

PARTICIPANT HANDOUTS

2016 REGION VIII HEALTH CENTER WORKFORCE DATA: UNDERSTANDING AND UTILIZING STATISTICS FROM THE CHAMPS SALARY, BENEFITS, TURNOVER, AND VACANCY SURVEY REPORT

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

PRESENTER

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



LIVE BROADCAST DATE/TIME

Tuesday, March 7, 2017

11:30 AM – 1:00 PM Mountain Time / 12:30 PM – 2:00 PM Central Time

TARGET AUDIENCE

Health center staff utilizing reports related to the 2016 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Project ([Salary/Benefits/Turnover/Vacancy](#), [Clinical Staffing](#), and [Provider Productivity Expectations](#)).

EVENT OVERVIEW

The health centers of Region VIII make up a unique group of employers that benefit from analysis of their own workforce-related benchmarks and trends. During the spring and summer of 2016, CHAMPS undertook a region-wide survey of the region's community, migrant, and homeless health centers to collect salary, benefits, and other workforce data from 55 organizations. This event will explain the history and methodology of the survey, and highlight findings relating to salaries and benefits for all health center staff including a look at base vs. additional pay and the structure of health center benefits packages. The presenter will also address trends in additional workforce metrics including vacancies, turnover, and challenging areas of recruitment and retention, and will present an analysis of data relating to medical, behavioral health, and dental provider vs. support staffing ratios as well as and medical and dental provider productivity expectations.

LEARNING OBJECTIVES

1. Understand the history and methodology of the Region VIII health center salary, benefits, turnover, and vacancy survey project.
2. Be able to utilize the most appropriate salary/benefits data and recruitment/retention metrics as presented in the 2016 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report.
3. Understand and utilize data presented in companion reports addressing medical, behavioral health, and dental staffing ratios and medical and dental provider productivity expectations.

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CONTINUING EDUCATION CREDIT

This activity has been approved for Recertification Credit Hours Awarded: 1.50 Specified Credit Hours: HR (General) recertification credit hours toward aPHR™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™, SPHRi™ recertification through HR Certification Institute's® (HRCI®). Please make note of the activity ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at www.hrci.org. The program ID number will be provided on Certificates of Completion for those requesting credit for attendance.

**CHAMPS ARCHIVES**

This event will be archived online and on CD-ROM. The online version will be available within two weeks of the live event, and the CD will be available within two months. CHAMPS will email all identified participants when these resources are ready for distribution. For more information, visit <http://champsonline.org/events-trainings/distance-learning>.

DESCRIPTION OF CHAMPS

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

SPEAKER BIOGRAPHY

Ms. Martin has worked with CHAMPS for over twelve 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.

2016 Region VIII Health Center Workforce Data

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

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

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Learning Objectives

- Understand the **history and methodology** of the Region VIII health center salary, benefits, turnover, and vacancy survey project.
- Be able to utilize the **most appropriate salary/benefits data and recruitment/retention metrics** as presented in the 2016 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report.
- Understand and utilize data presented in companion reports addressing **medical, behavioral health, and dental staffing ratios and medical and dental provider productivity expectations.**

2016 Region VIII Health Center Workforce Data – 03/07/17



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

*Complies with
Federal Trade
Commission
and
Department of
Justice
Statements of
Health Care
Antitrust
Enforcement
Policy*

REGION VIII PROJECT TIME FRAME:

- Data collection every two years
- Began in 2004

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2016 Salary Survey Advisory Committee

Angela Rose, Colorado Community Health Network, CO
Candace Hassinger, Community Health Partners, MT
Christine Muller, Bullhook Community Health Center, MT
Colleen True, Summit Community Care Clinic, CO
Collette Smith, Community Health Center of the Black Hills, Inc., SD
Eileen Squires, Pueblo Community Health Center, CO
Gary Ham, Community Health Centers, Inc., UT
Jeff Hert, RiverStone Health, MT
Kathy Williams, Wyoming Primary Care Association, WY
Laurie Dimitt, High Plains Community Health Center, CO
Lucille Rivera, Clínica Tepeyac, CO
Margaret Davidson, Colorado Community Health Network, CO
Patsy Byers, Clinica Family Health, CO
Reed Barr, Community Health Center of Central Wyoming, WY
Ryan Kuehn, Central Montana Community Health Center, MT
Shelly Hegerle, Community HealthCare Association of the Dakotas, ND/SD
Shelly Rios, Sunrise Community Health, CO

Plus CHAMPS staff members Andrea Martin and Jen Anderson

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Advisory Committee Updates to the 2016 Project

Updated Job Titles Lists

- Review of data from 2014
- Focus on behavioral health titles
- Regional changes in workforce programs

NEW Requests for Employee Credentials

- Requested for all clinical “Directors” and for Case Managers

NEW/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

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2016 Updated Job Titles Lists

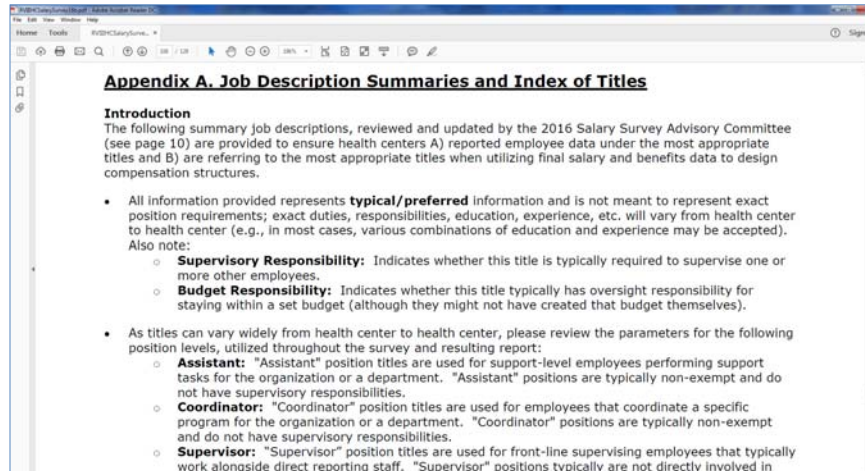
Updates Include (but not limited to):

- **NEW** Director, Program, e.g., Homeless, Migrant, Volunteer, etc.
- **NEW** Behavioral Health Provider, Pre-Licensure
- **NEW** Counselor, Addiction
- **NEW** Therapist, Marriage and Family (MFT)
- **REMOVED** Social Worker – Not Licensed
- **NEW** Nurse Practitioner Resident
- **SPLIT** of Medical Assistant into “with credentials” and “without credentials”

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Job Description Summaries



Appendix A. Job Description Summaries and Index of Titles

Introduction
The following summary job descriptions, reviewed and updated by the 2016 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 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

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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.

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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.

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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.

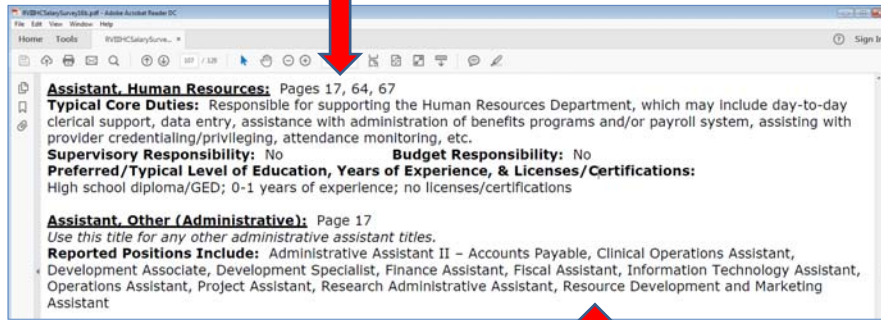
TYPICAL / PREFERRED

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Main Report Job Description Summaries & Titles Index

Index



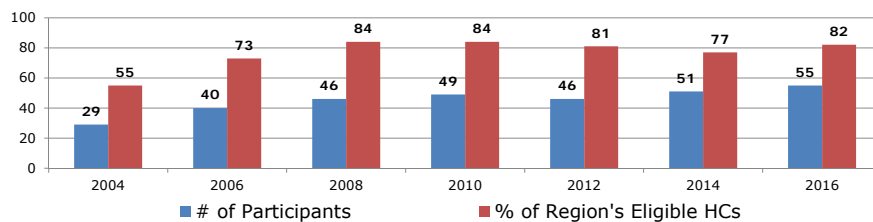
Grouped Positions in "Other" Titles

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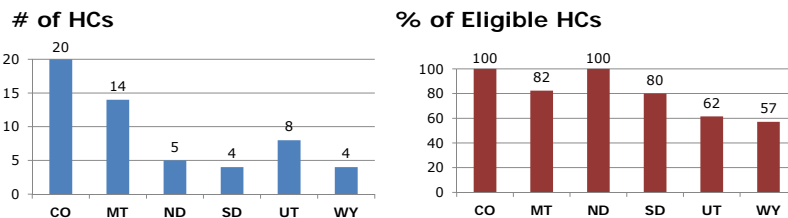


Region VIII Project Participation

Historical



2016 Participation by State

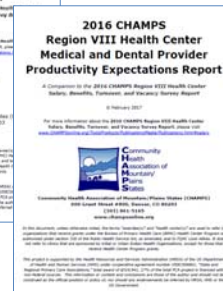
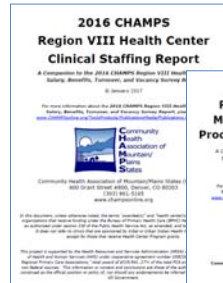


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Resulting 2016 Region VIII Health Center Reports

- Salary, Benefits, Turnover, & Vacancy Survey Report
 - “Main” Report
- Companion Reports
 - Clinical Staffing
 - Medical and Dental Provider Productivity Expectations



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Main Report Navigation

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Main Report: Participant Profiles

