



Department  
of Health

# SHIP/DSRIP Workforce Workgroup Meeting

April 03, 2019

# Agenda

Timing	Topic	Slide(s)	Lead
10:30 – 10:40	Welcome and Introductions	3	Wade Norwood & Jean Moore
10:40 – 10:50	Update on the 2019 Budget Process And the Governor's State of the State	4-5	Mark Furnish
10:50 – 11:00	Other Legislative Updates	6-8	Jean Moore
11:00 – 12:30	Best Practice: Recruitment & Retention Panel	9-29	Tracy Leonard, North Country Initiative
	Introduction: Eugene Heslin		Kelly Owens, Adirondack Health Institute
	Moderator: Wade Norwood		Megan Mroczkowski, Doctors Across New York
			Carwyn Kruler, Primary Care Service Corps
12:30 – 12:40	Break		
12:40 – 1:00	Review the Compendium	31-34	Eugene Heslin
1:00 – 1:15	Focus on Service Obligated Programs	35-40	Jean Moore
1:15 – 1:30	Adjournment	41	Wade Norwood, Jean Moore, & Eugene Heslin

# Workforce Workgroup Charge

- Workforce is one of the underlying enablers for the State Health Innovation Plan (SHIP), supporting the five pillars and helping achieve the SHIP objective of moving towards the NYS Patient-Centered Medical Home model
- The Workforce Workgroup also serves the goals of the Delivery System Reform Incentive Payment (DSRIP) Program and the work of Performing Provider Systems (PPS), supporting efforts to reduce avoidable hospital use and achieve the sustainable transformation of the delivery system
- The charge of the Workforce Workgroup is to promote a health workforce that supports comprehensive, coordinated and timely access to care that will improve the health and well-being of New Yorkers, consistent with these transformational initiatives

# Update on the 2019 Budget Process And the Governor's State of the State

- State of the State/Budget Message
- Budget Update

# Other Legislative Updates

# Data Bills

- Modified Physicians Profile
  - Being released as DOH bill
- Mandatory Reporting
  - Senate supportive, coordinating with assembly

# Best Practice: Recruitment & Retention Panel



# NORTH COUNTRY INITIATIVE

## *WORKFORCE DEVELOPMENT*

DSRIP/SHIP Workforce Workgroup Meeting

April 3, 2019

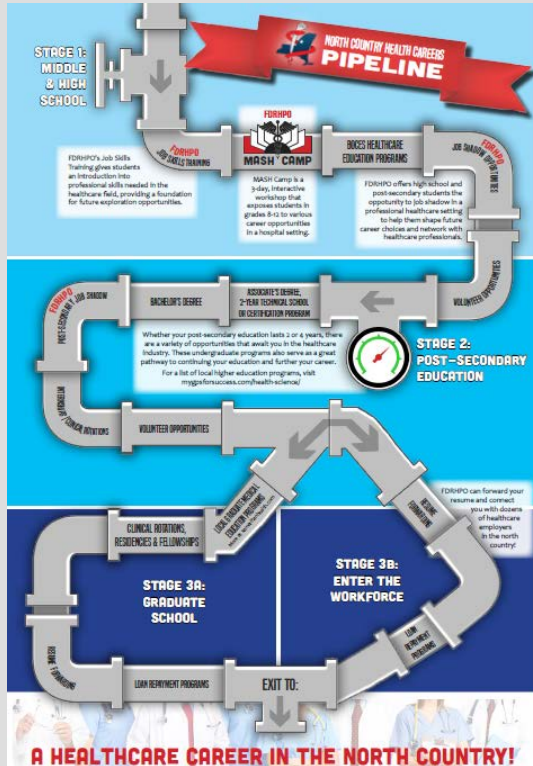
Albany, Empire State Plaza

Presented by Tracy Leonard,

Fort Drum Regional Health Planning Organization Deputy Director &

NCI Regional Workforce Lead

# A DESCRIPTION OF YOUR RECRUITMENT & RETENTION EFFORTS



## Leveraging Long-term Pipeline

- Career exploration programs (i.e. MASH Camp & Job Shadow Programs)

## Collaborating with Institutions of Higher Education

- Bachelors & Masters Programs at community college (i.e. Nurse Practitioner & Social Worker)
- Development of North Country Care Coordination Certificate Program with SUNY Jefferson & SUNY Canton

