



NATIONAL ASSOCIATION OF
Community Health Centers®

National Health Center Training and Technical Assistance (T/TA) Needs Assessment

2024 Project Summary & Findings

National Office Hour
January 31, 2025



THE NACHC MISSION

America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.



Today's Agenda

1. Welcome, Housekeeping, and Introductions
2. Project Background
3. Project Methodology
4. 2024 Findings
5. Dissemination of Findings: Products and Timeline
6. Panel Discussion
7. Next Steps & Evaluation



Welcome, Housekeeping, & Introductions

Welcome & Housekeeping

1. We welcome your questions!

Please use the Question & Answer function for any questions (not the chat).

2. Staff will be monitoring and can answer via chat or indicate if they will be answered live.



Learning Objectives

1. **Understand** a brief history and intent of the National Health Center T/TA Needs Assessment
2. **Learn** key findings from the 2024 Assessment reporting on the top T/TA needs reported by health center respondents
3. **Discuss** strategies and approaches for implementing results for T/TA delivery

Meet the Team

Speakers

- **Gina Capra, MPA** – Chief Education Officer, NACHC
- **Kate Kennedy, MPH** –Senior Associate, JSI, Inc
- **Marianne Mabida, MPH** – Senior Technical Associate, JSI, Inc
- **Lacie Emmerich, MPH** – Manager, Needs Assessment and Program Evaluation, NACHC

Q&A Contributor

- **Rachel Heinz, MPH, BSN, RN**, Health Center Association of Nebraska



Project Background

Gina Capra, MPA

Chief Education Officer, NACHC

New Effort - Per HRSA/BPHC 2016 Notice of Funding Opportunity (NOFO):

The National Resource Center (NRC) for Health Center T/TA, in collaboration with all HRSA-funded National Training and Technical Assistance Partners (NTTAPs), must design and conduct a consolidated, streamlined national health center T/TA needs assessment to inform the development of operational T/TA needed by health centers to advance health center access, quality and impact.

2017- 2020, 2020-2023

2018 + 2021 T/TA Needs Assessment Development, Fielding + Findings

2023 Prelim Scan

2023 Pop-Up Wall + Virtual Listening Moments Development, Fielding + Findings

2023-2025

2024 T/TA Needs Assessment Redesign, Fielding, Findings

HRSA Bureau of Primary Health Care
National Training and Technical Assistance Partners (NTTAPs)

National Center for Medical Legal Partnership
AT THE GEORGE WASHINGTON UNIVERSITY

AAPCHO
ASSOCIATION OF ASIAN PACIFIC
COMMUNITY HEALTH ORGANIZATIONS

CAPITAL LINK

NTTAP
National Health Center Training
& Technical Assistance Partners
Clinical Workforce Development
A PROJECT OF
Community Health Center, Inc.
and the Weitzman Institute

NNØHA
National Network for Oral Health Access

Renaye James Healthcare
ADVISORS

NCFH
National Center for Farmworker Health, Inc.

EIU
NATIONAL LGBTQIA+ HEALTH
EDUCATION CENTER
A PROGRAM OF
THE FENWAY INSTITUTE

HEALTH PARTNERS
ON IPV + EXPLOITATION

AAPCHO
MIGRANT CLINICIANS NETWORK

MCN

CSH

NATIONAL HEALTH CARE
for the
HOMELESS COUNCIL

FARMWORKER JUSTICE

NATIONAL NURSE-LED CARE CONSORTIUM
a PHMC affiliate

NCHPA
National Center for Health in Public Housing
a project of North American Management

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ASSOCIATION OF CLINICIANS
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FOR UNDERSERVED

Learn more at www.healthcenterinfo.org/partners

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Background: National Health Center T/TA Assessments 2018, 2021

- **2018** - BPHC requires all NTTAPs to do a single, consolidated national T/TA needs assessment every three years
- Assess T/TA needs across the “new” BPHC Advancing Health Center Excellence Domains:
 - Operational Domains:**
 - Governance and Management
 - Workforce
 - Financial Sustainability
 - Service Domains:**
 - Quality, Patient Care, and Safety
 - Patient Experience
 - Access and Affordability
 - Population Health and SDOH
- **2021** – BPHC requires all NTTAPs to collaborate again; include additional Emergency Management Domain; fielding delayed due to COVID-19 response

