



# A HEALTH CENTER AT FULL CAPACITY: CORE COMPONENTS

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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

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Access to Care & Clinician Support

Recruitment & Retention

National  
Health  
Service Corps

Resources

Training

Networking

# NATIONAL COOPERATIVE AGREEMENTS

Pipeline &  
Team-Based  
Care

Community Health  
Center Inc.

Recruitment  
& Retention

Association of  
Clinicians for the  
Underserved



# STAR<sup>2</sup> CENTER



**STAR<sup>2</sup>CENTER**  
SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION

[www.chcworkforce.org](http://www.chcworkforce.org)

# WHO'S WHO?

- Name
- Organization
- How your role incorporates workforce

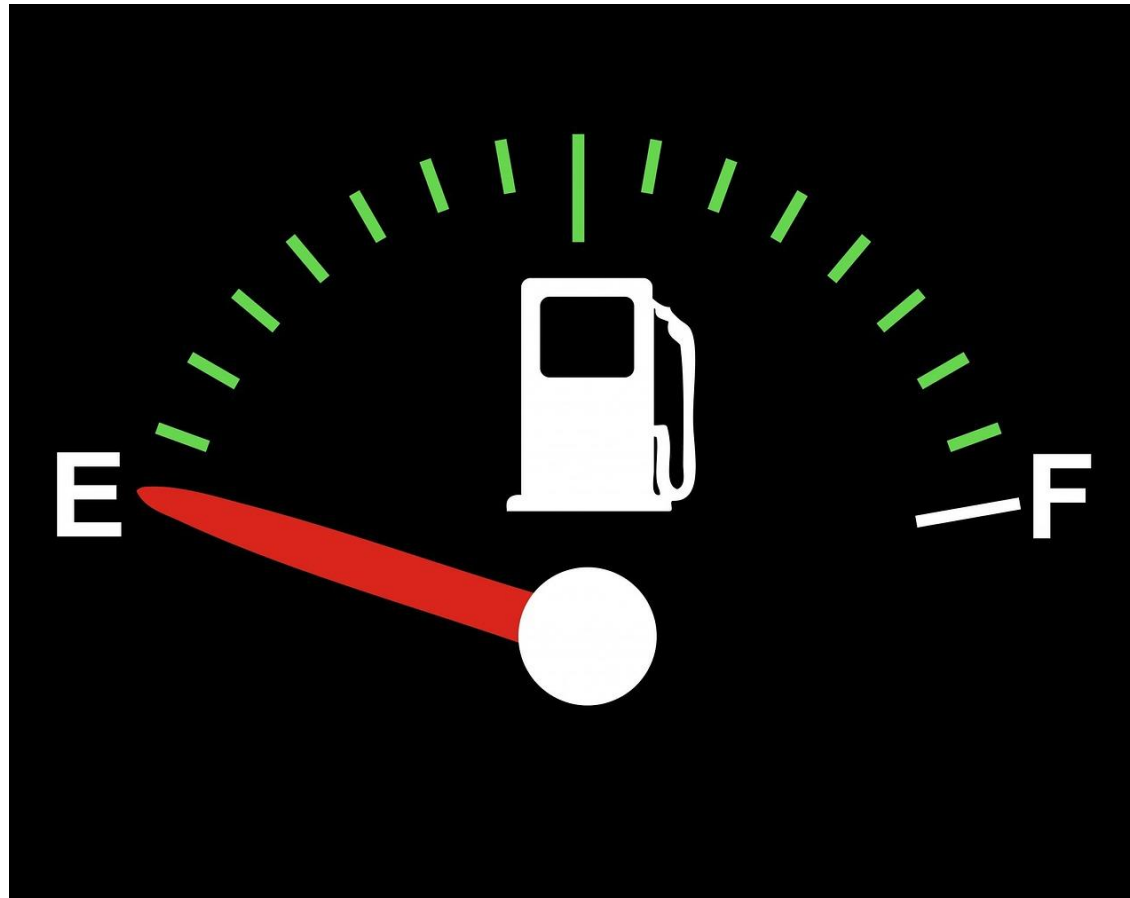


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# A HEALTH CENTER AT FULL CAPACITY

