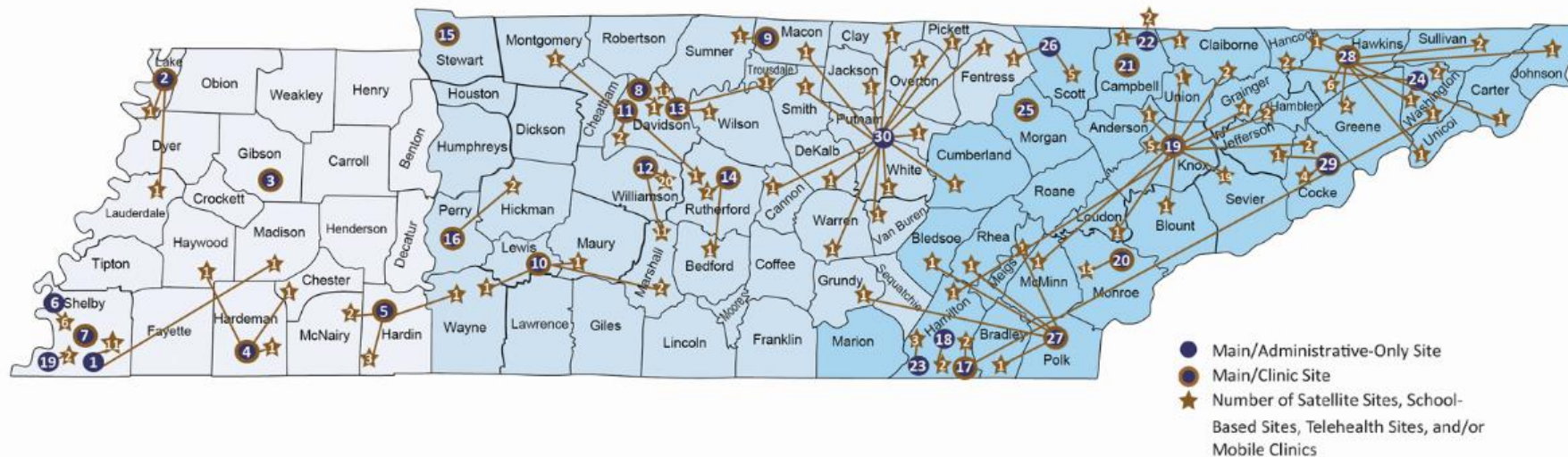
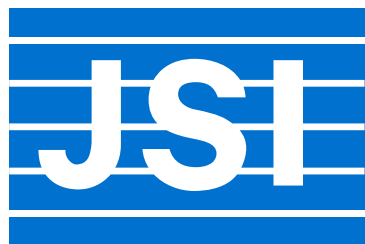


Workforce Strategic Planning Webinar

April 28, 10-11:30 a.m.





JSI Research & Training Institute, Inc.

Better Health Outcomes FOR ALL

JSI is a health consulting organization, which for over 45 years has been deeply committed to improving the health of individuals and communities in the United States and throughout the globe.

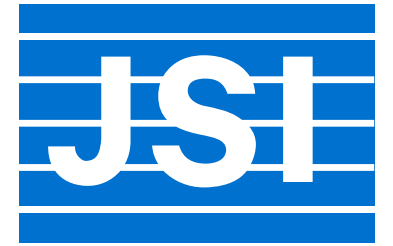
<https://www.jsi.com/> and healthcaretransformation.jsi.com



Presenter: Alexia Eslan (*she/her/ella*)

Director and Senior Consultant

Who are we?



Plan for our time together

- ❖ Discuss strategic planning approaches
- ❖ Implications of the pandemic on workforce
- ❖ Review the STAR2 Center Recruitment and Retention plan
- ❖ Share relevant resources

Focus areas for workforce for CHCs

- ❖ Health center workforce professionals will create a detailed analysis of the short- and long-term talent pipeline for each occupational priority area;
- ❖ Health center workforce professionals will establish defined roles for the health center and its partners, as it relates to workforce development; and
- ❖ Health center workforce professionals will offer T/TA opportunities for internal capacity building within the health center.

