Complex Care Startup Toolkit

Camden Coalition of Healthcare Providers

The National Center for Complex Health & Social Needs
An initiative of the Camden Coalition

nationalcomplex.care/startup-toolkit | June 2021

Team and leadership development: Staff recruitment

This document is part of the *Complex Care Startup Toolkit*, a practical collection of guides, templates, and other tools to launch and grow a new complex care program. Find the full toolkit at **www.nationalcomplex.care/startup-toolkit.**

Complex care is a challenging environment to work in; finding and choosing staff that fit the organizational culture and have the requisite communication, technical, and clinical skills is imperative to successful program implementation. Structuring the hiring process so that staff and employers get to know each other well will be mutually beneficial and help with recruitment and retention of staff that are a good fit to the organization, program, and population served.

Key considerations

1. Complex care core competencies are an accessible and applicable framework when considering workforce needs and skills for complex care programs.
2. Care teams should consider integrating professional roles such as community health workers and peer specialists.
3. Well-written job descriptions are key to attracting applicants with the necessary knowledge and skills to be a complex care team member.
4. Job requirements and language may need to be changed to reflect the value of lived experience and attract staff from the communities you serve.

Below, find resources you can use as you work through each of these key considerations.

Resources

Key consideration #1: Complex care core competencies are an accessible and applicable framework when considering workforce needs and skills for complex care programs.

- **The complex care core competencies**
  This report helps you to identify the necessary knowledge, skills, and attitudes for members of complex care teams. The competencies apply across discipline, profession, and context.

Key consideration #2: Care teams should consider integrating professional roles such as community health workers and peer specialists.

- **The essential role of community health workers & peers**
  This guidance helps you to support community health workers and peers with 4 key focus areas: hiring and workforce development, training and capacity building, integrating care teams, and advancing trauma informed care.

Key consideration #3: Well-written job descriptions are key to attracting applicants with the necessary knowledge and skills to be a complex care team member.

- **Case management job description (San Mateo Health Department)**
  This example helps you to inform your case management job description.

- **Health worker job description (San Francisco Department of Public Health)**
  This example helps you to inform your health worker job description.

- **Community worker job description (Santa Clara Whole Person Care)**
  This example helps you to inform your community worker job description.

- **Primary care community worker job description (Santa Clara Whole Person Care)**
  This example helps you to inform your primary care community worker job description.

- **Community worker interview guide (Santa Clara Whole Person Care)**
  This example helps you to inform your community worker interview questions.

Key consideration #4: Job requirements and language may need to be changed to reflect the value of lived experience and attract staff from the communities you serve.

- **4 Ways to improve workplace diversity and equity hiring**
  This article helps you to create hiring practices that are more equitable.

- **A toolkit for recruiting and hiring a more diverse workforce**
  This toolkit helps you to create job descriptions, recruit, and interview to hire a more diverse workforce.

- **Hiring people with criminal records**
  This tipsheet with resources and best practices helps you prepare to hire individuals with lived experience of arrest and incarceration.

About the Camden Coalition of Healthcare Providers

We are a multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of **complex care** by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and well-being. Supported by a robust data infrastructure, cross-sector convening, and shared learning, our community-based pro-grams deliver better care to the most vulnerable individuals **in Camden** and **regionally**.

The **National Center for Complex Health and Social Needs** (National Center), an initiative of the Camden Coalition, connects complex care practitioners with each other and supports the field with tools and resources that move complex care forward. The National Center's founding sponsors are the Atlantic Philanthropies, the Robert Wood Johnson Foundation, and AARP.