



Select Committee on Health Care Workforce Innovation

**Wednesday, January 15, 2014
10:30 AM - 1:30 PM
Webster Hall (212 Knott)**

Committee Meeting Notice

HOUSE OF REPRESENTATIVES

Select Committee on Health Care Workforce Innovation

Start Date and Time: Wednesday, January 15, 2014 10:30 am
End Date and Time: Wednesday, January 15, 2014 01:30 pm
Location: Webster Hall (212 Knott)
Duration: 3.00 hrs

Discussion of health care provider workforce:

- Rebecca Rust, Bureau of Labor Market Statistics, Department of Economic Opportunity
- Richard Shriver, Hospital Corporation of America; Workforce Florida Board
- Roger Kirk, Bethesda Health Care

NOTICE FINALIZED on 01/08/2014 14:58 by Iseminger.Bobbye



FLORIDA
DEPARTMENT *of*
ECONOMIC
OPPORTUNITY

Demonstration of the Florida Occupational Supply/Demand System for Healthcare

House Health & Human Services Committee

Bureau of Labor Market Statistics



Detail on Florida's Occupational Supply / Demand System

Florida applied for and won a competitive grant from the U.S. Department of Labor, ETA; Workforce Data Quality Initiative for \$1 million (Dec. 2010- June 2013)

- The grant is funding the new Florida Occupational Supply/Demand System (S/D) which will be the most comprehensive and timely system available in the nation
- The S/D system is designed to improve education and training alignment to better meet the hiring needs of business
- The S/D system is designed for business, workforce, education, economic development, job seekers, and students
- The data are by statewide and region and are web based



Florida's Supply/Demand System

- **The indicators of Potential Labor Supply by occupation are:**
 - Workforce, public and private postsecondary education (enrollees completers, and graduates by occupation based on CIP-SOC)
 - Job seekers registered at career one-stop centers
- **The indicators for Labor Demand are:**
 - The Conference Board's Help Wanted OnLine (HWOL) data series of monthly job ad openings by occupation (for short-term analysis)
 - DEO LMS average annual projected openings by occupation (for long-term analysis)
- **Other Information:**
 - Current employment, wages, and education required by occupation

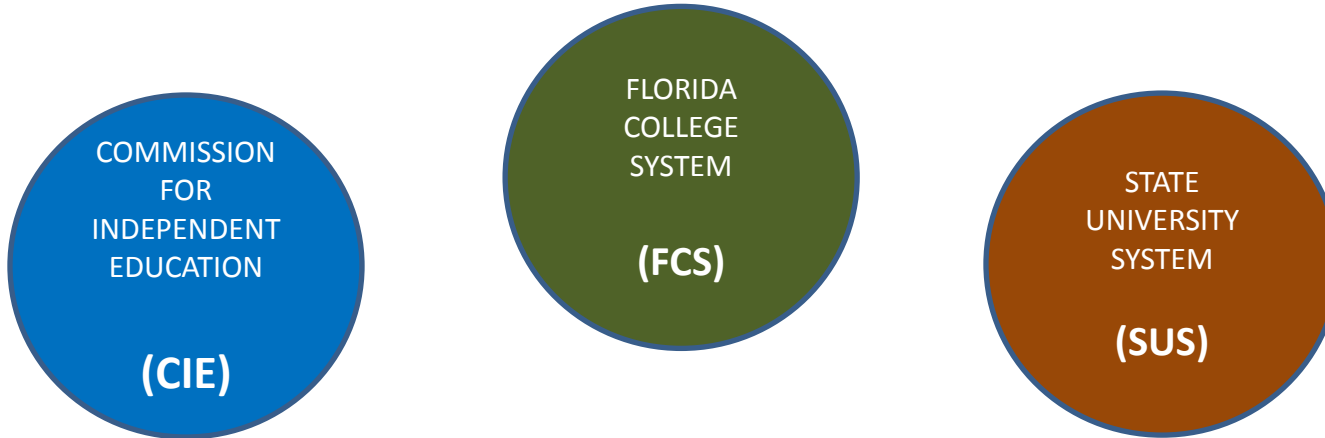


How will the data be used to help Florida and the economy?

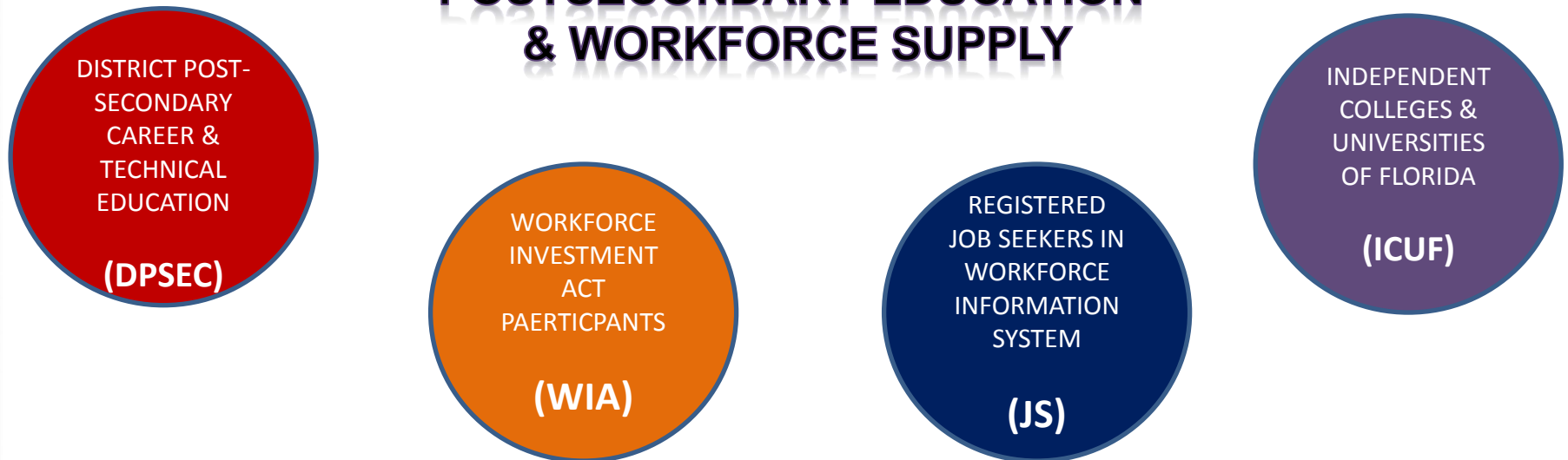
- Workforce and education will use the data to create better alignment of education and training offerings in meeting occupational demands of business
- Economic developers will have the most comprehensive and timely occupational S/D data readily available to support business recruitment in their analysis of available labor supply
- Students will benefit from having real time information on jobs in demand now and in the future; jobseekers can use the information for re-employment purposes



The Sources of Labor Supply Indicators by Occupation



POSTSECONDARY EDUCATION & WORKFORCE SUPPLY



Explanation of Supply/Demand Report Information...

Regional Report														
Area	Occupation	SOC	WIA-E	DPSEC-E	FCS-E	CIE-E	WIA-C	DPSE C-C	FCS-C	CIE-C	ICUF -C	SUS-C	JS	Total Supply
12	Registered Nurses	291141	17		2,984	942	10		540	119	972	2,111	276	935

- Enrollees on the Supply/Demand report are signified with an –E suffix following the Supply acronym while Completers/Graduates are indicated by a -C suffix.
- Notice that items in **BLUE** are used in creating the **Total Supply** (also in **BLUE**).
- REGIONAL Reports *DO NOT* include ICUF and SUS data in total supply as university graduates are considered statewide supply and are not parsed to a regional level. They are provided as informational supply only.
- STATEWIDE Reports *DO* include University graduates. When reviewing occupations for potential new training programs or programs to reduce, one should always review both the Regional and Statewide Reports.

Statewide Report														
Area	Occupation	SOC	WIA-E	DPSEC-E	FCS-E	CIE-E	WIA-C	DPSE C-C	FCS-C	CIE-C	ICUF -C	SUS-C	JS	Total Supply
STW	Registered Nurses	291141	2,074		27,803	11,969	882		5,345	2,258	972	2,111	5,417	16,103



Explanation of Supply/Demand Report Information (Continued) ...

Area	Occupation	SOC	Total Supply	Short Term Demand	Ratio of Supply to Demand	Supply Gap or Overage	CURR YR EMP	ENTRY WAGE	MEDIAN WAGE	EXP WAGE	ON TOL	FL EDUC LEV
12	Registered Nurses	291141	935	1,499	0.62	-564	18,195	\$22.31	\$27.33	\$31.19	Yes	4

Total Supply is contrasted against Short-Term Demand

Total Supply of 935 vs. Short-Term Demand of 1,499 leaves a "Gap" of -564 trained individuals

...and a ratio of .62 persons for each job ad existing

Other Information:

Current employment, wages, and education required by occupation

Fl. Education Levels 1= <High School 2= High School 3= Postsecondary Adult Vocational (PSAV) 4= College Credit 5= Bachelor's 6= Master's or higher



Short-Term Demand

Is based upon employer generated job ads advertised on the internet. The Conference Board's Help Wanted OnLine data series scrapes job boards monthly to show real time jobs in demand.

Long-Term Demand

Is average *annual* openings based on Long-Term projections produced by DEO's Bureau of Labor Market Statistics. These data are based on projected occupational *growth and separations*.

How do they Differ?

Short-term demand is based upon ads resulting from occupational growth, separations and job churning. Job churning is the movement of workers from one job to another, usually due to seeking better opportunities. Therefore, Short-Term demand often exceeds Long-Term demand.



