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Meet the Presenter…

On the topic:
How to Hire, Grow and Keep a 5-Star Staff

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How to Hire, Grow + Keep a Five Star Staff

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Is your practice suffering?

* From low employee retention?
* Dissatisfied employees?
* Finding quality hires?
* Hiring poor quality people?
What we will cover today:

- Why it’s important to have a great team behind you
- Areas you may be overlooking in hiring + retaining people
- When is the right time to add to your team
- How to assign duties to new team members
- Exact steps in hiring the perfect team member
- What to do if you make a hiring mistake
- How to keep a happy and helpful team
Why you need a great team

* Staff is the first impression and often first line of communication your patients (customers) have with you and your clinic

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Reasons You NEED a Dream Team

* Without a team, you are limiting growth
* Customer Service gets exponentially better
* Inspiration and motivation
Where You Might Be Missing

There are often many factors related to hiring and retaining great people.

Make sure you aren’t dropping the ball in these areas...

Hiring?

* Are you putting out vague job descriptions?
* Are your wages too low?
* Are you advertising in the right places?
* Are you giving applicants the option to self-select?
Retention?

- Are you paying enough in wages?
- Are you providing opportunities for growth?
- Are there clear guidelines and systems in place?
- Are there perks and benefits?
- Do you have an employee retention strategy?

Time to grow the team?
How many people does it take to run a medical practice?

When to add team members?

Hello?

Is this thing on?

Well Trained + Properly Motivated + Systems

= Low Overhead / Lean Staff / Happy Employees
When to add team members?

- In a practice with 30 patients per day...
  
  - Office Manager
  - Receptionist
  - Medical Assistant
  - Billing Specialist or Billing Company

When you exceed 30 patients per day AND you are adding a provider or ancillary service, that is when you add additional staff.
When to add team members?

- First add... Medical Assistant
- Then... Additional Reception help
- Then... Billing help (unless using Billing Company)

KEY FACTOR!

CROSS TRAINING!
Cross Training

WHY?

Everyone should be able to function in all positions.
How to Assign Duties to Newbies

- Start with the duties that would normally be assigned to the position.
- Provide introductions and a checklist of duties to master within a particular timeline.
- Set up shadowing with a team member that knows the ropes.
- Provide lots of support.

How to Assign Duties to Newbies

- If you are working within a 90 day probation, the first 30 days go to mastering primary job functions.
- The next 30 days go to cross-training.
Gather a detailed list of skills, experience AND personality related skills you need your new employee to have. Get lots of input, make sure it is perfect.
**Exact Hiring Steps**

- Write out detailed application steps.
  - Particular email address for submission
  - Certain subject line
  - Something other than a resume and cover letter
  - Specific deadline

**Exact Hiring Steps**

- Research best places to advertise opening
  - Website
  - Facebook
  - LinkedIn
  - Associations for the profession
  - Newspapers
  - Craigslist
  - Online job boards
**Exact Hiring Steps**

- Begin accepting and weeding through applications
- Sort into 3 categories:

  YES  NO  MAYBE

**Exact Hiring Steps**

- YES: applicants have all of the skills, personality, experience AND followed all of the instructions exactly.
**Exact Hiring Steps**

* NO: These applicants didn’t meet your skill requirements or didn’t follow your instructions for applying down to the letter. No matter the skills and experience if the applicant did not follow the submission instructions, we advise our clients to weed them out immediately.

* MAYBE: These applicants have all of the skills you need, and followed the instructions, but may be lacking in some areas such as personality and experience.
Contact all of the candidates from the YES category. You should talk to at least 5-7 people. If you must reach into the MAYBE category to do so, that is ok, but also consider casting a larger net for applicants, and never reach into the NO category.

* Once you have narrowed it down to 5 or fewer candidates. Bring them in for interviews, introduce them to current staff members (gauge their opinions as well). Don’t skimp on calling all of their references, performing background checks.
Remember you are looking only for EXCEPTIONAL (5 Star) People!

WHAT IF?
Diagnosing Exceptional

How to Dx Exceptional

- They come highly recommended
- Similar work ethic/fits culture
- Be prepared to pay for exceptional
- Expect perfection
- Trust your gut
- Strengths Finder and Kolbe Index
Mistakes to Avoid

* Being unclear in communicating exactly what and who you are looking for
* Choosing the wrong advertising medium
* Not getting additional opinions
* Not checking referrals or references
* Not including team on interviews

Random Do’s and Don’ts

* Do consider a background check.
* Don't hire someone you like without any of the skills.
* Don't reach into the NO pile.
* Don't be vague when hiring.
* Do test them with a probationary period.
* Do provide clear communication and details with all you expect.
* Don’t expect them to read your mind.
A word about wages...

Hiring Mistakes

Knowledge is power.
Hiring Mistakes

- Thinking experience always counts
- Being overly impressed by formal education
- Depending on training to fill in too many missing pieces
- Not using my Hiring Steps (a structured hiring process)
- Lacking a solid onboarding program
- Not having a 90 day trial period

Uh Oh! We made a hiring mistake!
Now what?
Hiring Mistakes

* Usually preventable
* Evaluations at 30-60-90 days before probationary period is over
* Sometimes you have to let them go, usually you know by 60 days.

Signs you have hired the wrong person...
1. Constant Complainer
2. Coworkers are griping
3. “That’s not my job”
4. Unfocused (social media/phone)
5. Generally not fitting in the culture
Avoid them with a step-by-step process.
Did you know the biggest cause of “Hire’s remorse” is the onboarding/orientation/training program (or lack of one)?

Make sure your onboarding isn’t a tedious pile of paperwork, polices, procedures, regulations and red tape.

Let’s look at ways to keep the good people around….
Retention

* Don’t treat everyone equally (but do treat them fairly).

Retention

* Don’t tolerate mediocrity.
Retention

* Don’t micromanage and don’t have silly rules.

Retention

* Always recognize outstanding performance.
* Make work fun.

* Do employee retention interviews.

Waiting until a good employee is walking out the door to ask them their thoughts about the company is too late.
Retention

* Make your onboarding enjoyable and informative.

Questions?

Thanks for spending this time with me; do you have any questions?

Support is also available via PMI’s complimentary online Discussion Forum. Post your questions at: http://www.pmiMD.com/pmiForum/rules.asp