

Clinician Recruitment & Retention: Ideas and Solutions for Today's Challenges

NWRPCA Spring Conference
May 14, 2016

Association of Clinicians for the Underserved



Cast of Characters

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Association of Clinicians for the Underserved

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3RNet

Association of Clinicians for the Underserved



The Fun Awaits

STAR Center Resources and Data
Recruitment Factors and Marketing
Retention Issues and Solutions

Association of Clinicians for the Underserved



ACU

ACU is a nonprofit, transdisciplinary organization of clinicians, advocates and health care organizations united in a common mission to improve the health of America's underserved populations and to enhance the development and support of the health care clinicians serving these populations.

Association of Clinicians for the Underserved



STAR² Center

Solutions, Training, and Assistance
for Recruitment and Retention

www.chcworkforce.org

Association of Clinicians for the Underserved



Partnership: PCAs, PCOs, BPHC



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RESOURCES

This resource center serves as your one-stop shop for tools, manuals, research, and any other workforce-related resources you may need. Use the search function below, or check out the pre-packaged bundles for information on workforce hot topics. Can't find something you're looking for? Contact us today and we'll help you find it!



NOW OFFERING BUNDLES

STAR² Center staff have compiled Resource Bundles based on common recruitment and retention issues.

Select a Bundle below to view articles, tools, websites, events, and multimedia resources related to the selected topic.



BUNDLE ▾



TOPIC ▾



CONTENT TYPE ▾

SUBMIT



SEE ALL

INSTRUCTIONS

Make a selection from one or both of the drop-down menus and click 'submit' to review the resources that are included in the categories you selected. Alternatively you can "select All" to view a complete list of STAR² Center resources.

Best Practices

Add your own Best Practice example to our Resource Center! Fill out [this form](#) with details of something your Health Center has done well to help others who may be facing similar workforce challenges.

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 STAR² 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.

Current Resources

Self
Assessment
Tool

Best Practice
Form

Newsletter

Data Profiles!

2016 Training

Monthly Webinar Series

- **Hot Topics**

Video Tutorials

- **R&R Issues**

State & Regional Trainings

- **PCA Conferences**

Advisory Groups

- **PCAs, CHCs, Clinicians**

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Personalized Technical Assistance

- Phone
- Email
- On-Site



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WITHOUT DATA

YOU'RE JUST ANOTHER PERSON
WITH AN OPINION

W. EDWARDS DEMING

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Individual R&R Profiles

55 data points from 13 data sets

Using data to identify workforce need

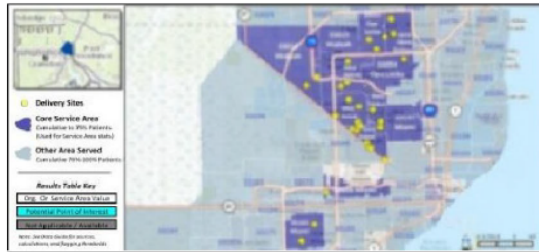


Health Center Recruitment and Retention Data Summary

HOCS000000: GENERIC HEALTH CENTER, INC.

10 MAIN ST | ANYTOWN, USA 12345

Descriptive Attributes			
Health Center Organization		Service Area	
Number of Sites	4	FQHC Uninsured Penetration	51%
Medical Users	8,924	FQHC Medicaid Penetration	29%
% Non-Patient Service Revenue	70%	# Grantees serving area	13
Special Pop Focus (majority of patients)?	No	Total Pop in SA	153,434
Any Grant Conditions?	No	Total Low Income Pop in SA	84,849
EHR Installed/In-Use?	Yes	% Medicaid Pop	31%
PCMH Recognition?	No	% Uninsured Pop	15%
Grantee Medical HPSA Score	18	% Low Income Pop	55%
<input checked="" type="checkbox"/> CHC <input type="checkbox"/> MHC <input type="checkbox"/> HO <input type="checkbox"/> PH <input type="checkbox"/> Urban		% of S.A. pop covered by a PC HPSA	0%



Health Center Area	Recruitment	Retention		
Health Center Service Area	1) NHSC MD,DO Placement / Current MD Staff	0%	5) NHSC Dentist Placement / Current Staff FTE	0%
	2) NHSC NP,PA,CNM Placement / Current Staff	0%	7) NHSC Dentist Vacancy / Current Staff FTE	0%
	3) NHSC MD,DO Vacancy / Current MD Staff	0%	8) NHSC Psych,LSW Placement / Staff FTE	0%
	4) NHSC NP,PA,CNM Vacancy / Current Staff	0%	9) NHSC Psych,LSW Vacancy / Current Staff FTE	0%
	5) Ratio of Avg. Pay per Med FTE to MGMA mix	89%	10) Language Focus (% Best Served nonEnglish)	0%
	11) 4 Year Avg Profit/Loss (as % Expenses)	-7%	11) 4 Year Avg Profit/Loss (as % Expenses)	-7%
Health Center	1) Primary Care MD/DOs per 100k Pop	33	4) Dentists per 100k Pop	21
	2) % Non-MD providers (wgt by productivity)	29%	5) Population Density (pop/sq,mile)	17,925
	3) Specialist MD/DOs per 100k Pop	144	6) % Limited English Proficiency	6%
	8) Months per Senior Admin staff (CEO/CMO)	30	9) Year-end Staff Count per FTE - PC MD,DOs	3.57
	9) Patient Panel per Med provider FTE	950	10) Year-end Staff Count per FTE - PC NP,PA,CNM	1.35
	10) Visits per FTE - PC MD,DO	2,647	11) Avg Tenure Months/ Staff Count - PC MD	54
	11) Ratio of Visits per PC Team FTE to MGMA mix	99%	12) Avg Tenure Months/ Staff Count - NP,PA,CNM	68
	12) % NonPhysician providers (of Med prov. FTE)	60%	13) Clinical Quality - Diabetes (HbA1c<8%)	28%
	13) Primary Care Clinical Support Ratio	1.58	14) Clinical Quality - Hypertension (controlled)	48%
	14) Admin Support Ratio - Medical	1.57	15) Year-end staff individuals per FTE-Dentists	2.42
15) Dental Clinical Support Ratio	1.58	16) Year-end Psychiatrist,Psychologist per FTE	0.87	
16) Violent crime rate per 100k Pop		17) Year-end LCSW per FTE	0.97	
		2) % Pop with Non-Medical Use of Pain Meds	3.1%	
		3) % Pop with Illicit Drug Dependence/Abuse	1.9%	

Health Center Recruitment and Retention Trend Summary (compared to prior year profile)

HOCS000000: GENERIC HEALTH CENTER, INC.

Trend Measure		Prior Year	Current Year	Trend	Trend % (of PY)
Recruitment	1) NHSC MD,DO Placement / Current MD Staff	27%	16%	-9%	-34%
	2) NHSC NP,PA,CNM Placement / Current Staff	29%	35%	4%	14%
	3) NHSC MD,DO Vacancy / Current MD Staff	18%	3%	-16%	-86%
	4) NHSC NP,PA,CNM Vacancy / Current Staff	22%	0%	-22%	-100%
	5) Ratio of Avg. Pay per Med FTE to MGMA mix	94%	92%	-2%	-2%
	6) NHSC Dentist Placement / Current Staff FTE	11%	31%	21%	191%
	7) NHSC Dentist Vacancy / Current Staff FTE	16%	0%	-16%	-100%
	8) NHSC Psych,LSW Placement / Staff FTE	Not included	0%		N/A
	9) NHSC Psych,LSW Vacancy / Current Staff FTE	77%	0%	-77%	-100%
	10) Language Focus (% Best Served nonEnglish)	22%	21%	-1%	-3%
	11) 4 Year Avg Profit/Loss (as % Expenses)	4%	3%	0%	-13%

Retention	1) Months per Senior Admin staff (CEO/CMO)	318	280	-37	-12%
	2) Patient Panel per Med provider FTE	710	724	14	2%
	3) Visits per FTE - PC MD,DO	2,776	2,745	-31	-1%
	4) Ratio of Visits per PC Team FTE to MGMA mix	96%	91%	-5%	-5%
	5) % NonPhysician providers (of Med prov. FTE)	39%	42%	3%	9%
	6) Primary Care Clinical Support Ratio	2.26	2.23	-0.03	-1%
	7) Admin Support Ratio - Medical	0.99	1.01	0.03	3%
	8) Dental Clinical Support Ratio	1.12	1.16	0.05	4%
	9) Year-end Staff Count per FTE - PC MD,DOs	1.18	1.28	0.10	8%
	10) Year-end Staff Count per FTE - PC NP,PA,CNM	1.37	1.17	-0.20	-14%
	11) Avg Tenure Months/ Staff Count - PC MD	59	70	11	19%
	12) Avg Tenure Months/ Staff Count - NP,PA,CNM	40	44	3	8%
	13) Clinical Quality - Diabetes (HbA1c<8%)	50%	47%	-3%	-7%
	14) Clinical Quality - Hypertension (controlled)	54%	63%	9%	17%
	15) Year-end staff individuals per FTE - Dentists	0.97	1.05	0.08	8%
	16) Year-end Psychiatrist,Psychologist per FTE	0.87	1.16	0.29	33%
	17) Year-end LCSW per FTE	2.84	1.39	-1.45	-51%

What Now?

