

Workforce Current State Assessment and Gap Analysis

June 30, 2016



Workforce Current State Assessment and Gap Analysis



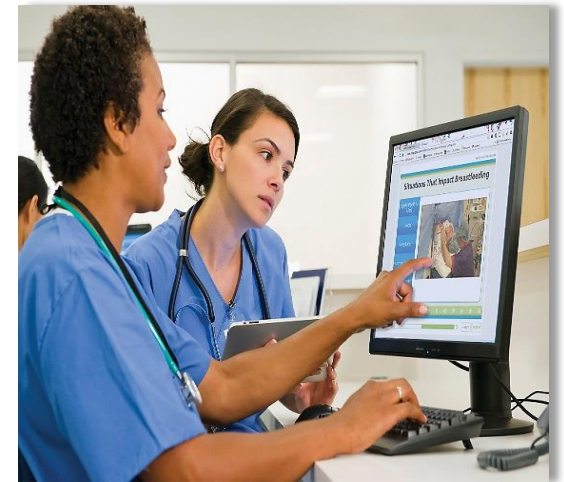
Based on findings from the SCC PPS 2015 Workforce Survey



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Table of Contents

	<u>Page</u>
<input type="checkbox"/> Executive Summary	4
<input type="checkbox"/> SCC PPS 2015 Workforce Survey	5
<input type="checkbox"/> Workforce Current State	10
<input type="checkbox"/> Workforce Target State	17
<input type="checkbox"/> Gap Analysis	21
<input type="checkbox"/> Attrition & Turnover	25
<input type="checkbox"/> Appendix	27



Executive Summary

The vision of Suffolk Care Collaborative (SCC) Performing Provider Systems (PPS) is to become a highly effective, accountable, integrated, and patient-centric delivery system. To achieve this vision, we are committed to restructuring, educating and equipping our workforce to provide comprehensive care to our targeted population. To achieve this objective, we performed a comprehensive Current State Assessment and Gap Analysis of the human capital within our network.

In 2015, we administered a comprehensive Workforce Survey across all three health systems to assess the incumbent workforce. We compared the survey results to our target workforce state projection model to understand and identify the workforce gaps over the 5-year DSRIP period. The findings have provided us with an understanding of where workforce gaps exist, which gaps represent potential risks to our PPS, what actions need to be taken to close the gaps and therefore mitigate any associated risks.

In collaboration with our health systems and partners, we have already begun designing a gap closing strategy and transition roadmap for each DSRIP project. Our gap closing strategy will essentially become our workforce management plan and will outline practical and actionable strategies that can be implemented over the remaining DSRIP years.

This document serves as the official Current State Assessment Report and Gap Analysis for the SCC PPS. It summarizes our workforce survey results, the evaluation of our current workforce state, and the estimation of gaps between the current workforce and future workforce state.



Suffolk Care Collaborative PPS 2015 Workforce Survey

Overview of the 2015 Workforce Survey

Methodology

To meet the objectives of the survey and assessment criteria outlined by the NYS DOH, a comprehensive, electronic survey was designed and used for collecting and analyzing the workforce data. Data were collected through a web-based questionnaire that was emailed to partner organizations across each health system. We used two (2) distinct surveys segmenting the following groups of providers:

1. Primary Care Practices
2. Hospitals, Skilled Nursing Facilities (SNFs), Community Based Organizations, and other provider/facility types

Survey Objectives

The objectives of the SCC Current State Workforce Survey were:

- To determine current workforce supply at the organizational level, and where possible, at the site level for various job categories
- To quantify distinct headcounts and attrition rates of the existing workforce at the position level
- To develop a quantitative model of various job families/job types including Incumbents-Ready Now, Redeploys-Ready Now, Redeploy-Retrains, New Hire & Retrains by Project



Overview of the 2015 Workforce Survey

Survey Questionnaire

A core group of our PPS staff members, representing all three Hubs, collaborated with our workforce vendor to develop the survey questions. The survey questions were tailored to the two provider groups and were based on the DSRIP projects, the population served, and the workforce positions needed to obtain the desired care management outcomes. The survey questionnaire included six sections: 1) General Information, 2) Training, 3) Cultural Competency / Health Literacy; 4) Health Information Technology; 5) Services Provided; and 6) Workforce.

Survey Administration

The survey was administered in two waves and the process included: a pre-notification email letter, the main survey mailing (with pre-populated fields for the Primary Care Practices), and a number of reminder emails and phone contacts by the PPS PMO office to partners who did not respond to the initial email or complete the survey.

The graphic on the right highlights the sections and contents included in our Workforce Survey.

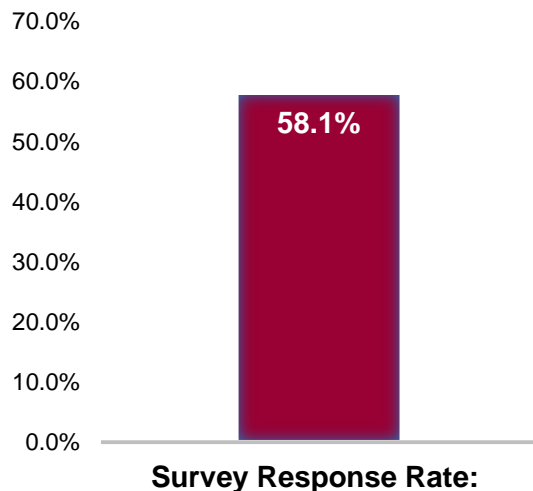
The image shows a screenshot of a survey checklist titled "SCC DSRIP WORKFORCE SURVEY CHECKLIST". At the top left is the Suffolk Care Collaborative logo. The checklist is organized into several sections, each with a heading and a list of items to be checked:

- General Information:**
 - Physical Site/Service Location name and address
 - Organization official name and location
 - Cities (also known as hamlets and villages) where services are provided
 - Hours of service
 - Quality Improvement Process
 - Facility types and services provided
 - Patient Population Served
- Training:**
 - Types of internal employee training provided
 - External training available at your organization
- Cultural Competency / Health Literacy:**
 - Strengths and Challenges
 - Populations Served
 - CC/HL Activities
- Health Information Technology:**
 - Electronic Health Record (EHR)
 - Meaningful Use
 - Regional Health Information Organization (RHIO)
- Services Provided:**
 - Service Location Classification
 - Service Provided by Site
- Workforce:**
 - NYS DOH Workforce Job Categories (*Only complete for positions that are applicable to your site or organization*)
 - Administrative Staff
 - Home Health Care
 - Physician Assistants
 - Nursing
 - Administrative Support
 - Other Allied Health
 - Nurse Practitioners
 - Nursing Care Managers, Coordinators, Navigators & Coaches
 - Behavioral Health
 - Midwives
 - Patient Education
 - Health Information Technology
 - Clinical Support
 - Physicians
 - Social Workers
 - Total number of employees (FT, PT, Hourly, Contractor)
 - Number of employees receiving benefits (FT, PT, Hourly, Contractor)
 - Number of Expected Retirements (FT, PT, Hourly, Contractor)
 - Number of Separations/Terminations (FT, PT, Hourly, Contractor)
 - Number of New Hires (FT, PT, Hourly, Contractor)

