Engagement
Retention
Excellence

Rosa Agosto, MEd, MA, CRC
Chief Talent and Learning Officer
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Learning Objectives

1. Organizational culture is key
2. Interview, hire and onboard with a retention lens
3. Cultivate engagement and promote loyalty
The Context

A network of federally qualified community health centers located in the Bronx and Queens, comprised of 9 clinical sites, 9 school based health centers, 3 other part time sites and

- 795 Associates
- 74,893 Patients
- 366,691 Visits
## Some Related Highlights

**2009**
- Nicholas E. Davies Award for Excellence from the Health Information Management Systems Society
- Named one of the top 10 community health centers in the country by Human Resources and Services Administration (HRSA)
- Awarded Level 3 recognition as a Physician Practice Connections – Patient-Centered Medical Home (PPC_PCMH) from the National Committee for Quality Assurance (NCQA)

**2013**
- Awarded NYC Business Innovation Challenge Grant for effecting income mobility for our associates and community
- Gold Award (Brandon Hall) for Excellence in OnBoarding (Talent)

**2014**
- Judge - Diversity Index Award

**2015**
- National Fund for Workforce Solutions: 2015 Frontline Health Care Worker Champions
- White House UpSkill Summit – Employer Recognition
- Judge - Chief Learning Officer’s Learning Elite Award
- Named one of the top 25 Hispanic not for profits in the nation by Hispanic Business Magazine for the past five years
Strategy 1: CMO Screen & Interview

- Screenings of candidates by Chief Medical Officer
- Does not negotiate salary but rather the opportunities offered
- Candidates are selected for a group interview
- During interview, candidates get a glimpse of the culture, and collegiality at play
Strategy 2: Hire for Fit & Culture

“A fit is where there is congruence between the norms and values of the organization and those of the person”

Positive Outcomes of a Good Cultural Fit:
- Greater Job Satisfaction
- Identify More with Company
- More Likely to Remain with their Organization
- More Committed
- Superior Job
Culture is defined by

1. Organizational Values
2. Standards of Behavior or Operating Principles
“On boarding, also known as organizational socialization, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders.”
Goals

- Acclimation
- Smooth Transition
- Identification (and subsequent resolution) of issues
- High levels of satisfaction and engagement (going the extra mile)
- Emotional attachment to the people in the organization
- Maximizing resources
- Unwanted turnover
On-Boarding towards Retention: The Program

- New associate orientation (including a Provider 101 Session)
- Follows the associate at key time frames during their first 6 months of employment: face to face meetings individuated by title, includes coaching conversations for clarification and teaching/development, and reinforcement; on-line surveys
- Culminating with Annual Orientation and annual survey
- Opportunities for socializing, recognition, team work, collaboration, learning & development
- Preceptor Program for providers
Day 30 - associate completes an on-line survey on key acclimating issues along with a face to face meeting with the CTLO

Day 30 also includes an EMR refresher

Day 75 - representatives from the benefit programs present to and enroll associates

Day 120 - a different on-line survey is administered, and another conversation and assessment of their acclimation and learning takes place

Day 180 – Similar process to Day 120, same survey allowing for comparisons
<table>
<thead>
<tr>
<th>Survey Results</th>
<th>Strongly Agree/Agree</th>
<th>Day 30</th>
<th>Day 120</th>
<th>Day 180</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Presented at NAO</td>
<td>96.2%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Mission of the organization</td>
<td>98%</td>
<td>96%</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
</tr>
<tr>
<td>Training I received from my department</td>
<td>92%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Allowed to make decisions to solve customer problems</td>
<td>79%</td>
<td>82%</td>
<td>88%</td>
<td>78%</td>
<td>78%</td>
</tr>
<tr>
<td>Org. encourages innovation</td>
<td>93%</td>
<td>93%</td>
<td>85%</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>I know how to measure the quality of my work</td>
<td>92%</td>
<td>93%</td>
<td>95%</td>
<td>96%</td>
<td>96%</td>
</tr>
<tr>
<td>Use this info to make changes towards improvement</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>93%</td>
<td>93%</td>
</tr>
<tr>
<td>I am recognized for my work</td>
<td>86%</td>
<td>86%</td>
<td>83%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>UHP is a good place to work</td>
<td>98%</td>
<td>94%</td>
<td>97.5%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>
Newly hired providers enhance their orientation to UHP and transition into clinical practice by participating in an Advisorship Program (for physicians) and a Preceptorship Program (for non-physician providers).

Program is led by director of best practices and medical education, who designs schedule for each participant based on professional degree and their field of practice, and manages all evaluations.

