

Virtual 2023 Biennial **WORKFORCE** SUMMIT

May 23-24, 2023: 12:00-5:00PM ET

Presented by ACU's STAR² Center,
Community Health Center, Inc., and the
National Association of Community Health Centers



ACU
ASSOCIATION OF CLINICIANS
FOR THE UNDERSERVED



NATIONAL ASSOCIATION OF
Community Health Centers



**Weitzman
Institute**
inspiring primary care innovation

2023 Workforce Summit



Gerrard Jolly, Director
Career Advancement Strategies,
NACHC



Amanda Schiessl,
Deputy Chief Operating Officer,
Moses/Weitzman Health System



Suzanne Speer, Senior Director,
Workforce Development,
ACU



2023 Workforce Summit



Goal: To connect health center team members to increase awareness of promising practices that health centers and their partners may apply to overcome and meet local and regional workforce challenges and needs.

Objectives:

- 1) Understand and describe how to develop and cultivate a **coaching culture** that ensures equity and inclusion for a health center's workforce that reflects the patient populations being served.
- 2) Nurture and build innovative solutions and **partnerships** to collaborate on advancing career **pathways** for the professional development of the health centers' workforce.
- 3) Identify, create, and advance opportunities to resource and promote environments that support and sustain **workforce wellness** for health center staff.



2023 Workforce Summit



THANK YOU!!! THE NATIONAL ADVISORY GROUP (p.2)

- **Joni Adamson**, Director of Recruitment & Workforce Development, Missouri Primary Care Association
- **David Bates**, Bureau of Primary Health Care, HRSA
- **Steven Bennett**, Director, Workforce Programs, Florida Association of Community Health Centers
- **Rhonda Eastlund**, CEO, Open Door Health Center (MN)
- **Erica Johnson**, COO, Hampton Roads Community Health Center (VA)
- **Sheena Johnson**, Federal Office of Rural Health Policy, HRSA
- **Jessica Jolly**, Program Director, Workforce Development & Operations, HealthEfficient
- **Jeffrey Jordan**, Bureau of Health Workforce, HRSA



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THANK YOU!!! THE NATIONAL ADVISORY GROUP (p.2)

- **Lucy Loomis**, Family Physician, Denver Health
- **Kourtney McCauliff**, Vice President, Human Resources, Open Door Health Services (IN)
- **Thu Quach**, President, Asian Health Services (CA)
- **Stephanie Taylor**, AHEC Director, HCC Network
- **Christine Wilhelm**, Human Resources Director, East Jordan Family Health Center (MI)
- **Jodie Wingo**, President & CEO, Community Health Association Inland Southern Region (CA)
- **Stephanie Wroten**, COO, Roanoke Chowan Community Health Center (NC)



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THANK YOU!! FEDERAL PARTNERS

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Honorable Mention! THE PLANNING COMMITTEE (p.2)

- **Meaghan Angers**, Program Manager, NTTAP, Moses/Weitzman Health System (CT)
- **Mariah Blake**, Senior Program Associate, Association of Clinicians for the Underserved (ACU)
- **Blanca Flowers**, Project Manager, NTTAP, Moses/Weitzman Health System
- **Gerrard Jolly**, Director, Career Advancement Strategies, National Association of Community Health Centers (NACHC)
- **Brandon Jones**, Director, Health Center Operations & HR Training, NACHC
- **Katja Laepke**, Director, Clinical Trainings and Workforce, NACHC
- **Amanda Schiessl**, Deputy COO, Moses/Weitzman Health System
- **Suzanne Speer**, Senior Director, Workforce Development, ACU
- **Helen Rhea Vernier**, Training Specialist, ACU
- **Grace Wang**, Senior Fellow Public Health Integration & Innovation, NACHC



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Gina Capra, MPA, Sr. Vice President,
Training and Technical Assistance,
NACHC



Margaret Flinter, PhD, APRN,
Sr. Vice President and Clinical Director,
Moses Weitzman Health System



Amanda Pears Kelly
Executive Director,
ACU



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AGENDA at a Glance – DAY 1 (p.3) (All times are Eastern Time)

Welcome.....12:00-12:30PM

HRSA Keynote Panel.....12:30-1:30PM

Break.....1:30-1:40PM

The "Be Well Together" Initiative.....1:40-2:25PM

Breakout Groups.....2:25-2:55PM

Break..... 2:55-3:05PM

Pathways & Partnerships Panel.....3:05-4:05PM

Health Center Spotlight.....4:05-4:50PM

Day 1 Wrap Up.....4:50-5:00PM



2023 Workforce Summit



AGENDA at a Glance – DAY 2 (p.3) (All times are Eastern Time)