## Development & Collaboration of Interdisciplinary Teams

- Growth of Certified Diabetes Educators, Community Health Workers, BH Peer Supports
- Provider Incentive Programs based on areas of need (MD/DO, PA, NP, Dentist, Nurses, Med Lab Techs, Social Workers, CDEs, Instructors, etc.)
- Monthly Care Coordination Collaboratives (networking, education, case study, call to action, etc.)
- Tobacco Cessation, NDPP & CDSMP systematic referrals

## Customized Training Videos & System-wide Training/Retraining

- DSRIP 101, Blood Pressure Measurement, Health Literacy & MEB, Medicaid Health Home, Care Transitions, etc. which have been used by NCI and shared with/utilized by various PPS' (and in India!)
- Development of various trainers in the region (i.e. SBIRT, Mental Health First Aid, PCMH Content Experts, QPR, Bridges Out of Poverty, etc.)

## Regional Expansion of Graduate Medical Education

- PPS key partner in regional Rural Residency Program Development Grant. Working collectively with partner hospitals, FQHCs and Public Health Depts. to build rural residency capacity & sustainability

**FDRHPO INFRASTRUCTURE**

# INCENTIVE PROGRAM SUCCESS

DY1 - DY3 Totals			
Provider Type	Number of Awards	Award Amount	Total Award Amount by Program
<b>CDE INCENTIVE PROGRAM</b>			
Certified Diabetes Educator	4	\$ 80,000.00	\$80,000.00
<b>LMSW/LCSW INCENTIVE PROGRAM</b>			
LCSW (Grow LCSW)	1	\$ 30,000.00	
LCSW (Grow LCSW-R)	5	\$ 195,000.00	\$225,000.00
<b>PROVIDER INCENTIVE PROGRAM</b>			
Physician Assistant	5	\$ 236,639.00	
Physician	11	\$ 1,356,280.00	
Psych Nurse Practitioner	4	\$ 310,528.71	
Psychiatrist	3	\$ 400,000.00	\$3,210,498.71
Psychologist	2	\$ 90,000.00	
Dentist	2	\$ 163,801.00	
Family Nurse Practitioner	8	\$ 653,250.00	
<b>NURSING INSTRUCTOR INCENTIVE PROGRAM</b>			
Nursing Instructors	4	\$ 120,000.00	\$120,000.00
<b>NURSING INCENTIVE PROGRAM</b>			
Nursing Incentive – Recruit RN	9	\$ 53,250.00	
Nursing Incentive – Recruit LPN	2	\$ 6,000.00	
Nursing Incentive – Retain RN	15	\$ 97,750.00	\$208,000.00
Nursing Incentive – Retain LPN	11	\$ 51,000.00	
<b>Grand Totals</b>	<b>86</b>		<b>\$3,843,498.71</b>

## WHY YOU SHOULD CONSIDER THESE EFFORTS BEST PRACTICES



The regional proportion of third-graders with **untreated tooth decay far exceeds the statewide measure** (over 40% vs a State rate of 24%). Over the past several years there has also been an **increase in emergency department visits for dental caries**. These conditions are exacerbated by **dental and primary care provider shortages in the region**.

In 2015, the **NCI Provider Incentive Program** assisted the North Country Family Health Center with the **recruitment of Dr. Yong Chang, DDS**, thus allowing for access to dental services for individuals covered by Medicaid, Medicare and managed care programs. Prior to Dr. Chang's arrival, **it had been five years since Medicaid beneficiaries had access to dental services in Lewis County**.

**"I am very pleased to be returning to family practice dentistry at the NCFHC. The agency's mission of providing dental care to patients who need it, regardless of income or insurance status, is a great benefit to our community,"** says Dr. Chang.



**In 2012, as a first-year medical student** at SUNY Upstate Medical School, Dr. Katherine McHugh participated in our **Job Shadow Program**. Originally from Lowville, a rural, underserved area, Dr. McHugh demonstrated a sincere commitment and desire to return to the region and practice medicine as a primary care physician.

After this shadowing experience, she shared **"I hope that someday I will be able to demonstrate the same diligence, humanity and grace in my practice."** It is with great enthusiasm that **NCI provided financial assistance to Lowville Medical Associates who successfully recruited Dr. McHugh as their newest Family Physician**.

Dr. McHugh began practice in Lowville in July 2018.