# 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??





# MAKING SENSE OF A WORLD OF OPTIONS

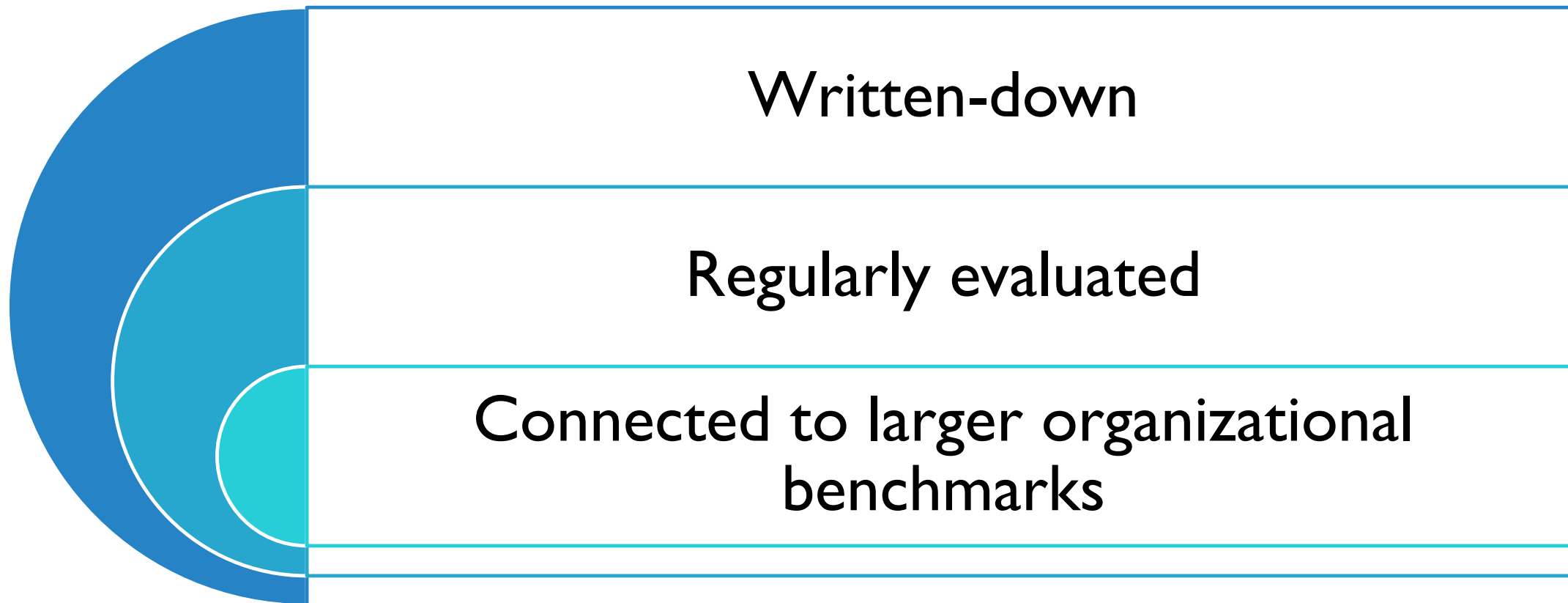
A strategy is a specific process with identified metrics.

A plan is a structure that links multiple strategies together.

# A PLAN BY ANY OTHER NAME...



# TRADEMARKS OF A FORMAL WORKFORCE PLAN



# CORE COMPONENTS

Data-Informed  
Workforce Plan

Tested  
Recruitment &  
Retention  
Strategies

Equitable &  
Effective  
Compensation  
Structure

Positive Culture  
Focused on  
Engagement

Chief Workforce  
Officer

Health  
Professions  
Training Program

Policies that  
Support Diversity  
& Cultural  
Respect

High-Functioning  
Managers

## Core Components Overview

# DATA-INFORMED WORKFORCE PLAN

Uses organizational, human resources, and community data to help develop a realistic and dynamic plan for staffing.

