



Management and Leadership Training for Retention

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September 28, 2023

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$550,000 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov)

YOUR SPEAKER



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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



Access to Care & Clinician Support

Recruitment & Retention

National
Health
Service Corps

Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 22 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

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LEARNING OBJECTIVES



- Understand the importance of developing high-functioning managers.
- Identify the key role managers play in advancing a health center's retention and recruitment efforts.
- Identify various types of manager training and begin your plan!



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What best describes
your role at your
health center?



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Does your
organization
prioritize managers
as a part of the
overall retention
process?



WORKFORCE IS THE FUEL



A health center with a **full tank** identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...



Core Components

Data-Informed
Workforce Plan

Equitable &
Effective
Compensation
Structure

Positive Culture
Focused on
Engagement

Tested
Recruitment &
Retention
Strategies

Health
Professions
Training Program

Chief Workforce
Officer

High-Functioning
Managers

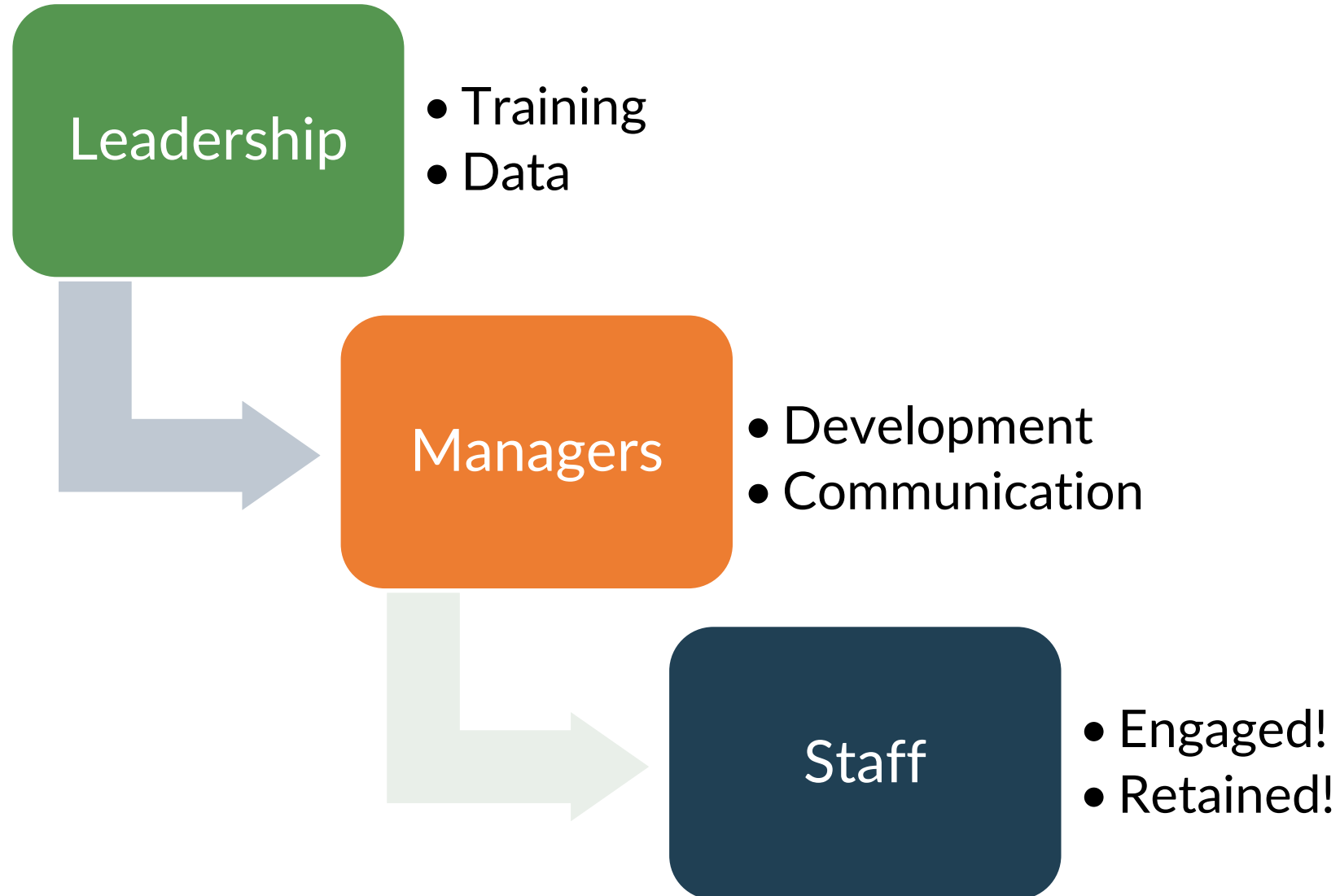
Policies that
Support Diversity
& Cultural
Respect

High-Functioning Managers

Identifies the key role of managers in developing and engaging staff and invests in their training with the expectation of staff retention.



