



Managing APPs to Full Job Satisfaction

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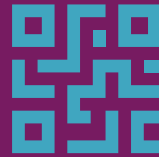
Disclosures

- No financial disclosures
- I have a dog in this fight.

Objectives



Understand job satisfaction factors for NPs and PAs in clinical practice



Demonstrate key characteristics of practice settings with high APP retention rates



Articulate 3 methods of improving APP retention and job satisfaction

Why Care about APP Turnover?

How Much Does Advanced Practice Provider Turnover Really Cost?

Posted on June 7, 2019 | by Jill Gilliland | [Advanced Practice Provider](#), [Advanced Practice Structure](#), [Employers](#), [Job Seekers](#),

The cost of turnover for a new hire of a Nurse Practitioner or Physician Assistant is estimated to be approximately \$250,000 - \$300,000.

<https://www.melnic.com/how-much-advanced-practice-provider-turnover-cost/>

Arriving at those numbers...

- Recruitment period
 - Assume 1-2 months to fill position
 - Loss of revenue: \$8,000
- Onboarding period (License / Written Agreement / Privileges)
 - Assume up to 3 months
 - Unreimbursed compensation: \$25,000
 - Loss of revenue: \$24,000

Arriving at those numbers...

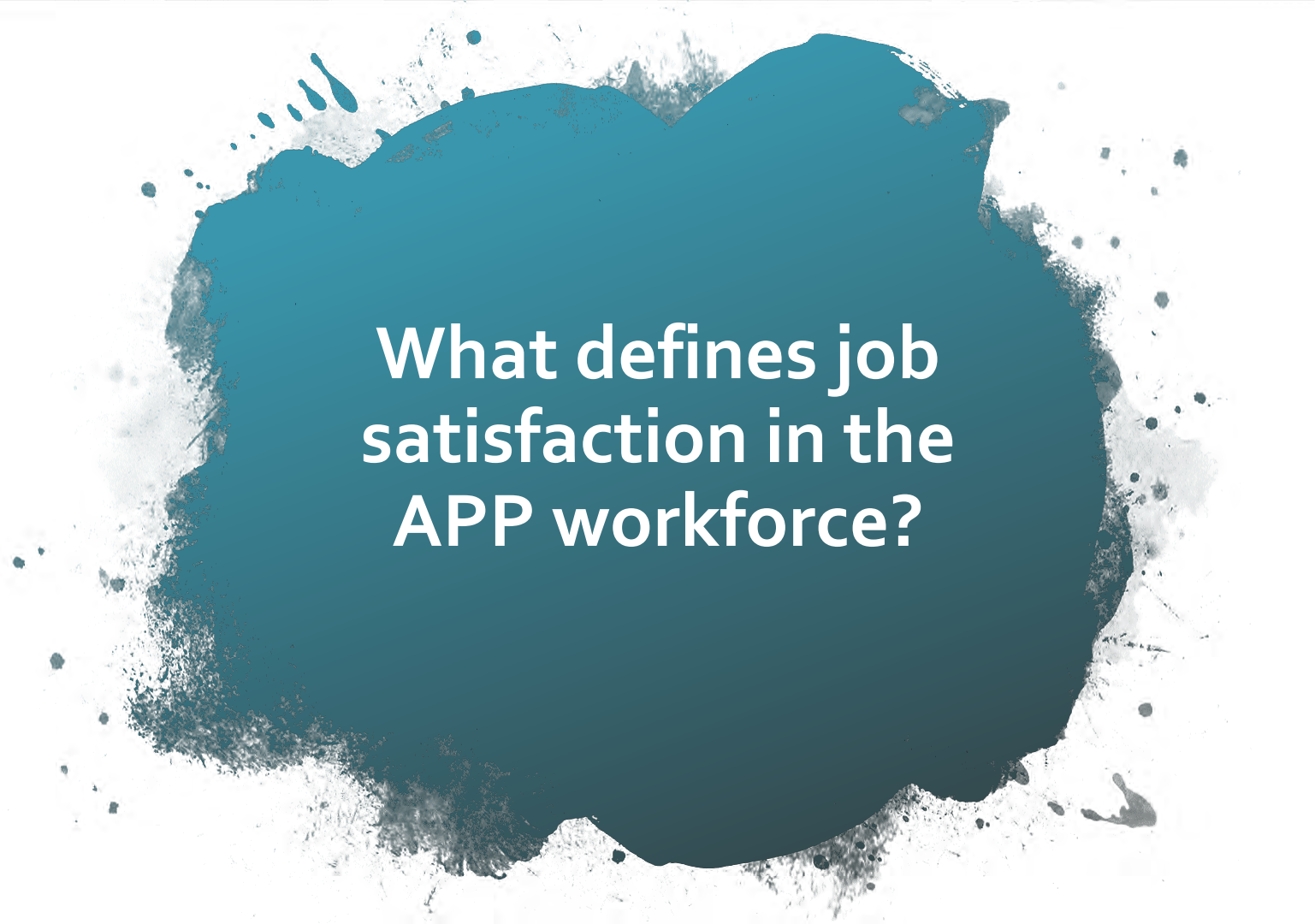
- Orientation period
 - Assume at a MINIMUM 6 months
 - Compensation of preceptors (5-10%): \$7000
 - Loss of productivity of preceptors: \$8000
 - Assume only 50% productive during orientation:
 - \$32,000
- Other costs (recruiters, staff work, undercoding, etc.): ~\$100,000

