

Recruitment and Hiring Advanced Practice Providers

Presenter Jill Gilliland, Melnic, CEO

jill@melnic.com

303-803-4470



Disclosures:

Melnic Consulting Group – Partners with Hospitals and clinics to recruit APRNs and PAs to fill open positions.

Double Bottom line – Melnic gives back to the APRN and PA community through sponsorships, educational training and collaborating.



Objectives:

- We will identify the top five NP and PA engagement topics that comprise the secrets to professional satisfaction and APP utilization.
- Discuss strategies for staff retention, utilization, and team building.
- Identify the one thing that will have the biggest impact on your success as an APP leader.

Utilization:

- Employee utilization is the attempt to maximize the efficiency of employees
- NP and PA Utilization- can refer to the value they bring to an organization
- NP and PA Utilization from the providers lens is impacted by the scope of practice in the state, bi-laws of the organization, and the role
 - The role is defined by..... APP leaders, physicians, nurses, fellows, residents, administrators, others?

Role and scope clarity leads to job satisfaction

Clarity about the APRN & PA role and scope, vs. physician replacement role or a “intern” role that morphs into “fellow” role as the APRN or PA develops

- Is there education of staff RNs and patients about the roles to ensure optimal experience?

- Is there consistent and clear APRN/PA expertise/leadership to guide and standardize expectations?



Melnic Behind the Scenes Tour

As your hiring partner, we take time to understand your specific needs and conduct candidate searches tailored to your requirements. We also give your jobs unrivaled exposure to our exclusive network of highly qualified and difficult-to-reach APRNs and PAs.

And, because we streamline the candidate selection process, you'll save time and money!

2018 700-800 New Leads a month

Approximately 50-75 APPs looking for a job a month

Present 30-45 Candidates a month to jobs (more than 1 candidate to a job at times)

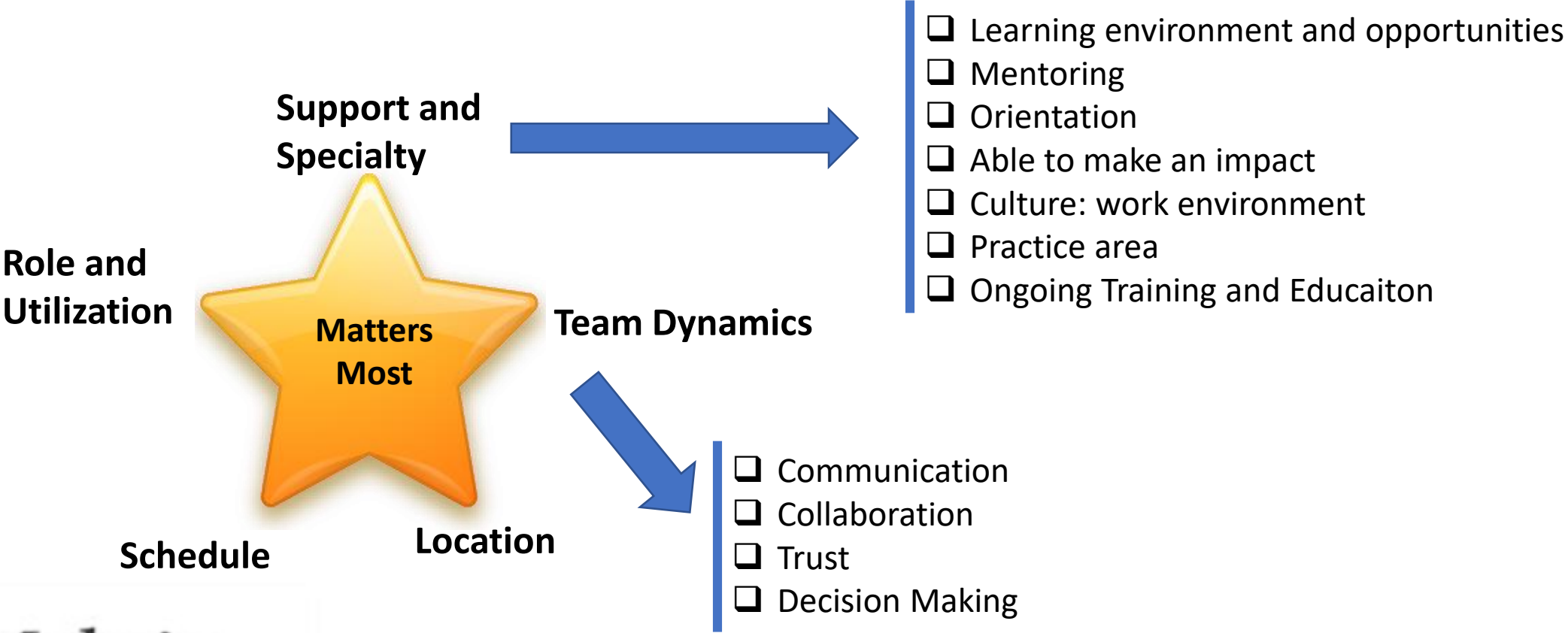


Employee Retention: Research and Best Practices

Studies show that financial compensation ranks on par with the following job satisfiers:

