

## **Comprehensive Workforce Plan – Framework**

Welcome and thank you for accessing the Comprehensive Workforce Plan Toolkit Framework. This toolkit outlines key areas and resources that will help you strategize and plan as you develop your Community Health Center's comprehensive workforce plan.

A comprehensive workforce plan is not a static document and needs continuous revision as the landscape of the health center workforce rapidly changes. For this reason, the Toolkit will remain ever evolving. Please contribute to the expansion of the Toolkit by utilizing the edit function and adding content and resources to the document.

This toolkit is divided into categories that outline essential components to consider when developing your health center's comprehensive workforce plan. Each area contains subcategories and, where applicable, links to pertinent resources are provided. Finally, the Toolkit provides a glossary of definitions for the various acronyms used throughout the document.

Once again, we welcome each of you – Community Health Center, PCA, HCCN, NTTAP, and any other staff – to use, develop, adapt, and apply the Comprehensive Workforce Plan Toolkit Framework to meet the needs of the health center workforce.

If you have any resources, you would like included in the toolkit, please feel free to reach out to Sarah Macrander, Colorado Community Health Network, at [smacrander@cchn.org](mailto:smacrander@cchn.org).

### **Utilization Tips and Resources Covering Multiple Areas**

- Tips for using this document:
  - PCA Utilization
    - The Comprehensive Workforce Plan Toolkit serves as a guide and resource when working with health centers to assess their current strategic workforce plan and any gaps in which they need updated and/or created.
    - The Toolkit provides categories to consider when creating and/or updating a strategic workforce plan and can be used for training and resource purposes when supporting your health center to meet their workforce needs.
  - Health Center Utilization
    - The Comprehensive Workforce Plan Toolkit serves can serve as a guide and resource when creating and/or updating their strategic workforce plan.
    - The Toolkit provides an abundance of categories to consider including in a strategic workforce plan, some categories may need to be altered or may not be relevant to each health center. By creating a strategic workforce plan, you will have a better understanding of the health centers' current and future workforce needs, gaps and challenges. Work with your PCA for training, technical assistance, resources and templates provided in the Toolkit to customize and create an evolving strategic workforce plan that supports your health center needs.
- Overarching Resources:
  - SHRM – [Guide to Developing a Strategic Diversity, Equity, and Inclusion Plan \(requires SHRM Membership\)](#)
  - CHC, Inc. & Weitzman Institute - [Resource Repository](#)

- ACU/STAR<sup>2</sup> Center – [Original Resources Bundle](#); [Clinician Wellbeing Bundle](#); [Diversity, Equity, and Inclusion Bundle](#)

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## **1. WF in Org. Strat. Plan**

### **Workforce Included in Organizational Strategic Plan**

- How to Engage in Workforce Strategic Planning
  - Sample Workforce Strategic Plans
    - Resource - ACU Strategic Planning Document ([https://chcworkforce.org/web\\_links/star%20b2-center-strategic-workforce-planning-workbook/](https://chcworkforce.org/web_links/star%20b2-center-strategic-workforce-planning-workbook/))
  - Incorporating Justice, Diversity, Equity, and Inclusion
    - Resource – STAR2 Center’s Building an Inclusive Organization Toolkit ([https://chcworkforce.org/web\\_links/building-an-inclusive-organization-toolkit/](https://chcworkforce.org/web_links/building-an-inclusive-organization-toolkit/))
  - Funding Strategies and Considerations for Workforce
- Support and buy-in from C-Suite and BOD
- HR Leadership within a CHC
  - Resource - Star2Center’s CWO Toolkit ([https://chcworkforce.org/web\\_links/star%20b2-center-chief-workforce-officer-toolkit/](https://chcworkforce.org/web_links/star%20b2-center-chief-workforce-officer-toolkit/))
- Human Resource Benchmarking and Metrics

