

**Building a Strong Primary Care
Workforce:
Understanding Clinical Staff Turnover,
Improving Clinical Staff Satisfaction
and Employing Effective Retention
Strategies**

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Health Institute (CHI)
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Getting to Know Me

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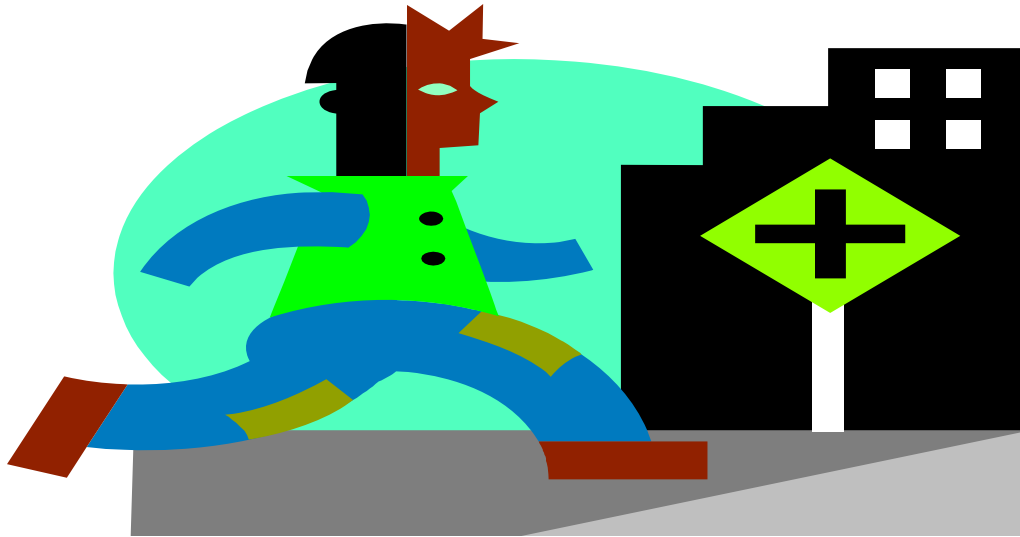
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Recruitment/Retention



Align your Program

- ❑ Preventable turnover is caused by BAD HIRE or BAD TREATMENT
 - ❑ This is how recruitment and retention are tied together
- 

Turnover Costs

- ❑ Estimate for RN's \$50,000
 - ❑ Estimate for Dentists \$100,000
 - ❑ Estimate for MD \$125,000
 - ❑ Estimate for PA/FNP \$80,000
 - ❑ This does not include the cost of turnover on employee morale.
 - ❑ The cost to morale of keeping of a bad employee is even greater.
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Calculation of the cost

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**The Cost to the Colorado
Healthcare
Industry of Failure to Act
on Registered Nurse Positions**


**(Based on Colorado
nonexempt employee initiated
turnover rates)**

Estimated registered staff nurse population*	20,533
Annual turnover percentage	33.2%
Annual departures	6,817
Estimated rate of pay	\$20.00 per hour
Estimated value of benefits	35%
Estimated annual registered nurse total compensation	\$56,160
Conservative turnover cost formula percentage	33%
Annual registered nurse turnover cost (6,817 x 56,160 x 33%)	\$126,338,098