# TESTED RECRUITMENT AND RETENTION STRATEGIES

Uses a Plan-Do-Study-Act approach to testing and refining the specific recruitment and retention strategies that make up a formal workforce plan.

# EQUITABLE AND EFFECTIVE COMPENSATION STRUCTURE

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

# POSITIVE CULTURE FOCUSED ON ENGAGEMENT

Focuses on a culture of two-way communication to continually improve the practice experience, reduce burnout, and support transdisciplinary teams in a consistent way.



# CHIEF WORKFORCE OFFICER

Has a high-level staff member dedicated to developing, monitoring and improving the workforce plan.

# HEALTH PROFESSIONS TRAINING PROGRAM

Provides coordinated education and training to developing health professionals and ensures current clinicians can engage in teaching.

## POLICIES THAT SUPPORT DIVERSITY & CULTURAL RESPECT

Commits to policies that help to recruit and retain a workforce representative of the patients served, with ongoing opportunity to learn and enhance cultural respect in practice.

# HIGH-FUNCTIONING MANAGERS

Identifies the key role of managers in developing and engaging staff, and invests in their training with the expectation of staff retention.

# QUESTIONS?



# QUICK SELF-ASSESSMENT

Think broadly about all  
of your workforce  
efforts

Categorize  
those efforts  
into different  
components

Identify  
strongest  
component and  
any gaps



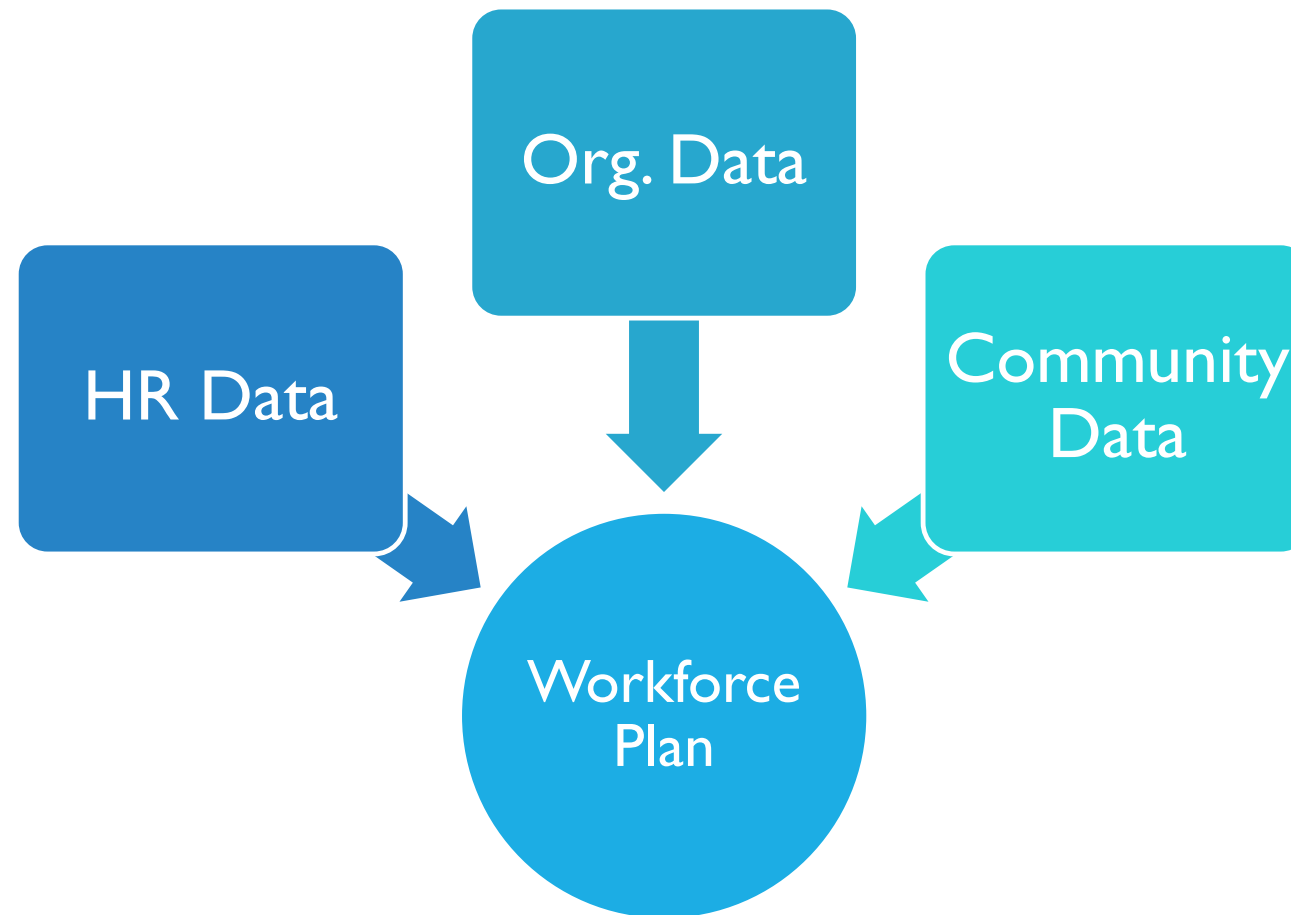
# DEEP DIVE: DATA-INFORMED WORKFORCE PLAN

