SHIP/DSRIP Workforce Workgroup Meeting

April 03, 2019
# Agenda

<table>
<thead>
<tr>
<th>Timing</th>
<th>Topic</th>
<th>Slide(s)</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30 – 10:40</td>
<td>Welcome and Introductions</td>
<td>3</td>
<td>Wade Norwood &amp; Jean Moore</td>
</tr>
<tr>
<td>10:40 – 10:50</td>
<td>Update on the 2019 Budget Process And the Governor’s State of the State</td>
<td>4-5</td>
<td>Mark Furnish</td>
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<tr>
<td>10:50 – 11:00</td>
<td>Other Legislative Updates</td>
<td>6-8</td>
<td>Jean Moore</td>
</tr>
<tr>
<td>11:00 – 12:30</td>
<td>Best Practice: Recruitment &amp; Retention Panel</td>
<td>9-29</td>
<td>Tracy Leonard, North Country Initiative</td>
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<tr>
<td></td>
<td>Introduction: Eugene Heslin</td>
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<td>Kelly Owens, Adirondack Health Institute</td>
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<td></td>
<td>Moderator: Wade Norwood</td>
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<td>Megan Mroczkowski, Doctors Across New York</td>
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<td></td>
<td>Carwyn Kruler, Primary Care Service Corps</td>
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<tr>
<td>12:30 – 12:40</td>
<td>Break</td>
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<tr>
<td>12:40 – 1:00</td>
<td>Review the Compendium</td>
<td>31-34</td>
<td>Eugene Heslin</td>
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<tr>
<td>1:00 – 1:15</td>
<td>Focus on Service Obligated Programs</td>
<td>35-40</td>
<td>Jean Moore</td>
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<tr>
<td>1:15 – 1:30</td>
<td>Adjournment</td>
<td>41</td>
<td>Wade Norwood, Jean Moore, &amp; Eugene Heslin</td>
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</tbody>
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April 03, 2019
Workforce Workgroup Charge

- Workforce is one of the underlying enablers for the State Health Innovation Plan (SHIP), supporting the five pillars and helping achieve the SHIP objective of moving towards the NYS Patient-Centered Medical Home model.

- The Workforce Workgroup also serves the goals of the Delivery System Reform Incentive Payment (DSRIP) Program and the work of Performing Provider Systems (PPS), supporting efforts to reduce avoidable hospital use and achieve the sustainable transformation of the delivery system.

- The charge of the Workforce Workgroup is to promote a health workforce that supports comprehensive, coordinated and timely access to care that will improve the health and well-being of New Yorkers, consistent with these transformational initiatives.
Update on the 2019 Budget Process And the Governor’s State of the State
• State of the State/Budget Message

• Budget Update
Other Legislative Updates
Data Bills

- Modified Physicians Profile
  - Being released as DOH bill

- Mandatory Reporting
  - Senate supportive, coordinating with assembly
Best Practice: Recruitment & Retention Panel
A DESCRIPTION OF YOUR RECRUITMENT & RETENTION EFFORTS

Leveraging Long-term Pipeline
- Career exploration programs (i.e. MASH Camp & Job Shadow 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

Development & Collaboration of Interdisciplinary Teams
- Growth of Certified Diabetes Educators, Community Health Workers, BH Peer Supports
- Provider Incentive Programs based on areas of need (MD/DO, PA, NP, Dentist, Nurses, Med Lab Techs, Social Workers, CDEs, Instructors, etc.)
- Monthly Care Coordination Collaboratives (networking, education, case study, call to action, etc.)
- Tobacco Cessation, NDPP & CDSMP systematic referrals

Customized Training Videos & System-wide Training/Retraining
- DSRIP 101, Blood Pressure Measurement, Health Literacy & MEB, Medicaid Health Home, Care Transitions, etc. which have been used by NCI and shared with/utilized by various PPS’ (and in India!)
- Development of various trainers in the region (i.e. SBIRT, Mental Health First Aid, PCMH Content Experts, QPR, Bridges Out of Poverty, etc.)

