



# TURNOVER WEBINAR SERIES

OPERATIONAL FACTORS CONTRIBUTING TO TURNOVER: ACTION STEPS

JUNE 3, 2020

1:00PM EASTERN

# ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

Access to Care & Clinician Support

Recruitment & Retention

National  
Health  
Service Corps

Resources

Training

Networking

# STAR<sup>2</sup> CENTER



**STAR<sup>2</sup>CENTER**  
SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION

[www.chcworkforce.org](http://www.chcworkforce.org)

# WEBINAR HOUSEKEEPING

We are  
Recording

Ask  
Questions

Complete the  
Evaluation

- Questions?
  - Use the chat and questions boxes
  - Email [mblake@clinicians.org](mailto: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

# LAST TIME...

- Reasons for turnover

- Debut of the Turnover Tool



## Provider Turnover Tool

### OVERVIEW

Solutions Training and Assistance for Recruitment & Retention Center or STAR<sup>2</sup> 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



# TODAY'S PRESENTERS



Alexia Eslan, MBA  
John Snow, Inc.



Suzanne Speer  
Association of Clinicians  
for the Underserved



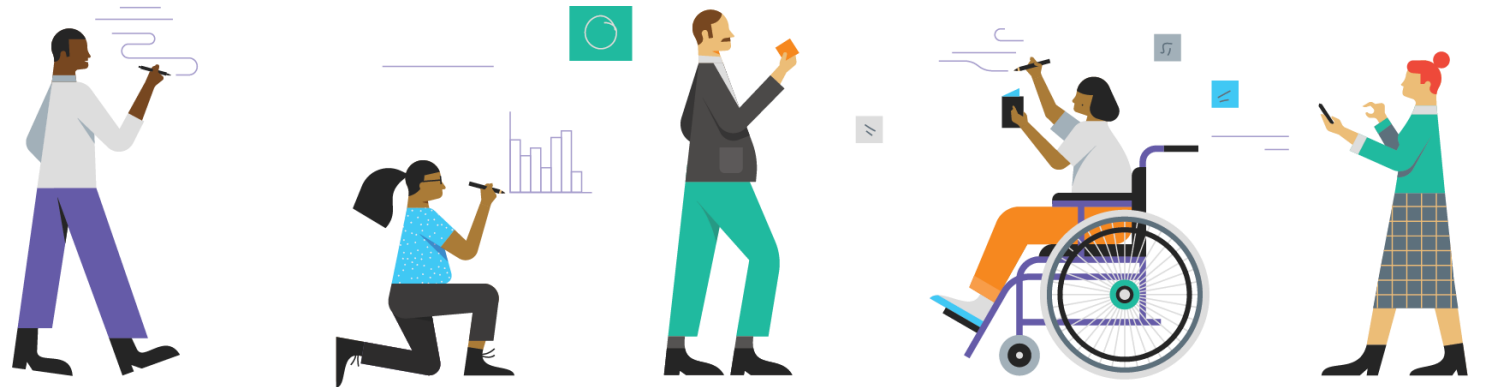
# ACTION STEPS TO SUPPORT PROVIDER RETENTION

# 7 FACTORS THAT IMPACT VOLUNTARY TURNOVER

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

# GENERAL APPROACH

- SURVEY / ASSESS
- IDENTIFY
- COMMIT
- TEST and IMPLEMENT



# I. COMPENSATION

- Identify opportunities for improvement, within budget constraints
  - Pay equity
  - Improvements in:
    - Hours worked
    - Productivity
    - Quality
    - Team participation
    - Administrative Roles
- Conduct individual provider meetings to document any concerns or individual provider goals that may impact planning
- Use data collected in assessments to begin compensation planning

# I. COMPENSATION (CONT.)

- Explore alternative payment models
  - Pay for Performance Model

## DESIGN FEATURES THAT COULD IMPROVE PAY-FOR-PERFORMANCE PROGRAMS

Divide the lump sum into a series of smaller incentive payments

Use tiered absolute thresholds (e.g., 25%, 50%, 75%, and 90%)

Shorten lag time to as short as possible

Consider bonus payment or use of deposit contracts

Simplify program so that uncertainty is minimized

Decouple incentive payment so that it is given separately

Use in-kind incentives

## 2. PROFESSIONAL DEVELOPMENT

- Co-designing a professional development program
- Providing or participating of case conferencing opportunities to learn from peers
- Designing cross-team learning opportunities
- Participating of state or national-level QI initiatives

