

SUPPLEMENTARY INFORMATION PACKET

2014 Region VIII Health Center Workforce Data:

*Understanding and Utilizing Workforce Statistics from
the 2014 CHAMPS Region VIII Salary, Benefits,
Turnover, and Vacancy Survey Project*

Presented by:

Andrea Martin, Workforce Development and Member Services Director, Community Health Association of Mountain/Plains States (CHAMPS)

Live Broadcast Date/Time:

Tuesday, January 13, 2015

11:30 AM – 1:00 PM Mountain Time

12:30 PM – 2:00 PM Central Time

Target Audience:

Health Center Staff utilizing the 2014 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report

Learning Objectives:

Through participation in this webcast, participants will be able to:

1. Understand the history and methodology of the Region VIII health center salary, benefits, turnover, and vacancy survey project
2. Be able to utilize the most appropriate salary/benefits data and recruitment/retention metrics as presented in the **2014 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report**
3. Understand and utilize data presented in companion reports addressing medical staffing ratios and medical provider productivity expectations.

Contents:

Page 2:

HRSA Areas
CE Credit
CHAMPS Archives
Description of CHAMPS
Speaker Biography

Page 3-4:

Additional Resources

Page 5-44:

Speaker Slides



**Community
Health
Association of
Mountain/
Plains
States**

HRSA PERFORMANCE IMPROVEMENT & PROGRAM REQUIREMENTS AREAS

This event supports strong program management at Region VIII Community, Migrant, and Homeless Health Centers (CHCs) by **addressing the following HRSA Health Center Performance Improvement and Program Requirements Areas:**

- *Program Requirements: Services – Staffing Requirement, Management & Finance – Key Management Staff, Budget*
- *Financial Performance Measures: Fiscal Viability/Costs*

CONTINUING EDUCATION CREDIT

This live program has been approved for 1.25 (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.

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. Visit www.champsonline.org/Events/DistanceLearning.html for information on all CHAMPS archives.

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, policy and funding communications, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.champsonline.org.

SPEAKER BIOGRAPHY

Andrea Martin, Workforce Development and Member Services Director, Community Health Association of Mountain/Plains States (CHAMPS)

Ms. Martin has spent the past ten years of her career developing, presenting, and coordinating educational events for human resources and other staff members at community, migrant, and homeless health centers across Region VIII (CO, MT, ND, SD, UT, and WY). Additionally, she coordinates the collection and analysis of a wide variety of health center workforce metrics to assess the environment of the region, support health center efforts to improve recruitment and retention programs, and guide future CHAMPS support programs.

ADDITIONAL RESOURCES - CHAMPS

2014 CHAMPS Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report

www.champsonline.org/ToolsProducts/PublicationsMedia/Publications.html#salary

2014 CHAMPS Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Instructions (requires CHAMPS Members Only log-on credentials*)

www.champsonline.org/assets/files/Members-Only/SalarySurvey/SalarySurveyDocs/2014CHAMPSRVIII-SalarySurveyInstructions.pdf

2014 CHAMPS Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Tool (requires CHAMPS Members Only log-on credentials*)

www.champsonline.org/assets/files/Members-Only/SalarySurvey/SalarySurveyDocs/2014CHAMPSRVIII-SalarySurveyTool.pdf

2014 CHAMPS Region VIII Health Center Medical Staffing Report

www.champsonline.org/ToolsProducts/PublicationsMedia/Publications.html#staffing_expectations

2014 CHAMPS Region VIII Health Center Medical Provider Productivity Expectations Report

www.champsonline.org/ToolsProducts/PublicationsMedia/Publications.html#staffing_expectations

CHAMPS Recruitment & Retention Resources Webpage

www.champsonline.org/ToolsProducts/RRResources.html

CHAMPS CHC Advantages Webpage

www.champsonline.org/ToolsProducts/RRResources/CHCAdvantages.html

CHAMPS CHC-Related Federal and State Programs Webpage

www.champsonline.org/ToolsProducts/RRResources/FederalStatePrograms.html

CHAMPS Education Health Center Initiative Webpage

www.champsonline.org/ToolsProducts/RRResources/EHCI.html

CHAMPS Physician Recruitment – FAQ Webpage

www.champsonline.org/ToolsProducts/RRResources/PhysicianRecruitmentFAQ.html

CHAMPS Physician Recruitment Plan Webpage

www.champsonline.org/ToolsProducts/RRResources/PhysicianRecruitmentPlan.html

CHAMPS Orienting New Staff Webpage

www.champsonline.org/ToolsProducts/RRResources/OrientingStaff.html

CHAMPS R&R Surveys and Data Webpage

www.champsonline.org/ToolsProducts/RRResources/RRSurveys.html

CHAMPS Retaining CHC Staff Webpage

www.champsonline.org/ToolsProducts/RRResources/RetainingStaff.html

ADDITIONAL RESOURCES – CHAMPS (Continued)

CHAMPS Sample Retention Workplan Webpage

[www.champsonline.org/assets/files/ToolsProducts/RRResources/RetainingStaff/Retainin
gStaffDocs/RetentionWorkplan2011.xls](http://www.champsonline.org/assets/files/ToolsProducts/RRResources/RetainingStaff/Retainin
gStaffDocs/RetentionWorkplan2011.xls)

CHAMPS Other R&R Resources Webpage (including Resources for Students and Veterans)

www.champsonline.org/ToolsProducts/RRResources/OtherRRResources.html

CHAMPS Sample Job Descriptions Webpage

www.champsonline.org/ToolsProducts/RRResources/JobDescriptions

CHAMPS Understanding HPSAs and MUAs Webpage

www.champsonline.org/ToolsProducts/RRResources/UnderstandingHPSAs.html

ADDITIONAL RESOURCES – OTHER ORGANIZATIONS

Area Health Education Centers (AHECs)

<http://bhpr.hrsa.gov/grants/areahealtheducationcenters/index.html>

Bureau of Health Workforce (BHW)

www.hrsa.gov/about/organization/bureaus/bhw/index.html

National Health Services Corps (NHSC)

<http://nhsc.hrsa.gov/>

National Network for Oral Health Access (NNOHA) Workforce Resources

www.nnoha.org/resources/access-to-care/workforce/

US Department of Labor, Bureau of Labor Statistics, Economic News Release, Employee Tenure Summary

www.bls.gov/news.release/tenure.nr0.htm

US Department of Labor, Bureau of Labor Statistics, Job Openings and Labor Turnover Survey

<http://data.bls.gov/cgi-bin/dsrv?jt>

2014 Region VIII Health Center Workforce Data

Understanding and Utilizing Workforce Statistics from the 2014 CHAMPS Region VIII Salary, Benefits, Turnover, & Vacancy Survey Project

Andrea Martin

CHAMPS Workforce Development
and Member Services Director

Tuesday, January 13, 2015

11:30 am – 1:00 pm Mountain Time
12:30 pm – 2:00 pm Central Time



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.

Learning Objectives

- Understand the **history and methodology** of the Region VIII health center salary, benefits, turnover, and vacancy survey project.
- Be able to utilize the **most appropriate salary/benefits data and recruitment/retention metrics** as presented in the 2014 Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey Report.
- Understand and utilize data presented in companion reports addressing **medical staffing ratios and medical provider productivity expectations**.

2014 Region VIII Health Center Workforce Data – 01/13/15



POLL

Which title best fits
your role at your
organization?

2014 Region VIII Health Center Workforce Data – 01/13/15



Region VIII Survey & Reports

PROJECT GOALS:

- Provide **market data** for crafting competitive salary/benefits packages
 - Industry/niche specific; breakdowns for best fit
- Identify **workforce trends**
 - Specific to recruitment and retention and **NEW** in 2014 medical staffing/productivity information
 - Useful for health centers and PCAs

*Complies with
Federal Trade
Commission
and
Department of
Justice
Statements of
Health Care
Antitrust
Enforcement
Policy*

REGION VIII PROJECT TIME FRAME:

- Data collection every two years
- Began in 2004

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary Survey Advisory Committee (SSAC)

Abbie Chandler-Doran, Washington Association of Community and Migrant Health Centers, WA

Amanda Nelson, Metro Community Provider Network, CO

Angela Rose, Colorado Community Health Network, CO

Anita Castellanos, Tri-Cities Community Health, WA

Anna Sandvig, Lake Roosevelt Community Health Center, WA

Barbara McClung, La Clinica del Valle, OR

Byron Clarke, Utah Navajo Health System, Inc., UT

Candace Hassinger, Community Health Partners, MT

Cheryl A. Phillips, Family Health Services, ID

Cindy Smith, Bullhook Community Health Center, MT

Collette Smith, Community Health Center of the Black Hills, Inc., SD

David Vinzant, Horizon Health Care, Inc., SD

Diana White, Lake Roosevelt Community Health Center, WA

Jeff Hert, RiverStone Health, MT

Kathy Williams, Wyoming Primary Care Association, WY

Lara Salazar, Montana Primary Care Association, MT

Laurie Larrick, High Plains Community Health Center, CO

Lynn Gerlach, Northwest Regional Primary Care Association, Region X

Maria Clemons, Northwest Community Health Center, MT

Shelly Hegerle, Community HealthCare Association of the Dakotas, ND/SD

Shelly Rios, Sunrise Community Health, CO

Sonja Levesque, Midtown Community Health Center, UT

Stephanie Auxier, Colorado Community Health Network, CO

Tanah Wagenseller, Colorado Community Health Network, CO

Tracy Carsten, Colorado Coalition for the Homeless, CO

Trish Bustos, Northwest Regional Primary Care Association, Region X



Plus CHAMPS staff members *Andrea Martin* and *Chelsea Skovgaard*

12 Calls & Meetings
08/13-03/14

2014 Region VIII Health Center Workforce Data – 01/13/15



Major SSAC Updates to 2014 Project

Updated Job Titles Lists

NEW Job Description Summaries

GOAL 1: Report employee data under the most appropriate titles

GOAL 2: Refer to the most appropriate titles when using the report

Split Annual Salary Data:
Base vs. Additional

Annual Benefits Data
Benefits Packages



2014 Region VIII Health Center Workforce Data – 01/13/15



2014 Updated Job Titles Lists

Updates Include (but not limited to):

- **NEW** Call Center Representative
- **NEW** Janitor/Custodian/Housekeeping
- **NEW** Outreach and Enrollment Staff
- **SPLIT** of Assistant, Dental and Assistant, Dental – Expanded Function
- **SPLIT** of Technician and Assistant titles for Pharmacy, Ultrasound, and Lab

2014 Region VIII Health Center Workforce Data – 01/13/15



NEW Summary Job Descriptions

G. SUMMARY JOB DESCRIPTIONS

INTRODUCTION

The following summary job descriptions are provided to ensure health centers are A) reporting employee data under the most appropriate titles and B) referring to the most appropriate titles when utilizing final salary and benefits data to design compensation structures.

