

2008

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2009

The  
Pennsylvania  
Workforce  
Investment  
Board

**HEALTH CARE INDUSTRY PARTNERSHIPS  
AND THE PENNSYLVANIA CENTER FOR  
HEALTH CAREERS:  
THE INTERCONNECTED RELATIONSHIP**



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Dear Readers,

The health care industry, the largest employer in Pennsylvania, has had an increasingly important effect on Pennsylvania's economy. Yet Pennsylvania faces a health care workforce shortage exacerbated by high turnover rates, an inadequate supply of new and replacement workers entering the workforce and too few instructors to meet the need in high-growth, high-demand occupations.

Responding to these challenges are Pennsylvania's innovative work strategies, the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships. The efforts put forth by these entities enable Pennsylvania to lead the way in defining and addressing health care workforce issues at the state and local levels.

The Pennsylvania Center for Health Careers acts as a catalyst to develop strategies and policies for creating and sustaining a viable health care workforce. The Health Care Industry Partnerships partner with industry representatives in each sector – the workforce, including workers and unions; economic development; state and local workforce agents; and at K-12 education levels – and work collectively to develop superior workers with quality skills. This balanced approach – one focused on policy development as well as policy implementation – evaluates the awareness of health care workforce challenges and emphasizes collaboration that results in action-oriented strategies that meet the demands for a highly skilled workforce. While each has a clear mission, they share a common philosophy: to address current and future demands in the health care workforce.

Together, the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships link Pennsylvania's health care workers to high-demand health occupations and Pennsylvania's health care providers with skilled health care workers. They join forces with Pennsylvania educational institutions to meet the growing need for quality education and training to produce a qualified health care workforce of the future. This report demonstrates the powerful, positive effect created through the focused efforts of the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships.

Regards,

A handwritten signature in black ink that reads "Fred Dedrick". The signature is written in a cursive, flowing style.

Fred Dedrick  
Deputy Secretary of Workforce Development

## EXECUTIVE SUMMARY

A new age has dawned on the health care workforce, pushed by continuing workforce supply-and-demand gaps and pulled by the expanding complexity, scope and scale of today's consumer needs. A comprehensive workforce strategy that builds and sustains a skilled workforce is necessary to overcome these challenges.

Health Care Industry Partnerships and the Pennsylvania Center for Health Careers are creating a robust and skilled workforce that meets Pennsylvania's short- and long-term health care workforce challenges. Since the inception of these strategies, the two have been working separately. However, the outcomes of the two strategies indicate mutual efforts have been occurring.

This report presents a comprehensive approach that provides a synthesis of the two workforce strategies. The use of a balanced perspective to explain the separate but related activities helps demonstrate how the independent initiatives influence one another.

Data collected in this report come from quarterly and annual Health Care Industry Partnership reports, grant proposals and review of prior reports released by the Pennsylvania Center for Health Careers.

The finding is that strategies used by the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships mirror each other, and have enabled the health care industry to address key workforce priorities. Together, the Industry Partnerships and the Pennsylvania Center for Health Careers have addressed workforce priorities, such as applying pipeline development activities and career ladders to retain a skilled workforce and increase the available labor pool, collaborating and sharing best practices and addressing some of the industry's most fundamental training and skill development needs. Nevertheless, a long-term and concerted new effort, not just a continuation of the current funding and resources, must be used. The new tools, resources, human capacity building and organizational structures emerging from the activities of the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships must be shared to have a broader beneficial effect on the future of the health care workforce.

The ability to continue responding to evolving health care industry demands will require a strong, positive relationship between the Health Care Industry Partnerships and the Pennsylvania Center for Health Careers. It also requires developing and maintaining a complex set of workforce perspectives and resources, both demand-side and supply-side. A vast opportunity exists to enhance the valuable asset of communication among Health Care Industry Partnerships and the Pennsylvania Center for Health Careers. Without ongoing communication,

there is little or no incentive to cooperate and support more interactivity and broader collaboration.

Future opportunities for ongoing collaboration between the Health Care Industry Partnerships and the Pennsylvania Center for Health Careers remain. However, this must be approached in a long-term, comprehensive way with attention to a structure that can identify and act on the common interests of a large and varied set of stakeholders.

Some of the most critical challenges to this ambitious strategy are 1) building real synergy between the industry and the Pennsylvania Center for Health Careers; 2) capturing the commonalities between congruent entities; 3) using the two entities to empower and enable collaboration across health care workforce strategies; 4) exploiting initiatives being implemented and applying them to the policy agenda, as well as sharing new approaches and research from the Pennsylvania Center for Health Careers with the Health Care Industry and vice versa; and 5) engaging all stakeholders to work constructively together.

It is against this background of optimism about the innovations and transformations induced by connecting to the Industry Partnerships and the Pennsylvania Center for Health Careers that this report is being produced. It builds on the work of the Health Care Industry Partnerships and the Pennsylvania Center for Health Careers, and may be seen as part of a long-term commitment to disseminate best practices and expose relevant information with a strong practical focus.

## ROADMAP TO THE REPORT

These and many more findings are presented and discussed in more detail below. This report is divided into four main sections. Section I describes the evolution of Industry Partnerships. Section II provides an overview of the Pennsylvania Center for Health Careers and its working groups and committees. The integration of the two workforce strategies is presented and analyzed in Section III. Finally, Section IV summarizes the 2008-2009 funded Health Care Industry Partnerships and identifies best practices resulting from the individual partnerships.

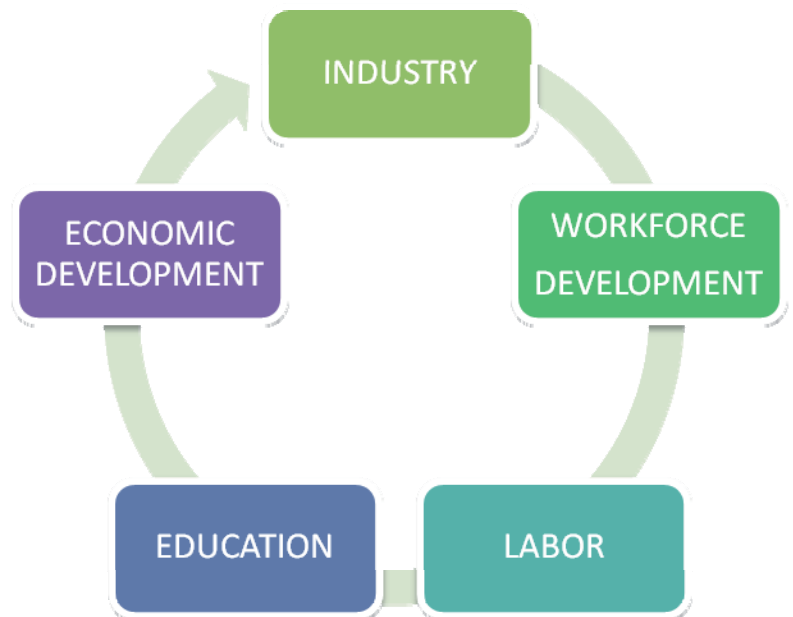
# **IMPROVING PENNSYLVANIA'S WORKFORCE THROUGH INDUSTRY INVOLVEMENT**

**CREATING SKILLED LABOR TO FILL JOBS OF THE FUTURE AND BUILD  
SUSTAINABLE ECONOMIC COMPETITIVENESS**

## REALIZING THE PROBLEM

Traditionally, Pennsylvania's workforce system focused on dislocated workers (those without jobs) who comprise only 5 percent of the population. The majority of state and federal funds were used to support the unemployed population with employment services. The incumbent workforce, about 95 percent of the population, was largely neglected because they already had jobs.

Recognizing the inefficiency of this approach, workforce development professionals spent two years working with employers and legislators to create an employer-driven workforce development strategy that focuses on the incumbent workforce. This work revealed a significant gap between the training offered at educational institutions and the actual needs of industry. The education community was not meeting employers' specific training needs because employers were not communicating those needs adequately. It was clear that a partnership between educational institutions, workforce development agencies and businesses was necessary in order to keep workers employed and mobile while keeping businesses competitive. The approach to workforce development shifted from a more temporary needs focus to an economic-development strategy, listening to business needs.



The new workforce strategy was built on the knowledge that companies with similar products and markets become more globally competitive when they share a regional concentration of skilled labor, innovative technology and complementary supply chains. As workforce agencies and unions recognized the application of this insight to economic development, they recognized its relevance to developing human capital and organized consortia of related employers to identify skill gaps and invest resources to strengthen the industries in regions with a competitive advantage. They began to share intelligence on industry trends, barriers to employment expansion and the evolving competencies required of workers.

## BUILDING THE STRUCTURE — IDENTIFYING HIGH PRIORITY OCCUPATIONS WITHIN TARGET INDUSTRY CLUSTERS

In order to determine which businesses to focus resources on, it was necessary to first identify Pennsylvania industries with competitive potential. Local Workforce Investment Board directors and the Pennsylvania Department of Labor & Industry's Center for Workforce Information & Analysis determined which employers belonged in which industry clusters. Criteria were developed for selecting "targeted" industries: those that create jobs paying family-sustaining wages, opportunity for employment expansion, career ladders, openings created by significant retirements. The resulting list of industry clusters and subclusters became the foundation upon which the new workforce development strategy was built.

Pennsylvania had to invest its resources in occupations that would increase the competitiveness of these key industries. The Center for Workforce Information & Analysis developed a list of high-priority occupations critical to the clusters and established criteria the jobs were required to meet: family sustaining wages, importance to the cluster and inadequate supply in the pipeline. This list of high priority occupations became the framework for guiding career awareness and investments to community colleges and career and technical schools.

## CREATING THE CAPACITY FOR PARTNERSHIPS

At the core of the new workforce development strategy was the recognition that Pennsylvanians needed a better understanding of the key industries that supported their economy. Once identified, the workforce system needed a more thorough understanding of the human capital challenges, technological trends and global competition facing the commonwealth's employers. Developing this industry-focused approach required that new resources be devoted to organizing employers in critical industries and providing the skills training necessary to bring their workforce up to competitive standards. These partnerships would become the cornerstone of a new, demand-driven system that would provide information and intelligence to workforce, education and economic development agencies.

Bringing together employers in similar industries to create a joint plan of action proved challenging. Good data, access to the right staff and knowledgeable salesmanship were required. Outreach to both labor and management to gain a thorough understanding of the industry and a clear identification of the skills gaps was also necessary. Pennsylvania's workforce team recognized the need for funding to facilitate both the organizing phase and the training delivery component.

A number of key factors drove this strategy:

- With a little guidance, employers would identify common needs and work together to address those needs.
- Employers would support a strategy to address industry's needs.
- Prior to requesting training dollars, employers would need to complete a careful assessment of what skill areas were critical to their success.
- Workers would support this initiative if the training provided them with skills and credentials that were transferable to other employers in the sector.

In 2005, the Pennsylvania General Assembly responded by allocating \$5 million to organize partnerships and \$15 million to address the training needs of current employees. Guidelines for obtaining these funds required the involvement of Local Workforce Investment Boards and emphasized the importance of employers' ability to choose their own training providers. Many Local Workforce Investment Boards responded enthusiastically, contacting thousands of employers in multiple sectors.

