

Using Interpersonal Communication Tactics to Improve the Rural Healthcare Workforce

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Welcome!

**I want you all to do something with me...
Take out a piece of paper or open a word
document and fill each box for yourself...**

- In a job interview

OR

- To a close co-worker

	Things Known to Self	Things NOT Known to Self
Things Known to Others		
Things NOT Known to Others		

	Things Known to Self	Things NOT Known to Self
Things Known to Others	<ul style="list-style-type: none"> - Appearance - Basic of Your Personality - What you tell them - Resume 	<ul style="list-style-type: none"> - How you are responding to your nerves - Key traits they are looking for in the candidate
Things NOT Known to Others	<ul style="list-style-type: none"> - Concerns you have for the role - Concerns you have about self - Past experiences not told - Talents and abilities - Skills 	<ul style="list-style-type: none"> - Unspoken feedback from other work relationships - Un-tapped talents and abilities - Undeveloped skills



How do we Uncover These Pieces?

Interpersonal communication.

- Questions.
- Conversations
- Experiences

The top of the slide features a decorative header with a dark blue background. It contains several overlapping semi-circular shapes in a slightly lighter shade of blue. Some of these shapes are filled with concentric dotted lines, while others are solid. The patterns are arranged in a horizontal sequence across the top.

Before I get too far head in this presentation...

What the heck does this have to do with rural?

Barriers in the Rural Healthcare Workforce

- COVID-19's workforce shift
- Patient Acuity
- Isolation (Personally and Professionally)
- Culture and Environment

What we Know About Rural Healthcare Recruitment

- Familial Ties to Rural Communities
- Lived Experiences in Rural Communities
- Educational Experience in Rural Communities
- Financial Incentives

*But the heart of all of these is communication and relationship building!

Interpersonal Communication

- Two Models To Look At Today
 - Relational Dialects Theory
 - Workforce Shift
 - Patient Acuity
 - Cultural Identity Theory
 - Isolation
 - Culture and Environment

Relational Dialectics Theory

Contradictions

- Every individual in a relationship is dealing with dueling ideas

Totality

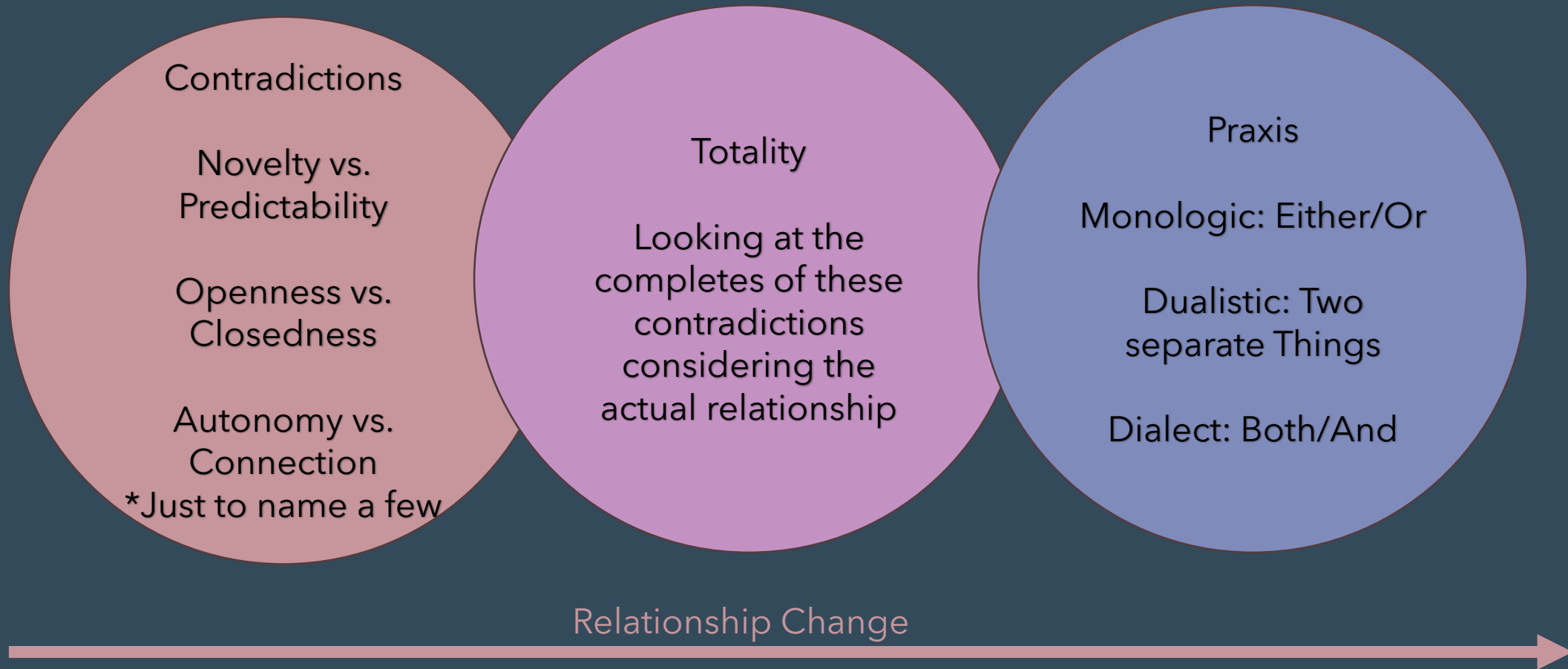
- You must look at the totality of the contradictions people are grappling with to strategize how to address them

