

AMPLIFY

From First Day to Lasting Impression: Recruit, Retain, Succeed

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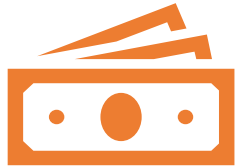


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Recruitment is Not Filling a Vacancy

It is the first impression of our culture, our standards,
and our future.

Why it Matters...



Cost

Turnover is not an HR issue: it is a financial one

The average cost for replacing a healthcare worker is 6-9 months of that employee's salary (Lindquist, 2023)



Scale

National RT(R) vacancy ratings in 2025 were 15.6%

(2025 Radiologic Sciences Workplace and Staffing Survey, n.d.)

Nursing turnover rates are at 15.2% with a pooled turnover intention of 38.4%

- 2 in 5 nurses intend to leave their current **positions** (Dluha Mafula et al., 2025)



Burnout

Expensive and preventable

In 2023:

- RN burnout rate was 34%
- RT(R) burnout rate was 30%
- Physician burnout rate was 32.3%
 - (Mohr et al., 2025)

Recruit – What did we do?

- Radiology: Host students for clinicals
 - Grown from 1 program to 4 programs in the past 4 years
 - Now have over 200 students rotating through each year
 - Rounding prior to graduation
- What does this do for the students?
 - Firsthand experience in Urgent Care
 - Experience workflow and culture
- What is the outcome?
 - 5 new graduation hires in 2026



Recruit – Set it up for Success



- Must support RT(R) buy-in
- Build relationships and support college programs
- Expanded to partner with local medical assistant and RN programs to host preceptorships

Beyond Clinicals: Recruiting Experienced Talent

- Interview PowerPoint
 - While interviewing candidates, we share our culture and often asked questions
 - Organization scoring tool
 - Shadowing

INTERVIEW RATING / DEBRIEF

Interviewer(s) should use notes and rating descriptions to determine a score between 1 to 5 for each question. For a panel, the hiring leader should average the scores across interviewers to arrive at one Interview Score per Question.

Rating instructions:

- I. Record all scores in the Scoring Table.
- II. Use the Average Rating in the Results Table to compare candidates and determine a job fit. Hiring leader should consider all job-related pieces of information when making a hiring decision.
- III. Enter interview scores by submitting one form per candidate here: [Interview Scoring Form](#)
- IV. **Retain all completed interview guides for a period of 1 year since the date of hire decision.**

