2026 Region VIII Health Center Workforce Data

Recruitment & Retention Highlights from the 2026 CHAMPS Salary Survey Project

PARTICIPANT HANDOUTS

PRESENTER

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

LIVE BROADCAST DATE/TIME

Thursday, November 12, 2026
12:00-1:30PM Mountain Time / 1:00-2:30PM Central Time

TARGET AUDIENCE

CHAMPS Organizational Members and non-members who submitted data for the 2026 Abbreviated Region VIII Health Center Salary, Benefits, and Turnover Survey Project.

EVENT OVERVIEW

CHAMPS recently undertook a survey of Region VIII health centers and collected a wide variety of compensation and workforce data from 49 organizations. This webinar highlights the resulting 2026 Region VIII Health Center Workforce Metrics Report, including findings relating to recruitment (e.g., positions seeing challenging recruitment, a point-in-time vacancy survey for leadership and providers, and use of recruitment firms) and retention (including years of service/tenure, average number of direct reports, positions seeing challenging turnover, top reasons for both voluntary and involuntary turnover, turnover rates for various staff groups, etc.). The event will also overview the other CHAMPS reports being released with analysis from the 2026 survey, including those addressing compensation, clinical staffing, and provider productivity expectations.

Learning Objectives:

1. Understand the history of the Region VIII health center salary, benefits, turnover, and vacancy survey project.
2. Understand key recruitment and retention-related updates to the 2026 survey and related report.
3. Be able to utilize the most appropriate recruitment and retention-related metrics as presented in the related 2026 Workforce Metrics Report.

EVENT RECORDING

This event will be archived online. This online version will be posted within two weeks of the live event and will be available for one year. For information about all CHAMPS archives, please visit https://champsonline.org/events-trainings/distance-learning.

HANDOUT CONTENTS

Page 2: Description of CHAMPS, Speaker Biography, Related CHAMPS Resources
Pages 3-18: Slides

DESCRIPTION OF CHAMPS

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-designated community health centers so they can better serve their patients and communities. CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, the collection and dissemination of regional data, and more. Staff and board members of CHAMPS Organizational Members receive targeted benefits in the areas of business intelligence, networking, recognition and awards, recruitment and retention, training discounts and reimbursement, and more. **CHAMPS has been an essential resource for health center training and support for over 40 years!** 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 section of the CHAMPS home page highlights the newest CHAMPS offerings.

SPEAKER BIOGRAPHY

Ms. Martin has worked with CHAMPS for over 20 years, developing, presenting, and coordinating educational events for human resources and other staff members at community 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.

RELATED CHAMPS RESOURCES

- CHAMPS Region VIII Health Center Salary Surveys & Reports: https://champsonline.org/resources/publications-e-communications/champs-publications#salary
- CHAMPS Region VIII Health Center Workforce Metrics, Clinical Staffing, and Provider Productivity Expectations Reports: https://champsonline.org/resources/publications-e-communications/champs-publications#staffing_expectations
- CHAMPS Members Only: Region VIII Health Center Salary Survey and Related Reports (member log-in credentials required) https://champsonline.org/members-only/login
- CHAMPS Recruitment and Retention Resources: https://champsonline.org/resources/rrresources
- CHAMPS Job Opportunities Bank: https://champsonline.org/job-bank/opportunities
- About the CHAMPS Workforce Development Program: https://champsonline.org/about/workforce-development



Community Health Association of Mountain/Plains States (CHAMPS)

2026 REGION VIII HEALTH CENTER WORKFORCE DATA

RECRUITMENT & RETENTION HIGHLIGHTS FROM THE CHAMPS 2026 SALARY SURVEY PROJECT

THURSDAY, NOVEMBER 12, 2026 – 12:00-1:30PM MOUNTAIN TIME | 1:00-2:30PM CENTRAL TIME

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Presented By



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

Please use the Q&A and Chat features to reach out to the presenter/moderators.

Community Health Association of Mountain/ Plains States

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Interactive Poll #1

What area do you work in for your organization?

- Executive Director/CEO
- Data
- Finance
- Human Resources/Workforce
- Other

Learning Objectives

- Understand the **history** of the Region VIII health center salary, benefits, turnover, and vacancy survey project.
- Understand **key recruitment and retention-related updates** to the 2026 survey and related report.
- Be able to utilize the **most appropriate recruitment and retention-related data** as presented in the related 2026 Workforce Metrics Report.

