

Recruitment and Retention Handbook

—
A Colorado Provider Recruitment & Retention Tool



Focus Areas

- 1 Build Your Recruitment & Retention Program
- 2 Define Your Health System Culture
- 3 Create Value
- 4 3RNET
- 5 Curate Meaningful Partnerships
- 6 Partnership Models
- 7 Recruit to Retain
- 8 Marketing

Colorado Rural Health Center

The State Office of Rural Health

The Colorado Rural Health Center (CRHC) is Colorado's nonprofit State Office of Rural Health. CRHC works with federal, state and local partners to offer services and resources to rural healthcare providers, facilities and communities. We have a diverse and inclusive statewide constituency serving organizations in every corner of the state.

Our History

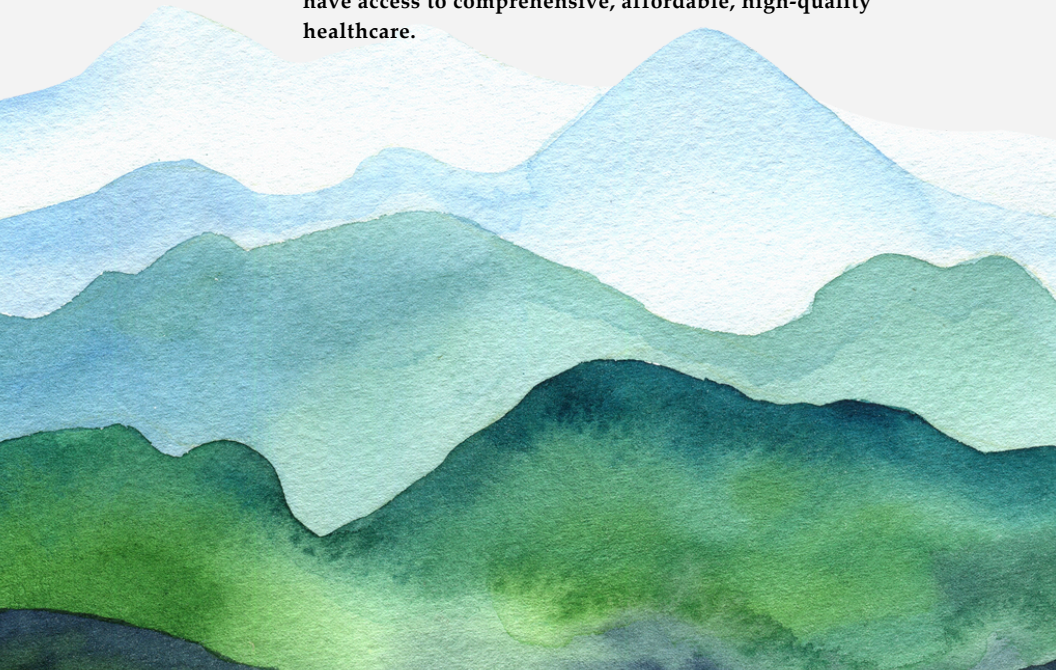
Established in 1991 by members of the Colorado Rural Health Consortium, Colorado Rural Health Center (CRHC) was created with start-up support from the Federal Office of Rural Health Policy and several other public and private organizations around the state. CRHC was developed as a nonprofit organization and is one of only three nonprofit offices of rural health in the country.

Our Mission

Our mission is to enhance healthcare services in the state by providing information, education, linkages, tools, and energy toward addressing rural health issues.

Our Vision

Our vision is to improve healthcare services available in rural communities to ensure that all rural Coloradans have access to comprehensive, affordable, high-quality healthcare.



Build Your Recruitment & Retention Program

In 2022, Colorado Rural Health Center (CRHC), conducted a workforce-based environmental scan from various rural regions of the state to showcase realistic benefits and challenges of rural healthcare practice. The provider and administrative responses collected from the environmental scan serve, in part, as the blueprint for this document.

Those surveyed felt retaining individuals required a dedicated recruitment team separate from other roles and responsibilities. They also felt the recruitment team should include leadership as it would aid in hiring individuals dedicated to the clinics' overall mission and vision.

If you've seen one rural clinic, you have seen one rural clinic.

There is no one-size-fits-all recruitment team as it will rely heavily on your region of the state, services offered, your resources, mission, and vision.

It is important to have the right people involved to get buy-in and present your facility in the best light. Establishing your team early allows for better strategic planning by encouraging discussion and input and makes it feasible to act quickly on a candidate.

“ 61% recruitment team should include leadership ”

Does your recruitment team...?