Preceptor or Advisor: review all cases with the new provider while patient is in the exam room or at the end of the session, and discuss management of commonly seen conditions, and laboratory data as needed.
Adjustment to a new practice environment is challenging. Many of those joining our workforce are new providers fresh out of training programs. On the other hand, many of the seasoned clinicians that join our work force are not familiar with our EHR or EHR in general. Expedites acclimation to the organization, to the clinical practice, and to policies and procedures. Recruiting, hiring, and credentialing a provider is a large investment. Precepting as the last step in on-boarding, assures you have covered all bases. Engages and retains the new provider and the tenured provider.
75% felt they were better clinicians as a result
50% felt more comfortable with EHR
75% felt more comfortable with lab reviews
75% felt more comfortable in their prescribing practices
100% feel more confident in your clinical work-up and choice of labs/diagnostics
100% felt more confident in their knowledge and ordering of vaccines for their patients
“I think the whole experience has been very helpful because it provides a good time interval for adaptation to learn a new work culture and practice routines, and minimizes frustration and hopelessness in a very nurturing environment.”

Preceptees

Preceptors

“...I enjoy teaching aspects. I think it is very helpful to work with different staff in different locations to see how the work flow can change and also how people manage their days, flow, and education/patient needs.

“...It provides an opportunity to impart knowledge to the incoming providers about operations of the company as well as to create a more systematic approach to patient care that ensures quality of care and emphasizes the importance of preventative medicine.”
Strategy 5: Engagement and Cultivation
Development, Learning, Education, and Support

- CMEs
- Tuition Assistance
- Career Development
- Teaching Medical/PA/NP Students
- Higher Education Affiliations
- Faculty Status
- Organizational Participation
  - Preceptors
  - Mentoring
  - Committee Work
  - Stretch Assignments
  - Opportunities for Advancement
  - Community Service

- Community Based Research
- Professional Support via:
  - UHP Certified Health Interpreters
  - Health Educators
  - Care Coordination
  - Social Workers
  - Crisis Intervention Staff
  - Case Managers
  - Nutritionists
  - Chronic Disease Self Management
  - Quality/Performance Improvement

- Wellness at Work Program
Return on Investment by the Numbers

Satisfaction

Engagement

Retention
## Associate Survey Scores vs. National Benchmark Scores

<table>
<thead>
<tr>
<th></th>
<th>UHP*</th>
<th>National*</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAO</td>
<td>81.7</td>
<td>72.4</td>
</tr>
<tr>
<td>Career Advancement Opportunities</td>
<td>80.0</td>
<td>71.0</td>
</tr>
<tr>
<td>Process Organization</td>
<td>77.7</td>
<td>69.2</td>
</tr>
<tr>
<td>Would Recommend UHP to Work</td>
<td>87.0</td>
<td>78.9</td>
</tr>
<tr>
<td>Mission Important to me</td>
<td>93.8</td>
<td>86.2</td>
</tr>
<tr>
<td>OVERALL SATISFACTION</td>
<td>84.9</td>
<td>78.2</td>
</tr>
<tr>
<td>Benefits Competitiveness</td>
<td>84.0</td>
<td>77.3</td>
</tr>
<tr>
<td>Learning &amp; Growing Opportunities</td>
<td>83.2</td>
<td>76.6</td>
</tr>
<tr>
<td>Recommend UHP for Healthcare</td>
<td>86.6</td>
<td>80.8</td>
</tr>
<tr>
<td>Reward &amp; Recognition for Performance</td>
<td>73.4</td>
<td>68.2</td>
</tr>
</tbody>
</table>

Source: Crossroads Group UHP Associate Satisfaction Survey

Source: The Crossroads Group Employee Satisfaction Survey Benchmarks
<table>
<thead>
<tr>
<th>Category</th>
<th>UHP*</th>
<th>National*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment &amp; Resource Availability</td>
<td>84.1</td>
<td>78.1</td>
</tr>
<tr>
<td>Performance=Job Security</td>
<td>86.3</td>
<td>80.5</td>
</tr>
<tr>
<td>Daily Workload</td>
<td>81.0</td>
<td>75.5</td>
</tr>
<tr>
<td>Daily Work Activities</td>
<td>86.2</td>
<td>81.5</td>
</tr>
<tr>
<td>Dept on Pace with Activities Supportive of PCMH</td>
<td>84.1</td>
<td>79.5</td>
</tr>
<tr>
<td>UHP to be Recognized as PCMH</td>
<td>87.4</td>
<td>78.9</td>
</tr>
<tr>
<td>Proud to be Associate of UHP</td>
<td>90.4</td>
<td>83.9</td>
</tr>
</tbody>
</table>

