PARTICIPANT HANDOUTS

2018 REGION VIII HEALTH CENTER WORKFORCE DATA:
UNDERSTANDING AND UTILIZING STATISTICS FROM THE CHAMPS
SALARY, BENEFITS, TURNOVER, AND VACANCY SURVEY PROJECT

Thank you for attending today’s training. By doing so you are strengthening the ability of your community-based and patient-directed health center to deliver comprehensive, culturally competent, high-quality primary health care services.

PRESENTER
Andrea Martin, Workforce Development & Member Services Director
Community Health Association of Mountain/Plains States

LIVE BROADCAST DATE/TIME
Thursday, March 21, 2019
11:30AM – 1:00PM Mountain Time / 12:30PM – 2:00PM Central Time

TARGET AUDIENCE
Health center staff utilizing reports related to the 2018 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Project (Salary/Benefits/Turnover/Vacancy, Clinical Staffing, and Provider Productivity Expectations).

EVENT OVERVIEW
The health centers of Region VIII make up a unique group of employers that benefit from analysis of their own workforce-related benchmarks and trends. During the spring and summer of 2018, CHAMPS undertook a region-wide survey of the region’s community, migrant, and homeless health centers to collect salary, benefits, and other workforce data from 55 organizations. This event will explain the history and methodology of the survey, and highlight findings relating to salaries and benefits for all health center staff including a look at base vs. additional pay and the structure of health center benefits packages. The presenter will also address trends in additional workforce metrics including vacancies, turnover, and challenging areas of recruitment and retention, and will present an analysis of additional data relating to provider vs. support staffing ratios as well as provider productivity expectations.

LEARNING OBJECTIVES
1. Understand the history and methodology of the Region VIII health center salary, benefits, turnover, and vacancy survey project.
2. Be able to utilize the most appropriate salary/benefits data and recruitment/retention metrics as presented in the 2018 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report.
3. Understand and utilize data presented in companion reports addressing medical, behavioral health, and dental staffing ratios and medical and dental provider productivity expectations.
CHAMPS Archives
This event will be archived online. This online version will be posted within two weeks of the live event and will be available for at least one year from the live presentation date. For information about all CHAMPS archives, please visit www.CHAMPSonline.org/events-trainings/distance-learning.

Description of CHAMPS
Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-designated Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, policy and funding communications, and the collection and dissemination of regional data. For more information about CHAMPS, and the benefits of CHAMPS Organizational Membership, please visit www.champsonline.org.

Speaker Biography
Ms. Martin has worked with CHAMPS for over 14 years, developing, presenting, and coordinating educational events for human resources and other staff members at community, migrant, and homeless health centers across Region VIII (CO, MT, ND, SD, UT, and WY). Additionally, she oversees the collection and analysis of a wide variety of health center workforce metrics to assess the environment of the region, support health center efforts to improve recruitment and retention programs and financial performance, and guide future CHAMPS support programs. Prior to joining CHAMPS, Ms. Martin provided educational programing for a variety of non-profit institutions in the Denver area, including the Denver Museum of Nature and Science and the Downtown Aquarium. She has a Bachelor of Arts degree from Luther College in Decorah, Iowa, with a Certification in Museum Studies.
2018 Region VIII Health Center Workforce Data

Understanding and Utilizing Statistics from the CHAMPS Salary, Benefits, Turnover, & Vacancy Survey Project

Thursday, March 21, 2019
11:30 am – 1:00 pm Mountain Time
12:30 pm – 2:00 pm Central Time

All lines are muted. Please use chat to ask questions.

Andrea Martin
CHAMPS Workforce Development and Member Services Director
Andrea@CHAMPSonline.org

INTERACTIVE QUESTION

How many total people are watching this event at your computer (yourself included)?
Learning Objectives

• Understand the history and methodology of the Region VIII health center salary, benefits, turnover, and vacancy survey project.

• Be able to utilize the most appropriate salary/benefits data and recruitment/retention metrics as presented in the 2018 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report.

• Understand and utilize data presented in companion reports addressing staffing ratios and provider productivity expectations.

POLL

How many FTEs does your health center employ?

Less than 140 FTEs
More than 140 FTEs
Unsure
Region VIII Survey & Reports

PROJECT GOALS:
• Provide **market data** for crafting competitive salary/benefits packages
  – Industry/niche specific; breakdowns for best fit
• Identify **workforce trends**
  – Specific to recruitment and retention, clinical staffing, and productivity information
  – Useful for health centers and PCAs

REGION VIII PROJECT TIME FRAME:
• Data collection every two years
• Began in 2004

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**2018 Salary Survey Advisory Committee**

Amy Richardson, Falls Community Health, SD
Angela Rose, Colorado Community Health Network, CO
Ben Shannon, Valley Community Health Centers, ND
Colleen Bechtel, Summit Community Care Clinic, CO
Diane Jones, Family HealthCare, ND
Hannah Wickey, Wyoming Primary Care Association, WY
Heather Schimke, Community Health Service Inc., ND
Lara Salazar, Montana Primary Care Association, MT
Laurie Dimitt, High Plains Community Health Center, CO
Reed Barr, Community Health Center of Central Wyoming, WY
Shelly Hegerle, Community HealthCare Association of the Dakotas, ND/SD
Shelly Rios, Sunrise Community Health, CO
Sonja Levesque, Midtown Community Health Center, UT
Stephanie Grover, Central Montana Community Health Center, MT

*Plus CHAMPS staff members Andrea Martin and Jen Anderson*
Advisory Committee Updates to the 2018 Project

Updated Job Titles Lists with Updated Job Description Summaries

- **GOAL 1:** Report employee data under the most appropriate titles
- **GOAL 2:** Refer to the most appropriate titles when using the report

Staff Types: Term Updates

- Away from “Exempt/Non-Exempt” and “Mid-Level”

Turnover Data

- Voluntary vs. Involuntary Separations

Productivity Expectations Data

- Include Behavioral Health Titles

2018 Updated Job Titles Lists

- **New Administrative Titles:**
  - Intern, Administrative
  - Manager, QI/Quality
- **New Clinical Titles:**
  - Dentist Resident
  - Intern, Clinical
  - Pharmacist, Clinical
  - Technician, Sterilization
Summary JDs: Standardized Definitions

**Assistant:** "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

**Coordinator:** "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

**Supervisor:** “Supervisor” position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team. “Supervisor” positions are typically exempt and typically have supervisory responsibilities.
Summary JDs: Standardized Definitions

Manager: “Manager” position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. “Manager” positions are typically exempt and typically have supervisory responsibilities.

Director: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

Sample Job Description Summary

Assistant, Human Resources:
Typical Core Duties: Responsible for supporting the Human Resources Department, which may include day-to-day clerical support, data entry, assistance with administration of benefits programs and/or payroll system, assisting with provider credentialing/privileging, attendance monitoring, etc.
Supervisory Responsibility: No
Budget Responsibility: No
Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications: High school diploma/GED; 0-1 years of experience; no licenses/certifications

Assistant: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.
Region VIII Project Participation

Historical

2018 Participation by State

# of HCs

% of Eligible HCs
Resulting 2018 Region VIII Health Center Reports

• Salary, Benefits, Turnover, & Vacancy Survey Report
  – “Main” Report
• Companion Reports
  – Clinical Staffing
  – Provider Productivity Expectations

Main Report Navigation

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   B. 2018 Advisory Committee Members
   C. Participating Organizations
      TABLE 1: Profile of All Participating Organizations by Budget, State, Number of Sites, Location
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II. SALARY AND BENEFITS INFORMATION
   A. Salary and Benefits Data Overview
   B. Reading the Salary and Benefits Tables
   C. Region VIII Salary and Benefits Summaries
      TABLE 5: Alphabetical Listing of Administrative Positions
      TABLE 6: Alphabetical Listing of Clinical Positions
      TABLE 7: Development Director
Main Report: Participant Profiles

TABLE 1: Profile of All Participating Organizations by Budget, State, Number of Sites, Location, and FTEs

<table>
<thead>
<tr>
<th>Total Respondents: 55</th>
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<tbody>
<tr>
<td>ANNUAL BUDGET</td>
</tr>
<tr>
<td>Average</td>
</tr>
<tr>
<td>Median</td>
</tr>
<tr>
<td>NUMBER OF SITES</td>
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<tr>
<td>Less than 5 sites</td>
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<tr>
<td>5-10 sites</td>
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<tr>
<td>11-50 sites</td>
</tr>
<tr>
<td>51-100 sites</td>
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<td>Location</td>
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<tr>
<td>Urban</td>
</tr>
<tr>
<td>Rural</td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>Urban</td>
</tr>
<tr>
<td>Rural</td>
</tr>
</tbody>
</table>

*Table footnotes: 100% of the annual budget data was divided by the number of participating health centers. 2018 CHAMPS Region VIII Health Center Workforce Data Webcast (3/21/19)*

Main Report Components

I. Executive Summary
II. Salary and Benefits Information
III. Recruitment Metrics, Trends, and Needs
IV. Retention Metrics, Trends, and Needs
V. Additional R&R Questions
VI. Appendices

*Please see page 12 for additional definitions. 2018 CHAMPS Region VIII Health Center Workforce Data Webcast (3/21/19)*
Salary & Benefits – What We Ask For

