

# Recruitment *for* Retention Strategies for Rural & Underserved Communities



The Nation's Most Trusted Resource for Health Professionals  
Seeking Careers in Rural and Underserved Communities.

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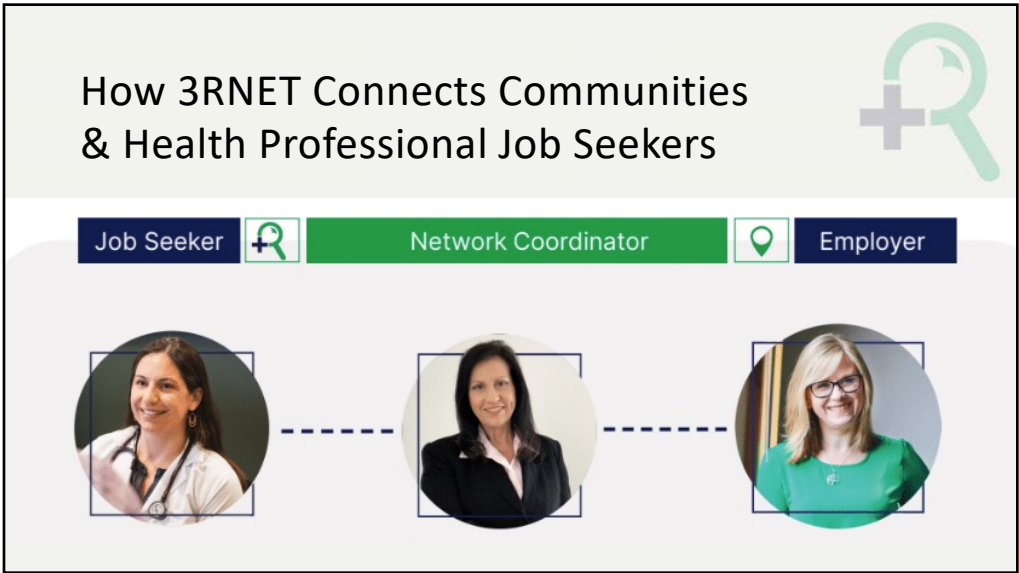
## About 3RNET



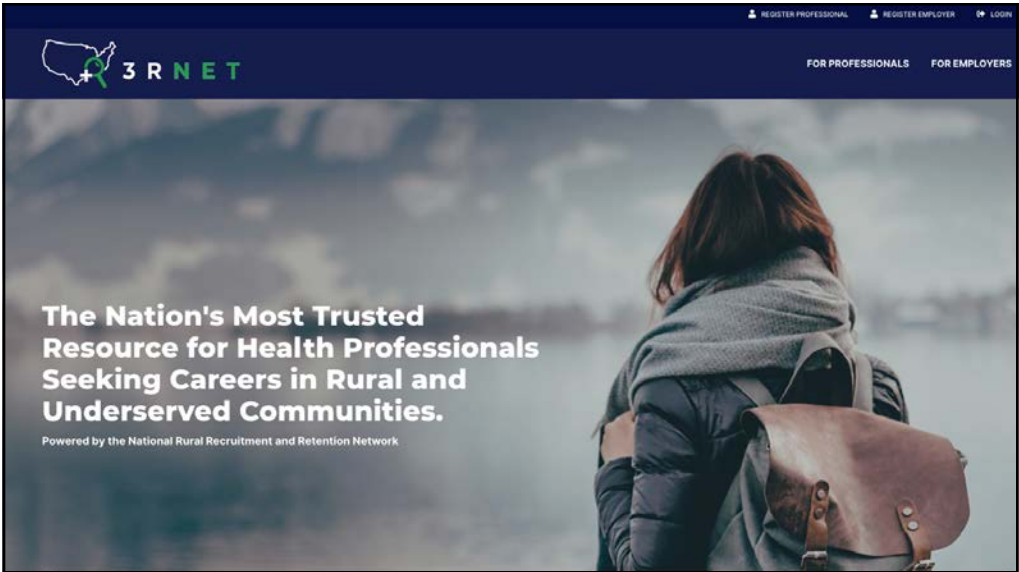
**3RNET is the nation's most trusted resource for health professionals seeking careers in rural and underserved communities.**

Powered by the National Rural Recruitment and Retention Network since 1995.

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Facility  
Types  
Served



5

### Unique Jobs in Unique Places

- Dozens of professions & specialties
- In some of the most unique & beautiful places across the nation.



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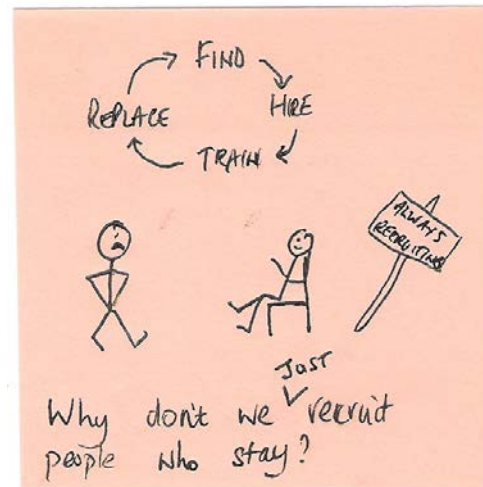
## Polling Question

- Who is with me today?
- Recruiter
- HR
- Leadership
- Recruiter-rural



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Is this your  
current  
recruitment  
strategy?



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**THE GREAT RESIGNATION**

REPLACE → TRAIN → HIRE

Why don't we recruit people who stay? Just

**NEW NORMAL**

Is this your current recruitment strategy?

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### Core Beliefs of Recruiting *for* Retention

- 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!

