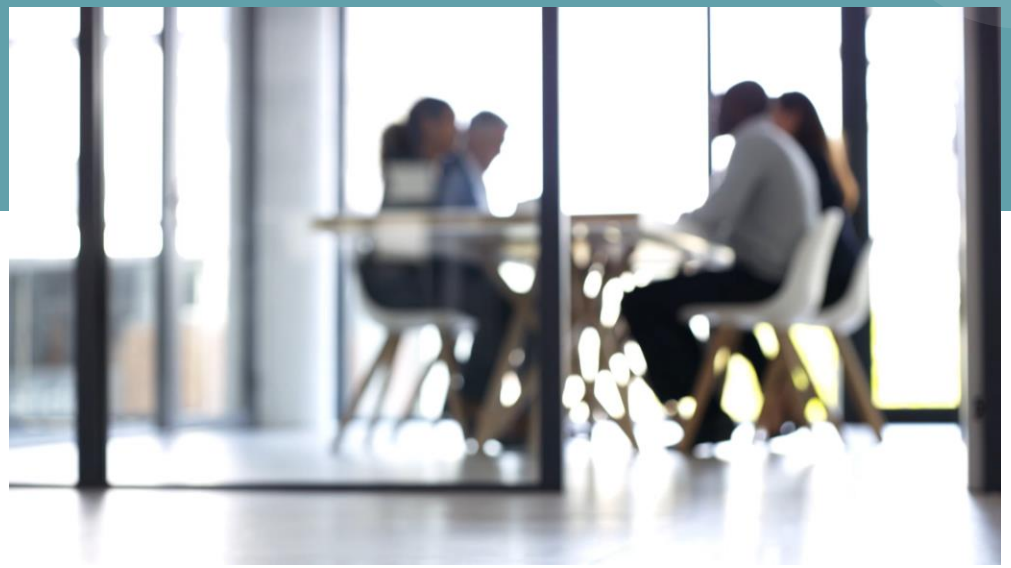
Training the Next Generation Series Part 1: Building the Business Case For Health Professions Education & Training



Wednesday, May 14th, 2025

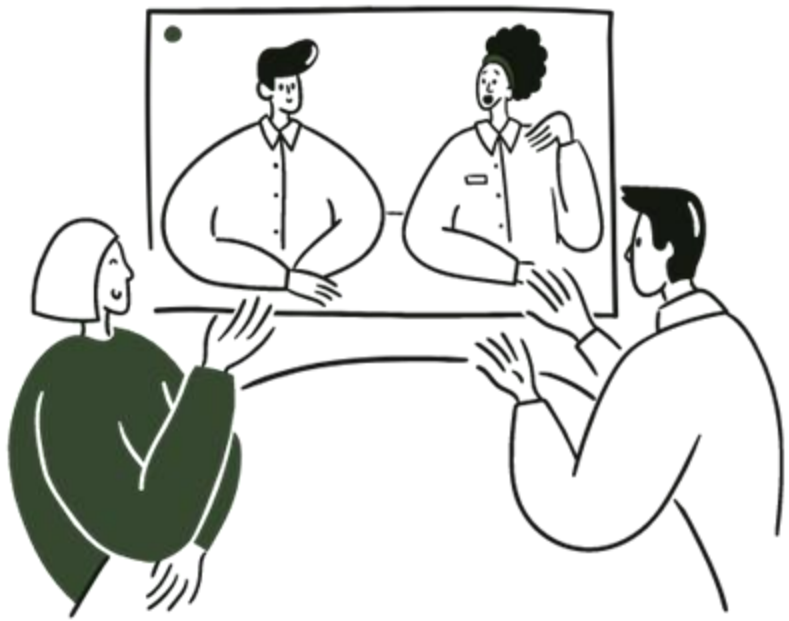
Presented by Robyn Weiss, PT, M.Ed
Director of Workforce Development and EHCI
The Northwest Regional Primary Care Association

EHCI THE EDUCATION HEALTH CENTER INITIATIVE

COMMUNITY HEALTH CARE ASSOCIATION of New York State

Housekeeping

- Participants have been muted to prevent background noise.
- Use the chat box to type questions during the webinar.
- This webinar is being recorded and will soon be available to all participants along with a copy of the slides.
- A webinar evaluation will be shared with participants after the session.



