Hiring new employees - Staffing plans include a number of variables that determine how a clinic is staffed.
- Volume - The patient volume within the practice is the biggest driver of the number of staff required.
- Types of service provided - Ancillary services require additional staff to supplement them and maintain the services provided on the clinic side of the practice.
  Staff providing ancillary services will require specialized training such as coding or credentials. These individuals may command higher wages.
- Acuity of patients - Sicker patients require more resources and staff time.
  Patients with chronic conditions must be closely monitored and educated as appropriate.
- Hours of Operation - Extended hours (evenings and weekends) will require more staff

In order to determine staffing levels, it is helpful to establish ratios that can then be compared with similar practices or benchmarks provided by national data sources. Such ratios might include:
- Visits/support staff
- Net revenue/support
- Staff support
- Staff/physician
- Support staff expense/visit

Allocation policy - To avoid ambiguity and reduce the risk of legal battles, compensation policies should be in writing. For employees, the policy should be distributed and reviewed at orientation. For physicians, the policies should be spelled out in their agreement with the group.

Market analysis - To attract well-qualified candidates and decrease employee turnover, consider the market when establishing compensation pay scales.
- Common considerations are supply and demand or whether schools in the community train the type of staff the practice requires.
- The cost of living in a particular region is also an important component in setting the salary scale.
- Some organizations use special pay scales for especially hard-to-recruit positions, such as histology technicians and X-ray technicians.
- Some physician specialties also are difficult to recruit for, and these individuals often require a higher-than-average starting salary.
  - http://www.salary.com/category/salary/

Places to advertise:
- The organization’s website
- Job posting websites, such as Career Builder.com and Monster.com, or specialty/association sites that focus on certain types of jobs.
- Local newspaper
- Local schools and universities
- Temporary staffing agencies or recruiters
- Internal postings within the clinic, per policy of the organization

Organizational Considerations - Organizational goals and human resource management are closely intertwined. It is important to note that there are financial rewards related to effective human resource management. Patient satisfaction is the driving factor of many practices.
Many organizations recognize that employee satisfaction is an important component of patient satisfaction. In other words, satisfied employees take good care of their patients. Also, employee satisfaction has a large
impact on staff turnover, which is very expensive and reduces the quality and quantity of work. Recruiting new employees is also very costly.

- Employee Handbook
  1. Introduction and welcome statement
  2. Mission statement
  3. Human resource policies
     • Attendance and time off
     • Dress code
     • Safety and accident reporting
     • Confidentiality and privacy
     • Use of company equipment
     • Smoking
     • Substance abuse
     • Sexual harassment
     • Discrimination
     • Performance reviews
     • Benefits
     • Payroll and time card
     • Disciplinary process
     • Grievance procedure
     • Appraisal/performance
     • Wage determination
     • Code of Conduct and compliance
     • Solicitation
  4. Equal employment opportunity statement
  5. Form acknowledging receipt of the handbook

Retaining Great Employees - Retention of staff is critical to the success of an organization. Staff turnover can result in poor morale, inconsistent service levels, low customer satisfaction levels and increased costs to the medical group. Considerations for retaining employees generally fall into the following categories: Environmental, relationships, support, growth and compensation.

- Environmental
  • Is the physical environment professional, comfortable, appropriate for the work being performed?
  • Is the physical environment safe and secure?
  • Is the location favorable to employees?

- Relationships
  • How do the staff relate to one another?
  • What is the relationship of management and staff?
  • Does management recognize and appreciate staff?

- Support
  • Do the employees have the equipment and tools to do their jobs?
  • Are the employees appropriately trained to use the equipment and tools?
  • Does the leadership provide the necessary direction and support required for the operation?
  • Does leadership communicate and listen to staff?
  • Is the organization able to accommodate changes in family needs or situations?

- Growth
  • Is the work satisfying and rewarding?
  • Are there opportunities to further one’s career and gain new experiences?
• Are there opportunities for additional training and learning?
• Are there opportunities to increase responsibilities?

- Compensation
  • Is the compensation competitive relative to the marketplace?
  • Is the compensation appropriate for the work and responsibilities performed?
  • Does the benefits package meet the needs of the employees?

Compensation and Income Distribution Models for the Physician - The profitability of a practice is based on physician productivity (collections) minus the practice’s expenses. Physician compensation models tend to be complicated. They vary significantly between practices and can impact the way support staff are paid, if employees are paid bonuses based on profitability.

