

2022 CHAMPS Region VIII Health Center Workforce Metrics Report

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

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The Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey and corresponding reports were created as part of the CHAMPS Workforce Development program.

Other CHAMPS Workforce Development activities include:
Internet-based [Job Opportunities Bank \(JOB\)](#) listing clinical and non-clinical vacancies in Region VIII health centers.
Internet-based [recruitment and retention](#), [clinical](#), [quality improvement](#), [cross-disciplinary](#), and [health center board](#) tools and resources.
Live and archived [trainings and networking opportunities](#) for health center staff and board members.
[Publications](#) ensuring Region VIII health centers are up to date with the most current data and resources.
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In this document, unless otherwise noted, the terms "awardee(s)" and "health center(s)" are used to refer to organizations that receive funding under the Bureau of Primary Health Care (BPHC) Health Center Program as authorized under section 330 of the Public Health Service Act, as amended, and to FQHC Look-Alikes. It does not refer to clinics that are sponsored by tribal or Urban Indian Health Organizations, except for those that receive Health Center Program grants.

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I. INTRODUCTION

The **Region VIII Health Center Workforce Metrics Report** is produced as a component of the **Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey** project conducted for the health centers of Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming every other year. The report provides findings which will enable Region VIII health centers to determine if their workforce environment is in line with similar organizations. CHAMPS anticipates that these niche-specific benchmarks and trends for staffing will likely be used by Region VIII health centers and Primary Care Associations, in tandem with other available data (e.g., [Region VIII Uniform Data System](#) information), to develop and augment recruitment and retention programs that support a strong workforce and highly functioning health centers. The illustrated regional workforce trends will also allow health centers and their support organizations to monitor changing health center needs. CHAMPS has published selected Region VIII health center workforce metrics since 2004, and up until 2020, this information related to recruitment, retention, and workforce demographics was published in the Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report (see the Methodology section for more details). More information about the project and related reports can be found on the [CHAMPS Publications](#) webpage.

II. METHODOLOGY

The Region VIII Health Center Workforce Metrics Report presents organization-level information related to recruitment and retention findings, trends, and needs, as well as workforce demographics, as reported via the Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey. CHAMPS has published Region VIII health center workforce metrics since 2004, beginning with very simple information related to turnover and the use of retention bonuses, and expanding every two years to include positions seeing challenging recruitment, a point-in-time vacancy survey for leadership and providers, use of recruitment

In early 2022 there were 64 Health Center Program Awardees and Look-Alikes (health centers, HCs) operating in Region VIII. According to 2021 HRSA [Uniform Data System](#) reports (the most current available at the time of this publication), the 62 health centers officially based in Region VIII states employed over 10,300 FTE employees and served almost 1,100,000 patients. The 2022 Region VIII Health Center Workforce Metrics Report presents findings from 50 organizations, representing 78% of the region's health center organizations, including:

- 20 from Colorado (40% of all respondents, representing 100% of the state's health centers).
- 12 from Montana (24% of all respondents, representing 80% of the state's health centers).
- 3 from North Dakota (6% of all respondents, representing 60% of the state's health centers).
- 3 from South Dakota (6% of all respondents, representing 75% of the state's health centers).
- 8 from Utah (16% of all respondents, representing 57% of the state's health centers).
- 4 from Wyoming (8% of all respondents, representing 67% of the state's health centers).

firms/consultants, needed recruitment tools, years of service, positions seeing challenging turnover, top reasons for turnover, turnover rates, retention needs, and workforce demographics (Veterans, race/ethnicity, and education level) in 2022. Until 2020, these findings were published in the Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report. Beginning in 2022, these findings are being released in the separate companion Region VIII Health Center Workforce Metrics Report. 2022 data was collected between 3/15/22 and 6/15/22.

Methodology, continued

Results are presented for Region VIII as a whole. The data were also reviewed, and trends presented where identified, by size as determined by a variety of factors including annual budget, number of sites operated, and number of employees, and by the location(s) of the reporting organizations.

Participants by Annual Budget:

- 36.0% reported budgets of less than \$10 million.
- 30.0% reported budgets of \$10 million to \$22 million.
- 34.0% reported budgets of more than \$22 million.

Participants by Number of Sites:

- 40.0% of participating health centers operated one-four sites.
- 28.0% operated five-nine sites.
- 32.0% operated ten or more sites.

Participants by Number of Employees:

- 37.0% reported less than 80 employees.
- 45.6% reported 80-250 employees.
- 17.4% reported more than 250 employees

Participants by Location:

- 30.0% of participating health centers operated only urban sites.
- 34.0% operated only rural sites.
- 6.0% operated only frontier sites.
- 24.0% operated a mix of urban and rural sites.
- 4.0% operated a mix of rural and frontier sites.
- 2.0% operated a mix of urban, rural, and frontier sites.

Report Definitions

Average: The sum of the data set divided by the total count within the data set.

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

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

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

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

Urban: Respondents with sites in cities with 50,000 or more people within a county (U.S. Census Bureau/USCB).

Rural: Respondents with sites in areas with a ratio of population to FTE primary care physician of less than 3,500:1 but greater than 3,000:1 and unusually high needs for primary care services or insufficient capacity of existing primary care providers (USCB).

Frontier: Respondents with sites in areas with a ratio of population to full-time equivalent primary care physician of less than 3,000:1 and geographical isolation from hospital services (USCB) or within "a county with six (6) or fewer people per square mile" (Colorado Rural Health Center).

Rural/Frontier: Respondents with sites in rural and frontier areas.

Urban/Rural: Respondents with sites in urban and rural or urban and frontier areas.

Urban/Rural/Frontier: Respondents with sites in urban, rural, and frontier areas.

Urban Mix: Respondents with sites in Urban, Urban/Rural, and/or Urban/Rural/Frontier areas.

Non-Urban Mix: Respondents with sites in Rural, Frontier, and/or Rural/Frontier areas.

Additional definitions are provided as needed throughout the report.

III. REPORT OVERVIEW

Highlighted Recruitment Findings*

- Forty-nine organizations provided information about positions that had seen **challenging recruitment**; 93.9% felt one or more positions had been challenging to recruit, very similar to 93.5% of participants in 2020.
 - The percentage of participating health centers identifying five or more titles as having challenging recruitment increased from 34.8% in 2020 to 51.0% in 2022.
 - For the first time in 2022, two positions were selected by more than 50% of participating health centers: Dental Assistant and Medical Assistant.
 - Health centers continue to report having more trouble recruiting clinical positions than administrative positions.
- Almost 39% of participants reported utilizing a **recruitment firm/consultant** within the past 12 months, up from just over 32% in 2020.
- Participants provided information on **advertised vacant positions** for Executive/Director, Provider, and Advanced Practice Provider staff, reporting an average of 2.37 vacancies per organization, up from 1.72 per organization in 2020.
 - The average length of recruitment for positions that had a finite recruitment time (those that were not continuously recruited) was 3.88 months, up from 2.57 in 2020.
 - Participants were asked to identify which vacancy was considered of highest priority; 42.6% of the highest priority vacancies were for medical providers/advanced practice providers.
- The most often cited groups of **recruitment tools** that health centers would like to implement involved increased outreach (e.g., automated job board posting, improved promotion of jobs, improved social networking, etc.).

Highlighted Retention Findings*

- All organizations participated in a **Years of Service (YOS)** survey by providing dates of hire for 9,132 staff members (3,734 administrative and 5,398 clinical).
 - 5,936 (65.0%) of these have been employed for less than five years (64.4% of the administrative and 65.6% of the clinical staff).
 - 319 (3.5%) have been employed for 20+ years (4.3% of the administrative and 3.0% of the clinical staff).
 - The average YOS for all reported staff was 5.07 years, up slightly from the average of 4.99 years in 2020.
- Forty-seven participants provided information about positions that had exhibited **challenging turnover**; 83.0% felt one or more positions had seen challenging turnover, up from 76.1% in 2020.
 - The percentage of participants identifying five or more titles as having challenging turnover increased from 13.0% in 2020 to 44.7% in 2022.
 - The Medical Assistant position was identified as having challenging turnover by almost 62% of all participants, including almost 94% of health centers with annual budgets of over \$22 million.
 - Health centers continue to report more trouble retaining support positions than leadership and provider/advanced practice provider positions.
- Forty-eight organizations submitted details about the **top reasons for turnover** over the past 12 months. Almost 40% of health centers identified factors related to compensation and benefits.

**Additional data highlights can be found in each section of this report.*

Highlighted Retention Findings*, continued

- Forty-seven organizations participated in a region-wide **Turnover Survey** of 2021 data, providing average numbers of employees and separations for various staff types; the average turnover rate for all staff at Region VIII health centers in 2021 was 30.8%, up from the rate of 23.5% in 2019.
 - **14.1%** of 2021 all staff turnover was **involuntary** (organization-initiated), almost equal to the 13.9% in 2019.
 - Participants reported 2021 clinical turnover data by discipline (Medical, Dental, Behavioral/Mental Health, Other). Behavioral/Mental Health Advanced Practice Providers (e.g., LCSWs, LCPCs, etc.) reported higher turnover than any other sub-category at 38.5%.
- The most often cited group of **retention tools** that health centers would like to implement related to compensation in some way (including increased wages, additional bonuses, etc.).

Highlighted Workforce Demographics Findings*

- Forty-nine organizations responded to a question requesting demographic information about their employees:
 - 77.6% know that they currently employ one or more **Veterans** within their organization, down from 80.4% in 2020.
 - Participants reported that between 0% and 82% of their employees were **racial/ethnic minorities** (31% on average).
 - Participants reported that between 8% and 75% of their employees held **college or advanced degrees** (44% on average).

**Additional data highlights can be found in each section of this report.*

IV. RECRUITMENT FINDINGS, TRENDS, AND NEEDS

A. Challenging Recruitment

Introduction

Organizations were asked to identify positions they felt had seen challenging recruitment within the last 12 months. Forty-nine organizations responded, identifying between zero and 14 positions as having challenging recruitment (an average of 5.6 positions per organization, up from an average of 4.0 positions in 2020).

Data Highlights

- Three respondents (6.1%) indicated that **no positions** saw challenging recruitment during the previous 12 months, almost equal to the 6.5% of respondents in 2020. Forty-one respondents (83.7%) indicated that **three or more positions** saw challenging recruitment, up from 71.7% in 2020.
- Respondents continued to report having **more challenges recruiting clinical positions** than administrative positions, although 2022 saw a decrease in the representation of Clinical Provider positions as a percentage of all positions with challenging recruitment.
- The **most-often identified challenging position to recruit was Dental Assistant** (selected by 53.1% of participants; the top challenging position to recruit in 2020 was Licensed Clinical Social Worker, selected by 39.1% of participants that year). Medical Assistant, Licensed Clinical Social Worker, and Registered Nurse were the next most identified challenging positions to recruit in 2020 (selected by 51.0%, 49.0%, and 46.9% of participants).*

GRAPH 1: Number of Positions with Challenging Recruitment per Reporting Organization, 2016, 2018, 2020, and 2022

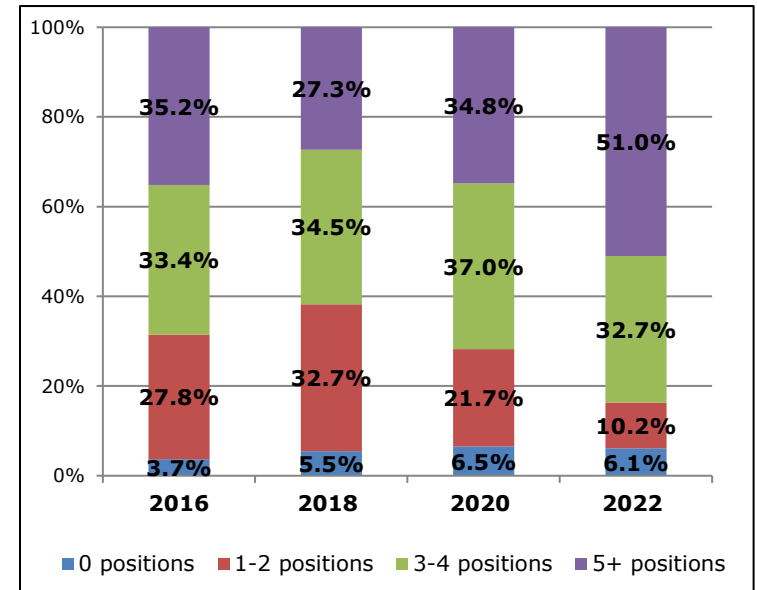
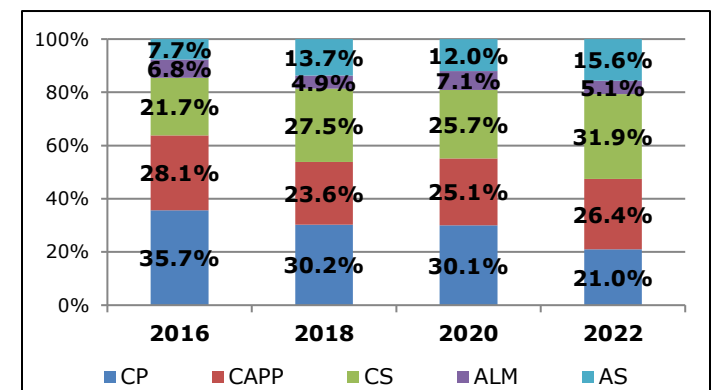


TABLE 1/GRAPH 2: Positions with Challenging Recruitment by Position Group, as a Percentage of All Positions with Challenging Recruitment, 2016, 2018, 2020, and 2022

POSITION GROUPS	2016	2018	2020	2022
Clinical Provider (CP) Positions	35.7%	30.2%	30.1%	21.0%
Clinical Advanced Practice Provider (CAPP) Positions	28.1%	23.6%	25.1%	26.4%
Clinical Support (CS) Positions	21.7%	27.5%	25.7%	31.9%
Administrative Leadership/Management (ALM) Positions	6.8%	4.9%	7.1%	5.1%
Administrative Support (AS) Positions	7.7%	13.7%	12.0%	15.6%

*See page 10 for more details about challenging recruitment by individual position titles.



A. Challenging Recruitment, continued

TABLE 2: Positions Having Challenging Recruitment

POSITION GROUPS	# of Respondents Reporting Challenging Recruitment		
	2018	2020	2022
CLINICAL PROVIDER (CP) – 21.0% of positions in 2022			
Dentist	15	16	21
Physician - Family Practice without OB	18	16	14
Physician - Family Practice with OB	12	14	12
Medical Director/CMO	9	7	9
CLINICAL ADVANCED PRACTICE PROVIDER (CAPP) – 26.4% of positions in 2022			
Licensed Clinical Social Worker	18	18	24
Dental Hygienist	4	7	19
Nurse Practitioner	12	10	14
Physician Assistant	8	7	12
CLINICAL SUPPORT (CS) – 31.9% of positions in 2022			
Dental Assistant	11	7	26
Medical Assistant	15	17	25
Registered Nurse	18	17	23
Case Manager	1	4	8

POSITION GROUPS	# of Respondents Reporting Challenging Recruitment		
	2018	2020	2022
ADMIN. LEADERSHIP/MANAGEMENT (ALM) – 5.1% of positions in 2022			
Director, Fiscal/CFO	5	5	7
Director, Executive/CEO	3	4	2
Director, Operations/COO	0	1	3
ADMINISTRATIVE SUPPORT (AS) – 15.6% of positions in 2022			
Reception/Front Desk	14	10	20
Billing Staff/Patient Accounts	7	6	8
Patient Rep./Financial Counselor	3	1	5
Outreach/Enrollment Staff	0	2	3

Additional positions with one respondent each in 2022: Accountant, Behavioral Health Counselor, Behavioral Health Provider, Call Center Representative, Complex Care Nurse, Dental Director/CDO, Facilities Manager, Human Resources (HR) Benefits Administrator, HR Coordinator, HR Generalist, HR Manager, Information Technology, Licensed Addiction Counselor, Licensed Practical Nurse, Licensed Professional Clinical Counselor, Pharmacy Technician, Psychiatric Nurse Practitioner, Psychiatrist, Radiology Technician, X-Ray Technician

Top positions* with challenging recruitment by organizational budget level of respondents:

LT 10M: Dentist, Medical Assistant, Registered Nurse (47.1%)
Dental Assistant, Licensed Clinical Social Worker (41.2%)

10M-22M: Licensed Clinical Social Worker (66.7%)
Dental Assistant (53.3%)
Dental Hygienist, Dentist, Medical Assistant, Physician - Family Practice without OB, Reception/Front Desk, Registered Nurse (40.0%)

MT 22M: Dental Assistant, Medical Assistant (64.7%)
Registered Nurse (52.9%)
Dental Hygienist, Reception/Front Desk (47.1%)
Licensed Clinical Social Worker, Physician - Family Practice with OB (41.2%)

Top positions* with challenging recruitment by location mix of respondents:

Urban Mix: Dental Assistant (60.7%)
Medical Assistant, Licensed Clinical Social Worker, Registered Nurse (50.0%)

Non-Urban Mix: Dentist (57.1%)
Medical Assistant, Reception/Front Desk (52.4%)
Dental Hygienist, Licensed Clinical Social Worker (47.6%)
Dental Assistant, Registered Nurse (42.9%)

**Selected by 40% or more of respondents within each organizational grouping.*

B. Point in Time Vacancy Survey

Introduction

Survey participants were asked to identify the Executive, Provider, and Advanced Practice Provider positions they were currently hiring for, whether or not they continuously recruit for the position, and if not, the approximate length of the current recruitment for that position. Each was also asked to identify one opening as their “highest priority to fill.” Forty-nine organizations responded to this question in 2022, up from the 46 that responded to the same question in 2020, identifying between zero and seven current vacancies (one organization was unable to provide current length of recruitment information for their reported vacancies). The information represents point-in-time data for each organization (each respondent provided information about vacant positions within their organization on the date they completed the survey). For the purposes of analysis, each position was coded by staff type: Executive/Director, Clinical Provider, and Clinical Advanced Practice Provider.