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

Total Respondents: 55	
ANNUAL BUDGET	
Average	\$15,072,757
Median	\$6,285,000
STATE	
Colorado	20 36%
LT 4M	4
4M-10M	5
MT 10M	11
Montana	14 25%
LT 4M	7
4M-10M	5
MT 10M	2
North Dakota	5 9%
LT 4M	0
4M-10M	4
MT 10M	1
South Dakota	4 7%
LT 4M	1
4M-10M	2
MT 10M	1
Utah	8 15%
LT 4M	2
4M-10M	2
MT 10M	4
Wyoming	4 7%
LT 4M	3
4M-10M	1
MT 10M	0
ANNUAL BUDGET	
Less Than \$4,000,000	17 31%
\$4,000,000 – \$10,000,000	19 35%
More Than \$10,000,000	19 35%
NUMBER OF SITES	
One to Two HC Sites	18 33%
LT 4M	13
4M-10M	5
MT 10M	0
Three to Seven HC Sites	23 42%
LT 4M	3
4M-10M	11
MT 10M	9
Eight or More HC Sites	14 25%
LT 4M	1
4M-10M	3
MT 10M	10
NUMBER OF EMPLOYEES	
Less Than 50 Employees	19 35%
LT 4M	14
4M-10M	5
MT 10M	0
50 - 100 Employees	17 31%
LT 4M	3
4M-10M	12
MT 10M	2
More Than 100 Employees	19 35%
LT 4M	0
4M-10M	2
MT 10M	17
LOCATION	
Urban	14 25%
LT 4M	2
4M-10M	4
MT 10M	8
Rural	25 45%
LT 4M	11
4M-10M	10
MT 10M	4
Frontier	4 7%
LT 4M	3
4M-10M	0
MT 10M	1
Urban/Rural	10 18%
LT 4M	0
4M-10M	4
MT 10M	6
Rural/Frontier	2 4%
LT 4M	1
4M-10M	1
MT 10M	0
FULL TIME EQUIVALENTS (FTEs)	
Less Than 140 FTEs	43 78%
LT 4M	17
4M-10M	19
MT 10M	7
140 or More FTEs	12 22%
LT 4M	0
4M-10M	0
MT 10M	12

Table Definitions
LT 4M: Respondents with annual budgets of less than \$4 million
4M-10M: Respondents with annual budgets of between \$4 million and \$10 million

MT 10M: Respondents with annual budgets of more than \$10 million
HC Site: Health Center Site
FTEs: Full Time Equivalents

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 sequence (also known as the 50th percentile).

Please see page 13 for additional definitions.

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Main Report Components

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

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Salary & Benefits – What We Ask For

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

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Salary & Benefits Data – What We Do

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

Position Title	List position Type/Credentials	Annual FTE	Current Annual Base Salary	Current Annual Additional Pay	Current Annual Total Pay	Current Annual Benefits	Date of Hire	Member of Exec. Team?	List Add. Pay Details
Janitor/ Custodian/ Housekeeping		.44	\$ 27,518	\$100,000	\$13,971	\$ 1,948	10/12/97	✓	Overtime

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Report: Salary & Benefits Information

- **Executive Summary – Report Overview**
 - **7,000+ FTEs** in 2016; **7,800+ employees**
 - **\$432 million** in annual pay; **\$92 million** in benefits
- **Salary and Benefits Data Overview**
 - Largest groups of employees
 1. Medical Assistant with Credentials – 770
 2. Receptionist/Front Desk/Appt. Clerk – 629
 - Highest paid, on average
 1. Physician – Other (\$284,742)
 2. Physician – OB/GYN (\$231,040)
- **Salary and Benefits Data Tables**

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Salary/Benefits Tables

- **2016 and 2014: Aggregated BASE PAY Data ONLY**
- **2012 and Prior Years: Health Centers Reported Aggregated BASE and ADDITIONAL PAY Combined**

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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 4M	1	0.20	*	*	*	*	*	*	*	*
Title - 4M - 10M	1	0.76	*	*	*	*	*	*	*	*
Title - MT 10M	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 10M Budget Range: **19.2%**



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“ALL” Salary Data with >10% Skew

- Director, Executive/CEO (12.3%)
- Director, Fiscal/CFO (11.1%)
- Trainer (11.8%)
- WIC Educator (10.6%)
- Other Administrative (21.6%)
- Director, Behavioral Health (15.5%)
- Director, Nursing (13.3%)
- Director, Other (Clinical) (25.7%)
- Health Educator (with Clinical Duties) (15.8%)
- Manager, Lab (10.9%)
- Physician, Other (11.8%)
- Psychiatric Nurse Practitioner (15.4%)



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Salary/Benefits Tables - Breakdowns

Tables 7-19: Breakdowns for Administrative & Clinical Leadership

Administrative Leadership:

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

Clinical Leadership:

- **NEW: Behavioral Health Director**
- Dental Director/CDO
- Medical Director/CMO
- Associate Medical Director
- Other Clinical Directors

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Salary/Benefits Tables - Breakdowns

Tables 20-34: Breakdowns for selected Clinical Team

Clinical Team:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Certified Nurse Midwife • Dental Hygienist • Dentist • NEW: Licensed Clinical Social Worker • NEW: Licensed Professional Counselor (LPC/LCPC) • Nurse Practitioner • Pharmacist | <ul style="list-style-type: none"> • Physician – Family Practice with OB duties • Physician – Family Practice without OB duties • Physician – Internal Medicine • Physician – OB/GYN • Physician – Pediatrics • Physician Assistant • NEW: Psychiatrist • NEW: Psychologist, Clinical |
|---|---|



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Salary/Benefits Tables - Breakdowns

Tables 7-34: Breakdowns for Administrative & Clinical Leadership, and selected Clinical Team

Breakdown data includes:

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



ADMINISTRATIVE LEADERSHIP POSITION	Count	Actu FTE
OPERATIONS DIRECTOR/COO - ALL	43	42.3
Breakdown by Annual Budget		
Operations Director/COO - LT 4M	5	4.66
Operations Director/COO - 4M-10M	11	10.7
Operations Director/COO - MT 10M	43	42.3
Breakdown by Number of Years Employed		
Operations Director/COO - LT Five Years Employed	24	23.6
Operations Director/COO - Five-Nine Years Employed	9	8.7
Operations Director/COO - 10-19 Years Employed	8	8.06
Operations Director/COO - 20+ Years Employed	2	2.06
Operations Director/COO - 10+ Years Employed**	10	10.0
Breakdown by Location		
Operations Director/COO - Urban	16	15.7
Operations Director/COO - Rural	14	13.6
Operations Director/COO - Frontier	3	3.06
Operations Director/COO - Urban/Rural	9	9.06
Operations Director/COO - Rural/Frontier	1	1.06
Operations Director/COO - Rural and Frontier Mix**	27	26.6
Breakdown by Number of Health Center Sites		
Operations Director/COO - One-Two HC Sites	8	7.66
Operations Director/COO - Three-Six HC Sites	15	14.7
Operations Director/COO - Eight or More HC Sites	20	20.0
Breakdown by Number of Employees		
Operations Director/COO - LT 50 Employees	4	3.66
Operations Director/COO - 50-100 Employees	12	11.7
Operations Director/COO - MT 100 Employees	27	27.0
Operations Director/COO - Up to 100 Employees**	16	15.3
Breakdown by Number of Full Time Equivalents (FTEs)		
Operations Director/COO - LT 140 FTEs	23	22.3
Operations Director/COO - 140+ FTEs	20	20.0
Breakdown by Executive Team		
Operations Director/COO - Executive Team Member	33	32.7
Operations Director/COO - Not Executive Team Member	10	9.6

Salary/Benefits Tables - Breakdowns

Tables 15, 17-19: Breakdowns by Credentials for selected Clinical Director Titles

- Includes **Medical Director/CMO** and **Associate Medical Director**
- NEW: Behavioral Health Director** and **Other Directors (Clinical)**

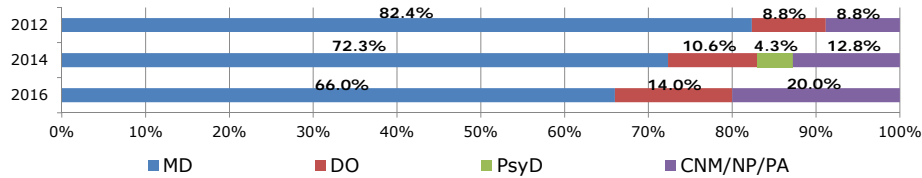
POSITION	Count	Actual FTEs
Breakdown by Credentials		
Behavioral Health Director – MD/PhD/PsyD	6	6.00
Behavioral Health Dir. – Master’s Degree	12	12.00
Medical Director/CMO – MD	33	29.04
Medical Director/CMO – DO	7	6.98
Medical Director/CMO – NP/PA	10	7.83
Associate Medical Director – DO/MD/PhD	12	11.60
Associate Medical Director – CNM/NP/PA	7	6.80
Other Directors (Clinical) – DO/MD/PharmD	12	10.60
Other Directors (Clinical) – CNM/NP/PA	6	5.55
Other Directors (Clinical) – LPN/RN	19	18.90



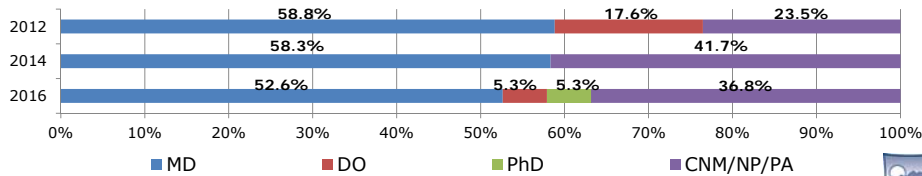
Salary/Benefits Tables - Breakdowns

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

Medical Director/CMO



Associate Medical Director



2016 Region VIII Health Center Workforce Data – 03/07/17



Salary/Benefits Tables - Breakdowns

Table 35: Breakdowns for Select Administrative & Clinical Support Positions

- By Number of Years Employed only (one exception)

Administrative:

- **NEW:** Administrative Assistant (120)
- Billing Staff/Patient Accounts (200)
- Call Center Representative (179)
- Medical Records Clerk (98)
- Outreach/Enrollment Staff (215)
- **NEW:** Patient Navigator (114)
- Receptionist/Front Desk/Appt. Clerk (629)

Clinical:

- Case Manager (155)
 - **NEW: credentials breakdown**
- Dental Assistant (306)
- Licensed Practical Nurse (139)
- **NEW:** Medical Assistant with credentials (770)
- **NEW:** Medical Assistant without credentials (264)
- Pharmacy Technician (92)
- Registered Nurse (437)

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Salary/Benefits Tables – Comparisons

Tables 36-37: Comparison of 2012, 2014, & 2016 CHAMPS Region VIII Health Center Salary Data

- 88 titles; provided for all Region VIII data and for each of the three budget breakdowns

Position Title	Region VIII				
	2012 Median	2014 Median	2016 Median	Chg. '12-'14	Chg. '14-'16
Title A	\$45,989	\$41,995	\$50,149	-8.7%	19.4%
Title B	\$30,774	\$31,200	\$35,454	1.4%	13.6%

NOTE: Comparability of 2012 Data with Subsequent Years May Be Limited for Some Titles!

