



**Department
of Health**

Medicaid
Redesign Team

SHIP/DSRIP Full Workforce Workgroup Meeting

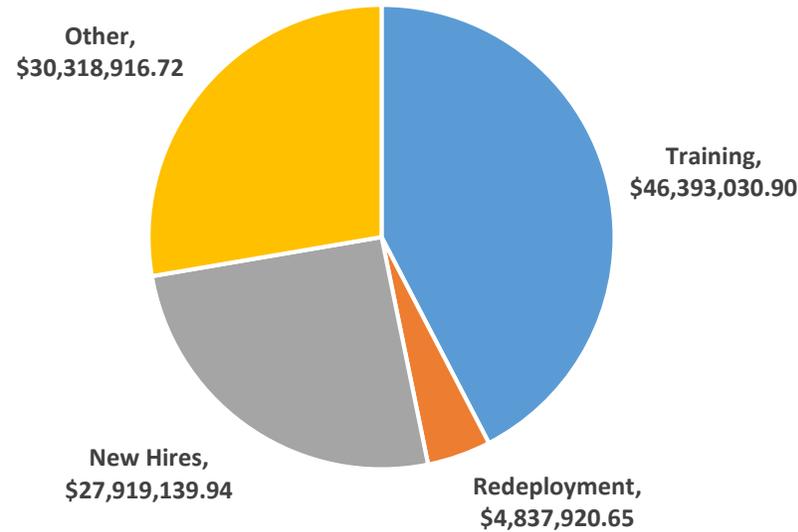
DSRIP Update

March 6, 2017

Workforce Deliverables and Deadlines

Milestone / Deliverable	AV Driving?	Prescribed Reporting Period / Completion Date
Workforce Strategy Spending	Yes	Baselines: DY1, Q4 Actuals: DY1, Q4 and subsequent Q2 and Q4
Workforce Staff Impact Analysis (Redeployment/Retraining)	Yes	Baselines: DY1 and DY2 Q1 Projections: DY1-DY5 Actuals: DY1, DY2 Q2 and subsequent Q2 and Q4
Workforce New Hire Analysis	Yes	Baselines: DY1 and DY2 Q1 Projections: DY1-DY5 Actuals: DY1, DY2 Q2 and subsequent Q2 and Q4
Milestone #4: Produce a Compensation and Benefits Analysis.	Yes	DY1: DY2, Q1 DY3: DY3, Q4 DY5: DY5, Q4
Milestone #1: Define target workforce state (in line with DSRIP program's goals)	No	None / Suggested completion date of DY2, Q1
Milestone #2: Create a workforce transition roadmap for achieving your defined target workforce state.	No	None / Suggested completion date of DY2, Q2
Milestone #3: Perform detailed gap analysis between current state assessment of workforce and projected state.	No	None / Suggested completion date of DY2, Q2
Milestone #5: Develop training strategy.	No	None / Suggested completion date of DY2, Q2

