COMMUNITY HEALTH CARE ASSOCIATION of New York State

Training the Next Generation Series

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

Wednesday May 28th, 2025

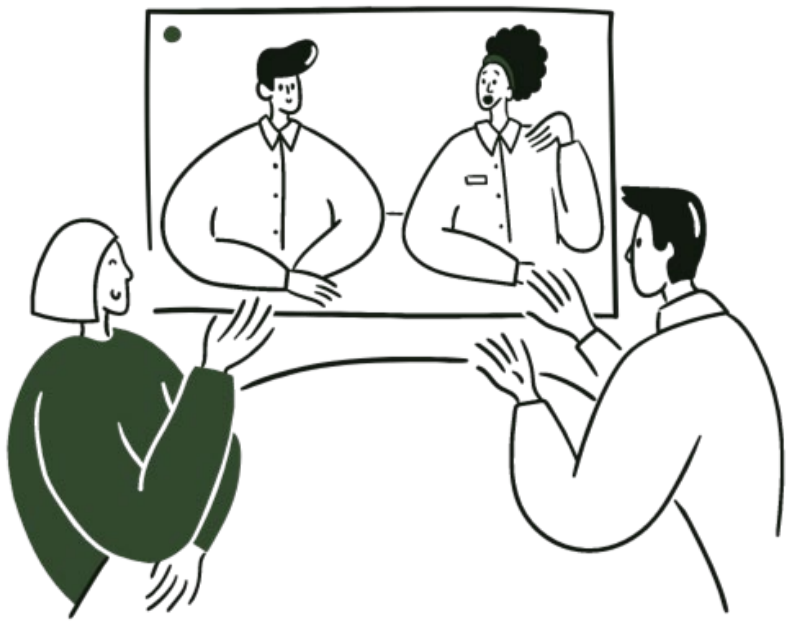
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EHCI THE EDUCATION HEALTH CENTER INITIATIVE

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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

- Effectively communicate the value and impact of Health Professions Education and Training (HP-ET) across all levels of the organization.
- Learn from real-world experiences related to implementation strategies and securing leadership buy-in.
- Strengthen knowledge and confidence in utilizing tools, resources, and emerging best practices to support implementation planning.

Training the Next Generation Series Part 1: May 14th
Building the Business Case For Health Professions Education & Training

- Return on Investment for HP-ET programs
- HRSA Definition of HP-ET Programs: Enhance health centers' capabilities to recruit, develop, and retain their workforce by exposing health and allied health professions students, trainees, and residents to education and training programs at health centers.

Source: State and Regional Primary Care Association Cooperative Agreements Workforce Funding Overview
https://bphc.hrsa.gov/program-opportunities/pca/workforce-funding-overview

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

Important Grow Your Own Program Drivers



Case Study: Virginia Garcia Memorial Health Center Strategic Workforce HP-ET Plan Outline

HP-ET Plan Outline

- **Background Summary**
- Needs Assessment
- Training Program Description
- Implementation Timeline

Background Summary

- VGMHC launched a Strategic Workforce Planning Process in January 2023
- VGMHC's Board recognized that it had a shortage of clinical workforce in all of its 4 clinic sites
- VGMHC set a goal at the Board level to be an "employer of choice"

Virginia Garcia Memorial HEALTH CENTER

https://virginiagarcia.org

The Strategic Workforce HP-ET Plan Outline

HP-ET Plan Outline

- **Background Summary**
- Needs Assessment
- Training Program Description
- Implementation Timeline

Why This Project? Why Now?

- HRSA HP-ET Initiative
- Two month wait for new patients for medical, dental and mental health patients
- Recruitment costs have doubled over the year

Needs Assessment

Identify the "As Is" State

HP-ET Plan Outline

- Background Summary
- **Needs Assessment**
- Training Program Description
- Implementation Timeline

Quantitative & Qualitative Data: Case Study Virginia Garcia

- VGMHC physicians, on average, are seeing 4,700 visits per year
- VGMHC APP's, on average, are seeing 4,500 visits per year
- New patients have an average wait of 2 months to get an appointment for medicine, dental and/or behavioral health visits
- In a recent staff survey, 40% of clinical providers stated they were experiencing burnout
- VGMHC added a 5th clinical site

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Needs Assessment

Asking Those Hard Questions: Environmental Scan

Community Needs

- What is the community that we serve?
- What are their needs for services?
- Are adequate services available to meet those needs in the community?
- If not, where are the gaps?

You should also look at your organization and assess workforce metrics

- What is the turnover rate? What is turnover for employees during their first year?
- What are the vacant positions currently? Over the last three years?
- What is the average time it takes to fill a vacant position?
- What internal information do you have about your current workforce? (i.e., staff survey results, other)
- Based on the data collected, where are you doing well with our staff and where can you improve?
- What would be the impact of the potential improvements and the consequences if they are not addressed?
- What academic institutions and workforce partnerships can you develop?
- Future with technology and it's impact on the workforce.

