

Recruitment and Retention Plan

I. Goal: To recruit and retain qualified staff for Family and Health Services, Inc

1. To maintain our low levels of staff turnover.
2. To implement this plan by March, 2004 and revise it annually thereafter.
3. To continue to provide training to at least 50% of the existing staff by June, 2004.

III. Plan: The Recruitment and Retention Plan identifies and prioritizes resources for recruitment and retention activities for . It is based on feedback from providers, general staff and other pertinent sources of information. Staff surveys are routinely conducted for feedback and input on policies, processes, programs, etc. that impact 's working environment. This plan is to be reviewed and revised as necessary or at least annually.

IV. Additions to the Recruitment Plan will be submitted using an **Input Form (Attachment)**. This form will be prepared by Department Directors after receiving input from their staff. A review of each department's suggestions is to be done at the routine manager's meeting. All recommendations, approved or not approved, will be maintained as part of the Recruitment and Retention file for subsequent review and consideration.

V. Priority Codes for Recruiting Staff. An initial step in the plan is to determine the need to recruit new staff. Directors will assign a recruitment priority code based on the urgency of filling a vacant or a new position. The following list will be considered when assigning priority codes:

1. Is there a staffing shortage per budget and/or level of activities?
2. Are there Licensing and Certification requirements?
3. Is an expansion of services and programs planned or actual?
4. Is the proposed position budgeted and approved for current Fiscal Year?

To ensure that the use of funds are maximized, priorities 1 and 2 will receive the highest funding priority. In the event multiple departments have vacancies, the clinical department will receive priority whenever possible. If there are any recruitment priority codes remaining after priority codes 1 and 2 are funded, the remaining funds will then be allocated toward these recruitment efforts in chronological order.

VI. Overall Prioritization: Once the recruitment needs have been established, Directors will meet to review and establish a recruitment list and the proposed sources of advertisement. will maintain on file for a period of six months all advertisements and resumes submitted by position and dates. A report will be prepared and maintained by the Administrative Office on the results of the recruitment effort.

VII. Coordination: Each Director is responsible for coordinating the recruitment efforts of his/her department by submitting a Notice of Recruitment Form to the Executive Director for approval. If approved, the Director will prepare a written advertisement for the recruited position and forwards it to the Administrative Office where the appropriate sources for publication will be

contacted. All responses will be compiled by the Administrative Office and sent to the appropriate Director for the initial screening of the applications and resumes. If possible the Director or a designee will determine the best 5 candidates for the position.

In accordance with established procedures the Director will schedule and coordinate the interview for the persons selected. The interview panel may consist of one other Director in conjunction with an immediate supervisor or key staff person within the Department.

VIII. Coordination of Record Keeping. Based on established procedures, at the conclusion of the interview process, all candidate applications are scored, and those applicants selected for potential hire are asked for references. Reference checks will be done by the administrative office or Director. Once the recommendations are received, a recommendation and justification for employment is made for the candidate and submitted to the Executive Director. A Personnel Action Request Form is prepared by the Administrative Office, signed by the Director and Executive Director. A letter offering employment is prepared and submitted to the applicant.

Upon the acceptance of the position, a personnel file is established by the Administrative Office that includes all appropriate employment documents. Upon reporting to work the new employee must complete all required employment documents, and is provided a job description and orientation based on a schedule arranged by the Director and supporting staff.

In an effort to Recruit and Retain Qualified staff the Objectives identified above will be addressed in the following manner.

Objective 1 . To maintain our low levels of staff turnover.

- 1.1 Maintain a compensation and fringe benefit program that is competitive with Community Health Centers and other agencies within the local market.
 - a) Salary/Compensation: maintains a wage and salary scale based on salary by position and job description. The salary scale is organized by job classification (i.e. RN, LPN, Provider, Administrative) or job description (i.e. Receptionist, Biller, Case Manager). The job description represents the level of responsibility, decision making, and authority for each position within that job classification. Cost of living increases are given based on the " Annual Cost of Living Economic Index," An annual wage increase is given based upon 's financial position from one Fiscal Year to the next, and based both on the Annual Cost of Living Economic Index and recommendations by Directors based on merit. Promotions or job duty reallocation are based on recommendations by Directors, for new or vacant positions budgeted in accordance with established employment criteria. Promotions are normally given with increased job responsibility and higher wages.
 - b) Fringe Benefits: 's fringe benefit package consist of (1) employment health, dental and vision insurance for employee and dependent family, at no cost to the employee; (2) \$20,000 Life Insurance for employee; (3) short term disability insurance; (4) long term disability insurance; (5) malpractice insurance for physicians, and midlevel providers; (6) an employee-funded 403(b)

retirement fund (7) annual leave or vacation, (8) holidays (9) workers compensation, (10) unemployment, (12) an anniversary bonus; and (12) in-kind write off for services received by the employee or dependent family members at . These benefits are provided in accordance with 's personnel policies.

