

Recruitment for Retention Readiness Assessment Overview: Lessons Learned and Knowledge Gained



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Education by the Nation's Most Trusted Resource
for Health Professionals Seeking Careers in Rural & Underserved Communities.



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Director of Education

- Mandi Gingras is the Director of Education for the 3RNET, the National Rural Recruitment and Retention Network, a non-profit organization and trusted resource for connecting safety net facilities with health professionals seeking careers in rural and underserved communities. Mandi provides recruitment and retention educational support to safety net facilities across the nation.
- Throughout her 17 years in healthcare recruitment and workforce consulting, she remains passionate in developing and sharing strategies to attract and retain healthcare professionals who will thrive in rural and underserved communities.



How the Reports Were Created



Each individual report contained information and observations from several different sources including:

- Review of the organization's web presence
- Review of the organization's various job postings
- Interview with individuals from the organization, representing the recruitment team
- A post interview survey for additional anonymous feedback

Goals of the Reports

The reports are meant to aid organizational and community stakeholders with the following:

- Give an unbiased review of web presence and job postings
- Provide identified unique selling points that can be used to market open positions
- List potential barriers to recruitment and ideas to overcome
- Identify key contacts in the state for incentive programs and recruitment assistance
- Supplement report with a resource guide that provides key, easy to implement strategies

Executive Summary on Findings



- For all of the facilities reviewed, having a stable and supportive administration is key
- Safety net sites are vital to the community and vulnerable populations, going above just providing clinical care meeting all the needs of the patients they serve – Strong mission to serve advantage
- Good benefits and PTO is a unique selling point that can set safety net sites apart
- Having a strong web presence is vital in today's virtual dominate space, with an emphasis on the mission, community impact, and the culture of the organization.
- More compelling job postings are needed to be competitive and attract candidates - more focus on what a candidate wants vs. standard job description (what an organization wants/needs)
- The safety net sites reviewed have barriers to recruitment similar to other rural/underserved communities – limited pool of candidates, lack of a dedicated recruitment staff/process, limited sourcing options, competition with neighboring facilities, housing options, attracting outsiders to area, retention
- Opportunities, both short term and long term, exist to improve recruitment outcomes – developing a recruitment team, finding new ways to market jobs, connections with training programs, and engagement strategies with current employees to foster fulfillment and encourage retention

Website Findings

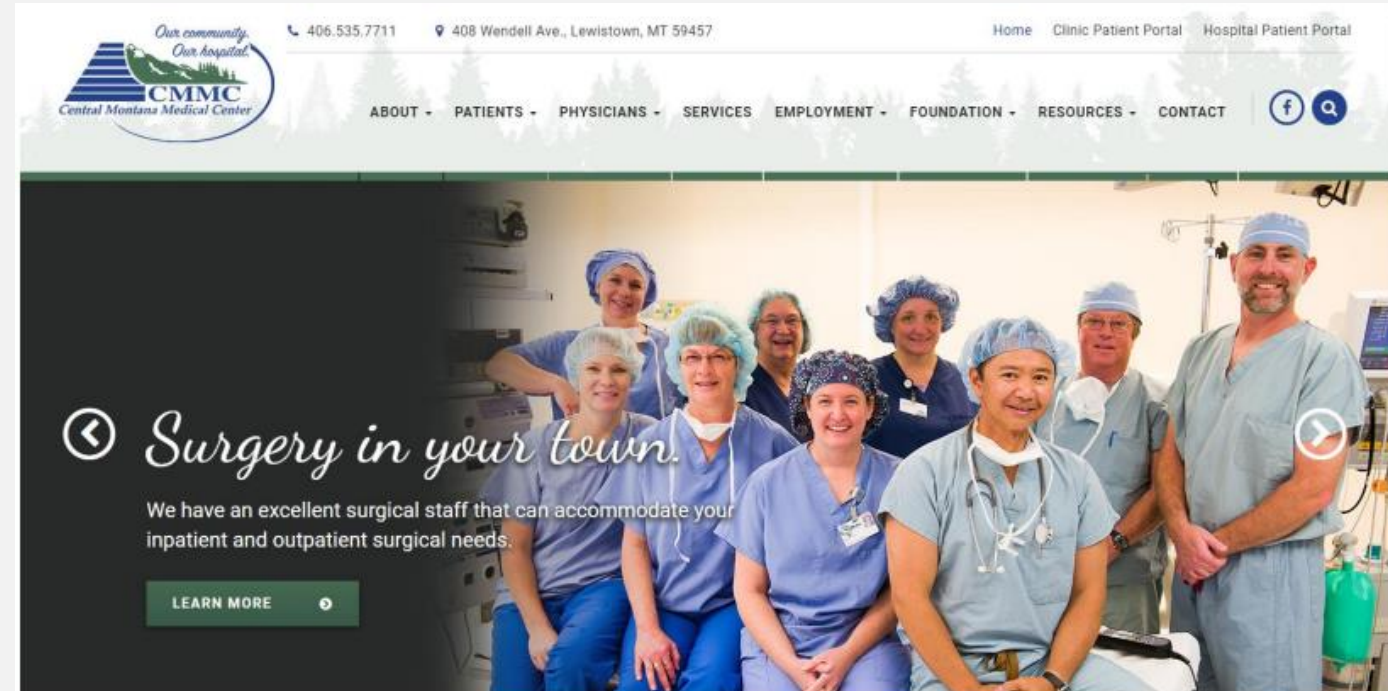
Best Practices:

- Clean, easy to navigate design, responsive
- Shows programs and services offered
- Staff photos, recognition, testimonials
- Social media links, easy navigation
- Community happenings related content

Common Challenges:

- Patient centric, not being utilized as recruitment tool
- Lacking photos, testimonials and videos
- Missing community info and links
- Missing mission and community impact
- Jobs not listed on website, cumbersome application process
- No “selling” info on career page – What’s in it for the candidate?

