



# Envisioning New Leaders: The Who, What, When, Why, and How of Chief Workforce Officers

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# STAR<sup>2</sup> CENTER TEAM



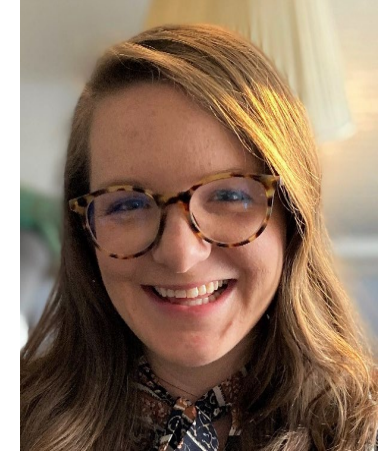
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# LEARNING OBJECTIVES



- Understand the key role of a CWO in leading the development of a health center's overall workforce strategy to benefit staff and patients.
- Examine the core competencies of a CWO.
- Identify strategies and resources to help recruit, retain, and support an effective CWO who exemplifies the mission-driven and equitable principles of community health centers.

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# WORKFORCE IS THE FUEL

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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





**WHAT IS A LEADER?**

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What are some  
characteristics that  
come to mind when you  
think of leaders?



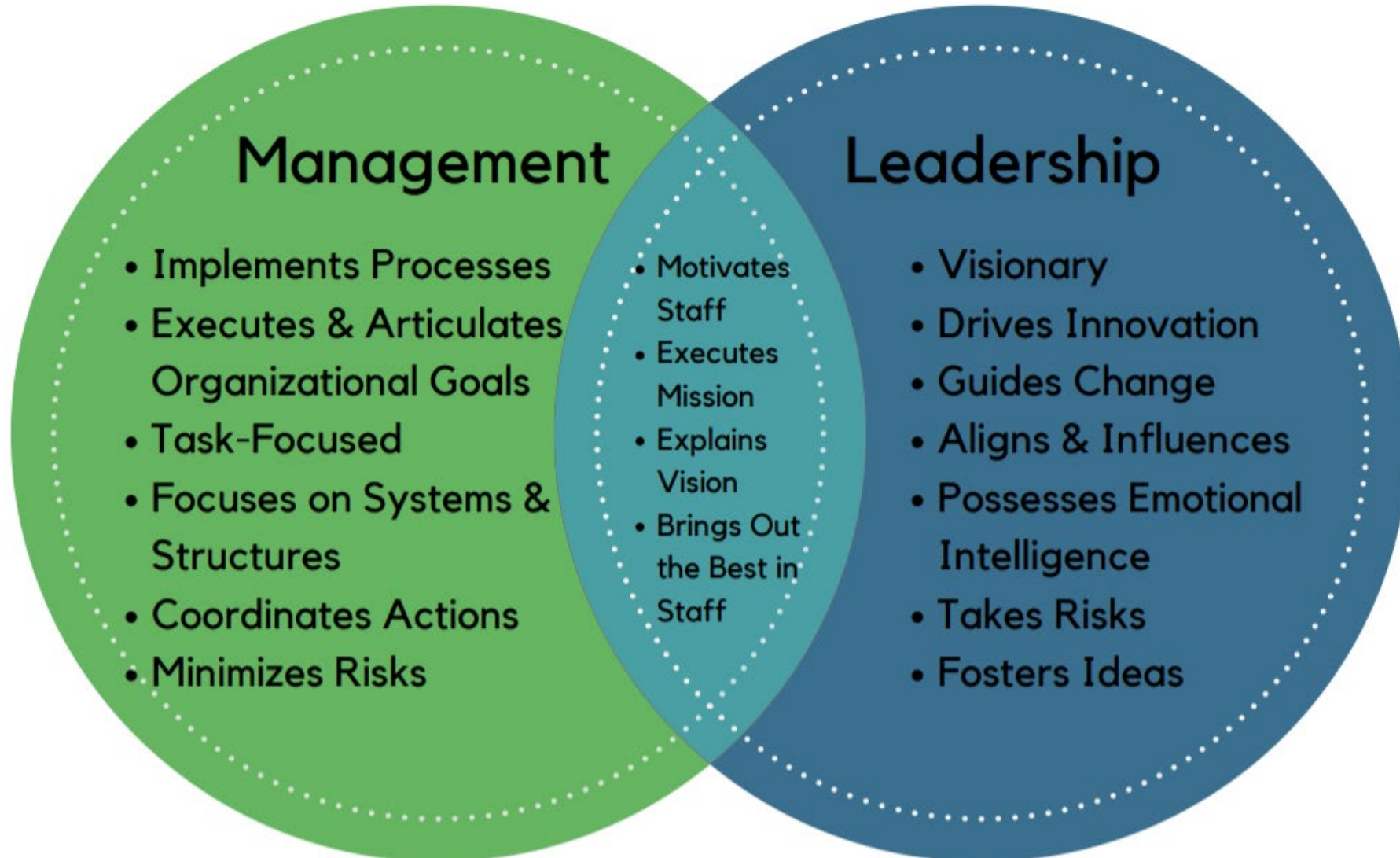
# LEADERSHIP CHARACTERISTICS



respect gratitude  
learning self-awareness  
courage  
delegation empathy  
communication integrity  
influence agility

# MANAGEMENT VS. LEADERSHIP

Anyone Can Be a Leader





# EMOTIONAL INTELLIGENCE

IQ & EQ



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SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION





# IMPACTFUL LEADERSHIP



Empathy



Humility



Vulnerability

# LEADERSHIP STYLES

Which Is Yours?



- Visionary
- Transformational
- Democratic
- Coaching
- Affiliative
- Adaptive







# CHIEF WORKFORCE OFFICERS

# CHIEF WORKFORCE OFFICER WHO?



High-level staff member, in a continuously evolving role, dedicated to developing, monitoring, and improving the workforce plan.



