

# Using Data to Understand and Address Your Workforce Challenges

Louisiana Primary Care Association  
October 9, 2015

**Association of Clinicians for the Underserved**



# Cast of Characters

❖ Allison Abayasekara, MA

*Association of Clinicians for the Underserved*

❖ Pamela Byrnes, MS, PhD

*John Snow, Inc.*

❖ Michelle Varcho, MBA

*3RNet*

**Association of Clinicians for the Underserved**



# The Fun Awaits

What's the STAR<sup>2</sup> Center?

What's this new data profile?

How can you use data to address your  
workforce challenges?

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# STAR<sup>2</sup> Center

Solutions, Training, and Assistance  
for Recruitment and Retention

[www.chcworkforce.org](http://www.chcworkforce.org)

**Association of Clinicians for the Underserved**



# Partnership: PCAs, PCOs, BPHC



**Association of Clinicians for the Underserved**



## RESOURCES



### RESOURCES

This resource center catalogs toolkits, manuals, research, and other types of information about clinician recruitment and retention. The collection highlights both original materials and tools created by partner organizations. Almost all items are free. Take a look around and let us know if there's anything specific you'd like to see, or anything of your own you'd like to include!



TOPIC



CONTENT TYPE



SEE ALL

#### Featured Resource

The [Recruitment, Onboarding, and Retention Toolkit](#) from the National Association of Community Health Centers offers tools, checklists, and general information about a variety of workforce issues.

#### Self-Assessment Tool

This [self-assessment tool](#) from the Association of Clinicians for the Underserved will help you identify your workforce challenges and offer strategies that may improve your success with provider recruitment and retention.

#### Data Profile User Guide

The STAR<sup>2</sup> Center released individual recruitment & retention data profiles to the nation's community health centers. This [user guide](#) serves as a companion to the confidential profiles and offers data description and national benchmarks.

# Regional Training



for the individual

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# Personalized Technical Assistance

- Phone
- Email
- On-Site



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# Individual R&R Profiles

65 data points from 10 data sets

Using data to identify workforce need



## Health Center Recruitment and Retention Data Summary

*H80CS00000: GENERIC COMMUNITY HEALTH INC.*

*10 MAIN ST. | ANYTOWN, US 01234*

| Descriptive Attributes   |        |                            |        |
|--|--------|----------------------------|--------|
| Health Center Organization   |        | Service Area               |        |
| Number of Sites  | 6      | FQHC Uninsured Penetration | 48%    |
| Medical Users  | 12,577 | FQHC Medicaid Penetration  | 41%    |
| % Non-Patient Service Revenue  | 22%    | # Grantees serving area    | 9      |
| Special Pop Focus (majority of patients)?  | No     | Total Pop in SA            | 63,334 |
| Any Grant Conditions?  | No     | Total Low Income Pop in SA | 33,250 |
| EHR Installed/In-Use?  | Yes    | % Medicaid Pop             | 26%    |
| PCMH Recognition?  | Yes    | % Uninsured Pop            | 16%    |
| CHC <input checked="" type="checkbox"/> MHC <input type="checkbox"/> HO <input type="checkbox"/> PH <input type="checkbox"/> | Urban  | % Low Income Pop           | 52%    |

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## Association of Clinicians for the Underserved