TIP: Show culture and create a compelling candidate-focused career page with all available positions listed.



Example - <https://www.cmmc.health/>

Web Presence/Search Engine Findings

What shows up when you Google your org?

- Business profile on Google
- Google reviews, Indeed and Glassdoor reviews
- Social media platforms
- Community links
- Competitors?

Social Media Best Practices:

- Utilizing Facebook and LinkedIn as recruitment tools and updating frequently
- Mixing public announcements and job postings (shares!) – show culture
- Staff recognition, DEI initiatives, scholarship opps, and community partnerships

Facebook example -

<https://www.facebook.com/baystatehealth/>

The screenshot shows a Google search for "baystate health". The search bar at the top contains the text "baystate health" and the Google logo. Below the search bar, the results show "About 4,220,000 results (0.94 seconds)". The first result is "https://www.baystatehealth.org" with the title "Baystate Health | Springfield, MA". Below the title, a snippet describes Baystate Health as a not-for-profit healthcare system. To the right of the search results is a knowledge panel for "Baystate Health" with the tagline "ADVANCING CARE. ENHANCING LIVES." and the website "baystatehealth.org". Below the knowledge panel, there is a section titled "People also ask" with four questions: "Who owns Baystate Medical Center?", "Where is Baystate Health located?", "What is the Baystate?", and "How many employees does Baystate have?". To the right of the knowledge panel is a sidebar with various organizational details: "Number of employees: 12,000", "Headquarters: Springfield, MA", "Founded: 1883", "President: Mark A. Keroack", "Subsidiaries: Baystate Medical Center, MORE", "Type of business: Corporation, Nonprofit organization", "Beds", "Salary", "Tuition reimbursement", and "Trauma level".

Google and LinkedIn Business Profiles

- <https://www.google.com/business/>
- <https://www.linkedin.com/company/setup/new/>
- [LinkedIn Pages Best Practices | LinkedIn Marketing Solutions](#)
- [Creating a LinkedIn Business Profile](#)

Recommendations:

- Include posts similar as you do for Facebook
- Include employee spotlight posts - Shows great culture
- Promote jobs, employee highlights, and community engagement – Post more frequently to promote your culture, increase traffic
- Be sure to use plenty of photos and videos for more engagement
- Invite your staff to follow the page (correct page)
- Encourage staff to engage with page and share posts within their networks to promote more referrals