Supply/Demand (S/D) Data Caveats

- Enrollees may or may not complete training
- Completers may already have a job or may have moved out of the geographic area
- Most jobseekers do not register with the career one-stop centers and for those registered they may or may not be qualified for the job they are seeking
- Not all jobseekers have their desired occupation identified in the system
- Job openings only include internet job ad postings (not all jobs are posted on the internet)



Data Caveats (continued)

- The job ads have been de-duplicated but some duplicates may still exist; time frames for supply and demand data elements differ
- District and Florida College System enrollees and completers are based on supply in the workforce region and are not statewide based
- University graduates are statewide only and cannot be parsed to workforce regions; the statewide report does include University graduates in supply
- Some job ads may be placed in area for recruitment purposes but actually exist in a different location



Data Caveats (continued)

- Some programs prepare students for one occupation while others may train for multiple occupations; Completers / Graduates are counted in *each* occupation that is related to their program of study
- Information may be known at the local level that should be considered when using the occupational S/D data, such as incoming or expanding firm(s)
- Supply information for Medical Board Certifications is not readily available due to voluntary reporting by physicians to the Florida Department of Health



TOP 15 HEALTHCARE OCCUPATIONS IN UNDERSUPPLY

by Supply Gap

Occupation	Total Supply	Short Term Demand	Ratio of Supply to Demand	Supply Gap or Overage	CURR YR EMP	ENTRY WAGE	MEDIAN WAGE	EXP WAGE	FL EDUC LEV
Occupational Therapists	323	1,891	0.17	-1,568	6,288	\$23.47	\$36.32	\$41.63	6
Physical Therapists	573	2,095	0.27	-1,522	12,284	\$28.11	\$37.93	\$44.13	6
Speech-Language Pathologists	515	1,105	0.47	-590	5,972	\$23.35	\$32.93	\$38.77	6
Physician Assistants	185	768	0.24	-583	4,061	\$30.84	\$42.09	\$48.54	5
Internists, General^	106	576	0.18	-470	1,332	\$62.25	N/R	\$113.53	6
Surgeons^	10	423	0.02	-413	1,491	N/R	N/R	N/R	6
Medical and Clinical Laboratory Technologists	315	649	0.49	-334	10,530	\$20.61	\$25.85	\$28.63	4
Psychiatrists^	10	284	0.04	-274	839	\$50.45	\$79.51	\$98.88	6
Nurse Practitioners	189	401	0.47	-212	N/R	N/R	N/R	N/R	6
Occupational Therapy Assistants	218	315	0.69	-97	1,151	\$22.52	\$28.35	\$30.94	4
Ophthalmic Medical Technicians	0	97	N/A	-97	N/R	N/R	N/R	N/R	3
Pediatricians, General^	25	111	0.23	-86	1,414	\$43.05	\$70.87	\$96.61	6
Obstetricians and Gynecologists^	20	93	0.22	-73	709	N/R	N/R	N/R	6
Anesthesiologists^	18	84	0.21	-66	1,916	N/R	N/R	N/R	6
Dentists, General	283	299	0.95	-16	6,528	\$31.58	\$64.06	\$89.85	6

Fl. Education Levels 1= <High School 2= High School 3= Postsecondary Adult Vocational (PSAV) 4= College Credit 5= Bachelor's 6= Master's or higher

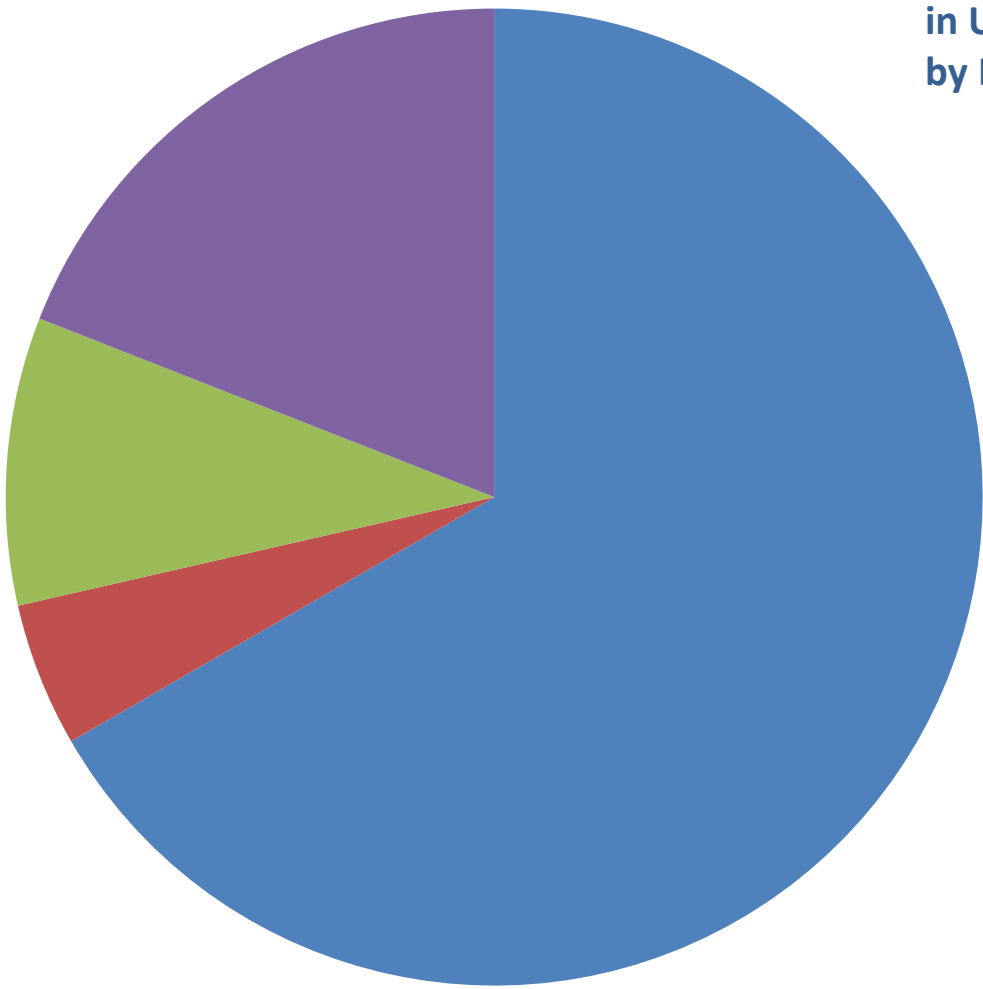


Summary of Top Healthcare Occupations for all Education levels

- Occupational therapists and physical therapists are the top 2 healthcare occupations undersupplied, both requiring a Master's or higher degree
- 11 of the top 15 healthcare occupations require a Master's or higher degree
- Medical Board Certifications are awarded post-MD education; supply information on board certifications is not readily available; Florida Department of Health data on medical specialties are based on voluntary reporting by physicians



HEALTHCARE OCCUPATIONS in UNDERSUPPLY by REQUIRED EDUCATION



- MASTERS and Higher
- BACHELOR'S
- COLLEGE CREDIT
- POSTSECONDARY ADULT VOC. CERTIFICATE



TOP HEALTHCARE OCCUPATIONS IN UNDERSUPPLY

Requiring Master's Degree or higher but not a MD degree

Occupation	Total Supply	Short Term Demand	Ratio of Supply to Demand	Supply Gap or Overage	CURR YR EMP	ENTRY WAGE	MEDIAN WAGE	EXP WAGE	FL EDUC LEV
Occupational Therapists	323	<u>1,891</u>	0.17	-1,568	6,288	\$23.47	\$36.32	\$41.63	6
Physical Therapists	573	<u>2,095</u>	0.27	-1,522	12,284	\$28.11	\$37.93	\$44.13	6
Speech-Language Pathologists	515	<u>1,105</u>	0.47	-590	5,972	\$23.35	\$32.93	\$38.77	6
Nurse Practitioners	189	<u>401</u>	0.47	-212	N/R	N/R	N/R	N/R	6
Dentists, General	283	<u>299</u>	0.95	-16	6,528	\$31.58	\$64.06	\$89.85	6

Fl. Education Levels 1= <High School 2= High School 3= Postsecondary Adult Vocational (PSAV) 4= College Credit 5= Bachelor's 6= Master's or higher



TOP HEALTHCARE OCCUPATIONS IN UNDERSUPPLY

Requiring Bachelor's Degree

Occupation	Total Supply	Short Term Demand	Ratio of Supply to Demand	Supply Gap or Overage	CURR YR EMP	ENTRY WAGE	MEDIAN WAGE	EXP WAGE	FL EDUC LEV
Physician Assistants	185	<u>768</u>	0.24	-583	4,061	\$30.84	\$42.09	\$48.54	5

Requiring College Credit (2 yr degrees)

Occupation	Total Supply	Short Term Demand	Ratio of Supply to Demand	Supply Gap or Overage	CURR YR EMP	ENTRY WAGE	MEDIAN WAGE	EXP WAGE	FL EDUC LEV
Medical and Clinical Laboratory Technologists	315	<u>649</u>	0.49	-334	10,530	\$20.61	\$25.85	\$28.63	4
Occupational Therapy Assistants	218	<u>315</u>	0.69	-97	1,151	\$22.52	\$28.35	\$30.94	4

Fl. Education Levels 1= <High School 2= High School 3= Postsecondary Adult Vocational (PSAV) 4= College Credit 5= Bachelor's 6= Master's or higher



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TOP HEALTHCARE OCCUPATIONS IN UNDERSUPPLY

Requiring Postsecondary Adult Vocational Certificate (PSAV)

Occupation	Total Supply	Short Term Demand	Ratio of Supply to Demand	Supply Gap or Overage	CURR YR EMP	ENTRY WAGE	MEDIAN WAGE	EXP WAGE	FL EDUC LEV
Ophthalmic Medical Technicians	0	97	N/A	-97	N/R*	N/R	N/R	N/R	3
Magnetic Resonance Imaging Technologists	22	33	0.67	-11	N/R	N/R	N/R	N/R	3
Hearing Aid Specialists **	0	6	N/A	-6	N/R	N/R	N/R	N/R	3

- All of the above undersupplied PSAV level occupations are *new* to the Standard Occupational Classification (SOC) System

* N/R Data to be forthcoming soon...

