PARTICIPANT HANDBOUTS

2020 REGION VIII HEALTH CENTER WORKFORCE DATA: UNDERSTANDING AND UTILIZING STATISTICS FROM THE CHAMPS SALARY, BENEFITS, TURNOVER, AND VACANCY SURVEY PROJECT

Thank you for attending today’s training. By doing so you are strengthening the ability of your mission-driven, 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
Wednesday, March 24, 2021
11:30AM – 1:00PM Mountain Time / 12:30 – 2:00PM Central Time

TARGET AUDIENCE
Health center staff utilizing reports related to the 2020 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 2020, 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 47 organizations. The CHAMPS 2020 Region VIII Health Center Workforce Data Webcast: Understanding and Utilizing Statistics from the CHAMPS Salary, Benefits, Turnover, and Vacancy Survey Project 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, challenging areas of recruitment and retention, etc.

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 2020 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report.
3. Understand and utilize data presented in companion reports addressing staffing ratios and provider productivity expectations.
CHAMPS ARCHIVES
This event will be archived online. This online version will be posted within two weeks of the live event and will be available for at least one year from the live presentation date. For information about all CHAMPS archives, please visit www.CHAMPSonline.org/events-trainings/distance-learning.

DESCRIPTION OF CHAMPS
Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-designated Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, policy and funding communications, and the collection and dissemination of regional data. 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 16 years, developing, presenting, and coordinating educational events for human resources and other staff members at community, migrant, and homeless health centers across Region VIII (CO, MT, ND, SD, UT, and WY). Additionally, she oversees the collection and analysis of a wide variety of health center workforce metrics to assess the environment of the region, support health center efforts to improve recruitment and retention programs and financial performance, and guide future CHAMPS support programs. Prior to joining CHAMPS, Ms. Martin provided educational programing for a variety of non-profit institutions in the Denver area, including the Denver Museum of Nature and Science and the Downtown Aquarium. She has a Bachelor of Arts degree from Luther College in Decorah, Iowa, with a Certification in Museum Studies.
2020 Region VIII Health Center Workforce Data

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

Wednesday, March 24, 2021
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 140 FTEs
More than 140 FTEs
Unsure
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 2020 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report.

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

Complies with Federal Trade Commission and Department of Justice Statements of Health Care Antitrust Enforcement Policy
2020 Salary Survey Advisory Committee

Alfonso Baroz, Valley-Wide Health Systems, Inc., CO
Amy Richardson, Falls Community Health, SD
Courtney Pariera Dinkins, Association for Utah Community Health, UT
Hannah Wickey, Wyoming Primary Care Association, WY
Katie Callies, Horizon Health Care, Inc., SD
Kyndra Hall, Bullhook Community Health Center, MT
Laurie Dimitt, High Plains Community Health Center, CO
Natalie Stubbs, Association for Utah Community Health, UT
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
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 2020 Survey

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
• Using Clinical Discipline reporting categories
• Health Insurance Premium Sharing percentages
• Reporting time off by hours (instead of days)

Updates to Turnover
• Using Clinical Discipline reporting categories

R&R Metrics
• Use of Recruitment Firms/Consultants
• Dental Hygienist in Productivity Expectations
2020 Updated Job Titles Lists

• **New/Updated** Administrative Titles:

  Asking for data about top leader separately from sub-directors in various disciplines
  
  – Director, Fiscal/CFO
  – Director, Fiscal (Other)
  – Director, Human Resources/CWO
  – Director, HR (Other)
  – Director, Information Technology/CIO
  – Director, Information Technology (Other)
  – Director, Operations/COO
  – Director, Operations (Other)

*No split for CEO/EDs, Development/Grants, Program, or QI/Quality Directors*
2020 Updated Job Titles Lists

• **New/Updated Clinical Titles:**

  Asking for data about top leader separately from sub-directors in various disciplines

  – Director, Behavioral Health/CBHO
  – Director, Behavioral Health (Associate/Other)
  – Director, Dental/CDO
  – Director, Dental (Associate/Other)

  *Split already existed for Medical Directors*
  *No split for Pharmacy or Nursing Directors*

  – Manager, Medical/Dental Clinic
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.
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.
Main Report Job Description Summaries and Titles Index

Index

Grouped Positions in “Other” Titles
Historical

Region VIII Project Participation

2020 Participation by State

<table>
<thead>
<tr>
<th>State</th>
<th># of HCs</th>
<th>% of Eligible HCs</th>
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<tr>
<td>CO</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>MT</td>
<td>10</td>
<td>67</td>
</tr>
<tr>
<td>ND</td>
<td>4</td>
<td>80</td>
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<td>SD</td>
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<td>50</td>
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<td>UT</td>
<td>7</td>
<td>50</td>
</tr>
<tr>
<td>WY</td>
<td>4</td>
<td>67</td>
</tr>
</tbody>
</table>

2020 Region VIII Health Center Workforce Data – 03/24/21
Resulting 2020 Region VIII Health Center Reports

• Salary, Benefits, Turnover, & Vacancy Survey Report
  – “Main” Report
• Companion Reports
  – Clinical Staffing
  – Provider Productivity Expectations
Updates to the 2020 “Main” Report

Resulting from Advisory Committee updates AND additional reporting enhancements:

New Titles and Budget Breakdowns Throughout

Extra and Enhanced Salary Breakdown Tables
• Tables for new director titles plus Clinical Pharmacist.
• New breakdowns for extra-large organizations.
• New breakdowns for non-leadership providers by time worked.

Enhanced Additional Pay Information
• Tables with average annual base pay vs. average annual total pay (base plus additional pay) for 1.0 FTE employees.

Benefits Packages
• Percent of health insurance premiums covered.

Other Recruitment and Retention Metrics
• Health center use of recruiting firms/consultants.
• Turnover information for providers, advanced practice providers, and clinical support by discipline.
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   B. Reading the Salary and Benefits Tables
   C. Region VIII Salary and Benefits Summaries

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

   TABLE 7: Development/Grants Director
### TABLE 1: Profile of All Participating Organizations by Budget, State, Number of Sites, Location, and FTEs

<table>
<thead>
<tr>
<th>State</th>
<th>Total Respondents</th>
<th>ANNUAL BUDGET</th>
<th>LOCATION</th>
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<tr>
<td></td>
<td>47</td>
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</tr>
<tr>
<td>Average</td>
<td>$20,630,587</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median</td>
<td>$10,183,232</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STATE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colorado</td>
<td>20</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Montana</td>
<td>10</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Dakota</td>
<td>4</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Dakota</td>
<td>2</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
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</tr>
<tr>
<td>Utah</td>
<td>7</td>
<td>15%</td>
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<tr>
<td>LT 7M</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
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<td></td>
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</tr>
<tr>
<td>Wyoming</td>
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<td>9%</td>
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<tr>
<td>LT 7M</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NUMBER OF SITES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One to Three HC Sites</td>
<td>16</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>0</td>
<td></td>
<td></td>
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<tr>
<td>Four to Seven HC Sites</td>
<td>16</td>
<td>34%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
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<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>8</td>
<td></td>
<td></td>
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<tr>
<td>MT 15M</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eight or More HC Sites</td>
<td>15</td>
<td>32%</td>
<td></td>
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<tr>
<td>LT 7M</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NUMBER OF EMPLOYEES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less Than 75 Employees</td>
<td>18</td>
<td>38%</td>
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</tr>
<tr>
<td>LT 7M</td>
<td>14</td>
<td></td>
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</tr>
<tr>
<td>7M-15M</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>75 - 150 Employees</td>
<td>12</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>11</td>
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<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More Than 150 Employees</td>
<td>17</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>LT 7M</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7M-15M</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MT 15M</td>
<td>16</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table Definitions**

Average: The sum of the Annual Budget data set divided by the number of participating health centers.

Median: The middle number in the Annual Budget data set sequence (also known as the 50th percentile).

### Notes:

- LT 7M: Respondents with annual budgets of less than $7 million.
- 7M-15M: Respondents with annual budgets of between $7 million and $15 million.
- MT 15M: Respondents with annual budgets of more than $15 million.

HC Site: Health Center Site.
FTEs: Full Time Equivalents.

Please see page 13 for additional definitions.
Main Report Components

I. Executive Summary
II. Salary and Benefits Information
III. Recruitment Information
IV. Retention Information
V. Additional R&R Information
VI. 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: Salary & Benefits Information

• Executive Summary – Report Overview
  – 7,480 FTEs in 2020; 8,123 employees
  – $493 million in annual pay; $76 million in benefits

• Salary and Benefits Data Overview
  – Largest groups of employees
    1. Medical Assistant with Credentials – 721
    2. Receptionist/Front Desk/Appt. Clerk – 560
  – Highest paid, on average
    1. Physician – OB/GYN ($282,327)
    2. Psychiatrist ($252,829)

• Salary and Benefits Data Tables
  – Aggregated BASE PAY data
## Salary/Benefits Tables

<table>
<thead>
<tr>
<th>Count</th>
<th>Actual FTEs</th>
<th>10th PCTL Salary</th>
<th>25th PCTL Salary</th>
<th>50th PCTL Salary</th>
<th>Average Salary</th>
<th>75th PCTL Salary</th>
<th>90th PCTL Salary</th>
<th>Average Benefits</th>
<th>Benefits as % of Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>46</td>
<td>41.69</td>
<td>$25,614</td>
<td>$27,356</td>
<td>$31,200</td>
<td>$33,477</td>
<td>$38,267</td>
<td>$44,189</td>
<td>$8,970</td>
<td>26.79%</td>
</tr>
</tbody>
</table>

### 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

<table>
<thead>
<tr>
<th>$22,753</th>
<th>$23,000</th>
<th>$23,400</th>
<th>$24,960</th>
<th>$27,497</th>
<th>$30,181</th>
<th>$31,233</th>
<th>$33,800</th>
<th>$35,250</th>
</tr>
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</table>

