

## Transition Road Map

### **Purpose:**

As one of the prescribed workforce milestones, Care Compass Network (CCN) was required to prepare a Transition Road Map. The purpose of this exercise was to combine the information gathered in the preceding milestones (i.e. Future State, Gap Analysis, Compensation & Benefits Analysis, and Training Strategy) into one cohesive and comprehensive strategic plan for healthcare workforce development as it relates to DSRIP. Health WorkForce New York (HWNY), the contracted workforce vendor, worked to guide and advise CCN through this process. CCN worked closely with the Project Managers (PMs) and the Workforce Development and Transition Team (WDTT) to identify and prioritize workforce needs and to recommend solutions designed to address those needs as outlined in this document.

### **Needs Identified:**

The Gap Analysis process allowed CCN to identify a number of areas in which significant recruitment challenges exist. In examining recruitment challenges, CCN determined solutions often lie the realm of occupational training and preparation of healthcare workers. Enhanced occupational training was identified as a need separate from and in addition to project/organizational work stream training. Additionally, the Training Strategy identified areas in which access to required project/organizational training does not exist and must be developed. CCN further recognized the need for one system to manage recruitment efforts, provide access to training, record participant progress; and track other elements of workforce data reporting. Such a system would further enable the online collaboration of multiple partners across the PPS and the State with respect to managing the transition of the workforce over the course of DSRIP.

Specifically, this system would allow:

- workers to post their resumes and search for available openings;
- HR to post openings and search for available talent across a wide geographic region;
- partner access to a wide spectrum of training offerings;
- the PPS and its partners to track and record participant progress;
- the PPS and its partners to engage and communicate with respect to ever changing workforce needs.

CCN contracted with HWNY to provide the online platform, HWapps, to serve as one point of access for partners to achieve workforce transition as identified above. Plans to fully

implement HWapps at CCN were included in the Transition Road Map as it is considered a major component of CCN's strategy to transition its workforce.

**Action Tables:**

CCN organized its Transition Road Map into a series of tables as follows: Recruitment (Figure 1); Occupational Training (Figure 2); Project/Organizational Work-stream Specific Training (Figure 3); and HWapps Implementation (Figure 4). Each table is designed to provide the reader with an orientation to the issue, the recommended action and party responsible, as well as the timeline by which CCN anticipates implementation will begin.

**Recruitment**

| Recruitment Issue                            | Priority | Recommended Action(s)   | Timeline                        |
|--|----------|---|---------------------------------|
| Peer Support Workers                         | High     | Workforce Lead to work with PMs to identify specific areas of need (i.e. drug, alcohol, etc.) and formulate detailed plan for recruitment.  | Fall/Winter 2016                |
| Care Manager/Coordinator Bachelor's Required | High     | Workforce Lead to work with PMs, WDTT, and specific partners to further identify specific areas of need;<br><br>Workforce Lead to connect with local colleges and employers to identify potential candidates to be recommended for additional training/hire.  | Fall/Winter 2016<br><br>Ongoing |
| Licensed Clinical Social Work                | High     | Workforce Lead to coordinate partner efforts to work with Binghamton University and other SW schools concerning placement of students within Primary Care settings and potential scholarship/stipend for student placements; also WDTT to consider potential sign-on bonus for students who agree to stay for a certain amount of time post-graduation. | Fall/Winter 2016<br><br>Ongoing |

|  |      |  |                        |
|--|------|--|------------------------|
| Psychiatrist                                   | High | CCN to ensure partner resources are leveraged for maximum outcome. Ex: UHS is currently working with SUNY Upstate to bring a Psychiatric Residency to the region; Lourdes is developing a telemedicine program to increase access. CCN Workforce Lead and WDDT to ensure partner efforts are coordinated, maximized, and supported.  | Fall 2016<br>Ongoing   |
| Psychiatric Nurse Practitioners (PNP)          | High | The need for PNPs is expected to be very high throughout New York State. Successful recruitment will require a broad-based approach that includes pipeline work; evaluation of existing academic capacity; and, potentially, economic incentives to increase output and local retention. The Workforce Lead and WDDT will work with local/regional/state partners to address recruitment/retention efforts*. | Winter 2016<br>Ongoing |
| Substance Abuse/Behavioral Disorder Counselors | High | Workforce Lead to identify and connect with local training options and to consider alternative methods of filling this gap (i.e. Licensed Mental Health Counselors). The ultimate goal is for the Workforce Lead to identify the existing training capacity around this function and recommend action through the WDDT for improving output.   | Winter 2016<br>Ongoing |
| Primary Care Physicians                        | High | The need for PCPs is expected to be very high throughout New York State. Successful recruitment will require a broad-based approach that includes pipeline work; evaluation of existing academic capacity; and, potentially, economic incentives to increase output and local retention. The Workforce Lead and WDDT will work with local/regional/state partners to address recruitment/retention efforts*. | Winter 2016<br>Ongoing |

