

**SLO Healthcare Workforce Partnership
Recruitment & Retention Committee
June 27, 2024 Meeting via Zoom
Discussion Results**

Attendees: Frank Warren (Behavioral Health), Madisyn Masatani (CHC), Dona Lopez (CenCal Health), Tony Girolo (WDB), Matt Briskin (The Chartis Group), Angel Lopez (Promotores), Susan McGraw (Partnership Coordinator)

Discussion Results:

- **Healthcare Organization Critical Occupational Needs Questionnaire:** The Committee reviewed and analyzed the preliminary results of the Healthcare Organization Critical Occupational Needs Questionnaire (15 responses from 13 organizations).
 - **Retention Challenges:**
 - The Chartis Group has a Center for Solutions to Job Burn Out in Healthcare Organizations). They study the topic and identify strategies to address job burn out.
 - **ACTION 1:** Matt Briskin will contact the head of the Center and determine if it is possible for him to be a presenter at an upcoming Partnership meeting.
 - Solution-based focus is critical. But we can't avoid the data about the hardest things to deal with...cost of living/housing, so we need some response to these issues.
 - State of the Workforce is based on studies all over the country. The SLO County data related to the gap between cost of living and salaries is the starkest in compared to anywhere else in the country. We probably need to acknowledge that reality but not waste time pretending that it is not an issue. How do we go about addressing this? Can we build housing for healthcare?
 - A Seattle group is dealing with this issue too. Immediate solutions: increasing pay, contracting with staff virtually outside of the area (if it is a patient care situation that will facilitate a contracted workforce). Example: Contract with a remote radiology technician company to read reports.
 - Greater opportunities in behavioral health lend themselves to remote care. Depends on each organization's situation and the type of care they provide.
 - **Retention Strategies:**
 - In-person vs. telehealth? Are we doing telehealth at the expense of quality?
 - Are we really offering competitive salaries? We say we have a transparent wage structure, but is that real? Tony Girolo (WDB) reported that it is surprising how many employers in the central coast are attempting to recruit employees with really low wages for positions with high educational requirements. We could look at competitive salary information for specific high priority healthcare occupations to see if it tells a story or whether this is a bigger systemic problem? He suspects that healthcare wages across counties will be relatively consistent, with just a little more being paid in the counties with the higher cost of living. Still good data to provide, although there may not be big, unexpected conclusions.
 - Burn out/retention: Is there a way to get people who are in their 5th (or later year) when people begin to get tapped out? What is the propellant/trigger for them to want to leave? How can we get people to stay for their second 5 to 10 years? Stay interviews? What can we learn from people who are staying?

- **Performance Metrics/Success Metrics:**
 - The Committee's Success Metric: The Committee's Strategic Action Plan has Success Metrics indicated that are similar to what is being collected from some organizations who responded to the Questionnaire. How realistic is it that the Committee can collect that type of data from numerous organizations in the county?
 - Do we have good benchmarks/target for comparison that we have confidence in....will that vary based on each role?
 - **ACTION 2:** Tony Girolo will look into this to see what types of data currently exists that could provide benchmarking data (i.e., industry standards for vacancy rates, retention, turnover rates, etc.).
 - **ACTION 3:** After the Committee assesses what type of benchmarking data is available, it will determine how it will collect the data to track success against the benchmarks.
- **Recruitment Strategies:** No suggestions on innovative strategies at the moment.
- **Competitive Salary Research:**
 - **ACTION 4:** Once the high priority occupations are determined by the Career Pathways Committee, this Committee will conduct competitive salary research and determine what actions can be taken, based on those results.
- **Partnership Community Engagement Forum Planning (early November 2024):**
 - **ACTION 5:** The Committee will consider the format for the recruitment and retention segment of the fall Community Forum.
- **Career Exploration Program:**
 - **ACTION 6:** The Committee is interested in supporting the Healthcare Career Pathways group in designing and hosting a Career Exploration Program to be included as part of the Community Engagement Forum in early November.

Summary of ACTIONS:

- **ACTION 1:** Matt Briskin will contact the head of the Center and determine if it is possible for him to be a presenter at an upcoming Partnership meeting.
- **ACTION 2:** Tony Girolo will look into this to see what types of data currently exists that could provide benchmarking data (i.e., industry standards for vacancy rates, retention, turnover rates, etc.).
- **ACTION 3:** After the Committee assesses what type of benchmarking data is available, it will determine how it will collect the data to track success against the benchmarks.
- **ACTION: 4** Once the high priority occupations are determined by the Career Pathways Committee, this Committee will conduct competitive salary research and determine what actions can be taken, based on those results.
- **ACTION 5:** The Committee will consider the format for the recruitment and retention segment of the fall Community Forum.
- **ACTION 6:** The Committee is interested in supporting the Healthcare Career Pathways group in designing and hosting a Career Exploration Program to be included as part of the Community Engagement Forum in early November.