

# Strategies for Provider Recruitment and Retention in Arizona

## RECRUITMENT AND RETENTION FORUM 2013 January 15<sup>th</sup> and 16<sup>th</sup>, 2013

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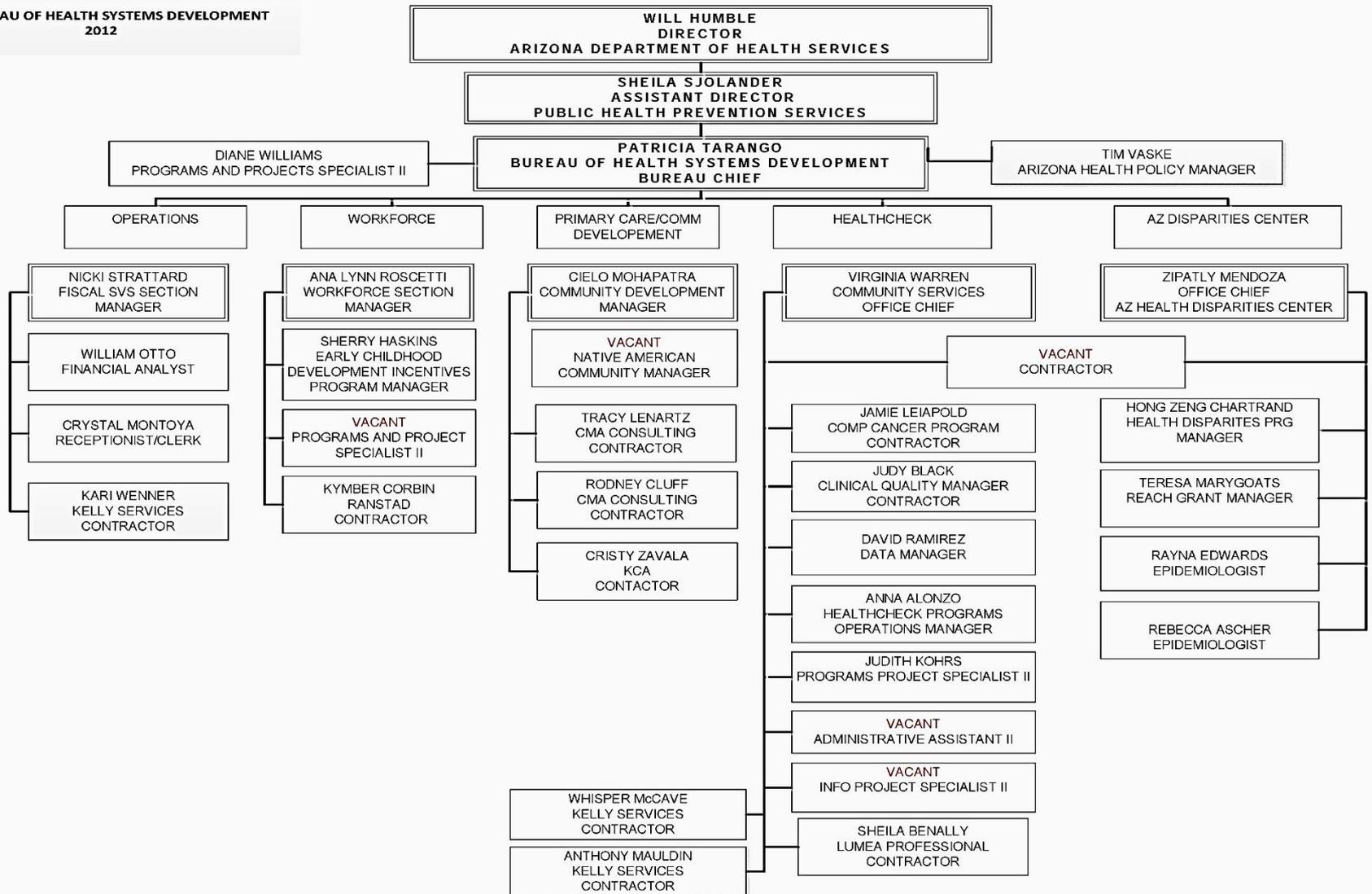
*Health and Wellness for all Arizonans*



# Learning Objectives

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1. Differentiate the different workforce programs that can be utilized as incentives for provider recruitment;
2. Understand ADHS' efforts for provider outreach; and
3. Gain feedback on factors identified as influential or contributing to satisfaction to the providers' practice in medically underserved areas.



