

2018

# Strategic Workforce Planning: A Workbook for the Future



**STAR<sup>2</sup>CENTER**

**SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION**

Prepared by JSI

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## Table of Contents

|  |    |
|--|----|
| Introduction .....   | 1  |
| SECTION I: ASSESSMENTS .....   | 3  |
| SECTION II: SUMMARY OF FINDINGS.....                                       | 15 |
| SECTION III: DEVELOPING THE WORKFORCE STRATEGIC MATRIX AND ACTION PLAN ... | 16 |

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## Introduction

This workbook provides a framework for thinking strategically about present and future workforce needs. Strategic planning is an ongoing process focused on identifying how to continue moving the organization toward fulfilling its mission and achieving its vision and goals given the ever-changing environment. This process of strategic workforce planning includes analyzing present data in order to plan for your future. As with organizational strategic planning, the task is to identify goals, assess challenges and opportunities, analyze the environment, and lay out a road map to the future. Analysis for strategic planning includes both internal and external factors:

### **STRATEGIC PLANNING: UNDERSTANDING INTERNAL AND EXTERNAL FACTORS TO ACHIEVE YOUR GOALS**

#### **Health Center Factors**

Mission, Vision, Goals  
Patient Experience  
Present Scope  
Workforce



#### **Environmental Factors**

Population Trends  
Policy/Payment Trends  
Workforce Trends

Each section in this workbook focuses on one of the factors identified above. For each factor, critical data is required to understand whether present staffing is appropriate and to plan strategically to successfully reach your goals. To ensure you have all of the appropriate data in front of your team for this planning process, we encourage you to review and/or complete the following STAR<sup>2</sup> Center companion resources:

- [Self-Assessment Tool](#)
- [Retention & Recruitment Plan Template](#)
- [Financial Assessment Tool](#)
- [Data Profile](#)

This workbook can be easily tailored to include information specific to your health center as you work through it. After you complete each section, you will have the appropriate information, assessments of strengths and challenges, and output from all of the discussions to fill in each of the boxes in the matrix that is provided in Section III below. The information

in the matrix will form the basis of the Action Plan that follows the matrix. The result will be a dynamic workforce strategic plan that provides the roadmap for achieving your goals and vision. Remember, in planning strategically you should look at what your goals are, evaluate what you already have, analyze what is going on around you, and develop a strategy to meet your goals. In the end, this is all about fulfilling your mission and meeting the needs of your community.

You may use this workbook in any way that works for your organization, but a best practice model for its utility requires that it be completed through a strategic planning process, utilizing all key members of the organization's leadership. A strategic workforce plan should fit in with other organizational plans and initiatives, and become truly integrated into the organization's path to success.

Before you begin to complete this workbook:

- Review the contents
- Identify leadership team
- Collect relevant data
- Complete companion tools (referenced above)
- Establish an internal timeline for completing the workbook

## SECTION I: ASSESSMENTS

### **Internal Assessment: Mission, Vision, and Goals**

All operations and activities should flow through the filter of an organization's mission, vision, and goals. These critical foundational pieces are most commonly developed during an organizational strategic planning process. If you have not engaged in strategic planning in the past three years, you should consider undertaking it now; the health care environment is rapidly changing and it is important to position your organization to succeed.

This section of the workbook

**Using your organization's strategic plan, identify these key components:**

What is your mission statement?

What is your organization's vision statement?

What are your strategic goals?

**Assess: Look down from 30,000 feet. How are you doing on each of these at present?**

Strengths:

Challenges:

**Analyze: How do you see workforce/staffing affecting your strengths and challenges in:**

Meeting your organizational mission?

Moving toward your vision?

Attaining your goals?

**Discuss: Develop a model of what your organization looks like in 10 years.**

Who are you serving?

What services are you providing?

What is your delivery strategy? (Do patients come to you? Do you go to them? Do you tele-treat?)

What does your organization structure look like?

Who is doing what?

How do you measure success?

How does this relate to workforce?

## Internal Assessment: Patient Experience

Information used to understand the patient experience comes from looking at both the objective experience of patients through organizational processes (i.e. wait for an appointment, length of time in waiting room, etc.) and their subjective experiences reflected in patient satisfaction surveys, patient turnover and exit interviews, and general comments. A thorough analysis of this data will help reveal relevant workforce and staffing considerations for success.

