

Attachment 4: Work Plan for the *Pathways to Health Careers Pipeline*

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
<p>Goal #1: Enhance interprofessional education (IPE) using state-of-the-art simulation and debriefing resources.</p>	<p>a) Hire 1.0 FTE person to be Simulation (Sim) Lab Coordinator/Project Director to coordinate scheduling and increase usage of the current simulation lab.</p>	<p>USC Lancaster to post job, recruit applicants, conduct interviews, and onboard applicant.</p>	<p>Sim Lab Coordinator/Project Director hired</p>	<p>USC Lancaster MUSC Lancaster Division Network Director</p>	<p>Posting immediately upon notification of award. July 1, 2023 projected hire date.</p>
<p>Objective: Increase number of student experiences by 20% in the simulation lab at USC Lancaster by hiring a full-time Lab Coordinator to manage promotion and scheduling.</p>	<p>b) Focus on low-volume/high-risk simulations to improve health outcomes.</p>	<p>Work with practice partners to identify and develop simulation experiences Recruit appropriate health care partners and students to participate in low-volume/high risk simulations.</p>	<p>Develop and track low volume/high risk simulation experiences. Track number of providers and students who participate. Obtain participant feedback using simulation evaluation tool.</p>	<p>Clinical Practice Integration Consultant (Courtney Catledge)</p>	<p>July 1, 2023 initiate development of simulation experiences. Initiate first simulation experience January 2024-</p>
	<p>c) Create strategic partnerships with providers for future training in Lancaster & Chester.</p>	<p>Facilitate round table discussions with health care partners in Lancaster and Chester to establish training needs</p>	<p>Available updated database of health care partners. Calendar of available trainings</p>	<p>Network Director Network Members</p>	<p>July 1, 2023 through January 2024</p>

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
	d) Develop an IPE Academy in which students will rotate through.	Identify students (disciplines and rotation schedules) candidates for IPE Develop best practice IPE experiences to be offered in collaboration with rotations	Track number and student discipline that participate in IPE academy. Evaluate IPE experience and lessons learned using survey and debriefing	Clinical Practice Integration Consultant Sim Lab Coordinator/Project Director	January 2024 through June 2027
Goal #2: Facilitate training opportunities in rural areas through enhanced partnerships. Objective: Increase the number of preceptorship experiences for licensed healthcare professionals available in Chester and Lancaster counties by	a) Increase number of preceptor experiences by current preceptors (average baseline is 27 per year)	Each Network Member (clinical) will develop a list of what they can offer for training at their sites.	Additional 2 preceptor experiences per year Evidence: Report from Mid-Carolina AHEC	Network Director Network Members (Clinical)	January 2024 through June 2027
	b) Increase number of precepting professionals (MD, DO, NP, PA, Pharmacy, and Social Work)	Outreach to providers about importance of workforce development	Additional 2 preceptors providing experiences each year	Network Director Network Members (Clinical)	January 2024 through June 2027
	c) Develop structured and formalized process for preceptorships for helping students match with preceptors	Create a preceptor handbook/toolkit Development of matching tool	Interest Forms Toolkit	Network Director Sim Lab Coordinator/Project Director Network Members	July 1, 2023 through December 31, 2023
	d) Secure stipends for	Partners will explore including training	Stipends paid to preceptors, if	Network Director	January 1, 2024 – June 30, 2027

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
10%.	uncompensated preceptors	requirements in employment agreements.	applicable	Network Members (Clinical)	
Goal #3: Offer a high-quality health coaching training program that serves as a sustainable, evidence-based healthcare workforce development strategy aligned with accreditation standards for the region and state of South Carolina. Objective: Prepare for an accredited health-coaching program at USC Lancaster which will equip	a) USC Lancaster faculty in the service area will become nationally-board certified in health coaching.	Pursue faculty training requirements associated with national accreditation training standards, completing training from an accredited training provider, participate in the required coaching sessions	Certificate of completion, coaching session tracking spreadsheet, passed exam notification	Community Systems & Accreditation Consultant (Lauren Thomas) Educational Systems Integration Consultant (Sarah Sellhorst)	March 2024
	b) USC Lancaster faculty receive departmental approval to instruct existing courses that are aligned with health coaching principles.	Submit necessary documentation and approval request forms for USC faculty to teach existing courses aligned with health coaching principles, in preparation for re-designing it for the accredited training program.	Receive necessary departmental approval to instruct courses. Evidence: Email notification of course approval from Department Heads	Community Systems & Accreditation Consultant Educational Systems Integration Consultant	June 2024
	c) Pre-health students and allied health professionals in the service area will increase their knowledge and skills	Development of active learning assignments, knowledge assessments, feedback surveys, and synchronous coaching	Participants will increase their knowledge, skills, and competence in health coaching principles and SME facilitation	Community Systems & Accreditation Consultant Educational Systems Integration	December 2024 and will assess regularly throughout the project period

