

Status of Recruitment Resources and Strategies 2005-2006 - Appendices



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APPENDIX A

Figures

Demographics

Organization Type		
	number	%
Behavioral Health Provider	17	21%
Community Health Center	11	14%
Non-Tribal Hospital	15	19%
Other Rural Health Providers	9	9%
Regional Tribal Health Organization	15	19%
Unaffiliated Tribal Health Organization	13	16%
Total	80	100%

Organization Size		
	number	%
Under 10 employees	12	15%
10 – 49 employees	29	36%
50 employees and over	39	49%
Total	80	100%

Region		
	number	%
Southeast	22	28%
Southcentral	39	49%
Southwest	4	5%
Northern	4	5%
Interior	8	10%
Aleutian	3	4%
Total	80	100%

Community Type		
	number	%
Urban	8	10%
Rural	72	90%
Total	80	100%

Average Number of Dedicated HR Staff/Recruiting Staff	
Overall	1.73
<i>Regional</i>	
Southeast	1.41
Southcentral	1.69
Southwest	2.00
Northern	4.75
Interior	1.00
Aleutian	2.00
<i>Organization Size</i>	
Under 10 employees	0.50
10 – 49 employees	.79
50 employees and over	2.79
<i>Organization Type</i>	
Behavioral Health Provider	0.59
Community Health Center	0.82
Non-Tribal Hospital	2.80
Other Rural Health Providers	1.44
Regional Tribal Health Organization	3.87
Unaffiliated Tribal Health Organization	0.46
<i>Community Type</i>	
Urban	2.75
Rural	1.61

Recruitment Strategies Used

Recruitment Strategies Used: by Organization Type														
	Total		Behavioral Hlth Provider		CHC		Non-tribal Hospital		Other Rural		Regional THO		Unaffiliated THO	
	n=80	%	n=17	%	n= 11	%	n=15	%	n=9	%	n=15	%	n=13	%
Job Marketing Strategies Used														
Word of mouth/networking	71	89%	18	95%	9	90%	7	70%	7	88%	13	100%	16	100%
Newspaper ads	56	70%	19	100%	6	60%	7	70%	5	63%	12	92%	12	75%
Other website	53	66%	13	68%	8	80%	6	60%	4	50%	9	69%	6	38%
Journal ads	41	51%	7	37%	6	60%	8	80%	4	50%	10	77%	5	31%
State of AK website	41	51%	13	68%	2	20%	8	80%	5	63%	7	54%	5	31%
Professional recruiting firm	28	35%	1	5%	3	30%	7	70%	2	25%	3	23%	2	13%
Job fairs	28	35%	3	16%	2	20%	4	40%	2	25%	4	31%	4	25%
AK Native Tribal Hlth Consortium recruiting program	24	30%	1	5%	1	10%	0	0%	0	0%	12	92%	8	50%
Direct mail	18	23%	0	0%	2	20%	2	20%	2	25%	4	31%	2	13%
Community involvement	18	23%	1	5%	1	10%	1	10%	1	13%	1	8%	6	38%
AK Primary Care Association recruiting program	15	19%	0	0%	8	73%	1	7%	1	11%	1	7%	4	31%
Visa waiver program	4	5%	0	0%	1	10%	2	20%	0	0%	0	0%	1	6%
Financial Incentives Used														
Emphasize medical benefits	57	71%	12	63%	4	40%	7	70%	4	50%	10	77%	12	75%
Financial assistance-relocation	56	70%	10	53%	8	80%	8	80%	3	38%	11	85%	9	56%
Emphasize retirement benefits	51	64%	11	58%	4	40%	8	80%	4	50%	10	77%	8	50%
Emphasize competitive wages	49	61%	10	53%	5	50%	7	70%	3	38%	10	77%	8	50%
State/federal loan repayment	29	36%	2	11%	2	20%	1	10%	1	13%	10	77%	11	69%
Sign on bonuses	25	31%	1	5%	2	20%	6	60%	2	25%	5	38%	3	19%
Financial assistance-housing	17	21%	3	16%	2	20%	3	30%	1	13%	4	31%	6	38%
Loan repayment program	8	10%	1	5%	2	20%	1	10%	0	0%	0	0%	0	0%
Practice Benefits Used														
Positive working environment	69	86%	17	89%	8	80%	8	80%	5	63%	10	77%	12	75%
Mission of the organization	62	78%	12	63%	8	80%	8	80%	5	63%	10	77%	11	69%
Emphasize CE benefits	53	66%	11	58%	7	70%	7	70%	4	50%	10	77%	10	63%
Emphasize time off/vacation perks	51	64%	12	63%	7	70%	7	70%	4	50%	12	92%	13	81%
Emphasize well-equipped facility	42	53%	6	32%	5	50%	8	80%	3	38%	8	62%	9	56%
Emphasize creative scheduling	40	50%	8	42%	6	60%	3	30%	2	25%	7	54%	10	63%
Mentorship/orientation period	31	39%	6	32%	2	20%	3	30%	2	25%	4	31%	3	19%
Emphasize telehealth availability	25	31%	1	5%	2	20%	2	20%	0	0%	9	69%	9	56%

Emphasize limited on call	24	30%	7	37%	3	30%	5	50%	3	38%	4	31%	7	44%
Availability of specialists	23	29%	4	21%	2	20%	4	40%	2	25%	5	38%	6	38%
Emphasize locum relief	17	21%	0	0%	2	20%	2	20%	1	13%	5	38%	1	6%
Family and Community Strategies Used														
Rural lifestyle	70	88%	17	89%	9	90%	9	90%	8	100%	12	92%	14	88%
Good community	63	79%	12	63%	9	90%	9	90%	5	63%	10	77%	15	94%
Community need	57	71%	13	68%	6	60%	9	90%	7	88%	8	62%	12	75%
Assistance finding housing	50	63%	7	37%	6	60%	6	60%	1	13%	9	69%	8	50%
Job search assistance for spouse	28	35%	3	16%	2	20%	4	40%	3	38%	2	15%	5	31%
Educational opportunities for child	28	35%	5	26%	4	40%	7	70%	4	50%	6	46%	3	19%
Interview Strategies Used														
Introductions/spend time with staff	66	83%	16	84%	9	90%	9	90%	5	63%	11	85%	13	81%
Onsite visit	65	81%	16	84%	8	80%	8	80%	5	63%	11	85%	12	75%
Arrange tour of community	63	79%	15	79%	8	80%	9	90%	3	38%	10	77%	13	81%
Accommodation arrangements	56	70%	12	63%	7	70%	8	80%	5	63%	11	85%	12	75%
Arrange recreational activities	43	54%	8	42%	8	80%	8	80%	2	25%	6	46%	7	44%
Introductions to community members	42	53%	12	63%	6	60%	8	80%	1	13%	5	38%	12	75%
Invite family to onsite interview	39	49%	5	26%	3	30%	8	80%	3	38%	6	46%	9	56%

Recruitment Strategies Used: by Organization Size								
	Total		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n= 29	%	n=39	%
Job Marketing Strategies Used								
Professional recruiting firm	28	35%	1	8%	6	21%	21	54%
AK Native Tribal Hlth Consortium recruiting program	24	30%	2	17%	6	21%	16	41%
AK Primary Care Association recruiting program	15	19%	2	17%	8	28%	5	13%
Word of mouth/networking	71	89%	11	92%	27	93%	33	85%
Job fairs	28	35%	1	8%	3	10%	24	62%
Journal ads	41	51%	1	8%	12	41%	28	72%
Newspaper ads	56	70%	5	42%	20	69%	31	79%
State of AK website	41	51%	6	50%	12	41%	23	59%
Other website	53	66%	9	75%	12	41%	32	82%
Direct mail	18	23%	0	0%	3	10%	15	38%

Visa waiver program	4	5%	0	0%	1	3%	3	8%
Community involvement	18	23%	3	25%	4	14%	11	28%
Financial Incentives Used								
Emphasize competitive wages	49	61%	4	33%	19	66%	26	67%
Sign on bonuses	25	31%	0	0%	4	14%	21	54%
Loan repayment program	8	10%	0	0%	0	0%	8	21%
State/federal loan repayment	29	36%	3	25%	13	45%	13	33%
Emphasize medical benefits	57	71%	6	50%	17	59%	34	87%
Emphasize retirement benefits	51	64%	6	50%	14	48%	31	79%
Financial assistance-housing	17	21%	1	8%	7	24%	9	23%
Financial assistance-relocation	56	70%	5	42%	18	62%	33	85%
Practice Benefits Used								
Emphasize locum relief	17	21%	1	8%	5	17%	11	28%
Emphasize limited on call	24	30%	1	8%	11	38%	12	31%
Emphasize creative scheduling	40	50%	7	58%	14	48%	19	49%
Availability of specialists	23	29%	4	33%	8	28%	11	28%
Emphasize time off/vacation perks	51	64%	9	75%	14	48%	28	72%
Emphasize telehealth availability	25	31%	3	25%	9	31%	13	33%
Emphasize well-equipped facility	42	53%	4	33%	13	45%	25	64%
Emphasize CE benefits	53	66%	6	50%	15	52%	32	82%
Mentorship/orientation period	31	39%	3	25%	9	31%	19	49%
Positive working environment	69	86%	10	83%	22	76%	37	95%
Emphasize Mission of the organization	62	78%	8	67%	21	72%	33	85%
Family and Community Strategies Used								
Job search assistance for spouse	28	35%	5	42%	8	28%	15	38%
Educational opportunities for child	28	35%	6	50%	5	17%	17	44%
Assistance finding housing	50	63%	8	67%	16	55%	26	67%
Emphasize good community	63	79%	11	92%	17	59%	35	90%
Emphasize rural/positive lifestyle	70	88%	12	100%	24	83%	34	87%
Community need	57	71%	10	83%	19	66%	28	72%
Interview Strategies Used								
Conduct onsite visit	65	81%	7	58%	22	76%	36	92%
Accommodation arrangements	56	70%	5	42%	16	55%	35	90%
Invite family to onsite interview	39	49%	4	33%	10	34%	25	64%
Arrange tour of community	63	79%	9	75%	21	72%	33	85%

Arrange recreational activities	43	54%	3	25%	15	52%	25	64%
Introductions/spend time with staff	66	83%	9	75%	21	72%	36	92%
Introductions to community members	42	53%	8	67%	17	59%	17	44%

Recruiting Strategies Used										
	Total n=80	Physician n=44	Pharmacist n=28	Midlevel n=47	RN n=49	Dentist n=22	Dental Hygienist n=17	Psychiatrist n=17	Clinical Psychologist n=18	LCSW n=40
Job Marketing Strategies										
Word of mouth/networking	89%	89%	75%	89%	88%	86%	77%	65%	89%	85%
Newspaper ads	70%	48%	64%	64%	74%	59%	77%	47%	72%	61%
Any website	66%	61%	71%	55%	59%	67%	53%	65%	67%	61%
State of AK website	51%	54%	39%	47%	45%	55%	53%	35%	50%	58%
Journal ads	51%	43%	64%	32%	63%	41%	24%	35%	39%	42%
Job fairs	35%	25%	43%	23%	47%	32%	24%	29%	28%	34%
Professional recruiting firm	35%	39%	43%	13%	29%	14%	6%	18%	17%	15%
AK Native Tribal Hlth Consort recruiting program	30%	27%	18%	40%	33%	44%	35%	29%	33%	20%
Direct mail	23%	23%	25%	9%	16%	18%	12%	6%	11%	7%
Community involvement	23%	23%	19%	16%	22%	14%	6%	6%	0%	7%
AK Primary Care Association recruiting program	19%	21%	0%	26%	10%	19%	6%	6%	0%	7%
Visa waiver program	5%	9%	0%	2%	4%	5%	0%	6%	6%	2%
Financial Incentives Used										
Emphasize medical benefits	71%	68%	86%	67%	82%	81%	71%	77%	72%	73%
Financial assistance-relocation	70%	80%	82%	63%	67%	73%	47%	53%	56%	56%
Emphasize retirement benefits	64%	68%	75%	63%	74%	68%	71%	59%	61%	63%
Emphasize competitive wages	61%	61%	68%	54%	65%	73%	59%	53%	61%	59%
State/federal loan repayment	36%	36%	32%	42%	31%	59%	35%	29%	22%	22%
Sign on bonuses	31%	32%	54%	15%	33%	23%	0%	12%	0%	7%
Financial assistance-housing	21%	27%	21%	22%	22%	27%	12%	29%	11%	15%
Other Loan repayment program	10%	11%	7%	4%	8%	14%	6%	6%	6%	7%
Practice Benefits Used										
Positive working environment	86%	82%	86%	83%	90%	91%	77%	82%	89%	85%