**Assess: Please use your Uniform Data System and other internal operations practice management data, patient satisfaction surveys, and other tools you use to collect patient experience data.**

### A. Quantitative Data

**Table 1: Patient Experience Factors**

| Factor  |  |
|---|--|
| Average time in waiting room                              |  |
| Total visit cycle time                                    |  |
| Dropped phone calls rate                                  |  |
| Patient-provider continuity - % visits with same provider |  |
| Other patient experience factors:                         |  |
|   |  |
|   |  |
|   |  |

### B. Qualitative Data

What are the three (3) most common positive comments from patients?

- 1.
- 2.
- 3.

What are the three (3) most common negative comments from patients?

- 1.
- 2.
- 3.

What is your net patient loss rate over the past 3 years?

Is it trending (circle one):            Up?            Down?            Stable?

What are the three (3) most common reasons for patients leaving your practice?

- 1.
- 2.
- 3.

Do not do patient exit interviews

What are the three (3) most common reasons patients stay?

- 1.
- 2.
- 3.

Do not do patient stay interviews

**Analyze: Identify your strengths and challenges and assess them for possible underlying reasons (e.g. a long wait time in the waiting room may indicate that your medical assistant to provider ratio is low or scheduling issues).**

Strengths:

Challenges:

**Discuss: Projected Workforce Need Discussion: Are you gathering enough of the right kind of information to understand the patient experience? Where in the information do you see relationships to staffing and workforce issues?**



## Internal Assessment: Present Scope

It is important to understand your current obligations in the core areas of your scope of project and projected changes over the next few years. How well are you delivering on your current promises and obligations? What do you need to move forward from a position of strength?

Please use your Uniform Data System and other practice management data to complete Table 2.

Assess: What is your stated projected number of patients/visits according to your most recent approved scope of project compared to your actual?

Table 2. Patients and Visits

| Service Type | Projected Pts | Actual Pts | Projected Visits | Actual Visits |
|--------------|---------------|------------|------------------|---------------|
| Primary Care |               |            |                  |               |
| Behavioral   |               |            |                  |               |
| Dental       |               |            |                  |               |
| Other        |               |            |                  |               |
|              |               |            |                  |               |

Analyze: For each of your services, are you meeting your projected number of patients and visits? If no, where are you below projections?

Discuss: If this is a problem of inadequate staff or other reasons (i.e. clinical operations, space, marketing, transportation, culture/language). If it is determined that it is a staffing problem, how many of what kind of staff are needed to meet projections?

**Assess: What is your current demand and capacity at each of your sites?**

Table 3 below asks you to assess your present balance between demand and capacity at each of your sites. Data sources include (among others): Patient/visit counts; information from the previous analysis on patient experience (i.e. wait times) as well as productivity factors. If demand exceeds capacity in any box place a “D”; if capacity exceeds demand place a “C”; if demand and capacity are balanced place “=”.

**Table 3. Demand and Capacity by Service Site**

| Service Type | Site A | Site B | Site C | Site D | Site E | Site F | Site G |
|--------------|--------|--------|--------|--------|--------|--------|--------|
| Primary Care |        |        |        |        |        |        |        |
| Behavioral   |        |        |        |        |        |        |        |
| Dental       |        |        |        |        |        |        |        |
| Other        |        |        |        |        |        |        |        |
|              |        |        |        |        |        |        |        |

**Analyze: Where, if at all, are your demand and capacity out of balance?**

**Discuss: Develop a matrix of "ideal staffing" by site and type.**

Consider how to realign your present staffing and/or what additions/changes you may need to make to be in balance.

Can you come into balance overall by rearranging your present staffing compliment?

If not, identify how many of what types of staff are needed.

## **Internal Assessment: Present Workforce**

This analysis looks at the current status of your health center's workforce. The first step in planning for the future is understanding where you are in the present. Are you fully and appropriately staffed now to meet your present commitments? What is the projected attrition from retirement? What is your turnover rate?

**Please use the information you collected in your Self-Assessment Tool and Recruitment and Retention Plan Template, along with your ACU Data Profile, to respond to the following.**

**Assess: What is the status of your present health center workforce?**

How stable do you project your staffing to be over the next 3 years?

What is your turnover rate for each provider category?

What are the main reasons that staff leave the organization?

If you have current gaps, identify specifically the number and types of staff you need.

If you are planning any growth, how many additional staff will you need?

