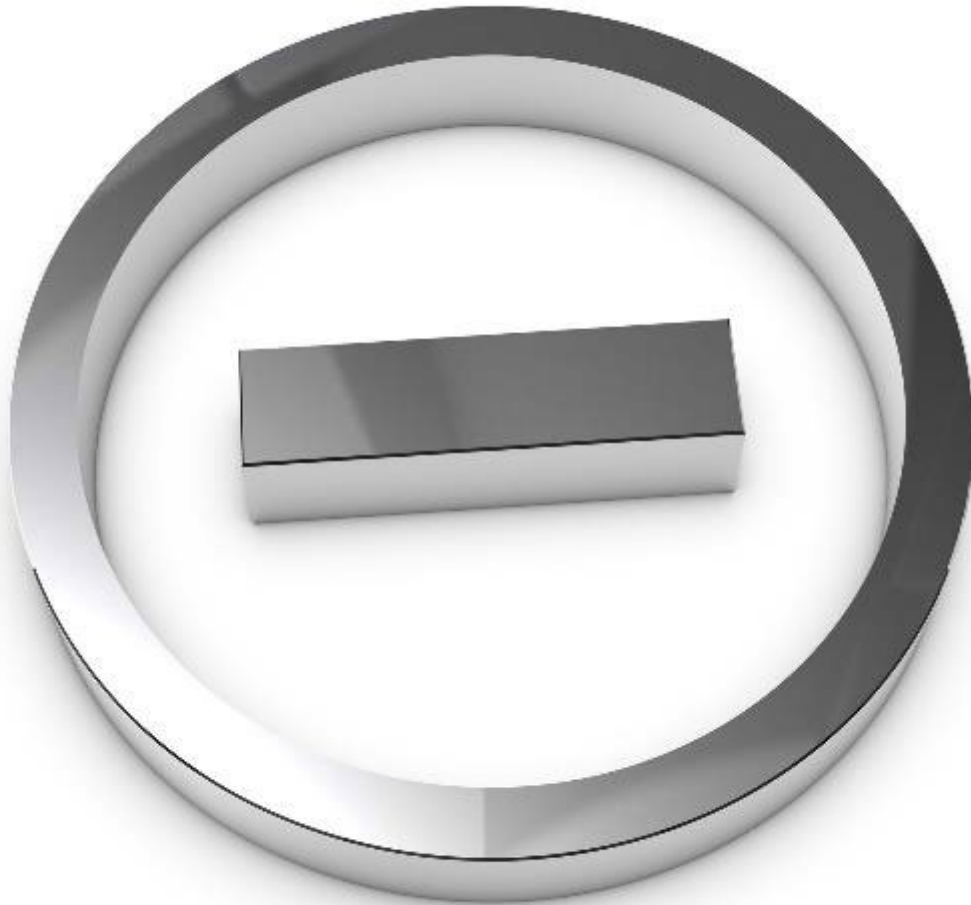
... and we have 6 million fewer people in the workforce

...U.S. Bureau of Labor Statistics



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3 Subtractions – Workforce



**2 Million + Early
Retirements**



**2 Million + Parents
Quit & Stayed Quit**

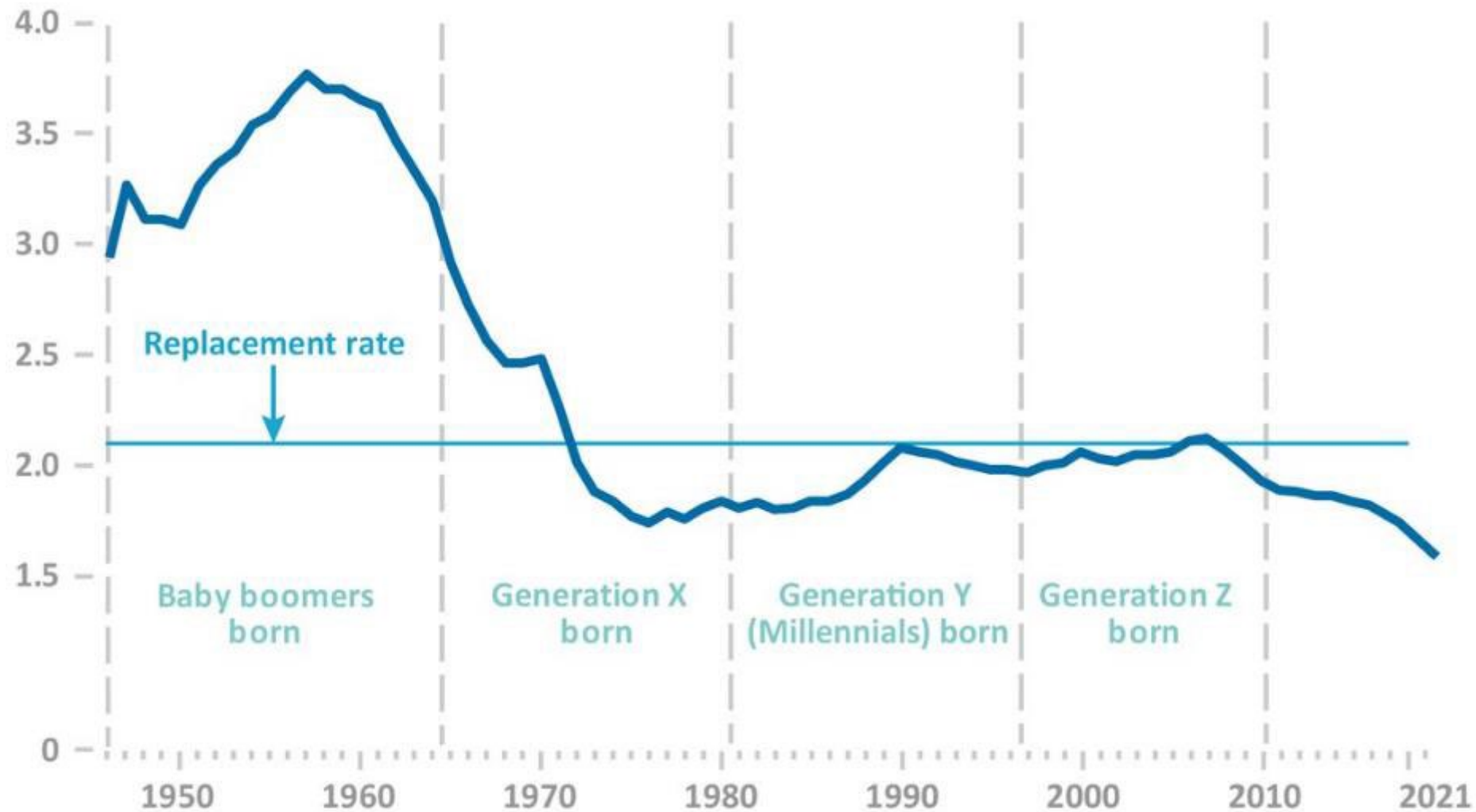


1 Million Covid Deaths

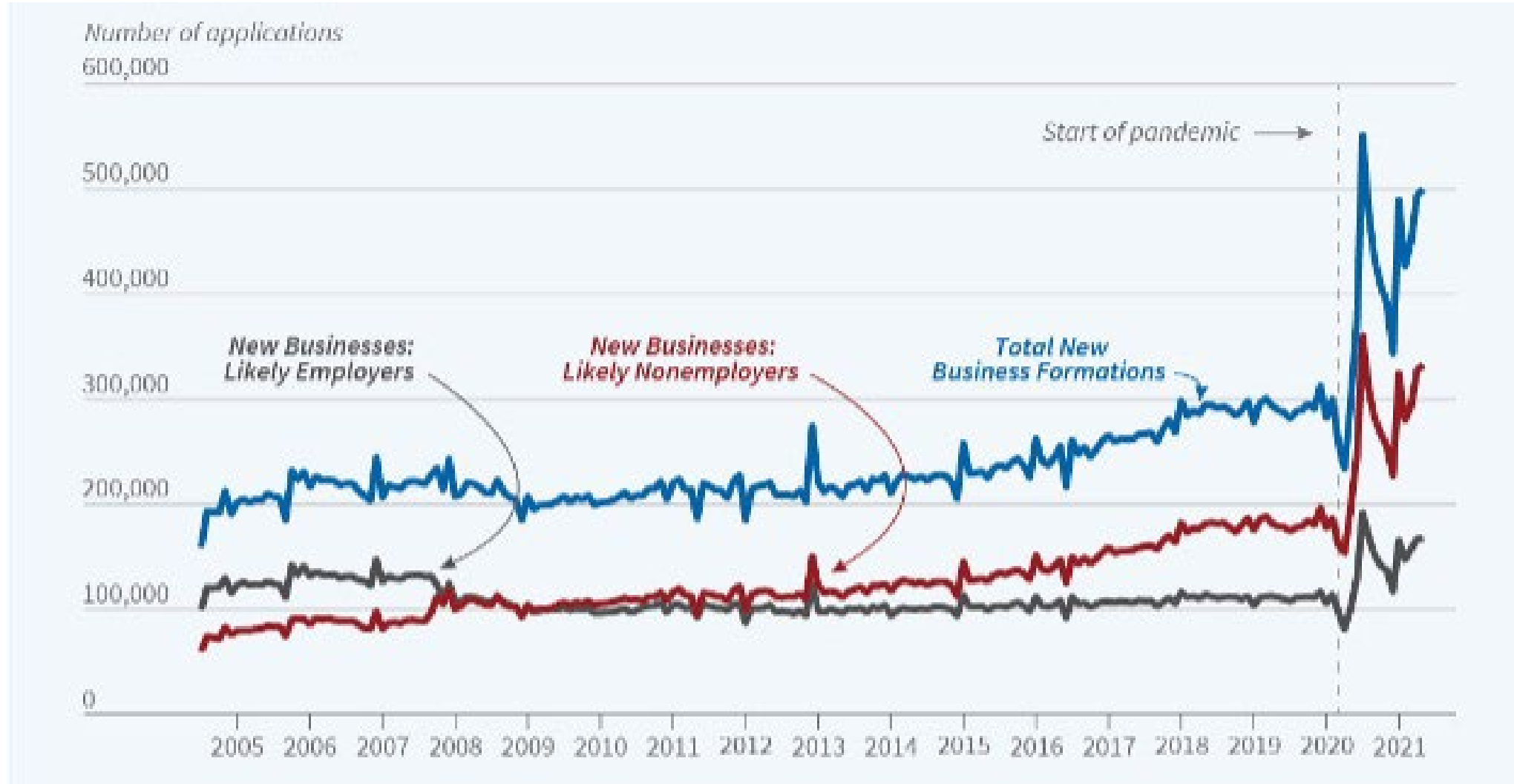


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Subtraction 4 - US Birthrate Declines



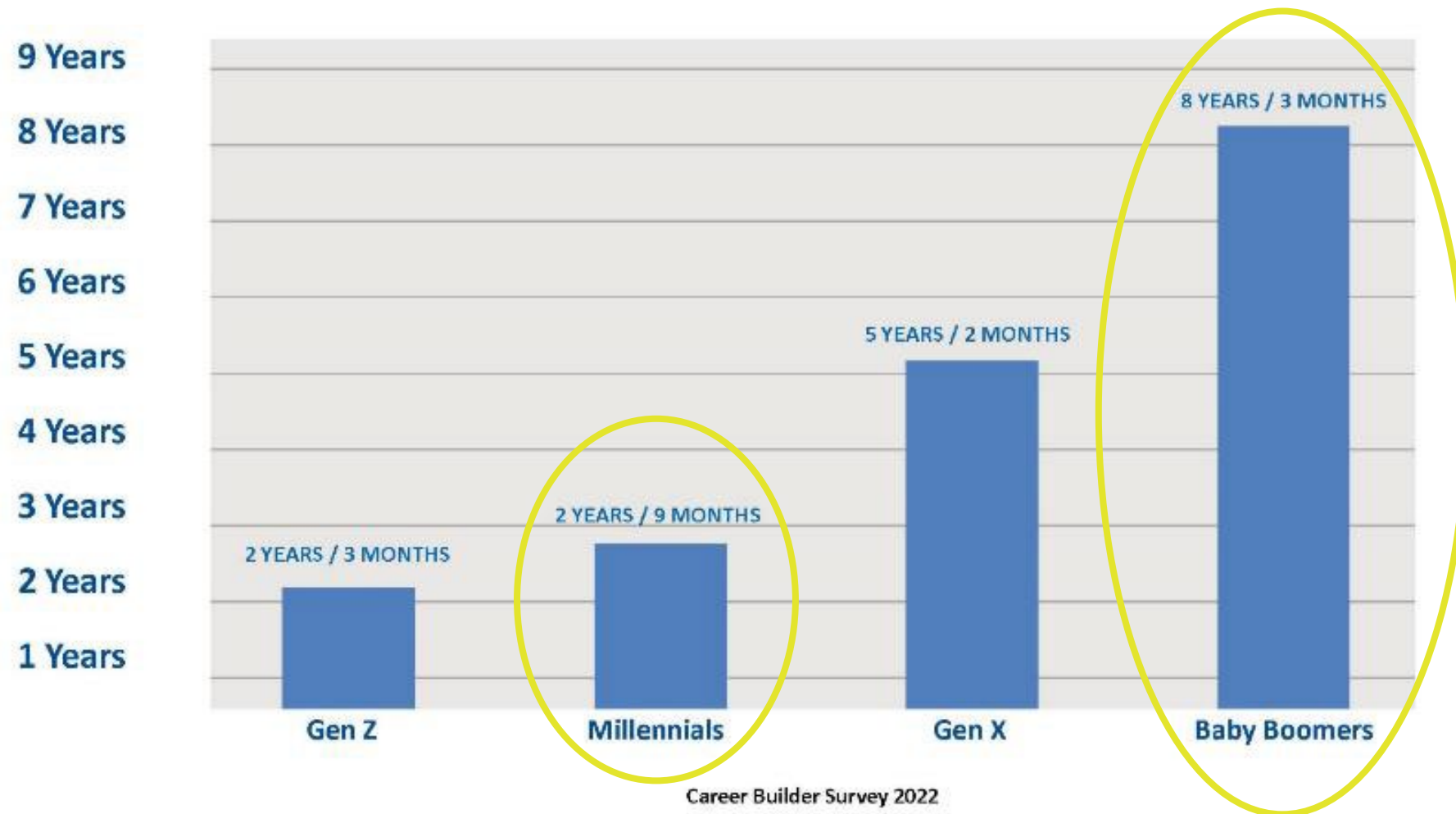
Subtraction 5 - COVID-Driven Entrepreneurs



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Subtraction 6 - Young Workers Less Loyal



Millennials Avg LOS: 2 yrs 9 mos
Baby Boomers Avg LOS: 8 yrs 3 mos



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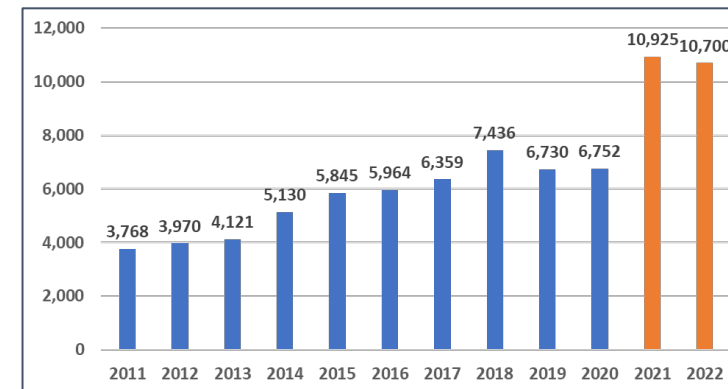
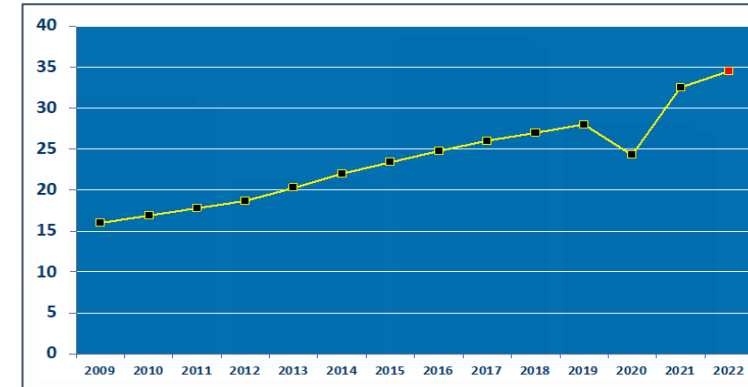
Six Subtractions Got Us Here

Historic...

