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# TARGET WORKFORCE STATE

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**COMMUNITY PARTNERS OF WNY**

*Performing Provider System*

**Prepared by WNY R-AHEC  
2016**

## **Introduction**

The following Target Workforce State document was compiled for the Community Partners of Western New York (CPWNY) by the Western New York Rural Area Health Education Center (R-AHEC) as part of “Milestone 3: New Hire Employment Analysis and Updates” requirement. This report was developed in order to submit an initial baseline for the number of New Hires the PPS plans to employ and to help collect information that identifies staffing gaps and needs. The information contained in this report was collected from partnering facilities by R-AHEC staff from February to August of 2016. Partnering employers provided information regarding their present staff shortages, projected employment shortages, and anticipated training needs. In many cases, the partners were unable to answer the questions asked of them because they have not engaged all projects. This report was prepared to provide valuable information on staff impact.

## **Scope and Methodology**

### *Assessment Coverage*

The assessment covered 46 facilities. Beginning in February 2016, the R-AHEC staff interviewed 27 CPWNY partner employers plus an additional 19 facilities that are partners with both Millennium Collaborative Care and CPWNY. Surveyed facilities were spread out across three Western New York counties: Chautauqua, Erie and Niagara.

### *Data Collection Method*

Originally, WNY R-AHEC was invited by CPWNY to speak in-person to 39 of its partner facilities regarding DSRIP projects and the anticipated changes to facility staff. Of that number, only 27 facilities were engaged in DSRIP projects with CPWNY and provided their target workforce data for this report. Interviews were held at each facility’s location between February 1, 2016 and August 8, 2016. In September, R-AHEC staff also interviewed project managers to include their input on the target workforce state and to confirm the findings during organizational assessment interviews with CPWNY partner facilities.

### *Data Analysis*

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

Attached is a table of current shortages, a list of trainings needed, and number of new hires needed by project.

#	Project	General Shortage	Library of Needed Trainings	Future State
1	2ai Create Integrated Delivery System	RN's Nurse Aides ER Nurses (fully qualified) Bilingual Staff (multiple Spanish dialects)/Translation Services (multiple languages) CHW/Patient Navigator (dedicated to Behavioral Health) LPN's Quality Program Specialists RN-level Receptionist (to monitor appointment scheduling) Qualified Nursing Staff Nurse Manager Primary Care Provider LCSW (for BHI) Direct Support Staff	Non-violent Crisis Intervention (NVCI) English for Bilingual Staff Opiate Epidemic Sensitivity Implementing new EHR (EPIC) in changing HC environment (UPMC takeover) Computer Skills/Terminology standardization Professional Skills (management training, assertiveness) Situational Assessment Crisis Management Diffusing Situations Communication Style/Skills Motivational Interviewing Soft Skills (writing, communication, professionalism, work ethics, work etiquette) EMR (Medent)	LMSW-Rs 2016 - 2 Mid-levels 2016 - 2 Practice Care Coordinators and/or Social Workers 2016 - 6
2	2biii ED Care Triage	Bilingual Staff (Cert. Translators) Translation services (multiple languages) Medical Assistants Patient Care Associates Patient Navigator/CHW	ED Assessment Questions (screening for Patient Navigator) Medical Diagnosis Mental Health Screening Computer Skills (MS Office) Cultural Sensitivity Translation Certification Crucial Conversations in Healthcare Understanding Psychiatric Issues COTA (OT Extenders) EMR's Case Management Tracking System Basic Principals of Care Coordinator Care Coordinator vs. Care Management Motivational Interviewing Non-violent Crisis Intervention (NVCI)	Patient Navigators - 10 Community Health Workers - 6 Social Workers - 4 PCPs (at primary care offices) - 4 Mid-levels (at PCP offices) - 4

