


# “Structure, Culture, & Time: A Triad of Retention Strategies”

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Director of PA Services  
New York Presbyterian Brooklyn

 AAPA Executive Leadership Conference  
March 2023

AMAZING  
THINGS  
ARE  
HAPPENING  
HERE

# Disclosures

- I have no relevant relationships with ineligible companies to disclose within the past 24 months

# Healthcare Workforce Resigning...

 NursingNotes

One in six health and care workers are planning to totally quit

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## Workplace's new 'quiet quitting' trend — and the pitfalls for today's employees

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Marisa Dellatto Forbes Staff

I cover breaking news, arts and entertainment.

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## Here's Why Healthcare Workers Around The World Are Quitting In Record Numbers

In the United States, some three in 10 healthcare workers have considered quitting their jobs, according to a Washington Post-Kaiser Family...

Feb 1, 2022



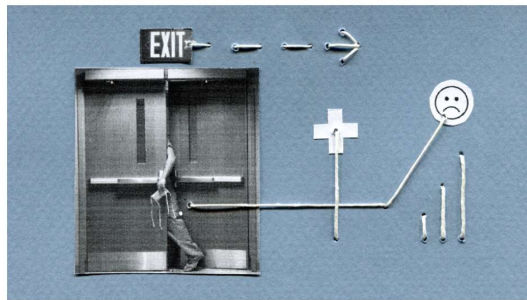
## HEALTHCARE WORKERS STRUGGLING WITH BEHAVIORAL HEALTH PROBLEMS, SURVEY FINDS

ANALYSIS | BY CHRISTOPHER CHENEY | AUGUST 30, 2022

# ...And Many Not Staying in Healthcare

## Nearly 1 in 5 Health Care Workers Have Quit Their Jobs During the Pandemic

Medical workers cited COVID-19, poor pay and burnout as reasons for layoffs, resignations



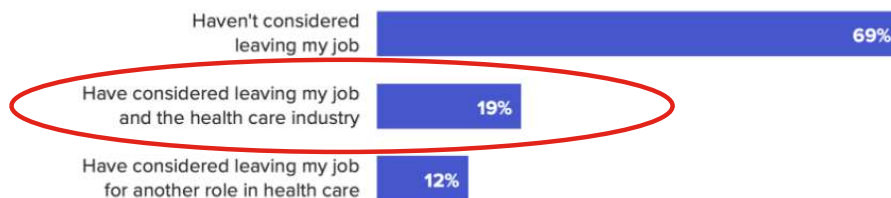
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By Gaby Galvin

October 4, 2021 at 12:01 am ET



### Among health care workers who have stayed in their jobs since mid-February 2020



MORNING CONSULT

Poll conducted Sept. 2-8, 2021, among 1,000 U.S. health care workers, with a margin of error of +/-3%.

## Alternative careers for doctors

1. Aesthetics: cosmetology and microsurgery
2. Coaching
3. Teaching
4. Science
5. Complementary medicine
6. Doctorpreneur
7. Health Economics
8. Lifestyle medicine
9. Medical technology
10. Health Policy

## EXCLUSIVE Rising number of NHS staff and carers ditch frontline jobs to become adult entertainers on OnlyFans where they make up to £50,000 A MONTH — amid cost of living crisis and Government pay row

- Charities warned increasing numbers of NHS staff are turning to sex work
- Unions claim the Government's pay rise has led to workers 'leaving in droves'
- Some former carers are earning more in a week than they had done in a year

By JOE DAVIES HEALTH REPORTER and JOHN ELY SENIOR HEALTH REPORTER FOR MAILONLINE  
PUBLISHED: 04:35 EDT, 18 August 2022 | UPDATED: 10:30 EDT, 19 August 2022