# Workforce Programs

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## Objectives

- To improve the accessibility of health care for underserved areas and populations in Arizona
- To incentivize primary medical, dental, mental health and early childhood therapy providers who agree to serve in medically underserved areas by providing loan repayment, stipend, or in-kind support
- To encourage retention of healthcare professionals in those areas of need

# Workforce Programs

- **National Health Service Corps (NHSC) Loan Repayment Program**

- Eligible Primary Care Disciplines: MD/DOs, dentists, midlevel providers, dental hygienists, behavioral/mental health providers
- Up to \$60K of tax-free loan repayment in exchange for an initial 2 years of service in a health professional shortage area (HPSA)
- Yearly extensions until all student loans are paid off
- [www.nhsc.hrsa.gov](http://www.nhsc.hrsa.gov)

- **Arizona Loan Repayment Programs (ALRP)**

- Eligible Primary Care Disciplines: MD/DOs, Dentists, midlevel providers
- Up to \$40K of tax-free loan repayment in exchange for an initial 2 years of service in a health professional shortage area (HPSA)
- Two yearly extensions
- [http://www.azdhs.gov/hsd/az\\_loan\\_repayment.htm](http://www.azdhs.gov/hsd/az_loan_repayment.htm)

# Workforce Programs

- **J-1 Visa Waiver Program (for foreign physicians with J1 Visas)**
  - ADHS provides a waiver on behalf of the foreign physician's requirement to return to his home country after residency training in exchange for a 3 year service in a medically underserved area (MUA).
  - [http://www.azdhs.gov/hsd/visa\\_waiver.htm](http://www.azdhs.gov/hsd/visa_waiver.htm)
- **National Interest Waiver Program (for foreign physician participants of the AZ J1 Visa Waiver Program only)**
  - ADHS provides an attestation letter that the provider's work is in the public interest in exchange for an additional two year service in addition to the J1 service obligation in a medically underserved area (MUA) for a total commitment of 5 years.
  - <http://www.azdhs.gov/hsd/nationalinterestwaiver.htm>
- **First Things First Early Childhood Therapist Incentives Programs (Loan Repayment/Stipend)**
  - Eligible Disciplines: Speech Language Pathologists, Physical/Occupational Therapists, Child Psychologists, Mental Health Specialists serving children birth through age 5
  - Up to \$35K of loan repayment and \$19K of stipends in exchange for a two year service in specific Arizona regions
  - [www.ftfincentives.com](http://www.ftfincentives.com)

# Workforce Programs

## Programs - FY 2013

### Total Obligated = 370 clinicians

- 13 providers funded through the Arizona Loan Repayment Programs
- 78 providers supported through the J-1 Visa Waiver Program (includes 2 in NIW)
- 249 providers obligated with the National Health Service Corps
- 30 providers funded through Early Childhood Incentives Program (FTF)

### Total Practice Sites = 500 sites



# Provider Outreach

## Retention and Evaluation (REA) Grant

- Grant from US Department of Health and Human Services (DHHS), Health Resources and Services Administration (HRSA) for \$240,000 for retention and evaluation activities under the American Recovery and Reinvestment Act (ARRA)
- Supplemental funding for the Arizona Primary Care Cooperative Agreement funding
- Project Period – Sept. 30 , 2011 to Sept. 29, 2013
- Target Group: ARRA-funded National Health Service Corps Clinicians and Scholars

# Provider Outreach

## Retention Grant Objectives

- I. Retain NHSC scholars in medically underserved areas.
- II. Improve the retention rate of NHSC loan repayment clinicians in medically underserved areas.
- III. Improve clinician retention by providing ongoing technical assistance to clinical sites with NHSC clinicians.
- IV. Evaluate the impact of AZ PCO's retention strategies in retaining NHSC scholars and loan repayment providers in medically underserved areas throughout Arizona.

Note:

**Retention** *defined as clinicians serving in medically underserved areas beyond their initial two years of NHSC obligation*

# Provider Outreach

## A. Retain NHSC scholars in medically underserved areas

1. Partnership with the Arizona Association of Community Health Center (AACHC)
  - Outreach and Enrollment (SEARCH)
  - Participant Surveys (Pre and Post)
  - Mentorship
2. Assessment of area population to provider ratio for Health Professional Shortage Area Designation (HPSA)

Required a phone survey of approximately 7,500 physicians (92% response rate), 3,400 dentists (92% response rate), and 300 (88% response rate) psychiatrists in Arizona in order to assess population to provider ratio accurately.