|             |               |   |            |   |     |
|-------------|---------------|---|------------|---|-----|
| Recruitment | Health Center | Any non-staff for senior positions (CEO,CMO)  | No         | NHSC MD,DO Placement / Current MD Staff     | 0%  |
|             |               | Language Focus (% Best Served nonEnglish)     | 52%        | NHSC NP,PA,CNM Placement / Current Staff    | 0%  |
|             |               | 4 Year Avg Profit/Loss (as % Expenses)        | -2%        | NHSC MD,DO Vacancy / Current MD Staff       | 0%  |
|             |               | Months / Med Locum,On-Call,Resid. Provider    | <b>16</b>  | NHSC NP,PA,CNM Vacancy / Current Staff      | 0%  |
|             |               | Ratio of Avg. Pay per Med FTE to MGMA mix     | 82%        | NHSC Dentist Placement / Current Staff FTE  |     |
|             |               | Grantee Medical HPSA Score                    | 6          | NHSC Dentist Vacancy / Current Staff FTE    |     |
|             |               |   |            | NHSC Psych,LCSW Vacancy / Current Staff FTE | 0%  |
|             | Service Area  | Population Density (pop/sq.mile)              | 6,679      | Hospital Distance (from SA Boundary)        | 0   |
|             |               | % Limited English Proficiency                 | <b>31%</b> | NHSC Vacancy % of Current MD,DO providers   | 0%  |
|             |               | Primary Care MD/DOs per 100k Pop              | 59         | NHSC Placement % of MD,DO providers         | 0%  |
|             |               | All PC Providers per 100k Pop (wgted by prod) | 70         | % of pop covered by a PC HPSA               | 44% |
|             |               | % Non-MD providers (wgt by productivity)      | <b>16%</b> | Dentists per 100k Pop                       | 50  |
|             |               | Adjusted Allocated PC MD/DO per 100k Pop      | 82         | NHSC Vacancy % of Area PC Dentists          | 0%  |
|             |               | Specialist MD/DOs per 100k Pop                | 157        | NHSC Placement % of Area PC Dentists        | 0%  |

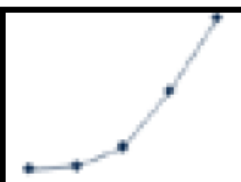
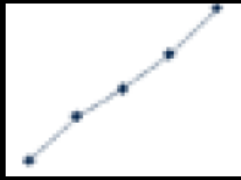
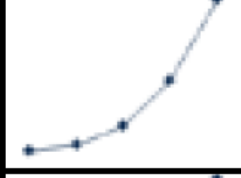
## Association of Clinicians for the Underserved

|           |                                 |   |  |   |      |
|-----------|---------------------------------|---|--|---|------|
| Retention | Health Center                   | Months per Senior Admin staff (CEO/CMO)     | 148                                      | Year-end Staff Count per FTE - PC MD,DOs      | 1.62 |
|           |                                 | Patient Panel per Med provider FTE          | 1,074                                    | Year-end Staff Count per FTE - PC NP,PA,CNM   | 1.22 |
|           |                                 | Trend: Med Provider Panel Size              | 64                                       | Avg Tenure Months/ Staff Count - PC MD        | 41   |
|           |                                 | Visits per FTE - PC MD,DO                   | 3,396                                    | Avg Tenure Months/ Staff Count - NP,PA,CNM    | 49   |
|           |                                 | Ratio of Visits per PC Team FTE to MGMA mix | 117%                                     | Trend: Tenure Months - PC MD,DOs              | -24  |
|           |                                 | Trend: Visits per PC MD FTE                 | 127                                      | Clinical Quality - Diabetes (HbA1c<8%)        | 58%  |
|           |                                 | % NonPhysician providers (of Med prov. FTE) | 42%                                      | Clinical Quality - Hypertension (controlled)  | 69%  |
|           |                                 | Primary Care Clinical Support Ratio         | 2.12                                     | Year-end staff individuals per FTE - Dentists | 1.17 |
|           |                                 | Admin Support Ratio - Medical               | 0.87                                     | Year-end Psychiatrist,Psychologist per FTE    |      |
|           |                                 | Dental Clinical Support Ratio               | 1.00                                     | Year-end LCSW per FTE                         | 1.08 |
| S.A.      | Violent crime rate per 100k Pop | 341   | % Pop with Non-Medical Use of Pain Meds  | 6%  |      |
|           |                                 |   | % Pop with Illicit Drug Dependence/Abuse | 4%  |      |