**MEDIAN/50th PCTL**

\[ = \text{\$27,497} \]

## Data Set B

<table>
<thead>
<tr>
<th>$22,753</th>
<th>$23,000</th>
<th>$23,400</th>
<th>$24,960</th>
<th>$27,497</th>
<th>$30,181</th>
<th>$31,233</th>
<th>$33,800</th>
<th>$65,250</th>
</tr>
</thead>
</table>

**MEDIAN/50th PCTL**

\[ = \text{\$27,497} \]

<table>
<thead>
<tr>
<th>$22,753</th>
<th>$23,000</th>
<th>$23,400</th>
<th>$24,960</th>
<th>$27,497</th>
<th>$30,181</th>
<th>$31,233</th>
<th>$33,800</th>
<th>$65,250</th>
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</table>

**AVERAGE/MEAN**

\[
\text{Sum} = \frac{\text{\$252,074}}{9} = \text{\$28,008}
\]

<table>
<thead>
<tr>
<th>$22,753</th>
<th>$23,000</th>
<th>$23,400</th>
<th>$24,960</th>
<th>$27,497</th>
<th>$30,181</th>
<th>$31,233</th>
<th>$33,800</th>
<th>$65,250</th>
</tr>
</thead>
</table>

**AVERAGE/MEAN**

\[
\text{Sum} = \frac{\text{\$281,824}}{9} = \text{\$31,314}
\]
Salary/Benefits Tables – All Titles

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

<table>
<thead>
<tr>
<th>POSITIONS</th>
<th>Count</th>
<th>Actual FTEs</th>
<th>10th PCTL Salary</th>
<th>25th PCTL Salary</th>
<th>50th PCTL Salary</th>
<th>Average Salary</th>
<th>75th PCTL Salary</th>
<th>90th PCTL Salary</th>
<th>Average Benefits</th>
<th>Benefits as % of Salary</th>
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<tr>
<td>TITLE - ALL</td>
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<td>21.40</td>
<td>$100,192</td>
<td>$114,724</td>
<td>$133,681</td>
<td>$157,276</td>
<td>$192,065</td>
<td>$245,641</td>
<td>$26,874</td>
<td>17.09%</td>
</tr>
<tr>
<td>Title - LT 7M</td>
<td>1</td>
<td>0.20</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Title - 7M - 15M</td>
<td>1</td>
<td>0.76</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Title - MT 15M</td>
<td>22</td>
<td>20.44</td>
<td>$100,400</td>
<td>$117,002</td>
<td>$133,681</td>
<td>$159,301</td>
<td>$196,196</td>
<td>$247,256</td>
<td>$25,965</td>
<td>16.30%</td>
</tr>
</tbody>
</table>

- Watch for **skew** in sample:
  - >10% difference between median (50th PCTL) & mean (Average)
  - Example Above for ALL:
    - 50th PCTL: $133,681  Avg.: $157,276  Skew: 17.7%
    - Skew for MT 15M Budget Range: 19.2%
## ALL Titles Salary Data with >10% (or <-10%) Skew

### Administrative Titles
- Director, Other (Admin.)
  - 62, 21.7%
- Director, Executive/CEO
  - 47, 14.78%
- Driver
  - 9, 14.56%
- Data Analyst
  - 26, 13.82%
- Trainer
  - 28, 11.15%
- IT Support Staff
  - 72, 10.03%

### Clinical Titles
- Health Educator (Clinical)
  - 9, 19.39%
- Director, Other (Clinical)
  - 24, 19.29%
- Physician – Other
  - 6, 16.88%
- Coordinator, Other (Clinical)
  - 7, 11.56%
- Intern, Clinical
  - 6, -10.13%
- Manager, Pharmacy
  - 17, -13.46%
# ALL Titles Salary Data with >10% (or <-10%) Skew

## Administrative Titles
- Director, Other (Admin.)
  - 62, 21.7%
- Director, Executive/CEO
  - 47, 14.78%
- Driver
  - 9, 14.56%
- Data Analyst
  - 26, 13.82%
- Trainer
  - 28, 11.15%
- IT Support Staff
  - 72, 10.03%

## Clinical Titles
- Health Educator (Clinical)
  - 9, 19.39%
- Director, Other (Clinical)
  - 24, 19.29%
- Physician – Other
  - 6, 16.88%
- Coordinator, Other (Clinical)
  - 7, 11.56%
- Intern, Clinical
  - 6, -10.13%
- Manager, Pharmacy
  - 17, -13.46%
Salary/Benefits Tables – Breakdowns

Tables 7-17: Breakdowns for Administrative Leadership

• Development Director
• Executive Director/CEO
• Fiscal Director/CFO
• NEW: Other Fiscal Director
• Human Resources Director
• Information Technology Director
• Operations Director/COO
• NEW: Other Operations Director
• Program Director
• QI/Quality Director
• Other Director (Administrative)
Tables 18-26: Breakdowns for Clinical Leadership

- Behavioral Health Director/CBHO
- NEW: Associate/Other Behavioral Health Director
- Dental Director/CDO
- NEW: 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
- NEW: Pharmacist, Clinical
- Physician – Family Practice with OB duties
- Physician – Family Practice without OB duties
- Physician – Internal Medicine
- Physician – OB/GYN
- Physician – Pediatrics
- Physician Assistant
- Psychiatric Nurse Practitioner
- Psychiatrist
- Psychologist, Clinical
Salary/Benefits Tables – Breakdowns

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

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

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

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

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

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

### TABLE 13: Administrative Leadership Salary and Benefits Breakdowns

<table>
<thead>
<tr>
<th>ADMINISTRATIVE LEADERSHIP POSITION</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATIONS DIRECTOR/COO - ALL</td>
<td>29</td>
</tr>
</tbody>
</table>

#### Breakdown by Annual Budget

| OPERATIONS DIRECTOR/COO - LT 7M                       | 7     |
| OPERATIONS DIRECTOR/COO - 7M-15M                     | 8     |
| OPERATIONS DIRECTOR/COO - MT 15M                     | 14    |
| Extra: OPERATIONS DIRECTOR/COO - 50M+                | 5     |

#### Breakdown by Number of Years Employed

| OPERATIONS DIRECTOR/COO - LT Five Years Employed     | 10    |
| OPERATIONS DIRECTOR/COO - Five-Nine Years Employed  | 10    |
| OPERATIONS DIRECTOR/COO - 10-19 Years Employed      | 7     |
| OPERATIONS DIRECTOR/COO - 20+ Years Employed        | 2     |
| OPERATIONS DIRECTOR/COO - 10+ Years Employed**      | 9     |

#### Breakdown by Location

| OPERATIONS DIRECTOR/COO - Urban                       | 8     |
| OPERATIONS DIRECTOR/COO - Rural                      | 13    |
| OPERATIONS DIRECTOR/COO - Frontier                   | 1     |
| OPERATIONS DIRECTOR/COO - Urban/Rural                | 6     |
| OPERATIONS DIRECTOR/COO - Rural/ Frontier            | 1     |
| OPERATIONS DIRECTOR/COO - Non-Urban Mix**            | 15    |

#### Breakdown by Number of Health Center Sites

| OPERATIONS DIRECTOR/COO - One-Three HC Site(s)       | 7     |
| OPERATIONS DIRECTOR/COO - Four-Seven HC Sites       | 10    |
| OPERATIONS DIRECTOR/COO - Eight or More HC Sites    | 12    |

#### Breakdown by Number of Employees

| OPERATIONS DIRECTOR/COO - LT 75 Employees            | 6     |
| OPERATIONS DIRECTOR/COO - 75-150 Employees          | 8     |
| OPERATIONS DIRECTOR/COO - MT 150 Employees          | 15    |

#### Breakdown by Number of Full Time Equivalents (FTEs)

| OPERATIONS DIRECTOR/COO - LT 140 FTEs                | 16    |
| OPERATIONS DIRECTOR/COO - 140+ FTEs                 | 13    |

#### Breakdown by Executive Team

| OPERATIONS DIRECTOR/COO - Executive Team Member      | 29    |
| OPERATIONS DIRECTOR/COO - Not Executive Team Member  | 0     |

*Count must be five*
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)
NEW – By Time Worked: Part-Time (LT 0.875 FTE) vs. (Full-Time (0.875 FTE+)

<table>
<thead>
<tr>
<th>Breakdown by Time Worked</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmacist - Employed Part-Time (LT 0.875 FTE)</td>
<td>38</td>
<td>15.07</td>
<td>$141,305</td>
<td>$140,266</td>
</tr>
<tr>
<td>Pharmacist - Employed Full-Time (0.875 FTE+)</td>
<td>69</td>
<td>68.90</td>
<td>$132,829</td>
<td>$130,715</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Breakdown by State Legal Scope of Practice^</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dental Hygienist - Broad Allowed Scope</td>
<td>99</td>
<td>93.65</td>
<td>$77,480</td>
<td>$77,667</td>
</tr>
<tr>
<td>Dental Hygienist - Moderate Allowed Scope</td>
<td>36</td>
<td>30.28</td>
<td>$69,160</td>
<td>$69,230</td>
</tr>
<tr>
<td>Dental Hygienist - Narrow Allowed Scope</td>
<td>14</td>
<td>13.20</td>
<td>$63,596</td>
<td>$63,637</td>
</tr>
</tbody>
</table>
POLL

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

Budget Range
Years of Service
Location
Number of Health Center Sites
Other
Salary/Benefits Tables – Breakdowns

Table 44: Breakdowns for Select Administrative & Clinical Support Positions

- By Number of Years Employed only (one exception)

