

BRANCHES

FPO



Health Careers Futures

Community Partnerships for Change



Pathways to a Health Career

How a Community Guides the Journey



Spreading Best Workplace Practices

Making Magnet Principles Make a Difference

THE REGION'S HEALTH WORKFORCE: ALIGNING SUPPLY AND DEMAND

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Imagine a regional healthcare sector that isn't facing a workforce shortage. It would recruit, respond to, train and place qualified healthcare workers in positions that offer job satisfaction and career advancement opportunities. It would assure the highest quality care and the best patient outcomes.

Can we find this perfect alignment anywhere in the country? No. Can we find it in the Pittsburgh region? Not yet. But it's vital that we do.

The healthcare industry is our largest private employer, employing 166,000 people, commanding millions in national research dollars and serving a region of more than two and a half million people. It is a powerful engine of our economy.

But the sector is in crisis. Overall regional employment demand by 2008 is projected to outstrip labor supply by almost 125,000 people. Baby boomers are aging and retiring, and fewer people are entering health careers.

The demand for health workers is growing – healthcare jobs account for 15 of the 30 fastest-growing occupations – but in the region, vacancies go unfilled. There are too few training slots for certain healthcare positions, as well as a shortage of qualified instructors. Health workers report low job satisfaction, excessive physical and emotional demands and long

hours, resulting in low employee retention. A faulty public perception of health careers exacerbates all of these problems.

How can a community redesign a health workforce system to solve our crisis? Pittsburgh offers a model for consideration. In 2000, Chief Executive James Roddey and Mayor Tom Murphy, in cooperation with the Three Rivers Workforce Investment Board and Workforce Connections, rolled out a community-driven strategy for the region's entire workforce.

They divided the economy into clusters: health, manufacturing, technology, finance and hospitality/tourism. Five community organizations serve as cluster coordinators, each charged to convene a regional cluster summit. The Jewish Healthcare Foundation held the Pittsburgh Region Health Workforce Summit in 2001.

The region needed current information on its health workforce status and related national and local trends; the Foundation provided what it could assemble. Serious gaps still exist. The system for attracting and retaining qualified health workers needs immediate attention.

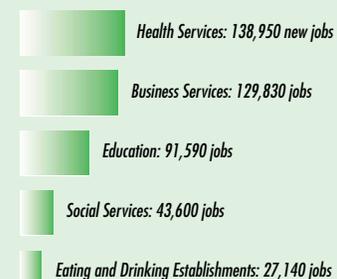
To that end, the Foundation created a new supporting organization, *Health Careers Futures*, to align the regional supply and demand of health workers. Patient care, after all, is only as good as our caregivers.

"We have to make health care an attractive place to work... Quality of care is higher in organizations where staff are satisfied."

Judith Lave, PhD
University of Pittsburgh
Graduate School of Public Health,
Pittsburgh Region Health Workforce Summit

A LOOK AT THE NUMBERS

Pennsylvania's Industrial Growth, 1998 – 2008



Out of 521,000 new non-farm jobs

Regional Job Growth through 2005



0 jobs 11,000 jobs

Source: Health Workforce Summit Databook, 2001

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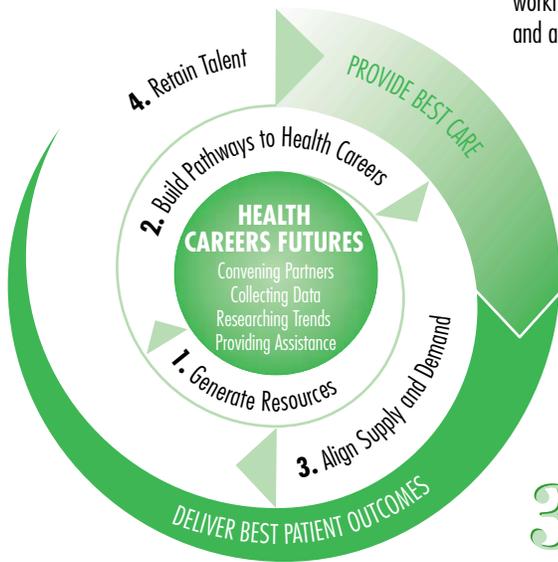


