


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

Georgia Association for Primary Health Care
June 13, 2016

Association of Clinicians for the Underserved




Cast of Characters

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The Fun Awaits

- ✓ STAR² Center: What's That?
- ✓ Using Your Workforce Data Profile
 - ✓ Georgia by the Numbers
- ✓ Solutions for a Comprehensive Workforce Program

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WHAT ARE YOUR GOALS?



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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.

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STAR² Center

Solutions, Training, and Assistance
for Recruitment and Retention

www.chcworkforce.org

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Partnership: PCAs, PCOs, BPHC




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Current Resources


2 Assessment Tools	Best Practice Form
Newsletter	Data Profiles!

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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

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Health Center Recruitment and Retention Data Summary
ENCOSMOSIS HEALTH CENTER, INC.
ENCOSMOSIS, MS, USA


Health Center Recruitment and Retention Data Summary
Ark-Sansoni Health Center, Inc.
Ark-Sansoni, MS, USA


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Attributes


Service Area	
FQHC Uninsured Penetration	51%
FQHC Medicaid Penetration	29%
# Grantees serving area	13
Total Pop in SA	153,434
Total Low Income Pop in SA	84,849
% Medicaid Pop	31%
% Uninsured Pop	15%
% Low Income Pop	55%
% of S.A. pop covered by a PC HPSA	0%

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Recruitment Measures

Recruitment Measure	Health Center Area		Comparison Area	
	Value	%	Value	%
1) NHSC MD/DO Placement / Current MD Staff	0%	0%	6) NHSC Dentist Placement / Current Staff FTE	0%
2) NHSC NP/PA/CNM Placement / Current Staff	0%	0%	7) NHSC Dentist Vacancy / Current Staff FTE	0%
3) NHSC MD/DO Vacancy / Current MD Staff	0%	0%	8) NHSC Psych/LCSW Placement / Staff FTE	0%
4) NHSC NP/PA/CNM Vacancy / Current Staff	0%	0%	9) NHSC Psych/LCSW Vacancy / Current Staff FTE	0%
5) Ratio of Avg. Pay per Mod FTE to MGMA mix	89%	-	10) Language Focus (% Best Served non-English)	0%
			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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Recruitment, Health Center 1-5

Health Center	1) NHSC MD,DO Placement / Current MD Staff	0%
	2) NHSC NP,PA,CNM Placement / Current Staff	0%
	3) NHSC MD,DO Vacancy / Current MD Staff	0%
	4) NHSC NP,PA,CNM Vacancy / Current Staff	0%
	5) Ratio of Avg. Pay per Med FTE to MGMA mix	89%

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Recruitment, Health Center 6-11

6) NHSC Dentist Placement / Current Staff FTE	0%
7) NHSC Dentist Vacancy / Current Staff FTE	0%
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10) Language Focus (% Best Served nonEnglish)	0%
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Recruitment, Service Area


Service Area	1) Primary Care MD/DOs per 100k Pop	33
	2) % Non-MD providers (wgt by productivity)	29%
	3) Specialist MD/DOs per 100k Pop	144
4) Dentists per 100k Pop	21	
5) Population Density (pop/sq.mile)	17,925	
6) % Limited English Proficiency	6%	

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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)

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Flag Threshold(s)	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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Retention, Health Center, 9-17

9) Year-end Staff Count per FTE - PC MD,DOs	3.57
10) Year-end Staff Count per FTE - PC NP,PA,CNM	1.35
11) Avg Tenure Months/ Staff Count - PC MD	54
12) Avg Tenure Months/ Staff Count - NP,PA,CNM	68
13) Clinical Quality - Diabetes (HbA1c<8%)	28%
14) Clinical Quality - Hypertension (controlled)	43%
15) Year-end staff individuals per FTE-Dentists	2.42
16) Year-end Psychiatrist,Psychologist per FTE	
17) Year-end LCSW per FTE	0.97

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Retention, Service Area

1) Violent crime rate per 100k Pop	
2) % Pop with Non-Medical Use of Pain Meds	3.1%
3) % Pop with Illicit Drug Dependence/Abuse	1.9%

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Blue
Flags

- Review User Guide

→

Context

- Why is this number this way?

