

Retention --Long Term Planning for Recruitment and Retention



Background

Retention comes before Recruitment
and is more Important!!

- Retention cost less than Recruitment
 - In Money
 - In Effort (Approx 29 Months to recruit)
- Much easier to recruit additional providers



Background

Turnover – 10-15%

Causes:

- ▼Expectations were not met
- ▼Lack of feedback
- ▼To far from family
- ▼Did not become apart of the community
- ▼Rural ~~o~~ the dream
- ▼Lack of control over practice
- ▼No communication
- ▼Lack of appreciation




Develop a Workforce Plan

- Analyze workforce needs 3 years out
- Factor in retirements, attrition, and growth
- Connect with County Public Health to address specific health needs
- Retain the existing providers
- Maximize reimbursement through CAH, RHC, FQHC, or state programs



Connect with Training Programs

- Promote health careers in High Schools
- Track your local students in health programs; keep in touch; provide internships and scholarships
- Provide clinical training at your clinic or hospital for nursing, medicine, pharmacy, dentistry, and PA students
- Encourage your providers to serve as community faculty for future recruitment



Now that you have them - How do you keep them!

- Strategic Planning
- Provider Needs Assessment
- Recruitment Plan
- Interviewing
- Hiring
- Orientation

Starts with the first contact
Being Honest
Give realistic expectations

Now that you have them - How do you keep them!

- Is there intellectual stimulation?
- Was the provider prepared for realities of rural practice/living?
- Is there a challenging practice?
- Economic satisfaction/retirement plan?

Now that you have them - How do you keep them!

★ Management open to input/recognition?




Opportunity for CMEs?

Does the provider/family feel accepted?


Is there an opportunity to teach/for
research?





Now that you have them – How do you keep them

- :: Quality facilities, equipment, personnel
- :: If there is support, camaraderie, acceptance
- :: Challenging medical practice
- :: Recognition for their accomplishments
- :: Spousal satisfaction and a sense of belonging-employment



Now that you have them- How do you keep them!

- Quality schools
- Compatibility with health care community
- Availability of quality housing
- Access to specialists
- Competitive income
- Help with educational loans
- Technical help in running practice
- Provider feels they are losing professional edge




Retention After Recruitment

- Keep in contact after contract is signed
- Ensure licensure and credentialing process are progressing
- Plan orientation session: Education, Communicate, Mentor, Evaluate
- Obtain office space and complete necessary renovations
- Plan social events that help ease family members into the community



Retention after Recruitment

- Contact the provider/family monthly to:
 - Ensure that the spouse is finding a job, participating in activities
 - Check on children's school connection
 - Ensure that the provider is building practice and receiving referral
 - Ensure they meet people within the community
- Annually, provide recognition and professional feedback




Now that you have them - How do you keep them!

- Assign a retention coordinator
- Form a retention committee



Ethical and Effective Recruiting


- Do your homework
- Involve community and hospital from start to finish
- Be willing to invest many hours in phone work and follow-up
- Recognize each candidate and each practice is unique
- Use in-state recruiter
- Plan site visits carefully
- Present a true balanced picture of opportunity and community



Now that you have them -
How do you keep them!

The Retention Plan

- Define Your Objective
- Know who is accountable
- Put into play immediately




Now that you have them -
How do you keep them!

The Retention Plan

Local Community/Social


- Does anyone in the community relate to the provider on a personal level?
- Does the provider feel there is emotional support from partners and the community?



Now that you have them -
How do you keep them!

The Retention Plan

- Are there any unmet expectations, are original contract terms being met?
- Are referral patterns established and appropriate?
- Does the community utilize the provider's services fully?



Now that you have them -
How do you keep them!


The Retention Plan

- Conduct Physician Satisfaction Survey's every two to three years



Principles of Retention

- Long-term retention is a realistic goal.
- Primary Care providers are locals at heart- recruit in-state for longer retention
- Retention is about matching the right provider & community
- Avoid ER and call burn-out
- Community, independence and professional support are important factors
- Make providers feel satisfied, valued and offer long term employment options



Now that you have them - How do you keep them!

- Without showing your appreciation, you will be recruiting again.

- Remember, if you satisfy one doc, they tell four others. If they are unhappy they tell eleven. Thus, when you annoy one doc, you must satisfy three just to stay even.

**Now that you have the provider
you want – don't let them get away!!**

