

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: <http://champsonline.org/tools-products/publications-electronic-media/champs-publications#salary>
- CHAMPS Region VIII Health Center Workforce Metrics, Clinical Staffing, and Provider Productivity Expectations Reports: http://champsonline.org/tools-products/publications-electronic-media/champs-publications#staffing_expectations
- 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 Region VIII Health Center Workforce Data – 03/30/23



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

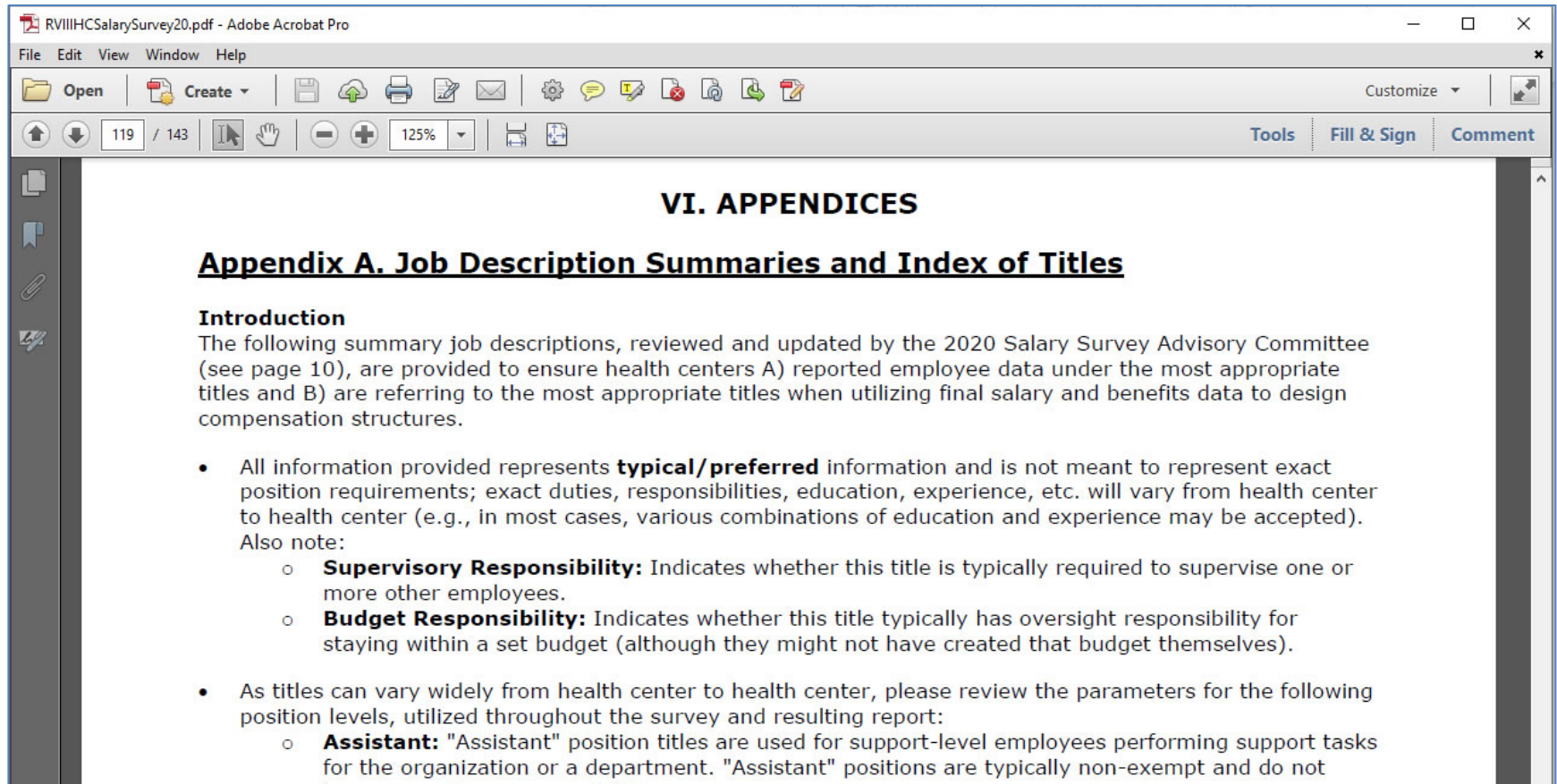
New/Updated Titles

- 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

Job Description Summaries



RVIIIHCSalarySurvey20.pdf - Adobe Acrobat Pro

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Tools Fill & Sign Comment

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.

Summary JDs: Standardized Definitions

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

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

Sample Job Description Summary

Assistant, Human Resources:

Typical Core Duties: Responsible for supporting the Human Resources Department, which may include day-to-day clerical support, data entry, assistance with administration of benefits programs and/or payroll system, assisting with provider credentialing/privileging, attendance monitoring, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications: High school diploma/GED; 0-1 years of experience; no licenses/certifications

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

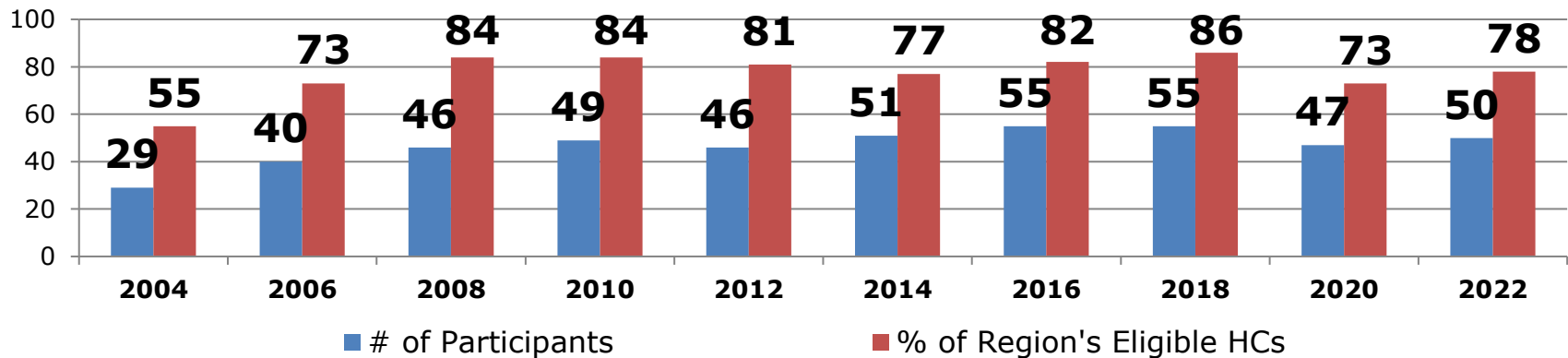
TYPICAL / PREFERRED

Index



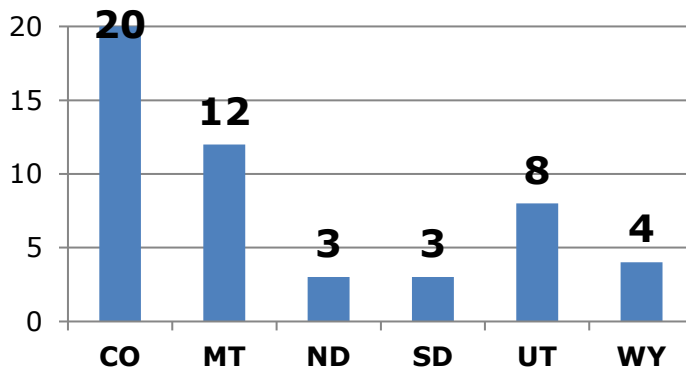
Region VIII Project Participation

Historical

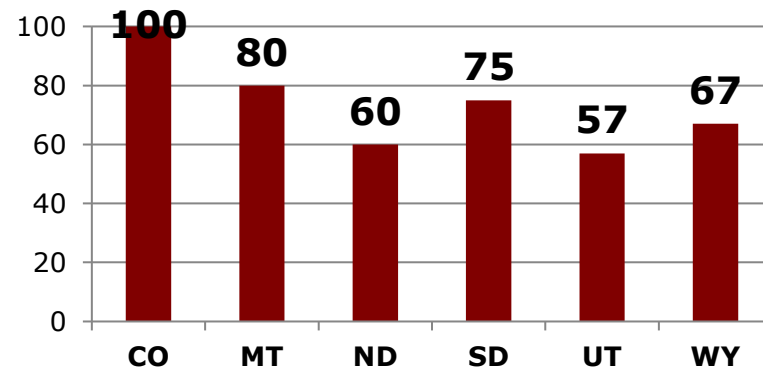


2022 Participation by State

of HCs



% of Eligible HCs

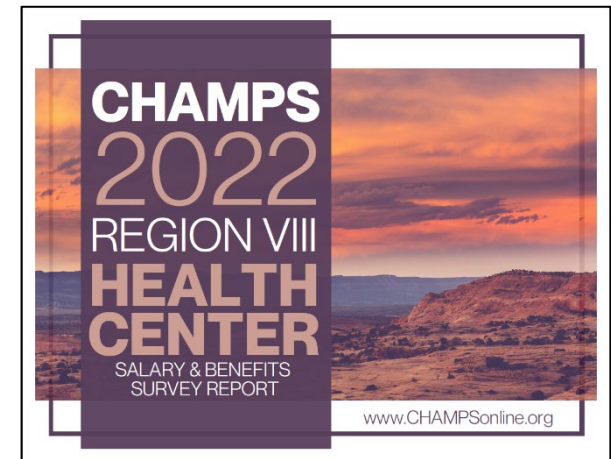


2022 Region VIII Health Center Workforce Data – 03/30/23



Resulting 2022 Region VIII Reports

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



**2022 CHAMPS
Region VIII Health Center
Workforce Metrics Report**

**2022 CHAMPS
Region VIII Health Center
Clinical Staffing Report**

*A Companion to the 2022 CHAMPS
Salary and Benefits Survey Report*

*2022 CHAMPS Region VIII Health Center
Salary and Benefits Survey Report
March 2022*

**2022 CHAMPS
Region VIII Health Center
Provider Productivity
Expectations Report**

*A Companion to the 2022 CHAMPS Region VIII Health Center
Salary and Benefits Survey Report*



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

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.

Main Report Navigation

RVIIHCSalarySurvey22-UpdateJan23.pdf - Adobe Acrobat Pro 2020

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 - TABLES 2-4: Profiles of Participating Organizations by Annual Budget Range
- II. SALARY AND BENEFITS INFORMATION
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 - 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 S
 - TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Sum
 - D. Salary and Benefits Breakdowns – Administrative Leadership Team



Main Report: Participant Profiles

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

Total Respondents: 50

ANNUAL BUDGET	
Average	\$26,720,565
Median	\$13,358,517

STATE		
Colorado	20	40%
LT 10M	5	
10M-22M	5	
MT 22M	10	
Montana	12	24%
LT 10M	5	
10M-22M	3	
MT 22M	4	
North Dakota	3	6%
LT 10M	1	
10M-22M	2	
MT 22M	0	
South Dakota	3	6%
LT 10M	0	
10M-22M	2	
MT 22M	1	
Utah	8	16%
LT 10M	4	
10M-22M	2	
MT 22M	2	
Wyoming	4	8%
LT 10M	3	
10M-22M	1	
MT 22M	0	

ANNUAL BUDGET		
Less Than \$10,000,000	18	36%
\$10,000,000 - \$22,000,000	15	30%
More Than \$22,000,000	17	34%
Extra: \$50,000,000+	6	12%

NUMBER OF SITES		
One to Four HC Sites	20	40%
LT 10M	12	
10M-22M	8	
MT 22M	0	
Five to Nine HC Sites	14	28%
LT 10M	5	
10M-22M	4	
MT 22M	5	
Ten or More HC Sites	16	32%
LT 10M	1	
10M-22M	3	
MT 22M	12	

FULL TIME EQUIVALENTS (FTEs)		
Less Than 175 FTEs	47	94%
LT 10M	12	
10M-22M	15	
MT 22M	4	
175 or More FTEs	13	26%
LT 10M	0	
10M-22M	0	
MT 22M	13	

LOCATION		
Urban	15	30%
LT 10M	5	
10M-22M	5	
MT 22M	5	
Rural	17	34%
LT 10M	8	
10M-22M	5	
MT 22M	4	
Frontier and Rural/Frontier	5	10%
LT 10M	3	
10M-22M	1	
MT 22M	1	
Urban/Rural and U/R/F*	13	26%
LT 10M	2	
10M-22M	4	
MT 22M	7	

*Urban/Rural/Frontier

NUMBER OF EMPLOYEES		
Less Than 80 Employees	18	36%
LT 10M	15	
10M-22M	3	
MT 22M	0	
80 - 250 Employees	23	46%
LT 10M	3	
10M-22M	12	
MT 22M	8	
More Than 250 Employees	9	18%
LT 10M	0	
10M-22M	0	
MT 22M	9	

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).

LT 10M: Respondents with annual budgets of less than \$10 million.

10M-22M: Respondents with annual budgets of between \$10 million and \$22 million.

MT 22M: Respondents with annual budgets of more than \$22 million.

