RESOURCES & DATA FOR TODAY'S WORKFORCE CHALLENGES

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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

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JOHN SNOW, INC.

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THE FUN AWAITS!

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

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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Solutions, Training, and Assistance
for Recruitment and Retention

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- Primary Care Offices
- Bureau of Primary Health Care

RESOURCES

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- Self-Assessment Tool
- Financial Assessment Tool
- R&R Plan Template
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TRAINING

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- Advisory Groups

September 2016

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18	19	20	21	22 STAR² Center at APHCA Annual Conference	23	24
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See all events

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RECRUITMENT & RETENTION DATA PROFILES

Confidential Data Profiles

55 Data Points from 13 Data Sets

Using Data to Identify Need

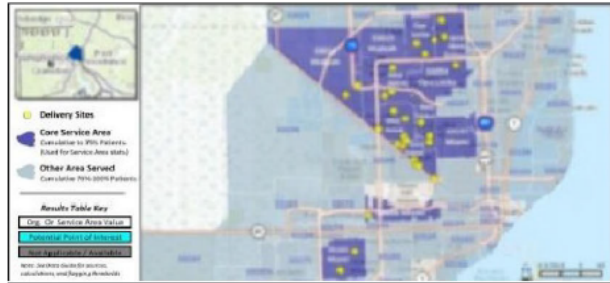## Health Center Recruitment and Retention Data Summary
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STAR²CENTER

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 ☑ MHC ☐ HO ☐ PH ☐ Urban		% of S.A. pop covered by a PC HPSA	0%

Delivery Sites
Core Service Area
Other Area Served
Results Table Key

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%

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
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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Recruitment

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

Trend Measure	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

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USER GUIDE

STAR²CENTER

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.

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ALL 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 ☑ MHC ☐ HO ☐ PH ☐	Urban	% of S.A. pop covered by a PC HPSA	0%

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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 ☑ MHC ☐ HO ☐ PH ☐	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

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ALL 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%

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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%
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**
		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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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***					Curve
						10th	25th	50th	75th	90th	
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	

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USER GUIDE: COLUMNS 1-2

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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USER GUIDE: COLUMN 3

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)

USER GUIDE: BENCHMARKS & FLAGS

| 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	

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

- Understand Number

Solution

- Concrete Challenge & 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%

STATE AGGREGATE REPORT

Data Analysis

NUMBER OF CHCS WITH BLUE FLAGS IN ILLINOIS

			State Flag Rate* and (Count)	National Flag Rate	State Applicable Count
Recruitme	Health Center	1) NHSC MD,DO Placement / Current MD Staff	17.8% (8)	10%	45
		2) NHSC NP,PA,CNM Placement / Current Staff	4.4% (2)	10%	45
		3) NHSC MD,DO Vacancy / Current MD Staff	4.4% (2)	10%	45
		4) NHSC NP,PA,CNM Vacancy / Current Staff	4.4% (2)	8%	45
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	15.2% (7)	10%	46

