

# 2020/2021 Region VIII Health Center Training & Technical Assistance (T/TA) Needs Assessment CHAMPS Region VIII Summary Report

*CHAMPS Executive Committee Only – March 2021*

The **Region VIII Health Center Training & Technical Assistance (T/TA) Needs Assessment** is an annual component of the CHAMPS Bureau of Primary Health Care (BPHC) Cooperative Agreement (CA). CHAMPS works collaboratively with the Region VIII State Primary Care Associations (SPCAs) to design and distribute one survey for the entire region.

## 2020/2021 Data Collection Timeframe:

January 4-15, 2021

## Participation:

268 respondents from

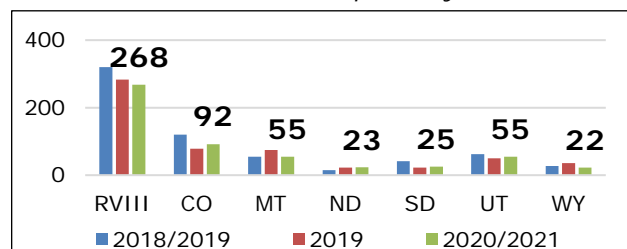
62 Region VIII Health Centers (HCs – 96.9%)

## PARTICIPANT DEMOGRAPHICS

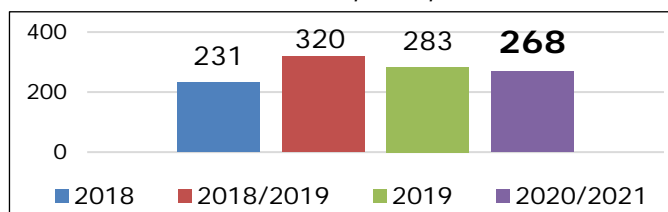
### Participation by State (determined by individualized web links to survey)

- Colorado: 92 respondents from 19 HCs (95.0%)
- Montana: 55 respondents from 14 HCs (93.3%)
- North Dakota: 23 respondents from 5 HCs (100%)
- South Dakota: 25 respondents from 4 HCs (100%)
- Utah: 55 respondents from 14 HCs (100%)
- Wyoming: 22 respondents from 6 HCs (100%)

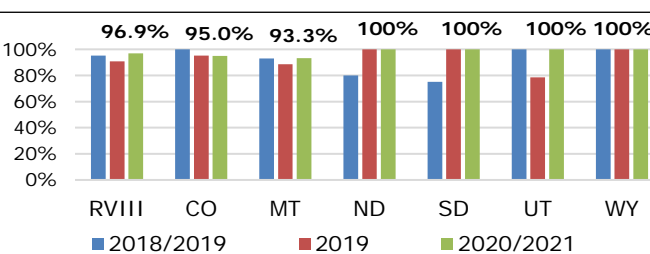
### Number of Individual Participants by State



### Number of Individual Participants per Year



### Percentage of Health Centers Participating by State



## Participation by Role(s) Held at Health Center

(272 responses; asked to choose all that apply; response was required)

Answer Options	Count	%
Health Center Board Member	2	0.74%
Behavioral Health Director	14	5.15%
Billing Coordinator/Manager	14	5.15%
CEO/Executive Director	31	11.40%
CFO/Finance Director	20	7.35%
CIO/Information Technology Director	6	2.21%
Clinic Manager	17	6.25%
COO/Operations Director	27	9.93%
CDO/Dental Director	8	2.94%
CMO/Medical Director	26	9.56%
Human Resources Director	13	4.78%
Patient Support (Navigator, Case Manager, Care Coordinator, Patient Services Mgr., etc.)	12	4.41%
Pharmacy Director	5	1.84%
Provider (Behavioral, Medical, Oral, Pharmacy, etc.)	24	8.82%
Quality Improvement Director/Officer	26	9.56%
Other Administrative Staff	52	19.12%
Other Clinical Staff	10	3.68%

## HEALTH CENTER CHALLENGES/CONCERNS (209 responses; asked to choose top five)

Respondents were asked to rank their HC's top five challenges/concerns, in addition to COVID-19, given 23 total topics deemed timely/relevant by the state and regional PCAs designing the survey. Respondents also had the opportunity to select "Other" and provide additional detail.

Respondents were allowed to identify five total topics, ranking them from 1-5 with "#1" being the top challenge.