Typically, a medical practice follows a given compensation philosophy. Physician compensation models may be based on one or more of the approaches listed below:

- Productivity based - These models vary. Production may be defined as charges, collections or relative value units (RVUs). Groups that use charges or RVU’s help protect the physician’s income from a poor or unfavorable mix of patient payers (insurance and other sources). In essence, all work is valued the same no matter what the various payers reimburse for the service. Physicians may receive either a base salary or a draw with the opportunity to earn a bonus above this amount. The bonus will be based on their overall production and generally will be paid after all of the group’s expenses have been covered.

- Salary - Some groups may pay a straight salary. Under salaried plans, there is a pay scale based on years of service. The physician’s compensation increases with each year of service to the organization. In other groups, junior partners or individuals who are not yet partners may receive a salary until such time they become full partners in the practice. They could be on salary for the first year or two and then move to another pay scale based on productivity.

- Equal pay - Equal pay is an equitable approach whereby each physician in the group is paid the same amount. Physicians generally take the same predetermined draw and any income left after the expenses are paid is divided equally among the partners.

- Hourly - Some physicians may be paid a pre-determined hourly rate. This approach is often used with individuals working in emergency rooms, urgent care centers or performing in the capacity of a medical director.

- Pay for performance - A physician may receive a salary or draw, but some portion of the compensation is based upon a set of pre-established performance indicators. Indicators may include production (volume), contributions to the organization (citizenship), patient outcomes (quality), cost-effective care (utilization) or patient satisfaction (service).

Employee compensation models focus on the ways that employees are paid for their work. These may include:

- Pay for performance - An employee is hired at an hourly wage or salary to complete a specific job.
- Productivity-based - An employee is compensated based on how much work he/she accomplishes.
- Job analysis-based - An employee’s pay is based on his/her job’s complexity.
- Incentive-based - An employee receives a bonus, based on fulfillment of pre-established goals.

Salary Increases - Most organizations provide for an annual salary increase for their employees.

- Many medical groups tie this process to the annual employee evaluations/performance review.

Compensation Communication

- Personal salary information should be limited to those who “need to know” for purposes of administering the compensation plan.
- Physicians and staff should be encouraged to maintain confidentiality regarding their salaries and incomes.
Salary increase information can either be conferred to the staff as a whole or on an individual basis. The administrator can discuss how the increase was established and provide an annual performance review or a cost-of-living adjustment.

**Payroll** - Payroll is an important component of managing a medical practice. Everyone should be paid correctly and in a timely fashion.
- Federal law requires that non-salaried (non-exempt) employees be compensated for overtime.
- Supervisors should ensure that timecards are properly completed and signed by the employee. In many organizations, the falsification of timecards can result in immediate termination.

**Benefits** - Here is a list of common benefits.
- Health Insurance - Health insurance may be offered to just individual employees or also to their family members. Larger groups these may be self-funded by the organization. Smaller practices typically purchase from a commercial health plan in the form of a Preferred provider organization (PPO) or health maintenance organization (HMO) product.
- Dental Insurance - Dental insurance may be offered to just individual employees or also to their family members.
- Vision Insurance - Vision insurance may be offered to just individual employees or also to their family members.
- Accident and Disability Insurance (A&D) - A&D insurance may be offered to just individual employees or also to their family members.
- Long-term Disability Insurance (LTD) - LTD insurance may be offered to employees and generally will provide some limited amount of income to individuals who can no longer work because of a disability.
- Life Insurance - Life insurance may be offered to just individual employees or also to their family members. The employer may pay for some level of coverage with additional levels or family coverage being paid by the employee.
- Paid Vacation - Paid vacation may range from one to five weeks depending on the employee’s years of service or job level.
- Paid Holidays - Paid holidays are generally limited to a defined set of nationally recognized holidays.
- Retirement and Pension Plans - Retirement plans can be qualified or nonqualified. Qualified plans do not differentiate among employees and physicians with different levels of compensation. They are tax-exempt and offer a tax deferral benefit for employees, and for employer contributions and earnings. Qualified plans are known as defined benefit and defined contribution plans. Defined benefit plans include pension and annuity plans that offer a specific retirement benefit to employees, such as a monthly payment based on prior employee wages and years of service. The plans are not in individual accounts, and contributions are based on assumptions from actuarial professionals and financial planners.
  - Defined contribution plans include profit sharing, stock bonus and money purchase plans. They must be in separate employee accounts, and the benefit is based on contributions, investment gains and earnings. Qualified plans are subject to nondiscriminatory rules and contribution limits. Who contributes (the employee and/or the employer) depends upon how the plan is written.
  - Nonqualified retirement plans are deferred compensation plans that discriminate. Often they are offered to highly compensated and/or key employees. Generally, the employee pays taxes on the contributions, but the employer may take a deduction for contributions.
  - Setting up retirement plans requires the expertise of an accountant, a plan administrator, a financial advisor and a broker organization that can handle the investments.
- 401(k) and 403(b) – Employees may contribute, pretax, a fixed amount or some percent of their income on an annual basis. The employer may provide some level of contribution to these plans as
well. The plans allow for the money to grow tax deferred, which means that taxes are not paid until the employee withdraws funds from the plan. In recent years the laws have provided for a Roth version of these plans where the contribution to the plans are not taxable, but at the point of withdrawal, taxes may or may not be paid. 401(k) plans are offered in for-profit companies, while the 403(b) is offered to employees in tax-exempt organizations.

