



Workforce T/TA Professional Development Series Session 1 Back to Basics: Components of a Comprehensive Workforce Plan

Tuesday, March 19, 2024

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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 22 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

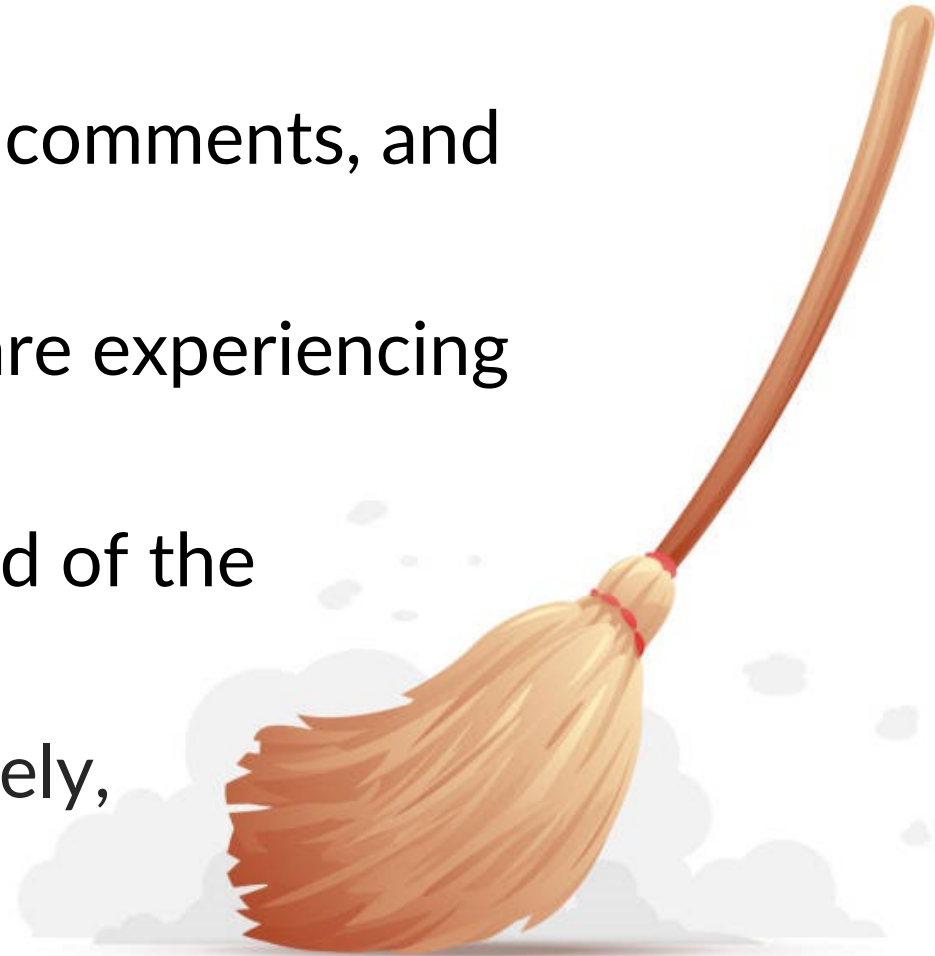
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Contact us: info@chcworkforce.org

HOUSEKEEPING



- This session is being recorded. The **recording and slides** will be sent to all registrants.
- Use the **chat box** to ask questions, 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.
- Be as present as possible, listen deliberately, share generously



LEARNING OBJECTIVES



- Understand the importance of including the JEDI lens in comprehensive workforce planning.
- Learn the key elements of a Comprehensive Workforce Plan.
- Identify at least three STAR² Center resources that can help with retention and recruitment planning.

WORKFORCE IS THE FUEL



A health center with a **full tank** identifies workforce as an essential organizational issue, invests in appropriate operational and staffing resources, and has some key features...



Core Components

Data-Informed
Workforce Plan

Equitable &
Effective
Compensation
Structure

Positive Culture
Focused on
Engagement

Tested
Recruitment &
Retention
Strategies

Health
Professions
Training Program

Chief Workforce
Officer

High-Functioning
Managers

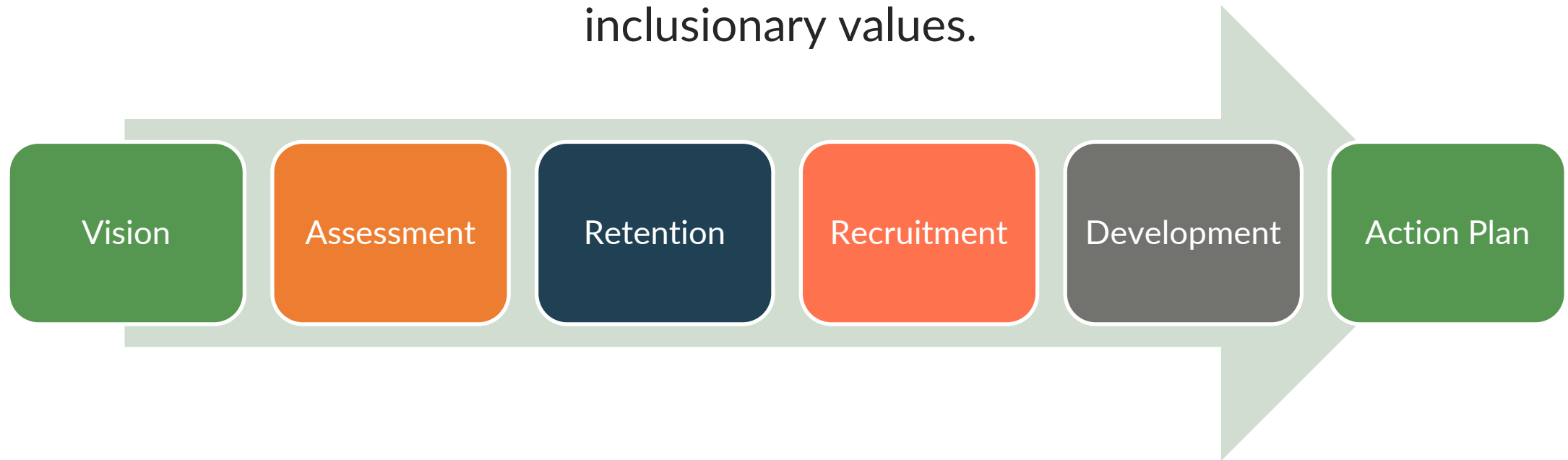
Policies that
Support Diversity
& Cultural
Respect

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's Comprehensive Workforce Plan Definition.

LET'S HEAR FROM YOU!



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APPLYING THE JEDI LENS

WHY DOES JEDI MATTER?

Diversity and Inclusion Drive Employee Engagement



Social Justice Case

- Moral principles of equality and justice

Functional Case

- Better decision-making
- Better results
- Lower turnover

Engagement Case

- Team collaboration and commitment
- Innovation, dedication, team support
- Company values

DO NOT MAKE A BUSINESS CASE FOR DIVERSITY!

STAR² CENTER RESOURCE HIGHLIGHT

Building An Inclusive Organization Toolkit



Click [here](#) to access the Building An Inclusive Organization Toolkit!



Leadership needs to
reflect the
organization's values in
its day-to-day actions

Alignment of a health
center's mission with
the beliefs and values
of its workforce is
critical



WHAT DOES IT MEAN TO APPLY A LENS?

Putting on Our JEDI Glasses



“[A lens is simply a] framework to guide decision-making policies, procedures, programs, or decisions that are being considered.”

