



Comprehensive Workforce Planning: Development & Action Plan

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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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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

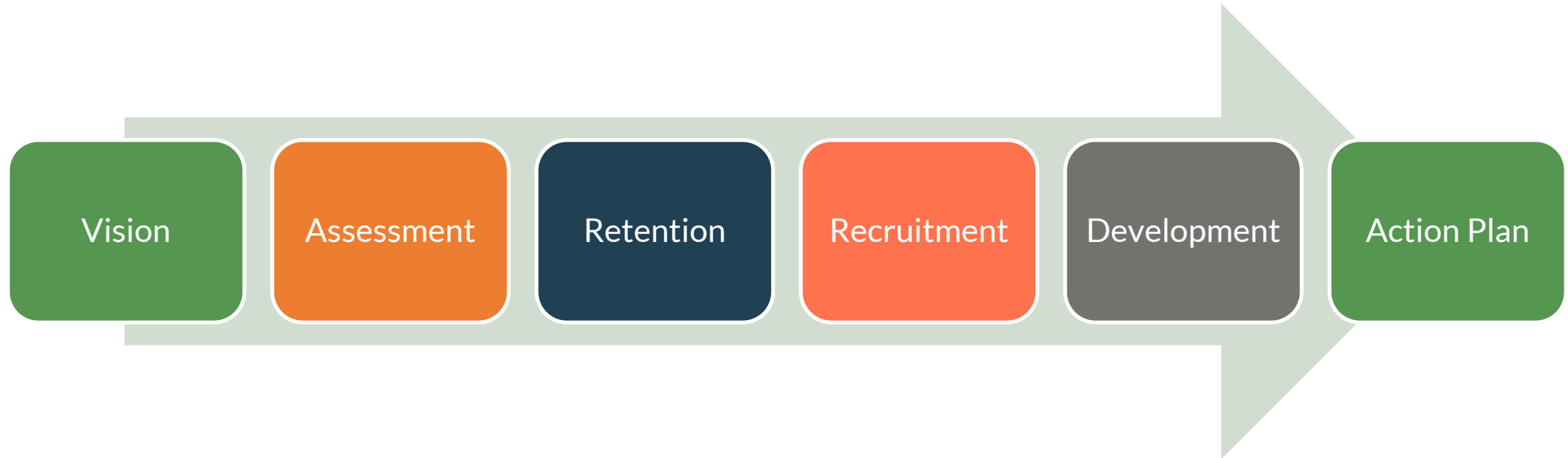


COMPREHENSIVE WORKFORCE PLAN

Definition & Components



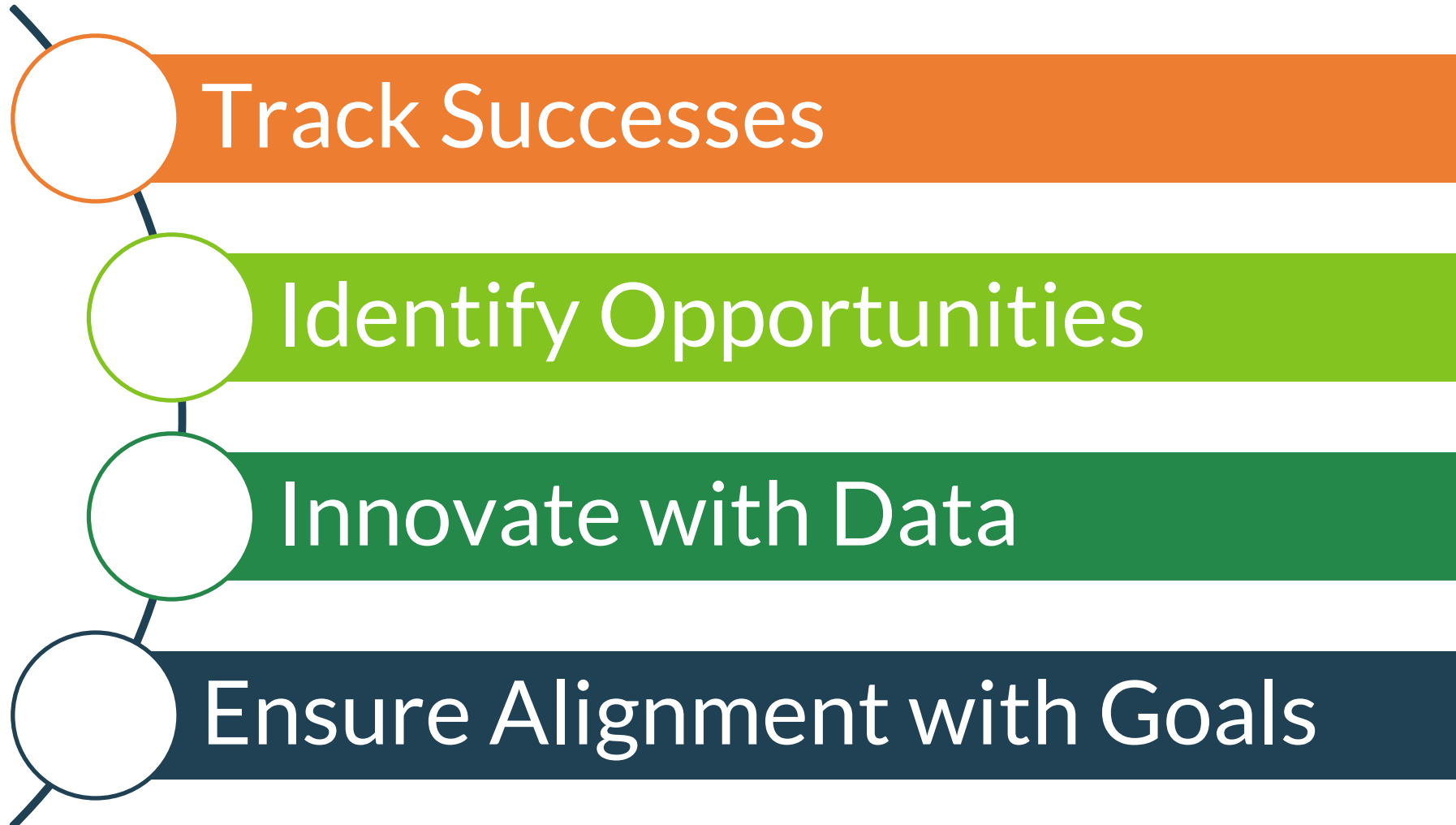
A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary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



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

COMPREHENSIVE WORKFORCE PLAN

Why Is It Important?



Components of a Comprehensive Workforce Plan



HP-ET Plan



WORKFORCE DEVELOPMENT

CAREER PATHS VS. CAREER LADDERS



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FOR THE UNDERSERVED

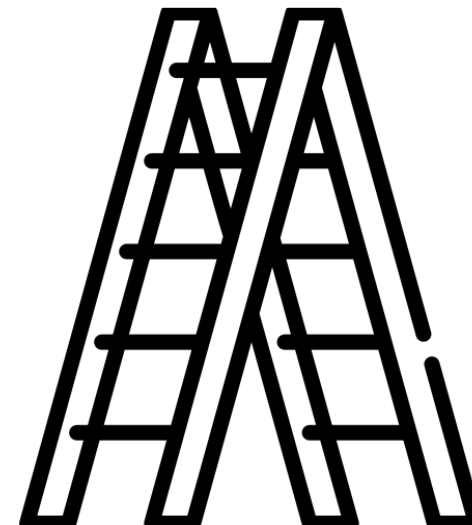


Definitions



Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.



Source: [SHRM](#);
Images: [Flaticon](#)

