



USING YOUR WORKFORCE DATA PROFILE

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VP, TRAINING & PROGRAMS

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

POLL QUESTION





WITHOUT DATA

YOU'RE JUST ANOTHER PERSON

WITH AN OPINION

W. EDWARDS DEMING

RECRUITMENT & RETENTION DATA PROFILES

Confidential Data Profiles

51 Data Points from 12 Data Sets

Using Data to Identify Need



Health Center Recruitment and Retention Data Summary

H80CS00000: GENERIC HEALTH CENTER, INC
10 MAIN ST. | ANYTOWN, USA 01234

Descriptive Attributes			
Health Center Organization		Service Area	
Number of Sites	4	FQHC Uninsured Penetration	30%
Medical Users	6,282	FQHC Medicaid Penetration	9%
% Non-Patient Service Revenue	54%	# Grantees serving area	6
Special Pop Focus (majority of patients)?	No	Total Pop in SA	77,872
EHR Installed/In-Use?	Yes	Total Low Income Pop in SA	40,570
PCMH Recognition?	Yes	% Medicaid Pop	26%
Grantee Medical HPSA Score	16	% Uninsured Pop	13%
% of S.A. pop covered by a PC HPSA	100%	% Low Income Pop	52%
CHC <input checked="" type="checkbox"/>	MHC <input type="checkbox"/>	HO <input type="checkbox"/>	PH <input type="checkbox"/>
		Rural <input type="checkbox"/>	



Category	Health Center	Area	Value	Value	Value
Recruitment	Health Center	1) NHSC Placement % of MD,DO Staff	0%	6) NHSC Vacancies as % of MD,DO Staff	195%
		2) NHSC Placement % of NP,PA,CNM Staff	29%	7) NHSC Vacancies as % of NP,PA,CNM Staff	0%
		3) NHSC Placement % of Dentist Staff	0%	8) NHSC Vacancies as % of Dentist Staff	0%
		4) NHSC Placement % of Psych,LCSW Staff		9) NHSC Vacancies as % of Psych,LCSW Staff	
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	84%	10) Language Focus (% Best Served nonEnglish)	7%
Retention	Health Center	1) Primary Care MD/DOs per 100k Pop	34	3) Population Density (pop/sq.mile)	49
		2) Specialist MD/DOs per 100k Pop	31	4) % Limited English Proficiency	3%
		9) Months per Senior Admin staff (CEO/CMO)	136	10) Avg Tenure Months/ Staff Count - PC MD	58
		10) Avg Tenure Months/ Staff Count - NP,PA,CNM	57	11) Avg Tenure Months/ Staff Count - NP,PA,CNM	57
		12) Clinical Quality - Diabetes (HbA1c<8%)	54%	13) Clinical Quality - Hypertension (controlled)	58%

Wednesday, November 22, 2017

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

H80CS00000: GENERIC HEALTH CENTER, INC.

