



Hospital Recruitment, Retention Guide Commissioned by Center

Eve Settles, president at Yeargain Berry Settles & Co., has been employed by the Center for Health Workforce Development in Tennessee to produce a comprehensive handbook and reference guide for hospital recruitment and retention strategies.

This practical “how-to” guide will address the specifically identified needs of hospitals in format and content. It also will contain best practice information obtained from successful programs in Tennessee and throughout the U.S.

In addition, the guide will explore the underlying drivers of successful tactics in healthcare recruitment, retention and workforce development. Users will learn why certain strategies work, based on sociological trends, marketing principles and organizational realities.

Phase I of the project will set the foundation for a user-driven publication that serves THA members. The guide will include interviews with center staff, Workforce Center Advisory Committee members, and recruitment/retention officers representing a cross-section of Tennessee hospitals; a review of publicly available studies and research; and interviews with staff at other national and state healthcare associations.

Phase I also will include brief, focused surveys conducted electronically with members of selected local and statewide professional organizations. Research findings will be made available over the next several months.

Health Career Assessment Planned

The Center for Health Workforce Development in Tennessee currently is working with National Career Assessment Services, Adel, Iowa, to implement a health career planning system for the state of Tennessee.

The Kuder[®] Career Planning System is a comprehensive, Internet-based approach to career exploration, planning and development. Based on more than 60 years of research, the self-paced system combines interests, skills and work values assessments with an electronic portfolio for resume building.

The database management system allows administrators to gather aggregate and longitudinal data. This information may be utilized for enhancing program development and increasing recruiting and retention efforts.

This system will be used to identify potential healthcare professionals at an early age for targeted recruiting and educational outreach; promote educational and occupational opportunities in Tennessee; enhance technology-based learning in Tennessee; and assist students in attaining future success.

The center recently committed \$10,000 towards this project and is working to identify additional resources so the project may be implemented on a statewide basis. Once the system is operational, the center hopes to accomplish the following objectives:

- Implementing the Internet-based Kuder® Career Planning System in all public and private secondary schools and public community colleges/technical institutes (or technology centers) in Tennessee.
- Establishing an online database management system to accommodate multiple users and levels of administration (community colleges, secondary schools/districts. etc.). Provides individual, aggregate and demographic data.
- Assessing all 7th-12th grade students to pinpoint individuals with an interest in healthcare careers and help them prepare for a successful post-high school transition. All students will have access to the electronic career portfolio, along with the interests, skills and work values assessments. Each school/district will have access to monitor and review their students' assessment results.
- Administering the system through the community colleges/technical institutes or technology centers. Each will offer the system to their regional secondary schools and have access to the results of all students within their region. Post-secondary students will have the opportunity to access the complete system through the colleges.
- Increasing recruitment and retention efforts in healthcare fields by accessing student interest profiles online from a statewide, composite database. The center and recruiters within the Tennessee's hospitals and clinics will utilize the data to target market career information to students matching their recruiting profile.
- Raise awareness of career opportunities in healthcare fields and market Tennessee colleges and universities that offer healthcare programs.
- Increase parental involvement and awareness of healthcare careers (most students list their parent(s) as the greatest influence on career and college major selection).

Center for Health Workforce Development Awards Additional Grants

The Center for Health Workforce Development in Tennessee has awarded \$175,000 in grants to a hospital and two other entities in an effort to increase recruitment and retention of healthcare professionals in the state and help ease the workforce shortage.

The center was launched last year by the Tennessee Hospital Education and Research Foundation (THERF), the education arm of the Tennessee Hospital Association (THA). It is funded, in part, by a \$775,000 grant from the U.S. Department of Health and Human Services (HHS).

The intent of the grant program was to assist in the implementation of model programs that can be replicated statewide and support collaboration with educational institutions providing health professions training.

- **Coordinated Healthcare Services, Inc.**, Knoxville District, \$65,000. Provides funding for the Student Healthcare Area-Wide Recruitment Program (S.H.A.R.P.), which addresses various methods of attracting students into the healthcare industry.
- **Galaxy Health Alliance**, Chattanooga District, \$60,000. Provides funding for programs designed to increase the number of individuals who choose a career as a nurse or allied health professional or inactive healthcare professionals who are willing to return to active status.
- **Cookeville Regional Medical Center**, Mid-East District, \$50,000. Provides funding for a healthcare career advisor, who will implement activities in schools and communities with a focus on providing healthcare career awareness.

Funding Under the Nurse Reinvestment Act

The Health Resources and Services Administration's (HRSA) Bureau of Health Professions' division of nursing has completed its work on the FY03 funding for the new authorities under the Nurse Reinvestment Act.

Criteria and information will be available for the career ladders program, enhanced patient care delivery systems, and internship and residency program in early April. The request for applications will close in Mid-May.

The division has allotted \$10 million for these program areas. Applications for all programs can be obtained on the HRSA web site at <http://bhpr.hrsa.gov/nursing/>

State Workforce Investment Act Programs

Workforce development programs that are generating a lot of enthusiasm within states currently addressing the shortage of healthcare professionals are being supported through the federal Workforce Investment Act (WIA).

