



GHAPP

Gastroenterology & Hepatology
Advanced Practice Providers

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Salary Negotiation: Maintaining Your Relevance & Worth

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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%

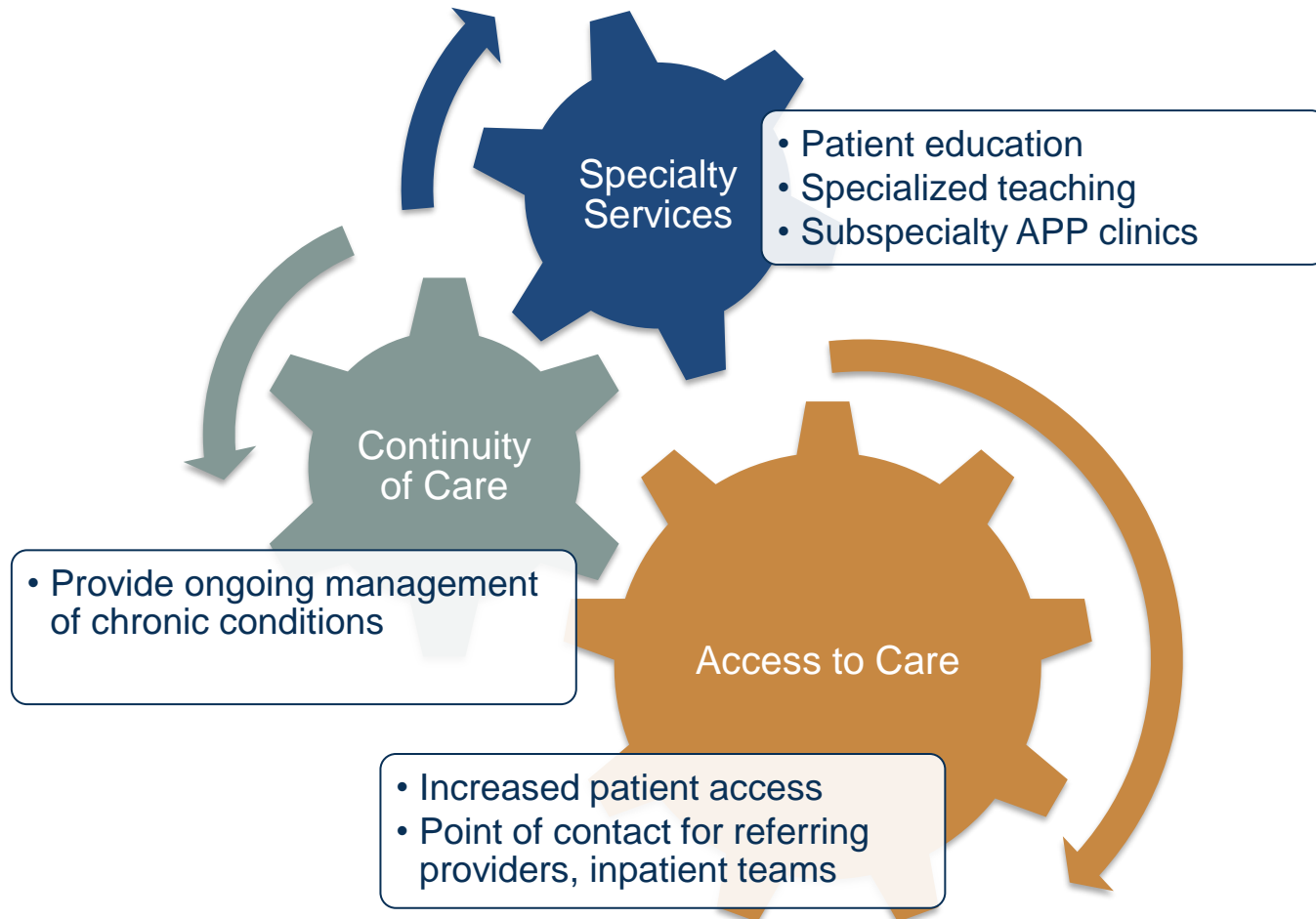


#1: Physician Assistant
#3: Nurse Practitioner

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



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

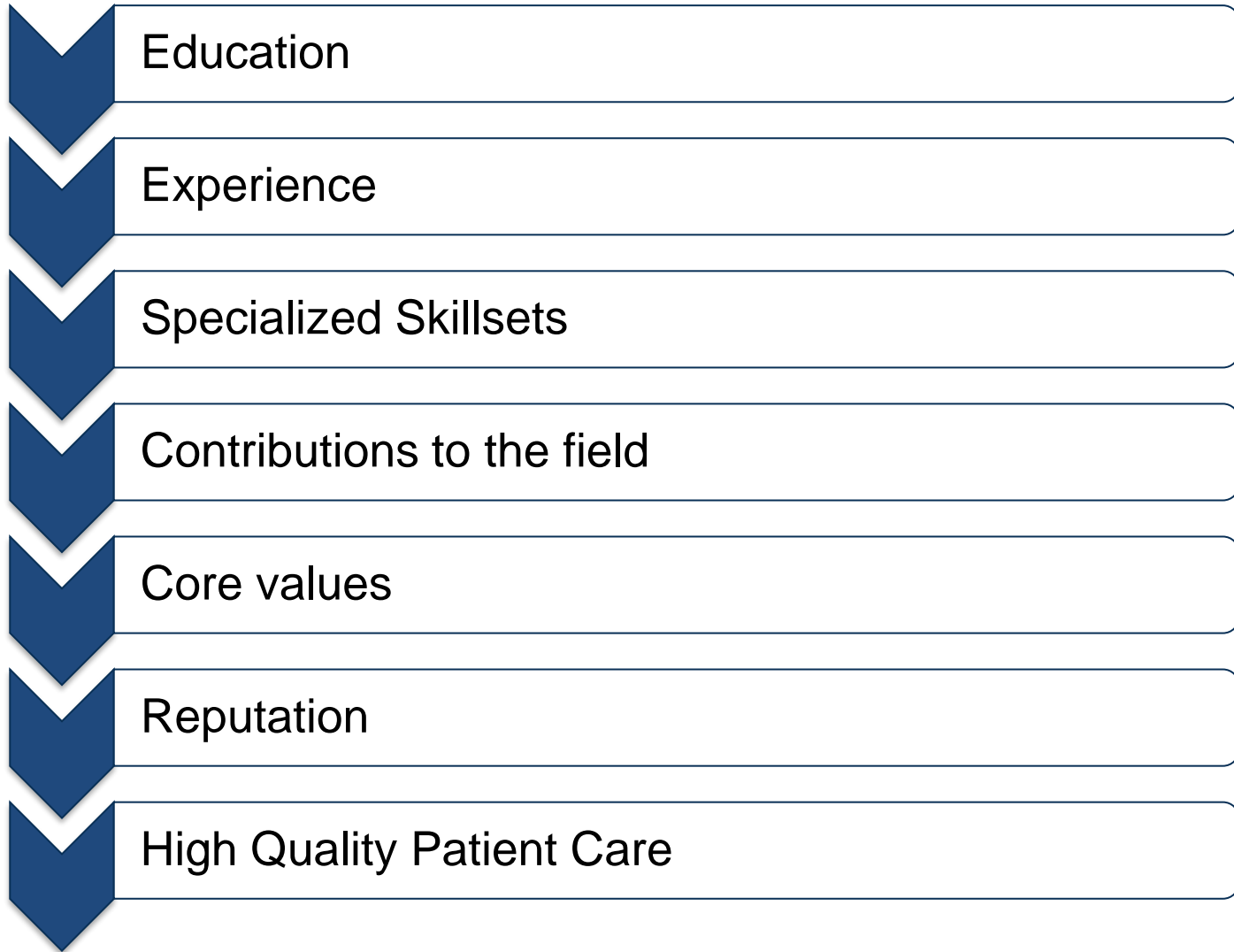
The Art & Science of Negotiating Jobs & Compensation

