

Provider Retention

Yakima Valley Farm
Workers Clinic

we are family

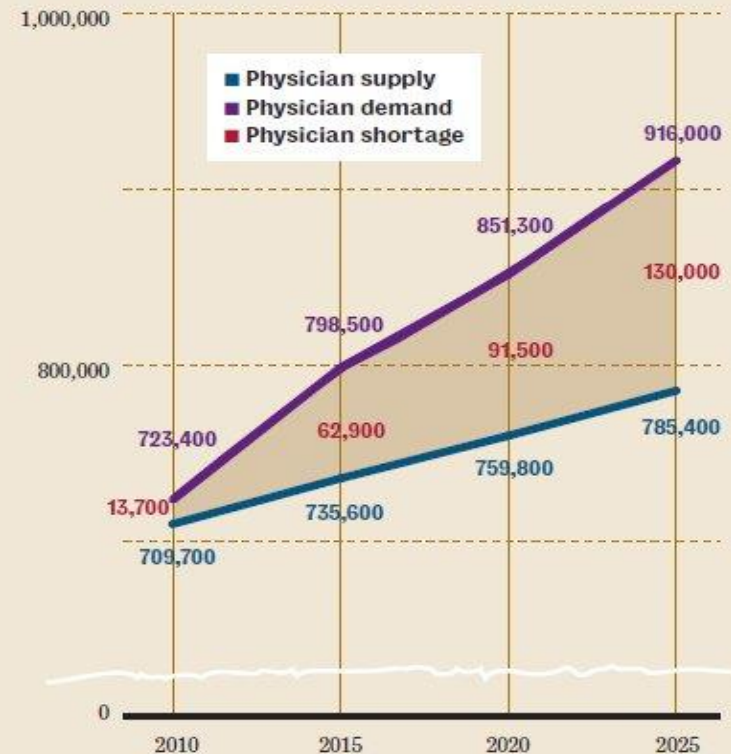


Analysis in Brief

- Growing Demand for Primary Care Providers
- High New Hire Turnover & Cost
- Morale & the Trickle Effect of Turnover
- Cumbersome Electronic Medical Record

LOOMING SHORTAGES

The Assn. of American Medical Colleges said national physician shortages will be exacerbated by the expansion of coverage under the health system reform law and an aging population. The AAMC predicts a shortage of about 45,000 primary care physicians and 46,000 surgeons and medical specialists during the next decade. Here are projections for all physicians:





Developing the Plan

- Top Down Commitment
- CMO to Lead Initiative
- 13/14 FY Corporate Goal
- Retention Committee
- Additional Resources
- Identify Trouble Spots
- Strategize and Execute



