

PARTICIPANT HANDOUTS

Retention of the Medical Provider at a Community Health Center

Presented by:

Matt Pflieger, DO – Medical Director at the Pecos site of Clinica Family Health Services

Live Broadcast Date/Time:

Wednesday, March 18, 2015

11:30 a.m.–1:00pm Mountain Time / 12:30–2:00pm Central Time

Event Overview:

Community Health Centers (CHCs) often struggle with long term retention of medical providers. The effect of losing a provider on a clinic can be profound, in terms of patient care, clinical quality, and financial stability. The reasons for poor retention are multifactorial, complex, and not what you would always expect. By breaking down the large topic of retention into smaller components, one can start to develop a strategy of engaging providers actively and more efficiently. Dr. Pflieger will discuss the provider retention process he has utilized at his site, starting with recruitment and going all the way through burn-out. He will debunk myths around retention and challenge people to get specific around topics like “work-life balance,” “burn-out,” and “Millennials,” as well as address what retention truly means.

Learning Objectives:

Participants will:

1. Be able to develop a personal site and organizational plan for provider retention.
2. Understand the factors that contribute to provider satisfaction.
3. Be able to identify what characteristics in a provider lend to better long term satisfaction.
4. Develop managerial skills that can be applied to different generations of providers.
5. Develop confidence in setting a culture at the clinic that promotes stability.

CONTENTS

Page 2:

CHAMPS Archives
Descriptions of CCHN & CHAMPS
Speaker Biography

Page 3:

Additional Resources

Page 4-6:

Retention Plan Worksheet

Pages 7-28:

Slides



COLORADO
COMMUNITY HEALTH NETWORK
Access for All Colorado



CHAMPS ARCHIVES

This event will be archived online and on CD-ROM. The online version will be available within two weeks of the live event, and the CD will be available within two months. CHAMPS will email all identified participants when these resources are ready for distribution. For information about all CHAMPS archives, please visit www.CHAMPSonline.org/Events/DistanceLearning.html.

DESCRIPTION OF CCHN

Colorado Community Health Network (CCHN) is a non-profit organization representing the 18 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado. CCHN is committed to educating policy makers and stakeholders about the unique needs of CHCs and their partners, providing resources to ensure that CHCs are strong organizations, and supporting CHCs in maintaining the highest quality care. For more information about CCHN, please visit www.cchn.org.

DESCRIPTION OF CHAMPS

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.CHAMPSonline.org.

SPEAKER BIOGRAPHY

Matt Pflieger has been practicing at Clinica Family Health Services since 2009 and has been the medical director of Clinica’s Pecos site since 2013. He has maintained a full-scope Family Medicine practice which includes labor and delivery and inpatient medicine. Since becoming the Pecos site medical director, he has been the supervisor for a large clinic with 19 providers encompassing Family Medicine, Pediatric and OB/GYN physicians, as well as Nurse Practitioners and Physician Assistants. In addition, he also manages four Behavioral Health Providers. He is directly involved in the recruiting, hiring, and managing of these providers. Over the past year, he has participated in the Advanced Physician Leadership Program through the Regional Institute of Health and Environmental Leadership (RIHEL) to develop deeper leadership skills and collaborate on solutions that can improve the value of healthcare to Coloradans.

ADDITIONAL RESOURCES

[CHAMPS 2011 Region VIII Recruitment and Retention Survey](#)

[CHAMPS Recruitment & Retention Resources](#)

[NACHC Recruitment, Onboarding & Retention – A toolkit for CHCs](#)

[RIHEL – Regional Institute Health and Environmental Leadership](#)

Bibliography

[Fernández-Aráoz, Claudio. *It's Not the How or the What but the Who: Succeed by Surrounding Yourself with the Best*. Boston: Harvard Business Review, 2014.](#)

[Kearns Goodwin, Doris. *Team of Rivals: The Political Genius of Abraham Lincoln*. New York: Simon & Schuster, 2006.](#)

