



AMERICAN ACADEMY
OF OPHTHALMOLOGY®
Protecting Sight. Empowering Lives.

Finders, Keepers: How to Recruit and Retain Staff in a Challenging Job Market

MC04 | Nov. 3, 1:30 – 4:30 p.m.

Moscone Center, San Francisco

American Academy of Ophthalmic Executives® (AAOE®)



AMERICAN ACADEMY
OF OPHTHALMOLOGY®

AAOE® Program of 2023

November 3-6, 2023 | San Francisco, CA
Moscone Center

Friday Intensive Class (MCO4)

Finders, Keepers:

How to Recruit and Retain Staff in a Challenging Job Market

Senior Instructor:

Savory Turman, COMT, COE, MS, ACC, OCS

Co-instructors:

Laura Baldwin, CPC, ELI-MP, RN

Jackie Bayne, BS, COA

AAOE 2023 | Friday Intensive Class Presenters



Savory Turman, COMT, COE, MS, ACC, OCS
Principal — Savory Coaching and Consulting LLC
Senior Instructor

Savory Turman's extensive experience includes staff training, hiring, coaching, termination, schedule building and strategic operational initiatives. Ms. Turman is an associate certified coach through the International Coaching Federation (ICF) and has a master's degree in organizational leadership. She teaches for the American Academy of Ophthalmic Administrators (AAOE), and the International Joint Commission on Allied Health Personnel in Ophthalmology's (IJCAHPO) Annual Continuing Education on many topics ranging from technical skills to leadership. She has turned her passion for coaching into Savory Coaching and Consulting LLC.

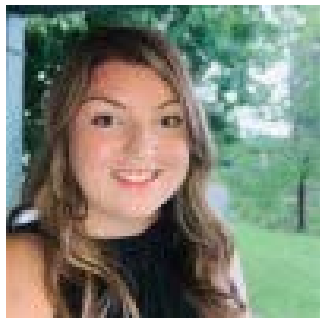


Laura Baldwin, CPC, ELI-MP, RN
Principal — BSM Consulting
Co-instructor

Laura Baldwin joined BSM Consulting in 2007 and is based in Phoenix.

With more than 25 years of experience in health care, Ms. Baldwin is passionate about helping clients achieve goals by improving individual performance in a way that positively impacts the client and their organization. Her areas of focus include executive and leadership coaching, organizational culture development, team building, teaching and training.

Ms. Baldwin is an established speaker at industry and society meetings, addressing core leadership principles. She is also a frequent author of various blogs and articles on leadership. Ms. Baldwin is credentialed as a Certified Professional Coach (CPC), Energy Leadership™ Index Master Practitioner (ELI-MP), Insights® Discovery Licensed Practitioner and Registered Nurse (RN).



Jackie Bayne, BS, COA
Co-instructor

Jackie Bayne has worked in ophthalmology for the past 20 years in a variety of clinical settings including private practice, academia, and private equity. Her areas of focus include quality improvements, mentorship, education, organizational development and clinical operations. She currently serves as the Vice President of Clinical Operations at Panorama Eyecare in Colorado and Wyoming. She holds her BS in Healthcare Administration and is a long-term member of International Joint Committee on Allied Health in Ophthalmology (IJCAHPO), Foundation Fighting Blindness (FFB), Ocular Melanoma Foundation (OMF), and Rocky Mountain Ophthalmic Personnel (RMOP).



AMERICAN ACADEMY
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PRESENTATION HANDOUT SLIDES

Finders, Keepers:

How to Recruit and
Retain in a
Challenging Job
Market

American Academy of Ophthalmic Executives® (AAOE®)

Practice Management Program at AAO 2023

San Francisco, CA | Nov. 3 | Friday Intensive Course

Senior Instructor:

Savory Turman, COMT, COE, ACC, BCC, MS, OCS

Co-presenters:

Laura Baldwin, CPC, ELI-MP, RN

Jackie Bayne, COA, BS



Financial Disclosures

- Savory Turman, COMT, COE, ACC, BCC, MS, OCS
- Laura Baldwin, CPC, ELI-MP, RN
- Jackie Bayne, COA, BS

The presenters have no financial interests or relationships to disclose.

Introductions

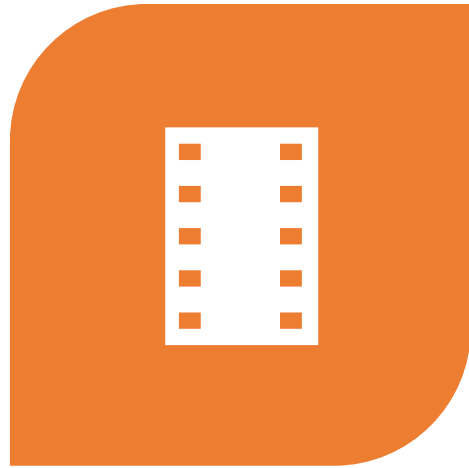
- Savory Turman, COMT, COE, ACC, BCC, MS, OCS
- Laura Baldwin, CPC, ELI-MP, RN
- Jackie Bayne, COA, BS

Notes for Course Participants

This PowerPoint is intentionally left blank on some pages for your notes and key takeaways.



Job Market Challenges



WHAT'S YOUR NARRATIVE?



ACTUAL REPORTING

Recruiting



JOB CREATION TO
INTERVIEWING



INTERVIEWING
TO HIRE



HIRE TO
ORIENTATION



ORIENTATION TO
ONBOARDING



POST-
ONBOARDING

From Job Creation to Interviewing

- Analysis
- Job description
- Job posting
- Resume receipt process
- Interview set up



Interviewing to Hire

- Interviewing team
- Interviewing experience
- Post-interview
- Time lapse from interview to hire
- Job offer



Hire to Orientation



PAPERWORK



ORIENTATION AND
ONBOARDING PLAN



TRAINING PLAN



ANNOUNCEMENT
TO TEAM

Orientation to Onboarding

- Day 1
- HR boxes
- Introductions
- Clear guidelines for day 2
- Training



Training Plan

- Clear outlines
- Learning objectives
- Milestones
- Celebrate wins



Post Onboarding



Check-in process



Check-in dates



Growth plan

Tips for Recruiting



Have a plan



Make it fun



Engage the team



Continuous process improvement

Retention Touchpoints



CULTURE BUILDING



COMPENSATION
INCREASES/
SCALING




STAFF MOTIVATION



GROWTH
OPPORTUNITIES



HURDLES

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Culture Building

Notes & Key
Takeaways



Compensation & Benefit Packages

Notes & Key
Takeaways





Staff Motivation

Notes & Key
Takeaways



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Staff Growth Opportunities

Notes & Key
Takeaways



Hurdles

Notes & Key
Takeaways



Tips for Retention

Notes & Key
Takeaways



Conclusion



Thank You

Questions?

savory@savoryturman.com

Savory

Laura

Jackie