Welcome.....	12:00-12:15PM
WorkWell: How to Manage Your Time and Energy.....	12:15-1:30PM
Break.....	1:30-1:40PM
Johnson Health Center Culture Transformation.....	1:40-2:25PM
Breakout Groups.....	2:25-3:00PM
Break.....	3:00-3:10PM
Coaching Culture Panel.....	3:10-3:55PM
Large Group Discussion.....	3:45-4:45PM
Day 2 Wrap Up.....	4:45-5:00PM



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HOUSEKEEPING CONSIDERATIONS - Zoom Etiquette & Troubleshooting (p.1)

TECHNOLOGY

Check your WiFi, test your video and audio, become familiar with Zoom software beforehand. If you are only using your phone, please use the Zoom app.

MICROPHONE

Your mic will pick up a lot. Please be courteous and mute your microphone when not speaking during the summit.

TECH HELP

Each session will have a designated "Tech Help" to assist with any issues, reach out to them privately in the chat if you need help.

RECORDING

Please be aware that all sessions and chat box questions will be recorded for future work. We appreciate your cooperation in keeping the meetings informative and professional.

BREAKS

Breaks are scheduled throughout the summit. Feel free to eat and drink while the meetings are in progress. Turn off your video when eating and please be extra sure your mic is muted.



2023 Workforce Summit



Mentimeter Poll

What motivated you to attend the 2023 Workforce Summit?



2023 Workforce Summit



HRSA Keynote Panel Discussion



Thu Quach, President,
Asian Health Services (CA)



Jim Macrae, MA, MPP
Assoc Administrator,
Primary Health Care



Luis Padilla, MD, FAAFP
Assoc Administrator,
Health Workforce



Tom Morris, MPA,
Assoc Administrator,
Rural Health Policy



BREAK



Biennial Workforce Summit
May 23, 2023



MASSACHUSETTS
GENERAL HOSPITAL



Mass League & Mass General Partnership

- Be Well Together overview
- How we came together
- How we work together
- What we have overcome
- Discussion

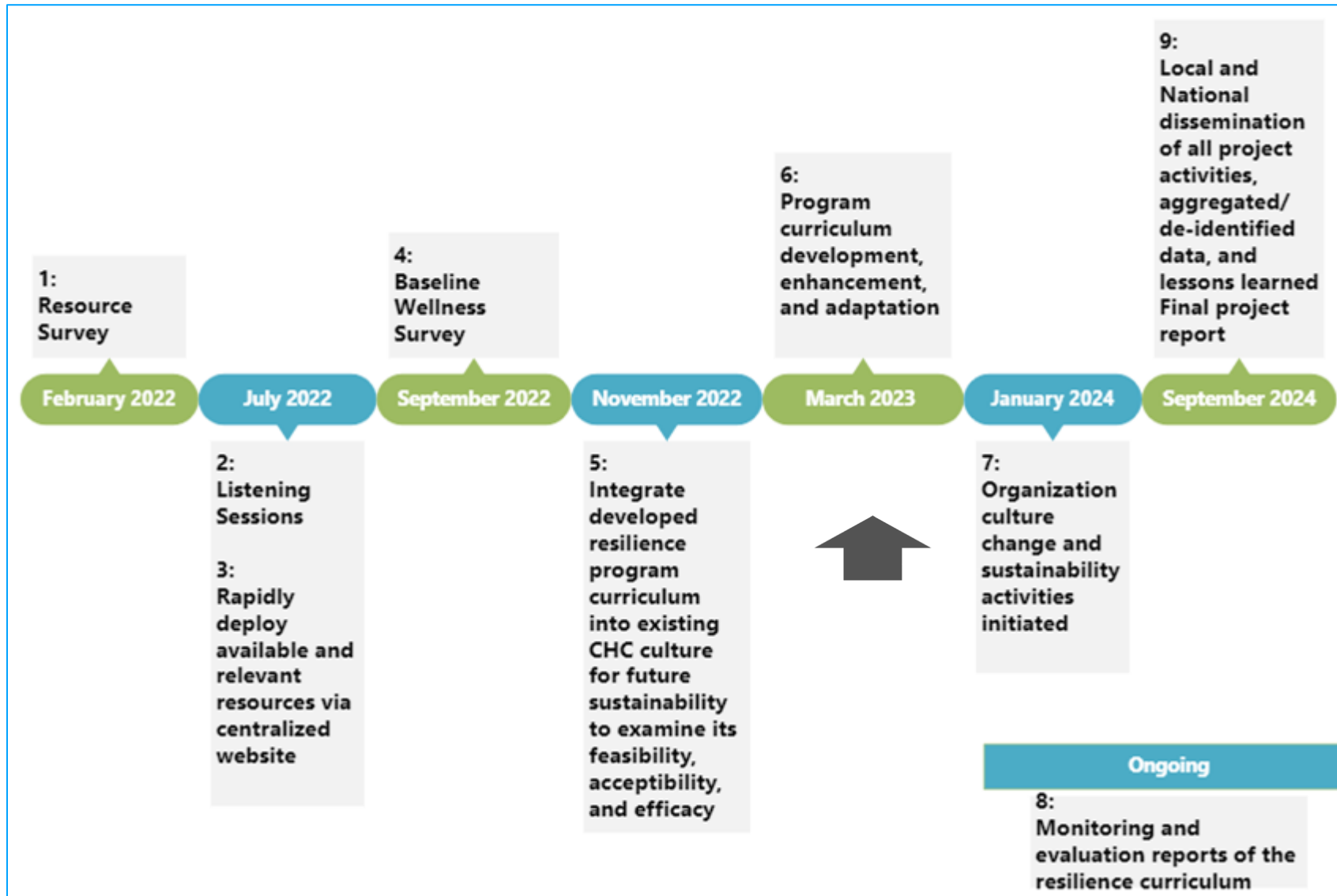
This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$2,956,000 with zero percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement by, HRSA, HHS, or the U.S. Government. For more information, please visit HRSA.gov.



