

# Preparing the Health Center Workforce for the Post COVID-19 Era

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National Center for Health in  
Public Housing



## Housekeeping

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- All participants muted upon entry
- Engage in chat
- Raise hand if you would like to unmute
- Meeting is being recorded
- Slides and recording link will be sent via email
- Provide brief introduction of yourself: Name, organization name and title

# zoom



# Today's speakers

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**Jose Leon, MD**

Chief Medical Officer,  
NCHPH

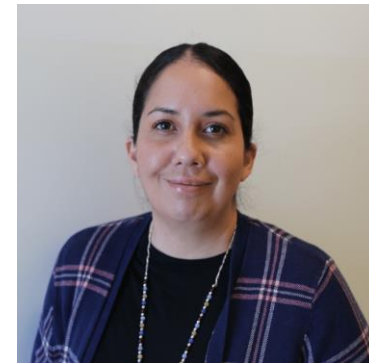


**Zara Marselian, PhD**

President and CEO,  
La Maestra



**LA MAESTRA**  
**COMMUNITY HEALTH CENTERS**  
City Heights · El Cajon · National City · Lemon Grove



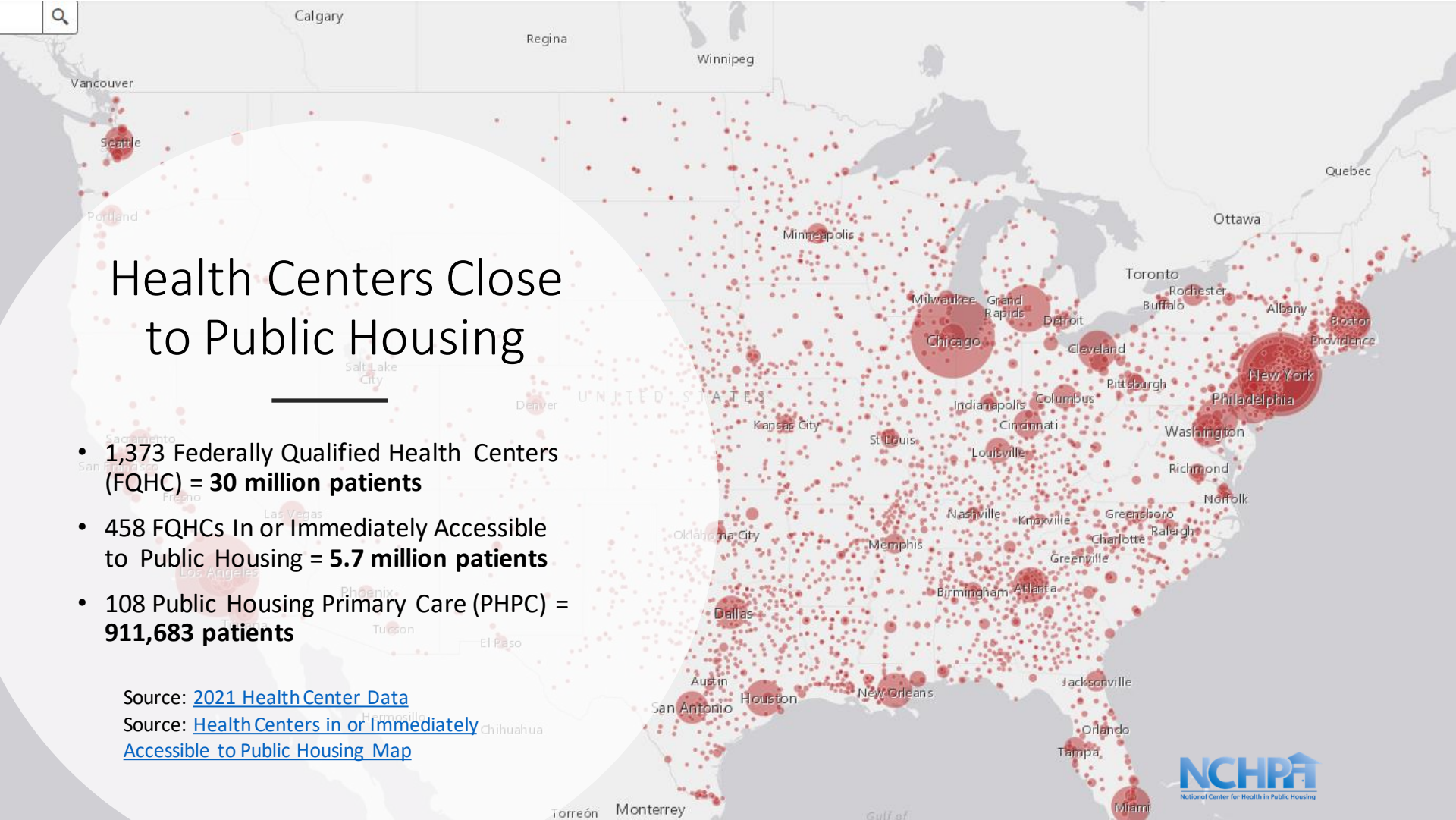
**Beatriz Fernandez**

Chief Human Resources  
Officer, La Maestra

# National Center for Health in Public Housing (NCHPH)

- The mission of the National Center for Health in Public Housing (NCHPH) is to strengthen the capacity of federally funded Public Housing Primary Care (PHPC) health centers and other health center grantees by providing training and a range of technical assistance.
- The National Center for Health in Public Housing (NCHPH) is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under grant number U30CS09734, a National Training and Technical Assistance Partnership (NTTAP) for \$2,006,400 and is 100% financed by this grant. This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS or the U.S. Government.





# Health Centers Close to Public Housing

- **1,373** Federally Qualified Health Centers (FQHC) = **30 million patients**
- **458** FQHCs In or Immediately Accessible to Public Housing = **5.7 million patients**
- **108** Public Housing Primary Care (PHPC) = **911,683 patients**

Source: [2021 Health Center Data](#)

Source: [Health Centers in or Immediately Accessible to Public Housing Map](#)



## Public Housing Demographics



1.5 Million  
