



Strategies to Build Workforce Capacity

Granite State Health Care Coalition 2022
Conference April 19, 2022

Paula Smith, MBA, EdD
snhahec.org



Learning Objectives

- Describe opportunities for recruiting and retaining your health workforce.
- Consider ways to enhance workforce diversity using the CEOrgs framework
- Discuss what it means to build a culture of resiliency

Polling Instructions

Send me a text at **PAULASMITH455**

Put **22333** in the message

Hit send

Or go to the web: Pollev.com

It will ask you to Join presentation so type in **PAULASMITH445**

When poll is active, respond at pollev.com/paulasmith445

Text **PAULASMITH445** to **22333** once to join

It is easy to find the workforce that I need

A. Strongly Agree

B. Agree

C. Disagree

D. Strongly Disagree

None of the above

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

When poll is active, respond at pollev.com/paulasmith445

Text **PAULASMITH445** to **22333** once to join

It is easy to find the workforce that I need

A. Strongly Agree

B. Agree

C. Disagree

D. Strongly Disagree

None of the above

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

When poll is active, respond at pollev.com/paulasmith445

Text **PAULASMITH445** to **22333** once to join

It is easy to find the workforce that I need

A. Strongly Agree

B. Agree

C. Disagree

D. Strongly Disagree

None of the above

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

When poll is active, respond at pollev.com/paulasmith445

Text **PAULASMITH445** to **22333** once to join

Having more staff would allow me to.....

- A. See more patients
- B. Avoid staff shortages
- C. Promote a healthier workplace
- D. Offer more services
- All of the above

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

Career Pathways: Recruitment & Retention



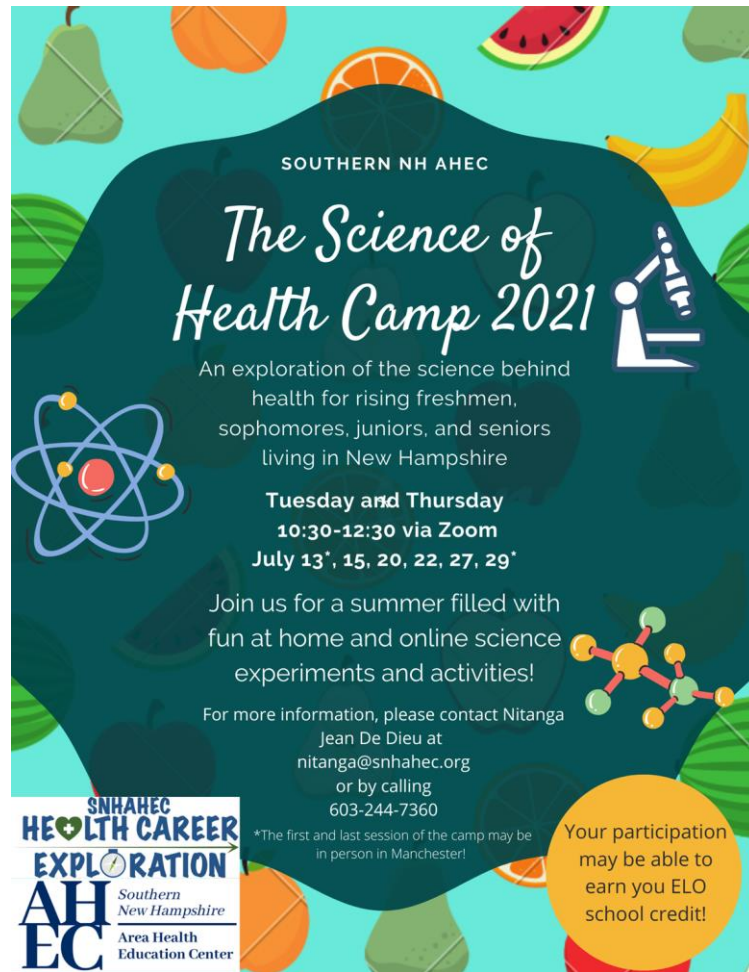
Strategies to Build Workforce Capacity

Early Health Care Pipeline

- Youth and young adults in grades 8 through 12 and undergraduates
- Focus on medically underserved communities and students underrepresented in medicine (
- People who grow up in, or have positive educational experiences in, rural or medically underserved communities are more likely to practice in similar communities when they become licensed health professionals (Phillips, et al., 2009; Rosenblatt, 2000)
 - Health workforce diversity is a key strategy in achieving health equity (The Sullivan Commission, 2004)