HIGH-FUNCTIONING MANAGERS





THE ROLE OF MANAGERS IN RETENTION

MANAGER'S ROLE IN RETENTION



75% of employees considered their direct boss to be “the worst part of their job”

65% of employees would rather have a new manager RATHER than a pay raise

About half of employees said they've quit a job because of a bad manager

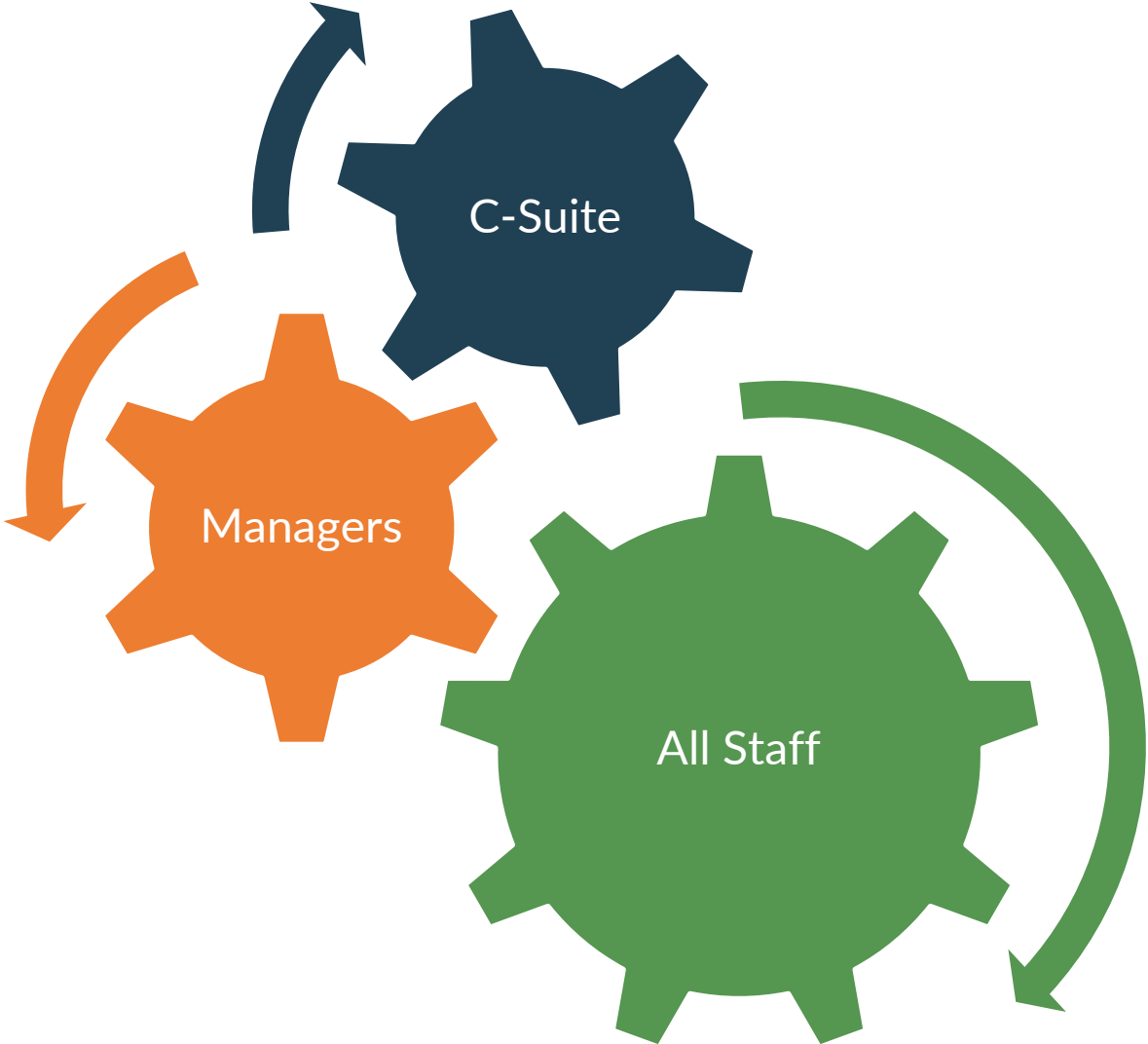
MANAGERS & EMPLOYEE EXPERIENCE



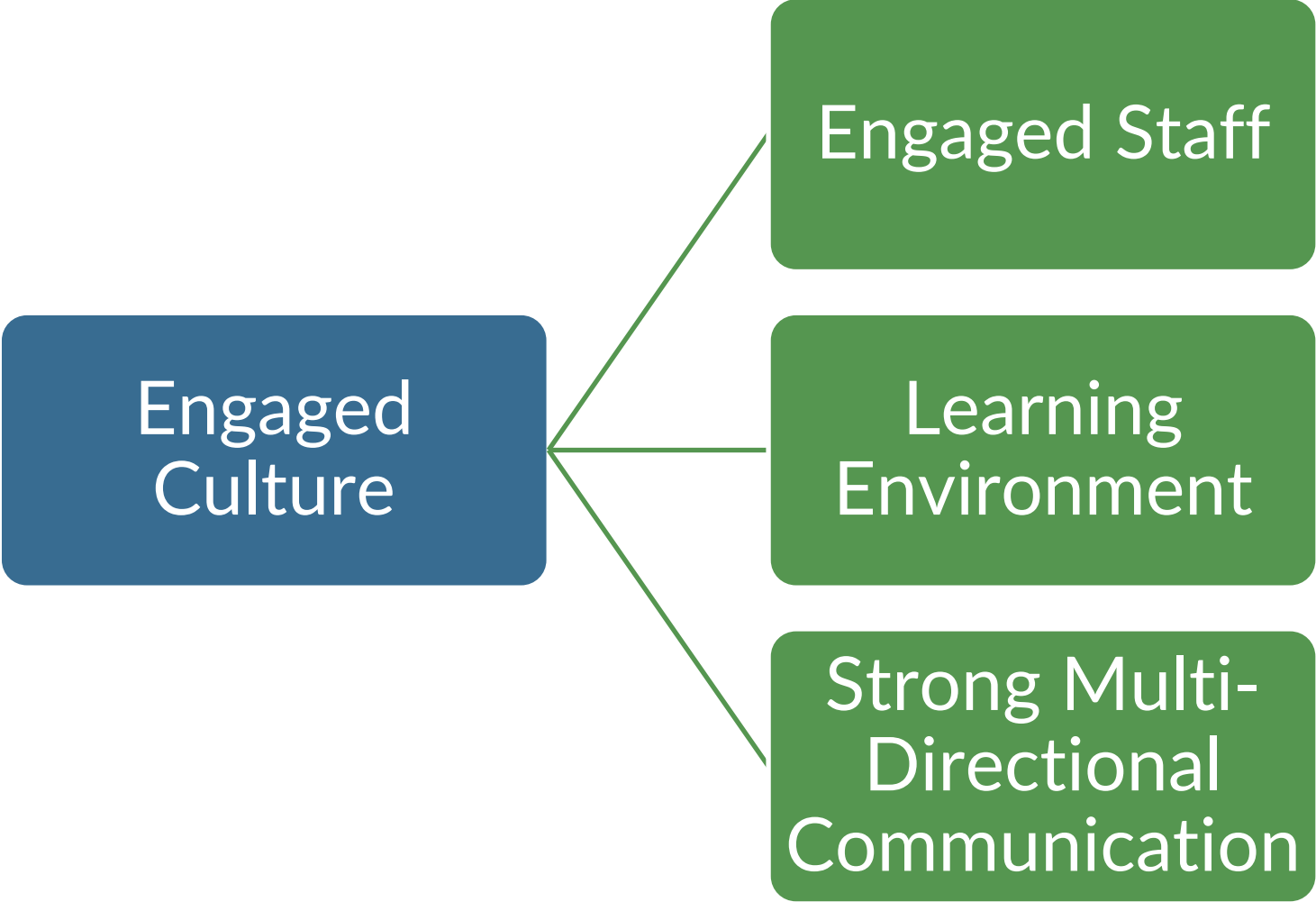
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STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION



MANAGERS ROLE



RETURN ON INVESTMENT



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

Description	Input Value	National Estimate	Select Estimate
Salary Information			
Click to Use All Estimates			
Business Office (Patient Accounts/Billing) Salary and Benefits per hour		\$ 42.00	<input checked="" type="radio"/> Business Office
CEO/Administrator Salary and Benefits per hour		\$ 78.00	<input type="radio"/> CEO/Admin
Chief Medical Officer Salary and Benefits per hour		\$ 182.00	<input type="radio"/> CMO
Human Resources Salary and Benefits per hour		\$ 42.00	<input type="radio"/> HR
IT Hourly Rate plus benefits		\$ 38.00	<input type="radio"/> IT
Leaving Provider Salary plus benefits for length of vacancy		\$345,000	<input type="radio"/> Leaving Provider
Nurse/MA Hourly Rate plus benefits		\$ 53.00	<input type="radio"/> Nurse/MA
Other Providers Average Hourly Rate plus benefits		\$ 166.00	<input type="radio"/> Other Providers
Support Staff Salary and Benefits per hour		\$ 29.00	<input type="radio"/> Support Staff
Outside Recruiting Expenses			
Recruiting Service		\$ 20,000	<input type="radio"/> Recruiting Service
Advertising Costs (2 national journal print ads, 1 national online service x 3 mths)		\$ 14,550	<input type="radio"/> Advertising
Leaving Provider Practice Information			
Average patient visits per day by leaving provider		12	<input type="radio"/> Patient Visits
Average revenue/collections per visit		\$ 205	<input type="radio"/> Revenue per Visit
Malpractice Tail Coverage (if any)		\$ 10,000	<input type="radio"/> Malpractice
Locum Tenens or Temporary Provider Arrangements			
Estimated length of vacancy in work days		120	<input type="radio"/> Length of Vacancy
Locum Tenens daily rate		\$ 1,600	<input type="radio"/> Locum Tenens
Housing Expense (per month)		\$ 1,350	<input type="radio"/> Housing
Travel		\$ 330	<input type="radio"/> Travel
Estimated patient visits per day by Locum Tenens		7	<input type="radio"/> Locum Patient Visits
Interview Expense			
Number of in-person interviews		4	<input type="radio"/> # In-Person Interviews
Hotel Expense per night (2 nights per interview)		\$ 220	<input type="radio"/> Hotel
Travel Expense per interview		\$ 330	<input type="radio"/> Interview Travel
All Staff breakfast with candidate per interview		\$ 360	<input type="radio"/> Staff Breakfast
CMO lunch with candidate per interview (incl. candidate and guest)		\$ 60	<input type="radio"/> CMO Lunch
Number of people included in interview dinner per interview		10	<input type="radio"/> Dinner Part. Number
Interview Dinner Cost per person per interview, including tax and gratuity		\$ 36	<input type="radio"/> Dinner Cost per Person
Cost of other interview items, such as gift baskets, baby sitting service		\$ 150	<input type="radio"/> Other Interview Costs
Hiring Expenses			
Relocation Costs		\$ 10,000	<input type="radio"/> Relocation Costs
Signing Bonus		\$ 25,000	<input type="radio"/> Signing Bonus
Publicity Costs		\$ 250	<input type="radio"/> Publicity Costs
Other Costs (ex: lab coats or scrubs, other individual equipment)		\$ 180	<input type="radio"/> Other Hiring Costs

Source: [STAR² Center Comprehensive Workforce Plan Template](#)

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How does your
organization hold
managers
accountable for
retention? (select all
that apply)





MANAGEMENT & LEADERSHIP CHARACTERISTICS

LEADERSHIP CHARACTERISTICS



agility empathy
learning respect
courage communication
delegation gratitude
influence
self-awareness
integrity