→


Solution

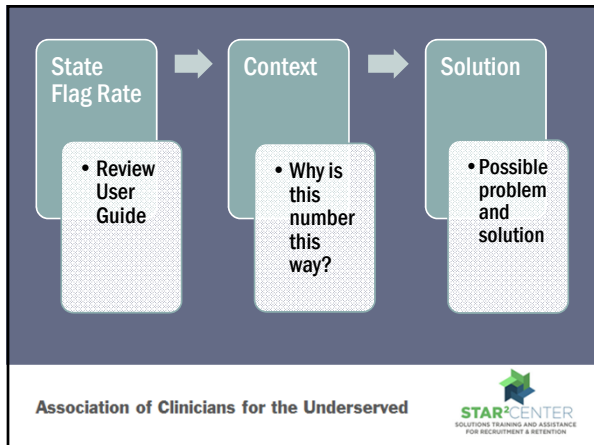
- Possible problem and solution

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Number of CHCs with Blue Flags in GA

		State Flag Rate* and (Count)	National Flag Rate	State Applicable Count	
Recruitment	Health Center	1) NHSC MD,DO Placement / Current MD Staff	3.0% (1)	10%	33
		2) NHSC NP,PA,CNM Placement / Current Staff	9.4% (3)	10%	32
		3) NHSC MD,DO Vacancy / Current MD Staff	9.1% (3)	10%	33
		4) NHSC NP,PA,CNM Vacancy / Current Staff	3.1% (1)	8%	32
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	18.2% (6)	10%	33

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Work Groups

Individual

- Blue Flags & Interesting Issues
- User Guide & Meaning

State

- Top Issues
- User Guide & Meaning

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Work Group Feedback



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The Fun Awaits

- ✓ STAR² Center: What's That?
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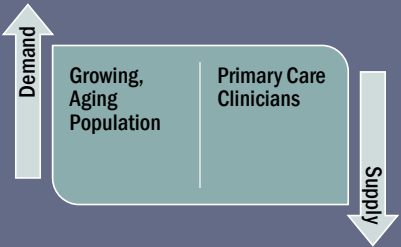
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National Trends




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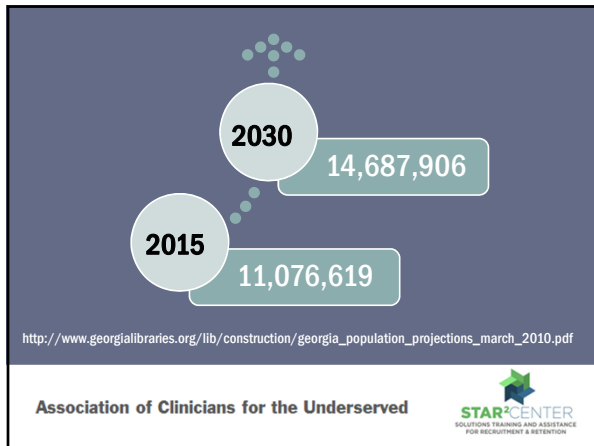


