



Health Center Language Database: Community Health Center Movement-Centric Recruitment Language

COMMUNITY HEALTH CENTER MOVEMENT-CENTRIC RECRUITMENT LANGUAGE



Communicating the Community Health Center Movement in Clear and Targeted Ways Supports Recruitment and Retention. Use this Information to Further Your Reach!

Based on the feedback from Community Health Center interviews, the following information provides targeted messaging that speaks directly to the Community Health Center Movement and can aid in attracting and retaining individuals that closely align to the ongoing need to serve populations that remain in need. Organized into the 5 W's (and H), this language is designed to be incorporated into recruitment and retention materials such as job requisitions, internal communications, and social media outreach. Further, these messages are categorized by type to assist with further refinement of use.

Communicating the “Who”

Who...

Understanding who played a key role in the creation and sustainment of the Community Health Center Movement is vital to motivating and maintaining a workforce that is dedicated to the often complex and difficult work ahead. Use the following facts in recruiting materials to support strategic alignment with potential hires.

HISTORY

...are key players in the Community Health Center Movement’s history?

Contributors to the establishment of Community Health Centers included many influential African American leaders and Civil Rights activists, as well as notable figures such as co-founders Jack Geiger and Count Gibson. These leaders and founders of the nation’s first urban and rural Community Health Centers worked tirelessly through their lives to grow the Community Health Center Program ([Source](#)).

RECRUITMENT & RETENTION

....makes up the Community Health Center Movement’s members today? What type of people join? What type of people stay for the long term?

All individuals who are interested in strengthening, preserving, and expanding health centers for underserved communities are welcome to join. Health centers need support from many different areas to thrive – doctors and nurses, but also front desk, administrative, and support staff. Needs are highly localized, so contact your local health center to learn how you can help.



Communicating the “What”

What...

What is the Community Health Center Movement? This foundational information helps individuals form a deeper understanding and further solidifies their place within the health center. Try not to assume that individuals – even current staff – are familiar with what the Community Health Center Movement is. Spread and affirm this information often.

HEALTH CENTER 101

...is a Community Health Center?

Health centers are community-driven, not-for-profit centers that provide quality health care and services to all, regardless of their ability to pay. Health centers take care of not only the individual, but also the populations within their communities. ([Source](#))

HEALTH CENTER 101

...is an FQHC? Federally Qualified Health Centers (FQHC), also called FQHC Look-Alikes or Community Health Centers, provide primary care services regardless of a patient’s ability to pay. Services can include preventive health, dental, mental health and substance use, and specialty care. These health centers are federally funded and services are provided on a sliding scale fee based on ability to pay. They serve medically underserved areas and populations. ([Source](#))

HEALTH CENTER 101

...is a Health Center Look-Alike? A Look-Alike is an organization that meets all of the eligibility requirements of an FQHC, receiving many of the same benefits of a FQHC, but does not receive grant funding.



Communicating the “What”

What...



MOVEMENT

...are the Community Health Center Movement’s goals? Mission, Vision, Values? The mission says people are entitled to, are participant in, and have the same right to healthcare. Its vision is a society that offers dignified, quality, affordable, real access to healthcare under one roof, tailored to the needs of people without resources. Our framework includes maximum feasible participation of the poor, a vision that has never changed or been lost. ([Source](#))

MOVEMENT

...does it mean to be part of the Community Health Center Movement? We are here to jointly tend to the needs with the people we are taking care of—to do everything within our power medically, clinically, socially, and politically. ([Source](#))

CURRENT ISSUES & EVENTS

...issues is the Community Health Center Movement focusing on currently? Please see the [Health Center Advocacy Network](#) for a list of current priorities.

HISTORY

...are the Community Health Center Movement’s historical successes? Community Health Centers have grown to serve more than 30 million people with over 1,400 organizations since the first health center opened in 1965. Health centers improved access to primary care by reducing barriers such as cost, lack of insurance, distance, and language for their patients. ([Source](#))

RECRUITMENT & RETENTION

...does it mean to be an ambassador for public health?

Ambassadors for public health provide outreach, education, and awareness of public health information and its impact on individuals and communities. They also raise awareness of public health careers, connecting community members and the health center with hiring in mind.

Communicating the “When”



When...

Knowing the when around key dates – past, present, and future – assists with grounding the actions that health centers take every day to advance the cause. Stay active and communicate the legacy of the Community Health Center Movement, tying in current activities that keep the movement alive.

HISTORY

...did the Community Health Center Movement begin?

The Community Health Center Movement began in 1965. For over 50 years, health centers have provided high-quality primary health care services to the nation’s most vulnerable individuals and families.

HISTORY

...are key dates in the movement’s

history? Please see [CHC Chronicles](#) for key dates and information about the Community Health Center Movement’s history.

CURRENT ISSUES & EVENTS

...are important upcoming events?

[National Health Center Week](#) is an annual celebration with the goal of raising awareness about the mission and accomplishments of America’s health centers over the past five decades. In addition, please see the [NACHC website](#) for upcoming trainings and events.

RECRUITMENT & RETENTION

...do staff join the health center?

Individuals in all stages of their careers are welcome and encouraged to serve in health centers. Health centers are a key place of learning for the next generation of practitioners. They also rely on individuals in middle and later stages of their careers to take care of patients and teach the next generation.



Communicating the “Where”

Where...

Many health centers can become isolated within their respective locations, but the Community Health Center Movement is vast – both geographically and in its impact. Help potential hires see that the movement is close to them in both proximity and career alignment.

CURRENT ISSUES & EVENTS

...is the Community Health Center Movement making an impact today?

Since the beginning, significant successes, impacts, and advances have been made in the areas of voter registration, 340B and discount drug pricing, screening and disease prevention, SDOH, environmental health, and resilience to climate change to name a few. In addition, rapid response and access to care in the face of COVID-19 demonstrates the impact of the Community Health Center Movement today.

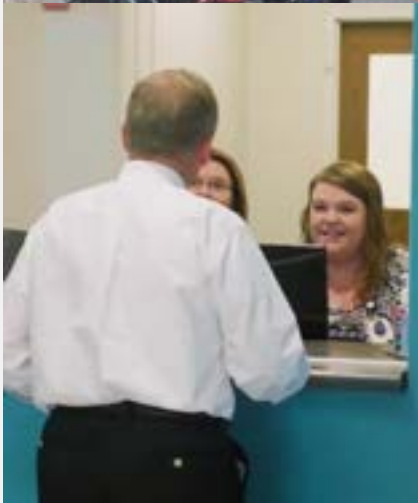
RECRUITMENT & RETENTION

...are people in their careers when they join a health center?

Individuals in all stages of their careers are welcome and encouraged to serve in health centers. Health centers are a key place of learning for the next generation of practitioners. They also rely on individuals in middle and later stages of their careers to take care of patients and teach the next generation.

RECRUITMENT & RETENTION

...are people needed most? People are needed in your community—wherever that is.



Communicating the “Why”



Why...

Possibly the most important aspect of the Community Health Center Movement that must be communicated thoroughly and often is why. Without this essential link, current and future hires will have a loose connection to the work at hand. Leverage this information through recruitment and marketing information for maximum effect.

MOVEMENT

...does the Community Health Center Movement matter?

Health centers work with health care payers, entire health care systems, the private sector, and the government on all levels to address and respond to the critical public health crises of our time. Health centers are innovators, healers, and problem solvers that reach beyond the walls of the conventional health care delivery system to prevent illness and address the social drivers that may cause poor health – diet, nutrition, mental illness, or homelessness. (Source)

RECRUITMENT & RETENTION

...do people join health centers as a place to work?

People join health centers as a place to work to take part in something larger than themselves. Working in a health center is a way for individuals to serve their neighbors and communities.

RECRUITMENT & RETENTION

...do people stay in their roles at health centers?

Serving in a health center, regardless of role, is hard work. The people who stay deeply connect with the mission of their health center.



Communicating the “How”

How the Community Health Center Movement progresses is a useful message that helps individuals stay motivated and driven towards set goals.

How...



HEALTH CENTER 101

...do health centers connect their work to the Community Health Center Movement? Health centers do the work of the Community Health Center Movement, executing the vision of a society that offers dignified, quality, affordable, real access to healthcare under one roof, tailored to the needs of people without resources.

MOVEMENT

...do health centers contribute to progress? Health centers embrace innovations to improve patient outcomes and provide new and better treatment options to make it easier for patients to access care. This innovation leads to improvements in community health by making it easier for people to live healthy lifestyles and prevent the early onset of diseases.

RECRUITMENT & RETENTION

...do individuals participate with/connect to the Community Health Center Movement? People work in health centers to take part in something larger than themselves. Working in a health center – as doctors and nurses, but also as front desk, administrative, and support staff – is a way for individuals to serve their neighbors and communities.

RECRUITMENT & RETENTION

...do individuals grow in their careers in health centers and as part of the Community Health Center Movement? Health centers are a key place of learning for the next generation of practitioners. They also rely on individuals in middle and later stages of their careers to take care of patients and teach the next generation. Individuals grow as employees and as people in health centers.