- **Report for ALL employees**
- **FTE:** Actual annual Full Time Equivalent (FTE)
- **Base Salary:** Annual base pay
  - NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
- **Additional Pay:** Annual amount of bonuses, incentives, differentials, and/or overtime
  - Also NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
  - Requested additional details for any reported $$
- **Benefits:** Annual employer contributions to health, dental, vision, life, and disability insurance and retirement/pension plans
  - NO specifics within those parameters; NO FICA

Salary & Benefits Data – What We Do

- **Data Cleaning and Preparation:**
  - All portions of tool completed
  - Review data to identify possible reporting errors
  - All salary/benefits data equalized to 1.0 FTE
  - Review data to identify possible reporting errors
  - Review positions reported as “Other”

<table>
<thead>
<tr>
<th>Position Title</th>
<th>List Position Type/Credentials</th>
<th>Annual FTE</th>
<th>Current Annual Base Salary</th>
<th>Current Annual Additional Pay</th>
<th>Current Annual Total Pay</th>
<th>Current Annual Benefits</th>
<th>Date of Hire</th>
<th>Member of Exec. Team?</th>
<th>List Add. Pay Details</th>
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<tr>
<td>Janitor/Custodian/Housekeeping</td>
<td>.44</td>
<td>$ 27,518</td>
<td>$100,000</td>
<td>$13,971</td>
<td>$1,948</td>
<td>10/12/97</td>
<td>✓</td>
<td>Overtime</td>
<td></td>
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</tbody>
</table>
Report: Salary & Benefits Information

• Executive Summary – Report Overview
  – 7,584 FTEs in 2018; 8,277 employees
  – $466 million in annual pay; $93 million in benefits

• Salary and Benefits Data Overview
  – Largest groups of employees
    1. Medical Assistant with Credentials – 860
    2. Receptionist/Front Desk/Appt. Clerk – 663
  – Highest paid, on average
    1. Physician – OB/GYN ($251,055)
    2. Psychiatrist ($222,451)

• Salary and Benefits Data Tables

Salary/Benefits Tables

• 2018, 2016, and 2014: Aggregated BASE PAY Data ONLY

• 2012 and Prior Years:
  Health Centers Reported
  Aggregated BASE and ADDITIONAL PAY Combined
Salary/Benefits Tables

<table>
<thead>
<tr>
<th>Count</th>
<th>Actual FTEs</th>
<th>10th PCTL Salary</th>
<th>25th PCTL Salary</th>
<th>Average Salary</th>
<th>75th PCTL Salary</th>
<th>90th PCTL Salary</th>
<th>Average Benefits as % of Salary</th>
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<tr>
<td>46</td>
<td>41.69</td>
<td>$25,614</td>
<td>$27,356</td>
<td>$31,200</td>
<td>$33,477</td>
<td>$38,267</td>
<td>$8,970</td>
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50th Percentile = Median  Average = Mean

CHAMPS Data is Average/Percentiles for All Incumbents (All Individual Reported Employees)

NOT “Raw/Simple Average” (Average of Company Averages)

Salary Data: Median vs. Average

**Data Set A**

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<td>$23,400</td>
<td>$24,960</td>
<td>$27,497</td>
<td>$30,181</td>
<td>$31,233</td>
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<tr>
<td>MEDIAN/50th PCTL = $27,497</td>
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<td>$23,400</td>
<td>$24,960</td>
<td>$27,497</td>
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<tr>
<td>AVERAGE/MEAN Sum = $252,074 / 9 = $28,008</td>
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**Data Set B**

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<td>$24,960</td>
<td>$27,497</td>
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<td>$31,233</td>
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<tr>
<td>MEDIAN/50th PCTL = $27,497</td>
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<td>$22,753</td>
<td>$23,000</td>
<td>$23,400</td>
<td>$24,960</td>
<td>$27,497</td>
<td>$30,181</td>
<td>$31,233</td>
</tr>
<tr>
<td>AVERAGE/MEAN Sum = $281,824 / 9 = $31,314</td>
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</table>
Salary/Benefits Tables – All Titles

Tables 5 & 6: Alphabetical Listings of Data for All Administrative & Clinical Positions

<table>
<thead>
<tr>
<th>POSITIONS</th>
<th>Count</th>
<th>Actual FTEs</th>
<th>10th PCTL Salary</th>
<th>25th PCTL Salary</th>
<th>50th PCTL Salary</th>
<th>Average Salary</th>
<th>75th PCTL Salary</th>
<th>90th PCTL Salary</th>
<th>Average Benefits</th>
<th>Benefits as % of Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>TITLE - ALL</td>
<td>24</td>
<td>21.40</td>
<td>$100,192</td>
<td>$114,724</td>
<td>$133,681</td>
<td>$157,276</td>
<td>$192,065</td>
<td>$245,641</td>
<td>$26,874</td>
<td>17.09%</td>
</tr>
<tr>
<td>Title - LT 4M</td>
<td>1</td>
<td>0.20</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Title - MT 10M</td>
<td>22</td>
<td>20.44</td>
<td>$100,400</td>
<td>$117,002</td>
<td>$133,681</td>
<td>$159,301</td>
<td>$196,196</td>
<td>$247,256</td>
<td>$25,965</td>
<td>16.30%</td>
</tr>
</tbody>
</table>

- Watch for skew in sample:
  - >10% difference between median (50th PCTL) & mean (Average)
  - Example Above for ALL:
    - 50th PCTL: $133,681 Avg.: $157,276 Skew: 17.7%
    - Skew for MT 10M Budget Range: 19.2%

Administrative Titles - “ALL” Salary Data with >10% (or < -10%) Skew

- Director, Other (Admin.) (62, 21.7%)
- Other Administrative (31, 17.5%)
- Trainer (27, 16.1%)
- Coordinator, Other (Admin.) (47, 14.0%)
- Information Technology Support Staff (62, 12.7%)
- Information Technology, Other (18, 11.8%)
- Director, Executive/CEO (51, 11.4%)
- Supervisor, Medical Records (5, -13.8%)

25
Administrative Titles - “ALL” Salary Data with >10% (or <-10%) Skew

- Director, Other (Admin.) (62, 21.7%)
- Other Administrative (31, 17.5%)
- Trainer (27, 16.1%)
- Coordinator, Other (Admin.) (47, 14.0%)
- Information Technology Support Staff (62, 12.7%)
- Information Technology, Other (18, 11.8%)
- Director, Executive/CEO (51, 11.4%)
- Supervisor, Medical Records (5, -13.8%)

Clinical Titles - “ALL” Salary Data with >10% Skew

- Nurse Practitioner Resident (6, 42.8%)
- Supervisor, Other (Clinical) (22, 19.6%)
- Health Educator (with clinical duties) (31, 16.7%)
- Manager, Other (Clinical) (14, 16.1%)
- Physician – OB/GYN (11, 16.0%)
- Phlebotomist (19, 14.3%)
- Manager, Lab (8, 13.1%)
- Manager, Medical Clinic (42, 12.6%)
- Physician – Other (14, 12.0%)
- Case Manager (142, 11.7%)
- Other Clinical (14, 11.2%)
- Coordinator, Other (Clinical) (51, 10.4%)
### Clinical Titles - “ALL” Salary Data with >10% Skew
- Nurse Practitioner Resident (6, 42.8%)
- Supervisor, Other (Clinical) (22, 19.6%)
- Health Educator (with clinical duties) (31, 16.7%)
- Manager, Other (Clinical) (14, 16.1%)
- Physician – OB/GYN (11, 16.0%)
- Phlebotomist (19, 14.3%)
- Manager, Lab (8, 13.1%)
- Manager, Medical Clinic (42, 12.6%)
- Physician – Other (14, 12.0%)
- Case Manager (142, 11.7%)
- Other Clinical (14, 11.2%)
- Coordinator, Other (Clinical) (51, 10.4%)

### Salary/Benefits Tables - Breakdowns

#### Tables 7-22: Breakdowns for Administrative & Clinical Leadership

**Administrative Leadership:**
- Development Director
- Executive Director/CEO
- Fiscal Director/CFO
- Human Resources Director
- Information Technology Director/CIO
- Operations Director/COO
- Program Director
- NEW: QI/Quality Director
- Other Admin. Directors

**Clinical Leadership:**
- Behavioral Health Director
- Dental Director/CDO
- Medical Director/CMO
- Associate Medical Director
- NEW: Nursing Director
- NEW: Pharmacy Director
- Other Clinical Directors
Salary/Benefits Tables - Breakdowns

Tables 23-38: Breakdowns for selected Clinical Team

Clinical Team:
- Certified Nurse Midwife
- Dental Hygienist
- Dentist
- Licensed Clinical Social Worker (LCSW)
- Licensed Professional Counselor (LPC/LCPC)
- Nurse Practitioner
- Pharmacist
- Physician – Family Practice with OB duties
- Physician – Family Practice without OB duties
- Physician – Internal Medicine
- Physician – OB/GYN
- Physician – Pediatrics
- Physician Assistant
- NEW: Psychiatric Nurse Practitioner
- Psychiatrist
- Psychologist, Clinical

Salary/Benefits Tables - Breakdowns

Tables 7-38: Breakdowns for Administrative & Clinical Leadership, and selected Clinical Team