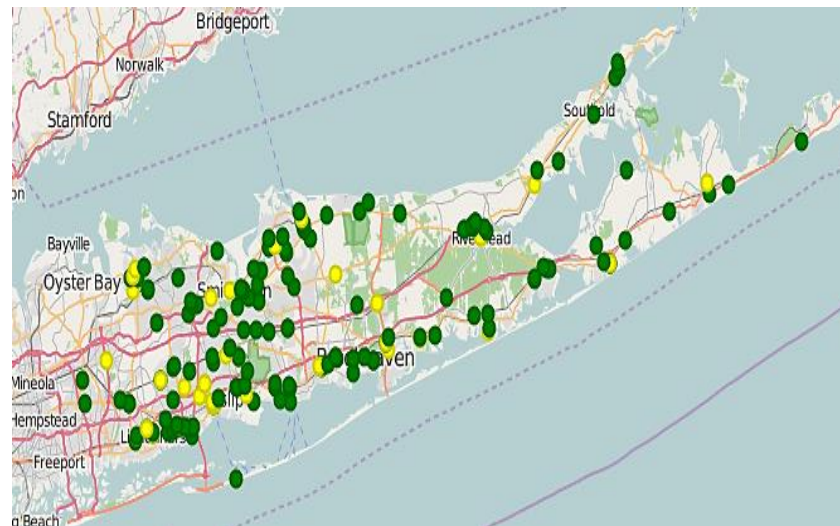
Overview of the 2015 Workforce Survey

Response Rate

We administered a web-based workforce survey to Primary Care Practices on November 1, 2015 and to all other Partners on November 16, 2015. In total, we sent surveys to 267 network partners. The survey was released with an explanatory email, checklist and glossary. Workforce Surveys were accepted through late February 2016 and our partners were provided with technical assistance, as needed. The survey resulted in a total of 155 responses, which included partially completed surveys. An overall response rate of **58.1%** was achieved (155/267).



Suffolk Care Collaborative Partner Sites



-  Survey Received with Responses to all Questions
-  Survey Received without Responses to all Questions

The response rate is a metric of surveys distributed and received and not a measure of completeness or accuracy of the survey data. The map above provides a geographical display of the surveys received with and without responses to all of the survey questions.

Overview of the 2015 Workforce Survey

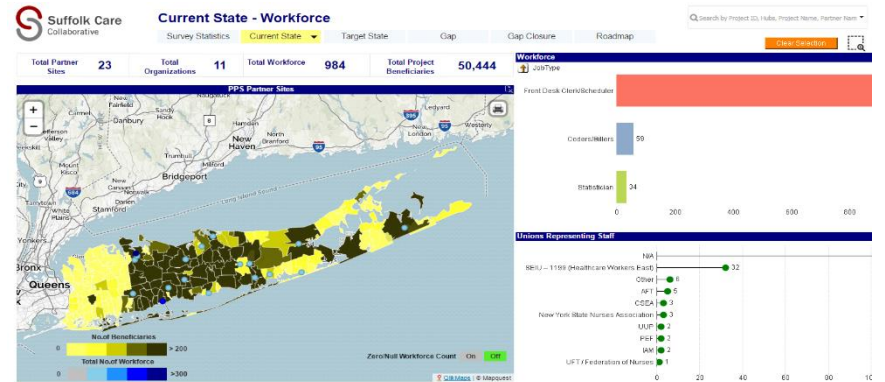
The data collected through our workforce survey is housed in our workforce vendor's Data Analytics Workspace; a protected, web-based tool, which allows querying and filtering of the data to perform standard what-if analyses.

The KPMG Workforce portal **houses, analyzes and visualizes** our data for strategy, planning and reporting

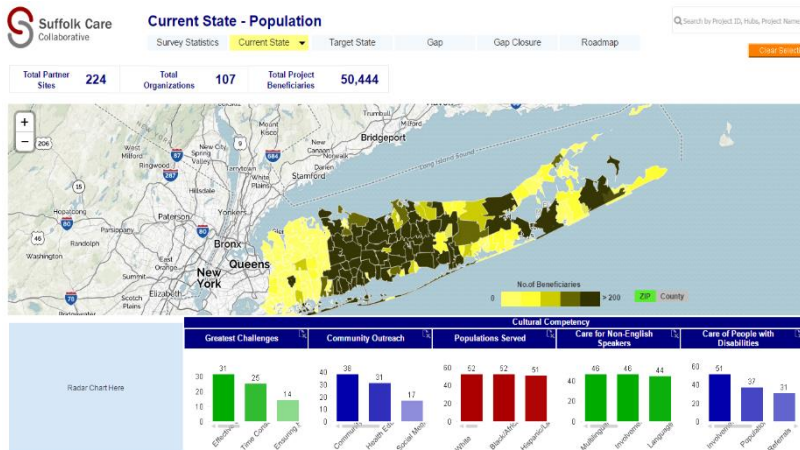
- 01 Survey Statistics
- 02 Current State
- 03 Target State
- 04 Gap Analysis
- 05 Gap Closure
- 06 Transition Roadmap



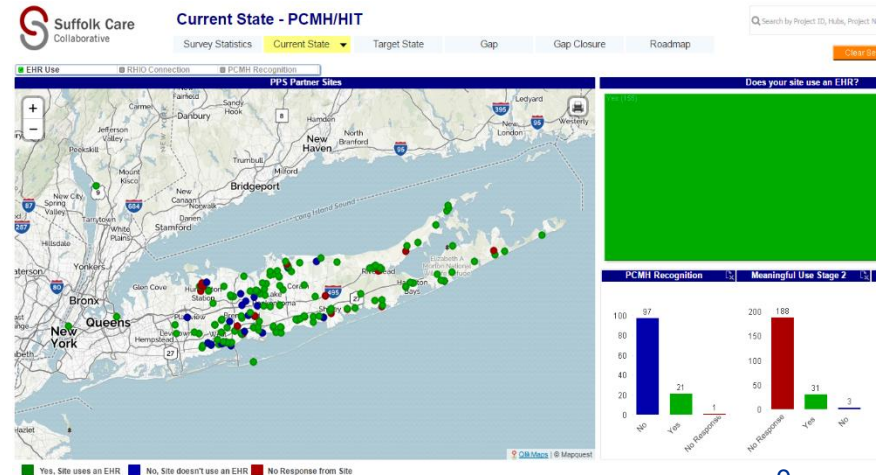
Current state survey findings can be viewed & analyzed for specific partner organizations



Facility types, services provided and PCMH status by partner organizations



Job families, types, and functions; and union affiliation



Suffolk Care Collaborative PPS Workforce Current State

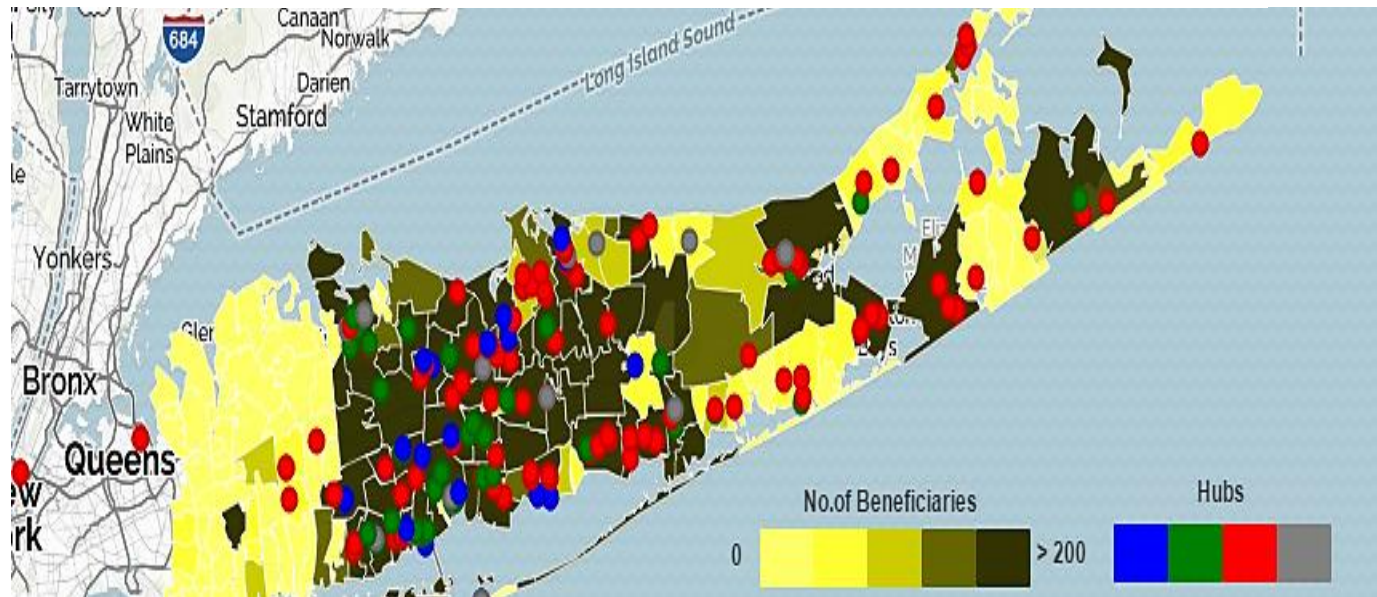
Current State Survey Results

Workforce (Organization Data)

