



Strategic Comprehensive Workforce Planning

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YOUR SPEAKER



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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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LEARNING OBJECTIVES



1. Understand the components of a comprehensive workforce plan.
2. Identify the benefits of developing strategic staff development opportunities and plans.
3. Comprehend the elements of action plans.



LET'S HEAR FROM YOU!



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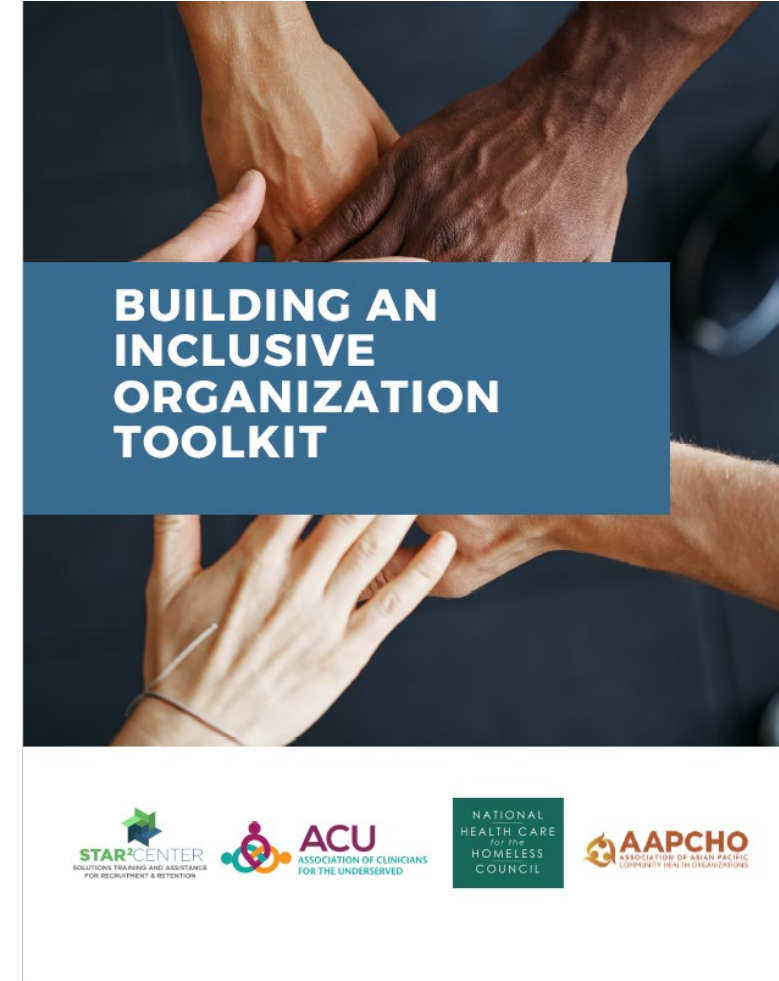
APPLYING THE JEDI LENS

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?

JEDI & Wellness



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





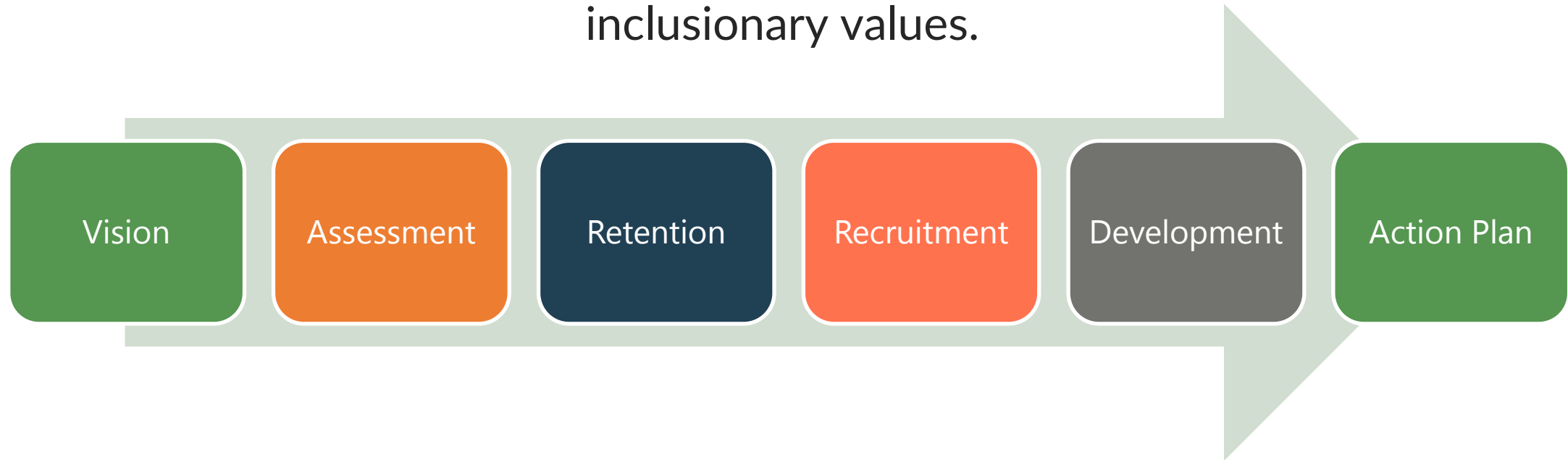
COMPREHENSIVE WORKFORCE PLANNING

COMPREHENSIVE WORKFORCE PLAN

Definition & Components



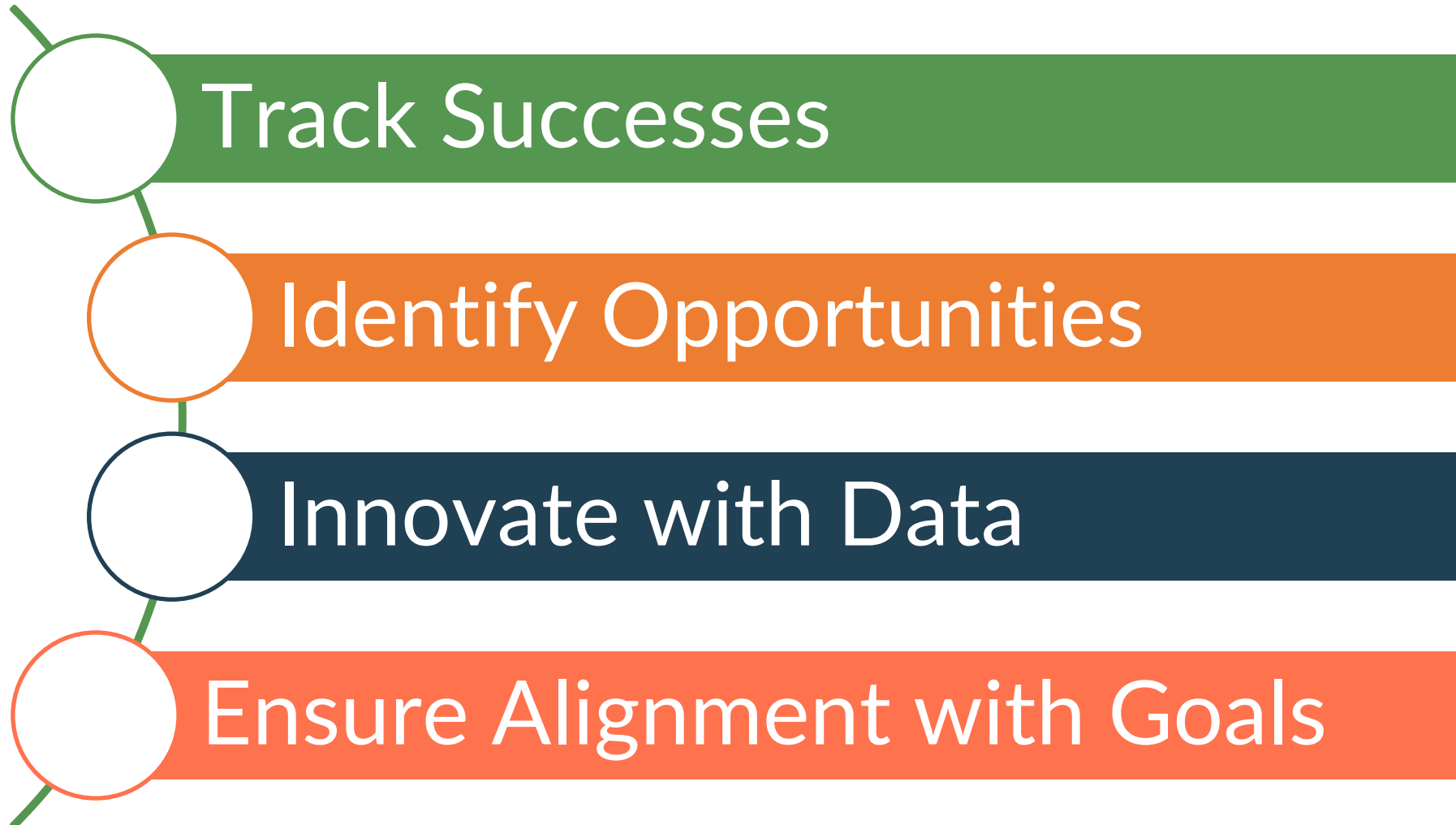
A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary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



