

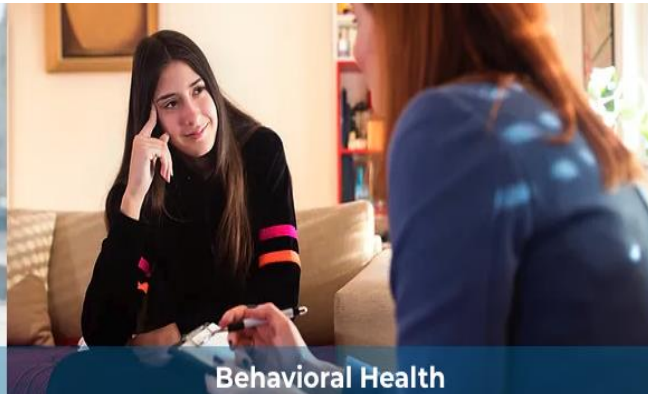


Strategic Action Plan 2024 to 2026

(rev. April 2024)



Physical Health



Behavioral Health



Oral Health

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	Director of Behavioral Health & Psychiatry Services	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	Center for Family Strengthening (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 Partners/County Office of Education
Jennifer Clayton	Director of Student Relations	SLO Partners/County Office of Education
Paul Piette	Director of Business Relations	SLO Partners/County Office of Education
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

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.



SLO Healthcare Workforce Partnership

Mission

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.



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		
Success Metrics: <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	Timeline			
	2024	2025	2026	
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. <ul style="list-style-type: none"> Note for French Hospital: radiology techs, ultrasound stenographers, nursing Assess the gap between providers/support staff vs. population 	X			
2. Evaluate Competitive Salaries: Identify strategies to ensure salaries are competitive with comparable positions in the Central Coast region. <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. 				
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. <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.). 		X		



Strategic Action Plan 2024 to 2026

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	Timeline			
	2024	2025	2026	
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): <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). 				
4. Share Recommendations with Local Healthcare Employers: <ul style="list-style-type: none"> Design and deliver presentations to providers or individually target organizations. 				
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. <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			
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. <ul style="list-style-type: none"> Leverage groups like the Chambers, REACH/UPLIFT, CCMA for marketing and recruitment. 	x			

Strategic Action Plan for Committee #2:

Healthcare Career Pathways





Strategic Action Plan 2024 to 2026

<p>Strategic Priority #2: Healthcare Career Pathways</p>	<p>Responsible Work Group: Healthcare Career Pathway Committee</p>		
<p>Success Metrics:</p> <ul style="list-style-type: none"> • Increase the number of pipeline programs for the most needed program areas by 10% by 2033. • Increase the pipeline of potential health care professionals in the most needed employment areas by 10% by 2033. • Structure and connect education programs and support services that enable students to advance over time to better jobs and higher levels of education and training • NOTE: Creating a talent pipeline through career pathway programs of qualified individuals ready to fill needed health care jobs is a longer-term strategy to address or mitigate workforce shortages. 			
<p>Goal #1 - Develop local pipelines & training programs for physical, behavioral, and oral health.</p>			
<p>Tactics/Action Steps</p>	<p>Timeline</p>		
	<p>2024</p>	<p>2025</p>	<p>2026</p>
<p>1. Utilize best practices as a guide for developing a healthcare workforce development framework with training and education opportunities.</p> <ol style="list-style-type: none"> Gather/review evidence from other groups that align with our needs and goals. Increase community awareness (dispel myths) about careers in healthcare, higher education and vocational programs, and employment opportunities- for all people. 	<p>X</p>	<p>X</p>	
<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> <ol style="list-style-type: none"> 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. Determine how creative incentives and training models may fill gaps. 	<p>X triage</p>	<p>X</p>	<p>X</p>



Strategic Action Plan 2024 to 2026

Strategic Priority #2: Healthcare Career Pathways	Responsible Work Group: Healthcare Career Pathway Committee		
Goal #1 - Develop local pipelines & training programs for physical, behavioral, and oral health (continued).			
Tactics/Action Steps	Timeline		
	2024	2025	2026
3. Create a sustainable approach to recruit and (re-)train local healthcare workforce employees by connecting them to professional development, training, and educational programs . <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. c. Offer more access to university and college education to local residents and then provide incentives for them to stay. 	X	X	X
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. <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 identify 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

Strategic Action Plan for Committee #3:

Fund Development & Advocacy





Strategic Action Plan 2024 to 2026

<p>Strategic Priority #3: Fund Development & Advocacy</p>	<p>Responsible Work Group: Fund Development & Advocacy Committee</p>		
<p>Success Measures:</p> <ul style="list-style-type: none"> • # of funding sources identified • # grants applied for (# of joint grants/# of individual organization grants) • # grants received (# of joint grants/#of individual organization grants) & amount of funding received. • # of advocacy meetings with decision makers/legislators for retention and pathway funding support • Complete plan for outreach to decision makers 			
<p>Goal #1 - Identify Funding/Investment Opportunities: By 2026, increase number of funding streams dedicated to healthcare workforce initiatives by 10%.</p>			
<p>Tactics/Action Steps</p>	<p>Timeline</p>		
	<p>2024</p>	<p>2025</p>	<p>2026</p>
<p>1. Current Funding for Healthcare Workforce Dev.: Identify current funding being used to support workforce development activities in SLO County, including:</p> <ol style="list-style-type: none"> Cal Poly Student Promotores: Operates as a nonprofit at Cal Poly (e.g., student fee funded). Promotores Collaborative/CHW/P: Integrates CalAIM funding for Community Supports and Enhanced Care Management services. SLO PH: Partnership Coordinator/Grant Facilitator and Program Evaluator to support the Partnership and committees. 	<p>X</p>		
<p>2. Research Potential Funding Sources for Healthcare Workforce Dev.:</p> <ol style="list-style-type: none"> Review the list of existing state funding sources (shared in Session #4) and identify those that might work for the Partnership locally. <ol style="list-style-type: none"> California HealthCare Foundation Explore existing or new grant funds to support: <ol style="list-style-type: none"> Graduating college students in health-related fields to stay local. Local Latinx in health-related fields. Advanced Practice clinicians. 	<p>X</p>		



Strategic Action Plan 2024 to 2026

Strategic Priority #3: Fund Development & Advocacy	Responsible Work Group: Fund Development & Advocacy Committee		
Goal #1 - Identify Funding/Investment Opportunities (continued): By 2026, increase number of funding streams dedicated to healthcare workforce initiatives by 10%.			
Tactics/Action Steps	Timeline		
	2024	2025	2026
2. Research Potential Funding Sources for Healthcare Workforce Dev. (continued): c. Consider how the Whole Person/Whole Community framework could influence funding options. d. Research the MCO Tax and assess its utility locally for physicians, hospitals, etc. e. Research the Employment Training Panel of California to explore possible funding opportunities.	X X	X	
3. Central Repository: Create a county repository of grants/scholarships and use an integrated, hub/centralized strategy to market potential funding options.	X		
4. Funding Goals & Strategy/Plan: Based on research results, develop specific, targeted funding goals and a plan to obtain funding to support long-term financial investments.		X	
5. Implement Funding Plan including: a. Local: Help local residents take advantage of scholarships and grants offered by Cuesta College. b. Local: Build relationships with local organizations, create grant programs, and create awareness in the community on the need for physical, behavioral and dental healthcare employees. c. State: Apply for grants or funding offered through the State of CA or other sources.		X	



Strategic Action Plan 2024 to 2026

Strategic Priority #3: Fund Development & Advocacy	Responsible Work Group: Fund Development & Advocacy Committee		
Goal #2 - Advocate for Legislative or Policy Changes: Annually meet with local and state elected representatives to highlight the healthcare workforce needs and allocate dedicated funding to address those needs.			
Tactics/Action Steps	Timeline		
	2024	2025	2026
1. Conduct Research to Prepare for Advocacy: Research topics relevant to the Partnership that could benefit from advocacy efforts at the local, state, or federal level including: <ol style="list-style-type: none"> a. Clarifying the Medical Service Shortage Areas (MSSA) data that currently suggests there are no primary care shortage areas in SLO Cty. b. Increasing the Medicare/Medi-Cal reimbursement rates for SLO Cty. (e.g., changing the County’s designation to “non-rural” or “urban”). c. Increasing the availability of student loan repayment options. d. Ensuring local wages are competitive with Statewide earnings. e. Addressing the impact of broader community-level concerns (i.e., SLO County Cost of living, housing, and childcare) on recruiting and retaining the healthcare workforce. f. Contact professional groups associated with oral health, physical health behavioral health providers, and public or community health that do advocacy. 	X		
2. Develop Advocacy Plan: Determine the appropriate decision-making body to influence for each topic and develop a plan to advocate for change on each designated topic.		X	
3. Implement Advocacy Plan: <ol style="list-style-type: none"> a. Develop supporting materials (e.g., talking points, research summaries, etc.) and implement the plan, advocating to the appropriate decision-making body on each designated topic. b. Build on the response to the community health assessment and Integrate community members in advocacy efforts. 			X

Strategic Action Plan for Strategic Priority #4:

Sustainable Partnership Operations

(to be addressed during the
monthly Partnership meetings)





Strategic Action Plan 2024 to 2026

Strategic Priority #4: Sustainable Partnership Operations		Responsible Parties: Partnership Members & Contracted Consultants			
Success Metrics: Annual Partnership survey results; Community Event survey results; sustainable Partnership funding received; Partnership continues beyond 2026.					
Tactics/Action Steps	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.	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.	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.	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.	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.	X	X	X	
4.	Conduct Program Evaluation to assess the cohesiveness of the collaborative Partnership and the ability to achieve the desired outcomes/goals.	X	X	X	