




Rockbridge Area Health Center

The mission of the Rockbridge Area Health Center is to promote and provide access to comprehensive, high quality, and affordable health care to improve the health and well-being of our community.



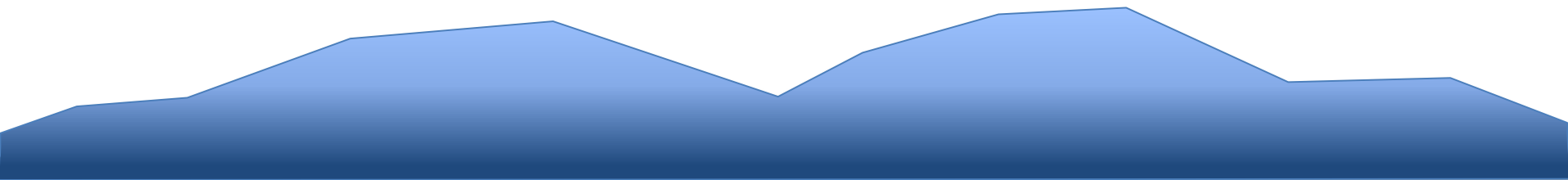
About Rockbridge Area Health Center



April 2018



May 2019



Our Team

- Claire Capron, LCSW, BCD
- Emily Cummings, CPhT, CAN, Dental Assistant
- Misty Flint, CHAA, CPC-A, Medical Benefits and Billing Coordinator
- Shana Slagle, LPN
- Lucy Strowbridge, CMA, Patient Access Team
- Katie Hall, Marketing and Communications Specialist

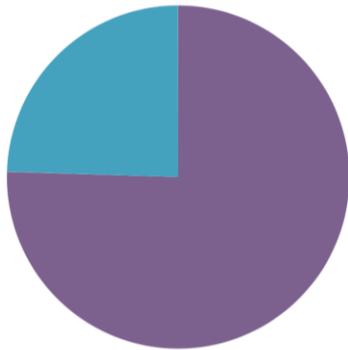


Researching the Need and Assets

- Determine causes of employee dissatisfaction through research and surveying
- Research:
 - Exit surveys from the previous 2 years
 - Average length of employment in other health centers
 - Online, reliable sites about other employee surveys
 - Previous employee surveys done at RAHC
- 22 question survey
 - SurveyGizmo
- Members from each department on our team

Results

Does RAHC offer adequate opportunities for promotions and career development?



● Yes - Please Explain ● No - Please Explain

Yes: 75.5%
No: 24.5%

Are you compensated appropriately for your work?



