

## 2015 Survey of Health Care Employers in Arizona: Community Health Centers

Conducted for St. Luke's Health Initiatives by the UCSF Philip R. Lee Institute for Health Policy Studies

Please contact Lela Chu for any technical issues at (415) 476-9230 or [Lela.Chu@ucsf.edu](mailto:Lela.Chu@ucsf.edu)

Please email completed survey to [Lela.Chu@ucsf.edu](mailto:Lela.Chu@ucsf.edu) or fax to: (415) 476-0705

You also may complete the survey online, by going to: <http://rnworkforce.ucsf.edu/AZClinics>

Directions: Please fill in the numbers or check the categories that most accurately reflect your response to each item or question. If the information requested is not readily available from your organization's record-keeping system, please estimate. Please skip questions that don't apply.

### CONTACT INFORMATION

1. Contact information (for clarification purposes only, will NOT be reported):

Name of person completing this survey: \_\_\_\_\_

Title of person completing this survey: \_\_\_\_\_

Name of Organization: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City: \_\_\_\_\_

Zip: \_\_\_\_\_

E-mail address of contact: \_\_\_\_\_

Telephone number: \_\_\_\_\_

### ORGANIZATION

2. Are you reporting data for more than one facility (for example, multiple campuses, healthcare system)?

Yes      No

3. Please list the facility (or facilities) for which you are reporting and select the facility type from the following:

**Facility type codes:**

- |   |                          |
|---|--------------------------|
| 1. Primary care clinic                            | 4. Specialty care clinic |
| 2. Behavioral health clinic                       | 5. Dental clinic         |
| 3. Chemical dependency center                     | 6. Dialysis              |
| 7. Other type of facility (Please specify): _____ |                          |

Name	City/Town	Type of facility (Facility type code from above)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

If you need additional space, please attach additional sheets of paper.

4. What departments are included in the data you are reporting?

**(Please check all that apply)**

- |                     |                                    |
|---------------------|------------------------------------|
| Primary care        | Specialty care                     |
| Behavioral health   | Dialysis                           |
| Chemical dependency | Home health services               |
| Laboratory          | Radiology                          |
| Dental care         | Other (Please specify all others): |
|                     | _____                              |

**EMPLOYMENT, TURNOVER, AND VACANCIES**

5. How does your organization define “full time”? \_\_\_\_\_ hours per week

5a. For each of the positions listed, please report the total number of full-time and part-time employees, and the total number of full-time and part-time vacancies as of May 1, 2015.

	Number of employees full-time on 5/1/15	Number of employees part-time on 5/1/15	Number of vacancies full-time on 5/1/15	Number of vacancies part-time on 5/1/15	Does not apply
Physicians – family medicine					
Physicians – internal medicine					
Physicians – pediatrics					
Physicians – obstetrics / gynecology					
Physicians – geriatrics					
Physicians – psychiatry					
Physicians – other					
Psychologists					
Registered Nurses (RN)					
Nurse Practitioners (NP)					
Nurse Midwives (CNM)					
Clinical Nurse Specialists (CNS)					
Physicians Assistants (PA)					
Licensed Vocational Nurses (LVN)					
Certified nursing assistants					
Medical Assistants					
Home health / personal care aides					
Community Health Workers					
Social Workers (LCSW)					
Promotoras					
Care Coordinators					
Care Navigators					
Coders					
Laboratory Technologists / Technicians					
Radiology Technologists					
Pharmacists					
Pharmacy Technicians					
Physical Therapists					
Physical Therapy Assistants					
Occupational Therapists					
Occupational Therapy Assistants					
Respiratory Therapists					
Speech therapists					

6. How would you describe the labor market in your area for each of these occupations, **at the present time?**  
**(An estimate is fine)**

	Perception of Labor Market					
	High demand: Difficult to fill positions	Some difficulty filling positions	Demand is in balance with supply	Demand is less than supply	Demand is much less than supply	Does not apply
Physicians – family medicine						
Physicians – internal medicine						
Physicians – pediatrics						
Physicians – obstetrics / gynecology						
Physicians – geriatrics						
Physicians - psychiatry						
Physicians - other						
Psychologists						
Registered Nurses (RN)						
Nurse Practitioners (NP)						
Nurse Midwives (CNM)						
Clinical Nurse Specialists (CNS)						
Licensed Vocational Nurses (LVN)						
Certified nursing assistants						
Physicians Assistants (PA)						
Medical Assistants						
Home health / personal care aides						
Community Health Workers						
Social Workers (LCSW)						
Promotoras						
Care Coordinators						
Care Navigators						
Coders						
Laboratory Technologists / Technicians						
Radiology Technologists						
Pharmacists						
Pharmacy Technicians						
Physical Therapists						
Physical Therapy Assistants						
Occupational Therapists						
Occupational Therapy Assistants						
Respiratory Therapists						
Speech therapists						

