PARTICIPANT HANDOUTS

Understanding and Utilizing Statistics from the 2022 CHAMPS Salary Survey Project

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

LIVE BROADCAST DATE/TIME
Thursday, March 30, 2023
11:30AM – 1:00PM Mountain Time / 12:30 – 2:00PM Central Time

TARGET AUDIENCE
Health center staff utilizing reports related to the CHAMPS 2022 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Project (Salary/Benefits, Clinical Staffing, Provider Productivity Expectations, and Workforce Metrics).

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 2022, CHAMPS undertook a salary, benefits, turnover, and vacancy survey of the region’s community, migrant, and homeless health centers, collecting compensation and workforce data from 50 organizations. This event will explain the history and methodology of the survey, highlight key changes from prior years, and review the contents and structure of the resulting reports. The presenter will also address identified trends in salaries and benefits, workforce metrics including vacancies, turnover, and challenging areas of recruitment and retention, and additional data relating to provider vs. support staffing ratios and provider productivity expectations.

EVENT RECORDING
This event will be archived online. This online version will be posted within two weeks of the live event and will be available throughout the data collection period for this survey. For information about all CHAMPS archives, please visit http://champsonline.org/events-trainings/distance-learning/online-archived-champs-distance-learning-events.

HANDOUT CONTENTS
Page 2: Description of CHAMPS, Speaker Biography, Related CHAMPS Resources
Pages 3-102: Slides
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 18 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 programming 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.

RELATED CHAMPS RESOURCES
- CHAMPS Region VIII Health Center Salary Surveys & Reports: 
- CHAMPS Region VIII Health Center Workforce Metrics, Clinical Staffing, and Provider Productivity Expectations Reports: 
- CHAMPS Recruitment and Retention Resources: 
  http://champsonline.org/tools-products/rrresources
- CHAMPS Job Opportunities Bank: 
  http://champsonline.org/job-bank
- About CHAMPS Workforce Development Program: 
  http://champsonline.org/about/workforce-development
- CHAMPS Workforce Resources Website Tutorial: 
  http://champsonline.org/site-map/champs-website-tutorials#wf
2022 Region VIII Health Center Workforce Data

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

Thursday, March 30, 2023
11:30 am – 1:00 pm Mountain Time
12:30 pm – 2:00 pm Central Time

All lines are muted. Please use the Questions box to reach out to moderators/presenters.

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)?
POLL

How many FTEs does your health center employ?

Less than 80 FTEs
80-250 FTEs
More than 250 FTEs
Unsure
Learning Objectives

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

• Understand **key updates** to the 2022 survey and related reports.

• Be able to utilize the **most appropriate compensation data and workforce/R&R metrics** as presented in the related 2022 Reports (Salary/Benefits, Workforce Metrics, Staffing Ratios, Provider Productivity Expectations).
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

*Except for our 2023 abbreviated survey!

Complies with Federal Trade Commission and Department of Justice Statements of Health Care Antitrust Enforcement Policy
2022 Salary Survey Advisory Committee

Amy Richardson, Falls Community Health, SD
Anna Smith, Montana Primary Care Association, MT
Brenda Brown, High Plains Community Health Center, CO
Kyndra Hall, Bullhook Community Health Center, MT
Mariana Williams, Valley-Wide Health Systems, Inc., CO
Mary Sterhan, Greater Valley Health Center, MT
Natalie Stubbs, Association for Utah Community Health, UT
Patty Price, Summit Community Care Clinic, CO
Samantha McGregor, Family HealthCare, ND
Sarah Macrander, Colorado Community Health Network, CO
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, One Health, MT
Tara Callaghan, Montana Primary Care Association, MT

Plus CHAMPS staff members Andrea Martin and Jennifer Anderson and Northwest Regional Primary Care Association staff members Alexcia Devasquez and Sonia Handforth-Kome.
Updates to the 2022 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

Updates to Expanded Benefits
- Number of Hours Allowed for Continuing Education

Updates to R&R Metrics
- Top Reasons for Turnover
- Physician Expectations for Administrative vs. Direct Patient Contact Time reported by specialty
2022 Updated Job Titles Lists

New/Updated Titles

– Administrative:
  • Coder
  • Coordinator, Communications/Marketing (NEW)
  • Coordinator, Manager, Director, Quality Improvement/Assurance
  • Informaticist (NEW)
  • Specialist, Electronic Health Records (NEW)

Additional Reported Titles (based on data submitted)

– Administrative
  • Director, Facilities
  • Director, Human Resources (Other)
  • Director, Information Technology (Other)

– Clinical:
  • Assistant, Behavioral Health
  • Behavioral Health Provider, Other

2022 Region VIII Health Center Workforce Data – 03/30/23
VI. APPENDICES

Appendix A. Job Description Summaries and Index of Titles

Introduction
The following summary job descriptions, reviewed and updated by the 2020 Salary Survey Advisory Committee (see page 10), are provided to ensure health centers A) reported employee data under the most appropriate titles and B) are referring to the most appropriate titles when utilizing final salary and benefits data to design compensation structures.

- All information provided represents typical/preferred information and is not meant to represent exact position requirements; exact duties, responsibilities, education, experience, etc. will vary from health center to health center (e.g., in most cases, various combinations of education and experience may be accepted). Also note:
  - **Supervisory Responsibility:** Indicates whether this title is typically required to supervise one or more other employees.
  - **Budget Responsibility:** Indicates whether this title typically has oversight responsibility for staying within a set budget (although they might not have created that budget themselves).

- As titles can vary widely from health center to health center, please review the parameters for the following position levels, utilized throughout the survey and resulting report:
  - **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
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.
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.
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.
Assistant, Human Resources: Pages 15, 73, 76
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, Other (Administrative): Pages 15, 83
Use this title for any other administrative assistant titles.

Reported Positions Include: Accounting Tech, Behavioral Health Support, Clerical Specialist, Financial Assistant, Insurance Verification Assistant, Medical Operations Assistant, Office Assistant, Office Associate, Program Assistant, Quality Assistant, Quality Improvement Coordinator Assistant, Senior Administrative Assistant, Senior Executive Assistant, Special Clerical Support

Billing Staff/Patient Accounts: Pages 15, 70, 73, 76, 83
Typical Core Duties: Initiates billing to maximize reimbursement from Private Insurance, Medicaid, Medicare, etc. Follows-up on claims including processing cross-over claims as needed. Prepares electronic filing of all claims and reviews to ensure accuracy, including working errors and denials. Enters adjustments if applicable and generates refund requests. Consistently follows-up and re-bills claims as needed so revenue loss is minimized. Generates related reports. May act as a liaison between health center and outside billing contractor. May have billing responsibilities is not a Certified Professional Coder (CPC). May have responsibilities for credentialing providers with insurance
Region VIII Project Participation

Historical

2022 Participation by State

# of HCs

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<th># of HCs</th>
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<td>MT</td>
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</tr>
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<td>SD</td>
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% of Eligible HCs

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<tr>
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<td>UT</td>
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<td>WY</td>
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Resulting 2022 Region VIII Reports

- **UPDATED** Salary & Benefits Survey Report
  - “Main” Report
- Companion Reports
  - **NEW:** Workforce Metrics
  - Clinical Staffing
  - Provider Productivity Expectations
Updates to the 2022 “Main” Report

Resulting from Advisory Committee updates AND additional reporting enhancements:

Focuses ONLY on Salary and Benefits Details!

