

Healthcare Workforce Development Recommendations

Recommendation September Prioritization	Recommendation October Prioritization	Recommendations by October Prioritization			Recommendation by October Prioritization							
		Pre Requisite Number	Timeline			Actions Required						
			Short	Medium	Long	Administrative	Private	Legislative	Budget	Regulatory	Other	
Cultural Responsiveness and Sensitivity	Cultural Responsiveness and Sensitivity											
1. Train foreign-trained health professionals for employment in the United States (e.g. Welcome Back Program)	1 2. Increase institutional commitment and investment in proven programs that increase workforce and diversity	Small cohorts				X	X					
2. Increase institutional commitment and investment in proven programs that increase workforce and diversity	2. 10. Strengthen and promote an evidence based business case for sustaining and expanding employer health workforce diversity programs and investing in pipeline efforts	13, 10, HPT 2, 7, 9				X	X					
3. Increase engagement in cross-cultural opportunities for healthcare organizations and education/training institutions	3a. 6. Mandate cultural sensitivity training for health professionals (e.g. Culturally and Linguistically Appropriate Service Standards)							X				
4. Advocate for policy changes to mandate cultural competency training and certification for trainees and new and incumbent health workers	3b. 7. Add cultural diversity courses and provide continuing education units for cultural competency trainings.	13				X		X			X	
5. Mandate cultural competency requirements for postsecondary health related disciplines	3c. 8. Integrate cultural sensitivity and responsiveness into training program climate, teaching, and skill development.	6				X						
6. Mandate cultural sensitivity training for health professionals (e.g. Culturally and Linguistically Appropriate Service Standards)	3d. 9. Develop cultural competency training for primary, secondary, and post-secondary education and training institutions	Consolidate with 7 & 8				X						
7. Add cultural diversity courses and provide continuing education units for cultural competency trainings	4. 13. Develop measurable matrix for defining success related to diversity in professions in relation to community demographics	Consolidate with 6 & 8				X	X					
8. Integrate cultural sensitivity and responsiveness into training program climate, teaching, and skill development	5. 12. Ensure alignment between the current healthcare workforce and the diversity of the service population	5				X	X					
9. Develop cultural competency training for primary, secondary, and post-secondary education and training institutions	6. 14. Develop governing boards that are reflective of regional cultural and linguistic diversity					X		X				
10. Strengthen and promote an evidence based business case for sustaining and expanding employer health workforce diversity programs and investing in pipeline efforts	7. 5. Mandate cultural competency requirements for postsecondary health related disciplines	complicated						X				
11. Mandate cultural awareness education for primary and secondary institutions	9. 3. Increase engagement in cross-cultural opportunities for healthcare organizations and education/training institutions (need to clarify and ID mechanism)						X					
12. Ensure alignment between the current healthcare workforce and the diversity of the service population	9. 11. Mandate cultural awareness education for primary and secondary institutions							X				
13. Develop measurable matrix for defining success related to diversity in professions in relation to community demographics	10. 4. Advocate for policy changes to mandate cultural competency training and certification for trainees and new and incumbent health workers							X			X	

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14. Develop governing boards that are reflective of regional cultural and linguistic diversity		11. 1- Train foreign-trained health professionals for employment in the United States (e.g. Welcome Back Program)							X	X		X	
15. Provide primary education foreign language courses		15. Provide primary education foreign language courses		6, 3 as sub c				X					
Health Professions Training Program Access		Health Professions Training Program Access											
1. Increase support and training opportunities for recent graduates and incumbent workers including state and federal policy changes to further develop their skills		1. 6- Advocate for policy changes that provide funding to support facilities offering on-site training; retroactive and proactive training; and organizational reimbursement for healthcare organizations that provide training opportunities		prereq for 2c, 2d							X		x Advocacy
2. Given a lack of access to education and training opportunities due to the location of education institutions and California's vast geography: a. Assess current program capacity and geographic distribution to establish baseline relative to current and projected needs		3. 2- Given a lack of access to education and training opportunities due to the location of education institutions and California's vast geography: b. Utilize more technology-assisted education tools to meet needs by increasing reach and access						X	X				
2. Given a lack of access to education and training opportunities due to the location of education institutions and California's vast geography: b. Utilize more technology-assisted education tools to meet needs by increasing reach and access		4. 3- Offer new or expanded education and training programs through self-supporting strategies and partnerships, such as fee-based programs and courses						X	X				
		5. 4- Increase education personnel including preceptors, faculty, mentors, and trainers to support education and training						X	X		X		
3. Offer new or expanded education and training programs through self-supporting strategies and partnerships, such as fee-based programs and courses		5. 7- Establish programs with specific primary care and diversity focus. Locate more in underserved communities and in outpatient and community settings						X	X		X		
4. Increase education personnel including preceptors, faculty, mentors, and trainers to support education and training		6. 2- Given a lack of access to education and training opportunities due to the location of education institutions and California's vast geography: a. Assess current program capacity and geographic distribution to establish baseline relative to current and projected needs		Need status, rec to assess				X	X				
5. Expand and institutionalize the effective use of "holistic" file review in admissions. Provide less weight to standardized test scores and GPA and more weight to distance traveled, graduate work experience, communication skills and commitment to community service													

