Thank you for attending today’s training. By doing so you are strengthening the ability of your mission-driven, community-based, and patient-directed health center to deliver comprehensive culturally competent, high-quality primary health care services.

Presented by:
Elena Thomas Faulkner, Chief Executive Officer for the National Institute for Medical Assistant Advancement (NIMAA) and Mary Blankson, DNP, APRN, FNP-C, Chief Nursing Officer for Community Health Center, Inc.

Live Broadcast Date/Time:
Tuesday, March 16, 2021
10:30AM-12:00PM Pacific Time / 11:30AM–1:00PM Mountain Time / 12:30–2:00PM Central Time

Target Audience:
This presentation is intended for health center and PCA staff from various positions including clinical and non-clinical. It is open to participants from both Region VIII (CO, MT, ND, SD, UT, WY) and Region X (AK, ID, OR, WA).

Event Overview:
This session will explore the importance of the Medical Assistant (MA) in advanced primary care practices and describe the characteristics of one MA training program that leads to a high-functioning MA workforce. Speakers will present opportunities for building an MA ladder program that incorporates team-based care competencies and make a case for how health centers can create a “grow your own” health career pathway from non-clinical support roles to medical assisting, nursing, or provider roles.

Learning Objectives:
Upon completion of this session, participants should be able to:
1. Understand the business case for maximizing Medical Assistants within a team-based care model.
2. Understand characteristics to look for in Medical Assistant programs.
3. Understand how to build a career ladder for Medical Assistants in their practices.

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CHAMPS ARCHIVES
This event will be archived online, with the online version will be posted within two weeks of the live event. The archive will be available for at least one year from the live presentation date. For information about all CHAMPS archives, please visit www.CHAMPSonline.org/events-trainings/distance-learning.

DESCRIPTION OF CHAMPS
Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-designated Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, policy and funding communications, and the collection and dissemination of regional data. Staff and board members of CHAMPS Organizational Members receive targeted benefits in the areas of business intelligence, networking and peer support, recognition and awards, recruitment and retention, training discounts and reimbursement, and more. For over 35 years, CHAMPS has been an essential resource for Community Health Center training and support! Be sure to take advantage of CHAMPS’ programs, products, resources, and other services. For more information about CHAMPS, please visit www.CHAMPSonline.org. The Happenings box on the lower left side of the CHAMPS home page highlights the newest CHAMPS offerings, while the CHAMPS Membership box on the lower right side of the page lists current benefits for CHAMPS Organizational Members.

SPEAKER BIOGRAPHIES
Elena Thomas Faulkner is the Chief Executive Officer of the National Institute for Medical Assistant Advancement (NIMAA). She is responsible for carrying out NIMAA’s dual mission of providing an accessible entry to health careers in medically underserved communities, and meeting a critical workforce need for Medical Assistants prepared to support team-based care practices. Ms. Thomas Faulkner provides organizational leadership and management to NIMAA, along with a deep commitment to and passion for working alongside underserved communities, and over 20 years working in and with community health centers in a variety of roles. Ms. Thomas Faulkner holds an MA in International Development with an emphasis in Adult Education from American University, and a BA from the University of Colorado.

Mary Blankson, DNP, APRN, FNP-C, is the Chief Nursing Officer for Community Health Center, Inc. in Connecticut, overseeing diverse nursing services across the CHC network, quality and expansion of nursing services, development of nursing policy, and continuing nurse and medical assistant education. Blankson earned her MSN at Yale University and joined CHC as a family nurse practitioner shortly after graduation. She has served as the on-site medical director of the New London county sites, the vice president of the medical staff, the chair of the Pharmacy and Therapeutics Committee, and as a preceptor for CHC’s Nurse Practitioner Residency Program. She completed her DNP education at Johns Hopkins University. Blankson is certified and holds professional membership in the American Association of Nurse Practitioners.
Developing Your Medical Assistant Workforce to Support Team-Based Primary Care

Tuesday, March 16, 2021
10:30AM-12:00PM PT / 11:30AM-1:00PM MT / 12:30-2:00PM CT
COMMUNITY HEALTH ASSOCIATION OF MOUNTAIN/PLAINS STATES (CHAMPS)

www.CHAMPSonline.org
PRESENTED BY

Elena Thomas Faulkner
Chief Executive Officer
National Institute for Medical Assistant Advancement (NIMAA)

Mary Blankson, DNP, APRN, FNP-C
Chief Nursing Officer
Community Health Center, Inc. (CHCI)
POLL QUESTION

Which of the following best describes your role at your health center?