**Success Story:  
Job Shadow Student  
from 2012 came  
back to region as  
PCP!**



**Danielle DeBona, 2010 Job Shadow Student**

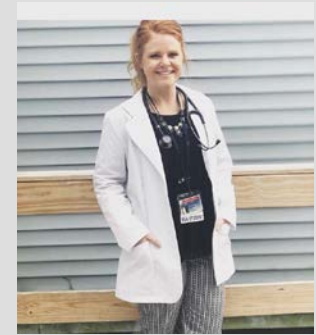


**Danielle Sawyer, 2017, PA**

## **Students to Professionals: Faces of Success**



**Jillian Young, 2009 Job Shadow Student**



**Jillian Young, 2018, FNP**

## HOW YOUR EFFORTS COULD BE REPLICATED IN OTHER AREAS

- Healthcare is not for everyone!
- Recruiting from a rural region (growing your own) generally results in better retention rates
- Not everything needs to be sustained... consistent monitoring & evaluation is critical
- Data driven outcomes are helpful but can sometimes be difficult to track
- Building & maintaining a relationship with participants in the pipeline is essential
- Collaboration with higher education partners results in reduced overhead costs, improved student completion rates and decreased regional vacancy rates
- It's okay to be innovative... perfection can be the enemy of the good
- Celebrate short-term wins
- Building a pipeline takes time but the fruits of your labor will be plentiful!



Adirondack Health Institute

Lead • Empower • Innovate

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# DSRIP/SHIP Workforce Workgroup Meeting: AHI Workforce Strategies and Outcomes

PRESENTED BY:

***Kelly Owens***

*Manager, Workforce and DSRIP  
Project Management Team*

April 3, 2019



## PPS Workforce Recruitment and Retention Initiatives

Assembled the Recruitment and Retention Workgroup which:

- Identified priority areas through workgroup member expertise
- Utilized the Current State Analysis/Compensation and Benefits Analysis which confirmed our needs:

- Primary care providers
- Behavioral health providers
- Post-acute care staff
- RN recruitment in all care settings

Created the Recruitment and Retention Fund.







## Recruitment and Retention Fund

- Focused on priority area positions, with consideration for job titles that were deemed key to an organization for successful project implementation.
- Provided assistance for recruitment costs and, in some cases, retention costs.
- Recommended that partners consider training for retention.

## Training Fund

- PPS-sponsored trainings included trainings that expanded roles and created regional experts – train-the-trainer models and certifications.
- Offered training specifically on recruitment and retention.
- Created a partnership with SUNY Adirondack.



## Workforce Outcomes

**820** positions supported through September 2018.

2018 Compensation and Benefits Analysis identified a positive impact in primary care.

Behavioral health and post-acute care positions showed a lesser impact. Re-evaluated the strategy to provide the following in DY4:

- Behavioral Health Workforce Webinar Series
- Recruitment and Retention Training Strategies for Post-Acute Care
- Post-Acute Care Training Survey

Kelly Owens

kowens@ahihealth.org

*Questions?*



# Doctors Across New York

Physician Loan Repayment and  
Physician Practice Support Programs

# PROGRAM BACKGROUND

- The NY Doctors Across New York (“DANY”) initiative includes several programs collectively designed to help train and place physicians in underserved communities to care for New York’s diverse population.
- The DANY Physician Loan Repayment (“PLR”) and Physician Practice Support (“PPS”) programs make funds available to help recruit and retain physicians to work in medically underserved areas of the state.
- Funding is provided in exchange for a physician’s commitment to work in an underserved area for a three-year period.

# WHO MAY APPLY

1. Individual Physician
2. Health Care Facility:
  - A general hospital, D&TC, or nursing home licensed by the NYS Department of Health (DOH);
  - A facility certified, but not operated by, the NYS Office of Mental Health (OMH);
  - A facility licensed, but not operated by, the NYS Office of Alcoholism and Substance Abuse Services (OASAS);
  - A private medical practice registered in NYS as a PC or PLLC.

# AWARD AMOUNTS

A Request for Application (RFA) is distributed to provide the following:

- Up to \$120,000 over a three year period to, or on behalf of, a physician who agrees to practice in an underserved area for the 3-year DANY service obligation period.
- Up to \$9 million is available annually in state funding in addition to federal funds.
- Since the program began in 2008, DOH has made 535 awards with plans for approximately 75 awards annually.