|                         |        |  |  |
|-------------------------|--------|--|--|
| Primary Care NPs        | High   | <p>Workforce Lead to work with WDTT and partners to explore sub-contracting of staff, which has been identified as a successful means of filling existing gaps.</p> <p>The need for NPs is expected to be very high throughout New York State. Successful recruitment will require a broad-based approach that includes pipeline work; evaluation of existing academic capacity; and, potentially, economic incentives to increase output and local retention. The Workforce Lead and WDTT will work with local/regional/state partners to address recruitment/retention efforts*.</p> | <p>Fall 2016</p> <p>Winter 2016</p> <p>Ongoing</p> |
| Staff Registered Nurses | High   | <p>The existing nursing shortage continues to affect partner ability to recruit in sufficient numbers. Successful recruitment strategies depend on a broad-based approach that includes pipeline work; evaluation of existing academic capacity; and, potentially, economic incentives to increase output and local retention. The Workforce Lead and WDTT will work with local/regional/state partners to address recruitment/retention efforts*.</p>   | <p>Winter 2016</p> <p>Ongoing</p>                  |
| Medical Technologist    | Medium | <p>The Workforce Lead will work with the local AHEC to examine an existing program with neighboring PPS partner Bassett Medical Center, which has been successful in enhancing the MT pipeline and localized recruitment.</p>  | <p>Fall 2016</p>                                   |

Figure 1

\*For those occupations in high demand statewide, which require a broad-based approach, including: pipeline development, academic capacity, and economic incentives, CCN will work with other PPSs to leverage existing New York State resources (i.e. the New York State Area Health Education Center System [AHEC]; SUNY/CUNY; Doctors Across New York [DANY], etc.) to better coordinate and leverage existing resources to increase output of these health professions over time.

### Occupational Training

| Training Issue  | Recommended Action   | Timeline  |
|---|--|---|
| Identify desired certification requirements for Peer Support workers.   | WF Lead/Team to work with PMs and Training Subcommittee to further identify: 1) what type of training is required; 2) where such training is currently available; 3) how CCN will access training for Peer Support Workers; and 4) how CCN will make training available to its partners.   | Fall 2016   |
| Identify desired requirements for Care Management/ Coordination Training.   | <p>Workforce Lead to establish Statewide partnerships (i.e. SUNY RP2; SUNY Workgroup for Care Coordination; Center for Health Workforce Studies) to ensure local efforts at establishing Care Coordination curriculum fit within evolving State initiatives.</p> <p>Workforce Lead to work with Training Subcommittee to identify core curriculum needs as well as specialized “tracks” for Care Coordination.</p> | <p>Fall/Winter 2016</p> <p>Ongoing</p> <p>Winter/Spring 2016</p> <p>Ongoing</p> |
| Increase the number of SW students placed in a Primary Care setting as part of their practicum/internship experience. | Workforce Lead to coordinate partner efforts to work with Binghamton University and other SW schools concerning placement of students within Primary Care settings and potential scholarship/stipend for student placements; also WDTT to consider potential sign-on bonus for students who agree to stay for a  | <p>Fall/Winter 2016</p> <p>Ongoing</p>  |

|   |   |                        |
|---|---|------------------------|
|   | certain amount of time post-graduation.   |                        |
| Enhance local efforts to bring additional Psychiatric training to the region. | CCN Workforce Lead and WDDT to ensure partner efforts are coordinated, maximized, and supported with respect to potential Psychiatric Residency and Telemedicine programs currently in development. | Fall 2016<br>Ongoing   |
| Substance Abuse/Behavioral Disorder Counselors                                | Evaluate training capacity per the actions identified in the Recruitment Table above.   | Winter 2016<br>Ongoing |
| Medical Technologist  | Evaluate existing training capacity for potential improvement.  | Fall 2016              |