- Tuition Reimbursement - Tuition reimbursement may be offered to assist individuals in furthering their education. Typically there is an established annual maximum amount. Courses eligible for reimbursement may have to somehow relate to the employee job or position. Generally the employee must achieve a certain grade before reimbursement is provided.

- Flexible Spending Tax Savings Plan - Pretax dollars up to specific amount are set aside from the paycheck through payroll deductions throughout the year. These funds may be used to pay for eligible health and day care expenses as a means of reducing taxable income and paying for medical expenses with pretax dollars.

- Fringe Benefits - The Internal Revenue Service (IRS) defines fringe benefits as a form of pay for performing services. Unless the law specifically excludes it, fringe benefits are taxable. Benefits excluded from taxation include accident and health benefits, educational assistance and group-term life insurance. The tax status of fringe benefits may require the expertise of an accountant, lawyer, insurance agent and plan administrator, depending on the benefits offered. Review fringe benefits yearly to confirm that those offered as tax deductions and excluded from income still meet the IRS guidelines. Confirm that non-excluded benefits are added to employee’s W2 forms, and that other IRS laws are followed.

**Progressive Discipline** - Progressive discipline is a systematic way for management to communicate to employees that certain behaviors, performance or conduct is unacceptable. The process also provides a plan for employee improvement. The policy generally includes several steps:

- Verbal warning
- Written warning
- Suspension
- Termination

Disciplinary policies are usually the policies resulting in the most legal action, Employees who are immediately discharged sometimes claim that they are guaranteed progressive discipline and were not aware of the policy or expectation. Some claim that if the offense is not specifically stated in the policy, then it is not a discipline problem. Others claim that certain internal administrative steps must be taken prior to discharge. Any policy, including disciplinary action, should be written and made easily available to every employee. Policy review should be included as part of new employee orientation training programs.

**Employee Grievance Procedures** - A grievance is a request for resolution for any dissatisfaction arising from the interpretation and application of work rules, policies, procedures or practices. The grievance should include the name and address of the person filing the complaint, the action that is the subject of the grievance, the date of the action, and a statement of the remedy or solution sought.

**Employee assistance programs (EAPs)** - (EAPs) are set up to help employees deal with personal issues that might adversely affect their work performance, health or general wellbeing. EAPs provide confidential professional services to address such issues as:

- Alcohol or drug rehabilitation
- Emotional, family or marital counseling
- Financial, legal and career counseling
- Employees can voluntarily seek these services or be referred to them by employers. EAPs can have a positive influence on employee morale and performance.
Performance management
- The employee policies and procedures handbook should clearly indicate the schedule and process for employee evaluations. Very often, new staff members are evaluated by their supervisors at the end of their initial employment period, generally after the first 90 days. Most organizations conduct annual employee evaluations, but only a few conduct physician evaluations.
- Physicians and staff should be introduced to the performance evaluation form during orientation. In addition, supervisors should make their expectations clear when the form is introduced and provide employees with a copy of their job description. This helps to provide the employee direction and establish expectations early in the relationship with the organization.

