

Staffing Shortages: Developing a ~~Feast~~ Snack in Times of Famine

Virginia Radiological Society Annual Meeting
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* No Financial Disclosures

University of Virginia Medical Center

- Charlottesville, VA
- Level I Trauma Center / Regional Referral Center
- 671 Beds
- ~300,000 imaging exams / procedures per year
- ~350 imaging staff (usually)
- Closely aligned with UVA Imaging

What The H_ _ _ Happened?!

Confluence of Compounding Factors:

- COVID, COVID, COVID
 - Rapid Staff Attrition
 - Retirements
 - Resignations – vaccination refusals, traveler opportunities (\$\$\$), rapidly shifting market
 - Pipeline Compression
 - Training Programs – Student Drop-Outs, Reductions in Enrollments

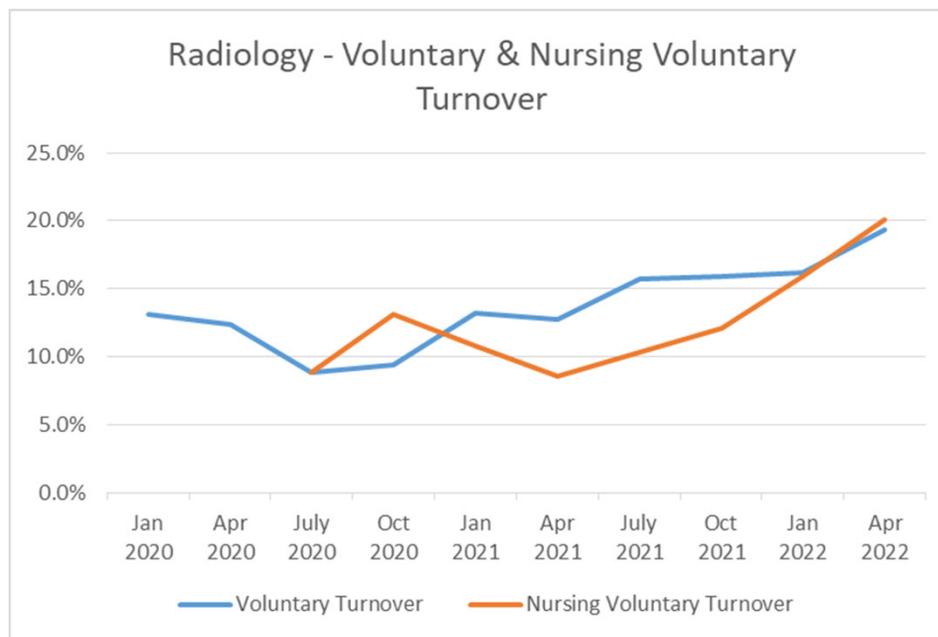
Rapid Staff Attrition

Retirements: 25% of Radiology Nursing Staff

Resignations:

- Vaccination Refusals: 7% of Radiologic Technologists
- Traveler opportunities => job vacancy rates = / > 50%
- Rapidly Shifting Market RE: Compensation

Rapid Staff Attrition / Staff Turnover



Pipeline Compression

Local Community College – Radiologic Technologist Program

- Class of 2022 – 33% attrition / drop-out rate during 2020/2021
- Class of 2023 – 22% attrition / drop-out rate in 2021/2022
- Increasing enrollment of regional / state-wide (not local) students

Mitigation & Support Measures

Compensation for Current Team

- Market Adjustments to Salary Levels
 - (Late to the game)
 - 50th percentile (?)
- Retention Bonus Program
 - Tied to Specific Metrics (vacancy rates, length of time for vacancy rates, turnover rates, etc.)
- Special Pay Programs
 - “Critical Staffing” Shifts (+\$50/hr)
 - Quarterly On-Call Bonus Program (again tied to metrics)
 - Expansion of Clinical Ladders (career development)

Mitigation & Support Measures

Support Personnel

- Escalated hiring of Support Personnel
 - Patient Care Assistants (PCAs)
 - Patient Care Technicians (PCTs)
 - Radiology Clinical Associates (RCAs)
 - These roles provide support to nursing and technologists:
 - Coordination of patient transportation
 - Vital signs
 - Patient monitoring during procedures
 - Room turnover – diagnostic imaging and procedures

Mitigation & Support Measures

Support Personnel

- “Earn While You Learn” Program
 - Expedited training program for EMTs – partnership between UVA and local technical education center.
 - Participants/Students paid part-time during program
 - Support for IR, CT, MRI (IV starts, vital signs, patient monitoring, etc.)
- Partnership with O.R. & surgeons – surgeon DIY fluoro
 - Surgeons conduct “First Shot” imaging at start of case
 - Surgeons conduct & manage fluoro for straightforward cases

Mitigation & Support Measures

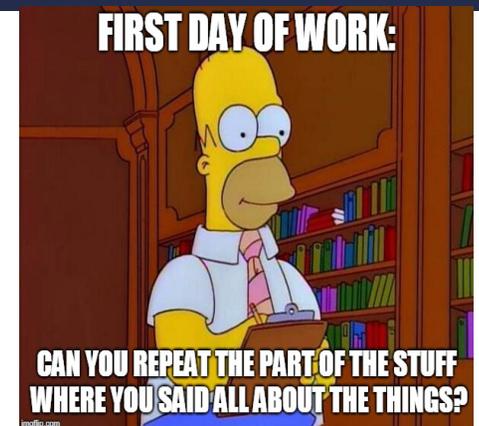
Technology

- Software to support multiple scanner operations by 1 Technologist
 - CT
 - Potential for MRI

The Long Game

Reinvigorating / Expanding the Pipeline

- Working with local Rad Tech training program
 - Expanding the number of student slots in the program
 - Scholarships provided by UVA in exchange for a 4-year employment agreement
 - Facilitation of “Earn While You Learn” graduates into Rad Tech training program
- Ongoing recruitment strategies
 - Facebook campaigns
 - High School Career Day participation (with local community college program)
 - Recruitment visits to regional training programs
- Training program for Limited License Technologists



The Long Game

The times, they are a-changing...

Top 20 Drivers of Attraction

Traditional Employees



Emerging Employees



Summary

- A confluence of factors got us here
- Nothing is easy in this arena
- The market is moving faster than the pace at which large organizations have historically been able to respond
- Supporting current / remaining team members with adjunct clinical staff has helped to mitigate Technologist shortages. Technology / IT solutions may help, too
- A strategy that combines short, moderate, and long-game interventions is necessary

Thank you!

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