Calling out the pink elephant in the room

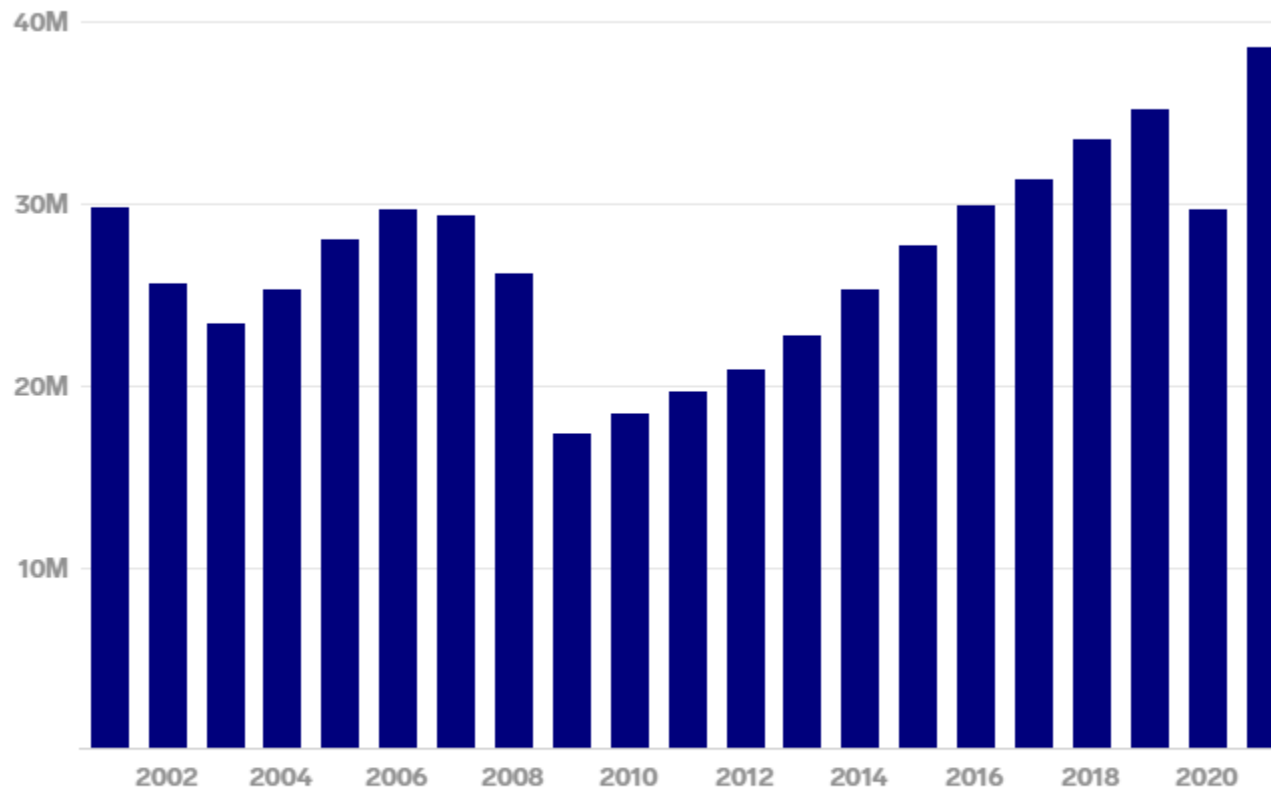


**STAFF
SHORTAGE**

Some Stats

“According to a Washington Post-Kaiser Family Foundation poll, roughly 3 in 10 health-care workers have weighed leaving their profession. More than half are burned out. And about 6 in 10 say stress from the pandemic has harmed their mental health.”

Total number of quits through October



Note: Chart shows sum of monthly quits levels between January and October of each year.

Chart: Andy Kiersz/Insider • **Source:** Insider calculations with data from Bureau of Labor Statistics via FRED

INSIDER

Strategy is Key!

