

**Refuah Community Health Collaborative  
Workforce Transition Roadmap  
Gap Analysis and Action Plan**

**GAP #1:** Our workforce impact analysis showed an increase need for Behavioral Health (BH) Providers, Substance Abuse Counselors and Social Workers.

<b>GOAL</b>	<b>RATIONALE</b>	<b>ACTION PLAN</b>	<b>EVALUATION</b>
<ul style="list-style-type: none"> <li>• Recruit and hire BH providers, counselors, and social workers in this highly competitive and limited market.</li> </ul>	<ul style="list-style-type: none"> <li>• This gap is consistent with the nature of RCHC’s projects. Given that 3 of 7 projects are behavioral health projects, it is expected that large gaps in Behavioral Health providers, counselors and social workers were observed.</li> <li>• The risk of workforce shortages in this market is real and there is a keen competition for Human Resources to attract and hire BH workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate current recruitment practices to determine areas which need strengthening /revising.</li> <li>• Develop and implement innovative ways to market and recruit potential candidates.</li> <li>• Use innovative evidenced-based practices such as the University of Washington AIMS model of collaborative care to increase patient access by training primary care providers to oversee all aspects of a patient’s care including common behavioral health</li> </ul>	<ul style="list-style-type: none"> <li>• Determine if recruitment strategies are effective in filling required positions to meet DSRIP goals. Make recommendations and changes if needed.</li> </ul>

		<p>problems in collaboration/ consultation with a behavioral health provider.</p> <ul style="list-style-type: none"><li>• Hire entry level licensed professionals (e.g., BH providers, counselors and social workers) then train/coach/mentor them within the organization by a more experienced and highly trained BH practitioners.</li><li>• Obtain approval and support from RCHC-PPS Workforce Governance Body on the workforce transition roadmap.</li></ul>	
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**GAP #2:** Our workforce impact analysis showed an increased need for additional primary care physicians, nurse practitioners/physician assistants, nursing staff and other support roles (e.g., case/care coordinators/managers, administrative/support staff).

<b>GOAL</b>	<b>RATIONALE</b>	<b>ACTION PLAN</b>	<b>EVALUATION</b>
<ul style="list-style-type: none"> <li>• Recruit and hire primary care providers, physician assistants / nurse practitioners, nursing and other support staff in anticipation of the shift in health care to community based sites.</li> </ul>	<ul style="list-style-type: none"> <li>• The need for additional primary care providers, physician assistants/nurse practitioners, and nursing and other support staff is consistent with regional shortages and the anticipated shift from hospital care to community-based setting.</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources will identify actions to build the future workforce through strategic recruitment, training, and development and retention techniques to recruit candidates for the various roles.</li> <li>• Continue to build the right infrastructure and workforce training and development to meet DSRIP goals</li> <li>• Continue to review/revise each job description based on a thorough job analysis to ensure that it is focused, clear, and concise. Each job description should include expectations of the role, essential duties, competencies and responsibilities that would be required in the new healthcare delivery system.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine if recruitment strategies are effective in filling required positions to meet DSRIP goals. Make recommendations and changes if needed.</li> </ul>

**GAP #3:** New types of care providers were identified (Care Navigators/Coordinators, Peer Support Workers, and Community Health Workers) to meet DSRIP goals. These non- licensed healthcare workers are critical to the success of a high functioning fully integrated delivery system. There is a need to develop these roles since they have not been traditionally used in our current system.

GOAL	RATIONALE	ACTION PLAN	EVALUATION
<ul style="list-style-type: none"> <li>Recruit and hire from a very limited pool of trained workers for the new positions and/or identify training programs for use by PPS partners.</li> </ul>	<ul style="list-style-type: none"> <li>There is a very limited pool of these kinds of workers as these roles are relatively new in the healthcare field and have not been widely used in the past in NYS.</li> <li>The need for these roles is further driven by the integrative and community-based philosophies of RCHC.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage existing programs whenever possible. Focus first on positions that require intensive training.</li> <li>Use community based organizations to help recruit staff from within communities being served to maximize cultural competency and understanding of patient barriers of the workforce.</li> <li>Obtain approval and support from RCHC-PPS Workforce Governance Body on the workforce transition roadmap.</li> <li>Maintain an open line of communication with all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Determine if recruitment strategies are effective in filling required positions to meet DSRIP goals. Make recommendations and changes if needed.</li> <li>Perform gap analysis to monitor learners' performance over time.</li> </ul>

**GAP #4:** In this new delivery system where competition for highly trained/competent workforce is keen and ongoing, it is imperative to attract and hire competent and highly trained and skilled workforce but more importantly to retain them. Efforts should be focused on workforce development for growth and opportunities, financial assistance opportunities where applicable, as well as competitive wages, compensation and benefits.

GOAL	RATIONALE	ACTION PLAN	EVALUATION
<ul style="list-style-type: none"> <li>Develop a workforce development strategy to include career pathway programs, career ladder, certification, and other career opportunities that would assist employees in their career progression within the organization and increase retention of workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Career pathways and career ladders are key to enhancing engagement and loyalty among employees and organization. It has a direct impact to the organization by providing morale career satisfaction, motivation, productivity and responsiveness in meeting our DSRIP goals.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a career pathway program to introduce members in our communities to health care professions and career paths that support DSRIP activities.</li> <li>Collaborate with 1199SEIU to develop a comprehensive program that includes opportunities to begin or grow a career in the health care field.</li> <li>Develop a career ladder/certification strategies that will assist employees to grow by acquiring additional knowledge and skills through education, training or work experience e.g., LPN to RN program; certification in various specialties; progression from IT support position to IT programmer and others.</li> </ul>	<ul style="list-style-type: none"> <li>Review turnover statistics to determine whether workforce issues being addressed and retention strategies being implemented are successful.</li> <li>Determine number of employees who advanced in their position or has achieved job satisfaction as a result of career ladder/certification strategies.</li> <li>Review exit interview responses from incumbent employees to determine issues impacting employees' decision to terminate employment.</li> </ul>

<ul style="list-style-type: none"> <li>As a retention strategy, (RCHC being a qualified HPSA site) market availability of various scholarships and loan repayment and forgiveness programs in NYS for eligible health care providers and staff.</li> <li>Create workforce wages, compensation and benefits that are competitive in the area.</li> </ul>		<ul style="list-style-type: none"> <li>Inform and assist eligible employees in applying for scholarships, loan repayment, and forgiveness award programs that are available in NYS such as: <ul style="list-style-type: none"> <li>➤ NYSED: Regents Physician Loan Forgiveness Award Program</li> <li>➤ NYSDOH: Doctors Across NY (DANY) Program</li> <li>➤ NYSDOH: Primary Care Service Corps</li> <li>➤ US DHHS: National Health Service Corps (NHSC)</li> <li>➤ Nurses Corps Loan Repayment Program for Nurses and NPs</li> <li>➤ NYS Licensed Social Worker Loan Forgiveness Program</li> </ul> </li> <li>Review current wages, compensation and benefits that will attract and retain competent and skilled workforce.</li> <li>Develop uniform salary ranges for job grade.</li> </ul>	<ul style="list-style-type: none"> <li>Determine number of employees who were retained and remained in the workforce as a result of these programs.</li> <li>Assess employees' satisfaction with workforce wages, compensation and benefits</li> </ul>
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