



An Integrated Approach to Recruitment and Retention

An Overview of Rural Health Education and Services

Presented by

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Today's Presentation

- Overview of Rural Health Education & Services
- Pipeline Retention Project
- Moving Forward on Retention
- Questions



Overview

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Rural Health Education & Services

Mission

To enhance the effectiveness of physician, dental, and health care workforce efforts by assisting Kansas communities in recruiting and retaining health care providers so that every Kansan has access to health care.

Rural Health Education & Services

Core Services

- Kansas Bridging Plan
- Kansas Locum Tenens
- Kansas Medical Resource
- Kansas Recruitment Center

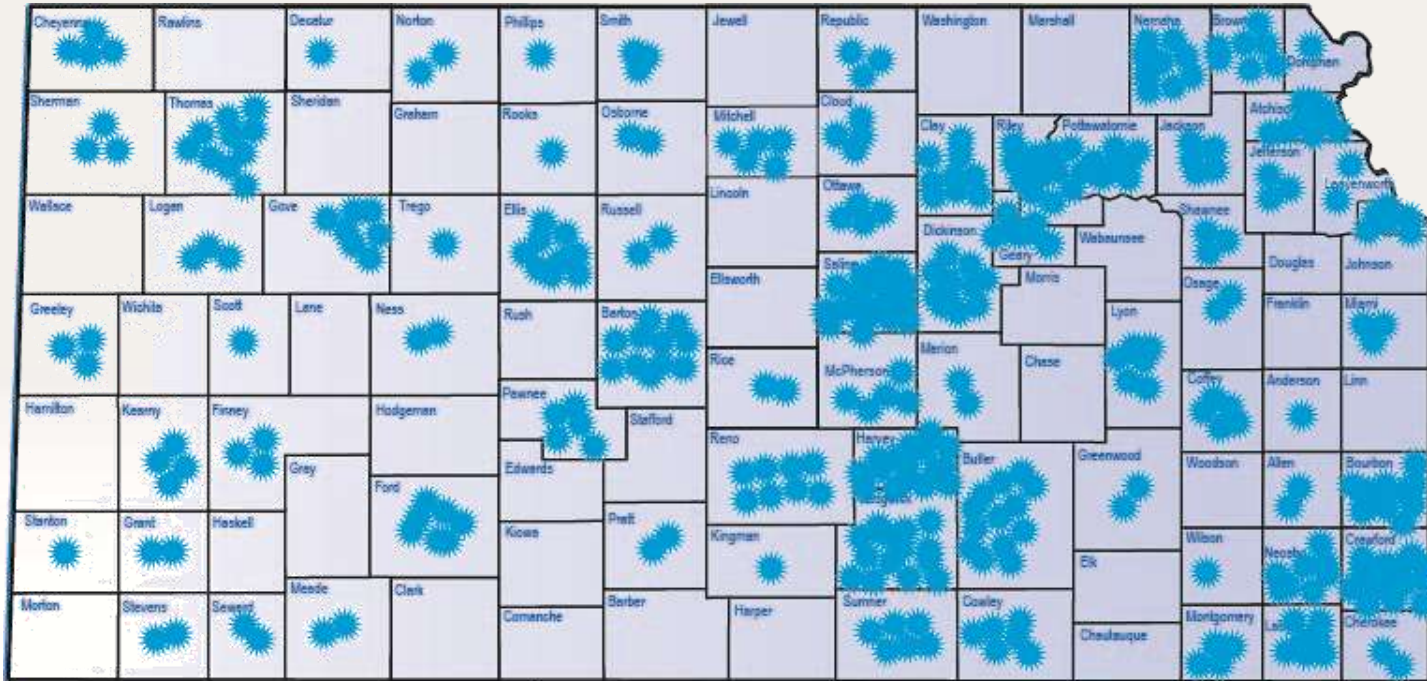
Other Services


- Kansas Career Opportunities, Kansas Connections, Focus on Kansas, web and marketing services.

Kansas Bridging Plan

- Loan forgiveness program to encourage primary care physicians to practice in rural Kansas.
- The State of Kansas funds nine slots per year and pays each resident a total of up to \$10,000 in exchange for a three-year practice commitment.
- Community funding match encouraged.
- Assistance finding a rural practice site is provided to resident physicians.

