



# Strategic Workforce Forum: Workforce Programs and Career Pathway Training and Technical Support

Sydney Axelrod, Training Specialist, STAR<sup>2</sup> Center  
*June 25, 2024 | WPHCA*

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)



# ASSOCIATION OF CLINICIANS FOR THE **UNDERSERVED** (ACU)



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

[www.chcworkforce.org](http://www.chcworkforce.org)

Contact us: [info@chcworkforce.org](mailto:info@chcworkforce.org)

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



**SUZANNE SPEER**  
*(she/her)*  
**Vice President of  
Workforce  
Development**  
[sspeer@clinicians.org](mailto:sspeer@clinicians.org)



**DR. MICHELLE  
FERNÁNDEZ GABILONDO**  
**DSW, MSW**  
*(she/her/ella)*  
**Director of Workforce  
Development**  
[mfernandez@clinicians.org](mailto:mfernandez@clinicians.org)



**MARIAH BLAKE**  
**MPA**  
*(she/her)*  
**Associate Director  
of Workforce  
Operations &  
Compliance**  
[mblake@clinicians.org](mailto:mblake@clinicians.org)



**HELEN RHEA  
VERNIER**  
**MSC**  
*(she/her)*  
**Associate Director of  
Workforce  
Development**  
[hvernier@clinicians.org](mailto:hvernier@clinicians.org)



**SYDNEY AXELROD**  
**MA**  
*(she/her)*  
**Training Specialist**  
[saxelrod@clinicians.org](mailto:saxelrod@clinicians.org)