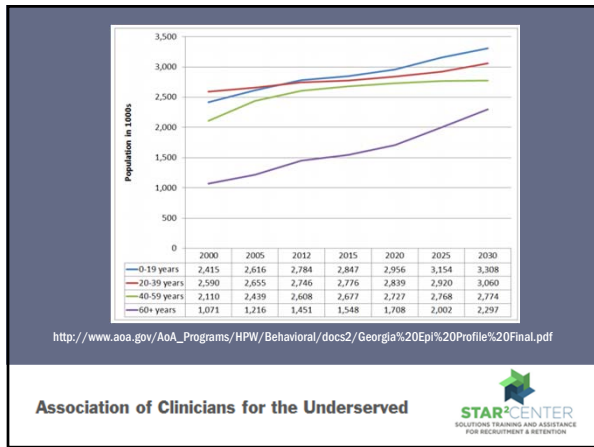
Georgia's Trends

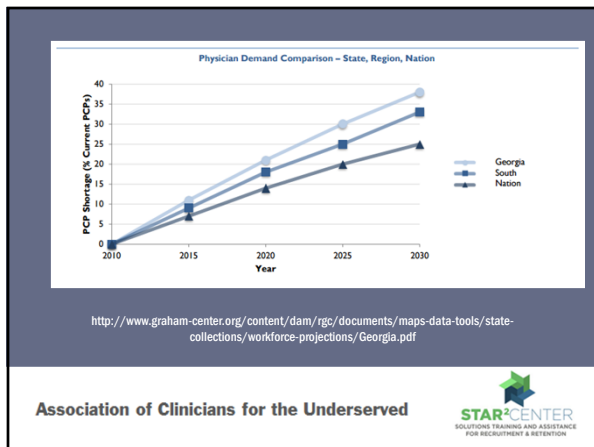
Growing Population	Aging Population	Workforce Shortages
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State Quantitative Data


Salary	Diabetes Control	Patient Panels	Dentists
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State Qualitative Data

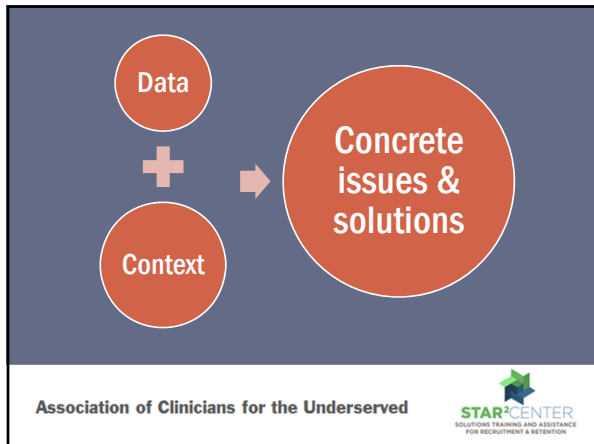
Strategic Planning	Referrals	Community Retention
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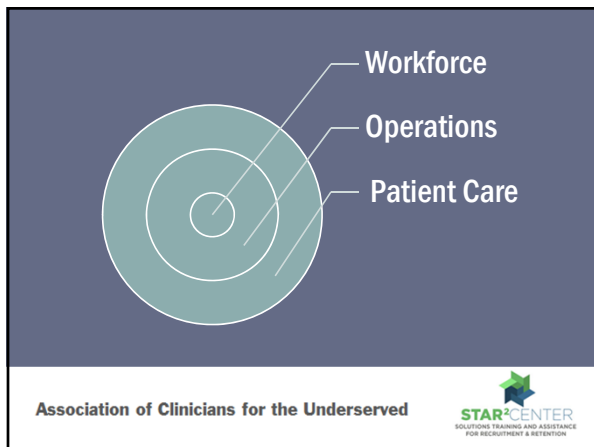
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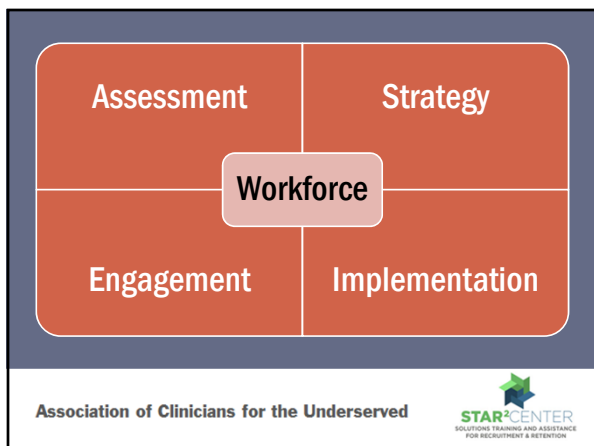


“What if we don’t change at all ... and something magical just happens?”