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



UPSKILLING

CROSS SKILLING

RESKILLING



SKILL-BUILDING STRATEGIES

Reskilling, Cross-Skilling, Upskilling

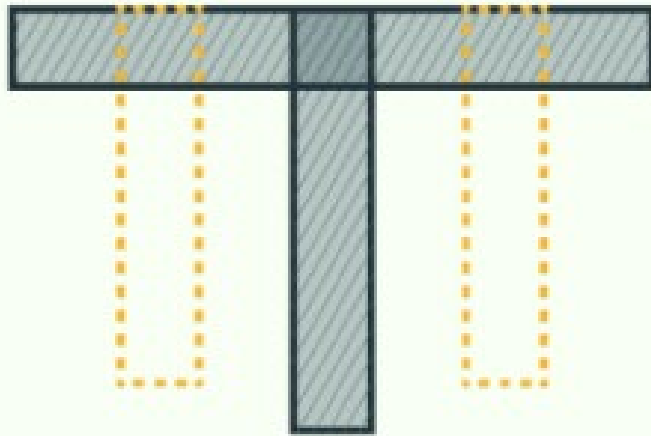


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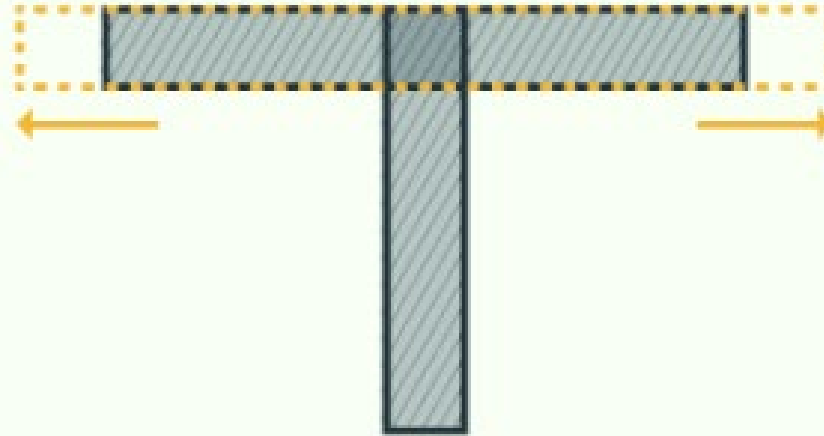


STAR²CENTER
SOLUTIONS TRAINING AND ASSISTANCE
FOR RECRUITMENT & RETENTION

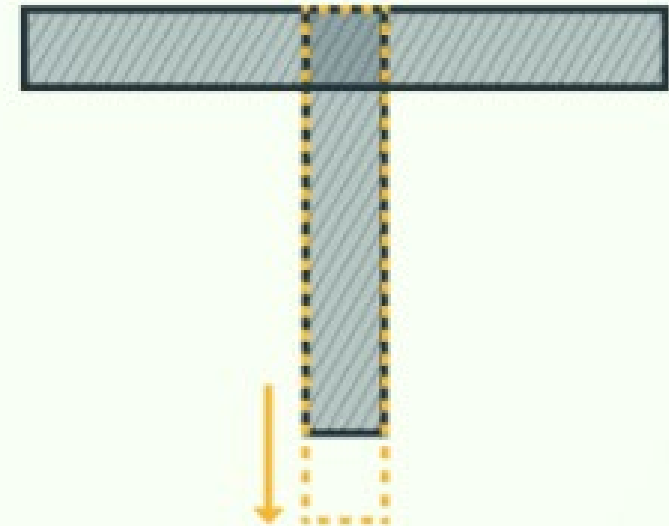
Reskilling



Cross-Skilling



Upskilling



SKILL REQUIRED: CAREER DEVELOPMENT



Development
Planning

Staff
Engagement

Opportunity
Identification

EXAMPLES OF TRAINING TOPICS



Vertical
Career
Pathways

Horizontal
Career
Pathways

Locating
Appropriate
Training

Formal
Development
Plan
Evaluation

DEVELOPMENT STRATEGIES



- Provide professional development, continuing education, and mentorship
 - Ensure it meets the needs of BIPOC individuals and other underrepresented/diverse groups
- Remember, experience is as important as education
- Invest in career ladders that train a diverse and inclusive group of employees for the successful and equitable achievement of leadership positions