Physical Sites & Service Locations

Our Community Needs Assessment (CNA) used geographic information to identify particular population-based health issues. To align our workforce planning model with the needs of our targeted population, we gathered general information about our partner organizations and their service sites in our workforce survey. Survey respondents were asked to provide information regarding their Physical Site/Service Location and the Cities in which their services are provided. We used this information to strategically determine the areas within our region with the greatest workforce needs based on the location of our attributed population.

Total Partner Sites	224	Total Organizations	107	Total Project Beneficiaries	50,444
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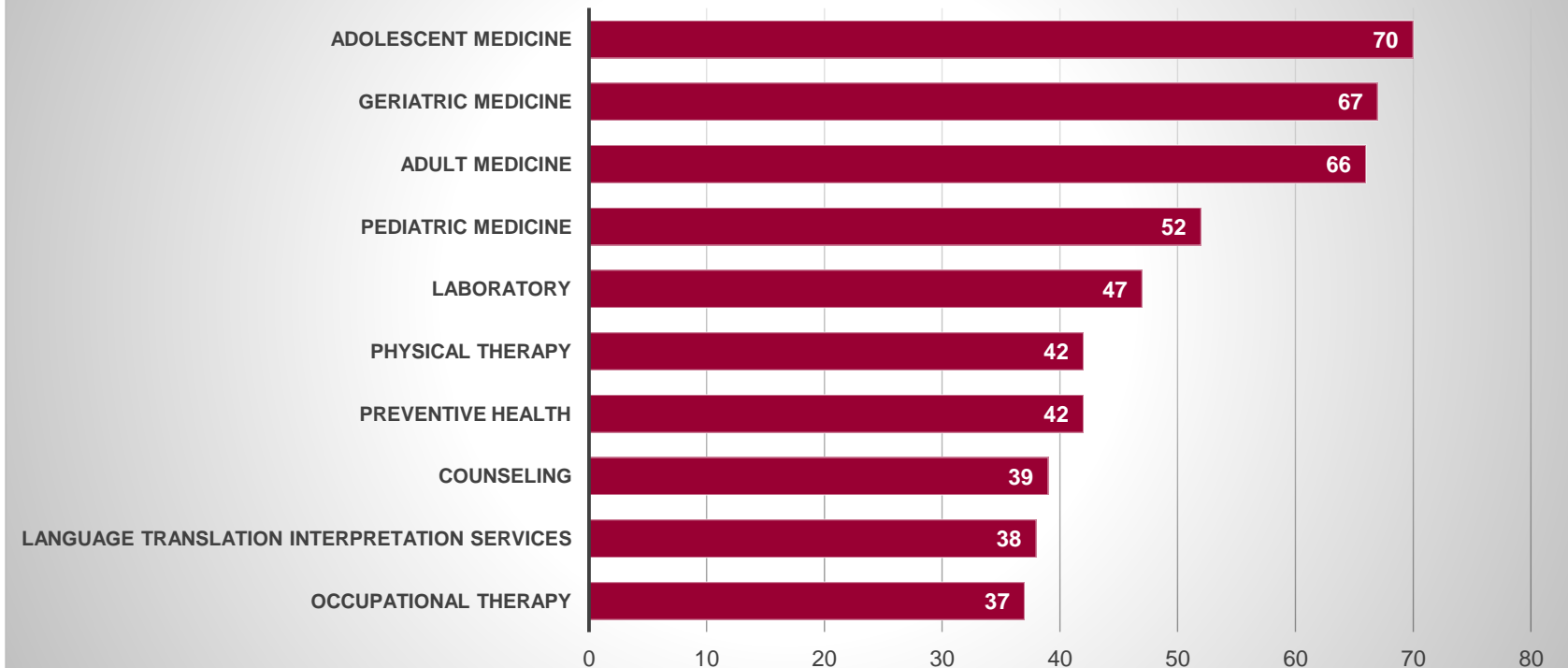
Current State Survey Results

Workforce (Organization Data)

Services Provided

In addition to our geospatial data analysis, we also assessed the type of services provided by our network partners. Understanding the provision of services by partner within key geographical areas enabled us to identify where we had the greatest workforce needs based on the requirements of our DSRIP projects. The top 10 Services reported in the survey align with our three projects estimated to have the highest workforce needs. (i.e. INTERACT, Cardiovascular Disease Management and Integration of Primary Care & Behavioral Health)

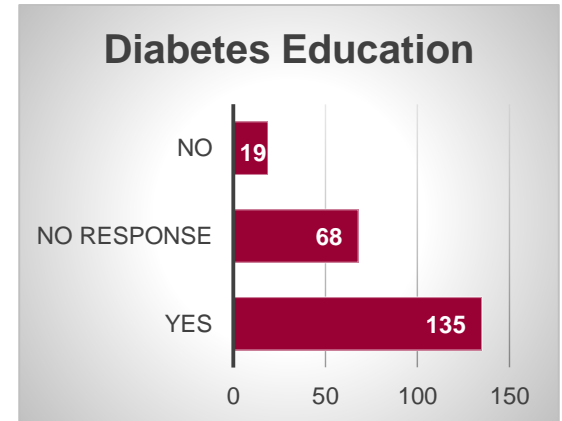
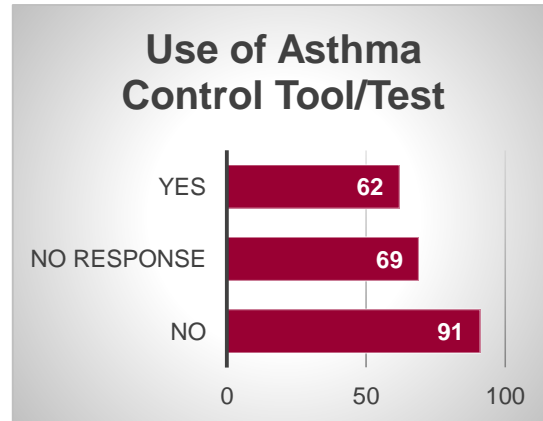
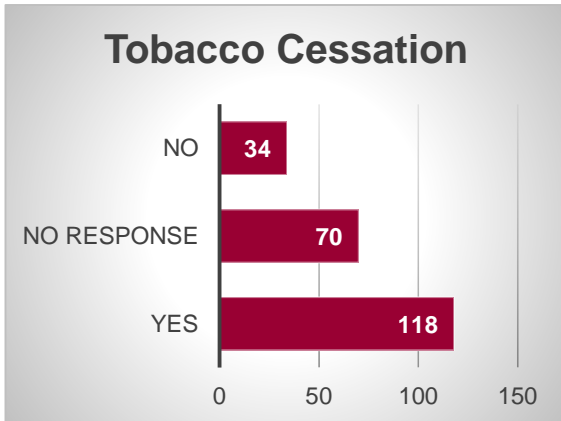
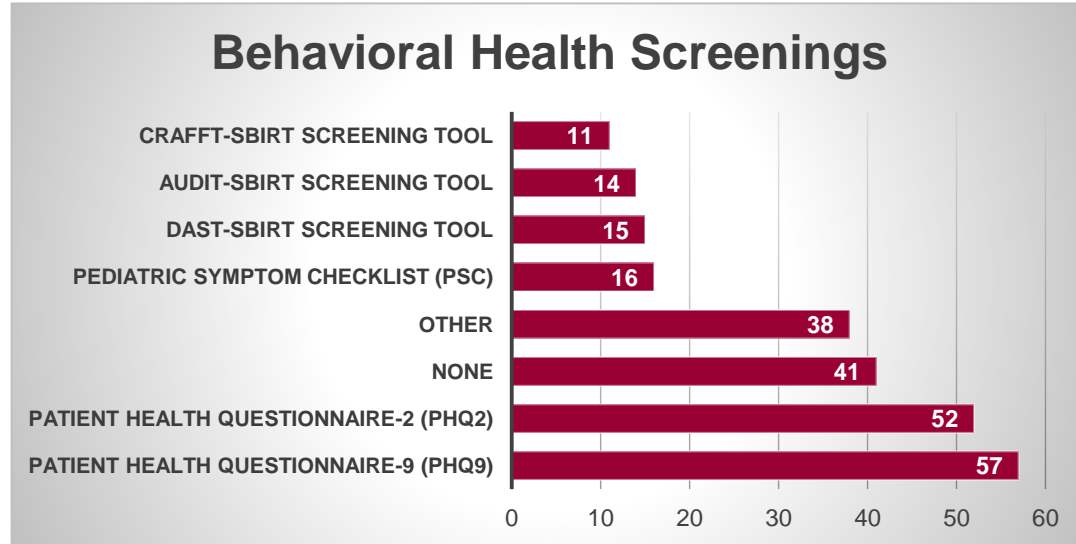
Top 10 Services Provided



