

CREATIVE TOOLS FOR RECRUITMENT & RETENTION

A TALE OF TWO PROGRAMS



LEARNING OBJECTIVES

- Identify the planning activities for R&R plans
- Describe the importance of staff engagement in R&R efforts
- List different strategies to engaging community partners

PRESENTATION ROADMAP

- Presentation of ****new**** Healthy Start Recruitment & Retention Toolkit | Dr. Kimberly Leslie-Patton, *Leslie Patton & Associates*
- Challenges to Participant Recruitment | April Scott, *Centerstone Healthy Start*
- Challenges to Staff Recruitment & Retention | Karla Wilburn, Levyette Matthews, and Latondra Crear, *Family Road Healthy Start*



HEALTHY START RECRUITMENT AND RETENTION TOOLKIT

DR. KIMBERLY LESLIE-PATTON, PH.D



RECRUITMENT AND RETENTION

RECRUITMENT

- Recruitment is the process of attracting, screening, identifying, and selecting appropriate participants for your project.

- ❑ Both are fundamental to success.
- ❑ Poor recruitment and retention can weaken the success of a program
- ❑ Programs cannot achieve the desired impact if the priority population does not participate.

RETENTION

- Retention refers to the efforts used to keep participants in your project until their needs are met or their infants age out of the program at 2

HOW DO WE OVERCOME RECRUITMENT CHALLENGES?

- Community Action Networks (CANs)
 - Mobilize health care, social service and other providers to coordinate services,
 - Steer local action to address social determinants of health related to poor birth outcomes.
- Other external community partners

WHAT'S A SOLUTION FOR RECRUITMENT AND RETENTION FOR HEALTHY START?



**Healthy Start
Recruitment and
Retention Toolkit!!**

UTILIZING THE TOOLKIT TO ENHANCE RECRUITMENT AND RETENTION

This toolkit will help programs:

- Assess program's cultural competence
 - a guiding principle of recruitment and retention
- Conduct a SWOT analysis
- Develop an Outreach Plan
- Develop a Retention Plan/strategy
- Utilize the principle of Continuous Quality Improvement

CULTURAL COMPETENCE:

A GUIDING PRINCIPLE TO RECRUITMENT AND RETENTION

Successful recruitment and retention strategies rest on

- cultural sensitivity of qualified and capable staff,
- flexibility and focus on relationship management.
- knowing, respecting and appreciating the community in which program participants work, its assets and its challenges.
- Cultural sensitivity to navigate the complex and diverse nature of communities and engage the community.

TO SUCCESSFULLY ENGAGE COMMUNITIES, PROGRAMS AND ORGANIZATIONS MUST UNDERSTAND:

- their own organizational culture, and the cultures of their personnel;
- the diverse cultures represented within the communities they serve;
- the social, political and economic climates of communities within a cultural context; and,
- the inherent ability of communities to recognize their own problems, including the health of its members, and support residents to intervene appropriately on their own behalf.



IDENTIFYING THE LAY OF THE LAND: *COMMUNITY ASSESSMENTS*



- Engage partners for win/win
- A community assessment is considered more comprehensive than the more traditional “needs assessment” because it assesses not only the challenges and needs of the community but also the resources and strengths of the community – “balance view”.

KNOWING YOUR PROGRAM'S PLACE: *SWOT ANALYSIS*

Understanding of your own program as it sits within the community

- Internal factors impacting recruitment and retention
 - Human resources
 - Physical resources
 - Financial resources
 - Activities and processes
 - Past experiences
- External factors
 - Future trends
 - The economy
 - Funding sources
 - Demographics
 - Physical environment



INCREASING AWARENESS: *YOUR ELEVATOR SPEECH*

- Introduce your self and program
- Be flexible! Be energetic. Be passionate.
- Listen for needs that your program can meet for individual or their family or friends
- Consider your audience and any special attributes which you may want to connect in your pitch
- What do you hope to gain at the end of your speech? Awareness of a new program? Building a referral relationship?
- Remember, keep your audience in mind. Is there any particular aspect of your program which might be more interesting or attractive to this audience?
- Discuss what community needs your program works to address.
- If possible, include a very brief (but memorable) example of your program meeting one of these needs.