- Each "#1" response received 5 points, each "#2" received 4 points, each "#3" received 3 points, each "#4" received 2 points, and each "#5" received 1 point.
- **Overall Score = the topic average (sum of points divided by total number of respondents selecting a challenge level for the topic) multiplied by the number of total respondents selecting a challenge level for the topic.**

RVIII Rank	Challenge/Concern Options	Overall Score
1	Burnout	467.28
2	Meeting Patient Targets/Projections	269.10
3	Retention of Staff	268.77
4	Clinic Operations	227.25
5	Telehealth	203.00
6	340B Regulations	190.95
7	Recruitment of Providers	184.97
8	Billing/Coding Issues	136.77
9	Recruitment of Other Licensed	130.20
10	Behavioral Health Integration	105.84

*Region VIII Top 5 Ranked Challenges/Concerns, 2019:*

- 1: Retention of Staff
- 2: Billing/Coding Issues
- 3: Burnout
- 4: Recruitment of Providers
- 5: Meeting Patient Targets/Projections

*Region VIII Top 5 Ranked Challenges/Concerns, 2018/2019:*

- 1: Staff Retention
- 2: Billing/Coding Issues
- 3: Recruitment of Providers
- 4: Clinic Operations
- 5: EMR Data Mapping and Extraction

*\*New Challenge/Concern topic for 2020/2021.*

## MAJOR ENVIRONMENTAL CHANGES (193 responses; asked to select all that apply)

Respondents were provided a list of 12 major environmental change topics, in addition to COVID-19, deemed timely/relevant by the state and regional PCAs designing the survey and were asked to select those that had impacted their health center in the past 12 months (January-December 2020) and those they anticipated impacting the center in the next 12 months (January-December 2021). Respondents also had the opportunity to select "Other" and provide additional detail for either or both time frames.

Respondents were allowed to select as many topics as they felt were relevant. **The number of respondents selecting each topic/timeframe combination was divided by the total number of people participating in the question to come up with an overall percentage for each.**

### Environmental Changes Impacting Health Centers in the Past 12 Months (January-December 2020)

RVIII Rank	Major Environmental Change Options	Percentage
1	Patient Reductions	51.8%
2	Funding Changes	28.5%
3	C-Suite/Leadership Staff Turnover	31.1%
4	Staff Hiring Freeze	20.7%
5	Delayed Medicaid Payments	16.6%

### Environmental Changes Anticipated to Impact Health Centers in the Next 12 Months (January-December 2021)

RVIII Rank	Major Environmental Change Options	Percentage
1	Funding Changes	32.6%
2	Patient Reductions	24.4%
3	Insurance Marketplace Instability	16.1%
4	C-Suite/Leadership Staff Turnover	15.0%
5	Service Area Competition	11.9%

## HEALTH CENTER NEED FOR T/TA and ADDITIONAL INFORMATION

Respondents were asked to rank their HC's need for support via training and technical assistance (T/TA) activities on 146 total topics in the areas listed below (down from 163 topics in the previous years' Needs Assessment). CHAMPS also asked respondents additional questions within selected areas to provide additional detail relating to T/TA needs and to determine objective progress data related to the CHAMPS BPHC work plan. There were:

- 15 T/TA need topics within two **ACCESS TO COMPREHENSIVE PRIMARY CARE** areas:
  - A. **Expanding/Integrating Services** (8 topics)
  - B. **Services for Special and Vulnerable Populations** (7 topics)
- 62 T/TA need topics within four **CLINICAL QUALITY AND PERFORMANCE** areas:
  - C. **Telehealth** (9 topics)
  - D. **Social Determinants of Health** (11 topics)
    - Respondents were also asked if they were currently using/implementing a social determinants of health (SDOH) assessment tool and which members of the care team are currently involved with SDOH screenings.
  - E. **Improving Health Outcomes** (17 topics)
  - F. **Additional Clinical Priorities** (24 topics), including:
    - Respondents were also asked if their health center was the primary center for COVID-19 testing in their community, if their health center would administer COVID-19 vaccines, and if their health center would be the primary center for administering COVID-19 vaccines in the community.
- 51 T/TA need topics within four **EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT** areas:
  - G. **Board of Directors** (13 topics)
  - H. **Finance/Operations** (13 topics)
  - I. **Emergency Preparedness and Response** (11 topics)
  - J. **Value-Based Care Delivery** (14 topics)
    - Respondents were also asked to rate their health center's progress toward implementing value-based care.
- 18 T/TA need topics within two **WORKFORCE** areas:
  - K. **Workforce Planning** (10 topics)
    - Respondents were also asked to identify various workforce planning components already in place at their health center.
  - L. **Workforce Advancement** (8 topics)