- All information provided represents **typical/preferred** information and is not meant to represent exact position requirements; exact duties, responsibilities, education, experience, etc. will vary from health center to health center (e.g., in most cases, various combinations of education and experience may be accepted).
Also note:
 - **Supervisory Responsibility:** Indicates whether this title is typically required to supervise one or more other employees.
 - **Budget Responsibility:** Indicates whether this title typically has oversight responsibility for staying within a set budget (although they might not have created that budget themselves).
- As titles can vary widely from health center to health center, please review the parameters for the following position levels, utilized throughout the survey:
 - **Assistant:** "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.
 - **Coordinator:** "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

2014 Region VIII Health Center Workforce Data – 01/13/15



Summary JDs: Standardized Definitions

Assistant: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

Coordinator: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

Supervisor: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team. "Supervisor" positions are typically exempt and typically have supervisory responsibilities.

2014 Region VIII Health Center Workforce Data – 01/13/15



Summary JDs: Standardized Definitions

Manager: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

Director: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

2014 Region VIII Health Center Workforce Data – 01/13/15



Sample Job Description Summary

Assistant, Human Resources:

Typical Core Duties: Responsible for supporting the Human Resources Department, which may include day-to-day clerical support, data entry, assistance with administration of benefits programs and/or payroll system, assisting with provider credentialing/privileging, attendance monitoring, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications: High school diploma/GED; 0-1 years of experience; no licenses/certifications

Assistant: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

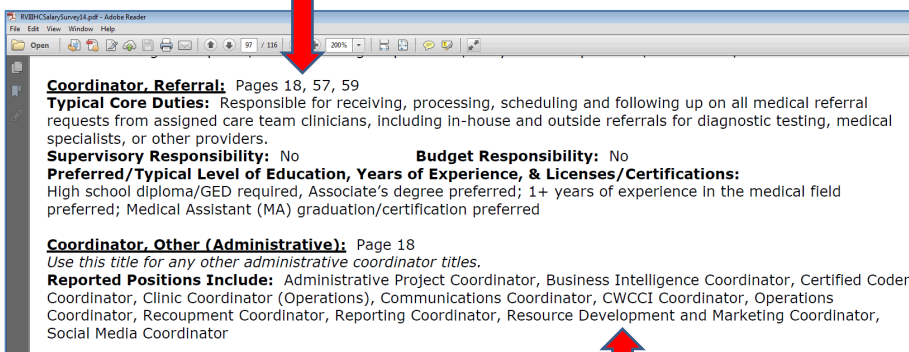
TYPICAL / PREFERRED

2014 Region VIII Health Center Workforce Data – 01/13/15



Main Report Job Description Summaries & Titles Index

Index



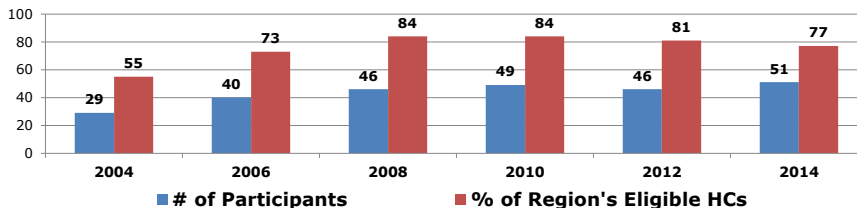
Grouped Positions in "Other" Titles

2014 Region VIII Health Center Workforce Data – 01/13/15



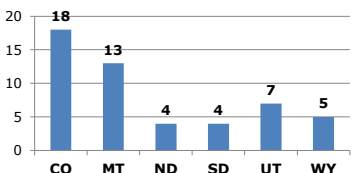
Region VIII Project Participation

Historical

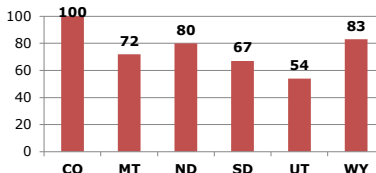


2014 Participation by State

of HCs



% of Eligible HCs

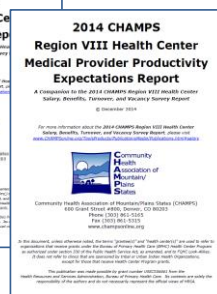
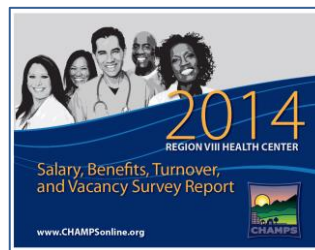


2014 Region VIII Health Center Workforce Data – 01/13/15



Resulting 2014 Region VIII Health Center Reports

- Salary, Benefits, Turnover, & Vacancy Survey Report – “Main” Report
- **NEW** Companion Reports
 - Medical Staffing
 - Medical Provider Productivity Expectations



2014 Region VIII Health Center Workforce Data – 01/13/15

Main Report Navigation

2014 CHAMPSRVIII-SSReport.pdf - Adobe Reader
File Edit View Window Help
Open [Icons] 3 / 114 150%

Table of Contents

- I. EXECUTIVE SUMMARY**
 - A. Report Overview
 - B. 2013/2014 Advisory Committee Members
 - C. Participating Organizations.....
 - TABLE 1: Profile of All Participating Organizations by Budget, State, Number of Sites, Location, and FTEs
 - TABLES 2-4: Profiles of Participating Organizations by Annual Budget Range
- II. SALARY AND BENEFITS INFORMATION**
 - A. Salary and Benefits Data Overview
 - B. Reading the Salary and Benefits Tables.....
 - C. Region VIII Salary and Benefits Summaries**.....
 - TABLE 5: Alphabetical Listing of Administrative Positions.....
 - TABLE 6: Alphabetical Listing of Clinical Positions.....
 - D. Salary and Benefits Breakdowns – Administrative Leadership Team**.....
 - TABLE 7: Executive Director/CEO



2014 Region VIII Health Center Workforce Data – 01/13/15



Main Report: Participant Profiles

TABLE 1: Profile of All Participating Organizations by Budget, State, Number of Sites, Location, and FTEs

Total Respondents: 51

ANNUAL BUDGET			
Less Than \$1,500,000	13	25%	
\$1,500,000 – \$7,000,000	19	37%	
More Than \$7,000,000	19	37%	

ANNUAL BUDGET			
Average			\$12,292,699
Median			\$3,205,856

STATE			
Colorado	18	35%	
LT 1.5M	4		
1.5 M-7M	4		
MT 7M	10		
Montana	13	25%	
LT 1.5M	2		
1.5 M-7M	8		
MT 7M	3		
North Dakota	4	8%	
LT 1.5M	0		
1.5 M-7M	3		
MT 7M	1		
South Dakota	4	8%	
LT 1.5M	1		
1.5 M-7M	2		
MT 7M	1		
Utah	7	14%	
LT 1.5M	3		
1.5 M-7M	1		
MT 7M	3		
Wyoming	5	10%	
LT 1.5M	3		
1.5 M-7M	1		
MT 7M	1		

NUMBER OF SITES			
One HC Site	14	27%	
LT 1.5M	8		
1.5 M-7M	6		
MT 7M	0		
Two to Five HC Sites	20	39%	
LT 1.5M	4		
1.5 M-7M	10		
MT 7M	6		
Six or More HC Sites	17	33%	
LT 1.5M	1		
1.5 M-7M	3		
MT 7M	13		

LOCATION			
Urban	13	25%	
LT 1.5M	2		
1.5 M-7M	4		
MT 7M	7		
Rural	20	39%	
LT 1.5M	6		
1.5 M-7M	10		
MT 7M	4		
Frontier	7	14%	
LT 1.5M	5		
1.5 M-7M	1		
MT 7M	1		
Urban/Rural	9	18%	
LT 1.5M	0		
1.5 M-7M	3		
MT 7M	6		
Rural/Frontier	2	4%	
LT 1.5M	0		
1.5 M-7M	1		
MT 7M	1		

FULL TIME EQUIVALENTS (FTEs)			
Less Than 50 FTEs	30	59%	
LT 1.5M	13		
1.5 M-7M	17		
MT 7M	0		
50 - 140 FTEs	10	20%	
LT 1.5M	0		
1.5 M-7M	2		
MT 7M	8		
More Than 140 FTEs	11	22%	
LT 1.5M	0		
1.5 M-7M	0		
MT 7M	11		

Table Definitions
LT 1.5M: Respondents with annual budgets of less than \$1.5 million
1.5M-7M: Respondents with annual budgets of between \$1.5 million and \$7 million

MT 7M: Respondents with annual budgets of more than \$7 million
HC Site: Health Center Site
FTEs: Full Time Equivalents

Please see page 12 for definitions of Urban, Rural, Frontier, Urban/Rural, and Rural/Frontier

Average: The sum of the Annual Budget data set divided by the number of participating health centers.
Median: The middle number in the Annual Budget data set sequence (also known as the 50th percentile).



