

CONNEXIS™

S E A R C H • G R O U P



Meet the Team

Susan Dowling

V.P. of Strategic Relations &
Technical Team Leader



(office) 864-528-5025
susan@connexisearch.com

Brent Murphy

V.P. of Business Development
& Executive Recruiter



(office) 864-528-5023
brent@connexisearch.com

Discussion Overview



Surprising Trends in Today's Market



Managed Care Hiring Strategies



Recruitment & Value Added Solutions



Compensation Packages

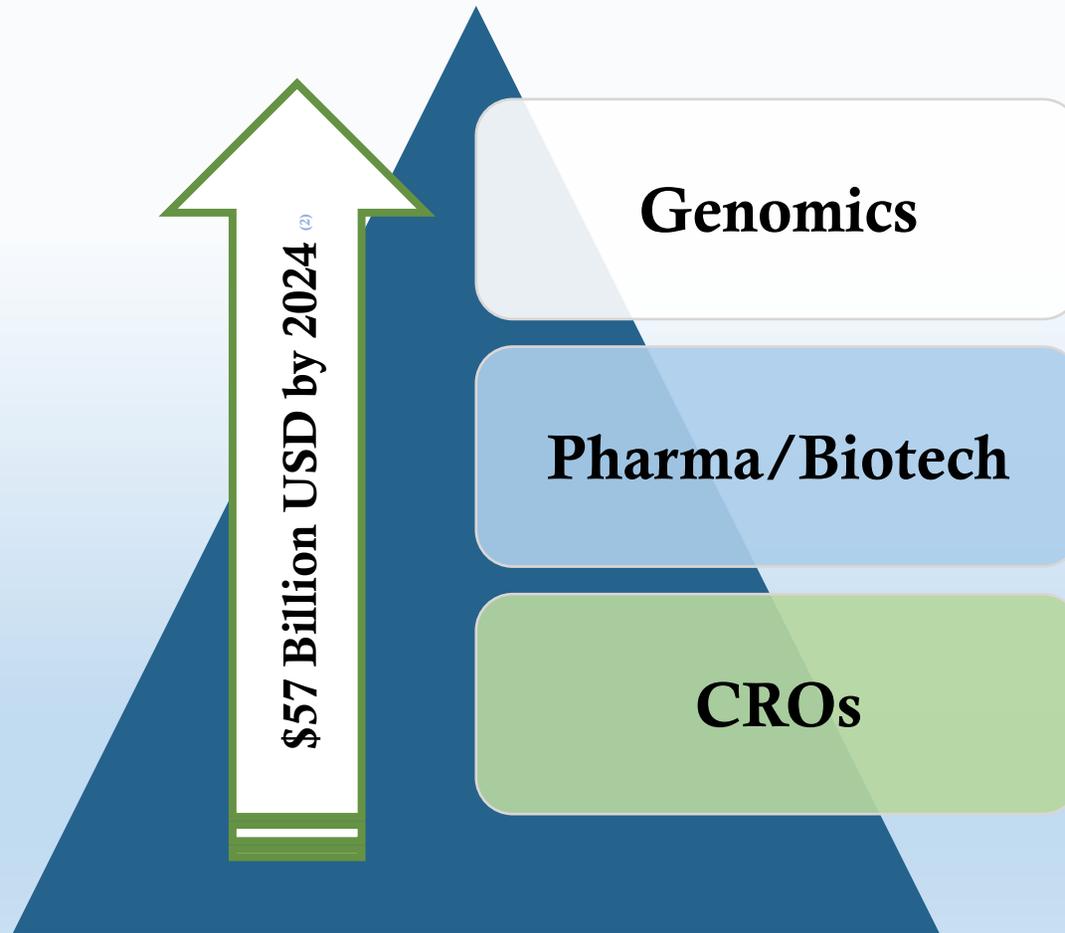


Questions

What's TRENDING ?