# USE OF FUNDS

1. Repay qualified educational debt;
2. Support to a physician to establish or join a medical practice; or
3. Help health care facilities recruit or retain a physician.
  - i.e. sign-on bonuses, enhanced compensation or loan repayment

***In all cases, 100% of the funds ultimately must be distributed to the physician or to the physician's practice.***



# Primary Care Service Corps

## Loan Repayment Program

# PROGRAM BACKGROUND

- The Primary Care Service Corps Loan Repayment Program makes funds available to help recruit and retain the following professionals to work in medically underserved areas of the state:

Physician Assistants	Dentists	Psychologists
Nurse Practitioners	Dental Hygienists	Midwives
Marriage & Family Therapists	Licensed Clinical Social Workers	Licensed Mental Health Counselors

- Funding is provided in exchange for a clinician's commitment to work in an underserved area for a two-year period.
- Clinicians may renew their contracts for a third, fourth, and fifth year.



# WHO MAY APPLY

Eligible professionals providing outpatient care in designated Health Professional Shortage Areas at the following types of facilities:

- A general hospital or Diagnostic & Treatment Center licensed by the NYS Department of Health (DOH);
- A facility certified by the NYS Office of Mental Health (OMH);
- A facility licensed, but not operated by, the NYS Office of Alcoholism and Substance Abuse Services (OASAS);
- A facility operated by the NYS Department of Corrections and Community Services.

# AWARDS

A Funding Opportunity is offered to provide the following:

- Up to \$60,000 to a clinician who agrees to practice in an underserved area for the two-year PCSC service obligation period.
- Clinicians may renew for a third, fourth and fifth year, if qualifying educational debt exists. Clinicians serving five years may receive a total of up to \$150,000 in award funds.
- \$1 million is available annually to fund the program.
- Award funds must be used to repay qualified educational debt.

# Review the Compendium

# Compendium Goals

- Collect real-life examples from organizations across NYS of workforce initiatives
- Develop a robust, sustainable tool stakeholders can use to guide future resolution of workforce challenges
- Promote workforce innovation at all levels

# Compendium Materials and Website

The image shows two overlapping documents. The top document is titled "Workforce Compendium" and features the New York State Department of Health logo. It lists "Focus Area(s)" such as Information Technology and Recruitment/Retention. It also includes a "Mission/Where To Consider with mixed Health Workforce Staff NPs practicing in New markets and other characteristics of the process: The Department collaboratively to best" and a "Links/Tools" section with a short introduction to the NY NP website.

The bottom document is titled "Workforce Compendium Submission Template" and also features the New York State Department of Health logo. It includes a "Title of Best Practice" field, a "Select All Area(s) of Practice that Apply to Your Best Practice" section with checkboxes for Behavioral Health, Care Coordination, Entry-level Worker Enhancement Benefits, Quality Improvement/Practice Transformation, and Other (please specify). It also has checkboxes for Information Technology, Training/Competencies, Change/Transition management, and Recruitment/Retention/Sustainability. Below this are sections for "Summary of Best Practice", "What were you trying to achieve with this program? Was there an existing problem you were looking to solve?", "Describe or illustrate via flow chart the administrative process used to implement this best practice (funding sources, approvals, resources created, etc.)", and "If applicable, describe or show via flow chart the process a participant/client of your program would experience."

The screenshot shows the website for the "Workforce Transformation Compendium and Resource Guide". The header includes "Department of Health" and navigation links for "Individuals/Families", "Providers/Professionals", "Health Facilities", and "Search". The main content area is titled "Workforce Transformation Compendium and Resource Guide" and includes the following text:

You are Here: [Home Page](#) » [Workforce Transformation Compendium and Resource Guide](#)

**Workforce Transformation Compendium and Resource Guide**

The New York State Workforce Transformation Compendium is a repository of information about projects that have been shown to be effective in addressing workforce challenges in New York State. The compendium was created as part of the work of the Workforce Workgroup under the New York State Innovation Model (SIM) grant from [CMMI](#). The goal of the compendium is to serve as a reference guide for future workforce initiatives. If you would like to receive email notifications when new best practices are added, please contact [NYStateWorkforceCompendium@health.ny.gov](mailto:NYStateWorkforceCompendium@health.ny.gov) to be added to the distribution list.

Each Best Practice includes a short description of the project, the process for implementation and links to useful resources that were submitted by the organization where the practice was implemented. Submissions for consideration can be sent to [NYStateWorkforceCompendium@health.ny.gov](mailto:NYStateWorkforceCompendium@health.ny.gov) using [this template](#). More information on submission is provided below.