MAKE IT EASY TO PARTNER THEN CELEBRATE THE WIN/WIN!!

- Develop recruitment and promotional materials specific to your partners' audience.
- Eliminate redundancies in paperwork
- Attend occasional staff meeting or other gatherings to personally thank partner staff for their support, and offer coaching or other supports to help their referrals to your program
- Track and share the # of clients referred from partners and the #s enrolled to track how important the partnership is in achieving enrollment goals
- Routinely re-stock materials and referral information at client locations to ensure referrals are routine



ENROLLMENT



- Effective client identification and enrollment is key to program success.
- Staff must clearly translate program enrollment criteria into effective outreach, recruitment, enrollment, and service strategies.
- Ensure to seek enrollment of the “right clients “for the HS Program fit
- Clearly communicate the benefits of the program and how the program works to identify and meet client needs
- Work together to achieve individual goals either through the program or with partners.
- When staff identifies persons who do not fit the program criteria – find ways to determine what program might best fit the individual and make a referral to the appropriate organization. This one act of kindness builds goodwill and prepares the ground for routine cross referrals for a fruitful stakeholder relationship.

PARTICIPANT RETENTION BEGINS AT ENROLLMENT



- From the very first encounter with a new participant (or potential participant!)
- Provides the opportunity for each person to feel empowered to determine their own path through HS and their own path through life.
 - By continuous contacts, visits, and other communications, celebrate successes
- HS staff demonstrate commitment to participant and their well-being.

RETENTION STRATEGIES

- Upon enrollment, staff should collect multiple modes of contact to reach the participant
 - mobile phone
 - email
 - Face book and social media accounts
- so that the participant can be reached at whichever channel they are most comfortable.
- At times, the participants may best be reached through a family member or friend. When participants recognize there are people to support them – no matter how unconventional or surprising - they are more likely to reach out for help to keep them on a positive path.
- By documenting a participant's support network, both the participant AND the HS program staff know who to reach out to in times of need.

RETENTION STRATEGIES: *GOAL SETTING*

- Complete assessments and goal-setting exercise where staff have Routine conversations about the participant's short and long-term goals
- Individualize their plan to meet their goals
- By identifying goals and timelines, the participant will have a roadmap to follow
- During each encounter check status of goals
- By revisiting and updating goals on a regular basis, participants will be able to celebrate milestones toward their journey of success.



RETENTION STRATEGIES: *PERSONAL FEEDBACK*

- Over time give the participant an opportunity to tell their story and share as part of outreach efforts
- Encourage satisfied participants to refer their family and friends

Example questions might include:

- Has your experience in our HS been different than you thought it would be?
- Would you recommend our program to your family or friends? If yes, do you know someone who could benefit from our program? May I get their name and number?
- What is your overall level of satisfaction with the support Healthy Start has provided?

STAFF RETENTION!!



- A program's most valuable asset is its staff.
- An organization holds a great deal of responsibility in ensuring the most appropriate, qualified staff are hired and retained to provide participants the most authentic experience possible while engaged in the program.
- Longer tenure is important for the staff/participant relationship where trust and familiarity are important to a participant's sustained engagement in the program.

QUALITY IMPROVEMENT



Now is a critical time for HS programs to invest in QI. More than ever,

- The health care system is focusing funding on program performance and outcomes.
- Decreases in federal and state funding and the changing health care environment have put increased pressure on HS programs to evaluate programs, measure impact and gather evidence regarding the true effectiveness of the program.
- Improving data monitoring and performance will help Healthy Start programs better respond to participants' needs and improve outcomes.

