Residencies & Beyond:

Developing a Grow-Your-Own

Workforce Strategy

WIPFLI

EHCI THE EDUCATION HEALTH CENTER INITIATIVE

Objectives

- Understand the broader definition of Education Health Center

- Understand the key advantages and variety of strategies around developing an Education Health Center

- Identify the key milestones in the process of developing a grow-your-own workforce strategy

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EHCI & Resources

- What is EHCI?

- Education Health Center Guide

- Link: https://educationhealthcenter.org

Education Health Center Guide

"The gap between the country's increasing health care demands and the supply of doctors to adequately respond has become more evident as we continue to combat the COVID-19 pandemic. The challenge of having enough doctors to serve our communities will get even worse as the nation's population continues to grow and age."

David J. Skorton, MD
President & CEO, AAMC

Source: Heiser, S. (2020, June 26). *New AAMC Report Confirms Growing Physician Shortage*. Retrieved from Association of American Medical Colleges: https://www.aamc.org/news-insights/press-releases/new-aamc-report-confirms-growing-physician-shortage

What is an Educational Health Center?

Education Health Center: An Education Health Center (EHC) is a Community Health Center that serves as a training site for learners in the health professions.

- What kinds of health professions?
  - ▶ Physicians and Dentists
  - ▶ Advanced Practice Providers
  - ▶ Nurses
  - ▶ Medical and Dental Assistants
- What kinds of learners?
  - ▶ Medical students
  - ▶ Nursing students
  - ▶ Medical and Dental residents
  - ▶ Physician Assistant residents
  - ▶ Dental Hygienists
  - ▶ Medical Assistants

The Economics of Workforce Development
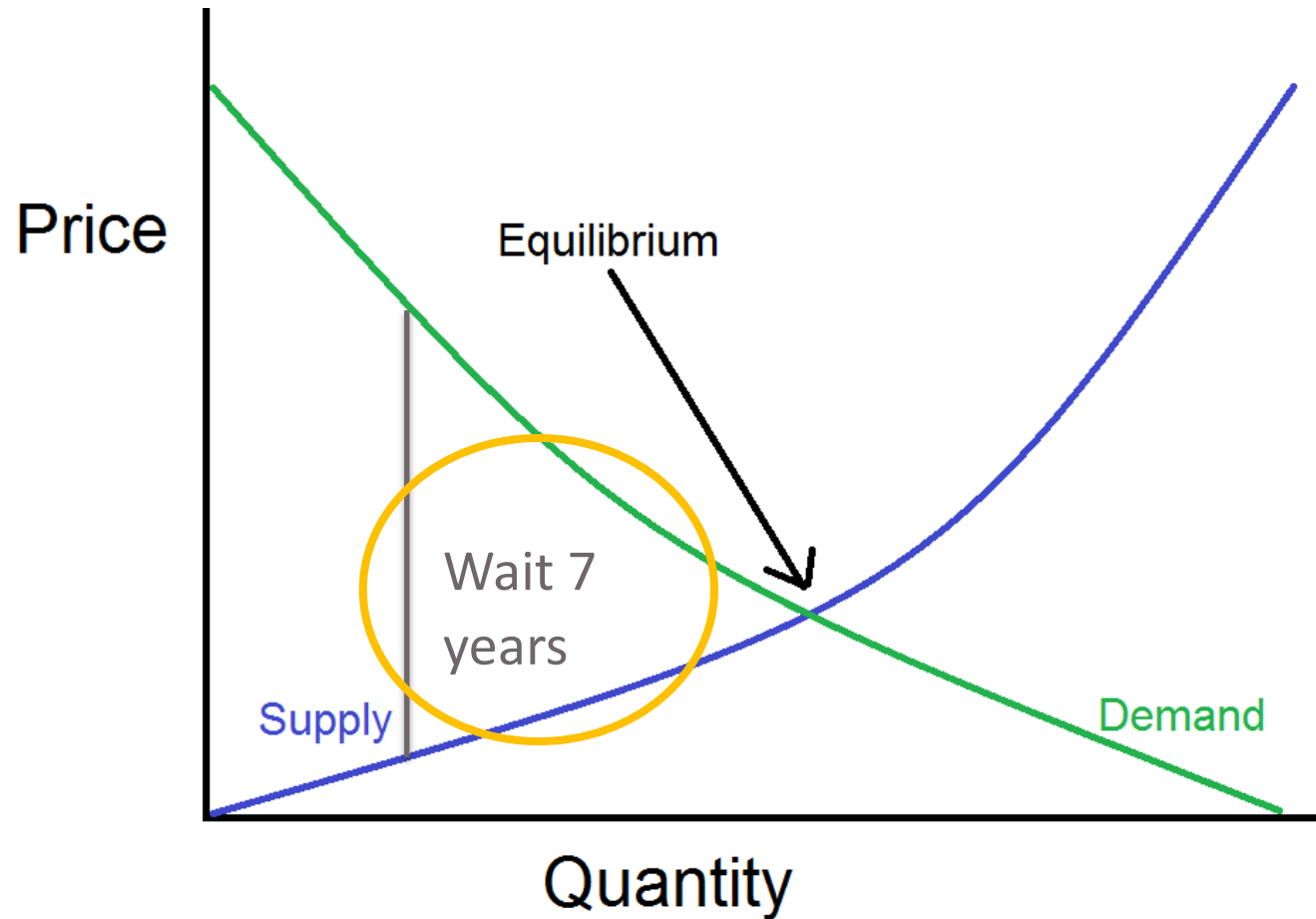
As Price increases, Access and Affordability for CHCs decreases