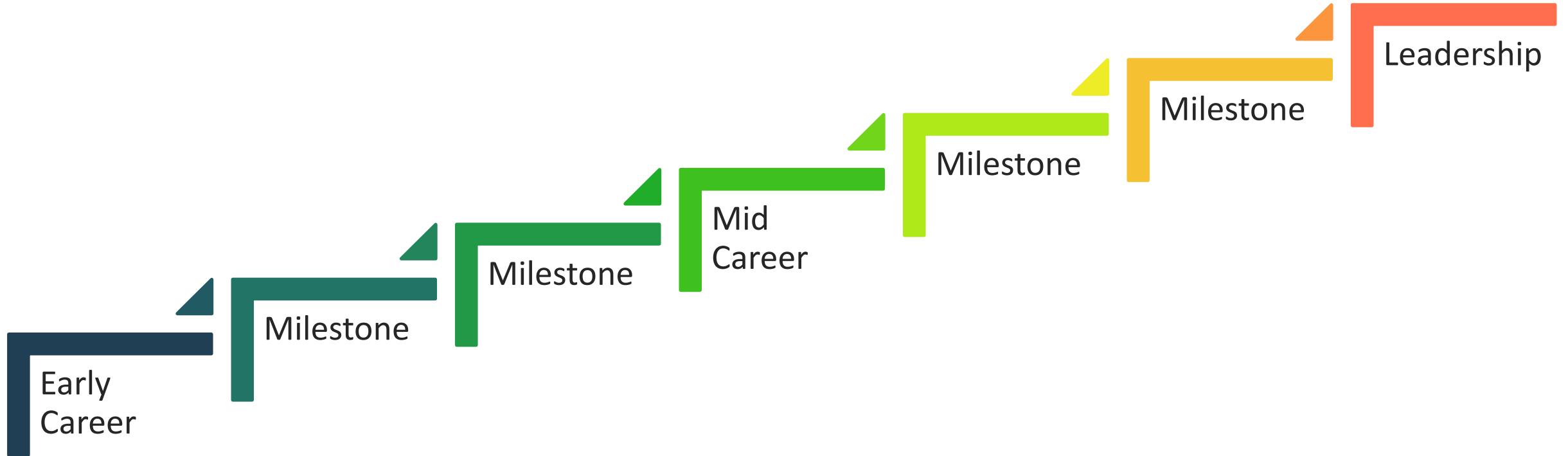
The only way to prepare your organization for the future of work is by putting skills at the center of your strategy.

Source: [Gloat](#)



