MILLENNIUM
COLLABORATIVE CARE

Target Workforce State Profile

Millennium Collaborative Care

Introduction

The following Target Workforce State Profile was compiled for the Millennium Collaborative Care PPS (Millennium) by the Western New York Rural Area Health Education Center (R-AHEC) based on information collected from partnering facilities and project managers at the end of 2015 and beginning of 2016 (DSRIP Year 1, 3rd and 4th Quarter). Partnering employers provided information regarding their present staff shortages, projected employment shortages, and anticipated need for trainings. In many cases the partners were unable to answer the questions asked of them because they haven't engaged all projects. In order to gain additional information, we interviewed Project Managers and added their information to the report. This report was prepared to provide valuable information on staff impact.

Scope and Methodology

Assessment Coverage

The assessment covered 65 facilities representing nine DSRIP facility types. Starting in February 2016, the R-AHEC staff interviewed 65 Millennium partner employers. Surveyed facilities are spread out across eight Western New York counties: Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, and Wyoming with an additional facility located in Chemung County. The majority of surveyed facilities serve rural populations and represent nine DSRIP facility types.

Data Collection Method

WNY R-AHEC invited 124 Millennium-partnered facilities to speak with a representative, in-person, regarding DSRIP projects and anticipated changes to facility staff. Of that number, R-AHEC employees scheduled 65 personal discussions with designated staff for a response rate of 52.4%. Interviews were held at the facility's location between February 1, 2016 and March 30, 2016.

Additionally, R-AHEC staff interviewed all Project Managers employed with Millennium during the Fall of 2015. These employees were able to augment collected information on needed trainings and anticipated shortages based on their expertise in the field and knowledge of project structure.

Data Analysis

During the interview, the participants discussed a predetermined list of topics which included questions regarding the projects the facility was engaging in, the present staff shortages (if any), anticipated staff shortages (if known), anticipated number of new hires, needed trainings (either presently or in the future) that would assist in retraining/redeploying employees, delivery method for trainings, and other topics as the facility wanted to discuss. Additionally, R-AHEC staff delivered guidance to facilities that required further defining of the history, details and goals of DSRIP initiatives in New York State.

#	Project	General Shortage	Anticipated Trainings	Future State
1	2ai Create Integrated Delivery System	PCA I & II (through licensed home care agencies) Nurse Manager Soc. Workers Administrative QA Admin.	What is a Community Health Worker? How does DSRIP fit into overall picture? Medicaid Redesign and ACA - explain overall state plan Computer IT (air cards don't work in rural areas) Motivational Interviewing PCA Level1, PCA Level II - align train. & centralized train. CNA HHA Differentiate between: Health Care Coordinator./Care Manager, Community Care Coordinator (Soc. Worker), Patient Nav., CHW Data Analytics	• LMSW-R 2016 • Mid-levels 2016 • Practice Care coordinators and or Social Workers 2016
2	2biii ED Care Triage	Bilingual Staff (Cert. Translators) Medical Assistants Patient Care Associates Patient Nav./CHW - 2 yr. degree Social Workers - requires 4 yr. degree	ED Assessment Questions (screening for Patient Navigator) Medical Diagnosis Mental Health Screening Computer Cultural Sensitivity Translation Cert. Improved HC Delivery (Kaleida, TLC, Brooks) Employment Skills (incumbent Workers) CNA Training Chemical Dependency Understand. Psychiatric issues COTA (OT extenders) Computer Skills (MS Office) EMR's Case Management Tracking System Basic Principals of Care Coordinator Care Coordinator vs. Care Mgmt. Motivational Interviewing Techniques for follow-up Data Analytics	• motivational interviewing • overviews of chronic disease • substance abuse • mental health issues • community resources • communication • safety and awareness • social determinants of health • cultural diversity

