Employer Perspectives on Nursing Workforce Needs in Two States: The Health Workforce Sentinel Network

June 2020

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Objectives

1. The learner will be able to name reasons that employers in two states cite for difficulties in hiring and/or retaining nurses in multiple healthcare settings.

2. The learner will be able to describe the unique approach to obtaining workforce demand information employed by the Sentinel Network.
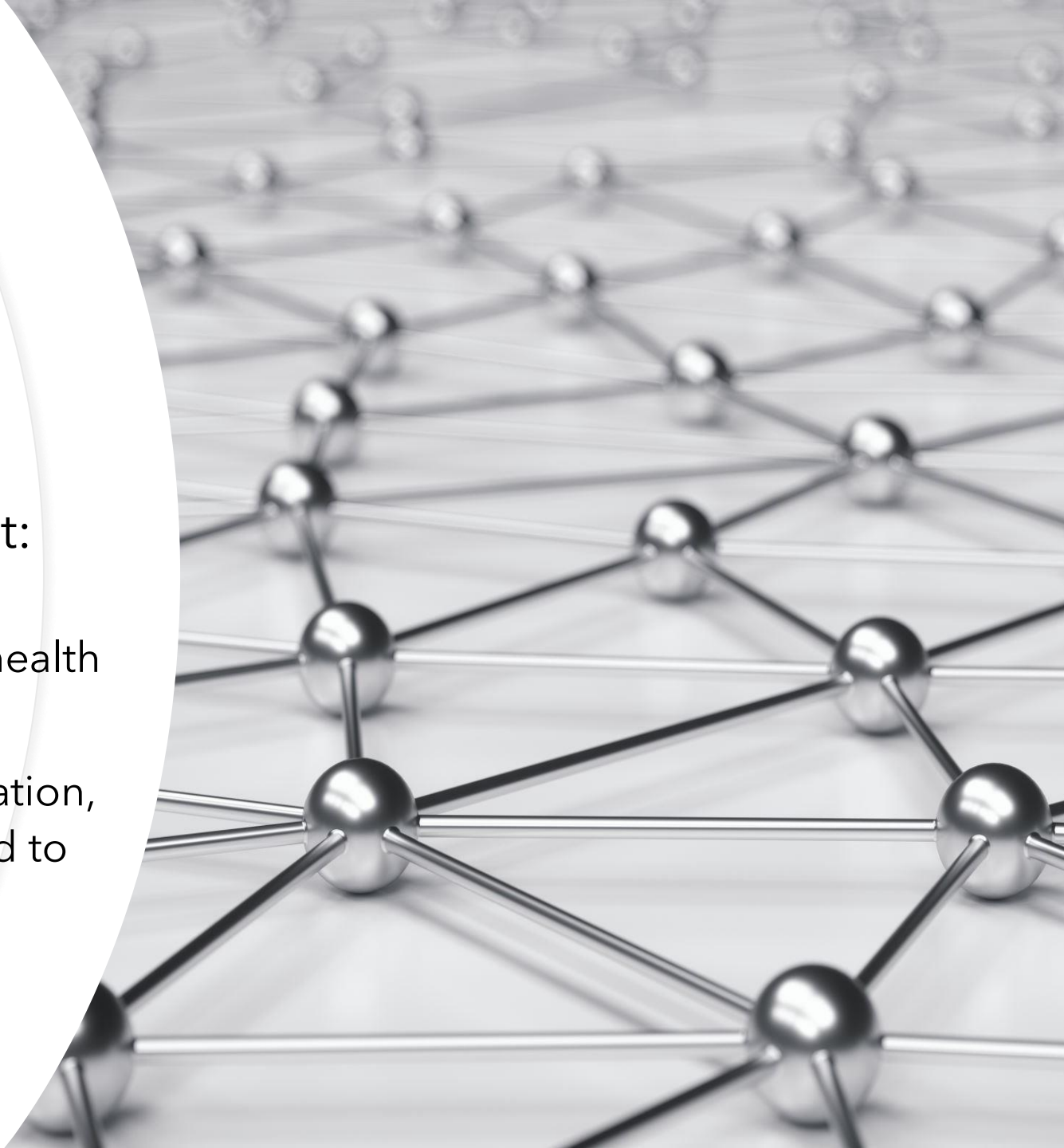
Background

Data to adequately assess health workforce demand is hard to find and use.

