

IHA-AHP Recruitment and Retention Strategies for Healthcare Leadership Series



WEBINAR 1

Putting People First: An Approach to Mapping the
Workforce and Developing a Plan

JUNE 14, 2022





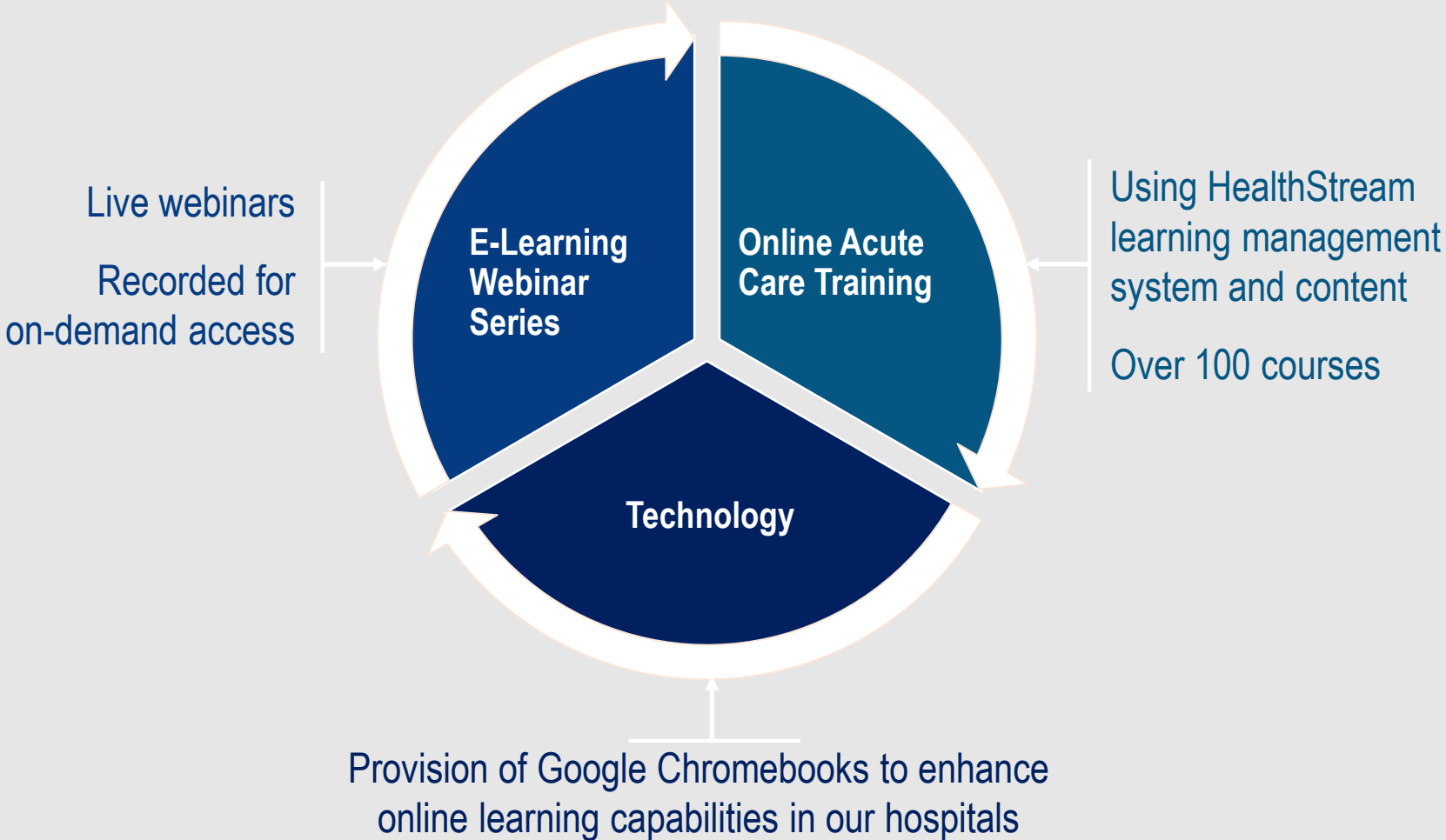
ACKNOWLEDGEMENT

Support for this statewide initiative is provided through a grant by the Mother Cabrini Health Foundation.

