

2010 CHAMPS Region VIII/Region X Health Center Salary, Turnover, and Vacancy Data Comparison

November 2010

A Supplemental to the 2010 CHAMPS Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report

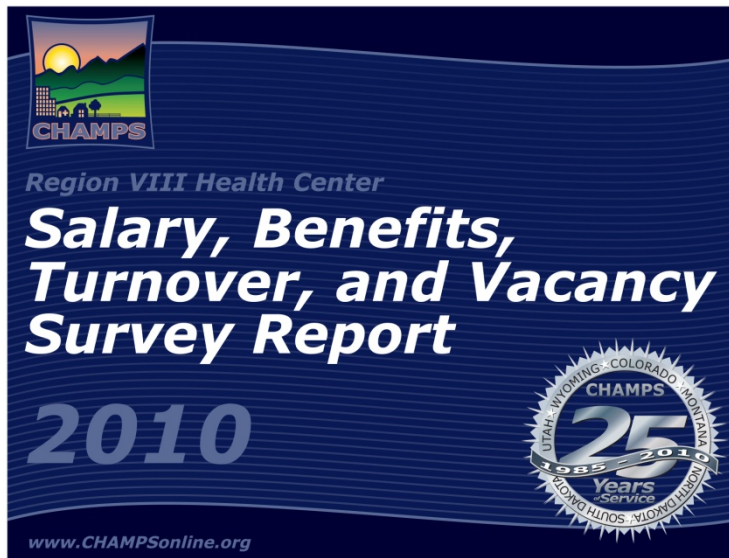


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I. SUMMARY

In 2010 Community Health Association of Mountain/Plains States (CHAMPS) and Northwest Regional Primary Care Association (NWRPCA) coordinated salary, benefits, turnover, and vacancy surveys of the community, migrant, and homeless health centers in Region VIII (CO, MT, ND, SD, UT, WY – CHAMPS) and Region X (AK, ID, OR, WA - NWRPCA). The **2010 CHAMPS Region VIII/Region X Health Center Salary, Turnover, and Vacancy Data Comparison** allows readers to contrast a selection of the data from each regional report.

Participating **Region VIII** health centers provided salary data for over 5,100 employees in 98 total positions, including over 2,100 employees in 50 administrative positions and over 3,000 employees in 48 clinical positions.

- **The largest groups of Region VIII health center employees were:** Medical Assistant (676), Receptionist/Front Desk/Appt. Clerk (439), Dental Assistant (231), Physician Assistant (227), and Registered Nurse (224)
- **The five highest paid Region VIII health center positions were, on average*:** Physician – OB/GYN (\$197,309), Psychiatrist (\$168,078), Medical Director (\$163,324), Physician – Internal Medicine (\$160,072), and Physician – Family Practice, without OB (\$148,770)

Participating **Region X** health centers provided salary data for over 3,900 employees in 97 total positions, including over 1,600 employees in 48 administrative positions and over 2,200 employees in 49 clinical positions.

- **The largest groups of Region X health center employees were:** Medical Assistant (457), Receptionist/Front Desk/Appt. Clerk (454), Dental Assistant (222), Registered Nurse (197), and Billing Staff/Patient Accounts (158)
- **The five highest paid Region X health center positions were, on average*:** Psychiatrist (\$177,795), Medical Director (\$172,803), Physician – Other (\$165,776), Physician – Internal Medicine (\$162,410), and Physician – Family Practice, with OB (\$154,750)

**At least five positions must have been reported in order to report average salary levels for any given title. Positions with fewer than five reported figures were not included in this overview.*

Organizational profile highlights: Responding Region X health centers were likely to have higher annual budgets than responding Region VIII health centers. The Region VIII survey had more responders from small organizations (operating one health center site or employing less than 50 full time equivalents), as well as more responders from extremely remote (frontier) locations.

Salary data comparison highlights: Overall, the two regions are extremely similar in terms of average annual staff salaries. Region VIII executive leadership staff members tend to earn slightly lower annual salaries than their Region X counterparts, while Region VIII clinicians (non-director level doctors, pharmacists, dentists, nurse practitioners, physician assistants, certified nurse midwives, and dental hygienists) tend to earn salaries very similar to their Region X colleagues.

