



PCA/HCCN PROFESSIONAL DEVELOPMENT SERIES

USING HR METRICS

APRIL 4, 2019

3 P.M. EASTERN

TODAY'S PRESENTER

Allison Abayasekara
Vice President,
Training & Programs



EVERYTHING CLINICIAN RECRUITMENT & RETENTION

Solutions, Training, and Assistance for Recruitment and Retention (STAR² Center)

www.chcworkforce.org

WEBINAR HOUSEKEEPING

We are
Recording

Ask
Questions

Have Fun!

GOALS OF SERIES

Help build your workforce expertise



Share PCA & HCCN Successes



Connect you with others

GOALS FOR TODAY

Outline some key HR metrics

Identify potential role for
PCA/HCCN

Hear from a PCA expert

POLL QUESTION I

How would you rate your experience with HR Metrics?

- A. I couldn't even tell you
- B. I have not worked directly with HR metrics
- C. I help collect/analyze some metrics now/in a previous role
- D. I have extensive experience using a variety of HR metrics



HR METRICS FOR A HEALTH CENTER

HUMAN RESOURCES DATA

Metrics to help understand traditional “workforce” issues at an organization

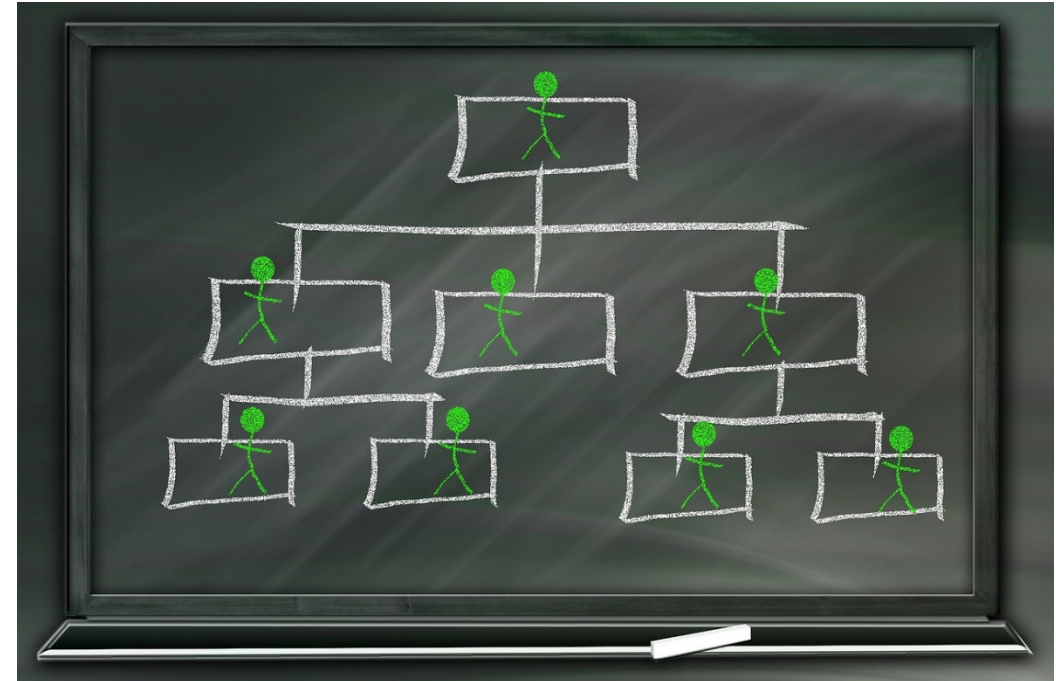


Image by Gerd Altmann from Pixabay

SYSTEMS OFFER A HEAD START

Staffing
Systems

HR Systems

Payroll
Systems

DIFFERENT ROUTES, SIMILAR DESTINATIONS



Image by cocoparisienne from Pixabay

The name of the metric may be the same, but the inputs are often different. Clarifying definitions are key to using the data.

TIME TO FILL: BASICS



TIME TO FILL: POTENTIAL GOALS

How do we make a staffing plan to minimize vacancies?

How do we plan the allocation of recruitment resources based on our staffing plan?

How long can the health center expect to have lost revenues in that position?