<table>
<thead>
<tr>
<th>Administrative Support Position</th>
<th>Count</th>
<th>Actual FTEs</th>
<th>50th PCTL Salary</th>
<th>Average Salary</th>
<th>Average Benefits</th>
<th>Benefits as % of Salary</th>
<th>Average Years Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>BILLING STAFF/PATIENT ACCOUNTS - ALL</td>
<td>148</td>
<td>143.12</td>
<td>$35,610</td>
<td>$36,647</td>
<td>$9,038</td>
<td>24.66%</td>
<td>6.1</td>
</tr>
<tr>
<td>Billing Staff/Patient Accounts - LT Five Years Employed</td>
<td>87</td>
<td>86.24</td>
<td>$34,458</td>
<td>$35,277</td>
<td>$8,843</td>
<td>25.07%</td>
<td>2.1</td>
</tr>
<tr>
<td>Billing Staff/Patient Accounts - Five-Nine Years Employed</td>
<td>31</td>
<td>28.49</td>
<td>$36,566</td>
<td>$37,540</td>
<td>$9,470</td>
<td>25.23%</td>
<td>7.0</td>
</tr>
</tbody>
</table>

**Administrative:**
- Billing Staff/Patient Accounts
- Call Center Representative
- Care Coordinator/Patient Navigator
- Medical Records Clerk
- Outreach/Enrollment Staff
- Receptionist/Front Desk/Appointment Clerk

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

2020 Region VIII Health Center Workforce Data – 03/24/21
Salary/Benefits Tables – Comparisons

Tables 45-46: Comparison of 2016, 2018, & 2020

CHAMPS Region VIII Health Center Salary Data

- **96** non-“Other” titles
- Provided for all Region VIII data and for each of the three budget breakdowns (LT $7M, $7M-$15M, MT $15M)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Title A</td>
<td>$45,989</td>
<td>$41,995</td>
<td>$50,149</td>
<td>-8.7%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Title B</td>
<td>$30,774</td>
<td>$31,200</td>
<td>$35,454</td>
<td>1.4%</td>
<td>13.6%</td>
</tr>
</tbody>
</table>
## Salary/Benefits Tables – Comparisons

### 2016, 2018, & 2020 Region VIII Salary Data

#### Comparison of Selected Leadership Titles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director/CEO</td>
<td>$115,000</td>
<td>$136,183</td>
<td>$146,250</td>
<td>18.4%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Fiscal Director/CFO*</td>
<td>$83,673</td>
<td>$90,578</td>
<td>$106,995</td>
<td>8.3%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Human Resources Director</td>
<td>$69,525</td>
<td>$86,382</td>
<td>$93,329</td>
<td>24.2%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Information Technology Director</td>
<td>$102,576</td>
<td>$102,420</td>
<td>$108,160</td>
<td>-0.2%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Operations Director/COO*</td>
<td>$88,211</td>
<td>$86,700</td>
<td>$110,302</td>
<td>-1.7%</td>
<td>27.2%</td>
</tr>
<tr>
<td>Behavioral Health Director/CBHO*</td>
<td>$90,417</td>
<td>$97,254</td>
<td>$93,018</td>
<td>7.6%</td>
<td>-4.4%</td>
</tr>
<tr>
<td>Dental Director/CDO*</td>
<td>$148,750</td>
<td>$157,376</td>
<td>$170,000</td>
<td>5.8%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Medical Director/CMO</td>
<td>$196,934</td>
<td>$214,506</td>
<td>$225,815</td>
<td>8.9%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Medical Director (Associate/Other)</td>
<td>$182,940</td>
<td>$194,295</td>
<td>$189,019</td>
<td>6.2%</td>
<td>-2.7%</td>
</tr>
</tbody>
</table>

*The Job Description Summary was updated in 2020 to include only the top leader for the discipline area, which will limit comparability to prior years.*
### 2016, 2018, & 2020 Region VIII Salary Data

Comparison of **Selected Provider Titles**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified Nurse Midwife</td>
<td>$106,667</td>
<td>$109,599</td>
<td>$112,091</td>
<td>2.7%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Dental Hygienist</td>
<td>$68,726</td>
<td>$69,721</td>
<td>$74,880</td>
<td>1.4%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Dentist</td>
<td>$129,470</td>
<td>$136,208</td>
<td>$151,900</td>
<td>5.2%</td>
<td>11.5%</td>
</tr>
<tr>
<td>Licensed Clinical Social Worker</td>
<td>$60,347</td>
<td>$61,526</td>
<td>$64,541</td>
<td>2.0%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Licensed Prof. Counselor</td>
<td>$43,485</td>
<td>$55,390</td>
<td>$62,000</td>
<td>27.4%</td>
<td>11.9%</td>
</tr>
<tr>
<td>Nurse Practitioner</td>
<td>$94,916</td>
<td>$98,407</td>
<td>$104,000</td>
<td>3.7%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Pharmacist</td>
<td>$120,786</td>
<td>$126,880</td>
<td>$134,160</td>
<td>5.0%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Physician Assistant</td>
<td>$92,700</td>
<td>$98,819</td>
<td>$107,120</td>
<td>6.6%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Physician FP, with OB</td>
<td>$174,048</td>
<td>$178,380</td>
<td>$196,929</td>
<td>2.5%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Physician FP, w/o OB</td>
<td>$180,000</td>
<td>$185,651</td>
<td>$200,000</td>
<td>3.1%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Physician Internal Medicine</td>
<td>$173,877</td>
<td>$185,660</td>
<td>$220,800</td>
<td>6.8%</td>
<td>18.9%</td>
</tr>
<tr>
<td>Physician OB/GYN</td>
<td>$210,080</td>
<td>$216,382</td>
<td>$300,475</td>
<td>3.0%</td>
<td>38.9%</td>
</tr>
<tr>
<td>Physician Pediatrics</td>
<td>$177,053</td>
<td>$170,842</td>
<td>$197,800</td>
<td>-3.5%</td>
<td>15.8%</td>
</tr>
</tbody>
</table>
Salary/Benefits Tables – Comparisons

Tables 47-48: Comparison of 2020 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”
Table 47: Comparison of 2020 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 2020 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

- **61.7%** of health centers reported additional pay
- **19.5%** of employees received additional pay
- Additional pay represented **5.1%** of base pay for same employees (TTL $4.8M in additional pay)
Additional Pay

- Title with the highest average additional pay:
  - Physician, OB/GYN ($30,830)

- Title with the greatest difference between annual base and total pay, on average, for all 1.0 FTE employees:
  - Director, Medical/CMO (an increase of 3.18%)

- Top title receiving additional pay:
  - Receptionist/Front Desk/Appointment Clerk (138)

- Top title receiving additional pay by percentage:
  - Assistant, Lab (81.8% earned add. pay)
Additional Pay

Table 49: Additional Pay Details

- Most common Bonus/Incentive:
  - Unspecified (earned by 259 employees)
- Highest average amount earned per person for a Bonus/Incentive:
  - $5,854 (Productivity)

- Most common Differential:
  - Special Schedule (earned by 148 employees)
- Highest average amount earned per person for a Differential:
  - $30,073 (OB Procedure)
Additional Pay

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

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

### TABLE 51: Additional Pay by Clinical Titles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant, Dental</td>
<td>264</td>
<td>54</td>
<td>20.5%</td>
<td>$522</td>
<td>227</td>
<td>$35,778</td>
<td>$35,883</td>
<td>0.30%</td>
</tr>
<tr>
<td>Assistant, Dental - Expanded Function</td>
<td>64</td>
<td>7</td>
<td>10.9%</td>
<td>$661</td>
<td>54</td>
<td>$40,855</td>
<td>$40,939</td>
<td>0.20%</td>
</tr>
<tr>
<td>Assistant, Lab</td>
<td>11</td>
<td>9</td>
<td>81.8%</td>
<td>$276</td>
<td>3</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Behavioral Health, Other</td>
<td>42</td>
<td>6</td>
<td>14.3%</td>
<td>$1,053</td>
<td>33</td>
<td>$37,335</td>
<td>$37,527</td>
<td>0.51%</td>
</tr>
<tr>
<td>Case Manager</td>
<td>219</td>
<td>16</td>
<td>7.3%</td>
<td>$1,007</td>
<td>200</td>
<td>$41,714</td>
<td>$41,790</td>
<td>0.18%</td>
</tr>
<tr>
<td>Coordinator, Program (Clinical)</td>
<td>25</td>
<td>6</td>
<td>24.0%</td>
<td>$549</td>
<td>18</td>
<td>$43,562</td>
<td>$43,599</td>
<td>0.08%</td>
</tr>
<tr>
<td>Counselor, Licensed Professional</td>
<td>109</td>
<td>20</td>
<td>18.3%</td>
<td>$1,617</td>
<td>98</td>
<td>$61,144</td>
<td>$61,450</td>
<td>0.50%</td>
</tr>
<tr>
<td>Dental Hygienist</td>
<td>149</td>
<td>29</td>
<td>19.5%</td>
<td>$1,913</td>
<td>110</td>
<td>$74,896</td>
<td>$75,226</td>
<td>0.44%</td>
</tr>
<tr>
<td>Dentist</td>
<td>147</td>
<td>23</td>
<td>15.6%</td>
<td>$8,667</td>
<td>97</td>
<td>$148,371</td>
<td>$149,943</td>
<td>1.06%</td>
</tr>
<tr>
<td>Director, Behavioral Health/CBHO</td>
<td>25</td>
<td>5</td>
<td>20.0%</td>
<td>$1,792</td>
<td>25</td>
<td>$96,011</td>
<td>$96,369</td>
<td>0.37%</td>
</tr>
<tr>
<td>Director, Dental/CDO</td>
<td>35</td>
<td>10</td>
<td>28.6%</td>
<td>$10,888</td>
<td>30</td>
<td>$168,216</td>
<td>$171,771</td>
<td>2.11%</td>
</tr>
<tr>
<td>Director, Medical (Associate)</td>
<td>48</td>
<td>12</td>
<td>25.0%</td>
<td>$8,516</td>
<td>36</td>
<td>$177,331</td>
<td>$179,911</td>
<td>1.46%</td>
</tr>
<tr>
<td>Director, Medical/CMO</td>
<td>52</td>
<td>21</td>
<td>40.4%</td>
<td>$15,356</td>
<td>44</td>
<td>$215,367</td>
<td>$222,207</td>
<td>3.18%</td>
</tr>
<tr>
<td>Licensed Practical Nurse</td>
<td>114</td>
<td>26</td>
<td>22.8%</td>
<td>$842</td>
<td>79</td>
<td>$43,772</td>
<td>$43,972</td>
<td>0.46%</td>
</tr>
<tr>
<td>Manager, Medical/Dental Clinic</td>
<td>48</td>
<td>9</td>
<td>18.8%</td>
<td>$1,877</td>
<td>39</td>
<td>$60,417</td>
<td>$60,836</td>
<td>0.60%</td>
</tr>
<tr>
<td>Manager, Nursing</td>
<td>69</td>
<td>6</td>
<td>8.7%</td>
<td>$3,252</td>
<td>62</td>
<td>$87,933</td>
<td>$88,117</td>
<td>0.21%</td>
</tr>
<tr>
<td>Medical Assistant, with Credentials</td>
<td>721</td>
<td>108</td>
<td>15.0%</td>
<td>$674</td>
<td>667</td>
<td>$36,631</td>
<td>$36,734</td>
<td>0.30%</td>
</tr>
</tbody>
</table>
Benefits Packages

