Texas Orthopedic Administrators Society

Annual Conference
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The S.H.A.R.P. Approach to Employee Retention & Job Satisfaction



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Director of Patient Services, Peachtree Orthopedics

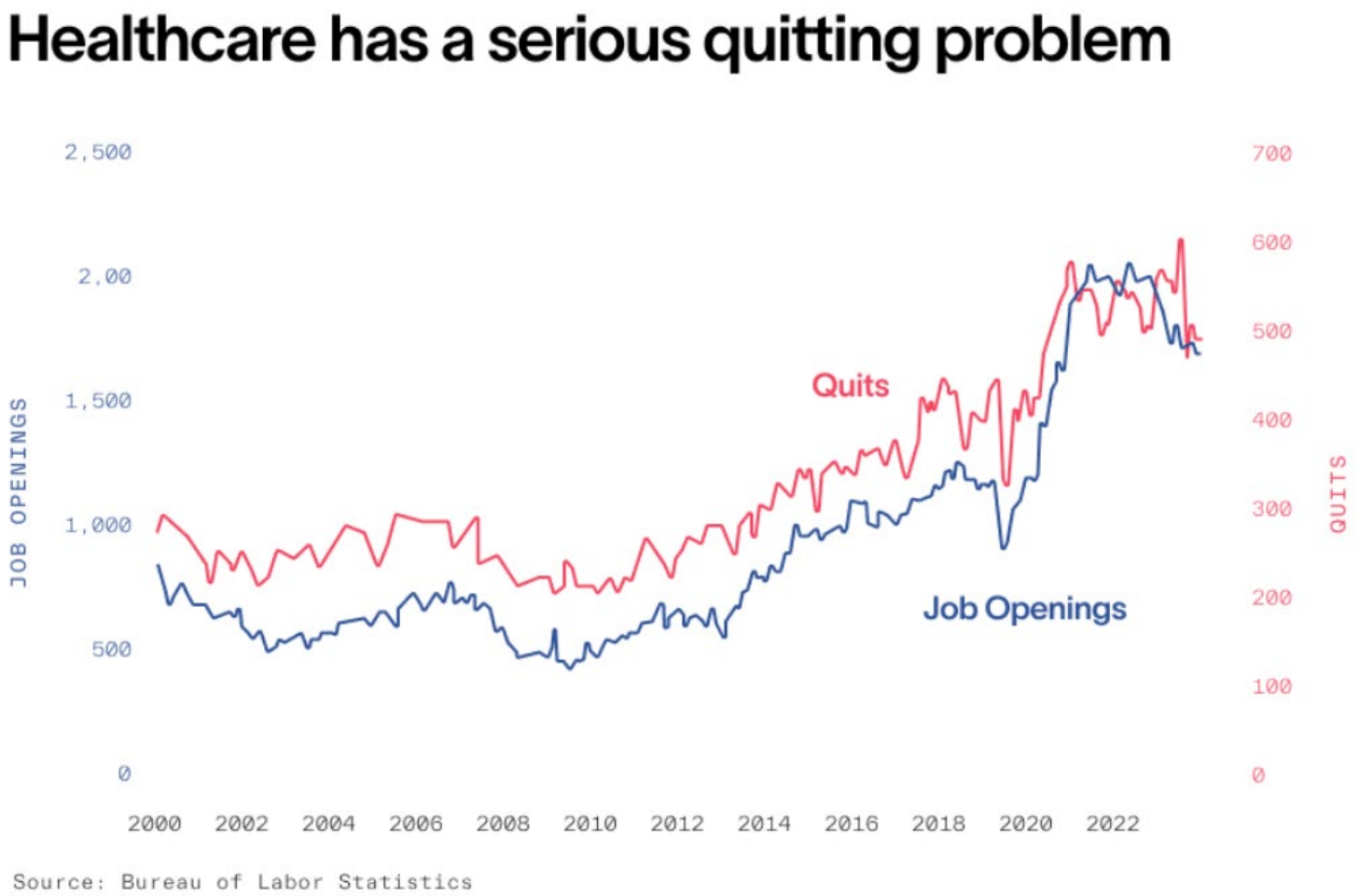
Joined Peachtree Orthopedics in 1998
- Administrative Assistant
- Clinical Assistant
- Clinical IT Specialist & Clinical Supervisor
- COVID Program Coordinator
- Director of Patient Services

LSS Green Belt Certification August 2025

Lead Patient Services Team of Scheduling, Registration and Front Desk teams of approximately 65 staff

What Percentage of Your Staff are Quitting?