EXECUTIVE/DIRECTOR (EXEC) staff includes: Chief Executive Officer/CEO, Chief Operating Officer/COO, Chief Financial Officer/CFO, Chief Information Officer/CIO, HR Director, Chief Medical Officer/CMO, Chief Dental Officer/CDO, Behavioral Health Director, Pharmacy Director, Nursing Director, etc. (administrative and clinical members of the Executive Team).

CLINICAL PROVIDER (CP) staff includes: physicians, dentists, pharmacists, psychiatrists, and psychologists.

CLINICAL ADVANCED PRACTICE PROVIDER (CAPP) staff includes: physician assistants, nurse practitioners, psychiatric nurse practitioners, nurse midwives, dental hygienists, licensed clinical social workers, licensed professional counselors, and marriage and family therapists.

Please note that vacancies reported were those actively being recruited on the date the survey was completed, not necessarily those vacant positions which were not currently advertised. Also, recruitment lengths are for still-active openings, and therefore may increase over time.

Data Highlights

- The 49 participating organizations identified 116 total Executive, Provider, and Advanced Practice Provider positions being actively recruited, for an **average of 2.37 vacancies per organization**. This is an increase from the average of 1.72 vacancies in these categories per participant in 2020 (when 46 organizations reported 79 actively vacant positions).
- **Seven organizations (14.3%) reported no open positions**, down from 17 organizations (37.0%) reporting no open positions in 2020. Fifteen (30.6%) reported one open position, 17 (34.7%) reported between two and three open positions, and ten (20.4%) reported four or more open positions.
- Of the 42 organizations reporting open positions, six (14.3%) considered their openings to be continuously recruited, 26 (61.9%) indicated their openings were not continuously recruited, and 10 (23.8%) reported having some openings that were continuously recruited and some that were not.
- Thirty-two positions were reported as being continuously recruited in 2022 (27.6% of all reported vacancies, down from 43.0% of vacancies in 2020).
- Eighty-four positions were reported as not continuously recruited in 2022 (72.4%, up from 57.0% of similar vacancies in 2020).
- 4.0% of the Executive/Director vacancies were considered continuously recruited in 2022, compared to 41.5% of the Provider vacancies, and 28.0% of the Advanced Practice Provider vacancies.
- Overall, the **average length of recruitment for these positions was 3.88 months** for positions that were not continuously recruited, up from 2.57 months in 2020; the maximum reported recruitment length was 15.70 months.
- **Two staff types saw increases, and one type saw a decrease, in average recruitment lengths between 2020 and 2022**, for vacancies that were not continuously recruited:
 - From 2.83 months to 2.46 months for Executives/Directors.
 - From 1.88 months to 3.92 months for Providers.
 - From 2.85 months to 4.85 months for Advanced Practice Providers.
- Participants were asked to identify which reported vacancy was considered their **highest priority to fill**; 42.6% of the highest priority vacancies were for medical providers/advanced practice providers (this group represented 38.5% of the highest priority positions in 2020). The most commonly cited positions were physicians (19.2%) and dentists (14.9%).

B. Point in Time Vacancy Survey, continued

TABLES 3-4/GRAPHS 3-4: 2020 and 2022 Vacancy Data for All Reported Positions

TABLE 3:

ALL REPORTED RECRUITED POSITIONS - 2020 (46 Reporting Organizations)	#	% of All Reported Recruitment	Average Recruitment Length in Months
All 2020 Recruited Positions	79	100%	N/A
Continuously Recruited	34	43.0%	N/A
Not Continuously Recruited	45	57.0%	2.57

Total Recruited Positions by Staff Type*

Executives	13	16.5%	N/A
Providers	34	43.0%	N/A
Advanced Practice Providers	32	40.5%	N/A

Continuously Recruited Positions

Executives	1	1.3%	N/A
Providers	21	26.6%	N/A
Advanced Practice Providers	12	15.2%	N/A

Non-Continuously Recruited Positions

Executives	12	15.2%	2.83
Providers	13	16.5%	1.88
Advanced Practice Providers	20	25.3%	2.85

GRAPH 3: Average Number of Recruited Positions Per Participating Health Center, 2018-2022

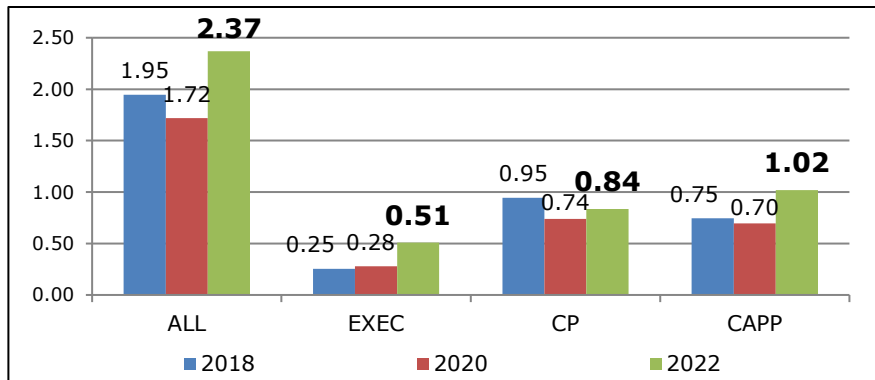


TABLE 4:

ALL REPORTED RECRUITED POSITIONS - 2022 (49 Reporting Organizations)	#	% of All Reported Recruitment	Average Recruitment Length in Months^
All 2022 Recruited Positions	116	100%	N/A
Continuously Recruited	32	27.6%	N/A
Not Continuously Recruited	84	72.4%	3.88

Total Recruited Positions by Staff Type*

Executives	25	21.6%	N/A
Providers	41	35.3%	N/A
Advanced Practice Providers	50	43.1%	N/A

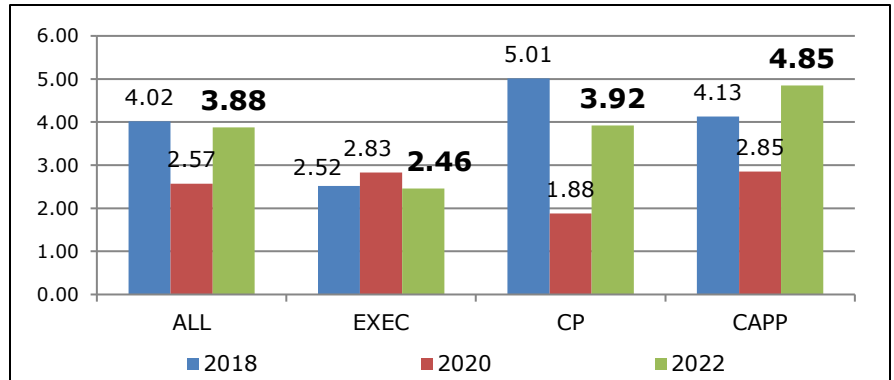
Continuously Recruited Positions

Executives	1	0.9%	N/A
Providers	17	14.7%	N/A
Advanced Practice Providers	14	12.1%	N/A

Non-Continuously Recruited Positions

Executives	24	20.7%	2.46
Providers	24	20.7%	3.92
Advanced Practice Providers	36	31.0%	4.85

GRAPH 4: Average Recruitment Lengths in Months for Non-Continuously Recruited Positions, 2018-2022



*See page 17 for all reported vacant positions included in each staff type.

^Includes only those 2022 non-continuously recruited positions reported with a length of current recruitment.

B. Point in Time Vacancy Survey, continued

TABLES 5-6: 2020 and 2022 Vacancy Data for All Non-Continuously Recruited Positions

TABLE 5

ALL NON-CONTINUOUSLY RECRUITED POSITIONS - 2020	#	% of All Non-Continuous Recruitment	Average Recruitment Length in Months
Breakdown by Staff Type*			
Executives/Directors	12	26.7%	2.83
Providers	13	28.9%	1.88
Advanced Practice Providers	20	44.4%	2.85
Breakdown by Length of Recruitment			
LT 1 Month	14	31.1%	0.74
1-5 Months	25	55.6%	2.28
6-12 Months	5	11.1%	6.00
MT 12 Months	1	2.2%	18.01
Breakdown by Budget Range of Hiring Organization			
LT 7M	6	13.3%	2.73
7M-15M	17	37.8%	3.81
MT 15M	22	48.9%	1.55
Breakdown by Number of Sites at Hiring Organization			
One-Three HC Sites	15	33.3%	2.44
Four-Seven HC Sites	9	20.0%	4.03
Eight or More HC Sites	21	46.7%	2.02
Breakdown by Location of Hiring Organization			
Urban	18	40.0%	1.36
Rural	14	31.1%	2.72
Frontier	4	8.9%	8.08
Urban/Rural	9	20.0%	2.28
Rural/Frontier	0	0.0%	N/A

TABLE 6

ALL NON-CONTINUOUSLY RECRUITED POSITIONS^ - 2022	#	% of All Non-Continuous Recruitment	Average Recruitment Length in Months
Breakdown by Staff Type*			
Executives/Directors	23	29.9%	2.46
Providers	21	27.3%	3.92
Advanced Practice Providers	33	42.9%	4.85
Breakdown by Length of Recruitment			
LT 1 Month	20	26.0%	0.64
1-5 Months	39	50.6%	3.05
6-12 Months	15	19.5%	8.32
MT 12 Months	3	3.9%	14.16
Breakdown by Budget Range of Hiring Organization			
LT 10M	17	22.1%	4.64
10M-22M	21	27.3%	3.11
MT 22M	39	50.6%	3.97
Breakdown by Number of Sites at Hiring Organization			
One-Four HC Sites	27	35.1%	4.21
Five-Nine HC Sites	15	19.5%	4.17
Ten or More HC Sites	35	45.5%	3.51
Breakdown by Location of Hiring Organization			
Urban	30	39.0%	3.70
Rural	22	28.6%	3.47
Frontier	7	9.1%	5.47
Urban/Rural	17	22.1%	4.10
Rural/Frontier	1	1.3%	3.69

*See page 17 for all reported vacant positions included in each staff type.

^Includes only those 2022 non-continuously recruited positions reported with a length of current recruitment.

B. Point in Time Vacancy Survey, continued

TABLES 7-8: Vacancy Data for 2020 and 2022 Executive (Administrative and Clinical) Staff Positions

TABLE 7

EXECUTIVE/DIRECTOR (EXEC) STAFF* POSITIONS - 2020	#	% of EXEC Recruitment	Average Recruitment Length in Months
All Executive/Director-Level Staff	13	100.0%	N/A
Continuously Recruited	1	7.7%	N/A
Not Continuously Recruited	12	92.3%	2.83

For those positions that were not continuously recruited:

EXECUTIVE (EXEC) STAFF* POSITIONS - 2020	#	% of Non-Continuous EXEC Recruitment	Average Recruitment Length in Months
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Breakdown by Length of Recruitment

LT 1 Months	5	41.7%	0.69
1-5 Months	4	33.3%	3.11
6-12 Months	3	25.0%	6.00
MT 12 Months	0	0.0%	N/A

Breakdown by Budget Range of Hiring Organization

LT 7M	3	25.0%	3.07
7M-15M	3	25.0%	4.92
MT 15M	6	50.0%	1.65

Breakdown by Number of Sites at Hiring Organization

One-Three HC Sites	3	25.0%	3.07
Four-Seven HC Sites	4	33.3%	1.79
Eight or More HC Sites	5	41.7%	3.51

Breakdown by Location of Hiring Organization

Urban	4	33.3%	0.63
Rural	4	33.3%	3.23
Frontier	2	16.7%	4.15
Urban/Rural	2	16.7%	5.08
Rural/Frontier	0	0.0%	N/A

TABLE 8

EXECUTIVE/DIRECTOR (EXEC) STAFF* POSITIONS - 2022	#	% of EXEC Recruitment	Average Recruitment Length in Months^
All Executive/Director-Level Staff	25	100.0%	N/A
Continuously Recruited	1	4.0%	N/A
Not Continuously Recruited	24	96.0%	2.46

For those positions that were not continuously recruited^:

EXECUTIVE (EXEC) STAFF* POSITIONS - 2022	#	% of Non-Continuous EXEC Recruitment	Average Recruitment Length in Months
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Breakdown by Length of Recruitment

LT 1 Months	7	30.4%	0.59
1-5 Months	14	60.9%	2.55
6-12 Months	2	8.7%	8.31
MT 12 Months	0	0.0%	N/A

Breakdown by Budget Range of Hiring Organization

LT 10M	6	26.1%	2.31
10M-22M	6	26.1%	2.15
MT 22M	11	47.8%	2.70

Breakdown by Number of Sites at Hiring Organization

One-Four HC Sites	8	34.8%	2.16
Five-Nine HC Sites	1	4.3%	0.23
Ten or More HC Sites	14	60.9%	2.78

Breakdown by Location of Hiring Organization

Urban	9	39.1%	3.15
Rural	6	26.1%	1.88
Frontier	1	4.3%	0.92
Urban/Rural	7	30.4%	2.27
Rural/Frontier	0	0.0%	N/A

*See page 17 for all reported vacant positions included in each staff type.

^Includes only those 2022 non-continuously recruited positions reported with a length of current recruitment.

B. Point in Time Vacancy Survey, continued

TABLES 9-10: Vacancy Data for 2020 and 2022 Clinical Provider Staff Positions

TABLE 9

CLINICAL PROVIDER (CP) STAFF* POSITIONS - 2020	#	% of CP Recruitment	Average Recruitment Length in Months
All Clinical Provider Staff	34	100.0%	N/A
Continuously Recruited	21	61.8%	N/A
Not Continuously Recruited	13	38.2%	1.88

For those positions that were not continuously recruited:

CLINICAL PROVIDER (CP) STAFF* POSITIONS - 2020	#	% of Non-Continuous CP Recruitment	Average Recruitment Length in Months
LT 1 Month	3	23.1%	0.69
1-5 Months	9	69.2%	1.82
6-12 Months	1	7.7%	6.00
MT 12 Months	0	0.0%	N/A

Breakdown by Length of Recruitment

LT 1 Month	3	23.1%	0.69
1-5 Months	9	69.2%	1.82
6-12 Months	1	7.7%	6.00
MT 12 Months	0	0.0%	N/A

Breakdown by Budget Range of Hiring Organization

LT 7M	0	0.0%	N/A
7M-15M	4	30.8%	2.65
MT 15M	9	69.2%	1.53

Breakdown by Number of Sites at Hiring Organization

One-Three HC Sites	2	15.4%	2.08
Four-Seven HC Sites	2	15.4%	3.23
Eight or More HC Sites	9	69.2%	1.53

Breakdown by Location of Hiring Organization

Urban	5	38.5%	1.80
Rural	4	30.8%	1.33
Frontier	1	7.7%	6.00
Urban/Rural	3	23.1%	1.38
Rural/Frontier	0	0.0%	N/A

TABLE 10

CLINICAL PROVIDER (CP) STAFF* POSITIONS - 2022	#	% of CP Recruitment	Average Recruitment Length in Months^
All Clinical Provider Staff	41	100.0%	N/A
Continuously Recruited	17	41.5%	N/A
Not Continuously Recruited	24	58.5%	3.92

For those positions that were not continuously recruited^:

CLINICAL PROVIDER (CP) STAFF* POSITIONS - 2022	#	% of Non-Continuous CP Recruitment	Average Recruitment Length in Months
LT 1 Month	5	23.8%	0.74
1-5 Months	11	52.4%	3.63
6-12 Months	5	23.8%	7.75
MT 12 Months	0	0.0%	N/A

Breakdown by Length of Recruitment

LT 1 Month	5	23.8%	0.74
1-5 Months	11	52.4%	3.63
6-12 Months	5	23.8%	7.75
MT 12 Months	0	0.0%	N/A

Breakdown by Budget Range of Hiring Organization

LT 10M	3	14.3%	5.77
10M-22M	5	23.8%	3.88
MT 22M	13	61.9%	3.51

Breakdown by Number of Sites at Hiring Organization

One-Four HC Sites	5	23.8%	4.75
Five-Nine HC Sites	6	28.6%	2.35
Ten or More HC Sites	10	47.6%	4.45

Breakdown by Location of Hiring Organization

Urban	10	47.6%	4.13
Rural	6	28.6%	3.50
Frontier	2	9.5%	4.61
Urban/Rural	2	9.5%	3.58
Rural/Frontier	1	4.8%	3.69

**See page 17 for all reported vacant positions included in each staff type.*

^Includes only those 2022 non-continuously recruited positions reported with a length of current recruitment.

