



Assessing the Healthcare Staffing Crisis

Where Did All The People Go?

Objectives

Define the “The Great Resignation in Healthcare”

What impacts do staff shortages have in the practice/hospital?

How to effectively recruit new staff

How to maintain the staff you have



“The Great Resignation”

Coined by : Anthony Klotz, PhD.

- A psychological phenomenon occurred with the pandemic.

“When human beings come into contact with death and illness in their lives, they step back and ask existential questions”

- What gives me purpose?
- What brings me happiness?
- How do those align with spending?

Personal pivotal change has been the result

People have changed, but has your organization?

The State of the Healthcare Workforce

- Late 2021 one in five workers had quit their jobs
- As much as 62% of healthcare workers are considering leaving their jobs
- Labor expense has increased 14.8% since 2019
- 94% of healthcare organizations are having the most trouble hiring clinical support staff with administrative staff right behind it
- Staff costs have increased 8.5% just since 2021 in hourly wage rates

Reasons WHY Staff are Leaving

Lay-offs

Retirement

Burn-out

Vaccine
mandates

Competition
from other
industries

Lack of growth
opportunities

Not feeling
valued in the
organization

Lack of
flexibility

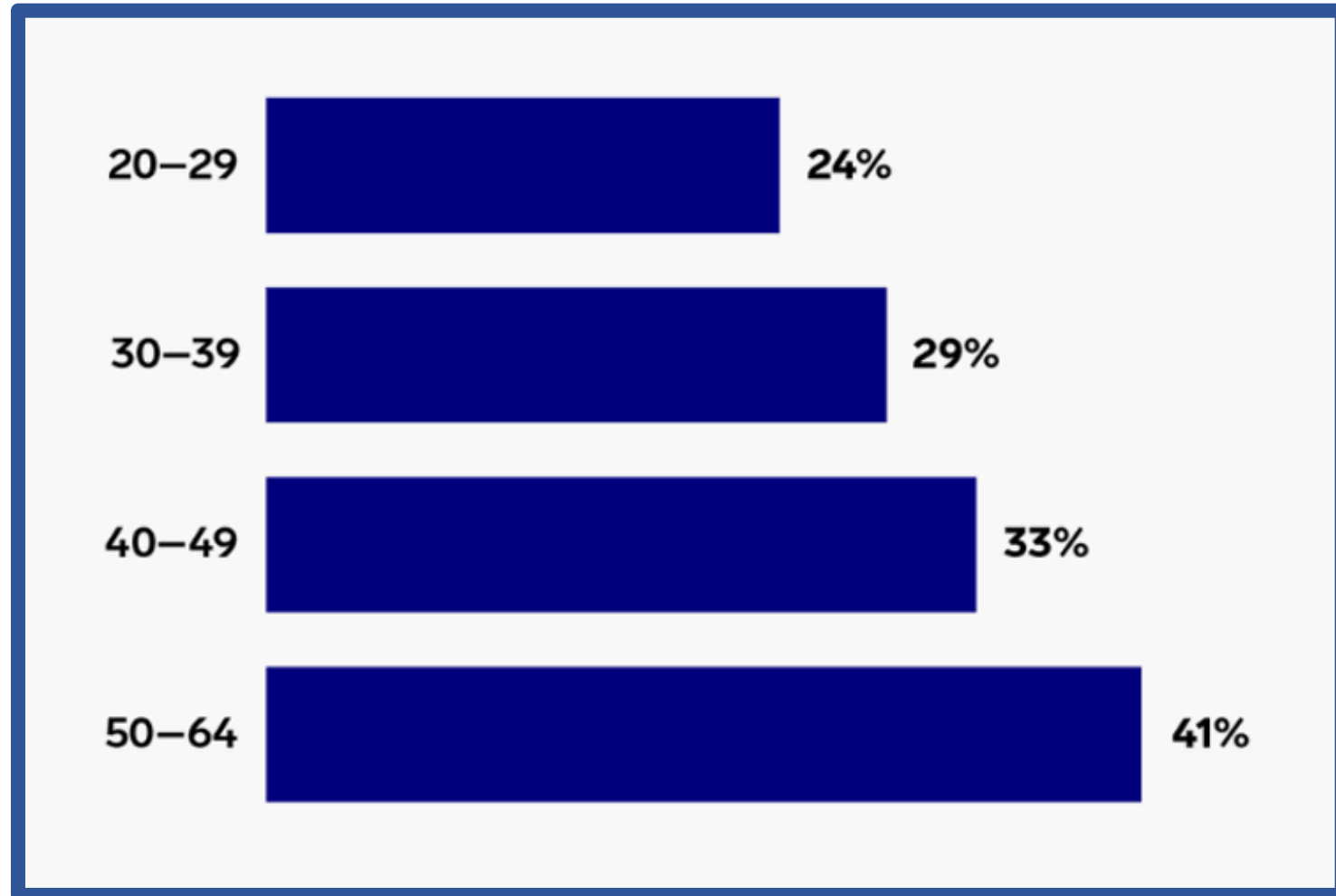
What can managers/leaders do about this?