Regional Expansion of Graduate Medical Education
- PPS key partner in regional Rural Residency Program Development Grant. Working collectively with partner hospitals, FQHCs and Public Health Depts. to build rural residency capacity & sustainability
## INCENTIVE PROGRAM SUCCESS

<table>
<thead>
<tr>
<th>CDE INCENTIVE PROGRAM</th>
<th>Number of Awards</th>
<th>Award Amount</th>
<th>Total Award Amount by Program</th>
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<tbody>
<tr>
<td>Certified Diabetes Educator</td>
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<table>
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<th>LMSW/LCSW INCENTIVE PROGRAM</th>
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<td>LCSW (Grow LCSW)</td>
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<td>LCSW (Grow LCSW-R)</td>
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<td>$225,000.00</td>
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<th>PROVIDER INCENTIVE PROGRAM</th>
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<tr>
<td>Physician Assistant</td>
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<tr>
<td>Physician</td>
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<td>$1,356,280.00</td>
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<tr>
<td>Psych Nurse Practitioner</td>
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<tr>
<td>Psychiatrist</td>
<td>3</td>
<td>$400,000.00</td>
<td>$3,210,498.71</td>
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<tr>
<td>Psychologist</td>
<td>2</td>
<td>$90,000.00</td>
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</tr>
<tr>
<td>Dentist</td>
<td>2</td>
<td>$163,801.00</td>
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</tr>
<tr>
<td>Family Nurse Practitioner</td>
<td>8</td>
<td>$653,250.00</td>
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<tr>
<th>NURSING INSTRUCTOR INCENTIVE PROGRAM</th>
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<tbody>
<tr>
<td>Nursing Instructors</td>
<td>4</td>
<td>$120,000.00</td>
<td>$120,000.00</td>
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<table>
<thead>
<tr>
<th>NURSING INCENTIVE PROGRAM</th>
<th>Number of Awards</th>
<th>Award Amount</th>
<th>Total Award Amount by Program</th>
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<tbody>
<tr>
<td>Nursing Incentive – Recruit RN</td>
<td>9</td>
<td>$53,250.00</td>
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<tr>
<td>Nursing Incentive – Recruit LPN</td>
<td>2</td>
<td>$6,000.00</td>
<td>$208,000.00</td>
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<tr>
<td>Nursing Incentive – Retain RN</td>
<td>15</td>
<td>$97,750.00</td>
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</tr>
<tr>
<td>Nursing Incentive – Retain LPN</td>
<td>11</td>
<td>$51,000.00</td>
<td></td>
</tr>
</tbody>
</table>

**Grand Totals** | **86** | **$3,843,498.71** |
The regional proportion of third-graders with untreated tooth decay far exceeds the statewide measure (over 40% vs a State rate of 24%). Over the past several years there has also been an increase in emergency department visits for dental caries. These conditions are exacerbated by dental and primary care provider shortages in the region.

In 2015, the NCI Provider Incentive Program assisted the North Country Family Health Center with the recruitment of Dr. Yong Chang, DDS, thus allowing for access to dental services for individuals covered by Medicaid, Medicare and managed care programs. Prior to Dr. Chang’s arrival, it had been five years since Medicaid beneficiaries had access to dental services in Lewis County.

“I am very pleased to be returning to family practice dentistry at the NCFHC. The agency’s mission of providing dental care to patients who need it, regardless of income or insurance status, is a great benefit to our community,” says Dr. Chang.

In 2012, as a first-year medical student at SUNY Upstate Medical School, Dr. Katherine McHugh participated in our Job Shadow Program. Originally from Lowville, a rural, underserved area, Dr. McHugh demonstrated a sincere commitment and desire to return to the region and practice medicine as a primary care physician.

After this shadowing experience, she shared “I hope that someday I will be able to demonstrate the same diligence, humanity and grace in my practice.” It is with great enthusiasm that NCI provided financial assistance to Lowville Medical Associates who successfully recruited Dr. McHugh as their newest Family Physician.