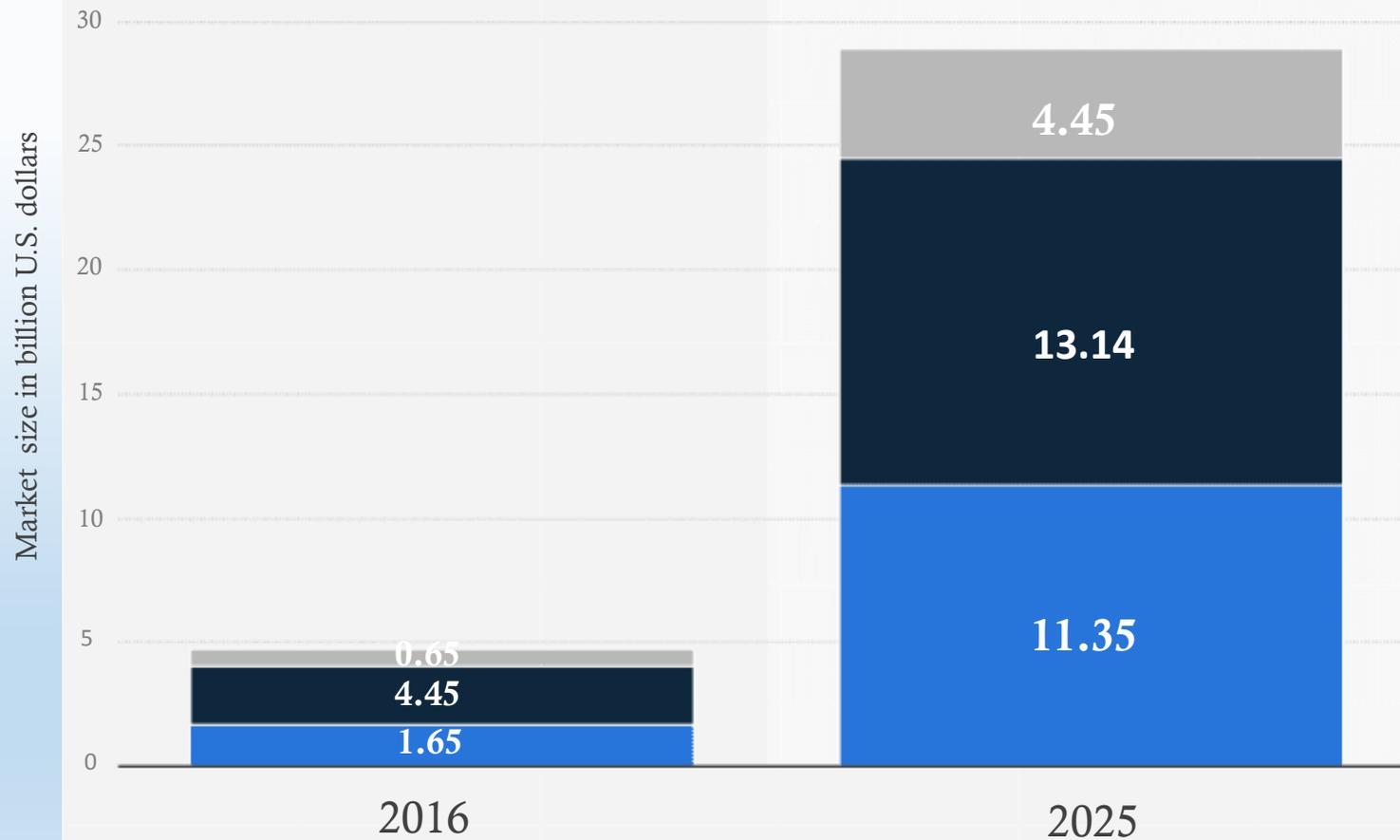
- Candidates have more opportunities outside of traditional diagnostic testing
- Big Data to see explosive growth
- Increased demand for properly trained & qualified personnel
- Effects caused by the retirement of Baby Boomers
- Organizations making changes due to the Affordable Care Act (ACO's)

Candidates Have More Opportunities Outside of Traditional Diagnostic Settings



Big Data to See Explosive Growth, Challenging Healthcare Organizations

Big data in the healthcare industry is expected to keep growing rapidly through 2025, but organizations still face significant data management challenges. ⁽⁸⁾



*Graph taken from citation (7)

● Clinical Analytics ● Financial Analytics ● Operational Analytics

Data Will Create Necessity for the Following:

Clinical Analytics

- ✓ Computational Biology
- ✓ Variant Scientists
- ✓ Bioinformatics



Operational/Managed Care

- ✓ Statistical Data IT Department
- ✓ Clinical Studies CRA
- ✓ Clinical Project Managers

An Increased Demand for Purple Unicorns

Personnel Shortages in Laboratory Medicine

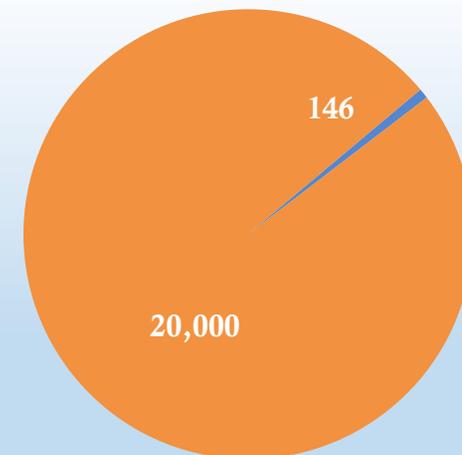
American Board of Pathology (ABP) estimates there are currently 146 physicians who meet the criteria:

- They hold both a Hematopathology and Molecular Genetic Pathology certification
- They have a US mailing address on file with ABP
- They are not indicated as deceased or inactive

