

NHSC Site Dictionary

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NHSC Site Retention Assessment Questionnaire: Instructions

Public Burden Statment: An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number. The OMB control number for this project is XXXX-XXXX. Public burden for this collection of information is estimated to average 60 minutes per response, including the time for reviewing instructions, searching existing data sources, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: HRSA Reports Clearance Officer, 5600 Fishers Lane, Room 10-33, Rockville, MD 20857

Anonymity: All information provided will be handled anonymously and reported to the NHSC in aggregate.

In all questions that ask about "**your site**," please provide information solely about the **[insert name of single service site/clinic from BMISS]**, even if your organization has multiple sites with NHSC clinicians.

In all questions that ask about "**your organization**," please respond about the resources and systems of **your site's broader organization**, i.e., those of any central office and available to multiple clinical sites.

General Site Information

1. Where is your site located?

- Select
- Alabama
- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- District Of Columbia
- Florida
- Georgia
- Hawaii
- Idaho
- Illinois

- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- Maine
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi
- Missouri
- Montana
- Nebraska
- Nevada
- New Hampshire
- New Jersey
- New Mexico
- New York
- North Carolina
- North Dakota
- Ohio
- Oklahoma
- Oregon
- Pacific Islands
- Pennsylvania
- Puerto Rico
- Rhode Island
- South Carolina
- South Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming

ZIP Code:

County:

State:

2. Please select your site's type below (indicate single best choice):

- Federally Qualified Health Center
- School-based
- Federally Qualified Health Center Look-Alike
- Mobile Unit

- Rural Health Clinic
- Hospital Affiliated Site
- Indian Health Service
- Correctional Facility
- Critical Access Hospital

- Community Mental & Behavioral Health Clinic
- Free Clinic
- Private Practice
- Other - *Please specify:*

3. What is your job title? (*indicate single best choice*)

- Executive Director/CEO
- Clinic Director or Manager
- Personnel Director
- Chief Financial Officer
- Clinical Director
- Medical Director
- Director of Nursing
- Human Resources Director

- Other - *Please specify:*

4. How long has your site been in existence?

- | | |
|-------------------------------------|--------------------------------------|
| <input type="checkbox"/> < 1 year | <input type="checkbox"/> 11-20 years |
| <input type="checkbox"/> 1-3 years | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 4-6 years | <input type="checkbox"/> > 30 years |
| <input type="checkbox"/> 7-10 years | |

- Select a Year**
- I don't know**
- 2012**
- 2011**
- 2010**
- 2009**
- 2008**
- 2007**
- 2006**
- 2005**
- 2004**
- 2003**
- 2002**
- 2001**
- 2000**
- 1999**
- 1998**
- 1997**
- 1996**
- 1995**
- 1994**
- 1993**
- 1992**
- 1991**
- 1990**
- 1989**
- 1988**
- 1987**
- 1986**
- 1985**
- Prior to 1985**

5. In about what year did your site hire its first NHSC Clinician?

5. How many NHSC and non-NHSC clinicians of each of the following disciplines currently work at your site?

(enter a number in each column on each line; leave blank if there are none)

	Number of NHSC Clinicians	Number of non-NHSC Clinicians
a. Physicians (MD and DO; including psychiatrists)	<input type="text"/>	<input type="text"/>
b. Physician Assistants	<input type="text"/>	<input type="text"/>
c. Nurse Practitioners	<input type="text"/>	<input type="text"/>

d. Nurse Midwives	<input type="text"/>	<input type="text"/>
e. Dentists	<input type="text"/>	<input type="text"/>
f. Dental Hygienists	<input type="text"/>	<input type="text"/>
g. Behavioral and Mental Health (all disciplines except psychiatrists)	<input type="text"/>	<input type="text"/>
h. Registered Nurses	<input type="text"/>	<input type="text"/>
i. Pharmacists	<input type="text"/>	<input type="text"/>
j. Other clinicians. (Please specify: <input type="text"/>)	<input type="text"/>	<input type="text"/>

Your Site's Retention Experiences and Efforts

7. Do you have a dedicated person on staff at your site or your organization responsible for:

- Yes No
- a. recruiting clinical staff?
- b. retaining clinical staff?

8. Does your site have the following systems in place to help recruit, retain and assist its clinicians? (select "yes" or "no" on each line)

- | | Yes | No |
|--|--------------------------|--------------------------|
| a. Written or formal policy of recruitment | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Written or formal policy of retention procedures? | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Written job descriptions given to clinicians? | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Formal process for setting goals and performance expectations for clinicians? | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Formal process to recognize clinicians for their achievements? | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Formal process/program for continuing education for clinicians? | <input type="checkbox"/> | <input type="checkbox"/> |
| g. Formal process/program for employee development for clinicians? | <input type="checkbox"/> | <input type="checkbox"/> |

9. How long does it typically take your site to recruit and hire clinicians of each of the following disciplines? (select one response on each line).

	NA: We do not employ this discipline	Typical time to recruit and hire:				
		<30 days	1-3 months	4-6 months	7 months to 1 year	>1 year
a. Physicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Physician Assistants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c. Nurse Practitioners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Nurse Midwives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Dentists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Dental Hygienists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Behavioral and Mental Health (all disciplines except psychiatrists)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Registered Nurses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Pharmacists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your Site's Retention Experiences and Efforts

10. What is the typical or average cost to your clinic and organization to recruit an individual clinician of each of the following disciplines? Include all expenditures, including any advertising and recruiter costs, sign-on bonuses, additional costs for temporary employees, and other related expenses. (select one response on each line).