- 1.2 Develop and implement a survey to determine staff opinion on fairness and competitiveness of existing salary program.
- 1.3 Develop and implement an annual survey of wage and salaries among other health care facilities with a similar staffing size and budget and other local ambulatory care providers.
- 1.4 Compile and analyze the results of the staff survey and other health care facilities salary surveys.
- 1.5 Provide this report at least every other year to Directors and Board of Directors.
- 1.6 Develop and implement recruitment procedure for providers or employees on contract versus employees not on contract.
- 1.7 Survey all staff on what they perceive to be the 5 most important issues related to recruitment and retention of staff.
- 1.8 Compile the results and develop a corrective action plan with staff input to addressing the issues identified.
- 1.9 Review and revise physician contracts as necessary
- 1.10 Provide a cost of living increase at least every 18 months or incentive compensation for staff in accordance with established guidelines of .
- 1.11 Develop a list of items that would be favorable in recruiting and retaining staff, especially providers, that will strengthen recruitment and retention efforts.
 - a) Have an effective leader who is responsive to staff issues and needs, and document corrective actions to address these needs through established goals and objectives.
 - b) Maintain an effective structure where providers and staff are given an opportunity to have input and receive feedback on policy, procedures, and continuous quality improvement issues.
 - c) Maintain and utilize a recruitment budget to hire professional staff to accommodate such things as travel and lodging for 1st or 2nd interviews, in addition to employment advertisements.
 - d) Provide compensation incentives for Board Certified physicians.
 - e) Revise the existing incentive plan to include providers and other staff using clinical and administrative standards to determine compliance.
 - f) Provide an incentive compensation for renewal of contract.
 - g) Maintain the appearance of the existing facility.
 - h) Improve space use to increase total clinical area.
 - i) Provide ample administrative time during operational hours for providers to perform administrative duties, such as reviewing of lab work, charts, completing treatment plan from other providers, writing new prescriptions, completing insurance forms, etc.
 - k) Provide a complete report to the providers at least bi- monthly similar to that given to the Board of Directors.
 - l) Keep the providers informed of issues affecting , and consult with them prior to making any changes that will affect the clinical activities of .
- 1.12 Provide ongoing staff training on corporate policy, program operations, and team building.
- 1.13 Identify, prioritize, and resolve staff issues.
- 1.14 Assess exit interview to determine chief reasons for resignations.
- 1.15 Review 's existing problem resolution process and make appropriate revisions.

Objective 2: To implement this plan by March, 2004 and revise it annually thereafter.

- 2.1 Develop and implement a procedure for hiring contractual and non-contractual staff.
- 2.2 Establish a time frame for hiring contractual and noncontract staff. The Director of Administration will monitor the hiring status of each position.
- 2.3 Identify appropriate sources to submit employment advertisements.
- 2.4 Initiate the interview process or respond to potential applicants within 15 days of receipt of their application.
- 2.5 Provide applicants (especially providers) an information packet on _____, the City, Entertainment, Schools, etc.
- 2.6 Provide the candidates information on the job (i.e. job descriptions, salary scale, services provided, etc).
- 2.7 Provide time if appropriate for the provider candidates to meet management, supervisors, and other key staff.
- 2.8 Ensure that the appearance of the facility and work areas are clean.
- 2.9 Ensure that staff are professionally attired or dressed appropriately.
- 2.10 Provide competency testing for appropriate applicants in accordance with _____ guidelines.
- 2.11 Score each applicant on their skills, qualifications, competency, at the conclusion of the interview.
- 2.13 Seek to recruit applicants with the highest scores, unless other barriers exist that must be considered in determining employment outcome.
- 2.14 Once the applicant is hired the department will ensure that an orientation is given to the employee.
- 2.15 Assign the new employee to a senior employee for training (Buddy System).

Objective: 3. To continue to provide training to at least 75% of the existing staff by June, 2004.

- 3.1 Develop an organizational wide training plan that includes the training process, training topics, budget and an evaluation component.
- 3.2 Maintain a file on all personnel that have received training.
- 3.3 At various intervals during the budget period request each Director to prepare a status report on whether the training, if appropriate, had any impact on the individual's job performance.
- 3.4 Perform a survey of the employees that received training at least annually on the effectiveness, and appropriateness of the training provided.
- 3.5 Have each Director identify the number of employees he or she plans to provide training to each quarter, targeting a minimum of 25% of its total staff over a year.