### **Chief Workforce Officer**

- Manages and creates the strategy to design and develop an agile workforce that is responsive to the changing needs in healthcare and the community.
- Develops and drives strategies that are advantageous for the organization, employees, patients, and communities being served.

### **Workforce/Personnel Strategy**

- The plan of action to optimize employee performance and to align the competency of the workforce with the organization's strategic priorities.
- Requires assessment of the existing workforce to determine the current knowledge, needs, and skill gaps.

### **Chief Human Resources Officer**

- Develops and executes human resource strategies to support overall health center operations.
- Develops the strategic direction of the organization in the areas of succession planning, workforce management, training and development, change management, and compensation.

# CHIEF WORKFORCE OFFICER WHAT?



## Eight Core Competencies



# CHIEF WORKFORCE OFFICER WHEN?



## Workforce

# Definition and Performance Expectation Areas



### Definition

The health center recruits, develops, engages, and retains the appropriate staffing mix of qualified providers and staff needed to provide safe and culturally affirming care to its patient population.

Performance expectation areas that illustrate the priorities for Workforce are:

Strategic workforce management

Recruitment

Employee development

Employee engagement

Retention

Relevant Health Center Program Compliance Manual Chapters:

5 and 11





# CHIEF WORKFORCE OFFICER WHY?



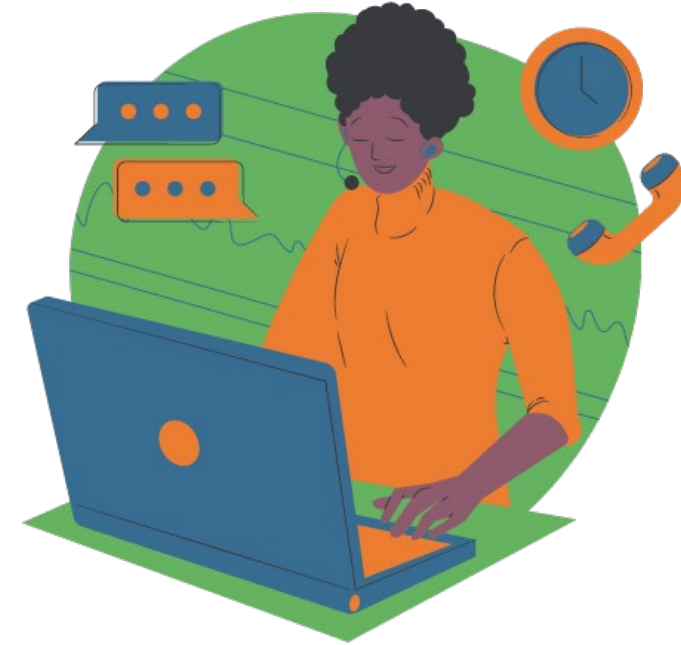
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Leadership Authority  
Analytics Experience