Thank you to the Foundation for its generous support.

Overall Goal and Components of Grant

Creation of a set of tools for IHA member hospitals to retain and recruit essential healthcare workers.



The Partnership Collaborating in Providing This E-Learning Webinar Series



IHA Webinar Partner

Advocates for Human Potential, Inc. (AHP) is nationally recognized for its expertise in training and technical assistance for healthcare providers and systems. AHP has focused from the beginning on improving the systems that support organizations and people in achieving health and wholeness.



Meet Today's Presenters



Susan Lange

Senior Program Manager/
Workforce Development Specialist

508.247.0507

slange@ahpnet.com

MASSACHUSETTS OFFICE/Sudbury



Allen Fowler

Senior Writer/Workforce Development Specialist

617.500.8686

afowler@ahpnet.com

MASSACHUSETTS OFFICE/Sudbury

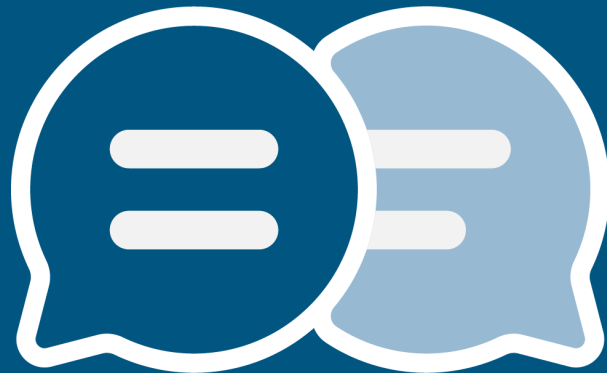
ahpnet.com



Housekeeping

- This is an interactive session to promote learning and dialogue.
- During the session we will have polls to get your input on key questions. Your input is vital.
- If you have a question during the session, please feel free to raise your hand or enter your question into the chat. We will respond!
- Your participation and input is vital and will inform discussion topics for the future sessions of this learning community.

Check-in:
Where's your focus
in this moment?



1 2 3 4 5 6 7 8 9 10



Here in body,
but that's
about it ...

Fully caffeinated
and ready to
strategize!

After Today's Session, You'll Be Able To:



1. Describe strategies for developing a workforce development (WFD) plan for your organization, including
 - a. Identifying data elements
 - b. Benchmarking
 - c. Identifying potential collaborators
 - d. Planning for meeting urgent needs and developing longer-term strategies
2. Identify gaps tied to resources and potential funding to support the WFD planning and execution

1 Framing the Challenge



We Didn't Get Here Overnight: Health Care WFD

The crisis in health care has been brewing for 20+ years, and the need to address it has increased.

- Baby boomer retirements started 10+ years ago
- Millennials leaving healthcare careers early
- Gen Z—smaller population to enter the WF
- COVID-19 pandemic has dramatically exacerbated **demand** for services, but there is not enough **supply**
- Great Resignation and Big Re-Shuffle

What Is WFD?



- People *currently* in the healthcare field
- People who could be recruited into healthcare in the *future*

WFD planning is designed to have the right people, in the right job, in the right place, at the right time.

But it is NOT a staffing plan!

What Employees Want (and Need)

- Living wage with healthcare benefits
 - Opportunities to grow and advance
 - Job role clarity
 - Some autonomy and input into decisions
 - Manageable workloads
 - Administrative support without a crushing administrative burden
- Basic orientation and training for assigned responsibilities
 - Decent and safe physical work environment
 - Competent and cohesive team of coworkers
 - Support of an effective supervisor
 - Rewards for exceptional performance

These are the core needs of the healthcare workers that the field must strive to address.

