



Medical | Dental | Behavioral Health | Pharmacy



Celebrating 45 years of bringing healthcare into communities and communities into healthcare.

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Today's topics

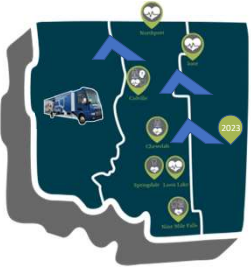
- NEW Health University overview
- Assess your health center's workforce needs and resources
- How to prepare for achieving Board buy-in
- Developing mission, vision, and goals (based on your needs assessment)
- The Workforce Development Spectrum and initiatives for each component
- Recruitment and promoting your benefits
- Strategies for re-organizing departments and creating "developing" roles
- Creating career pathway visuals
- KPIs part 1

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It is the **mission** of NEW Health to promote health and wellness within our communities by providing integrated, open-access healthcare for all.

NEW Health provides medical, dental, pharmacy, and behavioral health services for **16,000 patients** annually.

Our service area is very **rural**, averaging 10.7 people per square mile, and one of the counties we serve meets the "frontier" definition of fewer than 7 people per square mile.

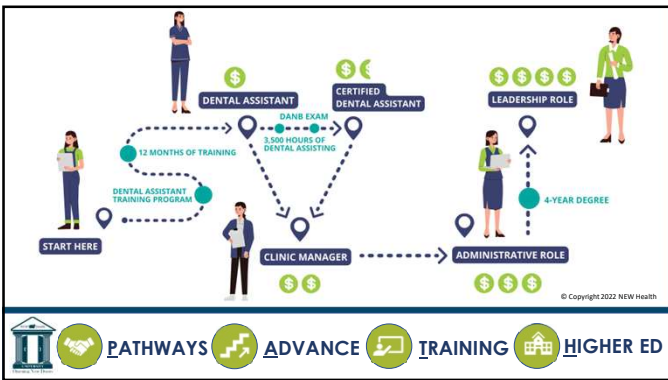


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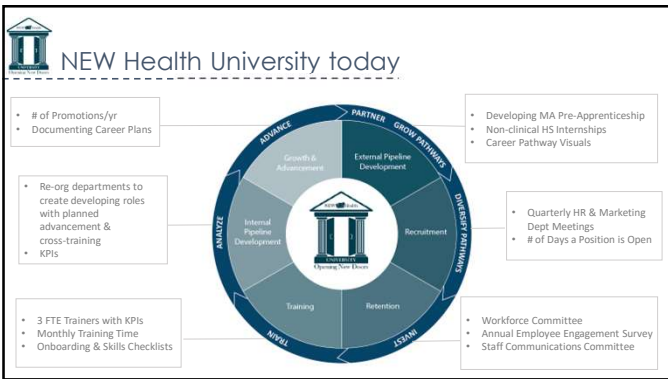
The mission of NEW Health University is to create **community-based education pathways** for rural youth and to empower employees with training, education, and **internal career pathways** to strengthen our current and future healthcare workforce.

The vision of NEW Health University is to be the **employer of choice** for our communities through career training, growth, and academic achievement.

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Comprehensive Workforce Development Plan

- ✓ Assessment of organization's workforce needs and resources
- ✓ Board buy-in
- ✓ Workforce development program included in the org's strategic plan
- ✓ Workforce development program mission, vision, and goals
- ✓ Activities identified for each component of the Workforce Development Spectrum
- ✓ Key Performance Indicators identified for program analysis



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Assessment of workforce needs & resources

Needs

- Which positions are you having trouble filling?
- What is your turnover rate?
- Why are staff leaving?
- Are some sites/services experiencing more workforce challenges than others? Why?