Health Center Language Database: Persona-Based Messaging

PERSONA-BASED MESSAGING



Target Your Messages to Speak Directly to the Ideal Candidate. Use this Information to Further Your Reach!



Based on the feedback from Community Health Center interviews, the following information provides targeted messaging that speaks directly to the personas (the ideal candidates and their characteristics) that health centers hope to attract. Organized by persona, these messages speak directly to potential candidates and help them see the direct alignment between their interests and your open positions. Use these messages in social media posts, requisitions, and general advertisement materials.

PERSONA-BASED MESSAGING:

“Patient Turned Potential Staff” Patrick

Make your most connected patients your best health center asset.



How do health centers staff for long-term success while facing high demand for passionate resources? Look within! See below for specific language tailored to past, current, and future patients of your health center.

“Lend Us Your Unique Perspective”

“Healthcare is collaborative—we are case managers and legal counsel, doctors and nurses, front desk, and administrative staff, to name only a few of the roles we engage in support of the health center. Come talk to us about your experience and how we can work together for our community. Fill out an application today.”

“Learn and Serve with Purpose”

“Administration and operations of health centers are vital to keeping the doors open so all patients can get the care they need. Get hands on knowledge of how to run this critical community service while helping your community.”

“Challenge Yourself, Grow with Us”

“Are you looking for a new challenge, close to home, with a schedule that fits your family’s needs? We’re here and we’re hiring in your community. We’re excited to help you grow into the next phase of your career.”

“Dignified Care – Pay It Forward”

“You have experienced the dignified and affordable access to healthcare we offer. We’re hiring for medical and non-medical positions, so now you can participate in ensuring others receive the same care.”

“Join a Legacy of Community Service”

“Our legacy of on the ground healthcare spans generations in your community. Join our team in taking care of the next generation with dignified, affordable access to healthcare.”

PERSONA-BASED MESSAGING:

“Movement-Focused” Melanie

Capture the attention of individuals who are already connected to the purpose of the Community Health Center Movement: Serving underserved populations in need of support.

Finding uniquely qualified individuals who understand the complexity and necessity of health centers in the area they live in is a useful approach. Draw their attention with targeted messaging.

“Build Your Career with Driven, Targeted Care”

“Do the work you feel driven to do and grow while doing it, all in service to your community.”

“Post-Graduate Focus on Community”

“You’ve completed your program, now practice your craft and teach the next generation right here in your community.”



“Develop Expertise, Lean Into the Complex”

“Connect with and have a deeper impact on the community you serve. Develop and grow your expertise in a complex, ever changing, and intimate healthcare environment.”

“Grow Your Capability in a Challenging Environment”

“We treat more than patients—we help individuals in our community with mental, behavioral, dental, and medical services. We invest in the long term, big picture of the individual and our community, one patient at a time. Join us.”

“Mentorship and Direction with Deep Connection”

“Continue learning and work with mentors who can help you grow your career while providing dignified, quality, affordable, real access to healthcare to all those who need it.”

PERSONA-BASED MESSAGING:

“Retired Professional to Renewed Outreach” Rachel



With so much to lend to the healthcare landscape, reengage veteran practitioners to fortify your health center.

It goes without saying that seasoned healthcare professionals bring needed expertise to health centers. Read on for targeted messaging.

“Lend Your Expertise to the Next Generation”

“You’ve spent years providing compassionate care to patients. Before you close the door, consider holding it open for someone else! Work in the medical field while teaching the next generation of practitioners on a schedule that fits your needs.”

“Continuing to Serve through the Next Stage in Your Career”

“Are you ready for something new, but not ready to retire from the medical field? Flex your skills and your schedule while providing compassionate care in your community health center.”

“Lead from a Place of Wisdom and Support”

“Before you leave the medical field, train the next generation to provide dignified, quality, affordable, real access to healthcare to all those who need it.”

“Reignite Your Passion by Paying it Forward”

“Do you remember why you started in the medical field? Before you retire, consider working in your community a little longer to provide dignified, quality, affordable, access to healthcare to all those who need it.”

“Stay Involved, Share Your Experience”

“Are you ready to make a new kind of difference? Explore other ways to stay involved in the medical profession—come talk to us about your experience and how we can work together for our community. Fill out an application today.”

PERSONA-BASED MESSAGING:

“Community Member Making an Impact” Mason

Hiring passionate individuals is hard. Start with someone who is already dedicated to the community.

There may be no better source for mission-focused service than those who are already devoted to the success and betterment of their community. Read on for clear messaging to capture their attention.

“Your Perspective is Essential to Our Success”

“Healthcare is collaborative—we are doctors and nurses, front desk and administrative staff, IT and business development professionals. Come talk to us about your experience and how we can work together for our community. Fill out an application today.”

“Challenge Yourself to Expand Your Community Reach”

“Are you looking for a new challenge while serving others? We’re here and we’re hiring in your community. Grow with us while serving your community.”



“A Variety of Expertise for a Varied and Complex Need”

“You don’t need to be a medical professional to have an impact on the patients and community you serve. Be a part of positive change.”

“Help Bridge the Gap for those In Need”

“We provide high quality, affordable, and dignified access to healthcare to all those who need it. Help us do it—come talk to us about your experience and how we can work together for our community.”

“Make a Difference”

“Be part of something big—when you join a community health center, you take part in a much larger effort to provide dignified, quality, affordable, real access to healthcare to all those who need it.”





Community Health Center Recruiting & Retention: Social Media Strategy Resource

What You'll Find in this Resource

This resource provides information and guidance on incorporating the language of the Community Health Center Movement into recruiting and retention efforts on social media. Throughout this resource, health centers will find:



Social Media and Recruiting: Re-framing the Conversation



Targeting Potential Candidates through Recruiting Personas



Engaging through Social Media Channels for Recruiting & Retention



NACHC-Specific Hashtags to Connect to the Movement

General Social Media Knowledge



Why Social Media Engagement Matters for Recruiting & Retention

A strong on-line presence has become necessary for attracting and retaining staff. Social media is a key component of establishing and maintaining candidates' awareness of your brand.

86% of passive candidates evaluate a brand before applying for a job.

86%

A business that's considered a reputable brand receives 50% more qualified applicants.

50%

86% of job seekers use social media to search for relevant jobs, and apply to jobs directly from social sites.

86%

If a job posting has visual elements, 51% of applicants find the company more attractive.

51%

A strong employer brand reduces turnover and recruitment costs by 50%.

50%

80% of millennial job seekers consider whether they are a cultural fit for a company before accepting a position.

80%

Connecting Human Resource Recruitment to Social Media and Marketing Departments

The Human Resource Department's responsibility to recruit qualified candidates is closely tied to the staff supporting Marketing efforts, such as Social Media Management. While recruiting is the process of actively seeking out, finding, and hiring candidates for a specific position or job, combining this effort with targeted support from your Marketing team can transform and amplify recruiting efforts.

Recruitment Marketing Attracts Talent to Employers through an Array of Content

Recruitment Marketing, as compared to Recruitment alone, promotes the value of working for an employer such as the health center in order to attract, engage, recruit and retain talent. Candidates discover and consider employers much like consumers through searching on-line, following social media and reading reviews to become aware of an employer and career opportunities.



Social Media Tips & Tools: Consistency is Key

For your audience to recognize your brand, you must be consistent. Being consistent in your brand allows you to grow in audience engagement and reach. From the tone of voice used in messages to the aesthetics of your profiles, you need to be recognizable to gain traction among your intended audience.



What to Post

Health centers can reap the benefits of using social media to demonstrate a thriving and engaged organization. By sharing posts of community events, new hire announcements, awards and recognition, and even candid photographs of your staff at work, you set the stage for recruiting by helping candidates see themselves at your organization. Candidates will also see that your health center is actively engaged in movement-focused activities by demonstrating how you *apply* the movement throughout the community and within the Center.



Voice & Branding

Consistency in voice, tone, and branding is essential to the success of social media engagements. Within your health center, determine how you want to greet the public. Informal or formal? Color-driven graphics and pictures or reserved and professional corporate imagery? Though this may seem arbitrary, the consistency demonstrated here goes a long way toward underscoring a stable and secure organization, as the public (and candidates) will come to expect a particular approach from your health center. Drastic deviations from this will leave them confused.



Quality Over Quantity

While a consistent posting schedule is important, less is sometimes more. Ensure that your messaging remains on target and you share the most relevant materials possible. If adhering to your posting schedule means posting content-poor or irrelevant information, simply adjust the schedule to ensure you have meaningful content to share that will not damage your social media presence, reputation, or brand.



