

AMPLIFY

Turnover as an Accreditation Risk: Data, Impact, and Mitigation Strategies in Urgent Care

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RVP/COO Urgent Care Operations



Turnover as an Accreditation Risk



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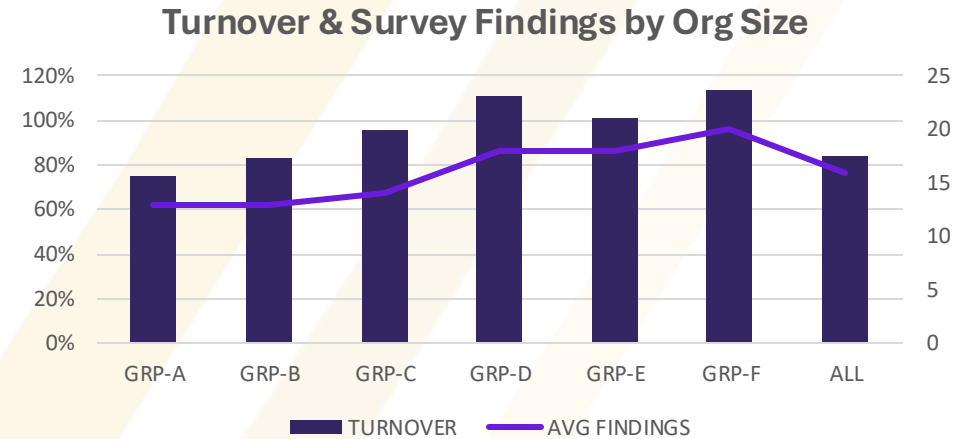
RVP/COO Urgent Care Operations

Turnover is not just an HR Problem – It's an accreditation risk

- Accreditation evaluates **consistency, documentation, and compliance over time**
- Turnover disrupts:
 - Training
 - Competency validation
 - Documentation consistency
 - Quality processes
- Anchor to standards:
 - Workforce training & competency required **on hire + ongoing**
 - Quality improvement requires **ongoing, multi-year data**

Turnover Alone Doesn't Tell the Whole Story

- Data reviewed for the 2023 – 2025 accreditation cohort
- Organizations group by size
- Metric review
 - Annualized Turnover
 - Average findings per clinic



Group A
1-3 Clinics

- 25% Turnover
- 13 Findings

Group B
4 - 5 Clinics

- 28% Turnover
- 13 Findings

Group C
6 - 19 Clinics

- 32% Turnover
- 14 Findings

Group D
20 -39 Clinics

- 37% Turnover
- 18 Findings

Group E
40-79 Clinics

- 34% Turnover
- 18 Findings

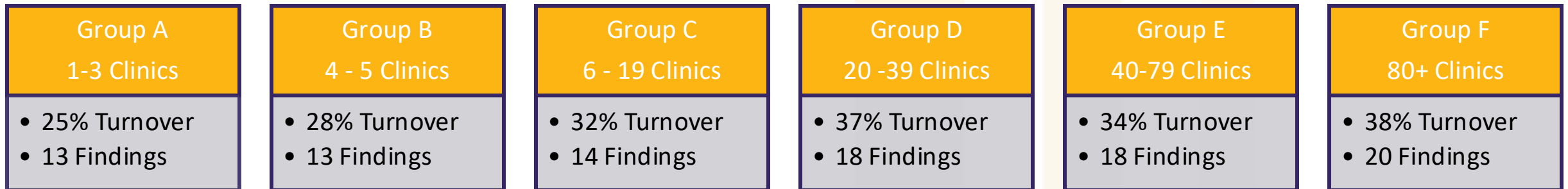
Group F
80+ Clinics

- 38% Turnover
- 20 Findings

Urgent Care Association. Accreditation Review Data Set. Jan 1, 2023 – December 31, 2025; Extracted March 11, 2026

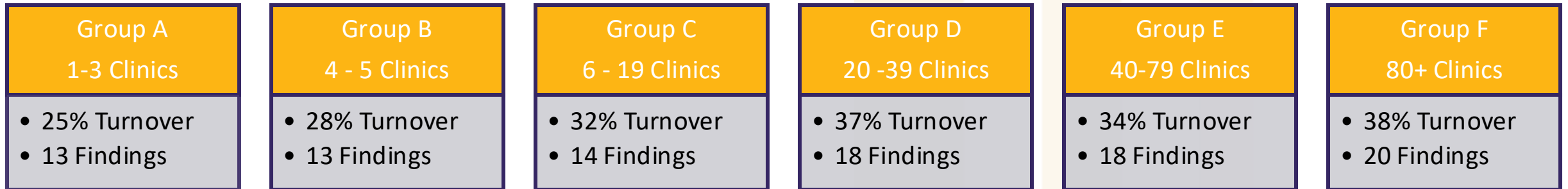
Insight 1#: Turnover Alone Doesn't Tell the Whole Story

