PARTICIPANT HANDBOOKS

MAXIMIZE THE IMPACT OF YOUR RECRUITMENT & RETENTION STRATEGIES

UNDERSTANDING AND UTILIZING STATISTICS FROM THE CHAMPS
2019 REGION VIII HEALTH CENTER RECRUITMENT & RETENTION SURVEY

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

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

LIVE BROADCAST DATE/TIME
Wednesday, March 4, 2020
11:30AM – 1:00PM Mountain Time / 12:30PM – 2:00PM Central Time

TARGET AUDIENCE
Health center and PCA staff utilizing the 2019 Region VIII Health Center Recruitment & Retention Survey Report.

EVENT OVERVIEW
This 90-minute event will present findings from the 2019 Region VIII Health Center Recruitment & Retention Survey. Over 1,000 employees representing 94% of the region’s health centers submitted information about why they work for a health center, their employment history and job seeking practices, and factors impacting both their job satisfaction and their engagement at work. You’ll understand the unique preferences and tendencies of Region VIII health center staff and be able to use the report to tailor recruiting and retention practices.

LEARNING OBJECTIVES
1. Understand the history of and process for the Region VIII Health Center Recruitment & Retention Survey project.
2. Understand the unique preferences and tendencies of Region VIII health center staff, as presented in the 2019 Region VIII Health Center Recruitment & Retention Survey Report.
3. Be able to utilize EXTRA position-specific details for selected providers to tailor recruiting and retention practices.

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Description of CHAMPS
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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. Staff and board members of CHAMPS Organizational Members receive targeted benefits in the areas of business intelligence, networking and peer support, recognition and awards, recruitment and retention, training discounts and reimbursement, and more. For over 35 years, CHAMPS has been an essential resource for Community Health Center training and support! Be sure to take advantage of CHAMPS’ programs, products, resources, and other services. For more information about CHAMPS, please visit www.CHAMPSonline.org. The Happenings box on the lower left side of the CHAMPS home page highlights the newest CHAMPS offerings, while the CHAMPS Membership box on the lower right side of the page lists current benefits for CHAMPS Organizational Members.

SPEAKER BIOGRAPHY
Ms. Martin has worked with CHAMPS for over 15 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.
Maximize the Impact of Your Recruitment & Retention (R&R) Strategies

Understanding and Utilizing Statistics from the CHAMPS 2019 Region VIII Health Center R&R Survey

Wednesday, March 4, 2020
11:30 am – 1:00 pm Mountain Time
12:30 pm – 2:00 pm Central Time

All lines are muted. Please use Questions Box to submit your questions.

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

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

Which area best fits your role at your organization?

If “Other,” type responses in the Questions box.
Learning Objectives

• Understand the history of and process for the Region VIII Health Center Recruitment & Retention Survey project.

• Understand the unique preferences and tendencies of Region VIII health center staff, as presented in the 2019 Region VIII Health Center Recruitment & Retention Survey Report.

• Be able to utilize EXTRA position-specific details for selected providers to tailor recruiting and retention practices.
BLUE HEADERS
Data Found in Report

RED HEADERS
EXTRA DATA from Top-Responding Providers NOT Found in Report
PROJECT GOAL:
• Provide **employee data** to guide the enhancement of existing and development of new recruitment & retention (R&R) strategies
  – Industry/niche specific
  – Breakdowns for best fit
  – Useful for health centers and PCAs

PROJECT TIME FRAME:
• Data collection as needed

www.CHAMPSonline.org/ToolsProducts/PublicationsMedia/Publications.html#RandR

Maximizing the Impact of Your R&R Strategies – 03/04/20
History and Process

• History – Undertaken in 2004, 2011, and 2019
  – NEW in 2019:
    • Identifying differences in factors impacting job satisfaction vs. those impacting engagement at work.
    • Incorporating elements throughout related to resiliency and burnout.

• Distribution
  – Leadership, providers, and limited support staff at all 63 Region VIII health centers invited to participate; health center CEOs/HR Directors asked to forward to other staff.
  – Data collection for two weeks in late February 2019.

• Analysis

www.CHAMPSonline.org/ToolsProducts/PublicationsMedia/Publications.html#RandR

Maximizing the Impact of Your R&R Strategies – 03/04/20
Executive Summary

- Introduction and Snapshot of Respondents (5)
- KEY FINDINGS – Region VIII (6-14)
- KEY FINDINGS – State Breakdown (15-17)
- Notes about Reading the Report (18)

Participating Organizations (19)

Respondents (20-23)

- Methodology, Position Types, Selected Titles
Abbreviated Table of Contents

• Data Details, Trends, Breakdowns, Comparisons, and Response Percentages
  – Respondent Demographics (24-32)
  – Employment History (33-40)
  – Working for FQHCs/CHCs (41-45)
  – Seeking Employment (46-53)
  – Job Satisfaction/Engagement at Work (54-82)
  – Future Plans (83-88)
  – Needs (89-102)

• Appendices

Plus quotes from survey respondents
A. EXECUTIVE SUMMARY, CONTINUED
Key Findings, Region VIII, continued

Recruitment Findings, continued

- Survey respondents were asked to identify factors relating to their job satisfaction and engagement at work, and to detail what their health centers were doing well (their “favorite things about work”). Analysis of these responses revealed a strong correlation between positive job satisfaction/engagement at work and relationships with coworkers, supervisors, and patients, as well as phrases relating to QHAC fundamentals (mission to the underserved, quality of care, etc.), and excitement/challenge of work. Health centers and PCAs should consider using similar concepts and terminology when crafting marketing around health centers, and when recruiting for specific positions. Additionally, considering the leanings of survey respondents toward needing positive work relationships and the growing importance of team-based and integrated care environments, hiring managers need to be seeking candidates with strong team-supporting characteristics (e.g., not hiring just for the right degree, but for the ability to work well with others along with the desire to help the community).
  - See Factors Influencing Satisfaction & Engagement, page 54, and Health Center Successes Related to Satisfaction & Engagement, page 64.

- To help health centers and PCAs anticipate possible future turnover, survey participants were asked how long they planned to stay with their current organization. Over 45% of respondents indicated a desire to stay for as long as possible, with clinical support staff being more likely than others to do so (Clinical Executives/Directors and Providers were less likely than other groups to indicate a desire to stay with their organization for as long as possible). Just over 16% of all respondents anticipated leaving their organization within the next three years (16% of Administrative Executives, 15% of Administrative Other Supervisors, 14% of Administrative Support staff, 19% of Clinical Executives/Professionals, and 14% of Clinical Support staff).
  - See Anticipated Future Tenure, page 85.

Retention Findings

In order to identify health center strengths to utilize when promoting health centers in general and when recruiting for specific positions (addressed in the “Recruitment Findings” above) and to ensure health centers and PCAs are focusing on those factors which keep employees satisfied and engaged within their positions and therefore support retention while improving the viability of the health center organizations, survey participants were asked a series of questions relating to job satisfaction, engagement at work, and training needs. Since many of these questions are closely related, conclusions about how Region VIII health centers and PCAs might use these findings are included at the end of the “Retention Findings” section (page 13).

