



NATIONAL ASSOCIATION OF  
Community Health Centers®

# National Health Center Training and Technical Assistance (T/TA) Needs Assessment

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## 2024 Project Summary & Findings

National Office Hour  
January 31, 2025



# THE NACHC MISSION

## America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.



# Today's Agenda

1. Welcome, Housekeeping, and Introductions
2. Project Background
3. Project Methodology
4. 2024 Findings
5. Dissemination of Findings: Products and Timeline
6. Panel Discussion
7. Next Steps & Evaluation



# Welcome, Housekeeping, & Introductions

# Welcome & Housekeeping

## 1. **We welcome your questions!**

Please use the Question & Answer function for any questions (not the chat).

## 2. Staff will be monitoring and can answer via chat or indicate if they will be answered live.

# Learning Objectives

1. **Understand** a brief history and intent of the National Health Center T/TA Needs Assessment
2. **Learn** key findings from the 2024 Assessment reporting on the top T/TA needs reported by health center respondents
3. **Discuss** strategies and approaches for implementing results for T/TA delivery

# Meet the Team

## Speakers

- **Gina Capra, MPA** – Chief Education Officer, NACHC
- **Kate Kennedy, MPH** –Senior Associate, JSI, Inc
- **Marianne Mabida, MPH** – Senior Technical Associate, JSI, Inc
- **Lacie Emmerich, MPH** – Manager, Needs Assessment and Program Evaluation, NACHC

## Q&A Contributor

- **Rachel Heinz, MPH, BSN, RN** – Director of Programs, Health Center Association of Nebraska



## Project Background

Gina Capra, MPA

Chief Education Officer, NACHC

## **New Effort - Per HRSA/BPHC 2016 Notice of Funding Opportunity (NOFO):**

The National Resource Center (NRC) for Health Center T/TA, in collaboration with all HRSA-funded National Training and Technical Assistance Partners (NTTAPs), must design and conduct a consolidated, streamlined national health center T/TA needs assessment to inform the development of operational T/TA needed by health centers to advance health center access, quality and impact.

### **2017- 2020, 2020-2023**

2018 + 2021 T/TA Needs  
Assessment Development,  
Fielding + Findings

### **2023 Prelim Scan**

2023 Pop-Up Wall + Virtual  
Listening Moments  
Development, Fielding +  
Findings

### **2023-2025**

2024 T/TA Needs  
Assessment Redesign,  
Fielding, Findings

# Background: National Health Center T/TA Assessments 2018, 2021

- **2018** - BPHC requires all NTTAPs to do a single, consolidated national T/TA needs assessment every three years
- Assess T/TA needs across the “new” BPHC Advancing Health Center Excellence Domains:
  - Operational Domains:**
    - Governance and Management
    - Workforce
    - Financial Sustainability
  - Service Domains:**
    - Quality, Patient Care, and Safety
    - Patient Experience
    - Access and Affordability
    - Community Health and Health Related Needs
- **2021** – BPHC requires all NTTAPs to collaborate again; include additional Emergency Management Domain; fielding delayed due to COVID-19 response

2018 Top 3 T/TA Needs	2021 Top 3 T/TA Needs
<ol style="list-style-type: none"> <li>1. Value-Based Health Care Transformation</li> <li>2. Workforce (Recruitment + Retention, Leadership, Management)</li> <li>3. Clinical (Behavioral Health, Quality, Oral Health)</li> </ol>	<ol style="list-style-type: none"> <li>1. Quality, Patient Care + Safety</li> <li>2. Workforce + Development</li> <li>3. Access + Affordability</li> </ol>
2018 Products	2021 Products
<ul style="list-style-type: none"> <li>• Final Report</li> <li>• Fielding Guide</li> <li>• State Profiles for PCAs</li> <li>• Summary Infographic</li> </ul>	<ul style="list-style-type: none"> <li>• Final Report</li> <li>• Fielding Guide</li> <li>• State Profiles for PCAs</li> <li>• Summary Infographic</li> <li>• Deep Dive Topical Analysis</li> </ul>