● Yes - Please Explain ● No - Please Explain

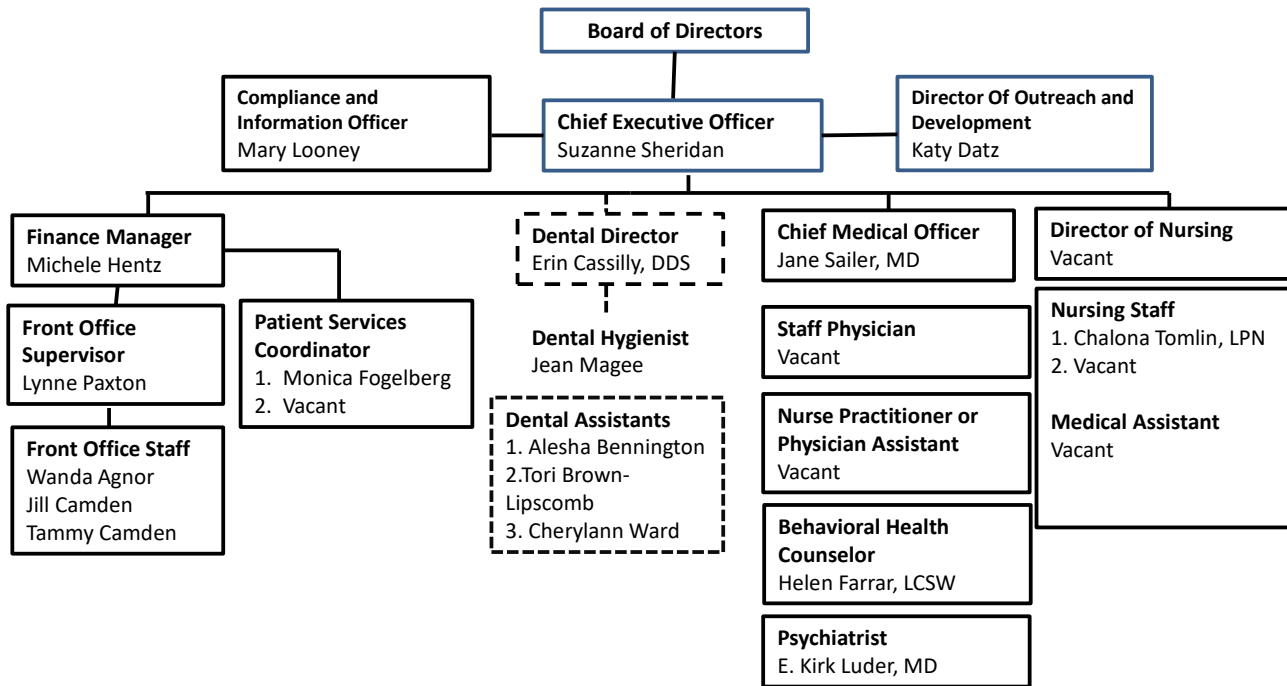
Yes: 66.7%
No: 33.3%

“As far as promotions, not really. We have very few middle management positions available. Most departments are directly under a member of the management team. There is not an opportunity for promotions given the current setup.”

“I feel I am compensated well, but I have taken on a greater level of responsibility recently that I hope will be considered in terms of compensation.”