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

Report: Salary and Benefits Data

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

Count	Actual FTEs	10th PCTL Salary	25th PCTL Salary	50th PCTL Salary	Average Salary	75th PCTL Salary	90th PCTL Salary	Average Benefits	Benefits as % of Salary
46	41.69	\$25,614	\$27,356	\$31,200	\$33,477	\$38,267	\$44,189	\$8,970	26.79%

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)***

Salary Data: Median vs. Average

Data Set A

\$22,753	\$23,000	\$23,400	\$24,960	\$27,497	\$30,181	\$31,233	\$33,800	\$35,250
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MEDIAN/50th PCTL



=

\$27,497

\$22,753	\$23,000	\$23,400	\$24,960	\$27,497	\$30,181	\$31,233	\$33,800	\$35,250
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AVERAGE/MEAN

Sum = \$252,074

/

9 =

\$28,008

Data Set B

\$22,753	\$23,000	\$23,400	\$24,960	\$27,497	\$30,181	\$31,233	\$33,800	\$65,250
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MEDIAN/50th PCTL



=

\$27,497

\$22,753	\$23,000	\$23,400	\$24,960	\$27,497	\$30,181	\$31,233	\$33,800	\$65,250
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AVERAGE/MEAN

Sum = \$281,824

/

9 =

\$31,314

Salary/Benefits Tables – All Titles

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

POSITIONS	Count	Actual FTEs	10th PCTL Salary	25th PCTL Salary	50th PCTL Salary	Average Salary	75th PCTL Salary	90th PCTL Salary	Average Benefits	Benefits as % of Salary
TITLE - ALL	24	21.40	\$100,192	\$114,724	\$133,681	\$157,276	\$192,065	\$245,641	\$26,874	17.09%
Title - LT 10M	1	0.20	*	*	*	*	*	*	*	*
Title - 10M - 22M	1	0.76	*	*	*	*	*	*	*	*
Title - MT 22M	22	20.44	\$100,400	\$117,002	\$133,681	\$159,301	\$196,196	\$247,256	\$25,965	16.30%

- 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%

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%

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

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
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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 13: Administrative Leadership Salary and Benefits

ADMINISTRATIVE LEADERSHIP POSITION	Count	Ac F
OPERATIONS DIRECTOR/COO - ALL	34	32
Breakdown by Annual Budget		
Operations Director/COO - LT 10M	8	8
Operations Director/COO - 10M-22M	12	10
Operations Director/COO - MT 22M	14	14
Extra: Operations Director/COO - 50M+	5	5
Breakdown by Number of Years Employed*		
Operations Director/COO - LT Five Years Employed	15	15
Operations Director/COO - Five-Nine Years Employed	7	6
Operations Director/COO - 10-19 Years Employed	8	8
Operations Director/COO - 20+ Years Employed	3	2
Operations Director/COO - 10+ Years Employed**	11	10
Breakdown by Location		
Operations Director/COO - Urban	9	7
Operations Director/COO - Rural	12	12
Operations Director/COO - Frontier and Rural/Frontier	2	2
Operations Director/COO - Urban/Rural and Urban/Rural/Frontier	11	11
Operations Director/COO - Non-Urban Mix**	14	14
Breakdown by Number of Health Center Sites		
Operations Director/COO - One-Four HC Site(s)	9	7
Operations Director/COO - Five-Nine HC Sites	12	12
Operations Director/COO - Ten or More HC Sites	13	13
Breakdown by Number of Employees*		
Operations Director/COO - LT 80 Employees	8	8
Operations Director/COO - 80-250 Employees	18	16
Operations Director/COO - MT 250 Employees	5	5
Breakdown by Number of Full Time Equivalents (FTEs)*		
Operations Director/COO - LT 175 FTEs	23	21
Operations Director/COO - 175+ FTEs	8	8
Breakdown by Executive Team		
Operations Director/COO - Executive Team Member	33	31
Operations Director/COO - Not Executive Team Member	1	1

*Count must be five+ to provide salary and benefits data. *Includes data

*Includes data for 31 Operations Directors/COOs from health ce





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+))

Breakdown by Time Worked

Nurse Practitioner - Employed Part-Time (LT 0.875 FTE)	84	46.85	\$111,387	\$113,665
Nurse Practitioner - Employed Full-Time (0.875 FTE+)	194	192.66	\$107,810	\$106,771

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

<http://www.oralhealthworkforce.org/resources/variation-in-dental-hygiene-scope-of-practice-by-state/>

Breakdown by State Legal Scope of Practice^

Dental Hygienist - Broad Allowed Scope	111	101.42	\$84,323	\$84,853
Dental Hygienist - Moderate Allowed Scope	52	45.21	\$76,158	\$80,439
Dental Hygienist - Narrow Allowed Scope	12	11.20	\$67,145	\$68,547

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*)

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

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

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)

Position Title	Region VIII				
	2018 Median	2020 Median	2022 Median	Chg. '18-'20	Chg. '20-'22
Title A	\$45,989	\$41,995	\$50,149	-8.7%	19.4%
Title B	\$30,774	\$31,200	\$35,454	1.4%	13.6%

Salary/Benefits Tables – Comparisons

2016, 2018, & 2020 Region VIII Salary Data Trends – Part 1



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

Salary/Benefits Tables – Comparisons

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



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

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

Salary/Benefits Tables – Comparisons

Table 48: Comparison of 2022 Region VIII

Total Compensation Data

with Other Recently Published Data

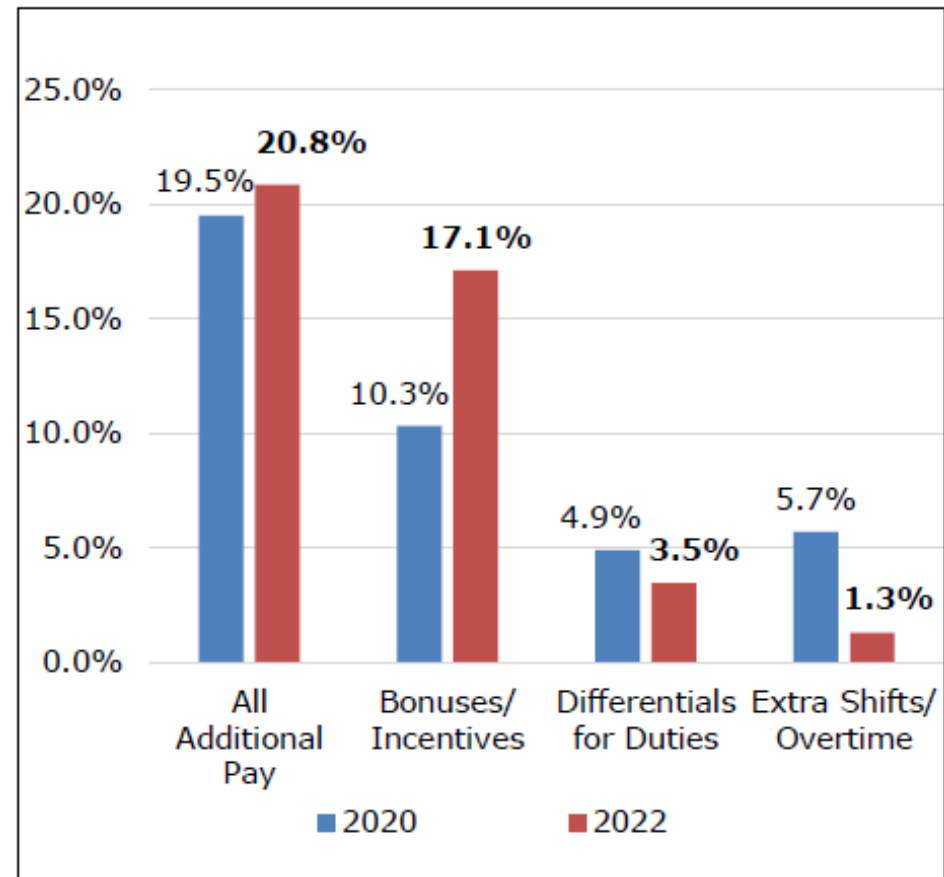
CHAMPS, NWRPCA: Annual Total Pay – base pay plus additional pay (bonuses, incentive payments, differentials, and/or overtime) for **FULL TIME** employees only

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)

% of All Reported Employees Earning 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

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

- 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)

Additional Pay

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

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

Positions with Five or More Employees Earning Additional Pay	Total Reported Employees	# Earning Add. Pay	% Earning Add. Pay	Avg. Add. Pay per Emp. Earning Add. Pay	# 1.0 FTE Employees	Avg. Annual Base Pay^ for All 1.0 FTE Emps.	Avg. Annual Total Pay^ for All 1.0 FTE Emps.	% Change
Supervisor, Medical Records	13	5	38.5%	\$1,485	11	\$49,096	\$49,771	1.37%
Supervisor, Reception/Front Office	69	23	33.3%	\$1,539	67	\$53,992	\$54,505	0.95%
Women, Infants, and Children (WIC) Educator	32	12	37.5%	\$1,813	22	\$43,139	\$43,633	1.14%
Clinical Titles								
Assistant, Behavioral Health	11	6	54.5%	\$1,534	10	\$38,403	\$39,273	2.27%
Assistant, Dental	316	47	14.9%	\$1,206	263	\$40,904	\$41,085	0.44%
Assistant, Dental - Expanded Function	66	17	25.8%	\$1,526	57	\$44,661	\$45,103	0.99%
Behavioral Health Provider, Other	22	6	27.3%	\$1,277	18	\$60,711	\$61,106	0.65%
Behavioral Health, Other	26	14	53.8%	\$1,329	18	\$42,662	\$43,564	2.12%
Case Manager	164	34	20.7%	\$1,801	150	\$50,070	\$50,456	0.77%
Certified Nurse Midwife	31	8	25.8%	\$5,307	21	\$117,233	\$119,159	1.64%
Counselor, Licensed Professional (LPC/LCPC)	104	27	26.0%	\$2,422	89	\$66,280	\$66,807	0.80%
Dental Hygienist	175	37	21.1%	\$3,169	122	\$81,412	\$82,170	0.93%
Dentist	161	32	19.9%	\$7,361	99	\$159,342	\$160,773	0.90%
Director, Behavioral Health/CBHO	29	6	20.7%	\$2,205	27	\$119,962	\$120,452	0.41%
Director, Dental/CDO	31	9	29.0%	\$12,727	26	\$185,564	\$189,508	2.13%
Director, Dental (Associate/Other)	23	6	26.1%	\$10,737	20	\$168,581	\$171,126	1.51%
Director, Medical/CMO	52	20	38.5%	\$10,737	38	\$230,672	\$235,041	1.89%
Director, Medical (Associate/Other)	50	36	72.0%	\$10,492	40	\$184,637	\$193,219	4.65%

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

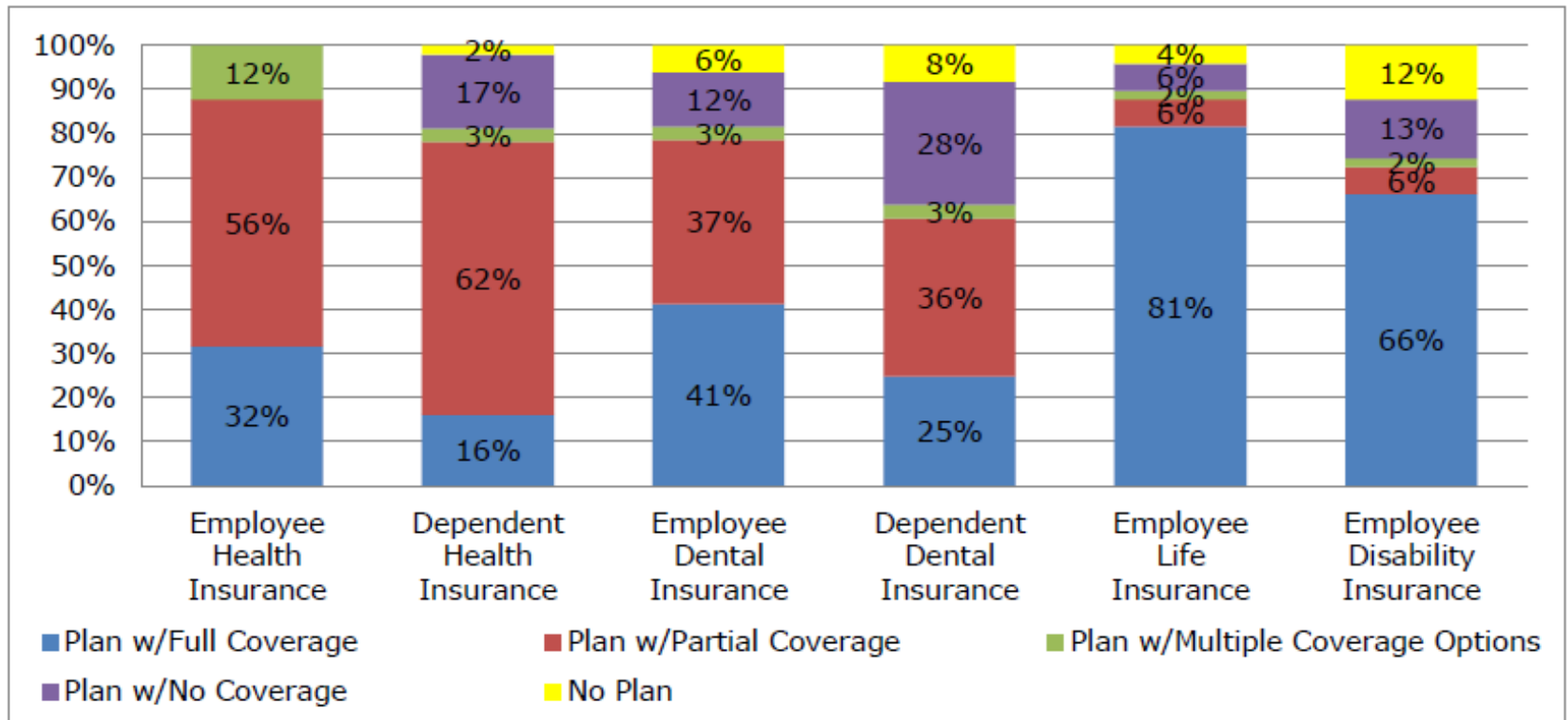


Benefits Packages:

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**

Benefits Packages - Insurance



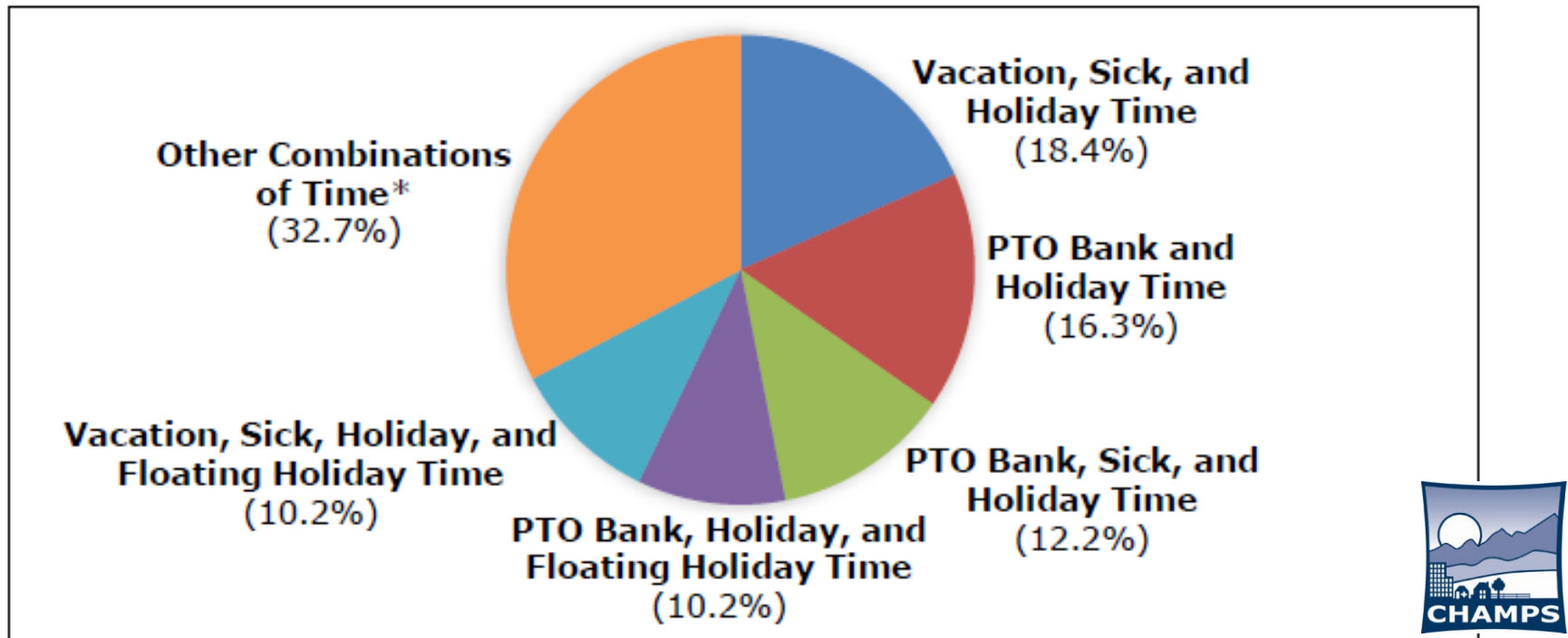
- For health centers offering partial coverage for health insurance, the average percentage of employee premium covered by the health center was:
 - 78% for employee health insurance
 - 65% for dependent health insurance

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*



Benefits Packages: Leave Time

	Annual Avg.
TOTAL Hours Non-Holiday Time	217.4
Hours of Vacation Leave – All Staff	147.5
Hours of Sick Leave – All Staff	88.4
Hours of Personal Leave – All Staff	46.7
Hours of Paid Time Off (PTO) Bank – All Staff	182.8
<i>Paid Holidays – All Staff</i>	<i>8.7</i>
<i>Paid Floating Holidays – All Staff</i>	<i>2.0</i>
<i>Combined Non-Holiday Leave Time by Staff Type</i>	
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

Benefits Packages: Additional Incentives

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

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

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



Benefits Packages: Additional Incentives

Clinical Staff

<i>Payment of/for:</i>	Average Offered for Provider/ Adv. Practice Provider Staff		
	Medical	Dental	B/MH
Licensure Fees	\$966	\$831	\$707
Professional Association Dues	\$715	\$708	\$686
Continuing Professional Education	\$2,292	\$2,293	\$1,998
Relocation Expenses	\$6,107	\$6,375	\$5,950
Signing Bonus	\$11,765	\$6,929	\$5,571

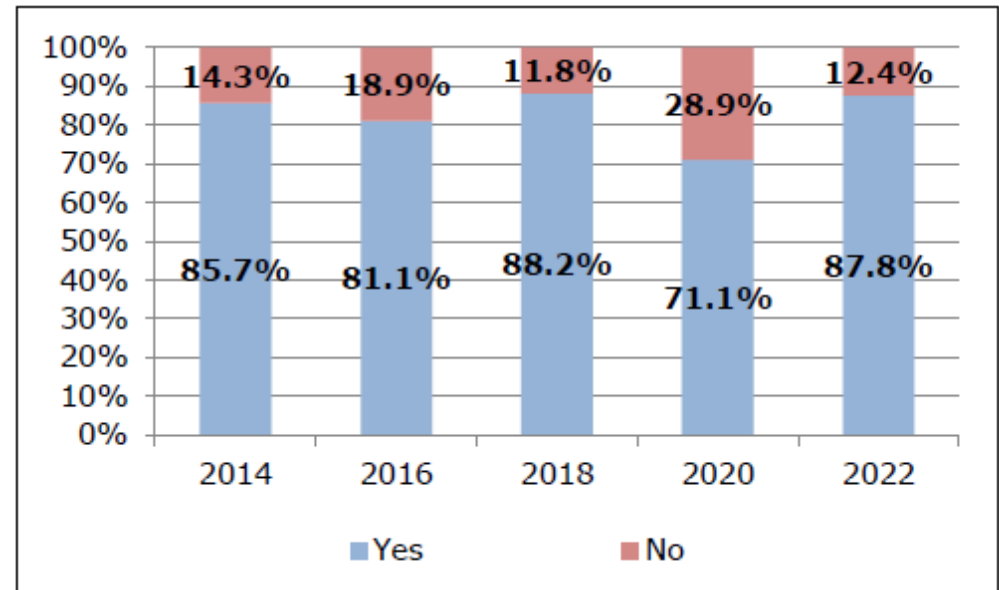


Additional Salary & Benefits Info.

- 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

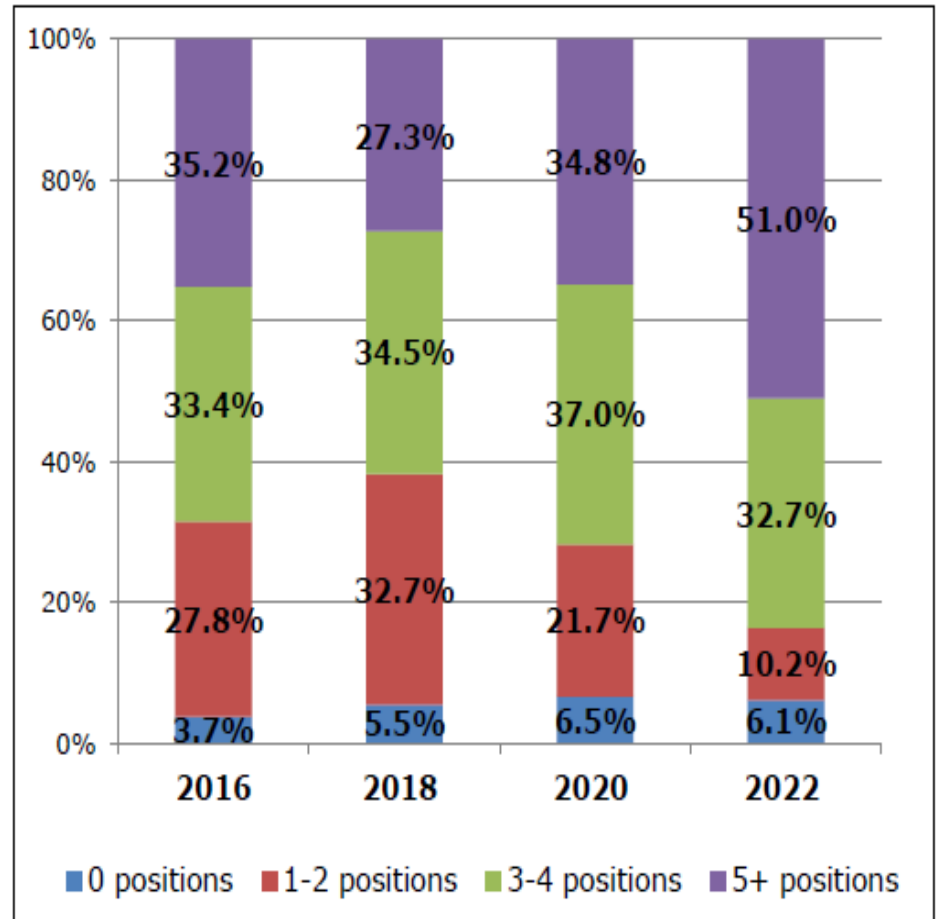
(51.0%)

3: Licensed Clinical Social Worker (49.0%)

4: Registered Nurse

(46.9%)

*Number of positions seeing
challenging recruitment*

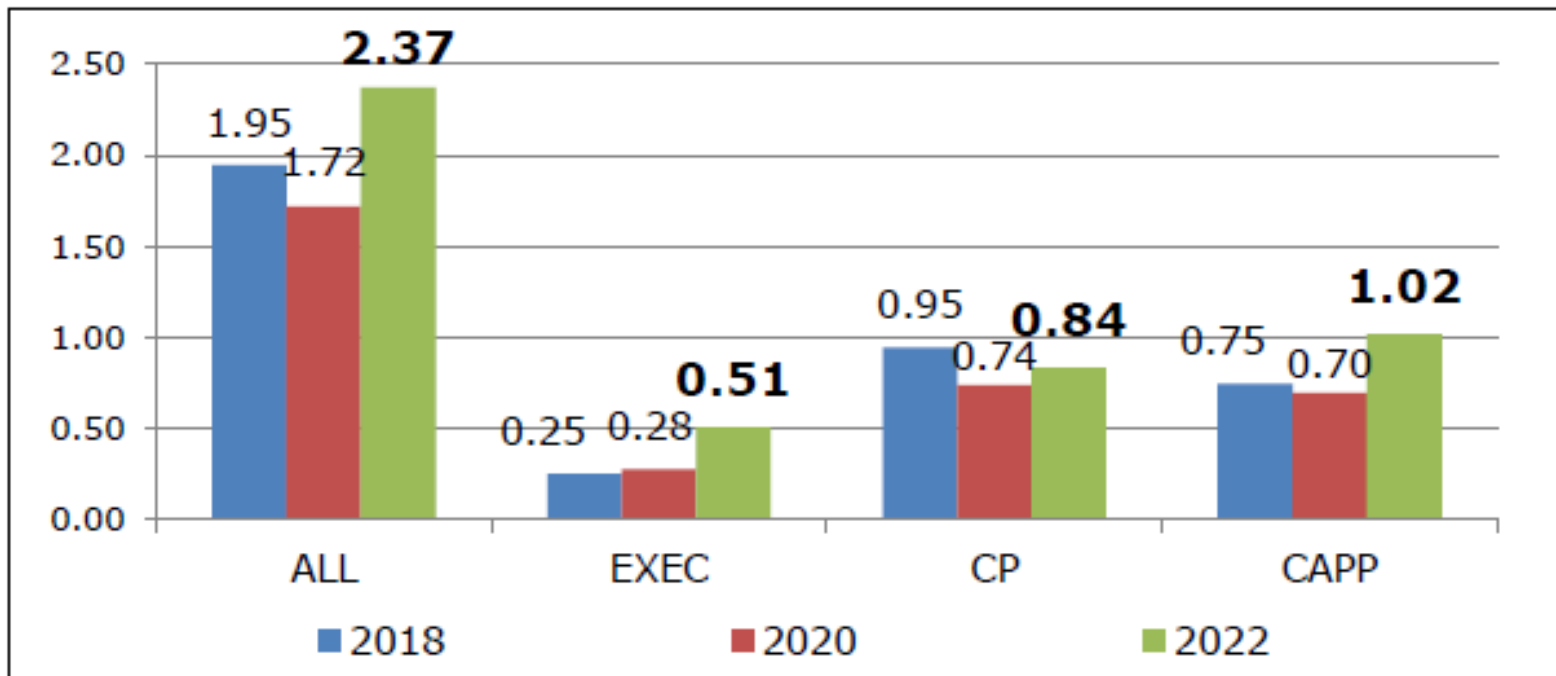


Point-In Time Vacancy Survey

- 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)

