

Training the Next Generation: Best Practices for Gaining Leadership Support and Implementation Planning

Thursday December 7th, 2023
3:30-4:30pm Eastern | 12:30-1:30pm Pacific

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National Training and Technical Assistance Partnership (NTTAP)

Clinical Workforce Development

Provides **free** training and technical assistance to federally funded health centers and look-alikes across the nation through webinars, activity sessions, communities of practice, trainings, publications, and more!

To learn more, please visit <https://www.weitzmaninstitute.org/nca>.

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EHCI Program Manager

Objectives

- Understand how to communicate health professions education and training (HP-ET) throughout the organization
- Increase knowledge and confidence about tools, resources, and emerging best practices for implementation planning
- Share first-hand experiences with implementation strategies and gaining leadership support

Introductions



MOSES/WEITZMAN
Health System

Northwest Regional Primary Care Association (NWRPCA) is membership-driven organization that serves community and migrant health centers (C/MHCs) in Alaska, Idaho, Oregon, and Washington (federal Region X). Founded in 1983, NWRPCA offers a range of programs and services to support and strengthen C/MHCs in the Northwest. We work to ensure access, regardless of one's financial or insurance status, to primary and preventive health care for all residents living in the region.



Moses Weitzman Health System Affiliates

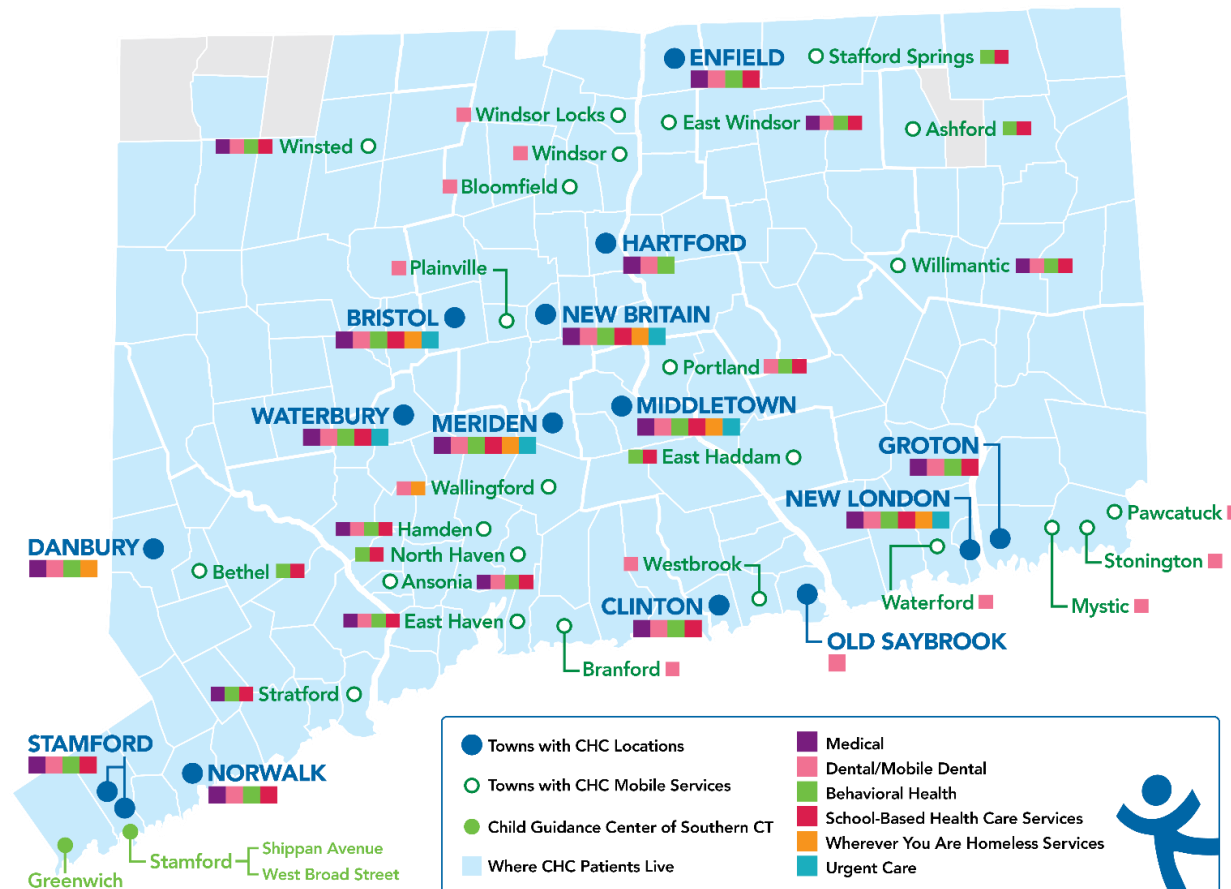




MOSES/WEITZMAN
Health System

Community Health Center, Inc.

Locations and Service Sites in Connecticut



CHC Profile:

- Founded: May 1, 1972
- Staff: ~1,200
- Total Patients Served: 102,275
- Clinical Sites across CT: 19
- SBHCs across CT: 180+
- Students & Residents/year: 390
- Three Foundational Pillars:
 1. Clinical Excellence
 2. Research & Development
 3. Training the Next Generation

Community Health Center, Inc.



MOSES/WEITZMAN
Health System



Refresh – Investing in Workforce Training

Background

- April 27th, 2023: Training the Next Generation: Investing in Workforce Training
 - This webinar discussed how to build the business case for investing in health professions education and training (HP-ET). The webinar also guided participants in understanding how to assess readiness and implement HP-ET programs utilizing tools and best practices.
 - [Recording](#) & [Slides](#)
- Prior to this webinar, CHC/NWRPCA launched a survey to understand the top priority challenges among health centers with HP-ET.