- Include staff from various disciplines and departments
- Reflect the community you serve
- Have diverse representation and perspectives on recruitment and retention
- Participate in implicit bias/anti-discrimination training
- Express an interest in growing personnel at your clinic



Roles and Responsibilities

Each member of the team should have clear roles and responsibilities that align with their availability, skills & interest with recruitment and retention

✓ CMO

Assist to define the position, advertisement review, participates in final interview

✓ CEO

Defines position, contributes to advertising, screening calls and participates in final interview

✓ RECRUITMENT LEAD

Coordinate with recruiting firm (if applicable), final review of advertisement, social media, screening calls, coordinate interviews, track candidates, develop contracts

✓ SUPPORT STAFF

Provide site tours, participate in informal interviews

✓ ADMIN STAFF

Support recruitment lead, site tours, make community connections

✓ PROVIDER

Provide assistance and support to candidates' partner/family, welcome lunch

✓ COMMUNITY MEMBER

Assist with community connections and buy-in, dinner event at clinic, onboarding family

Recruitment Priorities

After you develop your team and assign all roles and responsibilities, it is important to develop your priorities

Remain Competitive

Identify your surrounding clinics and hospitals recruitment incentives in order to remain competitive or know how you can partner to achieve similar goals

Timelines

Develop timelines for completing the recruitment process

Track

Understand how and what to track during your recruitment

Social Media

Build a robust social media presence, plan engagement and track outcomes

Draft

Draft advertisement test to minimize the length of time to post on various outlets

Job Vacancies

Identify job vacancies to include upcoming departures (retirement, moving out of state, etc.)

Diversify

Work in a plan on how to diversify your recruitment outreach (social media)

Budget

Develop your total recruitment budget

Get Involved

Get involved with mission-driven and diverse career boards led by professional associations

Diversity, Equity & Inclusion

Utilize a DEI commitment statement which differs from your equal opportunity employer statement



Recruitment Budget

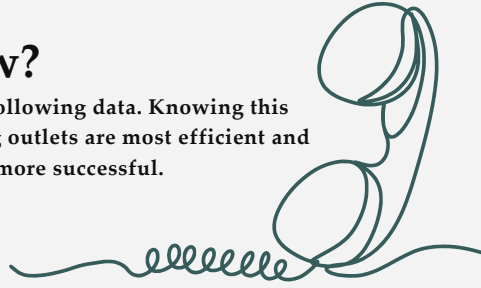
The 3RNET recruitment budget template below can be used to keep your clinic’s budget consistent.

- add or remove lines as necessary
- consider adding your retention costs
- date it and update as appropriate

Recruitment Budget Template		
	Previous Year	Current Year
Promotional/ Publicity Items		
Development of Promotional Items		
Advertising		
Professional Recruitment Assistance		
Person-to-Person Recruiting		
Other:		
Other:		
Other:		
Candidate Screening		
Virtual Software Subscriptions		
Credential Checks		
Background Checks		
On-site Visits		
Other:		
Personnel		
Human Resources Allocation		
Recruiter Allocation		
Interviewers Allocation		
Other:		
Additional Costs		
Employee Referral Programs		
Sign-on Bonus		
Relocation Allowance		
Legal Costs		
Loss of Revenue During Vacancy		
Other:		
Total Recruitment Costs:		

Can You Hear Me Now?

As you attract candidates, keep track of the following data. Knowing this information will showcase which advertising outlets are most efficient and effective, making future efforts quicker and more successful.



✔ Response Times

How quickly did you respond to the candidate?

✔ Missed Connections

How many times did you attempt to connect with the candidate?
Of those times, how many times were successful?

✔ Don't Leave Them Hanging

Did you address all questions timely and thoroughly?

✔ Make it happen

How many days between first contact to scheduling an interview and an on-site visit?

✔ Marco, Polo

How did the candidate find your listing?

✔ Off the market

How many days was the position posted?

After The Initial Interview

- ✔ Record notes for later review
- ✔ Present results to recruitment team
- ✔ As a team, decide if a follow-up interview is appropriate

The initial telephone interview should be scheduled within 5 business days of reviewing their application

Upon Hire Onboarding Checklist

Schedule

Create a new hire schedule to include designated times to meet with key staff

Peer Resource

Designate and introduce a peer resource (fellow employee who does not manage this staff member)

Relocation

Finalize any relocation details and ensure timeline is accurate

Contacts

Identify all points of contact for the new hire (HR, direct supervisor, training)

Meet Family

Dedicate space and time to meet with the providers' family/partner and introduce them to community resources

Personalize

Order badges, business cards, IDs, etc.

Personnel File

Create personnel file (license, CV, additional credentials, etc.)

Resources

Assist with scheduling a meeting with local realtor, school district, childcare, etc.

Temp. Housing

Ensure necessary items (directions, local amenities, keys, toiletries, et.) are available

Tech Request

Submit technology requests (access to necessary platforms and EMR)

Prior to Start Date Onboarding Checklist

Calendar

Add existing meetings to the new hire calendar (all staff morning huddle)

Confirmation

Confirm start date and time, location, and any special instructions to enter the building, attire, parking instructions

Welcome Bag

Create a welcome bag to include clinic branded items

Staff Introductions

Inform all departments and provide a brief introduction of professional background, hobbies, and interests

Work Area

Secure work area, furniture, supplies, phone set-up, name plate, etc.