Be Well Together *Program Objectives*

1. Identify and implement evidence-based informed programs that promote resilience, wellness and mental health among the health center workforce
2. Enhance organizational cultures at these health centers to move towards a sustainable model for enhancing employee mental health and wellness

Program Timeline



```
graph LR; A[Prolonged strain and emotional toll on healthcare workers] --> B[Increased levels of stress, anxiety leading to burnout]; B --> C[Evidence-informed approaches to improve resilience, wellness and mental health]; C --> D[Enhanced individual well-being, clinical practice, workforce retention, and patient outcomes overall];
```

Prolonged strain and emotional toll on healthcare workers

Increased levels of stress, anxiety leading to burnout

Evidence-informed approaches to improve resilience, wellness and mental health

Enhanced individual well-being, clinical practice, workforce retention, and patient outcomes overall



Mass League

- State primary care association
- Serve 52 health centers and 1M+ residents
- Experience, capacity and infrastructure to deploy evidence-informed solutions to health center workforce:
- Virtual forums and peer to peer learning communities
- Learning sessions
- Online communities
- Playbook of Best Practices for COVID-19 vaccines clinics

Mass General

- Academic medical center
- Expertise to design, implement, and evaluate workforce satisfaction and wellbeing programs:
- Synchronous (live video) and asynchronous (recorded) virtual resources
- Hotlines to connect health workers with support
- Peer-to-peer coaching and support
- Evidence-based, virtual intervention groups

- Infrastructure & capacity to deploy solutions to health centers
- Relationships with health centers
- Survey data about employee burnout



**Promoting Resilience
and Mental Health
Among the Health
Professional
Workforce**

- Expertise in workplace wellness
- Suite of wellness programs for MGH employees
- Research apparatus

How We Work Together

- Dual Project Managers (multiple weekly meetings)
- Weekly Project Team Meetings
- Core Project Team Meetings (30min to full hour)
- Subgroup Meetings (Survey, Protocol, Website, Evaluation, Recruitment)
- Quarterly In-Person Meetings
- SharePoint/Dropbox for Materials Collaboration



Tools for Success

- Grounding in Shared Values
- Development of Team Norms
- Team Building
- Role Modeling Wellness
- Trust Between Principals

Health Center Engagement

1



Engagement Strategy Tool

Create/enhance resources	Rate Level of Interest (1 = not interested, 10= very interested)	Interested in Starting? (no, yes now, yes later)	If yes now, input target rollout date	If yes now, input site point person	Notes on barriers to starting now
Wellness fair					
Wellness letter (share survey results in the letter)					
Website roll out (some staff would use)					
BWT marketing Material					
Acupuncture					
Stress Management Groups					
Lifestyle Resources:					
<u>1:1 Wellness or Lifestyle coaching</u>					
*Identify a wellness champion					
*Create vetted list of wellness coaches					
*Weekly email Newsletters on wellness strategies					
<u>Group Exercise or lifestyle activities</u>					
*Train someone on staff to administer group class					
*Purchase exercise equipment (~\$200)					
*CHC subsidizes the classes; Employees pay \$10/class					
<u>Exercise or Lifestyle activities</u>					
*Wellness champion leads daily/weekly walks					
*CHC subsidizes gym memberships					
<u>Cooking/ nutrition classes</u>					
*Identify people on staff who enjoy cooking to lead classes					
*Provide monthly nutrition class subsidized by CHC					
Stress and Wellbeing Resources:					
<u>Resources</u>					
*Create supportive stress management resources					
*Weekly email newsletters					
*Vetted list of stress management resources					
<u>Lectures/ seminars on stress management</u>					
*Weekly Grand Rounds with stress mgt focus					
Financial Resources:					
1:1 Financial Coaching					