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# Examining the Recruitment for Retention Process



The Nation's Most Trusted Resource for Health Professionals  
Seeking Careers in Rural and Underserved Communities.

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## Four Parts to the Process



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## R4R Plan Action Steps

### Part I Planning and Preparation

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

### Part II 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

### Part III Matching and Committing

- Types of Interviewing
- Brining them face to face
- Negotiations

### Part IV Retaining for the Lifecycle of the Employee

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



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## Question: What is the most neglected part of the process?

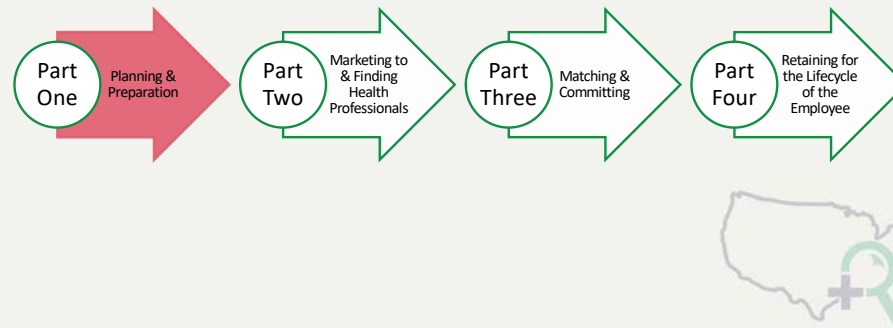
- Sourcing Candidates
- Follow Up
- Planning and Preparation
- Background Checks

• *Planning and preparation are the most important ingredients for ensuring a successful recruitment effort. They are also the most often neglected.*  
- 3RNet



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## Four Parts to the Process



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## Part One: Planning and Prep



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## Assessing the Need

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## Impact of Covid 19 New Normal



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



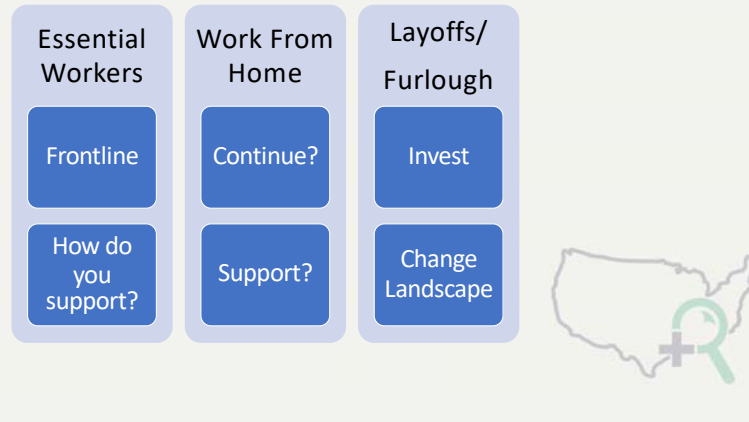
Virtual Handshake-meeting  
people online for the first time



Interviewing-Virtual  
interviewing and site visits

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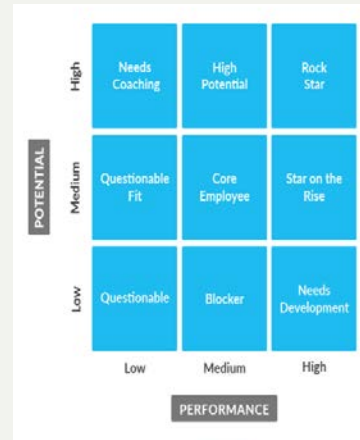
## New Normal-Workforce



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## Analyze Workforce for Skill Gaps

- Quality of the workforce
- Utilizing talent management
  - Performance reviews
  - Coaching
  - Mentoring
  - Job descriptions



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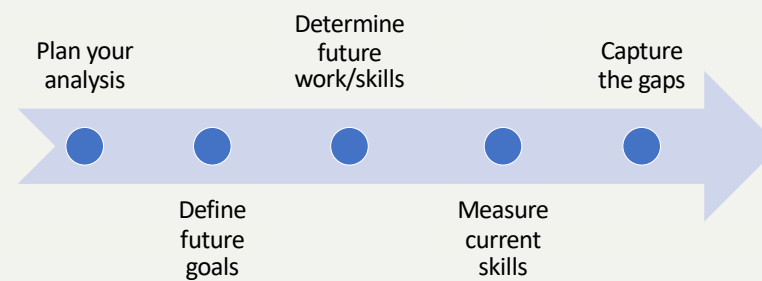
## Analyze Workforce for Skill Gaps

- Quantity of the workforce
  - Turnover
  - Retirement
  - New hires
  - Internal promotions

Employees per 1-1-2018	Employees per 1-1-2019				Turnover	Total
	A	B	C	D		
Category A (Top Management)	28	2	0	0	15 (33%)	45
Category B (Middle Management)	10	80	6	0	19 (17%)	115
Category C (Production Staff)	0	3	860	2	35 (4%)	900
Category D (Support Staff)	0	0	3	40	7 (14%)	50
New Hires in 2018	12	25	136	12		185
Total Employees (% growth per 1-1-2019)	50 (10%)	110 (-4%)	945 (5%)	54 (8%)		

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## Skills Gap Analysis



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**Polling Question:  
Who makes up  
your recruitment  
team?**



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## National Observations

- Thinking recruitment and retention are only HR's role.
  - Create recruitment and retention committee
  - Identify key team members for action items in the R&R process-Marketing is playing a big role in R&R efforts
  - Look beyond your facility for your team
    - Realtor
    - Board members
    - Civic leaders



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## Form a Recruitment Team

- Think of your recruitment team beyond your facility, include members of your community
  - Principles of the school
  - Local community people-bankers, real estate agents, Chamber of Commerce. Board Members or other charities
- No matter what the size of your organization this needs to be thought out and roles assigned
- Some members may wear more the one hat in the process, but it is a team effort
- Your efforts will be hard pressed to succeed if you skip this step!