## DEVELOPING INDUSTRY PARTNERSHIPS

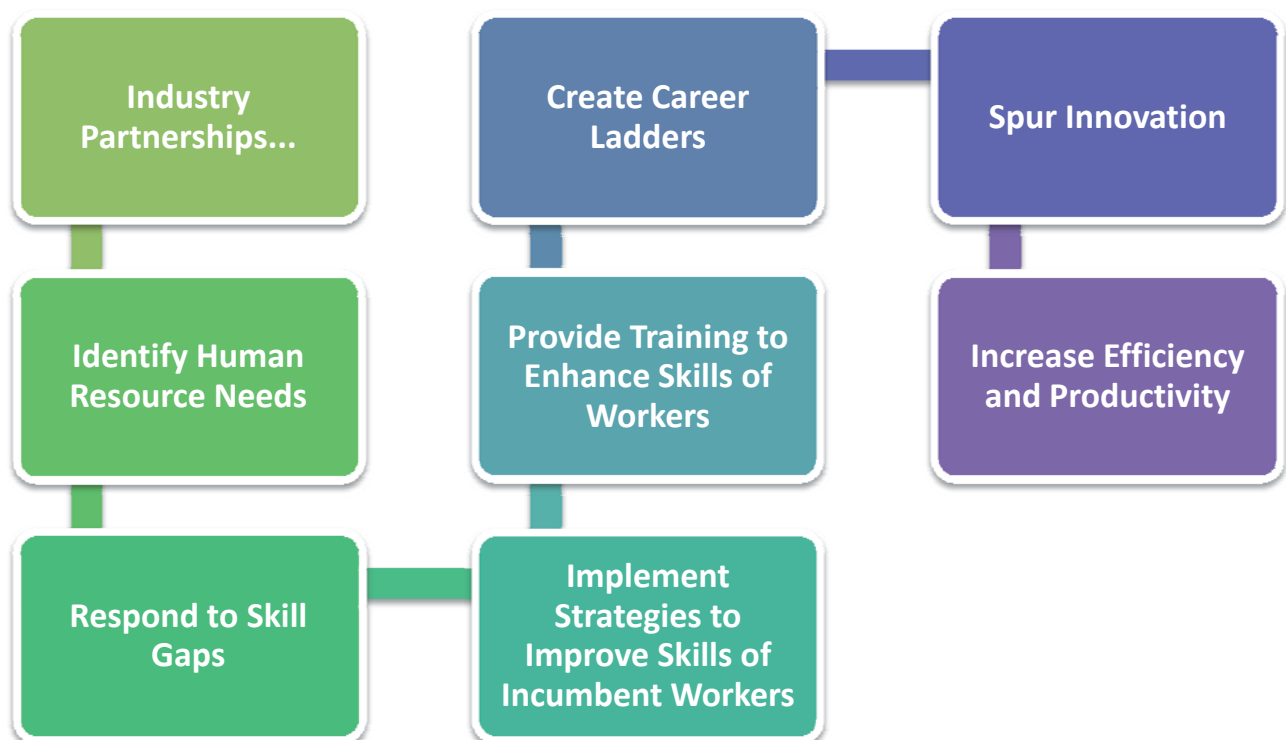
Industry Partnerships begin with state funds, allocated by the General Assembly, which are later combined with federal funds to support the system. Once funds are allocated, the Department of Labor & Industry draft guidelines for applying for Industry Partnership and Worker Training grants. Any group is eligible to apply, but all groups must partner with at least one Local Workforce Investment Board. Applicants draft proposals, which are submitted to Department of Labor & Industry and are reviewed as part of a competitive bidding process. Funding is awarded based on specific criteria and availability of funds. Industry Partnership member companies provide in-kind and matching contributions, which are then leveraged from the state contribution and invested back into the partnership and training programs. As the partnership shows success, more businesses become members, building the Industry Partnership and eventually making it self-sustaining.

The service model for Industry Partnerships, as well as the entire Pennsylvania workforce development system, provides one source for the delivery of all workforce programs. Local Workforce Investment Boards, Pennsylvania CareerLink offices and Industry Partnerships collaborate to meet the various needs of Pennsylvania residents and businesses.

Beneficiaries of Industry Partnerships include job seekers, employers, incumbent workers, labor unions, management, schools, training providers, students and others. The Industry Partnership concept created a much more targeted approach to worker education and training than the previous system because the focus shifted to advanced and innovative training for both the employer and the employee simultaneously; previous programs focused on one or the other.

## GAUGING SUCCESS

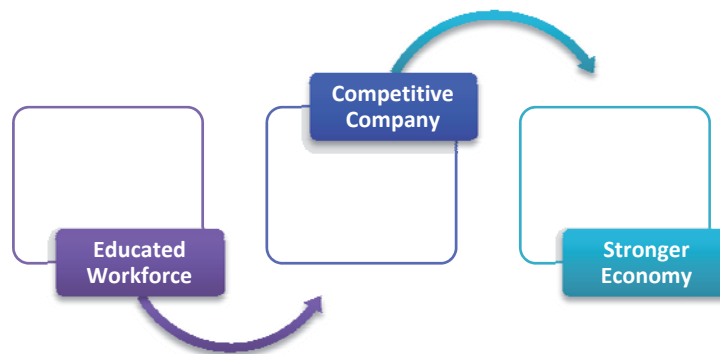
Central to Pennsylvania's new workforce system is industry leadership, with recognition that businesses can best identify and address the needs and gaps in the workforce community. The key is that all parties – education, economic development, business, labor, state and local workforce agents – come to the table to discuss these issues together, but the discussion is driven by industry needs. As a result, all entities benefit. Businesses now play an active role in shaping workforce policy and improving the local economy; labor can help determine how workers move up ranks to management positions; education and economic development groups have more clearly defined roles and are better in-tune with the actual needs of the community and industry.



Industry Partnerships are designed not only to identify human resource needs and skill gaps, but to address them by implementing strategies and training to improve incumbent workers' skills and to provide career ladders that spur innovation and increased efficiency and productivity. In addition, Industry Partnerships and Local Workforce Investment Boards work closely with schools, youth councils, community colleges and technical schools to help students focus on the in-demand, high-skill jobs of today's global economy.

The collaboration between workforce development and economic development agents at both the state and local levels create a skill-ready environment in Pennsylvania that is becoming a significant attraction for employers and businesses looking for a competitive workforce.

Through Industry Partnerships, businesses now fully understand that a better-educated workforce means a more competitive company and more competitive companies create a stronger economy. An Industry Partnership is a shared venture between government and industry and all participants are equal investors with a shared goal. The Industry Partnership concept is not just about worker training; it is about constantly looking at available labor information to stay competitive on the local, state, national and global levels.



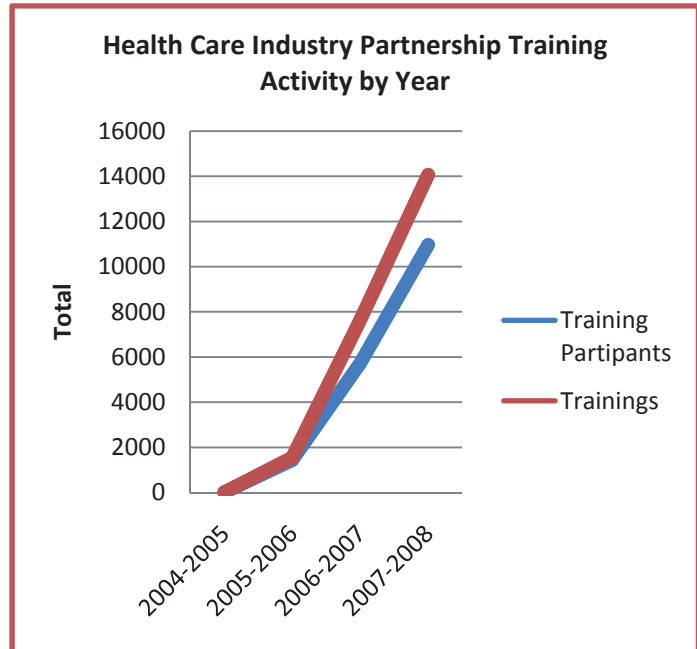
Forty-five percent of companies in Industry Partnerships in Pennsylvania did not have organized training programs prior to joining the program. Today, those same companies now participate in training programs that helped to improve the efficiency and skill levels – and boost the productivity – of their employees. Because of these dynamic results, labor and management continue to work together in the shared interest of moving the company, the industry and the region forward competitively.

The Industry Partnership program has enormous potential to be implemented on a larger scale statewide, regionally and nationally. In just four years, Pennsylvania has grown its program to include 76 active Industry Partnerships, with more than 6,200 companies as members and 63,000 employees trained. As more companies continue to see success, these programs will continue to be implemented statewide.

## REALIZING HEALTH CARE INDUSTRY PARTNERSHIP SUCCESS

Since 2005, Health Care Industry Partnerships have benefited from a \$16.3 million investment<sup>1</sup>. Combined with at least \$9.6 million in private-sector matching funds and in-kind contributions<sup>2</sup>, the total investment in the health care sector is nearly \$25.9 million. This investment has conducted more than 22,500 trainings benefiting more than 17,000 employees.

There is much anecdotal evidence from Health Care Industry Partnerships that solidify the value and effort of this workforce strategy. Health Care Industry Partnerships have shared a broad range of accomplishments including increasing engagement among members, creating career ladders and developing a strong reputation of programs and services that have resulted in employers seeking out how to join the table of partners.



Source: Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Year End Industry Partnership Annual Reports.

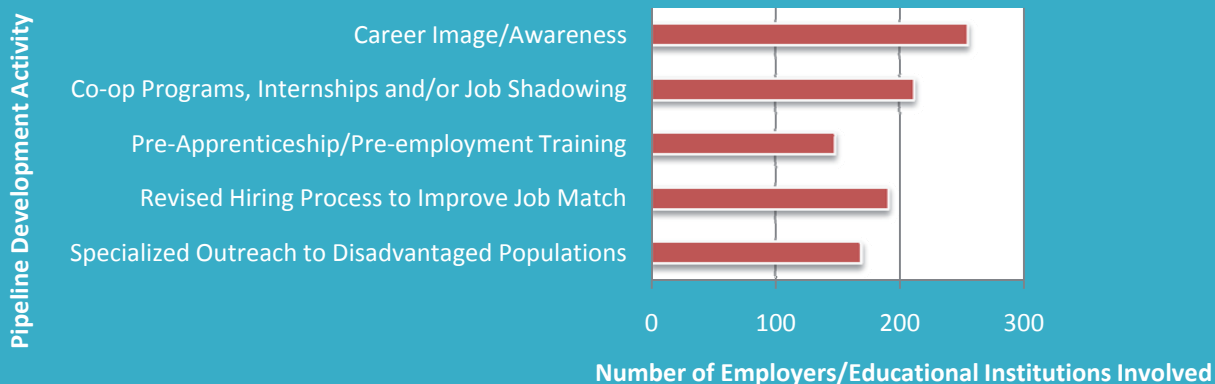
In order to achieve their results, Health Care Industry Partnerships use a variety of interventions. These activities include not only incumbent worker training, but also pipeline development activities, effective organizational practice sharing and the promotion of collaboration and innovation.

Health Care Industry Partnerships routinely conduct and participate in pipeline development activities including co-op programs, internships, on-the-job shadowing, pre-employment training, and a variety of career image and career awareness activities. These activities seek to develop a strong health care talent pipeline.

<sup>1</sup> Pennsylvania General Assembly Allocation.

<sup>2</sup> Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Year End Industry Partnership Annual Reports.

## Breadth of Pipeline Development Activities in FY 2007-2008



Source: Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Industry Partnership Year End Annual Reports, 2007-2008.

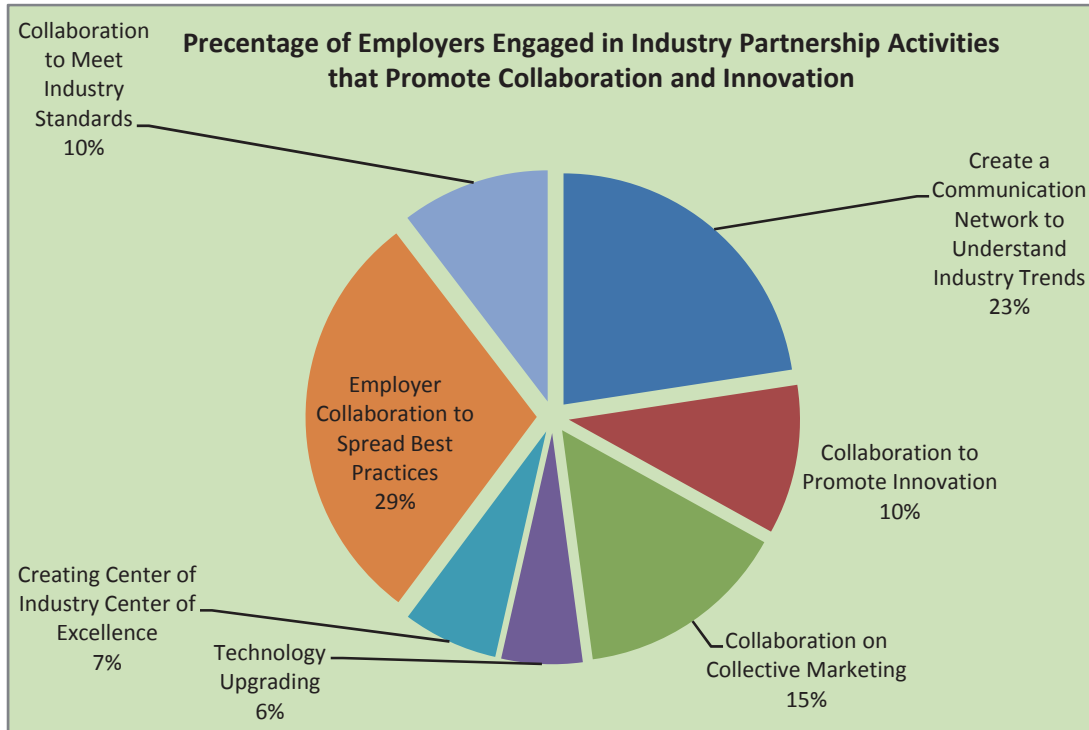
In addition to conducting training, Industry Partnerships are expected to help employers implement practices that help them increase competitiveness and improve outcomes for workers. For example, an effective workplace may improve retention and productivity by implementing practices that increase employee satisfaction, commitment and skills. Supervisory training and higher-level management training on industry specific best practices are examples of specific training implemented to improve organizational effectiveness. However, open dialog and the sharing of best practices among Industry Partnership members compliments organizational effectiveness training.