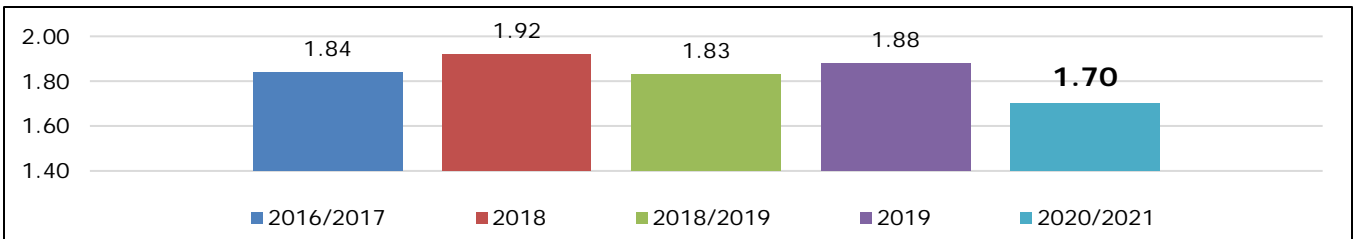
*NOTE: Data related to T/TA needs topics are analyzed with all individual responses equally weighted. Some additional questions are also analyzed with all individual responses equally weighted; however, questions used to develop objective progress data for the CHAMPS work plan are analyzed with responses from individual health centers being equally weighted.*

## HEALTH CENTER NEED FOR T/TA, continued

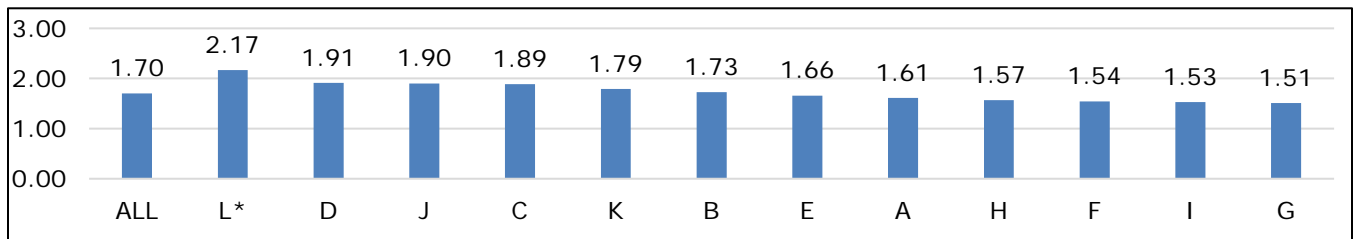
When rating their need for support within the 146 T/TA topics, respondents selected “No Need,” “Low Need,” “Moderate Need,” “High Need,” or “N/A” for each topic. They also were allowed to entirely skip any topic. Ratings provided in this report are based on weighting of these responses:

- Each “N/A” and “No Need” received 0 points, each “Low Need” received 1 point, each “Moderate Need” received 2 points, and each “High Need” received 3 points.
- Average Rating = sum of points divided by total number of respondents selecting a “Need” category for the topic.**
  - 0.00-1.00: overall low need for T/TA
  - 1.01-2.00: overall moderate need for T/TA
  - 2.01-3.00: overall high need for T/TA

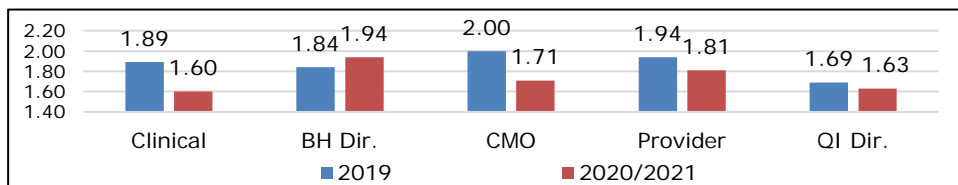
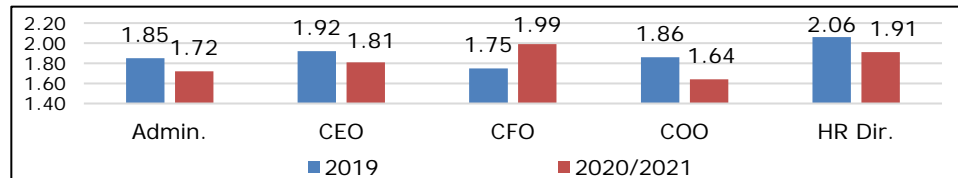
### Comparison of Five Years of Region VIII Average Need Ratings for All T/TA Topics\*\*