- Typical labor statistics: suffer from time delays, lack information about skills needed or reasons for vacancies.

- The health workforce is changing rapidly.

- Good workforce demand information needs to be connected with those who can respond appropriately.
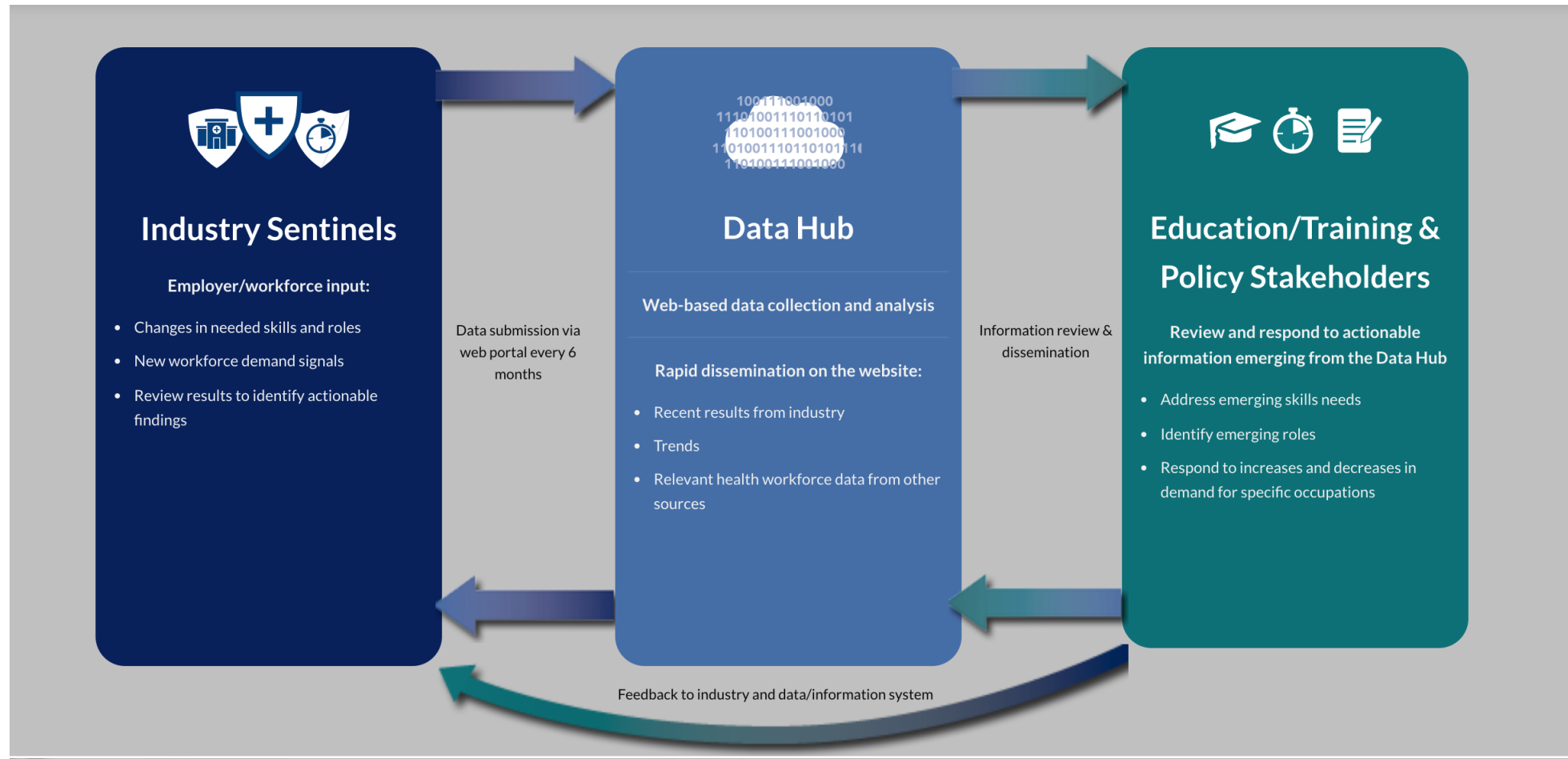
The Health Workforce Sentinel Network