- Review profile and note any blue flagged data points as potential areas of interest.
- Access the [Profile User Guide](#) and Data Point Bundle in the [Resource Center](#) for more details on specific data points and what they mean.
- Review the blue flagged data points and supplementary materials with your workforce team to unpack the numbers and identify specific issues to improve your workforce program.
- Contact STAR² Center staff to further discuss your profile and/or schedule Technical Assistance.
 - info@chcworkforce.org or (844)ACU-HIRE
- Search the STAR² Center website (www.chcworkforce.org) for tools and training related to your specific workforce issues

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Health Center Recruitment and Retention Data Summary

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Descriptive Attributes

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Medical Users	8,921	FQHC Medicaid Penetration	29%
% Non-Patient Service Revenue	70%	# Grantees serving area	13
Special Pop Focus (majority of patients)?	No	Total Pop in SA	153,434
Any Grant Conditions?	No	Total Low Income Pop in SA	84,849
EHR Installed/In-Use?	Yes	% Medicaid Pop	31%
PCMH Recognition?	No	% Uninsured Pop	15%
Grantee Medical HPSA Score	18	% Low Income Pop	55%
CHC <input checked="" type="checkbox"/> MHC <input type="checkbox"/> HO <input type="checkbox"/> PH <input type="checkbox"/> Urban		% of S.A. pop covered by a PC HPSA	0%

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Recruitment	Health Center	1) NHSC MD,DO Placement / Current MD Staff	0%	6) NHSC Dentist Placement / Current Staff FTE	0%	
		2) NHSC NP,PA,CNM Placement / Current Staff	0%	7) NHSC Dentist Vacancy / Current Staff FTE	0%	
		3) NHSC MD,DO Vacancy / Current MD Staff	0%	8) NHSC Psych,LCSW Placement / Staff FTE	0%	
		4) NHSC NP,PA,CNM Vacancy / Current Staff	0%	9) NHSC Psych,LCSW Vacancy / Current Staff FTE	0%	
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	89%	10) Language Focus (% Best Served nonEnglish)	0%	
	Service Area				11) 4 Year Avg Profit/Loss (as % Expenses)	-7%
		1) Primary Care MD/DOs per 100k Pop	33	4) Dentists per 100k Pop	21	
		2) % Non-MD providers (wgt by productivity)	29%	5) Population Density (pop/sq.mile)	17,925	
		3) Specialist MD/DOs per 100k Pop	144	6) % Limited English Proficiency	6%	

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Retention	Health Center	1) Months per Senior Admin staff (CEO/CMO)	50	9) Year-end Staff Count per FTE - PC MD,DOs	3.57
		2) Patient Panel per Med provider FTE	959	10) Year-end Staff Count per FTE - PC NP,PA,CNM	1.35
		3) Visits per FTE - PC MD,DO	2,647	11) Avg Tenure Months/ Staff Count - PC MD	54
		4) Ratio of Visits per PC Team FTE to MGMA mix	99%	12) Avg Tenure Months/ Staff Count - NP,PA,CNM	68
		5) % NonPhysician providers (of Med prov. FTE)	60%	13) Clinical Quality - Diabetes (HbA1c<8%)	28%
		6) Primary Care Clinical Support Ratio	1.58	14) Clinical Quality - Hypertension (controlled)	43%
		7) Admin Support Ratio - Medical	1.57	15) Year-end staff individuals per FTE-Dentists	2.42
		8) Dental Clinical Support Ratio	1.58	16) Year-end Psychiatrist,Psychologist per FTE	
			17) Year-end LCSW per FTE	0.97	
			2) % Pop with Non-Medical Use of Pain Meds	3.1%	
			3) % Pop with Illicit Drug Dependence/Abuse	1.9%	

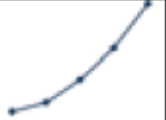


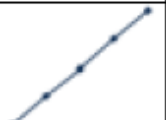
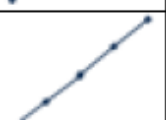

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Category		Measure	Source
		1) Months per Senior Admin staff (CEO/CMO)	UDS 2014 (Table 5a)
		2) Patient Panel per Med provider FTE	UDS 2014 (Table 5)
		3) Visits per FTE - PC MD,DO	UDS 2014 (Table 5)
		4) Ratio of Visits per PC Team FTE to MGMA mix	UDS 2014 (Table 5), MGMA 2015
		5) % NonPhysician providers (of Med prov. FTE)	UDS 2014 (Table 5)
		6) Primary Care Clinical Support Ratio	UDS 2014 (Table 5)

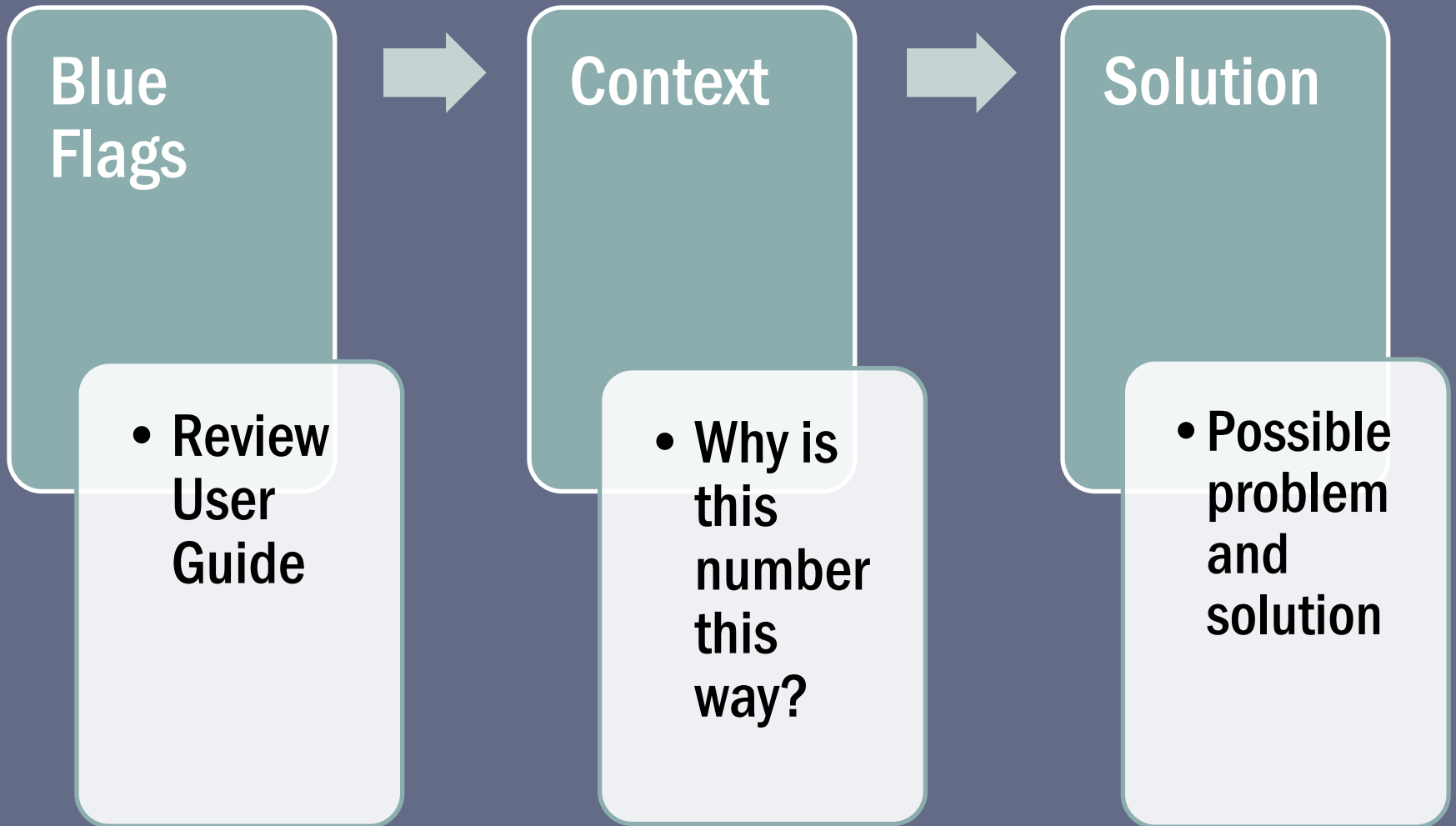
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Description
Average number of months that CEO and CMO staff individuals have been continuously in their position
Medical patients per medical provider FTE (physicians and non-physicians)
Medical visits per provider FTE for physicians
Ratio showing 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)
Portion of medical provider FTE at the health center that are NP, PA, or CNMs
Ratio of nurses and 'other medical personnel' to medical provider FTE (physician and non-physician)

Flag Threshold(s)	Measure Centile Distribution Across Health Centers***					
	10th	25th	50th	75th	90th	Curve
<=14	14	32	78	140	230	
>=1316	609	753	941	1,117	1,316	
>=4215	1,740	2,445	3,019	3,624	4,215	
>=1.35	63%	82%	98%	117%	135%	
<=0.14 or >=0.89	23%	37%	50%	65%	79%	
<=1.07	1.1	1.4	1.8	2.1	2.6	