- Is highly autonomous
 - Trust employees
- Provides high levels of feedback (on the work itself)
 - Clear metrics, regular feedback, personal evaluation, clear path for growth
- Requires a variety of skills
- Is meaningful
 - Intrinsic motivation is tied to increased productivity

Applicant “Pain” in looking for a Job



Retention Starts with Hello

Candidate selection success

- Match experience and credentials with job
 - APRN New Grads – Years of experience as a RN in related practice area
 - PA – Expect 12 month orientation
- Critical thinking skills 26% Retention Rate (Work Rules)
 - Process for evaluating critical thinking skills
 - Analyze, assess, synthesize, and evaluate information against knowledge, research, and experience
- Communication skills
 - Purpose of Behavioral and structured interview questions
- Leadership Skills
 - Informal Leaders, lead with influence
- Conscientious 10% Retention Rate (Work Rules)
 - Work to completion, responsibility for teams and environment, owners not employees, prioritize work

Structured Interview Process- a good candidate experience

- All interviewers ask the same questions
 - Written feedback
 - Weighted evaluation scoring
- Behavioral
 - Tell me about a time, why did you do that, how did it work out
- Situational
 - Job related hypothetical, what would you do if
 - Show how take responsibility for learning
- Set up for success
 - Itinerary, what to expect, who to contact, where to go
 - Sell the organization, role, and practice area

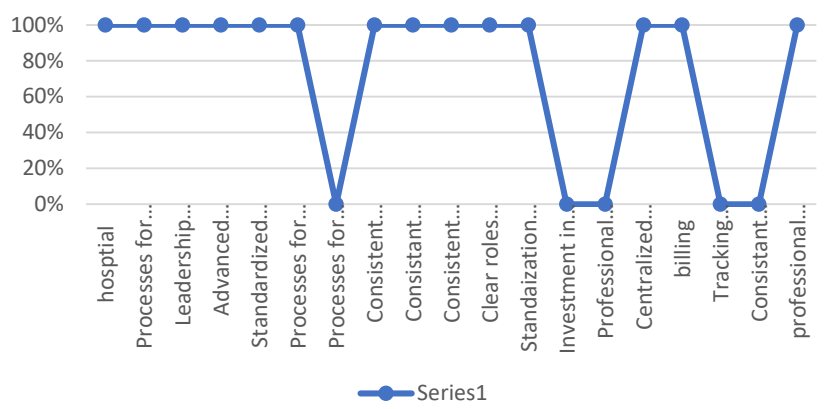
Impact of APRN & PA Leadership on Retention

1. APRN & PA Reporting Structure
2. Leadership Model
3. Advanced Practice Council
4. Standardized process for recruitment
5. Processes for credentialing and privileging
6. Processes for structured and consistent orientation
7. Consistent employment model
8. Consistent /equitable salary model
9. Consistent scope of practice
10. Clear roles and utilization
11. Standardization of NP professional issues
12. Investment in retention strategies
13. Metrics for APRN & PA role
14. Professional Ladder
15. Centralized budget and resource allocation
16. Billing for APRNs & Pas
17. Tracking Inpatient time/procedures/ billing
18. Consistent and appropriate performance evaluation
19. Professional practice evaluation
20. Quality Improvement/Research Initiatives
21. Metrics
22. Ongoing Training and Education