**Chief Workforce Officer**

Team for Implementation  
Workforce Expertise



# CHIEF WORKFORCE OFFICER BENEFITS



Knowledge of how strategic planning is impacted by properly trained staff

Impact on Staff Engagement – A properly executed plan to offer career ladders and upward mobility increases length of employment and engagement scores

Productivity can be impacted with properly developed staff which increases the fiscal structure.



# CHIEF WORKFORCE OFFICER BENEFITS



A CWO is alert to changing dynamics in the Health Center and can promote proper training of staff.

CWO supports quality of all types when staff are supported through skills development and knowledge.

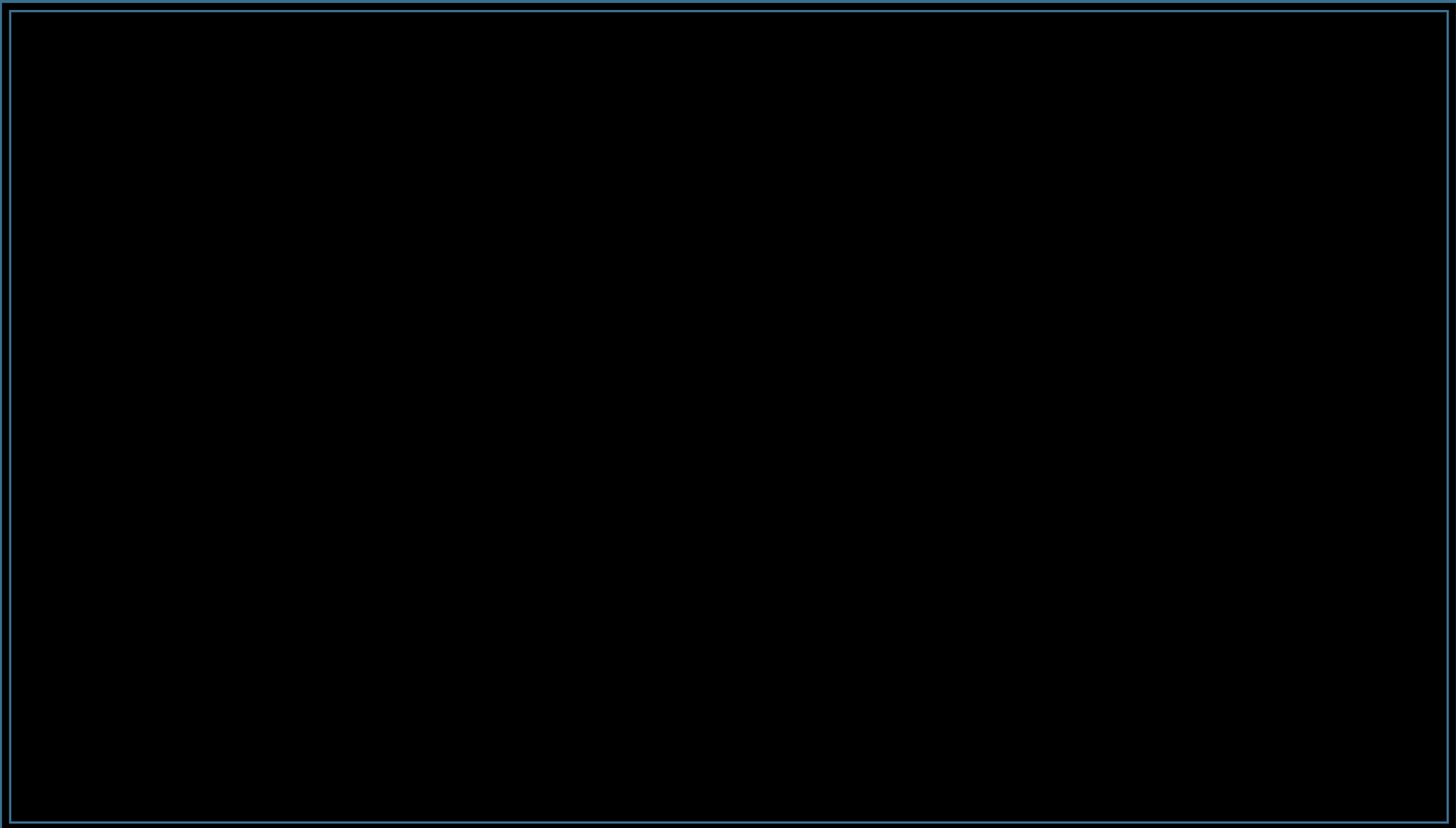
Cultural knowledge of organization and community can support better hiring practices which improves community reputation.