HEALTH CAREERS FUTURES: COMMUNITY PARTNERSHIPS FOR CHANGE

The Jewish Healthcare Foundation, by supporting Health Careers Futures (HCF), aims to help the region achieve best patient outcomes. HCF builds on other related JHF initiatives such as the *Pittsburgh Regional Healthcare Initiative* (PRHI), the *Community-Based Organizations Initiative* (CBO), the *Health Sciences Fellowship* program and *Working Hearts*. PRHI is a regional collaboration of 42 hospitals and over 300 physicians, purchasers and plans who have committed to dramatic improvements in safety and clinical quality. The CBO applies a similar process improvement framework to community-based efforts in diabetes and depression. The Fellowship introduces health sciences graduate students to these principles. *Working Hearts* seeks to build a workforce of women who are informed about and active in advancing heart health. HCF, the region’s health cluster coordinator since August 2002, has tapped into the networks established by the Foundation and these other programs, forming strong partnerships with a vast number of public and private organizations. The strategic guidance of the HCF Executive Advisory Board enables HCF to set an ambitious change agenda.

Driving the Change Agenda: Qualified Workers Give Quality Care

Qualified workers give quality care –best patient outcomes are impossible without an experienced and able workforce. This assumption underlies our work. Partnering organizations work with and through HCF to build a more seamless connection among those institutions and programs central to aligning supply and demand in the health professions. Among the key tasks in the agenda:



1. Generate Resources. The community can catalyze investment in health careers and workforce development –public and private– and apply these funds to the subsequent tasks.

2. Build Pathways to Health Careers. Recruitment and marketing of health careers begin as early as elementary school and continue well into adulthood. HCF attempts to maximize every opportunity to inform people about the range and benefits of health sector jobs, to creatively direct people to the right careers and to insure that people get the “fundamentals” in education and training.

3. Align Supply and Demand. If a community can provide the right career direction to the appropriate number of training slots, sustain the attraction of qualified professionals and effect inspired placement, the alignment could approach perfect balance.

4. Retain Talent. Employees will work where their skills and talents are appreciated and where opportunity for career advancement is apparent. Magnet hospitals have achieved excellent retention rates based on these principles, and HCF seeks to support the adoption of Magnet practices in all healthcare settings.