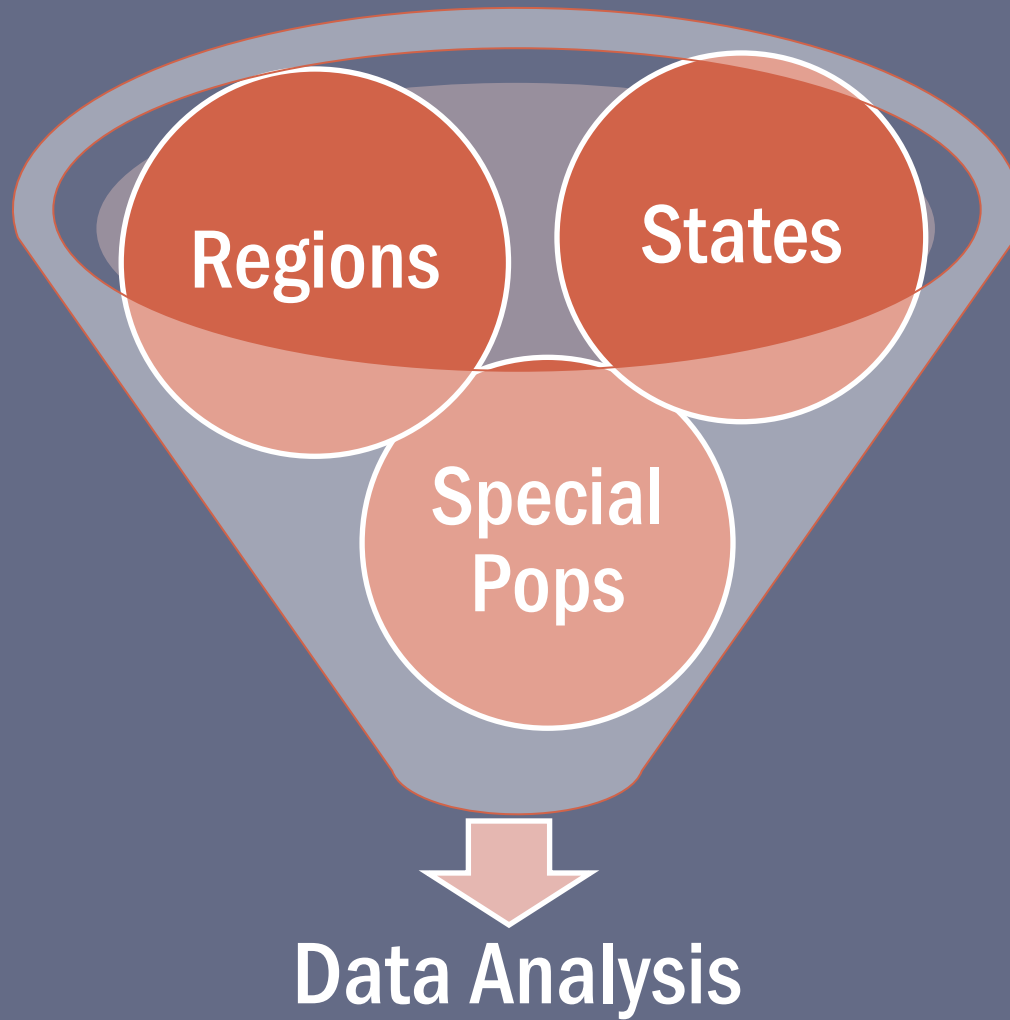
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	Trend Measure	Prior Year	Current Year	Trend	Trend % (of PY)
Recruitment	1) NHSC MD,DO Placement / Current MD Staff	0%	0%	0%	N/A
	2) NHSC NP,PA,CNM Placement / Current Staff	0%	5%	5%	N/A
	3) NHSC MD,DO Vacancy / Current MD Staff	10%	0%	-10%	-100%
	4) NHSC NP,PA,CNM Vacancy / Current Staff	12%	0%	-12%	-100%
	5) Ratio of Avg. Pay per Med FTE to MGMA mix	64%	58%	-6%	-9%
	6) NHSC Dentist Placement / Current Staff FTE	12%	78%	66%	572%
	7) NHSC Dentist Vacancy / Current Staff FTE	23%	0%	-23%	-100%
	8) NHSC Psych,LCSW Placement / Staff FTE	Not Included	0%		N/A
	9) NHSC Psych,LCSW Vacancy / Current Staff FTE	0%	0%	0%	N/A
	10) Language Focus (% Best Served nonEnglish)	6%	7%	0%	2%
	11) 4 Year Avg Profit/Loss (as % Expenses)	3%	4%	1%	34%

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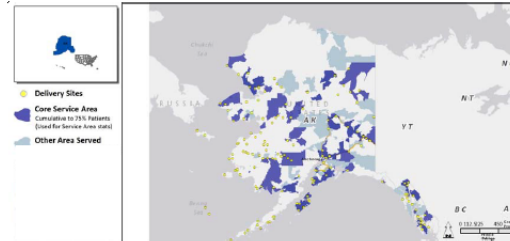
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Recruitment and Retention - State Data Summary AK 28 Health Center Organizations

Number of Sites	166	Any Grant Conditions?	21.4%
Medical Users	88,977	EHR Installed/In-Use?	96.4%
Special Pop Focus (majority of patients)?	3.6%	PCMH Recognition?	42.9%

FundingCNC 96.4% FundingMHC 0.0% FundingHO 10.7% FundingPH 0.0% Rural Grantees 89.3%



		State Flag Rate* and (Count)	National Flag Rate	State Applicable count			State Flag Rate* and (Count)	National Flag Rate	State Applicable count
Recruitment	Health Center Area	1) NHSC MD,DO Placement / Current MD Staff	13.0% (3)	10%	23	6) NHSC Dentist Placement / Current Staff FTE	25.0% (5)	10%	20
		2) NHSC NP,PA,CNM Placement / Current Staff	14.3% (4)	10%	28	7) NHSC Dentist Vacancy / Current Staff FTE	10.0% (2)	10%	20
		3) NHSC MD,DO Vacancy / Current MD Staff	21.7% (5)	10%	23	8) NHSC Psych,LCSW Placement / Staff FTE	0.0% (0)	2%	16
		4) NHSC NP,PA,CNM Vacancy / Current Staff	0.0% (0)	8%	28	9) NHSC Psych,LCSW Vacancy / Current Staff FTE	6.3% (1)	8%	16
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	0.0% (0)	10%	28	10) Language Focus (% Best Served non-English)	0.0% (0)	10%	27
		1) Primary Care MD/DOs per 100k Pop	10.5% (2)	10%	19	11) 4 Year Avg Profit/Loss (as % Expenses)	3.6% (1)	9%	28
		2) % Non-MD providers (wgt by productivity)	51.9% (14)	10%	27	4) Dentists per 100k Pop	3.8% (1)	10%	26
		3) Specialist MD/DOs per 100k Pop	34.6% (9)	10%	26	5) Population Density (pop/sq.mile)	82.1% (23)	10%	28
						6) % Limited English Proficiency	0.0% (0)	10%	28
Retention	Health Center Area	1) Monthly per Senior Admin staff (CEO/CMO)	20.0% (5)	10%	25	9) Year-end Staff Count per FTE - PC MD,DOs	28.6% (4)	19%	14
		2) Patient Panel per Med provider FTE	3.6% (1)	10%	28	10) Year-end Staff Count per FTE - PC NP,PA,CNM	32.0% (6)	19%	25
		3) Visits per FTE - PC MD,DO	0.0% (0)	10%	23	11) Avg Tenure Months/ Staff Count - PC MD	9.1% (2)	11%	22
		4) Ratio of Visits per PC Team FTE to MGMA mix	0.0% (0)	10%	28	12) Avg Tenure Months/ Staff Count - NP,PA,CNM	28.6% (8)	10%	28
		5) % Non-Physician providers (of Med prov. FTE)	32.1% (9)	10%	28	13) Clinical Quality - Diabetes (HbA1c<8%)	17.9% (5)	10%	28
		6) Primary Care Clinical Support Ratio	57.1% (16)	10%	28	14) Clinical Quality - Hypertension (controlled)	17.9% (5)	11%	28
		7) Admin Support Ratio - Medical	32.1% (9)	10%	28	15) Year-end staff individuals per FTE-Dentists	0.0% (0)	23%	11
		8) Dental Clinical Support Ratio	35.0% (7)	11%	20	16) Year-end Psychiatrist/Psychologist per FTE	33.3% (2)	24%	6
						17) Year-end LCSW per FTE	20.0% (1)	28%	5
S.A.	S.A.	1) Violent crime rate per 100k Pop	20.0% (2)	10%	10	2) % Pop with Non-Medical Use of Pain Meds	0.0% (0)	10%	28
						3) % Pop with Illicit Drug Dependence/Abuse	0.0% (0)	10%	28