# 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

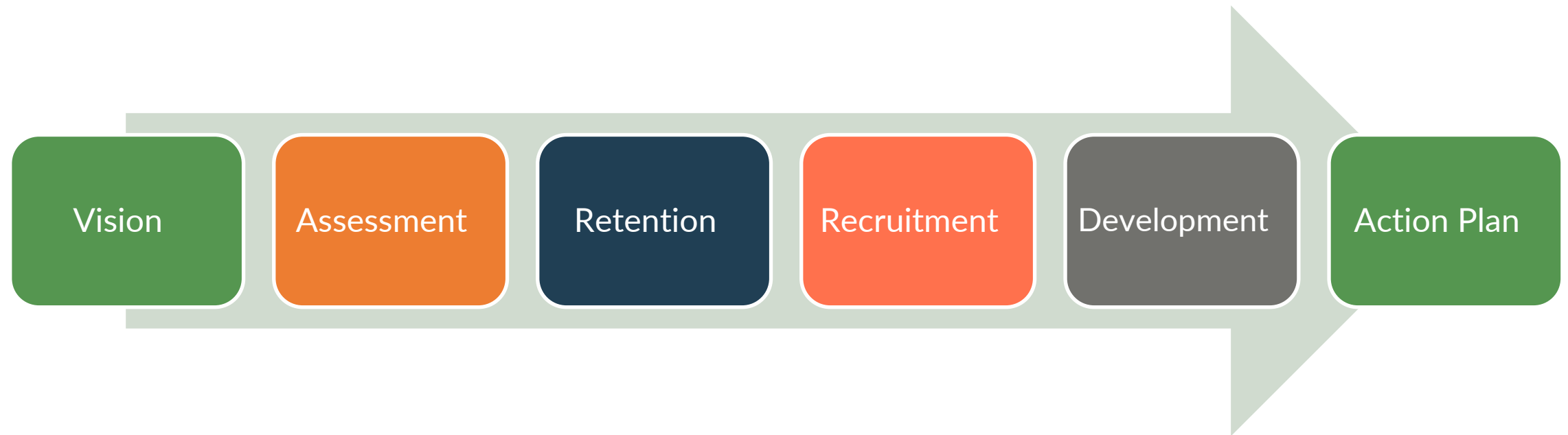


# COMPREHENSIVE WORKFORCE PLAN

## 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



# CAREER PATHS & DEVELOPMENT



# CAREER PATHS VS. CAREER LADDERS



ACU  
ASSOCIATION OF CLINICIANS  
FOR THE UNDERSERVED



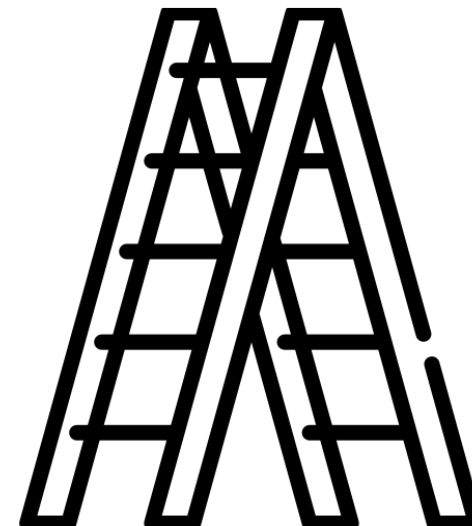
STAR<sup>2</sup>CENTER  
SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION

## 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



# DEVELOPMENT STRATEGIES

---



- Provide professional development, continuing education, and mentorship
  - Ensure it meets the needs of BIPOC individuals and historically excluded/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



**UPSKILLING**

**CROSS SKILLING**

**RESKILLING**

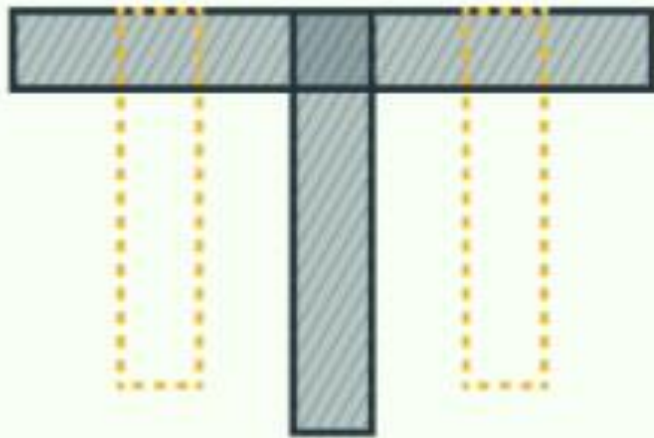


# UPSKILLING, CROSS SKILLING, & RESKILLING

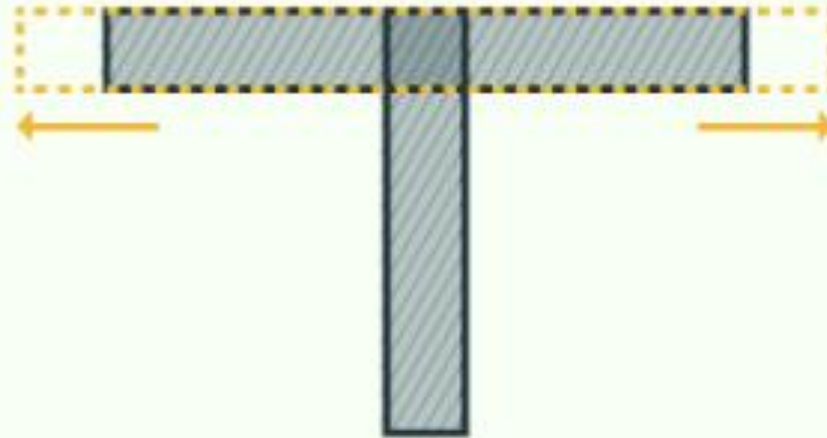
Exploring Different Skill-Building Strategies



