

2021/2022 Region VIII Health Center Training & Technical Assistance (T/TA) Needs Assessment CHAMPS Region VIII Summary Report

CHAMPS Executive Committee Only – February 2022

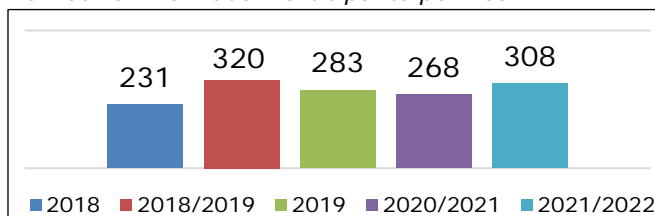
The **Region VIII Health Center Training & Technical Assistance (T/TA) Needs Assessment** is an annual component of the CHAMPS Bureau of Primary Health Care (BPHC) Cooperative Agreement (CA). CHAMPS works collaboratively with the Region VIII State Primary Care Associations (SPCAs) to design and distribute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

2021/2022 Data Collection Timeframe:
January 5-19, 2022

Participation:
308 respondents from
63 Region VIII Health Centers (HCs – 98.4%)

PARTICIPANT DEMOGRAPHICS

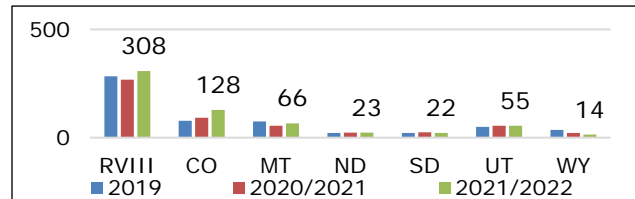
Number of Individual Participants per Year



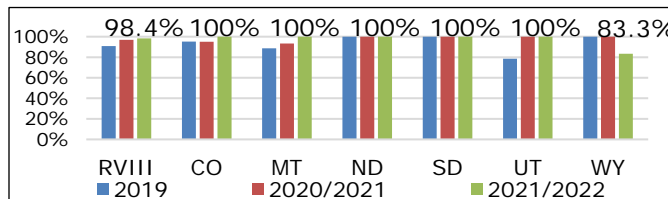
Participation by State (determined by individualized web links to survey)

- Colorado: 128 respondents from 20 HCs (100%)
- Montana: 66 respondents from 15 HCs (100%)
- North Dakota: 23 respondents from 5 HCs (100%)
- South Dakota: 22 respondents from 4 HCs (100%)
- Utah: 55 respondents from 14 HCs (100%)
- Wyoming: 14 respondents from 5 HCs (83.3%)

Number of Individual Participants by State



Percentage of Health Centers Participating by State



Participation by Area(s) Worked In at Health Center

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

Answer Options	Count	%
Health Center Board Member	2	0.65%
Behavioral Health (BH)	27	8.77%
Billing/Coding	30	9.74%
Communications/Marketing	13	4.22%
Compliance	38	12.34%
Dental	18	5.84%
Development	20	6.49%
Emergency Preparedness and Response (EPR)	27	8.77%
Executive Director/CEO	23	7.47%
Finance	25	8.12%
Human Resources (HR)	28	9.09%
Information Technology (IT)	13	4.22%
Medical	56	18.18%
Operations	50	16.23%
Patient Support (Case Mgr., Care Coord., Comm. Health Worker, Outreach/Enrollment, etc.)	30	9.74%
Pharmacy	15	4.87%
Quality Improvement (QI)	60	19.48%
Site Lead	10	3.25%
Other Administrative Areas	40	12.99%
Other Clinical Areas	14	4.55%

HEALTH CENTER CHALLENGES/CONCERNS (247 responses; asked to choose top five)

Respondents were asked to rank their HC's top five challenges/concerns, given 27 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	474.50
2	Retention of Staff	449.88
3	Competitive Pay Scales*	438.60
4	Recruitment of Providers	274.13
5	Recruitment of Other Licensed Staff	269.04
6	Billing/Coding Issues	169.94
7	Clinic Operations	143.82
8	Infrastructure to Support Value-Based Care	139.16
9	Meeting Patient Targets/Projections	138.16
10	Vaccine Mandates*	102.90

Region VIII Top 5 Ranked Challenges/Concerns, 2020/2021:

- 1: Burnout
- 2: Meeting Patient Targets/Projections
- 3: Retention of Staff
- 4: Clinic Operations
- 5: Telehealth

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

**New Challenge/Concern topic for 2021/2022.*

MAJOR ENVIRONMENTAL CHANGES (231 responses; asked to select all that apply)

Respondents were provided a list of 14 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 2021) and those they anticipated impacting the center in the next 12 months (January-December 2022). 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 2021)

RVIII Rank	Major Environmental Change Options	Percentage
1	Staff Resignations*	63.64%
2	Politicization of Healthcare*	35.93%
3	Patient Reductions	34.63%
4	C-Suite/Leadership Staff Turnover	29.44%
5	Funding Changes	18.18%

**New Major Environmental Change option for 2021/2022.*

Environmental Changes Anticipated to Impact Health Centers in the Next 12 Months (January-December 2022)

RVIII Rank	Major Environmental Change Options	Percentage
1	Staff Resignations*	55.41%
2	Politicization of Healthcare*	33.77%
3	Financial Security Post-ARPA*	24.24%
4	Patient Reductions	23.81%
5	Funding Changes	20.78%

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 170 total topics in the areas listed below. 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:

- 18 T/TA need topics within two **ACCESS TO COMPREHENSIVE PRIMARY CARE** areas:
 - A. **Expanding/Integrating Services** (11 topics)
 - B. **Services for Special and Vulnerable Populations** (7 topics)
- 74 T/TA need topics within four **CLINICAL QUALITY AND PERFORMANCE** areas:
 - C. **Telehealth** (10 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.
 - E. **Improving Health Outcomes** (17 topics)
 - F. **Additional Clinical Priorities** (36 topics), including:
 - 4 related to Preventing and Managing Diabetes.
 - 9 related to Ending the HIV Epidemic.
 - 11 related to Mental Health Screening, Treatment, and Skills.
 - 5 related to Oral Health.
 - 7 related to COVID-19.
- 53 T/TA need topics within four **EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT** areas:
 - G. **Board of Directors** (13 topics)
 - H. **Finance/Operations** (14 topics)
 - I. **Emergency Preparedness and Response** (12 topics)
 - J. **Value-Based Care Delivery** (14 topics)
 - Respondents were also asked to rate their health center's progress toward implementing value-based care.
- 25 T/TA need topics within two **WORKFORCE** areas:
 - K. **Workforce Planning** (15 topics)
 - Respondents were also asked to identify various workforce planning components already in place at their health center.
 - L. **Workforce Advancement** (10 topics)

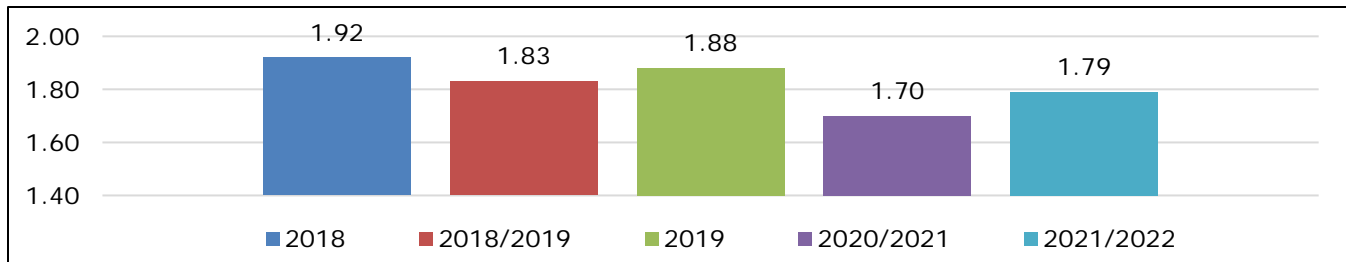
NOTE: Data related to T/TA needs topics are analyzed with all individual responses equally weighted. Some additional questions are also analyzed with all individual responses equally weighted; however, questions used to develop objective progress data for the CHAMPS work plan are analyzed with responses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