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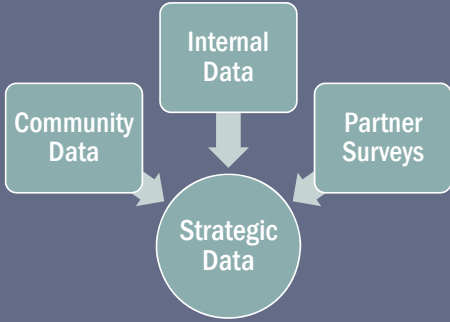
Assessment




"After closer investigation, it's become clear that we need to enter more than one value."

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National & State Data

		09	10	11
Retention	1) Months per Senior Admin staff (CEO/CMO)	50	50	50
	2) Patient Panel per Med provider FTE	959	959	959
	3) Visits per FTE - PC MD/DO	2,647	2,647	2,647
	4) Ratio of Visits per PC Team FTE to MSRAA risk	49%	49%	49%
	5) % NonPhysician providers (of Med prov. FTE)	60%	60%	60%
	6) Primary Care Clinical Support Ratio	1.58	1.58	1.58
	7) Admin Support Ratio - Medical	1.57	1.57	1.57
	8) Dental Clinical Support Ratio	1.58	1.58	1.58
	9) Year-end Staff Count per FTE - PC MD/DO	3.87	3.87	3.87
	10) Year-end Staff Count per FTE - PC NP/PA, CNM	1.35	1.35	1.35
	11) Avg Tenure Monthly Staff Count - PC MD	54	54	54
	12) Avg Tenure Monthly Staff Count - NP, PA, CNM	58	58	58
	13) Clinical Quality - Diabetes (HBA1c<8%)	38%	38%	38%
14) Clinical Quality - Hypertension (controlled)	43%	43%	43%	
15) Year-end staff individuals per FTE Dentists	2.42	2.42	2.42	
16) Year-end Psychiatrist/Psychologist per FTE	0.97	0.97	0.97	
17) Year-end LCSW per FTE	0.97	0.97	0.97	
18) % Pop with Non-Medical Use of Pain Meds	3.1%	3.1%	3.1%	
19) % Pop with Illicit Drug Dependence/Abuse	1.9%	1.9%	1.9%	

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Internal Data

Turnover Rates

Patient Need

Planned Expansion

Workforce Age

Etc.!

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Partner Surveys

Staff Satisfaction

Community Needs

Partner Priorities

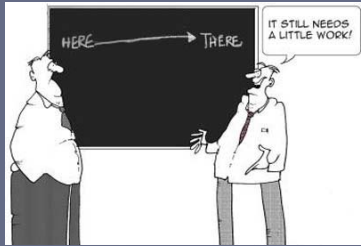
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Data Action Items


- Classify which data you already have
- Identify data gaps
- Develop data process & plan
- Collect new data
- Prepare for strategic planning!


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Strategic Planning




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Community Trends



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Organization

Current Staff

- Demographics
- Satisfaction
- Opportunity
- Compensation

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Health Care Environment

Policy

Reimbursement

Market Competition

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Future Plan

Where are we going?


↓

What do we need to get there?

↓


How does our staffing plan support this?

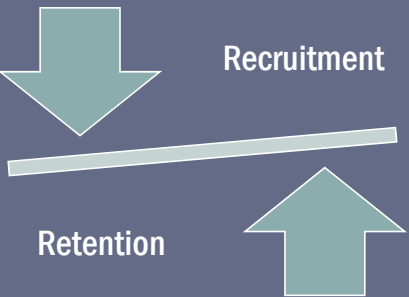
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Strategy Action Items


- Review current plan for staffing considerations
- Use collected data to analyze workforce needs
- Integrate staffing into strategic plan
- Prepare to implement!