**Analyze: How is your current staffing meeting organizational needs?**

Strengths:

Challenges:

**Discuss: Identify the priority areas where you need to devote your resources and strategies you can employ to ensure an adequate and stable workforce.**

## External Assessment: Population Trends

As you articulate your future vision and goals, it is critical to understand the changes going on in the community. For example, an aging trend indicates the need to develop geriatric services. Changes in the racial and ethnic make-up of your population suggest a need to develop cultural and language competencies that are different from what you presently have. Each of these changes can potentially lead to different staffing profiles and workforce needs.

**Assess: Please complete Tables 4, 5, and 6 with information from your most recent community needs assessment and market analysis. You can also use the U.S. Census and other national, state, and local secondary data sources.**

**Table 4. Population Characteristics**

| Characteristics             | Percent | Trend (previous 5 years) (+/-) |
|-----------------------------|---------|--------------------------------|
| <b>Age</b>                  |         |                                |
| 0-4                         |         |                                |
| 5-14                        |         |                                |
| 15-24                       |         |                                |
| 25-44                       |         |                                |
| 45-64                       |         |                                |
| 65+                         |         |                                |
| <b>Gender</b>               |         |                                |
| Female                      |         |                                |
| Male                        |         |                                |
| <b>Income Status</b>        |         |                                |
| <100% FPL                   |         |                                |
| 101-200% FPL                |         |                                |
| >200% FPL                   |         |                                |
| <b>Race &amp; Ethnicity</b> |         |                                |
| White                       |         |                                |
| Black/African-American      |         |                                |
| Asian                       |         |                                |
| Nat. Hawaiian               |         |                                |
| Pac. Islander               |         |                                |
| More than 1 race            |         |                                |
| Hisp/Latino                 |         |                                |
| Non-Hisp/Latino             |         |                                |
| Other                       |         |                                |
| <b>Insurance Status</b>     |         |                                |
| Uninsured                   |         |                                |

**Table 5: Health Status Indicators**

| Health Indicator         | Rate | Trend from previous (+/-) |
|--------------------------|------|---------------------------|
| Childhood Immunizations  |      |                           |
| Infant Mortality         |      |                           |
| Low Birth Weight         |      |                           |
| Prenatal Care            |      |                           |
| Type II Diabetes         |      |                           |
| Chronic Respiratory Dis. |      |                           |
| Heart Disease            |      |                           |
| Hypertension             |      |                           |
| Obesity                  |      |                           |
| Depression               |      |                           |
| Suicide                  |      |                           |
| Dental Caries            |      |                           |
| Other                    |      |                           |

**Table 6. Service Area Provider Characteristics**

| Provider Type             | Service Area # FTEs | Trend from previous (+/-) |
|---------------------------|---------------------|---------------------------|
| <b>Primary Care-MD/DO</b> |                     |                           |
| Family Practice           |                     |                           |
| Internal                  |                     |                           |
| Pediatric                 |                     |                           |
| <b>Primary Care NP/PA</b> |                     |                           |
| Family Practice           |                     |                           |
| Internal                  |                     |                           |
| Pediatric                 |                     |                           |
| <b>OB</b>                 |                     |                           |
| MD/DO                     |                     |                           |

|                   |  |  |
|-------------------|--|--|
| CNM               |  |  |
| Behavioral Health |  |  |
| Psychiatrist (MD) |  |  |
| Psychologist      |  |  |
| MSW               |  |  |
| Other             |  |  |
| Dental DMD-DDS    |  |  |
| Dental Hygienist  |  |  |
| Other             |  |  |

**Analyze:** How does your present workforce need to change in order to meet the changing needs in your community?

**Discuss:** Develop an “ideal” staffing profile to meet emerging needs. Take into consideration the mission and vision of the organization. What are the priorities in terms of workforce that need to be attended to in order to meet the mission, vision, and goals?

## **External Assessment: Policy/Payment Trends**

The external environment scan includes analysis of the policies and trends that are going on around your health center that will affect your organization's goals and vision. As with population trends, changes in the broader health care environment impact your ability to achieve your strategic goals. These include insurance coverage and Medicaid payment reform, delivery system transformation (e.g. accountable care organizations, patient-centered medical home certification requirements, performance measures). Unlike the factors above, steps to address these may not involve direct action on the part of your organization. However, it is critical to understand the broader environment within which your organization functions. Policy trends are interrelated. For example, immigration policies may significantly affect availability of J-1 visas and other work-related visas, which will have to be included in your workforce strategy.

