#### **An Integrated Approach to Recruitment & Retention**

#### The Kansas Model





#### **Presented by**

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# **Today's Presentation**

- Overview of Rural Health Education & Services
- Strengthening Retention and the Healthcare Workforce Pipeline in Kansas
- Key Collaborations and Partnerships Lead to New Initiatives
- Questions





# Overview



## Mission

Rural Health Education and Services partners with health care providers, rural and underserved employers, and State stakeholders to advance Kansas' health care workforce through recruitment, retention, education, and research to ensure that every Kansan has access to quality health care.



## **Rural Health Education & Services**

#### **Core Services**

- Kansas Bridging Plan
- Kansas Locum Tenens
- Kansas Medical Resource
- Kansas Recruitment and Retention Center

#### **Extension Programs and Services**

- Educational Services
- Medical Mission Partners of Kansas
- Kansas Career Opportunities
- Web and Marketing Services



# Kansas Bridging Plan

- Loan forgiveness program to encourage primary care physicians to practice in rural Kansas
- Program expanded in 2017 to include psychiatrists
- The State of Kansas funds 13 primary care slots and 3 psychiatry slots per year
- Each participating resident physicians receives up to \$10,000 in exchange for a three-year practice commitment
- Community funding match encouraged
- Recipients of the Kansas Medical Student Loan program may fulfill practice obligation concurrently
- Assistance finding a rural practice site is provided to resident physicians



# Kansas Bridging Plan



🔆 Kansas Bridging Plan

315 Kansas Bridging Plan physicians selected practices in 89 communities.

## **Kansas Locum Tenens**

- Temporary coverage for rural primary care physicians
- KUMC faculty and residents provide coverage
- Provides resident physicians an opportunity to earn income while experiencing rural medicine
- Creates recruitment opportunities for rural hospitals and clinics while also supporting retention efforts for current providers



### **Kansas Medical Resource**

- Extended primary care coverage for rural Kansas healthcare employers
- Offers temporary coverage for all physician specialties, nurses and allied health providers
- Helps to fill-the-gap during active recruitment efforts



## Kansas Locum Tenens and Kansas Medical Resource



Kansas Locum Tenens

Kansas Medical Resource

In the last 10 years, over 3,000 days of temporary coverage have been provided

- Created in 2003 in partnership with Kansas' State Office of Primary Care and Rural Health
- Designed to assist Kansas healthcare employers in recruiting and retaining providers
- Partners with hospitals, community and behavioral health centers, private practices, FQHC and safety net clinics to address workforce needs
- KRRC specializes in the recruitment of physicians, dentists, physician assistants, nurse practitioners, nurses, dental hygienists, allied health and behavioral health professionals
- Active 3RNet member



#### **Services for Candidates:**

- Assist candidates in defining their ideal practice opportunity
- Educational sessions on the job search process and benefits of practicing in a rural community
- Assistance with creating a CV/resumé and preparing for an interview
- Match to practice opportunities based on geographical and professional preferences
- Serve as navigators for financial incentive programs such as NHSC, SLRP, KBP, Nurse Corps
- Work with candidates requiring JI Waiver or HI-B Visa
- Provide one-on-one consulting throughout the interview process
- Connect with other professional services partners



#### **Services for Clients:**

- Work on-on-one with healthcare employers to develop an opportunity description and identify key characteristics of an ideal candidate
- Create and implement a marketing plan to recruit candidates
- Source, prescreen and qualify candidates
- Refer candidates
- Advise and consult throughout the interview process
- Promote use of financial incentive programs such as NHSC, SLRP, KBP, Nurse Corps
- Provide retention services
- Employers pay an annual fee of \$2,500 for KRRC services





Kansas Recruitment & Retention CenterKRRC PlacementsKRRC Clients

KRRC has placed 269 healthcare providers in Kansas communities

### **Kansas Career Opportunities**



- Career fair designed to introduce students, residents and other healthcare professionals to rural communities seeking health care providers
- Rural communities exhibit to discuss opportunities in their area



# Web and Marketing Services

- Provides health care organizations with tools to enhance marketing and communications efforts
  - > Website/Intranet design, development, maintenance and training
  - Logo creation
  - Publication design
- Annual workshop



#### **Rural Health Education & Services**



White dots within represent a KRRC Client with Placement

Kansas Recruitment and Retention Center (KRRC)
Physician Placement

Kansas Bridging Plan (KBP) Original Practice Community Kansas Locum Tenens (KLT) & Kansas Medical Resource (KMR) Coverage and Contract Communities 2013-2017 Kansas Career Opportunities (KCO) Exhibitors 2013-2017



#### **Kansas Landscape**



A Smiling Face ©Hongyu Jiang

75% of Kansas counties are a Primary Care Health Profession Shortage Area

Kansas is projected to need an additional 250+ primary care physicians by 2030

Although KU School of Medicine is nationally ranked and recognized for sending resident physicians into rural areas, primary care shortages continue to persist across the state





# **Retention Project**



#### **Observations**

- Retention is a pressing need as we approach the forecasted workforce shortage
- High percentage of employers do not have a formal or usable recruitment and retention plan
- Employers, employees, and students/residents seem to lack an understanding of retention
- Disconnect between students/residents/employees and employers in regard to motivations and expectations

