

## 2019 Workforce Summit

# Elevating and Applying Effective Workforce Strategies

Alexandria, VA • March 25-26, 2019

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### A Collaborative Program By:





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### Summary and Key Themes

NACHC hosted a Workforce Summit (Summit) to strengthen health center abilities to attract and retain a capable and competent workforce committed to meeting the current and future needs of health center (HC) patients. NACHC designed the Summit in collaboration with training and technical assistance partners Association of Clinicians for the Underserved (ACU) and Community Health Centers, Inc. To ensure that the Summit was responsive to current needs, these partners worked closely with an external Advisory Group of workforce experts from the health center community to shape a responsive and highly relevant program.

The Summit built on the conversations across previous NACHC convenings addressing the vision for health centers of the future. The first day of the Summit laid the groundwork on effective recruitment and retention practices from perspectives inside and outside the health care industry. The second day advanced the conversation and explored potential workforce strategies to help achieve the vision for health centers of the future.

The 2019 Workforce Summit aimed to deliver an experience that would help participants discuss their related workforce needs:

- 1) How do you identify, attract, secure, and retain the workforce that you need to succeed?
- 2) How do you provide the right pathways for the workforce to develop and advance?
- 3) How do you ensure that you have adaptive leadership to ensure organizational sustainability and progress through uncertain times?
- 4) What may rural and urban health centers learn from one another as they seek to tackle their unique workforce challenges and common concerns alike?

The Summit addressed the following learning objectives:

- Apply effective approaches to addressing workforce challenges to local workforce needs;
- Analyze and modify recruitment tools and strategies to strengthen organizational attractiveness to prospective clinical and nonclinical staff;
- Create career advancement plans designed to encourage development and retention of a high-quality workforce; and
- Examine core competencies to inform development needs in succession planning.

*Truly one of the best trainings I have attended in a long time.*  
--2019 Workforce Summit Participant

The Summit attracted over 50 administrative, clinical, operations, human resources, and workforce development leaders from Health Centers, Health Center Controlled Networks (HCCN), and Primary Care Associations (PCA).

- The 2019 NACHC Workforce Summit was the first workforce development-related training event for most participants (61%).
- Most respondents (56%) have served in their roles for one to five years.

Through a mix of large group discussions, panel presentations, and small group exercises, participants came

together, shared their innovative efforts, and engaged in collective inquiry.

- Prior to attending the Summit, an average of 53% of respondents noted little to no confidence in their abilities to address the Summit learning objectives. However, after the Summit only 4 percent noted little to no confidence.
- The average rate of those expressing confidence in their abilities to address the learning objectives grew from 22% prior to the Summit to 69% after attending the Summit.
- A majority (67%) of questionnaire respondents indicated that they would recommend this training to a friend or colleague.

The Summit challenged participants to consider:

- *What will the new care teams of the future look like?*
- *How do other service delivery modes and types work with these new care teams?*

Participants discussed these questions throughout the Summit, and their input naturally aligned with the five elements of the *People* Domain of the NACHC Framework for Performance Improvement (Figure A):

1. Patients,
2. Care teams,
3. Leadership,
4. Workforce, and
5. Partnerships.

The next section describes the Summit key themes organized by these five elements.

