



# WELCOME!

EXPLORING AND USING THE RECRUITMENT & RETENTION PLAN TEMPLATE  
WEBINAR 2: PLANNING FOR RETENTION  
NOVEMBER 8, 2016  
2:00-3:00PM ET

# STAR<sup>2</sup> CENTER

- [www.chcworkforce.org](http://www.chcworkforce.org) | 844-ACU-HIRE
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  - 703-562-8819

# WEBINAR HOUSEKEEPING

We are  
Recording

Ask  
Questions

Have Fun

# PRESENTER

- Paddy DiPadova | Senior Health Care Consultant, John Snow, Inc.
- Pamela Byrnes | Senior Consultant, John Snow, Inc.

# AGENDA

- Introduction to Health Center Provider Retention and Recruitment Plan Tools
- Part II: Planning for Retention

# STAR<sup>2</sup> CENTER RECRUITMENT & RETENTION PLAN TOOLS

## Purpose:

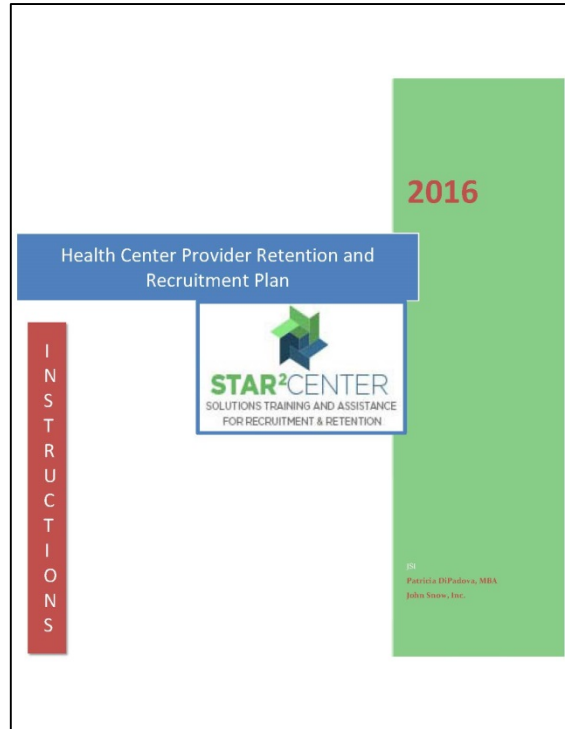
Assist health centers in developing a written Retention and Recruitment plan. The Retention and Recruitment Plan Template provides a structure and thought process for improving retention and recruitment practices.

<http://www.chcworkforce.org/acu-health-center-provider-retention-and-recruitment-plan-template>

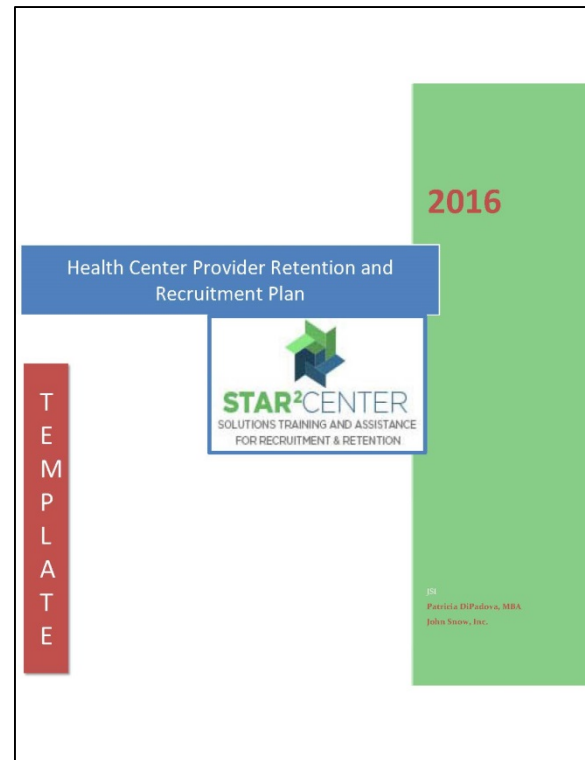


# HEALTH CENTER PROVIDER RETENTION & RECRUITMENT PLAN TOOLS

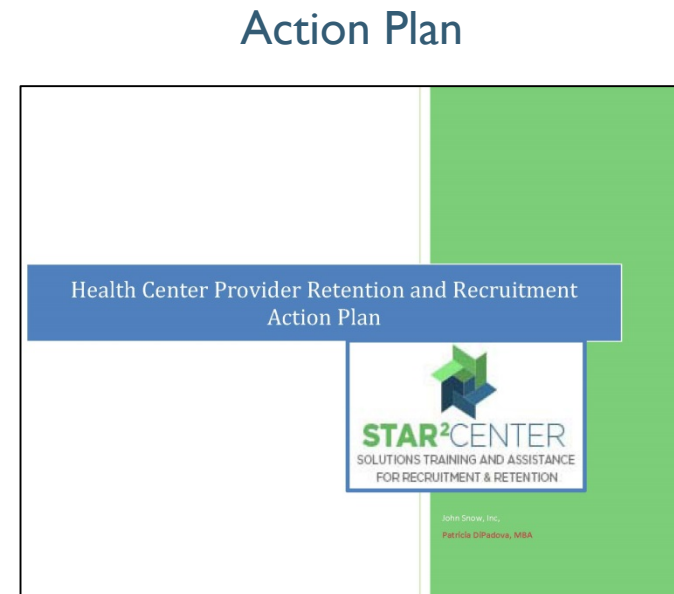
# Health Center Provider Retention & Recruitment Plan Tools