Insurance

Retirement/Pension Programs

Leave Time

Additional Incentives

• Based on **health center policies** for each type of benefit

• Reported for **eligible employees** only

• Reported by staff type
Benefits Packages:
Insurance & Retirement Overview

- In salary/benefits data for all employees, HCs reported:
  - $75.9M in annual employer contributions toward:
    - Health, dental, vision, life, and disability insurance
    - Retirement/pension plans
  - Represents **16.6%** 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

- **97.8% offered** some type of **retirement/pension plan**
• **NEW:** For health centers offering partial coverage for health insurance, the average percentage of employee premium covered by the health center was:
  - 83% for employee health insurance
  - 69% for dependent health insurance
Benefits Packages – Retirement/Pension Programs

- Most common type of plan:
  - **401(k) plan** (offered by 45.7% of those with a plan)

- Average maximum employer contribution to employee plans:
  - **4.8%** of annual wage

- Most common type of employer contributions:
  - **Match** of employee contributions (44.4%)
  - **Contribution** regardless of employee contributions (33.3%)

- Most common vesting schedule:
  - **Immediate** vesting of employer contributions (42.2%)

2020 Region VIII Health Center Workforce Data – 03/24/21
Benefits Packages: Leave Time

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

• Most Common Region VIII Leave Combinations:
  – PTO Bank and Holiday (21.7%)
  – Vacation, Sick, and Holiday (15.2%)
## Benefits Packages: Leave Time

<table>
<thead>
<tr>
<th></th>
<th>Annual Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL Hours Non-Holiday Time</strong></td>
<td><strong>217.9</strong></td>
</tr>
<tr>
<td>Hours of Vacation Leave – All Staff</td>
<td>135.7</td>
</tr>
<tr>
<td>Hours of Sick Leave – All Staff</td>
<td>107.4</td>
</tr>
<tr>
<td>Hours of Personal Leave – All Staff</td>
<td>42.7</td>
</tr>
<tr>
<td>Hours of Paid Time Off (PTO) Bank – All Staff</td>
<td>185.0</td>
</tr>
<tr>
<td>Paid Holidays – All Staff</td>
<td>8.6</td>
</tr>
<tr>
<td>Paid Floating Holidays – All Staff</td>
<td>2.4</td>
</tr>
</tbody>
</table>

### Combined Non-Holiday Leave Time by Staff Type

<table>
<thead>
<tr>
<th>Staff Type</th>
<th>Hours Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Leadership/Management/Supervisory</td>
<td>221.5</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>211.5</td>
</tr>
<tr>
<td>NEW: Medical Provider/Advanced Practice Provider (APP)</td>
<td>226.7</td>
</tr>
<tr>
<td>NEW: Dental Provider/APP</td>
<td>211.5</td>
</tr>
<tr>
<td>NEW: Behavioral/Mental Health Provider/APP</td>
<td>224.7</td>
</tr>
<tr>
<td>Clinical Support</td>
<td>211.6</td>
</tr>
</tbody>
</table>
Benefits Packages: Additional Incentives

- **97.8%** of health centers reported offering one or more **Additional Incentives** to employees

<table>
<thead>
<tr>
<th>Incentive</th>
<th>% HCs Offering</th>
<th>Average Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of Licensure Fees</td>
<td>85%</td>
<td>$644</td>
</tr>
<tr>
<td>Payment of Professional Association Dues</td>
<td>83%</td>
<td>$636</td>
</tr>
<tr>
<td>Payment for Continuing Professional Education</td>
<td>98%</td>
<td>$1,611</td>
</tr>
<tr>
<td>Payment of Relocation Expenses</td>
<td>65%</td>
<td>$5,999</td>
</tr>
<tr>
<td>Payment of Signing Bonuses</td>
<td>46%</td>
<td>$8,003</td>
</tr>
<tr>
<td>Compensation for Bilingual Staff</td>
<td>24%</td>
<td>-</td>
</tr>
<tr>
<td>Incentive-Based Compensation</td>
<td>28%</td>
<td>$3,410</td>
</tr>
<tr>
<td>Payment of Retention Bonus</td>
<td>11%</td>
<td>$13,500</td>
</tr>
</tbody>
</table>
### Benefits Packages: Additional Incentives

#### Clinical Staff

<table>
<thead>
<tr>
<th>Payment of/for:</th>
<th>Average Offered for Provider/ Adv. Practice Provider Staff</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Medical</td>
</tr>
<tr>
<td>Licensure Fees</td>
<td>$1,044</td>
</tr>
<tr>
<td>Professional Association Dues</td>
<td>$741</td>
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<tr>
<td>Continuing Professional Education</td>
<td>$2,217</td>
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<tr>
<td>Relocation Expenses</td>
<td>$6,052</td>
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<tr>
<td>Signing Bonus</td>
<td>$9,942</td>
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</table>

*2020 Region VIII Health Center Workforce Data – 03/24/21*
Main Report Components

I. Executive Summary
II. Salary and Benefits Information
III. Recruitment Information
IV. Retention Information
V. Additional R&R Information
VI. Appendices
POLL

Does your organization regularly track any internal recruitment metrics?

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

2012: 25% Yes, 63% No, 13% Unsure
2014: 23% Yes, 54% No, 23% Unsure
2018: 10% Yes, 60% No, 30% Unsure
Challenging Recruitment

• Number of positions seeing challenging recruitment:

- 2016:
  - 0 positions: 4%
  - 1-2 positions: 28%
  - 3-4 positions: 33%
  - 5+ positions: 35%

- 2018:
  - 0 positions: 6%
  - 1-2 positions: 33%
  - 3-4 positions: 35%
  - 5+ positions: 27%

- 2020:
  - 0 positions: 7%
  - 1-2 positions: 22%
  - 3-4 positions: 37%
  - 5+ positions: 35%

• Most-often identified challenging positions to recruit:
  1: **Licensed Clinical Social Worker** (39.1%)
  2-Tie: **Medical Assistant** (37.0%)
  2-Tie: **Registered Nurse** (37.0%)

Then **Dentist and FP Physician w/o OB** (34.8% each)

2020 Region VIII Health Center Workforce Data – 03/24/21
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

- **1.72** vacancies per organization; **43.0%** of all vacancies were considered “continuously recruited.”

- Participating health centers reported:

  - Avg. number of recruited positions per health center:

![Bar chart showing vacancy data for different years and roles.]

- **Avg. number of recruited positions per health center:**

  - 2016:
    - ALL: 2.09
    - EXEC: 1.95
    - CP: 1.17
    - CAPP: 0.74

  - 2018:
    - EXEC: 0.25
    - CP: 0.95

  - 2020:
    - ALL: 0.28
    - CP: 0.74
    - CAPP: 0.75

  - 2020 Region VIII Health Center Workforce Data – 03/24/21
Vacancies: Non-Continuous Recruitment

• Recruitment lengths (for “non-continuous” postings) decreased between 2018 and 2020 for vacancies overall.
  – *Increased for Executives/Leaders.*
  – *Decreased for Providers and Advanced Practice Providers.*

Average Recruitment Lengths in Months

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2018</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL</td>
<td>3.07</td>
<td>2.57</td>
<td>2.83</td>
</tr>
<tr>
<td>Admin. &amp; Clinical Exec./Leaders</td>
<td>1.84</td>
<td>2.52</td>
<td>4.54</td>
</tr>
<tr>
<td>Clinical Provider</td>
<td>1.88</td>
<td>5.01</td>
<td>1.67</td>
</tr>
</tbody>
</table>

2020 Region VIII Health Center Workforce Data – 03/24/21
Highest Priority Vacancies

- Asked to select one as their “highest priority to fill”
  - 38.5% of highest priority vacancies were for medical providers and 30.8% were for physicians.
NEW: Use of Recruitment Firms/Consultants

- **32.6%** reported using one or more external recruitment firms/consultants (between 1 and 3 each).
- Total spent in past 12 months: $514,700 (avg. $39,592).
- Used mostly for **providers**, and mostly for **medical**.
Recruitment Needs

What staff recruitment tools would you like to implement?

