



Voice/TDD (540) 373-3223 | Fax (540) 371-3753

## NOTICE

**To:** Personnel Committee  
Susan Gayle (Chair), Glenna Boerner, Claire Curcio, Sarah Ritchie, Greg Sokolowski, Carol Walker, Jacob Parcell, Ken Lapin, Melissa White

**From:** Joseph Wickens  
Executive Director

**Subject:** Personnel Committee Meeting  
October 10, 2023 12:30 PM  
600 Jackson Street, Board Room 208, Fredericksburg, VA

**Date:** October 4, 2023

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A Personnel Committee Meeting has been scheduled for Tuesday, October 10, 2023 at 12:30 PM. The meeting will be held at 600 Jackson Street, Board Room 208, Fredericksburg VA 22401.

We are looking forward to seeing you on Tuesday at 12:30PM.

RAPPAHANNOCK AREA COMMUNITY SERVICES BOARD

**PERSONNEL COMMITTEE MEETING**

*October 10, 2023 12:30 PM  
600 Jackson Street, Room 208  
Fredericksburg, VA 22401*

**a g e n d a**

- I. SUMMARY – **SEPTEMBER 2023** RETENTION AND  
TURNOVER REPORT – CARRINGTON
  
- II. SUMMARY – **SEPTEMBER 2023** EEO REPORT AND  
RECRUITMENT UPDATE - CARRINGTON
  
- III. WORKFORCE CONVENING MEMO AND  
STRATEGIC PLAN (HANDOUT) CARRINGTON



Office of Human Resources  
600 Jackson Street ▪ Fredericksburg, VA 22401 ▪ 540-373-3223  
RappahannockAreaCSB.org

## MEMORANDUM

To: Joe Wickens, Executive Director  
From: Terri Carrington, Director of Human Resources  
Date: October 3, 2023  
Re: Summary – Retention Report – September 2023

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Human Resources processed a total of nine (9) employee separations for the month of September 2023. Seven (7) of the separations were voluntary and two (2) were involuntary. Eight (8) of the employees were full-time and one (1) was PRN.

### Reasons for Separations

Did Not Meet PRN Requirements	1
For Cause	2
Medical	1
Other Employment	2
Personal Reasons	2
Unknown	1
<b>Total</b>	<b>9</b>

### Retention and Turnover Rates

According to the attached report, the retention rate for September was 98.46% and the turnover rate was 1.54%. Annualized turnover comparison is included.

RACSB RETENTION & TURNOVER REPORT  
 Septemberr 2023

ORGANIZATIONAL UNIT	NUMBER OF TERMS	VOLUNTARY	INVOLUNTARY	EXPLANATION
Administrative			1	For Cause
<i>Unit Totals</i>	<i>1</i>	<i>0</i>	<i>1</i>	
Clinical Services		2	0	Other Employment
		1	0	Personal Reasons
<i>Unit Totals</i>	<i>3</i>	<i>3</i>	<i>0</i>	
Community Support Services				
		1	0	For Cause
		1	0	Did Not Meet PRN Requirements
		1	0	Medical
		1	0	Personal Reasons
		1	0	Unknown
<i>Unit Totals</i>	<i>5</i>	<i>5</i>	<i>0</i>	
<b>Grand Totals for the Month</b>	<b>9</b>	<b>8</b>	<b>1</b>	

Total Employees for the Month	522
Retention Rate	98.46%
Turnover Rate	1.54%

Total Separations	9
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RACSB Turnover 2020

Employees	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	2020 Year End
Average Total Positions	624	624	624	624	624	624	624	624	624	624	624	624	624
Monthly Terminations*	8	3	10	7	4	7	11	16	11	17	12	6	112
Turnover by Month YTD	1.28%	0.48%	1.60%	1.12%	0.64%	1.12%	1.76%	2.56%	1.76%	2.72%	1.92%	0.96%	17.95%
Cumulative Turnover YTD	0.16%	1.76%	3.37%	4.49%	5.13%	6.25%	8.01%	10.58%	12.34%	15.06%	16.99%	17.95%	17.95%
Average % Turnover per Month YTD	0.16%	0.88%	1.12%	1.12%	1.03%	1.04%	1.14%	1.32%	1.37%	1.51%	1.54%	1.50%	1.50%

