

ORH Community Conversations

Tackling Workforce Challenges Through Recruitment & Retention

TRIXIE LACAS- RECRUITMENT AND RETENTION MANAGER

BILL PFUNDER- INCENTIVE PROGRAMS MANAGER

The mission of the Oregon Office of Rural Health is to improve the quality, availability and accessibility of health care for rural Oregonians.

The Oregon Office of Rural Health's vision is to serve as a state leader in providing resources, developing innovative strategies and cultivating collaborative partnerships to support Oregon rural communities in achieving optimal health and well-being.



Who we are

- Oregon's Office of Rural Health (ORH)
- Created in 1979 by the Oregon Legislature & housed at OHSU

What we do

- Collect & disseminate information
- Provide technical assistance
- Coordinate rural health activities
- Recruitment support for Oregon's underserved communities

Tackling Workforce Challenges Through Recruitment & Retention ORH Recruitment & Retention Services



As Oregon's leading nonprofit recruitment and retention service for rural and frontier underserved areas, ORH is locally based and has long-standing relationships with hospitals and clinics as well as health professional training programs throughout the state.

ORH supports employers, like you, in finding the ideal health care provider for your open position(s) for the long-term. Our staff work with providers looking for a rural/underserved experience. We understand rural life is not for everyone and that lifestyle is as important as a clinical match.

We are also a resource that helps connect primary care providers +students (physicians, nurse practitioners, physician assistants, dentists, and more) with organizations that provide primary care services throughout Oregon's rural, underserved, and frontier communities.

The Oregon Office of Rural Health is here to be a resource for you...where we believe in **Rural Oregon - Where Opportunity Knocks.**

Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Areas [ORH](#) provides recruitment and retention technical services:

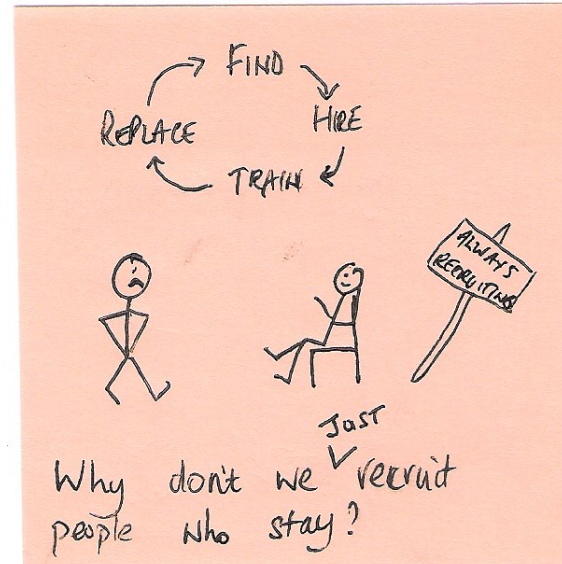
- Practice Site Assessment
- Assistance with Practice Profile Development
- Assistance with the Development of a Recruitment & Retention Plan
- Facilitate the marketing of current job opportunities and profiles on 3RNet
- We provide referrals of health professional candidates who have expressed an interest in job opportunities matching your facility.

Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Developing a Recruitment & Retention Plan..

Recruiting and retaining health care professionals can be particularly more difficult in rural areas where the loss of even a single professional can impact health care delivery within those communities.

- Assess, define your need(s).. Past, Present & Future (Succession Plan)
- Define the Recruitment Team
- Define your Opportunity – Unique Selling Points (USP)
- Develop a Budget
- Define Marketing Plan
- Retaining for the Lifecycle of the Recruit (Retention Plan)



Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Assess, define your need(s).. Past, Present & Future (Succession Plan)

Provider Assessment

Provider assessment is critical to any successful recruitment plan, as it defines the anticipated and current needs of your organization. By conducting a thorough needs analysis, healthcare organizations can ensure that their physician recruitment strategies are targeted toward their specific needs.

Community Assessment

A community needs assessment is also important to understand your population’s current and future healthcare needs. This data can provide key information on where there may be a gap in care, what types of medical specialties are in demand, as well as identifying underserved populations. This information will assist your organization in identifying physician recruitment strategies that will ensure you will recruit individuals who are well-suited to serve your community’s specific needs.

