



CHWC 2023 STRATEGIC PLAN

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 share their unique perspectives, experiences, and data in an open forum, and are actively engaged in projects that build collaborative solutions to shared challenges.

ONGOING PRIORITIES

Build Employer Engagement & Leadership

- Reaffirm employer commitment to the collaborative with a new MOU that includes a commitment to openly discuss workforce challenges and strategies, share data, and actively engage in leading the mission and activities of the collaborative.
- Engage more senior leaders in CHWC meetings and projects.
- Engage more healthcare employer representatives from all levels and departments related to HR, especially talent acquisition. Increase active membership from 57 individuals to 75.
- Host learning events that are employer-designed and led (by Steering Committee members or others).
- Build more employer leadership on committees through designation of Chairs.
- Work with other collaboratives and systems-change organizations who work toward a more inclusive healthcare workforce to align around big-picture goals. Specifically, align initiatives and programs with the work of West Side United and Senator Durbin's HEAL initiative.

Facilitate Peer Learning & Foster Connections

- Host quarterly learning events on hot topics that allow employers to learn from each other and share best practices.
- Through quarterly meetings, newsletters, and informal networking, connect employers to workforce partners and promote new workforce models and opportunities.
- Connect CHWC members to funding opportunities to support workforce programs:

- Host a funding-related event such as an info session or dialogue between funders and grantees
- Compile a directory of funders interested in supporting healthcare workforce development
- Announce new grant opportunities as they arise

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*).

Strengthen Organizational Capacity & Sustainability

- Facilitate a smooth transition of CHWC ownership from the Chicagoland Workforce Funder Alliance to Health & Medicine Policy Research Group.
- By year end, map out timeline to transition from part-time consultant to full-time staff coordination of CHWC. Staff roles & responsibilities clearly defined.
- In mid-2023, hire a Youth Pathways Coordinator at Health & Medicine to take over coordination of the Youth Pathways Committee.
- Refresh the CHWC website with two resource hubs: one for employers and industry partners supporting the growth of an inclusive healthcare workforce, and another for students and job seekers looking for career opportunities in healthcare.
- Seek ongoing funding for CHWC

CORE PROJECTS

Promote Healthcare Careers

- Coordinate youth healthcare career awareness activities through the Youth Pathways Committee:
 - Host at least two events (one for high school students, another for post-secondary) to expose a minimum of 300 youth to healthcare career opportunities, role models in healthcare, professional skills, and networking opportunities.
 - Maintain live, interactive directory of youth healthcare internship, training, and volunteer opportunities in Chicagoland; begin tracking usage and strategizing on growth of platform.
 - Work with Chicago Public Schools and the Area Healthcare Education Center's speakers bureau to increase student exposure to healthcare guest speakers.
 - Create additional career exposure content such as job shadow videos to host on CHWC website and CPS sites.

- Promote healthcare career awareness among adults and strengthen community recruiting programs.
 - Create a portal for job seekers to access job postings and information about healthcare careers on CHWC website.
 - Host an event to introduce employers to workforce development community partners.

Strengthen Career Pathways

- Conclude the Career Pathway Mapping Project which researches existing clinical career pathways, identifies opportunities to strengthen pathways, and creates job-seeker and employee-facing pathway maps (integrated with CareerPathways.net).
- Plan and launch new pathway programs with Good Jobs Challenge grant funding. These programs will be collaborative with more than one employer participating, will focus on good jobs and career advancement, and as much as possible, will introduce new models and strategies that have been successful in other regions or sectors.