\*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers

RACSB Turnover 2021

Employees	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	2021 Year End
Average Total Positions	601	601	601	601	601	601	601	601	601	601	601	601	601
Monthly Terminations*	10	4	6	13	13	13	13	6	13	11	11	15	128
Turnover by Month YTD	1.66%	0.67%	1.00%	2.16%	2.16%	2.16%	2.16%	1.00%	2.16%	1.83%	1.83%	2.50%	21.30%
Cumulative Turnover YTD	0.17%	2.33%	3.33%	5.49%	7.65%	9.81%	11.97%	12.97%	15.13%	16.96%	18.79%	21.29%	21.29%
Average % Turnover per Month YTD	0.17%	1.16%	1.11%	1.37%	1.53%	1.64%	1.71%	1.62%	1.68%	1.70%	1.71%	1.94%	1.94%

\*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers

RACSB Turnover 2022

Employees	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	2022 Year End
Average Total Positions	600	600	600	600	600	600	600	600	600	600	600	600	600
Average Number of PRN's	43	43	42	41	39	38	38	43	42	42	45	45	42
Monthly Terminations*	11	13	11	7	8	16	17	13	13	9	5	2	125
Turnover by Month YTD	1.83%	2.17%	1.83%	1.17%	1.33%	2.67%	2.83%	2.17%	2.17%	1.50%	0.83%	0.33%	20.83%
Cumulative Turnover YTD	0.17%	4.00%	5.83%	7.00%	8.33%	11.00%	13.83%	16.00%	18.17%	19.67%	20.50%	20.83%	20.83%
Average % Turnover per Month YTD	0.17%	2.00%	1.94%	1.75%	1.67%	1.83%	1.98%	2.00%	2.02%	2.19%	2.05%	1.89%	1.89%

\*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers

RACSB Turnover 2023

Employees	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	2023 Year End
Average Total Positions	600	600	600	600	600	600	600	600	600	600	600	600	600
Monthly Terminations*	11	9	12	6	12	12	13	15	9				99
Turnover by Month YTD	1.83%	1.50%	2.00%	1.20%	1.69%	2.27%	2.07%	2.86%	1.54%				16.96%
Cumulative Turnover YTD	0.17%	3.33%	5.33%	6.53%	8.22%	10.49%	12.56%	15.42%	16.96%	0.00%	0.00%	0.00%	79.03%
Average % Turnover per Month YTD	0.17%	1.67%	1.11%	1.78%	1.63%	2.06%	2.62%	3.14%	3.86%	4.24%	0.00%	0.00%	20.44%

\*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers



Office of Human Resources  
600 Jackson Street • Fredericksburg, VA 22401 • 540-373-3223  
RappahannockAreaCSB.org

## MEMORANDUM

To: Joe Wickens, Executive Director

From: Teresa McDonnel, Human Resources Coordinator

Date: October 3, 2023

Re: Summary – September 2023 EEO Report and Recruitment Update

RACSB received **88** applications through September 30, 2023. This is an **decrease** of **34.81%** compared to the month of August 2023, and an **increase** of **6.02%** when compared to the month of September 2022.

RACSB received **1,179** resumes and advertised **38** positions through Indeed for **September 2023**.

Of the applications received, 24 applicants listed the RACSB applicant website as their recruitment source, 44 stated employee referrals as their recruitment source, and 10 listed Indeed.com as their recruitment source.

According to the attached list, there are currently **99** open positions. New positions account for **7** of the open positions.

A summary is attached indicating external applicants hired, internal applicants moved, and actual number of applicants applying for positions in the month of **September 2023**.