Objectives

- Build the business case for why health centers should invest in health professions education and training (HP-ET)
- Assess readiness to implement HP-ET programs utilizing tools and best practices
- Increase knowledge and confidence to implement replicable models

Survey Responses

- Number of EHCI Survey Respondents – 37 through the State of Alaska
  - 7 respondents within the organizations C-Suite
  - **Role Type Breakdown**: 51% Administrative; 30% Clinical; 19% did not answer

Top 3 Priority Challenges

- Capacity (e.g. Staffing Shortage, Lack of Willing Preceptors)
- Funding
- Time for coordination and planning of implementation

Describe how learning about workforce and HP-ET programs could benefit your organization and/or your role within the organization:

- Understanding the value and the business case of HP-ET
- Staffing Shortages

What takeaways would you like from a webinar on workforce and health professions education training programs?

- HPT Programs
- Return on Investment

Why is workforce development planning so critical to community health centers?

- HRSA high priority
- Operating challenges
- High demand for primary care workforce
- Access to care

Operating Challenges

- Appointment access
- Provider capacity
- Aging workforce – burnout/retirement
- Attracting talent
- Long term retention
- Providers/staff to reflect the community
- Employee engagement

Return On Investment

Increased employee satisfaction → retention = less turnover

Reduced turnover saves money. Employee turnover is expensive!

Increased efficiency. New providers have up to 6 months learning curve with EHRs

Economic impact to community

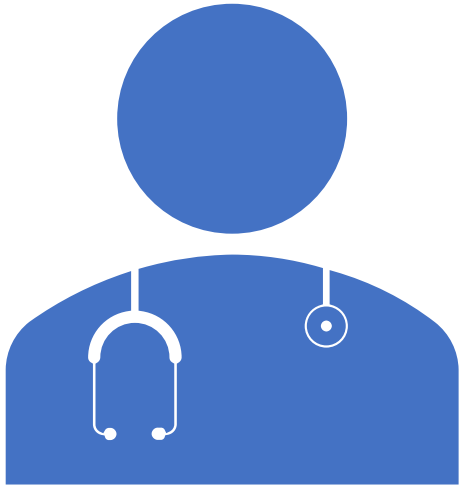
A family physician has an economic impact of $1,435,904/year* in its local community in Texas.

Greater access to care

Pipeline of candidates = less time to fill open positions

* EHCI TACH GME analysis 2022

Return on Investment
Employee Turnover



Costs start at 30% of annual pay and can reach up to ~200% of annual pay for physicians.*

- Direct costs include:
  - Severance costs – severance pay, exit interviews
  - Temporary coverage – temporary staffing, current employee coverage
  - Recruiting costs – advertising, search fees, interviewing, background checks/other screening, and possibly relocation/candidate travel
  - Training – orientation time, technology training, credentialing, uniforms, other on-the-job training

Association of American Medical Colleges. (2021). The Complexities of Physician Supply and Demand: Projections from 2019 x 2034. https://www.aamc.org/news-insights/press-releases/new-aamc-report-confirms-growing-physician-shortage 2 Spet, J., Coffman, J., & Geyn, I. (2017). California's Primary Care Workforce: Forecasted Supply, Demand, and Pipeline of Trainees, x 2016-2030. Healthforce Center at UCSF.