Kansas Bridging Plan



 Kansas Bridging Plan

176 Kansas Bridging Plan physicians are practicing in 88 rural Kansas communities.

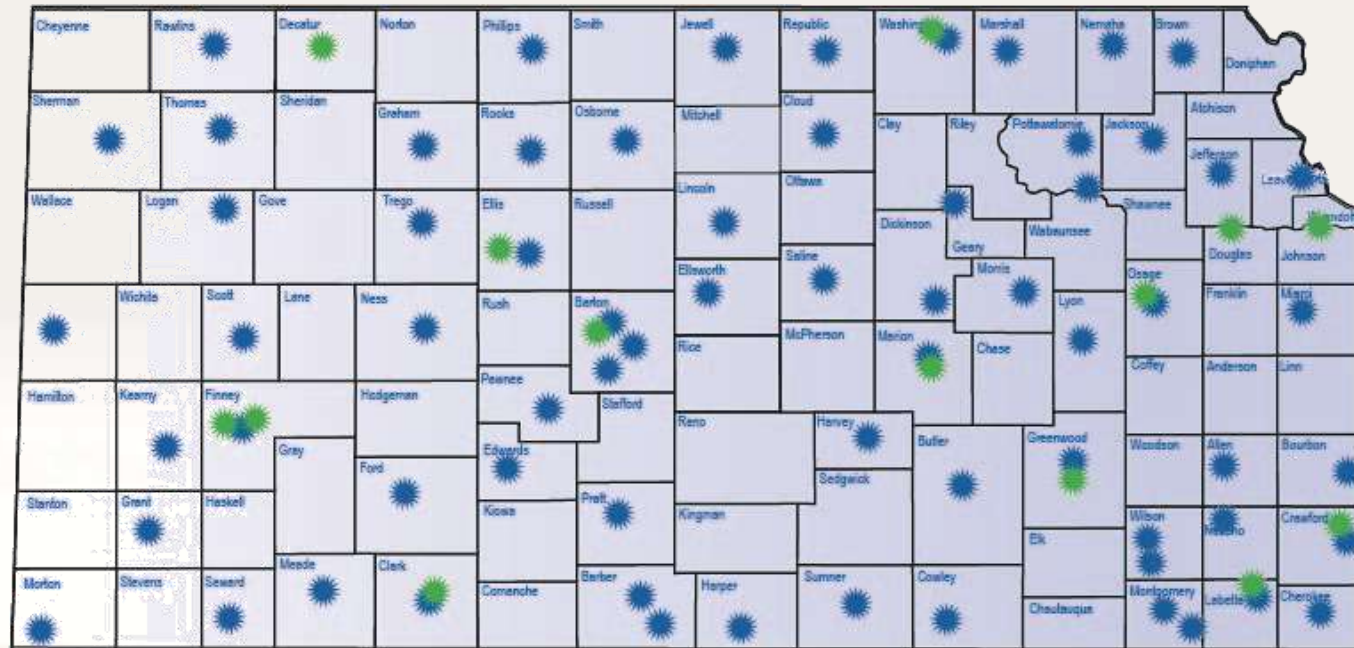
Kansas Locum Tenens

- Temporary coverage for rural primary care physicians.
- KU faculty and residents provide coverage.
- Allows physicians and resident physicians to serve rural Kansas and obtain additional experience working in a rural setting.

Kansas Medical Resource

- Extended primary care coverage for rural Kansas communities.
- Offers temporary coverage for all physician specialties, nurses and allied health providers.

Kansas Locum Tenens and Kansas Medical Resource



● Kansas Locum Tenens

● Kansas Medical Resource

Kansas Locum Tenens has covered over 3,280 days of temporary coverage in the last 10 years.

Kansas Recruitment Center

Services for Candidates:

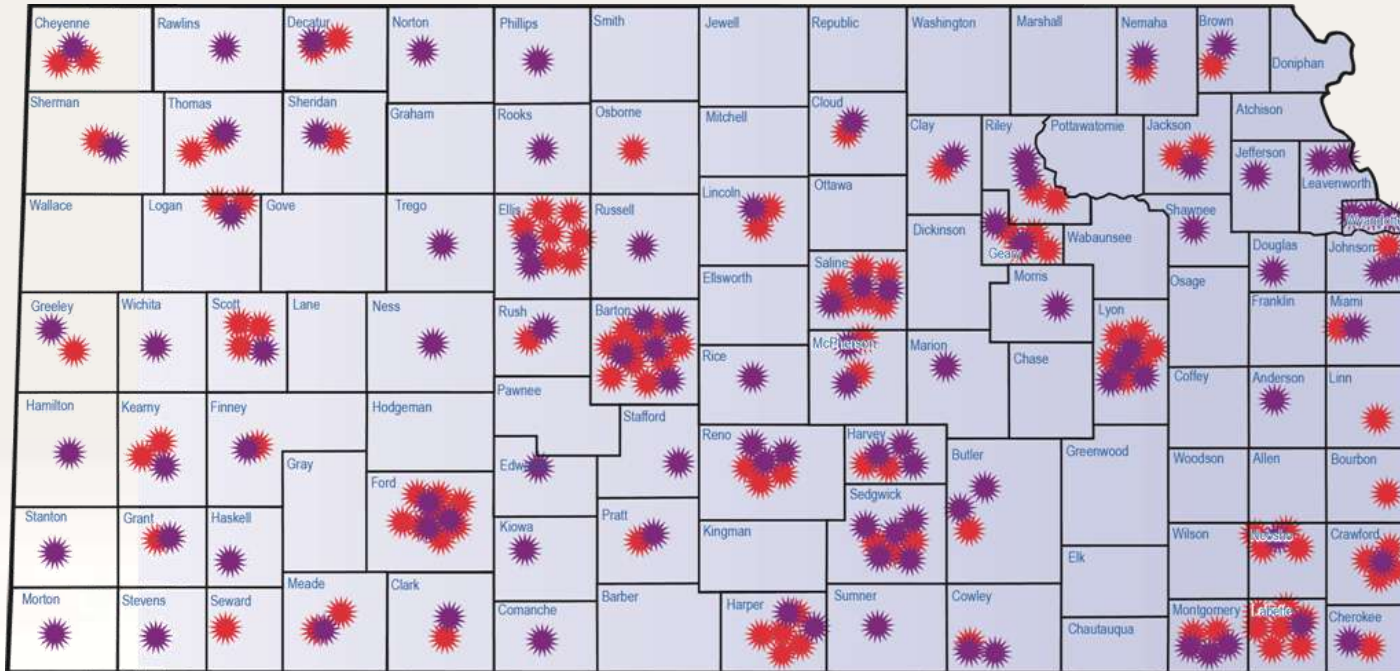
- Assist candidates in defining their ideal practice opportunity.
- Market candidates based on their geographical and professional preferences.
- Match to practice opportunities.
- Provide one-on-one consulting throughout the interview process.