Provider	Provider Age Range			Over Age 50		All Ages	
	< 50	51 - 60	61+	Discussed retirement? (Y/N)	Planned Age for Retirement	Major Leave Plans	Expected Changes in FTE
Provider 1							
Provider 2							
Provider 3							

Tackling Workforce Challenges Through Recruitment & Retention **Rural Oregon - Where Opportunity Knocks.**

Recruitment Team

It is important to form a recruitment team, rather than letting all the recruitment efforts be one individual's responsibility.

- Core members: Recruiter, HR Partner, Leadership, Provider(s), Community Members

To apply the team concept effectively, each team member should be assigned a specific piece of the process and be given delegated tasks and hold shared responsibility. Most successful recruitment and retention efforts benefit from some level of community involvement. Community partnership in this process demonstrates that the community cares enough about local health care to be a part of its success.

- Chamber of Commerce & City Council
- Realtor Association
- School District
- Community College



Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Practice Profile Development

- There are three components that define a practice opportunity profile; **opportunity description, candidate qualifications, and a community description.** While most practice opportunity profiles include these components, it's how you define each one that will set your opportunity apart from the rest
- Remember, providers have a myriad of opportunities and often know exactly what they're looking for in a new position. That's why it's important your job description offers the right details to draw the attention of top-quality candidates. Look for **Unique Selling Points (USPs)** within your facility, community and compensation.
- Ask yourself, **"Why do I work here?"**

Behavioral Health Technician

Behavioral Health Opportunity located in the charming community of Oakridge, OR

Orchid Health
Oakridge, Oregon

J-1 visa eligible JOB ID #84409

HPSA: 15




Loan repayment

Telehealth job

Faculty/Teaching

Accepts New Graduates

JOB DETAILS ABOUT EMPLOYER CONTACT INFO

Great Work Environment, Work Flexibility, and Pay including an \$8,000 sign-on bonus!   

At [Orchid Health](#) we believe that our nation's caregivers deserve a better work environment - period.

Rather than having financials and quality outcomes drive our prioritization and decision making, our organization - a network of four rural health and school-based health clinics - has recognized that a healthy healthcare organization starts with team members that feel cared for and have the autonomy to do what they feel is best for their patients and communities.

At Orchid, our model is built on providing comprehensive team-based care, and our Behavioral Health Clinicians

Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Unique Selling Points (USPs)

Geographic

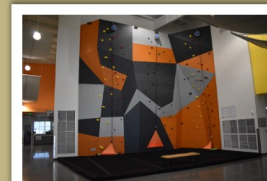
- Access to Larger Community
- Recreational Opportunities
- Climate

Community

- Share real life stories (Community Need/Provider Support)
- Community Volunteer Opportunities

Organizational

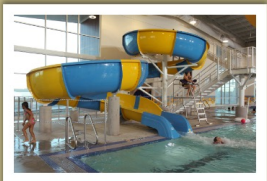
- Career Development & Growth
- Flexibility - 4-day work week
- Team Building & Social Activities
- Other – Community Center, Wellness Program, Loan Forgiveness, etc.



Rec Center

At the Boardman Pool & Recreation Center you'll find a climbing wall, full size gymnasium (perfect for a game of basketball!), a full range of exercise and fitness equipment, and a fitness room perfect for Yoga or Zumba!

[Check Out the Rec Center](#)



Pool

You'll find an indoor pool complete with water slide, a separate wading and vortex pool. We also offer a variety of memberships, swim lessons, and other aquatic classes for all ages and skill levels!

[Learn More About the Pool](#)



Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Budgeting

Knowing your cost can help you make sound strategic decisions. When thinking of a budget around recruitment, include costs for:

Promotion/Publicity Items

- Promotional Materials
- Professional Recruitment Assistance
- Direct Marketing
- Person-to-Person Recruiting

Candidate Screening

- Credential Checks
- Reference Check
- On-site Visits

Additional Costs

- Personnel (Wages)
- Employee Referral Programs
- Signing Bonus/Moving Allowance
- Legal Costs (Contracting)

Key Retention Activities to Include

- Compensation Surveys
- Training Programs
- Succession Planning
- Unique Benefits
- Turnover Analysis
- Employee Recognition



Source: [3RNET Recruiting for Retention Guide](#)

Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Marketing

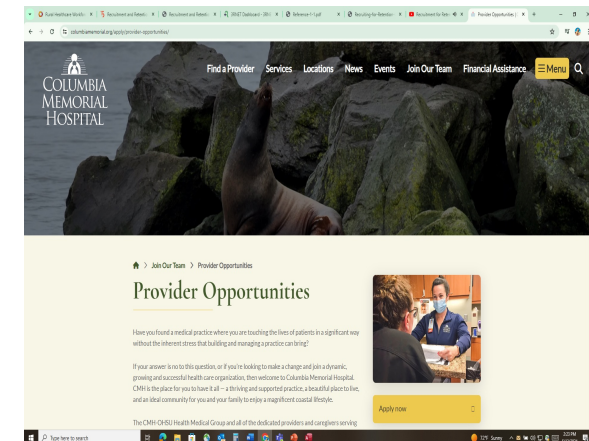
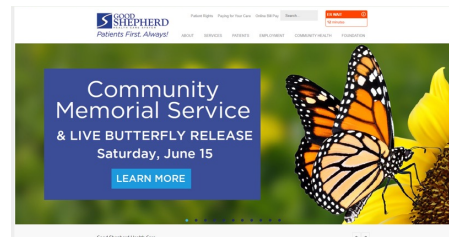
A viable web presence is critical in today's virtual space, which requires us to be transparent in sharing our culture, community, and mission.

Make optimal use of your social media platforms! Younger candidates, such as residents, frequently use social media for information. Make sure your health center is connected to potential recruits with an internet presence that goes beyond your website. Social media sites provide a forum to get very detailed information about your health center for recruitment purposes.

Physician Recruitment and Social Media Networking. Recruiting Physicians Today. NEJM Career Center. Accessed at <http://www.nejmcareercenter.org/minisites/rpt/physician-recruitment-and-social-media-networking> on 2/28/16.

Here are some best practice solutions:

- Website – Social media links, Community Happenings, Staff Recognition, Patient testimonials, etc.
- Website – Create a candidate-focused career page
- Social Media – Utilize Facebook, LinkedIn, Instagram to share your openings



Tackling Workforce Challenges Through Recruitment & Retention **Rural Oregon - Where Opportunity Knocks.**

Retaining for the Lifecycle of the Recruit (Retention Plan)

Retention is the goal of all your recruiting efforts. Within your retention efforts is where you can incorporate the workforce strategies that align with your business goals.

- Onboarding
- Orientation
- Employee engagement surveys
- Identify and implement work/life balance strategies
- Compensation

Source: 3RNET (3RNET.org)

Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Mission-Minded Health Professionals

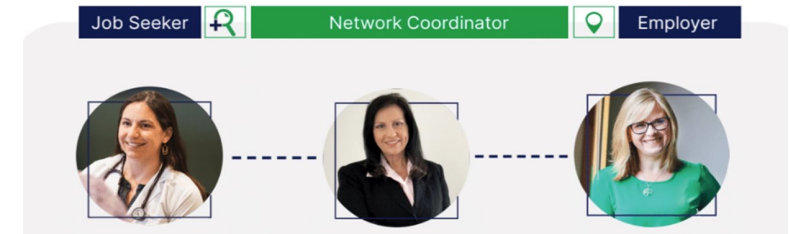
[3RNET](#) is the nation's most trusted resource for health professionals seeking careers in rural and underserved communities. No matter the position you're looking to fill, we're here to help.

By posting jobs on [3RNET](#), facilities gain access to:

- Tens of thousands of actively registered candidates (we don't make cold calls – every candidate has chosen to sign up)
- Hundreds of new candidates register each month
- Thousands of active job opportunities across the country

About 3RNET & 3RNET Members:

- 3RNet is powered by the Natural Rural Recruitment and Retention Network
- Rural and underserved health care employers trusted, national platform for promoting their job openings
- Network Coordinators support employers in rural and underserved communities with hiring and keeping mission-focused health professionals



Recruitment & Retention Services Rural Oregon - Where Opportunity Knocks.



3 R N E T

The Nation's Most Trusted Resource for Health Professionals
 Seeking Careers in Rural and Underserved Communities.

Oregon 3RNET Impact Statement

Jobs

Jobs Posted or Updated

Total number of jobs added or updated

308

Jobs Active

Total number of jobs active through last date in range (jobs are active three months).

240

Jobs Views

How many times your jobs were viewed.

636819

Health Professionals

Location Page Views

Number of times your location page was viewed during this time frame.

6852

Health Professionals Logged In

Active job seeking health professionals who logged in with an interest in your location

1026

New Health Professionals

Newly registered health professionals with an interest in your location who logged in.