New “Introduction” and “Methodology” Sections

New Titles and Budget Ranges Throughout

Extra Salary Breakdown Table
• For “Coder” – by Years of Service and Certification.

Update to Benefits Information
• New Number of Hours Allowed for Continuing Education.
• New “Other Provided Benefits” Section.

Recruitment and Retention Metrics (e.g., turnover, vacancy rates, years of service, etc.) MOVED to the Workforce Metrics Companion Report.
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   C. Report Overview
   D. 2022 Salary Survey Advisory Committee Members
   E. 2022 Salary and Benefits Survey Participating Organizations
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      TABLES 2-4: Profiles of Participating Organizations by Annual Budget Range

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 with Salary and Benefits Summary
       TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summary
    D. Salary and Benefits Breakdowns – Administrative Leadership Team

2022 Region VIII Health Center Workforce Data – 03/30/23
# Main Report: Participant Profiles

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

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<td>Median</td>
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<td>MT 22M</td>
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<td>Montana</td>
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<td>MT 22M</td>
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<td>South Dakota</td>
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<td>10M-22M</td>
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<td>MT 22M</td>
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<td>Utah</td>
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<td>MT 22M</td>
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<tr>
<td>Wyoming</td>
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<tr>
<td>MT 22M</td>
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### ANNUAL BUDGET

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<td>34%</td>
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<td>Extra: $50,000,000+</td>
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### LOCATION

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<td>Rural</td>
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<td>Frontier and Rural/Frontier</td>
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<td>10M-22M</td>
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<td>MT 22M</td>
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<tr>
<td>Urban/Rural and U/R/F*</td>
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<td>MT 22M</td>
<td>7</td>
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### NUMBER OF SITES

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<th>Number of Respondents</th>
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<td>One to Four HC Sites</td>
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<td>Five to Nine HC Sites</td>
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<tr>
<td>MT 22M</td>
<td>5</td>
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<tr>
<td>Ten or More HC Sites</td>
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<td>10M-22M</td>
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<td>MT 22M</td>
<td>12</td>
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### FULL TIME EQUIVALENTS (FTEs)

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<th>FTEs</th>
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<td>10M-22M</td>
<td>15</td>
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<tr>
<td>MT 22M</td>
<td>4</td>
</tr>
<tr>
<td>175 or More FTEs</td>
<td>13</td>
</tr>
<tr>
<td>LT 10M</td>
<td>0</td>
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<tr>
<td>10M-22M</td>
<td>0</td>
</tr>
<tr>
<td>MT 22M</td>
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### NUMBER OF EMPLOYEES

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<td>Less Than 80 Employees</td>
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<td>15</td>
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<td>10M-22M</td>
<td>3</td>
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<td>MT 22M</td>
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<tr>
<td>80 - 250 Employees</td>
<td>23</td>
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<td>LT 10M</td>
<td>3</td>
</tr>
<tr>
<td>10M-22M</td>
<td>12</td>
</tr>
<tr>
<td>MT 22M</td>
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<tr>
<td>More Than 250 Employees</td>
<td>9</td>
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<td>10M-22M</td>
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<tr>
<td>MT 22M</td>
<td>9</td>
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</tbody>
</table>

**Table Definitions**

*Average:* The sum of the annual budget data set divided by the number of participating health centers.

*Median:* The middle number in the annual budget data set sequence (also known as the 50th percentile).

*HC Site:* Health Center Site

*FTEs:* Full Time Equivalents

Please see page 11 for additional definitions.
Main Report Components

I. Executive Summary

II. Salary and Benefits Data/Information
   - Overview
   - All Titles
   - Breakdown Tables
   - Comparisons
   - Additional Pay
   - Benefits Packages
   - Salary Increases & Other Benefits

III. Appendices
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

*Data checks, updates, data checks, upload to database, equalize to 1.0 FTE, data checks, updates, etc.*!
Report: Executive Summary

A. Introduction

B. Methodology

C. Report Overview

- 8,296+ FTEs in 2022; 9,141 employees
- $591 million in wages; $93.5 million in benefits
- Median salaries for 100 key titles increased 9.8% from 2020-2022
- 87.8% of centers were planning for salary increases

D. Advisory Committee List

E. Participating Organizations/Profiles
A. Salary and Benefits Data Overview

– Largest groups of employees
  1. Receptionist/Front Desk/Appt. Clerk – 862
  2. Medical Assistant with Credentials – 719

– Highest paid, on average
  1. Physician – OB/GYN ($264,634)
  2. Psychiatrist ($250,968)

– Highest benefits as % of salary, on average
  1. Accounting Clerk/Bookkeeper (38.49%)
  2. Other Behavioral Health (31.30%)

B.-G. Salary and Benefits Data Tables

– Aggregated BASE PAY data
## Salary/Benefits Tables

<table>
<thead>
<tr>
<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>
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<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>$44,189</td>
<td>$8,970</td>
<td>26.79%</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”

**(NOT an Average of Company Averages)**

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2022 Region VIII Health Center Workforce Data – 03/30/23
## Salary Data: Median vs. Average

### Data Set A

<table>
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<th></th>
<th>$22,753</th>
<th>$23,000</th>
<th>$23,400</th>
<th>$24,960</th>
<th>$27,497</th>
<th>$30,181</th>
<th>$31,233</th>
<th>$33,800</th>
<th>$35,250</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEDIAN/50th PCTL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sum = $252,074 / 9 =</td>
<td>$28,008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Data Set B

<table>
<thead>
<tr>
<th></th>
<th>$22,753</th>
<th>$23,000</th>
<th>$23,400</th>
<th>$24,960</th>
<th>$27,497</th>
<th>$30,181</th>
<th>$31,233</th>
<th>$33,800</th>
<th>$65,250</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEDIAN/50th PCTL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sum = $281,824 / 9 =</td>
<td>$31,314</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2022 Region VIII Health Center Workforce Data – 03/30/23
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 10M</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 - 10M - 22M</td>
<td>1</td>
<td>0.76</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Title - MT 22M</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 22M Budget Range: 19.2%
ALL Titles Salary Data with >10% (or <-10%) Skew

**Administrative Title**
- Other Administrative
  27, 27.28%

**Clinical Titles**
- Other Clinical
  13, 29.72%
- Director, Other (Clinical)
  21, 24.57%
- Technologist
  7, 15.92%
- Assistant, Other (Clinical)
  39, 14.03%

**Clinical Titles**
- Psychiatric Nurse Practitioner
  30, 13.55%
- Physician – OB/GYN
  11, 12.45%
- Director, Nursing
  11, 10.35%
- Manager, Pharmacy
  12, -11.54%
- Physician - Other
  20, -14.90%
- Dir., Medical (Assoc./Other)
  50, -15.42%
**Administrative Title**
- Other Administrative
  27, 27.28%

**Clinical Titles**
- Other Clinical
  13, 29.72%
- Director, Other (Clinical)
  21, 24.57%
- Technologist
  7, 15.92%
- Assistant, Other (Clinical)
  39, 14.03%