When considering submission, please keep in mind that a best practice should be:

- Responsive to an identified workforce need, consistent with one of the following focus areas: recruitment, retention, sustainability, training, funding, transition management, quality improvement, or productivity.
- Aligned with ongoing transformation in health and behavioral health care
- Flexible and capable of evolution with system changes
- Evidenced-based, to the extent appropriate
- Capable of evaluation
- Sustainable for as long as necessary and designed to sunset when obsolete
- Replicable, so others can use or customize the model
- Scalable, so other can adapt the model to the scope of their need

**Process for Submission/Publication**

- [Submission Instructions](#) (PDF)
- [Submission Template](#) (PDF)

**Table of Contents**

**Recent Additions**

- Staff Retention from Seattle Grace Hospital
- Implementing Training Regimens from Sacred Heart Hospital

Behavioral Health

# Process for Submission

- Email with submission template and instructions to be sent in coming weeks
- Submissions accepted via email
- Submissions reviewed by subcommittee
- Projected website launch: August 2019



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# Focus on Service Obligated Programs

Jean Moore

# Webpage

## Service Obligated Programs

Service obligated programs serve to incentivize healthcare professionals to provide care to underserved New Yorkers. Through these programs, healthcare professionals of various backgrounds are motivated to work in shortage areas or in difficult-to-recruit positions through loan forgiveness, scholarships, or immigration requirement waivers.

Information on all service obligated programs available to New Yorkers is accessible through an interactive database. Using the search function in the database, potential applicants can review information by the type of program (loan forgiveness, scholarships, or immigration requirement waivers), the professions supported, or the length of service. The database also provides a link to each of the service obligated programs.

[Visit Database](#)

Additionally, this webpage provides a link to HRSA's Health Workforce Connector, a database that identifies active National Health Service Corps and Nurse Corps sites and job opportunities at those sites; an email address to send us any questions; and an email listserv for notifications when programs are available or changes have been made to program requirements.

[Health Workforce Connector](#)

[Join Our Mailing List](#)

[Contact Us](#)

[info@chwsny.org](mailto:info@chwsny.org)

(518) 402-0250

[Glossary of Terms](#)