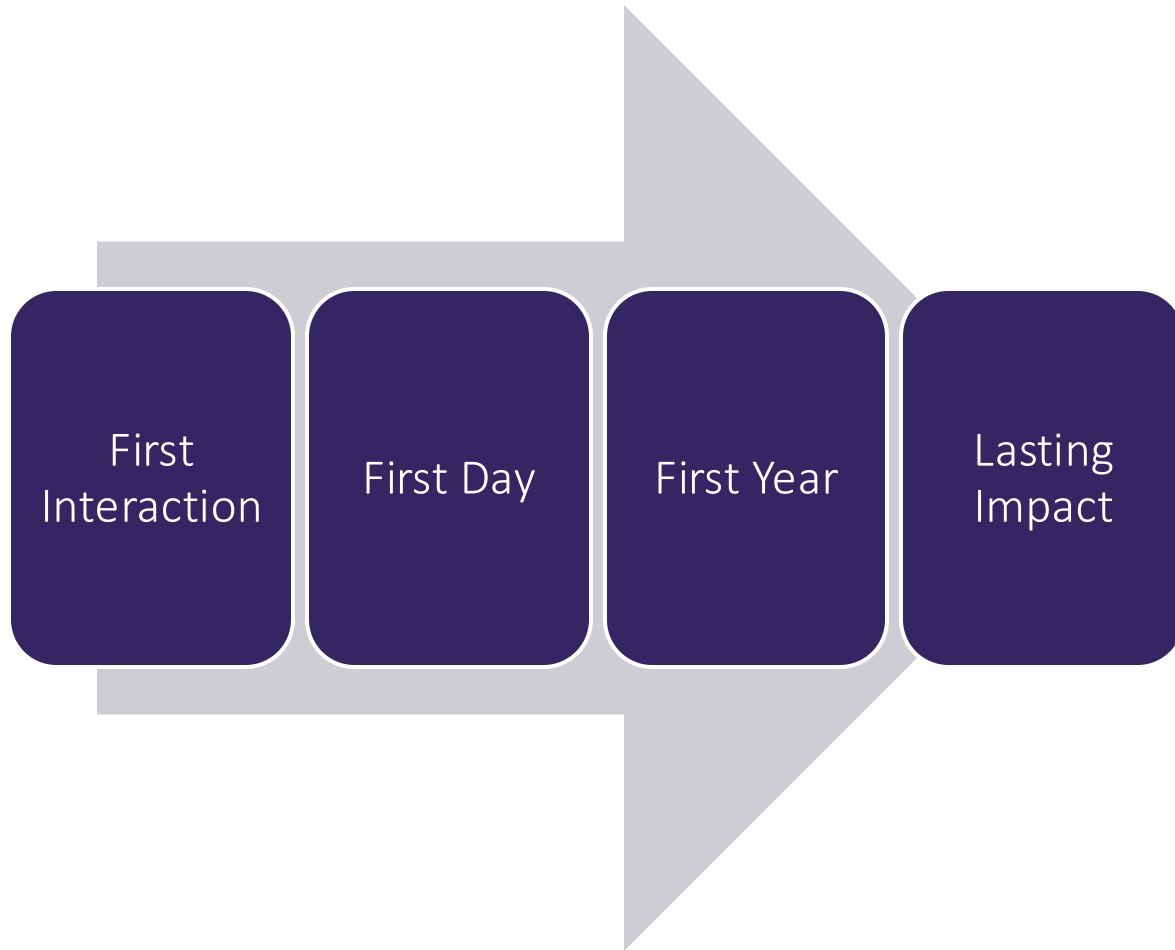
I: Scoring Table

Questions	Interview Score
Q1. Professional Background	
Q2. Collaborates	
Q3. Communicates Effectively	
Q4. Values Differences	
Q5. Fosters Resilience	
Q6. Ensures Accountability	
Q7. Exhibits Courage	
Q8. Technical Question	
Q9. Technical Question	
Average Rating	

II: Results Table

Average Rating	Category	Interview Results
(3.50 - 5.00)	CONFIDENCE	Recommended with confidence; candidate shows strong skills in majority/all competencies; solid potential
(2.50 - 3.49)	CAUTION	Recommended with caution; candidate may lack in a few skill areas; shows some opportunity for improvement/development
(0 - 2.49)	CONCERN	Not recommended; candidate is deficient in several key skill areas; received red flag rating in numerous competency areas

From Problem to Strategy: Recruiting the RIGHT Candidate



- Every vacancy impacts morale, patient flow, and care consistency
- Vacancies are expensive, but so is turnover
 - Thoughtful recruitment means hiring the **right candidate**, not just the available candidate
- New grad recruitment builds future pipelines, but cannot meet staffing demands alone

Onboarding



Onboarding Hub Essentials

- Computer with headset to complete modules / education
- Inviting space with welcoming decorations, snacks, and drinks
- Welcome gift
- Onboarding Binder housing important Urgent Care processes and procedures



Onboarding Hubs



"Get To Know Me" Form

- **Benefits**

- Personalized recognition
- Shared amongst all so teammates can recognize each other
- Easy to implement



GET TO KNOW ME

Name: _____ You can call me: _____
Monogram: _____ Birth month and day: _____

MY FAVORITES

Food: _____
Color: _____
Hobby: _____
Store: _____
Snack: _____
Movie: _____
Fast-food: _____
Sports team: _____
Book/Author: _____
Beverage: _____
Scent: _____
Restaurant: _____
Birthday cake: _____

WHERE TO SPEND THESE GIFTCARDS

\$10: _____
\$25: _____
\$50: _____

THIS OR THAT

Books OR Movies
Tea OR Coffee
Sweet OR Salty
Candy OR Chocolate
Donuts OR Bagels
Brownies OR Cupcakes