2018 Top 3 T/TA Needs	2021 Top 3 T/TA Needs
<ol style="list-style-type: none"> 1. Value-Based Health Care Transformation 2. Workforce (Recruitment + Retention, Leadership, Management) 3. Clinical (Behavioral Health, Quality, Oral Health) 	<ol style="list-style-type: none"> 1. Quality, Patient Care + Safety 2. Workforce Experience + Development 3. Access + Affordability
2018 Products	2021 Products
<ul style="list-style-type: none"> • Final Report • Fielding Guide • State Profiles for PCAs • Summary Infographic 	<ul style="list-style-type: none"> • Final Report • Fielding Guide • State Profiles for PCAs • Summary Infographic • Deep Dive Topical Analysis

2023 Preliminary Scan - Listening Moments Design Approach Facilitated In-Person Pop-Up Wall

Events (Physical Pop Up)

- 1) NACHC CHI Conference (August 2023)
- 2) NACHC FOM-IT Conference (October 2023)

Participants

- 57 individuals from 27 states + Puerto Rico
- ✓ 51% Executive Leadership
- ✓ 32% Administrative/Operations
- ✓ 11% Board Member
- ✓ 7% Provider Team
- ✓ 4% Spanish Speaking

Metrics

- Role + Location (Map)
- Emerging + Urgent Needs
- T/TA Gaps
- Methods + Modalities for Receiving T/TA
- T/TA Success

Top Themes

- AI + Cybersecurity (e.g., *How to Keep Personal Connection, Health Education, Training, Policies/Procedures*)
- Siloed Department/Functions (e.g., *Clinical + QI/QA + Admin*)
- Workforce (e.g., *wellness, recruitment/retention, general skills, management/supervisory skills, staff + leadership succession*)



WHAT IS A NTTAP?

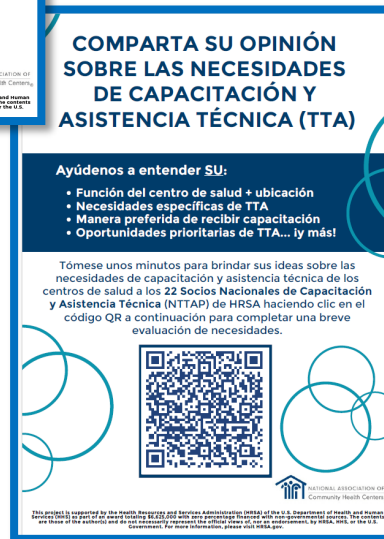
Funded by HRSA's Bureau of Primary Health Care (BPHC), the **22 HRSA National Training and Technical Assistance Partners (NTTAPs)** provide subject matter expertise through the development, delivery, coordination, and evaluation of **FREE training and technical assistance (TTA) offerings to health center grantees + look-alikes.**

Examples of TTA Subjects Include:

- Capital Development + Growth
- Clinical Quality Improvement + Patient Safety
- Intimate Partner Violence + Human Trafficking Prevention
- Workforce Development, Recruitment, and Retention
- Health Information Technology + Data
- Medical-Legal Partnership
- Oral Health
- Older Adults
- School-Aged Children
- Asian American, Native Hawaiian, + Other Pacific Islander Communities
- People Experiencing Homelessness
- Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) Individuals
- Migratory + Seasonal Agricultural Workers
- Residents of Public Housing

2023 Preliminary Scan - Listening Moments Design Approach

Virtual, Online Opportunity



Online Fielding

- August – December 2023
- NNOHA + East Coast Migrant Stream Forum Events
- Available in English + Spanish

Participants

- 317 respondents from 39 states + Puerto Rico
- ✓ 51% Executive Leadership (over 55% Clinical Provider)
- ✓ 27% Frontline Staff
- ✓ 13% Mid-Level Manager
- ✓ 2% completed in Spanish

Metrics

- Role + Location (Map)
- Health Center Size (Patient Panel + Number Clinics)
- Health Center Services + Populations Served
- Current + Emerging T/TA Needs, Modes + Modalities

Top T/TA Needs, etc.

