



3 R N E T

Recruiting for Retention: Marketing Your Healthcare Opportunity to Candidates

Mandi Gingras

3RNET Director of Education



Education from 3RNET, the nation's most trusted resource for health professionals seeking careers in rural and underserved communities, sponsored by the Michigan Center for Rural Health



3RNET Recruiting *for* Retention Tools & Resources

Job Board

Connecting mission-minded health professionals with some of the most unique and rewarding jobs located in the most diverse places across the United States. Places where their services are most needed to care for the underrepresented and disadvantaged populations.

www.3RNET.org

Education

Delivering years of rural recruitment and retention expertise through easy-to-use resources.

Available on the 3RNET Employer Dashboard:

dashboard.3RNET.org

Free employer registration to access the Dashboard: [3RNET > For Employers > Employer Registration Form](#)

People & Tools

3RNET Network Coordinators & 3RNET Plus Tools provide additional support to rural recruitment & retention efforts.

Find Network Coordinators:

www.3RNET.org/locations

3RNET Plus Tools can simplify your recruitment efforts:

www.3RNET.org/PlusTools

Focus on unique needs of rural and underserved communities



Michigan

View available jobs in our interactive map below

SEARCH

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Michigan 3RNET Network Coordinator

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paige.recker@affiliate.msu.edu

"You can find a bit of everything in Michigan: vast rural areas with pristine coastline, water and relaxation and urban areas with sports, entertainment and non-stop activity. The summers are hot, and the winters are cold with snow. Everyone in Michigan lives for the summer and spending it on the water at a lake!"



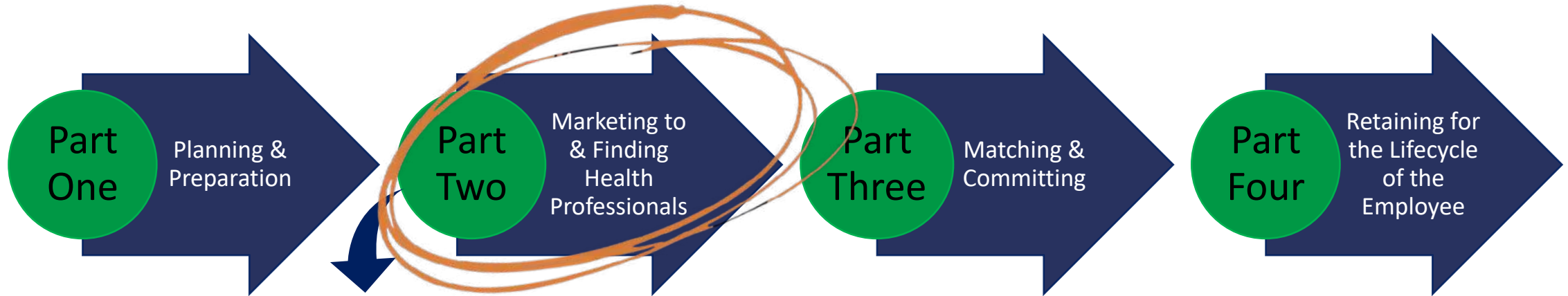
*Login or
Register here
to post your
Rural jobs*

[Health Care Jobs
in Michigan –
Fast, Free Job
Search | 3RNET](#)



SCAN ME

Recruiting for Retention Four Part Process



[3RNET Recruiting for Retention Guide Part Two: Marketing to & Finding Health Professionals](#)



SCAN ME




Recruiting for Retention

Part Two: Marketing to & Finding Candidates


Powered by the National Rural Recruitment and Retention Network

3RNET.org | 1-800-787-2512 | info@3RNET.org



Unique Jobs in Unique Places

- Some of the most unique & beautiful places across Michigan
- What are your unique selling points?
- Who will thrive in your area?
- Engagement is key - Use real stories to demonstrate your value



Identify your strengths and challenges

Communicate your strengths in your marketing and invest in your
challenges

3RNET Resource Guides

Identify & Communicate Your Unique Strengths, Invest in Your Challenges



SCAN ME

What Makes Your Organization Unique?

Use Candidate Motivations to Strategically Recruit



SCAN ME



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](#)

The background of the slide is a collage of various isometric icons representing different types of buildings and infrastructure. These include houses, schools, hospitals, factories, and public buildings, each placed on a circular base of a different color. A large, light gray rectangular box with a torn bottom edge is positioned in the center-left, containing the title and a list of resources. A blue arrow points from the right side of this box towards the right edge of the slide.