# DATA-INFORMED WORKFORCE PLAN

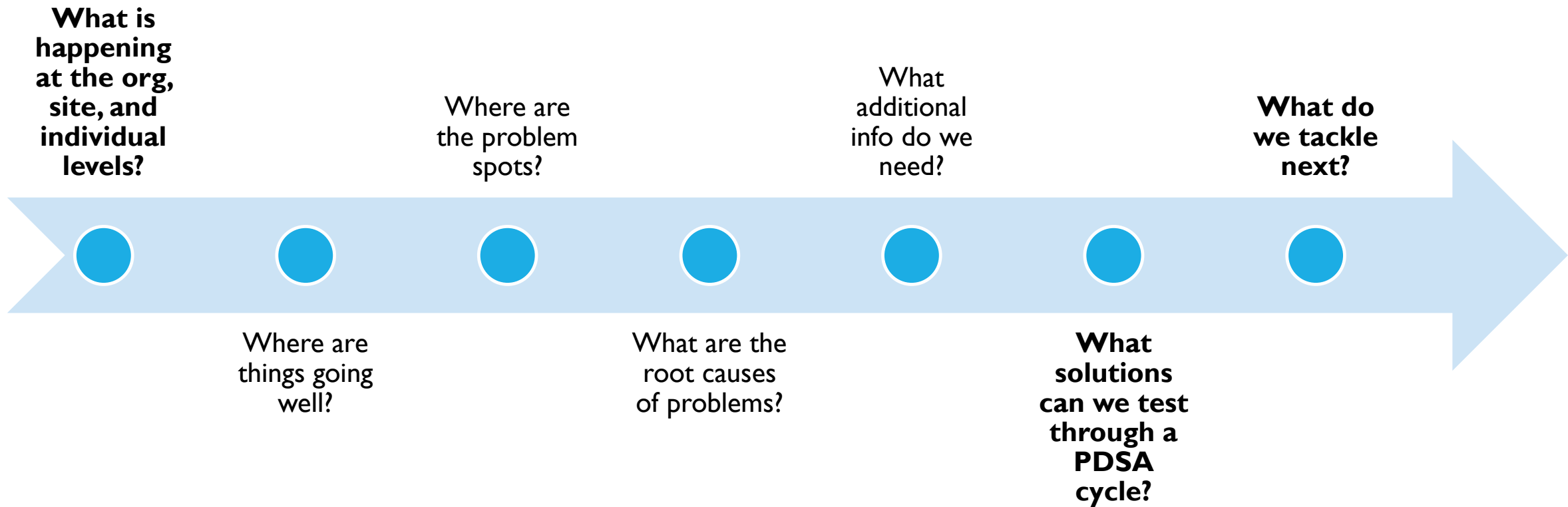
Uses organizational, human resources, and community data to help develop a realistic and dynamic plan for staffing.