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The length of the pipeline makes prediction imperative

- Predicting and planning rather than reacting and recirculating

- We've have been in the mode of reacting for decades

PCA/CHC Workforce Challenges

And so CHCs pretty much need it all!

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There are many reasons why

Many levels that impact the ability to recruit and retain

- Ease of admission into educational programs

- Availability of qualified faculty

- Availability of post-graduate training programs

- Compensation

- Scope of practice laws

- Absence of funding

- Absence of planning

- Student debt

- Perception of location desirability

- Place of birth

- Content of curriculum

- Acuity of patient population

- Federal and state policies

This blows up the supply curve!!!

Poll: Who has a comprehensive workforce strategic plan?

So what do we do?

- Can't just focus on one type of clinician

- Can't just focus on one location/type of practice

- Can't just focus on part of the pipeline

- Must take a holistic approach

- Prediction and planning is not an exact science

- Requires flexibility

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Developing Your Workforce Strategy

- **D**etermine gaps and needs

- **E**ngage internal and external partners

- **L**ong range business and clinical objectives

- **P**ipeline Development

- **H**urry up and wait….and keep flexible

- **I**nclusivity

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Determine gaps and needs

- Data driven – it's not about counting heads!

- Obtain community input

- Charge someone with monitoring workforce data and trends so course corrections can be made

- Develop data sources for ongoing monitoring

- Identify major national, state, and local trends

- Review community level health data trends

- Develop a collective vision of what is so and what will be, with sensitivities that allow for changes

Level 4: Predictive Analytics
Development of predictive models, scenario planning
Risk analysis and mitigation, integration with strategic planning
4%

Level 3: Strategic Analytics
Segmentation, statistical analysis, development of "people models".
Analysis of dimensions to understand cause and delivery of actionable solutions
10%

Level 2: Proactive – Advanced Reporting
Operational reporting for benchmarking and decision making
Multi-dimensional analysis and dashboards
30%

Level 1: Reactive – Operational Reporting
Ad-Hoc Operational Reporting
Reactive to business demands, data in isolation and difficult to analyze
56%

Reactive

Bersin by Deloitte

Engage internal and external partners

- Include key clinicians in process

- Hold senior leaders and key clinicians accountable

- Include HR and implement "employer of choice" processes

- Involve community stakeholders

- Involve payor organizations

- Involve academic programs

- Share with and listen to health center colleagues

- Identify best practices, even if from other industries

Long range clinical and business objectives

- Identify major future initiatives for your health center

- Match those initiatives to the data previously gathered

- Consider the whole clinical workforce team and their scopes of practice when considering the future initiatives

- Think outside the box!

Pipeline Development

- Salaries and benefits make up more than 64% of expenses of health centers. Who do you have at your health center that focuses on growing your own?

- If it walks like a duck……

- Invest in an office of clinical workforce!