Team Development and Current Changes

Rockbridge Area Health Center



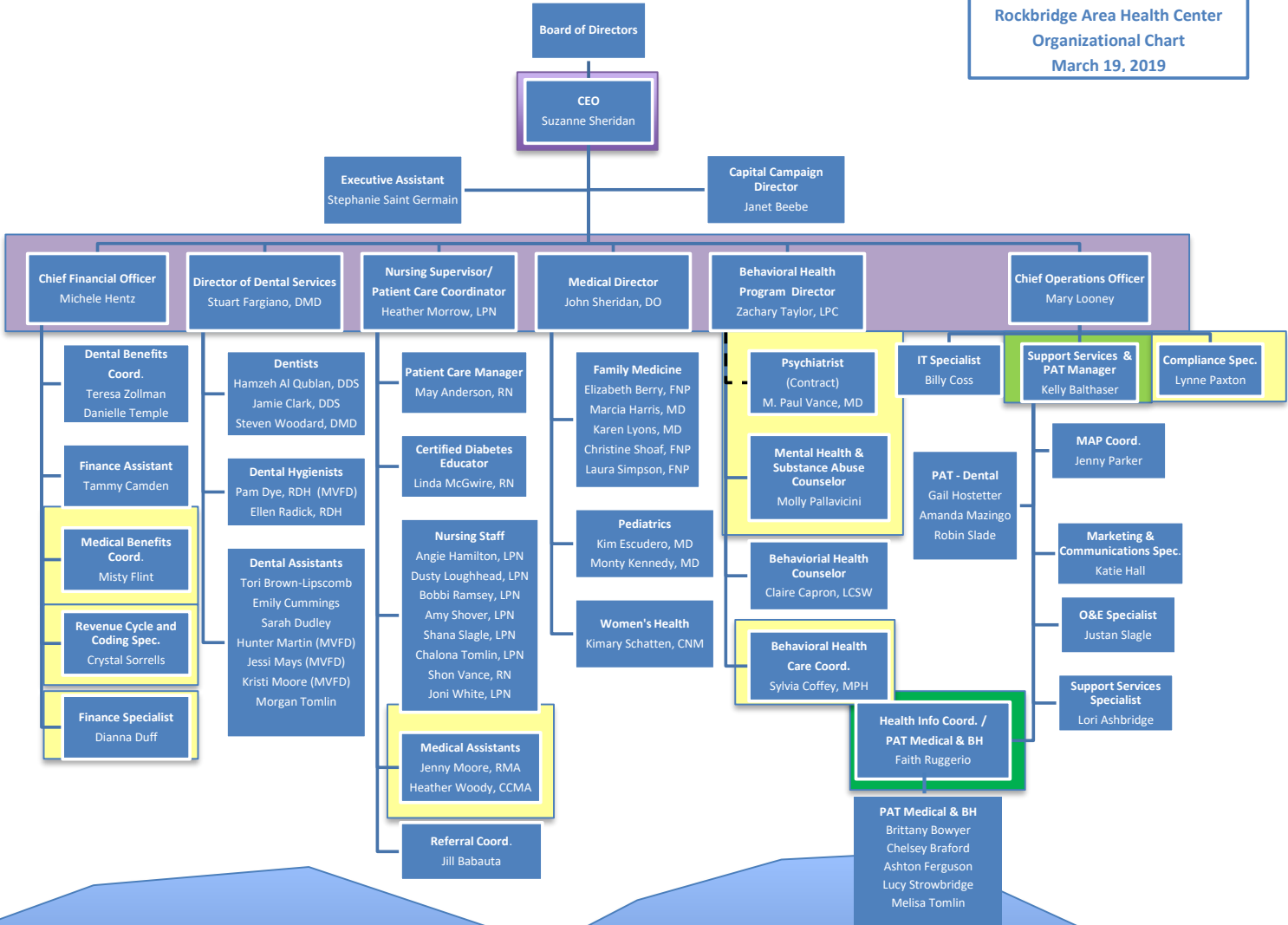
2014

August 2014

Team Development and Current Changes

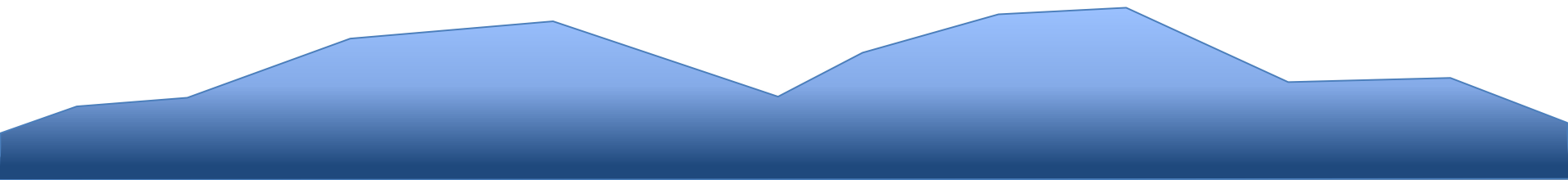
2019

Rockbridge Area Health Center
Organizational Chart
March 19, 2019



Refined Objectives

- Employee satisfaction and retention would be improved by opportunities for promotion and room for growth
- Create recommendations for Human Resources to improve communication and retention



Research and Refinement

- RAHC has created two middle-management positions since 2014
- With these exceptions, RAHC has the same number of supervisors with 68 employees as we did with 20 employees.
- Additional Research
 - Human Resources responsibilities and costs
 - CHC data about management/employee ratios
 - Research about improving efficiency

Developing the Next Surveys

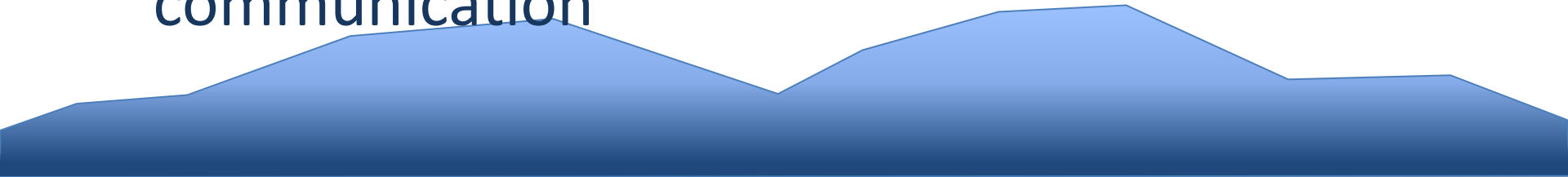
- 2nd survey focused on employee career paths and willingness to grow within the company
- 3rd survey targeted supervisors, asking to share visions of the future, provide input about work within individual departments, and suggest ways to improve