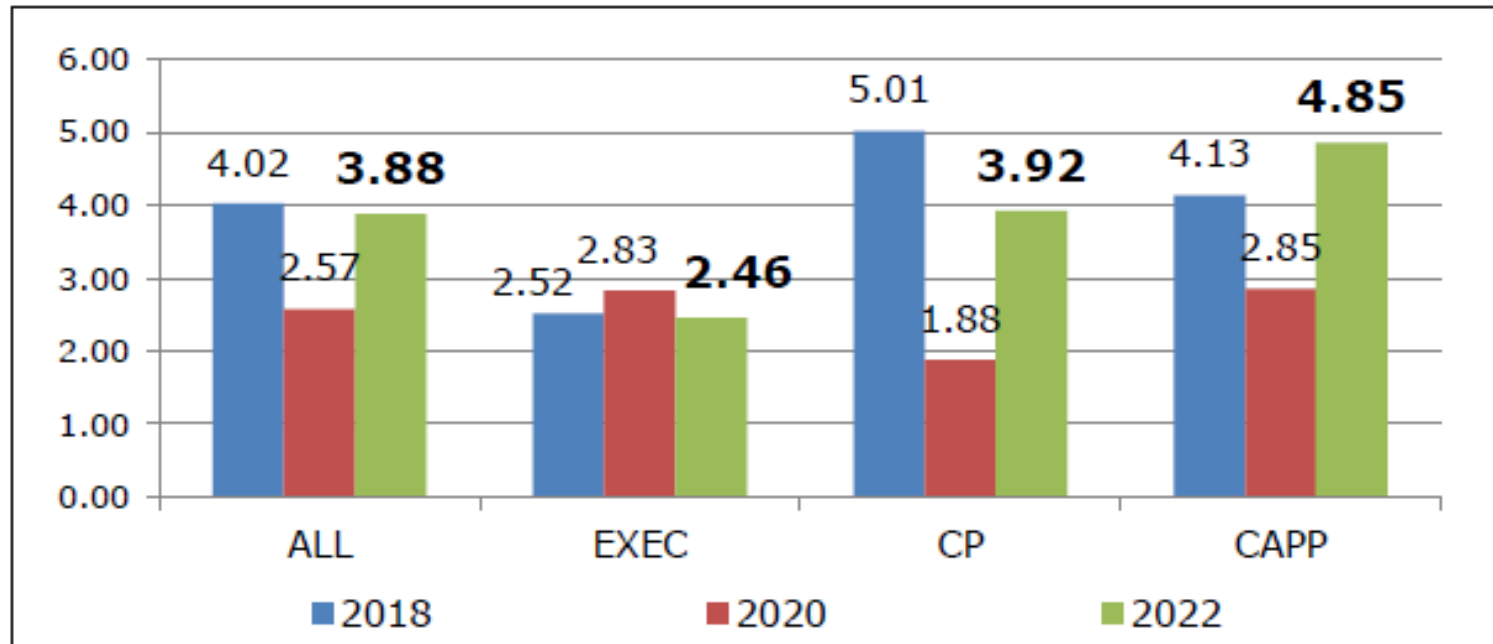


- **14.3%** reported zero related vacancies (down from 37.0%)
- **27.6%** of all vacancies were considered “continuously recruited” (down from 43.0%)

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

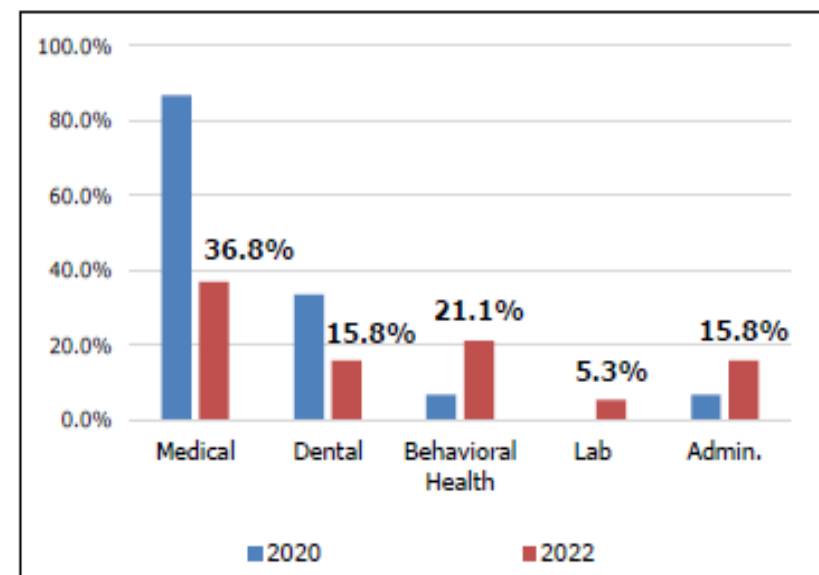
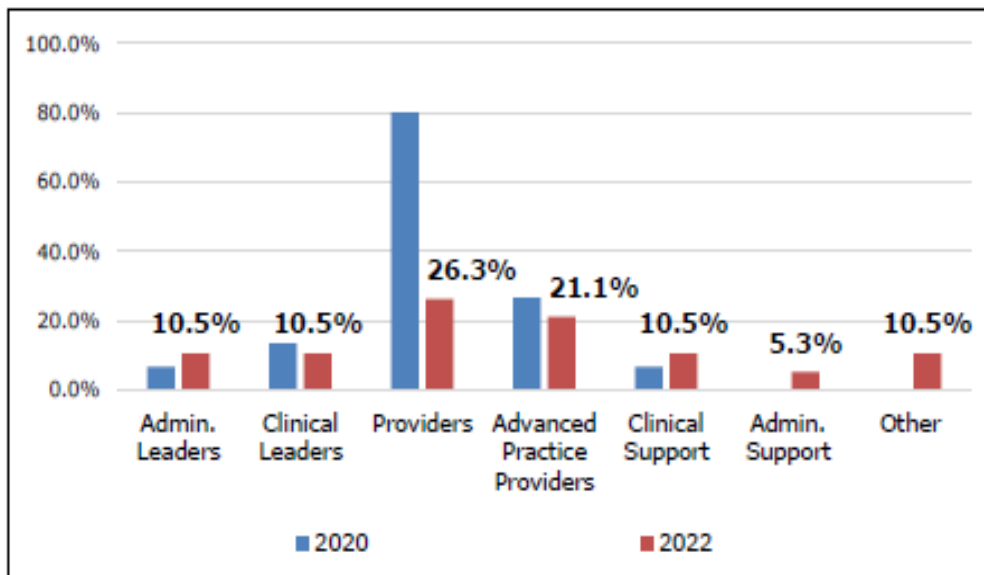


Highest Priority Vacancies

- 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%)

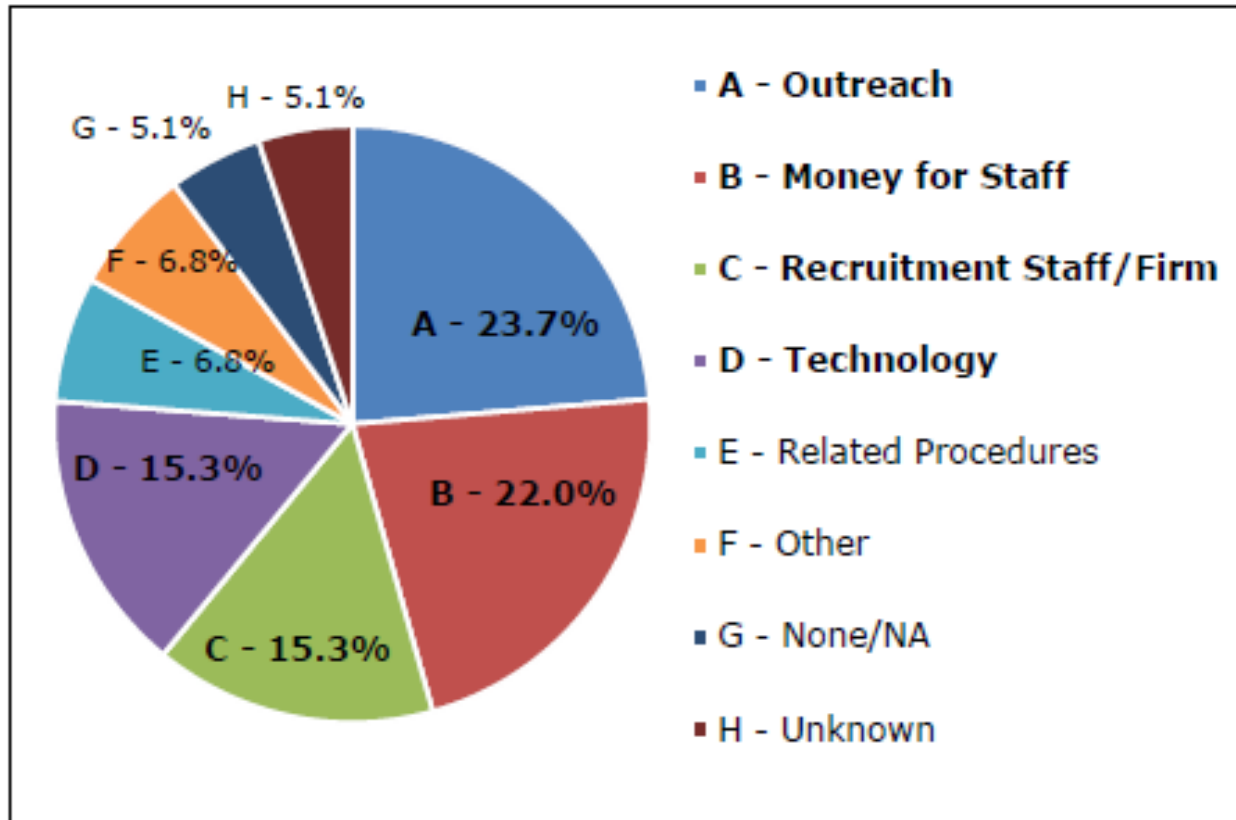
Use of Recruitment Firms/Consultants

- **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?



What do you need to make it happen?

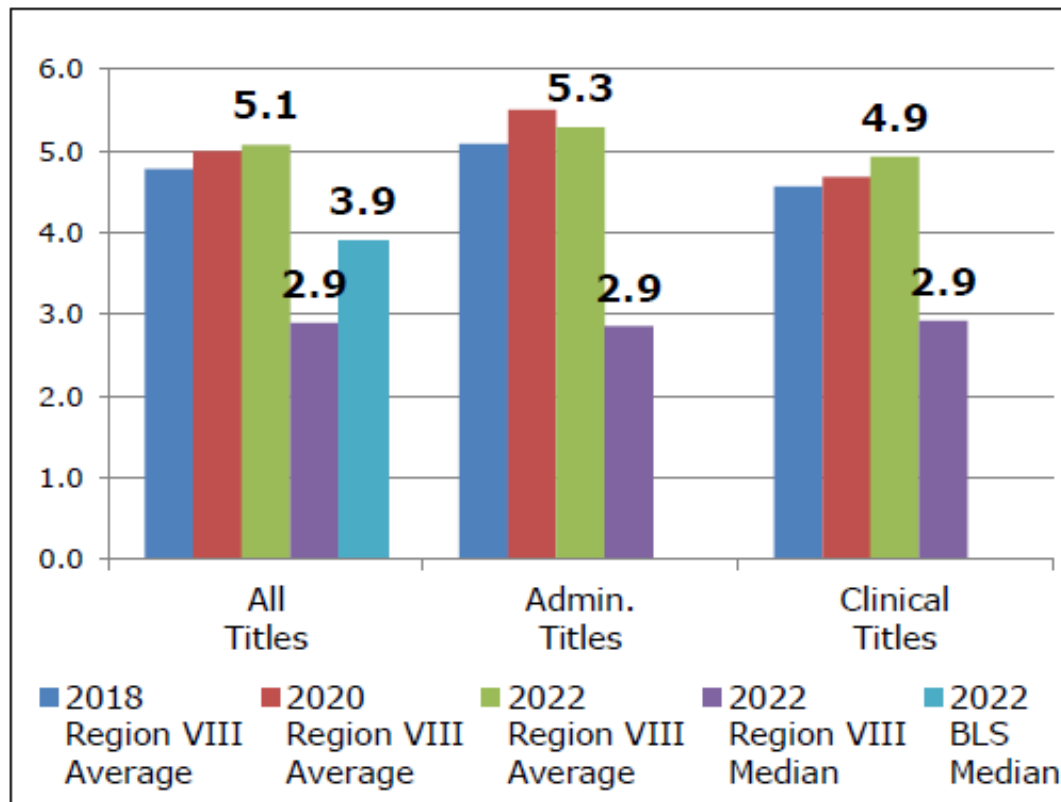
MONEY

WF Metrics Report Components

- I. Introduction
- II. Methodology
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- 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