Survey Responses

- Number of Survey Respondents – 37
 - 7 respondent within the organizations C-Suite
 - **Role Type Breakdown:** 51% Administrative; 30% Clinical; 19% Not Available

Top 3 Priority Challenges

- Capacity (e.g. Staffing Shortage, Lack of Willing Preceptors)
- Funding
- Time for coordination and planning of implementation

Describe how learning about workforce and HP-ET programs could benefit your organization and/or your role within the organization:

- Understanding the value and the business case of HP-ET
- Staffing Shortages

What takeaways would you like from a webinar on workforce and health professions education training programs?

- HPT Programs
- Return on Investment

Why is workforce development planning so critical to community health centers?

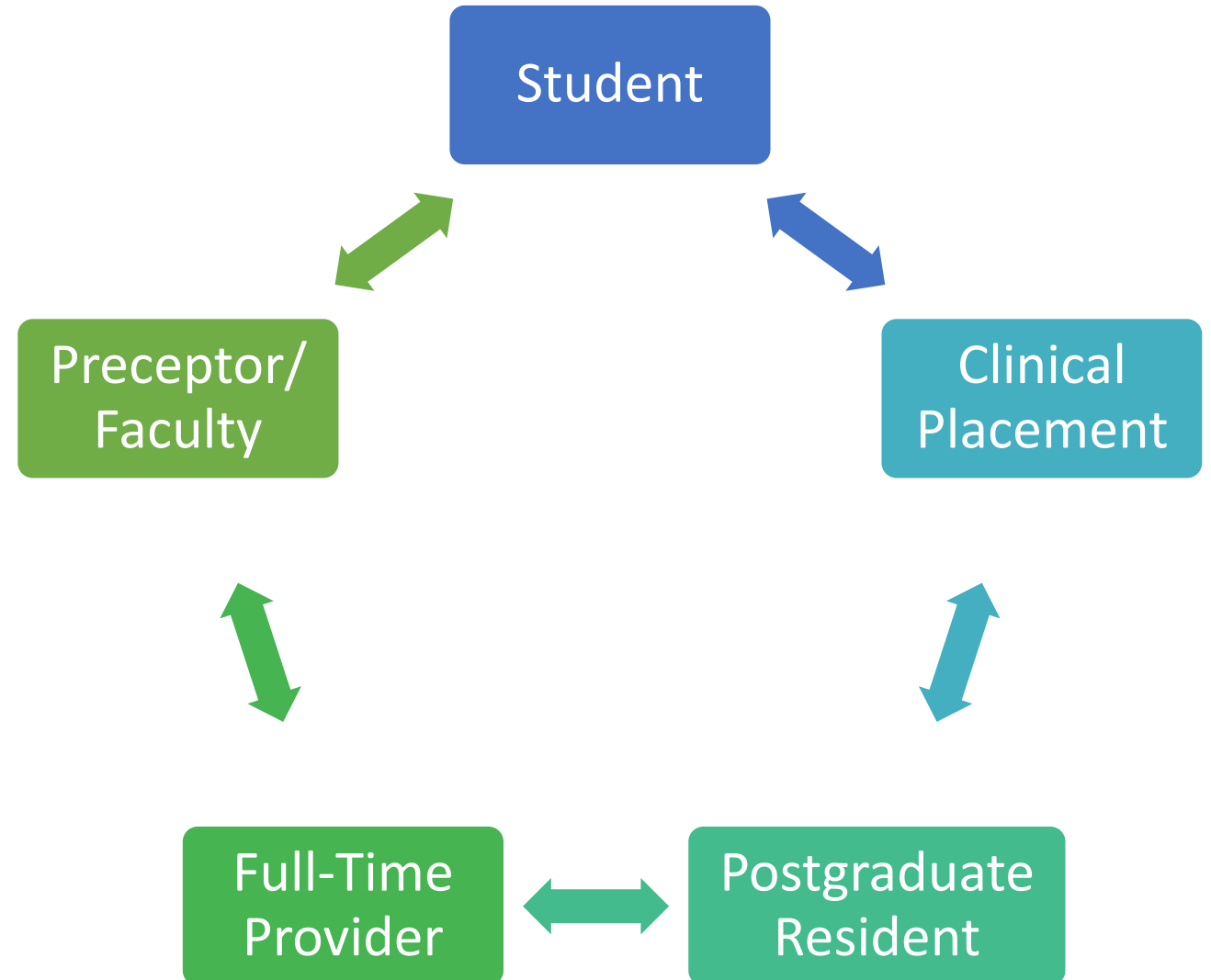
- HRSA High Priority
- Operating Challenges
- High demand for primary care workforce
- Access

Does strategic workforce development planning make business sense?

Definitely! Qualitatively:

- Fully staffed clinic, particularly with a stable workforce = Increased patient satisfaction
- “Halo effect” of HP-ET – public perception that teaching institutions are higher quality and thus more highly regarded in their communities.
- Local experience and institutional history/patient history/relationships walk out the door with employees
- The “Multiplier Effect” – Engaging employees leads to higher employee satisfaction which in turn increases retention and supports recruitment

Developing a Clinical Workforce



Communication Planning and Stakeholder Analysis

Organization Communication and Education

Why is the organization launching a HP-ET program?

What does the HP-ET program look like?

How will the HP-ET program intersect with your work?

