Friday, September 30, 2016
MGH Simches Center

ANNOUNCEMENTS
## Summer 2016 BPS High School Summer Jobs

### Boston Healthcare Employers

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts General Hospital</td>
<td>168</td>
</tr>
<tr>
<td>Brigham &amp; Women's Hospital</td>
<td>160</td>
</tr>
<tr>
<td>Dana Farber Cancer Institute</td>
<td>54</td>
</tr>
<tr>
<td>Tufts Medical Center</td>
<td>40</td>
</tr>
<tr>
<td>Beth Israel Deaconess Medical Center</td>
<td>32</td>
</tr>
<tr>
<td>Boston Children's Hospital</td>
<td>21</td>
</tr>
<tr>
<td>Massachusetts Eye &amp; Ear Infirmary</td>
<td>7</td>
</tr>
<tr>
<td>Brigham &amp; Women's Faulkner Hospital</td>
<td>6</td>
</tr>
<tr>
<td>New England Baptist Hospital</td>
<td>6</td>
</tr>
<tr>
<td>Harvard Vanguard</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total - Healthcare**: 497

**Total – All industries**: 3,723

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### Commonwealth Commitment

**Katy Abel**  
Associate Commissioner for External Affairs, Department of Higher Education

**Paula Pitcher**  
Senior Advisor to the Commissioner, Department of Higher Education
The New Commonwealth Commitment to College Access, Affordability & Completion

Massachusetts Employers Need More College Grads

Students & Families Need a Break on College Costs

“2+2” Plans Offer Affordable Pathway to Degree, BUT…

“If we build it, will students come?”

Commonwealth Commitment

Why We’re Launching in Fall ‘16
Commonwealth Commitment

Growing Shortage of College Grads

Projected College Grads vs. Projected Workforce Need

- Shortfall in **Bachelor's Degree Holders** from Massachusetts Public Colleges & U's
- Shortfall in **Associate Degree Holders** from Massachusetts Public Colleges & U's

![Bar Chart]

Commonwealth Commitment

Sample $avings Through #MAComCom

- **BUNKER COMMUNITY COLLEGE TO SALEM STATE UNIVERSITY:**
  - $20,610 for bachelor’s degree through transfer (42% savings off tuition/fees)

- **MASSBAY COMMUNITY COLLEGE TO UMASS AMHERST:**
  - $30,323 for bachelor’s degree through transfer (45% savings off tuition/fees)
Commonwealth Commitment
A Top Priority for Governor Baker

Boston Healthcare Careers Consortium
From Classroom to Employment Project Update

Meredith Crouse, Project Manager, Boston PIC
From Classroom to Employment Project

2015 & 2016 Spring/Summer Grads

Surgical Technology
Medical Assistant
Patient Care Technician

Phlebotomy

From Classroom to Employment Project

Partnership between Consortium employers and community colleges to:

1) Provide employability supports – job readiness workshops in the classroom: soft skills, resume review, and mock interviewing

2) Tighten feedback loop between colleges, graduates and employers to improve the placement rate.

3) Collect a robust set of employment outcomes data
From Classroom to Employment Project

Bunker Hill Community College Medical Assistant Certificate Program

<table>
<thead>
<tr>
<th></th>
<th>Spring 2015</th>
<th>Spring 2016</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>14</td>
<td>18</td>
<td>32</td>
</tr>
<tr>
<td>Active</td>
<td>6</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>Inactive</td>
<td>3</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Dropped</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Total Served</td>
<td>25</td>
<td>27</td>
<td>52</td>
</tr>
</tbody>
</table>

- Employment outcomes reflect training-related placements
- Active – still looking for jobs
  - 9/11 had “good” or “excellent” feedback from internship.
  - Common personal barriers to employment (pregnancy, childcare, transportation, continuing education, scheduling difficulties, already working multiple jobs and not taking the time to apply, etc.)
- Employed grad wages: $14-17/hr

From Classroom to Employment Project

- Mid-point project feedback resulted in a pre-internship skills assessment addition to the curriculum
  - This year we saw an increase in positive feedback from clinical internship preceptors – students were more prepared and better equipped with the necessary skills
- Phase I (2012-2013):
  - Knew of only 5/90 (5%) of MA grads getting training-related jobs, and had limited data on them
- Phase II (2015-2016):
  - Have complete employment outcomes data on 32/50 (64%) MA grads getting training-related jobs
## Bunker Hill Community College Patient Care Technician Certificate Program

<table>
<thead>
<tr>
<th></th>
<th>Spring 2015</th>
<th>Spring 2016</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>7</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Active</td>
<td>0</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Inactive</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Dropped</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11</strong></td>
<td><strong>16</strong></td>
<td><strong>27</strong></td>
</tr>
</tbody>
</table>

- Employment outcomes reflect training-related placements
- Challenge: “Fit”
- PCT’s typically hired quickly – “CNA+”
- Employed grad wages: $14.00-15.50/hr
- Active – still looking for jobs
  - All 5 had “good” internship feedback, but may be looking for PT work due to school, childcare, etc.

