CATALOG
TRAINING & TECHNICAL ASSISTANCE
JANUARY 2024

NATIONAL ASSOCIATION OF
Community Health Centers ®

NACHC Mission Statement

To promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.

NACHC STRATEGIC PILLARS

Pillar 1 - Center everything we do in a renewed commitment to equity and social justice

Pillar 2 – Strengthen and reinforce the infrastructures for leading and coordinating the community health movement

Pillar 3 - Develop a highly skilled, adaptive, and mission-driven workforce that reflects communities served

Pillar 4 - Secure reliable and sustainable funding to meet increasing demands

Pillar 5 - Continue the critical work of updating and improving care models to meet the evolving needs

Pillar 6 – Cultivate and strengthen mutually beneficial partnerships to advance the shared mission of improving community health

HOW TO USE THIS CATALOG

This catalog is designed for health center staff, leaders and members of health center governing boards, as well as health center program stakeholders and those seeking to learn the nuances of the FQHC operating environment and model. Here you will find descriptions of the trainings offered by NACHC through diverse delivery modes, including conferences, national workshops, webinars, technical assistance documents, self-paced learning modules, and podcasts. We continue to add or modify the ways we deliver content in order to meet your learning needs and preferences.

NACHC utilizes its Value-Transformation Framework (VTF) to organize its training materials. The Value-Transformation Framework, developed by NACHC's Quality Center, is a conceptual model to guide systems change by translating research and promising practices into manageable https://www.nachc.org/wp-content/uploads/2023/03/VTF-wheel-1024x1024.png steps that health centers can apply to improve care and outcomes. The framework identifies 15 change areas across three domains: Infrastructure, Care Delivery, and People. You can learn more about the Value-Transformation Framework at https://www.nachc.org/.

Locating Resources

You can locate resources listed in this catalog in the following ways:

1. Through the Health Center Resource Clearinghouse at www.healthcenterinfo.org *where you can search by resource title to locate the resource.*

2. Through the NACHC website under Training and Events : www.nachc.org

3. Through the electronic version of the catalog on the NACHC website that links directly to the Clearinghouse. (Use the QR code here to access).

Each resource indicates its general type: **webinar** *indicates a recording from a live NACHC events,* **elearning** *indicates self-paced modules, ranging from micro-learning segments to larger training with multiple modules, and* **publication** *signifies a document format, but can include toolkits and templates. Webinars and elearning resources indicate its duration (not including the time needed to complete activities).*

PARTNERSHIPS

NACHC values its training partnerships with Primary Care Associations (PCAs), Health Center Controlled Networks (HCCNs), and National Training and Technical Assistance Partners (NTTAPs). If you are one of these entities and interested in exploring the possibility of co-hosting or otherwise collaborating in relation to a training offering listed in the catalog, please contact NACHC at trainings@nachc.org

Table of Contents

TRAINING & TECHNICAL ASSISTANCE RESOURCES

INFRASTRUCTURE
OPERATIONS

Finance

Finance Office Hours: Evaluating Sliding Fee Discount Programs

This webinar introduces a tool designed to support health center compliance with Chapter 9, Element L of the Health Center Program Compliance Manual published by the Health Resources and Services Administration or HRSA. (Running time: 53 mins)

WEBINAR + PUBLICATION

Finance Office Hours: Facilitated Discussion on the No Surprises Act

This webinar provides insight on the No Surprises Act and the Good Faith Estimate provisions that went into effect in January 2022. This federal act protects patients against surprise billing. (Running time: 1 hour 20 mins)

WEBINAR

Finance Office Hours: No Surprises Act

This webinar reviews the regulatory requirements of the No Surprises Act and best practices for implementing the Good Faith Estimate provisions into your health center's workflow. (Running time: 1 hour)

WEBINAR

Health Center Fundraising

This resource discusses potential pitfalls of health center fundraising campaigns and suggests strategies for conducting a fundraising campaign that complies with the relevant laws.

PUBLICATION

GUIDANCE Sliding Coinsurance for CMS/Medicare Care Management Services

While health centers are required to impose coinsurance for CMS/Medicare care management services, a sliding fee discount may be applied to the coinsurance that is consistent with the health center's sliding fee discount program policy.

PUBLICATION

Health Information Technology

CLINICAL INFORMATICS

Building Clinical Informatics Learning Community: Session 1: Intentional Virtual Care: Self-Measured Blood Pressure Monitoring (SMBP)

This webinar presents strategies and tools for evaluating data quality, with a focus on issues relevant to FQHCs. (Running time: 50 mins)

WEBINAR

Building Clinical Informatics Learning Community: Session 2: Data Validation: Building a Playbook for Data Quality

This webinar presents strategies and tools for evaluating data quality focusing on FQHCs. (Running time: 50 mins)

WEBINAR

Building Clinical Informatics Learning Community: Session 3: Improving Data Exchange: COVID-19 as a Test Case for FQHC Interoperability

This webinar discusses how filling health data gaps with external data sources can change the effectiveness of care activities, close care gaps, and provide opportunities to demonstrate the value that FQHC partnerships provide. (Running time: 49 mins)

WEBINAR

Building Clinical Informatics Learning Community Session 4: Evaluating Usability and Human-Centered Design for Happy Users and Better Performance

This webinar describes how evaluating EHR usability and implementing human-centered design principles can improve reimbursement, care team satisfaction, data quality, and reduce staff time spent on clinical tasks. (Running time: 47 mins)

WEBINAR

Past, Present, and Future: HCCNs and Health Centers Using Data to Drive Clinical Care

This 3-part series discusses how HCCNs and health centers are collecting and aggregating data on patient populations and leveraging data to support clinical quality improvement initiatives. (Running time: 2 hours 15 minutes)

WEBINAR

Quality Management and Patient-centered Medical Home for Clinical Leaders & their Care Teams: A System-based Approach

This webinar discusses quality improvement strategies and tools, and introduces more thorough analyses of key performance data to support informed decision-making on how and when to intervene to make improvements (Running time: 1 hour)

WEBINAR

DATA

National Health Center Training and Technical Assistance Needs Assessment

This report summarizes the key findings of the national training and technical assistance needs assessment that was fielded to all health centers August-October 2021. The response rate was 36% of all health centers and nearly 1,500 individual staff responses.

PUBLICATION

PCA Assessment Summary

This assessment provides a comprehensive overview of state-level policy issues affecting health centers and their patients. NACHC received assessment results from 50 out of 52 Primary Care Associations (PCAs.).

PUBLICATION

Cost Per Visit - Measuring Health Center Performance

This resource details the process and methodology for calculating the component costs of care, with a focus on cost per visit across all service lines — medical, dental, mental health (including substance abuse), and vision services.

PUBLICATION

Group Visits Fact Sheet

This resource goes into detail on group visits in Medicare and Medicaid and how payment works.

PUBLICATION

DATA SECURITY

Cybersecurity Trends, HIPAA and Insurance

This webinar covers how to conduct a security risk assessment, develop a risk mitigation plan, HIPAA requirements for responding to a security incident, and cyber-insurance best practices and options. (Running time: 1 hour 30 mins)

WEBINAR

Considerations for Sustaining a Culture of Cybersecurity: Part 1 and Part II

This 2-part webinar series features a health center and Health Center-Controlled Network (HCCN) perspective on how cybersecurity threatens to impact the bottom line. (Running time: 2 hours 50 mins)

WEBINAR

MANAGEMENT

The Roadmap to Becoming a Data-Driven Organization II: Aligning your Data Strategy and Strategic Plan

This webinar discusses how to develop an organizational strategy that uses data to predict, track, and optimize health center outcomes, enabling health centers to achieve their short- and long-term goals. (Running time: 1 hour 15 mins)

WEBINAR

NEEDS ASSESSMENT

An Introduction to Health Center Needs Assessment

This course provides an overview of the importance of conducting your health center needs assessment, including discussions of Scope of Project, financing and funding decisions, and strategic partnerships; HRSA requirements related to needs assessments; tools, methodologies, and data sources; and how to leverage your needs assessment for strategic planning and decision-making. (Running time: 30 mins}

E-LEARNING

A How-To Guide: An Overview of the 2021 National Health Center Training and Technical Assistance Needs Assessment Development, Fielding and Analysis

This guide summarizes the operational phases (development, design, fielding, data collection, analysis, application of findings) of the 2021 National Health Center Training and Technical Assistance (TTA) Needs Assessment.

PUBLICATION

Quick Guide: Conducting Your Health Center's Needs Assessment

This guide provides health center staff with an overview of key considerations, tools, and strategies for planning and implementing a needs assessment.

PUBLICATION

Catalog of Community Health Needs Assessment Tools and Resources

This catalog provides a thorough list of the tools and resources available for conducting a community health needs assessment, including a brief description, , list of notable features, target audience, examples of use, and cost to access.

