**3RNET BY THE NUMBERS**

- **54 Organizational Members**
- **15 Associate Members**
- **1,095,389 Page Views**
- **72,754 Users**
- **5,178 New Candidate Registrations**
- **69,266 (and counting) Total Active Healthcare Professionals**
- **5,174 Jobs Posted**
- **292 New Facility Registrations**
- **6,947 (and counting) Total Registered Healthcare Facilities**
- **130,651 Website Sessions**

**Estimated Impact**

- **1,952 Placements**
  - Estimated Impact: **$2 Billion**
- **5,174 Job Postings**
  - Estimated Impact: **$1.5 Million**
- **Estimated Impact in FY 20**: **$2,014,920,504**

This report reflects accomplishments from October 1, 2019 to September 30, 2020.

**One mission:** To ensure access to quality healthcare for rural and undeserved America.

3RNet
National Rural Recruitment and Retention Network
3RNet is made up of two parts: our national network of members, and our website, www.3RNet.org. Our members work to connect facilities and candidates through our online job portal.

**ABOUT 3RNET**

**TYPES OF MEMBERS**

- 28 State Offices of Rural Health
- 19 Primary Care Offices
- 12 Primary Care Associations
- 6 Nonprofits
- 3 Area Health Education Centers
- 2 Federal Agencies
- 1 Sovereign Nation

* members can respond as belonging to more than one type

**COMMUNITY TYPES SERVED**

- 54 Rural
- 47 Urban
- 28 Urban Underserved
- 20 Frontier

* based on federal definitions

**FACILITY TYPES SERVED**

- 51 Community Health Centers
- 48 NHSC Loan Repayment Sites
- 44 Critical Access Hospitals
- 45 Rural Health Clinics
- 31 NHSC Scholar Sites
- 19 Indian Health Service Facilities
- 17 Tribal Health Facilities
- 13 Veterans Affairs Sites

**COLLABORATION**

- 35 Primary Care Offices
- 27 State Offices of Rural Health
- 26 Primary Care Associations
- 26 Area Health Education Centers

Other Responses: CAH Networks, Public Universities, NHSC Sites, Governor’s Office of Economic Development, 3RNet Associate Members
There are three core functions to a 3RNet membership: engaging candidates, working with facilities, and being the trusted resource for health care jobs in rural and underserved communities.

**MEMBER ACCOMPLISHMENTS**

**ENGAGE CANDIDATES**

1,373 Physician Registrations

- Top Specialties
  - Family Medicine – 391
  - Internal Medicine – 228
  - Hospitalists – 152
  - Pediatrics – 118
  - Psychiatry – 43
  - OB/GYN – 29
  - General Surgery – 27

3,805 Non-Physician Registrations

- Top Professions
  - Nurse Practitioners – 1,205
  - Dentists – 481
  - Physician Assistants – 436
  - Registered Nurses – 194
  - Social Workers - 188
  - Pharmacists - 125

**Physician Referrals = 127,050**

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Rural</th>
<th>Frontier</th>
<th>All Other</th>
<th>Total</th>
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<td>16,477</td>
<td>6,548</td>
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<td>Internal Medicine</td>
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<td>8,506</td>
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<td>Pediatrics</td>
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<td>Obstetrics/Gynecology</td>
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<td>162</td>
<td>960</td>
<td>1,708</td>
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<tr>
<td>General Surgery</td>
<td>781</td>
<td>221</td>
<td>433</td>
<td>1,435</td>
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<tr>
<td>Internal Medicine/Pediatrics</td>
<td>172</td>
<td>84</td>
<td>126</td>
<td>382</td>
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<tr>
<td>Other</td>
<td>20,637</td>
<td>10,543</td>
<td>15,853</td>
<td>47,033</td>
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<tr>
<td><strong>Total</strong></td>
<td>59,680</td>
<td>28,942</td>
<td>38,428</td>
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**Non-Physician Referrals = 178,230**

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<td>23,391</td>
<td>21,063</td>
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<tr>
<td>Dentists</td>
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<td>2,760</td>
<td>7,049</td>
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<td>Physician Assistants</td>
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<td>818</td>
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<td>Registered Nurses</td>
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<td>15,000</td>
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<td>Pharmacists</td>
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<td>603</td>
<td>1,125</td>
<td>3,722</td>
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<tr>
<td>Social Workers</td>
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<td>1,237</td>
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<td>Psychologists</td>
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<td>277</td>
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<tr>
<td>Marriage &amp; Family Counselors</td>
<td>70</td>
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<td>83</td>
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<td>Other Non-Physician Positions</td>
<td>8,484</td>
<td>3,294</td>
<td>5,511</td>
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<td><strong>Total</strong></td>
<td>83,165</td>
<td>46,205</td>
<td>48,860</td>
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**Physician Placements = 1,259**