Diversity, equity,  
inclusion, representation,  
& justice **matter**

CWO **needs** to  
implement this strategic  
vision

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





# CHIEF WORKFORCE OFFICER TOOLKIT



Available on the [STAR² Center Website](#)

## Includes:

- CWO Core Competencies
- CWO Job Description Template
- CWO Venn Diagram
- STAR² Center Talks Workforce Success Podcast
- STAR² Center Coffee Talk – CWO Toolkit



# CHIEF WORKFORCE OFFICER TOOLKIT



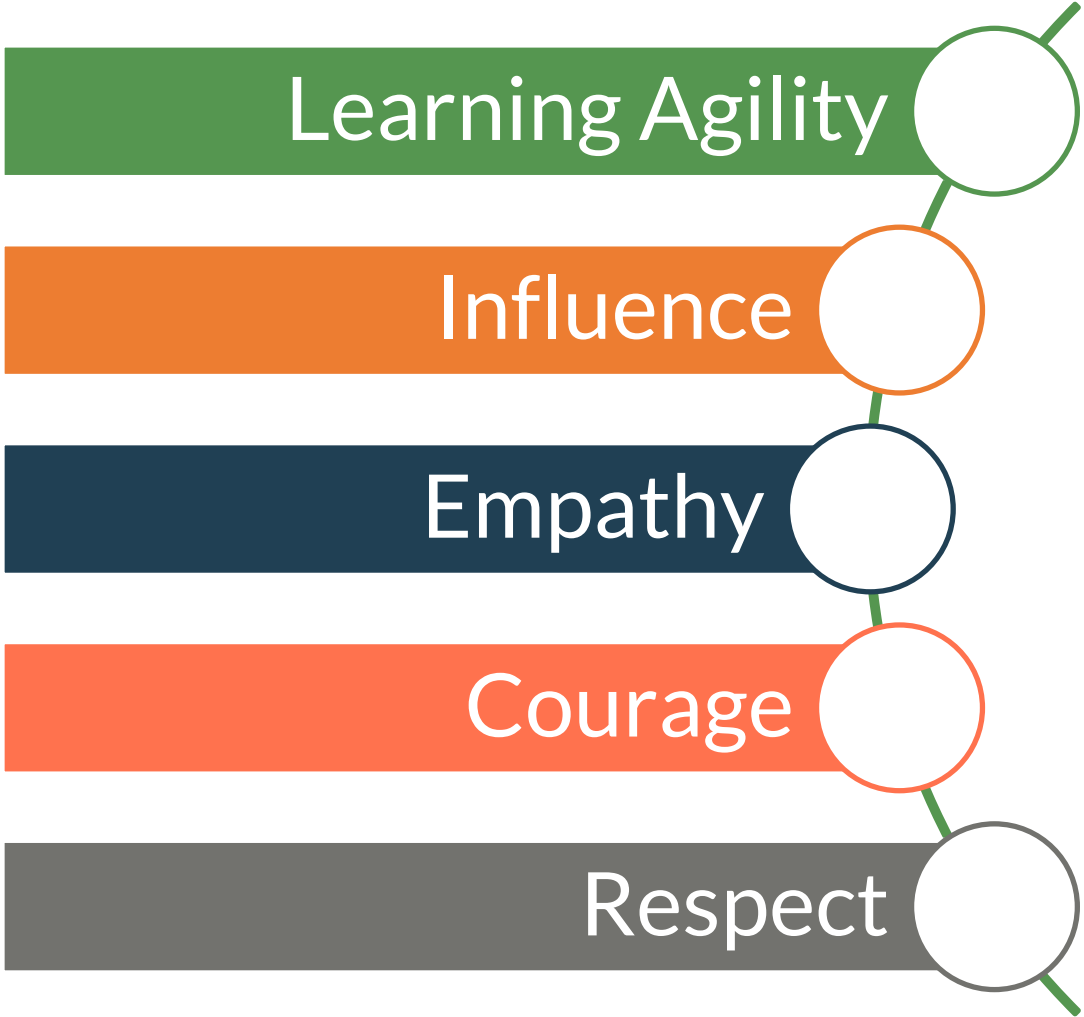
Updates coming soon:  
Behavioral Examples!