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



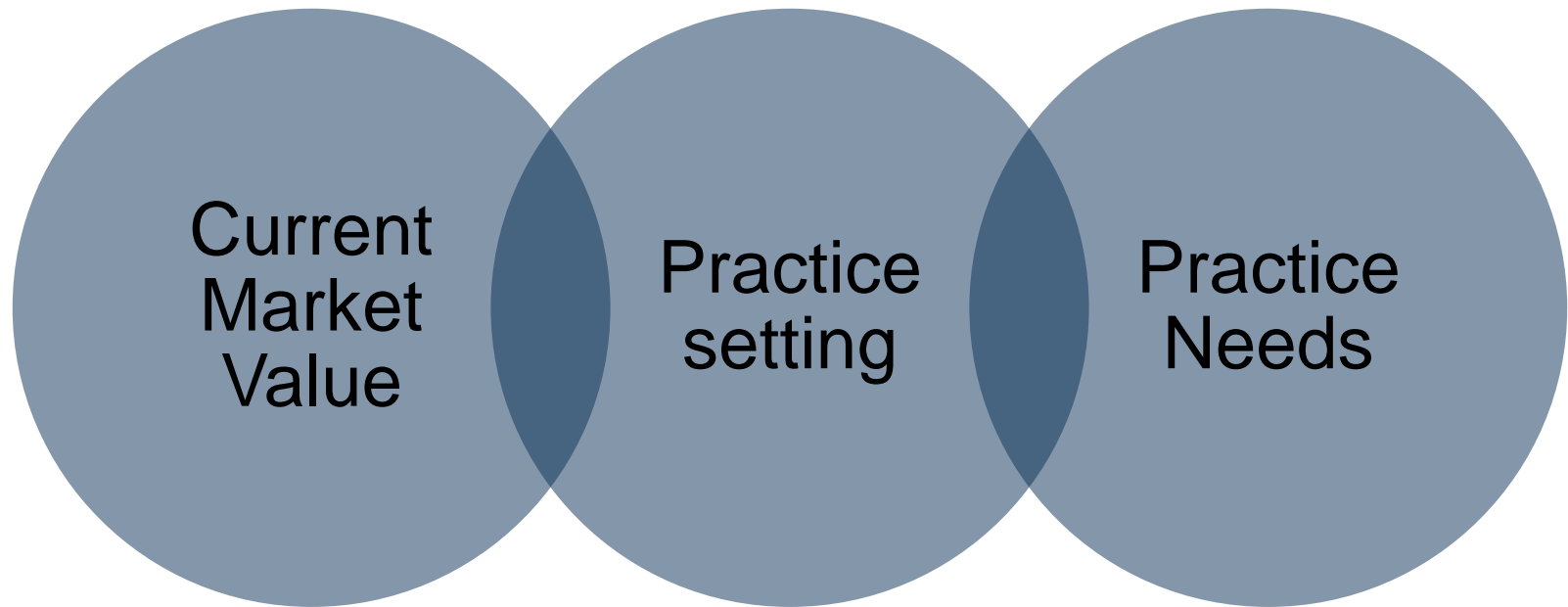
1. Understanding Your Value



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

NPs (2019)

- Median base salary for full-time NPs: \$110,000
- Median total income (including bonuses): \$115,000

PAs (2020)