## Breadth of Activities which Promote Organization Effectiveness



Source: Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Industry Partnership Year End Annual Reports, 2007-2008.

Health Care Industry Partnership members have increased the overall industry competitiveness by creating a forum for conducting activities that promote collaboration, innovation and the sharing of best practices.



Source: Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Industry Partnership Year End Annual Reports, 2007-2008.

The result of these activities has yielded effective solutions for solving health care workforce challenges.

# Health Care Industry Partnership Fast Facts

13 Health Care Industry  
Partnerships Funded,  
Representing 60 Counties

(as of January 2009)

2008-2009 Total  
Investment in Health Care  
Industry Partnerships:  
More than \$6.4 Million

(General Assembly Investment of over \$3.7 million combined  
with \$2.7 million in private investment)

Source: Pennsylvania General Assembly Allocation, 2008-2009.

914 Employers Benefited  
from Training in 2007-2008

Source: Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Industry Partnership Year End Annual Reports, 2007-2008.

Since 2005, more than  
17,000 workers have  
benefited from training  
programs offered by Health  
Care Industry Partnerships

Source: Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Industry Partnership Year End Annual Reports, 2007-2008.

More than 320 employers  
collaborated to share best  
practices in 2007-2008

Source: Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, Industry Partnership Year End Annual Reports, 2007-2008.

# **THE PENNSYLVANIA CENTER FOR HEALTH CAREERS**

**SERVING AS A CATALYST TO DEVELOP ACTION-ORIENTED STRATEGIES TO  
ADDRESS SHORT- AND LONG-TERM WORKFORCE CHALLENGES**

## THE PENNSYLVANIA CENTER FOR HEALTH CAREERS – OVERVIEW

In April 2004, Governor Edward G. Rendell established the Pennsylvania Center for Health Careers (PCHC). The PCHC, using the expertise of public and private partners, serves as a catalyst to develop action-oriented strategies to respond to Pennsylvania’s short- and long-term health care workforce challenges. It is an initiative of the Pennsylvania Workforce Investment Board (PA WIB) and is led by Leadership Council of employers, commonwealth agencies, industry associations, labor unions, professional associations and educational institutions. The key challenges the PCHC seeks to address are:

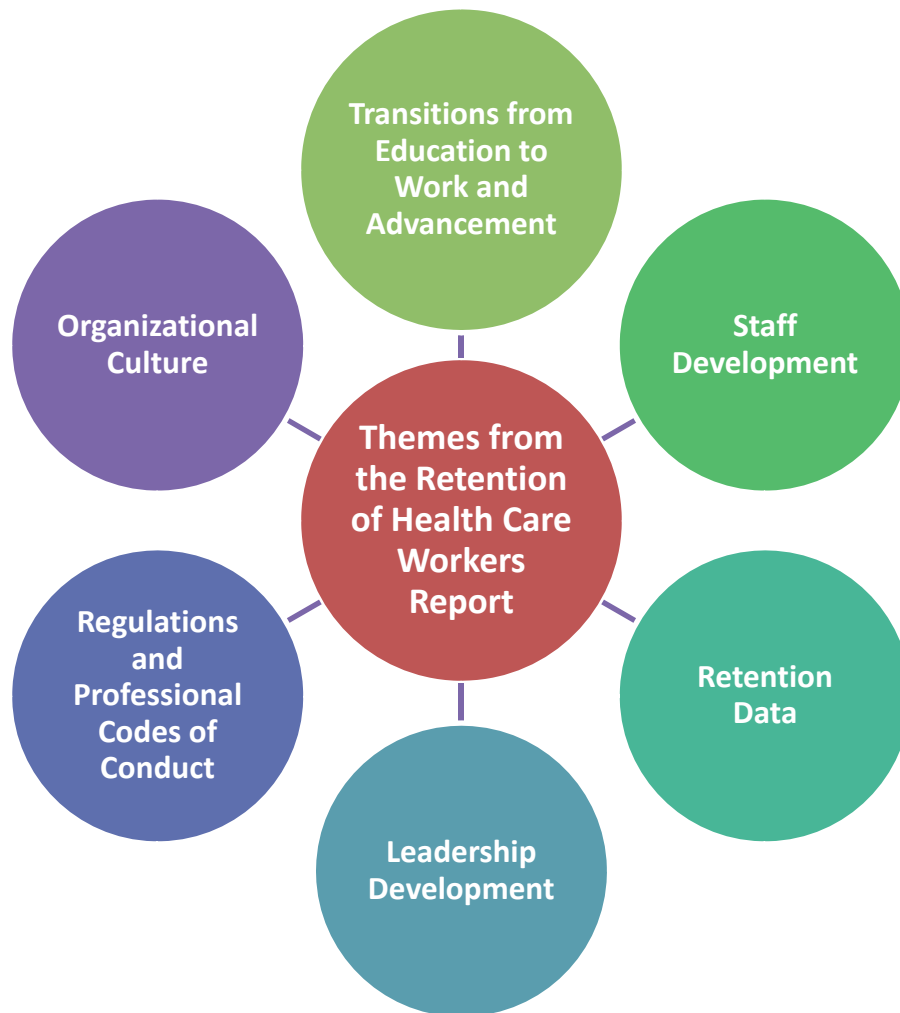
- Increasing the capacity of Pennsylvania’s nursing education system
- Retaining health care workers in health care professions
- Responding to the demand for critical allied health professions
- Addressing the needs of direct care workers

In response to these challenges, several taskforces were created. Each were charged with examining a set of issues facing the health care workforce in the commonwealth.



## RETENTION OF HEALTH CARE WORKERS WORKING GROUP

The Retention of Health Care Workers Working Group developed a set of recommendations to help health care organizations increase retention of health care workers and improve the quality of health care for Pennsylvania's residents. Recommendations from this report are arranged around six overarching themes.



## SUPPLY/DEMAND WORKING GROUP

Pennsylvania, like many states, faces a growing shortage of registered nurses and licensed practical nurses. If Pennsylvania is to maintain the benefit of high-quality health care, the commonwealth must have a robust supply of these critical workers. This has made it imperative to conduct a more careful study of the current supply/demand situation that gauges the present and future availability of registered nurses and licensed practical nurses ready, willing and able to work in the commonwealth.

To accomplish this goal, the Pennsylvania Center for Health Careers determined it was necessary to provide the best available data to estimate the gap between current and expected supply and the actual and future demand. The PCHC has developed two reports on the supply and demand for Registered Nurses (RNs) and Licensed Practical Nurses (LPNs): *The Registered Nurse Workforce in Pennsylvania* and *The Licensed Practical Nurse Workforce in Pennsylvania*. The RN and LPN data show that by 2012, the shortage<sup>3</sup> will be 16,250 and 10,200, respectively<sup>3</sup>.

## NURSING EDUCATION CAPACITY/CLINICAL EDUCATION TASK FORCE

In October 2004, PCHC released a report titled *Addressing Pennsylvania's Nursing Education System Capacity*, which included 15 recommendations regarding nurse educators, clinical education attraction and retention of nursing students and graduates. A second report, *Influences on Pennsylvania's Clinical Education Capacity* builds upon previous initiatives and further explores the commonwealth's clinical education capacity challenges – faculty capacity, clinical sites, and the use of medical simulation technology.

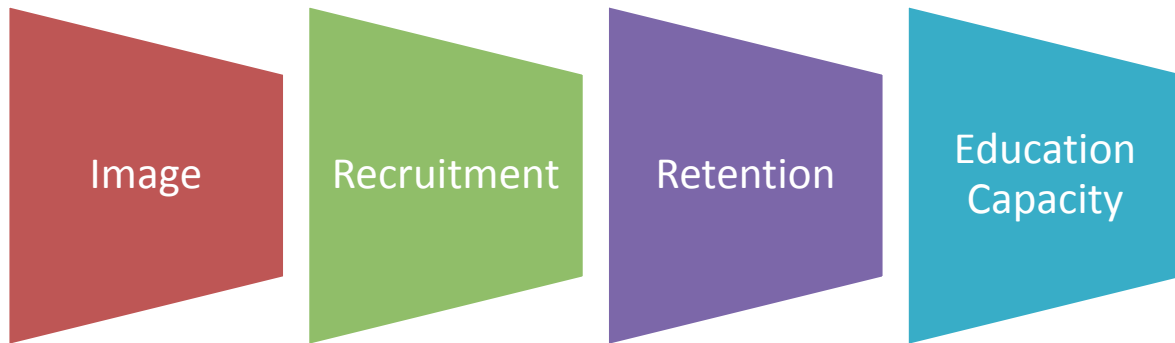
In response to the challenges facing the nursing education system, several initiatives were developed to meet the demand for more nurses. The Loaned Faculty Initiative supports partnerships between health care employers and nursing education programs to add faculty and increase student enrollment. The grants provide financial incentives to health care employers to lend qualified nurses as faculty to nursing programs that demonstrate a critical need for new faculty to expand their enrollment. Clinical Education Grants foster the effective use of adjunct, part-time and contracted faculty. They help increase educational quality and enable institutions to expand programs by providing faculty coordination and training. This initiative also enables nursing programs to hire one faculty member dedicated to incorporating simulation technology into the curriculum. The purpose is to provide the most productive and efficient use of simulation labs and increase the number of students nursing programs can enroll.

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<sup>3</sup> State Health Improvement Plan, *Report on the Status of Nursing Education Programs in Pennsylvania*, 2008.

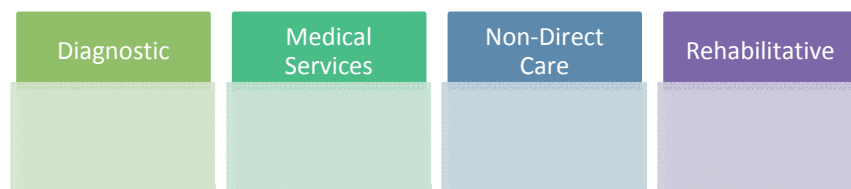
## ALLIED HEALTH WORKING GROUP

The Allied Health Working Group identified 22 critical allied health occupations using the Department of Labor & Industry's High Priority Occupations list as a guide. The Working Group then identified and prioritized four major issues that influence allied health occupations.



**Four Major Issues that Influence Allied Health Occupations**

The Working Group further classified the 22 critical occupations into four categories based on type of work and level of patient contact:



The Working Group also identified a subset of eight pilot occupations:

- Dental Assistants
- Dental Hygienists
- Medical and Clinical Laboratory Technicians
- Medical and Clinical Laboratory Technologists
- Pharmacists
- Physical Therapists
- Radiologic Technologists
- Respiratory Therapists

## DIRECT CARE WORKFORCE WORKING GROUP

The Direct Care Workforce Working Group is charged with examining, recommending, and promoting the implementation of systemic policies and practices that strengthen the quality of direct care worker jobs, improve the quality of care to consumers, and support the recruitment and retention of direct-care workers in Pennsylvania. Together, the Direct Care Workforce Working Group and its subcommittees developed a set of core principles, a vision for job quality, and recommendations for achieving both.

The members of the Direct Care Workforce Working Group also identified the following priority issues:

- Wages and Benefits
- Workplace Culture and Respect
- Training and Career Advancement
- Direct-care Worker Participant
- Quality of Care and Services
- Funding and Reimbursement
- Lack of a Coordinated System

From these priorities, the working group identified four key overarching strategies:



## BEST PRACTICES CONFERENCE

The annual Best Practices Conference invites industry experts to present on topics that address the ever-present health care worker shortage and issues surrounding quality of care. Individuals, agencies and organizations involved in all aspects of health care attend the conference. The conference showcases established best practices focused on nursing, allied health, direct care workers and how best practices can be implemented for the education of health care professionals, the recruitment and retention of health care workers and the maximization of funding resources in order to improve the health care workforce in Pennsylvania.

## HEALTH CAREERS WEEK

Health Careers Week is an annual event organized by the Health Careers Week steering committee of the Pennsylvania Center for Health Careers. The purpose of the Health Careers Week is to develop initiatives to attract Pennsylvania residents to consider a career in health care. The Health Careers Week features events that raise the public's awareness of career opportunities in health care. The week is kicked off with a Health Careers Expo. The Expo highlights high-priority health care occupations, so named because they are in demand, provide a family-sustaining wage and offer opportunity for advancement.

