

# Staffing Committee Minutes

## Brevard Healthcare Workforce Consortium

June 1, 2017, 8:00 – 10:00 a.m.

Location: CareerSource Brevard Conference Room

### Attendees

Dr. Frances Iacobellis (UCF – College of Nursing) via conference call, Lisa Turner (Wuesthoff Health System) via conference call, Jeff Jurinak (Health First), Anna Ryan (Brevard Adult Education), Yolanda Ryan (Anchor Care and Rehab), Antoinette Broomfield (CareerSource Brevard), Sheryl Cost (CareerSource Brevard), Michelle Jones (CareerSource Brevard), and Carol Macrander (CareerSource Brevard).

### Not In Attendance

Debbie Holland (Health First Center for Learning), Kara Anderson (Simplifying Senior Living), Heidi Kuchenbacker (Hibiscus Court), Jeff Arnott (Brevard Public Schools – Adult Education), Debra Wallace (Vista Manor), Gail Kroen (Wuesthoff Health System), Anita Stremmel (Department of Health – Brevard), Joe or Amarilis Gitto (BrightStar Care), Derek Ganary (Consulate Health), Christine Hoffner (Solaris Healthcare Merritt Island), Vianelis Martinez (Champion Home Health Care).

### Order of Business

#### Roll Call and Introductions

#### Review of Feedback from the April 25, 2017 Consortium Meeting

- Review Revisions Made to Baseline and Benchmarks Survey
  - Revisions were made to the survey based on Consortium Feedback
  - Committee approved all revisions with a correction to a duplicated response in Question 1
  - Committee recommends that the survey be posted on the Consortium website prior to distribution
  - The survey should be distributed the first week of July with responses due no later than July 31
- Review Revisions Made to the Healthcare Industry Exploration Opportunity Survey (formerly known as the Job Shadowing and Volunteer Opportunity Survey)
  - Revisions were made to the survey based on Consortium Feedback
  - Committee approved all revisions

- Committee recommends that the survey be posted on the Consortium website prior to distribution
- The survey should be distributed on or about August 15<sup>th</sup> with responses due on or about September 12
- Review recommended strategies and fold into Action Plan as appropriate
  - Strategies recommended by Consortium participants were reviewed
  - Based on some Consortium feedback regarding developing internal talent, Carol provided an example of Mercy Health's "My Career Pathway"
  - In response to feedback regarding marketing the local area, Carol provided a copy of Space Coast Magazine's "Discover The Spacecoast" edition that could be used as a promotional tool as well as a "Community and Talent Attraction Resources" handout that includes links to websites that promote the local area.
  - These strategies will be revisited in the future as the Action Plan is further developed

### **Review Data from BPS Survey**

- Data was reviewed
- Committee would like to work with BPS to try to get the information from students earlier in the school year so that recruitment strategies for students that will stay local and who are looking for work could be developed prior to graduation

### **Review Information from Meetings with BPS Students**

- Information was reviewed
- Provides guidance on potential recruitment strategies that could be incorporated into Action Plan
- Sheryl Cost mentioned that CareerSource Brevard is planning a Healthcare Career Exploration Event for this summer
  - There was discussion about the structure and content of this event based on information from the Meetings with BPS Students
  - Committee employer representatives volunteered to participate and indicated that they would be able to identify employees that would relate well to potential talent pools to man tables or booths at the event

