

HR 101

Functional & Integrative Medicine Medical Practices



About Me

Lisa McDonald, Founder
Integrated Connections



- Integrated Connections founded in 2009
- 20+ years HR experience
- Job board partner w/Institute for Functional Medicine since 2016
- Recruitment – small practices, health systems, academia
- HR Support Center

Job Board, HR Support Center, Recruitment Services

www.integratedconnects.com





The content of this presentation is for general information only. It is not legal advice.



What is HR

Focuses on several areas involved in managing employees

- Recruiting and staffing
- Compensation and benefits
- Training and learning
- Employee relations
- Organizational development



A foundation to building your medical practice

HR maximizes the potential of your practice



In This Webinar

- Why it's important to build a foundation of HR practices
- How to establish HR processes that make you an employer of choice in the field
- Tips that make HR easy and maximize the Human Resources in your medical practice



HR and the Employee Lifecycle

Maximize Potential

- Hiring
 - Position Descriptions, Compensation, Job Posts, Interviews, Offers,
 - Onboarding
- Retaining
 - Developing and Managing
 - Establish Policies, Training, Performance Management
- Terminating

Stay Compliant



Dollar Costs of Non-Compliance



\$160,000

The average cost of a small business employment lawsuit, which can take up to a year to resolve.



\$10,000

Potential penalty for wage & hour violation under the Fair Labor Standards Act.



\$75,000

The amount a violation of the Americans with Disabilities Act can cost an employer.



\$1,000

Potential fine for each violation of minimum wage or overtime pay requirements.



Costs of Non-Compliance

- In 2018, there were over 76,000 discrimination and harassment charges filed with the Equal Employment Opportunity Commission (EEOC).
- Legal disputes regarding workplace harassment cost U.S. companies \$505 Million in settlements.



1. HIRING














A single bad hire can cost **\$50,000** in lost productivity, rehiring, onboarding and training expenses.



Hiring Foundation

- Determine Compensation
- Job Description
- Behavioral interview questions
 - MUST understand laws that pertain to interview questions
- ALL interviewers are trained
- Consistent vetting process



Keywords	Location	• Choose a category...	SEARCH JOBS
<input checked="" type="checkbox"/> FULL TIME	<input checked="" type="checkbox"/> PART TIME	<input checked="" type="checkbox"/> FULL OR PART TIME	<input checked="" type="checkbox"/> TELEMEDICINE
<input checked="" type="checkbox"/> BUY A PRACTICE	<input checked="" type="checkbox"/> LOCUMS	<input checked="" type="checkbox"/> OFFICE SPACE	
	Functional Medicine Mental Health Opportunities: Psychiatrist, Therapist and Trauma Therapy (Telemedicine) CIBA Health Inc.	Remote	TELEMEDICINE
	Nurse Practitioner or Physician Assistant Blum Center for Health	Rye Brook, New York	PART TIME
	Physician (MD or DO) PatriotDirect Family Medicine	Natick, Massachusetts	FULL OR PART TIME
	Health Coach / Life style educator (In-Person or Virtual) Sayana Medical Spa & Wellness Center	Studio City, California	PART TIME
	Nurse Practitioner / Physician Assistant Kaplan Center for Integrative Medicine	McLean, Virginia	FULL TIME
	Senior Evidence Specialist The Institute for Functional Medicine	Remote	FULL TIME
	Collaborative Medical Director, Physician (MD/DO) in a Functional/ Integrative Medicine Practice KOI Wellbeing	La Jolla, California	FULL TIME
	Lyme Literate MD, DO, NP Sojourns Community Health Clinic	Westminster, Vermont	FULL OR PART TIME
	Functional Medicine Physician – Telemedicine (NY, NJ, PA & FL) ivee	Remote	TELEMEDICINE
	Chief Health Officer, Physician (MD/DO) Dohmen Company Foundation	Milwaukee, Wisconsin	FULL TIME
	Nutritionist / Health Coach (In Person or Virtual Position) Suruchi Chandra, MD	Palo Alto, California (SF Bay Area)	PART TIME