Region VIII Survey & Reports

PROJECT GOALS:

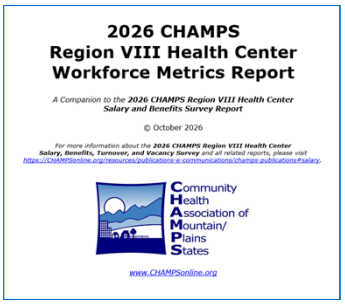
- *Provide **market data** for crafting competitive salary and benefits packages for health center employees*
  - *Industry/niche specific; breakdowns for best fit*
  - *Abbreviated years: selected hard to recruit/retain titles only*
- Identify and track **workforce trends**
  - Useful for health centers and PCAs
  - Abbreviated years: years of service & turnover only

REGION VIII PROJECT TIME FRAME:

- Full survey every two years (even years)
  - Began in 2004
- Abbreviated surveys in 2023, 2025, and 2027
- Data collection in spring; reports released by fall

Region VIII Survey & Reports, con't

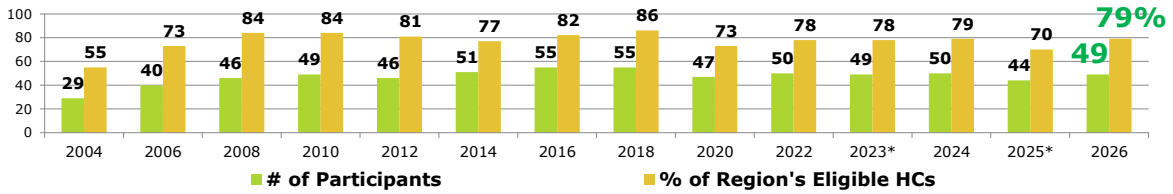
- ***Region VIII Health Center Salary and Benefits Survey Report***
  - *Released in October 2026; available in electronic and (coming soon) print formats*
- Electronic-Only Companion Reports:
  - **Region VIII Health Center Workforce Metrics Report**
    - Released in November 2026
  - ***Provider Productivity Expectations Report*** *(by late 2026/early 2027)*
  - ***Clinical Staffing Report*** *(by late 2026/early 2027)*



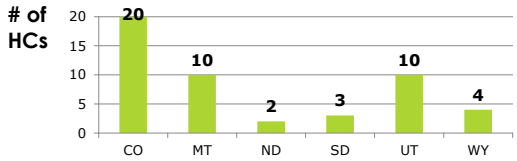
Region VIII Project Participation

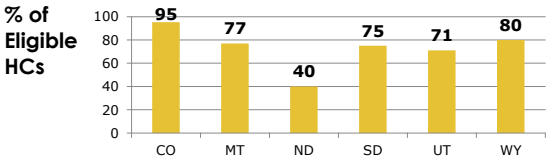
Historical

*Abbreviated Survey Years



2026 Participation by State





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2026 Region VIII Health Center **Workforce Metrics Report**

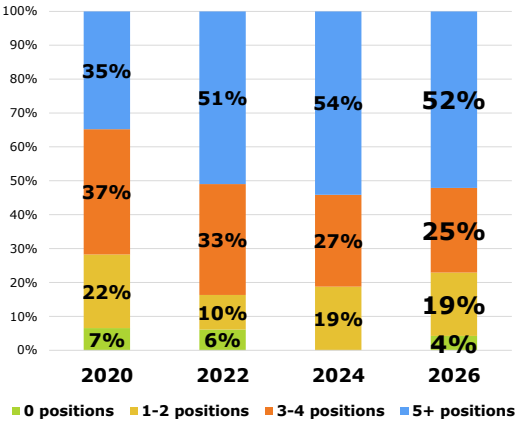
- **Introduction/Methodology** and **Report Overview**
- **Recruitment Information**
  - Positions Seeing Challenging Recruitment
  - Point-in-Time Vacancy Survey
  - Use of Recruitment Firms/Consultants
  - Recruitment Needs
- **Retention Information**
  - Years of Service
  - Number of Direct Reports
  - Positions Seeing Challenging Turnover
  - Top Reasons for Turnover
  - Turnover Survey
  - Retention Needs

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2026 Workforce Metrics Report: Recruitment
Positions with Challenging Recruitment