Recruitment Process

The recruitment process begins with identifying physician or other provider candidates. This is done from leads provided by the following sources:

1. State Office of Rural Health
2. National Health Service Corps Postings
3. Other Community Health Center
4. Local and National Medical Societies
5. Physician Recruiting Firms
6. Physician Residency Programs

7. Direct Advertising and/or Direct Mailings
8. Word of Mouth

All candidates are recruited in accordance with the budgeted positions approved by the Board of Directors. The Executive Director has the authority to hire and fire staff, and may delegate this authority to other management staff. Candidates for vacant positions are recruited both internally and externally. Internal applicants are given some preference based on performance and experience when ranking applicants for the vacant position.

The selection of staff is based on a proven record of or potential ability, stability, and commitment to the objective of high quality service and advancement. The selection decision will be based on information obtained from submissions, interviews, references, and tests where applicable and appropriate.

relies upon the accuracy of information contained in the employment application or resume and verifies this information as well as other information when reasonable and possible. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the applicant/employee's exclusion from further consideration for employment. If already hired, it may result in discharge. reserves the right to perform background checks applicable to the position. It will, for example, consult a national health care worker data bank to ensure credentials and will secure relevant information from the Department of Motor Vehicles for those with clearance to drive agency vehicles.

It is the policy of the agency to check the employment references of all applicants to help ensure well-qualified individuals with strong potential to be productive and successful. In addition to the above process all physicians, physicians extenders, and other licensed personnel must provide documentation of licensure with their application. They must comply with the credentialing process, and enrollment procedures for obtaining provider numbers for reimbursement for thirdparty intermediaries (such as Medicare and Medicaid).

New Hire

When the selection process has been completed and the applicant is recommended for hire, the Director submits a Personnel Action Form (PAF) to the Administrative Office. A PAF is attached to the hiring packet for approval by the Executive Director. If approved, a letter or email of employment including information regarding reporting to work is sent to the prospective employee, if that employee is out of town. Otherwise, the employee will be contacted using a phone call or email. If the prospective employee accepts the position, he or she reports to work as outlined in the employment letter or call. All new personnel report to the Administrative Office to complete the necessary preemployment paperwork.

Once the pre-employment papers are completed, the new employee is introduced to the staff and referred to the Director or immediate supervisor who will go over the specific duties of the job in addition to informing and showing the employee the time card, restrooms, break room,

work area, etc. All new and rehired employees are to participate in a formal orientation that includes, but is not limited to:

- a. Required clinical screenings (i.e. TB screening and BBV immunization)
- b. Necessary payroll forms, benefits forms, agreement forms, and federal forms at the personnel office.
- c. Instructions as to when, where, and to whom to report to work.
- d. Issuance of keys and other materials necessary to perform any assigned work.
- e. Employee Handbook and Policy and Procedure manuals with signature sheets.
- f. Occupational Safety and Health Administration Guidelines.
- g. Benefits information.

Each employee will have the opportunity to learn about _____, their position and responsibilities within the first few days on the job from his or her supervisor or a designee. A checklist of orientation topics will be issued by the Administrative Department to be signed by the employee upon completion.

The first three months of employment are considered a probationary period. This is an adjustment period during which the employee has an opportunity to demonstrate proper attitudes and abilities for their position and permit him or her to decide whether the position is suitable. Work performance will be evaluated during and at the end of the introductory period to determine whether employment will be continued. Employees who accept new positions within the organization are also considered to be in a probationary period.

Clinical providers will receive extensive orientation from the Director of Clinical Services or a designee, on the following:

1. Appointment scheduling.
2. Maintenance of Medical Records and Charting.
3. Patient Flow
4. Coding and completing a patient encounter form.
5. Diagnosis and procedure coding.
6. Requisitioning of labs, review and signature of normal and abnormal labs.
7. Requisitioning of x-rays, review and signature of normal and abnormal x-rays.
8. Medication Formulary.
9. Diagnostic, and speciality referrals.
10. Thirdparty and fee for service fees and discounts.
11. Thirdparty benefit structure.
12. Sliding Scale benefit structure.
13. Clinical Protocols

Tenure of Employment

It is critical for _____ to retain well qualified employees. In an effort to do this _____ must be innovative in implementing strategies to maintain a healthy work environment and satisfied staff. The following are a list of strategies that _____ may employ to meet its objectives.

1. Develop and implement an equitable Incentive Plan for providers and support staff.
2. Develop and implement center wide training plan with resources budgeted annually.
3. Provide cost of living increases for non contractual staff at least annually.
4. Provide local, state and national medical dues.
5. Provide incentive compensation for contract renewals.
6. Provide incentive compensation for staff who refer provider applicants that are successfully hired.
7. Provide incentive compensation for Board Certification.
8. Maintain a medical library with capability of computer research.