PUBLICATION

TELEHEALTH

Assessing Patient Satisfaction with Telehealth at Community Health Centers

This 2023 brief describes findings from a national assessment of health center patients' experiences with telehealth and the policy implications of these findings. The assessment focused on 1) ease of use, 2) interaction with the clinician, and 3) overall comfort/satisfaction.

PUBLICATION

Telehealth Office Hour: Remote Patient Monitoring

This 2023 webinar focuses on the practical aspects of implementing a remote patient monitoring program, including the impact on operations, staff considerations, patient guidance, communicating outcomes, program sustainability. (Running time: 1 hour)

WEBINAR

Telehealth Office Hours: Bridging the Digital Divide

This 2023 webinar examines telehealth strategies that address disparities in access to quality care, and considers patient's ease of use, access to internet and technology, continuity of care, and privacy concerns. (Running time: 1 hour)

WEBINAR

Telehealth Office Hours: Telehealth Policy Updates

This 2022 webinar reviews the most recent telehealth policy updates in 2023 that could impact health center operations, including permanent changes and policies that will be phased out in 2023 or 2024. (Running time: 1 hour)

WEBINAR

Telehealth Office Hours: Telehealth Reimbursement

This 2022 webinar offers guidance on telehealth reimbursement for health centers, and includes tips on billing, documentation, coding, and reimbursement. (Running time: i hour 20 mins))

WEBINAR

Telehealth Office Hours: Follow-up Strategies for Implementing Teledentistry

This 2022 webinar provides useful tips and examples for developing tele-dentistry workflows, and highlights case use examples focused on pediatric populations. (Running time: 1 hour)

WEBINAR

Telehealth Office Hours: Optimizing Telehealth Workflows

This 2021 webinar discusses recent trends in telehealth optimization, funding, reimbursement, and inclusion of hybrid care models. (Running time: 1 hour)

WEBINAR

Telehealth Office Hours: How to Perform a Telehealth Risk Assessment

This 2022 session addresses the impact of the expansion of telehealth; provides approaches to implement and sustain robust clinical, operational, and technical telehealth risk assessment strategies; and explores current trends in hybrid telehealth care models. (Running time: i hour)

WEBINAR

Telehealth Office Hours: State Assistive Technology Act

This 2021 webinar focuses on the State Assistive Technology Act program to increase access and services for individuals with disabilities. The program helps ensure responsiveness to patient needs regarding vaccine access, testing, physical distancing, and virtual health. (Running time: 56 mins)

WEBINAR

Telehealth Office Hours: Accessibility

This 2019 presentation provides a high-level overview of accessibility considerations in telehealth, including the types of services and modifications that can help ensure that people with disabilities have equal access to telehealth services. (Running time: 53 mins)

WEBINAR

Telehealth Reimbursement

This document discusses changes to telehealth reimbursement, provides basic guidelines to navigate frequent changes in policy, and offers tips for navigating reimbursement from Medicaid, Medicare, and private insurance companies.

PUBLICATION

Telehealth Documentation

This document outlines documentation requirements for telehealth services, and changes to coding regarding the length of the patient visit and medical decision making.

PUBLICATION

Telehealth Billing

This document describes telehealth billing practices, focusing on correct place of service and modifiers for commercial payers.

PUBLICATION

Telehealth E/M Coding

This document summarizes the 2021 E/M coding guidelines for office visits, including a chart of E/M coding guidelines for medical decision making.

PUBLICATION

Environmental Scan of Telehealth Technical Assistance Resources

NACHC and the Center for Connected Health Policy provide a curated list of top telehealth technical assistance resources for health centers interested in implementing, operating, expanding, or sustaining a telehealth program.

PUBLICATION

Community Health Centers Telehealth Promising Practices: Case Studies from the COVID-19 Pandemic

This collection of case studies highlights ten health centers' promising practices and lessons learned in adoption or expansion of telehealth delivery in response to the COVID-19 pandemic.

PUBLICATION

Strategic Investments in Telehealth and Digital Tools for Health Centers:

This document outlines reasons for maintaining or increasing adoption of telehealth. Implications for improving health equity through technology access, and the move to value-based care, are discussed.

PUBLICATION

FQHC Look-Alikes

Becoming a Health Center Program Look-Alike

This online course assists organizations in determining if becoming a Health Center Program Look-Alike is a sound strategy. (Total time: 1 hour 28 mins).

E-LEARNING

Look-Alike Webinar: Building Your Grants Management Structure

This webinar for Look-Alike Health Centers provides a deep dive on how to thoughtfully build, administer, and sustain a successful grants management program and infrastructure. (Running time:1 hour 30 mins)

E-LEARNING

Operations

Emergency Preparedness/Emergency Management Requirements

This document seeks to improve understanding of emergency management standards, requirements, and elements of performance associated with The Joint Commission (TJC) and the Centers for Medicare and Medicaid Services (CMS).

PUBLICATION

Health Center Program 101

This eLearning program offers learners a self-paced, asynchronous course, divided into five modules, that provides a comprehensive overview of HRSA's Health Center Program. (Running time: 1 hour)

E-LEARNING

Defining An Effective Change in Scope

This document explains the definition of a Medicaid change in scope and why this process is important for payment and care transformation.

PUBLICATION

Business Continuity Planning Learning Modules

These interactive learning modules are intended to provide health centers and primary care associations with self-guided learning tools to create and/or improve their business continuity plans and programs. {Running time: 1.5 hours per module}

E-LEARNING

Establishing a Related Foundation: Does it Make Sense for a Health Center

This issue brief discusses the reasons a health center might want to establish a related foundation, and addresses how a health center can establish a related foundation, including measures to take to minimize risk to the health center.

PUBLICATION

HR Bulletins

This collection of issue briefs updates NACHC's long-standing Human Resource Bulletins series. This detailed refresh reflects the most current issues, trends, and national considerations in the health center human resource operating environments.

PUBLICATION

Human Resources (HR) Issue Brief

This issue brief examines employee freedoms in the health center workplace. It summarizes the relevant legal issues that must be considered when establishing policies relating to employee freedoms in the workplace.

PUBLICATION

Cinical Research in the Health Center Setting: Managing Legal and Compliance Risk

This issue bulletin describes the legal and compliance risks that health centers should consider before engaging in research opportunities.

PUBLICATION

Health Center Operations Resource Packet: Sample Internal Guidance for Handling Unauthorized Individuals at Health Center Locations

This packet contains operational guidance developed by health centers who interacted with self-identified First Amendment Auditors and/or citizen Journalists that attempted to record confrontations with center staff regarding federal funding and "public" access to a health center location.

PUBLICATION

Public Centers Monograph

This monograph discusses the category of health centers known as "public centers," previously known as public entities. It highlights key considerations, challenging aspects, and strategic advantages related to this model.

PUBLICATION

So You Want to Start a Health Center...?

This publication is for health care providers and organizations, public agencies, community-based organizations, and individuals. It outlines considerations and recommended steps to assess readiness, and provides resources.

PUBLICATION

Funded! Now What?!?

The guide provides an overview of the Health Center Program Requirements and a series of checklists in nine different domains such as administration, governance, compliance, and more.

PUBLICATION

Payment

Legal Requirements and Issues Concerning Wraparound Payments to FQHCs

This issue brief provides an overview of the law relating to wraparound payments to health centers and identifies several current key policy issues relating to health centers' participation in Medicaid managed care.

PUBLICATION

Payment Reform Readiness Tool

This preparedness assessment is designed to begin the conversation among health center leadership, staff, and key stakeholders/partners about successful engagement in payment reform models.

PUBLICATION

Emerging Issues in FQHC Reimbursement Issue Brief

This issue brief explains updated emerging issues of the FQHC payment system. The document explains in detail how payment works for FQHCs. .

PUBLICATION

Medication-Assisted Treatment (MAT) Frequently Asked Questions

This Frequently Asked Questions (FAQ) document focuses on some of the more common questions related to the application of HCP requirements to the provision of MAT services.