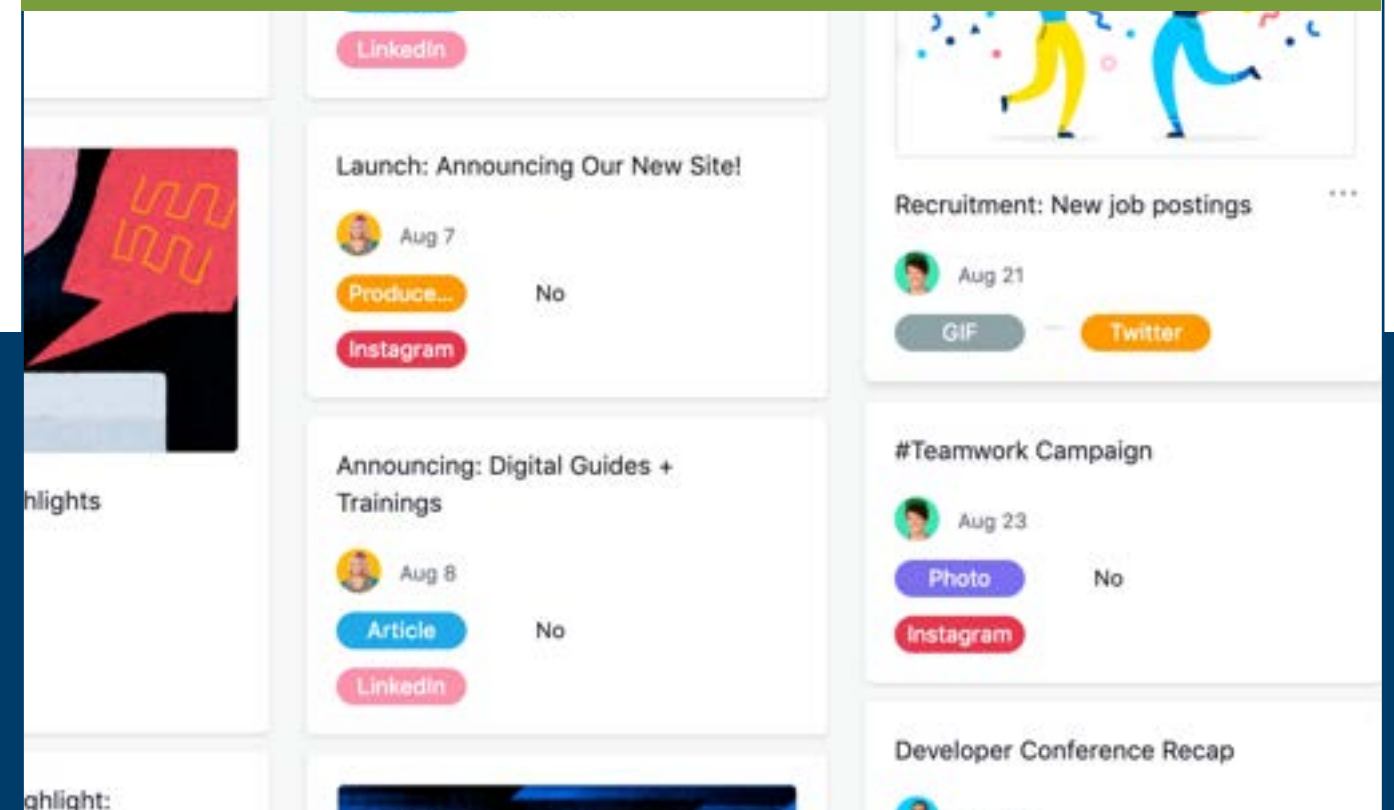
Connections & Sharing

Beyond the health center's social media posting, sharing and building cooperation with similar entities is powerful. Health centers will benefit from connecting, sharing posts, and "Liking" each other's content. Furthermore, messages or content posted through official NACHC accounts is highly valuable. Not only will you reach a greater audience, you will also reinforce your participation in the Health Center Movement beyond your local sphere.

Know Your Metrics

Successful use of social media for recruiting depends on defining the metrics that indicate a winning approach. Most industry-leading social media platforms are equipped with tools to track the following Top 5 Social Media Recruiting Metrics built in:

- 1. Engagement:** The number of people who are interacting with your content. Depending on the platform, this may appear as views, likes, shares, mentions, comments, and tags.
- 2. Reach:** The number of people who could see your post, which is comprised of your followers plus the followers of any accounts that share your post.
- 3. Impressions:** The number of people who see your post on their feed. As the feed is a summary view of popular content, it is a combined result of engagement and reach.
- 4. Referrals:** How many people are coming to your target location (e.g., website or applicant platform) from each of the most popular social media platforms.
- 5. Conversion Rate:** How many people are taking your desired action. This rate is calculated by looking at the referrals (those that arrive at the correct location) and dividing by those that complete the desired action (e.g., applying for the job or signing up for a volunteer event).



Targeting Potential Candidates through Recruitment Personas

Recruitment personas can help your health center envision the traits of your ideal hire for any given position. They can also help you more clearly define the type of employer you are. Better understanding the personas your health center desires to attract can help to better brand and craft recruitment-focused messaging that inspires qualified, suitable applicants to apply.

Based on feedback from Federally Qualified Health Centers (FQHC), also called FQHC Look-Alikes or Community Health Centers, across the country, the following four recruitment personas emerged. The next section will explore how these recruitment personas can be adopted or enhanced to inform overall recruitment and social media engagement activities.



■ **“Patient Turned Potential Staff” Patrick**



■ **“Movement-Focused” Melanie**



■ **“Retired Professional to Renewed Outreach” Rachel**



■ **“Community Member Making an Impact” Mason**

“Patient Turned Potential Staff” Patrick

Patrick is a long-time patient at the health center. He brings his young son in as well and has a great rapport with the staff and doctors. Patrick is inquisitive, considerate, and shows an interest in the information that he receives from the staff in the health center. He takes time to express his appreciation for the services provided at the Center and makes it a point to encourage individuals in the community to visit the health center for their ailments.



Demographic Information:

- **Area/Location:** Local to the health center.
- **Life-Stage:** Early to Late Adulthood. Stable employment, but willing to make changes to occupation or career.
- **Education:** Some College to completed College Degree.
- **Current Employment:** Currently or previously employed in service industry.

Traits, Driving Motivations, Likes, and Limiting Factors:

Traits: Interest in expanding capabilities, self-starter, enthusiastic, considerate, professional demeanor, and responsible.

Driving Motivations: Believes in continuing to progress, grow, and learn to create additional stability and security for those around them. Is not satisfied to “rest on laurels” or become complacent and will seek ways to develop new capabilities while surrounded by positive, encouraging, and considerate individuals.

Likes: Challenges, learning, and acquiring information, teamwork and collaborative environments (feeling like a part of a team), and serving others.

Limiting Factors: Requires stable employment and flexibility to maintain current lifestyle in support of dependent family members.

How to Reach Candidates like “Patient Turned Potential Staff” Patrick:

- **Build upon in-person interactions** with this persona by inviting the individual to participate in community events (or view past events via social media), shadow front-of-house staff, and openly discuss pathways to employment that bridge current employment/education gaps.
- **Appeal to this individual’s inquisitive and self-starting nature** by outlining the challenging, yet rewarding nature of work at the health center.
- **Help this individual see themselves at the health center** by discussing or sharing job/role profiles of current staff at health center.

“Movement-Focused” Melaine

Melanie has just graduated from Nursing School and is ready to join the workforce. She is exploring many avenues to begin her career, but wants to be sure she will continue to serve underserved populations, as a large part of her residency focused on working in and with the community. Though she is unclear on her next steps, she is passionate about making a greater impact in the medically underserved community.



Demographic Information:

- **Area/Location:** Transplant to area or within adjacent cities.
- **Life-Stage:** Early to Mid-Adulthood. Just getting started with few familial connections. Looking to build stability.
- **Education:** Recent graduate with healthcare degree; exposed to health centers during residency.
- **Current Employment:** Currently exploring career paths as residency ends.

Traits, Driving Motivations, Likes, and Limiting Factors:

Traits: Career-focused, positive, dedicated, likes a challenge/ problem solving, big-picture oriented, passionate, proactive, fast learner.

Driving Motivations: Appreciates the difficulties associated with providing healthcare to underserved populations and is up for the challenge. Building competency while making a difference.

Likes: Addressing complex medical and health literacy issues, dynamic environments, and freedom to innovate within the health care environment.

Limiting Factors: Tension between a desire to serve and the financial implications of potentially lower pay as compared to larger institutes.

How to Reach Candidates like “Movement-Focused” Melaine:

- **Demonstrate potential mentorship opportunities** with this persona in mind by highlighting the wealth of knowledge held by your current staff through videos and profiles.
- **Get in front of this target audience** by joining social media groups, message boards, event pages, and hashtag categories that focus on post-residency career paths.
- **Highlight benefits that go beyond salary** by outlining some of the health center’s more unique and differentiating perks, to include any tuition reimbursement or student loan assistance programs.
- **Lean in to the challenging work** at the health center by publishing blogs, success stories, and impact features that will inspire and energize this persona to test their skills.

“Retired Professional to Renewed Outreach” Rachel

Rachel is a retired healthcare professional with 25 years of experience, specializing in emergency care. In her previous role, she worked at a hospital that served many disadvantaged individuals that could not afford emergency care. During her tenure, she struggled with her inability to provide affordable care to those in need. After three years of downtime, she is now ready to explore other ways to stay involved in the medical profession and make the difference she never could.



Demographic Information:

- **Area/Location:** Local or surrounding states.
- **Life-Stage:** Retired from full-time work and evaluating how to use additional free time.
- **Education:** Post-bachelor Degree and Certifications.
- **Current Employment:** Retired; not actively looking for full-time work but open to the idea.