** There are no PSAV programs for Hearing Aid Specialists

Fl. Education Levels 1= <High School 2= High School 3= Postsecondary Adult Vocational (PSAV) 4= College Credit 5= Bachelor's 6= Master's or higher



TOP 15 HEALTHCARE OCCUPATIONS IN *POTENTIAL* OVERSUPPLY

Occupation	Total Supply	Short Term Demand	Ratio of Supply to Demand	Supply Gap or <i>Overage</i>	CURR YR EMP	ENTRY WAGE	MEDIAN WAGE	EXP WAGE	FL EDUC LEV
Medical and Clinical Laboratory Technicians	1,147	263	4.36	884	7,441	\$11.68	\$16.70	\$20.38	4
Pharmacy Technicians	2,149	1,135	1.89	1,014	20,334	\$10.18	\$13.23	\$15.11	3
<i>Registered Nurses</i>	16,102	15,019	1.07	1,083	154,451	\$22.31	\$29.18	\$34.31	4
Radiologic Technologists	2,372	409	5.80	1,963	14,069	\$18.92	\$24.67	\$27.92	3
Pharmacy Aides	2,438	4	609.50	2,434	6,942	\$8.43	\$9.52	\$10.49	3
Dental Assistants	3,471	642	5.41	2,829	15,282	\$12.47	\$16.44	\$18.50	3
Healthcare Support Workers, All Other	3,050	216	14.12	2,834	8,326	\$10.32	\$13.31	\$15.86	3
Phlebotomists	3,161	264	11.97	2,897	N/R	N/R	N/R	N/R	3
Massage Therapists	4,596	419	10.97	4,177	9,488	\$10.39	\$16.56	\$22.66	3
Medical Records and Health Information Technicians	7,022	1,018	6.90	6,004	10,596	\$10.31	\$14.14	\$18.31	4
Emergency Medical Technicians and Paramedics	7,355	292	25.19	7,063	9,133	\$11.06	\$14.49	\$17.76	4
Licensed Practical and Licensed Vocational Nurses	8,900	1,681	5.29	7,219	44,858	\$16.03	\$19.20	\$21.13	3
Home Health Aides	10,742	1,252	8.58	9,490	32,862	\$8.46	\$9.99	\$11.58	3
Medical Assistants	14,767	1,708	8.65	13,059	36,170	\$10.84	\$13.66	\$15.62	3
Nursing Assistants	21,267	1,293	16.45	19,974	N/R	N/R	N/R	N/R	3

- 11 of the top 15 require a Postsecondary Adult Vocational Certificate (FL Ed Lev = 3)
- 4 of the top require College Credit (FL Ed Lev = 4)



Real-Time LMI

Help-Wanted OnLine

Healthcare Occupations In Demand

Top Advertised Healthcare Occupations in Florida	Online Ads December 2013
Total Healthcare Occupations in Demand	45,832
Registered Nurses	15,515
Physical Therapists	1,880
Occupational Therapists	1,807
Home Health Aides	1,698
Medical Assistants	1,597
Licensed Practical and Licensed Vocational Nurses	1,459
Medical Records and Health Information Technicians	1,282
Nursing Assistants	1,270
Speech-Language Pathologists	1,106
Physicians and Surgeons, All Other	1,091
Pharmacy Technicians	951
Family and General Practitioners	824
Physician Assistants	771
Pharmacists	634
Dental Assistants	589

Source: The Conference Board, Help Wanted OnLine.

Prepared by: The Florida Department of Economic Opportunity, Bureau of Labor Market Statistics.



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HEALTHCARE OCCUPATIONS GAINING THE MOST NEW JOBS FLORIDA 2013-2021

RANK	OCCUPATIONAL TITLE	EMPLOYMENT		ANNUAL CHANGE		AVERAGE	EDUCATIONAL
		2013	2021	LEVEL	PERCENT	HOURLY WAGE	ATTAINMENT
1	Registered Nurses	169,380	202,635	4,157	2.45	30.28	Associate
2	Nursing Assistants	88,258	106,266	2,251	2.55	11.72	PSAV
3	Home Health Aides	31,281	43,907	1,578	5.05	10.52	PSAV
4	Licensed Practical Nurses	44,487	53,843	1,170	2.63	20.13	PSAV
5	Medical Assistants	39,506	48,353	1,106	2.80	13.93	PSAV
6	Personal and Home Care Aides	14,724	20,218	687	4.66	10.08	PSAV
7	Pharmacy Technicians	23,873	28,372	562	2.36	13.91	PSAV
8	Dental Assistants	16,703	20,359	457	2.74	16.54	PSAV
9	Physical Therapists	12,960	16,302	418	3.22	40.57	Master's
10	Dental Hygienists	10,669	13,559	361	3.39	29.05	Associate

PSAV – Postsecondary Adult Vocational Certificate

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Employment Projections Program, Forecast to 2021, released September 2013.



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HEALTHCARE OCCUPATIONS FASTEST-GROWING FLORIDA 2013-2021

RANK	OCCUPATIONAL TITLE	EMPLOYMENT		ANNUAL CHANGE		AVERAGE	EDUCATIONAL
		2013	2021	LEVEL	PERCENT	HOURLY WAGE	ATTAINMENT
1	Home Health Aides	31,281	43,907	1,578	5.05	10.52	PSAV
2	Personal and Home Care Aides	14,724	20,218	687	4.66	10.08	PSAV
3	Diagnostic Medical Sonographers	4,856	6,437	198	4.07	28.80	PSAV
4	Physical Therapist Assistants	4,708	6,081	172	3.65	28.00	Associate
5	Nurse Practitioners	6,212	7,930	215	3.46	42.57	Master's
6	Dental Hygienists	10,669	13,559	361	3.39	29.05	Associate
7	Physical Therapists	12,960	16,302	418	3.22	40.57	Master's
8	Medical and Public Health Social Workers	6,674	8,368	212	3.17	22.18	Master's
9	Occupational Therapists	6,633	8,313	210	3.17	39.00	Master's
10	Physician Assistants	4,081	5,102	128	3.13	46.88	Bachelor's

PSAV – Postsecondary Adult Vocational Certificate

*This table reflects occupations with a minimum of 4,000 jobs in 2013.

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Employment Projections Program, Forecast to 2021, released September 2013.



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Conclusions

- Medical occupations are among the fastest growing in the Florida economy due to aging of the population, population growth, and advances in medical technology
- The healthcare industry was the only sector not to lose jobs during the recent recession
- The highest demand occupations in healthcare generally require more education and training and pay relatively higher wages



Questions and Comments?



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**Florida
Department of Economic Opportunity
Bureau of Labor Market Statistics**

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<http://www.floridajobs.org>
<http://www.freida.labormarketinfo.com>
<http://www.floridawages.com>
<http://www.whatpeopleareasking.com>



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Ric Shriver

Professional Biographical Summary

Ric Shriver, currently Vice President of Human Resources for HCA's North Florida Division, has over 35 years of progressive healthcare human resources and organizational effectiveness experience. Ric began his career with HCA in 1982 when he was employed in Nashville at the corporate office as the Manager of Executive and Organizational Development. He assumed responsibility for the initial executive development programs, helping to form and create the CNO Development, COO Development, and the CFO Development programs. Following the first leveraged buyout for the company, Ric moved to Atlanta to become the Chief HR Officer for Scottish Rite Children's Medical Center, now known as Atlanta Children's Healthcare. Following eight years with Scottish Rite, Ric became the Vice President of Human Resources for Morrison Healthcare, the company providing contract Food & Nutrition Services to many of our HCA facilities. Ric came back to HCA in early 2006 to assume his current role. On June 1st of this year, Ric will become the Senior Leadership & Organizational Development Consultant for the National Group, with most of his focus on Florida, South Carolina and Georgia facilities.

Ric holds a Master's Degree in Business and Economics from Appalachian State University, is a Senior Professional in Human Resources (SPHR) since 1996, has been certified as a professional facilitator by DDI, Edge Learning, Miller-Heimann Sales Training, and Inscape Publishing (DISC). He also serves on the Florida Workforce Board, where he was named Chair of the Global Talent & Competitiveness Council.

Personally, Ric was an All-American Distance Runner in college, winning a Junior National title and a Southern Conference Champion title. Ric finished in the top 100 finishers at the Boston Marathon in 1978 and 1979. He is also a U.S. Navy Veteran, having served as a Radioman for the 6th Fleet while stationed in North Africa. Ric resides in Tallahassee, Florida.

HCA Florida Workforce Statistics – Headcount – Attachment A

<u>Skill Mix</u>	<u>Percentage</u>	<u>Relevant Headcount/Opportunities*</u>	
Mgmt/Supervision	6.7%		
Clinical/Professional	12.7%	5,843	935
RNs	36.6%	17,924	2,868
LPNs	2.0%		
Patient Care Techs	15.6%	7,553	1,208
Clerical/Admin	7.7%		
Support Services	1.1%		
Medical Office Staff	.4%		
Non-Clinical Prof.	3.0%		
Clinical Technicians	13.2%	6,210	994
All	100%	48,211 – HCA Florida	

**HCA Florida – Workforce Development Current Funding/Support –
Attachment B**

<u>Facility</u>	<u>Location</u>	<u>Annual Support</u>	<u>Employing</u>
Orange Park MC	Orange Park, FL	\$25,000	5 GNs
West Florida Division	Tampa/St. Pete	\$128,000	34 GNs
N. Florida RMC	Gainesville, FL	\$64,000	16 GNs
N. Florida RMC	Gainesville, FL	\$40,000	10 GNs

Employ Florida Health Care Initiative – Attachment D

The Employ Florida Healthcare Workforce Initiative was launched as an innovative solution to help unemployed Floridians find jobs in the healthcare sector, and to help individuals already in the profession move up the career ladder in healthcare—the only sector showing job growth in the state at this time. The initiative was initially launched within four South Florida Regional Workforce boards in Round One. Twelve regional workforce boards are participating in Round Two.

Key components of the program include identifying occupations of critical concern to healthcare employers; rigorously pre-assessing candidates to ensure an appropriate aptitude and interest “fit” with the healthcare profession; streamlining the employed worker training application processes; and creating up to two new two-year RN classes.

A special ad-hoc committee of the Workforce Florida board was created to oversee and guide this initiative, and to track best practices as it expands statewide.

Round One Four Regions participating Total of \$1.972 million

Projects began August 3, 2009 and will end on June 30, 2011

Projects cover:

- Critical healthcare occupational shortages focusing on registered nurses
- Training for newly licensed registered nurses to increase retention and increase supply of specialty nurses.
- Training of incumbent workers in critical nursing areas – Critical Care, Emergency Room, Preoperative and Women and Children

Progress to date: Three of the four regions are progressing well. One region has exceeded their planned enrollments by more than 65%.

