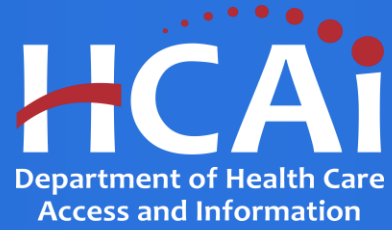# Agenda Item 4:

# Reflection: Past Two Years of HWET Council

**Facilitators: Hovik Khosrovian**, Senior Policy Advisor, Health Workforce Development, HCAI

**Kathryn Phillips**, Associate Director, California Health Care Foundation

# Introduction

- Purpose: To summarize the work of the Council over the past two years

- Process:
  - Provide a snapshot of HCAI's current funding and funding flexibility
  - Review the breadth of topics covered by the Council in the last two years
  - Review examples of what the Council has accomplished
  - Review council-endorsed recommendations

# Rich and Thoughtful Discussions

- Much of the first two years was information gathering, level-setting, and advising on HCAI programs
- Covered 10 major topics, with overlapping content:
  - Graduate Medical Education (GME)
  - Behavioral Health Workforce and Training
  - Nursing Workforce and Training
  - Primary Care and Psychiatry Physicians and GME
  - Workforce Diversity, Equity, and Inclusion
  - Health Professions Faculty Recruitment and Retention
  - Accelerated Education and Training Programs
  - Oral Health Workforce
  - Allied Health Workforce
  - Research Data Center
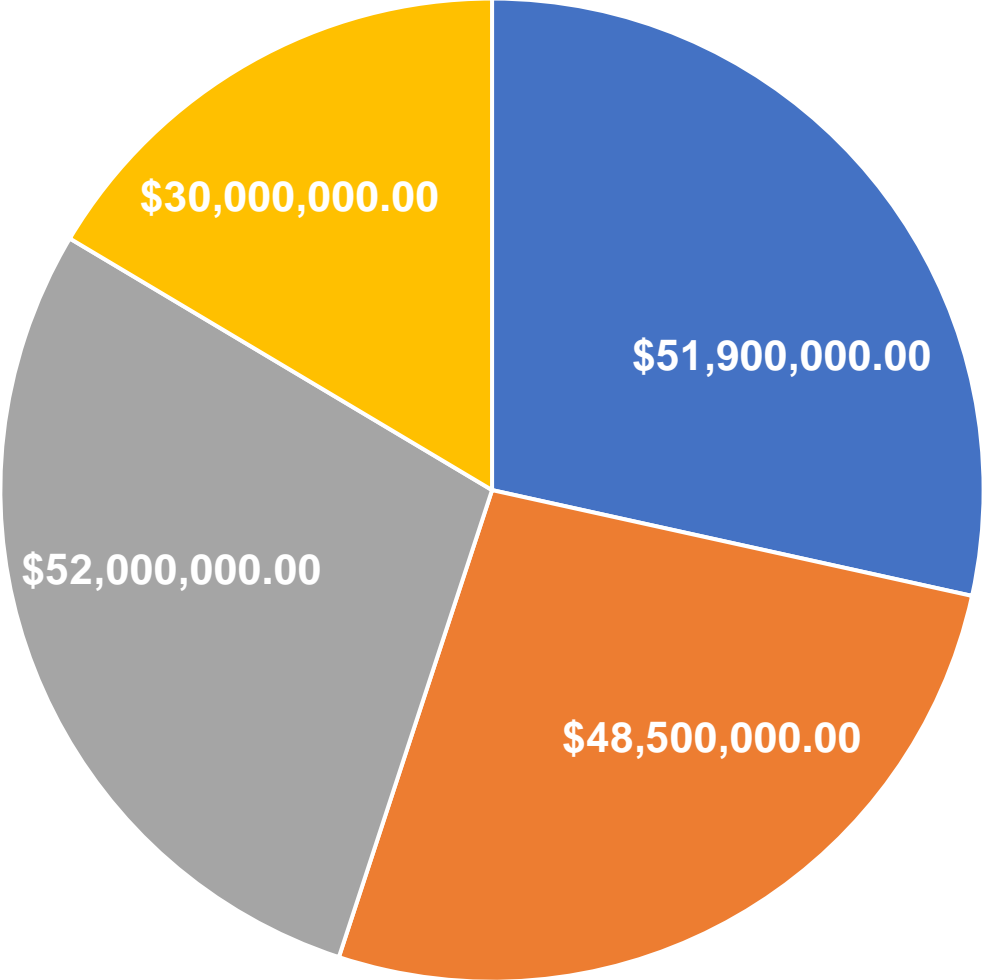
# Examples of Accomplishments