Traits, Driving Motivations, Likes, and Limiting Factors:

Traits: Compassionate, innovative, leader, knowledgeable

Driving Motivations: Provide healthcare services to all that need it, irrespective of financial means, to ensure medical services reach all levels of society.

Likes: Working with overlooked populations, exploring new and emerging techniques, collaborative environments, building and improving environments, teaching the next generation.

Limiting Factors: Because this individual is considering a post-retirement career, it is important that they have greater levels of flexibility and can set the pace of their support.

How to Reach Candidates like “Retired Professional to Renewed Outreach” Rachel:

- **Create and join central conversations** surrounding care, compassion, and empathetic health care transformation in your area to establish or capitalize on gathering places for this persona.
- **Let your leadership speak to the origins of the Health Center Movement** and share this perspective across multiple social media streams to underscore the alignment between health centers and compassionate care.
- **Find this individual** within groups or programs that specialize in pairing retired healthcare providers with health centers such as Encore Physicians. Short of making a match through programs such as this, be sure to follow and tag them in your social media posts.

“Community Member Making an Impact” Mason

Mason has taken part in many volunteer opportunities throughout his life. Though he works a carpentry job in town, he spends the majority of his free time seeking and participating in outreach and community service activities, such as food and clothing drives and community clean-up initiatives. Mason is affiliated with many of the outreach groups around town and is looking for additional opportunities to do his part.



Demographic Information:

- **Area/Location:** Local to the health center but highly migrant.
- **Life-Stage:** Early to Mid-Adulthood. Has connections to many movements, but may not have real roots.
- **Education:** Some College to completed College Degree.
- **Current Employment:** Currently employed in professions that offer a lot of flexibility and freedom.

Traits, Driving Motivations, Likes, and Limiting Factors:

Traits: Selfless, compassionate, mission-driven, dutiful, passionate, somewhat restless, focused, attention to detail.

Driving Motivations: Motivated by progress and positive change. Must feel a part of the process and must understand the alignment between action and outcome.

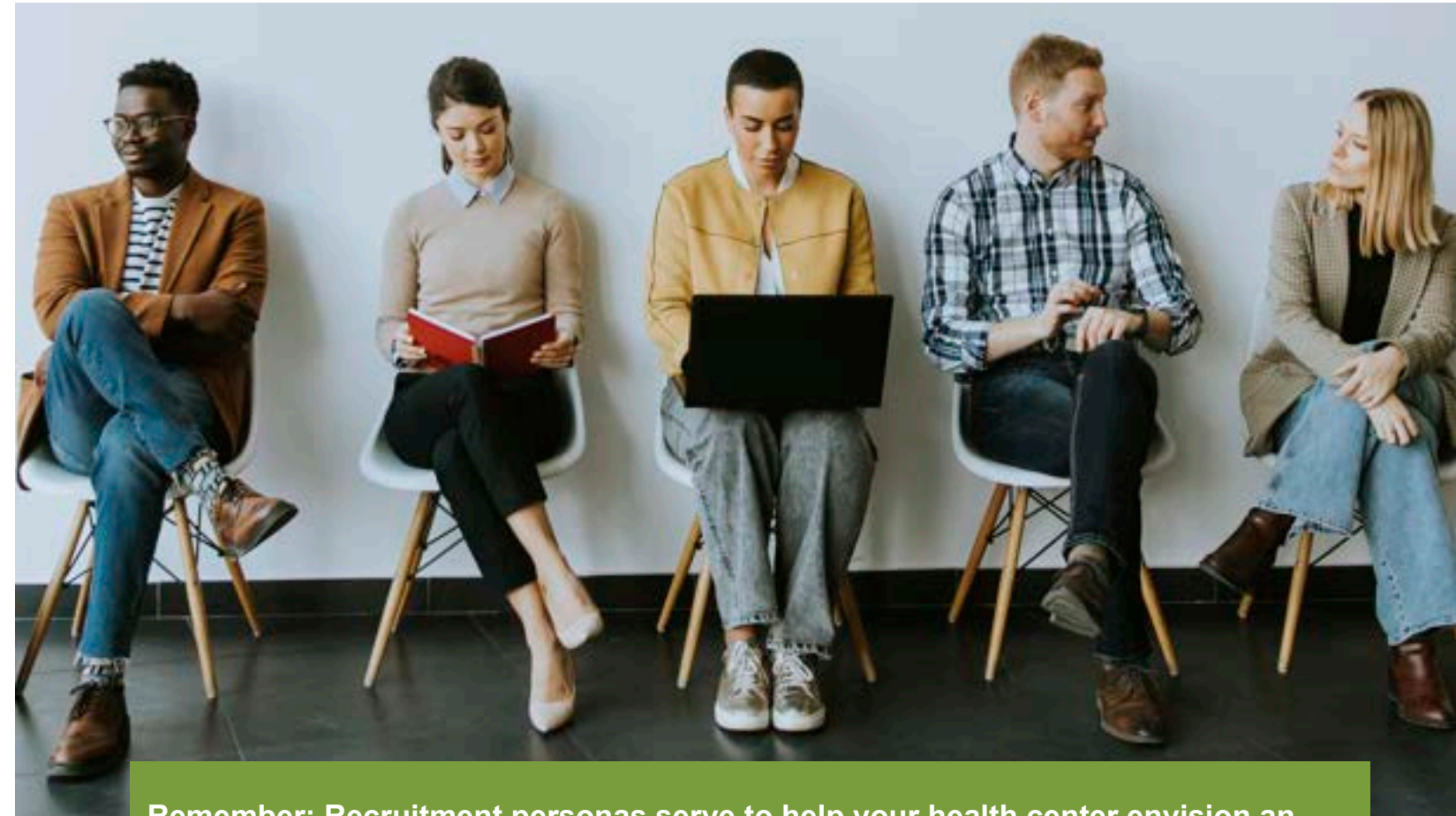
Likes: Outreach and positive impact on localized and global initiatives. Team efforts and being a part of a movement energize and excite this persona.

Limiting Factors: Discouraged by stagnation and talk without action. Must maintain stable employment with flexibility, but a position that incorporates both is a dream job.

How to Reach Candidates like “Community Member Making an Impact” Mason:

- **Share any and all community engagements** via social media channels to put action front and center for this persona. Couple this with hashtags that lean toward outreach and local movements/organizations.
- **Outline how health care is intrinsically tied to community development and improvement** to capture the attention of candidates that are passionate about outreach and community service.
- **Share how your health center promotes career paths** as this persona may not have a background in health care and will be able to better imagine the possibilities if a clear path to employment is provided.

Recruitment Personas Summary



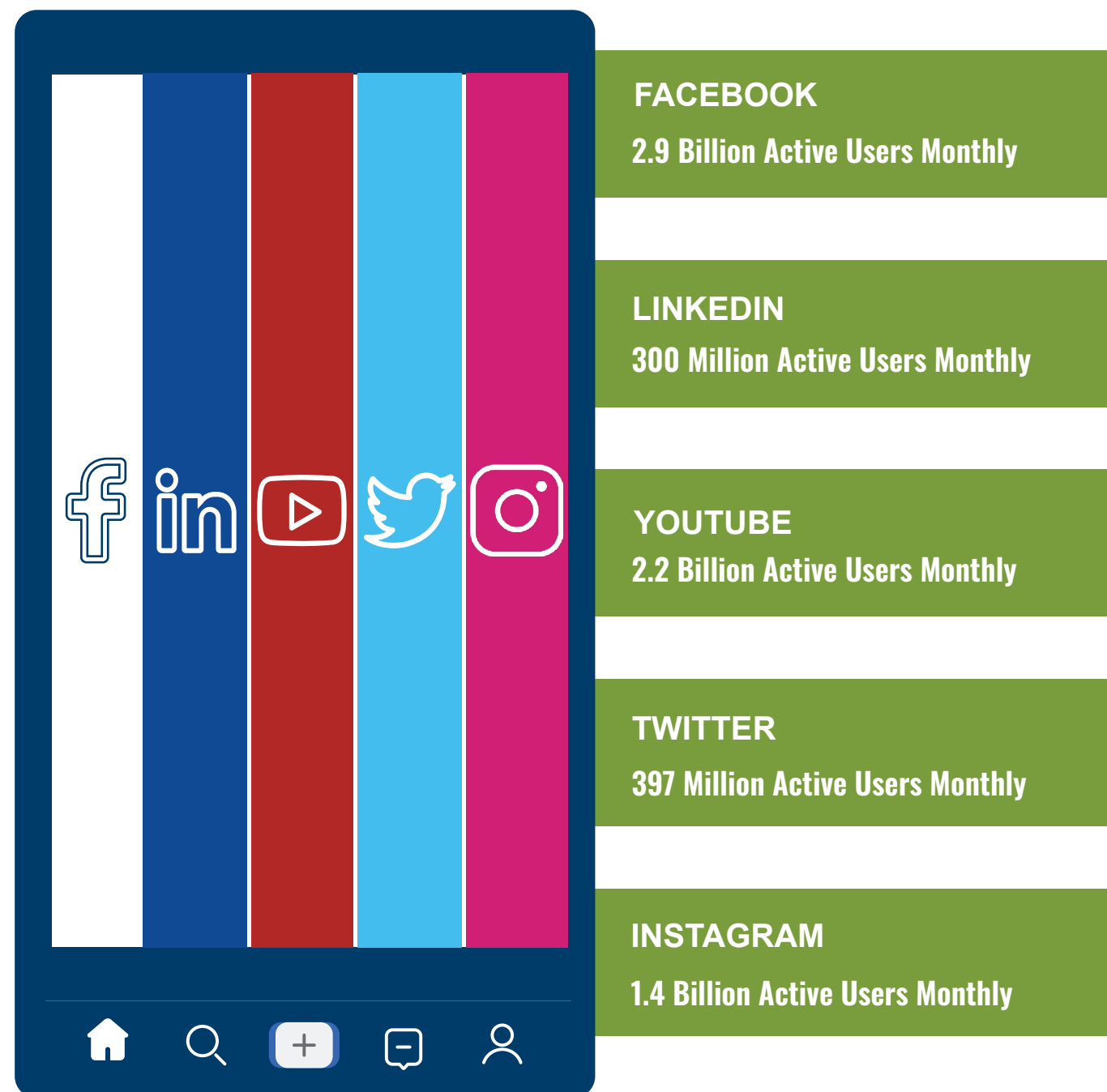
Remember: Recruitment personas serve to help your health center envision an ideal applicant for specific or general job roles. A persona is created by defining the characteristics, skills, and traits that make up the perfect hire.