Turnover data comparison highlights: Turnover for all staff is slightly higher in Region X (21.6% compared to 20.0% in Region VIII); this trend is mirrored in all staff types. Administrative Non-Exempt staff have the highest turnover rates in both regions (24.2% in Region VIII and 28.1% in Region X).

Vacancy data comparison highlights: Participating Region X health centers tended to have more vacancies on average (6.9 per organization) and longer recruitment lengths (2.33 months for non-continuously recruited positions) than participants from Region VIII (with 2.3 vacancies per organization and recruitment lengths of 1.30 months on average). Both regions reported a significant amount of vacancies considered continuously recruited: 35% of all vacancies in Region VIII and 27% in Region X.

For more information about the 2010 CHAMPS Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report, please visit www.champsonline.org/Tools/PubsElectronicMedia/Publications/.

For more information about the 2010 NWRPCA Region X Health Center Salary, Benefits, Turnover, and Vacancy Survey Report, please email Karla Clark at kclark@nwrpca.org.

II. PROFILES OF PARTICIPATING ORGANIZATIONS BY REGION

Total Region VIII Respondents: 49
 Percentage of Region VIII: 84%

Breakdown Category	# of Surveys	% of all Surveys
ANNUAL BUDGET - RVIII RESPONDENTS		
Average		\$9,473,986
Median		\$3,200,000
Trim Mean		\$4,086,075
Less Than \$1,500,000	9	18%
\$1,500,000 - \$7,000,000	25	51%
More Than \$7,000,000	15	31%
STATE - RVIII RESPONDENTS		
Colorado	15	31%
Montana	12	24%
North Dakota	5	10%
South Dakota	6	12%
Utah	7	14%
Wyoming	4	8%
NUMBER OF SITES - RVIII RESPONDENTS		
One HC Site	11	22%
Two to Five HC Sites	22	45%
Six or More HC Sites	16	33%
LOCATION - RVIII RESPONDENTS		
Urban	16	33%
Rural	12	24%
Frontier	12	24%
Urban/Rural	6	12%
Urban/Rural/Frontier	1	2%
Rural/Frontier	2	4%
FTEs - RVIII RESPONDENTS		
Less Than 50 FTEs	26	53%
50 - 140 FTEs	13	27%
More Than 140 FTEs	10	20%

Total Region X Respondents: 29
 Percentage of Region X: 33%

Breakdown Category	# of Surveys	% of all Surveys
ANNUAL BUDGET - RX RESPONDENTS		
Average		\$12,003,471
Median		\$9,788,543
Trim Mean		\$10,009,190
Up to \$7,000,000	10	34%
More Than \$7,000,000	19	66%

STATE - RX RESPONDENTS		
Alaska	7	24%
Idaho	1	3%
Oregon	11	38%
Washington	10	34%

NUMBER OF SITES - RX RESPONDENTS		
One HC Site	2	7%
Two to Five HC Sites	18	62%
Six or More HC Sites	9	31%

LOCATION - RX RESPONDENTS		
Urban	8	28%
Rural	12	41%
Urban/Rural	8	28%
Urban/Frontier	1	3%

FTEs - RX RESPONDENTS		
Less Than 50 FTEs	6	21%
50 - 140 FTEs	13	45%
More Than 140 FTEs	10	34%

Definitions

Average: Total sum of budgets for responding organizations divided by the number of responding organizations.

Median: Middle budget level in a sequence of budget levels for all responding organizations.

Trim Mean: Average annual budget when 20% of high and low data points have been removed from the analysis.

HC Sites: Health Center Sites

Urban: Respondents with sites in cities with 50,000 or more people within a county (US 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).

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

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

Urban/Rural/Frontier:

Respondents with sites in urban, rural, and frontier areas.

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

FTEs: Full-Time Equivalents.