* Colorado Department of Labor
Statistics

From
www.keepemployees.com

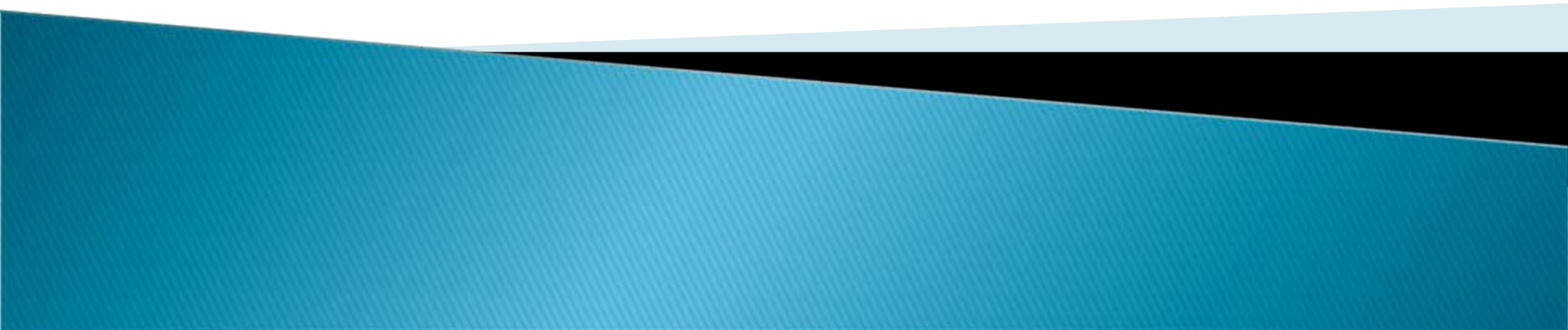
Getting to Know You

- 1.No difficulties recruiting nor retaining medical or dental providers.
 - 2.Less than 10% turnover in your nursing department.
 - 3.Gather data on staff engagement/satisfaction.
 - 4.Track turnover data and reasons for separation by department.
- 


And More. . .

5. Are Clinical Directors.
 6. Are CEO, COO or CFO's.
 7. Are providers.
 8. Are in Human Resources.
- 


What keeps most medical providers engaged and satisfied?

- Mission
 - Communication
 - Winning Organization
- 

What keeps most medical providers engaged and satisfied

- ❑ Flexibility
 - ❑ Equity in treatment and pay
 - ❑ Competent staff
 - ❑ Collegial co workers
- 

More Reasons

- ▶ Educational and growth opportunities
 - ▶ Benefit package
 - ▶ Location
- 

Anticipated Shortages in Family Practice Providers Makes the Need for Retention Even More Critical

- Are you feeling this already where you are?