CHAT: Who leads your recruitment and retention strategic planning at your health center?

- Involve the whole team in the planning and listen to your staff
- Involve your Board

Steps to Consider in Your Strategic Planning

1. What are your goals?
2. What resources do you have available?
3. What strategies will you focus on to achieve your goals given your resources?
4. What action steps will you conduct to achieve your strategies?
5. How will you measure success?

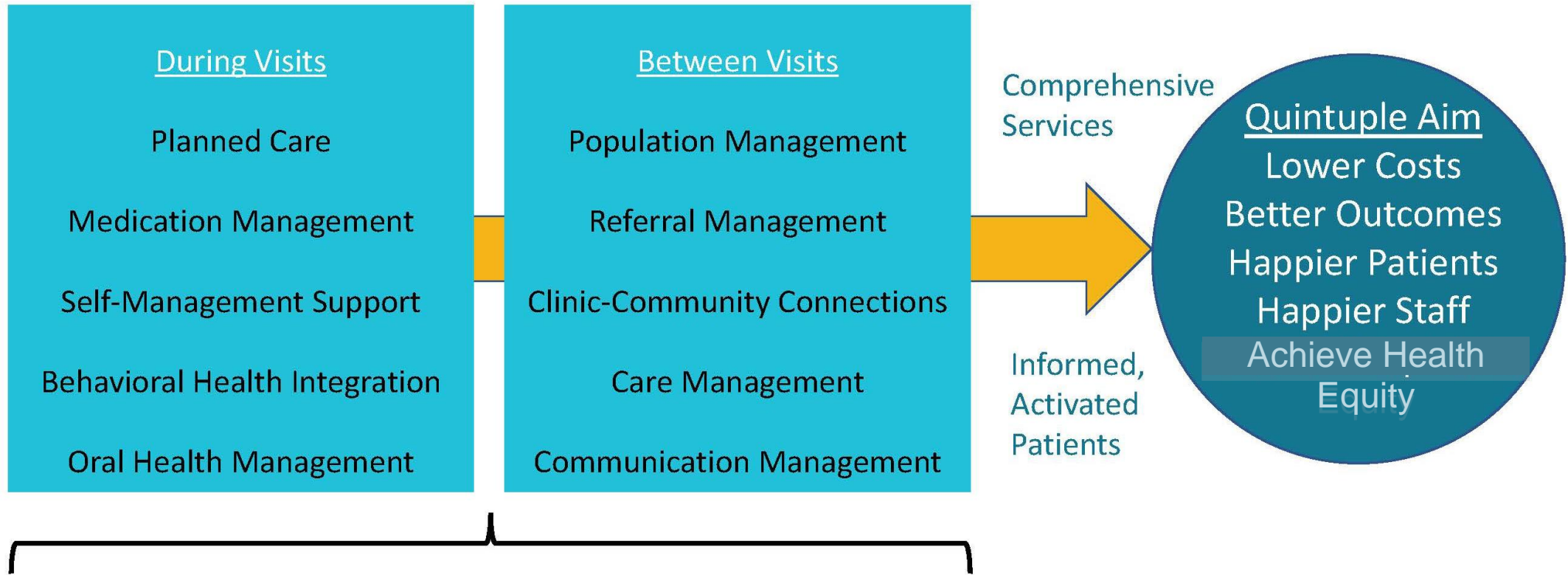




I. What are your goals?

- ❖ Center diversity, equity and inclusion – is your staff reflective of the community you serve? Do they speak the languages spoken by your patients?
- ❖ BPHC and other funder requirements
- ❖ What model of care do you use and how does it inform your goals?
- ❖ Assess your needs

Team Based Care Model



Capacity for Quality Care

- Engaged Leadership
- QI Strategy
- Empanelment
- **Team-Based Care (roles and responsibilities)**

Centered in Diversity, Equity and Inclusion (DEI)

Adapted from: Wagner EH, LeRoy L, Schaefer J, Bailit M, Coleman K, Zhan C, Meyers D. How do innovative primary care practices achieve the quadruple aim? J Ambul Care Manage. 2018;41(4):288-97. MacColl Center for Health Care Innovation. <https://maccollcenter.org>

