

A background image showing a group of healthcare professionals in a clinical setting. A man in a white lab coat is talking on a mobile phone while looking at a clipboard. A woman in a white lab coat is looking at a tablet. A woman in teal scrubs is holding a folder. Other professionals are visible in the background, some looking at documents.

Comprehensive Workforce Planning: Taking a Written Approach to Proactive Action for Retaining & Recruiting a Mission-Driven Workforce

Thursday, June 13, 2024

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 totaling \$550,000 with 0 percentage 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)

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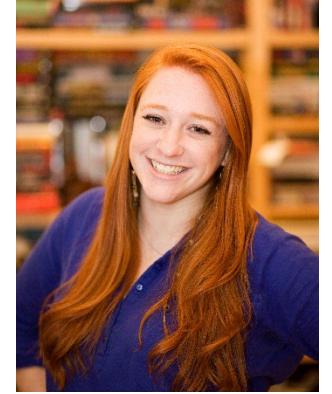
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Access to Care & Clinician Support

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

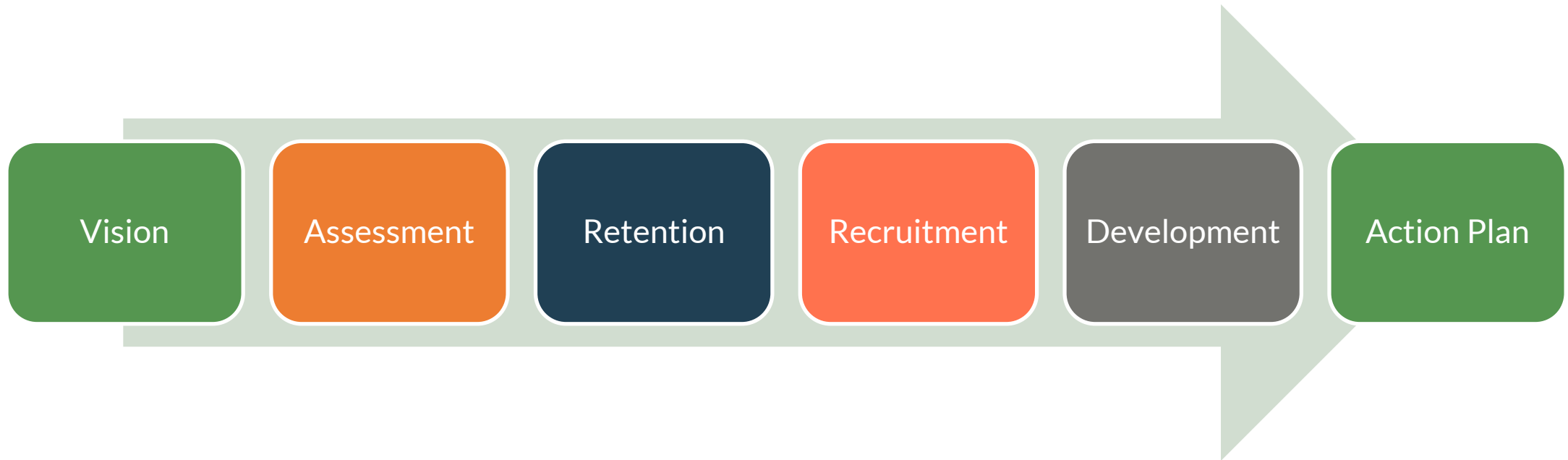


COMPREHENSIVE WORKFORCE PLAN

Definition & Components



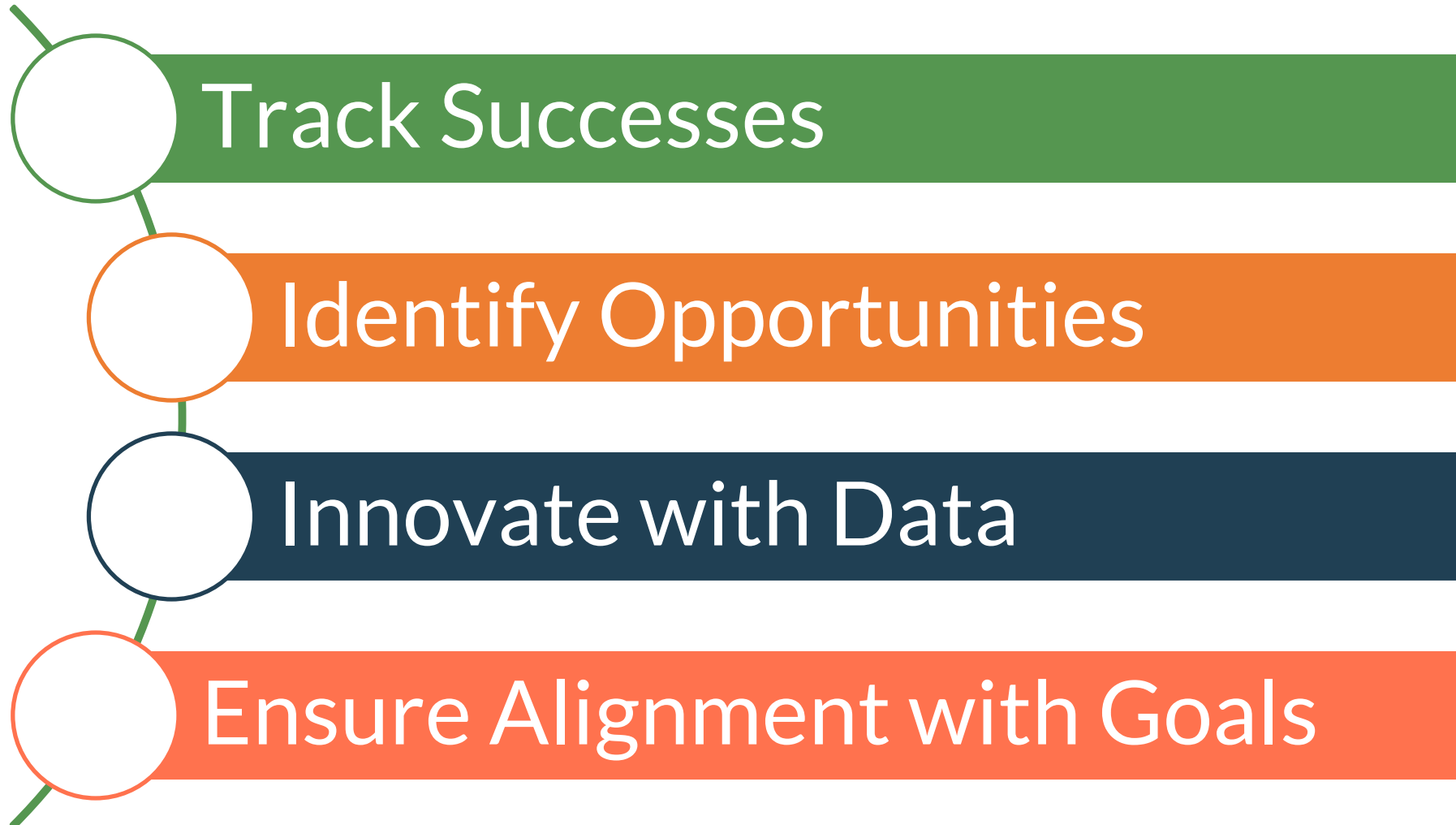
A comprehensive workforce plan describes the process for which a health center assesses the needs of its patients and community while identifying strategies for building and sustaining its capacity to support those needs through qualified personnel that embody mission-driven, equitable, and inclusionary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



Click [here](#) to access the 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 Comprehensive Workforce Plan periodically along with general health center strategic planning.

Optimally, an annual review is recommended.



