



Sustainable Solutions for Faculty Retention

Jill M Myhre, MD
The Dola S Thompson Professor and Chair of Anesthesiology
The University of Arkansas for Medical Sciences



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Lessons learned from a 2019 staffing crisis

- Recognize attrition risk early
- Build effective systems to ascertain and address common grievances
- Aggressively implement internal solutions
- Communicate clearly with senior leadership and negotiate for resources
- Create structure

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The faculty pain points



1. Schedule was not predictable
2. Excess uncompensated work during periods of short staffing
3. Part time faculty working less than commitment
4. Time off was not competitive

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Time off at UAMS

- Vacation: 15 hours per month of service
- Sick leave: 8 hours per month of service
- Education leave: 10 days per year
- Children's Educational Activity Leave: 8 hours per year
- Holidays: 10 public holidays per year
- Day After Thanksgiving sometimes
- Birthday

Time off at Private Practices

- 14 weeks Paid Time Off



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Stabilize the team



- Salary adjustment
- Signing bonuses
- Locum tenens contracts (not available post-COVID)
- Consolidate off sites to align schedules (7am-5pm)
- Reduce the total number of OR sites

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Shift Model Math

COM Definition of a 1.0 Faculty FTE

- 50 hours per week / 2600 hours per year
- Subtract Leave:
 - Federal and state holidays, birthday: 12 shifts
 - Annual Vacation, CEAL: 22.5 shifts
 - Academic Time: 14 shifts
- 2600 hours – (48.5 shifts * 12 hours/shift) = **2018 clinical hours**

1.0 FTE

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Call Subtractions

FTE Allocation

- 1.0 General Call FTE: 16 weekday + 19 weekend + 3 holiday = 38 call shifts
- 2018 – (38*12) = 1562 hours divided between 72 10-hour shifts and 72 12-hour shifts
- Cardiac and Liver transplant teams also work 1562 daytime hours
- Critical Care team credited with 15 hours per 24 hours in the ICU

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End of Shift Solutions

Name	a2E (Excess)				a2E10				a2E12			
	Assignment	Per Hour	Per Call	Per Shift	Assignment	Per Hour	Per Call	Per Shift	Assignment	Per Hour	Per Call	Per Shift
Napolitano C.	a2E	7.04			Khanova A.	a2E10	10.0		Phylet B.	a2E12	12.12	
Saleh Y.	a2E	6.33			Gupta P.	a2E10	9.23		Martarello	a2E12	11.97	
Williams M.	a2E	5.67			Spond M.	aLiver	9.22		Rader G.	a2E12	11.93	
Bugliani D.	a2E	5.57			Abdelkayem	aHeart	9.15		Meluffey G.	a2E12	11.88	
					McSpadden	a2E10	9.1		Stewart A.	a2E12	11.88	
					Khan F.	a2E10	9.09		Ramsey J.	a2E12	11.77	
					Tragle S.	a2E10	9.07		Jahan W.	a2E12	11.74	
					Mandell V.	a2E10	8.84		Manchegani	a2E12	11.5	
									Blancheschil	aJep2	11.83	
									Armon J.	aJep1	11.98	

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Transparency & Flexibility

- Academic Inventory – Annual Excel spreadsheet with non-clinical work
- Option to scale FTE / salary / shift commitment below 1.0
- Transparent buy out for non-clinical time
- Excess Clinical Shifts

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Service Expansion Requests 2023



8 ORs * 250 days/year * 10 hour blocks = 20000 hours

2.7 Faculty FTEs
13 CRNA FTEs



3 ORs * 250 days/year * 8 hour blocks = 6000 hours

1.25 Faculty FTEs
4 CRNA FTEs

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