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Salary Negotiation: Maintaining Your Relevance & Worth

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Disclosures

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No financial relationships to disclose.
Objectives

- Review the role of the APP in Gastroenterology
- Discuss the stages of negotiation of an initial job offer
- Detail various aspects of the APP role as it pertains to professional development
- Offer strategies for re-negotiation
- Review case-based approach to salary negotiation
APP Job Outlook

Projected growth 2019-2029:
Physician Assistant: 31%
Nurse Practitioner: 45%

#1: Physician Assistant
#3: Nurse Practitioner

APPs in Gastroenterology

- 19% of gastroenterology practices employed NPs and 14% employed PAs (2016)
- Utilized in inpatient and outpatient settings
- Integration of APPs in GI practices increased in the 1990’s
  - Increased demand for hospital coverage
  - Larger outpatient practices
  - Subspecialty service lines (IBD, HCV, etc.)

APP Integration into Gastroenterology Practices

Access to Care

- Increased patient access
- Point of contact for referring providers, inpatient teams

Continuity of Care

- Provide ongoing management of chronic conditions

Specialty Services

- Patient education
- Specialized teaching
- Subspecialty APP clinics
Understanding Value: Team-Based Model

- Shared visits vs independent billing
- Inpatient vs outpatient
- Facilitate several non-endoscopic aspects of clinical practice
  - Phone calls, referral triage/guidance, timely communication with patient and referring provider
- Education, training, clinical research
- Assist with and/or perform specialized ancillary testing
  - Motility testing
  - Fibroscans
  - Paracentesis
  - HBTs
How do we translate a favorable market dynamic, sought after skill-sets and the value we bring to the table into a desirable job offer and compensation?
Stages of Negotiation

1. Understand your Value
2. Preparation/Research
3. Information Exchange
4. Proposal/Bargain
5. Agreement
1. Understanding Your Value

- Education
- Experience
- Specialized Skillsets
- Contributions to the field
- Core values
- Reputation
- High Quality Patient Care
The Quality and Outcomes of Care Provided to Patients with Cirrhosis by Advanced Practice Providers

- Retrospective analysis of a US commercial claims database (Optum)
- N=389,257 adult pts with cirrhosis
- Pts with APP care had:
  - Higher rates of HCC screening [OR 1.23, 95% CI, 1.19, 1.27]
  - Higher rates of variceal screening [OR 1.20, 95% CI 1.13, 1.27]
  - Higher use of rifaximin after admission for HE [OR 2.09, 95% CI, 1.80, 2.43]
  - Reduced risk of 30d admission [OR 0.68, 95% CI, 0.66, 0.70]
2. Preparation/Research

Define your negotiables and non-negotiables

- Current Market Value
- Practice setting
- Practice Needs
NPs (2019)
• Median base salary for full-time NPs: $110,000
• Median total income (including bonuses): $115,000

PAs (2020)
• Median total income: $115,000
• Average total income for Certified PAs increased by 10.9% between 2016 and 2020

Demand for APPs continues to increase due to physician shortages, shift to VBP, increased healthcare demands
• 10-year projected growth:
  – PA: 31%
  – NP: 45%
Annual Mean Wage by State

Annual Mean Wage of PAs, May 2020

Annual Mean Wage of NPs, May 2020

Considerations When Planning Negotiations

- Does the practice support the role of the APP?
- Mentorship?
- Is the role of the APP optimized?
- How much autonomy will I have?
- Clinic vs administrative time
- How many patients per clinic block?
- Call, weekend, holiday coverage
- Opportunities for professional advancement?
  - Research, procedures, leadership

3. Information Exchange

- Convey your value

- Ask questions regarding the position/practice/institution/region

- Clarify role expectations

- Discuss long-term potential / opportunities for advancement

- Does your vision align with theirs?
4. Proposal / Bargaining / Compromise!

“Okay, this is my final offer. You get an office with a window, but you’re not allowed to look outside.”

Always aim for a win-win!!
What to Know Before Entering Salary Negotiation

- Salary vs hourly
- Productivity bonus?
- Call? Holiday/weekends?
- Annual salary increase?
- Patient load
- Benefits – life insurance, health insurance, malpractice insurance, CME, license fees, tuition
- Current market value
- Opportunities for advancement

## Total Compensation

<table>
<thead>
<tr>
<th>Base salary</th>
<th>Call, night/weekend shift compensation</th>
<th>? Higher pay for inpatient coverage</th>
<th>? Productivity bonus, Merit increases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signing bonus</td>
<td>Healthcare // dental // vision</td>
<td>Vacation time</td>
<td>Stock options</td>
</tr>
<tr>
<td>FSA</td>
<td>Tuition reimbursement</td>
<td>401K</td>
<td>Professional development opportunities (CME funds, time)</td>
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</table>
## Areas of Negotiation – More Than Just Base Pay!