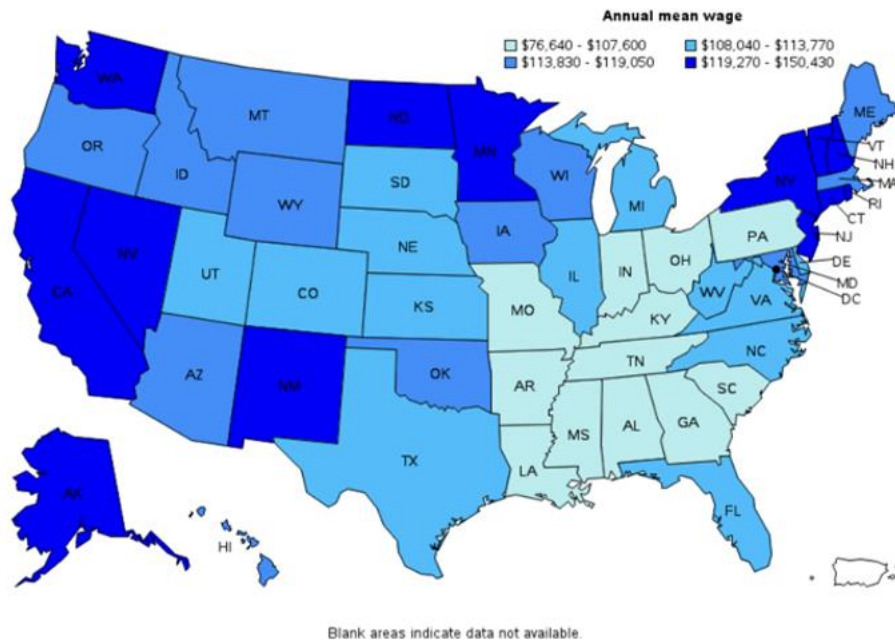
- Median total income: \$115,000
- Average total income for Certified PAs increased by 10.9% between 2016 and 2020

Demand for APPs continues to increase due to physician shortages, shift to VBP, increased healthcare demands

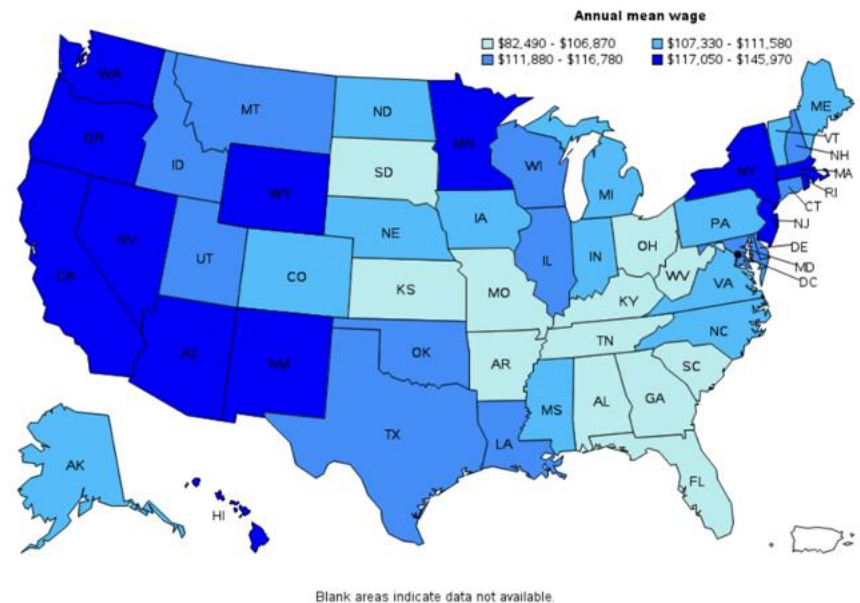
- 10-year projected growth:
 - PA: 31%
 - NP: 45%