Click [here](#) to access the STAR2 Center's Comprehensive Workforce Plan Definition.

COMPREHENSIVE WORKFORCE PLAN

Why Is It Important?



COMPREHENSIVE WORKFORCE PLAN

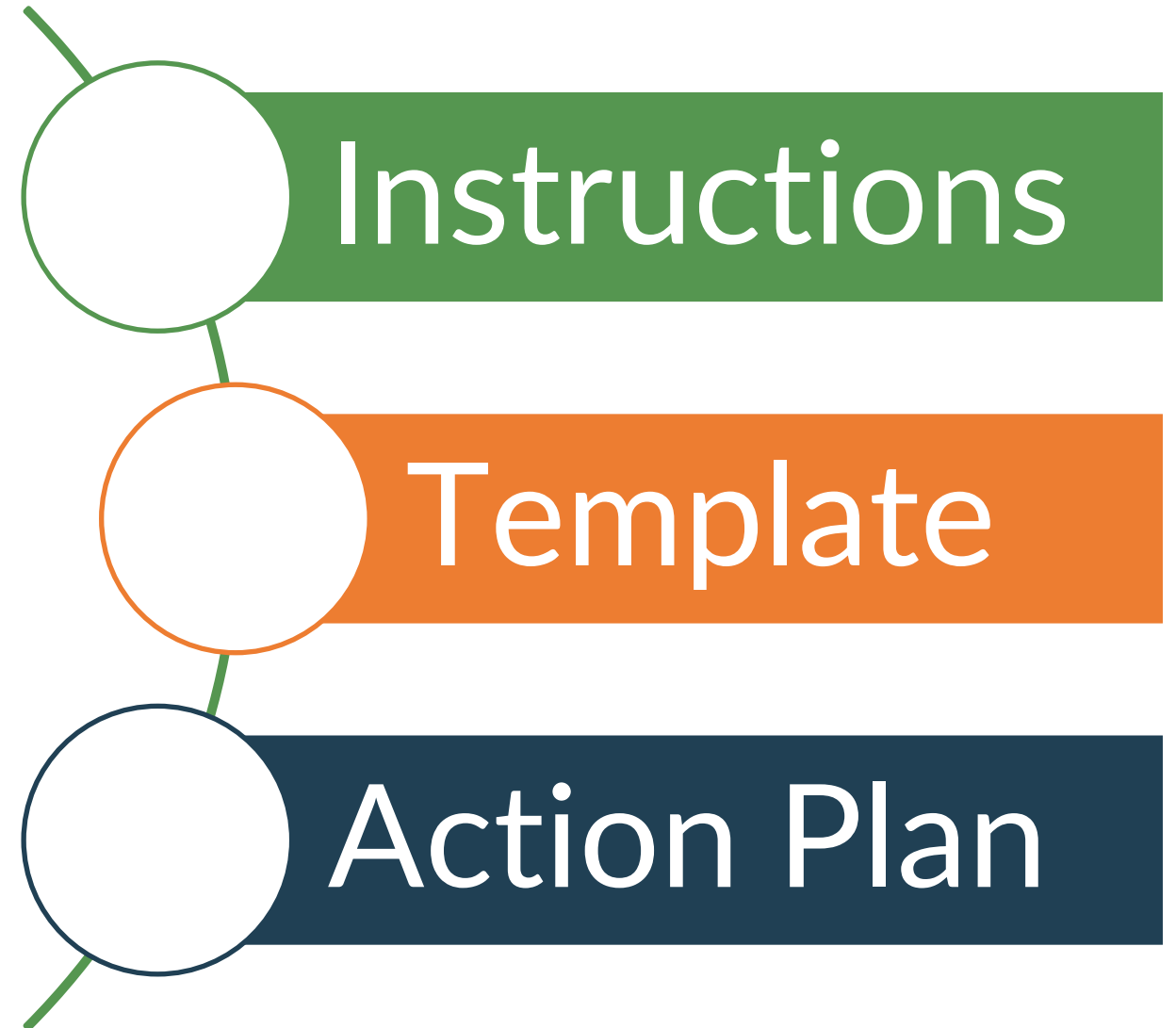
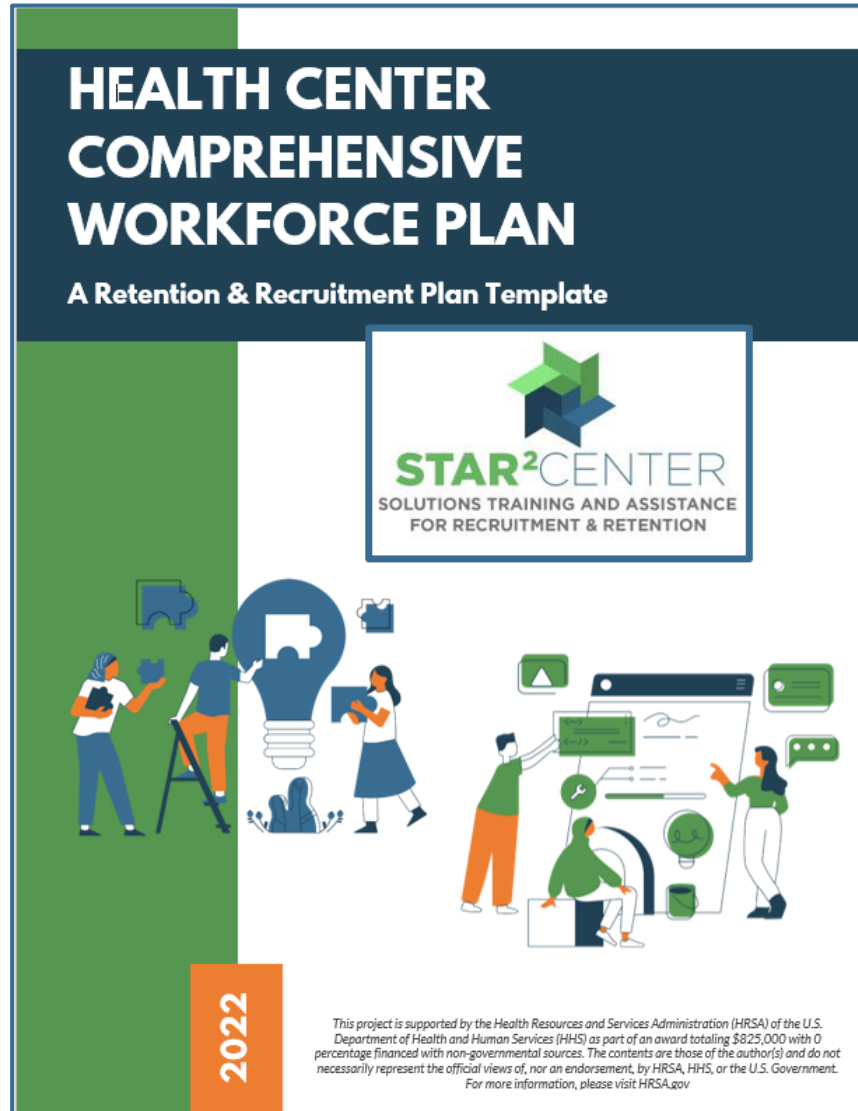
Write It Down & Review It!