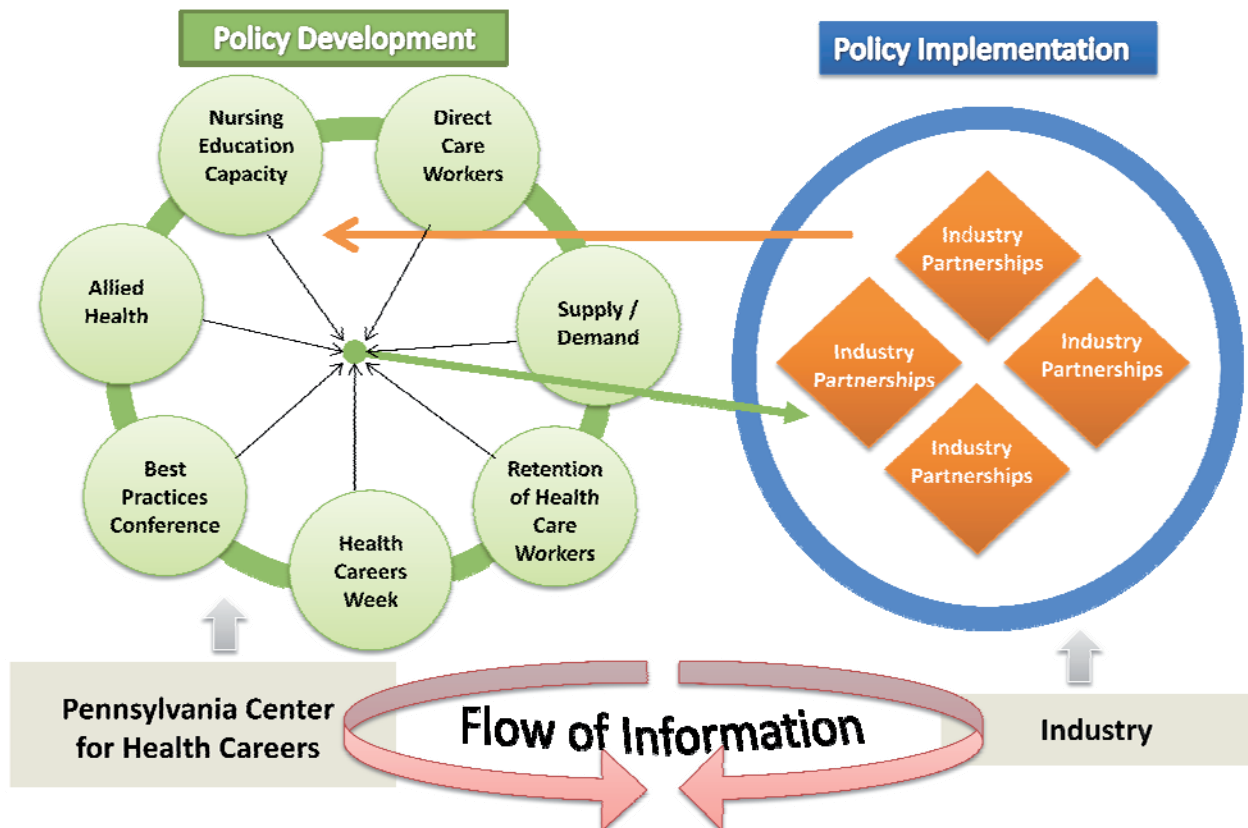
## UNDERSTANDING THE RELATIONSHIP

A GRAPHIC REPRESENTATION OF THE INTERCONNECTED RELATIONSHIP  
BETWEEN THE POLICY WORK OF THE PENNSYLVANIA CENTER FOR HEALTH  
CAREERS AND IMPLEMENTATION WORK OF HEALTH CARE INDUSTRY  
PARTNERSHIPS ACROSS THE COMMONWEALTH

## THE INTERCONNECTED RELATIONSHIP

The importance of further developing the relationship between the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships is unprecedented. While the work of the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships has been conducted, for the most part, independently, future endeavors will require orchestrating policy initiatives through continuous feedback and information flow between the two initiatives. This will be best achieved by building on existing relationships and committing to continuous information flow across the two workforce strategies.

The relationship model below accounts for and recognizes that effective policy development and implementation requires finding the right balance between the two approaches. It demonstrates the roles and responsibility of the Pennsylvania Center for Health Careers and the Health Care Industry Partnerships and how each role is enhanced by the activities of the other.



## SYNTHESIS AND INTEGRATION

ANALYZING HEALTH CARE INDUSTRY PARTNERSHIPS' BEST PRACTICES AS  
THEY RELATE TO THE RECOMMENDATIONS AND REPORTS OF THE  
PENNSYLVANIA CENTER FOR HEALTH CAREERS

## INDUSTRY PARTNERSHIPS ACTIVITIES RELATED TO ALLIED HEALTH

The Allied Health Working Group identified and prioritized four key issues that influence allied health occupations. Health Care Industry Partnerships work collaboratively with business, labor and industry leaders to determine training topics and education programs that support a range of professional development opportunities for new and incumbent workers. They have engaged in activities that focus on addressing the identified key issues related to allied health including image, education capacity, recruitment and retention.

### IMAGE/RECRUITMENT

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Delaware County Healthcare Employers Consortium: *Southeastern PA Health Careers Training Directory 2008 Edition*

The directory is designed to help workers and employers identify career paths, potential job growth and salary potentials. The directory is organized by years of training required and features the following Allied Health Occupations: medical record coder, phlebotomist, cardiovascular tech, medical assistant, surgical technologist, clinical laboratory scientist/medical technologist, radiographer, respiratory therapist and physical therapist.

Chester County Partnership:

- Conducted several Health Careers Showcases held at area health care facilities and educational settings featuring allied health occupations including occupational therapy and physical therapy.
- Distributed educational materials identifying the top health care careers in Chester County. The following allied health occupations were included in the materials: dental hygienist, medical and clinical laboratory technician, medical transcriptionist, occupational therapist, pharmacist, pharmacy technician, physical therapist, and radiologic technologist and technicians.

Northeast Regional Health Care Industry Partnership:

Several Health Career Camps were held in collaboration with the YMCA, Boy Scouts of America and The Pennsylvania State University to expose students to different health career opportunities, including allied health.

#### North Central Health Care Industry Partnership:

- Produced a DVD featuring local health care professionals working in health care facilities in the region. The DVD features the following allied health occupations: pharmacy, lab tech, physical therapy and medical imaging.
- Conducted a Health Careers Camp that provides students in grade 10-12 with exposures to current allied health careers. Exposure to health careers assists students in the process of making a career choice.
- Teachers Exploring and Advocating for Careers in Health Academy (TEACH) takes teachers and guidance counselors out of the classroom and into the world of health care. It helps them take back what they experienced to their students.

## EDUCATIONAL CAPACITY

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#### Tri-County Health Care Consortia:

Provided matching funds to support the Critical Job Training grant under Temporary Assistance for Needy Families (TANF) funds. These contracts included two medical assistants, one phlebotomy and one radiological technologist<sup>4</sup>.

#### Central Pennsylvania Workforce Development Corporation:

Initiated focus group and primary data collection to determine the causal effects of the regional supply-and-demand gap for targeted allied health professions.

#### Delaware County Healthcare Employers Consortium:

In conjunction with Delaware County Community College, students can earn college credits toward an allied health degree with successful completion of related training programs.

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<sup>4</sup> Pennsylvania Industry Partnership & Worker Training Grant, Tri-County Health Care Consortia Continuation Grant Application, 2007-2008.

## RETENTION

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### Tri-County Health Care Consortia: *Health Care Worker Recognition Luncheon*

Honors individuals in allied health professions for their dedicated work and commitment to their health care profession.

## INDUSTRY-DEMANDED TRAINING

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The following identifies the range of professional development opportunities that have been conducted or are planned to be implemented through the funded Industry Partnerships.

### Tri-County Health Care Consortia:

Wound Care Seminar: presenters included a wound care physician, nurse and physical therapist. Attendance included allied health professionals.

### North Central Health Care Industry Partnership:

Offered training in the following allied health occupations:

- Medical Coding and Billing
- Medical Assistant with Pre-Program coding coursework
- Medical Laboratory Technician to Medical Technologist
- Pharmacy Technician
- Radiologic Technologist

### Lancaster County Center of Excellence in Long-term Care Practice:

- Expand Palliative Care Course to other health care workers including pharmacists.
- Offer the pre-allied health training program to workers considering career ladder advancement.

#### Westmoreland/Fayette Health Care Industry Partnership:

- This Industry Partnership offers Emergency Medical Technician training to its membership.
- This Industry Partnership plans to implement a medical laboratory technician career ladder program. The program will provide a variety of remedial preparatory education and initial medical laboratory assistant certificate coursework and ultimately will encourage enrollment into a medical laboratory technician or medical technologist program.

#### Delaware County Healthcare Employers Consortium:

In conjunction with Delaware County Community College, this Industry Partnership offers the following training programs to allied health professionals or those interested in pursuing an allied health occupation: skin care and nutrition, physical rehabilitation and restorative care, geriatric wound prevention and care and phlebotomy. Successful completion of the course results in college credit toward an allied health degree.

#### Pennsylvania Partnership for Direct Care Workers

Allied Health training and education programs offered through this partnership include pharmacy technician, medical coding and sterilization processing and distribution.

## INDUSTRY PARTNERSHIP ACTIVITIES RELATED TO THE RETENTION OF HEALTH CARE WORKERS IN THE COMMONWEALTH

In fall 2006, the Retention of Health Care Workers Working Group identified a set of recommendations and strategies organized into six themes. The accomplishments of the Industry Partnerships reflect the recommendations and numerous strategies identified by the working group. Delivering best practices that meet four of the six themes, the Health Care Industry Partnership activities that best champion these themes are described below.

### ORGANIZATIONAL CULTURE

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There is a consistent pattern of accomplishments among all Health Care Industry Partnerships. These accomplishments demonstrate commitment to engaging employers dedicated to fostering learning organizations. Members of Industry Partnerships display supportive workplace environments that address an overall commitment to improving the workplace culture through training. Employees and employers are engaged in dialogue and training that values and recognizes the contribution that developing managers/leaders contributes to creating and sustaining a healthy work environment.

South Central Pennsylvania Healthcare Industry Partnership:

*Building a Multi-Generational & Diverse Workteam: A Guide for Frontline Caregivers and Health Care Leaders* — Curriculum developed in fiscal year 2007-2008 and prepared for implementation in fiscal year 2008-2009.

Lancaster County Center of Excellence in Long-Term Care Practice:

Exploring the development and implementation of a new program related to creating a culture of inclusion.

Southeast PA Long-Term Care Industry Partnership:

Implemented retention strategy training programs including: Improving Health Care by Building a Retention Culture as well as initiating employee mentoring programs.

#### Central Pennsylvania Health Care Industry Partnership:

- *Lean Six Sigma Black Belt* — A number of hospitals participating in the partnership have identified the need to be trained in quality improvement techniques for a health care setting. In fiscal year 2007-2008, two hospitals participated in a quality improvement training program. The results ensured participants not only have the skills to foster a workplace environment that advances patient and staff safety but also the critical skills that promote and sustain quality care.
- *Perfecting Patient Care* — In partnership with the Pittsburgh Regional Health Initiative, the partnership will bring the Perfecting Patient Care (PPC) training program to the central region. Perfecting Patient Care is a quality engineering methodology that calls for patient need to drive patient care in the same way that customer need drives commerce. The four-day program is based on the 14 business principles of Toyota outlined in Jeffrey Liker’s book, *The Toyota Way*, and concludes with firsthand observation at an institution. Participants leave the program having developed a root cause analysis and proposed solutions using a specific process known as an A3 report.

## TRANSITION FROM EDUCATION TO WORK AND ADVANCEMENT

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Industry Partnerships create a forum to convene both professional educational institutions and health care organizations to better align formal education with on-the-job needs and realities.

#### Pennsylvania Partnership for Direct Care Workers:

This Industry Partnership is in the process of engaging other Southeast Region Industry Partnerships in roundtable discussions with Drexel University. The outcome of this dialog will help Drexel University better align curriculum with industry needs and realities.

Through various best practices, Industry Partnerships have promoted and supported efforts to develop career ladders and lattices within health care organizations. In particular, Industry Partnerships place particular emphasis on promoting training opportunities for entry-level workers to acquire higher-level skills and credentials.

Northeast Regional Health Care Industry Partnership:

Conducted training programs for entry-level workers seeking to acquire higher-level skills and credentials. These courses include: nurse's aide, licensed practical nursing, licensed practical nurse to registered nurse, and professional certifications.