HR Documents

Confirm receipt of all recruitment and HR documents

Offer Letter

Confirm offer letter with acceptance

Background Check

Confirm background check completed, cleared, and filed

Mandatory Training

Enroll in any mandatory training, new hire orientation

Technology

Network setup, hardware setup, etc.

First Day Onboarding Checklist

- Welcome**
Meet new hire in lobby or designated area
- Work Station**
Guide new hire to workstation, locker, nurses' station (if applicable)
- Welcome Bag**
Deliver welcome bag/packet, name tag, supplies. etc.
- Employee Guidelines**
Discuss breaks, meal policies, and inform new hire of meal options, smoking areas, bathrooms, nursing rooms
- Peer Resource**
Meet with peer resource and review care team members, key staff, departments and how to coordinate across care teams
- Company Culture**
Discuss company culture, DEI Commitment and additional policies
- Tech Review**
Review software, hardware, printers, other tech systems and equipment
- Tour Clinic**
Tour clinic and provide history, mission, vision, values. Discuss patient population.
- Check-ins**
Schedule regular check-ins with peer resources
- Clinic Structure**
Provide clinic structure and contact list
- HR Documents**
HR to complete any additional paperwork and review payroll systems, portals
- Benefits/Services**
Review and start benefit enrollment process
- Confirm Communication**
Confirm email address, email setup and phone setup (voicemail)
- Lunch and Learn**
Provide lunch and create opportunity for peer introductions and conversations

First Week(s) Onboarding Checklist

Check-in

Dedicate time for check-in, ask questions & provide coaching as needed

Peer Resource

Check-in with peer resource and direct supervisor for additional feedback

Training Schedule

Review training schedule progress and make updates as necessary


HR Check-in

HR to check-in with new hire regarding first week progress, questions, concerns, etc.

Three Month Onboarding Checklist

- Assess Progress**
Assess progress and how new hire has integrated into company culture
- Additional Introductions**
Complete any additional introductions
- Learning Opportunities**
Identify and address additional learning needs with feedback from new hire
- Performance Check-in**
Informal performance check-in
- Review Goals**
Review short and long-term goals and ensure they have necessary materials to complete
- Regular Check-ins**
Schedule check-ins based on employee needs.

Six Month Onboarding Checklist

- Performance Review**
Formal performance review
 - Review Goals**
Review status of goals and ensure they have necessary materials
 - Professional Development**
Review and schedule professional development
 - Recognition**
Recognize and informally celebrate successes that occurred during the last six months
 - Answer Questions**
Answer any questions and ensure thorough understanding of role and responsibilities
 - Stay Interview**
Conduct and review stay interview
- 

Employee Personnel File Checklist

W-4

I-9

Offer Letter

job title

job description

start date

starting salary

direct manager

benefits eligibility

any contingencies (drug test, background check)

Employment Contract

general responsibilities

wage/salary

employment type

benefits

non-compete agreement

non-disclosure agreement

Emergency Contact

Signed Employee Handbook/Policies

Direct Deposit Form

Employee Benefit Designations

Any licensure or certifications

Other Considerations

Compliance training, revenue cycle accountability

Coding and billing documentation training

Training on warm handoffs

Onboarding the Provider's Partner & Family

Onboarding is not the same as orientation. Onboarding can easily span over a year as you integrate staff into their role, the clinic, and the community. Onboarding is transactional as you encourage new staff to share the individual value, they bring with them. Work with the provider to develop a plan in order to best respect boundaries and comfort levels.

✔ SHARE

Share relevant information on local services, groups, and attractions. Gather numbers and information on trusted services, and local take-out menus

✔ WELCOME PACKAGE

A small basket of items such as cleaning supplies, self-care basket or local goodies to help settle into their new place.

✔ OFFER TO HELP

Coordinate with staff to help unpack boxes or run local errands (grocery shopping) to help settle in faster.

✔ DINNER PARTY

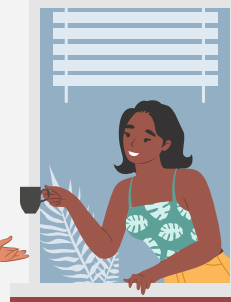
Host a dinner party at a local food joint to allow an opportunity for networking with the whole family

✔ CONTACT

Provide contact information and some background information you may have resources for so they can connect on their own.

✔ RECONNECT

After a month, reconnect to ensure they have located local resources and answer any questions.



Sample Letter of Intent

Dear Dr. Jane Doe,

On behalf of John Doe, M.D., and the administration and medical staff of (organization name), we are please about your interest in serving patients in Rural, Colorado and practicing at (organization name).

Please accept this letter as a description of the compensation and benefit package we discussed during your site visit to our community on X.XX.XXXX. Keep in mind that this is a preliminary letter of agreement. It may not be all-inclusive. We can further discuss details and incorporate them into our final agreement.