Hiring Remote Staff

Not everyone is cut out for remote work

Create interview questions that screen for:

- Self-motivation, work independently
- Time management skills
- Excellent communication skills (telehealth)



Hiring Virtual

- The remote hiring process
 - Video interviews and online forms
- Compliance
 - Employees are subject to **their** State employment laws
 - Job posting compliant
 - Salary ban
 - New hire reporting requirements
 - Still must maintain I-9's
 - Verify how state & county taxes should be paid
- Determining salary can get dicey



Recruiting Compliance

- What Not to Ask

Questions that employers may not ask focus on age, disability, race, religion, sex and marital status, national origin.

- Examples – NOT to ask

- When do you intend to retire?
- How are you managing your lupus?
- Are you planning to start a family?
- What country are you from?
- What is your salary history?

- Be Consistent

- Same questions and structured interview process





If it isn't related to the job don't ask it

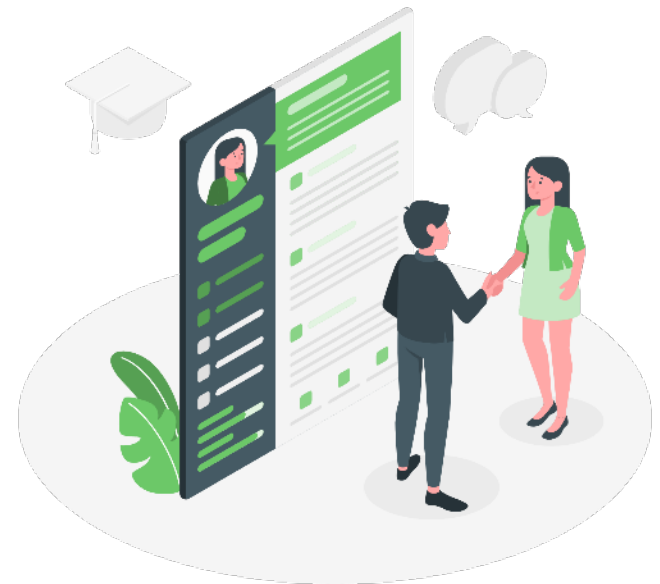


The Job Offer

Make it welcoming and formal

Important Documents:

- Offer letter that clearly states the terms of employment
- NDA
- Non-compete



Onboarding

- New Hire Paperwork – digital for remote
- Handbook & Job Description
- Training Program
 - Orientation, schedule, mentor



69%

of employees who undergo effective onboarding are more likely to stay with an employer for at least 3 years.

2. Retention

Developing & Managing

- Performance management
 - Reviewing job description regularly
 - Address performance issues timely
- Invest in learning and development
 - Providing CME
 - Lunch and learns
- Recognition
- Collaboration

JOB DESCRIPTION

Position Title	Department	Reports to
Functional Medicine Advanced Practice Registered Nurse	[Department]	[Direct Supervisor]
Employment Status	FLSA Status	Effective Date
<input type="checkbox"/> Temporary <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time	<input type="checkbox"/> Non-Exempt <input type="checkbox"/> Exempt	[Effective Date]

POSITION SUMMARY

The Functional Medicine Advanced Practice Nurse is dedicated to providing a patient-centered care experience in a collaborative environment utilizing the principles of Integrative and Functional Medicine. This position will incorporate both **primary** and preventive care through patient interviews, assessing medical history, ordering appropriate labs, and providing treatment plans to address physical, mental, and emotional patient concerns.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Tips for Managing Virtual Employees

Create a strong collaborative organization virtually

- Virtual team meetings
- Technology
- Lead by example
- Be flexible and adjust as needed



Tips for Managing Virtual Employees

Set ground rules and expectations: **Employee Handbook**

- Be **consistent** and treat everyone fairly
- Provide schedules and **expectations** on task completion
- Provide any necessary **training**
- Ensure **compliant** with state laws for each remote employee



Keeping Your Workplace Compliant

- Organize new hire paperwork
- Display required posters – digitally/mail
- Handbook
- Process for complaints
- Harassment training



Legal Obligations

Critical to understand the employment laws and regulations that affect your practice.

