

# Recruitment and Retention Strategies Through the Employment Lifecycle

Kate Kennedy, MPH, CPH | May 12, 2026



New York State  
Family Planning  
Training Center  
[nysfptraining.org](http://nysfptraining.org)

# Learning Objectives

By the end of today's session, you will be able to:

- Identify the drivers of workforce well-being and their impact on job satisfaction, burnout, engagement, and retention.
- Describe the seven stages of the employment lifecycle.
- Apply strategies, policies, and processes that support recruitment and retention across the employment lifecycle.

# BPHC National Workforce Well-being Survey Key Findings



# Survey Results

The survey was administered to health centers from November 2022 – January 2023.

## Response Rate

- 47% health center participation rate (694 participating health centers out a total of 1,481 HRSA supported health centers)
- 37% staff response rate (N=52,568)

## Key Findings

- Staff providing Direct Clinical Services are more likely to be burned out, less satisfied with their jobs, less engaged in their work, and less likely to stay at their current job.
- Staff in Management and Administration had lowest burnout scores and were most engaged with their work.
- Ancillary Clinical Staff were most satisfied with their job and most likely to stay at the health center.
- A higher mission orientation score was correlated with a higher burnout score.

# Outcome Measures of Workforce Well-being

Outcome	Description
Job Satisfaction	Sense of fulfillment working at the health center
Burnout	Feelings of emptiness, work overload, loneliness, and exhaustion
Engagement	Interests and connectivity to work, colleagues and workplace
Intention to Stay	Likelihood of staying with the health center within the next year

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# Drivers of Workforce Well-being

Driver	Description
My Work Team	Communication, collaboration, and cohesion amongst team members
Supervision	Guidance, engagement, and motivation from immediate supervisors
Leadership	Guidance, engagement, and motivation from senior leaders
Positive Workplace Culture	Support of staff well-being, diversity and inclusion, nondiscrimination, and patient and staff engagement
Social Support	Formal and informal workplace help
Recognition	Formal and informal workplace appreciation
Supportive Health Center Processes	Administrative responsibilities, quality of care, workflows, and policies
Training Provided	Job training and preparation supported by the health center

# Drivers of Workforce Well-being Continued

Driver	Description
Adequate Resources	Staffing, supplies, infrastructure, procedures, and ability to respond to changes and crises
Mission Orientation	Alignment of goals of the organization and individual
Meaningfulness	Sense of fulfillment, purpose, and personal engagement
Compensation and Benefits	Satisfaction with pay and fringe benefits
Professional Growth	Opportunity for professional development and promotion
Workload	Work demands and level of control indicate overwork
Work Life Balance	Work demands and personal time are balanced
Moral Distress	Work situations that conflict with one's beliefs and values

# Top Ten Predictors for Well-being Outcomes in Descending Order

High Burnout:	High Engagement:	Strong Intention to Stay:	High Job Satisfaction:
<ul style="list-style-type: none"> <li>↑Work Load</li> <li>↓Work Life Balance</li> <li>↓Professional Growth</li> <li>↓Age</li> <li>↑Moral Distress</li> <li>↓Meaningfulness</li> <li>↓Recognition</li> <li>Race Ethnicity<sup>1</sup></li> <li>↓Organizational Tenure</li> <li>↑Mission Orientation</li> </ul>	<ul style="list-style-type: none"> <li>↓Moral Distress</li> <li>↑Meaningfulness</li> <li>↑Team</li> <li>↑Supportive HC Processes</li> <li>Race Ethnicity<sup>1</sup></li> <li>↑Age</li> <li>↑Work Life Balance</li> <li>↓Compensation &amp; Benefits</li> <li>↑Organizational Tenure</li> <li>↑Recognition</li> </ul>	<ul style="list-style-type: none"> <li>↑Professional Growth</li> <li>↑Culture</li> <li>↑Age</li> <li>↑Work Life Balance</li> <li>↑Meaningfulness</li> <li>↑Supervision</li> <li>↑Compensation &amp; Benefits</li> <li>↓Moral Distress</li> <li>↓Education</li> <li>↑Organizational Tenure</li> </ul>	<ul style="list-style-type: none"> <li>↑Culture</li> <li>↑Professional Growth</li> <li>↓Work Load</li> <li>↑Meaningfulness</li> <li>↑Compensation and Benefits</li> <li>↑Work Life Balance</li> <li>↑Leadership</li> <li>↑Age</li> <li>↑Supervision</li> <li>↑Organizational Tenure</li> </ul>

1. Race/ethnicity is a strong predictor of high burnout and high engagement.
  - a. High Burnout: White Non-Hispanic respondents are more likely to be burned out compared to all other race/ethnicity identities.
  - b. High Engagement: American Indian/ Alaska Native Non-Hispanic, Asian Non-Hispanic, Native Hawaiian and Other Pacific Islander Non-Hispanic, Multicultural Non-Hispanic, and Other Non-Hispanic respondents are less likely to be engaged compared to Hispanic, Black Non-Hispanic, and White Non-Hispanic respondents.