Capacity for Quality Care

- Engaged Leadership
- QI Strategy
- Empanelment
- Team-Based Care (roles and responsibilities)

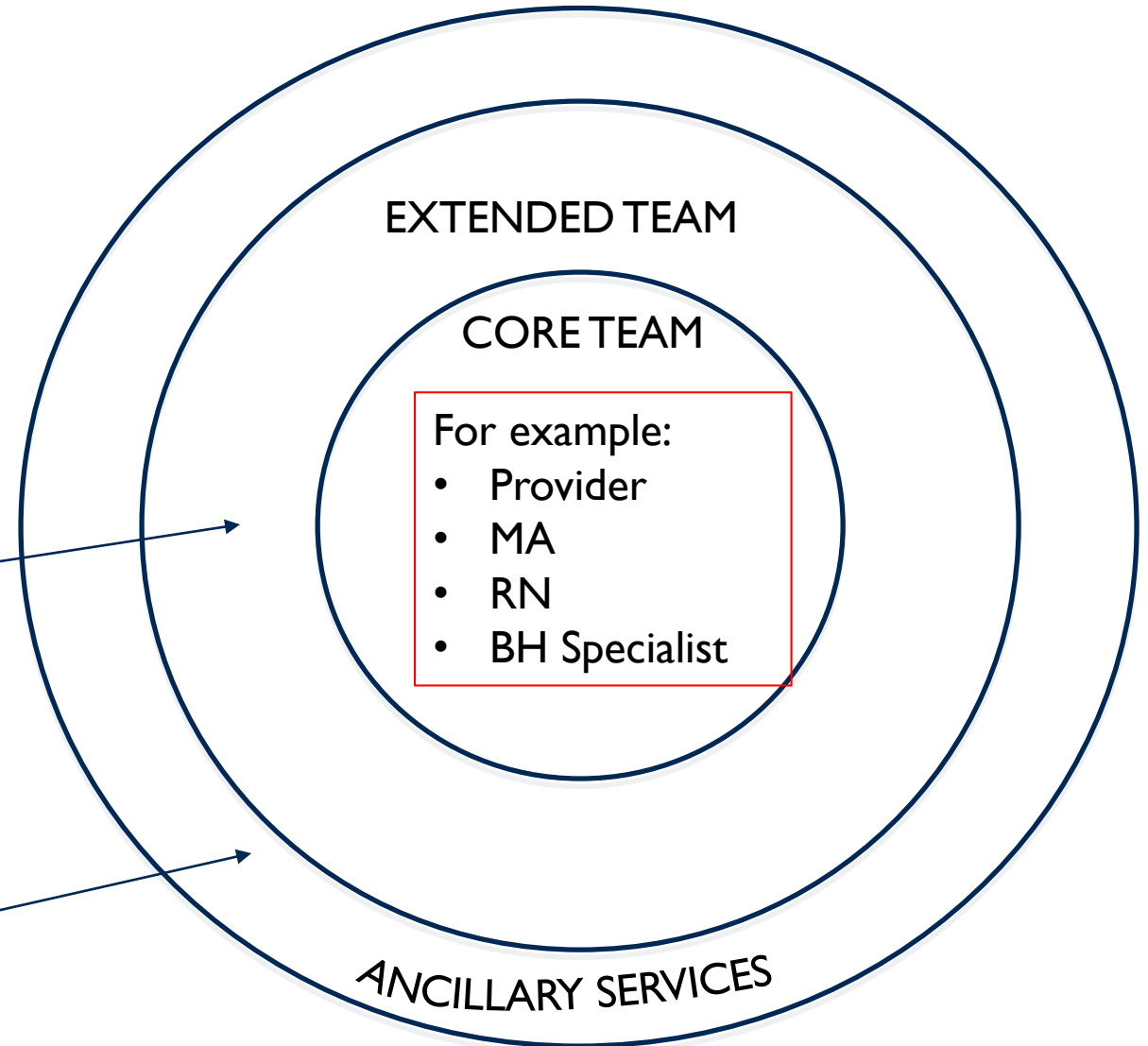
Centered in Diversity, Equity and Inclusion (DEI)

For example:

- Dentist
- Pharmacist
- Care coordinator
- Front desk staff
- Community Health Workers

For example:

- Administration
- Specialists



POLL QUESTION

What roles are you currently most interested in trying to recruit for?

