os⊦pd   **Office of Statewide Health Planning and Development**

Healthcare Workforce Development Division
400 R Street, Suite 330
Sacramento, California 95811-6213
(916) 326-3700
Fax (916) 322-2588
www.oshpd.ca.gov

<u>**Grow-Your-Own Healthcare Workforce**</u>
Issue Brief

Many communities throughout California face critical healthcare workforce challenges. California's health workforce shortage and maldistribution issues are exacerbated by a mismatch in the diversity of the healthcare workforce and the populations they serve. One of the factors is a difficulty in recruiting and retaining a qualified healthcare workforce that is representative of California's population. One approach that has been identified as effective in addressing these healthcare workforce challenges is the grow-your-own strategy. This issue brief aims to further define and highlight specific grow-your-own strategies that organizations throughout the country have implemented.

Why Grow-Your-Own Healthcare Workforce?

Growing-your-own healthcare workforce means finding ways to recruit, develop, cultivate, and retain individuals from a local community to enter healthcare careers that would allow them to serve their local community. This approach recognizes the idea that individuals that are raised within a local community are more likely to stay in that local community for their professional careers even if they leave to study in a different location. By recruiting, developing, and cultivating individuals from a community to become part of the healthcare workforce, they are more likely to be retained to serve that local community. Grow-your-own can also address the mismatch in diversity as the recruitment occurs within the local communities where diverse populations reside. This approach does not necessarily provide immediate healthcare workers that can enter the current labor force but is instead a long-term strategy that would enable local communities to more effectively address their long-term healthcare workforce needs.

Grow-Your-Own Healthcare Workforce Strategies-Recruit and Develop

There are many different strategies communities have used to grow their own healthcare workforce. Some communities decide to focus on recruitment and development of younger individuals to begin exposing their minds to health careers. This strategy aims to foster their interest in healthcare careers and shapes them enter a healthcare career and work in their local community.[i] Different grow-your-own by recruitment and development actions have been implemented by organizations include but are not limited to:

<u>Career Awareness</u>

- Hosting healthcare career fairs; [ii]
- Sending healthcare representatives to middle schools and high schools to talk about healthcare careers; [iii]

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- Sending healthcare representatives to speak to high school juniors and seniors about healthcare career paths and provide descriptions of duties, educational costs, educational time commitment, practice locations, and salaries for professions;[iv]
- Providing K-12 level students the opportunity to meet and interact with health care professionals while learning about health careers;[v]

Career Exploration

- Providing workshops and summer camps for middle school and high school students that allow them to explore different health careers;[vi]
- Developing health academies; [vii]
- Providing juniors and senior in college internships and shadow opportunities;
- Developing simulation labs which would allow students to learn about healthcare careers by working in a realistic environment and getting hands-on skills;[viii]

Career Counseling and Resources

- Providing mentorship and one-on-one career counseling;[ix]
- Offering advice to students on classes to take, organizations to volunteer and intern with, and other resources available; [x]
- Work with community leaders, education partners, and healthcare leaders to offer students new and innovative opportunities that could include mentorship, critical thinking, applied skills, and retention.; and
- Offering financial incentives like scholarships and tuition reimbursement.[xi]

Grow-Your-Own Healthcare Workforce Strategies-Cultivate and Retain

There are also communities that lack healthcare leadership and senior level healthcare workers as they have difficulty in retaining their workforce as demonstrated by high attrition levels. There are also grow-your-own strategies that have been used to focus on addressing this challenge by cultivating current healthcare workers and helping them advance to senior-level/leadership positions.[xii] This strategy also facilitates retaining them within their community. Different grow-your-own by cultivating and retaining actions that have been implemented by organizations include but are not limited to:

Advancement Planning and Training/Education

- Offering assistance with the development of Ends-Based Educational Plans/Annual Education Plans to aid and motivate healthcare providers at one-level to move to another level such as RNs to BSN;[xiii]
- Creating professional development tracks for current healthcare workforce that allow them to acquire the skills needed to become effective leaders;[xiv]
- Offering existing healthcare workforce continuing education opportunities, career planning, development, and advancement opportunities;[xv]
- Create integrated training opportunities that include on-site simulations, computer-based training, and managerial skills and leadership training;[xvi]

- Developing apprenticeship programs;[xvii]

Career Counseling and Resources

- Mentorship from senior-level staff to low-level and mid-level staff; [xviii]
- Career expansion work study programs that allows students in entry-level healthcare careers to receive full tuition and are allowed a reduction in work hours with full-time pay, in exchange for committing to work in that community for several years;[xix]
- Provide financial incentives to continue education or repay educational debt.