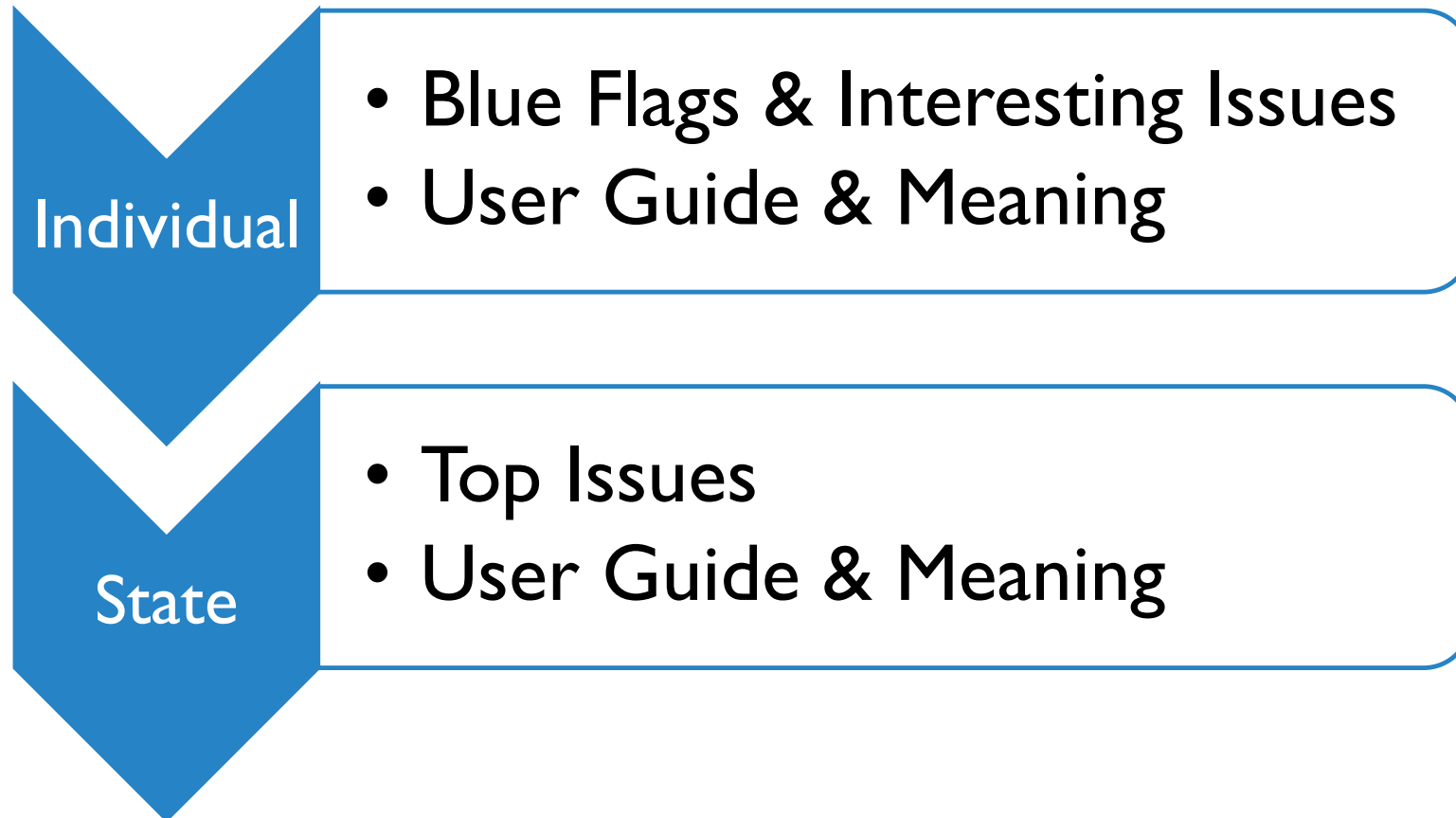www.chcworkforce.org

Blue Flags
- Review User Guide

Solution
- Concrete Challenge & Solution
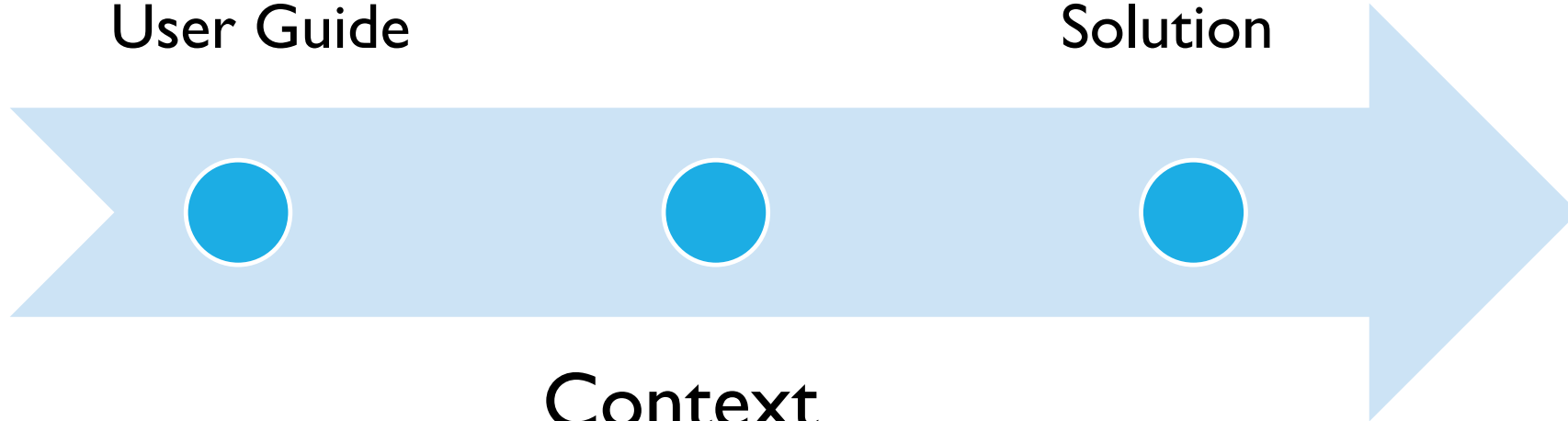