Delaware County Healthcare Employers Consortium:

- Offered basic health care terminology and English as a Second Language training to 60 incumbent workers, including immigrant nursing assistants, housekeeping and dietary staff<sup>5</sup>.
- Conducted math and English preparation for standardized tests to prepare incumbent workers for the entrance exam required for most certificate or degree programs in nursing.

Select Industry Partnerships have promoted model internship or residency programs.

South Central Healthcare Industry Partnership:

Developed and implemented a presentation across the region explaining the theoretical benefits and emerging industry trends surrounding the utilization of nurse residency programs. Participants who have since implemented a nurse residency program in their institution have identified the positive effects of the program on retention and new nurse job satisfaction.

Tri-County Health Care Consortia:

Implemented a Peer Mentoring Program for nursing professionals and direct care workers.

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<sup>5</sup> Pennsylvania Industry Partnership & Worker Training Grant, Delaware County Healthcare Employers Consortium Continuation Grant Application, 2007-2008.

## STAFF DEVELOPMENT

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Industry Partnerships offer and support continuing education and training for employees at all levels of professional experience. Employer participation in Industry Partnerships indicates a commitment and investment in supporting staff development. Industry Partnerships provide a venue for the dissemination of information and best practices related to training and education. The following section will identify training programs not otherwise identified elsewhere in this report.

Lancaster County Center of Excellence in Long-Term Care Practice:

Developed and implemented palliative or end-of-life care training program.

Lehigh Valley Healthcare Industry Partnership:

- Offered dementia and end-of-life training.
- Conducted advanced customer service training: strategies to improve service to internal and external customer.

Northeast Regional Health Care Industry Partnership:

- Approximately 630 health care employees have been trained. Trainings included Dementia/Alzheimer's, Supervisory Skills, and Palliative Care<sup>6</sup>.
- Conducted a one-day seminar that centered on the issues of aging, dementia and Alzheimer's disease. Seventy-two participants applied for and received Continuing Education Units (CEUs) from Maywood University<sup>7</sup>.

Tri-County Health Care Consortia:

Conducted training programs in the following areas: dementia, diabetes management, leadership and supervision, infection control wound care certification, palliative care certification and hospice certification. Several individuals were trained as Nursing Assistants and Licensed Practical Nurses.

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<sup>6</sup> Pennsylvania Industry Partnership & Worker Training Grant, Northeast Regional Health Care Industry Partnership Continuation Grant Application, 2007-2008.

<sup>7</sup> Pennsylvania Industry Partnership & Worker Training Grant, Northeast Regional Health Care Industry Partnership Continuation Grant Application, 2007-2008.

#### Pennsylvania Partnership for Direct Care Workers:

The Partnership has developed a variety of curricula ranging from core skill development to advanced concepts to ensure that all participants have the opportunity to move along a career pathway.

#### Southeast PA Long-Term Care Industry Partnership:

More than 5,000 workers participated in training programs. Some of the training programs included<sup>8</sup>:

- Advanced communication and problem solving
- Certified senior advisor
- Employee mentoring and retention strategies
- Techniques and advances in pain management
- Reporting Abuse Requirements.

#### Delaware County Healthcare Employers Consortium:

- Conducted Communication and Leadership Skills Training for 123 staff, from entry level through management<sup>9</sup>.
- More than 100 employees participated in courses in the following specialty areas: skin care and nutrition, geriatrics and mental health, geriatric wound care and prevention, and physical therapy skills. Incumbent workers received one college credit for each completed course<sup>10</sup>.

## MANAGEMENT AND LEADERSHIP DEVELOPMENT

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Management and Leadership development training programs are common offerings within Industry Partnerships. Moreover, the sharing of the curriculum from these programs represents regional collaboration and demonstrates the origination of aggregate training offerings between Industry Partnerships.

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<sup>8</sup> Pennsylvania Industry Partnership & Worker Training Grant, Southeast PA Long-Term Care Industry Partnership Continuation Grant Application, 2007-2008.

<sup>9</sup> Pennsylvania Industry Partnership & Worker Training Grant, Delaware County Healthcare Employers Consortium Continuation Grant Application, 2007-2008.

<sup>10</sup> Pennsylvania Industry Partnership & Worker Training Grant, Delaware County Healthcare Employers Consortium Continuation Grant Application, 2007-2008.

North Central Health Care Industry Partnership:

Offered aggregate training programs in supervisory and cultural diversity to other Workforce Investment Area Health Care Industry Partnerships.

South Central Healthcare Industry Partnership:

More than 300 incumbent health care managers and leaders completed supervisory development and retention culture courses. Both programs received extremely high ratings by attendees, based on a survey analysis<sup>11</sup>.

Lancaster County Center of Excellence in Long-Term Care Practice:

Over the last several years, 450 supervisors have been trained in coaching supervision<sup>12</sup>.

Lehigh Valley Healthcare Industry Partnership:

- Conducted supervisory and leadership skills for department heads, supervisors and managers to improve skills in leadership, teamwork, communication, coaching, problem solving, accountability, critical thinking.
- Building a retention culture: mid- and executive-level supervisory training to support and improve staff retention rates.

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<sup>11</sup> Pennsylvania Industry Partnership & Worker Training Grant, South Central Healthcare Industry Partnership Continuation Grant Application, 2007-2008.

<sup>12</sup> Pennsylvania Industry Partnership & Worker Training Grant, Lancaster County Center of Excellence in Long-Term Care Practice Continuation Grant Application, 2007-2008.

## INDUSTRY PARTNERSHIP ACTIVITIES RELATED TO DIRECT CARE WORKERS

The Direct Care Workforce Working Group has identified an ambitious strategy to forge a “quality care through quality jobs” policy agenda. Health Care Industry Partnerships have made a direct effect through industry-specific and demand-driven training efforts to address entry-level and incumbent-worker training needs.

### SPECIALIZED TRAINING OPPORTUNITIES

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Lancaster County Center of Excellence in Long-Term Care Practice:

Developed and implemented palliative or end-of-life care training program for direct care workers.

Northeast Regional Health Care Industry Partnership:

Utilizing the training program developed by the Lancaster County Center of Excellence in Long-Term Care Practice in collaboration with the Hospice of Lancaster County, direct care workers were able to take part in palliative care training.

Lehigh Valley Healthcare Industry Partnership:

Direct care workers participated in dementia and end-of-life training.

Pennsylvania Partnership for Direct Care Workers:

- Twenty-four participants received, or are receiving, training in core skills for direct care workers<sup>13</sup>.
- One hundred seventy-one participants received core and advanced skills training for attendants<sup>14</sup>.
- Thirty-six participants attended skill-building specialty courses for direct care workers<sup>15</sup>.

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<sup>13</sup> Pennsylvania Industry Partnership & Worker Training Grant, Pennsylvania Partnership for Direct Care Workers Continuation Grant Application, 2007-2008.

<sup>14</sup> Pennsylvania Industry Partnership & Worker Training Grant, Pennsylvania Partnership for Direct Care Workers Continuation Grant Application, 2007-2008.

<sup>15</sup> Pennsylvania Industry Partnership & Worker Training Grant, Pennsylvania Partnership for Direct Care Workers Continuation Grant Application, 2007-2008.

Tri-County Health Care Consortia:

Three direct care workers were trained as mentors and provided a seminar on confidentiality to two long-term care facilities and one community-based home health agency<sup>16</sup>.

## SUPPORT CAREER DEVELOPMENT

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Delaware County Healthcare Employers Consortium:

Basic Health care Terminology and Workplace English as a Second Language (ESL) training programs were offered at three health care facilities in Delaware County with on-site instruction. Sixty incumbent workers, including immigrant nurse's aides, housekeeping and dietary staff, participated in these training programs.<sup>17</sup>

Pennsylvania Partnership for Direct Care Workers:

- Developed career pathways across health care sectors to enable employer partners to advance entry-level employees into mid-level positions.
- The Partnership has developed a variety of curricula, ranging from core skill development to advanced concepts to ensure that all participants have the opportunity to move along a career pathway.
- The partnership has developed innovative strategies, such as career coaching, career pathways and bridge classes to connect low-wage and/or low-skilled workers to career pathways in health care, addressing the high turnover in low-wage jobs and the demand in mid-level jobs.

Tri-County Health Care Consortia:

Implemented a peer mentoring program for direct care workers.

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<sup>16</sup> Pennsylvania Industry Partnership & Worker Training Grant, Tri-County Health Care Consortia Industry Partnership Continuation Grant Application, 2007-2008.

<sup>17</sup> Pennsylvania Industry Partnership & Worker Training Grant, Delaware County Healthcare Employers Consortium Continuation Grant Application, 2007-2008.

## EFFECTIVE WORKPLACE PRACTICES

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### Lancaster County Center of Excellence in Long-Term Care Practice:

During fiscal year 2007-2008, over 60 trainers have been trained in coaching supervision, and more than 280 supervisors have participated in coaching supervision training<sup>18</sup>.

### Delaware County Healthcare Employers Consortium:

Communication and Leadership Skills Training was provided to 123 staff, from entry level through management<sup>19</sup>.

### Central Pennsylvania Health Care Industry Partnership:

Since 2007, this Industry Partnership has been sponsoring consortium- and industry-hosted training for supervisors and health care leaders on supervision, and cultural diversity. In fiscal year 2007-2008, more than 150 participants were trained in supervision, retention and diversity<sup>20</sup>.

### Lehigh Valley Healthcare Industry Partnership:

- Conducted supervisory and leadership skills training for department heads, supervisors and managers to improve skills in leadership, teamwork, communication, coaching, problem solving, accountability and critical thinking.
- Implemented building a retention culture: mid- and executive-level supervisory training to support and improve staff retention rates.

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<sup>18</sup> Pennsylvania Industry Partnership & Worker Training Grant, Lancaster County Center of Excellence in Long-Term Care Practice Continuation Grant Application, 2007-2008.

<sup>19</sup> Pennsylvania Industry Partnership & Worker Training Grant, Delaware County Healthcare Employers Consortium Continuation Grant Application, 2007-2008.

<sup>20</sup> Pennsylvania Industry Partnership & Worker Training Grant, Central Pennsylvania Health Care Employers Consortium Continuation Grant Application, 2007-2008.

## NURSING EDUCATION CAPACITY/CLINICAL EDUCATION TASK FORCE

The nursing education initiatives have been implemented to address the systemic challenges facing the Nursing Education system, the demand for more nurses. The Pennsylvania Higher Education Assistant Agency, through its foundation, provides funding for these initiatives. Recipients of the grants help fill faculty shortages in three critical areas: loaned faculty, adjunct or part-time faculty and simulation lab coordinators.

More than 124 different grants have been awarded, with a total investment of \$7.8 million to address the Nursing Education Capacity challenges.

The criteria identified in the 2008-2009 grant guidelines require recipients to establish a relationship with existing Industry Partnerships. To that extent, funding preference was given to proposals that demonstrated a commitment to the development of programs and initiatives conducive to those established by Industry Partnerships. While the effect of this requirement has yet to be realized, the improved engagement between the grant recipients and the Industry Partnerships will forge a relationship that will naturally fulfill the identified recommendations.

### EXPAND SUPPLY OF QUALIFIED NURSE EDUCATORS

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South Central Pennsylvania Healthcare Industry Partnership:

Instituted the practice of sharing advanced-degree nurses between employers and education institutions to help fill the void of qualified nursing faculty.

### ATTRACTION AND RETENTION OF NURSING STUDENTS AND GRADUATES

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Delaware County Healthcare Employers Consortium:

Conducts math and English preparation for standardized tests. These preparation classes prepare incumbent workers for the entrance exam required for most certificate or degree programs in nursing.

Multiple Industry Partnerships:

Universally, Health Care Industry Partnerships have invested in the development and use of articulated career pathways to promote nursing as a career and provide students with a clearer career pathway within the nursing profession.

# **A REVIEW OF 2008-2009 FUNDED HEALTH CARE INDUSTRY PARTNERSHIPS**

PROVIDING BEST PRACTICES FROM THE PAST AND A GLIMPSE OF FUTURE  
ACTIVITIES AND INITIATIVES

## CENTRAL PENNSYLVANIA HEALTH CARE INDUSTRY PARTNERSHIP

Since identifying health care as a key industry cluster in 2002, the partnership has evolved into a strong industry advisory board with functioning subcommittees focused on targeted strategic goals. From the beginning, the Industry Partnership identified consortium training as a priority. That focus has grown from a Critical Job Training Grant to collaborating on curriculum development with the South Central Pennsylvania Health Care Industry Partnership and training more than 300 health care professionals. This development demonstrates not only a commitment to elevating incumbent worker skills, but also to better understanding the internal training capabilities that exist within regional health care facilities.