- Needs and Community Assessments
  - Resource - 3RNet - Recruit to Retain Manual – Data piece
- Salary/Benefits Surveys
  - Possible Resources – PCAs
  - NACHC Salary Survey
  - Bureau Labor Statistics – Where to find this information
  - State Based Employers Council – List of these.
  - SHRM
  - MGMA Salary Survey
- Other Metrics
  - Turnover
    - Resource – STAR2 Center Financial Assessment Tool ([https://chcworkforce.org/web\\_links/star%c2%b2-center-financial-assessment-tool/](https://chcworkforce.org/web_links/star%c2%b2-center-financial-assessment-tool/))
  - Employee Engagement
    - Resource – STAR2 Center Employee Engagement Webinar (<https://chcworkforce.org/videos/manager-training-for-employee-engagement-part-2/>)
- Resource – Making the Business Case for Workforce
- Resources - Coleman Associates (?) – Data Driven Decision Making
- Utilizing Organizational Strategic Plan to Guide other workforce areas

## **2. WF Pipeline Initiatives** (Also referred to as Health Profession Training and Education) **Development Strategy**

- Building Partnerships
  - What do CHCs do to develop/identify partnerships?
  - What steps do CHCs engage in to bring in students to their clinics?
  - What local entities do they work with?
- Funding
  - For each stage of HPET
    - HRSA funds
- Assessments and Data to Support (RTAT, Needs Assessment, etc.)
- Organizational leadership – Support and Buy-in
  - Staff in charge of organizing and coordinating
- Policies, Procedures, Contracting/MOU, Affiliation Agreements
  - Checklist
  - Templates
- Evaluation of Programs
  - Evaluation of Student experience
  - Tracking of program, student and recruitment outcomes
- Financial Support for Students and Residents/Clinical Placement
  - National Health Service Corps
  - State-Based Loan Repayment
  - Nurse Corps
  - Public Health Corps
  - Public Service Loan Forgiveness
  - [Loan Refinancing Options](#) (Navigate Student Loans)
- Workflows for Efficient and Effective Integration of Students
- Resources:

- Weitzman Institute – [\*Training the Next Generation: Residency and Fellowship Programs for Nurse Practitioners in Community Health Centers\*](#) (book)
- CHC Inc. & Weitzman Institute - [\*Playbook\*](#) and [\*Playbook Template\*](#)

### **Early Pipeline Programs**

- Introductory Health Career Presentations to Middle School/Elementary Schools/High School
  - Science Specific Tracks or Schools
- Health Profession Career Introduction Programs for high school or community college students like HOSA, Scrubs Camp, Health Career Academy, etc.
  - Area Health Education Center Programs (AHEC)
  - Community Colleges
  - Trade Schools (?)
- Apprenticeship Programs – Should this be only under entry-level/frontline section?
- Student Support
  - Scholarships – provided by outside entities such as HRSA or internally provided by the CHC
  - Shadowing
  - Outreach and Partnership with underrepresented schools or geographic areas

### **Provider Residency/Clinical Placement Program (e.g., Physician, Nurse Practitioner, Dentist, Behavioral Health, etc.)\***

- Preceptor Training
  - Resource – CCNE Preceptor Training Program
- Teaching Health Centers – Funding, standing up a program, sustaining a program
- Working well with professional programs/Schools
- Supporting Students through the Process
- Mentorship and Onboarding
  - Mentorship for JEDI
- Resource - EHCI toolkit
- Partners (National and Regional)
  - Resource - Rural Training Track Collaborative
  - CHC Inc.
  - Schools of Social Work or National Association of Social Workers for student field placements training

### **Allied Health/Paraprofessional Training Program (e.g., Medical Assistant, Nursing, Ancillary Services, etc.)**

- Non-Patient Facing Career Opportunities – Billing, HIT, Compliance, Development
- Internship
- Scribe Programs
- NIMAA
- Dental Assistant Training (NIDAA)
  - Resource WPCA – DA training content
- Community Health Worker
  - Partner - National Association of Community Health Workers
- Apprenticeship Programs
  - Official programs (state approved/regulated)
  - Nonofficial programs (non-state approved/regulated)
  - Mid-career opportunities

- Continued Career Growth and Development

### Other

- Resource: [California Primary Care Association HPET Training Library](#)
- **To create:** *Strategic Workforce Plan* template for how to start or take an HP-ET program to next level (e.g., financing needs, agreements with education institutes, workflows, etc).

## 3. Recruitment & Retention Strategy

### Cross Cutting Topics

- Justice, Equity, Diversity, and Inclusion
  - Inclusive job applications and interview questions - <https://medschool.duke.edu/about-us/diversity-and-inclusion/office-diversity-inclusion/resources/recruitment-toolkit>
  - Safe Zone for LGBTQI+, BIPOC, and other underrepresented populations
  - Ensure representation at all levels of an organization
  - Resource – STAR2 Center DEI Bundle (<https://chcworkforce.org/bundle/cultural-competency/>); STAR2 Center PCA/HCCN Professional Development Series Part 6 DEI in R&R Planning ([https://chcworkforce.org/web\\_links/2020-2021-pca-hccn-workforce-professional-development-series/](https://chcworkforce.org/web_links/2020-2021-pca-hccn-workforce-professional-development-series/))

### Compensation and Benefits Assessments

- Turnover
  - Resource – STAR2 Center Financial Assessment Tool ([https://chcworkforce.org/web\\_links/star%c2%b2-center-financial-assessment-tool/](https://chcworkforce.org/web_links/star%c2%b2-center-financial-assessment-tool/))
  - Resource – STAR2 Center Turnover Tool ([https://chcworkforce.org/web\\_links/star%c2%b2-center-turnover-calculator-tool/](https://chcworkforce.org/web_links/star%c2%b2-center-turnover-calculator-tool/))
- UDS Reports
- State Based Turnover Report
- Department of Labor Statistics and state and sub-state level data
- NACHC Chartbook and NACHC Salary and Benefits Report
- State or Regional Salary and Benefits Survey
- Non-Traditional Benefits as a recruitment tool
- Utilizing Salary and Benefits data for Compensation Conversations and Pay Equity Analysis

### Recruitment Plan for Providers

- Full Spectrum Recruitment
  - Online Presence and Branding to Bolster Recruitment
  - Connection to community, engagement of provider family, housing, schools, entertainment
  - Interview Script/Key Questions and Procedures – DEI Lens
  - Onboarding and Ongoing Development of Staff
    - Provider Contracts and Agreements
  - Promoting from within/Succession Planning

- Paid Recruitment Services – Guide or Considerations? Things to consider when engaging a paid service
  - <https://www.beckershospitalreview.com/hospital-physician-relationships/5-questions-to-ask-before-choosing-a-physician-recruitment-firm.html>
- 3RNET – Recruit to Retain Toolkit
  - Recruitment Academy Training
  - Job Board
  - Candidate Database
- Preceptor and Mentorship Opportunities
- Connection with colleges, universities, and past students
  - Potential partnerships with universities to develop courses.

### **Recruitment Plan for Other Staff**

- Full Spectrum Recruitment
  - Online Presence and Branding to Bolster Recruitment
  - Connection to community, engagement of family, housing, schools, entertainment, etc. (more abbreviated potentially for non-provider staff)
  - Interview Script/Key Questions and Procedures – DEI Lens
  - Onboarding and Ongoing Development of Staff
  - Promoting from within/Succession Planning
- Paid Recruitment Services – Guide or Considerations? Things to consider when engaging a paid service.
- 3RNET – Recruit to Retain Toolkit
  - Recruitment Academy Training
  - Job Board
  - Candidate Database
- Preceptor and Mentorship Opportunities
- Connection with local community groups or organizations, high schools, colleges, universities, and past students
  - Potential partnerships with universities to develop courses
  - Professional Training programs/Apprenticeships - NIMAA, AHEC programs, etc.
  - Onsite Training Strategies – CHWs and Dental Assistants

### **Retention Plan for Providers**

- Bridging the Gap Between Recruitment and Retention
  - Connection to Mission/Vision/Community of CHCs
  - Recruitment – recruiting from within, career ladders, professional development of staff
  - Stay Interviews
  - Loan Repayment options
  - Communicating equitable bonuses or other financial incentives
- Staff recognition, professional development, and advancement opportunities
- Creative incentives that set you apart from your competitors (i.e., staff volunteer days, monthly meal allowances, flexible remote options)
- Building and developing clinical teams for retainment

### **Retention Plan for Other Staff**

- Bridging the Gap Between Recruitment and Retention
  - Connection to Mission/Vision/Community of CHCs

- Recruitment – recruiting from within, career ladders, professional development of staff
- Stay Interviews – The Power of Stay Interviews by Dick Finnegan
- Financial Support – Tuition Reimbursement, Loan Repayment, Continuing Education support
- Communicating equitable bonuses or other financial incentives
- Staff recognition, professional development, and advancement opportunities
- Creative incentives that set you apart from your competitors (i.e., staff volunteer days, monthly meal allowances, flexible remote options)
- Building and developing clinical teams for retainment

General Retention & Recruitment Resource – ACU Health Center Provider Retention & Recruitment Plan Template ([https://chcworkforce.org/web\\_links/acu-health-center-provider-retention-and-recruitment-plan-template/](https://chcworkforce.org/web_links/acu-health-center-provider-retention-and-recruitment-plan-template/)); ACU Self-Assessment Tool ([https://chcworkforce.org/web\\_links/acu-self-assessment-tool/](https://chcworkforce.org/web_links/acu-self-assessment-tool/))

#### **4. Staff Development and Advancement**

##### **Employee Performance Evaluation**

- Performance Management Processes and Strategies
  - Policies and procedures
  - 1:1 meetings with manager
  - Employee Pulse Check
  - Formal Employee Development Plan - Professional and personal development opportunities
  - Mentorship and Coaching
  - Tools for Performance Evaluation
    - Skill Assessments – connection to privileging process
    - Performance log
    - Employee self-evaluation
    - 365 assessment – employee evaluates supervisor, peer evaluator, etc.
- Supervisor/Manager Training
  - Moving from Peer to Supervisor
  - Giving and Receiving Feedback
  - Managing up
  - Employment Law
  - Performance Management
- Create alternatives to a traditional employee evaluation (i.e., bi-weekly or monthly check ins with regular and consistent feedback. Move away from the traditional annual review). Found this article on SHRM website <https://www.shrm.org/hr-today/news/all-things-work/pages/performance-management-evolves.aspx>

##### **Employee Satisfaction/Engagement Assessments**

- Engagement Surveys
  - Sample Surveys
  - Ensuring anonymity
  - Tie a “reward” to staff filling out these types of surveys to increase responses.
  - Closing the loop – meaning what action is the organization taking in response to survey results.
- Strategies for Employee Satisfaction



- Personality assessments – DISC, MyersBriggs, etc.
- Staff appreciation programs
- Team and Interpersonal Communication
- Stay interviews–templates, processes, strategies, training for supervisors
- Wellness systems
- Flexible schedules and remote opportunities
- Unique benefits – such as housing, ski pass, gym memberships, etc.
- Community/family fun events

### Staff Training/Professional Development Plan

- *Staff Advancement Plan (Career Ladders)*
  - Equitable financial support of staff development – tuition reimbursement, CEU support, loan forgiveness program
  - Formal Development Plan by Staff Type
  - Succession planning beyond leadership
- Learning Management Systems
  - Tracking and managing staff completion of training
  - Required Trainings (OSHA, HIPAA, etc.)
  - In-house training
- Organization culture
  - Connection to onboarding and performance management of staff.
  - Coaching and mentoring for encouraging individual staff development

### Workplace Wellbeing

- Normalizing wellness and mental health as it relates to burnout and resiliency.
  - Organizational Culture
    - Modeling - Leadership and supervisors utilizing time off and demonstrating wellness practices.
    - Systems change - Leadership examines and works toward addressing systemic issues within the organization.
      - Communication to reduce stigma (resource: <https://chcworkforce.org/videos/star%20b2-center-addressing-stigma-health-disparities-and-covid-19s-role-in-affecting-workforce-retention/>)
      - Leave beyond just PTO and sick time.
    - Pathways for wellness – Organization develops varying opportunities for staff to engage in a wellness activity that meets their unique needs.
  - Strategies for Team Connection/Cohesiveness
    - Community Connection
      - Provide employees the opportunity to do charitable work or volunteer on company time.
      - Provide a social responsibility committee at work where employees can join and plan volunteer events.
  - Resource – STAR2 Center Burnout Self-Assessment Tool ([https://chcworkforce.org/web\\_links/star%20b2-center-burnout-assessment-tool/](https://chcworkforce.org/web_links/star%20b2-center-burnout-assessment-tool/)); STAR2 Center Clinician Wellbeing Bundle (<https://chcworkforce.org/bundle/burnout/>)
- Wellness Programs (Financial, mental, physical)
  - Provide company time to engage in wellness programs.
  - Flexibility in scheduling, remote work, etc.