Our discussion included the following parameters:

1. A first- year salary of \$XXX,XXX
2. # week's vacation and # days of CME (prorated the first year)
3. Reimbursement for approved CME sources (including travel expenses) up to \$4,000 per year (prorated the first year)
4. Insurance for you and your family, if applicable
5. Disability insurance
6. Life insurance
7. Retirement program participation
8. Malpractice insurance
9. Practice management and marketing assistance
10. Relocation allowance up to \$10,000

In addition, Dr. Doe and Dr. Smith will facilitate the implementation of the call coverage plan as discussed. The plan calls for the following:

- Every second weekend off, occasionally every third weekend off, depending on all physicians' CME and vacation plans
- Converge every fourth or fifth night for your clinic practice
- Sharing emergency department call along with all Rural Hospital active staff, every fourth night

Again, although their may be some details to work through prior to our signing a contract, we want this letter to serve as a formal offer of our position, By your signing and returning this letter, we will assume your acceptance of this position, and we will cease further recruitment efforts and begin formalizing the final letter of agreement. We look forward to your response by XX.XX.XXXX.

Defining your health system culture

Your health system culture is defined as the behaviors, beliefs, policies, and actions that are regularly implemented.

Discussion with current medical students and residents identified that company culture plays a significant role in where they choose to work. They want a place that matches their “why” (they entered this field)

A healthy culture will

- ✓ Establish Trust
- ✓ Transcend Regional Cultures
- ✓ Foster Communication
- ✓ Understand and Honor Differences

WORKING PARENTS

BURNOUT

COVID-19 & DEI

PATIENT-CENTERED

EMPOWERMENT





Onboarding Through an Equity Lens

Equity is defined as the quality of being fair and impartial.



✓ CELEBRATIONS

Conscious accommodations or ethnic celebrations

✓ LANGUAGES

Providing materials in multiple languages

✓ GROUP SUPPORT

Informing employees of resource groups

✓ DEI TRAINING

Implement regular and robust Diversity, Equity, and Inclusion training

Employee Engagement Questions

3RNET has compiled a list of questions which can be used to create an engagement survey. Surveys should include questions about culture, goals, clinic, leadership, engagement and development.

For Employee Engagement Survey's conducted more than once a year, consider using a smaller set of questions which can result in timely feedback

- ✓ I am satisfied with my job
- ✓ I am given the tools to succeed
- ✓ I am satisfied with my workload
- ✓ I am satisfied with the amount of feedback from my supervisor
- ✓ I like to come to work everyday
- ✓ I have a say in my current position
- ✓ I am challenged in my current position
- ✓ Overall, I like the direction that XX company is going towards

For a deeper understanding of your company culture and employee engagement, consider covering topics via feedback/short answer questions

- ✓ I receive feedback that helps improve my performance
- ✓ Employee performance evaluations are fair and appropriate
- ✓ Teamwork is encouraged and practiced in the organization
- ✓ People are held accountable for the quality of work they produce
- ✓ Patient needs are the top priority in this organization
- ✓ I am encouraged to learn from my mistakes
- ✓ I received the training I need to do my job Well
- ✓ The pace of the work in this organization enables me to do a good job
- ✓ I am always treated equitably by my manager
- ✓ I am paid fairly for the work I do
- ✓ I can disagree with my supervisor without fear of getting in trouble
- ✓ My manager listens to what I am saying

Create Value

While compensation and benefit packages are a top priority, there are other ways to create value in what you can offer a candidate



CHILDCARE

On-site childcare or discounted rates for local options



PETS

Subsidized pet insurance plans



SERVICES

Innovative services and equipment that engage and develop the skills of your staff



MENTAL HEALTH

Mental health insurance coverage



FITNESS

On-site gym or fitness equipment/ classes



COLLEGE

Kids College Fund (529 Plan)

3RNET: A Rural Career Platform



3RNET, the national rural recruitment and retention network, is a career platform for all health professional titles interested in serving rural and underserved communities. Each state plus the Department of Veterans Affairs and Indian Health Services (IHS) has a dedicated landing page. The Colorado Rural Health Center oversees the Colorado page, allowing our rural clinics and critical access hospital members to post any and all open positions.

3RNET hosts virtual sessions throughout the year to Colorado based health profession programs to build a strong candidate pool of dedicated individuals interested in rural healthcare.

3RNET hosts an annual academy in which their own experts provide a six-part training on recruitment and retention best practices

3RNET provides numerous other resources including “how to market your community” at no cost to all registered employers.

The 3RNET Formula



OPPORTUNITY

job title, profession, employment or training options, state, city zip code, county, job details, HPSA score, community type, population, employment type, J1-Visa, telehealth, loan repayment



EMPLOYMENT

facility name, parent organization, employer overview, “apply now” link, employer size, work schedule, designation type, social media links, hiring manager contact information, unique selling points



COMMUNITY

community overview, unique selling points



COMPENSATION

salary range, compensation overview, benefits overview, education requirement

Community Details

Job seekers aren't just picking a career. They are picking where they will work and play. Where they will spend most of their time. Find a partner. Maybe raise kids. You need to paint a complete picture.

