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Recruitment & Retention Two-Part Webinar - Part 2

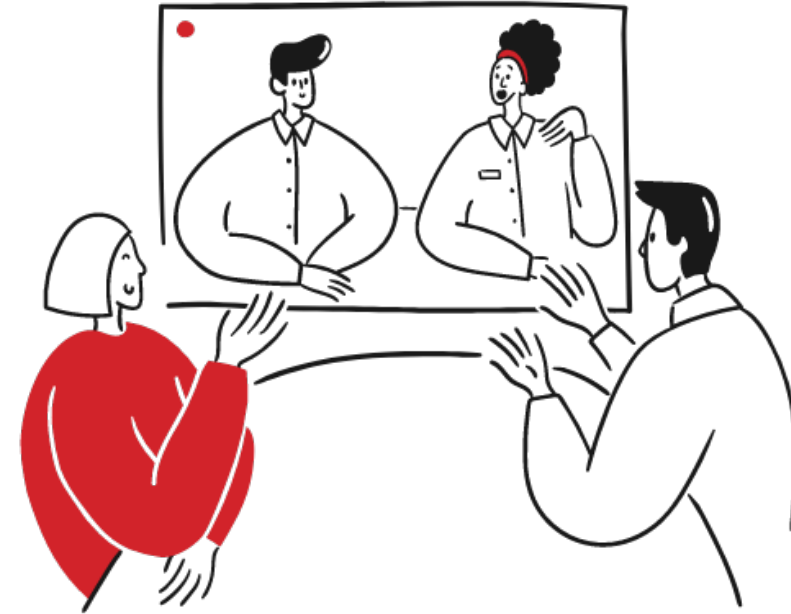
Wednesday, May 22nd, 2024

Build It and They Will Stay: Staff Development for Retention

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award to CHCANYS' New York State Health Center Controlled Network (NYS-HCCN) totaling \$4,836,000 with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov).

Housekeeping

- Participants have been muted to prevent background noise.
- Use the chat box to type questions during the webinar.
- This webinar is being recorded and will soon be available to all participants along with a copy of the slides.
- A webinar evaluation will be shared with participants after the session.





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Build It and They Will Stay: Staff Development for Retention

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YOUR SPEAKER



HELEN RHEA VERNIER

MSC

(she/her)

**Associate Director of Workforce
Development**

hvernier@clinicians.org



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LEARNING OBJECTIVES



- Gain an understanding of the pivotal role of staff development in addressing retention challenges within health centers.
- Explore various strategies for staff development, including the establishment of career pathways and the provision of skills training and continuing education, recognizing the necessity for deliberate planning and substantial leadership investment.
- Recognize the organizational shifts required to support the growth and career aspirations of health center staff, including the adoption of flexible operational structures and the integration of Justice, Equity, Diversity, and Inclusion (JEDI) principles into staff development processes.