## Association of Clinicians for the Underserved

| Measure                                      | Source                            |
|--|-----------------------------------|
| Any non-staff for senior positions (CEO,CMO) | UDS 2013 (Table 5a)               |
| Language Focus (% Best Served nonEnglish)    | UDS 2013 (Table 3b)               |
| 4 Year Avg Profit/Loss (as % Expenses)       | UDS 2010-2013 (Tables 8a, 9d, 9e) |
| Months / Med Locum,On-Call,Resid. Provider   | UDS 2013 (Table 5a)               |

| Description  |
|--|
| Are there any non-staff / contract individuals serving in the role of CEO/Executive Director or CMO?   |
| Portion of the total patients seen at the Health Center that are best served in a language other than English  |
| 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 |
| Average number of months that each individual listed as other than full or part time staff has been continuously in that position                                |

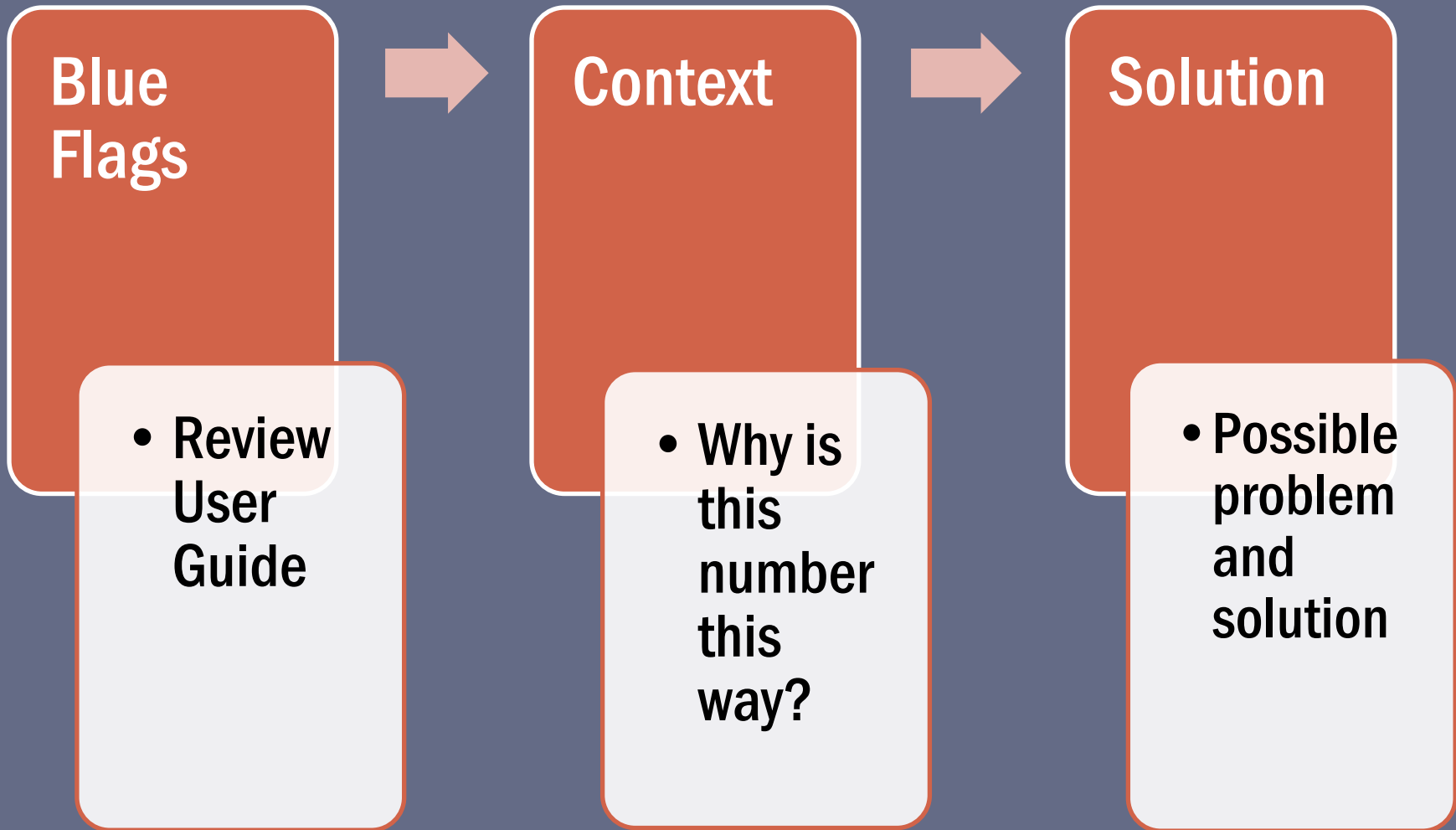
| Measure Centile Distribution Across Health Centers*** |      |      |      |      |   |
|---|------|------|------|------|---|
| 10th  | 25th | 50th | 75th | 90th | Curve   |
| N/A   |      |      |      |      |   |
| 0%  | 1%   | 8%   | 27%  | 53%  |  |
| -11%  | -3%  | 2%   | 8%   | 16%  |  |
| 2   | 5    | 15   | 37   | 79   |  |

