

Get and Keep:

A different approach to retention and recruitment



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❖ *Take 3 minutes and turn to your neighbor—*

❖ What do you value most about your work right now? (e.g. a role, project, etc)

Or

❖ What is your point of greatest contribution in your program/organization?

- What percentage of your week are you able to work on that?
- *What can you do to increase that percentage?*

Typical Recruitment

On the hiring side

This is what we need

This is what we offer

This is why you should work for us

On the candidate side

Location

Practice Model

Roles/Responsibilities

Colleagues/ “fit”

Typical Recruitment

Much Easier to take/fill a job

Harder to design/build a career

Extrinsic vs Intrinsic Reward

Extrinsic Reward

Salary, Benefits, Vacation time, Geography etc

Often times attracts but rarely is the thing that keeps engaged people

Intrinsic Reward

Am I valued?

Can I do meaningful work?

Shown to increase engagement and retention

The Truth About Burnout Christina Maslach

Mismatch in Values

Breakdown of Community

Work Overload

Lack of Control

Insufficient Reward

Lack of Fairness

Mismatch in Values

Does what my organization cares about match what I care about

Does what my organization says it cares about match what it does

Am I faced with barriers keeping me from doing what I care about

It behooves us then to know what we care about and what the people around us care about

The Platinum Rule

Golden Rule?

I act based on what I want

Platinum Rule

I act based on what others need

Pay attention to career development stages

Mimic life development stages

Everyone encounters the same development challenges

Successful movement through a stage is imperative for well-being

Tailor well-being strategies in a proactive way

Career development needs are not always linear

Basic needs

Includes nutrition, exercise, sleep but also basic safety and security

When do we see this challenge most commonly?

What about 2020!!!!

Associated with Erickson's stage of Identity vs Confusion

Physician suicide especially early in career

Success = Devotion and Fidelity = early retention for early careers

Early Career 7 years

Maslow

Belonging and Love

Prestige and Accomplishment

Erickson

Intimacy vs Isolation

Discovering and honoring your niche

Dissonance between family and career

Year 6 and 7 are the most vulnerable time if not meeting these career milestones

Mid and Established Career 30-60 years

Maslow - Achieving full potential

Erickson - Generativity vs Stagnation

Meaningful work is huge during this time

What is this all for?

Am I losing my edge?

Have I contributed in the way that I wanted where is my stamp?

Great resignation

Late Career

Transcendence from self to others

Integrity vs Despair

Beginning to think about retirement

This is all about legacy and a return to identity

How will people remember me?

What do I want my postretirement life to look like

Harnessing institutional wisdom and intergenerational collaboration

A word about the pandemic

Four factors that improved wellbeing

Things will never get back to the way they were (forward thinking)

Innovative thinking (locus of control)

Regular communication (connection, gratitude, and vulnerability)

Administrative presence. (leadership)

Create environments that people can step into

Frequent checkins with new hires (2w, 6w, 3m, 6m, 9m, 1y)

Re-engineer your performance evaluations

Focus on trust and safety

Build in ways that people can connect in an ongoing way

- Clinic huddles
- Informal or formal mentorship

Show up for your people

A Case Study: RHET (UW Rural Health Education Track)

❖ *Take 3 minutes and turn to the same neighbor*

❖ What do you see as the biggest challenge in focusing on what you value at work?

❖ Who will you collaborate with to work on that challenge?