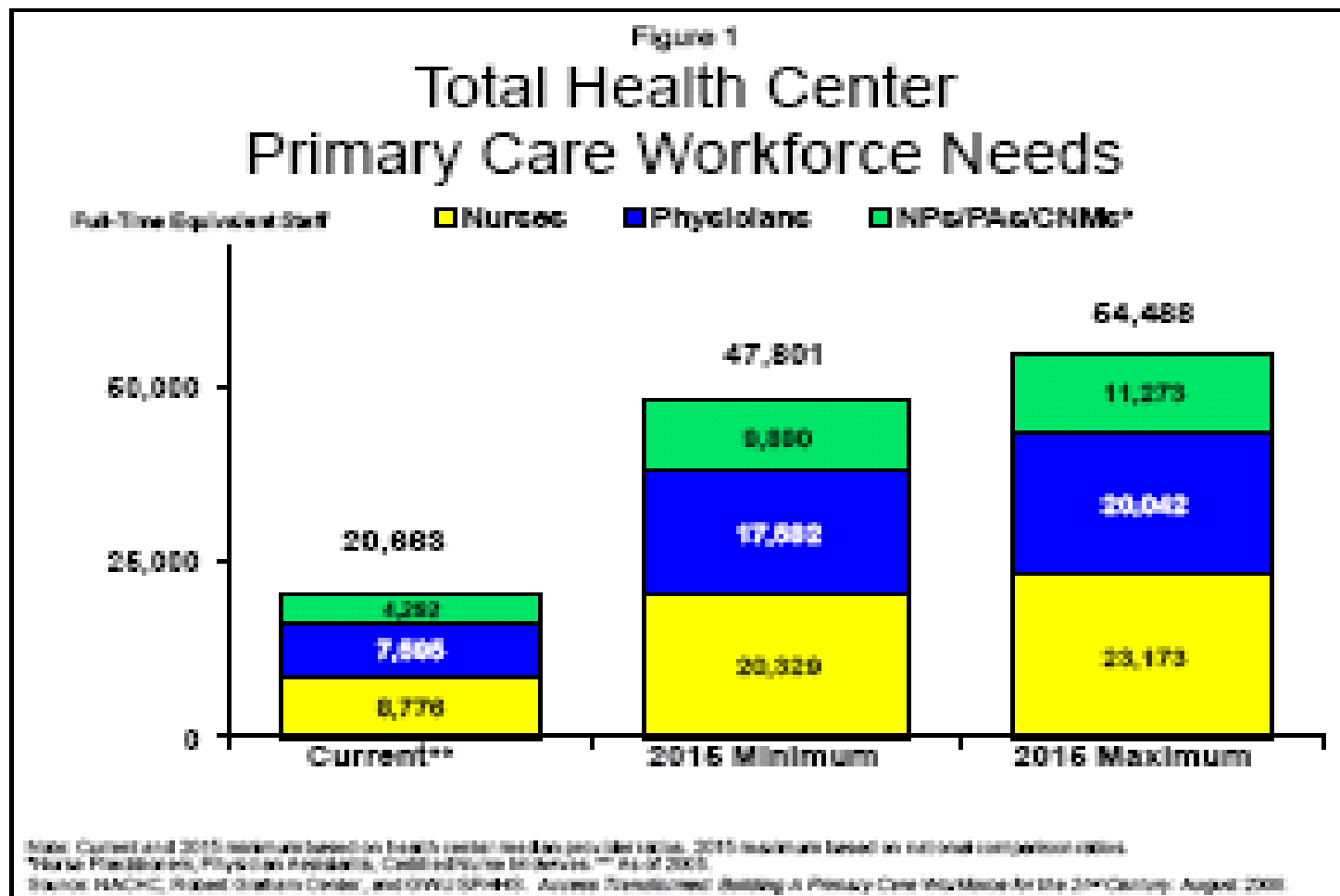
Anticipated Shortages in PC



Fact Sheet

November 2009