\$204,000

Other reasons...

- Loss of your investment...
- Loss of patient access...
- Win for your competitors...

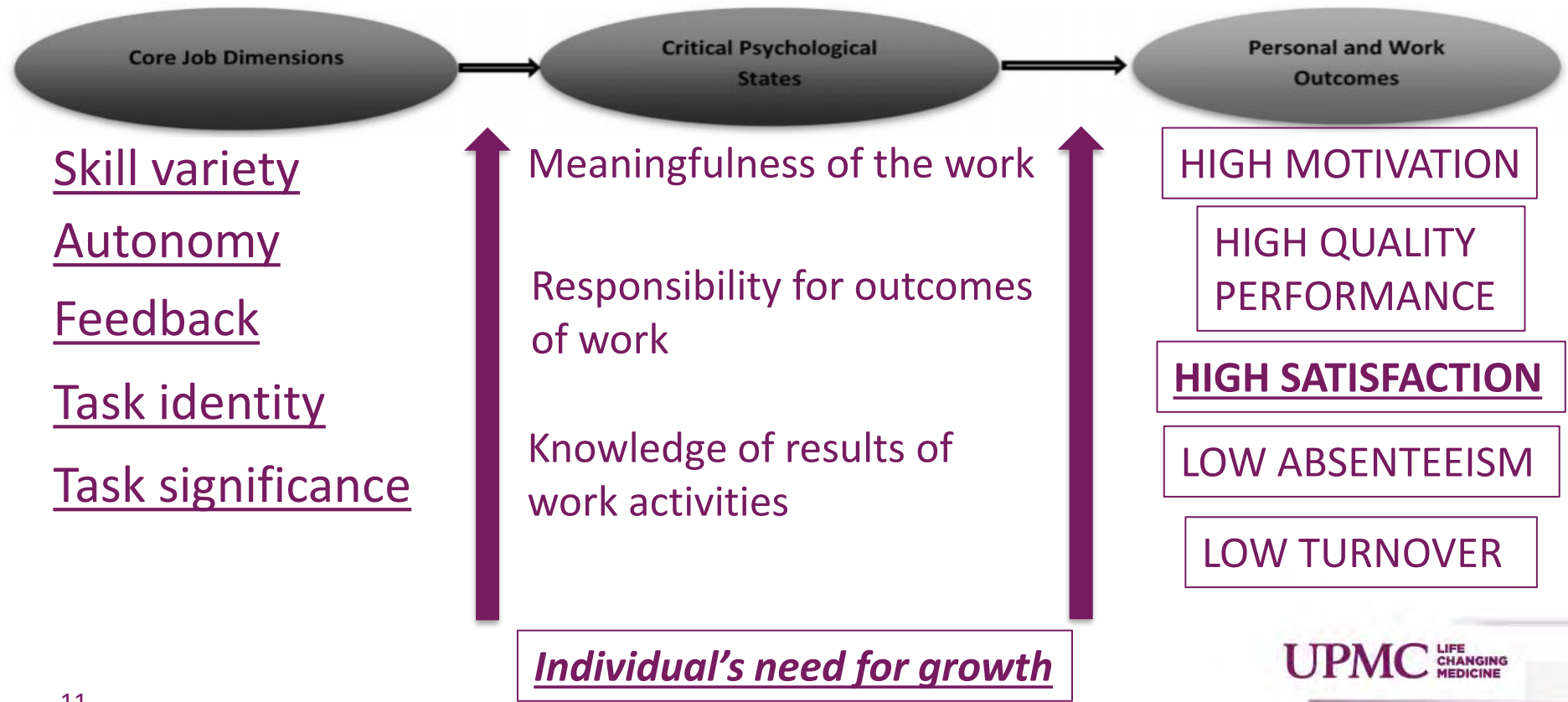
Think of APP turnover as you might when a physician leaves...