Perspective > Medscape Neurology > Neuro Notes

COMMENTARY

## Working Outside the Box: Alternative Careers for Doctors

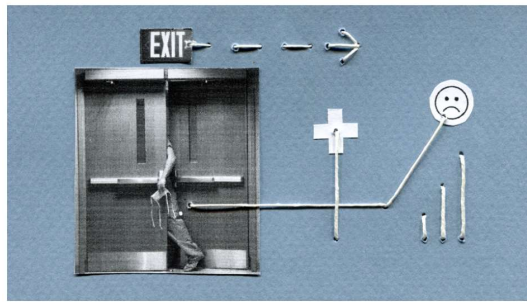
Andrew N. Wiener, MD

DISCLOSURES | August 14, 2018

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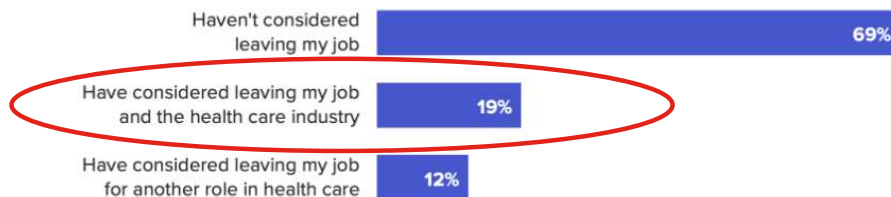
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"Structure, Culture, and Time" AAPA ELC 2023

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Andrew N. Wilner, MD

DISCLOSURES | August 14, 2018

How do we RETAIN??

NewYork-Presbyterian  
Brooklyn Methodist Hospital

# Objectives

- Structure, Culture, and Time: A Triad of Retention Strategies
- Objectives:
  - At the end of the lecture, participants should be able to:
    - Identify triggers for PA attrition
    - Describe the benefits of a well-defined PA leadership structure on PA retention
    - Describe the impact of work culture on PA retention
    - Illustrate the value of quality time spent with PA staff

# Retention Triggers

- Healthcare workforce facing multiple driving forces
  - Pandemic induced trauma and burnout
  - Changes in employment/job trends
  - Inflation and cost-cutting
  - Emerging disease return

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NewYork-Presbyterian  
Brooklyn Methodist Hospital

# Retention Triggers

- Pandemic induced trauma
  - “Health care workers directly caring for [COVID-19] patients ... reported increased rates of fearfulness, vulnerability, and symptoms of trauma-related disorders”
    - Worse for health care workers who were quarantined due to exposure
    - Even worse for health care workers who battled a COVID-19 illness
  - Psychological symptoms and mental health burden likened to other traumatic events previously studied, but none compare to breadth of COVID
    - Ex: 9/11 Terrorist Attacks
      - » Geography, onset, duration, political and social reactions; causation



# Retention Triggers

- Changes in employment/job trends outside healthcare since COVID pandemic
  - Americans increasingly approving of labor unions, re-invigorated focus on worker's rights and fair working conditions
  - Employees leaving for better salaries and benefit packages
  - Increase in remote work capabilities
- But healthcare...

# Retention Triggers

- Inflation and cost-cutting
  - Ongoing healthcare system challenges
    - Decreased volume and revenue losses
    - Increased supply expenses (up 20% from pre-pandemic)
      - » Added shipping expenses
    - Increased labor expenses (up 19% per patient)
  - Administrative and service line job cuts
    - Closing of L&D units, ERs, etc.
- Significant job insecurity, but also significant competition for talent

# Retention Triggers

- Emerging disease return
  - Polio outbreaks
  - Monkeypox outbreaks
  - Vaccine and public health distrust

[Home](#) / [News](#) / [National News](#) / [New York Declares Polio Emer...](#)