Figure 2

### Project Specific/Organizational Work-stream Training

| Training Strategies  | Comments   | Recommended Action   | Timeline  |
|--|--|--|-----------|
| Further clarify and prioritize specific training needs and existing resources. | While the general topics, timelines, and audiences have been identified, PM, CC/HL, and IT training efforts should be fully integrated with Workforce to ensure a unified approach. The partner survey with respect to existing training resources netted a low response rate. The Workforce Lead will need to work with the PMs, CC/HL, IT and WDDT to identify quantity/quality of existing resources to | Complete curriculum outline and content acquisition plan no later than 12/31/16. | Fall 2016 |

|   |  |   |                      |
|---|--|---|----------------------|
|   | clearly identify gaps and prioritize needs. The Workforce Lead will also need to work with local/regional/state contacts to ensure training needs are met in the most efficient, cost effective manner possible. |   |                      |
| Create implementation plan to ensure training needs are met in the appropriate timeframe. |  | Workforce Lead works with PMs, WDTT, Partner Engagement, and Partners to ensure specific individuals are identified for training and connected with appropriate training/materials.   | Fall 2016<br>Ongoing |
| Access/Evaluation/Reporting   |  | Workforce Lead works with PMs, WDTT, Partner Engagement and Partners to identify most efficient methods for workers to access training, evaluate training methods, and report/track participant progress. (See HWapps implementation plan below for more detail). | Fall 2016<br>Ongoing |

Figure 3

### HWapps Implementation

| Implementation Issue                            | Recommended Action   | Timeline           |
|---|--|--------------------|
| Ensure Training Data is captured in one source. | Review expectations with PM Team; provide remedial training as needed. | Fall 2016; Ongoing |

|   |  |  |
|---|--|--|
| Ensure Partners are reporting Impact Analysis data correctly. | <p>Webinar for 1<sup>st</sup> Wave reporters;</p> <p>Individual follow through 1<sup>st</sup> Wave;</p> <p>Meet with Partner Engagement to coordinate plans for outreach;</p> <p>Refresher webinar for all reporting partners.</p> | <p>Fall 2016;</p> <p>Fall 2016;</p> <p>Winter 2017;</p> <p>Winter 2017 and ongoing</p> |
| Update CCN specific portal                                    | Meet with WF Lead, Communications Team, and Partner Engagement Team to ensure updates are coordinated with overall CCN efforts.  | Winter 2016  |
| Activate Learning Management System                           | <p>Work with WF Lead to ensure content is acquired and uploaded as needed;</p> <p>Work with Partner Engagement to ensure access;</p> <p>Provide partner introduction via webinar.</p>  | All goals begin Fall 2016 and continue on an ongoing basis.                            |
| Introduce Recruitment Tools and Community Hub to HR           | Work with WF Lead and Partner Engagement to increase access to available tools.  | Winter 2016 and ongoing.   |

Figure 3

**Additional Recommendations:**

CCN efforts to this point have resulted in an approach where various work-streams related to training often occur in silo fashion. Moving forward, the Workforce Lead will need to engage multiple work-streams (i.e. Cultural Competency/Health Literacy; IT; Partner Engagement; the PMO) to ensure training efforts are coordinated effectively. Additionally, the Workforce Lead and



vendor serve as the bridge between the PMO and the WDTT. CCN may wish to consider the “Core Team” strategy adopted by neighboring PPS, the Leatherstocking Collaborative Health Partners (LCHP). Core Teams consist of members from partner organizations and the PMO to ensure communication and cross collaboration on issues of recruitment, training, and workforce reporting.

**Summary:**

Care Compass Network completed a thorough analysis of its workforce needs in consultation with its workforce vendor, HWNY, as well as the Project Management Team and the contracted partners through the Workforce Development and Transition Team. As a result of that process, significant recruitment challenges and training needs were identified, as was the need to employ one online system for managing workforce transition across multiple partners. The actions recommended in this Transition Road map are designed to address the issues identified through the workforce analysis. The recommended timelines were proposed to ensure CCN stays on track with workforce development and, ultimately, to ensure CCN has the workforce needed for successful DSRIP project implementation.