**What defines job
satisfaction in the
APP workforce?**

Physician Assistant Job Satisfaction: A Narrative Review of Empirical Research

Roderick S. Hooker, PhD, MBA, PA; Lippo Kulman, MPA; Christine M. Everett, PhD, MPH, PA-C
J Physician Assist Educ 2015;26(4):176-186



Two GREATEST factors for job satisfaction?

Compensation

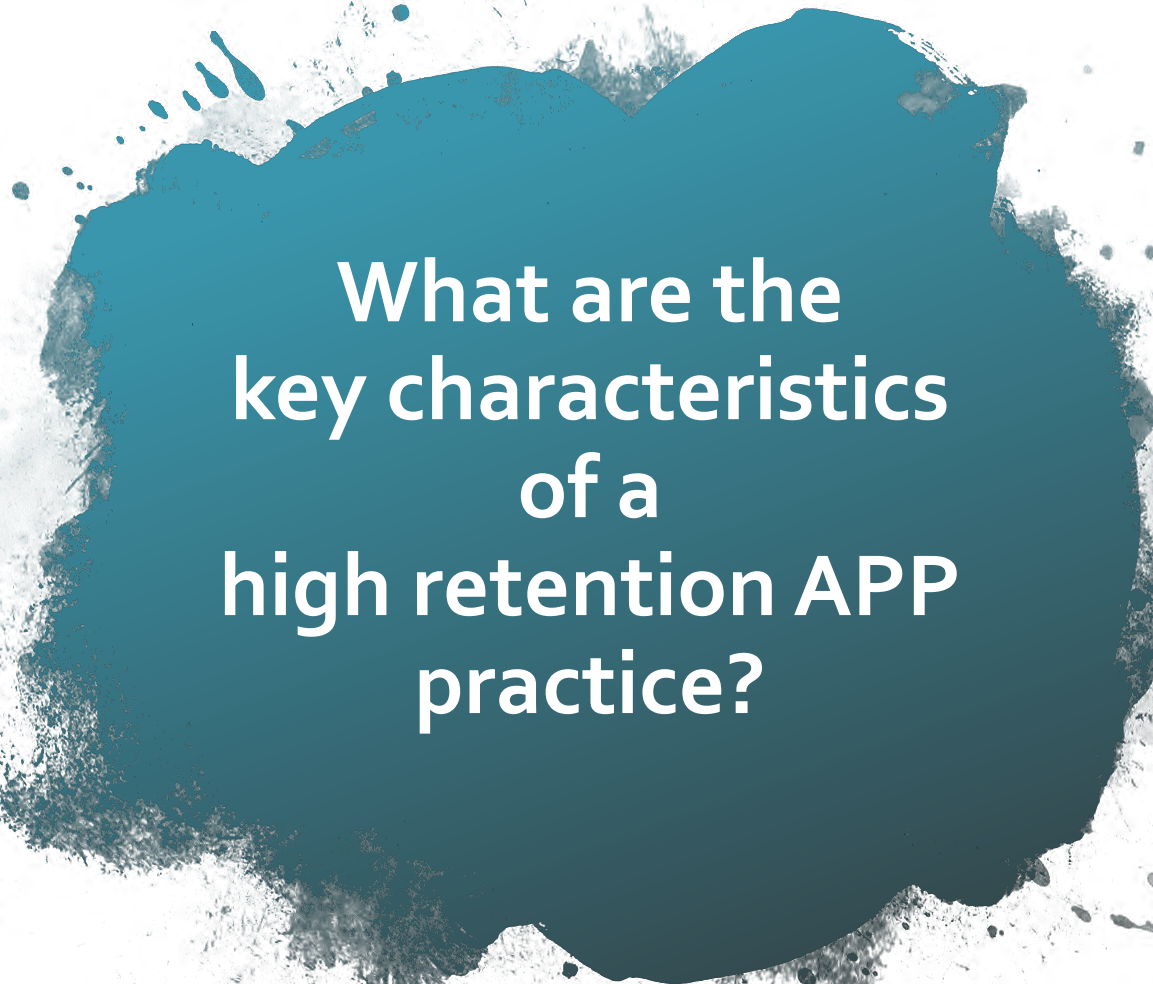
Autonomy



**Physician Assistant Job Satisfaction: A Narrative
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**What are the
key characteristics
of a
high retention APP
practice?**

Key Characteristics

Respect

Respect

The descriptor
“midlevel provider”
is outmoded.