Lifestyle Considerations

- ✓ Rec. Opportunities
- ✓ Childcare Options
- ✓ School District
- ✓ Access to Shopping
- ✓ Kid Friendly Entertainment
- ✓ Community Events
- ✓ Proximity to Airport
- ✓ Local Attractions
- ✓ Cultural Offerings
- ✓ Weather
- ✓ Restaurants
- ✓ Fitness Centers
- ✓ Casual Social Settings
- ✓ Opportunities for Partner
- ✓ Pet Friendly

Opportunity Details

Tell the job seeker what is exciting about this opportunity.

An indeed survey recently found that 72% of job seekers say it's very important to see language around the company culture in the job post

Don't get hung up on numerical specifications. Split qualifications into must-have and nice-to-have lists. Be realistic with this section and avoid using the term, "required" as it will drive away seekers.

Include other benefits like no cost meals during shifts, local discounts, wellness committee, gym membership, etc. In addition to PTO, insurance benefits and salary.

Avoid cliché adjectives like "Rockstar". You're communicating with highly intelligent and skilled professionals.

Avoid vague description of what you can offer the candidate. Instead of "room to grow", be specific with the professional development opportunities available to them.

Consider expectations around inpatient, OB, emergency/stabilization, mental health, and nursing home care as well as on-call rotations.

Include specific details about salary or salary range.

Example

"You will be a great addition to our team if you are ready to serve as the primary nurse practitioner. This includes the welfare of adults and children as well as the management of chronic conditions and treatment of acute illness. Some minor emergency/stabilization care may be necessary"

Employer Details

Unique Selling Points to Highlight

- ✔ On-the-job Paid Training
- ✔ Moving Allowance
- ✔ Partnerships With Local Clinics
- ✔ State of the Art Equipment
- ✔ Specialty Services
- ✔ Translation or Language Services
- ✔ Patient Satisfaction Scores
- ✔ Competitive Retention Bonuses
- ✔ Competitive Retirement Package
- ✔ Specific Skill Development
- ✔ Professional Development
- ✔ Support Staff Ratio
- ✔ Recreation Opportunities
- ✔ Accessibility to Sub-Specialists
- ✔ Sense of Community

Don't oversell the position! It is more important to set accurate expectations based on real experiences.





Consider completing a STAY survey with your current staff to gauge unique selling points, advantages and challenges your clinic faces and the weight of these factors in terms of recruitment and retention.

Introductions and Titles

- Brief and Compelling**
Your opener will decide in a matter of seconds if a candidate should keep reading or not
- Mixed Media**
Use videos of real employees speaking to why they chose your clinic
- Include “You” and “Your” Statements**
“You’re an innovative family medicine physician who is ready to elevate services in our rural clinic”
- Language**
Avoid being biased or too population centric
Services like Textmetric can identify language barriers
- Utilize Quick Hits**
Avoid lengthy posts while providing necessary Information-
Founded:
of employees:
Population Matrix:

Basic Board of Directors talking points

3RNET recognizes the important asset for any rural and underserved facility your board of directors is in terms of recruitment and retention. Individuals vested in your community where they opt in to sitting on your board, can be some of your best advocates in showing your community strengths.

-  Mission, Vision, and Values
-  Locations, Hours, and Your Facility Designation and what that means
-  Services Provided, Patient Population and Payor Mix
-  Service Area, and Strategic Partners
-  Other Information Which You Find Yourself Sharing with Candidates

Home Town Health

Mission Statement

At Home Town Health (HTH), our mission is to provide improved access to primary care, behavioral healthcare, and oral healthcare services for medically underserved individuals in (location) regardless of their ability to pay

Vision Statement

Our vision is to continue to expand as we identify and out into practice beneficial health care programs for our patients

Location & Hours

Home Town Health
123 ABC
ABC, CO
Tel: 555-555-5555
Hours: Monday-Friday 8AM-8PM

Counties Served

- List
- List
- List

Strategic Partners

- List
- List
- List

Our Services

- Family Practice
- Pediatrics
- OB/ Prenatal Care
- Pain Management
- Dental Services
- Behavioral Health
- Health Education
- Adult/ School Physicals
- Prescription Assistance

Who We Serve

We services over 10,000 patients. In the past 12 months we have seen over 35,000 encounters.

