

# Progress 2007

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## Report of the Health Care Personnel Shortage Task Force

### Section Two – State Plan



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**Workforce Training and Education Coordinating Board**

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# The State Plan to Address Health Care Personnel Shortages

**In 2007, the Health Care Personnel Shortage Task Force updated the state plan to address health care personnel shortages to acknowledge changes and progress made since 2002. Action on this plan will ensure that Washington continues to move forward to address health care personnel shortages.**

## **Goals:**

1. Increase educational capacity in health care training programs to enable more people to gain qualifications to work in health care occupations.
2. Recruit more individuals, especially targeted populations, into health care occupations, and promote adequate preparation prior to entry.
3. Develop a data collection and analysis system to assess health workforce supply and demand.
4. Retain current health care workers.
5. Enable local communities and organizations across the state to implement strategies to alleviate the health care personnel shortage in their areas.
6. The Task Force ensures continued collaboration among stakeholders to meet Washington's future health workforce needs.

## **Outcome Measures** (See Section Three for more detail)

1. Proximity of supply to demand (gap analysis) for selected occupations.
2. Education enrollment, completion, including breakdowns for race/ethnicity for both two-year and four-year institutions.
3. The number of school districts and high schools that offer a health option as part of their Health and Human Services Pathway. Updated data is not available from the Office of Superintendent of Public Instruction (OSPI) for 2007. Data from 2006 showed that about half of high schools offered health care program options as part of their Health and Human Services Pathway.
4. Diversity of the health care workforce: The level to which health workforce diversity reflects the diversity of the populations served.

## **Goal 1: Increase educational capacity in health care training programs so more people can gain qualifications to work in health care occupations.**

### **Objective 1.1: Increase funding and allocate resources to provide more capacity in new and current health care education and training programs.**

Strategy 1.1.1: Increase current funding and support new funding initiatives that increase the capacity of high employer and student demand programs of study in health care including prerequisites, taking into account the higher costs of these programs. Give priority to programs situated in medically underserved areas.

*Responsible Entities: The Governor and Legislature, State Board for Community and Technical Colleges, Higher Education Coordinating Board, two-year and four-year public and private postsecondary education institutions, Apprenticeship Training Council - the Department of Labor and Industries, Workforce Board, Health Workforce Institute, WA Center for Nursing, Labor/Management Partnerships, Health Skill Panels, Workforce Development Councils and other industry cluster partnerships in health care.*

Strategy 1.1.2: Develop apprenticeship opportunities in health care.

*Responsible Entities: Apprenticeship Training Council- Department of Labor and Industries, labor, employers, professional boards and commissions - the Department of Health.*

Strategy 1.1.3: Expand distance learning in health care programs

*Responsible Entities: Two-year and four-year public and private postsecondary education institutions, employers, labor/management organizations.*

Strategy 1.1.4: Develop health care and training programs to accommodate working adults.

*Responsible Entities: The Governor and Legislature, State Board for Community and Technical Colleges, Higher Education Coordinating Board, two-year and four-year public and private postsecondary education institutions, Workforce Board, Employers, Labor/Management Partnerships, Health Workforce Institute, Health Skill Panels, Workforce Development Councils and other industry cluster partnerships in health care.*

### **Objective 1.2 Increase the availability, diversity and retention of health care faculty.**

Strategy 1.2.1: Increase the flexibility of faculty salary schedules or allocations to provide health program faculty with compensation that is competitive with industry wages.

*Responsible Entities: The Governor and Legislature, State Board for Community and Technical Colleges, Higher Education Coordinating Board, labor / management organizations at community and technical colleges, four-year colleges and universities, employers, Washington Center for Nursing.*

Strategy 1.2.2: Research methods for recruiting and preparing health care faculty.

*Responsible Entities: State Board for Community and Technical Colleges, Higher Education Coordinating Board, labor / management organizations at community and technical colleges, four-year public and independent colleges and universities, employers, Washington Center for Nursing.*

Strategy 1.2.3: Expand the health scholarship and loan repayment program and provide other forms of financial support to recruit health care faculty, including part-time faculty and diverse faculty.  
*Responsible Entities: The Governor and Legislature, Higher Education Coordinating Board, Department of Health, two-year and four-year public and private postsecondary education institutions, Washington Association of Community and Migrant Health Centers, industry organizations and foundations.*

Strategy 1.2.4: Expand faculty sharing arrangements among industry and education providers, and provide incentives for providing faculty resources.