Website Career Page Content



66% OF CANDIDATES
WANT TO KNOW ABOUT
YOUR COMPANY'S
CULTURE AND VALUES



54% OF CANDIDATES
WANT TO KNOW ABOUT
PERKS AND BENEFITS



50% OF CANDIDATES
WANT TO KNOW ABOUT
YOUR COMPANY'S
MISSION AND VISION

Source: LinkedIn Global Talent Trends Report

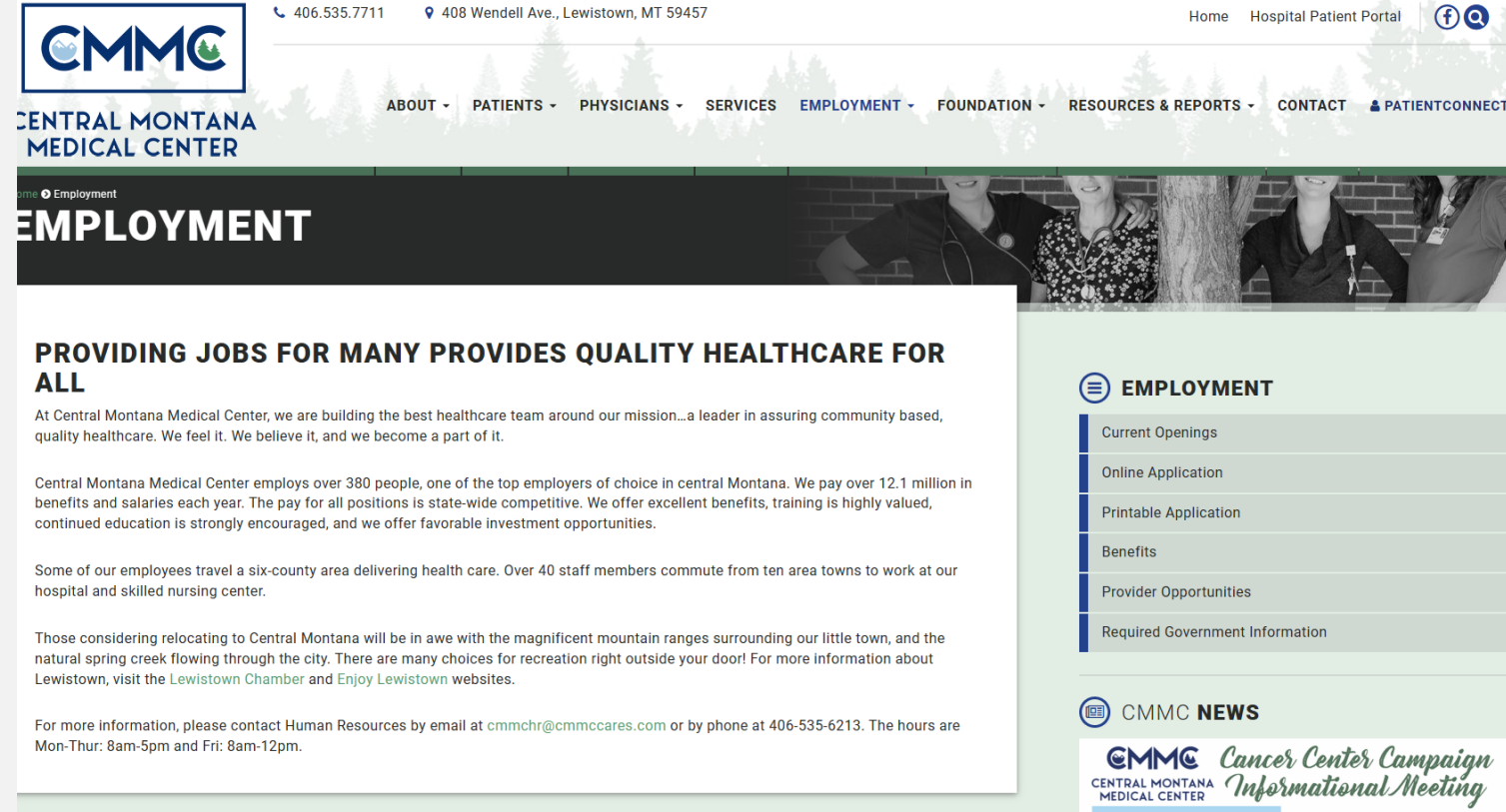
Career Page Findings

Best practices:

- Easy to find Careers page located in main ribbon – Visible from all pages
- Details on benefits and application process included
- Conveying culture, DEI initiatives
- Links to follow on social media
- Job posting search field, clear call to action, sign up to join talent community

Common Challenges:

- Provider openings not listed
- Cumbersome application process – download, print & mail/fax application
- No community info or links provided
- Missing compelling mission statements, community impact, culture statements, photos, videos, testimonials, benefits, NHSC eligibility, opportunities to teach, DEI initiatives, professional development

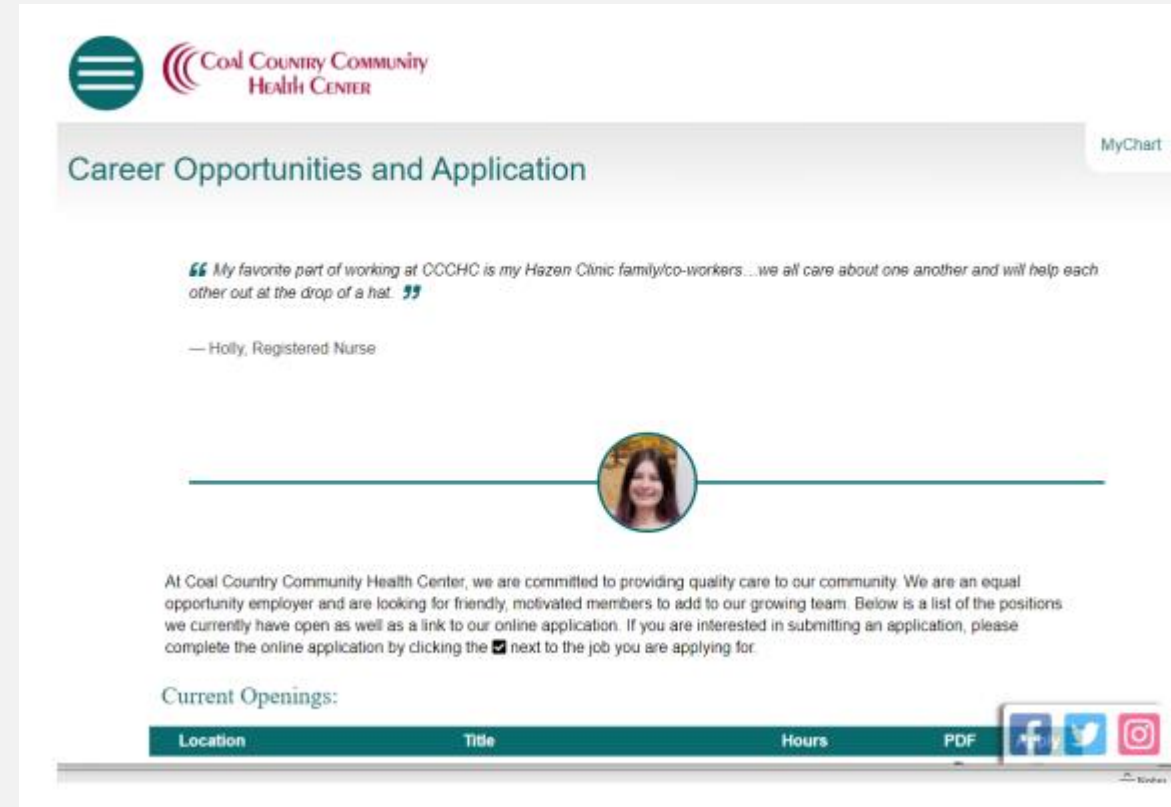


Example: [Employment - Central Montana Medical Center \(cmmc.health\)](https://cmmc.health/employment)

Job Posting Process

Best Practices:

- Easy call to action – remove as many barriers as possible
- Online application, no mail/fax only, mobile friendly
- Quick intake form or direct email contact
- Dedicated Careers landing page
- What do you have to offer a candidate?
- Video/testimonials
- Easy to update openings
- Third party systems available (ADP, BambooHR)
- Job search function, ability for candidates to follow on social media
- Jobs posted on major sites-Indeed, Glassdoor, LRHA/3RNET (however very few posted on NACHC, NHSC Connector)
- Jobs shared on social media, encouraging staff to share with their networks



Example - <https://www.coalcountryhealth.com/careers>

Job Posting Findings

Common challenges/recommendations:

- Standard detailed job description – HR protocol
- Focused on what the employer needs
- Missing compelling candidate-focused info
- What's in it for the candidate? (candidate motivators)
- Doesn't tell candidate what they're looking for
 - Include unique selling points or value-added propositions (benefits, LRP eligibility, professional development)
 - Provide details about the culture, practice environment, staff, community
- Text only - no pictures, videos, or links for more information
- Missing clear call to action – contact info, expectations

Position: Physical Therapist	
Department: Physical Therapy	
Reports To: CEO	
FLSA Status:	OSHA Exposure Category:
Effective Date: 8/2007	Revised: 8/2012, 7/2016, 01/2017

Job Objective: Plans and implements specific and individualized treatment programs to patients according to the principles of physical therapy. Services pediatric, adult, and geriatric populations.