- Smaller Organizations → Larger Organizations
 - Turnover increases
 - Findings decrease slightly
- Scale introduces systems that buffer turnover
 - Standardization and centralized processes
 - Training infrastructure

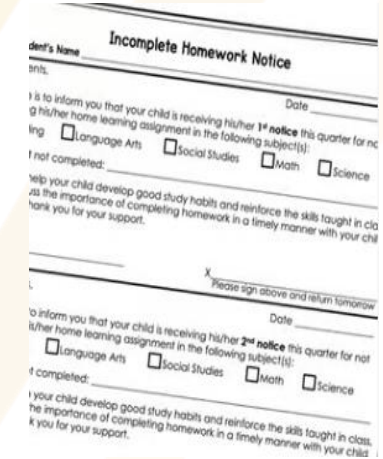
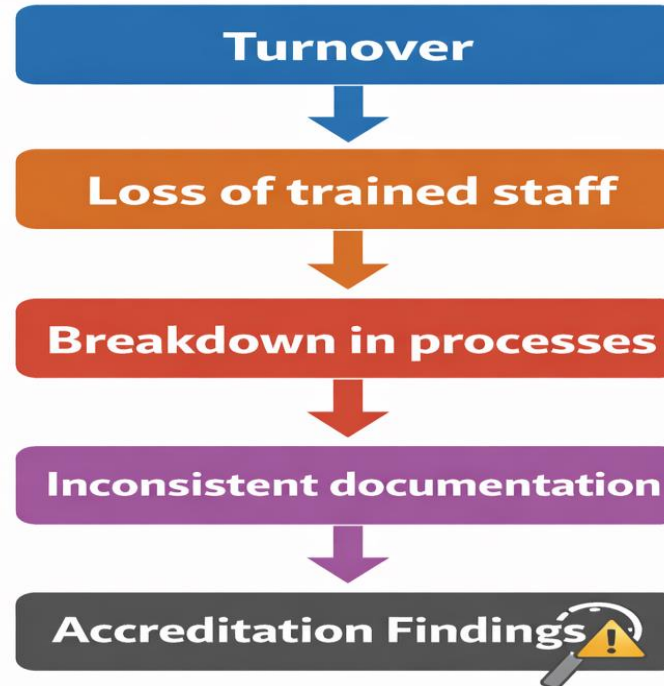


Insight #2: Point of Inflection

- With Extreme turnover, the system breaks
- Likely drivers:
 - Growth or Acquisition- related disruptions
 - Inconsistent processes across all sites
 - Delayed integration of standards



Insight #3: How Turnover Drives Findings



Insight #4: Turnover impact more than just accreditation



High Risk Standards Related to Turnover

- Human Resources
 - Orientation & Training required ❖ New Hires not fully trained
 - Competency Assessments ❖ Missing Documentation
 - Credentialing & licensure verification ❖ Expired certifications
- Health Record Management
 - Complete & consistent documentation ❖ Incomplete records, missing signatures
- Patient Care Processes
 - Standardize care processes ❖ Variability in triage, orders, & discharge
- Quality Improvement
 - On-going monitoring / continuity ❖ Gaps in tracking, ownership & follow-through

Why Large Orgs Perform Better (Until They Don't)