Hematopathologists with dual boards in Molecular Genetic Pathology

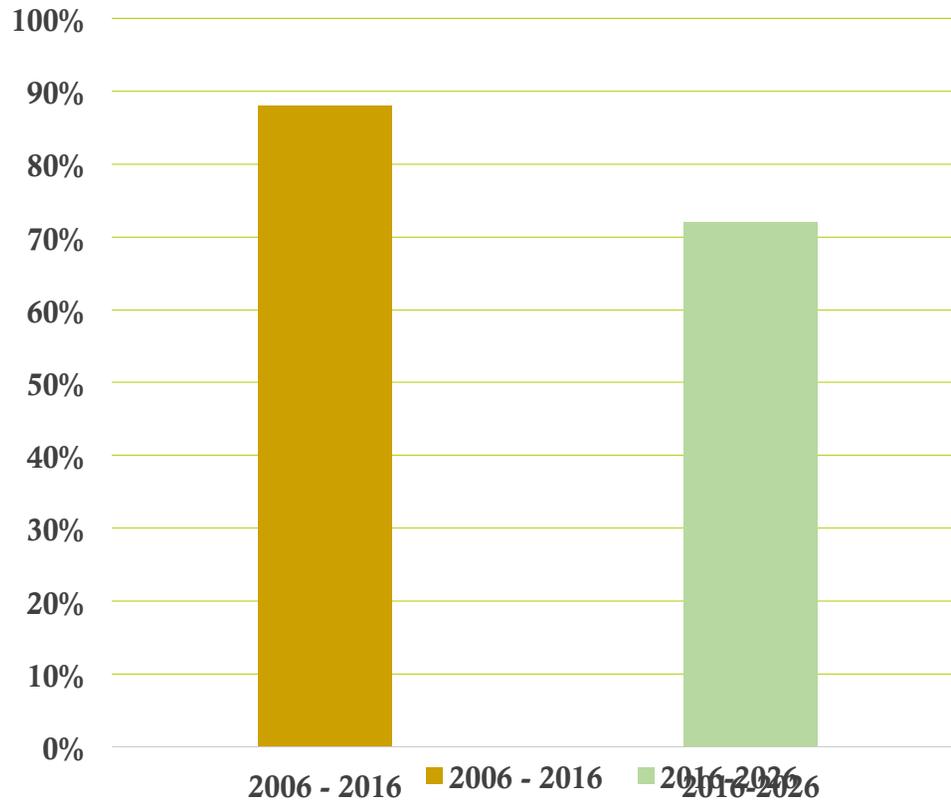
United States

■ Heme/MGP's ■ Pathologists



*This number is based on certificates issued since 1975 and held as of 01/09/2019 ⁽³⁾

^ Genetic Counselor Workforce



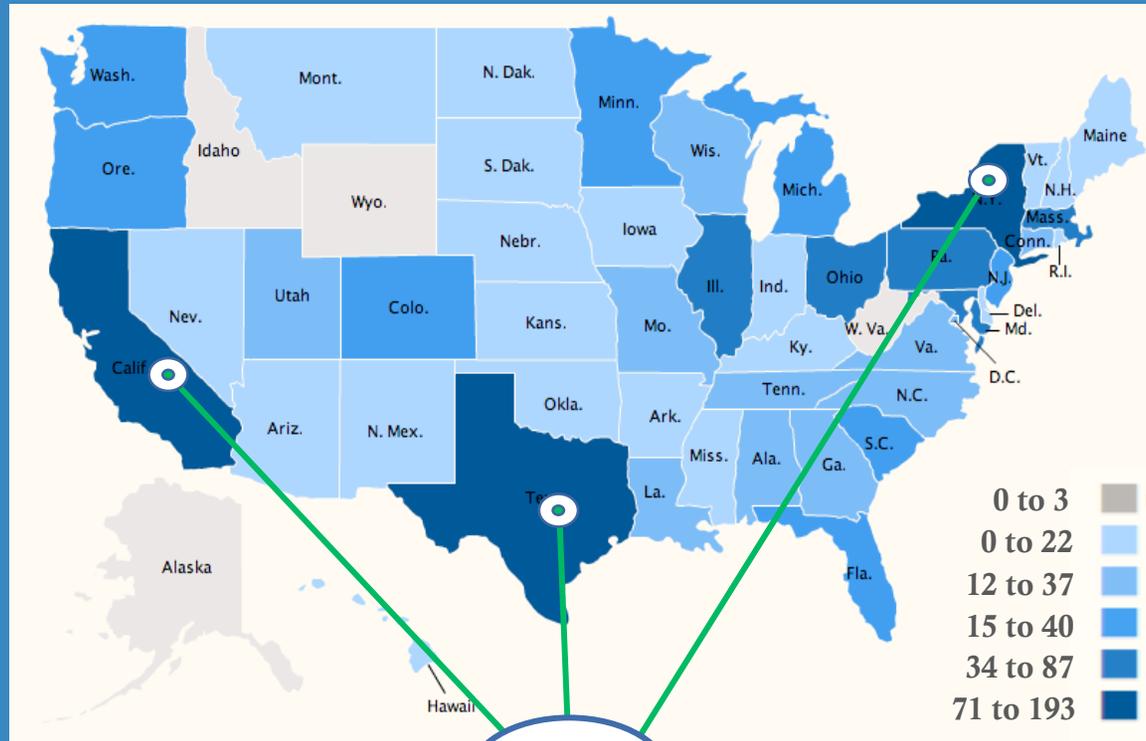
Supply & Demand

- The genetic counselor workforce has grown by 88 percent from 2006-2016, and the study identifies additional growth of 72 percent over the next decade ⁽¹²⁾
- Assuming demand of one genetic counselor per 100,000 people in the United States, supply is expected to reach equilibrium in 2023 or 2024 ⁽¹²⁾
- If the demand assumption is based on one genetic counselor per 75,000 people, then equilibrium is not reached until 2029- 2030 ⁽¹²⁾

