



**NEW Health**

Medical | Dental | Behavioral Health | Pharmacy

**2023 BEST PLACES TO WORK IN IN** Bringing healthcare into communities and communities into healthcare since 1978.

1

---

---

---

---

---

---

---

---

**Study: High Schoolers Find Less Value in a College Education**

Students find more value in credentials that can prove skills and job-training programs.

By [Evan Castillo](#) | Published on March 25, 2024

Edited by [Darlene Earnest](#)  
Learn more about our editorial process

The Bill & Melinda Gates Foundation released a study March 12 finding that high schoolers value traditional colleges less and are afraid of making the wrong decisions when it comes to financial aid and college affordability.

High school students and 18- to 30-year-old non-enrollees ranked on-the-job training as the highest value of education and training opportunities, according to the recent study. A four-year college or university ranked fourth, and a two-year college just below that.

<https://www.bestcolleges.com/news/high-schoolers-find-less-value-college/>

2

---

---

---

---

---

---

---

---

**US high schoolers see less 'value' in college degrees, survey shows**

by KRISTINA MATROBORI | Crisis in the Classroom | Mon, March 25th 2024 at 5:15 PM  
Updated Mon, March 25th 2024 at 5:17 PM

WASHINGTON (CITC) — U.S. high schoolers are beginning to question the "value" of pursuing college degrees, according to a survey released this month.

The Bill and Melinda Gates Foundation-commissioned study surveyed high school juniors and seniors nationwide, as well as high school graduates aged 18 to 30 currently not enrolled in higher education. Respondents were asked to, among other things, indicate whether they see "excellent/good value" in certain educational paths.

Both current high school students and non-enrolled high school graduates indicated they feel "on the job training" has the highest value, with 83% and 77% respectively regarding it as "excellent/good." Courses to receive licenses and courses to receive professional certificates ranked second and third in value to respondents, respectively.

Undergraduate enrollment is in the midst of a decade-long decline, according to data from the National Center for Education Statistics (NCES). In 2021, overall enrollment was determined to be 14.6% less than in 2010. Private for-profit colleges lost more students than public institutions during that time, according to the data.

<https://mynbc15.com/news/nation-world/us-high-schoolers-see-less-value-in-college-degrees-survey-shows-high-school-students-graduates-community-college-university-higher-education-job-training-professional-licenses-certificates-bill-and-melinda-gates-foundation-crisis-in-the-classroom>

3

---

---

---

---

---

---

---

---

**Fewer students are graduating from college, but certificate programs are way up**

PUBLISHED FRI, APR 12 2024 10:23 AM EDT | UPDATED FRI, APR 12 2024 11:56 AM EDT

Jessica Dickler @JSDICKLER SHARE f X in

**KEY POINTS**

- The number of students earning college degrees fell for the second year in a row, according to a report from the National Student Clearinghouse Research Center.
- While fewer students completed degrees, more students earned a certificate this year than in any of the last 10 years.

<https://www.cnn.com/2024/04/12/students-earning-college-degrees-notched-steepest-decline-on-record.html>

---

---

---

---

---

---

---

---

4



**GOAL**

By the end of this Learning Series, each participating health center will have a **comprehensive workforce development plan**, defined as:

- Documented **assessment** of organization's workforce needs and resources
- Documentation of Board **buy-in**
- Workforce development program included in the organization's **strategic plan**
- Workforce development program **mission, vision, and goals** identified
- Activities identified for all six components of the **Workforce Development Spectrum**
  - External Pipeline Development
  - Recruitment
  - Retention
  - Training
  - Internal Pipeline Development
  - Growth & Advancement
- **Key Performance Indicators** identified and used for program analysis

---

---

---

---


---

---

---

---

5



**Learning Objectives**

**Objective 1:** By the end of the Learning Series, attendees will have assessed resources required to implement change at their organization in order to address the identified workforce challenges and needs.

**Objective 2:** Participants will understand the six components of a comprehensive workforce development plan and the six elements of the workforce development spectrum.

**Objective 3:** Participants will be ready to use Key Performance Indicators to monitor their workforce development plan.

---

---

---

---

---

---

---

---

6



Participating health centers are encouraged to **select at least two staff members to participate** in the program, including a member of your leadership team, and **block time** to develop a single Workforce Development Plan for your health center during the Learning Series.

**Materials participants will receive through this Learning Series include:**

- Workforce Development Plan template
- Trainer job description examples
- Career Pathway graphic examples
- Onboarding plan and 90-day and Annual skill checklist examples
- Employee Coaching Report examples
- Career Plan template
- List of workforce development Key Performance Indicator examples

7

---

---

---

---

---

---

---

---

---

---

It is the **mission** of NEW Health to promote health and wellness within our communities by providing integrated, open-access healthcare for all.

