



TURNOVER WEBINAR SERIES

THE IMPACT OF PROVIDER TURNOVER

MAY 13, 2020

1:00PM EASTERN

ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

Access to Care & Clinician Support

Recruitment & Retention

National
Health
Service Corps

Resources

Training

Networking

STAR² CENTER



STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

www.chcworkforce.org

WEBINAR HOUSEKEEPING

We are
Recording

Ask
Questions

Complete the
Evaluation

- Questions?
 - Use the chat and questions boxes
 - Email mblake@clinicians.org

GOALS OF SERIES

Understand the impact of turnover



Learn how to identify organizational risk factors contributing to turnover



Identify steps to reduce turnover

TODAY'S PRESENTERS



Torey Mack, MD

Bureau of Health Workforce



Alexia Eslan, MBA

John Snow, Inc.



Suzanne Speer

Association of Clinicians
for the Underserved

POLL QUESTION

In the past, how much has your organization focused on retention?

- A. Not really at all
- B. We have focused on it from time to time
- C. We are deeply focused on and invested in combatting turnover



BUREAU OF HEALTH WORKFORCE



Workforce Well-Being and Burnout

STAR² Center Turnover Series

May 13, 2020

Torey Mack, MD
Deputy Associate Administrator
Bureau of Health Workforce (BHW)

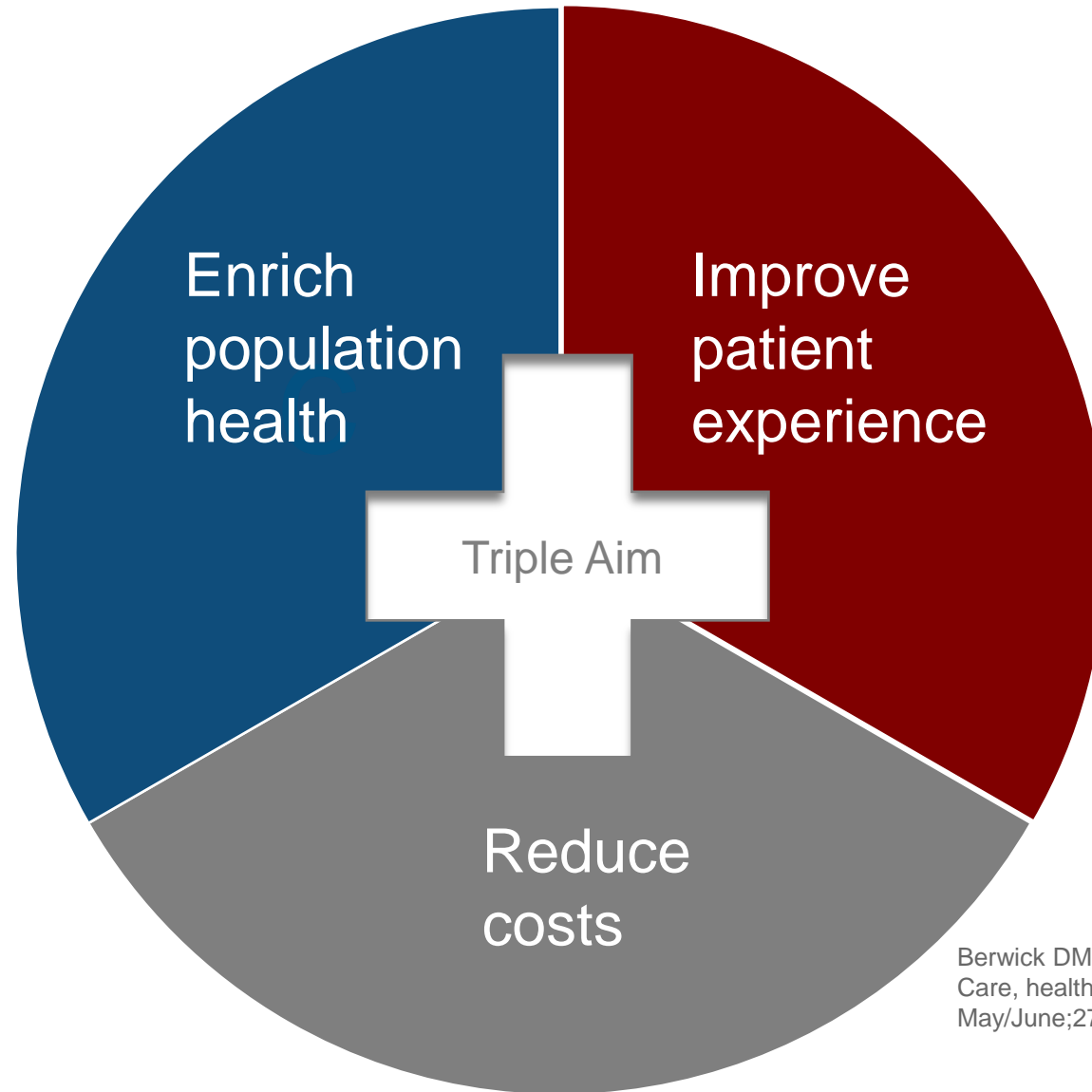
Vision: Healthy Communities, Healthy People



Agenda

- ▶ **Health Care's Triple Aim**
- ▶ **COVID-19's Impact**
- ▶ **Clinician Burnout**
- ▶ **Promoting Workforce Well-Being**

