



# A Changing Landscape: Preparing for Today's & Tomorrow's Workforce

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# LAND ACKNOWLEDGEMENT



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This presentation was created on, and is being given from unceded territories of the Arapaho, Cheyenne, Núu-agma-tuvu-pu (Ute), and Očhéthi Šakówin, people in Denver, Colorado and the uncended territories of the Nacotchtank (Anacostan) people in Washington, DC.

We humbly offer gratitude and respect to the elders, past and present citizens of these tribes, and to all indigenous peoples that are historically and contemporarily tied to the lands that make up Colorado and Washington, DC.



*(Check out this resource to see whose land you're occupying: <https://native-land.ca/>.)*



# YOUR HOSTS



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# TODAY'S AGENDA



- Understanding Workforce
- Developing a Comprehensive Workforce Plan
- Importance of Data
- Employee Engagement Through DEI
- The Future of Retention & Recruitment



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What are some pressing or  
emerging workforce  
issues/challenges facing your  
health center?





# WORKFORCE IS THE FUEL

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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...





# 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



# COMPREHENSIVE WORKFORCE PLAN

Why Is It Important?



# COMPREHENSIVE WORKFORCE PLAN

Review It & Write It Down!

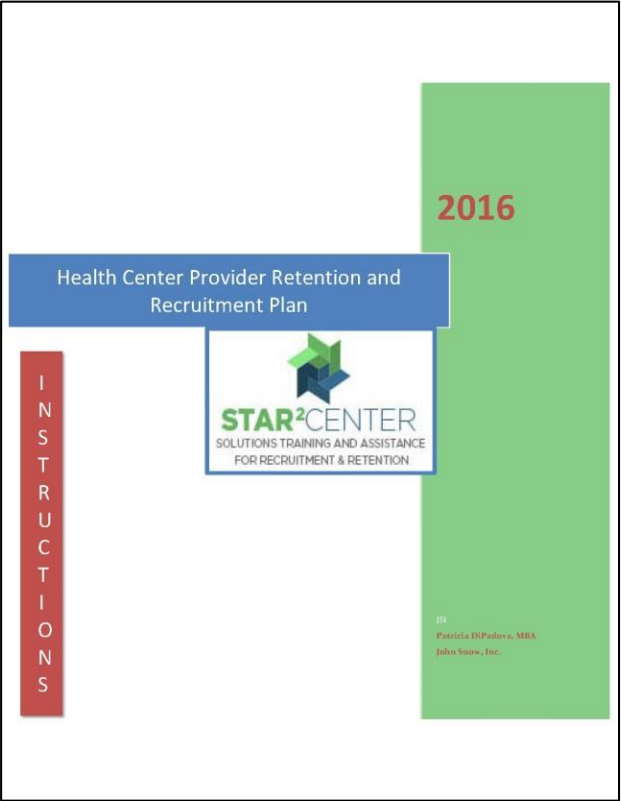


Review and update the Retention and Recruitment Plan periodically along with general health center strategic planning. **Optimally, an annual review** is recommended.

