



Training Strategy

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A. Organizational Background

Located in Western NY, Millennium Collaborative Care (MCC) is led by Erie County Medical Center as well as 400 other partner agencies, including hospitals, clinics and providers. Millennium has an eight county coverage area including Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans and Wyoming counties.



Key Stakeholders:

Internal Keystakeholders	Affiliated Categories
"Voice of the Consumer" Sub-Committee	Governance, Cultural Competency & Health Literacy, IT Systems and Processes, Practitioner Engagement, General Project Reporting
Workforce Development Work Group	Governance, Performance Reporting
Troconic Segarra & Associates	Financial Stability
Finance Committee	Financial Stability, Performance Reporting
Board of Managers	Financial Stability, IT Systems and Processes
MCC Finance Director	Financial Stability
Executive Leadership	Financial Stability
Board Members of Provider Partners	Financial Stability
Providers	Cultural Competency & Health Literacy
MCC Continuing Education	Cultural Competency & Health Literacy
Staff	Cultural Competency & Health Literacy
Community Based Organization (CBO) Task Force	Cultural Competency & Health Literacy, Practitioner Engagement, Population Health Management, General Project Reporting, Governance
CBO staff trained to serve as trainers	Cultural Competency & Health Literacy
Participating Organizations	IT Systems and Processes
PPS partner IT security representatives	IT Systems and Processes
Data analysis tool vendors/ staff	IT Systems and Processes
MCC Executive Director	Performance Reporting
Physician Steering Committee Chair	Performance Reporting
Governance Committee	Performance Reporting
IT Data Committee	Performance Reporting
All MCC practitioners	Performance Reporting, Practitioner Engagement
Primary Care Safety Net Practices	Practitioner Engagement
Primary Care Private Practices	Practitioner Engagement



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IT Data Committee	Performance Reporting
All MCC practitioners	Performance Reporting, Practitioner Engagement
Primary Care Safety Net Practices	Practitioner Engagement
Primary Care Private Practices	Practitioner Engagement

Keystakeholders Continued

External Keystakeholders	Affiliated Categories
Community Based Organizations (CBO's)	Governance, Cultural Competency & Health Literacy, Population Health Management, Clinical Integration, General Project Reporting
Health plans, Managed care organizations	Governance
Legislators	Governance
New York State Department of Health	Governance, IT Systems and Processes, Performance Reporting
NYS Office of Mental Health	Governance
OASAS	Governance, IT Systems and Processes
OPWDD	Governance
Office of Children and Family Services (OCFS)	Governance
McGladrey, LLP	Governance
KPMG Auditing Firm	Governance
Community Representatives	Governance
Health Foundations/Grant Coalitions: Health Foundation for Western and Central New York, Oshei Foundation and Towers Foundation	Governance
Blue Cross Blue Shield	Governance, IT Systems and Processes, Performance Reporting
Independent Health	Governance, IT Systems and Processes, Performance Reporting
YourCare	Governance, IT Systems and Processes, Performance Reporting
Fidelis Care	Governance, IT Systems and Processes, Performance Reporting
Patients, Families, Caregivers	Cultural Competency & Health Literacy, IT Systems and Processes, Performance Reporting, Practitioner Engagement, General Project Reporting
211 Resource Directory	Cultural Competency & Health Literacy
Literacy Volunteers of Buffalo	Cultural Competency & Health Literacy
Center for Disease Control and Prevention	Cultural Competency & Health Literacy