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3	2bvii INTERACT	RNs LPNs CNAs Home Health Aides Housekeeping & Dietary Supervisors - for night shift Cert. INTERACT Champion Direct Care Staff Telehealth C.I.C.	Acute Assess. Basic Computer skills (Outlook) Basic Hospitality Skills Basic Life Skills Train. (math, hygiene, interview skills) Behavior Intervention Building IT infrastructure C.I.C. Training Case Study/Scenario Based Training Clinical Assessment Skills Clinical Pathway train. (using SBAR) Clinical/Nursing Assess. Skills Clinician/PCP train. -all levels Communication -social model vs. clinical model (consult Bonnie) Computer Skills (EHR, Excel/Word basic for mgrs., PP for admin. Staff, basic Internet) Conflict Mgmt. CPR Cert. Critical Thinking Skills Cultural Competency Cultural Diversity Cultural Sensitivity Customer Service / Etiquette and Skills Customer Svc./Sensitivity - how to talk to parents Data Analytics (in general and Silos Communication) Dealing with Difficult Families Dementia Care Documentation Skills DSRIP Buzzwords / Acronyms Early Detection Resp./Cardiac Distress ED Staff Training in Dual Diagnosis (BH/MH/DD) Effective Comm. EHR Emotional Intelligence Emphasis on Technology and Professional Growth	• For facilities who are not electronically based and will be moving from a paper based system to an EMR based system- computer training and HIE/EMR training • INTERACT training for all direct care staff • Data tracking training for all staff responsible for data collection, submission, and reporting

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	2bvii INTERACT (continued)		Feeding Assistance Training Healthcare Leadership Develop. Incorporating Interact elements in EMR (skills) INTERACT - local, widespread training for the masses IV Placement Leadership skills for clinicians Med. Terminology Communication Medicaid vs. Medicare Medical Responsibilities Training (admin. meds/responsibilities) Medical Terminology/Communication to Residents & Families NL, DA (communication across Silos in HC) Nurse Leadership on why it's important for Fed/NY to reduce HC costs Peer Mentoring Person-centered Sensitivity - Customer Service Phlebotomy Reporting Skills for CNAs (Observation Training) RN/LPN Orientation TB Mask Fit Testing TBI Awareness train. Team Work/ Employee Professionalism Telemedicine Train the Trainer for Nursing leads Value Based Purchasing Will be implementing EHR with INTERACT functionality Work Ethic/Leadership Work Ethics for new staff Workplace Ethics & Loyalty Wound Care Cert.	

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4	2bviii Hospital/Home Care	see 2bvii	see 2bvii	• Agencies must be engaged in the INTERACT program and have an INTERACT Champion identified by 9/30/16 • HIE connectivity by 9/30/16 • Rapid Response Team Model by 9/30/16
5	2di PAM (Patient Activation Measures)	RN CHW Project Managers	"PAM Branding"-universal image to unify CHW's to PAM Board/DSRIP Training Bridges to Poverty Communication: Prof. vs Layperson/Med. terminology Confidentiality Training/HIPPA Conflict Resolution Cultural (Mental health, substance abuse, sensitivity) Cultural Competency (Seneca, Amish) Cultural Diversity Data Analytics Department Interface Develop a system to bring DSRIP/PAM & Health Insurance Marketplace together (ex. NAS to do PAM) Documentation/EHR use Emotional Intelligence Integration Work Language Line (translation services) Leadership Skills/Mgmt. Skills	• PAM provides and is in the process of providing CHW training • Training on using Tablets or IPad • How to talk about good health habits with some biology "for dummies" to describe why sodium sugars and fats are harmful to the body • CHWs are currently in hotspots in the community and will receive OJT