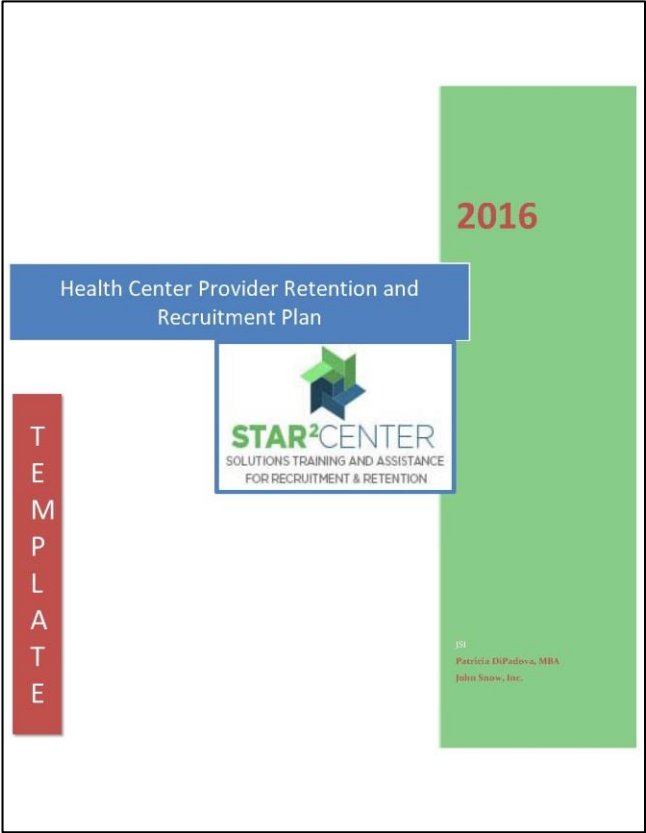


# RECRUITMENT & RETENTION TEMPLATE

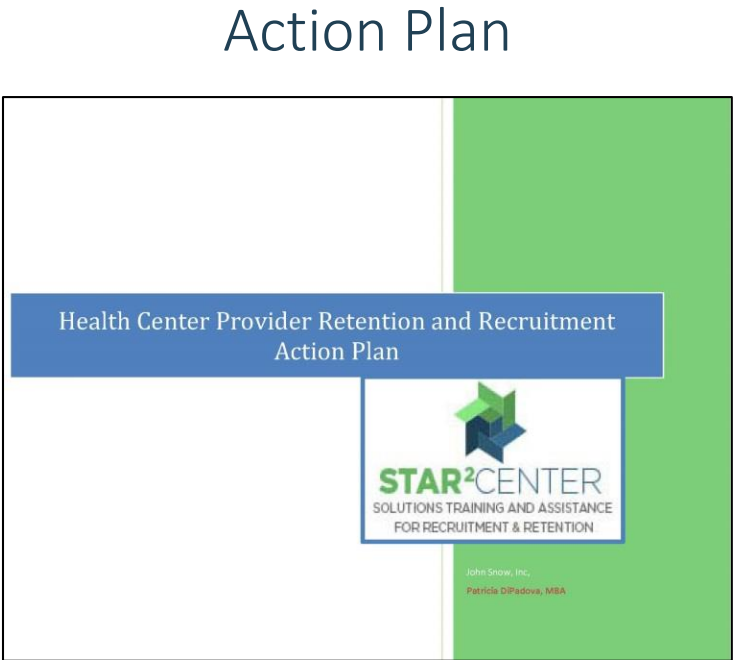
STAR<sup>2</sup> Center Resource



Instructions



Template



# STAR<sup>2</sup> CENTER R&R TEMPLATE

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# OPERATIONAL ASSESSMENT

## Key Areas



**Provider  
Capacity and  
Demand**

**Appointment  
Access**

**Care Teams  
and Provider  
Mix**

**Non-Provider  
Support Staff**

**Provider  
Patient  
Schedules**

**Provider  
Satisfaction**

**Provider  
Succession  
Planning**

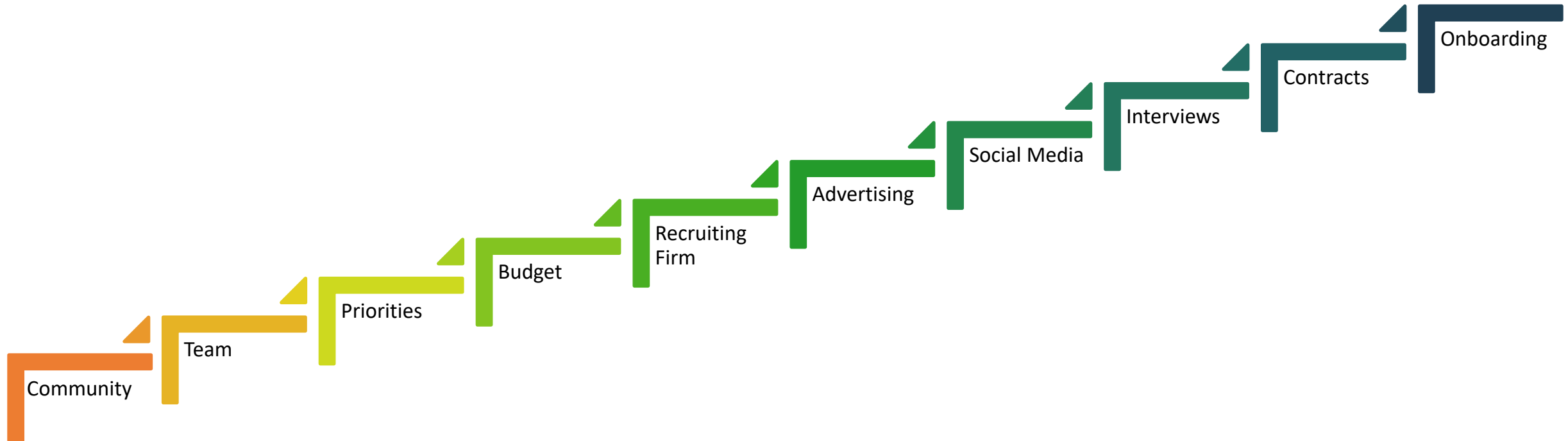
# RETENTION PLANNING

## Key Areas



# RECRUITMENT PLANNING

## Key Areas

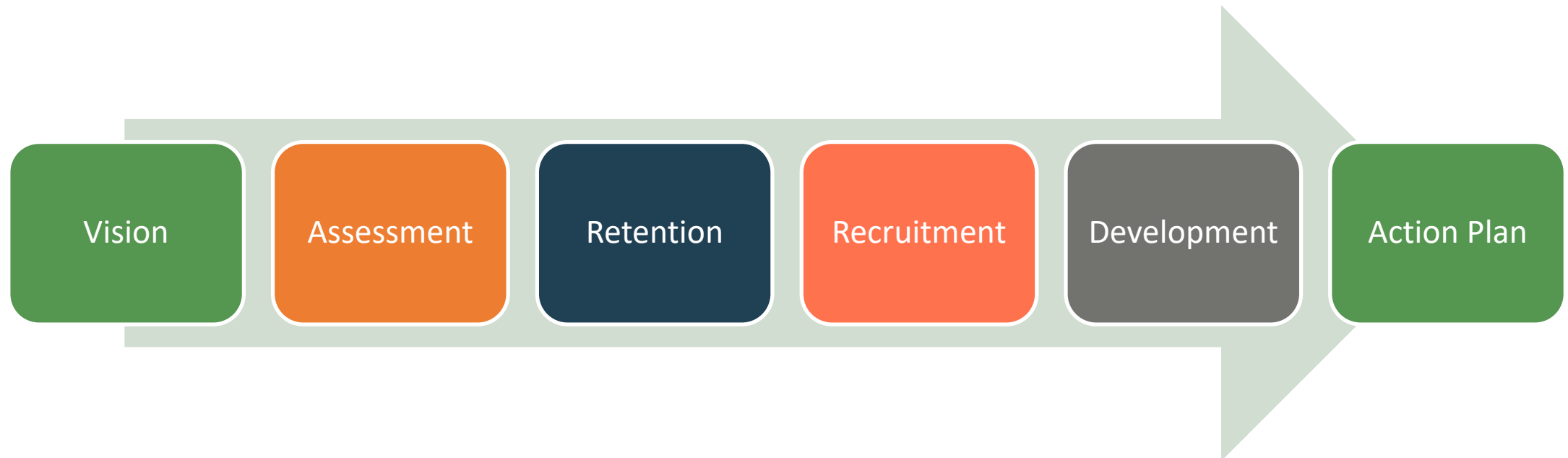


# COMPREHENSIVE WORKFORCE PLAN

## 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.



The background features a complex network of white lines and dots on a dark background. On the left, there's a bright yellow and orange glow emanating from a cluster of nodes. On the right, there's a purple and magenta glow. The overall effect is a sense of digital connectivity and data flow.

**WITHOUT DATA**  
**YOU'RE JUST ANOTHER**  
**PERSON WITH AN OPINION**

W. Edwards Deming



# DATA INFORMED WORKFORCE PLAN

Core Component



Uses **organizational, human resources, and community data** to help develop a realistic and dynamic plan for staffing.