Entry, Engagement, and Exits

What You Need to Know to Effectively Craft a WFD Plan

- How people get into the field
 - Why they join the field
 - Why they stay in the field
- Why they leave they field
 - Systems influencing the workforce
 - Workplace policies
 - Workplace culture, DEI, supervisory relations
 - Regulations
 - Reimbursement
 - Licensing and credentialing
 - Education/training systems



Don't Forget Supervision!

- People often leave jobs because of their supervisor.
- Effective supervision is critical for recruitment, engagement, and retention.
- Training programs should be created to teach effective, supportive, and constructive supervision.

Strategies for Responding to the Challenge



Your Workforce Is Ailing, and It Needs a Treatment Plan

- A workforce development plan is the equivalent of a treatment plan. You should:
 - Assess the level of acuity and strengths
 - Where are the gaps?
 - What factors can facilitate growth?
 - Assess the readiness for change
 - Develop a multidisciplinary team across staffing levels
 - Develop indicators of success
 - Develop a conceptual framework
 - Determine what is possible given the funding

“If you fail to plan, you are planning to fail!”

—Benjamin Franklin

Poll #1: WFD Plan



Does your organization have a WFD plan?

- No
- No, but we need one
- We're working on one
- Yes, we have a recently updated plan

Poll #2: WFD Plan



Is there an entity or individual responsible for any/all workforce issues in your organization/network?

- No
- No, but we need one
- We're trying to create a position for that
- Yes, we have a person or entity dedicated to workforce issues

Key Elements of a Good Organizational WFD Plan

- Table of Contents
 - Executive Summary
 - Description of Current Workforce
 - Needs Assessment Findings
 - Quantitative and qualitative
 - Gap analysis
- Goals and Objectives to Meet Current and Future Workforce Needs
 - Programming (Training or Curriculum or TA) Needed to Address Workforce Gaps
 - Tracking and Monitoring
 - Evaluation

Adapted from: Association of State and Territorial Health Officials (ASTHO). [Workforce Development Plan Toolkit: Guidance and Resources to Assist State and Territorial Health Agencies to Create a Workforce Training and Development Plan](https://portal.ct.gov/-/media/Departments-and-Agencies/DPH/dph/state_health_planning/accreditation/Tools/WorkforceToolkitAsthopdf.pdf). https://portal.ct.gov/-/media/Departments-and-Agencies/DPH/dph/state_health_planning/accreditation/Tools/WorkforceToolkitAsthopdf.pdf

Some Helpful Data to Gather

- Licensing/credentialing information with detailed demographic data
 - State Department of Labor statistics on current workforce and future workforce needs
 - List of college/university programs focused on credentialing or courses within health education programs
- Average rate of compensation by job title/license/credential
 - Data on people leaving the workforce who need to be replaced
 - Consider developing a minimum data set among state and credentialing agencies

Who Needs to Be at the Table? (Hint: It's Not Just Health Care)

Map—and then collaborate with—a broad network to enhance and expand the workforce:

- State DOL
- State licensing and credentialing data
- Statewide trade/advocacy organizations
- State Education Department
- State higher education system
- Local workforce investment boards
- Economic development organizations



Examples of Recommendations (1)

- Build cross-agency partnerships to align policies and practices at highest level in your region (important step to identify barriers and change policy)
- Build a business case for investment in health workforce (need partnerships and data)
- Explore federal financial incentives, such as training stipends, tuition assistance, and loan forgiveness, to increase recruitment and retention
- Understand standards for credentialing, core competencies, scopes of practice, and training of workers for transferability across the entire state
- Implement a comprehensive public relations campaign to promote health care as a career choice

Examples of Recommendations (2)

- Develop transparent career pathways across the healthcare workforce spectrum and have articulated guidelines for advancement
- Track and monitor the workforce to identify gaps and growth
- Develop recruitment and retention strategies focused on residents of rural areas, culturally diverse populations, and users of services and their families
- Strengthen engagement, recruitment, onboarding, and retention practices to make employment in healthcare occupations inviting and rewarding with reduced turnover
- Devise robust career exploration system to create a pipeline of potential workers
- Examine workplace culture and look for patterns around turnover and retention

Takeaways and Next Steps



What Will You Tackle First?