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

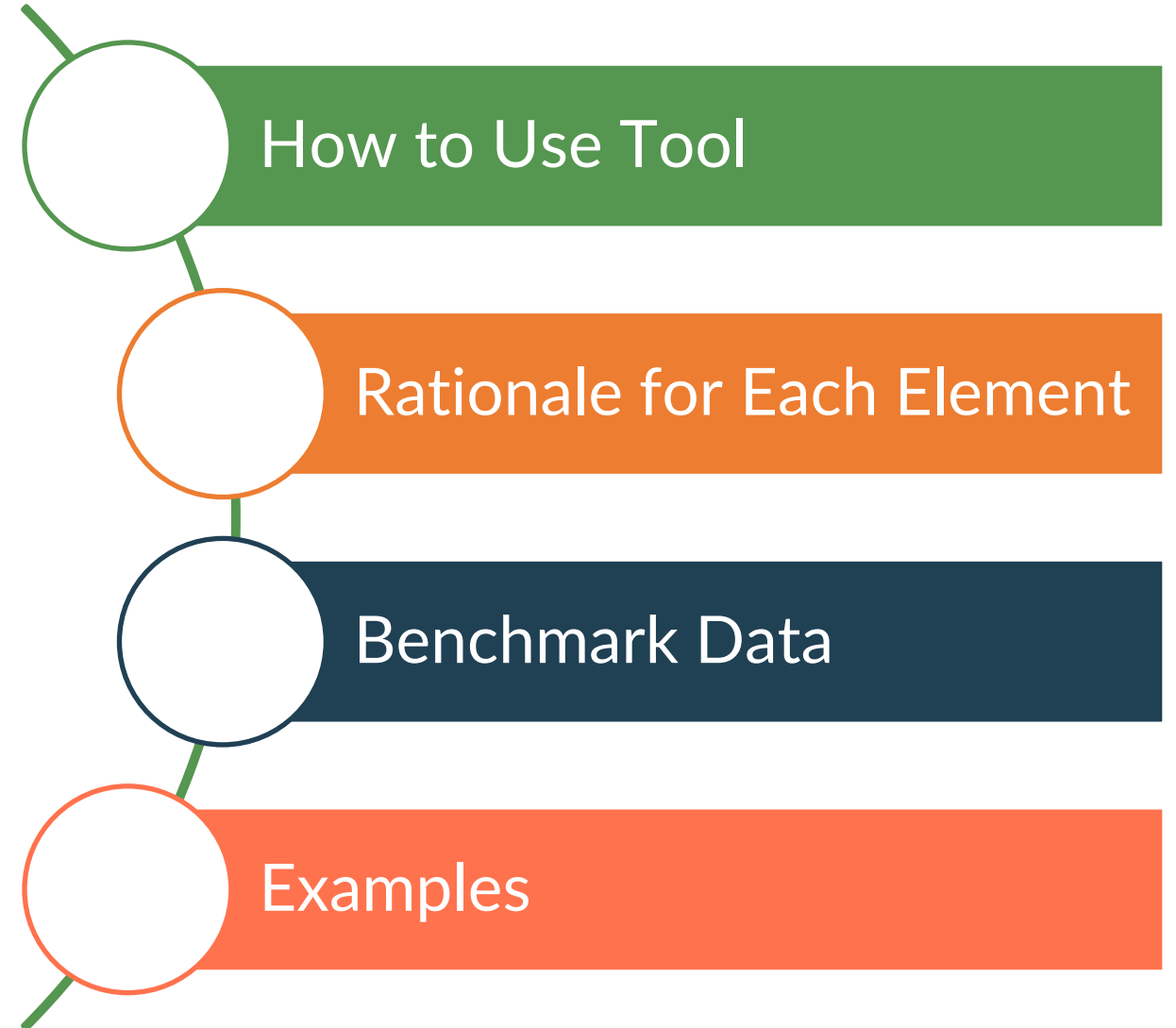


COMPREHENSIVE WORKFORCE PLAN TEMPLATE



CWP TEMPLATE

Instructions



CWP TEMPLATE

Template



CWP TEMPLATE

The HC CWP Template provides a blank version of each of the tables and tools outlined in the HC CWP Instructions. For easy access, each of the headers for the different sections of the template are hyperlinked back to their corresponding instructions, which provide examples and explanations for how to complete this portion of the document.

CWP Review Tracker

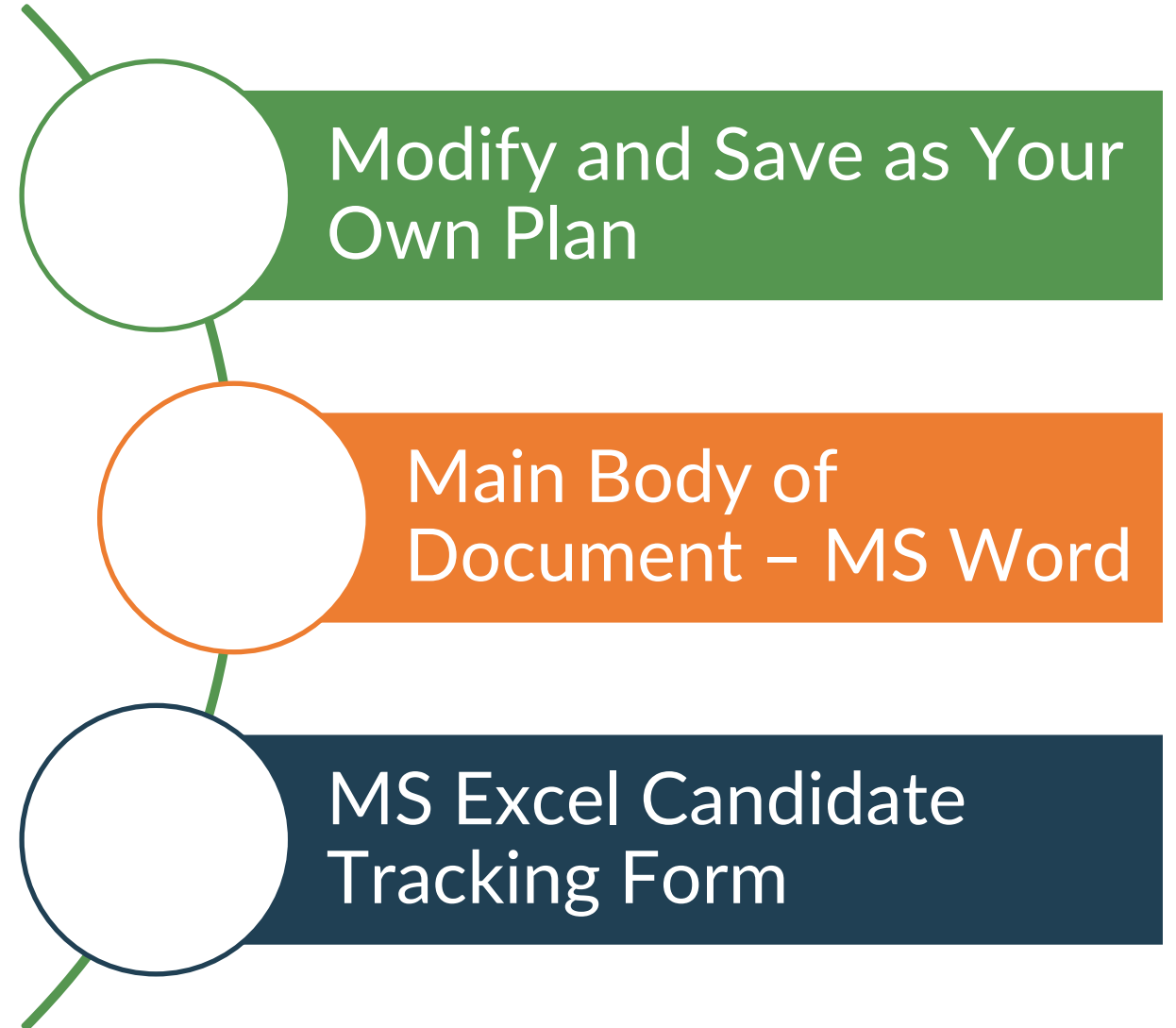
COMPREHENSIVE WORKFORCE PLAN	
Last Date of Review	_____
Anticipated Next Date of Review	_____