Mission of the organization	78%	77%	86%	77%	82%	82%	71%	71%	83%	76%
Emphasize CE benefits	66%	71%	79%	65%	69%	73%	59%	59%	56%	56%
Emphasize time off/vacation perks	64%	66%	64%	63%	69%	68%	59%	59%	44%	56%
Emphasize well-equipped facility	53%	52%	61%	52%	57%	50%	47%	65%	44%	44%
Emphasize creative scheduling	50%	46%	36%	42%	43%	32%	18%	24%	28%	27%
Mentorship/orientation period	39%	19%	43%	27%	41%	27%	18%	24%	22%	29%
Emphasize telehealth availability	31%	32%	21%	46%	20%	32%	24%	24%	28%	20%
Emphasize limited on call	30%	32%	7%	15%	22%	14%	6%	0%	6%	12%
Availability of specialists	29%	29%	22%	23%	10%	18%	18%	12%	12%	10%
Emphasize locum relief	21%	16%	18%	15%	16%	9%	0%	12%	0%	10%
Family/Community Strategies										
Rural lifestyle	88%	86%	82%	79%	86%	82%	65%	65%	72%	76%
Good community	79%	77%	82%	71%	80%	82%	59%	71%	67%	68%
Community need	71%	75%	71%	69%	67%	68%	53%	59%	61%	66%
Assistance finding housing	63%	57%	61%	56%	57%	55%	35%	47%	50%	49%
Educational opportunities for child	35%	46%	39%	42%	37%	50%	41%	29%	39%	32%
Job search assistance for spouse	35%	36%	14%	31%	22%	27%	6%	24%	11%	20%
Interview Strategies Used										
Introductions/spend time with staff	83%	77%	71%	67%	55%	82%	59%	47%	67%	62%
Onsite visit	81%	84%	71%	66%	53%	82%	41%	59%	67%	55%
Arrange tour of community	79%	80%	64%	63%	49%	77%	47%	47%	50%	48%
Accommodation arrangements	70%	82%	64%	57%	41%	82%	38%	53%	50%	45%
Arrange recreational activities	54%	59%	36%	44%	33%	55%	24%	24%	28%	29%
Introductions to community members	53%	41%	25%	43%	18%	36%	12%	6%	28%	36%
Invite family to onsite interview	49%	61%	43%	27%	20%	36%	24%	29%	28%	29%

Most Effective Strategies (Open Answers)

Most Effective Strategies: by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Word of mouth	14	18%	2	13%	2	13%	1	8%	2	18%	4	44%	3	18%
Internet resources	9	11%	1	7%	2	13%	1	8%	1	9%	2	22%	2	12%
Newspapers	8	10%	1	7%	1	7%	2	15%	1	9%	1	11%	2	12%
Onsite visit	9	11%	2	13%	2	13%	1	8%	2	18%	0	0%	3	18%
Emphasizing quality of life	7	9%	2	13%	0	0%	2	15%	0	0%	1	11%	2	12%
Hiring temp to full-time	7	9%	1	7%	1	7%	1	8%	2	18%	2	22%	0	0%
Financial/benefit incentives	6	8%	3	20%	0	0%	0	0%	0	0%	1	11%	2	12%
Good work environment	6	8%	1	7%	0	0%	2	15%	1	9%	0	0%	2	12%
State of Alaska website	5	6%	1	7%	0	0%	1	8%	1	9%	0	0%	12	71%
AK NATIVE TRIBAL HLTH CONSORTIUM	4	5%	0	0%	4	27%	0	0%	0	0%	0	0%	0	0%
Build personal relationship	4	5%	0	0%	2	13%	0	0%	2	18%	0	0%	0	0%
Job Fairs	4	5%	1	7%	2	13%	1	8%	0	0%	0	0%	0	0%
Journals	3	4%	0	0%	2	13%	0	0%	3	27%	0	0%	1	6%
National Health Service Corp	2	3%	0	0%	0	0%	0	0%	2	18%	0	0%	0	0%
AK Primary Care Association	2	3%	0	0%	0	0%	0	0%	1	9%	1	11%	0	0%
Emphasize loan repayment	1	1%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
Emphasizing need	1	1%	0	0%	0	0%	1	8%	0	0%	0	0%	0	0%
Recruiter	1	1%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
Other	5	6%	1	7%	2	13%	1	8%	0	0%	1	11%	0	0%
Don't know/no answer	15	19%	6	40%	0	0%	3	23%	0	0%	1	11%	5	29%

Most Effective Strategies: by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Word of mouth	14	18%	5	42%	3	10%	6	15%
Internet resources	9	11%	4	33%	2	7%	3	8%
Onsite visit	9	11%	0	0%	4	14%	5	13%
Newspapers	8	10%	2	17%	3	10%	3	8%
Emphasizing quality of life	7	9%	1	8%	2	7%	4	10%
Hiring temp to full-time	7	9%	0	0%	3	10%	4	10%
Financial/benefit incentives	6	8%	0	0%	2	7%	4	10%

Good work environment	6	8%	0	0%	3	10%	3	8%
State of Alaska website	5	6%	2	17%	1	3%	2	5%
AK NATIVE TRIBAL HLTH CONSORTIUM	4	5%	0	0%	1	3%	3	8%
Job Fairs	4	5%	1	8%	0	0%	3	8%
Build personal relationship	4	5%	0	0%	2	7%	2	5%
Journals	3	4%	0	0%	1	3%	2	5%
National Health Service Corp	2	3%	0	0%	2	7%	0	0%
AK Primary Care Association	2	3%	1	8%	0	0%	1	3%
Emphasize loan repayment	1	1%	0	0%	1	3%	0	0%
Emphasizing need	1	1%	0	0%	1	3%	0	0%
Recruiter	1	1%	0	0%	1	3%	0	0%
Other	5	6%	0	0%	3	10%	2	5%
Don't know/no answer	15	19%	2	17%	4	14%	9	23%

Least Effective Strategies (Open Answers)

Least Effective Strategies: by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Newspapers	14	18%	4	27%	2	13%	1	8%	2	18%	0	0%	5	29%
Internet resources	9	11%	1	7%	4	27%	0	0%	2	18%	1	11%	1	6%
Journals	7	9%	1	7%	3	20%	0	0%	1	9%	1	11%	1	6%
Financial/benefit incentives	6	8%	2	13%	0	0%	0	0%	1	9%	0	0%	3	18%
Local recruitment	5	6%	0	0%	2	13%	1	8%	1	9%	0	0%	1	6%
Recruitment Firms	3	4%	1	7%	0	0%	0	0%	1	9%	1	11%	0	0%
State of AK web resources	2	3%	0	0%	0	0%	0	0%	0	0%	1	11%	1	6%
Direct mail	2	3%	1	7%	1	7%	0	0%	0	0%	0	0%	0	0%
Onsite visits	1	1%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
Other	7	9%	1	7%	2	13%	1	8%	1	9%	2	22%	0	0%
Don't know/no answer	29	36%	5	33%	3	20%	10	77%	2	18%	3	33%	6	35%

Least Effective Strategies: by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Newspapers	14	18%	1	8%	7	24%	6	15%
Websites	9	11%	0	0%	3	10%	6	15%
Journals	7	9%	1	8%	2	7%	4	10%
Financial/benefit incentives	6	8%	2	17%	1	3%	3	8%
Local recruitment	5	6%	2	17%	1	3%	2	5%
Recruitment Firms	3	4%	1	8%	1	3%	1	3%
SOA website	2	3%	0	0%	2	7%	0	0%
Direct mail	2	3%	0	0%	0	0%	2	5%
Onsite visits	1	1%	0	0%	0	0%	1	3%
Other	7	9%	0	0%	3	10%	4	10%
Don't know/no answer	29	36%	6	50%	10	34%	13	33%

Barriers to Recruitment

Barriers to Recruitment by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Locating qualified candidates	60	75%	13	87%	10	67%	7	54%	9	82%	7	78%	14	82%
Geographic isolation/harsh living	56	70%	12	80%	12	80%	6	46%	10	91%	6	67%	10	59%
Spousal compatibility/job availability	54	68%	11	73%	10	67%	7	54%	9	82%	5	56%	12	71%
Lack of urban amenities	41	51%	4	27%	10	67%	4	31%	7	64%	6	67%	10	59%
Competitive salary/benefits	39	49%	3	20%	7	47%	6	46%	4	36%	6	67%	13	76%
Aggressive job marketing campaign	36	45%	4	27%	6	40%	5	38%	9	82%	3	33%	9	53%
Housing availability	28	35%	3	20%	9	60%	4	31%	3	27%	3	33%	6	35%
Cost of relocating providers	27	34%	1	7%	2	13%	5	38%	6	55%	4	44%	9	53%
Call requirements	23	29%	4	27%	4	27%	3	23%	6	55%	3	33%	3	18%
Lack of professional opportunities for professional growth	19	24%	4	27%	3	20%	3	23%	4	36%	4	44%	1	6%
Intensity/hardship of the position	16	20%	4	27%	4	27%	1	8%	2	18%	2	22%	3	18%
Lack of locum availability	14	18%	0	0%	2	13%	2	15%	5	45%	3	33%	2	12%
Educational opportunities for children	13	16%	0	0%	4	27%	1	8%	5	45%	2	22%	1	6%
Lack of community welcome	2	3%	0	0%	14	93%	0	0%	1	9%	1	11%	0	0%

Barriers to Recruitment by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Locating qualified candidates	60	75%	9	75%	19	66%	32	82%
Geographic isolation/harsh living	56	70%	9	75%	19	66%	28	72%
Spousal compatibility/job availability	54	68%	6	50%	20	69%	28	72%
Lack of urban amenities	41	51%	9	75%	17	59%	15	38%
Competitive salary/benefits	39	49%	7	58%	13	45%	19	49%
Aggressive job marketing campaign	36	45%	8	67%	12	41%	16	41%
Housing availability	28	35%	8	67%	8	28%	12	31%
Cost of relocating providers	27	34%	6	50%	11	38%	10	26%
Call requirements	23	29%	4	33%	9	31%	10	26%
Lack of opportunities for professional growth	19	24%	3	25%	6	21%	10	26%
Intensity/hardship of the position	16	20%	6	50%	2	7%	8	21%
Lack of locum availability	14	18%	5	42%	5	17%	4	10%
Educational opportunities for children	13	16%	3	25%	6	21%	4	10%
Lack of community welcome	2	3%	1	8%	1	3%	38	97%

Barriers to Recruitment by Region														
	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Locating qualified candidates	60	75%	18	82%	26	67%	2	50%	4	100%	7	88%	3	100%
Geographic isolation/harsh living	56	70%	20	91%	21	54%	2	50%	4	100%	6	75%	3	100%
Spousal compatibility/job availability	54	68%	19	86%	22	56%	1	25%	4	100%	5	63%	3	100%
Lack of urban amenities	41	51%	15	68%	12	31%	2	50%	4	100%	6	75%	2	67%
Competitive salary/benefits	39	49%	13	59%	17	44%	0	0%	3	75%	5	63%	1	33%
Aggressive job marketing campaign	36	45%	13	59%	14	36%	2	50%	3	75%	3	38%	1	33%
Housing availability	28	35%	12	55%	7	18%	3	75%	2	50%	1	13%	3	100%
Cost of relocating providers	27	34%	6	27%	17	44%	1	25%	0	0%	2	25%	1	33%
Call requirements	23	29%	9	41%	6	15%	0	0%	1	25%	4	50%	3	100%
Lack of opportunities for professional growth	19	24%	7	32%	8	21%	2	50%	1	25%	1	13%	0	0%
Intensity/hardship of the position	16	20%	5	23%	6	15%	1	25%	1	25%	1	13%	2	67%
Lack of locum availability	14	18%	3	14%	5	13%	2	50%	1	25%	2	25%	1	33%
Educational opportunities for children	13	16%	4	18%	2	5%	2	50%	2	50%	1	13%	2	67%
Lack of community welcome	2	3%	0	0%	1	3%	1	25%	0	0%	0	0%	0	0%

Other Barriers to Recruitment (Open Answers)

Other Barriers to Recruitment by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behav Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Emphasized Geographic Issues	9	11%	2	13%	5	33%	2	15%	2	18%	1	11%	1	6%
Emphasized Financial Issues	5	6%	0	0%	1	7%	0	0%	0	0%	0	0%	0	0%
General Shortage Problems	3	4%	1	7%	1	7%	1	8%	0	0%	0	0%	0	0%
High Cost of Living	2	3%	1	7%	1	7%	0	0%	0	0%	0	0%	0	0%
Other	3	4%	0	0%	0	0%	1	8%	2	18%	0	0%	0	0%

Other Barriers to Recruitment by Organization Size									
	All facilities		Under 10		10 - 49		50 and over		
	n=80	%	n=12	%	n=29	%	n=39	%	
Emphasized Geographic Issues	9	11%	1	8%	3	10%	5	13%	
Emphasized Financial Issues	5	6%	2	17%	0	0%	3	8%	
General Shortage Problems	3	4%	0	0%	2	7%	1	3%	
High Cost of Living	2	3%	0	0%	0	0%	2	5%	
Other	3	4%	1	8%	0	0%	2	5%	

Other Barriers to Recruitment by Region														
	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Emphasized Geographic Issues	9	11%	2	9%	4	10%	0	0%	0	0%	0	0%	3	100%
Emphasized Financial Issues	5	6%	3	14%	0	0%	0	0%	1	25%	1	13%	0	0%
General Shortage Problems	3	4%	1	5%	2	5%	0	0%	0	0%	0	0%	0	0%
High Cost of Living	2	3%	1	5%	0	0%	1	25%	0	0%	0	0%	0	0%
Other	3	4%	1	5%	1	3%	1	25%	0	0%	0	0%	0	0%

Biggest Barriers to Recruitment

Biggest Barrier to Recruitment by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Financial issues	12	15%	0	0%	0	0%	3	23%	3	27%	2	22%	4	24%
Geographic issues	7	9%	2	13%	0	0%	1	8%	3	27%	0	0%	1	6%
Locating qualified candidates	7	9%	1	7%	2	13%	0	0%	0	0%	1	11%	3	18%
High cost of living	2	3%	1	7%	1	7%	0	0%	0	0%	0	0%	0	0%
Housing	2	3%	0	0%	1	7%	1	8%	0	0%	0	0%	0	0%
Other	1	1%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%

Biggest Barrier to Recruitment by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Financial issues	12	15%	3	25%	5	17%	4	10%
Geographic issues	7	9%	0	0%	4	14%	3	8%
Locating qualified candidates	7	9%	1	8%	3	10%	3	8%
High cost of living	2	3%	0	0%	0	0%	2	5%
Housing	2	3%	0	0%	1	3%	1	3%
Other	1	1%	1	8%	0	0%	0	0%