What We Know Right Now...

- Rather than calling this the “Great Resignation” maybe its more “The Great Reshuffle”
- Workers are in the driver’s seat
- Re-calibration of employer expectations
- Workers not willing to stay where they are miserable
- The UNKNOWN....
 - Is this a fundamental change in our national workforce?
 - Have you found a generational component?

Generation	Seniors	Boomers	Gen Xers	Millenials	Gen Zers	Alpha
Born	1922-1945	1946-1964	1960-1980	1975-2000	1995-2009	2011-2025
Training	The hard way	Too much and I will leave	Required to keep me	Continuous and expected	Playing life	Digital technology interactive
Learning Style	Classroom	Facilitated	Independent	Collaborative and networked	Pocket mobile internet based	Visual not auditory interactive education
Communication	Top – Down	Guarded	Hub and spoke	Collaborative	Electro-social and highly connected	TBD
Problem Solving	Hierarchical	Horizontal	Independent	Collaborative	Global/tribe Independent	Emphasized peer to peer learning
Decision Making	Seeks approval	Team informed	Team included	Team decided	Individualistic	Societal impact & purpose
Leadership Style	Command & control	Get out of the way	Coach	Partnership	Protagonists	Diversity & inclusion
Feedback	No news is good news	Once per year	Weekly/Daily	On Demand	Continuous social sonar	Be authentic & build trust
Technology Use	Uncomfortable	Unsure	Unable to work	Unfathomable if	Lifelong use	Most literate in

Generational Differences Related to Remote Work



Impact of Staff Shortages

Increased burn-out for those still working

Supply chain frustrations

Patient safety- increased morbidity & mortality, readmissions, even death

Patient quality

Longer wait times

Low patient satisfaction

Decrease in revenue

Workflow efficiency

Worker retention

Increased healthcare costs

Other Impacts you are seeing?

How Are You Dealing With The Great Resignation?



Or Is This How You Are Feeling?





Build Your Bench



Create a Talent Management Plan

- Decide on your hiring goals- Use S.M.A.R.T. goals (specific, measurable, attainable, relevant and time based)
 - Example:
 - By August we need to make ___ hires
 - Increase the retention rate by X%
 - Receive ___% more qualified candidates in the 3rd quarter
- Analyze your previous hiring strategy
 - What worked or what didn't ?
 - Was your communication about the opening successful?
 - Were your sourcing channels effective?
 - Revise job descriptions

Talent Management Plan

- Examine your budget
 - Assess which recruiting costs were the biggest and were they effective?
 - Was the reward worth the cost?
- Conduct a skills gap analysis
 - What skills are lacking on your teams?
 - Which teams need the most help?
 - What jobs can be automated?
 - What skills needs are on the rise?
 - Can you anticipate your job needs for the future?
 - Paid apprenticeship programs

Talent Management Plan

- Strategies to entice new staff
 - What will your wage scale look like?
 - Straight salary
 - Bonus potential tied to personal or team achievements
 - What will your benefits look like?
 - Flexible work hours
 - Remote opportunities
 - Hybrid opportunities
 - A menu of choices
 - Job sharing
 - Child Care coverage
 - Extended paid time off
 - Tutoring
 - Mental health resources
 - Signing bonuses

Talent Management Plan

- On-boarding plan
 - Training
 - Cross-training
 - Continuing education
 - Opportunities for growth
 - Certification
 - Enhanced credentials





Recruitment

“If you beat the competition to the best employees, the best employees will help you beat the competition”

Mel Kleiman



Considerations for Recruiting

- Prep the pipeline
 - Non-traditional recruiting sources- LinkedIn, Facebook, other digital platforms
 - Consider remote workers in other states for administrative or clerical responsibilities
 - “Boomerang” employees
 - Staffing companies or recruiters
 - Word of mouth colleagues, associations, etc.
 - Current employees
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More Considerations For Recruiting

- Enhance your organizations web page: create a careers or jobs tab
 - Make sure your website is mobile friendly
 - Create feature videos – employee stories, facility tour
 - Social networking links on your career page
 - Add a “quick apply” button on your career page
 - Highlight your organizations diversity and inclusion efforts
 - Make sure your job openings are easy to scan and understand
 - Make your ad stand out- Your job needs to be different from a similar role someplace else.
 - Allow candidates to sign up to receive other job postings from your organization

What Are Candidates Looking For?