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## Core Team

- Recruiter
- HR Partner
- Candidate Interviewer(s)
- Spouse/Partner/ Family Recruiter



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## Support Team

- Marketing Specialist
- Interview Team
- Contract Negotiator
- Community Partners



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# Recruitment Team Action Plan

Reference 1.1

3RNET's Recruiting for Retention  
Part One

Powered by the National Rural Recruitment and Retention Network


### Our Team Action Plan - Planning & Prep

Assess the Need	Lead	Date
• Conduct gap analysis		
• Review job descriptions		
• Analyze skills gaps		
• Performance reviews		
• Review turnover, retirement, promotions		
• Analyze new technologies		
• Define future goals		
<b>Recruitment Team</b>		
• Recruiter		
• Human Resources Partner		
• Candidate Interviewer		
• Sponsor/Partner Recruiter		
• Interview Specialist		
• Contract Negotiator		
• Community Partners		
<b>Unique Selling Points</b>		
• Identify USPs in five categories		
<b>Budget</b>		
• Create and maintain a recruitment budget		
• Create and maintain a retention budget		

## Assigning Roles

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## How do we market for employee?

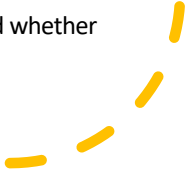


- High Salaries?
- Loan Repayment?
- Hunting and fishing?
- Is an advantage, still an advantage, when most everyone offers it?
- What factors make ourselves stand out from our competitors?

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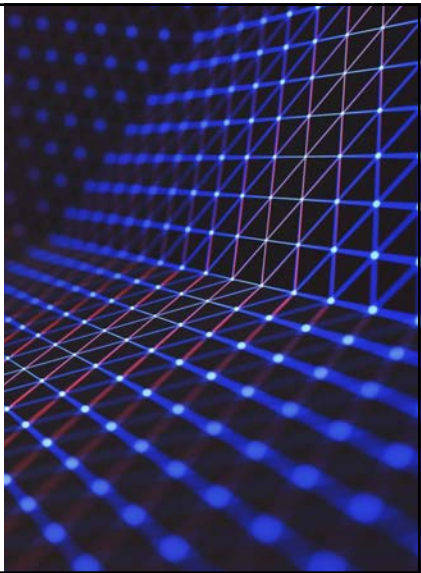
## Define Your Opportunity

- Set your opportunity apart by using Unique Selling Points(USP)
- The USPs will be used in a number of different areas within your recruitment process: job ads, interview questions, on site visits, social media and any additional marketing.
- A fully defined opportunity will
  - Help you understand your strengths and challenges
  - Help you define your ideal candidate
  - Help candidates better understand whether your opportunity is right for them



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## Define Your Opportunity



- COMMUNITY
- CULTURE
- STAFF
- FACILITIES
- COMPENSATION

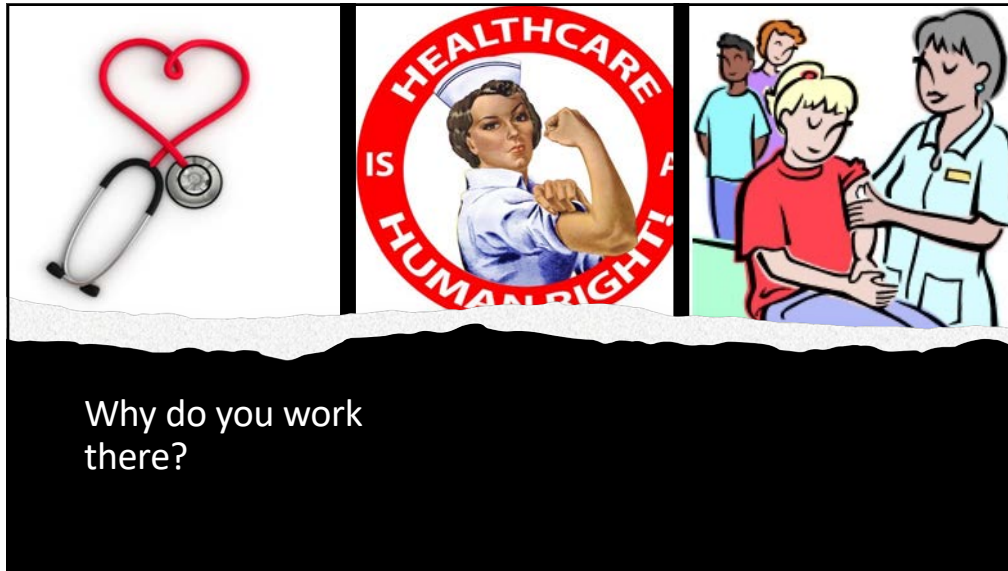
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Does your community do some things better than others?



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## National Observations

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- Compensation concerns
  - Perception that safety net facilities aren't fiscally stable
  - Pay isn't comparable to competitors
  - Paying employees market value
  - Pay isn't the most important thing



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## Define Your Opportunity

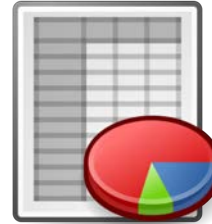


- Packaging Your Opportunity
  - The USPs will be used in a number of different areas within your recruitment process: job ads, interview questions, on site visits, social media and any additional marketing.
    - Attractive graphics, attractive font, nice layout, short bullet points, emphasis USPs, and contact information including email/phone number.
  - Promotional Materials on Community/Area- promotional pieces from Chamber of Commerce, local tourism agencies, economic development agencies. Include maps, brochures, flyers, posters even videos.