Biggest Barrier to Recruitment by Region														
	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Financial issues	12	15%	4	18%	8	21%	0	0%	0	0%	0	0%	0	0%
Geographic issues	7	9%	3	14%	1	3%	1	25%	0	0%	1	13%	1	33%
Locating qualified candidates	7	9%	2	9%	2	5%	0	0%	1	25%	1	13%	1	33%
High cost of living	2	3%	1	5%	0	0%	0	0%	1	25%	0	0%	0	0%
Housing	2	3%	0	0%	2	5%	0	0%	0	0%	0	0%	0	0%
Other	1	1%	0	0%	0	0%	1	25%	0	0%	0	0%	0	0%

Desired Outcomes of this Study

Desired Outcome of This Study: by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behav Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Access to study data/ideas from others	20	25%	8	53%	3	20%	1	8%	3	27%	4	44%	1	6%
Increased funding	14	18%	2	13%	3	20%	2	15%	1	9%	1	11%	5	29%
Statewide clearinghouse/way to reach candidates	9	11%	0	0%	1	7%	3	23%	3	27%	1	11%	1	6%
Develop info on good recruiting practices	9	11%	0	0%	4	27%	2	15%	2	18%	1	11%	0	0%
Increased awareness of recruitment challenges	7	9%	2	13%	1	7%	0	0%	1	9%	1	11%	2	12%
More/improved instate training programs	6	8%	3	20%	0	0%	0	0%	1	9%	0	0%	2	12%
Collaboration	5	6%	1	7%	0	0%	1	8%	2	18%	0	0%	1	6%
Recruitment assistance	4	5%	0	0%	2	13%	0	0%	1	9%	0	0%	1	6%
Salary data	3	4%	0	0%	0	0%	3	23%	0	0%	0	0%	0	0%
Loan repayment program eligibility	3	4%	1	7%	0	0%	0	0%	1	9%	0	0%	1	6%
Licensing process improvement	2	3%	0	0%	1	7%	0	0%	1	9%	0	0%	0	0%
Other	4	5%	0	0%	1	7%	0	0%	1	9%	2	22%	0	0%
Don't know/no answer	15	19%	3	20%	2	13%	4	31%	0	0%	1	11%	5	29%

Desired Outcome of This Study: by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Access to study data/ideas from others	20	25%	3	25%	6	21%	11	28%
Increased funding	14	18%	5	42%	4	14%	5	13%
Statewide clearinghouse/way to reach candidates	9	11%	1	8%	7	24%	1	3%
Develop info on good recruiting practices	9	11%	1	8%	4	14%	4	10%
Increased awareness of recruitment challenges	7	9%	1	8%	3	10%	3	8%
More/improved instate training programs	6	8%	0	0%	2	7%	4	10%
Collaboration	5	6%	1	8%	1	3%	3	8%
Recruitment assistance	4	5%	0	0%	1	3%	2	5%
Salary data	3	4%	0	0%	2	7%	1	3%
Loan repayment program eligibility	3	4%	0	0%	2	7%	1	3%
Licensing process improvement	2	3%	0	0%	0	0%	2	5%
Other	4	5%	0	0%	2	7%	2	5%
Don't know/no answer	15	19%	3	25%	2	7%	10	26%

Desired Outcome of This Study: by Region

	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Access to study data/ideas from others	20	25%	2	9%	11	28%	2	50%	1	25%	3	38%	1	33%
Increased funding	14	18%	9	41%	3	8%	0	0%	1	25%	1	13%	0	0%
Statewide clearinghouse/way to reach candidates	9	11%	2	9%	5	13%	0	0%	1	25%	1	13%	1	33%
Develop info on good recruiting practices	9	11%	2	9%	5	13%	0	0%	0	0%	1	13%	1	33%
Increased awareness of recruitment challenges	7	9%	4	18%	1	3%	0	0%	1	25%	0	0%	1	33%
More/improved instate training programs	6	8%	3	14%	2	5%	0	0%	0	0%	1	13%	0	0%
Collaboration	5	6%	3	14%	2	5%	0	0%	0	0%	0	0%	0	0%
Recruitment assistance	4	5%	0	0%	3	8%	0	0%	0	0%	1	13%	0	0%
Salary data	3	4%	1	5%	1	3%	0	0%	0	0%	1	13%	0	0%
Loan repayment program eligibility	3	4%	1	5%	1	3%	0	0%	0	0%	1	13%	0	0%
Licensing process improvement	2	3%	0	0%	2	5%	0	0%	0	0%	0	0%	0	0%
Other	4	5%	0	0%	3	8%	1	25%	0	0%	0	0%	0	0%
Don't know/no answer	15	19%	4	18%	9	23%	1	25%	0	0%	1	13%	0	0%

Interest in Collaboration

Interested in Collaborating With Other Organizations: by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Yes	60	75%	10	67%	12	80%	9	69%	10	91%	6	67%	13	76%
Maybe	11	14%	4	27%	1	7%	1	8%	1	9%	3	33%	1	6%
No	3	4%	0	0%	1	7%	1	8%	0	0%	0	0%	1	6%
Don't know/no answer	6	8%	1	7%	1	7%	2	15%	0	0%	0	0%	2	12%

Interested in Collaborating With Other Organizations: by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Yes	60	75%	8	67%	24	83%	28	72%
Maybe	11	14%	2	17%	3	10%	6	15%
No	3	4%	2	17%	1	3%	0	0%
Don't know/no answer	6	8%	0	0%	1	3%	5	13%

Interested in Collaborating With Other Organizations: by Region														
	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Yes	60	75%	19	86%	25	64%	3	75%	4	100%	6	75%	3	100%
Maybe	11	14%	2	9%	8	21%	0	0%	0	0%	1	13%	0	0%
No	3	4%	0	0%	2	5%	0	0%	0	0%	1	13%	0	0%
Don't know/no answer	6	8%	1	5%	4	10%	1	25%	0	0%	0	0%	0	0%

Currently Partner with Other Organizations

Currently Partner With Other Organizations: by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Yes	39	49%	3	20%	10	67%	9	69%	8	73%	4	44%	5	29%
No	26	33%	7	47%	1	7%	3	23%	2	18%	5	56%	8	47%
Don't know/no answer	15	19%	5	33%	4	27%	1	8%	1	9%	0	0%	4	24%

Currently Partner With Other Organizations: by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Yes	39	49%	7	58%	16	55%	16	41%
No	26	33%	3	25%	10	34%	13	33%
Don't know/no answer	15	19%	2	17%	3	10%	10	26%

Currently Partner With Other Organizations: by Region														
	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Yes	39	49%	9	41%	15	38%	4	100%	2	50%	7	88%	2	67%
No	26	33%	10	45%	16	41%	0	0%	0	0%	0	0%	0	0%
Don't know/no answer	15	19%	3	14%	8	21%	0	0%	2	50%	1	13%	1	33%

Average Number of Days for Vacant Positions

Average Number of Days the Position Was Vacant by Organization Type							
	All facilities (n=80)	Non-tribal Hospital (n=15)	Regional THO (n=15)	Unaffiliated THO (n=13)	CHC (n=11)	Other Rural (n=9)	Behavioral Hlth Provider (n=17)
Physician	140.57	86.67	191.50	105.00	93.00	60.00	365.00
Pharmacist	116.67	75.00	150.00	*	*	*	*
Midlevel	80.64	90.00	101.09	75.00	72.50	51.00	1.00
Registered Nurse	97.39	144.82	79.92	120.00	67.50	1.00	50.33
Dentist	178.21	*	160.56	180.00	217.50	*	*
Dental Hygienist	105.13	*	138.20	30.00	60.00	*	*
Psychiatrist	251.67	60.00	301.67	*	*	*	272.50
Clinical Psychologist	92.50	*	140.00	*	*	*	45.00
LCSW	120.71	90.00	74.00	75.00	180.00	60.00	146.25
Masters Level Therapist	91.05	30.00	79.71	120.00	90.00	*	99.50

Average Number of Days the Position Was Vacant by Organization Size				
	All facilities (n=80)	Under 10 (n=12)	10 - 49 (n=29)	50 and over (n=39)
Physician	140.57	90.00	72.00	166.80
Pharmacist	116.67	*	60.00	123.75
Midlevel	80.64	31.00	90.22	85.46
Registered Nurse	97.39	1.00	90.00	101.89
Dentist	178.21	*	170.00	180.45
Dental Hygienist	105.13	*	60.00	132.20
Psychiatrist	251.67	*	*	251.67
Clinical Psychologist	92.50	*	45.00	140.00
LCSW	120.71	90.00	152.14	99.67
Masters Level Therapist	91.05	300.00	96.88	71.38

Average Number of Days from Hire Date to Start Date by Organization Type							
	All facilities (n=80)	Non-tribal Hospital (n=15)	Regional THO (n=15)	Unaffiliated THO (n=13)	CHC (n=11)	Other Rural (n=9)	Behavioral Hlth Provider (n=17)
Physician	72.79	153.33	46.50	15.00	84.00	52.00	90.00
Pharmacist	52.00	64.00	42.40	*	*	*	*
Midlevel	37.67	90.00	40.40	28.00	35.00	38.33	1.00
Registered Nurse	32.55	41.60	38.91	20.00	26.00	0.00	7.00
Dentist	54.71	*	67.11	30.00	33.00	*	*
Dental Hygienist	35.63	*	38.80	30.00	30.50	*	*
Psychiatrist	96.00	60.00	120.00	*	*	75.00	90.00
Clinical Psychologist	14.00	*	*	*	*	*	14.00
LCSW	36.50	*	45.33	30.00	60.00	10.00	30.83
Masters Level Therapist	38.80	30.00	31.50	45.00	102.50	*	29.11

Average Number of Days from Hire Date to Start Date by Organization Size				
	All facilities (n=80)	Under 10 (n=12)	10 - 49 (n=29)	50 and over (n=39)
Physician	72.79	30.00	50.80	84.54
Pharmacist	52.00	*	30.00	54.75
Midlevel	37.67	28.33	39.25	38.85
Registered Nurse	32.55	0.00	25.00	34.96
Dentist	54.71	*	20.67	64.00
Dental Hygienist	35.63	*	30.00	39.00
Psychiatrist	96.00	*	*	96.00
Clinical Psychologist	14.00	*	14.00	*
LCSW	36.50	30.00	39.00	35.29
Masters Level Therapist	38.80	30.00	55.86	29.58

Average Number Recruited by Organization Type							
	All facilities (n=80)	Non-tribal Hospital (n=15)	Regional THO (n=15)	Unaffiliated THO (n=13)	CHC (n=11)	Other Rural (n=9)	Behavioral Hlth Provider (n=17)
Physician	3.36	2.00	7.22	1.33	1.43	1.33	1.00
Pharmacist	2.05	2.00	2.33	1.00	1.00	*	*
Midlevel	2.68	2.00	4.38	1.17	1.71	1.33	1.00
Registered Nurse	17.82	36.46	15.50	2.33	1.80	1.00	4.25
Dentist	1.82	*	2.20	1.33	1.25	*	*
Dental Hygienist	2.44	*	3.17	1.00	1.00	*	*
Psychiatrist	1.80	1.50	1.80	*	1.00	*	2.50
Clinical Psychologist	1.17	*	1.33	1.00	1.00	*	1.00
LCSW	1.50	2.00	2.33	1.00	1.00	1.00	1.56
Masters Level Therapist	2.48	1.00	4.43	1.00	1.50	1.00	2.09

Average Number Recruited by Organization Size				
	All facilities (n=80)	Under 10 (n=12)	10 - 49 (n=29)	50 and over (n=39)
Physician	3.36	1.00	1.25	4.37
Pharmacist	2.05		1.50	2.11
Midlevel	2.68	1.60	1.67	3.53
Registered Nurse	17.82	1.00	1.80	20.76
Dentist	1.82	*	1.25	2.00
Dental Hygienist	2.44	*	1.00	3.17
Psychiatrist	1.80	*	0.00	1.80
Clinical Psychologist	1.17	*	1.00	1.25
LCSW	1.50	2.00	1.14	1.67
Masters Level Therapist	2.48	1.00	1.60	3.21

Average Number Hired by Organization Type							
	All facilities (n=80)	Non-tribal Hospital (n=15)	Regional THO (n=15)	Unaffiliated THO (n=13)	CHC (n=11)	Other Rural (n=9)	Behavioral Hlth Provider (n=17)
Physician	1.96	1.00	4.00	0.67	1.14	1.00	1.00
Pharmacist	1.05	1.11	1.22	0.00	0.00	*	*
Midlevel	1.72	2.00	2.36	0.67	1.57	1.33	1.00
Registered Nurse	14.92	31.08	12.50	1.00	1.60	0.50	4.00
Dentist	1.29	*	1.80	0.33	0.75	*	*
Dental Hygienist	2.11	*	2.67	1.00	1.00	*	*
Psychiatrist	1.10	1.50	1.00	*	0.00	*	1.50
Clinical Psychologist	0.17	*	0.00	0.00	0.00	*	1.00
LCSW	1.10	1.00	1.67	0.67	0.67	1.00	1.22
Masters Level Therapist	1.44	1.00	1.86	0.67	1.50	0.00	1.55

Average Number Hired by Organization Size				
	All facilities (n=80)	Under 10 (n=12)	10 - 49 (n=29)	50 and over (n=39)
Physician	1.96	1.00	1.00	2.42
Pharmacist	1.05	*	1.00	1.06
Midlevel	1.72	1.00	1.44	2.06
Registered Nurse	14.92	1.00	1.60	17.36
Dentist	1.29	*	1.00	1.38
Dental Hygienist	2.11	*	1.00	2.67
Psychiatrist	1.10	*	*	1.10
Clinical Psychologist	0.17	*	0.50	0.00
LCSW	1.10	2.00	1.14	1.00
Masters Level Therapist	1.44	0.00	1.10	1.79

