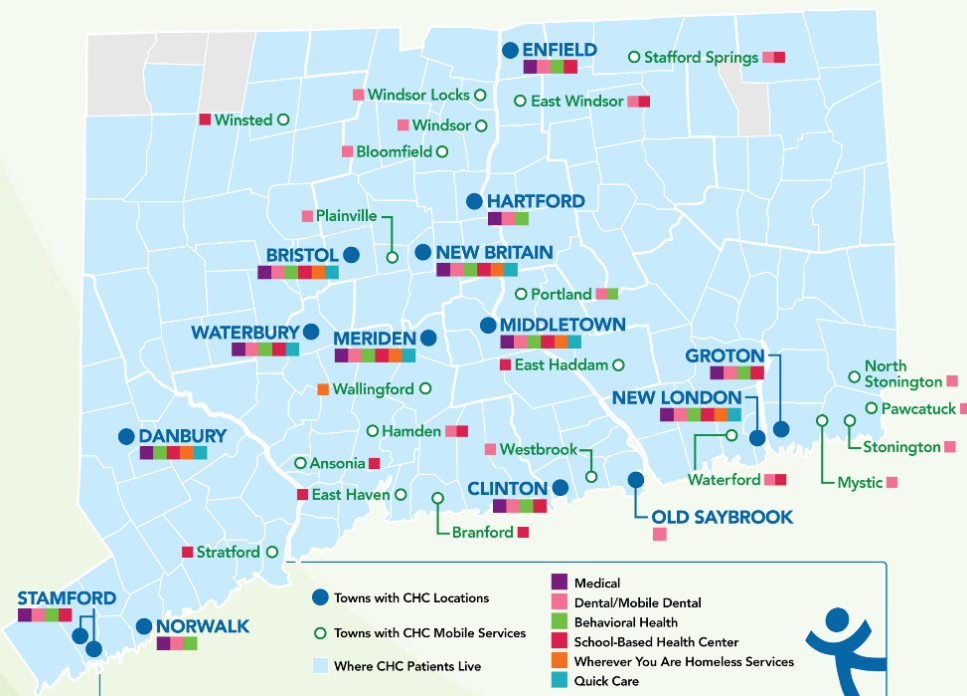


# Community Health Center, Inc. (CHCI)

## Locations and Service Sites in Connecticut



## CHCI Profile:

- Founding year: 1972
- Primary care hubs: 16; 204 sites
- Staff: 1,000
- Patients/year: 100,000
- Visits/year: 550,000
- Specialties: onsite psychiatry, podiatry, chiropractic
- Specialty access by eConsult to 41 specialties

## Elements of Model:

- Fully integrated teams and data
- Integration of key populations
- Data driven performance
- "Wherever You Are" approach

## Weitzman Institute:

- Formal Research
- Quality Improvement
- Practice Redesign
- Implementation Science
- Clinical Workforce Development

## THREE FOUNDATIONAL PILLARS

**1**  
Clinical  
Excellence

**2**  
Research  
and  
Development

**3**  
Training  
the Next  
Generation



# weitzman institute

## What

- The Weitzman Institute is the first and only community-based research center established by a Federally Qualified Health Center
- Its mission is to inspire innovation through research, education, and quality improvement to ensure that effective, efficient and equitable primary care is available to all

## How

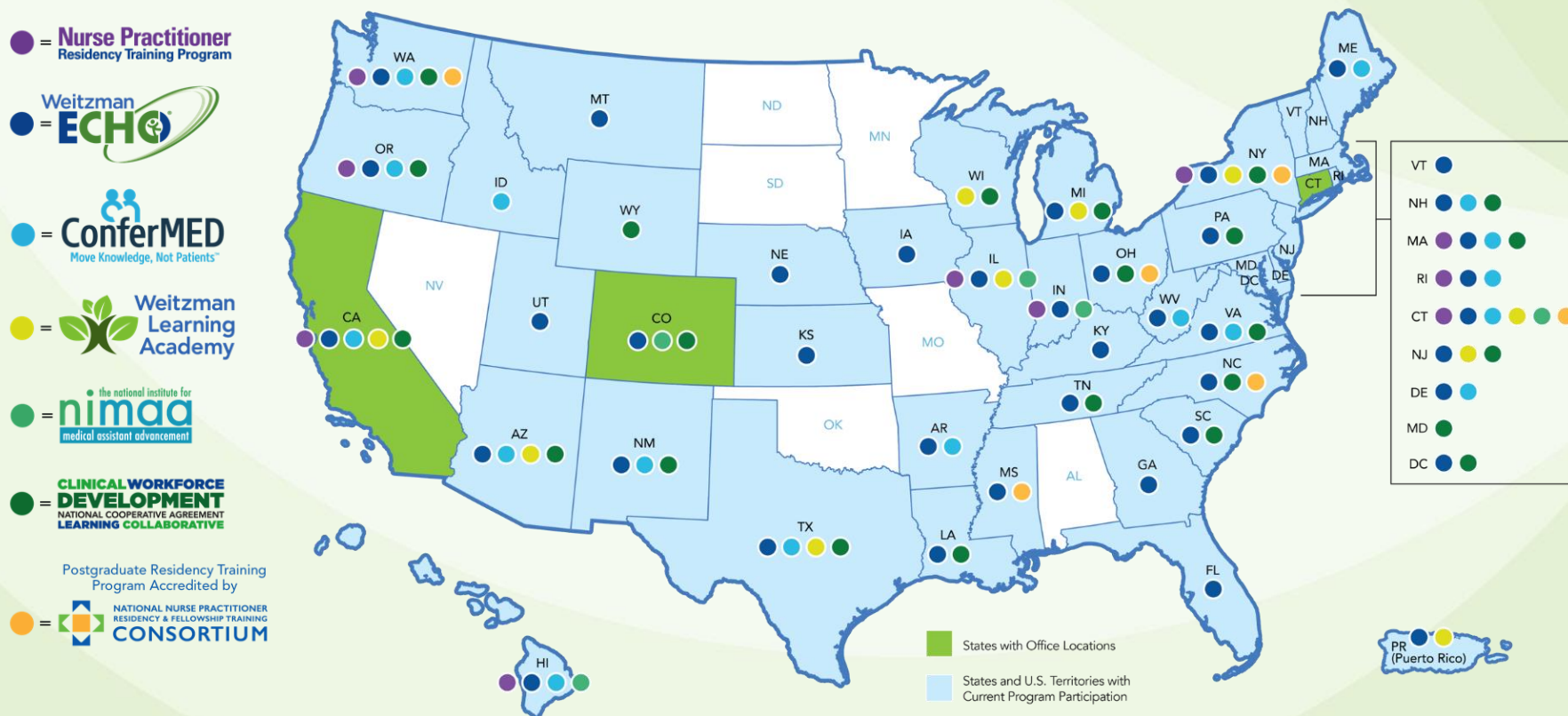
Weitzman Institute utilizes cross-functional teams working with national partners in three priority areas:

- 1) Transforming care delivery
- 2) Conducting research
- 3) **Training the next generation of healthcare leaders**



# weitzman institute

The Weitzman Institute works to improve primary care and its delivery to medically underserved and special populations through **research, innovation,** and the **education and training** of health professionals.





# Postgraduate NP Residency Training Programs

## Mission

Our mission is to provide new Nurse Practitioners with the depth, breadth, and intensity of training to clinical complexity and high performance integrated primary care in community health centers, leading to competence, confidence and mastery as primary care providers, and improved health outcomes for the patients they care for and the health system as a whole.

Family NP Residency

Psychiatric MH NP Residency

Adult-Gerontology NP Residency

Pediatric NP Residency

Center for Key Populations Fellowship





# CHC Postdoctoral Psychology Residency Program

The Postdoctoral Psychology Residency program is a **one-year program** that provides **comprehensive training** in the provision of psychological care to uninsured and underserved populations under the CHC patient-centered medical home model, with a **focus on positive client outcomes and building healthy communities.**





## Dedicated Education Units (DEUs)

### Drivers:

- Academic training programs for registered nurses include little to no content in primary care and complex care management
- Jobs for RNs are projected to grow in the next decade; most jobs will be in primary care with a focus on chronic disease management
- RNs onboarding to primary care often is quite long to compensate for missing content/experience during academic education/training

### Structure:

- 16 QU senior-level nursing students; 7 to 13 week rotations
- Master's prepared Nurse Managers overseeing the DEU at their sites
- Daily didactics and participation in Project ECHO® session
- Clinical time with preceptors/nurses:
  - Provider visit support
  - Triage
  - Independent visits
  - CCM process
  - Clinical tool review
  - Population management

### Outcomes:

- **111 students have been trained to this model since 2015**





## Health Profession Students and Trainees

CHCI is a major center of education and training for the next generation of the healthcare workforce, both clinical and non-clinical. In 2018, we welcomed 343 students/trainees from the following disciplines:

- Medical Assistants
- Dental Assistants
- BSN/RN
- Dental Hygiene
- Dental Residency
- Medical Students
- Child Psychiatrist Fellow
- APRN
- Medical Residents
- MSW
- LMFT
- Chiropractic
- Master's Level  
Administrative Fellowship
- AmeriCorps
- High School Volunteers
- Work-Study
- Capstone Research  
Projects

In 2014, CHCI formed a "Students and Trainees Committee" devoted to the organization and management of successfully hosting health professions students and trainees. A comprehensive program manual "Playbook" was developed to encapsulate all tracking, monitoring, training, and educating our students and trainees who are granted the opportunity to learn at CHCI.

## Chiropractic Residents

<https://www.acatoday.org/News-Publications/ACA-News Archive/ArtMID/5721/ArticleID/14/Health-Care-Reform>



# National Cooperative Agreement Clinical Workforce Development

Provides free training and technical assistance to health centers across the nation through national webinars, learning collaboratives, activity sessions, trainings, research, publications, etc.