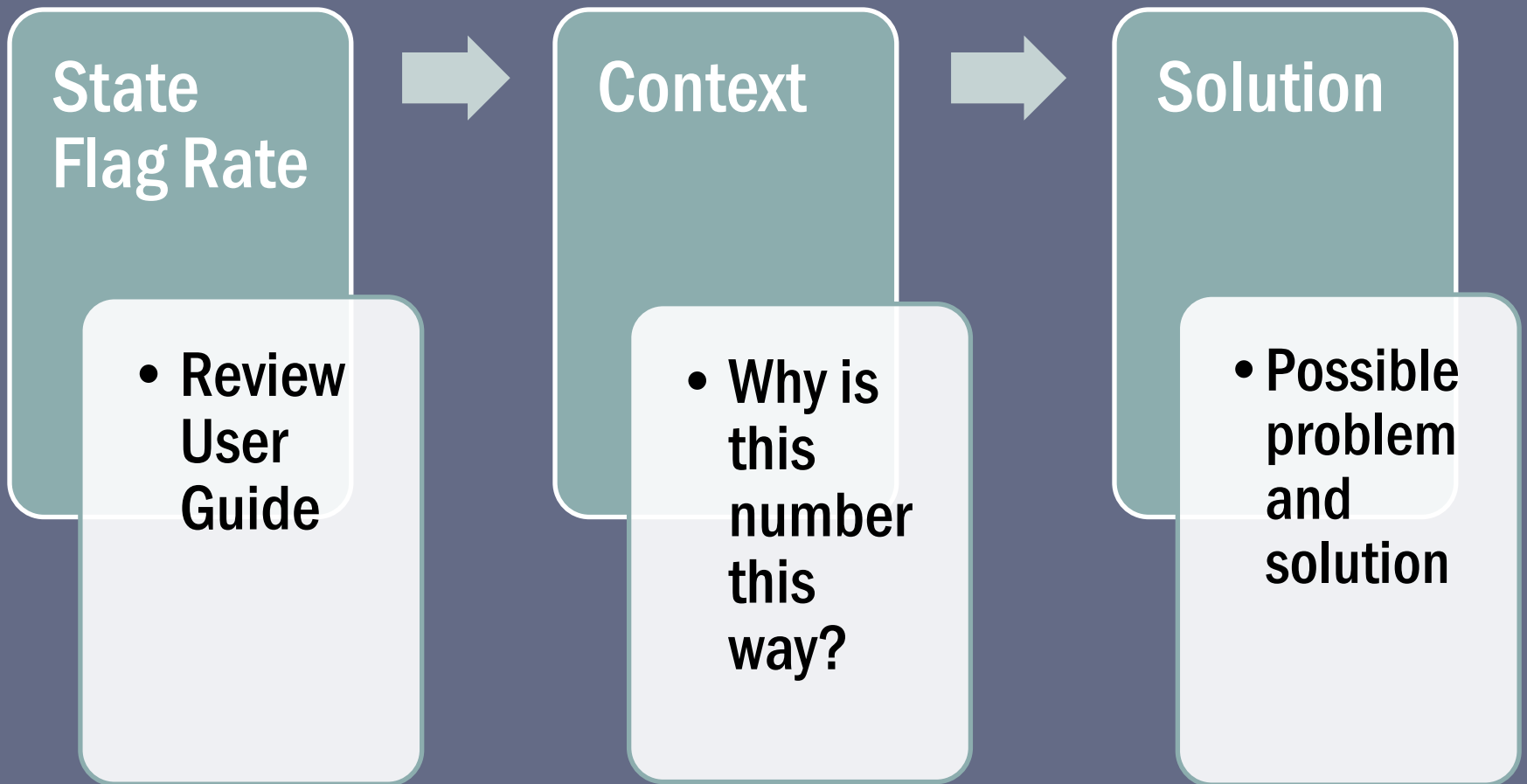
* Flag Rate is % of applicable health centers for each measure

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	State Flag Rate* and (Count)	National Flag Rate	State Applicable Count
6) NHSC Dentist Placement / Current Staff FTE	0.0% (0)	10%	3
7) NHSC Dentist Vacancy / Current Staff FTE	0.0% (0)	10%	3
8) NHSC Psych,LCSW Placement / Staff FTE	0.0% (0)	2%	3
9) NHSC Psych,LCSW Vacancy / Current Staff FTE	0.0% (0)	8%	3
10) Language Focus (% Best Served nonEnglish)	50.0% (2)	10%	4
11) 4 Year Avg Profit/Loss (as % Expenses)	0.0% (0)	9%	4
4) Dentists per 100k Pop	0.0% (0)	10%	4
5) Population Density (pop/sq.mile)	0.0% (0)	10%	4
6) % Limited English Proficiency	75.0% (3)	10%	4

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*National Rural Recruitment
and Retention Network*

Factors to Market Your Community Health Center

Accessing Strengths/Challenges, Community Marketing, and Finding Solutions

NWRPCA Conference May 14, 2016

Michelle Varcho
Director of Education Outreach-3RNet
Varcho@3rnet.org



www.3RNet.org

How do we market for providers?

- High Salaries?
- Loan Repayment?
- Hunting and fishing?
- Is an advantage, still an advantage, when most everyone offers it?
- What factors make ourselves stand out from our competitors?

What factors matter?

Geographic

- Schools
- Climate
- Perception of Community
- Spousal Satisfaction

Economic

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

Scope of Practice

- Teaching
- Mental Health
- Obstetrics
- Administration Duties

Medical support

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

Facilities and Community Support

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

Where did these factors come from?

- Idaho Family Medicine Residency
 - Dr. Dave Schmitz
 - dave.Schmitz@FMRIdaho.org
- Boise State University
 - Dr. Ed Baker
 - ebaker@boisestate.edu



Geographic Factors

- How does geography make CHC recruiting different?
 - Have you ever used “town has a grocery store” as a selling point in an urban area?
- Sample factors: schools, shopping and other services, spousal satisfaction
- What types of candidates do strengths in these factors matter to?

Example – Geographic Factors

- Access to a larger community
 - Advantage: Loan repayment, outdoors, and 40 miles to a large city.
 - Challenge: No specialty shopping/restaurants, 2 hours to large city on tough roads
 - Solutions: shared transportation, weekend scheduling, online options, bring services to you
- Despite geography, how can we get providers what they need?

Economic Factors

- How does compensation make CHCs different?
 - Its all about quality of life/compensation balance
- Sample factors: loan repayment, salary, competition
- What advantages do CHCs have economically?

Example – Economic Factors

- Part-time Opportunities
 - Advantage – flexible, offer part time
 - Challenge – need full time
 - Solutions – job sharing, multiple recruits
- Can CHCs offer the flexibility newly trained physicians are looking for?

Scope of Practice Factors

- What are we asking our physicians to do?
 - Clinic, OB, GYN, inpatient, mental health, supervise NPs/PAs, and administration?
- Sample factors: OB/Office GYN, mental health, teaching
- Offer, but don't require
- What advantages do CHCs have in SoP over CAHs?
 - OB/C-sections?
 - ER coverage?
 - Inpatient?
 - Nursing home?

Example – Scope of Practice Factors

- Mental Health
 - Advantage – not required, specialists available
 - Disadvantage – isolated, lack of referral options
 - Solutions – telehealth, allied providers, psych NPs
- What do physicians want to do?

Medical Support Factors

- How is a physician's practice supported in CHCs?
 - Team based care? I'm the only provider here!
- Sample factors: Specialist availability, pharmacy, language support
- Relationship with other facilities?
- Trained in urban, practicing in rural
- Onsite, virtual, traveling

Example – Medical Support Factors

- Specialist availability
 - Advantage: onsite, visiting, or virtual access
 - Disadvantage: no access
 - Solutions: telemed, partner relationships, professional contacts
- How can we make sure physicians don't feel isolated?

Hospital and Community Support Factors

- How does the community support the physician?
 - Cookies at the doorstep, urban vs rural
- Sample factors: CHC leadership, EMR, moonlighting opportunities, welcome and recruitment program
- A CHC physician is greatly appreciated, and often a pillar of the community

Example: Hospital and Community Support Factors

- Physical plant and equipment
 - Advantage: nice facility, good technology
 - Disadvantage: older facility, lack equipment
 - Solutions: plans for capitol investment, fundraising, candidate as champion
- Why is it important for candidates to feel valued?

So what does this mean?

- What do physicians want?
 - It depends.
- By knowing your strengths, you can target specific groups of physicians those strengths are desirable to
- If your strengths don't align with your ideal, changes must be made



	Scope of Practice	Salary	Outdoors	Call Schedule	Loan Repayment	Services	Physical Plant	Part Time	Telemed
CHC 1	X	X	X	X	X			X	X
CHC 2	X	X	X		X	X	X		
CHC 3	X	X	X		X	X	X		
CHC 4		X	X	X	X	X	X		X

Takeaways:

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

Thanks for coming...

—Questions ????

Clinician Recruitment & Retention: Ideas and Solutions for Today's Challenges

NWRPCA Spring Conference
May 14, 2016

Association of Clinicians for the Underserved



Today's Questions

What's happening with retention?

What data can I use to understand retention?