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	2di PAM (Patient Activation Measures) (continued)		Motivational Interviewing Negotiation Skills Organizational Leadership Poverty/ Trauma Informed Care Project Management Training, Soft Skills Spanish Systems Training Typing Skills	
6	3ai Behavioral Health Integration	Behavioral Health Therapist Bilingual CHWs Bilingual Staff (50 languages in neigh.)/ Translators Care Coordinator (CHW) Care Coordinators Case Managers Case Manager - CHW Cert. (NYS parameters, clarity on case manager vs. CHW) Case Workers Case/Care Management (CHW) - none currently Cert. Teacher Assistants Child Health Home? CHWs (Community Based)	Addressing parenting challenges in the community Aging Population (dealing with Alzheimer's, etc…) Alternatives to ER Basic Spanish/Medical Term. Bilingual / Bicultural Staff Translation Services Building Relation. with Clients Care Coordinator (BH→PCP) Care Mgmt. Cert. for Nurses Career-Building Skills Train. (crisis response, medication awareness) Case Management (Capella Univ. curriculum) Case Management Tracking System CEU's for SW's Change Mgmt. in HC environment Child & Adult MH Chronic Disease Counseling CHW Cert. Clerical Staff Training, Clerical/Customer Service Skills Clinical Assessment/ Med. Term. Skills	

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	3ai Behavioral Health Integration (continued)	CNAs Creating Career Path Internally, LCSWs, Care Coordinators Direct Care Staff - Direct Support Staff Direct Care Workers Direct Supp. Mgrs. Direct Support Spec. DSP (Dir. Support Prof. - Adult care) Ed. Aides Family Support Coordinator Front Line Supervisors Greater access to public PCPs House Mgrs. LCSW-R (2) LCSWs LPC/RN LPNs LSWs Mandarin Translator MD, Psychiatric oversight Medical Assistants Medical Director Mental Health Peers MH Specialists Mid-level Clinical Support Specialist MSC vs. CHW (educ.) NP - 1	Cognitive Behavioral Therapy Combat Poverty Comm. Safety Communication -social model vs. clinical model (consult Bonnie) Community Awareness Community Engagement / Advertisement of Services/Outreach Community Networking Community Outreach & Prev. Care Community Safety (in home-based settings) Community Safety/Awareness Compliance Trainings Computer Data Sys. (EMR continuity) Computer Literacy Computer Skills (MS Office, Outlook, PP for Admin Staff) Coordinator of Care COTA (OT extenders) Crisis Intervention/De-escalation Crisis Mgmt. Cultural Comp. (Ethics & LGBTQ) Cultural Competency/ Sensitivity Cultural Sensitivity and training for working with DD population Care/Diagnosis of individual with DD for ED staff Customer Service Skills - Social Determinants of Health, Motivational Interviewing Customer Svc./Sensitivity - how to talk to parents Data Analytics - understand reporting Data Analytics (how & why share data), Data Analytics (meaningful use of data) Data Analytics (PCMH 2014) -looking for guidance on new trends in data processing Data Analytics (What should we be collecting?) Data Analytics - follow up	

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	3ai Behavioral Health Integration (continued)	On-site Behavioral Health - for housing sites and homeless shelters OTs Patient/Health Navigator Physicians Primary Care Physicians Project Manager - possibly Psychiatry & Psychology Psychiatric Nurse Practitioner Psychiatrists Psychiatrists/NPs (Telepsychiatry) Psychologist PT Reception Nurses RNs RN's - Sp. & Fr. RNs (experienced) S.A. Counselors Skilled, Direct Care Workers SWs Teachers' Aides (Dir. Care) Teachers Assistants Telehealth" Therapists (OT, PT, Speech) Therapy Aides Transportation	Dealing with dual diagnosis (BH & MH) patients Definition of job title for providers Dependency / Abuse Assessment Skills for Physicians Diabetes, Suicide Prev. Domestic Violence Driver Training Drug/Sub. Abuse, Chemical Dep. (CASEC) DSRIP Applications for Physicians ED Staff Training in Dual Diagnosis (BH/MH/DD) Educating Families on Addiction Educating patients on high deductible plans Educating PCPs on services that Cantalician provides Efficient EHR Use EHR Electronic Billing - under integrated service model Employee - CNA/LPN programs EMR Bridging of Information EMR Familiarization EMR Train. (integrated use) Engaging the population that doesn't prioritize HC Evidence-based Training Expanded Diagnosing Skills - new SWs, CEU's Fee for Service vs Value Based Model Fee for Services vs Value Based Billing First Aid & CPR for all staff Forensic Training Health Homes being the basis for PC Integration Healthcare Language for Layperson, Healthcare Leadership HIPPA Homeless Outreach How to implement Primary Care Services (and not lose money) Human Trafficking Awareness Identifying individual with DD - for ED workers Impact-based work vs. Transactional-based work Integrated BH Train	