## Advancing a Model of Team-Based Care



## Training the Next Generation



**Postgraduate  
Residency and  
Fellowship Training** | **Health  
Professions  
Training**



the national institute for  
**nimda**  
medical assistant advancement



- One-of-a-kind, Innovative Medical Assistant Training
- Created by two expert primary care organizations to address community needs
- Unique online teaching model combined with externship experience





# Outcomes

## Students:

### Success in Numbers!

- 82% Graduation Rate
- 83% Passing Rate  
(National Credentialing Exam)
- 76% Job Placement

## Externship Organizations:

- Recruitment of MAs from the communities they serve
- NIMAA students quickly become contributing members of the medical team
- Students are “job ready” at the end of the program





Pain



HIV



Complex Care  
Management



MAT



Complex Integrated  
Pediatrics



Hepatitis C



ConferMED-ECHO



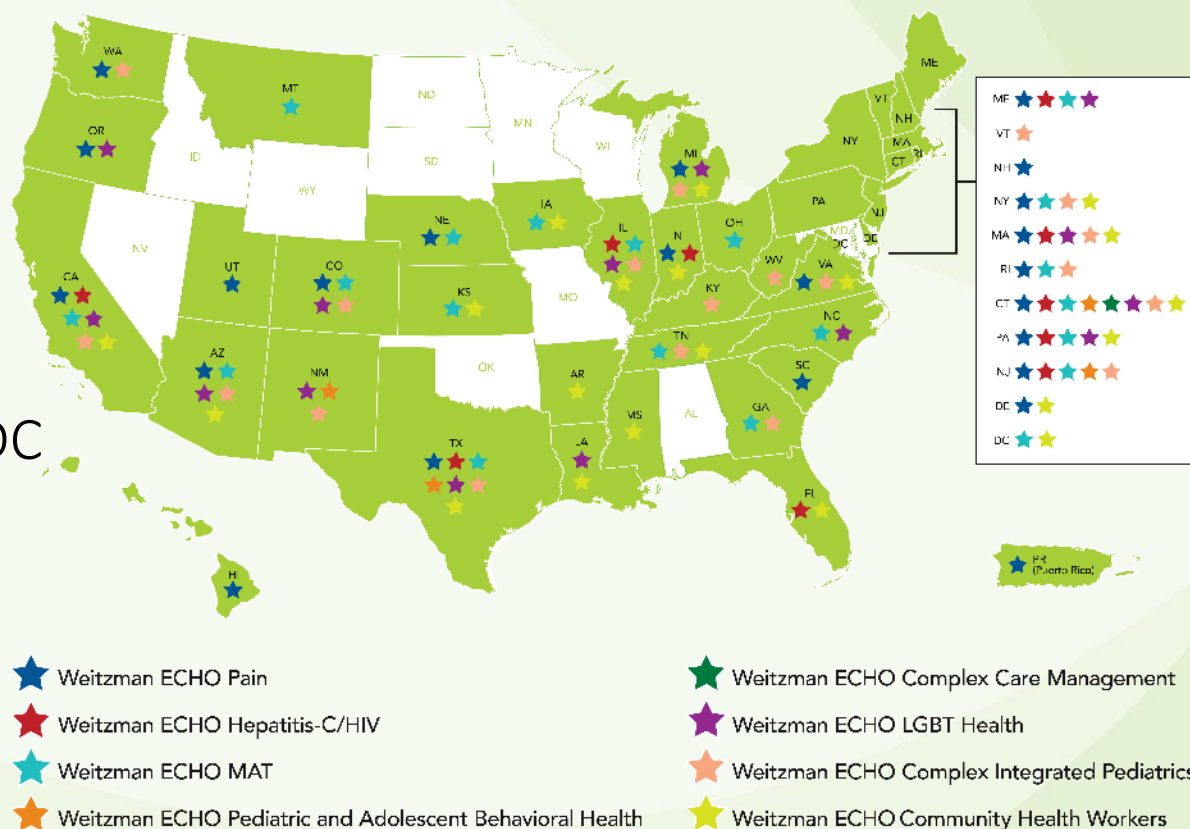
Community Health Workers

## Using Project ECHO to tackle “Hot Spots”



# Weitzman Institute National ECHO Learning Network

- 🕒 385 practices
- 🕒 948 ECHO sessions
- 🕒 3,076 case presentations
- 🕒 Primary care providers from **38** states, PR, and DC
  - ◆ 991 Medical Providers
  - ◆ 334 Behavioral Health Providers
  - ◆ 569 Care Team Members





# Next Up!

## Dental Residency



# Colorado & The GMEI

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MANPAT SINGH, MPA, DIRECTOR OF GME  
COMMISSION ON FAMILY MEDICINE  
THE GME INITIATIVE



# Colorado

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Family Medicine network model to foster collaborative financing, training, development, recruitment, and retention

- Commission on Family Medicine, Colorado Association of Family Medicine Residencies, Colorado Institute of Family Medicine
- Family Medicine training sites: family medicine residencies, rural training tracks, rural rotations

Primary care in Colorado: baseline measurement

- Regional comparison of Primary Care Physician workforce
- Designated Primary Care Health Professional Shortage Areas

Primary Care: demand



# Colorado

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Commission on Family Medicine: oversight for family medicine residencies; legislative advocacy and strategy

## Strategies:

- Target state funds to train family physicians in rural training tracks
- Target state funding for loan repayment for medical students and family medicine residency graduates
- Strengthening primary care pipeline
- Maximize exposure of medical students and resident physicians to rural/urban underserved settings during training

Outcomes: continued financial support for existing family medicine residencies; development, accreditation, and maintenance of three rural training tracks; loan repayment for medical students and family medicine faculty; strengthening primary care pipeline programs; creation of robust, varied rural rotations



# Colorado

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For the full report, contact:

Mannat Singh, MPA

Director of GME | The Colorado Commission on Family Medicine

[mannat.singh@cofmr.org](mailto:mannat.singh@cofmr.org)

480.313.2305



# The GME Initiative

A grassroots initiative comprised of leaders committed to growing the primary care workforce.



