

PROVIDER RECRUITMENT and RETENTION PLAN

Philosophy

The _____ Clinic will recruit primary care providers dedicated to the provision of quality, comprehensive, cost-effective medical care. The Clinic will maintain and support an on-going Provider Recruitment and Retention Plan that provides:

- A comprehensive recruitment package designed to employ primary care medical providers committed to the mission of community based health centers and dedicated to meeting the health care needs of the _____ Clinic patients.
- A work environment that supports the personal and professional needs of primary care medical providers and their families, thus encouraging long term employment commitments to the Clinic.

Center Requirements

The success of the _____ Clinic Recruitment and Retention Plan requires the Clinic to provide:

- A clear and definitive role of primary care providers as team leaders among the medical support staff in the provision of health care.
- An effective and efficient medical support team that works with primary care providers in meeting the overall health care needs of Clinic patients and special needs populations.
- A work environment that encourages the successful completion of established clinical goals.
- A compensation package that is competitive and rewards providers for productivity, patient satisfaction, outcome goals, and commitment to the community.
- A work environment where administrative/management teams and primary care providers understand the unique organizational and financial structure of community health centers, and work cooperatively in the planning, management, and evaluation of the health center.
- An opportunity for primary care providers to participate in community based health care initiatives, networks, and cooperative agreements and/or develop affiliations with other health care entities for the purpose of continued personal, professional and/or academic growth and development.

Recruitment of Provider Staff

1. Determine Need and Recruitment Strategy

The entire staff of the Clinic will be involved in the process at varying stages. The following steps will be taken to ensure the most desirable outcome:

- 1) Determine the need for recruitment. Involve the provider staff in the process.
- 2) Determine desirable provider attributes and position qualifications.
- 3) Determine the feasibility of desirable recruitment methods.
- 4) Select the method(s) that best suit the Clinic's needs

- 5) Include mailings of the position profile containing a concise description of the practice opportunity:
 - a) Specialty needed
 - b) Practice opportunity location
 - c) Description of the medical opportunity
 - d) Brief summary of the compensation package
- 6) Target graduating residents from Family Practice Resident Programs.
- 7) Target the search area to the six or seven closest states; expand the area as necessary.
- 8) Develop a “sourcing action plan” considering all likely resources:
 - a) Residency programs
 - b) Medical school alumni lists/publications
 - c) Publications – newspapers, journals
 - d) Internet
 - e) State medical scholarship programs
 - f) Directories of State Licensure Boards
 - g) JAMA – Annual Education issue
 - h) National Health Service Corps
 - i) Professional Recruitment Services

2. Development of Candidates

Do not assume that all inquiries about the position are serious. Initial screening activities should include:

- 1) Review candidate’s resume/ CV for qualifications
- 2) Conduct a phone interview to ascertain the level of interest; answer questions about the practice opportunity and explain the recruitment process.
- 3) If the candidate is viable, send a recruitment packet with a sample contract and schedule an in-depth phone interview.
- 4) Include spouse/significant other on the phone interview to determine their expectations and answer any questions about the community (housing, schools, recreation, shopping, cultural opportunities).
- 5) If five or more viable candidates complete this phase, select the top three for further consideration, based upon all available data.

3. Candidate(s) Site Visit

Before the candidate visits the site, certain preparations need to be completed, including the following:

- 1) A pre-visit planning call to determine the objectives of the candidate, spouse, and other family members
- 2) Arrangement of travel, lodging, and a written itinerary for the visit two weeks prior to the visit, including recommendations for proper clothing for weather and events.
- 3) Meeting of the recruitment/reception committee to review the site visit plans, their roles and preparation for the interview and responses to the candidate’s questions regarding the community.
- 4) Allow time to discuss the contract thoroughly before the visit ends.

5) Make every effort to ensure that the visit is pleasant and ends on a positive note.

4. Selecting the Candidate

Selecting the final candidate will include input from the provider staff, Board representatives, Clinic Manager, CEO and other members. Consideration will be based on:

- 1) Candidate who best fits the qualifications and other desired attributes and requirements for the position.
- 2) Candidate who best fits the health clinic practice site and community
- 3) The most mutually financially beneficial relationship for the health center and the provider.
- 4) Overall fit and satisfaction of the candidate and family with the community.

5. Follow-up/Making the Offer

Immediately following the site visit and selection process by the recruitment committee, the following steps will be taken:

- 1) Send a letter to the selected candidate (and spouse) which includes:
 - a) Expression of thanks for visiting the program
 - b) An offer to accept the position with a designated time frame for a reply
- 2) Encourage recruitment committee members to also write letters.
- 3) Send thank you letters to other candidates invited to visit the center.

6. Follow-up/Acceptance of Offer

The following steps will be taken to bring closure to the recruitment process:

- 1) Immediately confirm the following in writing:
 - a) The candidate's acceptance has been received.
 - b) The acceptance is based upon the agreed contract.
 - c) The expected start date.
- 2) Finalize plans to relocate with candidate and spouse
- 3) Keep lines of communication open.

B. Retention

1. Health Center Orientation

A provider will be assigned to each new recruit to:

- 1) Introduce the new provider to clinic staff
- 2) Provide orientation to the health center
- 3) Provide information about responsibilities of medical staff, such as attendance at meetings, chart completion expectations and protocol for scheduling patients.
- 4) Assist with establishing the provider in the patient scheduling system.

2. Community Orientation

The Clinic will work to assist the new provider in becoming acquainted with the community.

3. Open Communication

Do not assume that a new provider will be integrated into the practice situation after the initial few days or weeks. The normal orientation phase takes about six months. During this initial period, it is important that the Medical Director communicates regularly with the new provider regarding the adjustment to the practice and community. Maintaining an open line of communication may prevent misunderstandings and conflicts from arising later.

4. Team Building

Retention depends a great deal on instilling a “team” atmosphere for the new provider. It is important that the new provider become a part of the organization as quickly as possible. This process can be facilitated by a planned approach to involving the new provider in health center functions. The retention strategy will also incorporate teaching the history, traditions, and customs of the clinic and community.

5. Salary and Benefits

These policies and procedures are particularly important for the retention of existing providers, as well as the recruitment of new providers. Compensation packages will be reviewed periodically and provider contracts updated annually to remain competitive in the market place.