Hennepin Healthcare

Supporting an Emerging Profession for Success

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Our Care, Our People

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We are an integrated healthcare system

- Hospital, trauma center, clinics downtown
- Primary care clinics located across Hennepin County
- Home care and hospice (MVNA and Hospice of the Twin Cities)
- Research institute (Hennepin Healthcare Research Institute)
- Philanthropic foundation (Hennepin Healthcare Foundation)
- Community partnerships

Hennepin Healthcare by the numbers

- $960 million annual budget
- 628,037 clinic visits
- 486 staffed hospital beds
- 22,050 inpatients treated
- 111,912 emergency department & urgent care visits
- 1,943 births

A growing network of clinics and pharmacies

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Community Health Worker Video

Community Health Workers
Who are we?

CHW Locations

Over 30 CHWs across the health system:

- Primary Care Clinics
- Specialty Clinics
- Emergency Department
- Inpatient
- Family Home Visiting
- SNBC Care Coordination

Education and Experience

- Knowledge and experience living/working in and with communities served
  - Specific experience to the work location (e.g. ambulatory, ED, inpatient, home, community)
- Language and cultural background to reflect populations served
  - We come from over 6 countries of origin, and speak over 5 different languages.
- CHW Certificate Program Completion
  - Preferred at time of hire
  - Required within the first 18 months of hire

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Community Health Workers
What do we do?

The primary role of the CHW is to work as a part of the interdisciplinary care team to:

- Provide care coordination for high/extreme risk patients
- Provide culturally and language specific navigation of the healthcare system
- Connect patients to Hennepin Healthcare and community resources
- Support patients in setting and achieving goals to improve their health
- Help to identify and eliminate barriers to care
- Provide health education

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Care Model: Care Coordination Team

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Non-CHW Services

Services that are provided by other health professionals within our organization:

- Sharing medical information with patients- diagnosis, labs, medications, etc.
- Medication management/reconciliation or set-up
- Medical Screening or assessments
- Mental health assessments or counseling
- Skilled nursing services in the home
- Clinical coordination – DME, home care, etc.
- Facility Placement
- chemical health, addiction medicine
- Homelessness/housing
- Social Services – waivers, financial assistance, SSI
- Safety - Abuse, neglect, domestic violence

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Supervision

Unique Aspects of Supervising an Emerging Profession

Organizational Structure/Support

- Develop structures for training, supervision and collaboration with other health professionals
- Clearly defined scope of practice and roles, taking into consideration other union professions in a healthcare organization
- Advocate for the CHW role within the organization
  - Seek to maintain the intent and purpose of the CHW role and scope
  - Demonstrate value through patient stories and metrics
- Maintain integrity of the role
  - CHW recognized as an ancillary provider
  - Standard work
- Support sustainability
  - Financial planning and budgeting
  - Multi-source funding: grants, billing reimbursement, etc.
  - Measurement and outcomes

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Unique Aspects of Supervising an Emerging Profession

Home/Community Visits

- Need training and technology for safety
  - cell phones, laptops, scheduled visits with time/location, etc.
  - Clocking in/out remotely
- Process/protocol for what to do in a medical, behavioral and safety emergency of patient/CHW
- Supervisor on call and available all times during visits
- Training specific to home visiting
  - Personal safety training
  - Hygiene
  - bed bugs training
  - pets/firearms/home hazards etc.
  - Buddy system for if/when uncomfortable
- Supervisor review of charting and more frequent check-ins
- Care Coordination/provider/care team huddles and/or accessibility

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How to Help Your Staff be Successful

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CHW Orientation, Training and Support

- CHW Certificate Completion
- Hennepin Healthcare Community Health Worker Orientation
- CHW Job Competencies Checklist – annually
- Monthly CHW Team Meetings
- Ongoing training and conference opportunities
- Case reviews and huddles with other care team members (providers, RN Clinical Coordinator, Social Worker, Behavioral Health, etc.)
- Ongoing support and direction from Manager/Supervisor
  - Monthly/bi-weekly 1:1 meetings
  - Chart reviews
  - Shadowing – go to the “gemba”
  - Metrics/monitoring reports

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Supporting your team

- Clear department policies, procedures, standard work, tip sheets and resources
  - Set clear expectations, monitor and provide feedback
  - Initial and ongoing training and orientation
  - Individualize and tailor the training and support needed to each employee
- Build a personal connection and trust with every employee
  - Regular 1:1 check-ins
  - Use many types of communication and tailor to each individual working style
  - Provide positive reinforcement and recognition
- Focus on personal/professional development goals – what motivates your team and how can you help them reach their dreams

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Supervision Tips

Supervision

- Interpersonal conflicts
  - Provide individual and team opportunities to learn working/communication styles
  - Encourage team members to communicate and resolve conflicts
  - Seek first to understand
  - Assume positive intent
- Performance/outcomes
  - Be clear and direct with coaching and expectations
  - Develop and monitor metrics and performance
  - Discuss recognition and performance early and often
    - Staff want to do good work and want to hear feedback!
  - Seek first to understand/go to the “gemba”
  - Demonstrate compassion, empathy and understanding

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Leading a team

- Involve the team in program vision, standard work, etc.
  - Use metrics, outcomes and examples
  - Communicate the why
  - Be transparent about challenges or things that may be outside of the span of control
- Be equitable in making decisions and providing opportunities to all team members
  - Department processes for training, conferences, special projects, etc.
  - Following organizational and human resources policies, labor agreements
- Employee Engagement
  - Idea Board
  - CHW team meetings
  - Team building – annual CHW retreats, celebrations, etc.
  - Have fun or a good laugh with your team!

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Leading a team

- Communicate, communicate, communicate
  - Use many forms of communication – in person, phone, text, instant message, email, large group, individual, etc.
  - Be clear, concise, direct but also personable
  - Be as transparent as possible about organizational decisions, finances, etc.
- Listen and provide action/follow-up
  - Encourage feedback and questions
  - Listen first, seek to understand root cause/concern
  - Demonstrate compassion, empathy and understanding
  - Provide action or follow-up even if the outcome is outside of your control

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