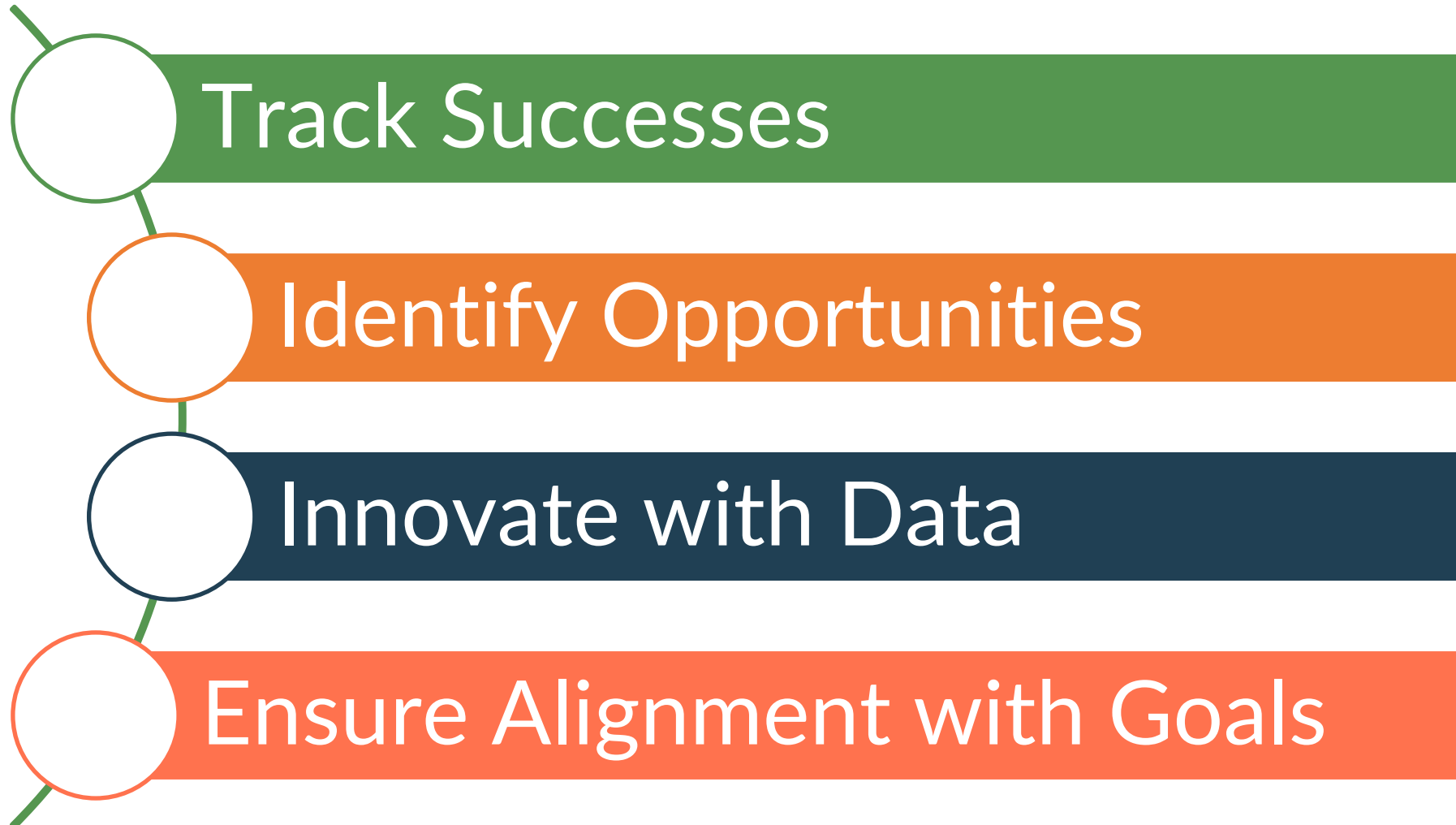




COMPREHENSIVE WORKFORCE PLANNING

COMPREHENSIVE WORKFORCE PLAN

Why Is It Important?



COMPREHENSIVE WORKFORCE PLAN

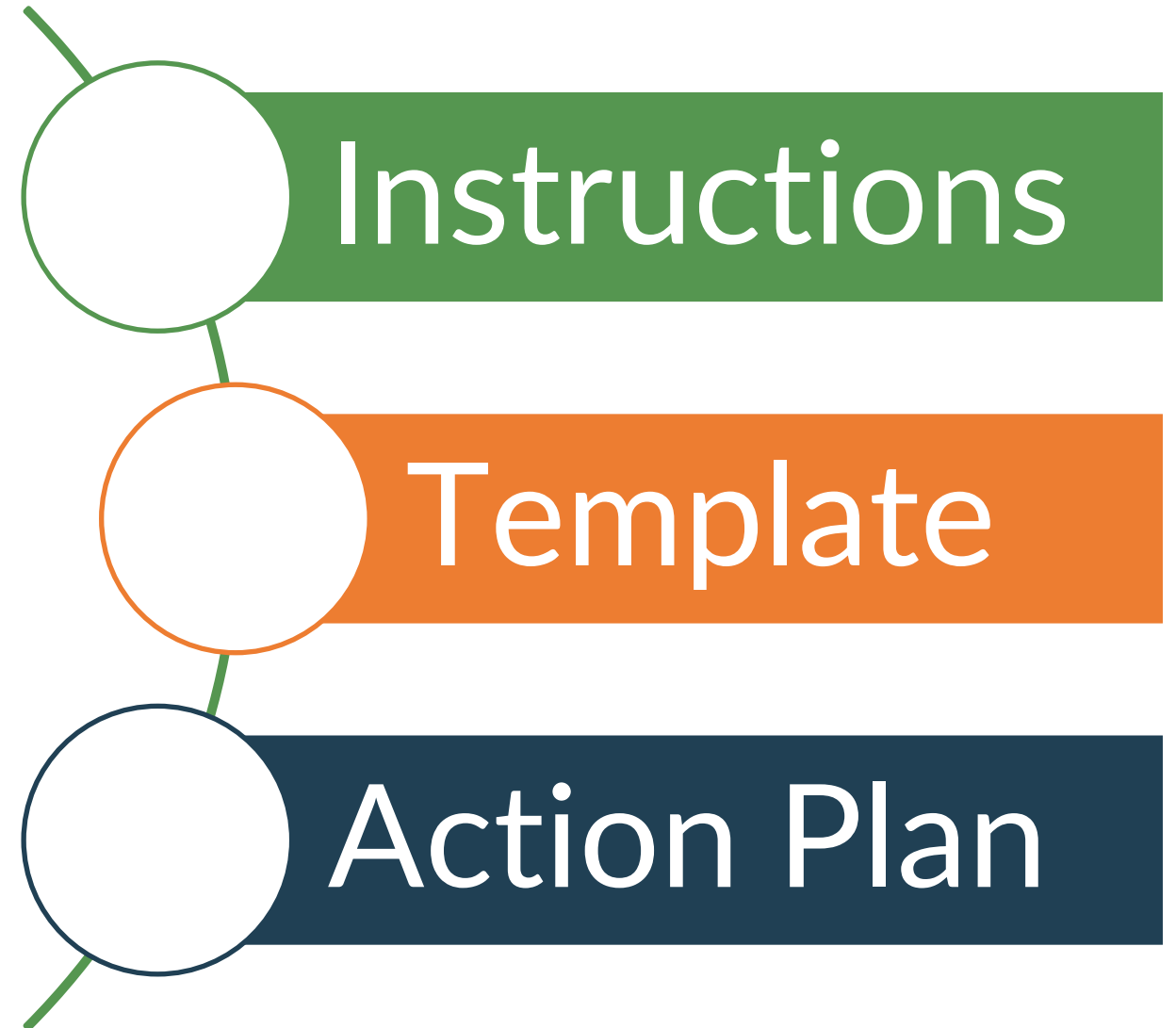
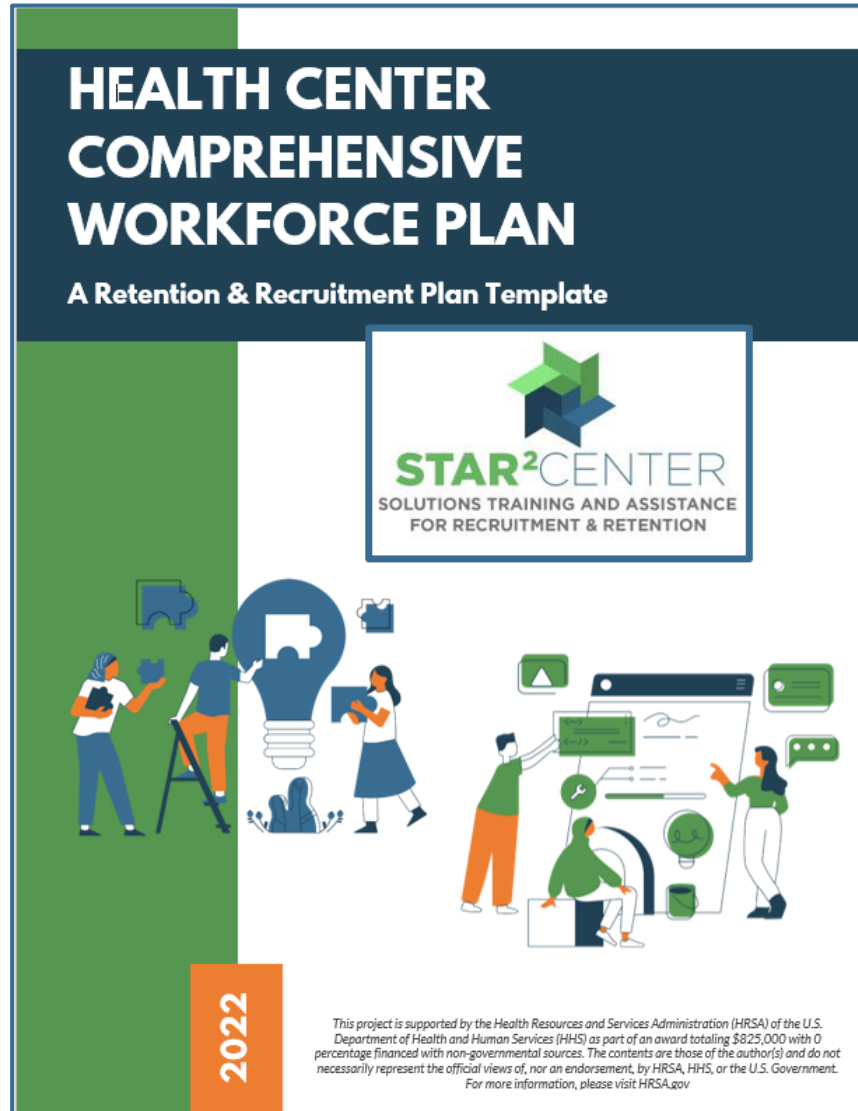
Write It Down & Review It!