**Clinical Titles**
- Psychiatric Nurse Practitioner
  30, 13.55%
- Physician – OB/GYN
  11, 12.45%
- Director, Nursing
  11, 10.35%
- Manager, Pharmacy
  12, -11.54%
- Physician - Other
  20, -14.90%
- Dir., Medical (Assoc./Other)
  50, -15.42%
Salary/Benefits Tables – Breakdowns

Tables 7-17: Breakdowns for Administrative Leadership

- Development Director
- Executive Director/CEO
- Fiscal Director/CFO
- Other Fiscal Director
- Human Resources Director/CWO
- Information Technology Director/CIO
- Operations Director/COO
- Other Operations Director
- Program Director
- Quality Improvement/Assurance Director
- Other Directors (Administrative)
Salary/Benefits Tables – Breakdowns

Tables 18-26: Breakdowns for Clinical Leadership

• Behavioral Health Director/CBHO
• Associate/Other Behavioral Health Director
• Dental Director/CDO
• Associate/Other Dental Director
• Medical Director/CMO
• Associate/Other Medical Director
• Nursing Director
• Pharmacy Director
• Other Director (Clinical)
Salary/Benefits Tables – Breakdowns

Tables 27-43: Breakdowns for selected Clinical Team

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

Tables 7-43: Breakdowns for Administrative & Clinical Leadership, and selected Clinical Team

TABLE 13: Administrative Leadership Salary and Benefits Breakdown – Operations Director/COO

<table>
<thead>
<tr>
<th>ADMINISTRATIVE LEADERSHIP POSITION</th>
<th>Count</th>
<th>Actual FTEs</th>
<th>50th PCTL Salary</th>
<th>Average Salary</th>
<th>Average Benefits</th>
<th>Benefits as % of Salary</th>
<th>Average Years Employed</th>
</tr>
</thead>
</table>

Tables present:
- Count of Employees
- Actual FTEs
- 50th PCTL Salary
- Average Salary
- Average Benefits
- Average Benefits as a % of Average Salary
- Average Years Employed
Salary/Benefits Tables – Breakdowns

Tables 7-43: Breakdowns for Administrative & Clinical Leadership, and selected Clinical Team

Broken down by:
- Size: Health Center Budget
  - Plus 50M+ Sub-Category
- Years Employed
- Location
- Size: # of Sites
- Size: # of Employees
- Size: # of FTEs
- Executive Team

<table>
<thead>
<tr>
<th>TABLE 13: Administrative Leadership Salary and Benefits</th>
<th>Count</th>
<th>Actual FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATIONS DIRECTOR/COO - ALL</td>
<td>34</td>
<td>32</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Breakdown by Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Director/COO - LT 10M</td>
</tr>
<tr>
<td>Operations Director/COO - 10M-22M</td>
</tr>
<tr>
<td>Operations Director/COO - MT 22M</td>
</tr>
<tr>
<td><strong>Extra: Operations Director/COO - 50M+</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Breakdown by Number of Years Employed*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Director/COO - LT Five Years Employed</td>
</tr>
<tr>
<td>Operations Director/COO - Five-Nine Years Employed</td>
</tr>
<tr>
<td>Operations Director/COO - 10-19 Years Employed</td>
</tr>
<tr>
<td>Operations Director/COO - 20+ Years Employed</td>
</tr>
<tr>
<td><strong>Operations Director/COO - 10+ Years Employed</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Breakdown by Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Director/COO - Urban</td>
</tr>
<tr>
<td>Operations Director/COO - Rural</td>
</tr>
<tr>
<td>Operations Director/COO - Frontier and Rural/Frontier</td>
</tr>
<tr>
<td>Operations Director/COO - Urban/Rural and Urban/Rural/Frontier</td>
</tr>
<tr>
<td><strong>Operations Director/COO - Non-Urban Mix</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Breakdown by Number of Health Center Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Director/COO - One-Four HC Site(s)</td>
</tr>
<tr>
<td>Operations Director/COO - Five-Nine HC Sites</td>
</tr>
<tr>
<td>Operations Director/COO - Ten or More HC Sites</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Breakdown by Number of Employees*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Director/COO - LT 80 Employees</td>
</tr>
<tr>
<td>Operations Director/COO - 80-250 Employees</td>
</tr>
<tr>
<td>Operations Director/COO - MT 250 Employees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Breakdown by Number of Full Time Equivalents (FTEs)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Director/COO - LT 175 FTEs</td>
</tr>
<tr>
<td>Operations Director/COO - 175+ FTEs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Breakdown by Executive Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Director/COO - Executive Team Member</td>
</tr>
<tr>
<td>Operations Director/COO - Not Executive Team Member</td>
</tr>
</tbody>
</table>

*Count must be five+ to provide salary and benefits data. *Includes data from health centers.
*Includes data for 31 Operations Directors/COOs from health centers.

2022 Region VIII Health Center Workforce Data – 03/30/23
Salary/Benefits Tables – Breakdowns

Additional breakdowns within Clinical Leadership Tables (18-26)
By Employee Credentials:
• Doctorate vs. Master’s Prepared,
  Type of Program (e.g., MD vs. DO, NP vs. PA), etc.

Additional Breakdowns within Clinical Team Tables (27-43)
By Time Worked: Part-Time (LT 0.875 FTE) vs. (Full-Time (0.875 FTE+)

<table>
<thead>
<tr>
<th>Breakdown by Time Worked</th>
<th>Nurse Practitioner - Employed Part-Time (LT 0.875 FTE)</th>
<th>Nurse Practitioner - Employed Full-Time (0.875 FTE+)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>84</td>
<td>46.85</td>
</tr>
<tr>
<td></td>
<td>194</td>
<td>192.66</td>
</tr>
</tbody>
</table>

By State-Allowed Scope of Practice: Dental Hygienist Only
• Based on Oral Health Workforce Research Center,
  Variation in Dental Hygiene Scope of Practice by State

<table>
<thead>
<tr>
<th>Breakdown by State Legal Scope of Practice</th>
<th>Dental Hygienist - Broad Allowed Scope</th>
<th>Dental Hygienist - Moderate Allowed Scope</th>
<th>Dental Hygienist - Narrow Allowed Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>111</td>
<td>101.42</td>
<td>$84,323</td>
</tr>
<tr>
<td></td>
<td>52</td>
<td>45.21</td>
<td>$76,158</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>11.20</td>
<td>$67,145</td>
</tr>
</tbody>
</table>
POLL

Which type of salary breakdown do you use most often for leadership and clinical team titles?

