Tacoma-Pierce County Employment and Training Consortium, Health, contract # 02 OXJ (010)

Pierce County Health Services Careers Council

Sponsored by
Tacoma-Pierce County Workforce Development Council

WORKPLAN FOR YEAR 3

January, 2004 – December, 2004

Table of Contents

Guiding Statements..... Vision Mission Goals	3
Priority Strategies for 2004.....	4
Continuing Strategies from 2003	10
Council Membership.....	12
Work Teams.....	15
2004 High Demand Healthcare Occupations in Pierce County.....	19

VISION

The vision of the Pierce County Health Services Careers Council is of a system that builds awareness of healthcare career opportunities and trains and connects a skilled workforce to health services providers in convenient, valuable, and efficient ways.

MISSION

Develop, implement and oversee collaborative strategies that ensure:

- A sufficient supply of trained healthcare workers
- Health services workers have the skill sets to provide quality care
- Pierce County residents have access to industry specific training that results in employment and career progression in health services
- Healthcare industry is assisted in its ability to retain staff
- Awareness of healthcare careers and training opportunities

GOALS

1. Develop and maintain public and private partnerships to respond to healthcare industry's needs
2. Increase training capacity through traditional and nontraditional venues while maintaining high quality of education
3. Develop and maintain adequate funding and other resources for implementing goals and sustaining strategies
4. Improve retention within the healthcare industry by providing career opportunities and training
5. Maximize graduation rates from high demand healthcare training programs while maintaining high quality of education
6. Increase awareness of healthcare careers to a diverse audience

PRIORITY STRATEGIES FOR 2004

The numbers following the priorities reflect the number of votes the strategy received.

Goal #1: Develop and maintain public and private partnerships to respond to healthcare industry's needs	**Responsible Party**
High Priority Strategies	
1. Sustain coordination of PCHSCC and its activities (14)	➢ Staff ➢ Council Members
2. Define organizational structure and propose operating procedures (i.e. membership requirements and process (11)	➢ Staff ➢ Council Members
3. Maintain partnership and informational link with other groups in WA State, i.e. Health Work Force Institute and WA Center for Nursing (8)	➢ Staff ➢ Council Members
4. Continue activities that promote awareness of PCHSCC and its successes (8)	➢ Staff ➢ Council Members
Medium Priority Strategies	
1. Promote commitment of the Washington State Healthcare Human Resources Association (or other organization) to sponsor a Statewide Healthcare Workforce Best Practices Conference(10)	➢ Staff
2. Create a "sub-group" for dental stakeholders, including Washington Dental Association who has requested participation (9)	➢ Staff

Goal #2: Identify needs and increase training capacity through traditional and nontraditional venues while maintaining high quality of education	**Responsible Party**
High Priority Strategies	
1. Industry partners provide 3-5 year outlook of need for workers in high demand healthcare careers for capacity building evaluation. Use this information to evaluate need to sustain previous program expansions and initiate new expansions (12)	➢ Industry Partners ➢ Ed. Expansion Team
2. Increase partnership, articulation, and collaboration among education providers (10)	➢ Staff ➢ Ed. Expansion Team
3. Investigate non-traditional venues to expand capacity (9)	➢ Staff ➢ Ed. Expansion Team
Medium Priority Strategies	
1. Implementation of the Healthcare Educator Network (recommendation of the Educational Expansion Needs Work Team) (10)	➢ Staff ➢ Ed. Expansion Team

Goal #3: Develop and maintain adequate funding and other resources for implementing goals and sustaining strategies	**Responsible Party**
High Priority Strategies	
1. Industry partners determine collaborative funding for nurse program expansions planned for 2004-2005 academic year. Sustain and expand programs (14)	➢ Industry Partners ➢ Staff ➢ Council Members ➢ Funding Team
2. Provide funding to sustain PCHSCC coordinator and program assistant positions, after 6/30/04 (14)	➢ Staff ➢ Funding Team
3. Identify funding for 04-05 academic year to sustain Registered Health Information Technician program expansion (14)	➢ Staff ➢ Funding Team
4. Identify funding for 04-05 academic year to sustain Respiratory Therapy program expansion (14)	➢ Staff ➢ Funding Team
5. Identify funding for 04-05 academic year to sustain Clinical Site Coordinator position (if H1B funds not sustained) (14)	➢ Staff ➢ Funding Team
6. Sustain WDC portion of Career Specialists' salaries and worker training funds, after 6/30/04 (11)	➢ Staff ➢ Funding Team
7. Develop process for ongoing evaluation of criteria for funding (10)	➢ Staff ➢ Funding Team
Medium Priority Strategies	
1. Compile list of all current programs and strategies, funding sources, and funding end dates (8)	➢ Staff ➢ Funding Team