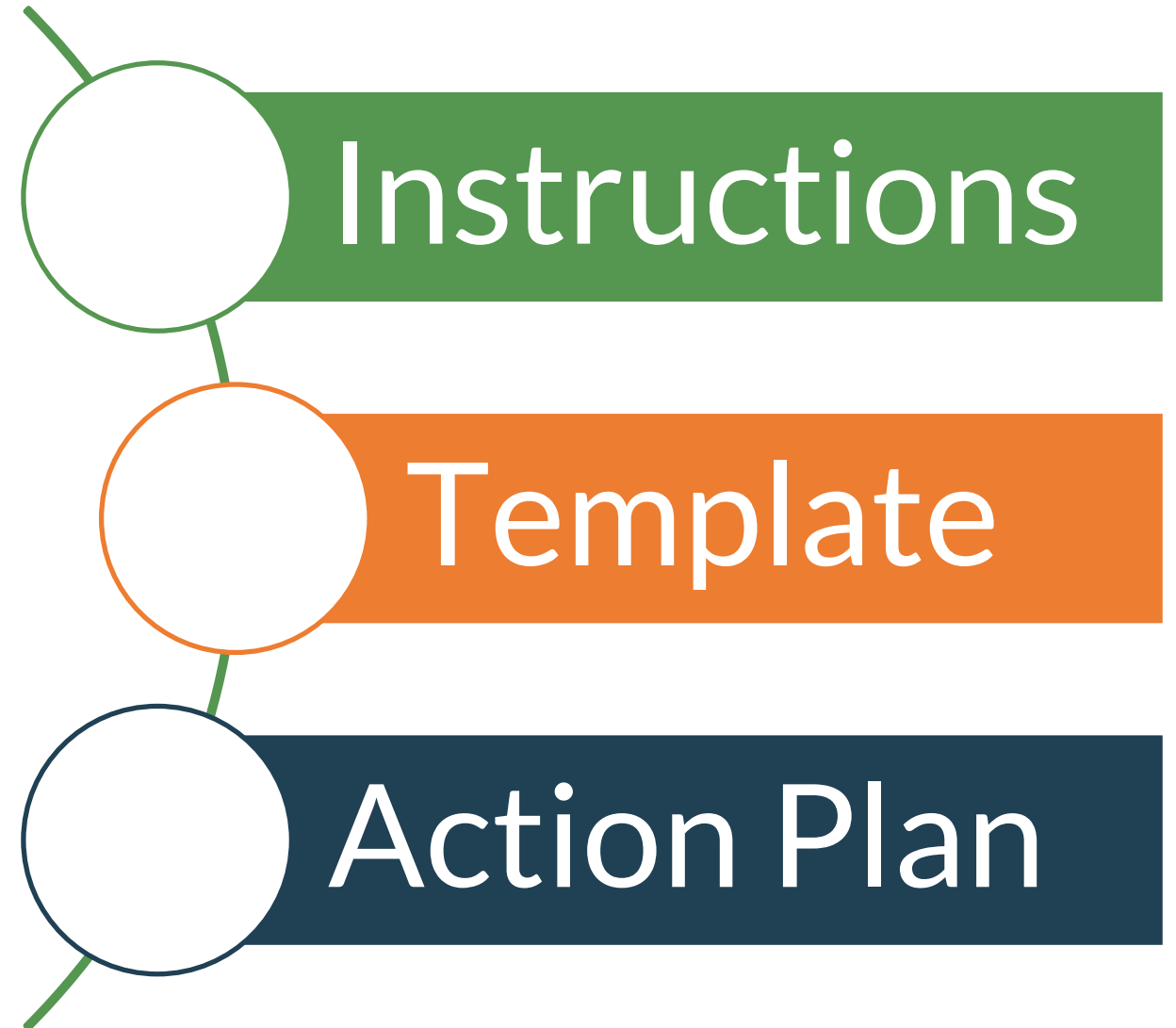
