

Reducing Labor Turnover

Presented by:
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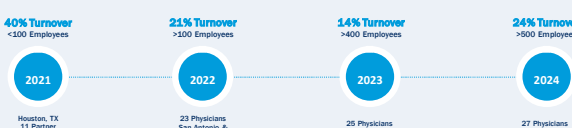
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1

Where We Came From and How We're Doing...



Year	Turnover Rate	Employee Count	Physicians
2021	40%	<100	11 Partners, 2 Associates
2022	21%	>100	23 Physicians (San Antonio & Houston Markets)
2023	14%	>400	25 Physicians
2024	24%	>900	27 Physicians

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2

DEFINING A STRONG COMPANY CULTURE AND VISION

Company Culture

- Values and beliefs
- Work environment
- Communication Style
- Employee Engagement



Vision

- Alignment with Purpose
- Goals, clarity in expectations
- Inspiration, motivation, loyalty
- Empowerment through contribution

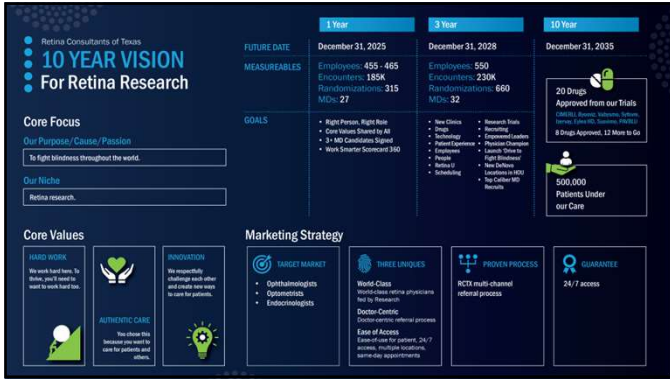
Stats on Vision and Retention

- 77% of prospective employees would take a company's culture into account before applying
- 27% of employees leave their jobs due to engagement or culture issues (Gallup)

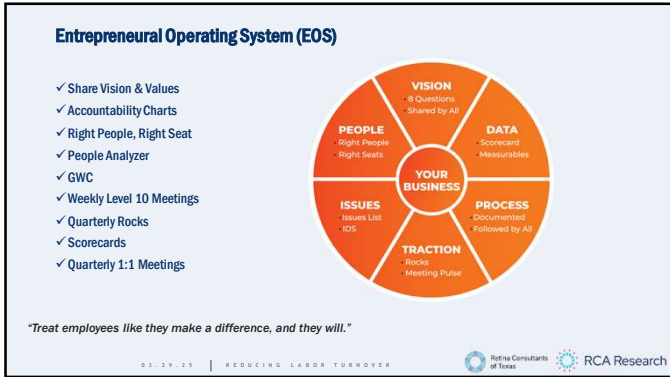
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3



4



5



6

eNPS Engagement Survey Action Plan

There is sufficient communication from Practice Leadership

What Has Been Done

- Quarterly Warrior Huddles
- Emails from Kurt DeBorjaugh, COO with major announcements and updates
- Leadership Panel at 30-day new hire check-in's
- All managers are expected to hosting QOL L10 Meetings with their teams and quarterly discussions with their direct reports

Action Plan

- Leadership Team showing up at different clinics in person for warrior huddles
- More communication from leaders during warrior huddles
- RCMs hang out with clinic staff to build rapport
- Director sit in on L10 meetings
- Emergency Communication System for crisis events
- Director attend events hosted at clinic/ visit clinic

Practice Leadership's actions show they value their employees

What Has Been Done

- Workplace Appreciation Languages training created and conducted with several teams
- Leaders read Workplace Appreciation Languages book provided by RCTA
- Added lunch with a leadership team member as an incentive to redeem on Work Tango
- Investment in Reward & Recognition Work Tango platform

Action Plan

- Encourage each team to do employee of the month rewarded through Work Tango
- All employees on Career Development Plans
- Remote team engagement focus
- More Physicians at Warrior Huddles & Practice Events
- Encourage more utilization of Work Tango
- Issue RCTA Think You notes for Leaders to use
- Workplace Appreciation Languages rollout to remaining teams
- Get employee input on Milestone Anniversary Awards and let them choose their reward

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7

eNPS Engagement Survey Action Plan

I am kept informed about matters that affect me

What Has Been Done

- L10 Meetings at all levels
- Emails sent from Kurt or Directors on important information and announcements
- Company Teams Community Page is used for updates
- HR announcements sent from HR inbox
- Started using Work Tango announcements
- Launched HR Corner for updates and employee spotlights

Action Plan

- Create dedicated Teams channel for HR Corner to improve visibility and accessibility
- More frequent updates from Kurt & leadership
- Encourage Managers to send an overview/recap of each day and/or quarter to team members (as applicable)

Timeline

Plan Implemented Q2-Q3 2025

Action Plan Launched Q1 2025

2025 eNPS Engagement Survey Launched Q4

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8

LIFECYCLE OF THE EMPLOYEE

Communication and Transparency

Stage 1
Recruitment - Set the tone during phone screening, introducing Core Values with the screening questions that are asked to help find the right people for the right seats

Stage 2
Pre-Onboarding - Connecting with them prior to their first day with details and important info, to help reduce first day anxiety.

