



Clinician Recruitment & Retention: Solutions for Today's Challenges

August 17, 2016



Hello!

Pamela J. Byrnes, PhD
John Snow, Inc.



The Fun Awaits!

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

WHAT ARE YOUR GOALS



association of
clinicians for the
underserved



STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

Association of Clinicians for the Underserved

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.



STAR² Center

**Solutions, Training, and Assistance
for Recruitment and Retention**

www.chcworkforce.org



Partnerships





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.

Resources

2 Assessment
Tools

Best Practice
Form

Newsletter

Data Profiles!

Training

Monthly Webinar Series

- Hot Topics

Video Tutorials

- R&R Issues

State & Regional Trainings

- PCA Conferences

Advisory Groups

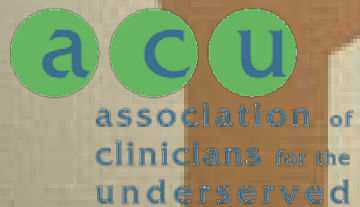
- PCAs, CHCs, Clinicians

Technical Assistance

- Phone
- Email
- On-Site



Questions?





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

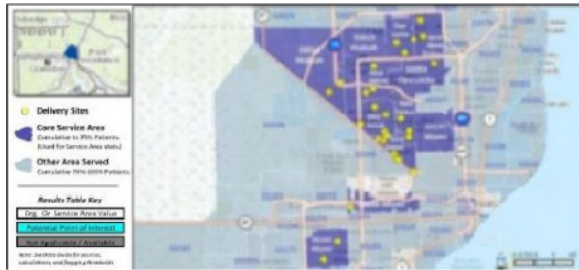


Health Center Recruitment and Retention Data Summary

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	8,921	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	1B	% Low Income Pop	55%
CHC <input checked="" type="checkbox"/> MHC <input type="checkbox"/> HO <input type="checkbox"/> PH <input type="checkbox"/>		% of S.A. pop covered by a PC HPSA	0%



Recruitment	Health Center	Service Area	
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%
1) Primary Care MD/DCs per 100k Pop	33	11) 4 Year Avg Profit/Loss (as % Expenses)	-7%
2) % Non-MD providers (wgt by productivity)	29%	4) Dentists per 100k Pop	21
3) Specialist MD/DCs per 100k Pop	144	5) Population Density (pop/sq.mile)	17,925
		6) % Limited English Proficiency	6%
Retention	Health Center	Service Area	
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	0.87
		17) Year-end LCSW per FTE	0.97
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%

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

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Trend Measure	Prior Year	Current Year	Trend	Trend % (of PY)
1) NHSC MD,DO Placement / Current MD Staff	27%	18%	-9%	-34%
2) NHSC NP,PA,CNM Placement / Current Staff	29%	33%	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,LCSW Placement / Staff FTE	Not included	0%		N/A
9) NHSC Psych,LCSW 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	Prior Year	Current Year	Trend	Trend % (of PY)
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



User Guide



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.

Association of Clinicians for the Underserved

Descriptive Measures



Health Center Recruitment and Retention Data Summary

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Descriptive Attributes

Health Center Organization		Service Area	
Number of Sites	4	FQHC Uninsured Penetration	51%
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%



Descriptive Measures: Health Center

Descriptive

Health Center Organization

Number of Sites	4
Medical Users	8,921
% Non-Patient Service Revenue	70%
Special Pop Focus (majority of patients)?	No
Any Grant Conditions?	No
EHR Installed/In-Use?	Yes
PCMH Recognition?	No
Grantee Medical HPSA Score	18
CHC <input checked="" type="checkbox"/> MHC <input type="checkbox"/> HO <input type="checkbox"/> PH <input type="checkbox"/> Urban	

Descriptive Measures: Service Area

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%

Map



-  **Delivery Sites**
-  **Core Service Area**
Cumulative to 75% Patients
(Used for Service Area stats)
-  **Other Area Served**
Cumulative 76%-100% Patients

Results Table Key

-  Org. Or Service Area Value
-  Potential Point of Interest
-  Not Applicable / Available

Note: See Data Guide for sources, calculations, and flagging thresholds



Recruitment Measures

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%
				11) 4 Year Avg Profit/Loss (as % Expenses)	-7%
	Service Area	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%

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%
8) NHSC Psych,LCSW Placement / Staff FTE	0%
9) NHSC Psych,LCSW Vacancy / Current Staff FTE	0%
10) Language Focus (% Best Served nonEnglish)	0%
11) 4 Year Avg Profit/Loss (as % Expenses)	-7%

