

**Sharing Innovative
Ideas and Strategies
to Address:**

Retention

Retaining current and future employees within primary care positions

Recruitment

Recruiting new, highly qualified, local employees within primary care to serve the local community

Wellness and Renewal

“Cycles of Renewal”

Ensuring employees are able to cope with the stresses of work and find ways to stay engaged and feel successful in the position

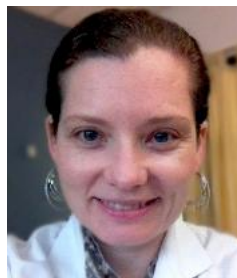
Professional

Development

Sharing resources, creating programs, and exploring ideas to ensure staff development and engagement in the field of work.

Employer Worksession: Exploring Best Practices and Collaborative Opportunities for Recruitment, Retention, Wellness and Renewal, and Professional Development in Primary Care

Guest Speakers



Amy Garlin MD
Associate Clinical Professor
UC Berkeley School of Public Health

Stephanie Sonnenshine
Chief Executive Officer
Central California Alliance for Health



On the morning of April 11, 2018 the East Bay Health Workforce Partnership (EBHWP) convened a collective group of local health clinic, hospital and health system human resource directors, recruitment directors and executive administrative staff to discuss current programs, employer needs, and innovative strategies to address:

- Recruitment;
- Retention;
- Wellness and Renewal; and
- Professional Development.

Our guest speakers for the morning were Stephanie Sonnenshine, Chief Executive Officer of Central California Alliance for Health and Amy Garlin, MD, Associate Clinical Professor at the University of California, Berkeley School of Public Health.

Along with giving a brief overview of her work and the region her organization serves, Ms. Sonnenshine spoke of strategies and resources the Central CA Alliance for Health has implemented to achieve benchmarks and retain services for the community served. These include seeking and providing financial resources and incentives to implement key strategies to ensure employees are engaged in their work and supported.

This includes focusing on features that bring the employee “joy in work” and creating additional

connections beyond financial compensation. While it is important to have a competitive salary for the region, it is more important for the employee to have access to flexible work schedules, professional and educational development opportunities, and clearly defined career progression. An example is the piloting of a program for employees to be able to work part time from home and for new parents to return part time at first while they determine how to balance work and family obligations. These strategies are geared towards increasing recruitment of qualified employees and retaining them long term.

Dr. Garlin spoke to the importance of recognizing the *cycles of renewal* all employees go through and ways employers may be able to better support employees through difficult times. This approach, and reframing of terminology from “employee burnout” ensures the focus on the individual employee’s wellbeing and eliminates a sense of personal blame or failure.

It is important for the employer to recognize that employees take on a lot of stress from their demanding jobs, but also have a sense of fulfillment. It is about finding the balance, particularly when imbalances or obstacles occur.

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Identified Strategies for Addressing Challenges in Recruitment and Retention

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Employers can support employees through creating systematic **meaningful efficiencies** for the employee. These efficiencies create value for the employee within the system and eliminate barriers or unnecessary items not valued by the employee. Examples include: creating more time for a physician to see their patients, streamlining paperwork or procedures, and providing additional tools and resources (staff time, technology upgrades, paid class time) so that a provider is spending less time doing work they do not find valuable.

Lastly, relationship are important to employees. Viewing the workplace as a community of patients, colleagues, and individuals of the broader community, rather than a business is important to the health and wellbeing of all.



Attendees of the event participated in two sessions of group discussions. The first session asked group members to *share challenges, promising practices and lessons learned in recruitment, retention and professional development*. Participants shared the importance of:

- Building relationships across fields;
- Establishing strong and consistent means of support for providers;
- Continued pipeline development for future workforce needs; and
- Innovative approaches to engaging current and retired employees.

In the second session, attendees split into one of two groups of their choosing to explore further one of the core topics for the day: *Recruitment or Retention*. Each group was asked to address the following questions:

- What is the biggest challenge you/your organization face?
- How we can work together to address challenges?
- How might we collaborate to solve the identified challenges?

The following strategies were identified for addressing challenges in these core areas:

Recruitment Strategies:

- Job fairs: establishing new or increasing attendance
- Job postings: streamlining and effective placements to seek qualified candidates
- Increased partnerships with current programs/projects (i.e. pathway programs, educational institutions, CA Workforce Development Board, CA Future Health Workforce Commission)
- Financial incentives for providers
- Workshops/training for students to learn how to effectively apply for a job (i.e. resume building, shadowing, interview coaching, etc.)
- Increasing internship placements
- Pipeline development: increasing diversity and local hires, building capacity, stronger partnerships with educational institutions

Retention Strategies:

- ACCMA Physician Leadership Training
- Retention bonuses
- Training programs/speakers series for employees
- Time off/ flexible scheduling
- Loan repayment program/ scholarships for students
- Convening of physicians for opportunities to network, participate as panelists, roundtable discussions, or advocacy
- Clinical Educator Program: provides real time value for systems, satisfaction for the employee (provider) and quality training for students

Key Takeways from the Employer Worksession:

- Use pilots to try experiments or innovative strategies
- Learning from failures: failure doesn't necessarily need to be a negative experience
- Value and continue to build/foster relationships
- Renaming employee burnout to "cycles of renewal"
- Increase pipeline development for future workforce needs
- Provide flexibility in work schedule and types of work/professional development

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