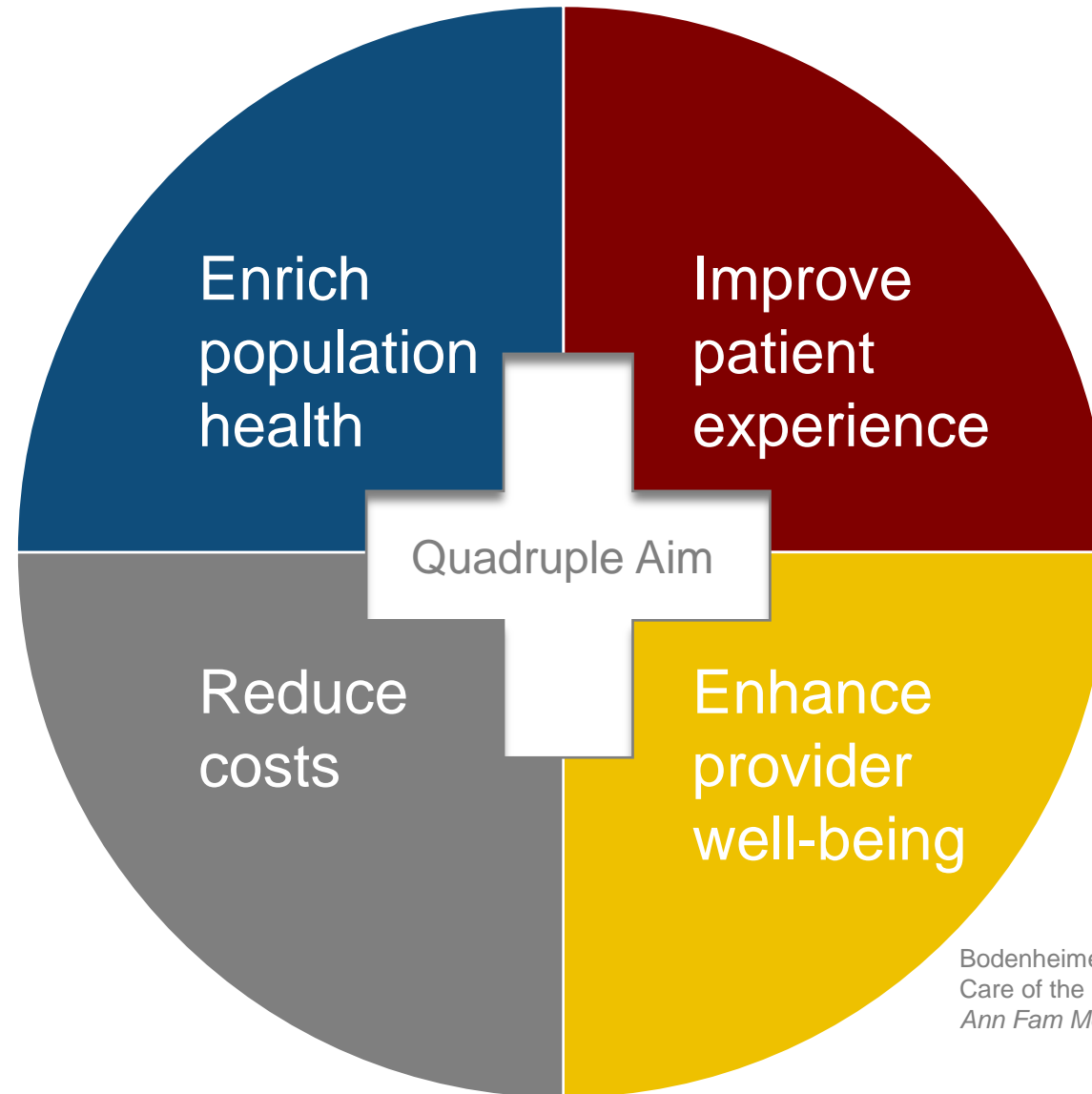
Health Care's Triple Aim



Berwick DM, Nolan TW, Whittington J. The Triple Aim: Care, health, and cost. *Health Affairs*. 2008 May/June;27(3):759-769.



Improving Health Care: The Quadruple Aim

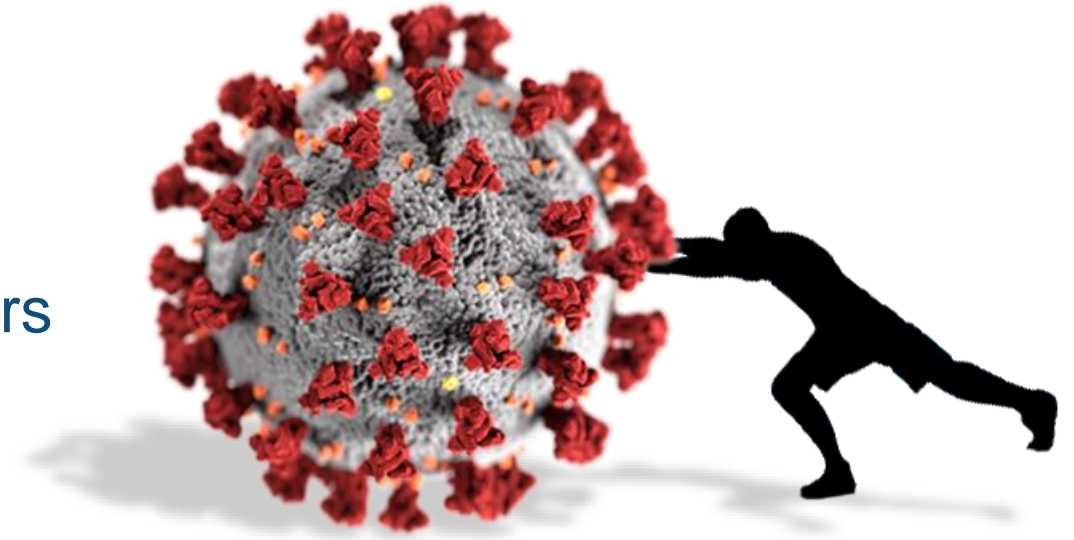


Bodenheimer T, Sinsky C. From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider. *Ann Fam Med* 2014;12:573–6.