The Need Statement (AKA The Elevator Speech)

"Virginia Garcia does not have enough medical or dental providers to meet the growing demand of the communities we serve. If nothing is done, thousands of low-income individuals in our community will not receive health care or dental care, resulting in growing numbers with chronic diseases and early death. Through developing VGMC into a teaching institution, we will grow our own workforce and become an employer of choice."



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Long Term Implementation Timeline



1. Transform VGMHC into a teaching organization, sponsoring its own clinical training programs
2. Develop an AEGD Dental residency program
3. Develop a Family Medicine residency program
4. Develop a Nurse Practitioner residency program

Implementation Planning



What is the purpose of an implementation plan?

An implementation plan is a document that outlines the steps your team should take to accomplish a shared goal or initiative. Implementation planning is the counterpart to a strategic plan. If the strategic plan details what strategies you will use to hit a specific goal, the implementation plan is the step-by-step guide for how those goals will be achieved.

The purpose of an implementation plan is to ensure that your team can answer the who, what, when, how, and why of a project before moving into the execution phase. In simple terms, it's the action plan that turns your strategy into specific tasks.

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Benefits of an Implementation Plan

There are many benefits to implementation planning, with the top benefit being an increased chance of project success.

- Implementing a project plan creates a roadmap for executing your project so you can prevent issues from occurring.
- Improved communication between team members and key stakeholders.



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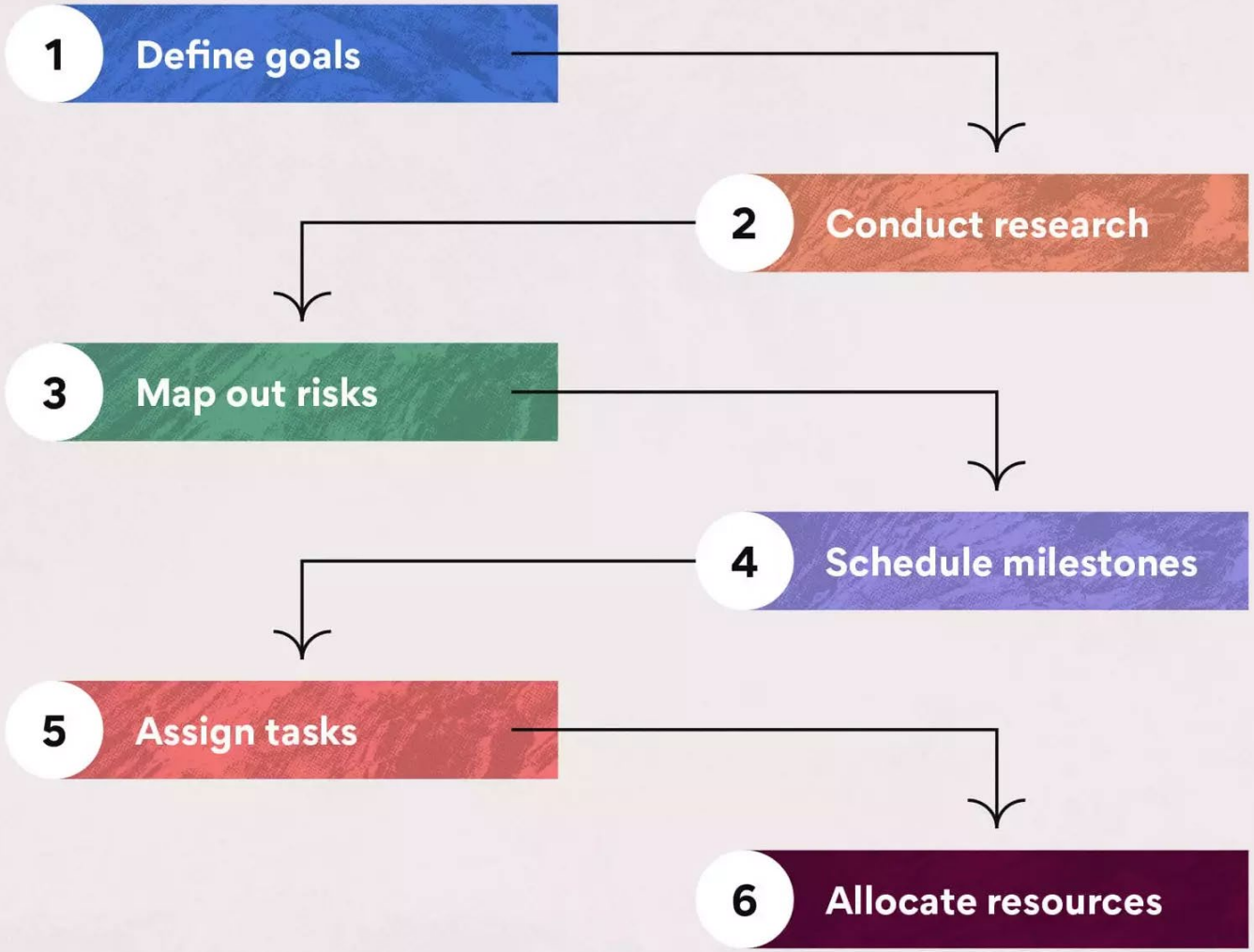
Benefits of an Implementation Plan

- Better organization and management of resources
- Increased accountability for everyone involved in the project
- More structured project timeline and daily workflow
- Easier collaboration between team members
- Going straight into the execution phase without an implementation plan may feel like walking on stage to give a speech without knowing what you're going to say. Preparation is key for top-notch performance.