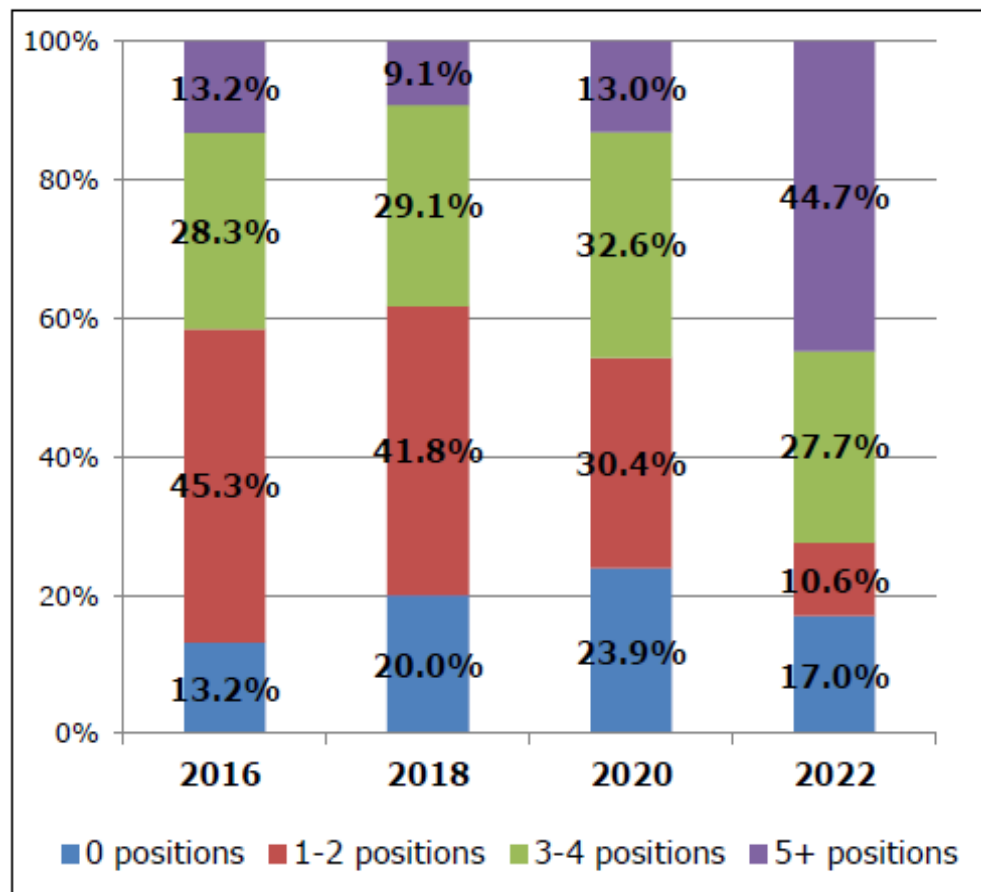
- Most-often identified positions with challenging turnover:

1: Medical Assistant
(61.7%)

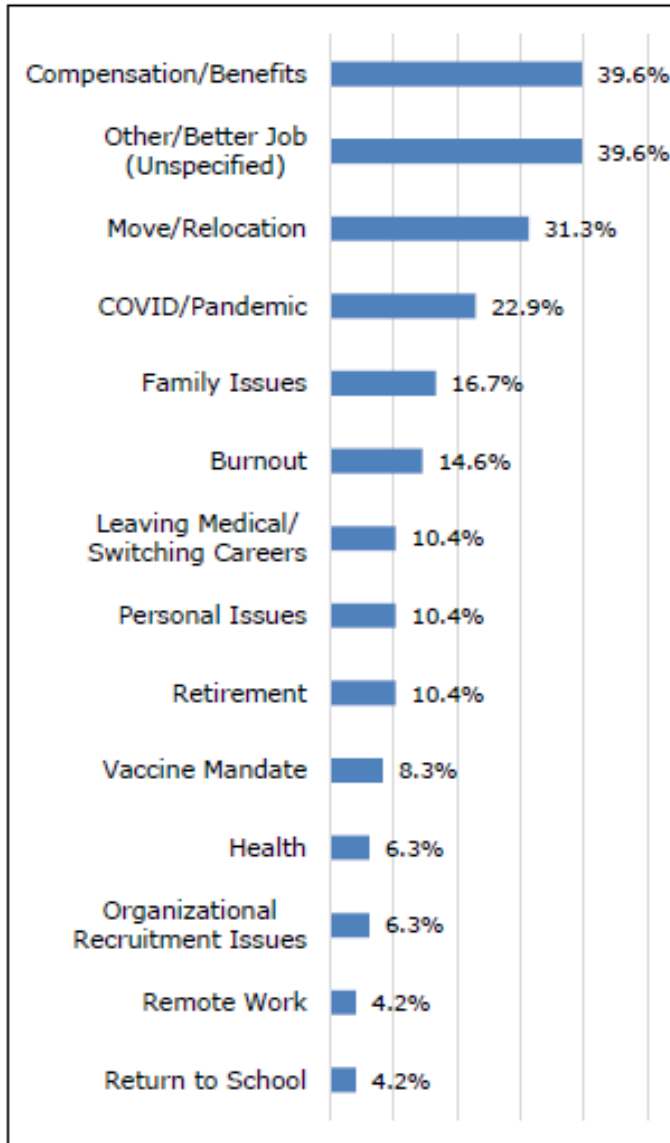
2: Reception/Front Desk (57.4%)

3: Dental Assistant
(40.4%)

*Number of positions seeing
challenging turnover*



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**

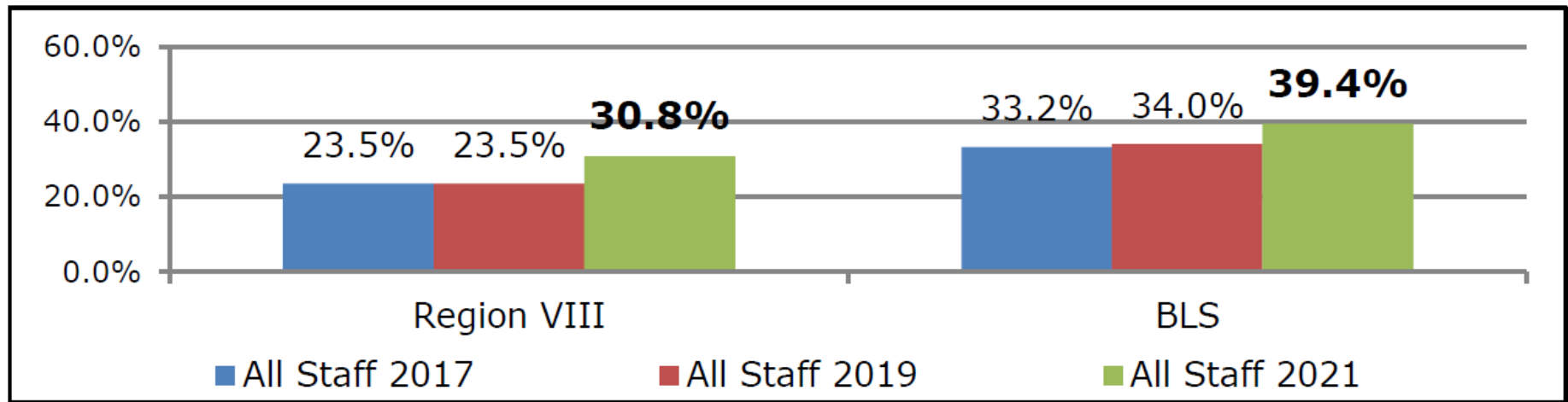
CY 2021 Turnover Survey

- 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



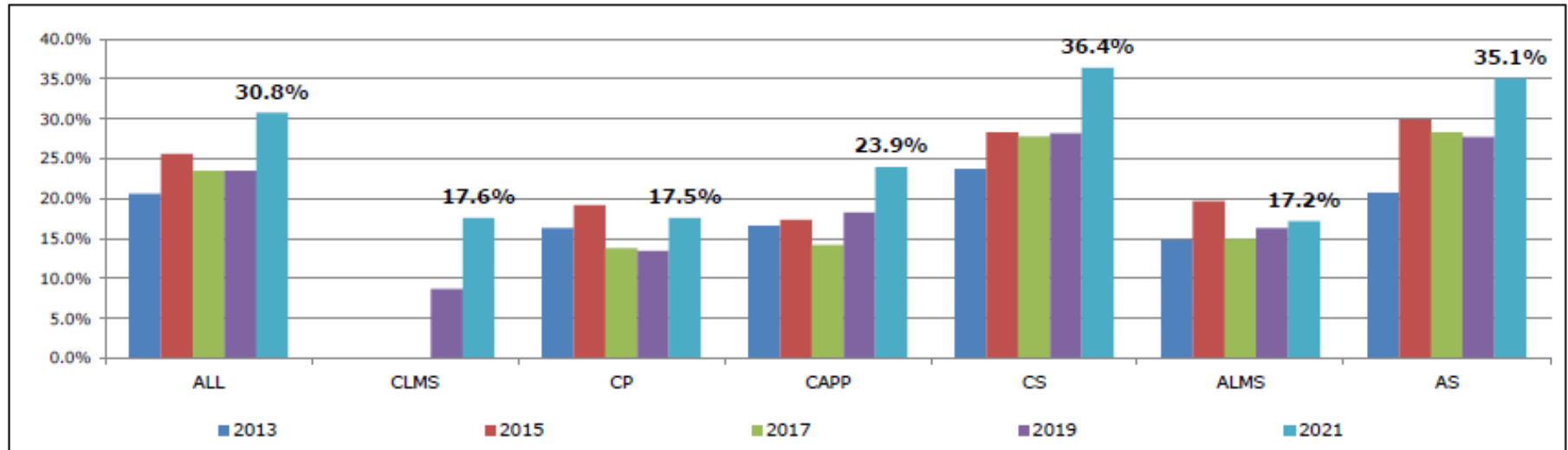
CY 2021 Turnover Survey

- 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

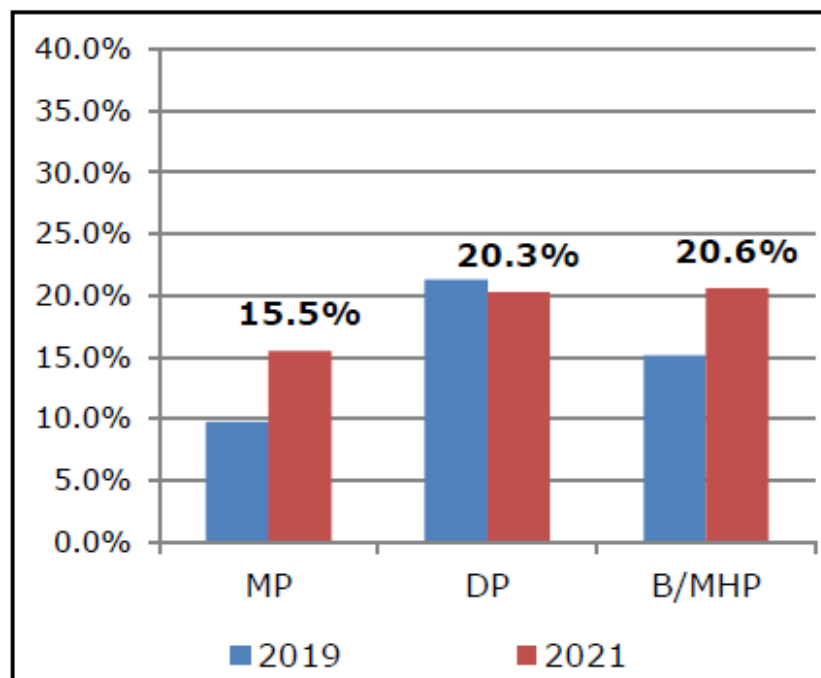
CAPP: Clinical Advanced Practice Provider Staff

