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SCC WORKFORCE PROGRAM DEVELOPMENT OVERVIEW

November 13, 2015

Scope of Work and Timelines

NY DSRIP Domain 1 Workforce-Related Milestones

There are a number of DSRIP workforce-related goals & objectives that must be achieved. Each of these areas will be addressed as part of the Workforce Strategy engagement.

Workforce Strategy
Milestone #1: Workforce Strategy Budget Updates
Milestone #2: Workforce Impact Analysis and Updates
Milestone #3: New Hire Employment Analysis and Updates
Milestone #4: Produce a compensation and benefit analysis, covering impacts on both retrained and redeployed staff, as well as new hires, particularly focusing on full and partial placements
Milestone #5: Define target workforce state
Milestone #6: Create a workforce transition roadmap for achieving your defined target workforce state
Milestone #7: Perform a detailed gap analysis between current state assessment of workforce and projected future state
Milestone #8: Develop training strategy

Governance
Milestone #8: Finalize workforce communication & engagement plan

Cultural Competency & Health Literacy
Milestone #2: Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material) – for clinicians and other segments of your workforce.

Practitioner Engagement
Milestone #1: Develop practitioner communication and engagement plan

Source: DOH, NY DSRIP Domain 1 Milestones Minimum Standards for PPS Supporting Documentation and Independent Assessor Validation Process, October 2015

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Workforce Governance Committee Approvals

Workforce Milestones & Committee Approvals	Start Date	End Date	DOH Due Date
W Milestone 4: Produce a compensation and benefit analysis	**1/1/2016**	**6/30/2016**	**DY 2 Q1**
Complete Compensation and Benefit Analysis for Approval by the Workforce Governance Committee		**6/30/2016**	
W Milestone 5: Define target workforce state (in line with DSRIP Program's goals)	**4/1/2015**	**3/31/2016**	**DY1 Q4**
Develop a target state workforce plan for the five year DSRIP program with Approval by the Workforce Governance Committee		**3/31/2016**	
W Milestone 6: Create a workforce transition roadmap	**2/1/2016**	**6/30/2016**	**DY 2 Q1**
Create the workforce transition roadmap, targets and timeline with Approval by the Workforce Governance Committee		**6/30/2016**	
W Milestone 7: Perform a detailed gap analysis	**10/1/2015**	**3/31/2016**	**DY1 Q4**
Provide Current State Assessment and Workforce Gap Analysis with Approval by the Workforce Governance Committee		**3/31/2016**	
W Milestone 8: Develop training strategy	**10/1/2015**	**3/31/2016**	**DY 1 Q4**
Present proposed Training Strategy for Approval by the Workforce Governance Committee		**3/31/2016**	
G Milestone 8 - Finalize Workforce Communication and Engagement Plan	**10/1/2015**	**6/30/2016**	**DY2 Q1**
Submit Workforce Communication and Engagement Plan for Approval by the Workforce Governance Committee		**6/30/2016**	

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Workforce Strategy Scope and Duration

KPMG SCOPE

1. Workforce Target State Model
2. Workforce Current State Assessment (includes Survey Design and Execution)
3. Workforce Gap Analysis
4. Workforce Gap Closing
5. Engagement & Communication Plan
6. Compensation and Benefits Analysis
7. Training Plan
8. Workforce Transition Roadmap
9. Workforce Quarterly Report Support (January, April & Aug)
10. Data Analytics Workspace, including Database, Scenario Simulation, and Reports

KPMG Support Duration

- October 2015 to Aug 2016

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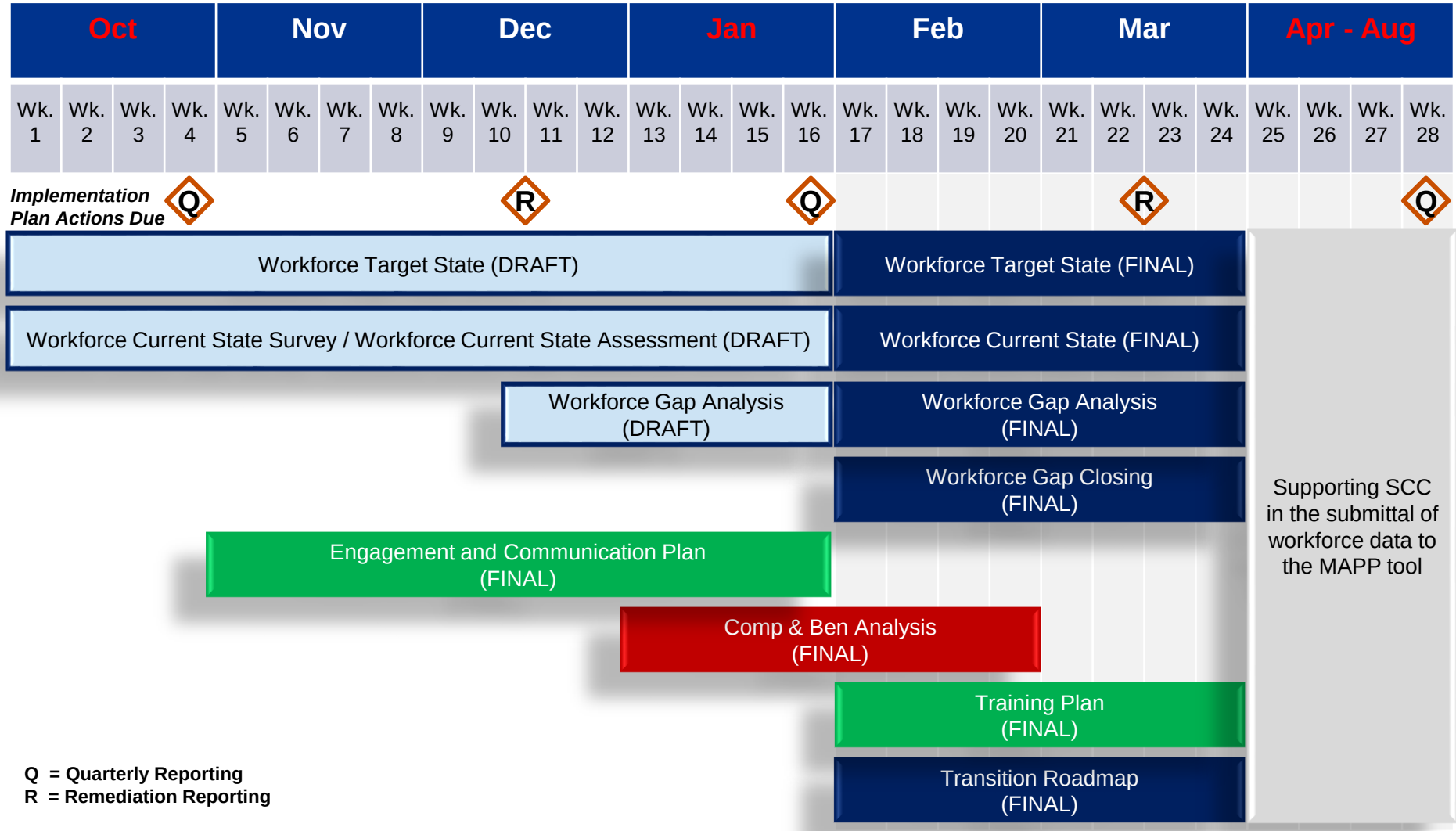
Workforce Strategy Roadmap and DOH Due Dates (as of 11/01)



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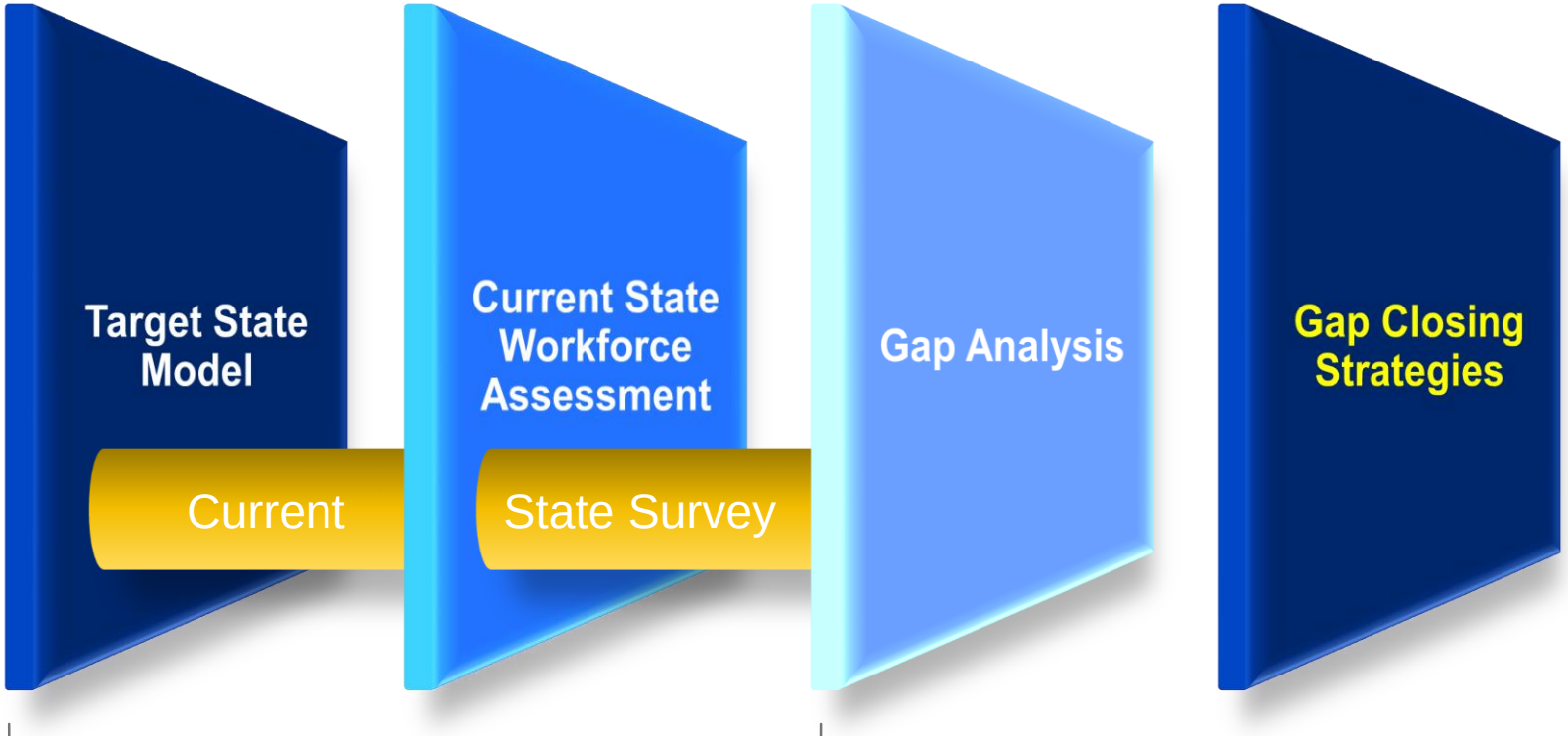
Target State to Gap Closing



The Target State Model is the framework for the Current State Survey and the Current State Assessment

The Target State Model – The Current State Assessment = Gap

The Target State Model serves to guide the Gap Closing Strategies over the DSRIP years

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Workforce Target State Model Development

SCC DSRIP Projects

SCC has proposed distinct strategies to implement each project and the project details provide the foundational paradigm for the Target State Workforce Model.

Project Selection	Project Title
2.a.i	Integrated Delivery System
2.b.iv	Care transitions intervention model to reduce 30 day readmissions for chronic health conditions
2.b.vii	Implementing the INTERACT project (inpatient transfer avoidance program for SNF)
2.b.ix	Implementation of observational programs in hospitals
2.d.i	Implementation of Patient and Community Activation Activities
3.a.i	Integration of primary care and behavioral health services
3.b.i	Evidence-based strategies for disease management in high risk/affected populations (adults only)
3.c.i	Evidence-based strategies for disease management in high risk/affected populations (adults only)
3.d.ii	Expansion of asthma home-based self-management programs (MAP) in community settings – asthma medication
4.a.ii	Prevent Substance Abuse and other Mental Emotional Behavioral Disorders
4.b.ii	Chronic Disease Preventive Care and Management in Both Clinical and Community Settings

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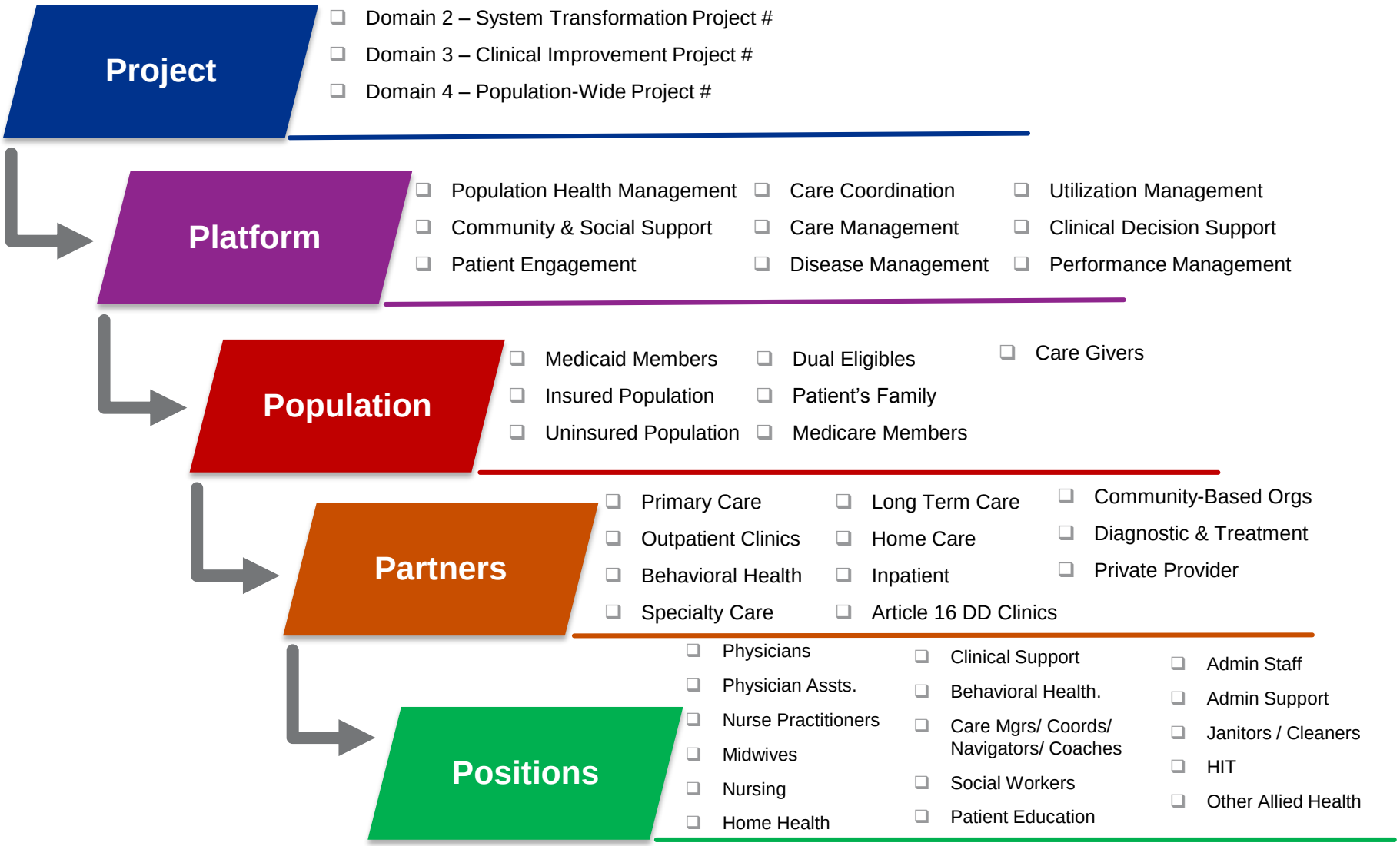
Target State Model Dimensions



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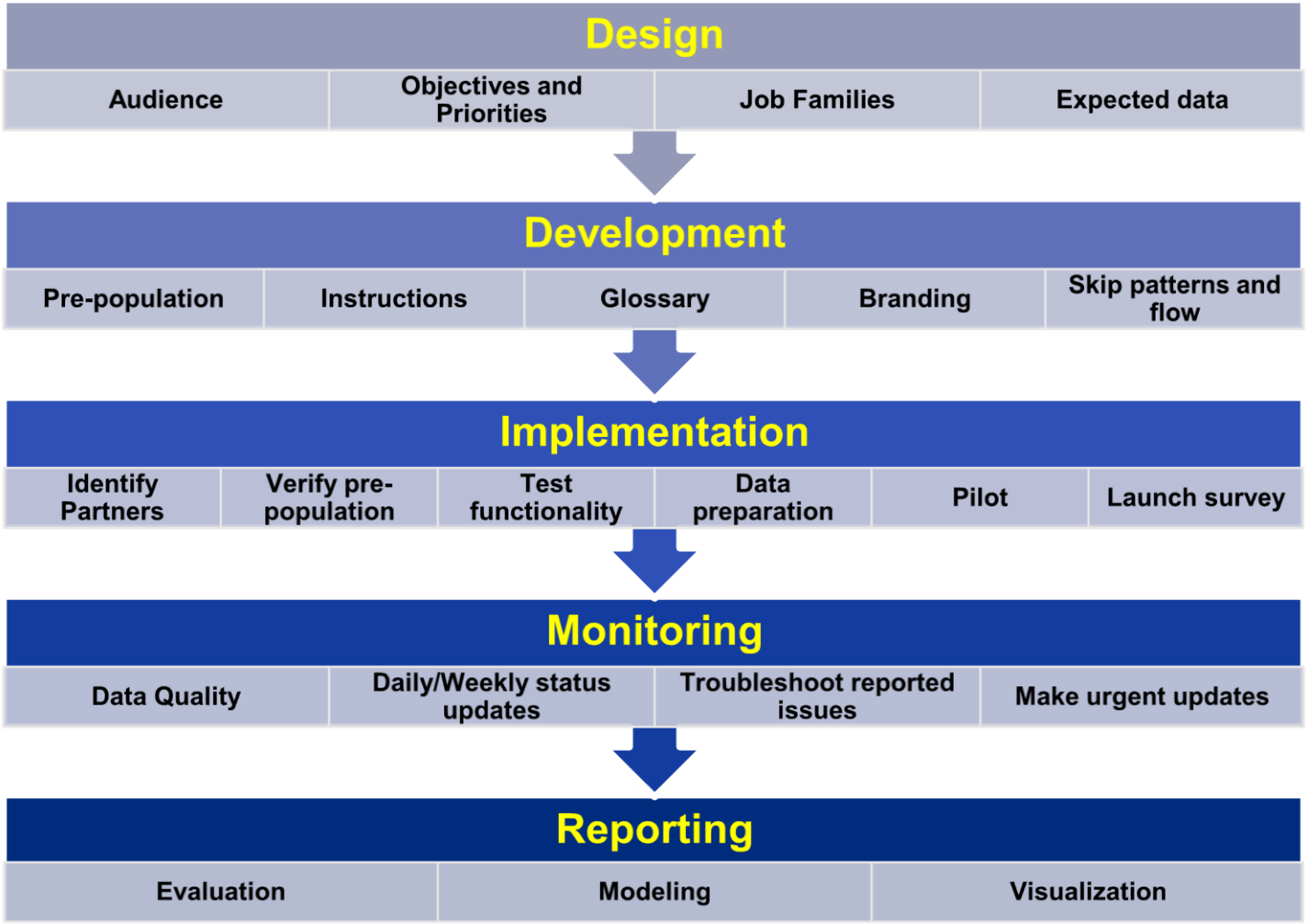
Workforce Current State Survey Development

Workforce Current State Survey Approach



WHAT IS OUT OF SCOPE?

- Partner engagement and follow up -- PPS are expected to deploy resources to follow up with their Partners to complete surveys based on weekly survey monitoring; and to answer non-technical questions.

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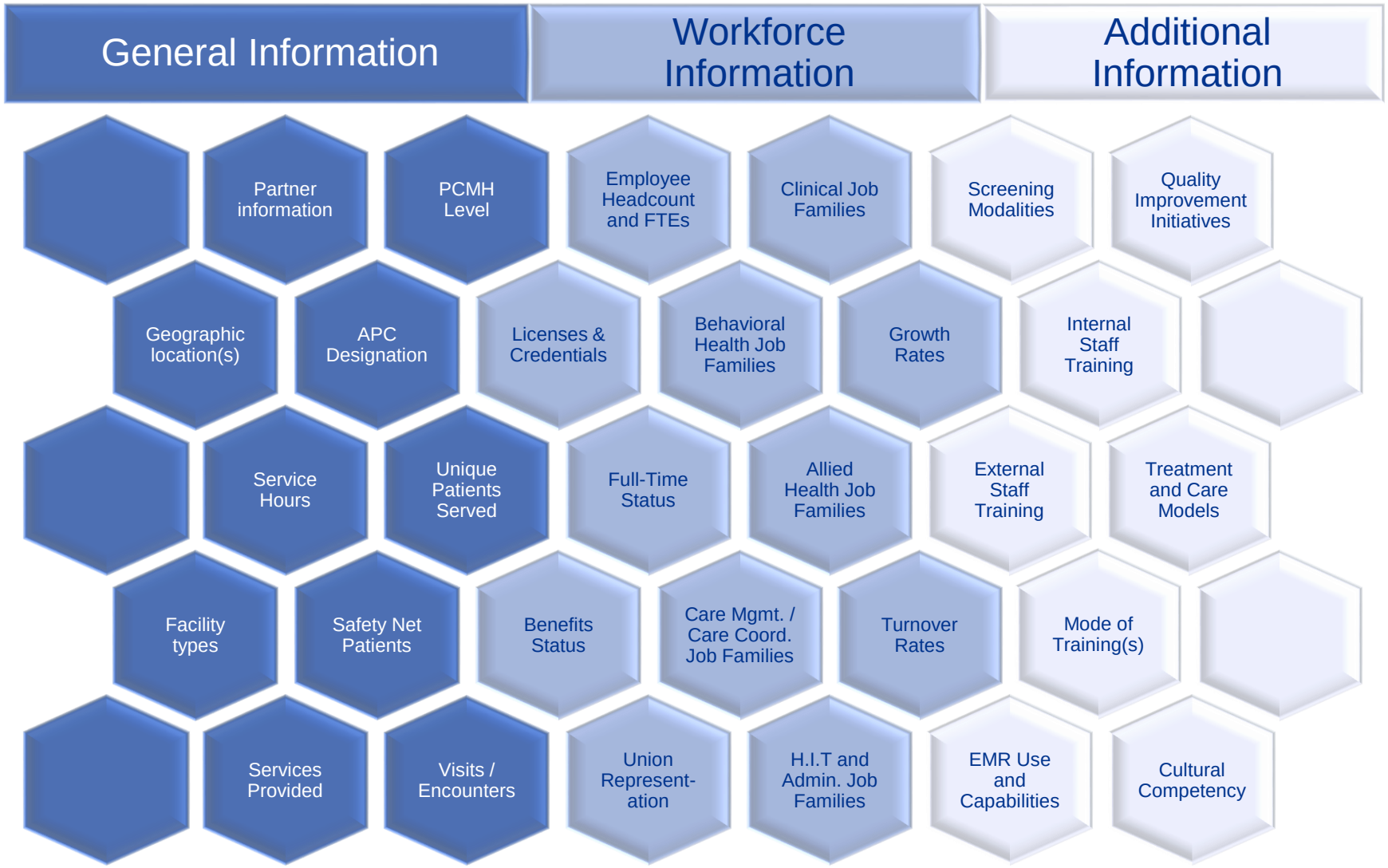
Workforce Current State Survey Questions



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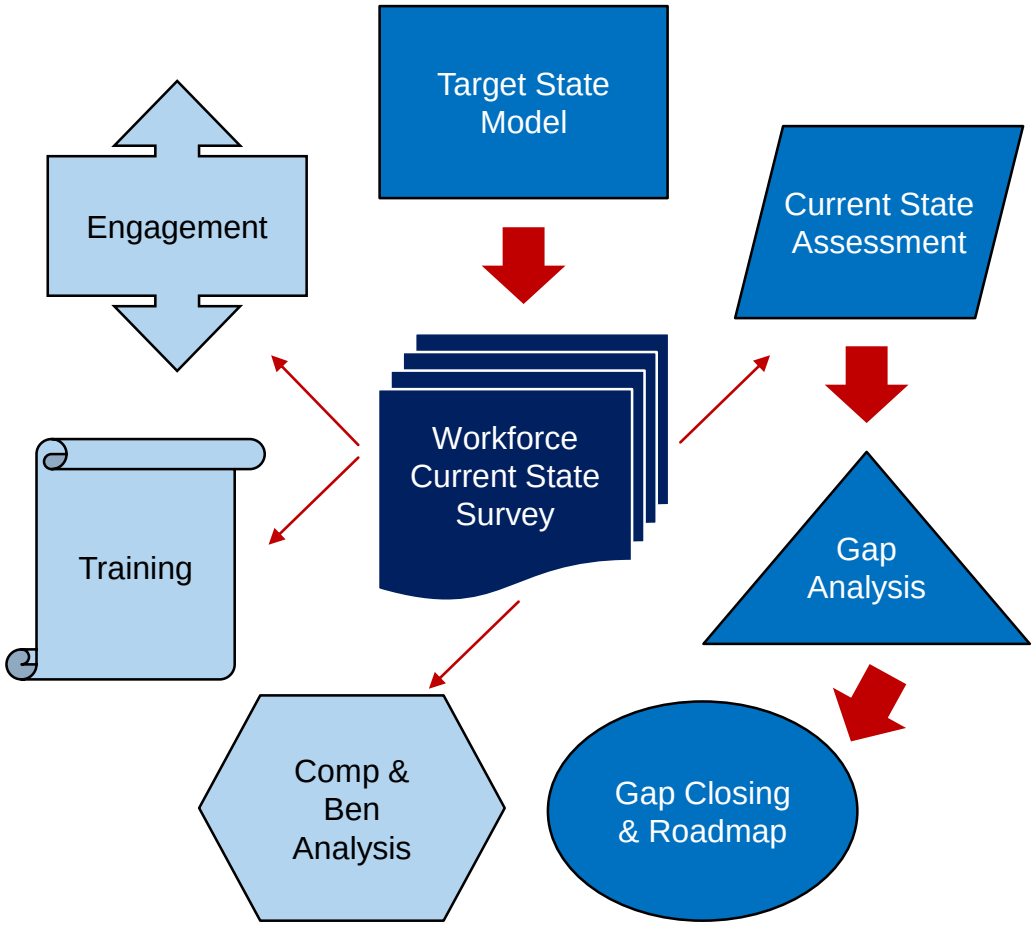
Workforce Current State Survey Relevance

- The **Workforce Current State Survey** is based on the **Workforce Target State Model**
- The Workforce Current State Survey will be distributed to the SCC PPS partner organizations to get self-reported data and information to build the **Workforce Current State Model**
- The final questions will be determined by SCC and should consider the linkage to other Workforce Deliverables, namely, **Current State Assessment, Comp and Ben Analysis, Training and Engagement**



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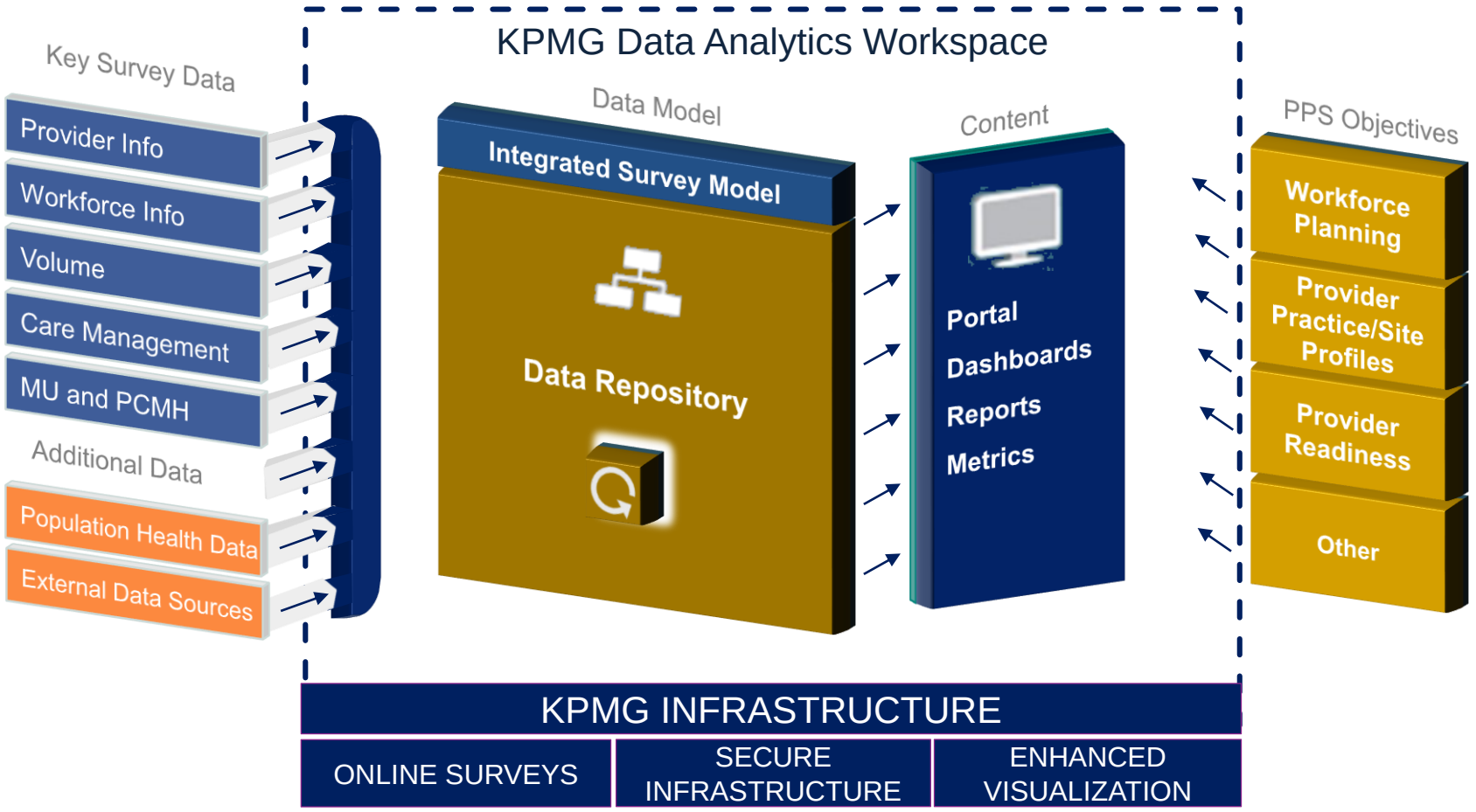
KPMG Workforce Data and Analytics Workspace



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Partner Engagement

Engagement and Training Activities and Deliverables

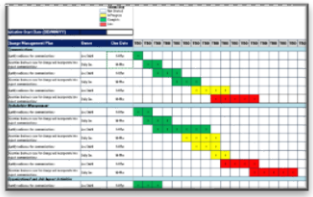
Raising awareness and preparing key stakeholders for changes to system, process, and organization is key to successful transition and adoption

1 Stakeholder Analysis & Risk/Readiness Assessments

- KPMG will identify through interviews, focus groups, and/or surveys, readiness and change risks that may manifest in stakeholder resistance to the DSRIP changes.
- Identification of Stakeholder readiness and reactions to change coupled with an understanding of stakeholder influence and impact to the success of the transformation will be a critical input to planning engagement and communication activities.

2 Leadership Action & Employee Engagement Plans

- With input from Stony Brook PPS, KPMG will identify leaders and influential peers at all levels as targets for individual action plans and to serve as change agents who will model desired behaviors and enable two-way communication throughout the transition.
- Based on the Stakeholder Analysis and Risk/Readiness Assessments, KPMG will recommend activities aimed at aligning partners and confirming support and adoption of the changes within the established Practitioner Engagement and advisory groups.

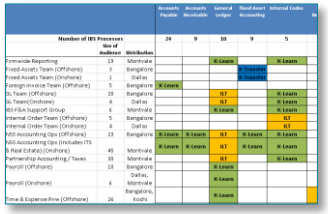


3 Communication Assessment & Plan

- KPMG will assess current communication methods, targets, and plans to determine what is working well and how to improve on opportunities to proactively address areas of ongoing resistance across all partners and the community.
- Our team will build a proactive and interactive Communication Plan that will enable Stony Brook PPS to build awareness, understanding, buy-in, and ownership of the DSRIP Transformation in a timely, transparent, targeted, and tailored fashion.

4 Training Assessment & Curriculum/WF Training Plan

- Based on our understanding of the current and future state workforce needs, KPMG will complete a detailed training needs assessment to identify gaps in skills and capabilities along with a Curricula Plan to identify types of learning opportunities to fill gaps.
- Using the training needs assessment as a guide, KPMG will develop a Training Plan to define audience groups, training methods and development process, roles and responsibilities, review and measurement processes.



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Stakeholder Analysis and Change Risk/Readiness Assessment

Targets:

1. Key stakeholders and leaders (e.g. project team members) who will have influence over workforce expectations & opinions
2. Workforce sampling to get a broad view at a grassroots level of where there are risks to program adoption and what expectations stakeholders have for how DSRIP will change the current state

Category	Example
Vision	What is the current understanding of why your organization has partnered with SCC to carry out DSRIP changes?
Business Case	What do you see as the benefits of DSRIP? What will success look like for your organization once DSRIP projects are fully implemented?
Leadership	How can leadership demonstrate their support for DSRIP?
Organizational Preparedness	Which projects will have the biggest impact on the organization and staff's day to day responsibilities? Does your organization have the required structure and resources to enable the project? What new skills or capabilities will be needed to enable and sustain the new processes and technology?
Organizational Reaction	Do you feel that your organization will react well to this change? If not, what type of information will they need in order to mitigate resistance/build support?
Competing Initiatives	Do you feel that there is enough priority given to the DSRIP projects or are there other priorities that may negatively impact the DSRIP projects?
Communication Needs	Do you (and your people) believe they are adequately informed and can effectively collaborate and add value over the life of DSRIP? What are expectations for frequency and content of DSRIP communications? Are there preferred communications channels / vehicles?

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