



The Board & The Workforce: A Mutual Understanding

Thursday, June 9, 2022

2:00-3:15 PM EST

NCCHCA Annual Primary Care Conference

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YOUR PRESENTER



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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 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces FREE Resources, Training, and Technical Assistance

www.chcworkforce.org

Contact us: info@chcworkforce.org

HEALTH CENTER PROGRAM

It's Roots & History



“The Health Center Movement traces its roots in the United States back to the Civil Rights Movement, Migrant Workers Movement, and President Lyndon B. Johnson’s “war on poverty” in the 1960s. Leaders including Dr. H. Jack Geiger, Dr. Count D. Gibson Jr., Dolores Huerta, Cesar Chavez, President Jimmy Carter, Senator Edward M. Kennedy, and many others paved the way for the successful health center model that serves over 28 million people today.”

Written by: Helen Rhea Vernier, ACU’s Training Specialist, for [NW Pulse](#).

THE ROLE OF THE BOARD

Community Health Centers (CHC)



- Selection, review, and dismissal of Chief Executive Officer (CEO) or Executive Director (ED)
- Adopt policies for financial management
- Review personnel policies and procedures
- Establish policies for conduct at CHC
- Evaluate CHC activities
- Assure CHC operates in compliance with Federal, State, and local laws and regulations
- Guide strategic and organizational planning
- Determine mission and purpose
- Enhance and support public image





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

HRSA'S FOCUS ON **WORKFORCE**

Advancing Health Center Excellence



Workforce

Definition and Performance Expectation Areas



Definition

The 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.

Performance expectation areas that illustrate the priorities for Workforce are:

Strategic workforce management

Recruitment

Employee development

Employee engagement

Retention

Relevant Health Center Program Compliance Manual Chapters:

5 and 11



CHC WORKFORCE EXPECTATIONS

HRSA



- Comprehensive Workforce Plan
 - Recruitment & Retention
- HP-ET Plan / Strategic Workforce Plan
 - Workforce Development
- Staff Satisfaction Survey (100% CHC participation, 85% all-staff participation at each CHC)
- Needs Assessment Survey (completed)
- Readiness to Train Assessment Tool (completed)