Kansas Recruitment Center

Services for Clients:

- *Checklist for Recruiting Physicians*
- Market practice opportunities
- Source, prescreen and qualify candidates
- Refer candidates
- Advise and consult throughout the interview process
- Assist with press releases
- Provide retention tips

Kansas Recruitment Center



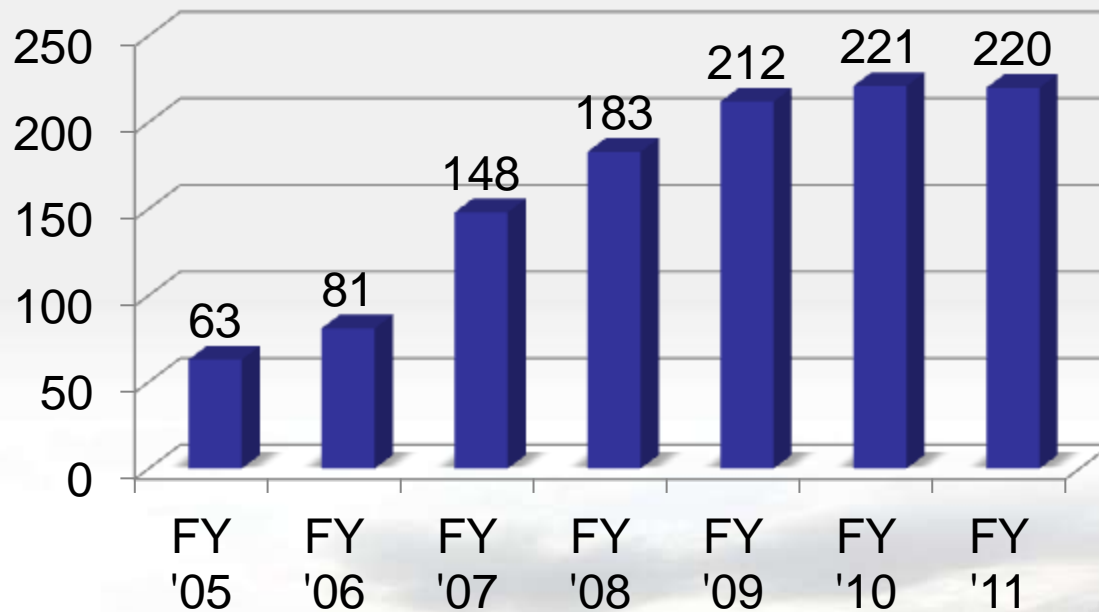
 KRC Placements

 KRC Clients

Kansas Recruitment Center has placed 123 health care providers in Kansas communities.

Kansas Recruitment Center

Practice Opportunities



*Since 2005,
practice opportunities
has more than tripled.*

Kansas Career Opportunities



- Career fair designed to introduce medical students, residents and other health care professionals to rural communities seeking health care providers.
- Rural communities exhibit to discuss opportunities in their area.