NEW Health provides medical, dental, pharmacy, and behavioral health services for **15,000 patients** annually.

Our service area is very **rural**, averaging 10.7 people per square mile, and one of the counties we serve meets the "frontier" definition of fewer than 7 people per square mile.



8

---

---

---

---

---

---

---

---

---

---

NEW Health named one of the  
**Best Places to Work**  
in the Inland Northwest for 2023

★ ★ ★ ★ ★

*By the Workforce Research Group and  
Spokane Journal of Business*

9

---

---

---

---

---

---

---

---

---

---



The mission of NEW Health University is to create **community-based education pathways** for rural youth and to empower employees with training, education, and **internal career pathways** to strengthen our current and future healthcare workforce.

The vision of NEW Health University is to be the **employer of choice** for our communities through career training, growth, and academic achievement.

10

---

---

---

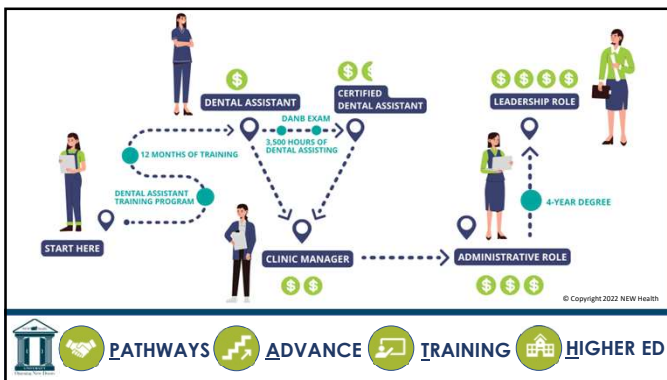
---

---

---

---

---



11

---

---

---

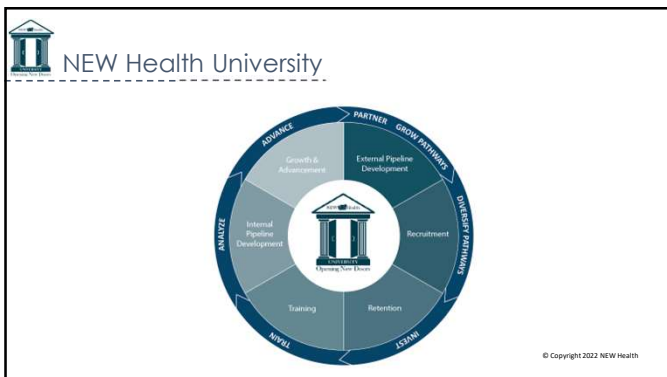
---

---

---

---

---



12

---

---

---

---

---

---

---

---

## Comprehensive Workforce Development Plan

Assessment of organization's workforce needs and resources

Board buy-in

Workforce development program included in org strategic plan



Workforce development program mission, vision, and goals

Activities identified for each component of the Workforce Development Spectrum

Key Performance Indicators identified for program analysis

13

---

---

---

---

---

---

---

---



## Assessment of workforce needs & resources

### Needs

- o Which positions are you having trouble filling?
- o What is your turnover rate?
- o Why are staff leaving?
- o Are some sites/services experiencing more workforce challenges than others?

### Resources

- o Established partnerships with academic institutions
- o Apprenticeship, residency, training programs
- o Existing staff with training skills
- o Mechanisms for employee feedback and input, eg annual survey, stay/exit interviews, committees

14

---

---

---

---

---

---

---

---



## Assessment of workforce needs & resources

Need	Causes	Resources we have	Resources we need
<b>Trouble recruiting and retaining MAs and DAs</b>  Problems: Operational inefficiencies, burned out staff	Contributing: Wage competition Contributing: Shortage of local MAs and DAs, and local housing shortage Root: insufficient staff training at onboarding and thereafter	-Great benefits -MA Apprenticeship -Ability to train our own DAs -Staff trainers	-Revamp job postings to highlight benefits -Develop MA Pre-Apprenticeship to expand workforce pipeline -Revamp DA training program -Re-org to move trainers under NEW Health University with ownership of all training programs and student rotations

15

---

---

---

---

---

---

---

---



### Assessment of workforce needs & resources

#### Needs

- Which positions are you having trouble filling?
- What is your turnover rate?
- Why are staff leaving?
- Are some sites/services experiencing more workforce challenges than others?