Creating and customizing these personas will enable you to:

- Identify the talent that is the perfect fit for the roles you need to fill
- Understand the most relevant methods and social media channels to target candidates
- Produce tailored content such as blogs, posts, videos, and staff profiles
- Create alignment across your health center’s marketing and recruitment functions
- Provide detailed data to feed into your overall recruitment marketing strategy

Engaging through Social Media Channels for Recruiting & Retention

Nine out of ten organizations now use social media to source, attract, and engage with potential candidates and health centers are no exception. Let's look at some of the most useful channels to use:



Facebook



Facebook is a social network that connects people to friends and family and allows users to follow companies and join groups. It is an excellent platform to post your job openings and potentially reach an audience of 2.9 billion active users monthly.

Posting open positions on Facebook is free, and applicants can apply directly through the Facebook platform. You can also paste a tracking link to your applicant tracking system (ATS) directly on Facebook, allowing you to track candidates and schedule interviews.

How to Use this Platform for Maximum Effect:

Company Insights. Post photos of your workplace, videos of your recent events, exciting company updates and candid photos from day-to-day interactions. Anything that will give potential candidates a taste of what it's like to work for your health center.

Employee features. Spotlight amazing employees. Post a photo of the employee and provide testimonials of their success, highlighting your health center's growth potential and showcasing first-hand reviews of the work environment.

Internally generated content. If your health center operates a blog or resource center, your Facebook page is a perfect location to share your articles. Post links to your stories and ask for reactions or opinions.

Industry relevant content. If your health center leaders or policy makers keep abreast of industry news, share your discoveries. Information that is valuable to the health center is also valuable or interesting to potential job seekers and will reinforce credibility.

Job seeker related content. The same goes for general employment news or job seeker tips. If you have great insight on building a resume; are curious about your audience's first job; or just want to share an inspirational quote, providing valuable resources to patients and potential candidates will help develop a loyal following.

LinkedIn



How to Use this Platform for Maximum Effect:

Brand first. Use your LinkedIn company page to show potential candidates what you are all about as an health center. This can include curated content, consistent graphics and header images, recruitment videos, press releases or announcements, and employee testimonials.

Stay engaged. Engage with connections to retain their interest in your health center. You should do this the same way you would on the other socials: post informative, engaging and relevant posts, articles, and comments.

Join groups and study competitors. Find active groups in the field you are recruiting for. Post jobs in the feeds there if it's allowed in the group rules. In addition, look at job postings from your competitors, such as local hospitals. You can search on LinkedIn to see what keywords they use and emulate this or capitalize on what they are lacking.

LinkedIn is a social network that focuses specifically on making business connections. It provides an excellent foundation for finding candidates by creating a company presence through an official company profile, job postings, and relevant company updates.

Any updates to your company profile and interactions you have can reach an audience of 300 million potential job candidates.

Work with LinkedIn's unique approach. LinkedIn is great at showing your connections in searches and on profiles. Use this to your advantage. Messaging potential candidates becomes easier and more effective when they are in either the health center or current employees' network. In addition, follow related organizations and view the connections they have accumulated to capture these like-minded individuals.

Utilize free or paid job postings. Post a link to job postings on your careers site/section. This is a nice, free way to get traction on a job posting on LinkedIn without having to set a budget. While your health center can sponsor the post, which will get it in front of a larger audience, posting to your feed is free.

YouTube



How to Use this Platform for Maximum Effect:

Curated for videos for candidates. This is a video that you know will appeal to your target candidate audience and is designed to draw them into your YouTube channel so you can engage with candidates and provide additional content. YouTube allows for links to the application process/recruiting system – this makes it easy for someone to take the next step to reach out to the health center.

Movement-Focused Content. It is important that candidates are a great cultural fit. Broadcasting your health center's values and alignment to the Health Center Movement on your YouTube channel gives candidates an opportunity to determine if they will be a good fit for your health center.

Events and Community Engagement. Anytime you have an upcoming community event or celebration within your health center, select someone to record your event and edit portions of it to put on YouTube. This will show candidates your culture in action.

While YouTube may not seem like a traditional social media network, it is an excellent platform for promoting your brand. It has 2.2 billion active users monthly and will allow you to post videos—informational, how-to videos, and more, including job opportunities. You can build a strong brand and improve candidate experience with several well-rounded videos that highlight your company culture.

You can build a strong brand and improve candidate experience with several well-rounded videos that highlight your company culture.

Show Off Unique Benefits. Every candidate is interested in knowing what benefits a company offers at some point in the process. Rather than providing only traditional materials in the form of a pamphlet or PDF with this information, a video shows that your health center can use various modes that are more appealing.

Highlight Staff Experiences. This is a powerful tool for demonstrating what it's like to work at your health center. By posing questions to some of your staff employees about things such as satisfaction, training, promotional opportunities, benefits and life balance, potential candidates will be able to hear from individuals other than recruiters.

Twitter



How to Use this Platform for Maximum Effect:

Build an informative profile. Your health center's dedicated Twitter account is more than just a job posting hub. Use tweets to strengthen the health center brand. By sharing industry news, photos of employees or company updates, you can create an account that reflects the ethos of your health center.

Build your followers and talent pool. Using on-line tools like Followerwonk will allow you to target not only users or organizations that have similar interests, skill sets, or movement-focused ideals, but also target users by location, which is ideal for health centers sourcing candidates. Follow individuals and organizations to gain their attention and increase the potential for return-follows.

Share industry relevant information. Including field-specific content will add value for readers and potential candidates alike. This will not only increase traffic, but it will also show potential candidates that you are a credible health center.

Twitter has 397 million active users monthly, making it an ideal platform for sharing job postings. While you cannot post jobs directly on Twitter, you can post a link to your company career page or job board and highlight your opening in a tweet.

About 42% of Twitter users have a college degree. This means that job seekers who use Twitter may already have the education and skills required to fill a particular job role in your health center.

Share quotes from current employees. Tweet quotes from employees talking about their role and why they enjoy working at your health center. Show off your culture or inclusion initiatives, as this demonstrates authenticity and attracts applicants to your job postings.

Hashtag and join the conversation. In addition to making it easy for candidates to find your jobs by using hashtags and keywords, ensure you generate and engage in conversation. Until organic conversation is generated through internally-created blogs or articles, comment on others' materials or messages that align.

Highlight benefits and unique qualities. If you have unique benefits, Tweet about them.

Instagram



How to Use this Platform for Maximum Effect:

Culture, culture, culture. First instincts will suggest creating "We're Hiring" visuals via on-line tools like Canva. This is certainly a necessary step, but Instagram's power lies in attracting the initial attention of users by showing day-to-day life at your health center or what kind of events typically happen there.

Great looking visuals. On-line content creation tools like Canva ensure your visually-based materials look professional and remain consistent. Include materials such as pictures of work events, meetings, team outings, conferences, quotes from employees, 15-second video snippets of employees discussing the company, awards and accolades, pictures of your health center, and photos promoting specific open roles.

Utilize Instagram's CTA feature. Instagram has a "call-to-action" feature that allows you to direct users to your Careers Page, making it easier for interested parties to apply for open roles.

Instagram is a social networking platform that many companies use to display the culture and initiatives of their health center through the use of photos. Instagram boasts over 1.4 billion monthly active users.

Posting open positions is not as easy on Instagram, as you are limited to just posting photos and you are not allowed to post links to other sites. You can, however, boost your employer brand on these platforms, making users want to visit your website to learn more.

Engage with similar brands. Find similar organizations or individuals that are already popular on Instagram. Once you follow them and turn on notifications to know when they post new content, try to be one of the first comments on their new posts. This extends your reach to their followers.