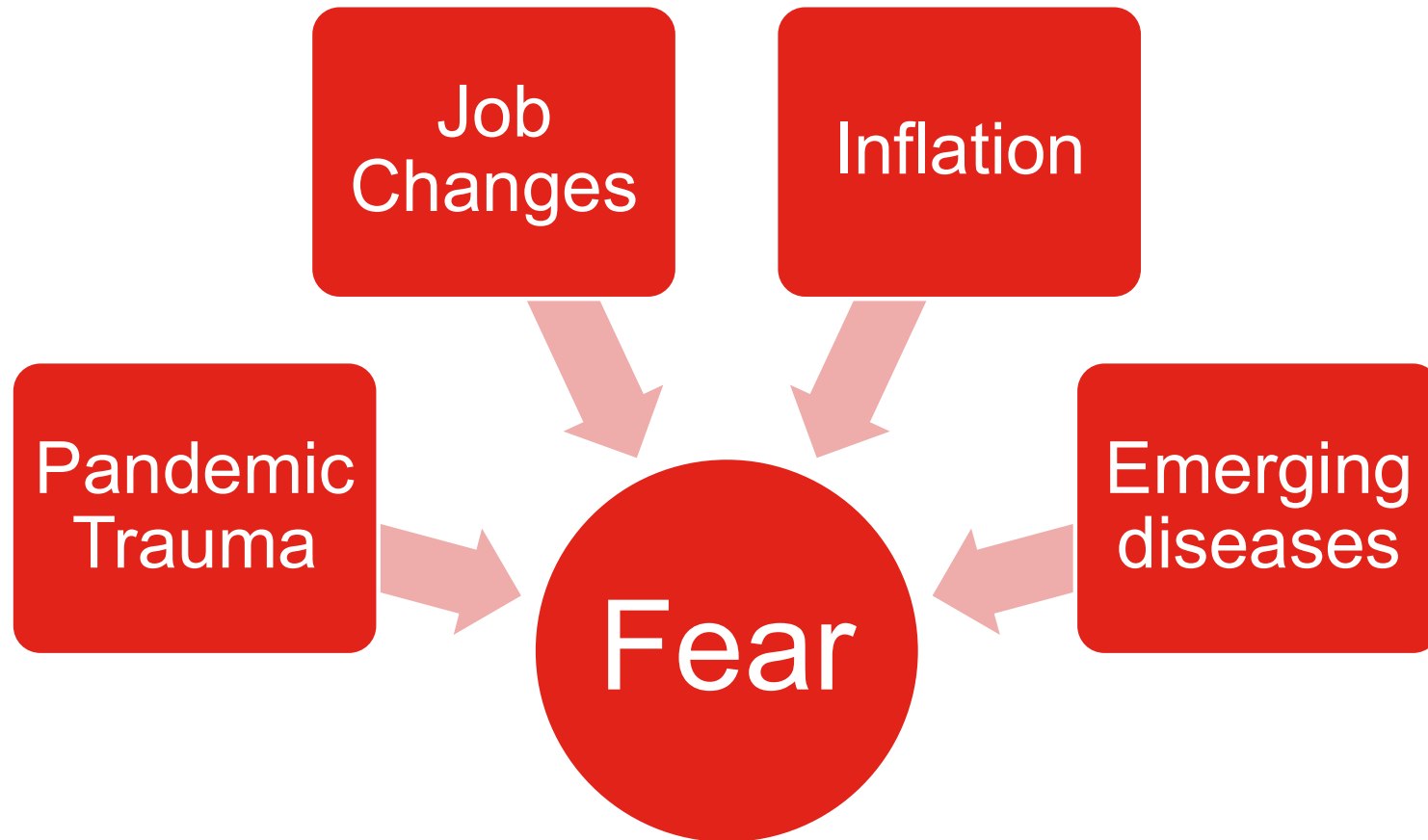
## New York Declares a State of Emergency in Response to Polio Concerns

The executive order will increase the resources available to New York officials attempting to combat the spread of the virus.