QUALITY IMPROVEMENT

- The most commonly used QI approach in health care is the Model for Improvement (MFI).
- MFI uses a rapid cycle process called Plan Do Study Act (PDSA) to test the effects of small changes, implement effective changes, and ultimately spread these changes throughout the organization.
- The MFI begins by asking three simple questions:
 - What are we trying to accomplish?
 - How will we know that a change is an improvement?
 - What changes can we make that will result in improvement?

***To answer these questions programs need to know how they are performing currently

If strategies within this toolkit are executed well, and continuous quality improvement principles are applied, programs can be confident they will make progress towards their enrollment and retention goals.

By engaging community partners and building relationships, empowering those partners to support the program, and educating partners and potential participants with the most effective, tailored messaging, programs will better reach the women, children, and families in their community most in need of support.

RIGHT PEOPLE, RIGHT PLACES, RIGHT TIME TO ENROLL MEW PARTICIPANTS!





Early Childhood Services

**CREATIVE TOOLS FOR RECRUITMENT
AND RETENTION:**

A TALE OF TWO PROGRAMS

DECEMBER 1, 2016

Program Summary

- ▶ Prenatal
- ▶ 0-24 months
- ▶ Fathers
- ▶ Incarcerated women
- ▶ Women in substance abuse treatment programs
- ▶ Pregnant women who smoke

One Sheet

This will be made available after the presentation.



These services are provided FREE and available in the home. Please contact us if you live in one of the counties shown and meet any of these criteria:

- Pregnant or trying to conceive
- OR
- Have a child younger than 2
- OR
- A female, 15-44 years of age (pre-pregnancy)

Our dedicated professionals provide support and help strengthen families physically, mentally and emotionally.

About Centerstone

Centerstone is a national, private, not-for-profit 501(c)(3) healthcare organization. We provide a comprehensive scope of behavioral health services to the people and communities we serve in Florida, Illinois, Indiana, Kentucky and Tennessee. Additionally, we offer specialized life skills development, employment and housing services for adults in southern Illinois with intellectual and developmental disabilities. Our organization offers a range of services and supports nationwide to service members, veterans and their loved ones, helping them to lead healthy and fulfilling lives beyond military service.

Centerstone also operates the Centerstone Foundation, Centerstone Research Institute, Advantage Behavioral Health, Centerstone Military Services and Centerstone Health Partners.

Centerstone Early Childhood Services (Prenatal through the Preschool Years)

Care Coordination and Specialized Services (■ on map below)

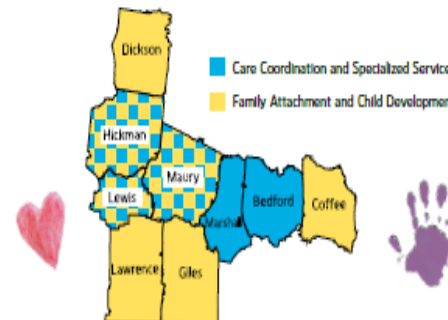
- **Care Coordination**
 - Receive help managing your family's health and wellness needs
- **Fatherhood Engagement**
 - Dads learn how to build stronger connections with their children
 - Services for dads in jail and in substance abuse treatment programs to help them when they return home
- **Baby & Me (Tobacco Free Program)**
 - Support for prenatal moms to stop smoking and earn free diapers!
- **Postpartum Depression Therapy**
 - "Baby Blues" screening and therapy for mom and family
- **Preconception Care**
 - Be as healthy as you can be before pregnancy (for women ages 15-44)

Family Attachment and Child Development (■ on map below)

- **Parent Coaching (Growing Great Kids)**
 - Learn activities that boost baby's brain development and strengthen the child/parent relationship to help children succeed in school and improve social skills
- **Stress Management**
 - Receive support plus activities for healthy coping in times of stress

Education, Linkage and Support (available in all counties below)

- Connecting with community resources
- Linkage to substance abuse services
- Infant Massage training
- Family education and health promotion
- Developmental screenings
- Insurance application assistance
- Parent support groups
- Breastfeeding support



To sign up or make a referral call 931.490.1580, go to centerstone.org/referral or email us at EarlyChildhood@centerstone.org

Level 1

- ▶ We have to serve 453 participants every fiscal year with 50% of those being prenatal enrollments.

