



PCA/HCCN Professional Development Series

Session 1

Wednesday, December 15, 2021

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ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



Access to Care & Clinician Support

Recruitment & Retention

National
Health Service
Corps

Resources

Training

Networking

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

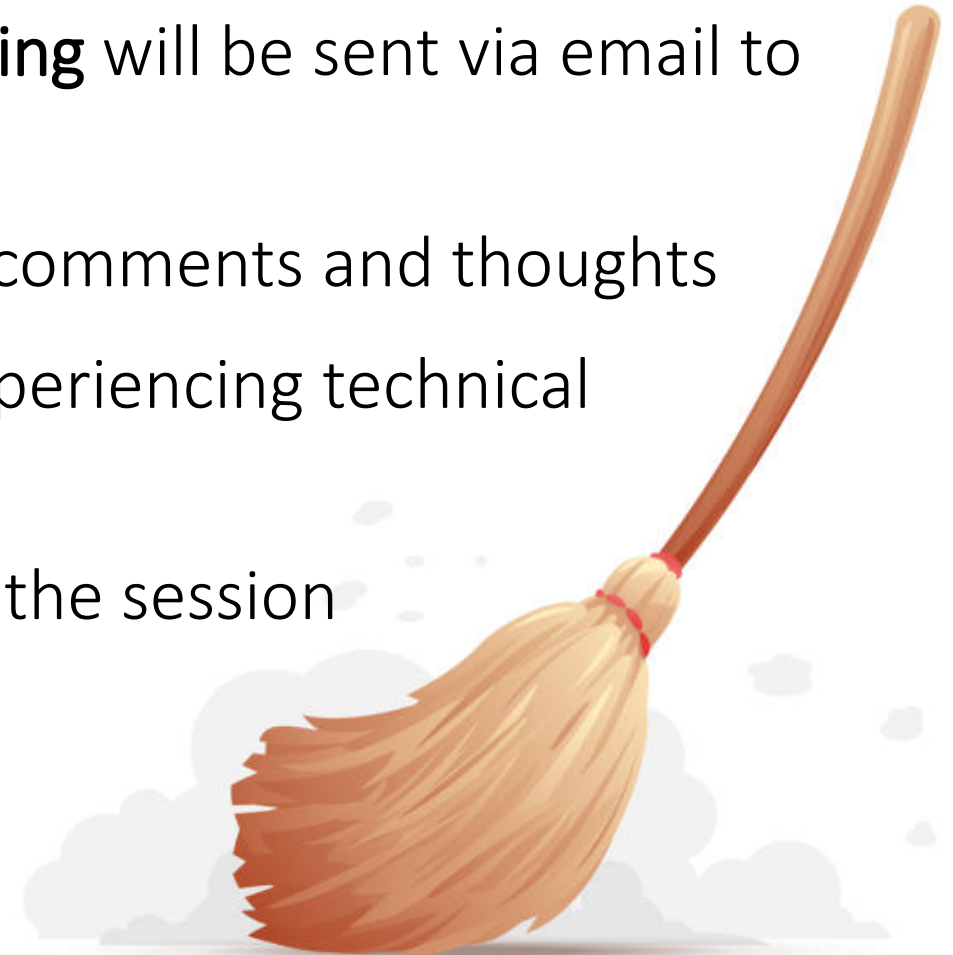
www.chcworkforce.org

Contact us: info@chcworkforce.org

HOUSEKEEPING



- This session is being recorded and the **recording** will be sent via email to everyone who registered
- Use the **Chat** box to ask questions and share comments and thoughts
- Send a message to **Mariah Blake** if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session



PURPOSE OF THE PCA/HCCN PD SERIES



To provide a space for professional development and collaboration to support your workforce recruitment and retention efforts.

HOW WILL WE ACCOMPLISH OUR PURPOSE?