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### Polling Question: Do you create a recruitment budget?

- Yes
- No
- Maybe
- Is my CEO/CFO in the room?



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### Develop a Recruitment Budget

- Knowing your cost can help you make sound strategic decisions.
- Think through with your recruitment team from to ensure you capture all expenses around recruiting in your recruitment budget.
- Create a budget for both recruitment and retention activities.





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Develop a Recruitment Budget

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Develop a Recruitment Budget

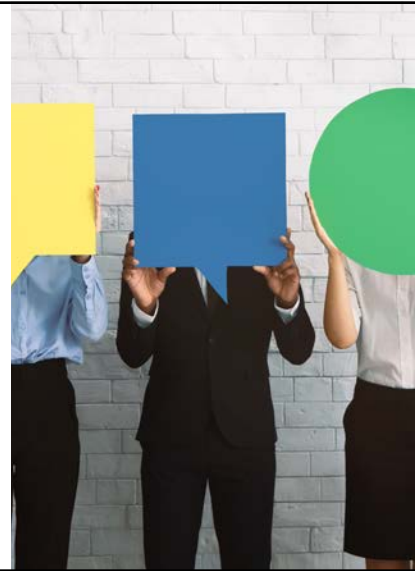


**Candidate Screening**

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**Do different candidates want different things in a job?**

- A. Yes
- B. No



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**So, is it possible to strategically target candidates based on our strengths?**

- A. Yes
- B. No
- C. This sounds complicated. I'm happy with anyone.



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Part Two: Marketing and  
Finding Candidates

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### Core Beliefs of Recruiting *for* Retention

Process and Teamwork are Key

Competition is fierce, communication should be candidate driven

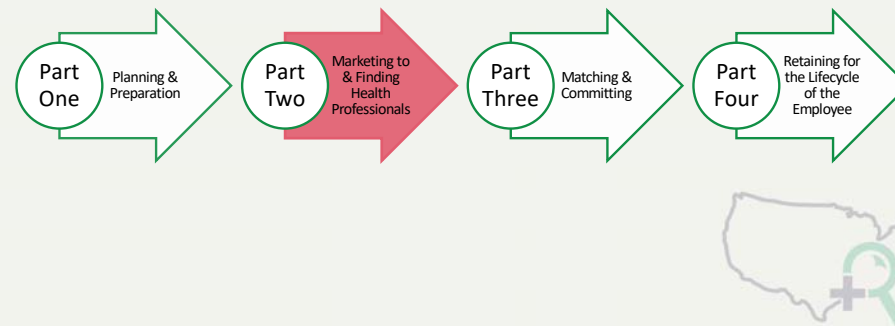
Recruitment is both a science and an art

People and Tools Exist to help

New Normal: These still hold true!

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## Four Parts to the Process



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## Marketing To & Finding Health Professionals

- Conduct a Virtual Self Assessment
  - Website, job postings, application process
- Write Effective Job Ads
  - Not using a job description, writing candidate-focused job ads
- Using Social Media
  - Social media presence, effective strategies
- Where to Source
  - Job boards, employee referrals, virtual job fairs, pipeline
- Free & Low-Cost Resources

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## National Observations

- Job ads 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



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## 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 interviewing and site visits

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**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

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**WE  
WANT  
YOU**

**Creating  
an  
Effective  
Job Ad**

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**The Most Important  
Thing to Remember**

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



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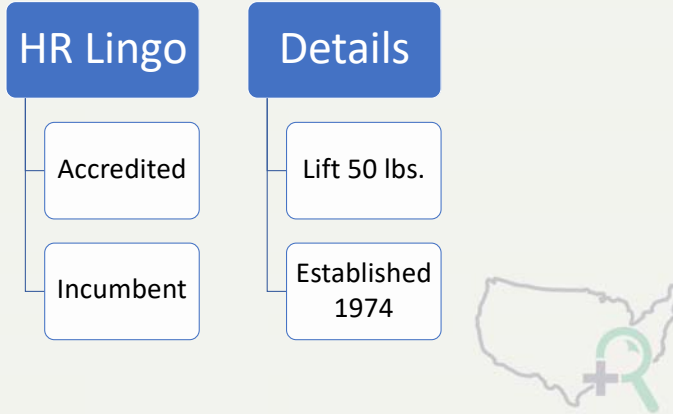
**You only  
want one  
thing in a  
Job Ad**

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***What  
matters to a  
candidate!!***

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## What You DON'T Need in a Job Ad



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## Answer These Candidate Questions

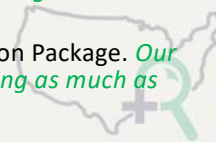
- |             |  |
|-------------|--|
| Belonging   | Am I the kind of person you're looking for |
|             | Acceptance                                 |
| Fulfillment | Will I be content                          |
|             | Engagement                                 |
| Esteem      | Will I be respected                        |
|             | Employer of Choice                         |
| Prosperity  | Will I thrive                              |
|             | Employer of Choice                         |



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## 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. *Our team is just that: a team. We thrive around our culture or respecting a 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'.*




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### 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. (think questions on prior slide)
- What matters to the hardworking, dedicated professionals with whom you already work? Why do they work there, and not somewhere else? Listening here is key! What key words and phrases carry meaning and impact?
- Remember to keep your staff in the loop AFTER you get your ad put together, too.
- They can create a powerful marketing team to help you get the word out.
- Ask the hiring manager-some good questions to ask are:
  - Typical: How can we "sell" you 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 resume? What are you scanning for?