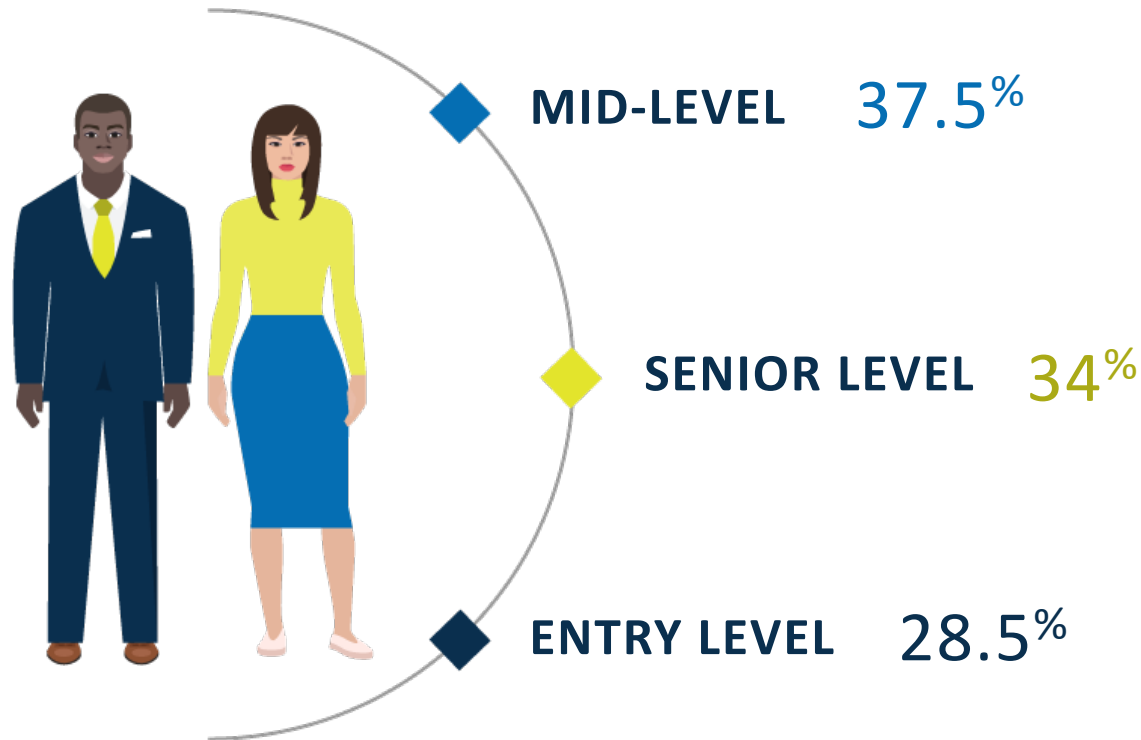
- Declining Birthrate
- Young Workers Less Loyal

COVID-Induced...

- Early Retirement
- Parents Quit and Stayed Quit
- COVID Deaths
- COVID-Driven Entrepreneurs



Who is quitting during “The Great Resignation”?



Highest group by length of service:

3-4 years

While millennials stay average of:

2 years 9 months

Greatest leave reasons:

**Control of schedule and
location flexibility**

Toxic Corporate Culture

#1

#2

#3

#4

#5

#6

#7

#8

**Why Employees
are Quitting
During “The Great
Resignation”**

MIT Study

#9

#10

#11

#12

#13

#14

#15

#16 Pay

*“In 2022, companies plan to give biggest
raises in more than a decade”*

The Washington Post



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T R U S T

The #1 reason employees stay or leave...or for that matter engage or disengage...is how much they trust their immediate supervisors

This does NOT mean each time an employee quits it is because she doesn't trust her boss...thought that might be true

It DOES mean each individual leader becomes your very best employee retention solution

Is “The Great Resignation” Permanent?

“Many expect the labor shortage to last at least several more years, and some say it’s permanent. Of 52 economists surveyed, 22 predicted that participation would never return to its pre-pandemic level.”

– Wall Street Journal

“Economists predict that the Great Resignation is only getting started, especially for Gen Z and millennial workers who are well positioned to find new ways to earn income.”

– Time Magazine

“If immigration does not improve, I’m not sure how we get back to growth”; workforce shortages drive inflation and supply chain woes.

– Burning Glass Economic Think Tank





COVENANT
HEALTH

3 hospitals, 12 post-acute centers

22%

- Cut turnover from **31% to 22%** saving **\$2.8 MM**
- CEO holds each facility accountable to **2 retention goals**
- Strong **emphasis on Stay Interviews** + 1-1 stay plans
- **Pilot projects** to reduce nurse turnover, reduce CNA turnover, reduce spans of control

“Our CEO is locked in on managers developing customized retention plans for each employee.”



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WASTE CONNECTIONS, INC.



30%

Materials Recycling Facility

- Employees perform very manual, repetitive jobs, in a recycling facility in Pennsylvania
- Total annual turnover improved by **30%**, decreasing from 83% to 58% in 8 months representing annual savings of **\$240,000** for this one location
- Focused on improving 30-day new hire retention which improved from 67% to 87% representing a **30% improvement**

“The 21 districts we worked with improved at a rate *almost 3 times* the company’s improvement.”



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Large Poultry Processor

26%

- Total annual turnover improved by **26%**, decreasing from 137% to 102% in 6 months representing annual savings of **\$240,000** for this one location
- Focused on improving 30-day new-hire retention which improved from 62% to 75% representing a **20% improvement**
- Implemented a helmet sticker with 2 turnover goals each supervisor agreed to achieve as a **reminder of retention goals** MANY times a day. Now THAT is an **organizational commitment to retention accountability**.

How much would your turnover fall if each of your supervisors were reminded of their retention goal twenty or more times each day?

45%



Healthcare Diagnostics

- Dealing with 50% turnover in patient Customer Service team
- Implemented Stay Interviews to prompt honest conversation and to keep valuable people on the team
- Total annual turnover **reduced by 45%**
- Representing an **annual savings** of more than **\$240,000**
- Featured in NBC News Special Report



“Money was not at the top of my list. What I needed was my supervisor to be more open in her communication and more present in my concerns.”

Post-Acute Healthcare Center

- Mainly nurses & CNAs, highest healthcare turnover jobs
- **Annual savings \$295,000** by saving 59 jobs annually based on conservative \$5,000 per exit
- Also **saving \$551,096 annually** by eliminating agency costs, down to zero

“We didn't expect how quickly turnover improved and we reduced agency costs to zero.”

FINNEGAN'S ARROW®



**Reduce Cost
of Turnover**



**Improve Employee
Engagement**



**Improve Revenue
& Profitability**



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FINNEGAN'S ARROW®



**Reduce Cost
of Turnover**



**Improve Employee
Engagement**



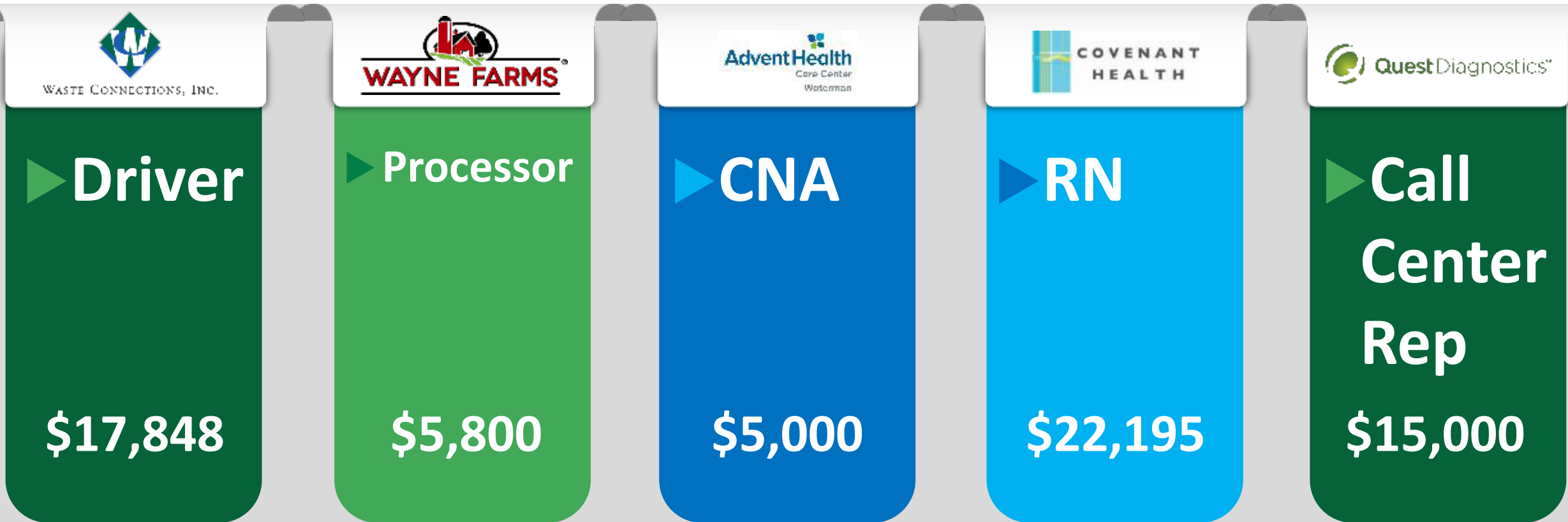
**Improve Revenue
& Profitability**



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How Important Is Calculating Turnover's Cost?

Cost of Turnover For Just 1 Position:



FINNEGAN'S ARROW®



**Reduce Cost
of Turnover**



**Improve Employee
Engagement**



**Improve Revenue
& Profitability**



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Supervisors' Impact on Turnover

A global consulting firm interviewed 1,000 recently-quit employees and asked about **pay, benefits, development, advancement, and relationships with supervisors...**and found *supervisor relationships influenced all other opinions*, concluding...

“Offering a higher salary or developmental/ advancement opportunity may not be enough to retain employees”



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In Stay Interviews, what do employees ask for the most?

- More pay
- Development
- Work/life balance
- Better work processes
- Promotions



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What Do Employees Ask For The Most?

Better work processes!

Eliminate this report/improve equipment/get others to be more accountable

Employees most want to be more productive!



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What Do Employees Talk About Over Dinner?

Boss...*Colleagues*...Duties

Boss...*Colleagues*...Duties

Boss...*Colleagues*...Duties

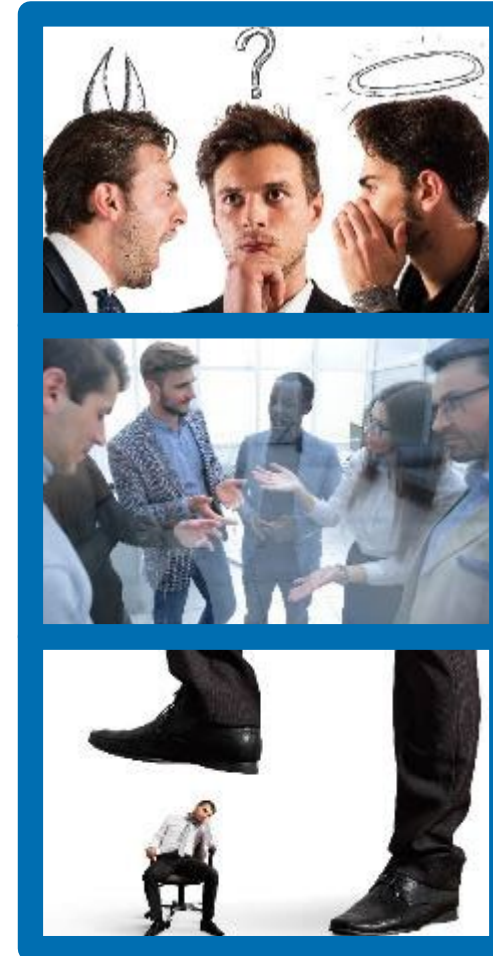
Boss...*Colleagues*...Duties

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Boss...*Colleagues*...Duties

Boss...*Colleagues*...Duties

Boss...*Colleagues*...Duties





Forbes

“Dick Finnegan, the Stay Interview expert, writes,

‘The greatest reasons why employees quit is what they talk about over dinner.’

Even those of us who love hard data must acknowledge this, which reinforces the old adage that people don’t quit jobs, they quit bosses. And it is those bosses they talk about over dinner.”

February 19th, 2021



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Accountability: Establish Two Turnover Goals

- ◎ Reduce total annual turnover
- ◎ Reduce new hire turnover

FINNEGAN'S ARROW®



**Reduce Cost
of Turnover**



**Improve Employee
Engagement**



**Improve Revenue
& Profitability**



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The Power of Stay Interviews

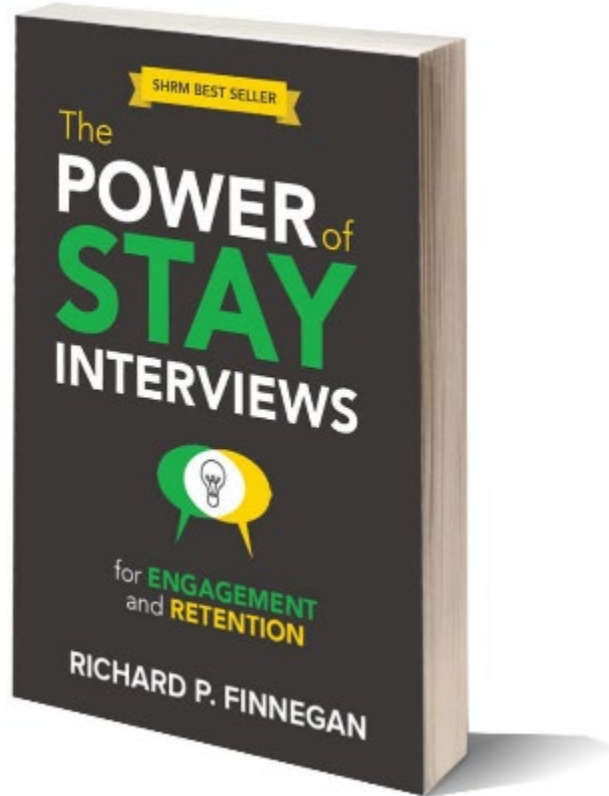
A Stay Interview is a ***structured*** discussion a ***supervisor*** conducts with each individual employee to learn the specific actions he must take to strengthen that employee's engagement and retention with the organization

Stay Interviews...