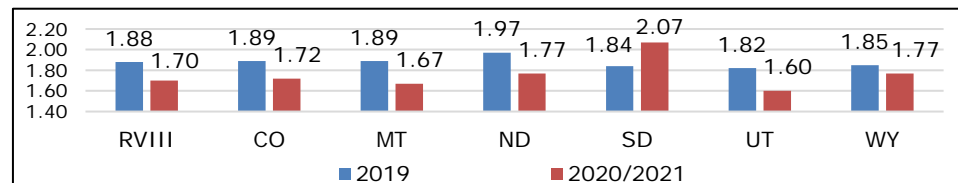
### Comparison of 2020/2021 Region VIII Average Need Ratings for All T/TA Areas



### 2019 and 2020/2021 Region VIII Average Need Ratings by Staff Groups\*\*



### 2019 and 2020/2021 Average Need Ratings by Region VIII States\*\*



#### Access to Comprehensive Primary Care Services

- A. Expanding/Integrating Services
- B. Services for Special and Vulnerable Populations

#### Clinical Quality and Performance

- C. Telehealth
- D. Social Determinants of Health
- E. Improving Health Outcomes
- F. Additional Clinical Priorities

#### Executive Development and Operational Excellence

- G. Board of Directors
- H. Finance/Operations
- I. Emergency Preparedness and Response
- J. Value-Based Care Delivery

#### Workforce

- K. Workforce Planning
- L. Workforce Advancement\*

\*Average for all T/TA Topics within the area combined ranks as high need (2.01+).

\*\*Need averages for all T/TA Topics combined; includes only topics with 5+ respondents.

## HEALTH CENTER NEED FOR T/TA, continued

### Region VIII Overall: 2020/2021 Top 10 Ranked Topics Needing T/TA

Section	Area	Topic	RVIII Rank	RVIII Count	RVIII Avg.
<b>ALL RESPONDENTS</b> – 21 topics ranked 2.01+ (14.3%); overall need average of 1.70					
Workforce Development (WF Dev.)	Workforce Advancement (WF Adv.)	Burnout Prevention (e.g., Wellness Programs, Internal Support Groups, Mindfulness Training, Peer Support, etc.)	1	96	2.38
WF Dev.	WF Adv.	Support Staff Professional Development (e.g., Front Desk, Clinical Support, Customer Service, etc.)	2	90	2.37
WF Dev.	WF Adv.	Leadership Development and Training	T-3	90	2.30
WF Dev.	WF Adv.	Supervisory Skills Training	T-3	90	2.30
Clinical Quality and Performance (CQP)	Telehealth	Remote Patient Engagement*	T-5	91	2.27
CQP	Social Determinants of Health (SDOH)	Funding to Support Staff that Address SDOH	T-5	66	2.27
CQP	Additional Clinical Priorities	UDS Measure around Depression Remission at 12 Months*	7	61	2.20
Executive Development and Operational Advancement (Exec. Dev. and Op. Adv.)	Value-Based Care Delivery (VBCD)	Identifying and Addressing Preventable High Costs within the Patient Population (e.g., Timely, Actionable, Accurate Reports or Other Mechanisms)	8	56	2.17
Expanding Access (Access)	Serving Special and Vulnerable Populations (SVPs)	Other Vulnerable Populations (e.g., Immigrant/Refugee Populations, Patients Aged 65+, etc.)	9	63	2.15
CQP	Telehealth	Remote Patient Monitoring*	10	86	2.14

\*New T/TA need topic for 2020/2021 Needs Assessment.