Hashtags that your talent pool will recognize. In the next section, NACHC and health center focused hashtags will be discussed. But as it relates specifically to Instagram, note that candidates looking at your health center's profile will search or be directed to related hashtags that interest them.

Optimize Engagement by Timing Your Posts

Posting content when your target audience is on-line is one of the simplest ways to improve your organic reach. Though there is no one-size-fits-all, general guidelines prevail.

It is best to post early in the morning as individuals are catching up on their newsfeeds. Lunchtime is also great because people tend to have the more flexibility to scan their social media accounts. Finally, right after working hours are effective, as users are unwinding and reviewing what they missed over the day.



The best time to post on **LinkedIn is 9:00 AM on Tuesdays and Wednesdays**



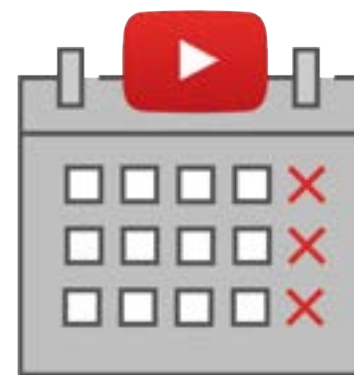
The best time to post on **Facebook is 8:00 AM to 12:00 PM on Tuesdays and Thursdays**



The best time to post on **Twitter is 8:00 AM on Mondays and Thursdays**



The best time to post on **Instagram is 11:00 AM on Wednesdays**



While there is no specific time to post on **YouTube, a consistent cadence is ideal for ongoing content**

Social Media Recruitment Tips

Remember: Social Media Engagement Serves Dual Purposes

When engaging on social media platforms, remember to strike a balance between establishing and sharing your health center's ethos and connecting to the Health Center Movement and actively sourcing talent. Doing the first well will benefit the latter.

Create a Captivating Brand Strategy

Establish your health center's on-line reputation by displaying your brand and value and how you live your values. Potential candidates will not want to guess if they are a good fit or what working for your health center will entail.

Don't Overlook The Power of Videos

Videos are over five times more engaging than text messaging alone. They are also very useful for attracting the attention of passive candidates that are not necessarily looking for a job change at the moment.

Engage with the Social Media Community

To build a following, it is important to not only post internally-created content, but to also engage with content created by others. Brand and reputation building is a two-way street. Engage with candidates by commenting on posts and following anyone who may eventually show interest in your health center.

Use Tools to Start Posting and Scheduling

Using free tools like HootSuite or Later are essential when creating a social media engagement plan. By allowing your health center to manage content distribution across multiple channels in a single dashboard or program, you will establish consistency of scheduling.

NACHC-Specific Hashtags to Connect to the Movement

Hashtags are important on social media as they enable the right people to find your content. Using relevant hashtags helps organizations such as health centers distribute locatable content and helps drive traffic to content. This section provides useful hashtags for NACHC and Movement-centric messaging, with other relevant hashtags that assist with situational recruitment and retention needs.

NACHC-Specific Hashtags

NACHC currently uses the following hashtags to complement messaging and information:

- #ValueCHCs
- #CHCsInnovate
- #HealthCentersOnTheFrontLines
- #FQHC

In addition, health centers can utilize the following hashtags that reinforce NACHC's 6 Pillars outlined in the revitalized [Strategic Plan](#):

- | | |
|--------------------------|--------------------------|
| #equitablehealthoutcomes | #communitybuilding |
| #communityhealthmovement | #integrativemedicine |
| #publichealth | #primarycareassociations |
| #healthcare | #patientcenteredcare |
| #community | #communitybasedcare |
| #healthylifestyle | #thisispublichealth |
| #wellness | #underservedcommunities |
| #healthandwellness | #comprehensivehealthcare |
| #nonprofit | #accessiblehealthcare |
| #healthequity | |

Hashtags can enhance visibility of content and recruitment posts. On LinkedIn, they can increase a post's impressions by 29.5%. Instagram users are 12.6% more likely to interact with a post that has hashtags than one without and Twitter posts have a 55% higher chance of getting more retweets and engagement with a hashtag. The most important tip: Use hashtags that are relevant enough to be reused by others and avoid using so many hashtags that the overall post comes off spammy (i.e., a post for everyone and therefore focused on no one in particular.)

Industry-Specific

- #healthcare
- #healthcareheroes
- #medicalprofessionals
- #futuredoctor

Utilize hashtags that help to target candidates, but not all jobseekers. As your health center position will only be relevant to candidates with specific skills and interests, hashtagging words relating to the job and its industry will help to direct the post towards the right audience that have a algorithmically demonstrated interest in the hashtag.

Recruiting & Hiring

- #nowhiring
- #healthcarejobs
- #careeradvancement
- #careerchange

Hashtagging commonly used words and phrases associated with recruitment and employment in your posts will improve their visibility among potential candidates. Differentiate the use of these hashtags to ensure they are only used for posts that are actively requesting applications (call to action). Use these hashtags in combination with the industry-specific hashtags for maximum efficiency.

Cultural Fit

- #jobculture
- #serviceoriented
- #workplaceculture
- #changeforthebetter

Cultural fit hashtags are all about placing your health center's mission, vision, and values front and center. Popular hashtags in this space are used to ensure potential candidates understand what you stand for and understand the health center's commitment to hiring individuals that are the right match. Use these hashtags when they naturally arise, such as when posting on events and when posting recruitment specific content.

Location-Based Hashtaging

Location hashtags can help boost the visibility of your posts by getting your post in front of an audience who is at that location, intends to be at that location in the future, or is interested in that location. See examples for Gary, Indiana adjacent.

#garyindiana #hammondindiana #chicago
#eastchicago #griffithindiana #merillville #nw
#merillvilleindiana #northwestindiana #nwindiana
#indiana #southbendindiana #nba #portageindiana
#gary #millerbeach





NATIONAL ASSOCIATION OF
Community Health Centers®



Community Health Center Topic Briefs: Information & Guidance

PIPELINE & PARTNERSHIPS



Are you taking full advantage of pipelines and partnerships to locate and hire your newest employees?

Pipeline and partnership programs with local community colleges, technical schools, and hospitals can be a crucial method of drawing in new employees to your Community Health Center, while also building the next generation of health center leaders. These programs are also used to retain existing employees by providing training and growth opportunities. While some health centers already partner with schools and hospitals to help create a pipeline of candidates, many are interested in developing one—or creating their own programs.

Where to start?

Know your why

What problem are you trying to solve? These programs can benefit your health center's recruiting and retention. Does your health center have a shortage of clinicians? Are you trying to relieve first year burnout? Or are you developing the next generation of leaders? Know your why to hone your program from its outset.

Get support

You need others on board. Your Board of Directors should understand the program's goal and its value to ensure its longevity. Coordinate with HR and IT groups, too, as your trainees will need to be able to access day to day resources. Engage your clinical staff and identify who is excited to teach and mentor.

Assess resources

Know what you have on hand. Do you have physical space and equipment for trainees? Does your clinical staff have availability and interest to train them? What will it cost to bring trainees on board (including direct and in direct costs)? What about accreditation? Identify your resources and make a plan to fill in any gaps.

Next steps



Step 1: Know your needs.

Understand what your health center needs to get out of the program. Who are you targeting and why?



Step 2: Identify organizations to work with.

Understand their curriculum and consider how your program may fit into it. Consider how well aligned your culture is with theirs. Know your value—have a clear understanding of what you bring to a partnership.



Step 3: Reach agreement on key terms.

Consider governance, regulations, finances, learner acceptance and dismissal, liability, and termination agreements.



Step 4: Create the framework for your program.

How long will trainees work with your health center? Will they be full or part time? Fully or partially integrated into your site? How and when will they be evaluated? Also consider the rhythm of clinical practice, education sessions, and professional development.

Health Center Highlights

“Finding doctors is tricky so we started our own family medicine program.”

Roanoke Chowan Community Health Center


Roanoke Chowan Community Health Center in North Carolina was struggling to find doctors. Their solution: Build their own safety net by starting an apprentice program in conjunction with their local college. Because they are connected with the local college, they can offer licensure. The students are paid to participate in the program in exchange for a commitment of two years. The process is rigorous, but connects students with the community and with other professionals. They just celebrated their third graduation.

“We’re known locally as a great place to start career.”

Greater Lawrence Family Health Center

Greater Lawrence Family Health Center in Massachusetts coordinated with local educational institutions and technical schools to develop externships for entry level clinical support. Their health center’s partnerships with these schools have created a strong pipeline. The health center recruits directly from their residency program, retaining graduates who want to stay in health care. In addition, their program attracts clinicians who want to teach. The program is a draw for clinicians who are interested in teaching and research, thus serving both recruitment and retention needs.

FREQUENT STAFF TOUCHPOINTS



When was the last time you took the pulse of your staff, from their state of mind to general wellbeing? It's crucial for retention!