2014 Region VIII Health Center Workforce Data – 01/13/15

Main Report Components

- I. Executive Summary
- II. **Salary and Benefits Information**
- III. Recruitment Metrics, Trends, and Needs
- IV. Retention Metrics, Trends, and Needs
- V. Additional R&R Questions
- VI. Appendices

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary & Benefits – What We Ask For

- **Report for ALL employees**
- **FTE:** Actual annual Full Time Equivalent (FTE)
- **NEW in 2014 – Base Salary:** Annual base pay
 - NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
- **NEW in 2014 – Additional Pay:** Annual amount of bonuses, incentives, differentials, and/or overtime
 - Also NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
 - Requested additional details for any reported \$\$
- **Benefits:** Annual employer contributions to health, dental, vision, life, and disability insurance and retirement/pension plans
 - NO specifics within those parameters; **NO FICA**

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary & Benefits Data – What We Do

- **Data Cleaning and Preparation:**
 - All portions of tool completed
 - All salary/benefits data equalized to 1.0 FTE
 - Before and after equalization process, review data to identify possible reporting errors
 - Review positions reported as “Other”

Position Titles	FTE	Current Annual Base Salary	Current Annual Additional Pay	Current Annual Total Pay	Current Annual Benefits	Date of Hire	Member of Executive Team?	List Add. Pay Details	List Position Type/Credentials
Janitor/ Custodian/ Housekeeping	.44	\$ 27,518	\$100,000	\$13,971	\$ 1,948	10/12/97	✓	Overtime	

2014 Region VIII Health Center Workforce Data – 01/13/15



Report: Salary & Benefits Information

- **Executive Summary – Report Overview**
 - 5,500+ FTEs reported in 2014; 6,000+ employees
 - \$293.3 million in salary; \$54.9 million in benefits
- **Salary and Benefits Data Overview**
 - Largest groups of employees
 1. Medical Assistant – 859
 2. Receptionist/Front Desk/Appt. Clerk – 498
 - Highest paid, on average
 1. Physician – Other (\$216,428)
 2. Physician – OB/GYN (\$213,083)
- **Salary and Benefits Data Tables**

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary/Benefits Tables

- 2014: Aggregated BASE PAY Data **ONLY**
- 2012 and Prior Years: Health Centers Reported Aggregated BASE and ADDITIONAL PAY Combined

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary/Benefits Tables

2004 - 2010 Reports



Count	Actual FTEs	Low Salary	High Salary	Trim Mean	Average Salary	Average Benefits	Benefits as % of Salary
60	53.32	\$19,680	\$46,550	\$31,069	\$31,741	\$8,049	25.36%

2012 - 2014 Reports



Count	Actual FTEs	10th PCTL Salary	25th PCTL Salary	50th PCTL Salary	Average Salary	75th PCTL Salary	90th PCTL Salary	Average Benefits	Benefits as % of Salary
46	41.69	\$25,614	\$27,356	\$31,200	\$33,477	\$38,267	\$44,189	\$8,970	26.79%

CHAMPS Data is **Average/Percentiles for All Incumbents**

All Individual Reported Employees

NOT "Raw/Simple Average" (Average of Company Averages)

50th Percentile = Median

Average = Mean

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary/Benefits Tables – All Titles

Tables 5 & 6: Alphabetical Listings of Data for All Administrative & Clinical Positions

POSITIONS	Count	Actual FTEs	10th PCTL Salary	25th PCTL Salary	50th PCTL Salary	Average Salary	75th PCTL Salary	90th PCTL Salary	Average Benefits	Benefits as % of Salary
TITLE - ALL	24	21.40	\$100,192	\$114,724	\$133,681	\$157,276	\$192,065	\$245,641	\$26,874	17.09%
Title - LT 1.5M	1	0.20	*	*	*	*	*	*	*	*
Title - 1.5M - 7M	1	0.76	*	*	*	*	*	*	*	*
Title - MT 7M	22	20.44	\$100,400	\$117,002	\$133,681	\$159,301	\$196,196	\$247,256	\$25,965	16.30%

- Watch for positions grouped into “Other” categories
- Watch for **skew** in sample:
 - >10% difference between median (50th PCTL) & mean (Average)
 - Example Above for ALL:
 - Median: \$133,681 Mean: \$157,276 Skew: **17.7%**
 - Skew for MT 7M Budget Range: **19.2%**



2014 Region VIII Health Center Workforce Data – 01/13/15

Salary/Benefits Tables - Breakdowns

Tables 7-28: Breakdowns for Administrative & Clinical Leadership, and selected Clinical Team

Breakdown data includes:

- Count, Actual FTEs, 50th PCTL Salary, Avg. Salary, Avg. Benefits, Benefits as % of Salary, and Avg. Years Employed for:
 - Budget Range, Location, Number of Health Center Sites
 - ALSO includes Number of Years Employed and Executive Team Member

OPERATIONS DIRECTOR/COO - ALL		45
Breakdown by Annual Budget		
Operations Director/COO - LT 1.5M		3
Operations Director/COO - 1.5M-7M		11
Operations Director/COO - MT 7M		31
<i>Operations Director/COO - Up to 7M**</i>		14
Breakdown by Number of Years Employed		
Operations Director/COO - LT Five Years Employed		22
Operations Director/COO - Five-Nine Years Employed		8
Operations Director/COO - 10-19 Years Employed		14
Operations Director/COO - 20+ Years Employed		1
<i>Operations Director/COO - 10+ Years Employed**</i>		15
Breakdown by Location		
Operations Director/COO - Urban		16
Operations Director/COO - Rural		14
Operations Director/COO - Frontier		2
Operations Director/COO - Urban/Rural		12
Operations Director/COO - Rural/Frontier		1
<i>Operations Director/COO - Rural and Frontier Mix**</i>		29
Breakdown by Number of Health Center Sites		
Operations Director/COO - One HC Site		6
Operations Director/COO - Two-Five HC Sites		11
Operations Director/COO - Six or More HC Sites		28
Breakdown by Executive Team		
Operations Director/COO - Executive Team Member		29
Operations Director/COO - Not Executive Team Member		16



2014 Region VIII Health Center Workforce Data – 01/13/15

Salary/Benefits Tables - Breakdowns

Tables 15-16: Breakdowns for Medical Director/CMO and Associate Medical Director

- NEW in 2014:** Additional breakdown based on credentials for each individual employee

POSITION	Count	Actual FTEs
Breakdown by Credentials		
Medical Director/CMO – MD	34	28.95
Medical Director/CMO – DO	5	4.40
Medical Director/CMO – CNM/NP/PA	6	3.90
Medical Director/PsyD	2	.55
Breakdown by Credentials		
Associate Medical Director – MD	14	12.66
Associate Medical Director – CNM/NP/PA	10	8.74

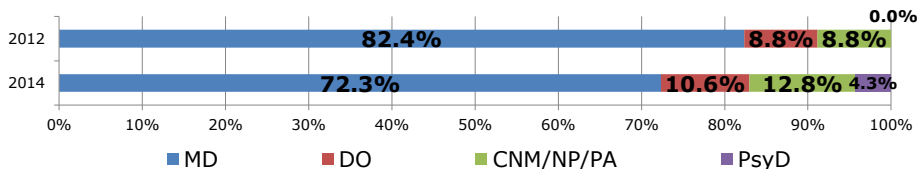
2014 Region VIII Health Center Workforce Data – 01/13/15



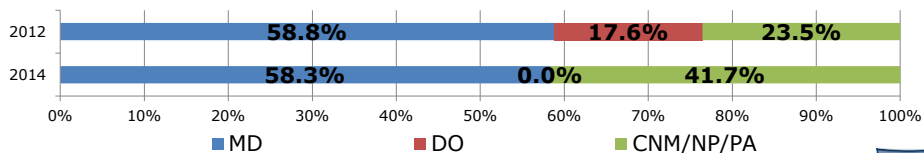
Salary/Benefits Tables - Breakdowns

Medical Director/CMO and Associate Medical Director Credentials – 2012/2014 Comparison

Medical Director/CMO



Associate Medical Director



2014 Region VIII Health Center Workforce Data – 01/13/15



POLL

Which type of leadership/clinical team salary breakdown do you use most often?

Budget Range

Location

Number of Health Center Sites

Years of Service

Executive Team

I don't use these breakdowns

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary/Benefits Tables - Breakdowns

Tables 29-30: Breakdowns for

Select **Administrative & Clinical Support Positions**

- By **Number of Years Employed** only
- Those with **90 or more** reported employees

Administrative:

- Billing Staff/Patient Accounts (171)
- **NEW:** Call Center Representative (125)
- Medical Records Clerk (148)
- **NEW:** Outreach/Enrollment Staff (195)
- Receptionist/Front Desk/Appt. Clerk (498)

Clinical:

- Case Manager (104)
- Dental Assistant (204)
- **NEW:** Dental Assistant – Expanded Function (97)
- Licensed Practical Nurse (119)
- Medical Assistant (859)
- **NEW:** Pharmacy Technician (92)
- Registered Nurse (231)

2014 Region VIII Health Center Workforce Data – 01/13/15



Salary/Benefits Tables – Comparisons

Tables 31-32: Comparison of 2010, 2012, & 2014 CHAMPS Region VIII Health Center Salary Data

- 66 titles; provided for all Region VIII data and for each of the three budget breakdowns

Position Title	Region VIII				
	2010 Median	2012 Median	2014 Median	Chg. '10-'12	Chg. '12-'14
Title A	\$45,989	\$41,995	\$50,149	-8.7%	19.4%
Title B	\$30,774	\$31,200	\$35,454	1.4%	13.6%

NOTE: Comparability of 2014 Data with Prior Years May Be Limited for Some Titles!