Review and update the Comprehensive Workforce Plan periodically along with general health center strategic planning.
Optimally, an annual review is recommended.



COMPREHENSIVE WORKFORCE PLAN TEMPLATE





OPERATIONAL ASSESSMENT

OPERATIONAL ASSESSMENT

Key Areas



**Provider
Capacity and
Demand**

**Appointment
Access**

**Care Teams
and Provider
Mix**

**Non-Provider
Support Staff**

**Provider
Patient
Schedules**

**Provider
Satisfaction**

**Provider
Succession
Planning**

COMPREHENSIVE ASSESSMENT

Why Is It Important?



Without a comprehensive assessment of operations, it is difficult to determine the true recruitment needs. Using the findings of the assessment, the health center can make an improvement plan to fill gaps, make corrections, and consider different recruitment and retention strategies



RETENTION

RETENTION PLANNING

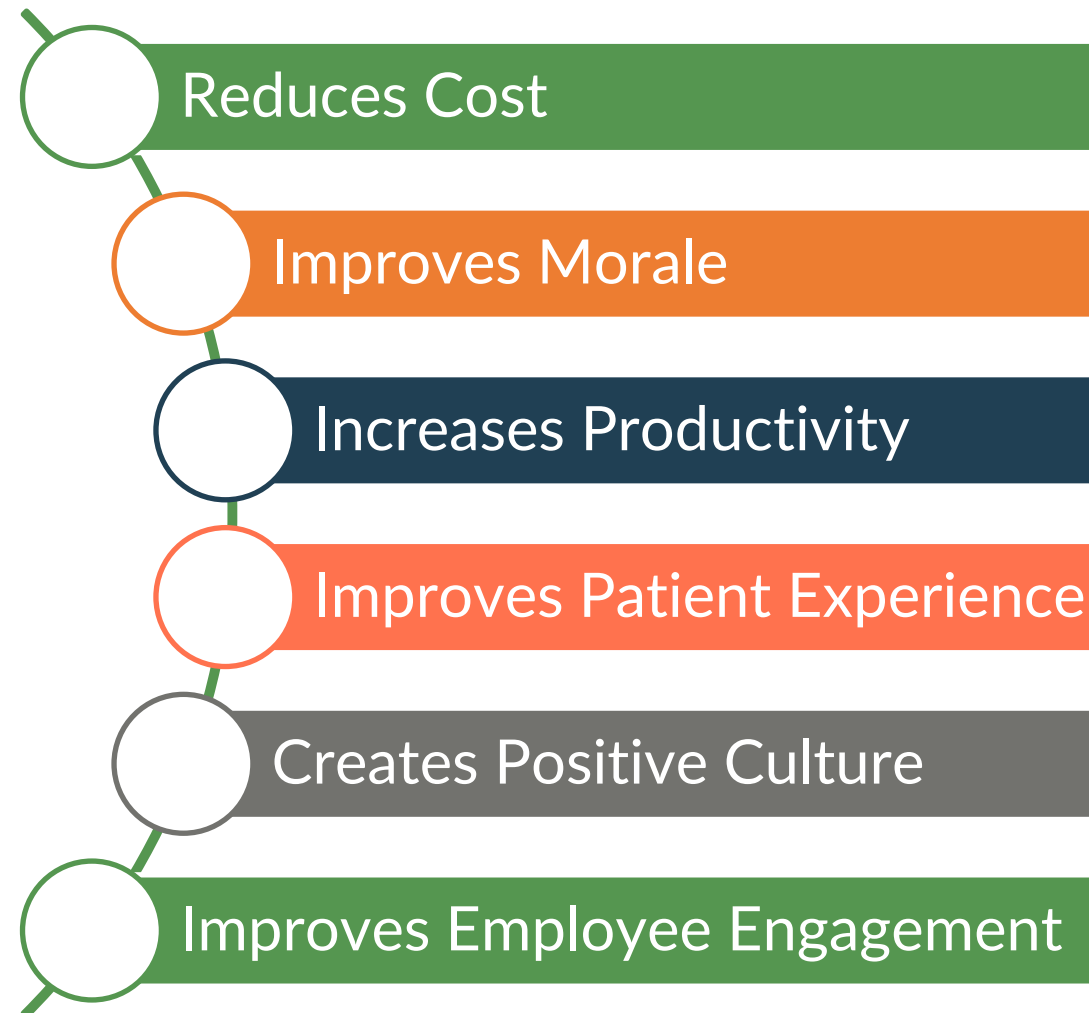
Why Does Retention Matter?