Related Jewish Healthcare Foundation Initiatives

 PITTSBURGH REGIONAL HEALTHCARE INITIATIVE

 COMMUNITY-BASED ORGANIZATIONS INITIATIVE

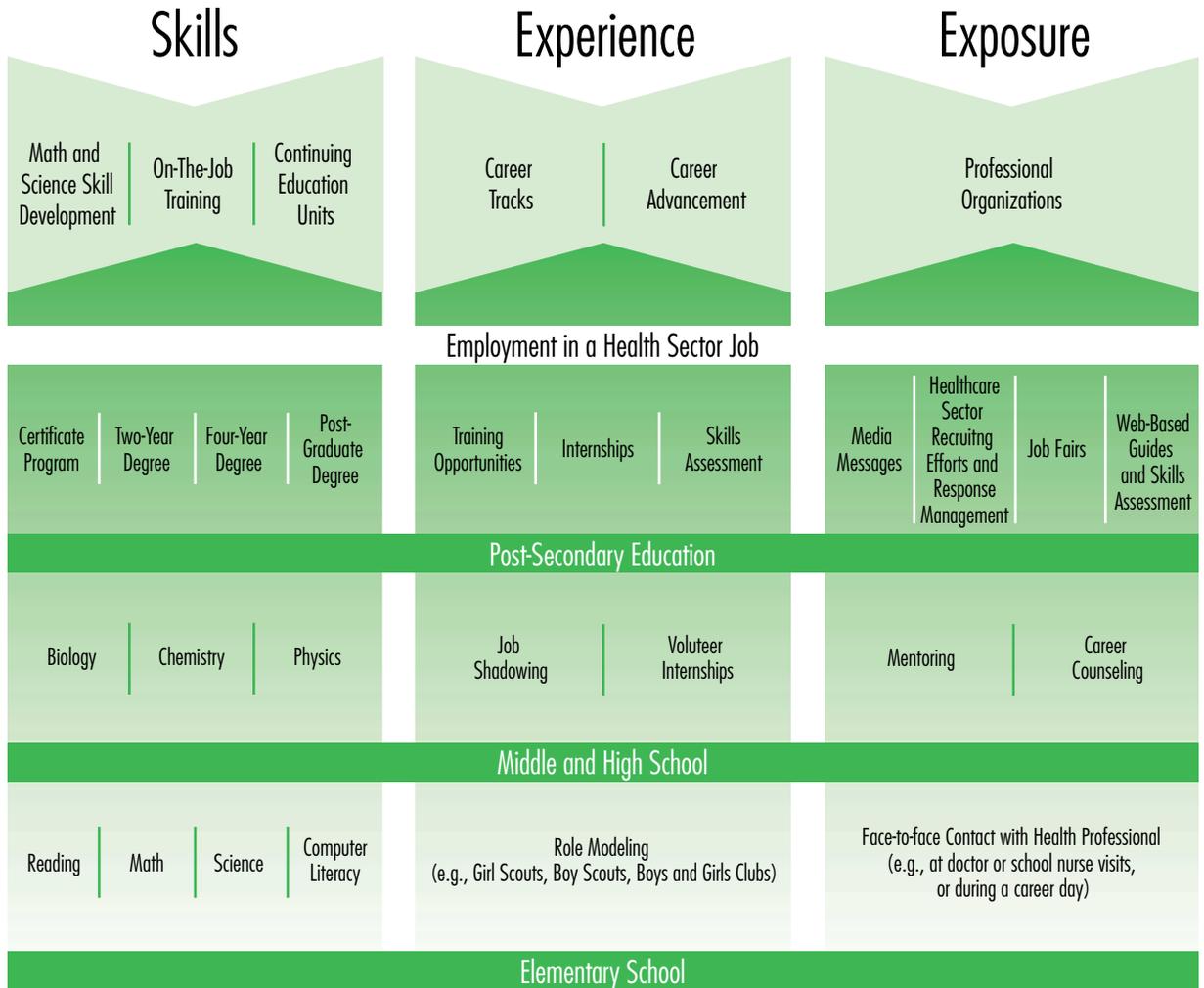
 JHF/CORO HEALTH SCIENCES FELLOWSHIP

 WORKING HEARTS: STRONG WOMEN STRONG HEARTS



PATHWAYS TO A HEALTH CAREER: HOW A COMMUNITY GUIDES THE JOURNEY

It takes a community—educators, employers, health professionals, and media—to guarantee appropriate pathways to a health career. The skills, experiences, and exposure an individual gains from elementary school and on—from assuring a solid foundation in basic math, science and reading, to providing real opportunities for advancement in a health sector job involve many players. Strong pathways can help a worker continue toward a health career and avoid obstacles or pitfalls... just like winning a game of “Chutes and Ladders.”



Community Catalysts: Health Careers Futures Executive Advisory Board

Linda Allen, Hospital Council of Western Pennsylvania; Rebecca Ambrosini, Uniontown Hospital; Earl Evens, Faith-Based Network; Karen Wolk Feinstein, Jewish Healthcare Foundation; Fred Fornataro, Tri-County Workforce Investment Board, Inc.; Mark Frick, Westmoreland Health System; Pam Golden, Pittsburgh Regional Alliance; Terri Scalise Hamm, Lutheran Affiliated Services; Jackie Dunbar-Jacob, School of Nursing, University of Pittsburgh; Brian Kelley, The Heinz Endowments; Kathleen Malloy, Community College of Allegheny County; Stephen Mitchell, Workforce Connections, Pennsylvania Economy League; Pearl Moore, Oncology Nursing Society; Linda Novak, West Penn Allegheny Health System; Ron Painter, Three Rivers Workforce Investment Board; Gregory Peaslee, UPMC Health System; Mimi Priselac, UPMC Braddock; Dolores Roskies, Health Careers Futures; Marilyn Rudolph, VHA Pennsylvania, Inc.; Georgine Scarpino, Carlow College; Ken Segel, Pittsburgh Regional Healthcare Initiative

MAKING EVERY APPLICANT AN ENTRANT

What happens after a person sends a resume to a prospective employer? *Health Careers Futures* has learned that in one health system as many as 30,000 resumes are received every six months—but most are discarded because they do not match the needs of specific, posted job descriptions. In most cases, the applicant never learns about other possible health positions or careers that might be worth pursuing given his or her skills and experience.

Health Careers Futures wants to help equip the state's job search and placement system to target, track, and respond to those applicants who express interest in health careers more creatively and thoroughly. Many good potential health workers could be "captured" this way.