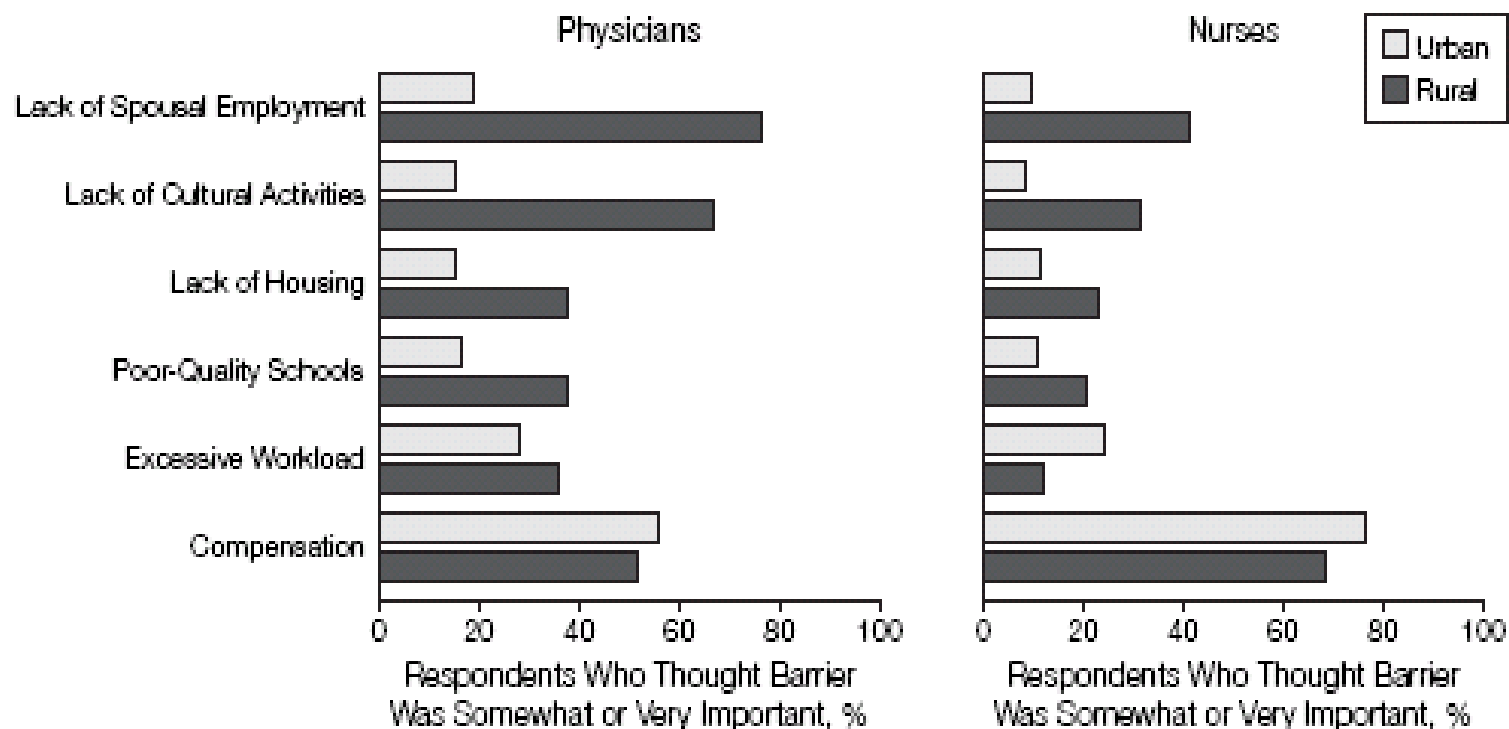
The Struggle to Build a Strong Workforce at Health Centers