2014 Region VIII Health Center Workforce Data – 01/13/15



2014 Salary/Benefits Tables - Comparisons

2010, 2012, & 2014 Region VIII Salary Data Comparison of Selected Leadership Titles



Position Title	Region VIII				
	2010 Median	2012 Median	2014 Median	Chg. '10-'12	Chg. '12-'14
Executive Director/CEO	\$89,721	\$103,442	\$108,754	15.3%	5.1%
Fiscal Director/CFO	\$68,203	\$67,747	\$75,250	-0.7%	11.1%
Human Resources Director	\$65,832	\$72,571	\$82,400	10.2%	13.5%
Information Technology Director/CIO	\$81,404	\$93,000	\$98,821	14.2%	6.3%
Operations Director/COO	\$87,526	\$89,000	\$76,575	1.7%	-14.0%
Dental Director/CDO	\$123,600	\$130,000	\$132,208	5.2%	1.7%
Medical Director/CMO	\$160,150	\$175,904	\$176,000	9.8%	0.1%
Medical Director (Associate)	\$138,363	\$149,138	\$133,681	7.8%	-10.4%

2014 Region VIII Health Center Workforce Data – 01/13/15

Salary/Benefits Tables - Comparisons

2010, 2012, & 2014 Region VIII Salary Data Comparison of **Selected Provider Titles**



Position Title	Region VIII				
	2010 Median	2012 Median	2014 Median	Chg. '10-'12	Chg. '12-'14
Certified Nurse Midwife	\$94,971	\$100,455	\$91,839	5.8%	-8.6%
Dental Hygienist	\$68,307	\$63,118	\$64,890	-7.6%	2.8%
Dentist	\$113,566	\$115,000	\$122,677	1.3%	6.7%
Nurse Practitioner	\$80,267	\$85,425	\$89,773	6.4%	5.1%
Pharmacist	\$108,451	\$110,500	\$114,863	1.9%	3.9%
Physician Assistant	\$80,054	\$85,425	\$87,276	6.7%	2.2%
Physician Family Practice, with OB	\$145,000	\$158,489	\$162,165	9.3%	2.3%
Physician Family Practice, w/o OB	\$149,926	\$157,989	\$163,875	5.4%	3.7%
Physician Internal Medicine	\$162,980	\$167,818	\$190,280	3.0%	13.4%
Physician OB/GYN	\$201,600	\$230,734	\$212,169	14.5%	-8.0%
Physician Pediatrics	\$151,905	\$164,819	\$168,127	8.5%	2.0%

2014 Region VIII Health Center Workforce Data – 01/13/15

Salary/Benefits Tables - Comparisons

Table 33: Comparison of 2014 Region VIII Salary Data with **Other Recently Published Data**

State, Regional, & National Data Sources:

- Health Centers: CHAMPS (Region VIII), CCHN (CO), NWRPCA (Region X), NACHC (National)
- Other: US Bureau of Labor Statistics (Ambulatory Care), MGMA (Various Medical Organizations)

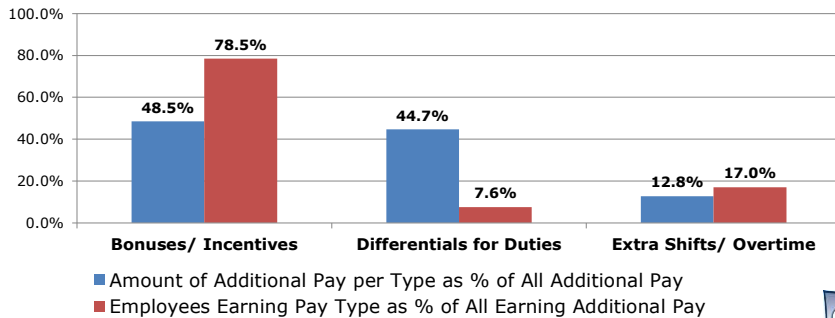
Caution! Hard to Verify “Apples to Apples”



2014 Region VIII Health Center Workforce Data – 01/13/15

NEW in 2014: Additional Pay

- **37.3%** of health centers reported additional pay (19)
- **15.4%** of employees received additional pay (927)
- Additional pay represented **7.1%** of base pay for same employees (TTL \$3.4M in additional pay)



2014 Region VIII Health Center Workforce Data – 01/13/15



Additional Pay Details



Table 34: Details about reported additional pay

- Type, number of reporting health centers, number of titles earning, number of employees earning, total \$\$ earned, plus:

Category	Type (# HCs/# Employees)	Average Earned Per Person	Most Common Title Earning Type of Additional Pay
Bonus/Incentive	Unspecified (3/289)	\$875 (280)	Medical Assistant (61)
Bonus/Incentive	Annual/Holiday (3/268)	\$1,402 (267)	Driver (40)
Bonus/Incentive	Longevity (3/22)	\$1,421 (22)	Receptionist/Front Desk/Appt. Clerk (4)
Bonus/Incentive	Performance (3/51)	\$14,670 (50)	Physician – Family Practice, with OB (11)
Bonus/Incentive	Productivity (1/95)	\$2,826 (95)	Medical Assistant (27)
Duty-Based Differential	Call (2/48)	\$4,038 (12)	Physician – Family Practice, with OB (13)
Duty-Based Differential	Hospital Coverage (3/12)	\$3,993 (6)	Director, Medical/CMO (4)
Duty-Based Differential	OB (Delivery, C-Section, Procedure Fees) (4/31)	\$57,387 (5)	Physician – Family Practice, with OB (16)
Extra Shifts/Overtime	Extra Shifts/Overtime (10/158)	\$1,828 (129)	Medical Assistant (23), Receptionist/Front Desk/Appt. Clerk (23)

2014 Region VIII Health Center Workforce Data – 01/13/15

POLL

Do you find this new Additional Pay information to be useful?

Yes

No

Not Yet Sure

2014 Region VIII Health Center Workforce Data – 01/13/15



NEW in 2014: Benefits Packages

Insurance

Retirement/Pension Programs

Leave Time

Additional Incentives

- Based on **health center policies** for each type of benefit
- Reported for **eligible employees** only
- Reported by staff type

2014 Region VIII Health Center Workforce Data – 01/13/15

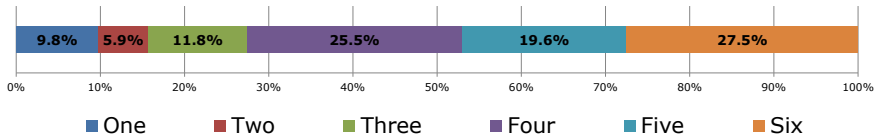


Benefits Packages: Insurance & Retirement Overview

- *In salary/benefits data for all employees, HCs reported:*
 - **\$54.8M** in annual employer contributions toward:
 - Health, dental, vision, life, and disability insurance
 - Retirement/pension plans
 - Represents **19.7%** of the annual base pay for some employees



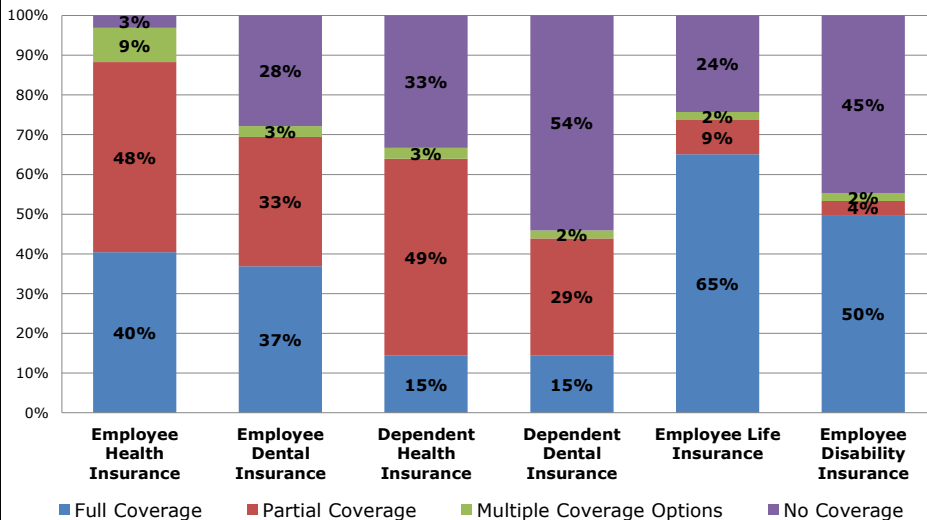
- 100% **contributed to** one or more of 6 types of insurance



- 96% **offered** some type of retirement/pension plan
 - 96% of those offering a plan provided employer contributions