Instructions



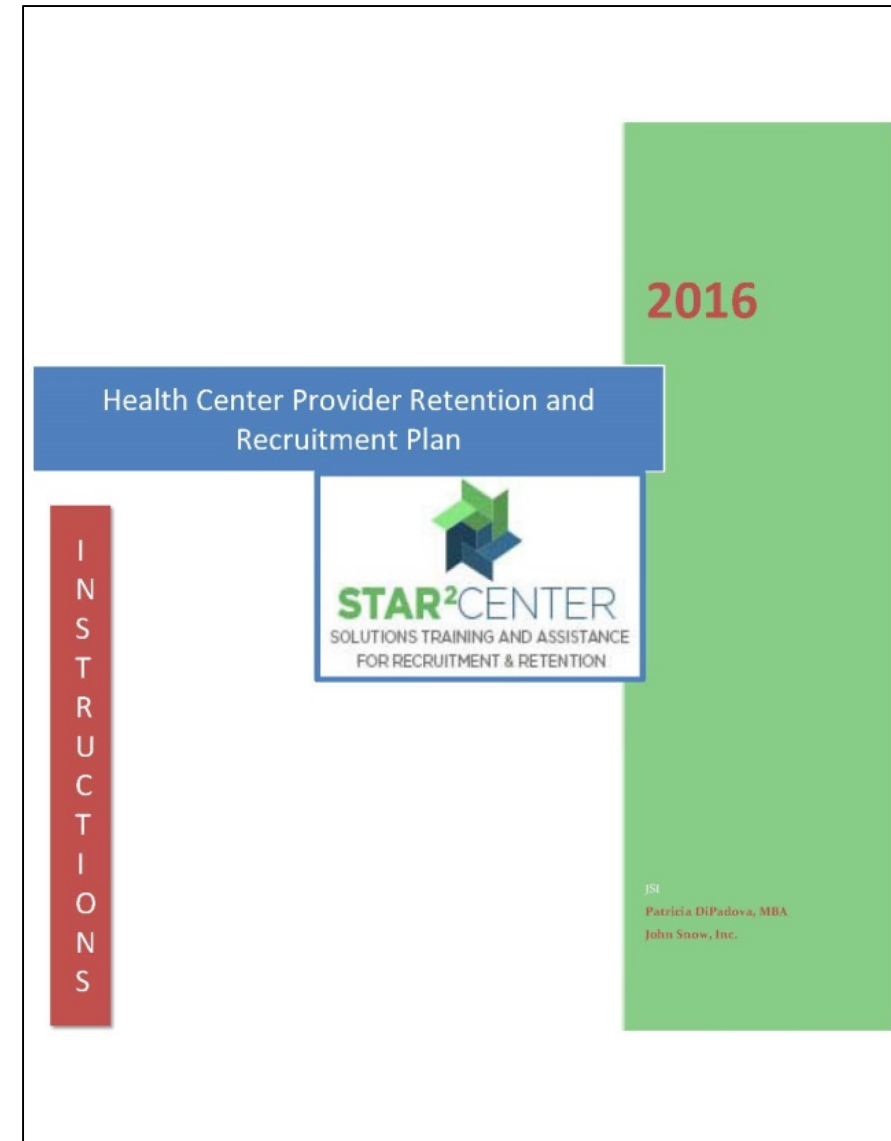
Template





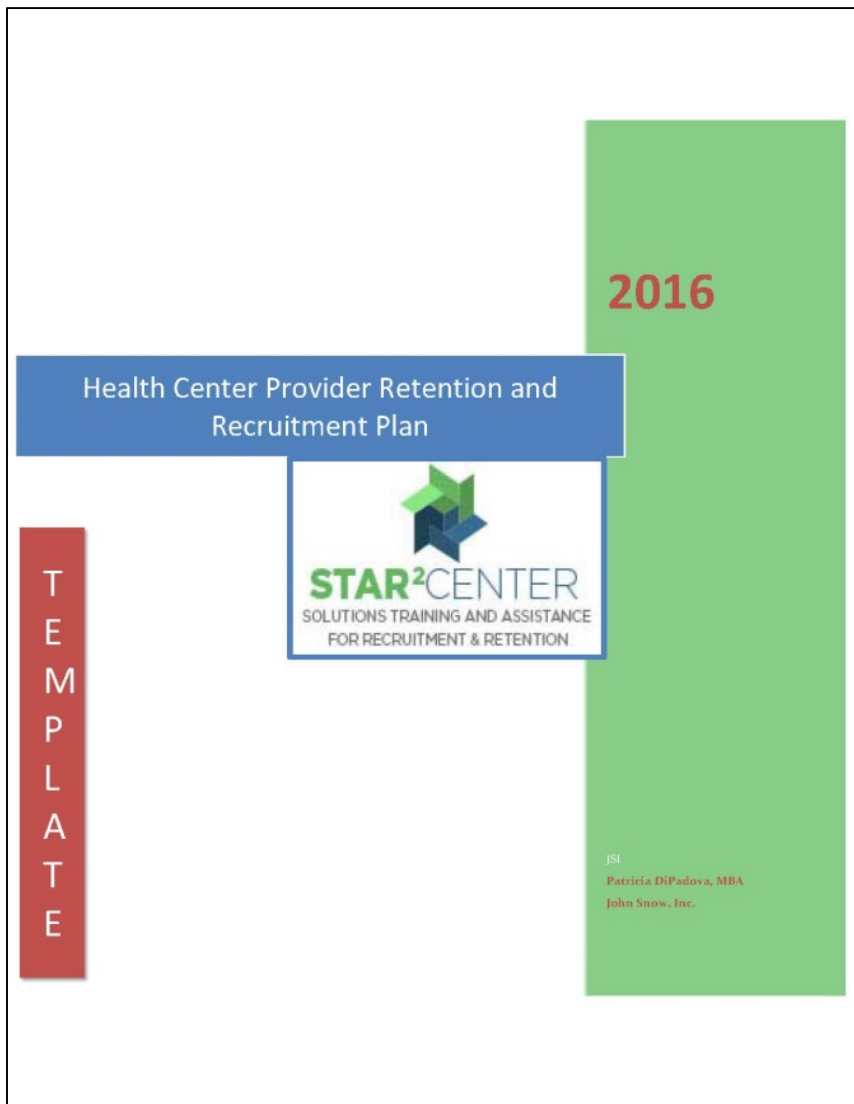
# INSTRUCTIONS

- How to Use the Retention and Recruitment Template and the Action Plan Documents