DSRIP Workforce Spending DY1 – DY2Q2



\$109.5M

Spent by PPS



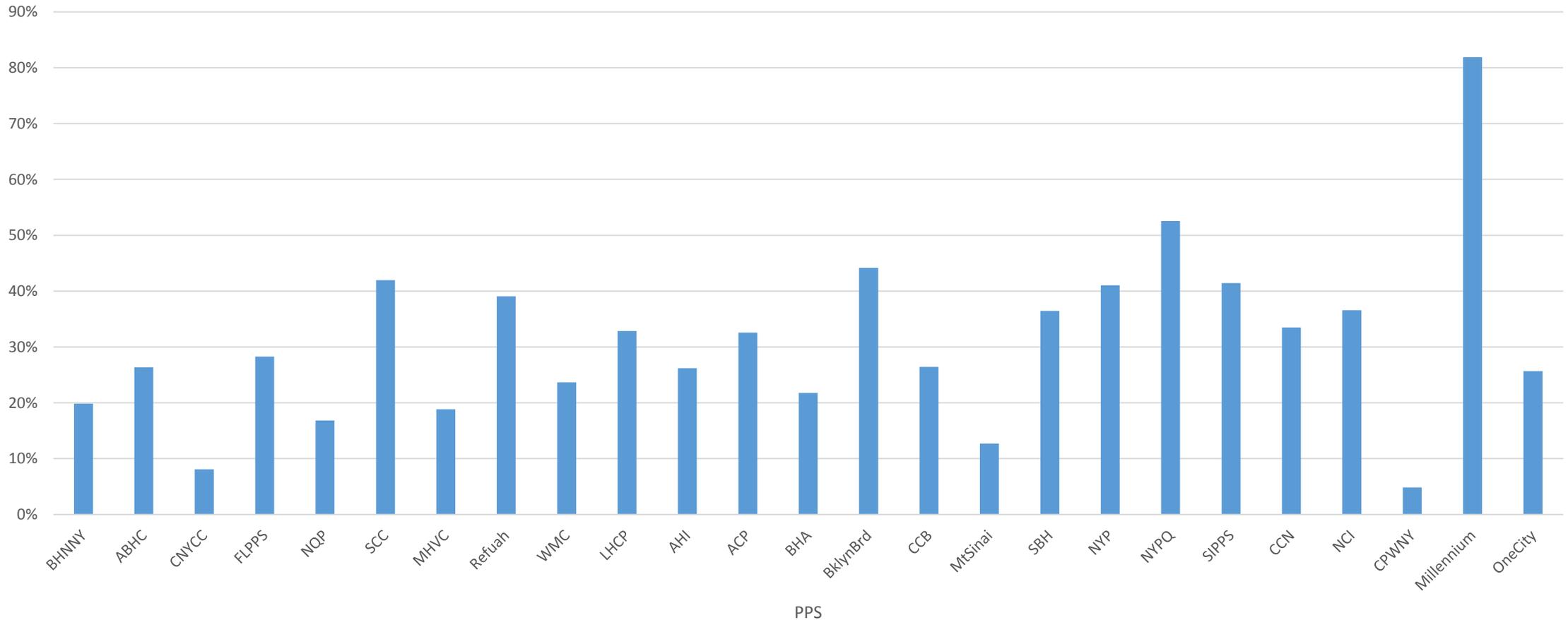
\$116.2M

Spending commitment

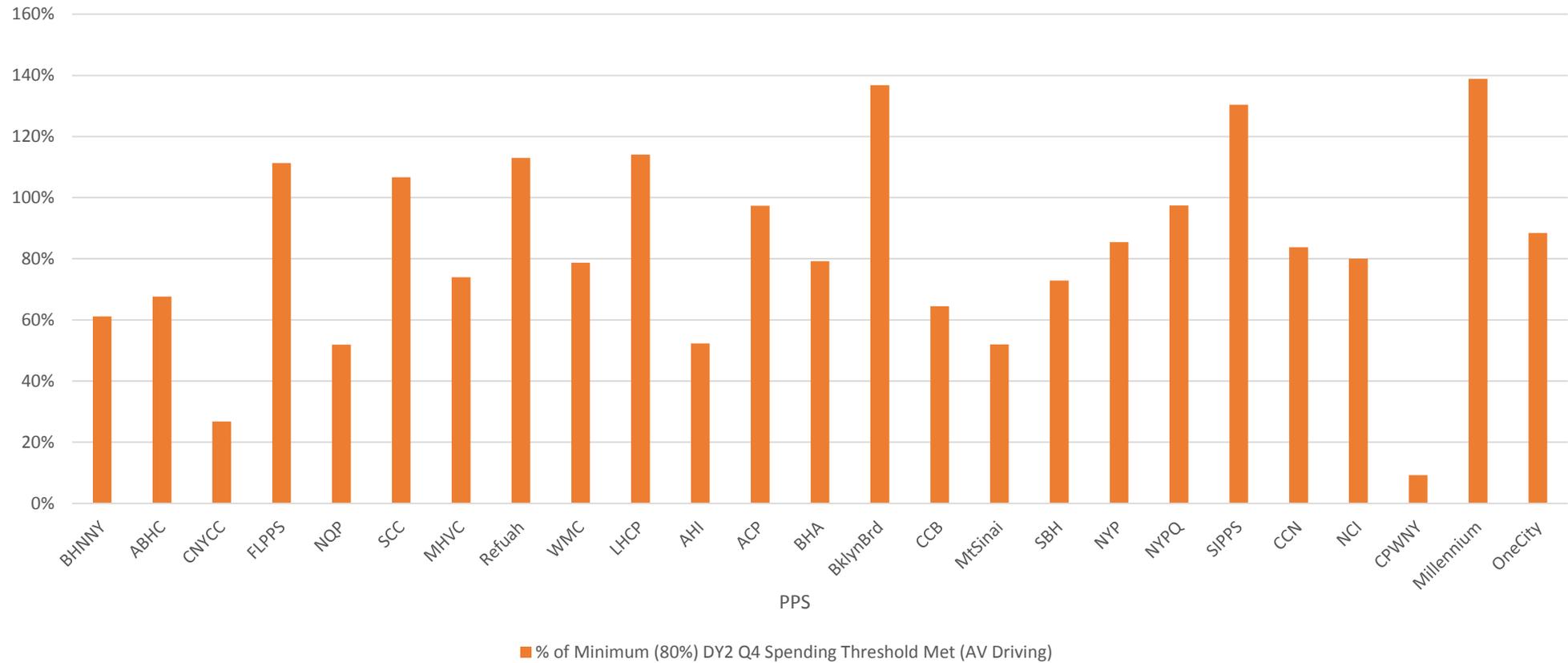
Other includes:

- Workforce Vendor Subcontracting
- Compensation and Benefit Report Development
- Scholarships

Progress Toward Total Five Year PPS Workforce Spending Commitment as of DY2 Q2



PPS Progress Toward DY2Q4 Spending Commitment



Summary of Vacancy Rate Snapshots

Vacancy rates for positions varied among the PPS, even in overlapping regions. This may be explained by the responses and response rate provided by the participating providers in the PPS network as well as other local attributes of the provider network.

PPS Snapshots:

- There were six PPS who had 12 or more job titles with vacancy rates over 8%
 - Four Upstate
 - Two New York City

Top job titles where PPS had vacancies above 8%:

- Primary Care MDs – 12 PPS
- Psychiatrists – 12 PPS
- Primary Care NPs – 16 PPS
- Psychiatric NPs – 17 PPS

Top emerging titles where PPS had vacancies above 8%:

- Peer Support – 16 PPS
- CHWs – 9 PPS
- RN Care Coordinators – 11 PPS
- Care/Patient Navigators – 12 PPS

UPDATED Summary Snapshot: High Vacancy Rates by Job Title

Number of PPSs with 8%+ Vacancy Rates, by Job Title

Job Title	# of PPSs with 8%+ Vacancy Rate
Primary Care Physician	12
Primary Care Nurse Practitioner	16
Psychiatric Nurse Practitioner	17
Staff Registered Nurse	8
Licensed Practical Nurse	8
RN Care Coordinators/Case Managers/Care Transitions	11
Psychiatrist	13
Psychologist	4
Medical Assistant	8
Social and Human Service Assistants	5
Substance Abuse and Behavioral Disorder Counselors	7

Job Title	# of PPSs with 8%+ Vacancy Rate
Nursing Aide/Assistant	9
Certified Home Health Aide	5
Personal Care Aide	6
Licensed Clinical Social Worker	14
Bachelor's Social Worker	3
Licensed Master's Social Worker	9
Social Worker Care Coordinator/Case Manager/Care Transition	6
Care Manager / Coordinator	8
Care or Patient Navigator	12
Community Health Worker	9
Peer Support Worker	16

Fewest PPSs

Most PPSs

Note: 23 PPS submitted vacancy rate data

Summary Snapshot: PPSs with High Vacancy Rates

Number of Job Titles with 8%+ Vacancy Rates, by PPS

PPS	# of Job Titles with 8%+ Vacancy Rate
Suffolk Care Collaborative	0
Nassau Queens PPS	5
Advocate Community Partners	8
NYU Lutheran PPS	10
Maimonides Medical Center	14
SBH Health System	15
New York-Presbyterian/Queens	8
OneCity Health PPS	7
Alliance for Better Health Care	10
Albany Medical Center Hospital	9
Bronx Health Access	1