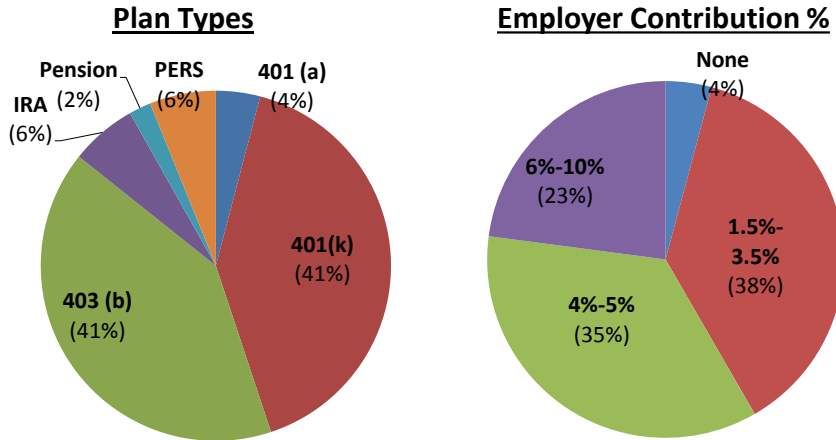
2014 Region VIII Health Center Workforce Data – 01/13/15

Benefits Packages - Insurance



2014 Region VIII Health Center Workforce Data – 01/13/15

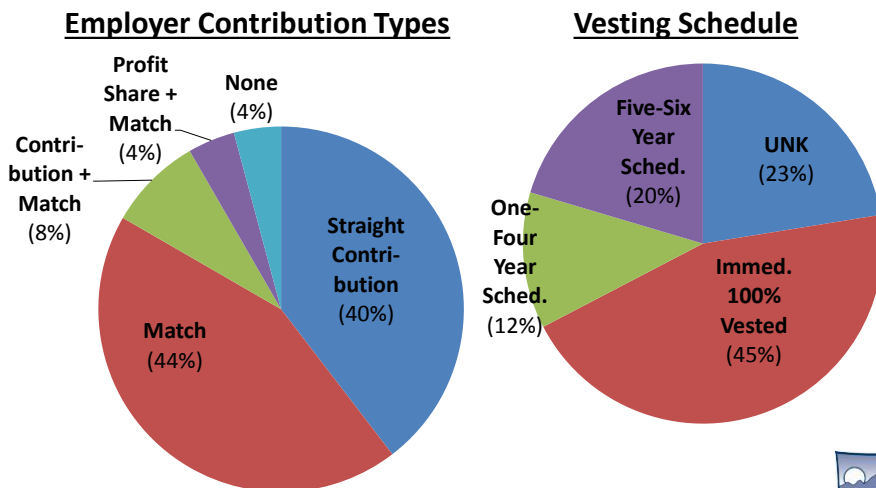
Benefits Packages – Retirement/Pension Programs



2014 Region VIII Health Center Workforce Data – 01/13/15



Benefits Packages – Retirement/Pension Programs

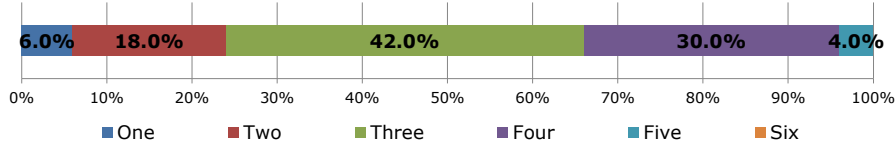


2014 Region VIII Health Center Workforce Data – 01/13/15

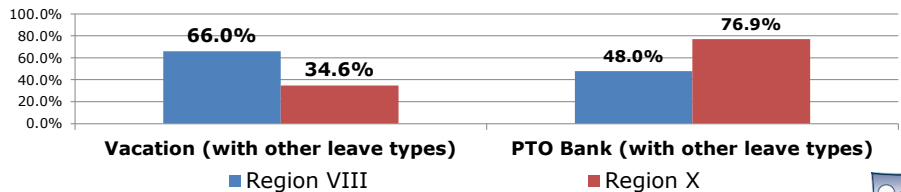


Benefits Packages: Leave Time

- Number of **Leave Types** offered to employees



- Most Common** Region VIII Leave Combination:
 - Vacation, Sick, Holiday (24% of participating health centers)
- Region VIII/Region X Comparison:



2014 Region VIII Health Center Workforce Data – 01/13/15



Benefits Packages: Leave Time

	Average Days Offered
TOTAL DAYS OFF – ALL STAFF COMBINED	36.6
Vacation Leave – All Staff	17.0
Sick Leave – All Staff	10.0
Personal Leave – All Staff	7.9
Paid Holidays – All Staff	8.4
Paid Floating Holidays – All Staff	1.9
Paid Time Off (PTO) Bank – All Staff	26.1
Combined Leave Time by Staff Type	
Administrative Exempt Staff	36.8
Administrative Non-Exempt Staff	35.6
Clinical Provider Staff	37.1
Clinical Mid-Level Staff	37.4
Clinical Support Staff	35.8

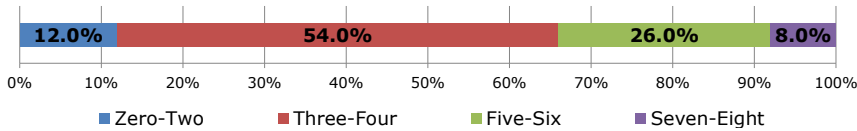
2014 Region VIII Health Center Workforce Data – 01/13/15



Benefits Packages: Additional Incentives



- Number of **Additional Incentives** offered to employees



	% HCs Offering	Average Offered
Payment of Licensure Fees	58.4%	\$404
Payment of Professional Association Dues	50.8%	\$549
Payment for Continuing Professional Education	68.0%	\$1,609
Payment of Relocation Expenses	21.6%	\$5,043
Payment of Signing Bonuses	8.8%	\$8,438
Compensation for Bilingual Staff	6.8%	-
Incentive-Based Compensation	10.8%	\$1,648
Payment of Retention Bonus	8.0%	\$1,018

2014 Region VIII Health Center Workforce Data – 01/13/15

Benefits Packages: Additional Incentives – Clinical Staff



	Provider-Level Staff	
	% HCs Offering	Avg. Offered
Payment of Licensure Fees	88.0%	\$819
Payment of Professional Association Dues	82.0%	\$807
Payment for Continuing Professional Education	92.0%	\$2,311
Payment of Relocation Expenses	48.0%	\$5,856



	Mid-Level Staff	
	% HCs Offering	Avg. Offered
Payment of Licensure Fees	90.0%	\$743
Payment of Professional Association Dues	80.0%	\$543
Payment for Continuing Professional Education	92.0%	\$1,964
Payment of Relocation Expenses	40.0%	\$4,773

2014 Region VIII Health Center Workforce Data – 01/13/15

POLL

Do you find this new Benefits Packages information to be useful?

Yes

No

Not Yet Sure

2014 Region VIII Health Center Workforce Data – 01/13/15



Main Report Components

- I. Executive Summary
- II. Salary and Benefits Information
- III. Recruitment Metrics, Trends, and Needs**
- IV. Retention Metrics, Trends, and Needs
- V. Additional R&R Questions
- VI. Appendices

2014 Region VIII Health Center Workforce Data – 01/13/15



POLL

Does your organization regularly track any internal recruitment metrics?

(E.g., average length of recruitment, # of vacancies, % of accepted offers, etc.?)

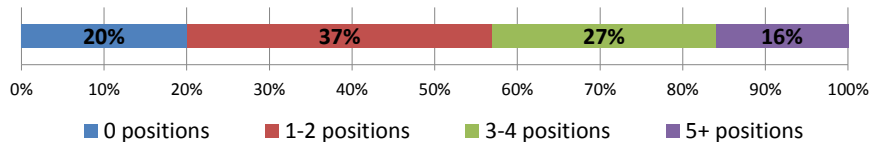
2012 Responses:
25% Yes, 63% No, 13% Unsure

2014 Region VIII Health Center Workforce Data – 01/13/15



Challenging Recruitment

- Number of positions seeing challenging recruitment:



- Most-often identified challenging positions to recruit:

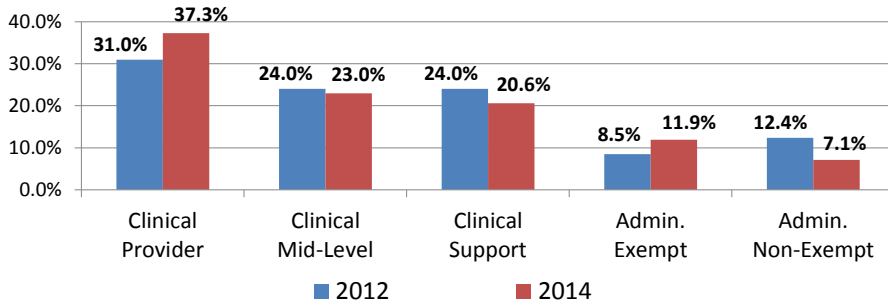
1. Physician – Family Practice without OB
2. Dentist
3. Nurse Practitioner
4. Physician – Family Practice with OB
5. Registered Nurse

2014 Region VIII Health Center Workforce Data – 01/13/15



Challenging Recruitment

- Positions with challenging recruitment by **Staff Type** as a percentage of all positions with challenging recruitment



- INCREASE in Clinical Provider and Admin. Exempt

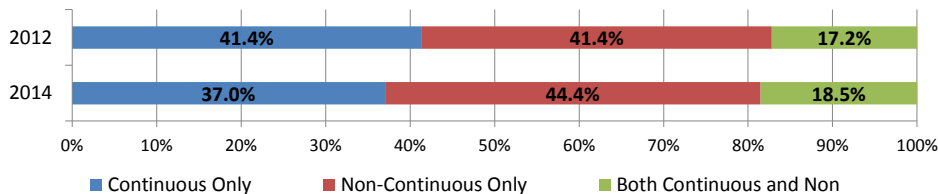
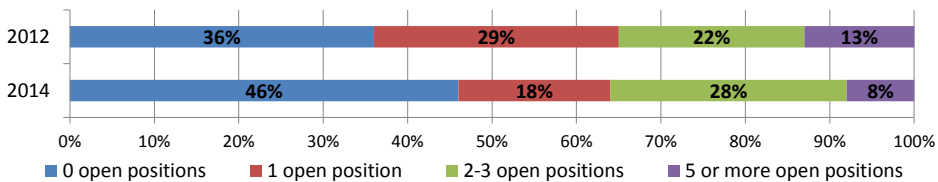