# 3. HEALTHCARE COMMUNITY

- Establishing strong partnerships with specialty and hospital services
- Assessing patient social needs and establishing a comprehensive system to support them
- Offering multiple modalities for patient visits

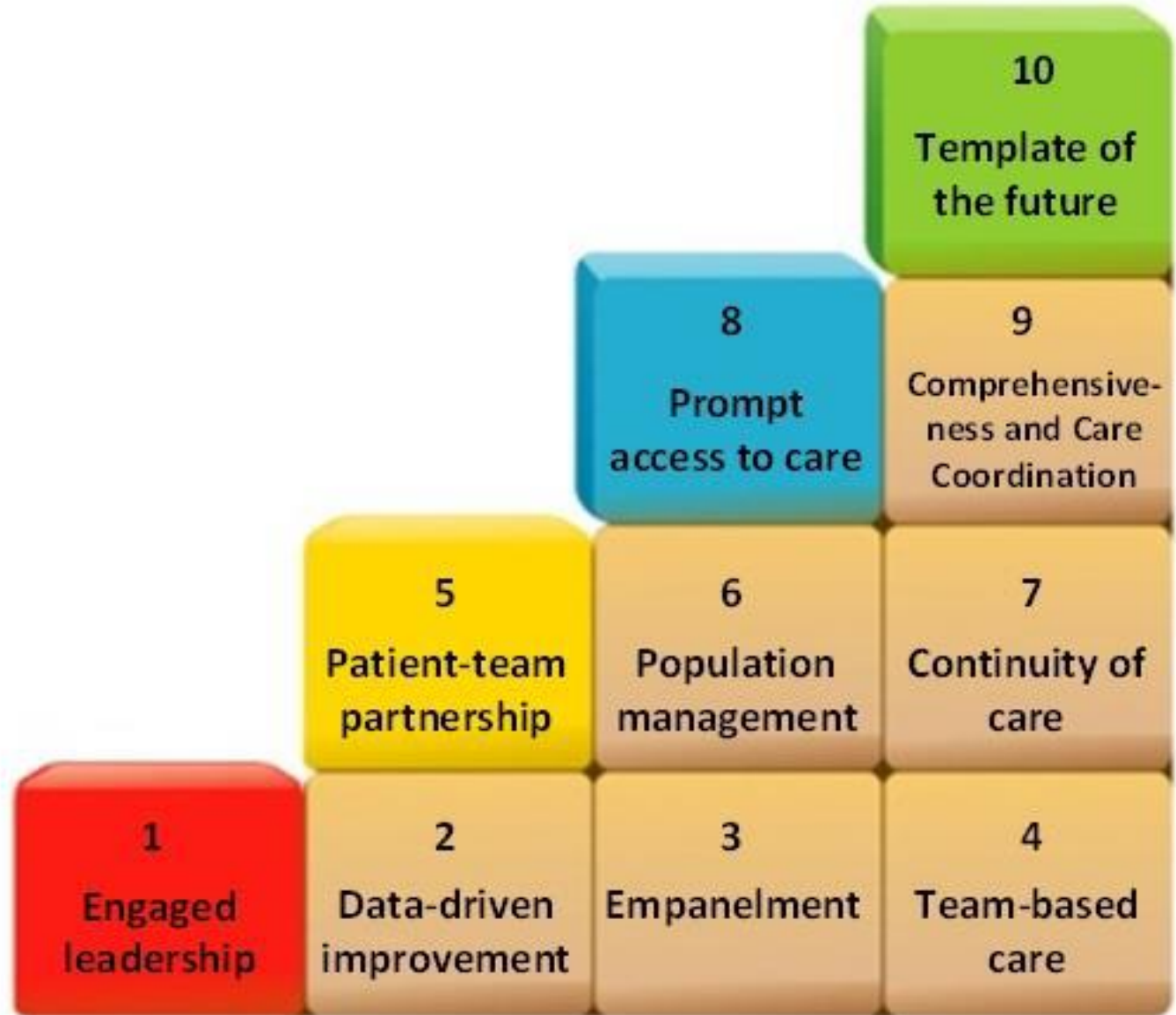




## 4. PRACTICE ENVIRONMENT

“Physicians, especially those in primary care, were frustrated when demands for greater quantity of care limited the time they could spend with each patient, detracting from the quality of care in some cases. Electronic health records were a source of both promise and frustration, with major concerns about interoperability between systems and with the amount of physician time involved in data entry.”