RECRUITMENT REPORT 2023

MONTHLY RECRUITMENT	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL YTD
External Applicants Hired:													
Part-time	7	5	3	4	6	3	0	2	0				30
Full-time	6	10	13	13	19	8	11	16	13				109
Sub Total External Applicants Hired	13	15	16	17	25	11	11	18	13	0	0	0	139
Internal Applicants Moved:													
Full-time to PRN As Needed	4	3	3										10
Full-time to Part-time		1		1									2
Part-time to PRN As Needed													0
Part-time to Full-time							1						1
PRN As Needed to Part-time		1							1				2
Lateral Transfer		1		4	5	2		2	1				15
Non-Lateral Change in Position				1			3						4
Promotion	1	1	7	3	6	2	1	6	10				37
Temporary to Regular													0
PRN As Needed to Full-Time				1			1						2
Temporary Promotion					1	1							2
Intern to Full-time	1												1
Sub Total Internal Applicant Moves	6	7	10	10	12	5	6	8	12	0	0	0	76
Total Positions Filled:	19	22	26	27	37	16	17	26	25	0	0	0	215
Total Applications Received:													
Actual Total of Applicants:	75	62	83	115	110	110	112	135	88				890
Total External Offers Made:	20	15	18	26	29	11	11	18	13				161
Total Internal Offers Made:	9	7	18	4	13	5	6	9	12				16

EEO Report 2023

APPLICANT DATA	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Female	35	29	25	22	46	33	51	65	60	48	47	70	39
Male	12	4	2	8	5	27	6	11	23	8	7	11	11
Not Supplied	36	35	29	41	54	39	49	68	72	54	58	54	38
<b>Total</b>	<b>83</b>	<b>68</b>	<b>56</b>	<b>71</b>	<b>105</b>	<b>99</b>	<b>106</b>	<b>144</b>	<b>155</b>	<b>110</b>	<b>112</b>	<b>135</b>	<b>88</b>
<u>ETHNICITY</u>													
Caucasian	28	14	17	9	39	27	31	44	42	24	29	42	23
African American	19	16	7	19	18	26	25	32	37	24	23	33	25
Hispanic	2	5	1	2	8	7	7	3	3	5	6	6	6
Asian		1	2	1	1	3	2	1	1	3		4	1
American Indian	1	1							1	1		1	1
Native Hawaiian						2				2		1	1
Two or More Races													
<u>RECRUITMENT SOURCE</u>													
Newspaper Ads		1		4	2	3		1	2	1		1	1
RACSB Website	28	26	25	27	48	53	45	42	81	50	47	74	24
RACSB Intranet	6	2	1	2	2	7	4	5	11		6	5	3
Employee Referrals	27	23	19	22	37	26	35	48	32	38	39	43	44
Radio Ads			1					2	2				
Indeed.com	24	13	9	16	19	9	22	31	28	15	12	21	10
VA Employment Commission			2	4		2	2		1			6	4
Monster.com													
Other -	2	2	2	2	1	6	1	4	5	3	3	4	3
Colleges/Handshake							1						
Facebook					1								
Multi Site Search	2						1	1	1	3	2		1
NHSC													
Linked In													
Goodwill referral													
Zip Recruiter	1	3	1		2	5	3	3	5	1	4	1	2
Job Fair	2		2	2	2	2	1	2		1			1
<b>Total # of Applicants</b>	<b>64</b>	<b>57</b>	<b>42</b>	<b>60</b>	<b>75</b>	<b>62</b>	<b>83</b>	<b>115</b>	<b>110</b>	<b>80</b>	<b>89</b>	<b>102</b>	<b>67</b>



