

Allied Health Workforce Policy Board

Presentation to the
PCMH Care Management Meeting
October 10, 2012

Establishment

In 2004, Connecticut Public Act No. 04-220 (*An Act Concerning Allied Health Workforce Needs*) established the Connecticut Allied Health Workforce Policy Board (AHWPB) to further the work of the Career Ladder Initiative and to support the replication and institutionalization of best practices.

PA 04-220 states defines “allied health workforce” and “allied health professionals” as professionals or paraprofessionals who are qualified by special training, education, skills and experience in providing health care, treatment and diagnostic services, under the supervision of or in collaboration with a licensed practitioner.

Charge:

The legislatively outlined responsibilities of the AHWPB include:

- 1) *Monitoring data and trends in the allied health workforce* including but not limited to: a) the state's current and future supply and demand for allied health professionals; and, b) the current and future capacity of the state system of higher education to educate and train students pursuing allied health professions;
- 2) *Developing recommendations* for the formation and promotion of an economic cluster for allied health professions;
- 3) *Identifying recruitment and retention strategies* for public and independent institutions of higher education with allied health programs;
- 4) *Developing recommendations for promoting diversity* in the allied health workforce including but not limited to racial, ethnic and gender diversity and for enhancing the attractiveness of allied health professions;

Charge cont.

- 5) *Developing recommendations regarding financial and other assistance to students enrolled in or considering enrolling in allied health programs offered at public or independent institutions of higher education;*
- 6) *Identifying recruitment and retention strategies for allied health employers;*
- 7) *Developing recommendations about recruiting and utilizing retired nursing faculty members to teach or train students to become licensed practical nurses or registered nurses; and*
- 8) *Examining nursing programs at public and independent institutions of higher education and developing recommendations about the possibility of streamlining the curricula offered in such programs to facilitate timely program completion.*

WISH grant

The Connecticut Employment & Training Commission (CETC), together with lead agency and fiscal agent the Connecticut Office for Workforce Competitiveness (OWC), requested a State Health Care Workforce Development Planning Grant to:

- 1) Produce a statewide health care workforce plan including a short-term action plan and a statewide Health Care Workforce Scorecard;
- 2) Coordinate and streamline disparate health care workforce planning efforts and strengthen regional health care workforce planning processes; and
- 3) Identify opportunities to improve data collection and data sharing capacity – in support of the development of uniform data collection across States on licensed health professionals.

WISH Planning Methodology

The project used a strategic planning methodology endorsed as a best practice by the US Department of Labor Employment and Training Administration.

The methodology, employed by Jobs for the Future who was contracted with to conduct the assessment, included an examination of Connecticut's strengths, weaknesses, opportunities, and threats (SWOT) related to its health care workforce. The SWOT analysis produced four deliverables: 1) a health workforce demand analysis; 2) a health workforce supply analysis; 3) a resource and program gap analysis; and 4) a recommendations report.

Methodology

Quantitative data collection and analysis

Focus groups and interviews with employers, educators, labor leaders, business and professional associations

Regional input sessions to expand understanding of local factors impacting the healthcare workforce, solicit responses in reaction to regional data and identify strategies to address workforce shortages

Overall Employer Feedback

- Health Information Technology and patient navigation skills will grow in demand in current & new occupations
- Supply/demand mismatch for registered nurses is low
 - BUT, as economy recovers and the nursing workforce ages, demand will increase and it is not clear supply is sufficient to meet future demand
- Current supply/demand mismatch of primary care physicians
- Employers expect difficulties in finding enough PT and OT assistants, radiologic technicians and other techs