[Linzer, Mark, et al. "10 Bold Steps to Prevent Burnout in General Internal Medicine". *Journal of General Internal Medicine* \(Sept. 4, 2013\).](#)

[Peckham, Carol. "Physician Burnout: It Just Keeps Getting Worse". *Medscape Family Medicine* \(Jan. 26, 2015\).](#)

[Petterson, Stephen, et al. "Projecting US Primary Care Physician Workforce Needs: 2010-2025". *Annals of Family Medicine* Vol. 10 \(2012\): 503-509.](#)

[Pink, Daniel. *Drive: The Surprising Truth About What Motivates Us*. New York: Riverhead Books, 2011.](#)

[Remen, Rachel Naomi. *Kitchen Table Wisdom*. New York: Riverhead Books, 1996.](#)

[Rock, David. *Quiet Leadership: Six Steps to Transforming Performance at Work*. Seattle: Harper Business, 2007.](#)

[Twenge, Jean. *Generation Me: Why Today's Young Americans Are More Confident, Assertive, Entitled, and More Miserable Than Ever Before*. New York: Atria Books, 2014.](#)

[Welch, Jack. *Jack: Straight from the Gut*. Dublin: Business Plus, 2003.](#)

[Wooden, John. *Wooden on Leadership: How to Create a Winning Organization*. New York: McGraw Hill, 2005.](#)

My Retention Strategy

This is an outline to develop your own comprehensive strategy based on the needs of your clinic.

This worksheet will follow the structure of the lecture.

1. Recruiting

- a. Organized

- b. Efficient

- c. Screening Process

- d. Interview Day

- e. The spouse

- f. Don't hire because you have to.

2. Orientation

- a. Mid-levels

- b. Physicians

- c. Medical Directors

3. Engagement

- a. Monthly meetings between Supervisor or Supervising physician and mid-level.

- b. Millennial vs Gen X vs Baby-Boomer

4. Communication
 - a. Constant
 - b. Vision and Mission communication
 - c. Annual reviews
 - d. Participatory
 - e. Clinic Director and Medical Director co-communication
 - f. Executive level
5. Compensation
 - a. Equitable
 - b. Market value
 - c. Benefits vs. salary
 - d. Provider Realism
6. Recognition
 - a. Peer recognition
 - b. Team recognition
 - c. VP, supervisor recognition
 - d. Fulfilling recognition
 - e. Relationship development

7. Development

- a. CME

- b. Time restraints of learning everything you need to know

- c. On-site training

- d. Learning from mistakes

8. Work-Life balance

- a. Encourage a healthy balance.

- b. Anticipate problems

- c. 'A friend on the team'

- d. Develop perseverance

9. Burn-out

- a. Empathy

- b. Develop Boundaries

- c. Personal expectations vs. Organizational expectations

- d. Motivational Interviewing

Retention of the Medical Provider at the Community Health Clinic

PRESENTED BY: MATT PFLIEGER, DO
MEDICAL DIRECTOR, PECOS SITE,
CLINICA FAMILY HEALTH

Wednesday, March 18, 2015

11:30 AM-1:00 PM Mountain Time/ 12:30PM-2:00PM Central Time

Hosted by:



This live program has been approved for 1.50 (HR (General) recertification credit hours toward PHR, SPHR and GPHR recertification through the HR Certification Institute. Please be sure to note the program ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at www.hrci.org. The program ID number will be provided on Certificates of Completion for those requesting credit for attendance. Application for credit for the online archive of this event will be filed immediately following the live event.

*The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program.
It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit*

CCHN & CHAMPS March 18, 2015

Interactive Poll

How often do you recruit for providers ?

- Never
- Periodically
- Frequently
- Constantly
- Not Applicable



CCHN & CHAMPS March 18, 2015

Interactive Question

How many people total are watching this event at your computer (yourself included)?