*Positions with **Challenging Recruitment** over the past 12 months*

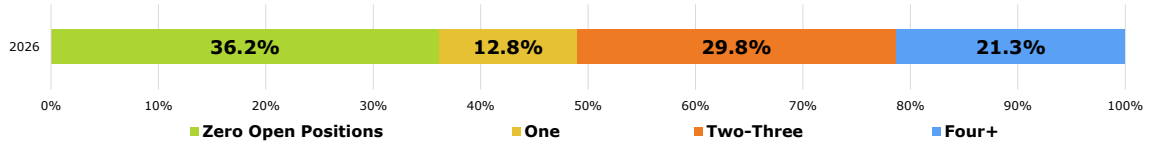
- Average of **4.8** positions per health center (5.0 in 2024, 5.6 in 2022)
- More challenges **recruiting clinical positions** than administrative positions
- Most-often identified:
  - **Dentist** (selected by 50.0% of participants)
  - **Dental Hygienist** and **Medical Assistant** (47.9% each)



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2026 Workforce Metrics Report: Recruitment
Point In Time Vacancy Survey
Executives/Directors, Providers, Advanced Practice Providers (APPs)

- Average of **2.1** vacancies per reporting organization (2.2 in 2024, 2.4 in 2022)



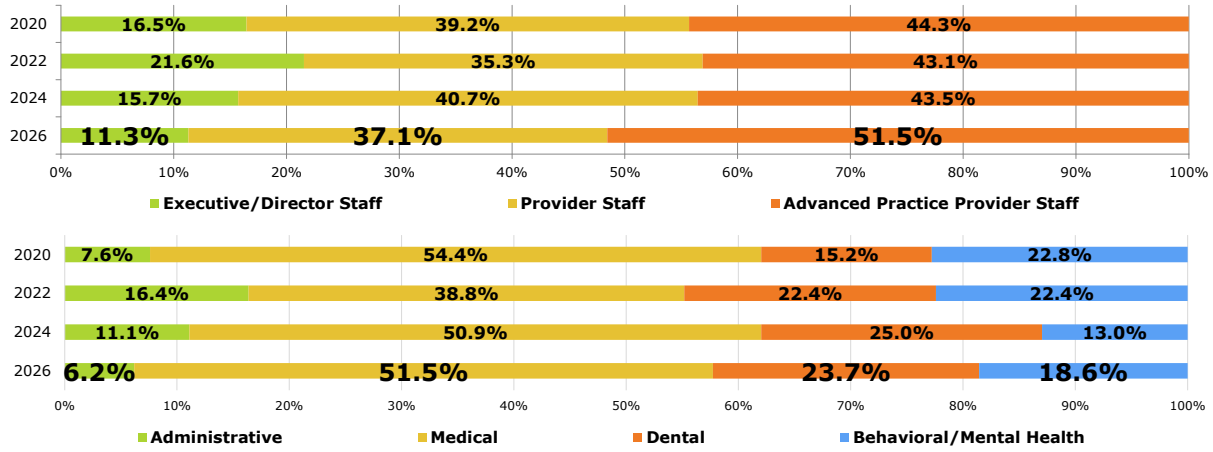
- 39.2% of all vacancies were continuously recruited (38.0% in 2024)
  - 0% of Executive/Director, 36% of Provider, and 50% of APP vacancies
- Most common vacancies in 2026:
  - **Family Practice Physicians** (15.5% of all openings)
  - **Dental Hygienists** (11.3%)

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2026 Workforce Metrics Report: Recruitment

Point In Time Vacancy Survey

Executives/Directors, Providers/Advanced Practice Providers

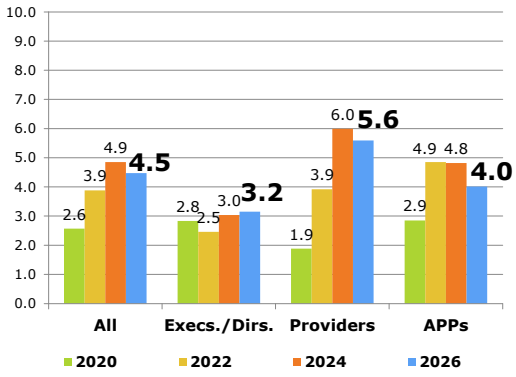


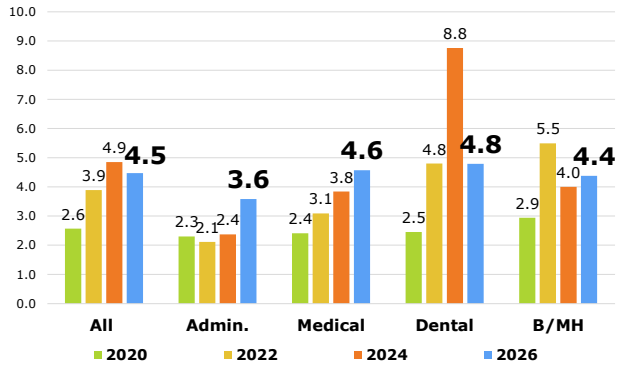
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2026 Workforce Metrics Report: Recruitment