Budget Range
Years of Service
Location
Number of Employees/FTEs
Other
Salary/Benefits Tables – Breakdowns

Table 44: Breakdowns for Select Administrative & Clinical Support Positions

- By Number of Years Employed only (two exceptions)

<table>
<thead>
<tr>
<th>Administrative Support Position</th>
<th>Count</th>
<th>Actual FTEs</th>
<th>50th PCTL Salary</th>
<th>Average Salary</th>
<th>Average Benefits</th>
<th>Benefits as % of Salary</th>
<th>Average Years Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>BILLING STAFF/PATIENT ACCOUNTS - ALL^</td>
<td>193</td>
<td>186.61</td>
<td>$40,268</td>
<td>$40,777</td>
<td>$8,876</td>
<td>21.77%</td>
<td>6.4</td>
</tr>
<tr>
<td>Billing Staff/Patient Accounts - LT Five Years Employed</td>
<td>113</td>
<td>109.43</td>
<td>$38,563</td>
<td>$39,341</td>
<td>$8,402</td>
<td>21.36%</td>
<td>2.0</td>
</tr>
<tr>
<td>Billing Staff/Patient Accounts - Five -Nine Years Employed</td>
<td>36</td>
<td>34.30</td>
<td>$41,047</td>
<td>$40,968</td>
<td>$10,648</td>
<td>25.99%</td>
<td>6.8</td>
</tr>
</tbody>
</table>

Administrative:
- Billing Staff/Patient Accounts
- Call Center Representative
- Care Coordinator/Patient Navigator
- NEW – Coder
  - With certification breakdown
- Medical Records Clerk
- Outreach/Enrollment Staff
- Recept./Front Desk/Appt. Clerk

Clinical:
- Case Manager
  - With credentials breakdown
- Dental Assistant
- Licensed Practical Nurse
- Medical Assistant with credentials
- Medical Assistant without credentials
- Pharmacy Technician
- Registered Nurse

2022 Region VIII Health Center Workforce Data – 03/30/23
Salary/Benefits Tables – Comparisons

Tables 45-46: Comparison of 2018, 2020, & 2022

CHAMPS Region VIII Health Center Salary Data

- **100** key (mostly non-“Other”) titles
- Provided for all Region VIII data and
- for each of the three budget breakdowns (LT $10M, $10M-$22M, MT $22M)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>2018 Median</th>
<th>2020 Median</th>
<th>2022 Median</th>
<th>Chg. ’18-’20</th>
<th>Chg. ’20-’22</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>
### Salary/Benefits Tables – Comparisons
2016, 2018, & 2020 Region VIII Salary Data
Trends – Part 1

<table>
<thead>
<tr>
<th>Titles</th>
<th># in 2022</th>
<th>Average Change in Median Salaries 2020-2022</th>
<th>Change 2018-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2022 Region VIII Titles – All</strong></td>
<td>100</td>
<td>9.8%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Administrative Titles – All</td>
<td>49</td>
<td>11.2%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Clinical Titles – All</td>
<td>51</td>
<td>8.4%</td>
<td>7.7%</td>
</tr>
<tr>
<td><strong>Director Titles – All</strong></td>
<td>18</td>
<td>12.6%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Director Titles – Administrative</td>
<td>10</td>
<td>12.7%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Director Titles – Clinical</td>
<td>8</td>
<td>11.7%</td>
<td>-0.6%</td>
</tr>
<tr>
<td><strong>Supervisor/Manager Titles – All</strong></td>
<td>16</td>
<td>8.2%</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>Support Titles – All</strong></td>
<td>47</td>
<td>11.8%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Support Titles – Administrative</td>
<td>28</td>
<td>12.2%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Support Titles – Clinical</td>
<td>19</td>
<td>11.4%</td>
<td>5.9%</td>
</tr>
</tbody>
</table>

2022 Region VIII Health Center Workforce Data – 03/30/23
## Salary/Benefits Tables – Comparisons

### 2016, 2018, & 2020 Region VIII Salary Data Trends – Part 2

<table>
<thead>
<tr>
<th>Provider Titles</th>
<th># in 2022</th>
<th>Average Change in Median Salaries 2020-2022</th>
<th>Change 2018-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider Titles - All</td>
<td>18</td>
<td><strong>3.3%</strong></td>
<td>11.4%</td>
</tr>
<tr>
<td>Provider Titles - APPs, All Disciplines</td>
<td>7</td>
<td><strong>8.2%</strong></td>
<td>6.4%</td>
</tr>
<tr>
<td>Provider Titles - Doctorate-Level, All Disciplines</td>
<td>11</td>
<td><strong>0.2%</strong></td>
<td>14.6%</td>
</tr>
<tr>
<td>Provider Titles - Medical All</td>
<td>9</td>
<td><strong>1.0%</strong></td>
<td>13.1%</td>
</tr>
<tr>
<td>Provider Titles - Dental All</td>
<td>2</td>
<td><strong>7.5%</strong></td>
<td>9.5%</td>
</tr>
<tr>
<td>Provider Titles - Behavioral Health All</td>
<td>5</td>
<td><strong>6.7%</strong></td>
<td>11.0%</td>
</tr>
<tr>
<td>Provider Titles - Pharmacy All</td>
<td>2</td>
<td><strong>1.5%</strong></td>
<td>6.8%</td>
</tr>
</tbody>
</table>

2022 Region VIII Health Center Workforce Data – 03/30/23
Salary/Benefits Tables – Comparisons

Tables 47-48: Comparison of 2022 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: U.S. Bureau of Labor Statistics (Ambulatory Care), MGMA (Various Medical Organizations)

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

Table 47: Comparison of 2022 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.

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

---

2022 Region VIII Health Center Workforce Data – 03/30/23
Salary/Benefits Tables – Comparisons

Table 48: Comparison of 2022 Region VIII Total Compensation Data with Other Recently Published Data

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

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

- **64.0%** of health centers reported additional pay
- **20.8%** of all employees received additional pay
- Additional pay represented **4.3%** of base pay for same employees (TTL $5.7M in additional pay)
Additional Pay

• Title with the highest average additional pay:
  – Physician, OB/GYN ($25,726)

• Title with the greatest difference between annual base and total pay, on average, for all 1.0 FTE employees:
  – Director, Medical (Associate/Other) (an increase of 4.65%)

• Top title receiving additional pay:
  – Receptionist/Front Desk/Appointment Clerk (170)

• Top title receiving additional pay by percentage:
  – Physician, OB/GYN (72.7% earned add. pay)
### Additional Pay