Safety Net Primary Care Practices (e.g., Jericho Road)	Cultural Competency & Health Literacy
Various organizations: International Institute; Journey's End; Jewish Family Services; Hispanics United of Buffalo (HUB); Native American Community Services; area Indian reservations; Olmsted Center for the Blind; Deaf Access Services; St. Mary's School for the Deaf; Gay/Lesbian Youth Services (GLYS); Pride Center of WNY; Autism Services Inc. of WNY; etc.	Cultural Competency & Health Literacy
UB Educational Opportunity Center	Cultural Competency & Health Literacy
Local School Districts, BOCES	Cultural Competency & Health Literacy
Community Health Workers	Cultural Competency & Health Literacy
Behavioral Health Providers	Cultural Competency & Health Literacy
Retired Peace Corps Volunteer Group	Cultural Competency & Health Literacy
Local Government Units	Cultural Competency & Health Literacy
RHIOs (HEALTHeLINK, Rochester, etc.)	IT Systems and Processes, General Project Reporting
Specialized Software User Groups (e.g., EHR)	IT Systems and Processes
External Consulting Groups	IT Systems and Processes
NYS Health Commerce System/ MAPP	IT Systems and Processes
SHIN-NY	IT Systems and Processes
WNY Rural Broadband Network	IT Systems and Processes
Network Connectivity Providers	IT Systems and Processes
NY e-Health Collaborative	IT Systems and Processes
External Databases (e.g., Health Homes, MAPP)	IT Systems and Processes
Salient	IT Systems and Processes
MCC PPS County Departments of Health and Mental Health	IT Systems and Processes
OMH	IT Systems and Processes
HEALTHeLINK	Performance Reporting, Practitioner Engagement, Population Health Management
Local Government Agencies	Performance Reporting
Local Chapters of National Professional Societies and Associations	Performance Reporting, Practitioner Engagement

ASAP and NYS Council for Community Behavioral Healthcare	Practitioner Engagement
Rural Health Networks	Practitioner Engagement, Population Health Management
NY Care Coordination Program (Rochester)	Practitioner Engagement
Departments of Mental Health	Practitioner Engagement
Nursing Organizations	Practitioner Engagement
Labor Partners	Practitioner Engagement
Physician Groups/ Clubs (e.g., P2 Collaborative of WNY, HEALTHeLINK Physician Committee)	Practitioner Engagement, Population Health Management
Urgent Care Centers	Population Health Management
Health Homes (Adult and Pediatric)	Population Health Management
Pharmacies	Population Health Management
School-Based Health Services	Population Health Management
Health Service Providers and Community-Based Services	Population Health Management
Retail-based Medical Services ("minute clinics")	Population Health Management
Federally Qualified Health Centers	Population Health Management
Departments of Health from each MCC PPS county	Clinical Integration, General Project Reporting
Patients	Clinical Integration
Family Members	Clinical Integration
Hospice/ Palliative Care Providers	Clinical Integration
Legislators	General Project Reporting
Health Plans and Medicaid Managed Care Organizations	General Project Reporting
Finger Lakes PPS	General Project Reporting
Faith-Based Organizations	General Project Reporting
Buffalo Niagara HR Associates	Workforce
Training Agencies	Workforce
1199 SEIU, NYSNA, AFSCME, CSEA, CWA, and others as identified	Workforce
PX 21 Coalition, Buffalo	Workforce
Community Health Workers of Buffalo	Workforce
Rural-Area Health Education Center	Workforce
Staff Education Departments	Workforce
Nursing In-Service Education Departments	Workforce

Colleges and Universities with Certificate/ Education Programs (e.g. D'Youville, Daemen, UB, NU, Medaille, ECC, NCCC)	Workforce
UB School of Social Work; Office of Continuing Education	Workforce
Millard Fillmore College	Workforce
Empire State College; Jewish Community Center of Greater Buffalo	Workforce
Infant Community Programs (e.g., Healthy Babies, Maternal and Infant Community Health Collaborative---MICHC)	Workforce
Vocational and Educational Services for Individuals with Disabilities (VESID)	Workforce
Other PPSs	Workforce