# LEADERSHIP TRAINING & DEVELOPMENT

# LEADERSHIP CHARACTERISTICS



Source: [Center for Creative Leadership \(CCL\)](#)



# Leadership is a skill that can be developed.



Source: [Center for Creative Leadership \(CCL\)](#)



# LEADERSHIP TRAINING

Why is it important?



- Increases productivity
- Reduces turnover
- Creates future leaders
- Improves risk management
- Improves organizational culture
- Helps change management
- Builds teamwork

# LEADERSHIP TRAINING

## Techniques



### Assessment Instruments

- Strengths Deployment Inventory (SDI)
- Myers-Briggs Type Indicator (MTBI)

### Multirater (360-degree) Feedback

- Measurement of leadership performance from relevant viewpoints

### Coaching

- Helps individuals understand their assessment data and apply it to real-life situations

### Mentoring

- A form of coaching in which a more senior person participates actively in the professional development of a junior person

# LEADERSHIP TRAINING

## Techniques Continued



### Leader-to-Leader Development

- Can result in benefits such as knowledge transfer, confidence building and open collaboration

### Emotional Intelligence Development

- The ability of an individual to be sensitive and understanding to the emotions of others, as well as to manage their own emotions and impulses

### Work Experiences Stretch Assignments, and Rotational Assignments

- Coaxes leaders out of their comfort zones and challenges them to employ new strategies to deal with change