- Rationale for each element
- Benchmark Data
- Examples



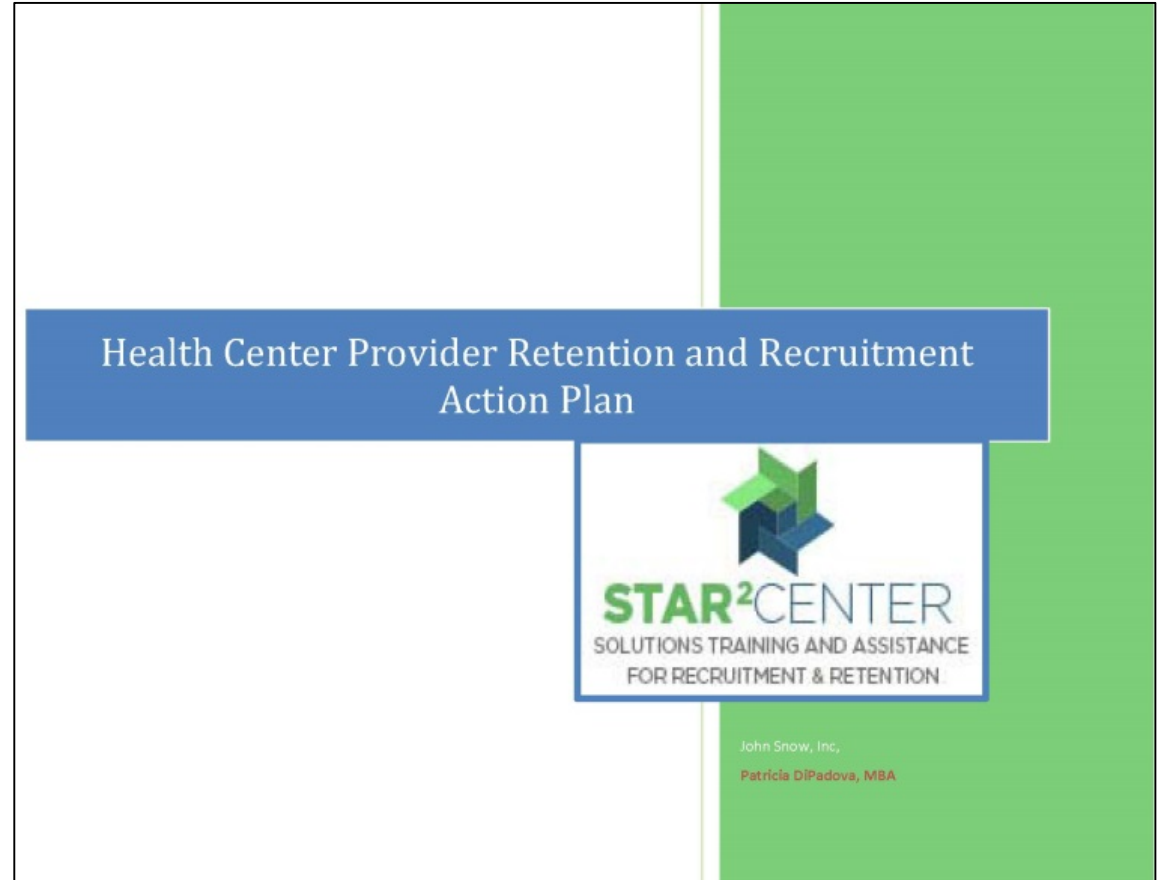
# TEMPLATE

- Modify and save as your own plan
- Main body of document – MS Word
- MS Excel tracking form