Geneticists

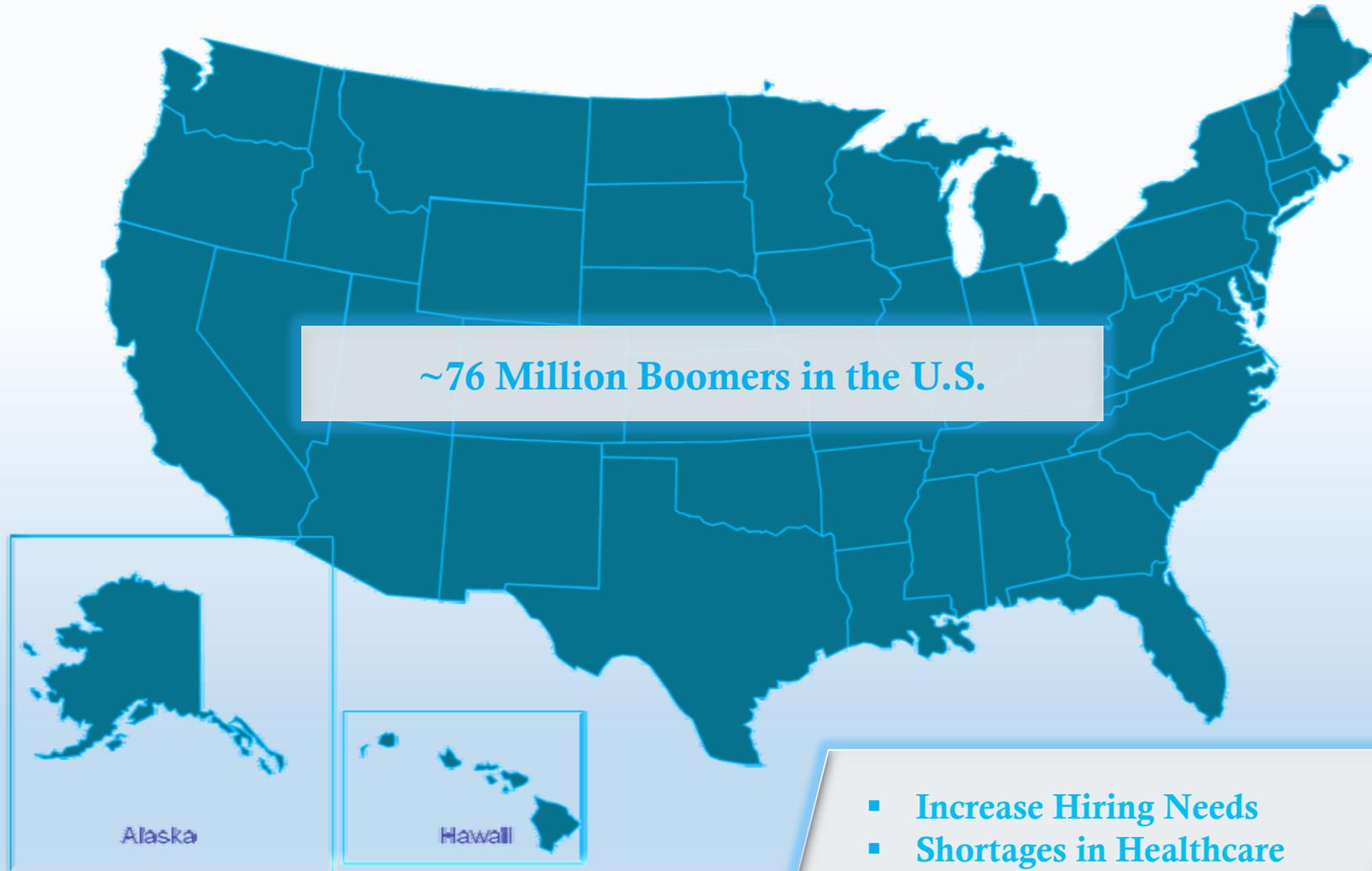
Number of Clinical Cytogeneticists & Clinical Molecular Geneticists Represented by State

72% Represented in our Database



30%

Effects Caused by the Retirement of Baby Boomers



Born between 1946-1964

Effects Caused by the Retirement of Baby Boomers

- Within the 17 major clinical areas, departments will lose 19.4% of their staff over the next 5 years ⁽⁵⁾
 - Employment vacancy exceeds the number of graduates entering the clinical laboratory space
 - Population growth is increasing the need for laboratory services while an aging population of 65 and older is further increasing the need for these services
 - Retirement is impacting educational programs. It is estimated that 41.2% of Program Director's will retire in the next five years ⁽⁵⁾
-