Resources Already Available

Create or enhance resources

Leverage community resources

Integrate system changes

Structural barriers to note

Programs Implemented Thus Far ...

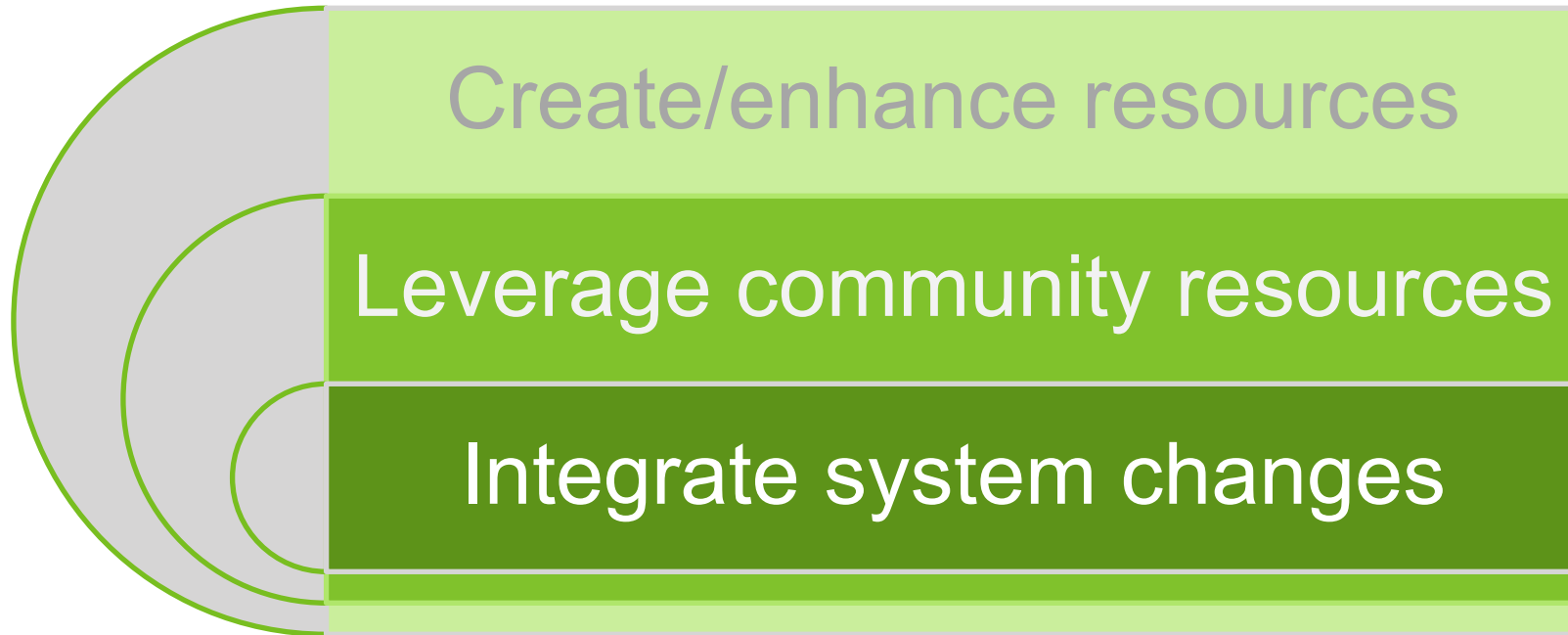




Overcoming Challenges

- Research Requirements
- Rigor vs. Sensitivity
- PCA vs. Academic vs. CHC Cultures
- Team Transitions/Turnover
- Competing Surveys + Survey Fatigue

What Matters to You: Creating a Culture of Wellness



Questions



MASSACHUSETTS
GENERAL HOSPITAL



BREAKOUT GROUPS



BREAK





MOSES/WEITZMAN
Health System

Community Health Center, Inc. & Yale University: Postgraduate Nurse Practitioner Residency Program

