Recruitment and Retention Summary and Action Plan Template

Rural Network Allied Health Training Program Technical Assistance

October, 2016



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# Background and Purpose

Rural Health Innovations (RHI), LLC is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are leading national technical assistance and knowledge centers in rural health. In partnership with The Center, RHI enhances the health of rural communities by providing products and services with a focus on excellence and innovation. RHI is providing TA to the Allied Health Training Network grantees through a contract with the federal Office of Rural Health Policy.

In general terms, a Recruitment and Retention Plan is an internal, organized work plan consisting of critical activities or steps to ensure timely placement and lasting retention of quality health care professionals. The purpose of this Guide is to identify planning and preparation activities for hiring Allied Health professionals with the intention of retaining them within an organization. It also proactively addresses both recruitment and retention as critical and necessary to the process.

Specifically, a Recruitment and Retention Plan Assessment with a Network Recruitment and Retention Action Plan, is a deliverable of the grant. RHI is supporting this deliverable by providing four sections: 1) a guide on the components of an effective recruitment and retention plan for network health care organization members, 2) an assessment tool of recruitment and retention activities for each of the network hiring organization members to complete, 3) an action plan for the network or project director to identify opportunities to support health care network members in improving their recruitment and retention plans, 4) a samples document.

* The role of the network or project director is to ensure that each participating health care organization is prepared for the recruitment and retention of participating students as they complete the project training and enter the workforce as allied health professions.
* The completed assessment will help measure your organization’s readiness to hire the participating Allied Health professionals being trained and identify areas for improvement that your Allied Health Training Network may be able to support.

Content for the *Recruitment and Retention Plan Guide and Assessment* and the *Network Recruitment and Retention Action Plan* *Template* have been adapted by Rural Health Innovations, RHI, from the Midwest Retention Toolkit, 2012, National Rural Health Resource Center and the National Rural Recruitment and Retention Network (3RNet), and Recruiting for Retention, The Manual, National Rural Recruitment and Retention Network (3RNet), March 2015. See the Resources section for other content authors and helpful links and documents.

# Network or Project leader Instructions

Use this *Network Recruitment and Retention Action Plan Template* for your Allied Health Training Network grant deliverable that is due on **December 5, 2016**:

1. Remove the **Background and Purpose and Instructions** information within the first three pages of this template document.
2. Change the header to reflect your Allied Health Training network or program name.
3. Complete the **Recruitment and Retention Summary** pages, included in this template in the following pages, by recording an average of all of your network’s health care members’ individual *Recruitment and Retention Plan Assessments*.
4. Select three areas of the Recruitment and Retention Summary that have an average score that are either below 2.5 or are comparable lower than other questions.
5. For each of the three selected areas complete an individual action plan that will describe how network will provide support for improving your members’ Recruitment and Retention Planning efforts.
6. Submit, as your grant deliverable, this completed document, which includes the Recruitment and Retention Plan Summary and three individual action plans, one for each of the selected ‘low’ scores from the summary. Note: within EHB, this grant deliverable is titled “Employee Hiring Plan”.

# Network Recruitment and Retention Plan summary

The Recruitment and Retention Plan Summary is a starting point for your assessment of your network members’ efforts toward effective Recruitment and Retention planning. Summarizing your members’ progress will help you, as the network leader to carefully consider and understand the members’ awareness of and preparedness for recruiting and retaining newly trained Allied Health professionals.

**Scoring: 5-Fully Completed 4-In Progress 3-Being Considered 2-Have Not Considered 1-Will Not Complete**

|  |  |
| --- | --- |
| **RECRUITMENT: Planning and Preparation** | **Average Rating** |
| **Workforce Needs Assessment** | A Workforce Needs Assessment has been completed to determine the type(s) of allied health professional(s) needed for our geographic area. |  |
| The type and number of allied health professionals needed for our organization has been determined. |  |
| **Recruitment and Retention Team** | A Recruitment and Retention team has been assembled. |  |
| Our Recruitment and Retention team includes health care representatives. |  |
| Our Recruitment and Retention team includes community representatives. |  |
| **Practice Opportunity Profile** | A Practice Opportunity Profile (job description) has been developed. |  |
| The practice location, scope of practice, job responsibilities, work/call schedule and salary are described in the Practice Opportunity Profile. |  |
| The educational background, degree/licensure/certification, experience preferred and desired personal characteristics are described in the Practice Opportunity Profile. |  |
| Community characteristics (i.e. city, service area, population, economy, culture, recreation, amenities, education system, major employers, etc.) are described in the Practice Opportunity Profile. |  |
| **Loan Repayment** | Our organization knows whether or not Allied Health professional loan repayment is available and if so, has included this information within the Practice Opportunity Profile. |  |
| **Interview Questions** | Our Recruitment and Retention Team maintains and utilizes a comprehensive list of interview questions geared toward the Allied Health professional. |  |