HealthQuest/Summer Camps



SOUTHERN NH AHEC

The Science of Health Camp 2021

An exploration of the science behind health for rising freshmen, sophomores, juniors, and seniors living in New Hampshire

Tuesday and Thursday
10:30-12:30 via Zoom
July 13*, 15, 20, 22, 27, 29*

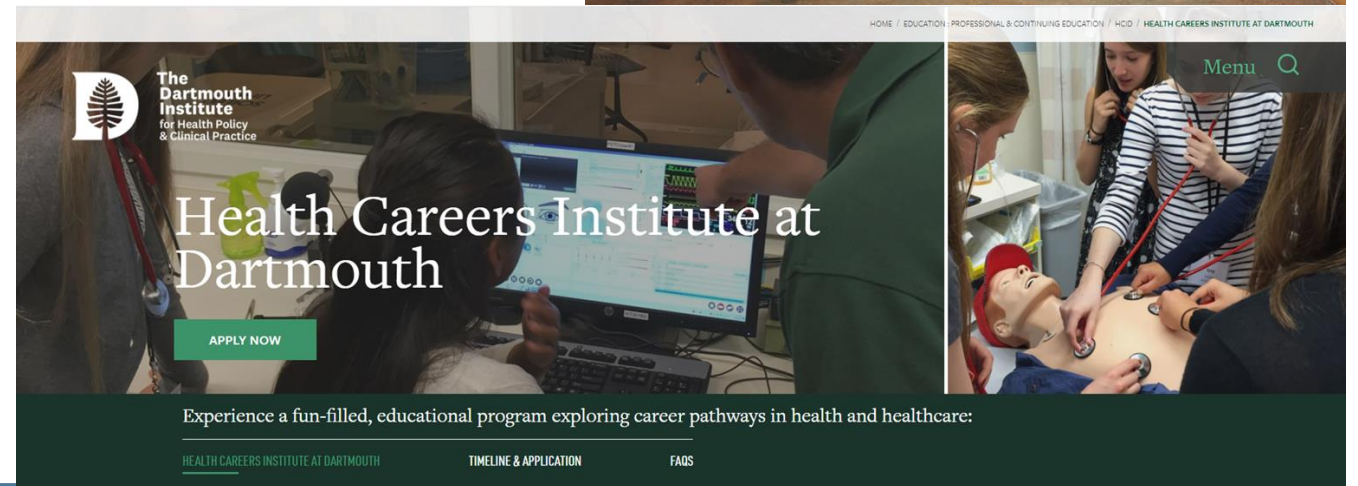
Join us for a summer filled with fun at home and online science experiments and activities!

For more information, please contact Nitanga Jean De Dieu at nitanga@snhahec.org or by calling 603-244-7360

*The first and last session of the camp may be in person in Manchester!

Your participation may be able to earn you ELO school credit!

SNHAHEC HEALTH CAREER EXPLORATION AHEC
Southern New Hampshire Area Health Education Center



HOME / EDUCATION / PROFESSIONAL & CONTINUING EDUCATION / HCID / HEALTH CAREERS INSTITUTE AT DARTMOUTH

Menu

The Dartmouth Institute for Health Policy & Clinical Practice

Health Careers Institute at Dartmouth

[APPLY NOW](#)

Experience a fun-filled, educational program exploring career pathways in health and healthcare:

[HEALTH CAREERS INSTITUTE AT DARTMOUTH](#) [TIMELINE & APPLICATION](#) [FAQS](#)