- Health Center Excellence Framework: Workforce
- TTA Based On: Topic
- Length of T/TA Offering: 1 – 2 hrs
- Modality: E-Learning/Online Self-Paced Modules
- Current Needs: Improving Job Satisfaction and Staff Wellbeing + Developing a Comprehensive Staff Retention Plan
- Emerging Needs: Workforce

@NACHC    



Project Methodology

Kate Kennedy, MPH
Senior Associate, JSI

Marianne Mabida, MPH
Senior Technical Associate, JSI

Purpose

To better understand and address health center training and technical assistance (T/TA) needs, challenges, and priorities.

To inform the development and delivery of T/TA provided to health centers by National Training and Technical Assistance Partners (NTTAPs), Primary Care Associations (PCAs), and Health Center Controlled Networks (HCCNs).



Background

- Developed in partnership with the all-NTTAP Needs Assessment Working Group (NAWG), the Bureau of Primary Health Care (BPHC), and four PCAs (California, Michigan, Nebraska, and Rhode Island).
- Based on the BPHC Health Center Performance Framework and the 2021 National Health Center T/TA Needs Assessment tool.

January - May 2024

NAWG, BPHC, and JSI revised and updated the 2021 National Health Center T/TA Needs Assessment tool

June 2024

33 health centers from 18 states and one territory participated in the needs assessment pilot

Aug. 19 - Nov. 1, 2024

National fielding of needs assessment

Fielding Strategy

- Distributed marketing email blasts, newsletter blurbs/banners, social media postings, and cover letters to health center program contacts and related partners.
- Posted content on the National Health Center Clearinghouse pages, in the BPHC Primary Care Digest, and on NTTAP, PCA, HCCN, and partner websites.
- Shared printed posters/fliers and postcards at NACHC's Community Health Institute (CHI), NACHC's Finance, Operations Management/IT (FOM/IT) conference, and other NTTAP and PCA in-person conferences and meetings.

Methodology

- Inclusion criteria required that participants submitted the needs assessment in Alchemer (assessment platform), completed at least one question across the nine T/TA domains, and were employed at a Health Center Grantee or Look Alike.
- Respondents were required to select the state in which their health center is located, whether or not they anticipated needing T/TA for each domain, and the sources of T/TA they have used within the past year. All other questions were optional.

The assessment...



Was available in English and Spanish



Featured definitions of keywords and a comprehensive glossary of terms

Limitations

- Response Rate
 - Length of survey (survey fatigue)
 - Outreach relied heavily on health center CEOs
- Limited ability to identify duplicate responses as we did not require identifying information to ensure confidentiality



Analysis

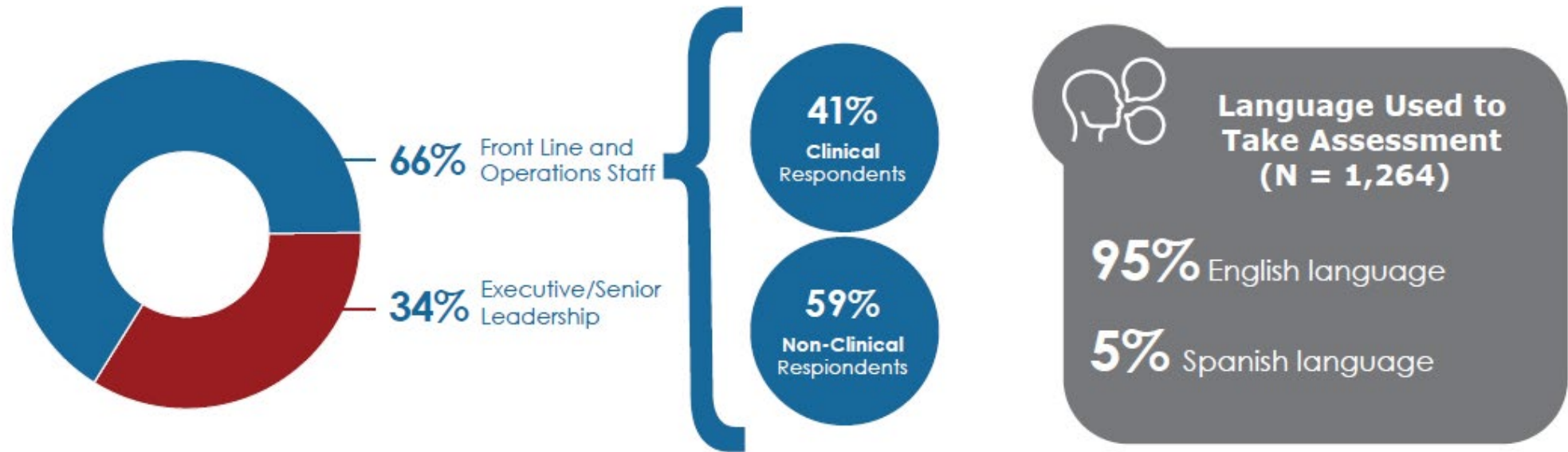
- The final dataset contained 1,264 individual response records.
- Responses were examined at both the individual level and the health center level. Respondents were not required to share the name of their health center, so only those who provided a health center name were included in the health center level analysis.
- Three data sources were used for the purposes of this needs assessment analysis:
 - 2024 National Health Center T/TA Pilot Needs Assessment data
 - 2024 National Health Center T/TA Needs Assessment data
 - 2023 UDS data