MORE ABOUT ME

Hobbies/Interests: _____ I am happiest when: _____

Allergies/Dislikes: _____ I work best when/with: _____

I recharge by: _____ I like to receive recognition by: _____

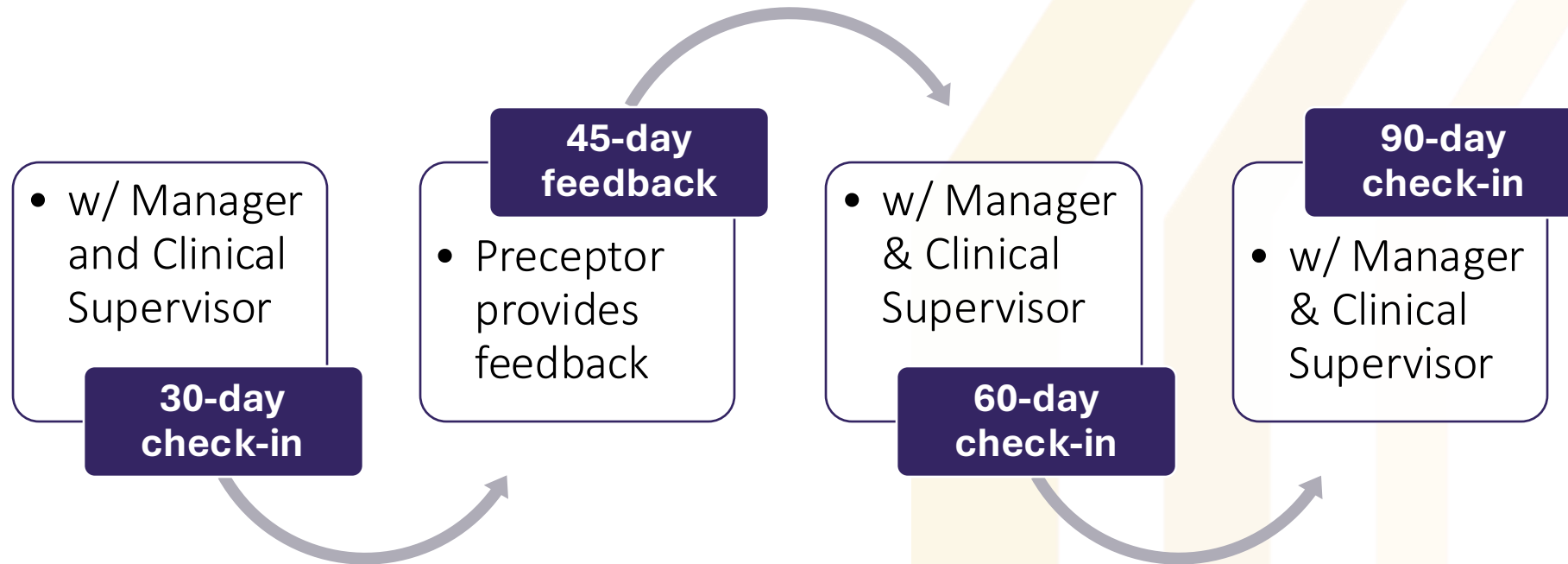
Education That Drives Readiness

- Urgent Care Bootcamp - 3 consecutive days of UC education
 - UC Orientation
 - Triage Class
 - Lab Class
 - Stop the Bleed
 - OrthoGlass & DME
 - Worker's Compensation
- Skill Optimization
 - Required for clinical job roles
 - Reviews common skills and medication administration policies
 - Medication calculations test– required to pass this before they can administer medications to patients



Supporting Through Check-ins

"Employees at 30 days were more likely to report that their job met expectations, felt productive, and were satisfied with onboarding. However, job satisfaction and comfort declined substantially by 60 and 90+ days, suggesting potential gaps in ongoing support."
(Nagib et al., 2025)



Benefits of Routine Check-ins

Routine Check-ins	Impact on the Team
Scheduled prior to start date	Sets clear expectations early
Standardized template	Ensures consistency across sites
Regular touchpoints	Builds trust and support
Early conversations	Identifies concerns before escalation

Continuing to support teammates beyond their initial onboarding period helps reinforce confidence, foster connection, and sustain engagement.