If staff touchpoints are not on your radar, you are missing a key opportunity to boost retention and understand what is keeping your employees on board. Frequent touchpoints not only keep individuals involved in the organization, but they also give you important insight to retain staff and course correct when necessary. Actively engaging with employees and displaying authentic, strong caring for the individual encourages retention. People who feel cared for are motivated to stay.

How frequent staff touchpoints help retention?

Communication

Keep your staff engaged and up to date on what's happening at your Community Health Center with frequent communication across multiple channels. Health centers that communicate often about their mission, vision, and values report fewer retention issues. Their employees understand what they are working toward and how they are expected to get there.

Connection

Help your staff build connections by giving them opportunities to engage with each other in and out of the health center. Connection building can include employee appreciation events within the health center, as well as community events outside of work. All these events offer opportunities for employees to connect to each other and to the health center's mission.

Insight

Gain insight into your employees' state of mind with onboarding check-ins, stay interviews, and occasional engagement surveys. These techniques offer the opportunity to understand what is keeping staff at your health center and what could be driving them away, giving you the chance to start, stop, and change where needed.

Health Center Highlights

“When you run an HR department in which the #1 priority is to have empathy for everyone irrespective of needs—it says it all. Employees are always looking for empathetic relationships. It makes a difference.”

Rosa Agosto, Urban Health Plan

People come first at Urban Health Plan in New York, where HR works with staff to make them feel like family. “We, like every center, put patients first,” says Rosa Agosto, Chief Learning Officer. “But not everyone puts staff first and we do that”. Urban Health Plan hires from the community, so employees are the community. In many ways, they require the same comprehensive view. They do not need services specifically but having that view of their lives makes a difference.

Marta Reyes, HR Director, makes a point to get to know staff and spend time with them, finding solutions when needed in both work and personal areas. For example, if an employee is out often, she focuses on the reason for their absence before jumping to disciplinary action. “It’s about seeing the reasons and how do you help the person so they can be successful. There’s a limit to what we can do, but there is a lot we can do.”

Examples of Touchpoints in Health Centers Today

Fellow health centers report using these touchpoints to engage with staff:


- Regular onboarding check-ins
- River boat outing
- Annual summer picnic
- Chili cookoff
- Pumpkin carving
- Clinic trick or treat
- Leaf peeping
- End of year celebration
- Food trucks
- Talk about available benefits
- Regular all hands
- Celebrate successes
- Training/development
- Community involvement
- Weekly email about the Health Center Movement, what we do, why we do it

“My mission to find the best benefits and make sure employees know what they are and know where to get questions answered. We pick a benefit to talk about at each all hands [staff meeting]. We make sure employees know the benefits are there.”

Mary Kay Kirgis, Crescent Community Health Center



YOUR HEALTH CENTER'S MISSION & CULTURE AS A DIFFERENTIATOR



Is your mission and culture in action or just a poster on the wall? Set your Community Health Center apart with active engagement in mission and culture.

“Individuals who choose healthcare as a profession must have a passion to serve others, must show compassion and empathy for the people they serve,” says Rosa Agosto, Urban Health Plan, New York. This is especially true for health care professionals who work in health centers. This passion to serve, encapsulated in health center missions and the Health Center Movement, sets health centers apart from competition as an employer of choice in a competitive market. Emphasizing the health center’s mission and culture is an important recruitment technique for these candidates.

How are health centers doing this?

Making it visible

Health centers that rely on their mission and culture make it prominent. They put their mission, vision, and values on their websites. They post them prominently in their health centers and make sure staff have access to written versions.

Talking about it

Health centers that successfully use their mission and culture to set themselves apart talk about their mission often with staff. They acknowledge members who model their culture. They talk about their mission and culture often in meetings and trainings.

Recruiting for it

Health centers that hire for alignment with mission and culture find they are better able to retain passionate, committed staff. They have embedded their mission, vision, and values into their recruiting processes to ensure candidates are aligned from the beginning.



Get Started

Mission & Culture

“We needed something to explain who we are a little more. We were leaving mission-focused candidates on the table. We added the mission-focused language [to recruiting materials] and have been impressed with response.”

Mary Kay Kirgis, Crescent Community Health Center, Iowa

For many, being part of something bigger than the self is an important factor - there is value to knowing we are not on our own. For staff on the front lines, it is validating and uplifting to know they are part of something larger.

Step 1: If you have not already, define your health center's mission and vision. Also identify the values, behaviors, and rituals that put your mission and vision into action.

When you define your organization's mission, you define what you will do. When you define the vision, you define why you do it. Your values are the shared ideals that set your health center apart. Behaviors identify how your organization puts those values into action and rituals are your organization's operating norms.

Step 2: Incorporate your health center's mission, vision, and values into your recruiting and retention materials and practices.

Hire for cultural enhancement. Train to orient staff to your culture. Communicate to educate and reinforce. Coach to improve and develop leaders.

Step 3: Track progress and adjust where you need to.

Talk to your new hires. What convinced them to join your health center over others? Conduct stay interviews with your existing staff. Ask them why they have stayed. Are your mission, vision, and values reflected in their responses? Do adjustments or changes to materials and practices need to be made?

Pause to Check In:

Are You Living Your Mission, Vision, and Values?

Take this opportunity to pause, reflect, and adjust.

Organizations that do not actively define and pursue a values-based culture can fall prey to hypocrisy, which destroys engagement and ultimately organizational wellness. Organizational hypocrisy is a state where the professed values differ from demonstrated behaviors. Often, hypocrisy is not intentional or malicious. Rather, it occurs because we fail to define the standards by which the organization can assess and measure the application of its values. As a result, employees hold their leaders and each other accountable to a diverse and sometimes conflicting set of behavioral standards.

Have you noticed any behaviors that are inconsistent with intended or expressed values? For example, do you value collaboration and innovation, yet dictate process? Do you encourage open communications, yet work behind a closed door? Do you embrace accountability as a leader, yet blame others when things go wrong?

Employees and candidates can and do spot the gap between expressed values and demonstrated behaviors. Close the gap to ensure your mission, vision, and values are true differentiators.

CONNECTING MISSION & MOVEMENT



Do your potential new hires know they are part of something big? Does your staff? Connect your local mission to the Community Health Center Movement to boost engagement.

Most health centers lean on their missions for recruiting and retaining passionate, committed individuals. Few, however, include language about the Health Center Movement in their recruiting and retention materials. Connecting the local mission to the larger Health Center Movement can expand your health center's opportunities to reach qualified, mission driven candidates and encourage mission-aligned staff to stay.

How does connecting to the Health Center Movement help?

Expand reach

Broadening recruitment language to include the Health Center Movement expands the available candidate pool nationwide. Incorporating this language allows you to reach groups across the country who are looking for work that allows them to join something larger than themselves.

Service as incentive

The ability to serve others, as well as the connection to a purpose larger than the self, is often cited as an incentive that draws committed individuals to health centers and keeps them on staff longer. Connecting to the Health Center Movement further incentivizes candidates to join and staff to stay.

Highlight alignment

Highlighting your local mission gives candidates an opportunity to understand what they are taking on by joining your health center. Further connecting to the Health Center Movement, however, offers the opportunity to reach outside your community to draw qualified, mission driven candidates.

Local Mission

Health Center Movement

“We make it a routine to do mission focused work and connect it to the movement. Serving that capacity of connecting local missions to the movement gives great perspective and builds the muscle of empathy.”

Kim Schwartz, Roanoke Chowan Community Health Center



Step 1: Crosswalk your health center’s mission, vision, and values with those of the Health Center Movement.

Take this opportunity to review your health center’s mission, vision, and values against the Health Center Movement, as well as against the behaviors you see in play at your health center. Do you want to make any adjustments?



Step 2: Identify similarities and differences between your MVV, the Health Center Movement, and your target audiences.

Can you lean into the similarities and leverage the differences? Consider who you want to draw into your health center.



Step 3: Incorporate additions into existing recruiting and retention materials.

Highlight connections and fill in gaps to make sure you are reaching targeted audiences. Make sure all your staff have access to your mission, vision, and values statements, as well as any updated talking points, as they recruit others.

Pause to Check In:

Are You Living Your Mission, Vision, and Values?