# 2023 Preliminary Scan - Listening Moments Design Approach Facilitated In-Person Pop-Up Wall

## Events (Physical Pop Up)

- 1) NACHC CHI Conference (August 2023)
- 2) NACHC FOM-IT Conference (October 2023)

## Participants

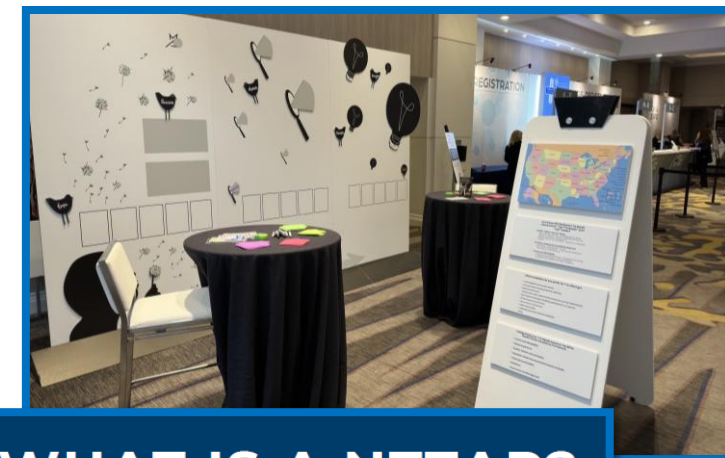
- 57 individuals from 27 states + Puerto Rico
- ✓ 51% Executive Leadership
- ✓ 32% Administrative/Operations
- ✓ 11% Board Member
- ✓ 7% Provider Team
- ✓ 4% Spanish Speaking

## Metrics

- Role + Location (Map)
- Emerging + Urgent Needs
- T/TA Gaps
- Methods + Modalities for Receiving T/TA
- T/TA Success

## Top Themes

- AI + Cybersecurity (e.g., How to Keep Personal Connection, Health Education, Training, Policies/Procedures)
- Siloed Department/Functions (e.g., Clinical + QI/QA + Admin)
- Workforce (e.g., wellness, recruitment/retention, general skills, management/supervisory skills, staff + leadership succession)

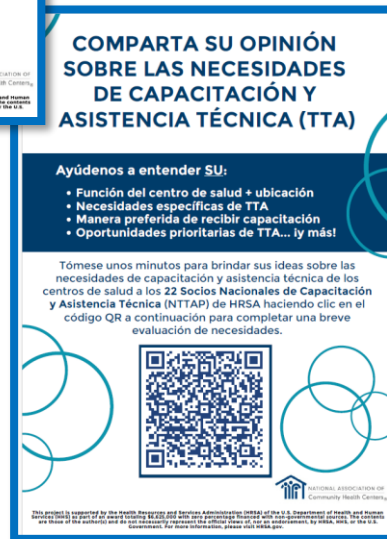


## WHAT IS A NTTAP?

Funded by HRSA's Bureau of Primary Health Care (BPHC), the **22 HRSA National Training and Technical Assistance Partners** (NTTAPs) provide subject matter expertise through the development, delivery, coordination, and evaluation of **FREE training and technical assistance (TTA) offerings to health center grantees + look-alikes.**

# 2023 Preliminary Scan - Listening Moments Design Approach

## Virtual, Online Opportunity



### Online Fielding

- August – December 2023
- NNOHA + East Coast Migrant Stream Forum Events
- Available in English + Spanish

### Participants

- 317 respondents from 39 states + Puerto Rico
- ✓ 51% *Executive Leadership (over 55% Clinical Provider)*
- ✓ 27% *Frontline Staff*
- ✓ 13% *Mid-Level Manager*
- ✓ 2% *completed in Spanish*

### Metrics

- Role + Location (Map)
- Health Center Size (Patient Panel + Number Clinics)
- Health Center Services + Populations Served
- Current + Emerging T/TA Needs, Modes + Modalities

### Top T/TA Needs, etc.

- Health Center Excellence Framework: Workforce
- TTA Based On: Topic
- Length of T/TA Offering: 1 – 2 hrs
- Modality: E-Learning/Online Self-Paced Modules
- Current Needs: Improving Job Satisfaction and Staff Wellbeing + Developing a Comprehensive Staff Retention Plan
- Emerging Needs: Workforce

@NACHC    



## Project Methodology

Kate Kennedy, MPH  
Senior Associate, JSI

Marianne Mabida, MPH  
Senior Technical Associate, JSI

# Purpose

To better understand and address health center training and technical assistance (T/TA) needs, challenges, and priorities.

