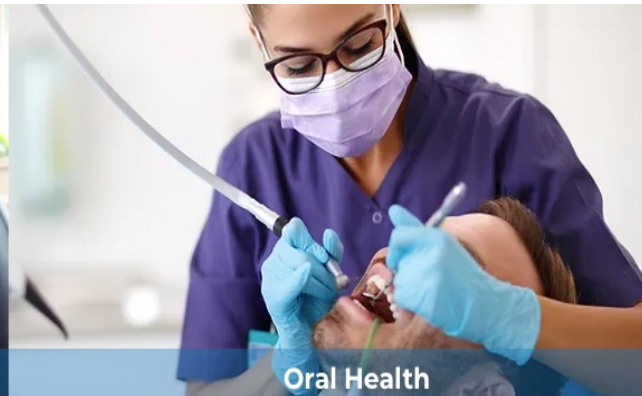
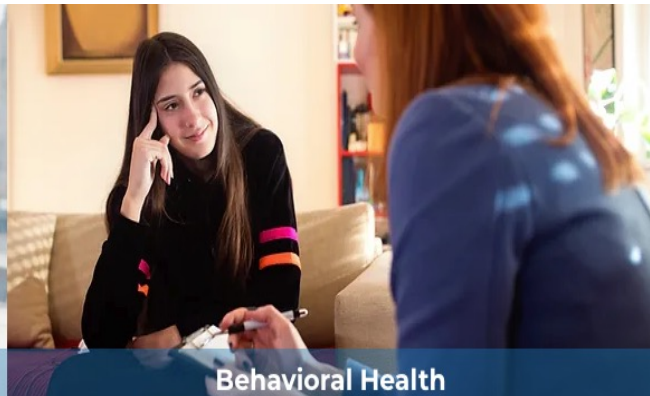
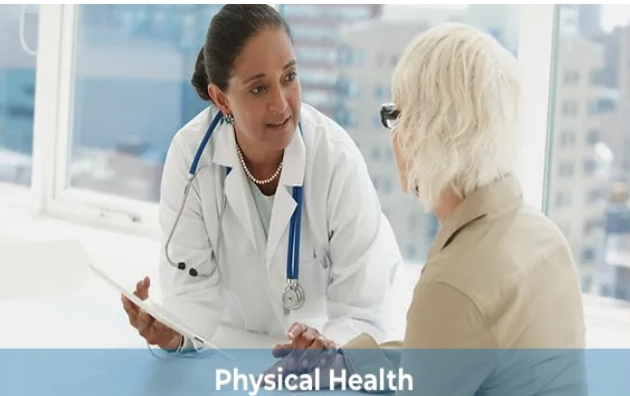




Strategic Action Plan 2024 to 2026

(date completed)



Partnership Members

Dr. Penny Borenstein	Public Health Director	County of SLO, Dept. of Public Health
Michelle Shoresman	Division Manager – Health Care Access	County of SLO, Dept. of Public Health
Sarah Montes Reinhart	Whole Person Care Manager	County of SLO, Dept. of Public Health
Bridgette Bateman	Senior Director of Nursing Patient Care Serv.	Tenet Health / Sierra Vista Reg. Med. Ctr.
Clara Ramirez	HR Manager	Dignity Health / French Hospital
Jordan Turetsky	Chief Operating Officer	CenCal Health
Maria Garcia	Chief Nursing Officer	Community Health Centers
Madisyn Masatani	Talent Acquisition Manager	Community Health Centers
Magdalena Serrano		Community Health Centers
Patrick Woolpert	Finance Director	Compass Health
Kristen Alexander	HR Director	Transitions Mental Health Assoc. (TMHA)
Frank Warren	Deputy Director, Behavioral Health	County of SLO, Dept. of Behavioral Health
Barb Morrow	Oral Health Program Manager	County of SLO, Dept. of Public Health
Suzanne Russell	Executive Director	Tolosa Children’s Dental Center
Lisa Fraser	Executive Director	CFS
Fernanda Lucas	Promotores Administrator	Promotores Collaborative of SLO/CHW
Angel Lopez	Promotores Coordinator	Promotores Collaborative of SLO/CHW
Patty Herrera	Manager of Community Health	Dignity Health–Central Coast, CHW Prog.
Terrance Leshae Harris	Vice President for Strategic Enrollment Mgmt.	California Polytechnic State Univ., SLO
Tina Hadaway-Mellis	Asst. Vice President, Student Affairs Health & Wellbeing	California Polytechnic State Univ., SLO
Aydin Nazmi	Faculty, Public Health Nutrition, Epidemiology	California Polytechnic State Univ., SLO
Oscar Ramos, Ed.D	Dean of Nursing and Allied Health	Cuesta College
Beth Johnson	Assoc. Director of Nursing and Allied Health	Cuesta College
Heather Tucker	EMS Program	Cuesta College
Marcia Scott	Director of Nursing	California State University, Monterey Bay
Micheal Specchierla	Executive Director, Innovations	SLO Cty. Office of Education & SLO Partners
Jennifer Clayton		SLO Cty. Office of Education & SLO Partners
Peter Piette		SLO Cty. Office of Education & SLO Partners
Dana Goba	CEO	Central Coast Medical Assoc.
Dawn Boulanger	Admin. Services Manager	Workforce Development Board (WDB)
Tony Girolo	Business Services Specialist	Workforce Development Board (WDB)
Lady Freire	Project Manager	REACH/Uplift Central Coast Coalition

