



TURNOVER WEBINAR SERIES

UNDERSTANDING OPERATIONAL FACTORS CONTRIBUTING TO TURNOVER

MAY 20, 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



Alexia Eslan, MBA
John Snow, Inc.



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Association of Clinicians
for the Underserved



PROVIDER RETENTION - VOLUNTARY SEPARATION REASONS OR CONTRIBUTORY REASONS

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%)

7 FACTORS THAT IMPACT TURNOVER

1. Compensation
2. Professional Development
3. Healthcare Community
4. Practice Environment
5. Succession Planning
6. Work/Life Balance
7. Family

POLL QUESTION

Which of these 7 factors affects your provider retention the most? *(Select all that apply)*

1. Compensation
2. Professional Development
3. Healthcare Community
4. Practice Environment
5. Succession Planning
6. Work/Life Balance
7. Family

I. COMPENSATION

- **Look at all parts of compensation**
 - Salary/Bonus
 - Benefits
 - Holiday, Sick, Vacation Time
 - Health and Dental Insurance
 - Pension/401K
 - Other benefits – loan repayment, etc.
- **Compare to local and regional benchmarks for each provider type**
- **How does each individual stack up?**

2. PROFESSIONAL DEVELOPMENT

Please CHAT: How are you supporting providers in their professional development?

2. PROFESSIONAL DEVELOPMENT

“Physicians feel confident in identifying their own learning needs, perceive medical knowledge/skills as their highest-priority need, and desire more credit for learning during patient care.”

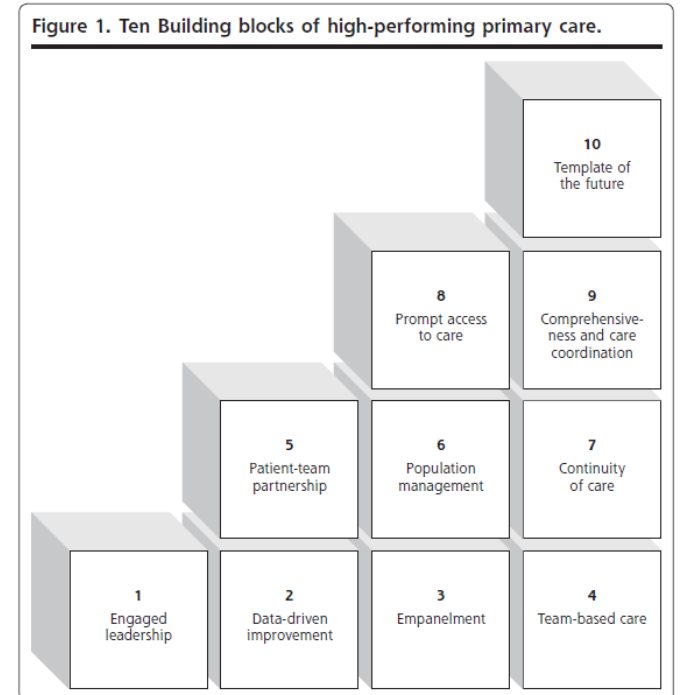
3. HEALTHCARE COMMUNITY

- Compatibility with others in health care community
- Availability of medical specialty services for referral
- Availability of surgical specialty services for referral
- Availability of behavioral health services for referral
- Distance to hospital
- Telemedicine access



4. PRACTICE ENVIRONMENT

- Availability of practice partners and consulting specialists
- Shortage or use of support staff
- Space (exam room and office) issues
- Electronic Health Record issues
- Management conflicts
- “Hassle factor” (ex: documentation, compliance issues)
- Workload



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

5. SUCCESSION PLANNING

- Personal Health Issues or Concerns
- Retirement
- Death



6. WORK/LIFE BALANCE

- Availability of relief coverage for vacations, holidays and family emergencies
- Call schedule/time on-call/on-call coverage
- Hours of Work



7. FAMILY

- Quality of public elementary and secondary schools
- Availability of quality housing
- Employment opportunities for spouse/partner
- Family Issues



CHAT QUESTION

Are there additional factors that you look at when analyzing retention or you can think of that are not covered within these seven main ones?
(Please chat your answer)

1. Compensation
2. Professional Development
3. Healthcare Community
4. Practice Environment
5. Succession Planning
6. Work/Life Balance
7. Family

CONTACT INFORMATION

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STAR² CENTER TURNOVER TOOL

WHY A TURNOVER TOOL?