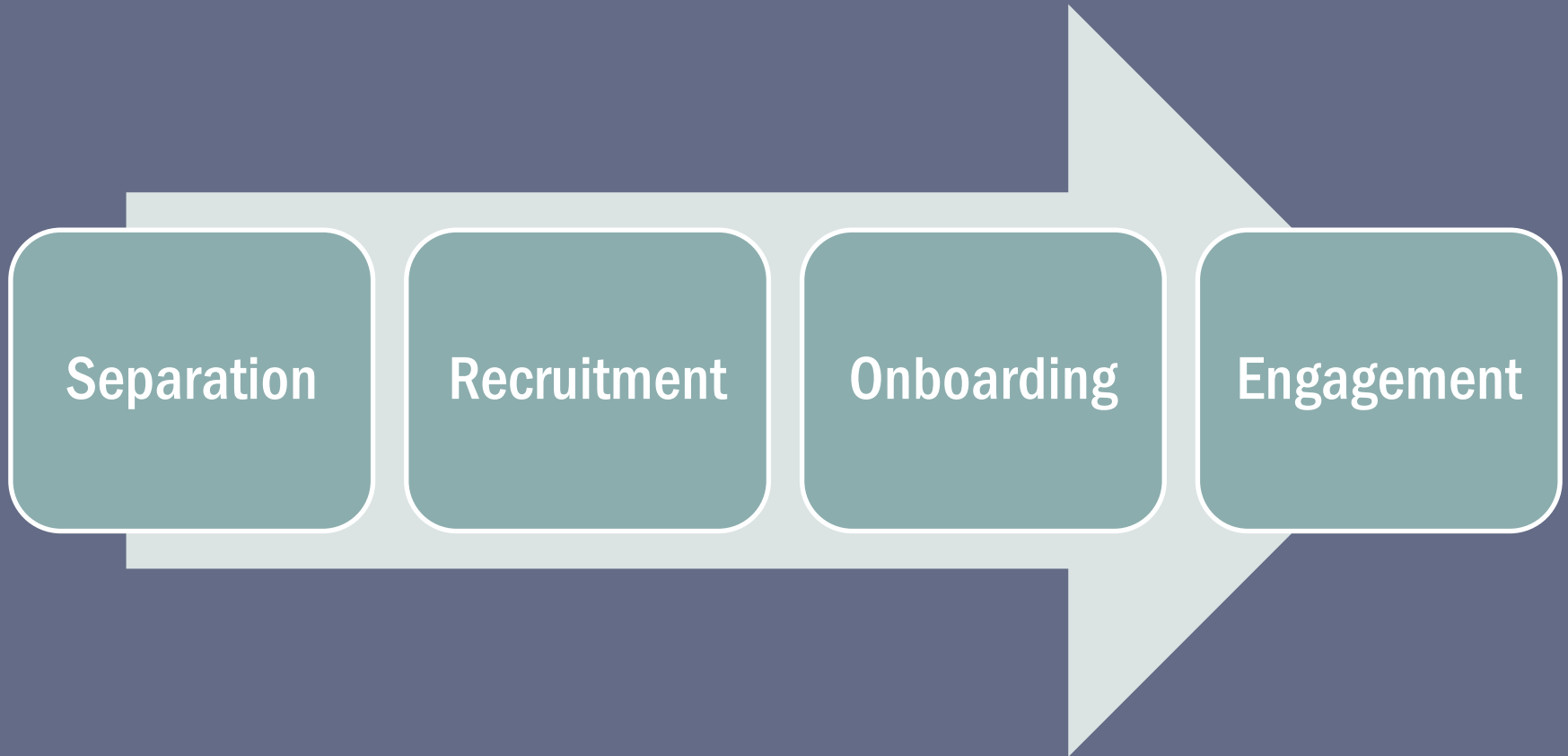
What are some potential solutions for my retention challenges?

Retention in Health Care



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Costs of Turnover



Reasons for Turnover



Location



Finances



Administration



Burnout

Clinician Burnout

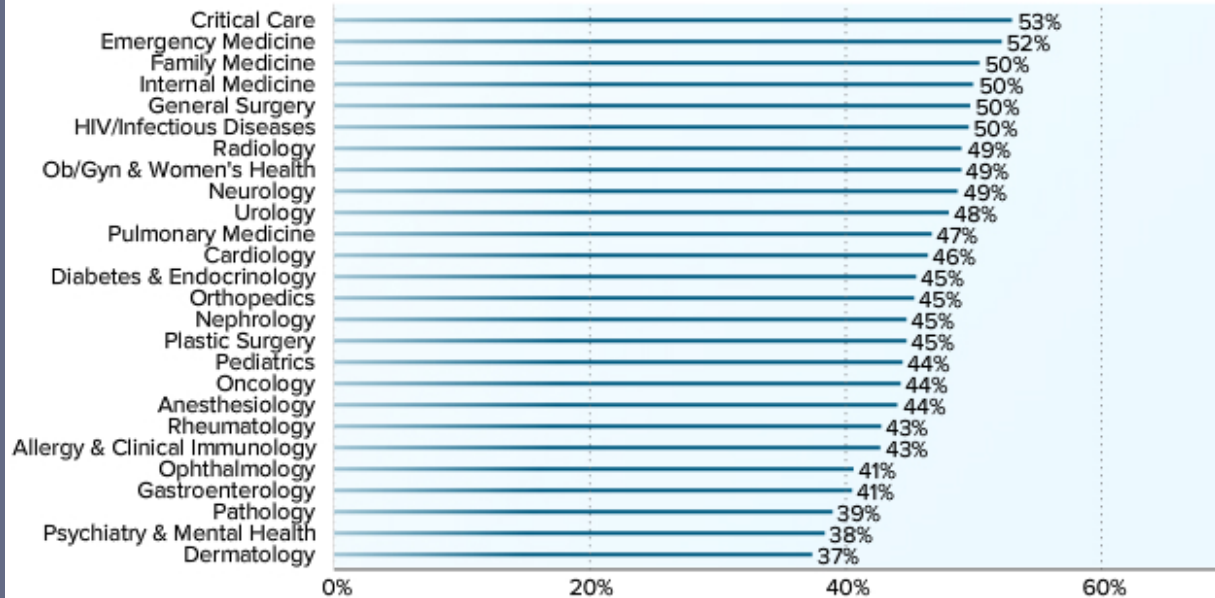


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STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

Clinician Burnout

What Percentage of Physicians Are "Burned Out"?



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Clinician Burnout

Time Pressure

Lack of Teamwork

EHR

Work-Life Imbalance

Frustration with Leadership

Challenging Patient Pop

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Retention Metrics

Retention	Health Center	1) Months per Senior Admin staff (CEO/CMO)	50	9) Year-end Staff Count per FTE - PC MD,DOs	3.57
		2) Patient Panel per Med provider FTE	959	10) Year-end Staff Count per FTE - PC NP,PA,CNM	1.35
		3) Visits per FTE - PC MD,DO	2,647	11) Avg Tenure Months/ Staff Count - PC MD	54
		4) Ratio of Visits per PC Team FTE to MGMA mix	99%	12) Avg Tenure Months/ Staff Count - NP,PA,CNM	68
		5) % NonPhysician providers (of Med prov. FTE)	60%	13) Clinical Quality - Diabetes (HbA1c<8%)	28%
		6) Primary Care Clinical Support Ratio	1.58	14) Clinical Quality - Hypertension (controlled)	43%
		7) Admin Support Ratio - Medical	1.57	15) Year-end staff individuals per FTE-Dentists	2.42
		8) Dental Clinical Support Ratio	1.58	16) Year-end Psychiatrist,Psychologist per FTE	
			17) Year-end LCSW per FTE	0.97	
			2) % Pop with Non-Medical Use of Pain Meds	3.1%	
			3) % Pop with Illicit Drug Dependence/Abuse	1.9%	