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6. Advocate for policy changes that provide funding to support facilities offering on-site training; retroactive and proactive training; and organizational reimbursement for healthcare organizations that provide training opportunities		7. 8. Increase non-profit hospital and health plan investment and engagement in the pipeline with attention to regional workforce needs based on community benefit principles					X	X					
7. Establish programs with specific primary care and diversity focus. Locate more in underserved communities and in outpatient and community settings		8. 9. Evaluate opportunity for expansion and build support for replication of model programs such as the UCLA International Medical Graduate (IMG) program, UC Program in Medical Education (PRIME), and post baccalaureate programs		Support existing/Re frame				X	X		X		
8. Increase non-profit hospital and health plan investment and engagement in the pipeline with attention to regional workforce needs based on community benefit principles		9. 11. Advocate for policy changes to allow utilization of associate degree level professionals for teaching		Incr and/or coordinate leverage						X		x Advocacy	
9. Evaluate opportunity for expansion and build support for replication of model programs such as the UCLA International Medical Graduate (IMG) program, UC Program in Medical Education (PRIME), and post baccalaureate programs		10. 12. Invest in leadership opportunities for trainees in health related fields of study		sub c of CP 2					X				
10. Increase access to health professions education for underserved populations		1. Increase support and training opportunities for recent graduates and incumbent workers including state and federal policy changes to further develop their skills					X	X	X				
11. Advocate for policy changes to allow utilization of associate degree level professionals for teaching		5. Expand and institutionalize the effective use of "holistic" file review in admissions. Provide less weight to standardized test scores and GPA and more weight to distance traveled, graduate work experience, communication skills and commitment to community service					X						
12. Invest in leadership opportunities for trainees in health related fields of study		10. Increase access to health professions education for underserved populations (Captured in CP 2 and others)					X						
Training Program Retention		Training Program Retention											
1. Increase skill building, academic, advising and "career case management" support for individuals throughout all stages of the pathway to increase retention and success		1. Increase skill building, academic, advising and "career case management" support for individuals throughout all stages of the pathway to increase retention and success		Finance 1, 3		X		X	X				
Hiring and Orientation		Hiring and Orientation											
1. Include job placement in education and training models for new graduates		1. 3. License healthcare workers who were educated in another state or country prior to arrival in California		CI 19, 14			X			X		X	

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	2. Increase support and training opportunities for recent graduates and incumbent workers through labor management partnerships		2. Increase support and training opportunities for recent graduates and incumbent workers through labor management partnerships						X	X				
	3. License healthcare workers who were educated in another state or country prior to arrival in California		3. 4. Include job placement in education and training models for new graduates	needs leg/reg			X		X	X				
Retention and Advancement		Retention and Advancement												
	1. Create innovative training programs for incumbent workers in an effort to retain workers in the health industry (I.E. labor management partnerships/cross training)		1. Create innovative training programs for incumbent workers in an effort to retain workers in the health industry (I.E. labor management partnerships/cross training)	8, 11		X			X			X		
	2. Prioritize outreach, training and support for incumbent workers. Emphasize economic development opportunity		2. Prioritize outreach, training and support for incumbent workers. Emphasize economic development opportunity		X				X					
	3. Examine demographic profiles across job classifications and create career ladders for advancement		3. Examine demographic profiles across job classifications and create career ladders for advancement				X		X	X				
	4. Support definition of new competencies and roles within emerging service models and across overlapping professions		4. Support definition of new competencies and roles within emerging service models and across overlapping professions	prereq to training			X		X		X		X	
Financing and Support Systems		Financing and Support Systems												
	1. Invest resources for the Integration of different educational modalities into learning delivery models		1a. 8. Develop supportive payment and policies that result in increased attractiveness, recruitment and viability of health professional practice in California's underserved areas by: a. Examining and improving reimbursement, aligning reimbursement rates with service delivery costs			X	X		X	X				
	2. Subsidize priority healthcare positions in underserved locations													
	3. Provide incentives for the recruitment and retention of health educators, mentorships, preceptorships, and healthcare professionals working in disproportionate share hospitals		1b. 8. Develop supportive payment and policies that result in increased attractiveness, recruitment and viability of health professional practice in California's underserved areas by: b. Expanding reimbursement for health professionals in non-Primary Care Physician roles (e.g., health education, case managers, alternative medicine providers)		X	X				X				
	4. Streamline application process for existing State financial incentive programs													