- Chief Medical Officer
- Clinic/Site Manager
- Human Resources/Workforce Manager
- Medical Assistant
- Medical Assistant Manager/Supervisor
- Nurse Manager
- Operations Director
- Training Manager/Lead
- PCA Staff
- Other (specify in chat)
Today’s Objectives

- Build a case for maximizing medical assistants in a team-based care practice
- Identify characteristic of MA training that support team-based primary care
- Discuss how to build a career ladder for MAs in our practice
Community Health Center, Inc.

Locations and Service Sites in Connecticut

Federally Qualified Health Centers (FQHCs)
- Nation's largest safety net setting: 1,352 FQHCs
- Located in designated high need communities
- Caring for 28 million patients annually
- 93% served are below 200% poverty
- Public reporting on cost, quality, and utilization

CHC Profile
- Founding year: 1972
- Primary care hubs: 16; 204 sites
- Annual budget: $110m
- Staff: 1,300
- Patients/year: 105,000; Visits/year: 600,000
- Specialties: onsite psychiatry, podiatry, chiropractic
- National leaders in quality and innovation

Elements of Model
- Fully integrated teams and data
- Integration of key populations into primary care
- Data driven performance
- “Wherever You Are” approach to special populations

Weitzman Institute
- QI experts; national coaches
- Project ECHO®— special populations
- Formal research and R&D
- Clinical workforce development
- NNPRFTC / NIMAA / ConferMED
NIMAA’s Unique Model:

• Created by two leading FQHCs
• Focus on team-based care
• Online and in-clinic experience
• Develop MAs to meet your needs
• Affordable for students
Current Reach

States in which NIMAA is enrolling students

States in which NIMAA is able to operate

Developing Your MA Workforce – 03/16/21
Today’s Objectives

Build a case for maximizing medical assistants in a team-based care practice

Identify characteristic of MA training that support team-based primary care

Discuss how to build a career ladder for MAs in our practice
The Business Case for MAs

Valuable *clinical* staff member

Direct link to revenue generation

Provider satisfaction and retention

Patient satisfaction with visit flow and efficiency

Direct link to quality measure data capture & outcome

Prevent waste in supplies, workflows, etc.
Role of the Medical Assistant in VBC

- Planned Care
- Delegated Ordering
- Panel Management
- Scanning/Faxing/handling of incoming faxes
- Retinal Camera Operation
- QI/Microsystem Participants
- Telehealth Support (telephonic/video)
Strategies on Culture Change

Critical Member of the Team

Messaging is very important—it is not just about moving tasks downstream away from providers

Empanelment

Measurement culture to support accountability and focus on consistent improvement
Organizational Requirements of MAs

- Broad set of skills, kept “sharp”
- Flexibility
- Positivity in the face of change
- Critical thinking
- Appropriate problem solving
MA Staff Needs

Cultural & linguistic concordance with community and mission

Job Satisfaction:
- Meaningful Work (contribution)
- Control/Autonomy

Cohesive set of responsibilities

Maintain and build full MA skill set
- Especially in telehealth context

Opportunities to contribute to team decision making

Contribute to patient experience

Sense of “team”
Today’s Objectives

- Build a case for maximizing medical assistants in a team-based care practice
- Identify characteristic of MA training that support team-based primary care
- Discuss how to build a career ladder for MAs in our practice
The NIMAA Model

- Accessible to health center communities
  - Distance education model
  - Affordable tuition & fees

- Designed for team-based primary care settings
  - Embedded, applied team-based care content

- Cumulative skills model
  - Externship is concurrent with learning
  - 240 hours

- Facilitate practice courses and registration for national certification exam
# Team-Based Care Components

## Interprofessional Team: Context & Value

### General Care Coordination

- Accuracy
- Accountability

## Focus on Structured Data Contribution

- Accuracy
- Accountability

## General Health Coaching

## Patient Experience

- Clinical
- Operations
- Team Dynamic/Environment

## Critical Thinking/Professionalism

- Clinical
- Operations
- Team Dynamic/Environment

## Telehealth (Telephonic & Video)

## Others!
Students begin with limited skills and quickly become effective team-members supporting workflow and productivity.
Today’s Objectives

Build a case for maximizing medical assistants in a team-based care practice

Identify characteristic of MA training that support team-based primary care

Discuss how to build a career ladder for MAs in our practice
Overview of CHC Experience

- Historical Recruitment
- New strategies employed for recruitment and retention
- Current data
- Path forward for ladder program creation
Historical Recruitment Practices