Willard and Bodenheimer, The Building Blocks of High-Performing Primary Care. California Healthcare Foundation, 2012



# TEAM BASED CARE

## Learning From Effective Ambulatory Practices: Physicians Share Their Experience



# A FEW MORE EXAMPLES TO CONSIDER FOR PRACTICE ENVIRONMENT

- Consider in-visit scribing by nurses or MAs
- Develop or attend mindfulness and resiliency training
- Increase correspondence with your EHR vendor and ask for what you need
- Establish standing orders for nurses and medical assistants
- Use systematic workflow planning
- Include non-clinical items in huddles or team meetings
- Develop schedules with flexibility and clinician input

# GOOD RESOURCES FOR PRACTICE TRANSFORMATION

- UCSF Center of Excellence in Primary Care:  
<https://cepc.ucsf.edu/tools-transformation>
- MacColl Center for Healthcare Innovation Primary Care Team Guide:  
<http://improvingprimarycare.org/>
- AHRQ Practice Improvement Tools: <https://www.ahrq.gov/practiceimprovement/index.html>
- Institute for Healthcare Improvement: <http://www.ihl.org/resources/>
- AMA Steps Forward™:  
<https://edhub.ama-assn.org/steps-forward/>

# 5. SUCCESSION PLANNING

- Integrate succession planning in the organization's strategic plan and provide a proactive method for identifying and developing potential leaders.
- Review and update succession plans on a regular basis.



# 6. WORK/LIFE BALANCE

- Availability of relief coverage for vacations, holidays and family emergencies
  - Create clinician “float pools” for life events, or utilize locum tenens
- Minimize call schedule/time on-call/on-call coverage
- Hours of Work
  - Support remote charting and tele-visits
  - Support working part-time
- Having a wellness committee and infrastructure
- Provide free time with a life coach

What is your organization doing?

Please share in the CHAT



# 7. FAMILY

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





# CONTACT INFORMATION

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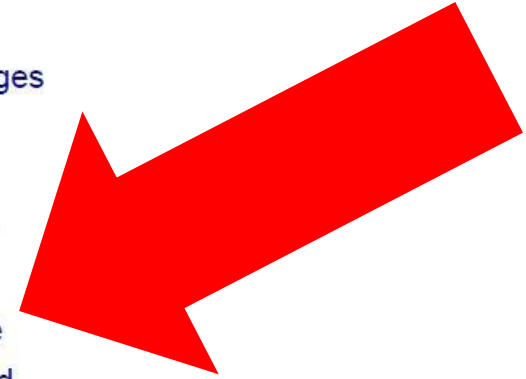
WE'VE GOT DATA AND RECOMMENDATIONS.  
NOW WHAT?

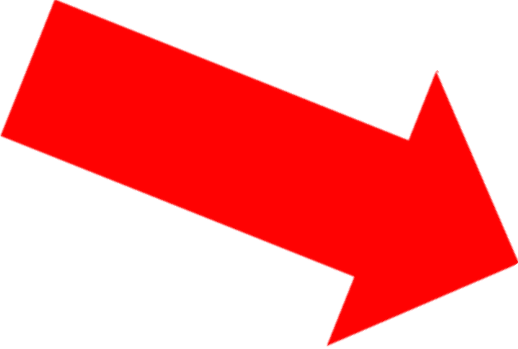

## Action Guide

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 STAR<sup>2</sup> Center. These include the toolkits and templates, upcoming trainings and webinars, data, and individual technical assistance opportunities. Visit the STAR<sup>2</sup> website to access all of the resources: [www.chcworkforce.org](http://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 STAR<sup>2</sup> 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:

