



## Retention

- Develop a multi-year retention plan
- Assign staff members to various retention duties
- Determine a budget for retention activities
- Be creative and implement free or low-cost activities
- Implement employee satisfaction/engagement surveys
- Administer “stay interviews” and “exit interviews”
- Measure employee turnover

### Sample Retention Plan

- **Monthly Meeting with Medical Director or Supervisor** - One of the best ways for a provider to feel comfortable with their direct supervisor is for them to develop a personal relationship. By setting time aside each month they can discuss job related information and also health center related issues. This may also help the supervisor gauge the provider’s level of satisfaction.
- **Quarterly Lunches with the CEO** - It is important for the health center’s administrator to know all of their providers, make their providers feel welcome and also reinforce their value to the organization even after they have been with the center for several years. This provides an opportunity for the administrator to get a better idea of what the providers day to day life at the health center is really like.
- **Utilize a “Buddy” System** - By using a “buddy” system to connect new providers with another staff member, preferably a seasoned staff member, you can ensure that there is someone they can talk to. Assign this person to continue to check back with them at the 3 month, 6 month, 9 month and 1 year marks. Once they are hired do not just abandon them.
- **Recognition and Awards** - Recognize providers who do mission work, volunteer in the community or work with students. Also, acknowledge employee anniversaries to remind staff they are valued.
- **Salary Analysis** - Annually review employee salaries to make sure they are competitive with similar practices. An excellent way to analyze salaries from other health centers is to participate in IPHCA’s compensation survey.

- **Incentive Bonus Plans** - Analyze the health center's ability to provide incentives for providers in addition to their salary.
- **Retention Bonuses** - Providing a monetary bonus after an employee has been with a health center for a certain number of years can also be a good retention tool.
- **Create and Implement an Employee Referral Program** - This type of program rewards current providers for referring friends or colleagues for a job. The referral bonus is given after the new hire has been retained for at least six months.
- **Analyze the On-Call Schedule** - This will help identify the potential for provider burn-out and adjust the policy, if necessary.
- **Social Events** - Schedule social interactions for staff such as luncheons or after-hours events. These events can create engagement opportunities with peers and also can engage staff with the community events.
- **Monitor Employee Turnover** - Develop a system to monitor the organization's turnover rate and take necessary actions to prevent staff resignations. Implement a standard exit interview for all employees to determine why they are leaving. Compare your turnover rate pre-retention plan to post-retention plan.
- **Set a Budget for "Retention Expenses"** - This would include funds to cover awards, lunches, etc.
- **Continuing Education Plan** - Determine if your providers are receiving enough time to seek education and training opportunities outside of the clinic.
- **Examine Insurance, Retirement Plans and Other Benefits** - Analyze the benefit package currently offered at your health center and determine if it is competitive to other practices and meeting the needs of your employees. If staff expresses the need for other benefits, analyze the cost associated with the benefits compared to the cost of employee turnover. An excellent way to analyze salaries from other health centers is to participate in IPHCA's compensation survey.
- **Teaching Opportunities** - Many providers are interested in teaching and mentoring students. Study the feasibility of student rotations and examine the benefits to bringing students on site. Staff engagement may increase if they enjoy working with students and you may be building a pipeline of potential employees who may come back for a job when their training is finished.

## Responsibility Chart

A retention plan activity chart can help staff understand their retention plan assignments.

Goal/Objective	Task	Staff Responsible	Due Date	Feedback/Status Update
Utilize a "buddy system" for new clinicians and their families	Assign a staff member to check on the initial adjustment of provider and family	Administrator or Medical Director assign peer	Check with provider once a month for first 6 months- Then every other month for a year or longer	Determine whether the provider feels their work and schedule is what was promised to them and make sure the family is getting socialized into the community
Develop an employee recognition program	Keep a list of anniversaries, etc. Give recognition for achievements.	Administrator/Human Resources Staff	Ongoing	Determine what recognition will be given at specific milestones (5, 10, 20 year anniversary)

## Review of Retention Plan

Asking providers what they are looking for from an employer can be one of the best ways to analyze your current retention plan. An organization can survey staff members periodically to find out whether needs are being met and analyze the feasibility of any suggestions made. Employers can adjust the retention plan accordingly to meet the needs of the organization and according to staff turnover. Use employee satisfaction surveys and performance appraisals as tools to gauge employee motivation, engagement and satisfaction.

Determine when and how often your retention plan will be analyzed.