How long will staff have increased strain on their time while they recruit?

TIME TO FILL: POTENTIAL DETAIL

- Time to advertise/market
- Time to identify a certain number of acceptable candidates
- Time to complete all interviews
- Time to complete background checks/credentialing checks/etc.
- Time to create and extend an offer
- Time for candidate to accept offer
- Time for candidate to start work after accepting offer
- Time for candidate to get back up to “full” capacity (especially revenue-generating staff)

TIME TO FILL: KEY INPUTS

Reporting
Period

Site

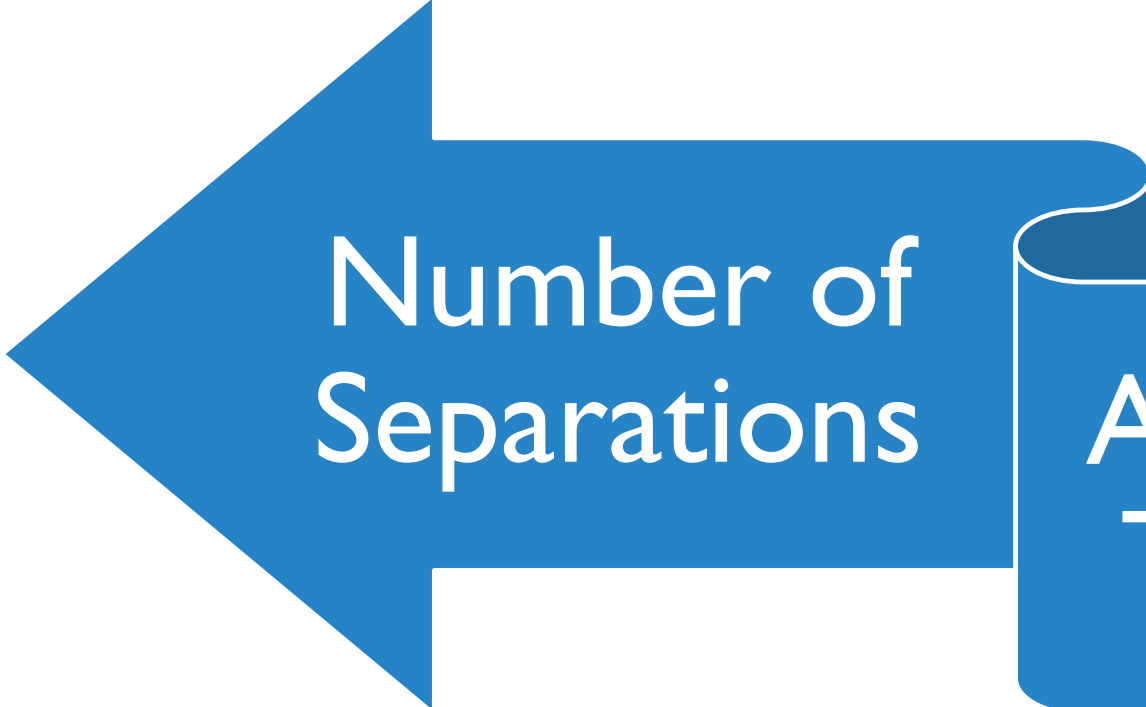
Discipline

Open
Date


Fill Date

Type of
Candidate

TURNOVER: BASICS



Number of
Separations



Avg. Number of
Total Positions

TURNOVER: POTENTIAL GOALS

Where are specific problems?
(Sites, teams, etc.)

What types of disciplines might benefit from focused retention strategies?

How do we incorporate turnover into our financial planning?

What positions should we tentatively plan to recruit for in near future?

TURNOVER: POTENTIAL DETAIL

- Costs of turnover by discipline or site
- Reasons for voluntary turnover
- Impact of managers
- Turnover of staff placed by external recruiters
- Turnover trends compared to competitor plans
- Trends of time of year

TURNOVER: KEY INPUTS

Reporting
Period

Site

Position

Manager

Positions/
FTE

Separation
Date

Voluntary/
Involuntary

Reason for
Separation

TENURE: BASICS

Sum of Months
Worked by
Employees

Avg. Number of
Total Employees

TENURE: POTENTIAL GOALS

What are our success stories and how do we learn from them?