364

Employers

Employers Active

Employers approved to post jobs in your location who logged in during this time frame.

28

New Employers

Employers approved to post jobs within your location.

38

Referrals through 3RNET

Number of health professionals referred to employers. For example, one health professional sent to ten employers equals ten referrals.

35446

This impact coordinated by

Trixie Lacas, Oregon, 3RNET Network Coordinator
 ortlzt@ohsu.edu

4/1/2023 - 4/30/2024



Tackling Workforce Challenges Through Recruitment & Retention Rural Oregon - Where Opportunity Knocks.

Although there's no "right" way to recruit and retain health professionals, there are best practices you can implement to have your best chance at recruitment (and retention!) success. As you continue to work on your recruitment efforts, remember planning and preparation is the most important part!

A few takeaways...

1. Engage your Community - **highlight your inclusiveness and community involvement**
2. Competitive Compensation - **transparency is critical**
3. Promote Work-Life Balance - **candidates gravitate towards culture and balance**
4. Hire for Fit - **looking beyond the candidates CV will allow you to identify if they are a good fit**
5. Conduct on Site Interviews
6. Social Media/Website Presence
7. Partnerships



In a 2022 survey by medical economics, [85% of physicians stated that work-life balance](#) is the most important factor when job searching.

Recruitment & Retention Services Rural Oregon - Where Opportunity Knocks.

Resources..



Partnerships:

- [Oregon Office of Rural Health](#)
- AHEC - [Oregon AHEC's](#) mission is to improve the health of individuals in rural and underserved areas through education and workforce development.
- [Oregon Primary Care Association](#) (Job Posting available)
- [Northwest Regional Primary Care Association](#) (Job Posting available)

Rural/Underserved Specific Job Boards:

- [National Rural Recruitment & Retention Network](#) (3RNET.org)
- [HRSA Health Workforce Connector](#)
- [National Rural Health Association](#) Career Center
- [National Association of Community Health Centers](#)
- [National Network for Oral Health Access](#) Job Board

Provider incentive programs aid in supporting underserved communities in their recruitment and retention of high-quality providers.

The Office of Rural Health (ORH) partners with, the Oregon Health Authority (OHA) and the Health Resources Service Administration (HRSA) to offer a variety of programs, each with their own requirements and benefits.

Oregon Health Care Provider Loan Repayment

To qualify a site must:

- Be located in a Health Professional Shortage Area (HPSA), or have a Facility HSPA; **OR**
- Be serving Medicaid and Medicare patients in no less than the same proportion of such patients in the county; **OR**
- Provides essential health care services to an underserved population, as determined by the Authority; **AND**
- Have a Site Application on file with the Oregon Office of Rural Health and have received confirmation of site qualification.

Oregon Health Care Provider Loan Repayment Updates

- Licensed master degree level, or above, providers engaged in outpatient behavioral health;
- Time spent as a preceptor now count towards direct patient care;
- Beginning summer 2024, expansion to include Dental Assistants and Dental Therapists;
- Later in 2024 or early 2025, expansion into other mental and behavioral health providers.

<https://www.ohsu.edu/oregon-office-of-rural-health/oregon-health-care-provider-loan-repayment>

Oregon Health Care Provider Loan Repayment Updates

Full time service providers must commit to a 3-year minimum service obligation in exchange for a tax-free award of 70% of their qualifying educational loan debt balance, up to \$50,000 per obligation year.

Update: Full time providers with less than \$29,000 in qualifying loan debt are eligible to receive up to 100%.

Part time service providers must commit to a 3-year minimum service obligation in exchange for a tax-free award of 35% of their qualifying educational loan debt balance, up to \$25,000 per obligation year.

Update: Part time providers with less than \$15,000 in qualifying loan debt are eligible to receive up to 100% of qualifying loan debt.

Oregon Health Care Provider Loan Repayment

- Site and provider applications and are accepted year-round.
- Awards are made 4 times a year.
- The current provider award review cycle closes on Noon (Pacific Time) on July 11, 2024
- The next provider award review cycle closes on Noon (Pacific Time) on September 26, 2024

Oregon Partnership State Loan Repayment Program (SLRP)

SLRP is an incentive program for primary care providers working at approved practice sites in Health Professional Shortage Areas (HPSAs). SLRP is funded by the Health Resources and Services Administration (HRSA).

In exchange for loan repayment funds SLRP requires a minimum initial 2-year service obligation for full time providers, and a minimum 4-year service obligation for part time providers.