# Provider Outreach

## B. Improve the retention rate of NHSC loan repayment clinicians in medically underserved areas

1. Pre Survey and Satisfaction Survey
2. Digital Newsletter, *Arizona Healthcare Connection*
  - Opt-in registration required to receive regular ADHS newsletters
3. Timely NHSC site certification and recertification  
**FY 2012 - 137 NHSC site applications**
  - 80% processed within the required 14-day timeframe
  - 100 were approved by NHSC
  - 37 were rejected by NHSC
4. Continuing Education Offerings
5. Technical Assistance (Clinicians and Sites)
  - PCO Staff Cross Training of Program Eligibility and Requirements

# Provider Outreach

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## **C. Improve clinician retention by providing ongoing technical assistance to clinical sites with NHSC clinicians**

1. Site visits to ensure ongoing compliance with NHSC requirements
2. Recruitment and Retention Training (completed on October 5, 2012)
3. Recruitment and Retention Forum (January 15-16, 2013)

# Provider Outreach

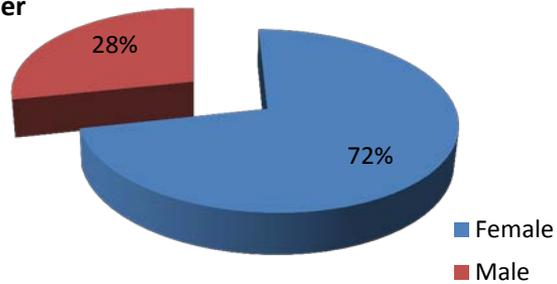
## Pre-survey

- Launched using Survey Monkey on February 8, 2012
- Collect information about the following:
  - ❖ Demographics
  - ❖ Practice Site Information
  - ❖ Influential factors for provider's current or future practice (Personal, Professional, Financial, Community)
  - ❖ Probability of practice in an underserved area
  - ❖ Topics of Interest for Continuing Education Offerings
- Sent out to a total of 335 NHSC clinicians and scholars
- Response rate as of January 2013 - 22% (75/335)