Which sites have highest tenure in each discipline?

How might we need to plan for recruitment based on our expectations of tenure?

Did certain retention strategies seem to have an impact?

TENURE: POTENTIAL DETAIL

- Average length of tenure by site/discipline/more
- ROI for specific retention strategies
- Tenure of providers placed by external recruiters
- Positive impact of tenure on bottom line

TENURE: KEY INPUTS

Reporting
Period

Site

Discipline

Manager

Start Date

Separation
Date

Currently
Employed

OTHER KEY METRICS

Absences



Revenue per Employee



Cost of Benefits



Cost per Hire



Job Satisfaction



Training Expenses per Employee



WAYS TO USE WORKFORCE DATA

Identify elements for workforce plan

Assess workforce strategies

Engage internal stakeholders

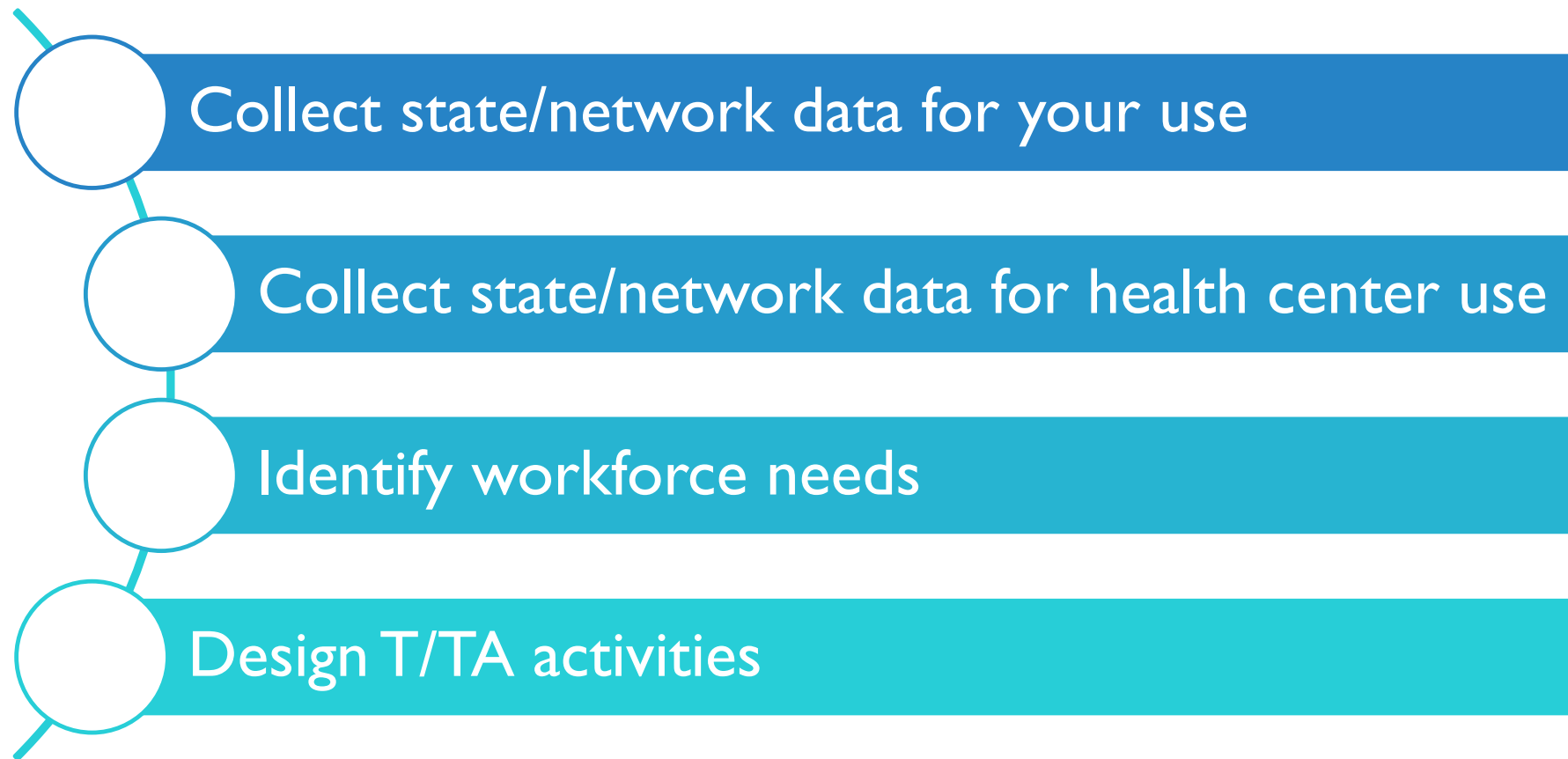
Communicate needs

...and more!