Train the trainer sessions

Learn how to present content and use STAR² Center resources in your workforce TTA programs

Building your network

Build a community with other workforce leaders and become comfortable leaning on one another for support

Keeping you informed

As a workforce leader and trainer, you benefit from knowing what your colleagues are experiencing and hearing about promising practices

Bringing you inspiration

Let the conversations inspire you to do your work in new ways and re-energize your spirit

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For what type of
organization do you
work?

- PCA
- HCCN
- Other – I will tell you in chat!



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How long have you been involved in workforce at your organization?

- I'm new! Less than one year
- 1-3 years
- 3-5 years
- More than 5 years



WHAT'S **NEW** AT THE STAR² CENTER?



- [Definition of a Comprehensive Workforce Plan](#)
- Working with BPHC on the difference between a Comprehensive Workforce Plan and a Strategic Workforce Plan
- New [Self-Care Repository page](#) on our website
- Upcoming Learning Collaboratives:
 - Staff Satisfaction LC
 - Developing a Strategic HP-ET Workforce Plan LC
- Upcoming webinar on MA and DA Recruitment and Retention
- Upcoming podcast on Employee Self-Care
- SO MUCH MORE – stay up to date by signing up for our newsletter!!



PCA/HCCN PROFESSIONAL DEVELOPMENT SERIES



Sessions

Thursdays from 2:00 – 3:00 pm EDT

- December 15, 2021: Action Plans
- February 16, 2022: Workforce Data
- April 13, 2022: Employee Satisfaction and Wellness
- June 14, 2022: TBD based on your votes!





DEFINITION & PROCESS



ACTION PLANNING

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How much do you know about Action Plans?

- I'm an expert – I should probably be giving this presentation
- I know a fair amount
- I know...some....
- I've heard of them
- Action what?