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



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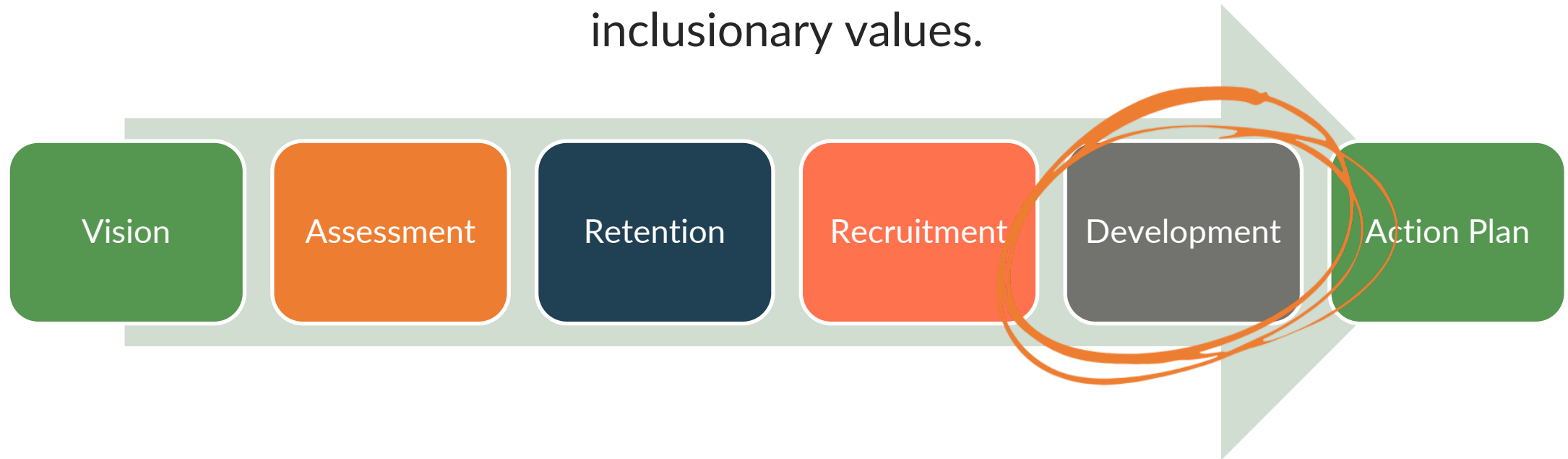
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COMPREHENSIVE WORKFORCE PLAN

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.



RETENTION PLANNING

Key Areas



WORKFORCE DEVELOPMENT

Strategies to Consider



- Talent Development
- Career Ladders / Pathways / Lattices
- Advancement Opportunities
- Health Professions Education & Training (HP-ET)