Pathways and Partnerships Panel



History of Partnership

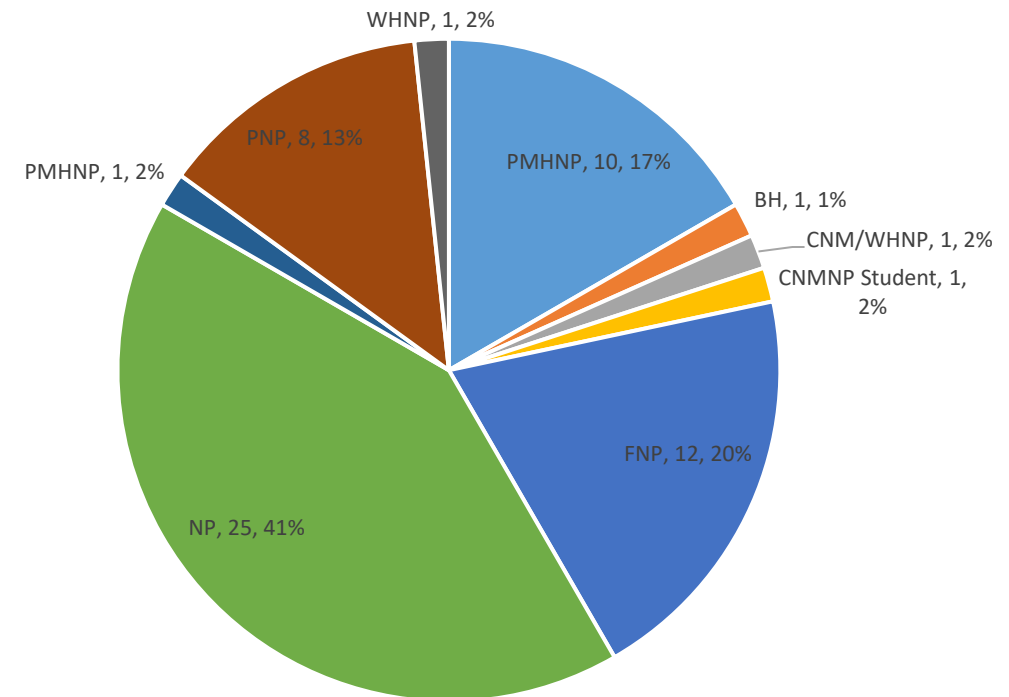
- Margaret Flinter, CHC's Sr. VP and Clinical Director and YSN trained FNP joined CHC in 1980 as CHC's first NP.
- She took her first YSN student in 1981 and CHC has had YSN students ever since
- Currently take placements for both RN and NP students – started with just NP students but have expanded to include all specialties
- Many CHC NP providers are YSN alumni and some hold faculty appointments
- About a third of CHC NP residents have historically come from YSN including the first cohort which included 3 of our 4 residents
- YSN has always served as a trusted partner for consultation and discussions around issues concerning trainees, students, and other timely topics related to clinical workforce.



Yale University Student Placements

- **Total Number of Students for 2022: 60**
 - Opportunity to get clinical experiences and exposure to community health
 - Pathway – rotation to residency
 - 18% of students completed 2 or more clinical rotations at CHC
- **Unique Collaboration:** Yale students helped during COVID-19 testing and vaccine distribution

