2016/2017 Agency Priorities

Priorities developed with input from staff and Tribes as a strategic framework to focus agency activities on priorities for changing and improving the IHS:

• Assessing Care
• Improving How We Deliver Services
• Addressing Behavioral Health Issues
• Strengthening Management
• Bringing Health Care Quality Expertise to IHS
• Engaging Local Resources
Agenda – Purpose of Meeting

To generate concrete ideas that will be transformative to address the leadership challenges at IHS for both medical and non-medical staff in both the short term and in the longer term and to create a plan of action to begin to be implemented immediately.
Today’s focus – Workforce Issues

• Short-term leadership challenges for both medical and non-medical staff
• Long-term solutions to address these challenges
• Incorporating the expertise of Tribal Leaders
America is experiencing health care transitions and with that comes health care challenges
National Challenges Across Overall U.S. Health Care Sector

- Compensating the workforce
- Training challenges – complex regs, maintain staff certifications
- State Medicaid expansion choices
- Disparities in health status
- Rural health care – limited options for transportation and challenging recruitment/labor conditions
- Rising costs/medical inflation
IHS Workforce Challenges

• Offering competitive salaries
• Job market dynamics – in competition with other health systems, high demand for clinical and non-clinical staff
• Service units often located in remote rural areas
• Difficulty finding housing, schooling, and jobs for spouses/partners
• Federal hiring policies can be restrictive and processes slow and difficult
• Lack of awareness about IHS as an employer
• Bad press affecting recruitment
• Indian Preference
IHS Workforce Challenges: Clinical Staff Recruitment & Retention

• For high-demand professions/specialties, federal pay lags behind private sector
• IHS cannot always compete with other federal agencies on pay and benefits
• Credentialing system is slow and in need of modernization.

• Scholarship and Loan Repayment programs have some areas of relative weakness:
  o Currently IHS loan repayment and scholarship awards are taxable. National Health Service Corps and Armed Forces Health Professions scholarships for qualifying expenses are not taxed.
  o Loan repayment amount is less than what is offered by other federal programs
  o There is no allowance under current law for part-time service.
## IHS Workforce Challenges: Vacancy Rates for Health Professions

### Indian Health Service Vacancy Rates as of September 2016

<table>
<thead>
<tr>
<th>Area</th>
<th>Vacancy Rate Overall</th>
<th>Medical Officers Vacancy Rate</th>
<th>Nurse Vacancy Rate</th>
<th>Nurse Practitioner Vacancy Rate</th>
<th>Vacancy Rate for Certified Registered Nurse Anesthetists (CRNAs)</th>
<th>Nurse Practitioner Vacancy Rate</th>
<th>Certified Registered Nurse Anesthetists (CRNAs)</th>
<th>Dentist Vacancy Rate</th>
<th>Pharmacist Vacancy Rate</th>
<th>Physician Assistant Vacancy Rate</th>
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# IHS Workforce Challenges: Vacancy Rates for Health Professions

## Indian Health Service Vacancy Rates & Targets as of September, 2016

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<tr>
<th>Area</th>
<th>Target Number of All Positions</th>
<th>Total Number of Medical Officer Positions</th>
<th>Number of Vacant Medical Officer Positions</th>
<th>Target Number of Nurse Practitioner Positions</th>
<th>Number of Vacant Nurse Practitioner Positions</th>
<th>Target Number of CRNA Positions</th>
<th>Number of Vacant CRNA Positions</th>
<th>Target Number of Nurse Midwife Positions</th>
<th>Number of Vacant Nurse Midwife Positions</th>
<th>Target Number of Dentist Positions</th>
<th>Number of Vacant Dentist Positions</th>
<th>Target Number of Pharmacist Positions</th>
<th>Number of Vacant Pharmacist Positions</th>
<th>Target Number of Physician Assistant Positions</th>
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<td>45</td>
<td>14</td>
<td>308</td>
<td>85</td>
<td>662</td>
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</table>
IHS Workforce Challenges: Non-Clinical Staff Recruitment & Retention

• Low overall appropriation for non-clinical staff, and increasing numbers of retirements government-wide.

• Competition with other organizations for trained staff with knowledge of medical billing and other administrative functions.

• Healthcare management is a high-demand occupation, excellent candidates are scarce.
IHS Workforce Challenges: Leadership Staff Recruitment & Retention

For “c-suite” leadership (CMO, CNO, CEO) pay lags far behind private sector.