Qualifications:

1. Current Montana Physical Therapy license required.
2. Graduate of an accredited program of physical therapy.
3. Must have BLS certification or obtain within six months of hire.
4. Ability to make independent judgments under stressful situations at times. Must work in a planned manner without direct supervision.
5. Ability to communicate effectively and maintain cooperative relationships with providers, staff members and patients. Ability to work effectively in a team environment.

Job Duties:

1. Develops, implements, revises and provides individualized, goal directed physical therapy through a skilled process of evaluation and ongoing assessment of each patient of all diagnosis.
2. Performs a Physical Therapy Evaluation on admission, according to standards and other orders of consulting physicians.

Creating Compelling Job Advertisements

Get Input from the Hiring Manager

- How can we “sell” your job to candidates in a job post?
- What’s special about this team compared to other teams you’ve worked with?
- What are the ideal candidate traits?
- What do your best (Job Title) have in common? What would complement your team?
- Are there any requirements with this position?
- What would be a deal-breaker on a CV/resume?
- Are there any special skills or certifications, required or preferred?

Get Input from Staff

- What matters to them?
- Why do they work there?
- What attracted them to their position, organization, or community?
- Listen for key words and phrases that carry meaning and impact
- Share your job posting with your staff
- They can create a powerful marketing team to help you get the word out!



What Candidates are Looking For

What will the practice look like?

- Clinic and hospital facilities, equipment, electronic health records, services and procedures, teaching opportunities, training, support and professional development, culture and camaraderie

How busy will I be?

- Patient volume, call schedule, patient referrals, marketing support, telehealth options, flexible schedules

Who will I work with?

- Support staff, patient demographics, providers, access to specialists & other health professionals, administration

How will you keep me safe?

- Risk mitigation, violence intervention strategies and trauma support, safety and violence prevention programs

Special requirements?

- Certifications, skills, experience, loan repayment or visa eligibility

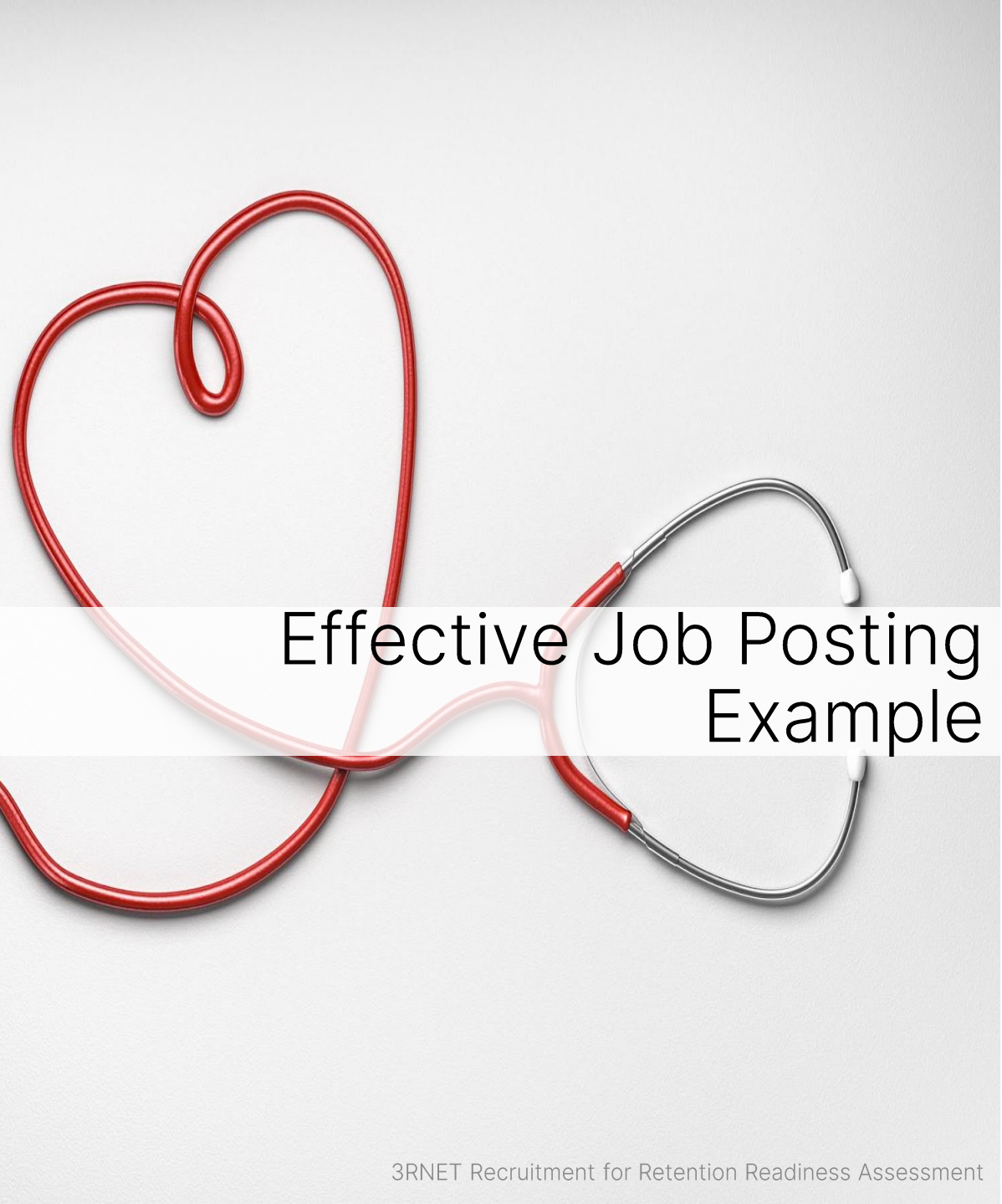
Why are you recruiting for this position?