**CHANGES OVER THE PAST YEAR**

7. Has your employment of each of the following changed **in the past year?** (An estimate is fine)

	Decreased employment	No change	Increased employment	Does not apply
Physicians – family medicine				
Physicians – internal medicine				
Physicians – pediatrics				
Physicians – obstetrics / gynecology				
Physicians – geriatrics				
Physicians - psychiatry				
Physicians - other				
Psychologists				
Registered Nurses (RN)				
Nurse Practitioners (NP)				
Nurse Midwives (CNM)				
Clinical Nurse Specialists (CNS)				
Licensed Vocational Nurses (LVN)				
Certified nursing assistants				
Physicians Assistants (PA)				
Medical Assistants				
Home health / personal care aides				
Community Health Workers				
Social Workers (LCSW)				
Promotoras				
Care Coordinators				
Care Navigators				
Coders				
Laboratory Technologists / Technicians				
Radiology Technologists				
Pharmacists				
Pharmacy Technicians				
Physical Therapists				
Physical Therapy Assistants				
Occupational Therapists				
Occupational Therapy Assistants				
Respiratory Therapists				
Speech therapists				

8. Have you experienced any of the following **in the past year** (May 1, 2014 to April 30, 2015)?

**(Please check all that apply)**

Hiring freeze

Reduction in patient volume

Increase in patient volume

Budget constraints

Increase in range of services offered

Decrease in facility size

Increase in facility size

Decrease in use of contract staff

Increase in use of contract staff

Current staff working more shifts

Current staff working fewer shifts

Current staff converting from part-time to full-time positions

Current staff converting from full-time to part-time positions

Less turnover/greater retention of staff

More turnover/less retention of staff

Fewer staff retiring than expected

More staff retiring than expected

More foreign recruitment

Less foreign recruitment

Decreased patient acuity

Increased patient acuity

Other (Please specify): \_\_\_\_\_

9. Have you created new job classifications **in the past year**? (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

Yes      No

9a. If yes, please check all new job classifications created in the past year:

Case manager

Health coach

Care coordinator

Promotora

Care navigator

Informaticist

Clinical documentation specialist

Other (Please specify): \_\_\_\_\_

9b. Please describe some of the challenges of hiring or moving staff into these new roles?

**HIRING EXPECTATIONS**

**10.** What are your expectations for employment over the next 3 years?

	Decrease in employment	No change	Increase in employment	Does not apply
Physicians – family medicine				
Physicians – internal medicine				
Physicians – pediatrics				
Physicians – obstetrics / gynecology				
Physicians – geriatrics				
Physicians - psychiatry				
Physicians - other				
Psychologists				
Registered Nurses (RN)				
Nurse Practitioners (NP)				
Nurse Midwives (CNM)				
Clinical Nurse Specialists (CNS)				
Licensed Vocational Nurses (LVN)				
Certified nursing assistants				
Physicians Assistants (PA)				
Medical Assistants				
Home health / personal care aides				
Community Health Workers				
Social Workers (LCSW)				
Promotoras				
Care Coordinators				
Care Navigators				
Coders				
Laboratory Technologists / Technicians				
Radiology Technologists				
Pharmacists				
Pharmacy Technicians				
Physical Therapists				
Physical Therapy Assistants				
Occupational Therapists				
Occupational Therapy Assistants				
Respiratory Therapists				
Speech therapists				

**11. If you expect employment to change over the next three years, please indicate the reasons for your expectations. (Please check all that apply)**

- Hiring freeze
- Reduction in patient volume
- Budget constraints
- Decrease in facility size
- Decrease in use of contract staff
- Current staff working more shifts
- Current staff converting from part-time to full-time positions
- Less turnover/greater retention of staff
- Fewer staff retiring than expected
- More foreign recruitment
- Decreased patient acuity
- Other (Please specify): \_\_\_\_\_
- Increase in patient volume
- Increase in range of services offered
- Increase in facility size
- Increase in use of contract staff
- Current staff working fewer shifts
- Current staff converting from full-time to part-time positions
- More turnover/less retention of staff
- More staff retiring than expected
- Less foreign recruitment
- Increased patient acuity