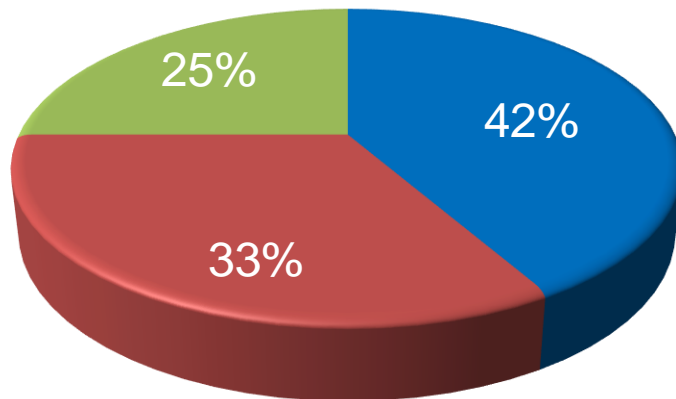


Top Turnover Factors



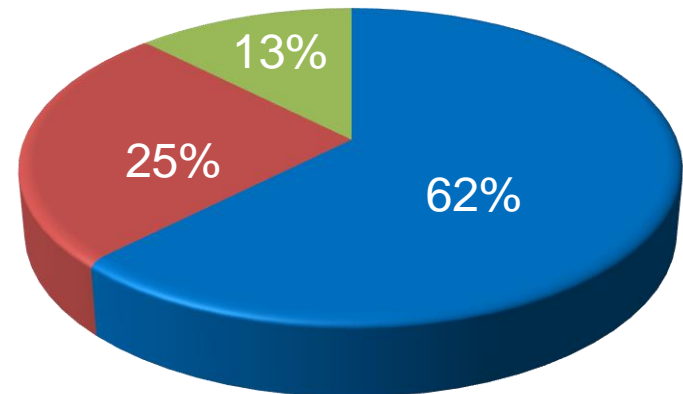
Exit Surveys

- Family Circumstances
- Workload too high
- Obstacles do not permit best work



Departure Discussions

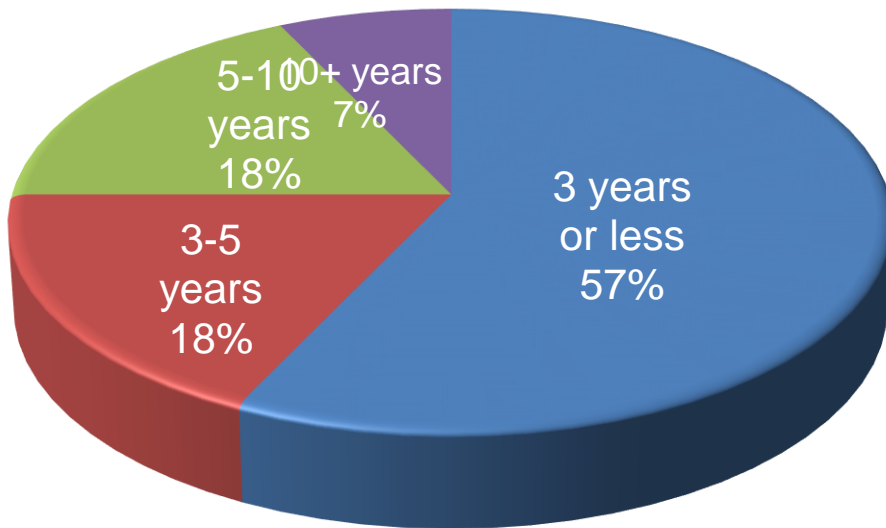
- Workload too high
- Wages
- Family Circumstances



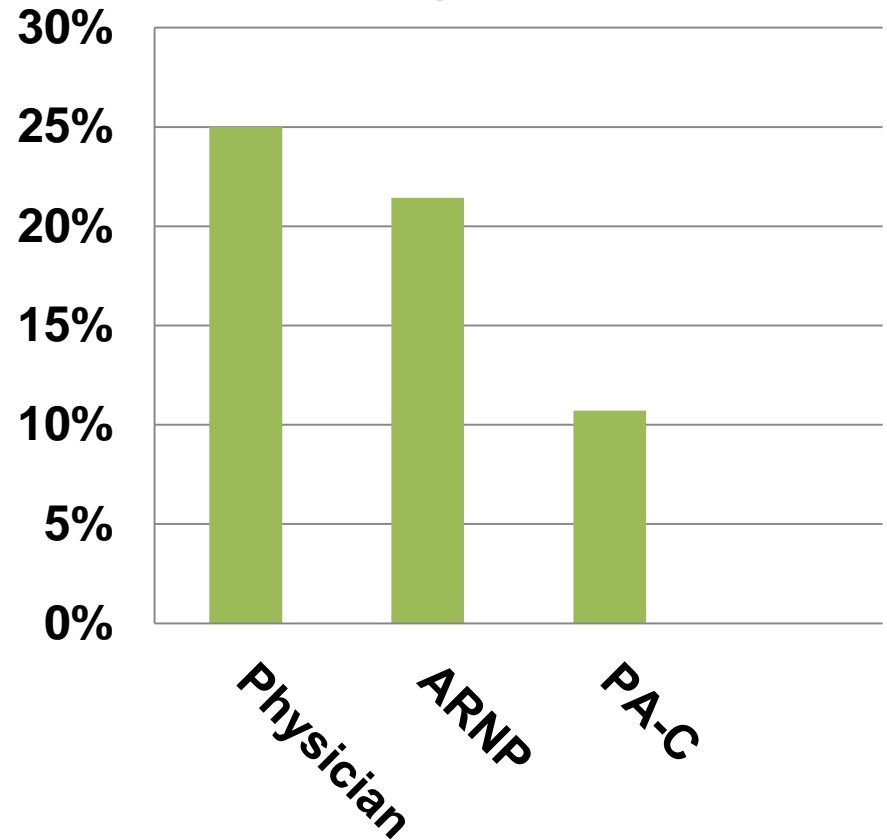


New Hire Turnover

Percentage by Tenure



Percentage by Job





Starting off Right

Onboarding Objectives

- Facilitate Smooth Integration
- Build Key Relationships
- Clearly Define Expectations
- Feedback, Coaching & Mentoring
- Accelerate Practice Success





Onboarding Toolkit

- ✓ Redesigned Orientation & 2 Week Script
- ✓ Peer Mentor Program
- ✓ Onboarding Checklists



“I’ve had multiple jobs both in and out of the medical field, and by far this has been the best orientation.” – Matthew Summers, PA-C

“I felt like everyone I met really wanted me to succeed” – Paige Atkinson, ARNP





Onboarding Toolkit

✓ Enhanced EMR Training



“The one-on-one EMR training was the most helpful” - Dr. Kathy Shaw, Physician

“EMR training was actually quite good and obviously helpful” -Dr. Blake Bond, Physician





Onboarding Toolkit

- ✓ Accelerate Practice Success
- ✓ Standardized Marketing Process



“The ability to see one patient an hour as I learn how to use the EMR and develop my personal work flow has been extremely beneficial for me” - Lauren Truxillo, PA-C

“Light patient load in the beginning to get used to the EMR, 1 full week of orientation was very helpful” – Dr. Jerry Yale, Physician





Provider Wellness

Monitor

- Engagement
- Burnout

Identify

- Flight Risk
- Departure Impact

Engage

- Empower Leaders
- Improvement Plans



Monitor

Mean Score Trend Report

I know what is expected of me at work.

I have the materials and equipment I need to do my work right.