# Search Tool

## Program Type

- Loan Forgiveness
- Scholarship
- Immigration Requirement Waiver

## Professions Supported

Select all that apply 

- Advanced Practice Nurses
- Audiologists
- Clinical Psychologists

## Length of Service

Min. Years    Max. Years

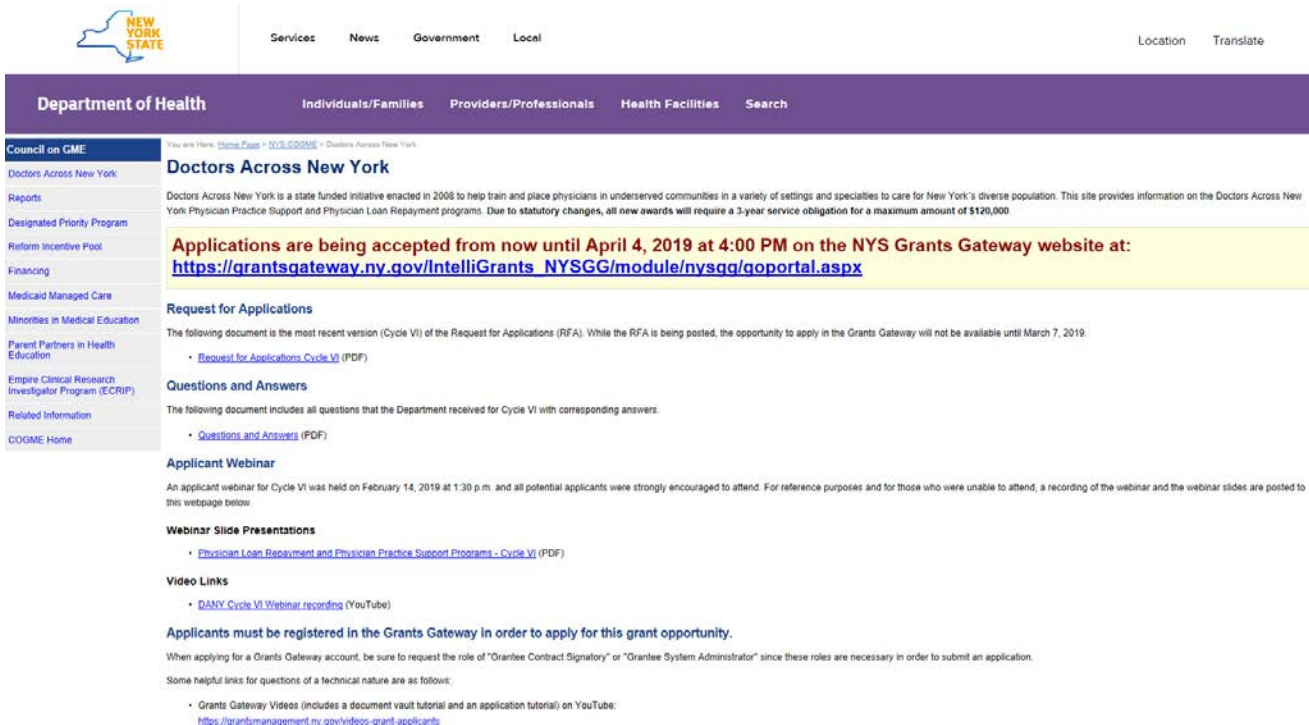
## Agency

# Search Results

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<b>Program</b>	Doctors Across New York
<b>Summary</b>	The New York State Doctors Across New York is a series of initiatives to help recruit physicians and encourage them to remain in medically underserved areas of New York State. The program provides for loan forgiveness and practice support.
<b>Agency</b>	New York State Department of Health
<b>Type of Program</b>	Loan Repayment, Practice Support
<b>Health Professions Supported</b>	Physicians
<b>Website</b>	<a href="https://www.health.ny.gov/professionals/doctors/graduate_medical_education/doctors_across_ny/">https://www.health.ny.gov/professionals/doctors/graduate_medical_education/doctors_across_ny/</a>

# Doctors Across NY Website



The screenshot shows the website interface for Doctors Across New York. At the top left is the New York State logo. A navigation bar includes links for Services, News, Government, and Local. On the right, there are links for Location and Translate. Below this is a purple header for the Department of Health with sub-links for Individuals/Families, Providers/Professionals, Health Facilities, and Search. A left sidebar lists various programs such as Council on GME, Doctors Across New York, Reports, Designated Priority Program, Reform Incentive Pool, Financing, Medicaid Managed Care, Minorities in Medical Education, Parent Partners in Health Education, Empire Clinical Research Investigator Program (ECRIP), Related Information, and COGME Home. The main content area is titled "Doctors Across New York" and includes a breadcrumb trail: "You are Here: Home Page > NY'S COGME > Doctors Across New York". A prominent yellow banner states: "Applications are being accepted from now until April 4, 2019 at 4:00 PM on the NYS Grants Gateway website at: [https://grantsgateway.ny.gov/IntelliGrants\\_NYSGG/module/nysgg/goportal.aspx](https://grantsgateway.ny.gov/IntelliGrants_NYSGG/module/nysgg/goportal.aspx)". Below this, there are sections for "Request for Applications" (with a link to the RFA PDF), "Questions and Answers" (with a link to the Q&A PDF), "Applicant Webinar" (with a link to the webinar recording), "Webinar Slide Presentations" (with a link to the slide PDF), and "Video Links" (with a link to the webinar recording on YouTube). A final section states "Applicants must be registered in the Grants Gateway in order to apply for this grant opportunity." and provides a link to the Grants Gateway Videos.

# Search Results

<b>Program</b>	National Health Services Corps Loan Repayment Program
<b>Summary</b>	The National Health Service Corps Loan Repayment Program is a service-obligated loan forgiveness program designed to recruit and retain medical, nursing, dental, and behavioral/mental health clinicians in eligible.
<b>Agency</b>	U.S. Health Resources and Services Administration
<b>Type of Program</b>	Loan Repayment
<b>Health Professions Supported</b>	Advanced practice nurses, certified nurse-midwife, dental hygienists, dentists, licensed mental health counselors, marriage and family therapists, physician assistants (primary care), physicians (primary care and general psychiatry), psychiatric nurse specialists, psychologists, licensed clinical social workers, speech-language pathologists, and substance use counselors
<b>Website</b>	<a href="https://nhsc.hrsa.gov/loan-repayment/apply-loan-repayment/index.html">https://nhsc.hrsa.gov/loan-repayment/apply-loan-repayment/index.html</a>

# Adjournment



Department  
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