**Assess: Please consult with your state and local policy experts, State/regional Primary Care Associations and national associations for the following information.**

Policy environment: What are the significant potential/oncoming changes in that could impact achieving your goals?

Resource and reimbursement environment: What are the significant potential/oncoming changes that could impact achieving your goals?

- Resources (i.e. grants, in-kind, fundraising)
- Reimbursement (i.e. payment reform, Medicaid reform, etc.)
- Delivery system: (i.e. Patient Centered Medical Home, Health Home, ACOs, mergers)

**Analyze: How could each of these potential environmental changes potentially impact your organization in:**

Meeting its present mission?

Achieving its strategic goals and vision?

How will they impact workforce and staffing?

**Discuss: What are some approaches that can be implemented to successfully navigate the changing environment related to workforce? Who should be involved in the conversation/planning?**

## **External Assessment: Workforce Trends**

Looking specifically at the workforce environment there are broad changes in the number and types of providers available now and “in the pipeline”. The strength of the health care workforce depends on adequate funding of education and training at the federal and state levels. Policies about scope of practice and licensure impact who can do what in your health center. As noted above, broader immigration policy greatly impacts workforce. The ability to have the optimum types and numbers of staff is central to achieving the organization’s goals and vision. Policies ranging from funding for health-related education careers to immigration will inform the strategies that you will need to employ to be successful.

**Please consult with your state and local policy experts, State/regional Primary Care Associations and national associations for the following information.**

**Assess: What are the significant potential/oncoming changes that could impact achieving your goals?**

- Federal-state funding (i.e. NHSC, graduate medical education, teaching health centers)
- Federal-state policies (i.e. scope of practice, licensure)
- Other related policies (i.e. immigration, work visas)

**Analyze: Using the ideal staffing profile you developed above, look at the potential impact that each of these policy/funding trends may have.**

**Discuss: What strategies do you have to employ to ensure that you can achieve your ideal staffing goal given the projected available workforce?**



## SECTION II: SUMMARY OF FINDINGS

Take some time to reflect on the assessments and discussions from the above exercises and briefly summarize your findings below.

- Do the data indicate that the health center is presently meeting its stated mission?
  - If not, what is not being met?
  
- Do the data indicate that the patients of the health center are being adequately served and satisfied?
  - If not, what are the salient issues identified by the data?
  
- Is the health center meeting its present scope of project expectations?
  - If not, what issues were identified?
  
- Is the health center meeting its overall patient-visit projections?
  - If not, what issues were identified?
  
- Is the health center showing demand/capacity balance across services and sites?
  - If not, what issues were identified?
  
- What are the trends in population and community characteristics?
  
- What are the trends in the broader policy, reimbursement, workforce environments?

### SECTION III: DEVELOPING THE WORKFORCE STRATEGIC MATRIX AND ACTION PLAN

**Step 1:** *Fill in the matrix below based on the summary of your assessments and discussions. Focus on workforce issues as they relate to each of the areas covered in this tool. The result will inform the action steps needed to move your organization toward achieving your goals and vision.*

**Matrix for Workforce Strategic Planning**

|                        | Strengths | Challenges | Projected Workforce Need |
|------------------------|-----------|------------|--------------------------|
| Mission                |           |            |                          |
| Patient Experience     |           |            |                          |
| Present Commitments    |           |            |                          |
| Community Context      |           |            |                          |
| Environmental Context  |           |            |                          |
| Goals-Vision<br>Vision |           |            |                          |

***Step 2: Based on the Projected Workforce Needs identified in the matrix above develop a concrete, time framed Action Plan.***

|                       | Projected Workforce Need | Action Step | Resources Needed | Lead | Timeline | Evaluation/Outcome |
|-----------------------|--------------------------|-------------|------------------|------|----------|--------------------|
| Mission               |                          |             |                  |      |          |                    |
| Patient Experience    |                          |             |                  |      |          |                    |
| Present Commitments   |                          |             |                  |      |          |                    |
| Community Context     |                          |             |                  |      |          |                    |
| Environmental Context |                          |             |                  |      |          |                    |
| Goals-Vision Vision   |                          |             |                  |      |          |                    |

*Remember a strategic plan is a dynamic tool. It changes as the internal and external contexts of the organization change. It should be a roadmap to the future that is used as a constant guide by which to measure the health center's progress moving forward into the future.*