Current State Survey Results

Workforce (Organization Data)

Our Workforce Survey included questions related to the other services and screenings that are required offerings in several of our DSRIP projects.

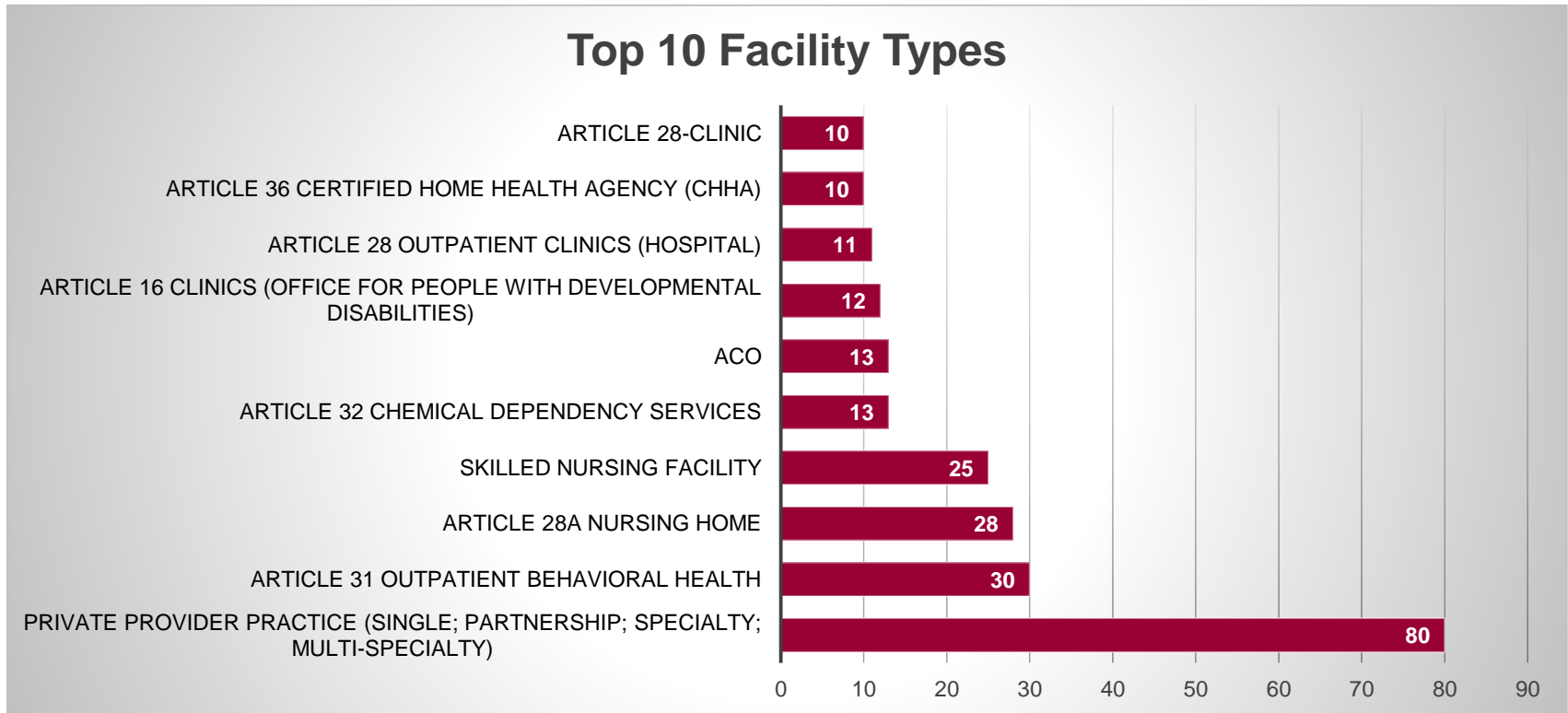


Current State Survey Results

Workforce (Organization Data)

Facility Types

As the healthcare landscape is transformed through DSRIP, the impact on workforce positions will vary by facility type. Our Workforce Survey respondents were asked to provide a facility designation for their organization and/or service site. The survey allowed respondents to select all applicable designations. Information regarding facility types was a key variable in determining future workforce needs.