Stakeholder Analysis

Stakeholder

- Has something to gain/lose through outcomes of the project
- Has a powerful bearing on outcome of the project
- Is affected by the project

Stakeholder Analysis

- Define ways to engage stakeholders to maximize positive impact
- Identify who needs to know about the project
- Develop how the project should be presented/framed
- Assess opinions/thoughts about the project

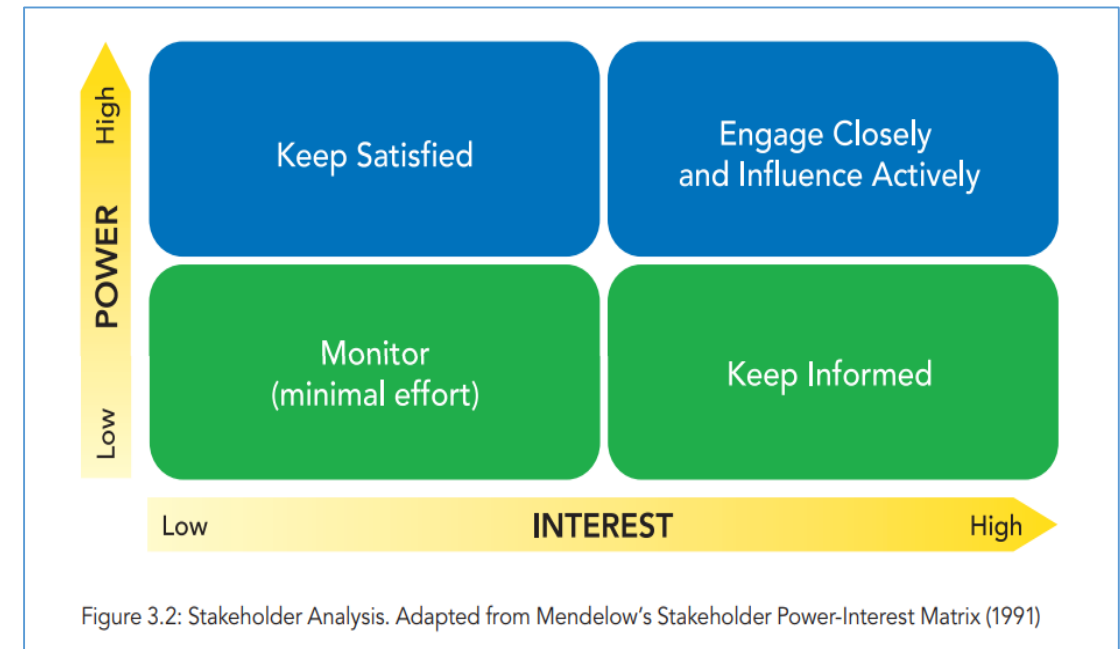
Stakeholder Grid

Interest

Measures to what degree the stakeholder is likely to be affected by the project and what degree of interest or concern they have in or about it

Power

Measures the influence they have over the project and to what degree they can help achieve or block the desired change



Stakeholders with high influence and interests aligned with the project, are the people it is important to fully engage and bring on board.

Stakeholder Communication Plan

Communication Plan					
Stakeholder	Objectives	Message(s)	Media & Methods	Timing & Frequency	Who/When/Where

Figure 3.4: Stakeholder Communication Plan

Flinter, M., & Bamrick, K. (2017). Training the next generation: Residency and fellowship programs for nurse practitioners in Community Health Centers. Retrieved from <https://www.weitzmaninstitute.org/sites/default/files/NPResidencyBook/NPResidencyBook.pdf>

- Who are your key stakeholders?
- What are your objectives in communicating with them about the project?
- What are the key messages you want to communicate?
- How will it be communicated?
- When and how often will you communicate?

Upcoming Activity Session: Effective Communication Strategies for Building Leadership Support for HP-ET Programs

- Date: Tuesday, December 12, 2023 3:30-4:30pm ET / 12:30-1:30pm PT
- This interactive activity session will utilize a template for conducting a stakeholder analysis and developing a communication plan.
- [Registration Link](#)