Goal #4: Improve retention within the healthcare industry by providing career opportunities and training	**Responsible Party**
High Priority Strategies	
1. Burnout Prevention Workshop for Nurses (8)	➢ Career Retention Team ➢ Industry Partners
2. Analyze existing workforce retention research beyond the nursing occupation (7)	➢ Career Retention Team ➢ Industry Partners
Medium Priority Strategies	
1. Expand/enhance existing nurse recognition events and create new county-wide events/programs (12)	➢ Career Retention Team ➢ Industry Partners
2. County-wide Support/Informational Meetings for new nurses (9)	➢ Career Retention Team ➢ Industry Partners

Goal #5: Maximize graduation rates from high demand healthcare training programs while maintaining high quality of education	**Responsible Party**
High Priority Strategies	
1. Evaluate high demand healthcare programs for need to sustain existing student retention projects and/or replicate successful projects in additional programs. Evaluation to include quantitative as well as qualitative data for current student retention programs (13)	➢ Student Retention Team
2. Student Retention and Support Work Team to develop recommendations to PCHSCC on county-wide methods of increasing availability of tutoring and mentoring for healthcare program students (8)	➢ Student Retention Team

Goal #6: Increase and maintain awareness of healthcare careers to a diverse audience	**Responsible Party**
High Priority Strategies	
1. Create "K-12 Awareness Work Team" in place of Marketing Work Team, and implement K-12 healthcare career awareness strategies outlined in Marketing Plan (12)	➢ K-12 Awareness Team
2. Inventory existing K-12 healthcare preparation/awareness programs, and support and enhance (11)	➢ K-12 Awareness Team
3. Annual review of healthcare career information (10)	➢ Staff
Medium Priority Strategies	
1. Support development of Summer Camps (9)	➢ K-12 Awareness Team ➢ Industry Partners
2. Repeat and enhance collaborative participation in WorkSource Career Fair in September, 2004 (8)	➢ Staff
3. Collaborate to put on a large Healthcare Career Fair (8)	➢ Staff ➢ K-12 Awareness Team
4. Review and evaluate Institute of Medicine report, "In the Nation's Compelling Interest: Ensuring Diversity in Health Professions," release date February 5, 2004 (7)	➢ Staff

Continuing Strategies from 2003

The below listed strategies are carryover strategies from 2003. All of these strategies only received one vote, but staff will continue to work on them as a part of routine business. The council will place its focus on the strategies that received higher numbers of votes, but we will as a Council be prepared to move on any of the below strategies if /when they re-emerge in 2004.

Goal #1: Develop and maintain public and private partnerships to respond to healthcare industry's needs
High Priority Strategies
Maintain Health Council and Work Teams (1)
Medium Priority Strategies
Maintain and develop regional partnerships (1)

Goal #2: Identify needs and increase training capacity through traditional and nontraditional venues while maintaining high quality of education
High Priority Strategies
Expand training capacity in Top 10 High Demand Occupations from Annual High Demand Report generated by Council (1)
Medium Priority Strategies
Expand training capacity in occupations listed as High Demand, but not top 10, in Annual High Demand Report generated by Council (1)

Goal #3: Develop and maintain adequate funding and other resources for implementing goals and sustaining strategies
Medium Priority Strategies
Half-time staff person to drive and coordinate funding efforts (1)

Goal #4: Improve retention within the healthcare industry by providing career opportunities and training
High Priority Strategies
Career Specialist Services for incumbent workers, including co-funding by industry partners and industry contribution to training fund with tuition reimbursement dollars (1)
Training programs for incumbent workers to improve workplace retention (i.e. conflict resolution training) (1)
Research and analyze workplace retention issues (1)
Create forum to share best practices for retaining employees & generate new strategies & partnerships (1)
Medium Priority Strategies
ESL Training for incumbent workers (1)

Goal #5: Maximize graduation rates from high demand healthcare training programs while maintaining high quality of education
High Priority Strategies
Provide financial support to healthcare students to assist with tuition, other training costs, and support services (1)
Medium Priority Strategies
Supply tutors, mentors, and job shadowing opportunities for healthcare students (1)
Provide Healthcare Careers Overview presentation/orientation for potential healthcare students to assist in appropriate match/awareness of options) (1)

