



# How to Attract and Retain Staff

## It's easier than you think.

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## Showcasing Your Practice

Attracting and keeping top talent is easier than you think. Whether you are looking for front desk staff, an audiology assistant, or an audiologist or provider, the same principles apply.

The problem with most job postings is that they all sound pretty much the same. And they mostly sound like the practice is looking to hire someone that they can work to death. The typical job posting does little to showcase what a great place your practice is to work at, something that's easily remedied.

Job expectations have changed over the last two decades. Add to that the present labor shortage, peoples' concerns about COVID, and the fact that most of the talent you might be interested in (the ones with brains) already have a job, and finding great employees may seem difficult.

We're in the same boat at MedPB, looking for top talent. Our experience is that most potential employees are looking for the same things. The simple solution that we use to get great people to leave their current jobs and join our team is to provide a job that gives them:

- A sense of purpose
- A focus on making work fun
- A collaborative team environment
- A high degree of autonomy
- Flexibility in total hours and hours worked
- Better than average pay and solid benefits
- A good work life balance.

Simply stated by the folks at William Demant, giants in the hearing aid industry, "Going to work should be rewarding, meaningful and fun!"

The key to attracting and retaining top talent is finding potential team members whose values align with your practice's core values. For MedPB, a totally remote company, self-motivation and organization are key. For an in-person office, these might not be as important.

## How to stand out from the competition

Before you start writing an ad for a particular position, think about the kind of practice you run and how you want to market it to potential employees. By clearly defining the values of your business and your management style, you can attract employees who enjoy working with you, your team and your patients. Use the questions below to get started.

### 1. At our practice our primary mission is to:

- Maximize profits
- Dominate the competition

- Help patients get more out of life
- Bring back hearing trumpets
- \_\_\_\_\_

**2. At our practice we look for ways to make work:**

- Fun and build camaraderie
- Full of red tape
- Not clear what our goals are
- \_\_\_\_\_

**3. The key to growing our practice is to:**

- Continually find better ways to do everything, including improve our systems, processes and communication
- Stick to our tried and true way of doing things
- Going back to the way things were done 10 years ago
- \_\_\_\_\_

**4. As the practice owner my role is to:**

- Inspire my team to go beyond expectations
- Use extrinsic motivation to improve performance
- Make as many rules for employees as possible
- \_\_\_\_\_

**5. The best employees:**

- Do what they are told
- Come up with better ways of getting work done
- Are vegan
- \_\_\_\_\_

**6. Our success depends on:**

- A few key players
- Teamwork and collaboration
- The phase of the moon

\_\_\_\_\_

**7. In large part our success depends on:**

- Helping the community
- Staying internally focused
- Luck
- \_\_\_\_\_

**8. When things go wrong:**

- It's the fault of one or more staff members
- 95% of the time, it's a problem with system or process that needs improvement
- It's out of our control
- \_\_\_\_\_

**9. Employees thrive when you give them:**

- High levels of autonomy and flexibility
- A high degree of structure and micromanagement
- A focus on commissions
- \_\_\_\_\_

***Whatever your answers are to the above questions, include your answers in your job description so you find people who are a good fit with your practice's values.***

To help you see the difference in types of job postings, we've provided two sample job postings below. One which is a simplification of the typical audiologist job posting. The second is the type of posting we'd write to attract candidates to our practice, if we had one.

**Job Posting 1 - Profits First**

*XYZ premier practice looking for a self-motivated, self-organizing, self-driven person to make XYZ practice a lot of money even if it drives you crazy and you have to work endless hours and give up seeing your family during the week.*

## Job Posting 2 - Benefits First

*Want to truly enjoy your work, be part of a caring collaborative team where your ideas matter and you can make a difference in the community? At XYZ practice, our focus is on helping patients and continuing to improve everything we do, with the input of our valued team members. We provide our team members with both competitive compensation and reasonable hours so they can enjoy the benefits of a sane work life balance.*

Of course if you advertise that your practice is flexible or that work/life balance or collaboration are part of your practice, any new team member you hire will expect that to actually be the case.