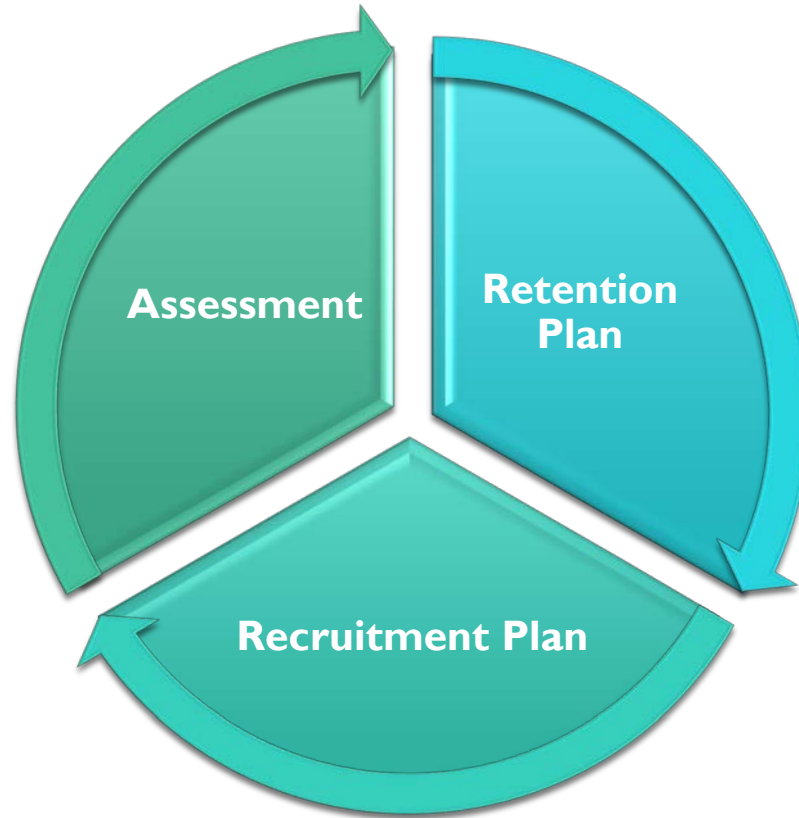


# ACTION PLAN

- Keep track of gaps and opportunities
- Identify strategies for improvement
- Create a timeline for completion



# MAIN SECTIONS OF R&R PLANNING TOOLS





# PLANNING FOR PROVIDER RETENTION

# POLL QUESTION



# PROVIDER RETENTION

- Best strategy to minimize need to recruit
  - STAR<sup>2</sup> Financial Impact Tool
- Identifying issues and making improvements in advance can improve recruiting process
- Understanding issues that can't be changed can help focus recruitment efforts

