



Agenda Item 17: Leveraging the Council to Impact Health Workforce Development in California

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Agenda

- Refresh: Council role
- What do we mean by “impact”? Framework for three pathways for impact through Council activities and Council members
- Influencing through the collective voice of the Council: Proposal for an annual HWET Council letter
- Guidance for individual Council members re: external engagements

Recall: Council's Role

*The California Health Workforce Education and Training Council is "responsible for helping coordinate California's **health workforce education and training to develop** a health workforce that **meets California's health care needs.**" **

* [Health and Safety Code Section 128250](#)

Recall: Previous Council Impact Discussions

- In March 2024, Kathryn Phillips from California Health Care Foundation facilitated a discussion on how the Council can support HCAI and what the Council can do as a collective to further the impact of the Council
- Revisited a 3-prong framework for impact ("Inform, Lead, Influence") developed by UCSF Healthforce at the inception of Council
- Council members requested specificity and clarity from HCAI on actionable strategies for impact and influence
- Council members supported the idea of an annual set of priorities

Recall: Legal Notes on Advocacy

- The Council may advocate for additional funds and additional sources of funds to stimulate expansion of graduate medical education and health professions education and training in California (Health and Safety Code, §128252).
- This is collective action by the Council subject to Bagley-Keene requirements. For example, Council advocacy may include reports to the Legislature that highlight Council priorities and provide Council recommendations.
- Advocacy by individual Council members must not conflict with Bagley-Keene meeting requirements and/or rules related to lobbying/lobbyists.
- Each Council member can advocate, lobby, and champion to support and make changes in their institutions.

Framework for Impact: Pathways with Sample Activities

INFORM Collective discussion at Council meetings

- Provide feedback and insights into practical constraints, issues, and needs related to topics of focus
- Advise on strategies and tactics to support HCAI and state workforce goals
- Identify and share examples and innovative approaches to achieve state workforce goals

LEAD Individual action by Council members through Council member's professional role, organization, and/or network

- Take actions to advance strategies within council member's purview
- Implement successful approaches to achieving state workforce goals

INFLUENCE Collective and individual action by the Council

- Amplify successful ideas and innovations in the community
- Advocate for needed changes to remove barriers across systems
- Advocate for increased resources/funding as individuals and through Council letter

Example of Informing Through Collective Discussion at Council Meetings

Council members provide feedback on priority workforce issues:

- Midwifery panel discussion – Council established the need to dive deeper into training needs of this workforce
- Clinical placement challenges and solutions – Council identified practical solutions
- Burnout – Council prioritized this as a cross-cutting health workforce issue
- Career pathways/pipeline – Council recognized importance of career ladders and stackable credentials
- Integration of behavioral health in primary care – Council identified the importance of primary care providers as a first line in providing behavioral health information and resources

Why is it important for the Council to lead and influence?

No single entity will solve California's health workforce challenges.

HCAI is only one player with a limited mandate, so coordinated action is needed.

The Council is positioned and mandated to lead that coordination.



Example of Leading: Nursing Clinical Placement Expansion

HCAI facilitated roundtables to convene key players to define roles and coordinate actions for optimizing clinical placements system

- Council Members
 - Rehman Attar represented California State University
 - Tony Cordova represented California Community Colleges Chancellor's Office
- Next steps
 - CCCCO and CSU discussed the need to explore a regional consortium approach in one high-need region
 - HCAI to share supply/demand model data on nursing shortages to inform pilot areas for clinical placement expansion
 - Council members will update the Council about progress and next steps at Council meetings

Influencing through Individual Action

- Appointed Council members are an authoritative voice in the community
- Council members may leverage their individual influence by leveraging their positions and networks to further the Council's objectives
 - Examples:
 - Promoting HCAI's strategy findings and data outputs to inform the actions of others
 - Promoting best practices and promising strategies to advance statewide health workforce goals
 - Advocating for Council objectives in statewide initiatives and policy/funding decisions*

* Advocacy by individual Council members must not conflict with Bagley-Keene meeting requirements and/or rules related to lobbying/lobbyists.