- Bring information that can be used ***today***
- Focus on ***individual employees*** including top performers
- Put ***supervisors*** in the solution seat




Stay Interview Process Key Ingredients



Top-Selling SHRM-Published
Book in History

- Conducted by supervisors vs HR
- Separate from Performance Review
- Conduct Stay Interviews at least 1X/yr for existing employees and 2X/yr in new hire goal period
- Create individual Stay Plans

Stay Interview 5 Questions

- 
1. When you travel to work each day, what things do you look forward to?
 2. What are you learning here?
 3. Why do you stay here?
 4. When was the last time you thought about leaving our team? What prompted it?
 5. What can I do to make your experience at work better for you?

Four Essential Skills During a Stay Interview

Listening



*Taking
Notes*



Probing



**Taking
Responsibility**



Listen to Build Trust



- Listening is a skill and a choice
- To listen is to care & people who care, listen
- Listen to understand vs. respond
- The emotion is more important than the message

**Sends message
you are listening**

**Helps you differentiate one
employee's comments from
another's**

Why Take Notes?

**Conveys employee's
words are important**

**Can reference later
when developing
Stay Plans and
Retention Forecasts**



Types of Questions Used to Probe



Probing - Using Open-Ended Questions

- ➔ Encourages your employee to expand on their initial response. Be inquisitive!
- ➔ Examples:
 - “Can you give me an example?”
 - “Tell me more about....”
 - “What causes you to feel that way?”
 - “Aside from what you just shared, what is another reason why you stay? Or might leave?”



Probing - Using Closed-Ended Questions

- A closed question can be answered with either a single word or a short phrase
- Use closed-end questions to confirm your understanding
- Examples are:
 - “Who has provided you the best training?”
 - “Do you learn best by watching someone demonstrate it first?”





Taking

RESPONSIBILITY

- 1 “Our leaders usually make good decisions”
- 2 “Our leaders always know things we don’t”

Which Skill Matters Most?

Listening



*Taking
Notes*



Probing



**Taking
Responsibility**

FINNEGAN'S ARROW®



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Supervisors Forecast Retention



● Likely to *leave*
in less than 6
months

● Likely to
leave in 6 –
12 months

● Likely to *stay*
a year or
more

* Can be changed at any time if new information

Stay Interview Practice

INSTRUCTIONS:

- The supervisor and employee should conduct the Stay Interview using the guide for the opening script, questions, probes, and closing script
- The observer should take notes and provide feedback to the supervisor at the completion of the exercise
- Switch roles and repeat the exercise


Roles:

- Supervisor
- Employee
- Observer



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Stay Interview 5 Questions

- 
1. When you travel to work each day, what things do you look forward to?
 2. What are you learning here?
 3. Why do you stay here?
 4. When was the last time you thought about leaving our team? What prompted it?
 5. What can I do to make your experience at work better for you?

Stay Interview Action Planning

Think about your team and the responses to the Stay Interview Question #4 about leaving.

What topics are you likely to hear?



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“We Need More Staff”

- ☐ *What is the work that you can't get done?*
- ☐ *How is the work assigned to each employee? Who does what?*
- ☐ *Can you think of any of this work we can stop doing?*
- ☐ *Would it be right to ask another department or function to help?*
- ☐ *Is someone slowing the work down or do all pitch in?*
- ☐ *Do you have any performance problems that should be addressed?*
- ☐ *Will this amount of work continue or will it slow down? Or ramp up?*
- ☐ *Are the processes right? Are there ways we can do this better and faster?*
- ☐ *Can better equipment help?*

Group Solutions Exercise

1. Two courageous volunteers to play manager and employee
2. **Manager asks Q4**
3. Employee responds with our greatest fear issue
4. **Manager gives empathetic response**
5. Manager then can only ask probing questions, cannot solve the problem
6. **Group considers probes they would ask**
7. Manager concludes by scheduling a follow-up meeting



Additionally, For New-Hire Retention Goal

1. Design & Implement Realistic Job Previews
2. Greatly Increase Employee Referrals
3. Deliver Retention-Increasing Job Offers



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**Reduce Cost
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The Incredible Power of Accountability & First-Line Retention Goals

STRATEGY A

Group of hospitals
“solved” nurse turnover
with onsite childcare &
flexible scheduling

STRATEGY B

Outlier hospital assigned
retention goals to
managers and reported
progress monthly



Accountability ... one year later:

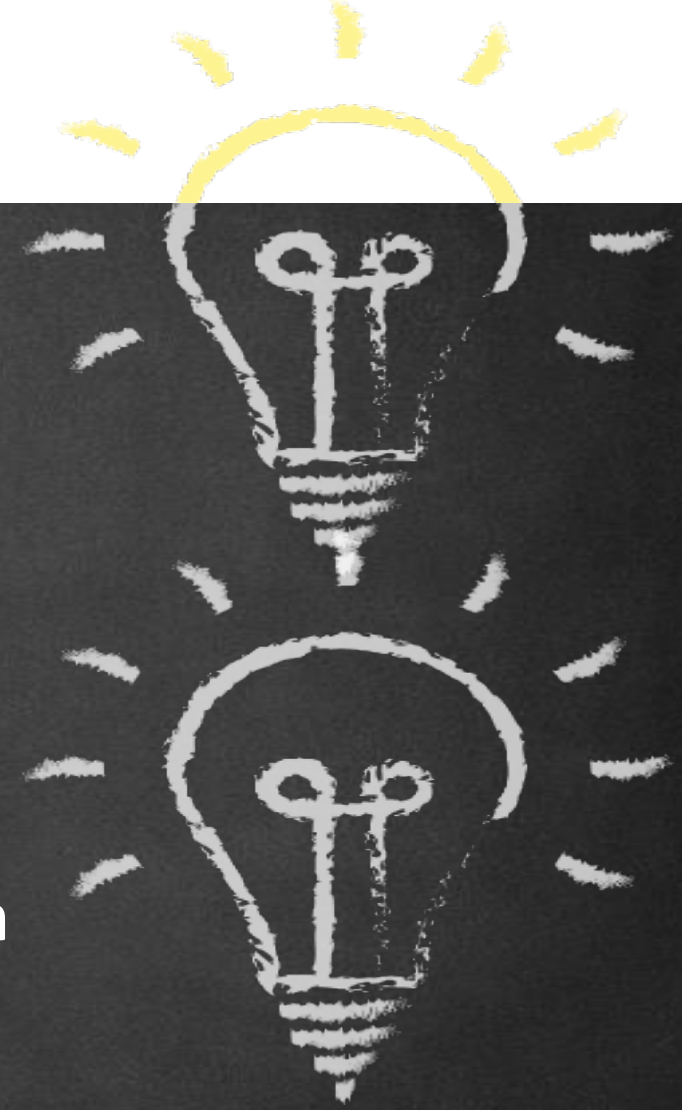
***“A” turnover % identical,
“B” down 41%, saved millions of \$s***



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Great Dane Manufacturing Case Study

- Losing 50% new hires in 60 days
- **Established goal to retain 80% vs 50%**
- Goal owned by recruiters, trainers, team leads, supervisors
- **Team leads do Stay Interviews 5th day/30th day to build immediate trust**
- All accountable meet weekly to review employees in first 60 days + those who left
- **Smashing 80% new-hire retention goal, also annual turnover goal**





Thank You!

Presented by:

Dick Finnegan, Speaker, Author, & CEO, C-Suite
Analytics

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Introduction to Developing Clinical Leaders at Every Level in Your Health Center

Helen Rhea Vernier, Training Specialist

Monday, September 26, 2022

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YOUR SPEAKER



HELEN RHEA VERNIER, MSC

(she/her)

Training Specialist

hvernier@clinicians.org

ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



Access to Care & Clinician
Support

Recruitment & Retention

National
Health
Service Corps

Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
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- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces FREE Resources, Training, and Technical Assistance

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LEARNING OBJECTIVES



- Identify ways providers can exemplify leadership no matter their position.
- Understand why leadership training is important for all clinical staff, regardless of position or certification level.
- Understand leadership training as a burnout mitigation strategy for clinicians and other staff.

TODAY'S AGENDA



- What is a Leader?
- Leadership Training & Development
- Leadership Training & Burnout Mitigation
- Q&A





WHAT IS A LEADER?

LEADERSHIP CHARACTERISTICS



respect gratitude
learning self-awareness
courage
delegation
communication
influence integrity
empathy
agility

Leadership is a skill that can be developed.



Source: [Center for Creative Leadership \(CCL\)](#)



EMOTIONAL INTELLIGENCE

IQ & EQ



IMPACTFUL LEADERSHIP



Empathy



Humility



Vulnerability



ACU
ASSOCIATION OF CLINICIANS
FOR THE UNDERSERVED



STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

LEADERSHIP STYLES

Which Is Yours?



- Visionary
- Transformational
- Democratic
- Coaching
- Affiliative
- Adaptive





WHY LEADERSHIP TRAINING & DEVELOPMENT

LEADERSHIP TRAINING

Why is it important?



Source: [Indeed](#)

LEADERSHIP TRAINING

How can you make it happen?



1. Define your organization's leadership needs
 - a. Consider any leadership gaps
 - b. Review short- and long-term strategic goals
 - c. Reflect on what leadership means to your organization
2. Develop, don't train
 - a. Nurtured and developed rather than manufactured
 - b. Mentoring and coaching
 - c. Classroom/online learning
3. Identify potential leaders (and avoid tunnel vision)
 - a. Remember: anyone can be a leader!
 - b. Give employees the skills and confidence they need
4. Measure results
5. Keep retention in focus
 - a. Work to keep these valuable team members
 - b. Consider compensation, one-on-one meetings, rewards systems, letters of appreciation, and more!



Source: Robert Half Talent Solutions

LEADERSHIP TRAINING

Future Trends



Vertical Development

Stronger emphasis on building employees' leadership capacity in more-complex roles

Individual Ownership

Workers are able to determine their own training agenda

Collective Leadership

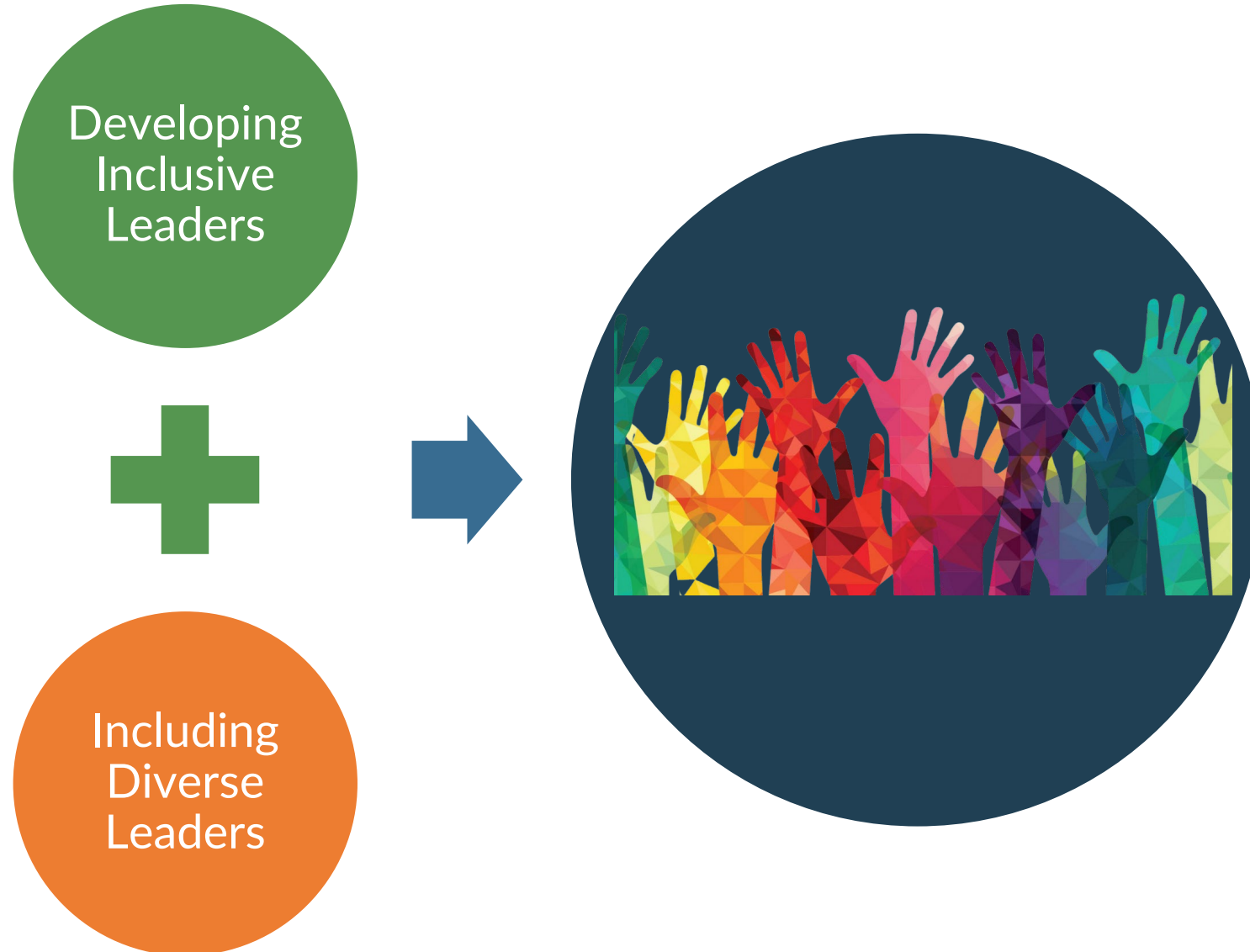
Less hierarchy and more fluidity in the workplace
- requires leadership skills to be more widely distributed across the workforce

Innovation

Greater agility and more experimentation to meet the demands of the new environment

LEADERSHIP TRAINING

Applying the JEDI Lens

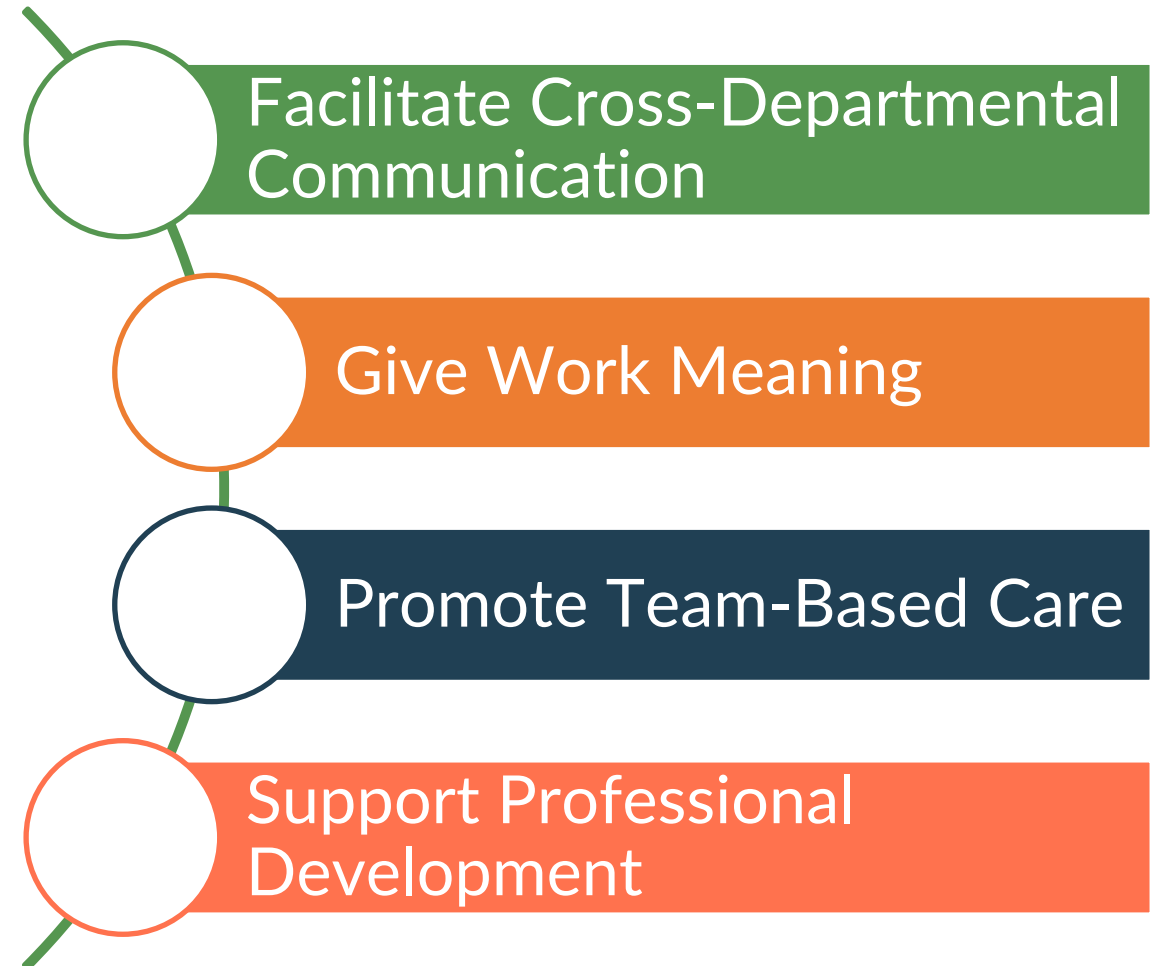




LEADERSHIP TRAINING AS BURNOUT MITIGATION

EFFECTIVE LEADERS

How Leadership Skills Can Prevent Burnout



THE BOTTOM LINE

Prioritize Leadership Development





Q&A



STAR² CENTER RESOURCES

- Self-Assessment Tool
- Health Center Provider Retention and Recruitment Template
- Financial Assessment Tool
- Strategic Workforce Planning Workbook
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit
- Pay Equity Checklist

You can find all of these resources and more by visiting:

www.chcworkforce.org/bundle/star%c2%b2-center-original-resources

QUESTIONS



READY TO LEARN MORE?