Workforce Committee Members

Regional Perinatal Center of WNY	Practitioner Engagement
Primary Care Practices	Population Health Management
Hospital/emergency department (ED) discharge staff	Population Health Management
ED care coordinators/navigators	Population Health Management
MCC Administrative Director	Population Health Management, Clinical Integration, General Project Reporting
Chief Clinical Integration Officer	Clinical Integration
Chief Medical Officer	Clinical Integration, Workforce
Chief Reporting Officer	Clinical Integration
Representatives from each partner hospital	Clinical Integration
Federally Qualified Health Centers (FQHC's)	Clinical Integration
Behavioral Health Providers	Clinical Integration
Health Homes	Clinical Integration
Post - Acute Providers	Clinical Integration
Physician Networks	Clinical Integration
Home Care Providers	General Project Reporting
Training Departments/ Programs within PPS Partner Organization	Workforce
MCC Project Managers	Workforce

MCC Project Manager Contact List

Name	Phone/Email	Project
Janet Stoeckl	716-898-6428 jstoeckl@millenniumcc.org	2ai Integrated Delivery Sys.
Annie Deavers	adeavers@millenniumcc.org	2aiii ED Care Triage
Saralin Tiedeman	716-898-6425 stiedeman@millenniumcc.org	2bvii INTERACT 2bviii Hospital/Home Care
Rita Hubbard-Robinson	716-898-3509 rrobins@millenniumcc.org	2di PAM
Andrea Wanat	716-898-6427 awanat@millenniumcc.org	3ai Behavioral Health Integration 3aii Crisis Stabilization
Priti Bangia	716-898-1968 pbangia@millenniumcc.org	3bi Cardiovascular Disease
Sandy McDougal	716-898-1059 smcdougal@millenniumcc.org	3fi Maternal and Child health 4di Reduce Premature Births
Kim Backey	716-898-6423 kbackey@millenniumcc.org	4ai Mental, Emotional, Behavioral Well-Being
Catherine Lewis	716-898-1965 clewis@millenniumcc.org	Cultural Competency Work stream



PPS Workforce Strategy Vision

To evaluate the potential impact within the eight county Millennium Collaborative Care Performing Provider System catchment area, resulting from the implementation of DSRIP on members of the area workforce. Particular focus will be on identifying specific positions affected by the planned policy implementations.

Recognize the necessity for change within the current work place structure and anticipate the needs of employers and employees based upon collected data and information collected throughout the region, for access to training and educational resources such as accurate and up-to-date information on availability, current programs, job descriptions, best practices, minimum training, licensing or experience expectations, job profiles, area standards and pay scale, etc.

Establish a committee of stakeholders, including employers, training professionals, educators, union officials, and others to collaborate and identify industry trends in an effort to best provide guidance on changes, either present or anticipated, occurring within the work place as a result of DSRIP implementation.

Provide information and guidance required to identify opportunities for retrained, redeployed and newly hired employees to obtain necessary skills and education required, including specific training, certification programs, accreditation, licensing, and diploma or degree programs. Also, to identify areas and job titles that currently lack opportunities to receive the appropriate training, education or skills preparation necessary.

Millennium Collaborative Care PPS will work with union representatives and other key stakeholders to address challenges that may arise due to different healthcare settings.



Projects selected by Millennium Collaborative Care Performing Provider System

- Behavioral Health Home Crisis Response
- Cardiovascular Health
- Emergency Department Triage
- Hospital at Home
- Integrated Delivery System
- INTERACT
- Maternal & Child Health
- Patient Activation Measure
- Premature Births
- Primary Care & Behavioral Health Integration
- Promote Mental, Emotional, and Behavioral Well-Being