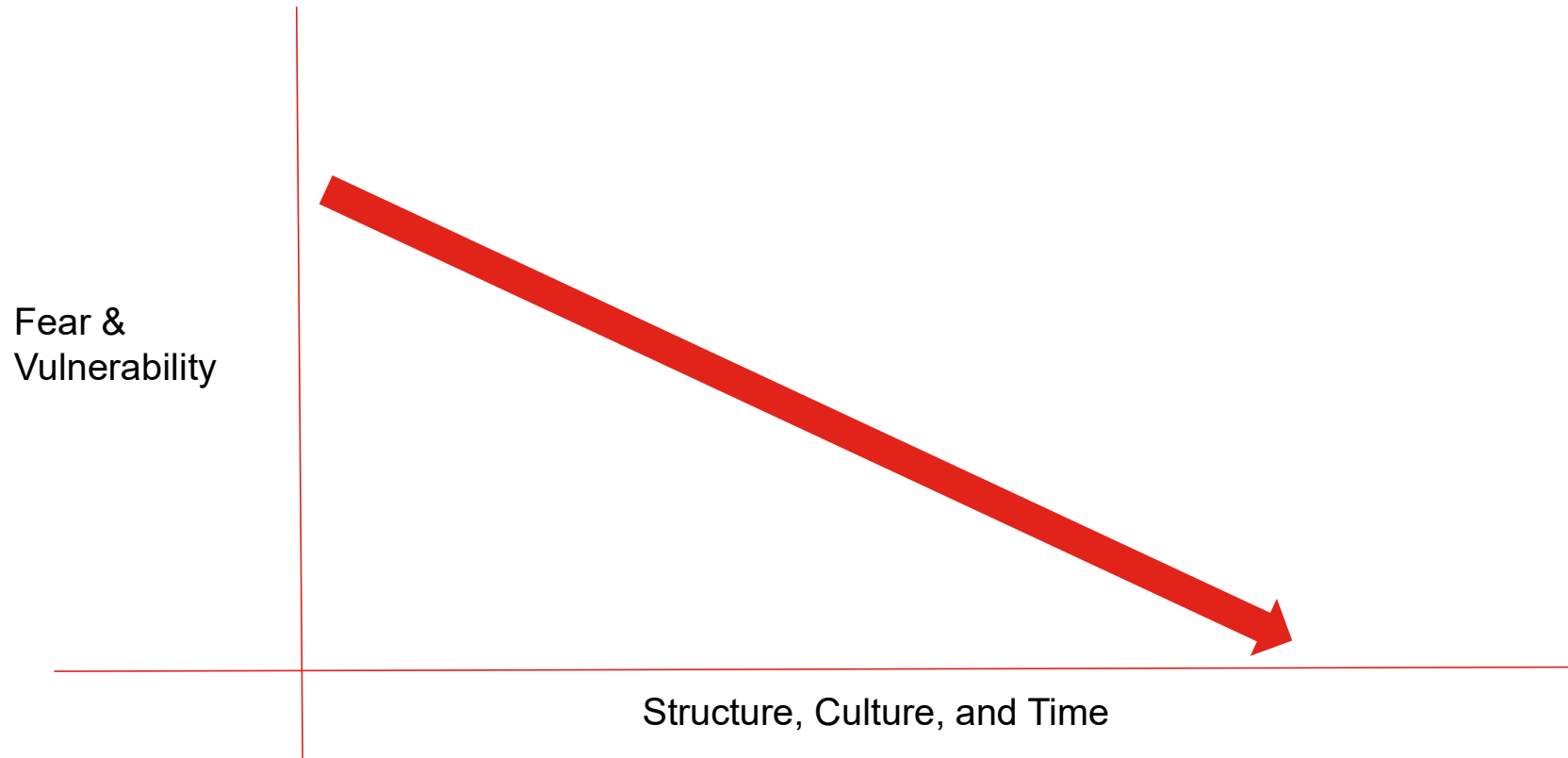
By [Madeline Fitzgerald](#) | Sept. 9, 2022, at 4:58 p.m.



# Vulnerability



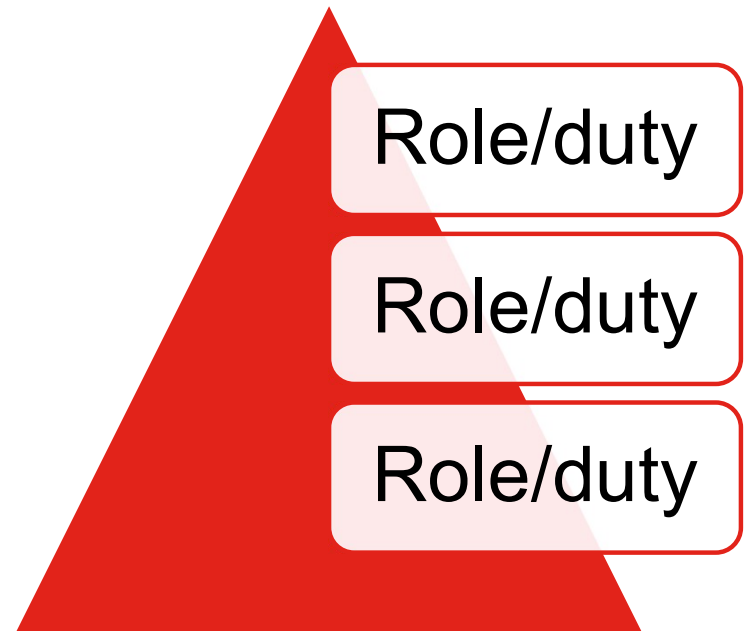
# How to solve?