2024 Findings:

Response Rate and Top T/TA Needs

Total Individual Responses: 1,264



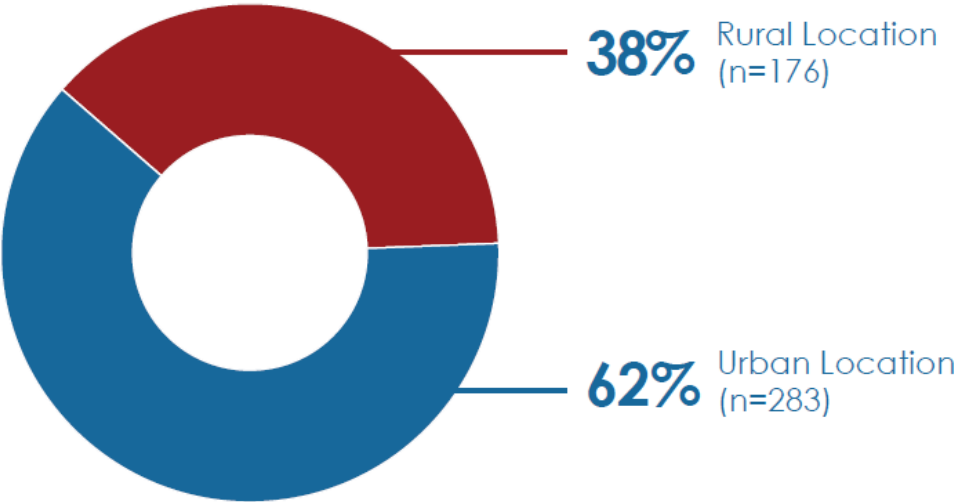
Total Unique Health Center Grantee and Look Alike Responses: 459



Response Rate by Location and Health Center Size

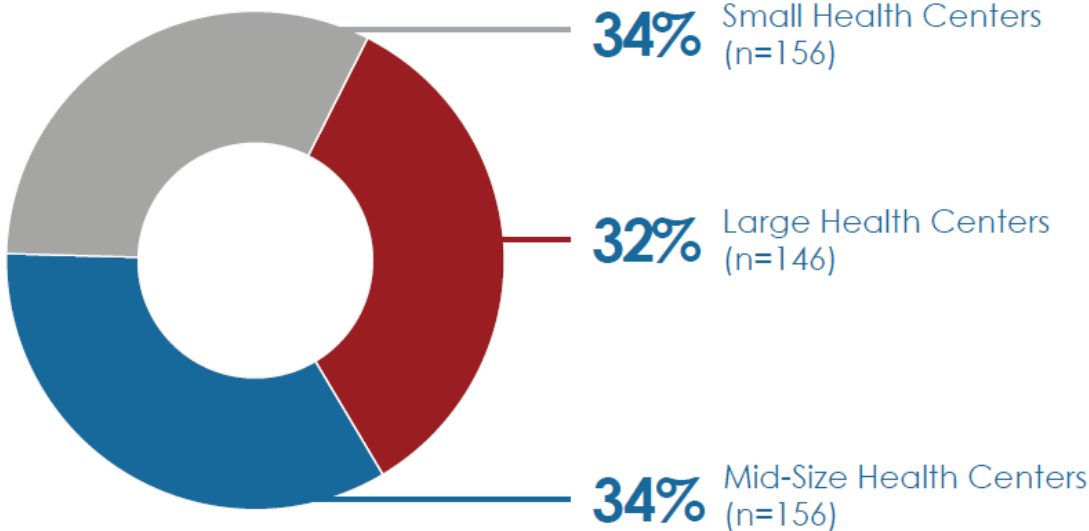
Health Center Location (N=459)