HEALTH CENTER NEED FOR T/TA, continued

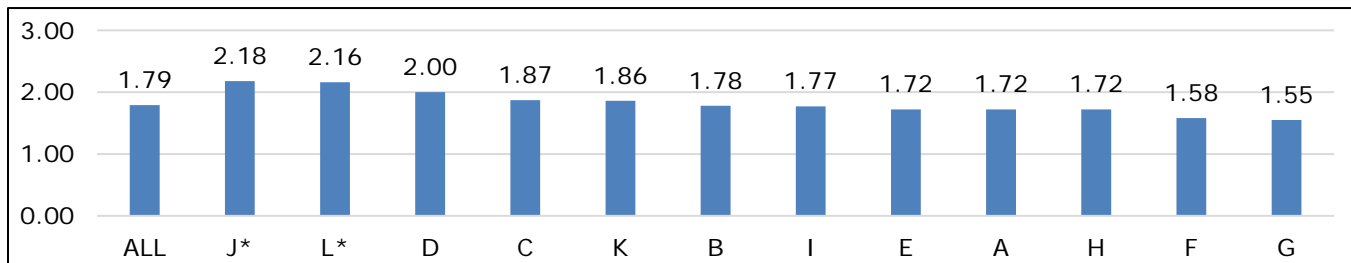
When rating their need for support within the 170 T/TA topics, respondents selected “No Need,” “Low Need,” “Moderate Need,” “High Need,” or “N/A” for each topic. They also were allowed to entirely skip any topic. Ratings provided in this report are based on weighting of these responses:

- 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

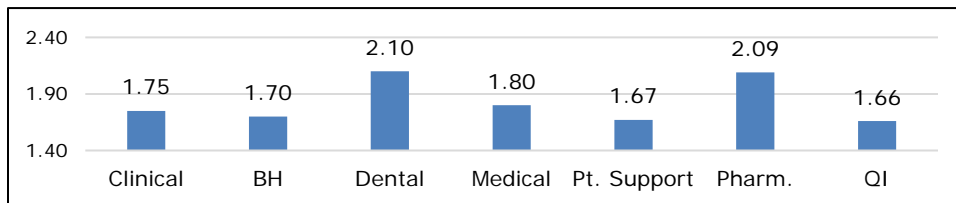
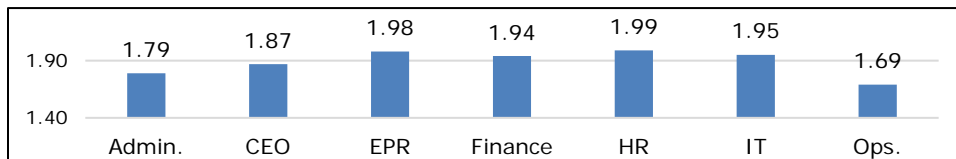
Comparison of Five Years of Region VIII Average Need Ratings for All T/TA Topics**



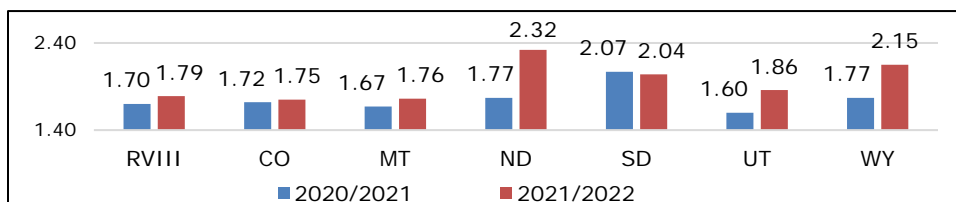
Comparison of 2021/2022 Region VIII Average Need Ratings for All T/TA Areas



2021/2022 Region VIII Average Need Ratings by Discipline Areas**



2020/2021 and 2021/2022 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: 2021/2022 Top 10 Ranked Topics Needing T/TA

