



NYU Lutheran Performing Provider System

Workforce Training Strategy

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Prepared by:
NYU Lutheran Medical Center
DSRIP PMO

Workforce Training Strategy

Introduction

This document is intended to demonstrate that the NYU Lutheran Performing Provider System (PPS), led by NYU Lutheran, has developed a Workforce Training Strategy, thereby fulfilling Workforce Milestone #5 (Develop training strategy) of the Implementation Plan.

Needs Assessment and Scope of Training

Evaluation of current state training needs was primarily completed via a Workforce survey distributed to PPS Partners, in conjunction with reviewing the Community Needs Assessment (CNA). The PPS's future state understanding was collected from project applications, project requirements and current implementation plans. The intention of this document is to focus on possible training in the following areas as the DSRIP Program progresses:

- Impacted clinical staff on matters related to population health and care management
- Non-clinical staff on matters required for working within the new model of care

The development of this training strategy was a collaborative effort amongst PPS committees, consulting support, NYU Lutheran PPS leadership, PPS Partners, DSRIP stakeholders and PMO staff. This document is intended to be a living document and may be subject to change as the DSRIP Program continues.

Existing Training and Available Resources

The PPS will leverage and appropriately build upon pre-existing learning and development resources from NYU as well as from PPS Partners to assist with meeting DSRIP training requirements.

As an example, Epic was implemented at NYU Lutheran and within the NYU Lutheran Family Health Centers in DY2, Q2. Existing training resources were utilized during the weeks following the Epic Go-Live in August 2016 and a training team was deployed onsite at NYU Lutheran to ensure end-user competencies and understanding of the system.

Additionally, NYU Lutheran and PPS Partners are currently in the process of being trained on the use of patient registries. Training on the use of EMR is role-based and varies by employee type (e.g., nurse, physician, and administrative staff). Specific training on the handling of EMR patient alerts for items such as gaps in care and the handling of best practice advisory notices is also a component of Epic training.

Instructional designers and e-learning programmers are intended to become available to assist with DSRIP training as the program continues. These resources may be supplemented with consultants if deemed necessary.

Identification of Training Needs

Identifying the correct target audience to receive DSRIP-related training is essential in compiling course material and deciphering the most suitable method for training delivery. The PPS intends on designing courses for the training and/or retraining of staff at the individual level, as well as for training new, multi-disciplinary teams. To accommodate the appropriate training, courses will be designed and rolled out to the appropriate employee type.

Workforce Training Strategy

The outline below is intended to help identify and prioritize the timeline for both individuals and multi-disciplinary teams within the NYU Lutheran PPS network to receive the appropriate training:

- a) In creating an integrated delivery system, the PPS’s training focus shall be directed towards increasing the availability and effectiveness of patient care in the outpatient setting. Employees working within inpatient settings across the network, especially clinical staff will also require training. As the DSRIP projects progress, PPS Partners may have retrain and/or redeploy employees as needed.
- b) As outpatient activity increases, new roles may be created to achieve success. Nursing staff, care navigators and care managers should receive a prioritized, specialized training given their significant involvement in system transformation.
- c) Specialized training is classified as the roles that interact most closely with care managers and patients. Members of this workforce segment will require a combination of training consistent with creating a sustainable transformation within the provider network.
- d) There are roles that will require training in specific skill areas to support the development of a high-functioning medical neighborhood. These roles include finance staff to assist with contracting and value-based payments (VBP) in addition to health information technology roles to manage the variety of EMR systems across the network, as well as best practices in data integration and sharing. With the involvement of community partners, this area of training could consist of training new, multi-disciplinary teams.
- e) In addition to the specialized training required for the above roles, there is a broad-based need to raise awareness for DSRIP, Cultural Competency & Health Literacy, and other topics across the entire workforce.

Note: As a follow up to this section, please see the Training Priority Assessment Table below.

Training Priority Assessment

Training Priority Assessment Table:

RED – High Training Need	<ul style="list-style-type: none"> ▪ Primary Care Physician/NP ▪ Nurse Manager ▪ Staff Registered Nurse/LPN 	<ul style="list-style-type: none"> ▪ RN Care Manager ▪ LPN Care Manager ▪ Care navigator 	<ul style="list-style-type: none"> ▪ Bachelor’s Social Work ▪ Licensed Masters Social Workers ▪ Social Worker Care Coordinator 	<ul style="list-style-type: none"> ▪ Peer Support Worker ▪ Community Health Worker ▪ Behavioral Health Workers
YELLOW – Med. Training Need	<ul style="list-style-type: none"> ▪ Executive Staff ▪ Financial Staff ▪ Human Resources 	<ul style="list-style-type: none"> ▪ Social/Human Assistants ▪ Medical Assistants ▪ Laboratory Technicians 	<ul style="list-style-type: none"> ▪ Health IT Hardware Maintenance ▪ Health IT Software Programmers ▪ Technical Support 	
GREEN – Low Training Need	<ul style="list-style-type: none"> ▪ Office Clerks ▪ Nutritionists ▪ Occupational Therapists 	<ul style="list-style-type: none"> ▪ Pharmacists ▪ Pharmacy Technicians ▪ Physical Therapists 	<ul style="list-style-type: none"> ▪ Physical Therapy Aides ▪ Respiratory Aides ▪ Respiratory Therapists 	<ul style="list-style-type: none"> ▪ Housekeeping ▪ Medical Interpreters ▪ Patient Service Reps