Kansas Connections

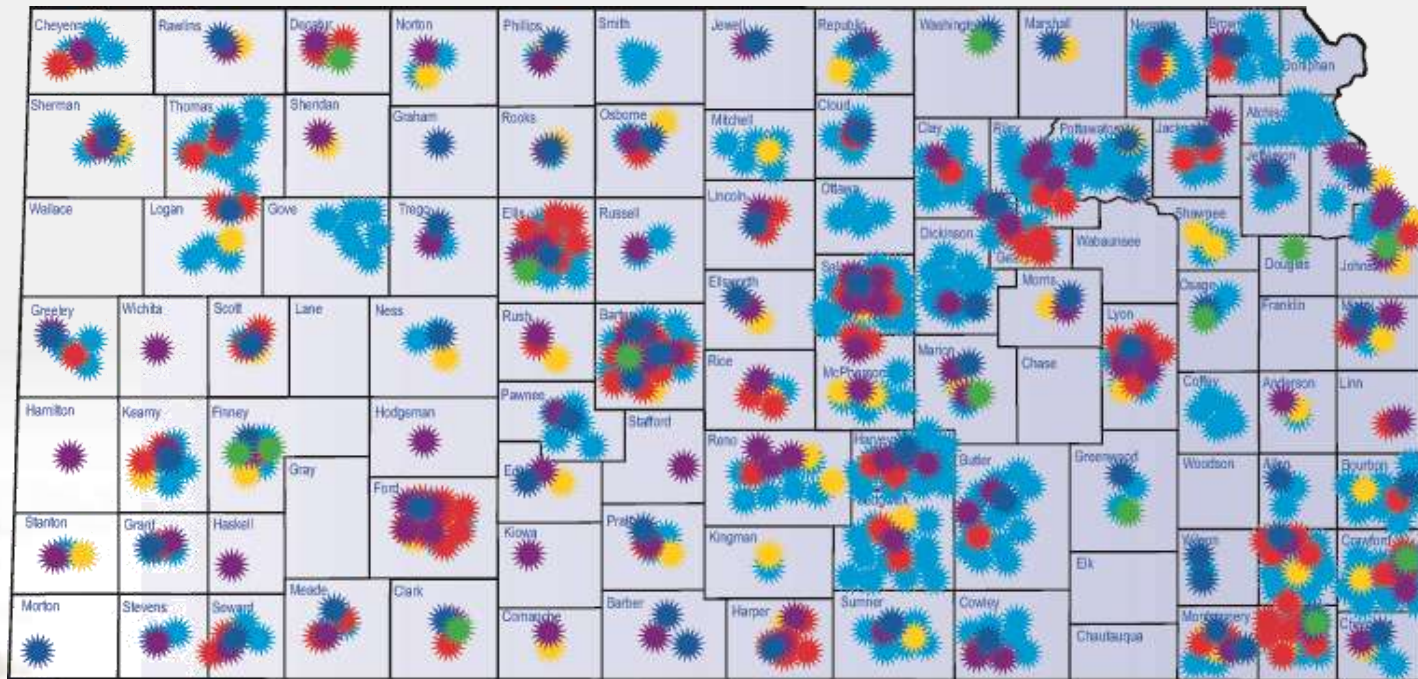
- Newsletter published three times per year.
- Articles feature rural, health care facilities, communities and medical professionals.
- Includes job postings from the Kansas Recruitment Center.





Web and Marketing Services


- Provides health care organizations with tools to enhance marketing and communications efforts.
 - Website/Intranet design, development, maintenance and training
 - Logo creation
 - Publication design
 - Exhibit Display design
 - Copy writing/editing


Rural Health Education & Services




 KRC Placements

 KRC Clients

 Kansas Bridging Plan

 Kansas Career Opportunities

 Kansas Locum Tenens

 Kansas Medical Resource



Pipeline Retention Project

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Observations

- Students/residents feeling unprepared for their job search.
- Employers, employees, and students/residents seem to have an opposing understanding of retention.
- Potential disconnect between students/residents and employers.

Observations

- High percentage of employers do not have a formal recruitment or retention plan.
- Retention is a pressing need as we approach the forecasted workforce shortage.
- These observations led us to examine retention more closely.

Questions

- How can we bridge the gap between students, residents and employers?
- How do we get everyone on the same page when it comes to retention?
- How do we increase retention?

Retention

- Systematic efforts by employers to create and foster an environment that encourages current employees to remain employed.
- Policies and practices to address employees diverse needs.



Retention

- Examples of retention include:
 - Career development
 - Mentoring
 - Training
 - Pay incentives
 - Flexible schedule
 - Team building

Two Types of Retention Strategies

Organizational Retention

- Creates a work culture

Individual Retention

- Sustains the relationship

**Both start with a good fit.
Retention begins with recruitment.**

Survey

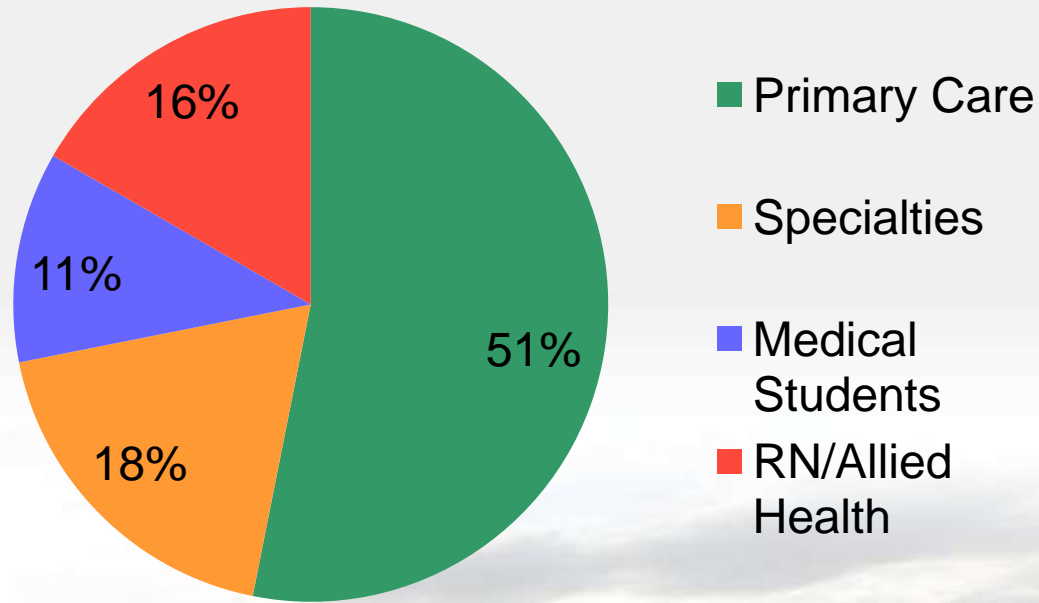
- Purpose
 - Preliminary survey to help assess the retention needs and gaps.
 - Results of this limited survey will determine if a larger scale survey is needed.
- Survey Participants
 - Students/Residents
 - Physicians and allied health professionals
 - In their first job post-training
 - Student/Resident program coordinators