2016 Region VIII Health Center Workforce Data – 03/07/17



Salary/Benefits Tables - Comparisons

2012, 2014, & 2016 Region VIII Salary Data Comparison of Selected Leadership Titles



Position Title	Region VIII				
	2012 Median	2014 Median	2016 Median	Chg. '12-'14	Chg. '14-'16
Executive Director/CEO	\$103,442	\$108,754	\$115,000	5.1%	5.7%
Fiscal Director/CFO	\$67,747	\$75,250	\$83,673	11.1%	11.2%
Human Resources Director	\$72,571	\$82,400	\$69,525	13.5%	-15.6%
Information Technology Director/CIO	\$93,000	\$98,821	\$102,576	6.3%	3.8%
Operations Director/COO	\$89,000	\$76,575	\$88,211	-14.0%	15.2%
Behavioral Health Director	\$75,483	\$81,233	\$90,417	7.6%	11.3%
Dental Director/CDO	\$130,000	\$132,208	\$148,750	1.7%	12.5%
Medical Director/CMO	\$175,904	\$176,000	\$196,934	0.1%	11.9%
Medical Director (Associate)	\$149,138	\$133,681	\$182,940	-10.4%	36.8%

2016 Region VIII Health Center Workforce Data – 03/07/17

Salary/Benefits Tables - Comparisons

2012, 2014, & 2016 Region VIII Salary Data

Comparison of **Selected Provider Titles**



Position Title	Region VIII				
	2012 Median	2014 Median	2016 Median	Chg. '12-'14	Chg. '14-'16
Certified Nurse Midwife	\$100,455	\$91,839	\$106,667	-8.6%	16.1%
Dental Hygienist	\$63,118	\$64,890	\$68,726	2.8%	5.9%
Dentist	\$115,000	\$122,677	\$129,470	6.7%	5.5%
Licensed Clinical Social Worker	\$57,031	\$57,121	\$60,347	0.2%	5.6%
Licensed Prof. Counselor	\$50,966	\$55,966	\$43,485	9.8%	-22.3%
Nurse Practitioner	\$85,425	\$89,773	\$94,916	5.1%	5.7%
Pharmacist	\$110,500	\$114,863	\$120,786	3.9%	5.2%
Physician Assistant	\$85,425	\$87,276	\$92,700	2.2%	6.2%
Physician FP, with OB	\$158,489	\$162,165	\$174,048	2.3%	7.3%
Physician FP, w/o OB	\$157,989	\$163,875	\$180,000	3.7%	9.8%
Physician Internal Medicine	\$167,818	\$190,280	\$173,877	13.4%	-8.6%
Physician OB/GYN	\$230,734	\$212,169	\$210,080	-8.0%	-1.0%
Physician Pediatrics	\$164,819	\$168,127	\$177,053	2.0%	5.3%

2016 Region VIII Health Center Workforce Data – 03/07/17

Salary/Benefits Tables - Comparisons

Tables 38-39: Comparison of 2016 Region VIII Salary Data with **Other Recently Published Data**

State, Regional, & National Data Sources:

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

Caution! Hard to Verify “Apples to Apples”



2016 Region VIII Health Center Workforce Data – 03/07/17

Salary/Benefits Tables - Comparisons

NEW - Table 38: Comparison of 2016 Region VIII
Base Salary Data
with Other Recently Published Data

CHAMPS, CCHN, NWRPCA: Annual Base Pay, not including bonuses, incentive payments, differentials, overtime, etc.

NACHC: Annual Salary, not including bonuses and benefits

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

2016 Region VIII Health Center Workforce Data – 03/07/17



Salary/Benefits Tables - Comparisons

NEW - Table 39: Comparison of 2016 Region VIII
Total Compensation Data
with Other Recently Published Data

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

NACHC: Total Compensation - salary, bonus, incentive bonus, and mid-level payments combined

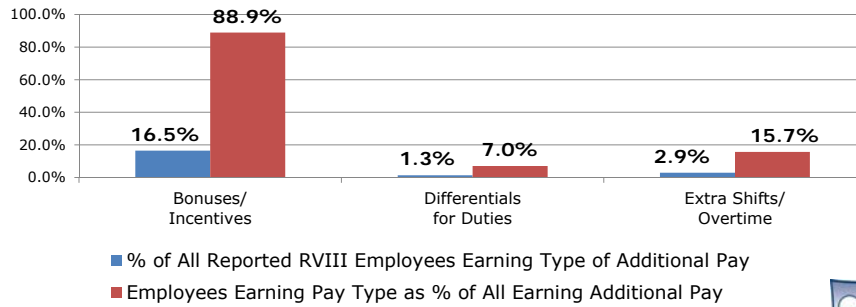
MGMA: Total Compensation - wages (contracted and on-call) plus bonuses/incentive payments, research stipends, honoraria, and distribution of profits

2016 Region VIII Health Center Workforce Data – 03/07/17



Additional Pay

- **49.1%** of health centers reported additional pay (27)
- **18.5%** of employees received additional pay (1,448)
- Additional pay represented **5.6%** of base pay for same employees (TTL \$4.1M in additional pay)



2016 Region VIII Health Center Workforce Data – 03/07/17



Additional Pay Details



Table 40: Details about reported additional pay

- Type, number of reporting health centers, number of titles earning, number of employees earning, total \$\$ earned, plus:


Category	Type (# HCs/# Employees)	Average Earned Per Person	Most Common Title Earning Type of Additional Pay
Bonus/Incentive	Unspecified (11/719)	\$1,274 (658)	Receptionist/Front Desk/Appt. Clerk (69)
Bonus/Incentive	Annual/Holiday (4/172)	\$1,098 (38)	Receptionist/Front Desk/Appt. Clerk (10)
Bonus/Incentive	Longevity (4/23)	\$1,511 (23)	Receptionist/Front Desk/Appt. Clerk (4)
Bonus/Incentive	Performance (5/360)	\$2,629 (352)	Medical Assistant, with Creds. (75)
Bonus/Incentive	Productivity (7/144)	\$3,776 (140)	Patient Rep./Financial Counselor (15)
Duty-Based Diff.	Call (5/57)	\$2,846 (15)	Physician – Family Practice, with OB (20)
Duty-Based Diff.	Leadership (2/8)	\$4,230 (6)	Physician Assistant (2)
Duty-Based Diff.	OB (Delivery, C-Section, Procedure Fees) (3/14)	\$18,256 (7)	Physician – Family Practice, with OB (10)
Duty-Based Diff.	Rounding (3/48)	\$2,670 (4)	Physician – Family Practice, with OB (17)
Other	Extra Shifts/Overtime (11/227)	\$1,067 (106)	Receptionist/Front Desk/Appt. Clerk (30)

2016 Region VIII Health Center Workforce Data – 03/07/17

Benefits Packages

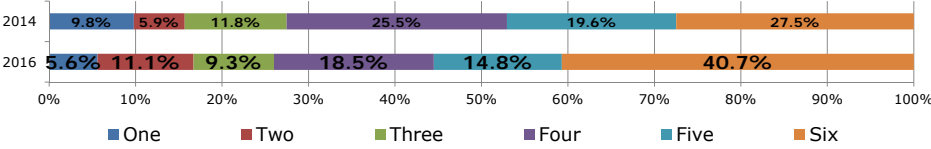
Insurance
Retirement/Pension Programs
Leave Time
Additional Incentives

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

2016 Region VIII Health Center Workforce Data – 03/07/17 


Benefits Packages: Insurance & Retirement Overview

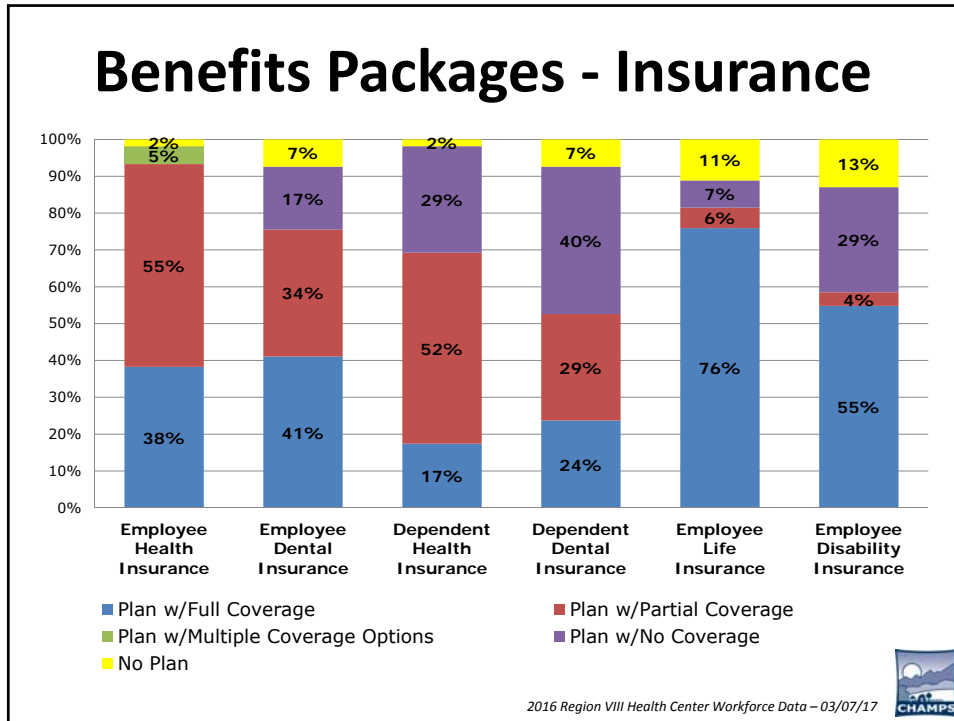
- *In salary/benefits data for all employees, HCs reported:*
 - **\$92M** in annual employer contributions toward:
 - Health, dental, vision, life, and disability insurance
 - Retirement/pension plans
 - Represents **22.6%** of the annual base pay for some employees
- **100% contributed to** one or more of 6 types of insurance



Year	One	Two	Three	Four	Five	Six
2014	9.8%	5.9%	11.8%	25.5%	19.6%	27.5%
2016	5.6%	11.1%	9.3%	18.5%	14.8%	40.7%