Process

- Relationships always change

Praxis or Actions

- We make decisions for how we handle things in all our relationships



Rural Workforce: Contradictions

- Novelty vs. Predictability
 - Am I going to see lots of complex clinical needs?
 - Am I going to be able to meet the complex clinical needs that come my way?
- Openness vs. Closedness
 - Will I be able to relate to my patient population?
 - Will I be able to intervene effectively with my patient population?
- Autonomy vs. Connection
 - Will I be able to have a work life balance?
 - Will I be able to make friends and connections?

Rural Workforce: Contradictions

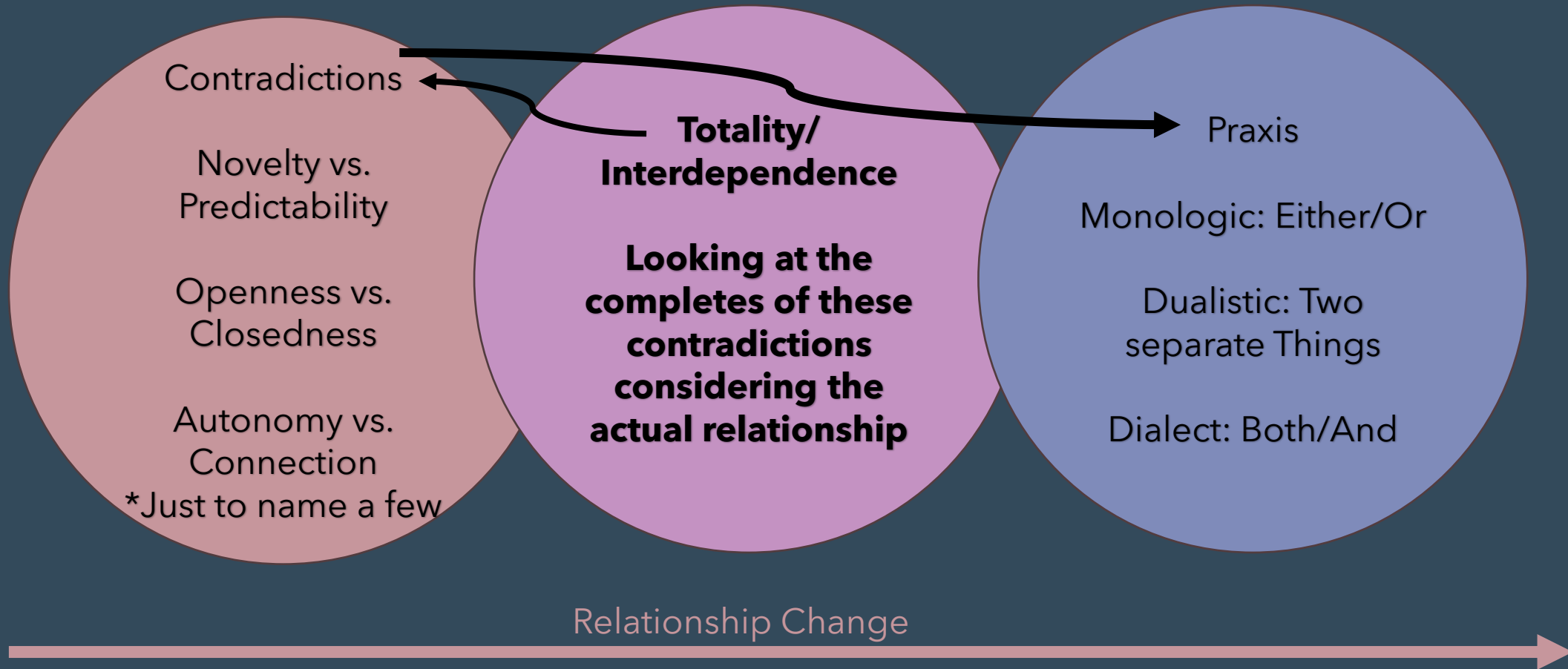
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Praxis

- Monologic
 - Either I have complexity in my clinical work, or I will not feel satisfied.
- Dualistic
 - I must have complexity in my work.
 - I must have predictability in my work.
- Dialectic
 - I like having complexity and predictability in my clinical work.