PPS	# of Job Titles with 8%+ Vacancy Rate
Central NY Care Collaborative	9
Finger Lakes PPS	12
Montefiore Medical Center	5
WMCHealth PPS	9
Bassett PPS	12
Adirondack Health Institute	14
Care Compass Network	8
North Country Initiative	16
Community Partners Western NY	11
Millennium Care Collaborative	9
Mount Sinai	7
New York-Presbyterian	8

Fewest Job Titles

Most Job Titles

Note: Only 23 PPSs submitted vacancy rate data
 Note: Only 22 key job titles were considered for this analysis

PAOP Mid-Point Assessment Presentations Workforce Highlights

Collaboration with Arthur Ashe Institute for Urban Health (CCHL)

Step 1

- Arthur Ashe aligned the training strategy with our PPS's approach to CCHL and the Brooklyn Community Needs Assessment (developed with Maimonides, HHC and NYAM).

Step 2

- Arthur Ashe interviewed key community-based partners to assess their training capacities and capabilities relative to the needs of the populations they serve.

Step 3

- Arthur Ashe created the NYU Lutheran PPS's Cultural Competency and Health Literacy Training Strategy, which was approved by the PPS's Executive Committee.

Step 4

- Next steps: *Implementation of Cultural Competency and Health Literacy Training Strategy*

PPS Innovations: What is New for Patients?

43 Patient Navigators, Community Health Workers, Peers, and other Field-Based Staff working across a variety of settings

*Navigators in
Emergency
Departments*

*CHWs
providing
HIV/HCV
testing in
community*

*CASAC
making CPEP
linkages to
community
SUD tx*

*Navigators
contacting
tobacco
using
population*

Operating in Patient Homes and Communities

Workforce

- ▶ **Leveraging Long-term Pipeline**
 - ▶ *Career exploration programs*
- ▶ **Collaborating with Institutions of Higher Education**
 - ▶ *Bachelors & Masters Programs at community college (i.e. Nurse Practitioner & Social Worker)*
 - ▶ *Development of North Country Care Coordination Certificate Program with SUNY Jefferson & SUNY Canton*
- ▶ **Customized Training Videos (DSRIP 101, Blood Pressure Measurement, Health Literacy & MEB, Medicaid Health Home, Care Transitions)**
- ▶ **Provider Incentive Programs**
 - ▶ *Approximately \$3 million for recruitment of 8 Primary Care Physicians, 6 Family Nurse Practitioners, 2 Psychiatric Nurse Practitioners, 5 Physician Assistants, 2 Psychologists, 2 Psychiatrists, 2 Dentists, 4 Certified Diabetes Educators (growth), 1 Licensed Clinical Social Worker (growth) & 6 Licensed Clinical Social Worker-R (5 growth, 1 recruit)*
- ▶ **Regional Expansion of Graduate Medical Education**
 - ▶ *Partner hospital - recipient of Rural Residency GME Grant. PPS providing support of residency spots at local GME Program with rotations at regional sites. Minimum 3 year service commitment to region*



**STAGE 1:
MIDDLE
& HIGH
SCHOOL**



FDRHPO's Job Skills Training gives students an introduction into professional skills needed in the healthcare field, providing a foundation for future exploration opportunities.

FDRHPO
JOB SKILLS TRAINING



MASH Camp is a 3-day, interactive workshop that exposes students in grades 8-12 to various career opportunities in a hospital setting.

BOCES HEALTHCARE
EDUCATION PROGRAMS

FDRHPO offers high school and post-secondary students the opportunity to job shadow in a professional healthcare setting to help them shape future career choices and network with healthcare professionals.