Overview: The Planning Process

The Partnership members met for 6 planning sessions between September 28 and December 14, 2023 (1.5 hours / session) to review the following research and create the 3-year Strategic Action Plan:

- **Session 1:** Access to Care Data & Key Stakeholder Interview Summaries
- **Session 2:** 10-year Healthcare Employment Forecasts
- **Session 3:** National, State, and Regional Best Practices
- **Session 4:** Potential Funding Opportunities
- **Session 5:** Draft the 3-year Strategic Action Plan
- **Session 6:** Finalize the 3-year Strategic Action Plan



SLO Healthcare Workforce Partnership Vision 2034:

By supporting students to realize their dreams for a career in healthcare, San Luis Obispo County maintains a self-sustaining, strong healthcare workforce that provides all residents with access and choices for high quality care in our community.

The Mission of the SLO Healthcare Workforce Partnership:

To ensure universal, equitable access to high quality healthcare in San Luis Obispo County by investing in long-term solutions to strengthen and diversify the County's physical, behavioral, and oral health workforce and implementing a sustainable model that responds to existing and emerging health care needs.

Values:

The SLO Healthcare Workforce Partnership:

- Is a community-driven, high performing, collaborative partnership with committed leadership.
- Strives to be dynamic, diverse, inclusive, and equitable (in geography, cultural competency, and culturally relevant approaches for all populations).
- Works to improve availability, choice, and accessibility of care.



6 Key Insights & Priorities for the Next 1 to 3 years

1. Cultivate Partnership Relationships:

- Build strong, lasting, sustainable partnerships between community/education/clinical partners to identify and implement long-term solutions.
- Cultivate widespread stakeholder buy-in for the work, including with elected leaders.
- Create ongoing Workforce Partnership committees to ensure achievement of the goals.

2. Develop Program Framework, Based on Best Practices:

- Utilize best practices, with demonstrated successes, as a guide for training and education, and apply potential funding options to those, to ensure sustainability.
- Co-create a healthcare workforce development framework.
- Consider how to integrate the broader community-level concerns (e.g. housing costs, Medicare reimbursements, etc.), while addressing more specific healthcare workforce concerns (i.e., training/graduating students and opening clinical/preceptorships in the community).
- Decide if the Partnership should attempt to address all domains/levels of the health care workforce or target a smaller/particular group of professions.

6 Key Insights & Priorities for the Next 1 to 3 years

3. **Implement Staff Recruitment and Retention Strategies:** Implement strategies to support the recruitment and retention of staff, at all levels, while providing the flexibility to match the growing and ever-changing needs in the field.
4. **Develop Career Pathways & Local Training Programs:**
 - Build and implement collaborative, sustainable pipelines from K-career for healthcare pathways with guaranteed employment options, with livable wages, to create a sustainable approach to retain community members locally.
 - Include increased community awareness about careers in healthcare, higher education and vocational programs, local clinical/public health internship/rotation options, and employment opportunities.
 - Identify funding and educational/training/professional development opportunities to build the capacity of support staff, including community support (CHW/P) and Enhanced Care Management roles.
 - Gather current data from businesses regarding their staffing challenges, set realistic goals that can be met locally, and provide local training programs for support staff roles.
 - Create summer bridge programs to enhance skill development.
 - Address the shortage of nursing and physician training slots.
 - Explore innovative training partnerships to be offered in neighborhood locations, such as libraries and schools after hours.
 - Enhance access to care by providing care when and where it's needed, particularly in rural areas.

6 Key Insights & Priorities for the Next 1 to 3 years

5. Identify Funding/Investment Opportunities:

- Identify key investment opportunities to support workforce development and expansion.
- Develop specific, targeted funding goals and obtain grant funding to support long-term financial investments.