# DATA-INFORMED WORKFORCE PLAN



# EXAMPLE PROCESS FOR HEALTH CENTER



# SAMPLE STRATEGIES



Formal strategic staffing plan

Data dashboards

Cross-team analytics meetings

# STRATEGIC STAFFING PLAN

What kinds  
of staff do  
you need and  
when do you  
need them?

## Health Center

- Mission
- Patient Experience
- Scope
- Workforce

## Environment

- Population
- Policy
- Payment
- Workforce

# STAR<sup>2</sup> CENTER RESOURCES

## Recruitment & Retention Data Profiles

- Data dashboard offering analysis and visualization of nationally-available data about your health center
- Free and emailed to every health center CEO

## Strategic Workforce Planning Workbook

- Guided workbook for conversations with your leadership, workforce team, and board
- Can be used all at once or throughout the year

# SHARING TIME



What successful strategies do you have?



What questions do you have for others about this component?



What training or resources could you use here?



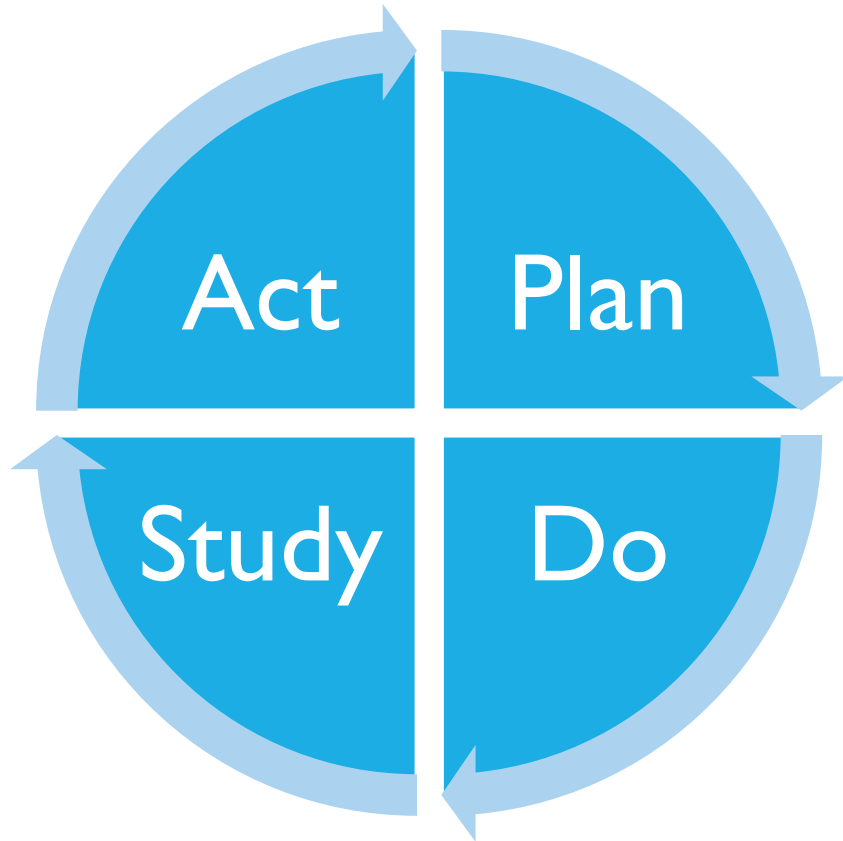
# DEEP DIVE: TESTED R&R STRATEGIES

## TESTED RECRUITMENT AND RETENTION STRATEGIES

Uses a Plan-Do-Study-Act approach to testing and refining the specific recruitment and retention strategies that make up a formal workforce plan.