In-Home Specialized Services

- ▶ In Home Therapy Models
 - ▶ Moving Beyond Depression (maternal depression)
 - ▶ Circle of Security (bonding & attachment)
 - ▶ TheraPLAY (bonding & attachment/trauma)
- ▶ Baby & Me Tobacco Free
- ▶ Infant Massage
- ▶ Breastfeeding Support
- ▶ Infant CPR & First Aid
- ▶ Bilingual Staff
- ▶ Parenting Inside Out (incarcerated women)
- ▶ Fatherhood Engagement
 - ▶ 24/7 Dad (Community program)
 - ▶ Inside/Out Dad (incarcerated fathers)
 - ▶ Reading with Dad (partnership with local libraries)

Challenges

- ▶ Recruitment of Prenatal Population
 - ▶ OB/GYN clinics are too busy to refer their new OB patients, but we are working on streamlining referrals to make it as easy as possible for them to refer.
 - ▶ There has been a lot of turnover with our partners at the Department of Health. We are still working to engage the new staff there to agree on a decision tree for incoming centralized referrals. (Health Department / WIC)
 - ▶ Still dealing with the stigma of being a behavioral health organization who provides maternal child health and integrated health.
- ▶ Faith-Based Organizations
- ▶ Social Media

Reaching the Pregnant Population

- ▶ OB/GYN Groups
- ▶ Pregnancy Centers
- ▶ Pharmacies (prenatal vitamins)
- ▶ Health Departments
- ▶ WIC
- ▶ Daycare Centers

Reaching the Faith-based Population

- ▶ Director of Faith-Based Initiatives for Office of Minority Health and Disparities Elimination at Tennessee Department of Health
- ▶ Craft Memorial Methodist and Parenting Inside Out
- ▶ Faith-based leader luncheon on November 17, 2016
- ▶ Pastor Jeffrey Kane at Westminster Presbyterian & Housing

Reaching the Faith-based Population

- ▶ Area churches
 - ▶ Bulletin inserts about our services
 - ▶ Diaper Drive collection boxes



Successes

- ▶ Shifting staff focus to prenatal recruitments
 - ▶ Staff feedback on their prenatal goals. Eg. Staff are now texting or calling me when they enroll prenatal...
- ▶ Partnering with Healthy Families America programs
- ▶ Department of Children Services (Child Welfare)
- ▶ Referral source and staff recognition

Successes

- ▶ Partner Recognition-Harvest Share, OB/GYNs, Hospitals, etc.



Centerstone Tennessee

Tara Tidwell (left) & Danielle Duke (right) from Centerstone's Early Childhood Services gave Middle Tennessee Women's Health Group a plaque to honor that team's exemplary support of maternal-child health in Columbia, TN. We're proud to know them!

Timeline Photos · Oct 20 · 🌐

Successes with Fatherhood Engagement



Centerstone Tennessee
August 18 · 🌐

Centerstone's Early Childhood Services in Maury County completed another Inside/Out Dad fatherhood engagement program for inmates this week. These sessions reduce recidivism rates by connecting these men to their families, teaching parenting and communication skills and providing the motivation to get out and stay out of prison. Graduates r... See More



Home About Photos Events Reviews Pt

Centerstone Tennessee
October 29 at 8:00 AM · 🌐

On November 12 in Hohenwald, let's pack Lewis County Public Library with proud papas for the Dads Matter! Reading Day.

Dads Matter! Reading Day

Presented by Centerstone, in partnership with the Lewis County Library

Cost: FREE

When: Saturday
November 12
10:00 A.M.

Where: Lewis County Public Library
15 Kyle Avenue
Hohenwald, TN
931.796.5365

Calling all Dads and father figures with young children!

Bring your child to the library for a morning filled with fun activities:

• See published children's book author Parish Phelps



Did You Know?