Trend Measure		2 Prior Report	Prior Report	Current Report	Trend (from 2 Prior)
Recruitment	1) NHSC Placement % of MD,DO Staff	0%	0%	0%	0%
	2) NHSC Placement % of NP,PA,CNM Staff	0%	0%	29%	29%
	3) NHSC Placement % of Dentist Staff	0%	0%	0%	0%
	4) NHSC Placement % of Psych,LCSW Staff	Not included			
	5) Ratio of Avg. Pay per Med FTE to MGMA mix	73%	71%	84%	11%
	6) NHSC Vacancies as % of MD,DO Staff	0%	38%	195%	195%
	7) NHSC Vacancies as % of NP,PA,CNM Staff	0%	52%	0%	0%
	8) NHSC Vacancies as % of Dentist Staff	0%	0%	0%	0%
	9) NHSC Vacancies as % of Psych,LCSW Staff				
	10) Language Focus (% Best Served nonEnglish)	9%	9%	7%	-2%
	11) 4 Year Avg Profit/Loss (as % Expenses)	0%	-4%	-4%	-4%
Retention	1) Patient Panel per Med provider FTE	860	670	735	-126
	2) Visits per FTE - PC MD,DO	2,386	2,181	2,077	-309
	3) Ratio of Visits per PC Team FTE to MGMA mix	85%	71%	79%	-7%
	4) % NonPhysician providers (of Med prov. FTE)	60%	69%	82%	22%
	5) Primary Care Clinical Support Ratio	1.35	1.07	1.41	0.06
	6) Dental Clinical Support Ratio	0.55	0.65	0.56	0.02
	7) Year-end Staff Count per FTE - PC MD,DOs	1.07	0.76	1.95	0.88
	8) Year-end Staff Count per FTE - PC NP,PA,CNM	1.21	1.39	1.00	-0.21
	9) Months per Senior Admin staff (CEO/CMO)	100	112	136	36
	10) Avg Tenure Months/ Staff Count - PC MD	70	97	58	-12
	11) Avg Tenure Months/ Staff Count - NP,PA,CNM	94	67	57	-37
	12) Clinical Quality - Diabetes (HbA1c<8%)	57%	64%	54%	-4%
	13) Clinical Quality - Hypertension (controlled)	67%	67%	58%	-9%
	14) Year-end staff individuals per FTE - Dentists	1.94	1.00	1.00	-0.94
	15) Year-end Psychiatrist,Psychologist per FTE				
	16) Year-end LCSW per FTE				

Note: Due to a change in the timing of the release of these profiles, this report incorporates 2016 UDS data, while the prior reports are based on 2013 and 2014 UDS respectively, with no profile report based on 2015 UDS.

What Now?

- Review your Data Profile and note any blue flagged data points as potential areas of interest.
- Visit the [Data Profile Information Center](#) to access the User Guide and other supporting documents for more on specific data points and what they mean.
- Contact STAR² Center staff to further discuss your profile and/or schedule Technical Assistance.
 - info@chcworkforce.org -- 844-ACU-HIRE
- Search the STAR² Center website (<http://www.chcworkforce.org/>) for tools and training related to your specific workforce issues.

USER GUIDE



<http://chcworkforce.org/sites/default/files/STAR2%20Center%20Data%20Profile%20UserGuide%20-%20November%202017.pdf>



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 grantee-level characteristics for the current and prior two profile reports produced. The trend is shown in percent change terms from the report 2 periods ago. Note: Prior Year flagging is based on the flagging thresholds for those years, not on the Current Year thresholds shown below. See prior guides for details.

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

ALL DESCRIPTIVE MEASURES



Health Center Recruitment and Retention Data Summary

H80CS00000: GENERIC HEALTH CENTER, INC

10 MAIN ST. | ANYTOWN, USA 01234

Descriptive Attributes

Health Center Organization		Service Area	
Number of Sites	4	FQHC Uninsured Penetration	30%
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% of S.A. pop covered by a PC HPSA	100%	% Low Income Pop	52%
CHC <input checked="" type="checkbox"/> MHC <input type="checkbox"/> HO <input type="checkbox"/> PH <input type="checkbox"/> Rural			

DESCRIPTIVE MEASURES: HEALTH CENTER

Descriptive	
Health Center Organization	
Number of Sites	4
Medical Users	6,282
% Non-Patient Service Revenue	54%
Special Pop Focus (majority of patients)?	No
EHR Installed/In-Use?	Yes
PCMH Recognition?	Yes
Grantee Medical HPSA Score	16
% of S.A. pop covered by a PC HPSA	100%
CHC <input checked="" type="checkbox"/> MHC <input type="checkbox"/> HO <input type="checkbox"/> PH <input type="checkbox"/>	Rural