Performance Standards - The performance evaluation form, job description and employee handbook are the basis for determining performance standards. The supervisor and the employee should assess how well the employee is meeting expectations and adhering to the policies in the employee handbook. If the job description is appropriate, and the employee is not measuring up, a performance improvement plan should be implemented. Improvement plans generally include specific performance details, reaffirm the expectations, and specifies the time frame by which the behavior needs to change and when re-evaluation will occur.
- Evaluation Tools - Multiple evaluation tools are available to managers. Larger organizations usually have standard forms. To provide constructive feedback, forms should be tailored to the employee’s job classification (exempt vs. non-exempt, patient care vs. clerical, front office, etc.).
  • Some evaluation systems grade employees on how well they meet various standards, including job knowledge, cooperation and job performance.
  • Other tools involve “core competencies” such as obtaining annual safety training, tuberculosis testing, continuing education and adequately performing the duties in the job description.
  • Some organizations have employees establish their own goals and hold the employees accountable for meeting them.
  • Supervisors should meet privately with individual employees to conduct employee evaluations and provide constructive feedback. It is also helpful for employees to complete a self-evaluation.
  • Sometimes, employees do not measure up to their own expectations.
  • Always strive to solve problems rather than ignore them.
  • When helping employees to improve, the following approaches can be used by supervisors to help employees improve their work performance.

Coaching/listening - Some employees need a lot of attention and support. These people may be new to a job or may not have the confidence to make good decisions. If employees seem to be on the right track, it is a good idea to encourage them to make their own decisions by coaching them. In addition, frequently give specific praise for jobs that are well done. Sometimes employees feel frustrated and just need somebody to listen to them. Supervisors should listen and provide feedback when necessary.

Mentoring - If an employee is new to an organization or slated to learn a new function, mentoring is an excellent approach. Mentoring involves pairing an employee who is less experienced with a more seasoned employee. This support system often works very well and can improve employee satisfaction. Mentors can often provide encouragement and training in a less intimidating way than the immediate supervisor of a new employee.

Continuing education - Both employers and employees benefit when employees attend continuing education seminars. Continuing education enhances employee productivity and work performance. It also helps keep employees’ skills up to date. Some employees, such as medical technicians and coders, must attend continuing education seminars to maintain their credentials, or employees can learn new job-related skills to enhance their professional development.
Rewarding desired outcomes - Money is frequently the reward for desired outcomes. Many organizations tie employee salary increases to performance evaluations. Keep in mind that there are other employee rewards including movie tickets, gift cards, meal tickets, catered lunches and extra time off.

Promotions - Many employees seek promotion. The most important factor when contemplating a promotion is whether the promotion and employee performance are consistent with the organization’s goals. Other considerations include the employee’s goals, budgets, the complexity of the new position, equity in the institution, and the reasons for the promotion.

Staff Education and Training - Your employee received a job description that set forth minimum and preferred requirements for the job. A formal orientation was mandatory and your employee attended it. Once on board, there should be procedures in place to ensure skills are maintained and staff members remain proficient in their roles.

- The practice’s policies should provide the framework for the frequency of staff training and what is expected from employees. The practice administrator should offer internal and external educational and training opportunities for both clinical and non-clinical staff.
- Training may be job specific or more general and apply to many different individuals. An example of this might be training of an ultrasound tech on new equipment versus a customer service program provided to all staff.
- Practices should provide funding, resources, and encouragement for staff to maintain their proficiency and build upon their skills and experiences.
- Practices should consider allowing staff time off and paid attendance for training.
- Clinics that operate under Joint Commission standards will need to assure that staff members are qualified based on the organization’s policies and state/federal regulations.
- This includes the appropriate formal education and up-to-date certifications and licenses. Updates to employee and physician records must be maintained.
- Medical groups that provide such resources, requirements and benefits, will have more qualified staff, provide high quality care, better service and higher employee retention.

Today’s environment requires a plan for keeping staff abreast and knowledgeable of changing industry regulations that are often complex and can have profound implications on the organization. Ongoing staff education and training must become ingrained in the culture of the organization. Failure to keep staff knowledgeable about laws and regulations can result in severe consequences to a medical group.