WORKFORCE DEVELOPMENT

Map Out the Process



EXAMPLES OF TRAINING TOPICS



Giving
Performance
Feedback

Recognizing
Excellence

Difficult
Conversations

Data Analysis

Scheduling &
HR Topics

Project
Management

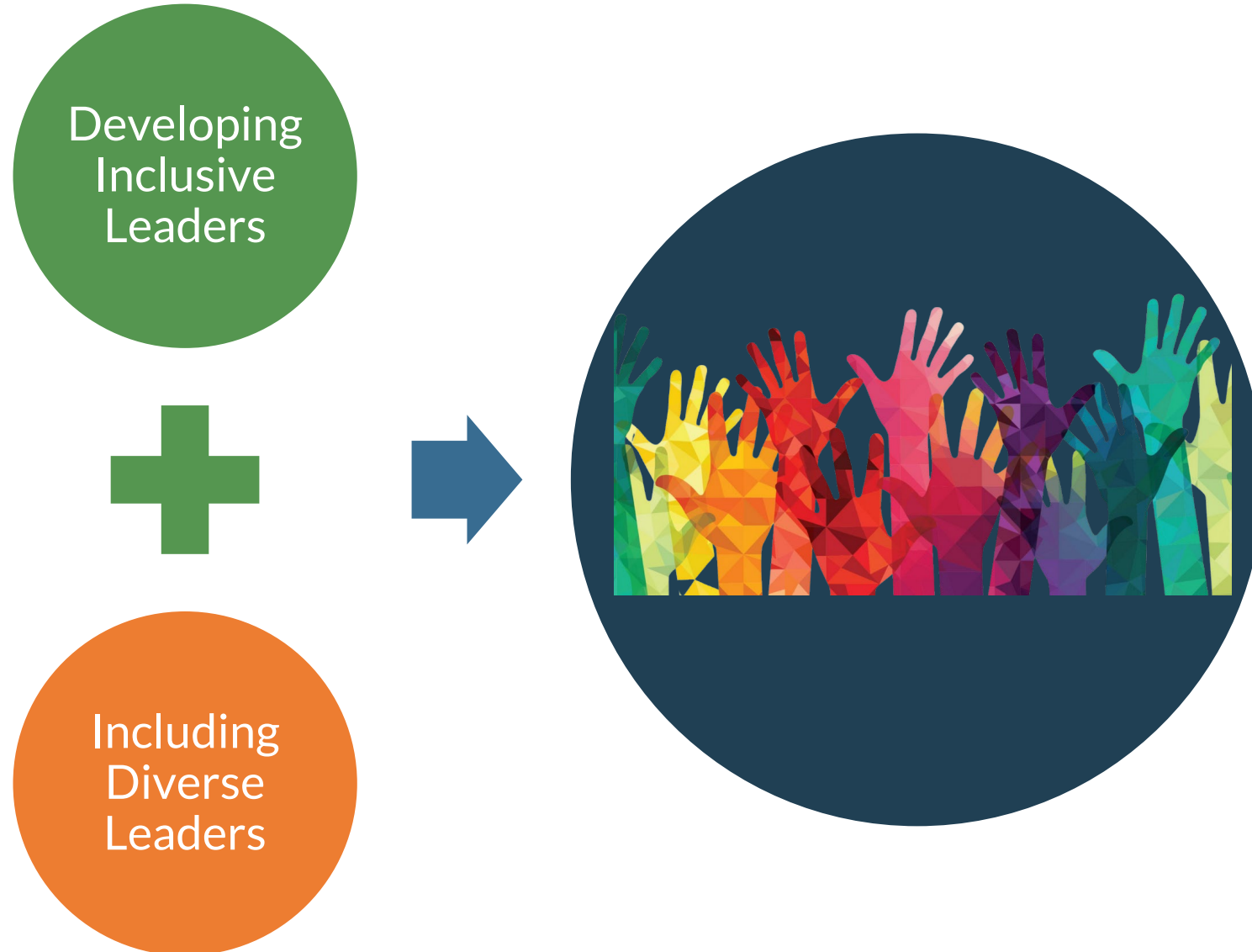
Creative
Problem
Solving

Job-Specific
Skills

Finance &
Budgeting

WORKFORCE DEVELOPMENT

Applying the JEDI Lens



WHAT IS HP-ET?

Working Definition



Enhance health centers' capabilities 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.

(may also include non-clinical positions)



HP-ET FOR RECRUITMENT & RETENTION



Recruitment:

Exposure to health centers

Working with underserved populations

Developing connections with HC staff

Connecting with clients

Active recruiting opportunities

Getting to know candidates

New hires require less time to get up to speed



HP-ET FOR RECRUITMENT & RETENTION



Retention:

Helping to teach and shape the next generation

Honing own skills

Potential perks for preceptors (CEUs, additional training, designated time to work with students)

Building team solidarity with current and future staff



HP-ET TO “GROW-YOUR-OWN”

Benefits & Return on Investment (ROI)



- Increased employee satisfaction and retention equals less turnover
- Positive economic impact to community
- Less time to fill open positions
- Greater access to care
- Increased efficiency



* Nearly 60% of medical residents practice within 100 miles of their residency program and more than half stay in the same state.



ACTION PLAN

ACTION PLANNING

Definition & Components

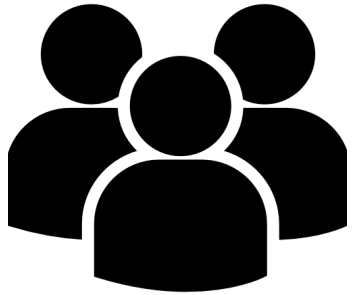


Action Planning is an approach, rather than a specific method, which **helps focus ideas and decide what steps you need to take to achieve particular goals.** It is a statement of what you want to achieve over a given period of time.



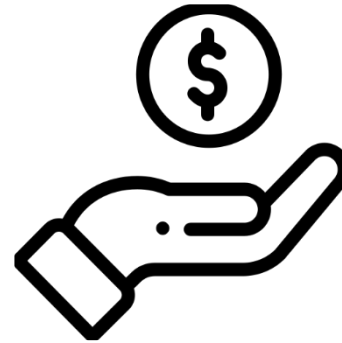
ACTION PLANNING

Who's Involved, Benefits, & Drawbacks

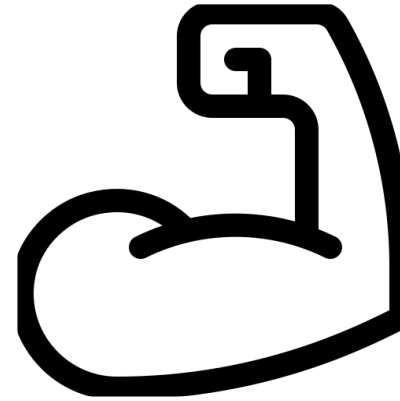
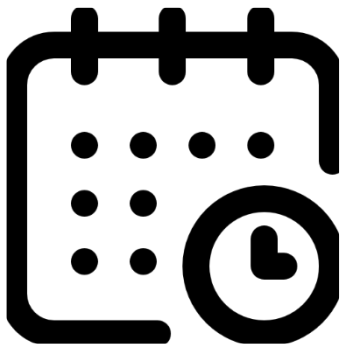


