

# Comprehensive Workforce Plans: A Holistic Approach for the Health Center Workforce

2021 PCA and HCCN Conference

November 17, 2021

# Audience Participation

**Chat**  
(use to talk with peers)



The screenshot displays a virtual meeting interface. On the left, there are two windows: a 'Chat' window and a 'Polling' window. The 'Chat' window shows a conversation with messages from Brian Long, James Hensel, and Laura Wiggins. The 'Polling' window shows a poll question: '#1.) What is your biggest business writing challenge? (NO RIGHT ANSWER - OPEN QUESTION)'. The poll results are: Condition (45%), Grammar and/or Types (20%), Content Structure (10%), Tone (16%), and Other (0%). The main area of the interface shows a video feed of a man in a dark suit and white shirt. To the right of the video is a presentation slide titled 'UDS Reporting: Preparing, Doing, and Utilizing' with the subtitle 'Cultivating Health Center Operations'. The slide features a colorful graphic of a flower and the CURIS logo. The bottom of the interface includes a navigation bar with 'Request Support', '12:09pm Eastern', and 'Session Support Profile Options Windows'.

**Polling/Q&A**  
(participate in polls, ask questions to faculty)

# Why are we here today?

“In today’s talent-based economy, the **workforce** itself is arguably the most important tangible asset of most organizations. Despite its importance, this asset **is often not carefully planned, measured or optimized** . . . the most obvious cause is a **lack of consistent objectives** regarding the outputs of workforce planning, and a **lack of consistent process** by which organizations conduct workforce planning.”

*--Workforce Planning is Essential to High-Performing Organizations by Peter Louch. SHRM.org, October 3, 2014.*



# Pillar 2

**Strengthen and reinforce the infrastructures for leading and coordinating the community health movement.**

NACHC will remain responsive to the evolving needs of its members and of the communities CHCs serve through ongoing assessments of industry and environmental trends. In order to effectively guide the community health movement, NACHC will emphasize the critical role of consumer-driven community Boards as a leading factor for the continued success of CHCs and inform Boards of the changes health centers face and the impact those changes will have on effective governance. Boards provide essential awareness of the emerging realities to which CHCs must quickly adapt, and NACHC must continue to provide the training, resources, and guidance to support CHC Boards and individual Board members. To position itself to effectively support all the pillars, NACHC will work to ensure its own organizational health using a diversity, equity and inclusion (DEI) lens to drive retention and recruitment strategies, leadership succession planning and ongoing professional development efforts.

# Pillar 3

**Develop a highly skilled, adaptive, and mission-driven workforce that reflects communities served.**

Developing a diverse, high-performing, and committed workforce will require effective recruitment and retention strategies to recognize, attract, and cultivate the staff and boards that will lead and serve the CHC movement and NACHC into the future. NACHC and its members will work to ensure competitive compensation and benefits; deliver relevant and future-facing training; create a pipeline of candidates through programs, residencies, and teaching health centers; identify career pathways for employees at all levels; create succession planning and training to enhance organizational stability and heightened performance; and assure equity and diversity.



# Chat Question

*How is your PCA and HCCN incorporating the NACHC strategic pillars into your strategic workplans?*

# Our Featured Speakers



Sarah Macrander, MPH  
Senior Health Center Operations  
Manager  
Colorado Community Health  
Network



Katie Cos (Smith), MPA  
Workforce Development  
Coordinator  
Ohio Association of Community  
Health Centers



Ashley Gibson, MA  
Workforce Program Manager  
Kentucky Primary Care  
Association

# Comprehensive Workforce Plans: A Holistic Approach for the Health Center Workforce

November 17, 2021

Presented by: Sarah Macrander (CCHN), Katie Cos (OACHC), Ashley Gibson (KPCA)

# Learning Objectives

- Recognize the value of investment in the development of a Comprehensive Workforce Plan.
- Understand the need for ongoing review and adjustments of a Comprehensive Workforce Plan.
- Explore innovative approaches to implementing a Comprehensive Workforce Plan.