DESCRIPTIVE MEASURES: SERVICE AREA

Attributes	
Service Area	
FQHC Uninsured Penetration	30%
FQHC Medicaid Penetration	9%
# Grantees serving area	6
Total Pop in SA	77,872
Total Low Income Pop in SA	40,570
% Medicaid Pop	26%
% Uninsured Pop	13%
% Low Income Pop	52%

MAP



ALL RECRUITMENT MEASURES

Recruitment	Health Center	1) NHSC Placement % of MD,DO Staff	0%	6) NHSC Vacancies as % of MD,DO Staff	195%
		2) NHSC Placement % of NP,PA,CNM Staff	29%	7) NHSC Vacancies as % of NP,PA,CNM Staff	0%
		3) NHSC Placement % of Dentist Staff	0%	8) NHSC Vacancies as % of Dentist Staff	0%
		4) NHSC Placement % of Psych,LCSW Staff		9) NHSC Vacancies as % of Psych,LCSW Staff	
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	84%	10) Language Focus (% Best Served nonEnglish)	7%
			11) 4 Year Avg Profit/Loss (as % Expenses)	-4%	
	Service Area	1) Primary Care MD/DOs per 100k Pop	34	3) Population Density (pop/sq.mile)	49
		2) Specialist MD/DOs per 100k Pop	31	4) % Limited English Proficiency	3%

RECRUITMENT: HEALTH CENTER, 1-5

Health Center	1) NHSC Placement % of MD,DO Staff	0%
	2) NHSC Placement % of NP,PA,CNM Staff	29%
	3) NHSC Placement % of Dentist Staff	0%
	4) NHSC Placement % of Psych,LCSW Staff	
	5) Ratio of Avg. Pay per Med FTE to MGMA mix	84%

RECRUITMENT: HEALTH CENTER, 6-11

6) NHSC Vacancies as % of MD,DO Staff	195%
7) NHSC Vacancies as % of NP,PA,CNM Staff	0%
8) NHSC Vacancies as % of Dentist Staff	0%
9) NHSC Vacancies as % of Psych,LCSW Staff	
10) Language Focus (% Best Served nonEnglish)	7%
11) 4 Year Avg Profit/Loss (as % Expenses)	-4%