Source: The Crossroads Group Employee Satisfaction Survey

Crossroads Group UHP Associate Satisfaction Survey
## Turnover (Retention)

<table>
<thead>
<tr>
<th>All Industries*</th>
<th>Health Care Employees Nationally*</th>
<th>Urban Health Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.4%</td>
<td>19.2%</td>
<td>11%</td>
</tr>
</tbody>
</table>

*Compdata Survey national survey, BenchmarkPro, surveying 28,000 organizations
**Compdata Survey Compensation Data Healthcare, surveying 10,500 facilities – 2015
Higher tenure than organizations in our own industry
Costs of replacements are kept low (from 30% to 150% of person’s remuneration package*)
Productivity and quality is high since skilled workers are not leaving
Enables expansion and growth because you have experienced teams
Focus on Patient and Patient Centered Care Outcomes (staff turnover has been associated with worse patient outcomes**

*American Management Association
**Williams ACdeC, Potts HWW (2010). Group membership and staff turnover affect outcomes in group CBT for persistent pain. Pain, 148(3), 481-6
Second Office Hour:
Clinical Leadership Engagement in Provider Retention
March 30, 2016
Darlene Nicgorski  Human Resource Consultant in Health Care
Align Your Program

• Preventable turnover is caused by BAD HIRE or BAD TREATMENT

• This is how recruitment and retention are tied together
Turnover Costs

Engagement & Exit Tools

By popular demand, NACHC and Insightlink Communications have bundled two of NACHC’s web-based survey products into one comprehensive package. ExitPulse and StaffPulse have been designed specifically to meet health centers’ needs. Although these products may be purchased separately, the bundled package offers additional savings and is available at a reasonable annual subscription fee with a preferred price to NACHC organizational members.

StaffPulse is a web-based staff satisfaction tool. One of the distinct advantages of StaffPulse is the ability for health centers and state and regional primary care associations to compare their results against national and regional benchmarks. This database serves as an important resource to promote America’s Health Centers as a preferred place of employment.

ExitPulse is an online exit survey system designed specifically to survey departing health center employees. Health centers can learn valuable information about the reasons employees leave and their attitudes toward the health center. Real-time individual health center data can be compared to the national database of aggregate results from all participating health centers nationwide. This is information health centers can then use to design effective retention strategies.


For additional information about ExitPulse and/or StaffPulse, please contact Katja Laepke at klaepke@nachc.com.
Job Satisfaction at CHC’s: Most Satisfying Aspects

- Fulfilling their health center’s major purpose of providing health care to those who might otherwise not receive it
- Working with their colleagues and co-workers
- Enjoyment of, and dedication to, the work that they do
Job Satisfaction at CHC’s: Least Satisfying

- Lack of effective communications throughout the health center
- Issues with politics and perceived favoritism
- Feeling that their work is not appreciated/recognized
Recommendations: Retention of Clinical Staff

1. The attention paid to providing staff satisfaction
2. The degree to which work is respected
3. How well job responsibilities are defined
4. How well the health center fulfills its mission
Recommendations: Retention of Clinical Staff (Cont’d)

5. Satisfaction with the Senior Leadership
6. Satisfaction with Communication
7. Perceived momentum of the health center
8. The degree to which abilities and skills are used
9. The opportunity to do their best every day
10. Satisfaction with immediate supervisors
What Keeps Providers Engaged

- Mission
- Communication
- Winning Organization
- Flexibility
- Equity in treatment and pay
What Keeps Providers Engaged (Cont’d)

• Competent staff
• Collegial co-workers
• Education Opportunities
• Benefit Package
• Location
Resources

• NHSC website
  http://www.nhsc.hrsa.gov

• NACHC Recruitment & Retention
  http://www.nachc.com/clinicalworkforcerecruitretain.cfm

• ACU Star 2 Center
  http://www.chcworkforce.org/
My Contact Information

- Darlene Nicgorski, Retired VP of HR
- E-Mail: Darlene.n2@gmail.com
- Phone: 919-357-0504
- Consultant with specialties in:
  - Credentialing and Privileging
  - Recruitment and Retention of Clinical Staff
  - Successful Management Strategies for Community Health Centers
STAR² Center

Solutions, Training, and Assistance for Recruitment and Retention

www.chcworkforce.org
Current Resources

- Self Assessment Tool
- Key Informant Interviews
- Resource Center
- Best Practice Form
- Newsletter
- Data Profiles!

Association of Clinicians for the Underserved
2016 Training

- Monthly Webinar Series
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- Video Tutorials
  - Data Profiles
- State & Regional Trainings
  - PCA Conferences
- Advisory Groups
  - PCAs, CHCs, Clinicians

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