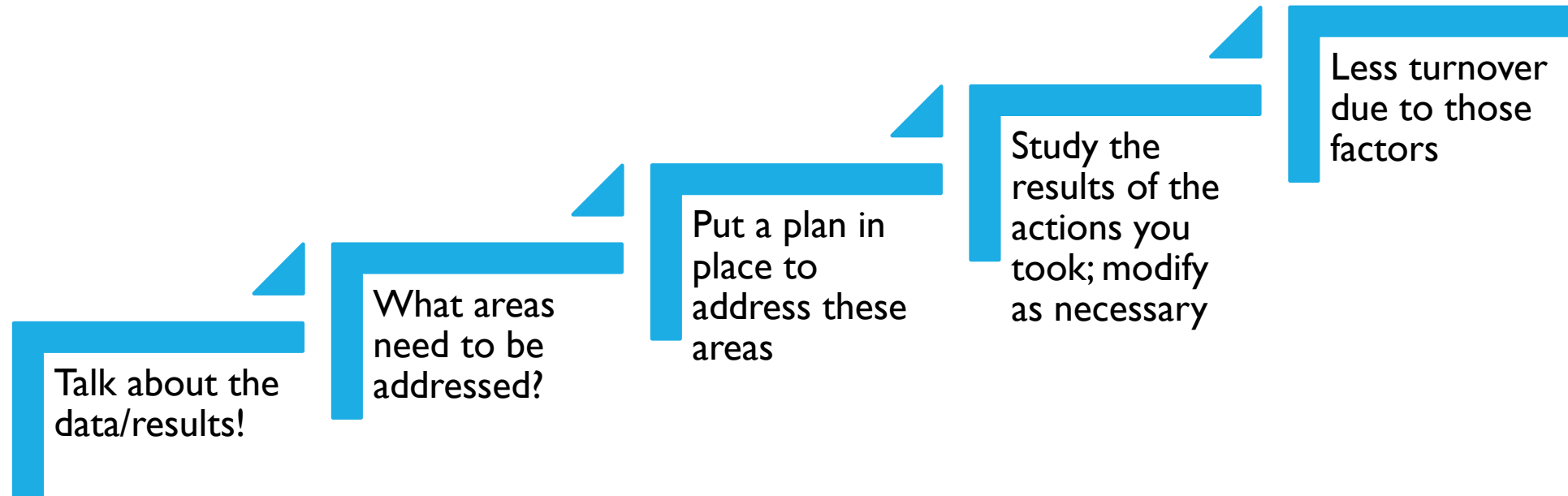
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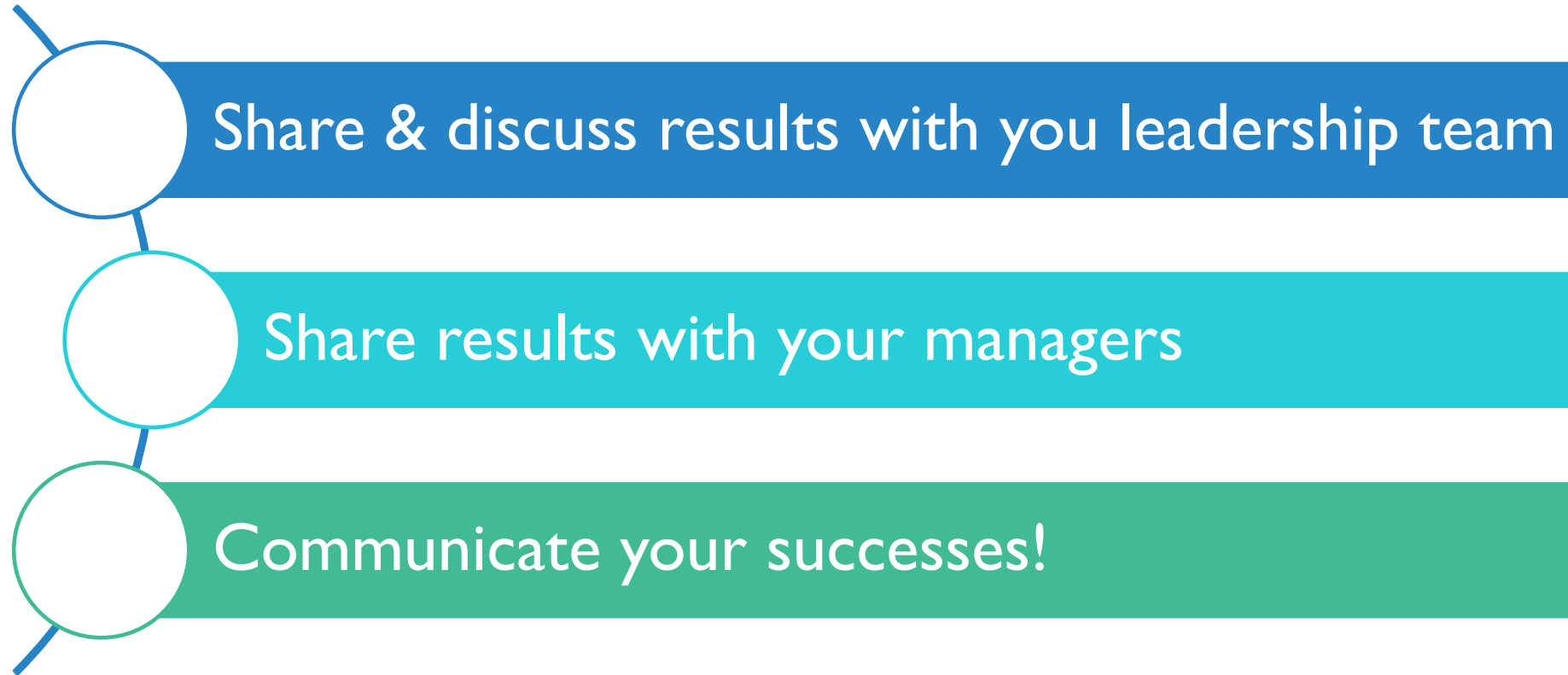
WITHOUT DATA  
YOU'RE JUST ANOTHER PERSON  
WITH AN OPINION