To inform the development and delivery of T/TA provided to health centers by National Training and Technical Assistance Partners (NTTAPs), Primary Care Associations (PCAs), and Health Center Controlled Networks (HCCNs).



# Background

- Developed in partnership with the all-NTTAP Needs Assessment Working Group (NAWG), the Bureau of Primary Health Care (BPHC), and four PCAs (California, Michigan, Nebraska, and Rhode Island).
- Based on the BPHC Health Center Performance Framework and the 2021 National Health Center T/TA Needs Assessment tool.

January - May 2024

NAWG, BPHC, and JSI revised and updated the 2021 National Health Center T/TA Needs Assessment tool

June 2024

33 health centers from 18 states and one territory participated in the needs assessment pilot

Aug. 19 - Nov. 1, 2024

National fielding of needs assessment

# Fielding Strategy

- Distributed marketing email blasts, newsletter blurbs/banners, social media postings, and cover letters to health center program contacts and related partners.
- Posted content on the National Health Center Clearinghouse pages, in the BPHC Primary Care Digest, and on NTTAP, PCA, HCCN, and partner websites.
- Shared printed posters/fliers and postcards at NACHC's Community Health Institute (CHI), NACHC's Finance, Operations Management/IT (FOM/IT) conference, and other NTTAP and PCA in-person conferences and meetings.

# Methodology

- Inclusion criteria required that participants submitted the needs assessment in Alchemer (assessment platform), completed at least one question across the nine T/TA domains, and were employed at a Health Center Grantee or Look Alike.
- Respondents were required to select the state in which their health center is located, whether or not they anticipated needing T/TA for each domain, and the sources of T/TA they have used within the past year. All other questions were optional.

## The assessment...



Was available in English and Spanish



Featured definitions of keywords and a comprehensive glossary of terms

# Limitations

- Response Rate
  - Length of survey (survey fatigue)
  - Outreach relied heavily on health center CEOs
- Limited ability to identify duplicate responses as we did not require identifying information to ensure confidentiality



# Analysis

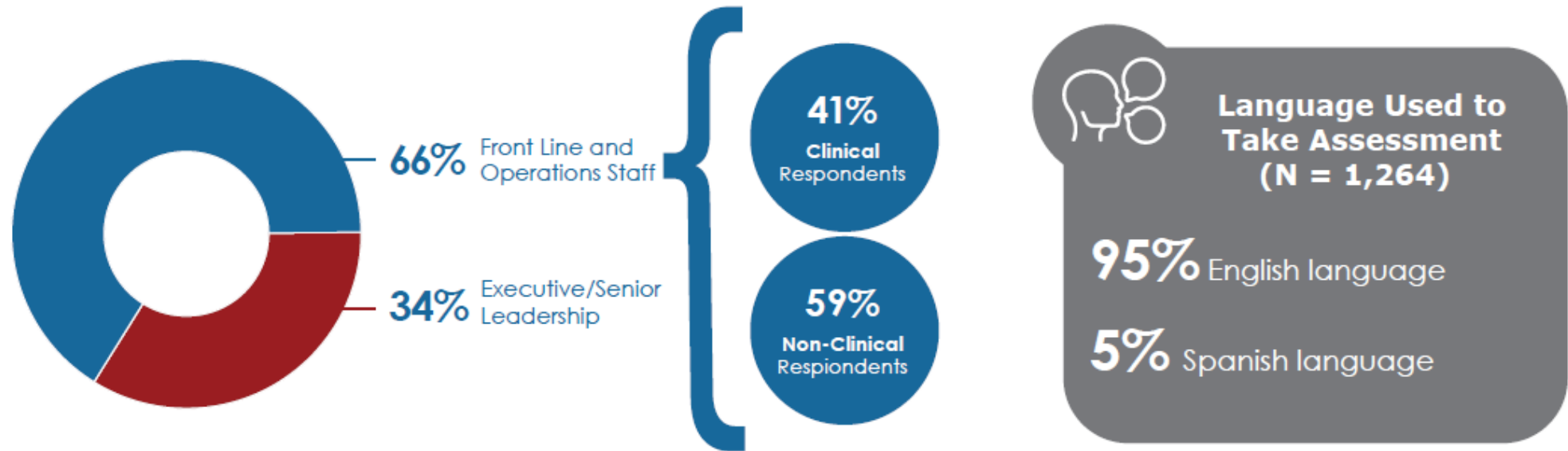
- The final dataset contained 1,264 individual response records.
- Responses were examined at both the individual level and the health center level. Respondents were not required to share the name of their health center, so only those who provided a health center name were included in the health center level analysis.
- Three data sources were used for the purposes of this needs assessment analysis:
  - 2024 National Health Center T/TA Pilot Needs Assessment data
  - 2024 National Health Center T/TA Needs Assessment data
  - 2023 UDS data