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d. Developing payment mechanisms as part of new models of care and reimbursement methodologies that promote a strong role for primary care providers and sufficient corresponding payment (such as care coordination)		4. 3. Provide incentives for the recruitment and retention of health educators, mentorships, preceptorships, and healthcare professionals working in disproportionate share hospitals					X	X					
8. Develop supportive payment and policies that result in increased attractiveness, recruitment and viability of health professional practice in California's underserved areas by:		5. 4. Streamline application process for existing State financial incentive programs					X						
e. Examining and improving reimbursement to recruit and retain in key professions and geographically		6. 5. Improve/Increase incentives for students to choose primary care careers and service in underserved areas by Increasing, sustaining, and advocating for grant, loan repayment and scholarship programs such as Song Brown, State Loan Repayment Program, Steve Thompson Loan Repayment Program, NHSC and funding for primary care and priority professions in California					X				X		x Advocacy
8. Develop supportive payment and policies that result in increased attractiveness, recruitment and viability of health professional practice in California's underserved areas by:		7. 6. Provide reimbursements for health professions education									X		
f. Reducing barriers to recruitment of primary care delivery team members in underserved areas		8. 7. Provide incentives to attract diverse students to primary care roles (& increase capacity of existing programs)					X						
9. Address difficulties in the recruitment and retention of a trained workforce due to the lack of competitive salaries, lack of alignment between salaries and regional living expenses, lack of spousal employment opportunities, and lack of incumbent healthcare worker skill enrichment/enhancement training opportunities		9. Address difficulties in the recruitment and retention of a trained workforce due to the lack of competitive salaries, lack of alignment between salaries and regional living expenses, lack of spousal employment opportunities, and lack of incumbent healthcare worker skill enrichment/enhancement training opportunities (add, by developing new delivery models)					X	X					
10. Provide support for interpreter training and certification		10. Provide support for interpreter training and certification							X	X			X
11. Protect funding for California's Community College (CCC) Workforce Preparation Program and K-12 programs that feed into them		11. Protect funding for California's Community College (CCC) Workforce Preparation Program and K-12 programs that feed into them											x Advocacy
12. Provide incentives for healthcare organizations that emphasize cultural and linguistic competency		12. Provide incentives for healthcare organizations that emphasize cultural and linguistic competency					X	X					
13. Provide financial incentives for excellence in healthcare teaching programs		13. Provide financial incentives for excellence in healthcare teaching programs							X				

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14. Assess relative cost-effectiveness of current program entry points (cost, time to degree) for all primary care career tracks, examine the impact of increasing tuition, fees and debts on student's ability to enter and complete programs and identify regulatory impediments to innovation		14. Assess relative cost-effectiveness of current program entry points (cost, time to degree) for all primary care career tracks, examine the impact of increasing tuition, fees and debts on student's ability to enter and complete programs and identify regulatory impediments to innovation					X	X					
15. Develop plans and reporting to incent and hold state-funded internal medicine and pediatric residency programs accountable for producing primary care graduates. Use metrics for funding allocation		15. Develop plans and reporting to incent and hold state-funded internal medicine and pediatric residency programs accountable for producing primary care graduates. Use metrics for funding allocation					X	X					
Internships/Clinical Training		Internships/Clinical Training											
1. Increase training and teaching in community settings, including increasing community rotations, and expand the number of teaching health centers in California		1. 3 . Develop policy that incentivize mentoring, preceptorships, internships and clinical training in ambulatory settings and underserved areas and provide infrastructure to coordinate through increased funding		3 Combine w/ #7	Start Now		Ends in Years	X	X	X			
2. Create Partnerships between educational institutions and healthcare employers to increase the quality of health workforce transition to practice programs		2. Create & use best practices to Partnerships between educational institutions and healthcare employers to increase the quality of health workforce transition to practice programs			X			X	X				
3. Develop policy that incentivize mentoring, preceptorships, internships and clinical training in ambulatory settings and underserved areas and provide infrastructure to coordinate through increased funding		3. 1 . Increase training and teaching in community settings, including increasing community rotations, and expand the number of teaching health centers in California			Start Now		Ends in 2-3 yrs	X	X				
4. Develop incentives for residency programs to increase diversity and yield professionals who are committed to practice in underserved communities		4. Develop incentives for residency & internship programs to increase diversity and yield professionals who are committed to practice in underserved communities			X			X					
5. Advocate for California to secure increased residencies and funding through obtaining an allocation of residency slots that are unused by other states		5. Advocate for California to secure increased residencies and funding through obtaining an allocation of residency slots that are unused by other states			X							x Advocacy	
6. Increase residency opportunities and transition to practice programs for multiple provider types in areas of unmet need		6. Increase residency opportunities and transition to practice programs for multiple provider types in areas of unmet need (Include internships, preceptored, & clinical experience. Incorporate tele-medicine)		2, 3	X	X		X	X				
7. Develop interdisciplinary training programs and the expansion of training models to include non-traditional clinic sites		7. 8 . Increase awareness and participation by sites to facilitate student participation		Combine w/ #1				X					