Survey Results
**Health Care
Student /Resident
Physician Responses**

Survey Responders by Type

Health Care Student /Resident Physician Responses



Survey Results

Health Care Student /Resident Physician Responses

Q: The importance of retention

- 92% said retention is important.
 - 48% said retention is “Very Important.”
 - 44% said retention is “Somewhat Important.”
- Conclusion: Students/Residents know retention *should* be important.

Note: Students/Residents were **NOT** provided with a definition of retention.

Survey Results

Health Care Student /Resident Physician Responses

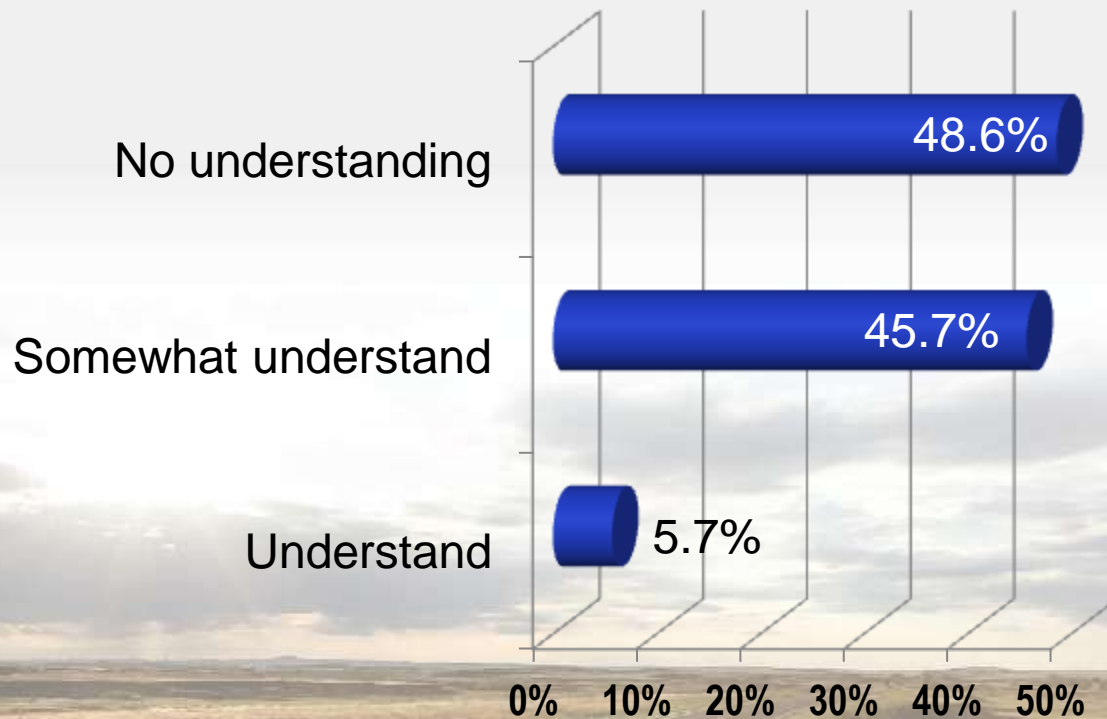
Q: What does retention mean to the students/residents?

- “contract renewal”
- “I have no idea”
- “tool to be able to perform a job”
- “how long I will stay at a given location”
- “stability of the program and quality of the work environment”
- “plans to keep a physician long-term”
- “receive more money when making a longer commitment up front”
- “some sort of guarantee of a continuing position”

Survey Results

Health Care Student /Resident Physician Responses

Do students/residents understand what retention means as it pertains to their job search?



Survey Results

Health Care Student /Resident Physician Responses

Q:Where does retention rank?