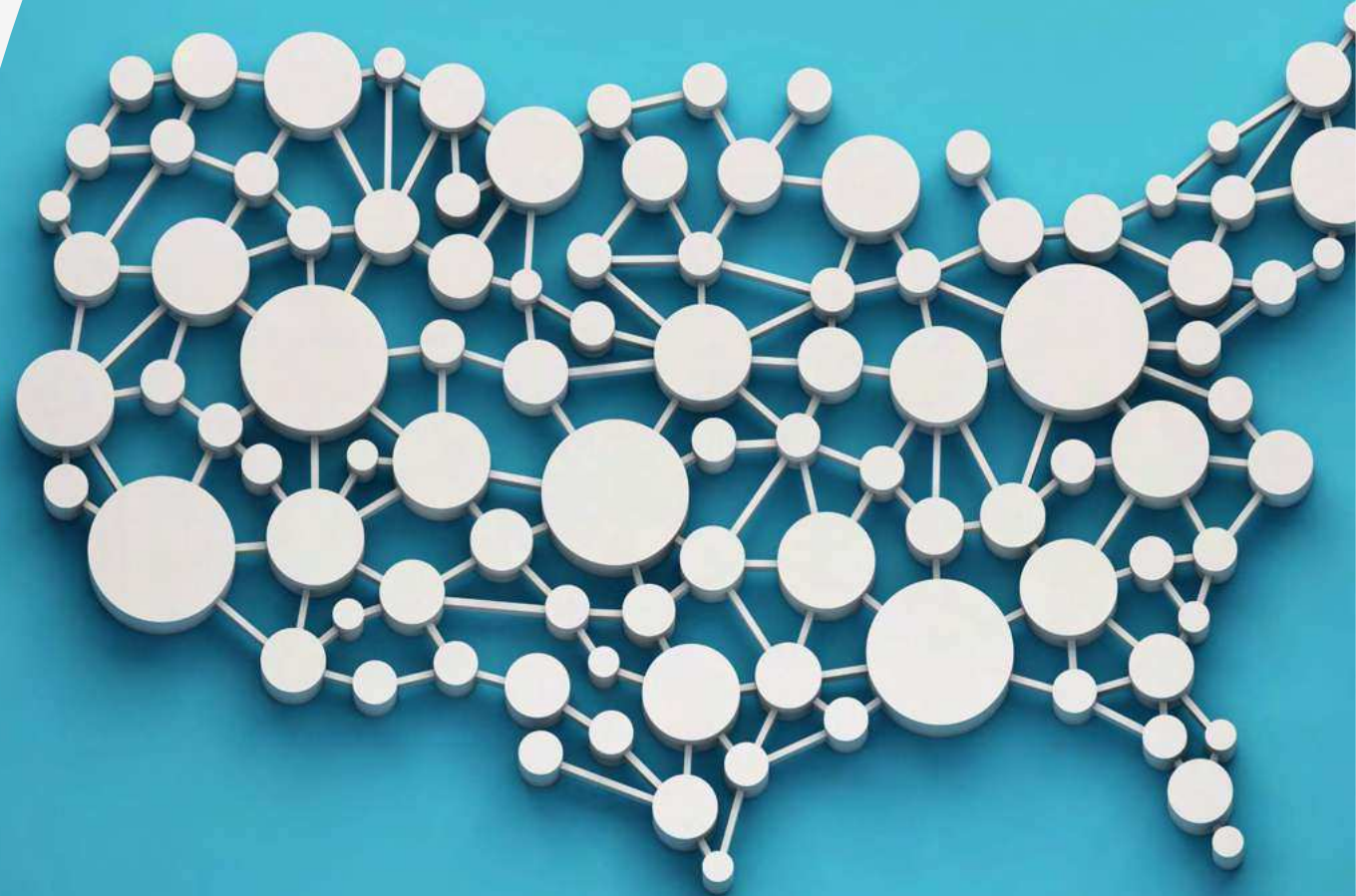
More Rural and Urban Underserved Resources

- [Challenges Facing Rural Communities \(ncsl.org\)](https://ncsl.org)
- [AHA Workforce Solutions: Recruitment and Retention Strategies in the Wake of the COVID-19 Pandemic](#)
- [Rural Health Information Hub \(RHIfhub\)](#)
- [Resource Guides | Rural Development \(usda.gov\)](https://usda.gov)



National Observations

- Compelling job advertisements, NOT list of duties and responsibilities
- Marketing the opportunity, unique selling points, value propositions
- Candidate-focused messaging
- Depicting the culture
- Leveraging social media
- Links: websites, videos, testimonial videos from current staff
- Photos: Your people, facilities, surroundings
- Utilize maps and highlight community attractions
- Mobile friendly across devices
- Responsive and timely communication