Recruitment:

- Traditional externship students
- Recruits who attended traditional programs, but did their externship elsewhere

Onboarding experience

Time to replace (vs. time to recruit)

Link to provider retention

Two-step ladder program
New Strategies

Academic partnerships
- Local programs
- NIMAA

Training vs. onboarding

Time to replace (vs. time to recruit) reduction

Improved data measurement for:
- Retention/Vacancy rates
- PTO/FMLA usage

Staff compensation

Culture change
## 2019 Market Analysis (Example Below is from CT)

- Things to keep in mind
  - Market Lag/Market Drivers
  - Living Wage

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<tr>
<td>Total Comp</td>
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</tbody>
</table>
Compensation (continued)

- **Staff MA Range:** $18.50 to $22.69
- **Sr. MA Range:** $19.50 to $23.58
- **Merit:** Stipend/bonus vs. % increase
- **Compression**

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Developing Your MA Workforce – 03/16/21
2019 CHC MA Data

**Total MAs:** 101, ended at 106
- Turnover: 7 Involuntary, 6 Voluntary
  - 5.9% turnover if including only voluntary
  - 12.9% if including both

**Sr. MA position:** 17 total, ended at 20
- Turnover: 1 Involuntary, 0 Voluntary
  - 0.0% turnover if including only voluntary
  - 5.9% if including both

**Staff MA position:** 84, ended at 86
- Turnover: 6 Involuntary, 6 Voluntary
  - 7.1% turnover if including only voluntary
  - 14.3% turnover if including both
Path Forward

- Continue to leverage NIMAA partnership as our primary academic partnership
- Participate in two (2) NIMAA cohorts/year to improve pipeline
- Continue vocal participation in academic partnerships to ensure organizational needs are shared (Remember, we are a customer, too—not just the student!)
- Expand ladder program
- Work to understand and leverage state or other training dollars to support programming
- Continue to track MA market to remain competitive
- Add additional staff where needs arise
CHCI Current MA Ladder

Senior MA

“Regular” MA
CHCI MA Ladder to Support TBC

1. ITBC
   PEC
   QIMDC
2. PH
   HC
   CC
3. L
   P/T
   IRD
4. Leadership

Tobacco Cessation Counseling
Diet/Exercise Counseling
The Value of Continuing Education and Skill-Building for MAs

Benefits to Practicing MAs:
- Expand professional scope of work
- Become more integrated and integral team members
- Become change agents in their health centers
- Gain schools for ongoing career development

Benefits to Health Centers:
- Mas better prepared for organizational changes & payment reform
- Enhance their ability to deliver patient-centered, team-based care in a value-based environment
Resources for MA Skill Building

- Your own clinical leadership and ladder programs
- PCAs: keep an eye on HRSA workforce initiative
- Local/State MA Associations
  - Conferences
  - Training opportunities
- UpSkill Courses from NIMAA
## UpSkill NIMAA Courses Available

### Interprofessional Team-Based Care
- Understand core team-based care concepts
- Gain knowledge, skills & attitudes to excel in an interprofessional team

### QI & Making the Data Count
- Gain an understanding of key quality improvement concepts
- Learn how MAs collect and use data to support the delivery of high-quality and value-based care

### Immunizations
- Enhance communications with patients on vaccines
- Reinforce skills related to vaccine schedules, proper storage, and effective administration

### Professionalism & Effective Communication
- Understand common/legal ethical issues MAs experience
- Develop effective communication, time management, and teamwork skills

### Introduction to Run Charts
- Explore the types of variation as well as information about the anatomy, analysis and interpretation of run charts using data from a primary care setting

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Developing Your MA Workforce – 03/16/21
UpSkill NIMAA

Courses that provide next level training and expertise for medical assistants working in today’s high-performing primary care centers.

- Entirely online
- Flexible learning
- $20/hour of content
- Each course discusses best practices, potential pitfalls, and barriers to working as an MA in primary care related to the course topic
Questions/Comments
Additional Information

https://nimaa.org

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THANK YOU FOR JOINING US!

By attending today’s event you are strengthening the ability of your mission-driven, community-based, and patient-directed health center to deliver comprehensive, culturally competent, high-quality primary care services.

Please complete the evaluation by Tuesday, March 23, 2021: https://www.surveymonkey.com/r/DevelopingMA-WF-Support-TBC

To learn about other upcoming CHAMPS events and view today’s recording, visit: http://champsonline.org/events-trainings/distance-learning