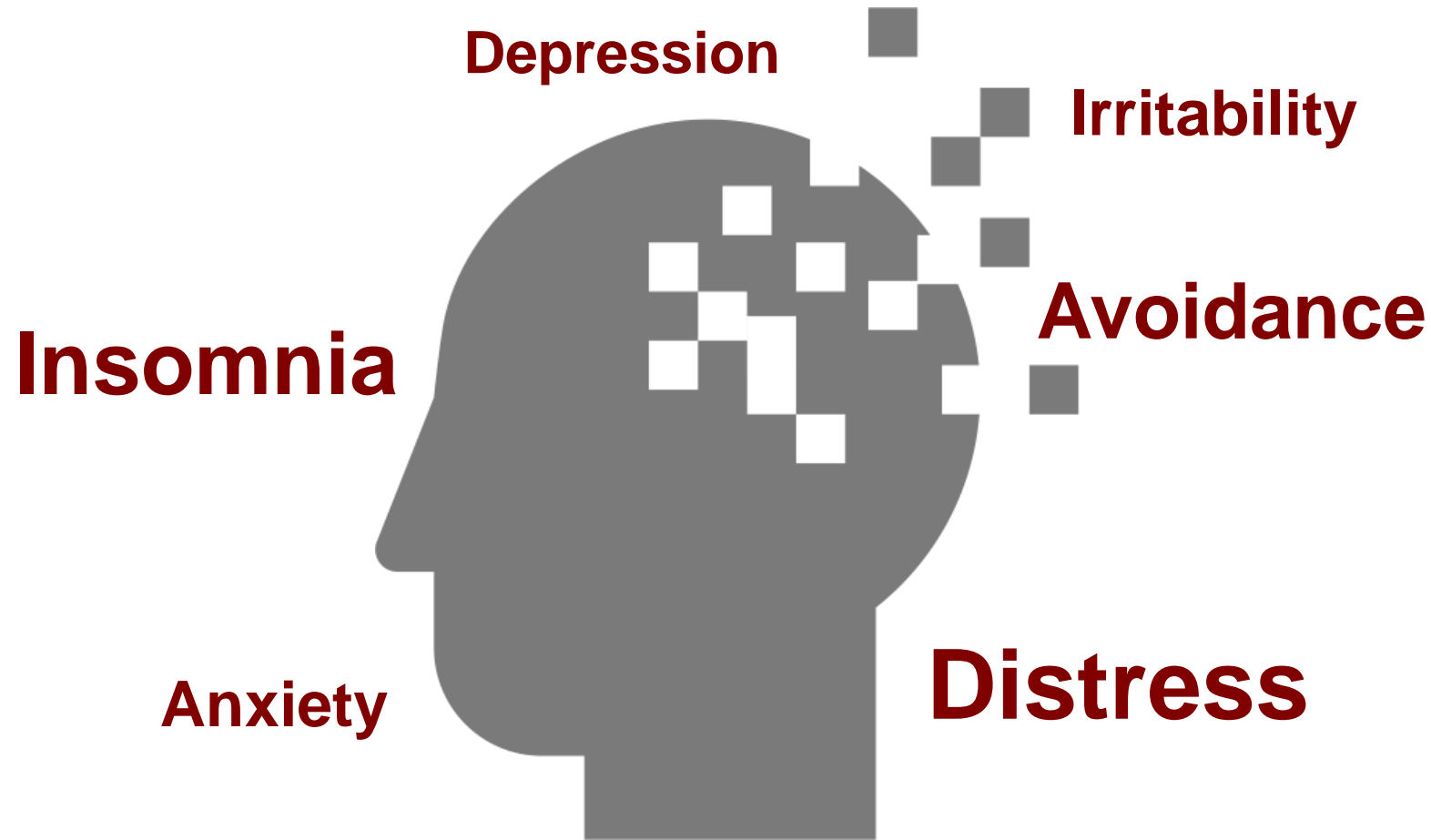


COVID-19's Stress on Providers

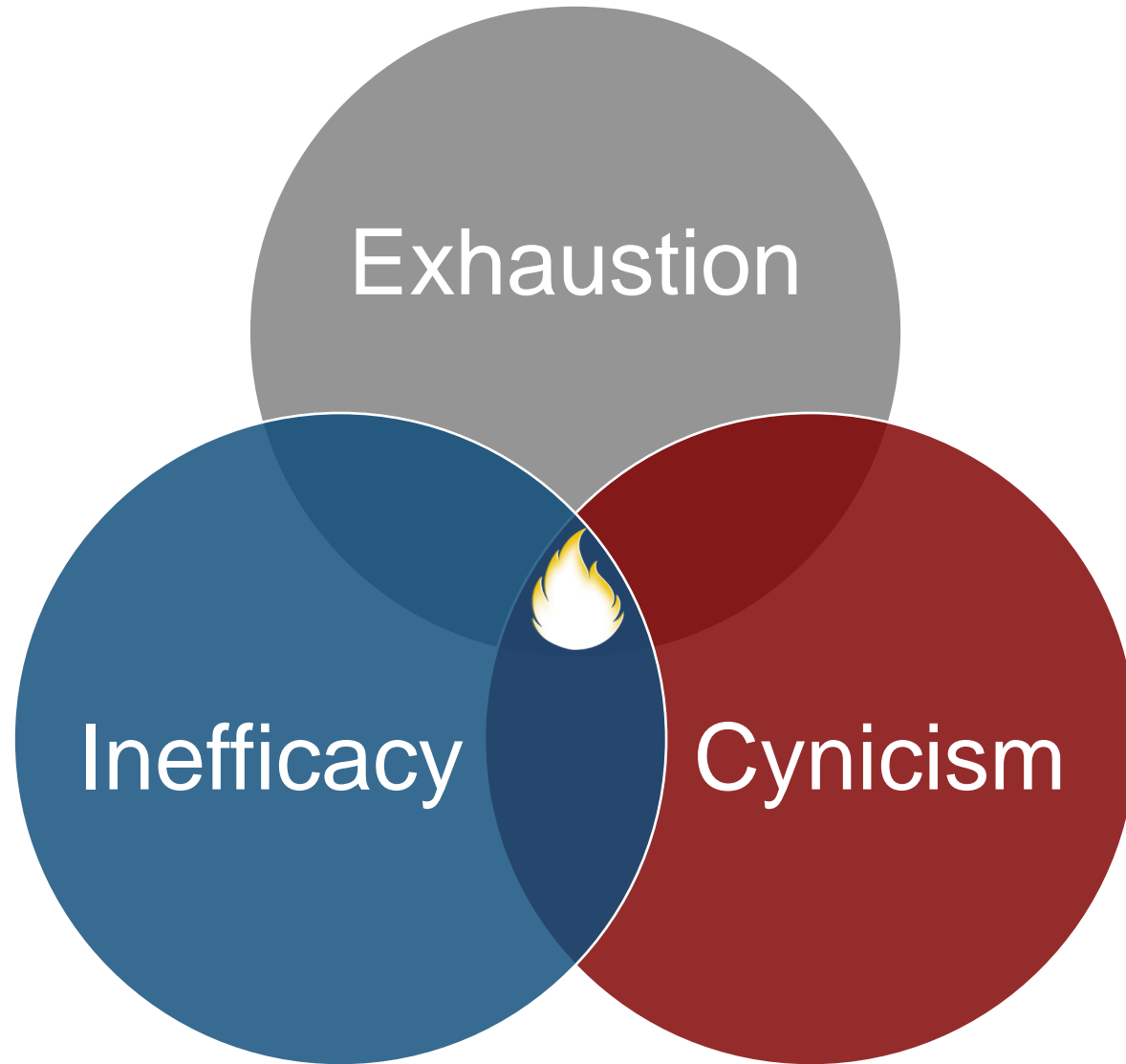
- ▶ **Prolonged Uncertainty**
 - Magnitude
 - Duration
 - Effects
- ▶ **Concerns about Preparedness**
 - Personal
 - Organization
 - Public
- ▶ **Lack of Needed Supplies**
 - PPE
 - Equipment
 - Tests
- ▶ **Potential Threats**
 - Self
 - Loved Ones
 - Coworkers