CAREER PATHS & DEVELOPMENT

DEVELOPMENT FOR RETENTION

Growth & Satisfaction



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



DEVELOPMENT OPPORTUNITIES

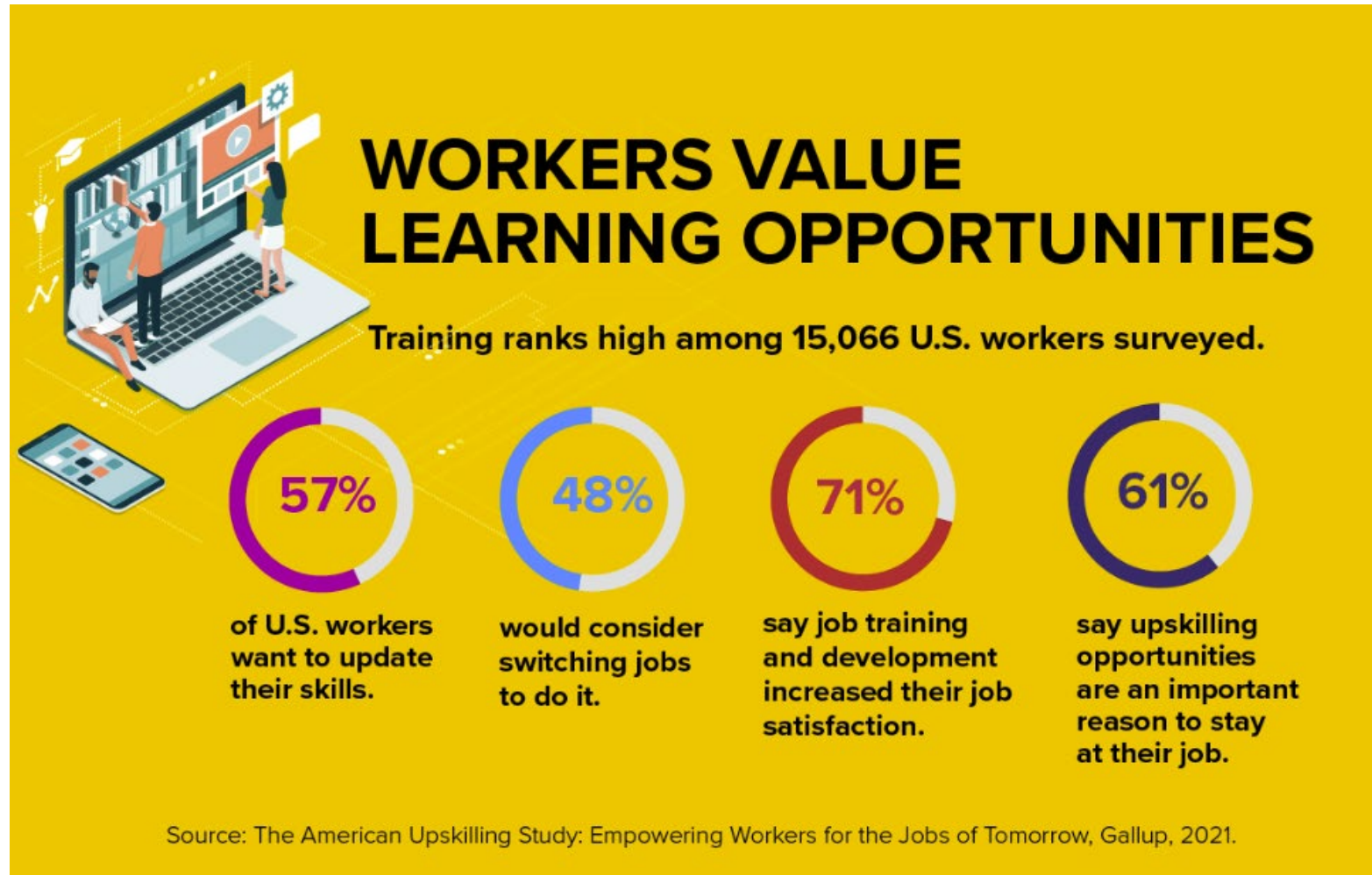
The Why

- Employees believe **professional development** is the number-one way to improve company culture
- **86% of professionals** said that they would change jobs if a new company offered them more opportunities for professional development