### **Action Plan Development**

1. Issue: A robust pipeline of new and experienced Homemaker Companions, Home Health Aides, CNAs and LPNs for Employers

- a. Draft vacancy benchmark questions were reviewed and approved. The Education, Training and Technology Committee will also review on June 6<sup>th</sup>. Once all reviews are complete, the questions will be posted on the Consortium website. The survey will be put into an electronic format and will be pushed out the first week of July with responses due no later than 4 weeks after receipt.
  - b. The Healthcare Industry Opportunity Survey was reviewed and approved. The Education, Training and Technology Committee will also review on June 6<sup>th</sup>. Once all reviews are complete, the questions will be posted on the Consortium website. The survey will be put into an electronic format and will be pushed out on or about August 15th with responses due no later than 4 weeks after receipt.
2. Issue: Recruitment and retention of experienced nurses
  - a. Updated. Further development of implementation plan was tabled until after results of Vacancy Benchmark Survey and Job Shadow/Volunteer Opportunity Survey are received.
3. Issue: Recruitment and retention of new-to-practice nurses
  - a. This issue has been added to the action plan. It was decided by the committee that strategies and implementation plan may vary between experienced and new-to-practice nurses.
  - b. More development is required.
4. Applies to all Issues
  - a. Branding Campaign Discussion
    - i. Promote critical occupations of Senior Companion, Home Health Aide, CNA, LPN and RN
    - ii. Utilize information provided by BPS Healthcare Student Focus Groups to craft campaign
    - iii. Idea to leverage talent in local secondary and post-secondary institutions to craft campaigns targeted at different age groups
      1. Could be “for credit” projects
      2. Different “teams” could work on campaigns targeting different age groups
        - a. Millennials
        - b. GenX
        - c. Baby Boomer
    - iv. Healthcare Career Exploration Fair
      1. CareerSource Brevard Lead
      2. Supported by Educational Providers and Employers
      3. Focus on personal interaction with participants

- v. Based on feedback from BPS Healthcare Student Focus Groups explore industry/education led summer healthcare occupational exploration days in the future
  - 1. A different occupation explored each day
  - 2. Hosted in different settings
  - 3. Offered multiple times throughout the summer
  - 4. Participants can sign up for individual days of interest
  - 5. Low or no cost (\$10 per day with scholarships available)
  - 6. Give aways – water bottles, T-shirts
- b. Central Recruiting Website
  - i. Hosted by CareerSource Brevard
  - ii. Similar to Engineering Recruitment Website
  - iii. Funneled to CSB Recruiters who are familiar with the various healthcare work settings, cultures, shift offerings, etc.
  - iv. Work with each individual to match customer needs with workplace fit
- c. Partner Placement Services Program
  - i. CareerSource Brevard Program that can be used as a recruitment tool
  - ii. Currently targeted to assist with local job placement of spouses/family members/significant others of inbound high tech workers
    - 1. Some may be healthcare workers
  - iii. Could also be used by healthcare employers as a recruitment tool to assist with job placement of spouses/family members/significant others of inbound healthcare workers

### **Identify Next Steps for the Committee**

- The Committee will meet in mid-August to review data from Benchmark Survey in order to develop solid goals and measures.

## STAFFING COMMITTEE ACTION PLAN

June 1, 2017

Issue	Desired Outcome	Performance Measures	Challenges	Strategies and Timeline
<b>Recruitment and Retention of Homemaker Companions, Home Health Aides, Certified Nursing Assistants and Practical Nurses</b>	A robust pipeline of new and experienced LPNs and CNAs, HHAs and Homemaker Companions for employers	<ul style="list-style-type: none"> <li>• Increased awareness among healthcare providers and educational institutions regarding employer needs and education program output</li> <li>• Partnerships built among employers, educational partners, workforce and other stakeholders to facilitate talent development and maximize current available talent</li> <li>• Provision of current vacancy data by employers</li> <li>• Reduction of vacancies</li> <li>• Reduction of business lost due to staffing limitations</li> </ul>	Filling part-time needs <ul style="list-style-type: none"> <li>• Low Pay</li> <li>• No benefits</li> </ul> Low Pay in some settings	<ol style="list-style-type: none"> <li>1. <b>Vacancy Benchmarks</b> <ol style="list-style-type: none"> <li>a. Revisions were made to the survey based on Consortium Feedback</li> <li>b. Committee approved all revisions with a correction to a duplicated response in Question 1</li> <li>c. Will be reviewed by Education, Training and Technology Committee on July 6th</li> <li>d. Committee recommends that the survey be posted on the Consortium website prior to distribution</li> <li>e. The survey should be distributed the first week of July with responses due no later than July 31</li> </ol> </li> <li>2. <b>Branding campaign</b> <ol style="list-style-type: none"> <li>a. See General Staffing Strategies</li> </ol> </li> <li>3. <b>Job Shadowing/Volunteer Survey</b> <ol style="list-style-type: none"> <li>a. Accepted by Consortium on April 25<sup>th</sup> with revisions recommended</li> <li>b. Renamed Healthcare Industry</li> </ol> </li> </ol>