Round 2 Twelve Regions participating (includes Region 18) Totaling Over \$4 million

Projects began October 16, 2009 and will end June 30, 2011

Projects cover: Medical code specialty certifications, health information technicians; LPN transition to upgrade current skills to earn an RN credential; training for RNs to RN specialty, transitioning workers with healthcare backgrounds to pursue higher levels of training in nursing, pharmacy technicians and health information technicians.

Progress to date: Projects are progressing well. Most of the participating regions are on track with their enrollments. One region has surpassed their planned enrollments by 46%.

Region 18's project: Award of \$300,000 for the development of an innovative model that pairs immediate recruitment, assessment & training of needed healthcare professionals in nursing, allied health, long-term care and health information technology. August enrollment figures reveal they have currently enrolled 72% of their projected 130.

Other Healthcare Related Projects:

Four Regions received a total of \$602,500.

Projects began June 15, 2009 and ended June 14, 2010.

Projects covered: development of a CNA certification program with an emphasis on geriatrics; implementation of a nursing diversity awareness, training and employment initiative that provided services to educationally and economically disadvantaged individuals and enhancement of educational opportunities in health care.

Results: Three of the four participating workforce boards greatly exceeded their projected enrollments and completions.

Workforce Florida

Healthcare Summit

Summary of Strategies to Enhance Healthcare Employment

April 19, 2013

Primary Objective	Supporting Strategies
Healthcare Employment Opportunities	<p>Establish a common platform among the Regional Workforce Boards which outlines a suite of services for healthcare providers, healthcare educational providers, incumbent healthcare workers, and those desiring to pursue a healthcare career.</p> <p>Equip healthcare education providers and healthcare providers with the tools/resources to design and deliver customized training in accordance with the healthcare providers' needs and unique circumstances.</p> <p>Focus healthcare provider recruiting and talent management strategies on "local" talent.</p> <p>Enhance the support for the Florida Center for Nursing in order to expand the data/information resources supporting targeted healthcare occupations.</p> <p>Document healthcare occupation career tracks, including the income opportunities associated with each career track.</p> <p>Explore reasons licensed but not working healthcare professionals are staying out of the field; enlist the RWBs in this effort. (skills stale? Out-of-date?)</p> <p>Establish a statewide "healthcare career website" via Workforce Florida which supports healthcare employee blogs, available career transition programs, career interest inventories, best practices, career advancement opportunities, etc.</p> <p>Explore issues in the State of Florida delaying RN licensing.</p>
Accelerate and Enhance Integration of Curricula	<p>Explore the use of different modalities for learning.</p> <p>Facilitate "contextual learning" on-site; i.e., more targeted just in time/OJT training</p> <p>Replicate best practices; don't reinvent the wheel.</p> <p>Target training towards the securing of certifications.</p> <p>"Listen" to client healthcare providers and workers, ensuring that training provided is "real world" and based on adult learning principles.</p> <p>Measure results against objectives.</p> <p>Gain buy in across the healthcare industry.</p>

<p>Improve the Quality and Efficiency of Healthcare Education</p>	<p>Document/list key stakeholder needs.</p> <p>Conduct a comparative evaluation of stakeholder needs vs. available models/best practices, funding and resources.</p> <p>Modify models/best practices to fit each need; i.e., repeatable, practical, operational.</p>
<p>Secure financial support for healthcare career tracks, including advanced clinical education</p>	<p>Create an “HCA Corporate” process for streamlining and standardizing partnerships with HCA facilities.</p> <p>Identify and establish tactical plans to minimize barriers created by State and Federal Regulations.</p> <p>Improve collaboration among RWBs.</p> <p>Consider and evaluate opportunities for State level funding.</p> <p>Explore and pursue targeted philanthropic support for targeted clinical education programs; e.g., “Conversion Foundation”, large vendors</p> <p>Further develop “healthcare employment” infrastructure to pull critical stakeholders and resources together.</p> <p>Engage Florida Department of Education “Apprenticeship Structure” to support initiatives.</p>
<p>Better define and communicate career opportunities</p>	<p>Ensure identification of all stakeholders.</p> <p>Gain buy in and support from key institutions.</p> <p>Establish a marketing “tool kit” for healthcare employment for use by the RWBs.</p> <p>Ensure assessment, measurement of outcomes, and accountability “loops” are in place.</p> <p>Establish reliable and sustained funding mechanisms.</p> <p>Define career track opportunities, including field specialties, certifications, degree levels, and anticipated job needs.</p> <p>Mechanisms to better communicate healthcare employment opportunities should include:</p> <ul style="list-style-type: none"> - Key word google search enhancement - More healthcare summits - Better direct communication to new grads - In-hospital promotion - In-school promotion - Branding - RWB printed materials, posters, magazines - Positive image of healthcare providers

Creating Disruptive and Innovative Change in Healthcare Workforce Development

April 19, 2013
Gainesville, Florida



PRESENTED BY

HCA North Florida Division, HCA West Florida Division, Hillsborough Community College,
Florida Center for Nursing, Workforce Florida Inc.

Today's agenda

- Welcome/Introductions
- Key Objectives/Desired Outcomes
- The State of Healthcare Employment
Florida Center for Nursing Executive Director Mary Lou Brunell
- Team Formation
- Team Solutions
- Team Rotations and Prioritizations
- Team Presentations/Discussion
- Summary and Next Steps

Participating today

- HCA North Florida Division
- HCA's North Central Florida Market
 - Lake City Medical Center
 - North Florida Regional Medical Center
 - Ocala Regional Medical Center
 - West Marion Hospital
- HCA West Florida Division

Participating today

- Florida's Colleges and Universities
 - Gateway Community College
 - Santa Fe Community College
 - Hillsborough Community College
 - Ocala
- Florida Center for Nursing

Participating today

- Regional Workforce Boards

 - North Florida Workforce Development Board

 - Hamilton, Jefferson, Lafayette, Madison, Suwannee, Taylor

 - Florida Crown Workforce Board

 - Columbia, Dixie, Gilchrist, Union

 - WorkSource

 - Baker, Clay, Duval, Nassau, Putnam, St. Johns

 - FloridaWorks

 - Alachua, Bradford

 - Workforce Connection

 - Citrus, Levy, Marion

- Workforce Florida Inc.

HCA North Florida Division

- Facilities located throughout North Florida & South Georgia
 - 13 hospitals
 - 5 surgery centers
 - 5 diagnostic imaging centers
 - 5 inpatient rehabilitation facilities
 - 3 psychiatric care facilities
 - 2,852 licensed beds
 - 13,000 employees
- Bed counts range from 65 to 531
- More than 1.3 million patients treated in 2012



HCA West Florida Division

- Facilities located throughout Tampa, St. Petersburg, Sarasota and the greater Orlando area.
 - 18 hospitals and free standing ERs
 - 16 ambulatory and surgery centers
 - Numerous diagnostic imaging facilities
 - Integrated regional lab
 - 17,700 employees
- Bed counts range from 65 to 400
- More than 1.2 million patients treated in 2012



Florida Center for Nursing (FS 464.0195)

- Established in 2001, the FCN purpose is to address issues related to the nursing shortage in Florida.
- Center's Mission
 - Address strategically the issues of nursing supply and demand
 - Generate and disseminate credible information
 - Enhance and promote innovative recognition, reward, and renewal activities

www.FLCenterForNursing.org

Workforce Florida Inc.

Who we are:

- *Workforce Florida is the statewide, business-led policy board charged with overseeing the state's workforce system.*
- *Our workforce system connects employers with job seekers and job seekers with employers.*
- *We do this through demand-driven, business-led strategies and investment to meet the needs of employers today **and** tomorrow.*

Key Objectives/Outcomes

- Accelerate and enhance healthcare employment throughout Florida
- Expand healthcare career opportunities, particularly in nursing, by accelerating and enhancing the integration of curricula developed by educational institutions and healthcare providers
- Improve the quality and efficiency of healthcare education through enhanced collaboration and integration with
 - Florida's Regional Workforce Boards
 - Clinical and educational leaders from healthcare

Key Objectives/Outcomes

- Explore creative opportunities to financially support advanced clinical education for existing and new healthcare workers in Florida healthcare facilities
- Establish a more formal process for
 - ongoing evaluation and improvement of healthcare employment
 - career development/advancement opportunities within defined regions/markets

Key Objectives/Outcomes

- Better define and communicate existing career opportunities in Florida's healthcare industry