Identify strategies that may improve success with provider retention

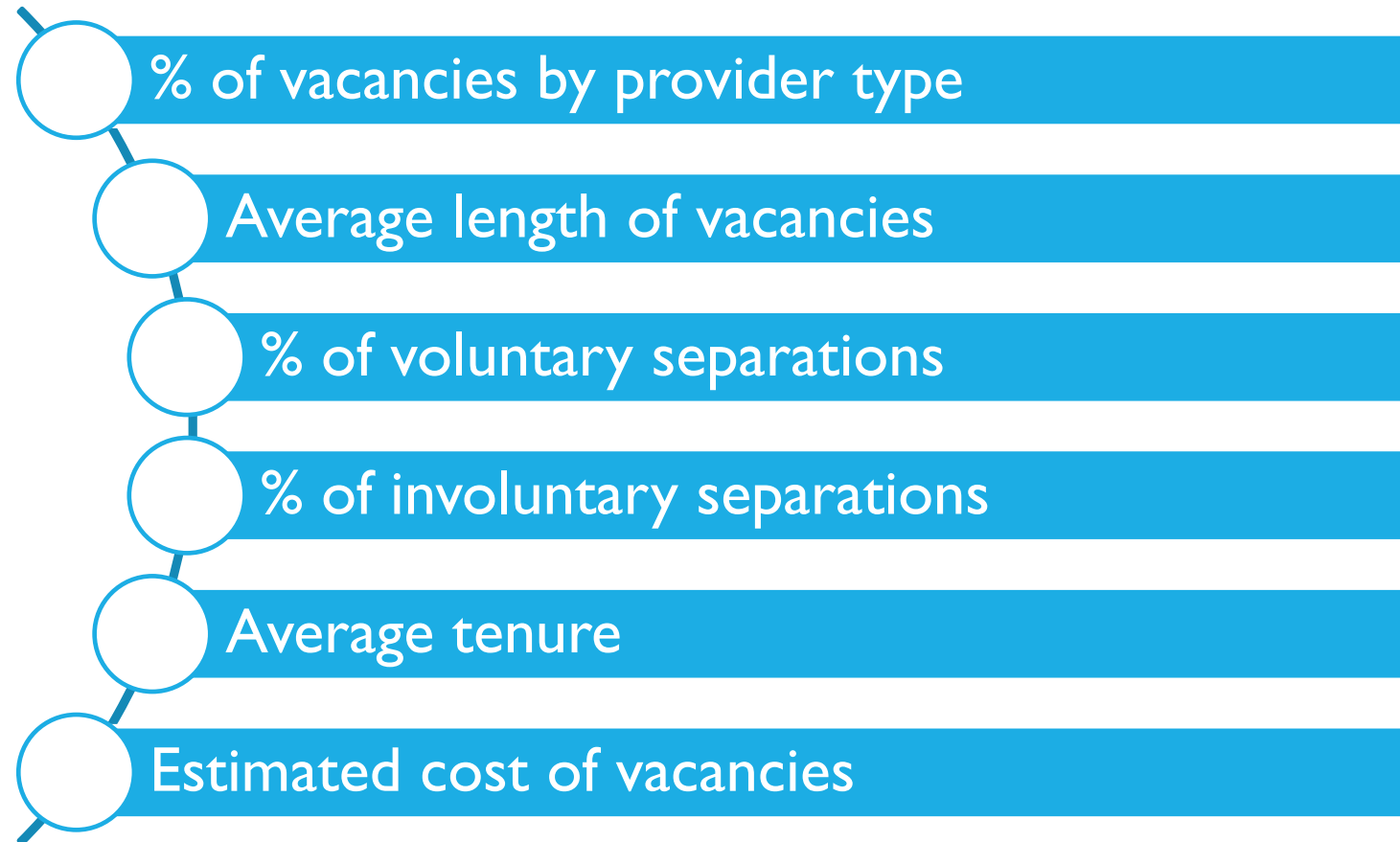
Provide you with individual results

Provide brief recommendations

Allow for collection of turnover data

TURNOVER TOOL

Designed to help determine several measures of turnover:



TURNOVER TOOL

Data collected for:

- Physicians
- Primary care advanced practice (PAs, NPs, etc.)
- Dentists
- Dental hygienists
- Mental health doctoral level providers (Psychiatrists, PhD Psychologists)
- Mental health advance practice (Psych NP, MSW, LCSW, Master's level Psychologist)
- Primary care clinical support staff
- Dental assistants

TURNOVER TOOL

Allow for collection of turnover data!