#### Resources

- Established partnerships with academic institutions
- Apprenticeship, residency, training programs
- Existing staff with training skills
- Mechanisms for employee feedback and input, eg annual survey, stay/exit interviews, committees

16

---

---

---

---

---

---

---

---



### Board buy-in

- ✓ Needs Assessment
- ✓ HR and Finance Data
- ✓ Have a Champion
- ✓ Re-Org Existing Resources



17

---

---

---

---

---

---

---

---



### Board buy-in

What questions or pushback do you anticipate from your Board about implementing a comprehensive workforce development program?

18

---

---

---

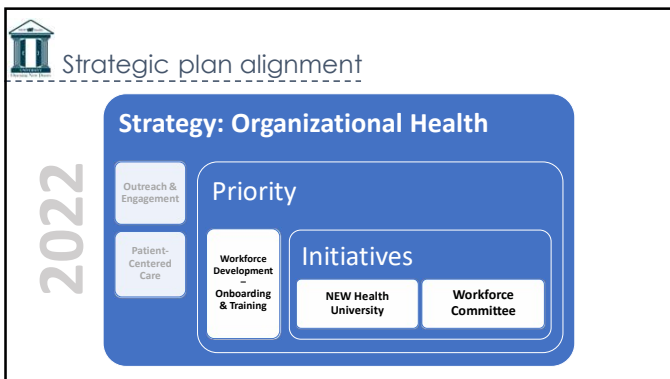
---

---

---

---

---



19

---

---

---

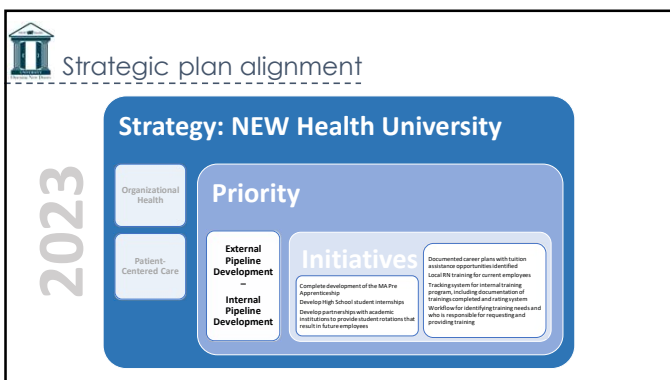
---

---

---

---

---



20

---

---

---

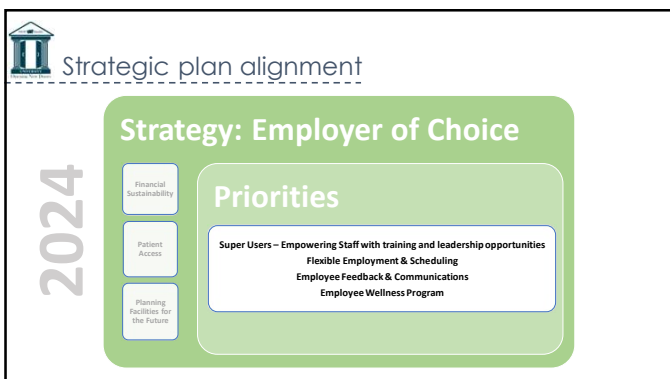
---

---

---

---

---



21

---

---

---

---

---

---

---

---

NEW Health

It is the **mission** of NEW Health to promote health and wellness within our communities by providing integrated, open-access healthcare for all.



The mission of NEW Health University is to create **community-based education pathways** for rural youth and to empower employees with training, education, and **internal career pathways** to strengthen our current and future healthcare workforce.

MISSION

22

---

---

---

---

---


---

---

---

NEW Health

NEW Health will be the trusted local **health care provider of choice**. The best outcome for every patient, every time, for generations to come.



The vision of NEW Health University is to be the **employer of choice** for our communities through career training, growth, and academic achievement.

VISION

23

---

---

---

---

---

---

---

---

 Goals

Grow & Diversify	Grow and diversify local health professional pathways in rural communities.
Invest	Invest in each employee's professional development.
Train	Provide regular training opportunities and dedicated time for training.
Advance	Advance staff within the organization to promote growth from within and to retain talent.
Partner	Partner with schools and academic institutions to support current employee education needs, and to support healthcare workforce pipeline development.
Analyze	Use data to inform continuous development of training content that will result in efficient operational workflows, employee satisfaction, and advance the patient experience.