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<td>Family Medicine</td>
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<td>9</td>
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<tr>
<td>Internal Medicine</td>
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<tr>
<td>Psychiatry</td>
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<td>Pediatrics</td>
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<tr>
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<td>General Surgery</td>
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<td>Internal Medicine/Pediatrics</td>
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<td>4</td>
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<tr>
<td>Other Physician</td>
<td>181</td>
<td>11</td>
<td>350</td>
<td>542</td>
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<tr>
<td><strong>Total</strong></td>
<td>567</td>
<td>22</td>
<td>670</td>
<td>1,259</td>
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**Non-Physician Placements = 693**

<table>
<thead>
<tr>
<th>Profession</th>
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<th>All Other</th>
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</thead>
<tbody>
<tr>
<td>Nurse Practitioners</td>
<td>155</td>
<td>7</td>
<td>47</td>
<td>209</td>
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<tr>
<td>Dentists</td>
<td>77</td>
<td>1</td>
<td>46</td>
<td>124</td>
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<tr>
<td>Registered Nurses</td>
<td>62</td>
<td>15</td>
<td>23</td>
<td>100</td>
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<tr>
<td>Physician Assistants</td>
<td>57</td>
<td>11</td>
<td>19</td>
<td>87</td>
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<tr>
<td>Social Workers</td>
<td>19</td>
<td>3</td>
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<td>Psychologists</td>
<td>11</td>
<td>0</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>8</td>
<td>1</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Marriage &amp; Family Counselors</td>
<td>11</td>
<td>0</td>
<td>2</td>
<td>13</td>
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<tr>
<td>Other Non-Physician Positions</td>
<td>60</td>
<td>3</td>
<td>27</td>
<td>90</td>
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<tr>
<td><strong>Total</strong></td>
<td>460</td>
<td>41</td>
<td>192</td>
<td>693</td>
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WORKING WITH FACILITIES

2,236 Physician Opportunities Posted
Top Specialties
• Family Medicine – 919
• Internal Medicine – 269
• Pediatrics – 164
• Psychiatry – 160
• Obstetrics/Gynecology – 122

2,938 Non-Physician Opportunities Posted
Top Professions
• Registered Nurses – 458
• Nurse Practitioners – 403
• Dentists – 333
• Physician Assistants – 164
• Physician Assistants/Nurse Practitioners – 85

ACT AS THE TRUSTED RESOURCE

Technical Assistance By Facility Type
• Rural Health Clinics – 1,542
• Community Health Centers – 1,445
• Critical Access Hospitals – 738
• Other – 1,069

Marketing/Educational Resources Utilized By Members
• Exhibits/job fairs – 25
• 3RNet promotional items – 34
• 3RNet flyers – 30
• Email blasts – 28
• Residency visits – 25

STAFF ACCOMPLISHMENTS

Our latest website redesign deployed at the beginning of 2020 and was one of our most significant and robust website upgrades ever. Website updates include the ability for 3RNet members to send referrals (either automatically or manually) through the 3RNet website and the addition of “My Candidates” which allows members to option track their interactions with job seekers in customizable ways. Other updates included bringing 3RNet.org up to speed when it comes to data collection best practices.

We further engaged our communication partner, Impact! Communications, to help us strategically improve our 3RNet brand. We began a six-month retainer in May 2020 to strengthen 3RNet’s identity to all audiences through consistency in branding and storytelling.

Despite not traveling due to the pandemic, our education outreach carried on! We were able to provide education opportunities virtually for Alabama, Missouri, and the Texas A&M Center for Optimizing Rural Health. In partnership with Colorado Community Health Network (CCHN) we completed work with five Community Health Centers to develop and implement key components of comprehensive workforce plans. We were also invited to be part of a Technical Advisory Panel with HRSA on Health Center Workforce Well-Being.
We continued to grow our Recruitment for Retention Readiness Assessment program, utilizing tools developed by 3RNet staff to help single facilities assess how prepared they are to successfully recruit and retain health care professionals. The initial program began in 2018 in Montana and concluded in 2020 after 13 facility evaluations. We contracted with Texas A&M Center for Optimizing Rural Health (CORH) Vulnerable Hospital program and delivered a four-part webinar series in the summer of 2020 and provided virtual recruitment and retention readiness assessments to 10 cohort hospitals. We will continue our work with CORH in 2021.

A look back on this time would not be complete without addressing the impact of Covid-19 on our organization. As an organization, 3RNet saw both some positives as well as some setbacks from Covid-19. We saw an increase in candidates registering on the website and looking for work, but also saw a slight decline in jobs posted to the website. If 2020 taught us anything, it was that our work to increase access to health care in rural and underserved communities across the country is both important and necessary!
IMPACT

1,259 Physician Placements
According to Rural Health Works, each primary care physician practicing results in adding 24.2 jobs and $1.4 million in payroll. Applying this data to all of our physician placements, we added an estimated 30,467 jobs and $1,762,600,000 in economic impact across the country!