Recruitment and Interviewing

- Demonstrate understanding of the Interview process (Ap)
- Recognize recruiting resources to find people (Cp)
- Identify key questions of the interviewing process (Cp)
- List examples of key questions of the interviewing process (Kn)

After candidates have been interviewed and a decision is reached, it is recommended that the job offer be made first verbally, then in writing. The written offer should incorporate the rate of pay, benefits, start date and any other pertinent information that relates to the employment relationship.

Performance Evaluations - At a minimum, you should perform evaluations on all new employees before the end of their initial employment period. Ideally, you should provide yearly written evaluations for all employees. These evaluations communicate to the employee the opportunity for promotions and raises and warn of demotions and possible terminations.

- The routine performance evaluation should assess the employee’s understanding of the requirements and responsibilities of their position, along with the quality of his or her work and interactions with patients and other staff. This is an opportunity to evaluate attendance record, punctuality, reliability and dependability. All employees should be evaluated with a standard evaluation form based on the specific requirements of their positions.
The evaluation should identify any problem areas and communicate the expectations and corrective actions needed to improve performance. Accurate and timely evaluations serve to defend or support the practice’s actions in employment-related situations.

**Employee Discipline** - It may be necessary to discipline an employee for routinely showing up late or committing a serious infraction such as using inappropriate language with a patient. Regardless of the underlying reason, it is important to be consistent in your actions. Before you discipline an employee, carefully consider your own reaction and the method and delivery of the reprimand.

- Always have the discussion in private, never in front of patients or other staff. Public chastising can cause embarrassment and may increase the chance the employee may file an action against you or the practice. To avoid this, conduct a thorough investigation of the alleged performance infraction before you formally discipline the employee. Verify the allegations and remember, you may not have all the facts.
- When confronting the employee, consider when and where this discussion should occur, who else should be there, and what should be said. The urgency of the discipline will dictate whether the discussion should occur during or after office hours. It should be conducted in private with a chaperone or a witness. This individual may be your practice manager, a physician or another high-level employee.
- Plan what you will say in advance. Your discussion should be based upon the investigation and the facts that you have verified. Right after the employee meeting, document what was discussed and the employee’s reactions. If the employee admits to having committed the infraction, make sure the admission is documented. You and the witness should sign the documentation and save a copy in the employee’s personnel file.
- The second-most important part of the process is specifying the necessary corrective action steps. In some instances, corrective action is not possible because the infraction warrants immediate termination. For instance, if the issue is abusing a patient or stealing from the practice, no discipline other than immediate termination is warranted. However, most incidents are appropriate for disciplinary action and a performance-improvement plan.
- Before undertaking any action, refer to your employee manual for any policies relating to mandatory progressive discipline. Make sure that you are applying discipline for similar infractions in a consistent manner. If you discipline one employee for reporting to work late every day for two weeks in a row, you must apply the same discipline for another employee with a similar pattern.

**Counseling and Disciplinary Issues** - There are times when an employee’s performance may be impacted by excessive absenteeism, a single incident such as reported harassment or poor interpersonal relationships. Corrective actions may range from simple counseling to formal disciplinary procedures. Before proceeding, consider:

- What are the facts surrounding the incident?
- How serious is the infraction?
- Was the employee informed in advance of the work policies?
- Has there been adequate warning about the behavior?
- Have there been similar discipline problems in the past?
- Has the employee been made aware of the consequences of this continued behavior?
- Does the employee’s behavior impact day-to-day operations?
- What is the history with the employee in the organization? Has he/she been an otherwise satisfactory employee, or have there been previous documented problems?
- Have you documented the employee’s version of the incident?
- Has the employee been provoked in any way?
- Have you thoroughly investigated the issue?
- Do you have enough evidence to prove that the employee acted inappropriately or violated any company policies or rules?
- Have you been fair, objective and timely in the investigation?
- Have the rules been enforced and standards applied consistently?
- Have you kept your emotions out of the process?
- Does the proposed discipline fit the incident?
- Addressing the employee:
  • Do not reprimand employees in front of others or in public.
  • Determine the appropriate time and place to discuss the incident.
  • Investigate all incidents thoroughly regardless of how it appears.
  • Give the employee a chance to respond and explain the situation.
  • Document all disciplinary actions in detail. Include:
    ▪ Who, what, when, where, and how
    ▪ The impact related to performance, job-related behavior or interests of the practice
    ▪ Actions taken because of the incident or in the future if recurring
    ▪ Any employee recourse if there is a disagreement with the action
  • Evaluate the objectiveness and any legal issues regarding the disciplinary action.
  • Ask another person to review the incident, documentation and proposed discipline.
  • Discuss the disciplinary action in a calm manner and convey what will happen next.
  • Continue to monitor the employee's performance, compliance and progress.