# Poll Question

*What is your current understanding of Comprehensive Workforce Plans?*

- *Not at all knowledgeable*
- *Slightly knowledgeable*
- *Somewhat knowledgeable*
- *Moderately knowledgeable*
- *Extremely knowledgeable*

## *Live Content Slide*

*When playing as a slideshow, this slide will display live content*

**Poll: What is your current understanding of  
Comprehensive Workforce Plans?**

# What is a Comprehensive Workforce Plan?

- ACU Star 2 Center: “A comprehensive workforce retention, recruitment, and development 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.”
- [Comprehensive-Workforce-Plan-Definition.pdf \(chcworkforce.org\)](#)

# Health Professional Education & Training (HP-ET)

## Goal

To enhance health centers' capabilities to recruit, develop, and retain their workforce by exposing health and allied health professions students, trainees, and residents to education and training programs at health centers.

## Program Components

- Funding to state and regional PCAs to provide leadership and T/TA support to health centers as well as develop state level workforce plans
- Funding to NTTAPs focused on workforce
- T/TA to health centers to assess and improve readiness to engage in health professional education & training
- T/TA to health centers to develop and implement strategic workforce plans



<https://bphc.hrsa.gov/program-opportunities/pca/workforce-funding-overview>





# Value of a Comprehensive Work Plan

A comprehensive workforce plan includes steps and resources so that health centers can:

- ✓ Understand and retain their talent pool and attract new talent.
- ✓ Prepare for different workforce scenarios (i.e. changes in workforce supply and demands or environmental stressors).
- ✓ Make decisions using metrics, tools, and data.
- ✓ Meet their CHC's mission, vision, and value.
- ✓ Provide high quality care to their patients and communities.

# Comprehensive Workforce Plan Framework: Background & Process

- Grew out of request from greater Integrated Works Systems Workforce peer group to provide clarity on comprehensive workforce plans.
- Framework based on assessment of CHCs conducted by CCHN & CHAMPS
- April – August 2021



# Components of a Comprehensive Workforce Plan

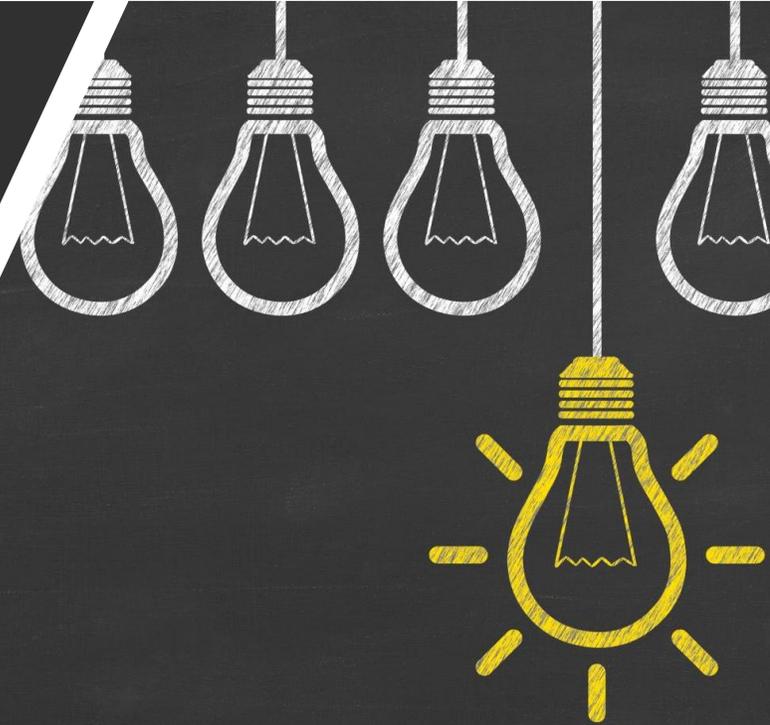
Workforce in Organization Strategic Plan

Workforce Pipeline Initiatives- HP-ET

Recruitment & Retention Strategy

Staff Development and Advancement

Workforce Compliance Optimization





# Using the Framework Toolkit

- Living document – additional resources can be added at any time.
- Flexibility is key – not meant to be exhaustive.
- Those who have used this document, share experience.
- [Comprehensive Workforce Plan Toolkit Framework FINAL.docx](#)



# Poll Question

*Looking at the various sections of a CWP, which section is the highest level of need for you or your member clinics?*

- *Workforce in Organization Strategic Plan*
- *Workforce Pipeline Initiatives (HP-ET)*
- *Recruitment & Retention Strategies*
- *Staff Development & Advancement*
- *Workforce Compliance Optimization*

