

MONTANA HEALTHCARE WORKFORCE STRATEGIC PLAN

EXECUTIVE SUMMARY

Montana's healthcare workforce is essential to ensuring access to care across the state. From frontier and rural communities to tribal nations and urban centers, workforce challenges impact the ability of Montanans to receive timely, high-quality care. Addressing these challenges requires coordinated, statewide action grounded in data and shaped by the experiences of those working across healthcare, education, and community systems.

This Strategic Plan was developed through a data-driven and collaborative process. Three key assessments: [a statewide healthcare workforce assessment](#), [a post-secondary education partner assessment](#) and the [Montana Healthcare Workforce: Professions and Training Pathways report](#), provided a foundation for understanding workforce needs, training capacity, and system gaps.

These findings were strengthened through engagement with stakeholders across Montana. Listening sessions and targeted discussions brought together healthcare providers, educators, trainees, and workforce partners to validate findings, identify emerging needs, and provide subject matter expertise. This engagement ensured the plan reflects both data and lived experience from communities across the state.

The plan is organized around five priority areas that together support a strong, sustainable healthcare workforce:

ENGAGE

Strengthen partnerships across Montana to align efforts, expand resources, and drive coordinated workforce solutions.

RECRUIT

Expand pathways into healthcare careers through stronger connections between education and employment, increased exposure, and effective recruitment strategies.

EDUCATE & TRAIN

Enhance education and training systems to prepare Montana's workforce, with an emphasis on rural training, clinical capacity, and innovative learning models.

RETAIN

Support a skilled workforce by promoting well-being, strengthening workplace environments, and expanding career advancement opportunities.

SUSTAIN

Ensure long-term workforce stability through coordinated funding, shared resources, and data-driven evaluation.

This plan reflects a shared commitment across partners to take action and build a healthcare workforce that meets the needs of Montana’s communities. At a time of significant opportunity, including the early implementation of the Rural Health Transformation Program, Montana is well-positioned to build on this momentum. Through sustained collaboration and shared commitment, this work will support a healthcare workforce that meets the needs of all Montanans, now and into the future.



To explore the full Strategic Plan, including detailed strategies and supporting reports, scan the QR code.