B. Point in Time Vacancy Survey, continued

TABLES 11-12: Vacancy Data for 2020 and 2022 Clinical Advanced Practice Provider Staff Positions

TABLE 11

CLINICAL ADVANCED PRACTICE PROVIDER (CAPP) STAFF* POSITIONS - 2020	#	% of CAPP Recruitment	Average Recruitment Length in Months
All Clinical Advanced Practice Provider Staff	32	100.0%	N/A
Continuously Recruited	12	37.5%	N/A
Not Continuously Recruited	20	62.5%	2.85

For those positions that were not continuously recruited:

CLINICAL ADVANCED PRACTICE PROVIDER (CAPP) STAFF* POSITIONS - 2020	#	% of Non-Continuous CAPP Recruitment	Average Recruitment Length in Months
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Breakdown by Length of Recruitment

LT 1 Month	6	30.0%	0.81
1-5 Months	12	60.0%	2.34
6-12 Months	1	5.0%	6.00
MT 12 Months	1	5.0%	18.01

Breakdown by Budget Range of Hiring Organization

LT 7M	3	15.0%	2.38
7M-15M	10	50.0%	3.94
MT 15M	7	35.0%	1.48

Breakdown by Number of Sites at Hiring Organization

One-Three HC Sites	10	50.0%	2.33
Four-Seven HC Sites	3	15.0%	7.54
Eight or More HC Sites	7	35.0%	1.58

Breakdown by Location of Hiring Organization

Urban	9	45.0%	1.43
Rural	6	30.0%	3.31
Frontier	1	5.0%	18.01
Urban/Rural	4	20.0%	1.55
Rural/Frontier	0	0.0%	N/A

TABLE 12

CLINICAL ADVANCED PRACTICE PROVIDER (CAPP) STAFF* POSITIONS - 2022	#	% of CAPP Recruitment	Average Recruitment Length in Months^
All Clinical Advanced Practice Provider Staff	50	100.0%	N/A
Continuously Recruited	14	28.0%	N/A
Not Continuously Recruited	36	72.0%	4.85

For those positions that were not continuously recruited^:

CLINICAL ADVANCED PRACTICE PROVIDER (CAPP) STAFF* POSITIONS - 2022	#	% of Non-Continuous CAPP Recruitment	Average Recruitment Length in Months
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Breakdown by Length of Recruitment

LT 1 Month	8	24.2%	0.63
1-5 Months	14	42.4%	3.08
6-12 Months	8	24.2%	8.68
MT 12 Months	3	9.1%	14.16

Breakdown by Budget Range of Hiring Organization

LT 10M	8	24.2%	5.97
10M-22M	10	30.3%	3.30
MT 22M	15	45.5%	5.29

Breakdown by Number of Sites at Hiring Organization

One-Four HC Sites	14	42.4%	5.19
Five-Nine HC Sites	8	24.2%	6.03
Ten or More HC Sites	11	33.3%	3.57

Breakdown by Location of Hiring Organization

Urban	11	33.3%	3.75
Rural	10	30.3%	4.41
Frontier	4	12.1%	7.04
Urban/Rural	8	24.2%	5.83
Rural/Frontier	0	0.0%	N/A

*See page 17 for all reported vacant positions included in each staff type.

^Includes only those 2022 non-continuously recruited positions reported with a length of current recruitment.

B. Point in Time Vacancy Survey, continued

TABLE 13: Reported Vacant Positions Included in Each Staff Type – 2022 Point-In-Time Vacancy Survey

Executives/Directors (EXEC)	Clinical Providers (CP)	Clinical Advanced Practice Providers (CAPP)
Continuous Vacancies	Continuous Vacancies	Continuous Vacancies
Executive Director	Dentist (3)	Advanced Practice Medical Providers
Non-Continuous Vacancies	Nurse Practitioner	Behavioral Health Provider (LCSW/MSWQ/LCPC/LAC)
Behavioral Health Program Director	Physician - Faculty Family Medicine	Behavioral Health Therapist
Center Operations Director	Physician - Family Practice (5)	Dental Hygienist (2)
Chief Executive Officer (2)	Physician - Family Practice, with OB (3)	Licensed Behavioral Health (LCSW/LCPC)
Chief Financial Officer (3)	Physician - Family Practice, without OB	Licensed Social Worker
Chief Medical Officer (2)	Physician - Primary Care	Mental Health Counselors
Chief Operating Officer (2)	Provider - MD/DO Level	Nurse Practitioner (2)
Chief Workforce Officer	Psychiatrist	Nurse Practitioner/Physician Assistant (2)
Clinic Director	Non-Continuous Vacancies	Physical Therapist
Director of Medical Services	Behavioral Health Provider	Non-Continuous Vacancies
Executive Director	Dentist (15)	Advanced Practice Providers
Finance Director (2)	Optometrist	Advanced Practice Providers - Family Practice
Human Resources Director	Pediatric Dentist	Behavioral Health Clinician (LPC, MFT, LCSW)
Medical Director	Physician	Behavioral Health Provider (2)
Medical Support Director	Physician - Family Practice (2)	Behavioral Health Provider - SUD Specialty
Senior Director of Finance	Physician - Family Practice, with OB	Clinical Laboratory Manager
Vice President of Information Systems	Physician - Family Practice, without OB	Dental Hygienist (5)
Vice President of Medical Operations (CMO)	Psychologist	Licensed Addiction Counselor (2)
Vice President of Revenue Cycle Management		Licensed Clinical Social Worker (6)
		Licensed Clinical Social Worker/CCP LPC
		Nurse Practitioner (2)
		Nurse Practitioner/Physician Assistant (4)
		Physician Assistant (4)
		Psychiatric Mental Health Nurse Practitioner
		Psychiatric Nurse Practitioner (3)
		Urgent Care Advanced Practice Provider

C. Use of Recruitment Firms/Consultants by Region VIII Health Centers

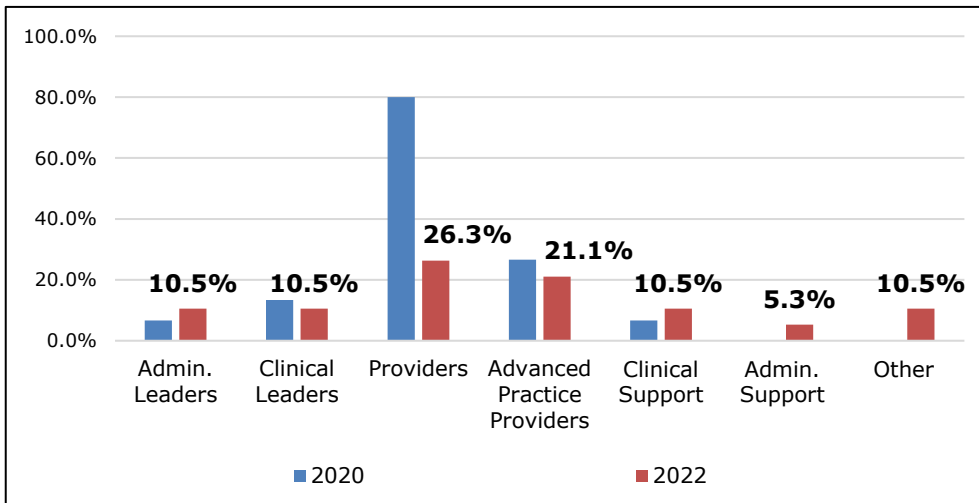
Introduction

Survey participants were asked if their health center currently uses external recruitment firms/consultants (recruiters), and if so, for which titles, and what amount was spent on those services in the past 12 months. Forty-nine organizations responded to this question.

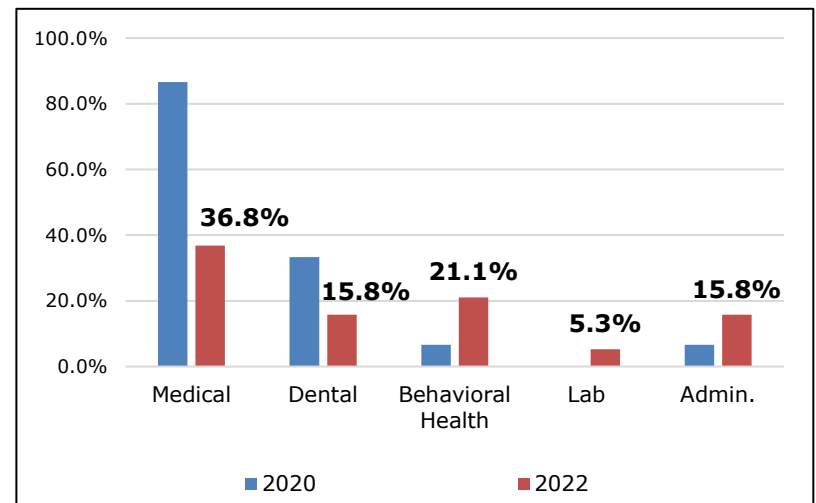
Data Highlights

- **Nineteen organizations (38.8%) currently use one or more external recruitment firms/consultants**, an increase from 32.6% in 2020.
- These 19 organizations named between one and six recruiters each; 29 different recruitment firms/consultants were used altogether.
- The 15 participants responding to the “what amount was spent” portion of the question reported spending **over \$781,000** on these services over the past 12 months (an average of \$52,073 each, with a median of \$20,000).
- Participants were most likely to use recruitment firms/consultants for **provider (doctorate) level openings** (10.2% of all survey participants, and 26.3% of those using recruitment firms/consultants), and mostly for medical providers.
 - Participants were less likely to use recruitment firms/consultants for provider (doctorate) level openings in 2022 compared with 2020, and also less likely to use these firms/consultants for medical openings of all levels.
 - Participants were more likely to use firms/consultants for support positions in 2022 than in 2020, and more likely to use them for behavioral health openings in 2022 than in 2020.

GRAPH 5: Percentage of those Using Recruitment Firms/Consultants by Staff Type, 2020 and 2022



GRAPH 6: Percentage of those Using Recruitment Firms/Consultants by Discipline, 2020 and 2022



D. Recruitment Needs

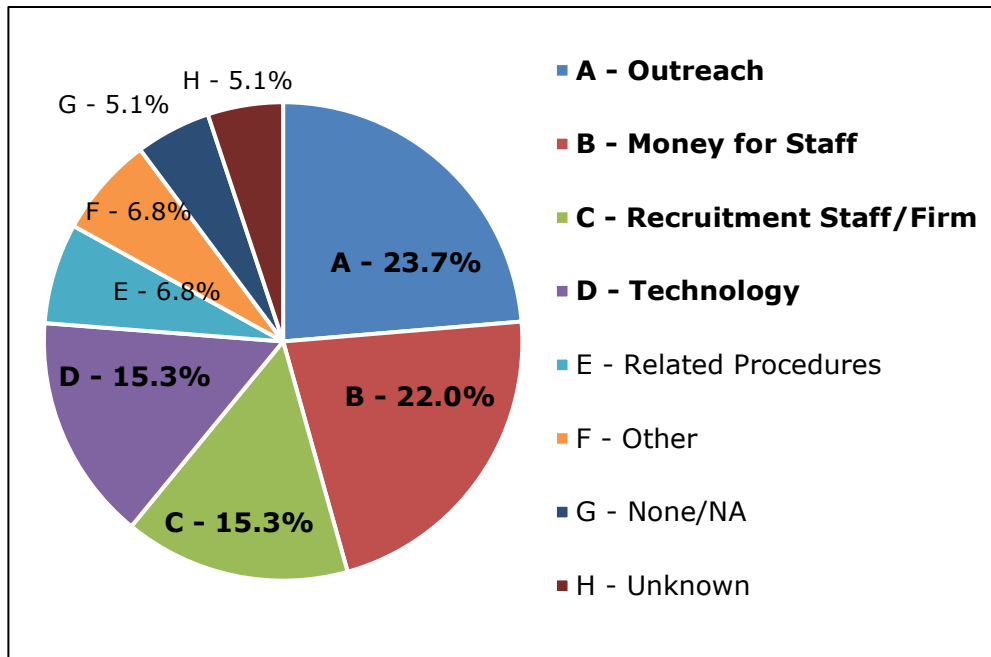
Introduction

Survey participants were asked to identify the staff recruitment tools they would like to implement if they had the resources, and the resources needed to implement those tools. Thirty-four organizations responded to this two-part question. Open-ended responses were then grouped by similar concepts.

Data Highlights

- The top cited recruitment tools needed fell within the category of increased **Outreach**; 23.7% of the tools mentioned related to this concept.
- The next most-cited tool was **Money for Staff** (22.0% of tools mentioned) followed by **Recruitment Staff/Firms** and related **Technology** (15.3% each).

GRAPH 7: Needed Recruitment Tools



A – Outreach: Includes additional job posting sites, advertising beyond online postings, automated job board posting, hosting career fairs, improved promotion of jobs, improved social networking, more swag, newspaper ads, open house, and radio ads.

B – Money for Staff: Includes higher pay/salaries, referral fee/bonus for employees, loan repayment for non-provider staff, relocation fees, sign-on bonuses, and tenure bonuses.

C – Recruitment Staff/Firm: Includes additional recruitment staff, in-house/full-time recruiter, head-hunter, more staff, placement services, recruitment firm, and staffing agency.

D – Technology: Includes applicant tracking that integrates with HRIS, HRIS that integrates with accounting system, interviewing software, new hire salary calculator using regional data, mobile applications, recruitment software/systems, and reliable data/metrics on what job boards/sites candidates are using.

E – Related Procedures: Includes personality screenings, onsite visits for candidates, premade assessments, and training and technical assistance for HR staff/recruiters.

F – Other: Includes “home grown” program, company culture analysis, and improved benefits.

Resources Needed to Implement Needed Recruitment Tools

Twenty-six participants provided additional detail about resources needed to implement these tools.

- In 2018, 2020, and 2022, the most often cited resource needed to implement recruitment tools was **funding**. Responses related to money or funding comprised 66.7% of the responses in 2020 (similar to 64.5% in 2020 and 64.9% in 2018).
- The second most common resource needed to implement recruitment tools was **staff** (13.3% of responses).

V. RETENTION FINDINGS, TRENDS, AND NEEDS

A. Years of Service

GRAPH 8: Average Years of Service (YOS) by Category – 2018-2022, Region VIII Health Centers vs. U.S. Bureau of Labor Statistics*

Introduction

Survey participants were asked to provide hire dates for all employees, which were utilized in comparison with the date each organization’s survey was completed to determine “years of service” (YOS) metrics for each individual. Forty-nine organizations provided dates of hire for all reported employees in 2022, and one provided dates of hire for some employees.

Data Highlights

- In 2022, the 9,132 employees reported with dates of hire had an **average of 5.07 years of service (YOS)**, from less than one week to over 50 years, representing a slight increase from the 4.99 YOS reported for all employees in 2020.
- The median YOS for Region VIII health centers in 2022 was 2.9 years, lower than the U.S. Bureau of Labor Statistics January 2022 median of 3.9 years of tenure for health care and social assistance industries*.
 - In 2022, 3,734 **administrative staff had an average of 5.29 YOS** (down slightly from 5.50 average YOS in 2020); 5,398 **clinical staff had an average of 4.93 YOS** (up slightly from 4.68 average YOS in 2020).
 - For positions with ten or more reported employees:
 - Director, Executive/CEO** was the title with the highest YOS in 2022, with an average of 12.23 YOS. The longest tenured clinical position in 2022 was **Physician - Internal Medicine** with an average of 9.72 YOS.
 - Dentist Resident** was the title with the shortest YOS in 2022, with an average of 0.93 YOS. The shortest-tenured administrative position in 2022 was **Community Health Worker**, with an average of 1.90 YOS.