PUBLICATION

BILLING AND CODING

Coding & Documentation: 2021 Evaluation & Management (E/M) Changes for Community Health Reporting Face-to-Face & Virtual E/M Visits

This webinar addresses the updated 2021 E/M guideline for office and outpatient encounters, including the updated definition of Medical Decision Making for coding and billing, as well as CPT/HCPS-II codes. (Running time: 1 hour 30 mins)

WEBINAR

General & Basic Operations for Clinical Leaders

This webinar brings together four subject matter experts to discuss the importance of both big picture and detailed systems thinking as part of a clinical leader's core competency development. (Running time: 1 hour)

WEBINAR

Systems Orientation for Clinical Leaders Office Hour

This Office Hour brings together four subject matter experts to discuss and answer participants' questions about the importance of systems orientation as part of a clinical leader's core competency development. (Running time: 1 hour)

WEBINAR

Billing, Coding, Documentation & Quality Series, Part I: Top 10 Documentation and Revenue Tips in Community Health

This webinar provides a review of opportunities for Community Health Centers to improve clinical documentation, professional coding, and medical billing with a focus on the unique CMS rules and regulations for reporting health services to various insurance entities. (Running time: 1 hour 28 mins)

WEBINAR

Billing, Coding, Documentation & Quality Series, Part II: Treating Substance/Opioid Use Disorders via Medication-Assisted Treatment (MAT) in Community Health

This webinar outlines the steps needed to effectively document, code, and bill for services including screening for SUD/OUD and providing care during the induction, stabilization, and maintenance phases of MAT. (Running time 1 hour 28 mins))

WEBINAR

MEDICAID

Medicaid FQHC PPS Checklist

This resource outlines important information regarding the Medicaid FQHC Prospective Payment System (PPS). Federal law requires that state Medicaid agencies pay health centers using a prospective payment system (PPS).

PUBLICATION

Medicaid PPS 101 For Everyone

This update provides a summary of the latest changes, including specific provisions in the CY2020 Physician Fee Schedule that directly impact health centers.

PUBLICATION

NACHC Briefing: Medicaid Redeterminations and State Activities

This webinar discusses new CMS guidance on Medicaid redeterminations and renewals, and state efforts to keep patients covered by Medicaid and Marketplace plans. {Running Time: 1 Hour}

WEBINAR

Public Health Unwinding (PHE) Readiness for Health Centers: Preparing Medicaid Beneficiaries for Eligibility Determinations

This 2022 webinar features national policy experts and health center outreach and enrollment leaders and staff who will highlight their strategies to prepare their patients and communities for the end of the prohibition on terminating Medicaid enrollment. {Running Time: 1 Hour, 15 mins}

WEBINAR

MEDICARE

Medicare FQHC Updates

This webinar reviews Medicaid basics, including Medicaid coverage of health centers, prospective payment system calculation and features, and Alternative Payment Methodologies. (Running time: 59 mins)

WEBINAR

VALUE-BASED PAYMENT

Using American Rescue Plan Act (ARPA) Funds to Build Health Center Value Based Payment (VBP) Capability

This document provides guidance on ways health centers can use American Rescue Plan Act funds to develop and expand their value-based payment capabilities.

PUBLICATION

The Fundamentals of Developing a FQHC Alternative Payment Methodology (APM)

This webinar provides foundational knowledge and best practices for developing a capitated alternative payment model for health centers. (Running time: 57 mins)

WEBINAR

The FQHC Alternative Payment Methodology

This factsheet provides a snapshot of the FQHC Alternative Payment Methodology (APM): how it works, the different types of APMs, and an overview of the reimbursement methodologies for each state.

PUBLICATION

Accountable Care Organizations 101

This webinar provides the basics of what an accountable care organization (ACO) is and what it is not, the expectations of participants in an ACO, and how success is measured. (Running time: 55 mins).

WEBINAR

Successful Practices in Accountable Care Series: Numbers 1-24

This publication combines individual documents in the Successful Practices in Accountable Care series (2016-2020), and includes case studies and lessons learned from successful organizations, as well as discussions of focus areas.

PUBLICATION

PEOPLE

Care Teams

Care Teams: Critical Stakeholders to Help Combat Mis/disinformation Harming Communities during COVID-19

his webinar examines differences between misinformation and disinformation and how health centers can successfully leverage communication strategies to better promote digital and health literacy in their local communities. (Running time: 58 mins)

WEBINAR

Team Care Connections: Conversations about Moral Distress and Moral Injury

This publication highlights the experiences of primary care teams and interviews experts to provide suggestions on how to begin discussing moral distress and moral injury, including potential causes and best practices for care teams.

PUBLICATION

Leadership

LEADERSHIP COMPETENCIES

Chief Operating Officer Competencies and Professional Development Tool

This document assemblies a comprehensive set of Chief Operating Officer work role domains, tasks/skills, and behaviors.

PUBLICATION

Chief Executive Officer (CEO) Competencies Domains and Skills/Tasks

This document outlines 12 domains, related tasks, and behavioral examples for Core Competencies for the Health Center CEO.

PUBLICATION

Chief Financial Officer (CFO) Competencies Domains, Skills/Tasks and Definitions

This document outlines 11 domains, related tasks, and behavioral examples for Core Competencies for the Health Center CFO.

PUBLICATION

Clinical Leadership Development Competencies Domains Skills/Tasks

This document outlines 11 domains, related tasks, and behavioral examples for Core Competencies for Clinical Leaders.

PUBLICATION

Primary Care Association (PCA) Chief Executive Officer (CEO) Core Competencies

This document outlines 12 domains, related tasks, and behavioral examples for Core Competencies for the Primary Care Association CEO.

PUBLICATION

Navigating Leadership Roles: 8 Compass Points

This 8-part series of modules provides an overview of what is required of an effective leader. These fundamentals can be used to orient new and emerging leaders as they prepare for their leadership journey. (Running time 1 hour 30 mins)

E-LEARNING

Achieving Mindfulness at Work

This module provides basic information on being mindful and how it can impact satisfaction and productivity at work. (Running time: 12 mins])

E-LEARNING

Finding Your Passion at Work

This module helps employees understand the importance of being mission driven and passionate about their work, knowing their ambitions, and adopting a positive attitude. {Running time: 10 minutes}

E-LEARNING

Excelling in Your Role as a Health Center Leader

This 4-part series provides the essential skills and tools needed to be an effective leader. Topics include motivating employees, managing relationships, effective communication, becoming a listening leader, and developing a culture of curiosity and innovation. {Running time: 4 hours}

E-LEARNING

Patients

VETERANS

Health Centers Serving Veterans: Learn about the New PACT Health Benefits

This webinar will explain the toxic exposure criterion and how health centers can screen and/or refer military veterans for the new benefits they've earned and deserve.

WEBINAR

Serving Veterans in Health Centers: A Compendium of Success Stories

These ten success stories from around the country share how health centers are successfully supporting the unique needs of local military veterans. (Running time: 12 minutes)

PUBLICATION

Serving Military Veterans in Health Centers: Exploring Unexpected Partners and Resources

This webinar provides a current snapshot of veteran patients in health centers and opportunities to advance projects in service to veteran patients, with partners like the Veterans Administration or local philanthropies. (Running time: 1 hour)

WEBINAR

NACHC Veterans Interest Group Office Hour

This 2022 webinar discussed national veteran program and policy updates, and previewed some veterans-related technical assistance products. (Running time: 1 hour 40 mins).

WEBINAR

Identification of Military Veterans upon Implementation of a Standardized Screening Process in a Federally Qualified Health Center

This resource discusses standardizing the method in which veteran status is captured in clinic.

PUBLICATION

Standardized Screening for Veteran Status

This webinar focuses on a standardized screening intervention developed and implemented across a health center, resulting in a significant increase of identification of military veterans among existing patients. (Running time: 1 hour)

WEBINAR

Workforce

Ground Work: Foundational Racial Justice Training

Ground Work is a foundational, racial justice training for all health center roles. This 8-part series provides tools for health centers to work towards racial equity both in their health centers and in the world. {Running time: 4-6 hours}

E-LEARNING

NACHC's "Workplace Well-Being" Self-Paced Modules

This 4-part series explores how to foster mind, body, and sense of purpose in individuals, teams, and organizations to improve well-being and resiliency in the. Topics include resilient leadership, mindfulness, servant leadership, and finding your passion. {Running time: 2 hours}

E-LEARNING

Establishing an Administrative Fellowship Program

This toolkit provides an overview of administrative fellowships, issues to consider prior to implementation, and includes practical tools to recruit, train, and place fellows into permanent roles in a health center.

PUBLICATION

Growing the Next Generation of Health Center Executives: Establishing an Administrative Fellows Program

This technical assistance webinar is designed to assist health centers with specific consultation on top issues in developing and implementing an administrative fellows program in a health center setting (2 hours).

WEBINAR

Creativity and Healing: Connecting Through Art: The Zufall Health Experience

This webinar explores how one health center incorporates visual arts into their programming, therapeutic techniques, and on clinic walls to enhance healing with dignity and beauty. (Running time:1 hour)

WEBINAR

Creativity and Healing: The Art Street Experience

This webinar highlights one health center's use of haiku and mandala-coloring contests to help staff connect, relax, and refocus. (Running time: 1 hour)

WEBINAR

Creativity and Healing: Daydream with a Purpose

This is the first session of a 4-part webinar series highlighting the benefits of integrating arts into health center programs for staff and/or patients. This unique learning opportunity provides participants with experiential, creative/arts-based activities. (Running time: i hour)

WEBINAR

Creating a Happiness Advantage in Community Health Centers

This case study examines how strategically prioritizing happiness can become the biggest advantage an organization has in a competitive, highly demanding health care delivery environment:

PUBLICATION

Key Considerations for Developing Core Competencies for Health Center Enabling Services Staff: A Guide for Health Centers

This guide provides a brief introduction to enabling services, the different types of enabling services staff in health centers, and enabling services core competencies in health centers.