CS: Clinical Support Staff

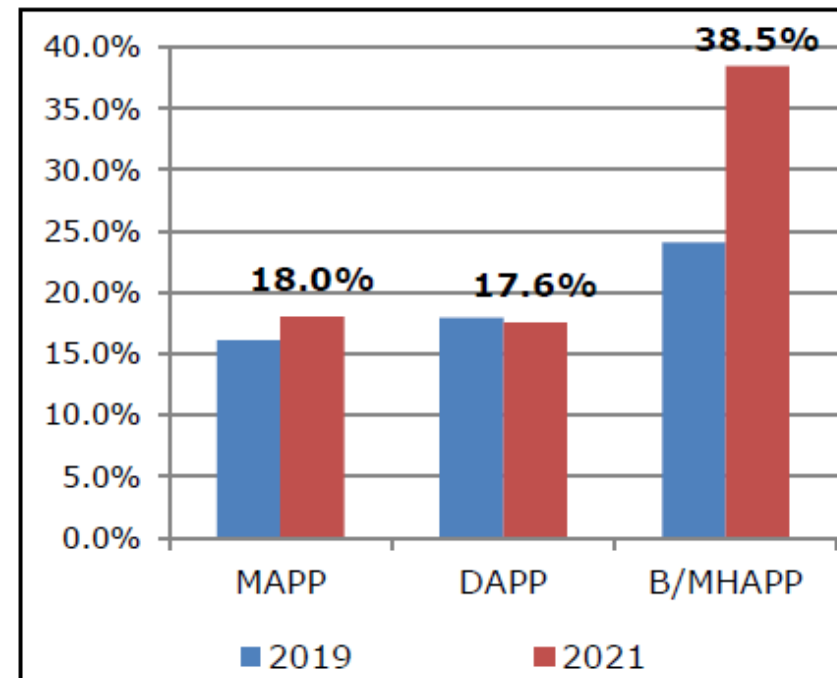


Turnover Rates by Clinical Subcategory

Turnover Rates for Clinical Provider Staff



Turnover Rates for Clinical Advanced Practice Provider Staff



MP: Medical

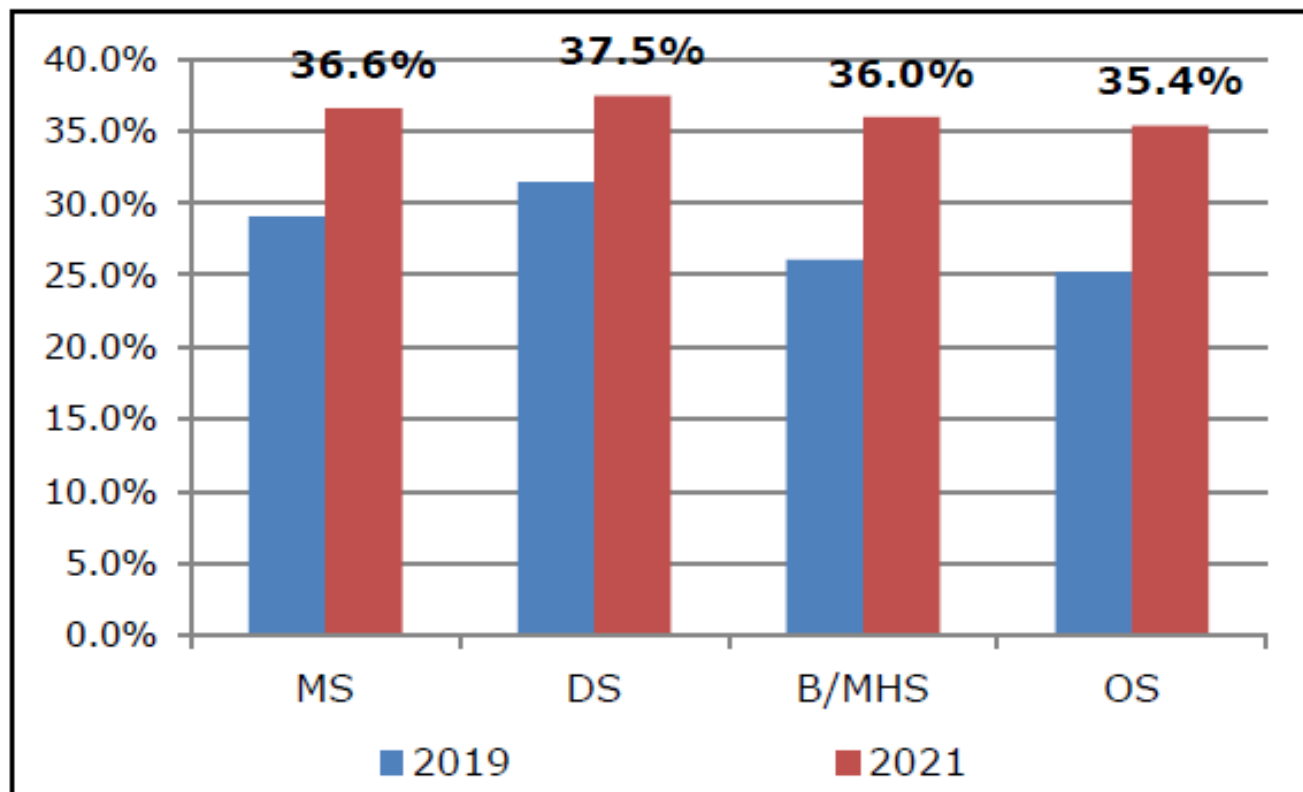
DP: Dental

B/MHP: Behavioral/Mental Health



Turnover Rates by Clinical Subcategory

Turnover Rates for Clinical Support Staff



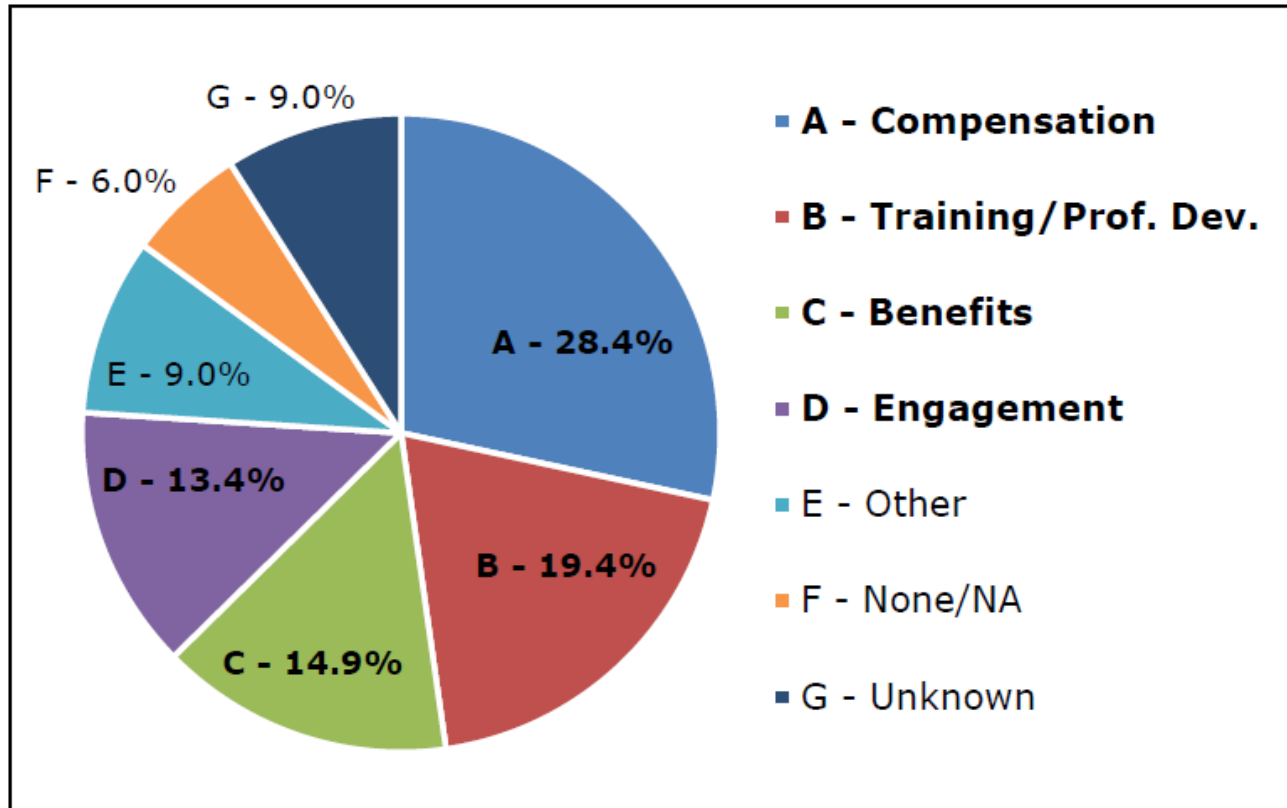
MP: Medical; DP: Dental;

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

WF Metrics Report Components

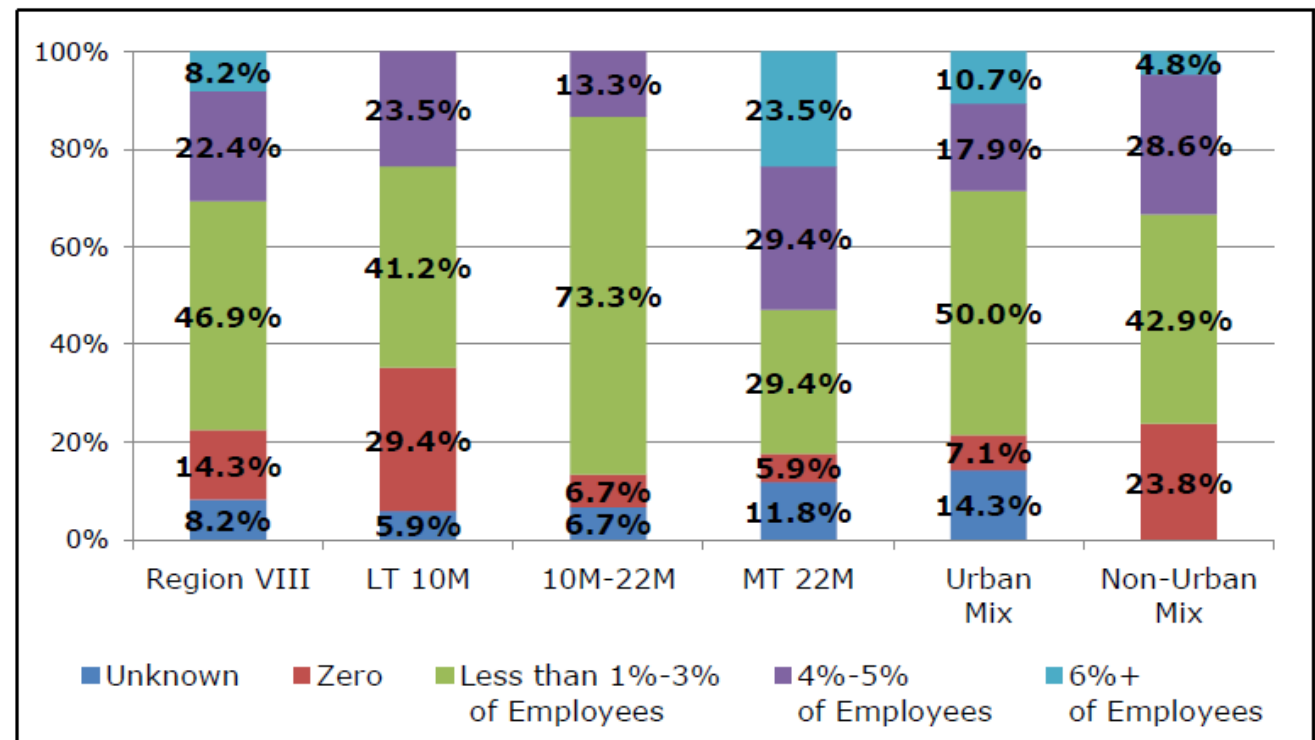
- I. Introduction
- II. Methodology
- III. Report Overview
- IV. Recruitment Findings/Trends/Needs
- V. Retention Findings/Trends/Needs
- VI. **Workforce Demographics**
- VII. Appendix

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.*

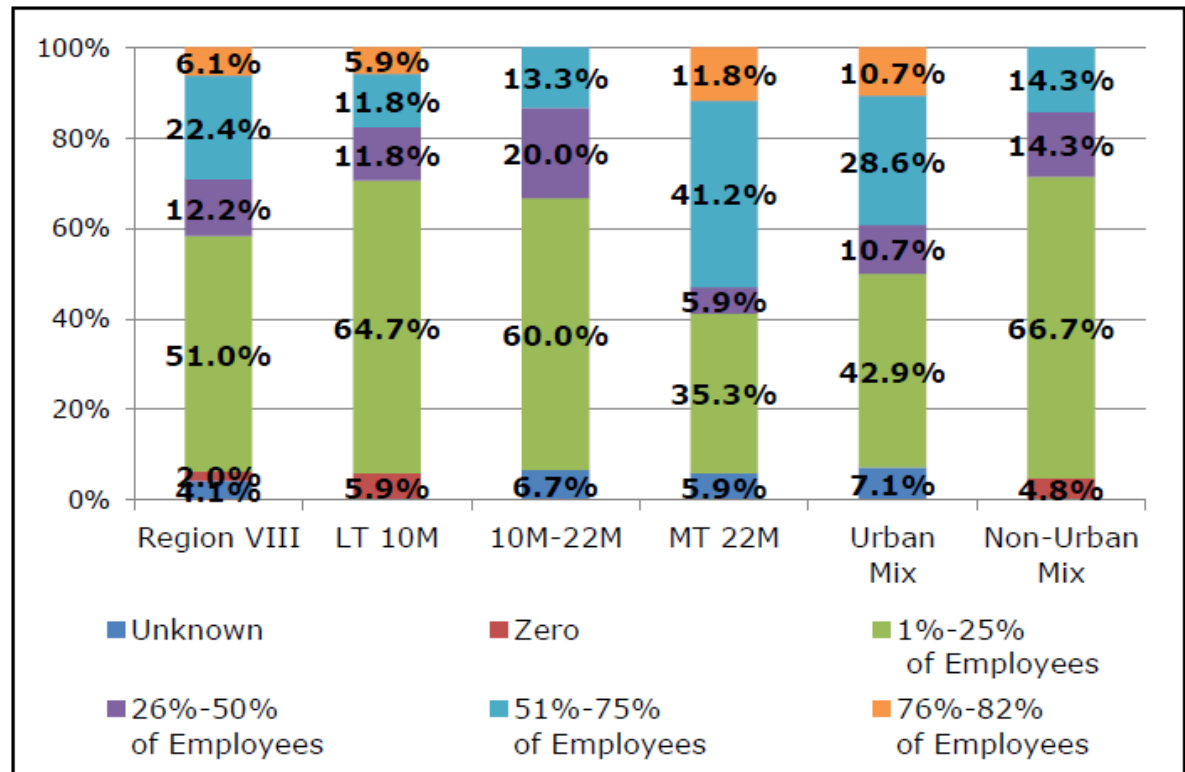


WF Demographics Part 2

- **Racial/Ethnic Minorities**

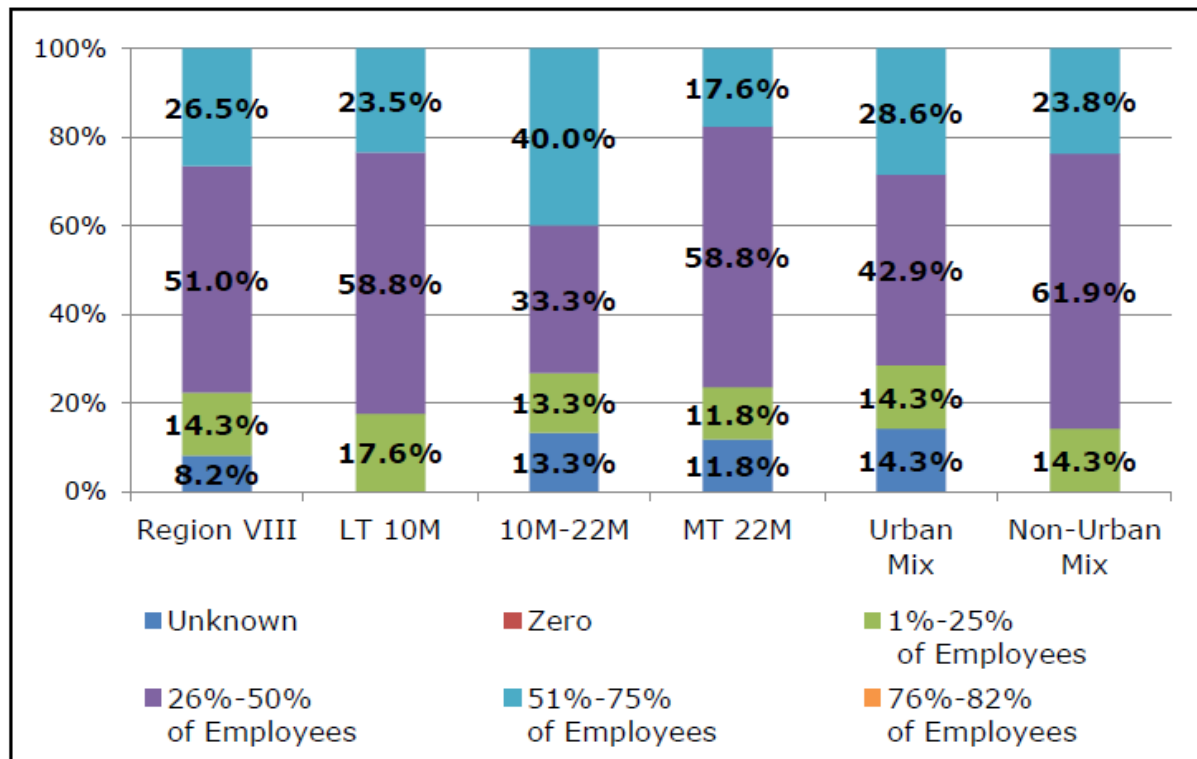
- Average of **31.8%** of HC employees
- **51.0%** of HCs reported that 1%-25% of their employees are racial/ethnic minorities.