Return on Investment Employee Turnover

Indirect costs include:

- Lost productivity for departing employee and for current employees covering vacant position
- Employee morale
- Reduced quality, errors, and waste during new employee's learning curve. Depending on the job, new employee could take 1-2 years to reach full productivity.
- Decreased productivity while new employee is ramping up to full capacity

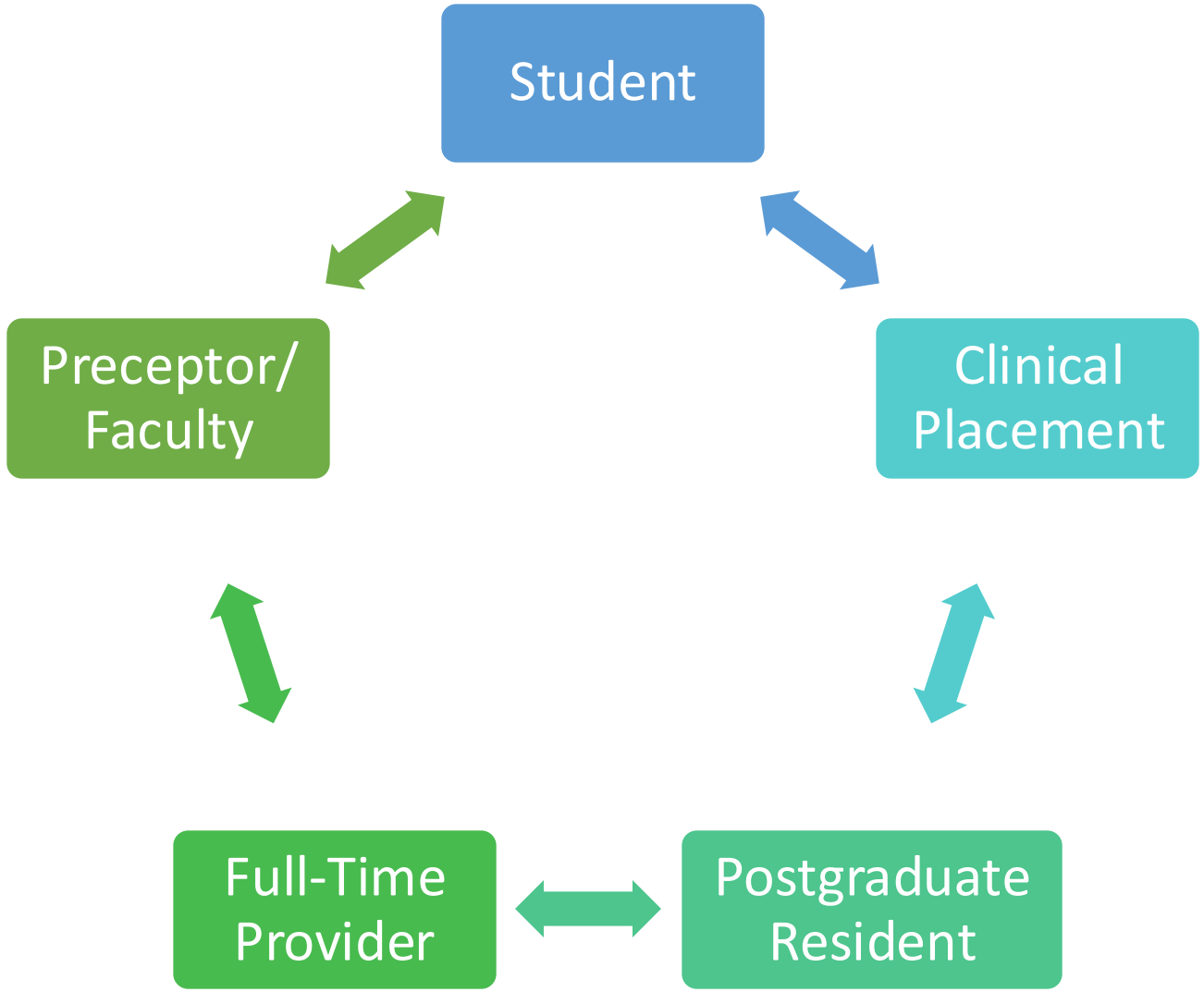
Does Strategic Workforce Development Planning Make Business Sense?