## The Hiring Process

Below we've mapped out the hiring process that works. Skip a step and your efforts are likely to fall flat. Do each one and you'll be on your way to attract the next great addition to your team.

List the primary values your practice is based on. See the above exercise.

1. Outline what the Most Valuable Activities (MVAs) and Measure of Success (MOSs) for the role.
2. Make a list of key activities
3. Write a few sentences about your practice that describe what makes your practice different and a great place to work.
4. Write your job description. To make it easy we've provided samples below.
5. List required qualifications, skills and experience.
6. Post your ad

7. Interview people to see if they are both smart and a fit for your practice culture.

On the following pages we've mapped out the hiring process, including samples of job postings, for front desk staff, audiology assistant and provider.

[Front Desk Staff](#)

[Audiology Assistant](#)

[Provider / Audiologist](#)

[Retention](#)

## Front Desk Staff

### *Front Desk Staff MVAs and MOSs*

#### Sample Front Desk Staff MVAs and MOSs

##### *MVAs*

- Converting calls to appointments
- Mining the database
- Encouraging reviews and testimonials

##### *MOSs*

- Call to appointment ratio
- Appointments scheduled from database mining
- Number of reviews collected online

## Your Front Desk Staff MVAs and MOSs\*

*\*Start a separate document if you need more space.*

### **Front Desk Staff Responsibilities**

#### **Sample List of Front Desk Staff Key Responsibilities:**

- Scheduling appointments with current and future patients and their family members
- Collecting contact information from all those who call but whom are not yet ready to make an appointment
- Soliciting appointments from database
- Following up with existing patients
- Tracking revenue generated from marketing and advertising
- Filing
- Patient interaction

## Your Front Desk Staff Responsibilities\*

*\*Start a separate document if you need more space.*

### **Front Desk Staff Job Posting Lead Paragraph**

In your lead paragraph, answer the question, what makes your practice different and a great place to work?

**Sample:**

*Do you love talking to and helping people? Always looking for ways to improve systems and processes? We're looking for a talented person to manage patient expectations, communications and optimize patient appointments, so we can continue to help more people in our community benefit from better hearing.*

## Your Front Desk Staff Job Posting Lead Paragraph\*



*\*Start a separate document if you need more space.*

## **Putting it Together in Your Front Desk Staff Job Posting**

Sample:

### **Title: Front Desk Manager for someone who loves helping patients**

Do you love talking to and helping people? Always looking for ways to improve systems and processes?

We're looking for a talented person to manage patient expectations, communications and optimize patient appointments, so we can continue to help more people in our community benefit from better hearing.

### **Position Summary**

You will be working face to face with patients, greeting them in person and on the phone. Your role will make their phone contact or office visit a positive one and to follow up on all the details that ensure our practice has all the correct patient information and use our follow-up systems to keep patients informed. The Front Desk Manager also supports the office staff in all marketing, operational, customer service and administrative functions.

### **Responsibilities**

- Scheduling appointments with current and future patients and their family members
- Collecting contact information from all those who call but whom are not yet ready to make an appointment
- Soliciting appointments from database
- Following up with existing patients

- Tracking revenue generated from marketing and advertising
- Filing
- Patient interaction
- Demo and charge entry

#### **Education and Experience**

- High school education plus at least two years of college education is mandatory
- Experience in general office responsibilities and management or any such supervisory/ management experience is preferred

#### **Skills Required:**

- Sales oriented
- Likes people
- Good communicator
- Customer-service oriented
- Organized
- Responsible
- Empathetic
- A good listener
- Professional
- Self Motivated

## Your Front Desk Staff Job Posting\*

*\*Start a separate document if you need more space.*

## Where to Advertise for Front Desk Staff

- Indeed
- LinkedIn
- Craig's List
- Local paper
- Monster.com
- Local temp agency

## How to optimize your Indeed spend

**Reference:** [How the best recruiters use Indeed](#)

### **Step 1 - Create a company profile**

- Share your company's message: focus on the description of your company-not the jobs you are hiring for.
- Indeed may have already created a profile for you that you can claim and edit

### **Step 2 - Create a Job posting**

Use the information above to create a description of your company, the benefits, and the job

Suggested Budget: \$50 per day per post (or whatever desired budget is for hiring goal).