				<p><b>Opportunity Survey to reflect additions</b></p> <ul style="list-style-type: none"> <li><b>c. Revisions accepted by Committee</b></li> <li><b>d. Changes to survey will be reviewed by Education, Training and Technology Committee on 6/6/17.</b></li> <li><b>e. Survey will be disseminated on or about 8/15/17 with responses due 4 weeks after receipt.</b></li> <li><b>f. Once results are received Staffing Committee will review and develop strategies</b></li> </ul> <p><b>4. Career Map</b></p> <ul style="list-style-type: none"> <li><b>g. Transferred to Education, Training and Technology Committee for development</b></li> <li><b>h. See Mercy Health "My Career Pathway" model</b></li> </ul> <p><b>2. Find grant funding to pay CNAs while they attend LPN and/or RN programs or flex schedules that allow students to work while going to school</b></p> <p><b>3. Upskill current workforce</b></p> <ul style="list-style-type: none"> <li><b>a. Offer hybrid on-line and classroom program for CNA to LPN</b></li> </ul> <p><b>4. Offer CNA and LPN training through Adult Ed programs</b></p> <ul style="list-style-type: none"> <li><b>a. According to BPS – Adult Education there is exploration of co-offering HHA, CNA and LPN Training at the</b></li> </ul>
--	--	--	--	--

				<p>same time adult students are studying for GED.</p> <ol style="list-style-type: none"> <li>5. Market to homemakers re-entering the workforce</li> <li>6. Interview exiting personnel to identify trends and make adjustments</li> <li>7. Offer retention bonuses</li> <li>8. Survey BPS students in Healthcare programs to gain insight regarding future plans <ol style="list-style-type: none"> <li>a. Complete for School Year 2016-2017</li> <li>b. BPS CTE has committed to sending survey in early November and late Feb/early March to capture information on exiting students and to allow time for staffing strategies to be implemented.</li> </ol> </li> </ol>
Issue	Desired Outcome	Performance Measures	Challenges	Strategies and Timeline
<b>Recruitment and retention of experienced nurses (RNs and BSNs)</b>	A robust pipeline of experienced nurses focusing on those with specialty experience	Reduction in RN/BSN vacancies	<ol style="list-style-type: none"> <li>1. Retirements</li> <li>2. Nurses can make more in a traveling nurse role</li> <li>3. Difficulty in moving nurses in critical specialty roles into less strenuous positions</li> <li>4. Expense of obtaining BSN</li> <li>5. Difficulty in working while</li> </ol>	<ol style="list-style-type: none"> <li>1. Market RN refresher courses to individuals whose licenses may be inactive (Maybe a “we need you” campaign)</li> <li>2. Extend careers <ol style="list-style-type: none"> <li>a. Offer part-time employment</li> <li>b. Offer varying shift lengths (4, 6, 8, 10, 12 hours)</li> <li>c. Offer flexible schedules to those working toward BSN</li> <li>d. Move into other less strenuous employment such as case management and combine with mentorship of less experienced nurses</li> </ol> </li> </ol>