CCHN & CHAMPS March 18, 2015

Learning Objectives

- Be able to develop their own site and organizational plan for provider retention.
- Understand the factors that contribute to provider satisfaction.
- Be able to identify what characteristics in a provider lend to better long term satisfaction.
- Develop managerial skills that can be applied to different generations of providers.
- Develop confidence in setting a culture at the clinic that promotes stability.

CCHN & CHAMPS March 18, 2015

Why me for this lecture?

- Full-scope Family Medicine at Clinica Family Health since 2009.
- Medical Director at the Pecos site since 2013
- Residency at Swedish Family Medicine in Denver. Chief Resident during my third year
- Medical School at Midwestern University in Downers Grove, IL
- Completed the Advanced Physician Leadership Program through RIHEL and Colorado Medical Society
- Locums work at CHC sites, my wife is a family doctor at another CHC

CCHN & CHAMPS March 18, 2015

“Providers go where they are invited, stay where they are well treated and grow where they are cultivated”

Roger Bonds

CCHN & CHAMPS March 18, 2015

Interactive Question

What is the average cost of a 12 month physician vacancy, including recruiting costs? (per the AMGA)

- \$5,000
- \$25,000
- \$1.2 million
- It costs nothing



CCHN & CHAMPS March 18, 2015

Why is this important?

- AMGA records physician turnover is 6% by several surveys in the last few years. Mid-level turn-over is reported as high as 14%
- HRSA predicts a shortage of 20,000 primary care physicians by 2020
 - We could decrease this to 6500 if we use NP/PAs effectively
- We need 52,000 more primary care physicians by 2025
 - *Ann Fam Med* 2012;10:503-509. doi:10.1370/afm.1431.
- It is expensive to recruit and orient a new provider
 - Have to consider lost revenue from non-utilized visits

CCHN & CHAMPS March 18, 2015

Let us not forget that
provider turnover is
awful for patient care.

CCHN & CHAMPS March 18, 2015

Interactive Question

Does your organization have a clear
plan for provider retention?

- Yes
- No
- Unsure



CCHN & CHAMPS March 18, 2015

What is Retention?

- Thanks to CHAMPS for guidance and their recruitment and retention survey
 - *CHAMPS 2011 Region VIII Health Center Program Grantee Recruitment & Retention Survey Report*
- You have to determine this for yourself.
 - Depends of history of organization, locale, other similar practices
- It can't be a moving target
 - You will never be satisfied if you have no definition
- Set a goal
 - Be audacious.

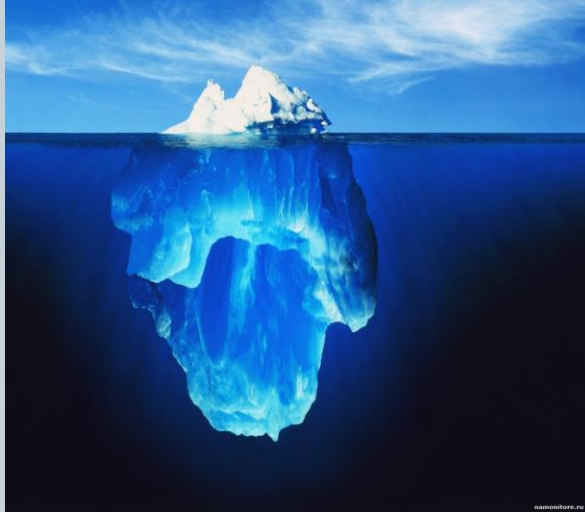
CCHN & CHAMPS March 18, 2015

Create your strategy

- See the handout
- It is necessary to take a long, comprehensive view of retention
- It takes HR working closely with clinical staff to understand the problem and create a plan
- It takes some honesty on your staff and some willingness to listen to your co-workers
- Are you reading? Are you learning from others?
- Are you willing to ask the right questions from the right people?

CCHN & CHAMPS March 18, 2015

Why so much detail?



CCHN & CHAMPS March 18, 2015

Where do you begin?