Check out the STAR² Center Self-Paced Courses:

<https://chcworkforce.elearning247.com/>

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

https://chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/



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844-ACU-HIRE



Retaining for the Lifecycle of the Employee

- *Flexibility and Re - Recruiting*

Mandi Gingras, 3RNET Director of Education





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

3RNET Connects Communities & Health Professional Job Seekers



Job Seeker



Network Coordinator



Employer



Arizona 3RNET Network Coordinator



- **Joyce Hospodar**
University of Arizona Center for Rural Health
- **Lourdes Montez**
Arizona Alliance for Community Health Centers
- **Edith DiSanto**
Arizona Department of Health Services



Six live webinars
Oct 4 - Dec 13, 2022

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Contact
Lourdes Montez
602-288-7550
lourdesm@aachc.org

<https://academy.3rnet.org/arizona.html>



3 R N E T

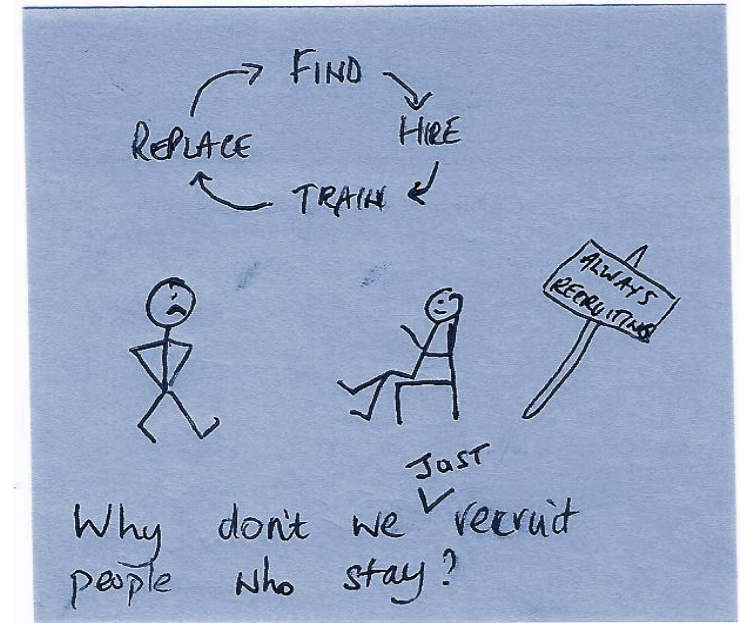
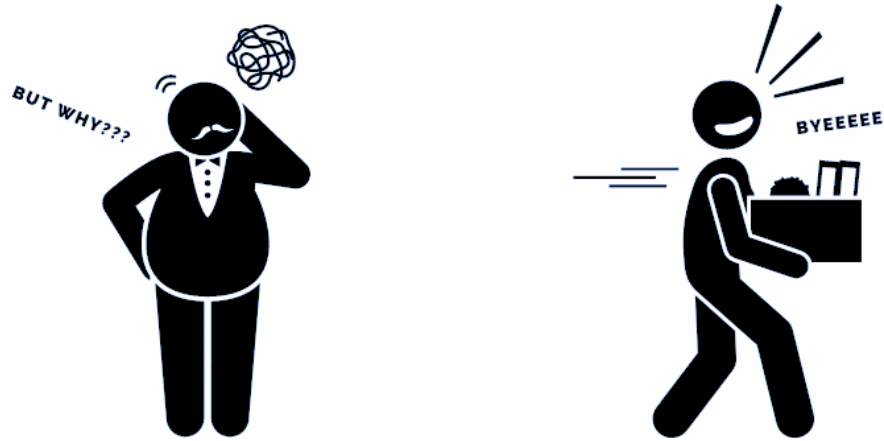
2022 AC▲DEMY

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Guiding Your Recruitment for Retention Process

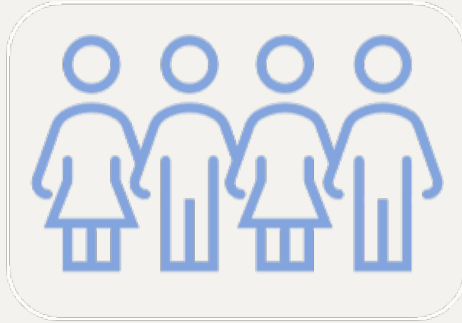
**Practical Tools to Position Yourself as an
Employer of Choice in Today's Workforce
Environment**

THE GREAT RESIGNATION



Is this your current
recruitment environment?

Recruiting for Retention Core Beliefs



Process and
Teamwork are Key



Competition is Fierce,
Communication Should be
Candidate Driven



Recruitment is Both
a Science and an Art



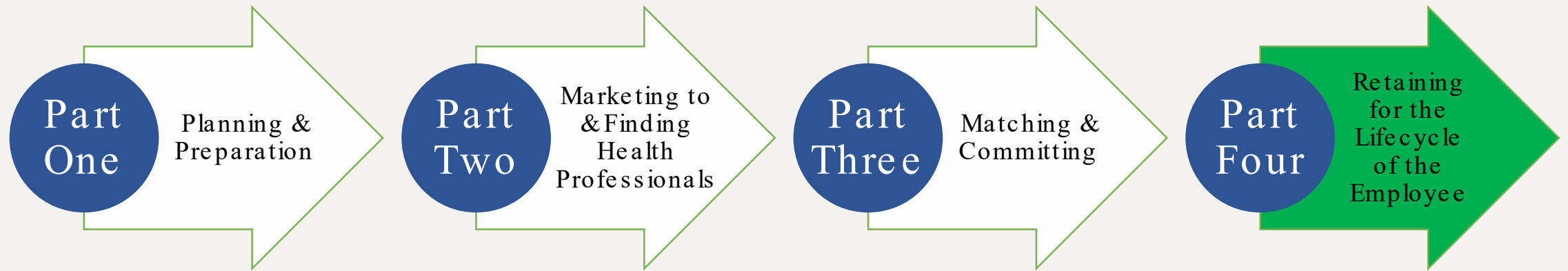
People and Tools
Exist to Help



New Normal: These
Still Hold True!



Effective Recruitment Process



R4R Plan Action Steps

Part One

Planning and Preparation

- Assessing the Need
- Forming a Recruitment Team
- Define Your Opportunity
- Developing a Recruitment and Retention Budget

Part Two

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

Matching and Committing

- Types of Interviewing
- Site visits and introductions
- Negotiations

Part Three

Retaining for the Lifecycle of the Employee

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

Part Four



Retention Principles

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



The turnover rate among younger primary care physicians is almost double the turnover rate for older physicians.

True or False?



Flexibility & Re-Recruitment

Flexibility

76% of staff would like flexibility in their work

- Try to meet the 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

46% of employees are considering moving jobs

- 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

32% stressful working environment, 31% work not appreciated, 30% lack of career progression



Retaining for the Employee Lifecycle

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

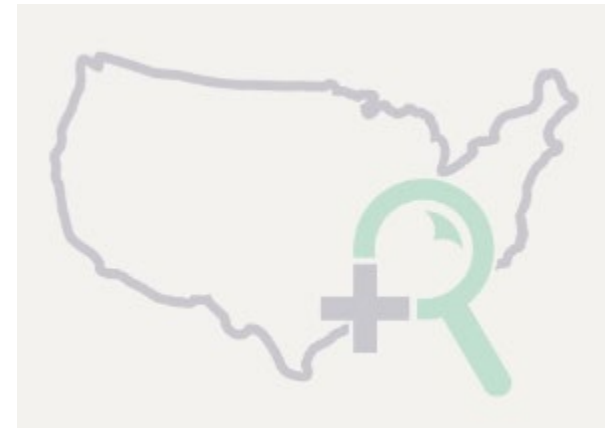
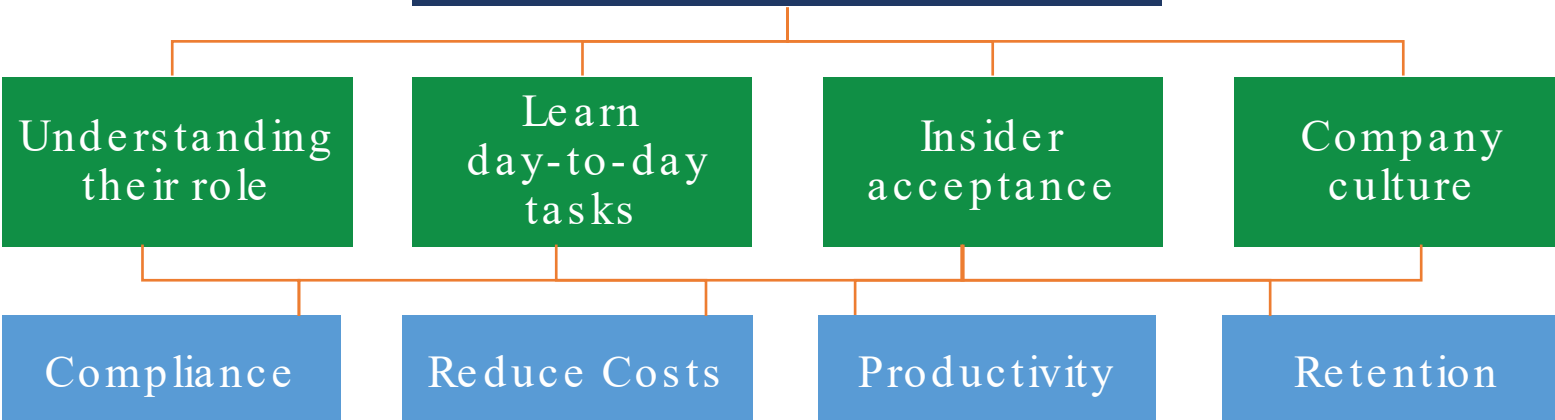


70%

Productivity

ONBOARDING

Employee Onboarding



Onboarding



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
- Promotes better understanding of organizations culture, mission & goals
- Cultivates long-term relationship building and access to information
- Fosters a feeling of belonging



Onboarding

Start off with a good first impression

- Use a checklist to ensure the new employee has everything they need.
- Make sure the staff know when the new employee will be arriving and what they are expected to do for the provider.

Onboarding



Orientation Checklist :

- ☐ **Items to ease anxieties** - Start time, dress code, personal greetings from team/manager, company roster/org chart, lunch plans, HR contact
- ☐ **Housekeeping** - Building access, map, restrooms, cafeteria, safety information, security, parking information, supply room
- ☐ **Employee Paperwork** - Job description, legal paperwork, emergency contact, benefits paperwork, beneficiary election
- ☐ **Tasks/Expectations** - Review job description, communicate expectations, employee evaluations, probationary period information
- ☐ **Relevant Documents** - Safety plan, employee handbook, annual report, employee newsletter, COBRA, direct deposit/payroll, benefit booklet
- ☐ **Pay Procedures** - Work hours, attendance/tardiness policy, payroll periods, rate of pay, overtime, promotion opportunities
- ☐ **Organizational Practices** - Mission, values, background/historical, number of employees, code of ethic, disciplinary system, marketing materials, culture, SOP, training, HR compliance (i.e. sexual harassment, confidentiality), social media, diversity, employee suggestion s, media, organizational activities (i.e. company picnics, fundraisers)

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 - 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



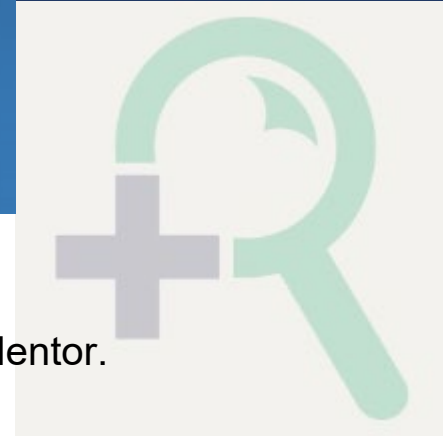
Onboarding

Key Stakeholder Check - Ins:

- Hiring Manager, HR and the Mentor/Buddy should be conducting regular integration meetings.
- Training for hard skills should be outlined and documented when employee is proficient.
- Feedback tools should be utilized. (360 Feedback, Performance Appraisals, Stay Interviews)
- Coaching and support should be ongoing 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. Introduce Mentor.
- 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 measures and expectations. Establish realistic learning curves and don't leave the employee to wonder what they are doing. Introduce new employee to partners and team members important to their role.
- Mentor - Train on the day to day processes, procedures, skills needed to perform their job.
- Buddy - introduce to various staff members within the company, continue having lunch meetings.