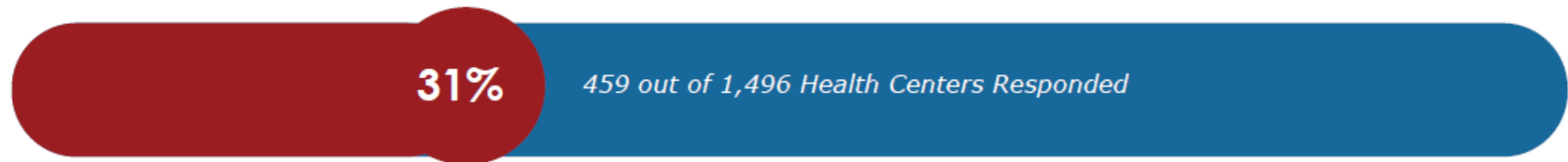
2024 Findings:

Response Rate and Top T/TA Needs

## Total Individual Responses: 1,264



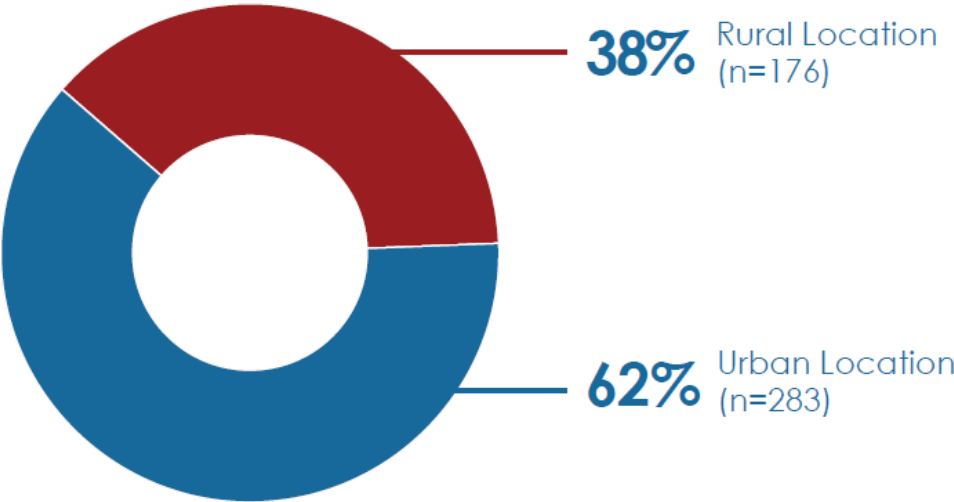
## Total Unique Health Center Grantee and Look Alike Responses: 459