# DATA SOURCES

Think Broadly



- **Community** (e.g., workforce projections, recruitment trends, compensation standard, regional investments)
- **Organization** (e.g., vacancies, retirement rates, investments, salary/compensation)
- **Human resources** (e.g., stay interviews, exit interviews, workforce demographics, turnover rates, resignation rates, yearly reviews)
- **Health center staff** (e.g., feedback, staff satisfaction surveys, formal/informal conversations and check-ins)
- **Patients and clients** (e.g., feedback, patient satisfaction surveys)

And so much more...

# TYPES OF DATA

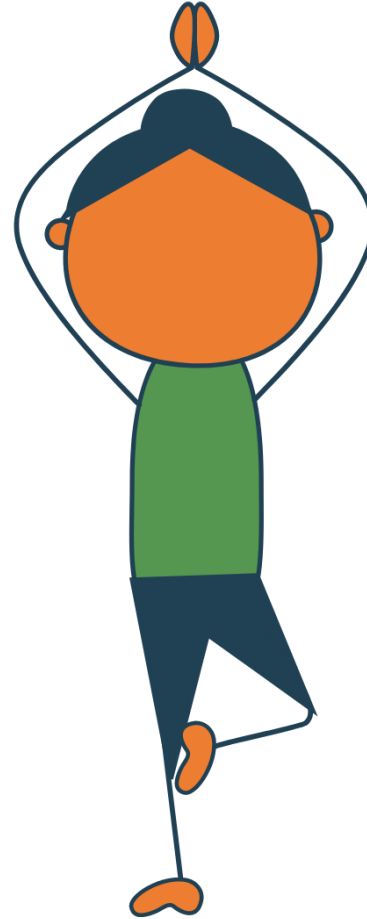
Quantitative & Qualitative



## Quantitative

Expressed by **numbers**

counted, measurable



## Qualitative

Expressed by **language**

descriptive, conceptual



## LESSONS LEARNED

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# COVID-19 WORKFORCE DATA

Strategies implemented during the COVID-19 pandemic provided valuable data to use in the development of future workforce initiatives

“Data storytelling [is] the ability to convey data not just in numbers or charts, but as a **narrative** that humans can comprehend. Just as with any good story, a data tale has to have a beginning, a middle, and an end. It needs to be presented **without bias** and with the **proper empathy** and context...”



- Beth Stackpole <https://mitsloan.mit.edu/ideas-made-to-matter/next-chapter-analytics-data-storytelling>



# STORYTELLING TO SHOWCASE DATA

## Capture Your Audience



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- Simplifies the process
- Functions as a powerful tool
- Acknowledges that not everyone is a data scientist
- Captures emotion
- Creates action and motivation
- Increases decision-making
- Meets the user where they are at
- Should be visually appealing AND easy to understand



# BUILD A BUSINESS CASE

Define the Value of Retention with Data



## Turnover is **EXPENSIVE!**

\*Calculate your health center's turnover costs by using the [STAR<sup>2</sup> Center Financial Assessment Tool](#)

Therefore, use data to make a business case for retention:

- What's the actual cost of turnover?
- What's the cost of a provider vacancy?
- How much does it cost to recruit?
- How much money is your organization losing to these workforce issues?
- How can you better invest money to retain staff and minimize losses?

Staff Costs (Planning, Recruiting, Onboarding)	
Business Office (Patient Accounts/Billing) Salary and Benefits per Hour	
CEO/Administrator Salary and Benefits per Hour	
Chief Medical Officer Salary and Benefits per Hour	
Human Resources Salary and Benefits per Hour	
IT Hourly Rate plus Benefits	
Nurse/MA Hourly Rate plus Benefits	
Other Providers Average Hourly Rate plus Benefits	
Support Staff Salary and Benefits per Hour	
<b>Total Salaries/Benefits</b>	
Outside Recruiting Expenses	
Recruiting Service	
Advertising Costs (2 national journal print ads, 1 national online service x 3 months)	
<b>Total Outside Recruiting Expenses</b>	
Interview Expenses	
Number of In-Person Interviews	
Hotel Expense per Night per Interview	
Travel Expense per Interview	
All Staff Breakfast with Candidate per Interview	
CMO Lunch with Candidate per Interview (incl. candidate and guest)	
Number of People Included in Interview Dinner per Interview	
Interview Dinner Cost per Person per Interview, (incl. tax and gratuity)	
Cost of Other Interview Items (such as gift baskets, babysitting service)	
<i>Total Cost Per Interview</i>	
<b>Total Interview Expenses (# of Interviews X Total Cost per Interview)</b>	
Hiring Expenses	
Relocation Costs	
Signing Bonus	
Publicity Costs	
Other Costs, i.e. cell phone, lab coat	
<b>Total Hiring Expenses</b>	
<b>Total Recruitment Budget</b>	