Vision

The HC vision is:

The vision was last updated on _____

The next date of review is planned for _____



CWP TEMPLATE

Action Plan



Keep track of gaps and opportunities

Identify strategies for improvement

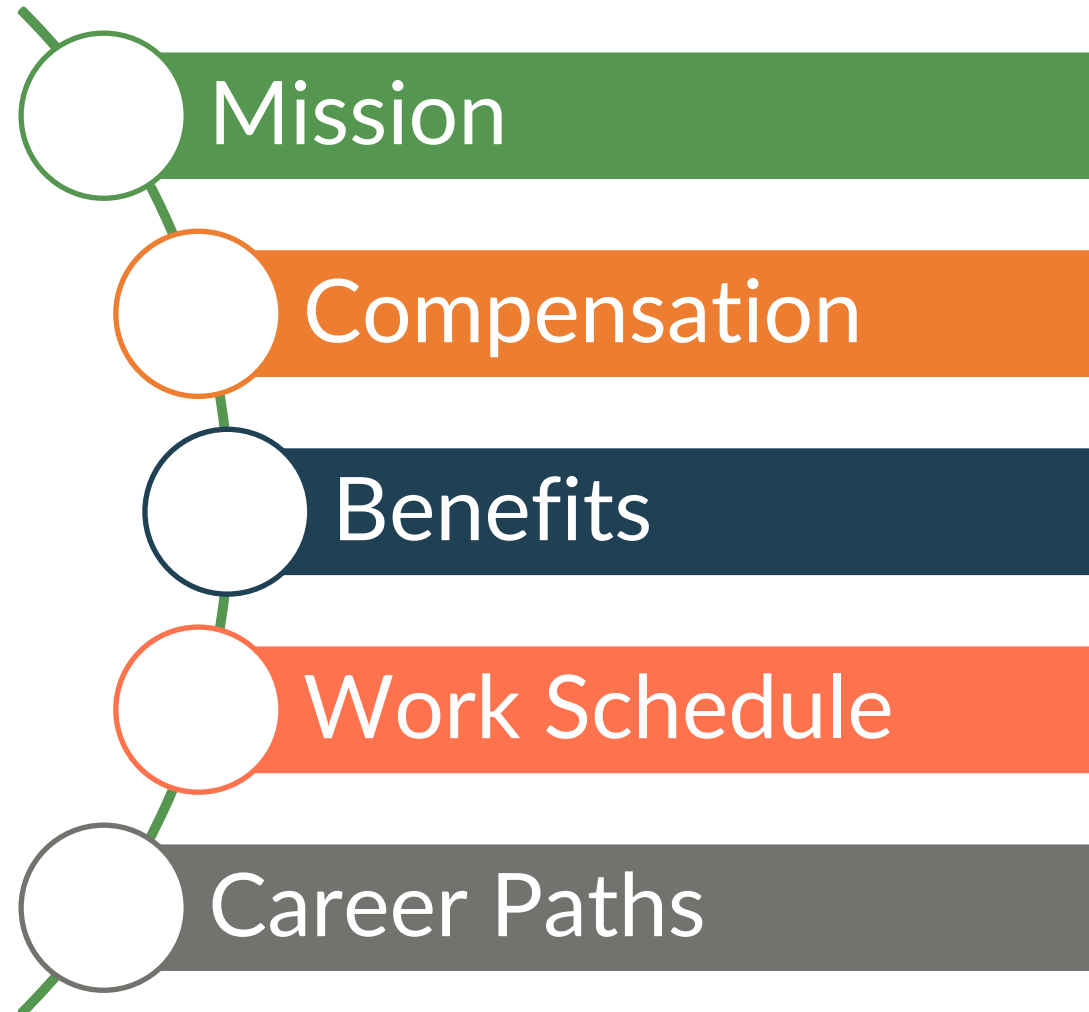
Create a timeline for completion

STAR² COMPREHENSIVE WORKTEMPLATE



RETENTION PLANNING

Key Areas



RECRUITMENT PLANNING

Key Areas





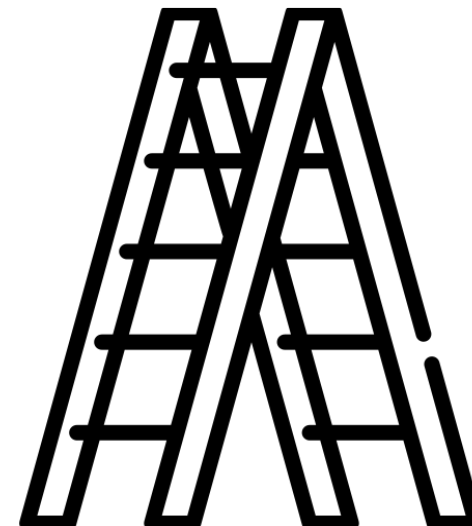
WORKFORCE DEVELOPMENT

CAREER PATHS VS. CAREER LADDERS



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 LATTICES



UPSKILLING

CROSS SKILLING

RESKILLING