Dr. McHugh began practice in Lowville in July 2018.
Students to Professionals: Faces of Success

Danielle DeBona, 2010 Job Shadow Student

Jillian Young, 2009 Job Shadow Student

Danielle Sawyer, 2017, PA

Jillian Young, 2018, FNP
HOW YOUR EFFORTS COULD BE REPLICATED IN OTHER AREAS

• Healthcare is not for everyone!
• Recruiting from a rural region (growing your own) generally results in better retention rates
• Not everything needs to be sustained… consistent monitoring & evaluation is critical
• Data driven outcomes are helpful but can sometimes be difficult to track
• Building & maintaining a relationship with participants in the pipeline is essential
• Collaboration with higher education partners results in reduced overhead costs, improved student completion rates and decreased regional vacancy rates
• It's okay to be innovative… perfection can be the enemy of the good
• Celebrate short-term wins
• Building a pipeline takes time but the fruits of your labor will be plentiful!
DSRIP/SHIP Workforce Workgroup Meeting: AHI Workforce Strategies and Outcomes

PRESENTED BY:

Kelly Owens
Manager, Workforce and DSRIP Project Management Team
PPS Workforce Recruitment and Retention Initiatives

Assembled the Recruitment and Retention Workgroup which:

- Identified priority areas through workgroup member expertise
- Utilized the Current State Analysis/Compensation and Benefits Analysis which confirmed our needs:
  - Primary care providers
  - Behavioral health providers
  - Post-acute care staff
  - RN recruitment in all care settings

Created the Recruitment and Retention Fund.
Recruitment and Retention Fund

- Focused on priority area positions, with consideration for job titles that were deemed key to an organization for successful project implementation.
- Provided assistance for recruitment costs and, in some cases, retention costs.
- Recommended that partners consider training for retention.

Training Fund

- PPS-sponsored trainings included trainings that expanded roles and created regional experts – train-the-trainer models and certifications.
- Offered training specifically on recruitment and retention.
- Created a partnership with SUNY Adirondack.
Workforce Outcomes

820 positions supported through September 2018.

2018 Compensation and Benefits Analysis identified a positive impact in primary care.

Behavioral health and post-acute care positions showed a lesser impact. Re-evaluated the strategy to provide the following in DY4:

- Behavioral Health Workforce Webinar Series
- Recruitment and Retention Training Strategies for Post-Acute Care
- Post-Acute Care Training Survey
Questions?
Doctors Across New York

Physician Loan Repayment and Physician Practice Support Programs
PROGRAM BACKGROUND

• The NY Doctors Across New York (“DANY”) initiative includes several programs collectively designed to help train and place physicians in underserved communities to care for New York’s diverse population.

• The DANY Physician Loan Repayment (“PLR”) and Physician Practice Support (“PPS”) programs make funds available to help recruit and retain physicians to work in medically underserved areas of the state.

• Funding is provided in exchange for a physician’s commitment to work in an underserved area for a three-year period.
WHO MAY APPLY

1. Individual Physician

2. Health Care Facility:
   - A general hospital, D&TC, or nursing home licensed by the NYS Department of Health (DOH);
   - A facility certified, but not operated by, the NYS Office of Mental Health (OMH);
   - A facility licensed, but not operated by, the NYS Office of Alcoholism and Substance Abuse Services (OASAS);
   - A private medical practice registered in NYS as a PC or PLLC.
AWARD AMOUNTS

A Request for Application (RFA) is distributed to provide the following:

- Up to $120,000 over a three year period to, or on behalf of, a physician who agrees to practice in an underserved area for the 3-year DANY service obligation period.
- Up to $9 million is available annually in state funding in addition to federal funds.
- Since the program began in 2008, DOH has made 535 awards with plans for approximately 75 awards annually.
USE OF FUNDS

1. Repay qualified educational debt;
2. Support to a physician to establish or join a medical practice; or
3. Help health care facilities recruit or retain a physician.
   • i.e. sign-on bonuses, enhanced compensation or loan repayment

_In all cases, 100% of the funds ultimately must be distributed to the physician or to the physician’s practice._
Primary Care Service Corps

Loan Repayment Program
PROGRAM BACKGROUND

- The Primary Care Service Corps Loan Repayment Program makes funds available to help recruit and retain the following professionals to work in medically underserved areas of the state:

<table>
<thead>
<tr>
<th>Physician Assistants</th>
<th>Dentists</th>
<th>Psychologists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse Practitioners</td>
<td>Dental Hygienists</td>
<td>Midwives</td>
</tr>
<tr>
<td>Marriage &amp; Family Therapists</td>
<td>Licensed Clinical Social Workers</td>
<td>Licensed Mental Health Counselors</td>
</tr>
</tbody>
</table>

- Funding is provided in exchange for a clinician’s commitment to work in an underserved area for a two-year period.