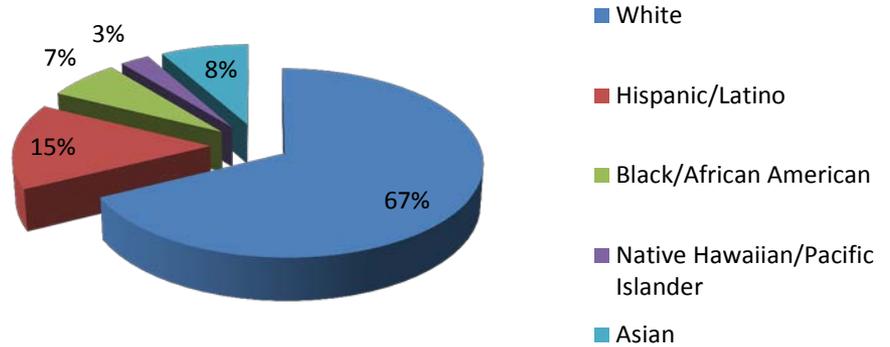
# Provider Outreach

## Results – Pre-Survey

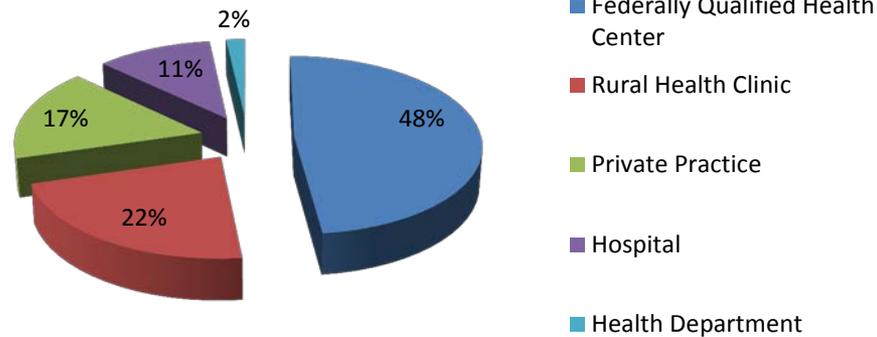
Gender



Ethnicity

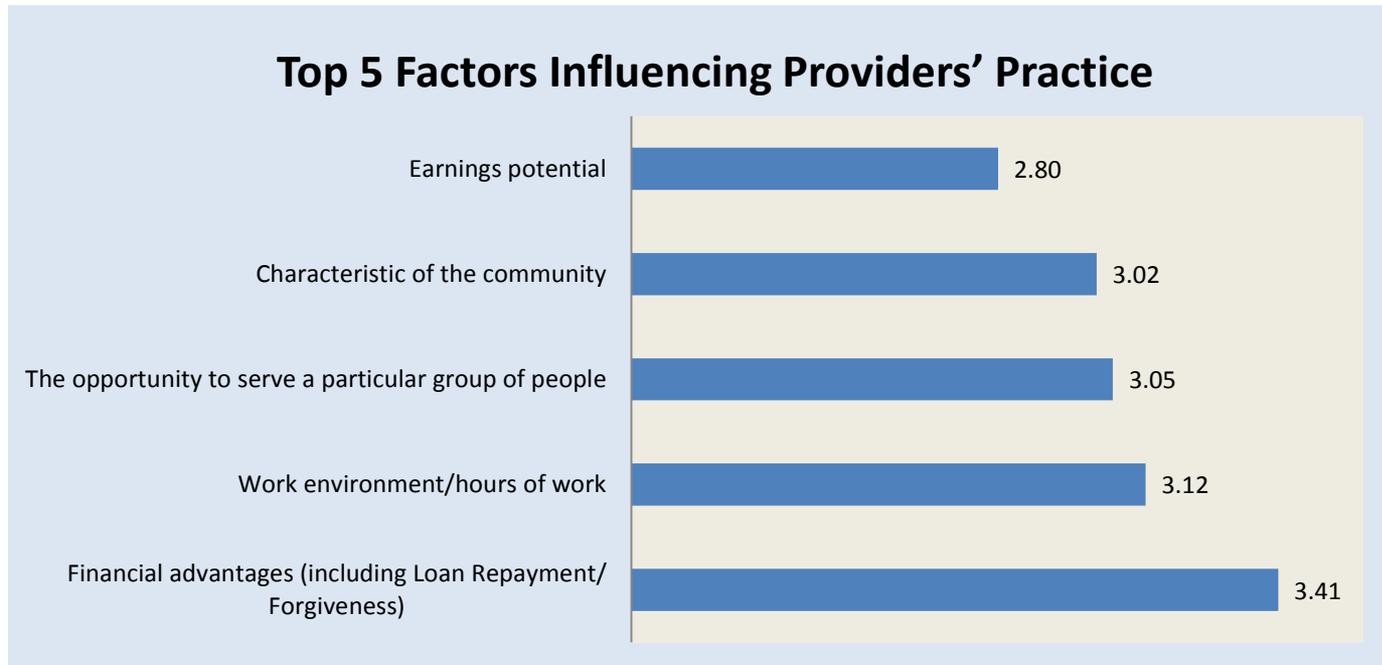


Practice Type



# Provider Outreach

Results – Pre-Survey (1 = Not Important, 4 = Very Important )