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BUILD A BUSINESS CASE

Define the Value of Retention with Data



Turnover is **EXPENSIVE!**

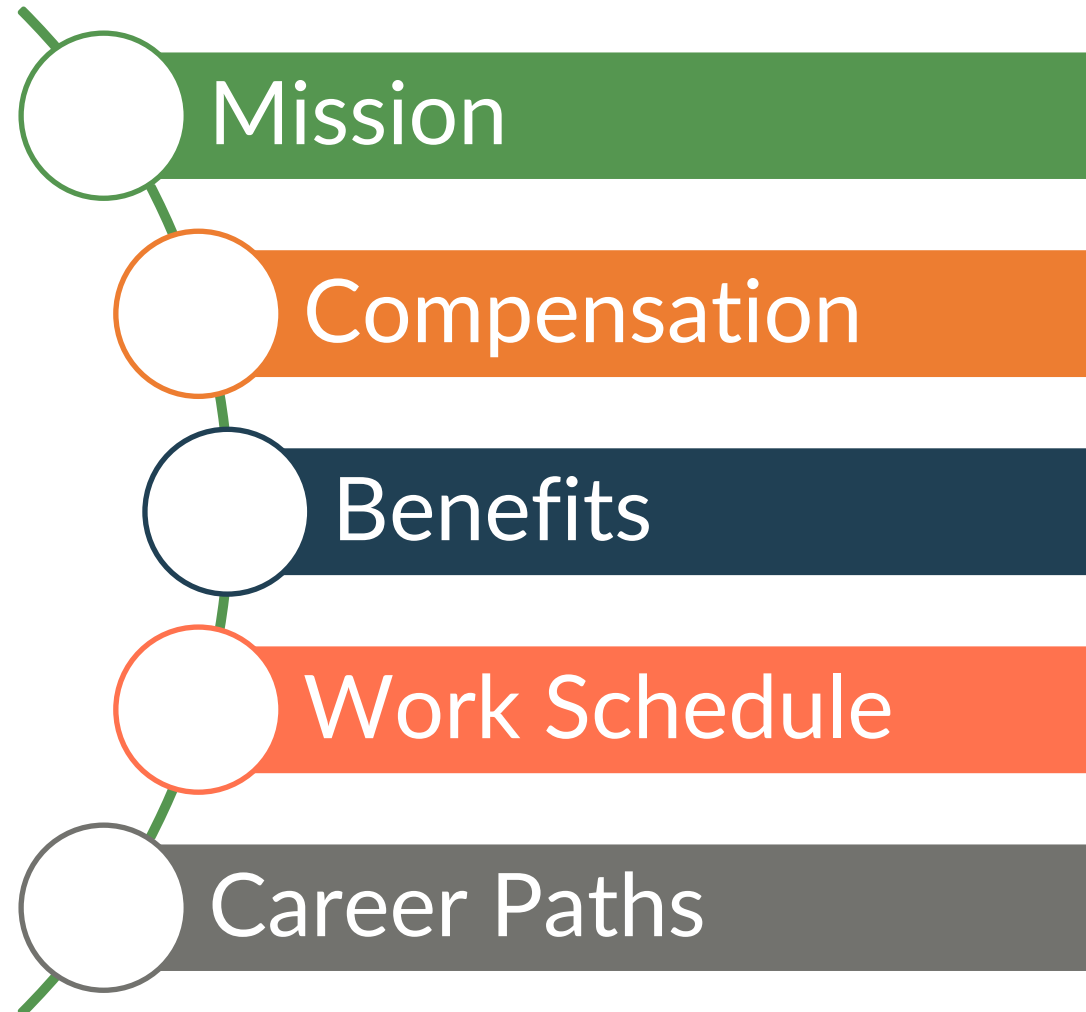
*Calculate your health center's turnover costs by using the [STAR² Center Financial Assessment Tool](#)

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?

RETENTION PLANNING

Key Areas



MISSION

Engaging Mission-Driven Employees



67% of millennials are engaged at work when they strongly agree that the mission or purpose of their company makes them feel their job is important.

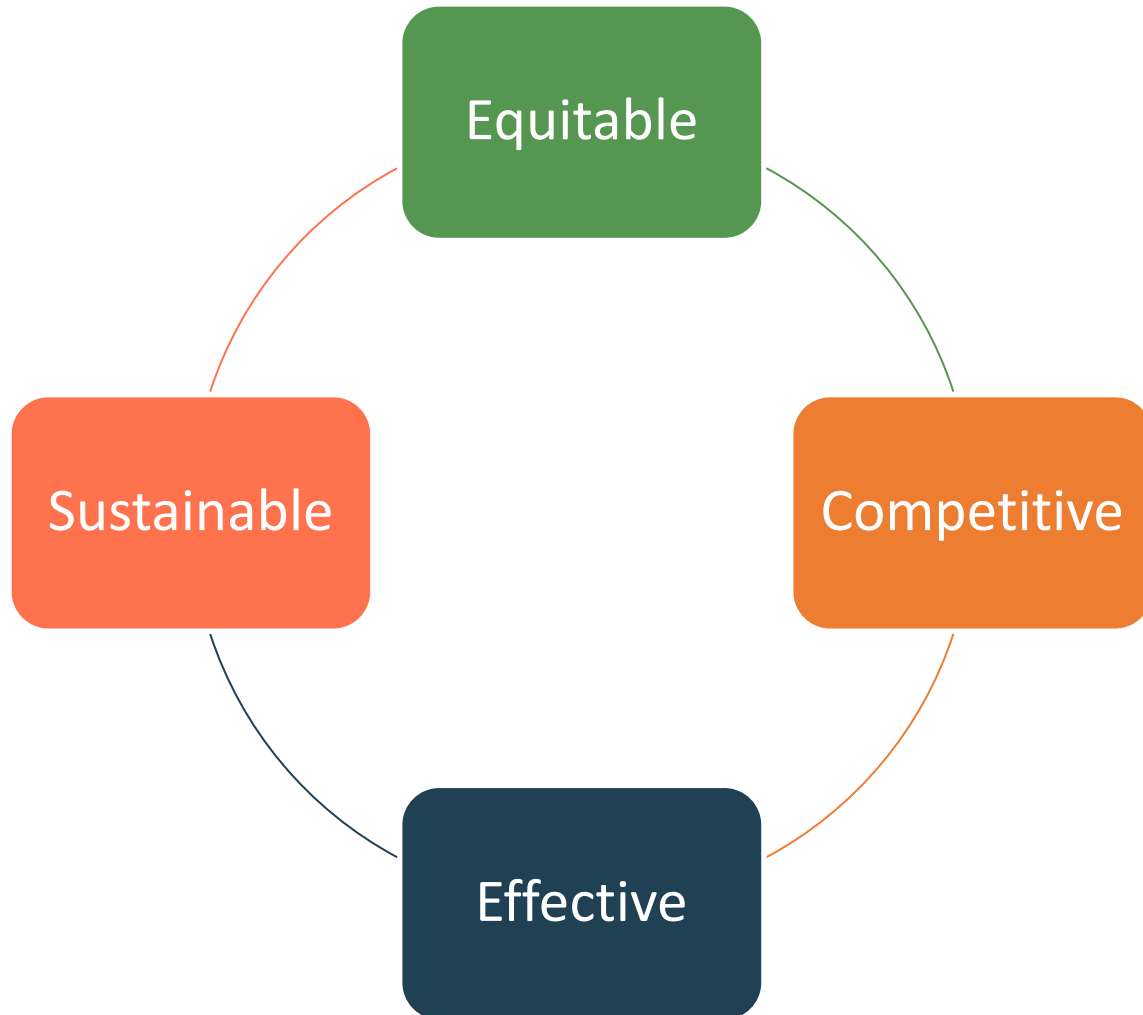
Source: [Gallup](#)

With mission-driven workers, organizations realize:

- major performance gains
- increased employee loyalty and retention
- greater customer engagement
- improved strategic alignment
- enhanced clarity about work priorities

FOCUS ON COMPENSATION

A Compensation Plan Must Be...



Equitable and **effective** compensation structure defines a **sustainable** approach to total compensation that is **competitive** and attractive to potential and current staff and maintains fairness.



COMPENSATION

ELIMINATE PAY INEQUITIES

- Conduct regular pay audits
 - Maintain transparency and fairness
- Move to stop using salary history
- Create equitable, inclusive, and fair salary ranges
 - Post in job announcement
 - Stick to it!
- Understand the importance of pay equity and transparency in the retention and recruitment of different workforce generations

STAR² CENTER RESOURCE HIGHLIGHT

Pay Equity Checklist



Click [here](#) to access the Pay Equity Checklist!

STAR² CENTER
Health Center Pay Equity Checklist

WHAT IS PAY EQUITY?

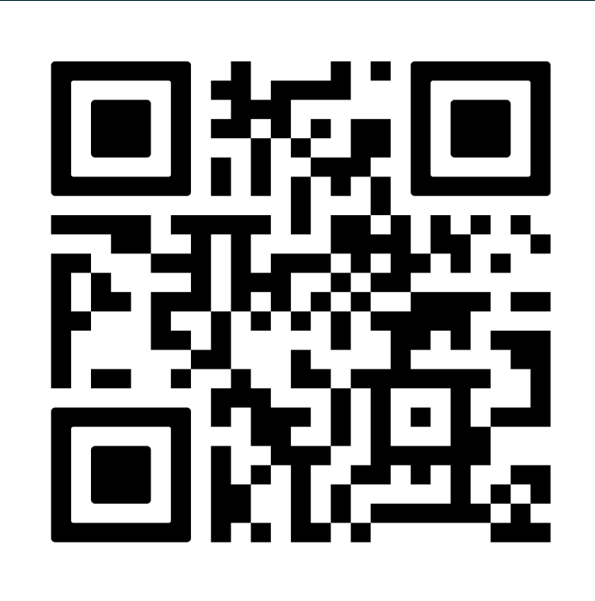
Pay equity means equal pay for work of equal value. It is important to distinguish pay equity from pay equality, which means equal pay for equal work. Pay equality overlooks the inequities and restrictions marginalized groups face when seeking to access the same professional opportunities as other employees in an organization; who are often times, the most highly compensated individuals. Pay equity bridges that gap by connecting equal pay to work of equal value.