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Internal Retention Metrics

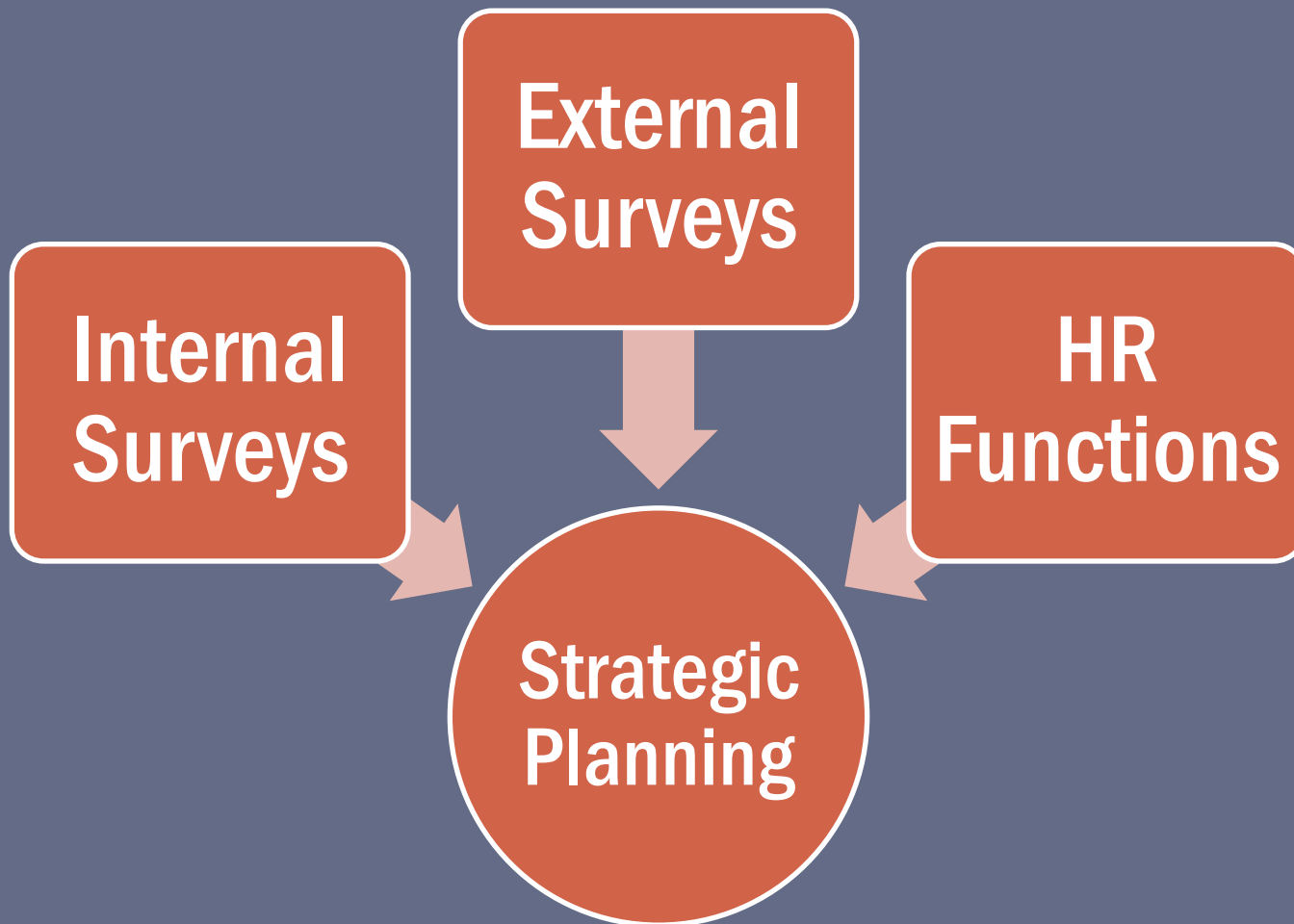
Turnover
Rates

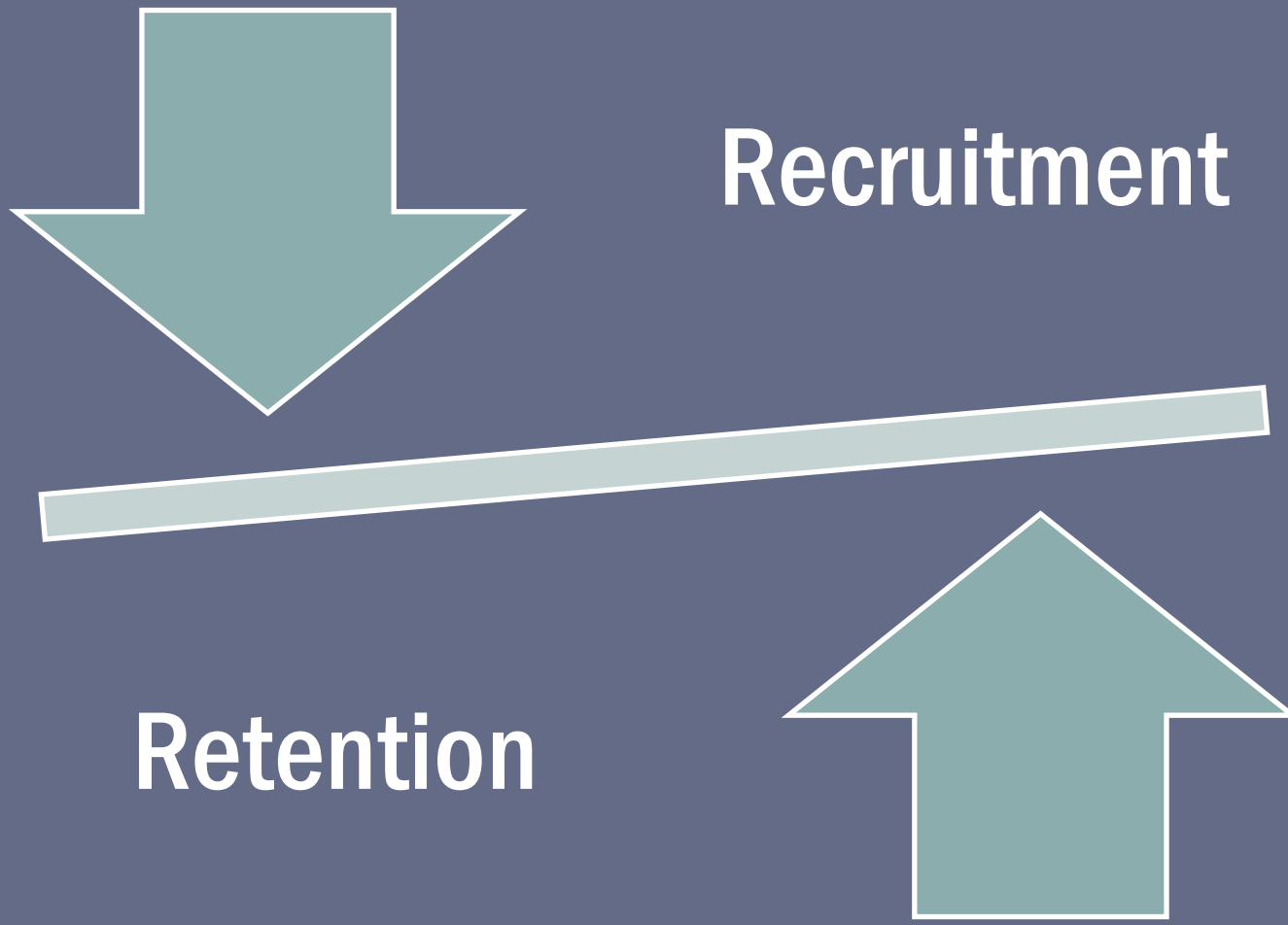
Resignation
Rates

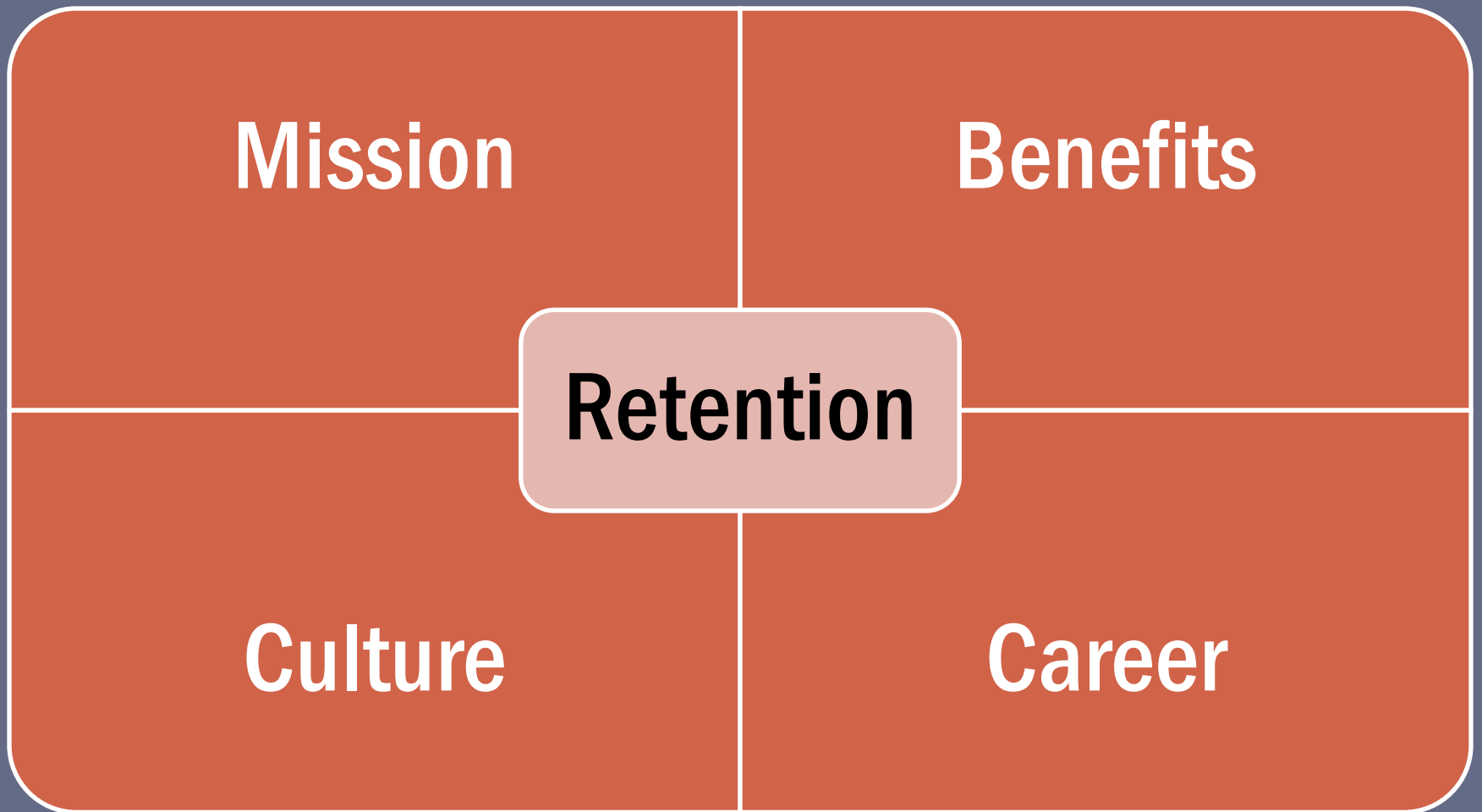
Staff
Satisfaction

Workforce
Age

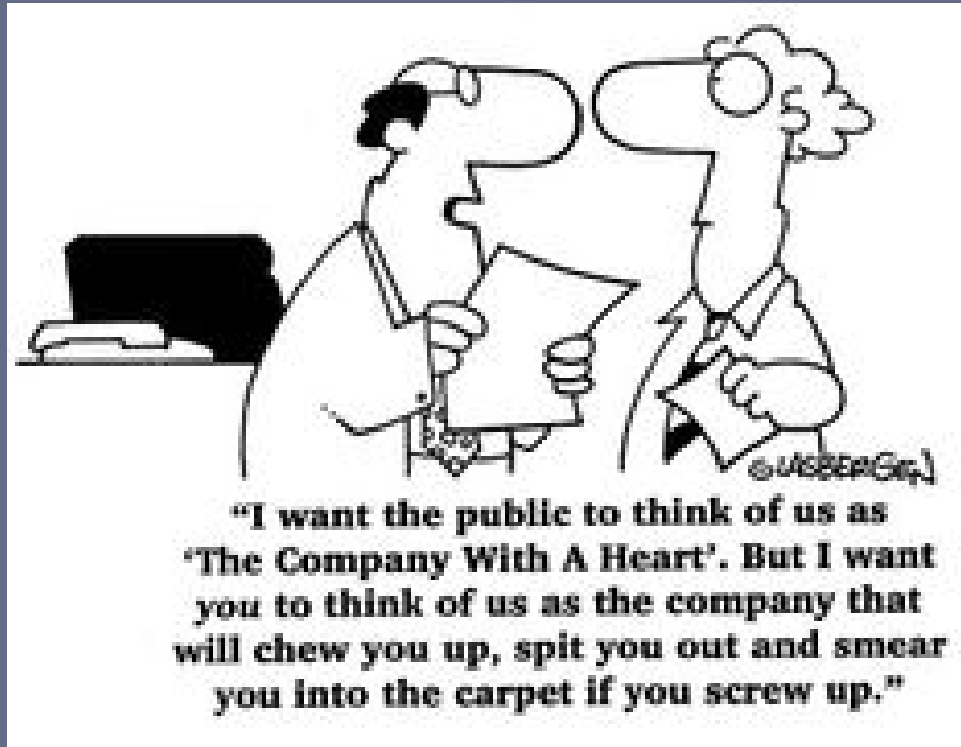
Etc.!