#### 2019 Top 10 Ranked T/TA Needs Topics:

1: Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows

2: Performance/Value-Based Financial Incentives for the Care Team

T-3: Staff Capacity for Change

T-3: Identifying and Addressing Preventable High Costs within the Patient Population

5: Managing and Tracking Incentive Programs, Transformation Efforts, and/or Payment Models with Different Payers and Plans

6: Patient Engagement via Non Face-to-Face Visits

T-7: Leadership Development and Training

T-7: Support Staff Professional Development Series

T-7: Creating Workflows to Track and Address Patient Needs

10: Funding to Support Staff that Address SDOH

**HEALTH CENTER NEED FOR T/TA, continued**

**2020/2021 Region VIII Top Ten Ranked Topics Needing T/TA by Staff Type\***

Section	Area	Topic	Count	Avg.
<b>ADMINISTRATIVE STAFF** – 25 topics ranked 2.01+ (17.0%); overall need average of 1.72</b>				
WF Dev.	WF Adv.	Burnout Prevention	62	2.44
WF Dev.	WF Adv.	Support Staff Professional Development	60	2.42
CQP	Telehealth	Remote Patient Engagement	56	2.39
WF Dev.	WF Adv.	Supervisory Skills Training	61	2.33
WF Dev.	WF Adv.	Leadership Development and Training	59	2.32
Exec. Dev. and Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	42	2.31
CQP	SDOH	Funding to Support Staff that Address SDOH	39	2.26
CQP	Telehealth	Remote Patient Monitoring	54	2.26
WF Dev.	WF Planning	Customizable Recruitment and Retention Plans/Procedures	44	2.23
CQP	Additional Clinical Priorities	UDS Measure around Depression Remission at 12 Months	29	2.19
<b>CLINICAL STAFF*** – 20 topics ranked 2.01+ (13.6%); overall need average of 1.60</b>				
WF Dev.	WF Adv.	Support Staff Professional Development	34	2.29
WF Dev.	WF Adv.	Burnout Prevention	38	2.26
WF Dev.	WF Adv.	Leadership Development and Training	35	2.26
WF Dev.	WF Adv.	Supervisory Skills Training	33	2.24
CQP	Telehealth	Remote Patient Engagement	43	2.23
CQP	SDOH	Funding to Support Staff that Address SDOH	31	2.23
CQP	Additional Clinical Priorities	UDS Measure around Depression Remission at 12 Months	40	2.23
CQP	Improving Health Outcomes	Changing Health Behaviors	53	2.21
Access	Serving SVPs	Persons Experiencing Homelessness and/or Living in Public Housing	37	2.17
Exec. Dev. and Op. Adv.	VBCD	Identifying and Addressing Preventable High Costs within the Patient Population	16	2.15

\*Includes only topics with five+ respondents.

\*\*Includes Board Member, Billing Coordinator/Manager, CEO/Executive Director, CFO/Finance Director, CIO/Information Technology Director, Clinic Manager, COO/Operations Director, Human Resources Director, Other Administrative Staff.

\*\*\*Includes Behavioral Health Director, CDO/Dental Director, CMO/Medical Director, Patient Support, Provider, Quality Improvement Director/Officer, Other Clinical Staff.

**HEALTH CENTER NEED FOR T/TA, continued**

**2020/2021 Region VIII Top Five Ranked Topics Needing T/TA by Leadership Role\***

Section	Area	Topic	Count	Avg.
<b>CEO/Executive Director</b> – 42 topics ranked 2.01+ (28.6%); overall need average of 1.81				
Exec. Dev./Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	16	2.56
Exec. Dev./Op. Adv.	VBCD	Identifying and Addressing Preventable High Costs within the Patient Population	17	2.47
CQP	SDOH	Addressing SDOH to Support Value-Based Care	13	2.46
WF	WF Adv.	Support Staff Professional Development	18	2.44
CQP	SDOH	Creating Workflows to Track and Address Patient Needs	14	2.43
<b>CFO/Finance Director</b> – 30 topics ranked 2.01+ (48.4%); overall need average of 1.99				
CQP	Telehealth	Remote Patient Engagement	6	2.83
CQP	Telehealth	Remote Patient Monitoring	6	2.67
WF	WF Adv.	Supervisory Skills Training	5	2.60
WF	WF Adv.	Leadership Development and Training	5	2.60
Exec. Dev./Op. Adv.	Finance/Ops.	Monitoring Federal, Regional, and/or State Legislation Impacting Health Center Operations	12	2.42
<b>COO/Operations Director</b> – 22 topics ranked 2.01+ (16.4%); overall need average of 1.64				
WF	WF Adv.	Support Staff Professional Development	13	2.77
WF	WF Adv.	Burnout Prevention	13	2.62
CQP	Telehealth	Remote Patient Engagement	15	2.60
CQP	Telehealth	Remote Patient Monitoring	15	2.53
WF	WF Adv.	Leadership Development and Training	12	2.50
<b>Human Resources Director</b> – 7 topics ranked 2.01+ (36.8%); overall need average of 1.91				
WF	WF Adv.	Burnout Prevention	9	2.44
WF	WF Adv.	Ensuring Team Members Work at Top of License	7	2.29
WF	WF Adv.	Support Staff Professional Development	9	2.22
WF	WF Adv.	Leadership Development and Training	9	2.22
WF	WF Planning	HR/Recruitment and Retention Metrics Benchmarking	8	2.13