- HWET Council voted to endorse four sets of policy recommendations
  - Behavioral Health (March 2023)
  - Nursing (June 2023)
  - Allied Health, Oral Health (March 2024)
- HCAI staff identified priority areas for focus on diversifying the physician and nursing workforces (December 2023)
- Work has begun to determine feasibility of establishing a regional GME consortium in the San Joaquin Valley (CHCF-Mathematica)

# Behavioral Health Policy Endorsement

Short Term Recommendations

- Behavioral Health Educational Recommendations for HCAI
  - Align workforce programs to:
    - Support students with scholarships at all levels of postsecondary education
    - Provide stipends to students during internships and in post-degree supervision at community health settings
    - Prioritize students from underserved and underrepresented communities and those with economic hardship
  - Expand funding opportunities to support supervision of behavioral health professionals in community health settings, prioritizing those that emphasize behavioral integration into primary care services
  - *HCAI Update:*
    - *Developed the Behavioral Health Scholarship Program in 2023 to align all levels of BH education into one program*
      - *Awarded 461 students in Dec. 2023 a total of $10.4M. Second cycle opens in April*
    - *Expanding the MSW stipend program to encompass fellowships and supervision in community settings.*
    - *The equity evaluation with GW Mullen Institute will allow us to strengthen our program criteria and priorities to reach underrepresented students and communities*

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# Behavioral Health Policy Endorsement

Short Term Recommendations

- Behavioral Health Educational Recommendations for HCAI, cont.
  - Prioritize behavioral health education capacity funds to support an increase in accelerated programs who serve areas of need
  - *HCAI Update:*
    - *Currently identifying application revisions in future education capacity program cycles as funding is available to prioritize accelerated programs*
  - To the fullest extent possible, expand existing loan repayment programs to include faculty as eligible applicants
  - *HCAI Update:*
    - *Needs further follow up and data collection to understand need in BH field for faculty*

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# Behavioral Health Policy Endorsement (cont.)

## Short Term Recommendations

- Behavioral Health Educational Recommendations for HCAI
  - Augment existing education capacity grant programs to allow awardees to develop student support initiatives across multiple levels of educational attainment, including partnerships with community health settings to support staff educational advancement
  - *HCAI Update:*
    - *Evaluating existing program requirements and potential models and best practices for support initiatives. The outcomes of the GW equity evaluation will further support the implementation of this recommendation.*

# Behavioral Health Policy Endorsement (cont.)

Long Term Recommendations

- Behavioral Health Statutory and Budgetary Recommendations
    - Prioritize behavioral health education capacity funds to support an increase of health professions pathway programs in underserved communities
    - *HCAI Update:*
        - *Evaluating the necessary changes needed in existing education capacity programs to implement*

- Behavioral Health Education Recommendations
    - Explore the development of streamlined educational pathways, including curriculum models for statewide dissemination
    - *HCAI Update:*
        - *Needs further evaluation and research by staff to determine appropriate next steps*

# Nursing Policy Endorsement

## Short Term Recommendations

- Align workforce programs to:
  - Support students with scholarships
  - Provide stipends to students
  - Prioritize students from underserved and underrepresented communities and those with economic hardship
- Prioritize nursing education capacity funds to support an increase in accelerated programs who serve areas of need
- *HCAI Update:*
  - *The Nursing Initiative includes recommendations to continue and expand financial support to students and nurses and expand education capacity programs*
  - *The equity evaluation with GW Mullen Institute will further strengthen prioritization of students from underrepresented communities*

# Nursing Policy Endorsement (cont.)

Short Term Recommendations

- To the fullest extent possible, create or expand existing loan repayment programs to include faculty as eligible applicants

- *HCAI Update:*
  - *Reviewing existing program statutory language and application requirements to identify feasibility of adding faculty*

- Augment existing education capacity grant programs to allow awardees to develop student support initiatives across multiple levels of educational attainment, prioritizing programs that feature community partnerships

- *HCAI Update:*
  - *Aligns with the Behavioral Health recommendation and part of the equity evaluation and strategy development to identify potential solutions*

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# Nursing Policy Endorsement (cont.)

Long Term Recommendations

- Support innovative solutions that assist students with timely completion of educational requirements

  - *HCAI Update:*

    - *Needs further follow up and potentially examined in the comprehensive nursing strategy project*

- Develop earn and learn and apprenticeship models for entry level nursing professions

  - *HCAI Update:*

    - *The Nursing Initiative recommendations and strategy are researching potential solutions to support apprenticeships*

- Support grants to community colleges to support the coordination of accelerated programs

  - *HCAI Update:*

    - *Needs further follow up and potentially examined in the comprehensive nursing strategy project*

# Examples Of Major Cross-Cutting Challenges That Emerged

- There is a shortage of faculty across health professions

- There is a lack of diversity – across multiple dimensions – across health professions