HOME

WHO WE ARE

THE INITIATIVE

WORK GROUPS

RESOURCES

CONTACT US

A collage of images and text boxes related to the GME Initiative. The background shows a group of people in a meeting. Overlaid text boxes provide information about the initiative's role in advocating for reform, its mission, and an upcoming event in Washington, DC.

The GME Initiative has taken a lead role in advocating reform of the government's support of GME Programs.

We are primary care leaders, educators, and advocates who are passionate about reforming graduate medical education through payment reform, strategic partnerships, state level initiatives, advocacy, and education.

WASHINGTON, DC  
MARCH 20-22, 2019

THE GME INITIATIVE  
MEDICAL EDUCATION  
FOR AMERICA'S HEALTH

**"Building community-responsive GME"**

*Bringing together voices from communities, states, federal agencies, and medical education to build a more community-responsive health workforce*

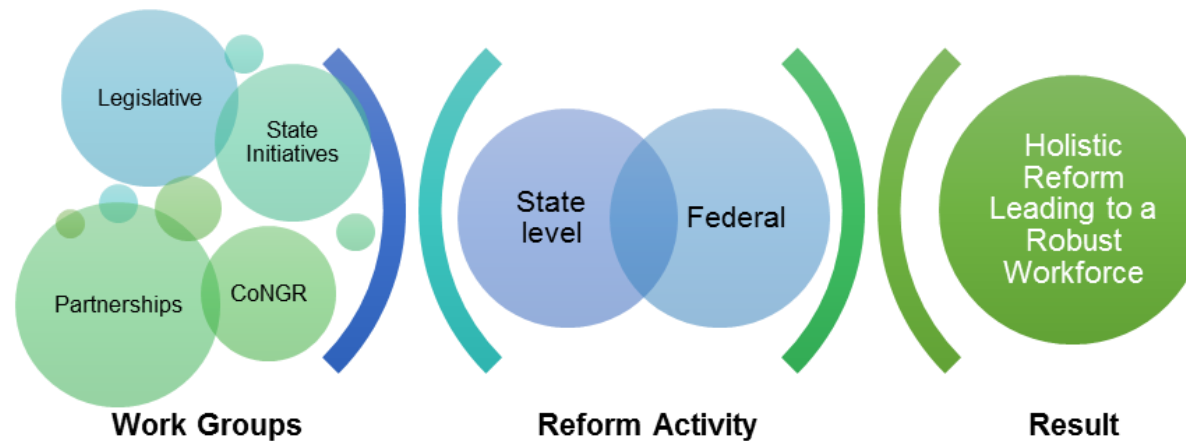
**REGISTER NOW**



# The GME Initiative

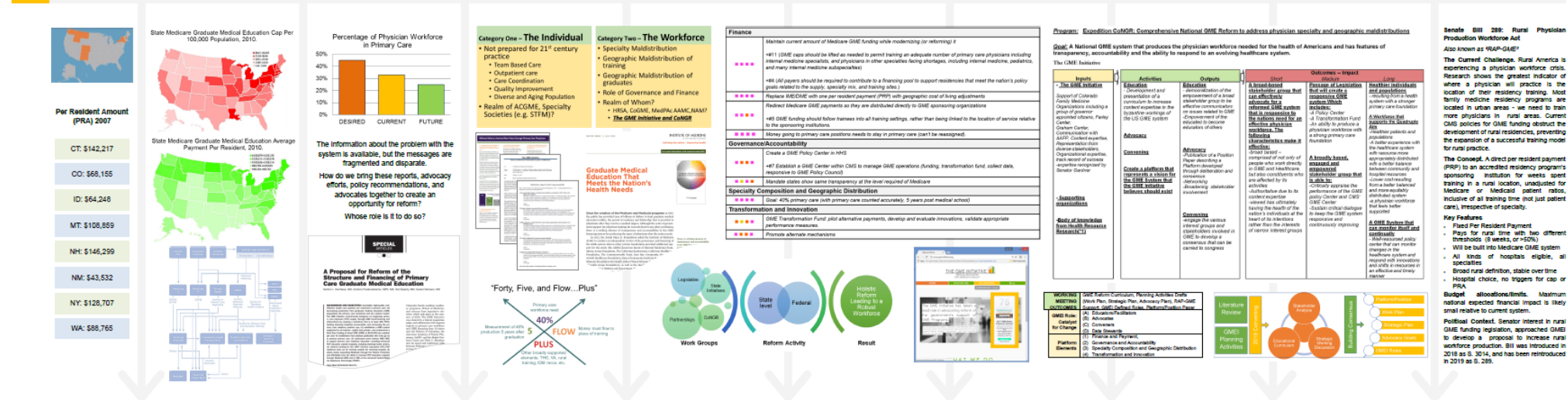
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A grassroots initiative comprised of leaders committed to growing the primary care workforce.