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

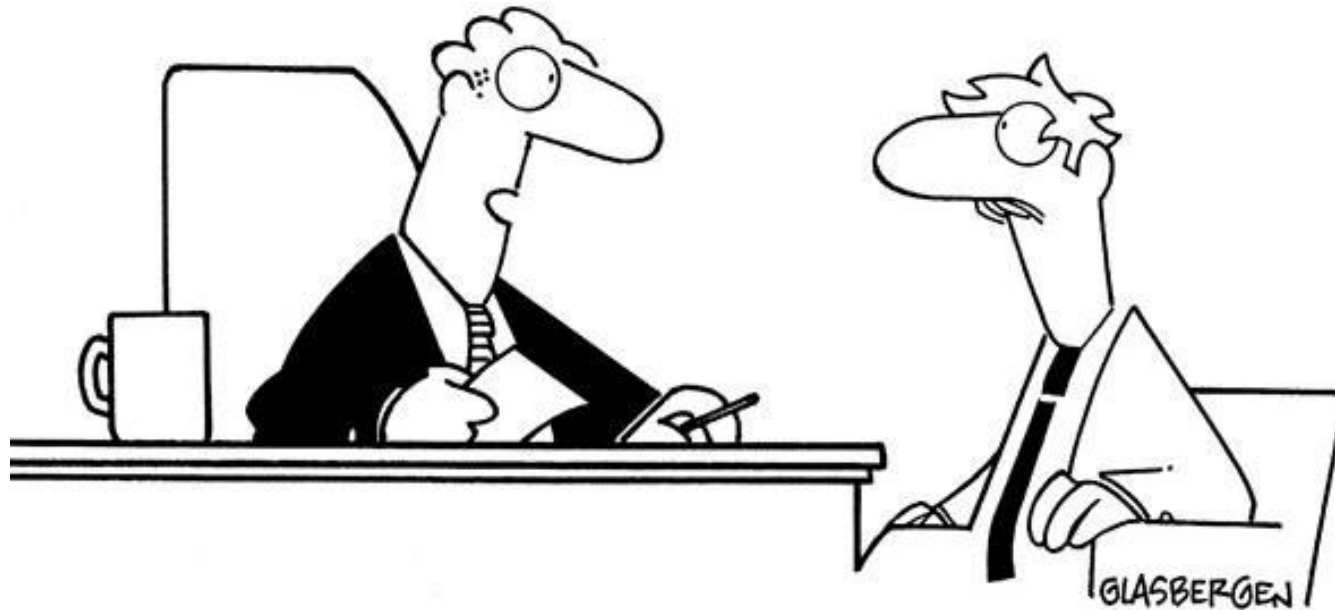


Discuss long-term potential / opportunities for advancement



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

Base salary

Call,
night/weekend
shift
compensation

? Higher pay
for inpatient
coverage

? Productivity
bonus, Merit
increases

Signing bonus

Healthcare //
dental // vision

Vacation time

Stock options

FSA

Tuition
reimbursement

401K

Professional
development
opportunities
(CME funds, time)

Areas of Negotiation – More Than Just Base Pay!

Salary

- Fixed base pay vs revenue-based

Incentives

- Sign on bonus
- Merit raise
- Annual raise
- Productivity/performance incentives

Benefits

- Vacation / sick time
- Holidays
- Medical/Dental/Life insurance policies
- Disability insurance
- Maternity leave
- Childcare discounts/options
- 401K

Professional

- Malpractice insurance
- License fees
- CME time/money
- Professional associate fees
- Orientation
- Relocation expenses