PUBLICATION

Healing Hands: Celebrating Health Center Nurses

This webinar focuses on strategies to support professional growth and care team well-being with special focus on the role of nurse leaders in the workforce.,

WEBINAR

HEALTH CENTER
RESOURCE
CLEARINGHOUSE

CARE DELIVERY

Care Coordination & Management

Emergency Department Care Coordination: Targeted Strategies to Improve Health Outcomes and Decrease Costs

This issue brief outlines strategies to achieve emergency department (ED) care coordination, summarizes important legal and policy issues, and provides case studies of health centers that have implemented successful ED care coordination.

PUBLICATION

Virtual Outreach & Enrollment Workflow

This virtual outreach and enrollment workflow lists the overall steps involved with the process. Enrollment occurs year-round as a result of Open Enrollment and Special Enrollment Periods.

PUBLICATION

Outreach and Enrollment Job Description Templates

This resource provides customizable job description templates for health center insurance navigators, outreach and enrollment coordinators, managers, or specialists.

PUBLICATION

Outreach and Enrollment Case Study: The Impact of Insurance Enrollment on a Federally Qualified Health Center

This case study highlights how the use of federal funding for outreach and enrollment (O&E) activities impacted a federally qualified health center in a rural portion of a state that expanded Medicaid and created its own exchange.

PUBLICATION

Outreach and Enrollment Case Study #2: The Impact of Insurance Enrollment on Community Health Centers

This case study examines the operational, financial, cultural, and in some cases clinical changes that occurred within a health center as a result of their O&E-related activities.

PUBLICATION

Outreach and Enrollment Case Study #3: Borinquen Medical Centers of Miami-Dade

This case study examines the impacts that outreach and enrollment activities had on one health center's finances, operations, and social determinants of health.

PUBLICATION

Enabling Services Case Study: A Focus on Apprenticeships: Alaska Primary Care Association Apprenticeship

This case study features the Alaska Primary Care Association's efforts to launch an apprenticeship program for Community Health Workers and other health care related occupations, in partnership with the state department of labor.

PUBLICATION

Enabling Services Case Study: A Focus on Behavioral Health

This case study features one health center's case management program that connects patients to care and facilitates care transitions to critical clinical and behavioral health services.

PUBLICATION

Enabling Services Case Study: A Focus on Field-Based Services

This case study features the North Carolina Farmworker Health Program's efforts to deploy an outreach team to provide a myriad of core enabling services to farmworkers in the field, at home, and in migrant camps.

PUBLICATION

Enabling Services Case Study: A Focus on Food Insecurity

This case study features a health center that provides a suite of enabling services specifically designed to address food insecurity and promote healthy food choices.

PUBLICATION

Clinical Care

AGING

Our Aging Community: Creating a Welcoming and Safe Environment for Their Primary Care

This guide provides recommendations for facility enhancements to better serve an aging patient population, including recommendations related to safety, priorities, therapies, and cognition.

PUBLICATION

Is PACE in Your Health Center's Future of Caring for Aging Populations?

This webinar focuses on the opportunity to bring a Program of All-Inclusive Care for the Elderly (PACE) program to community health centers for whom Medicare populations now account for more than 10% of all patients served. (Running time: i hour)

WEBINAR

Community-Based Provided Models for PACE

This webinar goes into greater detail about the Program of All-Inclusive Care for the Elderly program and highlights partnership opportunities for health centers (Running time: 1 hour)

WEBINAR

Establishing PACE Sites through Health Centers: Financial Considerations

This webinar discusses recent capital funding opportunities and financial planning for the Program of All-Inclusive Care for the Elderly (PACE); addresses key questions around PACE programs operated by health centers; and introduces assessment resources. (Running time: 1 hour)

WEBINAR

BEHAVIORAL HEALTH

Behavioral Health and Community Health Centers

This fact sheet summarizes health centers' behavioral health services. It highlights data from UDS that shows growth in patients and staff over the last decade, as well as the variety of behavioral health professionals and services offered at health centers.

PUBLICATION

Telehealth Office Hours: Tele-Behavioral Health Best Practices for Health Centers Now and Into the Future

This 2022 webinar reviews the best practices for building, operating, and sustaining a tele-behavioral health practice in a health center. (Running time: 1 hour)

WEBINAR

Health Centers are Addressing America's Mental Health Crisis

This concise document provides health centers with an overview of the Healthy Together pilot project, lessons learned, and implementation highlights.

PUBLICATION

DIABETES

Healthy Together Project Summary

This fact sheet highlights data from UDS that shows growth in patients and staff over the last decade, as well as the variety of behavioral health professionals and services offered at health centers.

PUBLICATION

Healthy Together Action Guide

This guides provides step-by-step guidance on how to implement the CDC's National Diabetes Prevention Program curriculum, tailored to patients with diabetes and at-risk for diabetes, using patient self-care tools in a virtual setting, and applying a whole-person focus.

PUBLICATION

Diabetes Prevention: New Pathways for Reimbursement

This webinar focuses on the National Diabetes Prevention Program, specifically how to deliver this program to Medicare patients and how to ensure insurance coverage of the program. (Running time: 1 hour)

WEBINAR

HEART DISEASE AND STROKE

Accelerating Use of Self-measured Blood Pressure Monitoring (SMBP) Through Clinical-Community Care Models

This publication describes nine health center partnerships to use self-measured blood pressure monitoring plus additional support to improve hypertension outcomes. A sample workflow is included.

PUBLICATION

HIV/AIDS

PrEP Guidelines

This webinar addresses what has and has not changed since the 2017 PrEP Guidelines were issued. {Running time: 10 mins)

WEBINAR

MPOX

Emerging Best Practices for Monkeypox in Community Health Primary Care

This microlearning provides a 2022 status update on the national picture of Monkeypox contagion and what health centers and providers can do to encourage vaccination and reduce any associated stigma. (Running time: 5 mins)

E-LEARNING

ORAL HEALTH

Snapshot: FQHCs and Oral Health

This resource examines the role of health centers as facilitators of oral health value-based care. It also outlines various ways that health centers are positioned to respond effectively to the COVID-19 epidemic.

PUBLICATION

Oral Health Value-Based Care: The Federally Qualified Health Center (FQHC) Story

This resource examines the role of FQHCs as facilitators of oral health value-based care. It also outlines various ways that FQHCs are positioned to respond effectively to the COVID-19 epidemic.

PUBLICATION

SUBSTANCE USE

Medication-Assisted Treatment (MAT) Frequently Asked Questions: Compliance with HRSA Requirements for Scope of Project, Patient Access and Patient Payments

This Frequently Asked Questions (FAQ) document focuses on common questions health centers may have about applying Health Center Program requirements to the provision of medication-assisted treatment services.

PUBLICATION

Tackling Substance Use in Health Centers: Crystal Meth and HIV

This webinar examines the effects of crystal methamphetamine (crystal meth) on the physical, mental, and overall care needs of health center patients. Topics include which populations are most impacted by crystal meth, the health conditions (e.g., HIV) and risk factors most prevalent in patients who use this substance. (Running time: 1 hour 30 mins)

WEBINAR

VISION SERVICES

Eyes on Access Case Study: An Optometry Workforce Pipeline for Massachusetts Health Centers

This case study highlights the partnership components of the 50-year workforce pipeline program between a state Primary Care Association, an optometry school, and local health centers.

PUBLICATION

Eyes on Access: Billing for Vision Services

This webinar addresses how health centers can align their billing procedures for vision services with their existing service lines. (Running time: 1 hour 20 mins)

WEBINAR

Eyes on Access: We've Decided to Offer Vision Services in Our Health Center, Now What?

This webinar takes a deeper dive into the feasibility of opening an optometry department within a community health center. (Running time: 1 hour 27 mins)

WEBINAR

Eyes on Access: Steps for Integrating Comprehensive Eye Health and Vision Services into Health Centers

This webinar reviews the operational activities necessary to implement or enhance vision services in a health center. Topics included planning factors such as provider configuration, cost, patient volume, and supervision. (Running time: 1 hour 27 mins)

WEBINAR

Eyes on Access: Introduction to Comprehensive Vision Services in Health Centers

This webinar reviews the interconnection of vision, chronic disease, and quality of life. It highlighted the data substantiating community needs, disparities, and barriers. (Running time: 1 hour 7 mins)

WEBINAR

Pharmacy

Pharmacy Office Hours: Developing a Pharmacy Residency Program

This session will showcase how health centers can develop a residency program, important considerations getting leadership buy-in, how to pay for/support the program, and how to successfully integrate residents into practice. (Running time: 1 hour)

WEBINAR

Primer on Health Center Pharmacy Operations

This resource seeks to orient new readers to pharmacy operations at health centers, with a specific section that discusses the 340B program.

