

The Rendia logo features the word "Rendia" in a blue, sans-serif font. The letter "R" is stylized with a blue dot above it and a blue line extending from its top left. The letters "e", "n", and "i" are in a lighter blue, while "d" and "a" are in a darker blue. The logo is centered at the top of the yellow folder.

Rendia

# TOP SECRETS

to Hiring, Training, & Retaining  
an **All-Star Medical Staff**





Rendia  
**TOP SECRETS**

# THE SECRETS: AKA CONTENTS

- 01** Hiring an **All-Star Medical Staff** ..... PAGE 4
- 02** Training to Deliver **Better Service** ..... PAGE 6
- 03** Retaining **Top-Quality Employees** ..... PAGE 9



# YOUR EMPLOYEES ARE THE FACE OF YOUR MEDICAL PRACTICE

Your employees are the first people patients encounter when they walk in the door.

They're the ones answering the phones, scheduling appointments, and providing care. Your employees have a significant impact on your daily operations, your practice's reputation, and ultimately, your bottom line.

To hire, train, and retain the best staff in this competitive market, you need to make sure you're doing everything you can to provide an appealing work environment for your employees. In an effort to save you time and frustration, we've compiled the resources your practice needs to attract talent in today's tight labor market.

## IN THIS EBOOK

**This eBook will cover the strategies you need to recruit an all-star medical staff, tips and technology to help your staff deliver better service, and secrets to providing an irresistible work environment for your employees.**

Plus, find out if your practice is paying enough, and learn creative ways to motivate staff outside of traditional bonus structures.



# HIRING AN ALL-STAR MEDICAL STAFF



Finding and recruiting a rockstar staff doesn't have to be difficult, given the right strategies.

In this chapter, we'll explain how a focus on diversity and the right technology can take your practice's hiring process to the next level.



## \* A HIRING STRATEGY THAT FOCUSES ON DIVERSITY

Does a doctor's age, gender, or race really matter as much as their medical skills?

**It matters to patients—and can tangibly improve their health outcomes.** Research has shown that patients are more likely to receive quality preventive care and treatment when they share race, age, ethnicity, language and/or religious experience with their providers.

Another groundbreaking study found that elderly patients under the care of female doctors had significantly longer life expectancies than those under the care of male doctors. If employing even one more female doctor can extend the life expectancy of just one patient, it's well worth the investment.

## THE BENEFITS OF DIVERSITY

**Diversity can also help support your practice's bottom line.** Companies that employ gender-balanced leadership teams experience a number of benefits that give them a competitive edge over other businesses, including...

- ✓ Increased profits
- ✓ Happier and more productive employees
- ✓ Greater success with attracting and retaining talented employees.

Think about diversity broadly and try to recruit people with different experiences and backgrounds. One way to jumpstart your diversity efforts is by looking to the women and men in your practice who go above and beyond in their role and promote from within. You should also consider reaching out to groups that specifically support women and women of color in your industry. For medical practices, try reaching out to organizations focused on career development in minority groups—such as [The Association of Black Women Physicians](#)—to participate in or help plan networking events.

Lastly, take advantage of apps that use machine learning to objectively review job applicants. Some apps can even remove the name and pictures of applicants to minimize the risk of [unconscious biases](#). For a list of available technologies, see [this post from TechRepublic](#).

## \* RECRUITING YOUR IDEAL JOB CANDIDATES ONLINE

[Social media](#) is creating new ways for job candidates to find, research, and evaluate opportunities. And medical practices can recruit job candidates in unique ways online. So how do you best go about it?

With its focus on business networking, it's no surprise that LinkedIn is the first place employers think of when it comes to recruitment. A [2012 survey](#) by online recruitment site Jobvite found that of the 73 percent of respondents who made a hire using social media, 89 percent were through LinkedIn.