III. COMPARISON OF SELECTED REGION VIII AND REGION X HEALTH CENTER ANNUAL SALARY DATA

Position Title	CHAMPS: 2010 Region VIII Health Center Report				NWRPCA: 2010 Region X Health Center Report		
	Region VIII Average	LT \$1.5M Average	\$1.5M-\$7M Average	MT \$7M Average	Region X Average	Up to \$7M Average	MT \$7M Average
Billing Manager	\$47,403	*	\$42,926	\$50,201	\$49,906	\$42,540	\$52,361
Certified Nurse Midwife	\$95,487	*	*	\$96,140	\$87,800	*	\$87,800
Dental Assistant	\$28,974	\$31,118	\$28,891	\$28,915	\$31,395	\$29,892	\$31,594
Dental Director	\$124,362	*	\$114,501	\$130,937	\$140,825	\$141,627	\$140,517
Dental Hygienist	\$64,499	*	\$57,962	\$68,584	\$75,966	\$77,471	\$75,465
Dentist	\$123,532	\$181,700	\$131,085	\$114,719	\$121,841	\$110,188	\$122,813
Executive Director	\$104,718	\$62,332	\$95,454	\$148,509	\$125,777	\$103,425	\$136,952
Fiscal Director	\$73,849	\$53,465	\$61,701	\$95,918	\$84,327	\$71,434	\$90,773
Human Resources Director	\$74,600	*	*	\$79,568	\$76,445	*	\$78,587
Licensed Practical Nurse	\$35,507	\$34,127	\$33,190	\$38,005	\$40,438	\$45,875	\$39,912
Medical Director	\$163,324	*	\$157,886	\$172,253	\$172,803	\$167,966	\$175,079
Medical Records Supervisor	\$38,869	*	*	\$37,460	\$45,163	*	\$47,243
Information Technology Director	\$81,973	*	\$66,100	\$96,869	\$78,996	*	\$81,806
Nurse Practitioner	\$82,489	\$85,048	\$79,428	\$84,318	\$85,466	\$83,396	\$85,989
Operations Director	\$87,914	*	\$75,591	\$105,379	\$88,090	*	\$92,875
Pharmacist	\$111,359	*	*	\$110,725	\$104,923	*	\$104,923
Pharmacy Technician	\$29,406	*	\$31,049	\$29,217	\$36,272	*	\$36,466
Physician Assistant	\$82,894	\$78,154	\$80,389	\$83,886	\$85,279	\$88,196	\$84,696
Physician Family Practice, with OB	\$148,671	*	\$146,413	\$149,007	\$154,750	\$147,796	\$156,523
Physician Family Practice, without OB	\$148,770	\$154,519	\$149,966	\$147,456	\$141,923	\$135,006	\$143,275
Physician Internal Medicine	\$160,072	*	*	\$155,786	\$162,410	*	\$159,359
Physician Pediatrics	\$148,394	*	*	\$148,345	\$137,405	*	\$138,808

**The count must be at least five in order to provide salary data.*

Definitions

CHAMPS: Community Health Association of Mountain/Plains States.

Region VIII: CO, MT, ND, SD, UT, WY.

NWRPCA: Northwest Regional Primary Care Association.

Region X: AK, ID, OR, WA.

Average: The total salaries for the data range, each equalized to 1.0 FTE, divided by the total count for the range.

All reported salaries were equalized to 1.0 FTE (Full-Time Equivalent) before analysis.

LT \$1.5M: Data for responding organizations (CHAMPS report) with annual budgets of less than \$1.5 million.

\$1.5M-\$7M: Data for responding organizations (CHAMPS report) with annual budgets of between \$1.5 million and \$7 million.

Up to \$7M: Data for responding organizations (NWRPCA report) with annual budgets of up to \$7 million.

MT \$7M: Data for responding organizations (CHAMPS and NWRPCA reports) with annual budgets of over \$7 million.

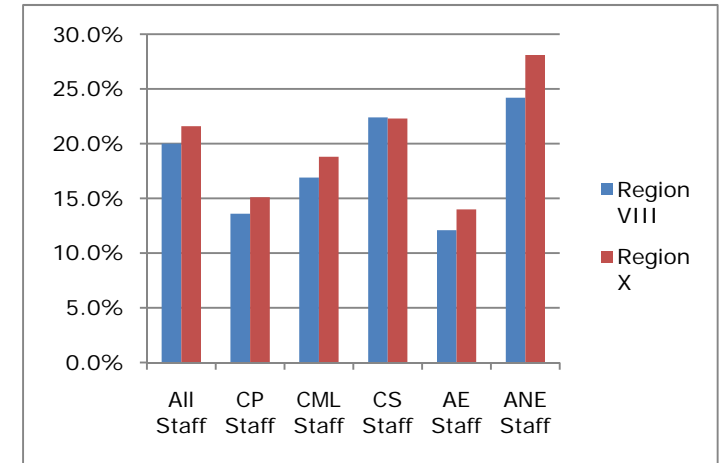
IV. COMPARISON OF REGION VIII AND REGION X HEALTH CENTER TURNOVER DATA

Seventy-four organizations (48 from Region VIII and 26 from Region X) provided 2009 turnover information for all staff or for some or all of five staff types: Clinical Provider, Clinical Mid-level, Clinical Support, Administrative Exempt, and Administrative Non-Exempt*.