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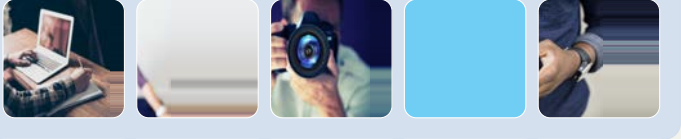


## Polling Question


- Do you use the following in your job posting (check all that apply)
- Job description (as the bulk of the posting)
- Links to videos/websites
- Information about your community
- Photos
- Testimonials

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## Writing a Good Ad: Make it Visual



Links to Website and others	Links to Simple Videos <i>*Idea: Testimonial video from staff</i>	Photos- People, Facilities,	Maps and Attractions	Mobile Friendly
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### 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 ensuring 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

- Six 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 **Avondale, PA**. Today the Network serves more than 20,000 patients annually and is an NCOA certified Patient-Centered Medical Home.

The Network's mission is to provide evidence-based, integrated and comprehensive health services to individuals and families within 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 delivery models 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 write...

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### 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 and a staff of almost 50 practitioners at seven locations, delivering primary medical, dental and behavioral health care to more than 50,000 patients. Watch our video about [why nurse practitioners choose to work at XYZ](#).
- We have high expectations for you as one of our nurse practitioners. We need you 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
- You should also have high expectations for XYZ as an employer. Our nurse practitioners enjoy the clinical autonomy to practice at the top of their licenses, and you will too. Every day, you should leave XYZ knowing that you have made a positive difference.
- 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...



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Or Even  
Better...

- XYZ Community Health Center, founded in Philadelphia 1973, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare. Join a staff of almost 50 practitioners at seven locations, delivering primary medical, dental and behavioral care to more than 50,000 patients.
- Watch our video about why nurse practitioners choose to work at XYZ. We want to talk to you if you can: lead healthcare teams; provide high quality care; mentor team members; and help XYZ constantly improve. You'll enjoy the clinical autonomy to practice at the top of your license and make a positive difference every day.
- We offer a salary that meets market values for the Philadelphia area plus continuing education and professional dues compensation. Liability insurance covered under the Federal Tort Claims Act (FTCA). National Health Service Corps and Pennsylvania state loan repayment programs are possible. Interested in this dynamic, caring organization? Send your CV to...

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Or EVEN Even  
Better...

- **Job Pitch:** Reception/Check In
  - As our Check In Person, you will use EPIC, to check in patients that will get 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](https://bit.ly/xysi190)

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## Audit job posting to be Inclusive

- **Clarity**
    - No 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
    - Try Googling 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
- Tip: Use voice to text

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## 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.
  - **It the type of experience not necessarily the years of it.**
  - **Qualify don't Quantify.**
- **No Bulleted List**
  - Bulleted list can be seen as a barrier to those don't have the privilege of college education or experience. To expand you candidate pool and to keep from deleting hope focus on a job pitch instead.
  - For Example:
    - As our (Job Title), you will help \_\_\_\_\_ so they can \_\_\_\_\_.
    - Every day you will....
    - To thrive you must...
  - **Remember Job Pitch**

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

- **Watch for gendered language**
- **Do include money, but don't include benefits**
  - You can include salary ranges on the posting but 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 extremely unique about benefits, you can save that space for more on the daily activities. Most benefits are in the same ballpark.
- **College Education**
  - In some cases, a college education is necessary, but for those positions it isn't a college education can be seen as a privilege.
  - Instead, for those roles that it isn't necessary, focus on what success looks like in the role. Skills + Qualifications = "Here's what success will look like..."
    - Degree Requirements = "To thrive in this role, you've..."

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## Websites



Consider as a recruitment tool

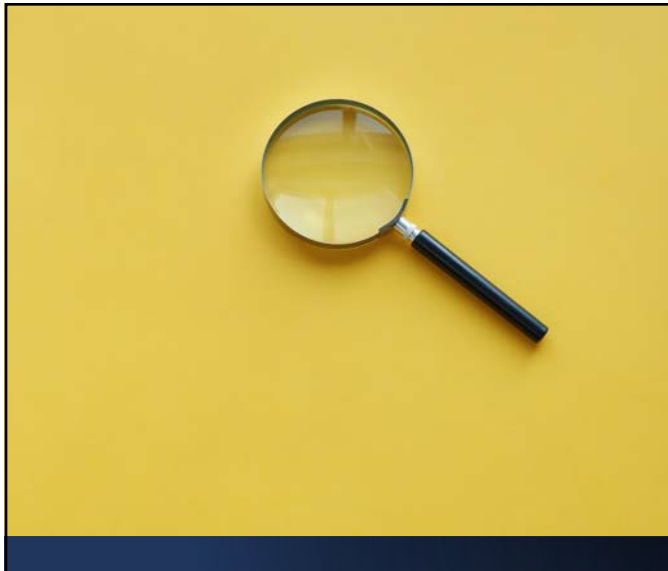
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## Websites

- 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?

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## Google

- Google Yourself(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?

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## POLLING QUESTION

- Do you see social media as part of your recruitment strategy?
  - Absolutely! We're already doing this.
  - I see the potential, but have some questions.
  - I'm not too sure about this idea.
  - Not a chance!



