Health Center Recruitment & Retention Profile

Data Summary User's Guide - 2016

Background:

The Association of Clinicians for the Underserved (ACU) has developed the Solutions, Training, and Assistance for Recruitment and Retention (STAR²) Center to provide resources, regional trainings, and individual technical assistance to all Health Center Program grantees to address challenges regarding building and maintaining the clinician workforce.

In order to identify areas of high workforce need, and to create a tool for health centers to evaluate their data through a recruitment and retention lens, the STAR² Center developed these individual health center recruitment and retention profiles. The profiles draw on a number of data sets and are designed to paint a picture of the workforce environment within each health center, and within the community (service area) that it serves.

While no one individual data point has a consistent meaning with respect to recruitment and retention, nor can this report comprehensively explain the workforce successes or challenges at a health center, our team hopes these profiles will provide a baseline of data for health centers to evaluate their own recruitment and retention efforts.

Report Sections:

- **Descriptive Attributes**: This section provides a variety of characteristics describing the health center organization and service area. These are characteristics that are considered useful for context, but are not directly evaluated with respect to their impact on recruitment and retention. See attached tables for details.
- **Service Area Map**: The service area map shows the "core" service area, shaded in dark blue. These are the Zip Code Tabulation Area (ZCTAs), from which the health center draws the first 75%+ of its patients. The map also shows the ZCTAs from which the health center draws the remainder of its patients (these may not all be shown in full). Service delivery sites are also shown as points. An inset map shows the service area in the larger context of the surrounding area. Note that, where required based on data availability, this core service area may be matched to its approximation in other geographic units where noted.
- **Recruitment and Retention Measures**: This section contains the metrics compiled for the health center, divided into separate groups felt to be associated with recruitment vs retention, as well as health center vs service area characteristics. See attached tables for details.
  - Point of Interest flagging: Metrics in this section may be shaded in light blue to indicate that they are considerably outside the norm – typically below or above the bottom or top 10th percentile respectively, depending on the 'direction' of the measure. Exceptions include measures for which less than 10% of applicable grantees exhibit the trait, or where the point of interest exists at both ends of the range, or where there is compound logic, etc. The percentiles are set based on applicable health centers - see below. The thresholds used in flagging points of interest are included in the attached table.
  - Not Applicable/Available: If the metric is not applicable to the health center (typically because the denominator would be 0) the metric is shaded in gray.
- **Trend Summary**: This table shows the trend in grantee-level characteristics compared to the prior year in absolute and percent change terms. Note: Prior Year flagging is based on the flagging thresholds for that year, not on the Current Year thresholds shown below. See 2015 guide.

Data Measure Descriptive Tables: The attached tables provide a description of how each measure is calculated, as well as the data source(s), point-of-interest flagging logic, and percentile distribution of the measure among health centers.

Recruitment And Retention Measure Source, Description, Flagging Logic, & Distribution