JOB SHADOW
OPPORTUNITIES

FDRHPO

STUDENTS

VOLUNTEER OPPORTUNITIES

FDRHPO
POST-SECONDARY JOB SHADOW

BACHELOR'S DEGREE

ASSOCIATE'S DEGREE,
2-YEAR TECHNICAL SCHOOL
OR CERTIFICATION PROGRAM

Whether your post-secondary education lasts 2 or 4 years, there are a variety of opportunities that await you in the healthcare industry. These undergraduate programs also serve as a great pathway to continuing your education and furthering your career. For a list of local higher education programs, visit mygpsforsuccess.com/health-science/



**STAGE 2:
POST-SECONDARY
EDUCATION**

FDRHPO
INTERVIEW
/ CLINICAL ROTATIONS

VOLUNTEER OPPORTUNITIES

LOCAL COMMUNITY MEDICAL
EDUCATION PROGRAMS
More at www.fdrhpo.org

FDRHPO can forward your resume and connect you with dozens of healthcare employers in the north country!

RESUME
FORWARDING

**STAGE 3A:
GRADUATE
SCHOOL**

CLINICAL ROTATIONS,
RESIDENCIES & FELLOWSHIPS

**STAGE 3B:
ENTER THE
WORKFORCE**

LOAN
REPAYMENT
PROGRAMS

LOAN REPAYMENT PROGRAMS

EXIT TO:

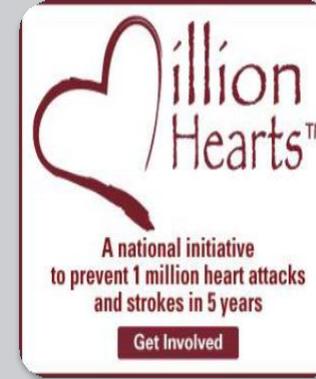
A HEALTHCARE CAREER IN THE NORTH COUNTRY!

WANT MORE INFO? Contact Santina Baker at sbaker@fdrhpo.org or visit www.fdrhpo.org.



- Partnered with Nassau Queens PPS, the Long Island Health Collaborative and the Center for Suburban Studies at Hofstra University to deliver a **Cultural Competency and Health Literacy (CC&HL) Training** program. **60** Master Trainers and **122** workforce staff have been trained as of January 2017.
- SCC Facilitated **17** OASAS Certified SBIRT Training Sessions across **9** Suffolk County Hospitals, resulting in **238** staff across hospitals and PCP sites, completed training and received OASAS SBIRT Certifications.
- Community Health Worker Training for staff engaged in our Asthma Home Environmental Trigger Assessment Program curricula provided by the Association for Asthma Educators, developed by **Certified Asthma Educators**.
- Partnership with North Carolina Center for Excellence in **Integrated Care** in design of Primary Care & Behavioral Health Integrated Care Education Series and Implementation for participating provider practices.
- Care Coordination & Transition Management (**CCTM**) from the American Academy of Ambulatory Care Nursing certification effort initiated September 2016 for roughly **25** Nurses across all **11** Hospitals participating in TOC Project.
- Over **80** Directors of Nursing across **44** Skilled Nursing Facility partners received an INTERACT Champion Certification in November of 2015 which kicked-off our program implementation efforts.
- **30** Care Management Organization staff training immersion at **Geisinger Health System**.
- **MAX** Series Participation in the Train-the-Trainer Program.

Workforce Transformation



Partnering with Hofstra University to develop an online CCHL PPS wide training and a Population Health Certification Program

Trained Nassau County Police Force on mental health first aid and training of all new Probation Officers

Trained 26 RN's, care managers & coordinators on care coordination and population health

175 primary care physicians & their staff received training on behavioral health integration or cardiovascular disease (e.g. Million Hearts Campaign)

Over 50 SNF Leaders attended a day-long INTERACT training, & have subsequently launched web-based INTERACT modules for the whole facility

Training & Developing the Community Workforce

Through DY2Q3...

- BPHC has developed 29 courses delivered to 781 trainees across the PPS
- 27 CBOs have registered staff to participate in these courses

Training Programs in Cultural Responsiveness: DY2Q4 – DY3

Programs for segments of BPHC workforce:

1. Leaders as change agents for cultural responsiveness
2. Cultural affirming care for frontline staff
3. Cultural competency & the social determinants of health for practitioners: promotes behaviors & attitudes that enhance patient-provider communication & trust

Programs based on PPS community needs

4. Train-the-trainer for CBOs to educate community members on community health literacy topics (obtaining health insurance & navigating health care system)
5. Patient-centered care for immigrant seniors addresses behavioral & psychosocial issues