- **98% offered** some type of **retirement/pension plan**

2016 Region VIII Health Center Workforce Data – 03/07/17 



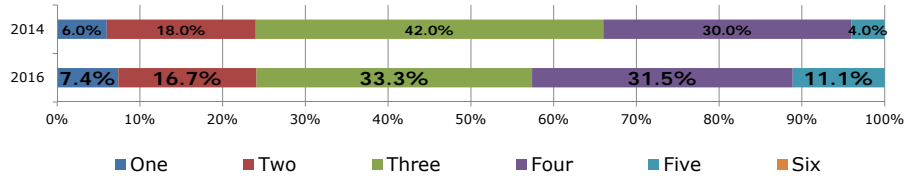
Benefits Packages – Retirement/Pension Programs

- Most common type of plan:
 - **403(b) plan** (offered by 40.7% of participants)
- Average maximum employer contribution to employee plans:
 - **5%** of annual wage
- Most common type of employer contribution:
 - **Match** of employee contributions (49%)
- Most common vesting schedule:
 - **Immediate** vesting of employer contributions (50%)

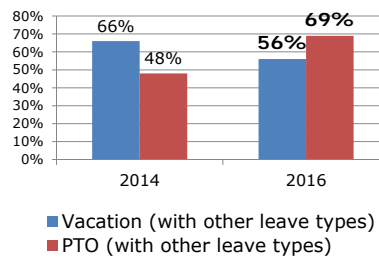
2016 Region VIII Health Center Workforce Data – 03/07/17

Benefits Packages: Leave Time

- Number of **Leave Types** offered to employees



- **Most Common Region VIII Leave Combinations:**
 - **Holiday and Paid Time Off (PTO) Bank** (17% of health centers)
 - **Vacation, Sick, and Holiday** (13% of health centers)



2016 Region VIII Health Center Workforce Data – 03/07/17



Benefits Packages: Leave Time

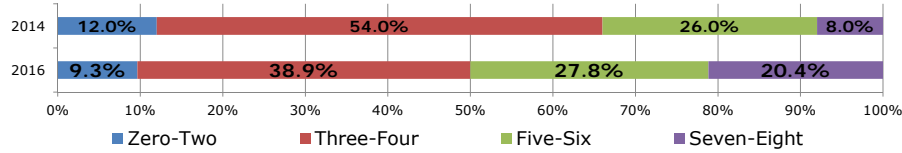
	Average Days Offered
TOTAL DAYS OFF – ALL STAFF COMBINED	34.4
Vacation Leave – All Staff	18.3
Sick Leave – All Staff	9.3
Personal Leave – All Staff	8.4
Paid Holidays – All Staff	8.4
Paid Floating Holidays – All Staff	1.9
Paid Time Off (PTO) Bank – All Staff	20.3
Combined Leave Time by Staff Type	
Administrative Exempt Staff	33.8
Administrative Non-Exempt Staff	34.0
Clinical Provider Staff	34.0
Clinical Mid-Level Staff	35.4
Clinical Support Staff	34.3

2016 Region VIII Health Center Workforce Data – 03/07/17



Benefits Packages: Additional Incentives

- Number of **Additional Incentives** offered to employees



	% HCs Offering	Average Offered
Payment of Licensure Fees	89%	\$386
Payment of Professional Association Dues	81%	\$349
Payment for Continuing Professional Education	94%	\$1,506
Payment of Relocation Expenses	69%	\$5,836
Payment of Signing Bonuses	39%	\$9,430
Compensation for Bilingual Staff	28%	-
Incentive-Based Compensation	31%	\$3,220
Payment of Retention Bonus	30%	\$2,094

NEW: 52% have staff responsible for assisting with loan repayment



2016 Region VIII Health Center Workforce Data – 03/07/17

Benefits Packages: Additional Incentives Clinical Staff

	Provider-Level Staff	
	% HCs Offering	Avg. Offered
Payment of Licensure Fees	83%	\$649
Payment of Professional Association Dues	72%	\$670
Payment for Continuing Professional Education	91%	\$2,187
Payment of Relocation Expenses	63%	\$6,114
Payment of Signing Bonus	28%	\$10,027

	Mid-Level Staff	
	% HCs Offering	Avg. Offered
Payment of Licensure Fees	83%	\$571
Payment of Professional Association Dues	69%	\$550
Payment for Continuing Professional Education	89%	\$1,782
Payment of Relocation Expenses	54%	\$4,213
Payment of Signing Bonus	17%	\$8,833



2016 Region VIII Health Center Workforce Data – 03/07/17

Main Report Components

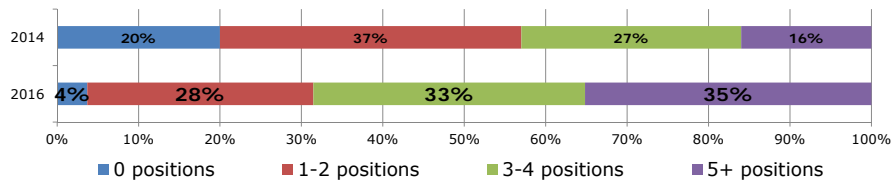
- I. Executive Summary
- II. Salary and Benefits Information
- III. Recruitment Metrics, Trends, and Needs**
- IV. Retention Metrics, Trends, and Needs
- V. Additional R&R Questions
- VI. Appendices

2016 Region VIII Health Center Workforce Data – 03/07/17



Challenging Recruitment

- Number of positions seeing challenging recruitment:



- Most-often identified challenging positions to recruit:

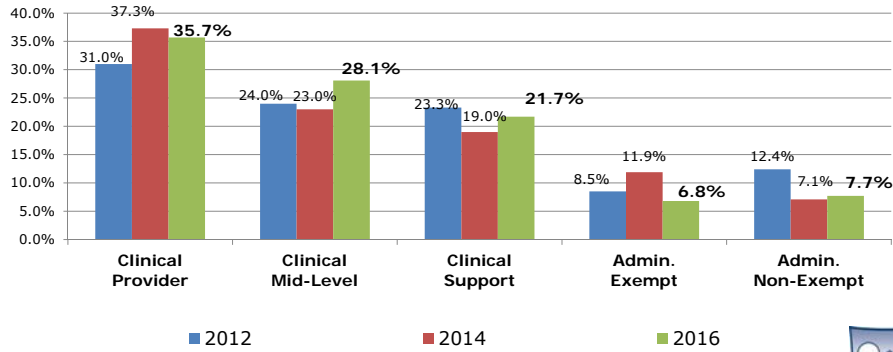
1. **Physician – Family Practice without OB** (53.7%)
2. **Registered Nurse** (38.9%)
3. **Nurse Practitioner** (35.2%)
4. **Physician – Family Practice with OB** (35.2%)

2016 Region VIII Health Center Workforce Data – 03/07/17



Challenging Recruitment

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



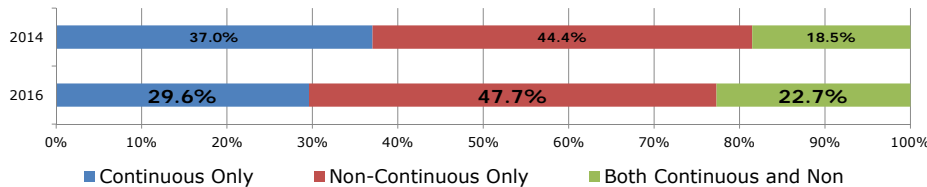
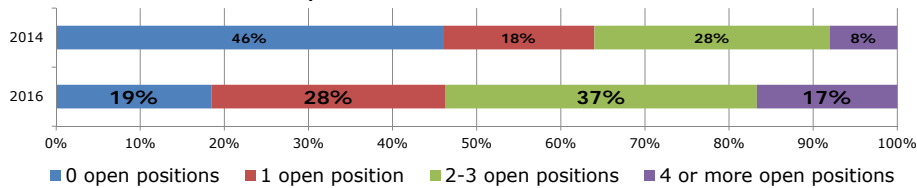
2016 Region VIII Health Center Workforce Data – 03/07/17



Point-In Time Vacancy Survey



- **2.1** vacancies per organization; **54.0%** of all vacancies were considered “continuously recruited”
- Health centers reported:

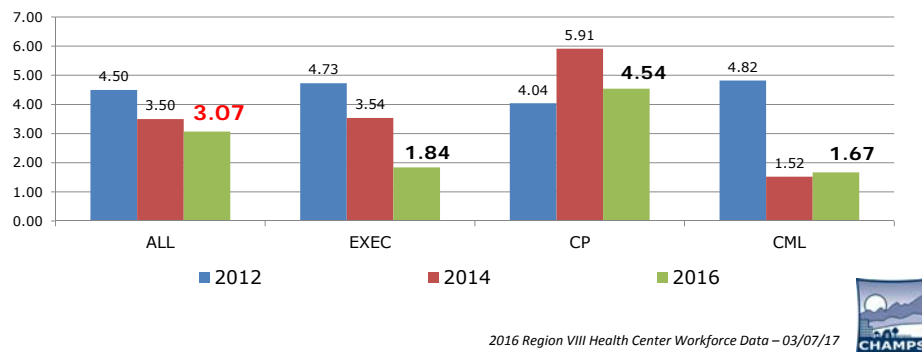


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Vacancies: Non-Continuous Recruitment

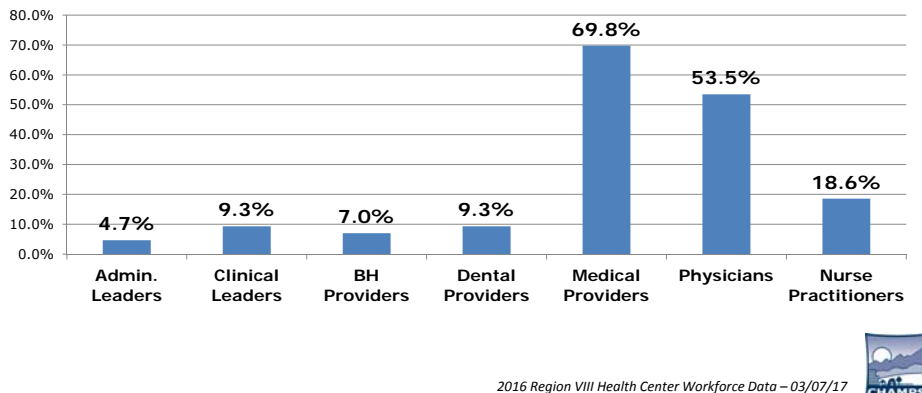
- Recruitment lengths (for “non-continuous” postings) decreased between 2014 and 2016 for vacancies overall, and for all three staff types