**Table 49: Additional Pay Details**

<table>
<thead>
<tr>
<th>TYPE OF ADDITIONAL PAY</th>
<th># of Reporting HCs</th>
<th># of Titles</th>
<th># of Employees</th>
<th>Total Earned</th>
<th>Average Earned Per Person</th>
<th>Most Common Title Earning Type of Additional Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL ADDITIONAL PAY</td>
<td>32</td>
<td>123</td>
<td>1,904</td>
<td>$5,669,266</td>
<td>$2,978</td>
<td>Receptionist/Front Desk/Appt. Clerk (170)</td>
</tr>
<tr>
<td>Bonuses/Incentives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Bonuses/Incentives</td>
<td>20</td>
<td>118</td>
<td>1,562</td>
<td>$3,290,900 (1,537)</td>
<td>$2,141 (1,537)</td>
<td>Receptionist/Front Desk/Appt. Clerk (131)</td>
</tr>
<tr>
<td>Unspecified Bonus</td>
<td>589</td>
<td></td>
<td></td>
<td>$1,067,464 (581)</td>
<td>$1,837 (581)</td>
<td>Medical Assistant, with Credentials (82)</td>
</tr>
<tr>
<td>Unspecified Incentive</td>
<td>35</td>
<td></td>
<td></td>
<td>$485,566 (35)</td>
<td>$13,873 (35)</td>
<td>Nurse Practitioner (15)</td>
</tr>
<tr>
<td>Annual/Holiday</td>
<td>41</td>
<td></td>
<td></td>
<td>$71,430 (41)</td>
<td>$1,742 (41)</td>
<td>Receptionist/Front Desk/Appt. Clerk (5)</td>
</tr>
<tr>
<td>COVID-19/Hazardous Duty</td>
<td>398</td>
<td></td>
<td></td>
<td>$483,023 (398)</td>
<td>$1,375 (398)</td>
<td>Receptionist/Front Desk/Appt. Clerk (37)</td>
</tr>
<tr>
<td>Longevity/Retention</td>
<td>452</td>
<td></td>
<td></td>
<td>$483,023 (438)</td>
<td>$1,103 (438)</td>
<td>Medical Assistant, with Credentials (35)</td>
</tr>
<tr>
<td>Performance/Goals Met</td>
<td>223</td>
<td></td>
<td></td>
<td>$219,355 (223)</td>
<td>$983 (223)</td>
<td>Receptionist/Front Desk/Appt. Clerk (15)</td>
</tr>
<tr>
<td>Productivity</td>
<td>45</td>
<td></td>
<td></td>
<td>$307,667 (44)</td>
<td>$6,992 (44)</td>
<td>Physician Assistant (16)</td>
</tr>
<tr>
<td>Sign-On</td>
<td>18</td>
<td></td>
<td></td>
<td>$30,670 (12)</td>
<td>$2,556 (12)</td>
<td>Counselor, Licensed Professional (4)</td>
</tr>
<tr>
<td>Duty-Based Differentials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Duty-Based Differentials</td>
<td>18</td>
<td>66</td>
<td>318</td>
<td>$1,690,426 (294)</td>
<td>$5,750 (294)</td>
<td>Nurse Practitioner (39)</td>
</tr>
<tr>
<td>Call</td>
<td>31</td>
<td></td>
<td></td>
<td>$101,039 (21)</td>
<td>$4,811 (21)</td>
<td>Physician - Family Practice, with OB (7)</td>
</tr>
<tr>
<td>Certification</td>
<td>20</td>
<td></td>
<td></td>
<td>$38,546 (20)</td>
<td>$1,927 (20)</td>
<td>Manager, Other (Administrative) (3)</td>
</tr>
<tr>
<td>Leadership/Supervisory</td>
<td>37</td>
<td></td>
<td></td>
<td>$371,350 (36)</td>
<td>$10,315 (36)</td>
<td>Director, Medical (Associate/Other) (17)</td>
</tr>
<tr>
<td>OB Procedure (Delivery, C-Section)</td>
<td>6</td>
<td></td>
<td></td>
<td>* (2)</td>
<td>* (2)</td>
<td>Physician - Family Practice, with OB (4)</td>
</tr>
<tr>
<td>Rounding/Inpatient/Hospital</td>
<td>52</td>
<td></td>
<td></td>
<td>$236,977 (42)</td>
<td>$5,642 (42)</td>
<td>Physician - Family Practice, with OB (12)</td>
</tr>
<tr>
<td>Location</td>
<td>16</td>
<td></td>
<td></td>
<td>$245,800 (16)</td>
<td>$15,363 (16)</td>
<td>Dental Hygienist, Dir., Dental (Assoc/Other) (4)</td>
</tr>
<tr>
<td>Special Schedule</td>
<td>123</td>
<td></td>
<td></td>
<td>$438,242 (115)</td>
<td>$3,811 (115)</td>
<td>Medical Assistant, with Credentials (23)</td>
</tr>
<tr>
<td>Other Duty-Based Differentials**</td>
<td>43</td>
<td></td>
<td></td>
<td>$48,632 (43)</td>
<td>$1,131 (43)</td>
<td>Medical Assistant, with Credentials (10)</td>
</tr>
<tr>
<td>Extra Shifts/Overtime</td>
<td>4</td>
<td>26</td>
<td>119</td>
<td>$118,659 (119)</td>
<td>$997 (119)</td>
<td>Receptionist/Front Desk/Appt. Clerk (35)</td>
</tr>
</tbody>
</table>

- Most common Bonus/Incentive: 
  - Unspecified (earned by 581 employees)
- Highest average amount earned per person for a Bonus/Incentive: 
  - $13,873 (Unspecified Incentive)

- Most common Differential: 
  - Special Schedule (earned by 115 employees)
- Highest average amount earned per person for a Differential: 
  - $15,363 (Location)

2022 Region VIII Health Center Workforce Data – 03/30/23
## Additional Pay

### Tables 50-51: Additional Pay by Administrative and Clinical Titles

- Listing titles with five or more employees earning additional pay.

<table>
<thead>
<tr>
<th>Positions with Five or More Employees Earning Additional Pay</th>
<th>Total Reported Employees</th>
<th># Earning Add. Pay</th>
<th>% Earning Add. Pay</th>
<th>Avg. Add. Pay per Emp. Earning Add. Pay</th>
<th># 1.0 FTE Employees</th>
<th>Avg. Annual Base Pay^ for All 1.0 FTE Emps.</th>
<th>Avg. Annual Total Pay^ for All 1.0 FTE Emps.</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor, Medical Records</td>
<td>13</td>
<td>5</td>
<td>38.5%</td>
<td>$1,485</td>
<td>11</td>
<td>$49,096</td>
<td>$49,771</td>
<td>1.37%</td>
</tr>
<tr>
<td>Supervisor, Reception/Front Office</td>
<td>69</td>
<td>23</td>
<td>33.3%</td>
<td>$1,539</td>
<td>67</td>
<td>$53,992</td>
<td>$54,505</td>
<td>0.95%</td>
</tr>
<tr>
<td>Women, Infants, and Children (WIC) Educator</td>
<td>32</td>
<td>12</td>
<td>37.5%</td>
<td>$1,813</td>
<td>22</td>
<td>$43,139</td>
<td>$43,633</td>
<td>1.14%</td>
</tr>
</tbody>
</table>

### Clinical Titles

- Assistant, Behavioral Health
- Assistant, Dental
- Assistant, Dental - Expanded Function
- Behavioral Health Provider, Other
- Behavioral Health, Other
- Case Manager
- Certified Nurse Midwife
- Counselor, Licensed Professional (LPC/LCPC)
- Dental Hygienist
- Dentist
- Director, Behavioral Health/CBHO
- Director, Dental/CDO
- Director, Dental (Associate/Other)
- Director, Medical/CMO
- Director, Medical (Associate/Other)

2022 Region VIII Health Center Workforce Data – 03/30/23
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:
  – $93.4M in annual employer contributions toward:
    • Health, dental, vision, life, and disability insurance
    • Retirement/pension plans
  – Represents 16.4% of the annual base pay for same employees

• 100% offered and contributed to one or more of 6 types of insurance
  – Employee health, dependent health, employee dental, dependent dental, employee life, employee disability

• 100% offered some type of retirement/pension plan
For health centers offering partial coverage for health insurance, the average percentage of employee premium covered by the health center was:

