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SLO Healthcare Workforce
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SLO Healthcare Workforce Partnership

8/8/24 Meeting Slides
Facilitated by Susan McGraw

SLOHealthcareWorkforce.org
Info@SLOHealthcareWorkforce.org

Planning for the SLO County Healthcare Workforce Forum



Community Forum Planning

Tentative Date: Wednesday, October 30, 2024

Possible Locations: Family Care Network, SLO Vet's Hall, Ludwick Center

Invitees could include (target = 100 attendees?):

- HR representatives & other employees from healthcare organizations
- Healthcare practitioners (physical, behavioral, oral health)
- Chambers of Commerce (SLO Business & Economic Development Council)
- First 5, SLOCAP, and other community-based non-profits
- Legislative Leaders (local and state-level)
- General public



Community Forum Planning

Overall Objectives:

- Share information on what the Partnership has learned since Fall 2023
- Engage the audience in interactive discussion about critical topics
- Solicit feedback/input to gain more clarity on the needs/ potential solutions



Community Forum Planning – UPDATED 7/30/24

Potential Framework for the Program:

- 11:00am to 12:00pm Registration, Lunch, Networking (set up live polling with participants?)
- 12:00 to 12:10pm Welcome & Intros
- 12:10 to 12:45pm Overview of the Partnership & the “Problem”: Highlights of the data and research including CA State update, 10-year trends, survey results, HPSA designations, etc.
- 12:45 to 1:30pm Funding & Advocacy Program (including audience engagement segment)
- 1:30 to 1:45pm Break
- 1:45 to 2:30pm Recruitment & Retention Program (including audience engagement segment)
- 2:30 to 2:45pm Break
- 2:45 to 3:15pm Healthcare Career Pathways Program (including audience engagement segment)
- 3:15 to 3:30pm Closing



4:00 to 6:00pm
Career Exploration Program for Local Students

Community Forum Planning

Opening Networking Lunch:

What suggestions do you have to create an interactive, engaging opportunity for participants to mingle, talk, and get to know each other during lunch?



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SLO County Healthcare Workforce Forum

Draft framework of the “Overview Materials”

SLO Healthcare Workforce Partnership

October 30, 2024

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Agenda

- Welcome & Introduction
- XXXX

Partnership Members - Update

Name	Title	Organization
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 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
Magdalena Serrano		Community Health Centers
Madisyn Masatani	Talent Acquisition Manager	Community Health Centers
Patrick Woolpert	Owner	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
Angel Lopez	Community Health Worker/Promotor (CHW/P) Coordinator	Promotores Collaborative of SLO
Fernanda Lucas	Promotores Collaborative Administrator	Promotores Collaborative of SLO
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, RN, MSN	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 Cty. Office of Education & SLO Partners
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

Partnership Background

- **2019:** Community Forum with 100+ attendees
- **Spring/Summer 2023:** Key stakeholder interviews, labor market trends, and national best practices.
- **September 28, 2023:** Partnership Launched.
 - **Members:** 28 individuals from 18 organizations, representing physical, behavioral, and oral healthcare; education and training; and workforce and economic development.
 - **Lead Agency:** County of San Luis Obispo, Public Health Department
- **September 28 to December 14, 2023:** Planning Phase
- **January 2024 to December 2026:** Strategic Action Plan Implementation



Purpose & Goals of the Partnership

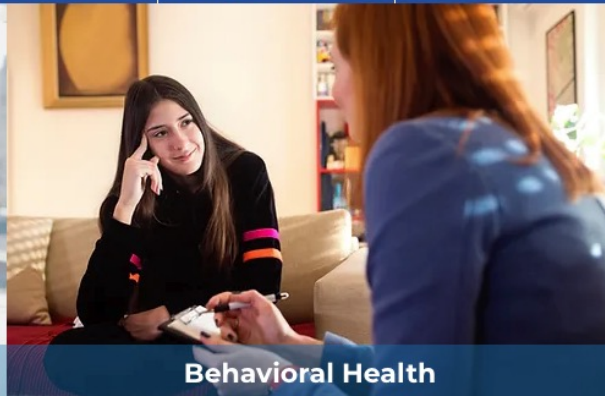
- **Purpose:** To strengthen and diversify the workforce in physical, behavioral, and oral health in San Luis Obispo County.
- **Goals:**
 - Mitigate the critical shortage of health care workers and professionals in all occupational areas.
 - Develop provider incentive/retention programs.
 - Create new career and educational pathways in health care.
 - Identify potential sources to fund workforce development activities.
 - Address ways to engage and support individuals from populations that have historically been less represented in health care education programs and professions, and who have faced barriers in obtaining a livable wage in San Luis Obispo County.