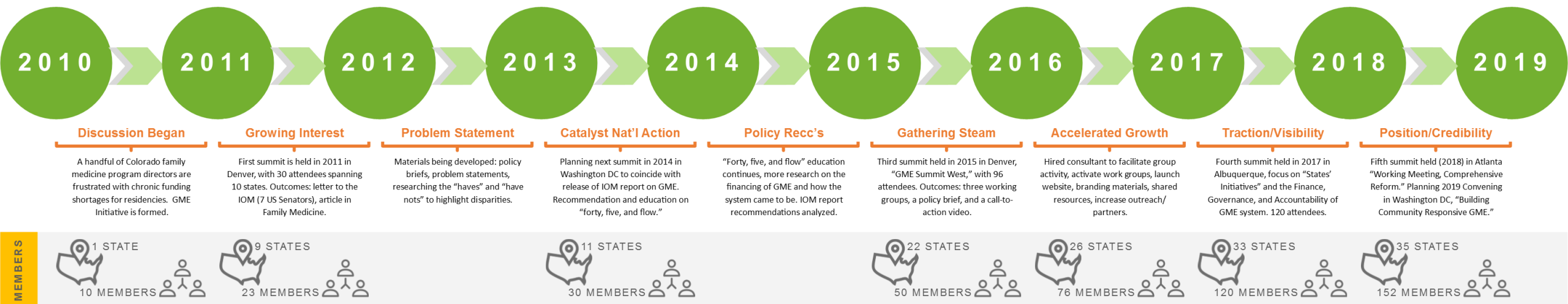




## The GME Initiative



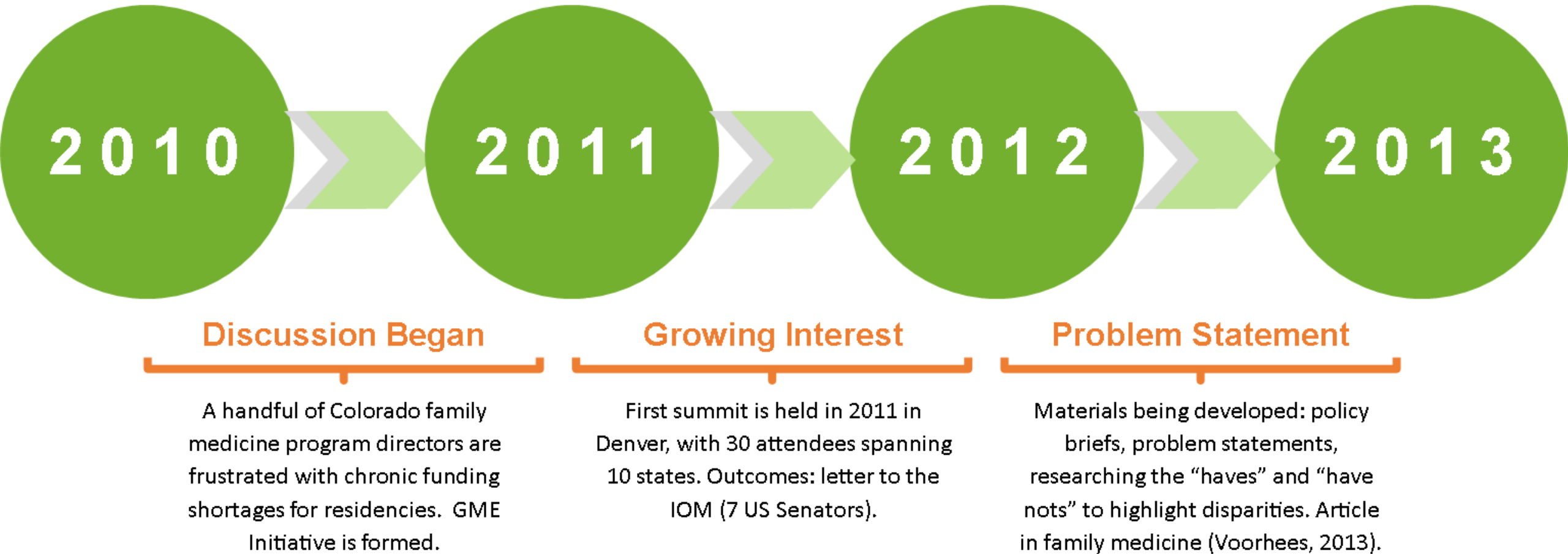




MEMBERS

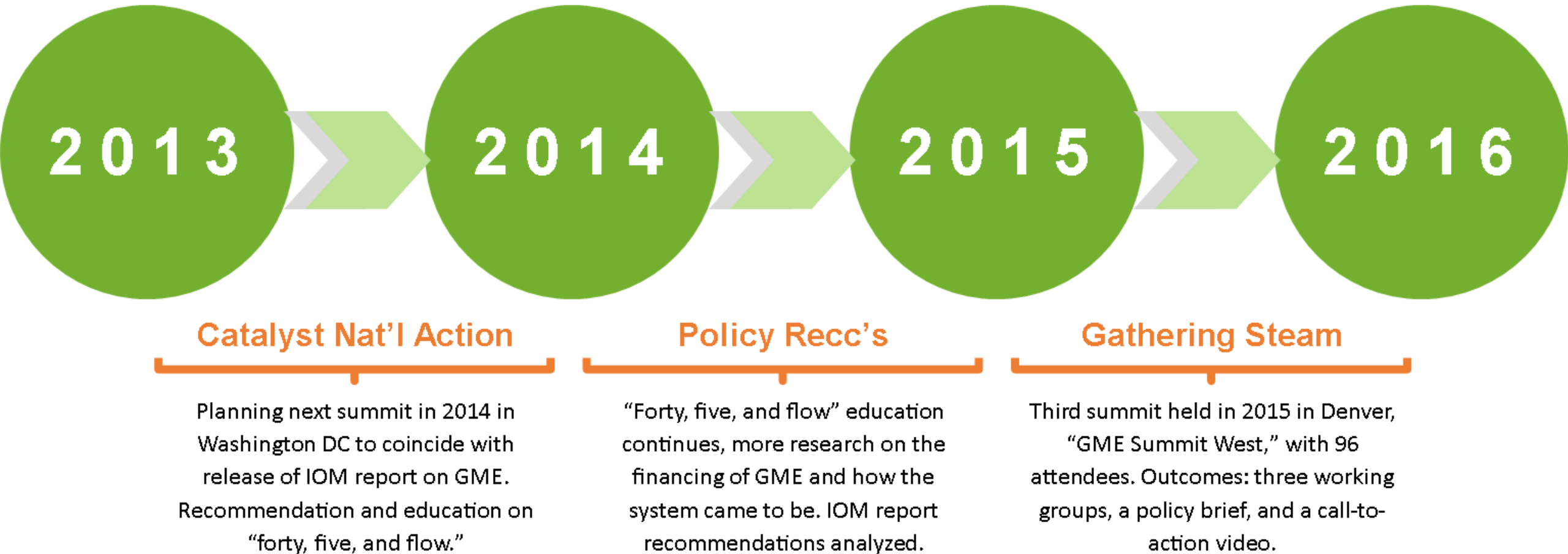


# GME Initiative





# GME Initiative





# GME Initiative





# The GME Initiative

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Encouraging, learning from, and promoting “grow your own” strategies

- Leveraging Medicaid expansion
- Rural training tracks
- VA training programs
- Rural/underserved focus
- New medical schools
- State based GME advisory councils
- Pipeline strength promotion
- THC funding

Highlighting stories, featuring at annual summits, connecting partners, asking/answering questions, sharing best practices and strategies, writing and advocating for policy on a state and national level that foster growing your own



# The GME Initiative

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## What we use

- Data
- Fact sheets
- Policy analyses
- Case studies
- Regional and national meetings
- Partnerships

## Join us!

Mannat Singh, MPA | Director of GME, The GME Initiative

[www.gmeinitiative.org](http://www.gmeinitiative.org)

[mannat.singh@gmail.com](mailto:mannat.singh@gmail.com)