Develop a Pipeline and Mentor



CCHN & CHAMPS March 18, 2015

The Pipeline



- **Have students rotate with you and let them experience the practice.**
 - This could be a double edged sword
 - You better be perceived as organized and well run
- **Organize a relationship with schools and residencies to stream line the process**
- **Get your best provider on the job of taking students**
 - Could be a way of retaining a provider who loves to teach

CCHN & CHAMPS March 18, 2015

Recruitment

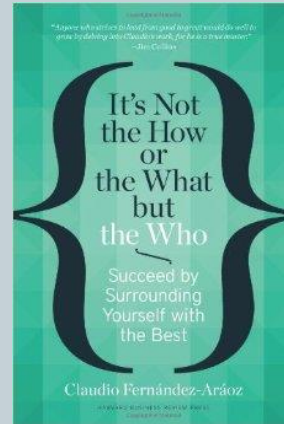


- **Organized**
 - First impressions are important
- **Efficient**
 - Take it from the pros
 - Candidates want to feel connected to the process
 - ✦ Don't leave them in the dark
- **Screening**
 - Avoid certain schools?
 - Are you good at looking at a CV for key experiences that will lead to perseverance?
 - Jumping around a lot?
 - New grad vs experienced?
 - Sometimes conventional is not good

CCHN & CHAMPS March 18, 2015

Recruitment

- Interview day
 - Team based
 - Check your emotions
 - ✦ And your blood sugar
 - Standardized questions?
 - Differing environments help assess the candidate
 - Who is the best at this?
 - What are your trigger words?
 - ✦ Mine are 'Justice' and 'Mission'



CCHN & CHAMPS March 18, 2015

Recruitment

- The spouse
 - Probably more important than the candidate
 - Will they be able to find a job? School? Friends?
- Don't hire because you have to
 - Don't step into a situation that you will regret 6 months later.

CCHN & CHAMPS March 18, 2015

Interactive Question

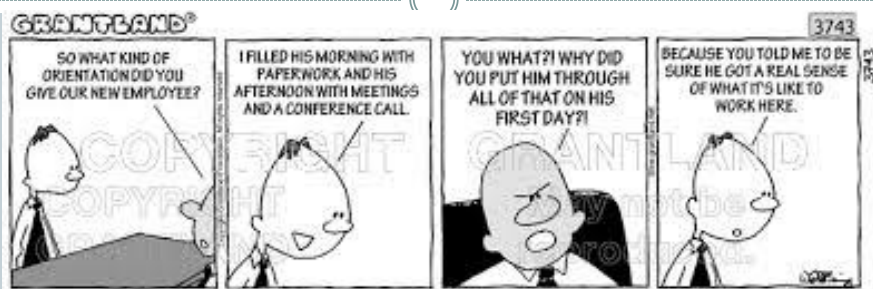
It takes 8 months for most new providers to decide to leave their practice.

- True
- False



CCHN & CHAMPS March 18, 2015

Orientation



- NP/PA
- Physicians

- Honesty
- Clarity
- Culture
- Time

CCHN & CHAMPS March 18, 2015

Orientation

and mixed with some other thoughts

- **Medical Leadership**

- Don't just promote the person who has been there the longest
- Don't think that the title gives them the skills
- Give them the time to do their job.
 - ✦ They are the tree trunk
 - ✦ Be mindful of how hard the middle management role can be
- Start a pipeline of leadership NOW.

CCHN & CHAMPS March 18, 2015

Orientation

- **NP and PAs**

- They didn't go through a residency
- They need to have protected time with their supervisor/mentor to discuss clinical cases, care management
 - ✦ This is risk management and just a good thing to do.