3 Working Committees

- Recruitment & Retention
- Healthcare Career Pathways
- Funding & Advocacy



[Home](#)[Research](#)[For Members](#)[Contact](#)

SLO Healthcare Workforce Partnership

The SLO Healthcare Workforce Partnership was launched in September 2023 to address the critical shortage of healthcare professionals in physical, behavioral, and oral health in San Luis Obispo County. This collaborative Partnership is composed of 18 organizations representing healthcare, education, and workforce development. The County of San Luis Obispo, Department of Public Health, is serving as the lead agency to support the launch of the Partnership, with funding provided by the American Rescue Plan Act (ARPA) through 2026.

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State of CA Healthcare Workforce Development Initiative Update

Workforce Development Initiative

Update: **TBD**

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Healthcare Workforce Outlook for SLO County

Access to care is a theme in the 2023 Community Health Survey.

What health issues do you think must be addressed to improve the quality of life in your community?

Top 6 SLO County Survey Responses	Response rate
Access to health care	56%
Mental health	46%
Access to affordable housing	45%
Access to dental care	30%
Caregiving support for the elderly	29%
Access to childcare	25%

What do you think are important qualities of healthy community?

Top 6 SLO County Survey Responses	Response rate
Clean and safe environment	43%
Access to health care (e.g., family doctor)	42%
Affordable housing	40%
Safe neighborhoods	31%
Good jobs and healthy economy	25%
Parks and nature	22%



40% of respondents delayed or went without needed *medical care* (including routine checkups).

Reasons:	%	
• Couldn't get an appointment or it was too long to wait	28%	} 56%
• Couldn't find a provider who accepted new patients	18%	
• Couldn't find a provider who took my insurance	7%	
• Couldn't find a provider who speaks my language	3%	
• Too expensive or worried about cost	12%	

32% of respondents delayed or went without needed *mental health care.*

Reasons:	%	
• Couldn't find a provider who accepted new patients	17%	} 50%
• Couldn't get an appointment or it was too long to wait	16%	
• Couldn't find a provider who took my insurance	13%	
• Couldn't find a provider who speaks my language	4%	
• Too expensive	14%	

33% of respondents delayed or went without needed *dental care* (including routine checkups).

5 Reasons:	%	
• Too expensive	28%	
• Couldn't get an appointment or it was too long to wait	14%	} 40%
• Couldn't find a provider who took my insurance	13%	
• Couldn't find a provider who accepted new patients	9%	
• Couldn't find a provider who speaks my language	4%	

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10-year Healthcare Workforce Projections for SLO County

Significant demand projected within 10 years for *Physical Health* Workforce.

Occupation	Median Annual Wages	2022 Current Employment	Positions to be Filled by 2032	% of New & Replacements
Primary Care Doctor (MD)	\$230,000	103	28	27%
Specialty Care Doctor (MD/DO)	\$264,100	173	53	31%
Physician Assistant (PA)	\$138,600	95	82	86%
Nurse Practitioner (NP)	\$169,400	139	142	102%
Registered Nurse (RN)	\$131,900	1,820	1,066	59%
Licensed Vocational/Practical Nurse (LVN/LPN)	\$69,300	496	407	82%
Certified Nursing Assistant	\$38,700	634	961	152%
Medical Assistant	\$40,500	624	989	158%
Personal Care Aide	\$31,600	2,525	4,511	179%
Community Health Worker (CHW)	\$48,800	49	63	129%
Totals:		6,658	8,302	125%


Positions to be filled by 2032

includes replacing exiting providers due to retirement & workers transferring to new occupations, as well as new positions created in the sector.