- 25,000 Medical
- 11,000 Dental
- 2,000 Behavioral Health

2021 Payor Mix

- 33% Medicaid
- 32% Self-pay
- 21% Commercial Insurance
- 14% Medicare



We Asked, They Answered

In a 2023-24 environmental scan conducted by CRHC, of current NP, PA and MD/DO students and residents had the following to say regarding recruitment:

✓ INITIAL CONTACT

Students and residents indicated they preferred email for their initial contact

✓ FIRST INTERVIEW

When given the choice between virtual, in-person and in-person with a clinic tour, those surveyed preferred a virtual first interview

✓ SECOND INTERVIEW

In terms of a second interview, the preference was for an in-person interview with a clinic tour

✓ TOP BENEFITS

- Loan repayment
- Professional Development

Best Practices From Around the State

✓ REAL ESTATE

Engage a local real estate agent during the second interview for candidates looking to relocate

✓ SHARE

If a candidate declines an offer, ask them to share their reasons

✓ DIRECT APPEAL

Avoid cookie-cutter language by using direct appeal with information gathered during the screening process or initial contact

✓ KNOW WHEN TO WALK

Always reconsider renegotiation but don't pressure your candidates and know when to walk away

Virtual Interview

✔ BE PREPARED

Know the job description, candidate's resume and specific questions to ask. Adjust interview times for different time zones. Share information on how to access videoconference technology.

✔ SET EXPECTATIONS

Give candidates advance notice that interviews will be conducted virtually. Give guidance about the experience and what is expected from the interview

✔ CHECK YOUR TECH

Double-check that technology is working including audio/microphone and camera.

✔ RELAY STEPS FOR TECH

Have contact information available before hand and additional steps to take in case your virtual interview has technical issues

Help Prepare Your Candidate

✔ TEST YOUR TECH

Ask your candidate to test their technology prior to the interview

✔ MINIMIZE DISTRACTIONS

Have your candidate determine where they can take the interview with minimal distractions. Have them silence their cellphone and close windows to minimize outside noises

✔ SIT DOWN PREPARED

Have the candidate print their resume to reference as needed and come prepared with questions. Remind them to dress the part and monitor body language.

✔ PRACTICE

Remind your candidate to be genuine in their responses and not robotic. Keep answers clear and concise.

Sample Interview Questions

- Give examples of work teams that you have served on and describe your role on those teams.
- How would your patients or colleagues describe you?
- What frustrates you most when dealing with patients and family?
 - when working with nursing staff?
 - when working with other medical staff?
 - when dealing with hospital administration or boards?
- Describe how you handle pressure situations in terms of carrying out your responsibilities and interacting with patients, colleagues, and staff?
- Describe a situation where you dealt with a dissatisfied or angry patient and/or family member of a patient and how you handled that situation?
- Describe a mistake you made in dealing with people. How would you do it differently?
- Tell me about a time when you stuck to a company policy even when it wasn't easy
- What aspects of your work do you consider most crucial?
- What did your previous employer/supervisor do that made a good impression on you?
- What does a workday where you feel satisfied look like for you?
- How do you like to receive praise or recognition?
- Tell me about a time you were proud of a work accomplishment

High School Engagement

Engagement with high school students has shown to be impactful for growing the healthcare field. Consider having residents, interns, or established providers host an interactive and educational session with the local schools.

Thirty-one students from the Four Corners region participated in the event at Fort Lewis College in June. 10th, 11th, and 12th grade students from any of the eight Colorado counties: Archuleta, Dolores, Hinsdale, La Plata, Montezuma, Ouray, San Juan & San Miguel, and the Four Corners Region are invited to apply for the summer SWCAHEC Health Careers Institute.

The SWCAHEC Health Careers Institute is a FREE opportunity to learn about exciting career prospects in healthcare, to set goals for your potential career in this field, and to create a plan for the necessary education and experiences to achieve those goals.

Health Careers Institute Final Report.

The H.O.P.E. Institute is a week-long free camp held during the month of July, At the University of Colorado – Colorado Springs (UCCS) and the University of Colorado Anschutz Medical Campus (CU Anschutz) in Aurora.

Students invited to this camp will receive a variety of experiences, helping them take their first steps in discovering a career in the health professional's industry. This includes but is not limited to:

- The Anatomy in Clay® learning system.
- Hands-on workshops involving suturing kits, personal statement building, virtual reality brain modeling.
- Healthcare simulations with live actors, SimMan® 3G and Gaumard Manikins.
- Anatomy lab experience.
- Laboratory experiences with the CU Anschutz School of Pharmacology, Human Anatomy lab involving preserved human organs, and Cytology.
- Presentations from UCCS and CU Anschutz faculty, staff, and students on their professions, their healthcare career journeys, and what it takes to get there. And more!

High School Engagement

COAHEC Anatomy and Discourse on Arts, Values, Ethics, and Respect in Science (C.A.D.A.V.E.R.S.)

CADAVERS is a Colorado Area Health Education Center (COAHEC) outreach program that provides opportunities for high school students to experience anatomy in a medical university setting with lecture and gross anatomy labs with a focus on reaching underrepresented and underprivileged students from all Colorado regions interested in health sciences and healthcare education.