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**Tackle Social  
Media**




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**What We Use:**

- Facebook, Twitter, Linked In

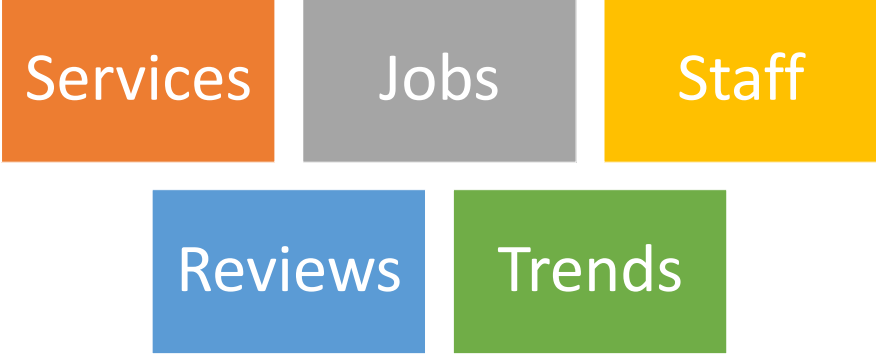
**What We Share:**

- Blog Posts, Job Postings
- Events
- Resources from Partners (ex. 3RNet, NHSC)
- Reuse, recycle, revamp, expand, etc.!



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**What We See  
Employers Sharing**



Services Jobs Staff

Reviews Trends

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## Great Content Sources

- Blogs:
- Kevin MD
- Kaiser Health News
- Local News Find other health care related blogs: <https://www.sgu.edu/blog/medical/top-medical-blogs/>
- Local and Statewide:
- State Health Department
- State Hospital Association
- Primary Care Association
- State Office of Rural Health
- Area Health Education Centers
- Medical Schools



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## Great Content Sources

- National Associations & Federal Resources
- National Rural Health Association (NRHA)
- American Medical Association (AMA)
- Centers for Disease Control and Prevention (CDC)
- National Institute of Mental Health (NIHM)
- Substance Abuse and Mental Health Services (SAMHSA)
- Indian Health Service (IHS)
- Veterans Administration (VA)
- Health Resources and Services Administration (HRSA)

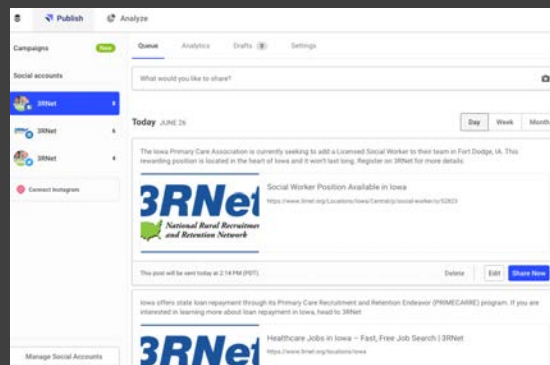


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Cheat!



- We use bitly.com & buffer.com to look like we have a “team of tweeters” behind us!
- We use a master spreadsheet to organize content and make it easy to reuse and/or revamp.


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Buffer

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 The Iowa Primary Care Association is currently seeking to add a Licensed Social Worker to their team in Fort Dodge, IA. This rewarding position is located in the heart of Iowa and it won't last long. Register on 3RNet for more details: 





**Social Worker Position Available in Iowa** 



bit.ly

No description

 Replace link attachment with image or video

Post Schedule: Jun 26, 2:14 PM  

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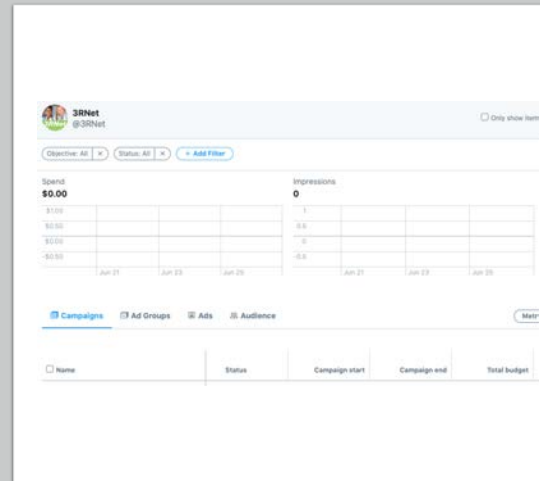
June 2020 (PDT) Week Month < Today >

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
	7:35am In New Jers... 3:26pm And the de... 4:29pm Phyllis J. H...	5:46am New Jersey... 11:31am Prof Cam...	9:45am The BRAC... 8:06pm Choosing...	7:35am Trenton, N... 1:29pm New Jersey...	2:14pm Are you a p... 3:27pm Home to co...	11:35am If you are...
8	9	10	11	12	13	14
	3:26pm And the de...	3:26pm And the de... 3:26pm And the de... 8:06pm New Mass...	7:35am There is our... 1:29pm New Mass...	2:14pm New Mass... 4:29pm Are you lo...	11:35am Head to G...	11:35am Tennessee...
15	16	17	18	19	20	21
10:02am Are you lo... 2:29pm New Mass...	7:35am Tennessee... 3:33pm Tennessee...	8:06pm West Tenn... 11:31am Livingston...	9:45am If you enjoy... 8:06pm Western M...	7:35am East Tenn... 1:29pm Join theGDA...	2:14pm Friends of N... 4:29pm Did you kno...	11:35am Tennessee...
22	23	24	25	26	27	28
		2:29pm New Mass...				