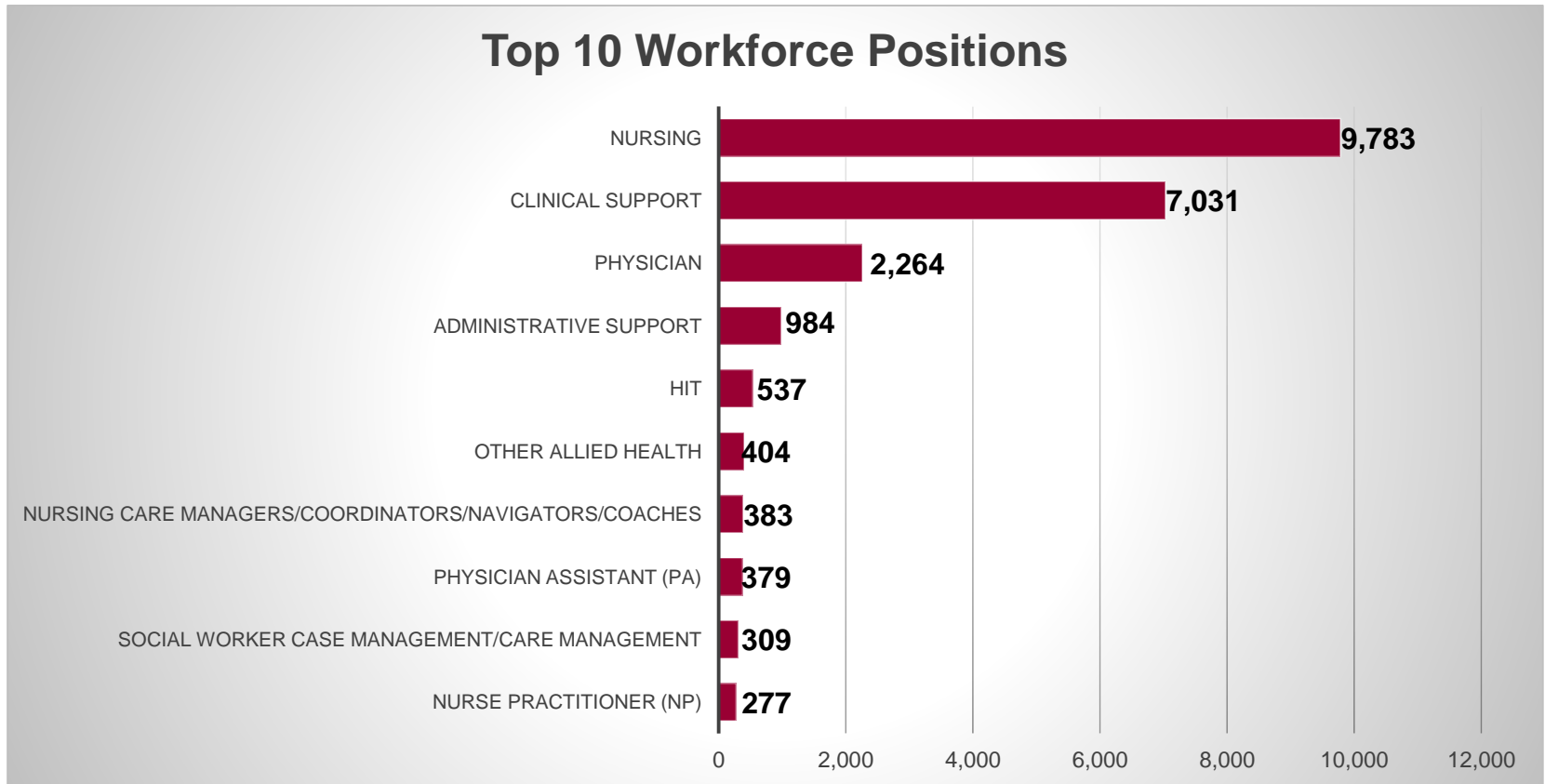


Current State Survey Results

Workforce (Position Data)

Incumbent Positions

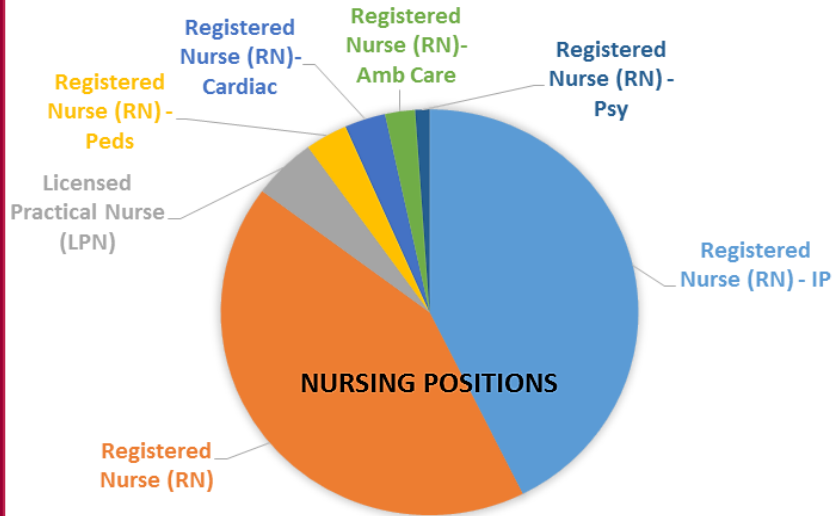
In our Workforce Survey respondents were able to self-report current headcounts for positions within each of the DOH job categories. The total headcount for the reported incumbent workforce positions was 22,642. The chart below displays the job categories with the largest headcounts. (Nursing 43.2%, Clinical Support 31%, 10%)



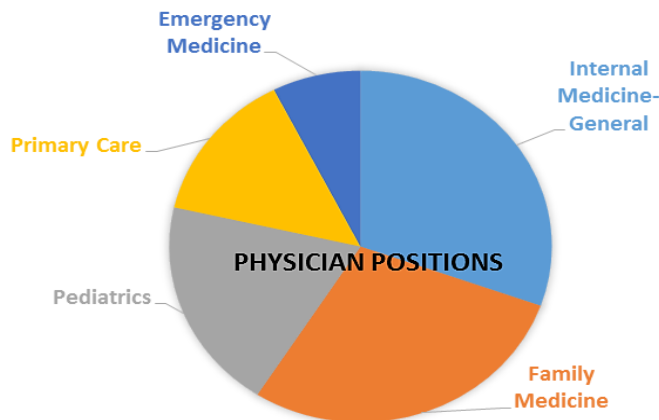
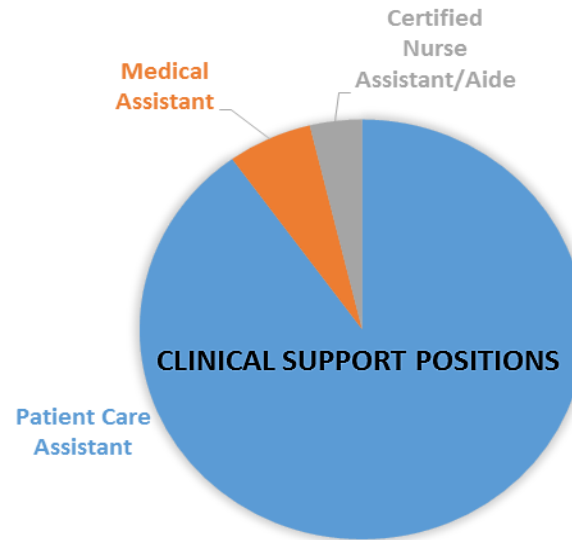
Current State Survey Results

Workforce (Position Data)

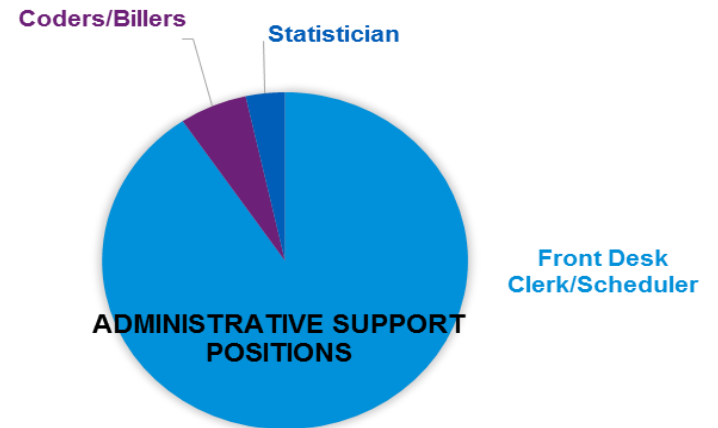
Breakout of the positions reported within the Nursing category