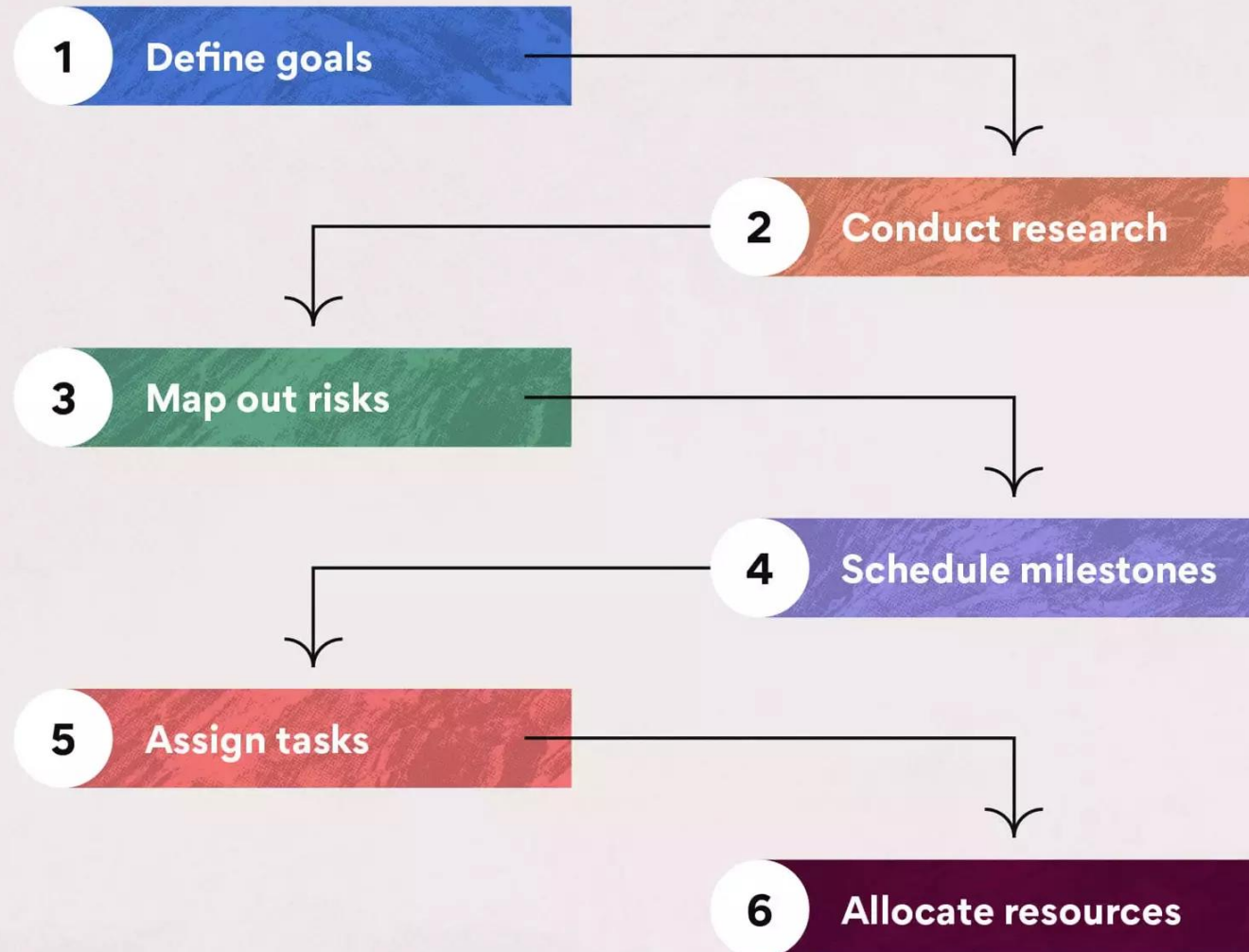
Implementation Planning

Implementation Planning



- What is the purpose of an implementation plan?
- An implementation plan is a document that outlines the steps your team should take to accomplish a shared goal or initiative. Implementation planning is the counterpart to a [strategic plan](#). If the strategic plan details what strategies you will use to hit a specific goal, the implementation plan is the step-by-step guide for how those goals will be achieved.
- The purpose of an implementation plan is to ensure that your team can answer the who, what, when, how, and why of a project before moving into the execution phase. In simple terms, it's the action plan that turns your strategy into specific tasks.

How to develop an implementation plan

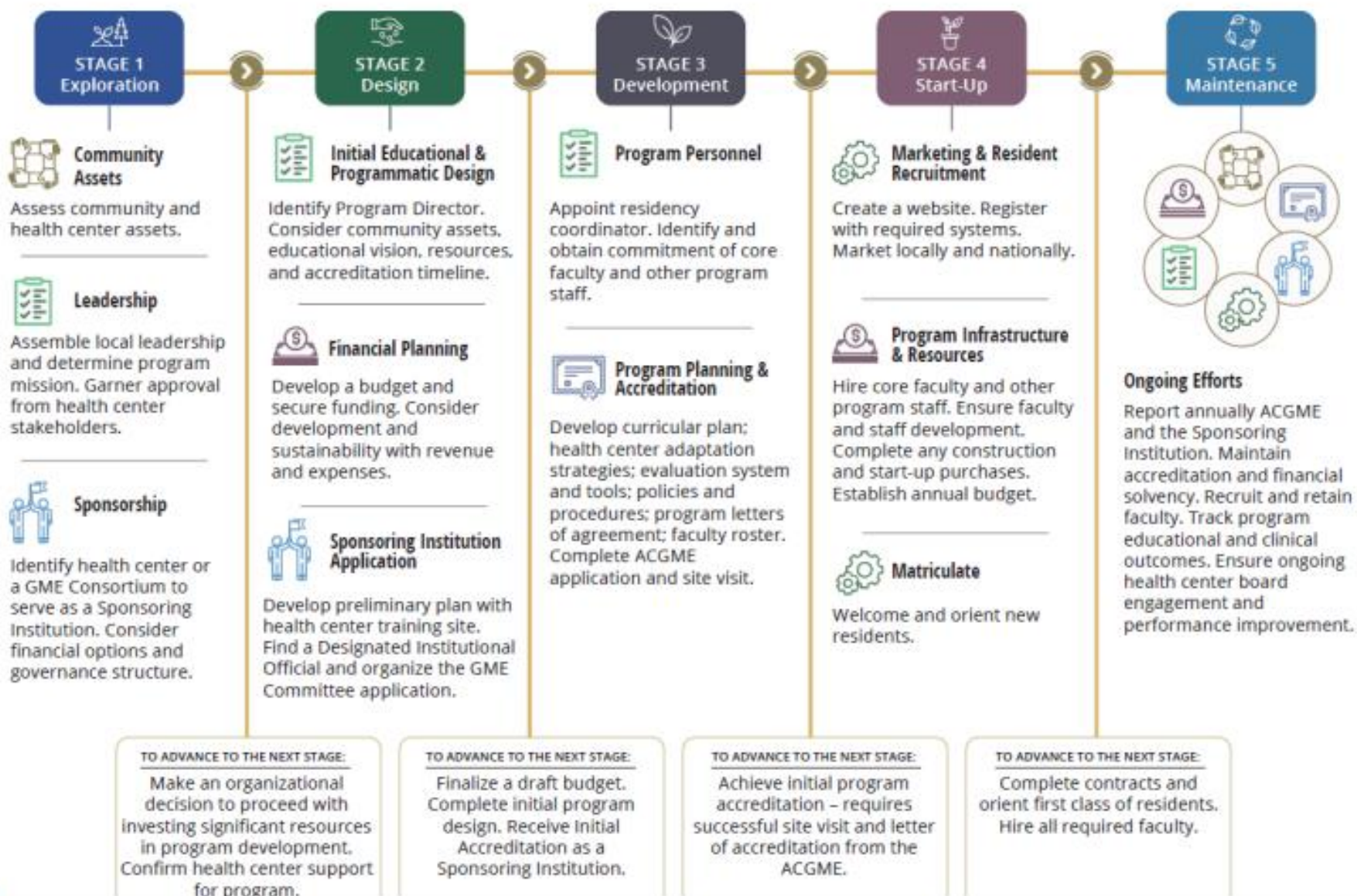


Benefits of having an implementation plan

- There are many benefits to implementation planning, with the top benefit being an increased chance of project success. Implementing a [project plan](#) creates a roadmap for executing your project so you can prevent issues from occurring.
- Other benefits to having an implementation plan include:
 - [Improved communication](#) between team members and key stakeholders
 - Better organization and management of resources
 - Increased accountability for everyone involved in the project
 - More structured project timeline and daily workflow
 - [Easier collaboration](#) between team members
 - Going straight into the execution phase without an implementation plan may feel like walking on stage to give a speech without knowing what you're going to say. Preparation is key for top-notch performance.



