

# Workforce development for primary care: An FQHC perspective

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# Delaware Valley Community Health, Inc.®

Providing Quality Preventative and Comprehensive Care for Our Community Since 1969

## Our Mission

Delaware Valley Community Health (DVCH) is a community-focused health care organization providing affordable, accessible, primary medical, dental and behavioral health care and preventive services to the patients in its service area. Services are provided in a fiscally responsible manner to all patients regardless of their ability to pay.



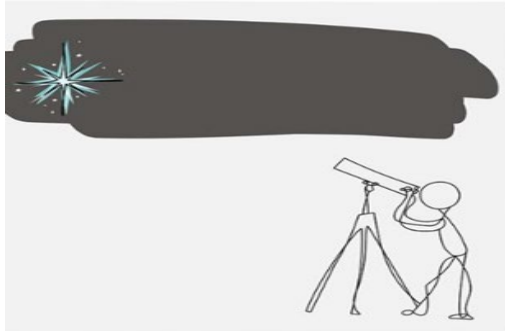
## Our Services

- Adult Medicine
- Behavioral Health
- Care Coordination
- Dental
- Gynecology
- Health Education
- Health Insurance Enrollment
- Hepatitis C Care
- HIV Care
- Legal
- Medication Dispensary
- Optometry
- Pediatrics
- Prenatal Care/Obstetrics
- Podiatry
- Social Services

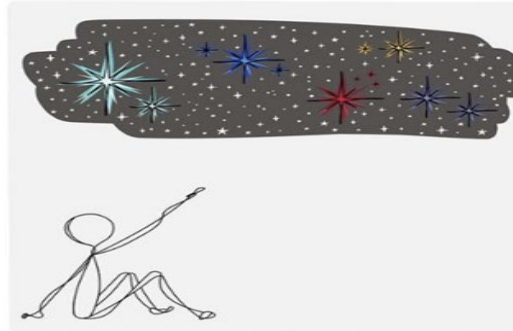
# About

Kim Allen MSN RN FACHE CPHQ

COMMON CAREER ADVICE  
FIND AND FOLLOW YOUR PASSION



BETTER CAREER ADVICE  
EXPLORE AND GROW YOUR PASSION



@RESEARCHDC



# Why is this our job?

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- This is not a me (1 employer issue) it is a we (all of us) issue.
- Why as a quality professional is this something you work on?



# What this looks like at DVCH

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## Current programs in use at DVCH:

- MA program partnerships/externships
- Engaging students across disciplines
- Americorp/National Health Corp

## Training pathways/partnerships underway:

- CHWs
- Dental Assistants
- Career ladders for internal staff-HR leaders will cover more
- Teaching health center residency program
- Future state- nursing pathway pilot



# Teaching health center program

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Family practice residency

Have matched first class of residents

Train for us and others

# MA Program Partnerships: Externships

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Esperanza MA program

Allstate MA program

Stepful MA program

Prism MA program

# From DVCH: The process + programs

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The process: Train for less than 1 year!

The programs

- PennFoster
- Medical Billing/Coding
  - Pharm/Medication Clerk
- Stepful
  - Medical Assistant
  - Pharm/Medication Clerk
- NIMAA
  - Medical Assistant



# Workforce Projects for Students

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## Americorp

- Nursing Students
- National Health Corp

## PCOM

- Work Study Students

## Penn Nursing + Immaculata

- Rotations for clinical and community health focus
  - Quality Outreach
  - SMBP Enrollment
  - Patient Education

## Med Students + Those applying to Med School

- Quality outreach
  - Asynchronous volunteer
  - Resume building



# Dental Assistant Programs

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University of Pittsburgh

- Like NIMAA

NNOHA

- <https://www.nnoha.org/pages-1/resources-%7C-workforce-%7C-dental-assistant-training-materials>

# New and emerging programs

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CHWs - AHEC

Dental Hygienists:

University of Pittsburgh

- Dental hygienist apprenticeship model
- About 8 months out
  
- LPN pathway

# About

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Tatyana Morgan-Hawkins, SHRM-CP, PCHA



# "Scaling the Heights"- DVCH Career Ladder Support

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In today's dynamic healthcare landscape, the importance of creating workforce training programs cannot be overstated. These programs play a vital role in addressing workforce shortages, bridging skills gaps, and providing clear career progression pathways for employees. Career ladder support is essential for organizations to foster employee growth, engagement, and retention while meeting operational needs.