\*Includes only topics with five+ respondents.

## HEALTH CENTER NEED FOR T/TA, continued

### 2020/2021 Region VIII Top Five Ranked Topics Needing T/TA by Leadership Role, continued\*

Section	Area	Topic	Count	Avg.
<b>Behavioral Health Director</b> – 17 topics ranked 2.01+ (38.6%); overall need average of 1.94				
Access	SVP	LGBTQ Patients	5	2.60
Access	SVP	Persons Experiencing Homelessness and/or Living in Public Housing	7	2.57
WF	WF Adv.	Support Staff Professional Development	6	2.50
CQP	Add. Clin. Priorities - Diabetes	Training for Clinicians (e.g., Addressing Nutrition with Families, Current Evidence-Based Practice Guidelines, etc.)	5	2.50
WF	WF Adv.	Medical Spanish Language Training	5	2.40
<b>CMO/Medical Director</b> – 23 topics ranked 2.01+ (20.4%); overall need average of 1.71				
WF	WF Adv.	Burnout Prevention	15	2.33
WF	WF Adv.	Leadership Development and Training	13	2.31
CQP	Add. Clin. Priorities - Diabetes	Best Practices for Implementing Diabetes Self-Management Education (DSME) Programs	15	2.27
WF	WF Adv.	Supervisory Skills Training	12	2.25
CQP	Add. Clin. Priorities - MH Screen./ Treatment	UDS Measure around Depression Remission at 12 Months	13	2.23
<b>Provider (Behavioral, Medical, Oral, Pharmacy, etc.)</b> – 25 topics ranked 2.01+ (32.9%); overall need average of 1.81				
CQP	Add. Clin. Priorities - MH Screen./ Treatment	UDS Measure around Depression Remission at 12 Months	10	2.50
CQP	Telehealth	Remote Patient Engagement	10	2.40
CQP	Imp. Health Outcomes	Changing Health Behaviors	10	2.40
CQP	Telehealth	Workflows and Staffing Optimization	11	2.36
WF	WF Adv.	Medical Spanish Language Training	9	2.33
<b>Quality Improvement Director/Officer</b> – 17 topics ranked 2.01+ (17.9%); overall need average of 1.63				
CQP	Telehealth	Remote Patient Engagement	14	2.43
CQP	Telehealth	Remote Patient Monitoring	14	2.43
CQP	SDOH	Funding to Support Staff that Address SDOH	12	2.42
Exec. Dev./ Op. Adv.	VBCD	Identifying and Addressing Preventable High Costs within the Patient Population	5	2.40
WF	WF Adv.	Supervisory Skills Training	6	2.33
WF	WF Adv.	Burnout Prevention	6	2.33
WF	WF Adv.	Support Staff Professional Development	6	2.33
WF	WF Adv.	Leadership Development and Training	6	2.33

\*Includes only topics with five+ respondents.