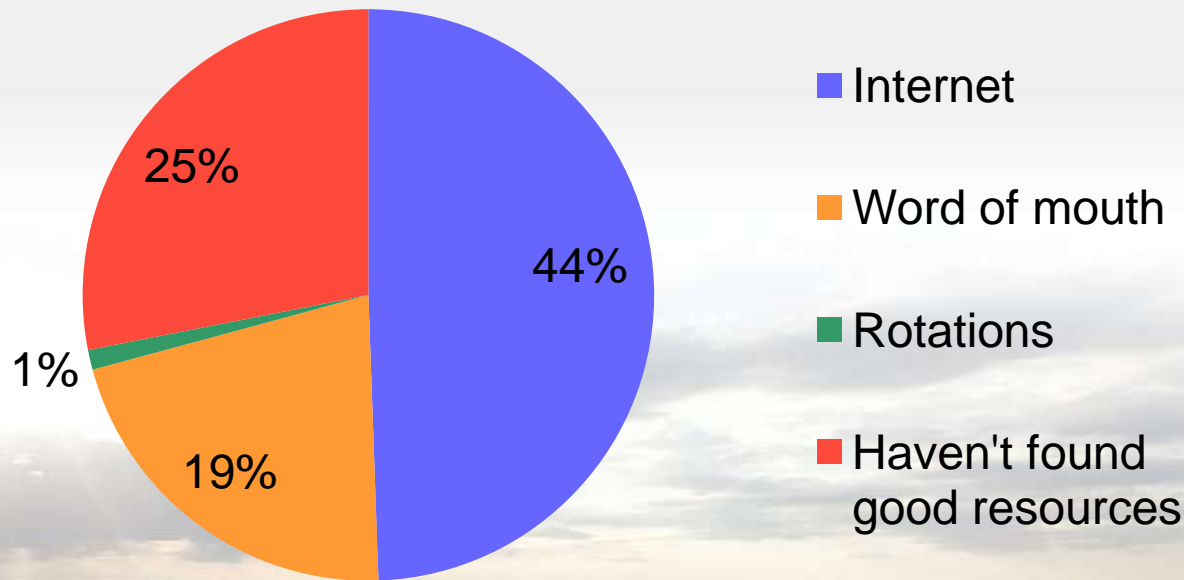
Rating Importance: Most Important (1) to Least Important (10)	Rank
Community	1
Call schedule/time	2
Physician staff	3
Workload	4
Salary	5
Long-term growth	6
Facility amenities	7
Administrative staff	8
Organizational culture	9
Retention plan	10



Survey Results

Health Care Student /Resident Physician Responses

Q:What resources have helped you identify potential jobs that are in line with your professional and personal preferences?