- Front desk / Enrollment specialists
- Medical assistants
- Nursing staff
- Medical providers
- Dental staff
- Behavioral health specialists
- Health navigators / educators
- Other (*please specify in chat*)

Health Center Retention and Recruitment Action Plan

Assessment

Assessment of the health center's current practice measures and strategic planning with identified gaps or barriers, opportunities and strategies for unmet needs.

| Practice Assessment | Gaps/Barriers | Opportunities | Strategies for Improvement | Timeline |
|---------------------------------|---------------|---------------|----------------------------|----------|
| Provider Capacity and Demand | | | | |
| Appointment Access | | | | |
| Care Teams and Provider Mix | | | | |
| Support Staff | | | | |
| Patient Schedules | | | | |
| Provider Satisfaction and staff | | | | |
| Provider Succession Planning | | | | |

2. What resources do you have available?

- ❖ Compensation, benefits, funding for recruitment, training capabilities, telehealth...

| Retention | Gaps/Barriers | Opportunities |
|----------------|---------------|---------------|
| Mission | | |
| Compensation | | |
| Benefits | | |
| Work Schedules | | |
| Career Path | | |

| Recruitment | Gaps/Barriers | Opportunities |
|---|---------------|---------------|
| Community Recruitment Plans | | |
| Recruitment Team | | |
| Recruitment Team Roles and Responsibilities | | |
| Recruiting Priorities | | |
| Recruitment Budget | | |

2. What resources do you have available? (cont.)

- ❖ National Health Services Corps
- ❖ Loan Repayment program



[Home](#) [Funding](#) [Job Search](#) [Workforce Shortage Areas](#) [Data & Research](#)

[Home](#) » [Funding](#) » [Apply for Loan Repayment](#)

Apply for Loan Repayment

We offer programs that repay part of your school loan debt.

