

# ...KEEP THE RIGHT EMPLOYEE

Employee Turnover can cost as much as 21% of an employee's annual salary (Center for American Progress, 2012).

## Retention Strategies

- Professional Memberships: Association of Technical Personnel in Ophthalmology
- On-the-job training
- Support of continuing education
- Certification bonuses or salary increases



A person who feels appreciated will always do more than what is expected.  
- Author Unknown

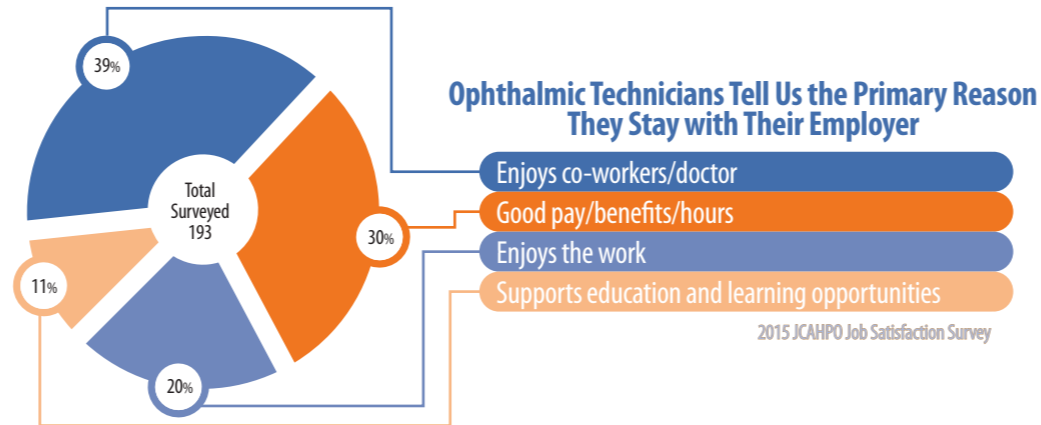
Certified technicians have 32%-37% more tenure and career longevity than non-certified technicians. Certified technicians average three more years in their positions and two more years with their current employer than non-certified technicians.

## Certification Pays Off

	Yrs ophthalmology	Yrs in position	Yrs with current employer
COA	15	10	9
COT	20	13	12
COMT	20	13	13
All Certified	17	11	10
Not Certified	12	8	8

ATPO Salary and Compensation Survey

*"My certified technicians help me take better care of our patients. Not only do they take histories and check visual acuities, they anticipate what data I will need to best make clinical decisions. My technicians function as a critical extension of me and I am so thankful for them each and every day!"*  
-Allison Paige Young, M.D., Stone Oak Ophthalmology, San Antonio, Texas



*"In my experience, certified employees have a better basis to understand the critical elements of tasks and patient testing in general. They are better able to follow directions and achieve more meaningful results. They have a greater degree of professional pride and satisfaction in achieving exemplarily test determinations. Because of their understanding of critical data, they often can include appropriate steps in the workup without time delaying supervision and time lag. Education of technicians pays many dividends for a quality practice in patient respect and professional competence."*  
-Loren C. Schrenk, MD, FACS, St. Louis, MO



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# FIND THE RIGHT EMPLOYEE WITH THE RIGHT STRATEGY AND BE THE RIGHT EMPLOYER

Creative Ideas and Solutions  
to Recruit and Retain Your Best Eye Care Team



# FIND THE RIGHT EMPLOYEE...



*"We post our positions on several websites and professional pages. I think the greatest referrals are word of mouth because professional reputation is very important. We look for the perfect pairing of experience and great attitude."  
-Jessica Barr, COMT, ROUB*

- ✓ Target the right applicants. Use descriptors like "entry level" or "experienced."
- ✓ Do not use acronyms or internal terms.
- ✓ Spell out job titles (Technician vs Tech) so search engines can easily find your job posting.
- ✓ Write out clear instructions for applying.
- ✓ Include the salary range.
- ✓ Identify benefits, bonuses, and rewards.
- ✓ Limit to one page and arrange with bullet points to make the posting easy to read.
- ✓ Reduce the job description to the essential tasks and skills.
- ✓ Include the location where the applicant would work to ensure applicants live close enough to be willing to accept an offer.
- ✓ Find ways to promote your practice to applicants. Include things like great Yelp reviews or high Glassdoor.com scores.
- ✓ Notify all applicants when the posting is filled and thank them for applying to increase the chance they will apply in the future.