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| --- | --- | --- |
| **Recruitment and Retention Marketing Plan**  | A recruitment marketing plan has been created. |  |
| A recruitment budget has been created. |  |
| The recruitment target audience(s) has been determined to promote the Allied Health Practice Opportunity Profile. |  |
| Various venues and methods of promotion (i.e. outside recruitment services, social media, facility website, newspaper, etc.) for the Allied Health Practice Opportunity Profile have been determined. |  |
| **RETENTION: Follow-Up and Follow-Through** | **Average Rating** |
| **Pre-Orientation Activities** | Sends welcome letter including date/time/location of orientation. |  |
| Initiates photo arrangements and internal, website, and human resources announcement/notification of new hire. |  |
| Assigns a new hire and a spouse/family mentor and schedules weekly lunch meetings. |  |
| Schedules hospital/clinic tour and staff introductions. |  |
| Assigns phone number, email address and passwords as necessary. |  |
| Ensures ID badge, uniform, parking instructions and building keys are ready to distribute on the first day. |  |

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| **Orientation****Activities – First Week** | Provides general orientation of hiring organization, mission/vision, affiliated clinics/programs, departmental relationships, staff meetings, job responsibilities and work schedule. |  |
| Provides orientation on medical equipment, electronic health record and referral system. |  |
| Human Resources holds meeting with new hire to cover employee handbook, tax forms, benefit package, pre-employment physical, timesheet/payroll procedure, relocation expenses, etc. |  |
| Provides name/ID badge, uniform, parking instructions and building keys if applicable. |  |
| Mentor introductions to new hire and spouse/family mentors along with provide weekly lunch meetings schedule. |  |
| **Onboarding Activities – First Year** | Gathers feedback from new hire for improvements to the orientation/ onboarding process. |  |
| Community Mentor remains in contact with spouse/family on a quarterly bases for first year of Allied Health professional employment. |  |
| Supervisor holds quarterly meetings for the first year to gather feedback on organization/community integration, job duties/work schedule and problems/questions. |  |
| Recruitment and Retention Team administers annual professional and spouse/family mentor program satisfaction surveys. |  |
| Supervisor administers an annual employee satisfaction survey. |  |
| Organization utilizes an employee performance agreement process. |  |
| Supervisor holds an annual employee performance review. |  |

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| **RETENTION: Follow-Up and Follow-Through**  | **Average Rating** |
| **Supplementary Recruitment and Retention Plan Activities** | Recruitment and Retention Team administers an Allied Health professional mentor program. |  |
| Recruitment and Retention Team administers a spouse/family mentor program. |  |
| Organization administers a staff recognition program. |  |
| Organization offers time off and provides stipend toward continuing medical education. |  |
| Organization pays for licensure renewals and/or additional certifications. |  |
| Organization regularly performs state/regional health care professional salary and benefits environmental scans to determine competitiveness. |  |
| Organization is a clinical preceptor/internship site. |  |
| Organization determines whether or not your state or the Federal Government offers Allied Health professional loan repayment. |  |
| **Evaluation Activities** | Recruitment and Retention Team utilizes an evaluation scorecard for the purpose of continued performance improvement with your Recruitment and Retention Plan. |  |
| Recruitment and Retention Team performs frequent reviews of the Recruitment and Retention Plan, in its entirety, to identify, assess and address its effectiveness. |  |
| Organization administers an annual employee satisfaction survey. |  |
| Organization administers employee exit surveys as applicable. |  |

# Network Recruitment and retention Action Plan

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| 1. **Recruitment and Retention Plan Improvement:**
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| *Title or brief description of improvement identified from the RR Plan Summary* |
| **Actions:** *(3-5 actions over 6-12 months)* | **Who Will Implement:**  | **Start Date:** | **Due Date:** |
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