### Group-Based Leadership Development

- Helps employees attain real-world skills in real time

# LEADERSHIP TRAINING

## How can you make it happen?

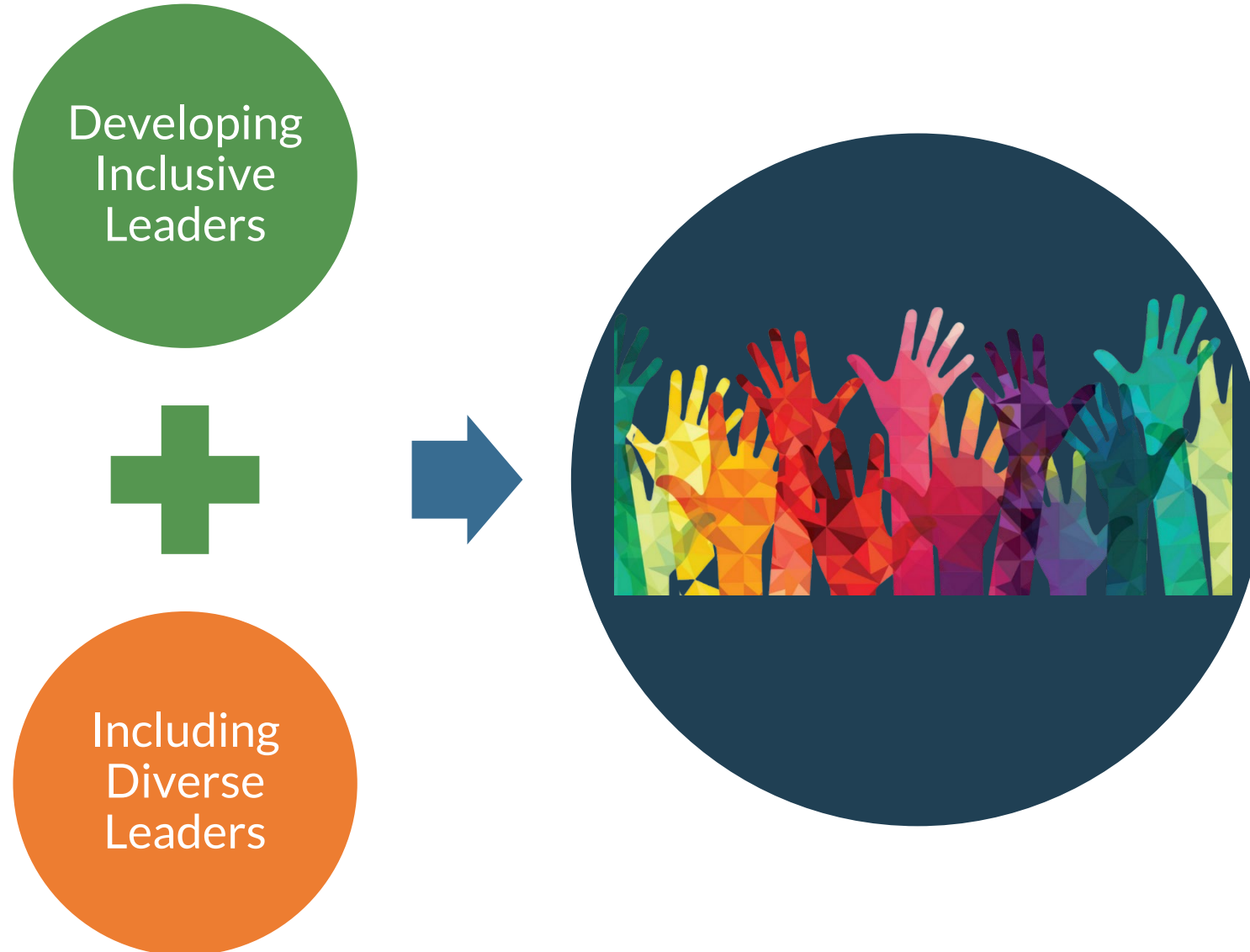


1. Define your organization's leadership needs
  - a. Consider any leadership gaps
  - b. Review short- and long-term strategic goals
  - c. Reflect on what leadership means to your organization
2. Develop, don't train
  - a. Nurtured and developed rather than manufactured
  - b. Mentoring and coaching
  - c. Classroom/online learning
3. Identify potential leaders (and avoid tunnel vision)
  - a. Remember: anyone can be a leader!
  - b. Give employees the skills and confidence they need
4. Measure results
5. Keep retention in focus
  - a. Work to keep these valuable team members
  - b. Consider compensation, one-on-one meetings, rewards systems, letters of appreciation, and more!



# LEADERSHIP TRAINING

Applying the JEDI Lens



# QUESTIONS





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# WORKFORCE SYMPOSIUM

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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 \(January 2024\)](#)

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# COMPREHENSIVE WORKFORCE PLAN WORKSHOP

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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 \(January 2024\)](#)



# STAR<sup>2</sup> 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 STAR<sup>2</sup> 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 STAR<sup>2</sup> Center Self-Paced Courses: [chcworkforce.elearning247.com](https://chcworkforce.elearning247.com)

And the ACU & STAR<sup>2</sup> Center Video webpage: [www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed](https://www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed)

And the STAR<sup>2</sup> Center Podcast page: [www.chcworkforce.org/web\\_links/star%c2%b2-center-chats-with-workforce-leaders/](https://www.chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/)



# UPCOMING EVENTS: REGISTER NOW!

## Workforce Training & Technical Assistance Professional Development Series

Tuesdays, March 19, April 16, May 21, June 18 | 12:00-1:00 PT ET

Register here: <http://tinyurl.com/23wua23d>

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## 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>





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