COVID-19's Psychological Effects on Providers



What Is Burnout?



Burnout: The Scope of the Problem

50%
physicians, nurses

x2
other professions

#1
front-line providers

Burnout: The Impact on Health Care

x2

unsafe or
suboptimal care

x3

low
patient satisfaction

\$4.6+

billion in costs

Burnout: The Impact on Turnover

x3

intent to leave

x1.3

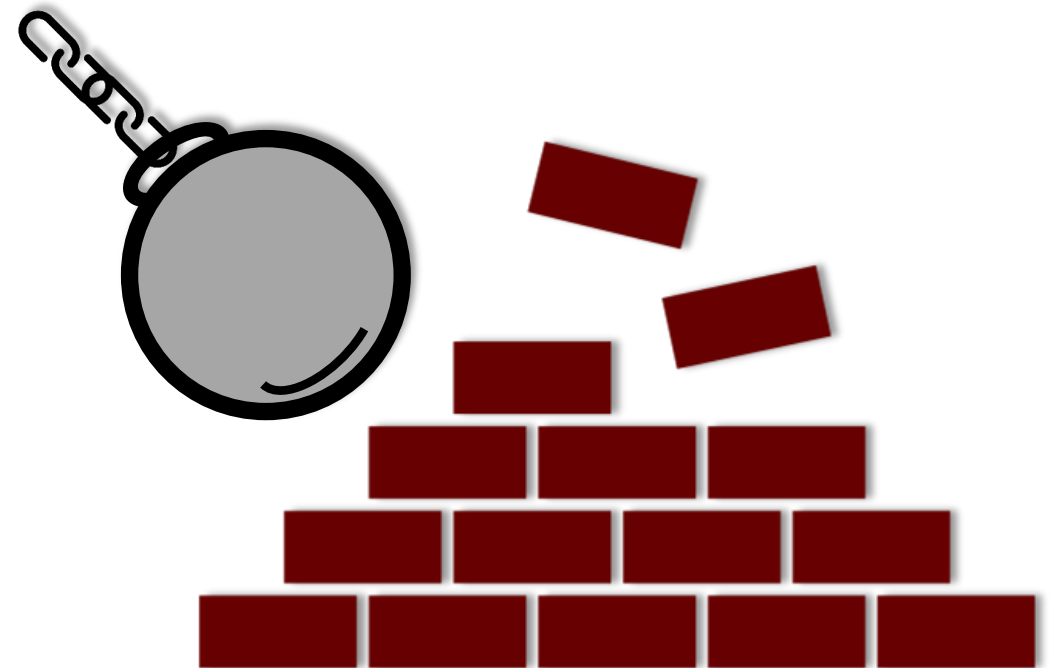
salary costs
(nurses)