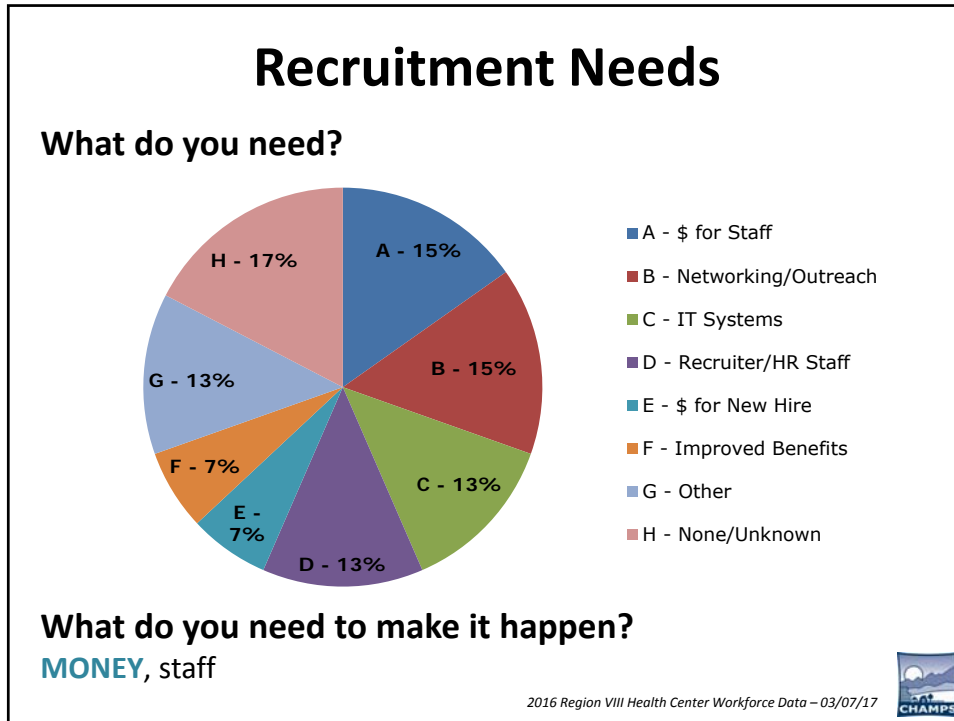
Average Recruitment Lengths in Months




NEW: Highest Priority Vacancies

- Asked to select one as their “highest priority to fill”
- 69.8% of highest priority vacancies were for medical providers

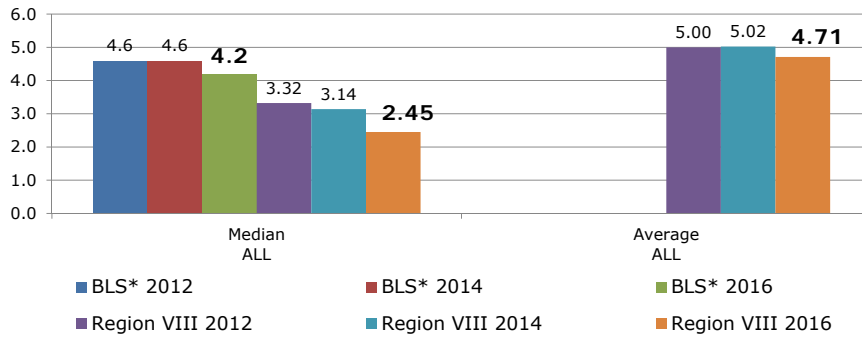




- ## Main Report Components
- I. Executive Summary
 - II. Salary and Benefits Information
 - III. Recruitment Metrics, Trends, and Needs
 - IV. Retention Metrics, Trends, and Needs**
 - V. Additional R&R Questions
 - VI. Appendices
- 2016 Region VIII Health Center Workforce Data – 03/07/17
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Years of Service (Tenure)

- 7,785 participating employees
 - Longest tenure: **Technologist** (11.93 yrs)

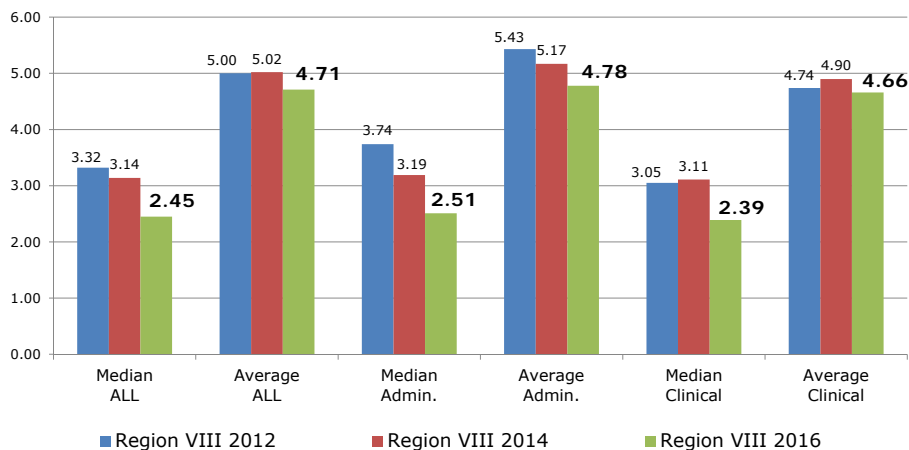


*US Bureau of Labor Statistics Employee Tenure Summary, September 2012, January 2014, & September 2016

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Administrative vs. Clinical Staff Years of Service (Tenure)

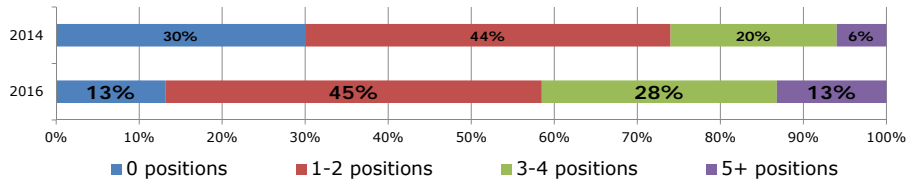


2016 Region VIII Health Center Workforce Data – 03/07/17



Challenging Turnover

- Number of positions seeing challenging turnover:



- Most-often identified positions with challenging turnover:

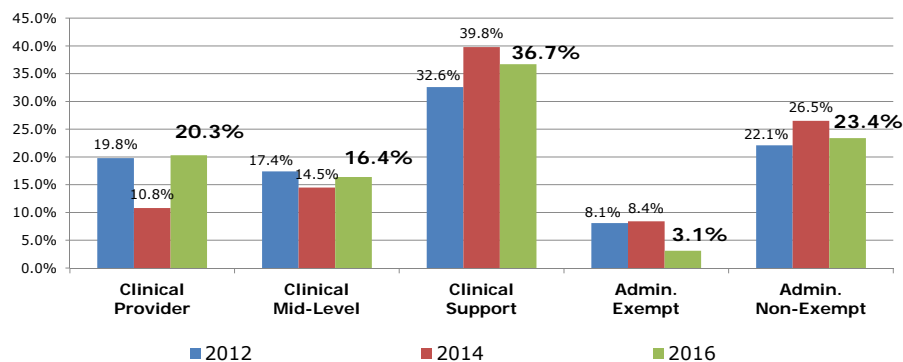
1. **Medical Assistant** (48.2%)
2. **Reception/Front Desk** (27.8%)
3. **Nurse Practitioner** (24.1%)



2016 Region VIII Health Center Workforce Data – 03/07/17

Challenging Turnover

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



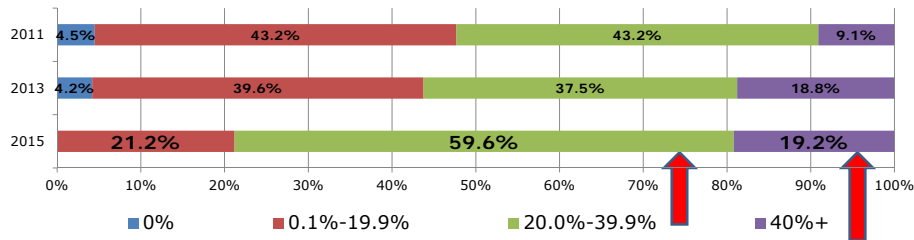
- **INCREASE** in Clinical Provider and Mid-Level Groups



2016 Region VIII Health Center Workforce Data – 03/07/17

Turnover Survey

- *Reminder: based on 2015 calendar year data*
- Health Center Reported 2015 All Staff Turnover:

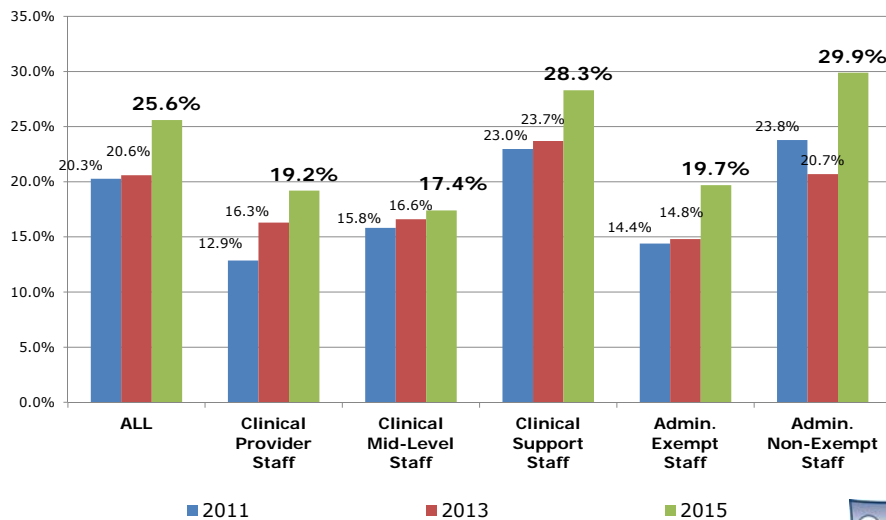


- Overall Average All Staff Turnover of **25.6%**
 - Lowest: Clinical Mid-Level (17.4%)
 - Highest: Administrative Non-Exempt (29.9%)