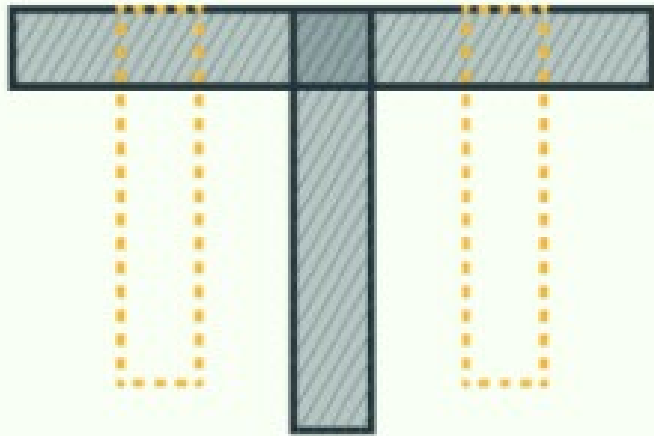


UPSKILLING, CROSS SKILLING, & RESKILLING

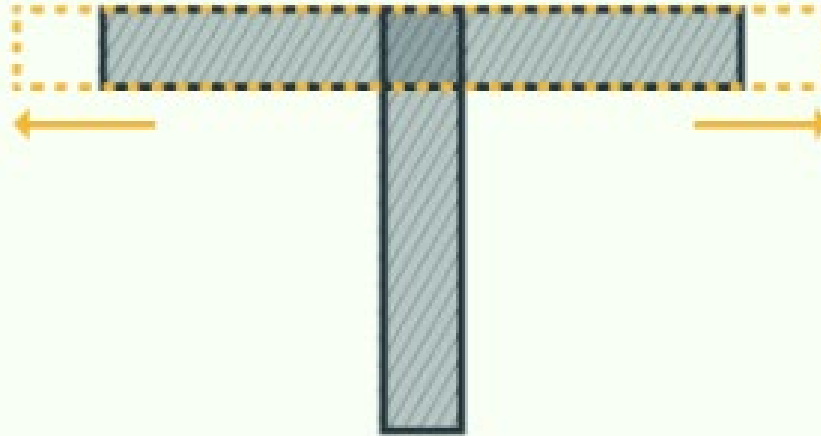
Exploring Different Skill-Building Strategies



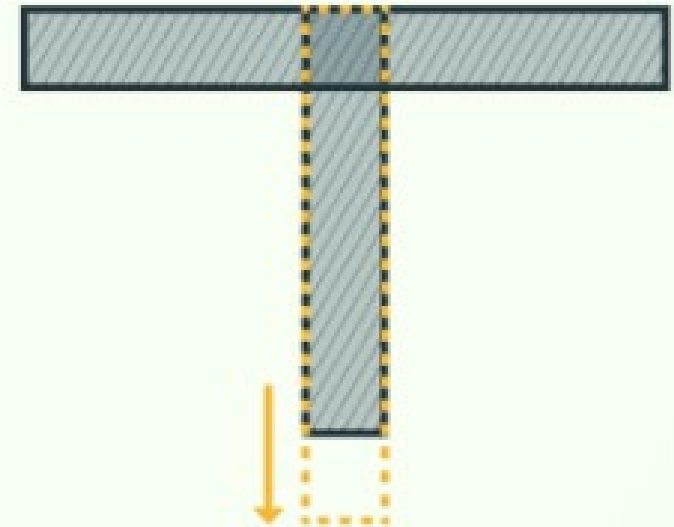
Reskilling



Cross-Skilling



Upskilling



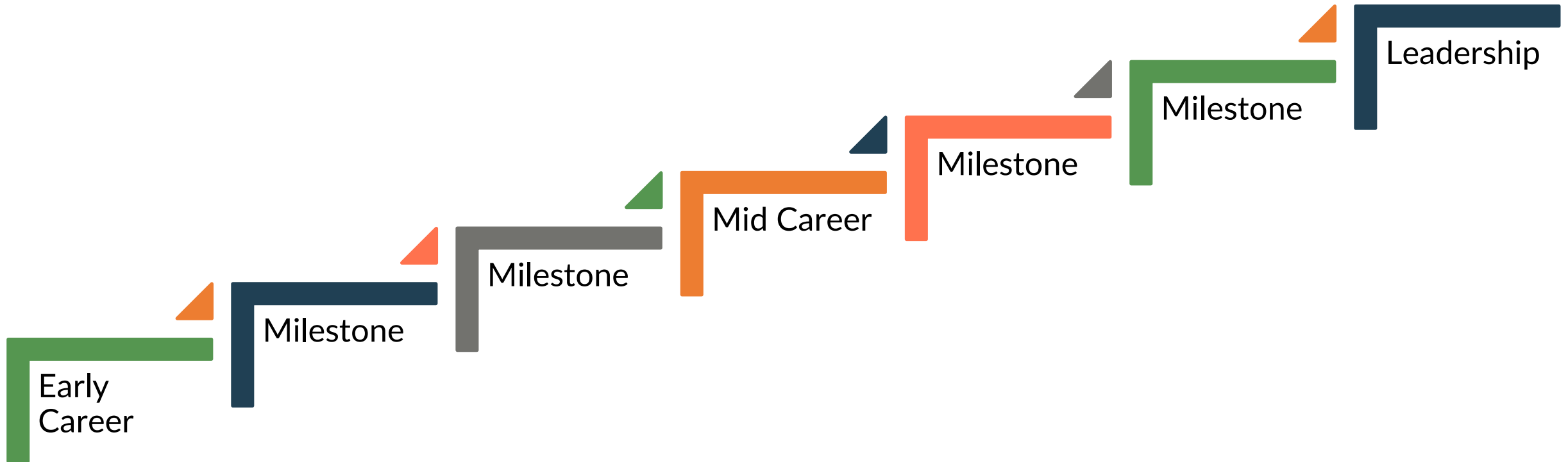
The only way to prepare your organization for the future of work is by putting skills at the center of your strategy.

Source: [Gloat](#)



WORKFORCE DEVELOPMENT

Map Out the Process



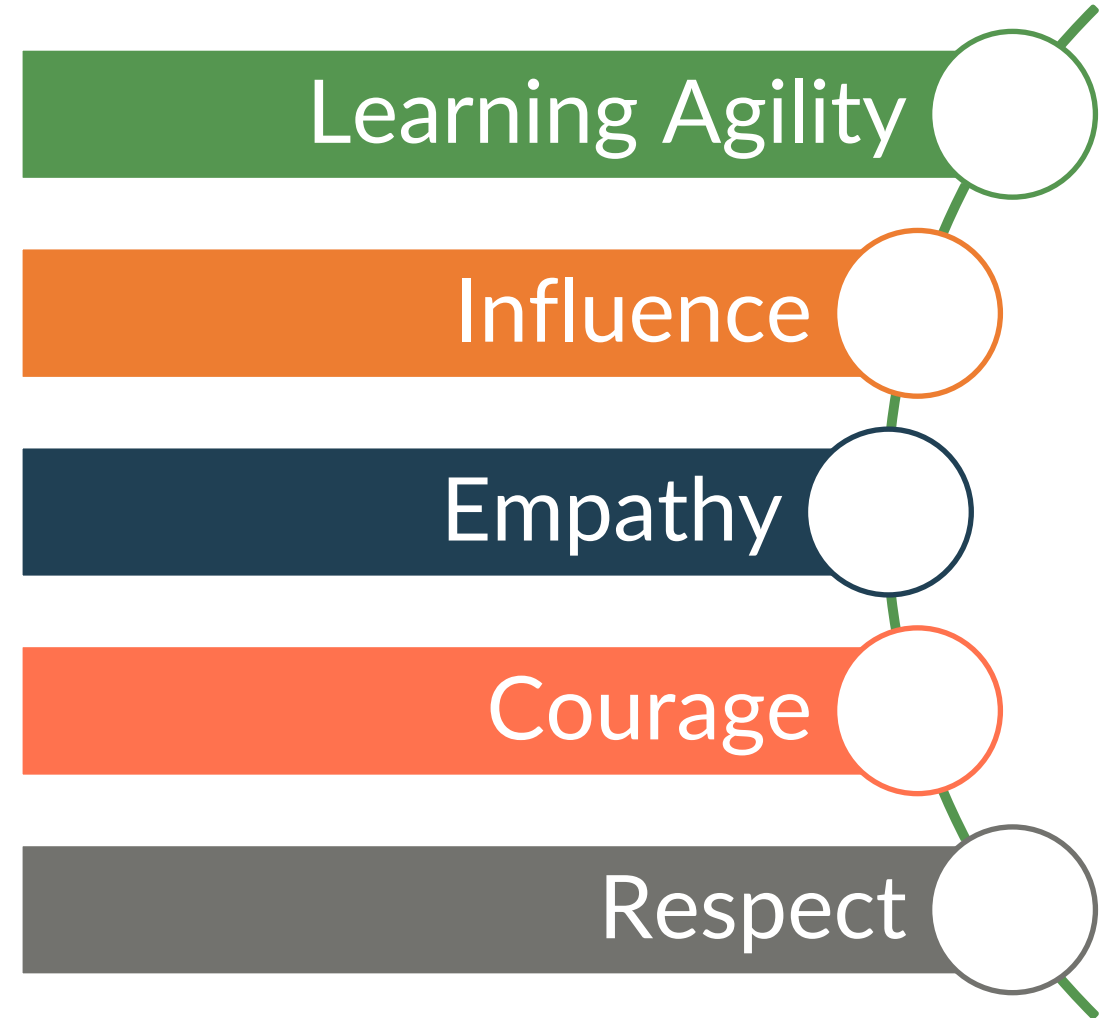
Leadership is a skill that can (and should) be developed.