**A strong hiring approach that emphasizes diversity, and takes advantage of online recruiting, will pay off with dedicated employees and happy patients.**



### RELATED RESOURCE

## TOP SECRETS TO BEING A SOCIAL MEDIA-SAVVY DOCTOR

Today, [69 percent of U.S. adults are social media users](#) – which means doctors who aren't part of the online conversation are missing out on a valuable opportunity. Learn quick tips for growing your practice's social media presence with our eBook:

[How to Build a Strong Online Brand: The Doctor's Guide to the Internet!](#)

Read the eBook

## START RECRUITING DOCTORS AND STAFF ON **LinkedIn** IN FIVE EASY STEPS

- 1 If you're not on LinkedIn already and you want to try recruiting candidates there, you should create a personal profile and start establishing a network of connections.
- 2 Ensure that your practice has a complete company profile.
- 3 Join as many appropriate LinkedIn groups as possible and participate in the conversation.
- 4 Once you've vetted a few ideal candidates, request to "connect" with them to show that you're interested.
- 5 After you're connected, send each candidate a personal message through LinkedIn's messaging app. You can also buy "InMail" credits for messaging larger groups of candidates outside of your direct network.

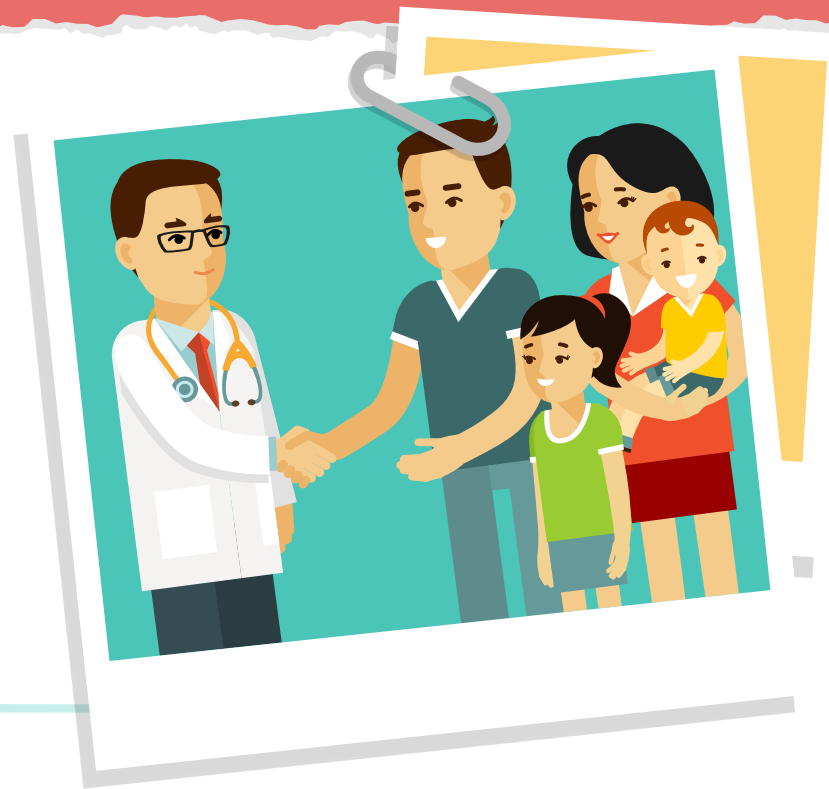
*Pro tip: Expand your reach by posting job openings to both your company – and your personal – LinkedIn profile. Go a step further by encouraging staff members to share the post as well.*

# TRAINING TO DELIVER BETTER SERVICE



Nowadays, having a company culture that emphasizes excellent customer service is crucial, even in health care.

The bad news? You can't train someone to care about your patients. The good news? If you hire well, you can train your employees to provide excellent customer service.



## \* ENCOURAGING ENGAGED EMPLOYEES

Even before staff members get anywhere near a product manual or training module, doctors and practice managers can start by doing their part to create engaged employees. “Engaged” staff have a greater commitment to their workplace, and are more motivated, productive, and likely to stay with the practice than the average employee.