IMPACTFUL LEADERSHIP



Empathy



Humility

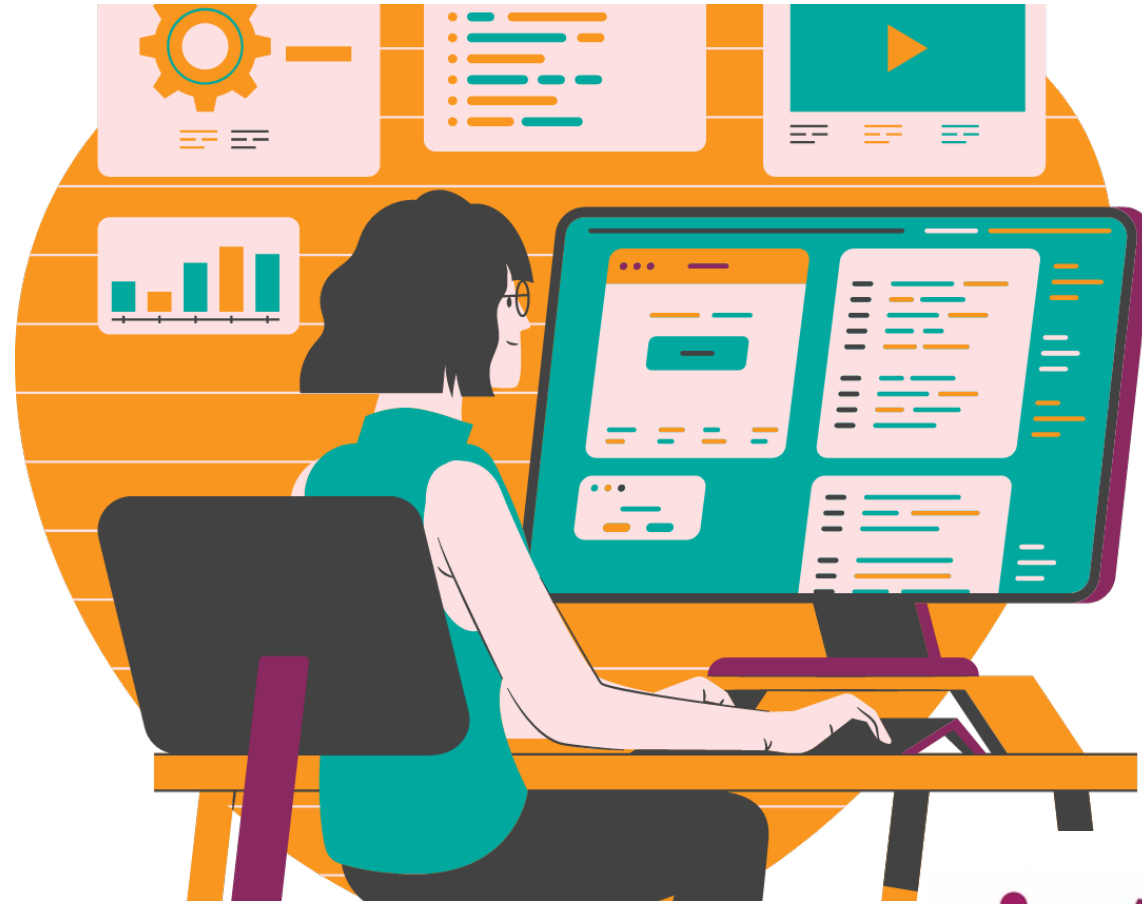


Vulnerability



HIGH-FUNCTIONING MANAGERS: RETENTION, SKILL-BUILDING, & TRAINING

AREA OF IMPACT: STAFF DEVELOPMENT



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How are managers at
your organization
currently involved in
staff development
planning?