Onboarding

Check - In Timeline

First Three Months :

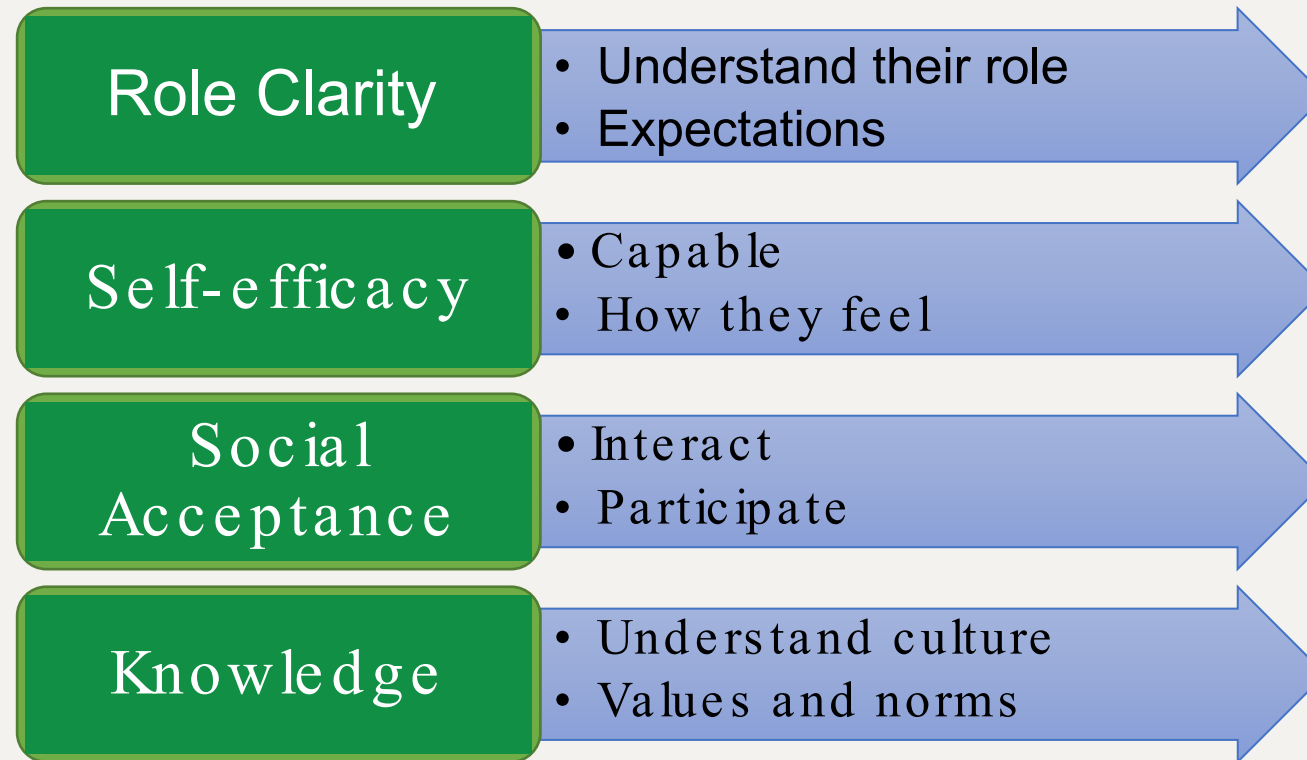
- HR - touch base and see how acclimated employee is and gauge engagement.
- Hiring Manager - in the beginning keep expectation realistic but gradually increase deliverables, by the end of the first three months, the new employee should be getting up to speed.
- Mentor - track progress on hard skills.
- 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





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

Employee Engagement/ Satisfaction Surveys

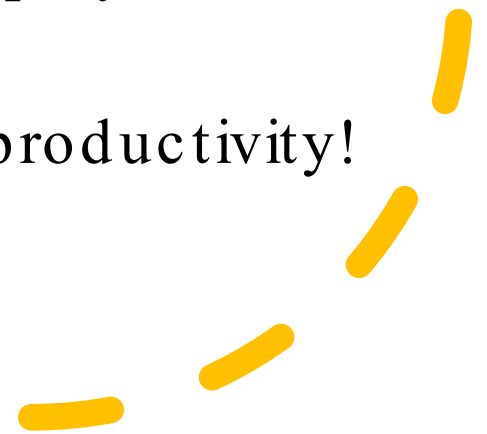
Survey Resources:

- [SurveyMonkey.com](https://www.surveymonkey.com)
- AMGA and AAFP
- [Cultureamp.com](https://cultureamp.com)
- Industry associations - PCA or Hospital Association
- 3RNET Employee Engagement Questions (R4R Resource Center)



Stay Interviews

- Tell employees that you care and you want them to stay and grow with the organization.
- Build trust
- Encourage employees to accept responsibility for staying.
- Equip you to understand and address employee concerns while the employee is still on board!
- Lead to improved retention and productivity!





WE WANT YOU

Stay Interview Guidelines

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 employee
- Be clear on areas where the answer is “no”
- Regular follow up
- Can occur during weekly or bi-weekly connection meetings

Executive Retention Report:

Top Five Reasons Leaders STAY

- Opportunity for input into company directions and decisions
- Relationships with other executives and subordinates
- Work-Life balance
- Work location city or state
- Challenges in my job

Top Five Reasons Leaders Would LEAVE

- Opportunity for input into company directions and decisions
- Total cash compensation
- Future potential cash compensation
- Company's performance
- Work-Life balance



Succession Planning

Planning for the worst by expecting the best.



Fill future vacancies



Identify skill gaps/training



Retain institutional knowledge



Boost morale and retention



Replace unique skills



Gain greater DEI

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

- What does your workforce look like post COVID 19?
- Look for areas where there is understaffing to avoid burnout
- Utilize departments that may be fully staffed or slightly overstaffed to conduct cross-training or succession training
- Know your turnover rates - Retention Calculator
- Conduct exit interviews to understand turnover

A person is fishing in a river, holding a fishing rod with a cork handle. 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 list.

Work/Life Balance

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

Compensation Surveys

- Conduct Annual Surveys
- Develop Career Ladders, yes even in small facilities
- Create total compensation statement to show employees how much you value them
- Sources for surveys MGMA, AAFP, NACHC, national and state associations, SHRM, Bureau of Labor
- Use data to justify increases or added benefits
 - Turnover calculator
 - [STAR² Center Financial Assessment Tool](#)
 - [The Missing Physician](#)



Total Compensation Statement

- Salary/hourly rate
- Quality incentives, RVU conversions
- 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
- Licensure/board certification
- Malpractice insurance
- CME allowance/stipend



Total Compensation Statement Sample



Your total compensation report for YEAR

Mary L. Smith
123 Home Address
City, State 12345

Confidential Information Enclosed

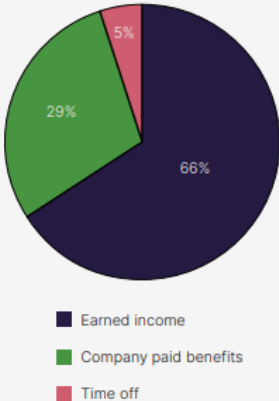
We are pleased to provide you with this personalized total compensation statement for YEAR. It is our sincere hope that the protection and security of these benefits will make life better for you today as well as provide you with a more secure future.

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 it 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 our organization.

Value of your Total Compensation Package

Earnings	Company cost
Current annual income	\$39,172.22
Last year 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



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 and 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		\$600.00
Total benefits		\$16,298.22
Time off		
Paid time off	10 days	\$1,506.62
Holidays	8 days	\$1,205.30
Floating holiday	1 day	\$150.66
Total time off value (included as part of base annual income)		\$2,862.58
*estimated value based on your income, your contribution to the plan, the company match,& IRS guidelines.		

Employer Provided Benefits & Time Off

- Medical and dental: Your company pays a substantial portion of the cost of your medical and dental insurance.
- Life and AD&D insurance: Provides two times earnings to one 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 and Unemployment: Your company pays 100% of the cost as required by current laws.
- 401(k) retirement: Your company will match \$0.50 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.

Unique Benefits

What can you offer that is unique?

- Does your area offer a certain activity?
- Do you offer time off to enjoy this activity?
- Do you cover any associated costs?
- Can you offer a discounted rate with a local establishment?
- Don't forget to include these in your total compensation statement





New Normal

Unique Benefits



- Culture
- Safety
- Stress management
- Communication
- DEI - diversity, equity and inclusion
- Work types (changes in shifts, rotations, teams)
- Loyalty programs

Diversity, Equity and Inclusion (DEI)

Creating a culture that celebrates differences and letting people be themselves to reach their potential is a powerful tool in your retention toolkit.

- 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: movie nights, community service outreach, potlucks, virtual bingo, virtual yoga, food drives
 - Encourage staff to host their own events, and sponsor those events
- 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 Workplace 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



Do you have retention strategies to re-recruit existing employees?

Survey Says

58.6% of hospitals have retention plans for new hires

Survey Says

21.6% of hospitals have retention plans for existing staff



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



Generations in the Workplace



Boomers (1946 - 1964)

- Mentoring & training
- Offer phased retirement
- Adapt office facilities
- Benefits and flexibility

Generation X (1965 - 1980)

- Leadership
- Recognition
- Independence
- Benefits that support the “middle place”
i.e. parent and caregiver of parent

Generation Y (1981 - 1996)

- Mentorship
- Training (Junior leadership)
- Meaning & value
- Flexible family -friendly benefits

Generation Z (1997 - 2012)

- Create value
- Embrace new technology
- Equip Millennial managers
- Collaborate
- Work/Life balance



Free Tools and Resources

3RNET R4R Resource Center

- Turnover Calculators
- Employee Engagement Survey Questions
- Career Ladders Example
- Succession Planning Guide
- Total Compensation Statement Example
- Factors Scoring Guide





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
- Give employees the opportunity to voice ideas and be involved in decision making, invest in challenges
- Good 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 will carry your team across the bridge.**



Questions?

Thank You!

Mandi Gingras
3RNET Director of Education

Gingras@3RNET.org

800-787-2512 ext. 4

www.3RNET.org



Thank
you! 



Communicating Across Generations

Managing Generational Conflict in the Workplace

Suzanne Speer, Senior Director, Workforce Development
Helen Rhea Vernier, Training Specialist

Monday, September 26, 2022

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YOUR SPEAKERS



SUZANNE SPEER

(she/her)

**Senior Director, Workforce
Development**

sspeer@clinicians.org



HELEN RHEA VERNIER, MSC

(she/her)

Training Specialist

hvernier@clinicians.org

LEARNING OBJECTIVES



- Identify macro-level generational traits in the workforce.
- Consider the source of differences among staff including context and preference.
- Understand strategies for leading and communicating across generations.



UNDERSTANDING GENERATIONAL DIVERSITY

menti.com
1836 6146



GENERATIONS IN THE WORKFORCE



Traditionalist	• 76 to 99 years old
Baby Boomer	• 57 to 75 years old
Generation X	• 41 to 56 years old
Millennial	• 26 to 40 years old
Generation Z	• 25 years old or younger

ACKNOWLEDGING DIFFERENCES VS. STEREOTYPING



Differences

Nuanced

Acknowledges and respects identity, beliefs, culture, etc.

Driven by more objective thinking

Stereotypes

Biased

Harmful

Stigmatizing

Used to marginalize and promote inequity

All or nothing thinking

Diversity is essential, but not the goal.

While it's important to diversify the health center workforce, we must remember that diversity alone is just math. A fully representative workforce is essential, but does not necessarily mean staff of marginalized identities feel safe, heard, and respected; that your clients benefit from that diversity; or that your policies and procedures are just. Moreover, integrating and retaining staff of color, for example, means you must resist institutional racism. Perceive this toolkit, then, as a guide to get started, but we urge you to go deeper in equity and inclusion with our additional recommended resources.

Click [here](#) to access the Building an Inclusive Organization Toolkit

SOME INFO ON GENERATIONS



- Traditionalists
 - Loyal to the organization
 - Long-term commitment
 - See career as opportunity
- Baby Boomers
 - Loyal to the team
 - Go the extra mile
 - See career as self-worth
- Generation X
 - Loyal to manager
 - Exceed expectations
 - See career as just one part of who they are
- Millennials
 - Loyal to colleagues
 - Expect equitable treatment
 - See career as an opportunity to add value and contribute

- Generation Z
 - Loyal to the experience
 - Invested in their careers
 - See career as a way to grow



Source: [SHRM](#)

CONFLICT & COMMUNICATION



- Conflict can arise from disagreement or competition
- May be caused by bad communication, but often just exacerbated by it
- Is conflict a generational trait? Is it an age-related trait?
- Is good (or bad) communication a generational trait? (ie: Do people of different generations communicate better or worse based on their generation?)

“‘We need to be careful about **generational research** because it **puts people in a box**,’ said Val Grubb, author of *Clash of the Generations: Managing the New Workplace Reality* (Wiley, 2016) and CEO of Val Grubb and Associates in New Orleans. ‘The **key to understanding someone's behavior is to look at the individual**, and the best way to find out how to motivate and engage is to ask them what matters to them.’”

Source: [SHRM](#)



JEDI & GENERATIONS





The Goal Is **NOT** Assimilation

It is crucial to understand your organizational needs to find mission-driven staff, BUT finding the “right fit” is about inclusion, contribution, and positive evolution/change

Do employees feel like they can show up authentically?

Assimilation

To make the minoritized group resemble the majority group

Integration

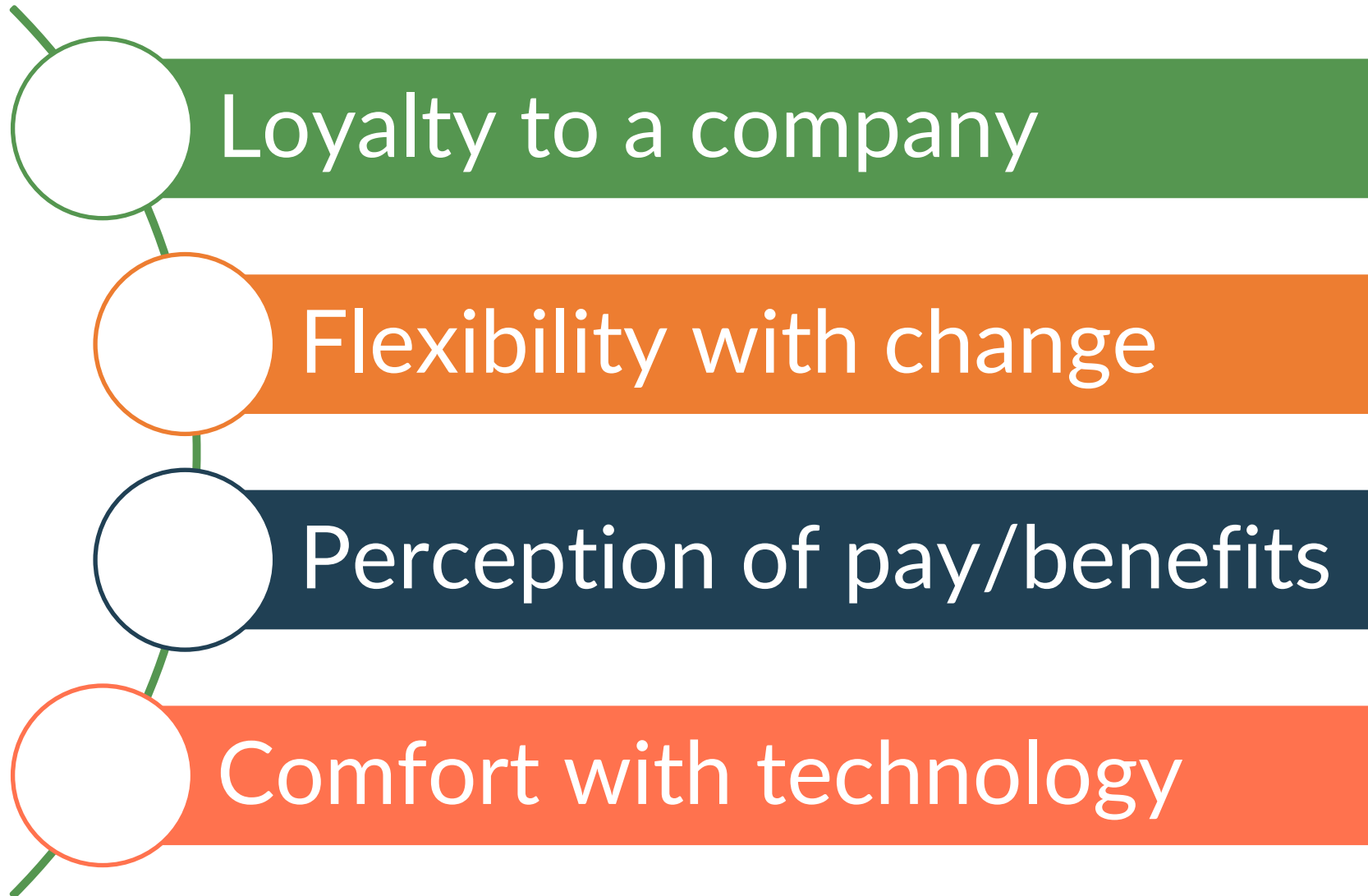
Blending of cultures





GENERATION OR CONTEXT?