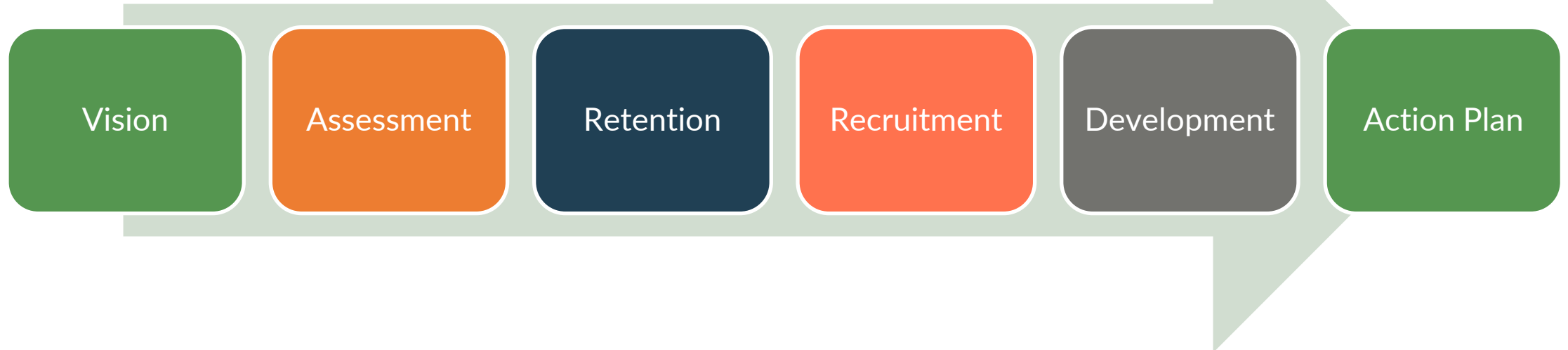


COMPREHENSIVE WORKFORCE PLAN

Definition & Components



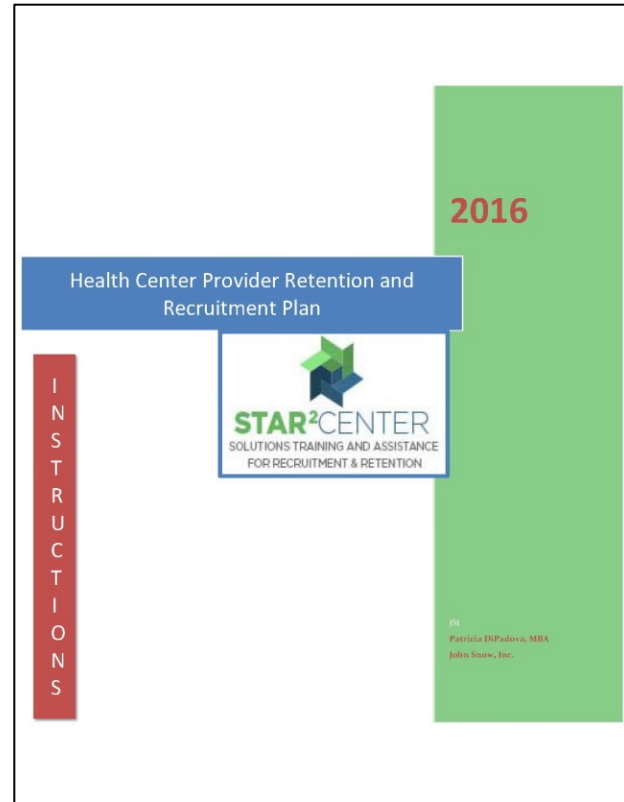
A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary values.



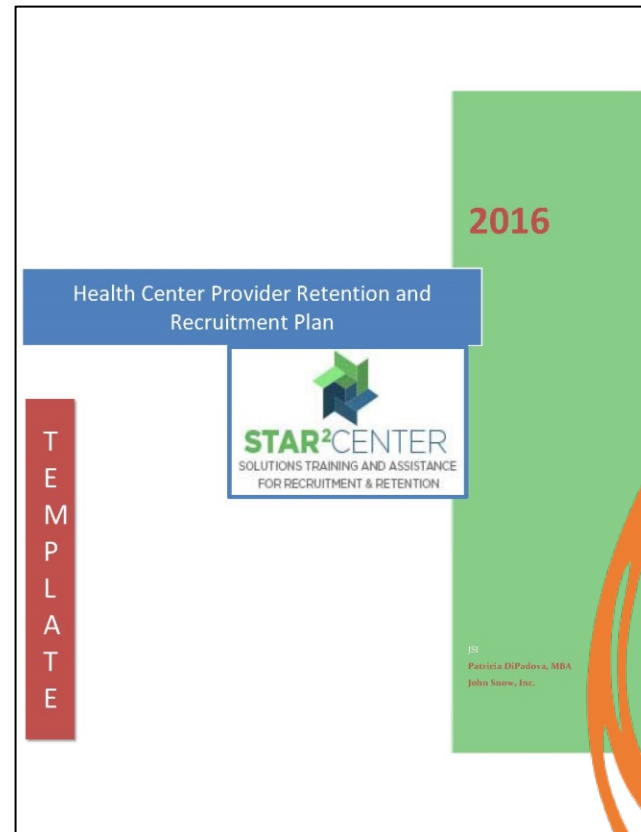
Click [here](#) to access the STAR² Center Definition of a Comprehensive Workforce Plan document.