Implementing Grow-Your-Own Strategies

There are many grow-your-own strategies that were identified in this brief that different organizations can implement. As California is highly diverse and communities have different healthcare workforce needs, not all strategies will work for all communities. Communities should ultimately analyze their needs and implement strategies that align with their most critical needs and available resources.

Communities should identify organizations that can lead and take on applicable grow-your-own strategies. Organizations should consider applying for public, private, and philanthropic funding that can further the implementation of these strategies within their communities. Communities should also look to developing grow-your-own healthcare workforce partnerships that can include but are not limited to: community leaders, healthcare providers and administrators, clinics, hospitals, K-12 institutions, institutions of higher education, community-based organizations, non-profit entities, advocacy networks, for-profit entities, and local government entities. These partnerships would be able to more effectively leveraging community resources.

Ultimately, grow-your-own strategies can be successful models to address California's long term healthcare workforce shortage, maldistribution, and demographic diversity issues. California needs leaders in communities throughout the state to take action now and begin the work to ensure our future healthcare workforce is robust in size, diversity, and skills to provide care to our populations in need.

[i] Clark, A. (2014) Five healthcare recruitment strategies for medical professionals. Healthcare Global. March 15, 2014 http://www.healthcareglobal.com/global_hospitals/five-healthcare-recruitment-strategies-for-medical-professionals

[ii] Grow Your Own. Pioneers Medical Center http://pioneershospital.org/community/community-service/grow-your-own

[iii] Clark, A. (2014) Five healthcare recruitment strategies for medical professionals. Healthcare Global. March 15, 2014 http://www.healthcareglobal.com/global_hospitals/five-healthcare-recruitment-strategies-for-medical-professionals

[iv] Grow Your Own Health Care Workforce. Wisconsin Area Health Education Centers. https://sites.google.com/site/scenicriverahec/ahec-programs/grow-your-own-health-care-workers

[v] Grown Your Own Grant to Help Students Learn About Healthcare Careers. Freeman Health System. October 3, 2013. http://www.freemanhealth.com/News/Default.aspx?sid=1&nid=198

[vi] Ibid

[vii] Ibid

[viii] Grow Your Own Grant Will Help Enhance Healthcare Workforce. St. Anthony's Health System. September 4, 2013. http://www.stanthonysmedcenter.com/news/news.asp?UID=1081

[ix] Grow Your Own Health Care Workforce. Wisconsin Area Health Education Centers. https://sites.google.com/site/scenicriverahec/ahec-programs/grow-your-own-health-care-workers

[x] Ibid

[xi] Grow Your Own. Pioneers Medical Center http://pioneershospital.org/community/community-service/grow-your-own

[xii] Health Care Workforce Report. Lane Workforce Partnership. http://laneworkforce.org/media/HealthCareReport.pdf

[xiii] Grow Your Own Grant will help St. Francis Hospital. Farmer Publishing. http://www.farmerpublishing.com/articles/2013/12/26/%E2%80%98grow-your-own%E2%80%99-grant-will-help-st-francis-hospital

[xiv] Donovan, M. (2013) Grow Your Own Grant Will Help St. Luke's Hospital Enhance Healthcare Workforce. Kirkwood Patch. http://kirkwood.patch.com/groups/megan-donovan-aprs-blog/p/grow-your-own-grant-will-help-st-lukes-hospital-enhance-healthcare-workforce_a7cf2ce1

[xv] Grow Your Own. Pioneers Medical Center http://pioneershospital.org/community/community-service/grow-your-own

[xvi] Using Registered Apprenticeship to Build and Fill Healthcare Career Paths. U.S Department of Labor. http://www.doleta.gov/oa/pdf/apprenticeship_build_healthcare_paths.pdf

[xvii] Ibid

[xviii] Urquhart, J. (2011) Healthcare Leadership, Stop Talend Poaching and Grow Your Own. http://www.idoinspire.com/blog/bid/44545/Healthcare-Leadership-Stop-Talent-Poaching-and-Grow-Your-Own

[xix] Albany Medical Centers Growing Our Own Nursing Program Celebrates First Class of Graduates. Albany Medical Center. https://www.amc.edu/PR/PressRelease/PR_575.html

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