Section	Area	Topic	RVIII Rank	RVIII Count	RVIII Avg.
ALL RESPONDENTS – 21 topics ranked 2.01+ (14.3%); overall need average of 1.70					
Workforce Development (WF Dev.)	Workforce Advancement (WF Adv.)	Burnout Prevention/Resiliency Training (e.g., Wellness Programs, Internal Support Groups, Mindfulness Training, Peer Support, etc.)	1	116	2.56
WF Dev.	WF Adv.	Support Staff Professional Development (e.g., Front Desk, Clinical Support, Customer Service, etc.)	T-2	109	2.43
Executive Development and Operational Advancement (Exec. Dev. and Op. Adv.)	Value-Based Care Delivery (VBCD)	Staff and Board Understanding of Payment Reform and Practice Transformation Models	T-2	61	2.43
Exec. Dev. and Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	4	61	2.40
Exec. Dev. and Op. Adv.	VBCD	Staff Capacity for Change (e.g., Training, Coaching, Mentorship, etc.)	5	64	2.39
WF Dev.	WF Adv.	Leadership Development and Training	T-6	107	2.38
Clinical Quality and Performance (CQP)	Social Determinants of Health (SDOH)	Funding to Support Staff that Address SDOH	T-6	77	2.38
WF Dev.	WF Adv.	Supervisor/Manager Skills Training	8	112	2.37
WF Dev.	WF Adv.	Ensuring Team Members Work at Top of License	9	97	2.36
Exec. Dev. and Op. Adv.	VBCD	Performance/Value-Based Financial Incentives for the Care Team	10	60	2.35

2020/2021 Top 10 Ranked T/TA Needs Topics:

1: Burnout Prevention (e.g., Wellness Programs, Internal Support Groups, Mindfulness Training, Peer Support, etc.)

2: Support Staff Professional Development (e.g., Front Desk, Clinical Support, Customer Service, etc.)

T-3: Leadership Development and Training

T-3: Supervisory Skills Training

T-5: Remote Patient Engagement

T-5: Funding to Support Staff that Address SDOH

7: UDS Measure around Depression Remission at 12 Months

8: Identifying and Addressing Preventable High Costs within the Patient Population (e.g., Timely, Actionable, Accurate Reports or Other Mechanisms)

9: Other Vulnerable Populations (e.g., Immigrant/Refugee Populations, Patients Aged 65+, etc.)

10: Remote Patient Monitoring

HEALTH CENTER NEED FOR T/TA, continued

2021/2022 Region VIII Top Ten Ranked Topics Needing T/TA by Administrative/Clinical Areas*

Section	Area	Topic	Count	Avg.
ADMINISTRATIVE AREAS** – 43 topics ranked 2.01+ (25.3%); overall need average of 1.79				
WF Dev.	WF Adv.	Burnout Prevention/Resiliency Training	84	2.50
Exec. Dev. and Op. Adv.	VBCD	Staff and Board Understanding of Payment Reform and Practice Transformation Models	43	2.44
CQP	SDOH	Leveraging SDOH Data for Patient Risk Stratification	47	2.41
CQP	SDOH	Funding to Support Staff that Address SDOH	46	2.41
Exec. Dev. and Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	41	2.41
WF Dev.	WF Adv.	Supervisor/Manager Skills Training	84	2.39
Exec. Dev. and Op. Adv.	VBCD	Staff Capacity for Change	44	2.39
WF Dev.	WF Adv.	Leadership Development and Training	79	2.38
WF Dev.	WF Adv.	Support Staff Professional Development	81	2.35
Exec. Dev. and Op. Adv.	VBCD	Performance/Value-Based Financial Incentives for the Care Team	43	2.35
CLINICAL AREAS*** – 43 topics ranked 2.01+ (25.3%); overall need average of 1.75				
WF Dev.	WF Adv.	Burnout Prevention/Resiliency Training	62	2.61
WF Dev.	WF Adv.	Support Staff Professional Development	57	2.50
WF Dev.	WF Adv.	Ensuring Team Members Work at Top of License	54	2.43
Exec. Dev. and Op. Adv.	VBCD	Staff and Board Understanding of Payment Reform and Practice Transformation Models	31	2.42
CQP	SDOH	Funding to Support Staff that Address SDOH	52	2.37
Exec. Dev. and Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	32	2.37
Exec. Dev. and Op. Adv.	VBCD	Managing and Tracking Incentive Programs, Transformation Efforts, and/or Payment Models with Different Payers and Plans	28	2.36
Exec. Dev. and Op. Adv.	VBCD	Staff Capacity for Change	33	2.33
Exec. Dev. and Op. Adv.	VBCD	Performance/Value-Based Financial Incentives for the Care Team	30	2.33
Exec. Dev. and Op. Adv.	VBCD	Identifying and Addressing Preventable High Costs within the Patient Population	31	2.32
Exec. Dev. and Op. Adv.	VBCD	Identifying and Reporting Costs Associated with Payment Reform	29	2.32

*Includes only topics with five+ respondents.