Resources

- Established partnerships with academic institutions
- Apprenticeship, training, residency programs
- Existing staff with training skills
- Mechanism for employee feedback, eg annual survey, stay/exist interviews
- Employee committees


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Assessment of workforce needs & resources

Need	Causes	Resources we have	Resources we need
Trouble recruiting and retaining MAs and DAs Problems: Operational inefficiencies, burned out staff	Contributing: Wage competition Contributing: Shortage of local MAs and DAs, and local housing shortage Root: Insufficient staff training at onboarding and thereafter	-Great benefits -MA Apprenticeship -Ability to train our own DAs -Staff trainers	-Revamp job postings to highlight benefits -Develop MA Pre-Apprenticeship to expand workforce pipeline -Revamp DA training program -Re-org to move trainers under NEW Health University with ownership of all training programs and student rotations

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Assessment of workforce needs & resources

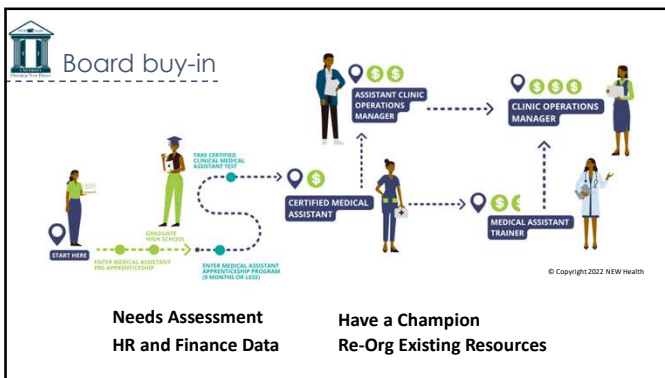
Needs

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Resources

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Board buy-in

What questions or pushback do you anticipate from your Board about implementing a comprehensive workforce development program?

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The mission of NEW Health University is to create **community-based education pathways** for rural youth and to empower employees with training, education, and **internal career pathways** to strengthen our current and future healthcare workforce.

MISSION

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NEW Health will be the trusted local **health care provider of choice**. The best outcome for every patient, every time, for generations to come.

The vision of NEW Health University is to be the **employer of choice** for our communities through career training, growth, and academic achievement.

VISION


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Goals

Grow & Diversify	Grow and diversify local health professional pathways in rural communities.
Invest	Invest in each employee's professional development.
Train	Provide regular training opportunities and dedicated time for training.
Advance	Advance staff within the organization to promote growth from within and to retain talent.
Partner	Partner with schools and academic institutions to support current employee education needs, and to support healthcare workforce pipeline development.
Analyze	Use data to inform continuous development of training content that will result in efficient operational workflows, employee satisfaction, and advance the patient experience.

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Workforce Development Spectrum

- # of Promotions/yr
- Documenting Career Plans

- Re-org departments to create developing roles with planned advancement & cross-training
- KPIs

- 3 FTE Trainers with KPIs
- Monthly Training Time
- Onboarding & Skills Checklists




- Developing MA Pre-Apprenticeship
- Non-clinical HS Internships
- Career Pathway Visuals

- Quarterly HR & Marketing Dept Meetings
- # of Days a Position is Open

- Workforce Committee
- Annual Employee Engagement Survey
- Staff Communications Committee

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Who is going to champion this work?

- # of Promotions/yr **KPI**
- Documenting Career Plans **NHU Team**

- Re-org departments to create developing roles with planned advancement & cross-training **CSO**
- KPIs **CSO**

- NHU Team**
- 3 FTE Trainers with KPIs
- Monthly Training Time
- Onboarding & Skills Checklists




- Developing MA Pre-Apprenticeship **CSO and NHU Manager**
- Non-clinical H5 Internships **CSO and NHU Manager**
- Career Pathway Visuals **CSO**

- Quarterly **HR & Marketing** Dept Meetings
- # of Days a Position is Open **KPI**


- Workforce Committee **HR**
- Annual Employee Engagement Survey **Leadership+HR+Communications Committee**
- Staff Communications Committee **CSO**

- Board buy-in
- Internal promotion & oversight
- External partnerships

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Recruitment




- Quarterly **HR & Marketing** Dept Meetings
- # of Days a Position is Open

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Recruitment



NEW Health strongly values your professional and educational advancement and provides:


- Paid training time
- Opportunity for advancement & promoting from within
- \$250 per year in continuing professional education funds
- Up to \$5,250 per year for education assistance



WE'RE LOOKING FOR YOU

NEW Health offers many additional employee benefits, including **discount Pet Insurance**, complimentary **Counseling** (for grief, anxiety, stress, parenting, etc.), free and discounted **Legal Services**, free support for **Home Ownership** (buying, financing, moving, selling), and more!

