



Brave New World: Empowering and Transforming Health Centers to Grow Their Own

**Breakout Session C: Chief Workforce
Officer (CWO) Toolkit Overview**

BIO:

Michelle Fernandez, DSW, MSW, Senior Training Specialist, Association of Clinicians for the Underserved (ACU)



Dr. Michelle Fernandez, DSW, MSW is the Senior Training Specialist at the Association of Clinicians for the Underserved (ACU) working at the STAR² Center in health center workforce retention and recruitment training. Dr. Fernandez has over six years of training development and management experience and previously worked at NACHC and RAINN. As a social worker, she focused her career on advocating for medically underserved populations and survivors of sexual trauma. She earned her Doctor of Social Work and Master of Social Work from the University of Southern California and holds a Bachelor of Science in Communications from New York University.

BIO:

Sabrina Edgington, MSW Director of Learning and Curriculum Design Association of Clinicians for the Underserved (ACU)



Sabrina Edgington is the Director of Learning and Curriculum Design at the Association of Clinicians for the Underserved (ACU). In this role she works closely with the STAR² Center team to plan and lead trainings that support health centers in their clinical workforce recruitment and retention efforts. She also plans ACU's annual conferences and leads ACU's vision care program. Prior to joining ACU, she worked at the National Health Care for the Homeless Council supporting various program and policy initiatives with particular emphasis on medical respite care and permanent supportive housing. She also served as a facilitator at Integrated Work where she led peer-learning teams for Primary Care Associations, Health Center Controlled Networks, and National Training and Technical Assistance Partners.

HOUSEKEEPING

- Be actively engaged and fully present in the moment
- Feel free to turn on your camera and unmute yourself
- If you prefer, use the chat to ask questions, share comments and thoughts, and engage in discussion
- Have fun!

How familiar are you with the role of a CWO?

- Very familiar
- Somewhat familiar, but could learn more
- Not familiar at all

CHIEF WORKFORCE OFFICER

The Chief Workforce Officer (CWO) is an **expert visionary thought leader** who, with other key business leaders, co-creates the strategy to design and develop an agile workforce that is responsive to the changing needs of the industry and the community.

CWO TOOLKIT

- CWO Core Competencies
- CWO Job Description Template
- Venn Diagram: CWO vs. CHRO
- Workforce Podcast Series