Recruitment Costs

Total Recruitment Strategy Cost Breakdown by Organization Type							
	Total	NTH	RTHO	UTHO	CHC	ORHP	MHC
<i>All Facilities</i>							
Recruiting firms	\$1,434,248	\$1,041,500	\$314,948	\$0	\$27,000	\$20,000	\$30,800
Advertising	\$1,234,945	\$753,300	\$372,794	\$5,400	\$31,250	\$5,200	\$67,001
Website management	\$91,499	\$6,100	\$83,419	\$300	\$500	\$180	\$1,000
Membership Organization	\$22,900	\$7,500	\$4,600	\$700	\$3,700	\$0	\$6,400
Recruitment related staff travel	\$242,616	\$33,000	\$111,116	\$0	\$94,000	\$3,000	\$1,500
Travel/accommodations for on-site interview	\$474,705	\$173,570	\$212,885	\$11,850	\$26,200	\$6,000	\$44,200
Moving expenses (inc. travel)	\$2,751,820	\$820,320	\$1,643,500	\$62,000	\$107,500	\$29,000	\$89,500
Cost of locums	\$12,914,085	\$3,629,297	\$8,495,729	\$152,500	\$266,500	\$45,059	\$325,000
Training and orientation	\$837,166	\$324,300	\$341,021	\$6,000	\$69,548	\$10,420	\$85,877
Other costs*	\$118,000	\$32,700	\$68,800	\$0	\$9,500	\$2,000	\$5,000
Staff time	\$3,997,481	\$1,453,230	\$1,511,627	\$83,366	\$385,737	\$60,967	\$502,554
Total	\$24,119,465	\$8,274,817	\$13,160,439	\$322,116	\$1,021,435	\$181,826	\$1,158,832
<i>Urban Facilities</i>							
Recruiting firms	\$1,060,000	\$1,030,000	\$0	\$0	\$0	\$0	\$30,000
Advertising	\$713,864	\$602,000	\$86,864	\$0	\$22,000	\$0	\$3,000
Website management	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0
Membership Organization	\$7,600	\$7,500	\$100	\$0	\$0	\$0	\$0
Recruitment related staff travel	\$91,000	\$31,000	\$60,000	\$0	\$0	\$0	\$0
Travel/accommodations for on-site interview	\$205,615	\$140,800	\$43,315	\$0	\$1,000	\$0	\$20,500
Moving expenses (inc. travel)	\$1,506,500	\$536,500	\$890,000	\$0	\$5,000	\$0	\$75,000
Cost of locums	\$3,926,880	\$1,520,000	\$2,106,880	\$0	\$0	\$0	\$300,000
Training and orientation	\$466,077	\$254,000	\$120,000	\$0	\$50,000	\$0	\$42,077
Other costs*	\$8,000	\$0	\$0	\$0	\$8,000	\$0	\$0
Staff time	\$1,247,444	\$772,750	\$338,510	\$0	\$47,000	\$0	\$89,184
Total	\$9,237,980	\$4,899,550	\$3,645,669	\$0	\$133,000	\$0	\$559,761
<i>Rural Facilities</i>							
Recruiting firms	\$374,248	\$11,500	\$314,948	\$0	\$27,000	\$20,000	\$800
Advertising	\$521,081	\$151,300	\$285,930	\$5,400	\$9,250	\$5,200	\$64,001
Website management	\$86,499	\$1,100	\$83,419	\$300	\$500	\$180	\$1,000
Membership Organization	\$15,300	\$0	\$4,500	\$700	\$3,700	\$0	\$6,400
Recruitment related staff travel	\$151,616	\$2,000	\$51,116	\$0	\$94,000	\$3,000	\$1,500
Travel/accommodations for on-site interview	\$269,090	\$32,770	\$169,570	\$11,850	\$25,200	\$6,000	\$23,700

Moving expenses (inc. travel)	\$1,245,320	\$283,820	\$753,500	\$62,000	\$102,500	\$29,000	\$14,500
Cost of locums	\$8,987,205	\$2,109,297	\$6,388,849	\$152,500	\$266,500	\$45,059	\$25,000
Training and orientation	\$371,089	\$70,300	\$221,021	\$6,000	\$19,548	\$10,420	\$43,800
Other costs*	\$110,000	\$32,700	\$68,800	\$0	\$1,500	\$2,000	\$5,000
Staff time	\$2,750,037	\$680,480	\$1,173,117	\$83,366	\$338,737	\$60,967	\$413,370
Total	\$14,881,485	\$3,375,267	\$9,514,770	\$322,116	\$888,435	\$181,826	\$599,071

Total Recruitment Strategy Cost Breakdown by Organization Size				
	Total	under 10	10 - 49	50 and over
Recruiting firms	\$1,434,248	\$0	\$40,800	\$1,393,448
Advertising	\$1,234,945	\$1,200	\$32,251	\$1,201,494
Website Management	\$91,499	\$300	\$1,180	\$90,019
Membership Organization	\$22,900	\$1,300	\$7,200	\$14,400
Recruitment related staff travel	\$242,616	\$3,000	\$95,500	\$144,116
Travel/accommodations for on-site interview	\$474,705	\$5,200	\$34,350	\$435,155
Moving expenses (inc. travel)	\$2,751,820	\$3,500	\$158,500	\$2,589,820
Cost of locums	\$12,914,085	\$175,059	\$234,000	\$12,505,026
Training and orientation	\$837,166	\$500	\$33,268	\$803,398
Other costs*	\$118,000	\$0	\$8,800	\$109,200
Staff time	\$3,997,481	\$63,623	\$767,302	\$3,166,556
Total	\$24,119,465	\$253,682	\$1,413,151	\$22,452,632

Total Cost Breakdown: by Provider Type											
	Total	Physician	Pharmacist	Midlevel	Registered Nurse	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters Level Therapist
Recruiting firms	\$1,434,248	\$139,590	\$112,636	\$32,090	\$1,076,406	\$19,454	\$0	\$30,000	\$0	\$5,818	\$18,254
Advertising	\$1,234,945	\$145,901	\$120,160	\$58,860	\$691,960	\$47,964	\$4,760	\$39,604	\$22,019	\$51,556	\$52,161
Website Management	\$91,499	\$10,191	\$9,891	\$8,991	\$10,791	\$8,691	\$0	\$8,691	\$11,191	\$9,781	\$13,281
Membership Organization	\$22,900	\$4,800	\$1,500	\$2,100	\$5,500	\$550	\$0	\$500	\$500	\$1,550	\$5,900
Recruitment related staff travel	\$242,616	\$100,274	\$14,274	\$19,724	\$60,924	\$14,774	\$0	\$10,774	\$2,774	\$5,424	\$13,674
Travel/accommodations for on-site interview	\$474,705	\$109,940	\$31,625	\$62,450	\$177,020	\$34,020	\$500	\$16,600	\$0	\$20,850	\$21,700
Moving expenses (inc. travel)	\$2,751,820	\$799,910	\$212,000	\$177,500	\$1,141,410	\$181,000	\$13,000	\$119,000	\$1,000	\$40,750	\$66,250
Cost of locums	\$12,914,085	\$4,905,750	\$790,948	\$486,206	\$5,005,119	\$304,474	\$0	\$761,647	\$211,647	\$211,647	\$236,647

Training and orientation	\$837,166	\$139,500	\$29,689	\$50,089	\$490,481	\$22,435	\$2,900	\$17,308	\$0	\$26,354	\$58,410
Other costs*	\$118,000	\$12,000	\$9,500	\$13,500	\$40,200	\$14,500	\$0	\$4,500	\$4,500	\$6,500	\$12,800
Staff time	\$3,997,481	\$605,177	\$165,537	\$499,518	\$1,594,402	\$134,066	\$40,115	\$158,663	\$121,356	\$366,256	\$312,384
Total	\$24,119,458	\$6,973,033	\$1,497,760	\$1,411,028	\$10,294,213	\$781,928	\$61,275	\$1,167,287	\$374,987	\$746,486	\$811,461

* Other costs include: background checks, consulting fees, licensure fees, legal fees, and other miscellaneous costs.

Average Cost Breakdown by Organization Type							
	All facilities	NTH	RTHO	UTHO	CHC	ORHP	MHC
Average recruitment activity costs	\$304,879	\$454,772	\$832,058	\$29,844	\$63,570	\$20,143	\$50,483
Average recruitment related staff time	\$62,461	\$96,882	\$107,973	\$13,894	\$38,574	\$10,161	\$38,658
Average number hired	10.30	28.40	19.13	1.15	3.36	1.00	2.94
Total number hired	824	426	287	15	37	9	50
Average number recruited	13.71	34.00	28.07	2.38	4.7	1.33	3.65
Total number recruited	1083	510	421	31	47	12	62
Average cost per hire	\$34,413	\$39,132	\$52,919	\$11,860	\$34,326	\$17,768	\$25,505
Average cost per recruit	\$27,927	\$35,596	\$31,284	\$26,238	\$27,608	\$16,714	\$22,971

Total Recruitment Strategy Cost Breakdown by Organization Size				
	Total	under 10	10 - 49	50 and over
Recruiting firms	\$1,434,248	\$0	\$60,800	\$1,373,448
Advertising	\$1,234,945	\$51,500	\$232,251	\$951,194
Website Management	\$91,499	\$400	\$1,180	\$89,919
Membership Organization	\$22,900	\$1,300	\$7,200	\$14,400
Recruitment related staff travel	\$242,616	\$3,000	\$105,500	\$134,116
Travel/accommodations for on-site interview	\$474,705	\$6,200	\$41,350	\$427,155
Moving expenses (inc. travel)	\$2,751,820	\$88,500	\$158,500	\$2,504,820
Cost of locums	\$12,914,085	\$760,716	\$234,000	\$11,919,369
Training and orientation	\$837,166	\$18,100	\$33,268	\$785,798
Other costs*	\$118,000	\$0	\$8,800	\$109,200
Staff time	\$3,997,481	\$150,810	\$839,552	\$3,007,119
Total	\$24,119,465	\$1,080,526	\$1,722,401	\$21,316,538

Average Cost Breakdown by Region							
	All regions	SE	SC	SW	North	Int	Aleut
Average recruitment activity costs	\$304,879	\$175,049	\$201,342	\$1,178,568	\$633,017	\$725,463	\$68,300
Average recruitment related staff time	\$62,461	\$48,668	\$57,294	\$29,806	\$166,346	\$65,410	\$99,699
Average number hired	10.30	5.32	13.77	12.50	10.25	8.13	4.67
Total number hired	824	117	537	50	41	65	14
Average number recruited	13.71	6.41	17.85	19.00	19.75	10.29	6.33
Total number recruited	1083	141	696	76	79	72	19
Average cost per hire	\$34,413	\$43,059	\$21,414	\$38,209	\$79,986	\$41,910	\$30,929
Average cost per recruit	\$27,927	\$45,071	\$15,053	\$25,530	\$43,659	\$30,553	\$22,509

Average Cost Breakdown: by Provider Type											
	All facilities	Physician	Pharmacist	Midlevel	Registered Nurse	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters Level Therapist
Average recruitment activity costs	\$304,879	\$219,581	\$74,012	\$35,058	\$248,566	\$43,191	\$3,527	\$126,078	\$36,233	\$20,012	\$23,766
Average recruitment related staff time	\$62,461	\$23,276	\$11,036	\$20,813	\$41,958	\$9,576	\$6,686	\$17,629	\$20,226	\$19,277	\$14,199
Average number hired	10.30	1.96	1.05	1.72	14.92	1.29	2.11	1.10	0.17	1.10	1.44
Total number hired	824	55	21	55	582	22	19	11	1	22	36
Average number recruited	13.71	3.36	2.05	2.68	17.82	1.82	2.44	1.80	1.17	1.50	2.48
Total number recruited	1083	94	41	83	695	31	22	18	7	30	62
Average cost per hire	\$34,413	\$126,782	\$71,322	\$25,655	\$17,688	\$35,542	\$3,225	\$106,117	\$374,987	\$33,931	\$22,541
Average cost per recruit	\$27,927	\$74,181	\$36,531	\$17,000	\$14,812	\$25,223	\$2,785	\$64,849	\$53,570	\$24,883	\$13,088

Average Cost Breakdown by Urban vs. Rural

	All facilities	Urban	Rural
Average recruitment activity costs	\$304,879	\$887,837	\$212,832
Average recruitment related staff time	\$62,461	\$138,605	\$50,001
Average number hired	10.30	57.22	4.35
Total number hired	824	515	309
Average number recruited	13.71	72.33	6.17
Total number recruited	1083	651	432
Average cost per hire	\$34,413	\$25,004	\$36,074
Average cost per recruit	\$27,927	\$20,514	\$29,162

Recruitment Efficiency Index

Overall Recruiting Efficiency Index	
	Sum
Total cost*	\$11,205,380
Total compensation	\$59,386,701
REI	19%

Recruiting Efficiency Index for Hospitals		
	Hospital	All others
Total cost*	\$6,437,975	\$4,767,405
Total compensation	\$40,437,103	\$18,949,598
REI	16%	25%

Recruiting Efficiency Index for Hospitals			
	Rural Hosp	Urban Hosp	All others
Total cost*	\$3,709,869	\$4,266,711	\$3,228,800
Total compensation	\$15,116,309	\$30,480,540	\$13,628,852
REI	25%	14%	24%

Recruiting Efficiency Index for Urban vs Rural		
	Urban	Rural
Total cost*	\$5,311,100	\$5,894,280
Total compensation	\$36,615,238	\$22,610,463
REI	15%	26%

Recruiting Efficiency Index by Organization Type						
	MHC	CHC	NTH	ORHP	RTHO	ITHO
Total cost*	\$833,832	\$754,935	\$4,645,520	\$136,767	\$4,664,710	\$169,616
Total compensation	\$2,972,510	\$3,266,793	\$27,055,477	\$907,600	\$24,304,621	\$979,700
REI	28%	23%	17%	15%	19%	17%