Health Careers Futures is working with state agencies, media, employers, training providers and other community organizations to develop an online recruitment, skills assessment and placement system for applicants to the region's healthcare sector.

Imagine a system in which information about health sector jobs is delivered to prospective health workers when they need it. Imagine a system that enables a prospective worker to learn whether his or her skills and interests mesh with any of a broad range of health careers, or one that could offer a virtual tour of a given workday in a health career. If data were available in real time, future workers could connect with training institutions and submit applications to health sector job postings on an as-needed, on-demand basis. The region's health sector, in turn, would have a rich source of data about the potential supply of labor in the region—strengthening its targeted recruitment and marketing efforts.

Research and Data Will Drive Our Efforts

Health Careers Futures will manage a new clearinghouse for research and data on the region's health workforce, positioning the region for improved healthcare talent attraction, training, placement and retention. The information will provide a richer understanding of career paths and a reliable, real-time picture of our training and education capacity to target recruitment efforts. Among its first efforts:

- ✓ **Study** of educational and career pathways of those employed in health careers. Surveys of health workers, students, directors of human resources and others will identify points of entry and advancement along health career pathways.
- ✓ **Assessment** of health training and education capacity of regional institutions. A descriptive and evaluative picture of the variety of programs, availability of instructors, vacancy rates and post-training placement rates will improve the region's ability to qualify more health workers.
- ✓ **Tracking** of vacancy and retention rates across health careers. Real-time vacancy rates will inform the region's efforts to market local jobs, increase training capacity and project future labor demand. Retention rate data will identify those institutions that are most effective at keeping their employees and facilitate the development of "best practice" models.
- ✓ **Documentation** and distribution of best workplace practices. Study of the most effective recruitment, training and retention initiatives will be shared across organizations in the region and beyond.

SOME HEALTH CAREER CHOICES

Audiologist

Chiropractor

Coding Specialist

Dialysis Technician

Emergency Medical Technician

Health Information Technician

Home and Personal Care Aide

Licensed Practical Nurse

Medical Assistant

Medical Librarian

Nurse Aide

Paramedic

Pharmacist

Physical Therapy Assistant

Physician Assistant

Prosthetist

Radiological Technologist

Registered Nurse

Respiratory Therapist

Social Worker

Sonographer

Surgical Technologist





SPREADING BEST WORKPLACE PRACTICES

If a hospital can consistently—even during workforce shortages—recruit and retain staff, it’s a workforce magnet. A formal Magnet designation by the American Nursing Credentialing Center of the American Nursing Association indicates that patient care is the focus of a hospital’s vision and work. Research has shown that such a hospital is likely to have better patient outcomes, patient satisfaction and worker retention than one without Magnet designation.

Magnet designation has been achieved by few organizations, only about 70 nationwide and none in western Pennsylvania. The principles behind Magnet designation, however, can be adopted by all health organizations. *Health Careers Futures* plans to be the region’s catalyst for the application of these principles through education, partnerships and collaborations, and resource development. It also plans to help institutions implement magnet principles and, ultimately, achieve Magnet status.

It’s on its way. In March, nearly 80 healthcare, workforce development and other interested organizations sent their employees to a summit on Magnet designation and Magnet workplace principles. *Health Careers Futures* and the Jewish Healthcare Foundation,

with support from Highmark Blue Cross Blue Shield and Workforce Connections, sponsored the full-day program.

Want to learn more about the Magnet process? *Health Careers Futures* has a limited number of CDs and ANCC Magnet Recognition Brochures—call 412.594.3635.



CONNECTING GRADUATE STUDENTS OF HEALTH SCIENCES TO THE REGION

The **JHF/Coro Health Sciences Fellowship**, a collaboration between the Jewish Healthcare Foundation and the Coro Center for Civic Leadership, offers talented and highly motivated graduate students an intensive eight-week summer program that enhances current internships, practicum and experiential learning requirements by examining issues beyond those covered in traditional education.

Pittsburgh is a national center for the education of health professionals, housing some of the country’s leading universities and healthcare institutions. Local graduate students in the health sciences lack easy access to cutting edge leaders and issues, health practices, policies and discoveries in the region. *Health Careers Futures*, in fulfilling its mission to attract, retain and track qualified health sector employees, partners with two health sciences fellowship programs to introduce students to local health and medical luminaries in multidisciplinary sessions.