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
Associate's and Bachelor's level students with skills that align with three new proposed CPT codes.	in health coaching offered through courses by trained USC Lancaster faculty in the service area.	facilitation opportunities	practice Evidence: Course registration, student feedback surveys and knowledge assessments, student testimonials/notification documentation	Consultant Clinical Practice Integration Consultant	
	d) USC Lancaster will partner with a non-academic continuing education entity to meet the needs of existing allied health professionals throughout the state of South Carolina interested in the health coaching skillset.	Partner with a non-academic credit continuing education course on the growing health coaching profession, recent CPT codes, coaching skills practice, and evidence-based self-management education (SME) programs offered in the service area and throughout the State.	Offer continuing education course to allied health professionals. Evidence: Approved agenda from CE provider – Mid Carolina AHEC	Community Systems & Accreditation Consultant Clinical Practice Integration Consultant Mid-Carolina AHEC	December 2024 and will offer annually throughout the project period
	e) USC Lancaster will develop a multi-tiered academic pathway to meet the needs of pre-health professional students throughout the state	Develop an accessible multi-tiered academic-credit pathway (basic knowledge, health coaching and facilitation skills practice, significant coaching mentorship)	Receive internal University approval to create multi-course pathway that is accessible to various degree seeking students throughout the University's	Community Systems & Accreditation Consultant Educational Systems Integration Consultant	June 2025 and will offer regularly throughout the project period

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
	of South Carolina interested in the health coaching skillset.	through the enhancement of existing health promotion courses and independent study course offerings that align with NBCHWC standards.	flexible online degree program Evidence: Syllabi of existing courses with experiential learning, Approved agenda from CE provider – Mid Carolina AHEC, Syllabus of coaching skillset course, syllabus of coaching practice and exam prep course, Email notification of multi-course pathway approval from Academic Dean		
	f) USC Lancaster will increase its capacity by internally preparing to apply for NBHWC accreditation that has the capacity to equip students and allied health professionals throughout the state of South Carolina	Pursue accreditation requirements, including 150 hours faculty coaching (DIRECT SERVICES) hours, course development, course realignment, site visit, internal University Faculty Senate approval, external Commission on Higher Education	Align courses with health coaching principles and create a health coaching concentration, which will enable pre-health professional students with the certification pathway to sit for the national exam in the future.	Community Systems & Accreditation Consultant Educational Systems Integration Consultant	June 2026

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
	interested in pursuing the profession of a certified health coach and are qualified to sit for the national exam.	approval, increasing educational technology capacity to ensure online program is asynchronous, high-quality, and FERPA and HIPPA compliant.			
	g) Pre-health professional students in the service area who intend to seek the health coaching pathway through USC Lancaster will be prepared to provide health coaching in their health profession.	Students seeking certification will participate in active learning assignments, knowledge assessments, feedback surveys, and significant synchronous coaching facilitation opportunities and mentorship to ensure competence.	Pre-health professional students who complete the certification pathway will successfully pass knowledge and skills tests aligned with best practice health coaching principles. Evidence: Student feedback surveys and knowledge assessments, student testimonials/notification documentation	Educational Systems Integration Consultant Community Systems & Accreditation Consultant	December 2026
	h) Students trained in the health coaching pathway will add value to the healthcare workforce by integrating health coaching skills into	Identify and apply for jobs where health coaching is required, preferred, or recommended in the position description	Health coaching pathway participants and certified health coaches will pursue positions in the healthcare and nonprofit sectors	Community Systems & Accreditation Consultant Clinical Practice Integration Consultant	June 2027