<table>
<thead>
<tr>
<th><strong>Salary</strong></th>
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<tr>
<td>• Fixed base pay vs revenue-based</td>
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<table>
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<tr>
<th><strong>Incentives</strong></th>
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<tr>
<td>• Sign on bonus</td>
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<td>• Merit raise</td>
<td></td>
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<td>• Annual raise</td>
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<td>• Productivity/performance incentives</td>
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<tr>
<th><strong>Benefits</strong></th>
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<td>• Vacation / sick time</td>
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<tr>
<td>• Holidays</td>
<td></td>
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<tr>
<td>• Medical/Dental/Life insurance policies</td>
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<td>• Disability insurance</td>
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<td>• Maternity leave</td>
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<td>• Childcare discounts/options</td>
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<td>• 401K</td>
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<table>
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<tr>
<th><strong>Professional</strong></th>
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<tr>
<td>• Malpractice insurance</td>
<td></td>
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<td>• License fees</td>
<td></td>
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<tr>
<td>• CME time/money</td>
<td></td>
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<tr>
<td>• Professional associate fees</td>
<td></td>
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<tr>
<td>• Orientation</td>
<td></td>
</tr>
<tr>
<td>• Relocation expenses</td>
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<table>
<thead>
<tr>
<th><strong>Schedule</strong></th>
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<tbody>
<tr>
<td>• Hours</td>
<td></td>
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<tr>
<td>• On-call</td>
<td></td>
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<tr>
<td>• Nights/weekends</td>
<td></td>
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<tr>
<td>• Inpatient vs outpatient</td>
<td></td>
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<tr>
<td>• Administrative time</td>
<td></td>
</tr>
<tr>
<td>• Modified schedule (i.e., 30 min patient slot vs 20 min)</td>
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Tips for Negotiating

• Focus on promoting yourself in initial conversations
  – What value do you bring?

• Don’t be afraid to ask
  – Most employers expect candidates to negotiate

• Come prepared with data
  – Median salary // “market value”

• Consider the total package
  – Avoid discussing issues individually

• Prioritize
  – Salary vs flexible schedule vs vacation, etc
  – Make sure your “bottom line” is met

• Be gracious, professional
A Good Negotiator Is…

Characteristics of a Negotiator

- Strategic thinker
- Well informed
- Value driven
- Assertive
- Logical
- Problem solver
You Are Worth More: Re-Negotiation!

• **Timing**
  – After 6 months? After 1 year?
  – Following a performance evaluation?

• **Data Collection**

• **Quantify your value**
  – Clinical productivity
  – Additional responsibilities
  – Future goals/potential

• **Don’t forget about the intangibles!**
  – Vacation time, bonuses, CME money, flexibility (work from home, hours), etc.
Benchmarking APP productivity:

1. wRVUs
2. Patient visits
3. Patient panel size

Challenge: Quantifying the in-tangibles!

- Patient education, care coordination, medication refills, procedural counseling, telephone/electronic patient messages, research

Ogunfitiditimi et al. found that > 30% of work completed by APPs in a tertiary outpatient academic medical clinic did not generate RVUs

Demonstrating Your Value

- Utilize EHR to obtain productivity metrics

<table>
<thead>
<tr>
<th>Department of Medicine Gastroenterology and Hepatology</th>
<th>65</th>
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<tbody>
<tr>
<td>Gastroenterology</td>
<td>65</td>
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</table>

- Ask your administrator to provide you with your RVUs and patient panel size
- List additional responsibilities
- Outline scholarly work
- Highlight your future potential!
  - Professional development
Example of Inbasket Reports from EHR

Quantifying the non-wRVU tasks!
### Number of Patients in Panels with PA as the Primary Provider