*Responsible Entities: Two-year and four-year public and private postsecondary education institutions, employers, labor, Health Workforce Institute, Health Skills Panels, Workforce Development Councils, and other health care industry cluster partnerships.*

### **Objective 1.3: Increase clinical capacity.**

Strategy 1.3.1: Coordinate clinical sites for nursing and allied health professions.

*Responsible Entities: State Board for Community and Technical Colleges, Two-year and four-year public and private postsecondary education institutions.*

Strategy 1.3.2: Identify and eliminate barriers to expanding clinical capacity. Expand opportunities for training, testing, and certification through multiple delivery modes such as distance learning, simulation, and at multiple sites (e.g., the workplace). Make recommendations to state and national accreditation bodies.

*Responsible Entities: State Board for Community and Technical Colleges, Two-year and four-year public and private postsecondary education institutions, Center of Excellence in Allied Health at Yakima Valley Community College, Area Health Education Centers in Western and Eastern WA, Washington Association of Community and Migrant Health Centers.*

### **Objective 1.4: Improve program completion rates and create smooth transitions to enable students to complete programs in less time and reduce program costs.**

Strategy 1.4.1: Develop more articulation and transfer opportunities in health care education programs, including the creation of more statewide transfer agreements, accepting credit for prior learning such as in the military, accepting credit based on competencies, creating foundation courses, and creating “common core” curricula.

*Responsible Entities: P-20 Council, State Board for Community and Technical Colleges, Higher Education Coordinating Board, two-year and four-year public and private postsecondary education institutions, Center of Excellence in Allied Health at Yakima Valley Community College, Office of Superintendent of Public Instruction and School Districts, Health Skill Panels, Workforce Development Councils, WA Center for Nursing, Department of Health and professional boards and commissions.*

Strategy 1.4.2: Integrate basic skills including English as a Second Language and occupational skills, adjusting instructional methods, and incorporating cultural awareness.

*Responsible Entities: State Board for Community and Technical Colleges, two-year and four-year public and private postsecondary education institutions, community-based organizations.*

Strategy 1.4.3: Support students to complete health care programs and transition to work through financial aid and other support including providing mentors and preceptors.

*Responsible Entities: State Board for Community and Technical Colleges, two-year and four-year public and private postsecondary education institutions, community-based organizations.*

## **Goal 2: Recruit more individuals, especially targeted populations, into health care occupations, and promote adequate preparation prior to entry.**

### **Objective 2.1: Provide more opportunities for people to enter health care careers.**

*The following strategies under this objective focus on underserved populations such as rural communities, racially and ethnically diverse youth and adults, individuals with disabilities, new immigrants, dislocated and incumbent workers, and military personnel:*

Strategy 2.1.1: Expand and/or leverage financial aid for individuals pursuing health care training, and disseminate information on available financial assistance.

*Responsible Entities: The Governor and Legislature, the Higher Education Coordinating Board, employers foundations, Health Skills Panels / Workforce Development Councils, and other health care industry cluster organizations.*

Strategy 2.1.2: Create and implement a plan to disseminate information on available financial aid assistance.

*Responsible Entities: Higher Education Coordinating Board, State Board for Community and Technical Colleges, Health Skill Panels / Workforce Development Councils, WA Center for Nursing.*

Strategy 2.1.3: Identify and eliminate statutory and regulatory barriers to entry into health care occupations

*Responsible Entities: Department of Health working with health professional boards and commissions.*

### **Objective 2.2: Raise awareness of opportunities in health care careers, and provide information on technical and financial resources available for training.**

Strategy 2.2.1: Train frontline staff at WorkSource, community and technical colleges and other organizations to inform unemployed workers, transitioning individuals (e.g. military), and students of opportunities in health care careers.

*Responsible Entities: Employment Security Department - Labor Market and Economic Analysis and WorkSource / Workforce Development Councils, State Board for Community and Technical College, Higher Education Coordinating Board, two-year and four-year public and private postsecondary education institutions.*

Strategy 2.2.2: Create smooth transitions for military-trained personnel to enter the civilian workforce.

*Responsible Entities: Health Skill Panels / Workforce Development Councils working with the military and education providers, Department of Veterans Affairs, Employment Security Department.*

Strategy 2.2.3: Develop statewide health care marketing plan to raise awareness of the wide range of career opportunities. Communicate the plan in a variety of languages and ways.

