A HEALTH CENTER AT FULL CAPACITY

ALLISON ABAYASEKARA, MA
VP, TRAINING & PROGRAMS
ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED
BPHC NATIONAL COOPERATIVE AGREEMENTS

Community Health Center Inc.

Pipeline & Team-Based Care

Association of Clinicians for the Underserved

Recruitment & Retention

www.healthcenterinfo.org
STAR² CENTER

SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

www.chcworkforce.org
WORKFORCE IS THE FUEL
COMMON CHALLENGES

Which types of solutions are the right fit for our org?

What specific things should we try?

How do we know if any 1 thing is making a difference?

How does this all fit together??
A strategy is a specific process with identified metrics.

A plan is a structure that links multiple strategies together.
A PLAN BY ANY OTHER NAME…

Track Successes

Identify Failures

Innovate with Data

Ensure Alignment with Goal
CORE COMPONENTS OF A STRONG WORKFORCE APPROACH
CORE COMPONENTS

Tested Recruitment & Retention Strategies

Equitable & Effective Compensation Structure

Positive Culture Focused on Engagement

High-Functioning Managers

Data-Informed Workforce Plan

Chief Workforce Officer

Health Professions Training Program

Policies that Support Diversity & Cultural Respect

Core Components Overview
EQUITABLE AND EFFECTIVE COMPENSATION STRUCTURE

Defines a sustainable approach to total compensation that is attractive to potential and current staff and maintains fairness.
COMPENSATION STRUCTURE

Equitable

- Transparent
- Recognizes All

Effective

- Sustainable
- Competitive
Focuses on a culture of two-way communication to continually improve the practice experience, reduce burnout, and support transdisciplinary teams in a consistent way.
POSITIVE CULTURE FOCUSED ON ENGAGEMENT

Engaged
Consistent
Positive
Transparent
ORGANIZATIONAL LEVERS IN BURNOUT
ORGANIZATIONAL IMPACT

- Physical Space
- Admin Processes
- Communication
- Team Support
- Staff Support
- …and more!
PHYSICAL SPACE

When staff need focus…

• Are there quiet spaces?

When staff need to collaborate…

• Are there enough work spaces?

When staff need to meet as a group…

• Are there options both front- and back-facing?
ADMINISTRATIVE PROCESSES

- Patient Scheduling
- Time for Charting
- Patient Registration Process
- Appointment Times
- Referral Process
- EHR
Internal communication on organizational development, wins, future

Opportunities to participate in decision making

Clear expectations and mission alignment
TEAM SUPPORT

- Clearly define roles
- Invest in managers
- Provide actionable data
STAFF SUPPORT

Work-Life Balance
- Flex Hours
- Limited call
- Child Care

Career Development
- Training
- Special Projects
- Financial Support
BURNOUT ASSESSMENT TOOL

- Assessing burnout from an organizational standpoint
- 7 questions
- 5-10 minutes to complete
BURNOUT ASSESSMENT TOOL

- Identify strategies to improve retention and reduce burnout
- Report with recommendations based on input

Provider Burnout Assessment Tool

OVERVIEW
Solutions Training and Assistance for Recruitment & Retention Center or STAR² Center provides training and technical assistance to community health centers for provider recruitment and retention. This Burnout Self-Assessment Tool has been designed to assist your health center in identifying topics for further exploration. The tool includes questions to gauge the need for intervention to prevent burnout at your organization.

HOW TO USE THE TOOL
The tool includes 7 questions. It should take approximately 5-10 minutes to complete. To navigate through the assessment, use the “continue” or “back” buttons at the bottom of each page. Throughout the assessment, your answers will generate suggested resources for further reading and next steps at your health center. When you have completed the last question (97) you will arrive at the submission page. To send the survey click ‘submit’ on that page. Upon submission, you will receive an automated email with a summary of your responses.

USES OF THE TOOL
The Burnout Self-Assessment Tool’s primary purpose is to help you identify strategies that may improve your success with provider retention. Using your responses, the Tool will provide brief recommendations on those topics you might want to pursue. The STAR² Center has a considerable number of resources available to you on topics included in the Burnout Self-Assessment in our Resource Library.
STAY IN TOUCH!