The Health Care Partnership helps members develop new business and human resources strategies by promoting collaboration, advocacy and workforce development. The vision is to become a region of choice for both health care workers and clients. Although the needs may differ based on the workplace setting, the Health Care Partnership recognizes that the human resources challenges facing one facility will ultimately affect the recruitment and retention issues of the industry in general. The collaboration of the Health Care Partnership is striving not only to affect an individual's skill level but also the effectiveness of each facility and the whole region.

### BEST PRACTICES

- *Consortia Training for Supervisors and Health Care Leaders* — Since fiscal year 2007, the Partnership has been sponsoring consortium- and industry-hosted training on supervision and cultural diversity. In the 2007-2008 funding year, more than 150 participants were trained in supervision, retention and diversity<sup>21</sup>.
- *Supply/Demand* — Initiated focus group and primary data collection to determine the effects of the regional supply-and-demand gap for targeted nursing and allied health professions.
- *Long Term Labor Force Strategies* — The Partnership has initiated a long-term, pipeline development strategy around workforce expansion to increase the flow of workers. These efforts serve to extend the capacity to engage with schools and youth while maximizing exposure to multiple career opportunities.

#### *[Coordinated Industry Engagement]*

**By coordinating across Partnerships, this Industry Partnership is better positioned to both learn and leverage institutional alignment and regional effect.**

<sup>21</sup> Pennsylvania Industry Partnership & Worker Training Grant, Central Pennsylvania Health Care Employers Consortium Continuation Grant Application, 2007-2008.

- *Data-Based Decision Making* — Regional workforce assessment and analysis is used to develop a broader understanding of the workforce issues. The results are used to make effective resource allocations to maximize impact on career awareness, workforce recruitment and retention.

- *Quality Improvement* — A number of hospitals participating in the Partnership have identified the need to be trained in quality improvement techniques for a health care setting. In fiscal year 2008, two hospitals participated in a training program for *Lean Six Sigma Black Belt*

## GOALS 2008-2009

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- *Internal Training Catalogue* — The partnership will catalogue the internal training resources available within area health care facilities and explore models for sharing or those resources.
- Continue to provide consortia training to address key issues in intergenerational diversity and supervision/retention culture.
- Complete Phase II of workforce needs assessment/gap analysis by conducting primary data collection to verify regional occupational supply and demand, then use surveys and focus groups to engage directly with practitioners and students in the critical occupations.
- *Perfecting Patient Care (PPC)*—In partnership with the Pittsburgh Regional Health Initiative, the partnership will bring the PPC training program to the central region. Perfecting Patient Care is a quality engineering methodology that calls for patient need to drive patient care in the same way that customer need drives commerce. Three hospitals will collaboratively participate in the quality improvement program that applies the 14 business principles of Toyota outlined in Jeffrey Liker’s book, *The Toyota Way*, to a health care setting.
- Increase student-centered career development or awareness activities.

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## CHESTER COUNTY HEALTH CARE PARTNERSHIP

Health care continues to be a strong growth industry in Chester County. Furthermore, there is documented partnership need and support that workforce issues continue to threaten the integrity of the industry in the local area. The Chester County Health Care Partnership's mission is to advocate for the advancement of the health care industry through training, outreach and other strategies. In response to this mission, a current business and training needs assessment was completed. The partnership anticipates developing a strategic plan and conducting a more in-depth training assessment over the next year.

### BEST PRACTICES

- In 2007-2008, this partnership delivered training to approximately 1,144 incumbent employees from 19 different health care organizations and increased employer participation by 58 percent<sup>22</sup>.
- A partnership-wide needs assessment was conducted using surveys and interviews with local health care employers to identify workforce development and training priorities.
- Assessed business and training needs through surveys and interviews with local health care employers.
- Development of curriculum for an integrated medicine course.
- Through outreach programs, this partnership educated more than 3,000 students on health care careers<sup>23</sup>.
- This partnership conducted health care showcases giving 40 students a close look at how a health care organization operates<sup>24</sup>.
- In collaboration with the Chester County Workforce Investment Board Youth Council, this partnership offered a Health Care Awareness Day that promoted health care career opportunities to more than 200 students<sup>25</sup>.

More than 3000 students were given information about nursing and allied health careers through presentations and the production of a local cable television show.

<sup>22</sup> Pennsylvania Industry Partnership & Worker Training Grant, Chester County Health Care Partnership Consortium Continuation Grant Application, 2007-2008.

<sup>23</sup> ibid


<sup>24</sup> ibid

<sup>25</sup> ibid

## GOALS 2008-2009

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- Continue to conduct outreach programs and emphasizing careers in allied health care in order to secure the pipeline of health care workers in Chester County.
- Recognizing the importance of sustainability, this Industry Partnership will develop a strategies and sustainability plan to ensure its continuation.
- Identifying issues specific to acute care facilities, and addressing how the partnership can help these facilities with the identified needs, will be a priority during fiscal year 2008-2009. This assessment will be done by conducting roundtable discussions.
- Collaborate with Crozer-Keystone Medical System to continue offering industry-demanded training in critical care, dysrhythmia, trauma and triage.
- In order to grow and strengthen this Health Care Industry Partnership, the partnership will engage new members focusing on increasing participation from allied health occupations, including dental occupations.
- Adequately identifying, assessing and responding to training needs of the partnership's members remains key to retaining employer engagement. To continue meeting the needs of its membership, this Industry Partnership will explore the feasibility of using web-based broadcasts and other technology to expand the audience for training.



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## DELAWARE COUNTY HEALTHCARE EMPLOYERS CONSORTIUM

PathWays PA has worked extensively throughout Southeastern Pennsylvania to build a regional initiative to meet the human capital needs of the health care industry, while simultaneously creating opportunities for low-income workers to move into positions offering a family-sustaining wage. The Delaware County Healthcare Employers Consortium has identified employers' human resource needs, then developed and implemented training to meet the standard requirements for occupational advancement in health care, and to address these resource gaps. PathWays PA has conducted focus groups with employers, disseminated satisfaction surveys, and held individual employer meetings to determine their needs and challenges. The consortium brings together more than 70 members to reach its mission to promote the workforce and realize the growth potential of the health care sector.

### BEST PRACTICES

- Workplace English as a Second Language (ESL) class was offered to three health care facilities in Delaware County. This training reached 110 incumbent workers, including immigrant nursing assistants, housekeeping workers and dietary staff. In the past year, this class was extended to employers in several other Industry Partnerships<sup>26</sup>.
- This Industry Partnership prepares incumbent workers for the entrance exam required for most certificate or degree programs in nursing by offering math and English preparation courses. Last year, 115 workers completed these classes. In addition, PathWays PA extended these classes to other Industry Partnerships, training an additional 40 workers<sup>27</sup>.
- Communication and Leadership Skills training was provided to 123 staff, from entry level through management<sup>28</sup>.

#### Skill-Specific Classes

Four skill specific trainings were conducted at Delaware County Community College (DCCC). These classes provided 105 employees training in content-rich specialty areas including: Skin Care and Nutrition, Geriatrics and Mental Health, Geriatric Wound Care and Prevention, and Physical Therapy Skills. Incumbent workers received one college credit for each completed course. Workers earn up to four college credits toward an Allied Health degree.

<sup>26</sup> Pennsylvania Industry Partnership & Worker Training Grant, Delaware County Healthcare Employers Consortium Continuation Grant Application, 2007-2008.


<sup>27</sup> alib

<sup>28</sup> alib

## GOALS 2008-2009

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- Recruiting and retaining skilled workers requires a commitment to professional development and skill advancement. This fiscal year, the consortium will offer skill-specific training for college credit, workplace ESL, communication and leadership skills, and math and English preparation for standardized tests.
- The success of the partnership with community colleges to offer courses with college credit has led to the need to expand classes to include phlebotomy and EKG skills. These courses address employers' needs and supplement workers' skills.
- The consortium will expand its regional focus by engaging employers and employees throughout southeastern Pennsylvania.
- The Consortium will continue to develop career paths to promote incumbent workers earning a family-sustaining wage.
- The demand for allied health occupations presents the need to partner with Delaware County high schools to set up allied health career clubs. These clubs would teach students about opportunities in allied health professions that require two years of training or less and support earning family-sustaining wages.
- Continuing to maintain partnerships with the Pennsylvania CareerLink and the Delaware County Workforce Investment Board allows the consortium to build requisite skills that meet employers' needs, as well as provide training and educational opportunities for workers and youth in the region.
- To grow the pipeline of workers, the consortium will develop a regional Web-based toolkit to link schools and intermediary organizations with businesses seeking to develop young talent.



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## LANCASTER COUNTY CENTER OF EXCELLENCE IN LONG-TERM CARE PRACTICE

The Lancaster County Center of Excellence in Long-Term Care Practice is a program of Lancaster Prospers and the economic development collaborative in Lancaster County. The program functions with the continued leadership and support of the Lancaster County Workforce Investment Board.

The partnership provides incumbent worker training and other services that support the competitive advantage of the long-term care industry in Lancaster County. The program includes a consortium of more than 30 long-term care providers in Lancaster County. The Center of Excellence has the mandate to support local research and development, encourage the support of a school to work pipeline and sponsor technology transfer events in the interest of keeping the local competitive advantage experienced by employers in the area ahead of the innovation curve.

### BEST PRACTICES

- More than 65 long-term care executives participated in leadership programs delivered because of this partnership. These programs included *Creating a Culture of Retention, Metrics for Long Term Care: Assessing Outcomes and Impact of Culture Change Initiatives* and *Compensation & Benefits Trends and Best Practices in Long Term Care*.
- This partnership has trained more than 60 trainers in coaching supervision. Having additional trainers has allowed the partnership to expand the Coaching Supervision training<sup>29</sup>.
- End-of-life/palliative care training curriculum for direct care workers was created and more than 2,000 copies of self-study curriculum was distributed to direct care workers across Pennsylvania<sup>30</sup>.
- Nearly 400 direct care workers benefited from team building, communications and problem-solving training<sup>31</sup>.

*Over the last three years, more than 700 Supervisors have completed coaching supervision training.*

Source: Pennsylvania Industry Partnership & Worker Training Grant, Lancaster County Center of Excellence in Long-Term Care Practice Continuation Grant Application, 2007-2008.

<sup>29</sup> Pennsylvania Industry Partnership & Worker Training Grant, Lancaster County Center of Excellence in Long-Term Care Practice Continuation Grant Application, 2007-2008.


<sup>30</sup> alib

<sup>31</sup> alib

## GOALS 2008-2009

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- This partnership will develop and implement new programs relating to creating a culture of inclusion, working with Alzheimer’s patients and the psychosocial aspects of caregiving.
- There remains an employer need to continue to offer coaching supervision and teambuilding classes. Therefore, this partnership will support coaching supervision and teambuilding training. The programs will be offered in-house to 10 or more consortium members where trainers now exist.
- Cultural diversity training is an important component of creating a supportive workplace culture. The partnership will develop programming on diversity issues in the long-term care community, and will consider the use of a train-the-trainer model in order to disseminate the program.
- This partnership recognizes the professional development value of attending educational conferences related to long-term care, and will continue to reimburse companies for staff development that is obtained at these educational conferences.
- The success of the end-of-life and palliative care training courses has created the need to extend these training to additional staff, including licensed nursing staff and others. In addition, the changing demographics of the region has created the need to offer the curriculum in Spanish.
- Continuing to offer the Pre-Allied Health Training Program to workers that are moving through the Workforce Readiness System of the PA CareerLink of Lancaster County remains a priority of this partnership.



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## LEHIGH VALLEY HEALTHCARE INDUSTRY PARTNERSHIP WORKER TRAINING PROGRAM

The Lehigh Valley Healthcare Industry Partnership (LVHIP) was established in 2006. The LVHIP's mission is to increase the skill level of incumbent workers to meet the workforce requirements and growing market demands of the Healthcare Industry Sector. An analysis and needs assessment identified significant recruitment, retention and training issues experienced by Lehigh Valley's health care employers. To address these issues on an aggregated basis, employers in the consortium request that the LVHIP focus its efforts on worker training to improve supervisory, leadership, management skills, advanced customer service and career pathway or ladder programs, as well as to provide advanced level, industry-specific training.

### BEST PRACTICES

- Participation in the LVHIP includes 25 employers representing a continuum of health care providers throughout the greater Lehigh Valley. They represent a continuum of health care facilities including acute care, long-term care, allied health, home care and emergency management facilities.
- Supervisory and leadership skills training were conducted for department heads, supervisors and managers to improve skills in leadership, teamwork, communication, coaching, problem solving, accountability and critical thinking.
- To support and improve staff retention rates, this partnership conducted supervisory training for frontline and executive supervisors.
- This partnership offered a variety of advanced-level, industry-specific and skill-specific training including histology, microbiology, advanced customer service training, dementia and end-of-life training and high-performance team training.
- This partnership piloted the Pennsylvania CareerLinking Academy. During this comprehensive, weeklong program, rising seniors from the Allentown School District were immersed in career awareness and preparation activities in health care.