Categorized based on 2023 UDS Designation*



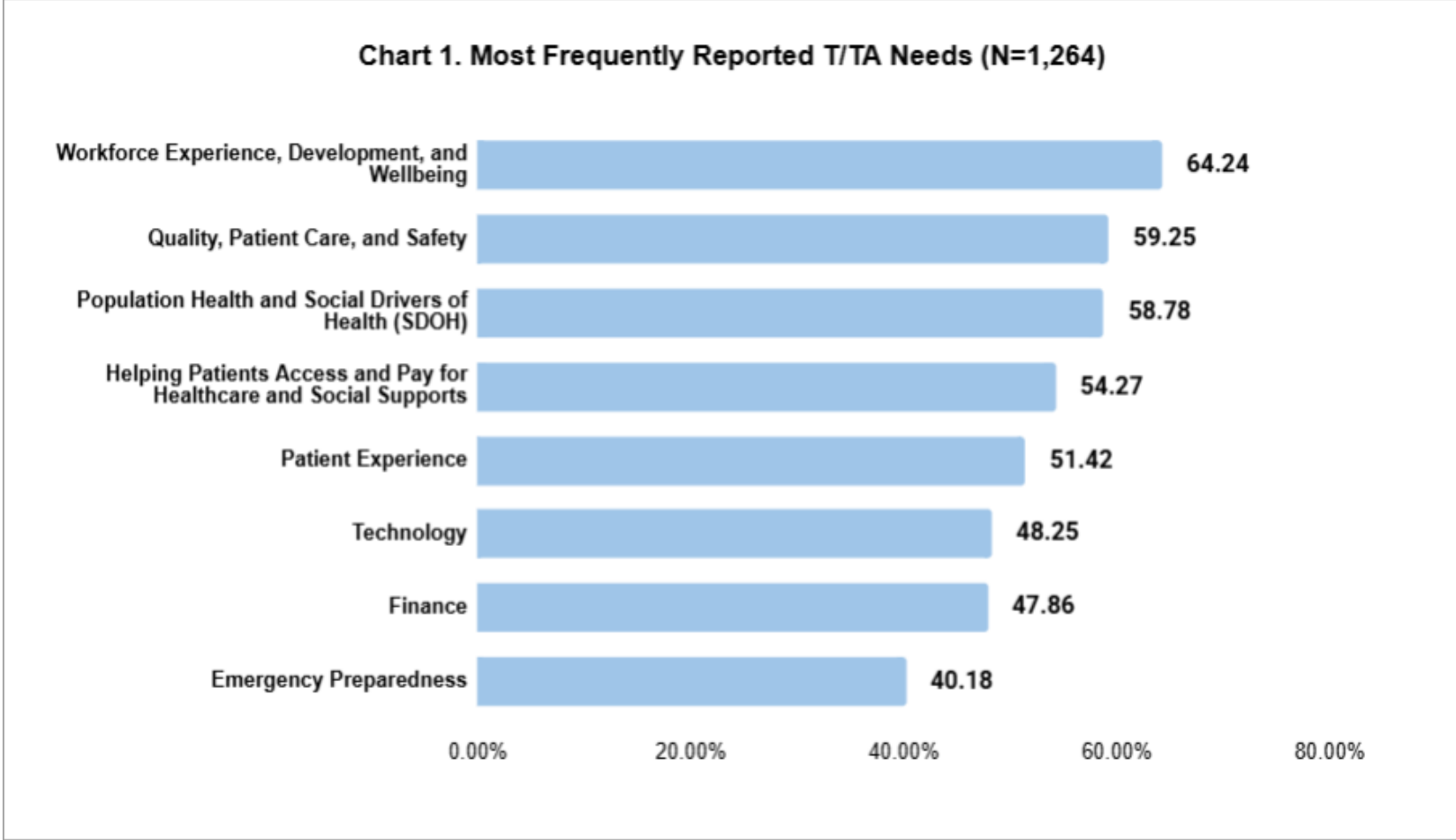
Health Center Size (N=459)

Based on number of patients.
Small <10,000; Mid-size 10,000-25,000; Large >25,000




*It is important to note that some health centers have multiple sites that may serve both rural and urban populations; for the purposes of this needs assessment, they were categorized based on their designation.