Workforce Training Strategy

Index of Suggested Courses and Guides

Suggested courses and guides for NYU Lutheran PPS DSRIP Workforce trainings that may be rolled out as the DSRIP Program continues are listed below. The following courses and guides may be subject to change as the program continues:

- DSRIP 101
- NYU Lutheran PPS Compliance
- Cultural Competency and Health Literacy
- Performance Reporting
- Integrated Delivery System Protocols and Processes
- Data Sharing Technology
- Community Based Health Navigation Service Resource guide
- Diabetes Management: For Community and Ambulatory Care Setting
- Diabetes Care Management
- Stanford Diabetes Self-Management
- Expansion of Asthma Home-Based Self-Management (Basic/Clinical)
- Epic (EMR system)
- Community Health Worker

Evidencing Up-Take of Training Programs

Per guidance provided by the DOH within the Minimum Documentation Standards document (October 2015), the PPS will provide the appropriate information to the IA each quarter:

- Updates on the implementation of the workforce training strategy, including:
 - Evidence of up-take of training programs, including both individual training and training for new, multi-disciplinary team.
- Copies of training schedule to document trainings delivered during the quarter

In the event that these requirements are updated by the DOH, the NYU Lutheran PPS will abide with the updated guidelines.

PPS Strategy for Ongoing Tracking

Per DOH guidance, the PPS will track the training up-take to include individual training and training for new, multi-disciplinary teams on a quarterly basis as the DSRIP Program continues.

NYU Lutheran intends to use NYU Langone's Learning Management System, iDevelop, as well as Salesforce (a Customer Relationship Management platform) to track and communicate the training that must be completed by appropriate PPS staff. The PPS intends to use Salesforce as the main platform to communicate trainings with the required PPS staff and partners, and also as a tool for the PPS DSRIP team to track the on-going status of training completion and performance.

Training that has already been completed was manually tracked using sign-in sheets and/or attestations of completion. If vendors are to be used going forward, the PPS will request that they conform to data feed formats on training completion for ease of reporting.

Workforce Training Strategy

Other Training Areas for DSRIP Program

Epic Training

The NYU Lutheran PPS workforce is currently undergoing role-based trainings as it converts to the Epic electronic medical record system (EMR). The implementation of Epic is essential to system transformation and will help the PPS move towards creating an integrated delivery system.

Epic is an EMR with enterprise solutions for inpatient and ambulatory clinical, departmental, access, revenue cycle and practice management functions. Epic also functions as a platform to extend safe and secure access of patient data to PPS Partners with Epic and provides communication and data sharing across the PPS network. To date, Epic training at NYU Lutheran and the NYU Lutheran Family Health Centers is catered to each individual role to give staff the appropriate information to function successfully within their daily roles. PPS staff requiring Epic training to perform their job functions were trained or retrained in the new EMR system.

As of July 5, 2016, any member of NYU Lutheran staff that needed EMR system access in order to perform their job function was retrained on the new EMR by a certified or credentialed trainer to understand the functionality as it applies to their role. Applicable employees were required to successfully complete training before they were granted access to Epic. As of September 30, 2016, a total of 3,509 NYU Lutheran Medical Center and NYU Lutheran Family Health Center staff has been trained in Epic.

Community Health Worker Training

Curriculum for Community Health Worker (CHW) training will be provided by a selected vendor and will cover strategies for care management and protocols and processes. The curriculum shall include standard onboarding trainings, such as NYU Lutheran ED operations, cultural competency, documentation and reporting, and legal and ethical responsibilities. The CHW should be educated and trained on chronic health conditions and evidence-based medicine. The PPS intends to work with the selected vendor to incorporate specific trainings topics such as motivational interviewing and medical, behavioral, and social community based resources into the curriculum.

NYU Lutheran PPS Training Strategy and Plan

The NYU Lutheran PPS acknowledges the importance of the Training Strategy for this Workforce Milestone #5. The PPS has developed an internal list of specific potential training areas that align with the Index of Suggested Courses and Guides listed on page 3 of this document. The PPS will maintain efforts in this area and will continue developing and implementing the appropriate training to PPS staff in the relevant areas as the DSRIP Program continues.

There may be adjustments to this Workforce Training Strategy that will best suit the training needs of the PPS's DSRIP Program, as the DSRIP quarters and years progress. Nonetheless, the NYU Lutheran PPS will remain committed to training appropriate PPS staff as the Program continues and will provide the applicable updates to the Independent Assessor each quarter.