Component (choose one)

Example
Entry, Engagements, Exits

- Assess strengths
- Identify gaps
- Identify factors that can facilitate growth
- Assess the readiness for change/new approach
- Develop a multidisciplinary team across staffing levels
- Develop indicators of success
- Develop a conceptual framework
- Determine what is possible given the funding

Partners (choose all that apply)

Example
HR, Shift Supervisors, Staff

- In-house management
- In-house staff
- Local workforce investment boards
- Local/regional/state higher education system/partners
- State DOL
- Statewide trade or advocacy organizations
- State DOE
- Other _____

Timeline (choose one)

Example
Within 1 month

- 1 month
- 1-3 months
- 6-9 months
- 1 year
- 1+ years
- Other _____



QUESTIONS



Next Webinars

Webinar Title	Key Concepts	Date*
<p>Webinar 2: Changing the Equation: Best Practices in Recruiting and Hiring</p>	<ul style="list-style-type: none"> • What metrics can you use to improve your process? • How can you develop a competency-based “recruitment message”? • What are best practices for screening and interviewing candidates? 	<p>Tuesday, July 19, 2022</p>
<p>Webinar 3: Dotting the i’s: Compensation and Benefits as Incentives for Workforce Longevity</p>	<ul style="list-style-type: none"> • What are best practices in managing compensation, financial incentives, and bonus analysis and application? • How can you model and design your benefits packages? • What do you need to know about using scholarship and loan repayment programs (e.g., HRSA NHSC)? 	<p>Tuesday, September 13, 2022</p>
<p>Webinar 4: Granting Voice, Offering Growth: Training, Supervision, and Performance Management as Retention Strategies</p>	<ul style="list-style-type: none"> • What are best practices in performance management? • Where do you offer employee voice in the performance management process? • What types of “rewards” work for positive performance? 	<p>Tuesday, October 18, 2022</p>

***All webinars from 12 p.m. – 1 p.m. ET**

Next Webinars

Webinar Title	Key Concepts	Date*
<p>Webinar 5: Keeping It Fresh: Best Practices in Employee Engagement</p>	<ul style="list-style-type: none"> • How can you effectively gather information from employees to assess satisfaction? • Do employees have an opportunity to engage in improving the workplace? • What are the best practices to support employee work-life balance and overall health and well-being? 	<p>Tuesday, November 15, 2022</p>
<p>Webinar 6: Bolstering the Workforce: Resiliency, Workplace Wellbeing and Retention</p>	<ul style="list-style-type: none"> • How do you build a resilient workforce? What current strategies do you use? • What kind of support network do you have in place—professional/personal? • How might your organization better foster resilience for your employees? 	<p>Tuesday, December 13, 2022</p>

*All webinars from 12 p.m. – 1 p.m. ET



Important Links

Resource Page

<https://www.ihawio.org/recruitment-retention-webinars-and-resources/>

All webinars will be recorded and available at the above link with copies of each presentation.

To learn more about workforce development, see AHP's landing page:

<https://www.ahpnet.com/Rotating-Banner-Landing-Pages/Workforce-Development>



Contacts

IHA

Eileen Murphy

Senior Director, Special Projects

emurphy@iroquois.org

Kathy Kirvin

Director, Marketing and Communications

kkirvin@iroquois.org

AHP

Susan Lange, M.Ed.

Project Manager, Workforce Development Specialist

slange@ahpnet.com

Allen Fowler, M.A.

Senior Writer, Workforce Development Specialist

afowler@ahpnet.com