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



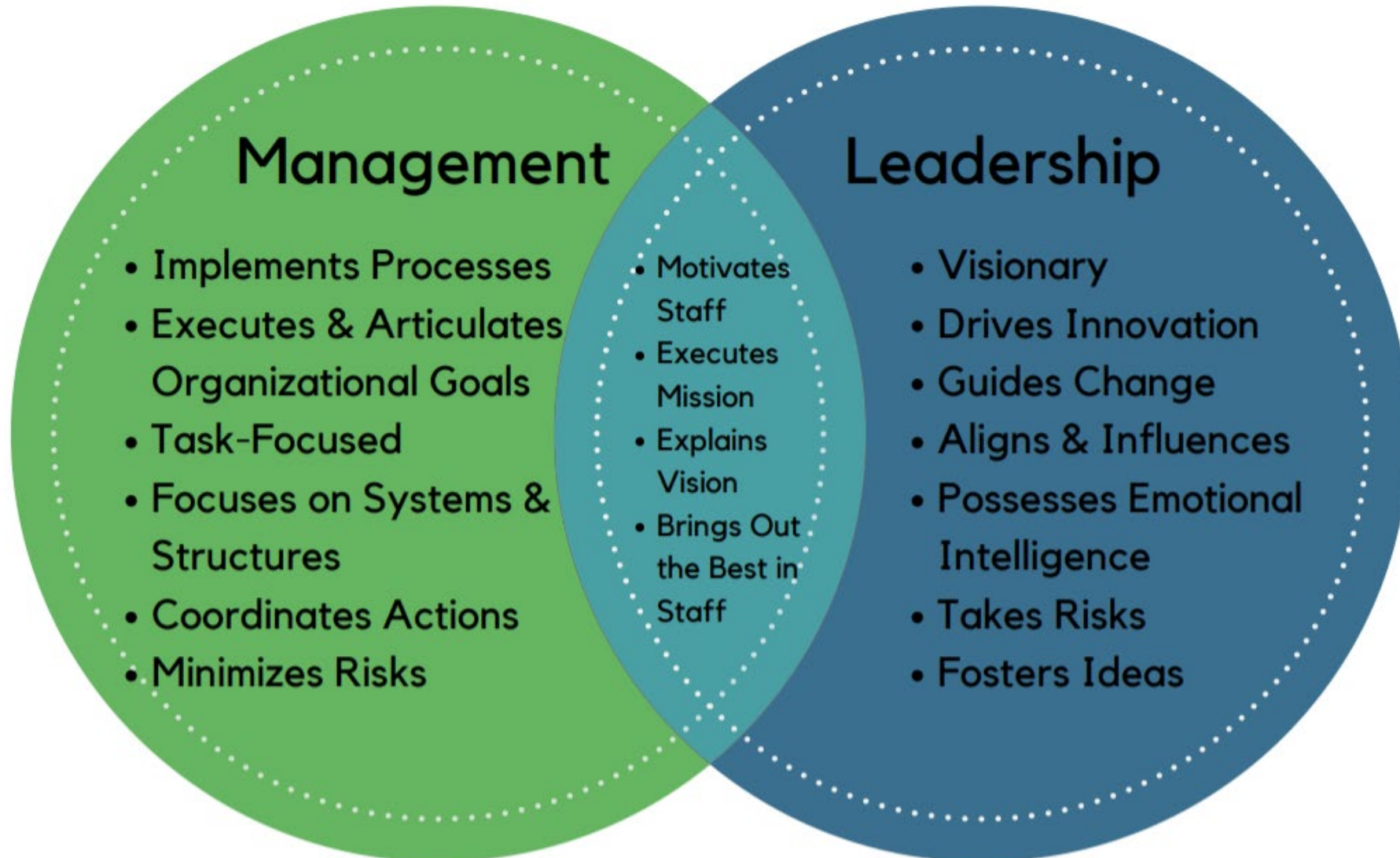
LEADERSHIP CHARACTERISTICS



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

MANAGEMENT **VS.** LEADERSHIP

Anyone Can Be a Leader



LEADERSHIP TRAINING

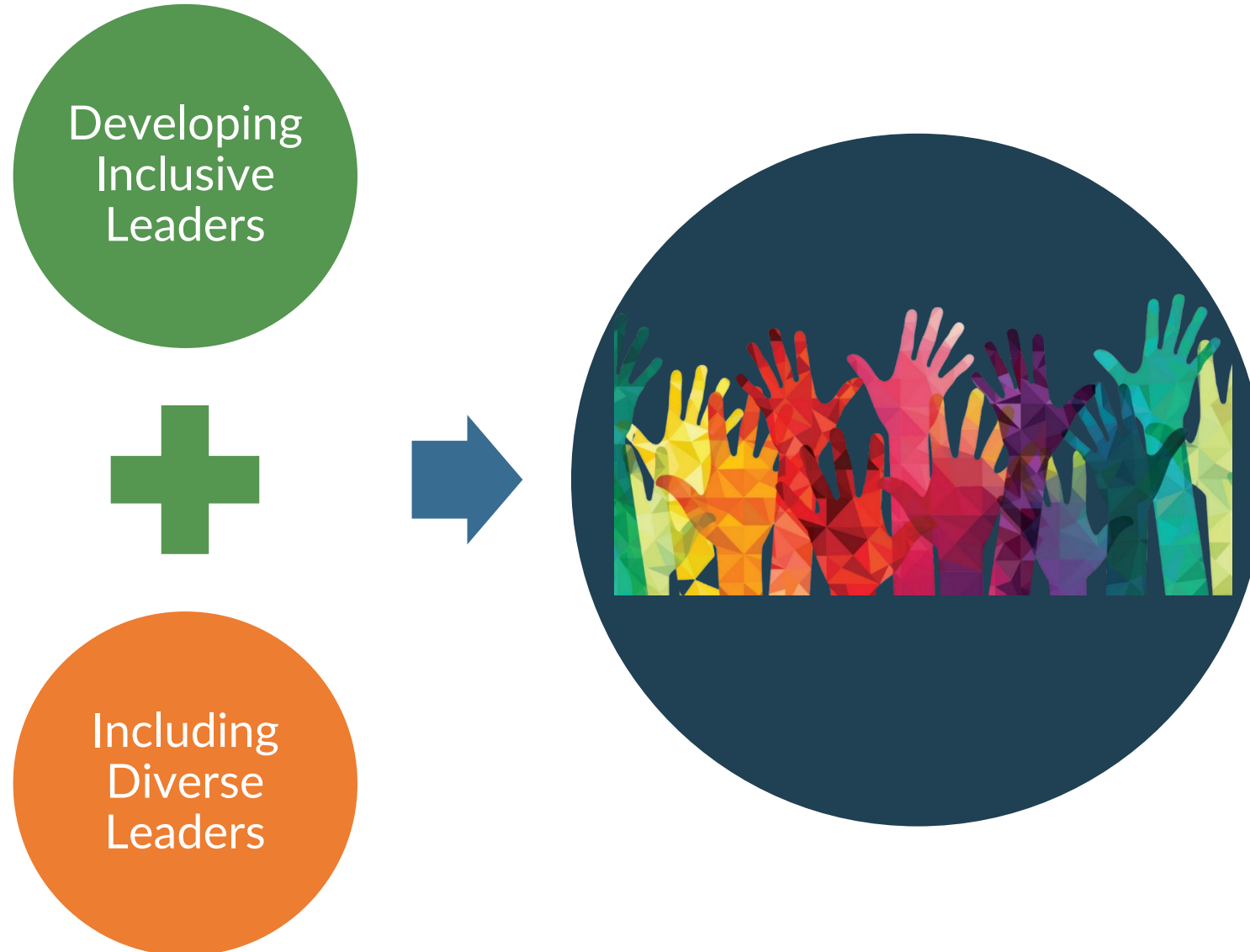
Why is it important?