- 78% for employee health insurance
- 65% for dependent health insurance
Benefits Packages – Retirement/Pension Programs

• Most common type of plan:
  – 401(k) and 403(b) plans (each offered by 40.8% of centers)
• Average maximum employer contribution to employee plans:
  – 5.4% of annual wage
• Most common type of employer contributions:
  – Match of employee contributions (46.9%)
  – Contribution Plus Match (18.4%)
• Most common vesting schedule:
  – Immediate vesting of employer contributions (45.1%)
Benefits Packages: Leave Time

- Types of **Paid Leave** offered to employees
  - Asked for Hours of Vacation, Sick, Personal, and Paid Time Off (PTO) Bank Leave
  - Asked for Days of Holidays and Floating Holidays

![Pie chart showing the distribution of leave types](chart.png)
# Benefits Packages: Leave Time

<table>
<thead>
<tr>
<th>TOTAL Hours Non-Holiday Time</th>
<th>Annual Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours of Vacation Leave – All Staff</td>
<td>147.5</td>
</tr>
<tr>
<td>Hours of Sick Leave – All Staff</td>
<td>88.4</td>
</tr>
<tr>
<td>Hours of Personal Leave – All Staff</td>
<td>46.7</td>
</tr>
<tr>
<td>Hours of Paid Time Off (PTO) Bank – All Staff</td>
<td>182.8</td>
</tr>
<tr>
<td><strong>Paid Holidays – All Staff</strong></td>
<td><strong>8.7</strong></td>
</tr>
<tr>
<td><strong>Paid Floating Holidays – All Staff</strong></td>
<td><strong>2.0</strong></td>
</tr>
</tbody>
</table>

## Combined Non-Holiday Leave Time by Staff Type

| Administrative Leadership/Management/Supervisory | 215.3 |
| Administrative Support | 212.9 |
| Medical Provider/Advanced Practice Provider (APP) | 217.7 |
| Dental Provider/APP | 228.2 |
| Behavioral/Mental Health Provider/APP | 216.9 |
| Clinical Support | 213.1 |

2022 Region VIII Health Center Workforce Data – 03/30/23
Benefits Packages: Additional Incentives

- 98% of health centers reported offering one or more Additional Incentives to employees

<table>
<thead>
<tr>
<th>Incentive</th>
<th>% HCs Offering</th>
<th>Average Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of Licensure Fees</td>
<td>92%</td>
<td>$548</td>
</tr>
<tr>
<td>Payment of Professional Association Dues</td>
<td>80%</td>
<td>$525</td>
</tr>
<tr>
<td>Payment for Continuing Professional Education</td>
<td>94%</td>
<td>$1,721</td>
</tr>
<tr>
<td>Payment of Relocation Expenses</td>
<td>59%</td>
<td>$5,316</td>
</tr>
<tr>
<td>Payment of Signing Bonuses</td>
<td>57%</td>
<td>$5,797</td>
</tr>
<tr>
<td>Compensation for Bilingual Staff</td>
<td>22%</td>
<td>-</td>
</tr>
<tr>
<td>Incentive-Based Compensation</td>
<td>20%</td>
<td>$3,125</td>
</tr>
<tr>
<td>Payment of Retention Bonus</td>
<td>12%</td>
<td>$1,535</td>
</tr>
</tbody>
</table>

- NEW in 2022: Over 77% of health centers reported allowing between 31 and 42.5 ours per year, on average, for continuing professional education

2022 Region VIII Health Center Workforce Data – 03/30/23
Benefits Packages: Additional Incentives
Clinical Staff

<table>
<thead>
<tr>
<th>Payment of/for:</th>
<th>Medical</th>
<th>Dental</th>
<th>B/MH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensure Fees</td>
<td>$966</td>
<td>$831</td>
<td>$707</td>
</tr>
<tr>
<td>Professional Association Dues</td>
<td>$715</td>
<td>$708</td>
<td>$686</td>
</tr>
<tr>
<td>Continuing Professional Education</td>
<td>$2,292</td>
<td>$2,293</td>
<td>$1,998</td>
</tr>
<tr>
<td>Relocation Expenses</td>
<td>$6,107</td>
<td>$6,375</td>
<td>$5,950</td>
</tr>
<tr>
<td>Signing Bonus</td>
<td>$11,765</td>
<td>$6,929</td>
<td>$5,571</td>
</tr>
</tbody>
</table>
Additional Salary & Benefits Info.

• Possible Salary Increases
  – From 0.5% to 24%
  – Overall average: 3.2%-4.5%

• NEW: Other Provided Benefits
  – Childcare scholarships
  – HSA employer contributions
  – Mental health days off
  – Tuition reimbursement/waiver
  – Vision insurance
  – Wellness program/incentives
  – Wireless/cell discounts/
  – reimbursement
Companion Report #1
2022 Region VIII Health Center Workforce Metrics Report

• NEW companion report in 2022
  – Data used to be included in the “main” report
  – Has its own Introduction/Methodology/Report Overview

• Added trends when available

• NEW Top Reasons for Turnover details
WF Metrics Report Components

I. Introduction
II. Methodology
III. Report Overview
IV. Recruitment Findings/Trends/Needs
V. Retention Findings/Trends/Needs
VI. Workforce Demographics
VII. Appendix
Challenging Recruitment

• Most-often identified challenging positions to recruit:
  1: Dental Assistant (53.1%)
  2: Medical Assistant (51.0%)
  3: Licensed Clinical Social Worker (49.0%)
  4: Registered Nurse (46.9%)
Point-In Time Vacancy Survey

• Asked to report positions they were currently hiring for (not all vacancies).

• Asked to report openings for ONLY three groups (not all staff):
  – Executive/Director staff (administrative and clinical)
  – Clinical Provider staff (all disciplines)
  – Clinical Advanced Practice Provider staff (all disciplines)

• Asked if the opening is continuously recruited or not.

• If not, asked for the length of current recruitment (which will likely increase, as it’s a current opening).

• Asked to identify one as their highest priority to fill.
Point-In Time Vacancy Survey

- **2.37** vacancies per organization (up from 1.72)

- **14.3%** reported zero related vacancies (down from 37.0%)

- **27.6%** of all vacancies were considered “continuously recruited” (down from 43.0%)
Vacancies: Non-Continuous Recruitment

• Recruitment lengths (for “non-continuous” postings) increased between 2020 and 2022 for these vacancies overall.
  – Decreased for Executives/Leaders.
  – Increased for Providers and Advanced Practice Providers.

**Average Recruitment Lengths in Months**

![Bar chart showing average recruitment lengths for different categories and years (2018, 2020, 2022).]
Highest Priority Vacancies

• Asked to select one as “highest priority to fill”
  – 42.6% of selections were for medical providers/advanced practice providers (up from 38.5%)
  – Most commonly cited positions:
    • Physicians (19.2%)
    • Dentists (14.9%)
Use of Recruitment Firms/Consultants

- **38.8%** reported using one or more external recruitment firms/consultants (up from 38.8%).
- Total spent in past 12 months: **$781,000** (avg. **$52,073**).
- Used mostly for **providers**, and mostly for **medical**.
Recruitment Needs

What staff recruitment tools would you like to implement?

