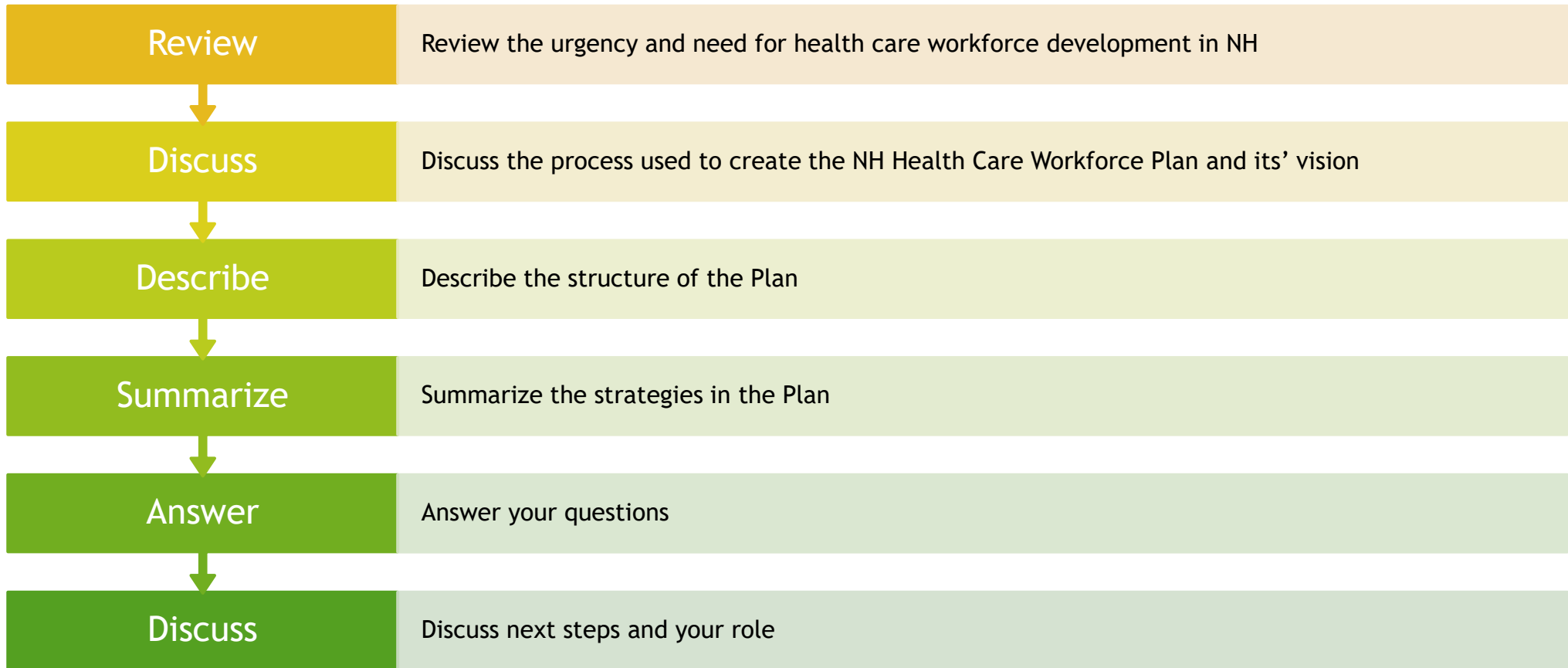


Giving Care: A Strategic Plan to Expand and Support
New Hampshire's Health Care Workforce



In this presentation, we will:



Why The Urgency?

Prior to the pandemic, NH was second hardest hit state by labor shortages overall.

NH's health care workforce was fastest growing sector with most unfilled jobs between 2017 and 2019.

Aging of workforce and pandemic fuel departures.

Given its size and rate of growth, the health care sector is critical to the state's overall economy.

Health care "bench" not deep enough and lacks diversity sufficient to meet needs of NH's increasingly diverse population.

- ▶ Stress, mental health challenges, and barriers to care
- ▶ Low wages and high costs to live in NH, including childcare, housing, and transportation
- ▶ Thin pipeline and barriers to post-secondary education and training
- ▶ Reimbursement issues
- ▶ Regulatory barriers and constraints
- ▶ Policy barriers
- ▶ Siloed workforce development efforts
- ▶ Data challenges

How the health
care workforce
was impacted:

The process

Spring
2020

- ▶ The Forward Fund at the Endowment for Health conducts assessment of state health care workforce plans and NH workforce development efforts.

Fall
2020

- ▶ Diverse group of 50 stakeholders convened to build relationships and synergy among the many existing workforce initiatives, share lessons learned, and identify barriers, gaps, and needs.

April
2021

- ▶ Endowment for Health engages CHI/JSI to facilitate development of an *Actionable (two-year) Statewide Health Care Workforce Strategic Plan*.