Providers may qualify for up to two 1-year continuations beyond their initial service obligation, contingent on the on provider's remaining eligible loan debt amount, and availability of program funds at time of the continuation application submission.

<https://www.ohsu.edu/oregon-office-of-rural-health/oregon-partnership-state-loan-repayment-program-slrp>

Oregon Partnership State Loan Repayment Program (SLRP)

Eligible provider types:

- Allopathic or Osteopathic Physicians specializing in Family Medicine, General Pediatrics, General Internal Medicine, Gerontology, General Psychiatry or Obstetrics/Gynecology
- Primary Care Nurse Practitioners
- Primary Care Physician Assistants
- Certified Nurse-Midwives
- Dentists (DMD/DDS)
- Expanded Practice Dental Hygienists
- Licensed Mental Health or Behavioral Health Professionals: Clinical or Counseling Psychologists, Clinical Social Workers, Professional Counselors, Marriage and Family Therapists
- Psychiatric Nurse Specialists
- Registered Nurses
- Pharmacists
- Certified Alcohol Drug Counselor IIIs (Master Degree required)

Oregon Partnership State Loan Repayment Program (SLRP)

Practice sites must be:

- Non-profit (public or private); **AND**
- Located in a Health Professional Shortage Area (HPSA); **AND**
- Providing outpatient, ambulatory, primary medical, mental and behavioral, and/or dental services; **AND**
- Providing services on a free or reduced fee schedule basis to individuals at or below 200% of the federal poverty level; **AND**
- Approved by ORH to participate in the SLRP with a Site Application on file that is no more than one year old.

Oregon Partnership State Loan Repayment Program (SLRP)

Full time providers may receive up to a total of 50% of their qualifying educational debt, up at a maximum of \$25,000 per obligation year, for an initial two-year obligation.

Part time providers may receive up to a total of 25% of their qualifying educational debt, up at a maximum of \$12,500 per obligation year, for an initial four-year obligation.

Loan Forgiveness Programs

Primary Care Loan Forgiveness (PCLF)

PCLF was designed to meet workforce needs in rural Oregon for primary care providers. PCLF participants are eligible for forgivable loans for tuition and fees only, in exchange for a service obligation to an approved rural Oregon practice site.

Scholars for a Healthy Oregon Initiative (SHOI)

SHOI gives students the opportunity to make a difference in an underserved community in Oregon by offering full tuition and fees at an approved OHSU medical program in exchange for a service obligation upon graduation.

<https://www.ohsu.edu/oregon-office-of-rural-health/loan-forgiveness>

Rural Medical Practitioners Insurance Subsidy Program

Reimbursement at the following percentages is allowed for policy limits not exceeding \$1 million per occurrence and \$3 million aggregate:

1. 80 percent for doctors specializing in obstetrics; and
80 percent for nurse practitioners certified for obstetric care.
2. 60 percent for doctors specializing in family or general practice who provide obstetrical services.
3. Up to 40 percent for doctors and nurse practitioners engaging in one or more of the following practices:
Anesthesiology; Family practice without obstetrics; General practice; General surgery; Geriatrics; Internal medicine; Pediatrics; Pulmonary medicine.
4. Up to 15 percent for doctors and nurse practitioners other than those included in one of above.

<https://www.ohsu.edu/oregon-office-of-rural-health/rural-medical-practitioners-insurance-subsidy-program>

Rural Practitioner Tax Credit

Oregon provides a Rural Practitioner Tax Credit for the following licensures.

- Certified Registered Nurse Anesthetists
- Dentists
- Doctors of Medicine
- Doctors of Osteopathic Medicine
- Nurse Practitioners
- Optometrists
- Physician Assistants
- Podiatrists

<https://www.ohsu.edu/oregon-office-of-rural-health/tax-credits>



TRIXIE LACAS- RECRUITMENT AND RETENTION MANAGER
ortizt@ohsu.edu

BILL PFUNDER- INCENTIVE PROGRAMS MANAGER
pfunder@ohsu.edu

OREGON OFFICE OF RURAL HEALTH

The mission of the Oregon Office of Rural Health is to improve the quality, availability and accessibility of health care for rural Oregonians.

The Oregon Office of Rural Health's vision is to serve as a state leader in providing resources, developing innovative strategies and cultivating collaborative partnerships to support Oregon rural communities in achieving optimal health and well-being.