2016 Region VIII Health Center Workforce Data – 03/07/17

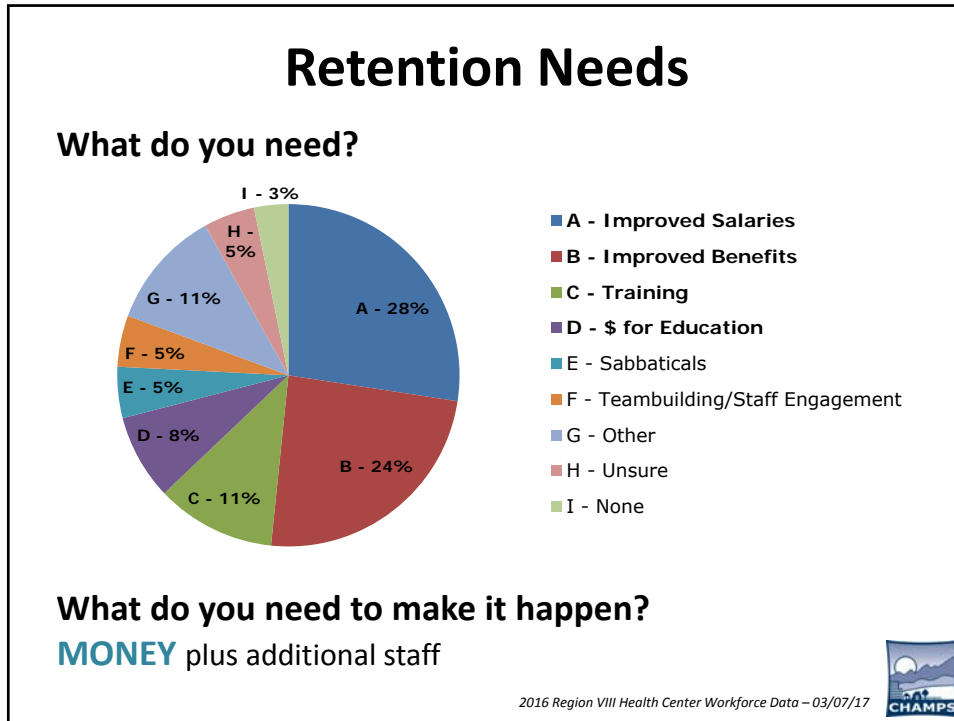



Historical Turnover Data by Staff Type



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- ## Additional R&R Questions Part 1
- **Upcoming Salary Increases**
 - **81.1%** are planning for increases (5/1/16-4/31/17)
 - *Compared with 85.7% in 2014, 79.5% in 2012, and 72.7% in 2010*
 - **Percentage of Health Centers Currently Employing Veterans**
 - 24.1% of HCs reported zero employed veterans (*28.6% in 2014*)
 - **68.5%** - one or more employed veterans (*53.1% in 2014*)
 - NEW:** Health centers in **non-urban** areas were more likely to report higher percentages of veterans as employees
- 2016 Region VIII Health Center Workforce Data – 03/07/17
- 

Additional R&R Questions Part 2

- **NEW: Percentage of Health Centers Currently Employing Racial/Ethnic Minorities**
 - The largest group of health centers (**55.6%**) reported that 1%-25% of their employees are racial/ethnic minorities.

*Health centers in **urban** areas were much more likely to report higher percentages of racial/ethnic minority employees.*
- **NEW: Percentage of Health Centers with Employees Holding College/Advanced Degrees**
 - The largest group of health centers (**33.3%**) reported that 26%-50% of their employees hold college or advanced degrees.

*Health centers in **non-urban** areas were much more likely to report higher percentages of employees with college/advanced degrees.*

2016 Region VIII Health Center Workforce Data – 03/07/17



Companion Report #1: 2016 Region VIII Health Center Clinical Staffing Report

- In 2014: focus on Medical Providers and Support
- **NEW** in 2016: added **Behavioral Health** and **Dental** information
- Utilized FTE data reported for every employee:
 - In the 2012, 2014, and 2016 salary surveys for Medical Providers and Support
 - In the 2016 salary survey for Behavioral Health Providers and Dental Providers and Support

2016 Region VIII Health Center Workforce Data – 03/07/17



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 2016 were not necessarily the same as those that participated in 2012 and 2014.

2016 Region VIII Health Center Workforce Data – 03/07/17



Clinical Staffing Report Medical Provider and Support Groups

- **Medical Provider** = Medical Directors, Nursing Directors (NPs), Physicians, Physician Residents, Certified Nurse Midwives, Nurse Practitioners, **NEW** Nurse Practitioner Residents, and Physician Assistants
993.00 FTEs
- **Medical Support** = LPNs, MAs, CNAs, RNs, Nursing Directors (Non-NPs), Nursing Managers, MA Supervisors, and Nursing Supervisors
1,639.70 FTEs

2016 Region VIII Health Center Workforce Data – 03/07/17



Clinical Staffing Report

NEW Behavioral Health Provider Group

- **Behavioral Health (BH) Provider** = Behavioral Health Directors, BH Post-Doctoral Residents, Clinical Psychologists, LCSWs, LPCs/LCPCs, MFTs, Psychiatric Nurse Practitioners, Psychiatrists

241.53 FTEs

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

2016 Region VIII Health Center Workforce Data – 03/07/17



Clinical Staffing Report

NEW Dental Provider and Support Groups

- **Dental Provider** = Dental Directors, Dentists
- **Dental Support** = Dental Assistants, Expanded Function Dental Assistants, Dental Hygienists, Dental Assistant Supervisors

162.75 FTEs

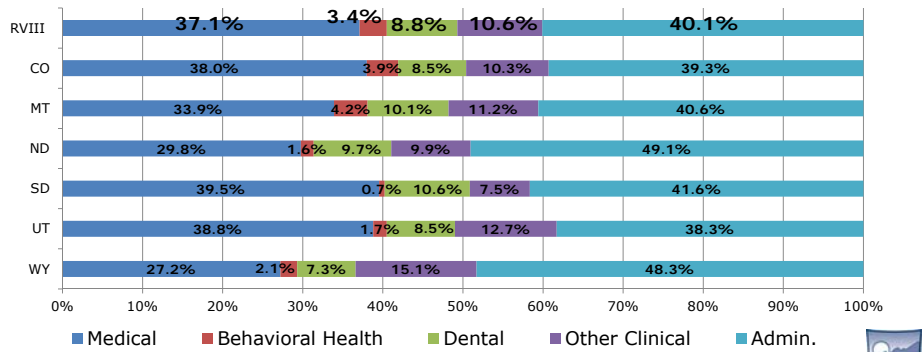
463.13 FTEs

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Clinical Staffing: Clinical vs. Other FTE

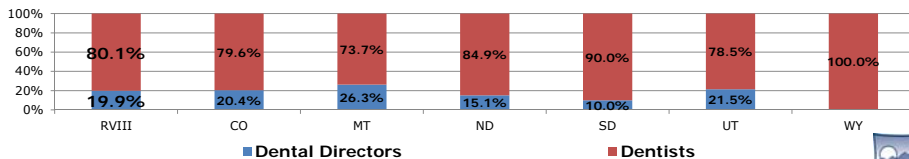
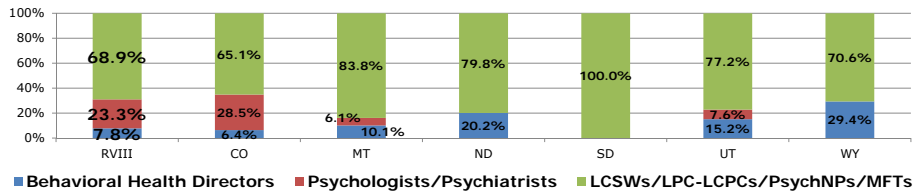
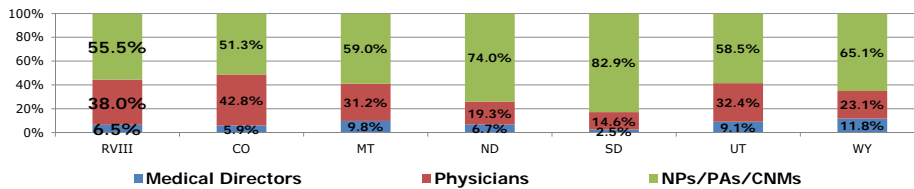
- **Medical/BH/Dental Provider/Support FTE vs. Other FTE:**
 - **3,500.11 FTE Provider/Support**
 - 752.59 FTE Other Clinical (pharmacy, lab, case mgmt., etc.)
 - 2,840.86 FTE Administrative



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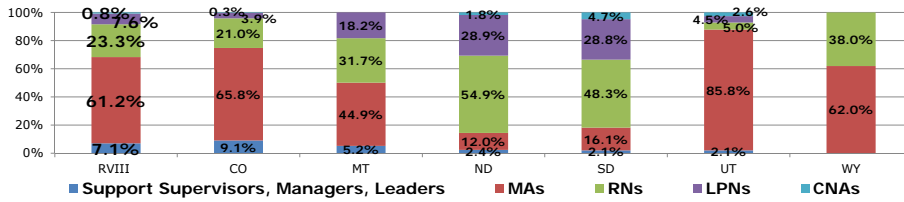
Clinical Staffing: Provider Breakdowns



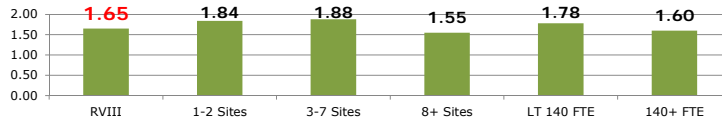
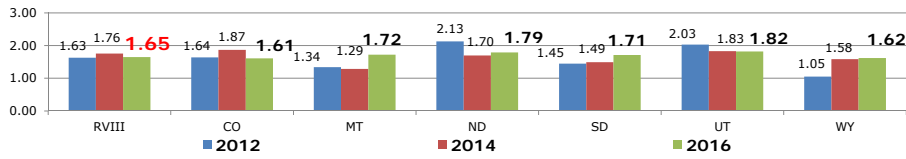
2016 Region VIII Health Center Workforce Data – 03/07/17