Data provided by SLO County Workforce Development Board, August 2023, Jobs EQ, Q4 2022

Significant demand projected within 10 years for *Physical Health* Workforce.



Occupation:	Median Annual Wages	2022 Current Employment	Positions to be Filled by 2032	% of New & Replacements
Pharmacists (RPH)	\$171,900	216	68	31%
Respiratory Care (RCP)	\$103,100	71	50	70%
Occupational Therapist (OT)	\$104,400	103	70	68%
Physical Therapist (PT)	\$105,000	174	106	61%
Optometrists (OPT)	\$112,200	51	15	29%
Podiatrist (DPM)	\$166,400	10	2	20%
Totals:		625	311	50%


Positions to be filled by 2032
includes replacing exiting providers due to retirement & workers transferring to new occupations, as well as new positions created in the sector.

Significant demand projected within 10 years for *Behavioral Health* Workforce.

Occupation:	Median Annual Wages	2022 Current Employment	Positions to be Filled by 2032	% of New & Replacements
Psychiatrist (MD)	\$235,200	71	16	23%
Psychologist (PsyD)	\$122,000	266	181	68%
Marriage, Family Therapist (MFT)	\$42,300	200	193	97%
Clinical Social Work (CSW)	\$81,600	87	89	102%
Professional Clinical Counselors (PCC)	\$130,000	123	77	63%
Psychiatric Technicians	\$81,200	248	186	75%
Totals:		995	742	75%

Positions to be filled by 2032
includes replacing exiting providers due to retirement & workers transferring to new occupations, as well as new positions created in the sector.

Significant demand projected within 10 years for *Oral Health* Workforce.



Occupation	Median Annual Wages	2022 Current Employment	Positions to be Filled by 2032	% of New & Replacements
Dentists	\$182,000	157	49	31%
Registered Dental Asst. (RDA)	\$50,600	383	579	151%
Registered Dental Hygienist (RDH)	\$106,600	217	155	71%
Totals:		757	783	103%

Positions to be filled by 2032 includes replacing exiting providers due to retirement & workers transferring to new occupations, as well as new positions created in the sector.

Lack of Equity in SLO County Healthcare Workforce

The **Hispanic/Latinx** community makes up **23%** of the SLO County population but only a small percentage of top-level positions.

5-8%

Physicians,
Psychiatrists, Psychologists,
Dentists, Physician Assistants,
Nurse Practitioners, Pharmacists,
Physical Therapists,
Occupational Therapists

9-10%

Podiatrists, Optometrists, Registered Nurses

12-15%

Marriage/Family Therapists, Clinical Social Workers, Licensed
Vocational Nurses/Licensed Practical Nurses, Nursing
Assistants/CNAs, Registered Dental Hygienists, Respiratory Care
Practitioners

17-20%

Psychiatric Technicians, Personal Care Aides, Community Health Workers

24-27%

Medical Assistants, Registered Dental Assistants

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Health Professional Shortage Areas (HPSAs)

Health Professional Shortage Areas (HPSAs)

- Designated by Health Resources & Services Administration (HRSA) as having shortages of primary care, dental care, or mental health providers:
 - Geographic (a county or Medical Service Study Area)
 - Population (e.g., low income or Medicaid eligible)
 - Facilities (e.g., federally qualified health centers, state or federal prisons)
- Scores are updated every 3 years.