All staff, including providers, must have the ability to have input in improving the efficiency and effectiveness of _____ operations and policy making. This input should be on a formal and informal basis, and must be acknowledged by management. The existing organizational structure provides for communication with management through the Director or senior management staff and supervisors. _____'s organizational structure has the Medical Director responsible for all clinical personnel and clinical activities, the Clinical Director is responsible for all non-provider clinical personnel and clinical operations on a day-to-day basis, the Director of Administration is responsible for all fiscal personnel and activities and administrative support activities and personnel within the administrative office, the Mental Health Director is responsible for all mental health personnel and mental health clinic activities. These individuals hold regularly scheduled meetings with their staff. Input from staff is communicated by the Directors to the Executive Director at regularly scheduled management meetings. In addition to routine departmental and team meetings, provider meetings are held quarterly by the Medical Director. The Executive Director attends the provider meetings at least quarterly or as necessary. The input and feedback from this meeting is considered and discussed at the routine scheduled management meetings.

Directors are scheduled at least quarterly to submit a report to the Board of Directors on their departmental activities. The communication and decisions from the Board of Directors meetings, management staff meetings are communicated back to the providers and general staff at their regularly scheduled meetings.

_____ 's philosophy is to maintain an open door policy and encourages Directors to do the same. This is to allow any employee the freedom to discuss concerns or seek advice on issues that may affect their work environment or performance. All employees are advised to speak with their immediate supervisor and/or Director on all issues but especially those requiring a decision by the Director or supervisor.

Employee Terminations

Employees that voluntarily or involuntarily terminate employment will be scheduled for an exit interview with their respective Director and/or other administrative staff at the time of termination. The exit interview allows for discussion of many important issues including Cobra benefits, conversion privileges, repayment of outstanding debts, or the return of property. The employee may also voice and document any suggestions, complaints, or questions by using the exit interview form.

A summary of the exit interview comments are to be prepared by the Administrative Director at least semi-annually. This information is to be shared with the Directors and Executive Director for discussion at their management meetings to include suggestions for corrective actions for implementation. The Executive Director or his or her designee is to share this information with the Board of Directors for discussion, advice, or consideration in policy changes or formulation.

BENEFIT PACKAGE

FULL-TIME STAFF (32+ Regularly Scheduled Hours per Work Week)

BENEFIT	STARTING/MIN	MAXIMUM	AVERAGE
Paid Time Off	216 hours/year	288 hours/year	252 hrs/yr (\$5267)
Holidays	8 days/year	8 days/year	8 days/yr (\$1338)
Funeral Leave	5 days/incident	5 days/incident	unknown
Anniversary Bonus	\$750/year	\$1,250/year	\$889/yr
Jury Duty Pay	Current pay	Current pay	1 day/yr (\$167)
Health Insurance- Self/Family	\$350/mth	\$1019/mth	\$799/mth (\$9588)
In-Kind – self and dependent family	Unlimited	Unlimited	\$1000/year
Dental/Vision Insurance – Self/Family	\$1500/year	\$1500/year x family size	\$2000/year
Travel Insurance	\$1500/year	\$1500/yearx family size	\$1500/year
Life Insurance 20k, STD, LTD	\$35/mth	\$119/mth	\$61/mth (\$732)
Education Benefit	\$1000/year	\$1000/year	\$333/year
CE	Varies	Varies	\$1500/year
Tax Deferred Annuities*	Varies	Varies	\$4800/year*
*Employer savings = payroll tax savings on employee payroll deducts			

Average Salary for Staff = \$43,475/year

Average Benefit Package Cost for Staff = **\$20,925/year**

PROVIDERS

BENEFIT	STARTING/Min	MAXIMUM	AVERAGE
Paid Time Off	216 hours/year	288 hours/year	216 hours/year
Holidays	8 days/year	8 days/year	8 days/year
Funeral Leave	5 days/incident	5 days/incident	unknown
Anniversary Bonus	\$750/year	\$1,250/year	\$750/yr
Jury Duty Pay	Current pay	Current pay	Current pay
Health Insurance- Self/Family	\$350/mth	\$1019/mth	\$706/mth
In-Kind – self and dependent family	Unlimited	Unlimited	\$1000/year
Dental/Vision Insurance – Self/Family	\$1500/year	\$1500/year	\$1500/year
Travel Insurance	\$1500/year	\$1500/year	\$1500/year
Life Insurance 20k, STD, LTD	\$35/mth	\$119/mth	\$61/mth
CME Benefit	\$2000/year	\$4000/year	\$2300/year
CME Time Off	10 days	15 days	10 days
Housing/Utilities	6 mth 1 st Year	6 mth 1 st Year	\$9000
Tax Deferred Annuities	Varies	Varies	\$4800/year
Malpractice Insurance	Varies	Varies	\$3000/year
Licenses and Fees	Varies	Varies	\$500/year