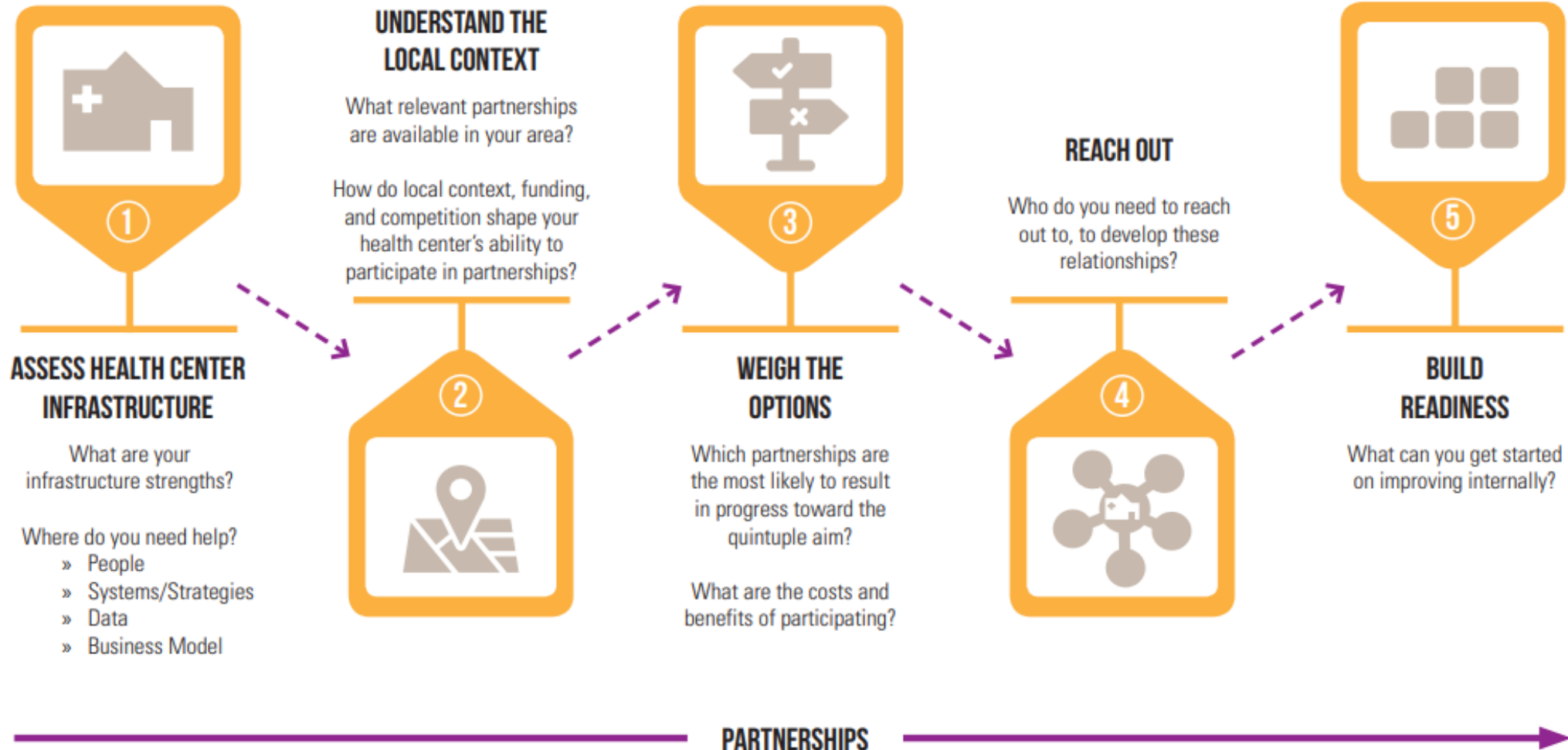
- [Nurse Corps Loan Repayment Program](#)
- [National Health Service Corps Loan Repayment Programs](#)
- [Substance Use Disorder Treatment and Recovery Loan Repayment Program](#)
- [Faculty Loan Repayment Program](#)

The Power of Partnership



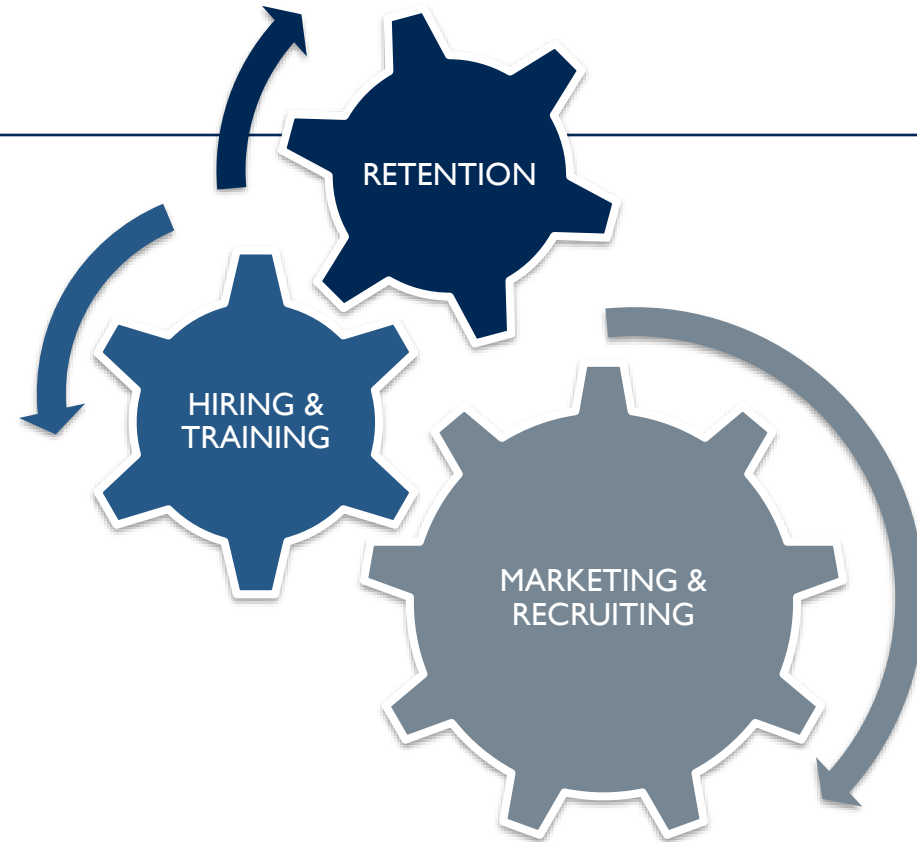
- ❖ Other FQHCs or clinics
- ❖ Academic institutions
- ❖ Community agencies and organizations
- ❖ Hospitals
- ❖ Health plans
- ❖ Management Services Organizations and Health Center Controlled Networks
- ❖ Independent Practice Associations and Clinically Integrated Networks
- ❖ Mergers and Acquisitions