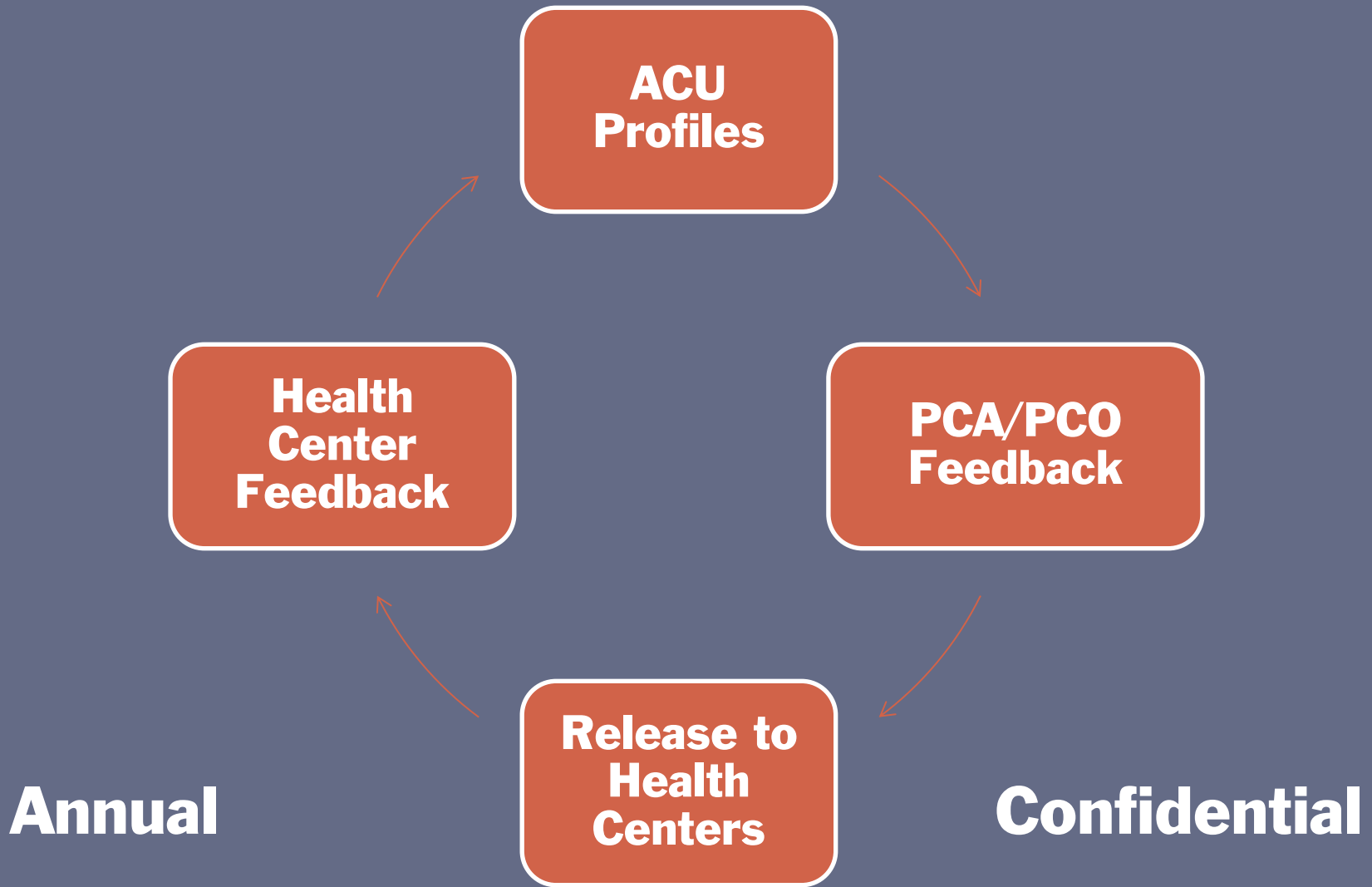
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| Flag Treshold(s) |
|------------------|
| "YES"            |
| $\geq 0.53$      |
| $< -0.11$        |
| $\geq 12$        |