Category	Measure	Source	Description	Flag Threshold(s)	Measure Centile Distribution Across Health Centers***					Curve
					10th	25th	50th	75th	90th	
Descriptive Measures	Number of Sites	UDS 2014	Number of service delivery sites operated by health center	N/A	1	2	4	8	14	
	Medical Users	UDS 2014 (Table 5)	Number of medical users seen	N/A	1,972	3,957	8,876	18,157	34,949	
	% Non-Patient Service Revenue	UDS 2014 (Tables 9d, 9e)	Portion of total cash income coming from grant, contract, and other sources	N/A	19%	29%	43%	60%	78%	
	Special Pop Focus (majority of patients)?	UDS 2014 (Table 4)	Are 'Special Population' users greater than half of all users?	N/A	N/A					
	Any Grant Conditions?	BPHC Internal (Oct. 2014)	Is the health center under any grant conditions?	N/A	N/A					
	EHR Installed/In-Use?	UDS 2014	Is an Electronic Health Record in use at the health center?	N/A	N/A					
	PCMH Recognition?	BPHC Internal (Sept. 2014)	Has the health center received Patient Centered Medical Home recognition?	N/A	N/A					
	Grantee Medical HPSA Score	HRSA Data Warehouse	The medical Auto-HPSA score associated with the health center organization (the organizaiton may have locations in one or more area-based HPSAs that score differently)	N/A	5	8	14	17	19	
	FQHC Uninsured Penetration	UDS Service Area Analysis (2014)	Portion of the Uninsured residents of the health center's core service area that were seen at the health center within the year	N/A	10%	16%	26%	40%	63%	
	FQHC Medicaid Penetration	UDS Service Area Analysis (2014)	Portion of the Medicaid/CHIP covered residents of the health center's core service area that were seen at the health center within the year	N/A	9%	17%	30%	45%	62%	
	# Grantees serving area	UDS Service Area Analysis (2014)	Maximum number of different health center organizations serving any ZCTA in the subject health center's core service area (# includes subject center)	N/A	2	3	5	8	15	
	Total Pop in SA	UDS Service Area Analysis 2014 (ACS 2014 5-year data)	Total population in the health center's core service area	N/A	23,237	62,358	148,453	340,282	592,723	
	Total Low Income Pop in SA	UDS Service Area Analysis 2014 (ACS 2014 5-year data)	Population with incomes below 200% of the Federal Poverty Level in the health center's core service area	N/A	9,102	24,226	62,439	142,149	272,910	
	% Medicaid Pop	UDS Service Area Analysis 2014 (ACS 2014 5-year data)	Portion of the population in the health center's core service area covered by Medicaid/CHIP	N/A	13%	16%	21%	26%	33%	
	% Uninsured Pop	UDS Service Area Analysis 2014 (ACS 2014 5-year data)	Portion of the population in the health center's core service area with no insurance coverage	N/A	7%	9%	13%	16%	20%	
	% Low Income Pop	UDS Service Area Analysis 2014 (ACS 2014 5-year data)	Portion of the population in the health center's core service area with incomes below 200% of the Federal Poverty Level	N/A	30%	36%	42%	48%	55%	
	% of S.A. pop covered by a PC HPSA	HRSA Data Warehouse, HPSA Reg. Impact Analysis	Portion of the population within the health center's core service area that lives within a designated PC Health Professional Shortage Area (either Geographic or Population-based)	N/A	0%	2%	40%	92%	100%	