RECRUITMENT & RETENTION TEMPLATE

STAR² Center Resources



Instructions



Template



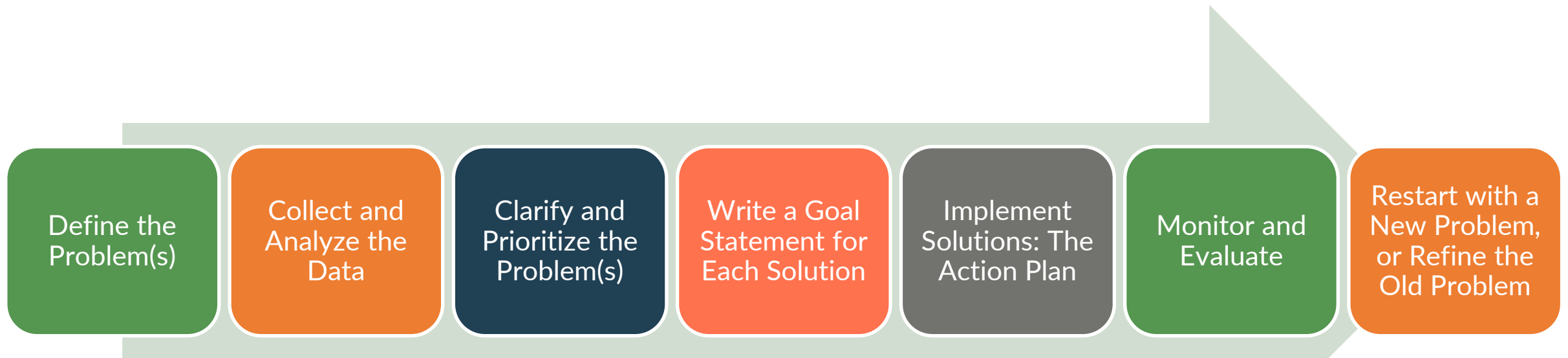
Action Plan

ACTION PLANNING

Definition & Components

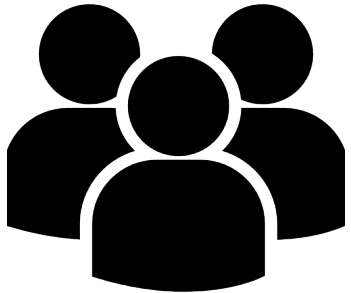


Action Planning is an approach, rather than a specific method, which **helps focus ideas and decide what steps you need to take to achieve particular goals.** It is a statement of what you want to achieve over a given period of time.



ACTION PLANNING

Who's Involved, Benefits, & Drawbacks

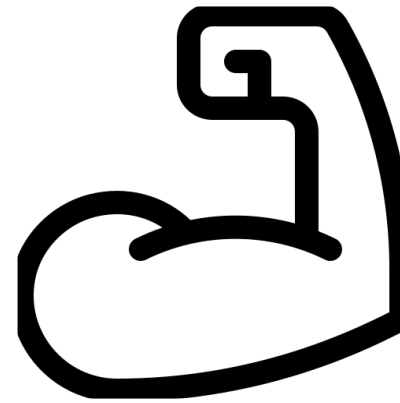
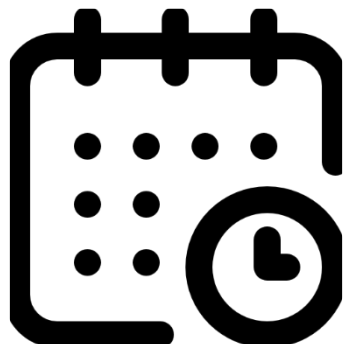


Participants:
Stakeholders –
Multidisciplinary Change Team

Costs:
Action Planning can be cheap.
Costs depend on the
discretion of organizers.

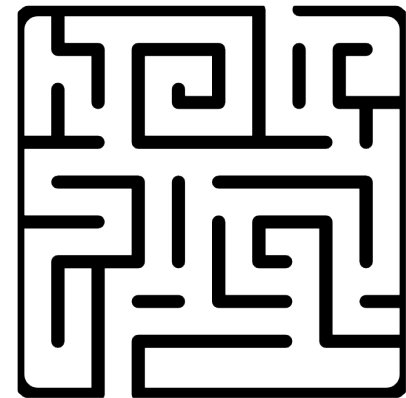


Approximate Time Expense:
Events typically take place
over a week but can last
longer depending on the
complexity of the issues at
hand.