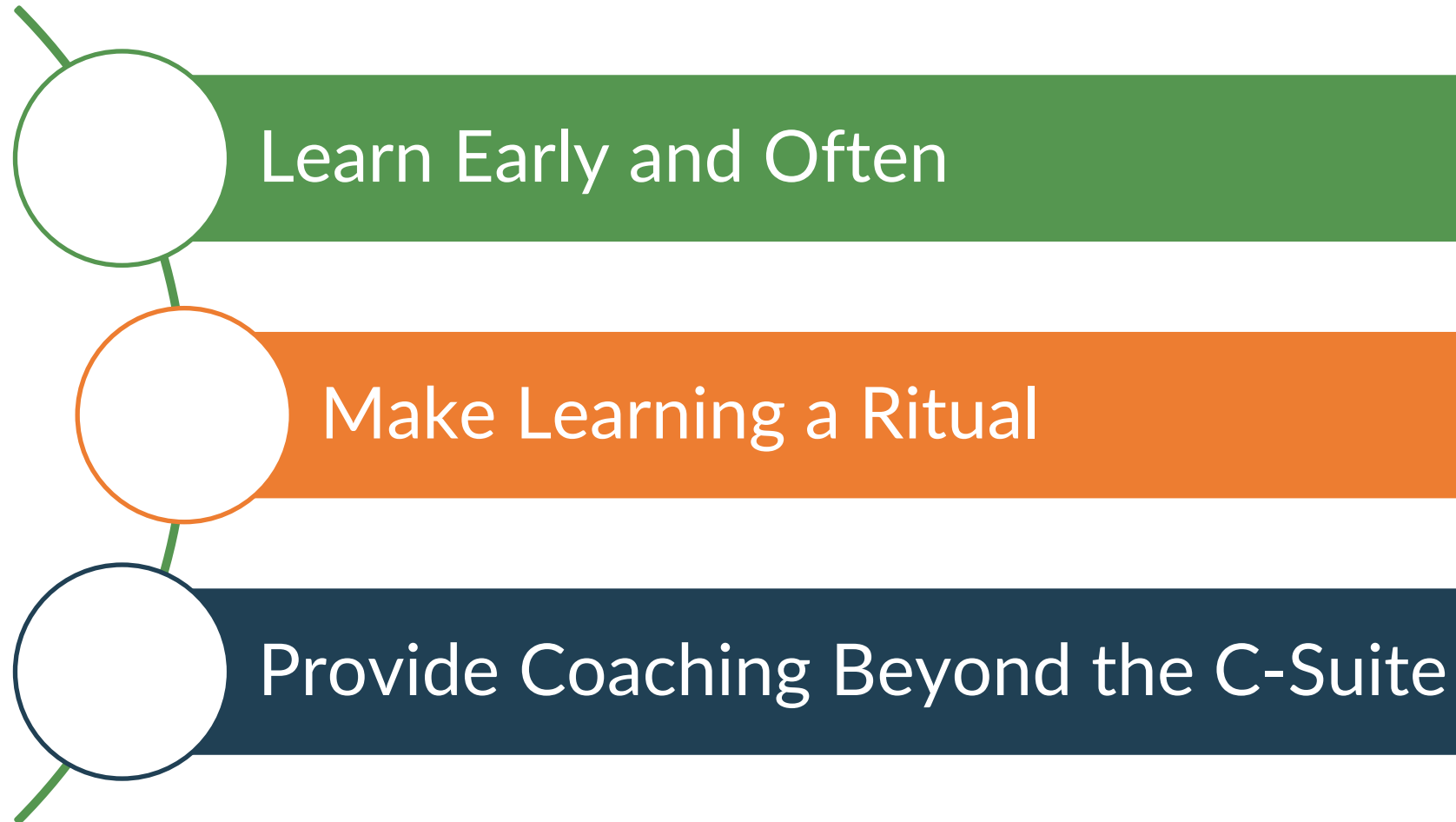
DEVELOPMENT OPPORTUNITIES

The Why



STAFF DEVELOPMENT

The How



STAFF DEVELOPMENT

The How



Evaluate Needs for Effective Programs

Evaluate Employee & Organizational Needs

Consider Skills Gaps

Create Communication Plan for Opportunities

Personalize Training to Meet Employee Goals

Offer Employees Freedom to Choose

Intensive vs. Micro-Learning

Include Those with Varying Goals – Leadership vs. Exploration

Enhance Organizational Culture

Send a Strong Message About Values

Create Welcoming Environment

Include Employees from All Backgrounds

Continuous Learning for Management Success

There is Always More to Learn!

Managers Can Grow Skills for New Responsibilities

Management and Leadership are Skills

Measuring Impact

Surveys/Evaluations

New Behaviors Take Time

Evaluating ROI



Time to Share!

Does your organization have established staff development programming?

Type your answers and provide any details in the chat



CAREER PATHS VS. CAREER LADDERS

Definitions



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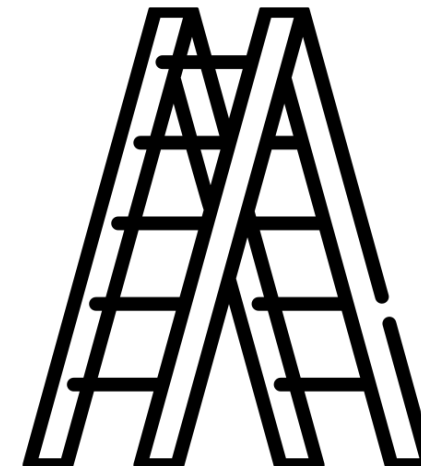


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Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

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.