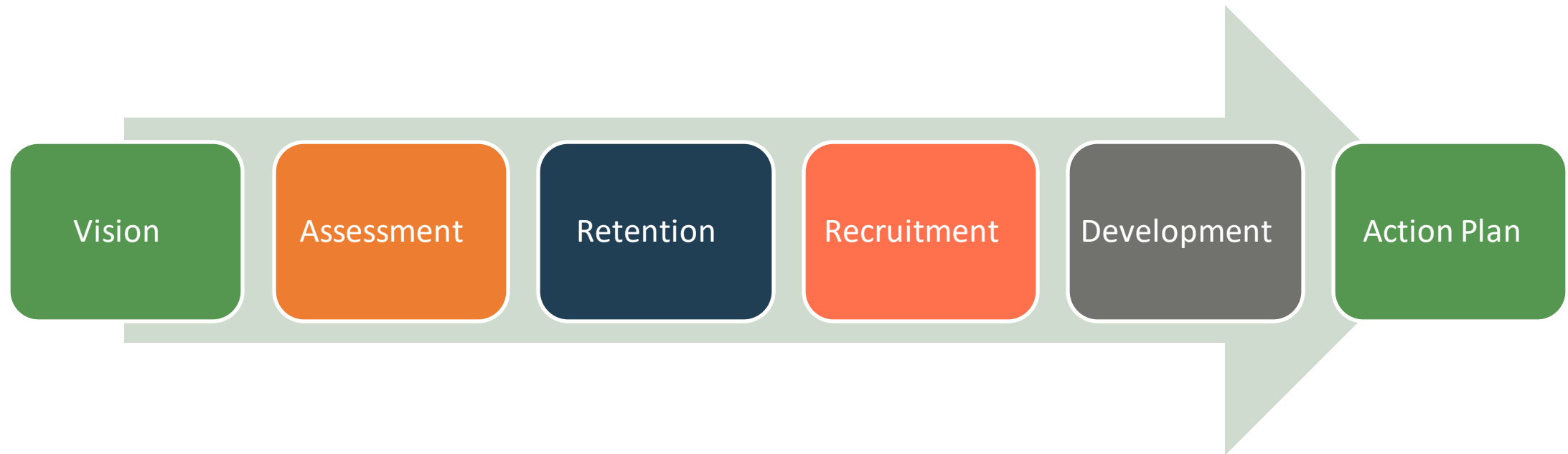


COMPREHENSIVE WORKFORCE PLAN

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

Components of a Comprehensive Workforce Plan



CHC WORKFORCE CHALLENGES

Topics to Consider



- “The Great Resignation”
- Individuals leaving the medical field
- Rising cost of living (inflation, gas prices, etc.)
- Housing shortages
- Competition from other healthcare orgs.
- Lack of change, resistance from leadership
- Need for flexible work schedules
- Finding qualified candidates, getting candidates to interview
- Difficulty maintaining competitive salaries/lack of compensation equity
- Burnout, compassion fatigue, moral injury/distress, other mental health/wellness struggles
- Not enough emphasis or meaningful change in the area of justice, equity, diversity, and inclusion (DEI)



THE CHANGING WORKFORCE LANDSCAPE

The Great Resignation



- Resignation rates are highest among mid-career professionals
- Resignations rates are highest in the healthcare and tech industries

Workforce professional should focus on:

- Taking a **data-driven approach** and quantify the problem
- **Identify root causes** and make needed changes
- **Develop comprehensive workforce plans** tailored to the health center's needs



PROVIDER & STAFF SATISFACTION

Issues to Address



ACU
ASSOCIATION OF CLINICIANS
FOR THE UNDERSERVED



- **Staffing:** most commonly mentioned factors are a lack of training and a lack of partnership between support staff and providers
- **Work load:** often exacerbated by staffing issues
- **Management:** need for better “facility flow” and infrastructure, lack of power to make improvements, not heard by management
- **Financial considerations:** salaries not competitive
- **Scheduling/vacation:** inflexible schedules, lack of work/life balance



THE CHANGING WORKFORCE LANDSCAPE

Topics of Importance



- **Multi-generational staff** – Gen Z, Millennials, Gen X, Baby Boomers
 - Succession planning
 - Baby boomers retiring / others leaving healthcare
- **Compensation Equity** – not just a living wage, BUT a thriving wage
 - Think about regular pay audits, not using salary histories, posting salary ranges
- **Hybrid Workspaces** – no longer an option, but an expectation
 - Think about policies, legal requirements, stipends
- **Pathway Development**
 - Prepare the next generation of mission-driven staff
 - Create training programs

And, so much more...

RETENTION PLANNING

Key Areas



Leadership needs to
reflect the organization's
values in its day-to-day
actions

Alignment of a health
center's mission with the
beliefs and values of its
workforce is **critical**



Mission is the Bridge

It underscores all retention and recruitment planning, lays out the values of the organization, and drives the work and services offered by the health center to its community, patients, and employees.



FOCUS ON COMPENSATION

What is a Compensation Plan?



A strategically designed compensation philosophy supports several important components of your organization:

- Strategic plans
- Budgeting and business goals
- Industry-competitive challenges
- Operating needs
- Total reward strategies that support retention of the company's top talent



COMPENSATION

ELIMINATE PAY INEQUITIES

- Conduct regular pay audits
 - Maintain transparency and fairness
- Move to stop using salary history
- Create equitable, inclusive, and fair salary ranges
 - Post in job announcement
 - Stick to it!
- Understand the importance of pay equity and transparency in the retention and recruitment of different workforce generations

FOCUS ON BENEFITS

Think Outside the Box



Speak with the workforce about what they need/want!

PAY EQUITY CHECKLIST

STAR² Center Resource



A tool that assists health center teams as they assess their pay equity processes and “level setting” salaries over a period of time.

STAR² CENTER

Health Center Pay Equity Checklist

WHAT IS PAY EQUITY?

Pay equity means equal pay for work of equal value. It is important to distinguish pay equity from pay equality, which means equal pay for equal work. Pay equality overlooks the inequities and restrictions marginalized groups face when seeking to access the same professional opportunities as other employees in an organization; who are often times, the most highly compensated individuals. Pay equity bridges that gap by connecting equal pay to work of equal value.

HOW TO STRIVE FOR PAY EQUITY?