Roadmap for THC Program Development





STAGE 1: EXPLORATION

Goal 1.1

Complete community asset and capacity inventory.

Goal 1.2

Assemble a local leadership team.

Goal 1.3

Confirm health center support for program and determine governance structure, engaging other potential financial stakeholders if relevant.

Goal 1.4

Make an organizational decision to proceed with investing significant resources in program development.



STAGE 2: DESIGN

Goal 2.1

Appoint a Program Director (PD) or a PD in development.

Goal 2.2.

Complete initial program design.

Goal 2.3

Develop Sponsoring Institutional (SI) Application (if the SI is not already accredited).

Goal 2.4

Using initial program design, complete a detailed pro forma for all phases of program development and sustainability with revenues and expenses.

Goal 2.5

In light of the detailed pro forma, refine program design to include final curriculum outline and site mapping.

Goal 2.6

Submit SI application (if the SI is not already accredited).



STAGE 3: DEVELOPMENT

Goal 3.1

Identify key staff support and core faculty members.

Goal 3.2

Complete specific program planning.

Goal 3.3

Submit ACGME Application.

Goal 3.4

Complete ACGME site visit.

Goal 3.5

Finalize financial plan for the program.

Goal 3.6

Obtain ACGME accreditation.



STAGE 4: START-UP

Goal 4.1

Develop plan for resident marketing and recruitment.

Goal 4.2

Complete program infrastructure.

Goal 4.3

Establish annual budget (based on earlier pro forma).

Goal 4.4

Fill program positions through the NRMP Match.

Goal 4.5

Matriculate and orient initial class of residents.



STAGE 5: MAINTENANCE

Goal 5.1

Annually recruit excellent residents.

Goal 5.2

Maintain accreditation.

Goal 5.3

Maintain financial solvency; budget and reconcile budget annually.

Goal 5.4

Recruit and retain faculty.

Goal 5.5

Track program educational and clinical outcomes and ensure ongoing performance improvement and adaptability.

Goal 5.6

Contribute to the community of practice in THC's through dissemination of innovations and peer consultation.

Implementation Strategies and Gaining Leadership Support

The Somewhat Mysterious Cost of Staff Turnover

- Recruitment costs, e.g., advertising, interviewing, screening, and hiring
- Onboarding costs, e.g., training and management time
- Training costs can average 10% to 20% of an employee's salary
- Decreased productivity before hiring and during training
- Team morale takes a hit
- Potential for increased errors with newer staff
- Possible lost institutional knowledge