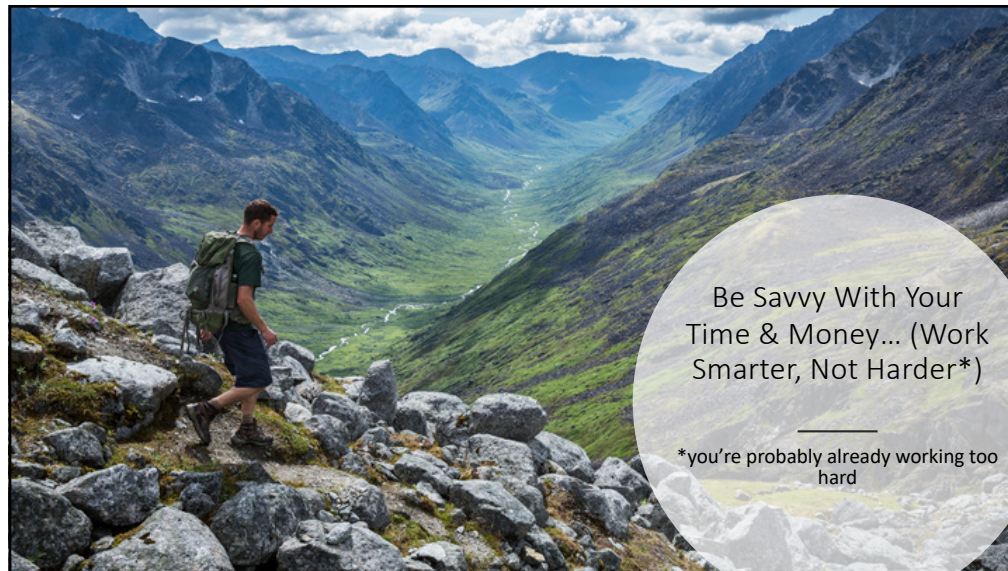
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## Social Media Ads

- Target a small audience or a national audience (many, many ways to target)
- Reach a few hundred or few thousand people with a shoestring budget



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## Free & Low Cost Resources We Use

- [www.fiverr.com](http://www.fiverr.com) - marketing & digital products/services starting at \$5
- Weebly – easy-to-use website builder (we built [www.academy.3RNet.org](http://www.academy.3RNet.org) using this)
- Bitly.com & buffer.com
- Canva.com (create graphics online for free!)



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## Royalty Free Stock Images

- [www.pexels.com](http://www.pexels.com)
- [www.unsplash.com](http://www.unsplash.com)
- <https://pixabay.com/>
- <https://www.freeimages.com/>
- <https://stocksnap.io/>
- <https://burst.shopify.com/>
- <https://www.reshot.com/>
- <https://gratisography.com/>
- <https://kaboompics.com/>
- <https://picspree.com/en>



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## Paid Stock Image Websites

- Shutter Stock
  - Subscription
    - 10 images = \$50/month
    - 50 images = \$125/month
    - 350 images = \$199/month
  - On Demand Packs
    - 2 images = \$29
    - 5 images = \$49
    - 25 images = \$229
  - iStock Photos
    - Subscription
      - 10 images, 1 year = \$70/month
      - 25 images, 1 year = \$120/month
      - 10 images, 1 month = \$99
      - 25 images, 1 month = \$149
- Stock Photo
  - Month-to-Month
    - 5 images = \$39/month
    - 50 images = \$59/month
    - 100 images = \$69/month
    - 150 images = \$99/month
  - Yearly
    - 5 images/month = \$389
    - 50 images/month = \$599
    - 100 images/month = \$699
- Adobe Images
  - Annual Commitment
    - 10 Images/month = \$29/month
    - 40 images/month = \$79/month
  - Month-to-Month
    - 3 images/month = \$29/month
    - 40 images/month = \$99/month



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## Writing Editors & Web Displays

- Writing editors
  - Hemmingway Editor - <http://www.hemingwayapp.com/>
  - Grammarly (google chrome add on) - <https://www.grammarly.com/>
  - Readability Score - <https://readable.com/>
- Show how your website text and photos will display on different devices
  - <https://material.io/resources/resizer/> - free
  - <https://search.google.com/test/mobile-friendly> - free
  - <https://www.responsivedesignchecker.com/> - free
  - <https://designmodo.com/responsive-test/> - free



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## Graphics

- Most of these have a free version as well as a premium paid version
  - <https://www.canva.com/>
  - <https://www.befunky.com/features/graphic-designer/>
  - <https://crello.com/>
  - <https://www.figma.com/graphic-design-tool/>
  - <https://pixteller.com/>
  - <https://pablo.buffer.com/>
  - <https://desygner.com/>
  - <https://snappa.com/>
  - <https://www.designer.io/en/>



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## Video Tools

- Create video for free or low cost
  - <https://screencast-o-matic.com/> - \$1.65/month
    - Screen record, edit videos
  - <https://www.moovly.com/> - free
  - <https://www.flexclip.com/> - free
  - <https://www.renderforest.com/video-maker> - free for limited use
  - <https://motionden.com/video-maker> - \$9/video, pay-as-you-go
  - Edit videos through Windows Movie Maker or iMovie



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## Image Editors

- <https://pixlr.com/x/>
- <https://www.iloveimg.com/>
- <https://www.picmonkey.com/photo-editor>
- <https://www.gimp.org/>
- <https://ipiccy.com/>
- <https://www.ribbet.com/>



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## Make It Easy

- Create a fillable PDF
  - With Adobe Acrobat
    - Open Acrobat
    - Click on the “Tools” tab and select “Prepare Form.”
    - Select a file or scan a document:
    - Acrobat will automatically analyze your document and add form fields.
    - Add new form fields:
      - Use the top toolbar and adjust the layout using tools in the right pane.
- Messaging
  - <https://www.intercom.com/>
    - A way to message with customers



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**Finding jobs on 3RNet is as easy as...**

- 1 Search Jobs**  
Jobs available in every state! Search dozens of specialties and professions. Get started now at [www.3RNet.org](http://www.3RNet.org).
- 2 Register**  
Free 3RNet registration gets you full job details such as compensation and contact information, email notifications on new jobs that meet your needs.
- 3 Get Answers**  
3RNet members can provide additional unbiased information on jobs, loan repayment programs, and J-1 Visa Waivers, insights into local communities.