USER GUIDE, PAGE 2

Category	Measure	Source	Description	Flag Threshold(s)	Measure Centile Distribution Across Health Centers***						
					10th	25th	50th	75th	90th	Curve	
Recruitment	Health Center	1) NHSC MD,DO Placement / Current MD Staff	HRSA Data Warehouse, UDS 2016	NHSC PC Physician placement FTE as a percentage of the health center's current PC Physician Staff	>=0.16	-	-	-	-	16%	
		2) NHSC NP,PA,CNM Placement / Current Staff	HRSA Data Warehouse, UDS 2016	NHSC non-Physician placement FTE as a percentage of the health center's current staff in those roles	>=0.33	-	-	-	13%	33%	
		3) NHSC Dentist Placement / Current Staff FTE	HRSA Data Warehouse, UDS 2016	NHSC Dentist placement FTE as a percentage of the health center's current Dentist Staff	>=0.52	-	-	-	20%	52%	
		4) NHSC Psych,LCSW Placement / Staff FTE	HRSA Data Warehouse, UDS 2016	NHSC Psychiatrist, Psychologist, and Social Worker placement FTE as a percentage of the health center's current staff in those roles	>=0.1	-	-	-	-	-	
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	UDS 2016 (Table 5), MGMA - 2015	Ratio showing health center pay per medical FTE compared to the same mix of staff FTE being paid at the MGMA median for that license/specialty/position. Note: A ratio of 1 means the average pay is equivalent	<0.68	68%	78%	90%	102%	119%	
		6) NHSC MD,DO Vacancy / Current MD Staff	HRSA Data Warehouse, UDS 2016	NHSC PC Physician vacancy listings as a percentage of the health center's current PC Physician Staff	>=0.25	-	-	-	-	25%	
		7) NHSC NP,PA,CNM Vacancy / Current Staff	HRSA Data Warehouse, UDS 2016	NHSC non-Physician vacancy listings as a percentage of the health center's current staff in those roles	>=0.04	-	-	-	-	4%	
		8) NHSC Dentist Vacancy / Current Staff FTE	HRSA Data Warehouse, UDS 2016	NHSC Dentist vacancy listings as a percentage of the health center's current Dentist Staff	>=0.09	-	-	-	-	9%	
		9) NHSC Psych,LCSW Vacancy / Current Staff FTE	HRSA Data Warehouse, UDS 2016	NHSC Psychiatrist, Psychologist, and Social Worker vacancy listings as a percentage of the health center's current staff in those roles	>=0.1	-	-	-	-	-	
		10) Language Focus (% Best Served nonEnglish)	UDS 2016 (Table 3b)	Portion of the total patients seen at the health center that are best served in a language other than English	>=0.50	0%	2%	9%	29%	50%	
		11) 4 Year Avg Profit/Loss (as % Expenses)	UDS 2013-2016 (Tables 8a, 9d, 9e)	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	<-0.09	-9%	-3%	2%	9%	17%	
Recruitment	Service Area*	1) Primary Care MD/DOs per 100k Pop	AMA Masterfile Analysis 2016	Ratio based on the estimated FTE capacity of Primary Care Physicians per 100,000 population in the health center's core service area	<=35.74	36	55	73	97	125	
		2) Specialist MD/DOs per 100k Pop	AMA Masterfile Analysis 2016	Ratio based on the count of Specialist Physicians per 100,000 population in the health center's core service area *	<=27.52	28	60	108	171	264	
		3) Population Density (pop/sq.mile)	American Community Survey 2011-2015	Population per square mile in the health center's core service area	<=33.25	33	90	489	3,317	9,517	
		4) % Limited English Proficiency	American Community Survey 2011-2015 (B16001)	Percent of the population > 5 years old in the health center's core service area who have limited English proficiency	>=0.27	1%	2%	5%	15%	27%	






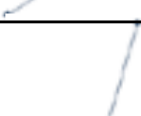
USER GUIDE: COLUMNS 1-2

Category		Measure	Source
Recruitment	Health Care	1) NHSC MD,DO Placement / Current MD Staff	HRSA Data Warehouse, UDS 2016
		2) NHSC NP,PA,CNM Placement / Current Staff	HRSA Data Warehouse, UDS 2016
		3) NHSC Dentist Placement / Current Staff FTE	HRSA Data Warehouse, UDS 2016
		4) NHSC Psych,LCSW Placement / Staff FTE	HRSA Data Warehouse, UDS 2016
		5) Ratio of Avg. Pay per Med FTE to MGMA mix	UDS 2016 (Table 5), MGMA - 2015
		6) NHSC MD,DO Vacancy / Current MD Staff	HRSA Data Warehouse, UDS 2016

USER GUIDE: COLUMN 3

Description
NHSC PC Physician placement FTE as a percentage of the health center's current PC Physician Staff
NHSC non-Physician placement FTE as a percentage of the health center's current staff in those roles
NHSC Dentist placement FTE as a percentage of the health center's current Dentist Staff
NHSC Psychiatrist, Psychologist, and Social Worker placement FTE as a percentage of the health center's current staff in those roles
Ratio showing health center pay per medical FTE compared to the same mix of staff FTE being paid at the MGMA median for that license/specialty/position. Note: A ratio of 1 means the average pay is equivalent
NHSC PC Physician vacancy listings as a percentage of the health center's current PC Physician Staff

USER GUIDE: BENCHMARKS & FLAGS

Flag Threshold(s)	Measure Centile Distribution Across Health Centers***					
	10th	25th	50th	75th	90th	Curve
>=0.16	-	-	-	-	16%	
>=0.33	-	-	-	13%	33%	
>=0.52	-	-	-	20%	52%	
>=0.1	-	-	-	-	-	
<0.68	68%	78%	90%	102%	119%	
>=0.25	-	-	-	-	25%	