At work, I have the opportunity to do what I do best every day.

In the last seven days, I have received recognition or praise for doing good work.

My supervisor, or someone at work, seems to care about me as a person.

There is someone at work who encourages my development.

At work, my opinions seem to count.

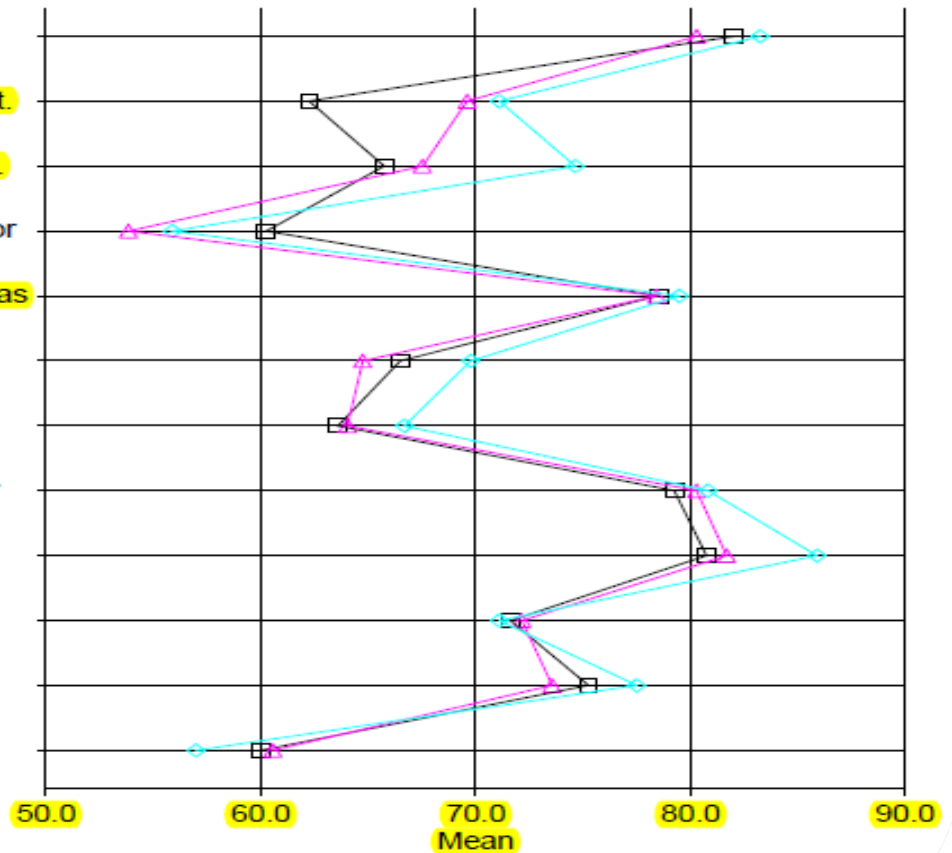
The mission or purpose of my organization makes me feel my job is important.

My co-workers are committed to doing quality work.

In the last six months, someone at work talked to me about my progress.

This last year, I have had opportunities at work to learn and grow.

I have a best friend at work.



—■— Corporate Q4 2013

—▲— Corporate Q2 2014

—◇— Corporate Q4 2014



Identify

Provider	Clinic	Likely to Stay Score	Departure Impact Score	Panel Acuity Index
<i>Provider 1</i>	<i>Clinic 1</i>	68%	90%	15.2
<i>Provider 2</i>	<i>Clinic 2</i>	71%	97%	75.5
<i>Provider 3</i>	<i>Clinic 3</i>	64%	84%	24.4
<i>Provider 4</i>	<i>Clinic 4</i>	74%	97%	21.6
<i>Provider 5</i>	<i>Clinic 5</i>	57%	98%	93.1

COLOR LEGEND

Green = Top 25%

Yellow = Middle 50%

Red = Bottom 25%



Engage

Retention Action Plan

Purpose and goals

The purpose of the action plan is to identify the provider's retention concerns and create customized corresponding improvement tactics. The form should be completed when the individual is identified as high flight risk based on provider retention survey analysis.

The goals of Provider Retention Action Plan are to:

- Discuss reason(s) that warrants the action plan (i.e. survey scores).
- Identify and document retention concerns and improvement tactics, as well as any obstacles to overcome.
- Define owner of responsibility and estimated completion date.
- To make YVFWC a better place to work; increase provider wellness and job satisfaction.



Retention Concern	Improvement Tactic	Owner	Completion Date	Obstacles to Overcome



Defining Success

Decrease in Turnover &
Locums

Improved New Hire Survey
Scores

Provider Wellness
& Job Satisfaction

Improved Provider Wellness
Survey Scores

Accelerated Time to
Productivity



The Road Ahead

1. Leadership
Accountability
2. Broadened Retention
Efforts
3. Provider Care Team
Optimization
4. Professional Growth
5. Ideal Turnover Rate?





Bottom Line

Retention Positively Impacts

- ✓ Quality of Care
- ✓ Access to Care
- ✓ Safety
- ✓ Productivity
- ✓ Continuity of Care