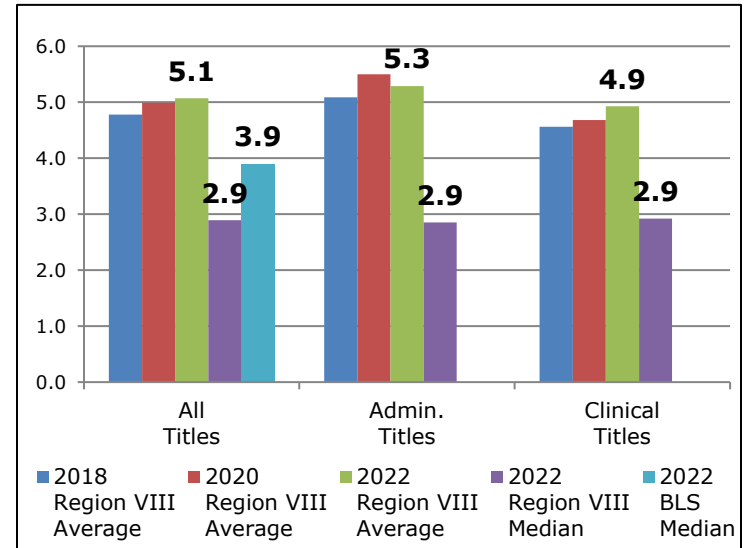


TABLE 14: Region VIII Health Center Average Years of Service (YOS) Data by Title – 2018, 2020, and 2022

Titles	2018		2020		Change '18-'20	2022		Change '20-'22
	Count	Avg. YOS	Count	Avg. YOS		Count	Avg. YOS	
Administrative Titles								
Accountant	40	5.74	44	5.26	-8.3%	53	3.60	-31.6%
Accounting Clerk/Bookkeeper	66	5.69	44	6.85	20.5%	46	6.47	-5.6%
Administrator, Information Technology	23	4.13	18	5.91	43.1%	27	5.86	-1.0%
Assistant, Administrative	108	6.02	56	8.54	41.8%	62	5.55	-35.0%
Assistant, Executive	29	6.96	40	8.38	20.4%	42	6.41	-23.5%
Assistant, Human Resources	14	5.61	19	3.53	-37.1%	17	4.17	18.1%
Assistant, Other (Administrative)	29	3.12	17	5.15	65.0%	38	5.77	12.0%
Billing Staff/Patient Accounts	182	5.00	148	6.10	22.0%	193	6.44	5.6%
Call Center Representative	194	2.66	171	2.42	-8.9%	244	2.44	0.8%

*U.S. Bureau of Labor Statistics median years of tenure with current employer for employed wage and salary workers by industry.

A. Years of Service, continued

Table 14: Region VIII Health Center Average Years of Service (YOS) Data by Title – 2018, 2020, and 2022, continued

Titles	2018		2020		Change '18-'20	2022		Change '20-'22
	Count	Avg. YOS	Count	Avg. YOS		Count	Avg. YOS	
Administrative Titles, continued								
Care Coordinator/Patient Navigator	254	4.84	152	4.60	-4.8%	199	6.06	31.6%
Clerk, Medical Records	143	5.39	115	5.48	1.7%	96	5.32	-2.8%
Clerk, Purchasing	14	4.82	18	5.94	23.3%	18	6.04	1.7%
Coder	70	5.82	77	4.99	-14.3%	69	5.80	16.2%
Community Health Worker	26	4.71	22	6.45	36.9%	41	1.90	-70.6%
Controller	12	5.29	13	5.64	6.5%	9	3.49	-38.0%
Coordinator, Communications/Marketing	*	*	*	*	N/A	23	2.64	N/A
Coordinator, Human Resources/HR Specialist	28	5.85	34	6.05	3.4%	40	6.29	3.9%
Coordinator, Program	22	8.38	21	5.70	-32.1%	36	4.30	-24.4%
Coordinator, Quality Improvement/Assurance	22	9.72	35	5.15	-47.0%	36	5.62	9.1%
Coordinator, Referral	77	5.85	55	7.90	35.0%	70	6.79	-14.0%
Coordinator, Other (Administrative)	47	6.87	46	5.31	-22.8%	74	7.71	45.3%
Data Analyst	31	4.78	26	5.12	7.1%	40	6.49	27.0%
Director, Development/Grants	12	6.81	14	8.06	18.3%	16	10.11	25.4%
Director, Executive/CEO	51	9.60	47	11.08	15.4%	49	12.23	10.4%
Director, Facilities	*	*	*	*	N/A	7	9.50	N/A
Director, Fiscal/CFO	51	4.83	43	5.43	12.2%	40	6.21	14.4%
Director, Fiscal (Other)	*	*	18	7.38	N/A	19	6.00	-18.6%
Director, Human Resources/CWO	23	8.14	26	6.78	-16.7%	20	8.03	18.5%
Director, Human Resources (Other)	*	*	*	*	N/A	7	3.34	N/A
Director, Information Technology/CIO	20	7.30	21	8.12	11.2%	19	10.31	26.9%
Director, Information Technology (Other)	*	*	*	*	N/A	6	8.74	N/A
Director, Operations/COO	65	6.86	29	8.55	24.7%	34	9.01	5.3%
Director, Operations (Other)	*	*	42	7.13	N/A	64	8.61	20.8%
Director, Program	22	9.02	23	6.66	-26.2%	39	5.29	-20.6%
Director, Quality Improvement/Assurance	20	6.05	22	7.30	20.6%	28	6.42	-12.1%
Director, Other (Administrative)	62	6.69	42	7.58	13.3%	54	7.19	-5.2%
Driver	8	2.47	9	1.10	-55.6%	14	4.48	309.0%
Grant Writer	18	6.32	13	5.41	-14.4%	15	5.90	9.0%
Health Educator (administrative duties only)	18	3.82	25	6.60	72.5%	22	5.64	-14.5%
Informaticist	*	*	*	*	N/A	12	6.80	N/A
Information Technology Support Staff (Other)	62	4.37	72	4.76	9.0%	66	4.51	-5.2%
Information Technology, Other	18	5.33	20	5.30	-0.6%	9	7.32	38.3%
Interpreter	56	3.94	61	3.76	-4.5%	48	4.76	26.6%
Janitor/Custodian/Housekeeping	72	2.89	79	3.50	21.2%	75	3.82	9.1%
Maintenance/Facilities	37	4.19	63	3.56	-15.1%	59	4.68	31.7%
Manager, Clinic Operations (Administrative)	60	7.66	76	7.55	-1.4%	76	8.39	11.0%
Manager, Eligibility	13	9.94	13	10.99	10.5%	17	11.02	0.3%
Manager, Finance (Other)	21	10.54	23	9.54	-9.5%	32	7.74	-18.9%

*Not all titles are available in all years. Refer to the CHAMPS Region VIII Health Center Salary & Benefits Survey Report for more details.

A. Years of Service, continued

Table 14: Region VIII Health Center Average Years of Service (YOS) Data by Title – 2018, 2020, and 2022, continued

Titles	2018		2020		Change '18-'20	2022		Change '20-'22
	Count	Avg. YOS	Count	Avg. YOS		Count	Avg. YOS	
Administrative Titles, continued								
Manager, Human Resources/HR Generalist	25	4.36	26	4.38	0.5%	32	5.02	14.6%
Manager, Information Technology	13	3.28	13	5.61	71.1%	11	6.33	12.8%
Manager, Maintenance/Facilities	9	8.71	14	6.90	-20.7%	10	5.77	-16.4%
Manager, Program	21	7.04	31	5.41	-23.1%	31	4.20	-22.4%
Manager, Quality Improvement/Assurance	14	7.81	14	11.49	47.2%	20	6.90	-40.0%
Manager, Other (Administrative)	47	7.05	55	8.67	22.9%	54	8.14	-6.1%
Outreach Staff, Homeless/Migrant/Etc.	19	2.03	11	4.17	105.6%	7	2.94	-29.7%
Outreach/Enrollment Staff	136	4.84	100	5.52	14.1%	104	5.73	3.8%
Patient Representative/Financial Counselor	42	5.94	56	6.14	3.3%	62	5.91	-3.8%
Receptionist/Front Desk/Appt. Clerk	663	3.17	560	3.79	19.6%	862	3.08	-18.8%
Security	17	2.86	7	3.79	32.6%	9	3.15	-17.0%
Specialist, Electronic Health Records	*	*	*	*	N/A	20	3.83	N/A
Supervisor, Billing	25	9.18	20	6.73	-26.7%	18	12.06	79.1%
Supervisor, Finance (Other)	*	*	*	*	N/A	5	7.80	N/A
Supervisor, Medical Records	5	6.12	8	12.60	105.8%	13	11.89	-5.7%
Supervisor, Reception/Front Office	58	6.70	49	6.63	-1.0%	69	6.84	3.1%
Supervisor, Other (Administrative)	26	7.37	26	7.98	8.3%	19	7.92	-0.8%
Trainer	27	5.74	28	3.35	-41.6%	18	4.80	43.1%
Women, Infants, and Children (WIC) Educator	20	9.52	39	7.41	-22.1%	32	7.25	-2.1%
Other Administrative	31	6.08	40	6.44	6.0%	27	6.80	5.6%
Clinical Titles								
Assistant, Behavioral Health	*	*	*	*	N/A	11	3.51	N/A
Assistant, Dental	315	3.44	264	3.59	4.4%	316	3.57	-0.4%
Assistant, Dental - Expanded Function	74	5.16	64	5.41	4.9%	66	5.41	-0.1%
Assistant, Pharmacy	30	4.08	14	2.00	-51.1%	13	3.86	93.4%
Assistant, Other (Clinical)	9	7.38	16	4.58	-38.0%	39	4.74	3.7%
Behavioral Health Provider, Other	*	*	*	*	N/A	22	1.91	N/A
Behavioral Health, Other	20	3.47	42	2.11	-39.2%	26	2.42	14.9%
Case Manager	142	5.26	219	4.24	-19.4%	164	6.59	55.3%
Certified Nurse Midwife	32	4.66	27	4.83	3.5%	31	6.24	29.3%
Coordinator, Program (Clinical)	25	4.58	25	7.02	53.2%	31	4.92	-29.9%
Coordinator, Other (Clinical)	51	6.50	7	11.91	83.3%	16	8.26	-30.6%
Counselor, Addiction	22	3.48	31	3.24	-7.0%	13	3.45	6.5%
Counselor, Licensed Professional (LPC/LCPC)	90	2.89	109	2.43	-16.0%	104	2.91	19.9%
Dental Hygienist	164	3.57	149	3.96	10.7%	175	4.66	17.8%
Dentist	174	4.10	147	3.70	-9.8%	161	4.07	10.0%
Dentist Resident	12	0.94	*	*	N/A	13	0.93	N/A
Director, Behavioral Health/CBHO	28	7.48	25	5.18	-30.8%	29	5.61	8.4%
Director, Behavioral Health (Associate/Other)	*	*	10	4.93	N/A	11	4.92	-0.2%

*Not all titles are available in all years. Refer to the CHAMPS Region VIII Health Center Salary & Benefits Survey Report for more details.

A. Years of Service, continued

Table 14: Region VIII Health Center Average Years of Service (YOS) Data by Title – 2018, 2020, and 2022, continued

Titles	2018		2020		Change '18-'20	2022		Change '20-'22
	Count	Avg. YOS	Count	Avg. YOS		Count	Avg. YOS	
Clinical Titles, continued								
Director, Dental/CDO	38	5.80	35	6.39	10.1%	31	7.10	11.2%
Director, Dental (Associate/Other)	*	*	20	6.73	N/A	23	6.38	-5.2%
Director, Medical/CMO	53	10.25	52	9.54	-7.0%	52	8.44	-11.5%
Director, Medical (Associate/Other)	47	10.16	46	8.85	-12.9%	50	8.75	-1.1%
Director, Nursing	15	8.22	14	8.18	-0.5%	23	7.14	-12.7%
Director, Pharmacy	18	7.19	22	8.37	16.4%	28	8.79	5.0%
Director, Other (Clinical)	30	8.23	24	9.92	20.6%	21	8.89	-10.4%
Health Educator (with clinical duties)	31	5.89	9	5.89	0.0%	21	6.45	9.5%
Licensed Practical Nurse	124	4.88	114	5.08	4.0%	115	5.42	6.7%
Manager, Lab	8	5.97	5	7.25	21.4%	8	8.45	16.5%
Manager, Medical/Dental Clinic	42	5.50	48	6.16	12.0%	36	6.98	13.4%
Manager, Nursing	49	4.56	69	8.24	80.5%	47	8.74	6.1%
Manager, Pharmacy	9	4.86	17	9.95	104.5%	12	5.36	-46.1%
Manager, Other (Clinical)	14	5.08	26	5.39	6.1%	23	5.69	5.7%
Medical Assistant, with Credentials	860	4.01	721	4.55	13.6%	719	4.67	2.5%
Medical Assistant, without Credentials	278	2.67	441	3.42	28.1%	434	3.08	-10.0%
Nurse Practitioner	289	4.79	278	3.85	-19.6%	278	4.42	14.6%
Nursing Aide/CNA	22	1.68	19	2.63	56.5%	27	2.74	4.2%
Nutritionist/Dietitian	18	5.37	15	4.74	-11.7%	19	3.30	-30.3%
Pharmacist	64	5.15	107	5.62	9.1%	94	4.53	-19.4%
Pharmacist, Clinical	11	3.69	21	3.91	6.0%	31	3.39	-13.2%
Phlebotomist	19	2.03	16	2.83	39.2%	16	3.09	9.1%
Physician - Family Practice, with OB	98	6.64	92	6.13	-7.6%	75	8.79	43.4%
Physician - Family Practice, without OB	163	6.24	147	6.11	-2.2%	198	6.17	1.1%
Physician - Internal Medicine	51	7.75	46	8.17	5.4%	46	9.72	18.9%
Physician - OB/GYN	11	4.41	10	7.29	65.0%	11	7.59	4.2%
Physician - Pediatrics	70	7.26	55	7.76	6.8%	65	8.26	6.5%
Physician - Other	14	2.70	6	4.90	81.4%	20	4.35	-11.2%
Physician Assistant	306	4.83	272	5.56	15.1%	374	5.78	4.1%
Physician Resident	86	2.04	48	1.92	-5.9%	51	1.64	-14.5%
Pre-Licensure Behavioral Health Provider	19	1.71	41	1.45	-14.8%	32	1.77	21.7%
Psychiatric Nurse Practitioner	18	3.73	27	4.23	13.4%	30	3.74	-11.5%
Psychiatrist	13	3.13	15	4.00	28.0%	14	3.40	-15.0%
Psychologist, Clinical	21	4.06	26	4.44	9.4%	32	4.76	7.0%
Registered Nurse	370	4.39	447	4.44	1.2%	474	4.67	5.0%
Social Worker - Licensed Clinical (LCSW)	116	3.11	160	2.95	-5.1%	183	3.39	14.8%
Supervisor, Dental Assistant	9	6.30	20	8.90	41.2%	20	7.04	-20.9%
Supervisor, Medical Assistant	29	7.41	45	7.49	1.2%	48	7.53	0.5%
Supervisor, Nursing	15	5.22	6	1.76	-66.3%	36	8.87	405.2%

*Not all titles are available in all years. Refer to the CHAMPS Region VIII Health Center Salary & Benefits Survey Report for more details.

A. Years of Service, continued

Table 14: Region VIII Health Center Average Years of Service (YOS) Data by Title – 2018, 2020, and 2022, continued

Titles	2018		2020		Change '18-'20	2022		Change '20-'22
	Count	Avg. YOS	Count	Avg. YOS		Count	Avg. YOS	
Clinical Titles, continued								
Supervisor, Other (Clinical)	22	7.36	18	6.44	-12.5%	21	6.72	4.4%
Technician, Lab	48	4.83	18	4.38	-9.3%	16	6.67	52.4%
Technician, Pharmacy	101	4.82	188	4.15	-13.9%	183	4.70	13.2%
Technician, Radiology/X-Ray	30	4.83	25	4.73	-2.0%	24	5.86	24.0%
Technician, Sterilization	*	*	*	*	N/A	7	1.10	N/A
Technician, Ultrasound	6	7.19	8	2.55	-64.5%	10	5.01	96.5%
Technologist	*	*	5	7.65	N/A	7	2.03	-73.5%
Other Allied Health Professionals	*	*	64	6.51	N/A	59	5.39	-17.2%
Other Clinical	14	2.80	*	*	N/A	13	1.18	N/A

*Not all titles are available in all years. Refer to the CHAMPS Region VIII Health Center Salary & Benefits Survey Report for more details.

B. Challenging Turnover

Introduction

Organizations were asked to identify the positions they felt had seen challenging turnover within the last 12 months. Forty-seven organizations responded, identifying between zero and ten positions as having challenging turnover (an average of 4.0 positions per organization, up significantly from the average of 2.4 positions per participating organization in 2020).