RECRUITMENT: SERVICE AREA

Service Area	1) Primary Care MD/DOs per 100k Pop	34
	2) Specialist MD/DOs per 100k Pop	31
3) Population Density (pop/sq.mile)		49
4) % Limited English Proficiency		3%

RETENTION MEASURES

Retention	Health Center	1) Patient Panel per Med provider FTE	735	9) Months per Senior Admin staff (CEO/CMO)	136
		2) Visits per FTE - PC MD,DO	2,077	10) Avg Tenure Months/ Staff Count - PC MD	58
		3) Ratio of Visits per PC Team FTE to MGMA mix	79%	11) Avg Tenure Months/ Staff Count - NP,PA,CNM	57
		4) % NonPhysician providers (of Med prov. FTE)	82%	12) Clinical Quality - Diabetes (HbA1c<8%)	54%
		5) Primary Care Clinical Support Ratio	1.41	13) Clinical Quality - Hypertension (controlled)	58%
		6) Dental Clinical Support Ratio	0.56	14) Year-end staff individuals per FTE-Dentists	1.00
		7) Year-end Staff Count per FTE - PC MD,DOs	1.95	15) Year-end Psychiatrist,Psychologist per FTE	
		8) Year-end Staff Count per FTE - PC NP,PA,CNM	1.00	16) Year-end LCSW per FTE	
	Service Area	1) Violent crime rate per 100k Pop	462	3) % Pop with Illicit Drug Dependence/Abuse	2.6%
		2) % Pop with Non-Medical Use of Pain Meds	4.6%		

RETENTION: HEALTH CENTER, 1-8

Health Center	1) Patient Panel per Med provider FTE	735
	2) Visits per FTE - PC MD,DO	2,077
	3) Ratio of Visits per PC Team FTE to MGMA mix	79%
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	6) Dental Clinical Support Ratio	0.56
	7) Year-end Staff Count per FTE - PC MD,DOs	1.95
	8) Year-end Staff Count per FTE - PC NP,PA,CNM	1.00

RETENTION: HEALTH CENTER, 9-16

9) Months per Senior Admin staff (CEO/CMO)	136
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11) Avg Tenure Months/ Staff Count - NP,PA,CNM	57
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14) Year-end staff individuals per FTE-Dentists	1.00
15) Year-end Psychiatrist,Psychologist per FTE	
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RETENTION: SERVICE AREA

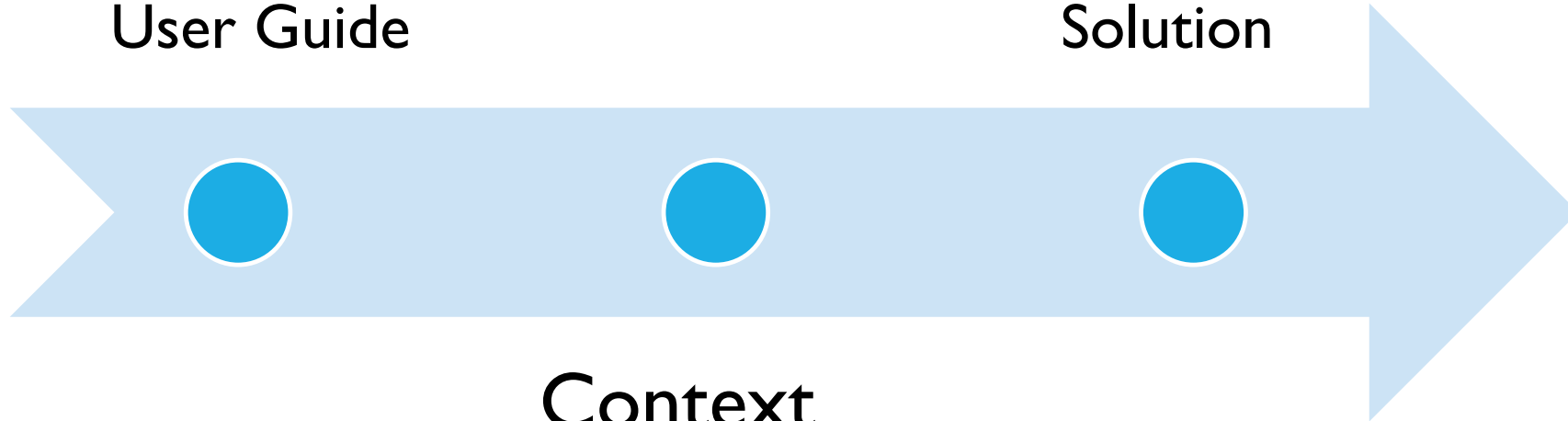
Service Area	1) Violent crime rate per 100k Pop	462
	2) % Pop with Non-Medical Use of Pain Meds	4.6%
	3) % Pop with Illicit Drug Dependence/Abuse	2.6%

