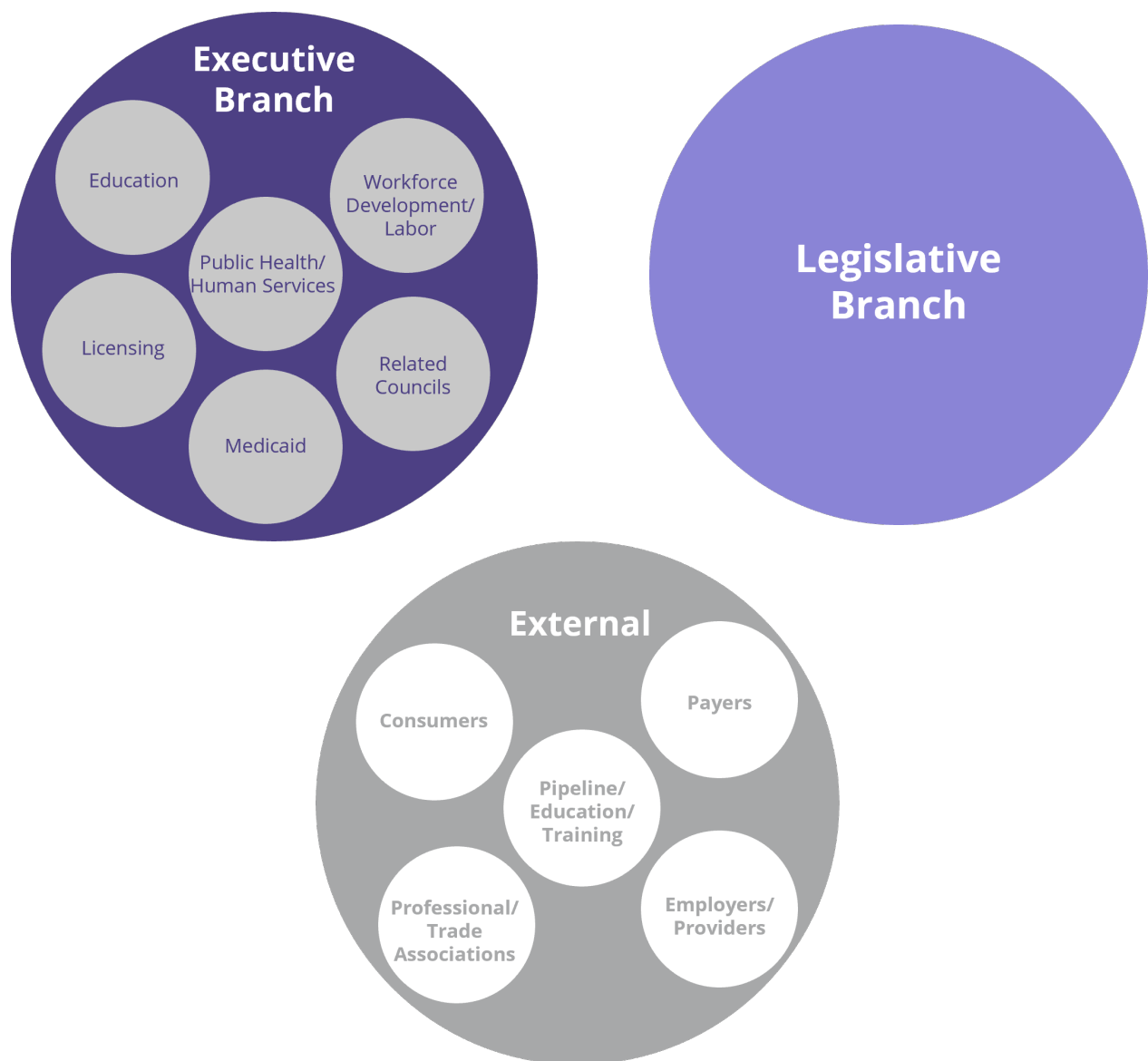


Purpose

As states take an organized approach to health care workforce planning, a helpful early step is generating a list of the various stakeholder perspectives. The following template can be used to identify and organize stakeholders by perspective and assist in developing a strategic stakeholder engagement strategy. Such an initiative could support coordination of related initiatives, whether informal or formalized.

Common Health Care Workforce Stakeholder Perspectives by Role



Inventory of Health Workforce Stakeholders

State Government - Executive Branch

Perspective	Common Role Related to Health Workforce
Licensure boards or other entities that regulate or have jurisdiction over health care workers	<ul style="list-style-type: none"> ● Occupational regulation ● Maintaining registry
Workforce development or labor agencies and any relevant boards or committees	<ul style="list-style-type: none"> ● Workforce development programming ● Health care occupational explorer tools ● Career support services ● Reporting supply/demand findings from employers
Departments of education, higher education, career and technical education	<ul style="list-style-type: none"> ● Education/training for health care professions/roles ● Creating/supporting career pathways within or external to health care roles ● Partnering with employers for work-based clinical training
Public health and human services agencies	<ul style="list-style-type: none"> ● Occupational regulation ● Regulating the employing facility/agency (ex: hospital, outpatient facilities, nursing homes, home health agencies, behavioral health settings, etc.). ● Training providers
Medicaid Agencies	<ul style="list-style-type: none"> ● Reimbursement of health care services ● Supporting enrollment of employers that hire direct care workers
State-based councils or forums	<ul style="list-style-type: none"> ● Some states have councils or forums related to the health care workforce either focused on specific professions or health sectors or for the workforce overall

Inventory of Health Workforce Stakeholders

State Government - Legislative Branch

Perspective	Common Role Related to Health Workforce
Health	Legislation and oversight related to a number of areas of health care, generally including direct care occupational regulation and Medicaid
Labor	Legislation and oversight related to labor, employment, workforce, economic development, etc.
Appropriations / Budget / Ways and Means	Considers legislation involving expenditure of state and federal funds, including developing the state's budget with appropriations for state agencies, departments and organizations. This likely includes any strategies related to direct care wage
Education	Legislation and oversight related to education (primary, secondary and post-secondary). In some states, it oversees education related appropriations

External - Key stakeholder perspectives outside of state government

Perspective	Common Role Related to Health Workforce
Employers/Provider Organizations	Representatives of organizations/entities that directly employ or contract health care workers
Payers	Non-public health insurance agencies, including managed care entities
Consumers	Consumer advocacy organizations or public members representing the interest of patients (health care consumers). Consumer representation may vary based on sector (example: AARP may serve as a consumer representative for long-term care workforce discussions, whereas child and family organizations may serve as a representative in primary care workforce discussions)

Inventory of Health Workforce Stakeholders

Perspective	Common Role Related to Health Workforce
Pipeline/Educators/Trainers	State level entities focused on health workforce pipeline and training, such as Area Health Education Centers, Health Occupations Students of America, career and technical education, community colleges and higher education institutions, would all fall into this category. There are opportunities for targeted engagement of external representatives from education and training entities based on the specific professions/occupations of interest (example: policy discussions regarding graduate medical education may include the perspective of residency program, while those related to direct care workers would include the career and technical education training vendors)
Provider Associations	Represents the perspective/interests of specific professionals/workers. Likely varies based on specific topic

State Direct Care Workforce Stakeholder Inventory

Perspective	Organization	Title/Role	Name	Email	Phone Number