Data Highlights

- In 2022, eight respondents (17.0%) indicated that **no positions** saw challenging turnover during the previous 12 months, a drop from 23.9% of respondents in 2020. Thirty-four respondents (72.3%) indicated that **three or more positions** saw challenging turnover, an increase from 45.7% in 2020.
- Respondents continued to report having **more challenges retaining support positions** overall, and 2022 saw an increase in the representation of Administrative Support positions as a percentage of all positions with challenging turnover.
- The **most-often identified position with challenging turnover remained Medical Assistant** (selected by 61.7% of participants; this position was selected by 56.5% of participants in 2020). The second and third most-identified positions remained Reception/Front Desk (57.4%, compared with 39.1% in 2020), and Dental Assistant (40.4%, compared with 23.9% in 2020).*

GRAPH 9: Number of Positions with Challenging Turnover per Reporting Organization, 2016, 2018, 2020, and 2022

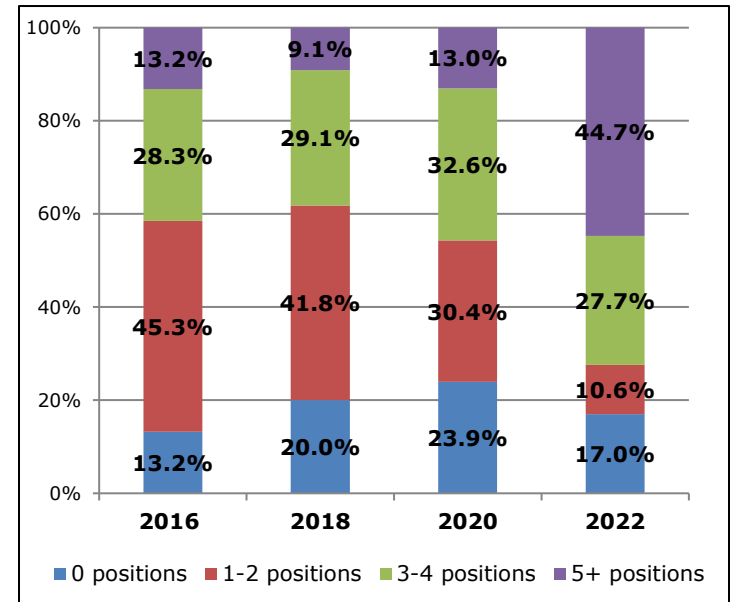
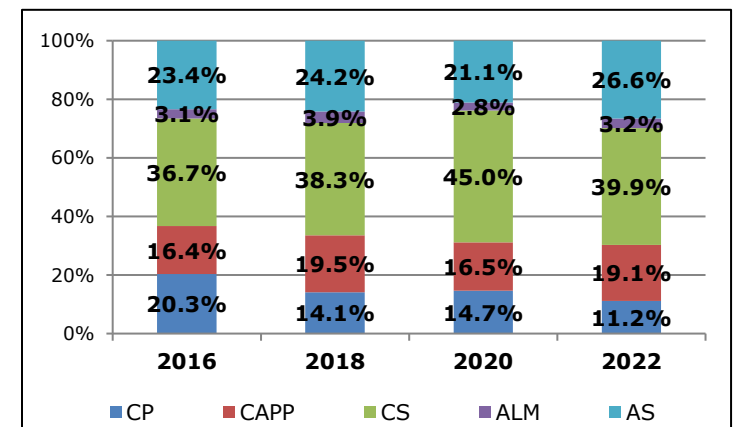


TABLE 15/GRAPH 10: Positions with Challenging Turnover by Position Group, as a Percentage of All Positions with Challenging Turnover, 2016, 2018, 2020, and 2022

POSITION GROUPS	2016	2018	2020	2022
Clinical Provider (CP) Positions	20.3%	14.1%	14.7%	11.2%
Clinical Advanced Practice Provider (CAPP) Positions	16.4%	19.5%	16.5%	19.1%
Clinical Support (CS) Positions	36.7%	38.3%	45.0%	39.9%
Administrative Leadership/Management (ALM) Positions	3.1%	3.9%	2.8%	3.2%
Administrative Support (AS) Positions	23.4%	24.2%	21.1%	26.6%

*See page 26 for more details about challenging turnover by individual position titles.



B. Challenging Turnover, continued

TABLE 16: Positions Having Challenging Turnover

POSITION GROUPS	# of Respondents Reporting Challenging Turnover		
	2018	2020	2022
CLINICAL PROVIDER (CP) – 11.2% of positions in 2022			
Dentist	5	5	8
Physician - Family Practice without OB	4	5	6
Director, Medical/CMO	3	3	3
Physician - Family Practice with OB	2	3	3
CLINICAL ADVANCED PRACTICE PROVIDER (CAPP) – 19.1% of positions in 2022			
Licensed Clinical Social Worker	3	3	16
Dental Hygienist	2	2	9
Nurse Practitioner	12	6	5
Physician Assistant	8	6	5
CLINICAL SUPPORT (CS) – 39.9% of positions in 2022			
Medical Assistant	23	26	29
Dental Assistant	13	11	19
Registered Nurse	10	10	18
Case Manager	3	1	6

POSITION GROUPS	# of Respondents Reporting Challenging Turnover		
	2018	2020	2022
ADMIN. LEADERSHIP/MANAGEMENT (ALM) – 3.2% of positions in 2022			
Director, Executive/CEO	1	0	2
Director, Fiscal/CFO	4	3	2
Director, Human Resources/CWO	0	0	2
ADMINISTRATIVE SUPPORT (AS) – 26.6% of positions in 2022			
Reception/Front Desk	20	18	27
Outreach/Enrollment Staff	2	1	7
Billing Staff/Patient Accounts	4	3	4
Call Center Representative	1	1	4
Patient Rep./Financial Counselor	3	0	3

Additional positions with one respondent each in 2022: Behavioral Health Counselor, Community Health Worker, Health Promotions, Housekeeping, Information Technology Help Desk, Licensed Practical Nurse, Patient Facilitator, Patient Support, Pharmacy Technician, Psychiatrist.

Top positions* with challenging turnover by organizational budget level of respondents:

- LT 10M: Reception/Front Desk (50.0%)
Registered Nurse (43.8%)
Medical Assistant (37.5%)
Case Manager (25.0%)
- 10M-22M: Reception/Front Desk (60.0%)
Medical Assistant (53.3%)
Licensed Clinical Social Worker (40.0%)
Dental Assistant, Registered Nurse (33.3%)
- MT 22M: Medical Assistant (93.8%)
Dental Assistant (75.0%)
Reception/Front Desk (62.5%)
Licensed Clinical Social Worker (43.8%)
Registered Nurse (37.5%)

Top positions* with challenging turnover by location of respondents:

- Urban Mix: Medical Assistant (65.4%)
Dental Assistant (50.0%)
Reception/Front Desk (46.2%)
Licensed Clinical Social Worker (38.5%)
Registered Nurse (34.6%)
- Non-Urban Mix: Reception/Front Desk (71.4%)
Medical Assistant (57.1%)
Registered Nurse (42.9%)
Dental Assistant, Licensed Clinical Social Worker (28.6%)

**Selected by 25% or more of respondents within each organizational grouping.*

C. Top Reasons for Turnover

Introduction

For the first time in 2022, survey participants were asked to identify the top reasons for turnover at their health center in the past 12 months; 48 organizations responded. Open-ended responses were then grouped by similar concepts.

Data Highlights

- The top cited reasons for turnover fell within two categories: **Compensation/Benefits** (including compensation, benefits, wages, more money elsewhere, competition in wages, keeping up with wage increases, competitive market, more money and benefits, higher pay, etc.), and a general/unspecified **Other/Better Job**; both were mentioned by 39.6% of participating health centers.
- These were followed by **Move/Relocation** (mentioned by 31.3% of participating health centers) and **COVID/Pandemic** issues (mentioned by 22.9%).

Top reasons* for turnover by organizational budget level of respondents:

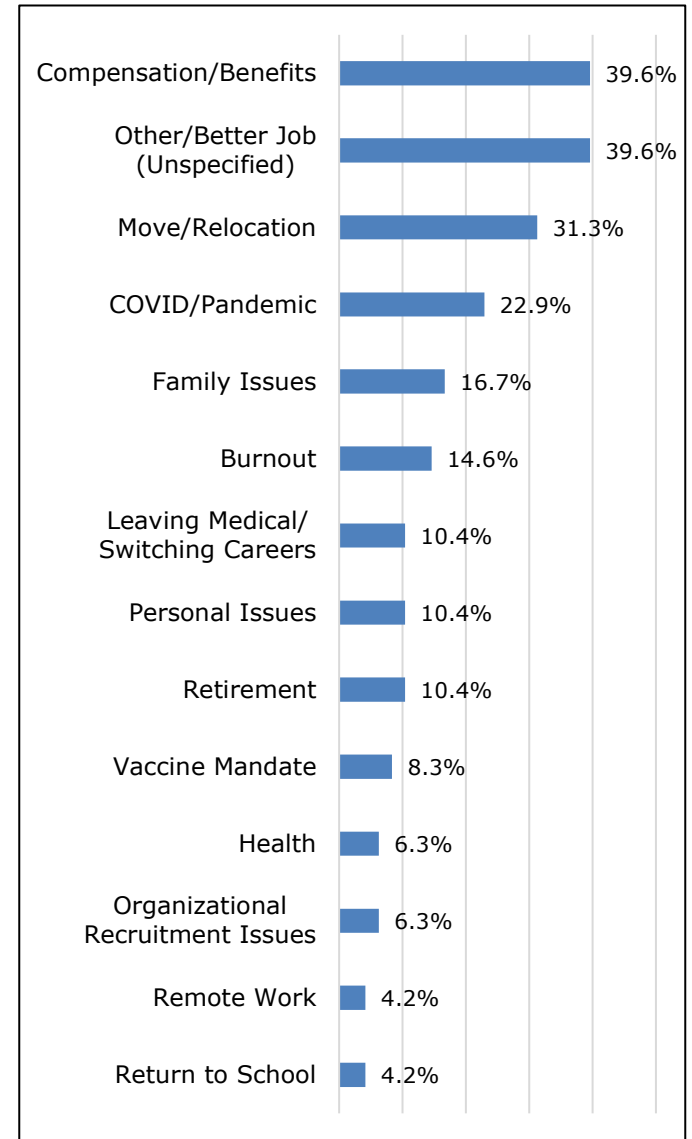
LT 10M:	Move/Relocation (41.2%) Compensation/Benefits (29.4%)
10M-22M:	Compensation/Benefits (46.7%) Other/Better Job (33.3%) COVID/Pandemic (26.7%)
MT 22M:	Other/Better Job (75.0%) Compensation/Benefits (43.8%) Family Issues, Personal Issues, Move/Relocation (31.3%)

Top reasons* for turnover by location of respondents:

Urban Mix:	Compensation/Benefits (50.0%) Other/Better Job (46.2%) COVID/Pandemic (26.9%)
Non-Urban Mix:	Move/Relocation (40.9%) Other/Better Job (31.8%) Compensation/Benefits (27.3%)

*Selected by 25% or more of respondents within each organizational grouping.

GRAPH 11: Percentage of Health Centers Citing Reasons for Turnover



D. Turnover Survey

Introduction

Forty-seven separate organizations from all six Region VIII states participated in this year's survey of calendar year 2021 turnover rates. Participants were asked to provide turnover information including number of separations (split into voluntary/employee-initiated separations including retirements and deaths and involuntary/organization-initiated separations including permanent reductions in workforce) and average number of employees for all staff and for up to six staff types*: Clinical Leadership/Management/Supervisory (CLMS) staff, Clinical Providers (CP), Clinical Advanced Practice Providers (CAPP), Clinical Support (CS) staff, Administrative Leadership/Management/Supervisory (ALMS) staff, and Administrative Support (AS) staff (one organization was only able to provide figures for five of the six main staff types and is not included in All Staff figures). Participants were also asked to provide turnover details for each non-leader clinical category broken down into medical, dental, behavioral/mental health, and, in the case of support staff, other sub-categories.

Turnover Rate = [(# of employees separated in 2021)/(average # of employees in 2021)] x 100

Data Highlights

Of the 46 participating organizations providing turnover data for All Staff:

- None reported **0.0% total turnover in 2021**; 2.2% of participants reported 0.0% turnover in 2019.
- Thirteen (28.3%) reported **0.1%-19.9% total turnover**, down from 39.1% in 2019.
- Twenty-six (56.5%) reported **20.0%-39.9% total turnover**, up from 50.0% in 2019.
- Seven (15.2%) reported **40% or greater total turnover**, up from 8.7% in 2019.

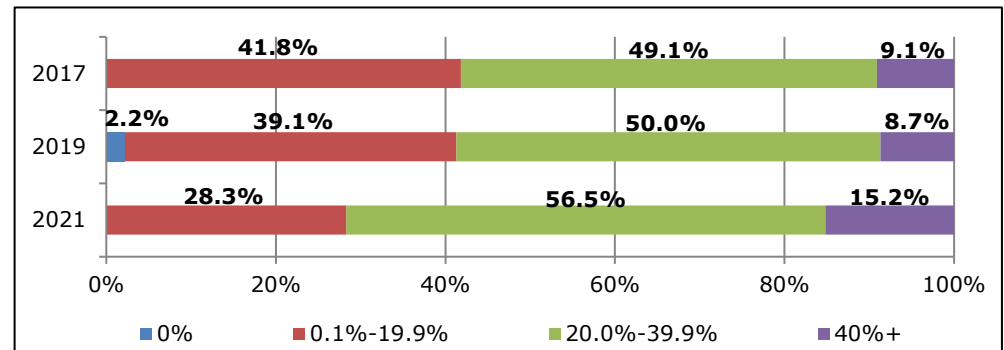
Turnover for All Staff

- All Staff turnover rates for participating health centers ranged from 9.9% to 61.3% in 2021.
- The **2021 All Staff turnover rate for employees of participating Region VIII health centers was 30.8%**, up from the rate of 23.5% reported in 2019 and 2017, and lower than the U.S. Bureau of Labor Statistics 2021 all separations turnover rate of 39.4% for health care and social assistance industries**.

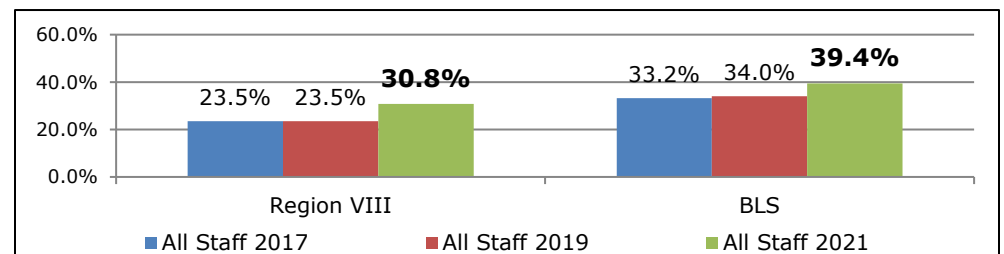
*See page 30 for definitions of each staff type and sub-category.

**U.S. Bureau of Labor Statistics Job Openings and Labor Turnover Survey.

GRAPH 12: Percentage of Region VIII Participants by All Staff Turnover Rate Ranges, 2017, 2019, and 2021



GRAPH 13: Total Turnover Rates, 2017, 2019, and 2021; Region VIII Health Centers vs. U.S. Bureau of Labor Statistics**



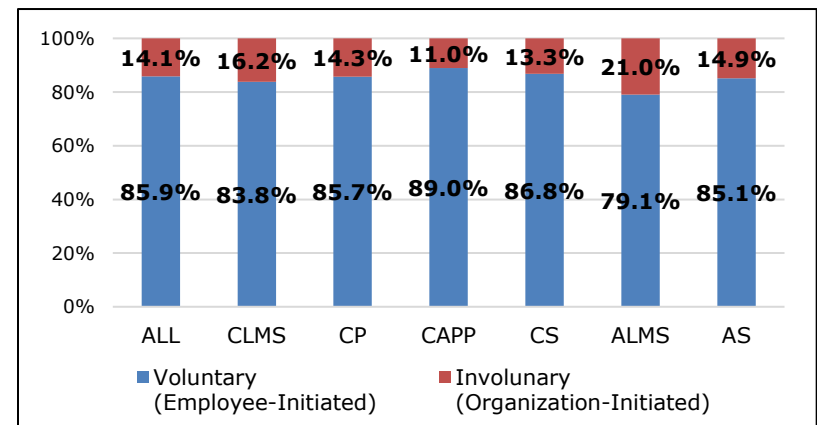
C. Turnover Survey, continued

Data Highlights, continued

Voluntary vs. Involuntary Turnover

- Of the organizations reporting turnover for all staff, six (13.04%) reported 0.0% of turnover as involuntary, down from 18.2% in 2019. Twenty-eight (60.9%) reported 0.1%-19.9% as involuntary, up from 45.5% in 2019, eight (17.4%) reported 20.0%-39.9% as involuntary, down from 27.3% in 2019, and four (8.7%) reported 40% or more as involuntary, almost equal to 9.1% in 2019.
- Overall, **14.1% of All Staff turnover was reported as involuntary** (organization-initiated) and 85.9% was reported as voluntary (employee-initiated); in 2019, 13.9% of All Staff turnover was involuntary.
- The highest ratio of involuntary turnover was once again reported for Administrative Leadership/Management/Supervisory (ALMS) staff.
 - 21.0% of turnover for this group was reported as involuntary in 2021; 17.0% of turnover for this group was involuntary in 2019.
- The lowest ratio of involuntary turnover was again reported for Clinical Advanced Practice Providers (CAPP).
 - 11.0% of turnover for this group was reported as involuntary in 2021; 13.3% of turnover for this group was involuntary in 2019.
- Dental Providers, Advanced Practice Providers, and Support Staff reported lower ratios of involuntary turnover than the Medical or Behavioral/Mental Health groups.
- The highest ratio of involuntary turnover for a clinical sub-category was for Behavioral/Mental Health Providers; 24.0% of turnover for this group was involuntary in 2021.