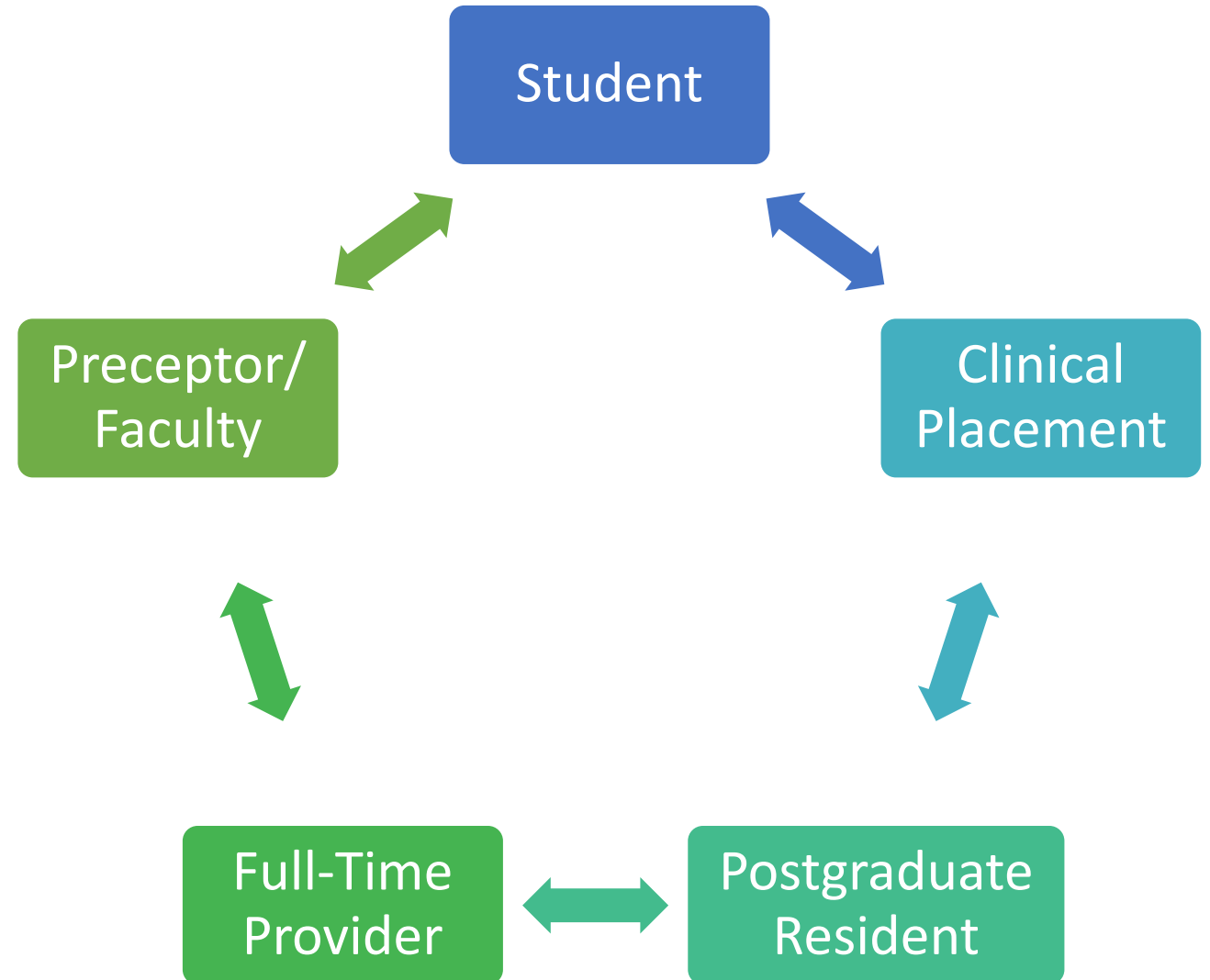
Number of Yale University Students





MOSES/WEITZMAN
Health System

Developing a Clinical Workforce





Developing a Formal Partnership

- **HRSA Grant Partnership**
 - 2019 HRSA released the ANE-NPR grant-funding
 - Formal Clinical-Academic partnership required
 - CHC and YSN formally partnered
 - 2020 HRSA released second round of funding – ANE-NPRIP – CHC and YSN built upon their current partnership
- Basic overview of how to establish that partnership



Process of the Partnership

- **Key Piece:** Need someone identified from the school that is the champion; and then 1-2 identified from the health center
- NP Program Director and Key Academic Clinical Partnership meet regularly to update on each “world” – academic and residency program
 - Collaboration of resources
 - Consistent Meetings
 - Identifying a champion



Updates on Trends in Graduate NP Education

- Updated National Task Force (NTF) standards requiring increases in all NP program clinical hours requirements to 750 hours.
- Focus in increasing diversity of NP workforce and faculty and strengthening DEIB content in curriculum
- Move toward competency based education for all specialties



Collaboration: Simulation

- Needs Assessment through CHCI determined more geriatric focused training and we were also expanding our geriatric training
- Wanted to integrate for simulation based experiences into the residency program
- Yale helped facilitate for the first time, so CHCI trainers could be trained
- Yale was able share these resources and technical support with CHCI and implement a new model of training for their residents



Collaboration: Developing New Programs

- Specialty rotations: Helpful to consult with academic program
- Used resources from the university for content and curriculum
- Example: Adult Gero Program
 - Yale shared resources with CHCI to help develop this program
 - Professor/faculty came to speak
- Example: Psych Program



Value of the Academic Clinical Partnership

For Residency Program:

- Having understanding of upcoming academic classes
 - Example: COVID stressed out ability to place students in pediatric rotations
- Access to academic resources

For Academic Partnership:

- Knowledge in residency program to share with students
 - What residency curriculum looks like?
 - What they look for in students?
 - What does application and interview process look like?
 - What relevant experience does the student need (i.e. volunteer roles)?
 - Access to clinical resources

Creates seamless transition from student to graduate to resident

The Roanoke Chowan Community Health Center Workforce Development and Apprenticeship Programs





Adversity is an excellent teacher and exposé of leadership mindset in crisis situations.