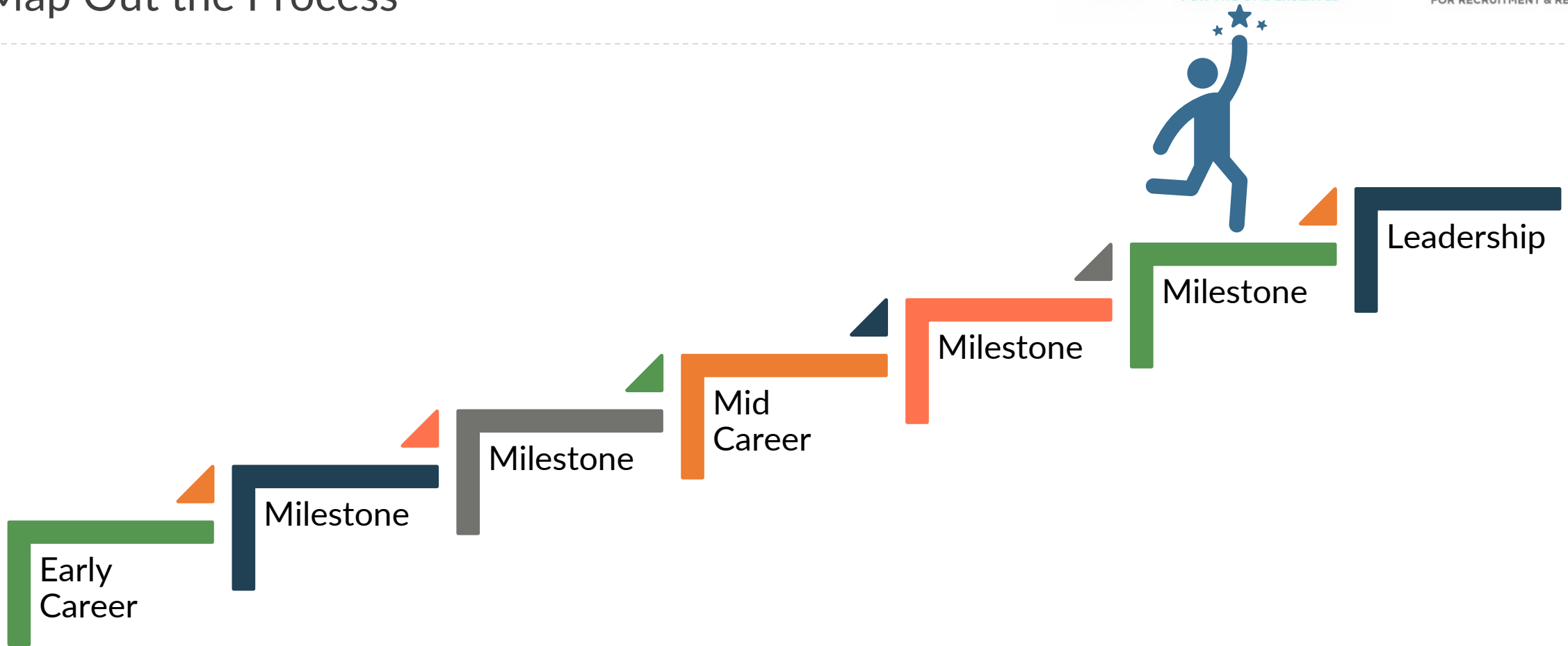
CAREER PATHS

Key Steps



CAREER PATHS/LADDERS

Map Out the Process



Time to Share!

What are some career pathways available at your organization?