Your Job in Recruitment and Retention





The Key...

Have and be the kind of rural healthcare leader that can have these conversations and guide your staff, attendings, recruits, and administration through the contradictions and how those dueling feelings might be approached.

Cultural Identity Theory

- The understanding of a culture's practices, norms, symbols, and meanings.
- The acceptance of a culture's practices, norms, symbols and meanings for oneself.
 - This is an act that is done with the invitation and permission of the founding culture
 - *This is not appropriation
 - Appropriation is: taking one's culture for individual use or gain.

Culture

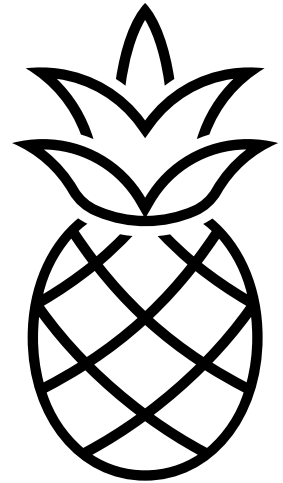
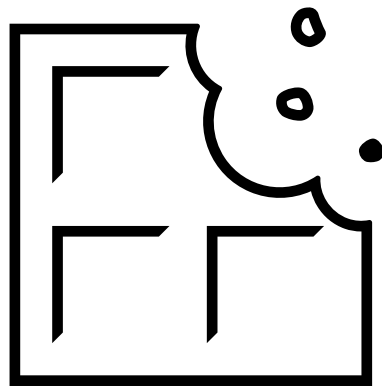
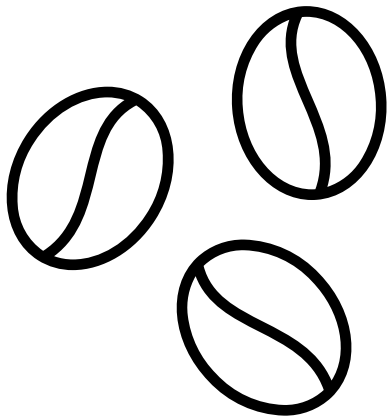
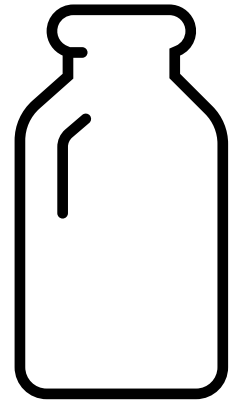
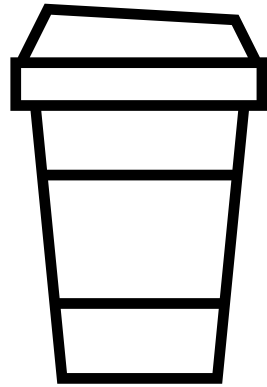
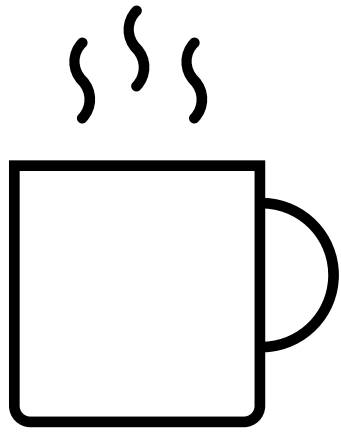
- Shared beliefs, norms (rules), traditions, of a group that help to shape the individual group member's understanding of self and the world around them.

Identity

- Primary Identity: Your identity based on the culture that you ascribe to.
- **Situational Identity: Your identity based on the current situation you find yourself.**
 - **Occupational Identity:** Who I am in relation to the job that I do.
 - **Group Identity:** Who I am in relation to the group of people I work with.
 - **Organizational Identity:** Who I am related to the culture of the organization in which I work.

Questions for Rural Workforce Leaders

- What are the norms, symbols and traditions that are most important to...
 - Your organization
 - The rural community your organization resides in
- How do you invite new commers to your organization to...
 - Understand and accept the cultural norms of your organization
 - Understand and accept the cultural norms of the rural community your organization resides in
 - Be a part of changing the culture of your organization
 - Be a part of changing the culture of the rural community you reside in
 - What can you do to increase cultural hospitality?



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