Supports efficient and effective health workforce preparation and deployment:

- **Identifies emerging signals** of changes in health workforce demand

- **Rapidly disseminates information** to education, training and policy partners who can respond to findings

The Health Workforce Sentinel Network

Industry Sentinels

Employer/workforce input:

- Changes in needed skills and roles
- New workforce demand signals
- Review results to identify actionable findings

Data submission via web portal every 6 months

Data Hub

Web-based data collection and analysis

Rapid dissemination on the website:

- Recent results from industry
- Trends
- Relevant health workforce data from other sources

Information review & dissemination

Education/Training & Policy Stakeholders

Review and respond to actionable information emerging from the Data Hub

- Address emerging skills needs
- Identify emerging roles
- Respond to increases and decreases in demand for specific occupations

Feedback to industry and data/information system

Questionnaire Content

- Contact information
- Facility Type(s)
    - Occupations experiencing demand changes
    - Geographic region(s) served
    - Population served: rural/urban/mixed
    - Demand change questions

Facility Types and Occupations – A Wide Net

Facility Types

C5: Which of the following best describes the facility/ies for which you provided data to the Sentinel Network? (check all that apply)

Hospital

☐ Acute care hospital (more than 25 beds)

☐ Acute care hospital (25 beds or fewer)

☐ Psychiatric hospital

☐ Psychiatric unit at a community hospital

☐ Freestanding Evaluation & Treatment facility

☐ Secure withdrawal management facility

☐ Specialty (except psychiatric/substance abuse) hospital

Residential Treatment Facility

☐ Substance use disorder residential treatment facility

☐ Psychiatric residential treatment facility

☐ Other RTF (specify) _____

Offices & Clinics

☐ Federally qualified health center (FQHC) or community clinic providing care free or on sliding fee scale

☐ Primary care medical clinic (not FQHC or community clinic)

☐ Specialty medical clinic (type) _____

☐ Behavioral-mental health clinic/outpatient mental health and substance abuse clinic

☐ Dentist office/dental clinic

☐ Chiropractor's office

☐ Optometrist's office

…and more

Occupations

☐ *No workforce demand changes for any occupations at this facility type*

Counselors and Social Workers

☐ Chemical Dependency Professional/Substance Abuse and Behavioral Disorder Counselor

☐ Marriage and Family Therapist

☐ Mental Health Counselor

☐ Peer Counselor

☐ Child, Family and School Social Worker

☐ Healthcare Social Worker

☐ Mental Health and Substance Abuse Social Worker

☐ Community Health Worker

Nurses/Nursing

☐ Registered Nurse (RN) _____ (if one or more RN specialty, specify)

☐ Nurse Anesthetist

☐ Nurse Midwife

☐ Nurse Practitioner (NP) _____ (if one or more NP specialty, specify)