- Replacement, retirement, growth, high turnover?



[illegible]

- [illegible]



Effective Job Posting Example

[XYZ Community Health Center](#), Philadelphia, is seeking a Family Medicine Nurse Practitioner with the passion and skills to deliver high quality healthcare for all ages. XYZ has been providing services to residents of Philadelphia since 1973. You will join a vibrant healthcare organization that has grown to a staff of 50 providers 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...

Clear Call to Action

Earn Up To \$500 Sign-On Bonus & Open The Door To A Career That Inspires You!

NEW YEAR NEW CAREER—Join MCDC

Why work for My Community Dental Centers? As the largest dental non-profit organization in Michigan, as a team, we are enhancing community health by offering access to quality dental care for all. To hear more from our CEO, Dr. Deborah Brown, [Click Here](#).

Everything we do begins with the people within our organization. We believe in hiring talented, passionate people and providing competitive packages, along with learning and advancement opportunities that are all designed to make work/life balance accessible.

Pursue your dreams while you lead and grow in your role as a Registered Dental Hygienist and beyond.

Earn More with Industry Leading Benefits

When paired with our competitive compensation, our industry-leading benefits are here to support you in your professional and personal journey. We offer:

- Health, Dental and Vision Insurance for you and your family
- Life Insurance, Short & Long-Term Disability
- 403(B) with Company Matchup to 5%
- Wellness Program & Gym Membership Benefits
- New Hourly Competitive Compensation, plus Monthly Incentive Opportunities

Enjoy Your Personal Time

- No Nights, Weekends, or On-Call Hours
- Generous Paid Time Off
- Holidays

The Career & Support You Deserve

Get the best of both worlds! Develop your skills as a leader, all while making an enormous impact in patients' lives, no matter where you are in your career as a dental hygienist.

- **Clinical Leadership:** We are committed to being a different kind of dental provider- one that sincerely champions providing exceptional dental care while supporting and empowering individuality within our hygienists.
- **Continued Education:** Take advantage of reimbursement toward dental CE and/or professional membership dues, as well as financial assistance with Loupes. Ask for more details.
- **Mentorship & Development:** Get one-on-one mentorship with our experienced dental team members to accelerate your career. When it is time for the next step in your professional journey, we are ready to help you reach your next destination with career path options that suit your professional and personal goals.
- **Technology:** We provide our staff with modern technology including electronic patient records, digital radiography, and state-of-the-art dental equipment and more.

Employed Group – Single Hospital Coverage w/1:5 Call

McLaren Flint is recruiting an Obstetric & Gynecology Physician to join an established 4 person employed group in Flint, Michigan. Step into a ready-made practice and assume a robust patient base. Enjoy a collegial relationship with colleagues who have a great reputation with the community. McLaren offers a Level I newborn nursery with 24/7 on-call Neonatology coverage and Level II maternity care. Operate with a cohesive surgical team in the inpatient OR and a convenient outpatient surgery center. McLaren has state-of-the-art surgical equipment including two DaVinci Surgical Systems.

Career satisfaction begins with:

- Excellent mentorship with experienced providers, shared call of 1:5
- Steady surgical volume and more than 100 deliveries annually per provider.
- Expertly managed office with qualified staff to ensure patient satisfaction.

The Family BirthPlace at McLaren includes 13 home-like maternity suites for labor, delivery, recovery and post-partum care. Academic affiliation with Michigan State University offers teaching component with Family Medicine Residency program.

Tell your friends about this position



Example
Job Posts

Examples Conveying Culture

Are you longing for the
work/life dream you once had?

Job Openings

START FRESH ON THE LAST FRONTIER

Wholistic Approach to People

Work/Life Balance

Connection with the Land

Freedom to Learn and Grow

Terros Health is a health care company focused on the whole person, providing primary care and specializing in mental health and substance use treatment for over 50 years. We help people live their lives in recovery and we save lives every day. Our vision is to provide extraordinary care by empowered people, achieving exceptional outcomes. We are guided by our core values of integrity, compassion and empowerment, with diversity woven throughout. Together, we are *Inspiring Change for Life!*



If you are interested in working for one of the State's Leading Healthcare Organizations that promotes **Integrity, Compassion,** and **Empowerment**, we encourage you to apply! If you are energized by helping people during their most challenging times, this vital opportunity will be rewarding.

Our culture

Being healthy isn't just about physical health. We are big believers in creating and fostering a healthy, vibrant work culture where staff can thrive, find opportunities for growth, have great friendships, enjoy work-life balance, and feel fulfilled and passionate about coming to work.

We are dedicated to finding ways to help our team learn, develop, grow and have fun on the job. We offer a variety of learning opportunities through our education department and have programs for staff to recognize each other, win fun awards and see how much we appreciate them.

Here at Bitterroot Health, we understand that we exist because of our team. So it's our privilege to support the people who care for you.

Careers with My Community Dental Centers

Why work for My Community Dental Centers? Because we believe that, together as a team, we can enhance community health by offering access to quality dental care for all. Quality care takes all of us working together every day towards our mission, vision and values. We are innovative, smart and entrepreneurial. We value thoughts and suggestions for improvement, including those from our employees.

We invite you to start or grow your career at one of our extraordinary 30+ locations throughout Michigan. Apply for a job today and take the first step toward becoming a part of something impactful.

[VIEW OPEN POSITIONS](#)



Examples Showing DEI Commitment

ADP: We believe our people make all the difference in cultivating an inclusive, down-to-earth culture that welcomes ideas, encourages innovation, and values belonging.