# Response Rate by Location and Health Center Size

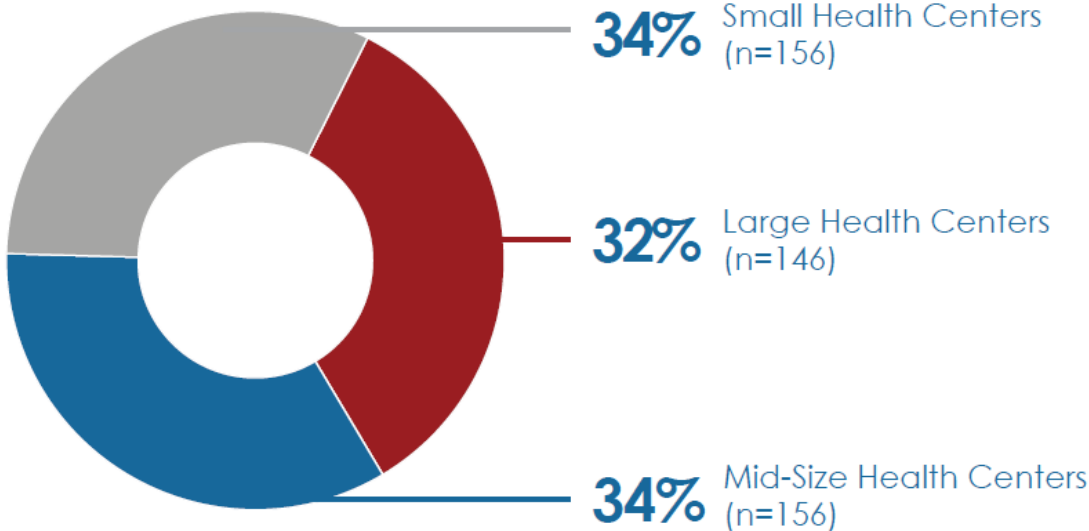
## Health Center Location (N=459)

Categorized based on 2023 UDS Designation\*




## Health Center Size (N=459)

Based on number of patients.  
Small <10,000; Mid-size 10,000-25,000; Large >25,000



\*It is important to note that some health centers have multiple sites that may serve both rural and urban populations; for the purposes of this needs assessment, they were categorized based on their designation.

# Top T/TA Needs by Specific Topic: Workforce

<b>WORKFORCE (N=812)</b>				
<b>T/TA Topic</b>	<b>Specific T/TA Need</b>	<b>n</b>	<b>Percent</b>	
	Build Effective Processes for Recruiting	615	76%	
	Management	Support professional development for young professionals and early to mid-career staff	553	68%
	Recruitment & Retention	Develop organizational strategies to reduce staff burnout	551	68%


# Top T/TA Needs by Quality, Patient Care, and Safety



## QUALITY, PATIENT CARE, AND SAFETY (N=749)

T/TA Topic	Specific T/TA Need	n	Percent
Intersection of Clinical Care & Community Health	Learn about emerging clinical topics and best practices for working with certain groups of patients	544	72%
Data Collection & Use	Use data to guide and improve clinical quality, operations, and health center finances	521	70%
	Collect and use Enabling Services data to improve patient outcomes	464	62%

# Top T/TA Needs by Community Health and Health Related Needs



**COMMUNITY HEALTH AND HEALTH-RELATED NEEDS (N=743)**

T/TA Topic	Specific T/TA Need	n	Percent
Assess and address the needs of patients who are	Experiencing housing insecurity	510	73%
	Experiencing lack of transportation (including access to public transportation)	508	73%
Improving Health Outcomes	Build programs and partnerships to address health-related needs and improve health outcomes	507	68%

# Preferred T/TA Modalities (N=1,239)



E-learning or online-  
self-paced modules

**77%**

National training  
workshops or webinars

**53%**

Small cohort, tailored services  
(e.g., learning collaborative)