- Clinicians may renew their contracts for a third, fourth, and fifth year.
WHO MAY APPLY

Eligible professionals providing outpatient care in designated Health Professional Shortage Areas at the following types of facilities:

- A general hospital or Diagnostic & Treatment Center licensed by the NYS Department of Health (DOH);
- A facility certified by the NYS Office of Mental Health (OMH);
- A facility licensed, but not operated by, the NYS Office of Alcoholism and Substance Abuse Services (OASAS);
- A facility operated by the NYS Department of Corrections and Community Services.
AWARDS

A Funding Opportunity is offered to provide the following:

• Up to $60,000 to a clinician who agrees to practice in an underserved area for the two-year PCSC service obligation period.

• Clinicians may renew for a third, fourth and fifth year, if qualifying educational debt exists. Clinicians serving five years may receive a total of up to $150,000 in award funds.

• $1 million is available annually to fund the program.

• Award funds must be used to repay qualified educational debt.
Review the Compendium
Compendium Goals

• Collect real-life examples from organizations across NYS of workforce initiatives
• Develop a robust, sustainable tool stakeholders can use to guide future resolution of workforce challenges
• Promote workforce innovation at all levels
Compendium Materials and Website

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Recent Additions

- Staff retention from Seattle Grace Hospital
- Implementing Training Reversal from Gawker Hospital

Behavioral Health

Department of Health

Individuals/Families

Providers/Professionals

Health Facilities

Search

Use an Interactive Map for Workforce Transformation Compendium and Resource Guide

Workforce Transformation Compendium and Resource Guide

The New York State Workforce Transformation Compendium is a compendium of information about projects that have been shown to be effective in addressing workforce challenges in New York State. The compendium was created as part of the project of the Workforce Transformation Group under the New York State Innovation Model (SNIM) grant from CMS. The goal of the compendium is to serve as a valuable resource for future workforce initiatives. If you would like to receive email notifications when new workforce practices are added, please contact WorkforceTransformationHealth.ny.gov to be added to the distribution list.

Each Best Practice includes a short description of the project, the process for implementation and links to useful resources that were submitted by the organization where the practice was implemented.

When considering submissions, please keep in mind that a best practice should be:

- Responsive to an identified workforce need, consistent with one of the following focus areas: recruitment, retention, sustainability, training, funding, transition management, quality improvement, or productivity;
- Agreed upon or emerging transformation in health and behavioral health care;
- Proven and capable of evaluation with system changes;
- Evidence-based, to the extent appropriate;
- Capable of evaluation;
- Sustainable as long as necessary, and designed to sustain when successful;
- Replicable, so others can use or customize the model;
- Scalable, so others can adopt the model to the scope of their need.

Process for Submission/Publication

- Submission Instructions (PDF)
- Submission Template (PDF)

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Process for Submission

- Email with submission template and instructions to be sent in coming weeks
- Submissions accepted via email
- Submissions reviewed by subcommittee
- Projected website launch: August 2019
Focus on Service Obligated Programs

Jean Moore
Service Obligated Programs

Service obligated programs serve to incentivize healthcare professionals to provide care to underserved New Yorkers. Through these programs, healthcare professionals of various backgrounds are motivated to work in shortage areas or in difficult-to-recruit positions through loan forgiveness, scholarships, or immigration requirement waivers.

Information on all service obligated programs available to New Yorkers is accessible through an interactive database. Using the search function in the database, potential applicants can review information by the type of program (loan forgiveness, scholarships, or immigration requirement waivers), the professions supported, or the length of service. The database also provides a link to each of the service obligated programs.

