



DSRIP Workforce Strategy Webinar



November 2014



Agenda

1. Workforce Planning Defined
2. Importance of Strategic Workforce Planning
3. Components of DSRIP Workforce Strategy
4. Key Considerations for PPS Networks
5. Next Steps



According to the Office of Personnel Management¹:

- Workforce planning is the systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow

Effective workforce planning enables the organization to:

- Align workforce requirements directly to the agencies' strategic and annual business plans
- Develop a comprehensive picture of the gaps that may exist between current workforce competencies and future competency requirements
- Identify and implement gap reduction strategies
- Decide how best to structure the organization and deploy the workforce
- Identify and overcome internal and external barriers to accomplishing strategic workforce goals

1. <http://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/strategic-alignment/workforceplanning.pdf>



Why should you care about workforce strategy?



Many of the projects will have an impact on a PPS's current workforce, and will potentially require new skills and capabilities to support the projects.



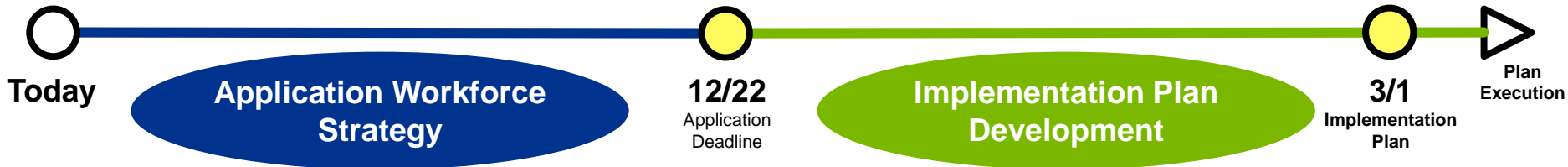
Aligning organizational and employee goals with your DSRIP project goals will enable a more efficient and smooth transition.

In order to be successful, a PPS must:

- Identify all impacts on their workforce that are anticipated as a result of the implementation of their chosen projects
- Work towards mitigating adverse impacts on the workforce
- Align the roles of their workforce to meet these new needs
- Create employment opportunities for appropriately prepared workers
- Successfully transform their workforce to adapt to the new environment of healthcare delivery



DSRIP Application Workforce Strategy vs. Implementation Plan



Goal: Describe a high level strategy that uses directional estimates and an intention to perform particular actions.

Examples of items included in the Application Workforce Strategy:

- Estimate percentage of workforce impacted by redeployment, retraining, and hiring
- Design a strategy to determine the workforce budget over five years and derive directional estimates
- Outline the process by which you will gathered information and from whom
- Describe the high level process your PPS will use to identify and mitigate negative impacts to the workforce
- Describe the process by which labor groups will be engaged
- Discuss approach to engage the workforce upon entering the strategy implementation phase

Goal: Develop a detailed, actionable plan to execute the workforce strategy based on application strategy.

Examples of items included in the Implementation Plan:

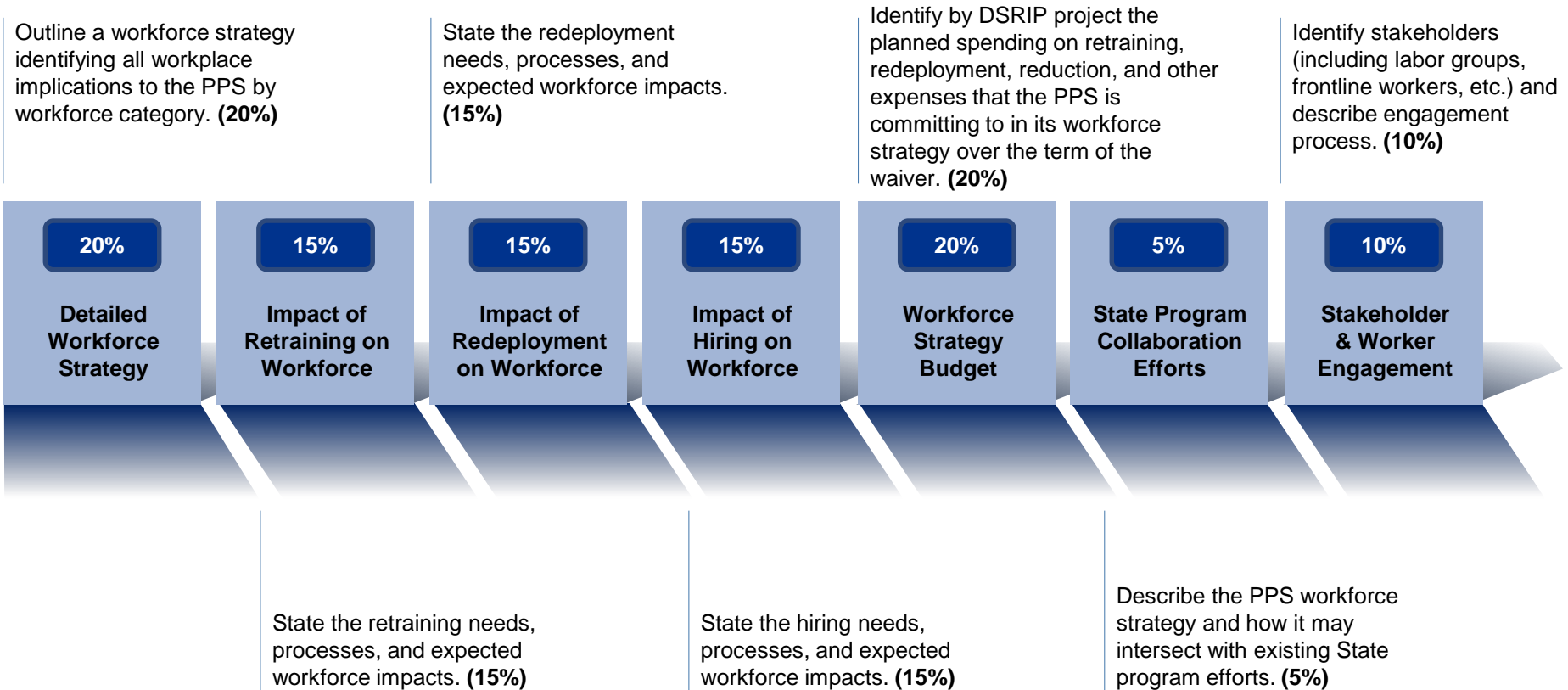
- Confirm estimated percentage of workforce impacted (redeploy, retrain, hire)
- Conduct meetings with key stakeholders, including labor groups and engage in planning for implementation
- Refine mitigation plans to minimize negative impacts to workforce
- Use the data gathered to calculate the budget according to the plan laid out in the application
- Initiate stakeholder engagement and communication



Workforce Strategy Section Overview



The Workforce Strategy portion of the application (Section 5) can be broken down into 7 components:



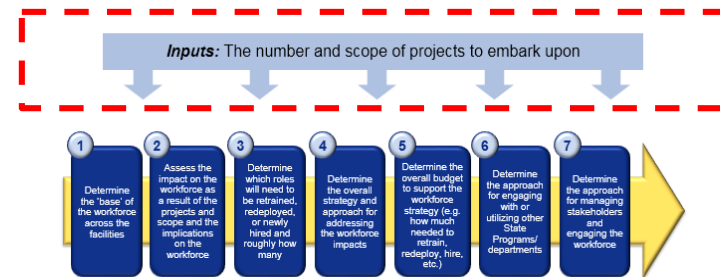
Workforce Strategy High Level Approach

Inputs: The number and scope of projects to embark upon



Pre – Workforce Strategy Development:

Before embarking on developing your workforce strategy, a critical first step is to understand the collective set of projects your PPS has chosen to undertake and holistically assess the potential workforce implications of these.



Key Questions to Consider:

- What job roles will be impacted by these projects? And in what areas?
- Will these projects require new skills or competencies for our workforce?
- How will these projects require our workforce to perform their jobs differently (e.g. new processes, new systems, etc.)?
- To what extent will these projects require employee retraining, redeployment, or reduction?
- What facilities and/or functions will these projects affect and to what extent?

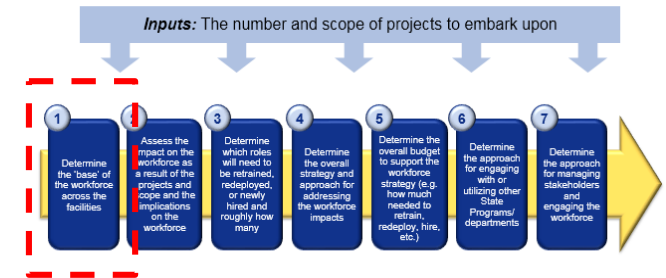
Project Domain	Project Category	Project Name	Project Description
Domain 3: Clinical Improvement Projects	A. Behavioral Health	3.a.i Integration of primary care and behavioral health services	The project goal can be achieved by 1) integration of behavioral health specialists into primary care clinics using the collaborative care model and supporting the PCMH model, or 2) integration of primary care services into established behavioral health sites such as clinics and Crisis Centers. When onsite coordination is not possible, then in model 3) behavioral health specialists can be incorporated into primary care coordination teams
Domain 2: System Transformation Projects	A. Create Integrated Delivery Systems	2.a.i Create Integrated Delivery Systems that are focused on Evidence-Based Medicine / Population Health Management	This project will require an organizational structure with committed leadership, clear governance and communication channels, a clinically integrated provider network, and financial levers to incentivize and sustain interventions to holistically address the health of the attributed population and reduce avoidable hospital activity. This project will create an integrated, collaborative, and accountable service delivery structure that incorporates the full continuum of services.
Domain 2: System Transformation Projects	B. Implementation of Care Coordination and Transitional Care Programs	2.b.iv Care transitions intervention model to reduce 30 day readmissions for chronic health conditions	To provide a 30-day supported transition period after a hospitalization to ensure discharge directions are understood and implemented by the patients at high risk of readmission, particularly patients with cardiac, renal, diabetes, respiratory and/or behavioral health disorders. The following components to meet the three main objectives of this project, 1) pre-discharge patient education, 2) care record transition to receiving practitioner, and 3) community based support for the patient for a 30-day transition period post-hospitalization.
Domain 4: Population-wide Projects: New York's Prevention Agenda	A. Promote Mental Health and Prevent Substance Abuse (MHSA)	4.a.iii Strengthen Mental Health and Substance Abuse Infrastructure across Systems	This project will address chronic disease prevention, treatment and recovery, and strengthen infrastructure for MEB health promotion and MEB disorder prevention. Meaningful data and information at the local level, training on quality improvement, evaluation and evidence-based approaches, and cross-disciplinary collaborations need to be strengthened.

= Workforce Implications ??????



Step 1: Assess Current State

Understand your current state workforce in terms of existing job roles, capabilities, strengths (as well as improvement areas) and any existing workforce pain points/short-comings.



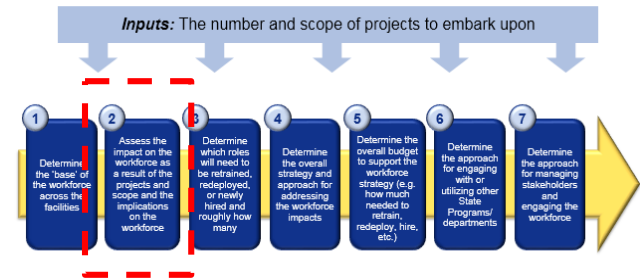
Key Questions to Consider:

- What is my current 'supply' and makeup of resources in specific areas and do they have a broad set of capabilities/skills?
 - (e.g. RNs, Social Workers, Mental Health Provider, Case Managers)
- Are there any existing problems or pain points with the current workforce?
 - (e.g. do you currently not have enough nurse practitioners and PCPs to keep up with demands? Is the current workforce not technology savvy? Is there a number of people performing below expectations?)
- Are there processes already in place to alleviate these problems?
 - (e.g. a partner in the PPS network has a smoking cessation program for which they developed training programs for its workforce)
- Are these processes scalable to handle the changes triggered by DSRIP? If not how can we modify it?
 - (e.g. customizing the existing training for the workforce to address the audience from a broader and diversity demographic)
- Are there departments with excess capacity or staffing shortages?
 - (e.g. departments suffering from problems of being overstaffed or overqualified employees working on mismatched roles)



Step 2: Assess Workforce Impact and Determine Future State Workforce Needs

Based on the projects your PPS has selected, perform an analysis to determine the impacts on the current workforce AND determine what the future state workforce needs will be.



Key Questions to Consider:

Current State Impact

- What job roles will be impacted by these projects? To what extent? (e.g. new skills, new competencies or certifications, new locations, etc.)?
- Are there services/capabilities we currently do not provide (but will need to provide in the future state)?
- Will relocation or travel issues lead to turnover?
- What will be the policies and process of addressing employee retraining, redeployment, or reduction?
- What workforce incentives do we have in place today and can be used for future state needs?

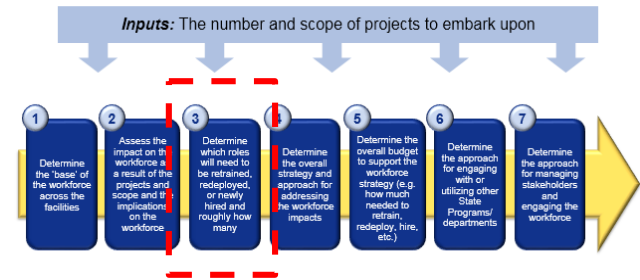
Future State Workforce Needs:

- How many full time, part time, paraprofessional employees will we need to successfully carry out our projects?
- How should employees' different specialties be distributed to effectively achieve the project goals (e.g. number of PCPs, DOs, anesthesiologists, neurologists, etc. needed in a department)?
- Are there projects that will require workforce to be mobile?
- Will employees need to relocate or commute to rural communities?



Step 3: Determine retraining, redeployment, or hiring needs.

After determining the current state impacts and your future state workforce needs, perform an analysis to determine what amount of training, redeployment or hiring will be needed.



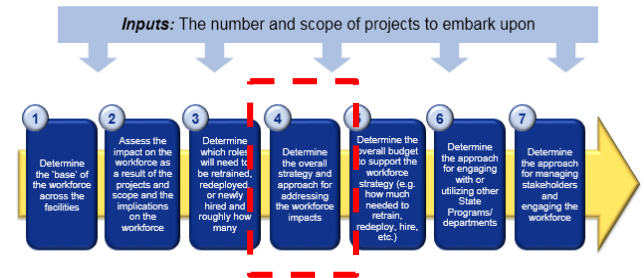
Key Questions to Consider:

- Given the future state workforce needs, what amount of training will be needed (and for whom)?
- Will the needed training be significant (up-skilling / new competencies), medium (new processes, new skills) or minor (new steps/activities to existing work)?
- How many resources and what roles will need new training?
- Do we currently have needed training programs in place today? Or will these need to be created in the future?
- How many resources and what roles will need to be redeployed as a result of the projects? What are the implications to existing departments/groups if we redeploy resources?
- How many resources and what roles will we need to hire to fill gaps that can't be addressed by training or redeployment?
- Where would we 'source' these potential new hires from?
- In terms of Voluntary/Mandatory Redeployment & Consequences, are there existing HR policies around this topics? If so, what do they state in terms of voluntary/mandatory redeployment?



Step 4: Develop the overall strategy and approach for addressing workforce needs.

After determining the training, redeployment and hiring needs, develop an overarching strategy and roadmap for addressing the future state workforce needs.



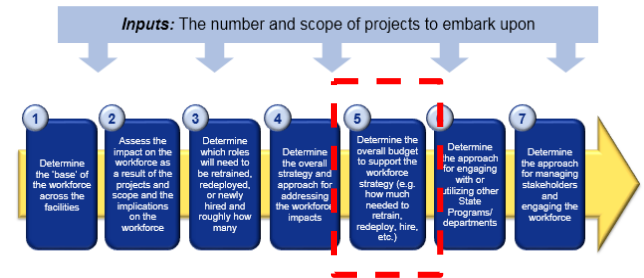
Recommended Components/Considerations of your workforce strategy:

- **Timeframe:** Set realistic timeframe; consider dividing the timeframe into several implementation stages.
- **Budgets, milestones and progress tracking systems:** Determine overall budget for workforce needs, including costs to retrain, redeploy, hire, etc. and the key milestones to achieve the timeframe.
- **Develop workforce transition process:** Big Bang adoption, phased adoption, or parallel adoption?
- **Logistics of activities:** Budget the realistic time it takes to perform activities (e.g. for new roles, creating job descriptions, getting them approved, and setting policies for them is time consuming).
- **Workforce size:** Calculate the number of employees who will be impacted.
- **Geographic spread:** Evaluate how relocation, commuting, and redeployment costs and challenges will be affected by your unique geography.
- **Resource allocation:** Understand the size of your realistic future state workforce and take steps to onboard talent or offload underperformers at a practical rate.
- **Appropriateness of training and trainee selection:** Know who needs training and why they need it, and bring in the right resources to provide that training at the right quality and cost.



Step 5: Develop the overall budget to support the workforce strategy/future state needs.

Now that you have your future state needs and strategy for addressing, determine your macro level budget for achieving this (e.g. costs to retrain, redeploy, hire, etc.).



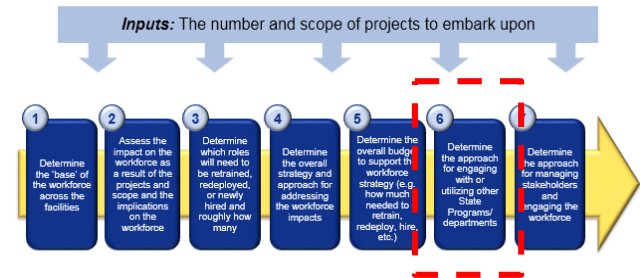
Key Questions to Consider:

- How much will it cost to retrain our identified workforce?
- What programs will need to be developed and at what costs? What training programs exist today?
- What will the costs of redeployment be for those roles identified?
- What would the costs of hiring new resources be to fill gaps not met by training or redeployment?
- At what point/year would we incur these costs?
- How much of my overall project budget should be spent on workforce retraining, redeployment or hiring needs?
- Consider the training resources that you have access to currently vs. what might be required. Do you need to bring in consultants with expertise?



Step 6: Develop an approach for engaging with or utilizing other state programs/departments.

Given the variety of state programs and departments, PPSs should think about which of these programs might be leveraged for their workforce needs/strategy.

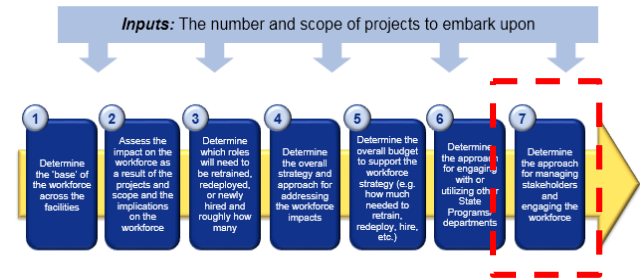


Key Questions to Consider:

- What is the scope of state programs out there (e.g. Doctors Across New York, Physician Loan Repayment, Ambulatory Care Training, etc.)?
- Given the scope of our projects, which programs could we potentially use to help address workforce needs in the immediate term? Near term? Long Term?
- How can these state programs help offset workforce costs (e.g. by leveraging existing training programs, etc.)?

Step 7: Determine the approach for managing stakeholders and engaging the workforce.

Now that there is an overarching workforce strategy and approach in place, PPSs should consider how they will engage all internal and external stakeholder groups and how to communicate to them.



Key Questions to Consider:

- Who (which stakeholder groups) needs to be informed of the PPS projects? Who needs to be involved?
- When do stakeholders need to be communicated to and with what frequency?
- How do we manage expectations? Concerns? Address questions?
- What are the appropriate mediums to use to engage and communicate with stakeholders?

Suggestions:

- Communicate often, openly, and proactively (to avoid rumors, address concerns, etc.).
- Consider engaging multiple parties in the development of your application, including but not limited to MCOs, community based organizations, etc.
- Consider engaging unions as early as possible to gain support around workforce changes.
- Set up proactive communication measures.
- Perform a stakeholder analysis and proactively engage stakeholder groups – get them involved in the process as early as possible.



- In your application focus on what you have done, what you plan to do, and how to create a workforce strategy that supports both the PPS and the goals of DSRIP
- Do not underestimate small tasks, especially the logistics of otherwise simple tasks when scale magnifies the effort
 - Training plans, schedules, attendee lists, training materials
 - New job descriptions, approvals, and policymaking
- Break the work into manageable pieces
- Recognize when and where you will need help and get it
- Keep your language crisp and simple – the easier the reviewer can read and understand your response the better



The DSRIP Workforce Strategy team will:

- Develop additional materials, including a toolkit to help PPSs develop responses to the Workforce Strategy (Section 5) questions
- Meet individually with PPSs, should they request help, to offer additional guidance on the Workforce Strategy section and approaches and considerations when filling this out
- Conduct workshops with PPSs upon request, walk through the additional materials and toolkit to aid in the process of developing responses to the Workforce Strategy section



Thank You!

This document was prepared by the Delivery System Redesign Incentive Payment (DSRIP) Support Team (DST). The advice, recommendations and information in the document included with this notice were prepared for the sole benefit of the New York State Department of Health, based on the specific facts and circumstances of the New York State Department of Health, and its use is limited to the scope of KPMG's engagement as DST for the New York State Department of Health. It has been provided to you for informational purposes only and you are not authorized by KPMG to rely upon it and any such reliance by you or anyone else shall be at your or their own risk. You acknowledge and agree that KPMG accepts no responsibility or liability in respect of the advice, recommendations or other information in such document to any person or organization other than the New York State Department of Health. You shall have no right to disclose the advice, recommendations or other information in such document to anyone else without including a copy of this notice and, unless disclosure is required by law or to fulfill a professional obligation required under applicable professional standards, obtaining a signed acknowledgement of this notice from the party to whom disclosure is made and you provide a copy thereof to New York State Department of Health. You acknowledge and agree that you will be responsible for any damages suffered by KPMG as a result of your failure to comply with the terms of this notice.

© 2014 KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative, a Swiss entity. All rights reserved.

The KPMG name, logo and "cutting through complexity" are registered trademarks or trademarks of KPMG International.