Meaningful work

The Pandemic has forced people to reassess what meaningful work means to them



Interesting work

Boredom and lack of career growth leaves people dissatisfied – they want more



Flexible work

Remote work in many cases works. Many have come to enjoy it and will not give it up



Engaging place to work

Culture
Employee experience

Let's Focus on the
"Great Retention"

Become a Better
Leader

*"Turn Mt. Everest into a
speed bump"*





As a Leader:

- **Assess your own leadership gaps**
 - Recognize your own gaps
 - Work every day to be a better visionary for your organization
- **Consider asking for help**
 - Too close to the problem
 - Too emotionally attached to previous ideas or perspectives to change
- **Assess other leaders in the organization at a deeper level**
 - Just because someone has good skills does not make them a good leader
 - Take a hard look at your organization's leadership principles

Hone Your Leadership Skills

- Blend the best management characteristics with the strongest leadership characteristics
 - Open communication
 - Honesty
 - Integrity
 - Decisiveness
 - Respect
 - Empathy
 - Creativity
 - Confidence
 - Optimism
 - Commitment

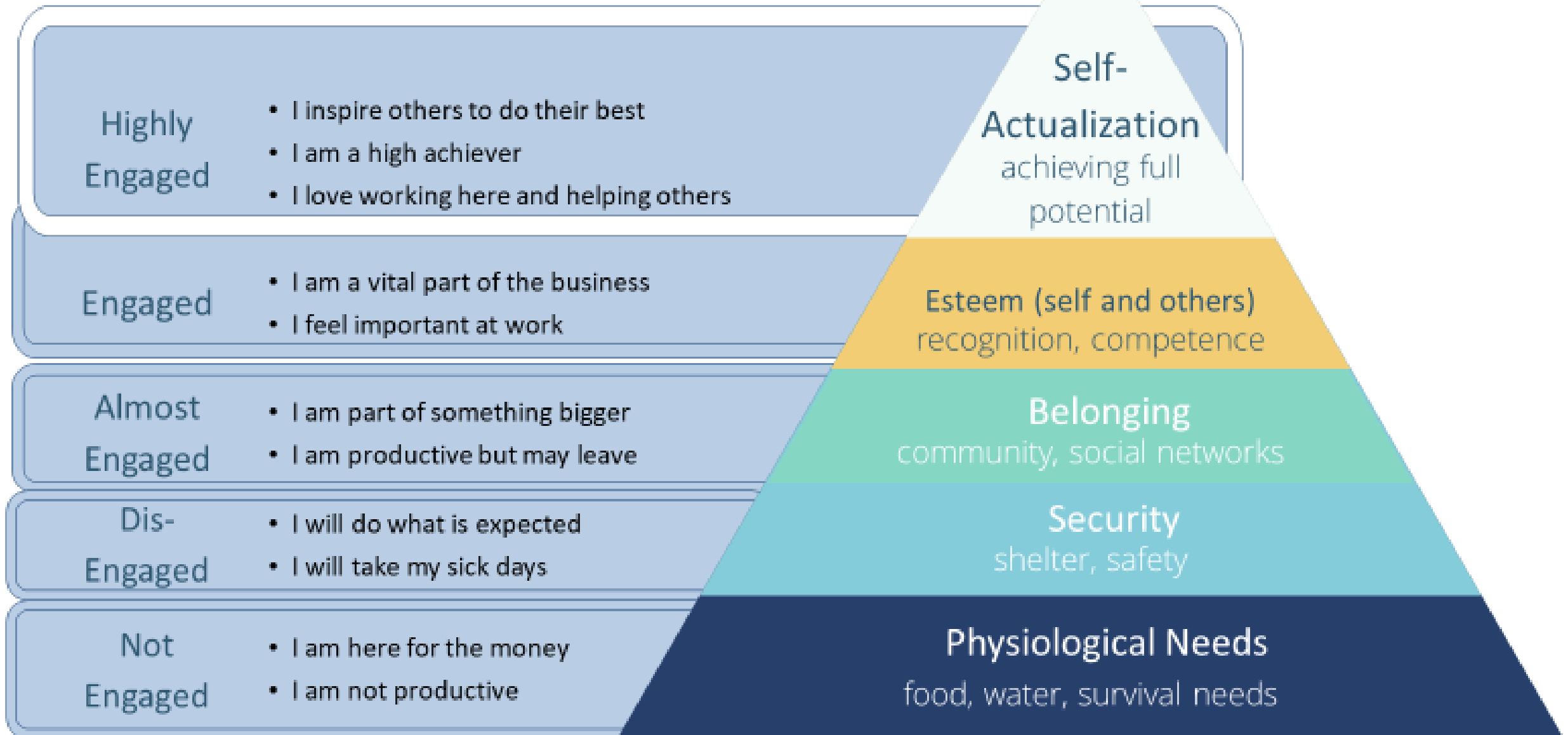


“Always remember that leadership is a privilege. When you are in a leadership role, your influence may affect the trajectories of people’s entire careers (and often their lives!)”