Category		Measure	Source	Description	Flag Threshold(s)	Measure Centile Distribution Across Health Centers***					
						10th	25th	50th	75th	90th	Curve
Recruitment	Health Center	1) NHSC MD,DO Placement / Current MD Staff	HRSA Data Warehouse, UDS 2014	NHSC PC Physician placement FTE as a percentage of the health center's current PC Physician Staff	>=0.17	0%	0%	0%	0%	17%	
		2) NHSC NP,PA,CNM Placement / Current Staff	HRSA Data Warehouse, UDS 2014	NHSC non-Physician placement FTE as a percentage of the health center's current staff in those roles	>=0.38	0%	0%	0%	14%	38%	
		3) NHSC MD,DO Vacancy / Current MD Staff	HRSA Data Warehouse, UDS 2014	NHSC PC Physician vacancy listings as a percentage of the health center's current PC Physician Staff	>=0.32	0%	0%	0%	0%	32%	
		4) NHSC NP,PA,CNM Vacancy / Current Staff	HRSA Data Warehouse, UDS 2014	NHSC non-Physician vacancy listings as a percentage of the health center's current staff in those roles	>=0.1	0%	0%	0%	0%	0%	
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	UDS 2014 (Table 5), MGMA - 2015	Ratio showing health center pay per medical FTE compared to the same mix of staff FTE being paid at the MGMA median for that license/specialty/position. Note: A ratio of 1 means the average pay is equivalent	<0.61	61%	72%	83%	96%	110%	
		6) NHSC Dentist Placement / Current Staff FTE	HRSA Data Warehouse, UDS 2014	NHSC Dentist placement FTE as a percentage of the health center's current Dentist Staff	>=0.50	0%	0%	0%	18%	50%	
		7) NHSC Dentist Vacancy / Current Staff FTE	HRSA Data Warehouse, UDS 2014	NHSC Dentist vacancy listings as a percentage of the health center's current Dentist Staff	>=0.20	0%	0%	0%	0%	20%	
		8) NHSC Psych,LCSW Placement / Staff FTE	HRSA Data Warehouse, UDS 2014	NHSC Psychiatrist, Psychologist, and Social Worker placement FTE as a percentage of the health center's current staff in those roles	>=0.1	0%	0%	0%	0%	0%	
		9) NHSC Psych,LCSW Vacancy / Current Staff FTE	HRSA Data Warehouse, UDS 2014	NHSC Psychiatrist, Psychologist, and Social Worker vacancy listings as a percentage of the health center's current staff in those roles	>=0.1	0%	0%	0%	0%	0%	
		10) Language Focus (% Best Served nonEnglish)	UDS 2014 (Table 3b)	Portion of the total patients seen at the health center that are best served in a language other than English	>=0.53	0%	1%	9%	29%	53%	
		11) 4 Year Avg Profit/Loss (as % Expenses)	UDS 2011-2014 (Tables 8a, 9d, 9e)	Difference between combined 4 year income (Tables 9D and 9E) minus expenses (Table 8a). Note that income is reported as cash while expenses are based on accrual	<-0.10	-10%	-3%	2%	8%	19%	
Recruitment	Service Area	1) Primary Care MD/DOs per 100k Pop	HPSA Regulatory Impact Analysis (various sources)	Ratio based on the estimated FTE capacity of Primary Care Physicians per 100,000 population in the health center's core service area	<=32.57	33	45	60	78	100	
		2) % Non-MD providers (wgt by productivity)	HPSA Regulatory Impact Analysis (various sources)	The estimated portion of primary care in the health center's core service area provided by NP, PA, and CNM providers (with physician and non-physician providers weighted by approx relative productivity and full/part time differences)	<=.16 or >=.53	19%	24%	29%	36%	45%	
		3) Specialist MD/DOs per 100k Pop	Primary Care Service Area Data	Ratio based on the count of Specialist Physicians per 100,000 population in the health center's core service area *	<=43.76	44	79	124	180	251	
		4) Dentists per 100k Pop	Primary Care Service Area Data	Ratio based on the count of Dentists per 100,000 population in the health center's core service area *	<=23.43	23	32	43	55	69	
		5) Population Density (pop/sq.mile)	American Community Survey 2010-2014	Population per square mile in the health center's core service area	<=31.85	32	87	505	3,315	9,295	
		6) % Limited English Proficiency	American Community Survey 2010-2014	Percent of the population > 5 years old in the health center's core service area who have limited English proficiency	>=0.16	0%	1%	3%	9%	16%	

Category		Measure	Source	Description	Flag Threshold(s)	Measure Centile Distribution Across Health Centers***					
						10th	25th	50th	75th	90th	Curve
Retention	**Health Center**	1) Months per Senior Admin staff (CEO/CMO)	UDS 2014 (Table 5a)	Average number of months that CEO and CMO staff individuals have been continuously in their position	<=14	14	32	78	140	230	
		2) Patient Panel per Med provider FTE	UDS 2014 (Table 5)	Medical patients per medical provider FTE (physicians and non-physicians)	>=1316	609	753	941	1,117	1,316	
		3) Visits per FTE - PC MD,DO	UDS 2014 (Table 5)	Medical visits per provider FTE for physicians	>=4215	1,740	2,445	3,019	3,624	4,215	
		4) Ratio of Visits per PC Team FTE to MGMA mix	UDS 2014 (Table 5), MGMA 2015	Ratio showing health center visits per medical FTE compared to the same mix of staff FTE seeing patients at the MGMA median for that license/specialty/position. Note: A ratio of 1 means the average visits per FTE is equivalent)	>=1.35	63%	82%	98%	117%	135%	
		5) % NonPhysician providers (of Med prov. FTE)	UDS 2014 (Table 5)	Portion of medical provider FTE at the health center that are NP, PA, or CNMs	<=0.14 or >=0.89	23%	37%	50%	65%	79%	
		6) Primary Care Clinical Support Ratio	UDS 2014 (Table 5)	Ratio of nurses and 'other medical personnel' to medical provider FTE (physician and non-physician)	<=1.07	1.1	1.4	1.8	2.1	2.6	
		7) Admin Support Ratio - Medical	UDS 2014 (Table 5)	Ratio of 'Patient Support Staff' (Table 5, Line 32) to medical and dental provider FTE (physicians, non-physicians, dentists, and hygienists)	<=0.44	0.4	0.7	1.0	1.3	1.7	
		8) Dental Clinical Support Ratio	UDS 2014	Ratio of Dental Assistants, Aides, and Techs to Dentists and Hygienists	<=0.50	0.5	0.9	1.2	1.6	2.2	
		9) Year-end Staff Count per FTE - PC MD,DOs	UDS 2014 (Table 5, 5a)	Count of individual PC physicians at year end, divided by physician FTE	>=2.66	1.0	1.1	1.4	1.9	2.7	
		10) Year-end Staff Count per FTE - PC NP,PA,CNM	UDS 2014 (Table 5, 5a)	Count of individual NPs, PAs, and CNMs at year end, divided by FTE in same categories	<1 or >2.09	1.0	1.1	1.3	1.6	2.1	
		11) Avg Tenure Months/ Staff Count - PC MD	UDS 2014 (Table 5a)	Average number of months that each individual full or part time PC physician has been continuously on staff in that position	<=14	14	30	55	86	116	
		12) Avg Tenure Months/ Staff Count - NP,PA,CNM	UDS 2014 (Table 5a)	Average number of months that each individual full or part time NP, PA, and CNM has been continuously on staff in that position	<=11	11	24	42	65	93	
		13) Clinical Quality - Diabetes (HbA1c<8%)	UDS 2014 (Table 7)	The portion of diabetic patients sampled that had a hemoglobin A1c below 8% when last seen during the year	<=0.40	40%	50%	57%	64%	70%	
		14) Clinical Quality - Hypertension (controlled)	UDS 2014 (Table 7)	The portion of hypertensive patients sampled that had blood pressure reading below 140/90 when last seen during the year	<=0.50	50%	57%	63%	70%	76%	
		15) Year-end staff individuals per FTE-Dentists	UDS 2014	Count of individual dentists at year end, divided by dentist FTE	<1 or >=2.19	0.9	1.0	1.3	1.6	2.2	
		16) Year-end Psychiatrist,Psychologist per FTE	UDS 2014	Count of individual psychiatrists & psychologists at year end, divided by FTE in same positions	<1 or >=2.55	0.9	1.0	1.3	1.8	2.5	
		17) Year-end LCSW per FTE	UDS 2014	Count of individual licensed clinical social workers at year end, divided by LCSW FTE	<1 or >=2	0.9	1.0	1.1	1.5	2.0	
Retention	**Service Area**	1) Violent crime rate per 100k Pop	County Health Rankings (2015 edition)	The number of violent crimes (homicide, forcible rape, robbery, and aggravated assault) per 100,000 population annually in counties containing the health center's core service area	>=689.16	148	239	373	515	689	
		2) % Pop with Non-Medical Use of Pain Meds	Nat. Survey on Drug Use & Health 2010-2012	Portion of population 12 and older that reports non-medical use of prescription pain relievers in the past year in NSDUH regions containing the health center's core service area **	>=5.62	3.8	4.1	4.6	5.2	5.6	
		3) % Pop with Illicit Drug Dependence/Abuse	Nat. Survey on Drug Use & Health 2010-2012	Portion of population 12 and older that reports dependence or abuse of illicit drugs in the past year in NSDUH regions containing the health center's core service area **	>=3.30	2.3	2.5	2.7	3.0	3.3	

* Service area based on Primary Care Service Area boundaries containing portions of the ZCTA-based Core Service Area
** See: http://archive.samhsa.gov/data/NSDUH/substate2k12/RegionDefs/NSDUHsubstateRegionDefs2012.htm
*** Measures that are valid for less than 10% of Health Centers will not show a distribution in this section