Candidate Motivations

- Compensation
- Scope of Practice/Practice structure
- Loan Repayment
- Practice Support
- Family Satisfaction
- Positive Culture
- Quality of Life

A dense collage of numerous colorful sticky notes (yellow, pink, blue, green, purple, white) with various handwritten messages, drawings, and reminders. The notes are scattered across the page, overlapping each other. Some notable notes include: "What's NEXT?", "WORK SMART!", "Marketing meeting 9am", "Goal!", "BE HAPPY!", "TAX", "IMAGINE!!!!", "HEY!", "NEW IDEA", "INTERNS STUDENTS", "VDO CONFERENCE W/ ROB!", "FOCUS ON", "FITNESS TRAINER 072-XXXXX", "NEW INTERNS", "NEW PLAN!", "POSITIVITY", "DAILY REPORT! - Before 10 AM!! - Double check!", "What's NEXT?", "Life is short CHOOSE HAPPINESS", "LOADING 70%", "Strong", "DON'T BE LATE!", "REVENUE at 1", "NEXT TRIP ???", "DEADLINE TODAY", "LOVE WHAT YOU DO!", "POSITIVE THINKING ~", "FOLLOW UP", "Table", "MEETING AT 11 AM", "TODAY IS YOUR DAY!", "FIGHT!", "cheer UP!", "8.30 11:00", "PASSION NEVER FAILS! Focus on concepts!", "DON'T forget to update system with design team", "DO FOR TO YOU", "E-MAILS", "DINNER WITH E TONIGHT", "BEER WINE...", "ST", "few!", "good job! idg → social media", "Graphic Meeting @ 1 PM", "NEW Concept", "BOOM!", "CLOUD", "HEART", "WORK MORE TALK LESS", "WORK SMART!!", "TODAY IS YOUR DAY!", "MEETING AT 11 AM", "DONT FORGET TO PAY TAX ***", "healing", "Table", "FOLLOW UP", "NEW IDEA", "INTERNS STUDENTS", "VDO CONFERENCE W/ ROB!", "FOCUS ON", "FITNESS TRAINER 072-XXXXX", "NEW INTERNS", "NEW PLAN!", "POSITIVITY", "DAILY REPORT! - Before 10 AM!! - Double check!", "What's NEXT?", "Life is short CHOOSE HAPPINESS", "LOADING 70%", "Strong", "DON'T BE LATE!", "REVENUE at 1", "NEXT TRIP ???", "DEADLINE TODAY", "LOVE WHAT YOU DO!", "POSITIVE THINKING ~", "FOLLOW UP", "Table", "MEETING AT 11 AM", "TODAY IS YOUR DAY!", "FIGHT!", "cheer UP!", "8.30 11:00", "PASSION NEVER FAILS! Focus on concepts!", "DON'T forget to update system with design team", "DO FOR TO YOU", "E-MAILS", "DINNER WITH E TONIGHT", "BEER WINE...", "ST", "few!". There are also several drawings: a cloud, a heart, a smiley face, a person, a calendar, a bar chart, and a loading bar.

- More meaning in their work, fulfillment, passion-driven
- Quality of life - Better work/life balance
- Positive working culture – zero tolerance for toxic environments
- Good relationships with their managers/leadership and coworkers
- Flexibility and autonomy in the workplace
- Professional development and career advancement opportunities
- DEI initiatives, inclusion and sense of belonging is important
- Fair and equal pay
- Recognition and appreciation for their efforts

Generations in the Workplace

Boomers 1946-1964 (age 59-77) _____ 71 million

WANT:

- Flexible hours
- Stability
- Healthcare

TACTICS:

- Digital – 50% over 65 use FB & Instagram
- Traditional
- Get to the Point

Gen X 1965-1980 (age 43-58) _____ 65 million

WANT:

- Growth
- Work/Life Balance
- Stability

TACTICS:

- Digital Savvy - Facebook & Instagram
- Mobile Friendly
- Promote Day-to-Day of Role

Gen Y (Millennials) 1981-1996 (age 27-42) _____ 72 million

WANT:

- Growth
- Mentorships
- Flexibility
- Ability to Engage Digital

TACTICS:

- Digital Savvy – Facebook & Instagram
- Company Culture
- Social Impact
- How They Fit In

Gen Z 1997-2012 (age 11-26) _____ 68 million

WANT:

- Learning Opportunities
- Flexibility
- Virtual
- Contribution to Company

TACTICS:

- Digital Savvy – Instagram & Snapchat
- Company Culture
- Social Impact
- Entrepreneurial Mindset



What's **YOUR** competitive advantage:



BELONGING: Your Story, Employees' Stories, Teamwork

"We're seeking a motivated, mission-driven nurse who is looking to be a part of our growth, as well as their own."