Project Partner Matrix

Facility Name	Specific DSRIP Project
Aspire of Western New York Inc.	Behavioral Health Integration
Baker Victory Services	Behavioral Health Integration Care Management
Briody Health Care facility	INTERACT
Brooks Memorial Hospital	Maternal and Child Health ED Care Triage ? - Behavioral Health Integration
Brothers of Mercy Nursing Home Co. Inc.	INTERACT
Buffalo Center (Delaware Nursing & Rehabilitation)	INTERACT
Cantalician Center for Learning	Behavioral Health Integration
Cattaraugus Community Action Inc.	Behavioral Health Integration
Chautauqua County Health Network Inc.	INTERACT Cardiovascular Disease Mental, Emotional, Behavioral (MEB) Well-Being PAM (Patient Activation Measures) Care Transition Behavioral Health Integration
Chautauqua County Office for the Aging	Waiting to hear what projects we will be involved in, left message for them, would like to be in Care Transition
Community Health Center of Buffalo Inc.	PAM (Patient Activation Measures) Behavioral Health Integration Cardiovascular Disease Reduce Premature Births
Elderwood (Amherst, Cheektowaga, Grand Island, Hamburg, Lancaster, Wheatfield, Williamsville)	INTERACT
Evergreen Health Services	Behavioral Health Integration
Family Service of the Chautauqua Region	Behavioral Health Integration
Genesee Dept. of Mental Health	Behavioral Health Integration
Genesee Orleans Council on Addictions	Behavioral Health Integration Mental, Emotional, Behavioral (MEB) Well-Being

Gowanda Rehab and Nursing Center	INTERACT
Green Field Health/Niagara Lutheran Home/Rehab Center	INTERACT
Healthy Community Alliance Inc.	PAM (Patient Activation Measures)
Heritage Centers/Erie Chapter NYSARC Inc.	Behavioral Health Integration ED Care Triage
Heritage Ministries/Gerry Homes	INTERACT
Horizon Health Services Inc. (Horizon Village Inc.)	Behavioral Health Integration Crisis Stabalization
Hospice Chautauqua County Inc.	Palliative Care (Children's Prog.) Care Transitions
Jericho Road Ministries, Inc. DBA Jericho Road Community Health Center	Behavioral Health Integration
Jewish Family Services of Buffalo/Erie County	Behavioral Health Integration
Kaleida PC -Buffalo General Family Planning	PAM (Patient Activation Measures) Maternal and Child Health
Lake Plains Community Care Network	PAM (Patient Activation Measures)
Lake Shore Behavioral Health Inc.	Behavioral Health Integration
LeRoy Village Green	INTERACT
Lutheran Social Service	INTERACT
Mid-Erie Mental Health Services Inc./Mid-Erie Counseling and Treatment Svcs	Behavioral Health Integration
Neighborhood Health Center	Behavioral Health Integration
New Vision Services Inc.	Unknown
NFMMC (Niagara Falls Memorial Medical Center)	Behavioral Health Integration Crisis Stabilization Maternal and Child Health Cardiovascular Disease ED Care Triage Integrated Delivery Systems (IDS) PAM (Patient Activation Measures)
Niagara County Department of Mental Health	Behavioral Health Integration Crisis Stabilization
Northpointe Council Inc.	Behavioral Health Integration Crisis Stabilization

NYSARC, INC. Chautauqua County Chapter. (The Resource Center)	Integrated Delivery Systems (IDS) PAM (Patient Activation Measures) Behavioral Health Integration Cardiovascular Disease Maternal and Child Health Mental, Emotional, Behavioral (MEB) Well-Being
OGH PC - Foothills Medical Group	ED Care Triage PAM (Patient Activation Measures), PCMH Care Coordination (looking for clarification on which projects they're doing)
Olean Medical Group	There's been limited communication with Millennium. Unaware of which projects (lost in buzzwords & jargon) (Behavioral Health Integration?)
Orleans County Dept. of Health/Mental Health	Behavioral Health Integration Crisis Stabilization
People Inc.	Behavioral Health Integration Hospital/Home Care INTERACT Crisis Stabilization
Person Centered Services	Behavioral Health Integration
Planned Parenthood of Central & Western NY Inc.	Behavioral Health Integration Reduce Premature Births PAM (Patient Activation Measures) ED Care Triage INTERACT Crisis Stabilization MEB
Safire Care (Williamsville Suburban LLC/Sheridan Manor LLC/Ridge View Manor)	INTERACT
Schofield Residence SNF	INTERACT ? - communication lacking from Millennium
Spectrum Human Services	Behavioral Health Integration Crisis Stabilization
Suburban Adult Services Inc.	Behavioral Health Integration
Summit Health/Pediatrics	Behavioral Health Integration
Terrace View SNF (ECMC)	INTERACT
The Chautauqua Center	Maternal and Child Health