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

LEADERSHIP TRAINING

Applying the JEDI Lens

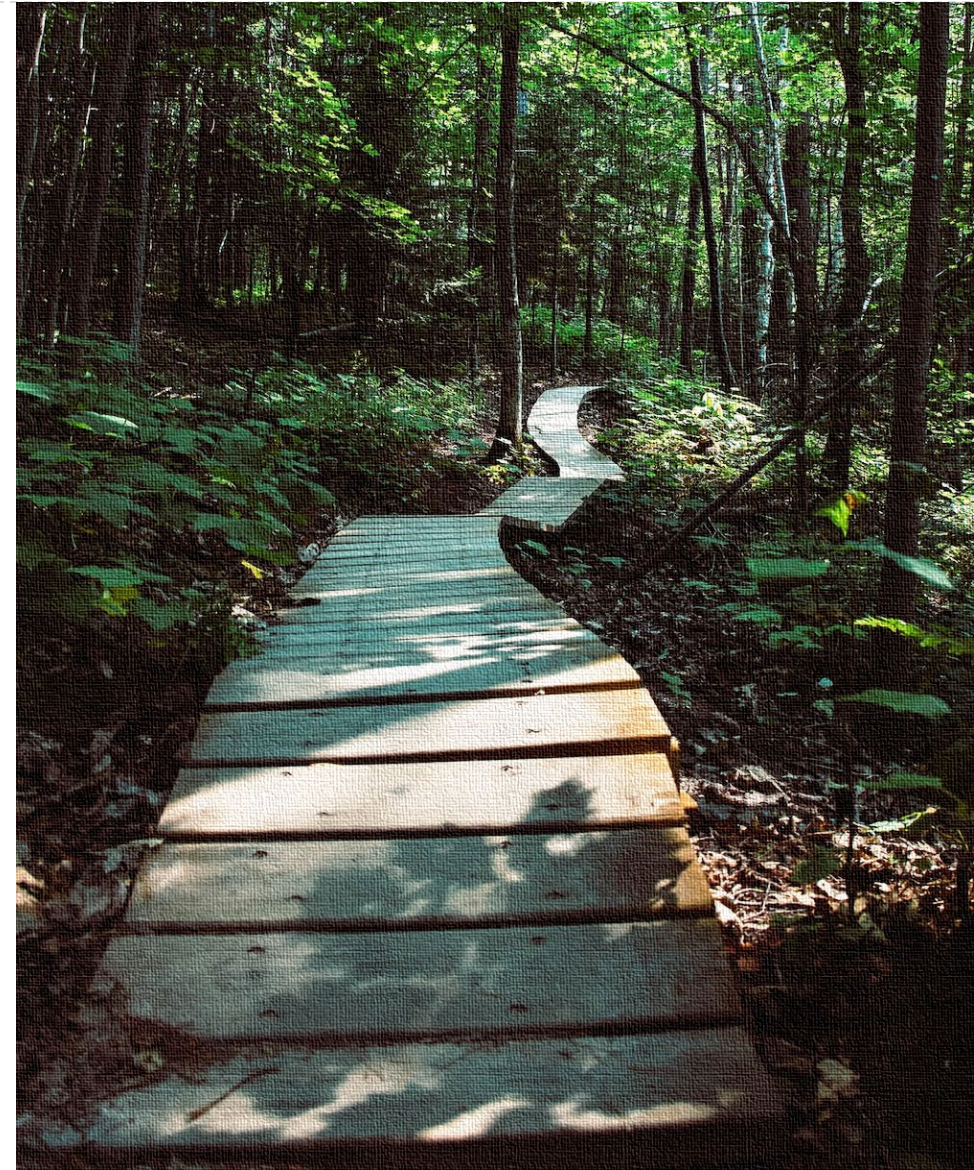


HP-ET DEVELOPMENT TERMINOLOGY



~~“Pipelines”~~

“Pathways”



HEALTH PROFESSIONS EDUCATION & TRAINING (HP-ET)



- Exposure to health centers
- Working with underserved population
- 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



HEALTH PROFESSIONS EDUCATION & TRAINING (HP-ET)



- 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
- Internal opportunities for professional development and learning



WORKFORCE DEVELOPMENT

Justice, Diversity, Equity, & Inclusion (JEDI)



A health center's development strategy should:

- Meet the needs of *diverse* staff
 - BIPOC, underrepresented, and historically marginalized groups
- Provide mentorship and talent development opportunities focused on the needs of each group
- Acknowledge inequities in workplace advancement
- Ensure access to leadership positions for *all* staff
 - Experience is as important as education



WORKFORCE DEVELOPMENT

JEDI



- Workforce development strategy needs to be inclusive and equitable
- Develop an organization or system that is welcoming to new populations and/or identities
- This new presence is not merely tolerated but **expected to contribute meaningfully into the system in a positive, mutually beneficial way**
- Work to ensure diversity exists at all levels of the organization



WORKFORCE DEVELOPMENT

Make It 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



Disclose skills- and competency-based career paths

Determine the required skills and competencies to reach various roles or career stages

Identify available training and professional development resources for employees to gain those skills

Clearly and consistently communicate that information to employees



IMPLEMENTING ACTION PLANS

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.