Context
- Understand Number

WORK GROUPS

Individual
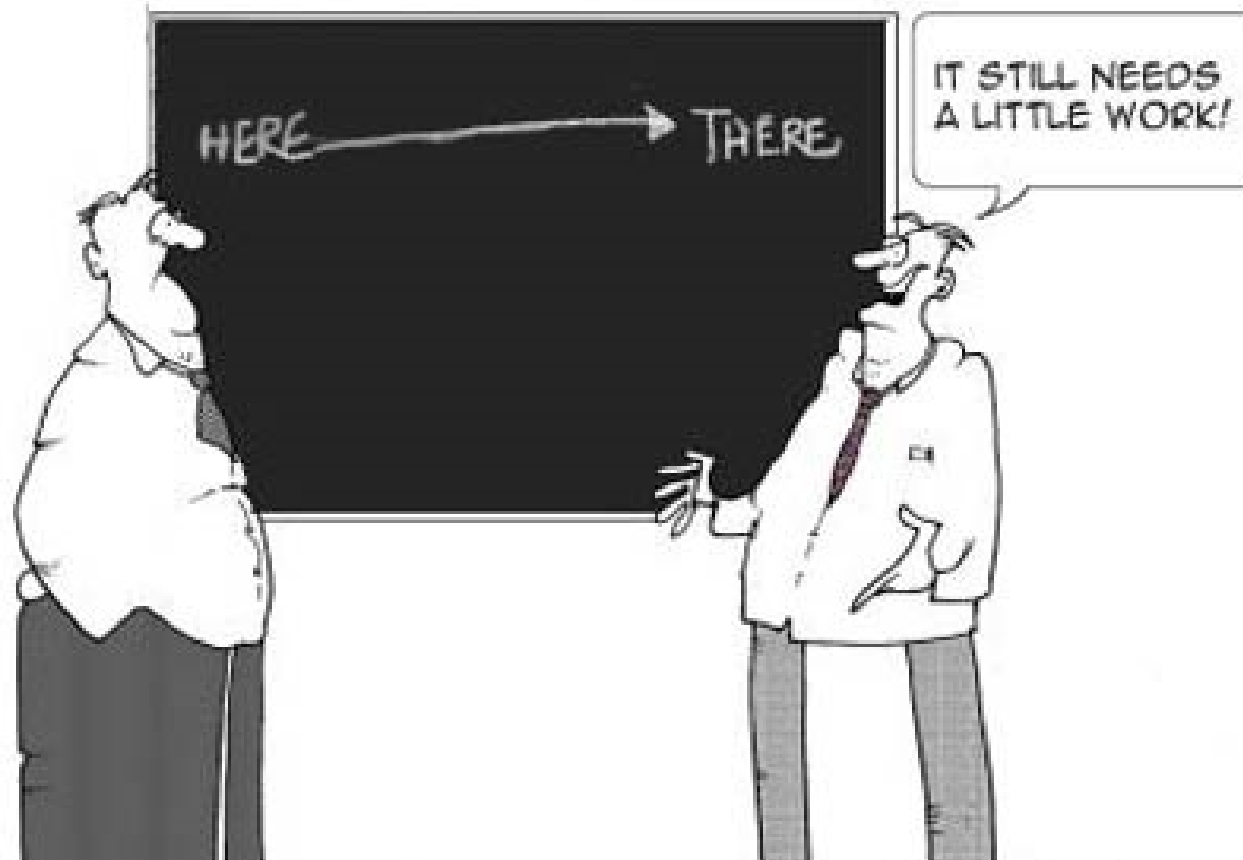- Blue Flags & Interesting Issues
- User Guide & Meaning

