

RETAINING YOUR KEY HEALTH CARE PROFESSIONALS

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Learning Objectives



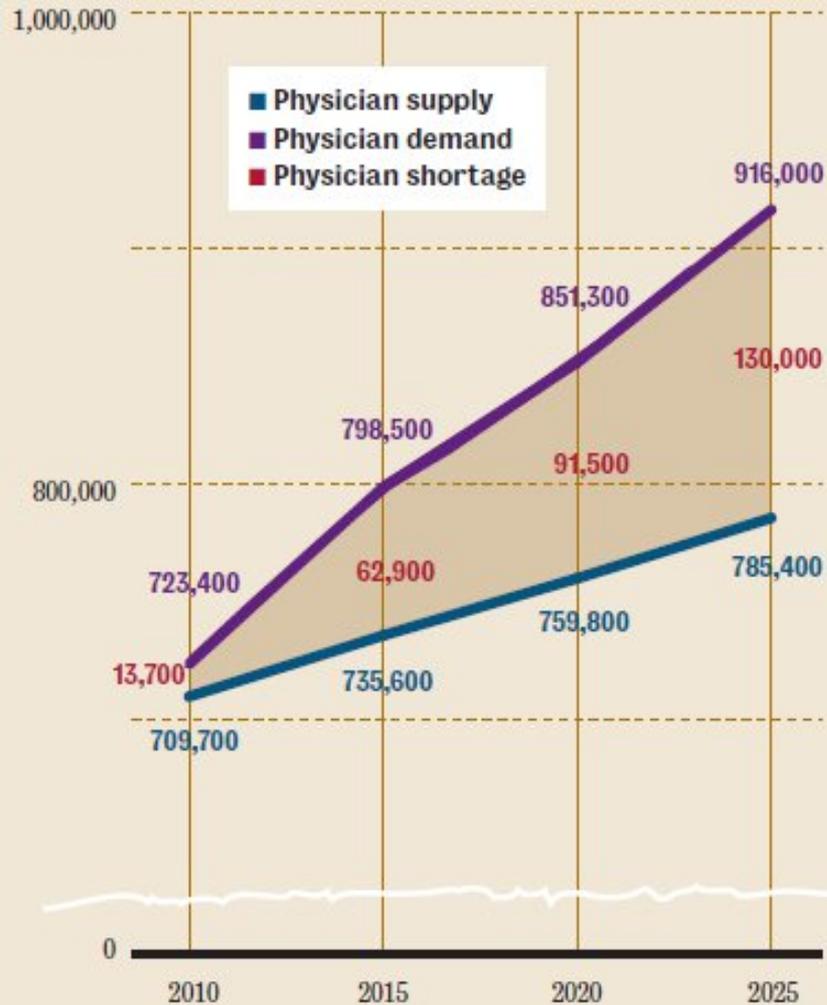
- Ever increasing importance of good retention strategies.
- The Psychological Contract between you and your staff
- The two-factor theory of motivation
- Drivers of retention and a few interventions
- Best practices from the field

U.S. Physician Workforce

- 64,000 – projected shortage in FP by 2025
- Projected national shortage of 130,000 by 2025
- 25% of the national physician workforce is age 60 or older

LOOMING SHORTAGES

The Assn. of American Medical Colleges said national physician shortages will be exacerbated by the expansion of coverage under the health system reform law and an aging population. The AAMC predicts a shortage of about 45,000 primary care physicians and 46,000 surgeons and medical specialists during the next decade. Here are projections for all physicians:



Good Retention Benefits Everyone

- Clinicians
- Support staff
- Clinic/health center/hospital
- Patients
- Community





“High performers are like frogs in a wheelbarrow – they can jump out at any time.”

--McKinsey & Company study, 2001

The Psychological Contract

- The unwritten expectations employees and employers have about the nature of their work relationships.