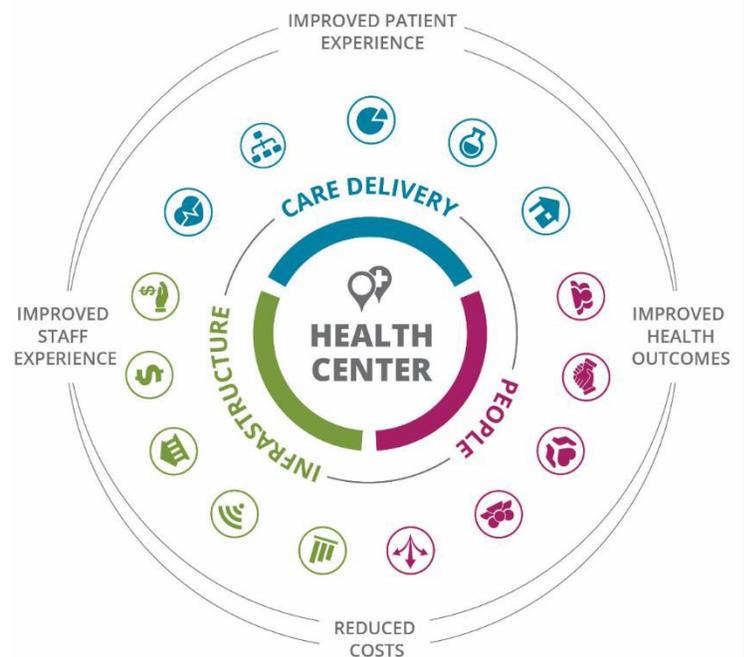
### Patients

- Patients are part of Care Teams of the future.
- HCs staff practice cultural humility with each patient in their specific contexts.
- The HC workforce (and governing board) needs to look like the community it serves. Whenever possible, HCs hire people from their communities.
- Supporting diversity in staffing is an ongoing effort for HCs, as communities and patient populations continue to change.

### Care Teams

- Care teams define the day-to-day experience, so these teams play an important role in preventing burnout and supporting “Joy in Practice.” HCs ensure that new hires are comfortable with their care model (e.g. team-based, integrated care) from the beginning.
- HC care teams of the future are comprised of people who have trained in a teaching HC with community-based research.

Fig. A. NACHC Framework for Performance Improvement.



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- HCs of the future use team-based care models including scribes to enable providers and staff to work at the “top of their license.” These staff often pay for themselves by freeing up provider time to see more patients.
- Care models of the future rely heavily on well-trained and appropriately compensated medical assistants to strengthen provider engagement and retention.

### Leadership

- Health centers of the future need high functioning leaders with adaptive leadership competencies (not just technical leadership skills).
- Given that the majority of HC budgets are devoted to staffing costs, organizational strategic plans will include goals, objectives, and strategies on how HCs will continue to shape their care teams of the future.
- Developing employee advisory committees/boards to offer feedback on recruitment in the community can help with reviewing hiring practices to ensure inclusivity.
- HC leaders create meaningful work for each staff person, linking each role to the HC movement and putting each staff on a “greater journey.”

### Workforce

- HCs of the future view each of their employees as a talent scout. They are their best recruiters.
- The top five competencies needed for the workforce of the future includes:
  - Integrity.
  - Emotional intelligence.
  - Problem solving.
  - Technical knowledge.
  - Growth mindset.
- New HC workforce strategies will support better access using telehealth, wearables, and other remote service delivery and monitoring devices in a way that patients want and in a way that prevents burnout among providers.
- Changing technology also affects who HCs need to hire and where they practice.
- HCs continue to play a critical role in ensuring access to care in rural/frontier communities where they are usually the source of the primary and behavioral health care workforce.

### Partnerships

- HCs interested in getting support as they reshape and strengthen their workforce show return on investment (ROI) when meeting with funders, stakeholders, and legislators.
- HC leadership serves as a trusted resource to legislators and makes it easy for them to engage (set them up to show up).
- HCs create their workforce of the future through a “grow your own” philosophy, especially in rural areas: connecting, identifying with youth and working on 2 tracks: encouraging younger workers to join a the HC workforce now, and also supporting youth to be part of the pipeline.

*This was my first workforce training as a PCA staffer and felt the Summit exposed me to resources and tools that will help me in my day-to-day operations. I also appreciated that there was group work during the Summit since it helped with networking and created a sense of teamwork.*

--2019 Workforce Summit Participant

- HCs of the future look beyond their organizations to build their communities and help create a place where people want to live and work.

Workforce development is essential to ensure that health centers continue to evolve into fully integrated providers and employers of choice. Care teams supported by new technologies are essential to make it easy for patients to get care when and where they need it. With high quality and engaged staff, health centers will thrive in changing payment environments that emphasize cost effectiveness and patient experiences with high quality outcomes. The health center workforce will solidify the reputation of health centers as a consistent source of thought leadership and care innovation to strengthen the health and well-being of all.