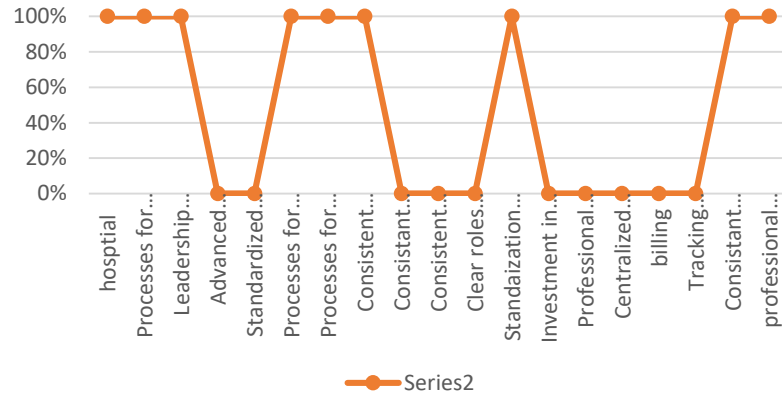


Variability of Hospital Investment and Development of APRN & PA Infrastructure

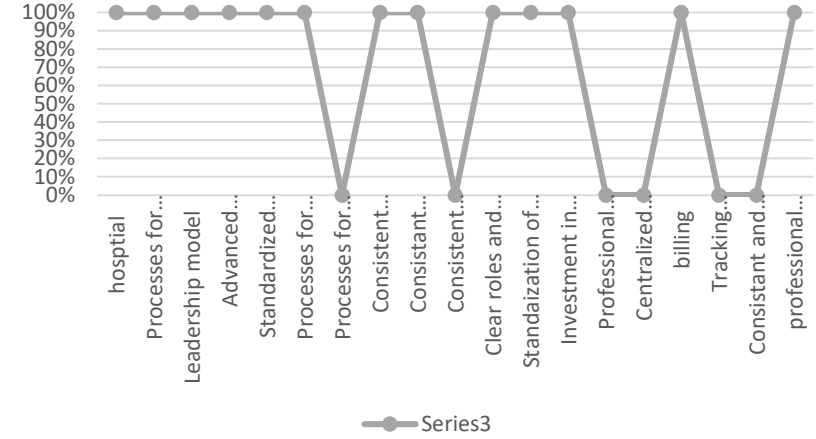
Hospital 1



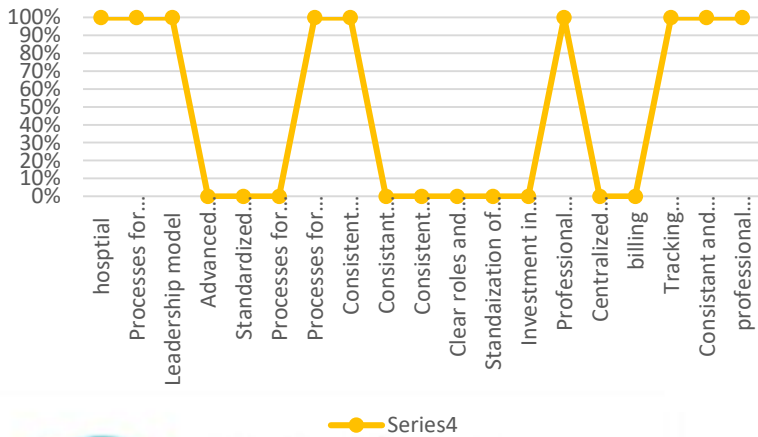
Hospital 2



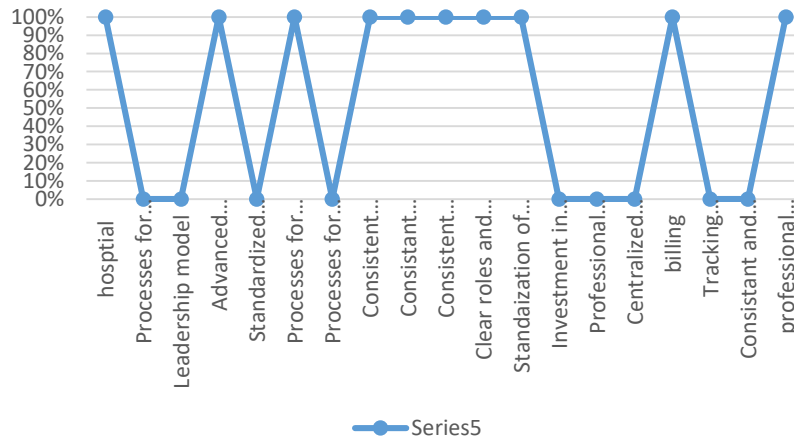
Hospital 3



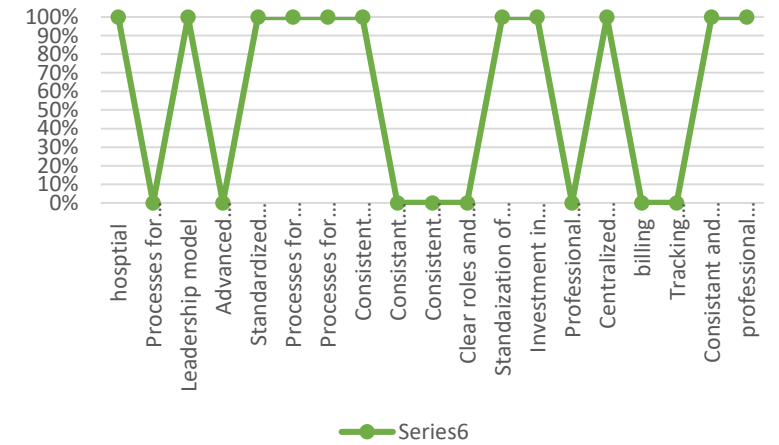
Hospital 4



Hospital 5



Hospital 6



Different leadership, what has the biggest impact?

- Culture drives satisfaction through support, advocacy, and leadership.
- Leaders drive the culture.
- Transparency pays back in dividends.
- Leadership requires different skills based on the needs of the organization. Those needs can vary over time.
- Building your team, understanding your role, leading up and down, have a mentor/coach, inspiring others, empowering others, and a culture of learning.
- Working with others, share the vision and educate nurses and physicians in the role and utilization

Retention: What has the biggest impact

- Recruitment- investment, dedicated, and immersed in the APP organization
- APRN & PA Leadership Priorities and Focus
- Hospital Investment
- Physician engagement, acceptance, and utilization of APPs

Recruitment: Do you have a streamlined process?

Challenge:

On average 6-18 months to recruit and hire an APP- with a potential loss of upwards of \$1,000,000 a year per FTE in revenue (including downstream) or cost savings. (Newhouse et al)

Recommendation:

Leverage APP Leadership to:

- Standardize processes for justifying the role and scope
 - Definition of qualifications (credential, certification, experience)
 - Clear purpose with defined metrics and measurements of success
 - Is this the job aligned with the role/scope of an APP vs other provider

- Create an efficient process for APP FTE approval and hiring