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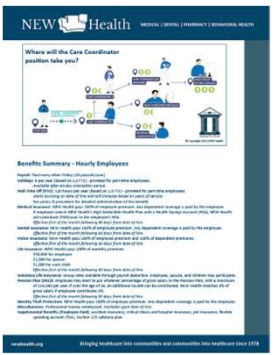


Recruitment


Identify entry-level positions that you could promote to high school seniors

Identify training time and requirements (ie, skills-based, certificate, degree) for high-need positions

➤ Examples of Career Pathway graphics will be made available electronically




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Internal Pipeline and Growth & Advancement

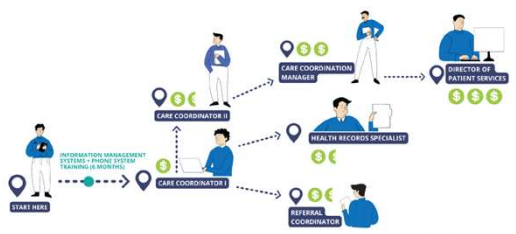
- # of Promotions/yr
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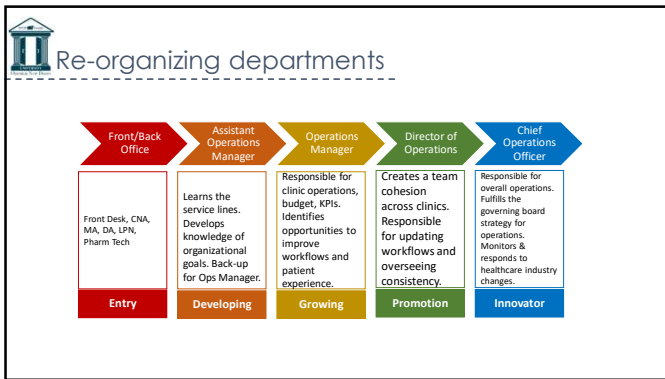


Re-organizing departments

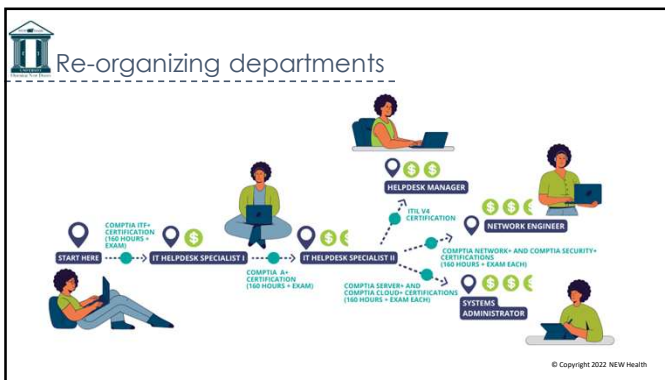


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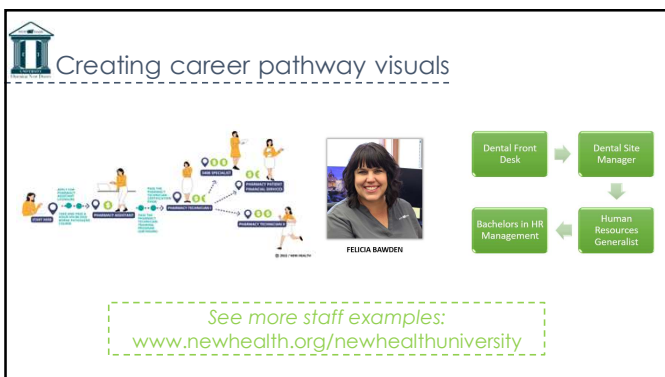
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<div>KPIs part 1</div>										
Chewelah Pharm Techs										
Indicators		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	TOTAL									
Increase the number of patients on medication sync by 10% by September 30, 2023	Actual									
	Target									
Chewelah Pharmacist in Charge										
Indicators		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	TOTAL									
Target 2.5 inventory turns per month by September 30, 2023	Actual									
	Target									
Increase Daily Script count by 20 scripts per day per location by September 30, 2023	Actual									
	Target									