☐ Licensed Practical Nurse/Licensed Vocational Nurse

☐ Nursing Assistant-Certified

Physicians/Surgeons

☐ Anesthesiologist

☐ Cardiologist

☐ Dermatologist

☐ Emergency Medicine Physician

☐ Family Medicine Physician

☐ General Internal Medicine Physician

☐ Neurologist

☐ Obstetricians and Gynecologist

☐ Pediatrician, General

☐ Pathologist

☐ Psychiatrist, not Child

☐ Psychiatrist, Child

☐ Radiologist

☐ Ophthalmologist

☐ Surgeon, General

☐ Surgeon, Specialty

☐ Physicians/Surgeons, Other (specify) _____

Psychologists

☐ Psychologist, Clinical and Counseling

☐ Psychologist, School

Healthcare Diagnosing or Treating Practitioners (not physicians or nurses)

☐ Audiologist

☐ Chiropractor

☐ Dentist

☐ Dietitian or Nutritionist

☐ Optometrist

☐ Pharmacist

☐ Physician Assistant

☐ Podiatrist

☐ Occupational Therapist

☐ Physical Therapist

☐ Radiation Therapist

☐ Recreational Therapist

☐ Respiratory Therapist

☐ Speech-Language Pathologist

☐ Exercise Physiologist

☐ Acupuncturist

☐ Dental Hygienist

Health Technologists and Technicians

☐ Athletic Trainer

☐ Cardiovascular Technologist or Technician

☐ Diagnostic Medical Sonographer

☐ Dietetic Technician

☐ Emergency Medical Technician

☐ Genetic Counselor

☐ Health Information Technologists and Medical Registrar

☐ Hearing Aid Specialist

☐ Magnetic Resonance Imaging Technologist

☐ Medical and Clinical Laboratory Technician

☐ Medical and Clinical Laboratory Technologist

☐ Medical Dosimetrist

☐ Medical Records Specialist

☐ Nuclear Medicine Technologist

☐ Ophthalmic Medical Technician

☐ Optician, Dispensing

☐ Orthotist and Prosthetist

☐ Paramedic

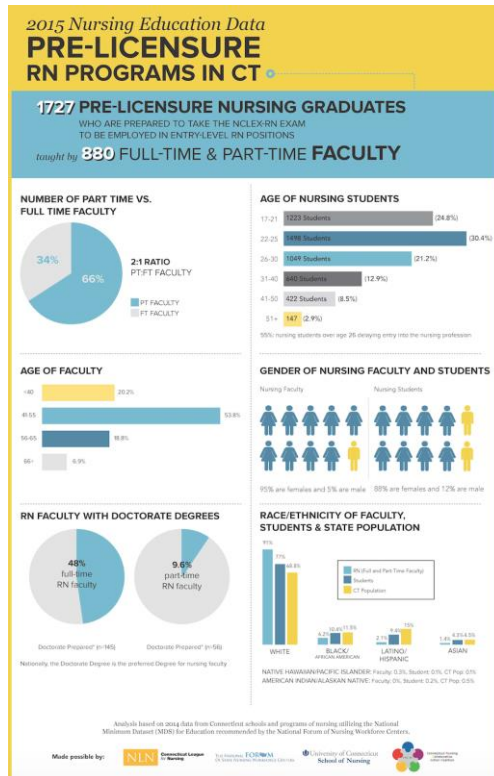☐ Pharmacy Technician

…and more

Health Workforce Sentinel Network Questions

Focus on qualitative input about <u>which</u>, <u>how</u>, and <u>why</u>
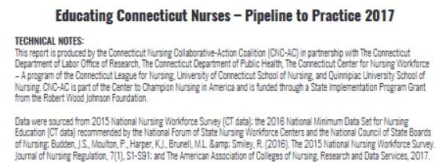
- Exceptionally long **vacancies**
- Exceptional **turnover**
- **Demand changes**
- **New occupations**
- **New roles**
- Changes in **orientation/onboarding procedures**
- Changes in **training priorities**
- Service: **urban, rural or a mix**
- Response to **COVID-19** crisis – **New!**
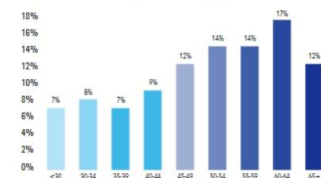
Connecticut Experience

