



CHWC 2025 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.

Five-Year Vision (2024-2029): CHWC is a healthcare workforce development think tank led by exceptional healthcare leaders with experience in health equity, workforce development, community engagement, and diversity, equity, and inclusion. It is recognized locally and nationally as an exemplary model of peer learning and collective problem solving.

PRIORITIES

Facilitate Peer Learning & Foster Connections

- Host at least 6 learning events on hot topics where employers can learn from each other and share best practices
- Host an in-person event on Apprenticeships (voted as top learning topic)
- Host a Respiratory Therapy Workforce Summit to examine the shortage of respiratory therapists in our region and co-design solutions and strategies
- Host an employer event designed to strengthen 1:1 peer relationships, and allow systems to share their unique expertise while seeking advice and support on their current challenges from their peers
- Provide at least 3 in-person opportunities for networking
- Through regular events, newsletters, website, LinkedIn, and informal networking, connect employers to workforce partners and opportunities

Increase CHWC Visibility & Build Reputation

- Track attendance at meetings and learning events and strive for growth:
 - Target 45+ attendees for quarterly meetings
 - Target 20+ attendees for learning events
- Grow LinkedIn presence:
 - Increase followers from 93 to 150
 - Increase unique posts from 15 to 30
 - Increase re-posts of partner updates from 3 to 10

- Maintain newsletter reach (currently 386 recipients), and open rate of 55%.
- Share our work with broad audiences, both local and national, in at least two forums (conferences, presentations to other groups, articles, etc)

Disseminate Regional Workforce Data & Lead Data-Informed Discussions

- Share Lightcast reports (the “Industry Snapshot” and “Job Posting Analytics” for Health Care in Cook County) with all partners on a quarterly basis
- Bring occupation- and program-specific Lightcast data into learning events as appropriate
- Whenever possible, respond to specific Lightcast report requests for all CHWC members

Leverage our Collective Voice

- Explore policy solutions to healthcare workforce challenges
- As opportunities arise, utilize the collective voice of CHWC to advocate for workforce policy changes

Support Efforts to Fund Workforce Projects

- Share funding opportunities with CHWC members, support grant applications through technical assistance and letters of support, and help coordinate collaborative proposals
- When appropriate, serve as a sub-grantee charged with coordinating employer engagement in projects led by other stakeholders including training providers and nonprofits
- Host peer learning event(s) to discuss workforce funding opportunities and challenges, including best practices in articulating the ROI for workforce projects

PROJECTS

Good Jobs Challenge

- Provide job training or upskilling to 300 individuals in 2024-2025 through the Certified Nursing Assistant Pipeline and Pathway Training Hub
- Engage ‘Career Pathway Advisors’, a group of later career professionals who began as CNAs, as mentors and advisors through a series of events
- Collect participant feedback through surveys and 1:1 interviews to influence program interventions and inform future work

Youth Pathways Committee (shared committee with the Public Health Workforce Collaborative, led by Matt McClintock)

- Increase the number of outreach events to youth (Bus Tours, Speaker Bureau Engagements, and Youth Advisory Council led content)
- Host lunch and learns to facilitate more peer learning and collaboration around youth career awareness and engagement
- Recruit more organizations to the YPC and clearly delineate roles

Career Pathways Resource

- Work with Health & Medicine Policy Research Group and Innovation Nexus, under the direction of an Advisory Committee, to create and launch a virtual career pathways resource that allows users to explore different careers in health

Advancing Equitable Career Pathways Grant

- Coordinate employer engagement in a learning action lab designed to disrupt the drivers of occupational segregation in postsecondary educational pathways. The action lab is led by the National Fund for Workforce Solutions and includes grantee groups from four regions. Our Chicagoland group is led by the Chicagoland Workforce Funder Alliance and Malcolm X City College of Chicago. Our project focuses on increasing Black male success in health career pathways.

PCT to ADN Pathway Program Exploration

- Coordinate employer engagement in a planning process led by City Colleges of Chicago to design an accessible nursing pathway program for frontline adult employees of CHWC health systems. The planning process is funded by the Chicago Community Trust.