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<div>KPIs part 1</div>				
Maintenance Department	KPI	Data Resource	Goal	Reason
Facilities Manager	Work Order Cycle Time	Found in Autotask - Work order completion date - Work order creation date (in days)	Complete 75% of work orders with standard to high priority within 5 days (average) by September 30, 2023	The objective is to understand how long it takes to complete work, from creation to completion. If your average trend is increasing, then we will need to find the root cause (labor shortage, supply chain issues, planning, etc.
Facilities Workers	Time to respond to work order	Autotask - Response to ticket - Time ticket was added (in hours)	Respond to 75% of tickets with standard to low priority within 24 hours by September 30, 2023	The objective is to understand how long it takes to respond to a new work order. If your average trend is increasing, then we will need to find the root cause (labor shortage, workflow issues, planning, etc.

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<div>KPIs part 1</div>					
Patient Services Department KPI's	#1	Data Resource	#2	Data Resource	#3
Patient Services Department - Director	Increase Would Recommend Practice 30%	Mediasite	Increase Full Patient Registration 40%	Athena Insights Report	Increase Portal Adoption to 45%
Care Coordination Manager	Reduce Medical patient calls going to voice mail during regular business hours by 30%	Verity Insight - Phone system reporting	Incoming calls routed to Patient Services for 7:30 sites by end of year.	Verity Insight - Phone system reporting	Increase MCO assigned member capture rate by 3%
	Increase the # of calls per month target 1500	Verity Insight - Phone system reporting	Length of time on call - target between 1-3 minutes	Verity Insight - Phone system reporting	Decrease the average call response time at or below 0:29
Medical Records	64% of the CHRW PMP measures at or above the 75th percentile target. To include prenatal/postpartum care and member experience measures.	QIPW/CMRW Quality Incentive Summary Report received quarterly	Increase the Diabetic Registry Measures to 80% at or above target for NCD Health	Medical Quality Metrics Data Table	MCO Router Outreach Outcomes Report
	Average of 500 documents processed per day.	Athena - Documents Indexed by User	100% of medical records requests processed within 15 working days.	Medical Records Log - Patient Services Sharepoint	Verity Insight - Phone system reporting
Referrals	Increase the amount of orders completed to 80% - YTD	Athena - Referrals YTD	Increase referrals processed to 95% in 7 days.	Athena - Referrals and Imaging Press WS	
Health Coach	Increase the conversion rate of eligible patient on registry to completed CCM visits at 80%	CCM Registry/Health Coach Athena - 01 Roster	Increase new patients onto the program registry by 50%	CCM Registry	

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How did we do?

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Create your own

Workforce Development Plan

- ✓ Assessment of organization's workforce needs and resources
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Start Here


How to Create a Workforce Development Plan for Your Health Center

Virtual Sessions


Tuesday, April 4, 10:00AM-12:00PM
Tuesday, April 11, 10:00AM-12:00PM
Tuesday, April 18, 10:00AM-12:00PM

Topics

- External Pipeline Development
- Retention
- KPIs part 2
- Identifying Your Training Team
- Developing & Using Training Materials
- Monthly Training Time



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Start Here


How to Create a Workforce Development Plan for Your Health Center

Materials participants receive:

- Workforce Development Plan template
- Trainer job description example
- Career Pathway graphic examples
- Onboarding plan and 90-day and Annual skill checklist examples
- Employee Coaching Report examples



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Start Here

How to Create a Workforce Development Plan for Your Health Center

Homework to complete before our next session:

- ☐ Develop your workforce mission and vision statements
- ☐ Review your Needs and Resources Assessment with other team members
- ☐ Identify initiatives to add to your Workforce Development Spectrum

TIP: Block time each week for your **team** to work on homework and make progress on filling out your Workforce Development Plan template!

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Learn more!

➔ www.newhealth.org/newhealthuniversity

- Examples of career pathways
- MA Apprenticeship, Pharm Tech Apprenticeship, and DA Training program requirements
- NEW Health University copyrighted materials and consulting services available, including program assessment and strategic planning

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