# Provider Outreach

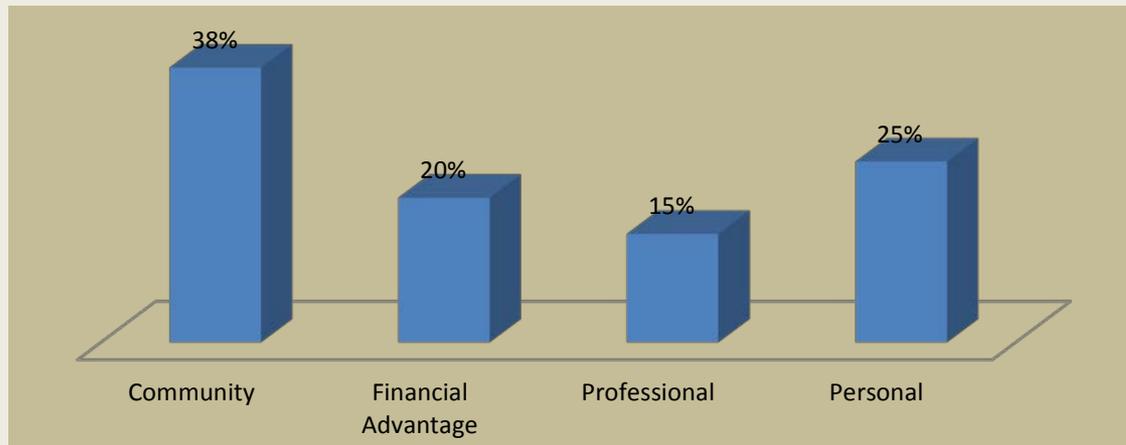
## Results – Pre-Survey

Rank	Top 5 Factors Influencing Providers' Practice	Rating Average
1	Financial advantages (including Loan Repayment/ Forgiveness)	3.41
2	Work environment/hours of work	3.12
3	The opportunity to serve a particular group of people	3.05
4	Characteristic of the community	3.02
5	Earnings potential	2.80
6	Best professional opportunity available	2.72
7	Availability of community resources	2.18
	Recreation	2.74
	Community support	2.61
	Schools	2.38
	Transportation	2.16
	Employment for family members	2.14
8	Professional contacts	2.13
9	Availability of adequate hospital facilities	2.11
10	Close proximity to family	2.08
11	Personal ties in the community	2.04
12	Influence of spouse	2.00
13	Recruited by colleagues	1.74
14	Location of residency	1.67
15	Grew up in the area	1.29
16	Previous training experience provided by the SEARCH Program	1.07
17	Location of military service	0.81

# Provider Outreach

## Results – Pre-Survey

Single Most Important Factor Influencing Practice  
(N = 59)



# Provider Outreach

	Single Most Important Factor That Influenced Practice (N = 59)	%
Community	Availability of community resources	38%
	Community Support	
	Employment for family members	
	Recreation	
	Schools	
	Environment	
	Transportation (roads)	
	Been working in the community for over 20 years	
	Serving NHSC Scholar obligation	
	Career potential	
Professional Support/Professional Growth	Best professional opportunity available	15%
	Type of work and stability	
	Location of Residency	
	Recruitment by peers	
	Supportive collegial work environment	
	Integrity of Management	
	Work environment	
	Close to Home	
	Family ties	
	Grew up in the area	
Personal	Only job that got back to me	15%
	Opportunity to serve a particular group of people	
	Service to the underserved community	
	Spousal influence	
	Financial advantage	
	Loan Repayment	
Financial	Salary	20%
		100%

# Provider Outreach

## Results – Pre-Survey

Ranking	Preference for CME Topics	Average Response
1	Evidenced-based models of care	3.09
2	Service Commitment and Incentives to Practice in Medically Underserved Areas	2.97
3	Chronic Disease Self Management Trainings	2.81
4	Cultural Competency	2.66
	Integrated Primary Care/Behavioral Health	2.66
5	Electronic Health Record	2.63
6	Clinical/Administrative Policy Development and Implementation	2.22
7	Centers for Medicare/Medicaid Reimbursement	2.18
8	Patient-centered medical home	2.07

# Provider Outreach

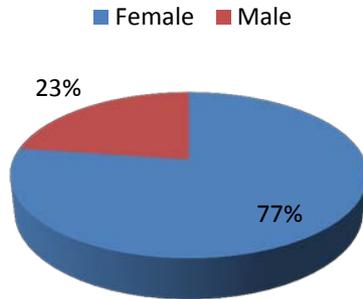
## Satisfaction Survey

- Launched using Survey Monkey on February 8, 2012
- Collected Information:
  - ❖ Demographics
  - ❖ Practice Site Information
  - ❖ Satisfaction Level (Knowledge and Work Experience)
  - ❖ Top Three Things Contributing to Satisfaction
  - ❖ Top Three Things Contributing to Success in Completing Service Commitment
  - ❖ Future Professional Goals/Probability of Future Practice
- Sent out to a total of 261 NHSC clinicians who have finished or will finish their 2 year obligation between Sept. 30, 2011 and March 31, 2013.
- Response rate as of January 2013 - 35% (91/261)