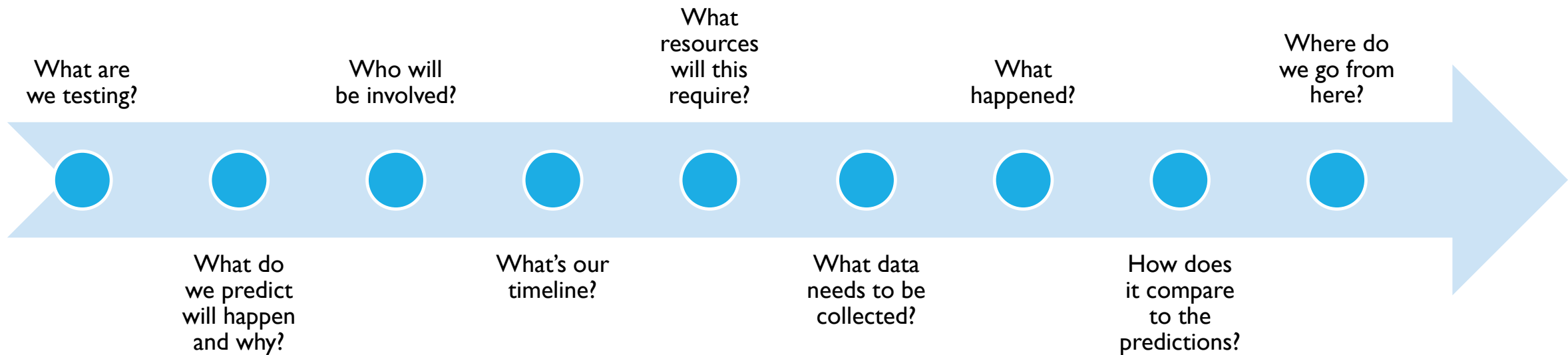
# PDSA CYCLES



CMS Template:

<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/downloads/PDSACycledebedits.pdf>

# R& R STRATEGIES



# SAMPLE STRATEGIES



Maintain formal R&R plans

Pilot test new initiatives

Incorporate short- & long-term eval data

# EXAMPLE: STAY INTERVIEWS

## What are we testing?

- Stay Interviews

## What do we predict will happen and why?

- Find more actionable issues & increase engagement because people feel valued and listened-to

# EXAMPLE: STAY INTERVIEWS

## Who will be involved?

- CEO, CMO, all managers

## What's our timeline?

- One year

# EXAMPLE: STAY INTERVIEWS

## What resources will this require?

- Interview template, training for managers, time on everyone's schedule, mechanism for reporting issues found, and a plan to address what we find

## What data needs to be collected?

- Short anonymous survey for participants & managers, tracker for issues

# EXAMPLE: STAY INTERVIEWS

## What happened?

- More issues than we thought, but we found a theme

## How does it compare to predictions?

- People want faster change than we can give them, so might be increasing frustration

# EXAMPLE: STAY INTERVIEWS

Where do we go from here?