HOW TO STRIVE FOR PAY EQUITY?

- Conduct regular and ongoing pay audits
 - Gather employee data
 - Account for pay differentials
 - Questions to consider when assessing pay differentials:
 - Are there clear and written policies that outline decisions for pay differentials? Does staff know and understand this information?
 - Are pay differentials based solely on non-subjective factors? (i.e., experience, education)
 - Does your organization provide pay raises that align with salary increases for new hires?
 - Identify the causes of pay gaps
 - Assess the role race, gender, age, disability status, etc. play in the identified pay differentials
 - Implement remediation policies and practices
 - Update operational procedures

STAR² CENTER RESOURCE HIGHLIGHT

Pay Equity White Paper



Click [here](#) to access the
Pay Equity White
Paper!



The cover of the white paper features three photographs at the top: a group of diverse people sitting and talking, two women looking at a tablet, and a person in a wheelchair. Below the photos is an orange banner with the text "EQUAL PAY FOR WORK OF EQUAL VALUE:". Underneath, the title "Establishing Pay Equity Principles to Advance Workforce Financial Wellness" is written in a serif font. To the right, the text "STAR² CENTER WHITE PAPER 2023" is displayed in a bold, sans-serif font. At the bottom, a small paragraph of text provides funding information, and the logos for ACU and STAR² CENTER are shown on the left, with the websites www.clinicians.org and www.chcworkforce.org on the right.

EQUAL PAY FOR WORK OF EQUAL VALUE:

*Establishing Pay Equity Principles to Advance
Workforce Financial Wellness*

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WHITE PAPER 2023

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FOCUS ON BENEFITS

Think Outside the Box



Speak with the workforce about what they need/want!

WORK SCHEDULES

Flexibility is Key



A no or low cost strategy for staff retention and recruitment is **work schedule innovation**. Adequate clinical coverage and on-call coverage is the highest priority for health centers, but this is not always best achieved with traditional full-time schedules. There are many advantages to part-time, flexible, hybrid, or remote schedules.



HYBRID & REMOTE WORK

No Longer an Option, It's an Expectation



- 9-5 work day has changed
 - Embrace generational differences
 - Understand the benefits for working students, parents, those with different needs
- Develop policies and procedures
 - Write them down!
 - Get input from staff
 - Make sure everyone understands
- Be aware of legal requirements
 - Ex: tax implications for employees working in different states
- Think about remote work needs
 - Access and cost of phone, computer, Wi-Fi, office materials
 - Consider offering stipends



CAREER PATHS

Make Them Available and Accessible



Staff are often more likely to stay with an organization if there are opportunities for **professional growth and advancement.**



CAREER PATHS

Key Steps



ADDITIONAL STRATEGIES



- Training Managers
- Training Leaders
- Team Cohesion
- Stay Interviews
- Staff Satisfaction Surveys



RECRUITMENT

RECRUITMENT PLANNING

Key Areas



RECRUITMENT COMMUNITY

Identify Opportunities & Partners



Regional planning initiatives

- Find out about them and get involved
- Hospitals
- Other Providers

Identify opportunities for collaboration

- Share providers
- Share recruitment costs

Partnerships

- Schools (residency, internship, externship programs)
- Hospitals
- PCAs
- State offices
- Other non-profits
- Chamber of Commerce

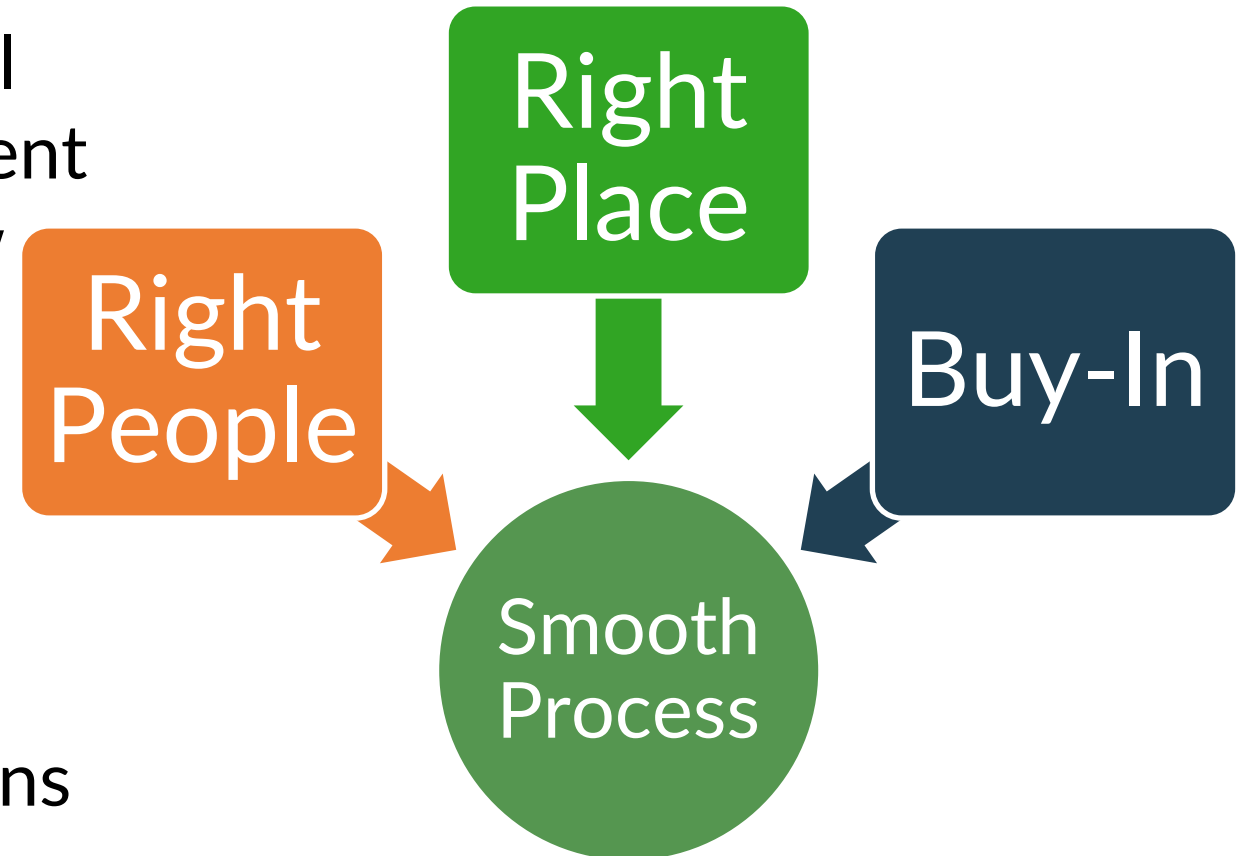


RECRUITMENT TEAM

Identify the Right People



- Create the team in advance
- Have decision makers at the table
 - Example: include behavioral health staff in the recruitment team when hiring for a new mental health clinician
- Establish clear roles and responsibilities
- Identify abilities and skills
- Act quickly
- Ensure everyone uses a DEI lens



RECRUITMENT PRIORITIES

What Matters & Why?