Mission Engagement



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Recruitment



Onboarding



Engagement

Mission: Recruitment



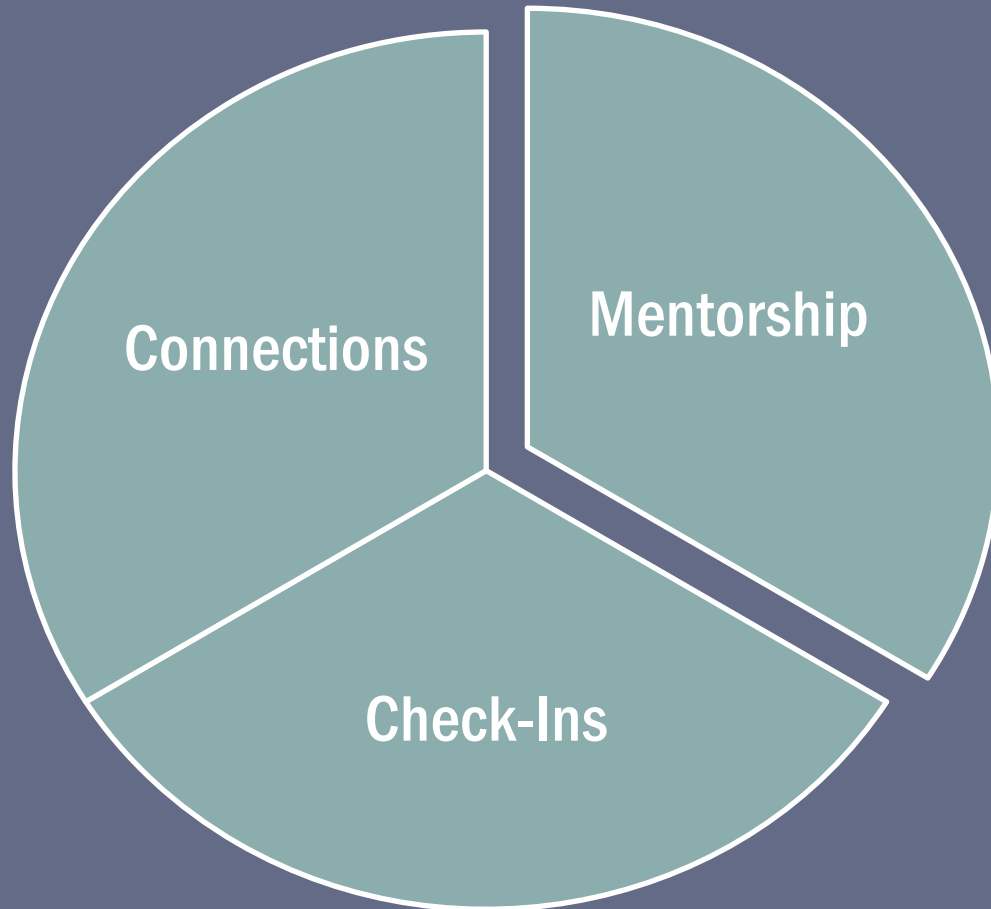
Needs
Assessment

Unconventional
Sourcing

Interviewing

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Mission: Onboarding



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Mission: Engagement

Volunteer Opportunities

Community Relationships

Sabbaticals

Benefits



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Assessment

Work-Life Balance

Finances

Recreation

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Benefits: Work-Life Balance



Flex Hours

Limited Call

Child Care

Benefits: Finances

Financial
Planning

Mortgage
Assistance

Transportation

Benefits: Recreation



Concierge Services

Discounts

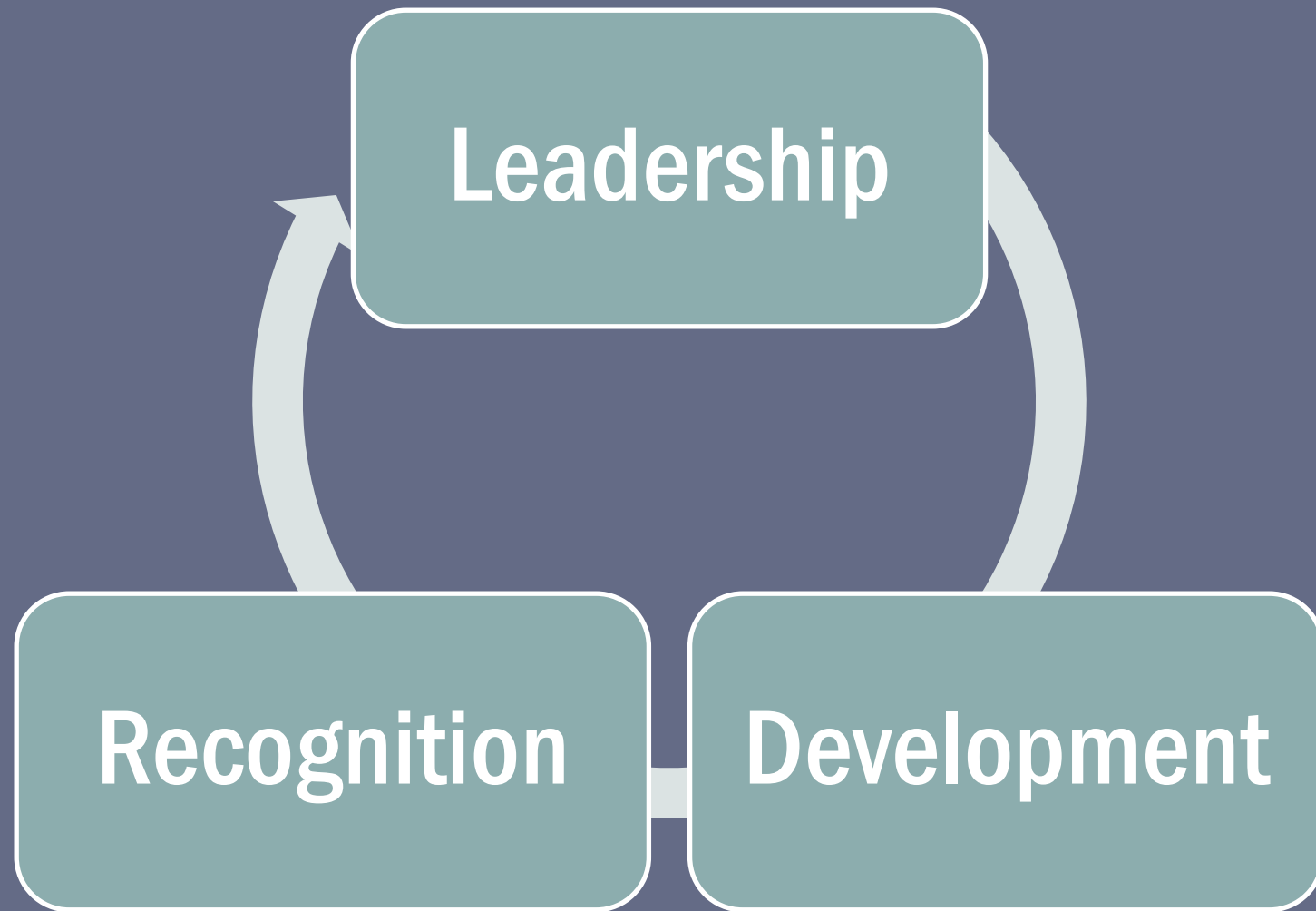