Participants:
Stakeholders –
Multidisciplinary Change
Team

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

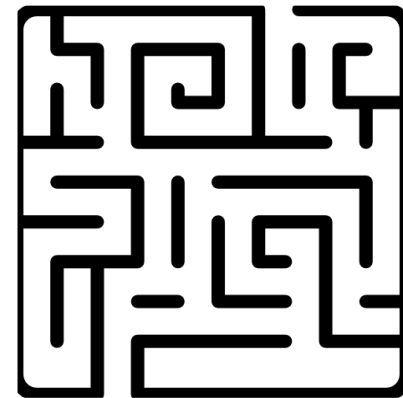


Approximate Time Expense:
Events typically take place
over a week but can last longer
depending on the complexity
of the issues at hand.



- 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

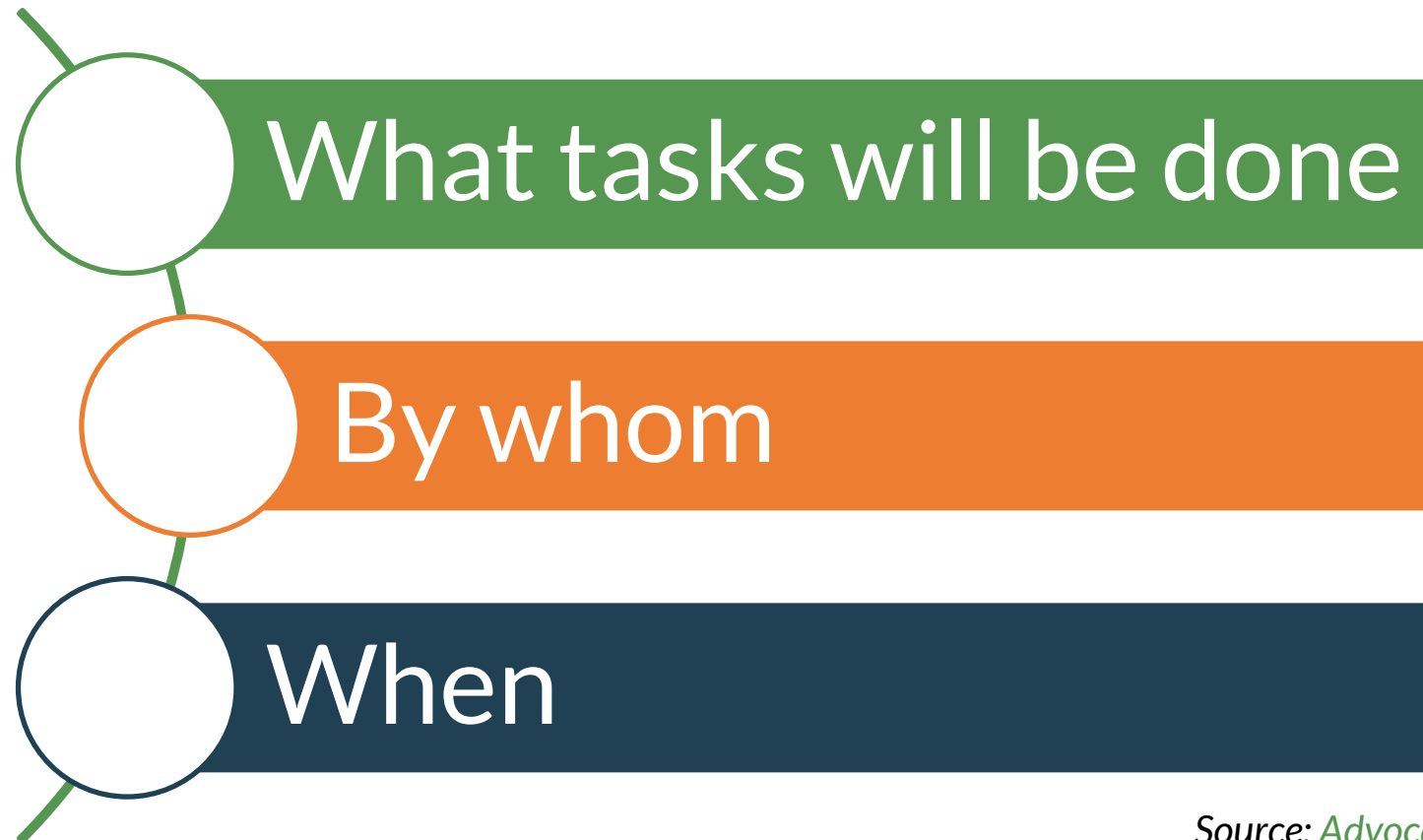


ACTION PLAN

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.](#)