Recruiting Efficiency Index by Organization Size			
	under 10	10 - 49	50 & over
Total cost*	\$78,623	\$1,179,151	\$9,947,606
Total compensation	\$619,000	\$4,183,767	\$54,422,934
REI	13%	28%	18%

Regional Recruiting Efficiency Index						
	SE	SC	SW	N	Int	Aleut
Total cost*	\$1,728,260	\$4,757,534	\$1,299,044	\$1,128,055	\$1,860,990	\$431,497
Total compensation	\$9,140,571	\$37,313,347	\$4,176,521	\$3,123,126	\$4,459,000	\$1,174,136
REI	19%	13%	31%	36%	42%	37%

* Does not include the cost of locums

Employed by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Physician	42	53%	7	47%	11	73%	5	38%	9	82%	6	67%	4	24%
Pharmacist	28	35%	11	73%	11	73%	2	15%	2	18%	0	0%	2	12%
Midlevel	48	60%	3	20%	14	93%	13	100%	11	100%	5	56%	2	12%
Registered Nurse	49	61%	15	100%	12	80%	6	46%	7	64%	4	44%	5	29%
Dentist	21	26%	0	0%	12	80%	4	31%	4	36%	0	0%	1	6%
Dental Hygienist	17	21%	0	0%	11	73%	2	15%	3	27%	0	0%	1	6%
Psychiatrist	18	23%	2	13%	7	47%	0	0%	2	18%	0	0%	7	41%
Clinical Psychologist	17	21%	1	7%	8	53%	1	8%	1	9%	0	0%	6	35%
LCSW	41	51%	6	40%	11	73%	4	31%	5	45%	1	11%	14	82%
Masters Level Therapist	44	55%	3	20%	14	93%	4	31%	5	45%	1	11%	17	100%

Recruited for in the last fiscal year by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Physician	28	35%	5	33%	9	60%	3	23%	7	64%	3	33%	1	6%
Pharmacist	20	25%	9	60%	9	60%	1	8%	1	9%	0	0%	0	0%
Midlevel	31	39%	1	7%	13	87%	6	46%	7	64%	3	33%	1	6%
Registered Nurse	39	49%	13	87%	12	80%	3	23%	5	45%	2	22%	4	24%
Dentist	17	21%	0	0%	10	67%	3	23%	4	36%	0	0%	0	0%
Dental Hygienist	9	11%	0	0%	6	40%	1	8%	2	18%	0	0%	0	0%
Psychiatrist	10	13%	2	13%	5	33%	0	0%	1	9%	0	0%	2	12%
Clinical Psychologist	6	8%	0	0%	3	20%	1	8%	1	9%	0	0%	1	6%
LCSW	20	25%	1	7%	3	20%	3	23%	3	27%	1	11%	9	53%
Masters Level Therapist	25	31%	1	7%	7	47%	3	23%	2	18%	1	11%	11	65%

Employed by Organization Size								
	All facilities (n=80)		Under 10 (n=12)		10 - 49 (n=29)		50 and over (n=39)	
	number	%	number	%	number	%	number	%
Physician	42	53%	3	25%	14	48%	25	64%
Pharmacist	28	35%	0	0%	2	7%	26	67%
Midlevel	48	60%	8	67%	17	59%	23	59%
Registered Nurse	49	61%	1	8%	11	38%	37	95%
Dentist	21	26%	0	0%	4	14%	17	44%
Dental Hygienist	17	21%	0	0%	3	10%	14	36%
Psychiatrist	18	23%	0	0%	4	14%	14	36%
Clinical Psychologist	17	21%	0	0%	4	14%	13	33%
LCSW	41	51%	2	17%	13	45%	26	67%
Masters Level Therapist	44	55%	3	25%	17	59%	24	62%

Recruited for in the Last Fiscal Year by Organization Size								
	All facilities (n=80)		Under 10 (n=12)		10 - 49 (n=29)		50 and over (n=39)	
	number	%	number	%	number	%	number	%
Physician	28	35%	1	8%	8	28%	19	49%
Pharmacist	20	25%	0	0%	2	7%	18	46%
Midlevel	31	39%	5	42%	9	31%	17	44%
Registered Nurse	39	49%	1	8%	5	17%	33	85%
Dentist	17	21%	0	0%	4	14%	13	33%
Dental Hygienist	9	11%	0	0%	3	10%	6	15%
Psychiatrist	10	13%	0	0%	0	0%	10	26%
Clinical Psychologist	6	8%	0	0%	2	7%	4	10%
LCSW	20	25%	1	8%	7	24%	12	31%
Masters Level Therapist	25	31%	1	8%	10	34%	14	36%
Any Professional	64	80%	6	50%	22	76%	36	92%

Average Salary for New Hires by Organization Type							
	All facilities (n=80)	Non-tribal Hospital (n=15)	Regional THO (n=15)	Unaffiliated THO (n=13)	CHC (n=11)	Other Rural (n=9)	Behavioral Hlth Provider (n=17)
Physician	\$168,801	\$174,556	\$165,693	\$122,500	\$205,560	\$147,350	\$125,000
Pharmacist	\$100,231	\$100,964	\$99,351	*	*	*	*
Midlevel	\$79,979	\$85,200	\$81,346	\$61,333	\$85,400	\$82,000	\$82,500
Registered Nurse	\$55,026	\$55,488	\$63,797	\$46,600	\$47,015	\$13,000	\$51,173
Dentist	\$129,815	*	\$129,089	\$160,000	\$121,929	*	*
Dental Hygienist	\$63,063	*	\$68,300	\$60,000	\$51,500	*	*
Psychiatrist	\$175,372	\$153,500	\$177,617	*	*	*	\$195,000
Clinical Psychologist	\$54,676	*	*	*	*	*	\$54,676
LCSW	\$54,326	\$77,604	\$65,576	\$30,500	\$62,513	\$50,000	\$51,648
Masters Level Therapist	\$47,692	\$81,000	\$51,294	\$15,250	\$58,500	*	\$46,235

Average Salary for New Hires by Organization Size				
	All facilities (n=80)	Under 10 (n=12)	10 - 49 (n=29)	50 and over (n=39)
Physician	\$149,501	\$120,000	\$123,300	\$160,965
Pharmacist	\$100,231	*	\$44,753	\$105,778
Midlevel	\$79,780	\$78,333	\$81,595	\$79,054
Registered Nurse	\$55,026	\$13,000	\$52,290	\$56,853
Dentist	\$129,815	*	\$118,263	\$133,280
Dental Hygienist	\$63,063	*	\$54,000	\$68,500
Psychiatrist	\$175,372	*	*	\$175,372
Clinical Psychologist	\$54,676	*	\$54,676	*
LCSW	\$54,326	\$50,500	\$52,932	\$55,835
Masters Level Therapist	\$47,692	*	\$44,273	\$49,686

Average Salary for New Hires by Region							
	All facilities (n=80)	Southeast (n=22)	Southcentral (n=39)	Southwest (n=4)	Northern (n=4)	Interior (n=8)	Aleutian (n=3)
Physician	\$168,801	\$185,167	\$149,438	\$134,984	\$145,000	\$65,000	\$130,000
Pharmacist	\$100,231	\$144,500	\$83,756	\$104,000	\$111,000	\$96,000	*
Midlevel	\$79,979	\$84,000	\$78,210	\$96,372	\$71,333	\$76,667	\$71,644
Registered Nurse	\$55,026	\$53,101	\$50,929	\$64,706	\$61,370	\$61,500	\$65,580
Dentist	\$129,815	\$159,500	\$123,722	\$117,853	\$134,000	\$110,000	\$130,000
Dental Hygienist	\$63,063	\$82,500	\$62,400	\$74,000	*	\$36,000	*
Psychiatrist	\$175,372	\$134,500	\$195,411	*	*	\$197,000	*
Clinical Psychologist	\$54,676	\$54,676	*	*	*	*	*
LCSW	\$54,326	\$55,721	\$49,601	\$66,394	\$65,167	\$45,000	\$56,000
Masters Level Therapist	\$47,692	\$54,612	\$43,570	\$40,124	\$62,000	*	\$58,793

Programs that Target Growing Future Health Professionals

Participation in Programs that Target Growing Future Health Professionals by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Job shadowing for college/medical students	59	74%	13	87%	11	73%	6	46%	10	91%	7	78%	12	71%
Job shadowing for high school students	36	45%	12	80%	7	47%	2	15%	5	45%	6	67%	4	24%
Take medical residents	29	36%	5	33%	9	60%	4	31%	6	55%	3	33%	2	12%
In-house scholarship programs	22	28%	9	60%	5	33%	2	15%	0	0%	2	22%	4	24%

Participation in Programs that Target Growing Future Health Professionals by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Job shadowing for college/medical students	59	74%	6	50%	22	76%	31	79%
Job shadowing for high school students	36	45%	4	33%	12	41%	20	51%
Take medical residents	29	36%	1	8%	9	31%	19	49%
In-house scholarship programs	22	28%	1	8%	6	21%	15	38%

Participation in Programs that Target Growing Future Health Professionals by Region														
	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Job shadowing for college/medical students	59	74%	14	64%	29	74%	2	50%	4	100%	8	100%	2	67%
Job shadowing for high school students	36	45%	8	36%	14	36%	2	50%	3	75%	8	100%	1	33%
Take medical residents	29	36%	6	27%	15	38%	2	50%	3	75%	2	25%	1	33%
In-house scholarship programs	22	28%	7	32%	10	26%	1	25%	2	50%	2	25%	0	0%

Make Recruitment Efforts More Effective

Making Recruitment More Effective: by Organization Type														
	All facilities		Non-tribal Hospital		Regional THO		Unaffiliated THO		CHC		Other Rural		Behavioral Hlth Provider	
	n=80	%	n=15	%	n=15	%	n=13	%	n=11	%	n=9	%	n=17	%
Be able to offer higher salaries/better package	16	20%	3	20%	0	0%	2	15%	1	9%	3	33%	7	41%
Bigger recruitment budget/more money	14	18%	3	20%	3	20%	1	8%	1	9%	1	11%	5	29%
Improvements to internal processes	11	14%	1	7%	5	33%	2	15%	1	9%	1	11%	1	6%
Candidate pool/easier way to identify candidates	8	10%	0	0%	1	7%	0	0%	5	45%	0	0%	2	12%
Need more candidates/grow own	8	10%	4	27%	0	0%	1	8%	0	0%	1	11%	2	12%
Need increased staffing	8	10%	1	7%	3	20%	1	8%	3	27%	0	0%	0	0%
Better way to market facility/community/Alaska	7	9%	1	7%	2	13%	0	0%	0	0%	4	44%	0	0%
More efficiency not required	4	5%	0	0%	1	7%	2	15%	0	0%	0	0%	1	6%
More networking	4	5%	1	7%	0	0%	0	0%	1	9%	0	0%	1	6%
Housing issues/living conditions	3	4%	1	7%	0	0%	1	8%	0	0%	1	11%	0	0%
Loan repayment/tuition reimbursement	2	3%	0	0%	1	7%	0	0%	1	9%	0	0%	0	0%
Better facility/equipment	2	3%	0	0%	0	0%	1	8%	1	9%	0	0%	0	0%
Other	2	3%	1	7%	0	0%	0	0%	2	18%	0	0%	0	0%

Making Recruitment More Effective: by Organization Size								
	All facilities		Under 10		10 - 49		50 and over	
	n=80	%	n=12	%	n=29	%	n=39	%
Be able to offer higher salaries/better package	16	20%	5	42%	8	28%	3	8%
Bigger recruitment budget/more money	14	18%	1	8%	5	17%	7	18%
Improvements to internal processes	11	14%	1	8%	2	7%	8	21%
Candidate pool/easier way to identify candidates	8	10%	0	0%	4	14%	4	10%
Need more candidates/grow own	8	10%	0	0%	2	7%	6	15%
Need increased staffing	8	10%	1	8%	2	7%	5	13%
Better way to market facility/community/Alaska	7	9%	3	25%	1	3%	3	8%
Not possible to be more effective	4	5%	0	0%	4	14%	0	0%
More networking	4	5%	0	0%	2	7%	2	5%
Housing issues/living conditions	3	4%	2	17%	0	0%	1	3%
Loan repayment/tuition reimbursement	2	3%	0	0%	1	3%	1	3%
Better facility/equipment	2	3%	1	8%	0	0%	1	3%
Other	2	3%	0	0%	1	3%	1	3%

Making Recruitment More Effective: by Region

	All regions		Southeast		Southcentral		Southwest		Northern		Interior		Aleutian	
	n=80	%	n=22	%	n=39	%	n=4	%	n=4	%	n=8	%	n=3	%
Be able to offer higher salaries/better package	16	20%	8	36%	4	10%	0	0%	0	0%	4	50%	0	0%
Bigger recruitment budget/more money	14	18%	6	27%	6	15%	1	25%	1	25%	0	0%	0	0%
Improvements to internal processes	11	14%	3	14%	5	13%	1	25%	2	50%	0	0%	0	0%
Candidate pool/easier way to identify candidates	8	10%	1	5%	4	10%	0	0%	1	25%	1	13%	1	33%
Need more candidates/grow own	8	10%	2	9%	6	15%	0	0%	0	0%	0	0%	0	0%
Need increased staffing	8	10%	3	14%	1	3%	2	50%	1	25%	0	0%	1	33%
Better way to market facility/community/Alaska	7	9%	3	14%	1	3%	0	0%	1	25%	2	25%	0	0%
Not possible to be more effective	4	5%	0	0%	3	8%	0	0%	0	0%	1	13%	0	0%
More networking	4	5%	0	0%	3	8%	0	0%	0	0%	0	0%	1	33%
Housing issues/living conditions	3	4%	2	9%	0	0%	0	0%	0	0%	0	0%	0	0%
Loan repayment/tuition reimbursement	2	3%	0	0%	2	5%	0	0%	0	0%	0	0%	0	0%
Better facility/equipment	2	3%	0	0%	2	5%	0	0%	0	0%	0	0%	0	0%
Other	2	3%	0	0%	1	3%	0	0%	0	0%	1	13%	0	0%

Appendix B
Open Answers

Q 6 Open Answers: Other Barriers to Recruitment

Emphasized/Restated Geographic Issues

- Intensity of the job and Alaska's isolation
- Geographic Isolation/harsh living conditions
- Geographic Isolation/harsh living conditions
- Geographic isolation/harsh living conditions
- Geographic isolation/harsh environment
- Geographic Isolation
- Geographic

Locating Qualified Candidates

- Qualified candidates are the biggest barrier.
- Qualified Candidates
- Locating Qualified Candidates
- Locating Qualified Candidates
- Locating qualified candidates
- Locating qualified candidates
- Locating candidates meeting agency requirements

Emphasized Financial Issues

- For dentists, we have to compete w/ Native Clinic w/ loan repayment programs. It takes a long time to license dentists in this state.
- Salary is the biggest barrier
- Salary
- Money and all barriers related to being sole provider in rural setting.
- Financial Barriers
- Costs associated with aggressive marketing and relocation
- Cost of recruiting.
- Cost -- we are non-profit and can't afford to attract and keep good applicants
- Can't offer reasonable and accurate. Salary never mind Competitive. It's a misleading concept.
- Can't offer competitive salary/benefits package
- Can't offer competitive salary/benefits package
- Can't offer competitive salary/benefits package

High Cost of Living

- Cost of living
- At first many of the salaries appear high, but then the cost of living is factored in and salaries are not as attractive as they first appeared.