Definitely! Qualitatively:

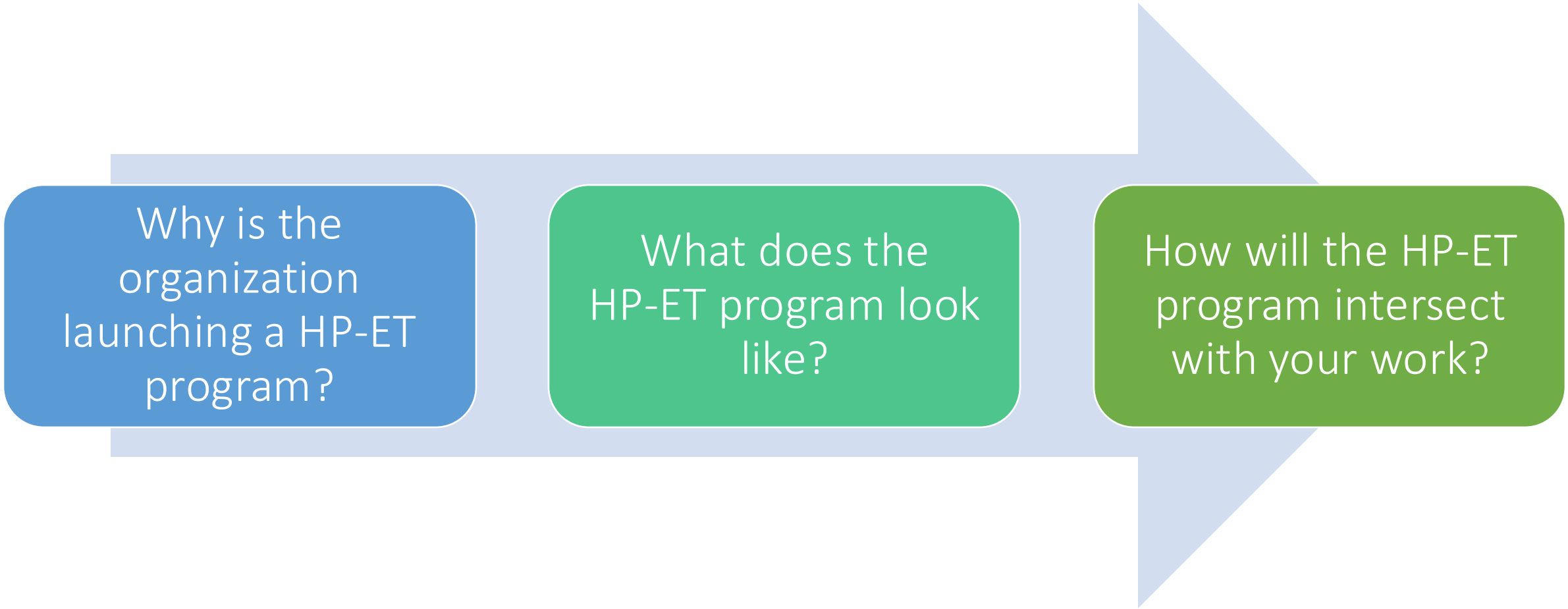
- Fully staffed clinic, particularly with a stable workforce = Increased patient satisfaction
- “Halo effect” of HP-ET – public perception that teaching institutions are higher quality and thus more highly regarded in their communities.
- Local experience and institutional history/patient history/relationships walk out the door with employees.
- The “Multiplier Effect” – Engaging employees leads to higher employee satisfaction which in turn increases retention and supports recruitment.