GENERATION OR CONTEXT



GENERATION OR CONTEXT

Why Do We Think Generational Conflict Is A Thing?



- Some generalizations we see as workplaces evolve
- Cultural change occurs independent from and across generations
- People are people
- Workplace cultures evolve



GENERATION OR CONTEXT

Why Do We Think Generational Conflict Is A Thing?



“In Group”

vs

“Out Group”



STRATEGIES FOR LEADING & COMMUNICATING ACROSS GENERATIONS

SO WHAT DO WE DO?

Generational Conflict? More Like Just Conflict.



Communication



Transparency



Respect



Understanding



Learning



Growth

LEADING ACROSS GENERATIONS

Generational Divides are More Manufactured than Real



1. Learn from each other.
2. Flex the hours.
3. Share values and show respect.
4. Be a trustworthy leader.
5. Address office politics.
6. Communicate change.
7. Understand the context of loyalty.
8. Do the right things to retain talent.
9. Create a learning environment.
10. Build coaching skills.

COMMUNICATION TIPS



- Clear
- Concise
- Polite & Respectful
- Appropriate Form/Format
- Note & Respect Preferences
- Recognize Stress-Induced Changes in Learning
- Avoid Blindly Ascribing Intent
- Feedback: Situation—Behavior—Impact (SBI)
- Seek Critique (Sustain, Improve, Add, Remove)

OTHER TIPS



- Team Building is a Continuous Process
- Promote Interaction Between Teams/Departments/Groups
- Show Respect for Different Opinions & Values
- Build a Common Language & Workplace Culture (Ongoing)
- Build Good Leaders & Foster Strong Teams
- Promote Transparency (Pay, Career Pathways, Leadership Decisions, Conflict Management Tools)
- Foster Learning, Upskilling, Cross-Skilling, & Mutual Understanding
- Make Change & New Tasks as Predictable As Possible
- Solicit Input...And Do Something About It...



STAR² CENTER RESOURCES

- [Health Center Leadership's Role in Teambuilding and Stress Management for a Resilient Workforce](#) – Webinar
- [Managing in the Time of COVID-19 & Beyond](#) – Webinar Series
- [Creating an Organizational Culture of Resilience to Manage Stress and Burnout in Health Center Teams](#) – Webinar
- Self-Assessment Tool
- Health Center Provider Retention and Recruitment Template
- Financial Assessment Tool
- Strategic Workforce Planning Workbook
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit
- Pay Equity Checklist

You can find all of these resources and more by visiting: chcworkforce.org/bundle/star%2b2-center-original-resources



OTHER RESOURCES

- Leadership and Organization Building Tools & Research from the Center for Creative Leadership:
 - [It's You, Not Them: Why Emerging Leaders Need Your Support to Succeed](#)
 - [How to Attract and Retain Millennial Employees](#)
 - [Tactics for Leading Across Generations](#)
- SHRM (Society for Human Resource Management)
 - [How to Manage Intergenerational Conflict in the Workplace](#)
 - [3 Steps to Better Communication](#)
- Harvard Business Review
 - [It's Time to Reimagine Employee Retention](#)
 - [Successful Remote Teams Communicate in Bursts](#)

QUESTIONS



STAY IN TOUCH!

Chcworkforce.org

info@chcworkforce.org

844-ACU-HIRE





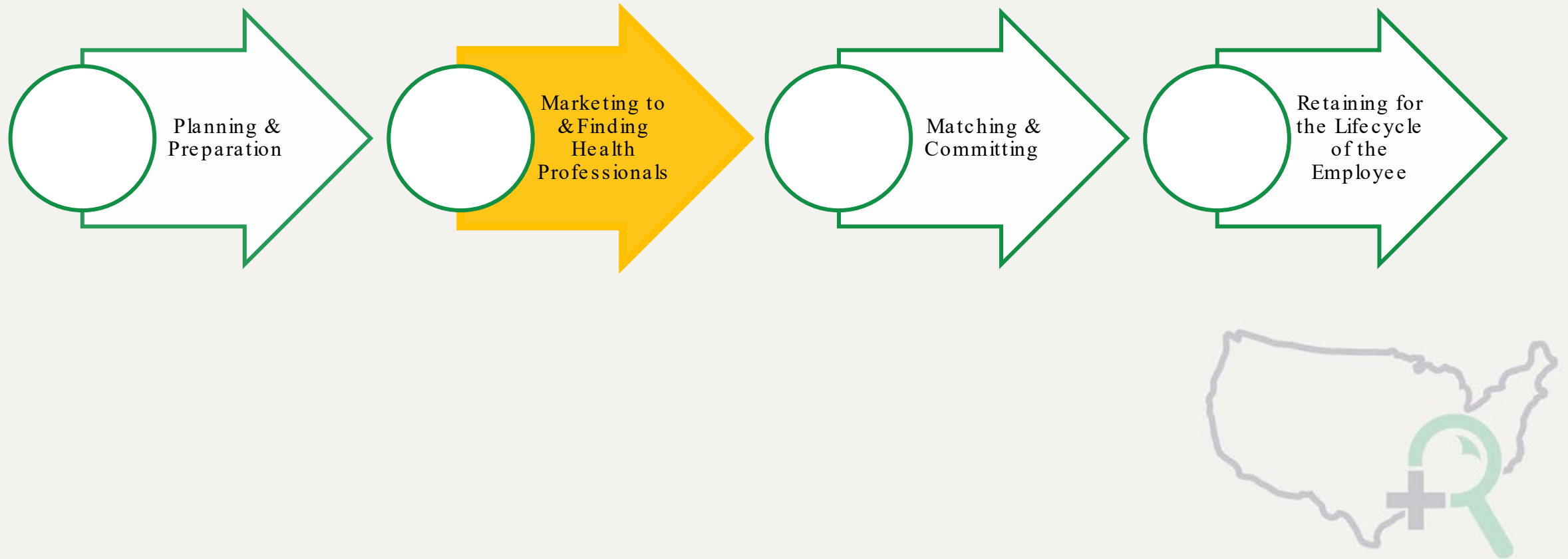
Effective Job Postings for Health Professionals

Where and How to Generate the Best Candidates

Mandi Gingras
3RNET Director of Education



Four Parts to the Recruitment Process



Marketing To & Finding Health Professionals

- Conduct a Virtual Self Assessment
 - Website, job postings, application process
- Write Effective Job Ads
 - Writing candidate-focused job ads instead of a detailed job description
- Using Social Media
 - Social media presence, effective strategies
- Where to Source
 - Job boards, employee referrals, virtual job fairs, pipeline
- Free & Low-Cost Resources

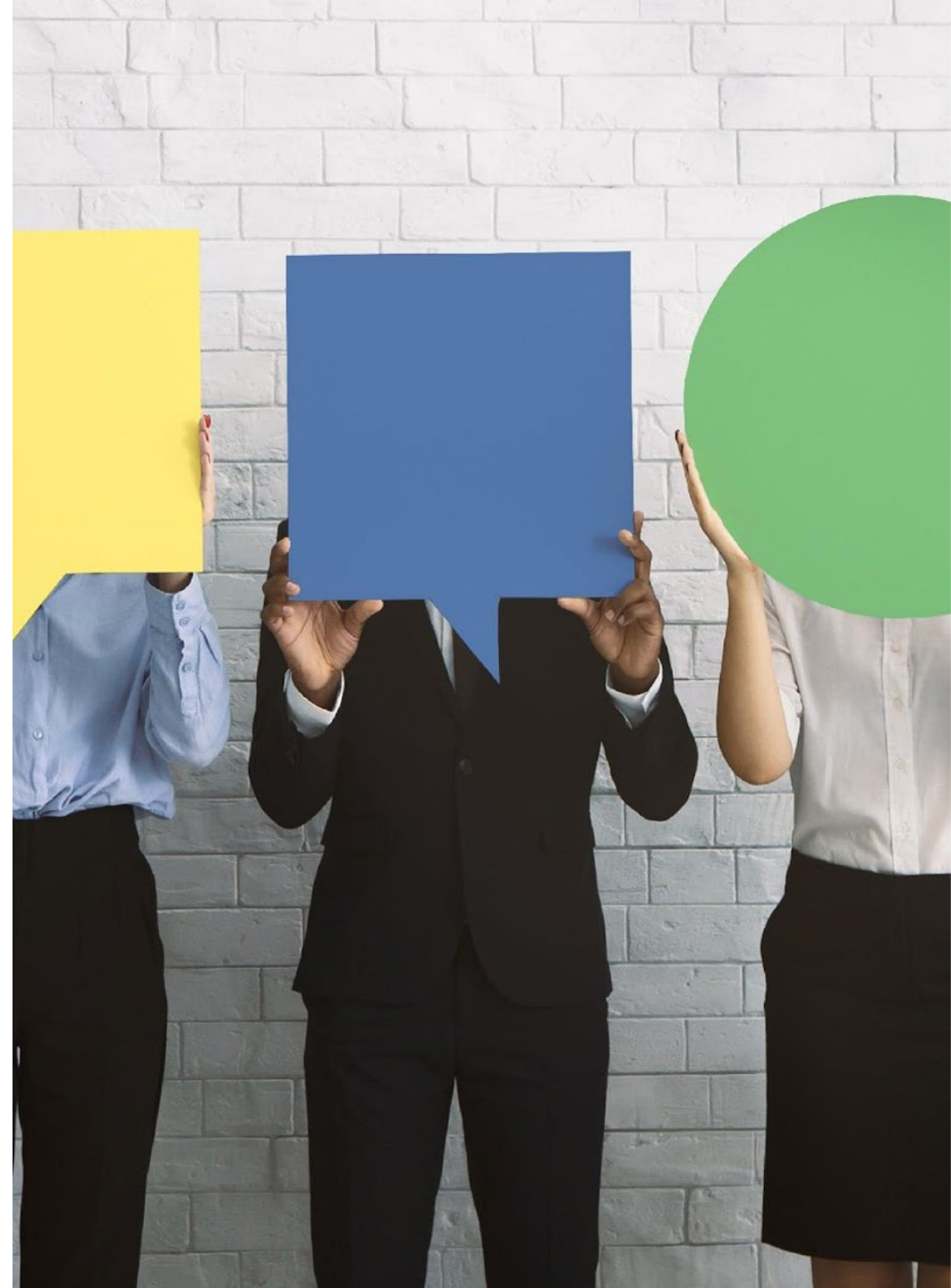
Unique Jobs in Unique Places

- Some of the most unique & beautiful places across the nation.
- What are your unique selling points?
- Who will thrive in your area?



Task for Today:

1. Stand up
2. Take out your phone
3. Pull up the Career Page on your website
4. Sit down when you've found a job posting



How do we market for the employee?



High Salaries?



Loan Repayment?



Hunting and fishing?



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



What factors make ourselves stand out from our competitors?



Unique Benefits?

CANDIDATE MOTIVATIONS

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

National Observations

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



Impact of Covid 19 New Normal



Workforce - Essential
Employees, Work from
Home, Layoffs/Furloughs



Virtual Handshake - Meeting
people online for the first
time



Interviewing - Virtual
interviews and site visits



New Normal - Virtual Handshake

- Job Postings are first glimpse into who you are, write them to be candidate focused.
- Website - Consider them a recruitment tool, include Employee testimonials, list all job openings, limit amount of clicks to find Careers
- Include Community information
- Ease of use/Mobile Friendly a must

Creating an Effective Job Ad




**WE
WANT
YOU**

The Most Important Thing to Remember

People buy products for their own
reasons, not yours
(and you are selling a product)



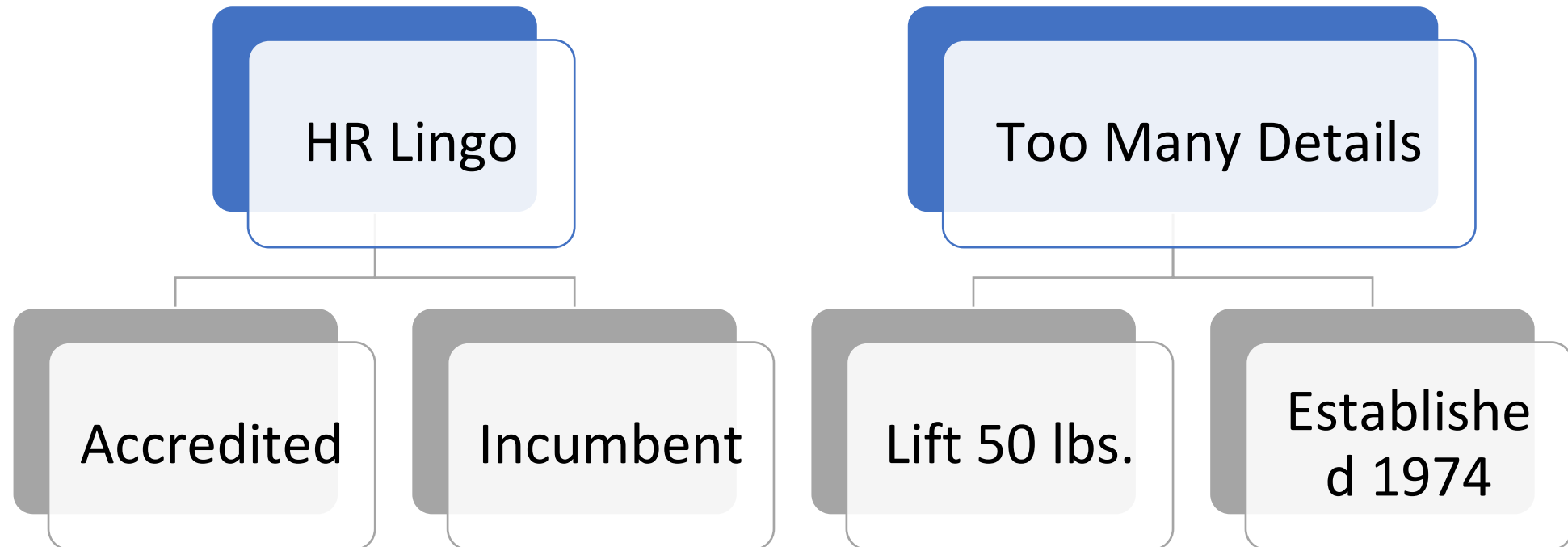
A large orange circle is positioned on the left side of the slide, partially cut off by the edge.

You only
need one
thing in a
Job Ad

What matters to a candidate!!

A series of yellow dashed lines are located in the bottom right corner, forming a curved, upward-pointing shape.