**3RNet**  
National Rural Recruitment and Retention Network

## Signs & Software

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- Vistaprint – Print items shipped to your door
- Techsoup – Discounts on software for nonprofits
- FedEx signs

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## Other Tips & Tricks


- Use your email signature to market your organization (Logo, website link, social media, *upcoming events*)
- Use those who make up your “Network” (for us, it’s our Members - our greatest marketers) to help promote

**Michelle Varcho**  
3RNET Director of Education Outreach & Operations



[Schedule a meeting](#)  
1-800-787-2512 ext. 4  
[varcho@3RNET.org](mailto:varcho@3RNET.org)  
[www.3RNET.org](http://www.3RNET.org)  
[2021 3RNET Annual Conference](#) | Sept. 14 – 15 | BOZEMAN, MT

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## Polling Question

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- Which resources do you use to source candidates? (check all that apply)
- Job Boards
- Search Firms
- Print Advertisements
- Email campaigns
- Networking

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## What is working today?



ONLINE JOB  
BOARDS



VIRTUAL JOB  
FAIRS



EMPLOYEE  
REFERRALS



NETWORKING



SPECIALTY  
ADVERTISING



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## Job Boards

- Job boards examples:
  - Practice Link, Practice Match, HealtheCareers
  - CareerMD, MDJobsite, 3RNet, NHSC
  - Indeed, Monster



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## Posting Jobs on 3RNET

- Get Approved as an Employer
  - [www.3RNET.org/For-Employers](http://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 made to you weekly by your 3RNET Network Coordinator
  - Job posting is MUCH easier with new website!
- Share & Inspire
  - [3RNET.org/First-Next-Forever](http://3RNET.org/First-Next-Forever)



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## Post Jobs & Search Professionals

- Psychiatrists
- Child Psychiatrists
- Psychiatric Nurse Practitioners / Physician Assistants
- Clinical Mental Health Counselors
- Licensed Professional Counselors
- Marriage & Family Counselors
- Psychiatric Nurse Therapists
- Psychologists
- Child Psychologists
- Social Workers
- Clinical Social Workers
- Substance Abuse Counselors



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## DEI Ideas- Recruiting

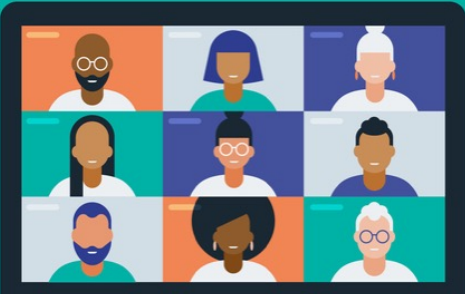
- Diversity Working
- Hire Autism
- Recruit Disability
- Ask for diverse referrals
- Highlight Diversity in job ads
- Hold diverse interview panels for job candidates
- Teach recruiters how to avoid bias
  - Experience instead of Education
  - Day to day job instead of bullets

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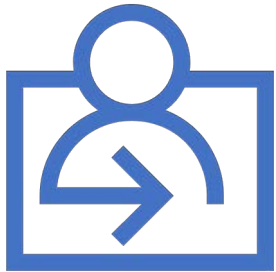
## Virtual Job Fairs

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- 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



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## Employee Referrals

- Some 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.


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## Specialty Advertising

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




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## Takeaways

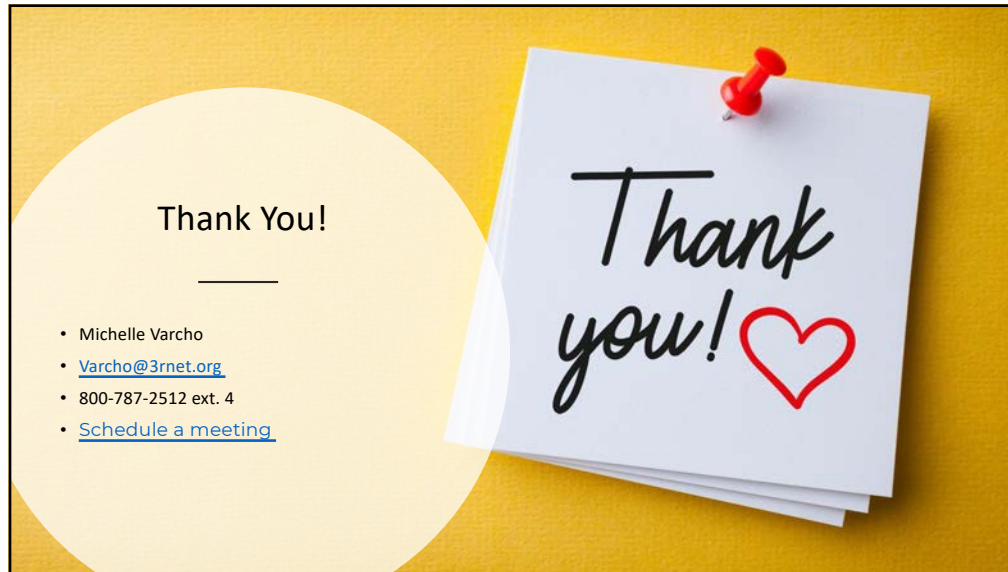
- Recruitment is a process
- Know what the right person looks like
- It's a team effort
- Identify and communicate strengths
- Invest in challenges
- Know your cost
- Don't skip planning
- Communication should be *Candidate Driven*
- Look for barriers to viewing and applying for your positions
- Create a Lasting First Impression
- Tackle Social Media
- Work Smarter, not Harder with Time & Money Saving Tools
- Share Your Value Through Teamwork

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## Questions?

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