24

---

---

---

---

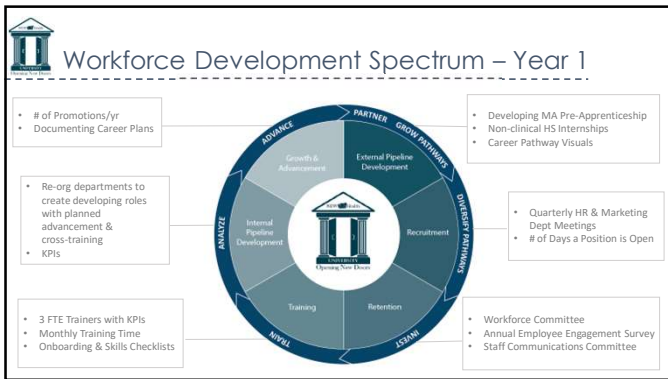
---

---

---

---





25

---

---

---

---

---

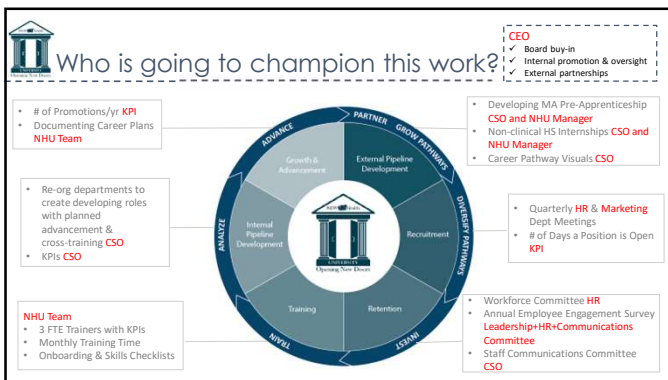
---

---

---

---

---



26

---

---

---

---

---

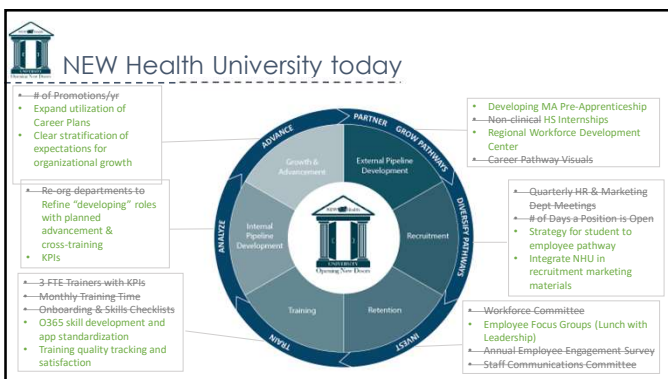
---

---

---

---

---



27

---

---

---

---

---

---

---

---

---

---

**External Pipeline Development**

Consider  
*What are your workforce gaps? Which positions do you have the most trouble recruiting?*

External academic partners - *who are your local schools? HS?*

Other external partners - *ex: PCA, ESD 101, Chamber of Commerce, Workforce Board*

- Developing MA Pre-Apprenticeship
- Non-clinical HS Internships
- Career Pathway Visuals

28

---

---

---

---

---

---

---

---

**External Pipeline Development**

29

---

---

---

---

---

---

---

---

**External Pipeline Development**

NEW Health  
**Certificate**  
 of Completion  
 Skyles Patrick

Great job completing NEW Health's Information Technology Internship and assisting in the set-up of NEW Health Colville Medical. Thank you for all your help!

Ben Kaeding, IT Manager \_\_\_\_\_ Date \_\_\_\_\_

**Job Shadow** One day unpaid experience

**Internship** 2-3 month unpaid experience

**Part-Time Employment**

**Pre-Apprenticeship**

30

---

---

---

---

---

---

---

---

**External Pipeline Development**

**Jesseca**

**30-Year Employee!**

31

---

---

---

---

---

---

---

---

**External Pipeline Development**

32

---

---

---

---

---

---

---

---

**Recruitment & Retention**

- Quarterly HR & Marketing Dept Meetings
- # of Days a Position is Open
- Workforce Committee
- Annual Employee Engagement Survey
- Staff Communications Committee

33

---

---

---

---

---

---

---

---

**Recruitment**

**WE'RE LOOKING FOR YOU**

**Your Career Pathway with NEW Health**  
 We create pathways for career growth within NEW Health. To support this, we provide all employees with monthly paid training and additionally offer tuition reimbursement and one-on-one career planning. There are many paths to grow your career within NEW Health, here are some examples:

Front Desk -> Medical Assistant Apprentice -> Certified Medical Assistant -> Assistant Operations Manager -> Clinic Operations Manager

Dental Assistant Trainee -> Dental Assistant -> Assistant Operations Manager -> Care Coordination Manager

Pharmacy Assistant -> Pharmacy Technician Apprentice -> Pharmacy Technician -> 340B Specialist

**NEW Health strongly values your professional and educational advancement and provides:**

- Paid training time
- Opportunity for advancement & promoting from within
- \$250 per year in continuing professional education funds
- Up to \$5,250 per year for education assistance