Residents



2 Persons  
Per Household



38% Disabled



52% White



91% Low  
Income



43% African-  
American



26% Latinx



19% Elderly



36% Children

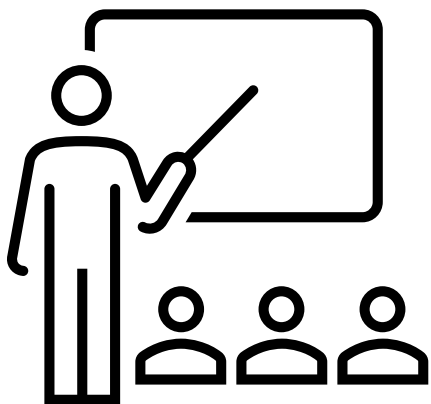


32% Female Headed  
Households with  
Children

- Source: 2022 HUD Resident Characteristics Report

# Learning Objectives

1. Discuss challenges to recruit and retain staff in primary healthcare.
2. Identify effective strategies to retain a talented, qualified, and diverse workforce.
3. Examine strategies for filling the shortages.



# Projected Shortages through 2035



PRIMARY CARE  
**35,260**



BEHAVIORAL HEALTH  
**15,180**



ORAL HEALTH  
**1,310**




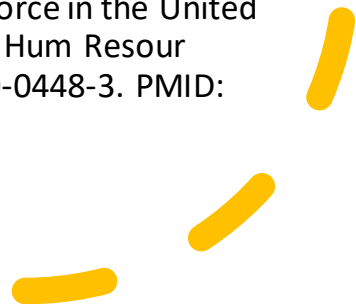
MATERNAL HEALTH  
**5,790**



LICENSED PRACTICAL  
NURSES  
**141,580**

Source: <https://bhw.hrsa.gov/data-research/projecting-health-workforce-supply-demand>



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- The U.S. primary care physician workforce is expected to see a shortage in 2030, but Primary Care nurse practitioners and physician assistants are projected to experience a surplus.
  - We expect the number of Primary Care physicians to decrease in non-metro areas from 26,190 in 2018 to 24,430 in 2030.
  - The largest shortages in the Primary Care physician workforce by 2030 are projected in Nevada, Mississippi, Oklahoma, and Arizona. The largest surpluses are projected in the District of Columbia, Vermont, Maine, and Massachusetts.
  - Zhang X, Lin D, Pforsich H, Lin VW. Physician workforce in the United States of America: forecasting nationwide shortages. Hum Resour Health. 2020 Feb 6;18(1):8. doi: 10.1186/s12960-020-0448-3. PMID: 32029001; PMCID: PMC7006215.
- 

# Strategic Priority 1

**Strengthen health centers to address critical and emerging health care issues and the evolving health care environment**

## **Support the Health Center Workforce:**

- Develop and deploy a data-informed national training/technical assistance (T/TA) strategy to address and support ongoing and future workforce capacity and well-being needs.

## **Advance Health Center Excellence:**

- Operationalize the Health Center Excellence Framework to advance health center performance across seven clinical and operational domains (access and affordability; quality, patient care and safety; patient experience, population health and social determinants; workforce; financial sustainability; and governance and management) through integration into funding opportunities and T/TA.

## **Strengthen COVID Response and Future Preparedness:**

- Capture lessons learned from the COVID-19 pandemic to reinforce current and strengthen future readiness of health centers to prevent, mitigate and address the health impacts of public health emergencies and natural disasters, including the potential health impacts of a changing climate, on their patients and communities.

## **Improve Health Center and Partner Engagement:**

- Implement, evaluate, and continuously improve BPHC's new model of customer engagement to ensure high quality and timely support for health centers and our partners.



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**COMMUNITY HEALTH CENTERS**  
City Heights · El Cajon · National City · Lemon Grove

Health Center Workforce  
Post COVID-19 Era  
Webinar  
March 29, 2023

Presented by:  
Zara Marselian, PhD, FACHE  
President & CEO

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Beatrice Fernandez, MA  
Chief of Human Resources



# LA MAESTRA CIRCLE of CARE®

La Maestra Circle of Care® is a solution-based model designed to guide each individual and family to self-sufficiency by ensuring that their overall health and well-being needs are fully met through compassionate care. La Maestra Community Health Centers strives to provide quality care to our patients across the entire continuum of health. As a Patient-Centered Medical Home and through our La Maestra Circle of Care® model we do our utmost to enhance health and the patient experience. Keeping you healthy is our ultimate goal.



## Promoting Health Lifestyles

Health Education & Coaching  
Nutrition & Weight Management  
Prevention and Management of Diabetes, Cardiovascular Disease, Hypertension and Asthma Mitigation  
Education and Early Detection of Breast, Colon, & Cervical Cancer  
Comprehensive Perinatal Services

## Food Security & Well-being

Healthy Choices Food Pantry  
"Jardin de la Vida" Community Garden

## Well-being & Opportunity For All Ages

Generations Center for Youth and Older Adults  
Intergenerational Programs  
Center for Youth Advancement  
Culture & Healing through Art

## Economic Empowerment

Financial Literacy Classes  
Microcredit Loan Program for Women  
Job Training and Placement  
Computer Literacy  
Job Readiness Training

## Safe & Healthy Housing

Affordable Housing Assistance  
Therapeutic Transitional Housing  
Environmental Health

## Legal Advocacy & Social Services

Services for Victims of Crime, Domestic Violence & Human Trafficking  
Immigration Application Assistance  
Referrals and Counseling  
Refugee Resettlement Program  
Other Health, Social Services & Support Programs Information

## Community Health Access & Support Services

Outreach & Health Fairs  
Health Coverage Eligibility & Application Assistance  
CalFresh Application Assistance  
Medically Trained Cultural Liaisons  
Patient Transportation  
Translation & Interpretation  
Financial Education and SDG&E Care

## Additional Health Services

Help with Alcohol and Substance Use Problems

- Addictions treatment
- Case Management
- Support Groups

## Re-entry Services

Enhanced Care Management (ECM)  
Chronic Care Management (CCM)  
Home Health Visits

## Onsite Specialty Care

Telehealth  
Digital Radiology  
Retail Pharmacy & Dispensary  
Laboratory Services  
Mobile Clinic  
Chiropractic Services  
Diabetes Clinic  
Liver Clinic/FibroScan

## Adult Health Care

Health Screening  
Immigration Physicals  
Minor Procedures  
STD Testing and Counseling  
Senior Centers of Excellence  
Teen Health Care

## Children's Health Care

School-based Clinics  
Well Child Exams  
School Physical Exams  
Immunization  
Tuberculosis Screening  
Allergy Clinic  
Safety & First Aid Education  
ENT Clinic

## Women's Health Care

Gynecological Services  
Obstetric/Perinatal Care  
Family Planning & Counseling  
Mammography & Biopsy  
Endometrial Biopsy, Colposcopy, Cryo and LEEP

## Mental & Behavioral Health Services

Depression Support Services  
Individual and Group Therapy  
Psychiatric Evaluation  
Medication Management

## Oral Health Care

General & Pediatric Dentistry  
Oral Hygiene Education  
Teeth Cleaning/Whitening  
Crowns, Amalgam & Resin Fillings  
Fluoridation and Sealants  
Pulpotomy & Root Canal Therapy  
Partial & Complete Dentures  
Mobile Dental Services  
Extraction & Oral Surgery

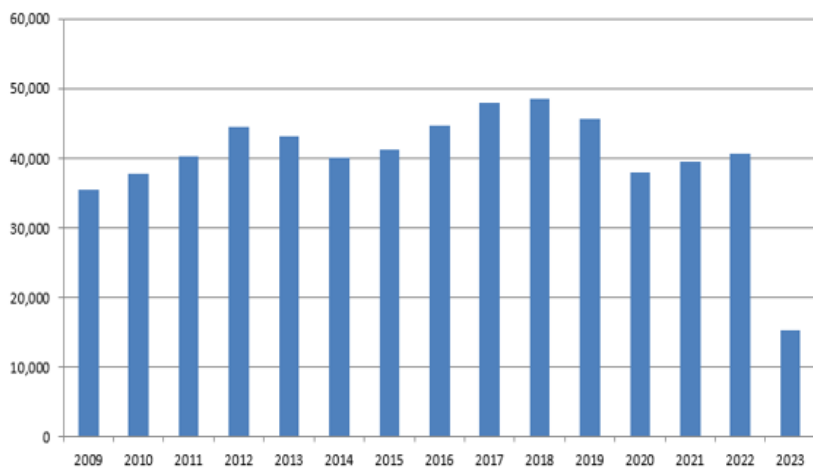
## Vision Care

Eye Exams for Children & Adults  
Screenings for Eye Disease  
Glaucoma & Retinopathy Testing  
Glasses and Contact Lens Fitting  
Mobile Vision Services  
Optometry

# Annual Number of La Maestra Patients and Visits



### Unduplicated Patients



### Patient Visits



❖ 21 Sites in 4 San Diego communities: City Heights, El Cajon, National City, Lemon Grove

❖ More than 55 languages and dialects spoken by 850+ employees

# Nonprofit Hiring Challenges in San Diego

## Nonprofits Face Serious Hiring Challenges

To effectively address increasing demands for service, the sector needs to grow. Indeed, **60 percent of nonprofit leaders predict they will need to hire** for new positions in the coming year. Despite 83% of nonprofit leaders reporting they have increased wages this year, **two-thirds report difficulty hiring** as they compete with the for-profit sector for talented staff.

### Most difficult Levels and Positions to Hire for:



Deitrick, L., Tinkler, T., Abruzzo, T., Meschen, C., Young, E. (2022). Annual Report: State of Nonprofits and Philanthropy in San Diego, CA. The Nonprofit Institute, University of San Diego. Full report available at [sandiego.edu/nonprofit](https://sandiego.edu/nonprofit)

# Inflation

## Effects of Inflation on Local Nonprofits

The sector's ability to realize its full potential is most immediately threatened by the impacts of inflation and competition for qualified workers. In the nonprofit sector, **inflation increases the cost of delivering services** and puts **upward pressure on wages in an already tight labor market**. A higher cost of living in the region will likely erase any gains nonprofits have made to date toward pay equity. Inflation is **eroding the value of nonprofit assets** as well as the wealth of individual donors who support the sector, lessening their ability to make donations. Furthermore, as fewer people are able to make ends meet due to the impacts of inflation, **demand for nonprofit services will continue to go up**.

### Current Impacts of Inflation on San Diego Nonprofits



"Don't underestimate the issue of hiring staff and the impact of inflation and the housing crisis. This is the #1 issue on the minds of NGO CEOs."

Environment  
Organization

# Recruitment and Retention Challenges

Lack of Sufficient Primary Care Providers

Overall Organizational and Cultural Competency Fit

- Competition from Hospitals
- Higher Pay Rates
- COVID Burnout/Fatigue
- Moved to Other States
- Reluctance to Transition from Remote to In-Person at Clinic Sites Post-COVID
- Nursing Shortage
- LVN Shortage





# Recruitment - Millennials

- 50% of workforce in 2020 were Millennials
- Study by Cone Communications found that:
- 64% of Millennials chose to work with organizations based on company's social and environmental commitments
- 64% will not accept offers of employment if company does not demonstrate strong corporate social responsibility (CSR) values
- 88% want to be engaged in organizations where they can be part of efforts with positive impact on social and environmental issues.
- <https://conecomm.com/2016-millennial-employee-engagement-study/>



# California Proposed Mandates

California SB 525 (Durazo) Proposes to Raise Minimum Wage for all Health Care Staff to \$25. with Salaried Positions starting at \$104,000. for all health care organizations/private practices with 26 or more employees. If passed, we anticipate an “upward ripple effect” across all positions in Health Care.

SB 779 (Stern) Proposes to require all Health Centers to report yearly: revenue; number of sites; PPS rates per site; gross revenue and sources; pay rates, benefits, retention rates; patient visits by type and by managed care plan; productivity per site; total operating expenses; mergers and acquisitions.

Note: California has already adopted the Transparency Act requiring health centers to post the pay ranges for each position.



# Employment Trends

## Trends Noted:

Remote staff moving to other cities and states without notifying HR, resulting in legal issues for Workmen's Comp Insurance and Payroll/State Tax Implications

Suggestion: Periodic check of IP addresses

Great Resignation in 2021

“Quiet Quitting” in 2022 (Minimal performance, not engaged)

“Career Cushioning” in 2022-2023 (Constantly tracking other job opportunities while at current job)

“Quiet Hiring” in 2023 (Managers tasking star employees with additional roles without increased pay versus hiring additional staff)

Re-organization of staff post-COVID and re-working pathways causing burden on long-time staff



# Current Employee Stressors

- According to the American Psychological Association (APA), 3 out of 6 employees reported work-related stress Post-COVID.
- 87% of Americans are anxious about the Inflation
- 7 out of 10 employees concerned that their pay will not be sufficient to keep up with inflation.
- <https://www.aihr.com/blog/hr-trends/>



# Post-COVID Employee Wellbeing Retention Strategies (Mental, Physical, & Financial)

- Suggestions for Mental Wellbeing:
- Culture of acceptance around mental health
- Leverage mental health resources to assist employees
- Encourage Work-Life Balance (Yoga, Meditation)

## Examples at La Maestra

- Free Mental Health Counseling for Staff (Coping Skills, Anxiety, Depression)
- Resources to rental assistance/deferral; Hot Meals/Lunches; access to Food Pantry; childcare referrals
- YMCA collaboration for employees and their families



# Physical Wellbeing

- Sponsor physical wellbeing activities at work
- Encourage healthy habits, nutrition, weight management, exercise routines
- Create and adapt additional modifications and accommodations for employees with disabilities
- Flexible work schedules (childcare, family obligations)
- Hybrid remote positions post-COVID



# Financial Wellbeing

## Suggestions:

- Provide resources to financial advisors (banks, credit unions)
- Financial coaching, planning
- FinFit (short-term, emergency loans)
- Cash out of sick and vacation hours accrued, budget allowing
- 401k employee benefits education
- Career counseling and resources to certifications and advanced education



# Recruitment & Retention Strategies

- Develop a Talent Management Program
- La Maestra's TM program starts with recruitment, orientation, training, evaluation, career counseling for retention, advancement, certification
- In-House Career Center for retention, advancement
- Robust Employee Benefits
- In-house Residency Programs (NP, Dental,....)
- Collaborate with Vocational Training Schools (MA's, LVN's, DA's,...)
- Establish own training programs
- Develop pilot programs with local colleges/universities "Welcome Back"
- Explore J-1 visa programs
- Teaching Health Center Graduate Medical Education (THGME)/Accreditation
- The Nurse Corps Scholarship and Loan Repayment Program
- National Health Service Corps (NHSC) – Congressional Health Center Reauthorization Act





# Talent Management

- Skills-Based Hiring- Skills-based hiring broadens the talent pool and adds greater diversity to the workforce. Hiring skills-based employees help HR recruitment managers find the right fit and people who align with the mission rather than hiring a college graduate who is in it for the money.
- SBA ( Skill Based Approach)- Develop the ability of the learner to use their assets to solve real-life situations and produce expected results or know how to face real-life challenges. Utilizing La Maestra's Circle of Care internal referrals. Warm handoff.
- LMFC, Inc. offers the employees the opportunity to broaden their skill sets through La Maestra Career Pathways and receive certification in their career interests while still working.
- ESG Reporting (environmental, social, and governance)- Transparency of ESG will start to be the norm. Pay transparency is now a mandate in the State of CA and all job posting internal and external must have a pay scale. The Social portion will have heightened importance as regulations are now leaning towards talent issues, talent acquisition, retention, and diversity of new hires and current workers, development of next-generation talent, and pay equity and transparency.
- Technical skills are still highly valued but with the shift in talent these human skills are highly sought after in employees:
  - Communication
  - Customer Service
  - Leadership
  - Attention to Detail
  - Collaboration



# Promoting Employee Inclusion - Belonging

- Organizational culture that promotes inclusivity (focus groups)
- Diversity in Workforce and supported throughout equitable HR Policies & Practices (continuous review)
- Equity through Accessibility, Accommodation, and Code of Conduct Policies (review continuously)
- Policies – Practices Behaviors (do behaviors reflect policies?)
- Examples: Employee Wellness Program
- [https://www.turnerconsultinggroup.ca/uploads/2/9/5/6/29562979/inclusive\\_org\\_model\\_-\\_april\\_8-1.pdf](https://www.turnerconsultinggroup.ca/uploads/2/9/5/6/29562979/inclusive_org_model_-_april_8-1.pdf)



# Serving the Culturally Diverse Community

- La Maestra is one of the most culturally diverse health centers in California – sites are in refugee resettlement areas and along US-Mexican border.
- 60% of patients prefer communication in languages other than English. Staff come from the cultures served, ensuring cultural and linguistic competency.
- More than 50 languages and dialects spoken by 800+ employees
- *Medically Trained Cultural Liaisons* provide valuable, ongoing support, education to local residents and identify new needs – **two-way communication**



# DEI- Diversity, Equity and Inclusion at La Maestra

- La Maestra Community Health Centers was founded in 1990, as a grassroots organization and has historically hired from within the communities served. Staff are culturally competent, representing the diverse patient populations, speaking fifty-five different languages and dialects.
- LMFC developed the MTCL (medically trained cultural liaisons) in 1990 to navigate patients through the Circle of Care programs , assisting with interpretation, transportation, eligibility, referrals, case management, accessing resources, and provide cultural competency training to other staff and partnering organizations. Our cultural liaisons share common life experiences with our patients and represent patient population diversity, promoting culturally specific and diversity education across the organization.
- La Maestra’s Board and staff remain committed to diversity, equity, and inclusion.
- Community focus groups, and collaborations with ethnic based organizations provide insight on emerging needs of patient populations.



# Visit us at [NCHPH.org](http://NCHPH.org)



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RESIDENT –  
CENTERED  
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TOOLKITS



INTERACTIVE  
MAPS

The screenshot displays the NCHPH website interface. At the top, the logo and tagline "The National Center for Health in Public Housing" are visible. Below the navigation bar, a prominent banner reads "PARTNERSHIPS TOOLKIT NOW AVAILABLE!". The main content area features three interactive maps of the United States, each with a corresponding text box and a "VIEW MAP" button. The first map is titled "Health Behaviors and Public Housing" and shows health centers by county. The second map is titled "Health Outcomes and Public Housing" and shows the prevalence of diabetes, low birth weight, and HIV. The third map is titled "Socioeconomic Health Factors and Public Housing" and shows social and economic factors. The website also includes a search bar and social media links.

# Complete Post – Evaluation Survey

# Contact Information

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