California Primary Care Office, State Office of Rural Health
31st Annual Spring Health Professional Shortage Area Designation Workshop

Benefits of Designation as a HPSA

- ***Recruitment & Retention Benefits:***

- NHSC Loan Repayment and Scholar Placement
- State Loan Repayment Program (SLRP)
- Nurse Corps Loan Repayment and Scholar Placement
- Office of Health Workforce Development Loan Repayment Scholarship Programs
- J-1 Visa Waiver Program
- Expedited Medical Licensure - Medical Board of CA

- ***Financial Benefits:***

- Rural Health Clinic (RHC) Certification
- 10% Medicare Bonus Payment for geographic HPSAs only (does not apply to FQHCs or RHCs)
- Registered Dental Hygienist in Alternative Practice (RDHAP) – Dental Board of CA



Designated Shortage Areas - March 2023

No Primary Care

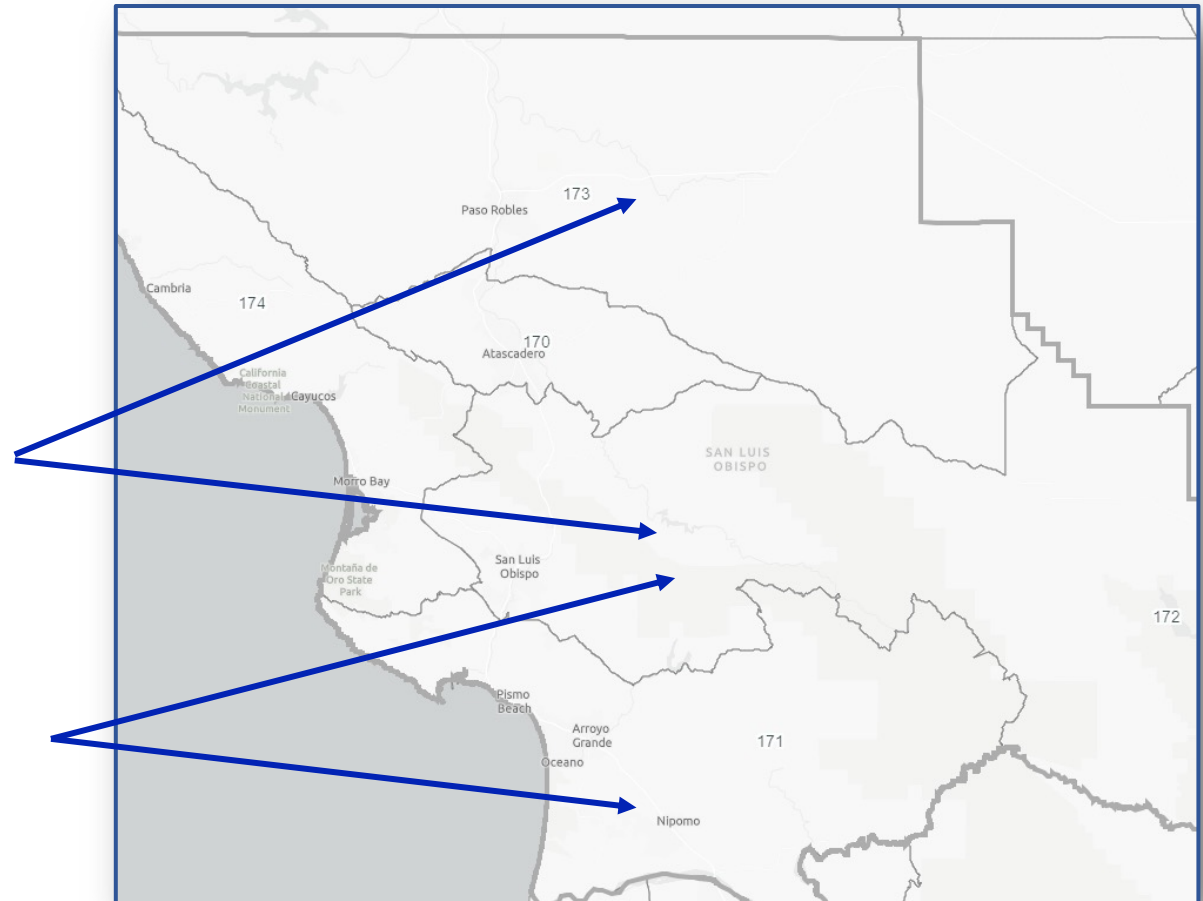
shortage areas in the County!

MSSA* 172 & 173:

Dental Care Provider shortage areas (SLO, Paso Robles, Lake Nacimiento, San Miguel).

MSSA* 171& 172:

Mental Health Provider shortage areas (SLO, Arroyo Grande).