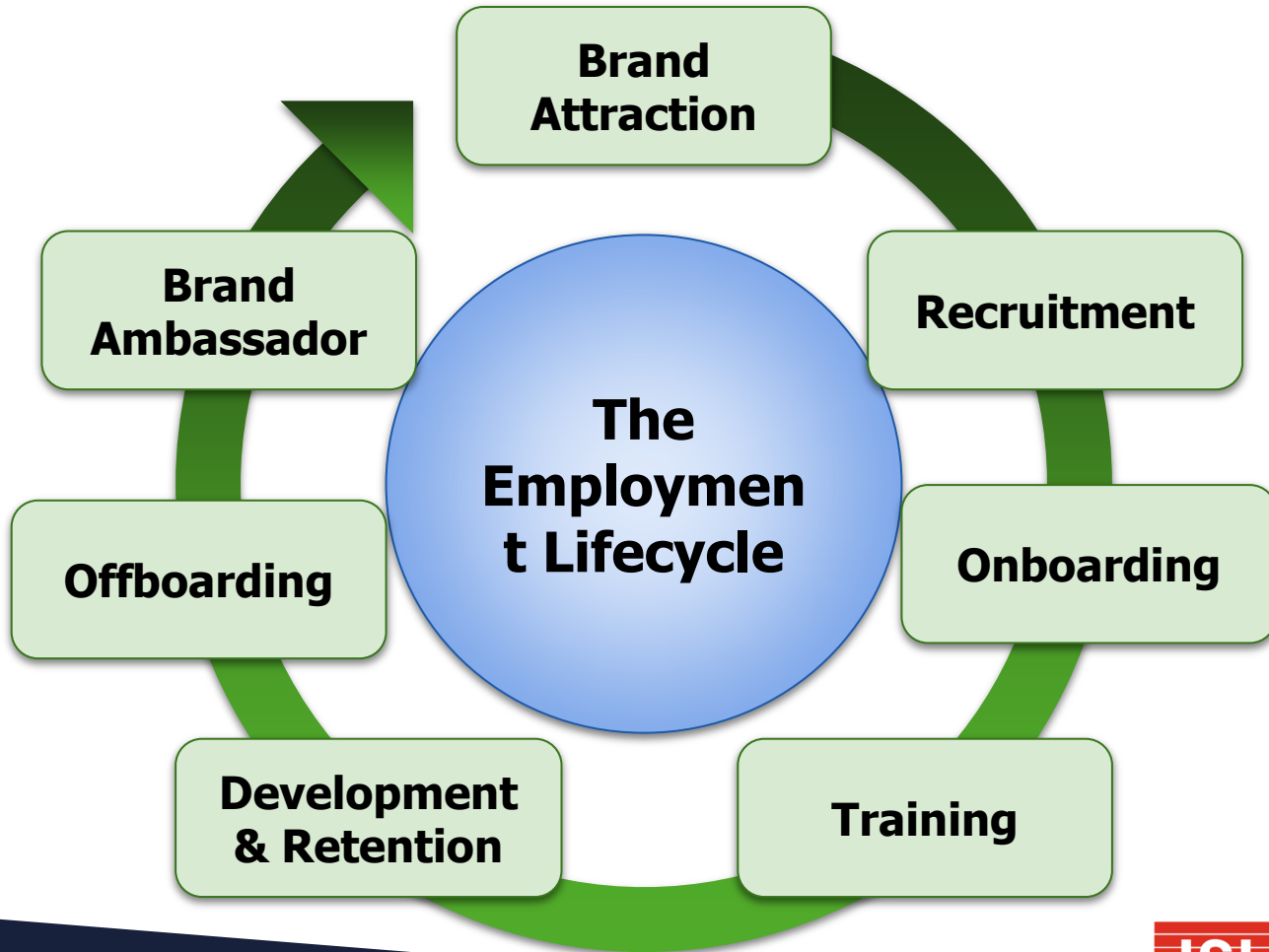
# Poll: What three drivers are most critical to address at your organization?