Vacation

Culture



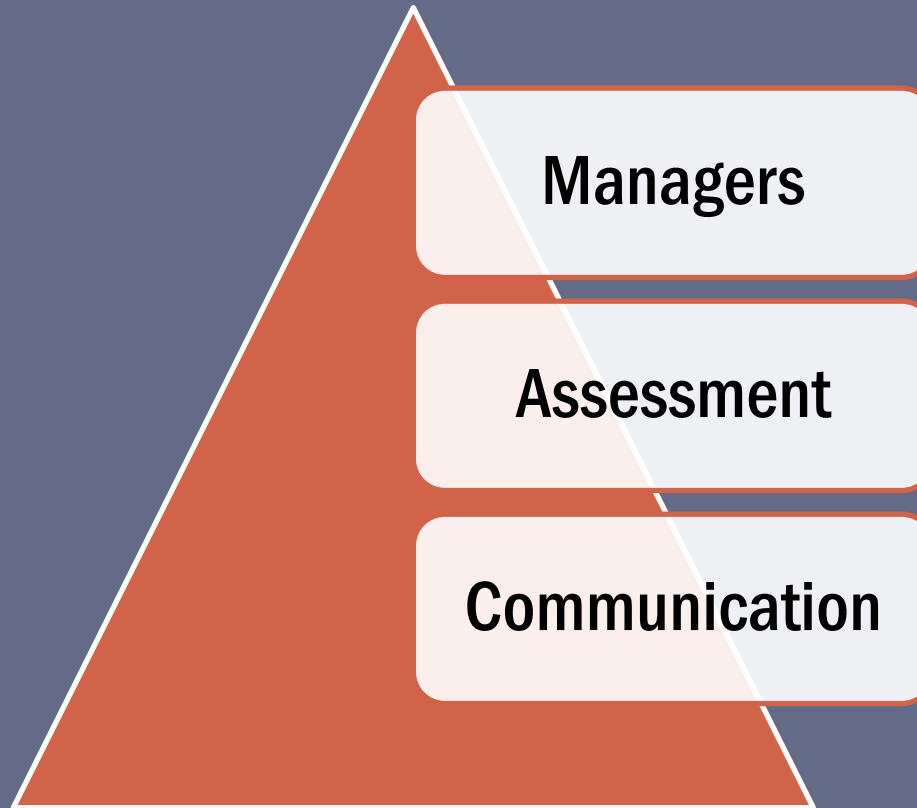
“What if, and I know this sounds kooky,
we communicated with the employees.”

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Culture: Leadership



Culture: Development

Non-Work Interactions



Personal Development



Education



Culture: Recognition

Individuals

Teams

Opportunities

Career Growth



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Career: Training



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Career: Special Projects



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Career: Financial Support

Tuition

Associations

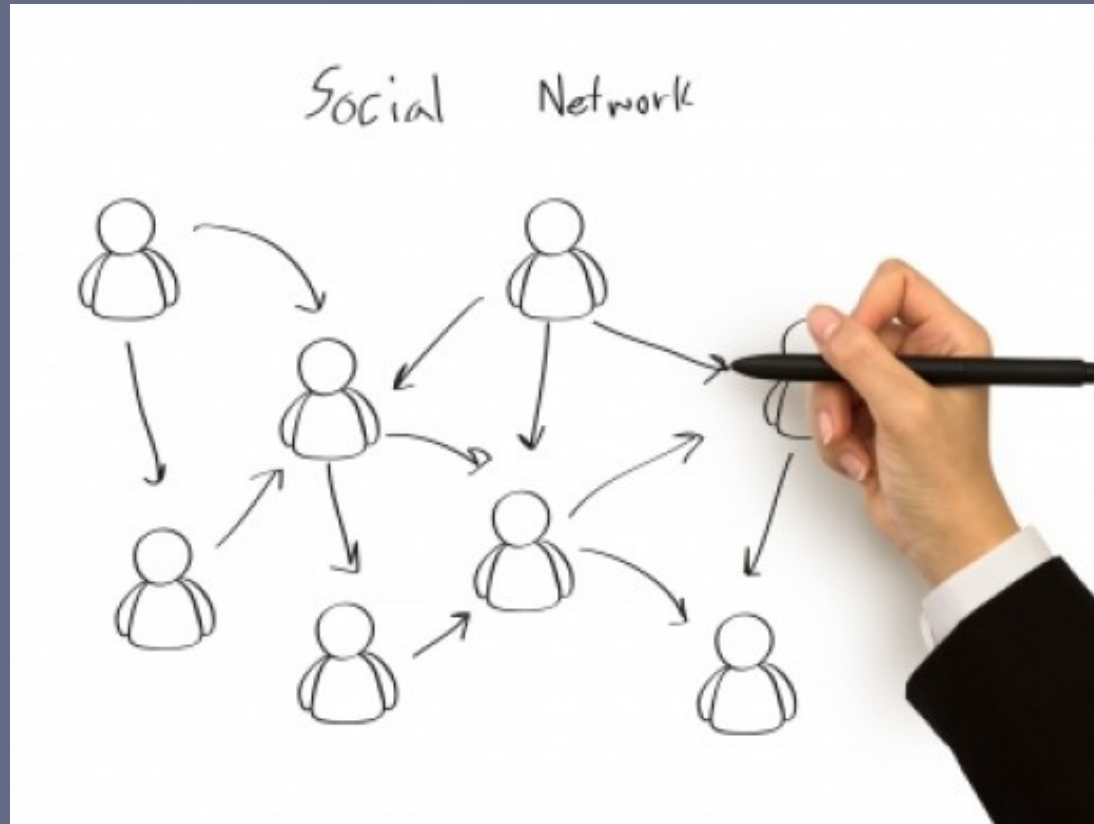
Resources



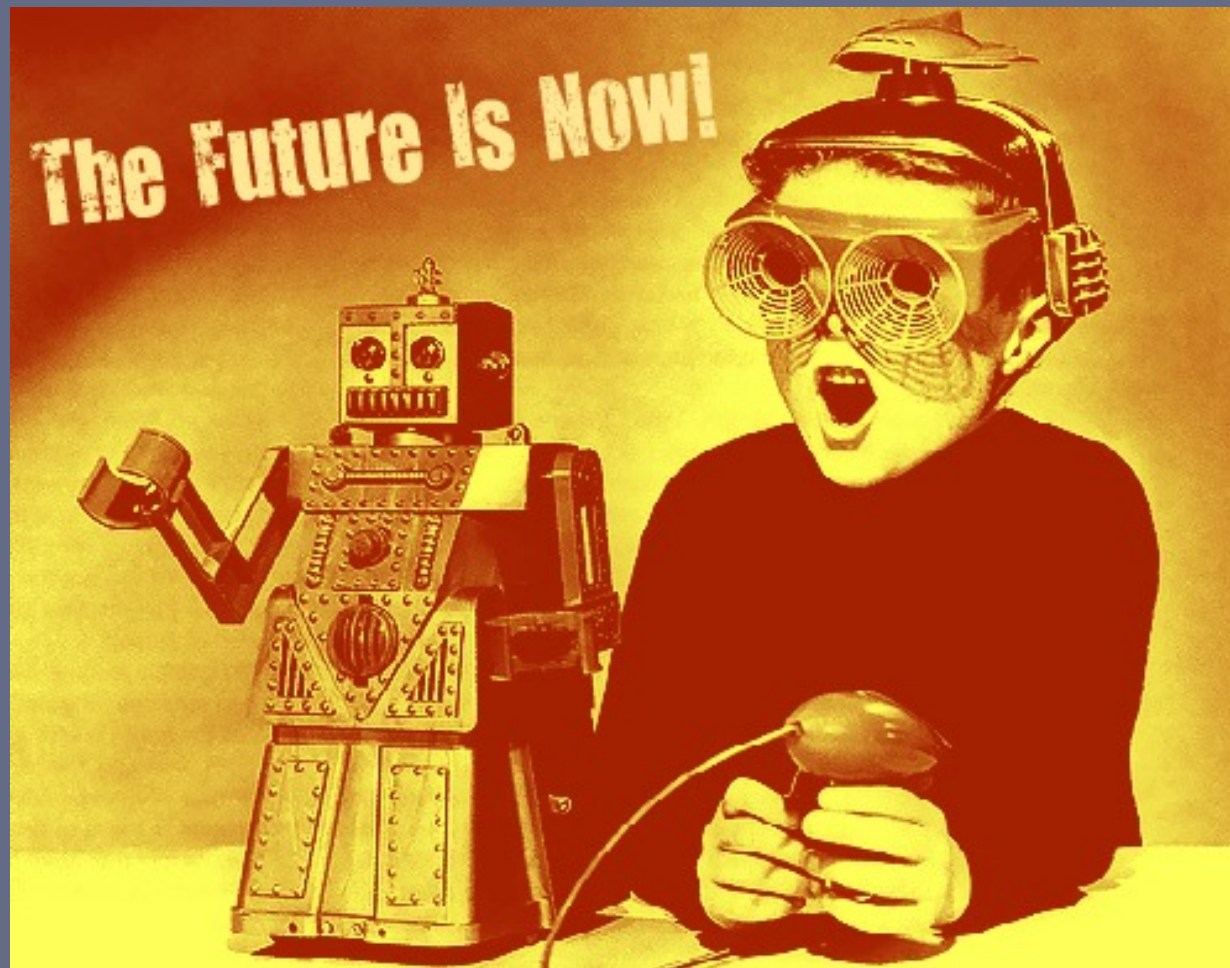
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Work Groups



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