A recent poll showed that only 30 percent of U.S. employees are engaged in their jobs. Managers can overcome this gap by providing training in new technologies that can boost employee engagement—giving your staff the skills they

need to add value to the practice and progress in their careers. Taking the time to train your employees sends the message that they are worth the investment.

Another way to encourage engagement is by establishing a central mission statement or brand promise that your staff can rally around. Clearly communicating the ‘why’ behind their job helps employees understand how their contributions impact a bigger picture.

## \* GETTING YOUR STAFF UP TO SPEED ON TECHNOLOGY

Whether you are embracing technology in every area of your medical practice—from an EHR to cutting-edge diagnostic equipment—or just testing the waters with a practice Facebook page, you need a properly trained staff. Here are just a few ways to ensure your employees are comfortable with and knowledgeable about new technology.



### Assess their technology proficiency.

Are your staff members comfortable with computers, or do they need help figuring out things like iPad apps? Some of your employees might require more time and training than others, and it's easier on you if you get a sense of that upfront. Here's a sample [computer proficiency test](#) that you can download and have staff fill out.



### Identify and assign “super users.”

If you're implementing a new EHR or any other technology that includes training from the vendor, it's also an effective strategy to create a group of “super users”—employees trained to navigate the system quickly who can share helpful hints, tips, and techniques. This group can provide ongoing internal training to the rest of the practice.



### Using patient education as staff education.

Familiarizing your staff with digital patient education is crucial to making it work effectively for your practice, and can double as a way to teach your staff practical patient communication strategies. Whether they're learning how to explain differences in [health insurance](#), comparing [the human voice](#) to an audio speaker, or using the components of a kitchen sink to break down [glaucoma](#), Rendia's educational videos can empower them to better explain difficult concepts to patients.



### Keep trainings relevant.

Not every employee needs to understand every feature of every piece of technology. Designate one staffer as the social media person, put another in charge of the [patient education programming in your waiting room](#), and so on.



### Explain how technology will make their jobs easier.

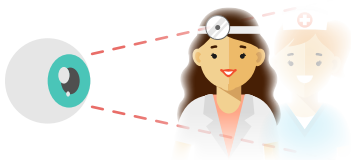
Instead of presenting new technology as yet another task your employees have to take on, emphasize the ways in which it can ease their workload. Internet-based [patient education materials](#) can answer patients' frequently asked questions and free up clinical staff's time. [Patient portals](#) can relieve the administrative burden on practices by generating billing statements and allowing patients to request prescription refills online.



## \* TEACHING STAFF THE #1 QUALITY PATIENTS LOOK FOR IN A HEALTH CARE PROVIDER

Patient education videos can also be used to help staff build empathy—the number one quality patients look for in a health care provider. Not only is empathy critical when communicating with patients, but numerous studies have shown that effective communication between health care providers and patients can boost patient satisfaction, adherence to medications, and lead to fewer malpractice cases.

## \* THREE WAYS VIDEOS CAN HELP STAFF BUILD EMPATHY FOR PATIENTS



### 1 To understand how patients experience the silent thief of sight, glaucoma.

This video shows how subtly vision loss occurs with glaucoma, and how patients often won't even notice that they are slowly losing their vision. This will help staff emphasize how essential it is for patients to adhere to treatment and attend checkups regularly, even if visual changes are hardly noticeable.

WATCH:

What Does a Person with Glaucoma See?



### 2 To understand how aging patients must adapt to the world as they lose their hearing.

Unless you've suffered hearing loss yourself, it's impossible to know how it affects important aspects of everyday life. Use this video to help staff grasp the most common type of permanent hearing loss.

WATCH:

Signs of Hearing Loss



### 3 To understand how patients are expected to alter their routine while adjusting to new lenses.

If you've never worn progressive lenses, you may not even realize they require getting used to. Use this video to help staff understand what first-time wearers of progressive lenses will experience for the next 3 to 7 days.