If you want to increase conversions, you can spend more.

- 1-2 week hiring goal: Budget (@ \$50/day) = \$350-\$700
- 2-4 week hiring goal: Budget (@ \$50/day) = \$1,050-\$1,400

#### **Tips For Success**

- Your job posting can be paused while you are reviewing multiple applicants to reduce spend
- Leave the pay range blank so that one is not posted with the job description
- Certain states may require a compensation range that Indeed will post based on what they deem comparable jobs in the area. Be sure to review your job posting once published to see if an estimated range is posted
- If the range doesn't align with the position (ie. too low will deter applicants, too high will create early disappointment or cause you to negotiate a higher salary than anticipated), you will need to edit the posting to include a range or starting salary. You can specify in the job description that salary is based on experience.

#### **Posting Specifications**

- Apply method - Email
- Resume required - Yes

- Allow messages - Yes
  - This is great for engagement and shows you're not a robot, but ***you must check/respond each week day***
- No more than 1-3 pre-screening “deal breaker” questions - helps filter to more eligible applicants without over eliminating potential quality applicants
  - Additional questions can be asked on the actual application
- Advertising location - Ad will primarily run in a 25 mile radius from the location chosen.
  - Remote positions - Only chose “Remote” for location. Do not specify a city/state.
  - If you use the paid feature to advertise in other locations, the budget will be split evenly between each city/state selected and could reduce visibility - may need to increase budget if not getting desired activity or reduce targeted locations

### ***Step 3 - Once Your Job Post Is Live***

Regular editing and refreshing of your post on Indeed can potentially increase visibility and bring you more great candidates. Here are some tips to maximize your Indeed presence:

- Update the title of the job post every week
- Invite people via the paid post:
  - From “Candidates” tab, click on Invite Matches
  - Invite people that may potentially be good candidates
    - There is a daily or weekly limit on how many can be invited to apply
    - Message applicants requesting they apply for your role if they tried to apply via Indeed directly
      - It's okay to use scripts for engaging with candidates that have shown interest, but haven't applied or for basic questions

- Personable responses are best. Get them on the phone if they have more than 1-2 questions, or offer to walk them through the application on your HR site
- Check your job posting at least 3 times a week (daily if possible) to ensure that it is still able to be found by popular/common keywords and posting is correct
  - No estimated salary range needed, unless required by [state law](#)
  - Job posting shows up easily and within 1-2 pages
  - Description is free of errors and accurate
- If you aren't getting as much activity as you had hoped in the first 1-2 days, review your job posting to ensure everything is correct and job title is relevant (you can easily find it using basic search terms)
  - Call Indeed support if you are not able to find your posting. Your rep may offer suggestions on keywords and/or job post settings.
- Repost the listing every 30 days to keep job post "fresh". More often can trigger your post to be flagged for spam.
  - From the Jobs page:
    - Change Job status to "Paused"
    - Click 3 dots next to the right of job posting
    - Click "post job in multiple locations"
    - Add location (for remote position, type "Remote")
    - Edit budget to desired daily average

## **What To Look For In Front Desk Staff Resumes**

- Years of experience working in a medical office as a receptionist

- Basic computer skills
- Have worked with CRMs before
- Sales or customer service experience

## **Front Desk Staff Sample Interview Questions**

1. What's your understanding of your role?
2. What computer systems do you have the most experience with?
3. What's the best way to keep improving in your role?
4. What's your role in attracting and keeping patients?
5. How can you help our practice continue to grow?
6. What are the keys to improving the patient experience?
7. How do you hold yourself accountable?