Breakdown data includes Count, Actual FTEs, 50th PCTL Salary, Avg. Salary, Avg. Benefits, Avg. Benefits as % of Avg. Salary, and Avg. Years Employed for:
- ALL, Budget Ranges, Years Employed, Location, Number of Health Center Sites, Number of Employees, Number of FTEs, and Executive Team

2018 Region VIII Health Center Workforce Data – 03/21/19
Salary/Benefits Tables - Breakdowns

Tables 16, 18-22: Breakdowns by Credentials for selected Clinical Director Titles

<table>
<thead>
<tr>
<th>POSITION</th>
<th>Count</th>
<th>Actual FTEs</th>
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</thead>
<tbody>
<tr>
<td>Behavioral Health Director - MD/PhD/PsyD</td>
<td>10</td>
<td>9.90</td>
</tr>
<tr>
<td>Behavioral Health Dir. - Master’s Degree (Various)</td>
<td>18</td>
<td>17.85</td>
</tr>
<tr>
<td>Medical Director/CMO - MD</td>
<td>37</td>
<td>31.10</td>
</tr>
<tr>
<td>Medical Director/CMO - DO</td>
<td>6</td>
<td>5.80</td>
</tr>
<tr>
<td>Medical Director/CMO - NP/PA</td>
<td>7</td>
<td>5.75</td>
</tr>
<tr>
<td>Medical Director/CMO - Other (Various)</td>
<td>3</td>
<td>3.00</td>
</tr>
<tr>
<td>Associate Medical Director - MD/DO/DDS</td>
<td>31</td>
<td>29.08</td>
</tr>
<tr>
<td>Associate Medical Director - NP/PA</td>
<td>16</td>
<td>15.38</td>
</tr>
<tr>
<td>Nursing Director - NP/MSN</td>
<td>31</td>
<td>29.08</td>
</tr>
<tr>
<td>Nursing Director - RN/BSN</td>
<td>16</td>
<td>15.38</td>
</tr>
<tr>
<td>Pharmacy Director - PharmD</td>
<td>13</td>
<td>12.30</td>
</tr>
<tr>
<td>Pharmacy Director - Other (Various)</td>
<td>5</td>
<td>5.00</td>
</tr>
<tr>
<td>Other Directors (Clinical) - Doctorate (Various)</td>
<td>14</td>
<td>13.60</td>
</tr>
<tr>
<td>Other Directors (Clinical) - Master’s (Various)</td>
<td>6</td>
<td>6.00</td>
</tr>
<tr>
<td>Other Directors (Clinical) - Other (Various)</td>
<td>10</td>
<td>9.97</td>
</tr>
</tbody>
</table>

Salary/Benefits Tables - Breakdowns

Medical Director/CMO and Associate Medical Director Credentials Comparison – 2012/2014/2016/2018

Medical Director/CMO

<table>
<thead>
<tr>
<th>Year</th>
<th>MD</th>
<th>DO</th>
<th>CNM/NP/PA</th>
<th>Other</th>
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<tbody>
<tr>
<td>2012</td>
<td>82.4%</td>
<td>17.6%</td>
<td>10.6%</td>
<td>8.8%</td>
</tr>
<tr>
<td>2014</td>
<td>72.3%</td>
<td>11.3%</td>
<td>14.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>2016</td>
<td>66.0%</td>
<td>13.2%</td>
<td>13.2%</td>
<td>5.7%</td>
</tr>
<tr>
<td>2018</td>
<td>69.8%</td>
<td>12.8%</td>
<td>12.8%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

Associate Medical Director

<table>
<thead>
<tr>
<th>Year</th>
<th>MD</th>
<th>DO</th>
<th>CNM/NP/PA</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>58.8%</td>
<td>41.7%</td>
<td>17.6%</td>
<td>23.5%</td>
</tr>
<tr>
<td>2014</td>
<td>52.6%</td>
<td>36.4%</td>
<td>13.6%</td>
<td>5.3%</td>
</tr>
<tr>
<td>2016</td>
<td>47.7%</td>
<td>36.4%</td>
<td>10.0%</td>
<td>5.3%</td>
</tr>
<tr>
<td>2018</td>
<td>52.6%</td>
<td>36.4%</td>
<td>9.8%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
POLL
Which type of leadership/clinical team salary breakdown do you use most often?

Budget Range
Years of Service
Location
Number of Health Center Sites
Other

2018 Region VIII Health Center Workforce Data Webcast (3/21/19)

Salary/Benefits Tables - Breakdowns
Table 39: Breakdowns for Select Administrative & Clinical Support Positions
  • By Number of Years Employed only (one exception)

Administrative:
  • Administrative Assistant (108)
  • Billing Staff/Patient Accounts (182)
  • Call Center Representative (194)
  • Care Coordinator/Patient Navigator (254)
  • Medical Records Clerk (143)
  • Outreach/Enrollment Staff (136)
  • Receptionist/Front Desk/Appt. Clerk (663)

Clinical:
  • Case Manager (142)
    • With credentials breakdown
  • Dental Assistant (315)
  • Licensed Practical Nurse (124)
  • Medical Assistant with credentials (860)
  • Medical Assistant without credentials (278)
  • Pharmacy Technician (101)
  • Registered Nurse (370)

2018 Region VIII Health Center Workforce Data Webcast (3/21/19)
### Salary/Benefits Tables – Comparisons

#### Tables 40-41: Comparison of 2014, 2016, & 2018 CHAMPS Region VIII Health Center Salary Data

- **91 non-“Other” titles**
- Provided for all Region VIII data and for each of the three budget breakdowns

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2014 Median</th>
<th>2016 Median</th>
<th>2018 Median</th>
<th>Chg. ’14-’16</th>
<th>Chg. ’16-’18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title A</td>
<td>$45,989</td>
<td>$41,995</td>
<td>$50,149</td>
<td>-8.7%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Title B</td>
<td>$30,774</td>
<td>$31,200</td>
<td>$35,454</td>
<td>1.4%</td>
<td>13.6%</td>
</tr>
</tbody>
</table>

### 2018 Region VIII Health Center Workforce Data – 03/21/19

### Salary/Benefits Tables - Comparisons

#### 2014, 2016, & 2018 Region VIII Salary Data

Comparison of **Selected Leadership Titles**

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2014 Median</th>
<th>2016 Median</th>
<th>2018 Median</th>
<th>Chg. ’14-’16</th>
<th>Chg. ’16-’18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director/CEO</td>
<td>$108,754</td>
<td>$115,000</td>
<td>$136,183</td>
<td>5.7%</td>
<td>18.4%</td>
</tr>
<tr>
<td>Fiscal Director/CFO</td>
<td>$75,250</td>
<td>$83,673</td>
<td>$90,578</td>
<td>11.2%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Human Resources Director</td>
<td>$82,400</td>
<td>$69,525</td>
<td>$86,382</td>
<td>-15.6%</td>
<td>24.2%</td>
</tr>
<tr>
<td>Information Technology Director/CIO</td>
<td>$98,821</td>
<td>$102,576</td>
<td>$102,420</td>
<td>3.8%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Operations Director/COO</td>
<td>$76,575</td>
<td>$88,211</td>
<td>$86,700</td>
<td>15.2%</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Behavioral Health Director</td>
<td>$81,233</td>
<td>$90,417</td>
<td>$97,254</td>
<td>11.3%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Dental Director/CDO</td>
<td>$132,208</td>
<td>$148,750</td>
<td>$157,376</td>
<td>12.5%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Medical Director/CMO</td>
<td>$176,000</td>
<td>$196,934</td>
<td>$214,506</td>
<td>11.9%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Medical Director (Associate)</td>
<td>$133,681</td>
<td>$182,940</td>
<td>$194,295</td>
<td>36.8%</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

2018 Region VIII Health Center Workforce Data – 03/21/19
### Salary/Benefits Tables - Comparisons

#### 2014, 2016, & 2018 Region VIII Salary Data

**Comparison of Selected Provider Titles**

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2014 Median</th>
<th>2016 Median</th>
<th>2018 Median</th>
<th>Chg. '14-'16</th>
<th>Chg. '16-'18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified Nurse Midwife</td>
<td>$91,839</td>
<td>$106,667</td>
<td>$109,599</td>
<td>16.1%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Dental Hygienist</td>
<td>$64,890</td>
<td>$68,726</td>
<td>$69,721</td>
<td>5.9%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Dentist</td>
<td>$122,677</td>
<td>$129,470</td>
<td>$136,208</td>
<td>5.5%</td>
<td>5.2%</td>
</tr>
<tr>
<td>Licensed Clinical Social Worker</td>
<td>$57,121</td>
<td>$60,347</td>
<td>$61,526</td>
<td>5.6%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Licensed Prof, Counselor</td>
<td>$55,966</td>
<td>$43,485</td>
<td>$55,390</td>
<td>-22.3%</td>
<td>27.4%</td>
</tr>
<tr>
<td>Nurse Practitioner</td>
<td>$89,773</td>
<td>$94,916</td>
<td>$96,407</td>
<td>5.7%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Pharmacist</td>
<td>$114,863</td>
<td>$120,786</td>
<td>$126,880</td>
<td>5.2%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Physician Assistant</td>
<td>$87,276</td>
<td>$92,700</td>
<td>$98,819</td>
<td>6.2%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Physician, w/ OB</td>
<td>$162,165</td>
<td>$174,048</td>
<td>$178,380</td>
<td>7.3%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Physician, w/o OB</td>
<td>$163,875</td>
<td>$180,000</td>
<td>$185,651</td>
<td>9.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Physician Internal Medicine</td>
<td>$190,280</td>
<td>$173,877</td>
<td>$185,660</td>
<td>-8.6%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Physician OB/GYN</td>
<td>$212,169</td>
<td>$210,080</td>
<td>$216,382</td>
<td>-1.0%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Physician Pediatrics</td>
<td>$168,127</td>
<td>$177,053</td>
<td>$170,842</td>
<td>5.3%</td>
<td>-3.5%</td>
</tr>
</tbody>
</table>