Clover Health: We value diversity - in backgrounds and in experiences. Healthcare is a universal concern, and we need people from all backgrounds and swaths of life to help build the future of healthcare.

Social Mission Alliance / Mullan Institute Health Workforce Diversity Tracker:

[Health Workforce Diversity Tracker](#)

[Louisiana Health Workforce Diversity Report](#)

*Why is this
important?*
→

- **74%** of job seekers say a company's DEI investment is important to them
- **62%** would turn down a job offer if org didn't support DEI initiatives



Resources: AI Job Description & Job Ad Content Generators

- Chat GPT: <https://chat.openai.com/>
- Workable: <https://www.workable.com/job-description-generator>
 - Healthcare job descriptions from Workable:
<https://resources.workable.com/job-descriptions/healthcare-job-descriptions/>
- Jasper: <https://www.jasper.ai/tools/job-description-generator>
- Others with free versions available: Grammarly, Capterra, Formswift, Simplified
- [20 diversity and inclusion tools to power your DEI program | TechTarget](#)

Job Ad Resource

- LinkedIn Talent Solutions resources
 - Example: <https://business.linkedin.com/talent-solutions/resources/how-to-hire-guides/behavioral-health-technician>

Behavioral health technician job description template

This sample job post will introduce your organization's culture and values, while helping potential candidates understand how they'll contribute from Day 1.

Sample behavioral health technician job description

At [Organization X], we count on behavioral health technicians to compassionately and competently support center-, school-, community-, and home-based treatment programs for clients and their families. We're seeking experienced healthcare professionals who can be a direct line of support to our licensed counselors and therapists in a variety of scenarios and treatment settings. Because some clients have autism spectrum disorder, candidates who have experience using applied behavior analysis (ABA) are preferred, though training can be provided. The ideal candidate will join a network of trained technicians, behavior analysts, researchers, and clinical psychologists dedicated to our mission of helping individuals who have behavioral disorders achieve a lifestyle of meaning and wellness.

Related job titles

Biotech laboratory technician

Doctor

Occupational therapist

Customer care specialist

Healthcare administrator

Psychiatrist

Certified nursing assistant

Medical assistant

Psychologist

Unique Selling Points (USPs)

- What makes your organization/community unique in a positive way? What do you do better than your recruitment competitors?
- Is an advantage still an advantage if most other organizations also provide/have it?
- Different demographics of providers/employees desire different things. By identifying USPs, we are better able to define our ideal candidate.
- Evaluate candidate motivations and describe how the position will meet their interests – What will their practice look like; who will they work with; practice culture; patient demographics, volume; call schedule; EHR, equipment and procedures; support staff; option to teach; LRP or visa eligibility; community offerings
- Highlight and include your USPs when producing any material targeting candidates.



Potential Barriers to Recruitment

- Lack of team approach for provider recruitment process/plan, structured sourcing plan
- Reliance on Indeed or search firms to source, no incentives for referral candidate leads, not utilizing a broad variety of sourcing channels
- Communicating culture – How do outsiders know you're a great place to work?
- Unclear eligibility for incentive programs, not fully utilizing programs
- Marketing tools and messaging to attract candidates
- Shortage of candidates (behavioral health, nursing, dental, support staff, etc)
- Lacking structured retention strategies and onboarding support to reduce turnover – stay interviews, employee engagement, opportunities for professional development, etc
- Leadership turnover
- Competing with neighboring hospitals/practices within 50-mile radius
- Perception of community - lacks diversity, access to shopping/services, spouse satisfaction
- Housing availability and commute time, high gas prices
- Availability and affordability of childcare options



Factors to Market Your Rural Community

Identify & Communicate Strengths,
Invest in Challenges

3RNET Resource Guide

Explores key factors in recruitment and retention for rural facilities:

- Geographic Factors
- Economic Factors
- Scope of Practice Factors
- Medical Support Factors
- Hospital & Community Support Factors

[Factors to Market Your Rural Community](#)

Factors to Market Your Rural Community



- **Geographic Factors**
 - Access to larger community
 - Demographics – Underserved/payor mix
 - Social networking
 - Recreational opportunities
 - Spousal/partner satisfaction
 - Climate
 - Perception of community
- **Economic Factors**
 - Employment status
 - Part-time opportunities
 - Loan repayment
 - Income guarantee
 - Signing bonus
 - Moving allowance
 - Start-up/Marketing costs
 - Revenue flow
 - Payor mix
 - Competition
- **Scope of Practice Factors**
 - Obstetrics
 - C-section
 - Emergency room coverage
 - Endoscopy/Surgery
 - Nursing home
 - Inpatient care
 - Mental health
 - Mid-level supervision
 - Teaching
 - Administration
- **Medical Support Factors**
 - Perception of quality
 - Stability of physician workforce
 - Specialist availability
 - Transfer arrangements
 - Nursing workforce
 - Allied mental health workforce
 - Mid-level provider workforce
 - Emergency medical services
 - Call/Practice coverage
- **Hospital & Community Support Factors**
 - Physical plant and equipment
 - Plans for capital investment
 - Electronic medical records
 - Hospital leadership
 - Internet access
 - Televideo support
 - Hospital sponsored CME
 - Community need/support of physician
 - Community volunteer opportunities
 - Welcome and recruitment program

[3RNET's Recruiting for Retention
Guide Part One](#)
[Reference 1.6 Factors Scoring Guide](#)



What sources are working today?