This four-hour program at the University of Colorado Anschutz Medical Campus (CU AMC) in Aurora, Colorado will offer students the opportunity to:

- Discover the connections between medicine, history, and the arts,
- Study the human entity from a cell to organ to system to body (HS-S.2-GLE1),
- Be exposed to the ethical and respectful use of a human body in learning and education,
- Use state of the art anatomical structures and technology available at CU AMC,
- Explore the human body from a microscopic to a macroscopic level, and (HS-S.2-GLE2),
- Understand the ethics behind anatomical education.





Operation Orange is a program administered through Oklahoma State University where students grade 9-12 can spend the day in the life of a medical student.

During this free one-day camp, students interested in the healthcare field can:

- meet current Osteopathic Medicine students
- tour the health science center
- participate in hands-on demonstrations
- study human anatomy with a heart, lungs, and brain
- perform intubations by using a simulator
- learn more about career opportunities in the healthcare field



- OSU Center for Health Sciences, partners with area elementary schools to influence the next generation of physicians and scientists by engaging in STEM experiences.
- For middle School and Junior High Outreach, OSU Center for Health Services, through targeted exposure interacts with prospective students through service-oriented programs. Medical and other health progression graduate students meet with students' parents and educators to provide information and to inspire the next generation of providers.
- Pre-Health Round Up allows students to explore the various careers in health care. This one-day event is filled with workshops geared toward career areas and academic preparation assistance.
- Dr. Pete's Immersion Camp is a robust interactive experience allowing a select number of high school students to develop a real understanding of solving the critical physician shortage. For three days, students will learn on campus and work alongside medical students.
- The Blue Coat to White Coat Program recognizes the need for physicians in rural and underserved parts of the state. They also recognized that physicians that grew up in rural communities were more likely to return to their hometowns or place like them to practice medicine. This program identifies talented students interested in a career as a physician and in partnership with the Future Farmers of America (FFA) encourages their members to consider a career in medicine.
- Additional workshops include pre-admission workshops, A Day in the Life of an OSU Student, Tribal Health Internship, Native Explorers STEM as well as other programs directed at the specific needs of American Indian students.

Recruit to Retain Succession Planning Tool

Succession planning provides a way to identify key roles, key skills for those roles, people with the right skills to possibly fill those roles, keeps business moving, and helps to reduce recruitment efforts/costs.

Succession planning is a process that ensures that your clinic is prepared for the future. When a key employee leaves, you can already have someone in mind to fill their position. The 3RNET tool below serves as a way to identify your strongest performers.

Step 1

General Info

Vacancy of Key/ Pivotal Position

Today's Date:

Key/ Pivotal Position Title:

Location/Department:

Current Person in Position:

Person Completing Form:

Specialized Knowledge and Skills Required:

How Will Vacancy of This Position Affect Our Organization:

Critical Institutional Knowledge That Would Be Lost:

Does a procedure/operational guide exist for this position? If not, please note plans to create and complete one.

Top Assessed Succession Planning Candidate

Short-Term Backup:

Long-Term Internal:

Estimated length of time for someone to become fully functional in this role:

Step 2

Leadership Potential

Performance-Potential Assessment

Employee Name:

Current Position:

Completed By:

Today's Date:

Defining Leadership Performance

1. Is self-motivated and results-focused with a solid history of high job performance and goal achievement
2. Respectfully challenges the status quo, displaying creativity, innovation and progressive thinking; is open and easily adapts to new processes, perspectives and changes in business processes and practices, even when generated by others
3. Is effective in resolving interpersonal conflict; displays an ability to stay focused on the situation and negotiable effective solutions
4. Displays excellent verbal and written communication skills by delivering clear, concise, and convincing messages
5. High standard of personal conduct: honest, trustworthy, accountable for their actions, and delivers on their promises
6. Builds strong, positive relationships that create success for themselves and those around them; effective at mobilizing resources to respond to problems and opportunities as they arise
7. Has a positive attitude, in inspiring and inclusive; collaborates and communicates respectfully and exemplifies a selfless, team approach in accomplishing our mission
8. Thinks strategically- understands and pursues opportunities that fit with broader strategy; applies good judgement in problem analysis and critical thinking
9. Eager to learn and grow, actively seeks personal development opportunities and excels at rapidly developing new skills necessary to successful job performance
10. Actively solicits feedback, responds openly without defensiveness, and learns from feedback and alters behavior

Y	N

Score breakdown (number of "Yes" responses):

Low (0-3) Medium (4-7) High (8-10)

Step 3

Individualized Development Plan (IDP)

Position:

Employee Name:

Employee's Current Job Title:

Employee's Current Manager:

Today's Date:

Critical Behavior/ Goal

- What is required for this position? What do they need to learn?

Contribution to Organization

- How does this help the department meet its needs?

Developmental Activities/ Action Steps


- What steps will they take to achieve this?