---

### Salary/Benefits Tables - Comparisons

#### Tables 42-43: Comparison of 2018 Region VIII Salary Data with Other Recently Published Data

**State, Regional, & National Data Sources:**

- Health Centers: CHAMPS (Region VIII), CCHN (CO), NWRPCA (Region X)
- Other: US Bureau of Labor Statistics (Ambulatory Care), MGMA (Various Medical Organizations)

**Caution! Hard to Verify “Apples to Apples”**
Salary/Benefits Tables - Comparisons

Table 42: Comparison of 2018 Region VIII Base Salary Data with Other Recently Published Data

CHAMPS (Region VIII), CCHN (CO), NWRPCA (Region X): Annual Base Pay, not including bonuses, incentive payments, differentials, overtime, etc.

US Dept. of Labor, Bureau of Labor Statistics: Hourly wage, converted to a full-time annual figure

Table 43: Comparison of 2018 Region VIII Total Compensation Data with Other Recently Published Data

CHAMPS, NWRPCA: Annual Total Pay - base plus additional (bonuses, incentive payments, differentials, and/or overtime) for FULL TIME employees only

   2018 CHAMPS Region VIII Medians for Full-Time Physician Family Practice Total Compensation:
   With OB: $196,860  Without OB: $185,400

MGMA: Total Compensation - wages (contracted and on-call) plus bonuses/incentive payments, research stipends, honoraria, and distribution of profits
Additional Pay

- 49.1% of health centers reported additional pay (27)
- 21.6% of employees received additional pay (1,791)
- Additional pay represented 5.3% of base pay for same employees (TTL $5.3M in additional pay)

- Highest average additional pay: Physician, Family Practice, with OB ($27,718)

Additional Pay Details

Table 44: Details about reported additional pay

<table>
<thead>
<tr>
<th>Category</th>
<th>Type (# HCs/# Employees)</th>
<th>Average Earned Per Person</th>
<th>Most Common Title Earning Type of Additional Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonus/Incentive</td>
<td>Unspecified (10/942)</td>
<td>$995 (823)</td>
<td>Medical Assistant, with Creds. (153)</td>
</tr>
<tr>
<td>Bonus/Incentive</td>
<td>Annual/Holiday (6/421)</td>
<td>$727 (311)</td>
<td>Medical Assistant, with Creds. (31)</td>
</tr>
<tr>
<td>Bonus/Incentive</td>
<td>Longevity/Ret. (5/30)</td>
<td>$4,367 (15)</td>
<td>Nurse Practitioner (9)</td>
</tr>
<tr>
<td>Bonus/Incentive</td>
<td>Performance (6/30)</td>
<td>$3,184 (30)</td>
<td>Director, Executive/CEO (6)</td>
</tr>
<tr>
<td>Bonus/Incentive</td>
<td>Productivity (5/244)</td>
<td>$2,423 (179)</td>
<td>Physician Assistant (25)</td>
</tr>
<tr>
<td>Duty-Based Diff.</td>
<td>Call (6/64)</td>
<td>$2,845 (35)</td>
<td>Physician Assistant, Nurse Practitioner (17)</td>
</tr>
<tr>
<td>Duty-Based Diff.</td>
<td>Leadership/Super. (5/34)</td>
<td>$5,407 (17)</td>
<td>Physician – Family Practice, with OB (12)</td>
</tr>
<tr>
<td>Duty-Based Diff.</td>
<td>OB (Delivery, C-Section) (4/32)</td>
<td>$30,780 (14)</td>
<td>Physician – Family Practice, with OB (16)</td>
</tr>
<tr>
<td>Duty-Based Diff.</td>
<td>Rounding/Inpatient (3/19)</td>
<td>$2,805 (10)</td>
<td>Physician – Family Practice, with OB (9)</td>
</tr>
<tr>
<td>Other</td>
<td>Extra Shifts/OT (10/270)</td>
<td>$859 (218)</td>
<td>Receptionist/Front Desk/Appt. Clerk (37)</td>
</tr>
</tbody>
</table>
Benefits Packages

Insurance
Retirement/Pension Programs
Leave Time
Additional Incentives

• Based on health center policies for each type of benefit
• Reported for eligible employees only
• Reported by staff type

Benefits Packages: Insurance & Retirement Overview

• In salary/benefits data for all employees, HCs reported:
  – $93.3M in annual employer contributions toward:
    • Health, dental, vision, life, and disability insurance
    • Retirement/pension plans
  – Represents 20.2% of the annual base pay for same employees

• 98.7% contributed to one or more of 6 types of insurance

2018 Region VIII Health Center Workforce Data – 03/21/19

• 100% offered some type of retirement/pension plan

2018 Region VIII Health Center Workforce Data – 03/21/19
Benefits Packages - Insurance

- Employee Health Insurance
  - Plan w/Full Coverage: 4%
  - Plan w/Partial Coverage: 9%
  - Plan w/Multiple Coverage Options: 5%
  - Plan w/No Coverage: 9%
  - No Plan: 18%

- Employee Dental Insurance
  - Plan w/Full Coverage: 52%
  - Plan w/Partial Coverage: 3%
  - Plan w/Multiple Coverage Options: 24%
  - Plan w/No Coverage: 2%
  - No Plan: 9%

- Dependent Health Insurance
  - Plan w/Full Coverage: 37%
  - Plan w/Partial Coverage: 35%
  - Plan w/Multiple Coverage Options: 21%
  - Plan w/No Coverage: 35%
  - No Plan: 58%

- Dependent Dental Insurance
  - Plan w/Full Coverage: 7%
  - Plan w/Partial Coverage: 9%
  - Plan w/Multiple Coverage Options: 24%
  - Plan w/No Coverage: 27%
  - No Plan: 9%

- Employee Life Insurance
  - Plan w/Full Coverage: 72%
  - Plan w/Partial Coverage: 2%
  - Plan w/Multiple Coverage Options: 8%
  - Plan w/No Coverage: 2%
  - No Plan: 8%

- Employee Disability Insurance
  - Plan w/Full Coverage: 15%
  - Plan w/Partial Coverage: 2%
  - Plan w/Multiple Coverage Options: 3%
  - Plan w/No Coverage: 2%
  - No Plan: 2%

Benefits Packages – Retirement/Pension Programs

- Most common type of plan:
  - **403(b) plan** (offered by 43.6% of participants)

- Average maximum employer contribution to employee plans:
  - 4.9% of annual wage

- Most common type of employer contributions:
  - **Contribution plus Match** of employee contributions (42%)
  - **Contribution** regardless of employee contributions (42%)

- Most common vesting schedule:
  - **Immediate** vesting of employer contributions (53%)
Benefits Packages: Leave Time

- Number of Leave Types offered to employees

- Most Common Region VIII Leave Combinations:
  - Vacation, Sick, and Holiday (22% of health centers)
  - Holiday and Paid Time Off (PTO) Bank (15% of health centers)

<table>
<thead>
<tr>
<th>Year</th>
<th>One Leave Type</th>
<th>Two Leave Types</th>
<th>Three Leave Types</th>
<th>Four Leave Types</th>
<th>Five Leave Types</th>
<th>Six Leave Types</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>6.0%</td>
<td>18.0%</td>
<td>42.0%</td>
<td>30.0%</td>
<td>4.0%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>7.4%</td>
<td>16.7%</td>
<td>38.3%</td>
<td>31.5%</td>
<td>11.1%</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>10.9%</td>
<td>12.7%</td>
<td>40.0%</td>
<td>29.1%</td>
<td>7.3%</td>
<td></td>
</tr>
</tbody>
</table>

Benefits Packages: Leave Time

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Average Days Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL DAYS OFF – ALL STAFF COMBINED</td>
<td>38.6</td>
</tr>
<tr>
<td>Vacation Leave – All Staff</td>
<td>17.8</td>
</tr>
<tr>
<td>Sick Leave – All Staff</td>
<td>11.4</td>
</tr>
<tr>
<td>Personal Leave – All Staff</td>
<td>12.2</td>
</tr>
<tr>
<td>Paid Holidays – All Staff</td>
<td>8.9</td>
</tr>
<tr>
<td>Paid Floating Holidays – All Staff</td>
<td>2.0</td>
</tr>
<tr>
<td>Paid Time Off (PTO) Bank – All Staff</td>
<td>25.9</td>
</tr>
<tr>
<td><strong>Combined Leave Time by Staff Type</strong></td>
<td></td>
</tr>
<tr>
<td>Administrative Leadership/Management</td>
<td>39.3</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>38.1</td>
</tr>
<tr>
<td>Clinical Provider</td>
<td>39.4</td>
</tr>
<tr>
<td>Clinical Advanced Practice Provider</td>
<td>38.1</td>
</tr>
<tr>
<td>Clinical Support</td>
<td>38.1</td>
</tr>
</tbody>
</table>
Benefits Packages: Additional Incentives

