



# PCA/HCCN PROFESSIONAL DEVELOPMENT SERIES

UNDERSTANDING AND UTILIZING WORKFORCE DATA

NOVEMBER 1, 2018

3 P.M. EASTERN

# TODAY'S PRESENTER

Allison Abayasekara  
Vice President,  
Training & Programs



# ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

## Recruitment & Retention

National  
Health  
Service  
Corps

Resources

Training

Networking

# NATIONAL COOPERATIVE AGREEMENTS

Pipeline &  
Team-Based  
Care

Community Health  
Center Inc.

Recruitment  
& Retention

Association of  
Clinicians for the  
Underserved



# EVERYTHING CLINICIAN RECRUITMENT & RETENTION

## Solutions, Training, and Assistance for Recruitment and Retention (STAR<sup>2</sup> Center)

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

# ACU FACULTY

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# GOALS OF SERIES

Help build your workforce expertise



Share PCA & HCCN Successes



Connect you with others

# WEBINAR HOUSEKEEPING

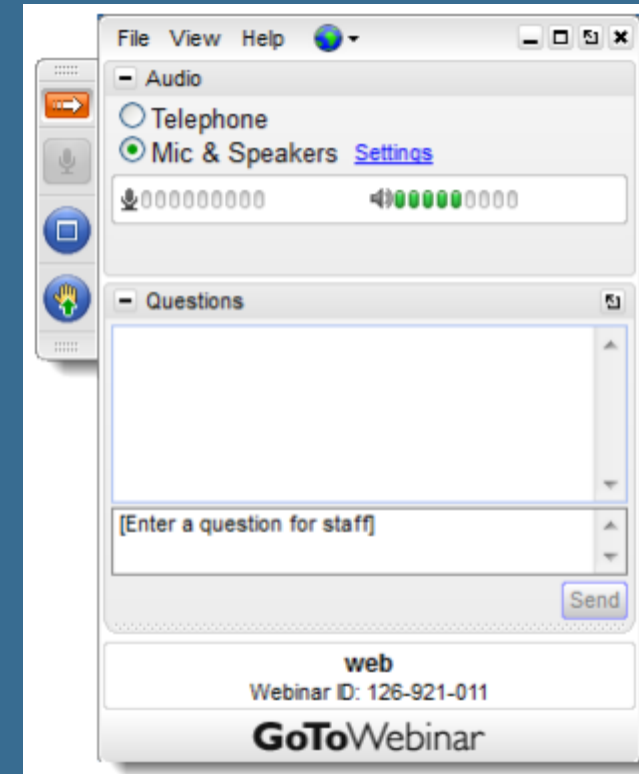
We are  
Recording

Ask  
Questions

Have Fun



- Questions?
  - Raise your hand
  - Use the chat & questions boxes
  - Email [mblake@clinicians.org](mailto:mblake@clinicians.org)



# GOALS FOR TODAY

Review health center workforce data

Review state and regional workforce data

Hear from an expert at CHAMPS, the Region 8 PCA

# POLL QUESTION I

Does your organization currently collect any workforce data?