## STAR<sup>2</sup> Financial Impact Tool

Data Input Table

Description	Input Value	National Estimate	Select Estimate
<b>Salary Information</b>			
Business Office (Patient Accounts/Billing) Salary and Benefits per hour		\$ 31.73	<input checked="" type="radio"/> Business Office
CEO/Administrator Salary and Benefits per hour		\$ 59.00	<input type="radio"/> CEO/Admin
Chief Medical Officer Salary and Benefits per hour		\$ 107.86	<input type="radio"/> CMO
Human Resources Salary and Benefits per hour		\$ 31.73	<input type="radio"/> HR
IT Hourly Rate plus benefits		\$ 19.70	<input type="radio"/> IT
Leaving Provider Annual Salary plus benefits		\$ 160,000	<input type="radio"/> Leaving Provider
Nurse/MA Hourly Rate plus benefits		\$ 28.68	<input type="radio"/> Nurse/MA
Other Providers Average Hourly Rate plus benefits		\$ 92.30	<input type="radio"/> Other Providers
Support Staff Salary and Benefits per hour		\$ 19.46	<input type="radio"/> Support Staff
<b>Outside Recruiting Expenses</b>			
Recruiting Service		\$ 26,000	<input type="radio"/> Recruiting Service
Advertising Costs (2 national journal print ads, 1 national online service x 3 mths)		\$ 4,200	<input type="radio"/> Advertising
<b>Leaving Provider Practice Information</b>			
Average patient visits per day by leaving provider	15		<input type="radio"/> Patient visits
Average revenue/collections per visit with leaving provider	\$ 152		<input type="radio"/> Revenue per Visit
Malpractice Tail Coverage (if any)	\$ 12,000		<input type="radio"/> Malpractice
<b>Locum Tenens or Temporary Provider Arrangements</b>			
Estimated length of vacancy in work days		120	<input type="radio"/> Length of Vacancy
Locum Tenens daily rate		\$ 1,200	<input type="radio"/> Locum Tenens
Housing Expense		\$ 1,200	<input type="radio"/> Housing
Travel		\$ 500	<input type="radio"/> Travel
Estimated patient visits per day by Locum Tenens		9	<input type="radio"/> Locum Patient Visits
<b>Interview Expense</b>			
Number of in-person interviews		4	<input type="radio"/> # In-person Interviews
Hotel Expense per night per interview		\$ 137	<input type="radio"/> Hotel
Travel Expense per interview		\$ 500	<input type="radio"/> Interview Travel
All Staff breakfast with candidate per interview		\$ 150	<input type="radio"/> Staff/breakfast
CMO lunch with candidate per interview (incl. candidate and guest)		\$ 75	<input type="radio"/> CMO Lunch
Number of people included in interview dinner per interview		10	<input type="radio"/> Dinner Part Number
Interview Dinner Cost per person per interview, including tax and gratuity		\$ 40	<input type="radio"/> Dinner Cost per Person
Cost of other interview items, such as gift baskets, baby sitting service		\$ 150	<input type="radio"/> Other Interview Costs
<b>Hiring Expenses</b>			
Relocation Costs		\$ 10,000	<input type="radio"/> Relocation Costs
Signing Bonus		\$ 8,000	<input type="radio"/> Signing Bonus
Publicity Costs		\$ 250	<input type="radio"/> Publicity Costs
Other Costs, i.e. cell phone, lab coat		\$ 250	<input type="radio"/> Other Hiring Costs

Tangible Costs	Cost
<b>A. Termination Costs</b>	
1. Human Resources and/ or Business Office Expense for terminating benefits, COBRA administration (if applicable), notifying health plans of provider change in status.	\$ -
2. Estimated cost of a Locum Tenens or other part-time provider	\$ -
3. Malpractice tail coverage costs, if any	\$ -
<b>A. Total Termination Costs</b>	\$ -
<b>B. Replacement Costs</b>	
4. Advertising Costs	\$ -
5. Pre-interview Staff Time - to arrange advertising, accept, sort and document applications (written and electronic), respond to telephone and written inquiries, arrange visits including logistics (hotel, travel, recruitment dinner), schedule telephone interviews and meetings with medical director, other staff involved in the decision process.	\$ -
6. Professional Recruiting Service Expenses	\$ -
7. Interview Staff Expenses	\$ -
8. Interview Direct Costs (on-site face-to-face interview visits)	\$ -
9. Post Interview Expenses - staff time for negotiation, other hiring expenses (bonus, relocation)	\$ -
<b>B. Total Replacement Costs</b>	\$ -
<b>C. Net Impact to Revenue</b>	
10. Revenue Loss from Leaving Provider	\$ -
11. Revenue Recovered from Locum Tenens	\$ -
<b>C. Total Net Impact to Revenue (Recovered - Loss)</b>	\$ -
<b>D. New Hire/Onboarding Costs</b>	
12. Payroll startup, benefit enrollment, establish passwords, email account	\$ -
13. Credentialing services cost (internal or Credentialing Verification Organization (CVO))	\$ -
14. Internal and external publicity announcements	\$ -
15. Equipment and Uniform expense	\$ -
16. Orientation Costs	\$ -
17. Cost of Productivity lost to startup	\$ -
<b>D. Total New Hire/Onboarding Costs</b>	\$ -
<b>Total Financial Impact</b>	\$ -