**Managed Care Strategies
& Recruitment**

Recruitment Strategies Related to the Affordable Care Act (ACO)

1. How do labs properly position themselves to recruit with the upcoming changes?
2. Who do you need on your managed care team?
3. Why it's important to hire the right candidate(s)?
 - How do you Retain them?
4. ACO' s & what you need to know:
 - Opportunities via the Affordable Care Act & how managed care plays a critical role
 - Why demonstratable demand & Fee for Service will no longer work

How do Labs Properly Position Themselves to Recruit with the Upcoming Changes

1. Establish scientific & clinical validity
2. Hire a managed care expert who:
 - ✓ Qualify a utility strategy and the demonstration of economic impact (all of which must align with payer metric performance)
 - ✓ Understands complex reimbursements for clinical tests
 - ✓ Create immediate involvement with payers in the early development stage
 - ✓ Previous experience building his or her team moving forward
 - ✓ Implement payer input in the initial phase to ensure reimbursement alignment. This is the most crucial aspect!

reimbursement alignment. This is the most crucial aspect!

Who do you need on your Managed Care Team?

Expert in the “Rule of Law”

Someone who will embrace the P4P versus the old method of fee for service and demonstratable demand

An individual who understands how to make the transition from Fee-for-Service to value-based strategy

A person who knows the referring physicians to partner with

Why is it Important to Hire the Right Candidate and how do you Retain them?

1. C-Suites & Management must understand the law to ask the right questions

a. Examples:

- Do you understand Pay for Performance (P4P)?
- Do you understand Alternative Payment Methods (APM's)?
- Do you understand Value Based Performance (VBP' s)
- Do you understand Payer Metric Performance guidelines?

2. Retaining:

- Invest in the MC/Reimbursement division
 - ✓ (If you are not paid for your testing – nothing else matters)
- Protect your personnel
 - ✓ Make sure they have necessary tools to be successful i.e., clinical data to show utility

Opportunities Via the Affordable Care Act & How Managed Care Plays a Critical Role:

- ❑ Repeal-and-Replace, IF achieved, WILL NOT eliminate value- based performance or value-based payment
- ❑ Alternative payment methods (APM) will expand in perpetuity
- ❑ Diagnostic APM's are recognized and embraced by payers
- ❑ Validation of diagnostic performance (clinical/financial) allows for transition from fee-for-service (F4S) to value-based payer agreements and reimbursement
- ❑ Enhanced proof sources are required to demonstrate metric alignment: global value dossier (GVD), utility, Health Economics Modeling (HEM), modeling with cascading impact on gain-share, and pay for performance (P4P)
- ❑ Platform positioning via exclusionary policy leads to population capture

Why Demonstratable Demand & Fee for Service Will No Longer Work

If you are Counting on Repeal & Replace, DON'T!!!

- This is a “pre” Patient Protection and Affordable Care Act (PPACA) concept. Following traditional protocols will put you in a negative position with the payers & the referring physicians. This will adversely impact your overall performance goals
- You will accelerate your burn rate on sales representatives which will increase your bad debt & day sales-outstanding (DSO) via out of network (OON) claim submission



Recruitment 101

Hiring Strategies in a Candidate Driven Market



Attracting & Retaining Key Talent

Understanding Supply & Demand in a Candidate-Centered Market



Hiring Great Candidates in the New Economy

- Hiring great employees is becoming more difficult. According to a recent [Wall Street Journal article](#), there are more jobs than there are people to fill them ⁽¹⁰⁾
- Many hiring managers have not experienced hiring in a “candidate short market.” Roger Herman, coauthor of [Impending Crisis](#) in (2003), predicted a labor shortage in 2010. He was a little early with his prediction, but the shortage is here now ⁽⁶⁾
- You can no longer use the same processes to hire!

Hiring in a Booming Economy: What Does This Mean For You?



Marginal Supply of Candidates:

- Influx in salaries
- Overworked staff
- Increased turnover risk

Extra Hiring Time:

- Reduced work flow
- Compromise in quality
- Loss of money

Hiring in a Strong Economy & Expanding Industry

Manager Involvement

- Adds credibility
- Maximizes efficiency without compromising hire
- Immediate ability to gauge candidate's level of expertise pertaining to role

Shorten the Hiring Process

- How many of you have lost candidates in the middle of the hiring process?
- How can you apply Lean Six Sigma?
- Build exclusive partnership with one industry-specific recruitment agency

Don't Expect a Large Candidate Pool

- How many candidates should you take to finals?
- Why is this crucial?
- Do you have a scorecard & why is this vital?
- If your 1st candidate scores a 20 out of 20, **HIRE** them!

Make a Competitive Offer

- How to set salary ranges & when to make exceptions
- What is the national average for salary increases when changing jobs in the same field? Relocation?
- How many offers were turned down over the last year?