Breakout of the positions reported within the Clinical Support category



Breakout of the positions reported within the Physician category

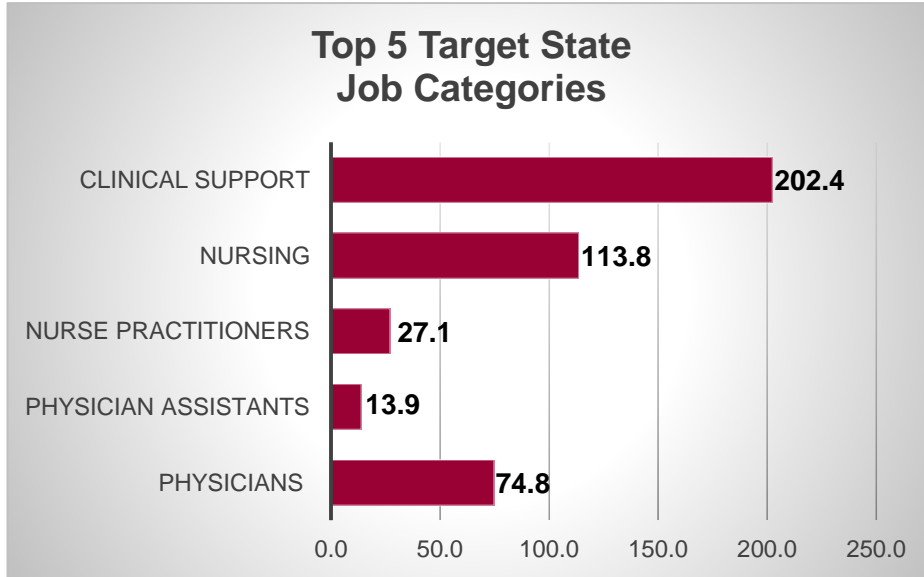


Breakout of the positions reported within the Admin Support category

Suffolk Care Collaborative PPS Target Workforce State

Target Workforce State

Projected Future Demand

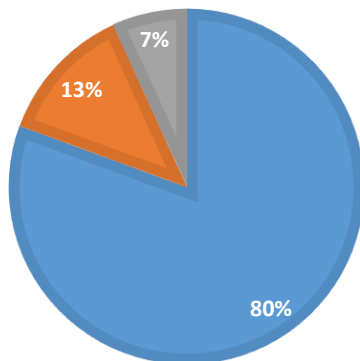


Our PPS staff, Hubs and network partners worked collaboratively to define the target workforce state, including the types of positions, qualifications, skills and competencies needed to meet the DSRIP goals both now and in the future.

Our target state model identified a total of 677.35 positions needed for DSRIP. The chart on the left displays the job categories with the highest projected demand. Clinical Support positions account for 29.8% and Nursing positions account for 16.8% of the target state projections. The pie charts below reveal the projects with the highest demand for positions in the clinical support and nursing categories.

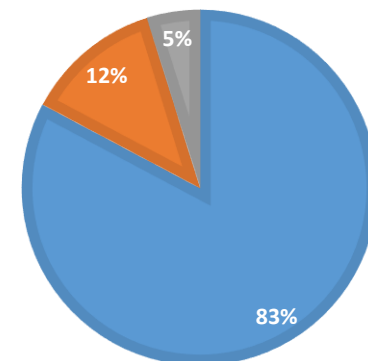
PROJECTS WITH HIGHEST DEMAND FOR CLINICAL SUPPORT POSITIONS

■ 2bvii: INTERACT ■ 3ai: PC/BH Integration ■ 2bix: Hospital OBS



PROJECTS WITH HIGHEST DEMAND FOR NURSING POSITIONS

■ 2bvii: INTERACT ■ 2bix: Hospital OBS ■ 3ai: PC/BH Integration

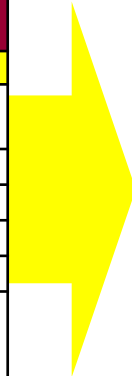


Target Workforce State

Target State Projections

The tables below outline the total number of projected target state positions across each DOH job category and a breakout of the positions within the top 5 job categories.

DOH Job Category	PPS Target State (in FTE)
Physicians	74.22
Physician Assistants	13.90
Nurse Practitioners	27.14
Nursing	116.28
Clinical Support	202.44
Non-licensed Care Coordination / Case Mgmt / Care Mgmt / Patient Navigators / Community Health Workers*	65.48
Behavioral Health	37.50
Social Worker Case Management / Care Management	14.70
Nursing Care Managers/ Coordinators / Navigators / Coaches	23.70
Patient Education	7.15
Administrative Staff	24.77
Administrative Support	37.96
Health Information Technology	14.90
Home Health Care	0.00
Other Allied Health	0.00
Midwives	0.00
Janitors & Cleaners	0.00
	660.15

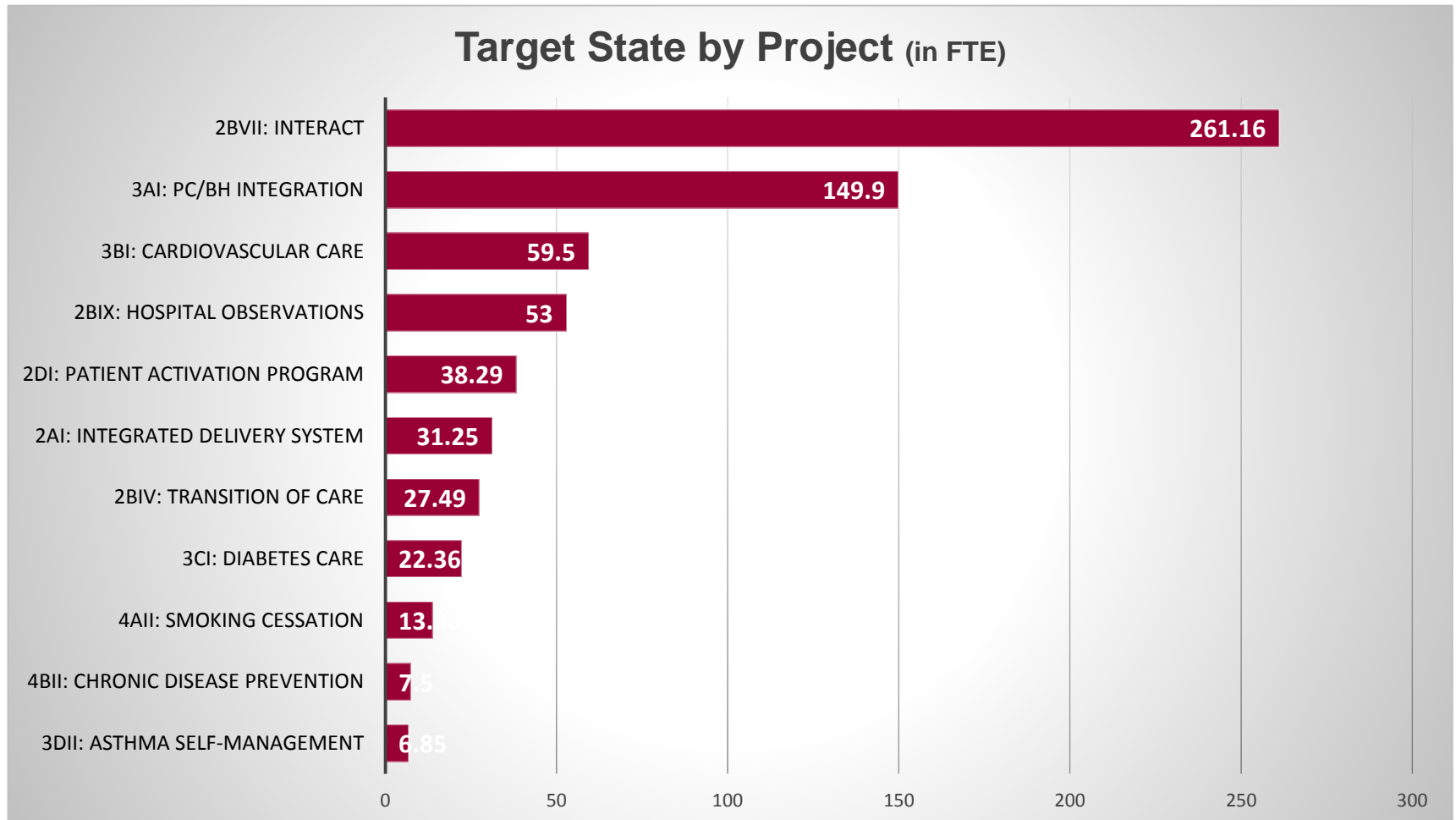


DOH Job Category	Job Type/Job Title	DSRIP Project #	PPS Target State (in FTE)
Physicians	Hospitalist / Internal Medicine - General	2.b.ix	2.44
	Primary Care	3.a.i, 3.b.i, 4.b.ii	55.08
	Primary Care Consultant to BH	3.a.i	0.90
	Cardiologist	3.b.i	15.80
Physician Assistants	Primary Care	3.a.i, 3.b.i	13.90
Nurse Practitioners	Primary Care Nurse Practitioner	2.b.ix, 3.a.i, 3.b.i	27.14
Nursing	Staff Nurse (RN) / including SNF	2.b.vii, 2.b.ix, 3.a.i	49.42
	Staff Nurse (LPN) / including SNF	2.b.vii, 2.b.ix	64.11
	Pulmonary Care / Respiratory Nurse Educator	3.d.ii	2.75
Clinical Support	Medical Assistant	2.b.vii, 3.a.i	25.82
	Nurse Aide / Assistant / Patient Care Assistant	2.b.vii, 2.b.ix	176.62
			433.99