The **Jonas Salk Health Fellowship** is a collaboration between JHF and the Jewish University Center. The interdisciplinary fellowship integrates medical ethics and Judaic principles in discussions of the core content of the JHF/Coro experience.



The Cost of Turnover: A Nursing Example

- Approximately 500,000 registered nurses work in U.S. hospitals today.
- Given a turnover rate of 15%, 75,000 will leave their hospitals every year.
- Given an average replacement cost of \$40,000 per nurse, replacing all nurses in the country will cost \$3 billion every year.

Adapted from *Healthcare on the Bleeding Edge*, chapter six of *Impending Crisis: Too Many Jobs, Too Few People* by Roger Herman, Tom Olivio and Joyce Gioia, Oakhill Press, 2003.



WE'RE IN GOOD COMPANY...

Solving the health workforce crisis is a priority across the country—*Health Careers Futures* joins a legion of foundations, government agencies and providers to work toward the same goal on a variety of fronts.

Consider the National Center for Health Workforce Analysis, a division of the Health Resources and Services Administration of the U.S. Department of Health and Human Services. Its regional centers for health workforce studies focus on geographic imbalance, racial and ethnic diversity, and service adequacy. Or the U.S. Agency for Healthcare Research and Quality which, through a grant to the Pittsburgh Regional Healthcare Initiative, supports innovations and education in work redesign that will improve healthcare workplaces and perfect patient care.

The philanthropic community continues to invest in health workforce development. For example, together with The Atlantic Philanthropies, The Robert Wood Johnson Foundation has a new program called Better Jobs, Better Care, designed to improve the recruitment and retention of direct care workers. Across the country foundations, including the California Endowment, the Commonwealth Fund, the W.K. Kellogg Foundation, The New York Community Trust, the John A. Hartford Foundation, the United Hospital Fund and the Annie E. Casey Foundation are funding new initiatives that tackle the health workforce crisis.

Locally, the Heinz Endowments is already supporting a partnership between *Health Careers Futures* and the Faith-Based Network, an organization of religiously affiliated long-term care providers. The project, still under development, will recruit nurses from the New York City area, in collaboration with El Centro Latino, World Class Industrial Networks and Elliott Marketing.

...AS WE CONTINUE A TRADITION

The Jewish Healthcare Foundation maintains a long-standing commitment to building health workforce capacity. This commitment takes many shapes—from curriculum to advocacy to work redesigns.

JHF's role as a catalyst in curriculum innovations is longstanding. In medical schools these enhancements range from home care and home visiting in geriatrics; physician-patient communication; ethics in treating people with AIDS; and post-partum depression. The Foundation has also invested in nursing with distance learning for advanced practice in geriatrics. It supported a nurse leadership training program at Carlow College, designed to strengthen nurses as policy advocates.

Currently, "Healthy Elders... Healthy Jobs 2005" is changing the way long-term care and aging services are provided and staffed. Ultimately, older adults in these settings will have improved quality of life and better health and health care. Long-term care workers will have improved satisfaction and reduced staff turnover.

The JHF's supporting organizations and initiatives are also continuing investments in the workforce. PRHI and the CBO initiative are giving the health workforce tools to improve quality and safety in their workplaces at the point of patient care. Working Hearts is showing the workforce at large how to make incremental lifestyle changes in nutrition, exercise and stress management in order to improve their own heart health.

Resources

Health Career Information

Hospital and Health System Association
of Pennsylvania
www.pahealthcareers.org

Center for Health Careers at the Hospital Council
of Western Pennsylvania
www.chc.hcwp.org

Johnson & Johnson Campaign for Nursing's Future
www.discovernursing.com

Magnet Hospitals

American Nurses Credentialing Center
and the Magnet Recognition Program
www.nursecredentialing.org

Regional Workforce Development

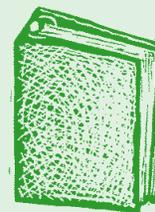
Three Rivers Workforce Investment Board
and Workforce Connections Resource
For Regional Workforce Development
www.talentpittsburgh.com

Three Rivers Workforce Investment Board
www.trwib.org

Workforce Connections
www.workforceconnectionsonline.org

Regional Internship Center
<http://ric-swpa.org>

Commonwealth of Pennsylvania Career Site
www.pacareerlink.state.pa.us



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