- Currently no nationally available turnover data for health centers
- Collection on a rolling basis by year
- Allow for aggregation of data and determining benchmarks as well as training needs
- Information collected is confidential and **ONLY** shared with PCAs if you agree



Image by 200degrees on Pixabay



TURNOVER TOOL



Provider Turnover Tool

OVERVIEW

Solutions Training and Assistance for Recruitment & Retention Center or STAR² Center provides training and technical assistance to community health centers for provider recruitment and retention. Provider turnover can have many impacts on practices, including negative impacts on revenue, decreased provider and support staff satisfaction which can lead to further staff turnover, reduction of clinical quality, and loss of market share. It is essential to understand not only your health center's turnover rates, but also the potential causes leading to turnover. This understanding allows you to develop strategies to reduce provider turnover and mitigate its adverse impacts.

HOW TO USE THE TOOL



Provider Turnover Tool

If your organization has multiple sites and the answers to this assessment are for a specific site or sites, please answer the following questions for that site or sites, otherwise answer for the entire organization.

Person, Health Center & Site Details Form

First Name *	Phone
<input type="text" value="Suzanne"/>	<input type="text"/>
Last Name *	Email *
<input type="text" value="Speer"/>	<input type="text" value="sspeer@clinicians.org"/>
Complete for a health center or by individual site, or both (if both, complete two separate tools)	
Calendar Year *	Health Center Total Budget *
<input type="text" value="2019"/>	<input type="text" value="1,200,000"/>
Health Center Name *	Health Center Total FTEs * ⓘ
<input type="text" value="Test"/>	<input type="text" value="234"/>



Provider Turnover Tool

This page is specifically looking at physician turnover. Physicians are defined as doctoral-level providers, including MD's and DO's, that provide medical care to patients. Physicians at your health centers may include family physicians, pediatricians, internists and OB-GYNs.

Primary Care Physicians (IM, FP, Pedi, Ob/Gyn)

Input Table Definitions

Primary Care Physicians - Internal Medicine physicians practicing primary care for 50% or more of their visits, Family Practice physicians, Pediatricians, Ob/Gyn physicians

Positions - Job held by either a full or part-time employee independent of FTE status

FTE - Full Time Equivalency (1.0 FTE is a full-time position)

Total budgeted positions whether or not filled ⓘ

of positions

of FTE



Provider Turnover Tool

This page looks at the reasons that an employee could have voluntarily separated from your organization. Please check all of the reasons that employees have voluntarily left your health center. If the reason is not included below, please add it in item number 8.

Provider Voluntary Separation Reasons or Contributory Reasons (check all that apply)

1. Compensation

- Income potential
- Benefits

2. Professional Development

- Availability of continuing education opportunities

3. Healthcare Community

- Compatibility with others in health care community
- Availability of medical specialty services for referral
- Availability of surgical specialty services for referral
- Availability of behavioral health services for referral
- Distance to hospital

4. Other reasons

<http://www.chcworkforce.org>



Provider Turnover Tool Results

Thank you for completing the STAR² Provider Turnover Tool. Your calculated results are included in the results tables below. In addition, the tables includes the estimated costs for the primary care provider vacancies you are reporting based on national averages. The cost of turnover is estimated in **Question 9** on the attachment.

Recommendations based on your data are listed at the bottom of this report, along with links to tools to assist with recruitment and retention. To follow up on the recommendations, access our Resource Library, get information on trainings or request technical assistance; please visit CHCWorkforce.org or call 1-844-ACU-HIRE (1-844-228-4473). Most resources and services are free for "**Health Center Program Grantee**" and "**FQHC Look-Alike**" health centers.

Person, Health Center & Site Details	
First Name	test
Last Name	test
Phone	

Action Guide

Turnover is a multi-faceted phenomenon. It can be caused by infrastructure issues in your health center such as inadequate support staff, or external factors such as competition from other health care organizations. It is important to understand the underlying reasons that staff leave in order to create an environment that encourages retention and makes your health center the place people choose to work.