Point In Time Vacancy Rates

Length of Current Recruitment in Months





- Highest priority to fill: **Physician**s (35.7%), **Dentists** (17.7%)

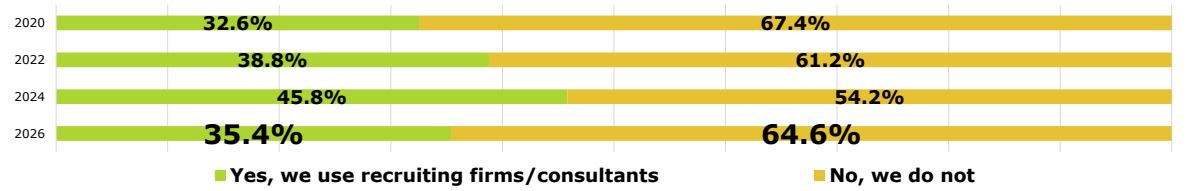
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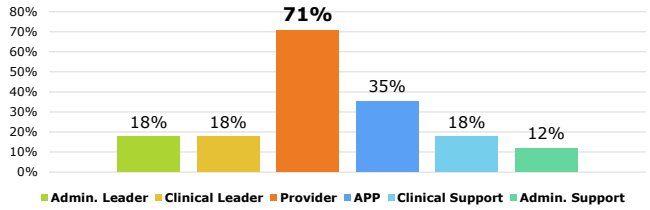
2026 Workforce Metrics Report: Recruitment

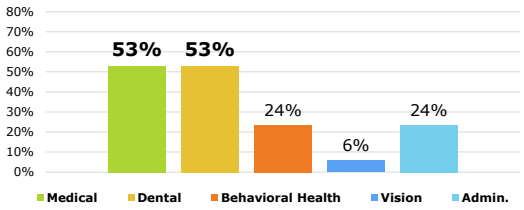
Use of Recruitment Firms/Consultants

Average $59,343 spent per HC in the past 12 months

(2024: $130,676, 2022: $52,073)







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2026 Workforce Metrics Report: Recruitment

Needed Staff Recruitment Tools

And Resources Needed to Implement Them

Top Categories of **Staff Recruitment Tools** Needed by HCs

- **Marketing/Outreach** (22.2% of responses)
- **Technology** (13.0%)
- **Money for Staff** (11.1%)
- **Training** (11.1%)

Resources Needed to Implement Needed Staff Recruitment Tools

- **Funding** (38.8% of responses; down from 84.2% in 2024)
- Other: Time/Staff Capacity, Additional Staff, Systems/Processes

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Interactive Poll #2

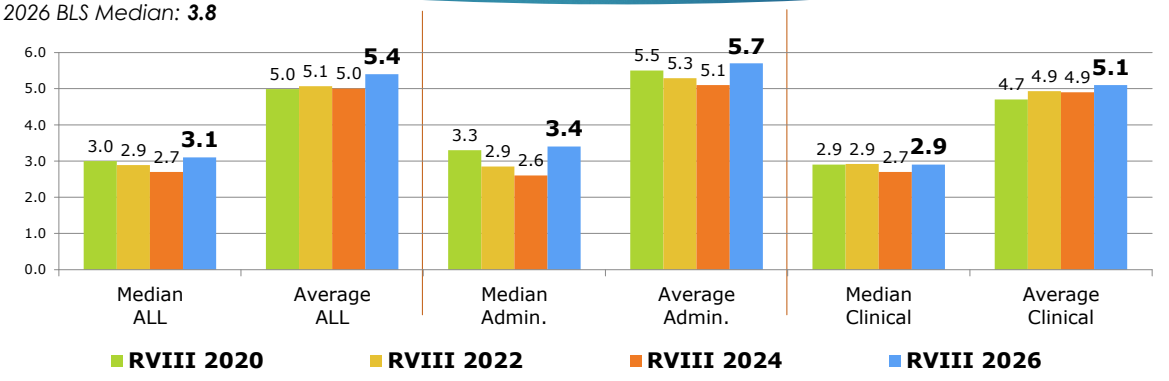
Which of these recruitment metrics are the most interesting/useful for you and your health center?

- Positions with Challenging Recruitment
- Point in Time Vacancy Rates
- Use of Recruitment Firms/Consultants
- Recruitment Needs

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2026 Workforce Metrics Report: Retention
Tenure (Years of Service/YOS)

2026 BLS Median: ***3.8***



Longest: **Supervisor, Medical Records** (12.22 YOS) Shortest: **Resident/Fellow, Other** (0.56 YOS)

For positions with 10 or more reported employees.