Professional Development

Transition to Practice (TTP)

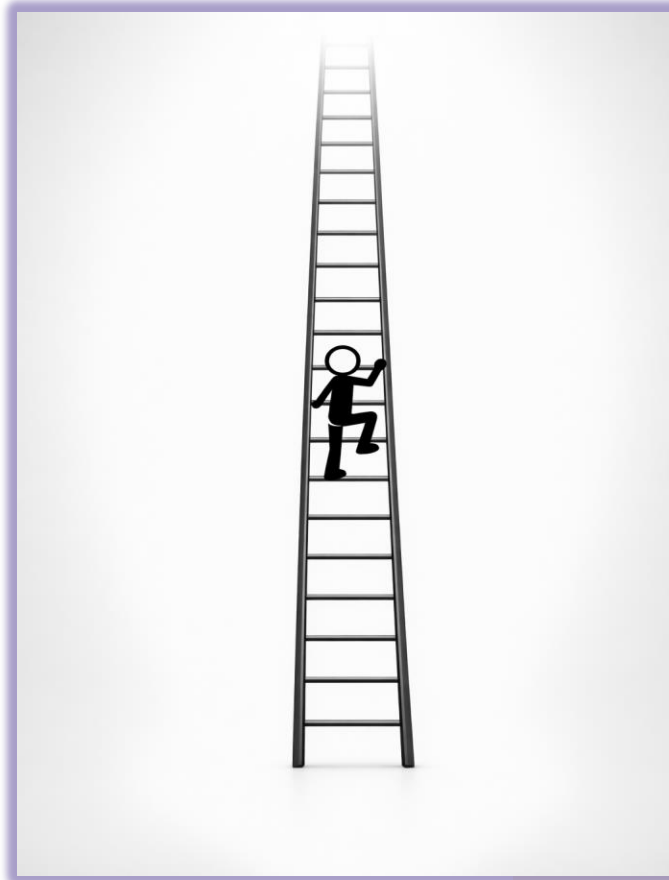
"Over one-half of all registered nurse turnover is generated within their first 2 years of practice." (Cadavero et al., 2025)

- Extended onboarding
 - 12 weeks with a preceptor (as opposed to 6 weeks)
 - Several education courses to support preparedness
 - Ongoing support and check-ins

A Path Forward: From Competent to Confident

Medical Assistant Advancement

Medical assistants progress with experience and certification/registration, valuing practical knowledge and credentialing commitment.



Registered Nurse Advancement

Nurses advance via specialty certifications, degrees, evidence-based practice, and committee involvement.

Advancement supports retention, engagement, and high-quality patient care (Laitsch et al., 2024).

Education as Retention

- Tuition assistance
- Continuing education programs
- Student loan support
- Certification support



Lasting Impressions Start with our Clinical Trainers



- First impressions matter
- Safe and effective practice
- Teaching that fits the learner
- Confidence from day one

Professional Governance

- Frontline-driven governance
- Multidisciplinary team representation
- Monthly collaborative meetings

Benefits

- Gives teammates a voice and opportunity to impact the delivery of care

Shared governance structures foster ownership, empowerment, and engagement, which are associated with higher staff satisfaction and improved practice outcomes (Brennan & Wendt, 2021).

Annual Competencies, Everyday Impact

Keeping practice current, safe, and aligned with care priorities

Purpose
Ensures relevance to patient care and division goals

Topic Selection
New procedures, practice changes, high-risk areas, data-identified gaps

Completion & Validation
4 months to complete + 1 month for remediation (if needed)



Engagement

Teammate Engagement Committee

- Goal is to cultivate a safe, inclusive environment where teammates feel valued, supported, and empowered
- Members include leaders and frontline teammates
- Meets virtually every other week



Higher employee engagement is positively associated with patient safety, quality of care, and reduced burnout (Scott et al., 2022).