Strategies to Build Workforce Capacity

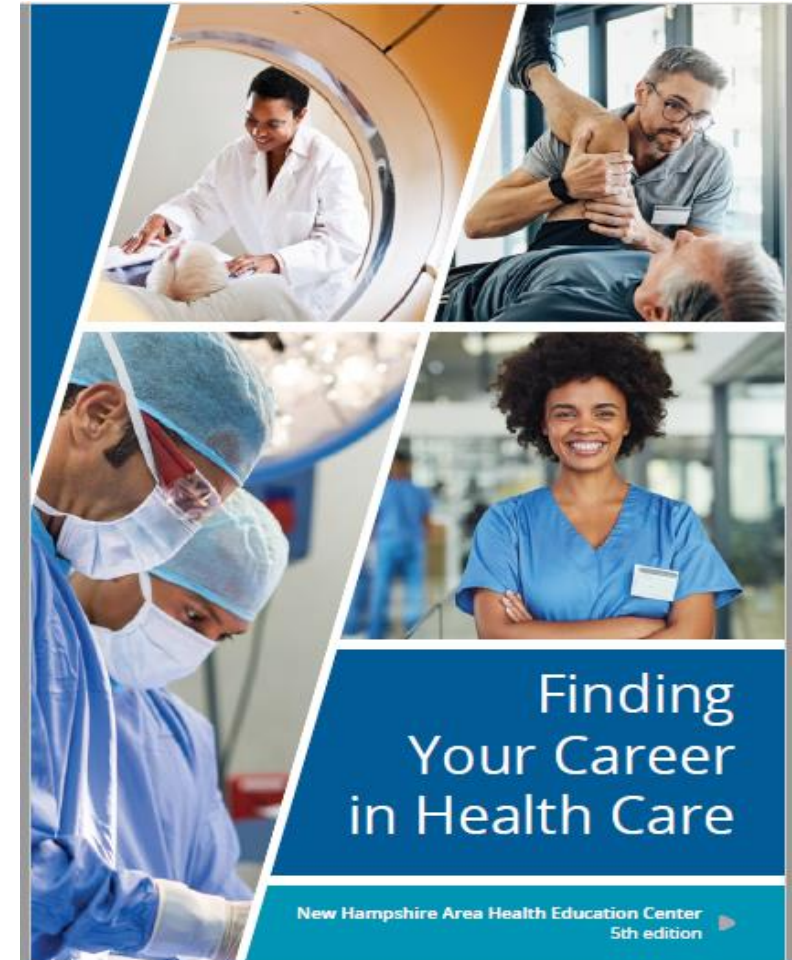
HealthQuest



Strategies to Build Workforce Capacity

Health Career Pipeline

- Career & Academic Requirements
- Descriptions of Jobs
- Workplaces
- Earnings
- Schools in NH



Career Exploration: Job Shadowing



Strategies to Build Workforce Capacity

What can we do?

- Engage with student on projects
 - Interprofessional and public health community projects
 - AHEC Scholars
- Participate in Pipeline
 - Volunteer to be a guest speaker
 - Accommodate job shadows
 - Host students for a field trip
- Consider summer jobs program



Community Placements & Rotations

Providing “real-world” opportunities for health professions students to observe & follow patients over time.



What are some of the opportunities and challenges related to taking students at your practice site?

Community Placements

Tomorrow's Healthcare Workforce:
**Strengthening NH's Clinical
Placement Opportunities**

December 14, 2021



Strategies to Build Workforce Capacity

Recruitment



workforce

grow



What positions are the hardest for you to recruit?

What can we do?

- Education loan repayment
 - New Hampshire State Loan Repayment Program
 - National Health Service Corps (NHSC) Loan Repayment Program
 - Public Service Loan Forgiveness (PSLF)

- Tuition Reimbursement

See Resource List - Educational Loan Repayment



What can we do?

- Learning collaboratives

- Behavioral Health Integration Learning Collaborative (CHI)
- Behavioral Health Clinical Learning Collaborative (FHC)
- Team-Based Care Learning Collaboratives (CDC & NACDD)
- NH Behavioral Health Roundtable (AHEC & IDN)
- Project ECHO

What can we do?

- Collaborate
 - NH Sector Partnerships Initiative /
 - NH Workforce Coalition



Training Programs

- LNA Training Program
- ELO Program for High School Youth

NH *needs*
Caregi♥ers!