## **Audiology Assistant**

### *Audiology Assistant MVAs and MOSs*

#### **Sample Audiology Assistant MVAs and MOSs**

##### **MVAs**

- Assisting the Audiologist with all hearing aid fittings/deliveries
- Handling repairs from walk ins
- Converting calls to appointments
- Mining the database

- Encouraging reviews and testimonials

### **MOSs**

- Scheduling efficiencies (allowing the Audiologist to see more new patients)
- Revenue growth
- Call to appointment ratio
- Appointments scheduled from database mining
- Number of reviews collected online

## **Your Audiology Assistant MVAs and MOSs\***

*\*Start a separate document if you need more space.*

### ***Audiology Assistant Responsibilities***

#### **Sample List of Key Responsibilities**



Assist the Audiologist(s) in all duties so they can focus more energy on revenue producing opportunities

- Assisting the Audiologist in performing routine duties
- Ordering hearing aids and ear molds and other assistive listening devices
- Performing Annual Hearing Tests
- Maintaining hearing aid supplies
- Checking in and maintaining hearing aid stock or new orders
- Guiding patients in the proper use and care of hearing aids
- Maintaining documentation for all inventory, patient notes and work completed
- Also act as a backup for the Front Desk
  - Scheduling appointments with current and future patients and their family members
  - Collecting contact information from all those who call but whom are not yet ready to make an appointment
  - Soliciting appointments from database
  - Following up with existing patients
  - Tracking revenue generated from marketing and advertising
  - Filing
  - Patient interaction
  - Demo and charge entry
  - General clerical assistance
  - Reception and telephone duties
  - Responsible for sorting and distributing mail

## Your Audiology Assistant Responsibilities\*

*\*Start a separate document if you need more space.*

### **Audiology Assistant Job Posting Lead Paragraph**

In your lead paragraph, answer the question, what makes your practice different and a great place to work?

**Sample:**

*Do you love talking to and helping people? Always looking for ways to improve systems and processes?*

*We're looking for a talented person to join our team focused office to assist our audiologists with patient communications and optimize the patient experience and office efficiency, so we can continue to help more people in our community benefit from better hearing.*

## Your Audiology Assistant Job Posting Lead Paragraph\*

*\*Start a separate document if you need more space.*

## Putting it Together: Audiology Assistant Job Posting

### **Title: Audiology Assistant Needed Who Loves Helping People Hear**

Do you love talking to and helping people? Always looking for ways to improve systems and processes?

We're looking for a talented person to join our team focused office to assist our audiologists with patient communications and optimize the patient experience and office efficiency, so we can continue to help more people in our community benefit from better hearing.

### **Position Summary**

You'll be working under the supervision of a licensed Audiologist in the delivery of services to patients with hearing loss. You'll be helping to improve access to patient care, increase productivity by reducing wait times and increase patient satisfaction.

### **Responsibilities**

Include assisting the audiologist in performing routine duties, scheduling patients, packaging and mailing earmold orders, conducting required tests, maintaining inventories of supplies, checking function of all audiology equipment, guiding patients in proper use and care of hearing aids, maintaining official documents etc.

### **Education and Experience**

- High school education plus at least two years of college education is mandatory
- Degree in Audiology Assistant preferred, will train people with no experience
- Experience in general office responsibilities and management or any such supervisory/ management experience is preferred

## Your Audiology Assistant Job Posting\*

*\*Start a separate document if you need more space.*

### **Where to Advertise for Audiology Assistants**

- Indeed
- LinkedIn
- Craig's List
- Local paper
- Monster.com
- Local temp agency

### **What To Look For In Audiology Assistants' Resumes**

- **Keyword Research** - did the applicant customize their resume to match the position they are applying for with the skill sets you want
- **Over embellished skills** - did the applicant include things that don't really matter or things that don't have anything to do with the position. Did they include stories of how they would be a good fit for the job?
- **Career Progression** - does the applicant move around often or do they stay at a position for a long period of time? Do they have multiple positions in a short amount of time? Do they appear to be growing their skill sets to get better and better jobs?