- Build your pipeline.

Hurry up and wait….and keep flexible

- Growing your own takes a lot of time

- It's a heavy lift

- Determine the early warning signs and "triggers" that will result in course correction

- Plan for how you will approach course corrections

- It's better than reacting…and scrambling.

Inclusivity

- It's not just enough to have the clinical workforce machine built

- Race, gender identification, sexual orientation....they impact access and outcomes!

- How will your plan address this? Especially if its not being addressed in other parts of the pipeline?

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So, How do you get There?

- Work with your CHCs on how to write their workforce strategies.

- Are they hosting learners, or starting their own training programs?

- What are the considerations?

- How do they decide?

"This is a teaching ~~hospital~~." FQHC
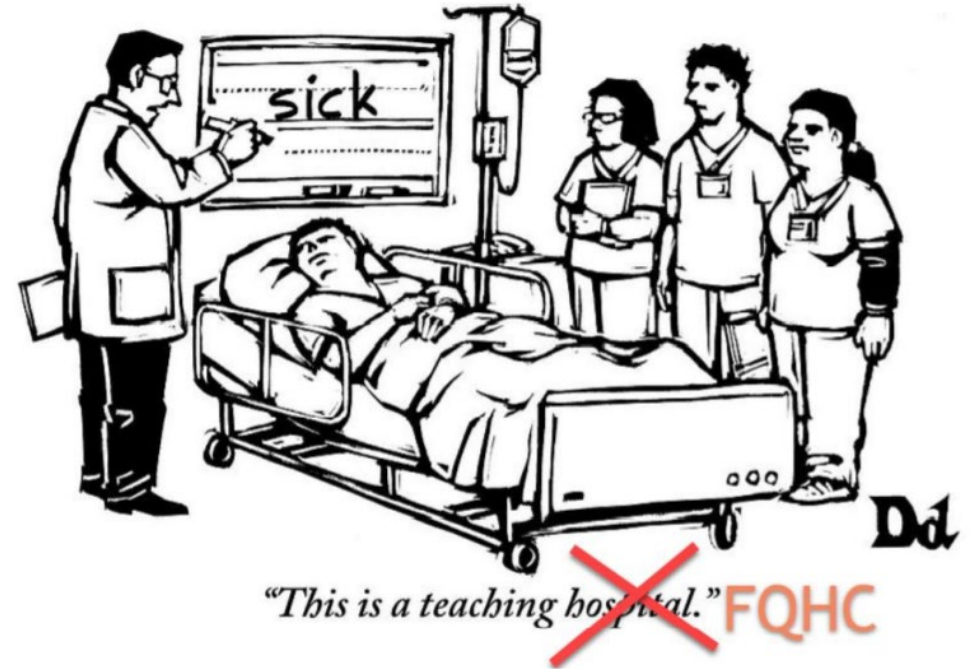
Decision Process, I

- Start with Identity

  ▶ What are their Mission and Vision?

  ▶ Do they have a niche?

  ▶ What about core values and how does grow-your-own come into play?

- Stakeholders

- What is the Value Proposition?

  ▶ Strategic business objectives

  ▶ Marketing/PR

  ▶ Monetary

  ▶ Community Health

- Options?

  ▶ Start your own training program

    ▪ "The Whole Enchilada"

  ▶ Partnerships with other training programs

    ▪ Participating site/clinic

  ▶ Host learners/rotators

    ▪ "Just passing through"

Decision Process, II

- Environmental Scan
- Area Needs Assessment
  - ▶ Providers
  - ▶ Specialties
- Identify Resources
  - ▶ Internal and External
- Identify Partners
  - ▶ A marriage
- Sustainability

- Economic Impact
  - ▶ Startup & Operational costs
  - ▶ Develop financial models
- Gap Analysis
  - ▶ Do you have what is needed to meet educational objectives?
    - Volumes
    - Adequate faculty
    - Adequate space

Given the considerations, what option works best for each organization?

Writing a Workforce Strategy

- Community needs assessment

- Charts, Figures, and Data

- Desires, Needs, Capabilities, Resources

- Diversity plan

- Pipeline development

- Timeline

- Financials and ROI

- Contingency planning and course correction

Test drafts with stakeholders

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