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2026 Workforce Metrics Report: Retention
Tenure (Years of Service/YOS)

NEW: Changes in YOS 2024-2026 for Various Staff Categories & Position Groups

(10+ employees per title, at least 5 titles, training titles removed from consideration)

- **Staff Categories**
  - **Clinical Supervisors/Managers**: 26.8%
  - **Administrative Support**: 18.6%
  - **Administrative Directors***: 17.9%
  - **Clinical Directors***: 14.3%
  - **Administrative Supervisors/Managers**: 11.2%
  - **Clinical Advance Practice Providers**: 8.5%
  - **Clinical Support**: 2.9%
  - **Clinical Providers**: -2.5%

  ***Admin. & Clinical C-Suite:** up only 4.4%, Admin. just 1.8%*

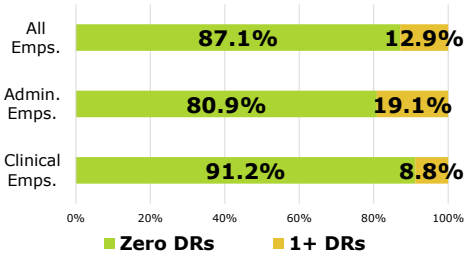
- **Position Groups**
  - **Human Resources**: 38.2%
  - **Behavioral Health**: 33.0%
  - **Dental**: 19.4%
  - **Patient Support**: 15.1%
  - **Pharmacy:** 8.4%
  - **Information Technology**: 7.6%
  - **Operations**: 6.1%
  - **Nursing**: 3.8%
  - **Finance**: 3.1%
  - **Medical**: -5.2%

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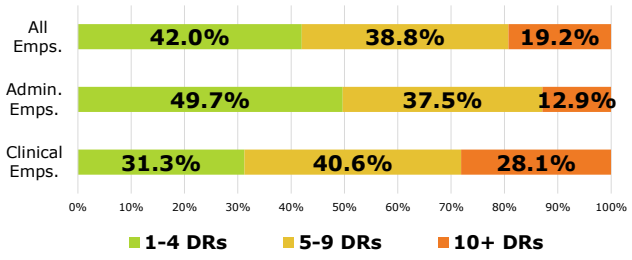
2026 Workforce Metrics Report: Retention
NEW: Number of Direct Reports (DRs)

Number of other employees that report directly to that person in the organization's hierarchy, receiving assignments, guidance, and performance evaluations directly from that supervisor

All Reported Employees



Employees with One or More DRs



- Average of **6.53** DRs per employee with DRs
- **5.67** for admin. staff with DRs compared with **7.74** for clinical staff with DRs

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2026 Workforce Metrics Report: Retention
NEW: Number of Direct Reports (DRs)

Highest **Average Number of Direct Reports** for Admin. & Clinical Leadership

(Very low #s of DRs for admin./clinical support, provider, and advanced practice provider positions)

- **Administrative Positions**
  - **Manager, Clinical Operations (Admin.)**: 10.00
  - **Director, Executive/CEO**: 8.19
  - **Director, Operations/COO**: 6.78
  - **Director, Operations (Othe)**: 6.73
  - **Supervisor, Reception/Front Office**: 6.20
  - **Director, Revenue Cycle**: 5.82
  - **Manager, Program**: 4.92
  - **Manager, Revenue Cycle**: 4.67

Lowest Admin.: ***Director, Communications/Marketing*** *(0.71)*

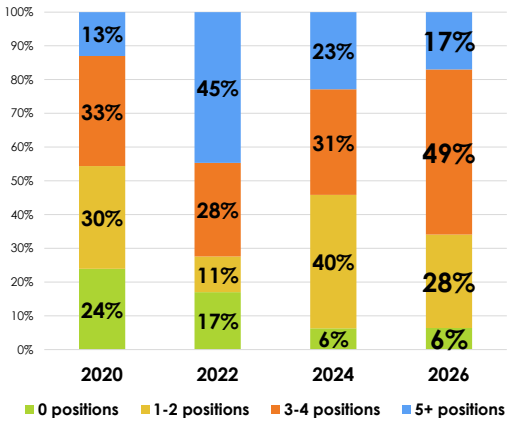
- **Clinical Positions**
  - **Director, Medical/CMO**: 11.23
  - **Director, Pharmacy**: 9.35
  - **Manager, Nursing**: 8.46
  - **Director, Behavioral Health/CBHO**: 7.92
  - **Supervisor, Dental Assistant**: 7.37
  - **Supervisor, Nursing**: 7.14
  - **Manager, Other (Clinical)**: 6.98
  - **Supervisor, Medical Assistant**: 6.93