Developing a Clinical Workforce



Organization Communication



Stakeholder Analysis

Stakeholder

- Has something to gain/lose through outcomes of the project
- Has a powerful bearing on outcome of the project
- Is affected by the project

Stakeholder Analysis

- Define ways to engage stakeholders to maximize positive impact
- Identify who needs to know about the project
- Develop how the project should be presented/framed
- Assess opinions/thoughts about the project

Stakeholder Grid

Interest

Measures to what degree the stakeholder is likely to be affected by the project and what degree of interest or concern they have in/or about it

Influence

Measures the influence they have over the project and to what degree they can help achieve or block the desired change

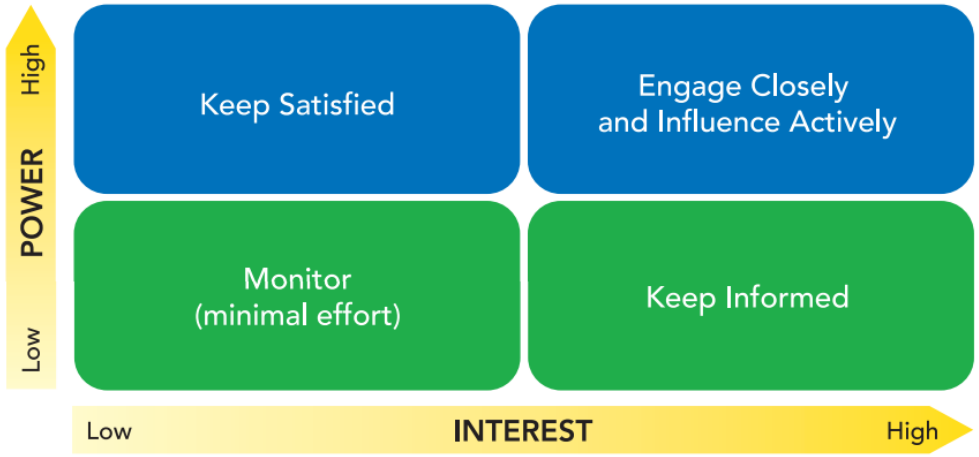
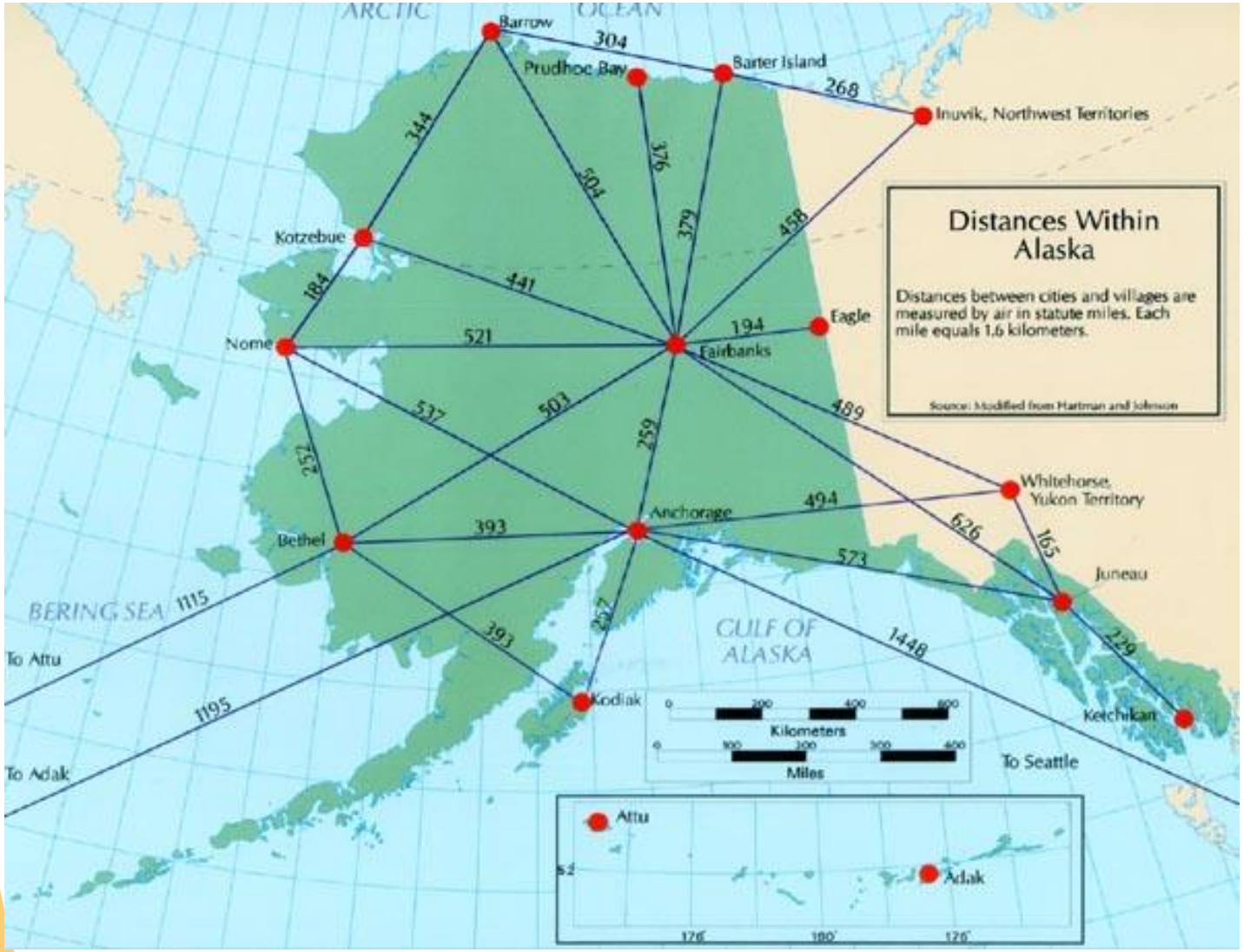