- My Work Team
- Supervision
- Leadership
- Positive Workplace Culture
- Social Support
- Recognition
- Supportive Health Center Processes
- Training Provided
- Adequate Resources
- Mission Orientation
- Meaningfulness
- Compensation and Benefits
- Professional Growth
- Workload
- Work Life Balance
- Moral Distress



# The Employment Lifecycle





# Brand Attraction

This stage begins before a potential candidate actively seeks employment, as organizations build their reputation and visibility in the job market.

Supportive strategies include:

- Organization's mission and vision reflect support for employee well-being.
- Branding and marketing effectively showcase values.
- Employees show commitment to the community through volunteering or being part of local events.

# Recruitment

This stage begins when a candidate expresses interest in a position and continues through the selection and hiring process.

Supportive strategies include:

- Job postings highlight professional growth opportunities and a commitment to employee well-being.
- Interviews include transparent communication about job expectations and organizational values, showcase long-term development opportunities, and highlight competitive benefits.

# Onboarding

Orientation  Onboarding!

Onboarding begins once a candidate accepts a job offer *and continues through orientation* and into their integration into the organization.

Supportive strategies include:

- Onboarding includes training on stress management, work life balance, and information on supportive resources.
- A variety of team-building activities are available for new employees within their first days of hire.
- Communication channels across the organization and teams are clearly explained during onboarding, and other employees proactively reach out to new staff.
- New staff are paired with a peer “buddy” to answer their questions and make them feel welcome.

# Training

Orientation  Training!

Training begins once employees have completed orientation and focuses on equipping them with the knowledge, skills, and resources needed to perform their roles effectively. It is ongoing and should evolve with the role.

Supportive strategies include:

- The training program for each role in the organization is clearly documented and easily available to query at any time.
- New employees have access to all tools necessary to perform their duties from Day One.
- The organization reviews and updates training materials regularly.
- There is a systematic process for rolling out updated standard work.

# Development & Retention

Development is a retention strategy, and it begins once employees have gained proficiency in their roles and focuses on their long-term growth, career progression, and overall fulfillment.

Supportive strategies include:

- Provide training on emotional intelligence, communication skills, and conflict resolution.
- Organize health and wellness programs like fitness challenges, yoga classes, and meditation sessions.
- Staff has access to health screenings, flu shots, and nutrition counseling.
- Offer a mentorship or coaching program to support career advancement.

# Development & Retention, cont.

Supportive strategies include:

- Benefits include tuition reimbursement, access to online courses, conferences, and seminars for skill development.
- Roles have flexible working hours and hybrid work arrangements when available.
- There are policies in place to support employees managing personal and professional responsibilities, such as paid personal hours, sick leave, floating holidays, etc.
- Provide resources for financial planning, legal assistance, and stress management.
- Leaders prioritize their well-being and role model healthy behaviors.
- Opportunities and criteria for advancement are clearly stated and communicated regularly.

# Development & Retention, cont.

Supportive strategies include:

- Professional development opportunities are available to staff at all levels.
- Job duties for supervisors and managers explicitly include supporting professional development of team members.
- The organization offers multiple career ladders, providing structured pathways for employees to advance. These outline clear roadmap of progression opportunities, including skill development, leadership roles, and specialized tracks.

# Offboarding

Begins when an employee formally resigns, retires, or is transitioned out of the organization, and continues through their final days of employment.

Supportive strategies include:

- Provide systematic exit interviews to gather feedback.
- Provide career counseling to employees leaving voluntarily.
- Ensure that employees are informed about transition timelines for benefits and compensation.
- The offboarding process includes transferring knowledge, reassignment of tasks, and return of equipment.
- There is a process for maintaining open lines of communication to maintain professional relationships.
- Orient outgoing employees to opportunities to act as ambassadors for your organization.

# Brand Ambassador

Begins when employees transition out of the organization but remain engaged as advocates for its mission, values, and relationships built.

Supportive strategies include:

- We encourage former employees to stay connected through alumni networks, volunteer opportunities, and fundraising events.
- Use a referral program to encourage current and former employees to recommend potential new recruits.
- Look for opportunities to partner with former employees in their new roles at other organizations.