Turnover Rate = [(# of employees separated in 2009)/(average # of employees in 2009)] x 100

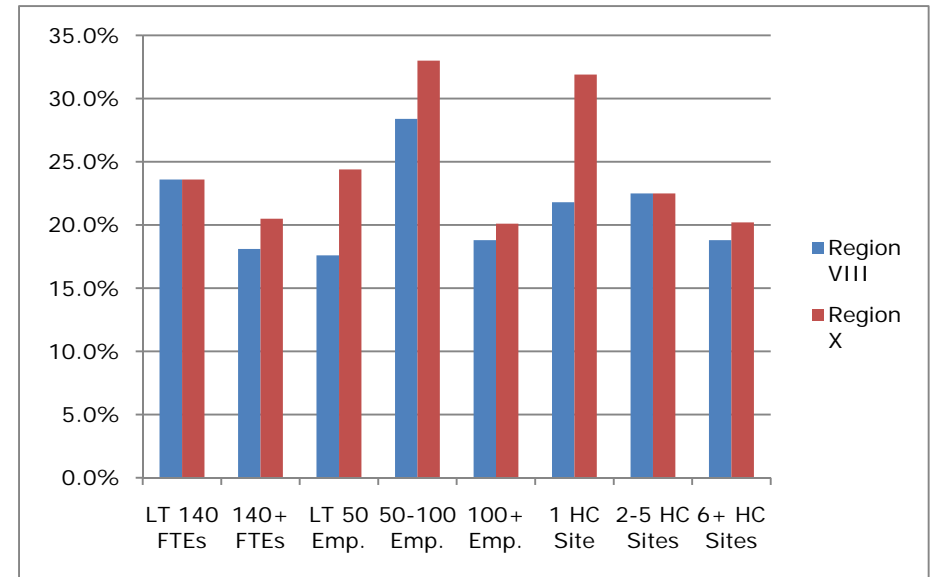
Turnover Rates by Staff Type

Staff Type	Region VIII		Region X	
	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate
All Staff	47	20.0%	26	21.6%
Clinical Provider (CP) Staff	46	13.6%	26	15.1%
Clinical Mid-Level (CML) Staff	46	16.9%	26	18.8%
Clinical Support (CS) Staff	46	22.4%	26	22.3%
Administrative Exempt (AE) Staff	45	12.1%	26	14.0%
Administrative Non-Exempt (ANE) Staff	45	24.2%	26	28.1%



Turnover Rates for All Staff by Organization Size Qualifiers

Size Qualifier*	Region VIII		Region X	
	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate
LT 140 FTEs	37	23.6%	16	23.6%
140+ FTEs	10	18.1%	10	20.5%
LT 50 Employees	24	17.6%	5	24.4%
50-100 Employees	9	28.4%	5	33.0%
100+ Employees	14	18.8%	16	20.1%
One HC Site	10	21.8%	2	31.9%
Two-Five HC Sites	21	22.5%	15	22.5%
Six or More HC Sites	16	18.8%	9	20.2%



*Please see page 7 for definitions.

V. COMPARISON OF REGION VIII AND REGION X HEALTH CENTER POINT-IN-TIME VACANCY DATA

What positions are you currently hiring? Do you continuously recruit for this position?

If no, please provide the approximate length of the current recruitment in weeks.

Seventy-two organizations responded to this question (45 from Region VIII and 27 from Region X). For the purposes of analysis, each reported vacant position was coded by staff type*. The 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, please note that reported recruitment lengths were for still-active openings, and therefore may have increased over time.