**HEALTH CENTER NEED FOR T/TA, continued**

**2020/2021 Region VIII Top Five Ranked Topics Needing T/TA by Area**

Topic	Count	Avg.
<b>ACCESS TO COMPREHENSIVE PRIMARY CARE: Expanding/Integrating Services</b>		
Mental Health	80	1.86
Care Coordination	81	1.83
Substance Use	81	1.80
Dental	77	1.72
Pharmacy	82	1.70
<b>ACCESS TO COMPREHENSIVE PRIMARY CARE: Services for Special and Vulnerable Populations</b>		
Other Vulnerable Populations (e.g., Immigrant/Refugee Populations, Patients Aged 65+, etc.); if High Need, Specify Population Group Below	63	2.15
Persons Experiencing Homelessness and/or Living in Public Housing	63	1.97
LGBTQ Patients	60	1.73
School-Based Health Center Patients	62	1.65
Veterans	61	1.62
<b>CLINICAL QUALITY AND PERFORMANCE: Telehealth</b>		
Remote Patient Engagement	91	2.27
Remote Patient Monitoring	86	2.14
Workflows and Staffing Optimization	99	2.01
Billing and Reimbursement	84	1.94
Technology (e.g., Platforms, Patient Access/Connectivity, etc.)	92	1.88
<b>CLINICAL QUALITY AND PERFORMANCE: Social Determinants of Health (SDOH)</b>		
Funding to Support Staff that Address SDOH	66	2.27
Creating Workflows to Track and Address Patient Needs	66	2.12
Addressing Social Determinants of Health (SDOH) to Support Value-Based Care	63	2.11
Leveraging SDOH Data for Patient Risk Stratification (e.g., Clinical Quality Improvement, COVID-19 Vaccinations, etc.)	62	2.00
Tracking SDOH Interventions in the EHR (e.g., Enabling Services, Referrals, etc.)	65	1.98
<b>CLINICAL QUALITY AND PERFORMANCE: Improving Health Outcomes</b>		
Changing Health Behaviors (e.g., Group Visits, Motivational Interviewing, Population-Specific Evidence-Based Messaging, Patient Education Tools, etc.)	97	2.02
Patient Care Coordination to Impact Health Outcomes	86	1.98
Leveraging Data to Impact Health Equity	89	1.97
Using Health Information Technology (HIT) to Engage Patients (e.g., Portals, Secure Messaging, etc.)	90	1.93
Utilizing EHRs to Plan and Manage Care (e.g., Clinical Decision Support, Data Capture/Validation, etc.)	89	1.80
<b>CLINICAL QUALITY AND PERFORMANCE: Additional Clinical Priorities</b>		
MH Screen./Treatment: UDS Measure around Depression Remission at 12 Months	61	2.20
Diabetes: Training for Support/Outreach/Community Health Worker Staff (e.g., Nutrition 101, Addressing Nutrition with Families, Physical Activity, Glucose Management, Health Coaching, etc.)	62	1.98
Diabetes: Training for Clinicians (e.g., Addressing Nutrition with Families, Current Evidence-Based Practice Guidelines, etc.)	61	1.98
Diabetes: Best Practices for Implementing Diabetes Self-Management Education (DSME) Programs	57	1.96
Best Practices for Implementing Diabetes Prevention Programs (DPP)	59	1.89
MH Screen./Treatment: Patient Screening Fatigue	59	1.89