Shortages of Medical Personnel at Community Health Centers

Implications for Planned Expansion

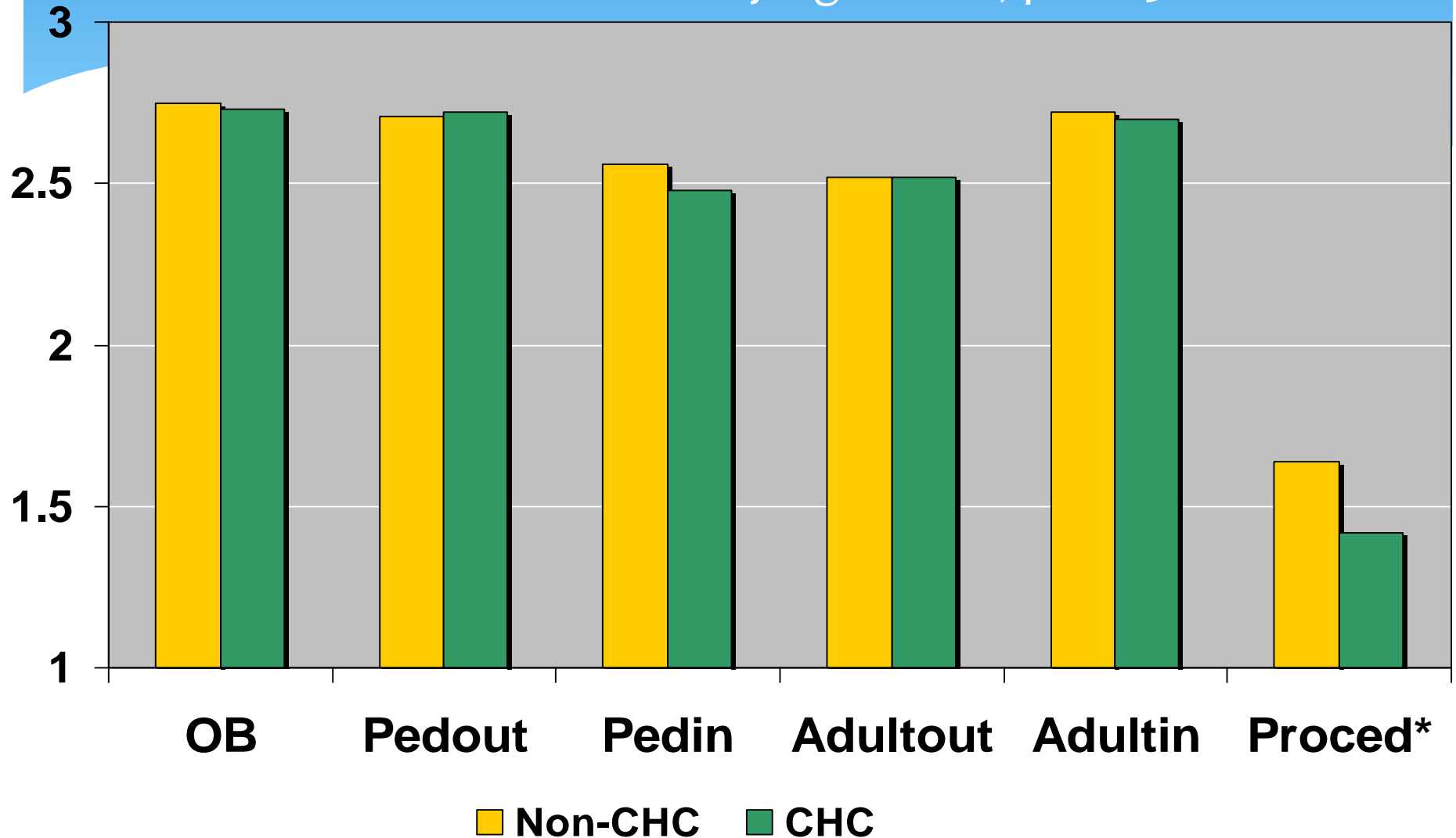
Figure. Perceived Barriers to the Recruitment of Physicians and Registered Nurses, by Location