Teammate Engagement Initiatives

- Role recognition week celebrations
- Sporting event ticket giveaways
- Teammate safety
 - Active shooter & de-escalation classes



Friendly Competitions Between Clinics

- Door decorating contests
- May Madness challenge
 - Bracket-style competition to reduce late callback percentages
- Clinical challenges
 - Cupid's Challenge: Binx Utilization
 - 30-day division wide challenge
 - Increase engagement in new clinical process
 - Weekly email updates and encouragement
 - Utilization increased from 38% to 67% in 30 days



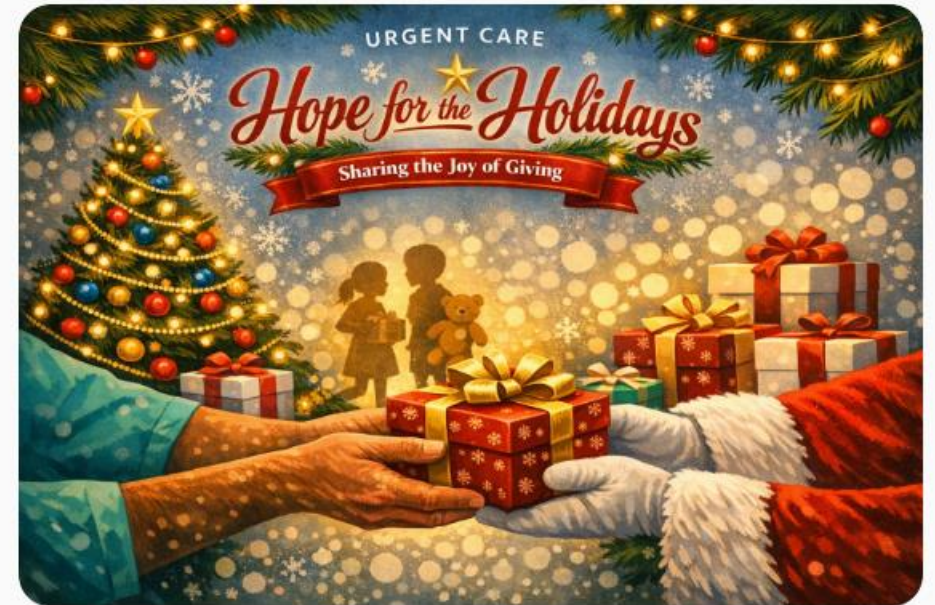
Teammate Networking Events

- Fun activities such as making keychains, painting magnets, scrapbooking, frozen mocktails, decorating cups, CPR competitions



Supporting Teammates in Need

- Hope for the Holidays
 - Teammates submit confidential request for assistance with gifts for their children
 - Clinics choose how many wish lists they can support
 - Teammates helping teammates
- School Supply Drive
 - Supplies donated directly to teammates in need



Retention



Cohort Scheduling

- Structured scheduling to support work/life balance
- Assigned to Rotation A or B with cohort assignments 1-5 based on regions
- Choice of Base or Excess schedule

2026 | Cohort 1 | A & B (Base)

JANUARY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY

S	M	T	W	T	F	S
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MARCH

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29	30	31				

APRIL

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MAY

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31						

JUNE

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Benefits:

- Allows for predictability and balance
- Year-long visibility for planning time off

Code Lavender

- Dedicated team of chaplains
- On-the-spot, non-judgmental emotional support
- Regular clinic rounding
- Focused on wellbeing, resilience, and burnout reduction



Benefits:

- Helps team stay emotionally grounded
- Helps teammates feel valued, seen, and supported
- Mitigates compassion fatigue

Built in Lunch Breaks

- Daily "reservation" set aside for lunch – 30 minutes
- Flexible and based on patient flow
- Urgent or emergent complaint
 - ↳ Team provides immediate care to patient per the triage protocol. Lunch will be delayed until appropriate.