Respect

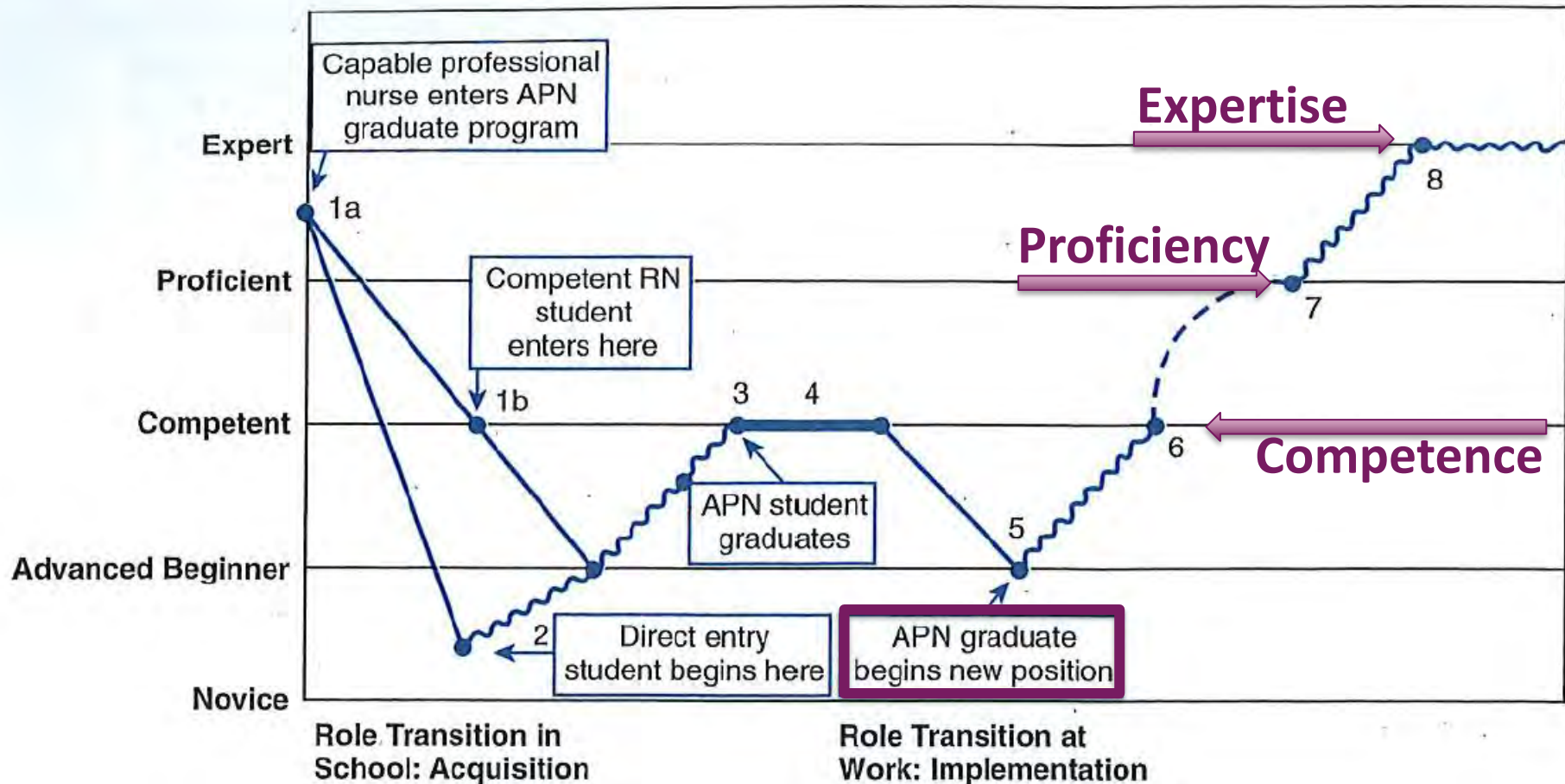
- “Treat others as you would want to be treated”
- Involve APPs in clinical and operational decisions as you would a physician
- At a minimum: Avoid disrespectful behavior
 - Acts, words, assignments, or other treatments intended to make a person feel less than what they really are.