- **A - Outreach**: includes candidate searches, career fairs, online marketing, and paid advertising.
- **B - Recruiter/HR/Other Staff**: includes additional HR staff, dedicated provider/health center recruiters, head hunter agencies, marketing staff, and placement services.
- **C - IT Systems**: includes Applicant Tracking Systems (ATS), integrated ATS/HRIS systems, and modernized websites.
- **D - $ for Staff**: includes referral bonus and signing bonus.
- **E - Related Procedures**: includes compensation letters, onsite visits for candidates, and updated job descriptions.
- **F - Related Programs**: includes career ladders and residency programs.
- **G - None/NA**

What do you need to make it happen?

**MONEY**
Main Report Components

I. Executive Summary
II. Salary and Benefits Information
III. Recruitment Information
IV. Retention Information
V. Additional R&R Information
VI. Appendices
POLL

Does your organization regularly track any internal retention metrics?

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

2012: 37% Yes, 58% No, 5% Unknown
2014: 40% Yes, 50% No, 10% Unknown
2016: 50% Yes, 25% No, 25% Unsure
2018: 67% Yes, 22% No, 11% Unsure
Years of Service (Tenure)

- 8,123 participating employees
  - Longest tenured admin.: Manager, QI/Quality (11.49 yrs)
  - Longest tenured clinical: Manager, Pharmacy (9.95 yrs)

U.S. Bureau of Labor Statistics (BLS) Employee Tenure Summary
Administrative vs. Clinical Staff
Years of Service (Tenure)

Median
ALL
Average
ALL
Median
Admin.
Average
Admin.
Median
Clinical
Average
Clinical

RVIII 2016
RVII 2018
RVIII 2020
Challenging Turnover

• Number of positions seeing challenging turnover:

• Most-often identified positions with challenging turnover:

  1: Medical Assistant (56.5%)
  2: Reception/Front Desk (39.1%)
  3: Dental Assistant (23.9%)
CY 2019 Turnover Survey

- Asked to report **number of separations** in 2019, split into:
  - **Voluntary separations** (employee-initiated)
  - **Involuntary separations** (organization-initiated)
- Asked to report **average number of employees** in 2019
- Asked to report these figures for **six staff types**:
  - **NEW**: 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
- **NEW**: Asked to report clinical figures by **discipline sub-categories**:
  - Medical, Dental, Behavioral/Mental Health, Other
CY 2019 Turnover Survey

• 2019 All Staff Total Turnover Rate: **23.5%**
  – *U.S. Bureau of Labor Statistics 2019 all separations turnover rate for health care and social assistance industries: 34.0%*

• **13.9%** of 2019 All Staff Turnover was **Involuntary**.
Turnover Rates by Staff Type/Sub-Category

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26%</td>
<td>24%</td>
<td>19%</td>
<td>17%</td>
<td>14%</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>2015</td>
<td>23.5%</td>
<td>14%</td>
<td>13.4%</td>
<td>14%</td>
<td>28%</td>
<td>28%</td>
<td>28.2%</td>
</tr>
<tr>
<td>2017</td>
<td>28%</td>
<td>28%</td>
<td>20%</td>
<td>15%</td>
<td>16.3%</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>2019</td>
<td>27.7%</td>
<td>14%</td>
<td>14%</td>
<td>28%</td>
<td>15%</td>
<td>28%</td>
<td>28%</td>
</tr>
</tbody>
</table>

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

2019

- **Providers**:
  - Medical: 9.7%
  - Dental: 21.3%
  - Behavioral/Mental Health: 15.1%
  - Other Clinical: 16.1%

- **APPs**:
  - Medical: 18.0%
  - Dental: 24.1%
  - Behavioral/Mental Health: 29.1%
  - Other Clinical: 31.5%

- **Support Staff**:
  - Medical: 26.1%
  - Dental: 25.2%

2020 Region VIII Health Center Workforce Data – 03/24/21
Retention Needs

What staff retention tools would you like to implement?

- **A - Additional Benefits**: includes employee and staff celebration/recognition, flexible hours, on-site childcare, recognition prizes, remote work, and wellness programs.
- **B - Bonuses**: includes performance incentives, retention bonuses, and sign on bonuses.
- **C - Education**: includes career growth assistance, mentoring, loan repayment, schooling opportunities, and support for continuing education, certification, and licensing.
- **D - Improved Benefits/Salaries**: includes better health insurance, improved premium support for employees and dependents, and increased wage.
- **E - Engagement/Satisfaction**: includes employee incentive programs, engagement survey to determine cause of turnover, and stay interviews.
- **F - Staff**: includes additional retention staff and HR Generalists.
- **G - Other**: includes building on existing retention tools and strategies already in place, funding to utilize retention tools that others have found successful, more affordable staff training, and HRIS systems.
- **H - None/NA**

What do you need to make it happen?

**MONEY**
Main Report Components

I. Executive Summary
II. Salary and Benefits Information
III. Recruitment Information
IV. Retention Information
V. Additional R&R Information
VI. Appendices
Additional R&R Information Part 1

• Upcoming Salary Increases
  – **71.1%** are planning for increases (5/1/20-4/31/21)
    (88.2% in 2018, 81.1% in 2016, and 85.7% in 2014)

• Percentage Currently Employing Veterans
  – 13.0% of HCs reported zero employed veterans
    (18.9% in 2018, 24.1% in 2016, and 28.6% in 2014)
  – **80.4%** - one or more employed veterans
    (79.2% in 2018, 68.5% in 2016 and 53.1% in 2014)

**Non-urban** HCs were more likely to report a higher % of veterans as employees.

Average reported percentage of veteran employees: **4%**
Additional R&R Information Part 2

• Percentage Employing Racial/Ethnic Minorities
  – **45.7%** of HCs reported that 1%-25% of their employees are racial/ethnic minorities.
    
    _Urban_ HCs were much more likely to report a higher % of racial/ethnic minority employees.
    
    Average reported percentage of minority employees: **31%**

• Percentage with Employees Holding College/Advanced Degrees
  – **50.9%** of HCs reported that 26%-50% of their employees hold college or advanced degrees.
    
    _Non-urban_ HCs were much more likely to report a higher % of employees with college/advanced degrees.
    
    Average reported percentage of employees with degrees: **46%**
POLL

Which part of the Additional R&R Information do you find most interesting/useful?

Anticipated Salary Increases
Percentage of Veteran Employees
Percentage of Racial/Ethnic Minority Employees
Percentage of Employees with College/Advanced Degrees
Companion Report #1
2020 Region VIII Health Center Clinical Staffing Report

• Utilizes FTE data reported for every employee in the salary survey
• 2014: focus on Medical Providers and Support
• 2016: added Behavioral Health and Dental
• 2018: added a section of Care Team Staffing Ratios
• 2020: added Dental Hygienist
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 2020 were not necessarily the same as those that participated in previous years.
Clinical Staffing Report
Average FTE per Health Center and Administrative vs. Clinical FTE
Clinical Staffing Report

Medical Provider and Support Groups

- **Medical Provider** = Medical Directors, Nursing Directors (NPs), Physicians, Physician Residents, Certified Nurse Midwives, Nurse Practitioners, Nurse Practitioner Residents, and Physician Assistants
  
  947.73 FTEs (12.7% of all)

- **Medical Support** = LPNs, MAs, CNAs, RNs, Nursing Directors (Non-NPs), Nursing Managers, MA Supervisors, and Nursing Supervisors
  
  1,737.13 FTEs (23.2% of all)
Clinical Staffing Report
Behavioral Health Provider Group

- Behavioral Health (BH) Provider = Behavioral Health Directors, Clinical Psychologists, LCSWs, LPCs/LCPCs, MFTs, Psychiatric Nurse Practitioners, Psychiatrists
  341.52 FTEs (4.6% of all)

Not included in this report: FTEs reported under Addiction Counselor; Behavioral Health Provider, Pre-Licensure; Behavioral Health, Other
Clinical Staffing Report
Dental Provider and Support Groups

- **Dental Provider** = Dental Directors, Dentists, Dentist Residents, and Dental Hygienists
  308.31 FTEs (4.1% of all)

- **Dental Support** = Dental Assistants, Expanded Function Dental Assistants, Dental Assistant Supervisors, and Sterilization Technicians
  331.55 FTEs (4.4% of all)
Clinical FTE vs. Other FTE

- Medical/BH/Dental Provider/Support FTE vs. Other FTE:
  - 3,666.23 combo. FTE Provider/Support (49.0%)
  - 935.24 FTE Other Clinical (pharm., lab, case mgmt., etc.; 12.5%)
  - 2,879.63 FTE Administrative (38.5%)

<table>
<thead>
<tr>
<th>Region</th>
<th>Medical</th>
<th>Behavioral Health</th>
<th>Dental</th>
<th>Other Clinical</th>
<th>Admin.</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVIII</td>
<td>35.9%</td>
<td>4.6%</td>
<td>8.6%</td>
<td>12.5%</td>
<td>38.5%</td>
</tr>
<tr>
<td>CO</td>
<td>36.9%</td>
<td>4.4%</td>
<td>8.3%</td>
<td>12.8%</td>
<td>37.6%</td>
</tr>
<tr>
<td>MT</td>
<td>33.5%</td>
<td>6.4%</td>
<td>8.0%</td>
<td>12.3%</td>
<td>39.8%</td>
</tr>
<tr>
<td>ND</td>
<td>28.3%</td>
<td>3.2%</td>
<td>12.2%</td>
<td>11.3%</td>
<td>45.1%</td>
</tr>
<tr>
<td>SD</td>
<td>39.0%</td>
<td>1.6%</td>
<td>11.1%</td>
<td>7.6%</td>
<td>40.7%</td>
</tr>
<tr>
<td>UT</td>
<td>31.8%</td>
<td>5.3%</td>
<td>8.4%</td>
<td>13.9%</td>
<td>40.6%</td>
</tr>
<tr>
<td>WY</td>
<td>37.6%</td>
<td>6.5%</td>
<td>7.7%</td>
<td>13.1%</td>
<td>35.2%</td>
</tr>
</tbody>
</table>

