Staff Recruitment and Retention Playbook

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Table of Contents

Introduction 3

Acknowledgements 3

About This Document 4

- Key Driver Diagram 4
- Change Package 4
- Measurement System 4

Key Driver Diagram (KDD) 5

Change Package 6

- PD1: Hiring Practices 6
- PD2. Home visiting workforce supports 7
- PD3. Individual and team well-being 8

The Measurement System 10

- Overview of Measures 10
- In-Depth Look at Measures 10
  - Measure #1 (SMART Aim): 10
  - Measure #2 (Primary Driver 1): 11
  - Measure #3 (Primary Driver 2): 11
  - Measure #4 (Primary Driver 3): 11
  - Measure #5 (Primary Driver 3): 11

Introduction

This collaborative is proud to advance the implementation of the recently launched National Strategy for the Home Visiting Workforce. The strategy represents a shared, national commitment to strengthening the recruitment, retention, and support of the home visiting workforce—recognizing that a stable, well-supported workforce is essential to delivering high-quality services and improving outcomes for families. Developed with input from the field and federal partners, it outlines a vision for how we build and sustain a workforce that is equipped, valued, and able to thrive.

A strong and stable workforce is foundational to ensuring families can access consistent, trusted relationships with home visitors and benefit from high-quality, evidence-based services. You can learn more about the strategy here.

This collaborative focuses on one of the strategy's most urgent priorities, recruitment and retention, and creates a space for programs to test practical, program-level solutions in real time. Through your participation, you are not only strengthening your own program—you are serving as leaders in the implementation of the National Strategy. Your experiences, insights, and tested approaches will help shape how this strategy is realized across the field and ensure it reflects the realities of home visiting programs and the workforce itself.

Acknowledgements

The development and refinement of this playbook is made possible through the collective efforts of many partners. We thank the MIECHV awardees and local home visiting agencies who participated in testing and improving the strategies shared here. We also acknowledge the experts from the field, including those with lived experience, whose insights strengthened the content and ensured its relevance to families and providers. Appreciation is also extended to the copyeditors and designers whose attention to detail and thoughtful presentation supported the accessibility and usability of this resource. The contributions from this collaborative of partners have produced a resource that continues to drive learning, improvement, and innovation across the home visiting field.

About This Document

This playbook is designed to support home visiting programs in advancing the recruitment, retention, and support of the workforce—core priorities of the National Strategy for the Home Visiting Workforce. It provides a structured approach for testing and implementing practical changes that strengthen workforce stability and well-being, while remaining responsive to the realities programs face.

Key Driver Diagram

The Key Driver Diagram displays a shared theory of how outcomes might improve based on information gathered from research, observation, and experience, and sets forth the collaborative's goal. The primary drivers represent key components of the system that need to be in place to achieve the goal.

Change Package

The Change Package identifies a set of changes (i.e., how to put primary drivers in place) and offers links to PDSA examples and resources to support these interventions. The Change Package lays out change ideas to help home visiting programs improve the key outcome and processes.

Measurement System

The Measurement System Guide lists the shared aim and set of common measures that teams will report during the collaborative.

Key Driver Diagram (KDD)

SMART Aim *The goal of the collaborative*	**Primary Driver (PD)** *Critical system elements that are necessary and sufficient to achieve the aim*
HV CoIIN participants will work to improve the professional well-being of home visitors and home visiting supervisors, so that: By May 2027, 85% of home visiting staff are able to manage their work and still be present for the families or staff they support.	**PD1:** Hiring practices
	PD2: Home visiting workforce supports
	PD3: Individual and team well-being

Change Package

Programs are encouraged to start small by selecting one or two change ideas to test using Plan-Do-Study-Act (PDSA) cycles. Changes can be adapted to fit your program's size, setting, and resources.