- Strengths:
- Brings stakeholders, experts, and citizens together
 - Assesses possible weaknesses or threats in achieving goals
 - Develops contingency plans
 - Breaks down goals into an achievable process
 - Assess/ clarify the future of an organization or local area

Weakness:
May seem detailed and tedious
compared to other methods

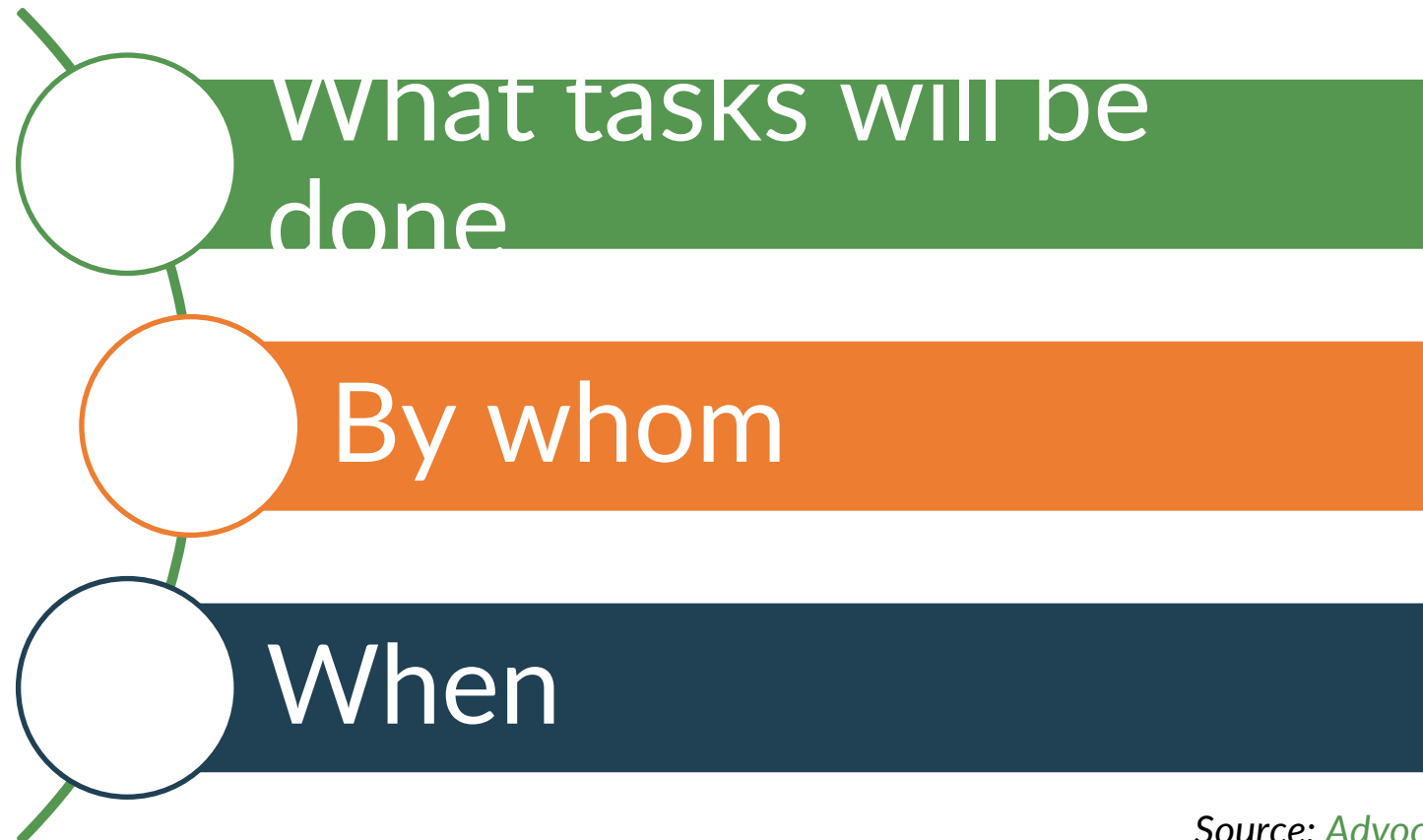


ACTION PLAN

Definition & Components



An action plan is a **documented strategy for solving a problem**. An action plan can also be known as a statement of work or study plan.