The State of Healthcare Employment in Florida

*Florida Center for Nursing
Executive Director
Mary Lou Brunell, MSN, RN*

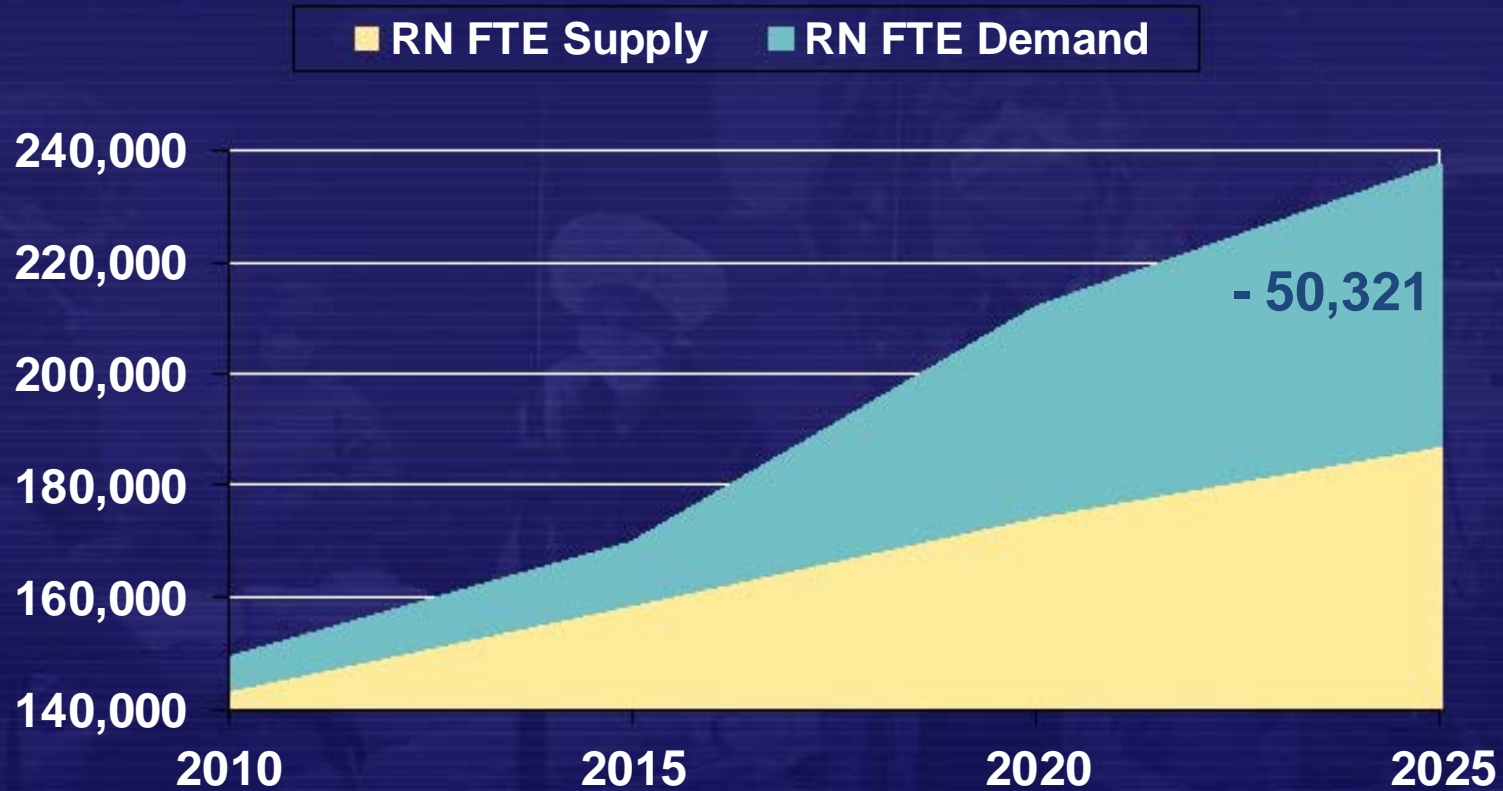
Nurse Workforce Information

The nurse data “trifecta”:

- Nurse Supply Data – licensure and renewal survey data analyzed biennially (consistent with renewal cycle)
- Nurse Demand Data – employer surveys of 6 industries conducted and analyze biennially (odd years)
- Nurse Education Data – LPN / RN pre-licensure and graduate programs surveyed and analyzed annually

These data elements permit forecasting of nurse supply, demand, and shortage/surplus