- ☐ Conduct regular and ongoing pay audits
 - ☐ Gather employee data
 - ☐ Account for pay differentials
 - Questions to consider when assessing pay differentials:
 - Are there clear and written policies that outline decisions for pay differentials? Does staff know and understand this information?
 - Are pay differentials based solely on non-subjective factors? (i.e., experience, education)
 - Does your organization provide pay raises that align with salary increases for new hires?
- ☐ Identify the causes of pay gaps
- ☐ Assess the role race, gender, age, disability status,

WORK SCHEDULES

Flexibility is Key



As of 2019,

- Nearly **one third** of workers sought new jobs because current employer did not offer flexible work opportunities
- **52%** tried to negotiate flexible work arrangements
- **80%** said that they would be more loyal to their employers if they had flexible work options
- About **2/3** are more productive working outside of a traditional office environment
 - fewer distractions and interruptions
 - reduced stress from not commuting
 - minimal dealings with office politics

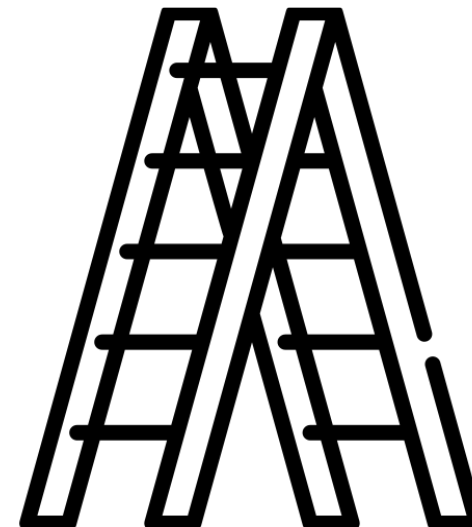
CAREER PATHS VS. CAREER LADDERS

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](#)

Diversity is essential, but not the goal.

While it's important to diversify the health center workforce, we must remember that diversity alone is just math. A fully representative workforce is essential, but does not necessarily mean staff of marginalized identities feel safe, heard, and respected; that your clients benefit from that diversity; or that your policies and procedures are just. Moreover, integrating and retaining staff of color, for example, means you must resist institutional racism. Perceive this toolkit, then, as a guide to get started, but we urge you to go deeper in equity and inclusion with our additional recommended resources.

Source: *Building an Inclusive Organization Toolkit*



A NOTE ON EQUITY



Source: Robert Wood Johnson Foundation Visualizing Health Equity: One Size Does Not Fit All Infographic

Many BIPOC feel as if they need to work harder to demonstrate value and overcome negative stereotypes

The Atlantic

BUSINESS

Black Workers Really Do Need to Be Twice as Good

African American employees tend to receive more scrutiny from their bosses than their white colleagues, meaning that small mistakes are more likely to be caught, which over time leads to worse performance reviews and lower wages.

By Gillian B. White

**33% of Black
workers do not feel
respected or valued
at work
(compared to 18%
of White workers)**

Source: SHRM Together Forward @Work. [The Journey to Equity and Inclusion](#)



1 in 3 BIPOC are leaving their employers to increase their pay

- » 1 in 2 Black
- » 1 in 4 Latino/a/e/x and/or Hispanic
- » 2 in 5 Asians

Source: Hue. [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)



1 in 4 BIPOC report that they have not had the same opportunities and chances to succeed compared to their White colleagues

Source: Hue. [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)





BIPOC are **3x more likely** to consider leaving their employers due to the emotional burden related to their race compared to their White counterparts

Source: Hue. [Unsafe, Unheard, Unvalued: A State of Inequity Report](#)



EMOTIONAL LABOR INVOICE

Marginalized Folks, Inc.