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	3ai Behavioral Health Integration (continued)		Integration of Care (roles) Integration of services into BH facilities Language Line (Relias LMS) Language Skills (Spanish) Language Skills/Translation Med. Certification Med. Terminology Communication Medical Components Aware. (assess. skills for DSRIP screening) Medical Responsibilities Training (admin. meds/responsibilities) Medical Term. for layperson Medical Terminology for lay-person Medical Terminology (Tech vs Layman) Medical Terminology for Lay-Person Mentorship, Mgmt. level finance / budget Mgmt. Training Mobile Mental Health (Cattaraugus, Chautauqua, Allegany) Motivational Interviewing (program through CPI) NL, DA (communication across Silos in HC) Nurse Leadership NY Initiative: PROMOTE (Train-the-trainers) Opioid Epidemic Awareness Patient Nav/Patient Ed. Peer Certification PHI/HIPPA Prevention Practices Profess. Skills (work roles, work ethics) Professionalism/Work Ethics Quality & Preventive Care Metrics RELIAS Respecting choices SCIP re-cert. Sensitivity Train.	

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	3ai Behavioral Health Integration (continued)		Sex Offenders, Sexual Harassment Shared Staffing-Shared Medical Records Social/Clinical Assessment Skills (within DD population) Socioeconomic/Religious issues Step to take to Access Care System Integration Team Work/ Employee Professionalism Tech Advancements/Upgrades (tablets, easy data access) Telemedicine/Telehealth Telephone Triage Telepsychiatry Training for substance abuse screenings/forms Training for trainers on their EMR (optimization, meaningful use) Trauma Care Treating individual with DD - for PCPs & RN's Understanding Various Health Insurance Victims Services/Therapy Services Volume-based vs Value Based Transition Whole Person Treatment Work Ethics/Leadership & Mgt. Train. Work Ethics for new staff Workflow, Conversation, Warm hand offs Working with substance abuse individuals (training for physicians) Workplace Violence Zero Suicide Initiative Seminars	
7	3aii Crisis Stabilization	Care Coordinator (CHW) Case Managers CNAs Direct Care Staff Family Support Coordinator	Alternatives to ER Bilingual Staff (Span.) Career-Building Skills Train. (crisis response, medication awareness) Change Mgmt. in HC environment Communication -social model vs. clinical model	• Crisis Integration Team Training (with law enforcement) • CIT trainers needed first, then as calls increase – mobile outreach and hotline positions will need to be hired.

#	Project	General Shortage	Anticipated Trainings	Future State
	3aii Crisis Stabilization (continued)	LPNs MD, Psychiatric oversight Medical Director Mental Health Peers Mid-level Clinical Support Specialist Patient Nav. (maybe, how pay for it) Patient/Health Navigator Psychiatric Nurse Practitioner Psychiatrists/NPs (Telepsychiatry) RNs (experienced) Telehealth	Community Engagement/Advertisement of Services/Outreach Community Safety Awareness Computer Skills (PP for admin. staff, Excel, Word) Cultural Competency (Ethics & LGBTQ) Customer Svc./Sensitivity - how to talk to parents Data Analytics - follow up Dependency / Abuse Assessment Skills for Physicians DSRIP Applications for Physicians ED Staff Training in Dual Diagnosis (BH/MH/DD) Educating Families on Addiction Efficient EHR Use Electronic Billing - under integrated service model Employee - CNA/LPN programs Fee for Service vs Value Based Model How to implement Prim. Care Services (& not lose money) Integration of services into BH facilities Med. Terminology Communication Medical Components Aware. (assess. skills for DSRIP screening) Medical Responsibilities (admin/responsibilities) Medical Terminology for Lay-Person NL, DA (communication across Silos in HC) Nurse Leadership PHI/HIPPA Shared Staffing-Shared Medical Records Step to take to Access Care System Integration Team Work/ Employee Professionalism Tech Advancements/Upgrades (tablets, easy data access) Training for substance abuse screenings/forms Understanding Various Health Insurance Whole Person Treatment Work Ethics for new staff	Some counties do not currently have a mobile outreach team (Wyoming, Cattaraugus and Allegany) so they could be filled immediately • Need for increased Respite services would follow roll out of outreach teams (maybe July of 2016)