- Number of Additional Incentives offered to employees

<table>
<thead>
<tr>
<th></th>
<th>% HCs Offering</th>
<th>Average Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of Licensure Fees</td>
<td>91%</td>
<td>$431</td>
</tr>
<tr>
<td>Payment of Professional Association Dues</td>
<td>84%</td>
<td>$498</td>
</tr>
<tr>
<td>Payment for Continuing Professional Education</td>
<td>96%</td>
<td>$1,556</td>
</tr>
<tr>
<td>Payment of Relocation Expenses</td>
<td>64%</td>
<td>$6,299</td>
</tr>
<tr>
<td>Payment of Signing Bonuses</td>
<td>44%</td>
<td>$10,211</td>
</tr>
<tr>
<td>Compensation for Bilingual Staff</td>
<td>20%</td>
<td>-</td>
</tr>
<tr>
<td>Incentive-Based Compensation</td>
<td>25%</td>
<td>$11,922</td>
</tr>
<tr>
<td>Payment of Retention Bonus</td>
<td>18%</td>
<td>$15,498</td>
</tr>
</tbody>
</table>

2018 Region VIII Health Center Workforce Data – 03/21/19

Benefits Packages: Additional Incentives

Clinical Staff

### Provider-Level Staff

<table>
<thead>
<tr>
<th></th>
<th>% HCs Offering</th>
<th>Avg. Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of Licensure Fees</td>
<td>86%</td>
<td>$797</td>
</tr>
<tr>
<td>Payment of Professional Association Dues</td>
<td>76%</td>
<td>$788</td>
</tr>
<tr>
<td>Payment for Continuing Professional Education</td>
<td>95%</td>
<td>$2,388</td>
</tr>
<tr>
<td>Payment of Relocation Expenses</td>
<td>60%</td>
<td>$7,789</td>
</tr>
<tr>
<td>Payment of Signing Bonus</td>
<td>42%</td>
<td>$11,929</td>
</tr>
</tbody>
</table>

### Advanced Practice Provider Staff

<table>
<thead>
<tr>
<th></th>
<th>% HCs Offering</th>
<th>Avg. Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of Licensure Fees</td>
<td>84%</td>
<td>$633</td>
</tr>
<tr>
<td>Payment of Professional Association Dues</td>
<td>71%</td>
<td>$738</td>
</tr>
<tr>
<td>Payment for Continuing Professional Education</td>
<td>89%</td>
<td>$2,024</td>
</tr>
<tr>
<td>Payment of Relocation Expenses</td>
<td>51%</td>
<td>$6,219</td>
</tr>
<tr>
<td>Payment of Signing Bonus</td>
<td>40%</td>
<td>$9,038</td>
</tr>
</tbody>
</table>

2018 Region VIII Health Center Workforce Data – 03/21/19
Main Report Components

I. Executive Summary

II. Salary and Benefits Information

III. Recruitment Metrics, Trends, and Needs

IV. Retention Metrics, Trends, and Needs

V. Additional R&R Questions

VI. Appendices

POLL

Does your organization regularly track any internal recruitment metrics?

(E.g., average length of recruitment, # of vacancies, % of offers accepted, etc.?)

2012: **25% Yes**, 63% No, 13% Unsure

2014: **23% Yes**, 54% No, 23% Unsure
Challenging Recruitment

• Number of positions seeing challenging recruitment:

<table>
<thead>
<tr>
<th>Year</th>
<th>0 positions</th>
<th>1-2 positions</th>
<th>3-4 positions</th>
<th>5+ positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>20%</td>
<td>37%</td>
<td>27%</td>
<td>16%</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td>28%</td>
<td>35%</td>
<td>30%</td>
</tr>
<tr>
<td>2018</td>
<td>6%</td>
<td>33%</td>
<td>27%</td>
<td></td>
</tr>
</tbody>
</table>

• Most-often identified challenging positions to recruit:
  1-Tie: Licensed Clinical Social Worker (32.7%)
  1-Tie: Physician – Family Practice without OB (32.7%)
  1-Tie: Registered Nurse (32.7%)

Then Dentist and Medical Assistant (27.3% each)

Challenging Recruitment

• Positions with challenging recruitment by Staff Type as a percentage of all positions with challenging recruitment

<table>
<thead>
<tr>
<th>Staff Type</th>
<th>2014</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Provider</td>
<td>30.2%</td>
<td>23.0%</td>
<td>28.1%</td>
</tr>
<tr>
<td>Clinical Adv. Prac. Provider</td>
<td>28.1%</td>
<td>23.6%</td>
<td>19.0%</td>
</tr>
<tr>
<td>Clinical Support</td>
<td>21.7%</td>
<td>5.8%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Admin. Leader/Mgmt.</td>
<td>11.9%</td>
<td>7.1%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Admin. Support</td>
<td>5.6%</td>
<td>7.7%</td>
<td>7.7%</td>
</tr>
</tbody>
</table>

2018 Region VIII Health Center Workforce Data – 03/21/19
Point-In Time Vacancy Survey

• **1.9** vacancies per organization; **51.4%** of all vacancies were considered “continuously recruited”

• Participating health centers reported:

  - Recruitment lengths (for “non-continuous” postings) increased between 2016 and 2018 for vacancies overall, and for all three staff types

  - Average Recruitment Lengths in Months

Vacancies: Non-Continuous Recruitment

- Recruitment lengths (for “non-continuous” postings) increased between 2016 and 2018 for vacancies overall, and for all three staff types

- Average Recruitment Lengths in Months
### Highest Priority Vacancies

- Asked to select one as their “highest priority to fill”
- **43.6%** of highest priority vacancies were for medical providers

![Graph showing highest priority vacancies](image)

### Recruitment Needs

#### What do you need?

- A - IT Systems
- B - Recruiter/HR Staff
- C - $ for Staff
- D - Recruitment Strategies/Procedures
- E - Online Recruitment Tools
- F - Outreach
- G - Other
- H - None/Unknown

- A = 21.4%
- B = 16.7%
- C = 14.3%
- D = 11.9%
- E = 9.5%
- F = 9.5%
- G = 7.1%
- H = 9.5%

#### What do you need to make it happen?

**MONEY**, staff

![Recruitment needs chart](image)
Main Report Components

I. Executive Summary
II. Salary and Benefits Information
III. Recruitment Metrics, Trends, and Needs
IV. Retention Metrics, Trends, and Needs
V. Additional R&R Questions
VI. Appendices

POLL

Does your organization regularly track any internal retention metrics?

(E.g., tenure, turnover, etc.?)

2012: 37% Yes, 58% No, 5% Unknown
2014: 40% Yes, 50% No, 10% Unknown
2016: 50% Yes, 25% No, 25% Unsure
Years of Service (Tenure)

- 8,264 participating employees
  - Longest tenured admin.: Manager, Finance (Other) (10.54 yrs)
  - Longest tenured clinical: Director, Medical/CMO (10.25 yrs)

**Administrative vs. Clinical Staff**

Years of Service (Tenure)
Challenging Turnover

- Number of positions seeing challenging turnover:

- Most-often identified positions with challenging turnover:
  1. Medical Assistant (41.8%)
  2. Reception/Front Desk (36.4%)
  3. Dental Assistant (23.6%)

Challenging Turnover

- Positions with challenging turnover by Staff Type as a percentage of all positions with challenging turnover

- DECREASE in Clinical Provider representation
CY 2017 Turnover Survey

- Overall Average **All Staff Total Turnover of 23.5%**

- Reporting HCs by All Staff Total Turnover Ranges:

<table>
<thead>
<tr>
<th>Year</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
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</thead>
<tbody>
<tr>
<td>2013</td>
<td>4.2%</td>
<td>39.6%</td>
<td>37.5%</td>
<td>18.8%</td>
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<tr>
<td>2015</td>
<td>21.2%</td>
<td>59.6%</td>
<td>19.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>2017</td>
<td>41.8%</td>
<td>49.1%</td>
<td>9.1%</td>
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</tr>
</tbody>
</table>

NEW: Separations by Type

- **Voluntary Separations**
  - **Employee initiated** terminations including retirements and deaths

- **Involuntary Separations**
  - **Organization initiated** terminations including permanent reductions in workforce

- **15.6%** of 2017 All Staff Turnover was **Involuntary**

- Reporting HCs by All Staff Involuntary Turnover Ranges:

<table>
<thead>
<tr>
<th>Year</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>16.4%</td>
<td>41.8%</td>
<td>36.4%</td>
<td>5.5%</td>
<td></td>
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</tr>
</tbody>
</table>
NEW: Involuntary Separations by Staff Type

Historical Total Turnover Data by Staff Type
Retention Needs

What do you need?