May
2021
- Jan
2022

- ▶ 70+ stakeholders (advocates, educators, policy makers, regulators, labor specialists, providers, employers) participate.
- ▶ 4 workgroups (1) Pipeline, Recruitment and Retention; (2) Policy & Regulatory; (3) Data; and (4) Governance meet 4 times to establish “action agendas” with goals, objectives, 107 strategies (including priorities & quick wins), timelines, and stakeholders.

Feb -
March
2022

- ▶ “Giving Care” strategic plan finalized; release begins.

The Giving Care Vision

The NH health care workforce is strong and diverse due to factors that include competitive, equitable wages commensurate with experience, training, education, and an environment that supports diversity, quality care and continuous professional growth.

As a result, community outcomes are improved and patients, clients, and the workforce are engaged and healthy.



Workgroup goals and key concerns:

- ▶ **Pipeline, recruitment, and retention:** Ensure a current and future supply of qualified workers to meet the needs of NH residents.
 - * Retention is critical.
 - ▶ **Policy/regulatory:** Reduce the regulatory constraints and advance policies that support a workforce capable of meeting the health care needs of NH residents.
 - *Must support change on a lasting basis.
 - ▶ **Data:** Ensure that sufficient data infrastructure, processes, and resources exist to identify and address workforce gaps and trends as well as issues affecting pipeline, recruitment and retention.
 - *Must begin from a common understanding.
 - ▶ **Governance:** Ensure capacity for the study, coordination, and oversight of NH's health care workforce development.
 - *Must have a coordinating entity for accountability and sustainability.
- *Overall: Resource identification critical to successful plan implementation.

Pipeline, Recruitment & Retention Action Agenda

7 objectives and 53 strategies that call for:

- ▶ **Career development supports** (career counseling, mentoring, interdisciplinary/cross-discipline learning models, retention interviews)
- ▶ **Financial supports** (stipends, incentives, tuition assistance, wage increases, housing and childcare allowances)
- ▶ **Reduced burden for staff/providers** (staffing models to support work/life balance and time/incentives for training and mentoring, tech/IT to reduce documentation burden & improve access to patient info, expanded telehealth and broadband)
- ▶ **Growing and diversifying the pipeline** (marketing, outreach, recruitment, career exposure and experiences for youth and their parents; minorities, immigrants, and refugees; career changers; older or disabled workers; formerly incarcerated; workers inside and outside of NH)
- ▶ **Streamlined processes and reduced regulatory burdens** (initial and reciprocal licensing, background checks, x-fer of community college credits to four year colleges/universities)
- ▶ **Expansion of home-and community-based care and reimbursement** (CHWs, personal care providers)

Policy and Regulatory Action Agenda

4 objectives and 19 strategies to understand and improve:

- ▶ **Workplace quality and salaries** (livable wages; alignment with neighboring states)
- ▶ **Coverage and reimbursement** (to support recruitment/retention, for mental health/behavioral health parity, for CHWs and case managers)
- ▶ **Educational & training opportunities** (to remove barriers/support diversity, inclusion, and equity; credentialing; and progressive wage gains)
- ▶ **Policy, regulations, and administrative requirements** (to expedite state contracts, remove barriers to recruitment/retention, achieve consistency in Medicaid and commercial reporting and contracting, remove licensing barriers)

Data Action Agenda

3 objectives and 6 strategies to support:

- ▶ **Assessment/identification** (available data, sources, and gaps; common definitions)
- ▶ **Financial and technical resource development** (a data system home, blended funding, data use agreements, stewards/partners to advise on/provide data to the system)
- ▶ **Data portal/repository development and maintenance** (to ensure data for effective health care workforce planning)

Governance Action Agenda

5 objectives and 29 strategies to ensure:

- ▶ Immediate* and long-term coordination of workforce development efforts
- ▶ Leadership and partner/stakeholder engagement
- ▶ Adequate resources for plan implementation and sustainability
- ▶ Ongoing understanding of workforce trends, emerging issues, needs, and gaps
- ▶ Effective communications, messaging, advocacy, and education

* An interim coordinating body will “stand up” a Governance entity and coordinate plan implementation in the meantime

Why a state plan?

Break down siloes, improve communication/coordination, and build upon the many existing health care workforce development initiatives in NH.

Harness the energy, enthusiasm, and expertise of the multiple sectors and stakeholders across NH who have a role in health care workforce development.

Build synergy among health care workforce development, community/economic development, and broader/general workforce development efforts in NH.

Next steps & Get involved!

- We hope you will absorb the plan and envision it as your organizations road map!
- For more information on the plan, email info@endowmentforhealth.com
 - In the same email, let us know if you'd like a copy of the Executive Summary to circulate around
 - Request a Giving Care presentation
 - If you'd like to get involved in any way, let us know



Time for
questions,
comments
and answers!





Thank you for your interest in the state plan and investment in New Hampshire's health care workforce.