Education

Supply

Demand

Connecticut Experience

- Workforce demand data sources

- Relationships; data silos

- Persuasion of priorities

- Portals to access real time CT healthcare workforce data

- Connect with Nursing education/supply data sets

- Inform state resource allocation decisions

CT Data in Action

https://www.ctcenterfornursingworkforce.com/

CT Data Moving Forward

- Data warehouse funding

- Education funding

- Ongoing employer demand data capture

- Intervals for data capture (data trifecta)

- Strategic planning for data

- Actionable data

Washington Experience

- Encouraging participation
- Funding
- Findings
- Uses and value

Connections are Important

Steering Committee Members:

- State Department of Health

- Workforce Training and Education Coordinating Board

- State Healthcare Authority

- Washington Center for Nursing

- Accountable Communities of Health

- College Deans and Directors Group

- Allied Health Center of Excellence

- State Nursing Association

- State Hospital Association

Recruitment Strategies

- "Trusted partners" distribute announcements to members via:
  - Email
  - Newsletters
  - Regular meetings

- Direct emails to past participants

- Distribute findings as widely as possible
  - Drive people to website
  - Create 1-2 page summaries
  - Attend meetings when possible

Funding

Washington State Healthcare Authority *(2016 - 2017)*

- Largely from federal <u>healthcare</u> transformation initiatives

Governor's Office *(2018 - 2019)*

- Federal <u>labor</u> funding – WIOA discretionary funds

Washington State Legislature *(2019 – present)*

- Direct budget line in state budget

Web Portal Demonstration

http://wa.sentinelnetwork.org

http://ct.sentinelnetwork.org

The Health Workforce Sentinel Network

"Sentinel Network data is used by teachers and administrators to see real-time healthcare employment shortages, build the health workforce pipeline, and help students plan for careers."

-Marianna Goheen, Health Science Program Supervisor, Office of Superintendent of Public Instruction

"The ability to pair recruitment and retention challenges our employers are facing with verified data from the Sentinel Network adds credibility to our discussions around solutions with legislators."

-Lauri St. Ours, Executive Vice President for Governmental Relations, Washington Health Care Association

Deeper Understanding in the Details
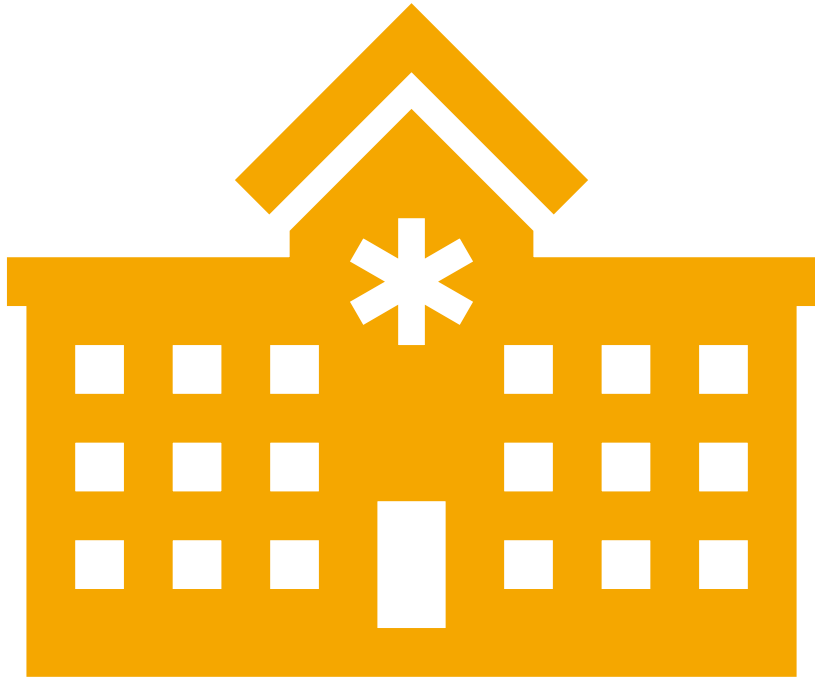
Examples from skilled nursing facilities:

- There is a huge demand for registered nurses throughout our area from hospitals to clinics. Nursing homes are required to staff 24 hour RN coverage. [RN]

- I am unable to pay a competitive wage because of the % of Medicaid clients I have and the Medicaid reimbursement rate. [RN]

- Not enough applicants who want to work in skilled nursing facilities. They can make more in the hospital. [CNA]

- All of the local training programs have closed [LPN]

- Difficult to recruit to our rural setting [RN]

Pivot to COVID-19

- To combat the outbreak we can no longer allow our on call staff, that work at other facilities, work in our facility. This will cause a staff shortage most certainly. We are no longer allowing agency to work in our facility.

- Using agency NAC which makes it harder to follow all the policies and training.

- We have had a number of employees (of all ages and all departments) that are unable to work due to physician recommendation because they are considered high risk.

- Cross training of staff helped, Nursing leadership on the floor often to help, other departments in the kitchen. It was all hands on deck.
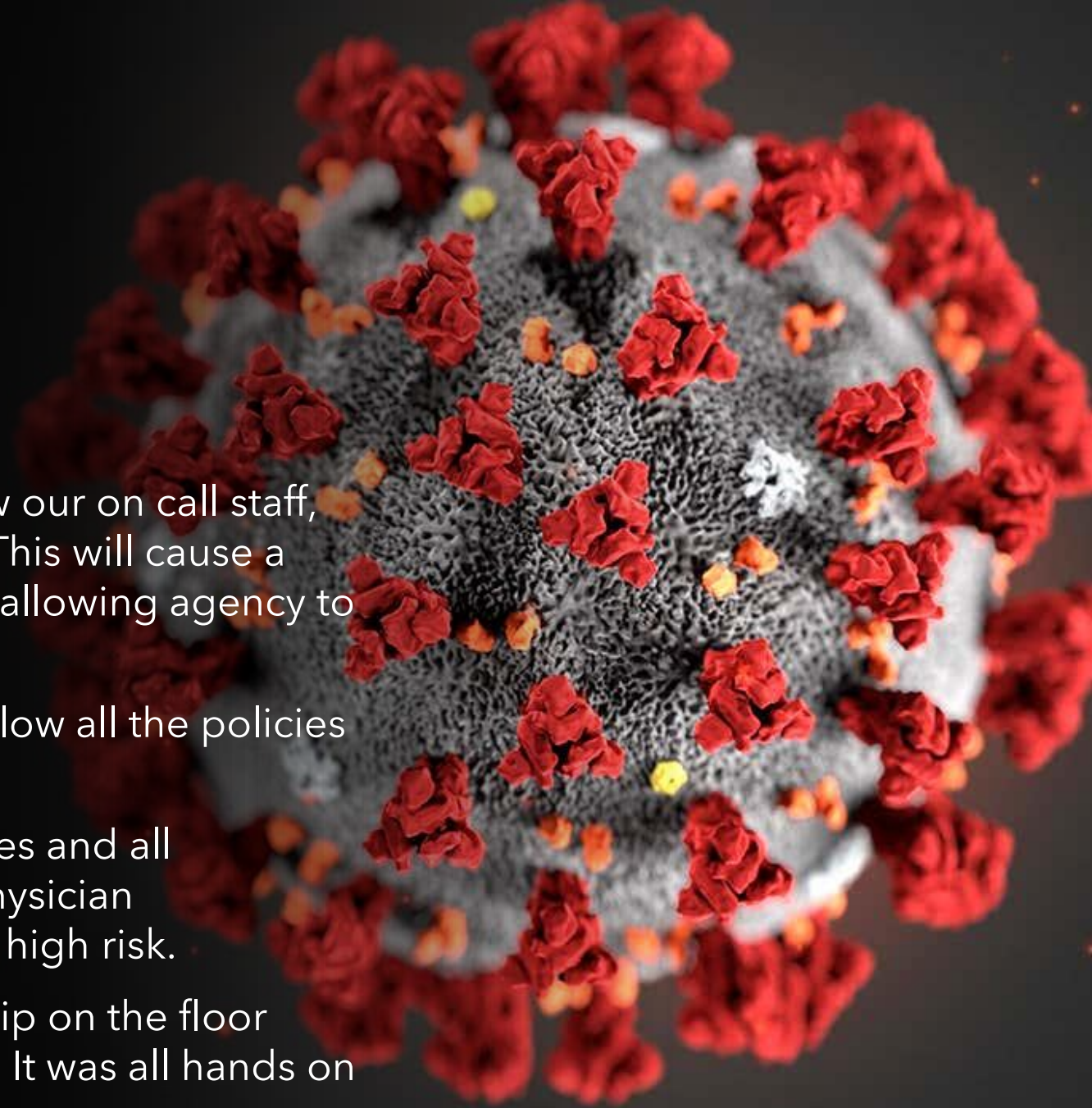
Examples of Uses of Sentinel Network Findings