Implementing a structured framework for career advancement not only benefits individual employees but also contributes to overall organizational success.

# "Scaling the Heights"-Understanding Career Ladders

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What is a career ladder?

- A structured path within an organization that defines advancement opportunities and progression for employees.

Benefits of Career Ladders:

- Recruitment
- Encourages employee growth and development
- Increases retention rates
- Fosters talent pipeline

# "Scaling the Heights" Making Connections

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## Identify Existing Resources

- Review internal training programs, mentorships initiatives, and educational partnerships

## Establish clear pathways

- Map out career progression steps and required competencies for each level
- Collaborate with HR and Learning & Development
  - Leverage their expertise in program development and implementation

# "Scaling the Heights" -Time and Expertise Needed

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## Time Commitment:

- Plan for initial development and ongoing maintenance
- Involve key stakeholders in decision-making and implementation.

## Expertise Required:

- Cross-functional collaboration (HR, L&D, department heads)
- Subject matter experts for competency mapping



# "Scaling the Heights" - Get Leadership on Board

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## Show the Value:

- Highlight benefits such as improved employee engagement, reduced turnover, and enhanced organizational agility.

## Align with Organizational Goals:

- Demonstrate how career ladders support strategic objectives (e.g., talent retention, succession planning).

## Pilot Program Approach:

- Start small with a pilot to showcase success and gain buy-in from leadership

# "Scaling the Heights"- Keys to Success

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## Communication is Key:

- Regular updates to stakeholders and employees about program milestones and successes.

## Flexibility and Adaptability:

- Be open to refining the program based on feedback and evolving organizational needs.

## Celebrate Achievements:

- Recognize and reward employees who advance through the career ladder.

# Hey Hi 🙌

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I'm Helene, B.S. & HR Professional

**You deserve to work somewhere you love.  
Everyone does.**



# Retention

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**Fact:** growth at work can be confusing and it ends up being a top reason why employees leave.

✓ 74% of employees surveyed say that lack of development opportunities is holding them back from reaching their full potential.

✓ 46% of employees quitting cite lack of career growth opportunities.

**What's fueling the confusion about growth?**

✗ **Lack of clarity:** if your org does not have clear goals/benchmarks your employees may struggle to understand growth opportunities.

✗ **Subjectivity:** things look different manager to manager and it can be hard to align everyone around the critical skills needed for growth.

✗ **Lack of feedback:** without feedback employees don't know where/how to grow.

✗ **Org structure:** sometimes there really isn't a next step available at an organization.

 Learning new skills is the foundation for growth at work.

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Employees and managers may struggle to figure out *exactly* which skills should be learned.

 A mix of technical and essential skills is key.

# New Skills, who dis?

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## Technical Skills

Technical skills will depend on the role and could vary depending on industry. These skills are more easily quantified.

A cheat sheet for technical skills would be the ones listed on the job description as required.

## Essential Skills (AKA soft skills)

Essential skills are interpersonal or people skills and are related to how an employee interacts with others AND the environment. These skills are usually more subjective and revolve around behaviors.



# It has to be a partnership between HR & Managers.

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Skills are SUPER EASY to leverage for growth. But most managers are overworked and don't have time to focus on figuring out what skills to leverage for growth.



**Here's a low lift exercise for managers:** Managers should ask the following four questions to everyone on their team:

1. What are your career goals?
2. What skills do you think are needed to achieve those goals?
3. Are there any areas of your current role that you are struggling with?
4. Are there any new technologies that you are interested in learning more about?

**Bonus:** have managers do this in writing and now there is a record of what every employee's career goals and what they want to learn.



**For HR:** Simply by having managers do that exercise you're sitting on a GOLD MINE of data in terms of what your employees WANT to learn.

Truly priceless.

## Contact options

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