Clinical Staffing: Medical Support



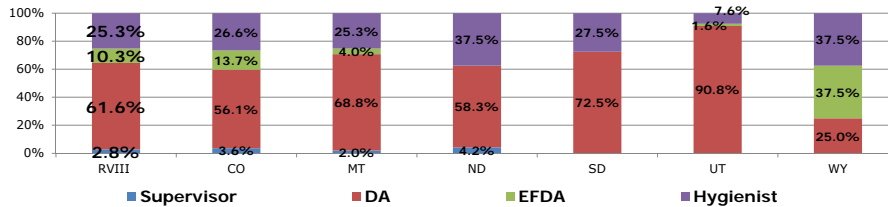
Medical Support FTE to Medical Provider FTE Ratios



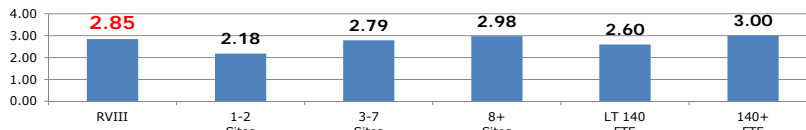
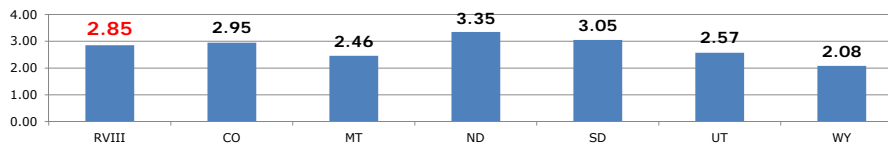
2016 Region VIII Health Center Workforce Data – 03/07/17



Clinical Staffing: Dental Support



Dental Support FTE to Dental Provider FTE Ratios



2016 Region VIII Health Center Workforce Data – 03/07/17



Companion Report #2: 2016 Region VIII Health Center Medical and Dental Provider Productivity Expectations Report

- In 2014: focus on full-time Medical providers
- **NEW** in 2016: added full-time **Dental** providers and separated **Director vs. Non-Director**
- Asked to report **Expectations** (not outcomes) information through four questions included in the 2016 salary survey

2016 Region VIII Health Center Workforce Data – 03/07/17



Productivity Expectations Report

Asked to Report Health Center Expectations for:

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

Responses were to be based on normal in-clinic working schedules (e.g., not including vacation time, CME time, on-call time, hospital time, etc.)

New: Asked to Report **Standard Patient Panel Sizes**

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)

2016 Region VIII Health Center Workforce Data – 03/07/17



Productivity Expectations Report Medical and Dental Providers

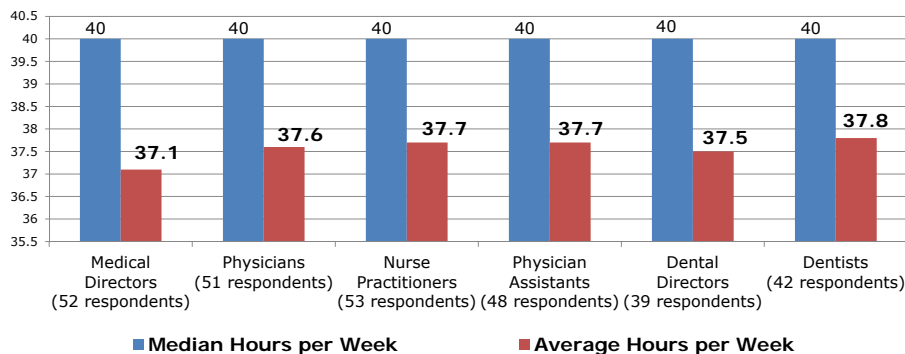
- Medical Directors (CMOs, Associate Medical Directors, Site Medical Directors, etc.)
- Non-Director Physicians
- Non-Director Nurse Practitioners
- Non-Director Physician Assistants
- Dental Directors (CDOs, Associate Dental Directors, Site Dental Directors, etc.)
- Non-Director Dentists

2016 Region VIII Health Center Workforce Data – 03/07/17



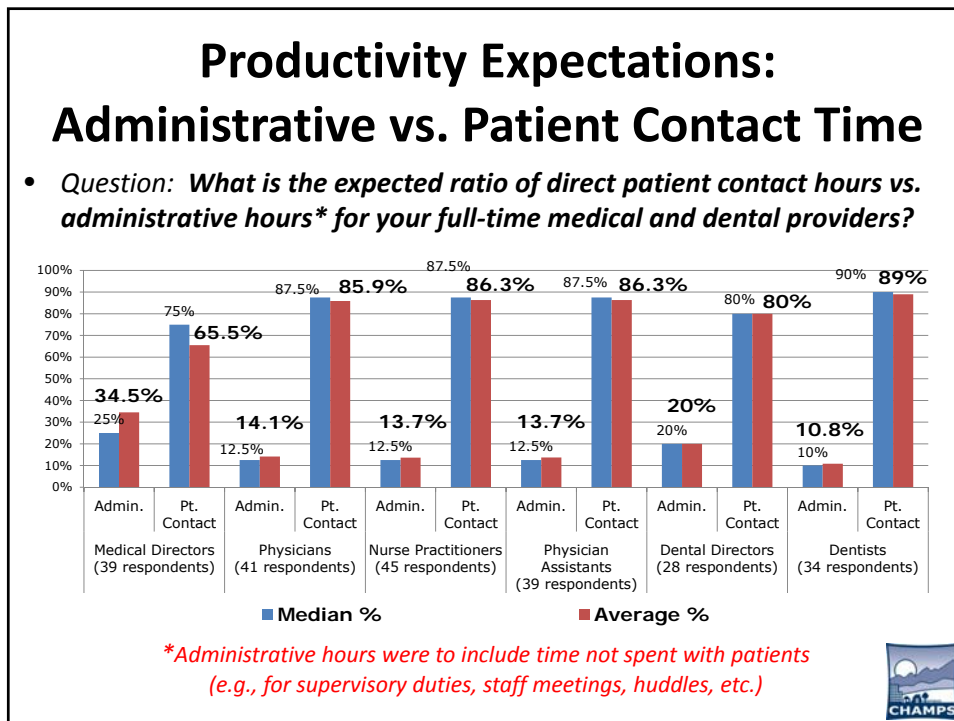
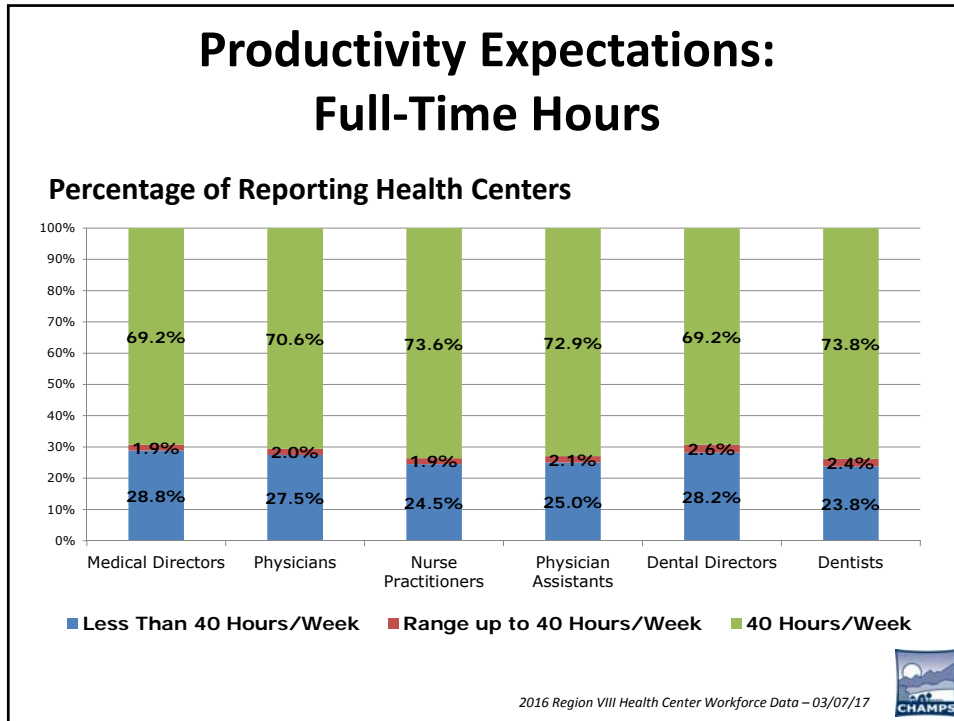
Productivity Expectations: Full-Time Hours