2020 Region VIII Health Center Workforce Data – 03/24/21
Clinical FTE vs. Other FTE

- Medical/BH/Dental Provider/Support FTE vs. Other FTE:
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<td>40.6%</td>
</tr>
<tr>
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<td>7.7%</td>
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<td>35.2%</td>
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</tbody>
</table>

2020 Region VIII Health Center Workforce Data – 03/24/21
Clinical Provider Ratios

<table>
<thead>
<tr>
<th>Region</th>
<th>Medical Directors</th>
<th>Physicians</th>
<th>Physician Residents</th>
<th>NPs/PAs/CNMs</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVIII</td>
<td>54.2%</td>
<td>31.2%</td>
<td>9.8%</td>
<td>4.8%</td>
</tr>
<tr>
<td>CO</td>
<td>51.4%</td>
<td>35.2%</td>
<td>10.4%</td>
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<tr>
<td>MT</td>
<td>43.9%</td>
<td>27.1%</td>
<td>9.4%</td>
<td>19.6%</td>
</tr>
<tr>
<td>ND</td>
<td>74.5%</td>
<td>17.8%</td>
<td>1.7%</td>
<td>1.2%</td>
</tr>
<tr>
<td>SD</td>
<td>85.3%</td>
<td>13.0%</td>
<td>10.8%</td>
<td>20.4%</td>
</tr>
<tr>
<td>UT</td>
<td>67.5%</td>
<td>1.2%</td>
<td>16.7%</td>
<td>20.4%</td>
</tr>
<tr>
<td>WY</td>
<td>66.6%</td>
<td>16.7%</td>
<td>16.7%</td>
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### Clinical Provider Ratios

<table>
<thead>
<tr>
<th>Region</th>
<th>Medical Directors</th>
<th>Physicians</th>
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<td>54.2%</td>
<td>4.8%</td>
<td>31.2%</td>
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<tr>
<td>CO</td>
<td>51.4%</td>
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<td>12.5%</td>
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<tr>
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<td>1.2%</td>
<td>1.2%</td>
<td>10.8%</td>
</tr>
<tr>
<td>WY</td>
<td>66.6%</td>
<td>16.7%</td>
<td>16.7%</td>
<td>16.7%</td>
</tr>
</tbody>
</table>

**Notes:**
- RVIII: Region VIII
- CO: Colorado
- MT: Montana
- ND: North Dakota
- SD: South Dakota
- UT: Utah
- WY: Wyoming
Clinical Provider Ratios

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

- Behavioral Health Directors
- Psychologists/Psychiatrists
- LCSWs/LPC-LCPCs/PsychNPs

<table>
<thead>
<tr>
<th>Region</th>
<th>Medical Directors</th>
<th>Physicians</th>
<th>Physician Residents</th>
<th>NPs/PAs/CNMs</th>
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<tbody>
<tr>
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<td>54.2%</td>
<td>10.2%</td>
<td>8.9%</td>
<td>10.2%</td>
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<tr>
<td>CO</td>
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<td>8.5%</td>
<td>11.7%</td>
<td>2.4%</td>
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<tr>
<td>MT</td>
<td>43.9%</td>
<td>12.8%</td>
<td>2.4%</td>
<td>9.5%</td>
</tr>
<tr>
<td>ND</td>
<td>74.5%</td>
<td>9.5%</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>SD</td>
<td>85.3%</td>
<td>14.7%</td>
<td>7.4%</td>
<td>14.7%</td>
</tr>
<tr>
<td>UT</td>
<td>67.5%</td>
<td>30.0%</td>
<td>70.0%</td>
<td>70.0%</td>
</tr>
<tr>
<td>WY</td>
<td>66.6%</td>
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Clinical Provider Ratios

RVIII CO MT ND SD UT WY

Medical Directors
Physicians
Physician Residents
NPs/PAs/CNMs

RVIII CO MT ND SD UT WY

Behavioral Health Directors
Psychologists/Psychiatrists
LCSWs/LPC-LCPCs/PsychNPs
Clinical Provider Ratios

RVIII CO MT ND SD UT WY

Medical Directors
Physicians
Physician Residents
NPs/PAs/CNMs

Behavioral Health Directors
Psychologists/Psychiatrists
LCSWs/LPC-LCPCs/PsychNPs

Dental Directors
Dentists
Hygienists
Medical Support Ratios
Medical Support Ratios

RVIII - Support Supervisors, Managers, Leaders: 0.9% 5.8%
CO - MAs: 0.2% 2.1%
MT - RNs: 1.5% 13.7%
ND - LPNs: 12.7%
SD - CNAs: 4.6%
UT - 1.0%
WY - 5.0%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
RVIII CO MT ND SD UT WY
Medical Support Ratios

Medical Support FTE to Medical Provider FTE Ratios
Dental Support Ratios

<table>
<thead>
<tr>
<th>State</th>
<th>DA Supervisor</th>
<th>DA/Sterilization Tech.</th>
<th>EFDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVIII</td>
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<td>18.1%</td>
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</tr>
<tr>
<td>CO</td>
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<td>73.1%</td>
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<td>MT</td>
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<td>86.6%</td>
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<td>ND</td>
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<td>17.7%</td>
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<tr>
<td>SD</td>
<td>47.1%</td>
<td>52.9%</td>
<td>93.8%</td>
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<tr>
<td>UT</td>
<td>6.2%</td>
<td>93.8%</td>
<td>100.0%</td>
</tr>
<tr>
<td>WY</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
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Dental Support Ratios

<table>
<thead>
<tr>
<th></th>
<th>DA Supervisor</th>
<th>DA/Sterilization Tech.</th>
<th>EFDA</th>
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<tbody>
<tr>
<td>RVIII</td>
<td>6.0%</td>
<td>6.9%</td>
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</tr>
<tr>
<td>CO</td>
<td>75.9%</td>
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<td>ND</td>
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<td>47.1%</td>
<td>47.1%</td>
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<td>SD</td>
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<td>93.8%</td>
<td>52.9%</td>
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<tr>
<td>UT</td>
<td>93.8%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>WY</td>
<td>100.0%</td>
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Dental Support Ratios

Dental Support FTE to Dental Provider FTE Ratios

2018 2020
Dental Support Ratios

<table>
<thead>
<tr>
<th>State</th>
<th>Dental Support FTE to Dental Provider FTE Ratios</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVIII</td>
<td>1.21</td>
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<tr>
<td>CO</td>
<td>1.29</td>
</tr>
<tr>
<td>MT</td>
<td>1.02</td>
</tr>
<tr>
<td>ND</td>
<td>1.14</td>
</tr>
<tr>
<td>SD</td>
<td>1.29</td>
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<tr>
<td>UT</td>
<td>0.77</td>
</tr>
<tr>
<td>WY</td>
<td>2.00</td>
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</table>

2018

<table>
<thead>
<tr>
<th>State</th>
<th>DA Supervisor</th>
<th>DA/Sterilization Tech.</th>
<th>EFDA</th>
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</thead>
<tbody>
<tr>
<td>RVIII</td>
<td>18.1%</td>
<td>6.0%</td>
<td></td>
</tr>
<tr>
<td>CO</td>
<td>20.1%</td>
<td>6.9%</td>
<td></td>
</tr>
<tr>
<td>MT</td>
<td>6.4%</td>
<td>6.9%</td>
<td></td>
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<td>ND</td>
<td>17.7%</td>
<td>82.3%</td>
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<td>SD</td>
<td>47.1%</td>
<td>52.9%</td>
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</tr>
<tr>
<td>UT</td>
<td>93.8%</td>
<td>6.2%</td>
<td></td>
</tr>
<tr>
<td>WY</td>
<td>100.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
Ratios for Care Team Groups

2020 Care Team Group FTE per Physician/Physician Resident FTE

2020 Care Team Group FTE per Medical Provider FTE

Admin.  MS  OC  OMP  BHP  DS  DP

2020 Region VIII Health Center Workforce Data – 03/24/21
Ratios for Selected Care Team Titles

2020 Care Team Title FTE per Physician/Physician Resident FTE

2020 Care Team Title FTE per Medical Provider FTE

MA | Recept. | NP/PA/CNM | RN | CM | CC | Pharm. | LPN | Med. Dir. | QI | CHW | HE | N/D

3.25 | 1.55 | 1.51 | 1.12 | 0.62 | 0.44 | 0.36 | 0.29 | 0.27 | 0.20 | 0.10 | 0.10 | 0.03

1.17 | 0.56 | 0.40 | 0.22 | 0.16 | 0.13 | 0.11 | 0.07 | 0.03 | 0.01

2020 Region VIII Health Center Workforce Data – 03/24/21
Care Team Ratios by State

Care Team Group FTE per Medical Provider FTE

<table>
<thead>
<tr>
<th>Staff Groups</th>
<th>RVIII</th>
<th>CO</th>
<th>MT</th>
<th>ND</th>
<th>SD</th>
<th>UT</th>
<th>WY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Staff (Admin.)</td>
<td>3.04</td>
<td>2.99</td>
<td>3.07</td>
<td>3.83</td>
<td>2.70</td>
<td>3.17</td>
<td>3.04</td>
</tr>
<tr>
<td>Medical Support Staff (MS)</td>
<td>1.83</td>
<td>1.94</td>
<td>1.59</td>
<td>1.40</td>
<td>1.59</td>
<td>1.48</td>
<td>2.24</td>
</tr>
<tr>
<td>Other Clinical Staff (OC)</td>
<td>0.99</td>
<td>1.02</td>
<td>0.95</td>
<td>0.96</td>
<td>0.51</td>
<td>1.08</td>
<td>1.13</td>
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<tr>
<td>Behavioral Health Providers (BHP)</td>
<td>0.36</td>
<td>0.35</td>
<td>0.49</td>
<td>0.27</td>
<td>0.10</td>
<td>0.42</td>
<td>0.56</td>
</tr>
<tr>
<td>Dental Support Staff (DS)</td>
<td>0.35</td>
<td>0.35</td>
<td>0.33</td>
<td>0.45</td>
<td>0.35</td>
<td>0.33</td>
<td>0.45</td>
</tr>
<tr>
<td>Dental Providers (DP)</td>
<td>0.33</td>
<td>0.32</td>
<td>0.29</td>
<td>0.59</td>
<td>0.38</td>
<td>0.33</td>
<td>0.22</td>
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</table>

Why is “per Medical Provider” better state comparisons?