<table>
<thead>
<tr>
<th>‘c-suite’ leadership</th>
<th>IHS National Average Civilian Compensation (2016)</th>
<th>Private Sector National Average Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Nurse Officer/Executive</td>
<td>$69,185</td>
<td>$152,977 (HHCS* 2014)</td>
</tr>
<tr>
<td>Chief Medical Officer</td>
<td>$204,469</td>
<td>$277,100 (S/C** 2013)</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>$120,115</td>
<td>$176,420 (BLS*** 2015)</td>
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</tbody>
</table>

* Hospital Healthcare Compensation Service
** Sullivan and Cotter
*** Bureau of Labor Statistics
IHS Workforce Challenges: Non-Clinical Staff Recruitment & Retention

• IHS must often post vacancies multiple times, or extend vacancies over extended periods of time to attract and hire a suitable candidate.
• The CEO positions for Winnebago and Rosebud have both been advertised five times each.
• The CEO positions for Pine Ride and Rapid City have been advertised three times each.
IHS Workforce Challenges: Pipelines and Partnerships

• No IHS medical school, nursing school, allied health school, few residencies/fellowships
  o Consequently, few clinicians consider IHS when they finish training.

• Little capacity to support additional residencies/fellowships at the service unit

• Need for additional clinical experiences for nursing loan recipients and other clinical staff
  o IHS practice environment is demanding; new nursing graduates have difficulty finding placements without first having additional clinical experience.

  o No uniform relationships between IHS and Tribal Colleges
IHS Workforce Challenges: Staff Quarters

• IHS staff may struggle to find housing on reservation or near service unit

• Service units are often geographically isolated from larger population centers

• Onsite staff quarters demand outstrips supply:
  ◦ Staff Quarters unmet need at existing healthcare sites is $358 Million, or 1100 units
  ◦ Needed to staff IHS and Tribal health care facilities (recruit and retain health professionals)

• Approximately 50% of existing housing is over 40 years old
Addressing Workforce Challenges: Improving Compensation

• Obtaining permission for higher pay for certain clinical positions to more effectively compete with the private sector and other government agencies (e.g. ED Physicians, CRNAs, CNMs, etc.)

• Requesting greater use of Title 38 to allow for higher rates of annual leave for new employees

• Encouraging greater use of recruitment bonuses and payment of relocation expenses

• Marketing use of NHSC loan repayment to applicants
Addressing Workforce Challenges: Improving Recruitment and Hiring

• Standardizing HR processes across IHS and developing more streamlined and user-friendly procedures and systems
• Implementing new standardized credentialing system, which will make onboarding faster and more thorough, and allow for greater career mobility for clinical staff
• Removing barriers to application process for senior executive positions
• Developing targeted marketing and outreach
• Gaining efficiency by recruiting on a nationwide ‘global’ basis
Addressing Workforce Challenges: Global Recruitment (GR) Initiative

Global Recruitment Initiative:
An innovative, streamlined recruitment mechanism for federal positions designed to reduce redundancy and utilize resources efficiently for commonly recruited positions.

Allows for efficiencies in hiring and reduces redundancy for commonly recruited positions to attract a greater pool of qualified candidates.

Applicants will only need to apply to one job announcement and check-off the locations for which they are interested in working.

The single announcement (pictured on the right) covers 24 IHS locations with combined total of 54 Medical Officer (family practice) physician vacancies.
Addressing Workforce Challenges: Partnerships

• Using search committees which include tribal representation for executive and leadership positions at the Areas and Service Units

• Sponsoring additional medical school slots at Uniformed Services University

• Enhancing recruitment and workforce development staff at IHS headquarters and Area Offices including the creation of an IHS Management Institute

• Building on existing relationships with academic institutions, and exploring additional HQ staff to manage that function

• Collaboration with other HHS agencies on recruitment and HR strengthening

• Using Intergovernmental Personnel Act to recruit high-performing tribal health leaders as well as others from academia and other organizations.
Addressing Workforce Challenges: Intergovernmental Personnel Act (IPA) Mobility Program

The Intergovernmental Personnel Act (IPA) Mobility Program provides for the temporary assignment of personnel between the Federal Government and state and local governments, colleges and universities, Indian tribal governments, federally funded research and development centers, and other eligible organizations.

The goal of the IPA mobility program is to facilitate the movement of employees, for short periods of time, when this movement serves a sound public purpose such as:

- strengthening the management capabilities of Federal agencies, State, local and Indian tribal governments, and other eligible organizations;
- assisting the transfer and use of new technologies and approaches to solving governmental problems; and,
- facilitating an effective means of involving state and local officials in developing and implementing Federal policies and programs;

Assignment agreements can be made for up to two years with one two year extension.

Partnering with Tribes to identify high-performing health leaders/executives from eligible organizations who may be interested in an IPA with IHS.