Source: [Advocates for Human Potential, Inc.](#)

Health Center Provider Retention and Recruitment Action Plan



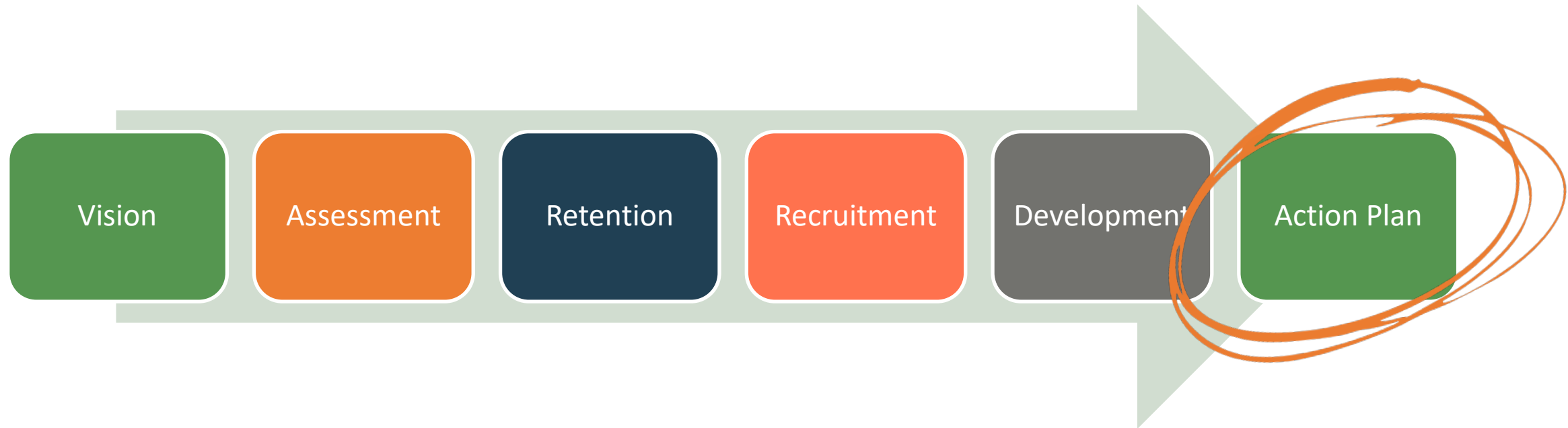
John Snow, Inc.
Patricia DiPadova, MBA

- Keep track of gaps and opportunities
- Identify strategies for improvement
- Create a timeline for completion



COMPREHENSIVE WORKFORCE PLAN

Action Plan



The **action plan** should be measurable and assign accountability for a health center's workforce development. It should also take into account all the components of a comprehensive workforce plan, be grounded in the principles of cultural humility, and advance JEDI initiatives within the organization.

SECURE BUY IN

From Leadership & BOD



- Money Talks / Quantitative Data
- The Action Plan creates a path for changes and additions
- Everyone wins!



BUILD A BUSINESS CASE

Define the Value of Retention with Data



Turnover is **EXPENSIVE!**

*Calculate your health center's turnover costs by using the [STAR² Center Financial Assessment Tool](#)

Therefore, use data to make a business case for retention:

- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your organization losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?

ACTION PLANS



The Action Plan mirrors the R&R Plan Sections and include areas for:



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Where are your health centers in their Action Planning process?

- Many/most have action plans
- A few have action plans, some are developing them
- Few or none have action plans or have taken steps to create them





ACTION PLANNING

ASSISTING IN THE DEVELOPMENT & IMPLEMENTATION

IT STARTS WITH THE **COMPREHENSIVE WORKFORCE PLAN**

Develop a
Vision/Answer the
Why?

Innovate with
Data/Conduct
Assessments

Invest in Retention,
Recruitment, and
Workforce
Development



BUILD THE ACTION PLAN

set measurable goals, assign accountability, identify strengths and opportunities

STEPS IN THE PROCESS

Who? What? How? When?