-Stephanie Wroten, COO





RURAL HEALTH CARE EQUITY

The public health workforce shortage is not a new phenomenon for rural health.





Roanoke Chowan Community Health Center (RCCHC)

- Federally Qualified Health Center grantee since 2007
- Five health center locations
- Primary population served are African Americans
- Migrant farm worker special designation





RCCHC'S MISSION IN ACTION

MISSION

Great Care for
Everyone, Every Day.

VISION

Striving to be the
premier
healthcare
provider,
dedicated to and
supported by the
people we serve.



NACHC STRATEGIC PILLARS

1



Equity and Social Justice

Center everything we do in a renewed commitment to equity and social justice

2



Empowered Infrastructure

Strengthen and reinforce the infrastructure for leading and coordinating the Community Health Center movement, notably consumer boards and NACHC itself

3



Skilled and Mission-driven Workforce

Develop a highly skilled, adaptive, and mission-driven workforce reflecting the communities served

4



Reliable and Sustainable Funding

Secure reliable and sustainable funding to meet increasing demands for Community Health Center services

5



Improved Care Models

Update and improve care models to meet the evolving needs of the communities served

6



Supportive Partnerships

Cultivate new and strengthen existing mutually beneficial partnerships to advance the shared mission of improving community health

Workforce Development

Apprenticeship creates pathways to address education access, occupation, and income socioeconomic injustices experienced in rural communities.





THE NATIONAL INSTITUTE FOR MEDICAL ASSISTANT ADVANCEMENT (NIMAA)

Online Learning

NIMAA's course structure is designed to fit into a busy work/life schedule.

29-Week Program

Most traditional MA training programs can last up to two years.

Hands-On In-Clinic Experience

Practice what is learned as student/ staff members upskill at our health center.

Innovative

NIMAA combines flexible online learning with hands-on in-clinic experience throughout.

Total Cost under \$7000

The cost of a high quality education shouldn't break the bank! NIMAA gets it.

Transformative

Our goal is to train staff to the highest standard so they are prepared for a new career.





\$20,000



Whoa! RCCHC Leadership committed to funding the Initial program.



\$129,488

RCCHC Employer Contribution for Employee Wages and Benefits



\$27,760

NIMAA Tuition, Fees and Program Coordinator/Preceptor Wages



\$10,000

Johnson & Johnson Grant –Awarded by NACHC



Explore Registered Apprenticeship



Skilled Workforce
Develop and upskill a diverse team



Customize Training
Create training options to develop a pipeline



Retain Workers
Apprentices Continue Employment



Diversity
Foster a diverse and inclusive culture





North Carolina Community College System



ApprenticeshipNC: A Talent Driven Training Strategy



Topic 1: Elements of Apprenticeship Programs & Standards





What is Registered Apprenticeship?



Employer
Involvement



Structured
On-the-Job
Learning



Job Related
Education/
Instruction



Rewards for
Skill Gains



National
Occupational
Credential

Five Core Components of
Registered Apprenticeship





Why Registered Apprenticeship?

Build a Competitive Workforce

Employers Facing Complex Workforce Challenges in Competitive Domestic and Global Markets

Time-Tested Model

Proven Strategy for Recruiting, Training and Retaining World-Class Talent Used by Industry for Decades (and longer!)

Adaptable and Flexible

Registered Apprenticeship is a Solution and Can Be Integrated into existing Training and Human Resources Development Strategies!!!



Apprenticeship Graduation
RCCHC partners with
Roanoke Chowan Community
College to deliver our
certified nursing assistant to
certified medical assistant
pathway.





North Carolina Community College System State of North Carolina



COMPLETION OF APPRENTICESHIP CERTIFICATE AWARDED TO

Victor Lawrence

In recognition of successful completion of the terms of apprenticeship in accordance
With the law and standards of the State of North Carolina in the trade of

Mechatronics Technician

On this day, **September 8, 2018**, under the sponsorship of

Raleigh Durham Industries

Kathryn P. Castellanos

ApprenticeshipNC, Director

Sponsor

Peter Hama

NC Community College System, President

The United States Department of Labor

Office of Apprenticeship Certificate of Completion of Apprenticeship

This is to certify that

Alexandra Foley

has completed an apprenticeship for the occupation

Shift Supervisor

under the sponsorship of

CVS Health

in accordance with the basic standards of apprenticeship

established by the Secretary of Labor

4/1/2018
Date Completed



Jol V Ladd

Administrator, Office of Apprenticeship

RCCHC Apprenticeship CMA Graduates



Partnership with Roanoke Chowan Community College





NIMAA and NC Apprenticeship Programs

Dates	Enrolled Staff	Graduated Staff	CMA Certification
Fall 2021	3-CNAs	3-Graduates	3-CMAs
Summer 2021	6-CNAs	6-Graduates	6-RMAs
Fall 2022	2-CNAs	2-Graduates	2-CMAs
Spring -2022	1-CNA	1-Graduate	Pending



THANKS!