Assumptions of the Contract

- Employer provides:
 - Competitive compensation and benefits
 - Career development opportunities
 - Flexibility to balance work and home life
- Employee provides:
 - Continuous skill improvement
 - Reasonable time with the organization
 - Extra effort when needed

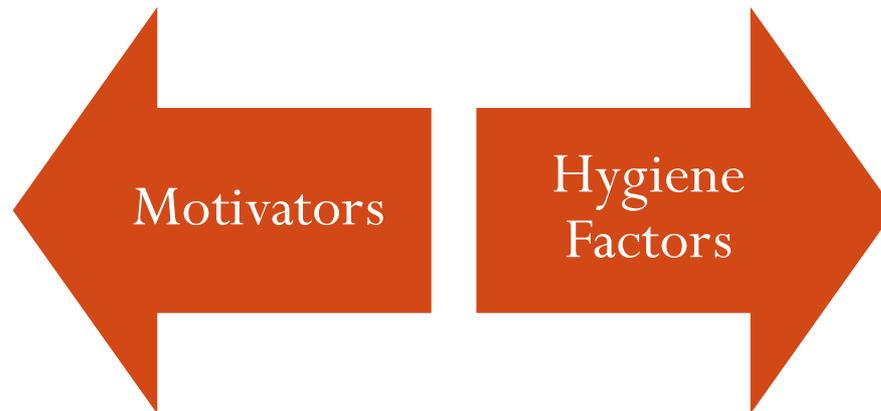
Job Satisfaction & Organizational Commitment

- Job satisfaction: A positive emotional state related to job performance
 - Individual ability & effort
 - Job design
 - Organizational support
- Organizational commitment:
 - Acceptance of organizational goals
 - Desire to remain with the organization



The Two-Factor Theory*

There are certain factors in the workplace that cause job satisfaction (motivators), while a separate set of factors cause dissatisfaction (hygiene factors).



Herzberg, Frederick et al; (1959) *The Motivation to Work*, 2nd ed. New York: John Wiley, ISBN 0471373893

Two-factor Theory Examples

Motivators

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Professional growth
- Opportunity to mentor