CCHN & CHAMPS March 18, 2015

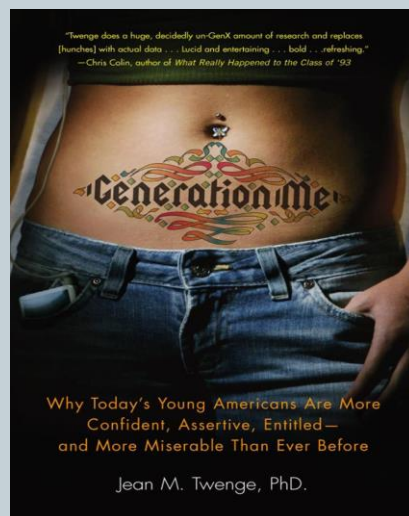
Engagement

- Clinica 'MD support' experience
 - 7-13 slots blocked in a row to do site support, labs, paperwork, flip visits, crisis management, etc.
 - A big sense of 'ahhhhhhhhhh'.
 - We realize that the MD/DO role may have to change as we have few candidates for the positions.

CCHN & CHAMPS March 18, 2015

Engagement

- Millennials
 - Love 'em or hate 'em, they are here to stay
 - They need to know you love them and that they can trust you
 - They expect to advance
 - They were taught that they have all the answers
 - They think their friends have awesome jobs



CCHN & CHAMPS March 18, 2015

Engagement

- **Baby-Boomers**

- Please help them with the Millennials.
- Show them that you are working just as hard as them
 - ✦ Work is a value
- They need to be recognized for going that extra mile
- Inclusivity

- **Gen-X**

- Get to the point and get out of the way
- More used to one training and then having to figure it out
- We need to learn to ask for help (my own confession)

CCHN & CHAMPS March 18, 2015

Communication

- **Constant**

- What is my role as the medical director?
 - ✦ A lot of things but I can not neglect the supervisor role

- **Mission/vision**

- Especially with Millennials
- We belong to a work sector that is doing truly good work.

- **Participatory**

- Loop back with outcomes
- Provider's responsibility in that communication

- **Clinic Director and Medical Director team**

- **Executive Level**

CCHN & CHAMPS March 18, 2015

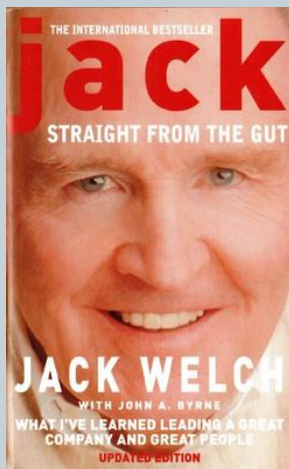
Communication

- I suspect the micro-communication you give is more important than the macro-communication.
- The rat experiment
- Body Language/consistency/fake?



CCHN & CHAMPS March 18, 2015

Communication

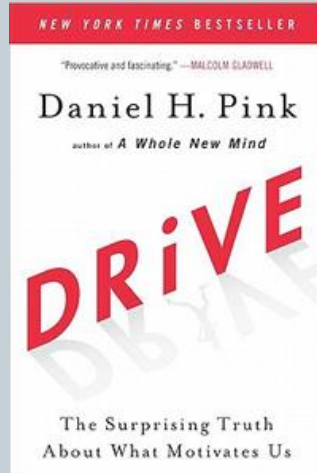


- Annual Reviews
 - 360 degree review
 - Chart review
 - Appreciative Inquiry
 - Get out of the office
 - Don't sugar coat a review with someone who might be let go.

CCHN & CHAMPS March 18, 2015

Compensation

- Equitable
- Market wage
- Benefits
 - Maybe more important?
- Provider Realism
- Clinica example of pay raises
- Careful with incentive pay



CCHN & CHAMPS March 18, 2015

Recognition

- Peer Recognition
- Team Recognition
- Supervisor Recognition
- Fulfilling Recognition
 - Not contrite
 - You have to learn how your provider wants it.
- Relationship Development

CCHN & CHAMPS March 18, 2015

Development

- CME
 - Don't let providers waste CME dollars.
- Time restraints of having to learn everything you need to see patients
 - This is a coaching issue
- On-site Training
- Learning from mistakes or bad outcomes
 - A good peer review process
 - Balint
- Let providers create a niche

CCHN & CHAMPS March 18, 2015

Work-Life Balance



A moving target
and
everyone has an opinion

CCHN & CHAMPS March 18, 2015

Work-Life balance



My opinion:
Work life balance is not the
organization's fault, but it is your
problem.