## Roxbury Community College Phlebotomy Certificate Training Program

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>9</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Active</td>
<td>4</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Inactive</td>
<td>1</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Dropped</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16</strong></td>
<td><strong>20</strong></td>
<td><strong>36</strong></td>
</tr>
</tbody>
</table>

- Inactive – Not yet passed certification exam or facing barriers to employment
- Challenges:
  - Lack of job-readiness supports available at the college (no career services dept)
  - Certification exam pass rate low
  - Structure of program
- Employed grad wages: $14-16/hr
From Classroom to Employment Project

Bunker Hill Community College Surgical Technology Certificate Program

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>11</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>Active</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Inactive</td>
<td>7</td>
<td>11</td>
<td>18</td>
</tr>
<tr>
<td>Dropped</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>22</strong></td>
<td><strong>20</strong></td>
<td><strong>42</strong></td>
</tr>
</tbody>
</table>

- Inactive – Not yet passed certification exam, facing barriers, or out of touch
- Challenge: Certification exam pass rate around 50% each year
- Good jobs: High wages for grads ($20-24/hr)

From Classroom to Employment Project

Goals and Outcomes to Date

<table>
<thead>
<tr>
<th></th>
<th>Cumulative to-date</th>
<th>Project Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of all job-seekers <strong>participating</strong> in training/education</td>
<td>157</td>
<td>131</td>
</tr>
<tr>
<td>Number of job-seekers <strong>completing</strong> training</td>
<td>143</td>
<td>100</td>
</tr>
<tr>
<td>Total number of job-seekers <strong>placed in jobs</strong></td>
<td>76</td>
<td>80</td>
</tr>
</tbody>
</table>

- Tighter feedback to colleges
- Better outcomes tracking and documentation
- Better understanding of barriers to employment

Almost there!
From Classroom to Employment Project

Employers:

- Grads still looking for jobs who had good feedback on clinical internship
- Consortium effort to help connect them to jobs
- You can help by:
  - Make referrals to your staffing managers
  - Share job vacancies, especially for hard-to-fill roles & schedules
  - Reach out directly to these training programs to source strong candidates
  - Provide feedback on applicants interview process, etc.
Questions?

Boston Healthcare Careers Consortium
Nursing Hiring Practices & Diversity Survey

Joanne Pokaski, Chair, Boston Healthcare Careers Consortium
Beth Israel Deaconess Medical Center
Nursing Labor Market: Changes and challenges

• Shift in education requirements (BSN)
• Projected retirements and high vacancy rate
• Lack of diversity (discussed at June meeting)

Survey of Employers

• What is the current state of nursing in metro-Boston?
• 17 employers participated
  – (10 hospitals, 7 community health centers)
  – WFD, HR, and CNOs answered the questions

Nursing Survey

Participating Institutions

Beth Israel Deaconess Medical Center  Family Health Center of Worcester, Inc.
Boston Children’s Hospital  Harvard Street Neighborhood Health Center
Boston Health Care for the Homeless  Hilltown Community Health Centers, Inc.
Boston Medical Center  Massachusetts General Hospital
Brigham and Women's Hospital  Morton Hospital
Carney Hospital  Saint Anne's Hospital
Codman Square Health Center  South Boston Community Health Center
Dana-Farber Cancer Institute  St. Elizabeth’s Medical Center
East Boston Neighborhood Health Center
Nursing Survey

What are the current minimum education requirements for nurses at your institution?

Community Health Centers
- Diploma, 2
- ASN, 4
- BSN, 1

Hospitals
- ASN, 2
- BSN, 8

Community Health Centers
- Yes, 4
- No, 3

Hospitals
- No, 0
- Yes, 9
- No response, 1
Nursing Survey

Does your institution have a policy requiring incumbent RNs to obtain a BSN if they do not already have one?

<table>
<thead>
<tr>
<th>Community Health Centers</th>
<th>Hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, 1</td>
<td>No, 1</td>
</tr>
<tr>
<td>No, 6</td>
<td>Yes, 9</td>
</tr>
</tbody>
</table>

2 respondents that answered, “No”, said that while incumbent RNs are not required to get their BSN, they are highly encouraged to do so.

Nursing Survey

Do you see your institution's education requirements for RNs changing in the near future? If yes, how?

<table>
<thead>
<tr>
<th>Community Health Centers</th>
<th>Hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response, 2</td>
<td>Yes, 3</td>
</tr>
<tr>
<td>Yes, 2</td>
<td>No, 7</td>
</tr>
<tr>
<td>No, 3</td>
<td></td>
</tr>
</tbody>
</table>
Nursing Survey

Do you see your institution's education requirements for RNs changing in the near future? If yes, how?

