



RECRUITMENT TIPSHEET

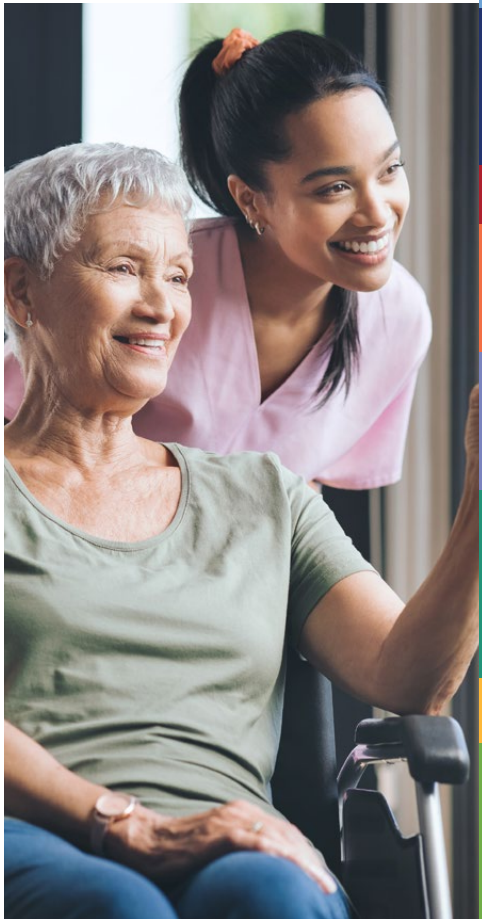
Strategies and Tactics for Recruiting
Clinicians to Your Agency

The home-based care community faces increasingly intense workforce challenges. Post-pandemic, agencies are seeing more burnout, turnover and recruitment difficulties. NAHC has heard from members that clinical capacity is one of the largest barriers to growth and to serving the needs for home-based care that they see in their communities.

To support our members, NAHC has compiled quantitative and qualitative research and surveys to capture best practices in recruiting home-based care clinicians. We surveyed over 1,500 clinicians to learn about their perceptions of home-based care and held in-depth focus groups with recruitment and human resources leaders from a wide cross-section of our membership.

No two home-based care agencies are the same, and all will have different needs and tactics when recruiting employees. These tips are meant to be broadly indicative of best practices and not a one-size-fits-all list of absolutes.

This work is part of a larger effort to invigorate the public perception of home-based care as a dynamic and cutting-edge environment. With your help, we are working to give care in the home the place it deserves in the value-based care environment of the future.



Best Practices for Recruitment of Home-Based Care Staff

Whether you're looking to hire nurses, therapists, social workers, personal care aides, part time, exempt or hourly staff, your recruitment efforts must be thoughtful and strategic. Any misstep can mean losing a valuable future employee to a competitor. Potential hires are interviewing your agency as much as you're interviewing them, and how you position yourself will matter.

While every organization will have different recruitment abilities and priorities, NAHC's research has identified key areas of consideration for refining your recruitment operations – basic best practices every agency can use when refining their recruitment.

CREATE A COMPELLING EMPLOYEE VALUE PROPOSITION

Your website, along with job postings on sites like Indeed or social media, should clearly outline the benefits of working at your organization. Paint a picture that goes beyond listing salary ranges and possible health insurance benefits.

Creating a web page and other materials that focus on what life is like at your organization helps candidates understand the meaningful work opportunities you offer. Testimonials from current staff, explanations of how you live your mission and values, and highlighting what makes your culture unique all help tell the full story and set yourself apart from other employers. Taking the time to succinctly lay these facets of your organization out for prospective employees is a critical step in recruitment.





REDUCE FRICTION

Every snag or extra step an interested candidate must take to come onboard represents a chance for them to look elsewhere. If a recruiter from your organization doesn't get back to them within 24 hours, you can be sure another agency will. If they have to take multiple duplicative steps to apply, they may give up and look elsewhere. Many agencies let their Human Resources Information Systems (HRIS) dictate the application process and don't take the time to examine the burden this can put on candidates.

Responding quickly and personally to applicants and investing heavily in building seamless recruitment and hiring workflows can dramatically minimize the number of candidates you lose to frustration or bureaucracy before they can sign on the dotted line.



HIGHLIGHT YOUR SOFT BENEFITS

Many agencies have difficulty competing with the salary and benefits packages that hospitals and health systems offer, or other service economy roles. However, for the right candidate, home-based care affords advantages other work environments simply can't. For those in search of mission-driven work or looking to develop deep relationships, home-based care offers fulfillment beyond salary and insurance.

PATIENT CONNECTIONS: Highlighting the ability to help patients over time (as opposed to shift-based work) and to develop relationships with them is a key differentiator that NAHC's recent research has affirmed.

FLEXIBILITY: The autonomy to organize their days and caseloads was identified as a strong selling point for candidates. While being careful not to oversell the flexibility of home-based care, highlight the ability to have autonomy that can allow shuttling children to school, for instance, or working around a spouse's schedule.