A. I'm not sure...

B. We're not there yet

C. Yes, we do some basics

D. Yes, and we're practically experts!



# WORLD OF WORKFORCE DATA



# WITHOUT DATA

YOU'RE JUST ANOTHER PERSON

WITH AN OPINION

W. EDWARDS DEMING

# UNDERLYING CONCEPTS

Need  
specifics as  
much as  
possible

Connected  
to bottom  
line & larger  
issues

Offer  
opportunity  
for more  
exploration

Data



Context



Concrete  
issues &  
solutions



# HEALTH CENTER DATA



# HEALTH CENTER USE QUESTIONS

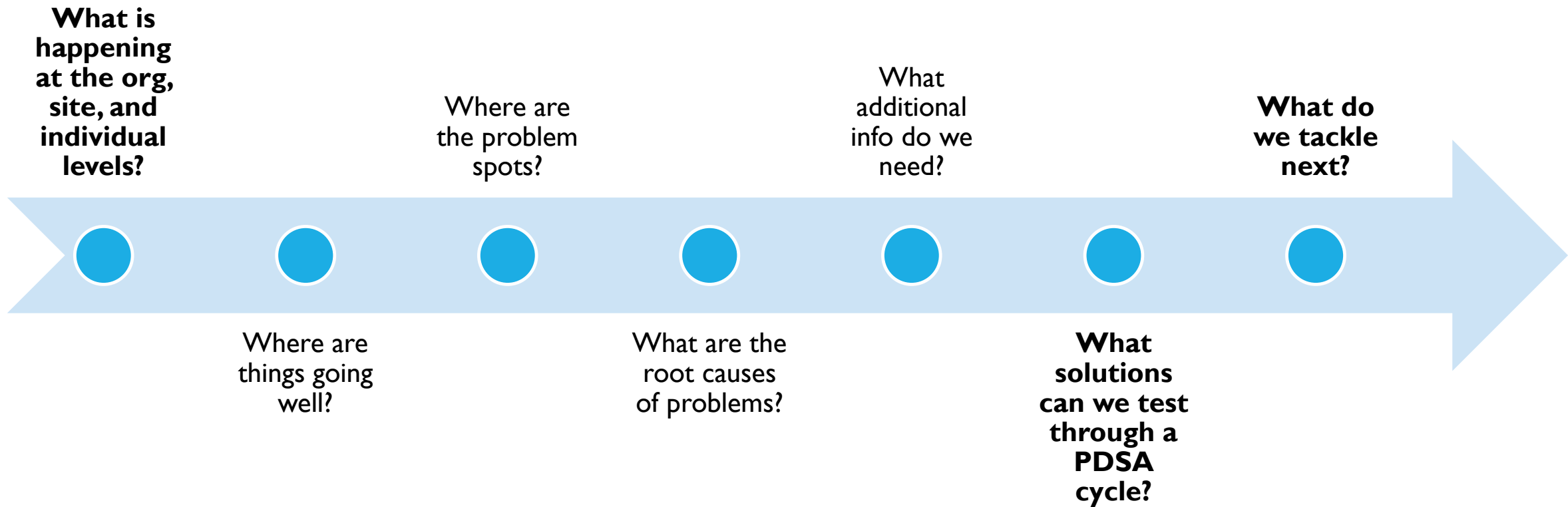
What's happening at the org that's making it difficult to recruit & retain staff?

Where are the specific pressure points?

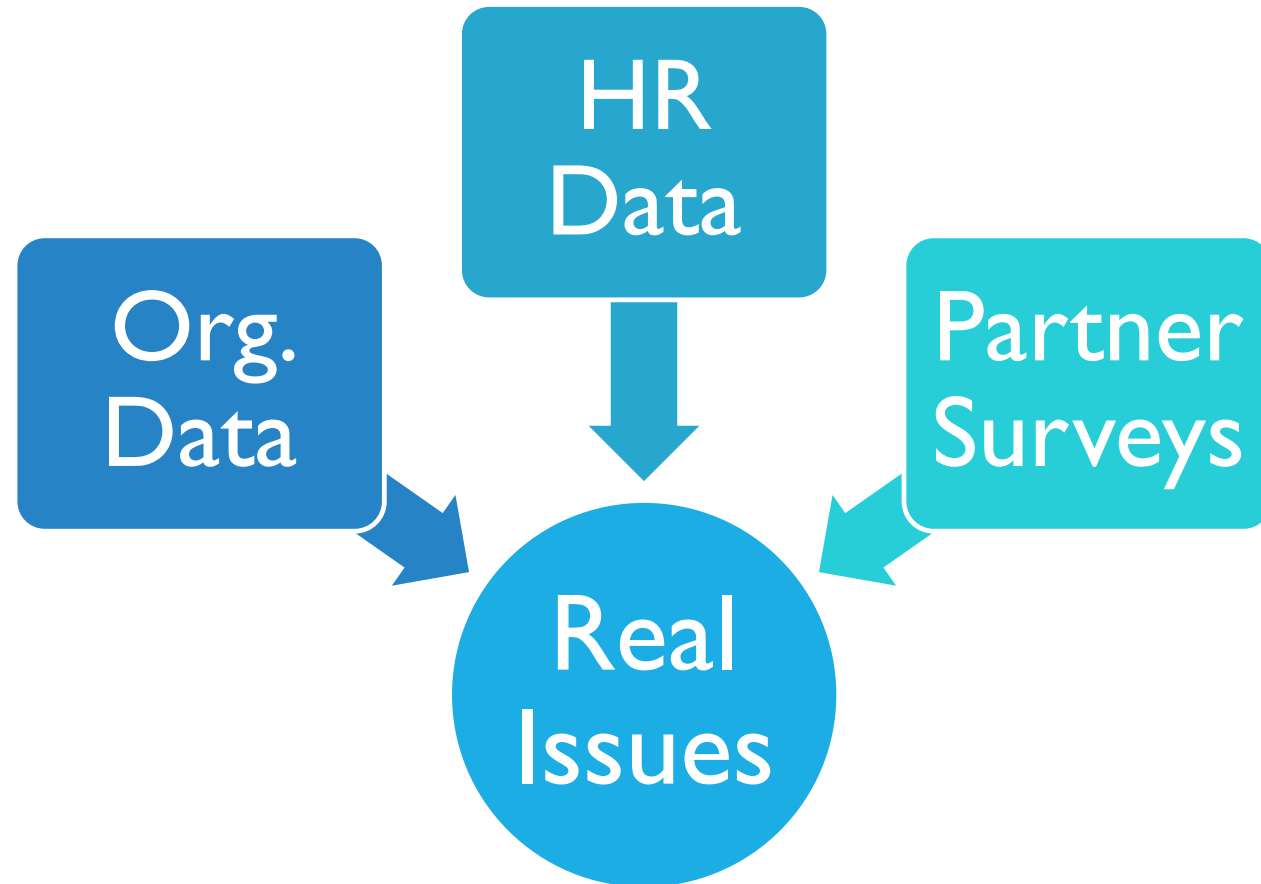
What's working and why?