**43%**

# Top Three Five-Year Outlook T/TA Needs (Based on Open Text Responses)

**Recruitment  
and Retention**

**Financial  
Sustainability**

**Expansion  
of Patient  
Services**



2024 Findings:

Health Center Demographics

# T/TA Needs by Size of Health Center

**Table 2. Top Specific T/TA Needs for Small Health Centers (n=157)  
within Technology and Finance**

Domain	Sub-Domain	Specific T/TA Need	%
Technology	Electronic Health Records (EHRs)	Optimize your health center's EHR	50.3
	Cybersecurity	Respond to an organizational cyber attack	45.9
	Health IT	Transition to UDS+	46.5
		Understand and use UDS+	45.9
		Increase data literacy	45.9
Finance	Value Based Care	Implement best practices and strategies to prepare for transformation and payment reform	47.8
	Finance	Revenue Cycle Management	43.9
		Medicaid Prospective Payment System (PPS) reimbursement	43.3

# T/TA Needs by Geographic Location

<b>GEOGRAPHY</b>	<b>COMMUNITY HEALTH AND HEALTH RELATED NEEDS</b>	<b>FINANCE</b>
Urban	79.2%	66.8%
Rural	72.2%	72.2%

# T/TA Needs by Health Center Role

- **Executive leadership** reported higher T/TA needs than frontline and operations staff.
- **Non-clinical staff** reported a higher T/TA need than their clinical counterparts.
- Executive leadership selected a need for **Workforce T/TA** (80.5%). This was also the top T/TA need among frontline and operations staff (55.9%) and non-clinical staff (58.8%).
- The top T/TA need among **clinical** staff was **Access and Affordability** (54.9%).

# Finance T/TA Needs

Table 3. Finance T/TA: Differences Among Health Centers Serving Public Housing Populations			
T/TA Sub-Domain	Specific T/TA Need	Receive Public Housing Primary Care Funding	Do not Receive Public Housing Primary Care Funding, but serve 5% or more patients in or near public housing
Finance	Revenue cycle management	27.5%	49.6%
Value Based Care	Implement best practices and strategies to prepare for transformation and payment reform	37.5%	53.0%
	Organizational readiness to engage in value-based payment environments	30.0%	47.8%

# Compared to 2021 Needs Assessment

- Similar individual response rate, lower health center response rate.
- Top T/TA Needs:
  - Workforce, Quality, Patient Care, and Safety continue to be a critical need
  - Community Health and Health Related Needs replaced Access and Affordability in a top spot compared to the 2021 needs assessment
- 2021 Lessons Learned
  - Questions were reorganized to enhance response rates for high-priority topics
  - Skip logic was introduced to reduce the number of questions irrelevant to certain respondent groups



Dissemination of Findings:

Products and Timeline

Lacie Emmerich, MPH

Manager, Needs Assessment and  
Program Evaluation, NACHC

# Dissemination of Findings



- National Report
- Infographic
- State/Territory Profile Reports
- Topical Reports: *(available June)*
  - HC by Patient Panel Size
  - HC Staff Type
  - HC Look-Alikes
  - Public Center/Entities
  - Geographic/Urban/Rural

Visit: <https://www.nachc.org/resource/national-training-and-technical-assistance-needs-assessment/>

# Product Spotlight: State/Territory Profiles

Each state with 5 or more responses will receive a state profile with results that include:

- Health Center and Respondent Characteristics
- Top T/TA Needs across all nine domains



# Panel Discussion

# QUESTIONS?

**To stay connected  
or to contact our  
team, please reach  
out to us at  
[trainings@nachc.org](mailto:trainings@nachc.org)**





## Next Steps & Evaluation

# Next Steps

1. **Upcoming: National Audience Activity:** NACHC is interested in hearing from PCAs and health centers who are using National T/TA Needs Assessment data in their work. **Please reach out to us to learn more:**  
[trainings@nachc.org](mailto:trainings@nachc.org)
2. Please share your feedback on today's Office Hour by completing our post-session evaluation:
  - Scan the QR code
  - Visit the link in chat
  - Complete in your browser after today's session ends



## Session Evaluation

# THANK YOU!

**This program is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$6,625,000 with 40 percent financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](http://HRSA.gov).**



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