PUBLICATION

Pharmacy Access Office Hours: Patient Assistance Programs

This office hour focuses on creating a Patient Assistant Program at health centers. This outlines the processes that need to be established to identify patients, gather information, and track services from submission to reordering. (Running time: 1 hour)

WEBINAR

Pharmacy Operations: Mitigating Manufacturer Actions Impacting 340B Financial Savings to Health Centers

This publication identifies promising practices or actions that health centers can take to mitigate the negative financial impact that manufacturer actions can have on health center patients and health center 340B savings.

PUBLICATION

Manufacturer Restrictions on Contract Pharmacies

This brief explains how pharmaceutical manufacturers' integrity initiatives lead to restrictions that require health centers to provide additional data to manufacturers, and outlines steps health centers can take.

PUBLICATION

Pharmacy Access Office Hours: Relationship Between Affordability Expectations and BPHC SFSD Requirements for Pharmaceuticals

This office hour discusses in depth issues surrounding pharmaceuticals, compliance and sliding fee discounts in relationship to the health center mission. (Running time: 1 hour)

WEBINAR

Pharmacy Access Office Hour: What's Your Capture Rate? Tools for Growing Your In-House Pharmacy

This webinar explores tools and resources to improve a health center's in-house pharmacy capture rate through data analysis, marketing approaches, and improved patient education and awareness. (Running time: 1 hour)

WEBINAR

Pharmacy Office Hour: Increasing your In-House Capture Rate Part II

This webinar details the initiatives one health center used to increase their in-house capture rate, and discusses Med Sync as a service that could increase patient compliance and satisfaction while improving pharmacy workflow. (Running time: 1 hour)

WEBINAR

School-Based Health Centers

Do School-Based Health Models Expand Your Community Reach? Yes!

These workshops focus on enhancing school-based partnerships and the unique operational considerations for providing school-based health care. (Running Time: 2 hours 40 mins)

WEBINAR

School and Health Center Partnerships!

This webinar explores ways in which health centers can creatively partner with schools, school systems, educational leaders, school boards, and parents/guardians.(Running time: 1 hour 50 mins).

WEBINAR

Social Drivers of Health

Yesterday, Today, & Tomorrow: Key Milestones for Community Health Centers

This publication provides the unique context, history, national scope, and impact of the health center program.

PUBLICATION

Social Determinants of Health— Medicaid Coverage and Payment

This publication demonstrates opportunities to use social drivers of health screening tools to improve the delivery of care through enhanced data collection and relationships with safety-net programs.

PUBLICATION

PRAPARE and Addressing SDoH: Integration Is Not As Hard As You Think

This webinar focuses on using the PRAPARE tool to help community health centers engage patients and inform care delivery and population health management efforts. (Running time: 1 hour)

WEBINAR

Medicaid SDOH Action Plan

This short document highlights Medicaid reimbursable services that address social drivers of health (SDOH), and offers guidance in obtaining payment for SDOH-related services.

PUBLICATION

GOVERNANCE

Board Functioning & Leadership

BOARD ROLES AND FUNDAMENTALS

Governance Guide for Health Center Boards (English/Spanish)

This guide addresses major areas of board responsibility, contextualizes them in the Health Center Program Compliance Manual and relevant state and federal laws, and reflects the latest effective governance practices for nonprofit boards.

PUBLICATION

Health Center Board Roles & Responsibilities (English/Spanish)

This two-page resource discusses the three major categories of health center board roles: Strategy, Oversight & Policy, and Board Functioning.

PUBLICATION

Health Center Board Practices and Needs Assessment 2023 (English and Spanish)

This resource describes the 2023 assessment; addresses findings and tips related to strategy, oversight and policy, and board functioning; and provides information on additional training and resource needs.

PUBLICATION

Health Center Board Roles (English and Spanish)

This short video provides an overview of the roles and responsibilities of health center boards. (Running time: 10 mins)

E-LEARNING

Public Entity and Co-Applicant Boards: Roles & Responsibilities

This short video provides an overview of the roles and responsibilities of public entity co-applicant boards, and discusses compliance and good governance practices for boards. (Running time: 14 mins)

E-LEARNING

BOARD MEETINGS, COMMITTEES AND CULTURE

Hybrid Board Meetings: Our Next Normal?

This article outlines practices to consider for hybrid board meetings, where some participants are in-person and others are attending virtually.

PUBLICATION

Virtual Board Retreats

This short resource outlines how health center boards can plan a virtual retreat and offers customizable tools and templates.

PUBLICATION

DIVERSITY, EQUITY AND INCLUSION

Considerations for Health Center Boards: Diversity, Equity, Inclusion, and Justice in Governance

This short introductory module is a resource for boards starting to explore or reevaluate diversity, equity, and inclusion in health center governance. (Running time: 9 minutes).

E-LEARNING

Board Actions Combating Racism: Case Study of Lowell Community Health Center

This video case study highlights the experience of one health center board, which passed a board resolution declaring that racism is a public health crisis. (Running time: 5 mins)

E-LEARNING

Health Care Landscape

Service Line Expansion: A Guide for Health Center Boards

This guide provides health center boards with an overview of service line expansion including why a health center might consider such expansion; information on the board's role in the process; and questions to help guide decisions around expansion.

PUBLICATION

Geographic Expansion: A Guide for Health Center Boards

This guide provides health center boards with an overview of geographic expansion. It provides an overview of why a health center might consider such expansion; information on the board's role in the process; and questions to help guide decisions around expansion.

PUBLICATION

Tips for Boards on Health Center Workforce Challenges and Opportunities

This elearning module and its accompanying article provide tips to help address workforce challenges and opportunities, including strategic planning, budget approval, policy approval, and other forms of oversight and board development. (Running time: 9 mins)

E-LEARNING

Becoming a Teaching Health Center: Tips for Health Center Boards

This resource offers tips for boards to consider about the process of becoming a Teaching Health Center. It offers a case study of how one board used these strategies.

PUBLICATION

Four Fundamentals of Value-Based Payment for Health Center Boards

This video outlines four fundamental aspects of value-based payment that boards and board members should know, and might be helpful for new board member orientation or as part of the full board's ongoing board education. (Running time: 12 mins)

E-LEARNING

Payment Reform Fundamentals for Health Center Boards

TThis document helps health center board members understand changes to the health center payment and care model, to help them provide oversight, act for the good of the health center, and protect the health center's assets.

PUBLICATION

Health Center Boards: Benefits to Health Centers (English/Spanish)

This short document, available in English and Spanish, discusses the benefits of the health center board model.

PUBLICATION

Accountable Care for Health Center Boards

This short online module for health center boards and board members defines critical concepts and major steps in the health center journey from safety net to accountable care. (Running time: 20 mins)

E-LEARNING

Health Center Governance & Telehealth: Current and Future Considerations for Strategy and Oversight (English/Spanish)

This article outlines various strategic and oversight considerations related to telehealth. A list of discussion questions is included.

PUBLICATON

Ten FAQs About Health Center Boards & the CMS Omnibus COVID-19 Staff Vaccination Interim Final Rule

This short document addresses Frequently Asked Questions (FAQs) about the implications of the CMS Omnibus COVID-19 Staff Vaccination Interim Final Rule

PUBLICATION

Oversight & Policy

FINANCIAL OVERSIGHT

Modules on Board Financial Oversight

This five-part series addresses the board's role in financial oversight, how to read key financial statements, and highlights some key financial performance indicators typically monitored by health center boards. (Running time: 4 hours)

E-LEARNING

Finance Training for Boards of Directors (Spanish])

Esta es una serie de cinco sesiones de capacitación financiera para juntas y miembros de la junta directiva, presentada por la Asociación Nacional de Centros de Salud Comunitarios.

E-LEARNING

Finance Training for Board of Directors: Case Study 1

This case study is designed to help increase board member confidence related to health center board financial oversight. The content reinforces concepts addressed in the Modules on Financial Oversight. (Running time: 10 mins)

E-LEARNING

Finance Training for Board of Directors: Case Study 2

This case study is designed to help increase board member confidence related to health center board financial oversight. Most of the content reinforces concepts addressed in the Modules on Financial Oversight. (Running time: 6 mins)

E-LEARNING

CEO OVERSIGHT AND PARTNERSHIP

Navigating CEO Transitions: A Toolkit for Health Center Boards

This toolkit overviews the steps involved in preparing for a CEO transition, searching for and selecting a CEO, and onboarding and supporting a new CEO. It also includes customizable templates and tools.

