

Strategic Action Plan for Committee #1:

Recruitment & Retention (updated 2/8/25)





Strategic Action Plan 2024 to 2026

Updated 2/8/25

Strategic Priority #1: Recruitment & Retention of Healthcare Staff

Responsible Work Group:
Recruitment & Retention Committee

Success Metrics:

- 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	Status	Timeline		
		2024	2025	2026
1. Assess Employer Needs: Annually update survey or interview strategies 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"> ○ Recruitment & Retention Studies: Conduct more in-depth studies to assess the unique training/career pathway and recruitment needs for physicians (primary, pediatric, and specialty) and behavioral health providers. ○ Needs of Seniors: Consider how to address the needs of the Medicare/senior population for all medical and behavioral health services. 	5/24: Questionnaire sent to 20 healthcare Partnership members. 6/24: Preliminary results analyzed & recruitment/ retention challenges & strategies identified. 7/24 & 10/24: Top 5 & Top 9 Occupational Needs identified.	X	X	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"> • Competitive Salary Studies: Evaluate competitive salary ranges for the Top 9 Most Critically Needed Occupations in SLO County. 	4/24/24: Tony Girolo: provided info and demo of online competitive salary tool. We will use this to assess the most critical needs based on Questionnaires.	X	X	
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"> • Innovative Recruitment & Retention Strategies: 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.). 	5/24: Questionnaire sent to 20 healthcare Partnership members. 6/24: Responses provided info on local challenges and best practices. 10/24: Additional information on local challenges and best practices received at Community Forum.	X	X	



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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	Status	Timeline		
		2024	2025	2026
3. Develop Recruitment & Retention Strategy Recommendations (continued): <ul style="list-style-type: none"> 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). 	6/24 & 10/24: Questionnaire & Forum respondents provided info on local best practices and data being used to track successes.	X		
4. Share Recommendations and Data/Information with Local Healthcare Employers (i.e., top occupational needs, training/career pathways, advocacy efforts, funding opportunities): <ul style="list-style-type: none"> Communication Hub: Serve as the communication hub (in partnership with the Healthcare Career Pathway and Funding/Advocacy Committees) to support local recruitment and retention efforts by designing and delivering presentations that are customized to specific groups of providers or other community organizations by sharing the results of best practice research, top 9 most critically needed occupations in SLO County, local healthcare training and career pathway programs, funding opportunities, and issues that require advocacy. Customized Approach: Determine how to identify smaller providers and tailor information to meet their specific needs based upon the unique requirements of the audience. 	6/24: Questionnaire provided some information on existing programs. 9/24: Career Pathways Committee completed local training inventory. 10/24: Committee presentation on recruitment and retention strategies included in Fall Partnership Community Forum & available on the website. 10/24: Supported Career Pathways Committee in Career Exploration Fair.		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"> Community Collaborations: <ul style="list-style-type: none"> Collaborate with groups such as the local Chambers of Commerce, REACH/UPLIFT, and Central Coast Medical Association (CCMA) to support recruitment efforts. Work with Cal Poly/Cuesta to share information on local opportunities that is targeted to alumni (newsletters, community communication opportunities, etc.). Explore partnering with healthcare recruiting firms who recruit candidates digitally. 	2/24: Susan presented to SLO Chamber Business Council. 1/24 to 8/24: Partnership members participated in UPLIFT roundtables.	X		