We Can't NOT Invest



Taking Action

Assess
Readiness

Design & Make the
Case

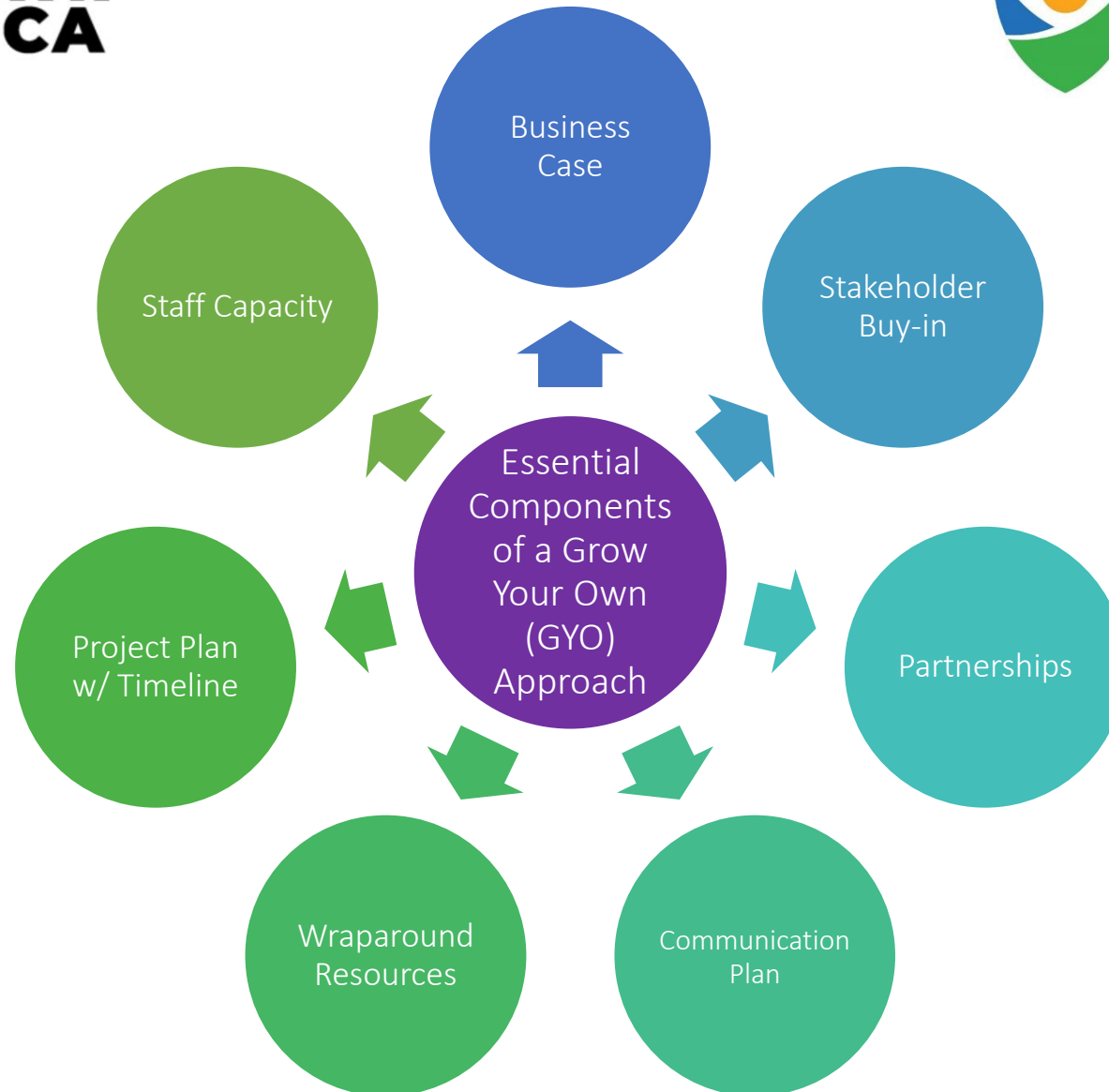
Implement

Evaluate

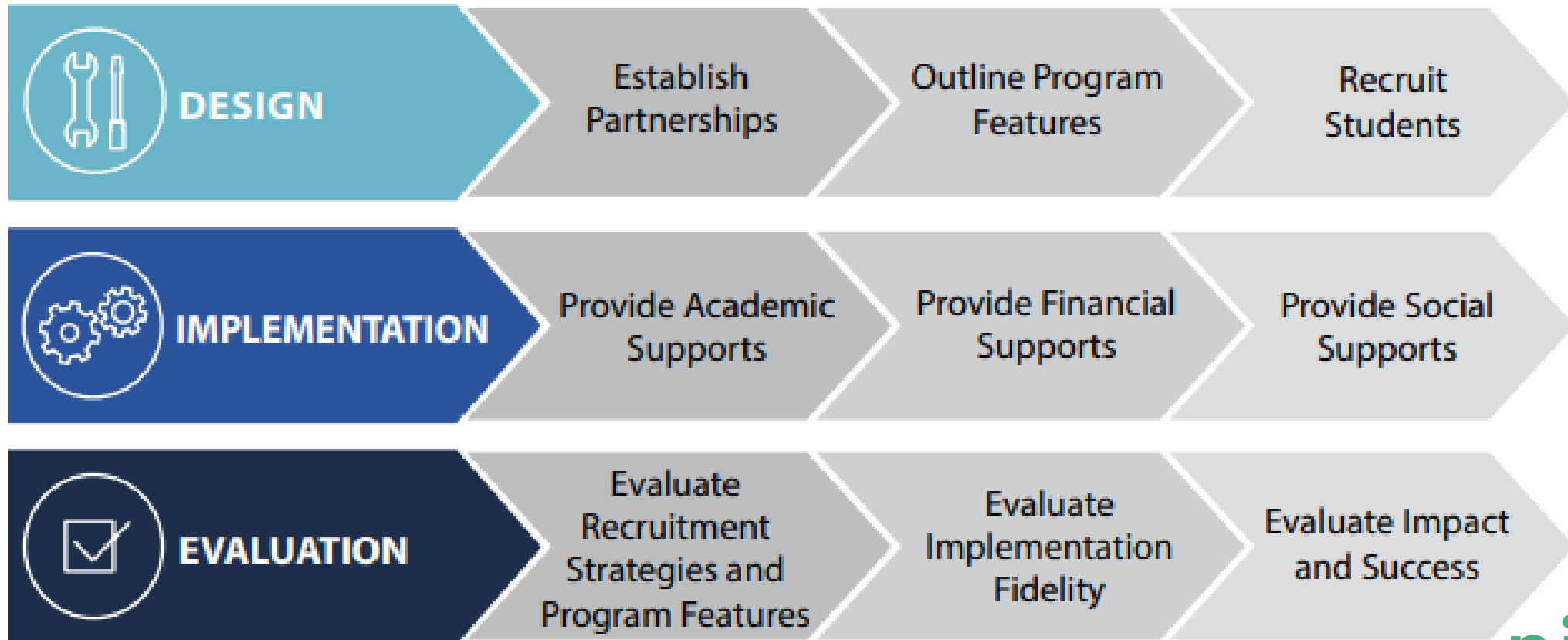
Redesign,
if needed

Develop a Common Goal: Building a Workforce

- Bringing together employers and training partners in a workforce solution for communities with limited access to medical care
- Breaking down employment and education challenges through asynchronous learning and community-based experience
- Helping employers recruit students that reflect their community in a Grow Your Own (GYO) approach
- Creating a positive social and financial return on investment



Components Within a GYO Framework [1]