Figure 3.2: Stakeholder Analysis. Adapted from Mendelow's Stakeholder Power-Interest Matrix (1991)

Stakeholders with high influence and interests aligned with the project, are the people it is important to fully engage and bring on board.

Program Delivery Challenges & Perspective



- 600,000+ Alaskans live in remote communities (**82%** of the population)
- Only **14%** of Alaskan Communities are connected to other communities or on the "Road System"
- Est. **45%** of CHC patients are remote



Continental United States: 1,868,591 Sq. Miles

Alaska: 566,432 Sq. Miles

Texas: 262,970 Sq. Miles

Community Guided Approach: Needs Assessment

Alaska Primary Care ASSOCIATION

APCA has recently developed a Workforce Committee specifically focused on recruitment and retention. APCA hopes to finalize a digital community needs assessment that will be sent to CHC's to allow the communities to provide input and guidance for the types of training programs most helpful to their regional needs.

Kodiak, AK recently piloted this draft needs assessment to target their specific workforce challenges and training needs. Their participation helped identify:

- Named key community stakeholders
- Community centers, libraries, rec facilities
- Local health organizations
- Seasonal planning conflicts (commercial fishing, subsistence needs, tourism)
- Unique community-based representatives (Kodiak Harbor Master)
- Opportunities for communities to add their own training curriculum in partnership with APCA

Solution: “Grow Your Own”

Alaska Primary Care Association



K-12 Programs

- **Area Health Education Center (AHEC)**
- Junior Scrubs Camp (K-8th)
- Healthcare Career Exploration Camps (year-round)



Pre-Apprenticeship

- **PATH Program**
- Industry Recognized Credentials
- Healthcare & Human Services Classes
- Professionalism Courses
- Job Fairs



Community Health Workers

- 9-Month Competency-Based
- Collaboration with CBOs & CHCs
- Community & Peer-Networking