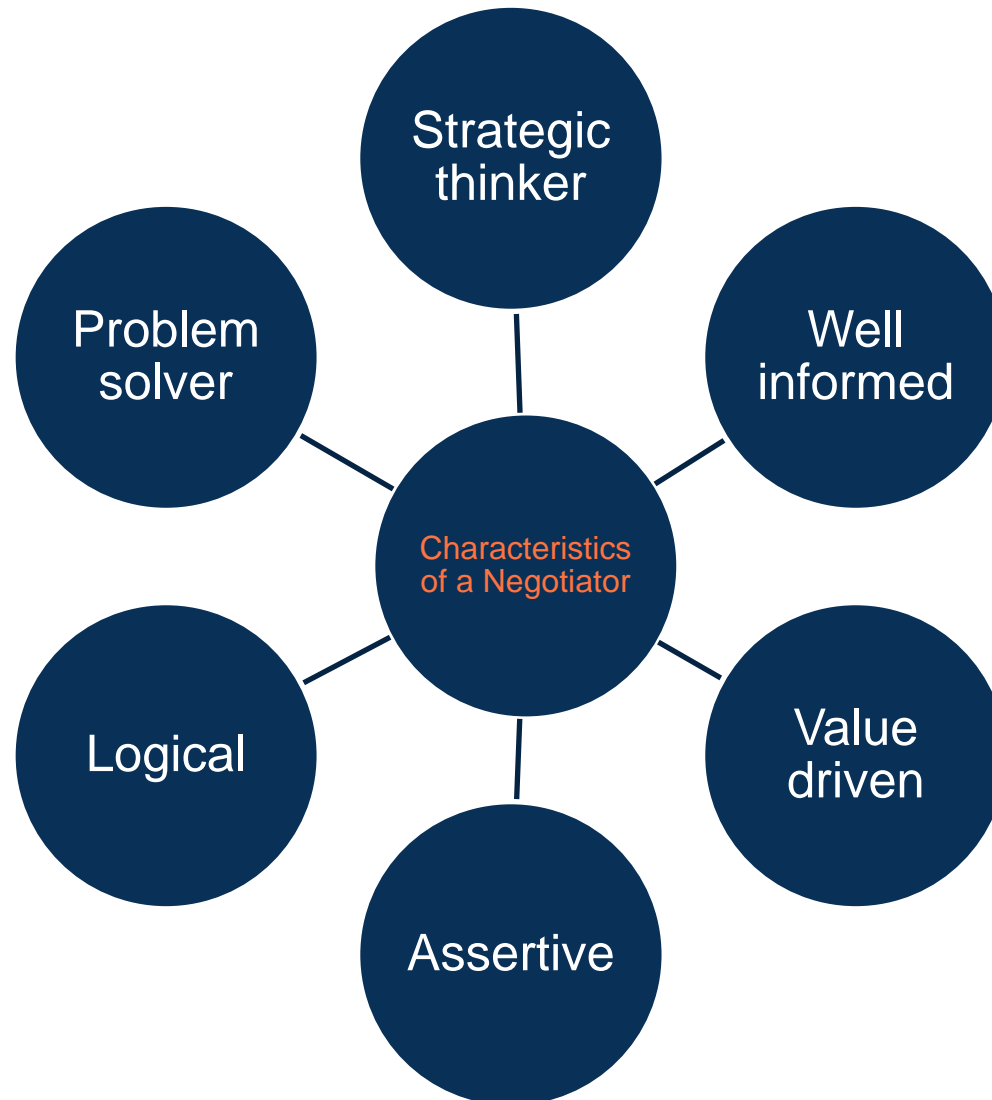
Schedule

- Hours
- On-call
- Nights/weekends
- Inpatient vs outpatient
- Administrative time
- Modified schedule (i.e., 30 min patient slot vs 20 min)

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...



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.

APP Compensation Models

Benchmarking APP productivity:

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

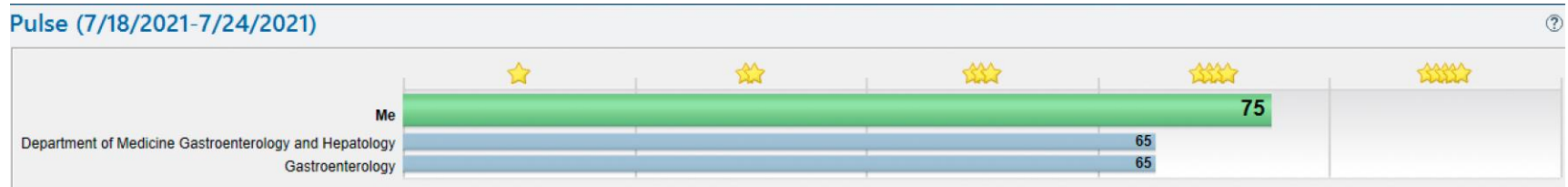
Ogunfitiditimi et al. found that > 30% of work completed by APPs in a tertiary outpatient academic medical clinic did not generate RVUs

Challenge: Quantifying the in-tangibles!