Most Frequently Reported T/TA Needs



Top T/TA Needs by Specific Topic: Workforce, Development, and Well-Being



WORKFORCE EXPERIENCE, DEVELOPMENT, AND WELL-BEING (N=812)			
T/TA Topic	Specific T/TA Need	n	Percent
Build Effective Processes for Recruiting	Clinical staff	615	76%
Management	Support professional development for young professionals and early to mid-career staff	553	68%
Recruitment & Retention	Develop organizational strategies to reduce staff burnout	551	68%

Top T/TA Needs by Quality, Patient Care, and Safety

QUALITY, PATIENT CARE, AND SAFETY (N=749)

T/TA Topic	Specific T/TA Need	n	Percent
Intersection of Clinical Care & Population Health	Learn about emerging clinical topics and best practices for working with certain groups of patients	544	72%
	Use data to guide and improve clinical quality, operations, and health center finances	521	70%
Data Collection & Use	Collect and use Enabling Services data to improve patient outcomes and health equity	464	62%



Top T/TA Needs by Population Health and SDOH



POPULATION HEALTH AND SOCIAL DRIVERS OF HEALTH (SDOH) (N=743)

T/TA Topic	Specific T/TA Need	n	Percent
Assess and address the needs of patients who are	Experiencing housing insecurity	510	73%
	Experiencing lack of transportation (including access to public transportation)	508	73%
Improving Health Equity	Build programs and partnerships to address SDOH to improve health inequities	507	68%

Preferred T/TA Modalities (N=1,239)



E-learning or online-self-paced modules

77%

National training workshops or webinars

53%

Small cohort, tailored services (e.g., learning collaborative)

43%

Top Three Five-Year Outlook T/TA Needs (Based on Open Text Responses)

**Recruitment
and Retention**

**Financial
Sustainability**

**Expansion
of Patient
Services**



2024 Findings:

Health Center Demographics

T/TA Needs by Size of Health Center

Table 2. Top Specific T/TA Needs for Small Health Centers (n=157) within Technology and Finance			
Domain	Sub-Domain	Specific T/TA Need	%
Technology	Electronic Health Records (EHRs)	Optimize your health center's EHR	50.3
	Cybersecurity	Respond to an organizational cyber attack	45.9
	Health IT	Transition to UDS+	46.5
		Understand and use UDS+	45.9
		Increase data literacy	45.9
Finance	Value Based Care	Implement best practices and strategies to prepare for transformation and payment reform	47.8
	Finance	Revenue Cycle Management	43.9
		Medicaid Prospective Payment System (PPS) reimbursement	43.3