# Questions

What are your biggest questions and concerns about the STAR<sup>2</sup> Center?

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What are your early responses to and questions about the profiles?



# 3RNet



*National Rural Recruitment  
and Retention Network*

## **Louisiana Primary Care Association Annual Meeting October 2015**

Michelle Varcho  
Director of Education  
Outreach  
[varcho@3RNet.org](mailto:varcho@3RNet.org)



[www.3RNet.org](http://www.3RNet.org)

# 3RNet.org

- Non profit membership association
- Each member in unique
- Celebrating 20 years
- Post any job
- In 2014, there were:
  - Over 45,000 active candidates
  - 9,566 job postings
  - 3,101 new candidate registrations
  - 1,718 professionals placed

**3RNet** Healthcare Jobs Across the Nation

REGISTER NOW  
Candidates  
Employers

Mail/Host Login  
Forgot Password?

Search Opportunities Locations Resources Members About Contact

a national nonprofit network of members *working for you* matching *health professionals* with rural & underserved jobs

Search Job Opportunities

Profession: << Any Profession >>

Search Register Now

Career & Life Planning Portal

Powered by: 3RNet  
Are you a resident looking for your first practice?  
Are you thinking of making a change in practice location?  
Check out this great portal for all kinds of career tips, planning tools, and great advice from experts. It's your one stop shop for career planning!

2014 Annual Conference  
Please join 3RNet for our 2014 annual conference, September 16th -18th, in Denver, Colorado!  
3RNet members represent over 5,000 communities across the U.S. that actively recruit physicians and other healthcare providers.  
• Sponsor Prospectus  
• Sponsor Registration  
• Attendee Registration  
• Draft Agenda

Featured State  
Texas  
Texas has something for everyone! Whatever your geographic preference, Texas can fill that need. With 7 regions spanning over 200,000 square miles and a population over 25 million Texas is like a "whole other country". Every part of this great state has its own special charm and flair. And just wait until you see all of the fun "stuff" you can do when you are here. [Learn More.](#)

3RNet Blog  
New 3RNet Career and Life Planning Portal  
We are excited to announce a brand new resource, the 3RNet Career and Life Planning Portal, powered by Adventures in Medicine. This new portal is full of hundreds of validated, tested, quality resources that have been designed by Adventures in Medicine, and tailored by 3RNet. Each and every one of these interactive resources is now available to all 3RNet members, through their existing memberships.

Interviewing 101: It's Not What You Said, It's How You Said It  
The Top Six Communication Cues That A Physician Candidate Will Be a Great Fit for Your Practice.