SKILL REQUIREMENT: CAREER DEVELOPMENT



Development
Planning

Staff
Engagement

Opportunity
Identification

EXAMPLES OF TRAINING TOPICS



Vertical
Career
Pathways

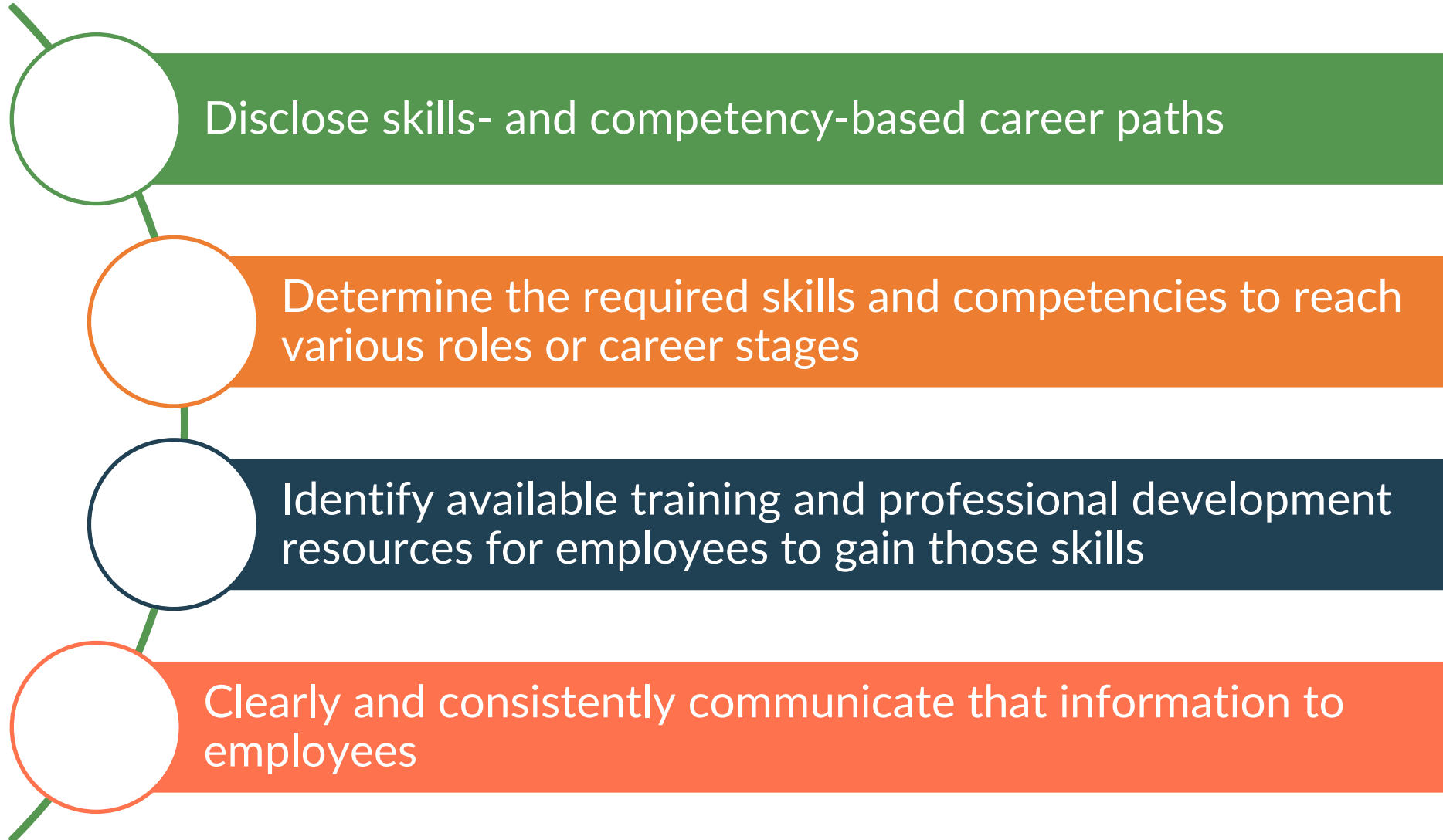
Horizontal
Career
Pathways

Locating
Appropriate
Training

Formal
Development
Plan
Evaluation

CAREER PATHS

Key Steps



DEVELOPMENT STRATEGIES



- Provide professional development, continuing education, and mentorship