- **Social Media Access** - were they upfront about their LinkedIn profile or twitter handle? It shows they closely monitor their personal brand. And even if they didn't share, you should try to find them online to see what they are like after work. Remember, how you do anything is how you do everything.

### *Audiology Assistant Sample Interview Questions*

The best team member is going to be the one who asks the best questions about your practice and the role. For example, questions such as, "What's your 2-5 year plan for growing the practice?" and "How can I grow in this role?"

1. What's your understanding of your role?
2. What similar roles have you filled in the past?
3. What lessons has your work taught you?
4. What 3 words would you use to describe your reputation?
5. What are you proudest of?
6. Do you have any favorite stories from your work, from your practice?
7. What continues to inspire you?
8. What do you do to make work fun?
9. What do you see as the biggest challenges to being highly successful in this role?
10. What do you see as the keys to mastering the role?
11. What do you see as the benefits to you of working for <name of your practice>?

# Provider / Audiologist

## Most Valuable Activities (MVAs) and Measurements of Success (MOSs)

### Sample MVAs and MOSs

#### MVAs

- Converting patient consultations into hearing aid purchases.
- Reducing returns during a hearing aid adjustment period
- Getting more patients into higher-end technology

#### MOSs

- Help Rate (80% or greater)
- Return/Exchange Rate (less than 10% measured on \$)
- Average Selling Price per Unit

| Your Provider MVAs and MOSs* |
|------------------------------|
|                              |

*\*Start a separate document if you need more space.*

## Provider Responsibilities

## Sample List of Key Provider Responsibilities

- Administer hearing evaluations, tests, or examinations to patients to collect information on type and degree of impairment
- Counsel and recommend treatment plans when appropriate
- Examine and clean patients' ear canals.
- Fit and dispense assistive devices, such as hearing aids.
- Maintain patient records at all stages, including initial evaluation and discharge.
- Monitor patients' progress and discharge them from treatment when goals have been attained.
- Plan and conduct treatment programs for patients' hearing problems, consulting with physicians, nurses, psychologists, and other health care personnel as necessary.
- Refer patients to additional medical or educational services if needed.
- Participate in conferences or training to update or share knowledge of new hearing or treatment methods or technologies.
- Participate in traditional marketing planning and execution
- Develop and supervise physician marketing program

### Your Provider Responsibilities\*

*\*Start a separate document if you need more space.*

## Provider Job Posting Sample Lead Paragraph

In your lead paragraph, answer the question, what makes your practice different and a great place to work?

### Sample:

*Are you an experienced Audiologist who loves working with patients and helping them find the right hearing solution?*

*At <name of practice> we're committed to making a difference with our patients and our providers. Looking for a great practice to work with, to showcase your skills and expertise so you can help more patients find the right hearing aid solution?*

### Your Provider Job Posting Lead Paragraph\*

*\*Start a separate document if you need more space.*

## Putting it Together: Sample Provider Job Posting

**Title:** Staff Audiologist, Clinical Audiologist, Director of Audiology, Dispensing Audiologist



Are you an experienced Audiologist who loves working with patients and helping them find the right hearing solution?

At <name of practice> we're committed to making a difference with our patients and our providers. Looking for a great practice to work with, to showcase your skills and expertise so you can help more patients find the right hearing aid solution?

We'd like to help you achieve your personal, financial and professional goals. Of course, you'll need professional skills, be motivated and communicate well with our team. In return, we can provide well above average compensation and benefits including:

- <Insert benefits>

<Name of practice> is family owned and operated by <names of owners>. We've been in business for <number of years> with <one location> located in <City, State>.