• “Per Physicians/Physician Residents” metrics vary based on each state’s reliance on physicians/physician residents vs. APPs:
  – MT: 0.94 NP/PA/CNM FTEs for every 1.0 Physician/Physician Resident FTE
  – SD: 6.55 NP/PA/CNM FTEs for every 1.0 Physician/Physician Resident FTE
## Care Team Ratios by State

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

<table>
<thead>
<tr>
<th>Selected Titles</th>
<th>RVIII</th>
<th>CO</th>
<th>MT</th>
<th>ND</th>
<th>SD</th>
<th>UT</th>
<th>WY</th>
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<tbody>
<tr>
<td>Medical Assistants (MA)</td>
<td>1.17</td>
<td>1.35</td>
<td>0.82</td>
<td>0.11</td>
<td>0.36</td>
<td>1.23</td>
<td>1.48</td>
</tr>
<tr>
<td>Receptionist/Front Desk/Appt. Clerk (Recept.)</td>
<td>0.56</td>
<td>0.48</td>
<td>0.52</td>
<td>0.92</td>
<td>0.85</td>
<td>0.85</td>
<td>1.20</td>
</tr>
<tr>
<td>Registered Nurses (RN)</td>
<td>0.40</td>
<td>0.38</td>
<td>0.45</td>
<td>0.57</td>
<td>0.63</td>
<td>0.19</td>
<td>0.49</td>
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<tr>
<td>Case Managers (CM)</td>
<td>0.22</td>
<td>0.27</td>
<td>0.15</td>
<td>0.28</td>
<td>0.02</td>
<td>0.04</td>
<td>0.00</td>
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<tr>
<td>Care Coordinators/Patient Navigators (CC)</td>
<td>0.16</td>
<td>0.18</td>
<td>0.12</td>
<td>0.06</td>
<td>0.05</td>
<td>0.24</td>
<td>0.00</td>
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<tr>
<td>Pharmacists (Pharm.)</td>
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<td>0.12</td>
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<td>0.00</td>
<td>0.05</td>
<td>0.20</td>
<td>0.39</td>
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<tr>
<td>Licensed Practical Nurses (LPN)</td>
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<td>0.45</td>
<td>0.53</td>
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<tr>
<td>Quality Improvement Staff (QI)</td>
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<td>0.07</td>
<td>0.09</td>
<td>0.09</td>
<td>0.04</td>
<td>0.06</td>
<td>0.11</td>
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<td>Comm. Health Workers / Outreach Staff (CHW)</td>
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<td>0.03</td>
<td>0.05</td>
<td>0.00</td>
<td>0.00</td>
<td>0.04</td>
<td>0.06</td>
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<tr>
<td>Health Educators (HE)</td>
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<td>0.05</td>
<td>0.00</td>
<td>0.01</td>
<td>0.00</td>
<td>0.02</td>
<td>0.00</td>
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<td>0.01</td>
<td>0.01</td>
<td>0.02</td>
<td>0.00</td>
<td>0.01</td>
</tr>
</tbody>
</table>
POLL

Which part of the Provider and Support Staffing information do you find most useful/interesting?

- Medical Provider and Support Ratios
- Behavioral Health Provider Ratios
- Dental Provider and Support Ratios
- Care Team Ratios
Companion Report #2
2020 Region VIII Health Center
Provider Productivity Expectations Report

• Asked to report Expectations
  – 2014: full-time Medical providers
  – 2016: added full-time Dental providers and separated Director vs. Non-Director
  – 2018: added full-time Behavioral Health providers and requested HC’s Behavioral Health Integration Level
  – 2020: one new title
Productivity Expectations Report

Asked to Report Health Center Expectations for:

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

Asked to Report:

• Standard Patient Panel Sizes

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

GOAL: To illustrate what health centers are asking their providers to accomplish, as a component informing discussions about provider productivity (in conjunction with other available data).
# Productivity Expectations Report Providers

**Directors:**
- Medical Directors
- Dental Directors
- Behavioral Health Directors

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

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

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2020 Region VIII Health Center Workforce Data – 03/24/21
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 – 43.5%**
  – 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 – 56.5%**
  – 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.
What number of hours per week does your health center consider to be full-time for medical, dental, and behavioral health providers?
#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.).

**Medical**

- Admin. Med. Dir. (41): 43.1%
- Pt. Cont. Med. Dir. (41): 56.9%
- Admin. Phys. (34): 15.3%
- Pt. Cont. Phys. (34): 84.7%
- Admin. NP (40): 15.5%
- Pt. Cont. NP (40): 84.5%
- Admin. PA (43): 15.3%
- Pt. Cont. PA (43): 84.7%

**Dental**

- Admin. Dent. Dir. (37): 25.8%
- Pt. Cont. Dent. Dir. (37): 74.2%
- Admin. Dentist (37): 12.1%
- Pt. Cont. Dentist (37): 87.9%
- Admin. Dent. Hyg. (34): 10.6%
- Pt. Cont. Dent. Hyg. (34): 89.4%

**BH**

- Admin. BH Dir. (33): 37.7%
- Pt. Cont. BH Dir. (33): 62.3%
- Admin. Psychologist (14): 15.0%
- Pt. Cont. Psychologist (14): 85.0%
- Admin. LCSW/LPC/MFT (41): 15.0%
- Pt. Cont. LCSW/LPC/MFT (41): 85.0%
- Admin. Psychiatrist (12): 16.9%
- Pt. Cont. Psychiatrist (12): 83.1%
- Admin. Psych. NP (20): 14.5%
- Pt. Cont. Psych. NP (20): 85.5%

**Averages**

- Med. Dir.: 43.1%
- Phys.: 15.3%
- NP: 15.5%
- PA: 15.3%
- Dent. Dir.: 25.8%
- Dentist: 12.1%
- Dent. Hyg.: 10.6%
- Psychologist: 15.0%
- LCSW/LPC/MFT: 15.0%
- Psychiatrist: 16.9%
- Psych. NP: 14.5%
- BH Dir.: 37.7%
- Psychologist: 15.0%
- LCSW/LPC/MFT: 15.0%
- Psychiatrist: 16.9%
- Psych. NP: 14.5%
#2: Admin. vs. Patient Contact Time

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

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

<table>
<thead>
<tr>
<th>Medical</th>
<th>Dental</th>
<th>BH</th>
<th>Averages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dir. (41)</td>
<td>Dent. Dir. (37)</td>
<td>BH Dir. (33)</td>
<td>BH Dir. (33)</td>
</tr>
<tr>
<td>43.1%</td>
<td>25.8%</td>
<td>37.7%</td>
<td><strong>62.3%</strong></td>
</tr>
<tr>
<td>Phys. (34)</td>
<td>Dentist (37)</td>
<td>Psychologist (14)</td>
<td>Psychologist (14)</td>
</tr>
<tr>
<td>56.9%</td>
<td>74.2%</td>
<td>62.3%</td>
<td><strong>85.0%</strong></td>
</tr>
<tr>
<td>15.3%</td>
<td>12.1%</td>
<td>15.0%</td>
<td><strong>15.0%</strong></td>
</tr>
<tr>
<td>NP (40)</td>
<td>Dent. Hyg. (34)</td>
<td>LCSW/LPC/MFT (41)</td>
<td>Psych. NP (20)</td>
</tr>
<tr>
<td>15.5%</td>
<td>10.6%</td>
<td>15.0%</td>
<td><strong>16.9%</strong></td>
</tr>
<tr>
<td>PA (43)</td>
<td>Psych. (14)</td>
<td>Psychiatrist (12)</td>
<td>Psych. NP (20)</td>
</tr>
<tr>
<td>84.7%</td>
<td>87.9%</td>
<td>85.0%</td>
<td><strong>85.5%</strong></td>
</tr>
<tr>
<td>84.5%</td>
<td>89.4%</td>
<td>85.0%</td>
<td><strong>83.1%</strong></td>
</tr>
<tr>
<td>15.3%</td>
<td>14.5%</td>
<td>14.5%</td>
<td><strong>14.5%</strong></td>
</tr>
</tbody>
</table>
Average Admin. vs. Patient Contact Time by Level of BH Integration

No differences seen for non-director medical or behavioral health providers.
Average Admin. vs. Patient Contact Time by Level of BH Integration

No differences seen for non-director medical or behavioral health providers.
### Average Admin. vs. Patient Contact Time by Health Center Size

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>39.1%</td>
<td>60.9%</td>
<td>17.1%</td>
<td>82.9%</td>
<td>18.6%</td>
<td>81.4%</td>
</tr>
<tr>
<td></td>
<td>Medical Dir. - LT 50 FTEs (11)</td>
<td>Dental Dir. - LT 50 FTEs (7)</td>
<td>Behavioral Health Dir. - LT 50 FTEs (6)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td>40.8%</td>
<td>59.2%</td>
<td>26.0%</td>
<td>74.0%</td>
<td>38.2%</td>
<td>61.8%</td>
</tr>
<tr>
<td></td>
<td>Medical Dir. - 50-140 FTEs (18)</td>
<td>Dental Dir. - 50-140 FTEs (17)</td>
<td>Behavioral Health Dir. - 50-140 FTEs (16)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large</td>
<td>50.4%</td>
<td>49.6%</td>
<td>30.3%</td>
<td>69.7%</td>
<td>47.5%</td>
<td>52.5%</td>
</tr>
<tr>
<td></td>
<td>Medical Dir. - 140+ FTEs (12)</td>
<td>Dental Dir. - 140+ FTEs (13)</td>
<td>Behavioral Health Dir. - 140+ FTEs (11)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
#3: Number of Visits Completed Hourly