- When provided a list of 24-29 factors (with variations based on staff group) that might influence their current job satisfaction in either a positive or negative way, survey respondents strongly indicated the following nine as most important – all were selected by 45% or more of respondents:
  1. Relationships with other co-workers (selected by 60.2%);
  2. Quality of care that patients/clients receive (57.4%);
  3. Patient/client interactions (55.7%);
  4. Mission of the organization (52.1%);
  5. Opportunity for flexible work schedule (49.1%, especially impactful for the youngest staff);
  6. Relationships with supervisor(s) (46.9%);
  7. Excitement/challenge of work (46.7%);
  8. Compensation (46.3%); and
  9. Benefits package (45.8%).

A. EXECUTIVE SUMMARY, CONTINUED
Key Findings, Region VIII, continued

Retention Findings, continued

- Additional important factors impacting job satisfaction (selected by 30%-44% of respondents) were Opportunity for continuing education/professional development, Family life in/around community, Opportunity to play a leadership role in the organization (especially for Administrative Executives and Other Supervisors-Managers), and Freedom to use, or restrictions in use of your own professional judgement. Team-based care environment ranked high for Clinical Executives/Professionals.
  - See Job Satisfaction, page 54.

- Respondents were provided the same list of 24-29 factors and asked to indicate which most impact their engagement at work (how passionate they feel about their job, how committed they are to the organization, how much effort they are willing to put into their work, etc.) in either a positive or negative way. Only two factors were selected by 45% or more of respondents as impacting engagement at work:
  1. Mission of the organization (57.2%); and
  2. Quality of care that patients/clients receive (49.6%).

- Additional important factors impacting engagement at work (selected by 30%-44% of respondents) were Relationships with other co-workers, Excitement/challenge of work, Patient/client interactions, Relationships with supervisors, and Opportunity to play a leadership role in the organization. Team-based care environment was also a high ranked engagement factor for Clinical Executives/Professionals.
  - See Engagement at Work, page 57.

- Respondents identified more factors as impacting job satisfaction than as impacting engagement at work: 28 of the combined 31 factor choices were selected more often as impacting job satisfaction. Three factors selected more often as impacting engagement for all Region VIII respondents combined included:
  1. National health center policy;
  2. Connection to the national CHC movement; and
  3. Mission of the organization.

- Organizational capacity for change was more likely to impact engagement than satisfaction for Administrative Executives and Other Supervisors-Managers, while Organizational capacity for change and Opportunity to play a leadership role in the organization were both more likely to impact engagement than satisfaction for Clinical Executives/Professionals. Excitement/challenge of work was slightly more likely to impact engagement than satisfaction for Administrative and Clinical Support staff.
  - See Job Satisfaction vs. Engagement at Work, page 60.

- Similar factors were highlighted when respondents were asked to describe what their health centers were doing well relating to their satisfaction and engagement (their “favorite things about work”); a very high percentage of responses touched, in some way, on people (interactions with others, the competency of others within their organizations, etc.). Interpersonal relationships specifically, and especially those with co-workers and patients, were referenced by almost 44% of the respondents; over 30% referenced the organization’s staff in some way. Other important competencies included high quality patient care, serving unique needs, teamwork, service to the community, flexible schedules, integrated care, team-based care, and mission.
  - See Health Center Successes Related to Job Satisfaction & Engagement at Work, page 64.

2019 CHAMPS Region VIII Health Center Recruitment & Retention Survey Report

Sample Key Findings, Region VIII

Maximizing the Impact of Your R&R Strategies – 03/04/20
A. EXECUTIVE SUMMARY, CONTINUED

Key Findings, State Breakdown

When reviewing the breakdown of survey data by state, it is important to keep in mind that each differs in terms of the demographics and identifiers of the participating respondents, and in the history of the health centers in each state (e.g., some states have had funded health centers for much longer than other states). Therefore, the data should not be considered as equally comparable, but should be reviewed with those qualifiers and differences in mind.

- The percentages provided in the findings below are of the total responders from each state for each question. Colorado had the most respondents overall, and Wyoming the least.
  - See Methodology & Participants, page 20.
- The survey respondents for each state included a higher representation of administrative leaders/managers and especially clinical leaders/providers, and a lower representation of administrative and clinical support staff, than would be expected to be working in most centers; South Dakota, Utah, and Wyoming had an especially low response from administrative support staff.
  - See Position Types, Region VIII, page 21.
- Respondents from North Dakota were more likely than other states to be Female, and respondents from Utah were more likely than other states to be Male.
  - See Gender, page 24.
- The six Region VIII states had a fairly similar distribution of respondent ages, with the largest number of respondents for each state reporting in the 30-39 years age group for all states except Wyoming (which had the largest number of respondents in the 40-49 years age group). Utah had the highest representation of 20-29 year-olds, while South Dakota had the highest representation of respondents in the 60+ age group.
  - See Age, page 25.
- Respondents from Colorado, South Dakota, Utah, and Wyoming were most likely to hold a Master’s degree, those from Montana were most likely to hold a Bachelor’s degree, while those from North Dakota were most likely to report having an Associate’s degree.
- Respondents from Colorado and Utah were most likely to be fluent in a language other than English.
- Respondents from Colorado were most likely to have served in the military.
  - See Veteran Status, page 30.
- Respondents from north Dakota were most likely to report working part-time; those from Wyoming were least likely to do so.
- Wyoming was more likely than other states to have respondents who had been working for their health center for one to two years; South Dakota was more likely than other states to have respondents who had been working at their health center for more than 20 years.
  - See Years at Current Organization in Any/All Positions, page 33.
- Utah had the highest percentage of respondents indicating they were hired by their health center directly after finishing a graduate program.
  - See Previous Employer/Location, page 36.
- Most of the Clinical Provider/Director and Providers that have received loan repayment and/or scholarships were from Colorado, but, by percentage, Montana respondents were most likely to have received National Health Service Corps (NHSC) loan repayment.
  - See Incentives Received, page 39.

Sample Key Findings, State Breakdown

Maximizing the Impact of Your R&R Strategies – 03/04/20
POLL

Have you read the Region VIII or State-Specific Key Findings yet?
I love that everyone in the clinic works closely and helps deliver an exceptional health service to those in need. It feels like a family and it is rewarding to see how many people are helped.

-Administrative Support Staff, Colorado
Respondents – Overall & States

1,031 Participants – 59 Health Centers (94% of Region VIII)

- Colorado: 58.4%
- Montana: 19.8%
- North Dakota: 6.9%
- South Dakota: 4.4%
- Utah: 6.9%
- Wyoming: 3.7%
Respondents – Position Types

385 Clinical Executives
(Leaders) & Providers

- Physician 22.8%
- Physician Assistant 17.3%
- Nurse Practitioner 15.2%
- Licensed Clinical Social Worker 8.6%
- Dentist 8.4%
- Licensed Professional Counselor 8.1%
- Dental Hygienist 7.3%

122 Administrative Executives
(Leaders)

- CEO/Executive Director 16.1%
- CFO/Finance Director 12.7%
- COO/Operations Director 11.9%
- CWO/Human Resources Director 11.9%

Top Responding Position Types by Region VIII State
CO, MT, ND, SD, and UT: Clinical Executives and Providers; WY: Administrative Executives

Maximizing the Impact of Your R&R Strategies – 03/04/20
Respondent Demographics
**Gender**

*Female* 82.5%

*Male* 15.9%

*Prefer Not to Answer* 1.5%

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**Female Respondents by Position Type**