WATCH:

Getting Used to Progressive Lenses

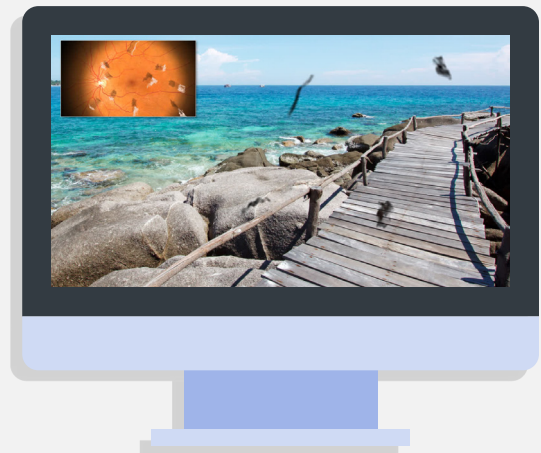


### QUICK TIP

## UNDERSTANDING HOW PATIENTS SEE THE WORLD

For eye care practices, try using Rendia's new Point-of-Views (POVs) feature to show staff members in your practice what patients are experiencing. This helps ensure that everyone on the care team has a strong appreciation for what patients are going through.

**Taking the time to get your staff on board and up to speed with new technology in your practice can make all the difference between failure and success. With these smart strategies and some solid training, you will create an engaged, empowered staff that utilizes your tech to its full potential.**





# RETAINING TOP-QUALITY EMPLOYEES



To retain the best staff in this competitive market, you need to make sure you're doing everything you can to provide an appealing work environment for your employees.

## \* FOSTERING AN INCLUSIVE COMPANY CULTURE

Company culture is the secret sauce that sets your practice apart from the competition—and fostering an inclusive one that emphasizes growth and equality is key. There are many ways to ensure inclusivity in your practice, but here we will focus on strategies that you could implement starting today.



## ① ESTABLISH A FORMAL—OR INFORMAL—MENTORING PROGRAM

Professionals who are mentored tend to receive more promotions and higher compensation than those who don't have mentors, and employers that implement mentoring programs have less employee turnover. There are benefits for mentors, too. They report feeling more attached to organizational culture and goals, and are invested in the success of new hires.

Finding a mentor or mentee can be as easy as grabbing a cup of coffee with a colleague.

Anyone whom you admire and whose opinion you trust is a potential mentor. Anyone who exhibits characteristics that resonate with you is a potential mentee.

Because mentoring relationships in health care have traditionally been between men and benefited men, these programs are especially relevant for women and minorities.

## 2 RECOGNIZE AND ADDRESS GENDER BIAS

When gender bias goes unaddressed, you not only risk losing your practice's most valuable employees—you risk your patients' health. As [Dr. Yvette Canaba](#) at St. John's Episcopal Hospital puts it, "In the end it's the patient that loses. Our patient population as a whole definitely benefits from a more diverse group of doctors that is in charge of their care."

Female health care providers face an array of challenges that stem from unconscious gender biases—including [underrepresentation](#) in leadership positions, [lower pay](#) for equal work, significantly [less institutional support](#) compared to their male counterparts, and [sexual harassment](#) from male patients and colleagues, to name a few.

Try posing this "[Who is the surgeon?](#)" riddle to your staff in an anonymous environment where there

won't be repercussions for answering one way or another. Regardless of their answers, it's important to talk about what the results mean with your staff so they are able to recognize their own personal biases.

## 3 EMPOWER SUPPORT STAFF WITH LEADERSHIP OPPORTUNITIES

Your most empowered employees are also your most engaged employees, according to research conducted by [Forbes](#). That's because empowering staff gives them accountability for both their successes and mistakes.

**The beauty of working in health care is the potential to improve people's lives. Remind your staff of the big picture, and help empower them to improve patient care in their role.**

## FIVE CREATIVE WAYS TO EMPOWER YOUR STAFF



### Invite a team member to lead a new project.

Giving your staff opportunities to take on new projects is a great way to build trust and find out what your employees are capable of.