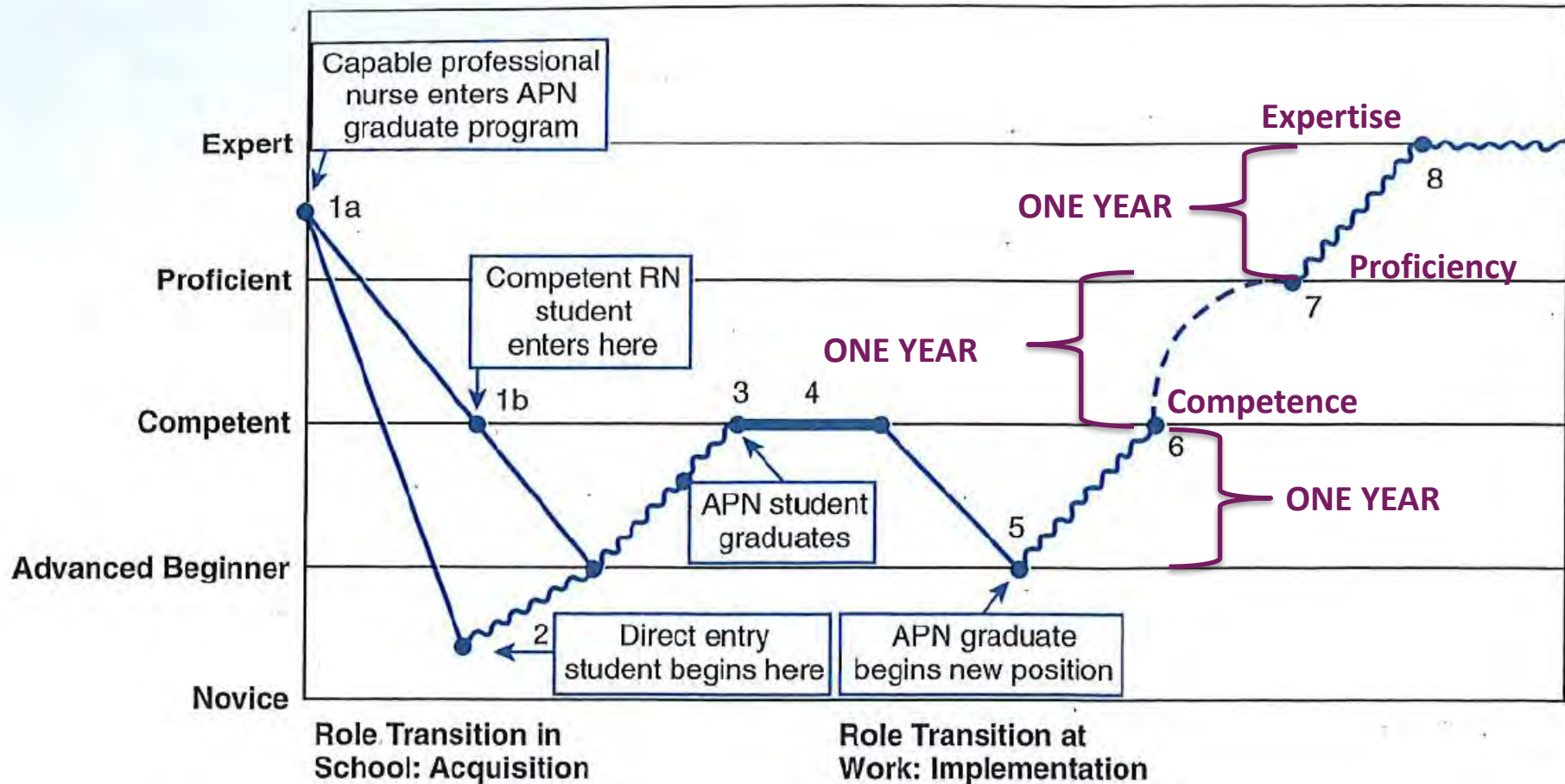
Key Characteristics

Know what an APP is capable of.

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- Avoid underscoping
 - Tasks or duties that are routinely assigned which can be performed by a non-provider.
 - Scribing, order entry, rooming a patient, answer calls.
- Make the upfront investment to achieve an APP's full potential...





Key Characteristics

Build opportunities for growth.

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- Upward mobility
 - Clinical ladder
 - Leadership roles
 - Committees
 - Quality / clinical care improvement projects
 - Professional organization involvement
 - Management opportunities

Build opportunities for growth.

- Lateral mobility
 - Greater clinical responsibilities
 - Autonomy
 - Invest in continuing education
 - Teaching
 - Participation in research
 - Opportunities for individual and team recognition

Build opportunities for growth.

- **START AT THE HIRE!**
 - No replacement for high quality onboarding and orientation
 - If it's done wrong, you'll never get the opportunity back.



**Putting it all together:
Improving your practice's
APP retention
and job satisfaction.**

Before you start...

- Be committed ←
- Have a plan ←
- Be a champion ←

So...what's the plan?

