

C-Suite Toolkit: Health Professions Education and Training (HP-ET) for Recruitment and Retention



What is HP-ET and How Can it Work to Support Workforce Development at Health Centers?

- Health Professions Education and Training (HP-ET) programs provide the opportunity for health centers to recruit, develop, and retain their workforce by exposing health and allied health professions students, trainees, and residents to education and training programs at health centers.
- HP-ET is simply any training or education of health-related learners.
- HP-ET can be accomplished at health centers through partnerships with educational institutions, other healthcare organizations, or can be self-sustained within the health center.



Benefits of HP-ET for Staff Recruitment and Retention (R&R)

HP-ET supports Recruitment by...

- Providing a pathway for training staff to fill vital and under-staffed roles at health centers.
- Allowing health centers to recruit new workforce entrants and start onboarding early by exposing them to the health center, its care teams, and the community during their education.
- Advertising for the health center mission.
- Taking advantage of the fact that residents and other graduate medical practitioners tend to stay in the areas where they train.

HP-ET supports Retention by...

- Improving staff satisfaction through training/teaching/mentoring.
- Improving staff skills as they work to keep up-to-date with new learners and the latest advancements in their fields.
- Providing the potential for additional benefits, including benefits gained through partnerships with educational or community institutions.



Overview of the Process of Building an HP-ET Program

1. Assessment

- Determine your **greatest recruitment and retention needs** (our [Workforce Self-Assessment Tool](#) and [Comprehensive Workforce Plan Template](#) can help!)
- Consider the **HP-ET program of best fit...**
 - > What should it provide?
 - > What are the potential benefits?
 - > What would be the maximum impact for the most manageable input?
- **Assess your internal resources**—what do you already have and what do you need to build an appropriate HP-ET program?
- **Assess external resources/potential partnerships**—what key resources and potential partners are out there in your community, region, or national network?
- **Build your timeframes**—when do you want your first cohort of learners to start?
- **Seek out funding opportunities**—these can be private, local, state, fee-for-service, or [federal](#)...or you may have the budget and revenue to make it happen on your own.
- **Taking advantage** of the fact that residents and other graduate medical practitioners tend to stay in the areas where they train.

2. Planning and Development

- **Select your staff and planning team**—this will include your educators, administration, and leadership; perhaps even a role like [Chief Workforce Officer](#).
- **Design your curriculum** (or you may be partnering with an educational institution that already has one).
- **Perform cost assessments and financial planning** ([STAR² Center HP-ET Financial Planning Tool](#))
- **Reach out to partners** and build the relationships necessary to fully capitalize on the resources in your community and beyond!
- **Training staff instructors** (train-the-trainers) is critical to ensuring learners have a good and productive experience in your program.
- **Accreditation is important** for many programs and when and how it is done will depend on the program and where your health center fits into it...there are links below you can use to find out who to work with for accreditation requirements and processes.
- **Recruiting learners** may be your responsibility, or this may be taken care of by an educational institution partner.
- **Fund development** involves any money not coming from your health center's budget, including grant applications, budgeting, cost sharing with partners, etc.

3. Implementation

- **Working with partner organizations** requires frequent, clear communication. Make sure to dedicate proper time and appropriate personnel to the task.
- **Program management, administration, and the actual teaching of learners** should be properly compensated and not just tacked on to an employee's full-time schedule.
- **Feedback, learning, accountability, and improvement** are the final pieces that never stop. Make sure to routinely evaluate where improvements can be made to meet learners' needs and to ensure the program is meeting the needs of your health center and its staff.



HP-ET Resources by Category/Program Type

General Comprehensive

- AHECs - <https://www.nationalahec.org/>
- CHC Inc RTAT: <https://www.chc1.com/wp-content/uploads/2020/09/Readiness-to-Train-Assessment-Tool-Package.pdf>
- CHAMPS pathway development tools - <http://champsonline.org/tools-products/rresources#pipeline>
- NEW Health University career development pathway program at NEW Health - <http://newhealth.org/newhealthuniversity/>
- Various examples for rural programs (includes different areas of expertise): <https://www.ruralhealthinfo.org/project-examples/topics/health-workforce-pipeline>
- HRSA Health Professions Training Dashboard <https://data.hrsa.gov/topics/health-workforce/training-programs>

GME/Residency (MD/DO)

- California PCA Residency Roadmap - https://www.cpcra.org/CPCA/CPCA/HEALTH_CENTER_RESOURCES/Workforce/CHC_Residency_Road_Map.aspx
- Education Health Center Initiative - <https://educationhealthcenter.org/>
- Fiscal Resources (Education Health Centers Initiative) - <https://educationhealthcenter.org/fiscal>

Dentistry/Dental Hygienist

- NEW Health partnerships with dental training universities (bottom of page) - <https://newhealth.org/careers/>

BH/Psychology/LCSW/Counseling

- Field placement hours requirements by degree for social work: <https://www.cswe.org/students/prepare-for-your-education/>
- CSWE Council on Field Education (includes link to field instruction training repository): <https://www.cswe.org/about-cswe/governance/commissions-and-councils/council-on-field-education/>
- APA psychology training information (DEI focus): <https://www.apa.org/education-career/undergrad/ethnic-minority>
- Dept. of VA behavioral health/psychology training programs: <https://www.psychologytraining.va.gov/programs.asp>
- APA psychiatry training (DEI pathway program): <https://www.psychiatry.org/residents-medical-students>
- Salud Family Health Behavioral Health Training Program: <https://www.saludclinic.org/copy-of-behavioral-health-info>

Vision & Ophthalmology

- Ophthalmology Foundation (voluntary accreditation): <https://ophthalmologyfoundation.org/accreditation/>
- American Academy of Ophthalmology: <https://www.aao.org/eye-health/tips-prevention/ophthalmology-training-certification>



HP-ET Resources by Category/Program Type (Continued)

NP / PA / Nurse Midwife

- NNPRFTC NP Residency Accreditation - <https://www.nppostgradtraining.com/>

CHWs / Promotores

- MPH SALUD Consulting for CHW Training - <https://mhpsalud.org/how-we-can-help-you/>

Nurse

- Nursing Continuing Education Accreditation: <https://www.nursingworld.org/organizational-programs/accreditation/>
- ACEN Accreditation: <https://www.acenursing.org/for-programs/general-resources/>
- CCNE Accreditation: <https://www.aacnnursing.org/CCNE>

Diversity Partners and Resources

- National Association of Medical Minority Educators - <https://nammenational.org/>
- Association of Minority Health Professions Schools - <https://amhps.org/>

MA / DA / Pharmacy Tech

- NEW Health DA Apprentice & Career path- <https://newhealth.org/dental-assistant-training-program/>
- NEW Health MA Apprentice & Career path- <https://newhealth.org/medical-assistant-apprenticeship-program/>
- NEW Health Pharm Tech Apprentice & Career path - <https://newhealth.org/pharmacy-technician-training-program/>
- NIMAA - <https://www.nimaa.edu/>

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