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



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

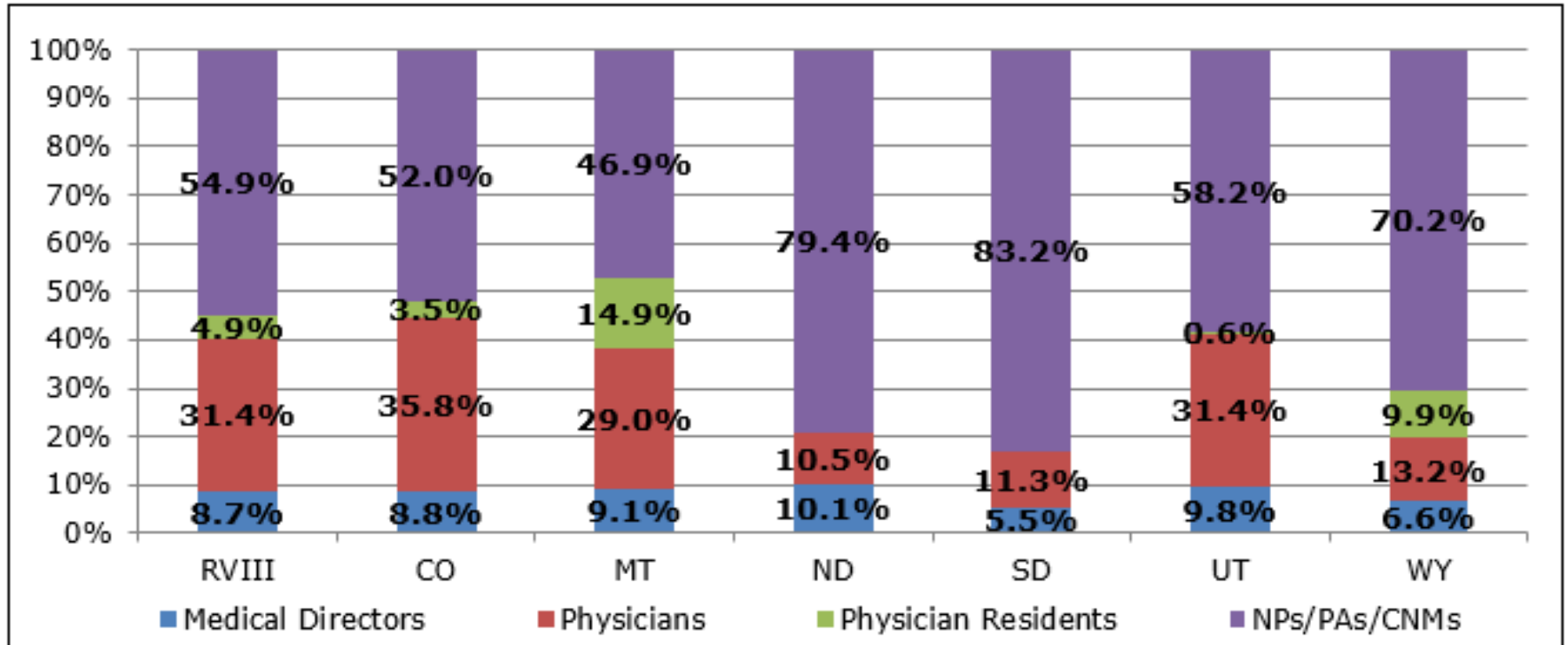


Staffing Ratios - Highlights

- **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%)

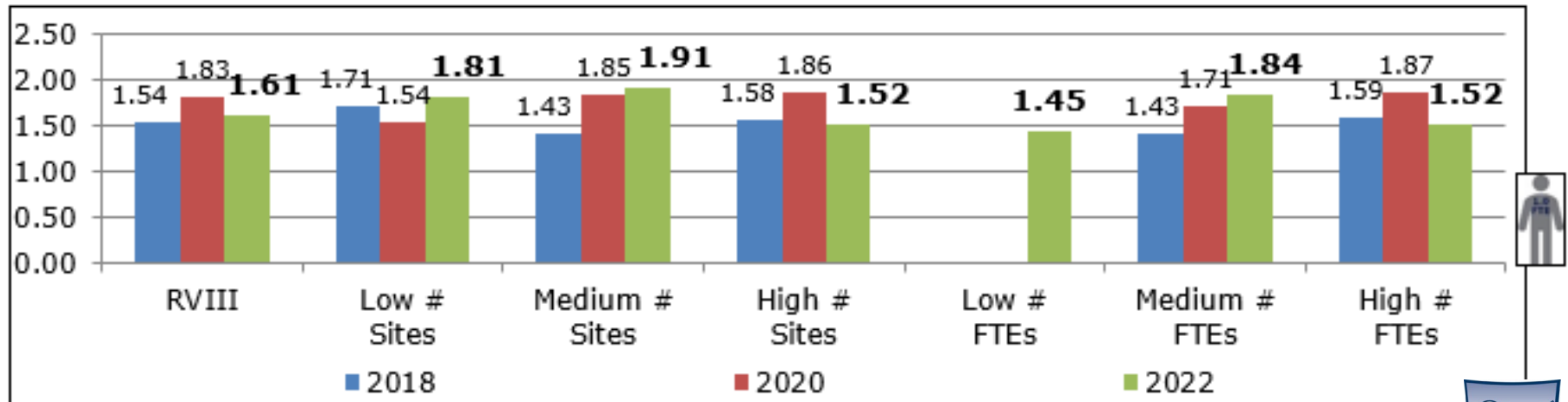
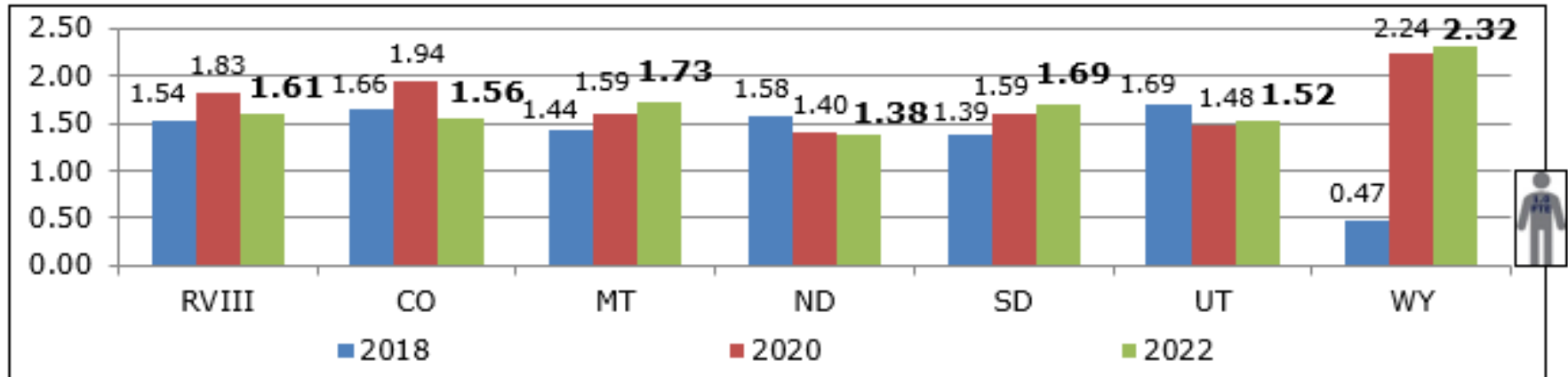


Staffing Ratios - Highlights

- **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



Care Team Staffing Ratios

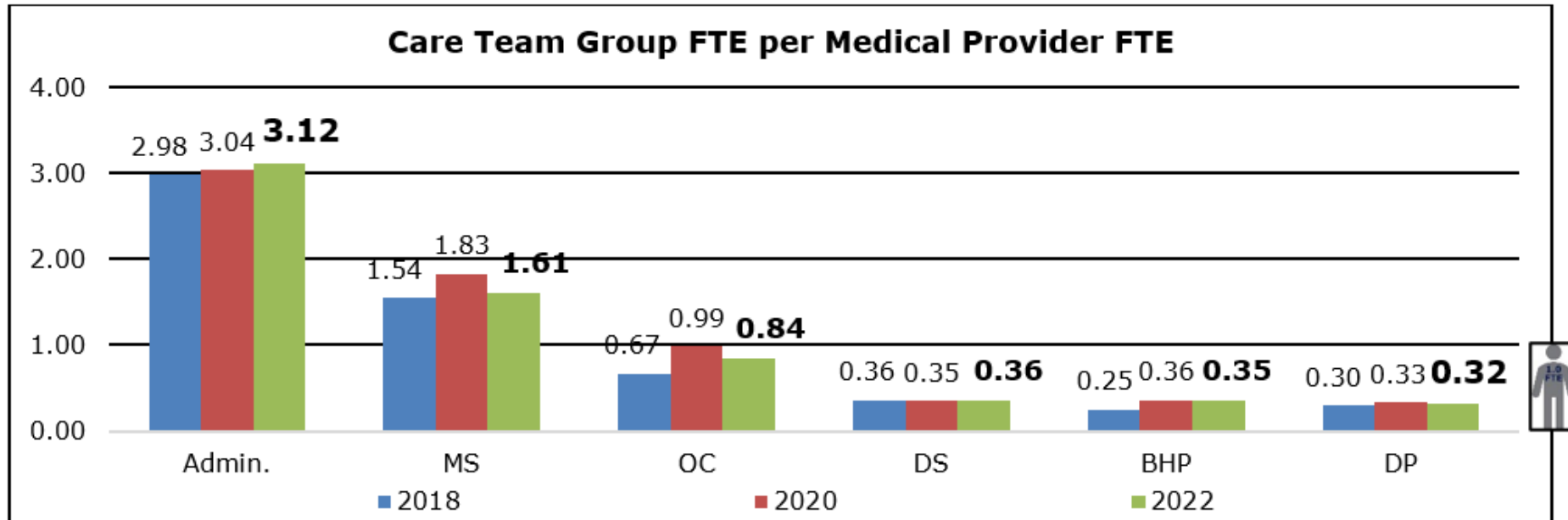
1. Care Team Group FTEs vs. Medical Provider FTEs
 2. Care Team Group FTEs vs. Physician FTEs
 3. Selected Care Team Title FTEs vs. Medical Provider FTEs
 4. Selected Care Team Title FTEs vs. Physician FTEs
- **Medical Provider FTEs** include:
Medical Directors
Physicians and Physician Residents
Nurse Practitioners, Nurse Practitioner Residents,
Physician Assistants, and Certified Nurse Midwives
 - **Physician FTEs** include:
Physicians and Physician Residents

Care Team Staffing Ratios

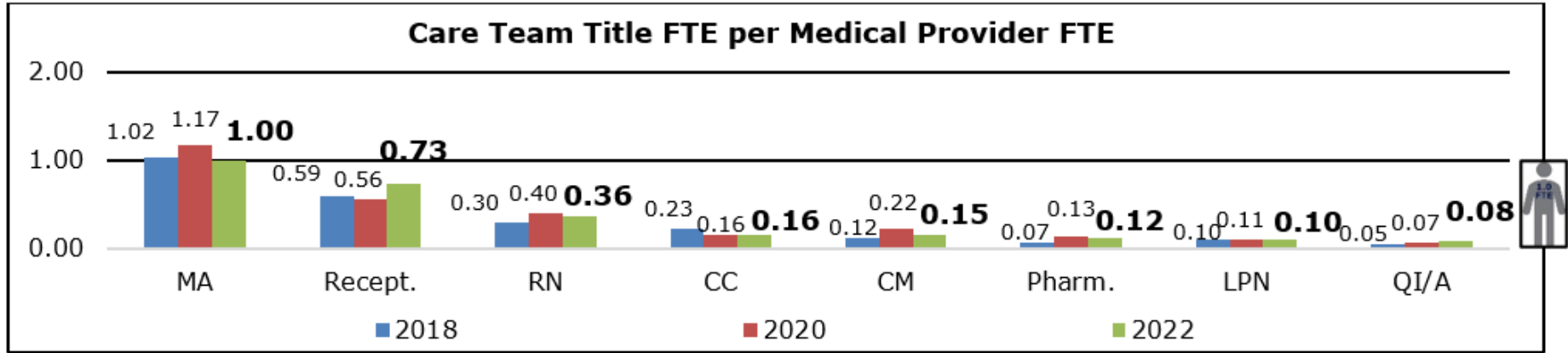
- **Care Team Groups** Include Previous Groups plus:
 - Admin: All Administrative Staff
 - OC: Other Clinical Staff
- Selected **Care Team Titles** Include Previous plus:
 - CC: Care Coordinators/Patient Navigators
 - CM: Case Managers
 - CHW: Community Health Workers/Outreach Staff
 - HE: Health Educators
 - 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).