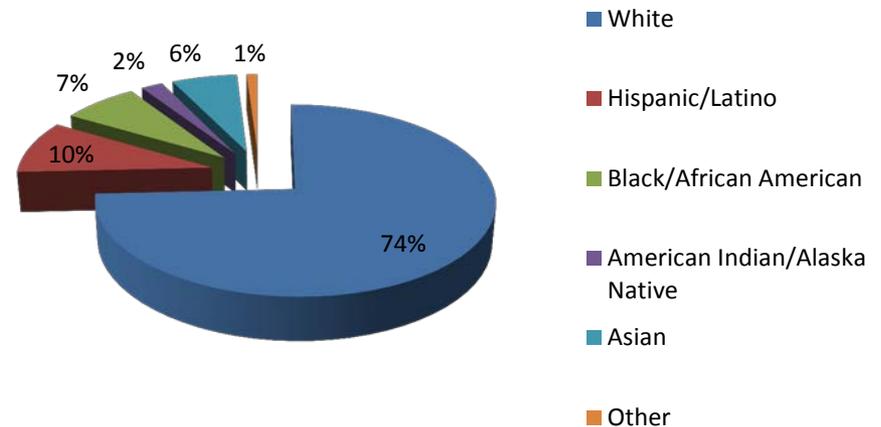
# Provider Outreach

## Results – Satisfaction Survey

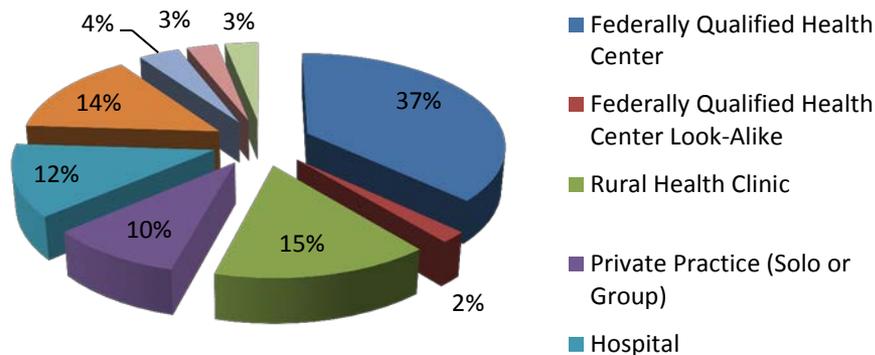
### Gender



### Ethnicity



### Practice Type



# Provider Outreach

## Results – Satisfaction Survey

Ranking	Satisfaction with <b>Knowledge Gained</b> While Serving Commitment	Rating Average
1	Understanding of “at risk” persons, communities or those that have special needs	4.43
2	Gaining perspective and experience in serving medically underserved populations to help guide my future decision to continue serving such populations	4.40
3	Understanding the impact of my services in the health outcomes of the communities I served	4.38
4	Developing comfort in serving patients of different cultures and economic backgrounds	4.33
	Understanding my role as a provider in bridging the gap in access to health services	4.33
5	Becoming more knowledgeable in serving patients of different cultures and economic backgrounds	4.31
6	Understanding the roles of other health professionals serving similar populations	4.30
7	Knowledge about other community resources where I can refer patients for additional primary care or specialized services	4.12
8	Knowledge about other public and private institutions that provide services to the community	4.10

# Provider Outreach

## Results – Satisfaction Survey

Ranking	Satisfaction with <b>Work Experience</b> While Serving Commitment	Rating Average
1	Fulfillment of providing <b>community service and making a difference in the lives of others</b>	4.50
2	Overall experience <b>working with underserved populations</b>	4.44
3	Work <b>relationship with staff members</b>	4.36
4	Overall experience <b>working in the setting I was working at</b>	4.15
5	Overall <b>engagement in center operations and community events</b>	4.12
6	Professional and personal <b>support I received from my employer</b>	3.93
	Being treated with <b>respect and dignity</b>	3.93
7	Being listened to and feeling validated for the concerns I raised	3.74
8	Day-to-day administrative support to alleviate my workload	3.56
9	Timely response/resolutions to issues and concerns by Management	3.52

# Provider Outreach

## Results – Satisfaction Survey

### Ranking    Top Three Things That Provided the Greatest Satisfaction While Serving NHSC

- |   |                                     |
|---|-------------------------------------|
| 1 | Understanding the Impact of Service |
| 2 | Professional Learning/Growth        |
| 3 | Peer/Staff/Coworker Support         |

### Top Three Things That Contributed to Success in Completing NHSC Obligation

- |   |                                   |
|---|-----------------------------------|
| 1 | Staff/Coworker/Supervisor Support |
| 2 | Personal/Personal Commitment      |
| 3 | Employer Support                  |
| 3 | Patients                          |