How do we break big challenges down into manageable pieces?

# EXAMPLE PROCESS FOR HEALTH CENTER



# HEALTH CENTER DATA



# ORGANIZATIONAL DATA

Competitive  
Salary

NHSC  
Utilization

Staffing  
Structures

Productivity  
Expectations

Admin  
Support  
Ratios

...and more!

# HR DATA

Time to  
Fill

Turnover

Tenure

Absence  
Trends

Staffing  
Revenues

Cost of  
Benefits

...and  
more!

# PARTNER DATA

Competitor  
Plans

Funder Plans

Community  
Partner Plans

Community  
Demographics

...and more!



# STATE & REGIONAL DATA

# PCA-HCCN USE QUESTIONS

What are the main issues for health centers for recruitment and retention?

Which disciplines are offering the biggest challenges?

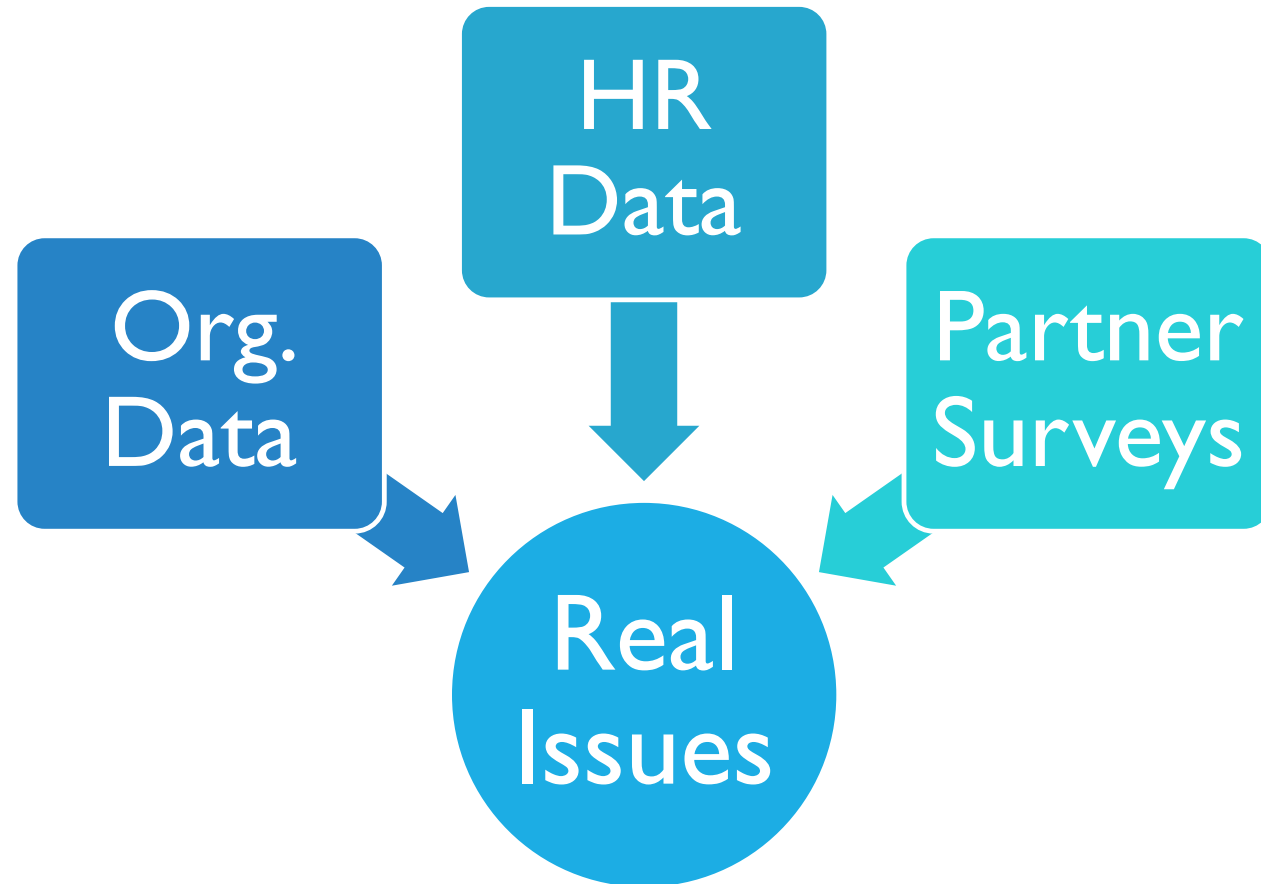
What are the themes affecting most orgs?