### Cross-train employees in at least one other skill.

Teaching your staff how to perform functions that are outside of their typical job description can help support their career growth. Plus, if someone is out, there is always at least one other person who can do their job.



### Ask for feedback on a consistent basis.

Just like anyone else, your employees want to feel like they're being heard. Who better to make suggestions for how to better serve patients than those on the front lines?



### Hold regular all-staff meetings.

Have each employee contribute an idea to improve the practice. Then, make that person responsible for organizing committees to make it happen.



### Recognize the people going above and beyond.

Giving a staffer a "shout-out" during your morning meeting can be way [more effective](#) than formal "Employee of the Month" programs. Recognition can also come in the form of a staff-wide email with quarterly statistics, or by simply saying "thank you." Just remember that while praise is best announced publicly, criticism should always be shared privately.

## \* COMPENSATING YOUR STAFF: EQUAL PAY FOR EQUAL WORK

Offering a competitive salary is just as important as fostering an inclusive company culture when it comes to retaining talented employees. Unfortunately, this is an area in which many medical practices fall short.

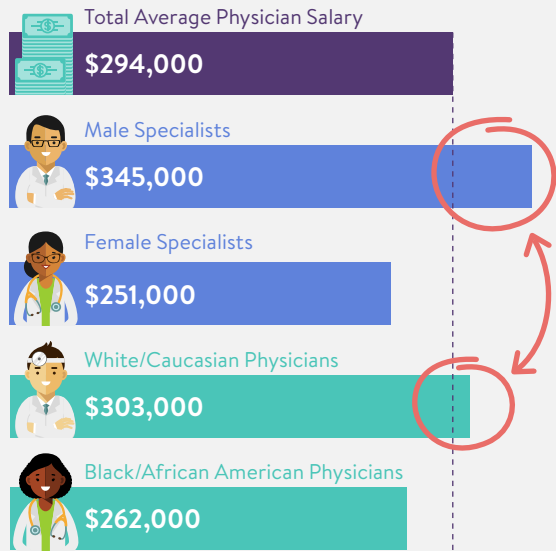
Medscape's annual [2017 Physician Compensation Report](#) revealed numerous pay discrepancies between physicians across gender, race, and specialty, to name a few. One of the largest discrepancies highlighted in the report was the pay gap between male and female medical doctors, which can be as high as 37 percent in older age groups.

How can you prevent pay discrepancies at your practice? It could be as easy as salary transparency, suggests Dr. Vineet M. Arora, author of the well-known editorial, "[It Is Time for Equal Pay for Equal Work for Physicians—Paging Dr Ledbetter.](#)" You should also familiarize yourself with the typical salary benchmarks in your industry.

Practices need to consider how they compensate support staff as well as doctors. Total support staff costs make up about 30 percent of medical revenue in multispecialty groups, according to the [Medical Group Management Association \(MGMA\)](#).

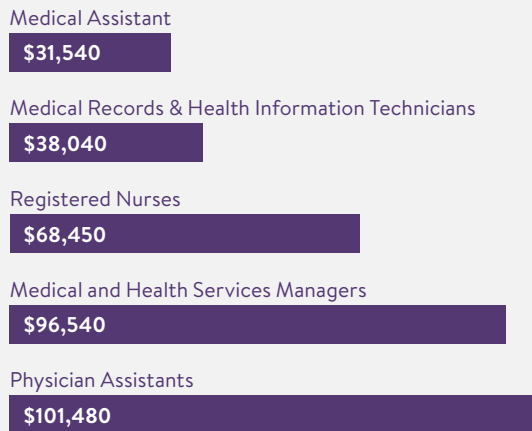
The median pay for medical and health services managers, also called health care executives or health care administrators, was \$96,540 per year or \$46.41 per hour, according to the [Bureau of Labor Statistics \(BLS\)](#). Medical receptionists make an average of \$13.53 an hour, [salary surveys show](#). To attract the most qualified applicants, your practice should be on par or above these targets.