 - Ensure it meets the needs of BIPOC individuals and other underrepresented/diverse groups
- Remember, experience is as important as education
- Invest in career ladders that train a diverse and inclusive group of employees for the successful and equitable achievement of leadership positions





MANAGER TRAINING: IMPORTANCE & PLANNING

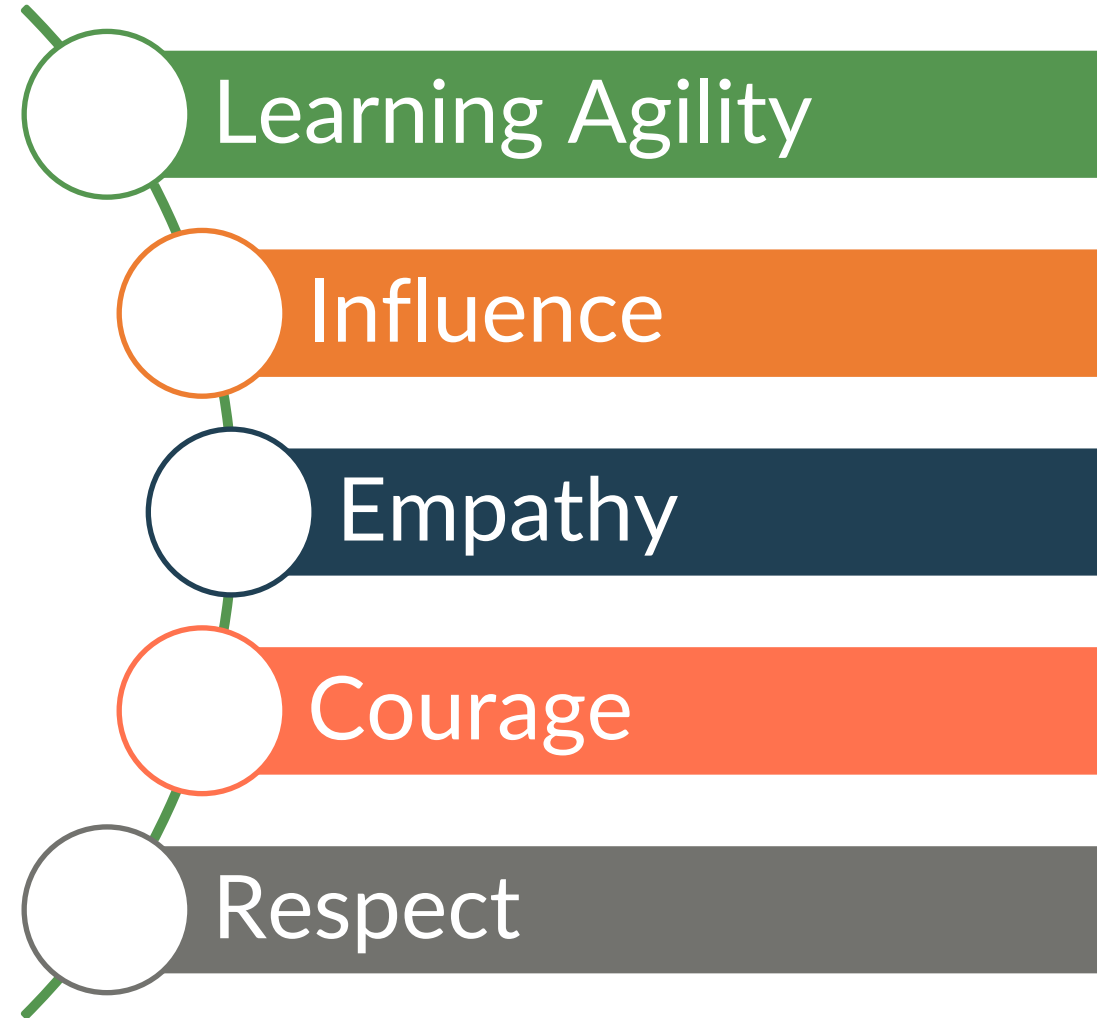
Leadership is a skill that can be developed.