Turnover rates in healthcare impact patient care, team morale, and efficiency.



Why do Employees Leave a Job?

3. NO RECOGNITION

82% of workers say that the lack of recognition towards their initiatives leads them to consider switching employers.

It is easy to downplay the power of rewarding and recognising your employees for outstanding work.

However, it is important to note that a simple pat on the back can have the biggest impact to employees., which is why managers need to communicate with their team to determine what it is that motivates them.

This may take the form of an internal recognition, a flexible schedule, a promotion, or an extra vacation time.

10. OVERALL CORPORATE CULTURE

Beyond direct managerial factors, the broader company culture has a substantive effect on a company's retention initiative.

Employees appreciate a work environment where management is accessible, communication is transparent, the direction is clear, and executives are respected and approachable.

Those who do not see these things in their current organisation are...

15% more likely to consider seeking a new job than those employees who do, reports TinyPulse.

https://www.15five.com/blog/top-10-reasons-employees-leave-jobs-infographic

The S.H.A.R.P Approach to Leading a Team

S	=	*Seen*
H	=	*Heard*
A	=	*Acknowledged*
R	=	*Retention*
P	=	*Performance*

Why is a S.H.A.R.P Approach important?

The average cost to replace an employee ranges from 30% to 400% of their annual salary, depending on their role and experience level, with entry-level positions costing 30-50% and senior-level employees costing 400%. These costs include direct expenses like recruitment and training, and hidden costs such as lost productivity, damaged morale, and disruption to company culture.



Direct costs of employee turnover

These costs are easy to quantify and directly related to the hiring process.

- **Recruitment:** This includes advertising costs, agency fees, screening resumes, and time spent interviewing candidates.
- **Hiring:** The average cost to hire a new full-time employee is about $4,700, according to SHRM.
- **Onboarding and Training:** This covers the time and resources spent on training new employees. The Association for Talent Development found that companies spent an average of $1,252 per employee on training in 2015.
- **Separation:** Costs can include severance pay, unemployment tax increases, and administrative expenses for processing the departure.

What Does It Mean To [illegible] P?

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to [illegible]gent, and able [illegible]otice things quickly.

How I took a negative and developed a positive leadership approach!

Is it important to look sharp?

Is it about keeping it sharp?

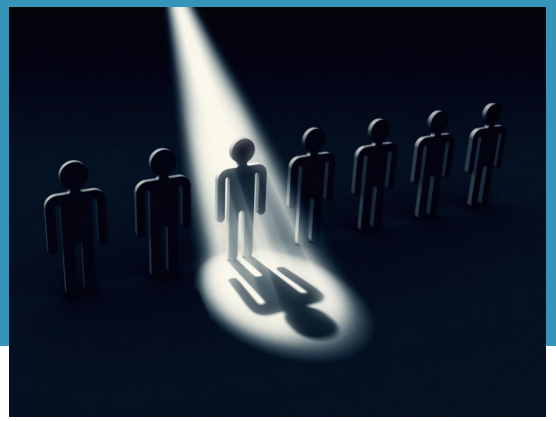
What does it mean to be S.H.A.R.P?

The S.H.A.R.P. Approach is a way to:

- Help reduce turnover and increase retention
- Improve employee job satisfaction
  - Happy employees contribute to a positive work environment that patients can see!
- Provide actionable items that are easy to implement.

The S.H.A.R.P. Approach: Seen

Google search defines it as: your **contributions**, **skills**, and **achievements** are recognized and appreciated by colleagues, managers, and senior leaders, leading to opportunities and career advancement.



- Listen actively!
- Follow up on personal details!
- Get to know staff as a *person* not just a “position”!