## Data to Identify Cost of Recruitment

Plan for a realistic recruiting budget to ensure you have the resources required to mount a successful recruitment effort

# DATA PROFILES

## STAR<sup>2</sup> Center Resources



- Data visualization (interactive maps/charts/graphs)
- Interpret what the data means
- Drill down on data elements and service area characteristics
- Compare your organization to other health centers on each measure
- Focus on comparison group of best relevance
- Examine trends in your data and the data for comparative groups
- Health Centers view their own data
- PCAs view data from the perspective of any health center in their state





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## EMPLOYEE ENGAGEMENT THROUGH DIVERSITY, EQUITY, AND INCLUSION (DEI)



# WHAT IS INCLUSION?

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The notion that an organization or system is welcoming to new populations and/or identities. This new presence is not merely tolerated but expected to contribute meaningfully into the system in a positive, mutually beneficial way.



# WHY DEI MATTERS

Diversity and Inclusion drive employee engagement



## The Social Justice Case

- Moral principles of equality and justice
  - **Major premise:** A free and just society is one without barriers to equitable access.
  - **Minor premise:** There are formidable barriers to equitable access.
  - **Conclusion:** We have to remove barriers to equity and inclusion to achieve a free and just society

## The “Business” Case

- Higher profitability
- Better decision-making
- Better Results
- Lower turnover

## The Engagement Case

- Team collaboration and commitment
- Innovation, dedication, team support
- Company values

# POSITIVE COMMUNICATION IS ESSENTIAL

Words and Actions Matter



- What you say and what you do matters
- How you say it and the actions you take matter
- Practice bi-directional communication
  - Create a dialogue
  - Don't be dismissive
  - Be open – listen, learn, adapt
- Take a strengths-based perspective



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**





# DEI AND EMERGING WF ISSUES

## Employee Wellness



- The current focus on resiliency and wellbeing is critical, and it also deserves a DEI lens.
- Incorporating DEI into your wellness program starts by being inclusive and diverse in the way your company recruits, trains, develops, engages, and promotes people.
- Consider what resiliency and wellness looks like for different populations – try not to be prescriptive in what “counts” as wellness or self-care.
- Consider the implications of moral distress and moral injury, and offer staff time to work and advocate in their communities.



