Leaving No Stone Unturned: Allied Health Recruitment and Retention Tactics

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The recent increase in healthcare burnout and turnover has greatly impacted radiology technologists and sonographers at Mayo Clinic. In 2022, the Department of Radiology had a 25% turnover rate in Full-Time Equivalency (FTE). The costs of employee turnover are very high, so hiring and retaining employees is essential. This imbalance significantly strained the department’s practice and patient access. As a result, the department is onboarding more new employees, both internal and external, than ever before. These challenges required initiation of a comprehensive staffing strategy, establishing both a recruitment and a retention program led by the Department of Radiology in collaboration with Human Resources.

BACKGROUND
To stabilize radiology technologist and sonographer staffing and establish a sustainable recruitment and retention program, the following objectives were implemented:

1. Program Outreach: Presented to over 100 radiology imaging programs to date across the United States.
2. Program Partnership: Offer in-person opportunities for radiology imaging shadows, tours, and presentations.
3. Social Media Campaign: Leverage an external partner with expertise in this domain.
4. Event and Professional Association Recruiting: Target the right audience through strategic engagement.
5. LinkedIn and Mailers: Build brand awareness and networking.
6. Search Firms and Referral Bonuses: Exhaustive measures to explore all avenues.
7. Development of a comprehensive staffing strategy to establish a recruitment and retention program, coupled with active committee engagement, played a pivotal role in achieving record-setting technologist and sonographer hires and maintaining low turnover rates throughout 2023 and into 2024.

RESULTS
The intentional focus on the recruitment and retention program yielded positive outcomes. In 2023, the radiology team achieved a remarkable 94% increase in hires and a substantial 57% decrease in departures (see Table 1). On average, 91% of new employees attaining the in-person orientation sessions say they feel more connected to radiology and Mayo Clinic. Employees that get connected to an organization during orientation are more likely to stay with the organization. In addition, 91% feel more valued as a radiology employee after participating in the in-person onboarding sessions. These changes contributed to stabilizing staffing levels and enhancing overall capacity. The retention efforts received favorable feedback from the staff.

PLANNING
Intentional reallocation of leadership FTE dedicated to developing and managing a recruitment and retention program. Implemented a recruitment work group with representation from all clinical modalities, Human Resources, and Mayo Clinic School of Health Sciences. Implemented a connections committee with representation from all clinical modalities to find creative ways to promote opportunities for people to connect across the radiology practice and within the Rochester community. Surveyed recent new hires to identify components to build the enhanced onboarding curriculum.

OBJECTIVES

1. Intentional reallocation of leadership FTE dedicated to developing and managing a recruitment and retention program. Implemented a recruitment work group with representation from all clinical modalities, Human Resources, and Mayo Clinic School of Health Sciences. Implemented a connections committee with representation from all clinical modalities to find creative ways to promote opportunities for people to connect across the radiology practice and within the Rochester community. Surveyed recent new hires to identify components to build the enhanced onboarding curriculum.

RECRUITMENT STRATEGY

- Developed an immersive onboarding curriculum for new hires to connect in-person with leadership and their peers discussing the following topics:
  - Align personal values with organizational values.
  - Describe the influence of radiology in patient care.
  - Share resources for personal career development.
  - Design internal website as a resource for new hires and a guide for leadership to engage with employees.
  - Implemented a new connections committee aimed at finding creative ways to promote opportunities for people to connect across radiology and within the community.

RETENTION METHODS

- Designed internal website as a resource for new hires and a guide for leadership to engage with employees.
- Implemented a new connections committee aimed at finding creative ways to promote opportunities for people to connect across radiology and within the community.

TABLE 1: RADIOLOGY STAFFING

<table>
<thead>
<tr>
<th>Year</th>
<th>Hires</th>
<th>Departures</th>
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<tbody>
<tr>
<td>2022</td>
<td>160</td>
<td>80</td>
</tr>
<tr>
<td>2023</td>
<td>180</td>
<td>100</td>
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REFERENCES