2014 Region VIII Health Center Workforce Data – 01/13/15

Point-In Time Vacancy Survey



- **1.2** vacancies per organization; **46.8%** of all vacancies were considered “continuously recruited”
- Health centers reported:

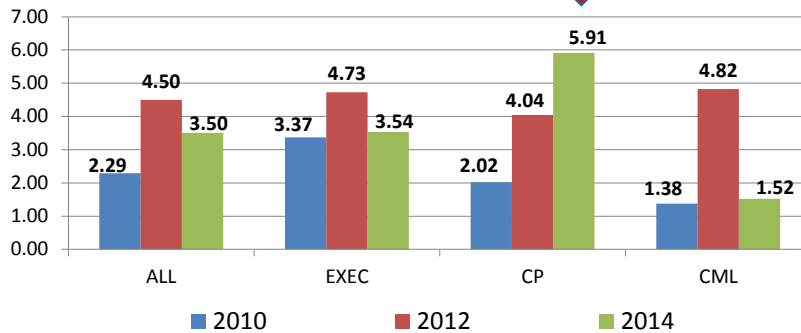


2014 Region VIII Health Center Workforce Data – 01/13/15

Vacancies: Non-Continuous Recruitment

- Recruitment lengths (for “non-continuous” postings) decreased overall between 2012 and 2014 (increased for Clinical Provider group)

Average Recruitment Lengths in Months

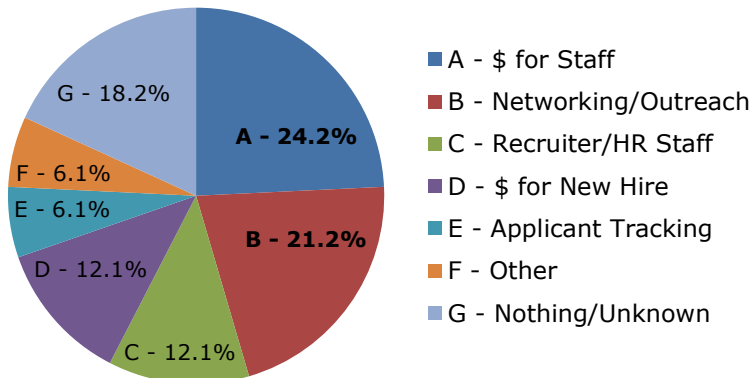


2014 Region VIII Health Center Workforce Data – 01/13/15



Recruitment Needs

What do you need?



What do you need to make it happen?

MONEY, staff, time, networking, technology, leadership support

2014 Region VIII Health Center Workforce Data – 01/13/15



Main Report Components

- I. Executive Summary
- II. Salary and Benefits Information
- III. Recruitment Metrics, Trends, and Needs
- IV. Retention Metrics, Trends, and Needs**
- V. Additional R&R Questions
- VI. Appendices

2014 Region VIII Health Center Workforce Data – 01/13/15



POLL

Does your organization regularly track any internal retention metrics?

(E.g., tenure, turnover, etc.?)

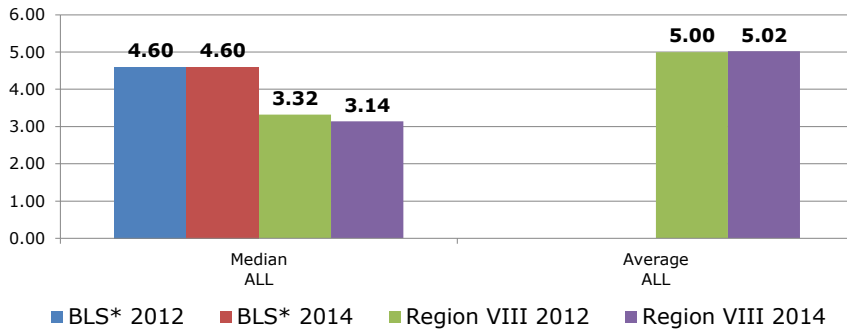
2012 Responses:
37% Yes, 58% No, 5% Unknown

2014 Region VIII Health Center Workforce Data – 01/13/15



Years of Service (Tenure)

- 6,025 participating employees
 - Longest tenure: **Executive Director/CEO** (10.80 yrs)

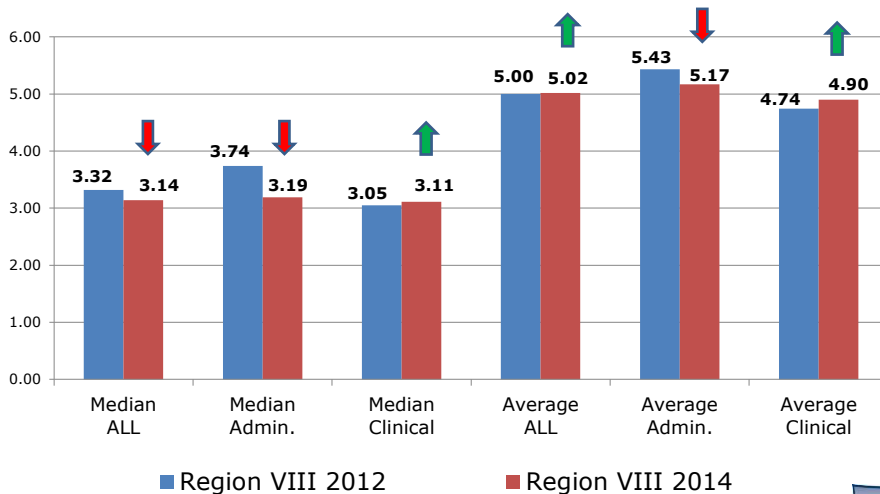


*US Bureau of Labor Statistics Employee Tenure Summary, September 2012 & January 2014

2014 Region VIII Health Center Workforce Data – 01/13/15



Administrative vs. Clinical Staff Years of Service (Tenure)

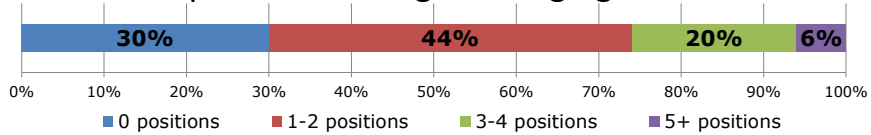


2014 Region VIII Health Center Workforce Data – 01/13/15



Challenging Turnover

- Number of positions seeing challenging turnover:



- Most-often identified positions with challenging turnover:

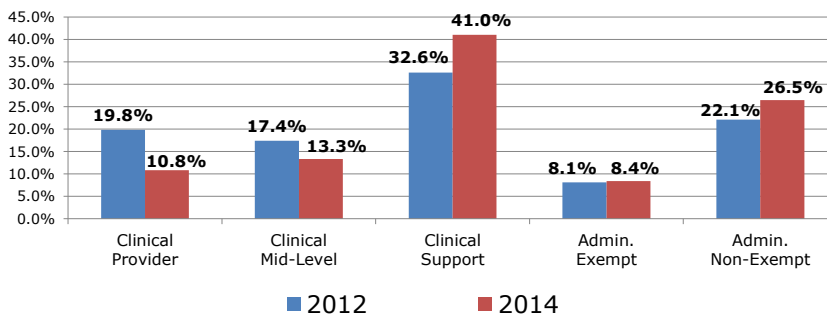
1. **Medical Assistant**
2. **Reception/Front Desk**
3. **Registered Nurse**

2014 Region VIII Health Center Workforce Data – 01/13/15



Challenging Turnover

- Positions with challenging turnover by **Staff Type** as a percentage of all positions with challenging turnover



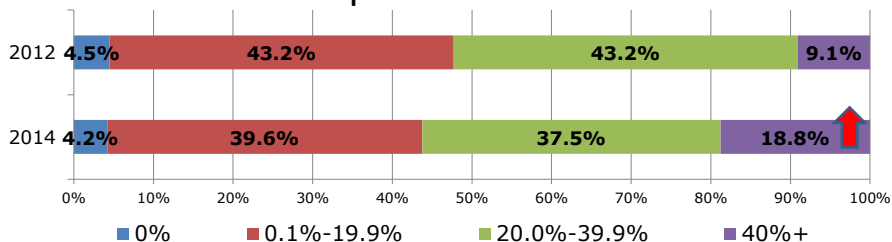
- **INCREASE** in Clinical Support and Admin. Non-Exempt

2014 Region VIII Health Center Workforce Data – 01/13/15



Turnover Survey

- *Reminder: based on 2013 data*
- Health Center Reported 2013 All Staff Turnover:

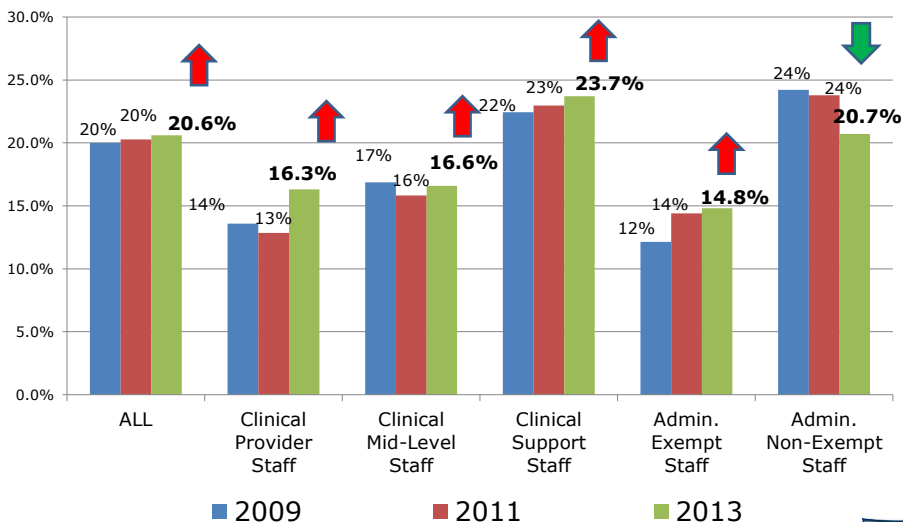


- Overall Average All Staff Turnover of **20.6%**
 - Lowest: Administrative Exempt (14.8%)
 - Highest: Clinical Support (23.7%)



2014 Region VIII Health Center Workforce Data – 01/13/15

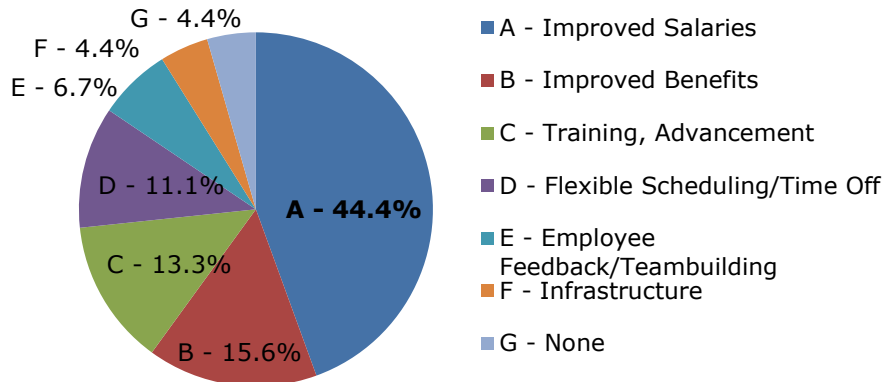
Historical Turnover Data by Staff Type



2014 Region VIII Health Center Workforce Data – 01/13/15

Retention Needs

What do you need?



What do you need to make it happen?

MONEY plus training, leadership support, time, facilities

2014 Region VIII Health Center Workforce Data – 01/13/15



Additional R&R Questions

- **Upcoming Salary Increases**
 - **85.7%** are planning for increases (5/1/14-4/31/15)
 - *UP from 79.5% in 2012 and 72.7% in 2010*
- **Percentage of Health Centers Currently Employing Veterans**
 - 29.6% - zero employed veterans
 - **53.1%** - one or more employed veterans
 - 18.4% - unknown

Health centers with the most employees were most likely to report “Unknown”

2014 Region VIII Health Center Workforce Data – 01/13/15



Companion Report #1: 2014 Region VIII Health Center Medical Staffing Report

- **Medical Provider** and **Medical Support** Staffing Information

- Utilized FTE data reported for every employee in the 2012 and 2014 salary surveys

- **GOAL:** To inform discussions about medical productivity, staff ratios, adjustments to team care, etc. (in conjunction with other available data)

***Small Print:** Participating organizations reported data for currently employed Health Center staff only. Data does not capture information relating to vacant positions, in-center vs. off-site time, patient contact vs. non-patient contact time, additional medical care/support provided by non-employees, etc. Health centers participating in 2014 were not necessarily the same as those that participated in 2012.*

2014 Region VIII Health Center Workforce Data – 01/13/15



Medical Staffing Report

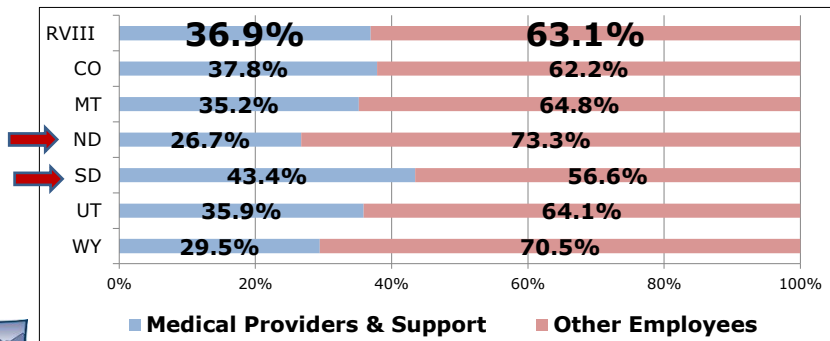
- **Medical Provider** = Medical Directors, Nursing Directors (NPs), Physicians, Physician Residents, Certified Nurse Midwives, Nurse Practitioners, and Physician Assistants
- **Medical Support** = LPNs, MAs, CNAs, RNs, Nursing Directors (Non-NPs), Nursing Managers, MA Supervisors, and Nursing Supervisors

2014 Region VIII Health Center Workforce Data – 01/13/15



Medical Staffing: Medical vs. Other

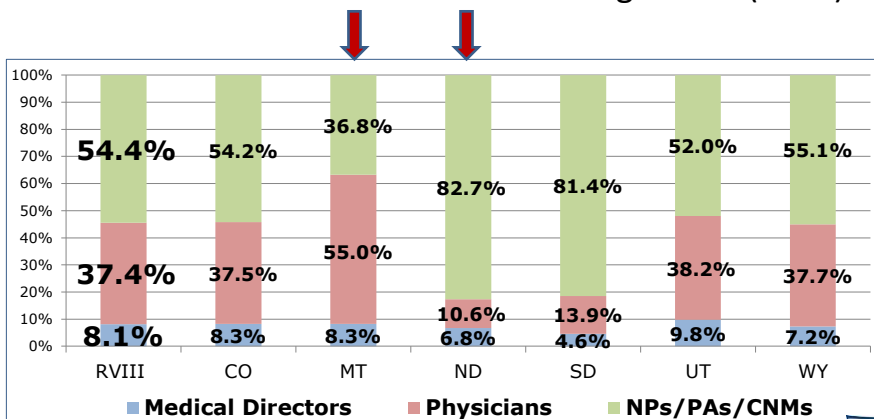
- **Medical Provider and Support FTE VS. Other FTE:**
 - 2,042.61 FTE Medical Provider and Support
 - 3,490.25 FTE OTHER (administrative, dental, pharmacy, behavioral health, etc.)



2014 Region VIII Health Center Workforce Data – 01/13/15

Medical Staffing: Provider Breakdown

- **Medical Provider FTE:**
 - 741.19 FTE Medical Providers in Region VIII (2014)

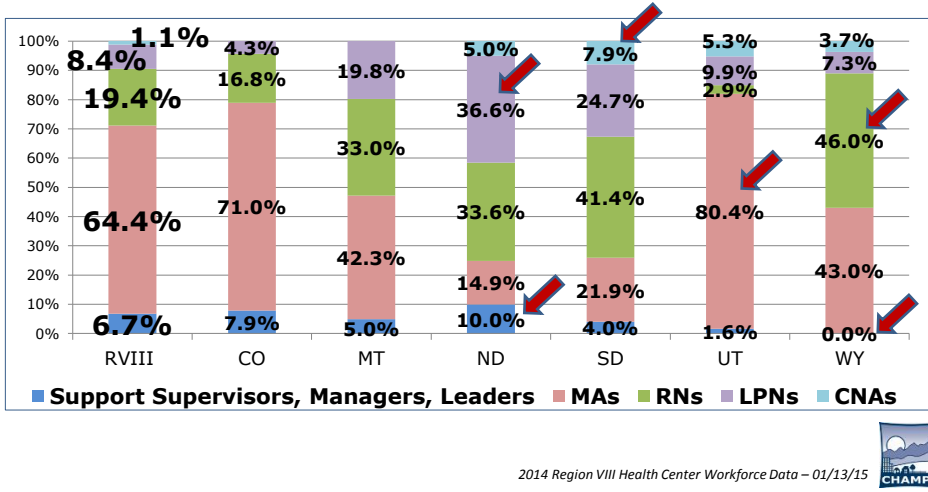


2014 Region VIII Health Center Workforce Data – 01/13/15

Medical Staffing: Support Breakdown

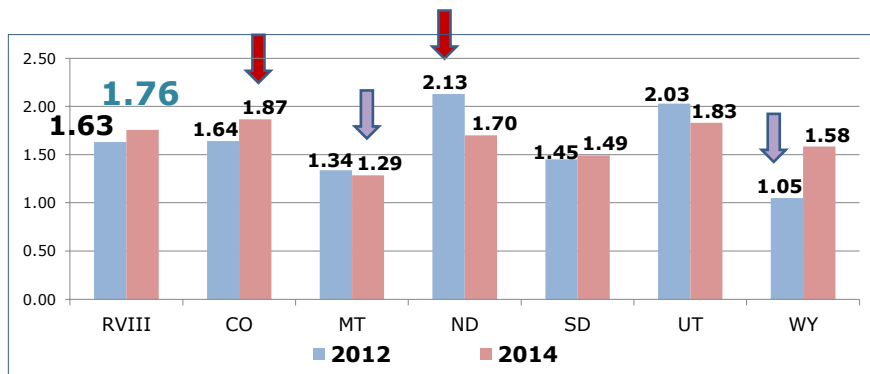
- Medical Support FTE:

– 1,301.42 FTE Medical Support Staff in 2014



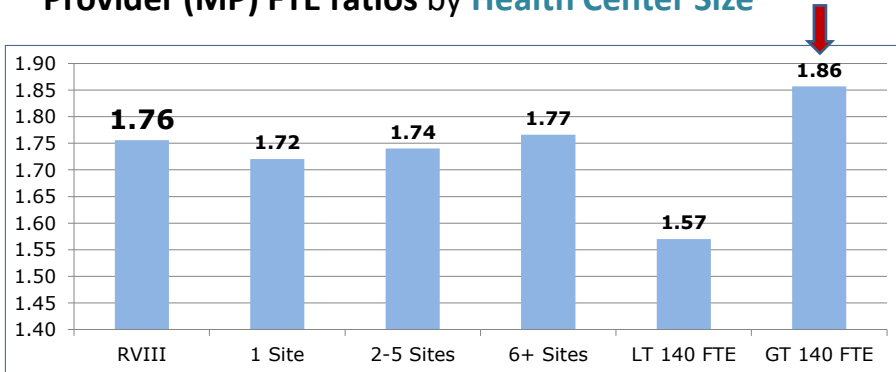
Medical Staffing: Support to Provider Ratio

- 2014 Medical Support (MS) FTE to Medical Provider (MP) FTE ratio of **1.76** region-wide



Medical Staffing: Support to Provider Ratio based on HC Size

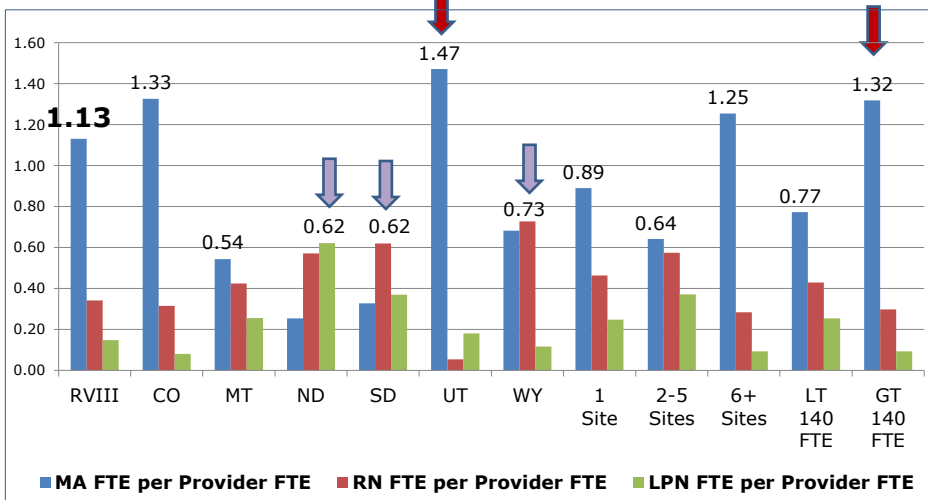
- 2014 Region VIII Medical Support (MS) FTE to Medical Provider (MP) FTE ratios by **Health Center Size**



2014 Region VIII Health Center Workforce Data – 01/13/15



Medical Staffing: Selected Support Title to Provider Ratio



2014 Region VIII Health Center Workforce Data – 01/13/15



POLL

Do you find this new Medical Staffing information to be useful?

Yes

No

Not Yet Sure

2014 Region VIII Health Center Workforce Data – 01/13/15



Companion Report #2: 2014 Region VIII Health Center Medical Provider Productivity Expectations Report

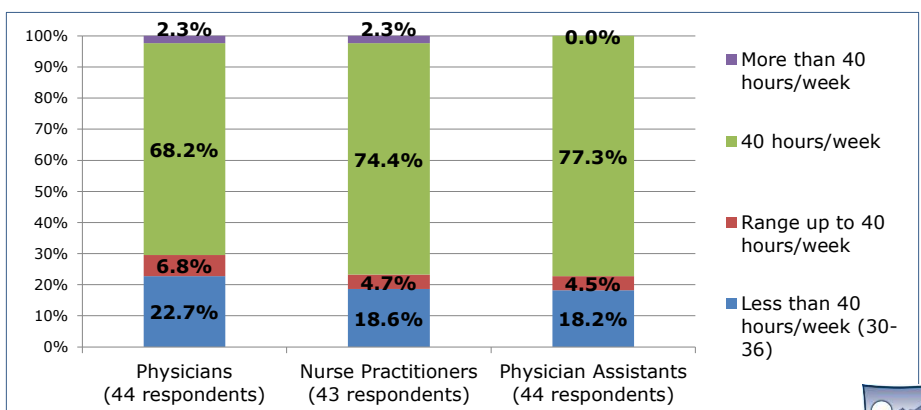
- **Productivity Expectations** (not outcomes) information
 - Based on three questions included in the 2014 salary survey, for full-time Physicians, Nurse Practitioners, and Physician Assistants
- **GOAL:** To illustrate what Health Centers are asking their medical providers to accomplish, as a component informing discussions about medical productivity (in conjunction with other available data)

2014 Region VIII Health Center Workforce Data – 01/13/15



Productivity Expectations: Full-Time Hours

- Survey Question: *What number of hours per week does your health center consider to be full-time for medical providers?*

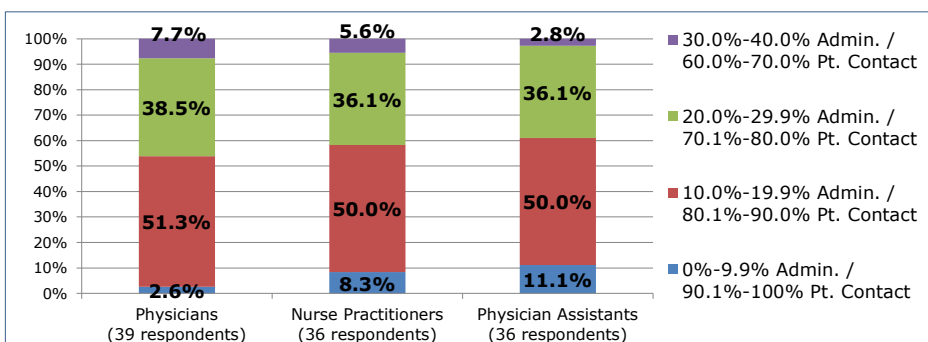


2014 Region VIII Health Center Workforce Data – 01/13/15



Productivity Expectations: Administrative vs. Patient Contact Time

- Survey Question: *What is the expected ratio of direct patient contact hours vs. administrative hours for your full-time medical providers?*



Small Print: *There was no further definition of "direct patient contact hours" or "administrative hours" given in the 2014 survey.*

2014 Region VIII Health Center Workforce Data – 01/13/15





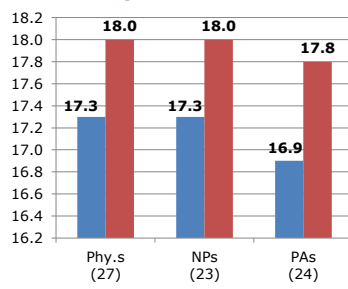
Productivity Expectations: Number of Visits Completed – Raw Data

- Survey Question: *How many patient visits are your full-time medical providers expected to complete?*

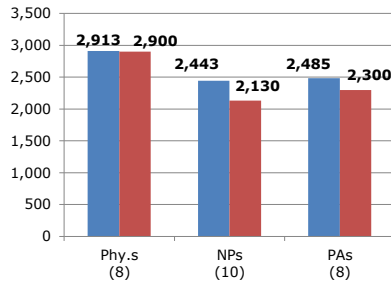
Hourly Visits – Raw Data

For all provider types:
Average – **2.0**
Median – **2.0**
Count – **4**

Daily Visits - Raw Data



Annual Visits - Raw Data



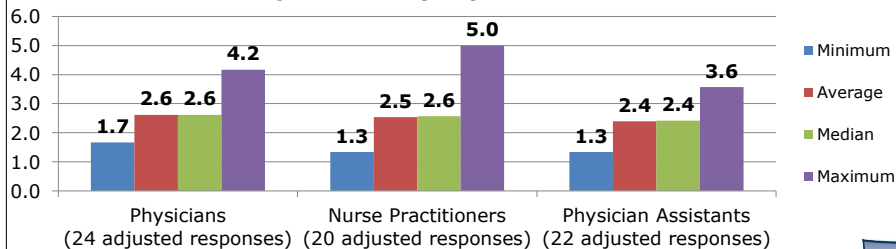
Small Print: *Aggregated raw data is limited as it does not take into account all factors needed to ensure comparability (e.g., number of hours total worked per day for "daily" responses, if any administrative time as included in "hourly" responses, etc.)*

2014 Region VIII Health Center Workforce Data – 01/13/15

Productivity Expectations: Number of Visits Completed – Adjusted Data

- Sample adjusted "daily visits" response:
 - 22 visits per 8 hour day
 - 0.8 hours administrative & 7.2 hours pf direct patient contact time
 - $22 / 7.2 = 3.06$ visits per direct patient contact hour

Visit Expectations per Hour of Direct Patient Care Adjusted "Daily Expectations" Data



2014 Region VIII Health Center Workforce Data – 01/13/15



POLL

Do you find this new Medical
Provider Productivity Expectations
information to be useful?

Yes

No

Not Yet Sure

2014 Region VIII Health Center Workforce Data – 01/13/15



Questions?

2014 Region VIII Health Center Workforce Data – 01/13/15





Thank You for Joining Us!

Your opinions about this webcast are very important to us.

Please complete the event Evaluation for this webcast.

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/Credit 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.

Please ALSO evaluate these three reports!

www.surveymonkey.com/s/2014RVIIISalarySurvey

Visit www.CHAMPSonline.org/Events/DistanceLearning.html
for information about other live and archived CHAMPS webcasts.