- Coach on perseverance
 - Especially after the honeymoon phase
- A friend on the team
- Anticipate problems
- Encourage a healthy balance, whatever that means for each person

CCHN & CHAMPS March 18, 2015

Interactive Question



What is the burnout rate of family medicine
doctors per year?

- 20%
- 40%
- 50%
- 0% We are happy, all the time.



CCHN & CHAMPS March 18, 2015

Burnout



- **What?**
 - You know it when you see it.
 - *This is a big source of HR/operational and Clinical disconnect*
- **Burnout rates**
 - Physician Burnout: It Just Keeps Getting Worse. *Medscape*. Jan 26, 2015.
 - Difficult to define it and therefore study it.
 - ‘Cog in the Wheel’, ‘Too many beauracratc tasks’, ‘Increasing computerization of patient care’, ‘Too many hours at work’
 - Linzer M, Levine R, Meltzer D, Poplau S, Warde C, West CP. *10 Bold Steps to Prevent Burnout in General Internal Medicine*. *J Gen Intern Med* 29(1):18–20

CCHN & CHAMPS March 18, 2015

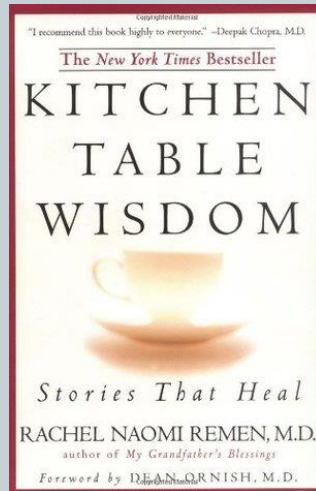
Burnout



- **Empathy**
- **Coaching on boundaries**
- **Personal Expectations vs. Organizational expectations**
- **Motivational Interviewing**

CCHN & CHAMPS March 18, 2015

“The antidote for professionalism is grieving.”



CCHN & CHAMPS March 18, 2015

PDSA

- How do you know it is working?
 - Exit surveys are essential
 - Yearly employee surveys – internal and external
 - Measure turnover
 - Focus groups

CCHN & CHAMPS March 18, 2015

Retention strategies applied



What are you doing to retain MA's,
nurses', support staff?

CCHN & CHAMPS March 18, 2015



“I will not like you all the same.
I will love you all the same and
I will give you the treatment you
earn and deserve.”

John Wooden

CCHN & CHAMPS March 18, 2015

Thank You for Joining Us!



Matt Pflieger, DO
Medical Director, Pecos site,
Clinica Family Health
mpflieger@clinica.org



Please join us next on April 15, 2015 for a new
Lunchtime Learning Professional Skill
Development webinar series!

CCHN & CHAMPS March 18, 2015

Thank you for Joining Us!

Your opinions are very important to us.

Please complete the Evaluation for this event. Those attending the entire event and completing the Evaluation questions will receive a Certificate of Participation.

If you are applying for 1.50 HR (General) recertification credit hours through the HR Certification Institute, you must complete the credit questions found at the end of the Evaluation.

Each person should fill out their own Evaluation Survey.

Please refer to the SurveyMonkey link provided under the "Handouts" tab of the online event. The same link was provided in the reminder email sent out in advance of the event, and will be included in a follow-up email to those logging onto the live event. Please pass the link along to others viewing the event around a shared computer.

To learn more about trainings offered by CHAMPS and CCHN, please visit:

- www.CHAMPSonline.org/Events/
- www.CCHN.org/training-and-events



CCHN & CHAMPS March 18, 2015