TOOLKIT

CEO Succession Planning: A Toolkit for Health Center Boards

This toolkit provides health center boards with guidance on creating a Chief Executive Succession Policy and a Chief Executive Backup Plan. Various templates are included in the toolkit.

TOOLKIT

CEO and Senior Executive Compensation – Legal Considerations for Health Centers (Governance Legal Brief 3)

This brief outlines key considerations related to CEO and senior executive compensation..

PUBLICATION

OTHER FORMS OF OVERSIGHT

Pharmacy Models: An Introduction for Health Center Boards

This short video provides board members with a high-level overview of various pharmacy models and some of the strategic considerations related to these models .

E-LEARNING

Sliding Fee Discount Program: The Fundamentals for Health Center Boards

TThis short video outlines the fundamentals of the Sliding Fee Discount Program that is required under the Health Center Program. (Running time: 15 mins)

E-LEARNING

Tips for Health Center Boards for Evaluating the Sliding Fee Discount Program

This short video provides tips on how boards can work with the health center CEO to evaluate and approve updates to the Sliding Fee Discount Program. (15 minutes)

E-LEARNING

Identifying, Disclosing, and Managing Board Members' Conflicts of Interest (Governance Legal Brief 1)

This brief provides general advice for board members about how to identify, disclose, and manage conflicts of interest.

PUBLICATION

Health Center Boards & HRSA Health Center Program Compliance: Considerations During and After the Pandemic

This resource outlines key considerations for health center boards during and after the pandemic related to Health Center Program compliance, outlines resources available on Health Center Program compliance, and includes discussion questions for boards.

PUBLICATION

Legal Lessons Learned from the Pandemic for Health Center Boards

This resource highlights legally-focused governance lessons learned during the pandemic. It also details considerations for assuring and maintaining reasonable flexibility in the health center's bylaws and key board-approved policies.

PUBLICATION

The Role of Health Center Boards in Business Continuity Planning

This short article outlines key considerations for health center boards related to business continuity planning and questions boards can ask the CEO at their health center.

PUBLICATION

Protecting Health Center Board Members and Other Volunteers from Personal Liability (Governance Legal Brief 2)

This brief summarizes the federal law that protects volunteers of nonprofit organizations: the Federal Volunteer Protection Act.

PUBLICATION

Strategy

STRATEGIC BOARD COMPOSITION

Recruiting and Retaining Board Members: Considerations During and Immediately Post-Pandemic

This short resource outlines how health center boards and staff who work closely with the board can adapt board recruitment and retention practices.

PUBLICATION

Orienting New Health Center Board Members During the COVID-19 Pandemic

This short resource outlines how health center boards and staff who work closely with the board can adapt board orientation during the pandemic.

PUBLICATION

New Board Member Orientation: PowerPoint Template & Facilitator Guide (English and Spanish)

This template can be customized for board orientation at individual health centers. The template contains some slides with general information, as well as slides designed to be updated with health center-specific information.

TEMPLATES

STRATEGIC PLANNING AND THINKING

The Board's Role in the Needs Assessment

This short module outlines key components of a needs assessment and discusses the board's role related to the needs assessment. (Running time: 10 mins)

E-LEARNING

The Board's Role in Strategic Planning

This short module identifies key components of a strategic planning process and discusses the role of the board in strategic planning. (Running time: 10 mins)

E-LEARNING

The Board's Role in Strategic Planning: A Case Study of Cherokee Health Systems

This case study offers an overview of Cherokee Health Systems' strategic planning methodology from both the CEO and the Chief Strategy Officer's perspectives. (Running time: 16 mins)

E-LEARNING

The Board's Role in Evaluating Collaborative Relationships (Governance Legal Brief 4)

This brief describes why health centers collaborate with other providers, defines common collaboration goals, and discusses potential types of collaborative relationships.

PUBLICATION

Focusing on the Future: Strategic Planning and Thinking During the COVID-19 Pandemic (English/Spanish)

This short resource outlines how boards can use their strategic planning and thinking to support the health center as it navigates times of uncertainty and change.

PUBLICATION

The Board's Role in Evaluating and Implementing Corporate Consolidation Strategies

This resource outlines the role of a health center board in evaluating and implementing corporate consolidation strategies such as merger, asset acquisition, and parent-subsidiary model.

PUBLICATION

National Conferences

Community Health Institute (CHI)

NACHC's CHI & Expo brings together health center executives, board members, and clinicians, as well as Primary Care Association (PCA) and Health Center Controlled Network (HCCN) staff and other public and private sector representatives. This conference features the most extensive education program and vendor exposition at the national level geared toward health centers and others involved in primary care delivery for medically underserved and uninsured populations. The CHI also features the House of Delegates – the NACHC membership's annual business meeting.

Conference for Agricultural Worker Health

The NACHC Conference for Agricultural Worker Health brings together health center providers, agricultural worker advocates and policymakers to discuss and develop strategies on issues that affect the delivery of health care to America's migratory and seasonal agricultural workers and their families.
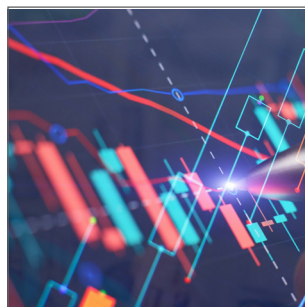
Financial Operations Management/Information Technology (FOM/IT)

The NACHC FOM/IT conference brings together CEOs, COOs, CFOs, and other health center finance, operations and IT staff, as well as Primary Care Associations and Health Center Controlled Networks. This unique conference provides attendees from across the country opportunities to network with colleagues and other health care industry experts, share proven techniques and tools, and learn innovative strategies to help transform their organizations.

Policy & Issues Forum (P&I)

Health center advocates from across the country, including health center staff, board members, and clinicians, as well as Primary Care Association and Health Center Controlled Network representatives, come together at this important meeting in the nation's capital each year. Forum attendees learn about the latest in state and federal government policies affecting Community Health Centers and health care for the medically underserved and uninsured.
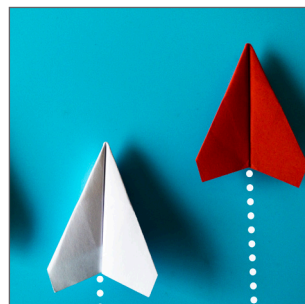
PCA and HCCN Conference

NACHC's PCA and HCCN Conference is the only conference of its kind designed specifically for State and Regional Primary Care Associations and Health Center Controlled Networks. PCAs and HCCNs are critical organizations that support and advance policy goals and operational excellence for Community Health Centers across the country.

National Workshops and Training Events

Our national trainings are highly specialized and offer an intimate learning environment. This is intentional and by design. NACHC offers specialized workshops each year for small cohorts of health center staff and board members from around the country.

Our training topics include financial management, leadership development, operations, health center growth and development, and governance - all tailored to the health center operating and governance environments, using health center examples and utilizing trainers whose expertise comes not only from subject matter expertise, but also from their experience working for and supporting health centers. We strive to provide a stimulating setting to complement other delivery modes and training resources.

You can find descriptions of the trainings on pages that follow. You can also get more information on our website at the Trainings tab, including additional details about our national conferences and training events: *http://www.nachc.org.*

Financial Operations Management

Introduction to Community Health Center Finance

NACHC's Introduction to Community Health Center Finance Workshop is an introductory level orientation to financial management, accounting principles, and terminology for health center CEOs, CFOs, COOs, Controllers, Finance Managers and accountants.

LEARNING OBJECTIVES

By the end of this two-day training, participants will be able to:
- Recall the requirements of Section 330 grants management.
- Evaluate effective systems in the finance department for timely and accurate reporting of information.
- Explain the five elements of the Section 330 scope of project and how they influence health center finance and operations.

DELIVERY METHOD: Group Live or Virtual
PREREQUISITES: None
PROGRAM LEVEL: Basic
DURATION OF TRAINING: 2 days

13.8 CPE and 11.5 CEU in the "Specialized Knowledge" category.

Revenue Cycle 360°

This training provides key health center staff with in-depth guidance on the unique and complex revenue cycle for Federally Qualified Health Centers (FQHCs), including developing effective billing departments, analyzing and maximizing patient revenue and collections, and accurate reporting of accounts receivable. In addition, this training will identify techniques and tools to improve coding and documentation to drive financial and operational performance and legal compliance.

LEARNING OBJECTIVES
- Establish effective billing and collections systems.
- Explain the characteristics and types of patient revenue.
- Formulate recommendations on how to maximize revenue through operational improvement strategies.
- Describe the importance of documentation and coding for correct reimbursement and legal compliance.
- Analyze the revenue cycle and comprehend the principles of cost-based reimbursement.

DELIVERY METHOD: Group Live
PREREQUISITES: None
PROGRAM LEVEL: Basic
DURATION OF TRAINING: 2 days

8.4 CPE and 7 CEU in the "Specialized Knowledge" category

All event details are subject to change.

