



## LEAVING NO STONE UNTURNED: ALLIED HEALTH RECRUITMENT AND RETENTION TACTICS

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**BACKGROUND:** 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 technologist and sonographer workforce (141 departures out of 579 FTE) and only 53 hired Full-Time Equivalency (FTE). 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.

**OBJECTIVES:** To stabilize radiology technologist and sonographer staffing and establish a sustainable recruitment and retention program. The primary goals included: 1) invest administrative leadership FTE to develop the framework 2) devise effective recruitment tactics, 3) coordinate initiatives across six departments for efficiency and synergy, 4) develop a new in-person onboarding curriculum, 5) create retention strategies to promote staff stability, a sense of belonging, and community among team members.

**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.

### IMPLEMENTATION METHODS:

1. Program Outreach: Presentations to over 100 Radiology imaging programs across the United States.
2. Program Partnership: Offered in-person opportunities for Radiology imaging shadows, tours, and presentations.
3. Social Media Campaign: Leveraged 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. Designed and developed internal website: Resource for new hires and a guide for leadership to engage with employees.
8. Planned and implemented quarterly in-person sessions: New hires to connect with their peers across various divisions and collaborate with leadership.

**RESULTS:** The intentional focus on the recruitment and retention program yielded positive outcomes. In 2023, the Radiology team achieved a remarkable 54% increase in hires and a substantial 67% decrease in departures. On average, 91% of new employees attending the in-person orientation sessions say they feel more connected to Radiology and Mayo Clinic. In addition, 97% 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.

**LESSONS LEARNED:** The 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. Employee turnover and retention of staff are not problems unique to Mayo Clinic Radiology or Mayo Clinic. The competition for skilled health care workers is only increasing, making it more critical for the department and organization to find new ways to engage, connect, and retain employees. Building relationships and connecting with one another will allow the work units to carry out the mission of providing the best care to every patient.

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