- Clinical Support: 93.8%
- Administrative Support: 90.6%
- Administrative Other Supervisors/Managers: 87.8%
- Administrative Executives: 77.9%
- Clinical Executives/Providers: 72.5%

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**Percentage Female Employees in Non-Hospital Health Services (2018)**

78.7%

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*Top Responding Gender by Region VIII State CO, MT, ND, SD, UT, and WY: Female*

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Maximizing the Impact of Your R&R Strategies – 03/04/20
Percentage of Respondents who are Female

- Dental Hygienist – 92.9%
- Licensed Clinical Social Worker – 87.9%
- Nurse Practitioner – 85.2%
- Licensed Professional Counselor – 74.2%
- CMO/Medical Director – 66.7%
- Physician Assistant – 66.7%
- Physician – 65.5%
- Dentist – 37.5%
Age

Respondents
Under 30 Years of Age
by Position Type

- Administrative Support: 21.0%
- Clinical Support: 19.1%
- Admin. Other Supervisors/Managers: 8.7%
- Clinical Executives/Providers: 7.3%
- Administrative Executives: 5.7%

Respondents Aged 60+
- Clinical Executives/Providers: 12.2%
- Administrative Executives: 14.8%

Median Reported Age Group
40-49 Years

Median Age of National Labor Force (2016)*
42.0 Years

Maximizing the Impact of Your R&R Strategies – 03/04/20
Percentage of Respondents who are Less Than 40 Years Old

- Dental Hygienist – 67.9%
- Physician Assistant – 60.6%
- Dentist – 50.0%

Percentage of Respondents who are 50+ Years Old

- Nurse Practitioner – 43.1%
- CMO/Medical Director – 40.0%
- Physician – 35.6%
Respondents with Bachelor’s, Masters, or Doctoral Degrees

66.6%

37.7% of Male respondents held Doctoral Degrees.
13.5% of Female respondents held Doctoral Degrees.

Region VIII CHC Employees with College/Advanced Degrees (2018)*
43%

Employed National Civilian Noninstitutional Population 25+ with Bachelor’s/Advanced Degrees (2018)**
39.7%

Most Frequent Highest Level of Education by Region VIII State
CO, SD, UT, and WY: Master’s; MT: Bachelor’s; ND: Associate’s

*CHAMPS 2018 Region VIII Salary Survey; http://CHAMPSonline.org/tools-products/publications-electronic-media/champs-publications#salary
Maximizing the Impact of Your R&R Strategies – 03/04/20
Language Fluency

Respondents Fluent in Spanish by Position Type

Clinical Executives/Providers 32.7%
Administrative Support 25.4%
Clinical Support 25.4%
Administrative Other Supervisors/Managers 18.3%
Administrative Executives 13.9%

Spanish Fluency More Likely In:
Younger Respondents
Male Respondents

Most Frequent Language by Region VIII State
CO, MT, ND, SD, UT, and WY: None
States with Highest Percentages Fluent in Spanish: UT (43.3%), CO (37.8%)

2011 Respondents Fluent in Spanish*
37.8%

Maximizing the Impact of Your R&R Strategies – 03/04/20
Percentage of Respondents who are Fluent in Spanish

- CMO/Medical Director – 53.3%
- Physician Assistant – 47.0%
- Physician – 43.5%
- Nurse Practitioner – 31.0%
- Licensed Clinical Social Worker – 30.3%
- Dental Hygienist – 17.9%
- Licensed Professional Counselor – 16.1%
- Dentist – 9.38%
Veteran Status

Respondents that had Served (Uniformed or Armed Services) by Position Type

- Clinical Executives/Providers 5.5%
- Clinical Support 3.8%

Veteran Status More Likely In:
- Older Respondents
- Male Respondents

Region VIII CHC Employees – Veterans (2018)* 4%
National Noninstitutional Civilians 18+ – Veterans (2018)** 8%

Veteran Status by Region VIII State
State with Highest Percentage Veterans: CO (4.5%)

Maximizing the Impact of Your R&R Strategies – 03/04/20
Employment Status

Respondents Working Part-Time by Position Type

Clinical Executives/Providers  16.9%
Clinical Support  9.8%
Administrative Support  7.3%

Part-Time Work More Likely In:
Older Respondents
Region VIII CHC Employees (2018)**
1.0 FTE: 79%  0.875+ FTE: 82.6%
National Employees Working 35+ Hours/Week (2018)***
82.5%

Employment Status by Region VIII State
State with Highest Percentage of Part-Time: ND (11.3%)

2011 Respondents Working Full-Time*
88%

Part-Time 10.3%
Full-Time 89.7%


Maximizing the Impact of Your R&R Strategies – 03/04/20
Percentage of Respondents who Work Part-Time

- Physician – 31.3%
- Nurse Practitioner – 21.6%
- Dentist – 20.7%
- Physician Assistant – 11.7%

*There was not enough data to report Part-Time status percentages for other provider titles. 100% of Dental Hygienists reported working Full-Time.*
**Years at Current Organization**

**Respondents Working 6+ Years for Current Organization (Any/All Positions)**

38.6%

31.2% of Administrative Executive respondents had worked for their organization for 11+ years.

**Median Years of Service for Region VIII CHC Employees (2018)**

2.6 Years

**Median Years Worked with Current Employer Nationally (2018)**

4.2 Years

Top Years at Current Org. Range by Region VIII State
CO, MT, ND, SD, and UT: 3-5 Years; WY: 1-2 Years

*In any/all positions.*


Maximizing the Impact of Your R&R Strategies – 03/04/20
Percentage of Respondents at Current Organization for **Up to Five Years**

- Dentist – 82.7%
- Dental Assistant – 82.6%
- Physician Assistant – 78.3%
- Licensed Practical Nurse – 75.9%
- Licensed Clinical Social Worker – 75.0%

Percentage of Respondents at Current Organization for **Six+ Years**

- CMO/Medical Director – 60.0%
- Nurse Practitioner – 54.9%
- Physician – 48.8%

*In any/all positions.

Over 30% of responding Dentists, Dental Assistants, and Physician Assistants had worked at their current organization for only 0-2 years.

Forty percent of responding CMOs/Medical Directors had worked for their current organization for 11+ years.
**Years in Community Health**

<table>
<thead>
<tr>
<th>Years Range</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Less than 1 year</td>
<td>7.6%</td>
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<tr>
<td>1-2 years</td>
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<td>6-10 years</td>
<td>24.9%</td>
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<td>11-19 years</td>
<td>20.7%</td>
</tr>
<tr>
<td>More than 20 years</td>
<td>8.3%</td>
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**Respondents Working 6+ Years in Community Health (Any Organization)**

53.9%

**Most Likely to have Worked in Comm. Health for 11+ Years:**
- Administrative Executives
- Clinical Support

2004 & 2011 Respondents Working 6+ Years in Comm. Health**

2004: 40% 2011: 51%

**Top Years in Community Health Range by Region VIII State**

CO, MT, ND, SD, and UT: 3-5 Years; WY: 1-2 Years

*At any organization.