- One violation can expose you to lawsuits and government penalties.



Employment Laws (not all inclusive)

Federal law prohibits any adverse employment action based on race, color, sex (including pregnancy), age, national origin, disability, military service.

State and local laws often prohibit discrimination based upon marital status, sexual orientation as well as the factors contained in the federal legislation.



Good HR Practices are about more than just avoiding a lawsuit or fines.

Good HR Practices make you an **Employer of Choice** and make it easier to **Attract, Retain and Grow Top Talent** in the field.



33%

of new hires look for a new job within 6 months of being hired*

*Bloomberg, Bureau of National Affairs

Effective HR programs can make you money



- ✓ Greater employee retention = patient retention
- ✓ Higher productivity (better engagement in patient visit)
- ✓ Increase in patient referrals
- ✓ More operating income
- ✓ Less employee absenteeism



3. Termination

Voluntary

- Get it in writing

Involuntary

- Expose your practice to potential liability and put your reputation at risk if not managed correctly.



The Termination Process

- Review with certified HR professional or lawyer
- Verify state labor requirements
- Plan in place for the meeting - prepare a checklist.
- Need to know



Becoming an Employer of Choice

- ✓ Hire right – skills and culture fit
- ✓ Set clear expectations
- ✓ Provide regular training – mentoring
- ✓ Consistency
- ✓ Regularly document performance & update job description
- ✓ Reward – isn't always monetary



Build a Reputation as Top Employer

- Tarnished reputation ➡ hard to recruit
 - Google reviews from patients
 - Disgruntled staff at conferences



HR is Needed More Than Ever

- Diversity and Inclusion becoming more important
- Understanding COVID in the workplace
- Outstanding Employees are a rare gem – RETAIN THEM
- Costs of Turnover – especially to I & FM practice



Final Words of Wisdom



If you didn't write it down, it didn't happen.



Set expectations, be consistent and fair



Do it with heart



HR is The Heart of Your Practice



Your team should feel safe,
heard, & appreciated

Your staff directly impacts
Patient Attraction &
Retention

Where can you go for your
HR questions?



HR Support Center	HR on Demand	HR for Personalized Medicine
No endless searching for HR answers. Build an HR foundation quickly and easily with self-service libraries, tools, and templates.	Solve HR issues with unlimited, on-demand support from the industry’s best team of certified HR professionals.	HR resources and solutions specific to Integrative & Functional Medicine medical practices.
<ul style="list-style-type: none">• Policy library & law alerts• HR forms, documents, and templates• Employee handbook builder• Job description templates• Recruitment and hiring support tailored to the field• Resources covering common employer laws including ACA, FLSA, and FMLA• Extensive Covid-19 content• Monthly HR webinars led by our HR Pros• Monthly HR newsletters• HR fitness test to assess HR compliance gaps• Guides on popular HR topics	<ul style="list-style-type: none">• Rapid, Unlimited Live Advice• Question and answer history• Custom multi-state employee handbooks with consultation• Custom project requests• Covid-19 live help• Call in or email questions	<ul style="list-style-type: none">• Monthly online community meeting for Integrative and Functional Medicine practices• Share best practices and solutions for pain points• Job descriptions specific to the field• Participate in salary surveys specific to the field.

Expertise in more than 25 HR practice areas

- Benefits
- Compliance
- Compensation
- Culture
- Discrimination
- Diversity
- Employee Relations
- Engagement
- Employment Laws
- Workplace Policies
- Harassment
- Health Care
- Hiring



- HR Administration
- HR Strategic Planning
- Immigration
- Leadership
- Leaves
- Onboarding
- Performance Mgmt.
- Retention
- Terminations
- Training
- Total Rewards
- Wage & Hour
- Workforce Management



Resources

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