PD1: Hiring Practices

Change Ideas (for LIAs)	PDSA Examples	Resources
Conduct recruitment efforts to reach community members, including current and former program participants	SRR.PD1.C1.Example 1. Recruitment Fair SRR.PD1.C1.Example 2. Recruitment Flyer	• Head Start Program Performance Standards require programs to provide parents with the opportunities to participate in the program as employees or volunteers and offer resources to enhance parents' advocacy and leadership skills. • Introduction to Competency-Based Hiring • Sample job description (Family Support Specialist) • National Family Support Competency Framework • Sample process maps and recruiting and onboarding plans from participating teams • Why I am a Home Visitor video • Conducting Family Services Staff Interviews from HeadStart offers tips for conducting interviews and sample interview questions. • Considerations for selecting candidates to interview • Sample interview questions from a home visiting program
Partner with nearby community colleges / universities to introduce the home visiting field to students	SRR.PD1.C2. Partnering with Community Colleges	
Develop clear and accurate job descriptions that include home visiting competencies staff must bring to the job	SRR.PD1.C3. Refine Job Descriptions	
Use videos or live opportunities to shadow / experience a day in the life of a home visitor	SRR.PD1.C4.Example 1. Shadowing SRR.PD1.C4.Example 2. Video Testimonials	
Use interview panels that include home visitors to assess candidates and make hiring decisions	SRR.PD1.C5.Example 1. HV Rating Tool SRR.PD1.C5.Example 2. Interview Panel	

PD2. Home visiting workforce supports

Change Ideas (for LIAs)	PDSA Examples	Resources

Use a team approach to onboarding new staff	SRR.PD2.C1.Example 1. Teaming Approach to Onboarding
	
	SRR.PD2.C1.Example 2. New Hire Buddy
		• Onboarding series:
		  ○ Home Visiting 101- Importance of Home Visiting
		  ○ Home Visiting 102- Home Visitor Skills and Strategies
		  ○ Home Visiting 103- Professional Practice
		
		• Best Practices for Onboarding New MIECHV Employees: A Toolkit outlines a comprehensive, relationship-based approach to onboarding that extends beyond initial orientation and emphasizes ongoing support and integration into a team.
		
		• The First Six Months Workbook examines the onboarding process from the supervisor perspective with a focus on helping new staff manage the stressors of a job in the field of child and family services.
		
		• Access the Institute for the Advancement of Family Support Professionals for live and on demand trainings, certifications and resources.
		
		• MCH Navigator offers online learning opportunities for those in the maternal and child health field.
		
		• Training Survey for Home Visitors
		
		• Beyond the Home Visit: Supervision, Professional Development and Community Connections Module
		
		• Getting Ready for Reflective Supervision Form
		
		• Example Rounding Form from Help me Grow

Use shared agenda setting to guide reflective supervision	SRR.PD2.C2.Example 1. Joint Reflective Supervision Planning Form SRR.PD2.C2.Example 2. Reflective Supervision Agenda Setting SRR.PD2.C2.Example 3. HV Input on Reflective Supervision SRR.PD2.C2.Example 4. Rounding Form	
Do routine assessment of professional goals, growth areas, and stretch goals	SRR.PD2.C3.Example 1. Professional Growth Plans	

	SRR.PD2.C3.Example 2. Professional Goals Growth Assessment	• Reflective Supervision series:
		  ○ Reflective Supervision 1: Reflective Practice for Family Support Professionals Module
		  ○ Reflective Supervision 2: Foundations in Reflective Supervision for Supervisors Module
		
		• Reflective Supervision: A Planning Tool for Home Visiting Supervisors
		
		• The Home Visiting Rapid Response team offers a recorded webinar and tip sheet to support high-quality virtual reflective supervision.
		
		• The Minnesota Department of Health successfully piloted and then implemented a mentoring approach to support home visiting supervisors in building their reflective supervision capacity.
		
		• Your state's infant mental health association can help connect home visiting programs with trained reflective mentors and consultants.

PD3. Individual and team well-being

Change Ideas (for LIAs)	PDSA Examples	Resources
Provide support and communication for staff on setting clear boundaries and expectations with program participants (re: availability outside normal business hours)	SRR.PD3.C1. Contact Cards	• Programs developed home visit reminder cards with contact number and work hours for home visitors and a list of resources that can be accessed in an emergency. • This brief from the National Home Visiting Resource Center summarizes research to answer questions such as: "what factors contribute to home visitors' mental health and well-