Maximizing the Impact of Your R&R Strategies – 03/04/20
Years in Community Health* – EXTRADATA from Top-Responding Providers

Percentage of Respondents in Community Health for Up to Five Years

• Dentist – 65.5%
• Dental Assistant – 65.2%
• Physician Assistant – 61.7%

Percentage of Respondents in Community Health for Six+ Years

• CMO/Medical Director – 80.0%
• Nurse Practitioner – 64.7%
• Physician – 60.0%

Over a quarter of responding Dentists, Dental Assistants, and Physician Assistants had worked in Community Health for only 0-2 years.

Twenty percent of responding Physicians had worked in Community Health for 20+ years.

*At any organization.
Maximizing the Impact of Your R&R Strategies – 03/04/20
Where were you in your career immediately before being hired by your health center?

A. High school
B. College/university undergraduate program
C. Graduate program
D. Hospital
E. Private practice clinic
F. Other health-care setting
G. Other public service (e.g., school, government, etc.)
H. Other non-profit
I. Other for-profit
J. Unemployed
K. Other health center (pulled from “Other” responses)
L. Residency/fellowship program (pulled from “Other” responses)
M. Other educational program (pulled from “Other” responses)
N. Remaining “Other” responses
POLL

Which position type was least likely to select “Unemployed”?
Previous Employer/Location

Top Five (of 14) Previous Employers/Locations

- Other health-care setting, 20.2%
- Private practice clinic, 12.0%
- Other non-profit, 11.6%
- Graduate program, 11.2%
- Other for-profit, 10.1%

Clinical Executives/Providers were more likely than others to select:
- Graduate program
- Residency/fellowship program
- Private practice clinic
- (and least likely to indicate “Unemployed”)

Admin. Executives and Other Supervisors/Managers were more likely than others to select:
- For-profit setting not associated with healthcare
- Hospital

Top Previous Employer/Location by Region VIII State
CO, MT, ND, SD, and WY: Other health-care setting;
UT: Graduate program

Top Ranked Previous Employer/Location for 2011 Respondents*
Other health-care setting (14%)

Maximizing the Impact of Your R&R Strategies – 03/04/20
More Likely than Others to Select Graduate Program
- Physician Assistant – 37.3%
- Dentist – 24.1%

More Likely than Others to Select Hospital
- Nurse Practitioner – 23.5%

More Likely than Others to Select Private Practice Clinic
- Dentist – 37.9%
- Dental Hygienist – 31.8%

More Likely than Others to Select Other Non-Profit
- Licensed Professional Counselor – 34.5%
- Licensed Clinical Social Worker – 34.4%
Incentives Received

NHSC Loan Repayment 13.8%
State-Based Loan Repayment 5.7%
NHSC Scholarship 1.8%
Other Scholarship 3.0%
Other Incentive 4.0%
None 75.2%

Clinical Executive/Provider Respondents that had Received National Health Service Corps (NHSC) Loan Repayment 31.9%

Top Incentive Received by Region VIII State
CO, ND, SD, UT, and WY: None;
MT: NHSC Loan Repayment

Maximizing the Impact of Your R&R Strategies – 03/04/20
Incentives Received – EXTRA DATA from Top-Responding Providers

Percentage of Respondents Receiving NHSC Loan Repayment

- Licensed Clinical Social Worker – 45.2%
- Dental Hygienist – 40.9%
- Physician Assistant – 37.3%
- CMO/Medical Director – 33.3%
- Dentist – 31.0%
- Licensed Professional Counselor – 31.0%
- Nurse Practitioner – 29.4%
- Physician – 28.8%
Working for Federally Qualified Health Centers (FQHCs)/Community Health Centers (CHCs)/Health Centers
Do you feel connected to the CHC mission and movement?

A. No, bit it isn’t important that I feel connected.
B. No, but I would like to feel connected.
C. Somewhat, but it isn’t important that I feel connected.
D. Somewhat, but I would like to feel more connected.
E. Yes, working here is my calling/passion.
F. I don’t know what an FQHC/CHC is.
**Connection to the CHC Mission & Movement**

Respondents Selecting “Yes, working here is my calling/passion” by Position Type

- Admin. Execs. & Other Supers. 76.2%
- Clinical Executives/Providers 73.9%
- Admin. & Clinical Support 56.4%

Respondents Selecting “Somewhat, but I would like to feel more connected” by Position Type

- Admin. & Clinical Support 29.0%
- Admin. Execs. & Other Supers. 18.2%
- Clinical Executives/Providers 17.8%

*Top Response by Region VIII State CO, MT, ND, SD, UT, and WY: Yes, working here is my calling/passion.*
Percentage of Respondents Selecting
Working Here is My Calling/Passion

- CMO/Medical Director – 100%
- Physician – 88.1%
- Nurse Practitioner – 79.0%
- Dentist – 75.0%
- Physician Assistant – 73.9%
- Licensed Clinical Social Worker – 72.7%
- Dental Hygienist – 70.4%
- Licensed Professional Counselor – 44.8%
**Choosing to Work at Their CHC**

Why did you choose to work for your health center?

A. It was the position that was available to me  
B. Mission to the underserved  
C. Community-driven setting (patients/ clients as board of directors members)  
D. High quality of health care  
E. Completed a health professions training at a health center (e.g., student rotation, internship, residency, etc.)  
F. Strong team orientation  
G. Opportunity for loan repayment/scholarship  
H. Approved J1 Visa Waiver program site*  
I. Scope of practice*  
J. Intellectual challenge of clinical problems seen*  
K. Practice autonomy*  
L. Available technology  
M. State, regional, and national networks of support  
N. Compensation package  
O. Benefits package  
P. Employment opportunities for spouse/other family members  
Q. Location of health center  
R. Other

*Options given to Clinical Executives/Providers only.

Maximizing the Impact of Your R&R Strategies – 03/04/20
Choosing to Work at Their CHC

Top Five (of 18) Reasons for Choosing to Work for Their CHC

- Mission to the underserved, 61.9%
- Location of health center, 40.0%
- High quality of health care, 37.9%
- It was the position available to me, 32.9%
- Community-driven setting, 31.1%

Top Ranked Reason to Work at an FQHC/CHC for 2011 Respondents*
Mission to the underserved (55%)

Clinical Executive/ Provider Respondents Selecting:

- Opportunity for loan repayment/scholarship 37.2%
- Scope of practice 35.4%

Compensation package
Ranked in bottom half of responses for all position groups

Benefits package
Ranked as more important than Compensation package for all position groups; most highly ranked by Admin. & Clinical Support staff

Top Response by Region VIII State
CO, MT, UT, and WY: Mission to the underserved;
ND: Location of health center;
SD: It was the position available to me

Maximizing the Impact of Your R&R Strategies – 03/04/20
## Top Five Reasons by Medical Provider Title

<table>
<thead>
<tr>
<th>Physician:</th>
<th>Physician Assistant:</th>
<th>Nurse Practitioner:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mission to the underserved (84.5%)</td>
<td>1. Mission to the underserved (73.9%)</td>
<td>1. Mission to the underserved (68.4%)</td>
</tr>
<tr>
<td>2. High quality of health care (57.1%)</td>
<td>2. Location of health center (55.4%)</td>
<td>2. Location of health center (47.4%)</td>
</tr>
<tr>
<td>3. Intellectual challenge of clinical problems seen (46.4%)</td>
<td>3. Scope of practice (50.8%)</td>
<td>3. Practice autonomy (45.6%)</td>
</tr>
<tr>
<td>4. Scope of practice (45.2%)</td>
<td>4. Opp. for loan repayment/scholarship (49.2%)</td>
<td>4. High quality of health care (40.4%)</td>
</tr>
<tr>
<td>5. Location of health center (40.5%)</td>
<td>5. Practice autonomy (41.5%)</td>
<td>5. Community-driven setting &amp; It was the position available (tie – 36.8%)</td>
</tr>
</tbody>
</table>
Choosing to Work for Their Health Center – EXTRA DATA from Top-Responding Providers