*MSSA: "Medical Service Study Area" defines geographic analysis units for the State of CA's Office of Statewide Health Planning and Development (OSHPD).

* CalHHS Open Data Portal. <https://data.chhs.ca.gov/dataset/health-professional-shortage-areas-in-california>

Designated Shortage Facility: Primary Care, Mental Health, Dental Health

Community Health Centers of the Central Coast, Inc. (Federally Qualified Health Center)
16 Sites / Cities:
4 San Luis Obispo
2 Paso Robles
2 Templeton
1 Atascadero
1 San Miguel
1 Cambria
3 Arroyo Grande
1 Nipomo
1 Oceano

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Retention & Recruitment Challenges & Strategies

Based on the Partnership's
Healthcare Organization Survey
Spring, 2024

RETENTION:

Top 5 Reasons Employees Left

1. Lack of Adequate Salary/Benefits: Salary or benefits for the job not adequate compared to local cost of living and housing	83%
2. Cost of Living/Housing: Relocated to a different geographical location outside of the County due to local cost of living and housing	58%
3. Lack of Adequate Salary/Benefits: Salary or benefits for the job not comparable to out-of-county employers	50%
4. Burn Out: Job "burn out" or stress	50%
5. Lack of Adequate Salary/Benefits: Salary or benefits for the job not comparable to other local employers	42%

RETENTION:

Local Retention Strategies

- **Salary & Benefits Packages:**
 - **Salaries:** Created competitive, transparent wage structure; conducted market surveys to address gaps in competitive wages
 - **Benefits:** IRA contributions, employer-paid long-term disability plans, wellness programs, increased vacation/personal days
- **Financial Incentives:**
 - Sign-on and retention bonus plans
 - Employee student loan repayment programs
- **Organizational Environment:**
 - Flexible, autonomous work schedules, remote options, purposeful work
 - Enhanced, positive work environment.
 - Employee recognition programs.
 - Annual retention surveys to assess why people stay with action planning based on results
- **Training:**
 - Leveraging career pathways, increasing training and education opportunities
- **Partnerships to Determine Where Opportunities Lie:**
 - SLO Healthcare Workforce Partnership, Workforce Development Board, Central Coast Workforce Collaborative
 - Local colleges
- **Out of State Transfers:**
 - Moved staff (or promoted them) to other offices out of state (same compensation but better cost of living).

RECRUITMENT:

Top 7 Most Significant Challenges

1. Cost of Living: Candidates from outside the county are reluctant to move here due to the high cost of living and housing.	83.33%
2. Lack of Training: It is difficult to find local candidates that meet the education, training, licensing, and/or experience requirements.	83.33%
3. Lack of Training: There are no local organizations that provide the required training or education to meet the requirements.	66.67%
4. Lack of Training: Internal candidates do not meet the requirements for education, training, licensing, or professional development.	58.33%
5. Lack of Diversity: It is difficult to find an applicant pool, reflective of the diversity of SLO County, to meet our needs.	58.33%
6. Lack of Adequate Salaries/Benefits: The salaries and benefits at our organization can't compete with other local organizations.	50.00%
7. Lack of Adequate Salaries/Benefits: The salaries and benefits at our organization can't compete with out-of-county organizations.	50.00%

RECRUITMENT:

Local Recruitment Strategies

- **Training:** In-house training for young employees.
- **Advertising, Recruiters, Job Fairs:**
 - Targeted, specialized job posting, advertising, and active/passive marketing strategies
 - Use of recruiting agencies for difficult-to-fill positions (like physicians).
 - In person job fairs
- **Collaborations:**
 - Partnerships and affiliation agreements with local colleges and educational institutions
 - Preceptorships, clinical rotations with students
 - Networking in various community spaces
- **Financial Incentives:**
 - Sign-on and employee referral bonus plans
 - Benefits (e.g., up to 100% of employee health/dental/life premiums)
- **Organizational Culture & Reputation:** Cultivating a positive work environment to foster great local reputation



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Top 10 Critical Occupational Needs