State
- Top Issues
- User Guide & Meaning

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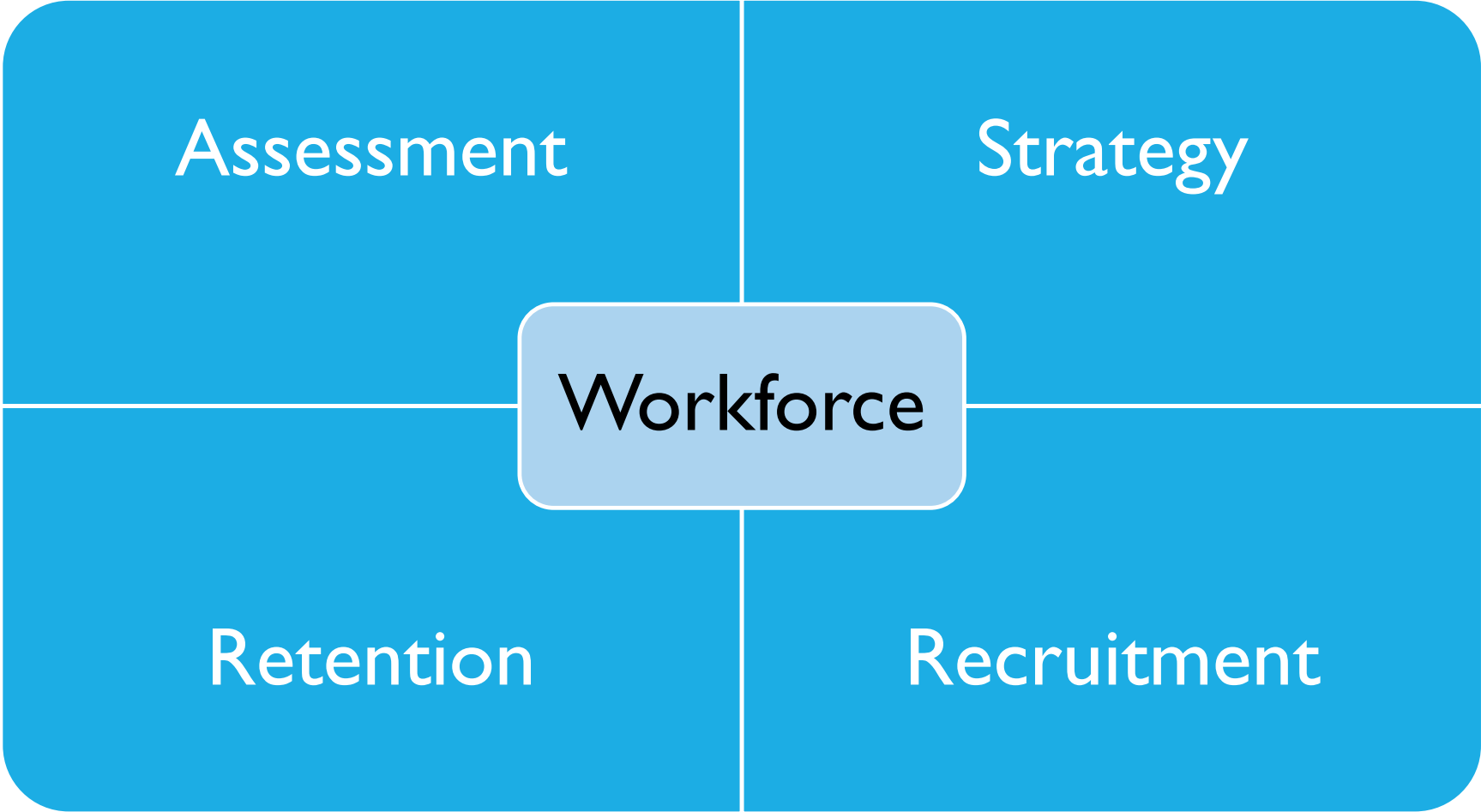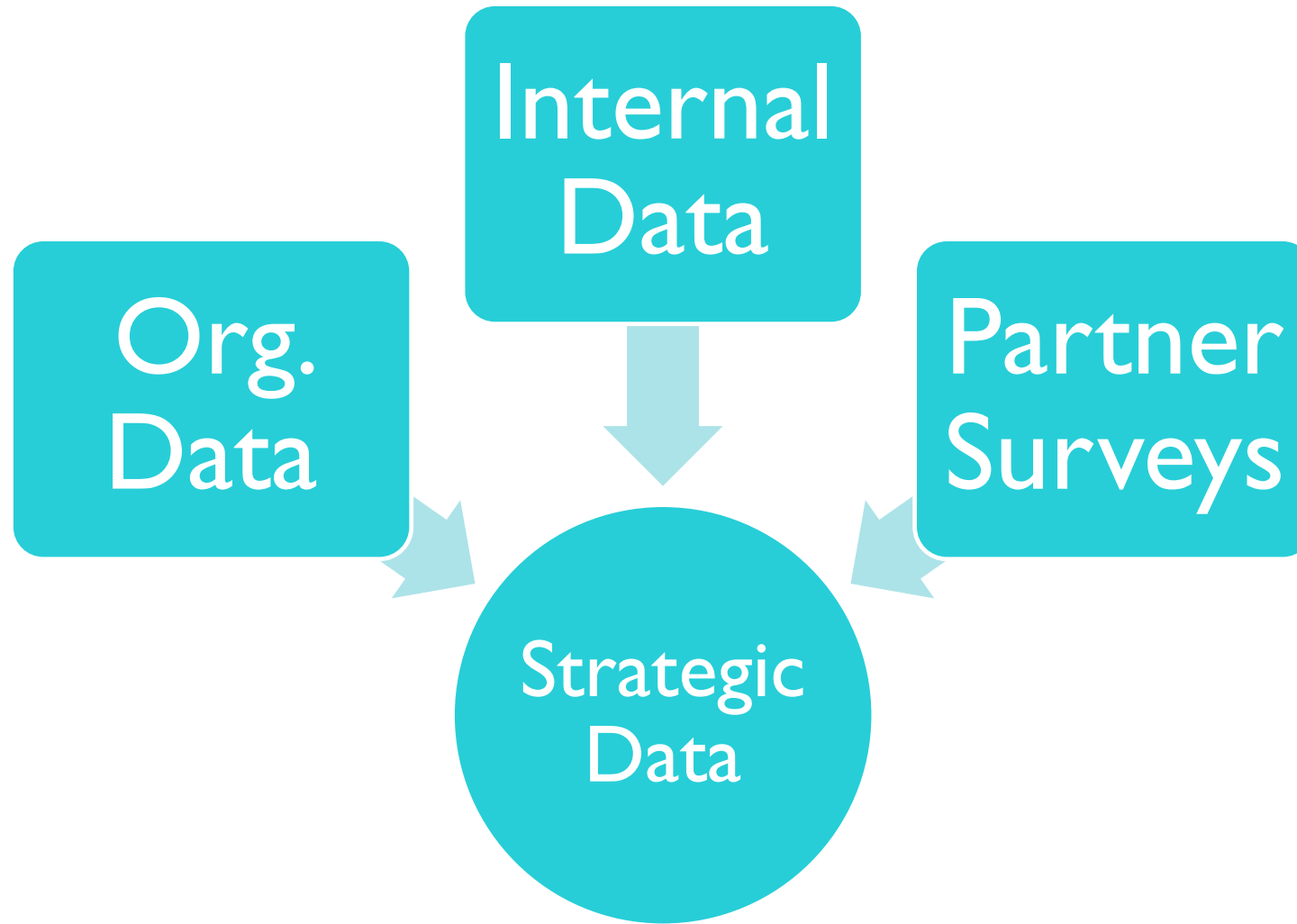