Statewide Registered Nurse Forecast



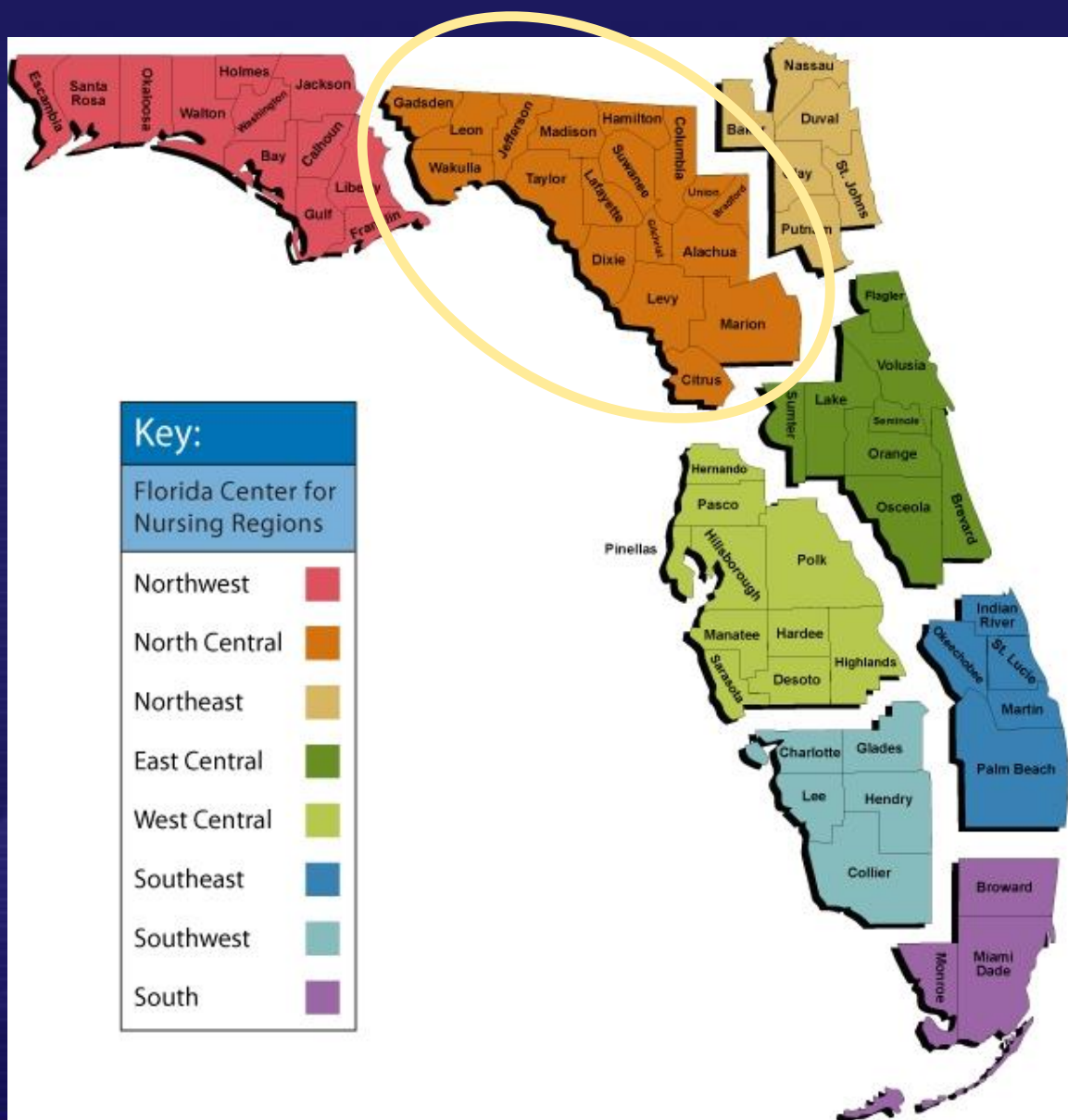
NOTE: With implementation of the PPACA

How Information is Reported

- By State
- By Geographic Region
- By Licensure Level

How Information is Used

- By Academia
- By Industry
- For Policy and Resource Decisions

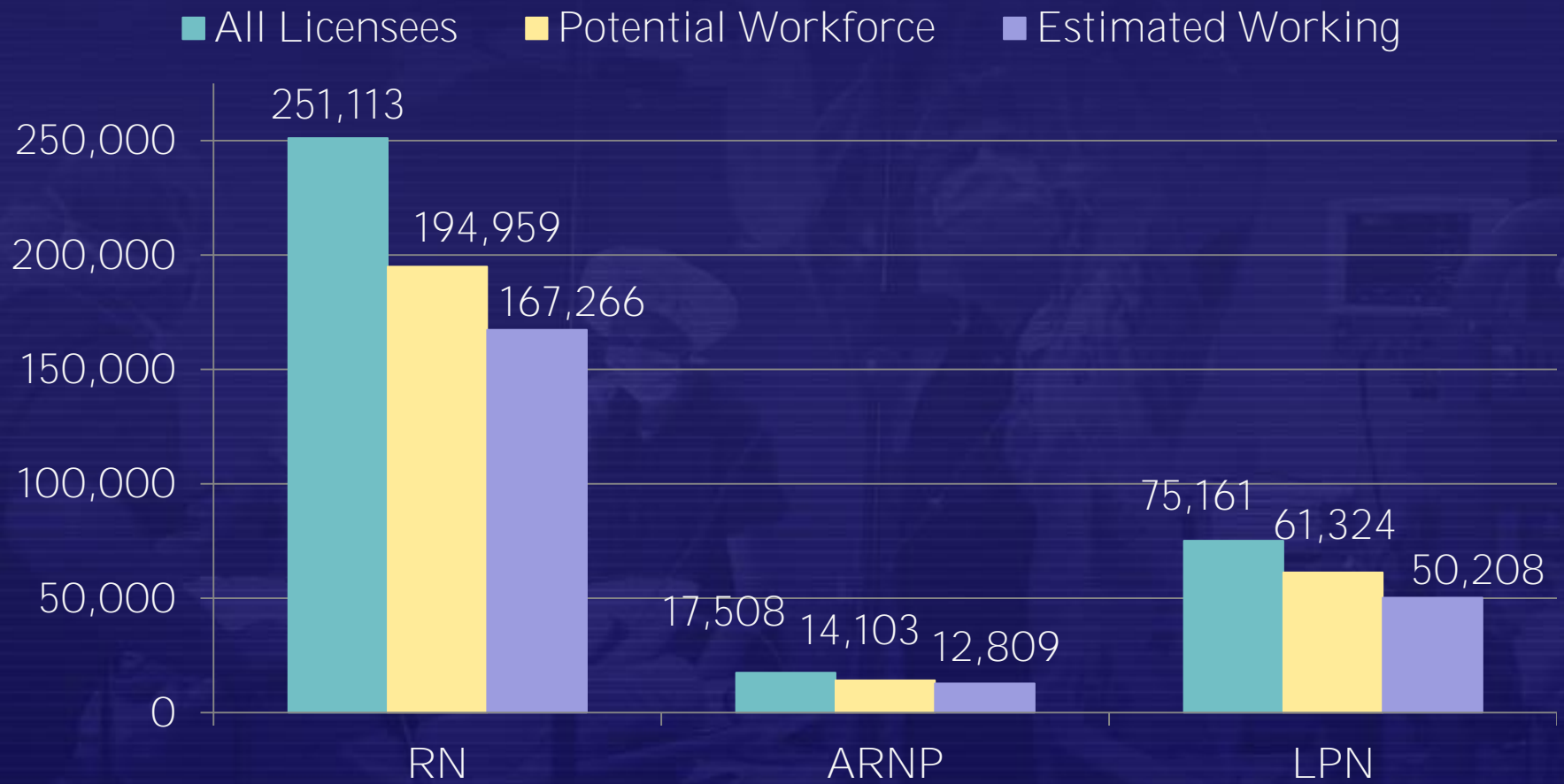


NORTH CENTRAL FLORIDA

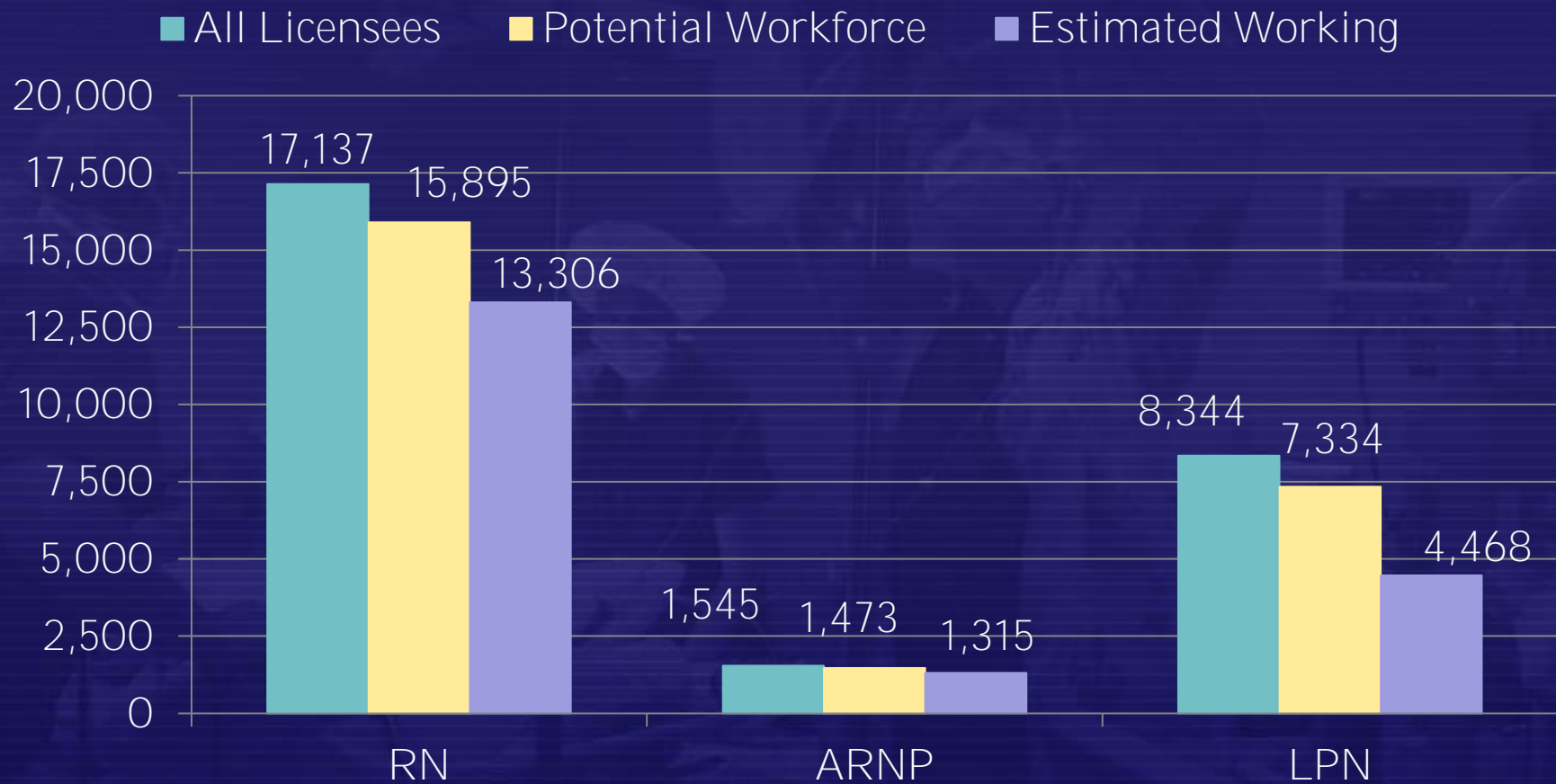
With Statewide Comparisons



Florida Nurse Supply as of January 2012



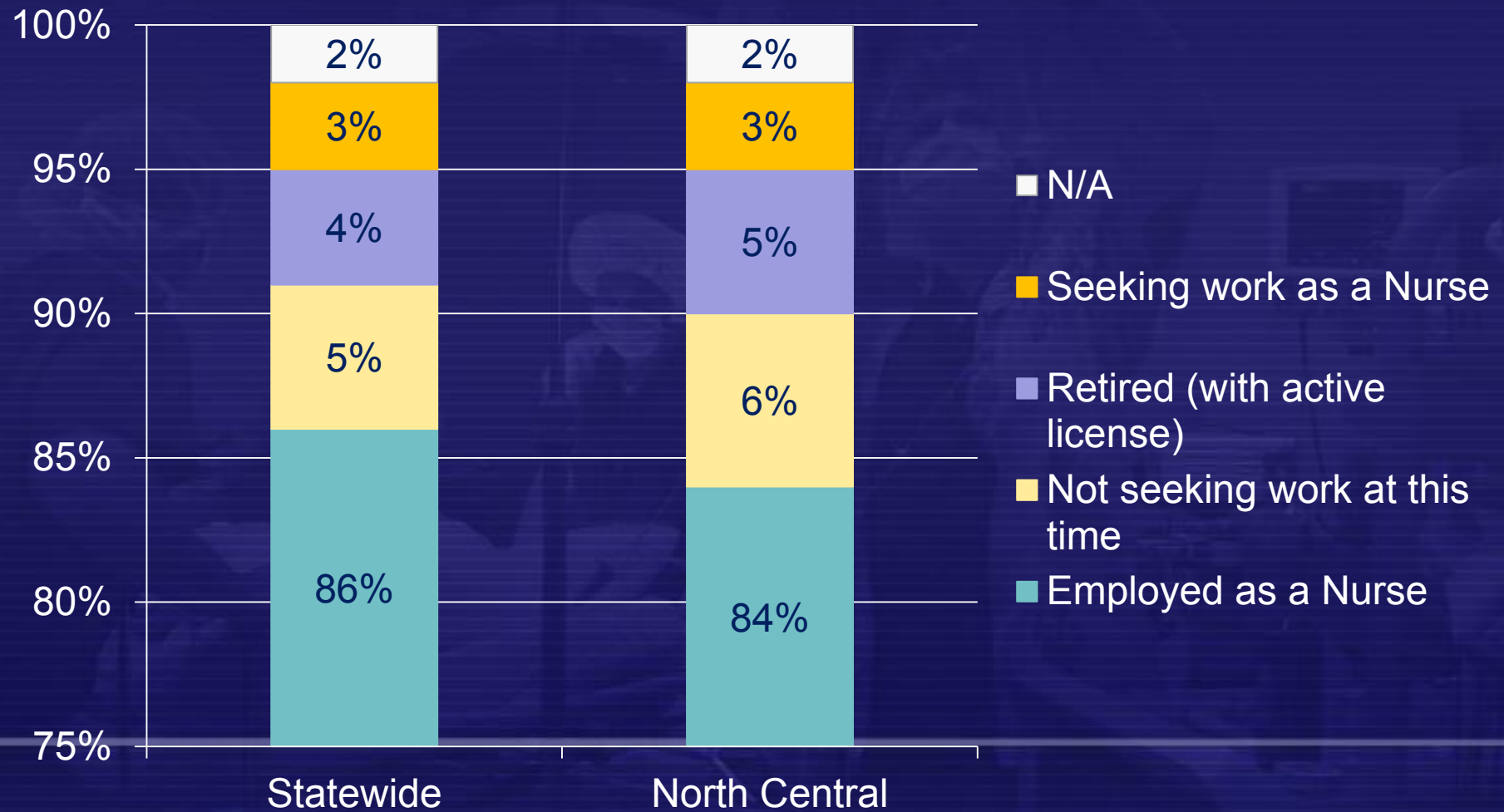
N Central Nurse Supply as of January 2012



Change in the Potential Nurse Workforce

	North Central			State		
	2009	2011	% Change	2009	2011	% Change
RN	14,919	15,895	6.5%	187,093	194,959	4.2%
ARNP/ CNS	1,338	1,473	10.1%	12,656	14,103	11.4%
LPN	5,194	7,334	41.2%	57,861	61,324	6.0%