What are the root causes of some of these issues?

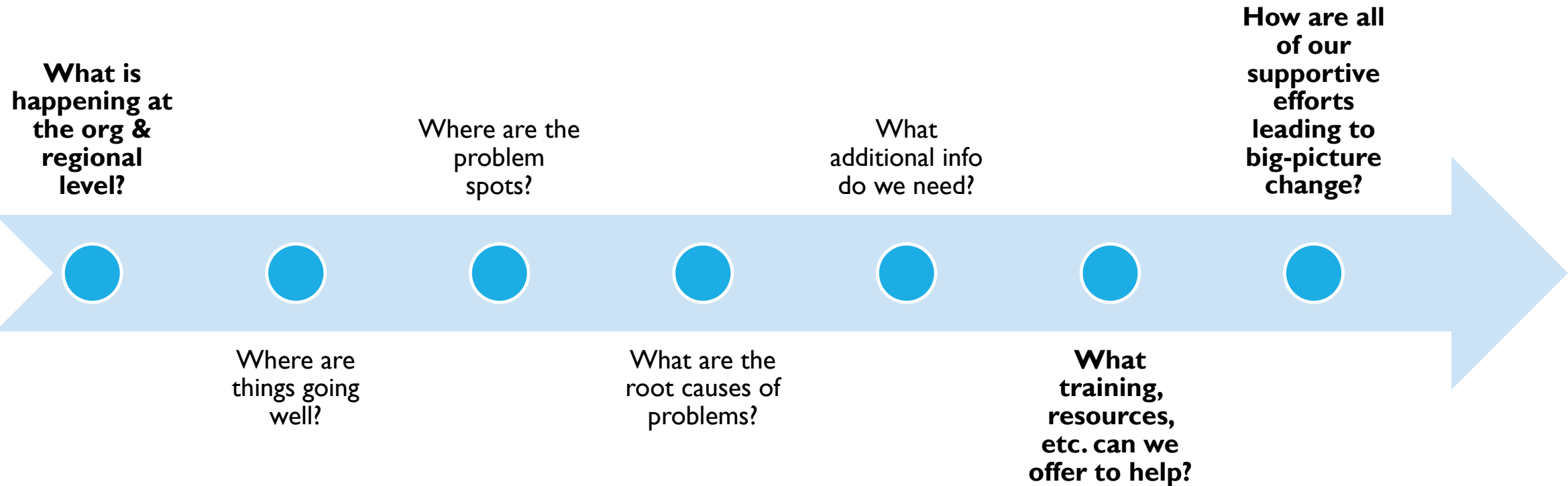
How do we break big challenges down into manageable pieces?



# PCA-HCCN DATA



# EXAMPLE PROCESS FOR PCA-HCCN



# ORGANIZATIONAL DATA

Salary

NHSC  
Utilization

Staffing  
Structures

Productivity  
Expectations

Provider  
Types

...and more!

# HR DATA

Time to  
Fill

Turnover

Tenure

Vacancy  
Rates

...and  
more!

# PARTNER DATA

Federal Policy  
& Regulatory  
Plans

State Policy &  
Regulatory  
Plans

Funder Plans

State &  
Regional  
Partner Plans

National  
Trends and  
Resources

...and more!