What You DON'T Need in a Job Ad



Answer These Candidate Questions

Belonging

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

Fulfillment

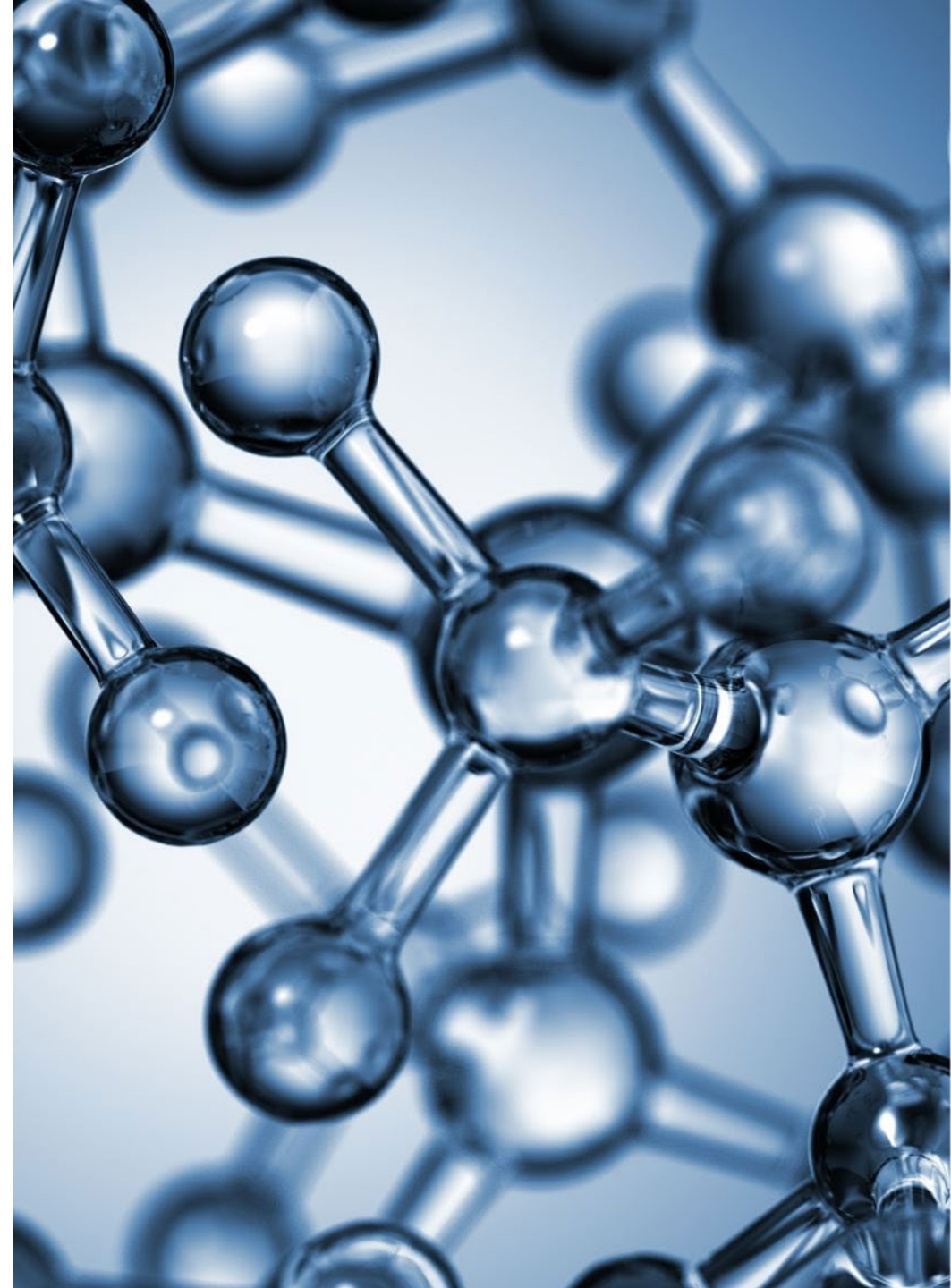
- *Will I be content?*
- Engagement

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 looking for a motivated, mission-driven nurse who is looking to be a part of our growth, as well as their own.

Fulfillment: Quality Care, Clinical Autonomy, Making a Difference

We see patients from pre-birth on up. We pride ourselves on our ability to provide healthcare for all aspects of our patient's health and wellbeing.

Esteem: Leadership, Opportunities to Teach, Employer of Choice

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: Loan repayment, Competitive pay, Compensation Package

Our culture emphasizes our team members health and well being as much as our patients'.

Generations in the Workplace

Boomers

Want:

- Flexible Hours
- Stability
- Healthcare

Tactics:

- Digital
- Traditional
- Get to the Point

Gen X

Want:

- Growth
- Work/Life Balance
- Stability

Tactics:

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

Gen Y (Millennials)

Want:

- Growth
- Mentorships
- Flexibility
- Ability to Engage Digital

Tactics:

- Company Culture
- Social Impact
- How They Fit In

Gen Z

Want:

- Learning Opportunities
- Flexibility
- Virtual
- Contribution to Company

Tactics:

- Company Culture
- Social Impact
- Entrepreneurial Mindset





Writing a Good Job Ad: Get Input from Staff



What matters to them?



Why do they work there (and not somewhere else)?



Listen for key words and phrases that carry meaning and impact.



What matters to the hardworking, dedicated professionals you already work with?
Why do they work there, and not somewhere else?



Share your job posting with your staff



They can create a powerful marketing team to help you get the word out.

Writing a Good Job Ad: Get Input from the Hiring Manager

Typical: How can we “sell” your job to candidates in a job post?

- **Instead:** *What’s special about this team as compared to other teams you’ve worked on?*

Typical: What are the ideal candidate traits?

- **Instead:** *What do your best (Job Title) have in common?*

Typical: How many years of experience are you looking for?

- **Instead:** *What would be a deal-breaker on a CV/resume? What are you scanning for?*



Survey



Which of the following do you include in your job posting?

- Brief highlights of what the opportunity offers
- Links to videos/websites
- Information about your community
- Photos
- Testimonials

Writing a Good Ad: Make it Visual



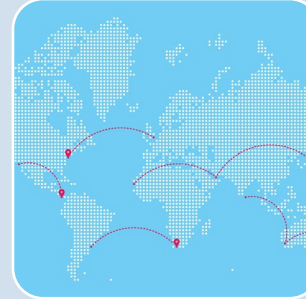
Links to
Website
and other
info



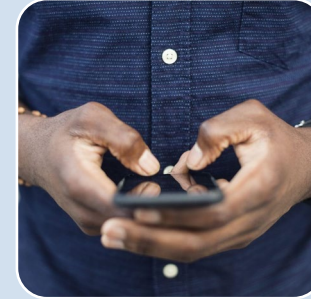
Links to
Simple
Videos
*Idea:
Testimonial
video from
staff



Photos-
People,
Facilities,
Community



Maps and
Attractions



Mobile
Friendly



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 Nursing, Nurse Practitioners) to maintain or exceed expected weekly / monthly productivity. Assure monthly stats are done.
- Ongoing monitoring and adjustment of processes responsible for smooth and effective patient flow.
- Oversee Medical Assistant functions including: ordering medical supplies, vaccines, inventory, clinical office needs, and daily patient flow.
- Work with Administrative Director and Director of Primary Care Services to cover unexpected clinical absences. Assist with coverage issues as needed. Direct responsibility for daily NP coverage.
- Oversee on-site Nursing and Nurse Practitioner practice (e.g. Sharing new clinical policies / procedures, chart reviews as needed for audits, patient care issues).
- Facilitate and assist in running clinical staff meetings with focus on primary care team issues 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.
- Consistent and timely documentation and communication of problems regarding primary care staff.
- Sign time sheets for nursing and NP staff.
- Assist with MA, front desk performance reviews in collaboration with Administrative Director.
- Perform annual performance review of RN in collaboration with Director of Primary Care

of Primary Care and Administrative Director.
Additional responsibilities are assigned.
QUALIFICATIONS/SKILLS & KNOWLEDGE REQUIREMENTS
5+ years as a Nurse Practitioner / Demonstration of Clinical Management
Master's degree. Graduate from an accredited nurse practitioner program.
Current CRNP licenses from the Commonwealth of Pennsylvania.
Current nationally recognized advanced practice certification or in progress.
At least 2+ years supervising a clinical team which includes Nurse Practitioners, RNs, Medical Assistants, and administration staff
Great organizational skills and able to meet deadlines
XYZ Community Health Center is a network of community health centers providing comprehensive primary care, dental and behavioral health services. The Network consists of four health centers in Philadelphia; a convenient care clinic in Philadelphia; and one health center in Anytown, PA. Today the Network serves more than 20,000 patients annually and is an NCQA certified Patient-Centered Medical Home.
The Network's mission is to provide person-centered, integrated and comprehensive health services to individuals and families across their lifespan. The Network promotes resiliency and well-being among patients, staff and surrounding communities. Network services are targeted to the surrounding communities and the advisory committee that guides services primarily consists of people from the communities served.
XYZ Community Health Center is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, age, religion, gender, gender identity, sexual orientation, national origin, genetic information, and veteran or disability status.

What not to
post...

This might work better...

[XYZ Community Health Center](#), Philadelphia, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare. XYZ has been providing primary healthcare to residents of Philadelphia since 1973 when it was started in a storefront by community organizers. Today, you will join a healthcare organization that has grown to a staff of almost 50 practitioners 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...



Condensed Job Pitch Example

Job Pitch: Front Desk Reception/Check In

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





Audit job posting to be Inclusive

- **Clarity**

- Avoid buzzwords like Top Talent, Self-starter, Fast Paced, just daily activities or experiences
- Shorter is better (250 words), keep it to a Social Media Post
- Our attention span is shorter and more than likely your posting will be viewed on a mobile device

- **No Guessing**

- Job titles are confusing and very employer specific
- Google Office Assistant (4500 hits) and Administrative Assistant (80,000 hits), even if you use Office Assistant internally when writing your posting use the more common title because that is the title that candidates will be searching for

- **Tone**

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

Delete Bias in your job posting: 100-year-old traditions can equal 100-year-old bias

- **Years of Experience**
 - The number of years can be misleading, for example, a CEO of a small company, which has an annual budget of \$300K and has been in that role for 9 years vs. CEO of a company with \$50 million annual budget and 3 years of experience, if you listed minimum five years of experience you may lose out on qualified talent.
 - Think the type of experience you're looking for, not necessarily the number of years of experience
 - Qualify don't Quantify
- **Avoid bulleted list of qualifications**
 - Bullet list can be seen as a barrier to those who might not match the exact qualifications or experience listed.
 - Consider using a job pitch to expand your candidate pool and avoid missing a potential good fit.
 - Example:
 - As our (Job Title), you will help_____ so they can_____.
 - Every day you will....
 - To thrive you must...

Delete Bias in your job posting: 100-year-old traditions can equal 100-year-old bias

- Watch for gendered language
- OK to include money, but not necessary to include typical benefits
 - If you include salary ranges with the posting, be sure to explain them, “Salary starts at \$X and goes up to \$X, the person who gets the upper end of the range will have supervised # of people.”
 - Unless there is something really unique about benefits, you can you save that space for more on the daily activities. Most benefits are in the same ballpark.
- College education vs experience
 - In some cases, a college education is necessary, while other positions valuable experience may be equivalent to education.
 - For those positions, focus on what success looks like in the role
 - Skills + Qualifications = “To be successful in this role, you will have...”
 - Degree Requirements = “To thrive in this role, you will need....”



Survey

Do you have a career focused website page?

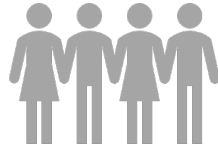


Website



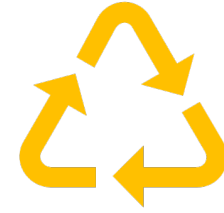
Consider as a recruitment tool

Info on providers, patients, services
Mission, vision, values
Employee testimonials
List all job openings



Community information

Things to do, schools, shopping,
dining, location to nearest airport
Travel and Tourism
Chamber of Commerce



Ease of use/mobile friendly

How many clicks to find Careers
Clear call to action
Simple Application process



Website

Application Process

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

Google

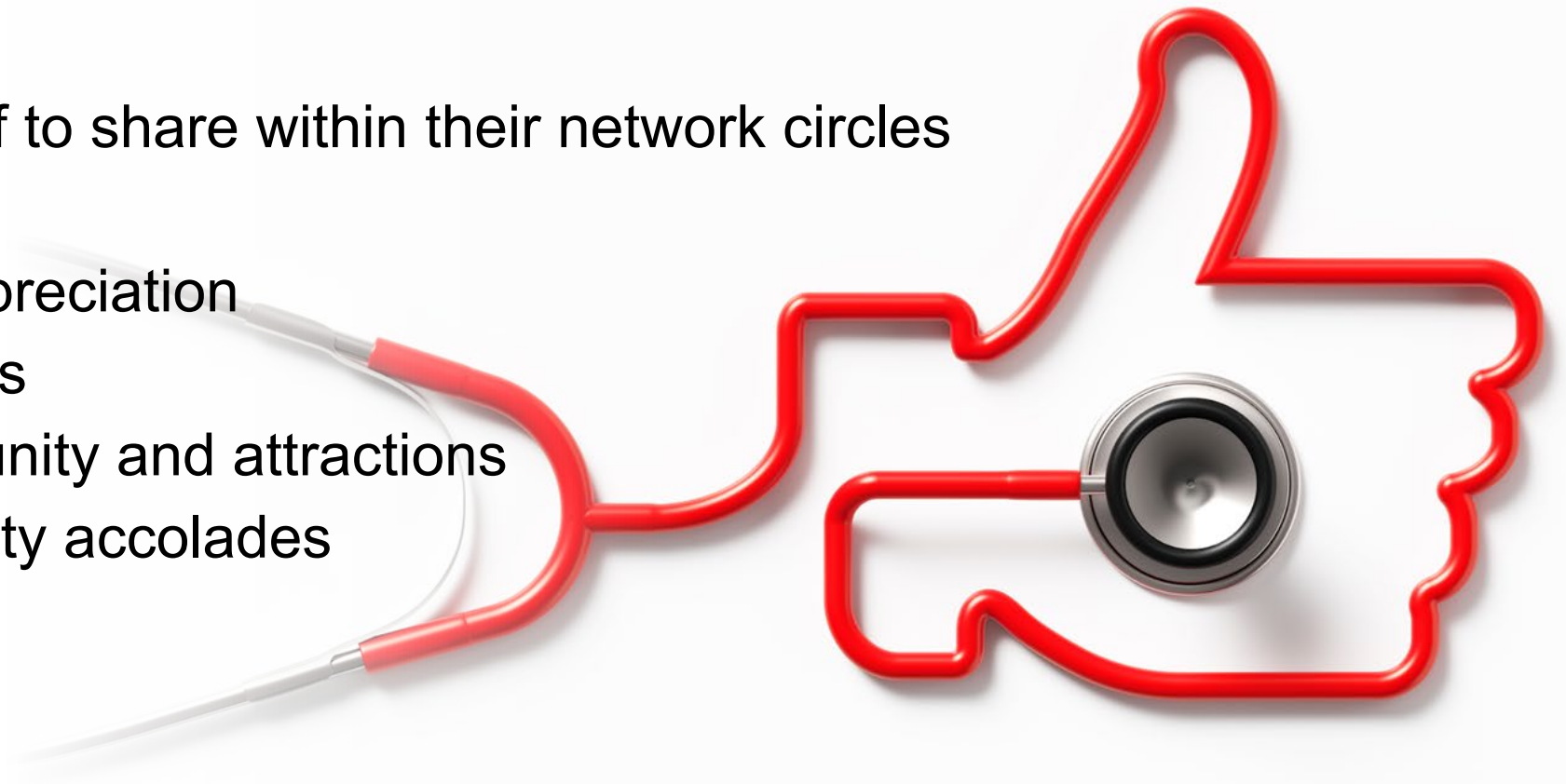
Google Your Company

- What comes up?
- Have you claimed your site on Google?
- How do address negative reviews?
- What comes up about your community?
- What links can you include on your website or job ad?