Terminating Employees - There are times when discipline is not appropriate or the performance improvement plan or disciplinary action fails. Your only option may be to terminate the employee’s employment. Before dismissing someone, you should ask, "Why is this person being fired?"

- Consider your legal risks; you may want to consult your attorney if you are not confident in your process or documentation. Even though many states are “employment at will”, permitting employers to fire an employee with or without cause, at any time and without notice, it does not mean you will not be subject to claims of discrimination and other employment related issues.
- Deciding when to terminate an employee may be difficult. If possible, it should be done before you open or after you close. To protect the dignity of the employee and protect the office from unexpected reactions, you may want to dismiss an employee when there are no patients and less staff present in the office.
- Review your practice security and think through the employee’s access to practice proprietary and sensitive information. If the employee has remote computer access, office keys or security passwords, these should be inactivated as quickly as possible or prior to termination. Be sure to secure all office information to protect your practice. You may have to rekey the office suite or change security and computer passwords to adequately secure the office.
- When conveying the termination decision, meet with the employee privately, except for the presence of a witness during the meeting. This can be a physician owner or another supervisor. Document the employee’s reaction to the firing and your process in terminating the employee. Keep a copy of your documentation in the employee’s personnel file. Remember not to disparage the former employee in any way during the termination or when communicating the decision to your remaining employees.
- Before termination, decide if you will offer any severance or notice you will give the employee regarding the termination. It is not a good idea to have employees staying in the practice after they have been fired. It puts your practice at risk of sabotage and impacts the morale of remaining employees.
- If you decide to offer severance, you should have your attorney draft a separation agreement. A separation agreement is useful if you think the termination is going to be disputed or your practice may be subject to claims by your former employee. Do not use pre-printed forms or document templates. Your agreement should contain very specific legal language for the release and waiver
of claims. Specific language may be required based on the terminated employee’s age or conditions of the termination.

- Make sure you follow the employment laws regarding COBRA notification of post-termination benefits. You must return all of the employee’s personal belongings and ensure the employee returns all the practice property.
- After termination, remove the employee from your health insurance, unless the employee will continue their health insurance through COBRA or has negotiated coverage as part of the separation agreement. Individuals outside the practice with regular dealings with the employee should be notified with the name of another contact person within the practice.
- You may be asked to provide a reference for the former employee. Be careful what you say about his or her performance. The wisest response is to only confirm the dates of the employee’s tenure. You may wish the employee all the best in future endeavors however; the less said the better. Your goal is to protect yourself and your practice from future defamation or slander claims by a former employee.
- While no advice will completely protect you, implementing strong employment practices can reduce your legal exposure. The best approach is to plan in advance. Performing routine employee evaluations, counseling, and performance-improvement planning will reduce your practice’s incidence of disciplinary action and terminations.

Human Resource Laws
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)
- Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) o Family and Medical Leave Act of 1993 (FMLA)
- Social Security
- Workers Compensation
- Fair Labor Standards Act of 1993 (FLSA)
- Americans with Disabilities Act of 1990 (ADA)

Objectives (Self check):
✓ Demonstrate market analysis
✓ Identify steps in conducting market analysis for an open position
✓ Demonstrate understanding of the interview process
✓ Recognize recruiting resources to find people
✓ Identify key questions of the interviewing process
✓ List examples of key questions of the interviewing process
✓ Recognize the importance of compensation and benefit models
✓ Recall basic compensation and benefits
✓ Illustrate the HR responsibilities for onboarding a new employee
✓ Identify expectations of a new employee
✓ Identify key elements of an employee handbook
✓ List key elements of an employee handbook (samples)
✓ List types of needs a new employee might have
✓ Identify key aspects of a retention policy for clinical and nonclinical staff
✓ Describe performance management programs for clinical and nonclinical staff
✓ Recognize staff compensation and benefits plans
✓ Identify systems, processes and structure for administrative and clinical training for medical providers, employees and students
✓ Identify systems and processes for awareness, education, and compliance with employment laws and regulatory standard