34

---

---

---

---

---

---

---

---

---

---

**Recruitment**

Identify entry-level positions that you could promote to high school seniors

Market the training you provide

- HIMs
- Phone systems
- Referrals
- Customer service

**NEW Health** MEDICAL | DENTAL | ASSISTANT | PHARMACY | HEALTHCARE

**Where will the Care Coordinator position take you?**

**Benefits Summary - Hourly Employees**

Medical Insurance: NEW Health provides medical insurance for full-time employees. Employees are eligible for medical insurance after 90 days of employment. Employees are eligible for dental insurance after 90 days of employment. Employees are eligible for vision insurance after 90 days of employment. Employees are eligible for life insurance after 90 days of employment. Employees are eligible for short-term disability insurance after 90 days of employment. Employees are eligible for long-term disability insurance after 90 days of employment. Employees are eligible for paid time off after 90 days of employment. Employees are eligible for tuition reimbursement after 90 days of employment. Employees are eligible for professional development funds after 90 days of employment. Employees are eligible for education assistance after 90 days of employment.

35

---

---

---

---

---

---

---

---

---

---

**Retention**

Need	Causes	Resources we have	Resources we need
<b>Trouble recruiting and retaining MAs and DAs</b>  Problems: Operational inefficiencies, burned out staff	<b>Contributing:</b> Wage competition <b>Contributing:</b> Shortage of local MAs and DAs, and local housing shortage <b>Root:</b> Insufficient staff training at onboarding and thereafter	-Great benefits -MA Apprenticeship -Ability to train our own DAs -Staff trainers	-Revamp job postings to highlight benefits -Develop MA Pre-Apprenticeship to expand workforce pipeline -Revamp DA training program -Re-org to move trainers under NEW Health University with ownership of all training programs and student rotations