Any questions?

You can find me at:

- swroten@rcchc.org





HEALTH CENTER SPOTLIGHT

Kourtney McCauliff, SHRM-CP, VP of Human Resources, Open Door Health Services





Who
Am I?



Where to Start?



External Understanding



- Connected with 4 community partners
 - They met with some of our team directly for a perception of Open Door discussion
 - How were we doing?
 - What did people in the community who used our services think of their experience
 - What are community needs to being met (either by ODHS or in general)?
 - What advice, suggestions or successes had they seen previously?
- Focused not only on ODHS as a health center, but as an employer, as community partners and as community leaders



External Understanding



Community Connections Team

- Team members in our community connecting resources to individuals
- Started in communities with more barriers to health
- Building relationships to breakdown barriers

Patient Advocate Coordinator

- Hears patient concerns
- Helps monitor solutions to concerns
- Connects with community partners to continue to hear concerns, follow up with updates



Internal Understanding



- Do annual employee engagement surveys
 - Had a focus on understanding topics to get a baseline
 - Belonging
 - Inclusivity
 - Connection to our Mission, Vision, Values
- Did a callout to explain our goals – ask who wanted to help
 - Shared feedback from community partners
 - Asked the team to create our three-year plan
 - Created an Inclusion and Engagement Coordinator within the HR team

Year One Initiatives



- Overhaul of Policy and Procedures
 - Removed gender pronouns
 - Asked people who weren't part of that department to provide feedback
 - Viewed with various socio-economic, gender, race and ethnicity in mind
 - Compared policy with feedback from community partners
- Dug deeper on employee engagement survey
- Created list of training and support needs



Year Two Initiatives



- Developing the Task Team → Creating the Foundation
 - Task team created what DE&I means to them
 - Developed the name of J.E.D.I Council
 - Created a team charter for how to operate our meetings, focus, discussion
 - Developed a task team rotation, similar to Robert's Rules of Order
 - Added a nominating process for new task team members
 - Looked for representation that included, but not limited to:
 - Accessibility
 - Gender
 - Position levels
 - Department / Work location
 - Race
 - Ethnicity

Year Two Initiatives



- Training the J.E.D.I. Council
 - Understanding Accessibility
 - LGTBQA+ 101
 - Workplace Allyship
 - Calling In and Calling Out
 - Providing Feedback, Radical Candor
- Goal of training is to develop comfort in discussing sensitive topics
- Partnered with community experts
- Challenged J.E.D.I. Council to bring to their teams



Year Three Initiatives



- Bringing outside the Council
 - Re-organize our orientation and on boarding processes
 - Employee Engagement Survey with 3rd party
 - What do people know about JEDI?
 - How often do they hear us talk about it?
 - Who is talking about it?
 - Is it discussed in their department meetings?
 - How do they WANT to hear about it?
 - Do they see leadership walking this walk?
 - Do they see decisions being made with JEDI in mind?

Year Three initiatives



- Revisit Employee Policies
 - PTO Program
 - Bereavement program
 - Wellbeing activities
 - Uniform guidelines
 - Remote and flexible schedule
 - Department engagement funds
 - Commitment to paying living wage
- Recruiting focus
- Meeting agenda templates and topics



Wellbeing Program



- Wellness to Wellbeing
 - Focused on the whole person, not just activity
 - 4 pillars of wellbeing
 - Mental
 - Physical
 - Financial
 - Social (community/spiritual/social)
 - Added in community activities in areas of our patient needs
 - Book drives and give aways at community schools with United Way
 - Blood donation drives

Continued Goals



- Next programming steps
 - Continue to survey, regroup and realign
 - Continue to discuss how we can improve
 - Creating additional ODHS programming
 - Development paths, but first an understanding of what development looks like
 - Training in our departments



Questions?



2023 Workforce Summit



DAY 1 WRAP UP – MENTIMETER

What is one word you would
describe today's sessions
OR a key takeaway?



2023 Workforce Summit



DAY 1 WRAP UP



Please complete today's evaluation poll in Zoom



Complete session evaluations in registration portal to obtain CE credit



See you tomorrow at 12:00pm ET – same link!