Open Positions Report		9/30/2023						
Date Posted	Position No.	ADMIN	Position Title	Location	RU	Full-time/ Part-time	Leadership/ Other	
7/27/2023	146-2023	ADMIN	Accounting Specialist	Fredericksburg		1000 FT	Other	
9/22/2023	191-2023	ADMIN	Benefits Specialist-Human Resources	Fredericksburg		1000 FT	Other	
11/18/2022	298-2022	CLINICAL	MH/SA Outpatient Therapist	Caroline		2210 FT	Other	
1/26/2021	350-2021	CLINICAL	SA Therapist, Women's Services	Fredericksburg		4260 FT	Other	
7/23/2021	200-2021	CLINICAL	Therapist/Office On Youth	Fredericksburg		4200 PT,FT	Other	
1/10/2022	003-2022	CLINICAL	Psychiatrist	Fredericksburg		2201 FT	Other	
7/20/2022	183-2022	CLINICAL	Emergency Services Therapist	Fredericksburg		2000/4000 FT	Other	
1/20/2023	004-2023	CLINICAL	Child/Adolescent ES Therapist	Fredericksburg		2070 FT	Other	
2/24/2023	030-2023	CLINICAL	MH Therapist - Intakes	Fredericksburg		6430 FT	Other	
3/9/2023	048-2023	CLINICAL	MH/Substance Abuse Therapist	Fredericksburg		2200/4200/6430 FT	Other	
3/28/2023	076-2023	CLINICAL	Asst. Coordinator, Emergency Svcs - Comm Based	Fredericksburg		2000/4000 FT	Leadership	
6/2/2023	114-2023	CLINICAL	Lead Therapist, Veterans & Families	Fredericksburg		2200 FT	Other	
6/12/2023	117-2023	CLINICAL	Peer Recovery Specialist - OBOT	Fredericksburg		4261 FT	Other	
7/13/2023	138-2023	CLINICAL	Emergency Services Coordinator	Fredericksburg		2000/4000 FT	Leadership	
8/4/2023	152-2023	CLINICAL	Adult MH Care Coordinator	Fredericksburg		2400 FT	Other	
8/29/2023	173-2023	CLINICAL	Therapist, Emergency Services	Fredericksburg		2000/4000 FT	Other	
9/11/2023	181-2023	CLINICAL	Therapist, MH/SA	King George		2200/4200 FT	Other	
12/1/2022	306-2022	CLINICAL	Substance Abuse Therapist (P&P)	RRJ		4200 FT	Other	
7/7/2023	133-2023	CLINICAL	Therapist, SA (Jail Based)	RRJ		4200 FT	Other	
4/18/2023	092-2023	CLINICAL	Therapist - Jail Diversion	RRJ		5970 FT	Other	
5/16/2023	006-2023	CLINICAL	SA Peer Specialist	RRJ		4290 FT	Other	
7/27/2023	147-2023	CLINICAL	Therapist, MH (Jail Based)	RRJ		2200/4200/6430 FT	Other	
9/19/2023	056-2021	CLINICAL	SA Therapist/Case Manager	Fredericksburg		4296 FT	Other	
9/21/2021	199-2021	CLINICAL	Family Support Peer	Spotsylvania		2500 PT	Other	
6/2/2023	102-2023	CLINICAL	Child/Adolescent Therapist (Safe Harbour)	Spotsylvania		2400 FT	Other	
8/17/2023	160-2023	CLINICAL	SA Therapist	Spotsylvania		4200 FT	Other	
8/29/2023	161-2023	CLINICAL	Therapist, School Based	Spotsylvania		2200 FT	Other	
8/29/2023	162-2023	CLINICAL	Therapist, School Based	Spotsylvania		2200 FT	Other	
1/28/2022	029-2022	CLINICAL	MH Therapist	Stafford		2250/6430 FT	Other	
7/8/2022	269-2022	CLINICAL	Child/Adolescent MH Case Manager	Stafford		2500 FT	Other	
1/5/2023	325-2022	CLINICAL	MH/Substance Abuse Therapist	Stafford		2250/4250 FT	Other	
4/10/2023	089-2023	CLINICAL	MH/Substance Abuse Therapist	Stafford		2250/4250 FT	Other	
8/29/2023	171-2023	ADMIN	Office Associate II	Stafford		1100 FT	Other	
12/1/2022	303-2022	CSS	Cook	Crisis Stabilization		2770 FT	Other	
2/17/2023	034-2023	CSS	MH Residential Specialist	Crisis Stabilization		2770 FT	Other	
3/3/2023	043-2023	CSS	Coordinator	Crisis Stabilization		2770 FT	Leadership	
6/22/2023	126-2023	CSS	Peer Recovery Specialist	Crisis Stabilization		2770 PT	Other	
7/11/2023	139-2023	CSS	MH Residential Specialist	Crisis Stabilization		2770 FT	Other	