**Includes Board Member, Billing/Coding, Communications/Marketing, Compliance, Development, Emergency Preparedness and Response, Executive Director/CEO, Finance, Human Resources, Information Technology, Operations, Site Lead, Other Administrative Staff.

***Includes Behavioral Health, Dental, Medical, Patient Support, Pharmacy, Quality Improvement, Other Clinical Staff.

HEALTH CENTER NEED FOR T/TA, continued

2021/2022 Region VIII Top Five Ranked Topics Needing T/TA by Selected Discipline Areas*

Section	Area	Topic	Count	Avg.
CEO/Executive Director – 46 topics ranked 2.01+ (37.4%); overall need average of 1.87				
Exec. Dev./Op. Adv.	VBCD	Performance/Value-Based Financial Incentives for the Care Team	11	2.73
Exec. Dev./Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	11	2.64
CQP	SDOH	Funding to Support Staff that Address SDOH	8	2.63
CQP	SDOH	Leveraging SDOH Data for Patient Risk Stratification	8	2.63
Access	Expansion/Integration	Mental Health	9	2.56
CQP	Imp. Health Outcomes	Changing Health Behaviors	9	2.56
Finance – 35 topics ranked 2.01+ (40.2%); overall need average of 1.94				
CQP	Telehealth	Regulatory Considerations	7	2.57
Exec. Dev./Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	10	2.50
Exec. Dev./Op. Adv.	VBCD	Incorporating Change Management Processes	9	2.50
Exec. Dev./Op. Adv.	BOD	Board Use of Needs Assessment Data	5	2.50
WF Dev.	WF Adv.	Leadership Development and Training	7	2.43
WF Dev.	WF Adv.	Designing Workflows to Reflect New Models of Care	7	2.43
Human Resources – 18 topics ranked 2.01+ (36.0%); overall need average of 1.99				
CQP	SDOH	Offsetting Costs for Patients	5	2.80
WF Dev.	WF Adv.	Supervisor/Manager Skills Training	19	2.74
CQP	SDOH	Creating Workflows to Track and Address Patient Needs	5	2.60
CQP	SDOH	Leveraging SDOH Data for Patient Risk Stratification	5	2.60
WF Dev.	WF Adv.	Support Staff Professional Development	18	2.56
Operations – 18 topics ranked 2.01+ (10.6%); overall need average of 1.69				
Exec. Dev./Op. Adv.	VBCD	Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	15	2.38
WF Dev.	WF Adv.	Support Staff Professional Development	24	2.35
WF Dev.	WF Adv.	Leadership Development and Training	23	2.35
WF Dev.	WF Adv.	Supervisor/Manager Skills Training	25	2.33
WF Dev.	WF Adv.	Burnout Prevention/Resiliency Training	25	2.32

*Includes only topics with five+ respondents.

HEALTH CENTER NEED FOR T/TA, continued

2021/2022 Region VIII Top Five Ranked Topics Needing T/TA by Selected Discipline Areas, continued*

Section	Area	Topic	Count	Avg.
Behavioral Health – 21 topics ranked 2.01+ (20.6%); overall need average of 1.70				
WF	WF Adv.	Burnout Prevention/Resiliency Training	12	2.75
WF	WF Adv.	Ensuring Team Members Work at Top of License	9	2.75
WF	WF Adv.	Support Staff Professional Development	12	2.50
WF	WF Adv.	De-Escalation Training	12	2.45
CQP	Imp. Health Outcomes	Risk Stratification for Chronic Disease	7	2.43
Dental – 23 topics ranked 2.01+ (57.5%); overall need average of 2.10				
WF	WF Adv.	Burnout Prevention/Resiliency Training	5	3.00
CQP	Add. Clin. Priorities – Oral Health	Improving Patient Access to Oral Health Services	8	2.63
WF	WF Adv.	Support Staff Professional Development	5	2.60
CQP	Add. Clin. Priorities – Oral Health	Dental Care Workflows	7	2.57
WF	WF Adv.	Ensuring Team Members Work at Top of License	5	2.40
Medical – 49 topics ranked 2.01+ (28.8%); overall need average of 1.80				
Exec. Dev./ Op. Adv.	VBCD	Staff and Board Understanding of Payment Reform and Practice Transformation Models	15	2.53
Exec. Dev./ Op. Adv.	BOD	Board Use of Needs Assessment Data	6	2.50
CQP	Telehealth	Remote Patient Monitoring for Chronic Disease	23	2.48
WF	WF Adv.	Burnout Prevention/Resiliency Training	26	2.46
Exec. Dev./ Op. Adv.	Finance/Ops.	Coding and Billing Best Practices	9	2.44
Quality Improvement – 34 topics ranked 2.01+ (20.0%); overall need average of 1.66				
WF	WF Adv.	Burnout Prevention/Resiliency Training	20	2.45
WF	WF Adv.	Support Staff Professional Development	19	2.42
Exec. Dev./ Op. Adv.	BOD	Board Self-Assessment/Evaluation	10	2.40
CQP	SDOH	Funding to Support Staff that Address SDOH	25	2.36
WF	WF Adv.	Supervisor/Manager Skills Training	20	2.35