WIA offers a comprehensive range of workforce development activities through statewide and local organizations. Available workforce development activities provided in local communities can benefit job seekers, laid off workers, youth, incumbent workers, new entrants to the workforce, veterans, persons with disabilities and employers.

The purpose of these activities is to promote an increase in the employment, job retention, earnings and occupational skills improvement by participants. This, in turn, improves the quality of the workforce, reduces welfare dependency, and improves the productivity and competitiveness of the U.S. States receive funding from the federal government each year to provide services for adults, laid-off workers and youth.

The states' programs emphasize attainment of basic skills competencies, enhance opportunities for academic and occupational training, and provide exposure to the job market and employment. Activities may include instruction leading to completion of secondary school, tutoring, internships, job shadowing, work experience, adult mentoring, and comprehensive guidance and counseling.

Many services are provided through locally based One-Stop Career Centers. Comprehensive one-stop centers provide access to a full range of services pertaining to employment, training and education, employer assistance, and guidance for obtaining other assistance. While WIA requires one-stop centers to provide specific services, local areas may design programs and provide services that reflect the unique needs of their area.

The governor in each state appoints a state workforce investment board (WIB) consisting primarily of representatives from businesses, labor organizations, educational institutions and community organizations. The state WIB assists the governor in designing a statewide plan and establishing appropriate program policy. Local workforce investment areas (LWIAs) administer WIA services as designated by the governor.

Tennessee's Department of Labor and Workforce Development has been very active in implementing and developing numerous successful initiatives through WIA to address the shortage of healthcare workers. These activities include:

- Funding an H-1B incumbent worker grant from U.S. Department of Labor in the amount of \$3 million to LWIA 1 (Mountain States Health Alliance and Frontier Health are among the partnering organizations); 152 individuals trained in allied health areas and approximately 100 additional healthcare workers scheduled for training; and additional funding allocated from the grant for the next two years targeted to 612 individuals for training in nursing and allied health professions.

- Creation of a healthcare employers' consortium by LWIA 3 to develop 48 licensed practice nurse (LPN) training slots with another 24 planned for next April. Development of a prevocational healthcare program to assist potential students in preparing for nursing careers.
- Participation by LWIA 5 in the comprehensive study of the healthcare shortages in the Chattanooga area by the Chattanooga Chamber of Commerce, with initial plans to promote opportunities available in the healthcare field to youth to rebuild system.
- Receipt of a H-1B incumbent worker grant in January 2001 by LWIAs 8 and 9, which include the Clarksville and Nashville/Middle Tennessee areas, from the U.S. Department of Labor in the amount of \$2.8 million. Partners include TriStar Health System, Sumner County Health Department and Saint Thomas Hospital. Additional partnerships have been developed with Baptist Hospital, Gateway Hospital, Trinity Hospital, Sumner Regional Health System and National Healthcare Corporation (NHC).
- Partnership with LWIA 10 and National Healthcare Corporation (NHC) for a pilot project to train 10 existing certified nurse technicians (CNT) who want to become LPNs, with a 100 percent retention rate for the program.
- Development of a H-1B grant application by LWIAs 11 and 12 for the west Tennessee counties surrounding Jackson and Dyersburg, which will include partnerships with the healthcare industry.
- Expansion of healthcare focus by LWIA 13 to include the emerging biotechnology industry in conjunction with the Memphis Area Chamber of Commerce.
- Enrolling 2,329 students in training that leads to careers in healthcare, with 729 completing training and 677 being placed in employment over the past 12 months by LWIAs.
- Funding of four LPN programs and one radiological technician program from WIA statewide funds since July 1, 2002, totaling \$517,809.

In addition to Tennessee's activities, another unique example of a WIA-supported program involves the South Carolina Hospital Association (SCHA) and South Carolina Technical College System. They have secured a \$476,000 grant through the WIA to assist students seeking a career in health care. The grant, the largest ever made by the state's WIA board, will pay for up to 200 WIA-eligible high school juniors and seniors to earn college credits for completing health science courses at a state technical college.

The grant also will fund tutorials to assist up to 320 existing technical college health science students with their courses, opportunities for up to 600 14- to 18-year-olds to be mentored by healthcare professionals at hospitals throughout the state, and healthcare career awareness tools such as CD-ROMs to be used at career fairs for youngsters and their parents.

For more information on WIA funded programs in Tennessee, contact Elaine Perryman, director, employer training services, Tennessee Department of Labor and Workforce Development, 615-253-1330.

Faculty Recruitment

Recruitment of qualified faculty frequently is listed as the major barrier to expanding nursing programs to graduate more nurses.

To assist with recruitment of nursing faculty as well as faculty for other key allied health positions, the North Carolina Hospital Association obtained a commitment from Hospital America to post all faculty vacancies for nurse and allied health training programs in its quarterly publication, *Nursing and Allied Health Careers*, at no charge to

North Carolina nursing educational institutions. Hospital America has a readership of 130,000 healthcare professionals in alternating months for North Carolina, South Carolina and Georgia, respectively.

Hospital America/Nurse America is affiliated with Healthcare Enterprises. Advertisement for faculty positions has historically been limited, so this offers additional opportunity to fill faculty vacancies. For more details, e-mail info@hospitalamerica.com or call 866-799-1888.