

Health Human Resources Planning

Questions/Points to Consider:

Skill Mix

- How will you decide on the type of CAM expertise needed to complement the diversity of skills of other team members?
- What service gaps exist in current services provided? How will an integrated approach meet these needs?
- Are CAM providers available? (Consider professional scope of practice, number of CAM providers to be integrated into the team based on availability of practitioners, and demand from patients in your practice.)
- What are the minimum qualifications for the CAM roles in terms of credentials, experience and proficiency? (See guidelines from professional organizations and federal, provincial and territorial regulations to help guide decision making.)

Buy-In

- How will the team obtain input from internal/external stakeholders regarding CAM human resource planning to ensure buy-in, informed decision-making and alignment with patient values?
- How does the current model of care delivery support/align with integrative medicine? Are changes required to the model or roles to fulfill community issues as identified in the needs assessment?

Budget Consideration

- What are the financial implications for introducing new roles? Is there a cost-recovery mechanism through health insurance billing or user fees? Larson (2005) suggests that the services for which third party payment exists (most commonly: nutrition, chiropractic, massage therapy, acupuncture and counselling services) are the anchor services, providing a stable revenue base for the practice.



- What is your time frame for demonstrating a return on investment (ROI) for CAM roles?
- Will CAM providers be independent contractors or salaried staff? (Patterson & Arthur, 2008; Larson, 2005)