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%

Retention Measures

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%	

Retention, Health Center, 1-8

Health Center

1) Months per Senior Admin staff (CEO/CMO)	50
2) Patient Panel per Med provider FTE	959
3) Visits per FTE - PC MD,DO	2,647
4) Ratio of Visits per PC Team FTE to MGMA mix	99%
5) % NonPhysician providers (of Med prov. FTE)	60%
6) Primary Care Clinical Support Ratio	1.58
7) Admin Support Ratio - Medical	1.57
8) Dental Clinical Support Ratio	1.58

User Guide, Page 4

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	



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)



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***

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	

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

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%
---------------------------------------------	------

Blue Flags

- Review User Guide

Context

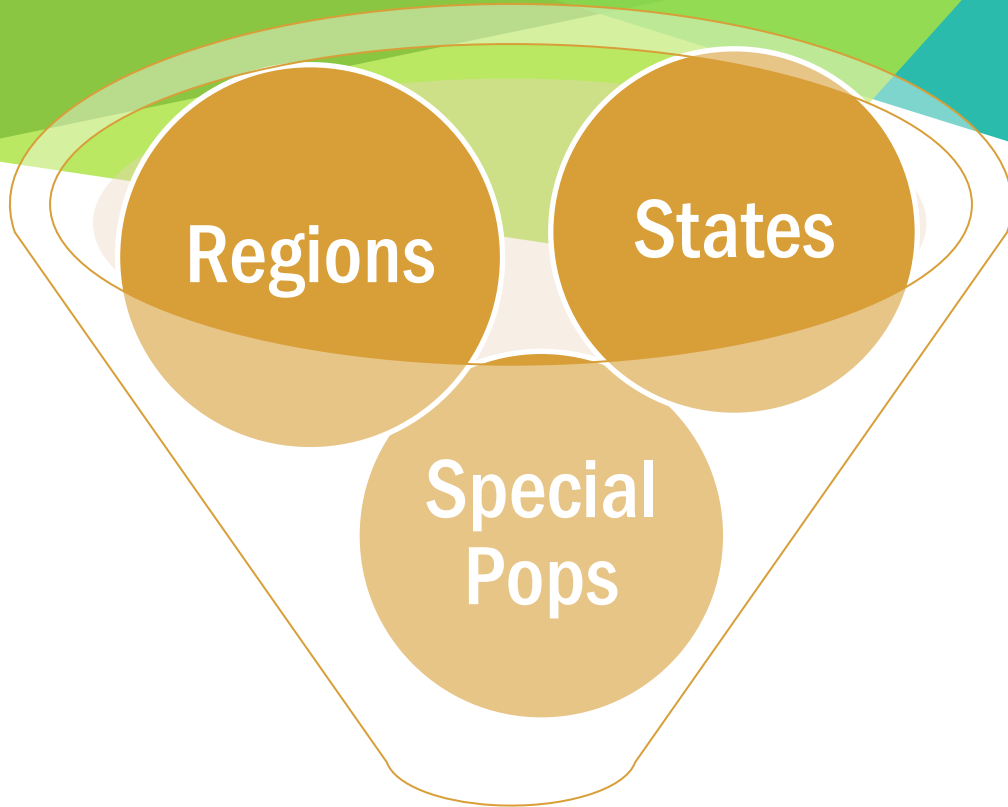
- Why is this number this way?

Solution

- Possible problem and solution

Back Page – Trends!

	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%



Regions

States

Special
Pops

Data Analysis



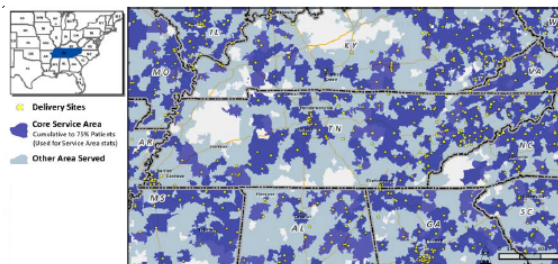
Recruitment and Retention - State Data Summary

TN

29 Health Center Organizations

Number of Sites	177	Any Grant Conditions?	17.2%
Medical Users	337,601	EHR Installed/In-Use?	96.6%
Special Pop Focus (majority of patients)?	3.4%	PCMH Recognition?	55.2%

FundingCHC 89.7% FundingMHC 10.3% FundingHO 20.7% FundingPH 10.3% Rural Grantees 72.4%