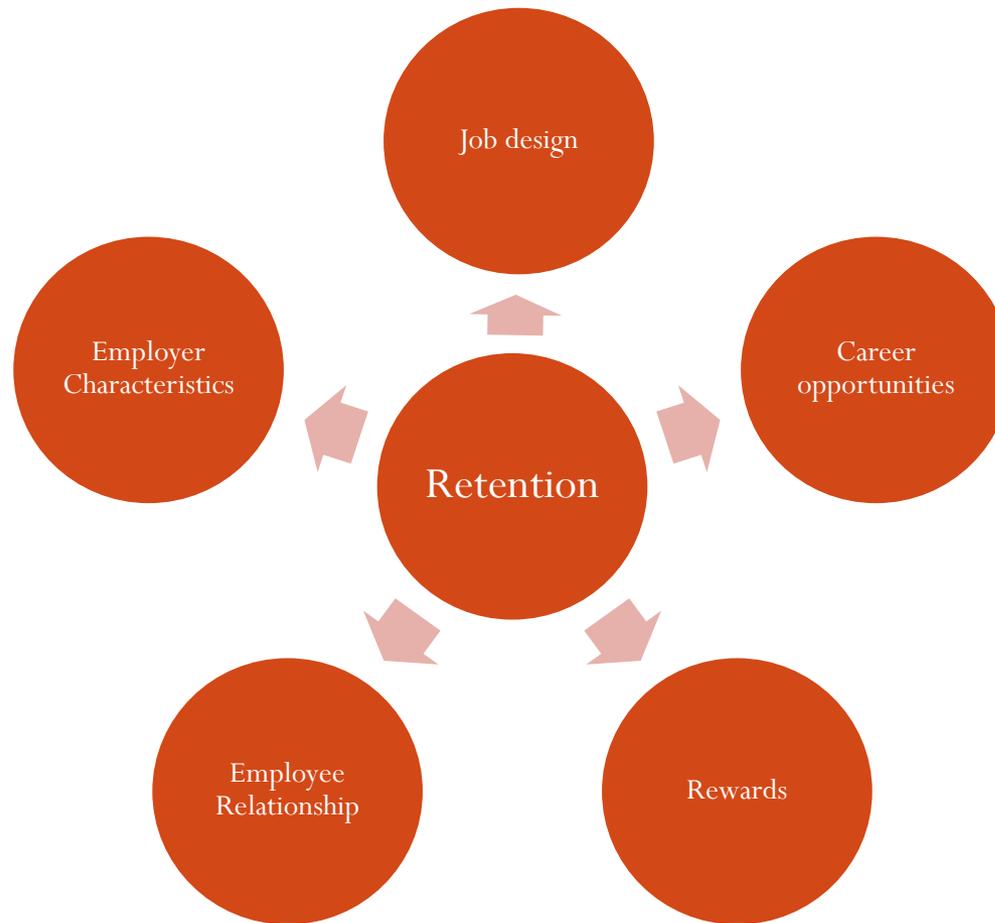
Hygiene Factors

- Management
- Organization policies
- Relationship with peers
- Working conditions
- Salary
- Work-life balance
- Security and safety

Questions so far ...



Drivers of Retention



Retention – Why do People Stay?

- Great company
 - Values and culture
 - Well managed
 - Offers exciting challenge and growth
- Great job
 - Freedom and autonomy
 - Exciting challenges and patient mix
 - Reasonable call schedule & access to specialists
 - Compensation equal to their needs



Why do People Stay?