Who? Health center workforce staff and other key stakeholders

What? Written document to review, measure, set accountability for each component of the CWP

How? Begin with the CWP then build an Action Plan

When? Start now, don't wait



COMPREHENSIVE WORKFORCE PLANS VS. STRATEGIC WORKFORCE PLANS



COMPREHENSIVE
WORKFORCE PLANS



STRATEGIC WORKFORCE
PLANS
(aka Strategic HP-ET Plans)

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**What do your health
centers need to make
action planning a
meaningful document?**



Assessment

Assessment of the health center's current practice measures and strategic planning with identified gaps or barriers, opportunities and strategies for unmet needs.



Practice Assessment	Gaps/Barriers	Opportunities	Strategies for Improvement	Timeline
Provider Capacity and Demand				
Appointment Access				
Care Teams and Provider Mix				
Support Staff				
Patient Schedules				
Provider Satisfaction				
Provider Succession Planning				

Retention

Health center's retention environment with identified gaps or barriers, opportunities and strategies for unmet needs.

Retention	Gaps/Barriers	Opportunities	Strategies for Improvement	Timeline
Mission				
Compensation				
Benefits				
Work Schedules				
Career Path				

Recruitment

Health center recruitment efforts with identified gaps or barriers, opportunities and strategies for unmet needs.

Recruitment	Gaps/Barriers	Opportunities	Strategies for Improvement	Timeline
Community Recruitment Plans				
Recruitment Team				
Recruitment Team Roles and Responsibilities				
Recruiting Priorities				
Recruitment Budget				
Recruitment Firm				
Advertising				
Strategies for Use of Social Media				

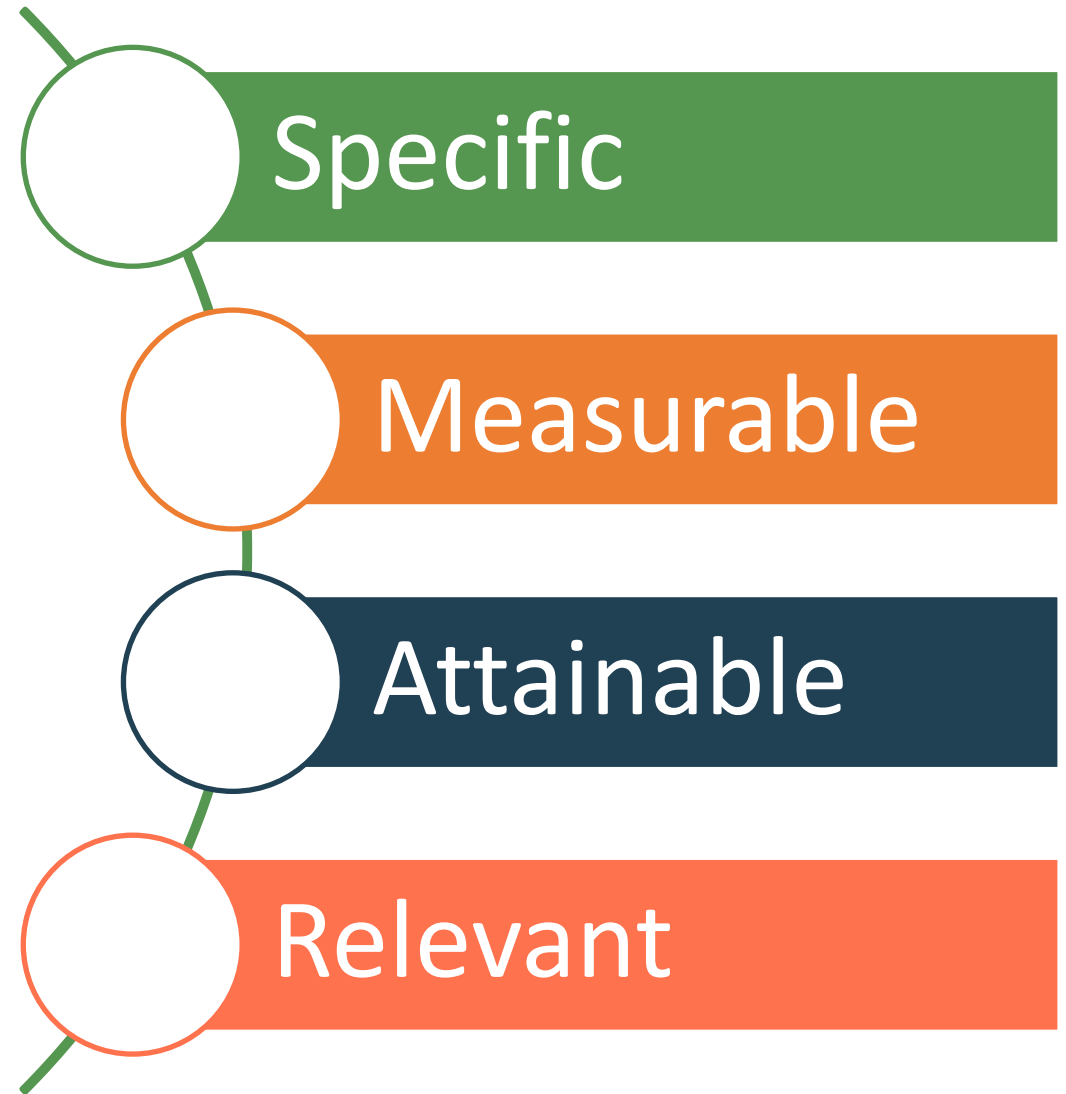
Recruitment Continued	Gaps/Barriers	Opportunities	Strategies for Improvement	Timeline
Screening Process				
Visit				
Follow up with Candidates				
Contract Development and Negotiation				
Onboarding				