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
	the health systems in the service area, integrating their services with the three new proposed CPT codes.		where health coaching is integrated into position. Evidence: Student outcomes tracking system	Network Members (clinical)	
Goal #4: Explore career ladder program for K-12 students. Objective: Explore/enhance a variety of healthcare training opportunities for K-12 students to create awareness of future career paths.	a) Connect with K12 school districts and technical colleges to expand career exploration opportunities with Network Members	Reach out to career specialists to find out what is in place Educate students on different healthcare professions through field trips, hands-on participation, and interaction with professionals	Summary of existing opportunities List of gaps that need to be filled Health care career manual	Network Director Sim Lab Coordinator/Project Director Network Members	Outreach activities in Year #1 Training activities in Years #2 - 4
	b) Work with Mid-Carolina AHEC Health Careers Program	Ensure students visit the simulation lab	Track number of students who participate	Network Director Sim Lab Coordinator/Project Director Mid-Carolina AHEC	Each semester, all years of the project period
	c) Connect with STEM school and other nontraditional educational programs	Reach out to career specialists to find out what is in place	Summary of existing opportunities List of gaps that need	Network Director Sim Lab Coordinator/Project	Outreach activities in Year #1

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
	to expand career exploration opportunities with Network Members	Educate students on different healthcare professions through field trips, hands-on participation, and interaction with professionals.	to be filled Health care career manual	Director Network Members	Training activities in Years #2 - 4
<p>Goal #5: Strengthen the Network and its effectiveness in improving the system of healthcare in the service area.</p> <p>Objective: Build capacity of the Network and enhance collaboration among Network members.</p>	a) A Steering Committee, consisting of the Network Director, Sim Lab Coordinator/Project Director, Director of Mid-Carolina AHEC, and USC Lancaster representative, will be developed to ensure the work plan is being followed and to keep the project on track	Supervise the implementation of the program	Adherence to deliverables and timing outlined in work plan	Network Director Sim Lab Coordinator/Project Director Director of Mid-Carolina AHEC USC Lancaster representative	Weekly for the first six months, twice a month for the second half of Year 1, and then monthly as implementation continues
	b) Submit a progress report and a performance improvement measure report, according to the guidelines in the	Completion of reports as required	Progress report Performance Improvement Measure Report	Steering Committee	Annually as required by HRSA

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
	Notice of Award (NOA).				
	c) Improve competencies in managing both acute and chronic conditions	Provide continuing education for primary care and school nurses	Education programs offered with number of participants recorded for each educational session	Network Director UMRHN Outreach Committee Mid-Carolina AHEC Chester Healthcare Foundation	October 2023 October 2024 October 2025 October 2026
	d) Keep a data dashboard to report on key project data across the period of performance as well as resulting project outcome data	Establish and submit a data dashboard of key project measures	Data dashboard	Steering Committee	Monthly throughout the project period
	e) Provide guidance for program development throughout the award period and beyond	Work with the UMRHN Board of Directors to develop a multi-year strategic plan	Updated multi-year strategic plan	Network Director UMRHN Board SCORH	Year #1
	f) Evaluate the effectiveness of the Network and program activities	Work with the UMRHN board to develop a robust evaluation plan	Updated evaluation plan	Network Director UMRHN Board	Year #1
	g) Support ongoing data collection,	Establish and submit a data dashboard of key project measures.	Data dashboard	Steering Committee	Annually as required by HRSA

Goals and Objectives	Strategies	Activities	Process and Outcomes Measures	Individual or Organization Responsible	Timeline
	documentation and tracking of resulting outcomes.				
	h) Promote the Network's products and services	Work with the UMRHN board to develop and submit a marketing plan	Updated marketing plan	Network Director UMRHN Board UMRHN Marketing Committee	Year #3
	i) Illustrate how revenue will be generated by the Network, including continuation of Give Local	Work with the UMRHN board to define a business approach and document proposed RHND activities	Develop sustainability and business plan	Network Director UMRHN Finance and Sustainability Committee Arras Foundation	Year #4
	j) Report on key project data across the entire period of performance as well as resulting outcome data	Finalize and submit the evaluation report and program report	Final reports submitted	Network Director Sim Lab Coordinator/Project Director	Within 90 days of end of project