\$500K

(physicians)

Counter Elements to Burnout

- Meaning and purpose in work
- Positive work and learning environments
- Alignment of values and expectations
- Job control, flexibility, and autonomy
- Reduced administrative burdens
- Optimized workflows and technology
- Interdisciplinary team collaboration
- Supportive and effective leadership



Strategies to Reduce Burnout and Promote Engagement



Acknowledge and assess the problem



Cultivate community at work



Promote flexibility and work-life integration



Harness the power of leadership



Use rewards and incentives wisely



Provide resources to promote resilience and self-care



Develop and implement targeted work unit interventions



Align values and strengthen culture

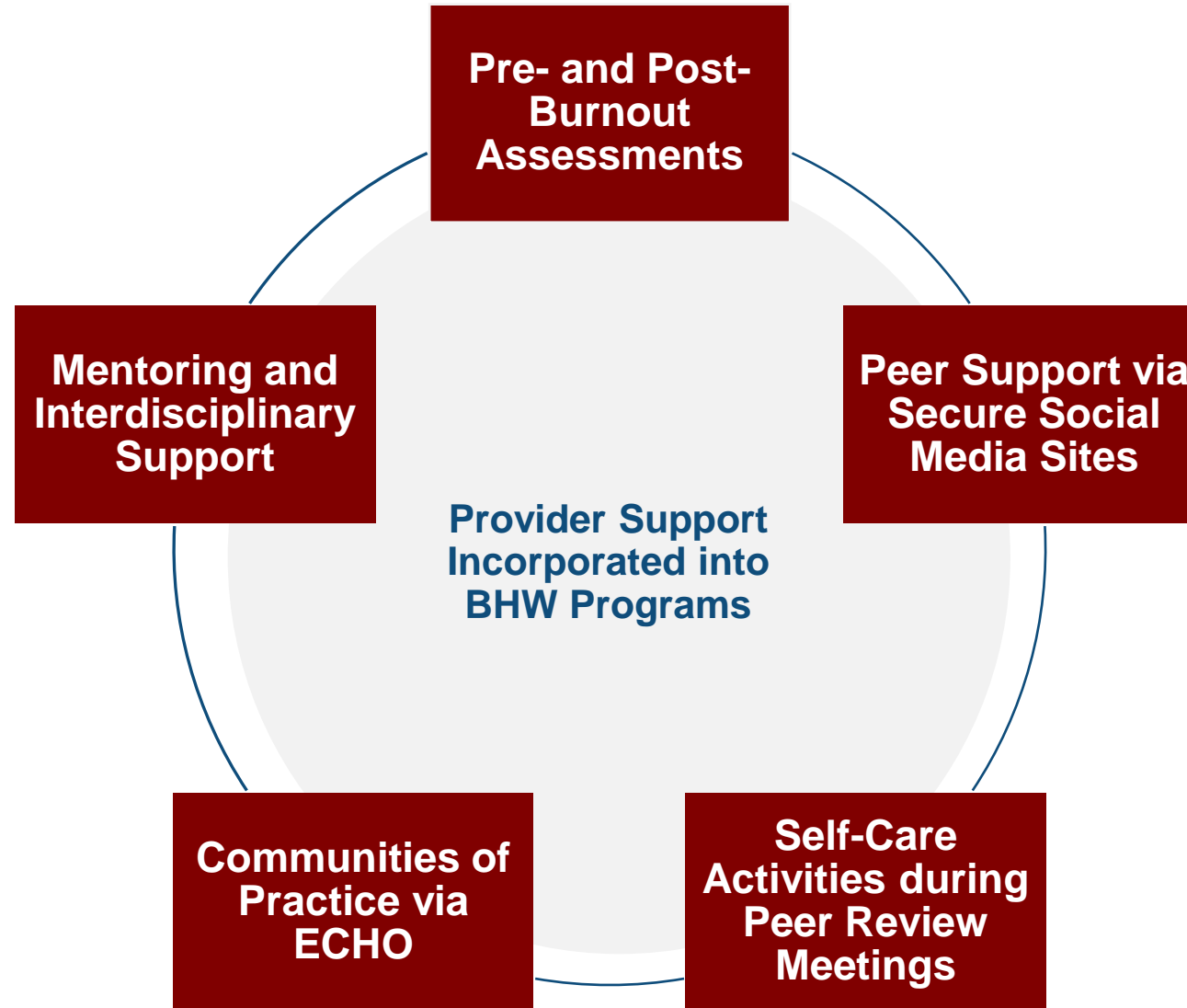


Facilitate and fund organizational science



Shanafelt, TD, and Noseworthy, JH. Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout. *Mayo Clinic Proceedings*, January 2017;92(1):129-146

Provider Wellness Program Models



HRSA's Workforce Engagement & Well-Being Initiative

GOAL: Develop and conduct a health center provider and staff survey to collect, analyze, and disseminate national data on health center workforce well-being and engagement.

Phase 1: (2019-2020)

- Review the literature and evaluate existing surveys
- Convene a Technical Advisory Panel
- Develop a workforce well-being survey
- Institute a Health Center Learning Collaborative

Phase 2: (2020-2021)

- Administer the workforce well-being survey
- Analyze data
- Disseminate findings and promising practices
- Enhance training and technical assistance strategy to support the health center workforce
- Expand and improve health center activities to support the workforce

Additional Information

Primary Health Care Digest

May 2019



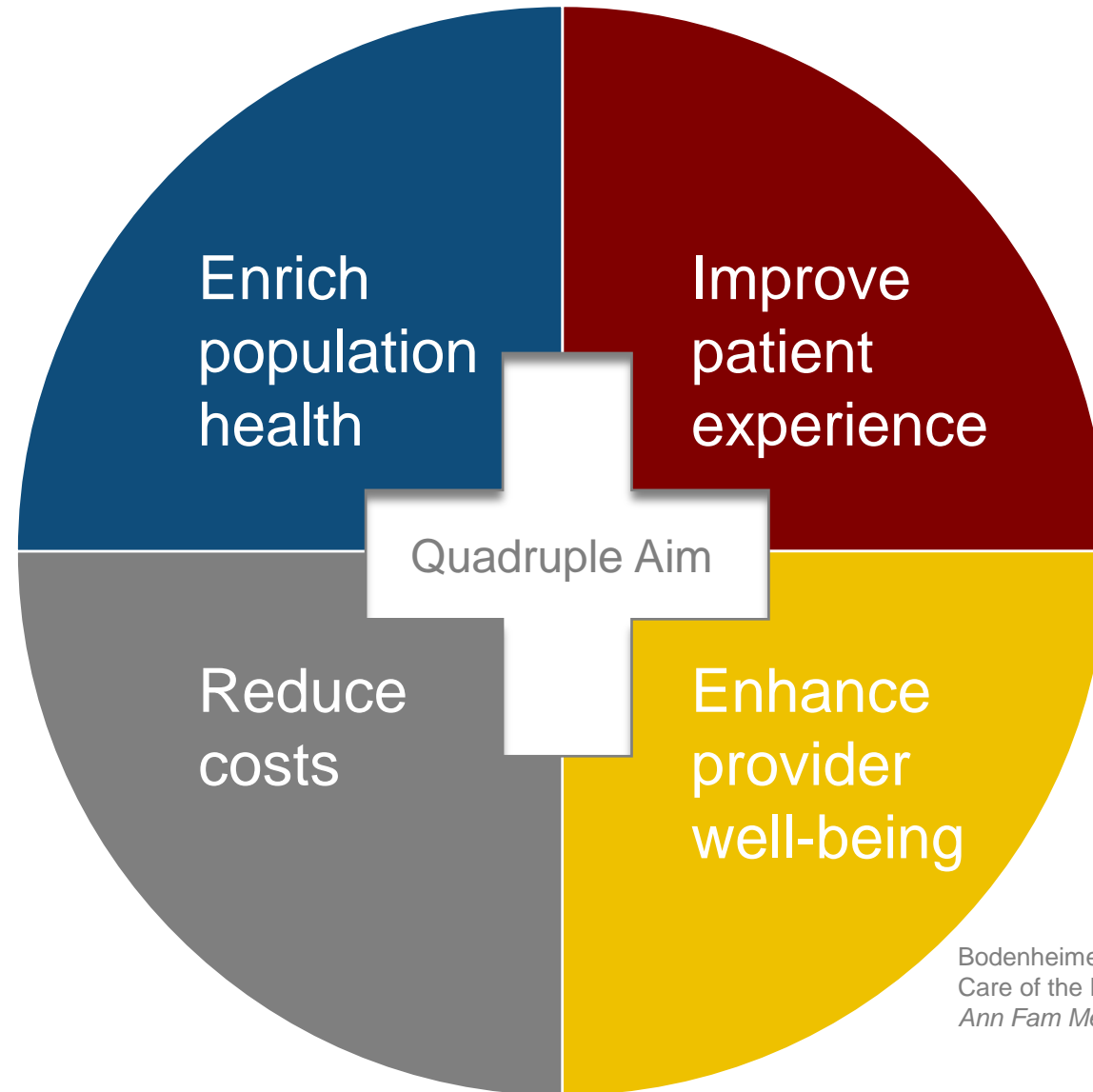
- Promising practices
- Assessment tools
- Presentations
- Articles
- Resources

volume 1 <https://content.govdelivery.com/accounts/USHSHRSA/bulletins/242715b>

volume 2 <https://content.govdelivery.com/accounts/USHSHRSA/bulletins/243b90e>



Improving Health Care: The Quadruple Aim



Bodenheimer T, Sinsky C. From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider. *Ann Fam Med* 2014;12:573–6.

Questions



Contact Us

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PROVIDER RETENTION - NATIONAL OVERVIEW

SOME STATISTICS

- The demand for physicians is growing at 13%.
(US Bureau of Labor Statistics)
- The U.S. primary care workforce will be insufficient to meet the increasing demands for care caused by an aging population and expanded insurance coverage. (Bodenheimer T, Pham HH)
- 6.8% in average physician turnover rate and 11.5% among advanced practice clinicians.
(The 2012 Cejka Search and AMGA Physician Retention Survey)
- There is higher turnover in the first years with a practice.
- Burnout and lack of engagement are highly correlated to lower retention rates. And primary care physicians have among the highest rates of burnout. (Buchbinder SB, Wilson M, Melick CF, Powe NR)
- Dissatisfied physicians are 2 to 3 times more likely to leave practice. (Spinelli WM)
- Engaged physicians are more loyal and willing to work through challenges and they are 26% more productive than those who are less engaged (which adds up to \$460,000 in patient revenue on average each year)
(Gallup study)