Financial Operations Management Level 1

NACHC's Financial Operations Management Training Workshop is an intermediate level exploration of grants management, budgeting, profitability, and Medicare cost reporting designed for health center CEOs, CFOs, COOs, Controllers, Finance Managers, and accountants. This training will focus on the following CFO Competencies

LEARNING OBJECTIVES
- Distinguish between approaches to appropriate operational budget development.
- Evaluate effective systems in the finance department for timely and accurate reporting of information.
- Explain the five elements of the Section 330 scope of project and how they influence health center finance and operations.

DELIVERY METHOD: Group Live or Virtual
PREREQUISITES: None
PROGRAM LEVEL: Basic
DURATION OF TRAINING: 2 days

13.8 CPE and 11.75 CEU in the "Specialized Knowledge" category.

Financial Operations Management Level 2

FOM 2 is the intermediate to advanced level workshop designed to provide mid-career level health center finance managers insight and understanding of the core qualities needed to approach the business aspects of financial operations, management, and service delivery.s

LEARNING OBJECTIVES
- Identify the key business aspects of efficient health center financial operations
- Apply approaches for favorable contract negotiations with managed care organizations.
- Develop and implement an impactful operations assessment.
- Leverage technology to produce quality data that leads to informed decisionmaking.

DELIVERY METHOD: Group Live or Virtual
PREREQUISITES: At least five years of health center experience
PROGRAM LEVEL: Intermediate to Advanced
DURATION OF TRAINING: 2 days

14.5 CPE and 12.25 CEU in the "Specialized Knowledge" category

Financial Operations Management Level 3

FOM 3 is designed to provide established CEOs, CFOs, COOs, Controllers, Finance Managers, and accountants with high-level approaches to concepts of management and leadership, leveraging data for decision-making, creating high-performing teams, and defining the principles of an effective compliance program for health centers.

LEARNING OBJECTIVES
- Distinguish between the concept of leadership and management and explain how both are necessary to drive operational and strategic performance.
- Analyze data using metrics to make financial and operational decisions.
- Use provider incentive programs to drive performance.
- Identify elements of an effective compliance program and develop an appropriate compliance work plan for your health center.

DELIVERY METHOD: Group Live or Virtual
PREREQUISITES: At least five years of health center experience
PROGRAM LEVEL: Advanced
DURATION OF TRAINING: 2 days

13.8 CPE and 11.75 CEU in the "Specialized Knowledge" category

Health Center Operations

Practical Art Of Health Center Operations (PAHCO)

This workshop is a basic level training that delivers proven strategies, techniques, and best practices to enhance health center operations. The agenda is designed by, and for, Chief Executive Officers, Chief Operating Officers, Practice/Clinic Managers, Data and Informatics Analysts, and other clinical and non-clinical managers and supervisors. The sessions demonstrate how health centers can improve the patient experience by ensuring appropriate staff.

LEARNING OBJECTIVES
- Identify ways to improve patient flow to enhance patient satisfaction.
- Build a population health strategy centered around the organizational strategic and operational plans, and patient needs
- Create an action plan for ongoing operational compliance
- Accurately complete insurance carrier enrollment applications.
- Customize best practices and daily habits to grow as effective health center leaders.
- Understand various clinic-wide roll-out techniques and their associated pros and cons.

DELIVERY METHOD: Virtual
PREREQUISITES: None.
PROGRAM LEVEL: Basic
DURATION OF TRAINING: 2 days

9.8 CPE and 8.25 CEU

Cultivating Health Center Operations (CHCO)

Cultivating Health Center Operations is an intermediate to advanced level training for health center operations leaders and managers. You will learn techniques to align the right people, processes, and places to support operational efficiencies and responses to an ever-changing environment.

LEARNING OBJECTIVES
- Utilize habit-helper tools and checklists to achieve long-term impact with change initiatives.
- Apply best practices for organizational discipline and growth.
- Explain how Uniform Data System (UDS)tables can inform decision-makers for strategic planning and growth of services.
- Leverage data to support best practices for tracking quality, costs and improving the overall patient experience.
- Identify opportunities to improve communication and workflows between operations and finance teams.

DELIVERY METHOD: Virtual
PREREQUISITES: At least five years' experience in health center operations and/or management
PROGRAM LEVEL: Intermediate to Advanced
DURATION OF TRAINING: 2 days

9.8 CPE and 8.25 CEU

Elevating Health Center Operations (EHCO)

Elevating Health Center Operations (EHCO) is NACHC's only operations training to provide critical components of operational success. Health center C-Suite/Senior leaders who attend EHCO can discover the keys to the quadruple aim of enhanced patient experience, improved population health, reduced costs and improved work life of all health center employees. In addition to a deep dive into key elements of health center operations, the program offers a unique opportunity for busy leaders to network and build relationships with industry peers.

LEARNING OBJECTIVES

- Learn strategies for facilitating operational plans that are tied to the organizational strategic plan. These include interdepartmental alignment, conflict facilitation, prioritization of initiatives and resource allocation.
- Learn how to develop a risk assessment strategy to identify, prevent and manage privacy and security risks in the organization.
- Hear and learn what some elevated health centers are doing to reach patients through remote patient monitoring and virtual care.
- Learn the importance of their health center's brand in their communication techniques and how to implement successful strategies to drive positive engagement.
- Review case studies from health centers and understand barriers and strategies to effective strategic operational planning.
- Hear how the expectations of employees have changed and what steps to take to improve recruitment and retention efforts now and in the future.
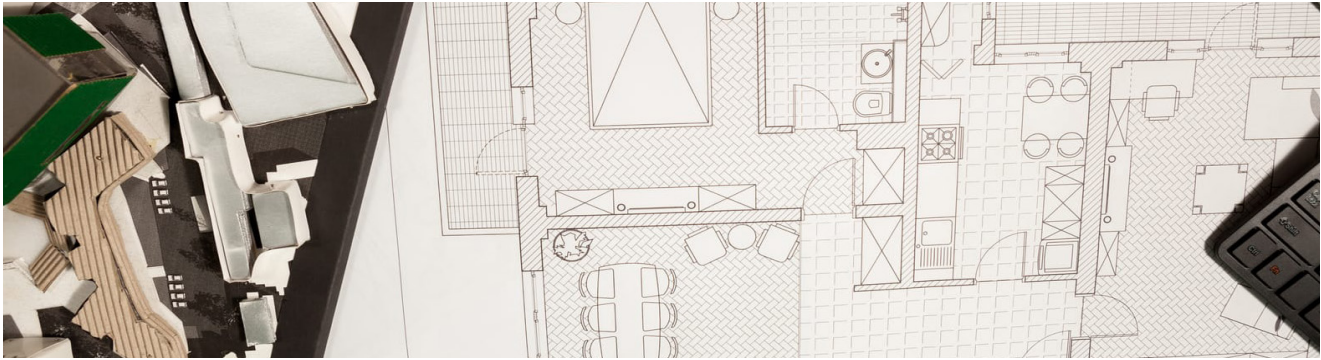
DELIVERY METHOD: Virtual
PREREQUISITES: At least five years' experience in health center operations and/or management
PROGRAM LEVEL: A minimum of five years working in the health care sector in an operations, management, or administrative role.
DURATION OF TRAINING: 2 days

9.9 CPE and 8.25 CEU

All event details are subject to change.

Health Center Growth & Development

Introduction To The Health Center Program:
Tools For Building And Enhancing Your Health Center

This two-day event provides a comprehensive, nuts-and bolts training for leaders and organizations seeking a true foundational course on the Health Center Program. This   training workshop is specifically targeted to new, veteran, and future health center leaders seeking a foundational overview of HRSA's Health Center Program Requirements and promising practices.

LEARNING OBJECTIVES
- Outline HRSA's Health Center Program Requirements and key compliance pain points.
- Describe components of operating and financing a Federally Qualified Health Center;
- Interact with health center industry experts/colleagues and learn what makes your health unique

DELIVERY METHOD: Virtual
PREREQUISITES: None.
PROGRAM LEVEL: Basic
DURATION OF TRAINING: 2 days

10 CEU

Webinar Series: Preparing For HRSA's Operational Site Visit

This unique 3-part webinar series features the perspective of three independent OSV reviewers with years of experience conducting HRSA OSVs, including virtual OSVs during the COVID-19 pandemic. Each faculty member – a current fiscal, governance, and clinical reviewer – will provide practical tips and promising practices for ensuring not just a successful OSV but for achieving and maintaining a state of continuous compliance.

LEARNING OBJECTIVES
- Describe HRSA's process and tools for assessing compliance with the Health Center Program Requirements.
- Identify at least three pain points and/or areas of conditions found through the OSV.
- Implement a specific strategy or process for ensuring continuous compliance.