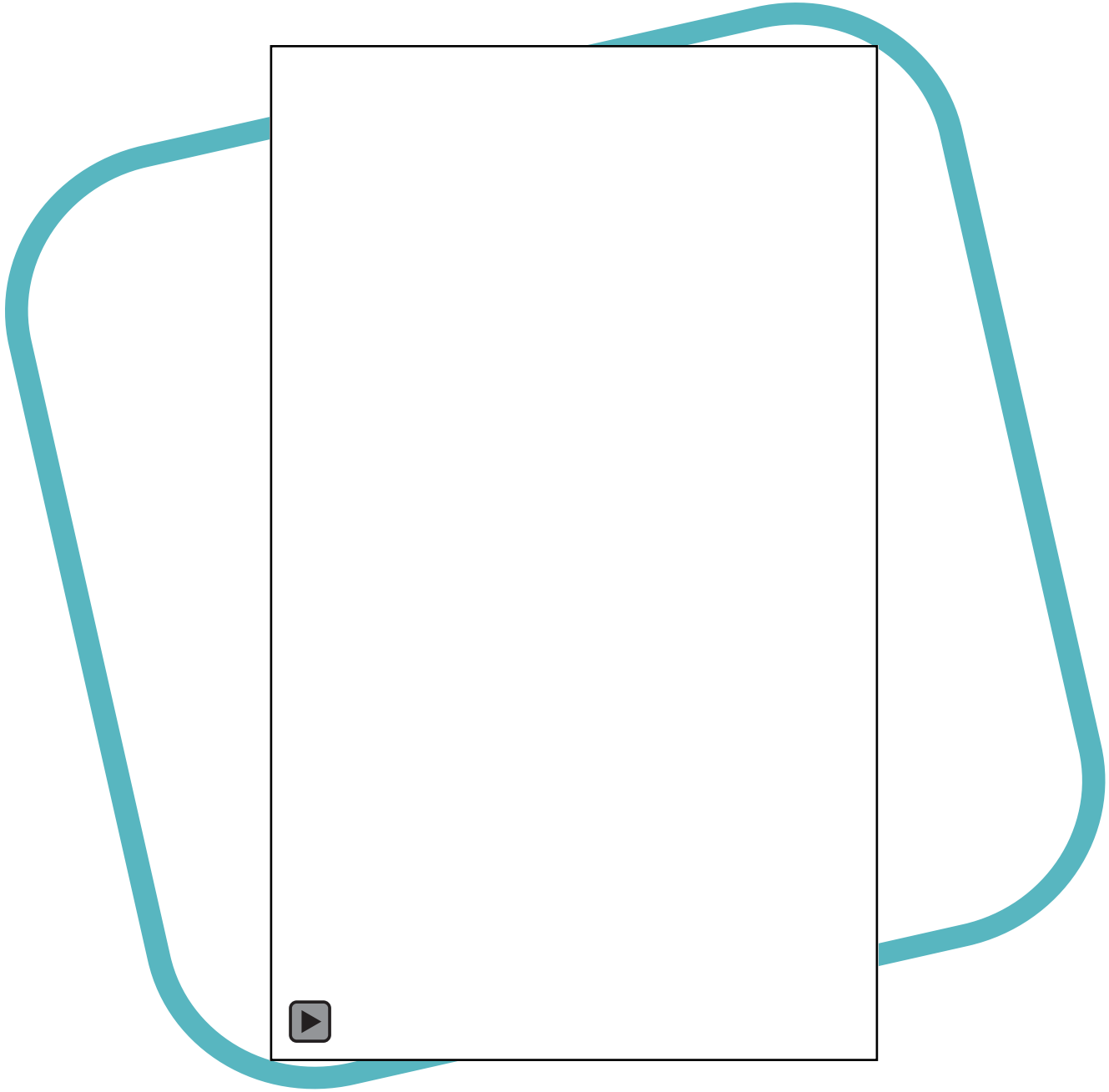
The S.H.A.R.P. Approach: Seen

Creating visibility through intentional engagement & feedback.

How do I accomplish this?