*Includes only topics with five+ respondents.

HEALTH CENTER NEED FOR T/TA, continued

2021/2022 Region VIII Top Five Ranked Topics Needing T/TA by Area

Topic	Count	Avg.
ACCESS TO COMPREHENSIVE PRIMARY CARE: Expanding/Integrating Services		
Mental Health	90	2.21
Care Coordination	91	2.13
Substance Use	89	2.00
Pharmacy	88	1.72
Outreach and Enrollment	88	1.70
ACCESS TO COMPREHENSIVE PRIMARY CARE: Services for Special and Vulnerable Populations		
Persons Experiencing Homelessness and/or Living in Public Housing	68	2.13
Other Vulnerable Populations (e.g., Immigrant/Refugee Populations, Patients Aged 65+, etc.)	60	2.12
LGBTQ Patients	66	2.03
Veterans	59	1.69
School-Based Health Center Patients	68	1.63
CLINICAL QUALITY AND PERFORMANCE: Telehealth		
Digital Tools for Patient Engagement	75	2.24
Remote Patient Monitoring for Chronic Disease	75	2.19
Workflows and Staffing Optimization	75	2.11
Regulatory Considerations	70	1.96
Billing and Reimbursement	68	1.92
CLINICAL QUALITY AND PERFORMANCE: Social Determinants of Health (SDOH)		
Funding to Support Staff that Address SDOH	77	2.38
Leveraging SDOH Data for Patient Risk Stratification (e.g., Clinical Quality Improvement, COVID-19 Vaccinations, etc.)	78	2.29
Addressing Social Determinants of Health (SDOH) to Support Value-Based Care	76	2.21
Offsetting Costs for Patients (e.g., Medication, Labs, Screenings, etc.)	76	2.16
Creating Workflows to Track and Address Patient Needs	81	2.12
CLINICAL QUALITY AND PERFORMANCE: Improving Health Outcomes		
Patient Care Coordination to Impact Health Outcomes	97	2.05
Changing Health Behaviors (e.g., Group Visits, Motivational Interviewing, Population-Specific Evidence-Based Messaging, Patient Education Tools, etc.)	95	2.04
Leveraging Data to Impact Health Equity	97	1.98
Utilizing EHRs to Plan and Manage Care (e.g., Clinical Decision Support, Data Capture/Validation, etc.)	92	1.91
Risk Stratification for Chronic Disease	94	1.89
CLINICAL QUALITY AND PERFORMANCE: Additional Clinical Priorities		
Oral Health: Improving Patient Access to Oral Health Services	55	2.04
COVID-19: Addressing Vaccine Hesitancy (e.g., Patients, Press, Public, Staff, etc.)	69	2.03
Diabetes: Training for Support/Outreach/Community Health Worker Staff (e.g., Nutrition 101, Addressing Nutrition with Families, Physical Activity, Glucose Management, Health Coaching, etc.)	69	1.98
COVID-19: Therapeutic Treatments	62	1.90
Mental Health: UDS Measure around Depression Remission at 12 Months	61	1.88

HEALTH CENTER NEED FOR T/TA, continued**2021/2022 Region VIII Top Five Ranked Topics Needing T/TA by Area, continued**