Top Five Reasons by Dental Provider Title

**Dentist:**
1. Mission to the underserved (59.4%)
2. Location of health center (56.3%)
3. Benefits package (46.9%)
4. Opp. for loan repayment/scholarship (40.6%)
5. High quality of health care (31.3%)

**Dental Hygienist:**
1. Mission to the underserved (77.8%)
2. Benefits package (55.6%)
3. High quality of health care (48.2%)
4. Opp. for loan repayment/scholarship & Location of health center (tie – 40.7%)
Choosing to Work for Their Health Center – EXTRA DATA from Top-Responding Providers

Top Five Reasons by Behavioral Health Provider Title

**Licensed Clinical Social Worker:**
1. Mission to the underserved (78.7%)
2. Location of health center (54.6%)
3. Strong team orientation (45.5%)
4. Scope of practice & Intellectual challenge of clinical problems seen (tie – 42.4%)

**Licensed Professional Counselor:**
1. Mission to the underserved (70.0%)
2. Strong team orientation & Opp. for loan repayment/scholarship (tie – 50.0%)
4. High quality of health care (43.3%)
5. Benefits package (40.0%)
Seeking Employment
Which were most useful when seeking jobs in the past?

Where did you see your health center job advertised?

A. Advertisements in local papers
B. Advertisements on online job boards
C. Other website advertisements (not job boards)
D. Advertisements in professional journals
E. College/university career counselors/centers
F. Job/career fairs
G. Pervious professional contacts (sites of rotations, internships, externships, volunteering, etc.)
H. Social media (e.g., LinkedIn, Facebook, Twitter, etc.)
I. Word of mouth (family members, friends, colleagues, etc.)
J. Other
Resources for Finding Jobs

Top Three (of 10) Resources

When Seeking Jobs in the Past

- Word of mouth (58.7%)
- Online job boards (48.8%)
- Previous professional contacts (41.6%)

When Heard About Position at CHC

- Word of mouth (19.7%)
- Online job boards (17.5%)

Top Resources for 2011 Respondents*

- Seeking jobs: Word of mouth (60%)
- Finding CHC job: Word of mouth (46%)

Top job seeking resources (those employed 0-2 yrs.)

- Online job boards: 58%
- Word of mouth: 57%
- Previous professional contacts: 39%


Maximizing the Impact of Your R&R Strategies – 03/04/20

Top resources for hearing about CHC job (those employed 0-2 yrs.)

- Word of mouth: 47%
- Online job boards: 25%
- Previous professional contacts: 16%

Top Response by Region VIII State for both Seeking Jobs and Hearing about CHC Job

CO, MT, ND, SD, UT, and WY: Word of mouth

Social media outranked Previous professional contacts for Admin. Support staff; Admin. & Clinical Support staff were more likely to utilize Ads in local papers.
# Useful Resources for Finding Jobs – EXTRA DATA from Top-Responding Providers

## Top Resources for Providers at Health Center for 0-5 Yrs

### Physician:
1. Prev. prof. contacts & Word of mouth (tie – 53.7%)
2. Online job boards (26.8%)
3. Word of mouth (46.7%)

### Physician Assistant:
1. Online job boards & Prev. prof. contacts (tie – 57.8%)
2. Word of mouth (46.7%)
3. Online job boards (26.8%)

### Nurse Practitioner:
1. Prev. prof. contacts (78.3%)
2. Word of mouth (56.5%)
3. Online job boards (34.8%)

### Dentist:
1. Word of mouth (54.2%)
2. Online job boards & Previous prof. contacts (tie – 45.8%)

### Dental Hygienist:
1. Online job boards (84.2%)
2. Other website ads (42.1%)
3. Word of mouth (31.6%)

### LCSW:
1. Word of mouth (83.3%)
2. Previous prof. contacts (58.3%)
3. Online job boards (45.8%)

### Licensed Professional Counselor:
1. Online job boards (63.6%)
2. Word of mouth (59.1%)
3. Previous prof. contacts (40.9%)
### Most Useful Online Job Sites

#### Top Five (of 21) Job Sites When Seeking Employment*

<table>
<thead>
<tr>
<th>Website</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indeed.com</td>
<td>63.2%</td>
</tr>
<tr>
<td>Health center website(s)</td>
<td>32.2%</td>
</tr>
<tr>
<td>State-run job boards</td>
<td>17.5%</td>
</tr>
<tr>
<td>Monster.com</td>
<td>15.3%</td>
</tr>
<tr>
<td>CareerBuilder.com</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

*For 2011 Respondents**
- Those using online job sites to seek employment – 54.6%
- Those finding Indeed.com to be useful when seeking employment – 13.9%

#### Top Five (of 21) Job Sites Where Found Health Center Job*

<table>
<thead>
<tr>
<th>Website</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indeed.com</td>
<td>38.4%</td>
</tr>
<tr>
<td>Health center website(s)</td>
<td>35.4%</td>
</tr>
<tr>
<td>State-run job boards</td>
<td>5.8%</td>
</tr>
<tr>
<td>NHSC job board</td>
<td>5.8%</td>
</tr>
<tr>
<td>CraigsList.org</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

Percentage respondents finding their CHC job opening on more than one online site:
- 2019: 39.7%
- 2011**: 23.6%

---

*For those using online job sites; “Not Applicable” responses removed from analysis.
Maximizing the Impact of Your R&R Strategies – 03/04/20
Most useful online job sites for respondents working at current organization for 0-2 years*:

– All staff groups
  • Indeed.com and Health center website(s) were the most commonly identified both for “when seeking employment” and “where found their CHC job.”

– Clinical Executives/Providers
  • More likely than others to use NHSC job board, University-run job boards, and Region VIII state and regional PCA job boards.

*For those using online job sites; “Not Applicable” responses removed from analysis.

Maximizing the Impact of Your R&R Strategies – 03/04/20
Job Satisfaction & Engagement at Work*

*Engagement at Work = how passionate they feel about their job, how committed they are to the organization, how much effort they are willing to put into their work, etc.
Choose up to 5 for satisfaction and 5 for engagement:

A. National health center policy*
B. Connection to the national CHC movement
C. Mission of organization
D. Quality of care that patients/clients receive
E. Patient/client interactions
F. Specific job duties**
G. Work load**
H. Scope of practice^  
I. Panel size^  
J. Available administrative time^  
K. Team-based care environment^  
L. Freedom to use, or restrictions in use of, your own professional judgment*
M. Excitement/challenge of work
N. Technology
O. Quality of equipment/facilities
P. Relationships with supervisor(s)
Q. Relationships with other co-workers
R. Competency of support staff*
S. Organizational communication style
T. Organizational capacity for change
U. Compensation
V. Benefits package
W. Recognition activities/programs
X. Resiliency activities/programs
Y. Opportunity for flexible work schedule
Z. Opportunity to play a leadership role in the organization
AA. Opportunity for continuing education/professional development
BB. Opportunity for promotion
CC. Opportunity to participate in a mentoring program
DD. Family life in/around community  
   (spousal/partner employment, quality of schools, safety of community, etc.)
EE. Recreational opportunities around community

*Options not given to Support Staff.  **Options not given to Clinical Executives/Directors and Providers.  
^Options given only to Clinical Executives/Directors and Providers.