## *Live Content Slide*

*When playing as a slideshow, this slide will display live content*

**Poll: Looking at the various sections of a CWP, which section is the highest level of need for you or your member clinics?**

# Workforce Strategic Plan Template

- Created as a companion document to the Comprehensive Workforce Plan Toolkit Framework, lead by Katie Smith and Ashley Gibson.
- Offers CHCs a way to take notes, think critically, and ensure they have key information captured to be able to develop comprehensive strategic plans.
- [Comprehensive Workforce Plan Template](#)





# How are these being used in the field?

- Greater detailed assessment of Community Health Center (CHC) workforce needs.
- Creation of learning Collaboratives/ Cohorts that work together to develop components of a CWP.
- Development of targeted training opportunities.
- Incorporating RTAT Results and HP-ET planning to help connect the dots between workforce efforts.

# PCA Testimonials

The Pennsylvania Association of Community Health Centers (PACHC) has launched its first Comprehensive Workforce Plan Learning Collaborative with a cohort of 10 health centers representing about 100 sites. We are using the toolkit assembled by our work group as a basis for our six-part outline, and we are supplementing with resources from the STAR2 Center, 3RNET, and other sources. Additionally, PACHC collaborated with the New Jersey PCA to fine tune our outline and we remain in contact to share lessons learned. They will begin our second cohort in early January 2022.

Colorado Community Health Network (CCHN) utilized the framework to develop a targeted assessment of specific CHC workforce needs related to each component in the framework. Results from this assessment will not only drive what components of the framework we focus on, but also what type of assistance is offered.

Community Care Network of Kansas is using the toolkit as guideline for creating a Workforce Development Task Group, this will be health center and clinic CEOs and HR members. They are using the toolkit to help understand and determine their direct needs/gaps and then will prioritize the topics within the toolkit.

# Considerations When Engaging CHCs in CWPs

- Leadership buy-in is top of mind – What are other top topics that you are hearing from your clinics?
- Capacity – How to meet CHCs where they are at? Given current workloads and demands.
- What does this potentially look like in practice?
- How do you operationalize this?





Putting It All Together

The background features a repeating pattern of speech bubbles in various colors (red, yellow, purple, grey) on a teal background. Each bubble contains a dark blue question mark. The pattern is partially obscured by a white grid on the right side of the image.

**Questions/Comments?**

# Thank you

*This session is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$7,287,500 with zero percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov).*

# COVID-19 Resources Found at [nachc.org/coronavirus/](https://nachc.org/coronavirus/)



Centers for Disease Control Coronavirus (COVID-19) resources page – includes strategies for optimizing the [supply of PPE](#)



Health Resources and Services Administration (HRSA) Health Center Program COVID-19 Frequently Asked Questions (FAQ) – includes Federal Torts Claim Act (FTCA) updates



Centers for Medicare and Medicaid Services (CMS) FAQs – includes information on diagnostic lab services and hospital services



NACHC's Coronavirus webpage – information, event postings, and resources for health centers; NACHC also manages the resources below



NACHC's Elevate learning forum – evidence-based practices, tools and protocols for the health center response to COVID-19

**Health centers sign up @ [bit.ly/2020ElevateCHC](https://bit.ly/2020ElevateCHC)**

**PCAs, HCCNs, and NCAs sign up @ [bit.ly/2020ElevatePCA-HCCN-NCA](https://bit.ly/2020ElevatePCA-HCCN-NCA)**



Health Center Resource Clearinghouse Priority Page COVID-19 –training events and tailored materials for serving special populations [healthcenterinfo.org](https://healthcenterinfo.org)



Consolidates information from many sources in an easily-searchable format; enables health centers, PCAs, and HCCNs to share info and questions

**To join, contact Susan Hansen at [shansen@nachc.org](mailto:shansen@nachc.org).**

**ARE YOU LOOKING FOR RESOURCES?**

Please visit our website [www.healthcenterinfo.org](http://www.healthcenterinfo.org)



**HEALTH CENTER  
RESOURCE  
CLEARINGHOUSE**

# Have more questions, effective actions or challenges to share?

Email us at

[Trainings@NACHC.org](mailto:Trainings@NACHC.org)

We want to hear from you!