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8. Increase awareness and participation by sites to facilitate student participation		8. 7. Develop interdisciplinary training programs and the expansion of training models to include non-traditional clinic sites			X for existing sites				X	X				
Academic Preparation and Entry Support		Academic Preparation and Entry Support												
1. Increase wrap around and case management support of underrepresented students to help with barriers and academic issues. Strengthen academic and career counseling through all levels		1. Increase wrap around and case management support of underrepresented students to help with barriers and academic issues. Strengthen academic and career counseling through all levels		11	X	X	X		X					
2. Improve pre-health course alignment and articulation among the spectrum of California's institutions of higher education to enhance curriculum coordination, student advancement and use of resources (This recommendation is also in "Infrastructure")		2. Improve pre-health course alignment and articulation among the spectrum of California's institutions of higher education to enhance curriculum coordination, student advancement and use of resources (This recommendation is also in "Infrastructure")		11	X	X	X		X					
3. Strengthen undergraduate preparation/linkages to Health Professions Schools and employers		3. 6. Improve/clarify articulation along career paths and lattices (e.g. Associate to Baccalaureate Degree Nurse, Community Health Workers to other careers, Medical Lab Technologist to Clinical Lab Specialist) (capacity issue)		8	X				X	X				
4. Develop new CDE standards and model curriculum aligned with industry needs and increase opportunities for student exposure, service learning and training. Optimize and increase Health Career Academies and Pathways; fund work based learning		4. 11. Advocate for policy changes that increase funding for education institutions, vocational training programs, adult education programs and scholarships for specialized healthcare professions					X							x Advocacy
5. Provide Basic Skills Training at the secondary and postsecondary level including math, reading, writing, customer services, and the use of technology tools		5. 3. Strengthen undergraduate preparation/linkages to Health Professions Schools and employers		4 (Link to #7, now 12)	X				X	X				
6. Improve/clarify articulation along career paths and lattices (e.g. Associate to Baccalaureate Degree Nurse, Community Health Workers to other careers, Medical Lab Technologist to Clinical Lab Specialist)		5. 16. Revisit general education requirements to include computer training for postsecondary training		8	X				X					
7. Incentivize the education/training admissions process for applicants from diverse populations		6. 8. Establish campus level health career offices and advising infrastructure at all postsecondary institutions. Establish strong linkages with employers, HPEI's and pipeline programs		5			X		X	X				
8. Establish campus level health career offices and advising infrastructure at all postsecondary institutions. Establish strong linkages with employers, HPEI's and pipeline programs		7. 12. Expand the community college career pathway health and science initiative (HASPI) to strengthen math and science preparation regionally (link to #5, now #9)		6	X				X			X		