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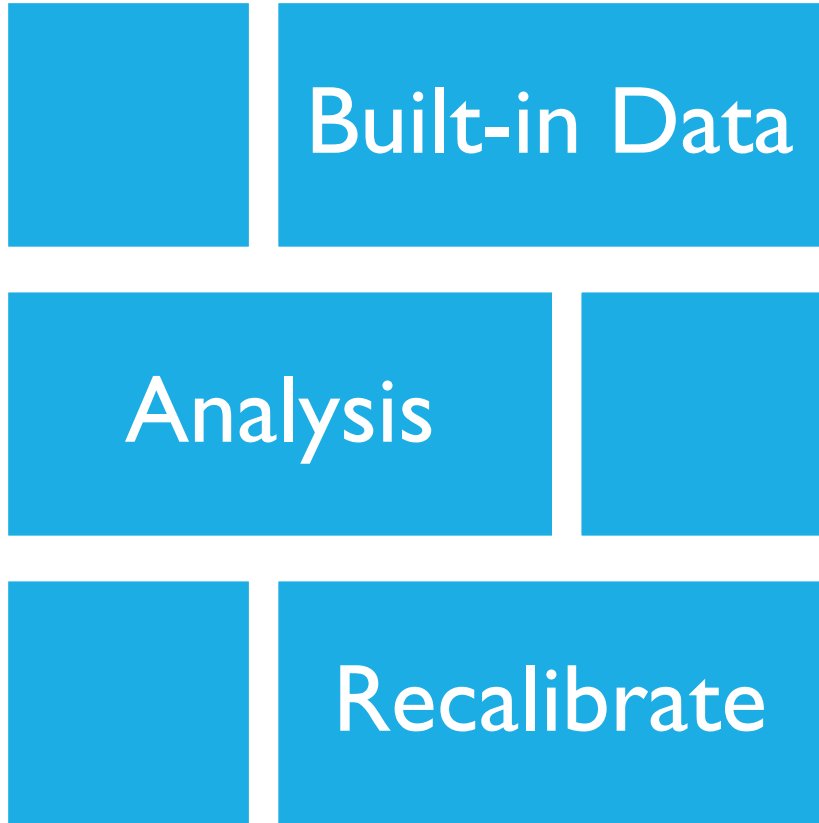www.glasbergen.com