Maximizing the Impact of Your R&R Strategies – 03/04/20
POLL

Which factor MOST impacts your job satisfaction from day to day?
(Choose one.)
Factors Influencing Job Satisfaction

Top Five (of 24-29) Factors Influencing Current Job Satisfaction

- Relationships with other co-workers, 60.2%
- Quality of care that patients/clients receive, 57.4%
- Patient/client interactions, 55.7%
- Mission of organization, 52.1%
- Opportunity for flexible work schedule, 49.1%

Top Ranked Factors Influencing Job Satisfaction for 2011 Respondents*
- Quality of care that patients/clients receive (59%);
- Relationships with other coworkers (55%)

Top Factor(s) Influencing Job Satisfaction by Region VIII State
- CO, MT, ND, and WY: Relationships with other co-workers;
- SD: Patient/client interactions;
- UT: Quality of care that patients/clients receive,
  Relationships with supervisors(s), Relationships with other co-workers

Maximizing the Impact of Your R&R Strategies – 03/04/20
Factors Influencing Job Satisfaction

Factors within Top 10 for Job Satisfaction but NOT within Top 10 for Engagement at Work

- Compensation;
- Benefits package

Unique Top-Five Satisfaction Factors for Admin. Executives & Other Supers./Managers

- Excitement/challenge of work;
- Freedom to use, or restrictions in use of, your own professional judgement

Unique Top-Five Satisfaction Factor for Clinical Executives/Providers

- Team-based care environment
### Top Five Factors Influencing Job Satisfaction – EXTRA DATA from Top-Responding Providers

<table>
<thead>
<tr>
<th># Titles</th>
<th>Job Satisfaction Factor</th>
<th>Dental Hygienist</th>
<th>Dentist</th>
<th>LCSW</th>
<th>LPC</th>
<th>NP</th>
<th>PA</th>
<th>Physician</th>
<th>CMO/ Med. Dir.</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Relationships with other co-workers</td>
<td>5 (54.2%)</td>
<td>2 (62.1%)</td>
<td>T-3 (53.1%)</td>
<td>T-5 (53.6%)</td>
<td>2 (54.9%)</td>
<td>3 (66.7%)</td>
<td>2 (68.3%)</td>
<td>T-1 (78.6%)</td>
</tr>
<tr>
<td>7</td>
<td>Patient/client interactions</td>
<td>T-2 (62.5%)</td>
<td>3 (58.6%)</td>
<td>2 (62.5%)</td>
<td>1 (60.8%)</td>
<td>1 (73.0%)</td>
<td>1 (78.1%)</td>
<td>3 (71.4%)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Quality of care that patients/clients receive</td>
<td>T-2 (62.5%)</td>
<td>1 (65.5%)</td>
<td>T-1 (60.7%)</td>
<td>3 (52.9%)</td>
<td>2 (68.3%)</td>
<td>3 (67.1%)</td>
<td>T-4 (57.1%)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Benefits package</td>
<td>1 (66.7%)</td>
<td>T-4 (55.2%)</td>
<td>T-5 (53.6%)</td>
<td>5 (57.1%)</td>
<td>5 (58.54%)</td>
<td>T-4 (57.1%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Compensation</td>
<td>T-4 (55.2%)</td>
<td>T-3 (57.1%)</td>
<td>5 (45.1%)</td>
<td>5 (57.1%)</td>
<td>5 (58.54%)</td>
<td>T-4 (57.1%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Relationships with supervisor(s)</td>
<td>T-5 (50.0%)</td>
<td>T-3 (57.1%)</td>
<td>5 (57.1%)</td>
<td>5 (58.54%)</td>
<td>T-4 (57.1%)</td>
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<td></td>
</tr>
<tr>
<td>5</td>
<td>Team-based care environment</td>
<td>1 (65.6%)</td>
<td>5 (58.54%)</td>
<td>T-4 (57.1%)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Freedom to use, or restrictions in use of, your own professional judgment</td>
<td>T-2 (62.5%)</td>
<td>T-3 (53.1%)</td>
<td>4 (62.2%)</td>
<td>T-1 (78.6%)</td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Mission of organization</td>
<td>4 (62.2%)</td>
<td>T-1 (78.6%)</td>
<td>4 (47.1%)</td>
<td>4 (65.1%)</td>
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<td></td>
</tr>
<tr>
<td>2</td>
<td>Opportunity for continuing education/ professional development</td>
<td>T-5 (50.0%)</td>
<td>T-1 (60.7%)</td>
<td>4 (47.1%)</td>
<td>4 (65.1%)</td>
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<td></td>
</tr>
<tr>
<td>1</td>
<td>Opportunity for flexible work schedule</td>
<td>4 (47.1%)</td>
<td>4 (65.1%)</td>
<td>4 (47.1%)</td>
<td>4 (65.1%)</td>
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</tbody>
</table>
POLL
Which factor MOST impacts your engagement at work from day to day? (Choose one.)

*Engagement at Work = how passionate you feel about your job, how committed you are to the organization, how much effort you are willing to put into your work, etc.*
Factors Influencing Engagement at Work

Top Five (of 24-29) Factors Influencing Engagement at Work

- Mission of organization, 57.2%
- Quality of care that patients/clients receive, 49.6%
- Relationships with other co-workers, 44.7%
- Excitement/challenge of work, 44.0%
- Patient/client interactions, 43.8%

Top Five Factor for Respondents Aged 20-29 Years
- Connection to the national CHC movement

Top Factor(s) Influencing Engagement at Work by Region VIII State
- CO and UT: Mission of organization;
- MT: Quality of care that patients/clients receive;
- ND: Excitement/challenge of work;
- SD: Mission of organization, Patient/client interactions;
- WY: Relationships with other co-workers

Maximizing the Impact of Your R&R Strategies – 03/04/20
Factors Influencing Engagement at Work

Factors within the Top 10 for Engagement at Work but NOT for Job Satisfaction

**ALL Respondents**
- Opportunity to play a leadership role in the organization;
- Organizational capacity for change

**Admin. Executives & Other Supers./Managers**
- Organizational capacity for change;
- Patient/client interactions

**Clinical Executives/Providers**
- Scope of practice;
- Opportunity for continuing education/professional development

**Administrative & Clinical Support Staff**
- Workload;
- Organizational communication style
### Top Five Factors Influencing Engagement at Work – EXTRA DATA from Top-Responding Providers