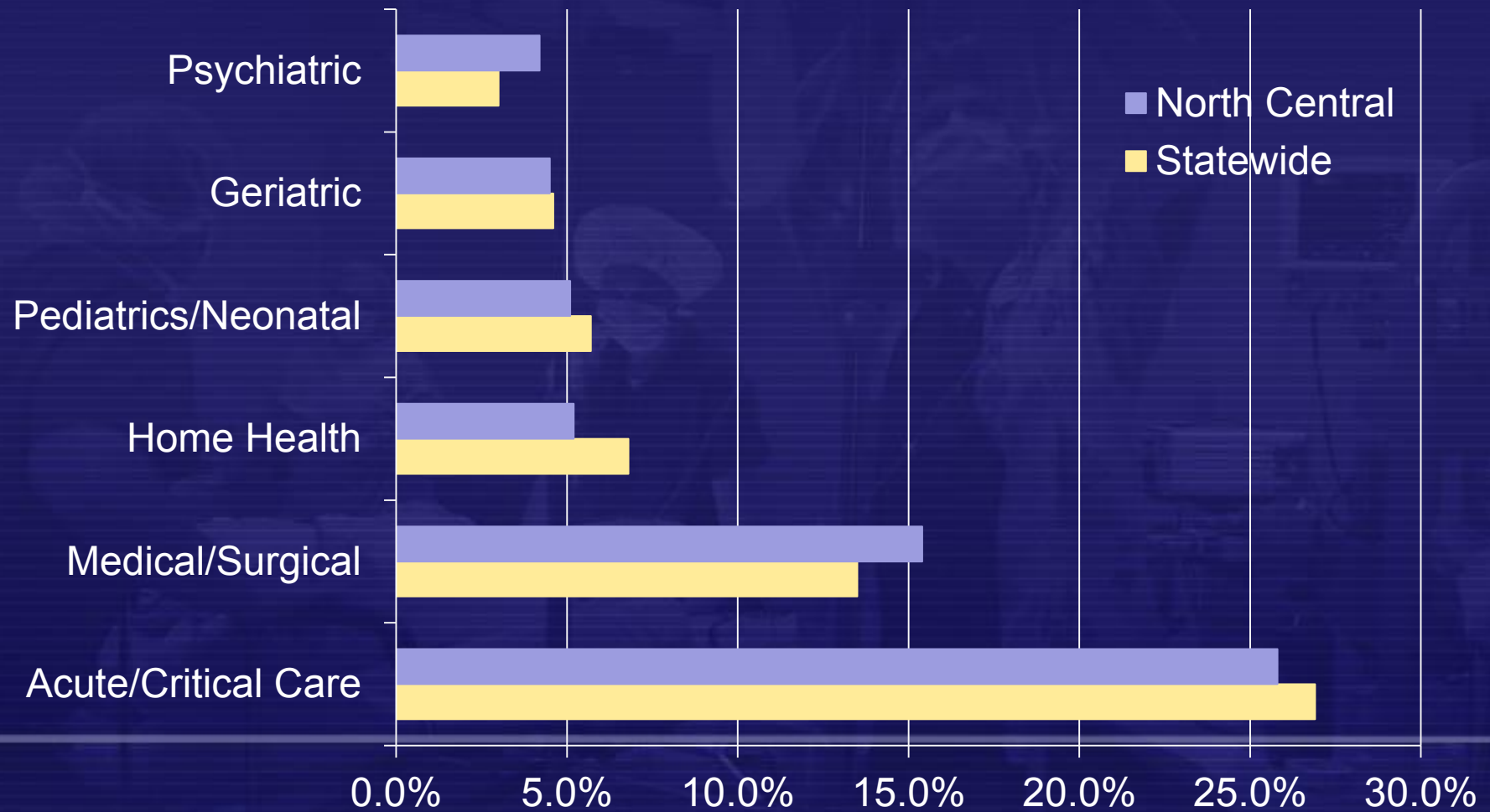
RN Work Status in Percent, 2010-2011



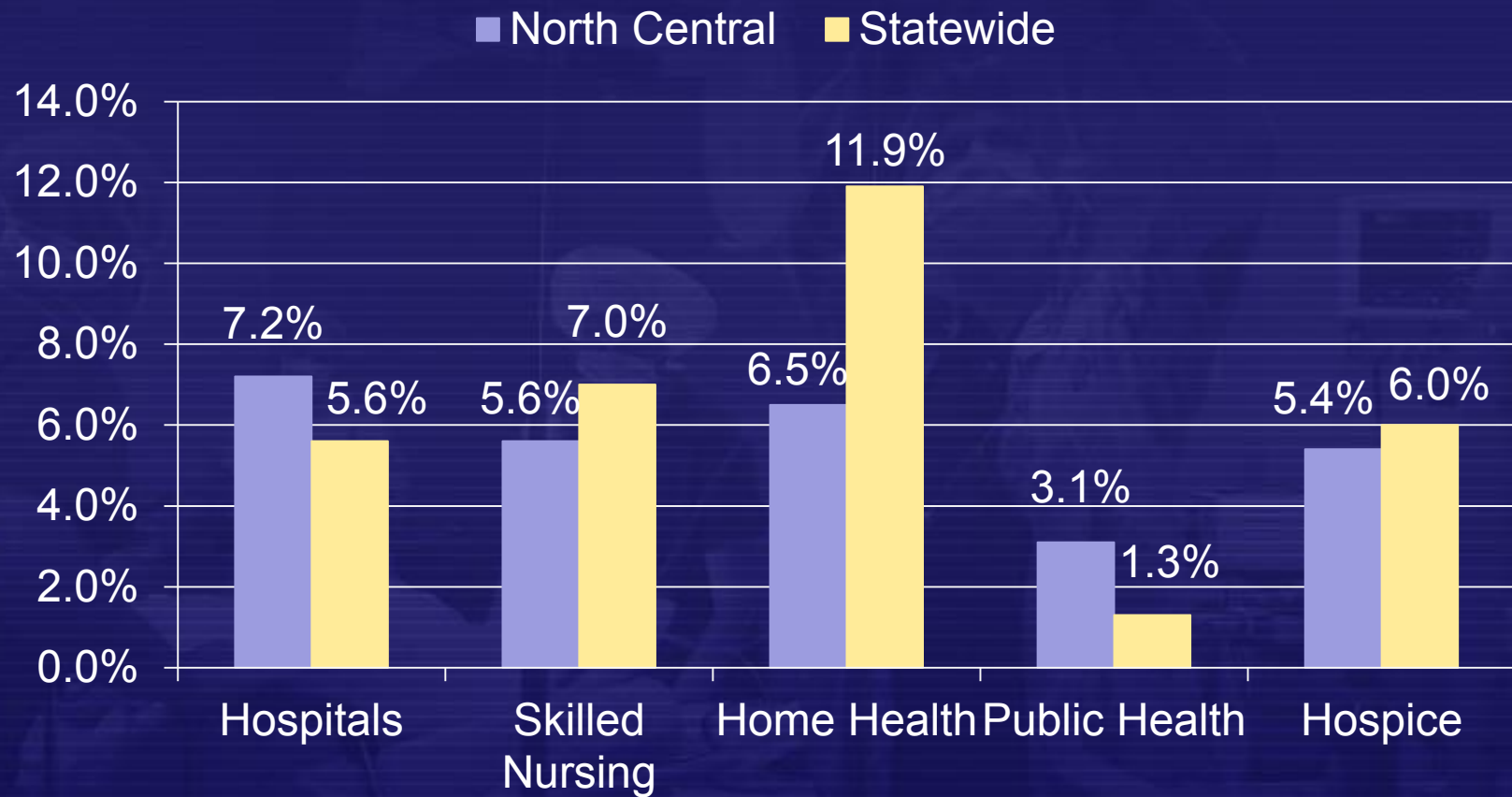
% Nurses Employed by Setting, 2011

Setting	RN		ARNP		LPN	
	North Central	State	North Central	State	North Central	State
Hospital	62.5%	63.7%	39.4%	43.5%	12.1%	12.4%
Home Health	6.4%	8.6%	1.0%	1.5%	9.5%	16.0%
Ambulatory	4.6%	4.5%	8.6%	8.9%	2.1%	2.0%
Long-Term Care	5.4%	5.4%	3.3%	2.8%	37.4%	40.8%
Physician / Health Provider Office	3.3%	3.1%	24.4%	23.5%	14.1%	9.9%
Other	17.8%	14.7%	23.3%	19.8%	24.8%	18.9%

RN Clinical Specialty %



FTE Vacancy Rates by Industry as of 6/30/11



RN Vacancies (6/30/11) + Growth (2012) Statewide

	Est. # Vacancies	Anticipated Growth	TOTAL
Hospitals	6,539	2,675	9,214
Skilled Nursing	832	435	1,267
Home Health	1,194	3,196	4,390
Public Health	17	31	48
Hospice	340	331	671
Psychiatric Hospital	73	77	150
TOTAL	8,995	6,745	15,740

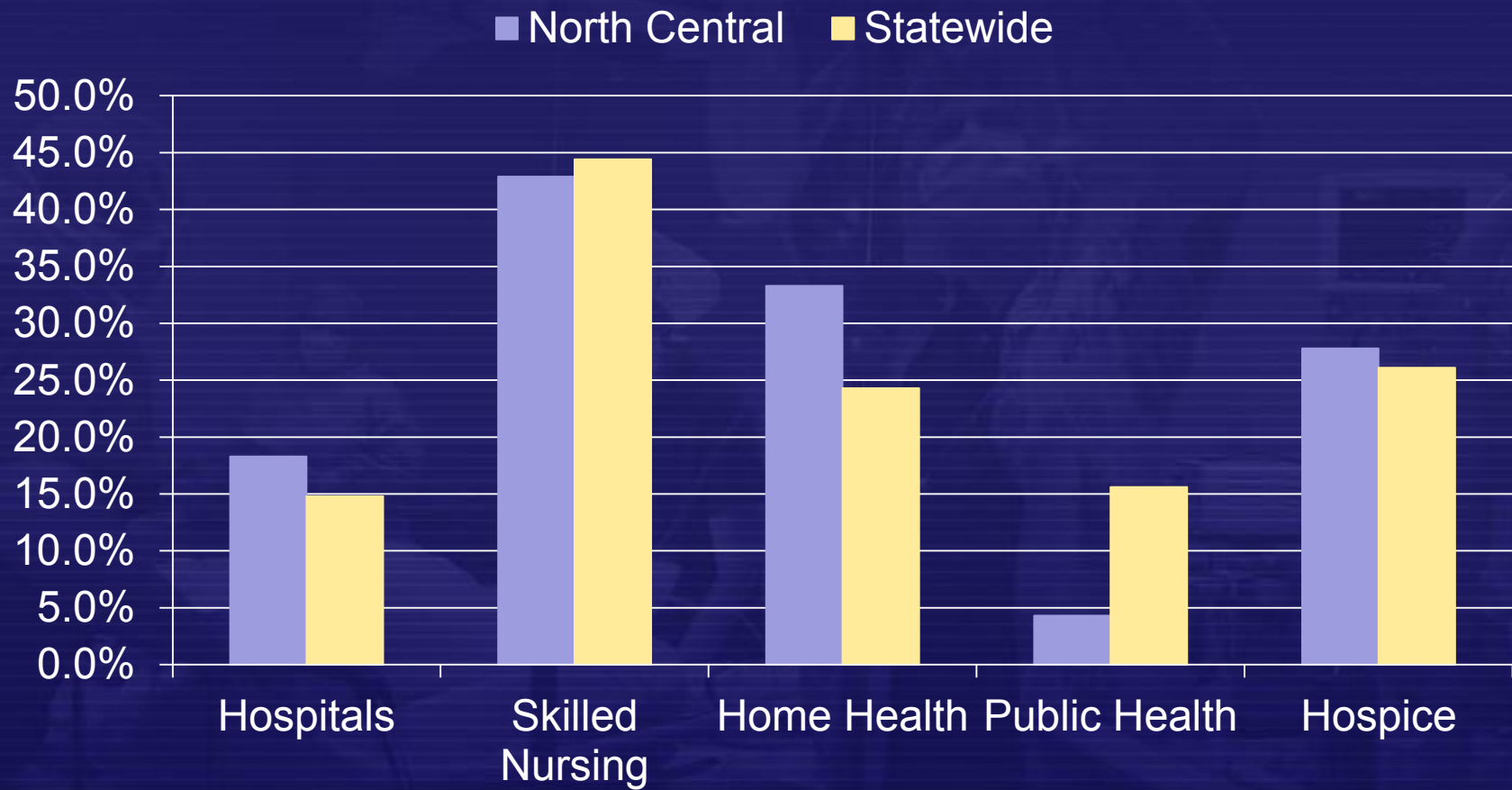
NOTE: Number of Full- and Part-Time Positions