Gifford Thomas, Author of the Inspirational Leader

Are Employees Engaged When:
They are happy, satisfied, and
like coming to work?

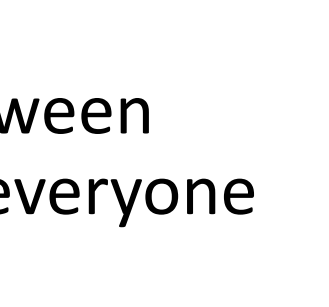
Employee Engagement



Workplace Culture

- Create a nurturing environment
- Deliberately define your culture and actively work on it
- Be purpose driven
- Define your “WHY” make sure employees understand it and their role
- Effective clear communication
- Culture of feedback- mistakes get corrected, but they are ok
- Diversity
- Teamwork
- Employee engagement
- Address issue of low performers

Ideas for Creating a New Office Culture

- Make your conference room a cozier space
 - People are asking for titles not necessarily more money
 - Help employees realize their value
 - Offer customizable benefits
 - Invest in personal development of employees
 - Offer a work life balance- allow more freedom and flexibility
 - Create a mentoring program between seasoned staff and new staff so everyone can learn- peer to peer support
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Increased Engagement Efforts

- Laura Gassner Otting- Leadership expert did a survey:
 - Nine in ten workers:
 - Want their work to be part of what inspires them to get up in the morning
 - Feel that it is vital to feel appreciated at work
 - Do better work when they see how the quality of their work matters to the big picture
 - Do their best work when they feel like an important contributing member of the team

Employee Engagement Suggestions

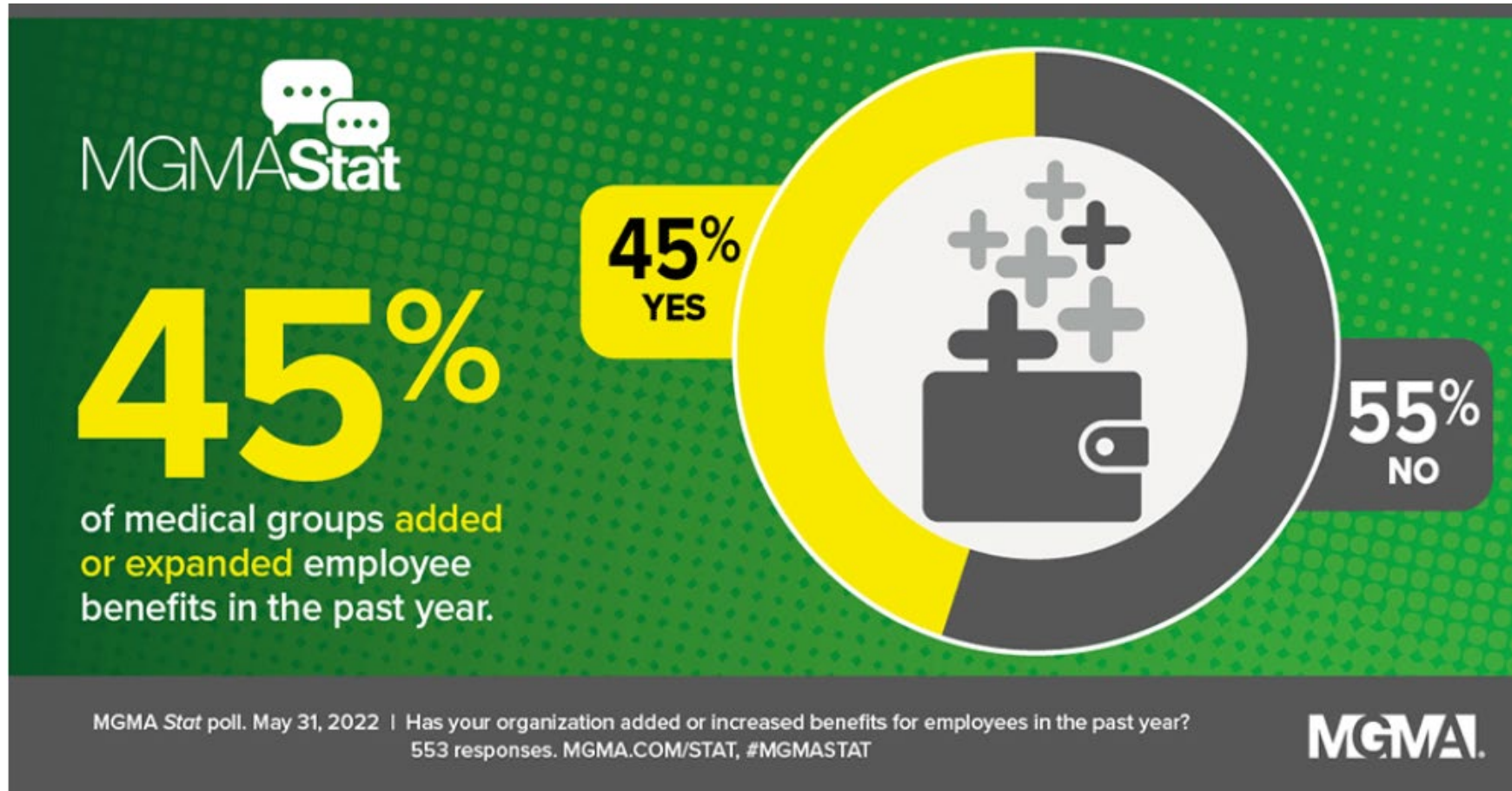
- Have candid conversations with current staff regarding their preferences and what keeps them engaged
- Eliminate unnecessary workplace restrictions. Revisit policies and procedures to be sure they reflect a current work environment for your team
- Streamline communications and processes integrating technology
- Automate manual processes and eliminate wasteful processes
- Promote staff recognition
- Promote growth opportunities