# Structure

# Structure

- What is [an employee] structure?
  - Outline of employee roles job duties
  - Details how activities are delegated
  - Tiered increase in authority and responsibility
- How are employees structured?
  - Depends on the company, size, goals, and business



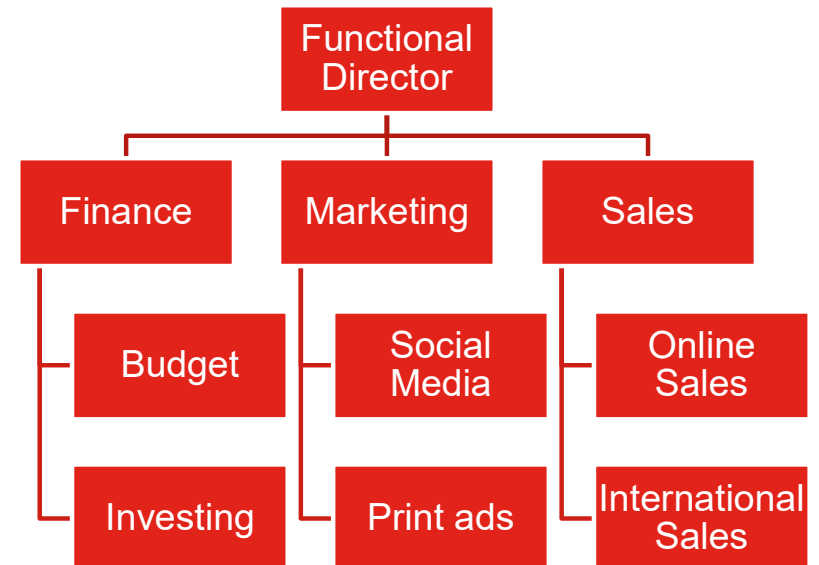
# Structure

- How are employees structured?
  - Functional
  - Divisional
  - Flatarchy
  - Matrix



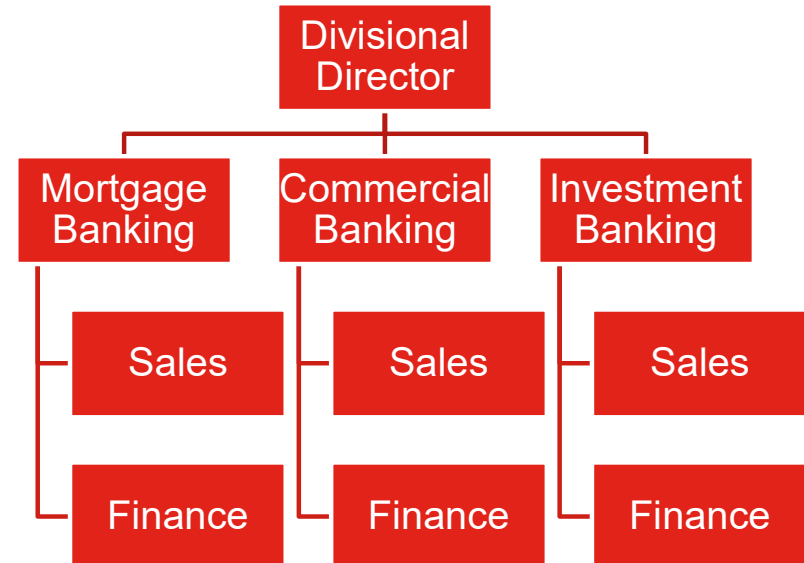
# Structure

- How are employees structured?
  - Functional
    - Each grouped by a specific skill
  - Divisional
  - Flatarchy
  - Matrix



# Structure

- How are employees structured?
  - Functional
  - Divisional
    - Each own function with similar jobs
  - Flatarchy
  - Matrix



# Structure

- How are employees structured?
  - Functional
  - Divisional
  - Flatarchy
    - All for one, report to singular leadership
  - Matrix



# Structure

- How are employees structured?
  - Functional
  - Divisional
  - Flatarchy
  - Matrix
    - Employees report to multiple specialty managers



# Structure

- Why have structure?
  - The organization
    - Faster decision making
    - Standardization & efficiency
    - Employee performance improvement/monitoring
  - The employee
    - Improved communication
    - Clear reporting structure
    - Visible career ladder
    - Perceived 'seat at the table'