Type your answers and provide any details in the chat





SKILLS-BASED DEVELOPMENT

UPSKILLING

CROSS SKILLING

RESKILLING

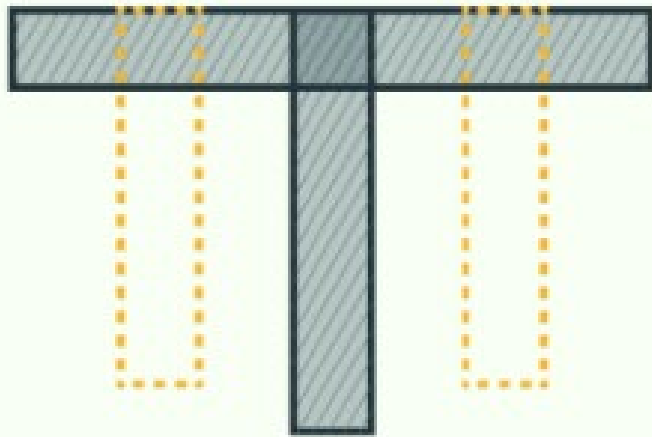


UPSKILLING, CROSS SKILLING, & RESKILLING

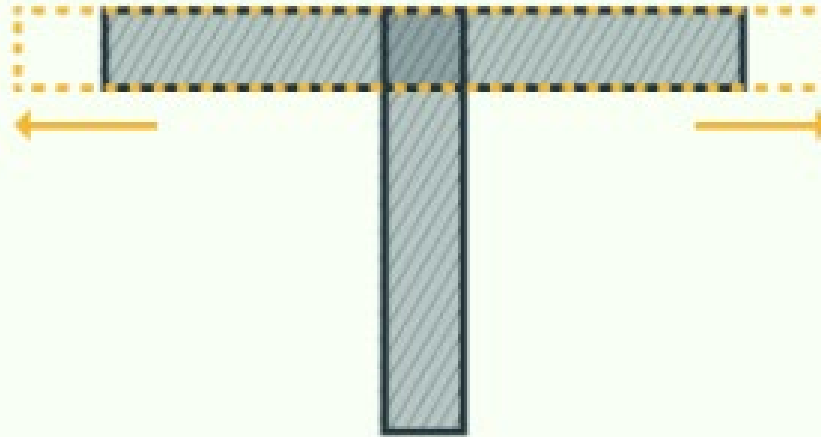
Exploring Different Skill-Building Strategies



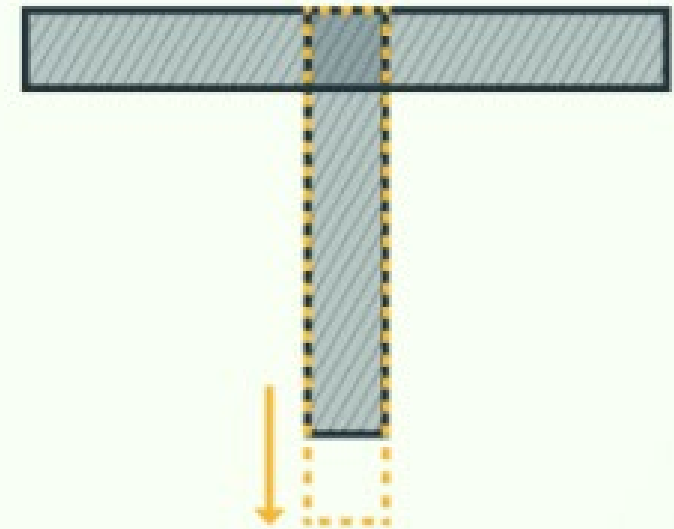
Reskilling



Cross-Skilling



Upskilling



Source: [Gloat](#)



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



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Source: [Gloat](#)



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COMMUNICATING UPSKILLING

Include It as a Benefit





HEALTH PROFESSIONS EDUCATION AND TRAINING (HP-ET)

THE NEED FOR PATHWAYS PROGRAMS

The Power of Growing Your Own



- The variety of Pathways Programs is vast and can cover a range of roles, including:
 - Community Health Worker (CHW) training programs
 - Medical Assistant (MA) training programs
 - Internship and externship rotations for Physicians and Dentists
 - Imbedded Primary Care Residency programs



HP-ET FOR RECRUITMENT & RETENTION



Retention & Recruitment:

“Family medicine residents who graduate from...Teaching Health Center (THC) training residencies are nearly **twice as likely to pursue employment in safety-net settings** compared with non-THC graduates. This trend has been consistent over the past few years...”

Journal of the American Board of Family Medicine 2019; 32: 134-135



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





APPLYING THE JEDI LENS

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



QUESTIONS



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And the ACU & STAR² Center Video webpage: www.youtube.com/channel/UCZg-CFN7Wuev5qNUWt69u0w/feed

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Completing your survey helps us to provide relevant and helpful information. Thank you in advance!





Thank you!

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