Equity and ownership opportunity available for the right person who can prove themselves. Please respond in writing with a resume and cover letter in PDF format to <contact name and address>.

### **Responsibilities**

- Administer hearing evaluations, tests, or examinations to patients to collect information on type and degree of impairment
- Counsel and recommend treatment plans when appropriate
- Examine and clean patients' ear canals.
- Fit and dispense assistive devices, such as hearing aids.
- Maintain patient records at all stages, including initial evaluation and discharge.

- Monitor patients' progress and discharge them from treatment when goals have been attained.
- Plan and conduct treatment programs for patients' hearing problems, consulting with physicians, nurses, psychologists, and other health care personnel as necessary.
- Refer patients to additional medical or educational services if needed.
- Participate in conferences or training to update or share knowledge of new hearing or treatment methods or technologies.
- Participate in traditional marketing planning and execution
- Develop and supervise physician marketing program

#### **Education and Experience**

- Master's or Doctorate degree in Audiology, current state and national certification. Must have Certificate of Clinical Competence in Audiology (CCC-A) or eligibility.
- Holds hearing instrument dispensing license, if separate license is required in the state
- Takes 100% responsibility and exhibits a growth mindset
- Excellent communication and sales skills that allow effective working relationships with a diverse patient and / or colleague.
- Experience with Audiology Office Management Systems
- Strong typing, computer and hearing aid software skills
- Ability to time block and prioritize with multiple deadlines
- Must be detail oriented.

## Your Provider Job Posting\*

*\*Start a separate document if you need more space.*

### ***Where should I advertise for providers?***

Place job posting in these places, in this order:

1. Audiology Online
2. Your state and national Audiology organization websites.
3. Your local equipment/calibration company websites.

### ***What should you look for in provider resumes?***

- Screen the resume for typos and grammatical errors.
- Screen the applicant's job history.
  - Do they stay at a job for a long time, or do they change jobs frequently?

## *Audiology Provider Sample Interview Questions*

The best team member is going to be the one who asks the best questions about your practice and the role. For example, questions such as, “What’s your 2-5 year plan for growing the practice?” and “ How can I grow in this role?”

1. What’s your understanding of your role?
  - a. Hint: Building and maintaining relationships with clients / patients.
2. What similar roles have you filled in the past?
3. What lessons has your work taught you?
4. What 3 words would you use to describe your reputation?
5. What are you proudest of?
6. Do you have any favorite stories from your work, from your practice?
7. What continues to inspire you?
8. What do you do to make work fun?
9. What do you see as the biggest challenges to being highly successful in this role?
10. What do you see as the keys to mastering the role?
11. What do you see as the benefits to you of working for <name of your practice>?
12. Describe your process for dealing with a patient that needs hearing aids but is suffering from denial.
13. Do you think it’s appropriate to dismiss or fire a patient? Tell me how you would do it.
14. What questions would you like to ask us?

# Retention

Hiring is the first step but if a new hire only stays a year or two or less, you'll continue to struggle to build your team and your practice. What's the secret to retaining top talent?

At MedPB we found that a focus on our core values and building them into everything we do was essential to retaining our top talent. From how you communicate to scheduling and everything you do reflects your values. To make sure we were using them, we regularly review everything we do and make small and large changes to stay true to our values.

## MedPB Core Values

### *Making a difference*

We help medical practices prosper, thrive and improve lives.

### *Having fun*

We create inspiration, camaraderie, fun and fulfilling work for our team.

### *Curiosity*

Curiosity about new ideas is built into our work week so we can continue to improve everything we do.

### *Collaboration*

Our success is built on teamwork and collaboration within MedPB, with our clients and our partners.

### *100% Responsibility*

We take full responsibility for results within the team, with clients and with partners.

**Have questions on how to implement these values?**

**Talk to Your Practice Advisor about MedPB's 5 Un-management Principles.**