

Implementing the [Action Plan](#):  
Recruit, Train, and Retain a Resilient and Diverse Health Care Workforce for New Jersey

**Background:** The New Jersey Health Care Quality Institute and BioNJ, the life sciences trade association for New Jersey, joined forces to create “[Emerging From COVID-19: An Action Plan for a Healthier State](#),” released in April 2021. The Action Plan includes 24 consensus-driven recommendations, informed by the experiences of nearly 100 health care leaders during the pandemic, to strengthen our health care system.

**Issue:** The first key area of the Action Plan is to *Create and Support a Resilient and Diverse Health Care Workforce for the Future*. Through research and stakeholder input we concluded that New Jersey needs to recruit, train, and retain a more diverse health care work force. These needs are exacerbated by the fact that health care workers are burning out at alarming rates. There is little publicly available data to understand the makeup of our existing health care workforce and to define the state’s specific needs for a work force that reflects our diverse population. New Jersey needs a health care workforce sufficient in size, life experience, diversity, and training to meet the needs of our state.

**Oregon Model:** Through the work of the Action Plan, we identified a successful model implemented by the State of Oregon to create a comprehensive health care workforce strategy:

- [Health Care Workforce Reporting Program \(HCWRP\)](#) which collects and analyzes data on licensed health care workers in the state.
- [Health Care Workforce Committee](#) of industry stakeholders; reviews the data from the HCWRP; makes recommendations in a needs assessment on where the state should invest in health care worker incentive programs to improve the number and type of health care workers retained by the state to serve its population.

Before pursuing its HCWRP and Committee structure, Oregon experienced a health care workforce environment much like New Jersey. One with little data to understand the health care workforce makeup and no process to have industry experts analyze the landscape and make recommendations for improvement. Now, Oregon has data to better understand its health care workforce, to adjust its incentive programs, and to meet its needs.

**Project:** With support from the Robert Wood Johnson Foundation, the Quality Institute is creating a guidance document to enable regulators and stakeholders to establish and implement a New Jersey Health Care Workforce Reporting Program and Committee based on the Oregon model.

In the coming months we will be speaking to a diverse group of stakeholders to help inform our work. Please reach out to Tyla Minniear from the Quality Institute at [thousman@njhcqi.org](mailto:thousman@njhcqi.org) with questions or to engage with us in this important project.

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