- 1:1 Lunch with new employees after 30 days
- Employee Spotlight emails
- Direct conversations – "How was your weekend?" or "Is your son feeling better?"
- Celebrate personal events: Birthday cards
- Ask first. Listen second. Respond third.

What does it mean to you to be SEEN at work?



Kristina, Patient Services Manager: 8 years, 3 months

The S.H.A.R.P. Approach: Heard

Google search defines it as: having your **thoughts**, **concerns**, and **ideas** actively listened to, acknowledged, and considered, leading to a sense of being valued and respected.



92 percent of highly engaged workers feel listened to in the workplace

Most employees (74 percent) report being more engaged and effective when they feel heard at work

The S.H.A.R.P. Approach: Heard

What It Means to Be Heard

We all want to be seen for who we are as individuals, not just for what we can do. Creating intentionality around a workplace culture that values people beyond their job descriptions is critical. Being heard may mean different things to different people; however, employees generally feel heard when they're included in decision- making processes. Allowing employees to have a say in how things are done makes them feel like their opinions are valued and instills a sense of control over their work life. Fostering two-way communication can also significantly improve employee well-being and loyalty.

https://www.asaecenter.org/en/resources/articles/an_plus/2023/8-august/how-to-help-your-staff-feel-heard

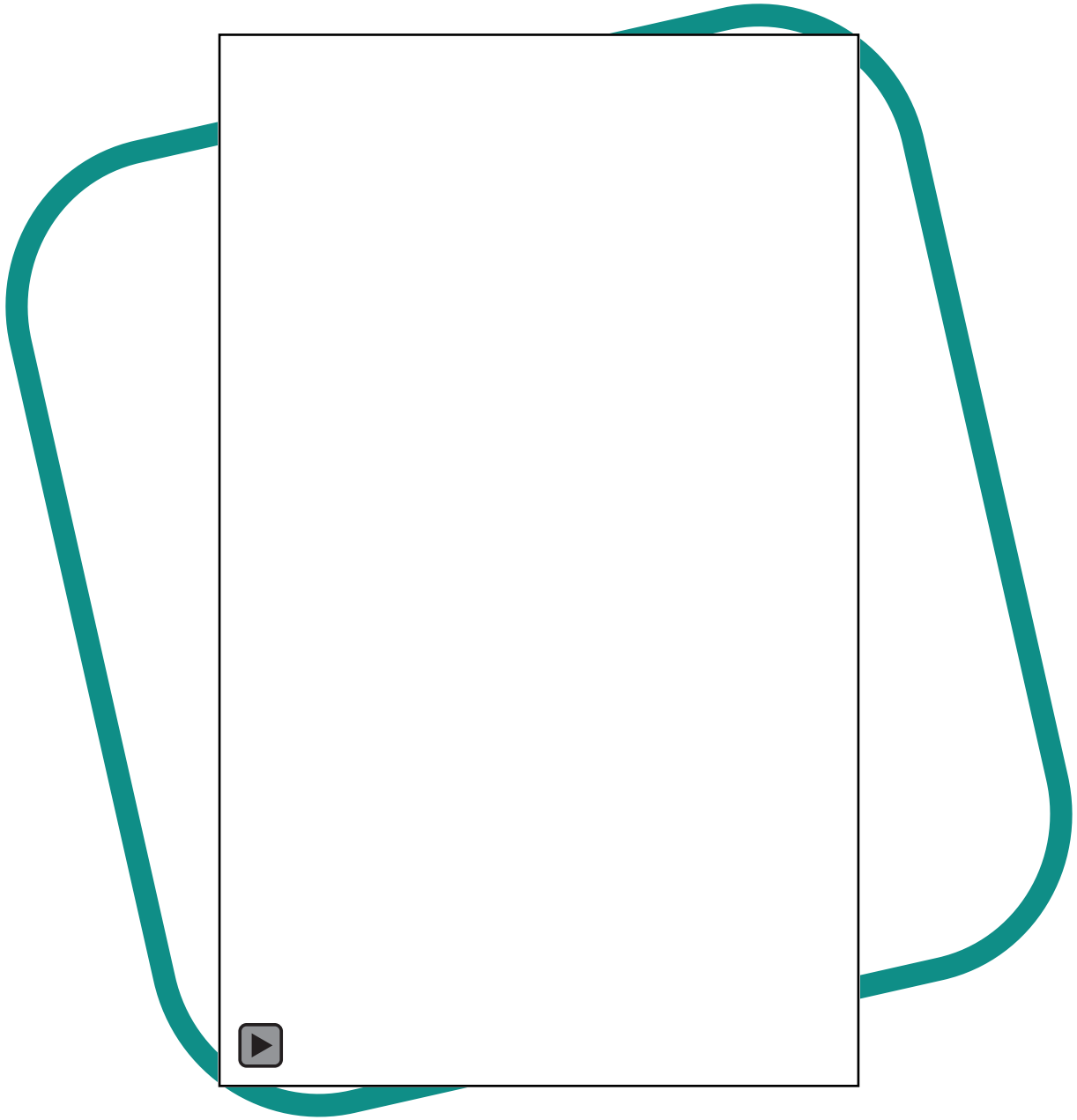
The S.H.A.R.P. Approach: Heard

Creating an environment for ideas and perspectives to be voiced *and* received.

How do I accomplish this?

- Weekly calls with all Front Desk leads with: Shout-outs/Maintenance reports/Updates
- Monthly newsletter created by Supervisors
- Staff monthly roundtable meetings that bring leaders and multiple departments together
- Bulletin boards

What does it mean to you to be HEARD at work?



Diocelina, Patient Services Site Lead: 2 years, 1 month

The S.H.A.R.P. Approach: Acknowledged

Being **acknowledged at work** means that your **efforts, contributions, or presence are noticed, valued, and appreciated** by others — whether it's your manager, peers, or the organization as a whole. It's about being seen not just for what you *do*, but for the *value you bring*.