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

BH Integration Levels

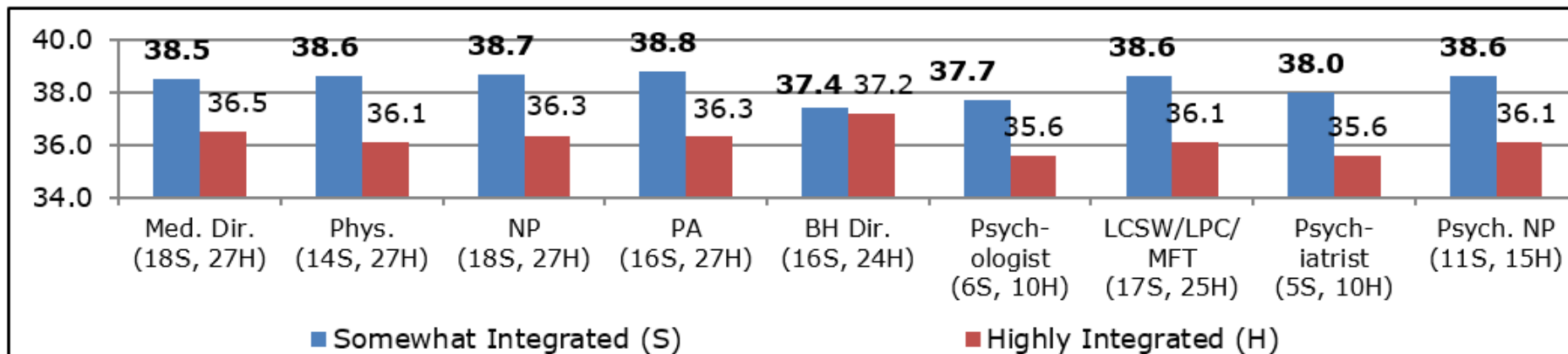
- **Not Applicable (N/A) – 0%**
 - No BH services provided at any HC operated site.
- **Not at All Integrated – 0%**
 - BH and other providers work independently, have separate systems and/or facilities, and rarely communicate about cases.
- **Somewhat Integrated – 40.4%**
 - BH and other providers may 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:



#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?*

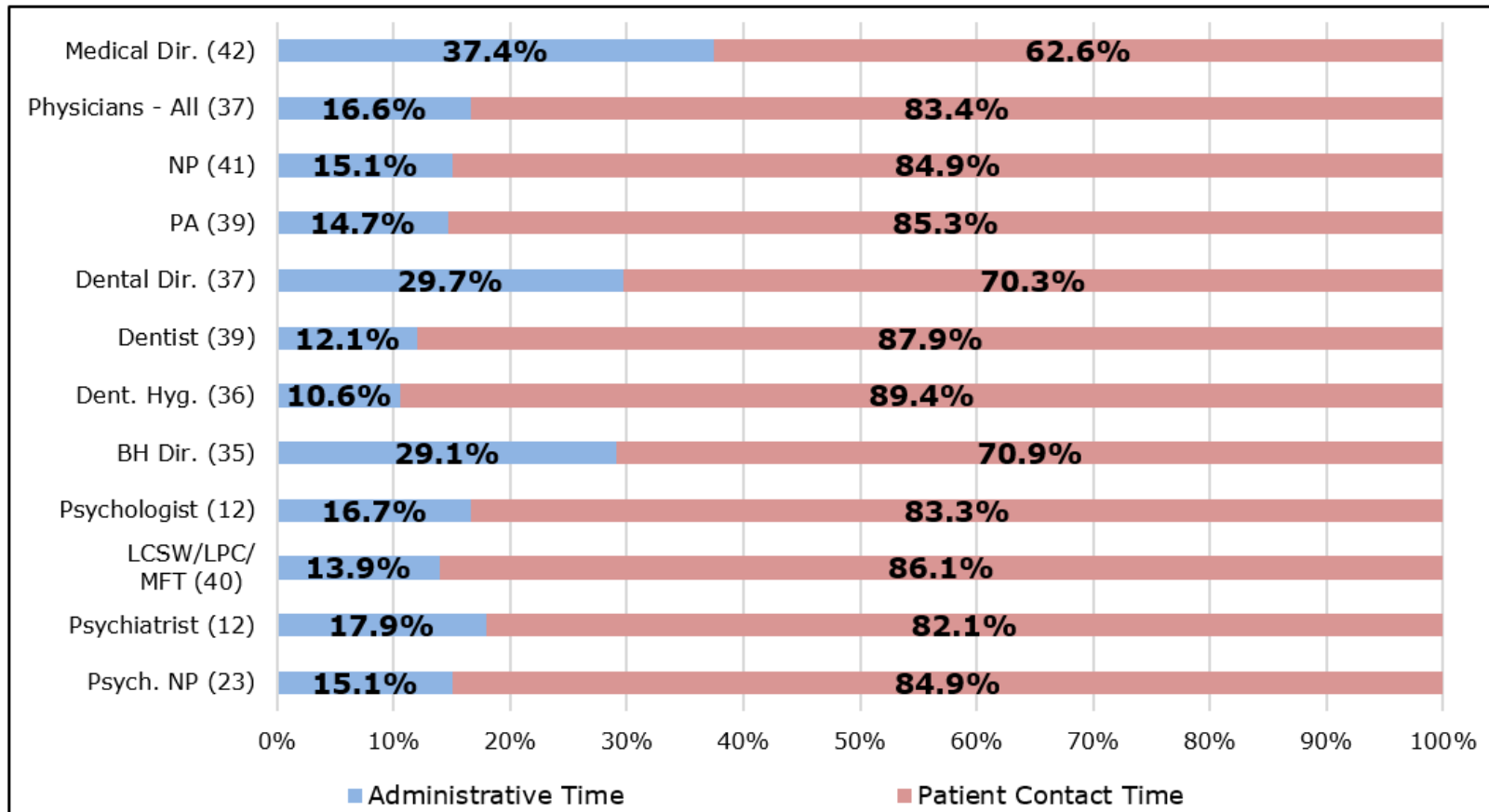
**Time not spent with patients (e.g., for supervisory duties, staff meetings, huddles, etc.).*

- **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.).*



#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?*

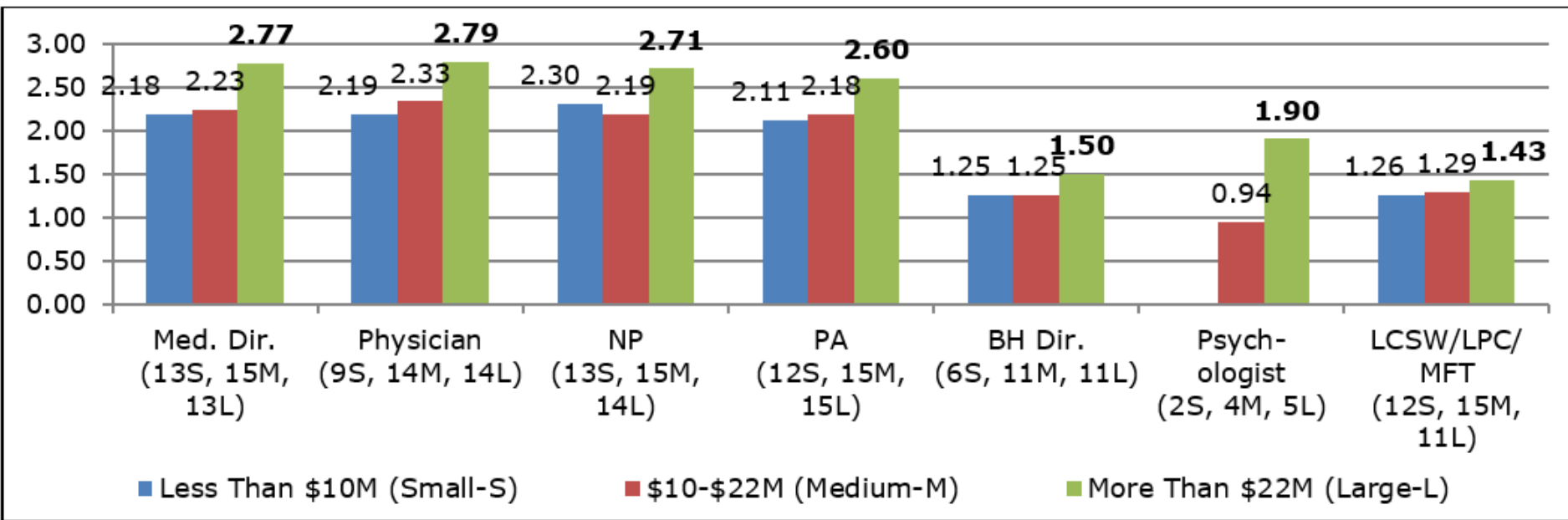
**Consider only visits for individual patients, not for groups of patients.*

- 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.

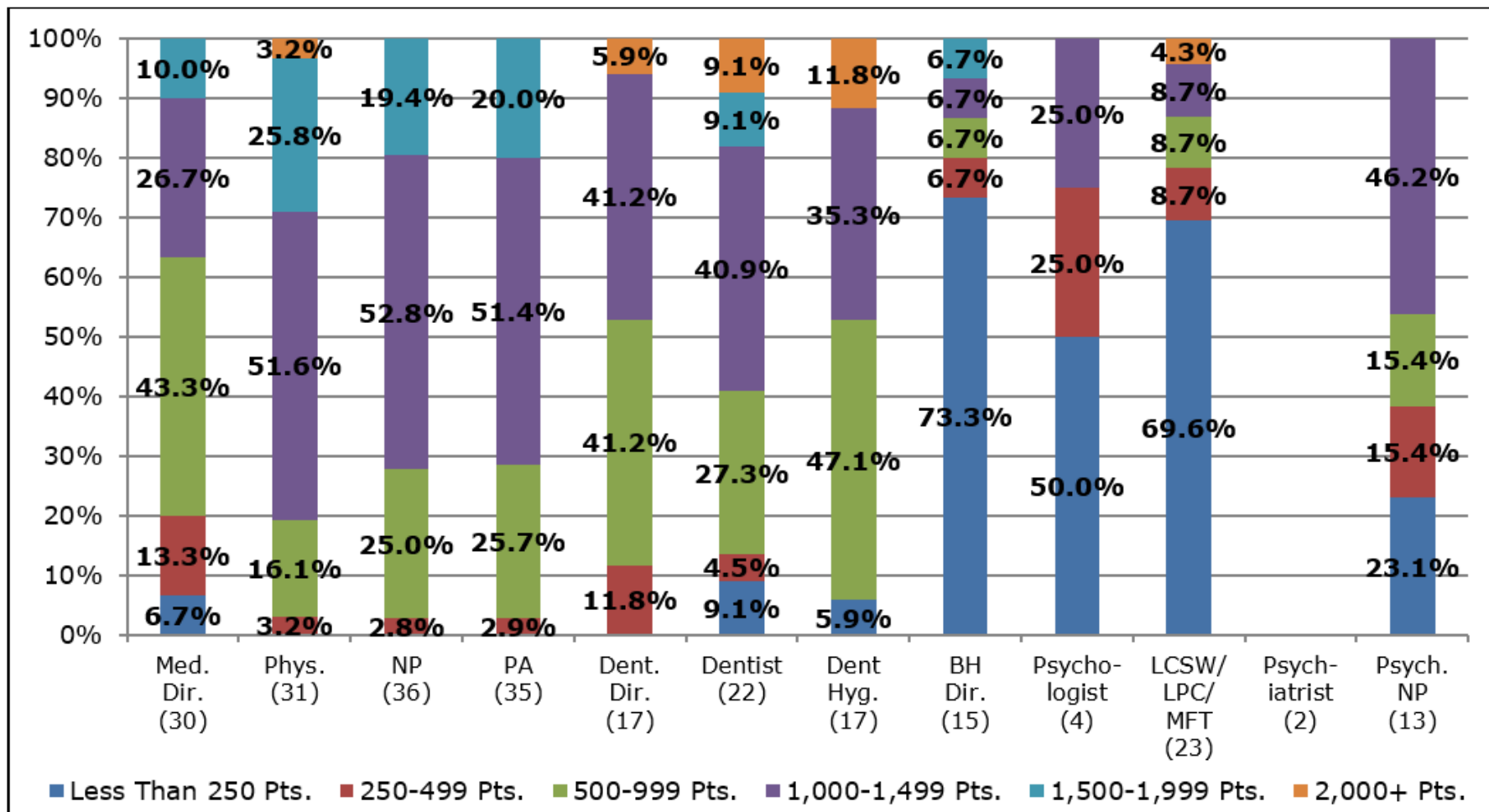
#4: Patient Panel Size

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



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 .