GRAPH 14: Percentage of 2021 Region VIII Health Center Turnover Reported as Voluntary vs. Involuntary, by Staff Type*



Turnover by Staff Type and Sub-Category*

- Total turnover rates increased for all six staff types, from a less than 1% increase for the Administrative Leadership/Management/Supervisory group to almost 9% for the Clinical Leadership/Management/Supervisory group.
- 2021 total turnover rates were lowest for the Administrative Leadership/Management/Supervisory staff type (17.2%) and remained highest for Clinical Support and Administrative Support staff (36.4% and 35.1% respectively, up from 28.2% and 27.7% in 2019). Turnover for all Clinical Support sub-categories was over 35% in 2021.
- The total turnover rate for Clinical Providers was 17.5% in 2021 (up from 13.4% in 2019), ranging from 15.5% for Medical Providers to 20.6% for Behavioral/Mental Health Providers.
- Clinical Advanced Practice Providers (APPs) saw 23.9% turnover in 2021 (up from 18.2% in 2019), ranging from 17.6% for Dental APPs to 38.5% for Behavioral/Mental Health APPs.
- 21% of participants in the Turnover Survey reported utilizing a recruiting firm/consultant for one or more Medical Provider titles in the past twelve months. Total Medical Provider turnover was higher for the group of organizations reporting using a recruiter: 29.6% compared with 12.2% for those not reporting using a recruiter. However, this group of organizations had a lower ratio of involuntary (organization-initiated) turnover: 11.1% compared with 17.0% for those not using a recruiter.

*See page 30 for definitions of each staff type and sub-category.

Data Highlights, continued

Turnover by Size

- In 2021, health centers with larger budgets (\$10-\$22 million and more than \$22 million) tended to report higher turnover for All Staff and most staff types than those with the smallest budgets (less than \$10 million); however, the health centers with the **smallest budgets reported the highest level of turnover for Clinical Support staff** (41.9%).
- Health centers with the **largest annual budgets (more than \$22 million) reported increases in turnover for all staff types between 2019 and 2021.**
- Health centers with **ten or more sites reported the highest 2021 All Staff turnover rate** (32.6%); health centers with one-four sites reported the lowest All Staff turnover at 25.7%.
- While **organizations with less than 80 employees had the lowest All Staff turnover in 2021** at 28.0%, these organizations also had the highest Clinical Support staff turnover (37.6%). Organizations with 80-250 employees saw the highest Administrative Support staff turnover (38.9%).

Turnover by Location

- Health centers in the **Frontier location group once again reported the lowest All Staff turnover in 2021** (25.0%); health centers in the mixed Urban/Rural and Rural/Frontier location groups reported the highest All Staff turnover (33.3% and 35.6% respectively).

Turnover Survey Staff Type/Sub-Category Definitions

Administrative Leadership/Management/Supervisory (ALMS) Staff: Executives, Directors, Managers, Supervisors focusing on Administrative activities/programs within the health center (e.g., CEO, CFO, Operations Director, Human Resources Manager, Billing Supervisor, etc.); typically Exempt.

Administrative Support Staff: Billing Personnel, Eligibility Personnel, Facility Staff, Front Desk Personnel, Intake Staff, Medical Records Staff, Registration Personnel, etc.; typically Non-Exempt.

Clinical Leadership/Management/Supervisory (CLMS) Staff: Executives, Directors, Managers, Supervisors for Clinical activities/programs within the health center (e.g., CMO, Clinic Director, Nurse Manager, MA Supervisor, etc.); typically hold clinical credentials; typically Exempt.

Clinical Provider (CP) Staff – Doctorate-prepared providers; typically Exempt; reported under the following sub-categories:

- **Medical Provider Staff:** Family Practitioners, General Practitioners, Internists, OB/GYNs, Pediatricians, Pharmacists (including RPh), Other Specialists.
- **Dental Provider Staff:** Dentists.
- **Behavioral/Mental Health Provider Staff:** Psychiatrists, Psychologists (Phd, PsyD, EdD).

Clinical Advanced Practice Provider (CAPP) Staff – Typically Master's-prepared providers; typically Exempt; reported under the following sub-categories:

- **Medical Advanced Practice Provider Staff:** Certified Nurse Midwives (CNMs), Nurse Practitioners (NPs, not including Psychiatric), Physician Assistants (PAs).
- **Dental Advanced Practice Provider Staff:** Dental Hygienists, Dental Therapists.
- **Behavioral/Mental Health Advanced Practice Provider Staff:** Licensed Clinical Social Workers (LCSWs), Licensed Professional Counselors (LPCs), Licensed Clinical Professional Counselors (LCPCs), Psychiatric Nurse Practitioners (Psych NPs), Masters in Social Work (MSWs), Marriage and Family Therapists (MFTs), Master's Level Addiction Counselors, Other Master's-prepared Behavioral/Mental Health Providers.

Clinical Support (CS) Staff – Typically staff with a level of educational attainment at the Bachelor's-level or lower; typically Non-Exempt; reported under the following sub-categories:

- **Medical Support Staff:** Registered Nurses, Nurse Assistants, Medical Assistants, Laboratory Personnel, Pharmacy Technicians, X-Ray Personnel, Ultrasound Technicians, Other Medical Support Personnel.
- **Dental Support Staff:** Dental Assistants (including Expanded Function), Dental Technicians.
- **Behavioral/Mental Health Support Staff:** Addiction Counselors, Other Behavioral/Mental Health Support Staff.
- **Other Clinical Support Staff:** Case Managers, Education Specialists, Nutritionists/Dieticians, Outreach Workers, Other Enabling Services Personnel.

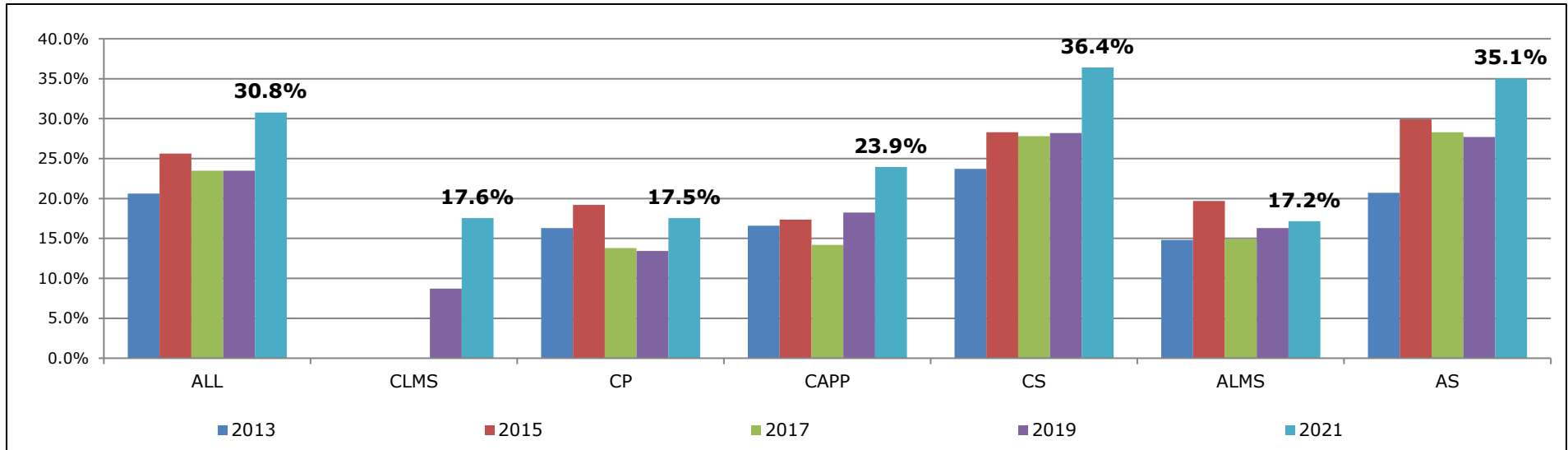
C. Turnover Survey, continued

TABLE 17/GRAPH 15: 2013-2021 Turnover Rates by Staff Type

TABLE 17

Staff Type	2013		2015		2017		2019		2021	
	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate
All Staff (ALL)	48	20.6%	52	25.6%	55	23.5%	46	23.5%	46	30.8%
Clinical Leadership/Management/Supervisory (CLMS) Staff**	N/A	N/A	N/A	N/A	N/A	N/A	45	8.7%	44	17.6%
Clinical Providers (CP)	48	16.3%	49	19.2%	52	13.8%	46	13.4%	46	17.5%
Clinical Advanced Practice Providers (CAPP)	48	16.6%	52	17.4%	52	14.2%	46	18.2%	46	23.9%
Clinical Support (CS) Staff	48	23.7%	52	28.3%	53	27.8%	46	28.2%	47	36.4%
Admin. Leadership/Management/Supervisory (ALMS) Staff	48	14.8%	50	19.7%	53	14.9%	46	16.3%	47	17.2%
Administrative Support (AS) Staff	48	20.7%	52	29.9%	53	28.3%	46	27.7%	47	35.1%

GRAPH 15



*See page 30 for definitions of each staff type and sub-categories.

**New staff type in 2019; data not available for previous years.

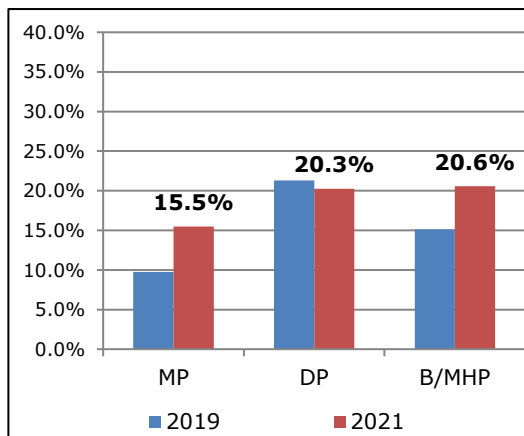
C. Turnover Survey, continued

TABLE 18/GRAPHS 16-18: 2019-2021 Turnover Rates by Staff Sub-Category*

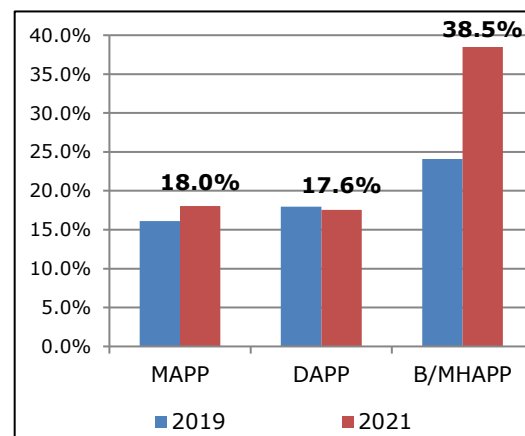
TABLE 18

	2019		2021	
	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate
Clinical Provider Sub-Categories**				
Medical Providers (MP)	42	9.7%	43	15.5%
Dental Providers (DP)	40	21.3%	41	20.3%
Behavioral/Mental Health Providers (B/MHP)	23	15.1%	25	20.6%
Clinical Advanced Practice Provider (APP) Sub-Categories**				
Medical APPs (MAPP)	45	16.1%	46	18.0%
Dental APPs (DAPP)	40	18.0%	39	17.6%
Behavioral/Mental Health APPs (B/MHAPP)	44	24.1%	41	38.5%
Clinical Support Staff Sub-Categories**				
Medical Support (MS)	46	29.1%	47	36.6%
Dental Support (DS)	41	31.5%	44	37.5%
Behavioral/Mental Health Support (B/MHS)	24	26.1%	24	36.0%
Other Clinical Support (OS)	40	25.2%	42	35.4%

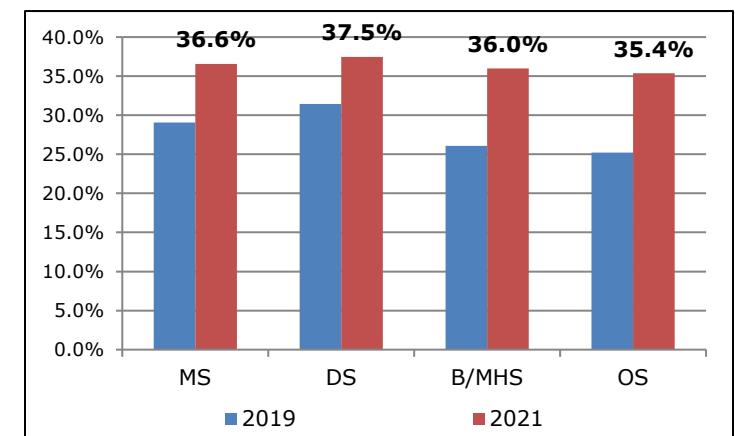
**GRAPH 16
Turnover Rates for Clinical
Provider Staff**



**GRAPH 17
Turnover Rates for Clinical
Advanced Practice Provider Staff**



**GRAPH 18
Turnover Rates for Clinical
Support Staff**



*See page 30 for definitions of each sub-category. Sub-categories were new in 2019; data not available for previous years.

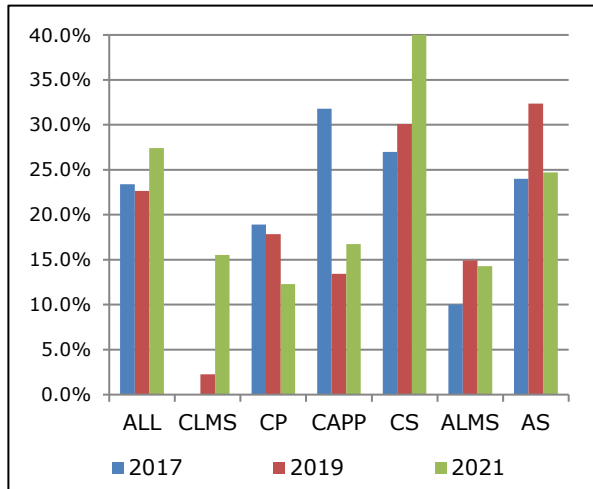
C. Turnover Survey, continued

TABLE 19/GRAPHS 19-21: 2017-2021 Turnover Rates by Annual Budget

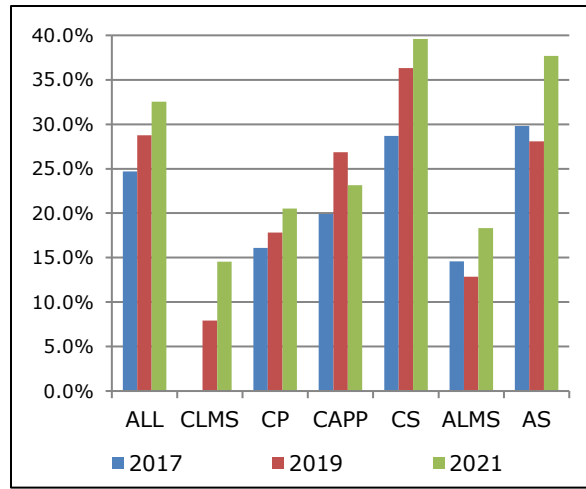
TABLE 19

Staff Type*	2017			2019			2021		
	LT 4M (12 Orgs.)	4M-10M (21 Orgs.)	MT 10M (22 Orgs.)	LT 7M (15 Orgs.)	7M-15M (15 Orgs.)	MT 15M (16 Orgs.)	LT 10M (17 Orgs.)	10M-22M (15 Orgs.)	MT 22M (15 Orgs.)
All Staff (ALL)	23.4%	24.7%	23.2%	22.7%	28.8%	22.3%	27.4%	32.5%	30.2%
Clinical Leadership/Management/ Supervisory (CLMS) Staff**	N/A	N/A	N/A	2.3%	7.9%	9.6%	15.5%	14.5%	18.9%
Clinical Providers (CP)	18.9%	16.1%	12.9%	17.9%	17.8%	12.3%	12.3%	20.5%	18.1%
Clinical Advanced Practice Providers (CAPP)	31.8%	19.9%	11.5%	13.4%	26.9%	16.5%	16.8%	23.1%	26.5%
Clinical Support (CS) Staff	27.0%	28.7%	27.6%	30.1%	36.3%	26.1%	41.9%	39.6%	34.2%
Administrative Leadership/Management/ Supervisory (ALMS) Staff	10.0%	14.6%	15.3%	14.9%	12.8%	17.4%	14.3%	18.3%	17.5%
Administrative Support (AS) Staff	24.0%	29.8%	28.1%	32.4%	28.1%	27.2%	24.7%	37.7%	36.5%

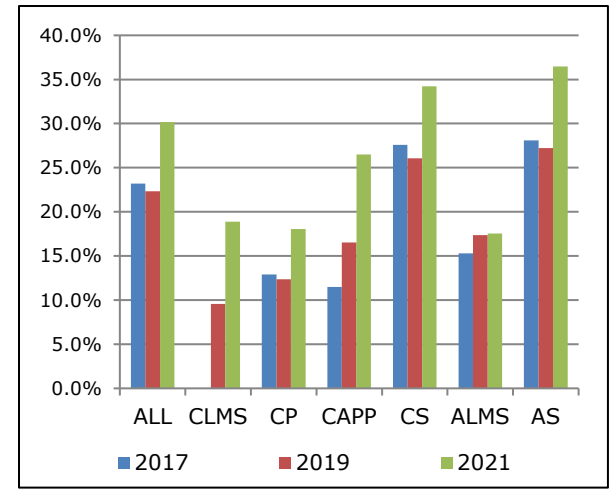
**GRAPH 19
Turnover Rates for Organizations
with SMALL^ Annual Budgets**



**GRAPH 20
Turnover Rates for Organizations
with MEDIUM^ Annual Budgets**



**GRAPH 21
Turnover Rates for Organizations
with LARGE^ Annual Budgets**



*See page 30 for definitions of each staff type. **New staff type in 2019; data not available for previous years.