# Provider Outreach

## Results – Satisfaction Survey

Probability of Future Practice After NHSC Obligation		
Ranking	Practice Type	Rating Average
1	Community Health Centers	3.15
2	Public or Non-Profit Clinic	3.11
3	Underserved/Rural Arizona	3.00
4	Underserved/Urban Arizona	2.78
5	Underserved Out-of-State	2.12

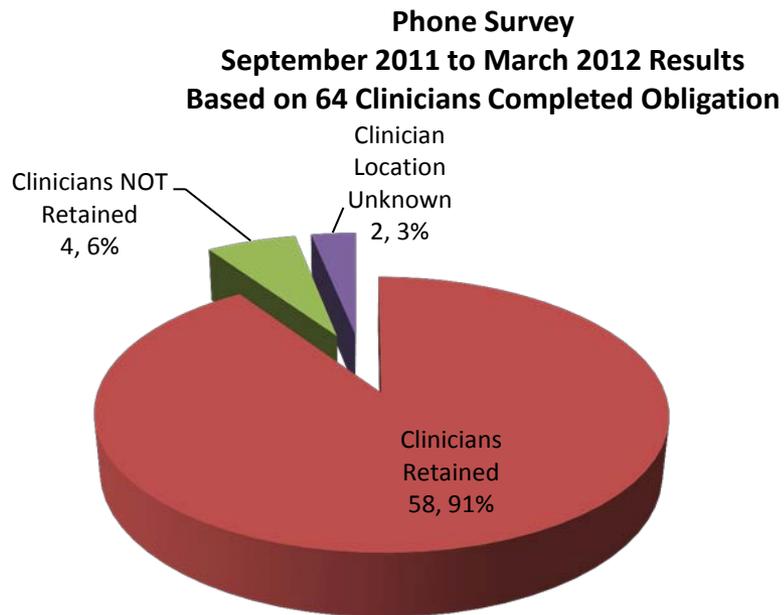
**Do you feel connected to the community in which you served?**

**Yes = 91%**

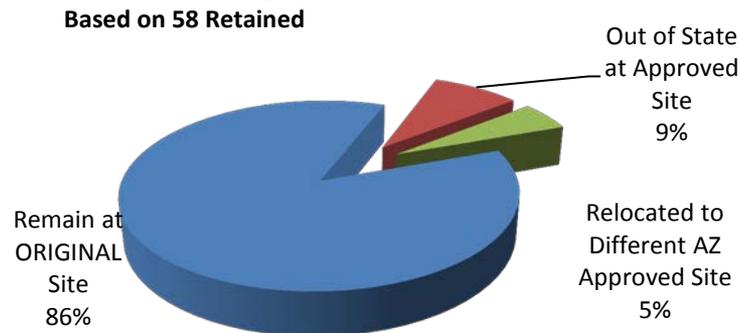
**No = 9%**

# Provider Outreach

## Phone Survey – Retention Rate

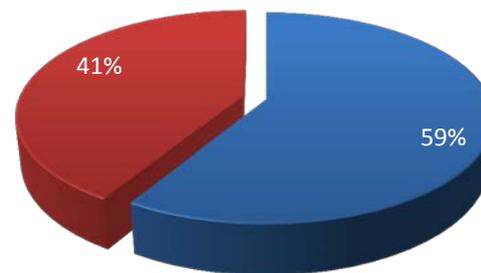


## Where are They Now?



## Based on 58 Clinicians Retained

■ Retained in Rural Areas ■ Retained in Urban Areas



# Provider Outreach

Newsletter Opt-in:

(<http://www.azdhs.gov/hsd/newsletters/az-healthcare-connection/index.htm>)

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## Bureau of Health Systems Development Arizona Healthcare Connection



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Volume 1, Issue 2

### Table of Contents

[Story of Commitment](#)

[Arizona Department of Health Services – Programs in Profile](#)

[Community Resources](#)

[Trauma Informed Care](#)

[Arizona's Communities in Need](#)

[Data and Statistics](#)

[Emergency Preparedness](#)

[Continuing Medical Education](#)

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feedback & support



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azdhs.gov

# Provider Outreach

## Newsletter

- Signed 569 subscribers from 69 at initial launch in February 2012
- Continue to send opt-in invites (target = 600 contacts)



← Target



# Questions

Thank You