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

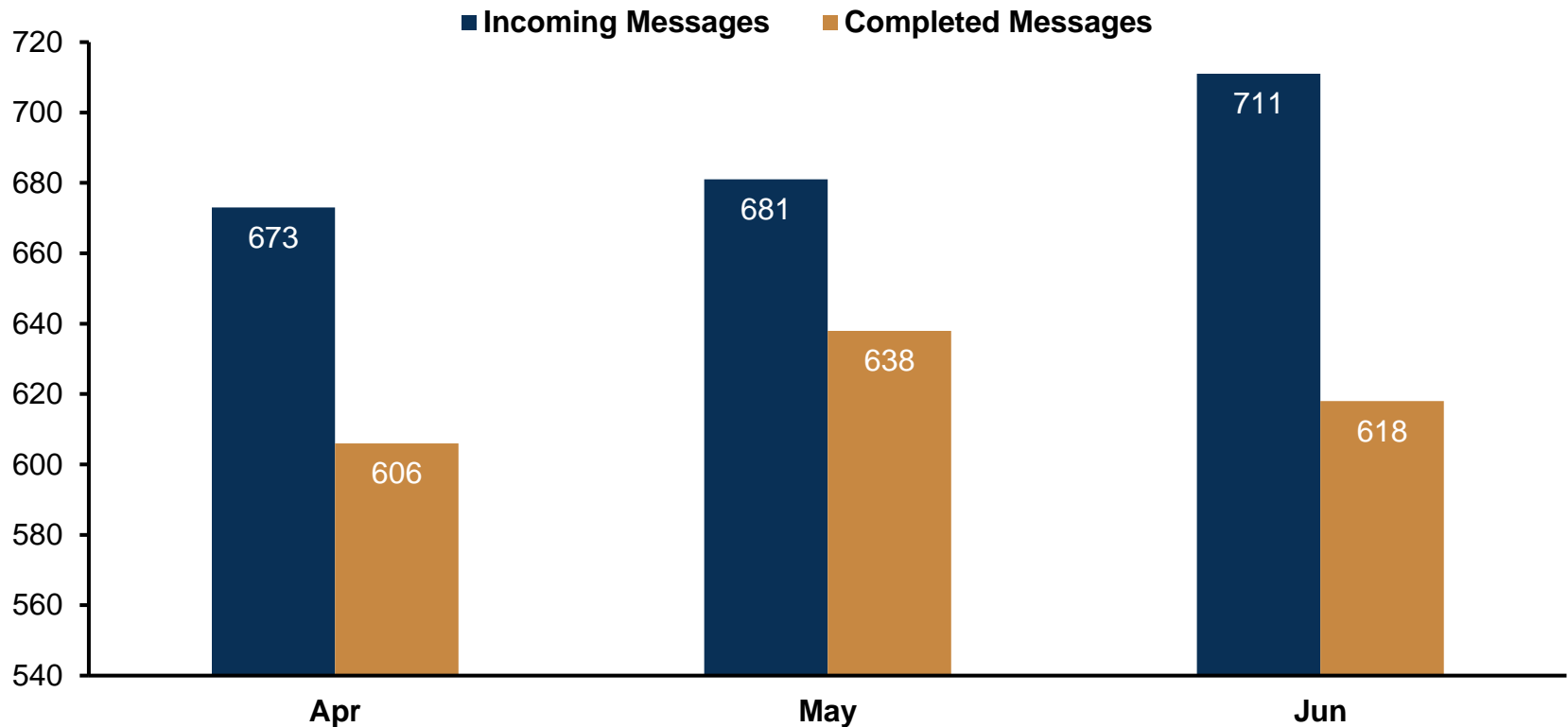
Demonstrating Your Value

- Utilize EHR to obtain productivity metrics



- 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!

Patient Panel Size

Number of Patients in Panels with PA as the Primary Provider

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

Varies greatly depending
on your practice model!