	Do Not Know	Average Recruitment Costs							
		<\$20,000	\$20,000 - \$29,000	\$30,000 - \$34,000	\$35,000 - \$39,000	\$40,000 - \$44,000	\$45,000 - \$99,000	\$100,000 - \$149,000	>\$150,000
a. Physicians (including psychiatrists)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Physician Assistants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Nurse Practitioners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Nurse Midwives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Dentists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Dental Hygienists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Behavioral and Mental Health (all disciplines except psychiatrists)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Registered Nurses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Pharmacists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Approximately how many years does your site typically retain clinicians of each of the following disciplines?

(select one response on each line).

	We do not employ this discipline	Average or typical retention							I don't know
		<1 year	1-3 years	4-6 years	7-10 years	11-20 years	21-30 years	>30 years	
a. Physicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Physician Assistants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Nurse Practitioners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Nurse Midwives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Dentists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Dental Hygienists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Behavioral and Mental Health (all disciplines except psychiatrists)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Registered Nurses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Pharmacists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. How much to you agree or disagree with each general statement below about health care sites and their ability to retain clinicians? (check one response on each line).

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. The management style of a site is critical in retaining clinicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Annual bonuses and incentives play a key role in clinician retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Regular performance appraisals and feedback are important to retaining clinicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creating an environment that fosters team-based or collaborative care is essential in clinician retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. A dedicated budget/line item for retention is important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The culture of a site is key to retaining clinicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Sites that value patient/client satisfaction do a better job of retaining clinicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your Site's Retention Experiences and Efforts

13. Does your site formally track the retention rates of its clinicians?

Yes

No**14. Does your site use retention data to improve its administrative processes or performance in:**

Yes No

a. recruiting clinical staff? b. retaining clinical staff? **15. How has clinician retention changed in your site in past 3-5 years?** Increased Decreased No change I do not know**16. My site provides salaries and benefits for clinicians based on:** *(select all that apply)* National averages Geographic or regional averages Local practices (including competitors) Available resources I do not know**17. Does your site provide clinicians with flexible work schedules, for example offer part-time and alternative work schedules?** Yes No**18. Does your site provide all or some clinicians with opportunities for professional advancement within your site or organization?** Yes. Please list examples:

No

19. Does your site utilize a multi-disciplinary or team-based approach to client/patient care?

Yes

No

20. Does your site provide education and training for clinicians to help them know how to meet the cultural needs of the community?

Yes

No

21. Does your site include clinicians in the leadership and/or management decision process?

Yes

No

22. Does your site conduct exit interviews with departing clinicians?

Yes

No

I do not know

22a. Is this information used to improve your clinic's clinical and personnel processes?

Yes

No

23. Does your site conduct patient satisfaction surveys at least annually?

Yes

No

23a. Is this information used to improve your clinic's clinical and personnel processes?

Yes

No

Your Site's Retention Experiences and Efforts

24. How would your site classify (based on level of importance) each of the following factors and their influence on clinician retention?
(select one response on each line)

	Not Important	Somewhat Important	Important	Very Important
a. Helping spouses find employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Promoting open communication among clinicians and staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Involving clinicians in decision-making processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Having the right site mission and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Providing an opportunity to teach students and residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Providing an opportunity to obtain continuing education credit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Providing an opportunity to participate in research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Providing an opportunity to work with other members of the clinical team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Briefing or training on the community and population to be served	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Providing continuous support and feedback on performance and practice goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Providing opportunities for flexible work schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Sites that keep or retain clinicians for 1 to 3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Sites that keep or retain clinicians for 4 to 6 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Sites that keep or retain clinicians for 7 to 10 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Sites that keep or retain clinicians for 11 to 20 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. Does each department or area within your site have an orientation for new clinicians?

Yes

No

N/A

26. Does the leadership in your site attend seminars or trainings regarding clinician retention?
(select one response on each line)

- Yes
- No
- May occur at Organizational level
- I do not know
- N/A or does not apply

27. If the leadership in your site attends seminars or trainings regarding clinician retention, how many trainings or seminars on retention are attended annually by position type?
(select one response on each line).

	N/A	I do not know	Attended at organizational level	Annual number of seminars or trainings attended per year				
				None	1 to 3	4 to 6	7 to 9	>10
a. Human Resource Representative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Clinical Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Medical Director	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Director of Nursing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Executive Director / CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Clinic Director / Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Chief Financial Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Technical Assistance

28. How interested is your site in each of the following types of technical assistance around retention?
(select one response on each line)

	Not Interested	Somewhat Interested	Interested	Very Interested
a. Exploring basic fundamentals of retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. How clinician retention impacts your practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c. Keys to developing and implementing effective retention practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Evaluating retention in your site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Measuring and monitoring retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. Does your site or organization have a profile on the NHSC job portal? This information can be viewed at: <http://nhscjobs.hrsa.gov>.

- Yes
- No

30. Does anyone at your site maintain a site or organization specific website?

- Yes
- No
- I do not know

31. Does your site or organization use social media (e.g. Facebook, Twitter) for recruitment?

- Yes
- No

32. Please indicate if your site would like to receive retention assistance by each of the following means by indicating the likelihood that your site would use each means if it was offered.
(select one response on each line)

	How likely is this means to be used, if offered?			
	Not Likely	Somewhat Likely	Likely	Very Likely
a. Online tutorials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Online toolkits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Downloadable tools and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Face to face workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Site visits/consultations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Presentations at professional meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. Other thoughts and comments?

NHSC Site Retention Assessment Questionnaire

Thank you for completing this questionnaire! You may now close your browser.