- Training/support for staff in the various areas of wellness.
- Employee Assistance Programs
  - Choosing a program that meets employee needs and is easy to access.
  - Communication strategies – explaining what it is, ensuring confidentiality, encouraging use.

## **5. Workforce Compliance Optimization**

### **Federal/HRSA Requirements**


- Credentialing/Privileging Compliance Plan
  - Background checks and employee screening
  - C&P webinars
  - Credentialing with Insurance Providers
  - FTCA/Malpractice requirements
  - OIG Exclusion List
- Succession Plan for Leadership
- Staffing Requirements – health center recruits, develops, engages, and retains the appropriate staffing mix of qualified providers and staff needed to provide safe and culturally affirming care to its patient population.
- Federal Laws
  - Fair Labor and Standards Act
  - FMLA
  - HIPAA
  - OSHA
  - ADA
  - Anti-Discrimination - Title VII of the Civil Rights Act
  - J1-Visa
  - Section 1557 of the ACA
  - Title X

### **State Laws**


*Will vary by state. Recommend PCAs create their own list of unique state-based employment/workforce laws.*

### **Key National Workforce Partners**

#### **Association of Clinicians for the Underserved (ACU)'s Star Center**

Provides training, tools, and other resources on clinical workforce recruitment and retention for health centers. [Request TA from ACU.](#) 

#### **Community Health Center, Inc. (CHC)**

Specializes in T/TA related to the clinical workforce development /pipeline, developing postgraduate residencies for new nurse practitioners and postdoctoral clinical psychologists, and implementing team-based models of care. [Request TA from CHC.](#) 

### **Glossary**

<b>3RNet</b>	A non-profit specializing in health care jobs in rural and underserved communities with a mission to increase access to quality health care through the recruitment and retention of health care professionals and community-based training.
<b>ACU</b>	Association of Clinicians for the Underserved, a membership network uniting clinicians, advocates, and organizations in the shared mission to improve health equity for the underserved.
<b>ADA</b>	Americans with Disabilities Act of 1990, a civil rights law that prohibits discrimination based on disability.
<b>AHEC</b>	Area Health Education Center, the AHEC mission is to enhance access to quality health care, particularly primary and preventive care, by improving the supply and distribution of healthcare professionals via strategic partnerships with academic programs, communities and professional organizations
<b>BIPOC</b>	An acronym for Black, Indigenous, (and) People of color
<b>CEU</b>	Continuing Education Units, a measure used in continuing education programs to assist the professional to maintain their license in their profession
<b>CWO</b>	An acronym for Chief Workforce Officer, this individual will have oversight on all talent in a company and would have ultimate ownership of the organization's total talent strategy.
<b>CWP</b>	An acronym for a Comprehensive Workplan, a systematic fully integrated organizational process that involves proactively planning to avoid talent surpluses or shortages
<b>DEI</b>	An acronym for Diversity, Equity, and Inclusion, Diversity is the presence of differences within a given setting. Equity is the process of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual. Inclusion is the practice of ensuring that people feel a sense of belonging in the workplace.
<b>DISC</b>	The four main personality profiles described in the DiSC model: (D)ominance (i)nfluence, (S)teadiness and (C)onscientiousness.
<b>FLSA</b>	Fair Labor and Standards Act, requires that most employees in the United States be paid at least the federal minimum wage for all hours worked and overtime pay at time and one-half the regular rate of pay for all hours worked over 40 hours in a workweek.
<b>FMLA</b>	Family and Medical Leave Act of 1993, a labor law requiring employers of a certain size to provide employees unpaid time off for serious family health issues or situations.