Other Resources

Assessment of the health center's use of other resources to optimize recruitment efforts with identified gaps or barriers, opportunities and strategies for unmet needs.

Other Resources	Gaps/Barriers	Opportunities	Strategies for Improvement	Timeline
National Health Service Corps				
State Loan Program Participation				
Medical Education Connections Through Residency Programs				

When addressing strategies for improvement in your Action Plans, ensure that these strategies and goals are **SMART!**



SMART GOALS

For Your Workforce Action Plans

Example – Recruitment Teams



Specific – narrow or focused

- Determine who should be include on the recruitment team

Measurable– can be tracked

- Where are you in the selection process? Has the team been determined?

Attainable– work toward a goal that can be accomplished

- Building a team that encompasses clinical areas and can make the best collective hiring decisions

Realistic – can this be done?

- Do these team members need to be on the recruitment team?

Timely – give yourself a deadline

- We need to select a recruitment team in one month or by X date

FUTURE OF WORKFORCE

Change is Essential, Inevitable, & Constant



The COVID-19 pandemic and social justice movements changed the workforce landscape. Health center leadership need to **embrace change and adapt** to the workforce of the future in order to succeed in their workforce efforts.

It is essential to have an action plan.



NEXT STEPS

Writing Your Workforce Action Plans!



We know this seems like a lot, but sometimes the best way to start is just to start.

You got this!



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What topic would you like to cover in the final session?

- JEDI (Justice, Diversity, Equity, and Inclusion) - an in-depth review
- Comprehensive Work Plans
- Employee Wellness: A Deeper Dive
- Supporting essential support staff at health centers (CHWs, MAs & DAs, Promotores, etc.)
- Other (Please write a description into the chat)



QUESTIONS



Thank you!

Join us for the next session!

Thursday, February 16, 2022, 2-3 PM ET

Workforce Data

<https://chcworkforce.org/training>





STAR² CENTER RESOURCES

- Self-Assessment Tool
- Health Center Provider Retention and Recruitment Template
- Financial Assessment Tool
- Strategic Workforce Planning Workbook
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit

You can find all of these resources and more by visiting:

chcworkforce.org/bundle/star%2b2-center-original-resources

READY TO LEARN MORE?



Check out the STAR² Center Self-Paced Courses:

chcworkforce.elearning247.com

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders



STAY IN TOUCH!

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