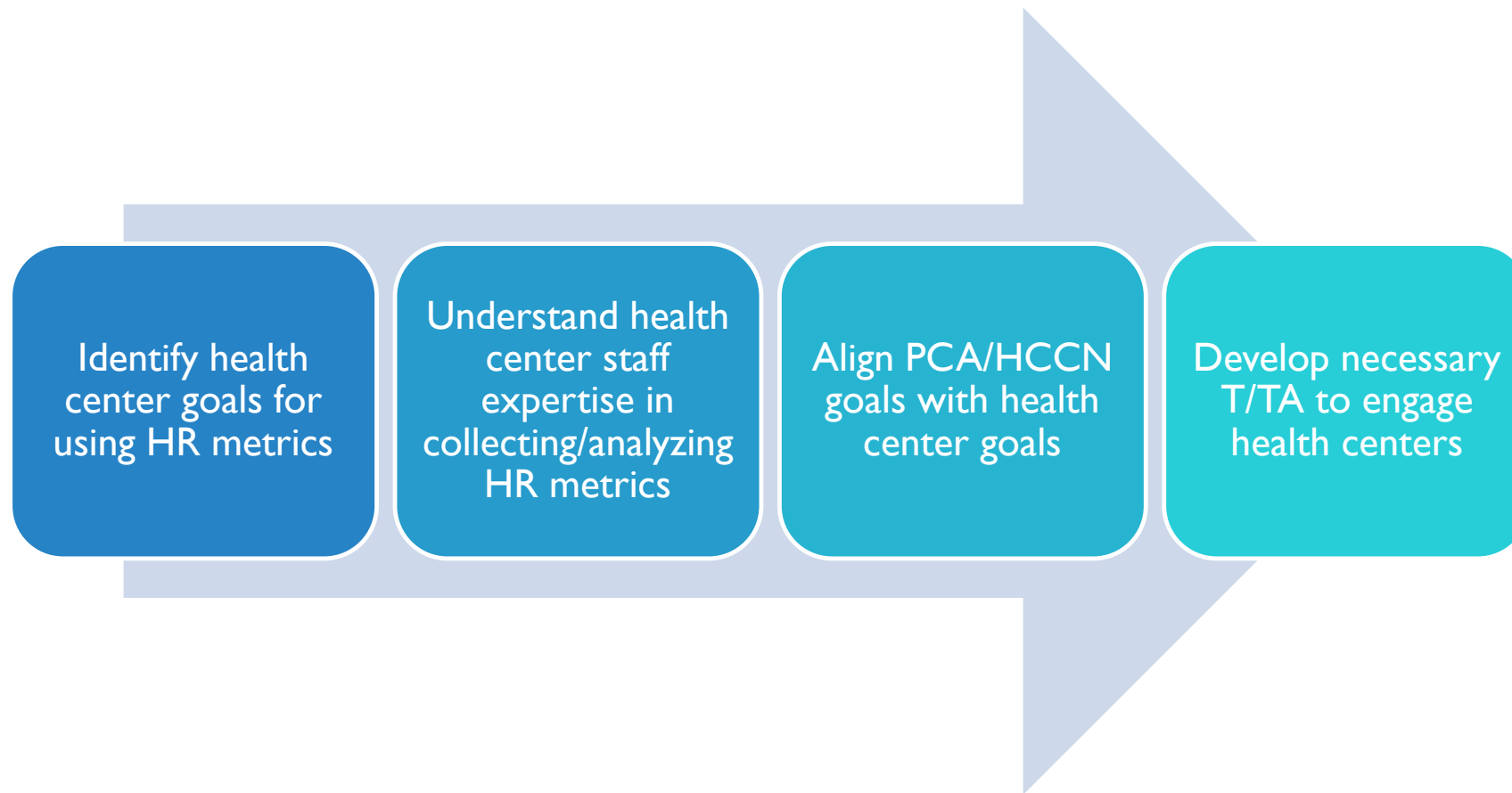


WHAT'S A PCA/HCCN TO DO?