- Informed the **Washington State Behavioral Health Workforce Assessment**

- Combined data from:
  - Professional licenses
  - IPEDs (education output)
  - Primary research
  - Extensive stakeholder interviews

- Report's policy recommendations the basis for numerous proposals to the 2019 Legislature and the Governor

Washington State Behavioral Health Workforce Assessment

December 2017

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Washington State
Workforce Training
And Education
Coordinating Board

CENTER FOR HEALTH
WORKFORCE STUDIES
UNIVERSITY of WASHINGTON

Agnes Balassa Solutions LLC
strategy | implementation | facilitation

Examples of Uses of Sentinel Network Findings

Health Workforce Council

2019 Annual Report

December 2019

Liz Coleman, Health Workforce Policy Analyst

Workforce Training and Education Coordinating Board
128 10th Avenue SW | PO Box 43105, Olympia, WA 98504
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Small Hospitals

Top occupations cited as having exceptionally long vacancies by date of reporting						
Summer 2016	Winter 2016	Spring 2017	Fall 2017	Summer 2018	Spring 2019	Fall 2019
Registered nurse	Registered nurse	Registered nurse	Registered nurse / Physical therapist	Registered nurse	Registered nurse	Physician/ Surgeon
Med/Clin lab technologist	Occupational therapist / Physical therapist / Physician/ Surgeon	Med/Clin lab technologist / Physical therapist	Nursing assistant / Physical therapy assistant	Physician/ Surgeon	Physician/ Surgeon	Registered nurse / Nursing assistant / Social worker
Medical assistant / Nursing assistant / Multiple occupations cited at same frequency	Multiple occupations cited at same frequency	Multiple occupations cited at same frequency	Multiple occupations cited at same frequency	Med/Clin lab technologist / Nursing assistant / Multiple occupations cited at same frequency	Physical therapist / Marriage & Family Therapist / Multiple occupations cited at same frequency	Multiple occupations cited at same frequency

← Most cited

A sampling of reasons for vacancies, as reported by small hospital Sentinels:

Limited available supply

- There are no practicing psychiatrists in our county. We are set up for telepsychiatry and have provided that service weekly since 2013 by contract. We are currently awaiting that service to begin again January 2020.
- [We need psychologists because] we are planning to develop an outpatient behavioral health service line in the hospital to serve Medicare and commercial insurance as the community has too few contracted providers with Medicare and commercial plans.