#	Project	General Shortage	Library of Needed Trainings	Future State
3	2biv Care Transitions	CHWs (for patient education) Care Coordinators/Managers Nurse Manager Social Worker RNs Nurse Aides Administrative Staff	Computer Skills (MS Office) Professional Skills (management training, assertiveness) Specific Disease Identification Resources for In-home Education Bilingual Cultural Sensitivity – Spanish Motivational Interviewing Trauma Informed Care Social Worker	Social Workers - 4 Care Coordinators - 8 CHWs - 2
4	2cii Telemedicine	see 2ai	Professionalism Computer Skills (MS Office) Terminology Standardization	IT technicians - 2 Translators - 2 Data Analysts - 2
5	3ai PC & Behavioral Health Integration	Care Coordinators/Case Mgrs. CHWs Certified Teacher Assistants CNAs LPNs Direct Care Staff Direct Support Professionals (Adult Care) Family Support Coordinator LCSWs MD Medical Assistants MH Specialists Education Aides Mid-level Clinical Support Specialists Psychiatrists (Telepsychiatry) OT PT Patient/Health Navigator Psychiatric Nurse Practitioners	Anything Mental Health Related Bilingual/Bicultural Staff/Translation Svcs. Care Coordination Training Care/Diagnosis of Individuals with DDs (for ED staff) Case Management CHW Certification Communication (in a social model) Community Safety/Awareness Computer Data Systems Computer Skills for Administrative Staff (Word, Excel) Crisis Intervention/De-escalation Crisis Response Cultural Competency/Sensitivity (Seneca, Amish) Cultural Sensitivity (relating to DD) Customer Service/Sensitivity Data Analytics Driver Training ED Staff Training in Dual Diagnosis	Care Coordinators - 6 CHWs - 10 CNAs - 5 LPNs - 5 LCSWs - 5 MDs - 2 NPs (Psych) - 3 Psychiatrist - 1 RNs - 5 SWs - 4

#	Project	General Shortage/Needs	Library of Needed Trainings	Future State
5	3ai PC & Behavioral Health Integration (continued)	RNs Speech Therapists SWs Teacher's Aid (Direct Care Level) Telehealth Therapy Aides Translators/Translation service (Up to 30 different languages)	Electronic Billing (Integrated Ser. Model) Emotional Intelligence Employee CNA/LPN Programs Fee for Service vs Value Based Billing First Aid and CPR (for all Staff) Health Homes (basics) for PC Integration Healthcare Leadership Homeless Outreach Human Trafficking Integration of Services (int) Leadership Skills Management Skills Medical Responsibilities Training Medical Terminology Communication Medication Awareness Motivational Interviewing Negotiation Skills Nurse Leadership Nurse Trainings Peer Certification PHI/HIPPA Educating Families on Addiction Professional Skills (Work Roles/Work Ethics - young workforce) SCIP Re-certification Sexual Harassment Social/Clinical Assessment Skills (with DD population) Socio-economic/Religious Issues Stratified Care Coordination Technology Advancements/Upgrades (tablets, easy data access) Training for Substance Abuse Screenings/Forms for Physicians	See above

#	Project	General Shortage	Library of Needed Trainings	Future State
5	3ai PC & Behavioral Health Integration (continued)	See above	Trauma Informed Care (current best practices) Working with Substance Abuse Individuals (training for Physicians) Workplace Violence	See above
6	3bi Cardiovascular Health	Care Coordinators/Managers Clinical Transformation Specialist LPNs Nurse Manager Primary Care Provider Qualified Nursing Staff Quality Program Specialists RN-level Receptionist (to monitor appointment scheduling)	Bilingual Cultural Sensitivity - Spanish Clinical Assessment Skills Standardization Communication Style/Skills Computer Skills Crisis Management Diffusing Situations EMR (Medent) Motivational Interviewing Patient Engagement Professional Skills (management training, assertiveness, working closely with Dr's, receiving criticism as a motivator, communication, customer service) Situational Assessment Trauma Informed Care	Care coordinators - 4 CHWs - 2 Mid-levels - 2 PCP's - 2
7	3fi Maternal & Child (NFP)	Bilingual staff/translation services with an option of multiple Spanish dialects and various foreign languages; Certified Translators CHWs/Patient Navigators CNAs ER Dept. Nurses (fully qualified) Medical Assistants Nurse Aides Patient Care Associates RNs	Professionalism Computer Skills/Terminology Standardization Mental Health Screening Cultural Sensitivity Screening for Patient Navigators Translation Certification Crucial Conversations in Healthcare	RNs - 2 Translator - 1 CHWs - 3

#	Project	General Shortage	Library of Needed Trainings	Future State
8	3gi Palliative Care	LPNs Nurse Manager RNs Social Worker	Communication Style/Skills Crisis Management Cultural Competency Palliative Care (people trained in the art & science of it) EMR (MedEnt) Professional Skills Situational Assessment Social Worker	LPNs - 3 Nurse Managers - 3 RNs - 6 Social Workers - 6 CHWs- 2
9	4ai Promote MEB	Volunteer Coordinators Prevention Specialist Phone Counselors	Mental Health First Aid SAHMSA Programs	Volunteer Coordinators - 3 Prevention Specialists - 10 Phone Coordinators - 2
10	4bi Tobacco Cessation	Tobacco Control Specialist Data Analyst Tobacco Cessation Counselors	Million Hearts- 5A's of Tobacco Use Motivational Interviewing Cultural Competency	Tobacco Control Specialist - 5 Data Analysts - 3 Tobacco Cessation Counselors - 5