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8	3bi CVD Cardiovascular Disease	Care Coordinators / Managers Clinical Transformation Specialists	SAPST Training Primary Care based Training and mid. level PCPs Bilingual / Cultural Sensitivity (Span.) Motivational Interviewing Trauma Informed Care Organizational Leadership Conflict Resolution Cultural Competency Department Interface Systems Training	• Training to use Practice Electronic Health Records to pull registries and for secure messaging • Training to use EHR to prompt for smoking cessation, BP and Cholesterol • Correct Technique to Measure Blood Pressure training for staff • Training for common formulary medications for Blood Pressure • Training about community workshops and strategies for referral to Living Healthy Workshops • Training for Motivational Interviewing • Training re: Health homes and how to make referrals from Primary Care Physician Training (facilitated by Practitioner Engagement Coordinator, Jillian Barone) • Blood Pressure, Cholesterol, Aspirin Therapy and BMI/Obesity Guidelines Training for Physicians CHW training for hired CHW team • CHW training program. • Living Healthy with Chronic Disease workshop training Timeline for 3 CHW hires for Pilot site implementation is Aug. 2015- Dec. 2016. Timeline for remaining CHW hires by region is Jan 2017- March 2018.

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9	3fi Maternal and Child Health	Bilingual Staff (Cert. Translators) Medical Assistants Patient Care Associates RNs CHWs Social Workers (all levels) -MSW, LMSW Care Coors/Navigators LPNs Dentists Mid-Level Providers Direct Support Profs	Chemical Dependency CNA Training Community Interaction/Safety Skills Computer Skills Crucial Conversations in Healthcare Cultural Competency Cultural Diversity Cultural Sensitivity Data Analytics Documentation / EHR use ED Assessment Questions (screening for Pat. Navigator) Employment Skills (incumbent Workers) Expectations of the project Improved HC Delivery Integration Work Language Line (translation services) Medical Diagnosis Mental Health Screening Motivational Interviewing People with experience to talk about what works and what doesn't, Community Awareness/Safety Poverty/ Trauma Informed Care Soft Skills Spanish Translation Cert. Typing Skills, Understand. Psychiatric issues	• CHW training with specialty training maternal and child health • CHW supervisor training • Training related to risk assessments • Ongoing continuing education needs • Need to determine care coordinator training needs Timeline start ASAP- some programs have CHW to initiate program

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10	4ai MEB (Mental, Emotional, Behavioral) Well-Being	Care Coordinators / Managers Clinical Transformation Specialists Project Manager Social Workers (all levels) -MSW, LMSW Care Coordinators/ Navigators RN/LPNs Dentists Mid-Level Providers Direct Support Prevention Specialist (NY OASYS Cert.) Bilingual skilled employees	Bilingual / Cultural Sensitivity (Span.) Classroom Mgmt. Cognitive Behavioral Therapy Cultural Comp. Cultural Diversity Documentation / EHR use EHR Evidence-based Training Integration Work Language Skills (16 lang. in area - West side) Motivational Interviewing Poverty/ Trauma Informed Care Soft Skills Spanish Trauma Informed Care	Early 2016 • Project Northland Training • Teen Intervene • Cultural Competency • Technology Training • Mentoring & Shadowing • Prevention Ethics • Substance Abuse Prevention Skills Training (SAPST) • Mental Health & First Aid
	4di Reduce Premature Births	Program Directors High-risk coordinators Care coordinators CHW CHW supervisors Admin assistants Doula	Training needs will need to be designed for each position with the model of care design	Training and competency needs will need to be designed for each position with the model of care design. Expect to initiate DY1Q3-4.