Lowest Clinical: ***Director, Other (Clinical)*** *(3.67)*

2026 Workforce Metrics Report: Retention
Positions with Challenging Turnover

*Positions with **Challenging Turnover** over the past 12 months*

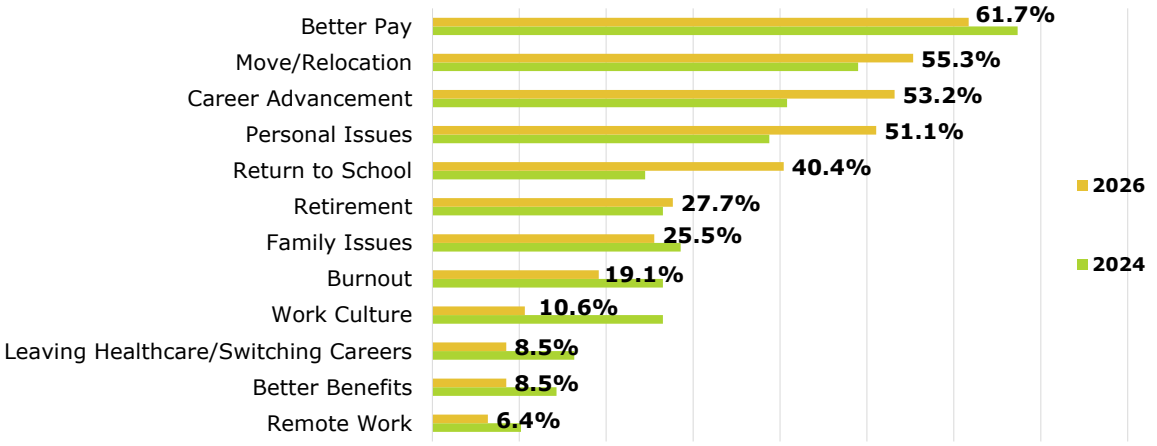
- Average of **3.2** positions per health center (3.2 in 2024, 4.0 in 2022)
- More challenges **retaining admin. and clinical support positions** overall
- Most-often identified:
  - **Medical Assistant** and **Reception/Front Desk** (72.3% of participants each)
  - **Dental Assistant** (29.8%)



2026 Workforce Metrics Report: Retention

Top Reasons for Voluntary Turnover

Percentage of HCs Selecting

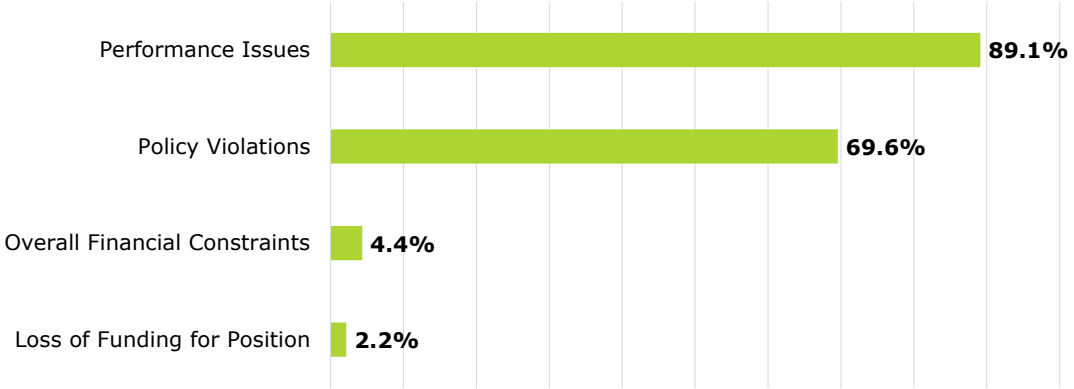


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2026 Workforce Metrics Report: Retention