Benefits:

- Supports staff well-being
- Allows flexibility while still prioritizing patient care
- Promotes staff satisfaction and retention

Excess Volume Control (EVC)

- If several patient visits extend past the 8:00 p.m. closing time, teams may initiate EVC.
- Patients with minor complaints are offered a next-day appointment
- Patients requiring triage are evaluated per standard UC triage protocol



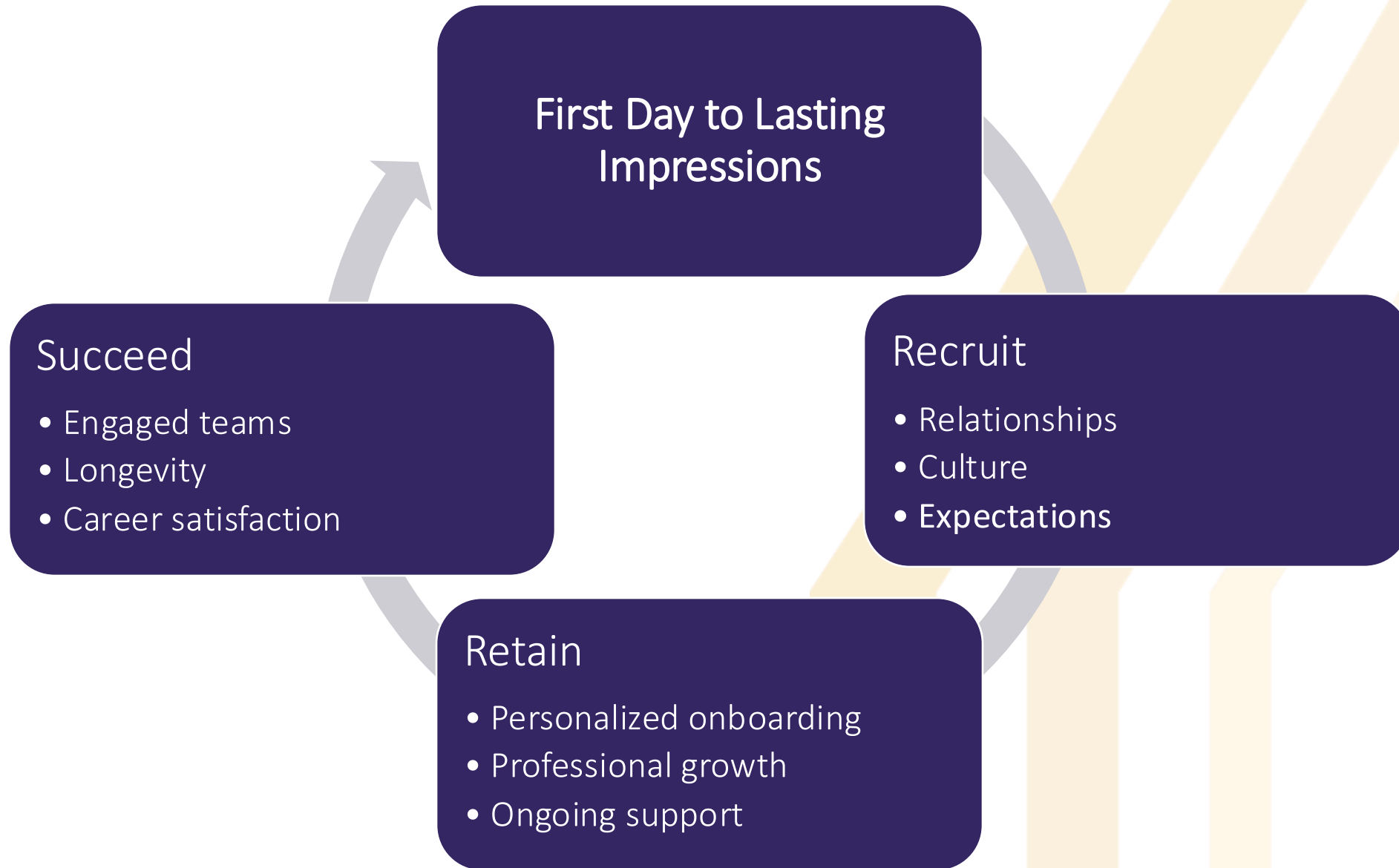
Benefits:

- Establishes clear expectations for low-acuity patients
- Balances workload and patient safety during peak volumes
- Enhances teammate satisfaction

Open Communication and Support

- The leadership team hosts several monthly calls to provide a forum for open communication
 - Monthly call for registration teammates
 - Clinical Corner Call for clinical teammates
 - Ambulatory Peer Review Group for RT(R)s





What is one change you could make
in your onboarding process
tomorrow?

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