- A - Training
- B - Additional Benefits
- C - Improved Benefits
- D - Bonuses
- E - Education
- F - Salaries
- G - Team/Engagement
- H - Staff
- I - Other
- J - None/Unknown

What do you need to make it happen?

MONEY plus additional staff

Additional R&R Questions Part 1

- Upcoming Salary Increases
  - 88.2% are planning for increases (5/1/18-4/31/19)
    (Compared with 81.1% in 2016, 85.7% in 2014, and 79.5% in 2012)

- Percentage Currently Employing Veterans
  - 18.9% of HCs reported zero employed veterans
    (Compared with 24.1% in 2016 and 28.6% in 2014)
  - 79.2% - one or more employed veterans
    (Compared with 68.5% in 2016 and 53.1% in 2014)

Health centers in non-urban areas were more likely to report higher percentages of veterans as employees.
Additional R&R Questions Part 2

• Percentage Employing Racial/Ethnic Minorities
  – The largest group of HCs (51.9%) reported that 1%-25% of their employees are racial/ethnic minorities. *Health centers in urban areas were much more likely to report higher percentages of racial/ethnic minority employees.*

• Percentage with Employees Holding College/Advanced Degrees
  – The largest group of HCs (50.9%) reported that 26%-50% of their employees hold college or advanced degrees. *Health centers in non-urban areas were much more likely to report higher percentages of employees with college/advanced degrees.*

POLL

Which part of the Recruitment and Retention Metrics/Trends do you find most interesting/useful?

Recruitment: Positions with Challenging Recruitment
Recruitment: Vacancy Survey
Retention: Years of Service
Retention: Positions with Challenging Turnover
Retention: Turnover Survey
Companion Report #1
2018 Region VIII Health Center Provider Productivity Expectations Report

• Asked to report Expectations (not outcomes)
• In 2014: focus on full-time Medical providers
• In 2016: added full-time Dental providers and separated Director vs. Non-Director
• NEW in 2018: added full-time Behavioral Health providers and requested HC’s Behavioral Health Integration Level

NEW: BH Integration Levels

• Not Applicable (N/A) – 9.1%
  – No BH services provided at any HC operated site.
• Not at All Integrated – 3.6%
  – BH and other providers work independently, have separate systems and/or facilities, and rarely communicate about cases.
• Somewhat Integrated – 41.8%
  – BH and other providers may have separate systems but share facilities. This proximity supports at least occasional face-to-face meetings. Providers view each other as resources and have a basic understanding of each other’s roles.
• Highly Integrated – 43.6%
  – BH and other providers share the same sites and have some systems in common such as scheduling and charting. There are regular face-to-face interactions among primary care and BH providers, coordinated treatment plans for complex patients, and a solid understanding of each other’s roles and cultures.
Productivity Expectations Report

Asked to Report Health Center Expectations for:

- Full-Time Hours
- Administrative vs. Direct Patient Contact Time
- Number of Visits Completed Hourly

Asked to Report:

- Standard Patient Panel Sizes

Responses were to include information about any providers conducting on-site services for health center patients (including employees and/or contractors), and were to be based on normal in-clinic working schedules (not including vacation time, CME time, on-call time, hospital time, etc.).

GOAL: To illustrate what Health Centers are asking their providers to accomplish, as a component informing discussions about provider productivity (in conjunction with other available data).

Productivity Expectations Report Providers

Directors:
- Medical Directors
- Dental Directors
- New: Behavioral Health Directors

Includes Chiefs/Officers, Associate Directors, Site Directors, etc.

Non-Directors:
- Physicians
- Nurse Practitioners
- Physician Assistants
- Dentists
- New: Psychologists
- New: LCSWs/LPCs/MFTs
- New: Psychiatrists
- New: Psychiatric NPs
- Other: Dental Hygienist
#1: Full-Time Hours

What number of hours per week does your health center consider to be full-time for medical, dental, and behavioral health providers?

### Median Hours per Week

- **Medical Directors** (47 respondents): 40
- **Physicians** (43 respondents): 40
- **Nurse Practitioners** (50 respondents): 40
- **Physician Assistants** (45 respondents): 40
- **Dental Directors** (41 respondents): 40
- **Dentists** (43 respondents): 37.4

### Average Hours per Week

- **Behavioral Health Directors** (37 respondents): 37.3
- **Psychologists** (21 respondents): 37.5
- **LCSWs/LPCs/MFTs** (46 respondents): 38.1
- **Psychiatrists** (15 respondents): 38.1
- **Psychiatric NPs** (20 respondents): 38.6
- **Other-Dental Hygienists** (7 respondents): 36.0

### Percentage of Reporting Health Centers

- **Medical Directors (47 respondents):**
  - Less Than 40 Hours/Week: 2.1%
  - Range up to 40 Hours/Week: 25.5%
  - 40 Hours/Week: 72.3%

- **Physicians (43 respondents):**
  - Less Than 40 Hours/Week: 2.3%
  - Range up to 40 Hours/Week: 32.6%
  - 40 Hours/Week: 65.1%

- **Nurse Practitioners (50 respondents):**
  - Less Than 40 Hours/Week: 3.0%
  - Range up to 40 Hours/Week: 30.0%
  - 40 Hours/Week: 68.0%

- **Physician Assistants (45 respondents):**
  - Less Than 40 Hours/Week: 2.0%
  - Range up to 40 Hours/Week: 28.9%
  - 40 Hours/Week: 71.1%

- **Dental Directors (41 respondents):**
  - Less Than 40 Hours/Week: 2.4%
  - Range up to 40 Hours/Week: 29.3%
  - 40 Hours/Week: 68.3%

- **Dentists (43 respondents):**
  - Less Than 40 Hours/Week: 2.3%
  - Range up to 40 Hours/Week: 27.9%
  - 40 Hours/Week: 69.8%
#2: Admin. vs. Patient Contact Time

What is the expected ratio of direct patient contact hours vs. administrative hours* for your full-time medical, dental, and behavioral health providers?

*Time not spent with patients (e.g., for supervisory duties, staff meetings, huddles, etc.).

<table>
<thead>
<tr>
<th>Admin. Pt. Contact Time</th>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
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</thead>
<tbody>
<tr>
<td>Admin. Med. Dirs. (43)</td>
<td>27%</td>
<td>73%</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Admin. Physicians (40)</td>
<td>15%</td>
<td>85%</td>
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<tr>
<td>Admin. NPs (44)</td>
<td>14%</td>
<td>86%</td>
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<tr>
<td>Admin. PAs (43)</td>
<td>17%</td>
<td>83%</td>
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<tr>
<td>Admin. Dent. Dirs. (32)</td>
<td>10%</td>
<td>90%</td>
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<tr>
<td>Admin. Dentists (33)</td>
<td>13%</td>
<td>87%</td>
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<table>
<thead>
<tr>
<th>Admin. Pt. Contact Time</th>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
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</thead>
<tbody>
<tr>
<td>Admin. BH Dirs. (28)</td>
<td>35%</td>
<td>65%</td>
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<tr>
<td>Admin. Psychologists (13)</td>
<td>14%</td>
<td>86%</td>
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</tr>
<tr>
<td>Admin. LCSWs/LPCs/MFTs (37)</td>
<td>16%</td>
<td>84%</td>
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<td></td>
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<tr>
<td>Admin. Psychiatrists (8)</td>
<td>15%</td>
<td>85%</td>
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<td></td>
</tr>
<tr>
<td>Admin. Psych. NPs (11)</td>
<td>15%</td>
<td>85%</td>
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</tr>
<tr>
<td>Admin. Other-DH (7)</td>
<td>13%</td>
<td>87%</td>
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</tbody>
</table>

Median %

- 25.8%
- 32.3%
- 35.0%
- 43.0%
- 57.0%
- 67.7%
- 81.0%
- 83.6%
- 84.8%
- 85.0%
- 85.8%
- 88.0%

Average %

- 74.2%
- 67.7%
- 65.0%
- 57.2%
- 43.0%
- 32.3%
- 19.0%
- 16.4%
- 15.2%
- 15.1%
- 12.0%
- 11.0%

2018 Region VIII Health Center Workforce Data – 03/21/19
Avg. Admin. vs. Patient Contact Time – BH Int.

2018 Region VIII Health Center Workforce Data – 03/21/19
Avg. Admin. vs. Patient Contact Time - Size

2018 Region VIII Health Center Workforce Data – 03/21/19

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Admin.</td>
<td>35.9%</td>
<td></td>
<td>47.5%</td>
<td></td>
<td>33.5%</td>
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</tr>
<tr>
<td>Pt. Contact</td>
<td>64.1%</td>
<td></td>
<td>52.5%</td>
<td></td>
<td>66.5%</td>
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<tbody>
<tr>
<td>Admin.</td>
<td>34.8%</td>
<td></td>
<td>31.4%</td>
<td></td>
<td>27.0%</td>
<td></td>
</tr>
<tr>
<td>Pt. Contact</td>
<td>65.2%</td>
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<td>68.6%</td>
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<td>73.0%</td>
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<tbody>
<tr>
<td>Admin.</td>
<td>25.7%</td>
<td></td>
<td>32.6%</td>
<td></td>
<td>14.7%</td>
<td></td>
</tr>
<tr>
<td>Pt. Contact</td>
<td>74.3%</td>
<td></td>
<td>67.4%</td>
<td></td>
<td>85.3%</td>
<td></td>
</tr>
</tbody>
</table>
**#3: Number of Visits Completed Hourly**