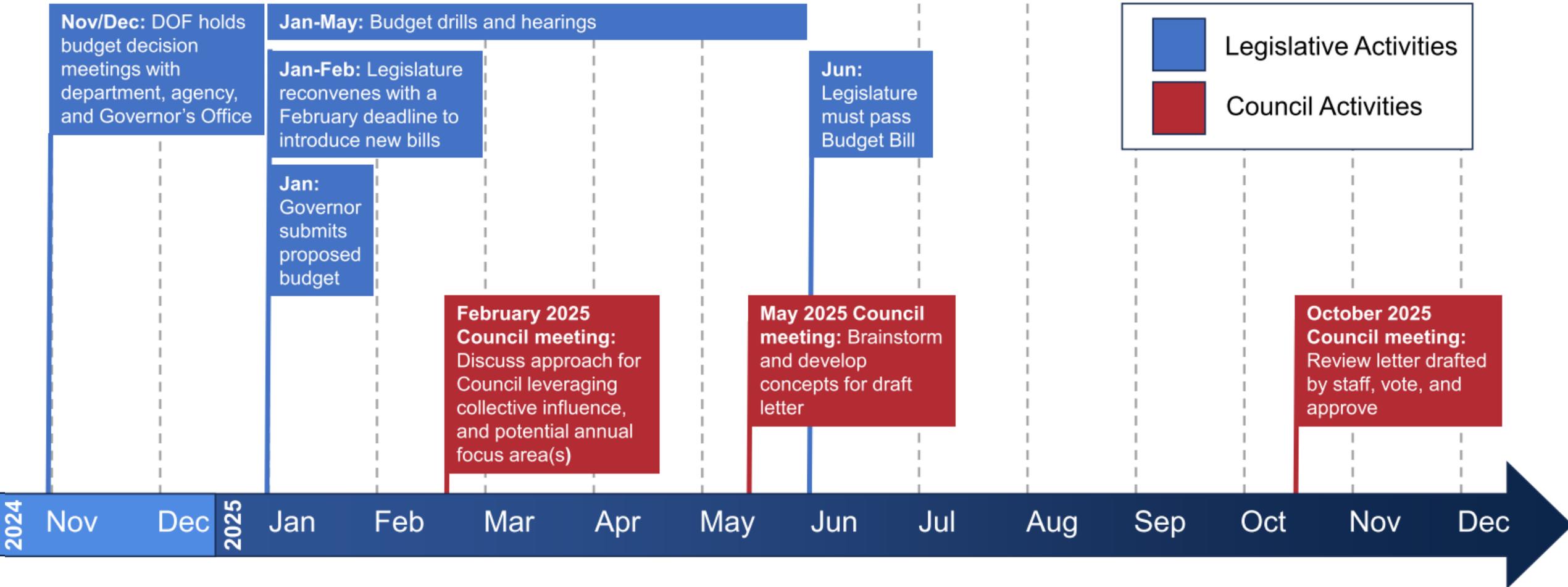
Potential to Influence Through the Collective Voice of the Council

Proposal: Council may leverage its **collective influence** by establishing an **annual focus area** to **target efforts** more efficiently and drafting an **annual letter** to Legislature **advocating** for workforce priorities and funding

Example of Federal Model for Annual Letter

- HRSA federal advisory committee: Council on Graduate Medical Education issues letters, reports, recommendations, and publications: see [link](#)
- Reviews physician workforce trends, training issues, and financing policies.
- Recommends federal and private sector efforts to address these issues by providing advice/recommendations to:
 - Secretary of the Department of Health and Human Services
 - Senate Committee on Health, Education, Labor and Pensions
 - House Committee on Energy and Commerce

California Legislative & Budget Timeline for Council's Annual Letter



Example: Expanding Midwifery Training and Education in California (1 of 2)

- Background:
 - HCAI hosted a panel discussion on midwifery education on November 4, 2024.
 - California needs more midwives to help solve the growing shortage of qualified maternity care clinicians, including obstetricians. Additionally, the existing maternity care workforce fails to reflect the diversity of the state.¹
 - Discussion identified that there aren't enough **midwifery** training programs (Certified Nurse Midwifery or Licensed Midwifery) in California to meet the needs of the population.

¹ [The CHCF Blog: Advancing Midwifery and Birth Equity in California. California Health Care Foundation. 2023.](#)

Example: Expanding Midwifery Training and Education in California (2 of 2)

- Actionable strategy: enable education partners to **fund education expansion** based on **need** (e.g., workforce shortages)
- Focus of Council letter: Describe access and equity challenges, share supply and demand findings, and **advocate** for \$X million **funding** to expand **midwifery training and education** in California.

