NNOHA Salary Survey Session: Recruitment, Retention, Job Satisfaction

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Carolyn Brown, DDS
Dental Director
Native American Health Center
San Francisco, CA
Disclosures

- No financial interests to disclose or corporate affiliations, sponsorships, or board appointments.
Native American Health Center
Bay Area, CA

- Urban IHS clinic
- 503 (c)
- FQHC
- CHC
- Consortium(s) member
- Opened in 1972
- SF & EB clinics
- Ryan White Part C subcontractor for dental since 1990s
- Medical
- Dental
- Mental Health
- Youth Services
- Women-Infant-Child
- HIV+
- Nutrition/Wellness
- School-based and
- Portable Dental
Vision for Recruitment and Retention

- SWOT analysis from HR perspective
- Communicate your strengths, growth ops
- Be transparent with your weaknesses
- Do Pre-work, often years in advance
- Recruitment tools for agency, dept.
- Readiness to hire
- Working interviews
- Team interview approach
**SWOT Analysis**

I.D. Strengths of your Town, Agency, Dental Program, Panels or Team-lettes
- Be prepared to discuss or present

☆ Transparency is key
- Weaknesses or dysfunction in agency
- Accurate job descriptions

☆ Opportunities
- Vision 1-3 years down the line
- Discuss candidates 1,3,5,7 year plan
In an average week, a DDS at NAHC does:

- 1.2 root canals
- 12 composite restorations
- 1 amalgam
- .8 units of crown and bridge
- 2 units removable prosthodontics
- 6 extractions
- ERs, exams, cleanings, etc…
- Avg 41.4 dental patient visits, 3 hrs admin/block
NAHC SF Demographics

San Francisco Dental Clinic YE 2012

- 92% Minority
- 96% Below Federal Poverty Thresholds
- 35% Uninsured*
- 29% Under 18 y.o.
- 15% Over 65 y.o.

*Special programs/grants/research for Homeless, HIV+, Pregnant Women, Children, Seniors
Recruitment - The Pipeline

- Volunteers (Middle or High School)
- Pre-dental society clubs at area universities
- Dental School Opportunities
  - Pre-doctoral Externship Sites
  - Mentoring
  - Service-based learning
  - Lecturing
- Residency Programs
- Fill-in, Contract, or Temporary hires
For 3rd year pre-dental students.....

- Dental Externship Program
- 102 of 204 applicants placed in 2012
- 2-week minimum to most I.H.S. locations
- $2,000 travel support
- Deadline and application process
- No post-grad commitment to I.H.S.
Public Health Settings

- Great setting to *PRACTICE* dentistry
- Camaraderie and mentorship
- Great CDE- including hands-on opps
- Leadership/management/teaching/research

Benefit packages usually attractive:
- Loan repayment
- *PAID* vacation
- Family leave
- Retirement
- Insurance/malpractice paid
- *Salary?*
Loan Repayment

- Federal, State, Foundation
- Minimum commitment usually 2-4 years
- Know your agencies dHPSA, HPSA scores
- Know the LRPs
- NHSC, I.H.S., California state LRPs
- NAHC HPSA = 17, 5 employees with NHSC LRP
Recruitment - The Hire

- Practice philosophy congruence
- Know your existing team
- Screen candidates with team fit, practice fit in mind
  - Queries or scenarios in interviewing
  - Personality assessments (MBTI Meyers-Briggs?)
  - Team or Structured interviews
  - Working interviews, Probation period
NAHC SF and Satellite Clinics

Infant Oral Care Program

- Special dental program for children 0-3 years old and their families
- Caries Risk Assessment, new form
- Nutritional/Anticipatory guidance
- Child-friendly, non-traditional playroom like setting
- Promoting positive first dental experiences
Infant Oral Care Program
Certified Employee Retention Program - CERP

- NAHC recognized retention as a weakness in some programs
  - Executive Sponsors
  - Turnover calculator
  - Set Retention goals
  - Supervisors are key to retention
  - In-person “Stay” interviews
  - Trust training
CERP - Turnover Calculator

- Projected number of exits per year
- Position Costs
  - Including training costs (time and #)
- Vacancy costs
  - Temp help, overtime
- Separation Costs
  - Exit interviews, separation pay, unemployment tax
- Acquisition Costs
  - Advertising, Recruiting
  - Travel, Per interview
  - Background checks, drug tests
  - Assessment costs, Physical
  - Bonuses, relocation
CERP - Turnover Calculator

- Placement Costs
  - New supplies, materials
  - Onboarding costs and days
  - Training costs and days
- Lost Productivity Costs
  - # of days lost due to attrition
  - # of days from hire to efficiency
  - Lost revenue per day due to attrition
  - Average lost revenue due to open position
  - Average lost revenue due to ramp up time

Total Lost Productivity + Attrition costs
- Savings from Salary benefits not paid due to opening
= Net Lost Productivity Costs

Retention Goals
If increase retention by 20% or 50%, Cost Savings $ amounts
CERP - Next Steps

- Improving hiring practices
- More HR/Admin support in hiring
- Improved Onboarding
- Review policies that support retention
- Exit Interviews
**Requirements for** US Public Health Service as a Commissioned Corps officer (contract dentist may differ depending on tribal hire):

- US Citizenship, Medical Physical, Min. 2 Year Commitment, Must Be Under 44 at Time of Commission, DDS or DMD and Valid License From Any US State
- GS-11 above step 1 for dentist out of school
- Additional discretionary pay may be available
- Recruitment bonus- not to exceed 25% of pay; for up to 4 years
**IHS/Public Health Service**

**Compensation**
- Base pay 0-3 lieutenant
- Base Allowance for Subsistence = $203 per month
- Housing allowance per month based on zip code
- COLA if a high-cost area
- Other Bonuses:
  - Multiyear Retention Bonus (MRB) ($13k-15k/yr)
  - Additional Special Pay (ASP) ($10k-15k/yr)
  - Board Certified Pay (BCP) for Dental Specialists (2k-6k/yr)
  - Variable Special Pay (VSP) ($3k-12k/yr)
  - Accession Bonus (AB) ($75k/ on prev slide)
- Recruitment bonus up to $75,000 per year
I.H.S. Tribal Hires

- Contractor or Employee Hires
- In California, DDS salaries range in the $115,000 to $130,000 range

- Most tribes are reluctant to share this information, information gained from applicants or I.H.S. officials off the record
I.H.S. Information

- [www.ihs.gov/MedicalPrograms/Dental/](http://www.ihs.gov/MedicalPrograms/Dental/) – Gen info and map of openings
- [www.ihs.gov/MedicalPrograms/Dental/loan.cfm](http://www.ihs.gov/MedicalPrograms/Dental/loan.cfm) – Loan repayment
- [www.ihs.gov/MedicalPrograms/Dental/extern.cfm](http://www.ihs.gov/MedicalPrograms/Dental/extern.cfm) – Externship program

*Timothy.Lozon@ihs.gov*
Public Health and Oral Health: Health Promotion and Disease Prevention

Carolyn Brown, DDS
Dental Director
Carolynb@nativehealth.org