The Turnover Tool is intended to assist health centers in pinpointing who leaves, why they leave, and what the impact is on the organization. It is a tool that helps you peel back the layers of the onion – to delve into the specifics looking at each category of provider staff discretely. The reasons that Dental Hygienists leave may be very different from those of Nurse Practitioners. Understanding these differences allows you to develop focused strategies to address specific issues impacting retention. The tool may also identify a common thread that runs across all of the provider groups leading to a completely different strategic approach to addressing the problem. The more you understand the causes of turnover at your organization, the better able you are to make changes that really improve things.

The Turnover Tool should be used in conjunction with the myriad of other free tools and resources available at the STAR² Center. These include the toolkits and templates, upcoming trainings and webinars, data, and individual technical assistance opportunities. Visit the STAR² website to access all of the resources: www.chcworkforce.org.

The data you receive from the Tool should be used to start a focused conversation and to review and update the strategic plans you have developed around recruitment and retention. The STAR² Center team strongly recommends bringing the feedback from this tool to your health center team to begin your next steps in strategic workforce planning. These steps should include:

Talk About It

- Discuss the results with your Leadership Team
 - Discuss surprises, concerns, etc.
 - Continue exploring the financial impact of your workforce
- Share with Managers
 - Find any difference between what they expected and what they saw. What is contributing to that difference?
 - Consider how this information can help managers to be more effective, and what managers are accountable for
- Communicate Your Successes
 - Find the numbers that excite you and share them with your teams
 - Create open dialogue about why numbers are good and how your organization can keep on that path

Push Data

- Update Your Workforce Plans
 - Identify parts of your recruitment, retention, or staffing plans that may need to be addressed
 - Continue exploring the financial impact of your workforce
- Explore Additional Workforce Metrics
 - Identify at least one more metric that you would like to understand (e.g. time-to-fill) and use in your workforce plans
 - See what you can get out of your HR system, payroll system, or other internal resources

Next Steps

After reviewing the Tool feedback and discussing it with your team, use the following section to lay out your next steps.

Based on feedback from the above sections, we will:

1.

Additional Resources:

Helpful Links and Resources

- [ACU - Health Center Provider Retention And Recruitment Plan Template](#)
- [STAR² Center Financial Assessment Tool](#)

Resources and Further Reading on Recognizing the Warning Signs

- [What Your Employee Turnover Rate Says about Your Company](#)
- [Prevalence and Causes of Medical Absenteeism Among Staff,](#)
- [Managing Employee Attendance,](#)
- [The Invisible Impact of Absenteeism](#)

Resources and Further Reading on Evaluating for Burnout

- [STAR² Center .webinar series](#)
- [IHI Framework for Improving Joy in Work,](#)
- [Using a Single Item to Measure Burnout in Primary Care Staff: A Psychometric Evaluation,](#)
- [Validated Instruments to Assess Work-Related Dimensions of Well-Being,](#)
- [AMA STEPS Forward: Preventing Physician Burnout](#)
- [ProQOL](#)
- [The Maslach Burnout Inventory](#)

Resources and Further Reading on Measuring Employee Satisfaction

- [Measuring job satisfaction among healthcare staff in the United States: a confirmatory factor analysis of the Satisfaction of Employees in Health Care\(SEHC\) survey,](#)
- [Employee Satisfaction Surveys: 3 Sample Templates with Questions,](#)
- [Employee Satisfaction Measured in Real Time](#)
- [SOne Way to Prevent Physician Burnout,](#)
- [Burnout and Doctors: Prevalence, Prevention and Intervention](#)

Resources and Further Reading on Planning for Burnout

<http://www.msnworkforce.org>



WHAT NOW??

NEXT STEPS

Receive an email
with the link to the
BRAND NEW tool!

Complete the tool
for your
organization

Come to the next
session on June 3rd
to talk about how
to combat turnover

TURNOVER WEBINAR SERIES

Understand the impact
of turnover



Identify and
understand operational
factors that contribute
to turnover



Identify steps to
reduce turnover

JOIN US FOR THE FINAL SESSION!

June 3, 2020

1:00 pm ET

**Addressing Operational Factors
Contributing to Turnover: Action Steps**

QUESTIONS??

STAY IN TOUCH!

Chcworkforce.org

info@chcworkforce.org

844-ACU-HIRE



THANK YOU