Stage 3
Onboarding - Smooth introduction to the practice, vision, goals, values, history, basics of the field, important contacts, etc.

Stage 4
30-60-90 day Feedback Loop - In person and virtual check ins to ensure they are on track with continued practice education, EDS, purpose, leadership interaction, etc.


Stage 5
Career Development Plan - Managers tie in employee purpose to company purpose to help support development.

Stage 6
Promotion or Level Up - Skill development leads to promotion or level up helping the employee and business needs.

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9

ONBOARDING - THE FIRST STEP TO LONG-TERM SUCCESS



Start Early
Engage with them before their first day to help reduce first-day anxiety.

Structure
Having an organized process helps instill confidence in the business and reduce confusion.

Feedback Loops
Giving the new hires an opportunity to provide feedback helps improve the program. Checking in with the new hire at 30-60-90 also helps reduce the feeling of disconnection, or underwhelmed.

Personalize the Experience
Avoid using "insider" terminology before helping them get familiarized with the business.

Mentorship
Partnering the new hire with a mentor helps them feel supported and increase the sense of belonging, leading to long-term retention and helping them quickly adapt to the company culture.

DID YOU KNOW?
69% of employees are more likely to stay with a company for 3 years if they experienced a great onboarding.

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10

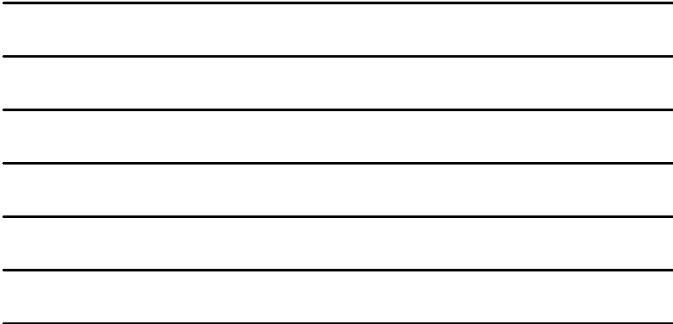
Competitive Benefits

- ✓ **95% Employer Contribution for HDHP Premiums**
 - Industry Average: According to the Kaiser Family Foundation's 2024 Employer Health Benefits Survey, employers cover approximately 83% of premiums for single coverage and 73% for family coverage.
- ✓ **\$560 - \$1,375 Employer HSA Contribution**
 - Industry Average: The Employee Benefit Research Institute reports that the average employer HSA contribution is \$762.
- ✓ **Invested in WellHub with free gym memberships**
 - Approximately 70% of companies offer some form of wellness program (HealthandFitness.org) although it's rare for a company to provide a free gym membership.
- ✓ **Expanded PTO to include Floating Holidays & Sick Leave Hours**
 - By year 1 employees have 18 PTO days and 9 holidays. Compared to industry average where registered nurses typically receive 17 PTO days by year 1 and the national average of 7-10 holidays (Bureau of Labor Statistics).
- ✓ **80 Hours Parental Leave**
 - paid parental leave is considered a competitive benefit within the healthcare industry in Texas. (everesttax.org)
- ✓ **Bereavement Leave for all family and close friends**
 - Traditional bereavement policies often provide 1-3 days of leave for the death of an immediate family member. Some progressive policies will include death of a close family friend. (Polo-Stevens & Inghel)
- ✓ **Employer Paid Life and Wellness Coaching**
 - According to a report by PwC One, employers offering wellness coaching programs have observed a 26% reduction in healthcare costs and a 28% decrease in sick leave.

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11



Rewards & Recognition Claim to Retain!

When employees feel valued, they're not just working for a paycheck... they're working for a purpose!

Rewards

- Personalize**
Understand what motivates each employee and personalize the reward to their liking.
- Growth**
Reward employees by offering mentorship and professional development opportunities. Move their success directly linked to their growth.
- Milestones**
Reward employees for their years of service, project completions, and personal achievements.

Recognition

- Timely & Frequent**
Acknowledge achievements as soon as possible to reinforce positive behavior. Don't wait for the annual review!
- Be Specific**
Say a generic "good job" or "congrats" is nice. But if you tailor the praise to specific achievements, it will have a much bigger impact.
- Encourage**
Foster a culture that aligns with company values and implement a system where employees can recognize each other.

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DEVELOPMENT OPPORTUNITIES

Employee Engagement
Giving employees opportunities to grow and develop their skills help them feel engaged and satisfied with their roles. Seeing a clear path helps motivate to work harder and contribute to the organization.

Innovation and Adaptability
Developing new skills helps employees bring fresh ideas to the business and innovative solutions. This drive both personal and organizational growth, helping companies adapt in fast-paced industries.

Retention and Attracting Talent
Current employees who feel their career is advancing within the company are less likely to leave for outside opportunities. Having development programs helps attract top talent as candidates are more likely to join an organization that supports continuous learning and development.

Succession Planning
Investing in employee development helps prepare the next generation of leaders, ensuring long-term stability and success within the company.

How do you do that?

- Identify skill gaps
- Personalize learning journeys
- Invest in various learning formats and access to resources
- Clear & Achievable Goals
- Feedback
- Encourage Cross-Training

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13

THANK YOU!

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14