36

---

---

---

---

---

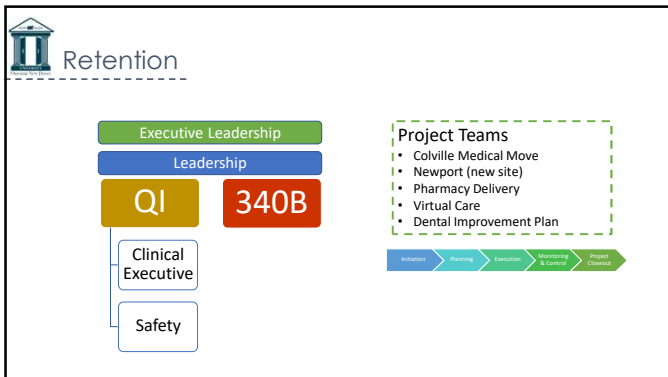
---

---

---

---

---



37

---

---

---

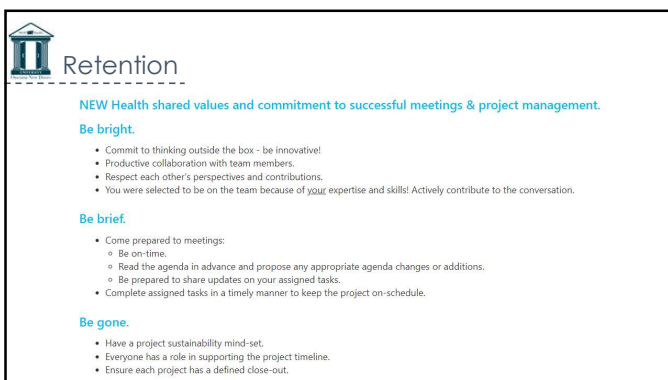
---

---

---

---

---



38

---

---

---

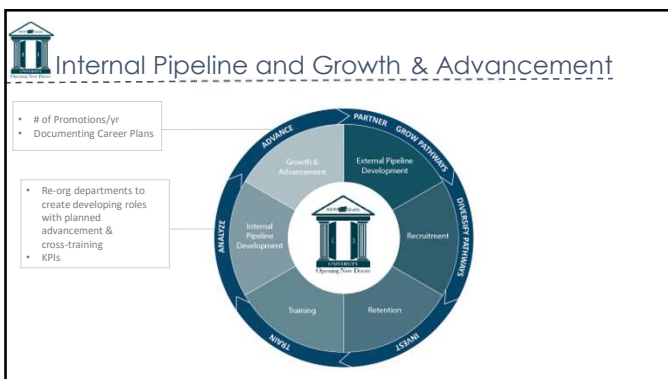
---

---

---

---

---



39

---

---

---

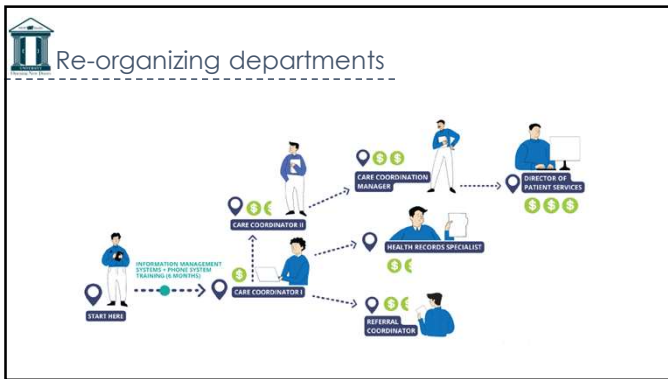
---

---

---

---

---



40

---

---

---

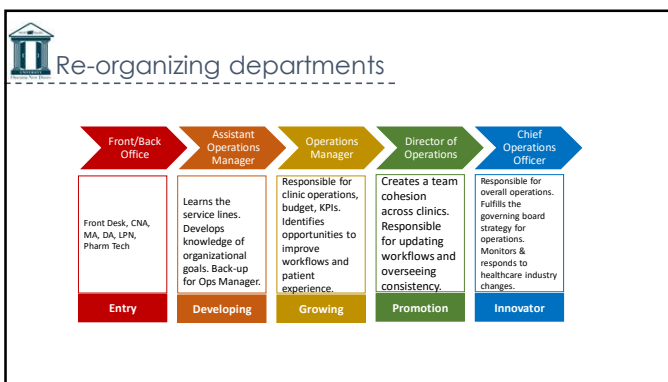
---

---

---

---

---



41

---

---

---

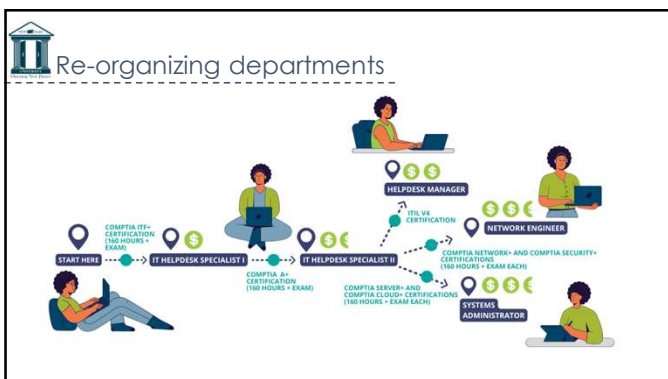
---

---

---

---

---



42

---

---

---

---

---

---

---

---

### Internal Pipeline and Growth & Advancement

- # of Promotions/yr
- Documenting Career Plans
- Re-org departments to create developing roles with planned advancement & cross-training
- KPIs

43

---

---

---

---

---

---

---

---

### Creating career pathway visuals

44

---

---

---

---

---

---

---

---

### Creating Visuals

45

---

---

---

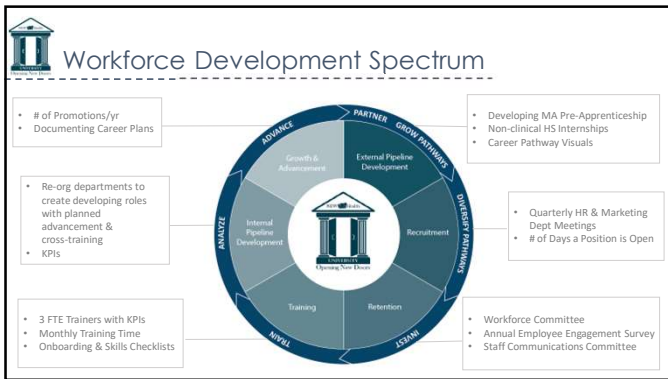
---

---

---

---

---



46

---

---

---

---

---

---

---

---

---

---

### KPIs

- Reduction in staff turnover
- Reduction in the time positions are open
- Rate of student rotations turning into permanent hires
- Employee longevity
- # of employees who advanced internally
- # of employees with documented career pathways

#### Trainer KPIs

- Success rate of Apprentices/Trainees (MA, DA, Pharm Tech)
- # of new hires who require onboarding training beyond 30 days

47

---

---

---

---

---

---

---

---

---

---

### KPIs

- Reduction in the time positions are open – **Dental Assistants**

**Days from posting to hire**

2021	2022	2023
27	25	16

48

---

---

---

---

---

---


---

---

---

---





Chewelah Pharm Techs

Indicators	Actual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL
Increase the number of patients on medication sync by 10% by September 30, 2023	Actual										
	Target										

Chewelah Pharmacist in Charge

Indicators	Actual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	TOTAL
Target 2.5 inventory turns per month by September 30, 2023	Actual										
	Target										
Increase Daily Script count by 20 scripts per day per location by September 30, 2023	Actual										
	Target										