3 Ways to Secure a Hire

1. Efficient Process:

1. Always have two candidates that are equally capable of doing the job in order to avoid restarting the recruiting process
2. Important for Hiring Manager to do initial interview
3. Eliminate phone interviews and go straight to an in-person interview

2. Effective Conversation:

1. Don't be afraid to ask, "are you currently entertaining other opportunities?"
 - Most desired candidates are being pursued by 2-3 other companies (your competitors) and may not decide to join your company
2. Include key decision makers
3. Talk about timelines
4. Discuss salary expectations early in the process

3. Excellent Offers:

1. Know your competition
2. Industry standards
3. What sets you apart?

Value Added Solutions

What Are the Top 3 Reasons Why an Employee Will Leave Your Organization?

Culture

The Boss

Glass Ceiling



RESIGNATION

Value Added Solutions



- Know your competition
- Understanding compensation packages & the dichotomy of changing positions
- How to minimize offers being turned down
- C-Suite Executives should always connect with their staff
- Why should you, as managers, be involved in the hiring process versus putting it all on HR?
- We can help you create a score card
 - Visit www.connexisearch.com to get your score card

Scorecard for Hiring Purposes

Criteria	Positive Point Value	Notes
Education MD	2 (Top 50 Universities) 1 (Top 100 Universities) 0 (Other)	
Residency	2 (Top 50 Universities) 1 (Top 100 Universities) 0 (Other)	
Fellowship Training	2 (Top 50 Universities) 1 (Top 100 Universities) 0 (Other)	
Experience Relevant to Role	2 (5 > Years' Experience) 1 (3-5 Years' Experience) 0 (>3 Years' Experience)	
Capable of Volume	2 (Highly Capable) 1 (Very Capable) 0 (Not Capable)	
Passed Slide Review Test	2 (Missed <2) 1 (Missed <2) 0 (Missed >3)	
Multiple Licensure	1 (>5) 0 (>3)	*Recently out of training
Reputation/References	2 (Very Good/Excellent) 1 (Unknown) 0 (Bad Reference)	
No Law Suits or Mal-Practice Suits	1 (N/A) 0 (>1)	*Explanation
Limited Career Changes	2 (Tenured) 1 (Limited) 0 (Multiple Changes)	*Exceptions based on unforeseeable circumstances – should be relayed to client
Communication Skills	2 (Excellent) 1 (Fair) 0 (Poor)	
Total Points: (Max 20 Points)		

Interviewer's Name: _____ Date of Interview: _____

Comments: _____

Position: _____ Candidate: _____

Recommend Hire: _____ Yes _____ No

EXAMPLE

Visit Our Website
www.connexisearch.com
**Ask for your
Scorecard**

Compensation

Traditional Laboratory Dx

Pathology

	<10 Years	>10 Years	Bonus
Dermatopathologist	\$320,000 - \$400,000		^10% Average
General & Cytopathology	\$225,000 - \$350,000		
Molecular Genetic	\$225,000 - \$325,000		
Hematopathologist	\$275,000 - \$400,000		
Neuropathologist	\$240,000 - \$430,000		

Genetic Counselors

	<10 Years	>10 Years	Bonus
Direct PT Care	\$85,000 - \$130,000		^5-10% Average
Non-Direct PT Care	\$90,000 - \$140,000		
Academic (Non-profit)	\$65,000 - \$95,000		

Genetics

	<10 Years	>10 Years	Bonus
PhD Geneticist (Mol/Cyto)	\$140,000 - \$240,000		^20% Average
Single Boarded Geneticist	\$123,000 - \$175,000		
MD Geneticist	\$160,000 - \$300,000		