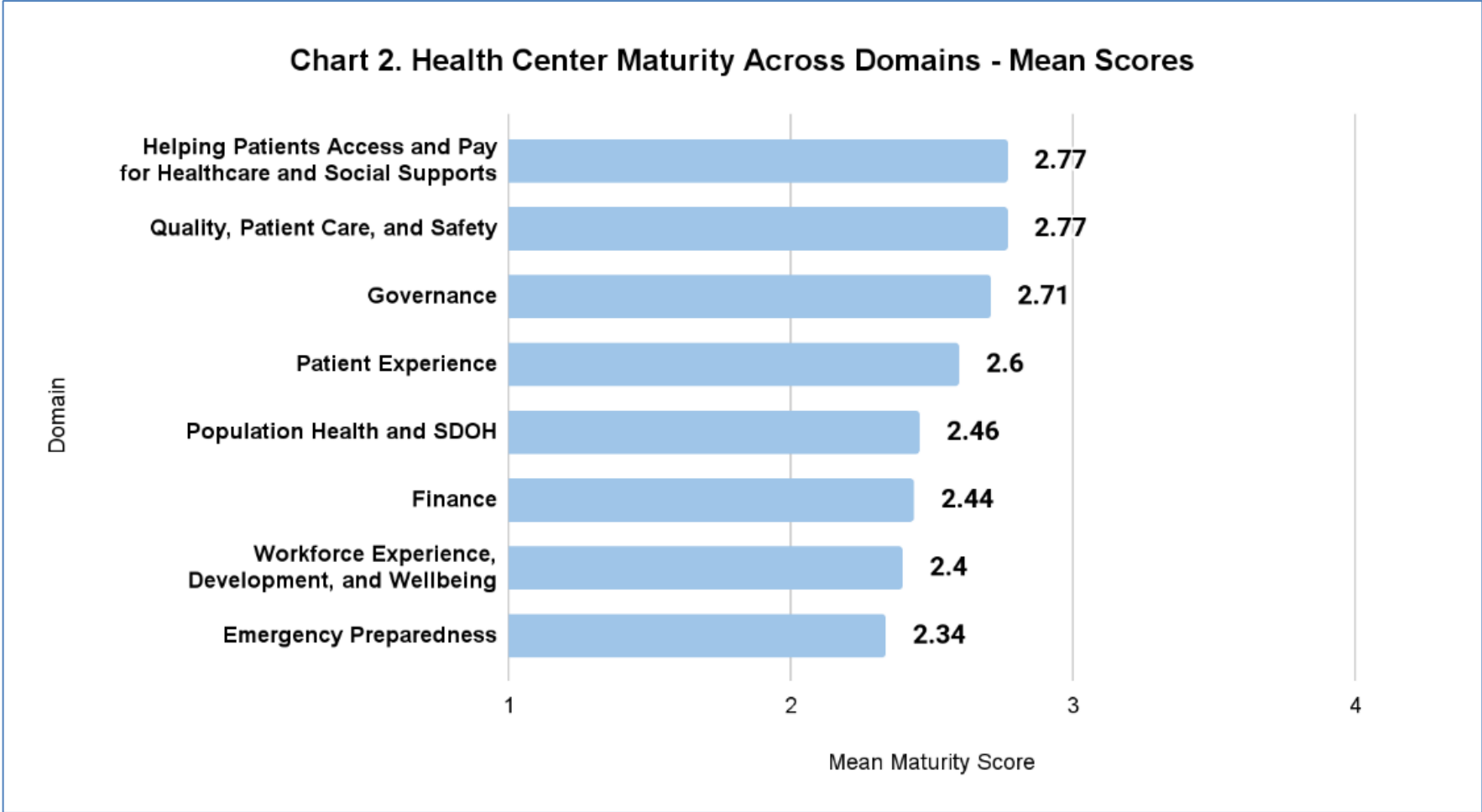
T/TA Needs by Geographic Location

GEOGRAPHY	POPULATION HEALTH AND SOCIAL DRIVERS	FINANCE
Urban	79.2%	66.8%
Rural	72.2%	72.2%

T/TA Needs by Health Center Role

- **Executive leadership** reported higher T/TA needs than frontline and operations staff.
- **Non-clinical staff** reported a higher T/TA need than their clinical counterparts.
- Executive leadership selected a need for **Workforce Experience, Development, and Well-being T/TA** (80.5%). This was also the top T/TA need among frontline and operations staff (55.9%) and non-clinical staff (58.8%).
- The top T/TA need among **clinical** staff was **Access and Affordability** (54.9%).

Maturity Levels



Finance T/TA Needs

Table 3. Finance T/TA: Differences Among Health Centers Serving Public Housing Populations			
T/TA Sub-Domain	Specific T/TA Need	Receive Public Housing Primary Care Funding	Do not Receive Public Housing Primary Care Funding, but serve 5% or more patients in or near public housing
Finance	Revenue cycle management	27.5%	49.6%
Value Based Care	Implement best practices and strategies to prepare for transformation and payment reform	37.5%	53.0%
	Organizational readiness to engage in value-based payment environments	30.0%	47.8%

Compared to 2021 Needs Assessment

- Similar individual response rate, lower health center response rate.
- Top T/TA Needs:
 - Workforce, Quality, Patient Care, and Safety continue to be a critical need
 - Population Health and Social Drivers of Health replaced Access and Affordability in a top spot compared to the 2021 needs assessment
- 2021 Lessons Learned
 - Questions were reorganized to enhance response rates for high-priority topics
 - Skip logic was introduced to reduce the number of questions irrelevant to certain respondent groups



Dissemination of Findings:

Products and Timeline

Lacie Emmerich, MPH

Manager, Needs Assessment and

Program Evaluation, NACHC

Dissemination of Findings



- National Report
- Infographic
- State/Territory Profile Reports
- Topical Reports: *(available Mid-March)*
 - HC by Patient Panel Size
 - HC Staff Type
 - HC Look-Alikes
 - Respondent Demographics
 - Patient Populations
 - Public Center/Entities
 - Geographic/Urban/Rural

Visit: <https://www.nachc.org/resource/national-training-and-technical-assistance-needs-assessment/>

Product Spotlight: State/Territory Profiles

Each state with 5 or more responses will receive a state profile with results that include:

- Health Center and Respondent Characteristics
- Top T/TA Needs across all nine domains

2024 National Health Center Training and Technical Assistance		NEBRASKA STATE PROFILE	
NEEDS ASSESSMENT		2024	
BACKGROUND ON ASSESSMENT		STATE RESPONSE RATE	
Health Centers were assessed for their training and technical assistance (TTA) needs in Fall 2024. The results inform increased coordination, development, and delivery of assistance to health centers while raising awareness of pressing needs. The National Association of Community Health Centers (NACHC) administered the assessment and is one of 22 National Training and Technical Assistance Partners (NTTAPs) funded by HRSA's Bureau of Primary Health Care. NTTAPs provide subject matter expertise and delivery of free or low-cost training and professional development to health centers, including in collaboration with Primary Care Associations. Topics include the TTA domains in this report. To learn more or contact an NTTAP see https://bit.ly/3UtmU4v or visit bphc.hrsa.gov . For analysis methods and measure definitions, please see the full report.		Number of Individual Responses	15
		Health Centers that Responded	7/7 (100%)
HEALTH CENTER/RESPONDENT CHARACTERISTICS			
Health Center Size	Large: 1 (14%)	Mid-size: 2 (29%)	Small: 4 (57%)
Health Center Location	Urban: 3 (43%)	Rural: 4 (57%)	
Respondent Role	Executive Leadership: 10 (71%)	One respondent did not select a role	
	Frontline/Operations: 4 (29%)	Clinical: 0 (0%)	Non-Clinical: 4 (100%)
TOP T/TA NEEDS BY SPECIFIC TOPIC			
ACCESS & AFFORDABILITY (N=8)			
Specific T/TA Need		State	National
Understand enrollment and protections for patients		100%	50%
Provide services that are sensitive to different cultures and in the patient's preferred language		100%	56%
Develop, monitor, or implement a Limited English Proficiency (LEP) Plan		100%	37%
GOVERNANCE AND MANAGEMENT (CEO Respondents Only) (N=4)			
This section was only made available to health center CEO respondents. To assure confidentiality, no aggregate state-level data is provided. For more information on Governance needs, please see the NACHC 2023 Health Center Board Practices and Needs Assessment (www.healthcenterinfo.org/details/?id=5434).			
QUALITY, PATIENT CARE, AND SAFETY (N=8)			
Specific T/TA Need		State	National
Develop, implement, and improve chronic disease management programs		83%	56%
Learn about emerging clinical topics and best practices for working with certain groups of patients (e.g., patients who smoke or those with congenital syphilis, hepatitis C, Alzheimer's and related dementias, maternal and children's health, adolescent health, justice-involved, cancer care, etc.)		75%	73%
Use data to guide and improve clinical quality, operations, and health center finances		75%	70%
POPULATION HEALTH AND SDOH (N=5)			
Specific T/TA Need		State	National
Use SDOH (social drivers of health) data to learn about trends and needs in marginalized populations		100%	60%
Develop workflows and Health Information Technology (Health IT) skills to help with data collection, management, and analyzing special and other health center populations		80%	68%
Develop and sustain community partnerships, community engagement, and referral systems to address patients' SDOH		80%	63%



Panel Discussion

QUESTIONS?

**To stay connected
or to contact our
team, please reach
out to us at
trainings@nachc.org**





Next Steps & Evaluation

Next Steps

1. **Upcoming: National Audience Activity:** NACHC is interested in hearing from PCAs and health centers who are using National T/TA Needs Assessment data in their work. **Please reach out to us to learn more:**
trainings@nachc.org
2. Please share your feedback on today's Office Hour by completing our post-session evaluation:
 - Scan the QR code
 - Visit the link in chat
 - Complete in your browser after today's session ends



Session Evaluation

THANK YOU!

This program is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$6,625,000 with 40 percent financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov).



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