49

---

---

---

---

---

---

---


---

---

---

---

---



Maintenance Department	KPI	Data Resource	Goal	Reason
Facilities Manager	Work Order Cycle Time	Found in Autotask - Work order completion date - Work order creation date (in days)	Complete 75% of work orders with standard to high priority within 5 days (average) by September 30, 2023	The objective is to understand how long it takes to complete work, from creation to completion. If your average trend is increasing, then we will need to find the root cause (labor shortage, supply chain issues, planning, etc.
Facilities Workers	Time to respond to work order	Autotask - Response to ticket - Time ticket was added (in hours)	Respond to 75% of tickets with standard to low priority within 24 hours by September 30, 2023	The objective is to understand how long it takes to respond to a new work order. If your average trend is increasing, then we will need to find the root cause (labor shortage, workflow issues, planning, etc.

50

---

---

---

---

---

---

---


---

---

---

---

---



Patient Services Department KPI's	#1	Data Resource	#2	Data Resource	#3	Data Resource
Patient Services Department - Director	Increase Would Recommend Practice 35%	Mediatrix	Increase Full Patient Registration 45%	Athena Insights Report	Increase Portal Adoption to 45%	Athena Insights Report
Site Coordination Manager	Reduce Medical patient calls going to voice mail during regular business hours by 30%	Veriply Insight - Phone system reporting	Incoming calls routed to Patient Services for 7:30 sites by end of year.	Veriply Insight - Phone system reporting	Increase MCO assigned member capture rate by 3%	MCO Router Outreach Outcome Report
CC	Increase the # of calls per month target 1000	Veriply Insight - Phone system reporting	Length of time on call - target between 1-3 minutes	Veriply Insight - Phone system reporting	Decrease the average call response time at or below 0:29	Veriply Insight - Phone system reporting
CC	64% of the CHPW PMP measures at or above the 75th percentile target. To include prenatal/postpartum care and member experience measures.	CHPW/CHW Quality Incentive Summary Report received quarterly	Increase the Diabetic Registry Measures to 80% at or above target for NCV Health	Medical Quality Metrics Data Table		
Medical Records	Average of 500 documents processed per day.	Athena - Documents Indexed by User	100% of medical records requests processed within 15 working days	Medical Records Log - Patient Services/Sharepoint		
Referrals	Increase the amount of orders completed to 80% - YTD	Athena - Referrals YTD	Increase referrals processed to 95% in 7 days.	Athena - Referrals and Imaging from WS		
Health Coach	Increase the conversion rate of eligible patient on registry to completed CCM visits at 80%	CCM Registry/Health Coach Athena - 81 Elder	Increase new patients onto the program registry by 10%	CCM Registry		

51

---

---

---

---

---

---

---

---

---


---

---

---

NEW Health

NEW Health will be the trusted local **health care provider of choice**. The best outcome for every patient, every time, for generations to come.



The vision of NEW Health University is to be the **employer of choice** for our communities through career training, growth, and academic achievement.

VISION

52

---

---

---

---

---

---

---

---



## What is a vision statement

### HOW TO WRITE A VISION STATEMENT

How do you see the future of your company? As Tony says, "When you decide what's most important to you, your brain gives after it." Your company vision is the manifestation of what is most important. It will focus your energies and get results – you and your employees will be naturally drawn to this goal.



<https://www.tonyrobbins.com/business/company-vision/>

**vision statement**  
noun [ C ] → MANAGEMENT, HR  
 UK • US

**a statement of what a company or an organization would like to achieve in the future:**

• I sat down and drew up a vision statement for where I saw the charity in five years' time.  
 Cambridge Dictionary

53

---

---

---

---

---

---

---

---



## What is a vision statement

### WHAT IS A COMPANY VISION STATEMENT?

Your company vision is its inspiration. Your vision is a big, ambitious statement about who you are and what your intention is in the world. It's forward-looking and descriptive, yet straightforward. It is driven by great leadership – you must not only believe in your company mission, but also live and breathe it. It also drives your *company culture* and is a tool for guiding your employees and your business decisions.

### COMPANY VISION STATEMENTS VS. MISSION STATEMENTS

Company vision is different from your mission – your vision is where you want to go, while your mission is how you get there. So why is understanding how to write a vision statement so critical? Your company vision statement inspires, while your mission statement instructs and informs. Vision statements answer the question, "Where are we going?" while mission statements answer the question, "How do we get there?" Both are critical components of your *corporate communications*, but serve slightly different roles.