<table>
<thead>
<tr>
<th># Titles</th>
<th>Job Satisfaction Factor</th>
<th>Dental Hygienist</th>
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</thead>
<tbody>
<tr>
<td>8</td>
<td>Mission of organization</td>
<td>T-2 (50.0%)</td>
<td>T-4 (37.9%)</td>
<td>1 (71.9%)</td>
<td>T-3 (42.9%)</td>
<td>1 (54.9%)</td>
<td>1 (60.3%)</td>
<td>1 (67.1%)</td>
<td>1 (71.4%)</td>
</tr>
<tr>
<td>8</td>
<td>Quality of care that patients/clients receive</td>
<td>4 (45.8%)</td>
<td>1 (55.2%)</td>
<td>5 (40.6%)</td>
<td>T-3 (42.9%)</td>
<td>3 (45.1%)</td>
<td>3 (50.8%)</td>
<td>4 (48.8%)</td>
<td>4 (57.1%)</td>
</tr>
<tr>
<td>6</td>
<td>Patient/client interactions</td>
<td>T-2 (50.0%)</td>
<td>T-2 (41.4%)</td>
<td>2 (50.0%)</td>
<td>2 (47.1%)</td>
<td>2 (55.6%)</td>
<td>3 (54.9%)</td>
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</tr>
<tr>
<td>5</td>
<td>Team-based care environment</td>
<td>T-5 (41.7%)</td>
<td>T-2 (46.9%)</td>
<td>T-5 (39.3%)</td>
<td>5 (42.7%)</td>
<td>T-2 (64.3%)</td>
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</tr>
<tr>
<td>4</td>
<td>Excitement/challenge of work</td>
<td>1 (54.2%)</td>
<td>T-4 (33.3%)</td>
<td>T-4 (47.6%)</td>
<td>T-5 (42.9%)</td>
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</tr>
<tr>
<td>4</td>
<td>Relationships with other co-workers</td>
<td>T-4 (37.9%)</td>
<td>T-4 (33.3%)</td>
<td>2 (56.1%)</td>
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<td>Relationships with supervisor(s)</td>
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<tr>
<td>2</td>
<td>Freedom to use, or restrictions in use of, your own professional judgment</td>
<td>4 (43.8%)</td>
<td>T-5 (39.3%)</td>
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<tr>
<td>1</td>
<td>Opportunity for continuing education/professional development</td>
<td></td>
<td>T-2 (46.9%)</td>
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<tr>
<td>1</td>
<td>Opportunity for flexible work schedule</td>
<td>T-5 (41.7%)</td>
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<tr>
<td>1</td>
<td>Opportunity to play a leadership role in the organization</td>
<td></td>
<td>T-5 (42.9%)</td>
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</tr>
<tr>
<td>1</td>
<td>Organizational capacity for change</td>
<td></td>
<td>T-5 (42.9%)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Scope of practice</td>
<td></td>
<td>T-4 (47.6%)</td>
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</tr>
</tbody>
</table>
Comparison: Satisfaction vs. Engagement

– **More factors** selected as impacting Job Satisfaction than as impacting Engagement at Work

– Only 3 factors selected more often for Engagement at Work than for Job Satisfaction:
  - National health center policy
  - Connection to the national CHC movement
  - Mission of the organization

– Factors with greatest skew toward **Job Satisfaction**:
  - Compensation
  - Benefits package
  - Opportunity for flexible work schedule
Satisfaction/Engagement Successes

What one thing, specifically contributing to job satisfaction and engagement at work, does your health center do really well? (What’s your favorite thing about work?)

Organizational (54.9%)   Interpersonal (43.6%)
FQHC (32.5%)   Values (31.5%)   Patients (30.7%)
Personal (20.3%)   External (2.3%)   Negative (0.7%)

Maximizing the Impact of Your R&R Strategies – 03/04/20
I appreciate the way everyone is committed to doing the best possible thing for our patients. The commitment to patient services and mission focus is always inspiring.

-Clinical Executive/Provider, Colorado

My favorite thing about work is community outreach. Our availability to the community is remarkable.

-Clinical Support Staff, Montana

My health center is very driven and works well as a team, allowing the center to be productive and better serve the community.

-Clinical Support Staff, North Dakota

The direct team I work with is amazing, they care about their patients and work to integrate medical and mental health.

-Clinical Exec./Provider, South Dakota

I appreciate the people I work with, the opportunity for promotion/succession, and a flexible work schedule.

-Administrative Supervisor/Manager, Utah

I enjoy working with community organizations to improve the underserved population.

-Administrative Executive, Wyoming
Top Concept Sub-Categories for Health Center Successes
Relating to Job Satisfaction and Engagement at Work

**Employee Relationships - Top Sub-Category for Clinical Support Staff Younger Employees**

- D.1 Org./ Staff: 31.5%
- B.1 Interp./ Emp. relationships: 30.7%
- D.2 Org./ Services/programs: 17.6%
- C.1 Patients/ Patient care: 15.6%
- E.2 FQHC/ Care: 12.0%
- E.1 FQHC/ Unique needs: 11.9%
- B.2 Interp./ & C.1 Pts./ Pt. relationships: 11.3%

*Top Concept Sub-Categories by Region VIII State CO, ND, SD, and WY: Organizational/Staff; MT and UT: Interpersonal/Employee relationships*
Sat./Engagement Improvement Needs

What one thing, specifically contributing to job satisfaction and engagement at work, does your health center need to improve upon? (What’s your least favorite thing about work?)

Organizational (62.6%)  Interpersonal (41.1%)
Personal (20.9%)  Values (13.5%)  Patients (11.6%)
FQHC (5.1%)  External (4.0%)  Positive/N/A (3.4%)
Sat./Engagement Improvement Needs

Top Concept Sub-Categories for Health Center Improvement Needs Relating to Job Satisfaction and Engagement at Work

- B.1 Interp./ Communication
- D.1 Org./ Operations
- D.2 Org./ Staff
- B.2 Interp./ Emp. relationships
- D.3 Org./ Facilities/equipment
- A.1 Pers./ Compensation

Clinical Executives/Providers Expressing Organizational Concepts: 75.1%

Top Concept Sub-Categories by Region VIII State
CO and UT: Organizational/Operations;
MT, ND, and WY: Interpersonal/Communications;
SD: Organizational/Staff

Maximizing the Impact of Your R&R Strategies – 03/04/20
Health Center Success & Improvement Needs – EXTRA DATA from Top-Responding Providers

Top Organizational Improvement Needs Sub-Categories:
• Staff
• Patient Care Management

Maximizing the Impact of Your R&R Strategies – 03/04/20
Future Plans
Desire for Change

Which of the following do you currently have a desire to obtain? (Choose all that apply.)

A. A different position within your current organization.
B. Work at a different health center organization.
C. Work at a new organization/company within your current community.
D. Work at a new organization/company in a different community.
E. Retirement.
F. None of the above – I want to stay where I am.
Desire for Change

Respondents Selecting “I want to stay where I am” by Position Type

Clinical Execs./Providers 67.1%
Admin. Other Supervisors 58.0%
Clinical Support Staff 57.7%
Admin. Support Staff 53.3%
Administrative Executives 51.4%

2nd Most Selected Option by Position Type

Retirement:
Admin. Execs. (21%), Clinical Execs./Providers (14%)
Different position, same organization:
Admin. Other Supers. (29%), Admin. Support (30%), Clinical Support (30%)

Top Response by Region VIII State
CO, MT, ND, SD, UT, and WY: I want to stay where I am.