Raising cultural competency for the frontline:

6. Knowledge & skills for recovery-oriented care for people with behavioral health conditions
7. Understanding cultural values for home health workers
8. Poverty simulation to experience how living in poverty effects health behaviors and to influence policy changes



Celebrating Graduates

New York City Council Member Ritchie Torres and Ousman Laast, Office of U.S. Senator Kirsten Gillibrand, celebrating Peer Leaders & CHWs trained by Health People (Diabetes Self-Management) and a.i.r. bronx (Asthma Home-Based Self-Management)

Providing Cultural Responsiveness Training

- | | |
|---|--|
| ▪ The Jewish Board | ▪ New York Association |
| ▪ NYC Human Resource Administration's Office | of Psychiatric Rehabilitation Services |
| ▪ Immigrant Health and Cancer Disparities Service | ▪ Regional Aid for Interim Needs (R.A.I.N) |
| ▪ Healthlink NY | ▪ Selfhelp Community Services |
| ▪ People Care | |



BRONX PARTNERS FOR
HEALTHY COMMUNITIES





A Trained Workforce is a Transformed Workforce

Higher Education Partnerships

- Created CHW & Care Management Credit Certificate Programs at College of Staten Island (CSI)
- \$300,000 in Scholarships for PPS Partners
- Held CSI PPS Partner Day to discuss:
 - Future Curriculum Needs
 - Internships
 - Development of Hiring Pipeline



Training Scope



xG Health Care Management Training

- Engaging home care and hospital staff including nurses and physicians on transitions of care and chronic disease management:
 - COPD, Diabetes, Heart Failure



INTERACT

- All 10 Skilled Nursing Facilities trained on INTERACT
- 22 Certified INTERACT Facility Site Champions



Palliative Care Training

- Comprehensive Palliative Care training implemented All
- Participation from 10 Skilled Nursing Facilities



1199 TEF

- 22 different training courses offered



LEAN Training

- SI PPS sponsored LEAN education series for all partners
- PPS partners using LEAN for process redesign

Training Outcomes

- Over 15,000 hours of PPS partner training
- Partners and CBOs fully engaged in training
- 1,000 participants surveyed

Outcomes

- Improved patient access to clinical and social services
- Process improvement
- Improved communication and understanding

Sustainable Projects and Initiatives

- 1. Care Coordination, High Utilizers.**
- 2. Diabetes and Asthma Programs.**
- 3. Creating New Initiatives to Meet Pay for Performance Measures.**
- 4. Workforce Transformation.**

1. *Building Knowledge*

- i. Cultural Competency & Health Literacy Trainings*
- ii. DSRIP 101*
- iii. Diabetes Self-Management Program Training*

2. *Building Skills*

- i. CASAC program*
- ii. Language of Care – Spanish for Healthcare workers*
- iii. Medical Assistant Training*

3. *Creating Opportunities*

- i. Community Health Worker Apprenticeship*
- ii. Bilingual RN Program*
- iii. HIV Peer Certification*

Supporting a More Integrated Workforce

- ***Trainings Utilize a Train-The-Trainer (TTT) Model***
 - Once trained, participants commit to providing a minimum of 2 trainings/year
 - 24 trainers have completed Brief Action Planning
 - By March, 12 trainers will complete Motivational Interviewing
 - Through 2017, an additional 50 trainers for Care Management and 3 trainers enrolled in the MAX TTT program
- ***Increasing Primary Care Capacity for the Region***
 - Launching a Nurse Practitioner residency program in Sept 2017
 - 18 – 24 Nurse Practitioners over 4 years
 - Placements in FQHC's, Behavioral Health and Primary Care sites
 - MHVC covers tuition costs and preceptor costs
- ***Partnering w/ Regional Colleges to Design Future Workforce***
 - 6 Meetings w/ local colleges to define future curriculum needs
- ***Promoting Health Equity***
 - All trainings include a module that relates to cultural competency
 - Supporter of the Blueprint for Health Equity, 3 events held in 2016, 7 planned for 2017
 - Cultural Competency TTT program in 2017 for up to 60 trainers

QUESTIONS?