ACTION PLANS



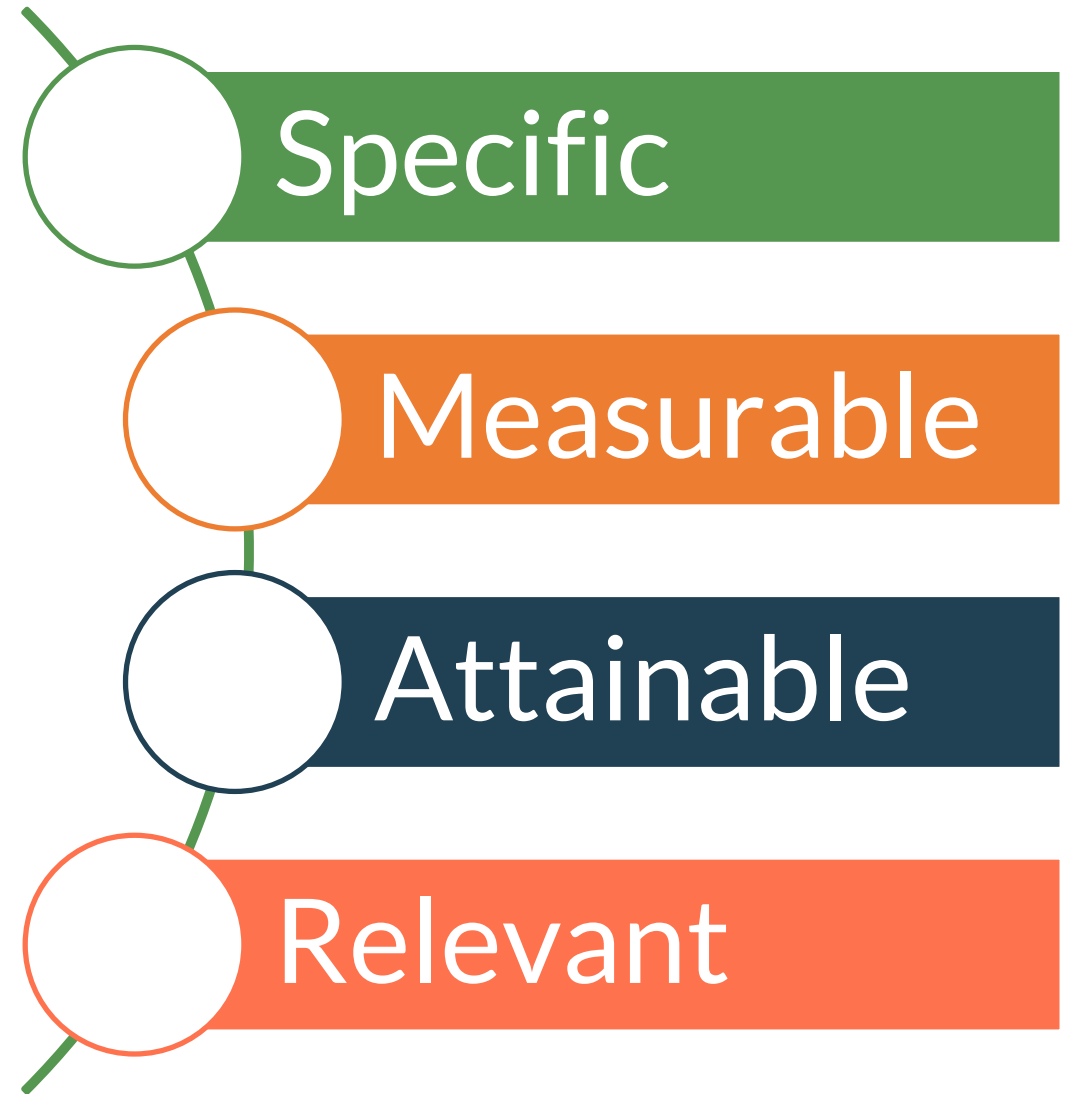
The Action Plan mirrors the R&R Plan Sections and include areas for:



ACTION PLAN TEMPLATE

Assessment	Gaps/Barriers	Opportunities	Strategies for Improvement	Timeline
Provider Capacity and Demand				
Productivity Analysis				
Appointment Access				
Care Teams and Provider Mix				
Support Staff				
Scheduling				
Provider and Staff Satisfaction				
Succession Planning				

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



STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#) *(Newly updated!)*
- [Health Center Comprehensive Workforce Plan Template](#) *(formerly Health Center Provider Recruitment & Retention Plan - Newly updated!)*
- [Equal Pay for Work of Equal Value White Paper](#) *(New resource!)*
- [Financial Assessment For Provider Turnover Tool](#) *(Newly Updated!)*
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#) *(A Brand New Tool!)*
- [Supporting Mental Health Through Compensation Equity Factsheet](#)

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

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READY TO LEARN MORE?

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[STAR² Center Self-Paced Courses](#)

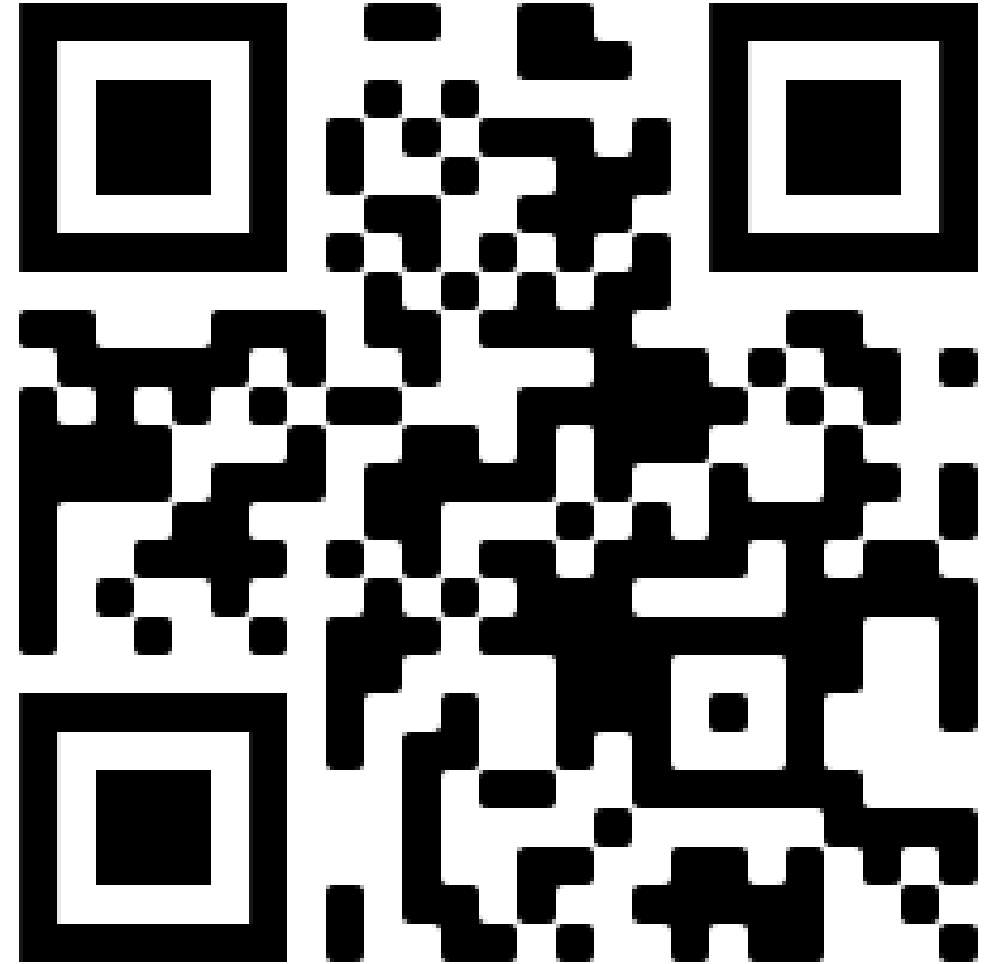
And the STAR² Center's
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[Workforce Success](#)



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