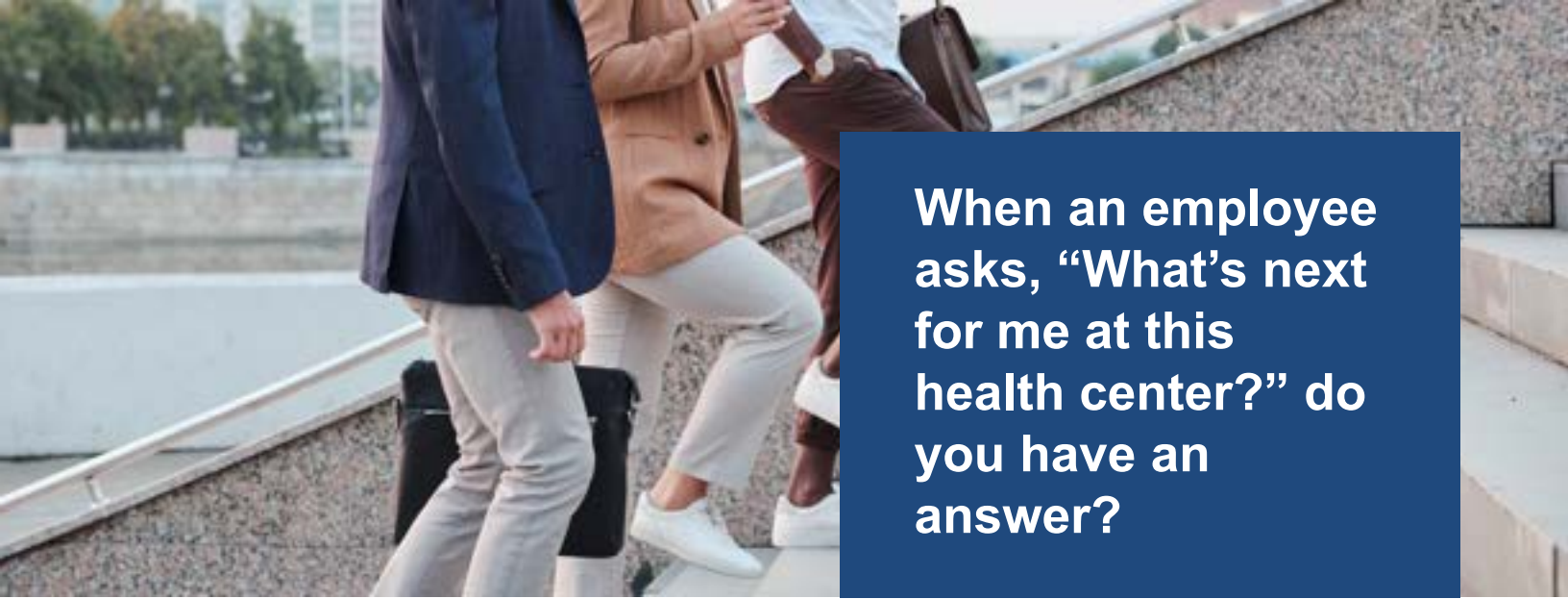
Take this opportunity to pause, reflect, and adjust.

Organizations that do not actively define and pursue a values-based culture can fall prey to hypocrisy, which destroys engagement and ultimately organizational wellness. Organizational hypocrisy is a state where the professed values differ from demonstrated behaviors. Often, hypocrisy is not intentional or malicious. Rather, it occurs because we fail to define the standards by which the organization can assess and measure the application of its values. As a result, employees hold their leaders and each other accountable to a diverse and sometimes conflicting set of behavioral standards.

Have you noticed any behaviors that are inconsistent with intended or expressed values? For example, do you value collaboration and innovation, yet dictate process? Do you encourage open communications, yet work behind a closed door? Do you embrace accountability as a leader, yet blame others when things go wrong?

Employees and candidates can and do spot the gap between expressed values and demonstrated behaviors. Close the gap to ensure your mission, vision, and values are true differentiators.

CAREER PATHWAYS IN HEALTH CENTERS



When an employee asks, “What’s next for me at this health center?” do you have an answer?

Employees are more likely to stay when they can see how their careers will progress in your Community Health Center. Health center employees at all levels do difficult, complicated work. Helping staff see how they can grow from one role into another at your health center keeps your organization’s most vital asset—its people—on board. It also allows you to keep critical institutional knowledge and training investments in house at your health center by reducing turnover.

What does a pathway look like?

Informal pathways

If your health center is new to career pathways, you can begin informally with coaching, mentorship, and individualized training plans. These one-off methods are great ways to establish connections with individual employees, show your commitment to their development, and help them grow within your organization.

Formal pathways

Career pathways can be developed for use organization-wide, showing employees how they can grow within your health center by advancing from one role to another. For example, you may hire a front desk employee who trains to become a certified nursing assistant, then a certified medical assistant with your health center’s support, training, and partnerships. They get to stay at the health center while increasing their salary and you get to keep a dedicated, growing employee.

Pathways as a recruiting tool

Double dip on this retention tool by marketing it in your recruiting materials. Your recruitment becomes more flexible when you show you can grow employees at all levels. Health centers can also establish an employee pipeline early by reaching out to middle and high schools, modeling what a career path in health care looks like for [students in your community](#).

Health Center Needs

Employee Development

“We want to help the people who work here see the possibilities for developing their careers.”

Dr. Linda Thomas Hemak, The Wright Center for Community Health

Step 1: Identify what roles you need and what resources you have.

Take a deep look at what roles you need to fill now and anticipate needing to fill in the future. What training, certifications, or licenses would an entry level employee need to fulfill that role? Look at what training, programs, and school and hospital partnerships are available in your area. Also identify sources of funding. Are reimbursement programs available? Can your health center cover the cost in exchange for a commitment of years of service? Finally, consider time commitments. How much time and at what frequency can you afford for an entry level staff to focus on training?

Step 2: Map it out for employees.

Remove the guess work for you and for employees by mapping out milestones from entry level through to the roles you need to have staffed. What skills does an entry level employee need to learn before applying to a program? How will their training be supported (financially and time)? What will their schedule at your health center look like once they start a program? Once they earn their certificate, how can they be promoted within your organization?

Step 3: Market it. Discuss pathways with staff as part of the employee review cycle.

Tell your staff about it first so they know the benefit is available to them. This could take the form of a training module, all hands session, or brown bag. Continue engaging with staff in regular conversations and during reviews to get them involved in the program and using the pathways.

Don't forget to update your recruiting materials to highlight your new career paths. Be sure to bring your updated materials to community events. Consider targeting materials to younger audiences to establish pipelines in schools as well.

Further reading: [Looking For a Career Pathing Template? The Search Ends Here](#)


Health Center Highlights

“We hire patients – that’s our greatest success.”

Dr. Linda Thomas Hemak, The Wright Center for Community Health

Dr. Linda Thomas Hemak notes that the Wright Center for Community Health's greatest success is hiring patients. She also comments that because they hire from the community, they cannot assume that individuals will be able to jump right away into the highly specialized daily tasks undertaken at the health center. They currently use informal career progression to give new hires and existing employees organizational, on the job, and leadership training. They seek to nurture their employees' career evolution. Under the guidance of Dr. Jignesh Sheth, the Wright Center for Community Health is developing their career pathway into a program to help employees at the health center see the possibilities for developing their careers.

COMMUNITY OUTREACH & INVOLVEMENT FOR RECRUITING & RETENTION



Are you reaping the full benefit of community outreach and involvement to better staff your health center and retain talent?

If not, you may be missing out on a vital recruiting pool. Many Community Health Centers hire from within their communities. When health centers are visible in the community, potential new hires see the difference the health center makes and want to be involved. The majority of those interviewed also noted that being involved in the community improves retention. Once onboard, staff can see the health center's mission and vision in action in the community. They can see the difference they are making, keeping them engaged and motivated to stay.

How are health centers doing this?

Recruiting

Health centers find they can attract new employees by being visible in the community. Community engagement gives health centers an opportunity to show community members the breadth of services they offer and the variety of open positions needed to make the health center work for the specific community.

- Put your health center's mission and vision front and center.
- Take business cards and applications with you. Make it easy for the community to find you - for care and for employment!

Retention

Including staff in these activities fosters a critical sense of engagement with each other and the community. These activities motivate staff around the local mission and Health Center Movement, providing them with tangible connections that keep them onboard longer.

- Offer paid volunteer time to your staff as a benefit.
- Connect work in the community with your health center's mission to keep people engaged.

Outreach

Recruiting & Retention

“Our staff are our patients, and our patients are our staff. [Our] recruitment is founded in patient service. We try to provide the best service we can, so people want to come work here. We’re ingrained in the community and rely heavily on referrals for hire. We try to stay current and present in the community.”

Ann Marie Borgesi, Greater Lawrence Family Health Center



Step 1: Identify outreach opportunities that align with your health center’s mission, needs, and appeal to your staff.

Understand your health center’s needs. With a clear goal and audience in mind, check local school, government, and community calendars for events you can join. Ask your staff what they would be interested in supporting.



Step 2: Assign leads and make plans.

Who is going to own community efforts at your health center? Assign leads and create a plan to get involved.



Step 3: Track progress to understand which events and techniques generate the most candidates.

Did you notice an uptick in website traffic, social media engagement, or submitted applications after an event? If so, plan to be involved again! Ask your staff what they thought about the event. And make sure your applications include a question about where candidates heard about the job posting.

Examples from Health Centers

Mission is in the Action

Crescent Community Health Center, Iowa

At Crescent Community Health Center, engagement is not strictly focused on the mission, but the mission is in the action. The health center is highly involved in the community. They can be seen at the Back to School Bash, the County Fair, Days of Caring Cleanup, and other events. They make a point to hire from their community’s medically underserved populations, bringing diversity of thought into the health center to the benefit of all.

Recruitment Never Stops

Community Health of South Florida

There is no separation between recruiting and community outreach for Community Health of South Florida. Because they are so involved in the community, recruitment never stops. When they attend a community fair, they advise attendees that the health center has positions open. Staff come to events ready to hand out applications and business cards. This strategy has worked well—community members and patients become employees, often front desk staff and patient financial services staff.