Results

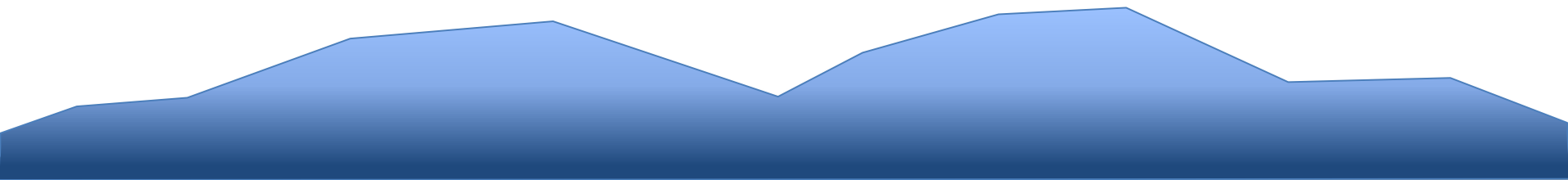
- Response Rate:
 - Employees-80%
 - Supervisors-55%
- Employee response for training: *“Yes, I would happily participate in training to enhance my skill set and benefit RAHC as a whole.”*
- Supervisor response for change: *“Someone to focus on human resources and staff development and satisfaction is needed.”*

Results

- Our supervisors spend a minimum of 10-15% of each day on HR related tasks.
“These tasks are very disruptive.”
 - Our Executive Assistant spends 40-50% of each day on HR related tasks
 - Many employees are willing to do the necessary training to become more skilled and further their careers at RAHC
 - Employees need more consistent communication
- 

Introduction to the Executive Team

- The Executive Team is open and receptive to recommendations including:
 - Human Resources
 - Dental Team Leader (both dental locations)
 - Nursing Supervisor
 - Finance Team Leader
- There has been success within our Patient Access Team with the newly created management level
- Not all departments are ready for another level of management



Refinement

- Research how Human Resources would work within RAHC
- Currently, HR tasks are being completed by different people in various departments
- Ruth Mayhew, HR consultant “Best practice suggests that one HR staff person is appropriate for every 100 employees.”
- Our project aligns with RAHC’s 2019-2020 Strategic Plan

Financial Pros and Cons

Pro

- 75% of employees would stay longer at an organization that listens to and addresses their concerns
- Disengaged employees are almost twice as likely as engaged employees to seek new jobs
- CareerBuilder survey found that the average cost of a bad hire is \$17,000 annually

Con

- According to the US Bureau of Labor, the average salary of a full time Human Resource position is \$52,140
- Cost per patient at RAHC as of 2018 was \$877.85

Lessons Learned

- Certified Human Resource personnel are necessary.
 - Communication
 - On-boarding and training
 - FMLA
 - Conflict Resolution
 - US Bureau of Labor Laws
- Communication across all departments can be improved with Human Resources
- Our organization has staff available to move into more advanced positions, and many are ready to do the necessary training
- Middle management, team leaders, and Human Resource positions will help with efficiency and will help our organization remain successful as we continue to grow

Success Story

- During this project, the Patient Access Team was split, a new layer of management was created with a Medical and Behavioral Health PAT Supervisor
- This change proved successful in creating efficiency and improved workflow
- Our Executive Team has been very open and has encouraged our entire project



Next Steps

- Present our project to the Board of Directors for approval
- The goal is for RAHC to employ a Certified Human Resource Officer and hire or promote additional managers/team leaders before 2020





Thank You