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# **3RNet**



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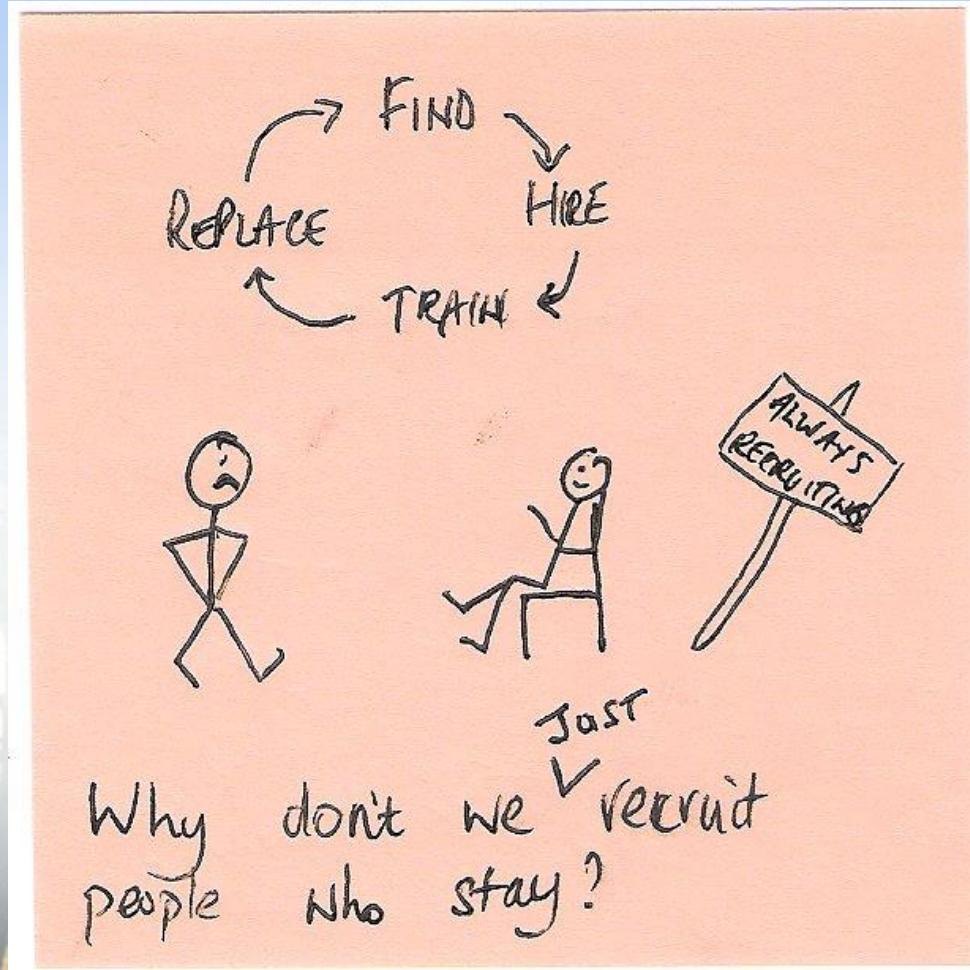
## ***Recruitment and Retention Plan***



[www.3RNet.org](http://www.3RNet.org)



# Is this your idea of Recruitment?



# *What is Recruitment?*

## **Definition of recruitment**

- The process of finding and hiring the best-qualified candidate
- Timely and cost effective manner
- Process includes
  - Analyzing the requirements of a job
  - Attracting employees to that job
  - Screening and selecting applicants
  - Hiring
  - Integrating the new employee to the organization.

# *What is Retention?*

## **Definition of retention?**

- An effort by a business to maintain a working environment which supports current staff in remaining with the company.
- Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

***“Recruitment and retention are not separate events – they are part of a process.”*** *Tim Skinner, ex-officio ED 3RNet*

Recruitment

Retention

**RECRUITENTION**



# R & R Plan Action Steps



# *Part I*

## *Planning and Preparation*

***Planning and preparation are the most important ingredients for ensuring a successful recruitment effort. They are also the most often neglected.***

***- 3RNet***

1. Assess the Need
2. Gain support of key stakeholders
- 3. Form a recruitment and retention committee**
4. Define your opportunity
5. Define the ideal candidate
6. Develop a recruitment budget

## ***Form a Recruitment and Retention Committee***

- No matter what the size of your organization this needs to be thought out and roles assigned
- Some members may wear more the one hat in the process, but it is a team effort
- Use the fillable Worksheet included on the training follow up page to help guide your team formation.
- Your efforts will be hard pressed to succeed if you skip this step!