# ACU RESOURCES

## Now Available:

1. [ACU Data Profiles](#)
2. [ACU Financial Impact Tool](#)

## Coming Soon:

1. Strategic Planning Workbook
2. HR Metrics Learning Collaborative
3. Turnover Analysis Tool

# NEW NCA RESOURCE



<https://www.healthcenterinfo.org/>

# POLL QUESTION 2

What might be your next priority in collecting/analyzing workforce data?

- A. Crying a little and then taking a nap
- B. Figuring out what kind of capacity we have for this
- C. Taking a closer look at data we already have
- D. Getting more info on how to analyze/make our data actionable





# HEAR IT FROM A PCA

# GUEST EXPERT

Andrea Martin

*Workforce Development and Member Services Director*

Community Health Association of Mountain/Plains States

# CHAMPS WORKFORCE DATA

## Community Health Association of Mountain/Plains States

- The mission of the Community Health Association of Mountain/Plains States (CHAMPS) is to provide opportunities for education and training, networking, and workforce development so that Region VIII (Colorado, Montana, North Dakota, South Dakota, Utah and Wyoming) Community Health Centers can better serve their patients and communities.
- Andrea Martin, Workforce Development and Member Services Director,  
[Andrea@CHAMPSonline.org](mailto:Andrea@CHAMPSonline.org)

# CHAMPS WORKFORCE DATA

- Annual Region VIII BPHC Uniform Data System (UDS) Summary
- Annual Job Opportunities Bank (JOB) Data Comparison Report
- Annual Region VIII Measure of Finance, Operations, and Productivity Report
- Annual Region VIII Health Center Training/TA Needs Assessment\*
- Biennial Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report
- Biennial Region VIII Health Center Clinical Staffing Report
- Biennial Region VIII Health Center Provider Productivity Expectations Report
- Occasional Region VIII Health Center Recruitment and Retention Survey Report

<http://champsonline.org/tools-products/publications-electronic-media/champs-publications>

*\*Not publicly available.*

# CHAMPS WORKFORCE DATA

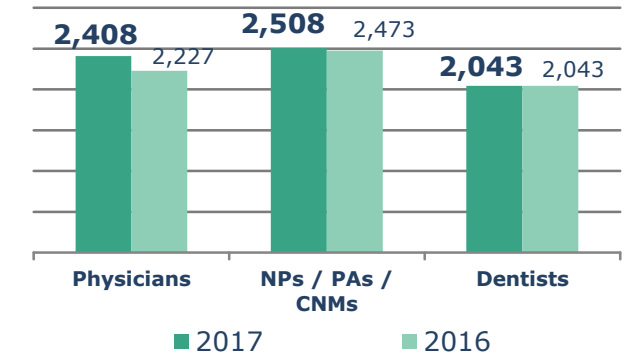
## ■ Uniform Data System (UDS) Summary

- Staffing FTEs, Staffing Ratios
- Medical/Dental/Behavioral Health Productivity
- Key Staff Tenure and % Locum
- Workforce Factors Impacting Financial Performance

## ■ Job Opportunities Bank (JOB) Data Comparison Report

- Types of Postings, Fill Rates, Average Recruitment Lengths, Successful Recruitment Resources

2017 REGION VIII MEDICAL AND DENTAL PRODUCTIVITY (VISITS/FTE)



# CHAMPS WORKFORCE DATA

- **Annual Measure of Finance, Operations, and Productivity Report**
  - Salary per FTE, Benefits per FTE, Fully Loaded Labor Costs
  - Patients and Encounters per Physician/Mid-Level/Dentist
- **Health Center Training/TA Needs Assessment\***
  - Top Environmental Challenges/Concerns
  - T/TA Needs related to Recruitment, Retention, and Development of Workforce
  - Top T/TA Needs for HR (in any area)

2018 Top Ranking  
Region VIII Health Center  
Challenges/Concerns:

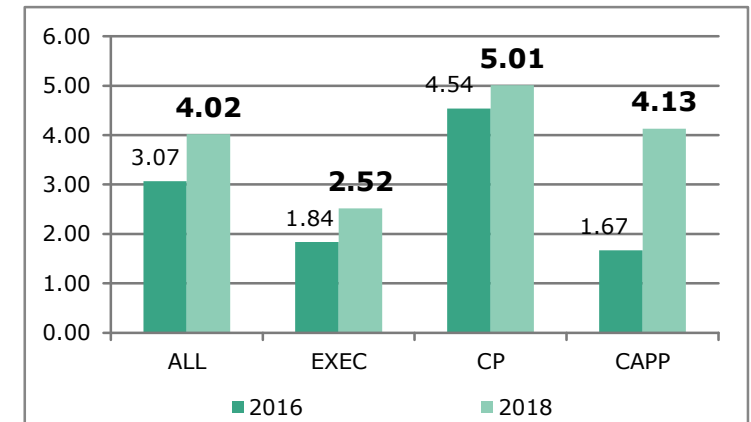
#2 – Staff Retention  
#4 – Recruitment of  
Providers