	Behavioral Health Integration
Universal Primary Care Southern Tier Community Health Center Network Inc.	Behavioral Health Integration Maternal and Child Health
WNY United Against Drug & Alcohol Abuse Inc.	Mental, Emotional, Behavioral (MEB) Well-Being



2. Context for the Training Strategy

A. Workforce Impact

B. Staffing Models

C. Key Input Sources

1) DOH Organizational Application

2) Project Applications

3) Workforce Implementation Plan

4) Project Implementation Plan

5) Current Workforce Survey

6) Gap Analysis

7) Future State

8) Workforce Committee Input

9) Partner Input

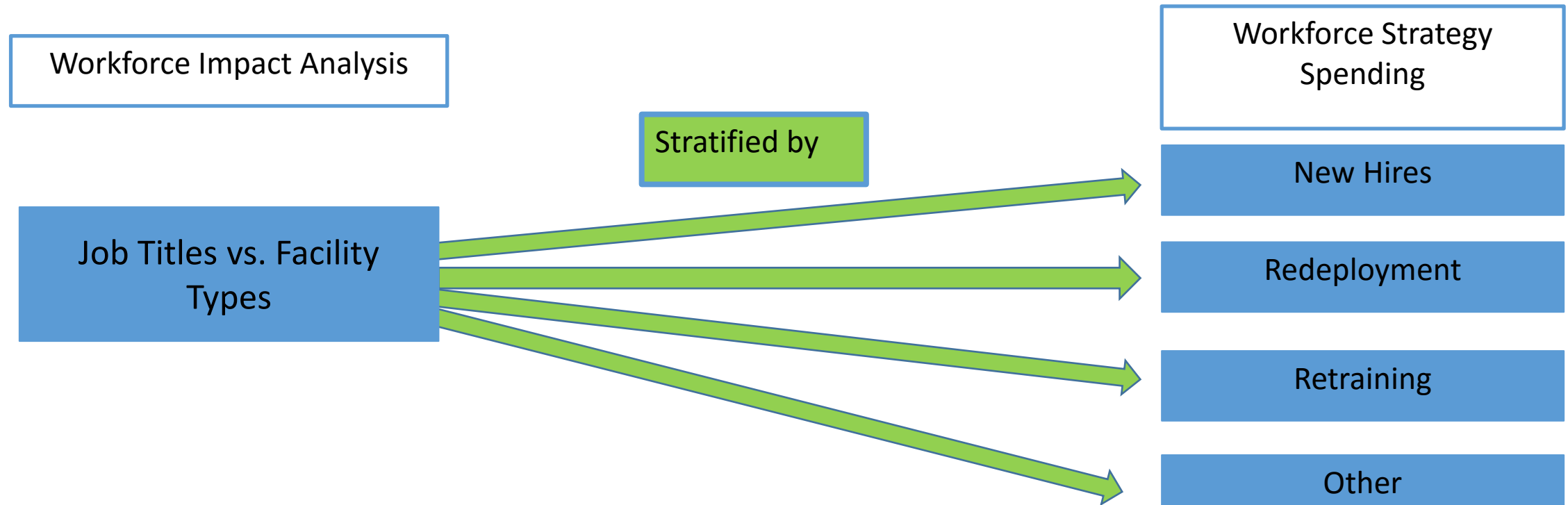
D. Current State Survey & Gap Analysis Results

E. The Vision: Future State

Context for the DSRIP Training Strategy

A. Workforce Impact

- As part of DSRIP, NYSDOH requires each PPS to identify all impacts on its workforce that are anticipated as a result for the implementation of their chosen projects. The Workforce strategy must also mitigate negative impacts to the workforce. Training will be necessary in each of the areas listed below. Additionally, workforce spending is allocated to and stratified by these four areas
- These areas provide the framework for the development, implementation, and reporting of this training strategy.