Recruitment

ONLINE JOB
BOARDS

VIRTUAL JOB
FAIRS

CANDIDATE
DATABASES

SPECIALTY
ADVERTISING

Networking

TRAINING
PROGRAMS

EMPLOYEE
REFERRALS

SOCIAL MEDIA
CHANNELS

PATHWAY
PROGRAMS

Retention

PROFESSIONAL
DEVELOPMENT

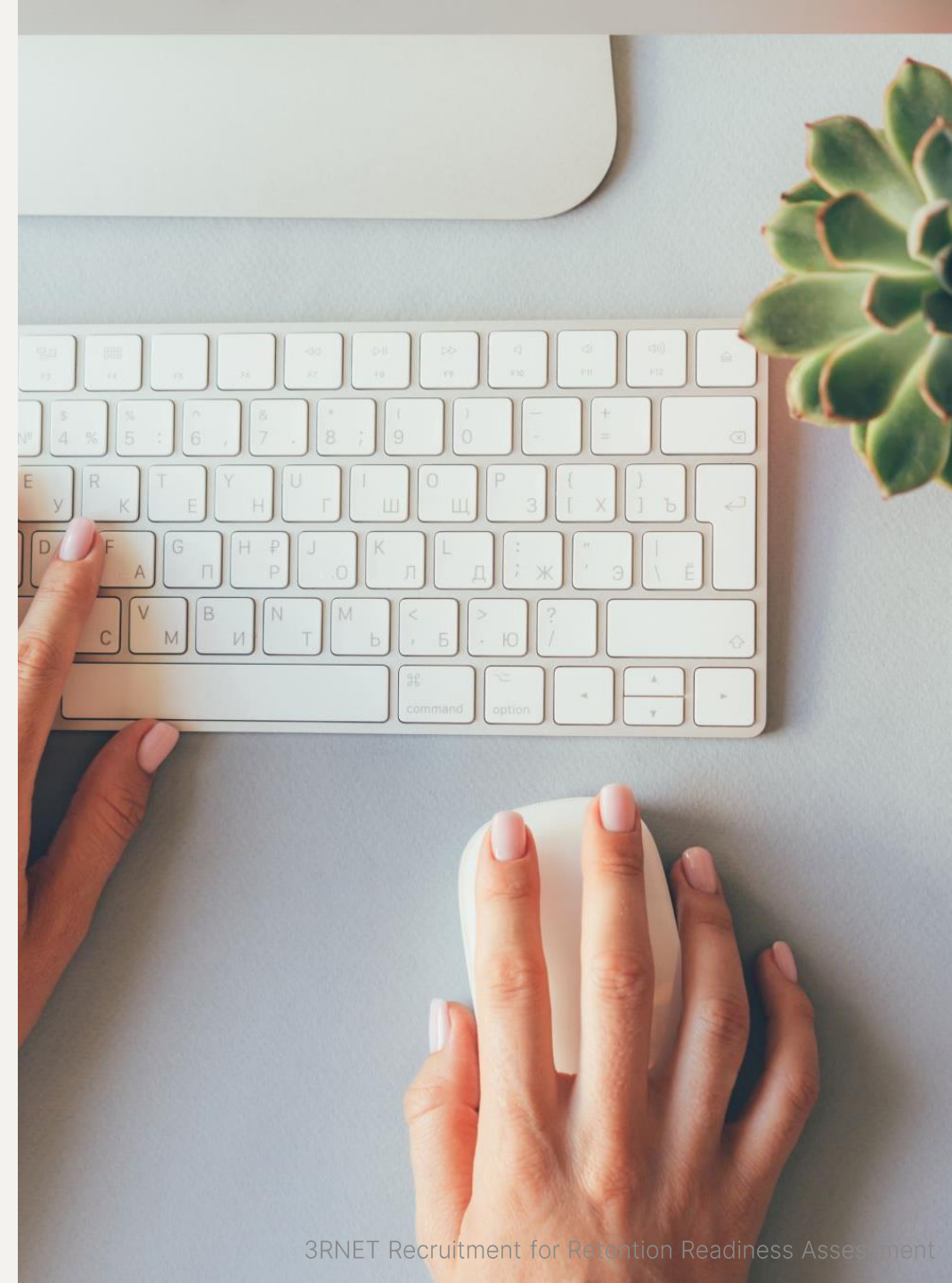
CAREER
LADDERS

SKILLS
TRAINING

LEADERSHIP
DEVELOPMENT

Posting Jobs on 3RNET

- Register as an Employer
 - www.3RNET.org/For-Employers
 - No cost to register, free job posting
 - LA Dept of Health will verify & approve your request
- Start Posting
 - Can post any number of jobs (clinical and non-clinical)
 - Email sent to interested job seekers when your jobs are added
 - Matching candidate referrals sent to you weekly
 - Tech support available to help you navigate the new easy-to-use website!
- Share your success stories & inspire others
 - 3RNET.org/First-Next-Forever
- Have access to all 3RNET's tools and resources



More Health Professional Sources

- Linked In, Twitter interest groups, Facebook ads
- Indeed, ZipRecruiter, SimplyHired, JobList, Glassdoor, CareerBuilder, etc
- Your State job board – LAWorks.com; JobsintheUS.com
- Niche job boards - ihirenursing.com, ihiredental.com, Mentalhealthwork.com, etc
- Professional association job boards/career centers - national and local chapters, student chapters
- Handshake Career fairs – In-state, regional and national training programs
- Training programs (Directory of Accredited Programs)
- Pipeline and pathway programs, HOSA and AHEC program collaboration



RECRUITMENT

NETWORKING

RETENTION

Sample Recommendations – R&R

- Develop your recruitment team and work to define an organized recruitment process with specific responsibilities for team members
- As part of the recruitment plan, continue to develop processes for ongoing retention - focus on strategies to engage employees and help strengthen relationships among staff and managers (team-building and leadership training, stay interviews are key)
- Invest in improving your onboarding process to engage new employees, create buddy/mentor system to improve support and retention
- Explore ways to recognize staff to boost morale, improve culture, reinforce purpose and job satisfaction/fulfillment; develop career ladders, promote professional development
- Conduct annual satisfaction surveys, work to address issues that come up, important to communicate results and actions
- Consider adding brief Bios with provider photos to website – virtual intros, shows commonalities; add team photos throughout the website (depicts culture)