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FULL TIME VS. PART-TIME

Intentionality vs. Need

Impact on Patient Care

Retention & Culture
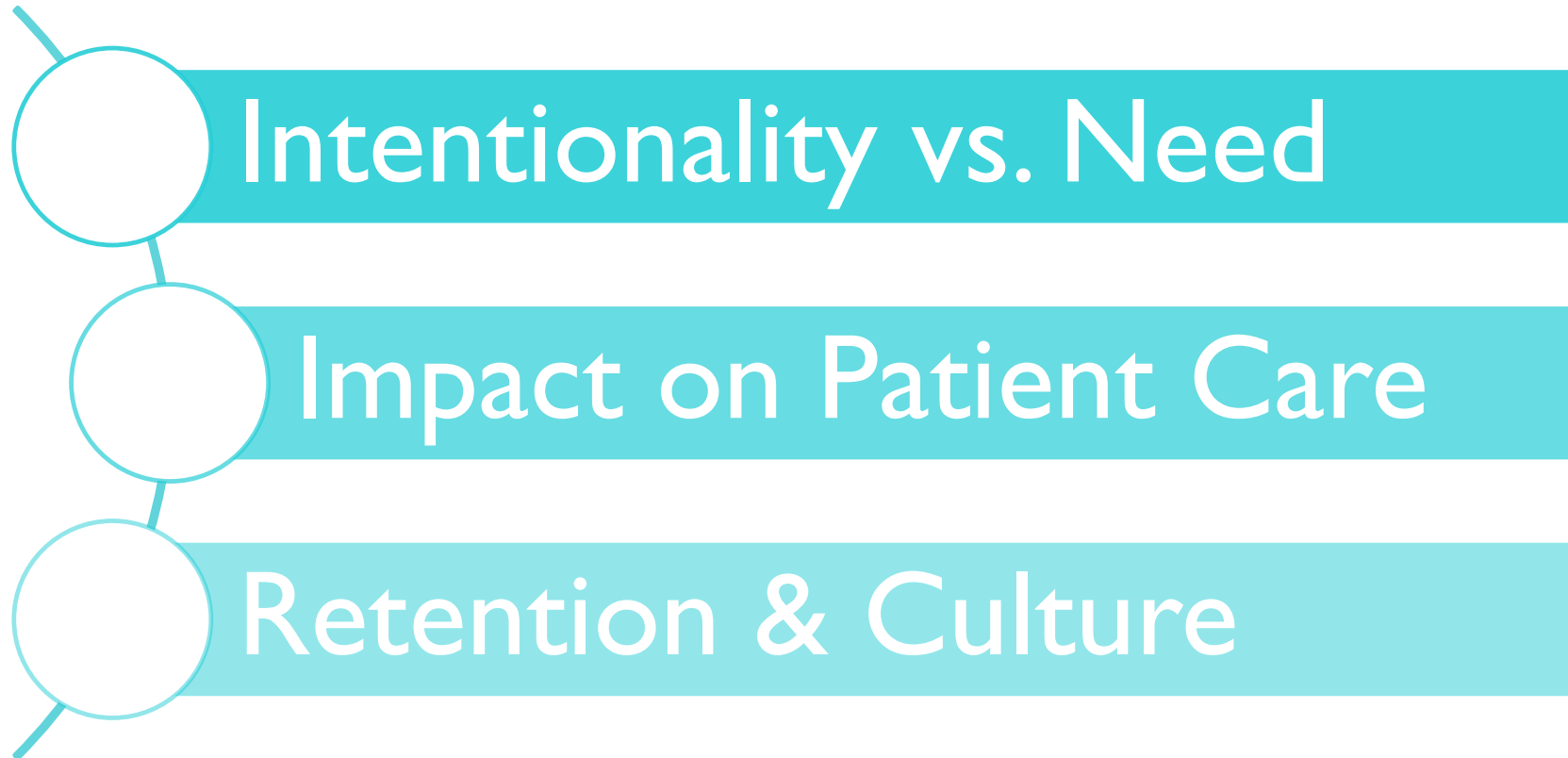
Data: What's Happening?	• Part-Time NPs w/Turnover
Strategy: Now What?	• Plans & Processes
Recruitment: New Staff?	• Sourcing Strategy
Retention: Support Staff?	• Stay Interviews
Realignment	• Data, Goals, Change

PATIENT PANELS

Clinician Burnout

Retention

Data: What's Happening?	• High Patient Panels
Strategy: Now What?	• Restructuring
Recruitment: New Staff?	• More Support Staff
Retention: Support Staff?	• Stay Interviews
Realignment	• Data, Goals, Change

NHSC USE

Narrow Recruitment Strategy

Low Retention

Disruptive Turnover

Data: What's Happening?	• Need NHSC Staff Data
Strategy: Now What?	• Collect HR Metrics
Recruitment: New Staff?	• Identify Existing Staffer
Retention: Support Staff?	• Staff Engagement Survey
Realignment	• Data, Goals, Change

STAY IN TOUCH!

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