RN Vacancies (6/30/11) + Growth (2012) North Central

	Est. # Vacancies	Anticipated Growth	TOTAL
Hospitals	494	281	775
Skilled Nursing	40	16	56
Home Health	38	124	162
Public Health	7	3	10
Hospice	16	13	29
TOTAL	595	437	1,032

NOTE: Number of Full- and Part-Time Positions

Median RN Turnover Rates for FY 2010-2011



Difficult to Fill Positions – Statewide

Rank	Hospitals	Skilled Nursing	Home Health	Public Health	Hospice
1 st	Adult Critical Care	Minimum Data Set Nurses	Case Managers	Nurse Practitioners	Home Hospice Staff RNs
2 nd	Unit Managers	Rehabilitation RNs	Administrators	Nurse Supervisors	Nurse Practitioners
3 rd	Cardiac Cath. Lab	Administrators	Quality Improvement Nurses	QI / Infection Control Nurses	Patient Care Coordinators
4 th	Operating Room	Quality Improvement Nurses	Nurse Practitioners (all types)	Case Managers	Quality Control

Difficult to Fill Positions (Responses from 8 North Central FL Hospitals)

Most	Adult Critical Care
	Cardiac Catheterization Lab
	Unit Managers
to	Nurse Administration
	Wound Care
	Cardiovascular Progressive Care
Least	Oncology
	Cardiology / Telemetry

NOTE: All considered difficult to fill.

Identified Trends

- Increasing numbers of nurses working in hospitals, long-term care, and home health care settings
- Difficult to fill positions require advanced education and/or clinical specialization
- Continuing nurse faculty shortage
- Increasing demand with implementation of PPACA
- Increasing pattern of nurses not renewing licenses
- Aging nurse workforce (17% of working nurses are over age 61)
- Increasing turnover rates

Recommended Solutions

- Promote advanced education and career pathways
 - Academic degrees
 - Certifications
 - Incumbent worker education and training
 - Lateral and Vertical transitions
- Forge partnerships between academia and industry
- Focus on positive work culture
 - Environments of inclusion and collaboration
 - Minimize turnover and Maximize retention
 - Address aging workforce issues

Integrated Teams

- Tables include representatives from:
 - HCA Nursing, Education and Human Resources
 - Educational Providers
 - Regional Workforce Boards
 - Workforce Florida Inc.

Team Tasks

- Discuss and clarify objectives and outcomes
- Identify supporting forces
- Identify opposing forces
- Brainstorm creative strategies
- Refine/clarify strategies
- Appoint team spokesperson

Prioritize, Plan, Present

- Rotate to next station (1-6)
- Prioritize top three strategies at each station
- Generate action plan for your team's top three strategies
- Present team action plan
- Group discussion and questions

Thank You!



*Ric Shriver, SPHR
Division Vice President, Human Resources
HCA North Florida Division
Richard.Shriver@hcahealthcare.com*

Roger Kirk, FACHE

Roger Kirk is the President and CEO of Bethesda Health (BH), a comprehensive not-for-profit healthcare organization in south Palm Beach County. BH operates Bethesda Hospital East and Bethesda Hospital West as well as extensive outpatient centers in Boynton Beach, Florida. Mr. Kirk has provided leadership with BH for over 25 years serving as Executive Vice President and Chief Operating Officer. He formerly worked with Voluntary Hospitals of America. He serves on many community boards and is a Board member of the Florida Hospital Association. He holds a Master of Science degree in Health Care Administration.

Jeanette Kamciyan, RN, DNP, MIS, FNP-C

Jeanette Kamciyan is Dean of the Bethesda College of Health Science in Boynton Beach, Florida. She has extensive nursing and nursing education experience. She holds numerous degrees and certificates in the nursing and education fields. She helped develop the College, working with the Florida Board of Nursing and the Florida Department of Education. Ms. Kamciyan is a nurse practitioner and continues to gain knowledge from the field by working in the community. She was the Director of Education for Bethesda Health providing comprehensive healthcare education for all employees. She volunteers in the community and is highly respected for her leadership in the delivery of nursing education.

Frank Corcoran, RN, BSN

Frank Corcoran is the Assistant Vice President of Patient Services for Bethesda Health and Bethesda Hospitals. He is responsible for the day to day oversight of the nursing staff. He has worked as a staff nurse, demonstrating hands-on caring skills as well as served in many leadership roles directing comprehensive clinical services to patients. Prior to his career at Bethesda, Mr. Corcoran worked at several hospitals across the country. He has a Bachelor's degree in Nursing. He is active in the community and volunteers at various organizations.

House of Representatives Select Committee on Healthcare Workforce

January 15, 2014

Presented by:

Bethesda Health

Roger Kirk, FACHE, President & CEO

Robert Broadway, FHFMA, Vice President Corporate Strategy

Frank Corcoran, RN, BSN, Assistant VP Patient Services

Jeanette Kamciyan, D.N.P., Dean Bethesda School of Health Sciences



BETHESDA HEALTH

Bethesda College of Health Sciences

- Proactively addressing healthcare workforce issues
 - Labor Solution
 - Cost Effective
 - Sustainable
 - Quality



Nationwide/ Statewide Nursing Shortage

- Increasing labor competition with bedside registered nurses
 - Challenging Profession
 - Advanced Degrees (ARNP/ CRNA/ Midwives)
 - Administrative Nursing
 - Case Management Provider
 - Case Management Insurers
 - Clinical Informatics/ I.T.
 - Quality Liaisons
 - Pharmaceutical/ medical device companies



Bethesda Hospital's Collegiate Journey

TIMEFRAME	TASK
2009	Planning Stage
2010	R.N. Curriculum Design/ Development Location Faculty
2011	Approvals •Department of Education •Florida Board of Nursing
2012 (August)	Enrollment – Senior Class
2013 (August)	Enrollment – Junior Class
2014 (June)	First Graduating R.N. Class

**Note: Also 7 Radiology Students*

The Program: 2 Year Associate RN Degree

- Prior completion of prerequisite courses by an accredited college (Math, Sciences, English, History & Communication)
- Total Tuition Fees – Approximately \$10,000
- 15 Seniors (June 2014)/ 23 Juniors (June 2015)
- Opportunity to obtain BSN with Florida University System Partners (Bridge Programs)



Cooperative Not Competitive Education

We Partner With:

Palm Beach State College

Florida Atlantic University

Palm Beach Atlantic University

South University



BETHESDA HEALTH

Intense Clinical Training

- Evidence Base Education
- Engaged Students & Faculty
- Focused Clinical Study
- At the Bedside
- Use of Formally Trained Preceptors



Hospital Based Collegiate Training: Advantages

- Clinical focus
- Knowledgeable Workings
- RN Faculty
- Work with Information Technology System
- “Lights, Camera, Action”
- Side by Side
- Peer to Peer
- Full Shifts (Evenings & Weekends)
- From Delivery to Hospice
- Train local + Work Local = Local Economic Impact
- R.N. Retention



Nursing Excellence & Healthcare Reform

A changing profession

- Intense Competency Requirements
- Expanding Role
- Leadership
- Communication
- Technological Competence
- Critical Thinking Skills



Bethesda Health Journey: ANCC Pathway to Excellence

- ✓ American Nurses Credentialing Center (ANCC)
- ✓ Attaining Professional Excellence in Nursing
- ✓ Magnet Status (397 Hospitals in America)
- ✓ Pathway to Excellence
 - ✓ Document Submission
 - ✓ Survey Staff (Validation Survey)
 - ✓ 117 of 5200 Hospitals
 - ✓ One of 2 in Florida



Linkage: Pathway to Excellence & Bethesda College of Health Sciences

Hospital Commitment to:

**Nursing Profession
RN Recruitment & Retention
Opened Pipeline
Joint Commission**



BETHESDA HEALTH

Leadership and Professionalism

- Organizational Commitment
- Open Communication
- Trust
- Outstanding Workplace
- Life Long Learning
- Equipment/ Technology



Student Engagement:

- Recognizes Hospital's Commitment
- Dedicated Nursing Staff (Preceptors)
- Recognition
- Pursue Specialized Nursing (Emergency, Women and Children's, Surgical, Medical, Intensive Care)

Result:

Recruitment

Low Turnover (Retention)

Career Satisfaction

Improving the Patient Experience



Lessons Learned: As a “Pioneer”

- 3 Year Time to Market
 - Streamlined Program (much less now)
- Financial Investment
- Take the Long Term View (opened pipeline)
- Careful Student Selection
- Continuous Improvement
- Need Simulation Lab Capability
- Expand Preceptor Concept



Conclusion: Hospital Based RN Education

- Innovative approach to workforce development
- Adaptable to local market
- Cooperation with State College & University System
- Cost Effective
- Response to shortage
- Higher Quality and Competent new graduate RNs



Bethesda Health: Assistance to Other Hospitals

- Establish Colleges (consultant services)
- Expand Simulation Technologies
- Expand Preceptor Approach
- Support Pathways to Excellence (Foundation to create College of Nursing)



BETHESDA HEALTH