- Lifestyle
 - Geographic location
 - Community



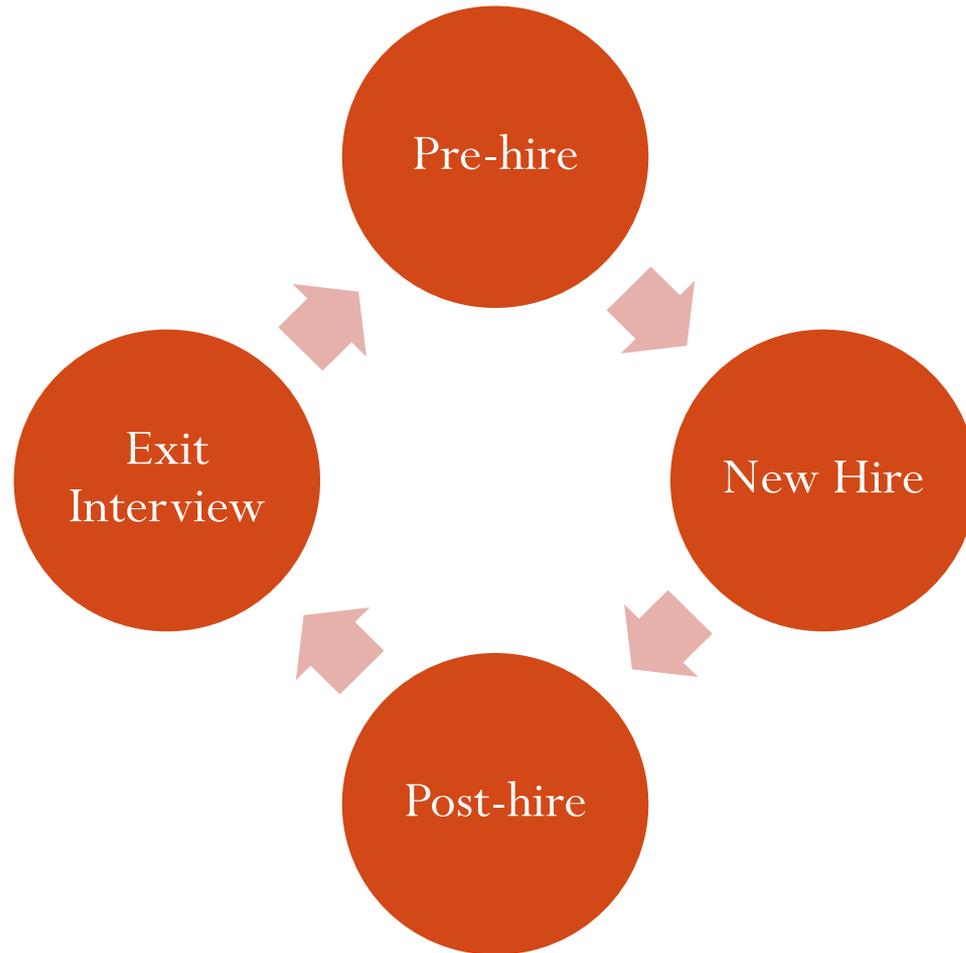
- Loan Repayment Benefits

Best Practices in Retention



- “Setting expectations [with staff] beyond the bounds of salary helps to create a more patient-centered and collaborative environment.” – Rob Coulton, Office of Staff Affairs at Cleveland Clinic
- “With further education staff will become more effective leaders ...result is professional, dedicated staff to care for our community; after all, that’s what we are here for.” – Mercy Medical Center, Mt. Shasta – A Dignity Health Member
 - <http://www.youtube.com/watch?v=LmpsE77NHl4>