B. Staff Model Narrative

Partnered facilities with Millennium Collaborative Care reported having staff shortages in a variety of areas. New York State requested that general shortages be categorized within certain state job titles. Included in this next section is a list of job title shortages reported by project along with the state job title category it most resembles.

STAFF MODEL

Project: 2ai Create Integrated Delivery System

General Shortage Reported	State Job Title
Patient Care Assistant (Level 1 and 2)	Clinical Support: Nurse Aide/ Assistant
Nurse Manager	Nursing: Nurse Managers/ Supervisors
Social Worker	Social Worker: Bachelor's Social Work/ Social Worker: Licensed Masters Social Workers/ Social Worker: Social Worker Care Coordinators/ Case Managers/ Care Transition/ Social Worker: Other
Administrative	Administrative Staff: Executive Staff
Quality Assurance Administration	Administrative Staff: Other
Registered Dietician	Other Allied Health: Nutritionists/ Dieticians
Diabetes Educator	Educators: Certified Diabetes Educators

STAFF MODEL

Project: 2biii Emergency Department Care Triage

General Shortage Reported	State Job Title
Bilingual Staff (Certified Translators)	Clinical Support: Other/ Administrative Support: Medical Interpreters
Medical Assistants	Clinical Support: Medical Assistants
Patient Care Associate	Clinical Support: Nurse's Aide/ Assistant
Patient Navigator/Community Health Worker	Care Coordination: Community Health Worker/ Care Coordination: Patient or Care Navigator
Social Worker	Social Worker: Bachelor's Social Work/ Social Worker: Licensed Masters Social Workers/ Social Worker: Social Worker Care Coordinators/ Case Managers/ Care Transition/ Social Worker: Other

STAFF MODEL

Project: 2bvii INTERACT

General Shortage Reported	State Job Title
Registered Nurse	Nursing: Staff Registered Nurses
Licensed Practical Nurse	Nursing: LPN
Certified Nursing Assistant	Clinical Support: Nurse Aides/ Assistants
Home Health Aide	Home Health Care: Certified Home Health Aides
Housekeeping	Administrative Support: Housekeeping
Dietary	Administrative Support: Dietary/ Food Service
Supervisors: Night Shift	Nursing: Nurse Managers/ Supervisors
Certified INTERACT Champion	Clinical Support: Other
Telehealth	Health Information Technology: Other

STAFF MODEL

Project: 2bvii Hospital/ Home Care

General Shortage Reported	State Job Title
Registered Nurse	Nursing: Staff Registered Nurses
Licensed Practical Nurse	Nursing: LPN
Certified Nursing Assistant	Clinical Support: Nurse Aides/ Assistants
Home Health Aide	Home Health Care: Certified Home Health Aides
Housekeeping	Administrative Support: Housekeeping
Dietary	Administrative Support: Dietary/ Food Service
Supervisors: Night Shift	Nursing: Nurse Managers/ Supervisors
Certified INTERACT Champion	Clinical Support: Other
Telehealth	Health Information Technology: Other

STAFF MODEL

Project: 2di PAM (Patient Activation Measure)

General Shortage Reported	State Job Title
Registered Nurse	Nursing: Staff Registered Nurses
Community Health Worker	Care Coordination: Community Health Worker
Project Managers	Administrative Staff: Other