7/14/2023	140-2023	CSS	Peer Recovery Specialist	Crisis Stabilization		2770 PT	Other	
8/4/2023	157-2023	CSS	Therapist	Crisis Stabilization		2770 FT	Other	
8/22/2023	170-2023	CSS	MH Residential Counselor II	Lafayette		2786 FT	Other	
9/26/2023	194-2023	CSS	MH Residential Counselor I	Home Road		2778 FT	Other	
8/1/2022	309-2021	CSS	Speech/Language Pathologist	PEID		3910 FT	Other	
6/21/2023	120-2023	CSS	Developmental Service Support Coordinator	Caroline		3300 FT	Other	
5/12/2023	097-2023	CSS	Peer Specialist	PSH		2760 FT	Other	
6/2/2023	112-2023	CSS	Direct Support Professional - Day Support	RAAICA		3651 PT	Other	
9/15/2023	186-2023	CSS	Direct Support Professional - Day Support	RAAIKG		3653 FT	Other	
7/17/2023	196-2021	CSS	Direct Support Professional - Day Support	RAAIKH		3652 PT	Other	
7/11/2022	174-2022	CSS	Direct Support Professional - ICF Team	RAAIKH		3656 PT	Other	
5/19/2023	103-2023	CSS	Direct Support Professional - ICF Team	RAAIKH		3656 PT	Other	
8/16/2023	164-2023	CSS	Direct Support Professional - Day Support	RAAISP		3654 FT	Other	
8/29/2023	177-2023	CSS	Direct Support Professional - Day Support	RAAISP		3654 FT	Other	
8/30/2023	179-2023	CSS	Direct Support Professional - Day Support	RAAISP		3654 PT	Other	
5/19/2023	101-2023	CSS	Direct Support Professional - Day Support	RAAIST		3655 PT	Other	
5/30/2023	007-2023	CSS	Direct Support Professional - Day Support	RAAIST		3655 PT	Other	
7/3/2023	131-2023	CSS	Direct Support Professional - Day Support	RAAIST		3655 PT	Other	
7/27/2023	145-2023	CSS	Direct Support Professional - Day Support	RAAIST		3655 PT	Other	
8/29/2023	175-2023	CSS	Direct Support Professional - Day Support	RAAIST		3655 PT	Other	
11/9/2020	196-2020	CSS	ICF Nurse - LPN	ICF Lucas		3793 FT	Other	
1/30/2023	018-2023	CSS	ICF Nurse - LPN	ICF Lucas		3793 FT	Other	
6/21/2023	118-2023	CSS	Direct Support Professional - ICF	ICF Lucas		3793 PT	Other	
8/15/2023	159-2023	CSS	Direct Support Professional - ICF	ICF Lucas		3793 FT	Other	
9/15/2023	185-2023	CSS	Assistant Group Home Manager	ICF Lucas		3793 FT	Leadership	
3/10/2023	053-2023	CSS	Direct Support Professional - ICF	ICF Ross		3792 PT	Other	
4/10/2023	088-2023	CSS	Direct Support Professional - ICF	ICF Ross		3792 FT	Other	
7/11/2023	137-2023	CSS	Direct Support Professional - ICF	ICF Ross		3792 FT	Other	
8/4/2023	154-2023	CSS	Direct Support Professional - ICF	ICF Ross		3792 FT	Other	
9/26/2023	194-2023	CSS	Assistant Group Home Manager	ICF Ross		3792 FT	Leadership	
7/27/2020	115-2020	CSS	ICF Nurse - LPN	Wolfe Street ICF		3771 FT	Other	
12/8/2020	218-2020	CSS	ICF Nurse - LPN	Wolfe Street ICF		3771 FT or PT	Other	
5/4/2021	089-2021	CSS	ICF Nurse - LPN	Wolfe Street ICF		3771 FT	Other	
4/10/2023	087-2023	CSS	Intermediate Care Facility Manager	Wolfe Street ICF		3771 FT	Leadership	
8/22/2023	167-2023	CSS	ID/DD SAP Manager	Belmont SAP		3781 FT	Leadership	
2/10/2023	025-2023	CSS	Direct Support Professional - Residential	Churchill		3791 PT	Other	
9/11/2023	183-2023	CSS	Direct Support Professional - Residential	Devon Drive		3774 PT	Other	
8/23/2022	178-2021	CSS	Direct Support Professional - Residential	Galveston Rd		3790 PT	Other	
8/23/2023	172-2023	CSS	Assistant Group Home Manager	Galveston Rd		3790 FT	Leadership	
9/22/2023	190-2023	CSS	Direct Support Professional - Residential	Galveston Rd		3790 FT	Other	