Housing

- Lack of locum availability, housing availability
- Housing

Other

- Staff conflicts are the biggest barrier to success.

Q9: Other Recruitment Strategies Used

Job marketing Strategies

- All recruiting has been through the Office Manager and the volunteer Board of Directors.
- Attend conferences for various occupations, i.e., doctors, nurses, pharmacists, etc.
- Attend conferences in state & out of state & recruit by mouth also.
- Basically use word of mouth. They usually come to me.
- Conferences, direct mail, journal advertising, web-based advertising for Associations, general web-based advertising.
- Dumb luck -- literally! Our current Director was "cold calling" agencies in Alaska and found us. Case managers have moved here with a spouse and fell into our lap. Dumb luck is by far our best recruiting strategy. Our other LCSW moved here with a spouse.
- ICIMS -- our online application tracking system. It places all our openings out on the internet, which all contacts with all major career sites.
- Internet and website recruitment boards. Have managers go to conferences and network there.
- Limited funding and a very small program only allows Dental recruitment per Dr. *****, ANTHC Professional recruiting program.
- National Health Service Corps.
- Northwest Regional Primary Care Association -- have agreement to pay for successful recruitment. Job Services. Other web base recruitment firms.
- Number one recruitment strategy is being aggressive.
- On-line receipt, followed up with call, mailing of packet upon request and/or site addresses.
- Organizational website.
- Paper every agency in state. Hire fresh out of grad school w/out LPC to work there the required 2 yrs until get license.
- Post all positions open in KANA building; fax to tribal councils and clinics.
- Proactive recruiting. Keep positions listed all the time, open or not, and respond to any inquiry and send recruitment packages in the event that an opening occurs.
- Recruit through medical missions and Christian Community Health Fellowship around conferences.
- Recruiting at ANTHC website.
- Recruitment marketing to lower 48.
- Rely on Dept of Personnel
- Nursing advertising in the western/northwestern regions. Limited college/university visits by statewide recruiting and ANTHC staff targeting medical schools and nursing schools.

Perks and Benefits

- In house student loan repayment plan for market critical positions.
- Recruitment bonuses for employees who find others to come to work.
- Retention bonus of 5% every 2 years

Selling the Community

- A packet introducing (sic) providers to the community. They utilize a team interview process where potential providers have a chance to meet the staff.
- Arctic adventure and cultural component
- Emphasize cultural component and related activities.
- Recreational emphasis of the community
- Recruitment packet -- all information on Nome and area including video. Be of as much help as possible. Use our website as a tool.
- We tried advertising in Outside and SeaKayaker magazines to appeal to outdoorsy-type of people that would fit in to our community. Did receive applicants from this advertisement. Next fiscal

year, looking to purchase Job Science (HR applicant tracking pro

Selling the organization

- Do have videos/dvds, pamphlets & booklets they send out to prospects.
- Great place to work, growing, part of large corporation -- good services -- highly respected for quality by fed/state regulatory agencies.

Hire students/residents/trainees

- Interview midlevel (PA & NP) students who come here to do clinical rotations. Occasionally able to hire one.
- Mayor's Job Program. Provides entry level skills and work experience in a professional setting.
- Offer CNA class; will take new LPN/RN grads for preceptorship program; will pay travel to come and see facility and community.
- We have 6-8 students (mainly PA and NP but some medical) who do clinical rotations each year. Usually, we are able to hire one midlevel provider upon graduation because of their exposure to the clinic
- We recruit from the students and residents we host. We emphasize to mid-levels that they will have opportunities to expand their abilities well past a normal scope for a mid-level.
- We recruit directly out of the family practice residency program. This has been a successful relationship where we've hired a physician almost every year. We also try to create exposure experience for students - we take medical students, take nursing stud

Other

- For MD recruitment we have spent more than we need to and hired all physicians, instead of using mid-levels. This has improved the call situation and provided a better work environment. We try to improve the work setting by allowing as much time away
- Try to connect weekly.
- None.

Q10: Most Effective Recruitment Strategies

Internet resources

- For therapists, haven't hired one in a long time - Ihire.com social services website - got their therapist from Texas that way.
- Newspaper or internet ads. Getting them to see the community.
- Web site postings (APCA, ANPA, APA) and word of mouth.
- website, applicants enjoy packet, customer service is key.
- Advertisement in newspaper & Alaska Website & Tribal Newsletter
- Advertising in newspapers, IHS website
- Word of Mouth and Web advertising.
- Word of mouth, computer, personal contact.
- The NHSC website is exceptionally effective. Hosting students and residents is also very effective. For nurses, posting on a variety of websites and in Anchorage papers has proven fairly effective, although word-of-mouth has worked well, too.

Word of mouth

- As much information from Yakutat CHC to potential providers as possible. Information on Yakutat CHC, Yakutat and anything else they need, to be as informed as needed.
- informal networking -- resident doctors will talk about API during travels.
- Networking during conferences; placing hiring flyers/posters up during conferences. Contacting former employees for rehire or for leads.
- Strive to maintain organizational awareness among staff for positions that are hard to fill.
- Word of mouth
- Word of mouth and listing with the Alaska Job Bank
- Word of Mouth and Web advertising.
- Word of mouth, computer, personal contact.
- Word of mouth. Paying people well/high compensation. Promoting a safe rural community.
- Again, the residency program has been very effective. A lot of successful recruitment happens by word of mouth. Getting exposure to the field is important (ie - allowing for job exploration opportunities) because the professionals really need to have
- Physicians (specialty) - advertising in journals specific to specialty. Also attended physician conferences for specialty physicians. Sending out packets to interested candidates. Word of mouth
- Web site postings (APCA, ANPA, APA) and word of mouth.

Newspapers

- Advertisement in newspaper & Alaska Website & Tribal Newsletter
- Advertising in newspapers, IHS website
- Advertising in the Anchorage Daily News. Recruiting personnel as temporary contract employees and then recruiting to full-time positions. State website.
- Newspaper
- NWRPCA recruitment, newspaper ads/
- Other providers and physicians' newspapers.
- Newspaper or internet ads. Getting them to see the community.
- Website from the state and newspaper ads

Emphasizing quality of life

- Alaska sells itself. The most effective is people cold calling. People walk in off the street and ask for jobs.
- All Clinical - emphasize the fishing season, the outdoor activities.
- Lifestyle of community.
- Location, work environment.
- Most of our recruitment efforts take place out of state. Selling the Alaska lifestyle is very important. RNs, Imaging technologists, Pharmacists. Job fairs are very effective.
- The community is a draw for potential employees. Many of our employees were drawn to a new program and new facility, realizing they can be a part of a young growing program.
- Word of mouth. Paying people well/high compensation. Promoting a safe rural community.

Financial/benefit incentives

- Market wages, full benefits package, smaller home-style hospital, moving allowance.
- Physician -- need an "easy" agreement for loan repayment. Other -- Print ads w/ display of Alaska, site visits - red carpet experience. Cold calls, resume mining.
- Positive place to work -- growing with new opportunities. \$3000 tuition reimbursement.
- Providing for onsite interviews for any position. Being able to offer good salary & benefits.
- Site visits. Pay for relocation and sign on bonuses.
- Word of mouth. Paying people well/high compensation. Promoting a safe rural community.

Hiring temp to full-time

- Again, the residency program has been very effective. A lot of successful recruitment happens by word of mouth. Getting exposure to the field is important (ie - allowing for job exploration opportunities) because the professionals really need to have
- On-site visit with 30 day locum duties.
- The aforementioned hiring of PA/NP students.
- The aforementioned.
- Advertising in the Anchorage Daily News. Recruiting personnel as temporary contract employees and then recruiting to full-time positions. State website.
- The NHSC website is exceptionally effective. Hosting students and residents is also very effective. For nurses, posting on a variety of websites and in Anchorage papers has proven fairly effective, although word-of-mouth has worked well, too.
- ANTHC & Job fairs (physicians); Residency program, loan repayment

Good work environment

- creative scheduling
- Positive place to work -- growing with new opportunities. \$3000 tuition reimbursement.
- Loan repayment availability and shared on call
- Location, work environment.
- Market wages, full benefits package, smaller home-style hospital, moving allowance.
- The community is a draw for potential employees. Many of our employees were drawn to a new program and new facility, realizing they can be a part of a young growing program.

Onsite visit

- Doctors -- meeting them in person.
- doctors, nurses, pharmacists -- site visits 2/ outdoor activities & cultural activities, i.e., fishing trips, visits during Kuskokwim 300 races (sled dog races), Camai dance festival (3 days of Native dance festival)
- MD visits and tours.
- Providing for onsite interviews for any position. Being able to offer good salary & benefits.
- Rural people, familiar with Alaska, bring them to meet community, staff.

- Site visits. Pay for relocation and sign on bonuses.
- On-site visit with 30 day locum duties.
- Physician -- need an "easy" agreement for loan repayment. Other -- Print ads w/ display of Alaska, site visits - red carpet experience. Cold calls, resume mining.
- Newspaper or internet ads. Getting them to see the community.

Alaska Native Tribal Health Consortium

- ANTHC
- ANTHC & Job fairs (physicians); Residency program, loan repayment
- ANTHC Professional Recruiting - Physicians

Journals

- Ads in journals for Masters level Mental Health Clinicians
- Ads in medical journals
- Physicians (specialty) - advertising in journals specific to specialty. Also attended physician conferences for specialty physicians. Sending out packets to interested candidates. Word of mouth

Emphasize loan repayment

- Loan repayment availability and shared on call

Emphasizing need

- Community need and challenge

Job Fairs

- job fairs for MD, pharmacists
- ANTHC & Job fairs (physicians); Residency program, loan repayment
- Most of our recruitment efforts take place out of state. Selling the Alaska lifestyle is very important. RNs, Imaging technologists, Pharmacists. Job fairs are very effective.
- Responses from State of Alaska website more than any other methods. Job Fair in Glennallen.

Recruiter

- Recruitment firms

Build personal relationship

- Link applicants with current staff to learn more about Barrow and the hospital
- Personal relationship of staff.
- The info packet and interview style.
- website, applicants enjoy packet, customer service is key.

National Health Service Corp

- NHSC.
- The NHSC website is exceptionally effective. Hosting students and residents is also very effective. For nurses, posting on a variety of websites and in Anchorage papers has proven fairly effective, although word-of-mouth has worked well, too.

State of AK web resources

- Responses from State of Alaska website more than any other methods. Job Fair in Glennallen.
- The state job site has been good for masters level folks.
- Website from the state and newspaper ads
- Word of mouth and listing with the Alaska Job Bank
- Advertising in the Anchorage Daily News. Recruiting personnel as temporary contract employees and then recruiting to full-time positions. State website.

Alaska Primary Care Association

- NWRPCA recruitment, newspaper ads
- Web site postings (APCA, ANPA, APA) and word of mouth.

Other

- Be honest.
- Being aggressive.
- Recruitment in other areas of the state that are rural.
- The most effective recruitment tool we have used has been offering scholarships to existing employees to get their RN. We carefully screen applicants for individuals who have significant ties to our community. For the most part the nursing programs have
- We try to recruit from local talent. We have been fortunate that professionals have come to us requesting employment, and have not had to do an all out recruitment effort in some time.

Q 11: Least Effective Recruitment Strategies

Journals

- Advertising in professional journals.
- Journal ads
- Journal ads have not been helpful.
- Journal type advertisement.
- Journals
- Journals are not effective.
- Print advertising.