How to Keep The Good Ones

- Celebrate successes and highlight individual achievements at staff meetings
- Work with staff to plan their career path goals and development plan
- Promote values like integrity, empowerment, perseverance, etc.
- Give employees responsibilities and new challenges
- Give thank you cards to those who have gone the extra mile
- Implement employee suggestions to show you value their input
- Create opportunities for staff to become a “leader” in something they are interested in and knowledgeable about
- Provide tools and resources needed for success in their job
- Ask work appropriate questions about their family life, hobbies and interests



MGMA Poll – What Medical Practices are Doing



Ten Common Employee Benefit Improvements

1. Additions to paid leave offerings:

- Parental Leave
- Floating holidays
- Birthday off
- Flex days off
- Rollover and accrual policies increased and updated

2. Wellness and EAP benefits increased

- Paid counseling sessions

3. Increased contributions to health insurance costs

Ten Common Employee Benefit Improvements

4. Improvements to retirement and 401K offerings- higher matches

5. Adding new coverage options to the benefit package

- * Short- and long-term disability

- * Life insurance

- * Supplemental health coverage

- * Pet insurance

6. Tuition and loan assistance

7. More remote work options

Ten Common Employee Benefit Improvements

8. Transportation assistance

- * Increased mileage reimbursement to travel between clinics
- * Parking
- * Bus or rail pass
- * Incentives for car-pooling

9. New or improved childcare or elder care assistance

10. Financial planning resource and identify theft protection

Other Considerations Around Benefit Design

- Outsource or off-shore jobs that allow that such as coding and scribes
- Hire temp workers or travelers
- Provide pre-emptive salary increases ahead of schedule
- Take on entry level college students to build the talent pipeline
- Offer internships, preceptorships, etc.
- Add a referral bonus to existing staff who help bring in new hires

Slowing the Great Resignation

Talk to employees about their biggest pain point

Use temporary labor to ease the burn out rates

Offer self-care benefits: gym memberships, mandatory days off, therapists

Some practices are going back to providing lunch to staff

What are you doing in your practice to slow the resignations?

Conduct Stay Interviews

- This is a good opportunity to gauge their frustrations, what is working well and ideas for improvements.
- Questions to include in a stay interview:
 - What about your job makes you eager to get to work?
 - What makes you want to hit the snooze button instead of coming to work?
 - If you were to leave the organization, what would you miss the most?
 - What would be the one thing, if it changed in your current position, would make you consider leaving?
 - What would be the one thing you would change about your department if you could?





Presented by:

Tracy Bird, FACMPE, CPC, CPMA,
CEMC, CPC-I

Medical Practice Advisors, LLC

tbird@medicalpracticeadvisors.com

www.medicalpracticeadvisors.com

913-660-8566