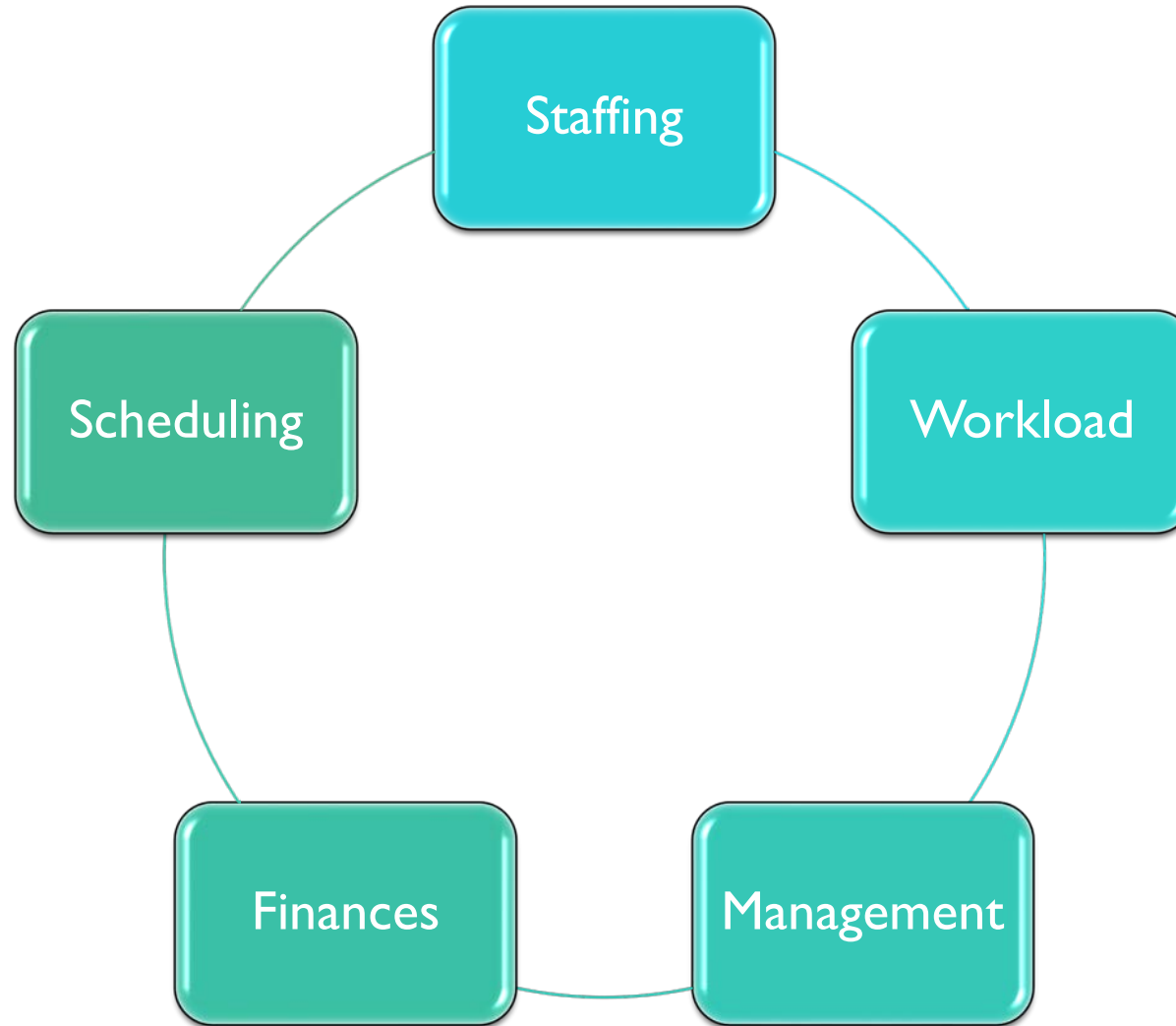
# FACTORS THAT IMPACT PROVIDER RETENTION

- Mission and goals of the practice
- Income
- Relationship with the administrator
- Call coverage
- How well the clinician and family fit with the service community
- Passion for community health
- Affinity for the patient population
- Desire to serve the community
- Loan Repayment

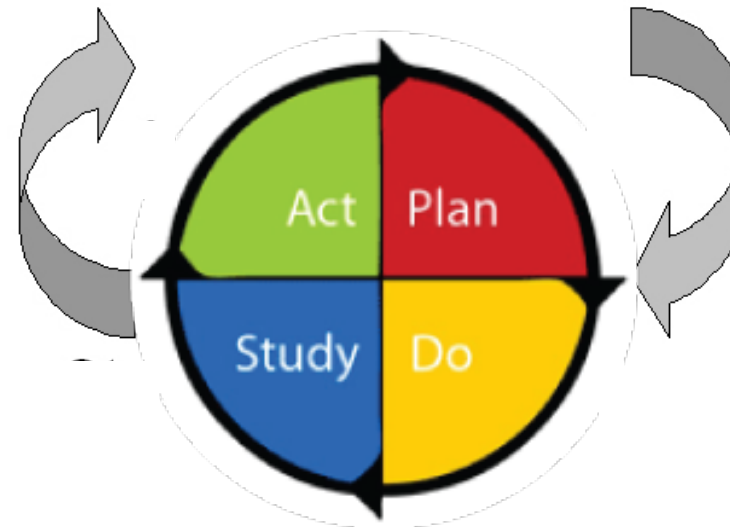
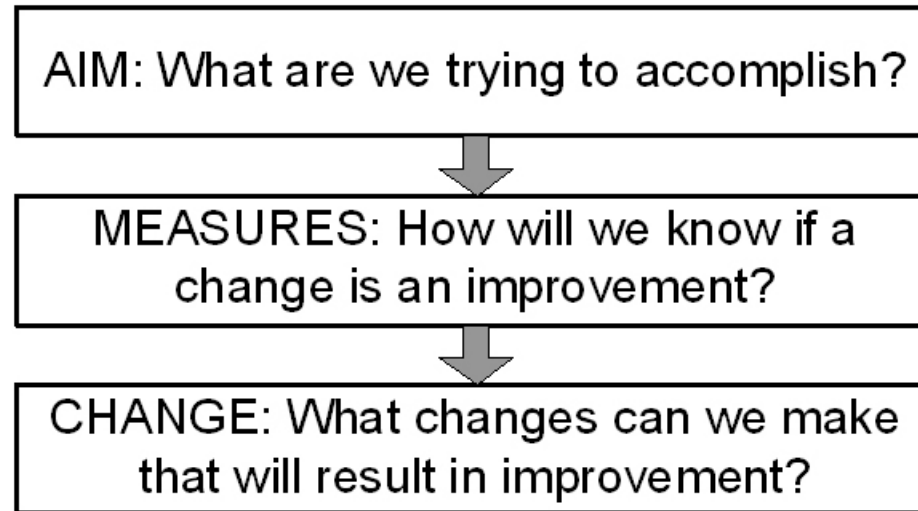