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



Other Tips

- Use your email signature to market your organization (Logo, website link, social media, upcoming events)
- Ask those who make up your “Network” to help you promote

Mandi Gingras

3RNET Director of Education



[Schedule a meeting](#)

1-800-787-2512 ext. 4

Gingras@3RNET.org

Find your perfect career at www.3RNET.org

Reserve your spot today [2022 Recruitment Academy](#) – Oct 4



Survey



Which resources do you use to source candidates?

- Job Boards
- Search Firms
- Print/Digital Advertisements
- Email Campaigns
- Networking/Referrals
- Candidate Databases
- Direct Mail Campaigns



**Where you Source matters, find
what Works for You**

What is working today?

ONLINE JOB
BOARDS

VIRTUAL JOB
FAIRS

TRAINING
PROGRAM
OUTREACH

NETWORKING

EMPLOYEE
REFERRALS

CANDIDATE
DATABASES

SPECIALTY
ADVERTISING



Job Boards and Candidate Databases

- PracticeLink, PracticeMatch, HealtheCareers
- CareerMD, MDJobsite, 3RNET, NHSC
- Profile Physician Database, Indeed



Posting Jobs on 3RNET

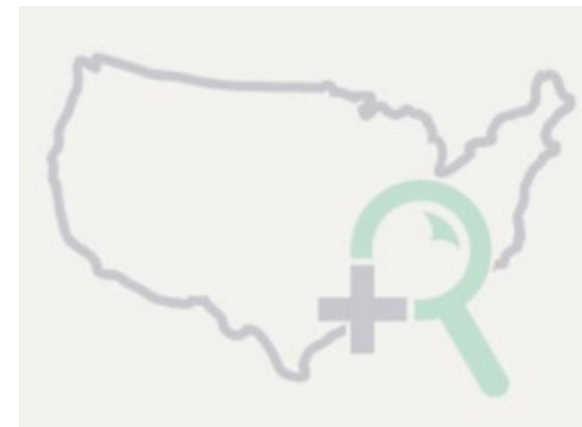
- Get Approved as an Employer
 - www.3RNET.org/For-Employers
 - No cost to apply
- Start Posting
 - Can post any number of jobs (clinical and non-clinical)
 - Email sent to interested job seekers when your jobs are added
 - Referrals sent to you weekly by your 3RNET Network Coordinator
 - Job posting is MUCH easier with new website!
- Share & Inspire
 - 3RNET.org/First-Next-Forever





DEI Ideas- Recruiting

- [Diversity Working](#)
- [Hire Autism](#)
- [Recruit Disability](#)
- Ask for diverse referrals
- Highlight diversity in job ads
- Hold diverse interview panels for job candidates
- Avoid bias in your job ads
 - Experience instead of Education
 - Day to day job instead of bulleted qualifications



Virtual Job Fairs

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





Employee Referrals

Tips for creating an Employee Referral Program include:

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

Specialty Advertising

- Can be effective but expensive
- Target a type of employee or unique benefit
- Think print and digital platforms.





Takeaways



- Communication should be *Candidate Driven*
- Look for barriers to viewing and applying for your positions
- Create a Lasting First Impression
- Leverage Social Media
- Work Smarter, not Harder with Time & Money Saving Tools
- Share Your Value Through Teamwork
- **Your mission and your culture are what set you apart - share your stories in your messaging!**



Questions?

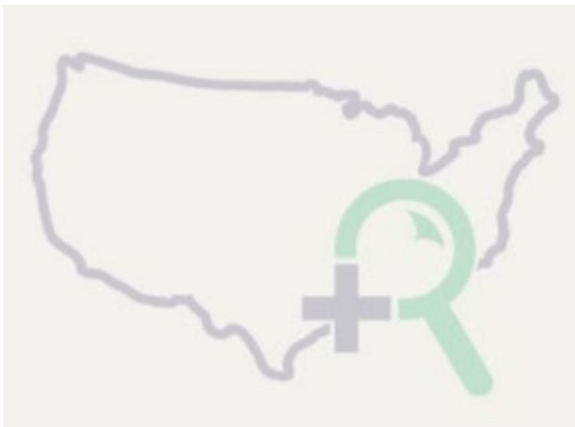
Thank You!

Mandi Gingras

3 RNET Director of Education

Gingras@3RNET.org

800-787-2512 ext. 4





Federal & State Loan Repayment Programs

Julia Wacloff | Program Administrator | Access to Care



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Loan Repayment Programs

- Federal Programs:
 - National Health Service Corps (LRP, Scholarship & Site Registrations)
 - Nurse Corps (LRP & Scholarship)
- State Program:
 - Arizona State Loan Repayment Program for Primary Care Providers
- Goals:
 - Award incentives to recruit and retain providers
 - Increase providers in rural and underserved areas
 - Increase access to primary care, dental, and mental health services



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Eligible Disciplines

Primary Care SLRP

- **Physicians** - Family Medicine, OB/GYN, Pediatrics, Internal Medicine, Geriatrics, Psychiatry
- **Dentists** – General, Geriatric, Pediatric
- **Physician Assistants and Registered Nurse Practitioners**— Adult, Family, Pediatrics, Geriatrics, Women's Health or Behavioral Health
- **Behavioral Health Providers** – psychologist, clinical social worker, marriage and family therapist, professional counselor
- **Pharmacist**
- **Certified Nurse Midwife**



Eligibility Requirements - FAQs

Application - Frequently Asked Questions (FAQs)

Am I eligible?



How can I apply and what documents shall I prepare for the application?



When can I apply?



What type of behavioral health providers are eligible?



What credentials or licensure requirements are needed for Behavioral Health Providers?



How are applicants selected?



Can I qualify my services while in graduate school or residency to receive preference points for service to the medically underserved area or populations?



Can I apply even if I have a current obligation with the National Health Service Corps Loan Repayment Program?



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<https://www.azdhs.gov/prevention/health-systems-development/workforce-programs/loan-repayment/index.php#faqs>

Award Amounts*

Physicians and Dentists

Contract Year of Service	HPSA Score of 18-26	HPSA Score of 14-17	HPSA Score of 0-13
Initial Two Years	\$65,000	\$58,500	\$52,000
Third year	\$35,000	\$31,500	\$28,000
Fourth year	\$25,000	\$22,500	\$20,000
Fifth year and continuing	\$15,000	\$13,500	\$12,000

Advance Practice Providers, Behavioral Health Providers and Pharmacists

Contract Year of Service	HPSA Score of 18-26	HPSA Score of 14-17	HPSA Score of 0-13
Initial two years	\$50,000	\$45,000	\$40,000
Third year	\$25,000	\$22,500	\$20,000
Fourth year	\$20,000	\$18,000	\$16,000
Fifth year and continuing	\$10,000	\$9,000	\$8,000



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*Based on maximum, full-time commitment

Applicant Health Service Priority

1. Geographic location (Rural vs. Urban)
2. HPSA score specific to the applicant's discipline
3. Percentage of underserved populations served by Site
4. Access to the next nearest Sliding Fee Scale clinic
5. Newly employed at the service site or by the employer
6. On-site or in-person service delivery vs telemedicine
7. Arizona resident
8. Graduate of an Arizona graduate educational institution
9. Experience in serving the medically underserved
10. Service Hours (Full-time vs. Half-time)



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Arizona SLRP Annual Cycle

- **January-March:** sites must register to be active eligible sites for SLRP for the year
- **April 1st:** Renewal Applications cycle closes for participants who will be completing their initial 2-year award/obligation
- **Mid April - June 1st:** Initial 2-year Application cycle closes for new participants
- **September - October:** Reapplication/Renewal Cycle
 - Reapplication – providers who have never participated in SLRP and whose initial application was denied in the same calendar year as the reapplication period.
 - Renewal – an existing or past SLRP participant who is reapplying for a renewal contract or returning to participate in SLRP.

October: Awards & Contracts are given to awarded applicants



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Outreach Efforts

- Medical, dental, behavioral health schools
- Conferences & professional organizations
- workforce@azdhs.gov



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For more information:

Arizona State Loan Repayment Programs

<https://www.azdhs.gov/prevention/health-systems-development/workforce-programs/loan-repayment/index.php>



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Federal Loan Repayment

- National Health Service Corps
- Nurse Corps
- Faculty
- Substance Use Disorder Treatment and Recovery



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National Health Service Corps Loan Repayment Program (NHSC LRP)

- Licensed primary care clinicians in eligible disciplines can receive loan repayment assistance
- [Must serve at least two years at an NHSC-approved site in a Health Professional Shortage Area \(HPSA\).](#)



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WHICH ONE IS RIGHT FOR YOU?

PROGRAM TYPE	NHSC Loan Repayment Program	NHSC SUD Workforce Loan Repayment Program	NHSC Rural Community Loan Repayment Program
DISCIPLINES ELIGIBLE FOR ALL PROGRAMS	Physicians (DO/MD) • Nurse Practitioners (NP) • Physician Assistants (PA) • Certified Nurse Midwives (CNM) Health Service Psychologists (HSP) • Licensed Clinical Social Workers (LCSW) • Psychiatric Nurse Specialists (PNS) Marriage and Family Therapists (MFT) • Licensed Professional Counselors (LPC)		
DISCIPLINES ELIGIBLE FOR SPECIFIC PROGRAMS	 Dentists (DDS/DMD) Dental Hygienists (RDH)	 Substance Use Disorder (SUD) Counselors Pharmacists (PHARM) Registered Nurses (RN)	 Substance Use Disorder (SUD) Counselors Pharmacists (PHARM) Registered Nurses (RN) Certified Registered Nurse Anesthetists (CRNA)
AWARD AMOUNT	UP TO \$50K full-time / UP TO \$25K part-time	UP TO \$75K full-time / UP TO \$37.5K part-time	UP TO \$100K full-time / UP TO \$50K part-time
SERVICE COMMITMENT	2 YEARS	3 YEARS	
NHSC HEALTH CARE SITE	✓ Any NHSC-approved site	✓ Any NHSC-approved SUD site	✓ Any rural, NHSC-approved SUD site

All programs use one application, **but you can only apply to one program.**

NHSC.HRSA.GOV/LOAN-REPAYMENT



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National Health Service Corps (NHSC) Loan Repayment Provider Eligibility

ELIGIBLE DISCIPLINES

Licensed in one of the following:

- Physician (MD or DO)
- Nurse practitioner (primary care)
- Certified nurse-midwife
- Physician assistant
- Dentist (general or pediatric)
- Dental hygienist
- Psychiatrist
- Psychologist
- Clinical Social Worker
- Psychiatric Nurse Specialist
- Marriage and Family Therapist
- Professional Counselor

Requirements:

- US Citizen or National
- Licensed in the state where employer site is located
- Have unpaid government or commercial loans for school tuition, reasonable educational and living expenses, segregated from all other debts (that is, not consolidated with non-educational loans)
- Currently working or have accepted an employment with an NHSC-approved facility located in a HPSA



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National Health Service Corps (NHSC) Loan Repayment

How do providers benefit from NHSC LRP?

Lump-sum loan repayment upfront for an initial two year commitment.

Program options:

- **Full time: 40 hours per week for a minimum of 45 weeks per year**
- **Part time: 20 hours per for a minimum of 45 weeks per year**

Initial Award Amounts	2 Years Full-time	2 Years Half-time
Loan Repayment Award (HPSA 14 and above)	\$50,000	\$25,000
Loan Repayment Award (HPSA 13 and below)	\$30,000	\$15,000

Additional Loan Repayment Awards:

Continue loan repayment beyond the initial contract, one year at a time, and pay off all qualifying educational loans



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National Health Service Corps (NHSC) Loan Repayment Service Site Eligibility

Eligible Sites

- Federally Qualified Health Center or Look-Alike (FQHC or FQHC-LA)
- Certified Rural Health Clinic (RHC)
- Indian Health Service Site (Federal or Tribal)
- Solo or Group Partnership or Practice
- Hospital-Affiliated Primary Care Practice
- Critical Access Hospital
- Managed Care Network
- State or Federal Prison
- U.S. Immigration, Customs and Enforcement Site
- Public Health Department
- Other Health Clinics

Eligibility requirements:

- Located in a designated HPSA
- Accept Medicare and Medicaid
- Use Sliding Fee Scale (*IHS sites are exempt from this requirement*)
- Non-discriminatory policy in the provision of health services
- Has capacity to maintain a competitive salary, benefits, and malpractice coverage package for clinicians
- Must receive NHSC certification.



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LOAN REPAYMENT IN ADDITION TO A COMPETITIVE SALARY FROM EMPLOYER

1

Providers find a job at
an NHSC-approved
site

THEN

2

Apply to the
NHSC for
loan repayment



Watch the NHSC Site Video
on the "HRSATube"
[YouTube channel.](#)



Find positions at NHSC-approved
[sites using the NHSC Jobs Center:](http://nhscjobs.hrsa.gov)
<http://nhscjobs.hrsa.gov>

Exempt from federal income and employment taxes.



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NHSC Loan Repayment Program

We've closed the FY 2022 NHSC LRP application cycle

[Sign up for notifications](#) when the next one opens.

Get help with your application

[Check out our Application Checklist](#) (PDF - 430 KB) to help you prepare.



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Sign Up for Updates

<https://www.hrsa.gov/>

<https://public.govdelivery.com/accounts/USHSHRSA/subscriber/new?gsp=HRSA-subscribe>

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Get reimbursed for COVID-19 testing and treatment of uninsured individuals. [Learn more »](#)

HRSA

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You Give Us Hope

Let us help you with your loans! Choose one of three National Health Service Corps (NHSC) loan repayment programs. Apply by 7:30 p.m. ET on May 6.

News and Announcements

[Biden Administration Announces Historic \\$10 Billion Investment to Expand Access to COVID-19 Vaccines and Build Vaccine Confidence in Hardest-Hit and Highest-Risk Communities \(3/25/2021\)](#)

[Biden Administration to Expand COVID-19 Vaccine Program to 950 Community Health Centers \(3/11/2021\)](#)

[HRSA Awards \\$99 Million to End the HIV Epidemic in the United States \(3/4/2021\)](#)

[More HRSA News](#)

Find a Health Center

Find a health center near you for primary health care, telehealth services, and COVID-19 testing sites.

[Find a Health Center](#)

Funding Opportunities

[Scholarships & Loan Repayment](#)

[Grants](#)

HRSA Program Areas

- Health Centers
- Health Workforce
- HIV/AIDS & Ryan White
- Maternal & Child Health
- National Health Service Corps
- Organ Donation & Transplantation
- Federal Office of Rural Health Policy
- 340B Drug Pricing
- Injury Compensation
- data.HRSA.gov
- American Indian/Alaskan Native
- Poison Help

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Medical Care and Treatment

Locate other health services



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CONTACT INFORMATION

Julia Wacloff, Office of Oral Health Office Chief, Women's & Children's Health, ADHS

Email: Julia.Wacloff@azdhs.gov

Phone: (602) 542-1866

Edith Di Santo, Primary Care Office Chief, Bureau of Women's & Children's Health, ADHS

Email: edith.disanto@azdhs.gov

Phone: (602) 542-1066

Erin Gonsalves, Workforce Program Manager, Bureau of Women's & Children's Health, ADHS

Email: erin.gonsalves@azdhs.gov

Phone: (602) 542-1211

Tiffany Wong, Workforce Program Specialist, Bureau of Women's & Children's Health, ADHS

Email: erin.gonsalves@azdhs.gov

Phone: (602) 542-1211

Tracy Lenartz, Designations Specialist/Health Planning Consultant

Email: Tracy.Lenartz@azdhs.gov



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THANK YOU

Arizona State Loan Repayment Programs

<https://www.azdhs.gov/prevention/health-systems-development/workforce-programs/loan-repayment/index.php>

workforce@azdhs.gov

j1@azdhs.gov



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