Putting the Data Together - Occupational Demand Measures

Healthcare Occupations by Projected Openings

Occupational Group / Occupation Title	2008 Employment	2018	Annual Openings 2008-2018	Growth	Replacement	% Due to Replacement	Total Postings 1/10-12/10
Registered Nurses	36,715	42,049	1,174	533	641	55%	8,668
Home Health Aides	13,600	18,248	600	465	135	23%	383
Nursing Aides, Orderlies, Attendants	25,835	27,767	450	193	257	57%	647
Licensed Practical and Licensed Vocational Nurses	8,969	9,531	337	56	281	83%	738
Medical Assistants	6,421	7,553	185	113	72	39%	712
Pharmacy Technicians	3,303	3,936	146	63	83	57%	156
Emergency Medical Technicians and Paramedics	3,011	3,501	110	49	61	55%	
Physical Therapists	3,727	4,377	110	65	45	41%	2,728
Radiologic Technologists Technicians	2,966	3,364	83	40	43	52%	296
Pharmacists	2,729	2,939	82	21	61	74%	596
Medical and Clinical Laboratory Technologists	2,700	2,981	79	28	51	65%	418
Physicians and Surgeons, All Other	2,793	3,042	74	25	49	66%	707
Physician Assistants	1,592	1,961	66	37	29	44%	704
Occupational Therapists	1,734	1,985	57	25	32	56%	1,612
Medical and Clinical Laboratory Technicians	1,910	2,041	49	13	36	73%	898
Medical Records and Health Information Technicians	1,603	1,741	47	14	33	70%	413
Speech-Language Pathologists	1,482	1,656	44	17	27	61%	662
Surgical Technologists	1,042	1,224	44	18	26	59%	202
Psychiatric Aides	1,675	1,935	43	26	17	40%	
Psychiatric Technicians	1,390	1,438	40	5	35	88%	231
Respiratory Therapists	1,140	1,333	40	19	21	53%	
Internists, General	1,238	1,359	34	12	22	65%	
Diagnostic Medical Sonographers	1,071	1,208	30	14	16	53%	180
Dietitians and Nutritionists	796	794	27	0	27	100%	219

Hospital Employers

- Projected future demands
 - Primary care physicians (current & future)
 - Registered nurses
 - Skilled technicians (radiology, nuclear medicine, X-ray, mammography and MRI)
 - Sterile processing
 - Respiratory therapists
 - Patient navigators/case managers
 - Health information technology

Long Term Care Employers

- Projected future demand
 - CNA
 - Recruitment and retention of CNAs is the greatest challenge
 - Nursing
 - Phasing out LPNs and replacing with RNs
 - Allied health assistants
 - Physical and occupational therapy assistants

Ambulatory Care Employers

(community health centers, doctors' offices and home health care)

- Projected future demand
 - Primary care physicians
 - Advanced practice RNs
 - Physician assistants
 - Medical assistants (if change in scope of practice)
 - Health information technology
 - Patient navigators/case managers
 - Home health aides
 - Personal care assistants

Behavioral Health Employers

- Projected future demand
 - Psychiatrists & psychologists
 - Master's level clinicians
 - High level managers with requisite certifications and experience
 - Occupational therapists
 - Pharmacists
 - Social workers
 - Nurses

Education and Training Issues

- Employers are often seeking more than entry level skills from their workers
- Employers noted lack of a responsive connection with educators
- Employees lack sufficient practical and clinical experience

Hospital and LTC Concerns

- There is a great deal of concern about the skills of newly trained PCTs/CNAs and their awareness of the requirements of their jobs
- Certification requirements do not guarantee that an applicant has necessary skills and understanding of job environment to work in the industry
- Many workers have significant technology skill gaps

Behavioral Health Concerns

- Writing—a skill critical to document services provided, reporting to regulatory bodies, and information for reimbursement—is lacking in employees and job candidates
- Skills in developing treatment plans, effective group counseling work and documentation are lacking in program graduates

Ambulatory Care Concerns

- Though technically trained, job candidates are unfamiliar with community health center model and demands of the job
- Medical assisting graduates do not have enough “real world” experience
- Home health care workers need both health care and personal service skills

JFF Recommendations

- Organize health care workforce data for effective analysis and planning.
- Deepen educator engagement with employers to speed responsiveness.
- Build capacity for broader collaborative implementation.

Regional Recommendations

- Address training issues:
 - Develop entry-level training in behavioral health
 - Support incumbent worker training to address new and emerging occupations
 - Promote leadership/preceptor training
 - Increase employer input in training programs
 - Ensure sufficient supply of trained graduates
- Increase practical knowledge:
 - Revisit and standardize core competencies for entry-level workers
 - Increase access to high quality internships, externships and simulation training
- Improve work readiness:
 - Include soft skill training in curriculum
 - Develop statewide framework for orientations for new employees
 - Expand career education and awareness

Next Steps

- The WISH Recommendations Plan was approved by the CETC in September 2011 and submitted to the Department of Health and Human Services as well as to the CT General Assembly in January 2012.
- The Allied Health Workforce Policy Board, now a work group of the CETC, prioritized recommendations for the CETC annual plan to the Governor on September 30, 2012.
- The Allied Health Workforce Policy Board will continue to fine tune its recommendations and seek opportunities for implementation of key strategies.
- The Allied Health Workforce Policy Board will analyze how health care reforms impact the workforce including co-sponsoring forum on October 23rd at University of Hartford.