TO: Potential Ally
Privileged Folks, Ltd

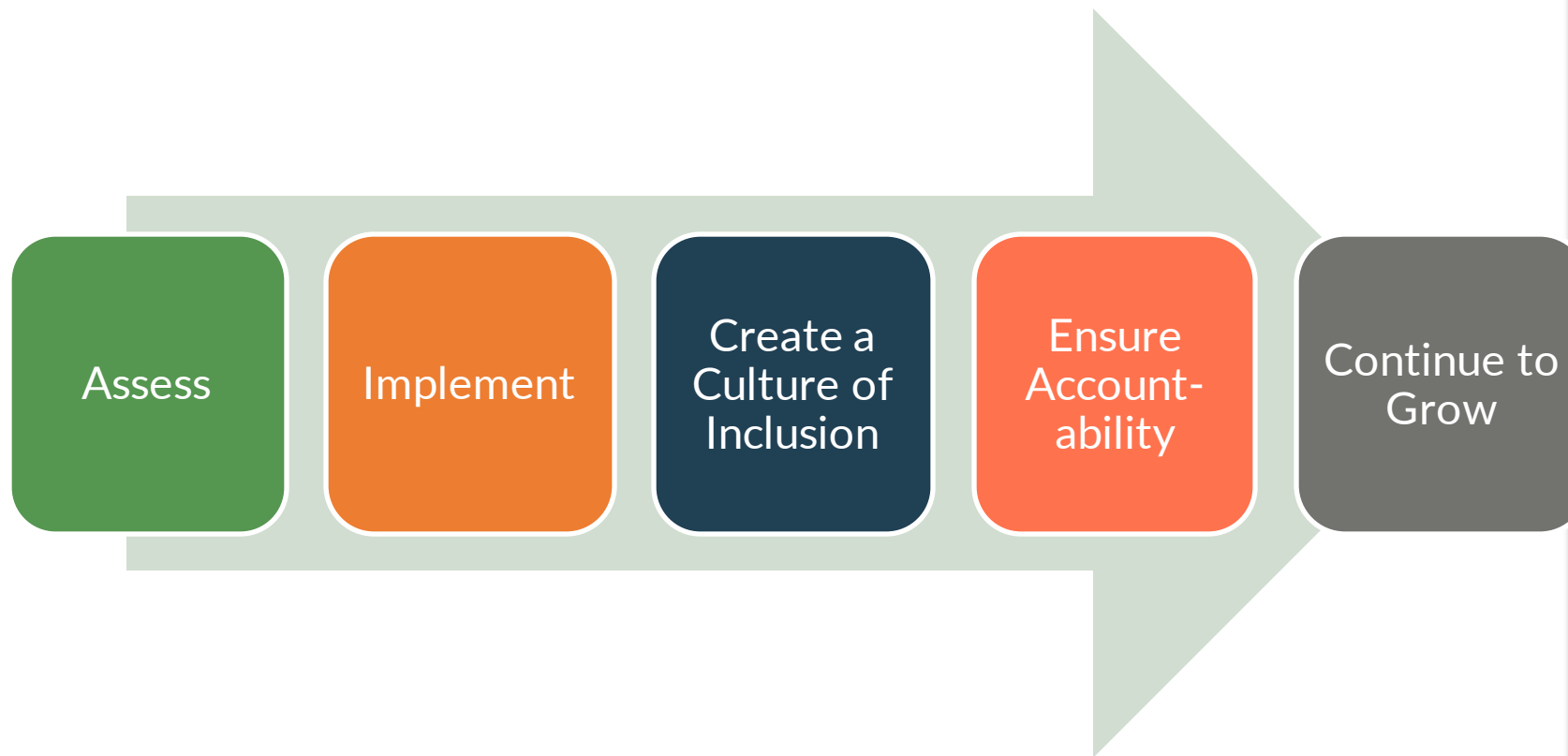
SERVICE PROVIDER	SPECIALIZATION	DUE DATE
Marginalized Person You Know	Existing in Oppression	<u>DUE ON RECEIPT</u>

DESCRIPTION	#	UNIT PRICE	LINE TOTAL
Helped you understand your racism/sexism/ableism/etc.		\$ 100.00	
Endured your microaggression(s)		\$ 200.00	
Taught you about microaggressions		\$ 300.00	
Endured your continued microaggression(s)		\$ 600.00	
Explained something about oppression you could've Googled		\$ 125.00	
Clarified that you are not entitled to my time		\$ 250.00	
Clarified that you are not entitled to my pain		\$ 350.00	
Listened to "not all...." and similar derailments/fragility		\$ 500.00	
Softened my reaction to spare your feelings		\$ 750.00	
Smiled when you apologized for not speaking up in the meeting		\$ 1,000.00	
Subtotal			
Marginalization Tax Adjustment			\$ 1,500.00
Amount Due:			