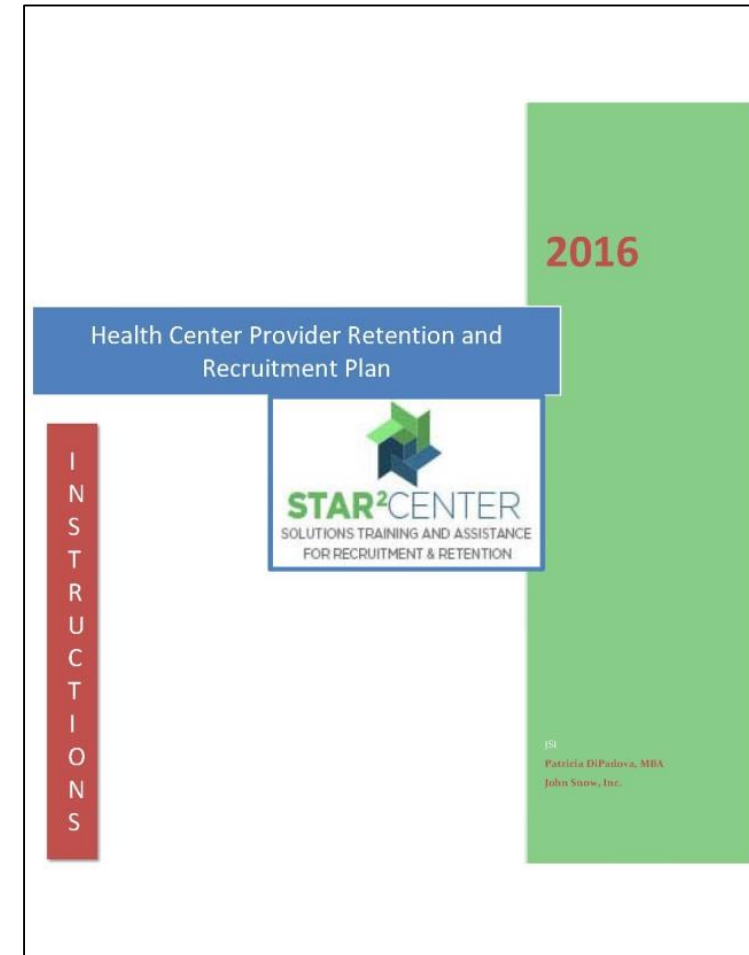
- Make plan to address big theme in issues, make plan to do this again next year!



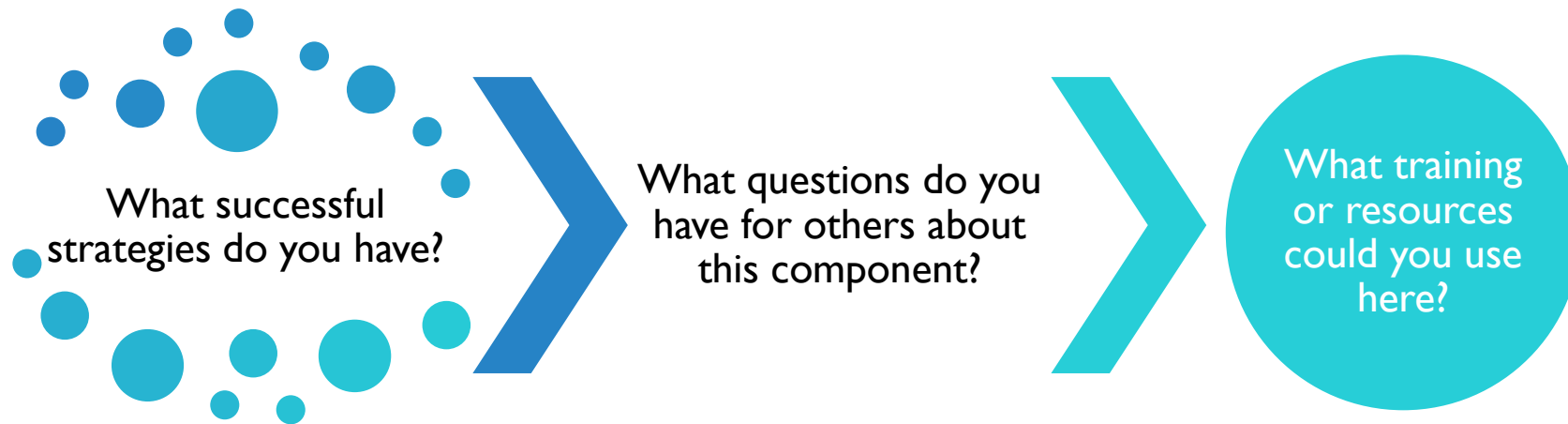
# STAR<sup>2</sup> CENTER RESOURCE

## Recruitment & Retention Plan Template

- Toolkits to create/update your written recruitment and retention plans
- Downloadable in Word in four pieces