Internet resources

- A few professional Websites. Cost a bunch of money by yield junk providers. (i.e. looking for a Family Practitioner and they sent a neurosurgeon.)
- huge recruitment websites, such as career building.
- Some internet advertising (i.e. Monster.com) for physicians; however, other professions (i.e. nursing) had some success. local newspaper ads
- State of Alaska job site. Still use it and will continue to use it, but think people get tired of seeing it. Also, newspaper ads.
- Tried Anchoragehelpwanted.com - got a bunch of applications, but no one was qualified. Tried the Job Bank but could not post for contract work.
- Waiting for people to get back to you. Not being aggressive. Taking your time. Some websites like careerRX
- Web-based recruiting.
- website advertising (usually do not get many good applicants, only foreign inquiries). (PT, OT, RPh, RN)
- Websites such as monster.com

Newspapers

- Ads in the papers.
- Advertisements in the newspapers.
- newspaper
- Newspaper
- Newspaper ads.
- newspaper/classified advertisements
- Print advertising.
- Ultimately it is the newspaper ads - seemingly some folks are checking help-wanted on a whim.
- Very little response with general newspaper ads.
- Local newspaper
- Local newspaper ads.
- Local Newspaper listing

Direct Mail

- Direct mail.
- Physician -- Direct mail. Other -- generic print ads.

Onsite visits

- Onsite visits can be mixed success - inviting someone up for a visit can cause them to not want the job, but it is still important because they need to know the truth about living in AK.

State of AK Web Resources

- Alaska Job Website.
- State website, employment office. Brings in the dregs of society and the least professionally oriented population around - Masters level MH

Recruiting Firms

- Professional recruiters are still useless and expensive. They do not understand the environment here (even though we tried a new "rural oriented" recruiting firm this time).
- Recruiters have been a waste of time and money.
- Recruitment organizations.

Local recruitment

- Local job postings in communities.
- Local newspaper
- Local newspaper ads.
- Local Newspaper listing
- Some internet advertising (i.e. Monster.com) for physicians; however, other professions (i.e. nursing) had some success. local newspaper ads

Financial/Benefit incentive

- Moving expenses, Anchorage community.
- Pay. Leave time.
- Salary information
- Telling them about pay. Newspaper.
- Trying to pay people big money to attract them. Throwing money out the window.
- Wages we can offer. Too low.

Other

- Job Fairs
- Limited follow-up calls being made.
- Open ended ads.
- Posting job vacancies.
- Recruiting former employees. They have usually moved to an urban area and prefer that lifestyle.
- Word of mouth

Q12: Do you Partner with other organizations

Yes

- ABHA - Masters level MH.
- Alaska Exposure Program.
- Alaska Exposure Program.
- Alaska Native Tribal Health consortium
- Alaska PCA, ANTHC.
- Alaska Primary Care Association
- ANTHC recruitment.
- ANTHC, IHS
- ANTHC, IHS, NHSC
- Bernard Hodes Group, Med Hunters
- Collaborating with SEARHC CFS to subcontract our Skagway Clinician to SEARHC for services in Skagway (focus in Prevention).
- IHS, Tanana Chiefs Conference, Inc., Chief Andrew Isaac Health Center
- In the process
- NHSC, Alaska Residency program
- Not partner exactly, but belong to four director associations and they swap candidates.
- NWRPCA (Northwest Regional Primary Care Association)
- Partner with Matsu Services & Behavioral Health.
- Physician -- yes - medical staff/clinics. Other -- only for temporary help - RNs - not for permanent staffing solutions.
- TCC, NWPCA, APCA, ANTHC, MEDEX, Alaska Exposure
- UAF.
- Valley Hospital.
- We ask for information and network with the Primary Care Association and neighboring medical facilities regarding any knowledge they are willing to share of PA-C's and/or NP's they know that can be contacted by us for recruitment when needed.
- We have shared booth space at conferences/career fairs.
- We work with our village councils to provide jobs for community members
- Working on an APCA partnership
- Yes -- have placed dentist recruiters with Indian Health Services organizations while waiting state licensure. Eastern Aleutian Tribes.
- yes -- IHS, 3RNet.org, Alaska SEARHC, ANTHC
- yes - ANTHC, Fairbanks Memorial Hospital
- Yes ANTHC
- Yes with Valley Hospital.
- Yes, headhunters.
- Yes, Providence Health System.
- Yes.
- Yes. Christian Medical & Dental Association and Christian Community Health Fellowship Organization.

No

- Have used head hunters in the past.
- No
- No but we have been approached by the local hospital.
- No I think we should.
- No, have not.
- No, not at this time.

Q15: What would make your recruitment efforts more effective?

Be able to offer higher salaries

- Ability to offer higher wages and benefits packages.
- Additional Loan repayment options. Have more money to offer. Larger applicant pool. There is a critical dentist shortage.
- Being able to offer better salary & benefits
- Being able to pay higher wages & benefits.
- Dedicated recruiting person. Finding better journals and publications. Sign on bonuses. More housing assistance.
- If we could offer more salary w/ cola and merit increases
- If we could provide kick-ass salary to make them want to work here. Offering 3% COLA helped in the past.
- increasing grant funding to help with salary benefits
- More incentives and better living conditions here. The second you can do nothing about, but possibly the government could offer more plans to get people into more rural, out of the way areas like here in Alaska.
- More state funding through grant awards. This would allow us to provide a more appealing compensation/benefits package.
- My ability to compete with salary and benefits.
- Next time need to offer more money -- higher initial salary
- Our salary and benefits are not competitive considering the high cost of living in Alaska. Our retirement plan needs to be improved. We lack the funds necessary to improve either of these.
- Polished resources. Continuing education benefits. Best practices in recruiting.
- State give us more money to offer realistic wages.

Candidate Pool/easier way to identify candidates

- A way to get the info about our need out to more/more useful venues. NHSC is a great source for newly graduated folks. A statewide or national job site would be great, too. LOWER AIRFARE would be a huge help, too.
- Additional Loan repayment options. Have more money to offer. Larger applicant pool. There is a critical dentist shortage.
- Alaska global pool serving as agency for rural Alaska to fill critical need
- If the state helped gather openings and published it in a accessible place
- Larger pool to draw from. The challenging financial environment makes it difficult to create and sustain professional positions.
- Placement of potential providers until state licensing + credentialing process is completed. Build a pool of providers/dentists to draw from. Expanded network to see who is interested in coming to Alaska and how to accommodate out of state applicants
- Pool of applicants
- Recruitment assistance targeting rural areas without urban amenities.

Bigger recruitment budget/more money

- Brochures or materials that would give potential candidates information on the state of Alaska (realistic and broad enough to be used to recruit different professionals). Budget increases.
- Don't have enough money to fly people up.
- Faster turnaround time; more specialists dedicated to recruiting; dedicated budgets to recruiting.
- Having time and money to invest in recruiting. Hiring a fulltime HR person. Too small to do that. Only need to recruit for the summer. Can handle winter with a smaller staff.
- If the facility were able to afford advertising on-line and in journals and to attend out of state job fairs.
- increasing grant funding to help with salary benefits
- Larger pool to draw from. The challenging financial environment makes it difficult to create and sustain professional positions.

- More funding for advertising
- More money to work with.
- More qualified Alaska residents; stable funding base to attract and retain qualified staff.
- More state funding through grant awards. This would allow us to provide a more appealing compensation/benefits package.
- Some type of rural options in Alaska promotion. Promoting the state and the rural beauty and stuff like that. Give people a clear idea of where they are going. Organizations to help subsidize recruiting efforts. They are putting a bunch of money out with
- State give us more money to offer realistic wages.
- Wish we had more funds in general.

Need more candidates/grow own

- A university or school in Alaska that would provide competent, qualified health care workers in other hard-to-fill positions besides nursing. Physical Therapy, Speech & Occupational Therapy, Registered Sonographers, Respiratory Therapy, Pharmacists, Nurse
- Additional staff involvement; conference visit; university agreements (in progress).
- Better pool of applicants to draw from. Working with UAA to hire graduates.
- Increased number of local graduates at UAA/APU.
- More qualified Alaska residents; stable funding base to attract and retain qualified staff.

Not possible to be more effective

- Currently we are alright and do not need to make improvements in recruiting. We are a small rural clinic on the highway system, which is a great advantage to us and our medical providers. I believe this is one reason we are able to retain medical provider
- Not much. If you could know in advance what was going to be open next year.
- not sure, it's pretty good so far.
- Nothing, they are very good.

Better way to market facility/community/Alaska

- Better location!
- Methods for showing what the community and clinic really have to offer. It is hard to find a good fit for our clinic as most applicants have never experienced this type of setting.
- More candidate visits
- More incentives and better living conditions here. The second you can do nothing about, but possibly the government could offer more plans to get people into more rural, out of the way areas like here in Alaska.
- Physician -- less complicated legal agreements. Other -- most of the problem incurred can't really be remedied. It is difficult to find someone who has made Alaska their dream location.
- Some type of rural options in Alaska promotion. Promoting the state and the rural beauty and stuff like that. Give people a clear idea of where they are going. Organizations to help subsidize recruiting efforts. They are putting a bunch of money out with
- Statewide campaign to attract professional level staff from other locations to Alaska. Promote career ladder training for paraprofessionals to professional level care providers. Promote more job sharing/flex schedules or compressed time (4/10 hour days fo

Improvements to internal processes

- Better pool of applicants to draw from. Working with UAA to hire graduates.
- Brochures or materials that would give potential candidates information on the state of Alaska (realistic and broad enough to be used to recruit different professionals). Budget increases.
- Establish a new system for new contractual employees for new Medical Clinic.
- Faster turnaround time; more specialists dedicated to recruiting; dedicated budgets to recruiting.

- If we had more specialized knowledge about recruiting. As it is we figure it out as we go and do what we have done in the past. If we had more understanding and experience_ recruiting providers.
- More incentives in our advertising. Visit more websites and job fairs.
- More precise advertising. Taking advantage of statewide associations.
- Polished resources. Continuing education benefits. Best practices in recruiting.
- Reduce staff turnover in HR department here. New and updated video. One more recruiting staff. Training opportunities for recruiting staff.
- Statewide campaign to attract professional level staff from other locations to Alaska. Promote career ladder training for paraprofessionals to professional level care providers. Promote more job sharing/flex schedules or compressed time (4/10 hour days fo
Track exit interviews -- reasons for leaving/retention issues -- bring to management attention

Loan repayment/tuition reimbursement

- Additional Loan repayment options. Have more money to offer. Larger applicant pool. There is a critical dentist shortage.
- Loan repayment more reliable.
-

Need increased staffing

- A fulltime HR person with ideas, experience and professionalism.
- Additional staff involvement; conference visit; university agreements (in progress).
- Dedicated recruiting person. Finding better journals and publications. Sign on bonuses. More housing assistance.
- Faster turnaround time; more specialists dedicated to recruiting; dedicated budgets to recruiting.
- Having time and money to invest in recruiting. Hiring a fulltime HR person. Too small to do that. Only need to recruit for the summer. Can handle winter with a smaller staff.
- More dedicated staff time.
- Reduce staff turnover in HR department here. New and updated video. One more recruiting staff. Training opportunities for recruiting staff.
- Someone fulltime recruiting. But it doesn't make sense for such a small place.

Better facility/equipment

- A new clinic.
- Our unattractive physical plant can be a barrier to recruitment. We also have way more patients than we can see. I think the local hospitals could help us with recruitment efforts to get the word out there. If they're going out to job fairs outside, they

Other

- Alaska schools sending interested people our way (especially RNs).
- Physician -- less complicated legal agreements. Other -- most of the problem incurred can't really be remedied. It is difficult to find someone who has made Alaska their dream location.

More networking

- A way to get the info about our need out to more/more useful venues. NHSC is a great source for newly graduated folks. A statewide or national job site would be great, too. LOWER AIRFARE would be a huge help, too.
- If I could afford the time, it may be well worth net-working with other HR departments state-wide to share recruiting ideas, things that have worked.
- More precise advertising. Taking advantage of statewide associations.
- Placement of potential providers until state licensing + credentialing process is completed. Build a pool of providers/dentists to draw from. Expanded network to see who is interested in coming to Alaska and how to accommodate out of state applicants

Housing issues/living conditions

- Better housing offered.
- Dedicated recruiting person. Finding better journals and publications. Sign on bonuses. More housing assistance.
- More incentives and better living conditions here. The second you can do nothing about, but possibly the government could offer more plans to get people into more rural, out of the way areas like here in Alaska.

Q 16: What would you like to see happen as a result of this study?

Access to Study Data/Ideas from Others

- Would love to see what other organizations do in their own recruitment strategies to help us formulate new ideas.
- Would like to see what other people are doing to recruit.
- Would like to see the results. Would like to see more efficient recruiting
- Would like to see the actual report. Wants to compare their recruiting with the practices of others.
- Send the survey to her instead of the administration. Need to offer programs locally or promote students entering the field. Getting students education at a cost that is affordable.
- see what costs are for other organizations.
- Publication -- statistics and trends.
- Just like to see a comparison.
- Hear from other participants their strategies for recruitment.
- A comparison of what others are doing in a similar setting.
- A comparison of what others are doing in a similar setting.
- Would like to see if there are more effective places and what techniques they are using.
- Find out what's working for other recruiters.
- Would like to see a recruiters conference or work shop where discussions and information sharing could take place. Alaska information averages
- Would like some information that will help increase the learning curve. A list of tips and techniques for recruiting. A list of what's most effective for others.
- The results and a grant to aid rural-located clinics to recruit.
- Physician -- state loan repayment beyond primary care. Other -- I would like to know how other companies recruit and retain outside candidates.