*How many patient visits are your medical, dental, and behavioral health providers expected to complete per hour of direct patient care?*

*Consider only visits for individual patients, not for groups of patients.*

<table>
<thead>
<tr>
<th></th>
<th>Median Hourly Visits</th>
<th>Average Hourly Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BH Dirs. (24)</td>
<td>1.18</td>
<td>1.18</td>
</tr>
<tr>
<td>Psychologists (13)</td>
<td>1.23</td>
<td>1.23</td>
</tr>
<tr>
<td>LCSWs/LPCs/MFTs (36)</td>
<td>1.32</td>
<td>1.32</td>
</tr>
<tr>
<td>Psychiatrists (8)</td>
<td>1.76</td>
<td>1.76</td>
</tr>
<tr>
<td>Psych. NPs (11)</td>
<td>1.54</td>
<td>1.54</td>
</tr>
<tr>
<td>Other-DH (9)</td>
<td>1.59</td>
<td>1.59</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Median Hourly Visits</th>
<th>Average Hourly Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dirs. (45)</td>
<td>2.37</td>
<td>2.37</td>
</tr>
<tr>
<td>Physicians (41)</td>
<td>2.37</td>
<td>2.37</td>
</tr>
<tr>
<td>NPs (48)</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>PAs (45)</td>
<td>2.37</td>
<td>2.37</td>
</tr>
<tr>
<td>Dent. Dirs. (34)</td>
<td>1.60</td>
<td>1.60</td>
</tr>
<tr>
<td>Dentists (39)</td>
<td>1.60</td>
<td>1.60</td>
</tr>
</tbody>
</table>

2018 Region VIII Health Center Workforce Data – 03/21/19
Avg. Number of Hourly Visits – BH Int. Level

<table>
<thead>
<tr>
<th>Professional Group</th>
<th>Highly Integrated (H)</th>
<th>Somewhat Integrated (S)</th>
<th>Not Integrated / N/A (N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dirs. (20H, 19S, 6N)</td>
<td>2.46</td>
<td>2.16</td>
<td>1.10</td>
</tr>
<tr>
<td>Physicians (19H, 16S, 5N)</td>
<td>2.38</td>
<td>2.28</td>
<td>1.33</td>
</tr>
<tr>
<td>NPs (21H, 19S, 6N)</td>
<td>2.44</td>
<td>2.09</td>
<td>1.09</td>
</tr>
<tr>
<td>PAs (22H, 17S, 5N)</td>
<td>2.36</td>
<td>2.36</td>
<td>1.10</td>
</tr>
<tr>
<td>BH Dirs. (12H, 11S, 1N)</td>
<td>2.64</td>
<td>1.33</td>
<td>1.09</td>
</tr>
<tr>
<td>Psychologists (BH, 4S, 1N)</td>
<td>2.69</td>
<td>1.59</td>
<td>1.08</td>
</tr>
<tr>
<td>LCSWs/LPCs/MFTs (15H, 18S, 2N)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

2018 Region VIII Health Center Workforce Data – 03/21/19
Avg. Number of Hourly Visits – BH Int. Level

<table>
<thead>
<tr>
<th>Role</th>
<th>2018 Region VIII Health Center Workforce Data – 03/21/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dirs. (20H, 19S, 6N)</td>
<td>2.46 2.16 2.28 2.44 2.36 2.30 2.69 1.26 1.33 1.09 1.08 1.59</td>
</tr>
<tr>
<td>Physicians (19H, 16S, 5N)</td>
<td>2.69 2.38 2.26 2.64 2.30 1.59 2.16 2.28 2.09 2.30</td>
</tr>
<tr>
<td>NPs (21H, 19S, 6N)</td>
<td>2.30 2.44 2.36 2.30 1.26 1.09 1.08</td>
</tr>
<tr>
<td>PAs (22H, 17S, 5N)</td>
<td>2.64 2.09 1.59 2.16 2.28 2.09 2.30</td>
</tr>
<tr>
<td>BH Dirs. (12H, 11S, 1N)</td>
<td>2.69 1.26 1.33 1.09 1.08</td>
</tr>
<tr>
<td>Psychologists (8H, 4S, 1N)</td>
<td>1.10 1.21 1.18</td>
</tr>
<tr>
<td>LCSWs/LPCs/ MFTs (15H, 18S, 2N)</td>
<td>2.71 2.69 2.64 2.69</td>
</tr>
</tbody>
</table>

- Highly Integrated (H)
- Somewhat Integrated (S)
- Not Integrated / N/A (N)

Avg. Number of Hourly Visits – Size Level

<table>
<thead>
<tr>
<th>Role</th>
<th>2018 Region VIII Health Center Workforce Data – 03/21/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dirs. (12L, 21M, 12S)</td>
<td>2.68 2.30 2.32 2.58 2.58 2.58 1.53 1.53 1.50</td>
</tr>
<tr>
<td>Physicians (13L, 20M, 8S)</td>
<td>2.66 2.32 2.01 2.22 2.15 1.10 1.21 1.44 1.44</td>
</tr>
<tr>
<td>NPs (13L, 21M, 14S)</td>
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</tr>
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<td>PAs (13L, 22M, 10S)</td>
<td>1.53 1.10 1.21 1.53 1.53 1.53 1.53 1.53</td>
</tr>
<tr>
<td>BH Dirs. (5L, 16M, 3S)</td>
<td>1.53 1.10 1.21 1.53 1.53 1.53 1.53 1.53</td>
</tr>
<tr>
<td>Psychologists (3L, 9M, 1S)</td>
<td>1.53 1.10 1.21 1.53 1.53 1.53 1.53 1.53</td>
</tr>
<tr>
<td>LCSWs/LPCs/ MFTs (6L, 19M, 11S)</td>
<td>140+ FTEs (Large-L) 50-140 FTEs (Medium-M) LT 50 FTEs (Small-S)</td>
</tr>
</tbody>
</table>
### Avg. Number of Hourly Visits – Size Level

**2018 Region VIII Health Center Workforce Data – 03/21/19**

- **Med. Dirs.** (12L, 21M, 12S)
  - Large-L: 2.68
  - Medium-M: 2.66
  - Small-S: 2.58

- **Physicians** (13L, 21M, 13S)
  - Large-L: 2.66
  - Medium-M: 2.61
  - Small-S: 2.58

- **NPs** (13L, 21M, 14S)
  - Large-L: 2.58
  - Medium-M: 2.58
  - Small-S: 2.58

- **PAs** (13L, 22M, 10S)
  - Large-L: 1.53
  - Medium-M: 1.53
  - Small-S: 1.50

- **BH Dirs.** (5L, 16M, 3S)
  - Large-L: 1.10
  - Medium-M: 1.21
  - Small-S: 1.44

- **Psychologists** (3L, 9M, 1S)
  - Large-L: 1.10
  - Medium-M: 1.21
  - Small-S: 1.44

- **LCSWs/LPCs/MFTs** (6L, 19M, 11S)
  - Large-L: 1.10
  - Medium-M: 1.21
  - Small-S: 1.44

---

### Avg. Number of Hourly Visits – Size Level

**2018 Region VIII Health Center Workforce Data – 03/21/19**

- **Dent. Dirs.** (12L, 15M, 7S)
  - Large-L: 2.00
  - Medium-M: 2.00
  - Small-S: 2.00

- **Dentists** (12L, 18M, 9S)
  - Large-L: 2.00
  - Medium-M: 2.00
  - Small-S: 2.00

**Note:** Values for each category represent the average number of hourly visits in each size level.
#4: Patient Panel Size

What is the standard patient panel size* for your full-time medical, dental, and behavioral health providers?

*The number of unique patients under the care of a specific provider.

[Graph showing the median and average panel sizes for different types of providers such as Med. Dirs., Physicians, NPs, PAs, Dent. Dirs., Dentists, BH Dirs., Psychologists, LCSWs/LPCs/MFTs, Psych. NPs, Other-DH.]

2018 Region VIII Health Center Workforce Data – 03/21/19
POLL
Which part of the Provider Productivity Expectations information do you find most useful/interesting?

Full-Time Hours
Administrative vs. Direct Patient Contact Time
Visits Completed Hourly
Standard Patient Panel Sizes
New Behavioral Health Integration Breakdowns

Companion Report #2: 2018 Region VIII Health Center Clinical Staffing Report
• Utilizes FTE data reported for every employee in the salary survey
• 2014: focus on Medical Providers and Support
• 2016: added Behavioral Health and Dental
• NEW in 2018: added a section of Care Team Staffing Ratios
Clinical Staffing Report - Goal and Caveats

- **GOAL:** To inform discussions about productivity, staffing ratios, adjustments to team care, etc. (in conjunction with other available data)

*Small Print:* Participating organizations reported data for currently employed Health Center staff only. Data does not capture information relating to vacant positions, in-center vs. off-site time, patient contact vs. non-patient contact time, additional clinical care/support provided by non-employees, etc. Health centers participating in 2018 were not necessarily the same as those that participated in previous years.