Region VIII: Average of 2.3 vacancies per participating organization

Active Recruitment Rate*: 2.3%

Region X: Average of 6.9 vacancies per participating organization

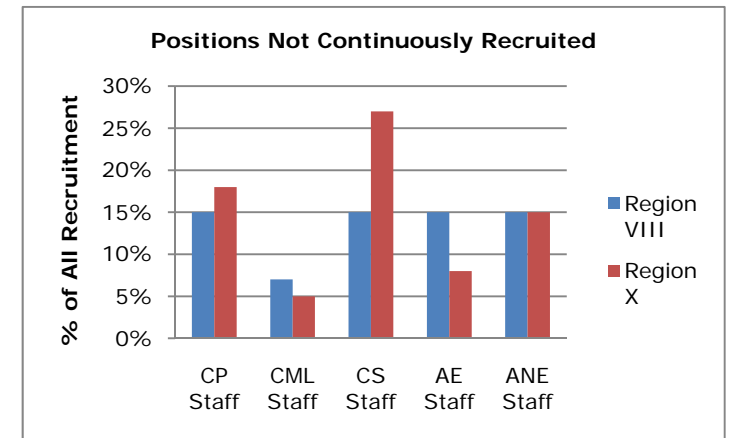
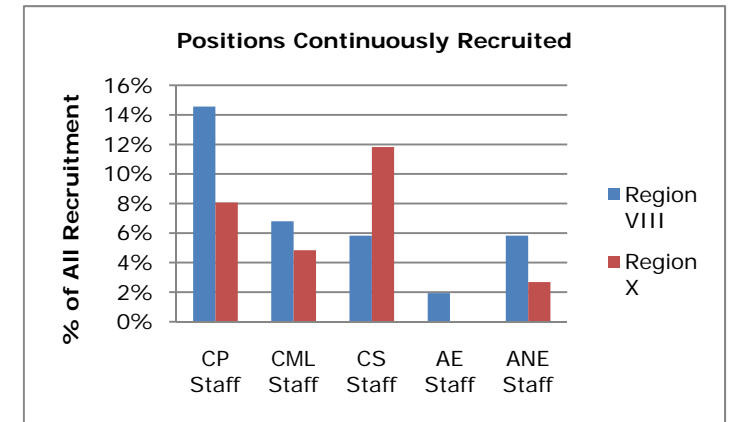
Active Recruitment Rate: 4.8%

Comparison of Positions as Continuously Recruited and Not Continuously Recruited

ALL RECRUITED POSITIONS	Region VIII		Region X	
	# of Reported Vacancies	% of All Recruitment	# of Reported Vacancies	% of All Recruitment
All Recruited Positions	103	100%	186	100%
Continuously Recruited	36	35%	51	27%
Not Continuously Recruited	67	65%	135	73%

Positions Reported as Continuously Recruited	Region VIII		Region X	
	# of Reported Vacancies	% of All Recruitment	# of Reported Vacancies	% of All Recruitment
Clinical Provider (CP) Staff	15	15%	15	8%
Clinical Mid-Level (CML) Staff	7	7%	9	5%
Clinical Support (CS) Staff	6	6%	22	12%
Administrative Exempt (AE) Staff	2	2%	0	0%
Administrative Non-Exempt (ANE) Staff	6	6%	5	3%

Positions Reported as Not Continuously Recruited	Region VIII		Region X	
	# of Reported Vacancies	% of All Recruitment	# of Reported Vacancies	% of All Recruitment
Clinical Provider (CP) Staff	15	15%	34	18%
Clinical Mid-Level (CML) Staff	7	7%	9	5%
Clinical Support (CS) Staff	15	15%	50	27%
Administrative Exempt (AE) Staff	15	15%	15	8%
Administrative Non-Exempt (ANE) Staff	15	15%	27	15%

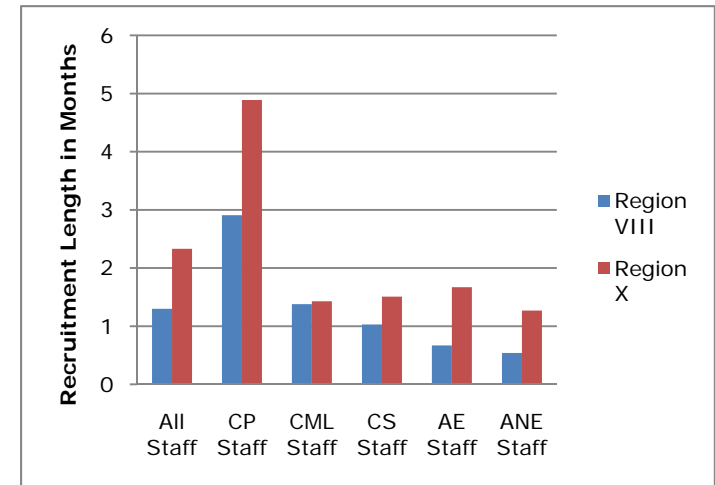


*Please see page 7 for definitions.