STAFF MODEL

Project: 3ai Behavioral Health Integration

General Shortages Reported	State Job Title
Behavioral Health Therapist	Behavioral Health: Psychiatrist
Bilingual Community Health Worker	Care Coordination: Community Health Worker/ Administrative Support: Medical Interpreters
Bilingual Staff/Translators	Clinical Support: Other/ Administrative Support: Medical Interpreters
Care Coordinators	Social Worker: Care Coordinators/ Case Managers/ Care Transition/ Nursing: LPN Care Coordinators/Case Managers/ Nursing: RN Care Coordinators/ Case Managers/ Care Transitions
Case Managers	Social Worker: Care Coordinators/ Case Managers/ Care Transition
Community Health Worker	Care Coordination: Community Health Worker
Case Worker	Social Worker: Other
Certified Teacher Assistants	Educators: Patient Education: Other
Certified Nursing Aide	Clinical Support: Nurse Aides/ Assistants
Licensed Clinical Social Worker	Behavioral Health: Licensed Clinical Social Workers
Direct Support Staff	Care Coordination: Peer Support Worker
Direct Care Workers	Care Coordination: Peer Support Worker
Direct Support Managers	Care Coordination: Non-licensed Care Manager/ Coordinator
Direct Support Specialist	Care Coordination: Peer Support Worker
Direct Support Professional	Care Coordination: Peer Support Worker
Educational Aides	Educators: Patient Education: Other
Family Support Coordinator	Care Coordination: Non-licensed Care Manager/ Coordinator
Front Line Supervisors	Care Coordination: Non-licensed Care Manager/ Coordinator
Primary Care Providers	Physician: Primary Care
House Managers	Care Coordination: Non-licensed Care Manager/ Coordinator
Licensed Clinical Social Worker-R	Behavioral Health: Licensed Clinical Social Workers
Licensed Practical Nurse	Nursing: LPN
Licensed Professional Counselor	Behavioral Health: Substance Abuse and Behavioral Disorder Counselors
Registered Nurse	Nursing: Staff Registered Nurses
Licensed Social Worker	Social Worker: Licensed Masters Social Worker
Mandarin Translator	Administrative Support: Medical Interpreters
Doctor of Medicine Psychiatric Oversight	Behavioral Health: Psychiatrists
Medical Assistants	Clinical Support: Medical Assistants
Medical Director	Physician: Primary Care

STAFF MODEL

Mental Health Peers	Behavioral Health: Other
Mental Health Specialists	Behavioral Health: Other
Mid-level Clinical Support Specialist	Behavioral Health: Other / Physician Assistant: Other Specialties / Behavioral Health: Psychiatric Nurse Practitioners
Medicaid Service Coordinator	Care Coordination: Non-licensed Care Manager/ Coordinator
Psychiatric Nurse Practitioner	Behavioral Health: Psychiatric Nurse Practitioners
Occupational Therapists	Other Allied Health: Occupational Therapists
Patient/Health Navigator	Care Coordination: Patient or Care Navigator
Physicians	Physician: Other Specialties (Except Psychiatrists)
Primary Care Physicians	Physician: Primary Care
Project Manager	Care Coordination: Non-licensed Care Manager/ Coordinator
Psychologist	Behavioral Health: Psychologist
Physical Therapist	Other Allied Health: Physical Therapist
Psychiatric Nurse	Nursing: Other
Psychiatrists	Behavioral Health: Psychiatrists
Telepsychiatry	Behavioral Health: Psychiatrists/ Health Information Technology: Other / Health Information Technology : Software Programmers
Reception Nurses	Nursing: Staff Registered Nurses
Registered Nurse specialized languages	Nursing: Staff Registered Nurses
Substance Abuse Counselors	Behavioral Health: Substance Abuse and Behavioral Disorder Counselors
Skilled, Direct Care Workers	Care Coordination: Peer Support Worker
Teacher's Aides (Direct Care)	Educators: Patient Education: Other
Therapy Aides	Other Allied Health: Other / Other Allied Health: Physical Therapy Assistants/Aides / Other Allied Health: Occupational Therapy Assistants/Aides
Transportation	Administrative Support: Transportation