- Define a “big picture” written set of priorities
- JEDI is essential
- Use information from Strategic Plan
 - Identify open or soon to-be open positions
 - Identify realistic timelines for completing the recruitment process
- Update as new information becomes available

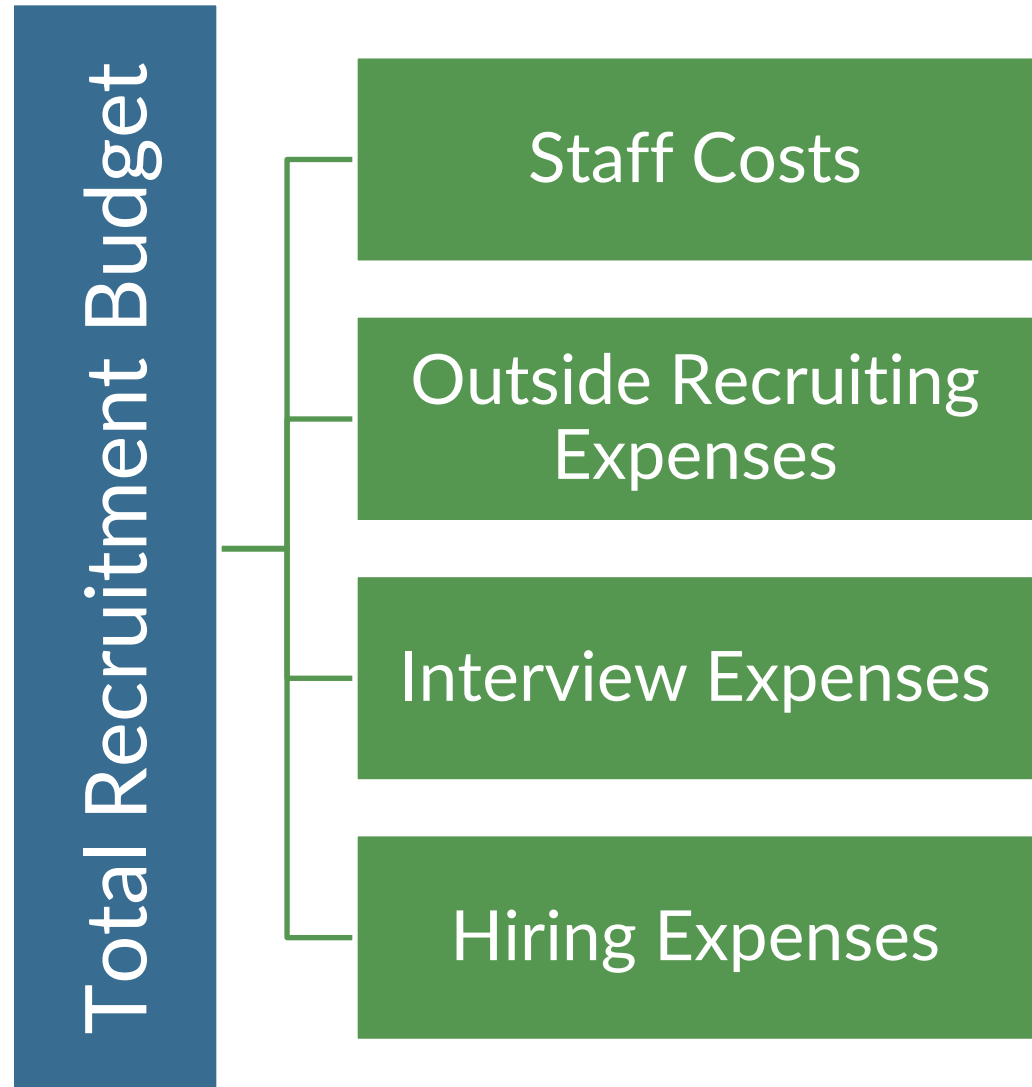


RECRUITMENT BUDGET

It's an Investment



Recruitment can be EXPENSIVE... plan accordingly!



RECRUITMENT FIRM

Is it Right for You?



- Get referrals and check references
- Contract with a professional recruiter
- Document/log rating information for future reflection and decisions
- Identify if value outweighs cost
- Request a discount for health center status



RECRUITMENT ADVERTISING

Make an Impression



- Write ads in **ADVANCE!**
 - Customize ads for each type of position AND media/outlet
 - Insert pertinent details when you have a vacancy
 - Save LOTS of time
- Write a **COMPELLING** ad!
 - Highlight your health center – what makes it unique?
 - Highlight your community – why would someone want to live there?
 - Include the benefits and positives about your health center – why is this a great place to work?

RECRUITMENT ADVERTISING

Be Inclusive



Develop an organizational DEI statement/commitment

- This is not an equal opportunity employer statement
- Add it to your job announcement and website

Highlight inclusive benefits

- Mentorship programs for BIPOC and other underrepresented staff
- Needs accommodations
- Inclusive leave policies

Central City Concern Equity Commitment

People of color and members of the LGBTQIA+ community experience homelessness at a far higher rate. This is unacceptable. CCC is committed to significantly reducing these disparities through improved culturally-responsive service delivery, broadened community partnership, advocating for systemic change, and advancing organizational equity.

SOCIAL MEDIA

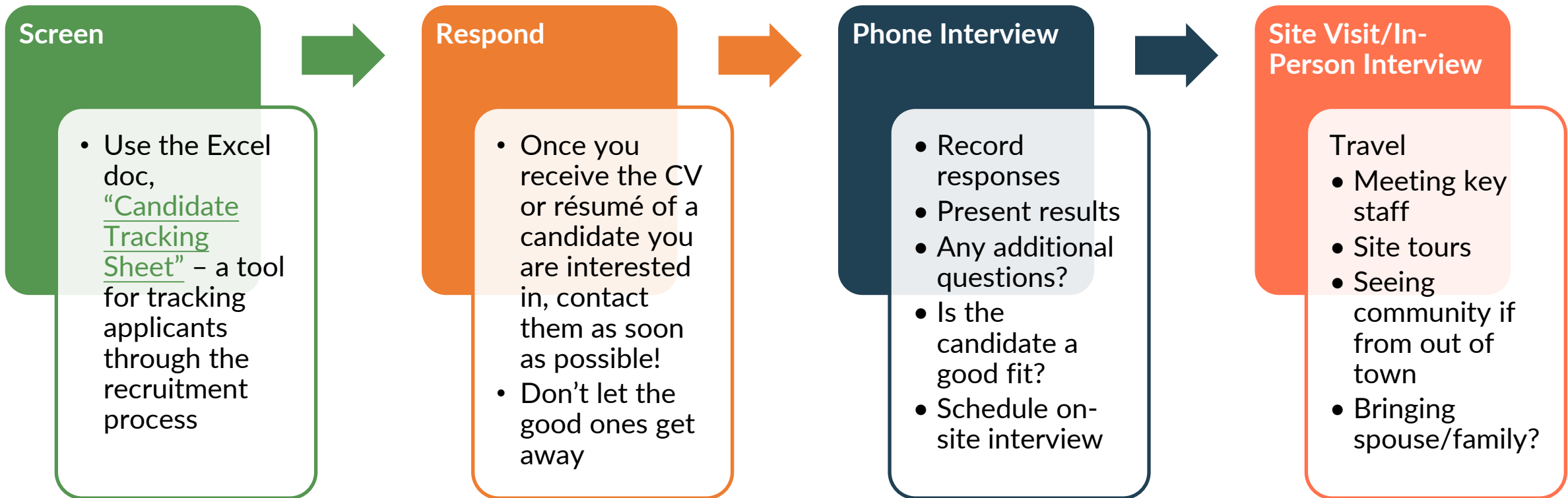
Develop Effective Strategies



- Have an active presence online
 - LinkedIn, YouTube, Facebook, etc.
 - Focus your dollars effort where engagement is highest
- Most activity on these sites is **FREE**
- In-house recruiting team should connect directly