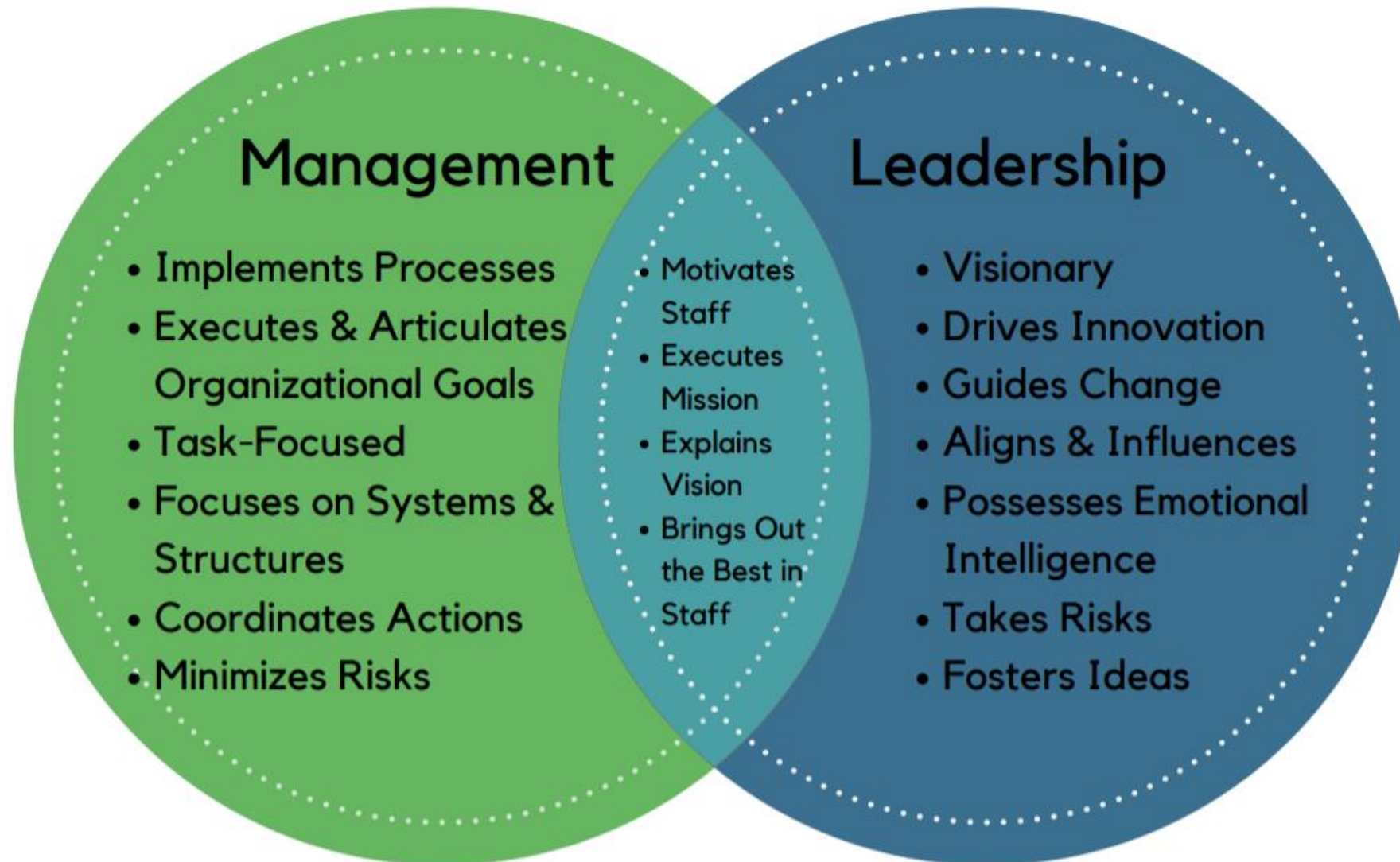
BUILDING AN INCLUSIVE ORG TOOLKIT

STAR² Center Resource



THE ROLE OF LEADERSHIP

Leadership Does Not Always Mean Leader



WORKFORCE TEAM

CWO – The Strategic Workforce Leader



Chief Workforce Officer

- Manages and creates the strategy to design and develop an agile workforce that is responsive to the changing needs in healthcare and the community.
- Develops and drives strategies that are advantageous for the organization, employees, patients, and communities being served.

Workforce/Personnel Strategy

- The plan of action to optimize employee performance and to align the competency of the workforce with the organization's strategic priorities.
- Requires assessment of the existing workforce to determine the current knowledge, needs, and skill gaps.

Chief Human Resources Officer

- Develops and executes human resource strategies to support overall health center operations.
- Develops the strategic direction of the organization in the areas of succession planning, workforce management, training and development, change management, and compensation.





STAR² CENTER RESOURCES

- Self-Assessment Tool
- Health Center Provider Retention and Recruitment Template
- [Pay Equity Checklist](#)
- Financial Assessment Tool
- Strategic Workforce Planning Workbook
- Chief Workforce Officer Toolkit
- Building an Inclusive Organization Toolkit

You can find all of these resources and more by visiting:

<https://chcworkforce.org/bundle/star%c2%b2-center-original-resources/>

READY TO LEARN MORE?



Check out the STAR² Center Self-Paced Courses:

<https://chcworkforce.elearning247.com/>

And the STAR² Center's Podcast Series, STAR² Center Talks Workforce Success:

https://chcworkforce.org/web_links/star%c2%b2-center-chats-with-workforce-leaders/



STAY IN TOUCH!

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