^SMALL: 2017 - Less than \$4M, 2019 - Less than \$7M; 2021 - Less than \$10M

MEDIUM: 2017 - \$4M-\$10M, 2019 - \$7M-\$15M, 2021 - \$10M-\$22M; LARGE: 2017 - More than \$10M, 2019 - More than \$15M, 2021 - More than \$22M

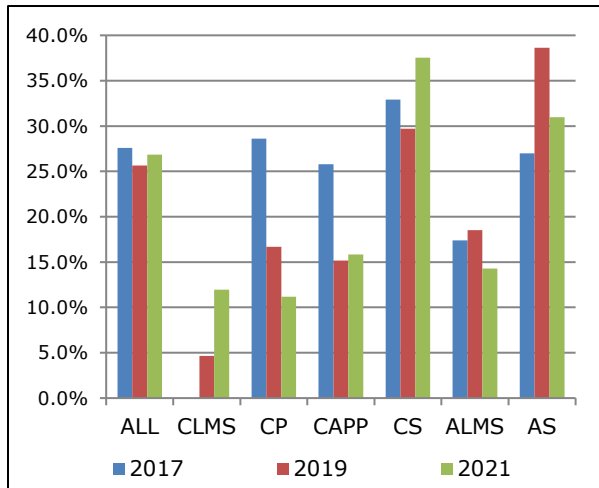
C. Turnover Survey, continued

TABLE 20/GRAPHS 22-24: 2017-2021 Turnover Rates by Number of Health Center Sites

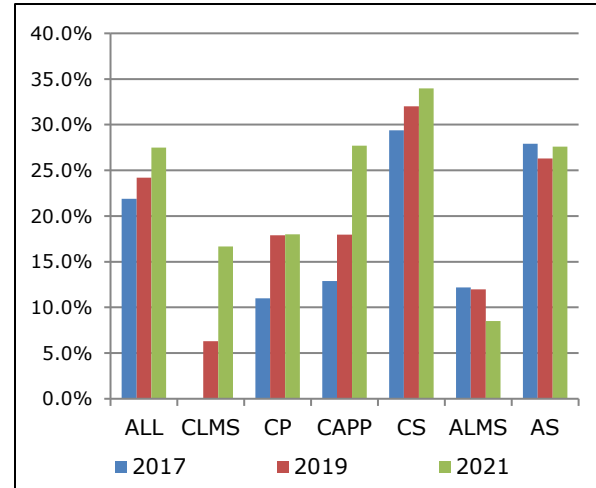
TABLE 20

Staff Type*	2017			2019			2021		
	One-Two HC Sites (15 Orgs.)	Three-Seven HC Sites (24 Orgs.)	Eight or More HC Sites (16 Orgs.)	One-Three HC Sites (16 Orgs.)	Four-Seven HC Sites (15 Orgs.)	Eight or More HC Sites (15 Orgs.)	One-Four HC Sites (20 Orgs.)	Five-Nine HC Sites (12 Orgs.)	Ten or More HC Sites (15 Orgs.)
All Staff (ALL)	27.6%	21.9%	23.9%	25.7%	24.2%	22.8%	26.8%	27.5%	32.6%
Clinical Leadership/Management/Supervisory (CLMS) Staff**	N/A	N/A	N/A	4.7%	6.3%	11.2%	12.0%	16.7%	19.8%
Clinical Providers (CP)	28.6%	11.0%	13.8%	16.7%	17.9%	11.0%	11.2%	18.0%	19.4%
Clinical Advanced Practice Providers (CAPP)	25.8%	12.9%	13.6%	15.2%	18.0%	18.4%	15.8%	27.7%	25.5%
Clinical Support (CS) Staff	32.9%	29.4%	26.7%	29.7%	32.0%	26.5%	37.5%	34.0%	37.3%
Administrative Leadership/Management/Supervisory (ALMS) Staff	17.4%	12.2%	16.1%	18.5%	12.0%	17.9%	14.3%	8.5%	22.1%
Administrative Support (AS) Staff	27.0%	27.9%	28.6%	38.6%	26.3%	26.8%	31.0%	27.6%	39.0%

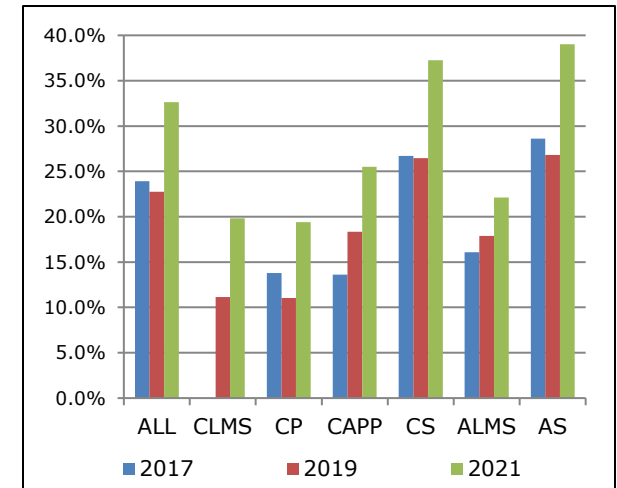
GRAPH 22
Turnover Rates for Organizations with LOW NUMBERS^ of Sites



GRAPH 23
Turnover Rates for Organizations with MEDIUM NUMBERS^ of Sites



GRAPH 24
Turnover Rates for Organizations with HIGH NUMBERS^ of Sites



*See page 30 for definitions of each staff type. **New staff type in 2019; data not available for previous years. ^LOW NUMBERS: 2017 – One-Two HC Sites, 2019 – One-Three HC Sites, 2021 – One-Four HC Sites; MEDIUM NUMBERS: 2017 – Three-Seven HC Sites, 2019 – Four-Seven HC Sites, 2021 – Five-Nine HC Sites; HIGH NUMBERS: 2017-2019 – Eight or More HC Sites, 2021 – Ten or More HC Sites.

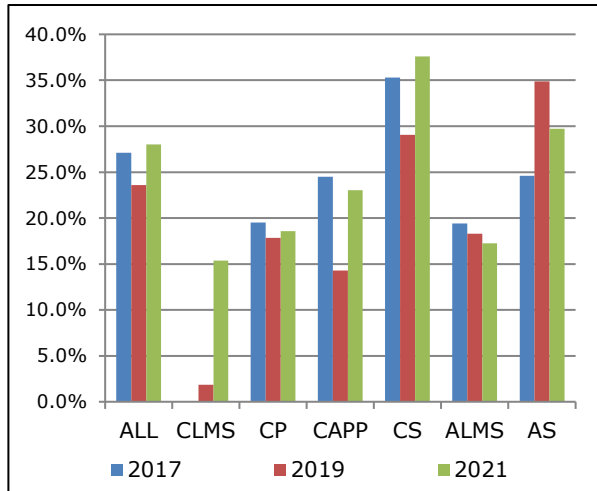
C. Turnover Survey, continued

TABLE 21/GRAPHS 25-27: 2017-2021 Turnover Rates by Number of Employees

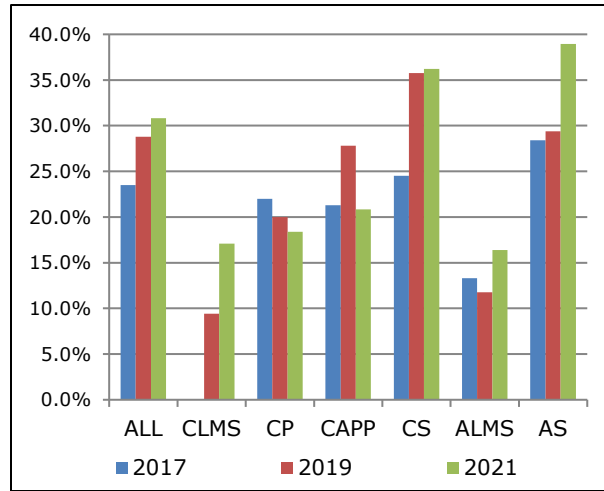
TABLE 21

Staff Type*	2017			2019			2021		
	LT 50 Employees (15 Orgs.)	50-100 Employees (15 Orgs.)	MT 100 Employees (24 Orgs.)	LT 75 Employees (18 Orgs.)	75-150 Employees (12 Orgs.)	MT 150 Employees (16 Orgs.)	LT 80 Employees (17 Orgs.)	80-250 Employees (20 Orgs.)	MT 250 Employees (9 Orgs.)
All Staff (ALL)	27.1%	23.5%	23.7%	23.6%	28.8%	22.5%	28.0%	30.8%	30.4%
Clinical Leadership/Management/ Supervisory (CLMS) Staff**	N/A	N/A	N/A	1.9%	9.4%	9.6%	15.4%	17.1%	18.1%
Clinical Providers (CP)	19.5%	22.0%	12.0%	17.9%	20.0%	12.1%	18.6%	18.4%	16.7%
Clinical Advanced Practice Providers (CAPP)	24.5%	21.3%	12.2%	14.3%	27.8%	16.4%	23.0%	20.9%	26.7%
Clinical Support (CS) Staff	35.3%	24.5%	27.8%	29.1%	35.8%	26.8%	37.6%	36.2%	36.4%
Administrative Leadership/Management/ Supervisory (ALMS) Staff	19.4%	13.3%	14.8%	18.3%	11.8%	16.9%	17.2%	16.4%	17.6%
Administrative Support (AS) Staff	24.6%	28.4%	28.5%	34.9%	29.4%	26.7%	29.7%	38.9%	33.6%

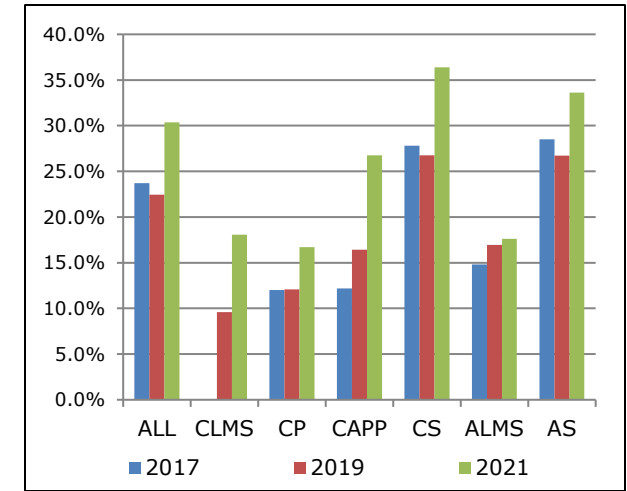
GRAPH 25
Turnover Rates for Organizations with LOW NUMBERS^ of Employees



GRAPH 26
Turnover Rates for Organizations with MEDIUM NUMBERS^ of Employees



GRAPH 27
Turnover Rates for Organizations with HIGH NUMBERS^ of Employees



*See page 30 for definitions of each staff type. **New staff type in 2019; data not available for previous years. ^LOW NUMBERS: 2017 – Less than 50 Employees, 2019 – Less than 75 Employees, 2021 – Less than 80 Employees; MEDIUM NUMBERS: 2017 – 50-100 Employees, 2019 – 75-150 Employees, 2021 – 80-250 Employees; HIGH NUMBERS: 2017 – More than 100 Employees, 2019 – More than 150 Employees, 2021 – More than 250 Employees.

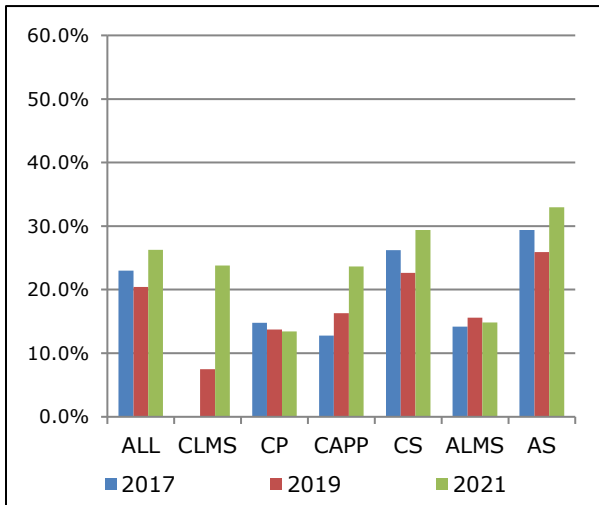
C. Turnover Survey, continued

TABLE 22/GRAPHS 28-32: 2017-2021 Turnover Rates by Location[^]

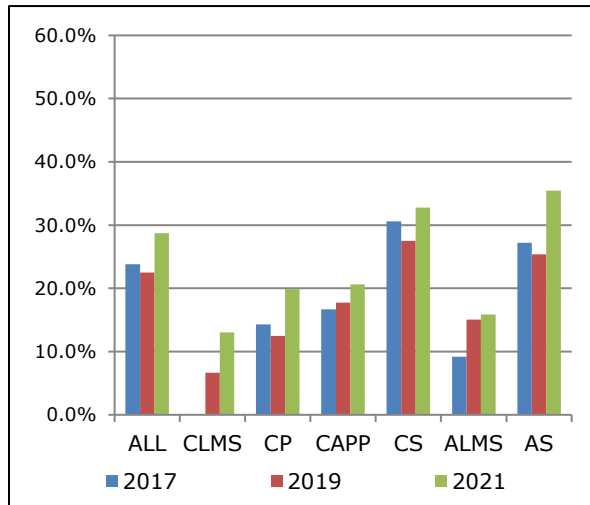
TABLE 22

Staff Type*	2017					2019 ⁺				2021 ⁺				
	U (13 Orgs.)	R (23 Orgs.)	F (5 Orgs.)	U/R (10 Orgs.)	R/F (3 Orgs.)	U (14 Orgs.)	R (17 Orgs.)	F (5 Orgs.)	U/R (9 Orgs.)	U (15 Orgs.)	R (17 Orgs.)	F (3 Orgs.)	U/R (12 Orgs.)	R/F (2 Orgs.)
All Staff (ALL)	23.0%	23.8%	24.8%	23.2%	26.2%	20.4%	22.5%	16.0%	28.0%	26.2%	28.7%	25.0%	33.3%	35.6%
Clinical Leadership/Mgmt./ Supervisory (CLMS) Staff**	N/A	N/A	N/A	N/A	N/A	7.5%	6.7%	0.0%	13.2%	23.8%	13.0%	15.4%	15.8%	27.3%
Clinical Providers (CP)	14.8%	14.3%	25.0%	11.4%	16.7%	13.7%	12.5%	12.5%	12.8%	13.4%	19.9%	25.0%	19.6%	16.1%
Clinical Advanced Practice Providers (CAPP)	12.8%	16.7%	36.4%	12.9%	20.7%	16.3%	17.8%	12.9%	19.8%	23.6%	20.6%	18.8%	27.2%	27.0%
Clinical Support (CS) Staff	26.2%	30.6%	25.5%	26.2%	30.8%	22.7%	27.5%	26.1%	35.2%	29.4%	32.8%	30.2%	40.0%	53.1%
Admin. Leadership/Mgmt./ Supervisory (ALMS) Staff	14.2%	9.2%	18.2%	20.0%	14.8%	15.6%	15.1%	0.0%	20.2%	14.9%	15.9%	8.3%	23.2%	11.1%
Administrative Support (AS) Staff	29.4%	27.2%	21.4%	28.6%	30.4%	25.9%	25.4%	10.8%	34.2%	32.9%	35.4%	32.1%	39.2%	22.0%

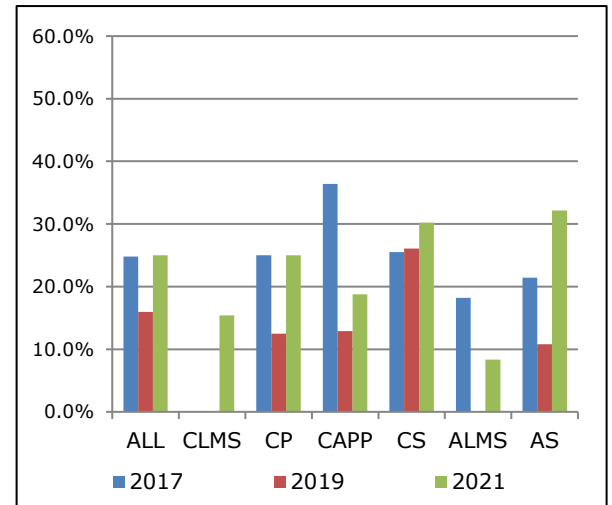
**GRAPH 28
Turnover Rates for
URBAN Organizations**



**GRAPH 29
Turnover Rates for
RURAL Organizations**



**GRAPH 30
Turnover Rates for
FRONTIER Organizations**



*See page 30 for definitions of each staff type. **New staff type in 2019; data not available for previous years.