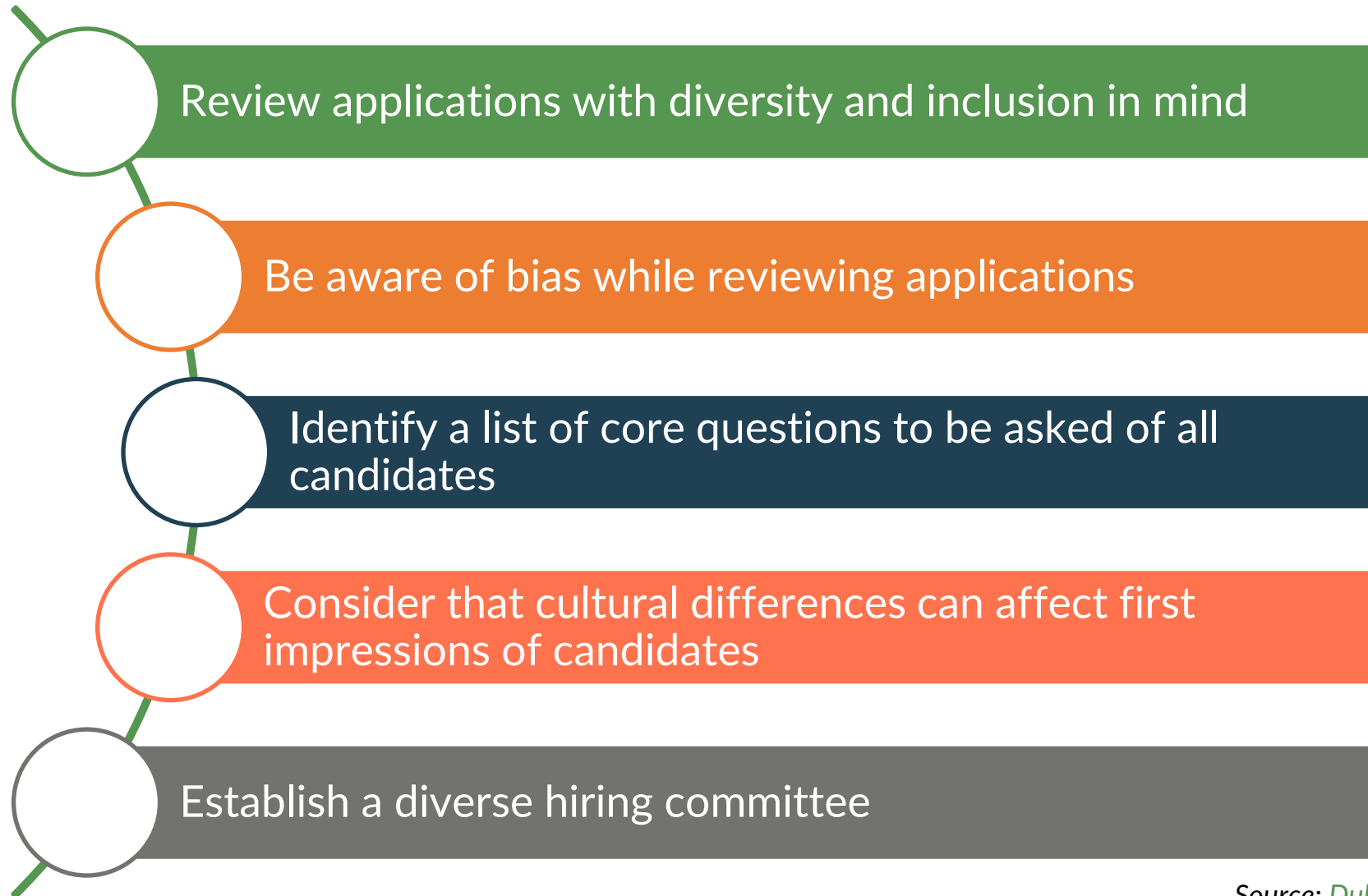
RECRUITMENT INTERVIEWS

Interview Process



RECRUITMENT INTERVIEWS

Be Intentional About JEDI



DEVELOPING CONTRACTS

Topics to Include



- **Work Expectations**
 - Clinical Hours, Administrative Hours, and On-Call Hours
 - Behavior
 - Office Sites and Location
 - Call Schedule
- **Compensation & Benefits**
- **Professional Development**
- **Expenses**
- **Moving Allowances**
- **Termination Clause**



PROVIDER ONBOARDING

What it Involves?

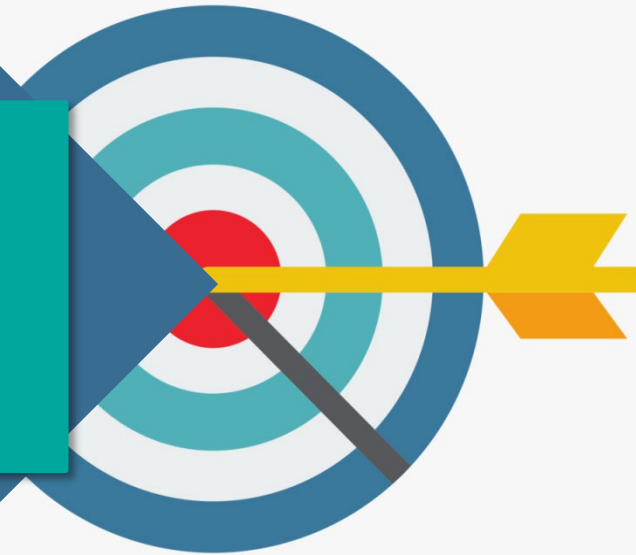


Orientation

Expectations

Integration

Culture



NEW HIRE ONBOARDING

Why is it Important?



Integrates the
new employee
into the
organization

Sets clear
expectations

Productivity
occurs more
quickly

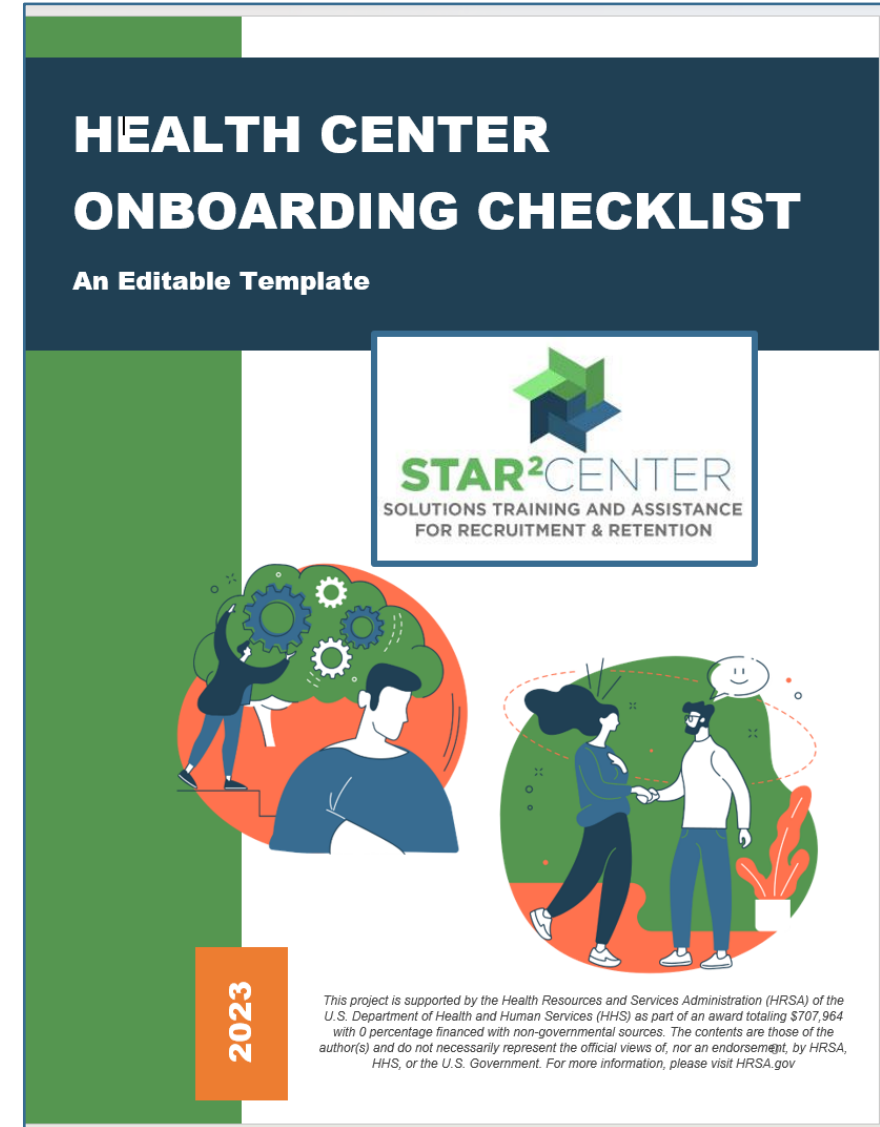
Reduces
turnover!

STAR² CENTER RESOURCE HIGHLIGHT

Health Center Onboarding Checklist



Click [here](#) to access the Health Center Onboarding Checklist!



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OTHER RECRUITMENT STRATEGIES

Topics to Consider



- Patient Centered Medical Home
- Team Based Care
- National Health Service Corps
 - Scholarship
 - Loan Repayment
- State Loan Repayment
- Health Professions Education Connections
 - Residency Programs
 - Training Programs
 - Field Placements
 - Internships
 - Externships



LET'S HEAR FROM YOU!



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OK...NOW WHAT?