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

Opportunities for Professional Development

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

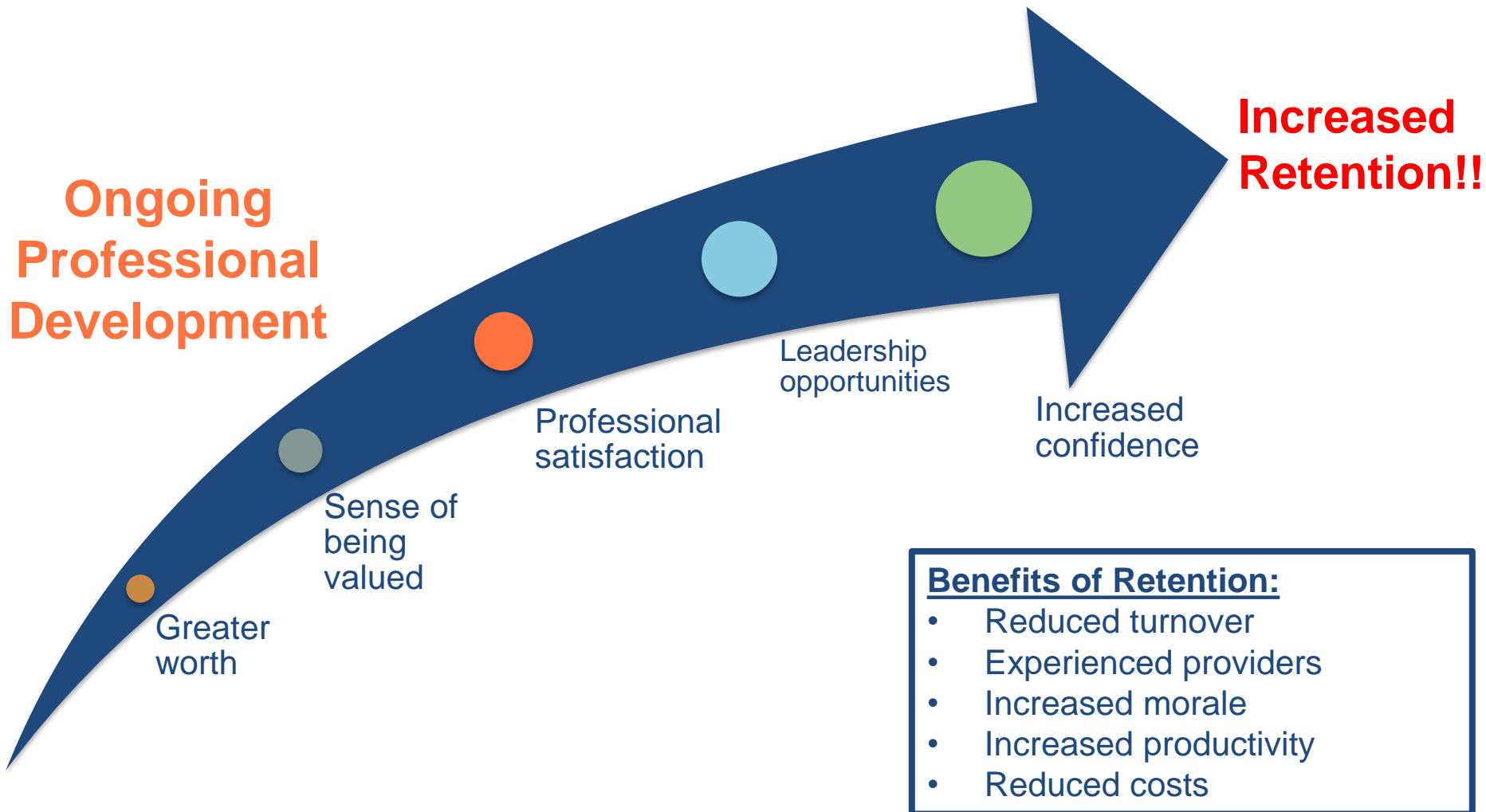
Leadership

- QI projects
- Lead roles

Benefits:

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

Why Is Professional Development Important to the Practice/Institution/Health System?



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