

Addressing the Laboratory Staffing Crisis

Expert Strategies to Recruit and Retain a Stronger Workforce

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INTRODUCTIONS



Tony Smith, BS(HCM), MLT(ASCP)

Senior Healthcare Consultant



Misty Smith, MSOL, MSAP

Talent Acquisition Manager



Tyler Tinling, MBA

Human Resources Operations Manager

Misty Smith, MSOL, MSAP



- Talent Acquisition Manager
- Over 20 years experience in high volume recruiting
- Multiple industries
- 15+ years managing talent acquisition teams
- 7 years at ARUP
- ~2,700 employees to current state of over 4,500

Tyler Tinling, MBA



- Human Resources Operations Manager
- Over 15 years experience of employee relations, training, and retention
- Various industries
- 10 years managing business partner teams in small- to mid-sized organizations
- 7 years at ARUP

Current Situation

Given the essential role of the laboratory workforce in the healthcare system, it is especially important both to understand the factors contributing to the challenges that affect the current supply of and pathways into clinical laboratory professions, as well as to determine how to address them.

A blurred background image of a laboratory or hospital setting, featuring various pieces of equipment and a window looking out onto a building. A solid red square is positioned to the left of the text.

■ Staffing Challenges

Staffing Challenges

- Talent Acquisition
 - » Labor pool/Educational pipeline
 - » Increasing demand for laboratorians
 - » Lack of visibility
 - » Market salary averages not in line with educational requirements
 - » Changing dynamics of the clinical laboratory
 - » Candidates lack education and skills for the work
- Talent Retention
 - » Competitive market forces
 - Total compensation
 - » The Great Resignation
 - Career changes due to pandemic
 - » Burnout
 - » Aging workforce – retirees taking knowledge and skills with them
 - » Perceived lack of career path



■ Talent Acquisition

Best Practices

Talent Acquisition – Best Practices

- Increase visibility of the profession by engaging the education system
 - grade school through high schools
 - » Adding to STEM curriculum
 - » Presenting at schools to all ages
- Increase enrollment in University level programs
- Offer internships and rotations to currently enrolled students
- Expanding recruiting efforts nationally and internationally
- Increase tuition reimbursement and education support offerings
 - » 4+1 program

Talent Acquisition – Best Practices

- Offering high level continuing education and certification assistance
- Continual analysis of market compensation and striving to maintain competitiveness
- Flexible and variable schedules
- Marketing those things that set organizations apart from others
 - » Quality
 - » Culture
 - » Total compensation
 - » Industry reputation



■ Talent Retention

Best Practices

Talent Retention – Best Practices

- Onboarding and training
- Clearly defined and articulated career paths (classifications and career ladders)
- Internal training and development opportunities (technical and non-technical)
- Cross-training to provide more career advancement
- Employer funding of continuing education
- Internal feedback opportunities
- Diversity, Inclusion, Belonging efforts

Talent Retention – Best Practices

- Competitive total compensation
- Engagement opportunities
- Leadership development training – current and future leaders
- Employee recognition
- Regular performance feedback
- Added incentives (cost-saving, referral bonus, EOM, quarterly incentives, etc.)
- Focus on internal career paths and development
- Differentiating perks



■ Questions?

Conclusion

- There is heightened awareness and urgency regarding the need to address the staffing challenges that laboratories have long experienced
- The time is now to address the future shortage of laboratory professionals and to create a resilient clinical laboratory professional workforce