STAFF MODEL

Project: 3aii Crisis Stabilization

General Shortage Reported	State Job Titles
Care Coordinator	Social Worker: Social Work Care Coordinators, Case Managers, Care Transition
Community Health Worker	Care Coordination: Community Health Worker
Case Managers	Social Worker: Social Work Care Coordinators, Case Managers, Care Transition
CNAs	Clinical Support: Nurse Aides/Assistants
Direct Care Staff	Care Coordination: Peer Support Worker
Family Support Coordinator	Care Coordination: Non-licensed Care Manager/Coordinator
LPN's	Nursing: LPN
Doctor of Medicine Psychiatric Oversight	Behavioral Health: Psychiatrists
Medical Director	Physician: Primary Care
Mental Health Peers	Behavioral Health: Social and Human Service Assistants
Mid-level Clinical Support Specialist	Physician Assistant: Primary Care
Patient Navigator	Care Coordination: Patient or Care Navigator
Psychiatric Nurse Practitioner	Behavioral Health: Psychiatric Nurse Practitioners
Psychiatrists/ NPs (Telepsychiatry)	Behavioral Health: Psychiatrists
RNs (experienced)	Nursing: Staff Registered Nurses
Telehealth	Health Information Technology: Other

STAFF MODEL

Project: 3bi CVD Cardiovascular Disease

General Shortage Reported	State Job Title
Care Coordinators/ Managers	Care Coordination: Non-licensed Care Manager/ Coordinator
Clinical Transformation Specialist	Nursing: Other registered (Utilization Review, Staff Development, etc.)

STAFF MODEL

Project: 3fi Maternal and Child Health

General Shortage Reported	State Job Title
Bilingual Staff (Certified Translators)	Administrative Staff: Medical Interpreters
Medical Assistants	Clinical Support: Medical Assistants
Patient Care Associates	Care Coordination: Peer Support Worker
Registered Nurses	Nursing: Staff Registered Nurses
Community Health Worker	Care Coordination: Community Health Worker
Social Workers (MSW)	Social Worker: Other
Social Workers (LMSW)	Social Worker: Licensed Masters Social Workers
Care Coordinators/Navigators	Care Coordination: Patient or Care Navigator
LPNs	Nursing: LPN
Dentists	Other Allied Health: Other
Mid-Level Providers	Physician Assistant: Other
Direct Support Professionals	Care Coordination: Peer Support Worker

STAFF MODEL

Project: 4ai MEB (Mental, Emotional, Behavioral) Well-Being

General Shortages Reported	State Job Titles
Care Coordinators/Managers	Social Worker: Social Worker Care Coordinators, Case Managers, Care Transition
Clinical Transformation Specialists	Nursing: Other registered (Utilization Review, Staff Development, etc.)
Project Manager	Care Coordination: Non-licensed Care Manager/Coordinator
Social Worker (MSW)	Social Worker: Other
Social Worker (LMSW)	Social Worker: Licensed Masters Social Worker
Care Coordinators/Navigators	Care Coordination: Patient or Care Navigator
RN	Nursing: Staff Registered Nurses
LPN	Nursing: LPN
Dentists	Other Allied Health: Other
Mid-Level Providers	Physician Assistant: Other Specialties
Direct Support Prevention Specialist (NY OASYS Certified)	Behavioral Health: Other Mental Health/ Substance Abuse Titles Requiring Certification
Skilled Bilingual Employees	Administrative Support: Medical Interpreters

STAFF MODEL

Project: 4di Reduce Premature Births

General Shortages Reported	State Job Title
Program Directors	Physician: Other Specialties (Except Psychiatrists)
High-risk Coordinators	Nursing: RN Care Coordinators/ Care Managers/ Care Transitions
Care Coordinators	Care Coordination: Non-licensed Care Manager/ Coordinator
Community Health Worker	Care Coordination: Community Health Worker
Community Health Worker Supervisors	Care Coordination: Non-licensed Care Manager/ Coordinator
Administrative Assistants	Administrative Support: Secretaries and Administrative Assistants
Doula	Educators: Health Coach