WHAT'S YOUR GOAL?



WORKING WITH HEALTH CENTERS



EMERGING STAR² CENTER RESOURCES

R&R Data Profiles

- Goodbye PDFs, hello Tableau!
- PCA testing this month with small group
- Planned release in May

Turnover Tool

- Thanks for sharing with us!
- Web-based tool being rolled out slowly over the year
- We'll be sharing data with you

POLL QUESTION 2

What's your biggest area of interest right now?

- A. Collecting state/network data for your use
- B. Collecting state/network data for health center use
- C. Identifying workforce needs broadly
- D. Designing T/TA activities for next year
- E. Something else (tell us in the chat!)



HEAR FROM A PCA EXPERT

GUEST EXPERT

Joni Adamson

Manager of Recruitment & Workforce Development

Missouri Primary Care Association

Missouri's Community Health Centers **Your Health Care Home**

REGION 1 ■

■ **Northwest Health Services**
www.nwhealth-services.org
 (816) 271-8261

REGION 3 ▲

▲ **Health Care Collaborative (HCC) of Rural Missouri**
www.hccnetwork.org
 (660) 259-2440

▲ **KC CARE Health Center**
www.kccare.org
 (816) 753-5144

▲ **Katy Trail Community Health**
www.katytrailcommunityhealth.org
 (877) 733-5824

▲ **Samuel U. Rodgers Health Center**
www.rodgershealth.org
 (816) 474-4920

▲ **Swope Health Services**
www.swopehealth.org
 (816) 923-5800

REGION 6 ◆

◆ **Access Family Care**
www.accessfamilycare.org
 (417) 451-9450

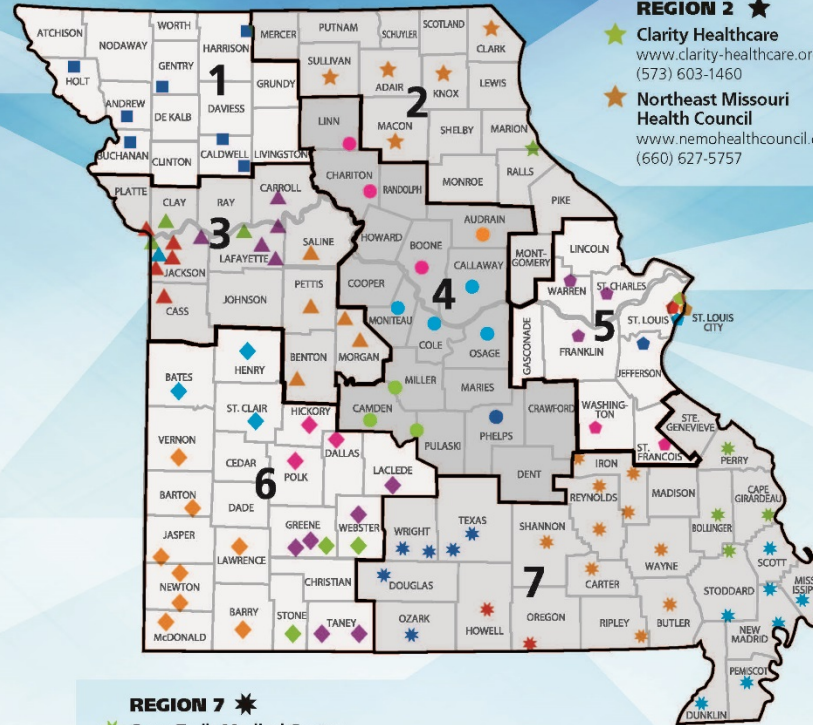
◆ **Compass Health**
www.compasshealthnetwork.org
 (888) 403-1071

