




How to Hire, Train, and Retain Vascular Sonographers

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My Background

- **Almost 40 years in Vascular Ultrasound**
 - Most at Montefiore (Director of Vascular Ultrasound Services)
 - Inner city *tertiary care* medical center
 - **4 fast paced, high volume** in/out-patient labs across 3 campuses
 - **27 sonographers**
 - **Many support staff**



My hiring decisions had a direct impact on my quality of life!

Hiring/Recruiting



Your single most important decisions! Affect you, your staff, your institution, YOUR PATIENTS

Facilitate this by a **STRONG** interview process

- **Credential and experience verification**
- **Opinion, behavioral and competency-based questions**
- **Clear and concise communication**
- **Set clear expectations**
- **Involve the stakeholders**

This is a 2-way CONVERSATION

Contact your local US schools --- your best pool of candidates will come from among those with whom YOU have shared experiences!

Training

Critical component of competency and staff morale
 Integrated into a clinical competency ladder (levels tied to compensation/protected time)

- Daily and ongoing (preceptors/mentors/mentees) – these behaviors must be hardwired and part of the culture
 - Senior staff with junior staff and junior staff with students
- Didactic teaching
 - Vascular Surgery Grand Rounds
 - Journal review
 - Establish a curriculum
- Annual Clinical Competency Assessment





Get buy in from your Medical Director!

Motivate

Professional Development Through Innovation And Learning

Performance Evaluations

This is an excellent time to re-recruit your exceeding performers

Bridging the Gap --- How to do this

Identify what they need to improve, then motivate them and equip them to do it!


Training: transferring or obtaining specific knowledge and skills needed to carry out activities or tasks

- Designed for those who demonstrate a developmental need in technical knowledge or skill needs training

Professional Development: stimulating an individual's professional growth in the competencies associated with successful performance

- Someone demonstrating a developmental need in "soft skills", like managing people or situations, needs professional development

No one is more inclined to STAY than when they feel that the people they report to invest in them and assign them value!




Retain

Rewards And Recognition

Drive this initiative by... the use of thank you notes. WHY?... because what is REWARDED is REPEATED!

- All leaders send out a minimum of 4 thank you notes per month
- Each leader manages up one thank you note per quarter to their immediate supervisor
- Thank you notes are tracked monthly on the *Evidence-based Leadership Log* to check and verify expectations
- Provide research and travel opportunities

Show Them That What They Do Matters... And That You're Watching
 "All the appreciation I have been receiving has been very encouraging. It pushes me to do better." ~Armaan Malik



Conclusion

COST TO VALUE OF AN EMPLOYEE

5 Employee Retention Statistics

- 83% of employees who stay in a job for 5 years or more are highly engaged.
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- 83% of employees who stay in a job for 5 years or more are highly engaged.

The 4 pillars are tethered one to the other

- Failure in any one pillar will certainly result in challenges around the other 3
- Do all 4 well and you will experience success!