6. Advocate for Legislative & Policy Changes:

- Advocate with state and federal governments, as applicable, to provide accurate data on the needs and costs for providing care in the County.
- Push for increases in local wages to be competitive with Statewide earnings.

Partnership Operations:

• Research and Consolidate Additional Data (Susan McGraw to do this):

- For dental providers, break out those that accept Medi-Cal or private insurance.
- For primary care providers and specialists, break out those that serve the pediatric population (particularly ages 0-5).
- Analyze the data behind the MSSA primary care shortage areas.
- Any other data needed by the Partnership or Committee members.



Draft Strategic Action Plan 2024 to 2026

Strategic Priority #1: Recruitment and Retention of Healthcare Staff		Responsible Work Group: Recruitment & Retention Committee		
Success Metrics:				
Goal #1 – Design and Implement Strategies to Recruit Staff to Fill Open Positions:				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
1. Conduct a market assessment of local healthcare positions (number and type of positions needed) and identify strategies to ensure salaries are competitive with comparable positions in the Central Coast region (to provide the data to support step #2).		X		
2. Create a plan to offer larger scale financial incentives to support new hires in making a long-term commitment to local healthcare employers.			X	
3. Offer more access to university and college education to local residents and then provide incentives for them to stay.				
4. Implement recruitment strategies targeted to local residents, who are in the healthcare field.				
5. Increase strategic and intentional marketing and recruitment efforts to incentivize former residents to come back to the community and attract candidates from outside the County (focused on what SLO County offers, even if salaries are not as high). a. Leverage groups like Chambers, REACH, CCMA for marketing and recruitment.				



Draft Strategic Action Plan 2024 to 2026

Strategic Priority #1: Recruitment and Retention of Healthcare Staff		Responsible Work Group: Recruitment & Retention Committee		
Success Metrics:				
Goal #2 – Design and Implement Strategies to Retain Existing Staff:				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
1. Design and implement a survey to health-related employers/employees to identify challenges to retention.				
2. Create more step levels for Public Health nurses, based on years of experience, to be competitive with other Public Health employers.				
3. Encourage local healthcare employers to implement employee programs that foster work/life balance such as: <ul style="list-style-type: none"> a. Building staffing levels to ensure adequate coverage and time off. b. Creating a rotating position that covers employees that are on Paid Time Off (PTO). c. Flexible work hours to allow for support to family life. 				



Draft Strategic Action Plan 2024 to 2026

Strategic Priority #2: Healthcare Career Pathways		Responsible Work Group: Career Pathway Committee		
Success Metrics:				
Goal #1 - Develop Local Pipeline(s) & Training Programs for Physical, Behavioral, and Oral Health:				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
<p>1. Utilize best practices as a guide for developing a healthcare workforce development framework with training and education opportunities.</p> <ul style="list-style-type: none"> a. Gather/review evidence from other groups that align with our needs and goals. b. Increase community awareness (dispel myths) about careers in healthcare, higher education and vocational programs, and employment opportunities- for all people. 		X	X	
<p>2. Gather current data from businesses regarding their staffing challenges in physical, behavioral, and oral health (conduct gap analysis), identify occupational positions to prioritize, set realistic goals that can be met locally, and provide local training programs to support those roles, if appropriate.</p> <ul style="list-style-type: none"> a. Decide how the Partnership can address all domains/levels of the healthcare workforce and target a smaller/particular group of professions through a triage model. b. Determine how creative incentives and training models may fill gaps. 		X triage	X	X
<p>3. Create a sustainable approach to recruit and (re-)train local healthcare workforce employees by connecting them to professional development, training, and educational programs.</p> <ul style="list-style-type: none"> a. Identify educational/training/professional development opportunities to build the capacity of support staff, including community support (CHW/P) and Enhanced Care Management roles. b. Explore innovative training partnerships to be offered in neighborhood locations, such as libraries and schools after hours. 		X	X	X



Draft Strategic Action Plan 2024 to 2026

Strategic Priority #2: Healthcare Career Pathways		Responsible Work Group: Career Pathway Committee		
Success Metrics:				
Goal #1 - Develop Local Pipeline(s) & Training Programs for Physical, Behavioral, and Oral Health (continued):				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
<p>4. Build and implement collaborative, sustainable pipelines from K-career for healthcare pathways, with guaranteed training/employment options and livable wages for the prioritized occupational areas.</p> <ul style="list-style-type: none"> a. Define what we mean by “healthcare pathway/pipeline.” Funnel approach starting among young people. Big picture outreach →directed recruitment. b. Develop a local “ecosystem” approach to foster local training, facilitate placements/internships, and employment opportunities that keep graduates employed in the community. c. Partner with Cal Poly, Cuesta, Allan Hancock, AT Still, and/or other educational organizations to expand existing and build new (guaranteed?) pathways for career development. d. Create summer bridge programs (between high school and community college) to enhance skill development in preparation for healthcare professions. 		X	X	X