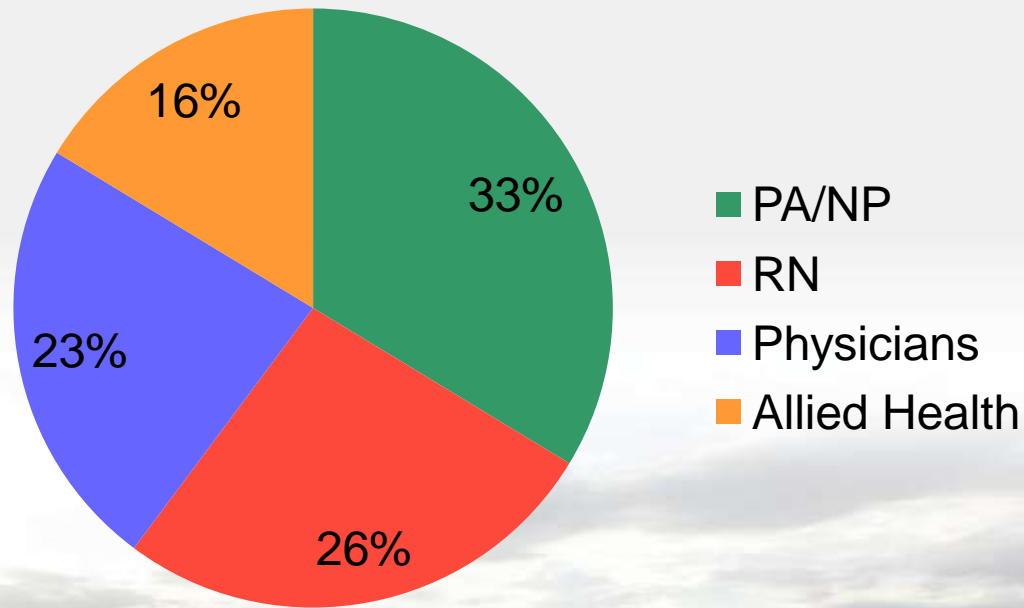


Survey Results

**Physicians and Allied Health
Professionals:
first job post-training**

Survey Responders by Type

Physicians and Allied Health Professionals:
first job post-training



Survey Results

Physicians and Allied Health Professionals:
first job post-training

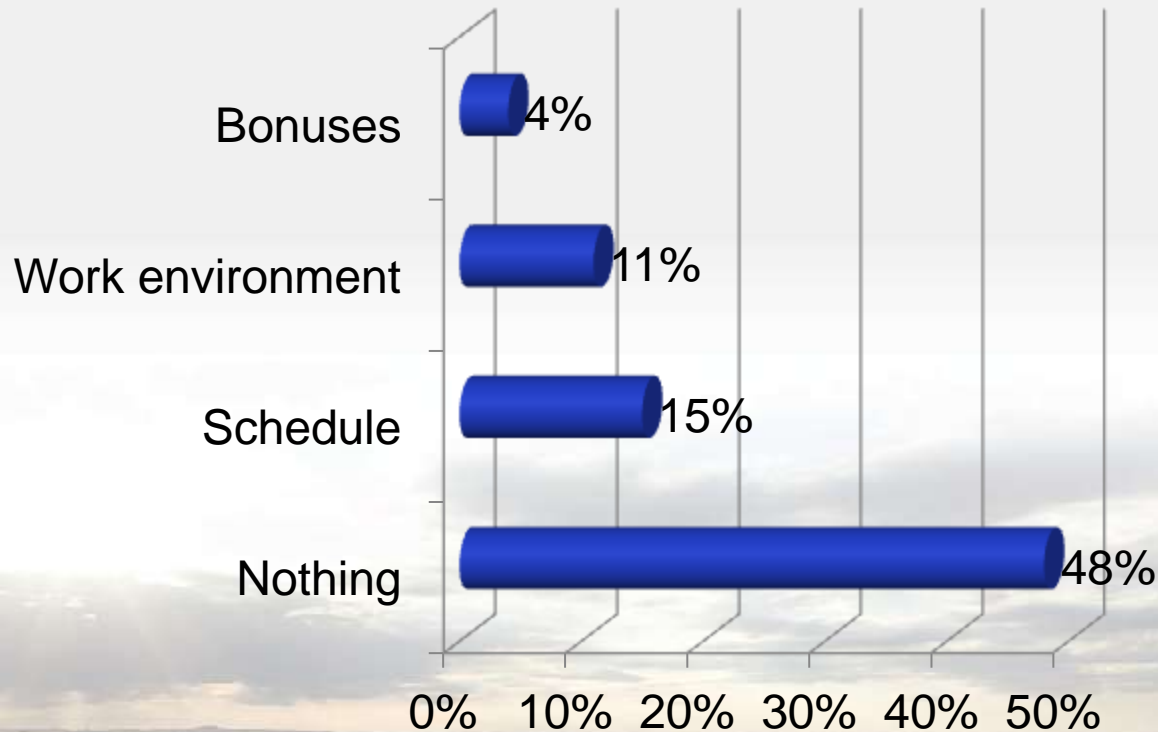
Q: How important is retention to working providers?

- 100% say an employer's retention policy is important.
 - 55% say an employer's retention policy is “Very Important.”
- Retention becomes increasingly important once providers actually start working.

Survey Results

Physicians and Allied Health Professionals:
first job post-training

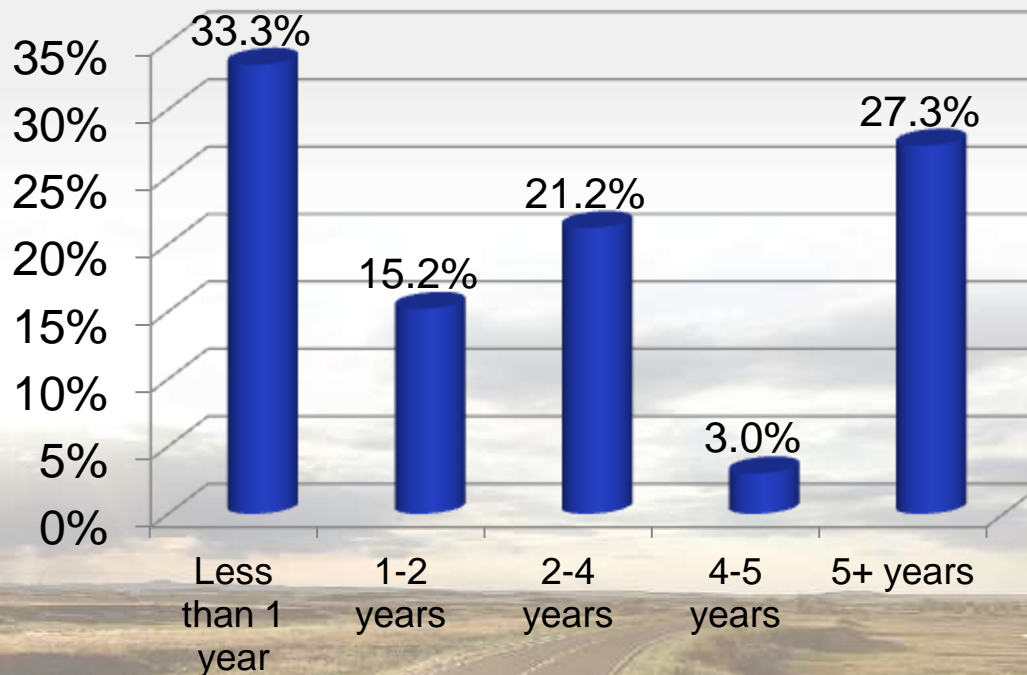
Q: What is your employer currently doing to retain you?



Survey Results

Physicians and Allied Health Professionals:
first job post-training

Q: How long do you anticipate that your current position will satisfy your career goals before you are ready for career advancement?



