

# PCA/HCCN PROFESSIONAL DEVELOPMENT SERIES

## GETTING STARTED: THE BUILDING BLOCKS OF A STAFF RETENTION PLAN

JANUARY 30, 2020

2 P.M. EASTERN

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<http://www.chcworkforce.org>

# TODAY'S PRESENTER

Suzanne Speer  
Director,  
Workforce Development



# ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

## Recruitment & Retention

National  
Health  
Service  
Corps

Resources

Training

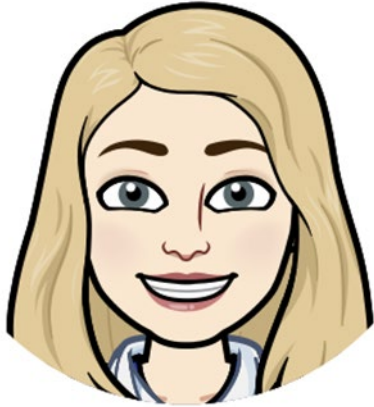
Networking

# EVERYTHING CLINICIAN RECRUITMENT & RETENTION

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

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

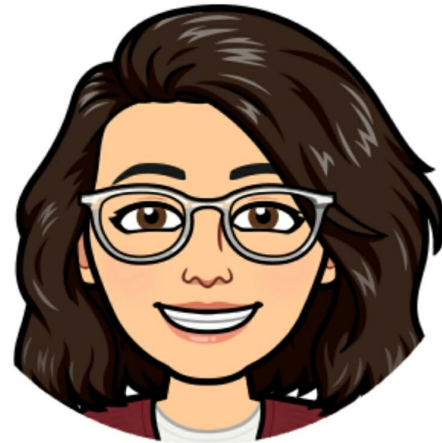
# ACU FACULTY



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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

Session &  
Series  
Evaluations

Have Fun

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



# OBJECTIVES FOR TODAY

1. Understand the importance of having a TTA plan for staff retention
2. Identify the building blocks of a staff retention plan
3. Identify tools and resources to build a written retention plan

# POLL QUESTION I

What type of organization do you represent?

A. Primary Care Association

B. Health Center Controlled Network

C. National Training and Technical Assistance Partner

D. Other

# QUESTION

What is one thing you hope to take away from this series?

Use the chat box to respond.



# GETTING STARTED: THE BUILDING BLOCKS OF A STAFF RETENTION PLAN

# QUESTION

Why should PCAs (and health centers) care about building a staff retention plan?  
(Why is high turnover not a good thing?)

Use the chat box to respond.

# TURNOVER...

- Reduces Employee Morale
- Impacts patient experience
- Affects productivity
- Is expensive!

# FINANCIAL ASSESSMENT TOOL

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

Tangible Costs	Cost
<b>A. Termination Costs</b>	
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	\$ -
<b>A. Total Termination Costs</b>	<b>\$ -</b>
<b>B. Replacement Costs</b>	
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>B. Total Replacement Costs</b>	<b>\$ -</b>
<b>C. Net Impact to Revenue</b>	
10. Revenue Loss from Leaving Provider	\$ -
11. Revenue Recovered from Locum Tenens	\$ -
<b>C. Total Net Impact to Revenue [Recovered - Loss]</b>	<b>\$ -</b>
<b>D. New Hire/Onboarding Costs</b>	
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	\$ -
<b>D. Total New Hire/Onboarding Costs</b>	<b>\$ -</b>
<b>Total Financial Impact</b>	<b>\$ -</b>