FULFILLMENT: Quality Care, Clinical Autonomy, Making a Difference

"We see patients from pre-birth and up, from all walks of life. We pride ourselves on our ability to provide healthcare for all aspects of our patient's health and wellbeing."



ESTEEM: Leadership, Professional Development, Opportunities to Teach, Employer of Choice

"We provide a culture of respect where our team can thrive. We empower one another to continually grow and improve our team-based approach to care."



PROSPERITY: Culture, Loan repayment, Competitive pay, Benefits

"We emphasize the health and wellbeing of our team members as much as we do for our patients."



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!



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?





Practice Environment

- **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, hours/work week, flexible schedules

- **Who will I work with?**

Support staff, mentors, 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, DEI initiatives, EAP and wellness benefits, financial wellness

- **Special requirements?**

Certifications, skills, experience, loan repayment or visa eligibility

- **Why are you recruiting for this position?**

Replacement, retirement, growth, high turnover?





Promote Your Unique Selling Points

Safety

- Safety protocols - patients, Covid, malpractice
- Whole person health and wellbeing, EAP, PHP
- Financial stability, job security, transparency

Culture

- Real life examples of making a difference, mission, DEI
- Performing at the top of license, camaraderie, team
- Opportunities for growth, leadership, teaching, fulfillment

Flexibility

- Remote work, telehealth, technology, operation efficiencies
- Flexible schedules, light call coverage, training/support
- Work/life balance, time off benefits, investment options

What's your Employee Value Proposition?





Promote Diversity Equity Inclusion

- Promote your DEI initiatives in your marketing – website, career page, social media, job postings
- Scan your job postings and career page for inclusive language and exclude bias
- Assemble a diverse interview panel and make introductions with diverse staff members. Provide DEI training for interview panel to avoid bias
- Promote employee resource groups, diversity training, and mentoring programs
- Be knowledgeable of the variety of diverse populations in your community and region, religious groups, ethnic restaurants or markets, community groups and cultural festivities

ACU JEDI Tool: [Building an Inclusive Organization Toolkit](#)



74%

Say DEI investment is important when considering a new job

62%

Would turn down a job offer if the org didn't support DEI initiatives





Website – Virtual window into your facility

Consider as a recruitment tool

Info on providers, teams, patients, services, benefits

Mission, vision, values

Employee testimonials

List all job openings – Use keywords for SEO

Include community information

Things to do, schools, shopping, dining, location to nearest airport

Travel and Tourism

Chamber of Commerce

Include photos & videos

Ease of use/mobile friendly

How many clicks to find Careers?

Clear call to action

Simple application process

Share button for jobs

Sign up for notices/updates



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

Google Your Organization

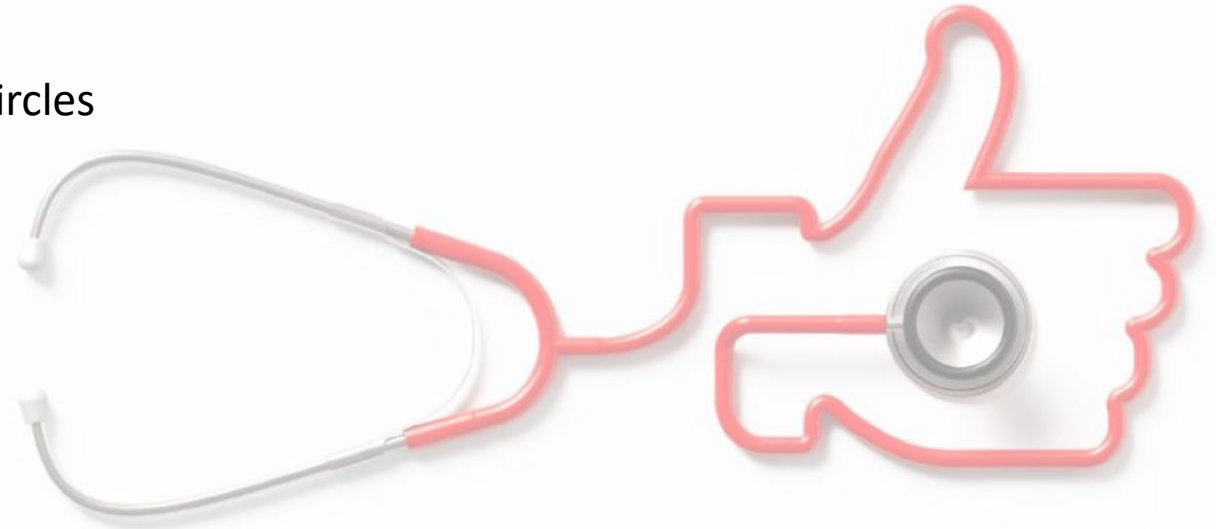
- What comes up?
- Have you claimed your Business Profile on Google?
- How do you address negative reviews?
- What do your reviews on Indeed and Glassdoor look like?
- Are you maximizing your company profile on LinkedIn?
- What comes up about your community?
- What links can you include on your website or job ad?
- Google your competition – What are their strengths/challenges?