- Reading impacts a child's educational future and helps with parent and child bonding.
- Dads play a critical role in their child's development by sharing stories and exploring the world together.
- It's never too early to read with your child - years 0-5 are a crucial period of time for building healthy brains.

For more information about Fatherhood Engagement near you, call: 931.698.7586

Successes

- ▶ Our Baby Showers for the Hispanic Communities



GRATIS
Baby Shower a la
comunidad Hispana

Sabado 21 de Mayo
11:00 a.m. to 1:00 p.m.

En el Center for Family Development
1304 Madison Street • Shelbyville, TN 37160

Materiales educativos (nutrición, salud infantil, etc.)
disponible en inglés y español!

Para más información, comuníquese con
Elena Brizuela 931.205.6528.

Se proveerán bocadillos.
Premios serán como: pañales, carriolas y más...!

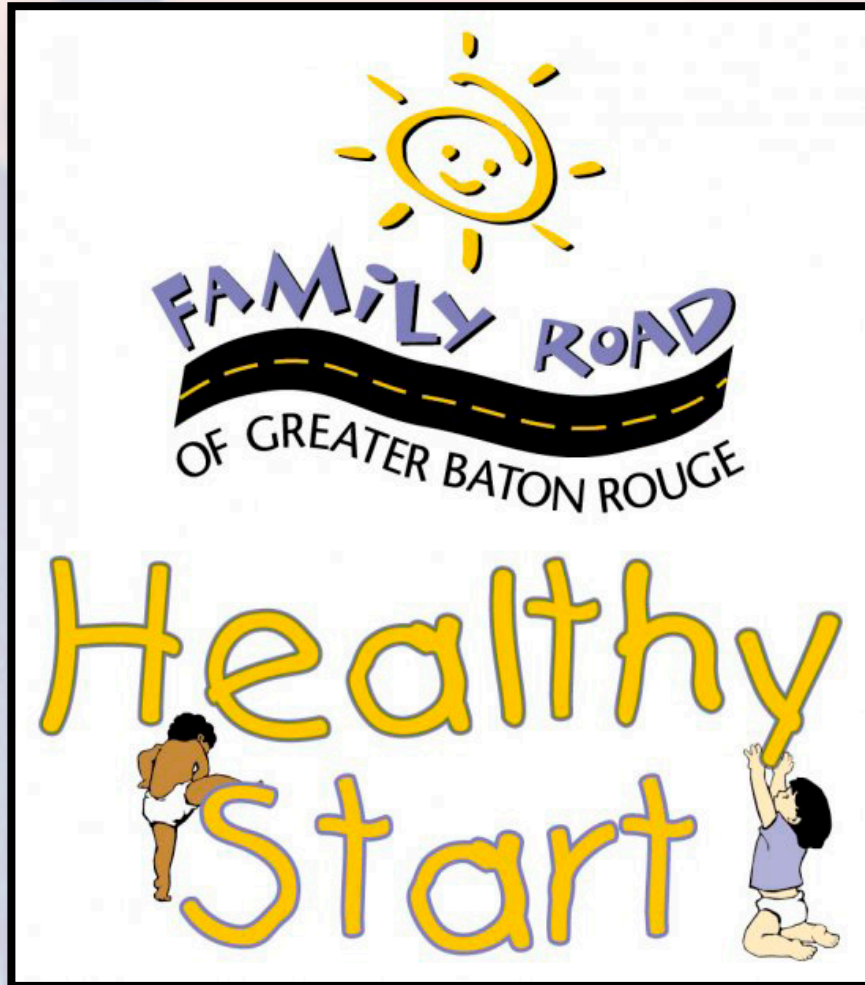

CENTERSTONE
Prenatal, Infant and Early Childhood Services
931.490.1580

Disfruta
comida,
juegos,
premios,
y más!

