A HEALTH CENTER AT FULL CAPACITY: CORE COMPONENTS

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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

Access to Care & Clinician Support

Recruitment & Retention

National Health Service Corps | Resources | Training | Networking
NATIONAL COOPERATIVE AGREEMENTS

Community Health Center Inc.

Pipeline & Team-Based Care

Association of Clinicians for the Underserved

Recruitment & Retention
STAR² CENTER

SOLUTIONS TRAINING AND ASSISTANCE FOR RECRUITMENT & RETENTION

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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??
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
TRADEMARKS OF A FORMAL WORKFORCE PLAN

- Written-down
- Regularly evaluated
- Connected to larger organizational benchmarks
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
Uses organizational, human resources, and community data to help develop a realistic and dynamic plan for staffing.
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.
Focuses on a culture of two-way communication to continually improve the practice experience, reduce burnout, and support transdisciplinary teams in a consistent way.
Has a high-level staff member dedicated to developing, monitoring and improving the workforce plan.
Provides coordinated education and training to developing health professionals and ensures current clinicians can engage in teaching.
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.
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

HR Data

Org. Data

Community Data

Workforce Plan
EXAMPLE PROCESS FOR HEALTH CENTER

What is happening at the org, site, and individual levels?

Where are the problem spots?

What additional info do we need?

What do we tackle next?

Where are things going well?

What are the root causes of problems?

What solutions can we test through a PDSA cycle?

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SAMPLE STRATEGIES

- Formal strategic staffing plan
- Data dashboards
- Cross-team analytics meetings
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
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
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
Uses a Plan-Do-Study-Act approach to testing and refining the specific recruitment and retention strategies that make up a formal workforce plan.
CMS Template:
What are we testing?

Who will be involved?

What resources will this require?

What happened?

What do we predict will happen and why?

What’s our timeline?

What data needs to be collected?

How does it compare to the predictions?

Where do we go from here?
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
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
Where do we go from here?

• Make plan to address big theme in issues, make plan to do this again next year!
Recruitment & Retention Plan Template

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

<table>
<thead>
<tr>
<th>Type</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email</td>
<td>Daily</td>
</tr>
<tr>
<td>Department Meetings</td>
<td>Weekly</td>
</tr>
<tr>
<td>All-staff Meetings</td>
<td>Monthly</td>
</tr>
<tr>
<td>Informal Check-Ins</td>
<td>Yearly</td>
</tr>
</tbody>
</table>

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”
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
STAR² CENTER RESOURCES

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

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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?
STAY IN TOUCH!

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