Front Office Staff Turnover Issue at Physician Offices and Clinics in Arkansas

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Front Office Functions

- Receptionist
- Schedulers
- Phone operators
- Cashiers
- Patient Accountants
- Office Manager
- Single person or a group of person performing these tasks
MGMA standards for turnover in front office positions is 12 – 16 %

Clinics and physicians offices analyzed have turnover of 26.92%
Causes for high turnover

- Low compensation
- Irregular, long and stressful work hours
- Dealing with unsatisfied and disgruntled patients
- Dealing with the demands of clinical staff
- Lack of growth potential
- Lack or encouragement, reward and recognition
- Lack of proper policies, procedures and job descriptions
### Top ten most effective retention tools and initiatives

<table>
<thead>
<tr>
<th>Why People Stay</th>
<th>Why People Go</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare benefits</td>
<td>Career opportunities elsewhere</td>
<td>78</td>
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<tr>
<td>Competitive salaries</td>
<td>Better compensation/benefits package</td>
<td>65</td>
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<tr>
<td>Competitive salary increases</td>
<td>Poor management</td>
<td>21</td>
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<td>Competitive vacation/holiday benefits</td>
<td>Accompanying a relocating spouse or partner</td>
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<td>Regular salary reviews</td>
<td>Returning to school</td>
<td>16</td>
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<td>(tie) Defined contribution retirement</td>
<td>Retirement</td>
<td>14</td>
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<td>Paid personal time-off</td>
<td>Job security fears</td>
<td>10</td>
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<td>Flexible work schedule</td>
<td>Child care issues</td>
<td>8</td>
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<tr>
<td>Training and development opportunities</td>
<td>Perception of discriminatory treatment</td>
<td>5</td>
</tr>
<tr>
<td>(three way tie) Open door policy, New hire orientation and defined benefit plan</td>
<td>Healthcare issues</td>
<td>4</td>
</tr>
<tr>
<td>(Elderly care issues)</td>
<td>Elderly care issues</td>
<td>Negligible</td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td>22</td>
</tr>
</tbody>
</table>
Workers who are most likely to be satisfied with their jobs:

- Know what’s expected of them
- Have the materials and equipment they need to do their work properly
- Have the opportunity to do what they do best every day
- Feel their opinions count
- Have been recognized or praised for doing good work
- Feel that their supervisor or someone else at work cares about them on a personal level
Workers who are most likely to be satisfied with their jobs:

- Receive encouragement for their professional development
- Feel the clinic’s mission or purpose makes their job important
- Feel their colleagues are committed to high-quality work
- Have a best friend at work
- Feel they’ve had opportunities to learn and grow within the past year.
Recommendations

- Formal job responsibilities and proper policies and procedures
- Hiring
- Competitive salaries
- Performance appraisals
- Staffing
- Training and support
- Exit interviews and surveys
Retention and Motivation

- Positive caring relationships
- Recognition for achievement and recognition for good work
- Pride in the organization
- Opportunities for growth and advancement
- Communication: Get personal and talk with your employees
- Keep them in loop
Questions?