<table>
<thead>
<tr>
<th>Number of Patients in Panel</th>
<th>Number</th>
<th>Percent</th>
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<tbody>
<tr>
<td>1–25</td>
<td>7,218</td>
<td>20.3%</td>
</tr>
<tr>
<td>26–50</td>
<td>5,185</td>
<td>14.6%</td>
</tr>
<tr>
<td>51–75</td>
<td>1,287</td>
<td>3.6%</td>
</tr>
<tr>
<td>76–100</td>
<td>4,576</td>
<td>12.9%</td>
</tr>
<tr>
<td>101–150</td>
<td>1,224</td>
<td>3.4%</td>
</tr>
<tr>
<td>151–200</td>
<td>2,385</td>
<td>6.7%</td>
</tr>
<tr>
<td>201–300</td>
<td>1,584</td>
<td>4.5%</td>
</tr>
<tr>
<td>301–400</td>
<td>1,165</td>
<td>3.3%</td>
</tr>
<tr>
<td>401–500</td>
<td>2,403</td>
<td>6.8%</td>
</tr>
<tr>
<td>Over 500</td>
<td>8,524</td>
<td>24.0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>35,551</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

The median number of patients in panels with Certified PAs as the primary provider is 100.

Varies greatly depending on your practice model!
Opportunities for Professional Development

**Benefits:**
- Professional satisfaction
- Advancement opportunities
- Development of critical thinking, writing skills

**Increased patient complexity**

**Clinical research**

**Academic/Scholarly work**
- Peer-reviewed papers
- Book chapters
- Literature review

**Procedures**
- Endoscopic
- Paracentesis
- Liver biopsy
- Motility

**CME opportunities**

**Tuition Benefits**

**National Society roles**
- Committee work
- Task forces
- Invited faculty/lectures

**Leadership**
- QI projects
- Lead roles
Why Is Professional Development Important to the Practice/Institution/Health System?

Ongoing Professional Development

- Greater worth
- Sense of being valued
- Professional satisfaction
- Leadership opportunities
- Increased confidence

Increased Retention!!

Benefits of Retention:
- Reduced turnover
- Experienced providers
- Increased morale
- Increased productivity
- Reduced costs
Case Study 1 – “Sam”

- Sam is a new graduate APP who just received a job offer for his “dream job” – outpatient GI, no call, M-F, no nights/weekends.
- Job offer requires him to relocate 6hrs away.
- Salary offer is ~10% higher than positions in his area.
- Medical benefits and vacation time were discussed and acceptable to Sam.
- Sam did not discuss CME benefits.
- He was so excited about the offer he accepted on the spot.
How Well Did Sam Do?

- “Ideal job”
- Work/life balance
- Medical benefits
- Vacation time

- Didn’t research salary range for job location
- CME benefits not discussed
- Relocation expenses not discussed
Case Study 2 – “Jane”

- Jane has been working in a GI practice x 2 years
- She receives a 2% merit raise annually
- No other bonuses
- Annual CME allowance: $1500 / 5 days
- Works Mon-Fri
- No nights/weekends/call/holidays
- Health insurance, life insurance, 401k standardized
- Jane does not have a leadership role but recently helped with the onboarding of 2 new APPs
Case Study 2 – Jane Continued

- Annual review: Jane scored 4.8/5.0 (consistently exceeds expectations)
- Jane reviewed recent regional salary survey and discovered her salary is ~ 5% lower than the median
- She works 50hr weeks consistently
- Jane requests meeting with practice administrator
- She brings regional salary survey, updated CV
- She is told salary is standardized amongst the practice and is not negotiable
- What options does Jane have?
Case Study 2 – Jane Next Steps

• Jane thanks the administrator for his time and consideration and asks to meet again in 1 week to discuss other opportunities for compensation

• Jane brings her wRVUs, EPIC productivity reports to next meeting

• Administrator does not offer anything additional…. And Jane does not ask for anything!

• Jane requests:
  – Change annual reviews to bi-annual
How Well Did Jane Do?

- Professional, polite
- Pro-active
- Data collection
- Excellent annual review
- Updated CV
- Requested bi-annual review → opportunity!

- Missed opportunity to request additional admin time due to onboarding new APPs, increased non-RVU generating work
- Did not negotiate for professional development opportunities, work/life balance
Take Home Points

• The APP job market is mature and favorable
  – Rated within “Top 3 Best Jobs” US News!
• APP skill-sets are unique & much sought after
• Data supports the high-quality care we provide
• Successful negotiation involves
  – Knowledge of landscape, job market, position
  – Knowing self worth/value
  – Communicating value
  – Aiming for a win-win
• Professional development is best tool for re-negotiation, retention, & long-term job satisfaction