			<p>obtaining BSN</p> <p>6. Identifying inactive nurses and how to reach them</p>	<p><b>3. Provide pay experience differentials for those in high-demand specialty roles</b></p> <p><b>4. Recommendations from the Regulations Committee</b></p> <p>a. The Committee recommends that employers pay nurses placed on-call their regular hourly wage due to the nature of personal impact of on-call status. Although this is not required by law, this course of action would increase nurse morale and ensure that staff are ready and available if others call in sick or there is an influx of unexpected patients.</p> <p>b. The Committee recommends that employers involve employees in the development of staffing plans to work towards instituting a work week of a maximum of 40 hours comprised of day shifts of 8 or 10 hours and evening shifts of no more than 8 hours as recommended by the National Institute of Occupational Safety and Health Nurse Training Program.</p> <p>c. This work could also include the following</p> <p>i. Shift coverage to</p>
--	--	--	--	---

				<ul style="list-style-type: none"> <li>account for ill staff</li> <li>ii. Technology upgrades to support positive and healthy staff ergonomics</li> </ul> <ul style="list-style-type: none"> <li>5. Retention packages</li> <li>6. Increase the number of seats in nursing programs</li> <li>7. Increase number of faculty for BSN programs <ul style="list-style-type: none"> <li>a. Pay issue – Faculty makes less than practicing nurses</li> </ul> </li> </ul>
<b>Issue</b>	<b>Desired Outcome</b>	<b>Performance Measures</b>	<b>Challenges</b>	<b>Strategies and Timeline</b>
<b>Recruitment and retention of new-to-practice Registered Nurses</b>				Needs further development
				<b>Strategies That Apply to All Categories and Timeline</b>
				<ul style="list-style-type: none"> <li>1. Branding Campaign <ul style="list-style-type: none"> <li>a. Promote critical occupations of Senior Companion, Home Health Aide, CNA, LPN and RN</li> <li>b. Utilize information provided by BPS Healthcare Student Focus Groups to craft campaign</li> <li>c. Idea to leverage talent in local secondary and post-secondary institutions to craft campaigns targeted at different age groups <ul style="list-style-type: none"> <li>i. Could be “for credit” projects</li> </ul> </li> </ul> </li> </ul>

				<ul style="list-style-type: none"><li>ii. Different "teams" could work on campaigns targeting different age groups<ul style="list-style-type: none"><li>1. Millennials</li><li>2. Gen X</li><li>3. Baby Boomer</li></ul></li><li>d. Healthcare Career Exploration Fair<ul style="list-style-type: none"><li>i. CareerSource Brevard Lead</li><li>ii. Supported by Educational Providers and Employers</li><li>iii. Focus on personal interaction with participants</li></ul></li><li>e. Based on feedback from BPS Healthcare Student Focus Groups explore industry/education led summer healthcare occupational exploration days in the future<ul style="list-style-type: none"><li>i. A different occupation explored each day</li><li>ii. Hosted in different settings</li></ul></li></ul>
--	--	--	--	---

				<ul style="list-style-type: none"> <li>iii. Offered multiple times throughout the summer</li> <li>iv. Participants can sign up for individual days of interest</li> <li>v. Low or no cost (\$10 per day with scholarships available)</li> <li>vi. Give aways – water bottles, T-shirts</li> </ul> <p>2. Central Recruiting Website</p> <ul style="list-style-type: none"> <li>a. Hosted by CareerSource Brevard</li> <li>b. Similar to Engineering Recruitment Website</li> <li>c. Funneled to CSB Recruiters who are familiar with the various healthcare work settings, cultures, shift offerings, etc.</li> <li>d. Work with each individual to match customer needs with workplace fit</li> </ul> <p>3. Partner Placement Services Program</p> <ul style="list-style-type: none"> <li>a. CareerSource Brevard Program that can be used as a recruitment tool</li> <li>b. Currently targeted to assist with local job placement of spouses/family members/significant</li> </ul>
--	--	--	--	---

				<p>others of inbound high tech workers</p> <ul style="list-style-type: none"><li>i. Some may be healthcare workers</li><li>c. Could also be used by healthcare employers as a recruitment tool to assist with job placement of spouses/family members/significant others of inbound healthcare workers</li></ul>
--	--	--	--	--