- There is a need for more and better health workforce data, particularly for allied health professions

- Financial barriers need to be decreased along the pathways to the health professions

- There is a need for apprenticeship and/or earn-and-learn programs across multiple health professions, particularly for entry-level positions

- Career pathways with multiple entry points and clear avenues for advancement need to be developed across and among the health professions

- Gap in preparing students and entry-level providers/professionals for success across levels of educational and professional advancement
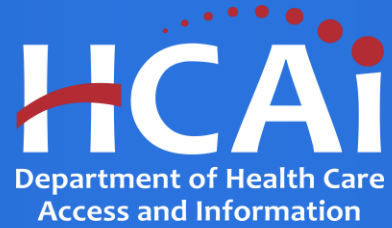
# Survey Results and Council Reflection

**Facilitator:** **Kathryn E. Phillips**, Associate Director, California Health Care Foundation

# Reflection

- **Purpose:** Review the Council's impact from the past two years and discuss how the Council can continue to inform HCAI's workforce development strategy while leading and influencing the vision for the future of California's health workforce
- **Process:**
  - Review results from the survey sent out to council members; hear reactions and create space for additions
  - Reflect on the Council's initial intent and role
- Later this afternoon, we will discuss how best to work together in the coming two years

# Survey Summary Results

| Question | Top Box Score (Agree & Strongly Agree) | Response Count |
|---|---|---|
| HCAI staff have listened when I have spoken at Council meetings. | 100% | 12 |
| The work of the Council is aligned with my professional priorities. | 100% | 11 |
| Serving on the Council has provided me opportunities for learning. | 100% | 11 |
| I understand my role as a Council member. | 91% | 12 |
| I understand the purposes of the Council. | 91% | 12 |
| I understand the priorities of the Council. | 83% | 12 |
| My fellow council members have listened when I have spoken at Council meetings. | 83% | 12 |
| My participation as a member of the Council has been a good use of my time. | 83% | 12 |
| HCAI staff have been responsive to my needs and concerns as a Council member. | 75% | 12 |
| Serving on the Council has contributed to my professional visibility. | 66% | 12 |

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# Net Promoter Score

- **Net promoter score** (**NPS**) is a market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague.
  - HWET NPS: "On a scale of 0-10, how likely is it that you would recommend serving on the Council to a colleague?"

- Scores can run from -100 to +100

- **HWET NPS Score = +17**

*"I am anxious for us to see more progress."*

*"My expectations have been exceeded."*

*"There really is robust and productive discussion from multiple professions and state organizations."*

## Examples (context):

Above 0 is positive
Above 20 is favorable
Above 50 is excellent
Above 80 is world-class

**85: CHCF Leadership Program**
**84: Nordstroms**
**74: COSTCO**
**73: USAA**
**71: Southwest Airlines**
**30: Health insurance industry**
**17: HWET**
 **6: Internet service providers**

# Feedback, High-Level Themes

## Gratitude

- Access to data

- Background documents/briefs

- Presentation quality and timeliness

- Subject matter experts

- Logistics support

## Improvement Ideas

- More regularly summarize input received and taken

- Identify ways to document and share out impact of Council on HCAI actions

- Reimbursement process burdensome

## Mixed Input

- Onboarding processes – some desire for more standardized and transparent processes

- Meeting options:
  - Half wanted more hybrid options or virtual meetings
  - Half felt in-person meetings were more engaging and productive

# Survey Discussion

- What additions, if any, do you have to survey findings?

- Reactions?

# Recall: Council Mission & Roles

- **Council's Mission:** To help coordinate California's health workforce education and training to develop a health workforce that meets California's health care needs.

| Inform | Lead | Influence |
|---|---|---|
| • Provide insights into practical constraints, issues, and needs related to topics of focus | • Take actions to advance strategies within council members' purview | • Amplify successful ideas and innovations among external stakeholders |
| • Advise on strategies and tactics to support program aims | • Identify and help remove structural barriers to endorsed HCAI innovations | • Advocate for needed changes to remove barriers across systems |
| • Identify exemplars and innovative approaches to achieve workforce goals | • Implement successful approaches to achieving program goals | • Advocate for increased resources to advance workforce solutions |

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# Mission in Action: How have we done?

- To what extent have we performed well relative to these roles?
- Where are there gaps or opportunities for improvement?
- What has helped us perform relative to these goals?
- What has hindered our performance?

**Roles:**

1. **Inform**

2. **Lead**

3. **Advocate**

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# Processes & Methods

**Consider:**

1. **Highlighting problems to address**

2. **Setting priorities**

3. **Discussing tradeoffs**

4. **Making recommendations**

- What has worked well?

- What didn't work well?

# Other Thoughts

- Any other feedback relative to our performance, accomplishments, or impact to date?