Averages are solely based on Connexis Search Groups closing for the year 2018

Compensation

Sales, Marketing & Managed Care

Managed Care

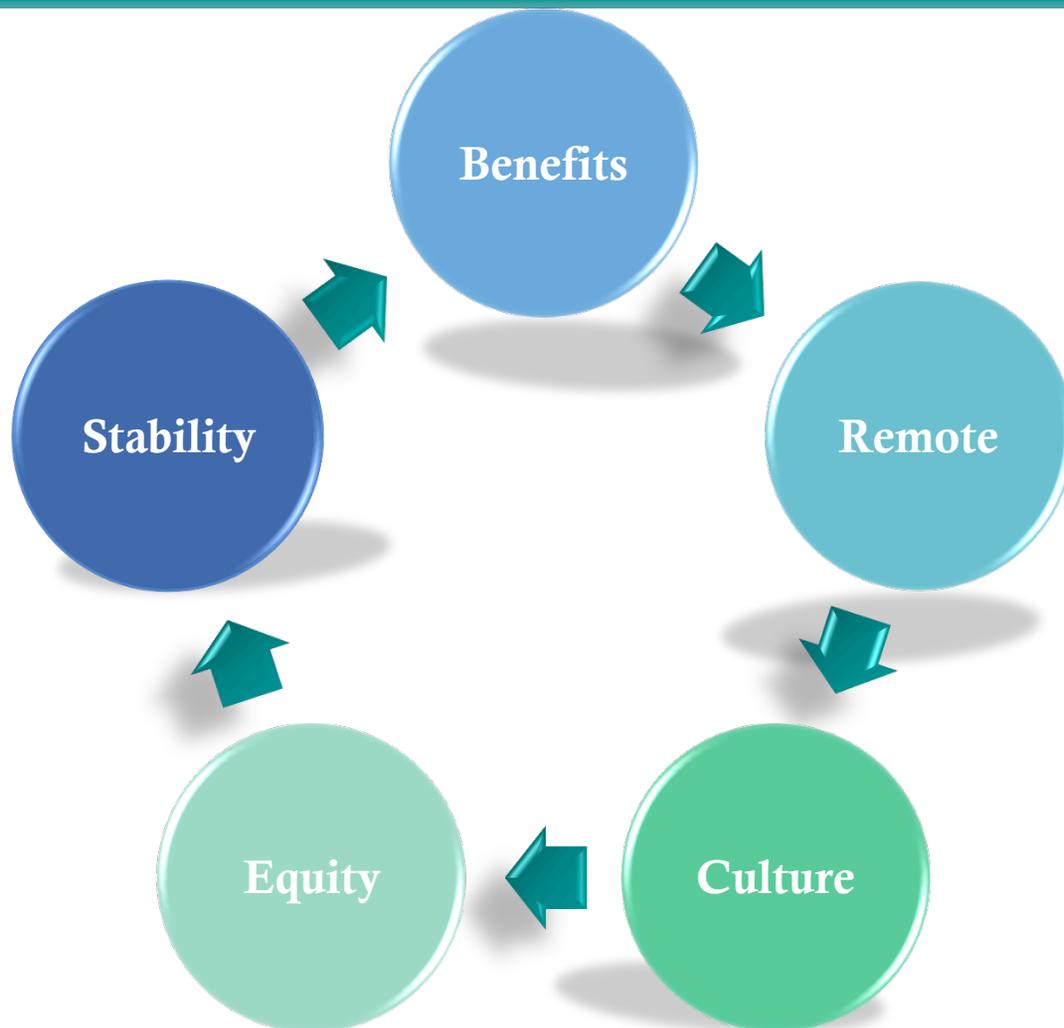
	<10 Years	>10 Years	Bonus
Chief, Managed Care Officer	\$275,000 -	\$325,000	20-30%
SVP of Managed Care	\$225,000 -	\$275,000	
VP of Managed Care	\$175,000 -	\$225,000	
Director of Managed Care	\$150,000 -	\$200,000	
Managed Care Contract Manager	\$125,000 -	\$150,000	

Sales & Marketing

	<10 Years	>10 Years	Bonus
Chief Commercial Officer	\$275,000 -	\$325,000	30% + Stock
SVP of Sales & Marketing	\$325,000 -	\$295,000	30% + Stock
VP of Sales	\$225,000 -	\$250,000	30% + Stock
VP of Marketing	\$225,000 -	\$250,000	20 - 30%
AVP Director of Sales & Marketing	\$185,000 -	\$225,000	\$75,000 - \$125,000 @ Plan
AVP Director of Marketing	\$185,000 -	\$225,000	20 - 30%
RSD/RSM (Frontline Managers)	\$125,000 -	\$175,000	\$50,000 - \$100,000 @ Plan
Marketing Manager/Product Managers	\$80,000 -	\$110,000	10 - 20%
Account Executives	\$75,000 -	\$140,000	\$30,000 - \$90,000 @ Plan
Account Managers	\$60,000 -	\$90,000	\$30,000

Averages are solely based on Connexis Search Groups closing for the year 2018

Competitive Perks



Why Connexis?