🌟 **1. Recognition of Effort and Achievement**

🤝 **2. Validation of Your Ideas and Input**

❤️ **3. Appreciation of Your Character and Presence**

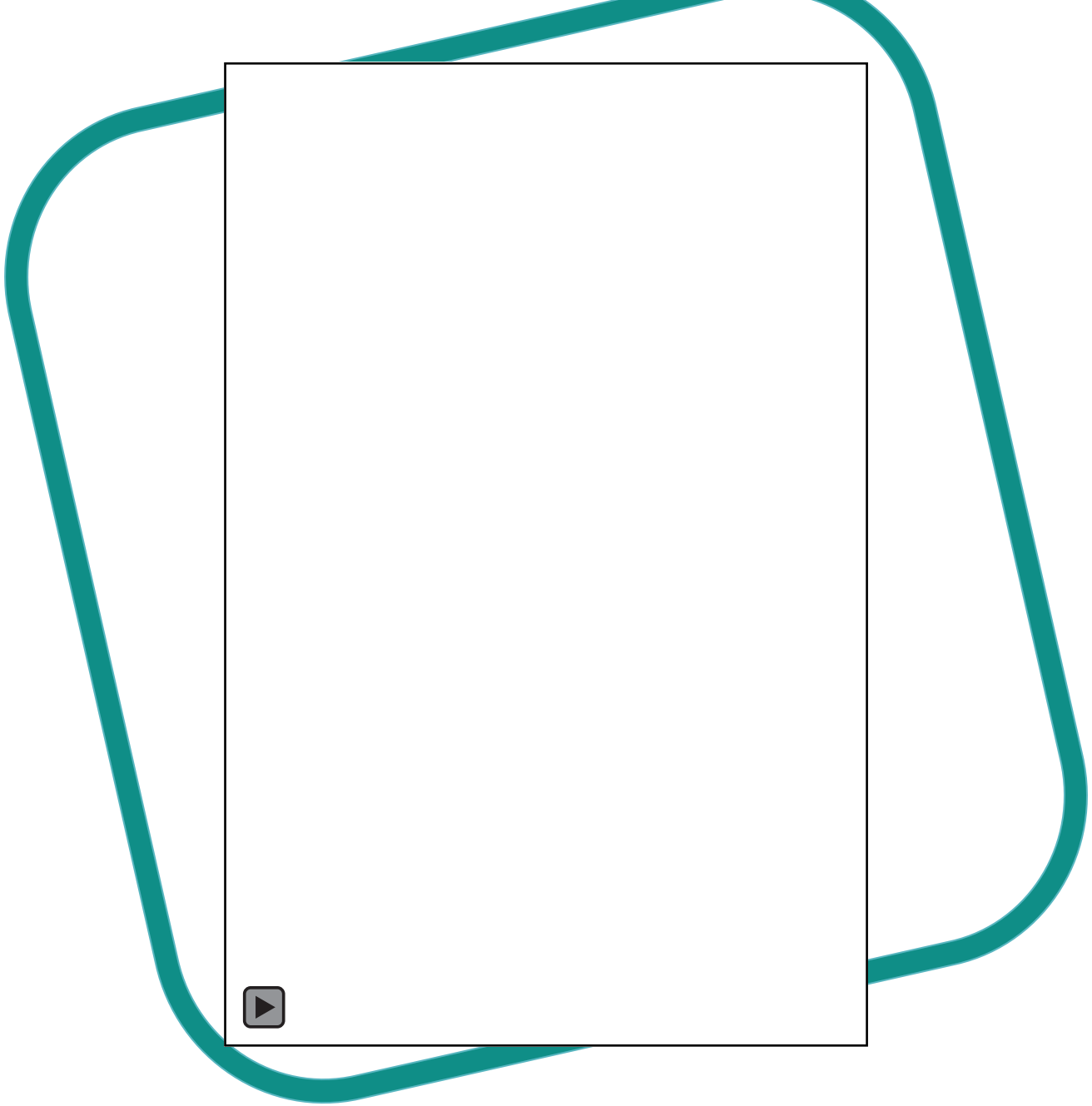
The S.H.A.R.P. Approach: Acknowledged

Creating an environment where acknowledging positive contributions can help build trust, strengthen team bonds and foster a positive work environment.

How do I accomplish this?

- I'm Impressed cards
- Patient Satisfaction comments are published
- Send lunch/smoothies/treats
- Supervisors have gift cards for "Caught in the act"
- Gift cards
- The power of *Thank you for…*

What does it mean to you to be **Acknowledged** at work?



Michelle, Scheduling Supervisor: 5 years

The S.H.A.R.P. Approach: Retention

- **Agility in change management:** Retained employees with deep institutional knowledge adapt more smoothly to organizational changes or new technology implementations.
- **Leadership pipeline:** Employees who grow with the organization become strong candidates for internal promotion, reducing the need for external recruitment.
- **Resilience:** A stable, committed workforce can better handle external pressures — from market shifts to policy changes.
- **Reduced hiring costs:** Recruiting, onboarding, and training new employees can cost anywhere from 30%–200% of a position's annual salary. Retaining employees minimizes these recurring expenses.

The S.H.A.R.P. Approach: Retention

Top 10 Reasons Why Employees Stay—and the Behaviors Leaders Need to Retain Them

- **Employee Reason #1: Feeling Valued and Respected**
  - One of the top ten reasons why employees stay is because they feel **valued** and **respected.** This is the not-so-secret sauce: it's far less tempting to look for greener pastures when your leader and colleagues treat you with dignity and respect.
- **Employee Reason #2: Career Growth, Learning, and Development**
  - For short-term retention, employees need training and career development to succeed in their role. This is particularly true of employees in at-risk roles, such as becoming a **first-time leader**. A modern approach to retention-enabling development will focus on making development a way of work—supporting leaders in all of their moments of need.
- **Employee Reason #3: Involvement in the Direction and Growth of the Company**
  - A top reason why employees stay is when their ideas are seriously considered, and they can provide input on matters pertaining to them. It is immensely frustrating as a frontline employee to see opportunities for improvement, only to report them to leadership and see no response.

The S.H.A.R.P. Approach: Performance



When employees are performing at a high level… This can lead you back to the ACKNOWLEDGE phase to keep the momentum going!!!



Questions?

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Thank you to the Texas Orthopedic Administrators Society for the opportunity to present today!
*And…Thank **YOU** for choosing to join my session today!*