*Responsible Entities: The Governor and Legislature, Workforce Board, State Board for Community and Technical Colleges, Higher Education Coordinating Board, Health Workforce Institute, Center for Nursing, Center of Excellence at Yakima Valley Community College, Prosperity Partnership.*

Strategy 2.2.4: Enhance WAHOTT.com with content directed at adult learners and current industry information on health care occupations

*Responsible Entity: Center of Excellence in Allied Health, Yakima Valley Community College.*

**Objective 2.3: Promote K-12 programs that provide opportunities to explore a variety of health care careers and prepare students so they can complete postsecondary health science programs.**

*The following strategy targets K-12 students and their families:*

Strategy 2.3.1: Support local school districts and communities to: (1) Expand the availability of exploratory and preparatory programs in health care as part of the Health and Human Services Pathways, and (2) Increase the number of programs that lead to industry certification and employment in health care careers.

*Responsible Entities: Governor and Legislature, Office of Superintendent of Public Instruction, School Districts and Boards, two-year and four-year public and private postsecondary institutions, community-based organizations, initiatives and camps for youth, health care employers, Health skill panels / Youth Councils / Workforce Development Councils, Area Health Education Centers in Eastern and Western WA, labor organizations, Health Workforce Institute, Center for Nursing.*

**Goal 3: Develop a data collection and analysis system to assess health workforce supply and demand.**

Strategy 3.1: Improve the state's health workforce survey response rates to increase validity of data. Find funding for basic analyses of the data.

*Responsible Entities: Department of Health and the Workforce Board working with health care industry stakeholders.*

Strategy 3.2: Identify methods for collecting workforce supply information for non-credentialed personnel.

*Responsible Entities: Department of Health and the Workforce Board working with health care industry stakeholders.*

Strategy 3.3: Collect data on students enrolled and completing health care programs at high school, two-year and four-year public colleges, and private career schools.

*Responsible Entities: Workforce Board working with Department of Health, four-year colleges and universities, State Board for Community and Technical Colleges and Office of Superintendent of Public Instruction.*

Strategy 3.4: Collect demand data by surveying health care employers.

*Responsible Entities: Health Workforce Institute/ Washington State Hospital Association working with other stakeholders including the Washington Association of Community and Migrant Health Centers.*

Strategy 3.5: Analyze workforce supply and demand information for health professionals and develop methods to project demand over time.

*Responsible Entities: Workforce Board, Department of Health, Washington Center for Nursing, research universities, Health Workforce Institute, Higher Education Coordinating Board, State Board for Community and Technical Colleges.*

## **Goal 4: Retain current health care workers.**

Strategy 4.1: Expand customized training opportunities that enable incumbent workers to move up the career ladder or move to other high-demand health occupations.

*Responsible Entities: State Board for Community and Technical Colleges, community and technical colleges, Workforce Board, Health Workforce Institute, Service Employees International Union 1199, employers, and labor / management organizations.*

Strategy 4.2: Develop career mobility strategies within health care organizations, maximizing training opportunities and expand successful models.

*Responsible Entities: Employers, labor and professional associations, Health Skill Panels/ Workforce Development Councils, two-year and four-year postsecondary education providers, health care industry cluster organizations.*

Strategy 4.3: Communicate to the employer community the benefits of a healthy workplace environment in improving employee retention

*Responsible Entities: Washington Center for Nursing, Health Workforce Institute, labor and professional associations.*

## **Goal 5: Enable local communities and organizations across the state to implement strategies to alleviate the health care personnel shortage in their areas.**

Strategy 5.1: Find funding and other resources to support health skill panels and other organizations that further the goals of this state plan.

*Responsible Entities: The Workforce Board, Health Skill Panels/Workforce Development Councils, Labor / Management Partnerships, Health Workforce Institute, Allied Health Center of Excellence, Washington Center for Nursing, other health care industry cluster organizations.*

Strategy 5.2: Facilitate communication among local health skills panels and other local partnerships and organizations that further the goals of this state plan to enable coordination of efforts, and to communicate with state entities and the Legislature.

*Responsible Entities:*

*The Workforce Board / Task Force, Allied Health Center of Excellence at Yakima Valley Community College, Health Skill Panels/Workforce Development Councils, Health Workforce Institute, Washington Center for Nursing, other health care industry cluster organizations.*

## **Goal 6: The Task Force ensures continued collaboration among stakeholders to meet Washington’s future health workforce needs.**

Strategy 6.1: Convene the Task Force at least twice a year to oversee the implementation of the plan and convene ad hoc committees to address specific health workforce issues as they arise.

*Responsible Entity: Workforce Board.*