Blue Flags

- Review User Guide

Solution

- Concrete Challenge & Solution



Context

- Review Trends Page

BACK PAGE: RECRUITMENT TRENDS

	Trend Measure	2 Prior Report	Prior Report	Current Report	Trend (from 2 Prior)
Recruitment	1) NHSC Placement % of MD,DO Staff	0%	0%	0%	0%
	2) NHSC Placement % of NP,PA,CNM Staff	0%	0%	29%	29%
	3) NHSC Placement % of Dentist Staff	0%	0%	0%	0%
	4) NHSC Placement % of Psych,LCSW Staff	Not Included			
	5) Ratio of Avg. Pay per Med FTE to MGMA mix	73%	71%	84%	11%
	6) NHSC Vacancies as % of MD,DO Staff	0%	38%	195%	195%
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	8) NHSC Vacancies as % of Dentist Staff	0%	0%	0%	0%
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BACK PAGE: RETENTION TRENDS

Retention	1) Patient Panel per Med provider FTE	860	670	735	-126
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	5) Primary Care Clinical Support Ratio	1.35	1.07	1.41	0.06
	6) Dental Clinical Support Ratio	0.55	0.65	0.56	0.02
	7) Year-end Staff Count per FTE - PC MD,DOs	1.07	0.76	1.95	0.88
	8) Year-end Staff Count per FTE - PC NP,PA,CNM	1.21	1.39	1.00	-0.21
	9) Months per Senior Admin staff (CEO/CMO)	100	112	136	36
	10) Avg Tenure Months/ Staff Count - PC MD	70	97	58	-12
	11) Avg Tenure Months/ Staff Count - NP,PA,CNM	94	67	57	-37
	12) Clinical Quality - Diabetes (HbA1c<8%)	57%	64%	54%	-4%
	13) Clinical Quality - Hypertension (controlled)	67%	67%	58%	-9%
	14) Year-end staff individuals per FTE - Dentists	1.94	1.00	1.00	-0.94
	15) Year-end Psychiatrist,Psychologist per FTE				
	16) Year-end LCSW per FTE				

Data



Context



Concrete
issues &
solutions

Request a Demo



Data Profile

NHSC
Vacancies

Average
Months of
Tenure,
MDs/DOs

Percentage
of Non-
Physician
Providers

Data: What's
Happening?

- Physician Turnover

Strategy: Now What?

- Review data

Recruitment: New
Staff?

- Update Recruitment Process

Retention: Support
Staff?

- Stay Interviews

Realignment

- Data, Goals, Change

NEXT STEPS

Go Online

- Review Your Profile & User Guide
- Complete Self-Assessment Tool

Call Us

- Schedule Call for Profile Review
- Request TA from Workforce Expert



STAY IN TOUCH!

Chcworkforce.org

info@chcworkforce.org

844-ACU-HIRE