



Definition of a Comprehensive Workforce Plan

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. This is a dynamic document that requires regular review, ideally on a yearly basis, to address the evolving needs of the workforce, patients, and community.

Components should include:

1. A **vision** that serves as the foundation for the organization's comprehensive workforce plan. The goal is to think "big" and work in tandem with health center staff and patients to identify the current and future workforce needs of the organization and the community it serves.
2. An **assessment** of a health center's current workforce needs including outlining areas of strength in the organization's retention and recruitment efforts as well as and opportunities for growth and improvement. A thorough assessment also includes identifying patient and community needs to ensure that a health center's workforce is reflective of its community's diversity and is effectively meeting the whole-person needs of its patients. Ultimately, the assessment results should serve as the baseline data used to develop a health center's workforce strategy.
 - a. Data sources for a thorough assessment may include:
 - i. Stay interviews
 - ii. Exit interviews
 - iii. Community trends
 - iv. Formal or informal staff and patient feedback
 - v. Human Resources information
3. A **retention strategy** that utilizes assessment results to identify any areas of need that require a focused investment in employee engagement.
 - a. Employee engagement strategies should address:
 - i. Justice, equity, diversity, and inclusion (JEDI)
 - ii. Workplace representation
 - iii. Work-life balance
 - iv. Employee wellness/well-being and resilience
 - v. Workplace trust
 - vi. Development of a transformative culture for all staff
4. A **recruitment strategy** that utilizes assessment results to identify immediate and long-term recruitment needs to develop a workforce that adds to and enhances a health center's dynamic culture, mission, and values, which also includes prioritizing pipeline and talent development.
 - a. A robust recruitment strategy takes into account the following areas:
 - i. Community connections
 - ii. Assembling an appropriate recruitment team

- iii. Funding
- iv. Advertising
- v. Interviewing
- vi. Contracting
- vii. Onboarding

- 5. A **development strategy** that invests in career ladders, advancement opportunities, talent development, and succession planning to prepare and train a diverse and inclusive group of employees for an upward career trajectory that leads to the successful and equitable achievement of leadership positions.
- 6. An **action plan** that includes measurable steps and assigns accountability for a health center's workforce development. The action plan should take into account all the components of a comprehensive workforce plan, be grounded in the principles of cultural humility, and advance JEDI initiatives within the organization.