Registered Apprenticeship

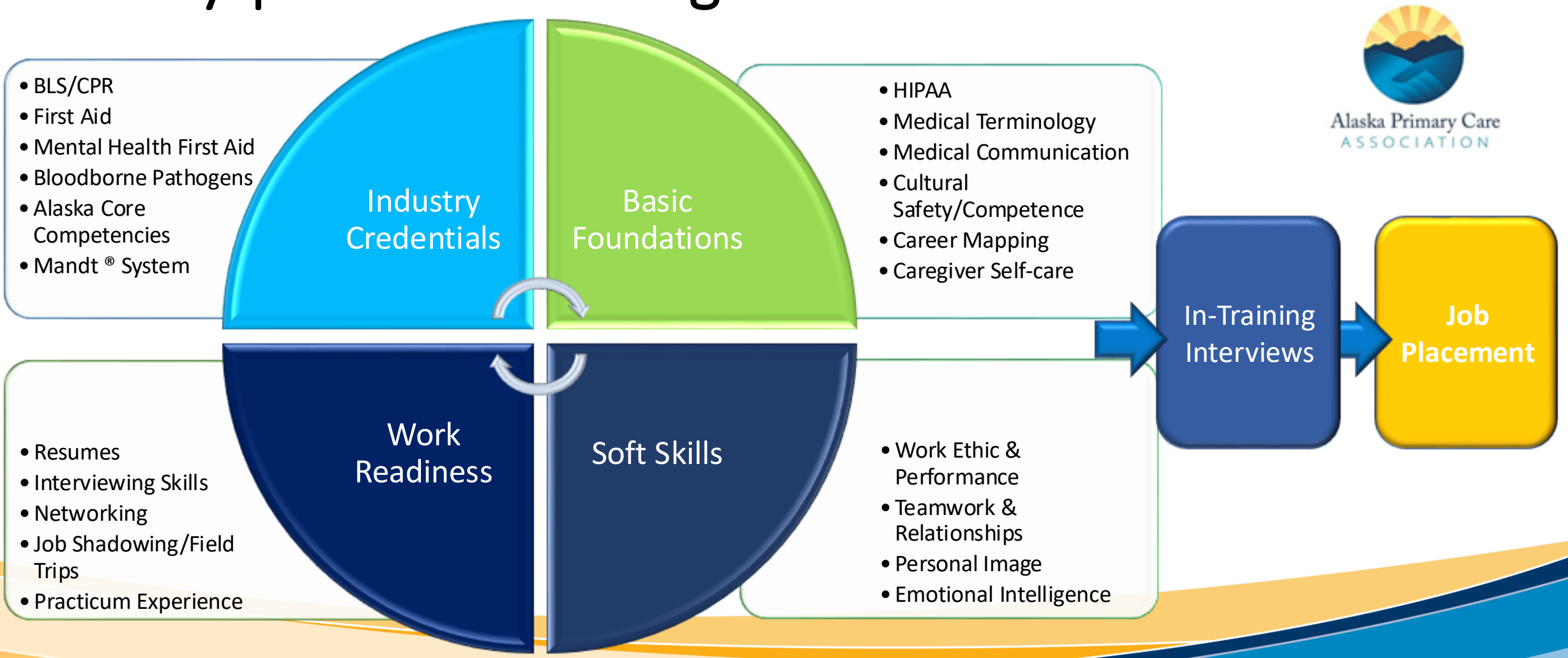
- Dental Assistants
- Pharmacy Technicians
- Direct Support Professionals
- CHWs
- Medical Assistants
- Medical Admin
- EHR Specialists
- Billing & Coding



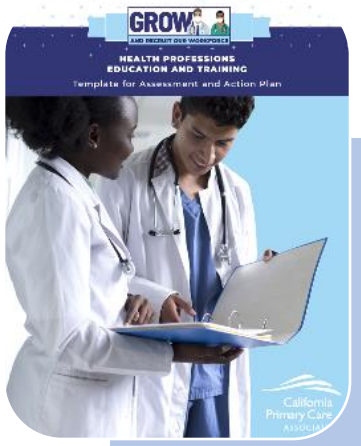
Clinical Providers

- Recruitment
- In-house Training
- Continuing Education, Loan Repayment, Retention

Preparing Alaskans for Training in Health Care (PATH) Academy | 2-Week Training



Alaska Primary Care ASSOCIATION



Health Professions Education & Training Template for Assessment
Full title: Health Professions Education and Training Template for Assessment and Action Plan

This template is designed to help CHCs create a plan that develops health professions training programs aligned with their organizational workforce goals and strategies. While this resource focuses on training development for primary care, behavioral health, and oral health professionals, the template may also be leveraged for positions across the CHC workforce spectrum, including clinical and non-clinical roles.