Source: [Center for Creative Leadership \(CCL\)](#)



LEADERSHIP CHARACTERISTICS



Source: [Center for Creative Leadership \(CCL\)](#)

LEADERSHIP TRAINING

Why is it important?



- Increases productivity
- Reduces turnover
- Creates future leaders
- Improves risk management
- Improves organizational culture
- Helps change management
- Builds teamwork

LEADERSHIP TRAINING

How to Make It happen?



DEFINE LEADERSHIP NEEDS

- Consider any leadership gaps
- Review short- and long-term strategic goals
- Reflect on what leadership means to your organization

DEVELOP STAFF

- Nurture and develop rather than manufactured
- Mentoring and coaching
- Professional development opportunities

IDENTIFY LEADERS

- Anyone can be a leader!
- Avoid tunnel vision
- Give employees the skills and confidence they need

MEASURE RESULTS

KEEP RETENTION IN FOCUS

- Work to keep these valuable team members
- Consider compensation, one-on-one meetings, rewards systems, letters of appreciation, and more!



EXAMPLES OF TRAINING TOPICS



Giving
Performance
Feedback

Recognizing
Excellence

Difficult
Conversations

Data Analysis

Scheduling &
HR Topics

Project
Management

Creative
Problem
Solving

Job-Specific
Skills

Finance &
Budgeting

LEADERSHIP TRAINING

Techniques



Assessment Instruments

- Strengths Deployment Inventory (SDI)
- Myers-Briggs Type Indicator (MTBI)

Multirater (360-degree) Feedback

- Measurement of leadership performance from relevant viewpoints

Coaching

- Helps individuals understand their assessment data and apply it to real-life situations

Mentoring

- A form of coaching in which a more senior person participates actively in the professional development of a junior person

LEADERSHIP TRAINING

Techniques Continued



Leader-to-Leader Development

- Can result in benefits such as knowledge transfer, confidence building and open collaboration

Emotional Intelligence Development

- The ability of an individual to be sensitive and understanding to the emotions of others, as well as to manage their own emotions and impulses