![Pie chart showing recruitment needs:]

- A - Outreach (23.7%)
- B - Money for Staff (22.0%)
- C - Recruitment Staff/Firm (15.3%)
- D - Technology (15.3%)
- E - Related Procedures (6.8%)
- F - Other (6.8%)
- G - None/NA (5.1%)
- H - Unknown

What do you need to make it happen?

MONEY

2022 Region VIII Health Center Workforce Data – 03/30/23
WF Metrics Report Components

I. Introduction
II. Methodology
III. Report Overview
IV. Recruitment Findings/Trends/Needs
V. Retention Findings/Trends/Needs
VI. Workforce Demographics
VII. Appendix
Years of Service (YOS/Tenure)

• 9,132 participating employees - Avg. **5.07** YOS
  – Longest tenured admin.: **Director, Executive/CEO** (12.23 YOS)
  – Longest tenured clinical: **Physician – Internal Medicine** (9.72 YOS)

U.S. Bureau of Labor Statistics (BLS)
Employee Tenure Summary
Challenging Turnover

- Most-often identified positions with challenging turnover:
  1. **Medical Assistant** (61.7%)
  2. **Reception/Front Desk** (57.4%)
  3. **Dental Assistant** (40.4%)

2022 Region VIII Health Center Workforce Data – 03/30/23
**NEW**: Top Reasons for Turnover

- **Top-Cited Reasons**
  - **Compensation/Benefits**
    (compensation, benefits, wages, more money elsewhere, competition in wages, keeping up with wage increases, competitive market, more money and benefits, higher pay, etc.)
  - **General/unspecified Other/Better Job**

---

2022 Region VIII Health Center Workforce Data – 03/30/23
CY 2021 Turnover Survey

• Asked to report **number of separations** in 2021, split into:
  – **Voluntary separations** (employee-initiated)
  – **Involuntary separations** (organization-initiated)

• Asked to report **average number of employees** in 2021

• Asked to report these figures for **six staff types**:
  – Clinical Leadership/Management/Supervisory (CLMS) Staff
  – Clinical Provider (CP) Staff
  – Clinical Advanced Practice Provider (CAPP) Staff
  – Clinical Support (CS) Staff
  – Administrative Leadership/Management/Supervisory (ALMS) Staff
  – Administrative Support (AS) Staff

• Asked to report clinical figures by **discipline sub-categories**:
  – Medical, Dental, Behavioral/Mental Health, Other
CY 2021 Turnover Survey

• 2021 All Staff Total Turnover Rate: 30.8%
  – Up from 23.5% in 2019
  – U.S. Bureau of Labor Statistics 2021 all separations turnover rate for health care and social assistance industries: 39.4%

• 14.1% of 2021 All Staff Turnover was Involuntary.
Turnover Rates by Staff Type

CLMS: Clinical Leadership/Management/Supervisory Staff
ALMS: Administrative Leadership/Management/Supervisory Staff
CP: Clinical Provider Staff
AS: Administrative Support Staff
CAPP: Clinical Advanced Practice Provider Staff
CS: Clinical Support Staff
Turnover Rates by Clinical Subcategory

**Turnover Rates for Clinical Provider Staff**

- MP: Medical - 2019: 15.5%, 2021: 18.0%
- DP: Dental - 2019: 20.3%, 2021: 17.6%
- B/MHP: Behavioral/Mental Health - 2019: 20.6%, 2021: 38.5%

**Turnover Rates for Clinical Advanced Practice Provider Staff**

- MAPP: Medical Advanced Practice Provider - 2019: 18.0%, 2021: 38.5%
- DAPP: Dental Advanced Practice Provider - 2019: 17.6%, 2021: 17.6%
- B/MHAPP: Behavioral/Mental Health Advanced Practice Provider - 2019: 20.6%, 2021: 38.5%

MP: Medical
DP: Dental
B/MHP: Behavioral/Mental Health
Turnover Rates by Clinical Subcategory

Turnover Rates for Clinical Support Staff

MP: Medical; DP: Dental; B/MHP: Behavioral/Mental Health; O: Other
Retention Needs

What staff retention tools would you like to implement?

What do you need to make it happen?

MONEY

2022 Region VIII Health Center Workforce Data – 03/30/23
WF Metrics Report Components

I. Introduction
II. Methodology
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IV. Recruitment Findings/Trends/Needs
V. Retention Findings/Trends/Needs
VI. Workforce Demographics
VII. Appendix
WF Demographics Part 1

- Veteran Employees
  - Average of 2.9% of HC employees
  - 77.6% of HCs reported 1+ employed veterans

Largest and Urban Mix
HCs were more likely to report a higher % of veterans as employees.
WF Demographics Part 2

• Racial/Ethnic Minorities
  – Average of 31.8% of HC employees
  – 51.0% of HCs reported that 1%-25% of their employees are racial/ethnic minorities.

Largest and Urban Mix HCs were more likely to report a higher % of racial/ethnic minority employees.

2022 Region VIII Health Center Workforce Data – 03/30/23
WF Demographics Part 3

• Employees Holding College/Advanced Degrees
  – Average of **44.1%** of HC employees
  – **51.0%** of HCs reported that 26%-50% of their employees hold college or advanced degrees.
Companion Report #2
2022 Region VIII Health Center Clinical Staffing Report

• Utilizes FTE data reported for every employee in the salary survey
• Introduction, Methodology (including titles grouped into provider and support groups)
• NEW: Report Overview/Highlighted Findings
• Staffing Ratios
  – Region VIII Figures and by Region VIII State
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 2022 were not necessarily the same as those that participated in previous years.
Staffing Ratios Presented

- Administrative FTE vs. Clinical FTE
- Clinical FTE (Medical/Dental/BH) vs. Other FTE
- Clinical Provider FTEs and Ratios
  - Directors vs. Providers vs. Advance Practice Providers
- Clinical Support FTEs and Ratios
  - Supervisors/Managers vs. Other Support Titles
- Support FTE to Provider FTE Ratios
- Care Team Staffing Ratios
Staffing Ratios - Highlights

• **41%** of all Region VIII FTE were for Administrative staff
  – ND: highest % of administrative FTE at 51.0% of all FTEs

• **60%** of Provider FTEs were for Medical Providers (MPs)
  (21% for BH, 19% for Dental)
  – Over 67% of Clinical Provider FTEs in UT were for Medical Providers

• Almost **55%** of MP FTEs were for NPs/PAs/CNMs
  – See next slide for highlights

• Over **73%** of BH Provider FTEs were for LCSWs/LPC-LCPCs/Psych NPs

• Almost **45%** of Dental Provider FTEs were for Hygienists
Staffing Ratios - Highlights

Regional and State Medical Provider FTE Ratios

CO – highest % of Physicians (35.8% of all Medical Providers)
SD – highest % of NPs/PAs/CNMs (83.2%)
ND – highest % of Medical Directors (10.1%)
MT – highest % of Physician Residents (14.9%)

2022 Region VIII Health Center Workforce Data – 03/30/23
Staffing Ratios - Highlights

• **62%** of Medical Support FTEs were for Medical Assistants
  – ND and SD HCs were more likely to use RNs than MAs