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Recruitment

Retention

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Implementation

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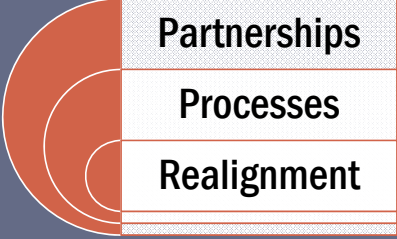


GLASBERGEN

"I want you to find a bold and innovative way to do everything exactly the same way it's been done for 25 years."

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Implementation



Partnerships


Processes

Realignment






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Partnerships

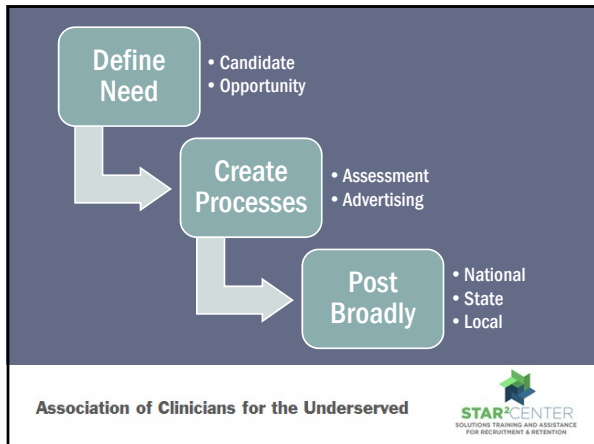
National	State	Community
<ul style="list-style-type: none">• ACU• CHC Inc.	<ul style="list-style-type: none">• PCO/3RNet• GA Board Physician Workforce	<ul style="list-style-type: none">• School Board• Businesses

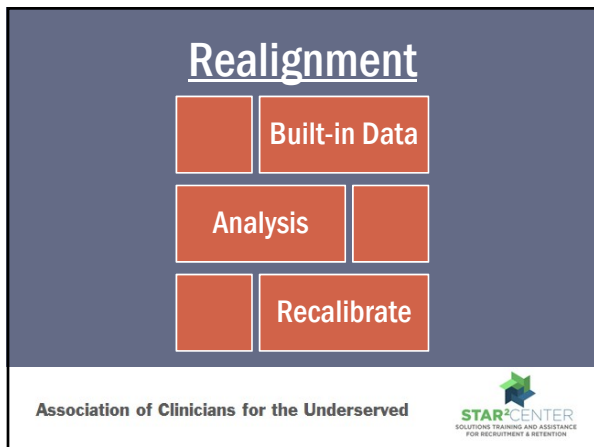
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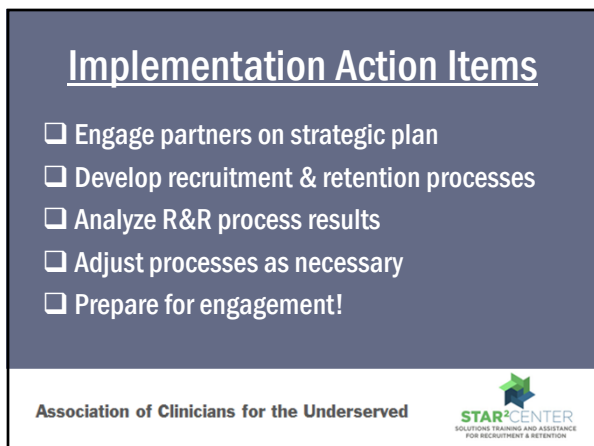
Processes

-  Training Programs
-  Sourcing Candidates
-  Interviewing
-  Staffing Structures
-  Etc.!


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Engagement




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

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Mission Culture Integration

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Mission Engagement



Recruitment
Onboarding
Communication

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Culture Development

Leadership
Recognition Development

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Full Workforce Integration

Strategy
Operations Clinical


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Engagement Action Items


- Align staff processes with mission
- Identify current culture and future goals
- Develop processes for ongoing feedback
- Move towards full workforce integration!

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Work Groups




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Work Group Feedback



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The Future Is Now!



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