SENSE OF SHARED COMMUNITY: Stressing a candidate's ability to access help via phone, text or even via a supervisor ride-along was seen as a strong selling point. Explaining the camaraderie of a hospice interdisciplinary meeting or a home health case conference, where food is shared and patients are discussed, was an appealing proposition for candidates who had concerns about isolation.

BE HONEST ABOUT THE REALITIES OF THE JOB

While a strong "elevator pitch" is crucial, so is giving a pragmatic view of what a role in home-based care entails. Candidates will appreciate the honesty. Additionally, you don't want to waste your time, limited funds and effort trying to recruit an individual who may quit after only a few days on the job.

SHOW THEM: Getting recruits to participate in a ride-along or shadow process before making them an offer helps them understand what they're signing up for in advance. Creating materials that show them a "day in the life" will also help.

ADDRESS SAFETY: Having discussions around their personal safety and what your agency does to keep them secure are critical in the early steps of recruitment and hiring. Fear of unsafe conditions was the top barrier to home care career interest NAHC uncovered in our workforce research. If you contract with security providers or have training, policies or protocols in place for supporting your staff's safety and well-being in patient/client homes, it's important to explain those as you work towards an offer.

CHARTING: Finally, talking about requirements surrounding timeliness of patient documentation was a point highlighted several times in the research. Outlining expectations around time-to-documentation, bedside charting, or the amount of time spent after visits this work entails is critical to do before a candidate starts. They should learn about that from the recruitment and onboarding teams at your agency, not via first-hand exposure on their first day alone in a patient home.



DISPEL MYTHS ABOUT HOME-BASED CARE

While much has changed in home-based care, many unfavorable misperceptions remain. Clinical care in the home can be seen as only for those nearing the end of their career or for those who want part-time work. For personal care, many think employment in service sector roles offers more security or advancement.

We must all work to counter these misperceptions. Highlighting the diverse set of clinical skills that clinicians get to sharpen should be woven into an agency's value proposition. If your agency offers the ability to advance via leadership development programs or provides training in supporting dynamic new models of care like hospital at home or palliative care, you can position these with recruits to paint a picture of home-based care as a place of innovation and cutting-edge care.

You can also redefine how candidates see home-based care by highlighting your use of technology, such as tablets or laptops at the bedside as well as uses of telehealth or remote patient monitoring. For personal care roles, highlighting career advancement or the ability to gain new certifications while maintaining their independence has been shown to appeal to their needs.

TARGET YOUR MESSAGE

Different aspects of a role in home-based care will appeal to different applicants. For example, the autonomy of a role in home health may appeal to a mid-career RN from a health system, while the mission-driven aspects may be attractive to a younger clinician yearning for meaningful work. Just like plans of care for patients, think of your potential recruiting pools as something that needs to be individually designed based on their motivators and situations.

Highlight your company's
**mission,
vision
and values**
prominently in the careers
section of your website

CONSIDER AN EMPLOYEE REFERRAL PROGRAM (ERP)

Many agencies are offering significant sign-on bonus packages, and while those have provided some benefits, NAHC's research and interviews pointed to ERPs as beneficial and underutilized. Your current staff are among your best source of potential referrals and recruits. Investing back into them with appropriate bonuses for attracting their peers and contacts can pay multiple dividends for your organization.

Keeping your ERP top-of-mind via internal communication methods is a good step to take, and ensuring that employees who refer share in the benefits of retaining new recruits allows them to have a stake in building a good company culture and operating environment.

Candidates generated via an ERP need special care – your staff are putting their reputations on the line when referring their friends and colleagues, so if you don't act quickly and professionally to these recruits, your current employees may feel frustrated.

INVEST IN RELATIONSHIPS WITH EDUCATIONAL PARTNERS

While it may require a multi-year investment, many agencies interviewed discussed the progress they were making in partnering with nursing colleges and other educational institutions to help them offer practicum rounds at their agency, support the development of home-based care curricula, or find opportunities to offset the costs of training paths towards career advancement (for example, from CNA to LPN). Building relationships now with the workforce of tomorrow will help an agency become the employer of choice when those clinicians are ready to take their next step.



Outline
your
plans **for**
worker
safety
in the home 

RECRUITING FOR HOME CARE WILL CONTINUE TO EVOLVE

There is no silver bullet for recruiting a home-based care workforce. The structural issues, such as lagging reimbursement and lack of specialized training programs, will be a burden for years to come. However, that shouldn't preclude agencies from working to do everything they can to ensure their recruitment efforts are attuned to the needs of the candidates they seek to attract.

NAHC is committed to raising the image of home-based care, including with clinicians and learners who may have limited knowledge or misperceptions about the value of a career in the home. We are here to support our members and the larger care continuum with advocacy, training, best practices and support.

NAHC has also developed a similar tipsheet for payers and best practices in retention of home-based care staff. **Please email marketing@nahc.org** or **click here** to view additional resources for our members.