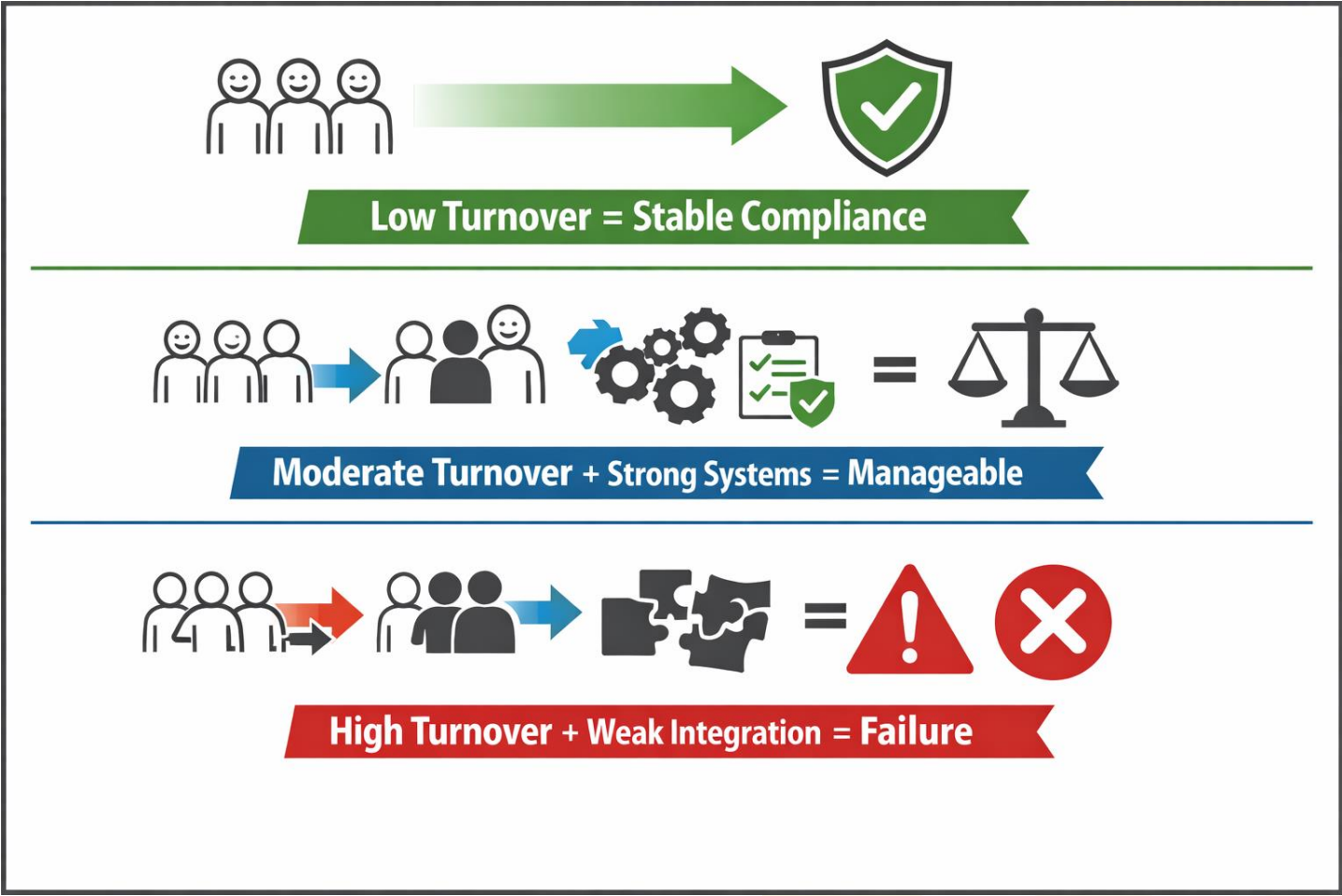
Protective Factors

- Standardize onboarding
- Centralized policies
- Dedicated compliance teams
- Scalable training systems

Failure Points

- Acquisition and De Novo Gaps
- Legacy Processes not aligned
- Delayed standardization
- Historical record gaps

Turnover doesn't cause findings - Unmanaged turnover does



Mitigation Strategies

1. Standardized Orientation and Onboarding (Non-negotiable)
 - Role-based onboarding tied to standards
 - Checklists tied to HR, PCP, and HRM standards
 - Create model for speed to competency
2. Build competency systems
 - Validate skills – not just attendance
 - Competency assessment are on-going (high risk, high volume, problem prone)
3. Create Turnover resilient Processes
 - Focus on retention on key roles and employee engagement
 - Reduce reliance on individuals
 - Leverage systems, checklists and standard workflows

Mitigation Strategies

4. Strengthen Documentation Controls

- Chart Audits with real time feedback
- Templates tied to required elements

5. Protect the Quality Program

- Assign clear ownership (QI Champions)
- Ensure continuity despite staffing changes

6. Growth / Acquisition Playbook

- Standardize timeline
- Rapid compliance assessment/Gap analysis
- Integration audits 30-60-90 days

Final Takeaways

- Turnover is **predictable and measurable**
- Accreditation risk is **preventable**
- Organizations that standardize, train effectively, and audit consistently outperform others regardless of size

Accreditation success is not only about compliance. It is designing systems and teams that perform consistently despite turnover

Stability is not required – resilience is!

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