<b>FTCA</b>	Federal Tort Claims Act, the federal legislation that allows parties claiming to have been injured by negligent actions of employees of the United States, including CHC providers, to file claims against the federal government.
<b>HIPAA</b>	Health Insurance Portability and Accountability Act, Federal law that restricts access to individuals' private medical information
<b>HOSA</b>	Health Occupations Students of America, the HOSA mission is to promote career opportunities in the health care industry and to enhance the delivery of quality health care to all people
<b>HP-ET</b>	Health Professions Education and Training
<b>J1-Visa</b>	The program helps public and private health sectors qualify to employ international medical graduates who may obtain a waiver of the two-year home residency requirement by serving in a health professional shortage area or medically underserved area/population for a period of three years
<b>JEDI</b>	Justice, Equity, Diversity, and Inclusion
<b>LGBTQI+</b>	Lesbian, Gay, Bisexual, Transgender, Intersex, plus' different identities, and experiences
<b>MGMA</b>	Medical Group Management Association, the organization offers networking, professional education, resources, and political advocacy services for medical practice management.
<b>NACHC</b>	National Association of Community Health Centers supports community-based health centers and the expansion of quality and cost-effective health care for the medically underserved and uninsured. NACHC conducts research and analysis that informs the public about the work of health centers and their value to the American health care system at the local, state and national levels.
<b>NHSC</b>	National Health Service Corp connects primary health care clinicians to people in the United States with limited access to healthcare through scholarship, loan repayment, career fairs and more.
<b>NIMAA</b>	National Institute for Medical Assistant Advancement, enables graduates to gain the competencies and knowledge to be eligible to apply for an entry-level position in the medical assisting profession.
<b>OIG</b>	Office of Inspector General is charged with identifying and combating waste, fraud, and abuse in the HHS's more than 300 programs, including Medicare and programs conducted by agencies within HHS, such as the Food and Drug Administration, the Centers for Disease Control and Prevention, and the National Institutes of Health.

<b>OSHA</b>	Occupational Safety and Health Administration is a large regulatory agency of the United States Department of Labor that originally had federal visitorial powers to inspect and examine workplaces.
<b>PCAs</b>	Primary Care Associations are state or regional nonprofit organizations that provide training and technical assistance (T/TA) to safety-net providers.
<b>Recruitment</b>	Recruitment and retention are not separate events – they are part of a process - recruitment.
<b>RTAT</b>	A 41-item, 7-subscale validated survey instrument that covers dimensions of health center readiness for engaging with Health Professions Training (HPT) programs that were deemed critical to evaluate by subject matter experts.
<b>Sec.1557 ACA</b>	The first federal civil rights law to prohibit discrimination on the basis of sex in health care. It extends nondiscrimination protections to individuals enrolled in coverage through the Health Insurance Marketplaces and certain other health coverage plans. And it provides that HHS's health programs are covered by the rule.
<b>SHRM</b>	Society for Human Resource Management is a professional human resource membership association. SHRM promotes the role of HR as a profession and provides education, certification, and networking to its members, while lobbying Congress on issues pertinent to labor management.
<b>STAR2 Center THC</b>	Teaching Health Center, the program supports primary care medical and dental residency programs and unlike other residency programs that base training out of hospitals this program trains residents in outpatient settings in the community such as Federally Qualified Health Centers.
<b>Title VII Civil Rights Act</b>	A federal law that protects employees against discrimination based on certain specified characteristics: race, color, national origin, sex, and religion.
<b>Title X</b>	A federal grant program created in 1970 to provide comprehensive and confidential family planning services and preventive health services. Services provided include contraception counseling and provision, breast and cervical cancer screenings, testing and treatment for sexually transmitted infections, and pregnancy diagnosis and counseling.
<b>UDS</b>	Each year, health center grantees and look-alikes report on their performance using the measures defined in the Uniform Data System (UDS). The UDS is a standardized reporting system that provides consistent information about health centers and look-alikes.

