



CHWC 2022 STRATEGIC PLAN

OUTCOMES REPORTED IN BLUE

Mission: The Chicagoland Healthcare Workforce Collaborative unites employers and industry partners to support an inclusive healthcare workforce, provide accessibility for unemployed and underemployed populations, and develop innovative responses to the evolving needs of the healthcare industry.

One-Year Vision: CHWC is the go-to organization for employers and community partners seeking to create a more inclusive healthcare workforce, share best practices, and build the workforce pipeline together. Employers and strategic partners are actively engaged in CHWC ongoing projects and regular calendar of events.

ONGOING PRIORITIES

Build Employer Engagement

- Increase the number of active employers (those engaged in projects and/or attending meetings regularly) from 9 to 12.
 - A total of 14 employers engaged in 2022, 7 of whom are highly involved.
- Engage more senior leaders in CHWC meetings and projects, including at the Steering Committee level.
 - Eileen Boyle joined Steering Cmte to represent Lurie, we had slightly more engagement from high-level HR leaders over 2021.
- Engage more healthcare employer representatives from all levels and departments related to HR, especially talent acquisition. Increase active membership from 36 individuals to 50.
 - 57 employer representatives are now active members!
- Work with other collaboratives and systems-change organizations who work toward a more inclusive healthcare workforce to align around big-picture goals.
 - CHWC is better aligned with West Side United and Senator Durbin's HEAL initiative, as well as other workforce development initiatives in Chicago.
- Engage public leaders at the City, State, or Federal level to help set big-picture goals, generate top-level buy-in, and provide road maps, incentives, or systems of accountability.
 - Senator Durbin's HEAL initiative is interested in operating within CHWC.

Facilitate Peer Learning & Foster Connections

- Host quarterly learning events on hot topics that allow employers to learn from each other and share best practices.
 - CHWC hosted two Industry Convenings in 2022: Best Practices in Community Recruitment and Progressive Pathways in Nursing.
- Through quarterly meetings, newsletters, and informal networking, connect employers to workforce partners and promote new workforce models and opportunities.
 - This has happened consistently.

Leverage our Collective Voice

- As opportunities arise, utilize the collective voice of CHWC as an employer-led collaborative to advocate for policies that widen equitable access to healthcare careers (*these opportunities could involve State legislation, policies held by healthcare accrediting boards or other relevant governing bodies, or internal policy practices across our systems*).
 - CHWC supported legislation to launch a Task Force on Internationally Trained Healthcare Professionals in IL, who will create policy recommendations to widen opportunities for internationally trained healthcare professionals to support labor shortages.

Strengthen Organizational Capacity & Sustainability

- By year-end, map out a plan for increasing CHWC's staff and administrative capacity.
 - CHWC will be moving under the umbrella of HMPRG over the next year, and will increase staffing capacity through Good Jobs Challenge funding.
- As opportunities arise, seek funding for program growth and sustainability (such as the Good Jobs Challenge EDA grant).
 - Good Jobs Challenge grant was awarded.
- Refresh the CHWC website to better reflect current programming and for use as a recruitment tool.
 - New website is currently under construction and will launch before the March 2023 Quarterly meeting.

CORE PROJECTS

Promote Healthcare Careers

- Coordinate youth healthcare career awareness activities through the Youth Pathways Committee:
 - Host at least two large events to expose a minimum of 400 youth to healthcare career opportunities, role models in healthcare, professional skills, and networking opportunities.
 - The committee hosted our 2nd Annual Healthcare Opportunities Showcase for college students, reaching 177 students, and an info session for high school students that reached about 30 students.

- Launch a live, interactive directory of youth healthcare internship, training, and volunteer opportunities in Chicagoland.
 - [Our directory is live with 33 programs listed!](#)
- Promote healthcare career awareness among adults and strengthen community recruiting programs.
 - Host an Industry Convening in Q1 2022 on Best Practices for Community Recruitment.
 - [Done.](#)
 - Convene a Community Recruitment Committee to plan and execute collaborative projects that strengthen the healthcare sector’s ability to recruit diverse community talent.
 - [This has not happened. April was planning a follow-up event to the Industry Convening in partnership with a couple other workforce development partners, but the planning was stalled.](#)

Strengthen Career Pathways

- Through the Career Pathway Mapping Project, research existing clinical career pathways, identify opportunities to strengthen pathways, and create job-seeker and employee-facing pathway maps (integrate with CareerPathways.net).
 - [The Career Pathway Mapping Project is running behind schedule but ongoing. It is likely to wrap-up in mid 2023.](#)
- *With additional staffing capacity and funding for CHWC (potentially coming through the Good Jobs Challenge), plan and launch new pathway programs. Examples include incumbent worker apprenticeship programs, accelerated work-based training programs for entry-level workers, and pathways into leadership roles.*
 - [CHWC is currently planning pathway programs with Good Jobs Challenge funding.](#)