Contact

- ▶ April Scott, Project Director
- ▶ Email:
april.scott@centerstone.org
- ▶ Phone: (931) 490-1580
- ▶ [Facebook](#)

Family Road Healthy Start



Family Road Healthy Start Technical Assistance (TA) “Tale”

- ❖ FRHS’s history (Level 1, Urban) and the need for Technical Assistance (TA)
 - **The “Challenges” that justified TA**
 - Recruitment
 - Increase in “Project Area” to 471 square miles (all of East Baton Rouge Parish) from 127 square miles
 - Program Staffing Issues: Loss of 6 Staff members and two (2) currently vacant positions in 1 year
 - Retention
 - Program Participant services “Needed” vs. Services “Wanted”
 - Maintaining 50% prenatal program participant’s

Outreach and Program Recruitment

FAMILY ROAD HEALTHY START OBJECTIVES:

- ❖ To create a marketing tool with a concise message that will appeal to potential participants, consumers, stakeholders, and community partners.
- ❖ To enlist technical assistance (TA) through Healthy Start EPIC with the development of a “new program flyer.”
- ❖ To use the “new flyer” in developing our “Elevator Pitch” that will easily tell the Family Road Healthy Start story.
- ❖ To assist staff with developing a consistent message (elevator pitch) of the HS program services to various audience types.
- ❖ To engage and educate the overall community on Healthy Start services and resources offered to women, children and their families.

Healthy Start Flyer 2015

FAMILY ROAD HEALTHY START

Healthy Start is a community-based program, designed to give babies the best possible start in life, by improving families' access to healthcare, social services, and resources.

Healthy Start provides case management, health education, and community outreach to improve the health of pregnant and parenting women, babies and their families.

Healthy Start assists clients with information on:

- How to Stay Healthy During Pregnancy
- Family Planning
- Child Development
- Parenting Skills
- Community resources

Healthy Start Serves: Women who are pregnant and live in East Baton Rouge Parish

For more information on the Healthy Start Program or to complete a program referral contact:

Family Road Healthy Start

323 East Airport Avenue
Baton Rouge, LA 70806
Phone: (225) 201-8888
Fax: (225) 927-1010
www.familyroadgbr.org



Every Child Deserves a Healthy Start!
Contact Family Road Healthy Start Today!



"New" Healthy Start Flyer 2016

Give your baby a HEALTHY START

Many things contribute to a healthy and safe pregnancy. If you are pregnant or planning a family, **Family Road Healthy Start** can help you get the information and services you need to have a healthy you, a healthy baby, and to raise a healthy family.



Services Before Pregnancy: Family Planning, Nutritional Education, Goal Setting, Well-Women Care and Healthcare Enrollment



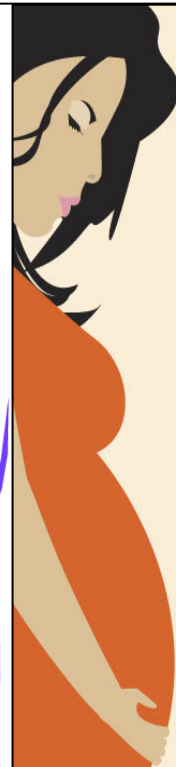
Services During Pregnancy: Prenatal Care, Childbirth Education, Breastfeeding Support, Nutritional Education, Partner Involvement and Baby and Me Tobacco Free program



Services After Pregnancy: Parenting and Child Development Education, Well-Baby Care, Immunizations, Parenting Support, Family Planning, Depression Screening and Support Groups



Additional Support Services offered: HSET (formally GED), Job training resources, Counseling, Car seat safety education and installation



Family Road Healthy Start provides case management, health education, community outreach and resource referral services for women of reproductive age (11 to 45), pregnant women or women parenting children under the age of two that live in East Baton Rouge Parish.