Clinical Staffing Report
Medical Provider and Support Groups

- **Medical Provider** = Medical Directors, Nursing Directors (NPs), Physicians, Physician Residents, Certified Nurse Midwives, Nurse Practitioners, Nurse Practitioner Residents, and Physician Assistants
  
  **1,063.76 FTEs**

- **Medical Support** = LPNs, MAs, CNAs, RNs, Nursing Directors (Non-NPs), Nursing Managers, MA Supervisors, and Nursing Supervisors
  
  **1,643.01 FTEs**
Clinical Staffing Report
Behavioral Health Provider Group

• Behavioral Health (BH) Provider = Behavioral Health Directors, Clinical Psychologists, LCSWs, LPCs/LCPCs, MFTs, Psychiatric Nurse Practitioners, Psychiatrists
  263.09 FTEs

Not included in this report: FTEs reported under Addiction Counselor; Behavioral Health Provider, Pre-Licensure; Behavioral Health, Other

Clinical Staffing Report
Dental Provider and Support Groups

• Dental Provider = Dental Directors, Dentists, NEW in 2018 Dentist Residents, and MOVED in 2018 Dental Hygienists
  320.22 FTEs

• Dental Support = Dental Assistants, Expanded Function Dental Assistants, Dental Assistant Supervisors, and NEW in 2018 Dental Managers and Sterilization Technicians
  386.86 FTEs
Clinical FTE vs. Other FTE

• Medical/BH/Dental Provider/Support FTE vs. Other FTE:
  – 3,676.94 FTE Provider/Support (48.6%)
  – 708.46 FTE Other Clinical (pharmacy, lab, case mgmt., etc.)
  – 3,175.22 FTE Administrative

<table>
<thead>
<tr>
<th>Region</th>
<th>Medical</th>
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<th>Dental</th>
<th>Other Clinical</th>
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2018 Region VIII Health Center Workforce Data – 03/21/19
Clinical FTE vs. Other FTE

- Medical/BH/Dental Provider/Support FTE vs. Other FTE:
  - **3,676.94 FTE Provider/Support**
  - **708.46 FTE Other Clinical** (pharmacy, lab, case mgmt., etc.)
  - **3,175.22 FTE Administrative**
Clinical FTE vs. Other FTE

- Medical/BH/Dental Provider/Support FTE vs. Other FTE:
  - 3,676.94 FTE Provider/Support
  - 708.46 FTE Other Clinical (pharmacy, lab, case mgmt., etc.)
  - 3,175.22 FTE Administrative

Clinical Provider Ratios

- Medical Directors
- Physicians
- Physician Residents
- NPs/PAs/CNMs
- NP Residents

2018 Region VIII Health Center Workforce Data – 03/21/19
Clinical Provider Ratios

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<thead>
<tr>
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<td>60%</td>
<td>80%</td>
<td>100%</td>
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<td>40%</td>
<td>60%</td>
<td>80%</td>
<td>100%</td>
<td>58.1%</td>
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2018 Region VII Health Center Workforce Data – 03/21/19

Clinical Provider Ratios

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<td>10.2%</td>
<td>9.2%</td>
<td>11.4%</td>
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<td>11.4%</td>
<td>13.0%</td>
<td>4.1%</td>
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<tr>
<td>80.7%</td>
<td>79.3%</td>
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<td>76.8%</td>
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2018 Region VII Health Center Workforce Data – 03/21/19
Clinical Provider Ratios

Medical Support Ratios
Medical Support Ratios

Medical Support FTE to Medical Provider FTE Ratios

2018 Region VIII Health Center Workforce Data – 03/21/19
Medical Support Ratios

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<thead>
<tr>
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<th>SD</th>
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<td>1.1% Support Supervisors, Managers, Leaders</td>
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<td>18.7%</td>
<td>19.1%</td>
<td>34.6%</td>
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<td>8.6%</td>
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<tr>
<td>66.3% MAs</td>
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<td>8.0%</td>
<td>5.3%</td>
<td>19.5%</td>
<td>6.6%</td>
<td>1.4%</td>
<td>8.6%</td>
</tr>
<tr>
<td>46.7% RNs</td>
<td>19.2%</td>
<td>16.7%</td>
<td>18.7%</td>
<td>19.1%</td>
<td>34.6%</td>
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<td>19.5% LPNs</td>
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<td>18.7%</td>
<td>19.1%</td>
<td>34.6%</td>
<td>0.7%</td>
<td>8.6%</td>
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<tr>
<td>29.3% CNAs</td>
<td>19.2%</td>
<td>16.7%</td>
<td>18.7%</td>
<td>19.1%</td>
<td>34.6%</td>
<td>0.7%</td>
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Medical Support FTE to Medical Provider FTE Ratios

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<tr>
<td>1.76 Support Supervisors, Managers, Leaders</td>
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<td>1.70</td>
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<td>1.79</td>
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<td>2.00 RNs</td>
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<td>1.21</td>
<td>1.44</td>
<td>1.70</td>
<td>1.79</td>
<td>1.47</td>
<td>1.82</td>
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<tr>
<td>2.00 LPNs</td>
<td>1.27</td>
<td>1.21</td>
<td>1.44</td>
<td>1.70</td>
<td>1.79</td>
<td>1.47</td>
<td>1.82</td>
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<tr>
<td>2.00 CNAs</td>
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<td>1.70</td>
<td>1.79</td>
<td>1.47</td>
<td>1.82</td>
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Dental Support Ratios

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<th>UT</th>
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</thead>
<tbody>
<tr>
<td>18.4% Supervisor/Manager</td>
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<td>4.6%</td>
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<td>18.9%</td>
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<td>76.5% DA/Sterilization Tech.</td>
<td>6.6%</td>
<td>2.1%</td>
<td>1.2%</td>
<td>5.4%</td>
<td>97.4%</td>
<td></td>
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<tr>
<td>5.1% EFDA</td>
<td>6.6%</td>
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<td>1.2%</td>
<td>5.4%</td>
<td>97.4%</td>
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</table>
NEW Care Team Staffing Ratios

1. Care Team Group FTEs vs. Medical Provider FTEs
2. Care Team Group FTEs vs. Physician FTEs
3. Selected Care Team Title FTEs vs. Medical Provider FTEs
4. Selected Care Team Title FTEs vs. Physician FTEs

• Medical Provider FTEs include:
  Medical Directors
  Physicians and Physician Residents
  Nurse Practitioners, Nurse Practitioner Residents,
  Physician Assistants, and Certified Nurse Midwives

• Physician FTEs include:
  Physicians and Physician Residents

NEW Care Team Staffing Ratios

• Care Team Groups Include Previous Groups plus:
  – Admin: All Administrative Staff
  – OC: Other Clinical Staff

• Selected Care Team Titles Include Previous plus:
  – CC: Care Coordinators/Patient Navigators
  – CM: Case Managers
  – CHW: Community Health Workers/Outreach Staff
  – HE: Health Educators
  – N/D: Nutritionists/Dietitians
  – Pharm: Pharmacists
  – QI: Quality Improvement Staff
  – Recept.: Receptionists/Front Desk/Appt. Clerks
Ratios for Care Team Groups

Ratios for Selected Care Team Titles

2018 Region VIII Health Center Workforce Data – 03/21/19
### Care Team Ratios by State

#### Selected Care Team Title FTE per Medical Provider FTE

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<td>0.23</td>
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<td>Receptionist/Front Desk/ Appt. Clerk</td>
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<td>0.60</td>
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<td>Registered Nurses</td>
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<td>0.04</td>
<td>0.19</td>
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<td>0.05</td>
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<td>0.02</td>
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</tbody>
</table>

2018 Region VIII Health Center Workforce Data – 03/21/19
POLL
Which part of the Provider and Support Staffing information do you find most useful/interesting?

Medical Provider and Support Ratios
Behavioral Health Provider Ratios
Dental Provider and Support Ratios
NEW Care Team Ratios

Questions?
Thank You for Joining Us!

By attending today’s event you are strengthening the ability of your community-based and patient-directed health center to deliver comprehensive, culturally competent, high-quality primary health care services.

Your opinions about this event are very important to us.

Please complete the Evaluation for this webcast by next Thursday, March 28, 2019, and pass the link along to others viewing the event around a shared computer. Each person should fill out their own evaluation.

https://www.surveymonkey.com/r/2018WFDataWebcast

Please ALSO evaluate these three reports!

Visit http://champsonline.org/events-trainings for more information about upcoming CHAMPS events.
ADDITIONAL RESOURCES

CHAMPS 2018 Region VIII Health Center Salary Survey Report

CHAMPS 2018 Region VIII Health Center Clinical Staffing and Provider Productivity Expectations Reports

CHAMPS Region VIII Annual Measure of Finance, Operations, and Productivity (AMFOP) Report

CHAMPS Recruitment & Retention Resources
http://champsonline.org/tools-products/rrresources

CHAMPS Recruitment and Retention Surveys and Data Resources

CHAMPS CHC Staff Retention Resources
http://champsonline.org/tools-products/rrresources/retaining-chc-staff

CHAMPS Sample Job Descriptions
http://champsonline.org/tools-products/rrresources/sample-job-descriptions

CHAMPS Region VIII Job Opportunities Bank
http://champsonline.org/job-bank

CHAMPS Job Opportunities Bank Data Comparison Reports

CHAMPS Publications