Road Map for Partnership



3. What strategies will you focus on?

Please **SHARE**: Strategies you are considering or implementing at your health center.



Workforce Pathways

Tuition-free Medical Assistant Program Just for Employees

Medical Assistant



DENVER HEALTH
CAREER PATHWAYS PROGRAM.

Denver Health employees now have the opportunity to become a medical assistant without the cost of tuition and fees. You're invited to apply for the National Institute for Medical Assistant Advancement (NIMAA) spring 2022 session. A grant to our Community Health Centers from the American Recovery Plan Act will fund tuition and fees for at least six students who are accepted into the program. The eight-month program combines an online curriculum with 240 hours of clinical experience. Students will receive hands-on training in the primary health care setting. A flexible schedule will allow you to continue working at Denver Health while completing your training. A 12-month employment agreement in a benefit-eligible position of 20 hours or more per week is required upon graduation. Visit nimaa.edu to apply by

Other potential strategies

- ❖ Offering residency programs (MD, NP...)
- ❖ Redesigning roles (who does what?)
- ❖ Using EMTs
- ❖ Engaging CHWs – advocate with TennCare to have Medicaid pay for CHWs
- ❖ Remote providers
- ❖ Online services to support providers with mentorship and CME

WHAT WE DO

A partner in care for frontline providers.

Wherever they are, whenever they need. We're here.

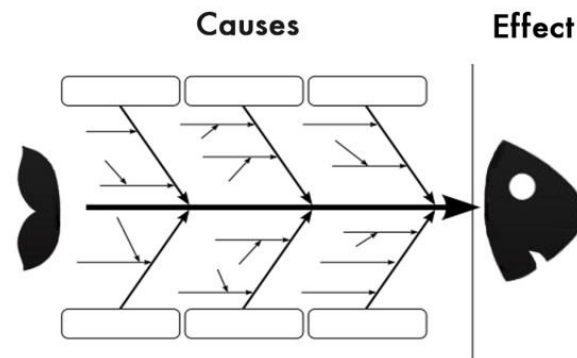
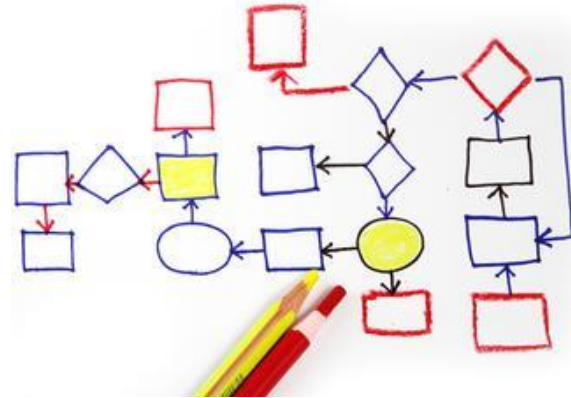
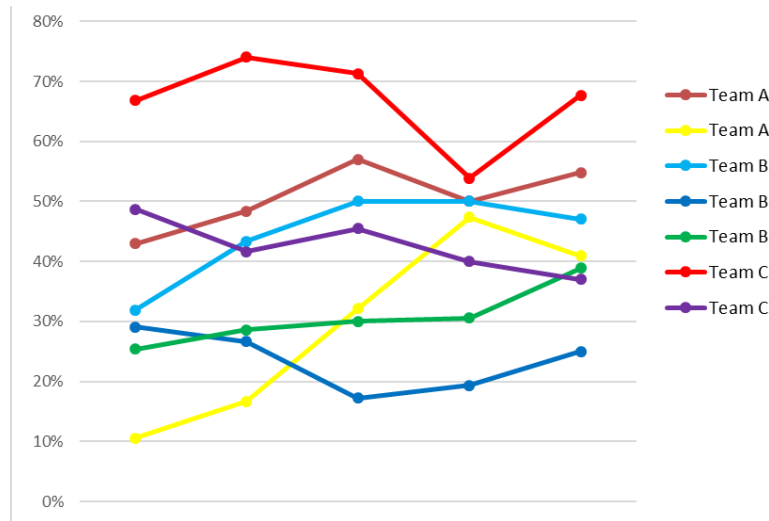
Our expert volunteer physicians connect virtually with frontline providers in medically underserved communities for timely consults, ongoing mentoring, and education.