• **82%** of Dental Support FTEs were for DAs/Sterilization Techs
  – SD reported the highest percentage of EFDAs

• Region-wide Medical Support FTE to Medical Provider FTE Ratio: **1.61**
  – MS/MP FTE Ratio was highest in WY (2.32) and lowest in ND (1.38)

• Region-wide Dental Support FTE to Dental Provider FTE Ratio: **1.12**
  – DS/DP FTE Ratio was highest in WY (1.33) and lowest in ND (0.90)
Staffing Ratios - Highlights

Medical Support FTE to Medical Provider FTE Ratios

2022 Region VIII Health Center Workforce Data – 03/30/23
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
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
Highlights - Care Team Group Ratios

- The Administrative FTE to Medical Provider (MP) FTE ratio increased from **3.04** in 2020 to **3.12** in 2022
Highlights - Care Team Titles Ratios

From 2020 to 2022:

– The Medical Assistant FTE to MP FTE ratio **decreased**
– The Recept./Front Desk/Appt. Clerk FTE to MP FTE ratio **increased**
Companion Report #3
2022 Region VIII Health Center Provider Productivity Expectations Report

• Introduction/Methodology
• NEW Report Overview
• HC Expectations for
  – Full-Time Hours
  – Administrative vs. Direct Patient Contact Time
    • With NEW breakdown by physician specialty
  – Number of Visits Completed Hourly
  – Standard Patient Panel Sizes
Productivity Expectations Report

Responses were to include information about any full-time 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).

2022 Region VIII Health Center Workforce Data – 03/30/23
Productivity Expectations Report Providers

Directors:
• Medical Directors
• Dental Directors
• Behavioral Health Directors

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

*Physicians broken into specialty groups for Admin. vs. Pt. Contact Time

Non-Directors:
• Physicians*
• Nurse Practitioners
• Physician Assistants
• Dentists
• Dental Hygienist
• Psychologists
• LCSWs/LPCs/MFTs
• Psychiatrists
• Psychiatric NPs

2022 Region VIII Health Center Workforce Data – 03/30/23
BH Integration Levels

• **Not Applicable (N/A) – 0%**
  – No BH services provided at any HC operated site.

• **Not at All Integrated – 0%**
  – BH and other providers work independently, have separate systems and/or facilities, and rarely communicate about cases.

• **Somewhat Integrated – 40.4%**
  – 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 – 59.6%**
  – 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.
#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?

• Range from **30-50** hours per week
• Lowest average for Psychologists: **36.4**
• Highest for Medical Dirs., NPs, PAs, and BH Dirs.: **37.3**
• **NEW:** By level of Behavioral Health Integration:

![Bar chart showing full-time hours by level of integration](chart.png)

2022 Region VIII Health Center Workforce Data – 03/30/23
#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.).

- Director-level employees reported higher average percentages of expected administrative time
- Highest average admin. time: **Medical Directors** - 37.4%
- Lowest average admin. time: **Dental Hygienists** - 10.6%
- Avg. admin. time for physicians ranged from 13.4% for IM to 16.5% for OB/GYN.
- Expected admin. time for Med. Dirs. and BH Dirs. increased at organizations that had a high level of BH integration
- Expected admin. time was lowest for Directors at the smallest organizations
#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>Position</th>
<th>Administrative Time</th>
<th>Patient Contact Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Dir.</td>
<td>37.4%</td>
<td>62.6%</td>
</tr>
<tr>
<td>Physicians - All</td>
<td>16.6%</td>
<td>83.4%</td>
</tr>
<tr>
<td>NP</td>
<td>15.1%</td>
<td>84.9%</td>
</tr>
<tr>
<td>PA</td>
<td>14.7%</td>
<td>85.3%</td>
</tr>
<tr>
<td>Dental Dir.</td>
<td>29.7%</td>
<td>70.3%</td>
</tr>
<tr>
<td>Dentist</td>
<td>12.1%</td>
<td>87.9%</td>
</tr>
<tr>
<td>Dent. Hyg.</td>
<td>10.6%</td>
<td>89.4%</td>
</tr>
<tr>
<td>BH Dir.</td>
<td>29.1%</td>
<td>70.9%</td>
</tr>
<tr>
<td>Psychologist</td>
<td>16.7%</td>
<td>83.3%</td>
</tr>
<tr>
<td>LCSW/LPC/MFT</td>
<td>13.9%</td>
<td>86.1%</td>
</tr>
<tr>
<td>Psychiatrist</td>
<td>17.9%</td>
<td>82.1%</td>
</tr>
<tr>
<td>Psych. NP</td>
<td>15.1%</td>
<td>84.9%</td>
</tr>
</tbody>
</table>

2022 Region VIII Health Center Workforce Data – 03/30/23
#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.

- Expectations for completed hourly visits were highest for **medical providers** and lowest for BH providers
- Highest average visits: **Physicians** – 2.47
- Lowest average visits: **BH Directors** – 1.35
- Expected avg. visits were higher for BH titles at **Highly Integrated** organizations
- **Largest HCs** reported highest averages for expected visits for all medical and most BH providers
#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.

There must be four or more respondents to provide an average.
#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.

- Average patient panel sizes were higher for medical and dental providers than for BH providers
- Largest average panel size: **Physicians** – 1,208
- Smallest average panel size: **BH Directors** – 304
- Avg. panel sizes for Physicians, NPs, and PAs were higher at Highly Integrated organizations
- **Largest HCs** reported higher average panel sizes for all medical, dental, and BH titles
#4: Patient Panel Size

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Panel Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dir. (30)</td>
<td>10.0%</td>
</tr>
<tr>
<td>Phys. (31)</td>
<td>3.2%</td>
</tr>
<tr>
<td>NP (36)</td>
<td>26.7%</td>
</tr>
<tr>
<td>PA (35)</td>
<td>25.8%</td>
</tr>
<tr>
<td>Dent. Dir. (17)</td>
<td>41.2%</td>
</tr>
<tr>
<td>Dentist (22)</td>
<td>52.8%</td>
</tr>
<tr>
<td>Dent Hyg. (17)</td>
<td>51.4%</td>
</tr>
<tr>
<td>BH Dir. (15)</td>
<td>43.3%</td>
</tr>
<tr>
<td>Psychologist (4)</td>
<td>51.6%</td>
</tr>
<tr>
<td>LCSW/LPC/MFT (23)</td>
<td>41.2%</td>
</tr>
<tr>
<td>Psychiatrist (2)</td>
<td>27.3%</td>
</tr>
<tr>
<td>Psych. NP (13)</td>
<td>25.0%</td>
</tr>
</tbody>
</table>

Legend:
- Less Than 250 Pts.
- 250-499 Pts.
- 500-999 Pts.
- 1,000-1,499 Pts.
- 1,500-1,999 Pts.
- 2,000+ Pts.

There must be four or more respondents to provide an average.
Thank You for Joining Us!
By attending today’s event you are strengthening the ability of your mission-driven, community-based, patient-directed health center to deliver comprehensive, culturally competent, high-quality primary health care services.

Questions?

Your opinions about this event are very important to us – please evaluate!

https://www.surveymonkey.com/r/2022SSWebinarEval

Additional Questions? Contact Andrea@CHAMPSonline.org.