# STAFF RETENTION PLANS





Image by Semevent on Pixabay

# RETENTION PLANS INVOLVE...



# MISSION

Recruitment



Onboarding



Engagement

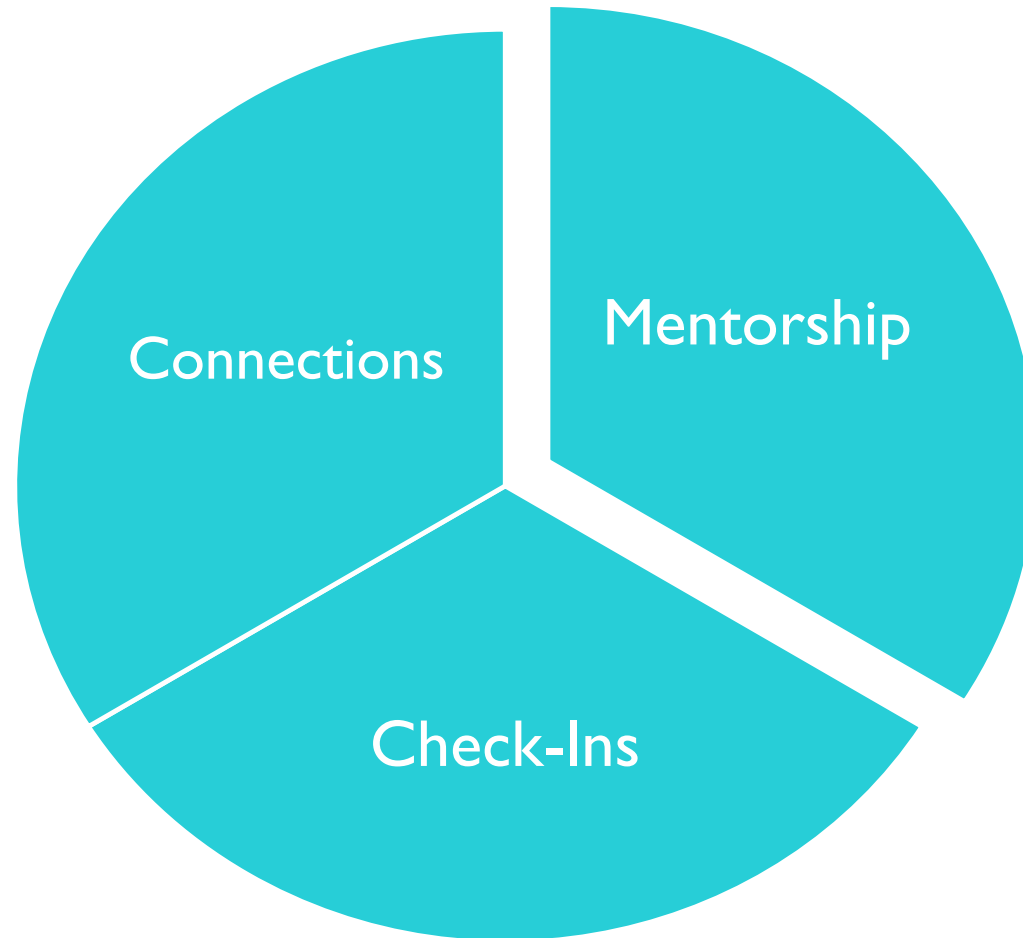
# MISSION: RECRUITMENT



- Needs Assessment
- Unconventional Sourcing
- Interviewing

Image by Geralt on Pixabay

# MISSION: ONBOARDING



# MISSION: ENGAGEMENT

Volunteer Opportunities

Community Relationships

Sabbaticals

# COMPENSATION

Strategy

Work-Life  
Balance

Finances

Recreation

# COMPENSATION: WORK-LIFE BALANCE



Flex Hours

Limited Call

Child Care



# COMPENSATION: FINANCES

Financial  
Planning

Mortgage  
Assistance

Transportation

# COMPENSATION: RECREATION

**Concierge Services**

**Discounts**

**Vacation**

# CAREER PATH



# CAREER PATH: TRAINING



# CAREER PATH: SPECIAL PROJECTS



# CAREER PATH: FINANCIAL SUPPORT

Tuition

Associations

Resources

# STAR<sup>2</sup> CENTER RESOURCES

## ■ Recruitment and **Retention Plan**



- Template
- Instructions
- Action Plan

Image by isuru parabath on Pixabay

# SUMMARY

Identify the cost of turnover at an organization (gives you an idea of how important a retention plan is!)

Identify the items involved in a retention plan

Start working on writing your plan down!



# QUESTIONS?



# MOVING FORWARD

- Save the Date for our In-Person Meeting:  
Week of May 18<sup>th</sup>. More information coming very soon!
- Send us your questions/needs
- Connect with each other via email and IWS platform
- Look for your “assignment” on a workforce TTA self-assessment!

# WORKFORCE TTA SELF-ASSESSMENT TOOL

- Allows PCAs to assess their strengths and opportunities regarding training efforts in the following categories:
  - Leadership Engagement
  - Data-Informed Workforce Efforts
  - R&R Strategies
  - Compensation & Professional Development
  - Positive, Engaged Culture
  - Diversity & Cultural Respect
  - High-Functioning Managers
  - Health Professions Training

# NEXT SESSION

February 20, 2020

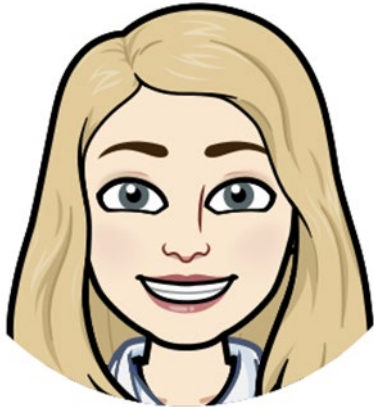
2:00 pm ET

***Aligning Recruitment and Retention TTA Strategies***

Please complete the session evaluation.

Thank you!

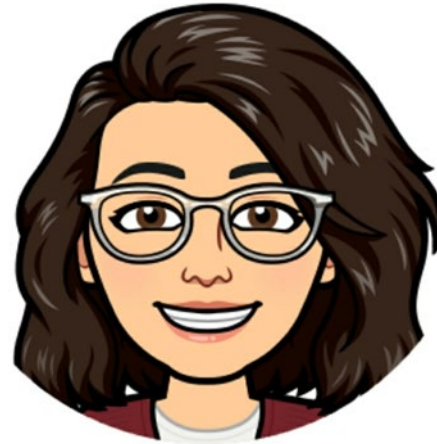
# STAY IN TOUCH!



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THANK YOU!