480.313.2305





# Best Practices for Growing Your Own

*What's right for you?*

**Kiki C. Nocella, PhD, MHA**  
October 6, 2019

**WIPFLi**  
CPAs and Consultants  
HEALTH CARE PRACTICE



# Growing your own: *What's right for you?*



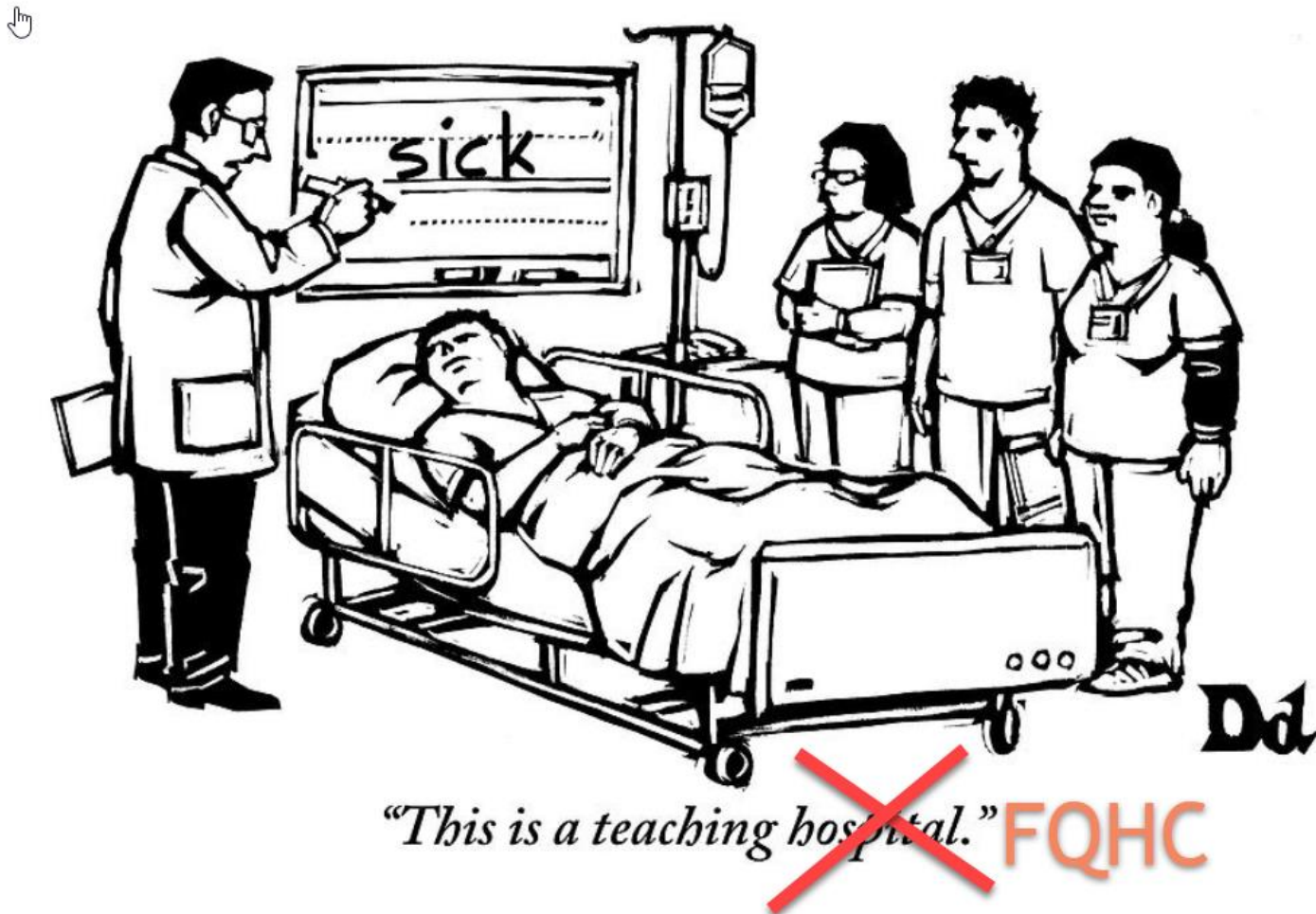


# So far we've heard about:

- **Different clinical specialties**
- **Different models**
- **Policy initiatives**
- **Research initiatives**



# Now we'll discuss how you get HERE!





# For PCAs and government leadership

- **State Initiatives – State Plan Amendments, General Fund \$, creation of infrastructure, state wide planning, foundation support**
  - Colorado
  - California
  - Georgia
  - Oregon
  - Indiana
  - New Mexico
  - And more
- **PCA initiatives – GME summits, GME webinars, GME conferences**
  - Creating a space for empowering conversations



# For our FQHCs...



# Start with your vision and value proposition

- **What is your niche?**
- **Are these compatible with your “partners”**
- **What is the value proposition?**
  - Monetarily
  - Strategic business objectives
  - Marketing/PR
  - Community Health

**Do you want to be a teaching organization and take on all that this entails?**



# Are you “just” starting a training program?

Or are you intending to address:

- **Economic impact**
- **Community needs**
- **Social Determinants of Health**
- **Population Health**
- **Long term sustainability**
- **A marriage**
- **Retention, retention, retention**



# Decide what model works for you

**Who will Sponsor (hold ultimate responsibility for the financial and academic integrity of the program)?**

**A function of:**

- Control
- Funding sources
- Benefits (perceived or real)
- Politics



# Conduct a feasibility study

- **By clinical discipline that meet your clinical needs and your community needs**
- **Develop financial models**
  - Analyze and clearly show the economic impact to your organization for both start-up, capital, and long term operations
  - Identify revenue streams
- **Meet with partners to determine their interest, capacity, ability, and willingness**
- **Develop timeline for implementation**

**This process will help inform you on clinical disciplines, models, and whether this will meet your strategic business objectives.**



# Then....

- **Accreditation applications**
  - ACGME (Sponsoring Institution and Specialty)
  - CODA (Dentistry)
  - NNPRFTC (Nurse Practitioner)