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How to develop an implementation plan



Source: https://asana.com/resources/implementation-plan

THCGME.org

Roadmap for Teaching Health Center Program Development

STAGE 1 Exploration

Community Assets

Assess community and health center assets.

Leadership

Assemble local leadership and determine program mission. Garner approval from health center stakeholders.

Sponsorship

Identify health center or a GME Consortium to serve as a Sponsoring Institution. Consider financial options and governance structure.

TO ADVANCE TO THE NEXT STAGE:

Make an organizational decision to proceed with investing significant resources in program development. Confirm health center support for program.

STAGE 2 Design

Initial Educational & Programmatic Design

Identify Program Director. Consider community assets, educational vision, resources, and accreditation timeline.

Financial Planning

Develop a budget and secure funding. Consider development and sustainability with revenue and expenses.

Sponsoring Institution Application

Develop preliminary plan with health center training site. Find a Designated Institutional Official and organize the GME Committee application.

TO ADVANCE TO THE NEXT STAGE:

Finalize a draft budget. Complete initial program design. Receive Initial Accreditation as a Sponsoring Institution.

STAGE 3 Development

Program Personnel

Appoint residency coordinator. Identify and obtain commitment of core faculty and other program staff.

Program Planning & Accreditation

Develop curricular plan; health center adaptation strategies; evaluation system and tools; policies and procedures; program letters of agreement; faculty roster. Complete ACGME application and site visit.

TO ADVANCE TO THE NEXT STAGE:

Achieve initial program accreditation – requires successful site visit and letter of accreditation from the ACGME.

STAGE 4 Start-Up

Marketing & Resident Recruitment

Create a website. Register with required systems. Market locally and nationally.

Program Infrastructure & Resources

Hire core faculty and other program staff. Ensure faculty and staff development. Complete any construction and start-up purchases. Establish annual budget.

Matriculate

Welcome and orient new residents.

TO ADVANCE TO THE NEXT STAGE:

Complete contracts and orient first class of residents. Hire all required faculty.

STAGE 5 Maintenance



Ongoing Efforts

Report annually ACGME and the Sponsoring Institution. Maintain accreditation and financial solvency. Recruit and retain faculty. Track program educational and clinical outcomes. Ensure ongoing health center board engagement and performance improvement.



STAGE 1: EXPLORATION

Goal 1.1	Complete community asset and capacity inventory.
Goal 1.2	Assemble a local leadership team.
Goal 1.3	Confirm health center support for program and determine governance structure, engaging other potential financial stakeholders if relevant.
Goal 1.4	Make an organizational decision to proceed with investing significant resources in program development.



STAGE 2: DESIGN

THCGME.org

Goal 2.1	Appoint a Program Director (PD) or a PD in development.
Goal 2.2.	Complete initial program design.
Goal 2.3	Develop Sponsoring Institutional (SI) Application (if the SI is not already accredited).
Goal 2.4	Using initial program design, complete a detailed pro forma for all phases of program development and sustainability with revenues and expenses.
Goal 2.5	In light of the detailed pro forma, refine program design to include final curriculum outline and site mapping.
Goal 2.6	Submit SI application (if the SI is not already accredited).



STAGE 3: DEVELOPMENT

THCGME.org

Goal 3.1	Identify key staff support and core faculty members.
Goal 3.2	Complete specific program planning.
Goal 3.3	Submit ACGME Application.
Goal 3.4	Complete ACGME site visit.
Goal 3.5	Finalize financial plan for the program.
Goal 3.6	Obtain ACGME accreditation.



STAGE 4: START-UP

THCGME.org

Goal 4.1	Develop plan for resident marketing and recruitment.
Goal 4.2	Complete program infrastructure.
Goal 4.3	Establish annual budget (based on earlier pro forma).
Goal 4.4	Fill program positions through the NRMP Match.
Goal 4.5	Matriculate and orient initial class of residents.



STAGE 5: MAINTENANCE

THCGME.org

Goal 5.1	Annually recruit excellent residents.
Goal 5.2	Maintain accreditation.
Goal 5.3	Maintain financial solvency; budget and reconcile budget annually.
Goal 5.4	Recruit and retain faculty.
Goal 5.5	Track program educational and clinical outcomes and ensure ongoing performance improvement, adaptability, and resilience.
Goal 5.6	Contribute to the community of practice in THCs through dissemination of innovations and peer consultation.

Questions?

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Contact Us!

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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!

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