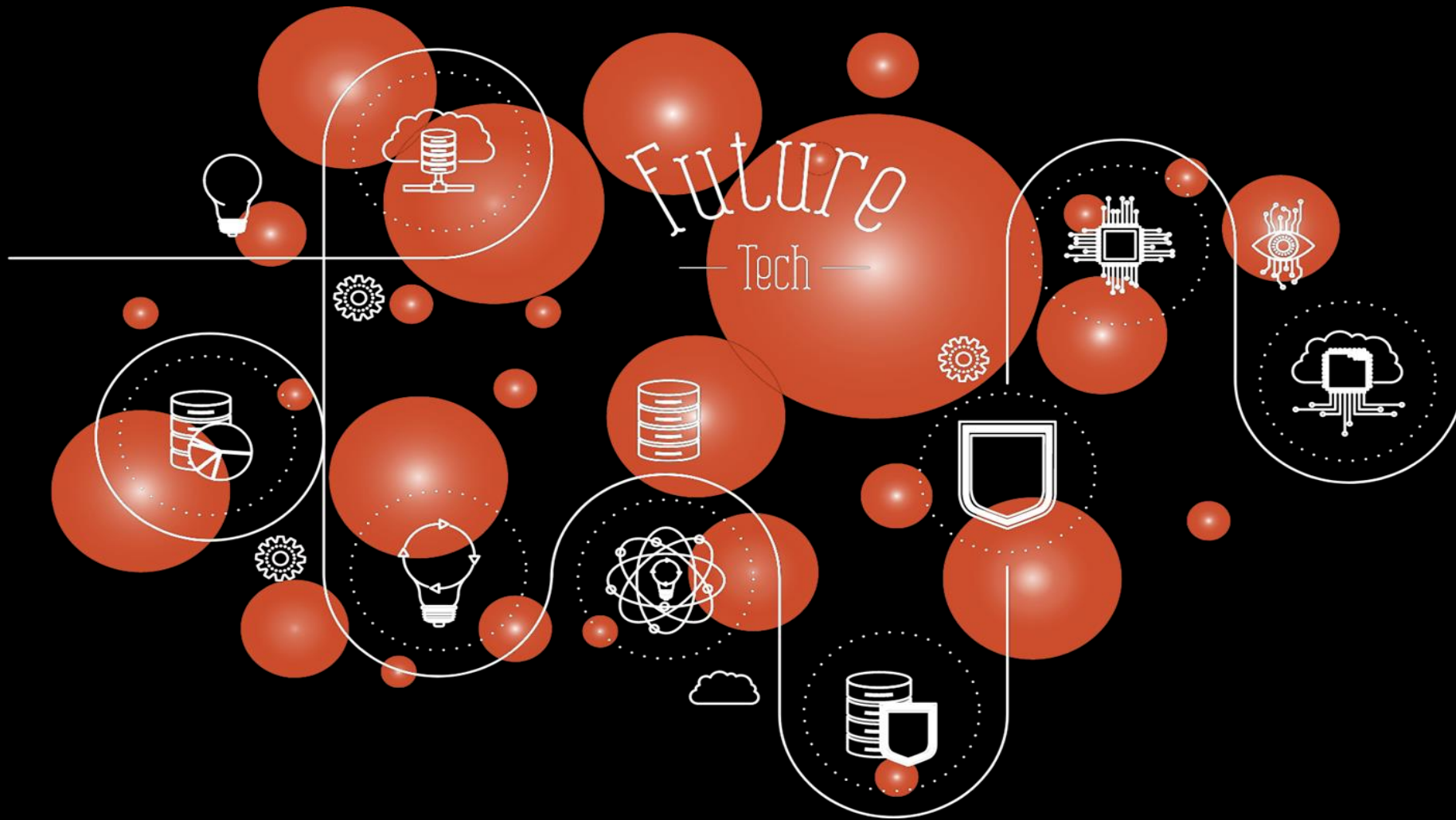
BE INCLUSIVE / BE CREATIVE

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## POLICIES

- Think beyond anti-discrimination policies
  - Dress code
  - Leave (e.g., bereavement, holidays, maternal/parental paid leave)
  - Benefits – does it include partners/family? who defines family?
  - Health plan – is it inclusive?
    - Ex: transgender health coverage





# THE CHANGING LANDSCAPE OF RECRUITMENT & RETENTION

# FUTURE OF WORKFORCE

Change is Essential, Inevitable, & Constant



The COVID-19 pandemic and social justice movements changed the workforce landscape. Health centers need to **embrace change and adapt** to the workforce of the future in order to succeed in their retention and recruitment efforts.



# FUTURE OF WORKFORCE

## Emerging Issues to Consider



- **Hybrid Workspaces** – no longer an option, but an expectation
  - Think about policies, legal requirements, stipends
- **Multi-generational staff** – Millennials and Gen Z (understand their needs)
  - Focus on mission, justice, equity, diversity, inclusivity
  - Succession planning
  - Baby boomers retiring / others leaving healthcare
- **Compensation Equity** – not just a living wage, BUT a thriving wage
  - **This is a social justice issue!**
  - Think about regular pay audits, not using salary histories, posting salary ranges

And, so much more...

# QUESTIONS



## UPCOMING TRAININGS

# Managing in the Time of COVID-19 and Beyond Webinar Series

- **Monday, June 28, 10:00-10:45AM MT:** Increase Employee Engagement at Your CHC
- **Tuesday, June 29, 11:00-11:45AM MT:** Adapting Procedures and Workflows for COVID Resilience
- **Wednesday, June 30, 10:00-10:45AM MT:** Diversity, Equity, And Inclusion: Managing for a New Culture

To learn more and register, visit:

<https://tinyurl.com/bdkkurpj>



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