# Structure

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# Structure



**Roughly 65% of employees  
are reconsidering their  
current role**

# Culture



# Culture

- Career Development
- Compensation
- Just Culture
- Burnout

# Culture

- Helen Tupper and Sarah Ellis, Harvard Business Review, July 2022
  - “career development conflict”
- Offered solutions:
  - Focus on progression, not promotion
  - Make career experimenting easier
  - Measure managers not on departmental retention, but organizational retention

# Culture

- **Focus on progression**
  - Frequent, high quality, career conversations
  - Strength-based feedback
  - Internal networking and mentorship
  - Development training
- **Adjust manager's evaluation**
  - Shift focus from keeping employee on team to keeping employee in the organization
  - Exclude internal transfers from turnover metrics
- **Career experimenting**
  - Huge benefit to being a PA!
    - Interdepartmental OT/cross-training
    - Exploratory shifts

# Culture

- Compensation
  - U.S. Healthcare jobs expected to grow 12% between 2018 and 2028
    - Twice the projected rate of other professions
  - Huge demand = huge salary competition
- Staff leaving for minimal salary differences
  - Need to adjust compensation models
    - Adding differentials to increase incentives
    - Consider temp workers, job sharing/split jobs
  - Highlight additional job benefits



# Culture

- Non-salary related culture
  - Conduct 'stay surveys' or retention interviews to understand issues that push staff out
  - Relaxed rules
    - Adjustments to dress code
  - Flexible scheduling/hours
    - Remote work or hybrid model

# Culture

- “Just Culture”
  - Treating errors as system failures rather than personal
  - Focusing on system design and management of behavioral choices
  - Need honest disclosure without fear of retribution



# Culture

- Burnout
  - Increased hours and mental load
  - Solutions vary by institution
    - “No calls” time during shifts to focus on documentation
  - Leverage technology availability
    - M\*Modal dictation
    - EHR personalization
    - Outlook "FindTime", auto Zoom link
    - Away messages with delegation

# Time



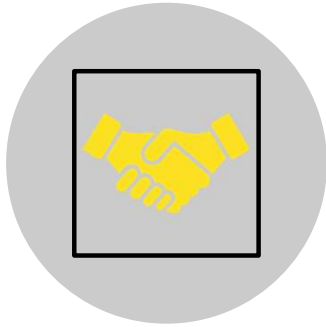
# Time

- Quality time with employees
  - Not feedback or corrective meetings
    - Picking their brains
    - Hearing about *their* solutions
    - Value their input

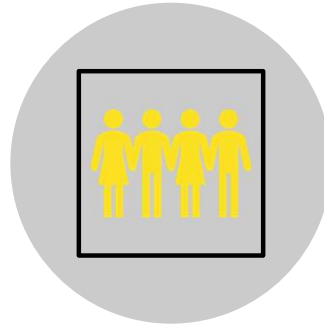
# Time

- Controversial, but should focus on highest performers
- Historical belief that managers should focus time with the poorest performers.
  - Is this flawed thinking?
    - Struggler -> Survivor
    - Performer -> Thriver

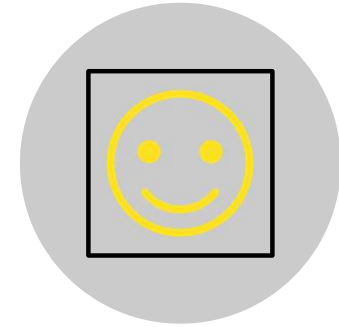
# Time



TRUST



MUTUAL RESPECT



JOB SATISFACTION

# Structure, Culture, & Time

- What does ROI look like?
  - Employees feel connected and valued
  - Increased loyalties
  - Improved productivity
  - Increased intellectual capital



“A good workplace makes you happy”



“Happy people don’t quit”



“They just don’t”

## Take Home Points

- Significant changes in the healthcare landscape has lead to an exodus from the profession
- For larger organizations, building and maintaining a management structure for PAs and NPs yields significant benefit to staff recruitment and retention
- Compensation can no longer stand on its own for recruiting and retaining; the work culture is just as important!
- Quality time with employees builds trust, mutual respect, and comfort in a manager

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