***People want to practice where  
they are needed and welcome.  
Show them they are supported  
by as many members of the  
community as possible.***

**- 3RNet**

1. Assess the Need
2. Gain support of key stakeholders
3. Form a recruitment and retention committee
4. **Define your opportunity**
5. **Define the ideal candidate**
6. Develop a recruitment budget

# 3RNet



*National Rural Recruitment  
and Retention Network*

## ***Factors to Market Your Community***

Assessing Strengths/Challenges and Finding Solutions



[www.3RNet.org](http://www.3RNet.org)

## Where did these factors come from?

- Idaho Family Medicine Residency
  - Dr. Dave Schmitz
  - [dave.Schmitz@FMRIdaho.org](mailto:dave.Schmitz@FMRIdaho.org)
- Boise State University
  - Dr. Ed Baker
  - [ebaker@boisestate.edu](mailto:ebaker@boisestate.edu)



# What factors matter in rural?

## Geographic

- Schools
- Climate
- Perception of Community
- Spousal Satisfaction

## Economic

- Loan Repayment
- Competition
- Part-time Opportunities
- Signing Bonus

## Scope of Practice

- Emergency Care
- Mental Health
- Obstetrics
- Administration Duties

## Medical support

- Nursing Workforce
- Call/practice Coverage
- Perception of Quality
- Specialist Availability

## Hospital and Community Support

- EMR
- Welcome & Recruitment
- Televideo Support
- Plan for Capital Investment





# *Part II*

# *Searching for Candidates*

## *Generate Candidates*

- Use your unique selling points (USPs) in a creative way with graphics, pictures, quotes, etc.
- Create many different types of ads:
  - Short profile
  - Classified ad
  - Internet version
  - Promotional packages, maybe video?
  - “Elevator speech”



## *Generate Candidates, Continued*

- Use multiple methods of sourcing to have greatest impact
  - On line job boards and advertising like **3RNet**
    - **Your 3RNet contact is** Dorie Tschudy ,Bureau of Primary Care and Rural Health, **Phone:** 225-342-1583  
[dorie.tschudy@la.gov](mailto:dorie.tschudy@la.gov)
  - Direct mail and email blasts
  - Databases like PracticeMatch, PracticeLink and Profiles
  - Social media – Facebook, LinkedIn, Twitter
  - Search firms – Understand the different types and your responsibilities (contingency, retained and hybrid)
  - Journals and print media

# *Part III*

## *Screening candidates*

8. Interview Candidates by phone or video conferencing
9. Conduct credential check
10. Interview the spouse/significant other
11. Check references
12. Conduct site visit

## *Part IV*

# *Follow Up and Follow Through*

13. Follow up communication
14. Negotiations
15. Retention plan implementation

See the Recruitment and Retention Sample Action Plan for CHC's for ideas to get started

# Collaborating with Key Players

- 3RNet Member
  - “One stop shop”, Trusted Resource
  - <https://www.3RNet.org/locations>
- Primary Care Office
  - Loan repayment, J-1 Visa Waiver, HPSA designations
  - <http://bhpr.hrsa.gov/shortage/hpsas/primarycareoffices.html>
- Area Health Education Centers (AHEC)
  - Rotations, CE, Pipeline
  - <http://www.nationalahec.org/AHECDirectory.taf>
- State Office of Rural Health - NOSORH
  - <http://nosorh.org/nosorh-members/nosorh-members-browse-by-state/>
- Primary Care Association
  - <http://www.nachc.com/nachc-pca-listing.cfm>

## Basic Science

- “*Recruiting for Retention*” The Recruitment and Retention Manual of the 3RNet updated in 2009, 2013, 2015
- “*Recruitment and Retention of Clinicians*” NACHC Manual by Illinois, Mississippi, Arizona and Virginia PCA’s completed in 2005 and updated in 2010  
[www.nachc.com/client/documents/RecruitmentRetentionBestPracticesModel.pdf](http://www.nachc.com/client/documents/RecruitmentRetentionBestPracticesModel.pdf)
- “*Midwest Retention Toolkit*” 2012
- Association of Staff Physician Recruiters (ASPR)  
[www.aspr.org](http://www.aspr.org)



