

Strategic Action Plan for Committee #1:

Recruitment & Retention





Strategic Action Plan 2024 to 2026

Strategic Priority #1: Recruitment & Retention of Healthcare Staff	Responsible Work Group: Recruitment & Retention Committee
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<p>Success Metrics:</p> <ul style="list-style-type: none"> Quantify the increase in job vacancy fill rates across the spectrum of healthcare (permanent vs. contracted staffing) Increase hiring efficiency by decreasing the time to fill open positions based on industry standards Quantify the increase in workforce retention based on industry standards Meet the industry standard for turnover rates

Goal #1 – Based on an annual evaluation, design and implement recruitment & retention strategies to ensure an optimum level of staffing to meet the local healthcare workforce demand.

Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
<p>1. Assess Employer Needs: Design and implement a survey or interview strategy targeted to the HR staff of health-related employers/employees to identify recruitment and retention challenges (permanent vs. contracted positions), critical occupational needs, and career pathway requirements.</p> <ul style="list-style-type: none"> Note for French Hospital: radiology techs, ultrasound stenographers, nursing Assess the gap between providers/support staff vs. population 	In partnership with Career Pathways.	X		
<p>2. Evaluate Competitive Salaries: Identify strategies to ensure salaries are competitive with comparable positions in the Central Coast region.</p> <ul style="list-style-type: none"> WDB has some access to this type of info. Assess if typical salary increases are enough to support increases in cost of living. Explore the feasibility of adding step levels for specific occupations, based on years of experience, to be competitive with other healthcare employers and to support employee retention. 	Tony/Susan: competitive salaries			
<p>3. Develop Recruitment & Retention Strategy Recommendations: Develop recommendations, based on best practices, to support organizations in implementing recruitment & retention strategies for employees to make a long-term commitment to local employers.</p> <ul style="list-style-type: none"> Explore creative solutions to support recruitment & retention strategies (i.e., competitive salaries, benefits, financial incentives, signing packages, flex scheduling, affordable housing, employee engagement strategies, behavioral health options, licensing/supervision for behavioral health staff, work/life balance programs, rotating positions that cover employees on Paid Time Off, other strategies based on what employees want/need,etc.). 	Committee		X	



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Strategic Priority #1: Recruitment & Retention of Healthcare Staff		Responsible Work Group: Recruitment & Retention Committee		
Goal #1 – Based on an annual evaluation, design and implement recruitment & retention strategies to ensure an optimum level of staffing to meet the local healthcare workforce demand (continued).				
Tactics/Action Steps	Responsible Parties	Timeline		
		2024	2025	2026
<p>3. Develop Recruitment & Retention Strategy Recommendations: Develop recommendations, based on best practices, to support local healthcare organizations in implementing recruitment and retention strategies for employees to make a long-term commitment to their employers (continued):</p> <ul style="list-style-type: none"> • Interview employees who recently relocated to SLO County to assess experience. • Research what other counties have done to implement successful strategies (local or national best practices). • Collect data-based evidence of success (recruitment & retention data after implementation). 				
<p>4. Share Recommendations with Local Healthcare Employers:</p> <ul style="list-style-type: none"> • Design and deliver presentations to providers or individually target organizations. 				
<p>5. Cultivate Partner Relationships to Support Local Recruitment: Build relationships with local schools, vocational programs, and colleges (e.g., Allan Hancock, Cuesta, A.T. Still, San Joaquin Valley, CTE in Santa Maria, Cal Poly, etc.), to support the implementation of recruitment strategies targeted to local residents/students who are interested in healthcare.</p> <ul style="list-style-type: none"> • Identify existing programs with healthcare providers (i.e., student job shadowing, rotations, apprenticeships, internships, etc.), promote/sponsor events (job fairs, career exploration programs, etc.), and promote/advertise job openings. 		x		
<p>6. Out of County Recruitment: 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.</p> <ul style="list-style-type: none"> • Leverage groups like the Chambers, REACH/UPLIFT, CCMA for marketing and recruitment. 	Lady: UPLIFT Susan: SLO Chamber presentation 2/24	x		