-W. Edwards Deming

# WHAT NOW?



# SHARE, SHARE, SHARE!



# WHAT ARE THE ISSUES?

**What is happening at the org, site, and individual levels?**

**Where are the problem spots?**

**What additional info do we need?**

**What do we tackle next?**

**Where are things going well?**

**What are the root causes of problems?**

**What solutions can we test through a PDSA cycle?**



## Plan

- What changes do we want to make to combat our turnover issues?

## Do

- Put the changes into place

## Study

- What happened when we put these changes into place?

## Act

- Keep the same interventions or try something different?

# REMEMBER THE KEY QUESTIONS

- What are the specific, measurable issues to address?
- How are our strategies collectively leading to progress on those issues?

# WHAT ELSE CAN WE DO?

Appoint a turnover champion

Update your workforce plans

Continue to explore the financial impact of your workforce

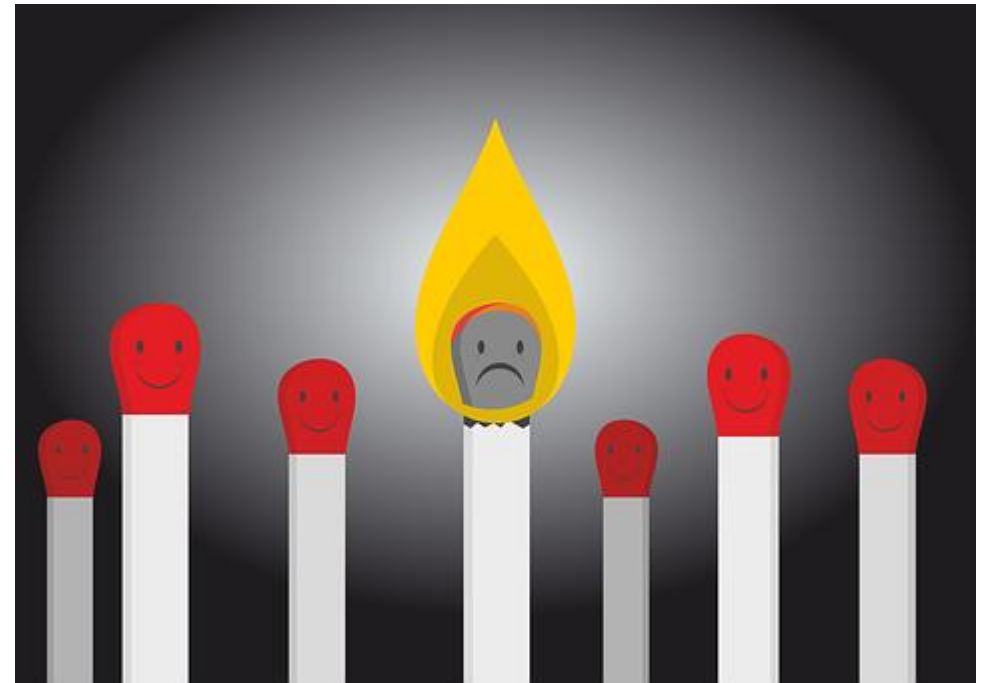
What other data metrics do you want to explore?