POTENTIAL COST IMPACTS

	12-Month Vacancy	6-Month Vacancy
<u>Vacancy</u>		
Annualized revenue loss per FTE	\$990,000	
Annualized revenue loss per FTE x 50%		\$495,000
<u>Recruiting Costs</u>		
Sourcing	\$10,000	
Professional fee and sourcing		\$30,000
Interview cost x 5.3 interviews, incl. travel, entertainment, and “manpower”	\$31,090	
Interview cost x 3 interviews, incl. travel, entertainment, and “manpower”		\$17,598
Signing bonus	\$30,000	\$30,000
Moving cost	\$15,000	\$15,000
Start-up new physician	\$211,063	\$211,063
	\$1,287,153	\$798,661

\$1.2 million

Source: [Association for Advancing Physician and Provider Recruitment](#)

WHAT AFFECTS RETENTION

Top Factors related to selecting a CHC practice setting:

- working for an organization whose mission I believe in (89%)
 - serving an economically underserved population (83%)
 - serving a culturally or linguistically minority population (60%)
 - wanting to serve in a specific geographic region (60%)
 - wanting to live near family (52%)
- Fit and family” are consistently reported as the top reasons for turnover - the most prevalent reason being poor cultural and community fit (72%), followed by relocation to be closer to family or for a spouse’s job relocation (50%)

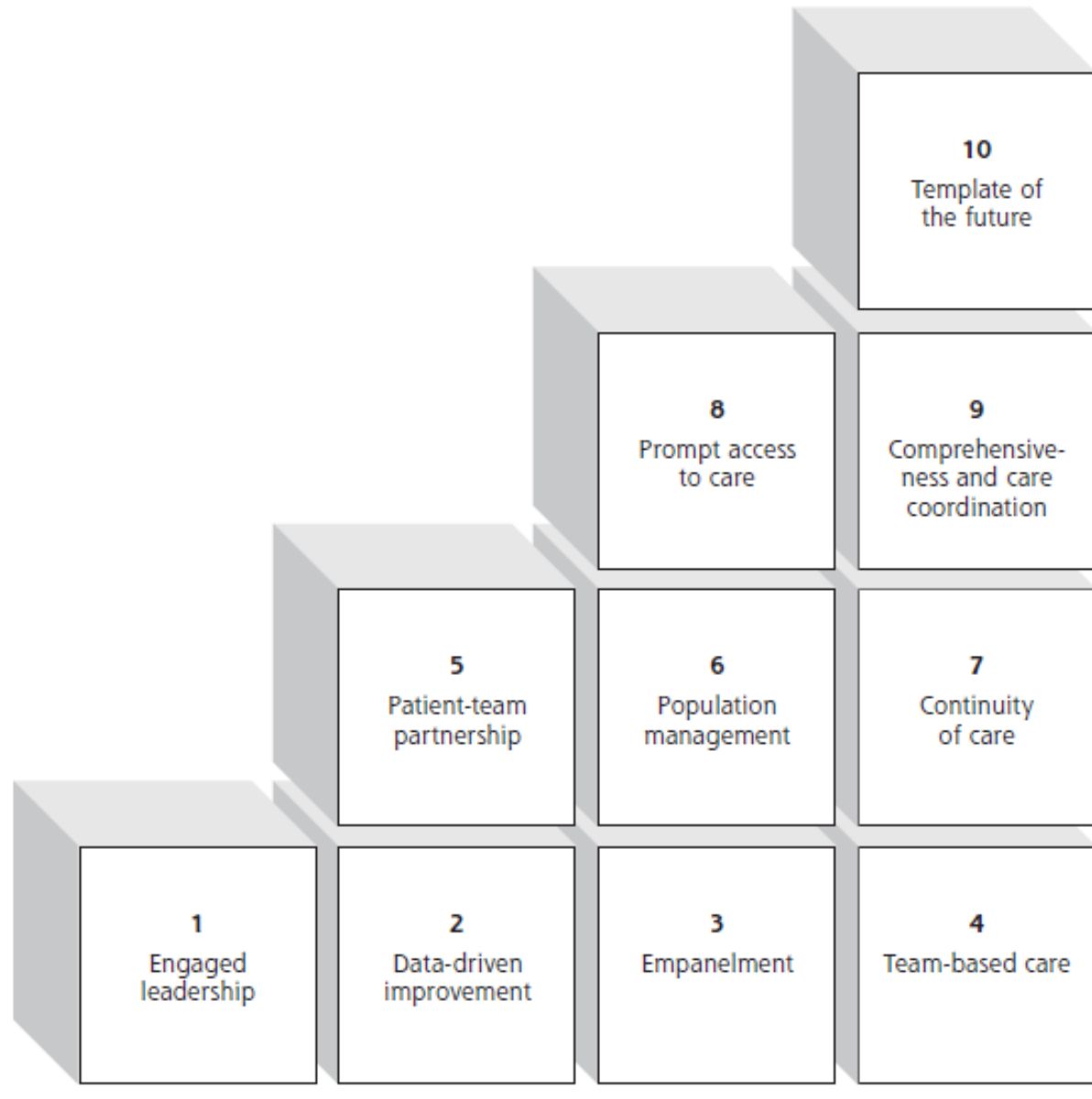


PROVIDER RETENTION – ORGANIZATIONAL IMPACT

IMPACTS TO THE PRACTICE AND PATIENTS

- Cost
- Strain on providers to cover the panel
- Strain on staff to find locum tenens and permanent providers as well as to deal with the provider leaving
- Decreased provider and support staff satisfaction which can lead to further staff turnover
- Reduction of clinical quality
- Lower patient/provider continuity, which is linked to lower clinical outcomes
- Patients leaving the practice
- Stress of training a new provider

Figure 1. Ten Building blocks of high-performing primary care.



Reference: Bodenheimer, Tom et al, 2014, 10 Building Blocks of High Performing Primary Care, *Ann Fam Med* 166-171

CONTACT INFORMATION

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John Snow, Inc.