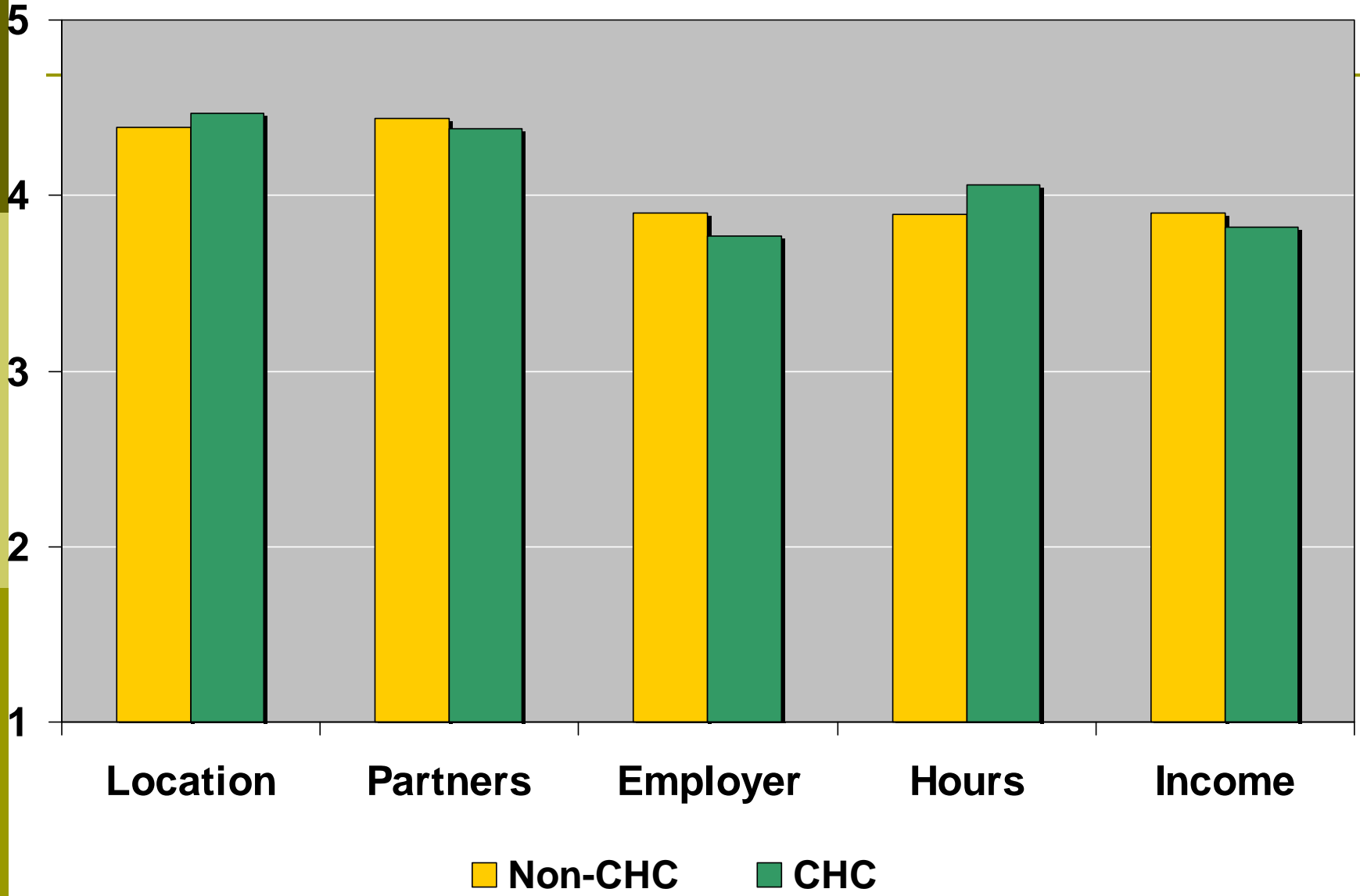
$P < .001$ for all pairwise comparisons except excessive workload for physicians ($P = .03$), compensation for physicians ($P = .28$), and compensation for nurses ($P = .02$).

Residency Preparation

*Indicates statistically significant, $p < 0.05$



Practice Satisfaction



Contact /Website Information

- NHSC website
 - <http://www.nhsc.hrsa.gov>
- HRSA Regional Offices
 - <http://www.hrsa.gov/about/organization/bureaus/oro/keystaff.html>
- Recruitment Training and Support Center
 - 1-877-313-1823
- Recruitment and Retention Assistance Application
 - <http://www.nhsc.hrsa.gov/communities/>
- NHSC Half-time Program
 - <http://www.nhsc.hrsa.gov/loanrepayment/halftime>

Other contacts

- Facebook
 - <http://www.facebook.com/nationalhealthservicecorps>
- YouTube
 - <http://www.youtube.com/hrsatube>
- Your state office for Loan Repayment and Scholar recruitment i.e. Office of Rural Health

Still More

<http://www.nachcpulse.com/staffpulse.cfm>

<http://www.nachc.com//hrclearinghouse/default.cfm>

<http://www.keepemployees.com/>

<http://migrantclinician.org/survey/fillsurvey>


<http://www.healthcarecommunities.org/ResourceCenter.aspx?searchtext=Retention>

HHSPortal@ThinkCulturalHealth.hhs.gov

Book: Rethinking Retention in Good Times and Bad
Richard Finnegan

Retention Institute: www.retentioninstitute.com

Summary of Retention Strategies for Clinical Staff

- Develop Recruitment and Retention Policy with buy-in from Senior Leadership Team
 - Hire Right
 - Pay, benefits and policies competitive
 - Identify your strengths
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More Strategies

- Treat Right
 - Measure Satisfaction/Engagement
 - Measure Reasons for Leaving
 - Respond to Feedback Quickly
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