# OTHER STAR<sup>2</sup> TOOLS

# BURNOUT ASSESSMENT TOOL

- Assessing burnout from an organizational standpoint
- 7 questions
- 5-10 minutes to complete



# BURNOUT ASSESSMENT TOOL

- Identify strategies to improve provider retention and reduce burnout
- Report with recommendations based on input



## Provider Burnout Assessment Tool

### OVERVIEW

Solutions Training and Assistance for Recruitment & Retention Center or STAR<sup>2</sup> Center provides training and technical assistance to community health centers for provider recruitment and retention. This Burnout Self-Assessment Tool has been designed to assist your health center in identifying topics for further exploration. The tool includes questions to gauge the need for intervention to prevent burnout at your organization.

### HOW TO USE THE TOOL

The tool includes 7 questions. It should take approximately 5-10 minutes to complete. To navigate through the assessment, use the "continue" or "back" buttons at the bottom of each page. Throughout the assessment, your answers will generate suggested resources for further reading and next steps at your health center. When you have completed the last question (#7) you will arrive at the submission page. To send the survey click 'submit' on that page. Upon submission, you will receive an automated email with a summary of your responses.

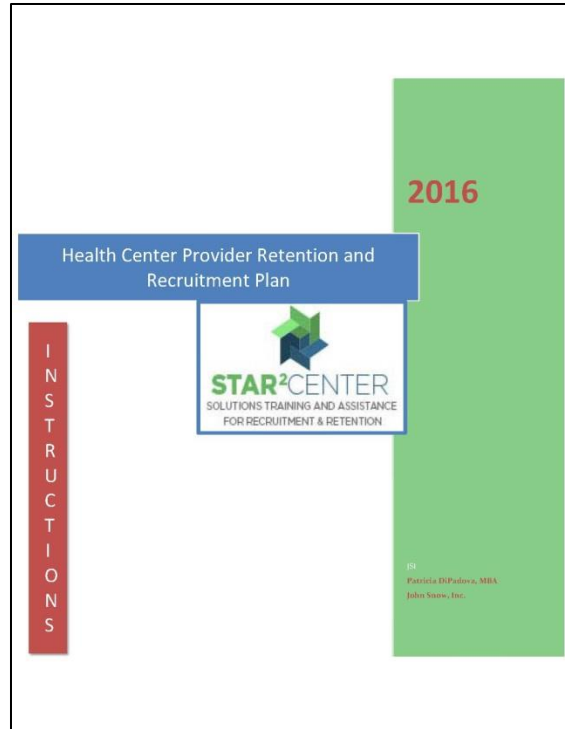
### USES OF THE TOOL

The Burnout Self-Assessment Tool's primary purpose is to help you identify strategies that may improve your success with provider retention. Using your responses, the Tool will provide brief recommendations on those topics you might want to pursue. The STAR<sup>2</sup> Center has a considerable number of resources available to you on topics included in the Burnout Self-Assessment in our Resource Library.

# R&R TEMPLATE

- Assist health centers in developing a written R&R plan
- Provides a structure and thought process for improving R&R practices
- Accompanying tools

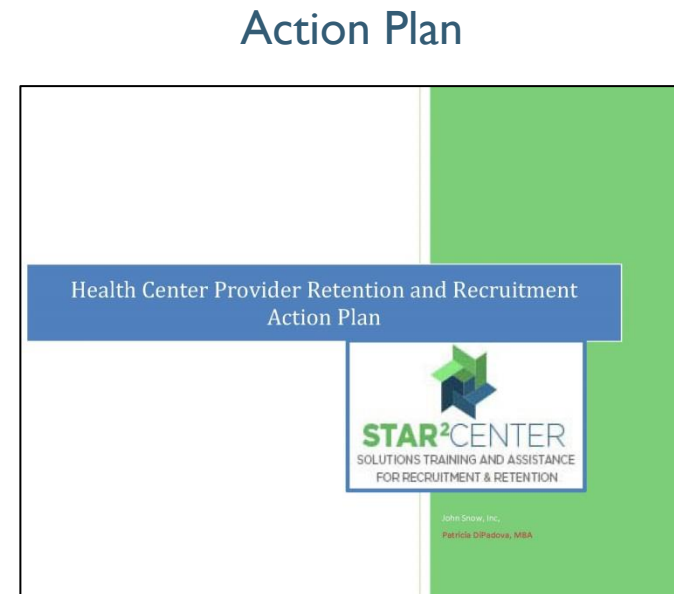
# Health Center Provider Retention & Recruitment Plan Tools



Instructions



Template







# QUESTIONS??

# STAY IN TOUCH!

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# THANK YOU