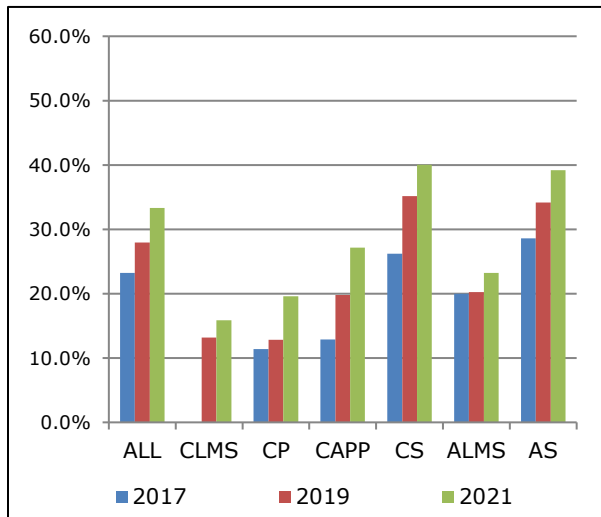
[^]Location Types: U – Urban; R – Rural; F – Frontier; U/R – Urban/Rural; R/F – Rural/Frontier. See page 6 for definitions of each location type.

*There was one Urban/Rural/Frontier organization in 2021, and one Rural/Frontier organization in 2019; insufficient data to report.

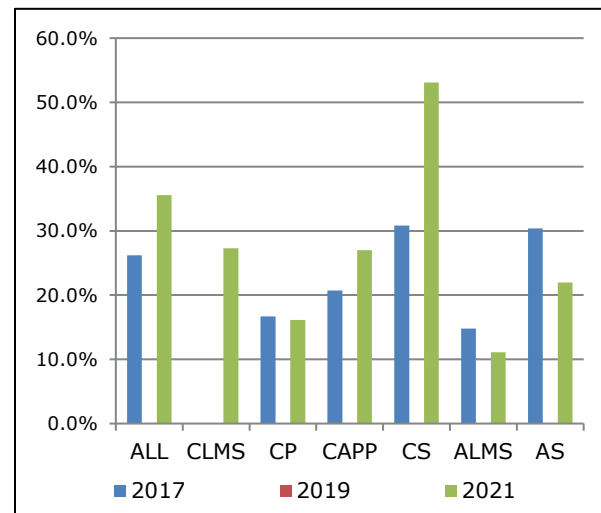
C. Turnover Survey, continued

GRAPHS 28-32: 2017-2021 Turnover Rates by Location[^], continued

GRAPH 31
Turnover Rates for
URBAN/RURAL Organizations



GRAPH 32
Turnover Rates for
RURAL/FRONTIER+ Organizations



See page 30 for definitions of each staff type. [^]See page 6 for definitions of each location type. *Insufficient data to report the Rural/Frontier category in 2019.

E. Retention Needs

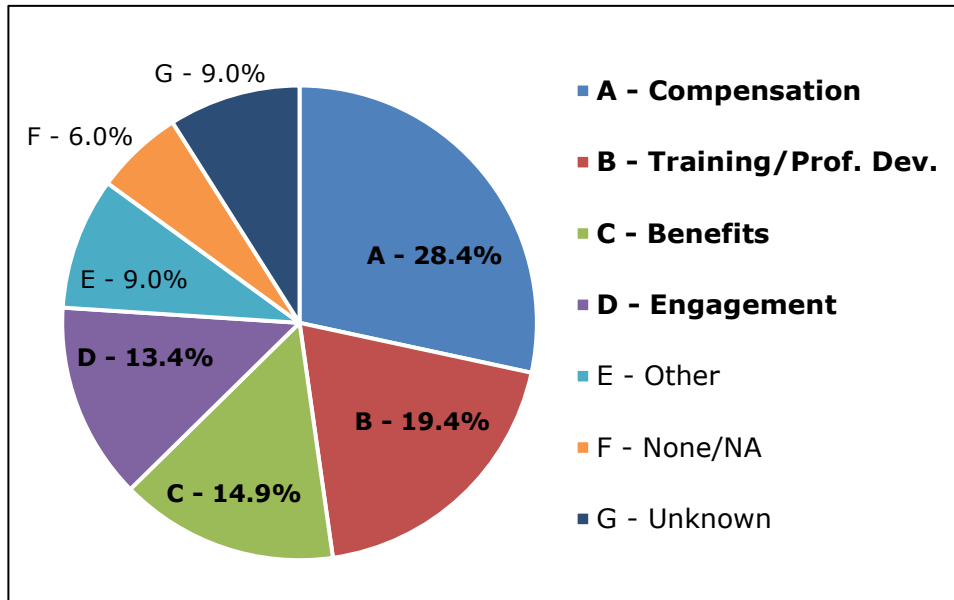
Introduction

Survey participants were asked to identify the staff retention tools they would like to implement if they had the resources, and the resources needed to implement those tools. Thirty-five organizations responded to this two-part question. Open-ended responses were then grouped by similar concepts.

Data Highlights

- The most often cited group of retention tools needed related to **compensation** (representing 28.4% of the tools mentioned). The top cited group of tools needed in 2020 related to additional benefits, which represented 25.0% of the tools mentioned.
- The second most often cited group of retention tools needed in 2022 was **training/professional development** (representing 19.4% of the tools mentioned), followed by **benefits** (14.9%).

GRAPH 33: Needed Retention Tools



A – Compensation: Includes bigger raises, bonuses, higher wages, incentive bonuses/pay, pay for performance, retention/longevity bonuses, review of/improved compensation structure, quarterly bonuses, and sign-on bonuses.

B – Training/Professional Development: Includes appropriate training for staff in new roles, better/more thorough training, development tools, mentoring program, leadership development/training, leadership/management mentoring, and more training.

C – Benefits: Includes Employee Assistance Plan, more Employee Assistance Program resources, Wellness/Resiliency Program, better/enhanced benefits, pay for dependent health insurance, parental leave, and tuition reimbursement.

D – Engagement: Includes analysis around why employees leave/stay, development of stay interviews, dunk tanks, employee appreciation, employee engagement, recognition, surveys, and value of work/life balance.

E – Other: Includes additional staff, retention tools others have found successful, stronger systems to support staff, and succession planning.

Resources Needed to Implement Needed Retention Tools

Twenty-four participants provided additional detail about resources needed to implement these tools.

- In 2018, 2020, and 2022, the most often cited resource needed to implement these retention tools was **funding**. Responses related to money or funding comprised 44.4% of the responses in 2022.
- The second most common resource needed to implement retention tools was **time** (19.4% of responses).

VI. HEALTH CENTER WORKFORCE DEMOGRAPHICS

Introduction

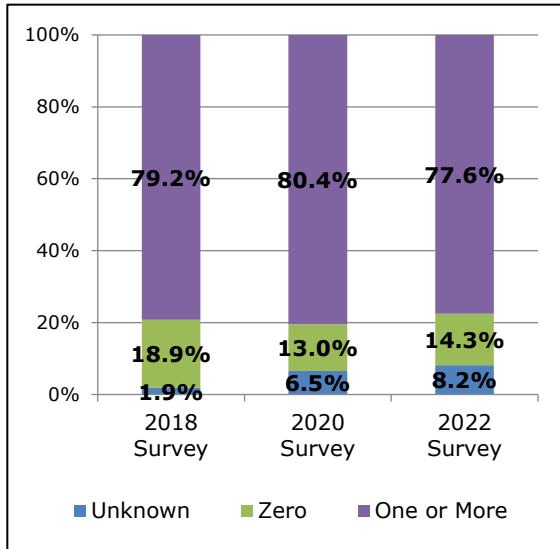
Participating health centers were asked to provide their best estimate on the percentage of their employees that are Veterans, belong to racial and/or ethnic minority groups (Asian, Native Hawaiian, Other Pacific Islander, Black/African American, American Indian/Alaska Native, etc.), and that have earned a college or advanced degree (Bachelor's, Master's, Doctorate). Forty-nine organizations responded, and forty-seven were able to provide figures for one or more of the demographic groups.

A. Veterans

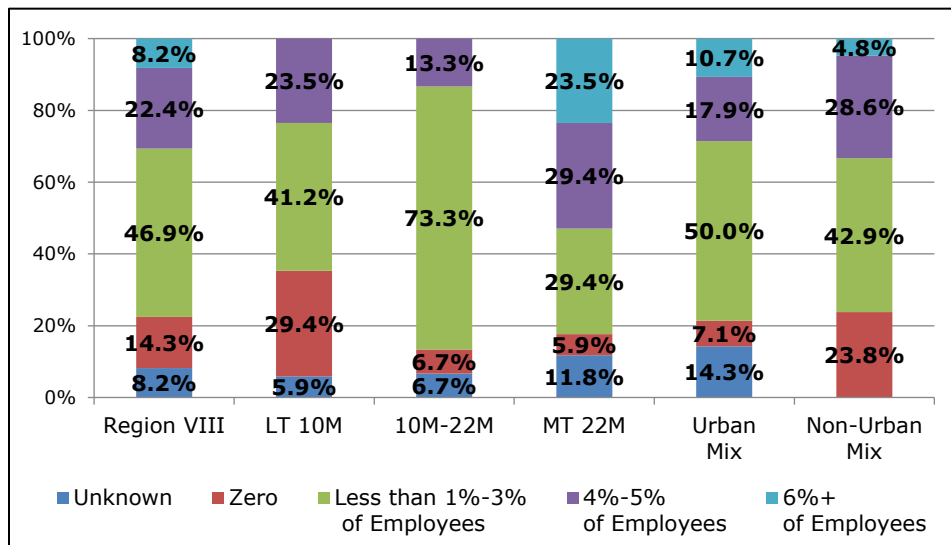
Data Highlights

- The reported percentage of Veterans employees ranged from 0.0% to 15.0%, with an overall average of 2.9%; this is down from an estimated 4.4% in 2020. Over 77% of participating health centers reported employing one or more Veterans.
- The largest health centers (with annual budgets of more than \$22 million) and those with one or more urban sites were more likely to report 6% or more of their employees were Veterans.
- The smallest health centers (with annual budgets of less than \$10 million) and those with no urban sites were more likely than others to employ zero Veterans.

GRAPH 34: Number of Veterans Employed, 2018, 2020, and 2022



GRAPH 35: Percentage of Organizations Currently Employing Veterans



Graph Definitions

LT 10M, 10M-22M, and MT 22M: Respondents with annual budgets of less than \$10 million, between \$10 million and \$22 million, and more than \$22 million.

Urban Mix: Respondents with sites in Urban, Urban/ Rural, or Urban/Rural/Frontier areas.

Non-Urban Mix: Respondents with sites in Rural, Frontier, or Rural/Frontier areas.

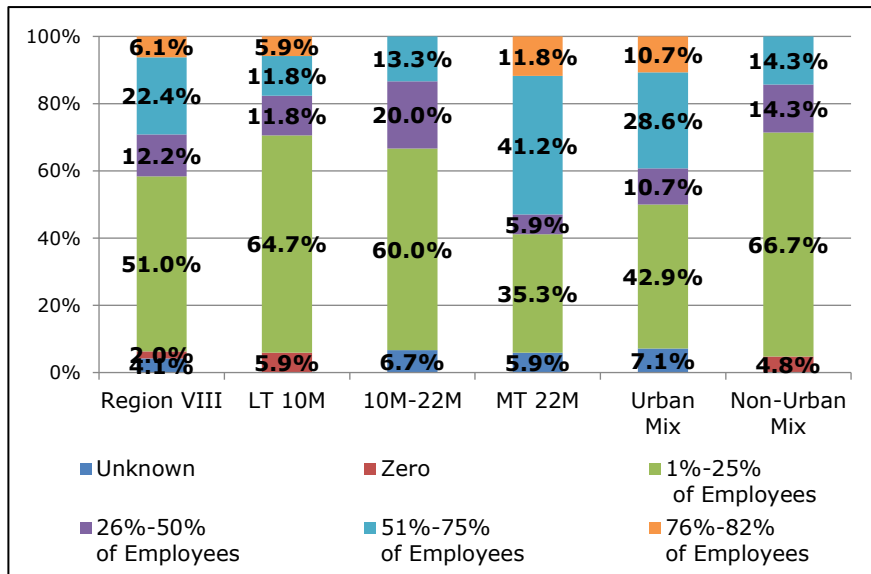
VI. Health Center Workforce Demographics, continued

B. Racial/Ethnic Minorities*

Data Highlights

- The reported percentage of racial/ethnic minority employees ranged from 0.0% to 82.0%, with an overall average of 31.8%; this is up slightly from an estimated 30.6% in 2020.
- The largest health centers (with annual budgets of more than \$22 million) and those with one or more urban sites were more likely to employ higher percentages of racial/ethnic minorities (76% or more).
- The smallest health centers (with annual budgets of less than \$10 million) and those with no urban sites were more likely than others to report zero racial/ethnic minority employees.

GRAPH 36: Percentage of Organizations Currently Employing Racial/Ethnic Minorities

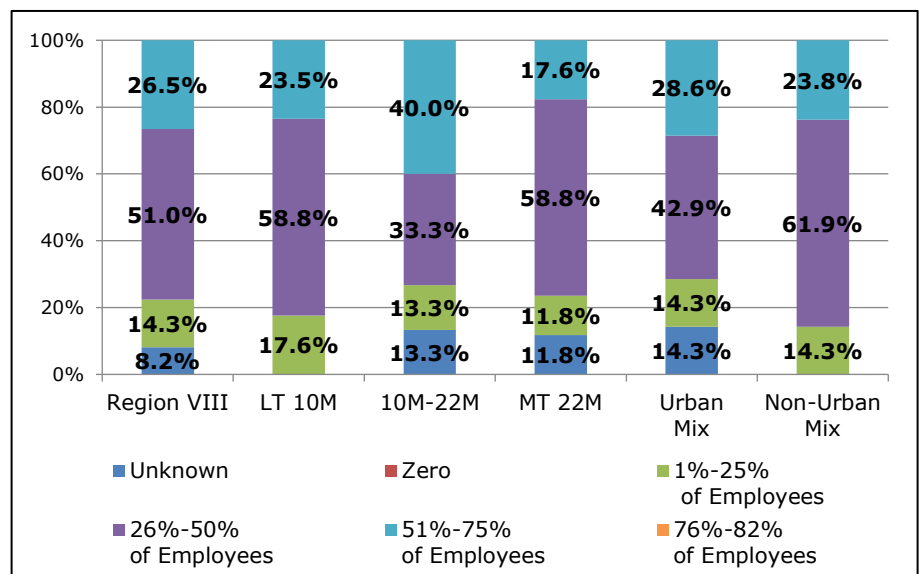


C. Education Level

Data Highlights

- The reported percentage of employees with a college or advanced degree (Bachelor’s, Master’s, Doctorate) ranged from 8.0% to 75.0%, with an overall average of 44.1%; this is a slight drop from the estimated 46.3% reported in 2020.
- Health centers with mid-range budgets (\$10 million to \$22 million annually) were more likely to report higher percentages of employees with college or advanced degrees (51%-75%).

GRAPH 37: Percentage of Organizations with Employees Holding College or Advanced Degrees



See page 39 for graph definitions.

*Racial/Ethnic Minorities: Asian, Native Hawaiian, Other Pacific Islander, Black/African American, American Indian/Alaska Native, etc.

VII. APPENDIX: BIBLIOGRAPHY

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