Reputation



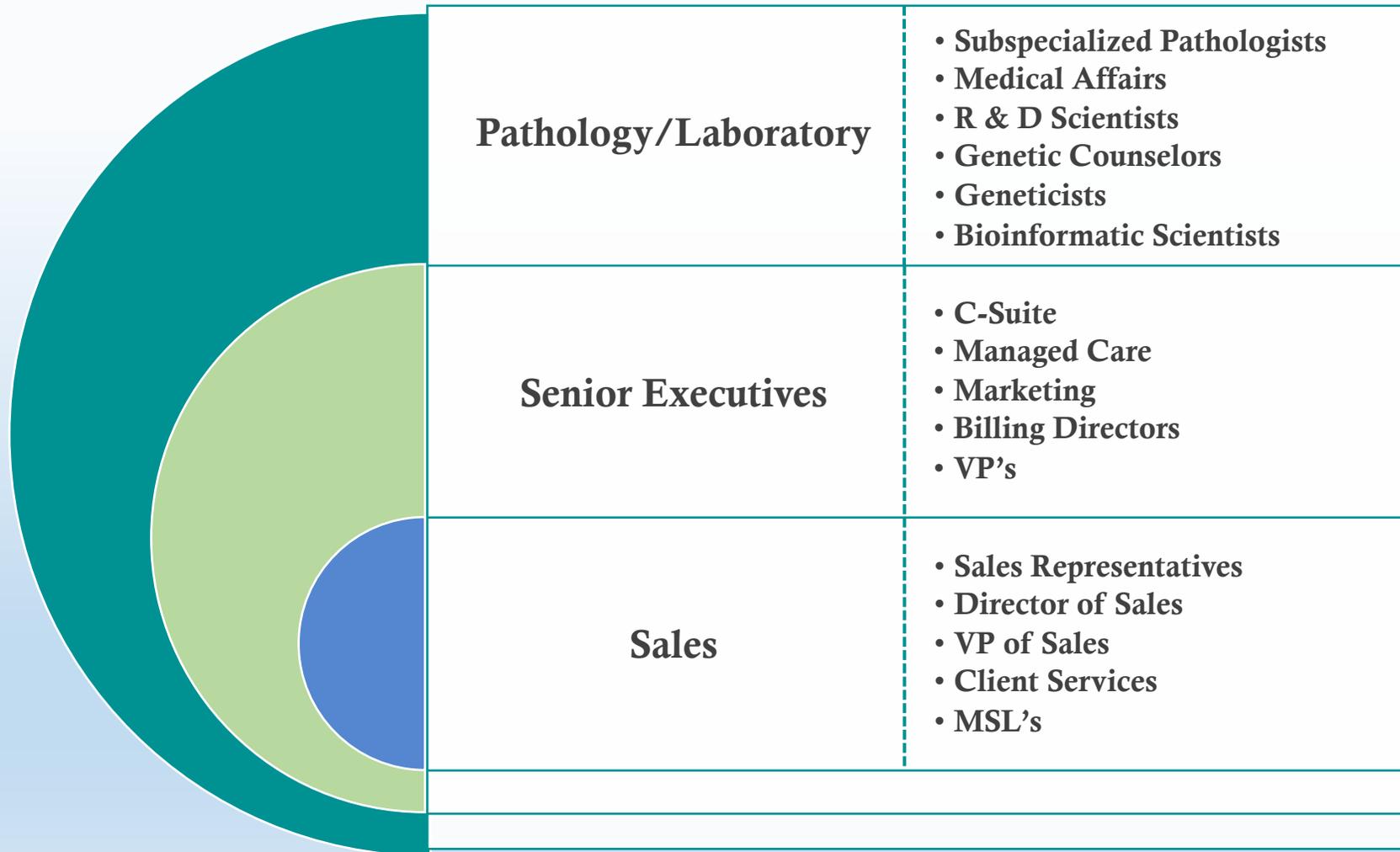
**Flexible
Search
Options**



**Industry
Expertise**



Our Core Business





Thank You!

CONNEXIS[™]
SEARCH • GROUP

3445 Pelham Road, Suite C
Greenville, SC 29615

www.connexisearch.com

864-528-5000

Questions

Works Cited:

1. Ayers, Ryan. "5 Ways The Healthcare Industry Could Use Big Data-and Why It's Not." *Dataconomy*, 8 Aug. 2017, www.dataconomy.com/2017/08/5-ways-healthcare-big-data/.
2. DeArment, Alaric. "Global CRO Market to Grow to \$57 Billion by 2024, Report Forecasts." *MedCity News*, 21 Aug. 2018, www.medcitynews.com/2018/08/global-cro-market-to-grow-to-57-billion-by-2024-report-forecasts/.
3. Elevationweb.org. "ABPath Important Correspondence." *American Board of Pathology*, 2019, www.abpath.org/index.php.
4. Evans, Eric. "Is Healthcare Ready for a Big Data Revolution?" *Is Healthcare Ready for a Big Data Revolution?*, 17 May 2018, www.omniresources.com/blog/is-healthcare-ready-for-a-big-data-revolution.
5. Flanigan, Jim. "Addressing the Clinical Laboratory Workforce Shortage." *The American Society for Clinical Laboratory Science*, 2 Aug. 2018, www.ascls.org/position-papers/321-laboratory-workforce/440-addressing-the-clinical-laboratory-workforce-shortage.
6. Group, Herman. *The Herman Trend Alert - Impending Crisis No Longer*, 1 Aug. 2018, www.hermangroup.com/alert/archive_8-1-2018.html.
7. "Health Big Data Analytics Services Market by Application 2025 Global Forecast." *Statista*, 2018, www.statista.com/statistics/909669/global-big-data-in-healthcare-analytics-market-size-by-application/.
8. Kent, Jessica. "Big Data to See Explosive Growth, Challenging Healthcare Organizations." *HealthITAnalytics*, 3 Dec. 2018, www.healthitanalytics.com/news/big-data-to-see-explosive-growth-challenging-healthcare-organizations.
9. Morath, Eric. "American Job Openings Now Outnumber the Jobless." *The Wall Street Journal*, Dow Jones & Company, 5 June 2018, www.wsj.com/articles/american-jobs-outnumber-the-jobless-1528212776.
10. Morath, Eric. "American Job Openings Now Outnumber the Jobless." *The Wall Street Journal*, Dow Jones & Company, 5 June 2018, www.wsj.com/articles/american-jobs-outnumber-the-jobless-1528212776.
11. Thomas, Renee. "Bad Job Interview Clips." 28 Mar. 2016.
12. "Workforce Study Executive Summary." The Genetic Counselor Workforce Working Group, 21 July 2017.