Draft Strategic Action Plan 2024 to 2026

Strategic Priority #3: Fund Development & Advocacy		Responsible Work Group: Fund Development & Advocacy Committee		
Success Measures:				
Goal #1 - Identify Funding/Investment Opportunities:				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
1. Identify current funding being used to support workforce development activities in SLO County. Examples include: <ul style="list-style-type: none"> a. Cal Poly Student Promotores: Operates as a nonprofit at Cal Poly (e.g., student fee funded). b. Promotores Collaborative/CHW/P: Integrates CalAIM funding for Community Supports and Enhanced Care Management services. c. SLO PH: Partnership Coordinator/Grant Facilitator and Program Evaluator to support the Partnership and committees. 		X		
2. Review the list of existing funding sources (shared in Session #4) and identify those that might work for the Partnership locally.		X		
3. Develop specific, targeted funding goals and obtain funding to support long-term financial investments.		X		
4. Explore existing or new grant funds to support: <ul style="list-style-type: none"> a. Graduating college students in health-related fields to stay local. b. Local Latinx in health-related fields. c. Advanced Practice clinicians. d. Create a county repository of grants/scholarships 		X		

Draft Strategic Action Plan 2024 to 2026

Strategic Priority #3: Fund Development & Advocacy		Responsible Work Group: Fund Development & Advocacy Committee		
Success Measures:				
Goal #1 - Identify Funding/Investment Opportunities:				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
5. Consider how the Whole Person/Whole Community framework could influence funding options.			X	
6. Research the MCO Tax and assess its utility locally for physicians, hospitals, etc.	Dana lead	X		
7. Use an integrated, hub/centralized strategy to market available funding options.				
8. Help local residents take advantage of scholarships and grants offered by Cuesta College.				
9. Build relationships with local organizations, create grant programs, and create awareness in the community on the need for physical, behavioral and dental healthcare employees.				
10. Research the Employment Training Panel of California to explore possible funding opportunities.				



Draft Strategic Action Plan 2024 to 2026

Strategic Priority #3: Fund Development & Advocacy		Responsible Work Group: Fund Development & Advocacy Committee		
Success Measures:				
Goal #2 - Advocate for Legislative or Policy Changes to Influence Funding Opportunities:				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
1. Advocate at the local level for increases in local wages to be competitive with Statewide earnings.				
2. Advocate at the state/federal level to address the Medical Service Shortage Areas (MSSA) data that currently suggests no primary care shortage areas in the County.				
3. Research ways to increase Medicare/Medi-Cal reimbursement rates for SLO County by changing the County’s designation to “non-rural” or “urban.”				
4. Advocate for increased availability of student loan repayment options.				
5. Build on the response to the community health assessment and Integrate community members in advocacy.				
6. Consider how to address the impact of broader community-level concerns (i.e., SLO County Cost of living, housing, and childcare) on recruiting and retaining the healthcare workforce.				

Draft Strategic Action Plan 2024 to 2026

Strategic Priority #4: Sustainable Partnership Operations		Responsible Parties: Partnership Members & Contracted Consultants		
Success Metrics:				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
Goal #1 – Cultivate Partnership Relationships:				
1. Build strong, lasting, sustainable partnerships between community, education, and clinical partners to identify and implement long-term solutions.	Partnership Members	X	X	X
2. Cultivate widespread stakeholder buy-in for the work, including with elected leaders. a. Host a community-wide event in late spring/early summer 2024.	Partnership Members	X	X	X
Goal #2 – Build the Infrastructure to Support Ongoing Partnership Operations				
1. Create and support the work of ongoing Partnership Committees to ensure achievement of the goals.	Susan McGraw	X	X	X
2. Research and Consolidate Additional Data: a. Break out dental data based on Medi-Cal or insurance acceptance. b. Break out the primary care providers and specialists that serve the pediatric population (particularly ages 0-5). c. Analyze the data behind the MSSA primary care shortage areas. d. Any other data needed by the Partnership or Committee members.	Susan McGraw	X	X	X
3. Create a central repository of funding information for all organizations, support grant application development, and research potential funding options to support sustainable Partnership operations beyond 2026.	Susan McGraw	X	X	X
4. Conduct Program Evaluation to assess the cohesiveness of the collaborative Partnership and the ability to achieve the desired outcomes/goals.	Becca Carsel	X	X	X