Retention Phases

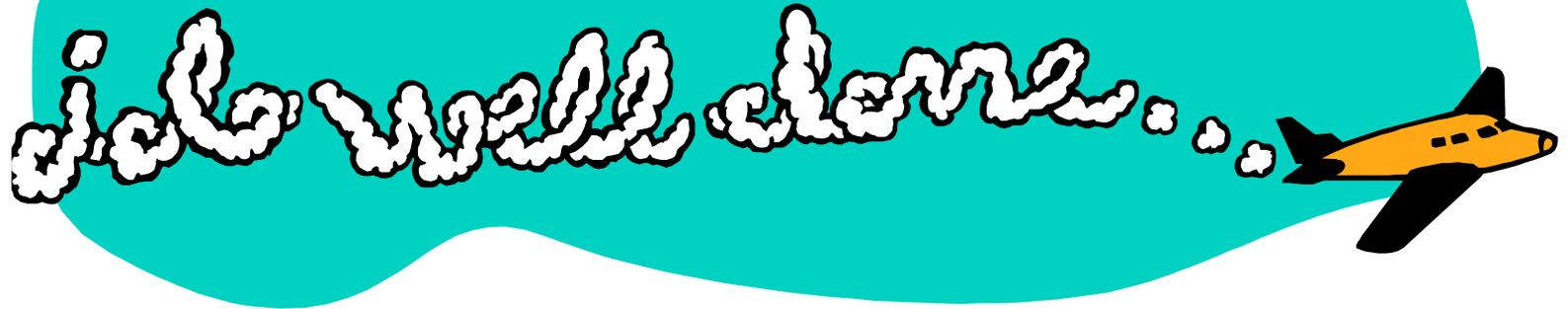


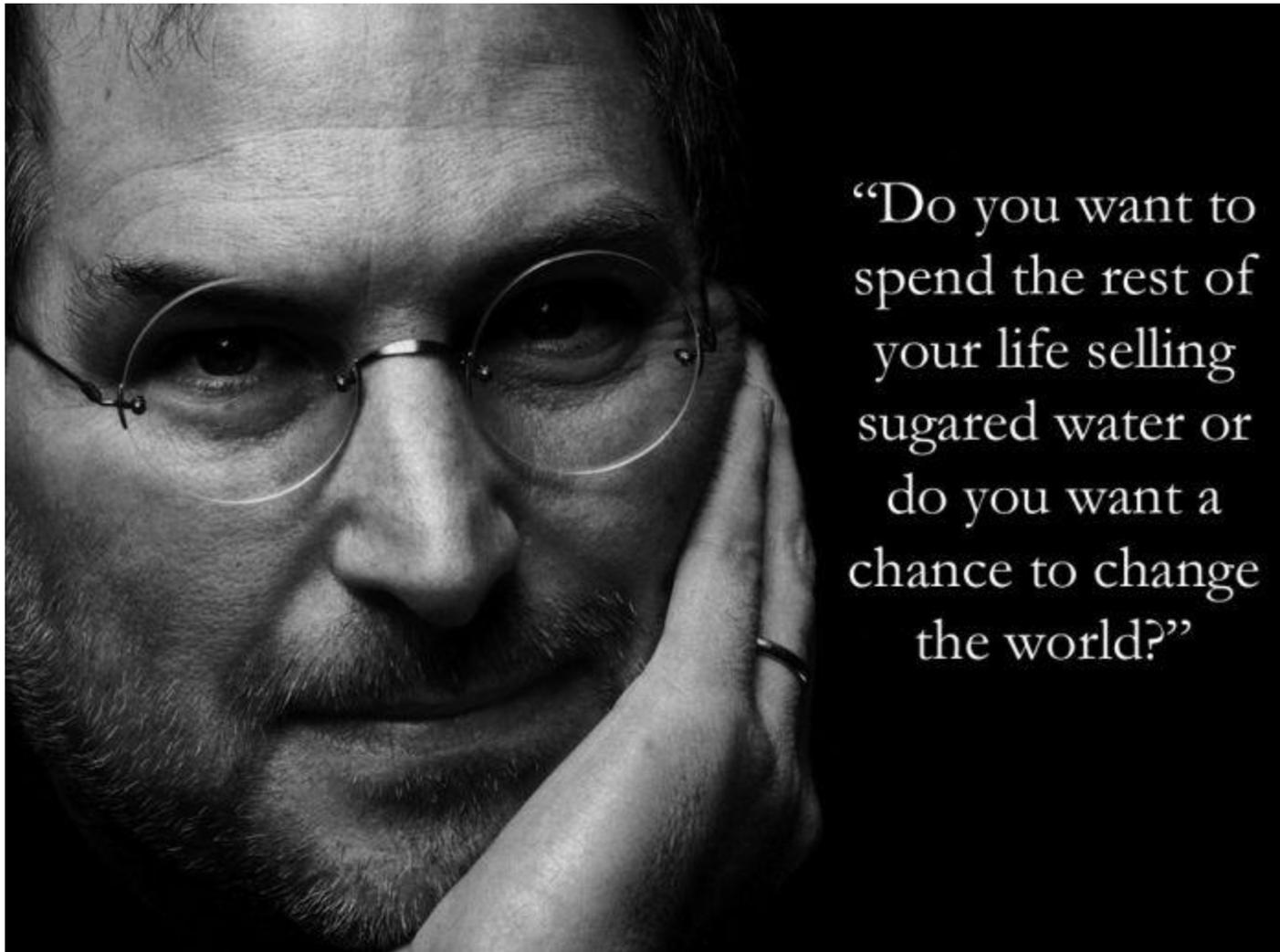
A Word about Orientation



Reward and Celebrate

- Career development and training
- Recognize accomplishments





“Do you want to spend the rest of your life selling sugared water or do you want a chance to change the world?”

Questions so far ...





Proven Retention Strategies

- NHSC Loan Repayment
 - Medical students graduating in 2014 year faced average loan debts in excess of \$162,000
 - Dental student loans can be as much as \$400,000
- Flexibility in schedule (Work life balance)
- Competitive compensation, variable incentive plans
- Team-based approach (Have them at the table)

And More Retention Strategies

- Keep a “pulse” on clinician development
- Residency and teaching
- Support, support, support
- Communication
- Community Involvement
- Balance in scheduling/
patient panel



Your Successful Retention Strategies



Resources

Bowman, Lee, Scripps Howard News Service

California AHEC, www.cal-ahec.org

Cecil G. Sheps Center for Health Services Research, The University of North Carolina at Chapel Hill,
Findings of the First Year Retention Survey of the Multi-State/NHSC Retention Collaborative, 2012

Health Workforce Initiative Agreement 11-307-021, Butte Community College, Chancellor's Office,
CCC

Linzer, Mark MD, *Preventing Clinician Burnout*, 2013, Center for Patient and Provider Experience,
Hennepin County Medical Center, Madison, Wisconsin

National Health Service Corps, <http://nhsc.hrsa.gov/>

Recruitment & Retention of Clinicians, Best Practices Model, 2005 Bureau of Primary Health Care

Rice, Chelsea, "4 Ways to Keep Physicians from Leaving,": HealthLeaders Media, February 25, 2013

State Physician Workforce Data, AAMC

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