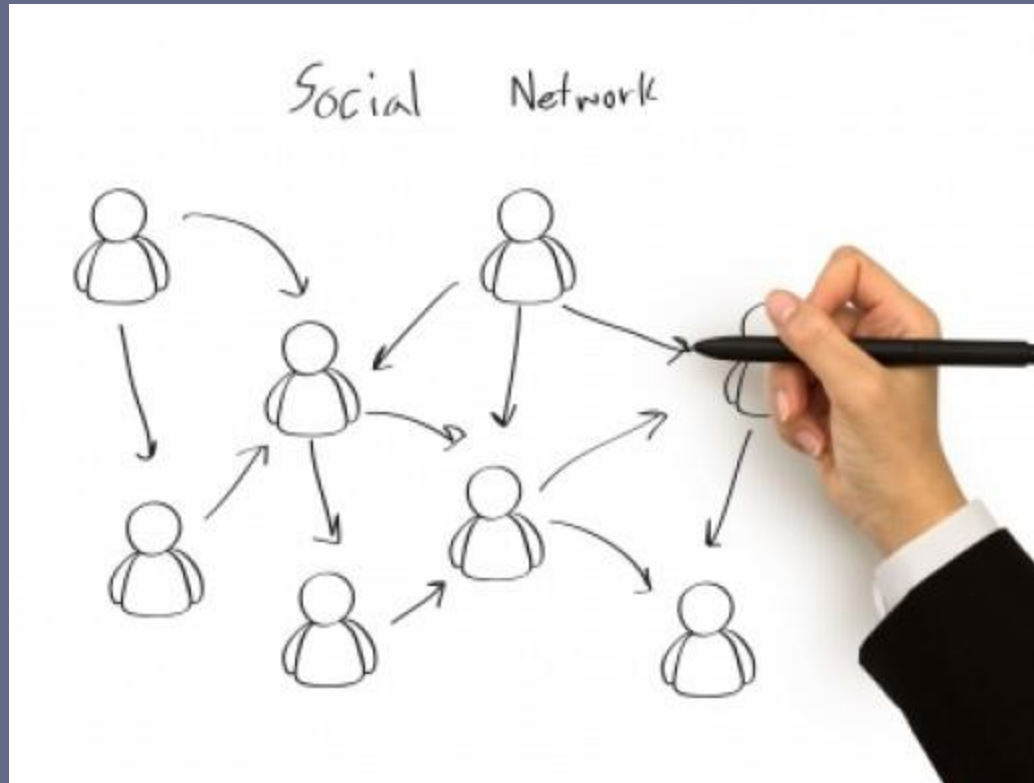
## Takeaways

- Recruitment is a process
- Leverage collaboration
  - 3RNet, SORH, PCO, PCA
- Identify and communicate strengths
- Invest in challenges
- 3RNet Manual/Factors eBooks and other materials

## *Thank you for coming...*

- [www.3RNet.org](http://www.3RNet.org)
- Michelle Varcho, Director of Education Outreach
  - [varcho@3RNet.org](mailto:varcho@3RNet.org)
- Mike Shimmens, Executive Director
  - [shimmens@3RNet.org](mailto:shimmens@3RNet.org)
- 1-800-787-2512

# Work Groups



**Association of Clinicians for the Underserved**



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**Group 1**      **Building Clinician Community**  
**Coping with Clinician Shortages**

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**Group 2**      **Avoiding Burnout**  
**CHC Design for Chronic Illnesses**

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**Group 3**      **Retaining NHSC Placements**  
**Dentist Retention**

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**Group**      **Marketing Your Community**

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**1**              **Recruitment Considerations**

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**Group**      **Staffing for Mental Health Services**

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**2**              **Nontraditional Provider Methods**

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**Group**      **Full-Time vs. Part-Time**

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**3**              **Staffing Models for Your Needs**

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**Association of Clinicians for the Underserved**



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