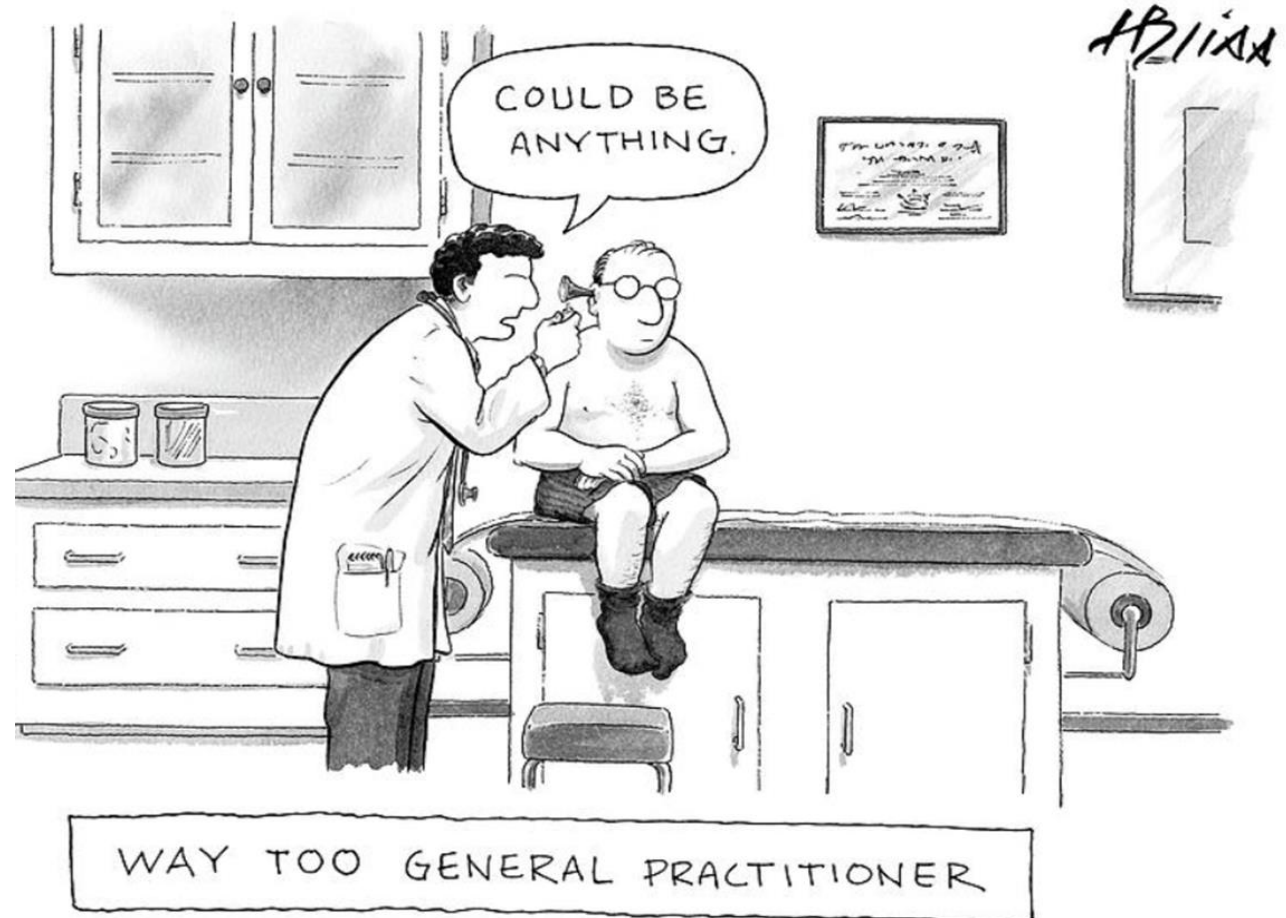
# In order to apply

- **Curriculum**
- **Scholarly Activity**
- **Clinical volumes (inpatient, outpatient, or both. And more!)**
- **Faculty**
- **Staff**
- **Space**
- **And, and, and**



# Do not try this alone!

Less you end up  
with this!!!!





# A grow your own conversation is not complete

## Without reference to A.T. Still

- **Commitment to the Movement**
- **Pre-doctoral partnership**
- **To date, not Sponsoring residencies themselves, but will**



*Thank you!*

**WIPFLi**  
CPAs and Consultants  
HEALTH CARE PRACTICE





# Today's Presenter



**Kiki C. Nocella, PhD, MHA, Director**  
Wipfli Health Care Practice  
323-605-9341  
[knocella@wipfli.com](mailto:knocella@wipfli.com)



[HRSA Teaching Health Center Graduate Medical Education \(THCGME\):  
https://bhw.hrsa.gov/grants/medicine/thcgme](https://bhw.hrsa.gov/grants/medicine/thcgme)

[NACHC National Health Service Corps: http://www.nachc.org/focus-areas/policy-matters/health-center-workforce/](http://www.nachc.org/focus-areas/policy-matters/health-center-workforce/)

Community Health Center, Inc's Clinical Workforce Development:  
<https://www.weitzmaninstitute.org/NCA>

Project ECHO: <https://www.rwjf.org/en/how-we-work/grants-explorer/featured-programs/project-echo.html>

GME Initiative: <https://www.gmeinitiative.org/>



Montana GME Council:

<http://healthinfo.montana.edu/workforce-development/gmecouncil/index.html>

Oregon GME Consortium: <http://oregongmec.org/>

ATStill University: <https://www.atsu.edu/about-atsu>

Colorado Family Medicine Residency:

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



Education Health Center Initiative (EHCI):

<https://educationhealthcenter.org/>

California Primary Care CHC Residency Roadmap:

[https://www.c pca.org/CPCA/CPCA/HEALTH\\_CENTER\\_RESOURCES/Workforce/CHC\\_Residency\\_Road\\_Map.aspx](https://www.c pca.org/CPCA/CPCA/HEALTH_CENTER_RESOURCES/Workforce/CHC_Residency_Road_Map.aspx)

Washington Association of Community Health In-Reach MA  
Apprenticeship Program:

<https://www.wacommunityhealth.org/capacity-building-1>

Project ECHO: <https://www.weitzmaninstitute.org/project-echo>



National Medical Fellowships: <https://nmfonline.org/>

Puyallup Tribal Health Authority Residency Program:  
<https://www.eptha.com/residency-program/about-pthas-residency-program/>

Accreditation Council for Graduate Medical Education (ACGME):  
<https://www.eptha.com/residency-program/about-pthas-residency-program/>

NYU Langone: <https://nyulangone.org/>



Commision on Dental Accreditation (CODA): <https://www.ada.org/en/coda>

National Nurse Practitioner Residency and Fellowship Training (NNPRFTC):  
<https://www.nppostgradtraining.com/>