



Staff Recruitment and Retention for Rural Hospitals

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- Know your number. Why a “9” candidate will not consider a “5” hospital
- Unintentional Roadblocks to Recruiting
- 9 Conversation Points | Recruitment and HR Resources
- Triple 7 Recruitment
- Almost *free* solutions to solve Rural Healthcare Recruitment
- Homework

UNEXPECTED
KINDNESS IS THE
MOST POWERFUL,
LEAST COSTLY, AND
MOST UNDERRATED
AGENT OF HUMAN
CHANGE

BOB KERREY

DoingGoodTogether.org

The only way we solve recruitment challenges for Rural Hospitals is by being
First,
Leveraging Technology,
and
Being Consistently, Generously, and
Authentically Kind.

Why does a 9 not date a 5? What's your hospital's number?

A rating scale of 1 to 10 is a common method used to evaluate opportunities.

The scale ranges from 1 to 10, with 1 being the lowest and 10 being the highest possible score. Each number on the scale represents a level of quality, value, or desirability, with higher numbers indicating greater potential or opportunity.

When evaluating opportunities using a 1 to 10 rating scale, individuals or organizations may consider a range of factors, including financial potential, market demand, competition, risk, and personal preferences or values.

For example, when evaluating a business opportunity, an investor might rate the opportunity based on factors such as the potential return on investment, the level of market demand for the product or service, the strength of the competition, the experience and capabilities of the management team, and the overall risk level of the investment.

Alternatively, when evaluating a job opportunity, a job seeker might rate the opportunity based on factors such as the salary and benefits package, the level of job security, the potential for career growth and advancement, the company culture and values, and the overall fit with their personal goals and aspirations.

If your hospital is a 5 (based on campus, location, housing, compensation, wearing too many hats, etc.), look for a candidate who is a 5, maybe a 6, but not a 7.



What are your primary barriers to finding a new job?

You can see how people vote. [Learn more](#)

Good location with housing

21%

Higher compensation

26%

Organizational culture

14%

Timely interview process

38%



Get out of your own way.

Ten unintentional roadblocks when rural hospitals recruit

1. The quality of the interview will not surpass the state of mind of the hiring manager
2. Purple Unicorns and the desire for over-qualified candidates for under-qualified opportunities
3. We can't train (*but we can spend 100k on travelers this quarter*)
4. We can't offer more money, relocation, housing, etc.....
5. Finding housing is the responsibility of the candidate. And there is no housing.
6. Not the right fit....And, not the right fit.
7. Hiring managers who don't have time to interview
8. An unwillingness to become a GREAT interviewer. *It's an art*
9. Feedback is not in real-time, with no deadline or timeframe to make a decision.
10. A rigid, antiquated, non-collaborative interview process doesn't bend and adjust to the market- Typically includes a lack of leveraging technology and limited community participation.

9 Conversation Points | Recruitment and HR Resources

1. Does HR have a Recruitment Dashboard to chart all open positions, status, and next steps? Is this visible and utilized by leadership and hiring managers?
2. Does the HR / Recruitment department have the resources, time, and direction to logistically recruit for open positions and fill them within 100 days? This is the tipping point to outsourcing before the 100 days expiration date.
3. A candidate applies Friday at 4 pm. When are they being contacted? Practice Triple 7 Recruitment.
4. How long does it take to get an interview with a hiring manager? Answer. One business day.
5. Are candidates getting feedback in 24 hours post-interview? If not, you are creating 3x of the work for your recruitment team.
6. Do candidates know the interview process when applying?
7. How long does it take to hire a candidate from application to offer or declination? Talk to your 3 most recent hires. What worked and what could be polished in the interview process?
8. Are Offer Letters hitting the mark or leaving too much to the imagination? More is more when it comes to offer letters. Don't skimp on the details. An offer letter affects every aspect of a candidate's life.
9. Are Relocation Packages reasonable or placing a financial burden on the candidate? Create housing and relocation packages that are tailored, fair, and financially achievable for a candidate in the current economy.

TRIPLE 7 RECRUITMENT.

7 days a week. 7 am -7 pm. Be first or lose the candidate—the almost free solution to clinical recruitment.

Recruitment operates 7 days a week, 7 am – 7 pm. Never make a candidate wait more than 24 hours for a response. They will move on to another opportunity.

All candidate inquiries should be answered 7 days a week between 7 am and 7 pm.

How?

Designate on a rotating basis who is taking “Recruitment Call” on the weekends on holidays. Never miss an opportunity to connect with a candidate outside of business hours.

Recruitment is a customer service business. Do not make your candidate wait. *Ever.*



Implementing Triple 7 Recruitment.

1. Commit to the call schedule
2. Determine your organization's best practice - How soon should a candidate be contacted post-application?
3. Create a clear process - Call, text, email?
4. How does the process differ based on the time of day
5. Document the process - ATS or google drive on your phone?
6. How is the baton passed between team members?
7. Is IT working in tandem with Triple 7 team members?



Almost *free* solutions to solve Rural Healthcare Recruitment

1. Implement online scheduling for clinical and provider candidates. Any credentialed clinical candidate should be able to schedule a meeting with the recruitment team INSTANTLY. Why make them wait?
2. Improve the hospital website. Polish the apple
3. Get candid about housing and create a concierge approach to helping candidates find housing options
4. Online application improvements- Mobile friendly and less than 5 minutes to apply
5. Triple 7 Recruitment
6. Same-day post-interview feedback. Stop ending a meeting to schedule a meeting to make a decision
7. Using your ATS or a Google doc, create a Recruitment Dashboard so all hiring managers and leadership have a 24.7 view of all open positions, upcoming interviews, status, etc. Building accountability requires transparent communication of the challenges and the goals.
8. Improve your Offer Letter format. This is the one occasion when MORE information is needed. Do not skimp on the details, including payroll dates, first full paycheck, how relocation is reimbursed, cost of benefits per pay period, etc. And always allow for a digital signature.
9. Ask local business leaders, grocery stores, churches, the local school district, etc. to update their website (and keep it updated)
10. Create a LinkedIn culture- Every leader should have a fresh, engaging profile with 500+ connections. Want a Top Tier candidate? Be Top Tier Leader. Qualified candidates will look at the LinkedIn profiles of a prospective employers.
11. Hospital social media should project a Lifelong Learning culture....Get beyond the endless "pizza party" social media posts and accolades.
12. The hospital CEO and Board of Directors should have an influential and innovative external focus in the community to create tourism opportunities and building blocks of a strong community (childcare, housing, social events, etc.)

Homework

1. Create a Recruitment Dashboard
2. Connect with IT and Marketing, what online processes and or website functions can be polished to engage prospective candidates
3. Outsource before the drop-date
4. Implement Triple 7 Recruitment
5. Build a brand of kindness





#21 - Modern Healthcare. Largest Executive Search Firms Ranked by total U.S. placements of senior-level healthcare executives in 2022

Providing recruitment, executive search, and consulting services to healthcare organizations in Rural America since 2006.

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