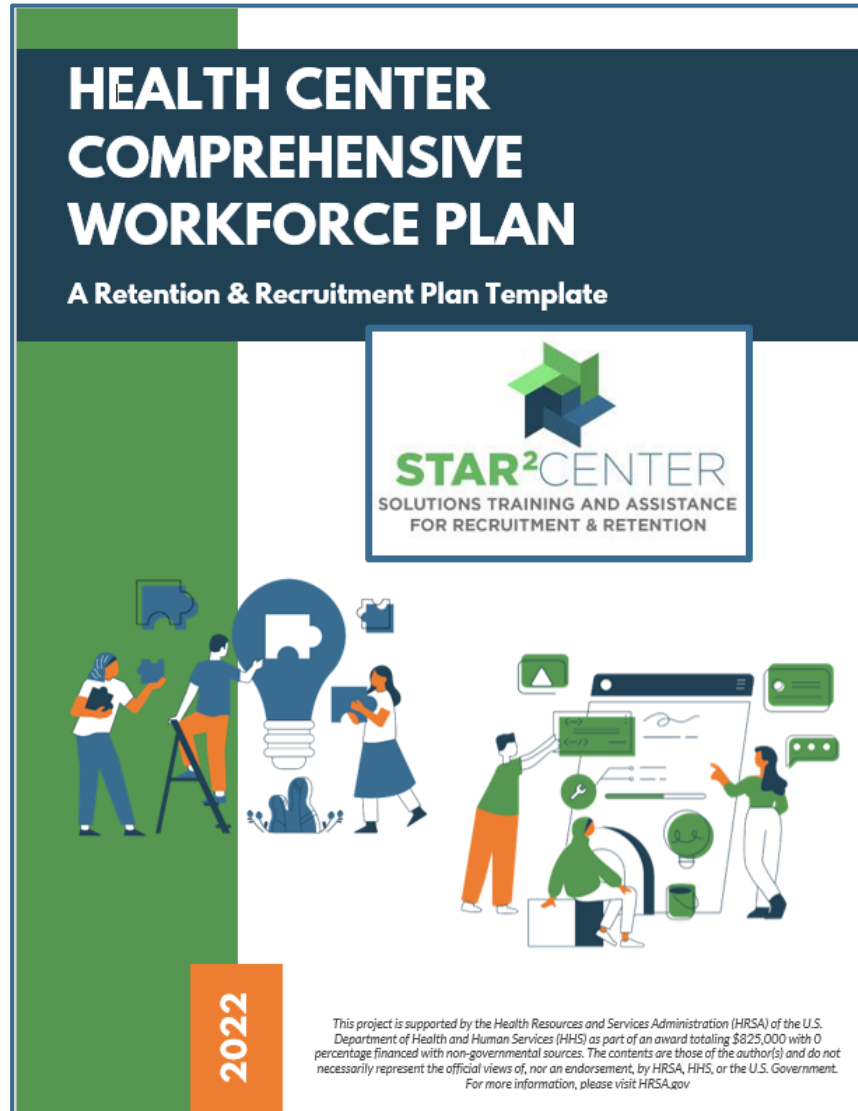
COMPREHENSIVE WORKFORCE PLAN