Leverage Social Media to Enhance your Recruitment

- Post jobs
- Share posts with staff to share within their network circles
- Promote your culture
- Staff Recognition/Appreciation
- Awards/Achievements
- Promote your community and attractions
- Share state/community accolades
- Use social media ads to target a small or a national audience



79%

Job seekers are using social media during their job search

49%

Users follow companies on social media to learn about their job openings



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.*



Resource: [7 DEI Statement Examples and a Guide To Writing Your Own - Included](#)

*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




Job Description and Ad AI Content Generators



- Use AI to write compelling job ads and brainstorm content: <https://chat.openai.com/>
- AI Job Description Generators:
 - 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>
 - More free versions of AI: Grammarly, Capterra, Formswift, Simplified
- LinkedIn Talent Solutions Resource Guides
 - Example: <https://business.linkedin.com/talent-solutions/resources/how-to-hire-guides/behavioral-health-technician>

Job Posting Ad Content Resource

- LinkedIn Talent Solutions Resource Guides
 - 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

Key Takeaways

- Know your strengths
- Know your competition
- Know your candidates
- Identify what sets you apart and how it aligns with the candidates' needs
- Be flexible - Adapt and improve



3RNET Resources to Help

Located on the 3RNET Employer Dashboard: dashboard.3RNET.org



The screenshot displays the 3RNET Employer Dashboard. At the top, a navigation bar contains several tabs: Opportunities, Employers, My Employers, Professionals, Referrals, My Professionals, Email, R4R Resource Center (highlighted in green), and Help Center. A large blue arrow points down to the R4R Resource Center tab. Below the navigation bar, a table lists available resources. A blue arrow points to the first row of the table. Each row includes a resource title and two buttons: Download and Preview.

Resource Title	Download	Preview
Recruiting for Retention Guide: Part Two - Marketing To and Finding Candidates	Download	Preview
Reference 2.1 - Job Postings	Download	Preview
Reference 2.2 - Free and Low Cost Resources	Download	Preview

3RNET 2024 Academy

Recruiting for Retention: Retention Tools, Data, and Stories

- Six 90-min educational webinar series
- Oct 8, 2024 – Dec 17, 2024
- Sponsored by Michigan Center for Rural Health
- Registration opens in August - Unique code will be available to waive \$500 registration fee
- <https://academy.3rnet.org/>



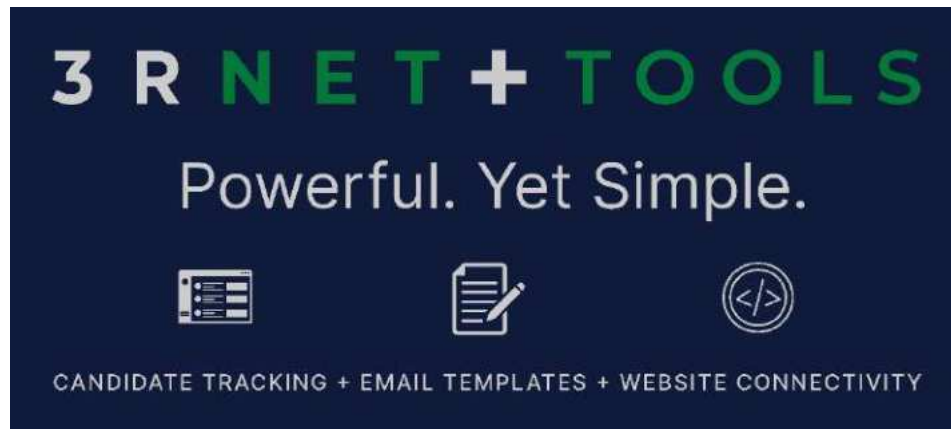
Mandi Gingras, RACR

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Thank you!