<https://www.tonyrobbins.com/business/company-vision/>

54

---

---

---

---

---

---

---

---



## What is a vision statement

### THE BASICS OF COMPANY VISION STATEMENTS



The most important thing to remember about company vision statements is that they are **short and concise**. This is also what makes writing them so difficult. You'll need to convey your massive, beautiful, world-changing business ideas in just a sentence or two. It also needs to have weight and substance to it. The best company vision statement examples are more than taglines.

A vision statement is always **future-oriented**. Imagine your business at least five to ten years into the future when you're writing your statement. Choose a point in time when you will revisit your vision statement and evaluate whether you've achieved it. Then create **SMART** goals that are challenging yet realistic to help you get there. A company vision statement isn't just a bunch of words – it's a plan.

<https://www.tonyrobbins.com/business/company-vision/>

55

---

---

---

---

---

---

---

---

---

---



## Vision statement examples

- BBC:** To be the most creative organization in the world.
- Google:** To provide access to the world's information in one click.
- LinkedIn:** Create economic opportunity for every member of the global workforce.
- Nike:** To bring inspiration and innovation to every athlete in the world.
- Oxfam:** A just world without poverty.
- Amazon:** Our vision is to be earth's most customer-centric company, where customers can find and discover anything they might want to buy online.
- Avon:** To be the company that best understands and satisfies the product, service, and self-fulfillment needs of women—globally.

56

---

---

---

---

---

---

---

---

---

---



## Vision statement examples

### International Community Health Services

**Mission:** Deeply rooted in the Asian Pacific Islander community, ICHS provides culturally and linguistically appropriate health and wellness services and promotes health equity for all.

**Vision:** Healthier People. Thriving Families. Empowered Communities. A Just Society.



57

---

---

---

---

---

---

---

---

---

---



## Vision statement examples

### Moses Lake Community Health Center

**Mission:** The Moses Lake Community Health Center is committed to providing high quality, compassionate, and comprehensive primary health services for the entire family, with a special focus on the underserved and migrant farm-workers in our community.

**Vision:** Continually transform our health care delivery system to improve the health of the communities we serve. We will relentlessly pursue perfection and be driven by continuous learning and growing. We will achieve superior clinical outcomes and the highest levels of satisfaction with a patient and family-centered focus.



58

---

---

---

---

---

---

---

---



## Vision statement examples

### Columbia Basin Health Association

**Mission:** It is our mission to provide equal access to quality health care to all persons regardless of age, sex, color, ethnicity, national origin, or the ability to pay.

**Vision:** We will be a model of excellence in patient satisfaction in community and migrant health care and a community leader in initiating and developing collaborative relationships.



59

---

---

---

---

---

---

---

---

NEW Health

NEW Health will be the trusted local **health care provider of choice**. The best outcome for every patient, every time, for generations to come.



The vision of NEW Health University is to be the **employer of choice** for our communities through career training, growth, and academic achievement.

VISION

60

---

---

---

---

---

---

---

---

## Creating a Regional Workforce Development Center



61

---

---

---

---

---

---

---

---

## Create your own Workforce Development Plan

- ✓ Assessment of organization's workforce needs and resources
- ✓ Board buy-in
- ✓ Workforce development program included in the org's strategic plan
- ✓ Workforce development program mission, vision, and goals
- ✓ Activities identified for each component of the Workforce Development Spectrum
- ✓ Key Performance Indicators identified for program analysis



62

---

---

---

---

---

---

---

---

## Start Here

How to Create a Workforce Development Plan for Your Health Center

### Materials participants receive:

- Workforce Development Plan template
- Trainer job description examples
- Career Pathway graphic examples
- Onboarding plan and 90-day and Annual skill checklist examples
- Employee Coaching Report examples
- Career Plan template
- List of workforce development Key Performance Indicator examples



63

---

---

---

---

---

---

---

---

## Start Here

[How to Create a Workforce Development Plan for Your Health Center](#)

### Homework to complete before our next session:

- Continue developing your workforce mission and vision statements.
- Identify initiatives to add to your Workforce Development Spectrum.
- Set workforce goals.
- Create 2-3 KPIs.
- Continue filling out your Workforce Development Plan Template.

64

---

---

---

---

---

---

---

---

## Start Here

[How to Create a Workforce Development Plan for Your Health Center](#)

### Virtual Sessions

#### Monday, June 10<sup>th</sup>: 11:00AM-1:00PM Mountain Time

- Identifying your training team
- Developing and using training materials
  - Onboarding plan
  - 90-day and Annual skill checklists
  - Coaching Report
- Monthly training time

#### Breakout Discussion

- Share the initiatives you have identified to add to your Workforce Development Spectrum.
- Share your goals and KPIs.

#### Tuesday, June 18<sup>th</sup>: 11:00AM-1:00PM Mountain Time



65

---

---

---

---

---

---

---

---