**HEALTH CENTER NEED FOR T/TA, continued**

**2020/2021 Region VIII Top Five Ranked Topics Needing T/TA by Area, continued**

Topic	Count	Avg.
<b>EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT: Board of Directors</b>		
Board Self-Assessment/Evaluation	32	1.83
Board Roles and Responsibilities: Compliance	34	1.74
Dashboards for Sharing Key Health Center Data with the Board	36	1.72
Strategic Planning	35	1.71
Board Roles and Responsibilities: CEO Oversight	33	1.66
<b>EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT: Finance/Operations</b>		
Coding and Billing Best Practices	62	2.00
Monitoring Federal, Regional, and/or State Legislation Impacting Health Center Operations	53	1.80
Scheduling (e.g., COVID-Related, Revenue Cycle Considerations, Same-Day, Telemedicine, Tracking Metrics, etc.)	55	1.79
Development/Negotiation of Provider/Payer Contracts	55	1.79
Risk Management (e.g., Credentialing/Privileging, FTCA Risk Management Plans, Grievance Policies, HIPAA, etc.)	57	1.72
<b>EXEC. DEV. AND OPERATIONAL ADVANCEMENT: Emergency Preparedness and Response</b>		
After Action Reporting/Evaluation	49	1.73
Access to Resources (e.g., PPE, Testing Supplies, etc.)	50	1.68
Immediate Threat Training	45	1.62
Emergency Response for Special and Vulnerable Populations	49	1.61
Crisis Standards of Care Planning	48	1.58
<b>EXEC. DEV. AND OPERATIONAL ADVANCEMENT: Value-Based Care Delivery</b>		
Identifying and Addressing Preventable High Costs within the Patient Population (e.g., Timely, Actionable, Accurate Reports or Other Mechanisms)	56	2.17
Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	57	2.13
Staff Capacity for Change (e.g., Training, Coaching, Mentorship, etc.)	58	2.05
Identifying and Reporting Costs Associated with Payment Reform (e.g., Per Visit Costs, Staffing, Space, HIT, etc.)	51	2.00
Performance/Value-Based Financial Incentives for the Care Team	56	1.96
<b>WORKFORCE: Workforce Planning</b>		
Customizable Recruitment and Retention Plans/Procedures (e.g., Marketing Plans, Succession Plans, Promising Recruitment Practices, etc.)	54	2.13
HR/Recruitment and Retention Metrics Benchmarking	51	2.08
Development of Staff Onboarding and Education/Training Processes and Programs	54	2.04
Staff Engagement/Satisfaction (e.g., Analysis/Metrics, Program Development, Stay Interviews, Surveys, etc.)	55	1.98
Development of Competitive Compensation/Benefits Packages	53	1.88
<b>WORKFORCE: Workforce Advancement</b>		
Burnout Prevention (e.g., Wellness Programs, Internal Support Groups, Mindfulness Training, Peer Support, etc.)	96	2.38
Support Staff Professional Development (e.g., Front Desk, Clinical Support, Customer Service, etc.)	90	2.37
Supervisory Skills Training	90	2.30
Leadership Development and Training	90	2.30
Ensuring Team Members Work at Top of License	87	2.12

## **2020/2021 REGION VIII ADDITIONAL INFORMATION BY AREA**

### **CLINICAL QUALITY AND PERFORMANCE: Social Determinants of Health (SDOH)**

**Top SDOH assessment tools health centers are currently using or implementing:**

<b>Answer Options</b>	<b>HC Count</b>	<b>%</b>
PRAPARE – standard without customizations	20	31.3%
PRAPARE – with customizations	15	23.4%
Other EHR Template/Smartform	6	9.4%

**Top members of the care team involved in SDOH screening:**

<b>Answer Options</b>	<b>Count</b>	<b>%</b>
Medical Assistant/Nurse	44	62.0%
Care Coordinator	40	56.3%
Front Desk	27	38.0%
Provider	24	33.8%

### **CLINICAL QUALITY AND PERFORMANCE: Additional Clinical Priorities**

**Information about COVID-19 testing and vaccinations:**

<b>Answer Options</b>	<b>Count if Yes</b>	<b>%</b>
Was your health center the primary center for testing in your community?	41	56.9%
Will your health center administer vaccines?	60	82.2%
Will your health center be the primary center for administering vaccines in your community?	22	30.6%

### **EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT: Value-Based Care Delivery**

**Health center's progress toward implementing Value-Based Care (VBC):**

<b>Answer Options</b>	<b>HC Count</b>	<b>%</b>
LITTLE or INITIAL DEVELOPMENT (Select 1, 2, or 3. Health Center has not yet, or has just begun, to address VBC. Resources are not allocated or were just recently allocated. Experience does not exist or is very limited.)	8	12.5%
BASIC PROGRESS (Select 4, 5, or 6. Health Center is addressing VBC at a basic level. Resources are allocated. Experience is consistent.)	25	39.1%
MATURATION and SYSTEMIZATION (Select 7, 8, 9, or 10. Health center is substantially addressing VBC. Current and anticipated needed resources are fully in place, tailored and customized to the needs of the health center. Experience is advanced and/or leading edge.)	4	6.3%
Unknown	25	39.1%

### **WORKFORCE: Workforce Planning**

**Workforce planning components most often already officially in place at the health center:**

<b>Answer Options</b>	<b>HC Count</b>	<b>%</b>
Employee Performance Evaluation	40	62.5%
Credentialing/Privileging Compliance Plan	38	59.4%
Employee Satisfaction/Engagement Assessments	31	48.4%

**Workforce planning components least often already officially in place at the health center:**

<b>Answer Options</b>	<b>HC Count</b>	<b>%</b>
Succession Plan for Top Leadership	11	17.2%
Retention Plan for Other Staff	8	12.5%
Early Pipeline Programs (e.g., Scrubs Camp, HOSA-Future Health Professionals Agreements, etc.)	8	12.5%