Reimbursement rates

- Access for Medicaid is limited to one single [dentist] who will see a quota of Medicaid children.
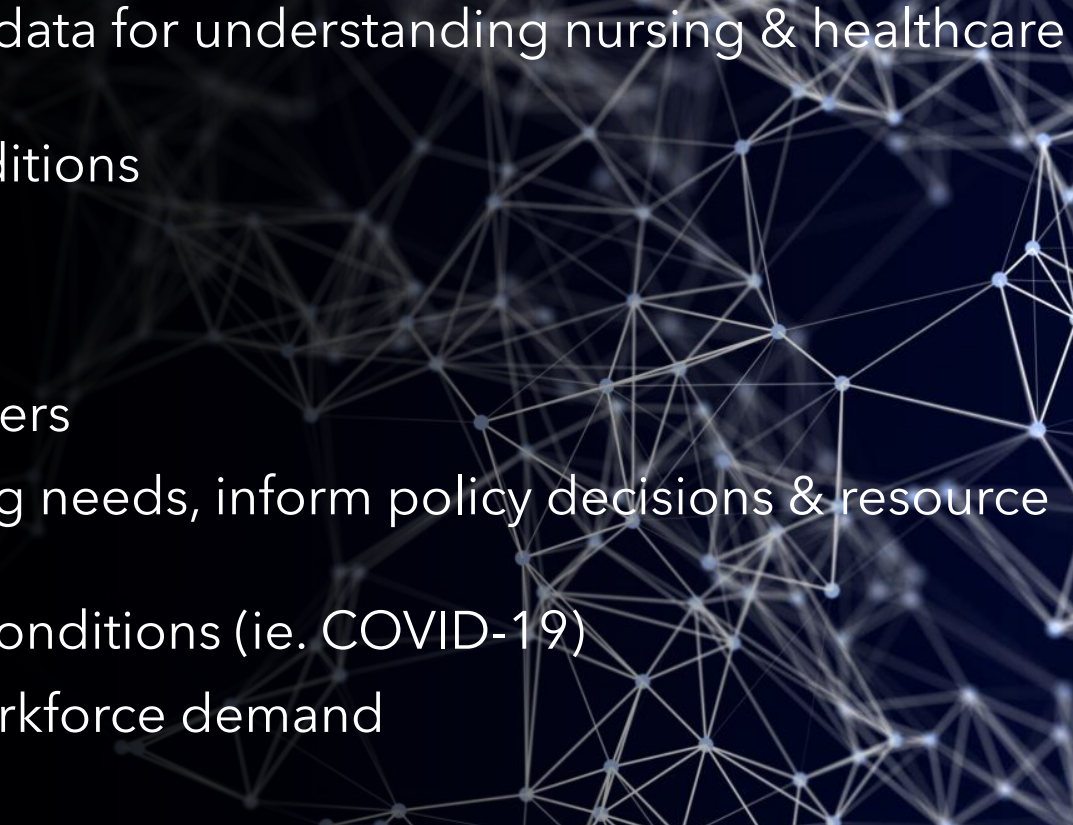
Rural access

- Hospital is now creating outpatient PT/OT/SLT services after a local provider went out of business.

Workforce
Training & Education Coordinating
Board

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Examples of Uses of Sentinel Network Findings

- Accountable Communities of Health (state planning regions)

- State Community College Health Programs Deans and Directors

- HR Directors groups

- (Future work) Washington's House Higher Education Committee expressed strong interest in funding Sentinel Network for other industry sectors

The Value of the Health Workforce Sentinel Network

- Rapid turnaround: provides real time data for understanding nursing & healthcare workforce

- Identifies skills needed and local conditions

- Answers "how and why"

- Helps to identify solutions

- Engages the full network of stakeholders

- Nimble enough to address developing needs, inform policy decisions & resource allocation

- Allows for investigation of changing conditions (ie. COVID-19)

- Augments quantitative data about workforce demand

- Relationships are key

Questions

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