Share in the chat:

# Who are the “brand ambassadors” for your organization?

Focus on Recruitment:

# Compensation & Benefits

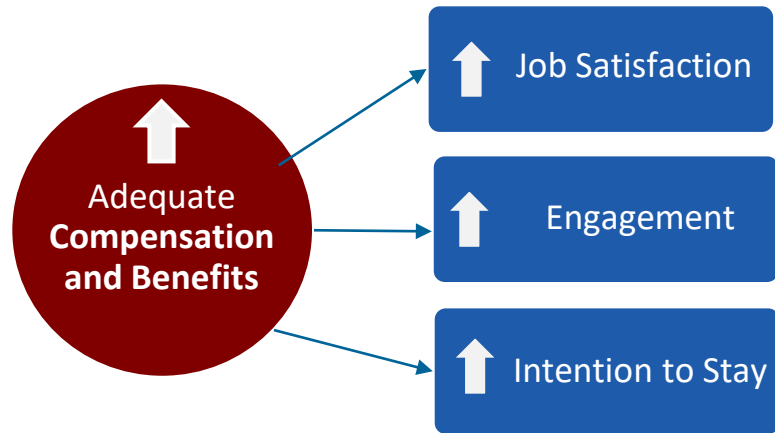


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# Health Center Workforce Well-being Survey Findings

## Driver

## Outcomes



## Compensation and Benefits

Overall Average Score: **3.8** out of 6.0

- *Compensation and Benefits* is described in the report as: Satisfaction with Pay and Fringe Benefits
- Among the top ten predictors identified for each workforce well-being outcome, *Compensation and Benefits*:
  - Had the 5<sup>th</sup> strongest association with Job Satisfaction
  - Had the 7<sup>th</sup> strongest association with Intention to Stay
  - Had the 8<sup>th</sup> strongest association with Engagement

# What if our salaries can't compete?

Get creative - and tell people about it!

- Based on our survey findings, the most important drivers are:
  - Manageable Workload
  - Positive Culture
  - Low Moral Distress
  - Opportunities for Professional Growth
- How can you market those as tangible benefits?
  - Highlight the support created by a team-based care staffing model
  - Take the “Joy in Work” seriously and make it central to your values
  - Train and empower supervisors and managers to mitigate moral distress
  - Allow staff to spend working hours on training and career advancement, and offer tuition assistance or loan repayment

Focus on Retention:

# Professional Development

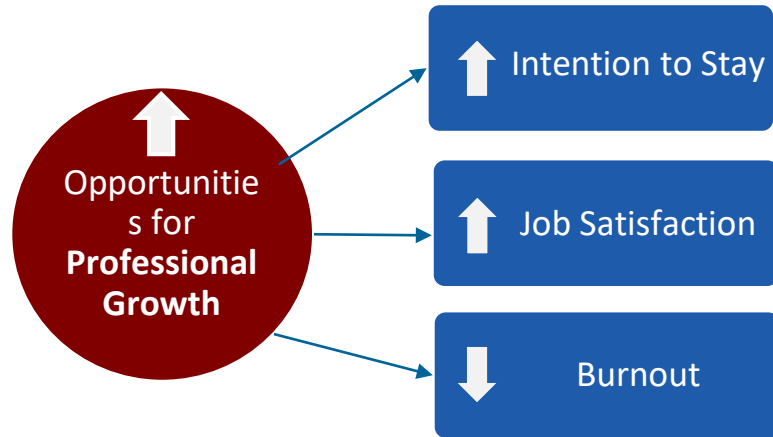


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# Health Center Workforce Well-being Survey Findings

## Driver

## Outcomes



## Professional Growth

Overall Average Score: **4.7** out of 6.0

- *Professional Growth* is defined as: Opportunity for professional development and promotion.
- Among the top ten predictors identified for each workforce well-being outcome, **opportunities for Professional Growth**:
  - **Had the strongest association with Intention to Stay**
  - Had the 2<sup>nd</sup> strongest association with Job Satisfaction
  - Had the 3<sup>rd</sup> strongest association with reduced Burnout

# Career Ladders and Growth Pathways

Prioritize and plan for upward movement in your organization by creating clear pathways.

- Evaluate supervisors on how well and how often they work with direct reports on professional development.
- Not everyone should advance to management - create technical career ladders that support organizational needs.
- Create in-house training programs for high turnover positions (ex: medical assistants).

# Keys to Retention

- Clarity
- Consistency
- Trust
- Humor
- Relationships
- Growth
- Adequate, ongoing training



# Thank you!

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