White River Health District dba Deschutes Rim Health Clinic
Policies and Procedures

POLICY NAME:	DEPARTMENT	POLICY NUMBER:
RECRUITMENT AND RETENTION POLICY	OPERATING	OP-01
ORIGINAL DATE:	RESPONSIBLE PARTY:	REVISED DATE:
10/01/2020	Chief Financial Officer	
APPROVAL DATE: 10/21/2020	DATE REVIEWED:	APPROVED BY: BOARD OF DIRECTORS
CFO:	BOARD CHAIR:	

1605 George Jackson Road, Maupin OR 97037 541-395-2911 Fax 541-395-2912

DRHC realizes rural communities often face challenges in maintaining an adequate health workforce. This results in making it difficult to provide needed patient care or to meet staffing requirements for their facilities.

DRHC Recruitment is committed to focus on attracting health professionals and students to open positions and future positions. Retention focuses on keeping healthcare professionals employed in their facility and communities. With the rebranding and reorganization of DRHC plus the new building we are breaking ground on in Spring of 2021 it is imperative we make this a top priority.

DRHC will adopt 3RNet strategies for recruiting and retention since we are engaged with them; it involves having strategies in place, thinking long-term and planning for ongoing processes and be informed when recruiting and have long term retention goals.

- Have Strategies and incentives to help attract healthcare providers and keep rural healthcare professionals employed in our healthcare facilities and in our community if it remains a good fit for both parties.
- Utilize and partner with organizations such as local Hospitals and programs that support the recruitment and retention of healthcare professionals so to have an advantage in filling vacancies if professionals leave on short notice.
- Be informed of statistics on vacancies in rural area you are competing with.

- Project and budget for a 5-year plan on compensation, benefits, and incentives that our rural facility might offer to potential employees.

DRHC recruitment efforts should emphasize making an appropriate match for candidates, their families, healthcare facility long term goals and the community it serves.

- DRHC will use the following factors that contribute to a good fit:

  - ✓ Mission/purpose of the facility aligned to provider's purpose
  - ✓ Region of the country desired
  - ✓ Size of town/community desired
  - ✓ Amenities that match family interests, such as outdoor recreation, arts/culture
  - ✓ School availability and quality if there are or will be school age children

DRHC acknowledges our rural healthcare facility and communities can help job seekers consider some of the rewards that balance out the challenges of a rural position. DRHC will adopt the following positive aspects of our rural practice for Recruitment and Retention:

- ✓ Rural practitioners can experience a greater sense of mission and accomplishment because they serve in an area of need.
- ✓ They may also find they can develop stronger relationships with patients whom they come to know in many other contexts in the community.
- ✓ There are also personal rewards for both providers and their families: a lifestyle that has a slower pace, greater access to the outdoors, and other factors that make rural life an appealing choice.
- ✓ A greater sense of practice autonomy
- ✓ Opportunities for leadership or preceptorship
- ✓ Opportunities for incentive programs such as loan repayment programs

Most Compelling Incentive to Stay Five More Years

PHYSICIANS		ADMINISTRATION	
#1 Increased Compensation for Clinical/Leadership Duties	33%	#1 Reduced/More Flexible Work Schedule	25%
#2 Reduced/More Flexible Work Schedule	24%	#2 Increased Compensation for Clinical/Leadership Duties	24%
#10 Retention Bonus	3%	#3 Retention Bonus	17%

DRHC understands successful recruitment and retention practices minimizes the number of staff vacancies, which can, in turn, save money, improve quality of care, and ensure that services are provided in the community. We are adopting these as key factors in our policy moving forward

Recruitment

1. Providers want assurances of autonomy
2. Demonstrate a team-based culture
3. Recruit the family as a whole unit
4. Get administrators, Board and key Management involved

Retention Factors

1. Provide leadership opportunities
2. Flexible Schedule
3. Continued competitive compensation and benefits

A source we use for guidance is from Jackson Physician research in which DRHC will use for guidance.

Top Three Attributes of Your Organizations Culture

PHYSICIANS		ADMINISTRATION	
#1 Patient-Focused	55%	#1 Patient-Focused	54%
#2 Autonomy	43%	#2 Family-friendly Environment	24%
#3 Teamwork	32%	#3 Teamwork	43%
#3 Family-friendly Environment	32%		
#3 Participatory Decision Making	32%		

Top Factors for Choosing a Rural Practice Location

PHYSICIANS	ADMINISTRATION
#1 Community Culture	#1 Compensation
#2 Compensation	#2 Preference/Needs of Spouse/Partner
#3 Proximity to Family/Friends/Colleagues	#3 Offer of Loan Repayment

Recruiting Incentive with Most Influence on Decision to Accept

PHYSICIANS		ADMINISTRATION	
#1 Compensation/Base Salary	31%	#1 Compensation/Base Salary	35%
#2 Other (Autonomy, Culture, etc.)	30%	#2 Loan Forgiveness	30%
#3 Leadership Opportunities	14%	#3 Other (Flex Scheduling, etc.)	18%

Passed by a majority of the Board of Directors of White River Health District, with a quorum in attendance the 21st. Day of October 2020.

White River Health District dba Deschutes Rim Health Clinic

Wasco County, Oregon

By _____

Dennis Beechler, Chairman of the Board

Attest:

By _____

Sue Knapp, Secretary of the Board