- Take the [Workforce Self-Assessment](#) on the STAR² Center website
- Assess your results with your team
- Take a breath – you took the first step to building a comprehensive workforce plan!

QUESTIONS



LET'S HEAR FROM YOU!



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2024 ACU STAR² CENTER

WORKFORCE SYMPOSIUM

INCLUSIVE INNOVATION:
PUTTING PEOPLE FIRST



APRIL 29-30
NASHVILLE, TN

- **Registration:** [Click here to access the registration process](#)
- **Hotel Information:** [Graduate Nashville – Click here to access our dedicated booking page!](#)
- **Draft Agenda:** [Click here to download the tentative agenda \(January 2024\)](#)

2024 ACU STAR² CENTER

COMPREHENSIVE WORKFORCE PLAN WORKSHOP

CHOOSE YOUR OWN WORKFORCE ADVENTURE!

May 1 - 2 | Nashville, TN



- **Registration:** [Click here to access the registration process](#)
- **Hotel Information:** [Graduate Nashville – Click here to access our dedicated booking page!](#)
- **Draft Agenda:** [Click here to download the tentative agenda \(January 2024\)](#)

Thank you!
Please fill out the evaluation!



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STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Equal Pay for Work of Equal Value White Paper](#)
- [Financial Assessment For Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#)

[You can find all of the STAR² Center's free resources here](#)

[Sign up for our newsletter here for new resources, trainings, and updates](#)

INTERESTED IN TRAINING ON YOUR OWN TIME?



Check out the STAR² Center Self-Paced Courses: chcworkforce.elearning247.com

And the ACU & STAR² Center Video webpage:

www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

And the STAR² Center Podcast page:

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



UPCOMING EVENTS: REGISTER NOW!

Creativity & Well-Being: A Harmonious Union to Improve Health Centers' Organizational Culture of Employee Well-Being

Second Session: March 27 from 3-4 PM ET

Register here: <http://tinyurl.com/5n74xz5s>



APPENDIX.

The following slides include more detailed information from some slides in the presentation for you to use as resources when implementing programs at your organization.

ORGANIZATIONAL JEDI QUESTIONS

Questions to Consider



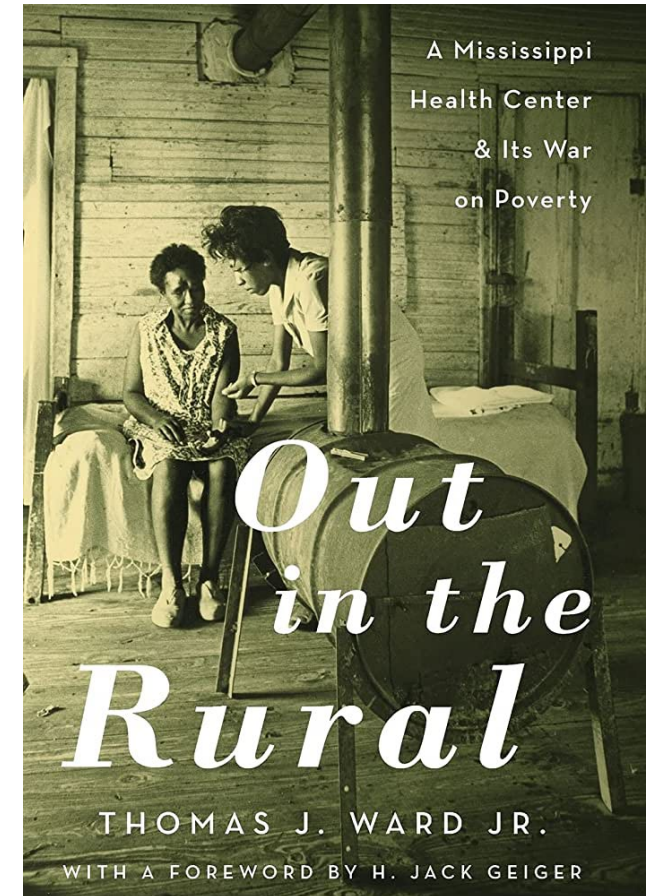
- What is your DEI statement? (*this is not your equal opportunity statement*)
- Does your staff demographics match your patient demographics? What about your leadership?
- Do you have mentorships and affinity groups for staff who belong to/identify with marginalized groups?
- Is your entire organization trained in anti-racism? Culturally and Linguistically Appropriate Services (CLAS) Standards?
- Is there a process for reporting and responding to racism or inequities in the organization?
- Is there a committee or leader at the organization leading DEI efforts?

MISSION

Engaging Mission-Driven Employees



- Include a mission moment during staff meetings
- Recognize systemic injustices, the organization's role in addressing them; check-in with staff
- Continuously communicate the direct connection between the organization's mission and everyone's work
- Create a coffee break or book club for staff to come together to discuss an article of interest
- Share patient stories

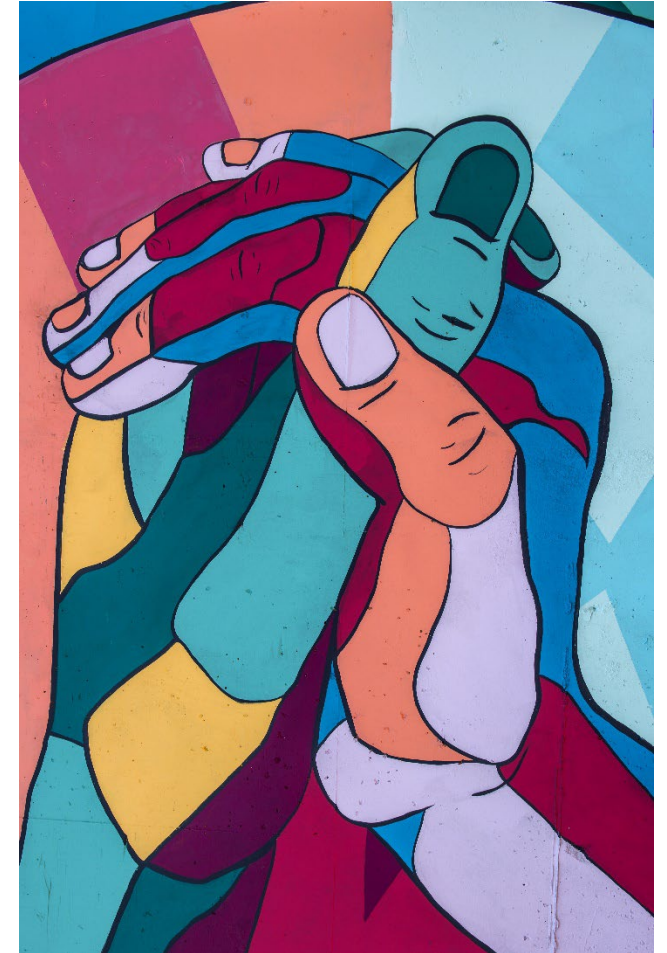


FOCUS ON BENEFITS

Think Outside the Box



- Does your healthcare plan include transgender care?
- Does your leave include maternal and paternal leave? Is it paid?
- Is holiday leave flexible and does it include people of different backgrounds and belief systems?
- Do you offer mentorship programs? If so, is it specific to BIPOC and other underrepresented/diverse groups?
- Are training programs offering students what they need?
- Does your leave policy define family broadly? (ex: bereavement leave)
- How much emphasis is put on continuing education and career ladders? Are you looking at it from a DEI lens?
- Do your benefits take into account parents (especially single parents)?
- How important is work-life balance in your benefits package?



JOB ANNOUNCEMENT TIPS

- Use positive language – not problem-focused language
- Answer the WHY? questions
- Explain your patient population
- Include your mission
- Avoid language that connotes a burnout environment
- Show that your health center values its workforce
- Include a salary range
- List your benefits
- Add a diversity, equity, and inclusion (DEI) statement
- Avoid gendered language
- Make it personal
- Employ a user-friendly application process



JEDI Questions to for an Interview

- How has your background and experience prepared you to be effective in an environment that holds diversity, equity, and inclusion as core to our mission and values?
- Can you recall a time when a person's cultural background affected your approach to a work situation?
- What have you done to further your knowledge/understanding about justice, diversity, equity, and inclusion? How have you demonstrated your learning?

Source: [Duke University School of Medicine](#)