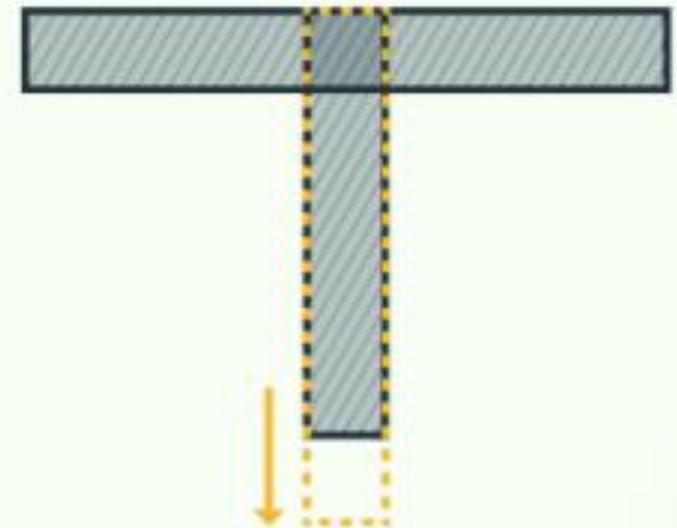
Reskilling



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](#)





# RESOURCES

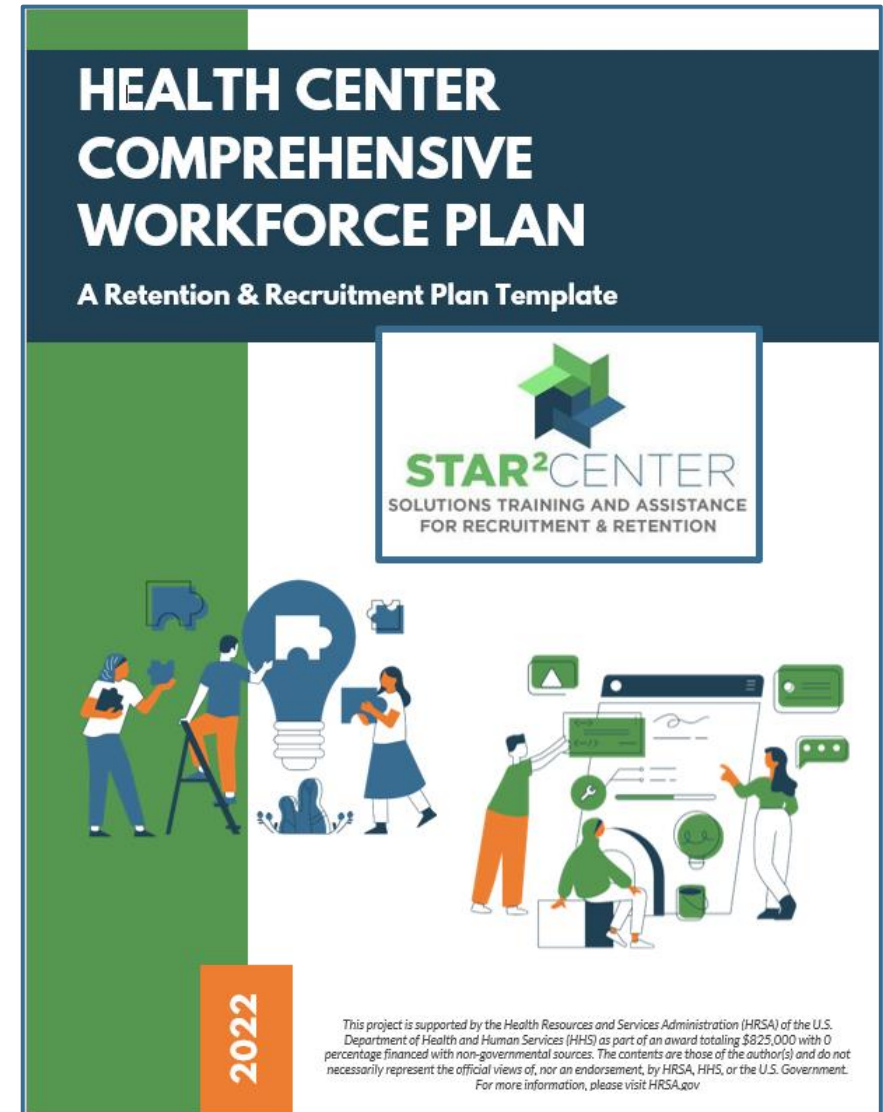
---



# HEALTH CENTER COMPREHENSIVE WORKFORCE PLAN



Click [here](#) to access the  
Health Center  
Comprehensive  
Workforce Plan!