Chcworkforce.org
aabayasekara@clinicians.org
703-562-8820
Combined, average employee premium contributions and potential out-of-pocket spending to meet deductibles across single and family policies rose to $7,240 in 2017 and topped $8,000 in 8 states.

Nationally, this spending amounted to 11.7% of median income in 2017, up from 7.8% a decade earlier.

— 2018 Commonwealth Fund study
How much of an impact, if any, does the health insurance your job provides you have on your choice to stay at your current job?

<table>
<thead>
<tr>
<th>Total</th>
<th>IMPACTFUL (NET)</th>
<th>Somewhat impactful</th>
<th>NOT IMPACTFUL (NET)</th>
</tr>
</thead>
<tbody>
<tr>
<td>56%</td>
<td>56%</td>
<td>22%</td>
<td>22%</td>
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<tr>
<td>22%</td>
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<tr>
<td>22%</td>
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</table>
Nonstop Wellness

Saves money for the employer and the employee through premium reduction and reduced or eliminated out-of-pocket costs

Provides an increased quality of overall benefits, often without requiring a change in carrier

Less cost shifting to employees means happier, more satisfied employees

A benefits package that communicates the importance of health care to employees helps to foster a positive work culture
About Nonstop

Our mission is to support nonprofit growth and sustainability by providing high-quality, affordable employer-sponsored healthcare for the organizations that serve our communities.

Nonstop is Committed to:
Changing the status quo of health care benefits offerings for nonprofits and their employees.

- Real savings within an organization for you and your employees
- Health care equity
- Serving the nonprofit community
Nonstop is a proud participant in the Value in Benefits (ViB) program from Community Health Ventures, business affiliate of the National Association of Community Health Centers.
Benefits of a Professional Survey

- Carefully researched and designed for you
- Increased employee satisfaction
- Create reliable surveys for your organization
- Increased retention for your organization
Professional Internal Surveys: A Practical Strategy to Measure Employee Satisfaction

A practical way to get consistent feedback from your employees

Nonprofits have limited resources to leverage: surveys can help you implement change strategically
Important Elements of Employee Surveys
Timing  Objectivity  Response
Why Unity Chose Nonstop Wellness

**Employee Advantages**

- Reduced or eliminated out-of-pocket expenses
- Platinum-level benefits
- No carrier changes

**Employer Advantages**

- High potential for savings
- No financial unpredictability
- Enhanced recruitment and retention
## Retention Killer: Health Insurance Impacts Satisfaction

**Dissatisfaction driven by costs**

What is the main reason you personally do NOT feel satisfied with your current health insurance plan? *(Combined)*

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs, I’m paying more and more every year but I seem to be getting less and less.</td>
<td>82%</td>
</tr>
<tr>
<td>Inadequate coverage. There are many necessary treatments and benefits that aren’t covered by my insurance plan.</td>
<td>40%</td>
</tr>
<tr>
<td>Out-of-network costs. Sometimes doctors or hospitals that appear to be in my network simply aren’t, so I have to pay out-of-pocket.</td>
<td>22%</td>
</tr>
<tr>
<td>Too confusing, I often do not understand my benefits, how much I really owe, or how to use my plan.</td>
<td>18%</td>
</tr>
<tr>
<td>Not enough choices. There are too few doctors or hospitals in my network.</td>
<td>10%</td>
</tr>
<tr>
<td>Denied claims. Even if a treatment is covered, my plan finds reasons to deny my claim.</td>
<td>9%</td>
</tr>
<tr>
<td>Lack of innovation. While the rest of the world is changing, my insurance plan has the same coverage it’s always had.</td>
<td>6%</td>
</tr>
<tr>
<td>Too much paperwork. I have to fill out a great deal of paperwork even to receive routine health care services</td>
<td>6%</td>
</tr>
<tr>
<td>Poor customer service. Dealing with customer service is frustrating and difficult</td>
<td>5%</td>
</tr>
<tr>
<td>Losing my doctor. Changes in my insurance plan make me change my doctor or hospital</td>
<td>2%</td>
</tr>
</tbody>
</table>
Unity’s Strategy for a More Positive Company Culture

- Annual satisfaction surveys implemented by various professional firms
- Leadership reviews results, adjusts retain/recruit strategy
- Recent survey revealed dissatisfaction with high deductible health insurance plan
- Research identified the Nonstop Wellness program as the solution
- Result: Immediate increase in employee