Take a Proactive Approach



- Workforce is a top priority for HRSA
 - HRSA may request to view a Comprehensive Workforce Plan (CWP) during an Operational Site Visit (OSV)
 - A Recruitment and Retention Plan, which is part of a CWP, is required to be a National Health Service Corp (NHSC) site
 - Source: <https://nhsc.hrsa.gov/sites/default/files/nhsc/nhsc-sites/nhsc-site-reference-guide.pdf>
 - A Health Professions Education and Training (HP-ET) Plan is required as part of the CWP
- A CWP:
 - Supports recruitment, retention, and staff development
 - Remember, turnover is expensive
 - Maintains a historical record for the health center's workforce initiatives and practices
 - When turnover in HR or leadership occurs, this information is invaluable
- Health centers have a lot of this information, but need to formally write it down

COMPREHENSIVE WORKFORCE PLAN TEMPLATE



OPERATIONAL ASSESSMENT

Key Areas



**Provider
Capacity and
Demand**

**Appointment
Access**

**Care Teams
and Provider
Mix**

**Non-
Provider
Support Staff**

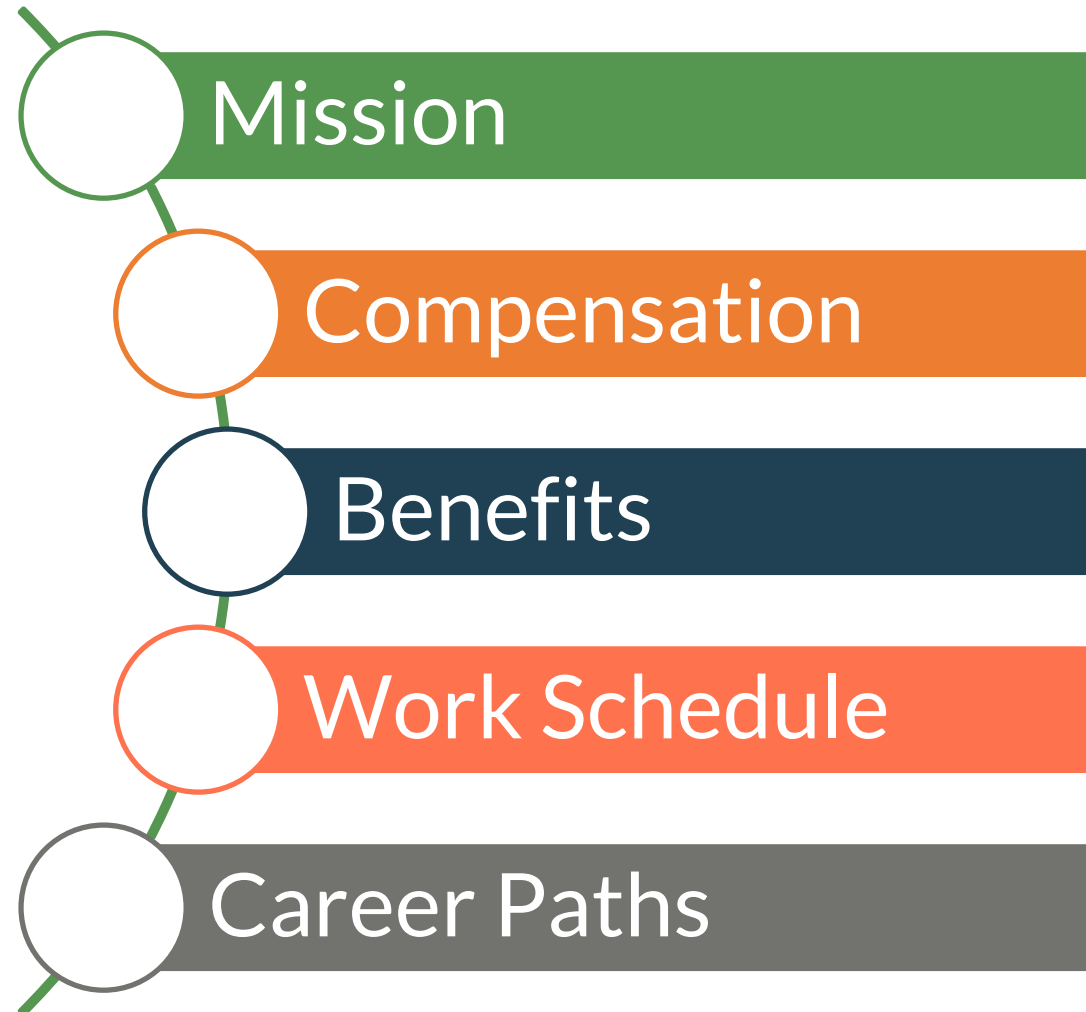
**Provider
Patient
Schedules**

**Provider
Satisfaction**

**Provider
Succession
Planning**

RETENTION PLANNING

Key Areas



RECRUITMENT PLANNING

Key Areas



HRSA'S ADVANCING HEALTH CENTER EXCELLENCE FRAMEWORK



HRSA'S ADVANCING HEALTH CENTER EXCELLENCE FRAMEWORK



Maturity Model



HRSA'S ADVANCING HEALTH CENTER EXCELLENCE FRAMEWORK



Performance Expectation Descriptions

Strategic workforce management

- Maintain comprehensive plans for employee recruitment, development, engagement, and retention
- Integrate requirements for a culturally affirming staff that drives effective and efficient health center operations, and informed and equitable actions

Recruitment

- Engage in activities that bolster ability to fill vacancies with qualified staff in a timely manner
- Participate in programs that support staff recruitment and retention of staff that reflect the community they serve

Employee development

- Conduct effective talent development and training programs for staff at all levels
- Evaluate the programs' alignment to organizational objectives

Employee engagement

- Conduct employee engagement surveys to identify staff needs in the areas of professional fulfillment, burnout, productivity, stress, well-being, diversity, and inclusion
- Respond to feedback from survey results and evaluate their effectiveness in addressing opportunities for improvement and providing a healthy work environment

Retention

- Monitor ability to retain staff and leadership to support a stable operational environment and diverse workforce
- Utilize effective tools for retaining high-performing staff, including equitable compensation and benefits, professional development opportunities, employee engagement, open communication, positive leadership, team support, and formal recognition

QUESTIONS





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](#)

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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/



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