296 Nurse Practitioner/Physician Assistant Placements
Rural Health Works estimates that each NP/PA placement adds 12.8 jobs and $679,799 in payroll. Our nurse practitioner and physician placements added an estimated 3,788 jobs and $201,220,504 in economic impact nationwide!

124 Dentist Placements
Rural Health Works estimates each dentist placement adds 7 jobs and $400,000 in payroll. Our dentist placements added an estimated 868 jobs and $49,600,000 in economic impact!

You can learn more about Rural Health Works’ formula for these calculations for physicians, dentists, and nurse practitioners/physician assistants here: http://ruralhealthworks.org/tools-templates/economic-impact/

JOB POSTINGS

Dollars Saved
The cost of posting health professional jobs on online job boards vary, and they can also add up quick! If each post cost, for example, $300, this means 3RNet saved safety net facilities an estimated $1,552,800 in getting the word out about the opportunities they have available.

Opportunity Views
Job seekers viewed opportunities on 3RNet.org 280,607 times last year.

35,123 JOBS ADDED
+ $2,013,420,504 ECONOMIC IMPACT
+ $1,552,800 IN SAVINGS
IMPROVED ACCESS TO HEALTH CARE NATIONWIDE.
A CLOSER LOOK AT THE DIFFERENCE WE MAKE

Wheatland Memorial Healthcare in Harlowton, Montana recruited a Family Medicine PA/NP through 3RNet.

Wheatland Memorial Healthcare (WMH) is a 25-bed Critical Access Hospital with an attached clinic. WMH employs 84 people while averaging 60 ER visits a month and about 310 clinic encounters. Out of the 25 beds, usually 20 are swing patients with five beds left for skilled and acute patients. WMH is the only hospital or clinic within a 50-mile radius and 90 miles from a large facility. They are able to save lives by stabilizing patients while waiting for help flight to arrive. Wheatland Memorial is also the largest employer in Harlowton.

The population of Harlowton is around 1,000 but there are about 3,000 in the service area. This is a big agricultural area with lots of family ranches. Harlowton is very centrally located in the state and is within two hours of four major cities. Recently they have seen their younger community members returning to start small businesses like a coffee shop and brewery.

The small-town feel and knowing your neighbors make Harlowton a great place to live. Small class sizes allow kids to be involved in any club or sport they enjoy without the worry of being cut from a team. The community is also very generous with scholarships for graduating seniors.

WMH’s recruiter, Peggy Hiner, recruited an NP/PA through 3RNet. For Peggy, “3RNet offers a place to post jobs and get an education without fees. It is also nice that 3RNet understands rural healthcare, unlike most recruitment companies,” she said. Peggy also shared that being very organized and holding meet-and-greets with the community have helped in their recruiting efforts. Harlowton’s own community members play a big role in selling their community.

Congratulations, Wheatland Memorial Healthcare and Harlowton, Montana on increasing your capacity to deliver quality health care to rural Montana!

Cascade Memorial Center in Cascade, Idaho recruited a Family Medicine Physician through 3RNet.

Cascade Medical Center (CMC) in Cascade, Idaho employs 60 people through their rural health clinic, 10-bed critical access hospital with a 24x7 emergency room, and physical therapy services. CMC serves 4,000 year-round residents in a hospital tax district that is as large as Rhode Island and Delaware combined.

CMC patients live anywhere from across the street to three hours away. If not for CMC, some patients would have to drive another 45 minutes to see a doctor or go to the emergency room. In time sensitive emergencies like STEMI, stroke, and trauma - those 45 minutes save lives.

The community cares for CMC just as CMC cares for the community. Because they see everything from “boogers and boo-boos to broken backs and heart attacks”, the variety is intellectually and professionally stimulating.

For many decades, the saw mill was the economic engine of Cascade. After they closed in 2001, the area was depressed. However, Cascade has since bounced back and now has a diversified economy that is still heavily reliant on natural resources. The natural beauty of the area is breathtaking – it includes true wilderness. Cascadians enjoy world-class skiing at Tamarack, ice fishing and boating on huge Lake Cascade, kayaking world class white water on the Payette River, and hiking, mountain biking, boating, hunting, fishing, and more.

For CMC’s recruiter, Tom Reinhardt, “3RNet makes it easy to get our openings in front of many candidates who are early in their career.” By using 3RNet as part of his recruitment efforts, Tom was able to successfully find and hire a Family Medicine physician. Congratulations on increasing your capacity for delivering health care for rural Idaho!