Sample Recommendations – R&R

- Research new potential sourcing/job posting tools - Maximize free job boards for rural & underserved – LRHA, 3RNET, NHSC, NACHC - Refer to 3RNET's Sourcing Guide for tips on developing a sourcing plan and additional sourcing channels to consider
- Review 3RNET's guide to writing successful job postings, utilizing social media, and maximizing free and low-cost marketing tools (3RNET Recruiting for Retention Guide Part 2)
- Engage with state recruitment contacts to ensure you are fully utilizing state and federal incentive programs
- Explore options of incentivizing word of mouth referrals – employee referral bonus/reward program
- Establish and promote training partnerships with local programs to get students/residents introduced to your community through educational/training experiences – focus on retention strategies
- Utilize career ladders and succession planning, give incoming candidates an opportunity to voice new ideas, provide professional development and skill building, develop for future leadership positions



Recommendations for Overcoming Rural Barriers

- Identify community links that depict your rural community in a positive light, communicate the unique selling points your community/region has to offer, promote closeness to neighboring urban communities
- Brainstorm ideas to alleviate long commute barriers for staff – mileage reimbursement or travel stipend, gas card rewards, etc
- Seek creative solutions for housing needs for new providers/staff – temporary housing options, neighboring community housing options, relationships with local realtors, financing opportunities with local banks – Resource: [Rural Housing – Exploring Rural Health Podcast \(ruralhealthinfo.org\)](https://ruralhealthinfo.org/podcasts/rural-housing-exploring-rural-health)
- Follow trends for creative solutions others are implementing to address national childcare shortages and how other local orgs are managing – potential for local collaborative programs
- Research state, regional and national salary surveys to help understand the current market trends; promote your compensation that's competitive for your area – promote strong benefits and incentives and stress your culture (things money can't buy) to counter other opportunities (utilize a total compensation statement to show total value of all benefits, not just salary)



Takeaways

- Candidates gravitate towards culture
 - Mission-driven
 - Work life balance
- Need to differentiate via USPs
 - Why you?
 - Experts – existing staff/community
- Virtual presence is critical
 - First impression of community
 - Overcoming perceptions of isolation
- Your website/SM is a recruitment tool
 - Job postings need to sell
 - Ease of application & call to action
- Storytelling sells your opportunities
 - Photos/videos of real employees
 - Patient & staff testimonials/reviews

Virtual Assessment Action Steps



- ❑ Review your website from a candidate's perspective
 - Both on a computer and phone
 - View jobs and go through application process
- ❑ Google yourself
 - Review first page results
 - What do the reviews say?
- ❑ Identify USPs
 - Find and communicate strengths
 - Invest in challenges
- ❑ Refresh and re-engage with your job postings
 - Create an opening paragraph highlighting your USPs
 - Highlight what's in it for the candidate
- ❑ Take a minute to breathe
 - Your work is vital and appreciated
 - Every community has challenges
 - Culture eats strategy

Snapshot of Some Best Practice Examples

- Website:
 - <https://www.comtrea.org/>
 - <https://www.cmmc.health/>
- Career page:
 - <https://www.comtrea.org/careers/working-at-comtrea>
 - [Coal Country Community Health Center | Career Opportunities \(coalcountryhealth.com\)](https://coalcountryhealth.com/career-opportunities)
- Facebook page:
 - <https://www.facebook.com/baystatehealth/>
- Community video:
 - <https://youtube.com/watch?v=EfUBWpLmgvU>
- Texas Hospital Association
 - <https://www.tha.org/blog/social-media-marketing-for-rural-hospitals/>



Baystate Health
October 8, 2020 ·

Ten years ago Jaines Andrades began working at Baystate Medical Center in Environmental Services. She wanted to work in the healthcare world to learn, observe and be around patient care. Putting herself through nursing school, Jaines worked hard to make her dreams come true - from Environmental Services, to registered nurse, to now a Nurse Practitioner in Trauma Surgery. "Nurses and providers, we get the credit more often. But people in environmental, in phlebotomy, in dietary, all of them have a huge role. I couldn't do my job without them," said Jaines.

Jaines' now viral post is inspiring the community. "I am in awe that my story can inspire people. If I can inspire anyone, that in it of itself made the journey with it," she added.

Congratulations Jaines. We are so proud of all you have achieved!

Watch her interview with WBZ | CBS Boston: <https://cbsloc.al/3iHG8hp>

Learn more about job opportunities at Baystate Health:
baystatehealthjobs.com



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From Custodian To Nurse Practitioner: Mass. Woman Hopes To Inspire Others

Resource Guide




- 3RNET Job Board and Recruiting for Retention Guides – <https://3RNET.org>
- [3RNET Factors to Market Your Rural Community guide](#)
- [3RNET Employer's Guide to Workforce Programs](#)
- 3RNET Recruiting for Retention Academy (6-part webinar series, recordings available)
 - Complimentary access sponsored by Well Ahead and LRHA
 - Register here: <http://academy.3rnet.org/register.html>
 - Use code 'LA3RNET' during checkout to waive \$500 registration fee
- LRHA's Recruitment and Workforce Development Resources - [Louisiana Rural Health Association - Rural Workforce Recruitment Readiness Project \(wildapricot.org\)](#)
- NHSC LRP programs - [NHSC Loan Repayment Program | NHSC \(hrsa.gov\)](#)
 - [NHSC Loan Repayment Programs: One Application, Three Programs | NHSC \(hrsa.gov\)](#)
- HRSA Job Board - [Health Workforce Connector - Home Page \(hrsa.gov\)](#)

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