**More than 1,500 incumbent workers received training during fiscal year 2007-2008, almost doubling the amount of workers trained from the previous grant (787 workers trained in fiscal year 2006-2007).**

Source: Pennsylvania Industry Partnership & Worker Training Grant, Lehigh Valley Healthcare Industry Partnership Worker Training Program Continuation Grant Application, 2007-2008.

## GOALS 2008-2009

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- The critical need to support supervisors and management in key competencies continues to exist. With the goals of recruitment, retention and training, supervisory training programs will include communication skills, coaching, motivation, effective feedback and human resource competencies as key components.
- Employers continue to demand training for department heads, supervisors and managers to improve skills in leadership, teamwork, communication, coaching, problem solving and critical thinking. Leadership programs implemented during the building phases of the partnership will continue to be evaluated for effectiveness and implemented, as appropriate, at other partnership employers.
- High-level, industry-specific training programs that increase the competitiveness of Lehigh Valley's health care employers will continue to be implemented.
- Working in concert with regional employers, the Industry Partnership will continue to implement career awareness programs focused on the health care profession.
- This partnership will continue to foster collaboration between industry, education and the Regional Career Education Partnership and Science, Technology, Engineering, Arts and Mathematics initiatives.



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## NORTH CENTRAL PENNSYLVANIA HEALTH CARE INDUSTRY PARTNERSHIP

The North Central Health Care Industry Partnership brings together agencies from all facets of health care around the common purpose of improving the competitiveness of the health care industry in the north central region. The goals of the partnership include: increase awareness of the career opportunities available; facilitate health care agencies to come together to aggregate training and education needs and achieve economies of scale; help educational and training institutions align curriculum and programs to meet the demands of health care agencies; and share best practices between health care agencies.

### BEST PRACTICES

- This partnership has accomplished numerous innovative career awareness and pipeline development activities. This partnership developed an interactive CD-ROM that stars local health care professionals and distributed it throughout the region. The partnership also created a resource manual that is available in area PA CareerLink offices that enables staff to provide up-to-date labor market information regarding health careers to customers looking for work or to make a career change. Finally, the partnership engages students in grades 10 through 12 in an annual health careers camp.
- This partnership has offered nurse's aide, supervisory and cultural diversity training to Industry Partnerships in other workforce investment areas.

**TEACH Academy (Teachers Exploring and Advocating for Careers in Health) Program brings teachers out of the classroom, into the world of health care and allows them to bring their experiences into the classroom.**

### GOALS 2008-2009

- A priority during the first year will be expanding training programs to contain allied health occupations including medical assistant training and medical lab technician to medical technologist training.
- Home health aide, nurse aide and supervisory training will be sustained in fiscal year 2008-2009.

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## NORTHEAST REGIONAL HEALTH CARE INDUSTRY PARTNERSHIP

The Northeast Regional Health Care Industry Partnership is managed by a consortium of four Workforce Investment Boards located in the northeast corner of Pennsylvania. The four workforce investment areas are Lackawanna, Luzerne/Schuylkill, Poconos and the Northern Tier. The Northeast Regional Health Care Industry Partnership serves as a catalyst to develop strategies to address the region's health care workforce challenges. The partnership will continue to bring employers together for common health care training and education needs, act as a channel for training curriculum development to address industry demand and collaborate with secondary schools, parents and career counselors to increase career awareness within the field.

### BEST PRACTICES

- Conducted several health career fairs reaching more than 1,000 high school and middle school students from 25 schools. Students participated in presentations, hands-on and visual activities, and were given the opportunity to interview health care professionals. Each student received a copy of *In Demand — Connecting Today's Students with the Careers of Tomorrow* magazine obtained from Careervoyages.com<sup>32</sup>.
- Fifty youth took part in a year-long, worksite-based program entitled "Exploring Health Careers." This program was conducted by the Northeastern Council of the Boy Scouts of America in collaboration with this partnership<sup>33</sup>.
- More than 30 students in grades 7-9 participated in, What's up Doc, a week-long health careers camp. The program used curriculum developed by the Northeast Pennsylvania Area Health Education Center and included learning activities such as field trips to local health care establishments, first-aid training and laboratory experiences.
- Using a training program developed by the Hospice of Lancaster County, palliative care training was provided to direct care workers.

*Approximately 630 health care employees have been trained. Trainings included Dementia/Alzheimer's, Supervisory Skills, Palliative Care, CNA, LPN, LPN to RN, and professional certifications leading to skills upgrades.*

<sup>32</sup> Pennsylvania Industry Partnership & Worker Training Grant, Northeast Regional Health Care Industry Partnership Continuation Grant Application, 2007-2008.

<sup>33</sup> alib

- In conjunction with the YMCA of Bradford County's After-School and Summer Day Camp programs, approximately 150 students, ages 5 to 16, participated in activities designed to teach them about different health careers.
- This partnership offered a one-day seminar on this issues of aging, dementia and Alzheimer's disease for more than 70 health care providers. The event offered Continuing Education Units (CEUs) from Maywood University.

## GOALS 2008-2009

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- To meet the needs of professionals and employers, affect the quality of jobs, improve retention and expand career opportunities, the partnership will identify best practices among members. In addition, these best practices will help to create more career advancement opportunities by developing career ladders within targeted occupations.
- In 2008-2009, this partnership will develop a marketing campaign aimed at bringing registered nurses that have left the profession back to the field. The goal is to enhance and update the knowledge of nurses returning to the field.
- Increasing the skill levels of workers in the industry will be accomplished by providing training and education opportunities for multiple employers across the workforce investment areas of northeast Pennsylvania.
- This partnership will continue its commitment to provide health career awareness to youth and teachers in secondary education.

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## NORTHWEST REGIONAL HEALTH CARE INDUSTRY PARTNERSHIP

The Northwest Regional Health Care Industry Partnership (NW HIP) was created in 2005 in response to Governor Rendell's Job Ready PA initiative, a collection of workforce development initiatives that, in partnership with the commonwealth's employers and education system, ensures that workers possess the skills required to compete in a global economy, increases options for students to receive post-secondary education, boosts the skills of high school graduates and invests in the incumbent workforce.

The Industry Partnership's goal is to support training, education and workforce development programs for the health care field in the Northwest region, an area that includes Clarion, Crawford, Erie, Forest, Lawrence, Mercer, Warren and Venango counties (Northwest and West Central Workforce Investment Areas). The NW HIP works with employers and health care education providers to design and implement training programs targeted to industry needs.

### BEST PRACTICES

- Since 2005, more than 2,700 incumbent workers received training through the initiatives of the NW HIP. During the 2007-2008 fiscal year, more than 500 incumbent workers were trained.<sup>34</sup>
- This Industry Partnership sponsors regional Health Careers Camps. The camps take place over the summer months, and are offered to eligible high school students. Participants are given hands-on experience with careers in health care. This past year, the camp was held in conjunction with Gannon University.

#### **TRAINING SNAPSHOT**

*The following training programs were conducted by this Industry Partnership:*

- *Nursing Degree Completion*
- *Legally Appropriate Documentation*
- *Motivating the Unmotivated*
- *The Leadership Forum*
- *Culture Change*
- *Uncovering Wound Care Seminar*
- *Electronic Medical Record Training*
- *Management Development*
- *Respiratory Therapy*
- *Digital Radiology*
- *CT Training*

<sup>34</sup> Pennsylvania Industry Partnership & Worker Training Grant, Northwest Regional Health Care Industry Partnership Continuation Grant Application, 2007-2008.

## GOALS 2008-2009

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- During this fiscal year, the partnership will aggressively target the K-12 system to promote opportunities in health care. Augmenting these efforts, the partnership will conduct two health care career camps for high school juniors and seniors.
- This partnership will continue to provide aggregate or consortium-based training and remediation for unemployed, underemployed, incumbent and dislocated workers.
- Improving retention within the industry will remain a priority of this partnership. This will be accomplished by several key strategies including identifying skills, competencies and training needs of participating employers based on target occupations.
- Training will focus on technology, electronic documentation, automated medication administration, medical records, generational and cultural differences and supervisory skills.



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## PENNSYLVANIA PARTNERSHIP FOR DIRECT CARE WORKERS

The Pennsylvania Partnership for Direct Care Workers' mission is to bring together key stakeholders, employers, educators, policy makers and labor to create career pathways that meet employer needs by positively impacting recruitment, retention and quality of care. The Partnership further meets employee needs by providing direct care workers with the first step on a career and education pathway leading to better jobs and higher wages.

### BEST PRACTICES

- From 2005 through June 30, 2008, the partnership has provided 1,195 health care workers with education and training opportunities. During 2007-2008, the partnership provided 735 health care workers with education and training opportunities<sup>35</sup>.
- This partnership has developed innovative strategies such as career coaching, career pathways and bridge classes to connect low-wage and low-skilled workers to career pathways in health care, addressing the high turnover in low-wage jobs and the demand in mid-level jobs.
- Connecting high school students and out-of-school youth to a career pathway was accomplished through participation in the health careers week activities and offering shadowing days.

#### In 2007-2008:

- **Twenty-four** participants received or are receiving training in core skills for direct care workers.
- **One hundred seventy-one** participants received core and advanced skills training for attendants.
- **Thirty-six** participants attended skill-building specialty courses for direct care workers.
- **Twenty-three** participants are currently enrolled in work-based learning courses for behavioral health workers.
- **Twenty-three** participants are currently enrolled in Sterilization Processing Distribution Technician classes leading to certification.
- **Eight** participants are currently enrolled in Pharmacy Technician classes leading to certification.
- **Two hundred seventy** participants received tuition reimbursement for nursing, behavioral health allied health programs.
- **Four hundred twenty** participants benefited from additional training opportunities including academic preparation for postsecondary education.

Pennsylvania Industry Partnership & Worker Training Grant, Pennsylvania Partnership for Direct Care Workers Continuation Grant Application, 2007-2008.

<sup>35</sup> Pennsylvania Industry Partnership & Worker Training Grant, Pennsylvania Partnership for Direct Care Workers Continuation Grant Application, 2007-2008.

- The partnership continues to develop career pathways across health care sectors to enable partners to advance individuals from entry-level positions to mid-level positions.
- The partnership has developed a variety of curricula, ranging from core skill development to advanced concepts to ensure participants have the opportunity to move along a career pathway.

## GOALS 2008-2009

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- The partnership will provide core and specialty classes for nurse's aides, home aides and attendants with a special focus on preparing immigrant workers for direct care positions that are connected to health care career pathway in long-term care. In doing so, the partnership will offer a blended ESL and nurse's aide training program.
- A special emphasis will be placed on allied health training opportunities including pharmacy technical, behavioral technicians and sterilization processing distribution technicians.
- This partnership will offer academic preparation for postsecondary education to help assure participants success in higher education programs.
- This partnership will continue to conduct youth programs that connect high school students and out-of-school youth to a career pathway.
- Supporting incumbent workers to enroll in a certificate or college credit programs in allied health, nursing or behavioral health assists in securing a future health care workforce. This partnership will continue to support enrollment in these programs by offering tuition reimbursement opportunities for incumbent workers.
- The partnership will continue to support career and educational pathways by developing career pathways linked to educational opportunities for workers, developing and modifying curriculum and offering career counseling and coaching.

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## SOUTH CENTRAL PENNSYLVANIA HEALTHCARE INDUSTRY PARTNERSHIP

The South Central Workforce Investment Area, based on both the state and national location quotient, is predicted to gain employment in the health care industry cluster at a faster rate than the state or nation as a whole. In response to this growing demand, the South Central Pennsylvania Healthcare Industry Partnership seeks to develop a responsive, demand-driven system that can produce measurable changes. Additionally, the partnership seeks to advance the education and diversity of the health care workforce. Since its inception, the Healthcare Industry Partnership has focused on four areas of concern: recruitment, retention, diversity, and incumbent workforce training. Strategies to address these areas of concern have been implemented and infused into the regional consortia.

### BEST PRACTICES

- This partnership has expanded the Health Careers Week Kick-off Event to include the participation of 28 exhibitors and 600 high school and middle school students<sup>36</sup>.
- This partnership has successfully leveraged additional funds to support programs through partnering with PA Fund for Workforce Solutions-Capital Region initiative.

- More than 300 incumbent health care managers and leaders completed the *Improving Health Care Through Supervisory Development* [Level 1] and *Improving Health care by Building a Retention Culture* [Level 2] training programs. Both programs, based on a survey analysis, received high ratings by attendees<sup>37</sup>.