¹ [The CHCF Blog: Advancing Midwifery and Birth Equity in California. California Health Care Foundation. 2023.](#)

Example: Expanding Career Pathways/Pipeline Opportunities in California (1 of 2)

- Background:
 - HCAI's **Health Professions Career Opportunity Program (HPCOP)** was designed to increase underrepresented individuals in health professions training and practicing in underserved areas. HPCOP aligned with the California Future Health Workforce Commission report.¹
 - The FY 2021-22 Budget directed \$16 million General Fund annual ongoing funding to HPCOP.
 - Since 2022, HCAI implemented two successful cycles of the Health Professions Pathways Program, awarding \$53M to 31 organizations.
 - During FY 2024-25 budget negotiations, HPCOP funded was reverted. As a result, HCAI no longer has dedicated funding to support career pathway development.

¹ [Meeting the Demand for Health: Final Report of the California Future Health Workforce Commission. 2018.](#)

Example: Expanding Career Pathways/Pipeline Opportunities in California (2 of 2)

- Actionable strategy: **stimulate** health professions **career pathways development**
- Focus of Council letter: Discuss access and equity challenges. Share outcomes and successes from two cycles of HPPP, and **advocate** for \$X million **funding** to expand **health professions career pathways** in California.

¹ Meeting the Demand for Health: Final Report of the California Future Health Workforce Commission. 2018.

Example: Expanding Funding for Nursing Recruitment and Retention in California (1 of 2)

- Background:
 - Nurses represent the largest group of health care professionals.¹
 - The FY 2023-24 Governor's Budget designated a \$70 million investment with the goal of supporting development of a nursing workforce that meets California's health care needs. An additional \$70 million was allocated for FY 2024-25.
 - During FY 2024-25 budget negotiations, the investments in nursing were reverted. As a result, HCAI's dedicated nursing funding is limited to Song-Brown organizational grants and scholarship/loan repayment programs.

¹ The Future of Nursing. Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine. 2011.

Example: Expanding Funding for Nursing Recruitment and Retention in California (2 of 2)

- Actionable strategy: targeted interventions to **improve** the **retention** and **geographic distribution** of **nursing workforce**
- Focus of Council letter: Share **supply and demand findings** from model output data, and need to address **RN placement and retention**, and notable **variation in supply** of nurses across regions of California. **Advocate** for \$X million **funding** to support **nursing recruitment and retention** in California.

¹ The Future of Nursing. Committee on the Robert Wood Johnson Foundation Initiative on the Future of Nursing, at the Institute of Medicine. 2011.

Discussion

- Is the Council interested in developing an annual letter with 1-2 focus areas for submission to the legislature?
- Does the Council have any questions or feedback on the proposed annual process?
- Do Council members have any preferences for priority topic areas?

Guidance for Council Members Speaking at Public Events and Conferences

- HCAI can support Council members planning to speak at public events about the Council and/or HCAI's work. Please notify HCAI 30 days before the speaking/presenting engagement or when the speaking commitment is made.
- Council members are encouraged to use messaging and other materials provided by HCAI staff when speaking about the Council and/or HCAI in a public setting. Making HCAI staff aware early will provide time to develop materials if none are readily available.
- Council members should notify event attendees that they are representing their personal views only, and not speaking on behalf of the Council or HCAI.

Guidance for Speaking to Members of the News Media

- Each Council member is free to speak about their organizations or work. If contacted about Council-related matters, there is a responsibility to contact HCAI.
- When a Council member is approached by a member of the news media for comment about the Council or HCAI, the Council member must contact HCAI's Public Information Officer at hcaipress@hcai.ca.gov to make them aware of the media inquiry. It is up to the individual Council member to decide if they wish to engage with the news media and speak from their perspective.
- If a Council member's organization gets a media inquiry about the Council's work or HCAI, please contact HCAI's Public Information Officer at hcaipress@hcai.ca.gov to coordinate the response to the news media.

Guidance for Council Member Advocacy

For more information about these protocols or assistance with scheduling a public speaking event, please contact HWETCouncil@hcai.ca.gov

Questions and Discussion