Role requested & justified based on new role conception or staffing model need (numbers) → budget approval → HR notified → job posted, hired, and APP credentialed & privileged (State and hospital) → APP starts in role



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Retention: What is your strategy?

Challenge: Cost of turnover upwards of \$130,000 of direct cost and \$1,000,000 plus in loss of direct or downstream revenue

Recommendation: Create an APP Leadership Structure to achieve results:

- APP Role and scope clarity
- Billing and cost savings to the organization, meet upcoming quality based reimbursement standard
- APP Orientation program: time frame, gradual addition of patients/responsibilities, didactic education and support, mentor, preceptor-trained and with time to precept, new grad support

Retention: What is your strategy?

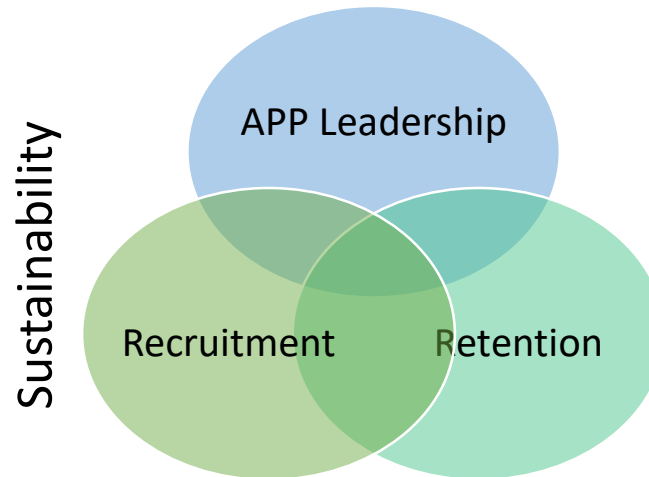
- APP Professional/personal development opportunities- informal leadership, formal leadership, education of nurses, families, residents, continuing education, personal/ professional interpersonal communication skills, higher education, and time allocated to professional development
- APP Team development-APP, physician, and nursing
- APP Career lifespan planning: schedule flexibility
- APP Collaborative projects, research, initiatives
- APP Scheduling/staffing ratios, workforce planning, innovative roles
- Other APP specific needs: credentialing, salaries, etc



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Summary

- Make it work for your organization- “one size does not fit all”
- Understand greatest areas of risk and prioritize-
Assessment: current state, strategic plan, gap analysis
- Focus on partnerships at all levels- 360 Leadership
- Look internally and externally to get the best APP leaders on the “bus”



Feedback and Thoughts

Thank you,

Jill Gilliland

President, Melnic Consulting Group