◆ **Fordland Clinic**
www.fordlandclinic.org
 (417) 767-2273

◆ **Jordan Valley Community Health Center**
www.jordanvalley.org
 (417) 831-0150

◆ **Ozarks Community Health Center**
www.ozarkschc.com
 (417) 745-2121

Updated January 2019



REGION 2 ★

★ **Clarity Healthcare**
www.clarity-healthcare.org
 (573) 603-1460

★ **Northeast Missouri Health Council**
www.nemohealthcouncil.com
 (660) 627-5757

REGION 4 ●

● **Arthur Center Community Health**
www.arthurcenter.com
 (573) 582-1234

● **Central Ozarks Medical Center**
www.centralozarks.org
 (573) 765-5141

● **Community Health Center of Central Missouri**
www.chcmo.org
 (573) 632-2777

● **Family Health Center**
www.fhcmo.org
 (877) 677-4342

● **Your Community Health Center**
www.your-chc.org
 (573) 426-4455

REGION 5 ●

● **Affinia Healthcare**
www.affiniahealthcare.org
 (314) 814-8700

● **Betty Jean Kerr People's Health Center**
www.phcenters.org
 (314) 367-7848

● **CareSTL Health**
www.mhdchc.org
 (314) 367-5820

● **Compass Health**
www.compasshealthnetwork.org
 (636) 332-6000

● **COMTREA**
www.comtrea.org
 (636) 931-2700

● **Family Care Health Centers**
www.familycarehealthcenter.org
 (314) 353-5190

● **Great Mines Health Center**
www.gmhcenter.org
 (573) 438-9355

REGION 7 ★

★ **Cross Trails Medical Center**
www.crosstrails.us
 (573) 332-0808

★ **Missouri Highlands Health Care**
www.mohigh.org
 (573) 663-2313

★ **Missouri Ozarks Community Health**
www.mo-ozarks.org
 (417) 683-5739

★ **Southeast Missouri Health Network**
www.semohealthnetwork.org
 (573) 313-2501

★ **Southern Missouri Community Health Center**
www.smchc.org
 (417) 255-8464

HR METRICS COLLECTION EFFORT

- Began collecting MO CHC Turnover Data in 2017
- Continued for 2018
 - Thus far we have two-years of data
- We ask CHCs to report their annual turnover rate (percentage) for all staff
- Excel Spreadsheet

USES, VALUE, SUCCESSES OF DATA EFFORT

- Trends for Turnover by Industry
 - Generally speaking the Health Care Industry has relatively high turnover
 - MO CHCs that have invested in their organization's recruitment & retention strategies can see the difference!
 - One month or quarter may not paint the clearest picture
- Try and help CHCs get into the mindset of looking at HR Metrics data for the overall wellness of their organization
 - Define the PCAs' role in helping / assisting

CHALLENGES

- How CHCs define Turnover
 - Most consider dismissals, voluntary resignations, and retirement in their calculations;
 - Most don't count promotions or transfers;
 - Don't include temporary workers or contractors;
 - Many CHCs monitor Turnover monthly or quarterly so they average their monthly or quarterly rates.
- All employees
 - Doesn't distinguish between employee types/roles
- Not all MO CHCs participate and provide their data

FUTURE PLANS

- Work to create a universal definition we can all adopt for purposes of this project.
- Clearly communicate the purpose and intent of this project (Value Added)
 - Increase CHC participation
- Consider breaking out by Employee Role/Type: Providers; Senior Admin; Ancillary Staff, Etc.
- Also, assuring we are using the same formula for calculating Turnover:

$$\text{Turnover Rate \%} = \frac{\text{\# of Separations}}{\text{\# of Employees}} \times 100$$

FOR MORE INFORMATION

Joni Adamson

Manager of Recruitment & Workforce Development

MO PCA

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QUESTIONS?



Image by Robin Higgins from Pixabay

SO HARD TO SAY GOODBYE...



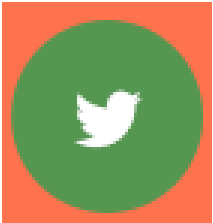
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- Fill out the evaluation:
- Call in for the June regional calls
- Mark your calendar for another series next year, this time with an in-person meeting!

STAY IN TOUCH WITH STAR² CENTER



[Monthly Newsletter](#)



[Twitter](#)

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 - 703-577-1260



THANK YOU!