Because of employer and educational engagement, this partnership has collaborated with stakeholders to share advanced degree nurses between employers and education institutions to assist in filling the void of qualified nursing faculty.

- Responding to the recommendations made in the *Pennsylvania Center of Health Careers Retention of Health Care Workers* report, this partnership has developed and implemented a presentation across the region, explaining the theoretical benefits and emerging industry trends surrounding the use of nurse residency programs. Two hospital systems have since implemented a nurse residency program, and have identified the positive effects of the program on retention and satisfaction.

<sup>36</sup> Pennsylvania Industry Partnership & Worker Training Grant, South Central Health Care Industry Partnership Continuation Grant Application, 2007-2008.

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- *Building a Multi-Generational & Diverse Workteam: a Guide for Frontline Caregivers and Health Care Leaders* curriculum was developed. The curriculum was field tested to assure it

was effective and has since been implemented. A train-the-trainer program is now under construction.

## GOALS 2008-2009

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- In response to the changing demographics in the region, this partnership plans to implement an additional incumbent worker training program designed to address the growth of the patient population to which English is a second language. In addition, this partnership will also conduct programs for English-speaking health care supervisors who supervise Latino workers
- The partnership will advance its program that shares advanced degree nurses between employers and education.
- The Allied Health Report and Recommendations produced by the Pennsylvania Center for Health Careers will be used to evaluate the need for an allied health careers project.
- This partnership will conduct an additional continuing education program for employers that is designed to attract all segments of the health care industry.
- Employer representatives are impacted by turnover rates of frontline nurse managers. To improve the retention of nurse managers, this partnership will implement a new Frontline Nurse Manager Project designed to renew nurse managers and increase their skill sets.
- Career awareness and pipeline development are a priority of this partnership. It plans to again kick off the statewide Health Careers Week.
- Creating an inclusive environment that promotes the hiring and retention of older workers is priority of members in this partnership. Therefore, this partnership will implement a program designed to address the needs of employers and older workers.

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## SOUTHEAST PA LONG-TERM CARE INDUSTRY PARTNERSHIP

The Southeast PA Long-Term Care Industry Partnership is a collaboration of the five Workforce Investment Boards in Southeastern Pennsylvania. The partnership's mission is to align resources to create a well-trained workforce while developing best practices for recruitment and retention of employees while strengthening relationships with regional partners.

### BEST PRACTICES

- Online incumbent worker training modules were piloted with success and positive feedback.
- The partnership convened two symposiums: *Stress for Caregivers* and *Reporting Abuse Requirements*.
- Career awareness DVDs were created and distributed to local school districts.

More than 5,000 workers participated in training programs. Some of the critical skills training included:

- Advanced Communication and Problem Solving
- Certified Senior Advisor
- Leadership Seminar for Nursing
- Techniques and Advances in Pain Management
- Employee Mentoring and Retention Strategies
- Improving Health Care by Building a Retention Culture

Pennsylvania Industry Partnership & Worker Training Grant, Southeast PA Long-Term Care Industry Partnership Continuation Grant Application, 2007-2008.

### GOALS 2008/2009

- There is great demand for medical and clinical laboratory technicians, emergency medical technicians and paramedics, respiratory therapists and licensed practical nurses. The partnership will collaborate with the Bucks County Community College and other schools to provide training in those critical occupations.
- Continue to enhance the investment in frontline workers by offering training that improves communication and advances clinical skills.
- Improve retention of health care workers by conducting aggregate training in supervisory and leadership development for managers and supervisors and cultural diversity.
- Continue to promote career awareness activities by engaging with regional career education partnerships and area high schools, participating in health careers week and encourage employers to offer student internships

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## SOUTHWESTERN PENNSYLVANIA HEALTH CARE INDUSTRY PARTNERSHIP

The Southwestern Pennsylvania Health Care Industry Partnership's mission is to build recruitment, retention and recognition of health care workers by connecting young people to careers, identifying specific training needs and skill gaps, and developing career ladders in Westmoreland and Fayette counties. The Industry Partnership collectively addresses workforce shortages through its activities by sharing resources and by striving for common solutions that cannot be addressed by individual institutions. The Industry Partnership activities are concentrated on two critical healthcare workforce needs: retention and diversity.

### BEST PRACTICES

- *EMT2RN Career Pathway* enables qualified candidates to start in the health care field in an entry-level position, such as an emergency medical technician, and progress to a career as a registered nurse.

*Nursing Careers Future Program—  
Increased opportunities in  
professional nursing education among  
women and men from disadvantaged  
backgrounds, particularly members of  
minority groups, by helping them  
prepare for, enroll in and graduate  
from a School of Nursing.*

- Trained 27 uncertified staff to become nursing assistants.

- Faced with a critical shortage of medical laboratory technicians and medical technologists, the Industry Partnership approached the local community college and helped develop the Medical Laboratory Assisting/Specimen

processing certificate program.

### GOALS 2008/2009

- This partnership will continue to engage workers in career ladders. This fiscal year, the partnership will develop a laboratory technician career ladder.
- Direct care worker training will be conducted for home health aides and nurse aides. In addition, the partnership will offer allied health training for emergency medical technicians.

- This partnership will continue to offer training programs to meet the training needs of frontline workers and managers. The training programs include communication, conflict management, delegation, change and management. During this fiscal year, the partnership will implement a certificate program in gerontology.

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## TRI-COUNTY HEALTH CARE CONSORTIA

The Tri-County Workforce Investment Board serves the counties of Butler, Armstrong and Indiana in western Pennsylvania. Acute care facilities, community-based health care agencies, long-term care facilities, human service agencies, nursing and other health professions' associations, post-secondary training providers, and workforce and economic development agencies have come together locally to form the health care consortia. The Tri-County Health Care Consortia's mission is to meet health care industry needs by working collaboratively to identify common training needs, providing training to improve skills and creating an opportunity to network, share resources, market and strengthen the health care industry. The consortia's goals are to increase awareness of career opportunities in health care, identify common training needs, provide training opportunities for members of the health care workforce, improve the recruitment and retention of health care workers and strengthen the delivery of health care services.

### BEST PRACTICES

- To increase awareness and knowledge of the mission and benefits of this partnership, a comprehensive media campaign in the three-county area was conducted. During this media campaign, the partnership promoted the 12 health careers most in demand in Pennsylvania.

- A peer mentoring program was implemented for nursing professionals, direct care workers, and RN and LPN students to provide guidance, support and to improve retention rates of these workers and students.

- Three direct care workers were trained as mentors and provided a seminar on confidentiality to two long-term care facilities and one community-based home health agency<sup>38</sup>.

### Recognition Luncheons

To recognize the accomplishments of health care workers and promote career awareness, local employers nominate employees for recognition awards. The winners are nominated at a luncheon with a speaker, local elected officials, and co-workers.

- Dementia, diabetes management, leadership, supervision and infection-control training was conducted. The partnership also provided certification courses in wound care, palliative care and hospice. In addition, several individuals were trained as nursing assistants and licensed practical nurses.


<sup>38</sup> Pennsylvania Industry Partnership & Worker Training Grant, Tri-County Health Care Consortia Industry Partnership Continuation Grant Application, 2007-2008.

- The financial support of this partnership allowed for a Practical Nursing Program to open at the Indiana County Technology Center.
- Collaboration among partnership members has expanded opportunities for students. Students are exposed to opportunities for job shadowing, internships and field trips.

## GOALS 2008/2009

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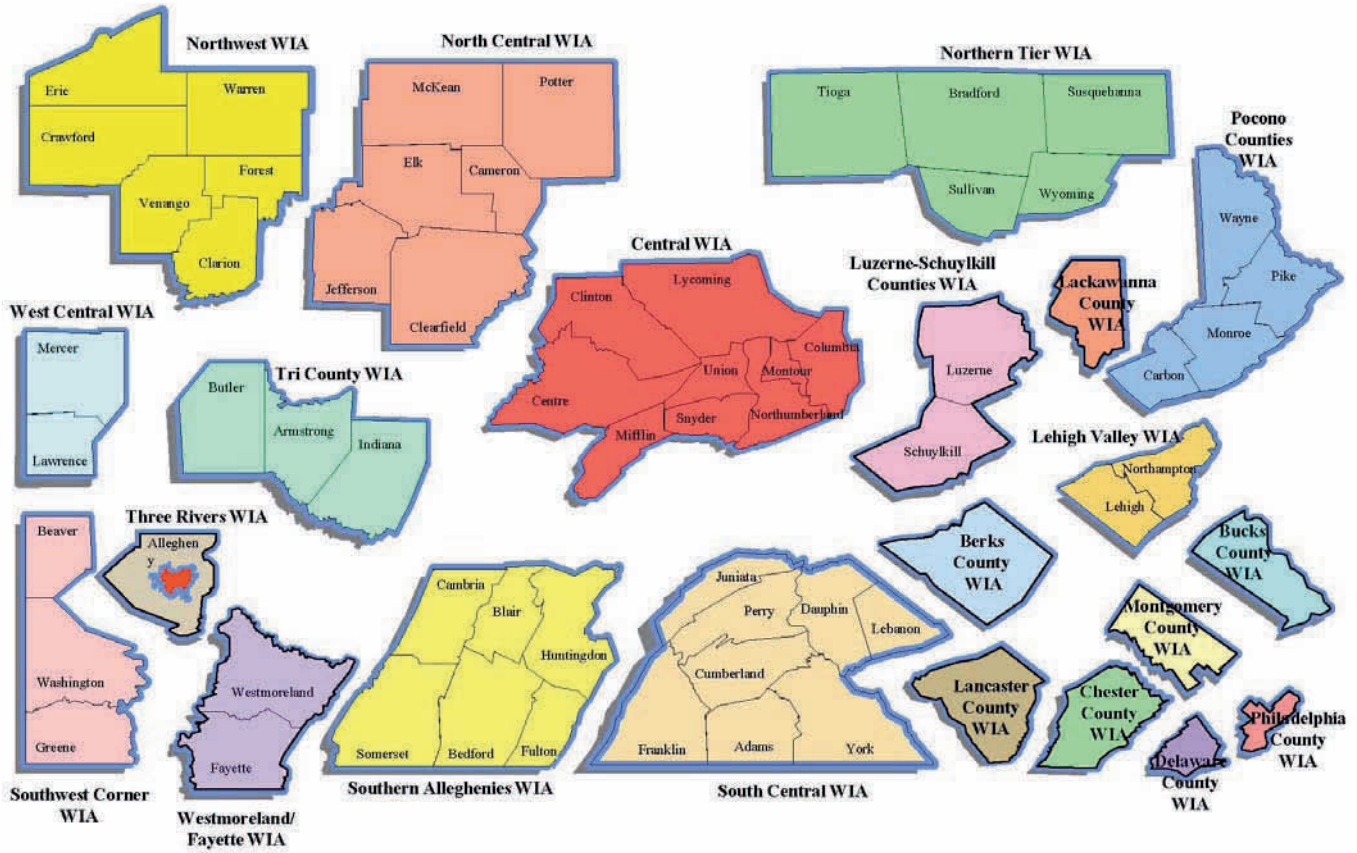
- The Tri-County Health Care Consortia members determine the specific training needs of health care workers. This fiscal year, the partnership will offer training programs that meet employer's needs and advance the skills and opportunities for health care workers.
- This partnership will continue efforts and activities that enhance the pipeline of workers into health care fields.
- Preparing the health care workforce for the future requires continuous efforts toward recruiting and retaining workers in the health care field. This partnership's work addresses this need through offering multiple nurse aide, LPN and RN scholarships. By doing so, this provides new and incumbent workers the opportunity to enter or advance in health care.
- Capacity building is essential to the ongoing efforts of this partnership, and to assuring the partnership's ability to achieve its missions. Efforts toward capacity building and sustainability will be ongoing during this fiscal year.



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## APPENDIX

## Workforce Investment Areas



## ADDITIONAL INFORMATION

2008-2009 Industry Partnership Grant Guidelines, as well as more information on Governor Rendell's strategy on building a skilled workforce, can be found by clicking on the link titled [Governor Rendell's Strategy for Building a Skilled Workforce](#) on the Pennsylvania Workforce Investment Board's Web site at [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us)

More information about the Pennsylvania Center for Health Careers, including access to technical reports and recommendations from the Pennsylvania Center for Health Careers Committees and Working Groups, can be accessed at [www.paworkforce.state.pa.us](http://www.paworkforce.state.pa.us) and clicking on the link title [Governor Rendell's Strategy for Building a Skilled Workforce](#). The link for the Pennsylvania Center for Health Careers is located on the left-hand side of the page under the search function.



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