Survey Results

Physicians and Allied Health Professionals: first job post-training

**Q: What would
make you stay at
your job?**

**What would make
you leave?**

Rating Importance: Most Important (1) to Least Important (5)	Rank
Community	1
Salary	2
Workload	3
Vacation	4
Facility amenities	5

Survey Results
Program Coordinators



Survey Results

Program Coordinators

- 66% say that retention is important to students and residents.
- 50/50 split between those programs that educate on retention and those that don't.

Survey Thoughts

- Profound misunderstanding of what retention means in relation to the workplace.
- Students/residents didn't perceive that academic programs were a resource to assist them with their job search.

Survey Thoughts

- A high percentage of providers in their first job post-training didn't perceive that employers were engaging them in an active retention plan.
- Significant number of providers in their first job think they will stay **less than one year** with their current employer.

Contributing Factors

- Students and residents are having difficulty articulating what the right job looks like prior to joining the workforce.
- Students and residents need an increased amount of assistance when it comes to identifying the “right fit.”

Contributing Factors

- Heavy debt load causes students and residents to focus on salary.
- Students and residents are not thinking about the long-term.
- Dynamic market trends forcing job seekers to take what positions are available.



Moving Forward on Retention

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An Internal Analysis

Why is the retention rate for the Kansas Bridging Plan so strong?

- Mindset.
- Guided through the recruitment process to find a good fit.
- Employers of Kansas Bridging Plan participants are educated on retention.
- Participants are well aware, well informed, and well prepared by the time they accept their first position.

An Internal Analysis

- How can we get students/residents in the mindset of thinking 3-5 years out?
- What can we be doing to better prepare our future Kansas health care providers to locate a position that is a good fit?
- Where are the gaps?
 - Coaching
 - Retention education

Our Plan

- Additional partnership with residency and health care programs.
- Simultaneous retention education, training, and coaching for students, residents, and employers.
- Create new retention initiatives and tweak existing programs to emphasize retention.
- Further support the pipeline by increasing guidance and assistance for students and residents.

Action Initiative: Resource Luncheon

- Target Audience – PAs, ARNPs, Nurses, and Allied Health Students
- Actively teach students how to identify the “right fit”
- Emphasis on retention
 - What it means to new graduates
 - How it pertains to their job search
 - How it pertains to their future employment satisfaction

Action Initiative: Resource Luncheon

- Work with the students step-by-step to help them focus on what is currently important and what will be important in the future.
- Provide information on how to develop a long-term plan.
- Give students the tools they need to create an employment checklist.
 - *Career Opportunity Checklist*
- Coaching sessions offered.
- Encourage students to work with the Kansas Recruitment Center.

Action Initiative: Residency Visit

- Educate residents on how to find the right job
 - *Practice Opportunity Scorecard*
- Emphasis on retention
 - How it pertains to their future employment satisfaction
 - How other Rural Health Education and Service programs can help them find the right job

Action Initiative: Kansas Locum Tenens

- Opportunity for physicians to try out a community and organization before signing a contract.
- Obtain an understanding of the work culture, mission and practice style of the organization.
- First hand approach to seeing the type of patient population served and the procedures that are typically performed.
- Determine whether the community will meet a resident's lifestyle needs.

Action Initiative: Kansas Recruitment Center

- Enhanced one-on-one coaching with residents and students.
- Utilized the *Practice Opportunity Score Card* and *Career Opportunity Checklist* throughout the recruitment process.
- Developed employer recruitment and retention education initiatives.

Student and Resident Feedback

- Students and residents had a better understanding of retention after the presentation.
- Students and residents articulated the need for assistance throughout the job search process.
 - Identifying what the right position looks like to each individual.
 - Identifying the key points that will lead to long-term employment.
 - How to start the job search process.
 - Coaching (resume writing, interviewing, etc.).

Conclusions

- Successful retention is dependent on:
 - Retention education
 - Retention implementation
 - Sustainment of a long-term and dynamic retention plan

Conclusions

- Equal attention should be given to both recruitment and retention.
- Educational sessions should continue to be used as a tool to provide the information students and residents need to make informed decisions during their job search.

Conclusions

- Crucial for employers, employees, and current students/residents to all be on the same page when it comes to retention.
- Future of retention in Kansas is dependent on retention education, understanding, and successful implementation.

Conclusions:

The Keys to Successful Retention

- Strong retention starts with a good fit.
- Employers, employees, students, and residents are all held accountable when it comes to retention.
 - Equal ownership
- Merging the tangible position wants and needs of the residents and students with the intangible factors to find the right fit.

Conclusions:

The Keys to Successful Retention

Rating Importance: Most Important (1) to Least Important (10)	Rank
Community	1
Call schedule/time	2
Physician staff	3
Workload	4
Salary	5
Long-term growth	6
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Retention plan	10

Next Steps

- Implement a statewide survey on retention to create a clear baseline.
- Develop and expand retention resources, services, and training for employers.
- Develop retention coaches to serve as a statewide resource.
- Continue to track the number of Residency Visit and Resource Luncheon attendees retention rate over the next five years.



Questions

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