Community Health Centers:
• Certifications and experience in Coumadin and Pain Management
• Since we have a preference, hoping the market will allow us to recruit accordingly

Hospitals:
• It's all based on the demand
• Any new hire must be enrolled in BSN
• Mandate for not only BSN, but specialty certification also

Nursing Survey

Does your institution have a goal for increasing the number of BSN prepared nurses in your workforce?

Community Health Centers
- No response, 2
- Yes, 1
- No, 4

Hospitals
- No, 3
- Yes, 7

3 hospitals that responded “Yes” referenced the Institute of Medicine’s recommendation of 80% BSN prepared RN workforce by 2020 as their institution’s goal.
Nursing Survey

What hiring challenges does your institution face for RNs generally?

**Community Health Centers**
- Competitive Salary (higher wages at hospitals)
- Scheduling
- Experience in specialty areas

**Hospitals**
- Experience – need for seasoned candidates with specialty and acute-care experience (abundance of new grad candidates)
- Diversity
- Wage competition
- Aging workforce and unpredictability of retirements

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Nursing Survey

How does your institution define "nursing diversity"?

Keywords cited:
- Race
- Ethnicity
- Gender identity
- Age
- Sexual orientation
- Language
- Culture
- Skill set
### Nursing Survey

**What percent of your institution's RN workforce is from a minority demographic group included in your institution's definition of nursing diversity?**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>CHC</th>
<th>Hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 10%</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>10-15%</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>16-20%</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Greater than 20%</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>No response</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

**CHC**

**Hospitals**

### Nursing Survey

**What (if any) diversity hiring efforts does your institution have in place for nursing? Please describe.**

Only formal program example cited targeting racially and ethnically diverse (non-RN) employees to advance into nursing careers—

- **Boston Children's Hospital – LATTICE Nursing Career Ladder Program**
  - Provides clinical assistants, administrative staff, and other racially and ethnically diverse hospital employees who want to pursue a career in nursing with academic counseling, mentoring and financial support.
Nursing Survey

Does your institution offer programs or career ladders for employees to advance into nursing roles? If so, please describe.

- 4 institutions referenced initiatives to **train-up nurses** into more specialized or senior management roles
- 9 institutions referenced **wrap-around support services** for nurses furthering their education (tuition reimbursement, scholarship funding, flexible scheduling, coaching, etc.)
- 6 institutions referenced **education partnerships** for clinical internships, career exploration, etc.
Nursing Survey

Does your institution hire LPNs?

Community Health Centers
- Yes, 4
- No, 2
- No response, 1

Hospitals
- Yes, 5
- No, 5

Community Health Centers:
- Primary care nursing
- Generally the same tasks as RNs

Hospitals:
- For roles formerly held by Medical Assistants
- Only in ambulatory areas
- Only in outpatient settings
Does your institution hire CNAs?

Community Health Centers
- Yes, 1
- No, 5
- No response, 1

Hospitals
- No, 0
- Yes, 10

Nursing Survey

Does your institution hire CNAs?
If Yes, for what roles/tasks do you hire CNAs?

Hospitals cited the following roles/tasks for CNAs:
- bedside care and observation aids
- We hire Patient Care Technicians, CNAs with acute care skills and experiences.
- CNAs are often hired into Clinical Assistant roles
- Nursing assistant
- Under the direction of a registered nurse (RN), the PCA assists the multi-disciplinary health care team in clinical support functions to promote a safe, compassionate patient care environment.
- Bedside care and observation aids
- Inpatient units
- Bedside assistance with ADLS, vital signs, glucose checks
Does your institution face challenges hiring and/or retaining CNAs?

### Community Health Centers
- Yes, 0
- No response, 1
- No, 6

### Hospitals
- No, 4
- Yes, 6

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Does your institution face challenges hiring and/or retaining CNAs? If Yes, what do you attribute this to?

- We are challenged to find and keep good Patient Care Technicians. The inpatient care schedule is a big challenge for many.
- We often hire nursing students as CAs but there is high turnover for this group. We also hired "career" CAs but the demand can be high for positions/market can be tight on candidates.
- We only hire CNA's from certain (approved) programs.
- It is difficult to find CNA's with acute care nursing experience
- Retention continues to be a challenge
- Not enough qualified candidates, language and writing barriers.
Thank you for your participation!

Questions?

Discussion with Texas Group

• For education and training programs
  – What have you learned from being part of this group?
  – How is it different from industry advisory bodies you have for various programs or departments?

• For Employers
  – What makes employers invest in workforce development?
  – What keeps them investing year after year even as budgets change, personnel changes?

• For all
  – What has changed over the years that you have been working together?
  – What do you think has been the impact on the sector? on your institution? on the workforce pipeline for healthcare?