Target Workforce State

Staffing-by-Project (Estimated Demand)

The chart below provides the total number of projected target state positions for each of the SCC DSRIP project. Project 2biv – INTERACT is estimated to need 39.6% of the target state positions, while project 3dii – Asthma Self-Management is estimated to need approximately 1%.

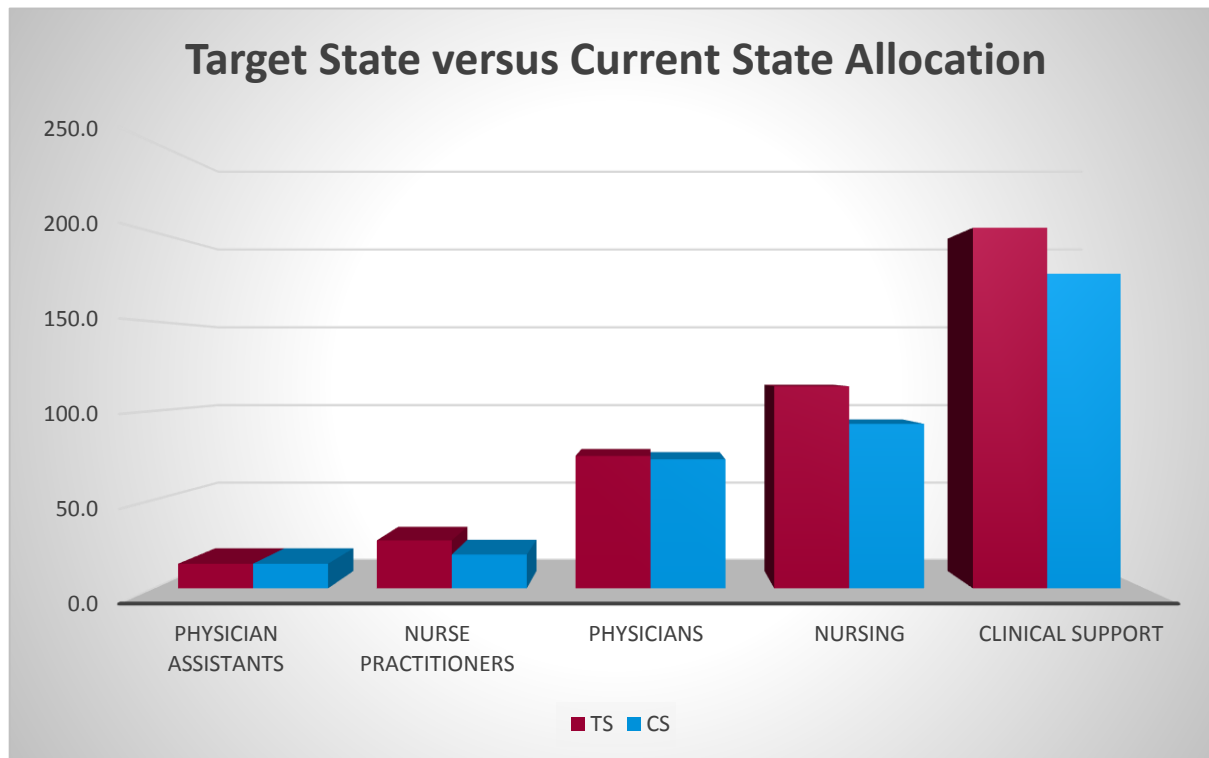


Suffolk Care Collaborative PPS Workforce Gap Analysis

Workforce Gap Analysis

Quantitative Gaps (Demand versus Supply)

To accurately analyze the workforce numerical gap, we collected data from each Hub regarding the actual current state allocation to each project. This information provided a more finite number than the total headcounts provided in the workforce survey. A comparison of our target state projections and current state allocated supply yielded a quantitative gap of **91.91**. The chart below shows the differences in the current allocated supply versus the future demand for the top 5 workforce job categories:



PPS Workforce Totals

Target State Projection: **660.15**

Current State Allocation: **568.24**

Numerical Gap: **91.91**

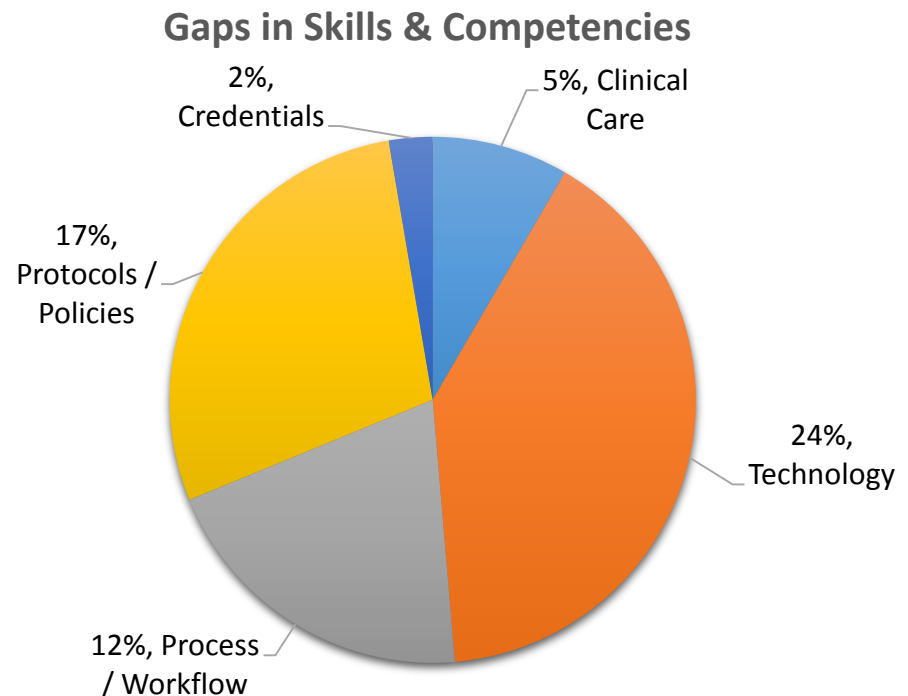
Workforce Gap Analysis

Qualitative Gaps (Workforce Skills)

Our current state workforce assessment revealed both qualitative, as well as quantitative gaps. Qualitative gaps were identified by analyzing the skills and competencies currently possessed across workforce within the Suffolk Care Collaborative and those needed in the future state to support the DSRIP projects. Qualitative gaps were evaluated using the five focus areas outlined below:

Clinical Care	The training and skills needed to provide high-quality, coordinated care specific to the patient's clinical needs and circumstances.
Technology	The knowledge & ability to utilize new technology systems, such as EHRs and Care Management Systems in the delivery of DSRIP services.
Process / Workflow	The knowledge and understanding of new and/or updated processes and clinical workflows related to the DSRIP projects.
Protocol / Policies	The knowledge and understanding of new and/or updated evidenced-based guidelines and standards of care policies based on the care delivery models
Credentials	A license, certification, qualification and/or achievement required for specific DSRIP projects

We evaluated the skills and competency gaps for each project across our 5 focus areas. The pie chart below outlines the identified qualitative gaps. SCC's Training Strategy addresses each of the skills gaps and curriculum has been developed for each project training module to close the gaps.