NEW: Top Reasons for Involuntary Turnover

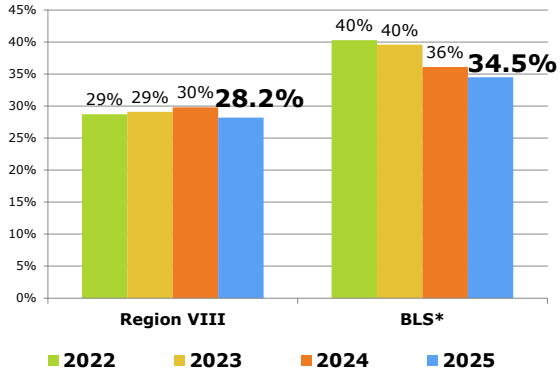
Percentage of HCs Selecting



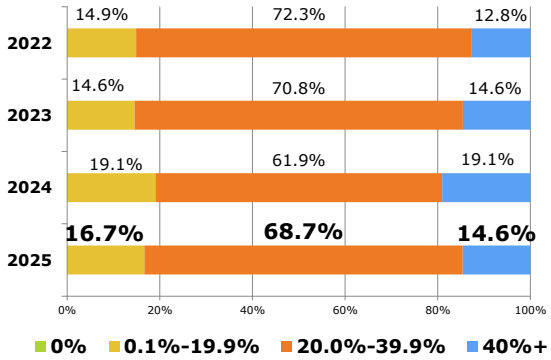
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2026 Workforce Metrics Report: Retention
CY 2025 Turnover Survey
Overall Findings

All Staff Turnover



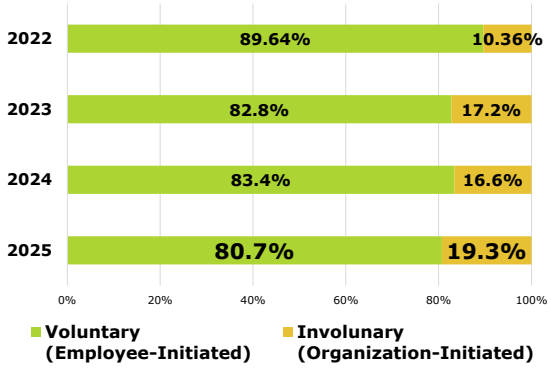
% All Staff Turnover Reported by HCs



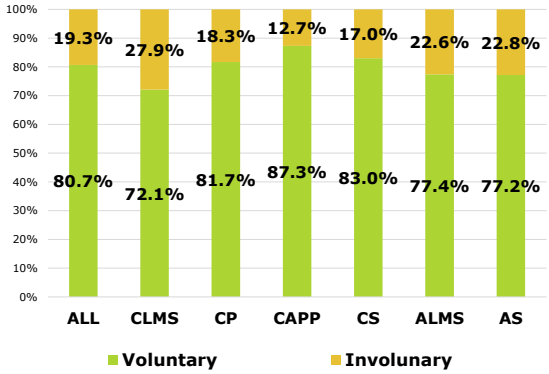
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2026 Workforce Metrics Report: Retention
CY 2025 Turnover Survey
Voluntary vs. Involuntary Turnover

% of All Turnover



% of Turnover by Staff Type

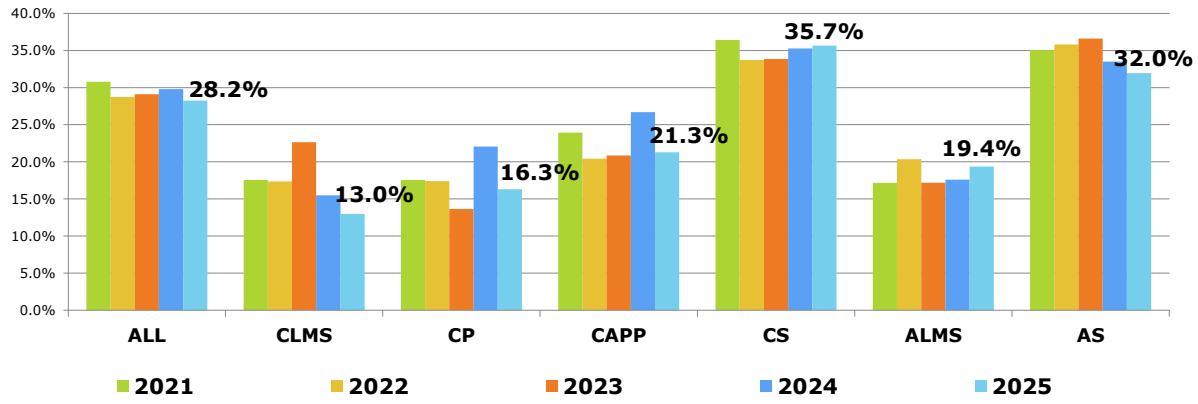


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2026 Workforce Metrics Report: Retention