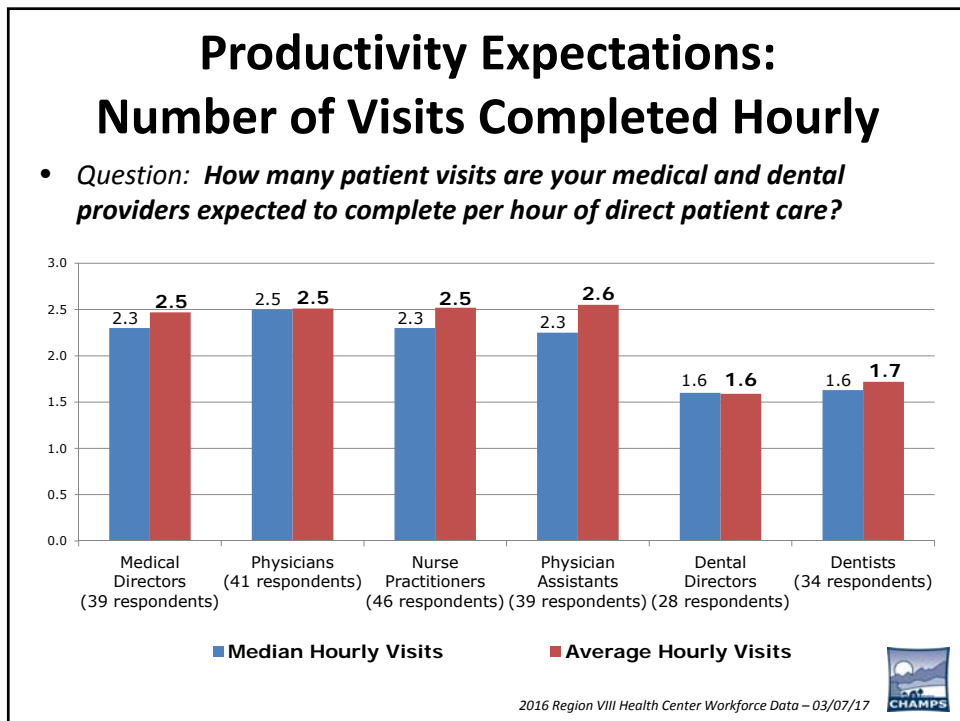
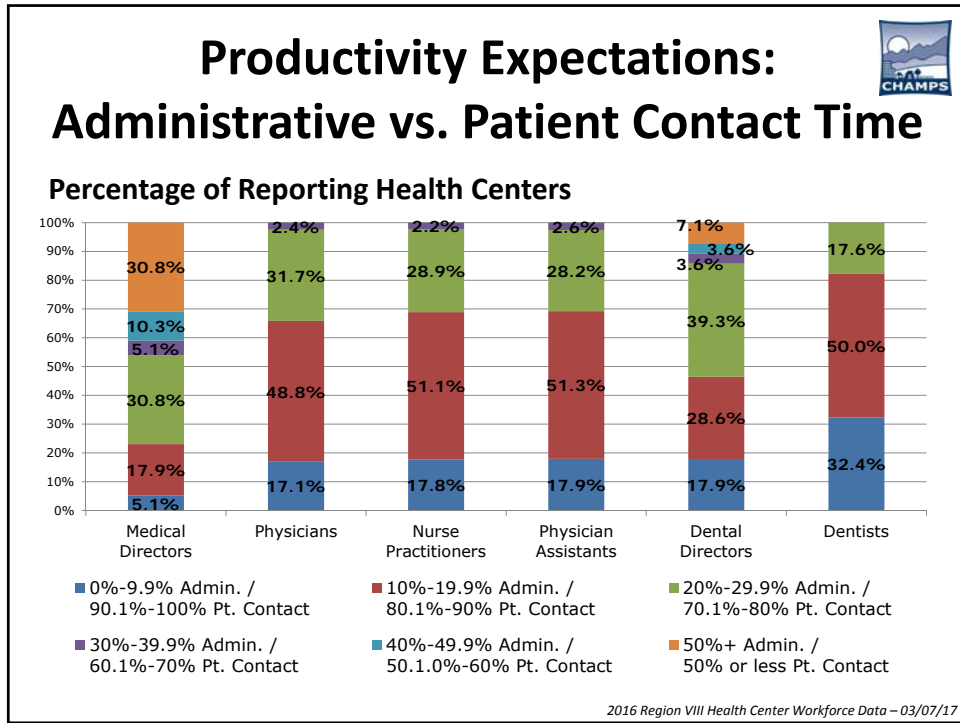
- *Question: What number of hours per week does your health center consider to be full-time for medical and dental providers?*

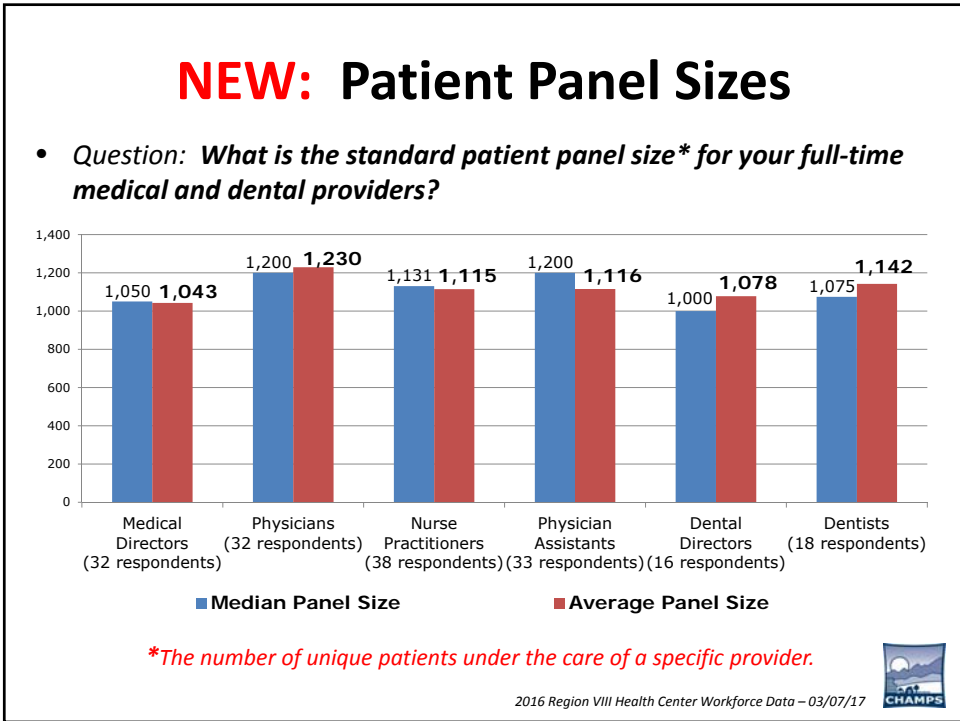
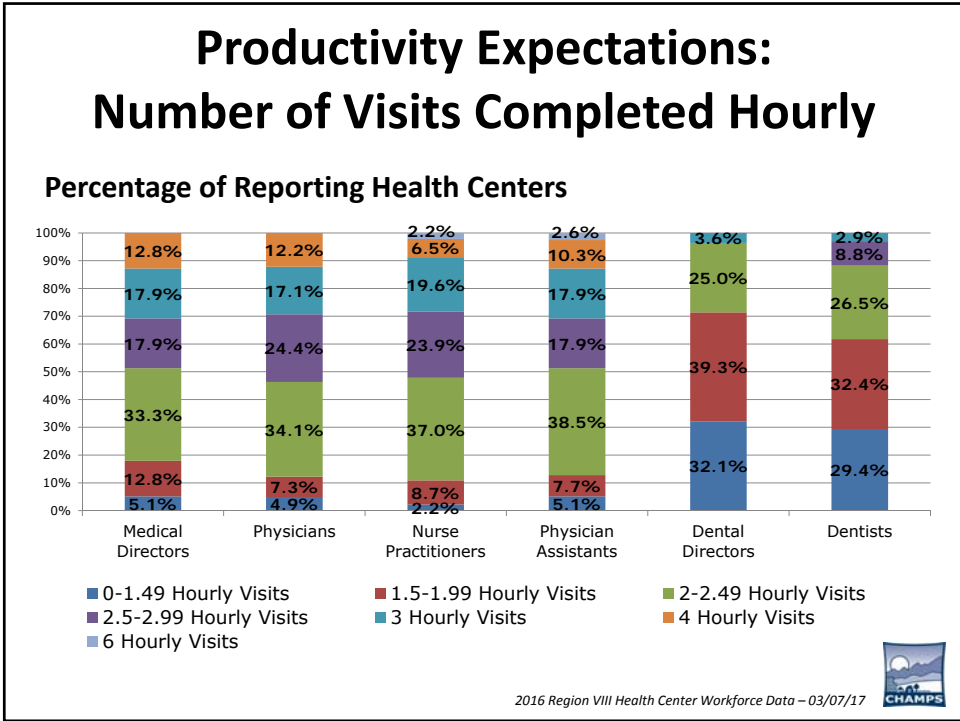


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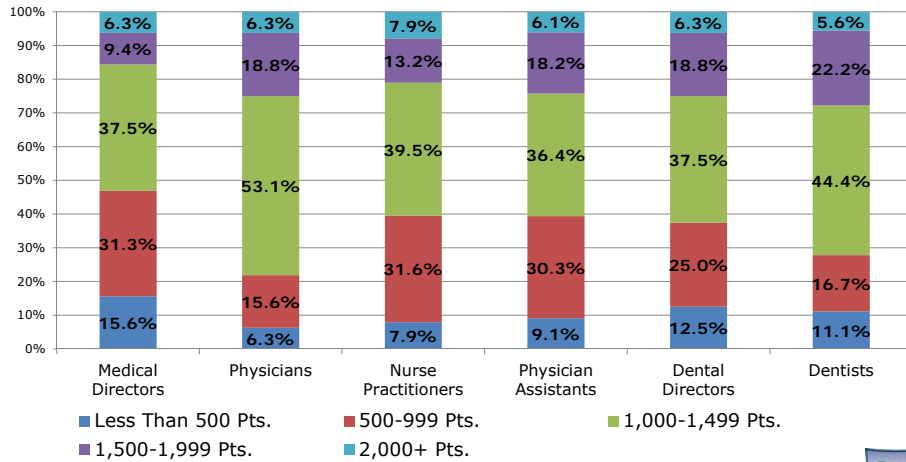






NEW: Patient Panel Sizes

Percentage of Reporting Health Centers



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Questions?



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Thank You for Joining Us!

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

Your opinions about this webcast are very important to us.

Please complete the event Evaluation for this webcast. If you are applying for 1.50 HR (General) recertification credit hours through the HR Certification Institute, you must view the entire event and complete the credit questions at the end of the Evaluation.

Each person should fill out their own Evaluation/Credit Survey.

Please refer to the link provided under the "Handouts" tab of the online event. The same link was provided in the reminder email sent out in advance of the event, and will be included in a follow-up email to those logging onto the live event. Please pass the link along to others viewing the event around a shared computer.

Please ALSO evaluate these three reports!

<https://www.surveymonkey.com/r/EvalCHAMPS2016SalaryReport>

<https://www.surveymonkey.com/r/EvalCHAMPS2016StaffingProductivityReports>

Visit <http://champsonline.org/events-trainings> for more information.

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ADDITIONAL RESOURCES

2016 CHAMPS Region VIII Health Center Salary Survey Report

<http://champsonline.org/tools-products/publications-electronic-media/champs-publications#salary>

2016 CHAMPS Region VIII Health Center Clinical Staffing and Medical/Dental Productivity Expectations Reports

http://champsonline.org/tools-products/publications-electronic-media/champs-publications#staffing_expectations

CHAMPS Recruitment & Retention Resources

<http://champsonline.org/tools-products/rrresources>

CHAMPS Recruitment and Retention Surveys and Data Resources

<http://champsonline.org/tools-products/rrresources/rr-surveys-and-data>

CHAMPS CHC Staff Retention Resources

<http://champsonline.org/tools-products/rrresources/retaining-chc-staff>

CHAMPS Sample Job Descriptions

<http://champsonline.org/tools-products/rrresources/sample-job-descriptions>

CHAMPS Region VIII Job Opportunities Bank

<http://champsonline.org/job-bank>

CHAMPS Job Opportunities Bank Data Comparison Reports

<http://champsonline.org/tools-products/publications-electronic-media/champs-publications#job>