

HEALTHWEST
Practice Guideline

No. 12-018

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Subject: Provider Recruitment and Retention



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I. POLICY

HealthWest (the "Agency") will maintain a comprehensive recruitment plan designed to employ professionals committed to the mission of HealthWest in order to meet the needs of those served.

HealthWest will provide a work environment that supports the personal and professional needs of staff and encourages long-term employment and commitment to HealthWest.

II. PURPOSE

To effectively recruit and retain professional personnel in key areas of need.

III. APPLICATION

This Practice Guideline applies to all HealthWest professional staff.

IV. PROCEDURE

A. The Agency will provide the following:

1. Clear and definitive description of professional staff expectations and their role as leaders in the organization.
2. Effective and efficient support staff team.
3. A work environment that supports meeting established clinical goals.
4. An attractive and competitive compensation package.
5. Opportunities for staff to participate in community initiatives and/or develop affiliations with other medical and behavioral health entities for the purpose

of continued personal, professional, and/or academic growth and development.

6. Clinical supervision that includes a personal development plan.

B. Recruitment Process

1. Determine Needs

- a. The Agency will evaluate data to determine the current and future need for professional staff.
- b. The Agency will review population demographics and external factors (i.e., changes in service delivery, providers in community, Medicaid expansion, Health Care Reform, etc.).

2. Determine Recruitment Strategy

- a. Determine the desirable provider attributes and minimum position qualifications.
- b. Determine recruitment methods.
- c. Develop position descriptions to include the specialty needed, location, description of services to be provided, and compensation package.

3. Initial Screening

- a. Review applications/resumes/curriculum vitae for qualifications.
- b. Conduct initial telephone interviews to ascertain level of interest, answer questions, and explain the recruitment process.
- c. Arrange candidate site visits.

4. Candidate Site Visit

- a. Contact the candidate to arrange the specifics of a site visit.
- b. Make travel and lodging arrangements and set up an itinerary for the site visit.
- c. Arrange a tour of Muskegon to include religious, social, educational, and recreational resources.
- d. Allow time to discuss the compensation package, benefits, and any other concerns.

5. Candidate Selection

- a. Offer to the selected candidate a second site visit, tour, and meeting with other professional staff.
- b. Send an offer of employment letter to the selected candidate.
- c. Send “thank you” letters to all other candidates.

B. Retention Plan

1. Orientation

- a. Professional staff will receive a comprehensive orientation to the Agency. (See HealthWest Policy No. 02-016: Workforce Development.)
- b. Professional staff will be assigned to a peer staff for mentoring and ongoing orientation.
- c. Supervisor will introduce professional provider to Agency staff and provide a tour of the facilities.

2. Ongoing Retention

- a. The Agency will maintain a competitive salary and benefit package.
- b. Professional staff will be encouraged to participate in research projects, and for innovation and creativity of evidence-based practices.
- c. The Agency will provide and maintain state-of-the-art equipment, technology, and ongoing educational materials, as financially feasible.
- d. Professional staff will have an opportunity to meet regularly with their peers to discuss clinical policies and procedures as well as administrative issues.
- e. The Agency will provide a collaborative management structure in which input from professional staff will be welcomed and sought.
- f. The Agency will provide a pleasant and professional physical work place.

D. Separation from Service

1. The specific terms of separation from service are outlined in Muskegon County Personnel Rule 15.
2. Upon separation from service, professional staff will be asked to participate in a formal exit interview with the Executive Director. (See HealthWest Procedure No. 02-022: Exit Survey and/or Interview, and Muskegon County Personnel Rule 16.)

VI. REFERENCES:

HealthWest Policy No. 02-016: Workforce Development
HealthWest Procedure No. 02-022: Exit Survey and/or Interview
Muskegon County Personnel Rule 15: Separations from County Service
Muskegon County Personnel Rule 16: Exit Interviews

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