- Understand your practice environment
 - Is it culturally ready?
 - Survey the existing complement of APPs
 - myVoice, utilization inventory, exit interviews
 - Look at the numbers
 - Turnover rate
 - APP cost versus productivity

The plan should address the problems

- Underscoping?
 - Consider hiring MAs or nurses instead...
- Interprofessional inclusion issues?
 - Look at how to align physician incentives with appropriate APP utilization
- High turnover?
 - Adjust salaries against revenue

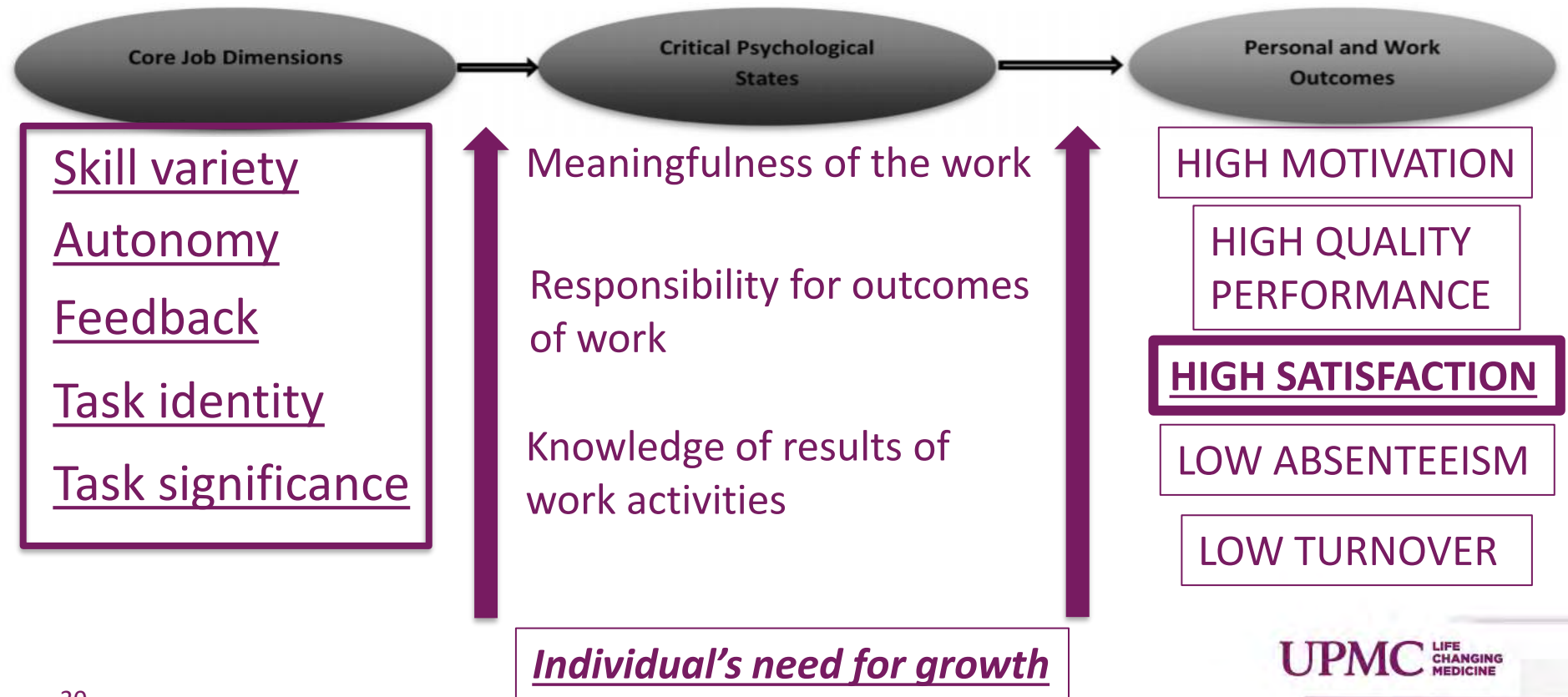
Bottom line

Revise the core job dimensions to align
with positive work outcomes

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RESPECT

APP role
understanding

Patient care
needs

Skill variety

Autonomy

Feedback

Task identity

Task significance

Business
needs

High quality
onboarding /
orientation

Opportunities for
career growth