Work Experiences Stretch Assignments, and Rotational Assignments

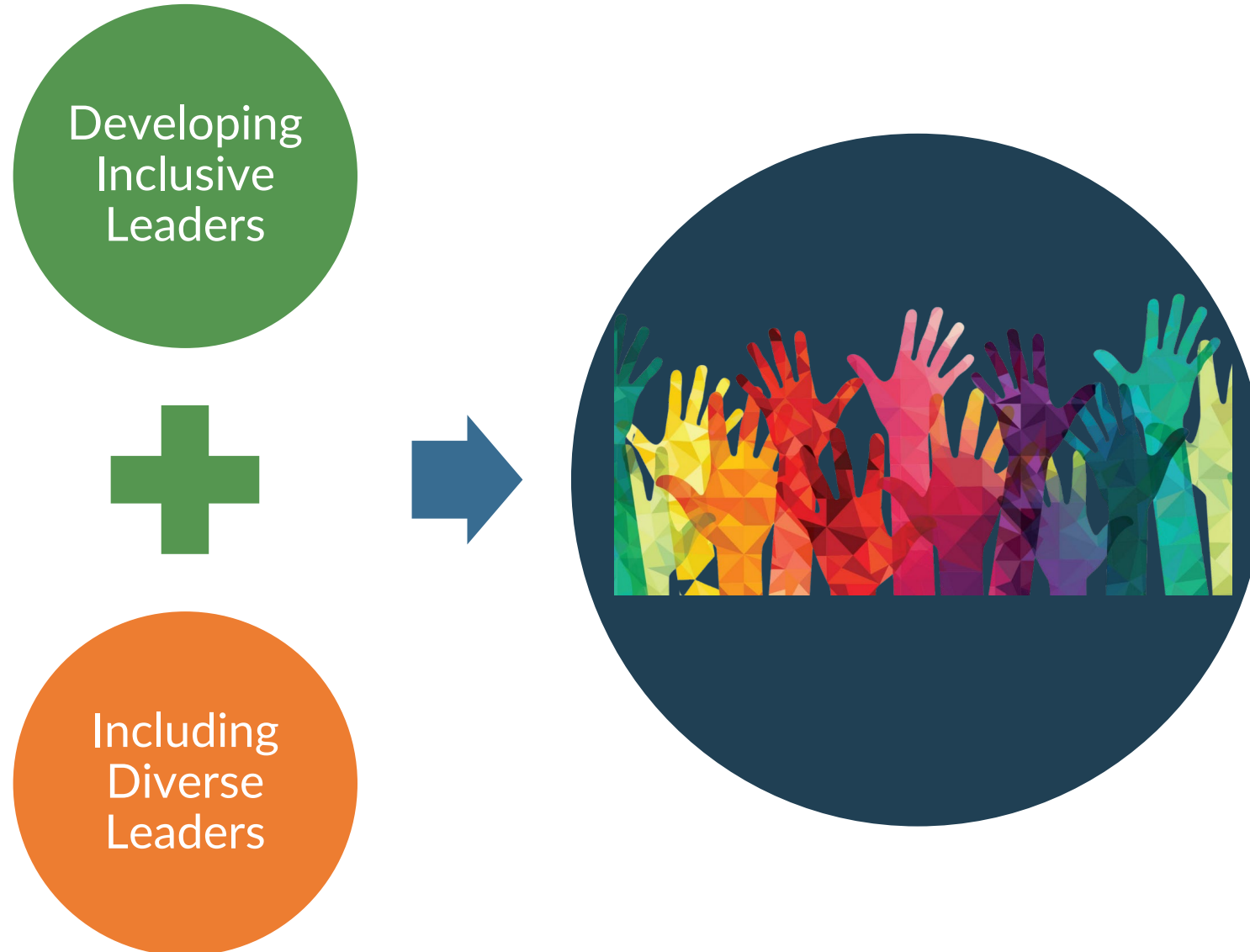
- Coaxes leaders out of their comfort zones and challenges them to employ new strategies to deal with change

Group-Based Leadership Development

- Helps employees attain real-world skills in real time

LEADERSHIP TRAINING

Applying the JEDI Lens



INVEST IN LEARNING OPPORTUNITIES



Continuing Education (CE) Dollars



Travel Dollars



Mobile Content



Online Courses

CONNECT TO PERFORMANCE EXPECTATIONS



Part of Performance

360-Degree Feedback

Connect to Metrics

TRAINING PLAN: DEVELOP YOUR OWN

Standardized and Accessible



WHAT CAN WE DO NOW?



Assess
Current Plan

Feedback
from
Managers

Identify
Immediate
Opportunities

MANAGER TRAINING PLANS



Manager Training Plan Sample

Manager Name: Happy Healthy Manager, Jr.

Reviewing Supervisor: Awesome Boss, Esq.

Timeframe: July 2023 - July 2024

Competencies <i>What skills do all managers need to be successful?</i>	Resources <i>What resources do we offer to support their learning?</i>	Time <i>How do we account for the time necessary for this learning?</i>	Outputs <i>What learning activities will happen?</i>	Outcomes <i>What impact will these learning activities make?</i>
Demonstrating cultural respect	Leadership resource library	Protected admin time	Engage in at least one training activity	Decreased annual turnover of Patient Service Reps by 3%
Giving and receiving feedback	Continuing Education funding	Protected admin time	Engage in at least one training activity	
Motivational interviewing	Online certification program	Protected admin time	Engage in at least one training activity	
Reviewing turnover data	Quarterly lunch and learn State PCA webinar	Professional Development PTO	Develop annual projection and trends for team	Increased forecasting for the staffing plan
Communicating our strategic goals	All Staff Meeting Strategic Plan Website	Monthly manager meetings	Participate in at least 8 manager meetings	Increased employee satisfaction with admin communication on annual survey
Staff's Choice! Fill out this line with one of your personal goals				

COMPLETE A TRAINING PLAN!



QUESTIONS





STAR² CENTER RESOURCES



- [Recruitment & Retention Self-Assessment Tool \(Newly updated!\)](#)
- [Health Center Comprehensive Workforce Plan Template \(formerly Health Center Provider Recruitment & Retention Plan - Newly updated!\)](#)
- [Pay Equity Checklist](#)
- [Pay Equity White Paper \(New Resource!\)](#)
- [Financial Assessment For Provider Turnover Tool \(Newly Updated!\)](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist \(A Brand New Tool!\)](#)
- [HP-ET Financial Impact Assessment Tool \(A Brand New Tool!\)](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)

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