Important GYO Program Drivers



Pros of GYO

Trained
staff

Filling
vacancies

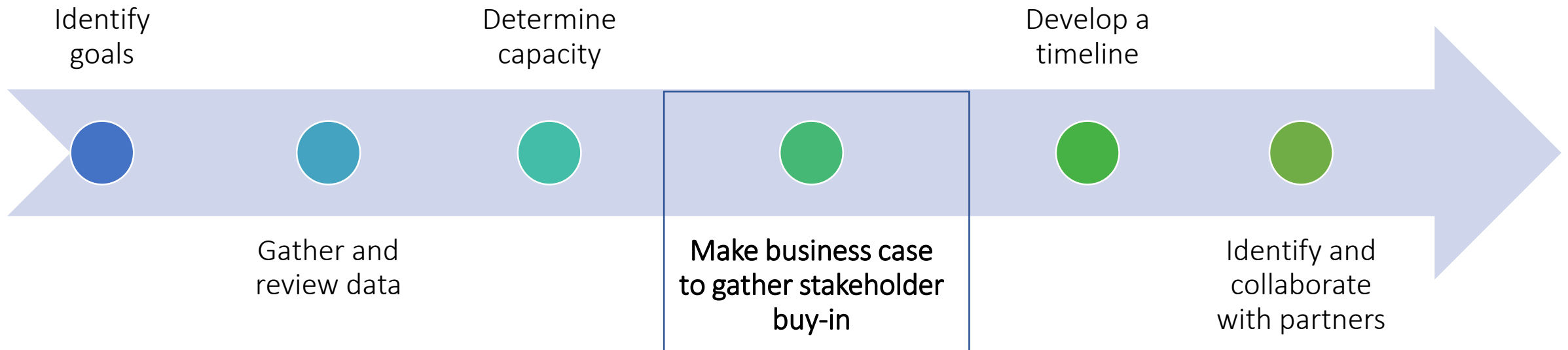
Credential
preparation

Future
preceptors

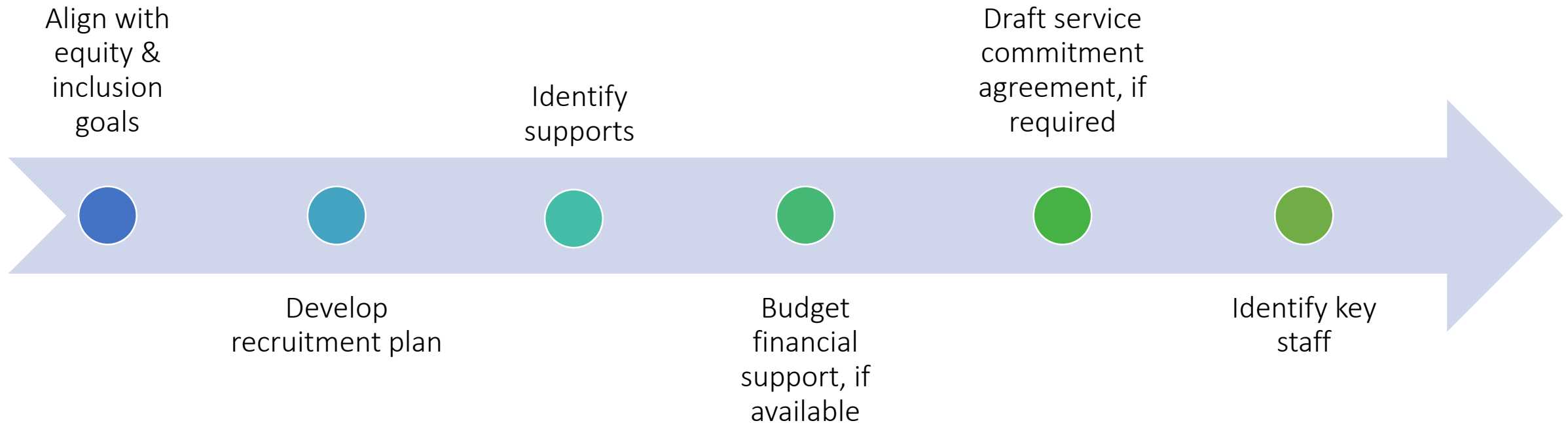
Internal growth
opportunities
(e.g. ladder
programs)

Investment
in your staff

The Design Phase



The Design Phase, cont'd



Building the Business Case: Lead with the Need

- ✓ Describe the problem, e.g., workforce pipeline
- ✓ Talk about why NOW is the time
- ✓ Outline a feasible GYO approach
- ✓ Forecast high-level costs and time investment & ROI potential
- ✓ Describe possible risks/threats
- ✓ Provide a short, concise summary to grab attention

SmartSheet Examples

ONE PAGE BUSINESS CASE TEMPLATE

DATE	
SUBMITTED BY	
TITLE / ROLE	

LOGO

THE PROJECT

In bullet points, describe the problem this project aims to solve or the opportunity it aims to develop.

THE HISTORY

In bullet points, describe the current situation.

LIMITATIONS

List what could prevent the success of the project, such as the need for expensive equipment, bad weather, lack of special training, etc.

APPROACH

List what is needed to complete the project.

BENEFITS

In bullet points, list the benefits that this project will bring to the organization.