2011 Respondents Wanting to Stay Where They Are*
65%

Maximizing the Impact of Your R&R Strategies – 03/04/20
Desire for Change – EXTRA DATA from Top-Responding Providers

**Percentage of Respondents Wanting to Stay Where I Am**

- Dental Hygienist – 71.4%
- Dentist – 71.4%
- Physician Assistant – 70.2%
- Physician – 69.2%
- Licensed Professional Counselor – 67.9%
- Nurse Practitioner – 60.8%
- CMO/Medical Director – 57.1%
- Licensed Clinical Social Worker – 56.3%

**Wanting a Different Position/Same Organization**
LCSW (28.1%); Dental Hygienist (23.8%); LPC (21.4%)

**Wanting Retirement**
Physician (20.5%); Nurse Practitioner (19.6%)
Anticipated Future Tenure

Respondents Selecting “As long as possible” by Position Type

- Clinical Support Staff: 58.7%
- Admin. Other Supervisors: 49.5%
- Administrative Support Staff: 48.8%
- Administrative Executives: 41.3%
- Clinical Executives/Providers: 36.5%

2nd Most Selected Option by Position Type

- 5-10 Years: Admin. Execs. (21%), Admin. Other Supers. (14%), Clinical Execs./Providers (18%)
- Unknown: Admin. Support (20%), Clinical Support (13%)

Most Likely to Leave in 0-3 Years

- Clinical Executives/Providers (19.4%)

Top Response by Region VIII State

CO, MT, ND, SD, UT, and WY: As long as possible.

2011 Respondents*
Wanting to stay as long as possible: 53%


Maximizing the Impact of Your R&R Strategies – 03/04/20
Reasons for Anticipated Leave

16.2% planned to stay 0-1 year or 1-3 years and were asked to identify top reason(s):

A. Attending school
B. Dissatisfaction with current position
C. Dissatisfaction with organization
D. End of program funding
E. End of service commitment
F. Feelings of burnout
G. Need better benefits
H. Need higher compensation
I. Need flexibility
J. Need opportunities for professional growth
K. Upcoming move/desire for new location
L. Upcoming retirement

2011 Respondents*
Planning to stay 0-3 years: 13%

Maximizing the Impact of Your R&R Strategies – 03/04/20
Reasons for Anticipated Leave

Top Five (of 12) Reasons for Anticipated Leave

- Need opportunities for professional growth, 38.6%
- Need higher compensation, 37.1%
- Feelings of burnout, 35.7%
- Dissatisfaction with organization, 27.1%
- Upcoming retirement, 24.3%

Top Ranked Reason for Anticipated Leave for Similar 2011 Respondents*

Need opportunities for professional growth (24%)

Top Ranking Reasons for Clinical Executives/Providers:

- Need higher compensation 40.6%
- Feelings of burnout 39.1%

Admin. Execs. and Other Supers. were MORE Likely than Others to Select:

- Need opportunities for professional growth,
- Dissatisfaction with current position,
- Dissatisfaction with organization

Admin. and Clinical Support were LESS Likely than Others to Select:

- Need higher compensation,
- Feelings of burnout

Top Response by Region VIII State

CO: Need opportunities for professional growth;
MT: Retirement

(Not enough responses from ND, SD, UT, or WY to report.)

Maximizing the Impact of Your R&R Strategies – 03/04/20
Almost 20% of responding Nurse Practitioners, Physicians, and Physician Assistants plan to stay at their health center for only 0-3 years.

Of those in this 0-3 years category:

Over 53% of Physicians and almost 82% of Physician Assistants reported *Feelings of burnout*.

50% of Nurse Practitioners and almost 82% of Physician Assistants indicated they *Need higher compensation*.
Needs
What additional programs or services would increase your satisfaction with and engagement in your current position?

Personal (51.5%)  Organizational (38.8%)  None/Unknown (19.1%)  Interpersonal (9.4%)  External (8.1%)
**Programs/Services to Increase Satisfaction and Engagement**

**Top Sub-Categories/Groups for Additional Programs/Services to Increase Satisfaction and Engagement**

- **C.1 Org./ Staffing**
- **A.1 Pers./ Opp. for continuing ed./training**
- **C.2 Org./ Patient services**
- **A.2 Pers./ Enhanced compensation**
- **A.3 Pers./ Opp. for professional growth**
- **A.4 Pers./ Enhanced benefits**
- **A.5 Pers./ Personal schedule**
- **B.1 Interp./ Emp. relationships**

**Top Concept for Admin. and Clinical Support Staff:**
Opportunities for continuing education/training

**Top Concept Sub-Categories by Region VIII State**
- **CO: Organizational/Staffing**
- **MT and UT: Organizational/Patient services**
- **ND: Personal/Continuing education/training**

(Not enough responses from SD or WY to report.)

Maximizing the Impact of Your R&R Strategies – 03/04/20
Desired Continuing Education/Professional Development Topics

What continuing education and/or professional development topics would help you in your current position?

Clinical (41.4%)  Operations (20.3%)  None/Unknown/Have Enough (16.3%)
External Education (13.8%)  People (12.5%)  Leadership (12.4%)
Global (7.5%)  More/Any/General (6.1%)  Funds/Time (3.4%)

Maximizing the Impact of Your R&R Strategies – 03/04/20
Desired Continuing Education/Professional Development Topics

Top Continuing Education/Professional Development Topic Subcategories

- A.1 Clinical/ Medical
- A.2 Clinical/ Behavioral/mental health
- C.1 Leadership/ Leadership
- G.1 External/ Degree/certification
- E.1 Global/ FQHC
- A.3 Clinical/ Dental
- A.4 Clinical/ Substance use
- B.1 Operations/ Coding/billing
- D.1 People/ Communication

Top Topic Subcategories by Position Type
- Admin. Execs. and Other Supers.: Leadership
- Admin. Support: Ops./Coding/billing
- Clinical Execs./Providers and Support: Clinical/Medical

Top Concept Sub-Categories by Region VIII State
- CO, MT, ND, and SD: Clinical/Medical;
- UT: Clinical/Behavioral/mental health
(Not enough responses from WY to report.)
BIG PICTURE
TAKE AWAYS
Questions?
Thank You for Joining Us!

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

Your opinions about this event are very important to us.

Please complete the Evaluation for this webcast by next Wednesday, March 11, 2020, 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/Eval-MaximizeRandRStrategies

Visit http://CHAMPSonline.org/events-trainings for more information about upcoming CHAMPS events.

Visit http://CHAMPSonline.org for more information about CHAMPS, including the benefits of Organizational Membership.
ADDITIONAL CHAMPS WORKFORCE RESOURCES

CHAMPS Publications

2018 Region VIII Health Center Salary Survey Report

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

2020 Region VIII Health Center Recruitment & Retention Survey Report

Job Opportunities Bank Data Comparison Reports

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

Recruitment and Hiring Tools
Preferred Pricing Program for Employment Screening Services, CHC Advantages, Understanding HPSAs and MUAs, CHC-Related Federal and State Programs, Physician Recruitment FAQs, Sample Physician Recruitment Plan
http://champsonline.org/tools-products/rrresources#recruit

Region VIII Job Opportunities Bank (JOB)
http://champsonline.org/job-bank

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

Orientation and Retention Resources
Guide to Orienting New Staff, Guide to Retaining CHC Staff, Sample Retention Workplan
http://champsonline.org/tools-products/rrresources#orient

Recruitment & Retention Surveys and Data

Additional Recruitment & Retention Resources for Existing and Future CHC Staff
http://champsonline.org/tools-products/rrresources/other-rr-resources

Education Health Center Initiative (EHCI)