Goal #6: Increase and maintain awareness of healthcare careers to a diverse audience
Medium Priority Strategies
Provide financial support to healthcare students to assist with tuition, other training costs, and support services (1)
Collaborative Healthcare Careers Job Fair/possible partnership with NurseWeek (1)
Low Priority Strategies
Provide Healthcare Careers Overview presentation/orientation for potential healthcare students to assist in appropriate match/awareness of options (1)
Marketing Team to create multi-year marketing/awareness campaign plan, especially targeting younger K-12 students for next few years (1)
Current Marketing Campaign (1)

COUNCIL MEMBERSHIP

Chair: Jody Smith, MultiCare Health System
Director, Employee/Labor Relations and Employment

Co-Chair: Paula Norby, Tacoma Community College
Dean for Workforce Education

Dave Aiken	Madigan Army Medical Center *Chief, Human Resources Branch*
JoAnn Baria	Pierce College *Dean of Workforce Education*
John Black	Western State Hospital Senior Human Resources Manager
Pat Brown	Tacoma Community College *Dean of Health, Justice, and Human Services*
Shelly Calligan	Washington Association of Vocational Advisors - WAVA *Director of Career and Technical Education, Puyallup School District*
Colin Conant	Tacoma-Pierce County Employment and Training Consortium *Executive Director*
Anna Davies	Clover Park Technical College *Division II Dean, Interim*
Marjorie Dobratz	University of Washington, Tacoma *Nursing Program Director*
Pete Donor	Tacoma Lutheran Retirement Community *Human Resources Director*
Lisa Edwards-Pletcher	Pierce County Careers Consortium *Executive Director*
Gretchen Goodyear	Group Health *Human Resources – Recruiter*
John Howard	Bates Technical College *Associate Director of Instruction*
Kathie Hummel-Berry	University of Puget Sound *Physical Therapy, Program Director*

Troy Hutson	Washington State Hospital Association *Director of Legal and Clinical Policy*
Robin Leitch	ManorCare Health Services, Tacoma *Administrator*
Frankie Manning	VA Puget Sound Health Care System *Associate Director for Nursing Services*
Terry Miller	Pacific Lutheran University *Dean and Professor, School of Nursing*
Joane Moceri	Pierce College, Puyallup *Allied Health Programs Coordinator*
Lisa Morten	Franciscan Health System *Director of Employment*
Debra Naubert	Good Samaritan Community Healthcare *Vice President, Human Resources*
Sharon Ness	Local Union 141 UFCW *Union Representative*
Linda Nguyen	Tacoma-Pierce County Employment and Training Consortium *Planning and Program Development Manager*
Debi Thompson	Rainier Vista Care Center *Administrator*

Coordinator: Shema Hanebutte
Tacoma-Pierce County Employment & Training Consortium
(253) 594-7940, lhanebutte@pic.tacoma.wa.us

Stakeholder Organizations Targeted for Recruitment in Year 3:

1. Washington Association of Community and Migrant Health Centers
2. Local Tribes

List of Potential Stakeholders for Council Membership

Assisted Living Facilities

Business and Government Employees

Home Health Care

Hospice

Extended Care Centers

Churches – Parish nurses

Independent private duty

Adult family homes

Drug and alcohol clinics

Pharmacies

Medical labs

Community mental health

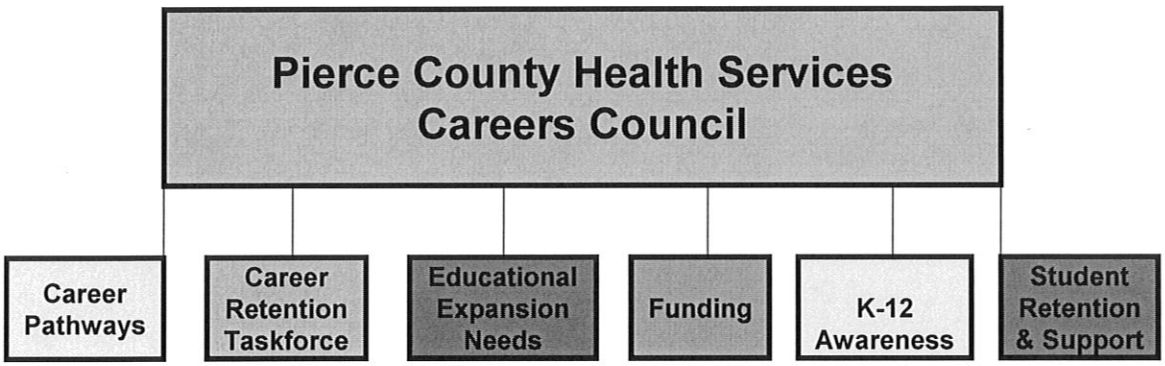
Emergency services

Private Education Providers

Dental Healthcare Providers

WORK TEAMS

There are five work teams and one taskforce that work under the oversight of the Pierce County Health Services Careers Council. These teams have defined scopes of work, as identified by the Council. The chart below shows the work teams and taskforce:



Career Pathways Work Team

Team Lead: Shari Workman, MultiCare Health System

Scope: Map career pathways, from high school preparation to top position(s) in a career pathway, including desirable attributes already determined. Also include bridges between career pathways, when they exist, and identify gaps.

Planned Activities:

Create maps and diagrams that illustrate the following:

1. How to get into healthcare right away, with a 1-year certificate, 2-year degree, 4-year degree and graduate degrees
2. A grid that matches health care professions with necessary Math, Science and English skills
3. A visual diagram that shows individuals how to navigate the education system and move towards advanced degrees

Maps and diagrams will be used on WorkSource's new website

Career Retention Taskforce

Team Lead: Sharon Ness, Local 141 UFCW

Scope: Based on existing research and local needs, compile reasons why healthcare workers leave their careers and collection of current best practices. Generate ideas and specific strategies that Council could collaboratively pursue to address and improve healthcare career retention. Determine need for standing Work Team

Planned Activities:

Research national and statewide studies on reasons healthcare workers leave careers. Research existing best practices used to retain healthcare workers in their careers. Compile local/regional data on reasons for attrition, best practices, and possible solutions – thru focus groups and/or surveys. Based on data gathered, generate collaborative strategies and solutions for recommendation to the Council

Educational Expansion Needs Work Team

Team Lead: John Howard, Bates Technical College

Scope: Examine issues impacting educational capacity of high demand healthcare programs (i.e. need for core curriculum, articulation, clinical sites, faculty needs, resource limitations, non-traditional venues, etc.). Recommend strategies and solutions to Council and other partners.

Planned Activities: The team shall examine issues and barriers impacting educational expansion one at a time, starting with faculty needs. Solutions shall be generated, and recommendations made to the Council.

Funding Work Team

Team Lead: Paula Norby, Tacoma Community College

Scope: Review funding sources. For each funding source reviewed, recommend whether or not it should be pursued by Council for Council strategies. When not recommended for pursuit by Council, forward appropriate opportunities for funding to individual partners to consider pursuing on their own. Funding team members and assignees from Council partner organizations evaluate submitted proposals through rating process and recommend top proposal(s) to Council

Planned Activities: The team will design decision-making and evaluation processes to guide the Council in pursuing and allocating funding and other resources. The processes shall be approved by the Council. Team members shall participate in evaluating funding sources and proposals for resource support on an ongoing basis.

K-12 Work Team

Team Lead: New lead is being recruited

Scope:

- Particular focus on K-12, including students, teachers, counselors, and parents
- Inventory existing K-12 healthcare preparation/awareness programs, and support and enhance

Planned Activities: The team will implement K-12 healthcare career strategies outlined in Marketing Plan.

Student Retention and Support

Team Lead: New lead is being recruited

Scope: Develop action steps to implement prioritized strategies related to student retention. Develop and recommend strategies to retain interested applicants in healthcare training pipelines

Planned Activities: Create healthcare career orientations/presentations to help students learn about occupations prior to entering training. Develop and implement job shadowing, tutor, and mentor programs when resources located. Finalize healthcare occupation information sheets.

2004 HIGH DEMAND HEALTHCARE OCCUPATIONS IN PIERCE COUNTY

Rated by Council healthcare industry partners in January, 2004

TOP 10 HIGH DEMAND CAREERS

#1 Registered Nurse
#2 Physical Therapist
#3 Licensed Practical Nurse
#4 Occupational Therapist
#5 Speech Language Pathologist
#6 Nuclear Medicine
#7 Certified Nursing Assistant/NAC
#8 Pharmacist
#9 Diagnostic Medical Sonographer
#10 Radiologic Technologist

OTHER HIGH DEMAND CAREERS

#11 Respiratory Therapist
#12 Magnetic Resonance Imaging (MRI) Technologist
#13 Computed Tomography (CT) Technologist
#14 Cardiovascular Technologist
#15 Medical Technologist
#16 Registered Health Information Technician (RHIT)
#17 Medical Laboratory Technician
#18 Prosthetist
#19 Surgical Technologist

#20 Pharmacy Technician