Increased awareness of recruitment challenges

- Recognition of the need for more rural candidates and more or better forums to reach them.
- More public awareness on the cost of trying to locate staff. That the general public and legislature realize that not all workers receive salary increases each year.
- Hope that the state sees the massive amount of need for medical professionals in this state and focus educational opportunities on grow your own and health career choices. Rural needs are much more important than metro needs.
- Demonstrate the universal difficulties in hiring and maintaining professional staff.
- An understanding at state level that it's tough to get good people and keep them.
- The ability to keep staff and find staff easier.
- State and Federal government are not recognizing the true cost of providing care in Alaska. Studies such as this can be used in support of improved reimbursement. Our local scholarship program depends on distance learning programs that meet the needs of I

Statewide clearinghouse/way to reach candidates

- Pool of potential applicants or affordable locums. Career ladder for CHA/P's and community counselors
- Pool funds to recruit for global pool with selected applicants going to area with critical need
- More people in the applicant pool.
- More mid-level providers made aware of small CHCs looking to employ them.
- Less Costly ways of recruiting - shared recruiting
- Develop a network of organizations. Offer a better understanding of what strategies are working. Develop a pool of providers w/ organizations, without all the rules associated with South Central
- Availability of more recruits.
- Recognition of the need for more rural candidates and more or better forums to reach them.
- Sharing of statewide information and current salaries for specific positions statewide. Locum pool development.

Collaboration

- Working together w/ other rural Alaska facilities to assist each other with recruiting.
- More resources and partnerships
- Information sharing.
- Increase collaboration with other rural organizations to target individuals interested in rural living.
- Better pool resources for recruitment. Shorter time in obtaining licenses for physicians but particularly dentists.

Develop information on good recruitment practices

- Would like to see a recruiters conference or work shop where discussions and information sharing could take place. Alaska information averages
- Would like some information that will help increase the learning curve. A list of tips and techniques for recruiting. A list of what's most effective for others.
- We would hope to see those areas where we might most effectively spend our recruiting dollars.
- The ability to keep staff and find staff easier.
- Offer suggestions for recruiting to rural areas. List of salary ranges for state.
- I don't know. People get more ideas on recruitment. Would like to know how many people get right on it when they are recruiting. They have an aggressive approach.
- Give us ideas and support.
- Concrete idea systems to improve efforts for CHC/IHS funding entities
- Actionable recommendations; access to funding.

Salary Data

- Sharing of statewide information and current salaries for specific positions statewide. Locum pool development.
- Comparable Salary and Benefit Packages.
- Offer suggestions for recruiting to rural areas. List of salary ranges for state.

Recruitment assistance

- more state assistance with recruiting
- Help in recruitment -- money, coop advertising w/ Visitors Association. Dental -- easier licensing process.
- Getting psychiatrists. They don't have access to part-time/contract psychiatrists.
- Give us ideas and support.

More/improved in-state training programs

- Political pressure. State government should provide education opps to give us the # of qualified candidates needed. Medicare/caid needs to adequately reflect the cost of staffing. Need to understand the real cost of doing business.
- Need University of Alaska system to step up so we stop trying to pull folks from the Lower 48. Increase stable/base grants available for ALL social service agencies so we can compete for qualified staff.
- Advocate from UAA expansions to support medical community.
- Send the survey to her instead of the administration. Need to offer programs locally or promote students entering the field. Getting students education at a cost that is affordable.
- Hope that the state sees the massive amount of need for medical professionals in this state and focus educational opportunities on grow your own and health career choices. Rural needs are much more important than metro needs.
- Pool of potential applicants or affordable locums. Career ladder for CHA/P's and community counselors

Increased funding

- The results and a grant to aid rural-located clinics to recruit.
- State realizes we need more money to keep staff and replace staff as needed so we can provide services to clients without interruption.

- State and Federal government are not recognizing the true cost of providing care in Alaska. Studies such as this can be used in support of improved reimbursement. Our local scholarship program depends on distance learning programs that meet the needs of I
- Not Sure - Currently our funding does not allow us to hire much staff
- More funding to keep positions open.
- Increase in State grant funding for mandated integrated Mental Health / Subsistence Abuse programs.
- Give rural facilities a bit more money to use for wages or to emphasize for training purposes.
- Get some financial assistance with recruiting. Better repayment programs for loans. More State job fairs.
- Get more money. Give federal loan forgiveness money to social workers and private non-profits. Now it only goes to IHS.
- Ability to get grants for recruiting. We lost our grant last year for recruiting and are no longer able to do it.
- More resources and partnerships
- Actionable recommendations; access to funding.
- Political pressure. State government should provide education opps to give us the # of qualified candidates needed. Medicare/caid needs to adequately reflect the cost of staffing. Need to understand the real cost of doing business.
- Need University of Alaska system to step up so we stop trying to pull folks from the Lower 48. Increase stable/base grants available for ALL social service agencies so we can compete for qualified staff.

Loan repayment program

- Physician -- state loan repayment beyond primary care. Other -- I would like to know how other companies recruit and retain outside candidates.
- Get some financial assistance with recruiting. Better repayment programs for loans. More State job fairs.
- Get more money. Give federal loan forgiveness money to social workers and private non-profits. Now it only goes to IHS.

Licensing Process improvement

- Better pool resources for recruitment. Shorter time in obtaining licenses for physicians but particularly dentists.
- Help in recruitment -- money, coop advertising w/ Visitors Association. Dental -- easier licensing process.

Other

- We need to continue working on workforce issues. Keeping it a high priority. I understand providers are the bread and butter, [but] we need to look at the whole of health care professionals. We need to look at other positions, lab techs, CEOs, CFO are all
- More focus on rural Alaska. More attention to needs of rural community centers.
- More assessment of individual needs. Each community in Alaska is different.
- better tracking of costs by detail

Q 17: Interest in Collaboration

Yes

- Absolutely.
- Always.
- I am available if I can be of assistance.
- Of course.
- Sure.
- Very much so.
- yes - always
- yes - Fairbanks Memorial Hospital, Tanana Valley Clinic
- Yes I think that something like a dental network would be good. If you had a dentist that liked to travel, the position can be shared among several organizations. It would be helpful for everyone to have standardized equipment, forms, etc. for the shared
- Yes if it works.
- Yes, but would depend on MOA.
- Yes, dependent upon time commitment.
- Yes, is there such a website available, other than ANTHC?
- Yes
- Yes. For dentists we are collaborating with NWRPCA but there is an opportunity to cut through licensing timeline by placing recruitees temporarily with IHS clinics.
- Yes. Perhaps ideas could be generated to do an ad campaign to recruit healthcare workers to Alaska.
- Yes. We would certainly look to collaboration efforts.

Maybe.

- Does not see how this would be helpful but is not in opposition to trying
- Have thought about it but have not looked into it.
- In spirit yes, but don't want to compete.
- Interested but who takes priority and how will it work.
- Maybe
- Maybe.
- Not at this time, possibly in the future.
- Not at this time.
- Other -- Ideas are always welcome.
- Perhaps.
- Possibly, but not competing.

No

- It would be good if we were a larger community. Wouldn't want to lose applicants to others.
- No
- Not now . Not needed

Appendix C
Survey Instrument



2005-2006 Recruitment Strategies and Costs for Several Provider Types:

Alaska Clinics and Hospitals

For more information, contact:
 John Gregoire or Lisa Pettit
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Questionnaire #
Organization:
Respondent:

This survey is sponsored by the State of Alaska Office of the Commissioner, Health Systems Planning, Primary Care and Rural Health Unit. No specific names or organizations will be mentioned in the summary report.

I. Organizational Information										
1 Organization Type <i>(check all that apply)</i>	<input type="checkbox"/> Community Health Center	<input type="checkbox"/> State or Local Health Department	<input type="checkbox"/> Mental/Behavioral Health or Substance Abuse Facility							
	<input type="checkbox"/> Non-tribal Hospital	<input type="checkbox"/> Private Rural Health Clinic	<input type="checkbox"/> Tribal Health Organization							
	<input type="checkbox"/> Tribal Health Sub regional clinic	Other <i>(please specify)</i>								
2 Where are you located? Anchorage										
3 Tell us about your staff		Total Number of staff including support staff:								
		Number of HR/Recruiting Staff:								
4 When was the end of your last fiscal year? (example: 12/31/04)										
5										
	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters level Therapist/Counselor
a) Which of the following provider types do you employ? <i>(check all that apply)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) How many of the following provider types did <u>recruit</u> for in your last fiscal year										

c) <u>How many</u> of the following providers did you hire in your last fiscal year?										
d) How many days did it take to hire staff?										
e) How many days did it take for staff to start work?										
f) Total compensation for new hires (salary)										

II. Recruitment Strategies

6

What are your barriers to recruiting providers? (check all that apply)

Which **ONE** is **YOUR** biggest barrier?
(Circle or write it below)

	Cost	<input type="checkbox"/> Can't offer competitive salary/benefits package	<input type="checkbox"/> Can't afford aggressive job marketing campaign
		<input type="checkbox"/> Can't afford the cost of relocating providers	
	Community related factors	<input type="checkbox"/> Geographic isolation/harsh living conditions	<input type="checkbox"/> Lack of urban amenities
		<input type="checkbox"/> Lack of community welcome	<input type="checkbox"/> Spousal compatibility/job availability
	Job requirement	<input type="checkbox"/> Educational opportunities for children	<input type="checkbox"/> Housing availability
		<input type="checkbox"/> Intensity/hardship of the position	<input type="checkbox"/> Call requirements
	<input type="checkbox"/> Lack of locum availability	<input type="checkbox"/> Lack of opportunities for professional growth	
Applicant pool	<input type="checkbox"/> Locating qualified candidates		
Other barriers: (please specify)			

7

Which of the following strategies do you use? Which providers do you use these strategies for?

Check all that apply by provider	All listed occupations	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters level Therpsts/Counslr
Job Marketing Strategies											
a) professional recruiting firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) ANTHC professional recruiting program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) APCA recruitment program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) word of mouth/networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) job fairs (in-state or out-of- state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) journal ads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) newspaper ads (in-state or out-of- state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h) State of Alaska website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) other web postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j) direct mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k) participate in a visa waiver program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l) community involvement in recruiting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m) other job marketing strategies (please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II. Recruitment Strategies *Continued*

7

Which of the following strategies do you use? Which providers do you use these strategies for?

<i>Check all that apply by provider</i>	All listed occupations	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters level Therpsts/Coun
Financial Incentives											
n) emphasize competitive wages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o) sign-on bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p) in-house loan repayment program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q) emphasize eligibility for state/federal loan repayment program (specify: _____)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r) emphasize medical benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s) emphasize retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t) financial assistance with housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u) financial assistance with relocation costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v) other financial incentives (please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Check all that apply by provider</i>	All listed occupations	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN (generalist)	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters level Therpsts/Coun
Practice Benefits											
w) emphasize locum relief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
x) emphasize limited on-call	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
y) emphasize creative scheduling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
z) emphasize availability of specialists for referral	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
aa) emphasize ample time off/vacation perks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
bb) emphasize telehealth equipment availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cc) emphasize well-equipped facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dd) emphasize continuing education benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ee) emphasize mentorship/ orientation period if hired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ff) emphasize positive working environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
gg) emphasize mission of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hh) other practice benefits (please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II. Recruitment Strategies *Continued*

Which of the following strategies do you use? Which providers do you use these strategies for?

<i>Check all that apply by provider</i>	All listed occupations	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters level Therapist/Coun
Family Related Strategies											
ii) job search assistance for spouse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
jj) emphasize educational opportunities for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
kk) other family-related benefits (please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Check all that apply by provider</i>	All listed occupations	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters level Therapist/Coun
Community Related Strategies											
ll) assistance finding housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
mm) emphasize good community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
nn) emphasize outdoor activities/rural lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
oo) emphasize community need for this position/their potential to contribute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
pp) Other community-based benefits: (please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Check all that apply by provider</i>	All listed occupations	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters level Therapist/Coun
Strategies during the Interview											
qq) onsite visit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
rr) make flight and accommodation arrangements for on-site interview	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ss) invite family to on-site interview	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
tt) arrange tour of the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
uu) arrange recreational activities during the site visit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
vv) introductions/spend time with other staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ww) introductions to community leaders/members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

xx) other strategies during the interview process (<i>please describe</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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8

Do you participate in the following programs that target growing future health professionals?

	Yes	No	Not Applicable
a) job shadowing, internship, or other training programs for <u>college or medical students</u>			
b) job shadowing, internship, or other training programs for <u>high school students</u>			
c) take medical residents			
d) in-house scholarship programs			
e) Other educational or "grow our own" type programs (<i>please describe</i>)			

9

What other recruitment strategies do you use?

10

Which strategies have you found to be most effective for recruiting providers into your organization? (please be specific about provider type)

11

Which strategies have you found to be least effective for recruiting providers into your organization? (please be specific about provider type)

12

Do you partner with other organizations to recruit providers? (please specify)

III. Recruitment Costs

Cost of Attracting Applicants	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters -Level therapst/counslr
a) recruiting firms/agency fees	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
b) advertising	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
c) website management	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
d) membership organization	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
e) recruitment related staff travel	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost of Interviewing and Hiring Applicants	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters -Level therapst/counslr
f) travel/accommodations for on-site interview	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
g) moving expenses, including travel	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other Turnover Costs	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters -Level therapst/counslr

h) Cost of locums used before hire and during training period	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
i) training and orientation costs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
j) other costs (<i>please describe</i>)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

III. Recruitment Costs *Continued*

14

a) What was your total cost for recruitment-related staff for the last fiscal year? (include salary and benefits)

\$

b) Please estimate the percent of a) (above) dedicated to each provider type. (Percents do not need to add to 100% if you recruit more providers than listed below.)

	Physician (MD/DO)	Pharmacist	NP/PA/Certified Nurse Midwife	RN	Dentist	Dental Hygienist	Psychiatrist	Clinical Psychologist	LCSW	Masters -Level therapist/counselor
% of yearly recruitment costs	%	%	%	%	%	%	%	%	%	%

IV. Improving Recruitment Processes

15

What would make your recruitment efforts more effective?

16

What would you like to see happen as a result of this study?

17

Are you interested in collaborating with other organizations to recruit providers?

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