Additionally, this webpage provides a link to HRSA’s Health Workforce Connector, a database that identifies active National Health Service Corps and Nurse Corps sites and job opportunities at those sites; an email address to send us any questions; and an email listserv for notifications when programs are available or changes have been made to program requirements.
Search Tool

Program Name

Program Type
- Loan Forgiveness
- Scholarship
- Immigration Requirement Waiver

Professions Supported
- Select all that apply
- Advanced Practice Nurses
- Audiologists
- Clinical Psychologists

Length of Service
- Min. Years
- Max. Years

Agency

www.chwsny.org
# Program Doctors Across New York

<table>
<thead>
<tr>
<th>Program</th>
<th>Doctors Across New York</th>
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<tbody>
<tr>
<td><strong>Summary</strong></td>
<td>The New York State Doctors Across New York is a series of initiatives to help recruit physicians and encourage them to remain in medically underserved areas of New York State. The program provides for loan forgiveness and practice support.</td>
</tr>
<tr>
<td><strong>Agency</strong></td>
<td>New York State Department of Health</td>
</tr>
<tr>
<td><strong>Type of Program</strong></td>
<td>Loan Repayment, Practice Support</td>
</tr>
<tr>
<td><strong>Health Professions Supported</strong></td>
<td>Physicians</td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td><a href="https://www.health.ny.gov/professionals/doctors/graduate_medical_education/doctors_across_ny/">https://www.health.ny.gov/professionals/doctors/graduate_medical_education/doctors_across_ny/</a></td>
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Doctors Across New York

Doctors Across New York is a state funded initiative enacted in 2006 to help train and place physicians in underserved communities in a variety of settings and specialties to care for New York’s diverse population. This site provides information on the Doctors Across New York Physician Practice Support and Physician Loan Repayment programs. Due to statutory changes, off site awards will require a 3-year service obligation for a maximum amount of $150,000.

Applications are being accepted from now until April 4, 2019 at 4:00 PM on the NYS Grants Gateway website at:

Request for Applications

The following document is the most recent version (Cycle VI) of the Request for Applications (RFA). While the RFA is being posted, the opportunity to apply in the Grants Gateway will not be available until March 7, 2019.

- Request for Applications Cycle VI (PDF)

Questions and Answers

The following document includes all questions that the Department received for Cycle VI with corresponding answers:

- Questions and Answers (PDF)

Applicant Webinar

An applicant webinar for Cycle VI was held on February 14, 2019 at 1:30 p.m. and all potential applicants were strongly encouraged to attend. For reference purposes and for those who were unable to attend, a recording of the webinar and the webinar code is posted to this webpage below.

Webinar Slide Presentations

- Physician Loan Repayment and Physician Practice Support (Programs, Cycle VI) (PDF)

Video Links

- DOH! Cycle VI Webinar Sessions (YouTube)

Applicants must be registered in the Grants Gateway in order to apply for this grant opportunity.

When applying for a Grants Gateway account, be sure to re-check the roles of “Grantee Contract Signature” or “Grantee System Administrator” since these roles are necessary in order to submit an application.

Three helpful links for questions of a technical nature are as follows:

- Grants Gateway User Guide (pdf) and an application tutorial on YouTube
  https://grantsmanagement.ny.gov/video-portal-applytours

www.chwsny.org
The National Health Service Corps Loan Repayment Program is a service-obligated loan forgiveness program designed to recruit and retain medical, nursing, dental, and behavioral/mental health clinicians in eligible.

**Agency**
U.S. Health Resources and Services Administration

**Type of Program**
Loan Repayment

**Health Professions Supported**
Advanced practice nurses, certified nurse-midwife, dental hygienists, dentists, licensed mental health counselors, marriage and family therapists, physician assistants (primary care), physicians (primary care and general psychiatry), psychiatric nurse specialists, psychologists, licensed clinical social workers, speech-language pathologists, and substance use counselors

**Website**
https://nhsc.hrsa.gov/loan-repayment/apply-loan-repayment/index.html
Adjournment