STAR² CENTER TOOL

WITHOUT DATA
YOU'RE JUST ANOTHER PERSON
WITH AN OPINION

-W. Edwards Deming

DEFINE VALUE OF RETENTION

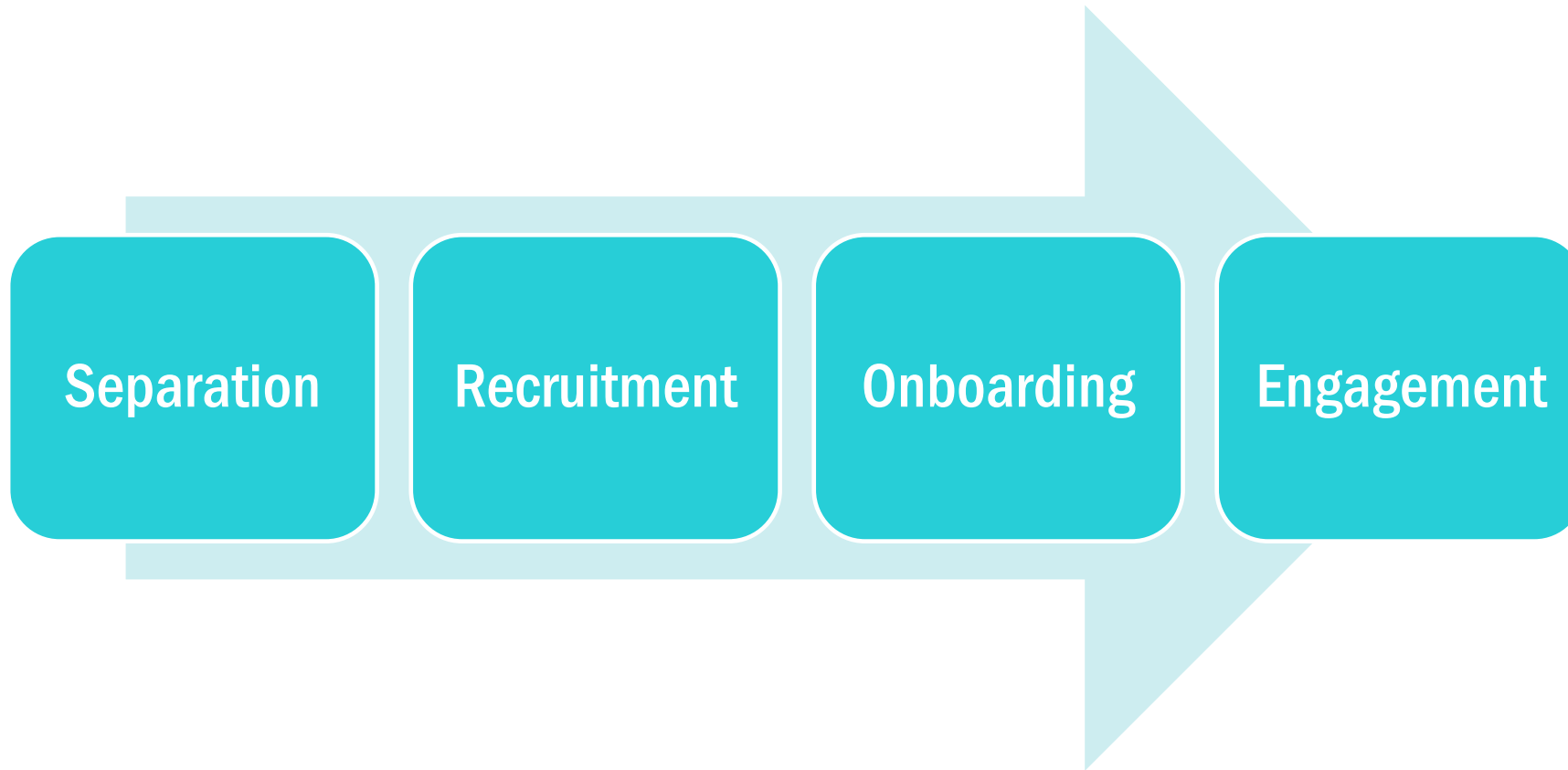
- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your org losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?

FINANCIAL ASSESSMENT TOOL



- Actual costs of provider turnover
- Physician and non-physician tabs
- Downloadable Excel file

COSTS OF TURNOVER



FINANCIAL ASSESSMENT TOOL

- Separation Costs
- Vacancy Costs
- Recruitment Costs
- Onboarding Costs

Tangible Costs	Cost
A. Termination Costs	
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 Locums Tenens or other part time provider	\$ -
3. Malpractice tail coverage costs, if any	\$ -
A. Total Termination Costs	\$ -
B. Replacement Costs	
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. Total Replacement Costs	\$ -
C. Net Impact to Revenue	
10. Revenue Loss from Leaving Provider	\$ -
11. Revenue Recovered from Locum Tenens	\$ -
C. Total Net Impact to Revenue [Recovered - Loss]	\$ -
D. New Hire/Onboarding Costs	
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	\$ -
D. Total New Hire/Onboarding Costs	\$ -
Total Financial Impact	\$ -



COMING UP NEXT

Understand the impact
of turnover



Identify and
understand operational
factors that contribute
to turnover



Identify steps to
reduce turnover

JOIN US FOR THE NEXT SESSION!

May 20, 2020

1:00 pm ET

Understanding Operational Factors Contributing to Turnover



QUESTIONS??

STAY IN TOUCH!

Chcworkforce.org

info@chcworkforce.org

844-ACU-HIRE



THANK YOU