		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 Service Area	1) NHSC MD,DO Placement / Current MD Staff	6.9% (2)	10%	29	6) NHSC Dentist Placement / Current Staff FTE	7.7% (1)	10%	13
		2) NHSC NP,PA,CNM Placement / Current Staff	7.1% (2)	10%	28	7) NHSC Dentist Vacancy / Current Staff FTE	15.4% (2)	10%	13
		3) NHSC MD,DO Vacancy / Current MD Staff	10.3% (3)	10%	29	8) NHSC Psych,LCSW Placement / Staff FTE	0.0% (0)	2%	17
		4) NHSC NP,PA,CNM Vacancy / Current Staff	3.6% (1)	8%	28	9) NHSC Psych,LCSW Vacancy / Current Staff FTE	5.9% (1)	8%	17
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	17.2% (5)	10%	29	10) Language Focus (% Best Served nonEnglish)	0.0% (0)	10%	29
Retention	Health Center S.A.	1) Primary Care MD/DOs per 100k Pop	27.6% (6)	10%	29	11) 4 Year Avg Profit/Loss (as % Expenses)	17.2% (5)	9%	29
		2) % Non-MD providers (wgt by productivity)	20.7% (6)	10%	29	4) Dentists per 100k Pop	24.1% (7)	10%	29
		3) Specialist MD/DOs per 100k Pop	27.6% (6)	10%	29	5) Population Density (pop/sq.mile)	0.0% (0)	10%	29
		1) Months per Senior Admin staff (CEO/CMO)	3.4% (1)	10%	29	6) % Limited English Proficiency	0.0% (0)	10%	29
		2) Patient Panel per Med provider FTE	10.3% (3)	10%	29	9) Year-end Staff Count per FTE - PC MD,DOs	16.7% (4)	19%	24
		3) Visits per FTE - PC MD,DO	6.9% (2)	10%	29	10) Year-end Staff Count per FTE - PC NP,PA,CNM	17.9% (5)	19%	28
		4) Ratio of Visits per PC Team FTE to MGMA mix	13.8% (4)	10%	29	11) Avg Tenure Months/ Staff Count - PC MD	14.3% (4)	11%	28
		5) % NonPhysician providers (of Med prov. FTE)	17.2% (5)	10%	29	12) Avg Tenure Months/ Staff Count - NP,PA,CNM	10.7% (3)	10%	28
		6) Primary Care Clinical Support Ratio	10.3% (3)	10%	29	13) Clinical Quality - Diabetes (HbA1c<8%)	6.9% (2)	10%	29
		7) Admin Support Ratio - Medical	3.4% (1)	10%	29	14) Clinical Quality - Hypertension (controlled)	10.3% (3)	11%	29
		8) Dental Clinical Support Ratio	30.8% (4)	11%	13	15) Year-end staff individuals per FTE-Dentists	0.0% (0)	23%	9
1) Violent crime rate per 100k Pop	20.7% (6)	10%	29	16) Year-end Psychiatrist,Psychologist per FTE	0.0% (0)	24%	4		
				17) Year-end LCSW per FTE	22.2% (2)	28%	9		
				2) % Pop with Non-Medical Use of Pain Meds	0.0% (0)	10%	29		
				3) % Pop with Illicit Drug Dependence/Abuse	0.0% (0)	10%	29		

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

Number of CHCs with Blue Flags in TN

		State Flag Rate* and (Count)	National Flag Rate	State Applicable Count	
Recruitment	Health Center	1) NHSC MD,DO Placement / Current MD Staff	6.9% (2)	10%	29
		2) NHSC NP,PA,CNM Placement / Current Staff	7.1% (2)	10%	28
		3) NHSC MD,DO Vacancy / Current MD Staff	10.3% (3)	10%	29
		4) NHSC NP,PA,CNM Vacancy / Current Staff	3.6% (1)	8%	28
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	17.2% (5)	10%	29

State Flag Rate

- Review User Guide

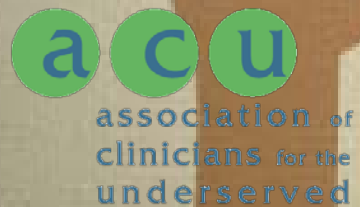
Context

- Why is this number this way?

Solution

- Possible problem and solution

Questions?



Work Groups

Individual

- Blue Flags & Interesting Issues
- User Guide & Meaning

State

- Top Issues
- User Guide & Meaning



Stay in touch!

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