# FACTORS THAT DISCOURAGE PROVIDER RETENTION

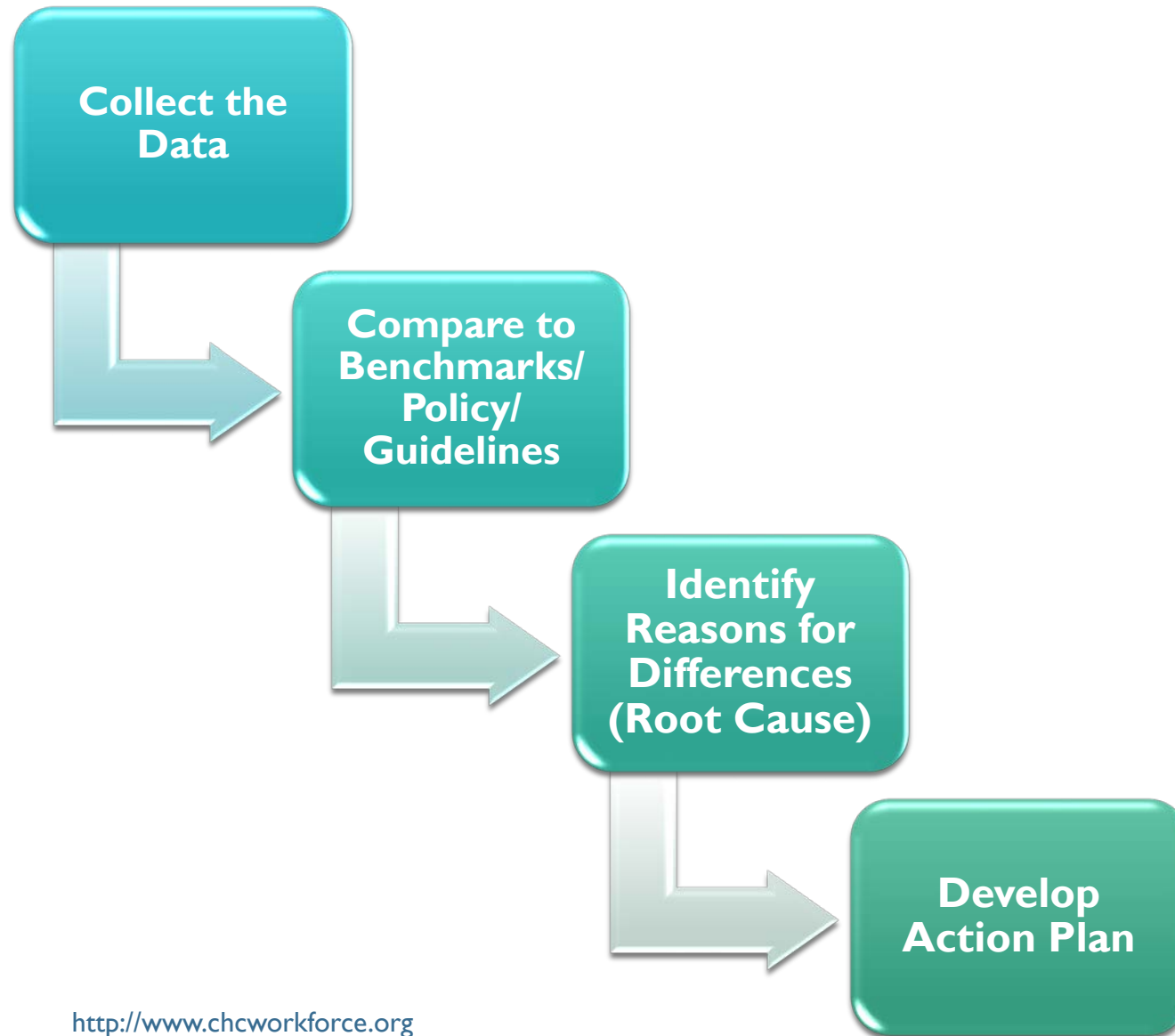


# THE MODEL FOR IMPROVEMENT



**Testing ideas  
before  
implementing  
changes**

# PLANNING



# ACTION PLAN DETAIL

## Retention

Health center's retention environment with identified gaps or barriers, opportunities and strategies for unmet needs.