There is no charge for this item but add it to the cart to complete the complimentary purchase. This product will be available to download immediately after you purchase it. You will have a link on screen after you check out.

https://www.cpca.org/CPCA/Store

Search for Health Professions Education and Training Template

California Primary Care ASSOCIATION

EHCI THE EDUCATION HEALTH CENTER INITIATIVE

CPCA Health Professions Education and Training Template for Assessment and Action Plan: Index

CHAPTER 1: GETTING STARTED - WHY GROW YOUR OWN

Education & Training Models

Process Overview

CHAPTER 2: LAY THE FOUNDATION - BUILDING THE BUSINESS CASE

Elevator Speech

Developing Your Steering Committee

Culture matters

"Across all income levels, the top predictor of workplace satisfaction is *not* pay: It is the culture and values of the organization, followed closely by the quality of senior leadership and the career opportunities at the company."

Harvard Business Review, "What Matters More to Your Workforce than Money," January 17, 2017. https://hbr.org/2017/01/what-matters-more-to-your-workforce-than-money (downloaded 6/18/2021)

Culture matters

A teaching/learning culture is equally as important as the “business case” for HP-ET, because workforce development is good business.

- Increase retention*
- Increase productivity*
- Meet resource requirements – Close “skill gaps”
- Become an Employer of Choice

Managing for Employee Retention, Society for Human Resources Management Toolkit
https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingforemployeeretention.aspx
Downloaded on 6/18/2021

Strategic Workforce Development Planning

Start from where you are

"We'd like to do this, but resources are scarce..."

- Start small – workforce planning is not "all or nothing"
- Make a list of 3 or 4 items that would be beneficial for your CHC
- Choose one to work on



Revise Your Mission Statement

Example from the field: With HP-ET

To deliver safe, accessible, compassionate and culturally competent quality health care services to the people of South Florida while training the next generation of health care professionals.

Community Health Center of South Florida

Miami, FL

Example from the field: Without HP-ET

To improve access to quality, cost effective, comprehensive health care with respect and compassion to under-served community members.

Riggs Community Health Center

Lafayette, IN

Revise Your Mission Statement

Mission Statements: The Next Generation

- To improve access to quality healthcare in our community and demonstrate excellence in all we do, while supporting our employees' professional growth and development and training the next generation.
    - Future Community Health Center Mission

- To provide quality primary care and preventive services to those in need while developing the full potential of our workforce and tomorrow's primary care providers.
    - Future Community Health Center Mission

Questions?

Wednesday, May 28th, 2025

2 – 3 PM ET

Part 2: Resources and Strategies for Implementation of Health Professions Education and Training Programs

- Build the Planning Team
- Criteria for Decision Making
- Program Drivers & Mission Statement
- Administration & Operations
- Funding Opportunities
- Partnerships
- Communications Plan
- Recruiting & Retaining Learners
- Program Evaluation
- Act

EHCI THE EDUCATION HEALTH CENTER INITIATIVE

COMMUNITY HEALTH CARE ASSOCIATION of New York State

You will be forwarded to the survey once the webinar ends.

You will also receive the link in a follow-up email or you can scan below!

Please fill out our evaluation survey!



Completing your survey helps us to provide relevant and helpful information. Thank you in advance!

Thank you!

COMMUNITY
HEALTH CARE
ASSOCIATION
of New York State

chcanys.org

workforce@chcanys.org