Suffolk Care Collaborative PPS Attrition & Turnover

Workforce Attrition & Turnover

Outlook on Workforce Reductions

Attrition is an important factor to consider when determining workforce needs throughout DSRIP. The inclusion of attrition in the Gap Analysis will allow the PPS to better understand and anticipate workforce changes throughout DSRIP years. These anticipated changes will help inform the possible need for new hires, redeployment of staff and/or additional trainings.

Anticipated attrition is the number of expected retirements and separations divided by the average anticipated workforce throughout DSRIP. The workforce survey not only collected currently available workforce in a variety of job types at partnering organizations, but also collected anticipated workforce changes through out the DSRIP years, such as new hires, retirements and other separations.

Based upon our workforce survey data results:

- **Mean Attrition across all job families throughout DSRIP is anticipated to be 21.2%**
- **HIT has the highest anticipated attrition of all job families, followed by administrative support, and allied health**



Suffolk Care Collaborative PPS Appendix

SCC Workforce Gap Analysis Detail

The tables on the following pages provide the detailed workforce projections for our target state, current state project allocation and numerical gap.

DOH Job Category	Job Type/Job Title	DSRIP Project #	PPS Target State (in FTE)	Project Allocation (in FTE)	Gap (in FTE)
Physicians	Hospitalist / Internal Medicine - General	2.b.ix	2.44	2.00	0.44
	Primary Care	3.a.i, 3.b.i, 4.b.ii	55.08	55.08	0.00
	Primary Care Consultant to BH	3.a.i	0.90	0.55	0.35
	Cardiologist	3.b.i	15.80	17.10	-1.30
Physician Assistants	Primary Care	3.a.i, 3.b.i	13.90	13.90	0.00
Nurse Practitioners	Primary Care Nurse Practitioner	2.b.ix, 3.a.i, 3.b.i	27.14	15.49	11.66
Nursing	Staff Nurse (RN) / including SNF	2.b.vii, 2.b.ix, 3.a.i	49.42	38.76	10.66
	Staff Nurse (LPN) / including SNF	2.b.vii, 2.b.ix	64.11	64.11	0.00
	Pulmonary Care / Respiratory Nurse Educator	3.d.ii	2.75	2.75	0.00
Clinical Support	Medical Assistant	2.b.vii, 3.a.i	25.82	19.82	6.00
	Nurse Aide / Assistant / Patient Care Assistant	2.b.vii, 2.b.ix	176.62	165.96	10.66
Nursing Care Managers/ Coordinators / Navigators / Coaches	RN Care Manager / Case Manager	2.a.i, 2.b.iv, 2.b.ix, 3.b.i	23.70	21.00	2.70

SCC Workforce Gap Analysis Detail

DOH Job Category	Job Type/Job Title	DSRIP Project #	PPS Target State (in FTE)	Project Allocation (in FTE)	Gap (in FTE)
Non-licensed Care Coordination / Case Mgmt / Care Mgmt / Patient Navigators / Community Health Workers* <i>(Except RNs, LPNs, and Social Workers)</i>	Community Health Associate / Resource Manager	2.a.i, 2.b.iv	12.00	8.00	4.00
	Care Coordinator / Implementation Specialist	3.c.i	7.00	3.00	4.00
	Depression Care Manager (Only IMPACT)	3.a.i	4.00	0.00	4.00
	Outreach Worker (Community and Inpatient)	2.d.i	30.00	11.50	18.50
	Wellness Coach	2.d.i	5.50	0.50	5.00
	Community Health Worker / Care Coordinator	3.a.i, 3.d.ii	5.00	10.00	-5.00
	Outreach Supervisor	2.d.i	1.98	0.66	1.32
Behavioral Health <i>(Except Social Workers providing Case/Care Management, etc.)</i>	Psychiatrist	3.a.i	9.00	6.50	2.50
	Psychiatric Nurse Practitioner	3.a.i	10.00	2.00	8.00
	Behavioral Health Specialist	3.a.i	2.50	1.50	1.00
	SBIRT Implementation Specialist (Dual role with Health Coach/Addictions Counselor)	4.a.ii	10.00	7.00	3.00
	Health Coach / Addictions Counselor	4.a.ii, 4.b.ii	6.00	3.00	3.00
Social Worker Case Management / Care Management	Social Worker Case Manager	2.a.i, 2.b.iv, 2.b.ix	14.70	16.00	-1.30

SCC Workforce Gap Analysis Detail

DOH Job Category	Job Type/Job Title	DSRIP Project #	PPS Target State (in FTE)	Project Allocation (in FTE)	Gap (in FTE)
Administrative Staff	Medical Director (SNFs)	2.b.vii	1.44	3.83	-2.39
	Director of Nursing (SNFs)	2.b.vii	1.72	4.45	-2.74
	Facility Champion	4.a.ii	0.76	0.16	0.60
	Medical Director	2.a.i	0.25	0.25	0.00
	Administrative Lead	2.d.i	0.09	0.07	0.02
	Project Lead	2.a.i, 2.b.iv, 2.b.vii, 2.b.ix, 2.d.i, 3.a.i, 3.b.i, 3.c.i, 3.d.ii, 4.a.ii, 4.b.ii	1.45	5.80	-4.35
	Project Manager (Project Educator: Added by NWH on 7/15/16)	2.a.i, 2.b.iv, 2.b.vii, 2.b.ix, 2.d.i, 3.a.i, 3.b.i, 3.c.i, 3.d.ii, 4.a.ii, 4.b.ii	10.73	11.01	-0.28
	Program Coordinator (CHW Supervisor)	3.d.ii	1.00	1.00	0.00
	Implementation Specialist	3.a.i, 3.b.i	2.00	3.00	-1.00
	IDS Project Co-Lead	2.a.i	0.04	0.04	0.00
	IDS Project Manager	2.a.i	0.50	0.50	0.00
	TOC Project Manager	2.a.i	0.50	0.50	0.00
	PCMH Project Manager	2.a.i	1.50	1.50	0.00
	Director of Care Management	2.a.i	1.30	1.30	0.00
	Value Based Payment Project Manager	2.a.i	0.25	0.25	0.00
	Community Engagement Project Manager	2.a.i	0.50	0.50	0.00
Community Health Activation Program Manager	2.a.i	0.50	0.50	0.00	
Network Performance & Workforce Director	2.a.i	0.25	0.25	0.00	

SCC Workforce Gap Analysis Detail

DOH Job Category	Job Type/Job Title	DSRIP Project #	PPS Target State (in FTE)	Project Allocation (in FTE)	Gap (in FTE)
Administrative Support	Care Management Associate	2.a.i	1.00	1.00	0.00
	Office Clerk / Data Entry Clerk	3.a.i	36.96	30.96	6.00
Health Information Technology	IT Project Lead	2.a.i	1.40	1.40	0.00
	HIPAA / Security	2.a.i	1.40	1.40	0.00
	Chief Technology Office	2.a.i	0.10	0.10	0.00
	Director of Patient Engagement	2.a.i	0.20	0.20	0.00
	IT Staff	2.a.i	1.30	1.30	0.00
	IT Project Manager	2.a.i	1.50	1.50	0.00
	HIT Specialist / Analyst	2.a.i	9.00	6.00	3.00
Home Health Care			0.00	0.00	0.00
Other Allied Health			0.00	0.00	0.00
Midwives	Midwives		0.00	0.00	0.00
Janitors & Cleaners	Janitors & Cleaners		0.00	0.00	0.00
			660.15	568.24	91.91