Retention	Gaps/Barriers	Opportunities	Strategies for Improvement	Timeline
Mission				
Compensation				
Benefits				
Work Schedules				
Career Path				

# OPERATIONAL ASSESSMENT & STRATEGIC PLANNING

**Mission**

**Compensation**

**Benefits**

**Work  
Schedules**

**Career Path**

# MISSION

## #1 Factor impacting retention – Mission Aligns with Provider Values and Goals



- Written Mission Statement
  - Developed by a broad, representative team
  - Communicated to all staff and patients
  - Prominently displayed
  - Frequently revisited (annually) and reviewed
  - Included in the interview process for all staff

# COMPENSATION

- Provider Salary Review
- Develop Provider Compensation Plan
- Consider Provider Incentives
  - Production (revenue, visits or RVU based)
  - Quality
  - Patient Satisfaction
  - Internal Administrative Task Completion
  - End of year bonus



# BENEFITS

Benefit	Details	Review Results	Action Plan
Vacation			
Holidays			
Sick			
Educational Leave			
Educational Travel			
Educational Conference			
Health Insurance			
Dental Insurance			
Life Insurance			
Disability Insurance			
Retirement Plan			
Loan Repayment			
Other (specify)			



# WORK SCHEDULES

Schedule Type	Availability	Assessment	Action Plan
<b>Part-time</b>			
<b>Job Sharing</b>			
<b>Flexible Schedules</b>			
<b>School hours</b>			
<b>Evenings</b>			
<b>Weekends</b>			
<b>Long days</b>			

# CAREER PATH

Type	Availability	Assessment	Action Plan
<b>Clinical Oversight (Other Providers or Clinical Teams)</b>			
<b>Administrative Oversight (Programs/Services)</b>			
<b>Teaching Opportunities</b>			
<b>Medical Students</b>			
<b>Medical Residents</b>			
<b>Advanced Practice Students</b>			
<b>Advanced Practice Residents</b>			
<b>Telemedicine Opportunities</b>			
<b>Other (specify) :</b>			

# POLL QUESTION



# MAIN REASONS FOR PROVIDER DISSATISFACTION

- Staffing
  - lack of training
  - lack of partnership between support staff and providers
- Work load
- Management
  - need for better “facility flow” and infrastructure
  - lack of power to make improvements
  - not heard by management
- Financial considerations
- Scheduling/vacation
  - inflexible schedules
  - lack of work/life balance



# MEASURING AND PROMOTING PROVIDER SATISFACTION

Social Gatherings



Regular Evaluation Meetings



Exit Interviews



Satisfaction Surveys

## WRAP UP

- Focus on key issues impacting provider retention
- Collect data and identify areas needing improvement
- Identify issues that cannot be improved and make adjustments to recruitment process
- Assist in developing an improvement plan and strategies for better retention

## NEXT STEPS

### Complete Retention Plan

1. Communicate Results to Practice Team
2. Develop Action Plan
3. Implement Action Plan
4. Update Retention Plan

### Complete Recruitment Plan

1. Part III. Recruitment
2. Develop Action Plans



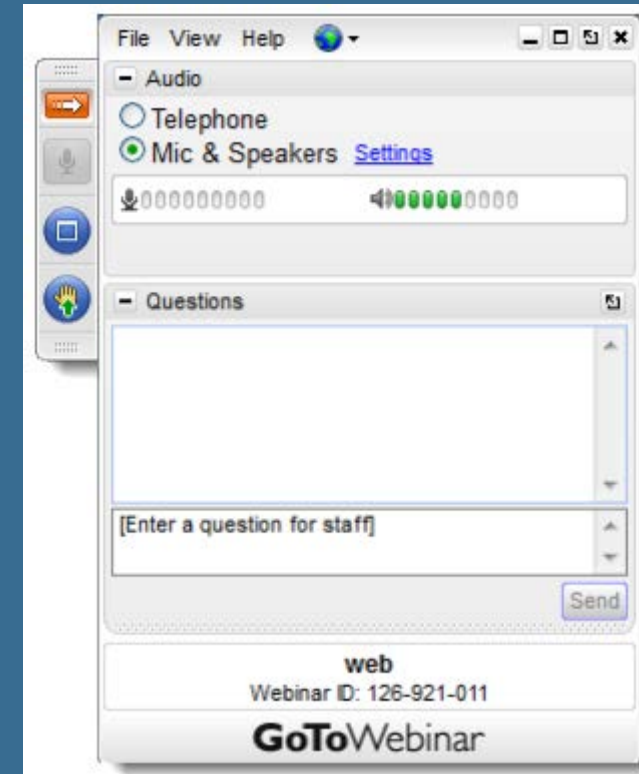
# FUTURE WEBINAR

- Webinar 3: Designing a Successful Recruitment Process Through Planning
  - Tuesday, December 13, 2016
    - 2:00-3:00pm ET



<http://ow.ly/nXoK304NP97>

- Questions?
  - Raise your hand
  - Use the chat & questions boxes
  - Email [mblake@clinicians.org](mailto:mblake@clinicians.org)







THANK YOU!