Providers feel supported professionally and personally, and patients avoid the long wait times, costs, and travel associated with specialist referrals.



4. What action steps will you conduct?

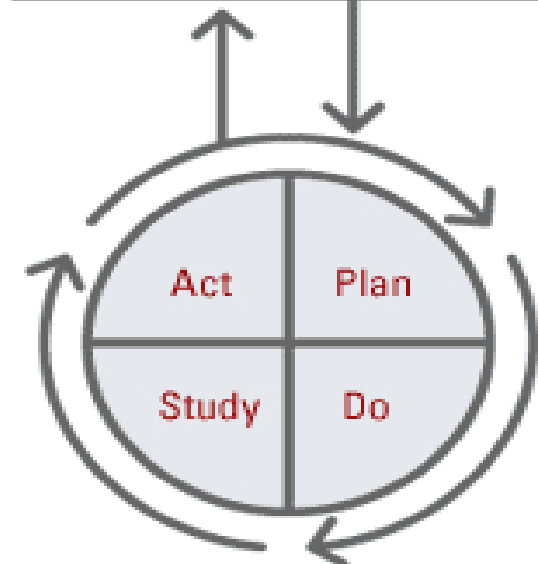
5. How will you measure success?



What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



Hot of the Press Resources

- ❖ HRSA Workforce and Wellness Survey

Health and Public Safety Workforce Resiliency Technical Assistance Center

HRSA awarded **\$5,940,549** to **one** grantee through [HRSA-22-111](#).

| Grantee Name | City | State | Year 1 | Year 2 | Year 3 | Total |
|----------------------------------|------------|-------|-------------|-------------|-------------|-------------|
| The George Washington University | Washington | DC | \$1,980,666 | \$1,975,363 | \$1,984,520 | \$5,940,549 |

Additional Helpful Resources

- ❖ STAR2 Center Workforce Resources: www.chcworkforce.org
- ❖ [Apply for Loan Repayment | Bureau of Health Workforce \(hrsa.gov\)](https://www.hrsa.gov/loan-repayment)
- ❖ Toolkit to Advance Racial Health Equity in PC Improvement: <https://www.chcf.org/publication/toolkit-racial-equity-primary-care-improvement/>
- ❖ JSI relevant webpages
 - <https://www.jsi.com/expertise/telehealth/>
 - www.healthcaretransformation.jsi.com
- ❖ HITEQcenter.org
- ❖ Primary Care Guide: www.improvingprimarycare.org
- ❖ Telehealth Playbook: <https://playbook.fqhctelehealth.org/>

QUESTIONS



THANK YOU!

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303-262-4319