*\*Not publicly available.*

# CHAMPS WORKFORCE DATA

- **Salary, Benefits, Turnover, and Vacancy Survey Report**
  - Health Center Compensation Data: Salary and Benefits for All Titles, Additional Pay, Benefits Packages
  - Recruitment Metrics: Titles Seeing Challenging Recruitment, Point in Time Vacancy Survey, Recruitment Needs
  - Retention Metrics: Years of Service, Titles Seeing Challenging Turnover, Turnover Rates, Retention Needs
  - Additional: Plans for Salary Increases, Workforce Demographics

2018 Average Recruitment Lengths in Months



# CHAMPS WORKFORCE DATA

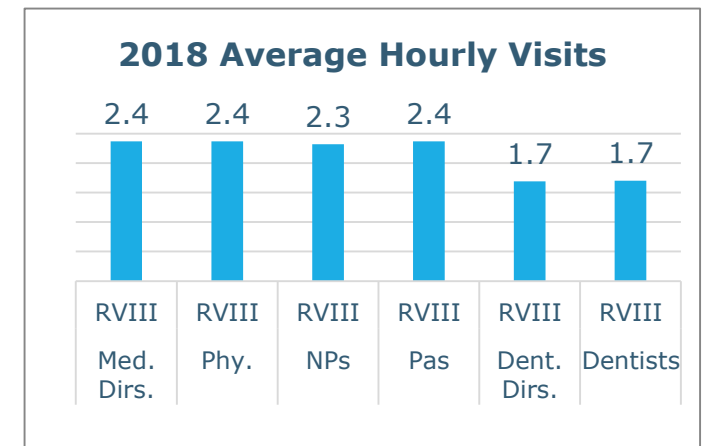
## ■ Clinical Staffing Report

### ■ Medical/Dental/Behavioral Health FTE

- Ratios between types, within types, with support roles

## ■ Provider Productivity Expectations Report

- Medical/Dental/Behavioral Health **Expectations** for Full-Time Hours, Administrative vs. Direct Patient Contact Time, Number of Visits Completed Hourly, and Standard Patient Panel Sizes



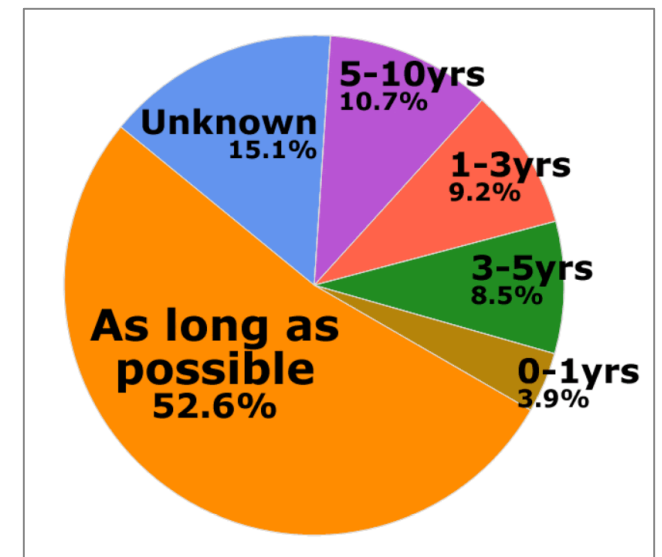


# CHAMPS WORKFORCE DATA

## ■ Staff Recruitment and Retention Survey Report

- Staff Demographics, Employment History, Loan Repayment/Scholarship History, Knowledge of FQHCs
- Job Seeking Practices, Previous Employer
- Job Satisfaction Factors, Successes, and Needs
- Future Plans
- Needs

2011 Anticipated Tenure



# QUESTIONS?



# MOVING FORWARD



- Send us your questions/needs
- Connect with each other via email and IWS platform
- Join us next time:
  - Developing a Workforce Training Plan
  - Thursday, December 6, 2018
  - 3pm Eastern



**THANK YOU!**