

Region 18 R&R/Workforce Development Conference Call Minutes
TOPIC: Retention
July 7, 2005

Conference Call Attendees: Amy Chang, NWRPCA, Karla Clark, NWRPCA, Andrea Miller, CHAMPS, Amber Galloway, CCHN, Shawnee Anderson, WYPCA

Strategies for Recruiting and Retaining Health Center Employees:

Introduction of Compiled Resources:

WYPCA (WY)

Shawnee Anderson briefly introduced her document, detailing retention issues.

CHAMPS (Region VIII)

Andrea Miller stated that while CHAMPS is has a handful of recruitment-related tools and resources, more of their programs are concerned with the retention of health care staff and board members. The related CHAMPS document introduces the CHAMPS programs and activities that were developed to help encourage these personnel to stay working in the CHC environment (conferences & trainings, networking & support, and publications). These resources can be viewed in detail at www.champsonline.org.

CCHN (CO)

Amber Galloway shared recruitment and retention survey results for a survey and best practices document created by Ross Brooks from findings from CCHN's 2003 survey. (Andrea Miller shared that there is also a region wide recruitment and retention survey posted on CHAMPS website.) CCHN's Health Center Turnover Survey is done yearly and CCHN's Salary, Benefits, and Turnover Survey is done every other year. She outlined CCHN's Turnover Survey Template, a tool CCHN uses to track turnover. The Turnover Survey is sent to each of Colorado's CHCs to fill out. Once all the data is gathered, CCHN extrapolates the data and shares it with all of Colorado's CHCs in aggregate form.

Continuing Discussion:

Shawnee Anderson asked the group what they thought are the most important retention tools. The following was identified:

- Karla Clark, NWRPCA, shared that it is challenging to find people who are committed to the community health care model and that identifying this before hiring is a key component of retention. Ensuring that employees have a supportive management team also contributes to retention.
- Andrea Miller added that frustration in the lack of organization is problematic at some CHCs. There is continuous pressure to implement clinical and administrative quality improvement programs (like collaboratives and other best practices), yet sometimes organizations have difficulty improving the internal organizational system which can directly lead to frustration and turnover.

- Amy Chang shared that providers' spouse's happiness seems to be a very important part of provider retention.
- Shawnee Anderson added that there is a problem in Wyoming with spouse happiness due to rural settings. Spouses cannot always find employment and can have trouble adjusting to a rural lifestyle.
- Amber Galloway stated that front line administrative staff needs to be motivated and that CCHN has a new continuing education health professions initiative program currently being implementing. The program aims to increase the number of health professionals in underserved areas in Colorado by identifying high-achieving entry-level employees at CHCs and providing them with scholarships to further their education in a clinical support staff role. CCHN will address high turnover of front line staff by providing grants up to \$2500 annually to further their education, while requiring for them to complete an extended employment obligation in exchange.

Karla Clark shared that the Arizona, Illinois, and Virginia PCAs collaborated to publish a book including recruitment and retention and contract and credentialing best practices.

Karla Clark reported that NWRPCA is launching a new Northwest collaborative between themselves and Region 10 PCAs. While this program focusing on CHC recruitment and retention has been in place unofficially, the new version will utilize a new web-enabled database, and the roles of all participating members will clearly defined. Announcements will be sent out August 1, and the program will be officially launched on October 1.

Next Steps/Future Calls:

Andrea Miller mentioned that "Communication Theory in the PCA World" was a call topic identified on previous calls. After brief discussion, Andrea volunteered to take the lead on this call topic.

Karla Clark suggested another possible topic for a future call: What are PCAs doing as TA for HR? What's in the works? She added that she would like to invite additional staff members from other PCAs from across the country to join the call. Andrea suggested that we keep track of this topic, and discuss how to move forward with it at the next call.