## Potential Ophthalmic Technician Qualifications

- High school diploma or equivalent
- Excellent interpersonal and communication skills
- Math, health science, and computer skills
- Good dexterity and psychomotor skills
- Ophthalmic or clinical skills and didactic training
- JCAHPO Certified
- Volunteer experience in health care and first aid



Many people have valuable transferable skills.

# WITH THE RIGHT STRATEGY

Develop a personalized, dynamic approach to make your recruiting process successful.

## Referrals - Reliable, Trusted, Most Used Method

- Family, friends, and patients
- Other eye care team members: current and former employees, opticians, optometric assistants
- Recruiting companies

## Schools

- Allied Ophthalmic Training Programs (see listings at the Commission on Accreditation of Ophthalmic Medical Programs: [coa-omp.org](http://coa-omp.org))
- Students transitioning out of other training programs: Medical Assisting, Health Sciences
- Local Community Colleges

## Media

- Clinic website
- State or region specific job posting websites
- Local Eye Site (LES): [localeyesite.com](http://localeyesite.com)
- Careerbuilder.com
- Monster.com
- Craigslist.com
- Social media: Facebook, Twitter, LinkedIn
- Niche job posting sites
  - [Beyond.com](http://Beyond.com)
  - [Healthcarejobsite.com](http://Healthcarejobsite.com)

THINK OUTSIDE



Promote from within. Your front desk or scribe staff may be interested in expanding their career horizons.

## Community Involvement

- Clinic open house or brown-bag event
- Job shadowing
- Job fairs
- Community posting boards:
  - Church
  - Coffee House
  - Library
  - Stores
- Unemployment offices
- Print advertising and local media
- Veterans organizations

## Local Eye Site

Local Eye Site is a partner of ATPO. They provide job posting services.

# AND BE THE RIGHT EMPLOYER

Create a work environment that builds employee ownership, engagement, loyalty, trust, stability, and communicates that you value your employees.  
**And is fun!**

A successful employee retention strategy has two important components: office culture and incentives

## Culture

- Supportive team culture
- Opportunities for advancement: clinical, supervising, research
- Team engagement - communications, idea generation, and expression of concerns
- Positive, timely, and constructive feedback
- Employee recognition
- Open-door policy
- Consistent and fair office policies
- Cutting-edge facilities and clinical equipment
- Mentoring and orientation programs

## Incentives/Benefits

- Competitive salaries
- Insurances: health (medical and dental), life, disability
- Retirement packages
- Generous vacation, sick time, federal holidays
- Bonuses - sign-on, merit, certification incentives (pay increase or one-time bonus)
- Professional memberships: Association of Technical Personnel in Ophthalmology (ATPO)
- Clinic supported scholarships and funding of continuing education and JCAHPO certification
- On-the-job training and continuing education
- Flexible work hours
- Health care spending, cafeteria, flex spending accounts
- Parking - free or allowance, transportation reimbursement
- Uniform allowance
- Tuition reimbursement
- College savings plan
- Financial planning services
- Profit sharing
- Personal loans during emergencies
- Student loan forgiveness programs



*"Several employees are present at interviews. We've used formal questions in the past, but have reverted back to a more casual type of interview. It seems to relax the candidate, and we get a better feel for personality. We always ask the candidate what he or she knows about our eye center. It lets us know if the applicant is interested in joining our team."  
-Jacqueline Pullos, COT, OSC*