**12. For each of the following, please indicate how concerned you are regarding its impact on the adequacy of your clinic's workforce.**

	Not at all concerned	Slightly concerned	Somewhat concerned	Moderately concerned	Extremely concerned
a. Aging healthcare workforce within facility					
b. Population growth in region					
c. Population aging in region					
d. Cultural diversity					
e. Linguistic capabilities					
f. Impact of the expansion in health insurance coverage					
g. Impact of potential state budget cuts to Medicaid					
h. Staff leaves of absence					
i. Disability accommodations and/or physical limitations of staff					
j. Behavioral health needs of patients					
k. Reimbursement levels dropping					
l. Increasing desire of workers to be on a part-time schedule					
m. Changing employment goals of new workers (e.g., Millennials)					

13. Please list the three positions that have the highest percentage of staff that may retire in the next 3 years?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

14. Do you anticipate creating new job classifications **in the next two years?** (e.g., new case management roles, new care coordination roles, new type of specialized care, etc.)

Yes      No

14a. If yes, please check all new job classifications you expect to create in the next two years:

Case manager

Health coach

Care coordinator

Promotora

Care navigator

Informaticist

Clinical documentation specialist

Other (Please specify): \_\_\_\_\_

14b. What strategies do you plan to use to hire or move workers into these new roles?

### TRAINING PROGRAMS AND INCENTIVES

15. What support does staff receive while working toward a degree or certification (if any)?  
**(Please check all that apply)**

Tuition reimbursement

Paid time off for coursework

Approved use of unpaid time off for coursework

None

Other (Please specify): \_\_\_\_\_

16. If you offer tuition reimbursement, what is the maximum benefit paid **per year, and per completed program?**

\$\_\_\_\_\_ maximum per year

\$\_\_\_\_\_ maximum per completed program

17. Describe the most important competency gaps you encounter.

Occupation	Competency gap

**NURSE EMPLOYMENT AND HIRING QUESTIONS**

THE FOLLOWING QUESTIONS IN THE SURVEY WILL FOCUS ON NURSE EMPLOYMENT AND HIRING

18. Which of these are **requirements** for an RN to be hired into your **general staff nursing** positions at your clinic?  
**(Please check all that apply)**

Minimum experience as an RN \_\_\_\_\_ # of months required

Minimum experience in primary care / ambulatory care \_\_\_\_\_ # of months required

Baccalaureate degree or higher required

Second language required

Which languages? \_\_\_\_\_

Other requirements for employment (Please specify):

\_\_\_\_\_

No specific requirements to be hired

19. Which of these are **preferences** for an RN to be hired into a general staff nursing position at your clinic?  
**(Please check all that apply)**

Baccalaureate degree or higher preferred

Second language preferred

Which languages? \_\_\_\_\_

20. What percentage of your currently employed RNs have a BSN? \_\_\_\_\_%

21. Do you have a goal percentage of BSN-prepared nurses in 3 years?

Yes      No

If yes, goal percent BSN: \_\_\_\_\_%

22. Does your clinic require new hires who have an AD or diploma to complete a BSN in a specified time period?

Yes      No

If yes, how much time do they have to complete the BSN? \_\_\_\_\_ years

23. Are RNs who do not have a BSN limited from being promoted beyond staff nurse positions?

Yes      No

24. Does your organization differentiate RN salaries based on the type of nursing degree held?

Yes      No

25. Does your organization differentiate RN salaries based on whether RNs have advanced certifications, such as in critical care, oncology, peri-operative, etc.)?

Yes      No

26. Do you have an internship/formal residency/training program for newly graduated RNs who are **not guaranteed to be hired?** (Do not include normal orientation programs for newly-hired RNs).

Yes      No

If yes, describe your internship/residency/training program for newly graduated RNs:

a. Length of program \_\_\_\_\_ weeks

b. Capacity of program: # of RNs: \_\_\_\_\_ Frequency: \_\_\_\_\_ # of times per year

c. Is your internship/residency/training program:

Externally contracted (working with a vendor)

Internally developed (home-grown)

Partnership with a school of nursing

d. Is this program paid?

Yes      No

e. What percentage of graduates of your program did you hire last year? \_\_\_\_\_%

27. Do you have an orientation/onboarding program for newly-hired RNs?

Yes      No

If yes, length of program: \_\_\_\_\_ weeks

**Thank you for your time and expertise.**

We appreciate your participation and will be alerting you as reports based on these data become available.

If you have other comments or thoughts about the health workforce in your region or across the state, we encourage you to share them with us.

Comments: