

# Academic Partnerships to Foster Multidirectional Learning and Reinforce our Health Center Workforce Webinar

National Center for Health in Public Housing

May 9<sup>th</sup>, 2023



# 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



zoom

# National Center for Health in Public Housing (NCHPH)

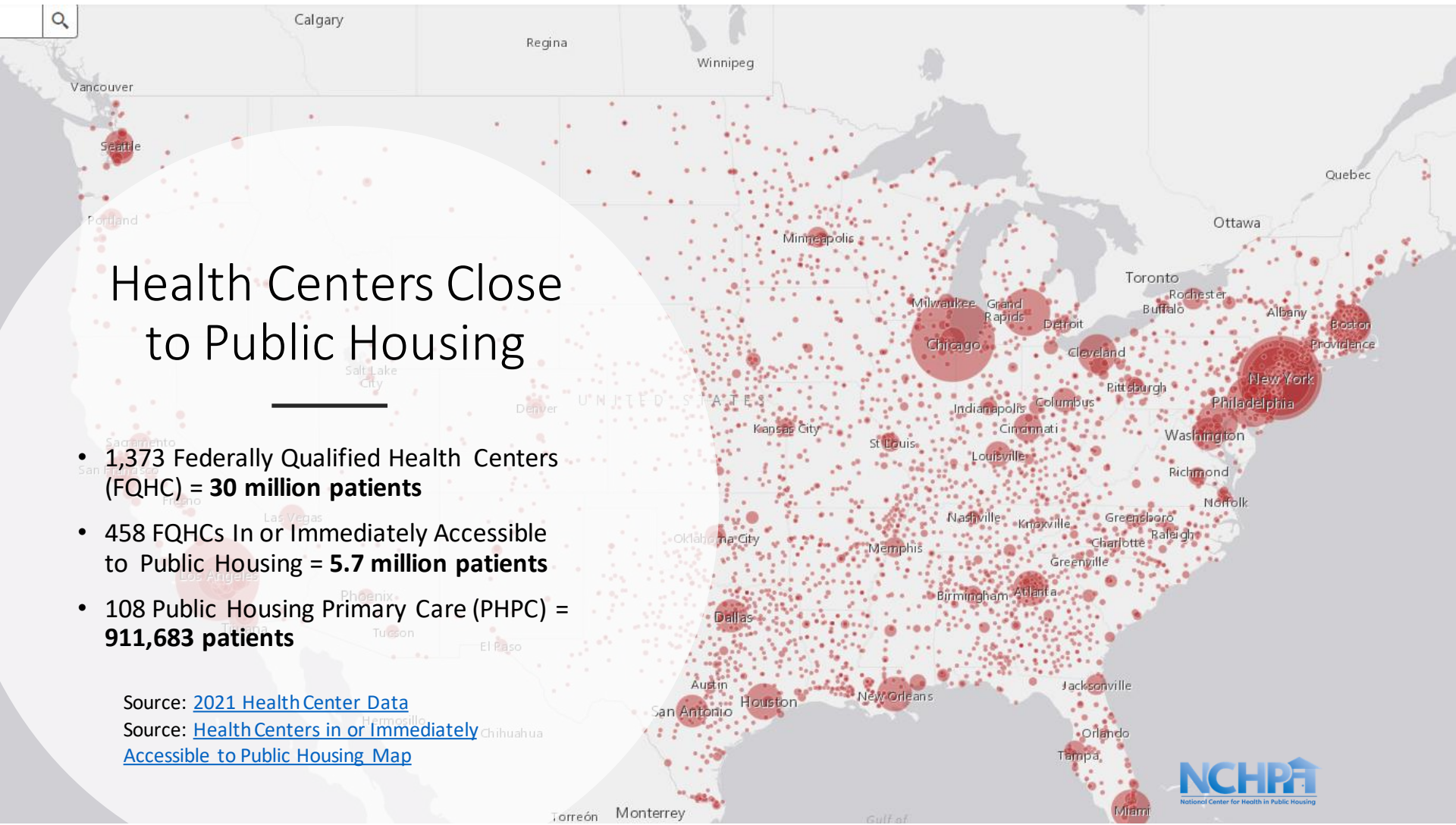
- The mission of the National Center for Health in Public Housing (NCHPH) is to strengthen the capacity of federally funded Public Housing Primary Care (PHPC) health centers and other health center grantees by providing training and a range of technical assistance.
- The National Center for Health in 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 Partner (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.



# Learning Objectives

1. Identify the challenges to recruit and retain health center staff.
2. Discuss how partnerships with academic institutions help to recruit, train, and retain the health center workforce.
3. Review how partnerships with academic institutions serve as a conduit to enhance population health.





# 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



# Today's speaker

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Zara Marselian, PhD, FACHE  
President & CEO



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



# LA MAESTRA COMMUNITY HEALTH CENTERS

City Heights · El Cajon · National City · Lemon Grove

## Improving Staff Retention Through Partnerships with Academic Institutions May 9, 2023

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

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# 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

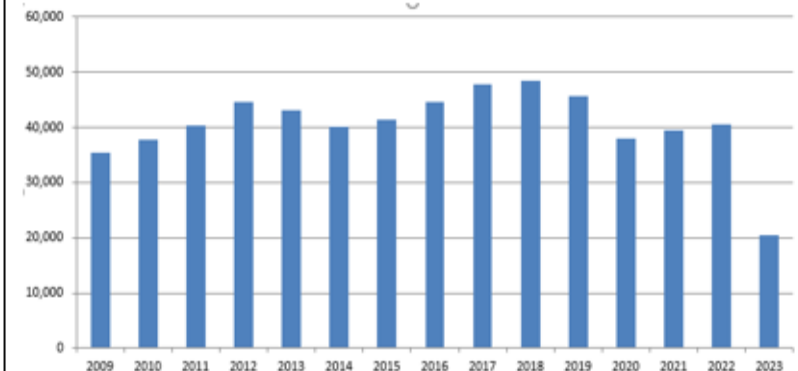
Eye Exams for Children & Adults  
Screenings for Eye Disease  
Glaucoma & Retinopathy Testing  
Glasses and Contact Lens Fitting  
Mobile Vision Services  
Optometry

Revised 1-10-2023

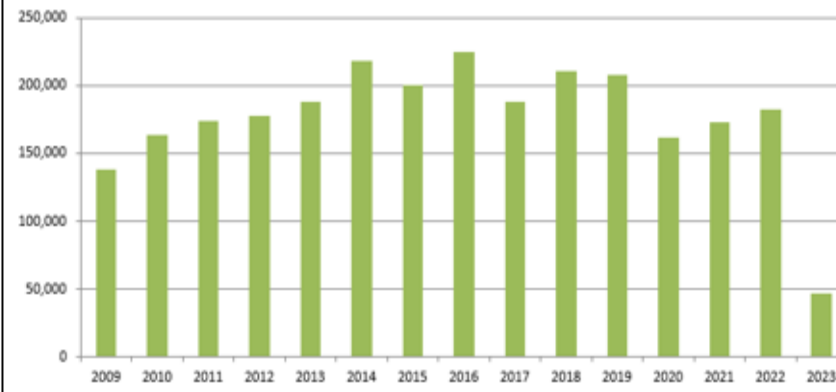
# Annual Number of La Maestra Patients and Visits



### 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

# Provider Recruitment Trends at La Maestra – Post COVID

- 110 Providers currently
- 50 % recruited from current Providers' Networks
- 30% from Partner Academic Programs
- 20% Recruitment Websites
- Consortia Job Boards



# Recruitment and Retention Challenges

## Trends Noted:

Competition from Hospitals

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 log-in locations

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/>



# 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/>



# 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)



# Recruitment Opportunities

## Academic Institutions

Universities

Community Colleges

Pilot Programs

National Health Service Corp (NHSC)

State Loan Repayment Programs

## Lessons Learned:

- MOU Development
- Health Center Staff Time
- Appoint Lead Staff to Manage Student Programs in Each Department
- Supervision of Students
- Liability Issues
- Insurance Coverage





# HR Efforts to Recruit From Student Pool

Orientation for Students

Promote Organization and Opportunities for Students Post-Graduation

Recommendation from Lead Staff for Potential Job Offers

Offers of Employment to Students Selected Prior to Graduation

Post Recruitment

Appoint Mentor Providers for New Hires from Student Pool

Develop Onboarding Training and Supervision Schedule

Constant Evaluation and Feedback

Care Team Assignment for New Hires



# Recruitment Partnerships

- 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 (Will cover in Webinar 2)
- Robust Employee Benefits
- In-house Residency Programs
- Collaborate with Vocational Training Schools (Will cover in Webinar2)
- Establish in-house training programs
- Develop pilot programs with local colleges/universities: Ex: "Welcome Back"
- Explore J-1 visa programs and other Immigration Options for Foreign Providers
- Teaching Health Center Graduate Medical Education (THGME)/Accreditation
- The Nurse Corps Scholarship and Loan Repayment Program
- National Health Service Corps (NHSC)



# Academic Affiliations with L Maestra

Family Medicine Residency Program  
Internal Medicine Residency Program  
Pediatrics Residency Program  
Family Practice Residency Program  
Osteopathic Medicine (DO)  
Naturopathic Medical Student Residency Program  
Physician Assistant Residency Program  
Nurse Practitioner Residency Program  
School of Nursing

Dental Residency Program  
Pharmacy Residency Programs

Clinical Psychology Residency Program  
Substance Use Disorder Counseling Residents  
MFT and LCSW Programs



# Teaching Health Center GME

- La Maestra awarded a planning grant under Grants for Teaching Health Center (THC) Graduate Medical Education (GME) in October 2021 through DHHS to establish an accredited community-based primary care residency program in Family Medicine.
- Goal is to expand primary care physician workforce in underserved communities in San Diego, California.
- Projected Accreditation by November 2023 through the Accreditation Council for Graduate Medical Education (ACGME).
- La Maestra will host residents by July 2025.
- Family Medicine Program to help residents develop skills to address full spectrum of health and wellness through La Maestra's Circle of Care.
- <https://pallone.house.gov/media/press-releases/pallone-introduces-bill-support-and-expand-medical-training-underserved>



# Behavioral & Mental Health Affiliations

- La Maestra' operates onsite mental health and substance use disorder services (SUDS) programs.
- Hahn School of Nursing and Health Science/University of San Diego: Doctor of Nursing Program, Psychiatric-Mental Health Nurse Practitioner
- California State University San Marcos: Master of Science in Nursing (MSN), Psychiatric-Mental Health Nurse Practitioner.
- Alliant International University, San Diego, California. Clinical Counseling, Clinical Psychology (PsyD), Marital and Family Therapy (PsyD) and Marital and Family Therapy (MA)
- Treatment Center Affiliations



# Affiliations for Dentists

- Pediatric Dental Residency site through Partnership with Rady's Children's Hospital 2000-2010: 4 Dental Residents per year
- University of California San Marcos (Pipeline Program): 5 Dental Residents per year
- Residents in 2005-2010 New York University Langone Hospitals General Dentistry Residency Program since 2013: 5 Dental Residents per year
- La Maestra applied with CODA (Commission on Dental Accreditation) in 2022. Accreditation expected for seven La Maestra sites by June 2023.
- Implant Program through University of Nevada, Las Vegas with 7 Dental Residents expected by June 2025.



# National Health Service Corps (NHSC) Program

- NHSC Loan Repayment Program
- NHSC SUD Workforce Repayment Program
- NHSC Rural Community Loan Repayment Program

Eligible Disciplines for All Programs: Physicians (DO/MD), Nurse Practitioners (NP), Physician Assistants (PA), Certified Nurse Midwives (CNM), Health Service Psychologists (HSP), Licensed Clinical Social Workers (LCSW), Psychiatric Nurse Specialists (PNS), Marriage and Family therapists (MFT), Licensed Professional Counselors (LPC)

Eligible Disciplines for Specific Programs: Dentists (DDS/DMD), Dental Hygienists (RDH), Substance Use Disorder (SUD) Counselors, Pharmacists (PHARM), Registered Nurses (RN), Certified Registered Nurse Anesthetists (CRNA)

Service Commitments Range from 2-3 years

- La Maestra is an existing NHSC program participant.

<https://nhsc.hrsa.gov/loan-repayment/nhsc-all-loan-repayment-programs-comparison>



# Health Professional Shortage Areas (HPSA)

Look up your health center HPSA Scores and MUA/MUPA designations

- <https://data.hrsa.gov/tools/shortage-area/by-address>
- Lists shortage of Primary Care, Dental, or Mental Health Providers

Health Professionals Interested in Applying for Scholarships:

<https://nhsc.hrsa.gov/loan-repayment/nhsc-all-loan-repayment-programs-comparison>

Geographic Areas

Populations

Facilities (330 Funded Health Centers)

J-1 Visa Waivers





# Immigration Options For Foreign Physicians

## F-1 (Student Visa)

Individuals who aspire to become physicians and opt to pursue medical education in the United States have the option to apply for an F-1 Student Visa.

Generally, medical schools offer assistance to enrolled students in the visa application process.

Once enrolled, students may extend their student visa with Optional Practical Training (OPT) or Curricular Practical Training (CPT) in order to fulfill their medical residency requirements.

## J-1 (Exchange Visitor Visa)

Foreign medical graduates frequently utilize J-1 Visas to pursue residency or fellowship training in the United States, typically for a period of seven years.

If they intend to continue working in the U.S. beyond this period, they are required to apply for a different visa category, such as the H1-B visa.

In order to qualify for an H-1B Visa, they must either return to their home country for two years or seek a J-1 Waiver.

The J-1 Waiver program eliminates the two-year home residency requirement and enables physicians to transition into H-1B visa status, which allows them to remain in the U.S. and practice in a federally designated primary care or mental health Health Professional Shortage Area (HPSA). There are different types of J-1 Waivers, but physicians are encouraged to apply for the Conrad Waiver.



# Immigration Options For Foreign Physicians

## H-1B (Specialty Occupation Visa)

Foreign physicians typically pursue the H-1B Visa as their next step, which permits them to remain in the United States for an additional six years.

Prospective applicants are required to participate in a random selection process known as the “H-1B lottery” before they can submit their application.

The lottery system is in place due to the limited number of H-1B visas that can be granted each year, referred to as the H-1B "Cap". If an applicant is not selected, they must wait for one year before re-entering the lottery. Certain employers are exempt from the H-1B cap, allowing their candidates to apply for the visa directly without entering the H-1B lottery. Notably, non-profit organizations affiliated with (8 CFR 214.2(h)(8)(ii)(F)(2)) or classified as (20 U.S.C. 1001(a)) institutions of higher education can qualify for H-1B cap exemption.

## O-1 (Visa for Individuals with Extraordinary Ability or Achievement)

The O-1 Visa is a less common but viable option for physicians who intend to stay in the United States for an indefinite period.

It has an initial validity period of three years, which can be renewed annually thereafter.

To be eligible for an O-1 visa, the applicant must exhibit extraordinary ability through sustained national or international recognition and must be coming to the U.S. to continue work in the same field of exceptional skill. Extraordinary ability in the sciences necessitates an elevated level of proficiency, indicating that the individual belongs to a small percentage of top performers in their field of expertise. Proof of extraordinary ability can be demonstrated through a variety of accolades, honors, awards, distinctions, titles, and membership in reputable boards or associations, among others.



# Q&A Session



# Complete our Post Evaluation Survey



# Contact Us!

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Thank you!