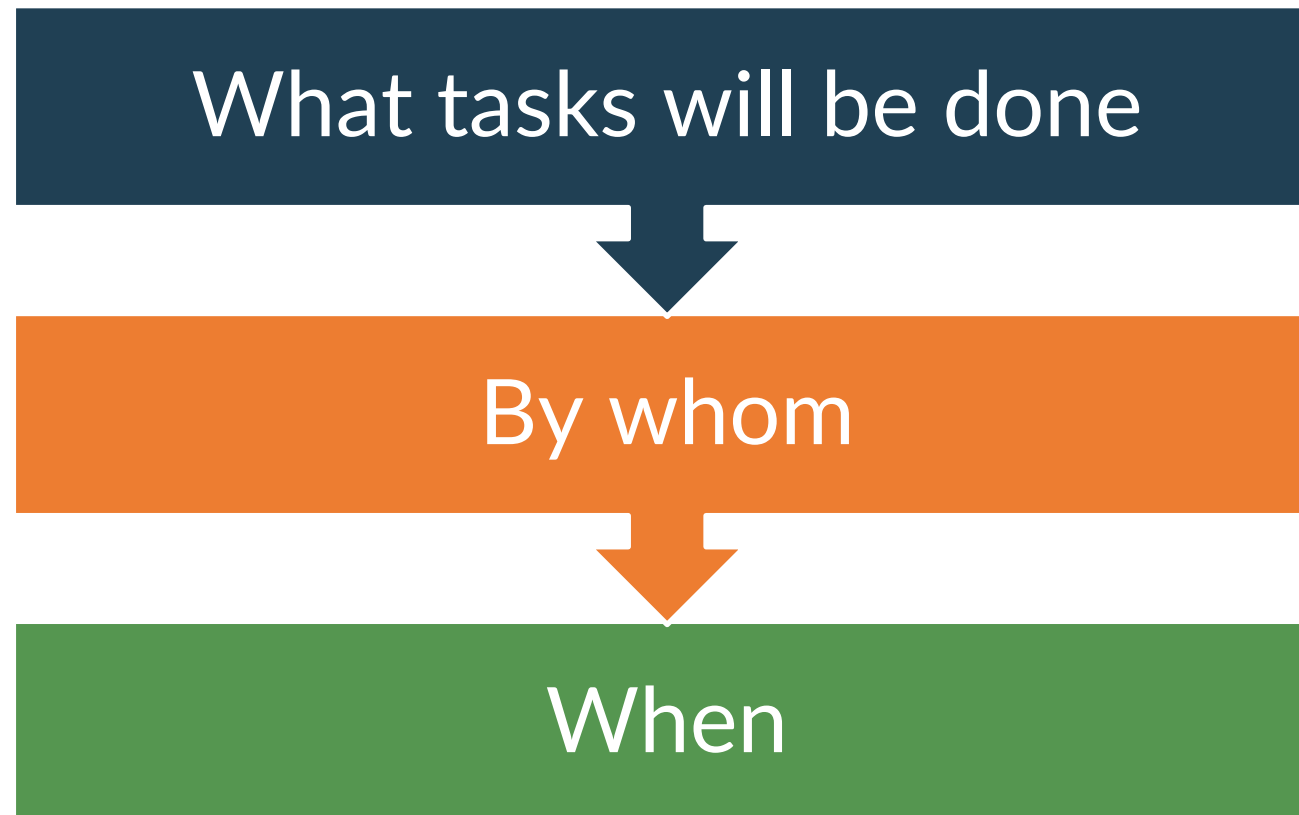


ACTION PLAN

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.



ACTION PLANS



An Action Plan should include areas for:



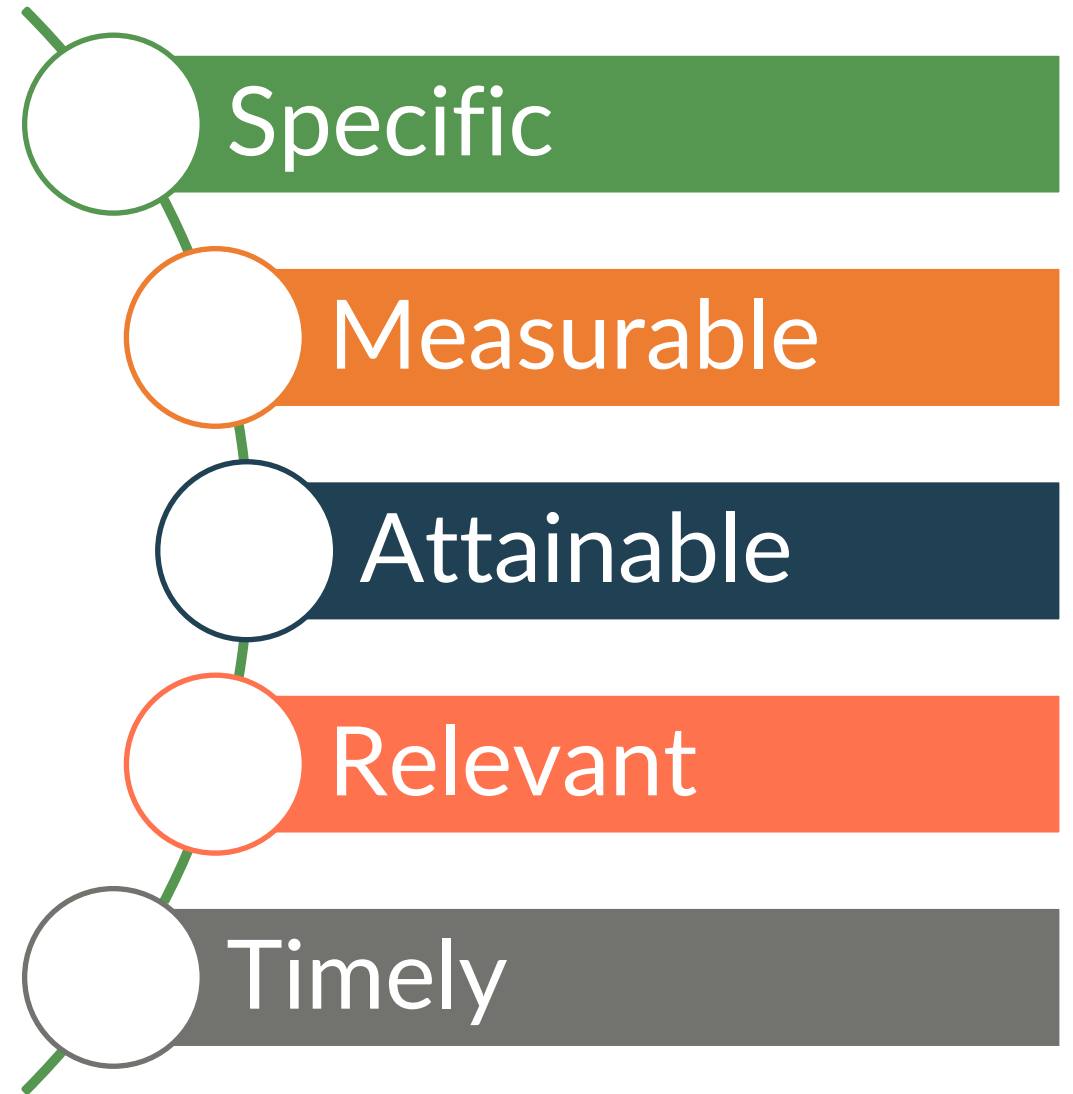
Gaps/Barriers

Opportunities

Strategies for Improvement

Timeline

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



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!



STAR² CENTER RESOURCES

- [Recruitment & Retention Self-Assessment Tool](#)
- [Health Center Comprehensive Workforce Plan Template](#)
- [Implementing Staff Satisfaction Surveys Infographic](#) (New!)
- [Building a Resilient & Trauma-Informed Workforce Factsheet](#) (New!)
- [C-Suite Toolkit: Health Professions Education & Training for Recruitment and Retention](#) (New!)
- [Pay Equity Checklist](#)
- [Financial Assessment for Provider Turnover Tool](#)
- [Building an Inclusive Organization Toolkit](#)
- [Onboarding Checklist](#)
- [Supporting Mental Health Through Compensation Equity Factsheet](#)

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

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

QUESTIONS



STAY IN TOUCH!

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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 \(January 2024\)](#)

ACU 2024 CONFERENCE

ENVISIONING A MORE EQUITABLE FUTURE:
ADVANCING STAKEHOLDER-CENTERED INNOVATION

CALL FOR PROPOSALS