4/18/2023	153-2022	CSS	Direct Support Professional - Residential	Igo Rd		3777 PT	Other	
9/26/2023	193-2023	CSS	Group Home Manager	Igo Rd		3777 FT	Leadership	
8/30/2022	244-2022	CSS	Direct Support Professional - Residential	Leeland Road		3772 PT	Other	
10/13/2022	275-2022	CSS	Direct Support Professional - Residential	Leeland Road		3772 PT	Other	
2/24/2023	039-2023	CSS	Assistant Group Home Manager	Leeland Road		3772 FT	Leadership	
9/22/2023	187-2023	CSS	Direct Support Professional - Residential	Leeland Road		3772 FT	Other	
9/22/2023	188-2023	CSS	Direct Support Professional - Residential	Leeland Road		3772 FT	Other	
9/22/2023	189-2023	CSS	Direct Support Professional - Residential	Leeland Road		3772 FT	Other	
9/25/2023	031-2023	CSS	Group Home Manager	Leeland Road		3772 FT	Leadership	
6/12/2023	115-2023	CSS	Direct Support Professional - Residential	Merchants Square SAP		3784 FT	Other	
9/29/2022	271-2022	CSS	Direct Support Professional - Residential	Myers Drive Respite		3794 FT	Other	
9/29/2022	274-2022	CSS	Direct Support Professional - Residential	Myers Drive Respite		3794 PT	Other	
1/20/2023	324-2022	CSS	Direct Support Professional - Residential	New Hope		3778 PT	Other	
3/15/2023	062-2023	CSS	Assistant Group Home Manager	Piedmont		3776 FT	Leadership	
8/8/2023	158-2023	CSS	Direct Support Professional - Residential	Piedmont		3776 PT	Other	
2/18/2022	056-2022	CSS	Direct Support Professional - Residential	Ruffins Pond		3775 PT	Other	
1/26/2022	026-2022	CSS	Direct Support Professional - Residential	Scottsdale Estates		3779 PT	Other	
7/18/2022	187-2022	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 PT	Other	
7/18/2022	188-2022	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 PT	Other	
6/22/2023	127-2023	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 FT	Other	
9/26/2023	196-2023	CSS	Group Home Manager	Stonewall Estates		3773 FT	Leadership	
Positions on Hold					27			
8/18/2020	127-2020	CLINICAL	Drug Court Surveillance Officer	Fredericksburg		4200 PT	Other	
9/15/2022	260-2022	CSS	Nurse Manager II	ID/DD		Split FT	Leadership	
9/25/2019	189-2019	CLINICAL	Psychologist II	Stafford		2250 FT	Other	
1/30/2023	019-2023	CSS	MH Supv Apartment Asst. Mgr	Lafayette		2786 FT	Leadership	

Date Posted	Position No.	Position Title	Location	RU	Full-time/ Part-time	Leadership/ Other	
Total Open Positions:			99				

To: Joe Wickens, Executive Director

From: Brandie Williams, Deputy Executive Director

Re: Virginia Health Workforce Convening and Strategic Plan

Date: October 4, 2023

The Claude Moore Foundation and Deloitte Consulting have convened five working groups, representing 130+ stakeholders, in order to develop strategic recommendations for investing in Virginia's health workforce. On October 3, 2023, the Virginia Government, Business, Healthcare, and Education Leaders for a Solutions-focused Health Workforce Convening was held. This in-person summit provided the opportunity to present the strategic priorities developed by the five working groups. Also, the Virginia Health Workforce Development Authority and RAND group consulting group also discussed their refreshed strategic plan. Rappahannock Area Community Services Board had representation on three of the workgroups as well as on a panel during the convening.

The Strategic Recommendations Report is attached for review and consideration.