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Health System

ONE PAGE BUSINESS PLAN FOR A SERVICE BUSINESS TEMPLATE

BUSINESS OVERVIEW

OUR VISION	
OUR MISSION	
THE SERVICE WE PROVIDE	

MARKET ANALYSIS

WHO WE ARE TARGETING	
THE PROBLEM WE ARE SOLVING	
OUR COMPETITORS	
OUR COMPETITIVE ADVANTAGE	

MARKETING AND SALES PLAN

MARKETING CHANNELS	
MARKETING MATERIALS	
CUSTOMER INCENTIVES (REFERRALS, DISCOUNTS, ETC.)	
STAFF REQUIREMENTS/ TRAINING	

KEY OBJECTIVES AND SUCCESS METRICS

OBJECTIVES WE PLAN TO ACHIEVE IN A GIVEN TIMEFRAME AND HOW THEY'LL BE MEASURED

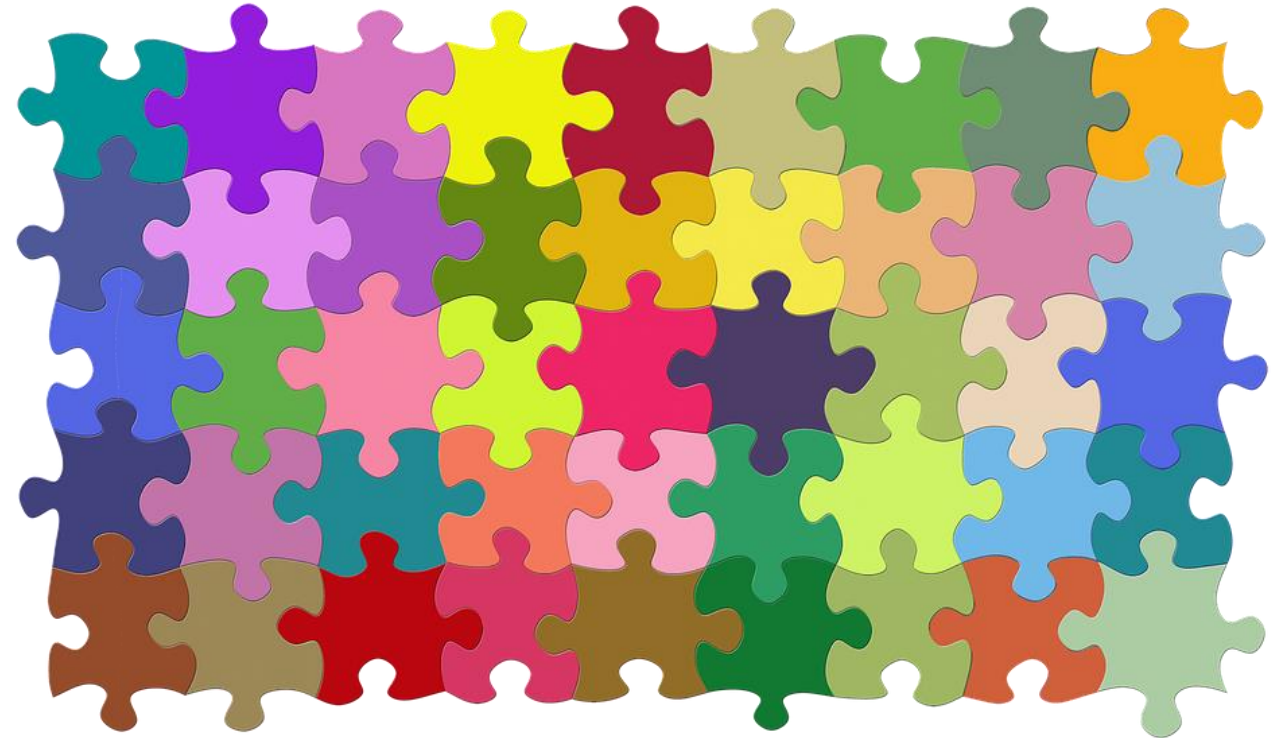
1	
2	
3	

Timeline of Milestones



The Implementation Phase

- May include:
 - Developmental education
 - Onboarding/orientation
 - Academic supports
 - Financial planning
 - Social supports
 - Supplies
 - Written agreements



Pitfalls to Avoid

- Being unrealistic with your timeline
- Limited or no communication with key stakeholders across the organization and at all levels
- Leadership buy-in without clinical staff buy-in
- Lack of preparation for backfilling or staffing needs
- No planning for funding sources
- Clear goals and objectives not outlined; inability to evaluate initiatives or analyze ROI

The Evaluation Phase

Start with the end in mind:

- Competency checks
- Feedback from trainees & implementation team
- Use of supports
- Completion & graduation rates
- Credential exam pass rates
- Staff retention



Potential Funding Sources

- Title IV, e.g., Pell grants
- Apprenticeship grants
- Foundations
- Primary Care Associations
- Workforce Development Agencies
(e.g. individual training vouchers)
- Health center budgets



How GYO Partnerships Can Help

Unique insights
and ideas

Targeted
recruitment

Messaging

Implementation

Student services

Funding

...and More

Example partners might include:

- Community colleges / educational programs who can help recruit and train
- Community-based organizations who can link to new audiences
- Institutions serving local populations as trusted resources in the community
- Private foundations that can financially support students or employers

Questions?

Wrap-Up

Explore more resources!

National Learning Library: Resources for Clinical Workforce Development

National Learning Library



CHC has curated a series of resources, including webinars to support your health center through education, assistance and training.

[Learn More](#)

CLINICAL WORKFORCE DEVELOPMENT Transforming Teams, Training the Next Generation

The National Training and Technical Assistance Cooperative Agreements (NCAs) provide free training and technical assistance that is data driven, cutting edge and focused on quality and operational improvement to support health centers and look-alikes. Community Health Center, Inc. (CHC, Inc.) and its Weitzman Institute specialize in providing education and training to interested health centers in Transforming Teams and Training the Next Generation through:

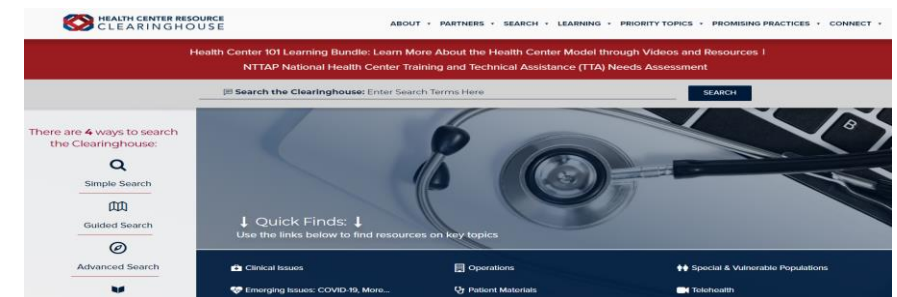
National Webinars on advancing team based care, implementing post-graduate residency training programs, and health professions student training in FQHCs.

Invited participation in Learning Collaboratives to advance team based care or implement a post-graduate residency training program at your health center.

Please keep watching this space for information on future sessions. To request technical assistance from our NCA, please email NCA@chc1.com for more information.

<https://www.weitzmaninstitute.org/ncaresources>

Health Center Resource Clearinghouse



<https://www.healthcenterinfo.org/>

Contact Information

For information on future webinars, activity sessions, and communities of practice: please reach out to nca@chc1.com or visit <https://www.chc1.com/nca>

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