These observations led us to survey a sample of healthcare providers who were in their first year of employment



### Retention

- Systematic efforts by employers to create and foster an environment that encourages current employees to remain employed
- Policies and practices to address employees diverse needs
- Examples of retention activities include:
  - Investing time to build trusted relationships
  - Career development and training
  - Mentoring
  - Pay incentives
  - Flexible schedule
  - Team building
  - Engagement and relationships within the community



# <u>Survey Results</u> Healthcare Providers: first job post-training



#### Survey Responders by Type Physicians and Allied Health Professionals: first job post-training





#### **Survey Results**

Physicians and Allied Health Professionals: first job post-training

#### **Q:** How important is retention to working providers?

- 100% say an employer's retention policy is important
  - 55% say an employer's retention policy is "Very Important."



### **Survey Results**

Physicians and Allied Health Professionals: first job post-training

# Q:What is your employer currently doing to retain you?



#### **Survey Results**

Physicians and Allied Health Professionals: first job post-training

Q: How long do you anticipate that your current position will satisfy your career goals before you are ready for career advancement?



# **Survey Thoughts**

- Providers in their first job post-training didn't perceive that employers were engaging them for the purpose of retention
- Significant number of providers in their first job think they will outgrow their current position in less that one year
- More questions
  - Are retention activities not being communicated appropriately or are there a lack of activities....or both?
  - What are organizations doing to create positive employee engagement that can then be linked to successful recruitment and retention?
  - How can we assess employee engagement at the organizational level while also assisting with building retention initiatives?



# **Two Types of Retention Strategies**

#### **Organizational Retention**

• Creates a work culture

#### **Individual Retention**

• Sustains the relationship

Both start with a good fit.

**Retention begins with recruitment.** 



#### **Retention Project**

- Partnership with the Kansas State Office of Primary Care and Rural Health
- Focus on Kansas hospitals and clinics that employ NHSC and State Loan Repayment providers
- Develop and customize individual surveys for participating organizations to assess employee engagement, workplace culture and retention efforts
- Incorporate focus group feedback from leadership, staff and providers
- Goals:
  - I. Provide organizational leadership with feedback and data
  - 2. Provide technical assistance to enhance efforts
  - 3. Identify opportunities and barriers that effect retention



# **Retention Project Results**

- A clear strength among survey and focus group participants was the dedication of staff to their area of practice and the patient, regardless of the overall positive or negative culture within the organization
- The relationship among co-workers was a leading aspect of retention
- The majority of sites exhibited strong staff-supervisor relationships



# **Retention Project Results**

- Communication was the primary complaint of the majority of participants
- A lack of trust in leadership as well as reduced accessibility of leadership correlated with lower levels of employee engagement
- Major disconnect between what is valued by the staff and what leadership perceives as valuable, particularly around communication and appreciation/recognition initiatives
- 96% of participating sites did not have a retention, recruitment or succession plan
- The lack of acceptance into a community was a common concern expressed during the focus group discussions



## **Retention Project Conclusions**

- Focusing on the aspects that contribute to a positive workplace culture should be a central component in next steps
- Workforce pipeline efforts will not be maximized if the healthcare employer is not given additional support
- To create and sustain a positive workplace culture, on-site education is needed for leadership, front-line supervisors, providers and staff
- The creation and delivery of retention best practices, tips and coaching should be integrated into KRRC services
- Survey and technical assistance work should continue





#### Progress Through Partnerships



# State Office of Primary Care and Rural Health

- Consistently partner to create a stronger pipeline by promoting and utilizing state and federal programs
- Communicate trends and identify barriers, as well as opportunities, to increase access to care through workforce efforts
- Increased opportunity for technical assistance and provision of services to providers and healthcare organizations throughout Kansas
- Currently planning initiatives that focus on workforce and organizational culture building to support positive recruitment and retention efforts



#### Center for Interprofessional Practice, Education and Research

- Educational and clinical components contribute to workforce pipeline and expands student understanding of rural healthcare
- Creates opportunities for educating Kansas healthcare employers and aligning expectations between employers and future providers
- Wide-range of long term benefits including increasing job satisfaction, improving workplace culture, and decreasing burn out rates



### **Behavioral Health**

- KRRC added behavioral health recruitment services in 2018 in response to overwhelming need
- Partnership with the Association for Community Mental Health Centers helped to build relationships with clinics throughout Kansas
- Clear opportunity to better leverage state and federal programs to support strategic workforce development
- Cross-over into primary care, OUD/SUD grants, and interprofessional care models



## **Mission-Minded Recruitment Pipeline**

- Recognizes the motivations of millennial healthcare providers as well as a subset of practicing providers
- Highly successful recruitment and retention model in western Kansas led by Benjamin Anderson, CEO of Kearny County Hospital
- Understanding that a well-lived mission within a healthcare organization can drive workplace culture and positively effect recruitment and retention
- Creation of International Medical Education and Mission Award
- Partnership with Via Christi Family Medicine International Fellowship Program to further pipeline work



## Rural Recruitment Reimagined Conference

September 26, 2019 Hyatt Regency Wichita Wichita, KS

REGISTER TODAY http://bit.ly/RuralReimagined









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