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9. Support health academies, Science Technology Engineering and Mathematics (STEM) and other programs that support health pathways		8. 4. Develop new CDE standards and model curriculum aligned with industry needs and increase opportunities for student exposure, service learning and training. Optimize and increase Health Career Academies and Pathways; fund work based learning		5, 11		X			X				X	
10. Eliminate disparities in high school classes offered (e.g. schools must offer A-G classes to enable every student the opportunity to go to college, more AP classes in all schools)		9. 5. Provide Basic Skills Training at the secondary and postsecondary level including math, reading, writing, customer services, and the use of technology tools						X	X					X
11. Advocate for policy changes that increase funding for education institutions, vocational training programs, adult education programs and scholarships for specialized healthcare professions		10. 7. Incentivize the education/training admissions process for applicants from diverse populations				X			X					
12. Expand the community college career pathway health and science initiative (HASPI) to strengthen math and science preparation regionally		11. 9. Support health academies, Science Technology Engineering and Mathematics (STEM) and other programs that support health pathways				X			X	X		X		x Advocacy
13. Support CSU recommendations for health career advising and courses on campuses		12. 13. Support CSU recommendations for health career advising and courses on campuses		11		X								x Advocacy
14. Improve access to prerequisite courses		13. 10. Eliminate disparities in high school classes offered (e.g. schools must offer A-G classes to enable every student the opportunity to go to college, more AP classes in all schools)		11			X		X					
15. Create interdisciplinary core competency standards in healthcare training programs (e.g. quality, safety, communication and mandated health policies)		14. Improve access to prerequisite courses							X			X		
16. Revisit general education requirements to include computer training for postsecondary training		15. 17. Revisit prerequisites as indicators of success in education programs and employment		Combine w/ #5					X					
17. Revisit prerequisites as indicators of success in education programs and employment		16. 18. Develop and implement a system and central database to identify, monitor and support students with interest in health careers to go the next level and track their progress. Evaluate expanded use of Cal Pass based on pilots underway		11				X	X	X				
18. Develop and implement a system and central database to identify, monitor and support students with interest in health careers to go the next level and track their progress. Evaluate expanded use of Cal Pass based on pilots underway		17. 15. Create interdisciplinary core competency standards in healthcare training programs (e.g. quality, safety, communication and mandated health policies)						X	X	X				

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Career Awareness		Career Awareness											
1. Develop and implement a comprehensive marketing plan for the health workforce in California that: a. Conveys a compelling case and vision for primary care		1. Develop and implement a comprehensive marketing plan for the health workforce in California that: a. Conveys a compelling case and vision for primary care			X			X					
1. Develop and implement a comprehensive marketing plan for the health workforce in California that: b. Communicates resource services for employment opportunities; and develop/enhance partnerships with all educational institutions		1. Develop and implement a comprehensive marketing plan for the health workforce in California that: b. Communicates resource services for employment opportunities; and develop/enhance partnerships with all educational institutions		8, 9 helpful	X	X		X	X				
2. Develop and implement policy changes that: a. Increase awareness for students, teachers and advisors of healthcare professions among primary and secondary education institutions		2. Develop and implement policy changes that: a. Increase awareness for students, teachers and advisors of healthcare professions among primary and secondary education institutions		2b		X		X	X				
2. Develop and implement policy changes that: b. Include the integration of health career education in primary and secondary grades		2. Develop and implement policy changes that: b. Include the integration of health career education in primary and secondary grades		2c			X	X					
2. Develop and implement policy changes that: c. Increase awareness and support for early and ongoing education on the importance of primary care and prevention		2. Develop and implement policy changes that: c. Increase awareness and support for early and ongoing education on the importance of primary care and prevention		1a	X			X					x Executive Order
3. Develop central repository of undergraduate students interested in health careers and utilize new media and other tools to promote interest, offer opportunities and track progress: a. Use technology to develop and disseminate healthcare training opportunities statewide for students and incumbent workers		3. Develop central repository of undergraduate students interested in health careers and utilize new media and other tools to promote interest, offer opportunities and track progress: a. Use technology to develop and disseminate healthcare training opportunities statewide for students and incumbent workers		1b, 2a	X			X	X				

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3. Develop central repository of undergraduate students interested in health careers and utilize new media and other tools to promote interest, offer opportunities and track progress: b. Establish a central database of interested candidates for primary care careers in California at all stages of the pipeline and communication tools for ongoing promotion of primary care, and financing options		3. Develop central repository of undergraduate students interested in health careers and utilize new media and other tools to promote interest, offer opportunities and track progress: b. Establish a central database of interested candidates for primary care careers in California at all stages of the pipeline and communication tools for ongoing promotion of primary care, and financing options		3a	X			X	X					
4. Develop curriculum content and build educational capacity to provide knowledge on the full spectrum of primary care-related health careers. Content should encompass all levels of K-12 education for use by educators and parents. Develop a repository of content and strategies that is broadly accessible.		4. Develop curriculum content and build educational capacity to provide knowledge on the full spectrum of primary care-related health careers. Content should encompass all levels of K-12 education for use by educators and parents. Develop a repository of content and strategies that is broadly accessible.		5, 2b		X		X						
5. Create a funded health literacy mandate for secondary education institutions		5. Create a funded health literacy mandate for secondary education institutions		1, 5			X	X		X				
Coordinated Infrastructure Policy Development		Coordinated Infrastructure Policy Development												
1. Support health professionals practicing at the top of their scope and examine scope for professions with new delivery models		1. Support health professionals practicing at the top of their scope and examine scope for professions with new delivery models		7, 3	X	X				X			X	x Advocacy
2. Implement sufficient statewide public and private infrastructure to implement and be accountable for statewide plan implementation. Have cross profession and specific profession infrastructures		2. Implement sufficient statewide public and private infrastructure to implement and be accountable for statewide plan implementation. Have cross profession and specific profession infrastructures		9, 10		X	X	X	X					
3. Create statewide policies that standardize inter-agency requirements for healthcare professional licensing, credentialing and certifications		3. Create statewide policies that standardize inter-agency requirements for healthcare professional licensing, credentialing and certifications		7, 19	X					X			X	
4. Require certification at all levels of the healthcare workforce including Promotoras or other Community Health Workers		4. Require certification at all levels of the healthcare workforce including Promotoras or other Community Health Workers		1	X					X			X	
Coordinated Infrastructure Education		Coordinated Infrastructure Education												
5. Determine, preserve and protect funding for California's Public Institutions of Higher Education based on what California needs to meet health workforce requirements		5. Determine, preserve and protect funding for California's Public Institutions of Higher Education based on what California needs to meet health workforce requirements		1	X	X	X							x Advocacy
6. Integrate health information technology into education to pair technology with healthcare training content		6. Integrate health information technology into education to pair technology with healthcare training content		5, 7	X			X						

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7. Partnerships needed to standardize curriculum and strengthen articulation across community college, CSU, and UC education institutions for health career pathways (E.G. Establish joint health sciences committee for UC, CSU, Not-for-profit health professions education institutions and the CCCs to facilitate curricular alignment, advising and institutionalization of innovations)		7. Partnerships needed to standardize curriculum and strengthen articulation across community college, CSU, and UC education institutions for health career pathways (E.G. Establish joint health sciences committee for UC, CSU, Not-for-profit health professions education institutions and the CCCs to facilitate curricular alignment, advising and institutionalization of innovations)		3, 5, possibly 12				X	X				
Coordinated Infrastructure <u>Data Collection and Research</u>		Coordinated Infrastructure <u>Data Collection and Research</u>											
8. Develop supply and demand projections by profession within context of health reform, health homes and health IT implementation to establish base-line and targeted need within defined time frames and align programs with industry demand and emerging health sector needs		8. Develop supply and demand projections by profession within context of health reform, health homes and health IT implementation to establish base-line and targeted need within defined time frames and align programs with industry demand and emerging health sector needs		9	X			X	X				
9. Support reporting to OSHPD Clearinghouse and ensure that data and reporting related to all priority professions, diversity and geographic distribution of students, residents and active practitioners is included		9. Support reporting to OSHPD Clearinghouse and ensure that data and reporting related to all priority professions, diversity and geographic distribution of students, residents and active practitioners is included			X	X		X		X		X	
10. Establish mechanism through the OSHPD Clearinghouse and Primary Care Workforce Initiative/Center to provide timely ongoing tracking and reporting to measure progress toward goals and inform adjustment of strategies		10. Establish mechanism through the OSHPD Clearinghouse and Primary Care Workforce Initiative/Center to provide timely ongoing tracking and reporting to measure progress toward goals and inform adjustment of strategies		9		X		X	X				
11. Establish mechanism for shared learning about health workforce development activities/programs through collecting and disseminating best practices		11. Establish mechanism for shared learning about health workforce development activities/programs through collecting and disseminating best practices		9, 10	X	X	X	X	X				
12. Provide funding support for health research to create and define evidence-based practices		12. Provide funding support for health research to create and define evidence-based practices				X			X				
Coordinated Infrastructure <u>Partnerships</u>		Coordinated Infrastructure <u>Partnerships</u>											
13. Establish public and private funding streams to sufficiently invest in priority workforce programs and infrastructure		13. Establish public and private funding streams to sufficiently invest in priority workforce programs and infrastructure			X	X	X	X	X				
14. Develop partnerships between training programs and employers to better align education with employer needs		14. Develop partnerships between training programs and employers to better align education with employer needs		1b	X	X	X	X	X				