Based on the Partnership's
Healthcare Organization Survey
Spring, 2024

Top 10 Critical Occupational Needs

Occupation	Estimated # of positions needed annually by respondents
Physical Health	
Primary Care M.D.	21-27
Registered Nurse (RN)	22-26
Licensed Vocational Nurse (LVN)	21-26
Certified Nursing Assistant (CNA)	26-30
Nursing Assistant (NA; not certified)	41-50
Physical Therapist (PT)	22-27
Behavioral Health	
Marriage & Family Therapist (MFT)	12-14
Oral Health	
Registered Dental Assistant (RDA)	17-21
Multiple Areas	
Community Health Worker (CHW)	21-25
Family Advocate & Patient Educator	11-15

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UPLIFT Regional Plan:

Healthcare Strategy Recommendations Fall 2024

UPLIFT Healthcare Strategies & Tactics

1. Pathways for Certified Nursing Assistants (CNAs):

- Develop clear and detailed ***career pathway maps*** for CNAs, outlining the steps and requirements to advance to positions like nurses, physical therapists, and physician assistants.
- Collaborate with local community colleges and universities to create ***bridge programs*** that allow CNAs to earn credits towards advanced degrees and certifications.
- Offer ***employer-sponsored flexible training schedules***, including online courses, evening classes, and weekend workshops, to accommodate working CNAs.
- Provide ***scholarships, grants, and financial aid*** options specifically for CNAs pursuing further education and training for higher positions such as nursing, physical therapy, and physician assistant.
- Establish ***mentorship programs*** for professionals from disinvested communities in which experienced healthcare professionals guide and support them through their career progression.
- Offer ***continuing education credits*** for CNAs to keep their skills up-to-date and prepare them for advanced roles.

UPLIFT Healthcare Strategies & Tactics

2. Workforce Pipeline Between Educational Institutions and Healthcare Institutions:

- Form ***partnership agreements*** between high schools, community colleges, universities, and healthcare providers to create a seamless pipeline.
- Develop accessible ***externship programs*** that allow students to gain practical experience in healthcare settings, including hospitals, clinics, and long-term care facilities.
- Integrate ***healthcare career training into the school curriculum***, providing students with foundational knowledge and skills related to healthcare professions.
- Organize healthcare ***career fairs, workshops***, and informational sessions to expose students to different healthcare careers and the required educational pathways.
- Establish ***advisory boards*** comprising educators, healthcare professionals, community representatives, and industry experts to ensure the training programs meet the needs of the healthcare sector.
- Create ***dual enrollment programs*** that enable high school students to take college-level courses in healthcare, earning credits towards their future degrees.

UPLIFT Healthcare Strategies & Tactics

3. Training and Awareness on Healthcare Career Paths:

- Develop programs that ***introduce students to various healthcare careers*** through interactive activities, guest speakers, and field trips to healthcare facilities.
- Establish ***healthcare clubs and student organizations*** in schools that focus on exploring healthcare careers and related topics.
- Create and distribute educational materials, including brochures, videos, and online resources, that provide ***information on healthcare career pathways and requirements***.
- Organize ***healthcare-focused summer camps and workshops*** where students can engage in hands-on activities and learn from healthcare professionals.
- Involve community parents, community members, and Community Based Organizations (CBOs), in ***promoting healthcare careers*** by hosting informational sessions and community events.
- Provide ***information on scholarships, financial aid, and government programs (e.g., Pell Grant), internships***, and other opportunities that support students interested in pursuing healthcare careers.

Community Forum Planning

Committee Reports on their Program Plans:

- 1) Funding & Advocacy
- 2) Recruitment & Retention
- 3) Healthcare Career Pathways



Community Forum Planning

Healthcare Career Exploration Fair for Youth/Young Adults:

Discussion:

How do you envision you or your organization participating in or supporting the Career Exploration Fair?



Community Forum Planning

Promoting / Marketing Both Events

Discussion:

1) What strategies should we use to promote/market the Forum and the Fair?

2) Should the Partnership solicit sponsorships from interested organizations to cover the cost of both programs? If so, should this be limited to Partnership member organizations or outside groups as well?