# SHARING TIME





# DEEP DIVE: POSITIVE CULTURE FOCUSED ON ENGAGEMENT

# POSITIVE CULTURE FOCUSED ON ENGAGEMENT

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

# SAMPLE STRATEGIES



Evaluating team structure & impact on retention

Internal comm. strategy on benefits and wins

Recognition plan for all staff

# EXAMPLE: INTERNAL COMMUNICATIONS

## Type

- Email
- Department Meetings
- All-staff Meetings
- Informal Check-Ins

## Frequency

- Daily
- Weekly
- Monthly
- Yearly

**Remember to consider the diversity of your workforce!**

# EXAMPLE: RECOGNITION PLAN

Acknowledge all the great things your employees are doing!

## Formal

- Employee of the month
- Recognition during staff meeting
- Annual awards

## Informal

- Thank you email
- “High-five”



# STAR<sup>2</sup> CENTER RESOURCES

## Burnout Self-Assessment Tool:

- Assessing burnout from an organizational standpoint
- 7 questions
- 5-10 minutes to complete
- Identify strategies to improve provider retention and reduce burnout
- Report with recommendations based on input



## Provider Burnout Assessment Tool

### OVERVIEW

Solutions Training and Assistance for Recruitment & Retention Center or STAR<sup>2</sup> 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 (#7) 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 STAR<sup>2</sup> Center has a considerable number of resources available to you on topics included in the Burnout Self-Assessment in our Resource Library.

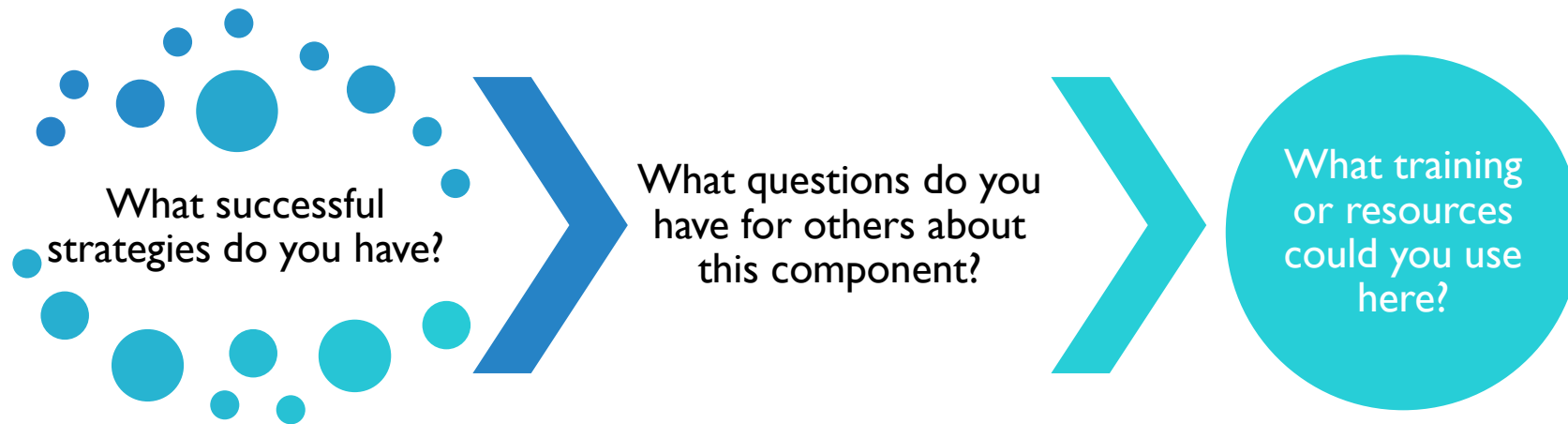
# STAR<sup>2</sup> CENTER RESOURCES

- Burnout Webinar Series x 2
  - Administrative Strategies to Reducing Burnout
  - Burnout 201 series



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# SHARING TIME



# STAY IN TOUCH!

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