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

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

### Average Hourly Visits

<table>
<thead>
<tr>
<th>Role</th>
<th>Visits per Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dir. (38)</td>
<td>2.31</td>
</tr>
<tr>
<td>Phys. (33)</td>
<td>2.47</td>
</tr>
<tr>
<td>NP (40)</td>
<td>2.34</td>
</tr>
<tr>
<td>PA (38)</td>
<td>2.37</td>
</tr>
<tr>
<td>Dent. Dir. (34)</td>
<td>1.65</td>
</tr>
<tr>
<td>Dentist (35)</td>
<td>1.64</td>
</tr>
<tr>
<td>Dent. Hyg. (34)</td>
<td>1.29</td>
</tr>
<tr>
<td>BH Dir. (28)</td>
<td>1.22</td>
</tr>
<tr>
<td>Psychologist (8)</td>
<td>1.58</td>
</tr>
<tr>
<td>LCSW/LPC/MFT (38)</td>
<td>1.35</td>
</tr>
<tr>
<td>Psychiatrist (8)</td>
<td>1.60</td>
</tr>
<tr>
<td>Psych. NP (17)</td>
<td>1.73</td>
</tr>
</tbody>
</table>

### By Level of BH Integration

<table>
<thead>
<tr>
<th>Role</th>
<th>Visits per Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dir. (17S, 21H)</td>
<td>2.27</td>
</tr>
<tr>
<td>Phys. (12S, 21H)</td>
<td>2.51</td>
</tr>
<tr>
<td>NP (16S, 24H)</td>
<td>2.45</td>
</tr>
<tr>
<td>PA (14S, 24H)</td>
<td>2.42</td>
</tr>
<tr>
<td>BH Dir. (11S, 17H)</td>
<td>2.30</td>
</tr>
<tr>
<td>Psychologist (2S, 6H)</td>
<td>1.16</td>
</tr>
<tr>
<td>LSW/LPC/MFT (16S, 22H)</td>
<td>1.31</td>
</tr>
<tr>
<td>Psychiatrist (3S, 5H)</td>
<td>1.36</td>
</tr>
<tr>
<td>Psych. NP (6S, 11H)</td>
<td>1.50</td>
</tr>
</tbody>
</table>

**S** Somewhat Integrated
**H** Highly Integrated
Average Number of Hourly Visits
By Size of Health Center

LT 50 FTEs (Small-S)  | 50-140 FTEs (Medium-M)  | 140+ FTEs (Large-L)

<table>
<thead>
<tr>
<th>Role</th>
<th>LT 50</th>
<th>50-140</th>
<th>140+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dir.</td>
<td>2.15</td>
<td>2.50</td>
<td>2.30</td>
</tr>
<tr>
<td>(10S, 18M, 10L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phys.</td>
<td>2.50</td>
<td>2.30</td>
<td>2.25</td>
</tr>
<tr>
<td>(5S, 16M, 12L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NP</td>
<td>2.75</td>
<td>2.59</td>
<td>2.59</td>
</tr>
<tr>
<td>(10S, 18M, 12L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA</td>
<td>1.50</td>
<td>1.67</td>
<td>1.71</td>
</tr>
<tr>
<td>(8S, 18M, 12L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dent. Dir.</td>
<td>1.42</td>
<td>1.68</td>
<td>1.71</td>
</tr>
<tr>
<td>(7S, 16M, 11L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dentist</td>
<td>1.28</td>
<td>1.43</td>
<td></td>
</tr>
<tr>
<td>(5S, 17M, 12L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dent. Hyg.</td>
<td>1.00</td>
<td>1.04</td>
<td>1.43</td>
</tr>
<tr>
<td>BH Dir.</td>
<td>1.17</td>
<td>1.47</td>
<td></td>
</tr>
<tr>
<td>(6S, 15M, 7L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psychologist</td>
<td>1.70</td>
<td>1.60</td>
<td></td>
</tr>
<tr>
<td>(0S, 4M, 4L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LCSW/LPC/MFT</td>
<td>1.32</td>
<td>1.31</td>
<td></td>
</tr>
<tr>
<td>(11S, 18M, 9L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psychiatrist</td>
<td>1.72</td>
<td>1.72</td>
<td></td>
</tr>
<tr>
<td>(2S, 9M, 6L)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psych. NP</td>
<td>1.66</td>
<td>1.66</td>
<td></td>
</tr>
</tbody>
</table>

2020 Region VIII Health Center Workforce Data – 03/24/21
#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.

<table>
<thead>
<tr>
<th>Provider Type</th>
<th>Average Panel Size</th>
<th>Somewhat Integrated (S)</th>
<th>Highly Integrated (H)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med. Dir.</td>
<td>749</td>
<td>765</td>
<td>570</td>
</tr>
<tr>
<td>Phys.</td>
<td>1,114</td>
<td>739</td>
<td>591</td>
</tr>
<tr>
<td>NP</td>
<td>1,088</td>
<td>1,101</td>
<td>1,080</td>
</tr>
<tr>
<td>PA</td>
<td>1,064</td>
<td>1,025</td>
<td>1,080</td>
</tr>
<tr>
<td>Dent. Dir.</td>
<td>879</td>
<td>406</td>
<td>283</td>
</tr>
<tr>
<td>Dentist</td>
<td>1,021</td>
<td>506</td>
<td>263</td>
</tr>
<tr>
<td>Dent. Hyg.</td>
<td>867</td>
<td>506</td>
<td>263</td>
</tr>
<tr>
<td>BH Dir.</td>
<td>330</td>
<td>506</td>
<td>263</td>
</tr>
<tr>
<td>Psychologist</td>
<td>354</td>
<td>506</td>
<td>263</td>
</tr>
<tr>
<td>LCSW/LPC/MFT</td>
<td>584</td>
<td>506</td>
<td>263</td>
</tr>
</tbody>
</table>

**By Level of BH Integration**

- **Somewhat Integrated (S)**
- **Highly Integrated (H)**

*2020 Region VIII Health Center Workforce Data – 03/24/21*
Average Patient Panel Size
By Size of Health Center

![Bar chart showing average patient panel size by size of health center](chart.png)

- **Med. Dir.**: (9S, 12M, 9L)
  - LT 50 FTEs (Small-S): 684
  - 50-140 FTEs (Medium-M): 911
  - 140+ FTEs (Large-L): 911

- **Phys.**: (4S, 10M, 11L)
  - LT 50 FTEs (Small-S): 963
  - 50-140 FTEs (Medium-M): 1,047
  - 140+ FTEs (Large-L): 963

- **NP**: (8S, 12M, 11L)
  - LT 50 FTEs (Small-S): 1,075
  - 50-140 FTEs (Medium-M): 1,244
  - 140+ FTEs (Large-L): 1,075

- **PA**: (5S, 12M, 11L)
  - LT 50 FTEs (Small-S): 935
  - 50-140 FTEs (Medium-M): 940
  - 140+ FTEs (Large-L): 935

- **Dent. Dir.**: (6S, 5M, 6L)
  - LT 50 FTEs (Small-S): 566
  - 50-140 FTEs (Medium-M): 1,184
  - 140+ FTEs (Large-L): 566

- **Dentist**: (5S, 6M, 6L)
  - LT 50 FTEs (Small-S): 548
  - 50-140 FTEs (Medium-M): 1,273
  - 140+ FTEs (Large-L): 548

- **Dent. Hyg.**: (4S, 5M, 5L)
  - LT 50 FTEs (Small-S): 781
  - 50-140 FTEs (Medium-M): 911
  - 140+ FTEs (Large-L): 911

- **BH Dir.**: (5S, 6M, 2L)
  - LT 50 FTEs (Small-S): 99
  - 50-140 FTEs (Medium-M): 425
  - 140+ FTEs (Large-L): 99

- **Psychologist**: (0S, 0M, 2L)
  - LT 50 FTEs (Small-S): 108
  - 50-140 FTEs (Medium-M): 540
  - 140+ FTEs (Large-L): 377

- **LCSW/LPC/MFT**: (5S, 6M, 5L)
  - LT 50 FTEs (Small-S): 366
  - 50-140 FTEs (Medium-M): 794
  - 140+ FTEs (Large-L): 366

- **Psychiatrist**: (0S, 1M, 2L)
  - LT 50 FTEs (Small-S): 366

- **Psych. NP**: (2S, 4M, 6L)
  - LT 50 FTEs (Small-S): 794

2020 Region VIII Health Center Workforce Data – 03/24/21
POLL

Which part of the Provider Productivity Expectations information do you find most useful/interesting?

Full-Time Hours
Administrative vs. Direct Patient Contact Time
Visits Completed Hourly
Standard Patient Panel Sizes
Questions?
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.

Your opinions about this event are very important to us.
Please complete the webcast evaluation by Wednesday, March 31, 2021.
https://www.surveymonkey.com/r/Eval2020WorkforceDataWebcast

Please ALSO evaluate these three reports!
Main Report:

Staffing and Productivity Reports: https://www.surveymonkey.com/r/Eval2020RVIIIStaffingProductivityReports

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

CHAMPS 2020 Region VIII Health Center Salary Survey Report

CHAMPS 2020 Region VIII Health Center Clinical Staffing and Provider Productivity Expectations Reports

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

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

CHAMPS Recruitment and Retention Surveys and Data Resources

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

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

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

CHAMPS Job Opportunities Bank Data Comparison Reports

CHAMPS Publications