### AVERAGE ANNUAL PHYSICIAN SALARIES BY GENDER & RACE



\*Source: [2017 Medscape Physician Salary Report](#)

### AVERAGE ANNUAL SALARIES FOR SUPPORT STAFF



\*Source: Bureau of Labor Statistics (BLS), U.S. Department of Labor, [Occupational Outlook Handbook](#)

## \* DEVELOPING AN EFFECTIVE INCENTIVE PROGRAM

Paying a competitive wage is vital, but offering higher salaries is not the only way to motivate employees. Bonus programs and staff incentives can make a big difference in staff satisfaction and performance in your practice. Here are some things to consider.



### **Define goals and identify measurable criteria.**

To be effective, incentives need to be tied to a practice goal that staff members have the power to impact directly. It's also important to make sure that the time between the effort and the reward be kept as short as possible.

For example, a bonus pool for new patients. You want to increase the number of new patients your practice sees each month, but more new patients means more work for your staff. Offering a bonus pool that can be split among employees can get them on board and encourage them to help with the practice's marketing efforts.



### **Establish fair guidelines.**

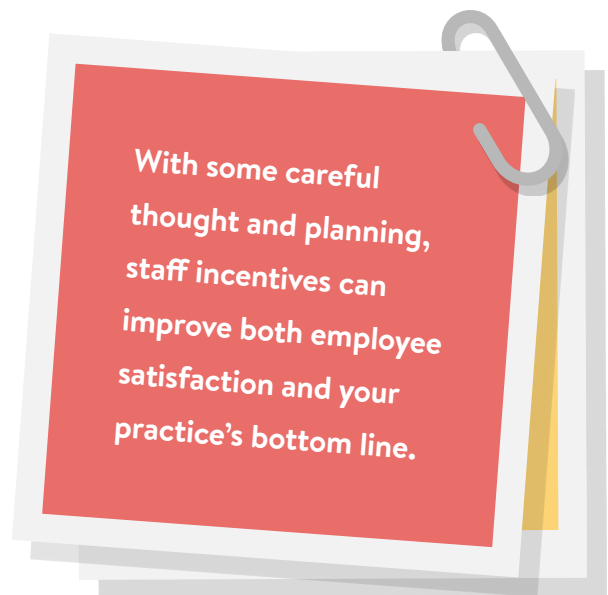
Because all employees play an important role in the success of your practice, everyone should be included in the incentive program. This gives staff a sense of ownership in the practice. In a small practice and with a small amount (say, \$200), dividing it up equally makes sense and sends the message that no one employee is worth more than another.



### **Choose the right rewards.**

Paid time off is often more valuable to employees than a small monetary incentive. If your practice is typically slow on Fridays, for example, consider taking turns giving staff members a paid day off. It costs nothing extra for the practice and can make a big difference in staff satisfaction.

Another smart way to reward employees is with professional development opportunities. Covering the cost of an upcoming conference event, or even just letting them spend a few work hours learning a new skill can both support their long-term career goals and benefit your practice.



# DEBRIEF: CONCLUSION & ABOUT RENDIA

## So what *are* the top secrets to **Hiring, Training, & Retaining an All-Star Medical Staff?**

Hire well, train smart, lead by example, and make sure your employees feel that they are valued members of a team that's committed to providing the best possible customer service and patient experience—those are the secrets to taking your practice to the next level.



### ABOUT RENDIA

Rendia is educational software that blends stunning clinical artwork with interactive technology to help medical professionals and patients understand each other better. By bridging the communication gap between doctors and patients, Rendia empowers patients to make informed health decisions and experience better outcomes.

**Rendia**

### Rendia helps streamline your workflow so you and your staff can focus on what's really important: **PATIENTS**

Do you and your staff spend valuable time repeating the same messages all day long? Rendia videos explain common health topics so your patients arrive ready and informed – allowing you to focus on only the most important aspects of their care.

To learn more about how Rendia can help streamline staff training, improve staff efficiency, and alleviate doctor burnout in your practice,

**[CONTACT US TODAY.](#)**

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