V. COMPARISON OF REGION VIII AND REGION X HEALTH CENTER POINT-IN-TIME VACANCY DATA, continued

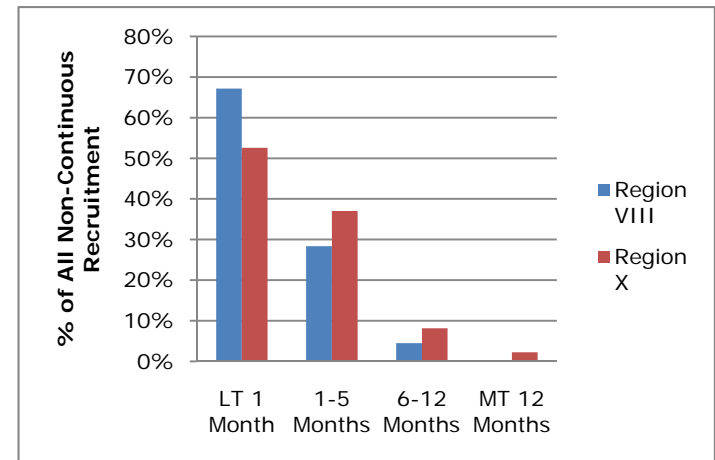
Vacancy Recruitment Lengths by Staff Type for Non-Continuously Recruited Positions

Positions Reported as Not Continuously Recruited	Region VIII		Region X	
	# of Reported Vacancies	Average Recruitment Length in Months	# of Reported Vacancies	Average Recruitment Length in Months
All Staff Combined	67	1.30	135	2.33
Clinical Provider (CP) Staff	15	2.91	34	4.89
Clinical Mid-Level (CML) Staff	7	1.38	9	1.43
Clinical Support (CS) Staff	15	1.03	50	1.51
Administrative Exempt (AE) Staff	15	0.67	15	1.67
Administrative Non-Exempt (ANE) Staff	15	0.54	27	1.27



All Recruited Positions by Recruitment Length for Non-Continuously Recruited Positions

Length of Recruitment	Region VIII		Region X	
	# of Reported Vacancies	% of All Non-Continuous Recruitment	# of Reported Vacancies	% of All Non-Continuous Recruitment
LT 1 Month	45	67.2%	71	52.6%
1-5 Months	19	28.4%	50	37.0%
6-12 Months	3	4.5%	11	8.1%
MT 12 Months	0	0.0%	3	2.2%



Definitions

Active Recruitment Rate: (Total number of reported job openings) / (Number of positions reported in salary portion of survey by participating organizations divided by 100)

Clinical Provider (CP) Staff: Dentists, Family Practitioners, General Practitioners, Internists, OB/GYNs, Pediatricians, Pharmacists, Psychiatrists, Other Specialists.

Clinical Mid-Level (CML) Staff: Certified Nurse Midwives, Dental Hygienists, Nurse Practitioners, Physician Assistants.

Clinical Support (CS) Staff: Case Managers, Dental Aides, Dental Assistants, Dental Technicians, Education Specialists, Laboratory Personnel, Nurses, Outreach Workers, Pharmacy Technicians, X-Ray Personnel, Other Enabling Services Personnel, Other Medical Support Personnel.

Administrative Exempt (AE) Staff: Executives, Managers, Supervisors.

Administrative Non-Exempt (ANE) Staff: Billing Personnel, Eligibility Personnel, Facility Staff, Front Desk Personnel, Intake Staff, Medical Records Staff, Registration Personnel.

Non-Exempt Staff: Employees eligible for overtime payments for time worked in excess of 40 hours in a workweek.

Exempt Staff: Employees exempt from overtime requirement.

HC Sites: Health Center Sites.

FTEs: Full-Time Equivalents.