# STAR<sup>2</sup> CENTER RESOURCE HIGHLIGHT

The Growing Provider Shortage:  
Building the Case for Developing an HP-ET Program



Click [here](#) to access the **The Growing Provider Shortage: Building the Case for Developing an HP-ET Program Resource**



## The Growing Provider Shortage: Building the Case for Developing an HP-ET Program

### Overview: The Need for Health Center Health Professions Education & Training (HP-ET) Programs

Provider shortages have plagued healthcare organizations for decades, and these shortages have been exacerbated by the COVID-19 Pandemic. The Association of American Medical Colleges (AAMC) projects that by 2034, there will be a shortage of Primary Care Physicians between 17,800 and 48,000.<sup>1</sup> In addition to the shortage of physicians, the COVID-19 pandemic also led to the "Great Resignation" in the United States which caused staffing shortages among all levels of clinical staff. These increasing shortages have highlighted the need for HP-ET Programs as a way to "grow your own" workforce at health centers. The variety of HP-ET 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

By providing pathways to one or more needed clinical roles, health centers have the ability to use these programs as a major recruitment tool for vital positions at their organizations. Understanding what roles are currently in demand, and which are likely to increase in demand in the near future, is critical to assessing what type of HP-ET or other recruitment programs can most benefit a health center.

### Provider Needs Based on National Health Service Corps (NHSC) Vacancy Data<sup>2</sup>

The graphs below show three types of "staff status":

1. STAFF – fully onboarded staff hired by health centers not on a National Health Service Corps (NHSC) contract
2. NHSC – fully onboarded NHSC staff working at health centers
3. VACANCIES – unfilled positions at health centers based on eligible NHSC vacancies reported by health centers

<sup>1</sup> IHS Markit Ltd., The Complexities of Physician Supply and Demand: Projections From 2019 to 2034, Washington, D.C., 2021.  
<sup>2</sup> Health Resources and Services Administration. "Data Explorer." Accessed June 2023. <https://data.hrsa.gov/tools/data-explorer>

# ADDITIONAL RESOURCES



- EMPLOYEE-FOCUSED CAREER PATHWAYS: SUPPORTING THE FULL SCOPE OF TALENT IN THE MENTAL HEALTH WORKFORCE: <https://chcworkforce.org/videos/mental-health-workforce-pathways/>
- FINDING A WAY FORWARD: RETAINING & RECRUITING MAS & DAS IN THE CHANGING WORKFORCE LANDSCAPE – PT. 2: <https://chcworkforce.org/videos/ma-da-rr-pt2/>
- WORKING WITH MINORITY-SERVING INSTITUTIONS TO ENHANCE AND DIVERSIFY RECRUITMENT PATHWAYS: [https://chcworkforce.org/web\\_links/working-with-minority-serving-institutions/](https://chcworkforce.org/web_links/working-with-minority-serving-institutions/)
- RETENTION PLANNING: BUILD IT AND THEY WILL STAY – SESSION 2: <https://chcworkforce.org/videos/retention-planning-session2/>
- ACU STAR² CENTER WORKFORCE TRAINING & TECHNICAL ASSISTANCE PROFESSIONAL DEVELOPMENT SERIES – SESSION 4: <https://chcworkforce.org/videos/23-24-workforce-pd-session4/>

**[YOU CAN FIND ALL OF THE STAR² CENTER'S FREE RESOURCES HERE](#)**



# 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/)



## STAY IN TOUCH!

 Chcworkforce.org

 Clinicians.org

 info@clinicians.org

 844-ACU-HIRE