Incorporate staff wellness and mindfulness techniques into team meetings, daily routines, and workflow	SRR.PD3.C2.Example 1. Staff Walk SRR.PD3.C2.Example 2. Mindfulness Activities During Reflective Supervision SRR.PD3.C2.Example 3. Mindfulness Activities During Team Meetings	being?" and "how can home visiting programs reduce stressors and support home visitors?" • 5-4-3-2-1 Coping Technique for Anxiety • Pebbles, or the things that "get in the way of a good day," can be surfaced using the techniques described in the "What Matters to You?" Conversation Guide (Appendix A of the IHI Framework for Improving Joy in Work). • Fostering Home Visitor Peer Relationships: Strategies to Support the Home Visiting Workforce. This Research-to-Practice Brief from the Institute for Home Visiting Workforce Development provides strategies programs can use to foster peer relationships. • Recognizing Home Visitor Accomplishments: Strategies to Support the Home Visiting Workforce. This Research-to-Practice Brief from the Institute for Home Visiting Workforce Development provides strategies programs can use to help staff feel validated and appreciated. • Create a virtual or physical "shout-out" board or appreciation tree where coworkers can recognize the contributions and accomplishments of others. • WorkTango is an employee experience platform that offers an online system for peer-to-peer and organizational recognition.
Incorporate team building activities to build trust and familiarity between co-workers	SRR.PD3.C3.Example 1. Team Commitments SRR.PD3.C3.Example 2. "If" Ice Breaker SRR.PD3.C3.Example 3. Physical Icebreakers SRR.PD3.C3.Example 4. Team Building Lunch	
Celebrate individual and team successes	SRR.PD3.C4.Example 1. Preferences for Recognition SRR.PD3.C4.Example 2. Gratitude Activity SRR.PD3.C4.Example 3. You Rock SRR.PD3.C4.Example 4. Celebrating Success	

The Measurement System

Overview of Measures

SMART AIM	Outcome Measure
HV CoIIN participants will work to improve the professional well-being of home visitors and home visiting supervisors, so that: By May 2027, 85% of home visiting staff are able to manage their work and still be present for the families or staff they support.	Percentage of home visiting staff able to manage their work and still be present for the families or staff they support (Goal: 85%)

Primary Drivers	Process Measures
1. Hiring practices	• Time between when a position is posted and when it is filled (Goal: Less than 90 days)
2. Home visiting workforce supports	• Percentage of home visiting staff for whom reflective supervision plays a role in motivating them in their work (Goal: 90%)
3. Individual and team well-being	• Percentage of home visiting staff able to manage job-related stress (Goal: 85%) • Percentage of home visiting staff celebrating accomplishments at team meetings (Goal: 90%)

In-Depth Look at Measures

Measure #1 (SMART Aim):

Percentage of home visiting staff able to manage their work and still be present for the families or staff they support

- Survey Item: In the past month, I was able to manage my work and still be present for the families or staff I support.
    - Most of the time, some of the time, once in a while, or never
- Numerator: Total number of "most of the time" responses to the relevant survey item
- Denominator: Total number of responses to the relevant survey item

Measure #2 (Primary Driver 1):

Time between when a position is posted and when it is filled

- For each home visiting position filled during the reporting month, a count of the total number of days between when that position was posted and when it was filled

Measure #3 (Primary Driver 2):

Percentage of home visiting staff for whom reflective supervision plays a role in motivating them in their work

- Survey Item: In the past month, the reflective supervision I received played a role in motivating me in my work.
    - Most of the time, some of the time, once in a while, never, or I did not receive reflective supervision in the past month
- Numerator: Total number of "most of the time" responses to the relevant survey item
- Denominator: Total number of responses to the relevant survey item, excluding "I did not receive reflective supervision in the past month"

Measure #4 (Primary Driver 3):

Percentage of home visiting staff able to manage job-related stress

- Survey Item: In the past month, I was able to manage the stress associated with my job.
    - Most of the time, some of the time, once in a while, or never
- Numerator: Total number of "most of the time" responses to the relevant survey item
- Denominator: Total number of responses to the relevant survey item

Measure #5 (Primary Driver 3):

Percentage of home visiting staff celebrating accomplishments in team meetings

- Survey Item: In the past month, we celebrated home visitor accomplishments in team meetings
    - Most of the time, some of the time, once in a while, or never
- Numerator: Total number of "most of the time" responses to the relevant survey item
- Denominator: Total number of responses to the relevant survey item

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