CY 2025 Turnover Survey

By Staff Type

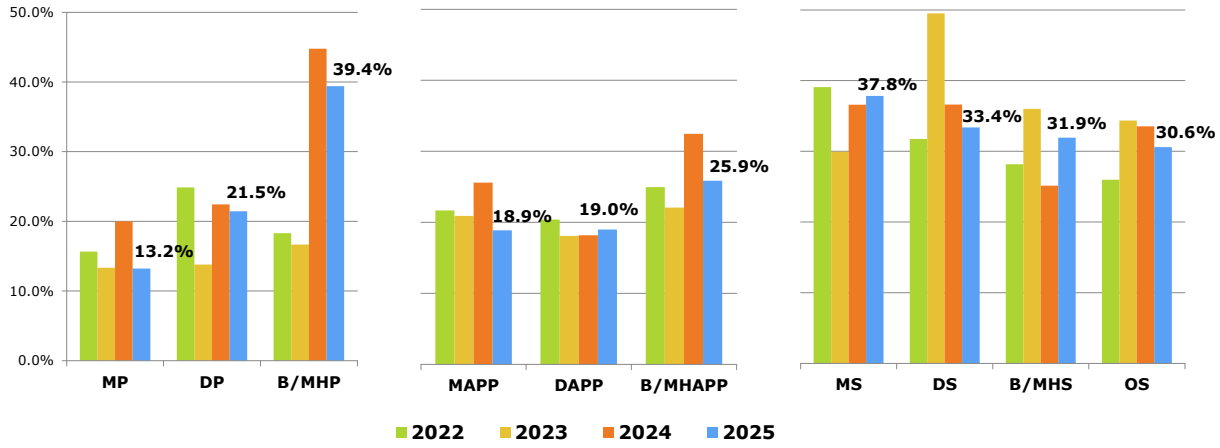


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2026 Workforce Metrics Report: Retention

CY 2025 Turnover Survey

By Clinical Staff Sub-Group



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2026 Workforce Metrics Report: Retention
Needed Staff Retention Tools
And Resources Needed to Implement Them

Top Categories of **Staff Retention Tools** Needed by HCs

- **Other Benefits** (21.9% of responses)
- **Compensation** (21.9%)
- **Training/Professional Development** (17.2%)
- Engagement (7.8%)
- Traditional Benefits (6.3%)

Resources Needed to Implement Needed Staff Retention Tools

- **Funding** (49.1% of responses; down from 60.0% in 2024)
- Other: Staff, Time, Training

Interactive Poll #3

Which of these retention metrics are the most interesting/useful for you and your health center?

- Tenure/Years of Service
- Direct Reports
- Positions with Challenging Turnover
- Top Reasons for Voluntary Turnover
- Tope Reasons for Involuntary Turnover
- Turnover Rates
- Retention Needs

Already Released
2026 Region VIII Salary & Benefits Survey Report

- **2026 Region VIII Health Center Salary & Benefits Survey Report**
  - Provides an analysis of base salary, additional pay, and benefits data for 10,470 employees in 142 administrative and clinical positions as well as CHC benefits packages, future salary increases, and more
  - Archived 2026 Region VIII Compensation Data Webinar: https://champsonline.org/events-trainings/distance-learning/online-archived-champs-distance-learning-events#2026HCComp
  - Physical Report Order Form https://champsonline.org/assets/files/Resources/PublicationsDocs/2026OrderForm-SBSurveyReport.pdf

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Coming Soon: Additional
2026 Salary Survey Companion Reports

- **2026 Region VIII Health Center Provider Productivity Expectations Report**

To be released in late 2026/early 2027

  - Details health center expectations for weekly hours, administrative vs. patient contact hours ratio, completed hourly visits, and standard patient panel sizes for medical, dental, and behavioral health providers
- **2026 Region VIII Health Center Clinical Staffing Report**
  - Provides staffing ratios relating to Medical, Behavioral Health, Dental, and Pharmacy Provider and Medical, Dental, and Pharmacy Support employees; also includes ratios related to additional selected administrative and clinical care team employees
- https://champsonline.org/resources/publications-e-communications/champs-publications#staffing_expectations

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Any Questions?

Reach Out! Andrea@CHAMPSonline.org

Please Evaluate this Event

https://www.surveymonkey.com/r/Eval-2026RVIIIWFDataWebinar

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Community Health Association of Mountain/Plains States (CHAMPS)

THANK YOU FOR JOINING US!

THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA), DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) PROVIDED FINANCIAL SUPPORT FOR THIS EVENT. THE AWARD TOTALED $849,245 AND PROVIDED 77% OF TOTAL OVERALL CHAMPS COSTS. THE CONTENTS ARE THOSE OF THE AUTHOR. THEY MAY NOT REFLECT THE POLICIES OF HRSA, HHS, OR THE U.S. GOVERNMENT.

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