DELIVERY METHOD: Virtual
TARGET AUDIENCE: This webinar series is aimed at health center operational staff involved with preparing for the OSV. This includes compliance officers, practice/site administrators, CEOs, CFOs, COOs, CMOs, board members, and other staff involved with OSV preparation.
DURATION OF TRAINING: 3 two-hour webinars over consecutive days

All event details are subject to change.

Leadership Development and Career Advancement

NACHC Leadership Institutes

The NACHC Leadership Institute is a six-month training program for C-Suite leaders of health centers to learn with and from peers, and hone health center-specific leadership skills. The institute includes expert-led courses, practice-based case studies, mentorship from experienced FQHC leaders, peer networking, and personal assessment to build self-knowledge. The particular focus of each institute will vary, depending on the needs of the field.

LEARNING OBJECTIVES: Specific learning objectives are tailored to each institute's target audience. The particular focus of each institute will vary depending on the specific needs of the field and will remain grounded in NACHC's health center C-Suite core competency models.

DELIVERY METHOD: Group, In-Person and Virtual
WHO SHOULD ATTEND: Health center executives who seek to elevate their individual competencies to become more strategic in their role.
DURATION OF TRAINING: 2-day in-person kickoff, followed by monthly interactive webinars during the 6-month program, and a final in-person closing session.

Leadership Subscription Service

NACHC's leadership subscription service is designed to provide a consistently spaced leadership development journey across ten months of the calendar year. The subscription program is grounded in a participant's individual leadership skills and behaviors, making this cohort-based program uniquely personal. Through nine monthly modules, a personal leadership assessment, and one-on-one coaching, participants will explore their unique tendencies through the power of neuroscience to enhance their leadership performance.

Participants will explore their individual assessment results during a one-on-one coaching session scheduled with a PRISM® certified coach, gaining valuable insight into their personal leadership strengths and opportunities for growth that will be further enriched through the monthly content sessions.

LEARNING OBJECTIVES:
- Develop an understanding of behaviors, motivations, and individual beliefs related to their leadership style.
- Replace limiting beliefs with enabling ones through managing emotions, feelings, and behaviors.
- Be more responsive, adaptable, and innovative in their leadership role at the health center.
- Create holistic strategies and build a team committed to achieving them.
- Motivate each team member to reach their potential.

DELIVERY METHOD: 9 online modules, PRISM® assessment, and one-on-one coaching

The Five Functions Of High Performing Teams

The Five Functions of High Performing Teams invites health center c-suite teams to learn and practice healthy, effective team behaviors together. Over two days of in-person training, participants will explore a model for organizational teamwork based on the New York Times Bestseller, *The Five Dysfunctions of a Team*, and put learning into action with exercises and real-life decision making.

LEARNING OBJECTIVES
- Recognize and adopt the behaviors, expectations, and responsibilities of healthy team dynamics.
- Practice and experiment with new tools for fostering team trust, encouraging productive debate, and making commitments to team decisions.
- Gain strategies for continuing team development after the conclusion of the training.

DELIVERY METHOD: Group, In-Person
PREREQUISITES: The Five Functions of High Performing Teams is for health center c-suite or equivalent leadership teams to attend together. Teams must be between 3-8 people. Participating teams must include the CEO/Executive Director and at least two other executive level staff.
PROGRAM LEVEL: Intermediate
DURATION OF TRAINING: 2 days

Creativity & Wellbeing: A Harmonious Union to Improve Health Centers' Organizational Culture of Employee Wellbeing

Join the Association of Clinicians for the Underserved (ACU) STAR2 Center and the National Association of Community Health Centers (NACHC) for a two-part webinar series exploring the role creativity plays in advancing employee well-being at health centers. The inclusion of art and other creative endeavors in the workplace can serve as a respite for the ongoing mental health struggles—such as moral distress, moral injury, and compassion fatigue—that remain prevalent among health center staff. This webinar series will explore the intersection of art and healing as a key aspect of building a resilient, empowered, and engaged workforce. It will also provide firsthand accounts from various health centers that embraced creativity as a key part of their organization's culture of wellbeing.

LEARNING OBJECTIVES
- Understand the "why" behind using creativity to improve employee wellness.
- Identify the key role health centers and their leadership play in advancing the wellbeing of staff using creative outlets.Gain strategies for continuing team development after the conclusion of the training.
- Apply principles of justice, equity, diversity, and inclusion (JEDI) to the development of wellness programs centered on art and wellbeing.
- Discover key steps to implementing a creativity and wellness program at your health center.

DELIVERY METHOD: Virtual
PREREQUISITES: None
PROGRAM LEVEL: Basic
DURATION OF TRAINING: 2 webinars

All event detials are subject to change.

Coaching Services For Staff

NACHC is excited to offer career and leadership coaching services to all health centers, primary care association, health center-controlled network, and partner agency employees to support personal and organizational growth, development, and sustainability.

Research has repeatedly found that leaders who receive coaching are viewed as significantly more effective and tend to be more satisfied in their jobs. A coach builds a trusted, confidential relationship to help clients increase self-awareness, improve critical thinking skills, accelerate learning, improve team performance, and support sustainable organizational change (*www.CCL.org*).

BENEFITS OF COACHING
- Increase Employee Retention
- Build Leadership Bench Strength
- Improve Productivity
- Increase Learning Retention and ROI

OUR PARTNERS

CEEK LLC offers a diverse roster of executive, leadership, and career coaches certified by the International Coach Federation (ICF) to help you and your colleagues achieve their full potential. You or your team will be paired with a CEEK coach based on the professional development objectives that you identify when you register.
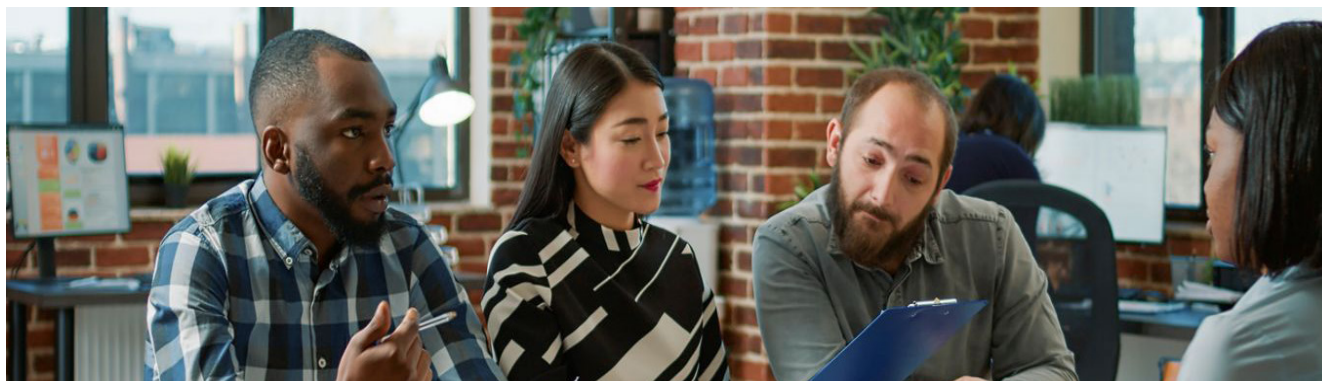
Governance

Board Chair Leadership Program

This five-part virtual program addresses the role of the board chair, the board chair-CEO partnership, board meeting facilitation, navigating conflict, board chair succession planning, and more. The Board Chair Leadership Program is designed to provide an interactive and action-oriented learning experience through engagement with experienced board chairs, fellow participants, and subject matter experts. Participants will engage in small group discussions and consider various case studies as part of this program.

LEARNING OBJECTIVES
- Identify goals for board chair term.
- Apply strategies related to effective board meeting facilitation.
- Discuss techniques to enhance board governance and navigate group dynamics.

DELIVERY METHOD: Virtual Cohort Program
PREREQUISITES: Participants must either be a new board chair or a board chair-elect (or equivalent). An understanding of health center board roles is required.
PROGRAM LEVEL: Intermediate/Advanced
DURATION OF TRAINING: 5 virtual sessions (1.5 hours each)

Board Member Boot Camp

Designed with the needs of new health center board members in mind, Board Member Boot Camp provides an introduction to the role of the board and responsibilities of board members. The program provides an overview of board roles, quality and financial oversight responsibilities, as well as an introduction to advocacy for new health center board members and CEOs.

LEARNING OBJECTIVES
- Learn three major categories of board roles: Strategy, Oversight and Policy, and Board Functioning
- Identify the importance of the board and CEO partnership
- Discuss specific board scenarios

DELIVERY METHOD: In-person
PREREQUISITES: None
PROGRAM LEVEL: Beginner
DURATION OF TRAINING: 1 day

WWW.NACHC.ORG

Contact trainings@nachc.org or call 301-347-044