Step 3

Individualized Development Plan (IDP)

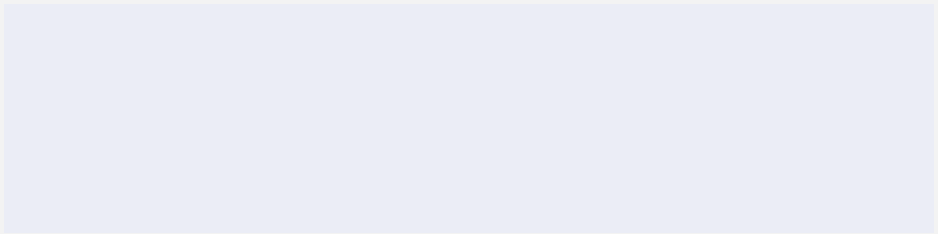
Manager's Role

- What resources are needed, potential costs, time needed, who will assist?



Measurements

- What will the measurement of success be?



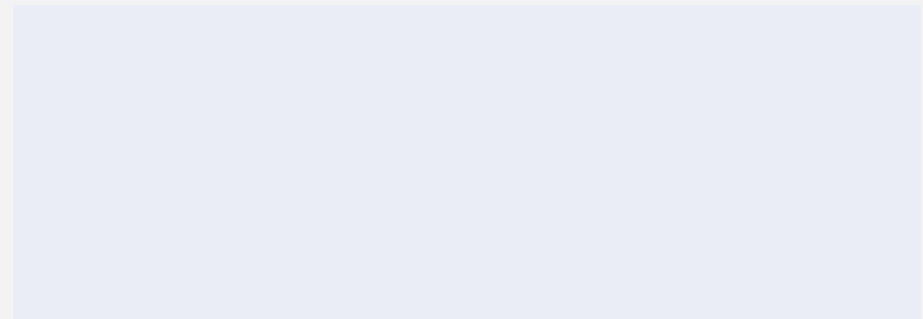
Target Date/ Milestones for Completion

- What is the target completion date?



Results

- How have they succeeded? Is this completed? Will this be on-going?



Free or Low Cost Marketing Tools

Writing for the Web

- Your website is the first impression for your candidate pool. Make sure all aspects are working and up-to-date
- Keep writing for the web casual, conversational and enthusiastic
- Think: short lines of text or bullet point
- Include a variety of content: videos, photos, and links

Websites as a Recruitment Tool

- Highlight your providers and health professionals
- Don't let this tool become a barrier
- Ensure the application process is clear and straight forward
- Ensure web design is formatted to display correctly on phones and other devices

Web Tools

Need some help with web writing? Here are some tools 3RENT recommends

Writing Editors

- Hemmingway Editor - <http://www.hemingwayapp.com/>
- Grammarly (google chrome add on) - <https://www.grammarly.com/>
- Readability Score - <https://readable.com/>

Show Web 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

Create a Form

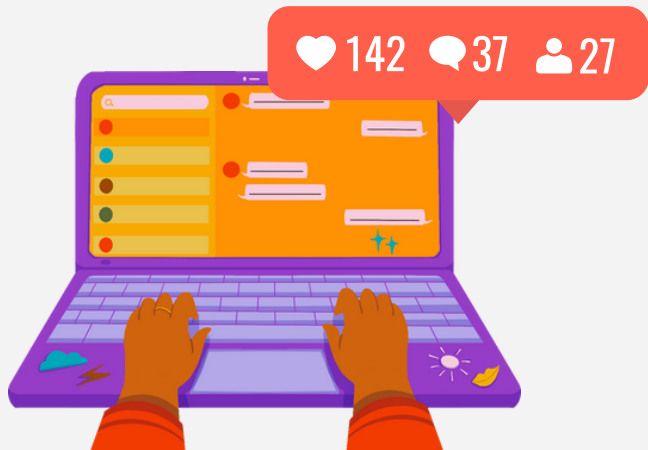
A simple intake form can be an excellent tool if you'd like to simplify your application process before asking for a full-length application, or if your application is buried on your website.

- Jot Form - <https://www.jotform.com/>



Social Media & Website Design

- Maintaining a social media presence is important. Facebook, X (Twitter), and LinkedIn all some of the first places a job seeker will look to gain a better idea of what you have to offer. Posts with images get substantially more engagement than links and text so keeping your visuals looking their best is critical to an effective social media strategy.
- Use your organization's logo as your profile image. You can get creative and design a variation of your logo specific to social media accounts, as long as your audience can still immediately recognize the brand.
- Pick images that are a) consistent and b) consistent with your organization. Consider:
 - If your brand was a job seeker, what kind of things would they like to do and see?
- Provide value with free information
 - Infographics are a great way to do this in a clinical setting. They provide lots of relevant and interesting information in an easy-to-understand graphic.
- Create templates so you have consistency across and within your social media pages and so have images ready to go when you need them.
- Monitor analytics and social media pages to determine what graphics get the most traction and interaction
- Every graphic posted to social media, or your website should have a link back to your website



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