Opportunities to enhance workforce



<https://apprenticeshipnh.com>



Strategies to Build Workforce Capacity

Nurse Practitioner Fellowship

Program Model:

- Continuity Clinic
- Mentored and Specialty Clinics
- Learning Sessions
- Quality Improvement Projects



Increasing Retention

Continuing education

AHEC provides interprofessional continuing education

- Accredited provider of Continuing Medical Education (CME) and Nursing Contact Hours

Project ECHO

- Expert-led, team-based quality improvement

Academic Detailing Program

- One-hour CME-qualifying sessions on current clinical topics

AHEC Blitz Mail

- Monthly announcements of upcoming CE programs

See Resource List - Continuing Education

What are challenges related to retention?

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

Increasing retention

Organizational resilience: the ability of an organization or system to anticipate, withstand, adapt, recover, and even grow from crisis, adversity, stress, or trauma.

Approximately 1 in 3 physicians is experiencing burnout at any given time (De Hert, 2020)

- Practitioner burnout poses a risk to patients
- Mounting system pressures have contributed to overwhelming job demands for clinicians
- Organizational and institutional awareness, attention to and recognition of the problem can play a crucial role in promoting physicians' well-being

What can I do?

Short-Term Steps for Companies to Increase Retention

These four topics were the leading predictors of employee retention for Culture 500 companies from April through September 2021. Each bar indicates the level of importance of a topic for employee retention relative to compensation. Offering lateral job opportunities for employees, for example, is 2.5 times more predictive of retention than compensation.

← Importance relative to compensation →

Lateral career opportunities



Remote work arrangements



Company-sponsored social events



Offering predictable schedules



Enhancing workforce diversity

CEOrgs Framework



Strategies to Build Workforce Capacity

Resources



www.equitynh.org

Strategies to Build Workforce Capacity

CEOrgs Online Toolkit

Amoskeag Health & SNHAHEC with Culturally Effective Organizations Workgroup

<https://www.amoskeaghealth.org/center-of-excellence-for-culturally-effective-care>

Strategies to Build Workforce Ca

CULTURALLY EFFECTIVE HEALTHCARE ORGANIZATIONS

Culturally Effective Organization

Organizations are made up of people and people bring cultural diversity to the workplace. Diversity can encompass many facets, including, but not limited to, gender, age, race, ethnicity, language, sexual orientation, and disability. Many organizations are interested in meeting the needs of all people and are exploring ways to make their organizations more culturally responsive.

"To be culturally effective doesn't mean you are an authority in the values and beliefs of every culture. What it means is that you hold a deep respect for cultural differences and are eager to learn, and willing to accept that there are many ways of viewing the world" Okokon O. Udo

As a healthcare organization, MCHC strives to provide high-quality care to all people. MCHC recognized the growing diversity in the community, and the associated racial and socioeconomic imbalances which contribute to disparities in health and wellness outcomes. The organization embarked on a journey to becoming a culturally effective organization to improve health care quality and advance equity in the greater Manchester area. This toolkit shares the lessons learned and includes action steps, strategies, and resources for other organizations as they begin their journey.

Framework for a Culturally Effective Organization

- Improved quality of care, safety, and patient satisfaction
- Reduced health disparities
- Increased revenue

This toolkit aims to provide background and resources for organizations to begin to think about ways to enhance internal systems that promote cultural effectiveness. The toolkit is based on an issue brief Culturally Effective Healthcare Organizations: A Framework for Success. There are seven elements organizations can pursue to enhance the capacity of organizations to become culturally effective. Some of the action steps an organization can implement may fall in more than one category. Resources and links are provided to learn more about each element. The toolkit will review not only WHY it is important to be culturally effective, but also HOW to make changes in YOUR organization.

Hot off the press!

Giving Care: A Strategic Plan to Expand and Support
New Hampshire's Health Care Workforce
March 2022



Strategies to Build Workforce Capacity

**What is one word that comes to mind when we talk about
the healthcare workforce?**

Contact Information



Paula Smith, MBA, EdD
psmith@snhahec.org