For more information about the Healthy Start Program
or to complete a referral contact:

Family Road Healthy Start

323 East Airport Avenue, Baton Rouge, LA 70806
Phone: 225.201.8888, Fax: 225.927.1010
www.familyroadgbr.org



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Strategies to Increase Recruitment/Retention of Program Participants

1. Program referrals

- Change in Intake/Assessment to increase enrollment

2. Program Participant Incentives

- Idea of “earned incentives” to accomplish programs goals (Diapers, Baby Basket, Books, etc.)
- Car Seat/Car Seat Safety Training
- Family Road Bucks (used to buy items in the Family Road Store)
- Free Ultrasound(s) through community collaboration
- CALM Pregnancy Group (Program Participants get gift cards and bus passes)

3. Collect detailed emergency contact information for program participants

Challenges: Recruitment and Retention of Staff

❖ Turnover - Recruitment and Retention

- Staff turnover during project period
- Difficulty in achieving Program goals
- Increase outreach to community partners (WIC Clinics, Centering Pregnancy Program, OB Offices, Health Fairs and other Community Events, etc.)

❖ Investment/Buy in by Staff

- Importance of staff buy-in and passion for the work of Healthy Start

Strategies to Increase Recruitment and Retention of Staff

❖ Case Management Staff

➤ Training Plan and Topics

- Premature Prevention Conference
- Trauma Informed Care Workshop
- Staff Focus Group by Program Evaluator to review polices and procedure data dictionary, and assess staff knowledge of health education topics

➤ Outreach

- Training and Practice of Elevator Pitch
Updated Program Flyer
Role Plays during staff meetings
- Increase staff attendance at community events (i.e. shadowing of CHW)

GOALS AND ACCOMPLISHMENTS

- **Program Services/Strategies implemented into current program services as a result of TA**
 - FRHS achieved 100% of program goal by enrolling 300 prenatal program participants as of 10/31/2016
 - FRHS has served 553 program participants as of 10/31/2016
 - GED testing fees paid for by FR Board Members to ensure program participants are able to take test to obtain GED
 - Community Partner Recognition and Staff Recognition with Incentive
- **Program Services/Strategies identified through TA to incorporate into program services to increase awareness of the Family Road Healthy Start program and the services offered.**
 - Increased Social Media (Twitter, Instagram, FB and Constant Contact, etc.)
 - Increased Competency in Breastfeeding component of FRHS program
 - Increased Male Involvement Activities to engage Fathers/Partner
 - Increase outreach to community partners (WIC Clinics, Centering Pregnancy Program, OB Offices, Health Fairs and other Community Events, etc.)
- **Program Services that are needed in the Family Road Healthy Start program and efforts that are being made to secure needed services:**
 - FRHS is continuing to identify resources that could be accessed and incorporated into the program services for Job Training/Job Certifications/Education
 - WIA
 - TANF
 - LA Department of Labor
 - Social Work FB Group
 - Grant List serve

Strategies to Enhance Services to Program Participants

- **Program Services that are needed in the Family Road Healthy Start program and ongoing efforts that are being made to secure needed services:**
 - FRHS is continuing to identify resources that could be accessed and incorporated into the program services for Job Training/Job Certifications/Education
 - WIA
 - TANF
 - LA Department of Labor
 - Social Work FB Group
 - Grant List serve
 - FRHS is working to create a Male Involvement program. FRHS will continue to identify community partners to build program.
 - 100 Black men
 - Young Leaders Academy
 - Big Buddy
 - FRHS is continuing to build Partnership Development Plans with CAN members for outreach and recruitment.

The “Technical Assistance” Adventure

- ❖ Monthly TA Calls
 - The Power of Support and Encouragement
 - Renewed Energy
 - New Ideas
 - Fantastic Opportunity
 - You are “Worth the Investment”

A special thanks to Dr. Kimberly Leslie-Patton
for the support, dedication and humor!

Karla, Levyette and Latondra

CONTACT INFORMATION

Karla Sayer Wilburn, Project Director

Email: kwilburn@familyroadgbr.org

Phone: (225) 317-2089

Latondra Crear, Case Management Supervisor

Email: lcrear@familyroadgbr.org

Phone: (225) 317-2095

Levyette Matthews, Community Developer

Email: lmattthews@familyroadgbr.org

Phone: (225) 931-9908

Q&A