Topic	Count	Avg.
EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT: Board of Directors		
Board Use of Needs Assessment Data	38	1.86
Dashboards for Sharing Key Health Center Data with the Board	41	1.85
Strategic Planning	39	1.79
Board Self-Assessment/Evaluation	41	1.73
Board Roles and Responsibilities: Compliance	40	1.67
EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT: Finance/Operations		
Adjusting Workflows to Address Staffing Shortages	63	2.27
Coding and Billing Best Practices	62	2.18
Scheduling (e.g., COVID-Related, Revenue Cycle Considerations, Same-Day, Telemedicine, Tracking Metrics, etc.)	59	2.00
Operational Workflow Benchmarking	54	1.96
Monitoring and Compliance with Regulations (e.g., Federal, Regional, and/or State Legislation Impacting Health Center Operations)	60	1.78
EXEC. DEV. AND OPERATIONAL ADVANCEMENT: Emergency Preparedness and Response		
Continuity of Operations/Business Continuity Planning	47	1.98
EP Drills and Table-Top Exercises	48	1.94
CMS Emergency Preparedness (EP) Rules Compliance	45	1.91
Immediate Threat Training	47	1.87
Communication During Emergencies	47	1.85
EXEC. DEV. AND OPERATIONAL ADVANCEMENT: Value-Based Care Delivery		
Staff and Board Understanding of Payment Reform and Practice Transformation Models	61	2.43
Analyzing Impact of Proposed Payment Models on Revenues and Operating Cash Flows	61	2.40
Staff Capacity for Change (e.g., Training, Coaching, Mentorship, etc.)	64	2.39
Performance/Value-Based Financial Incentives for the Care Team	60	2.35
Managing and Tracking Incentive Programs, Transformation Efforts, and/or Payment Models with Different Payers and Plans	56	2.23
WORKFORCE: Workforce Planning		
Customizable Recruitment and Retention Plans/Procedures (e.g., Marketing Plans, Succession Plans, Promising Recruitment Practices, etc.)	75	2.23
Development of Partnerships to Support Staff Recruitment and Retention (e.g., Housing, Wellness, etc.)	77	2.21
HR/Recruitment and Retention Metrics Benchmarking (e.g., Turnover Rates, Vacancy Rates, E-Mod Metrics, Workers Compensation Ratios, Benefits to Salary Ratios, etc.)	74	2.18
Development of Competitive Compensation/Benefits Packages (e.g., Market Data, Salary Scales, Non-Traditional Benefits, etc.)	78	2.15
Development of Staff Onboarding and Education/Training Processes and Programs	77	1.99
WORKFORCE: Workforce Advancement		
Burnout Prevention/Resiliency Training (e.g., Wellness Programs, Internal Support Groups, Mindfulness Training, Peer Support, etc.)	116	2.56
Support Staff Professional Development (e.g., Front Desk, Clinical Support, Customer Service, etc.)	109	2.43
Leadership Development and Training	107	2.38
Supervisor/Manager Skills Training	112	2.37
Ensuring Team Members Work at Top of License	97	2.36

2021/2022 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:

Answer Options	HC Count	%
PRAPARE – standard without customizations	25	40.3%
PRAPARE – with customizations	14	22.6%
Other EHR Template/Smartform	13	21.0%

EXECUTIVE DEVELOPMENT AND OPERATIONAL ADVANCEMENT: Value-Based Care Delivery

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

Answer Options	HC Count	%
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.)	15	24.2%
BASIC PROGRESS (Select 4, 5, or 6. Health Center is addressing VBC at a basic level. Resources are allocated. Experience is consistent.)	23	37.1%
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.)	3	4.8%
Unknown	21	33.9%

WORKFORCE: Workforce Planning

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

Answer Options	HC Count	%
Employee Performance Evaluation	43	89.6%
Credentialing/Privileging Compliance Plan	41	85.4%
Compensation and Benefits Assessments	38	79.2%
Employee Satisfaction/Engagement Assessments	38	79.2%

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

Answer Options	HC Count	%
Early Pipeline Programs (e.g., Scrubs Camp, HOSA-Future Health Professionals Agreements, etc.)	34	70.8%
Succession Plan for Top Leadership	31	64.6%
Provider Residency Program (e.g., Physician, Nurse Practitioner, Dentist, etc.)	30	62.5%