



Welcome to the 2017 Indiana Health Workforce Collaborative!

Thank You to Our Sponsors:





Afternoon Breakout - Room B

Developing a 21st Century Skilled and Ready Health Workforce

Workforce Development in the Health Sector

MICHAEL BARNES, MBA

Associate Chief Operating Officer for Employer Engagement

Indiana Department of Workforce Development

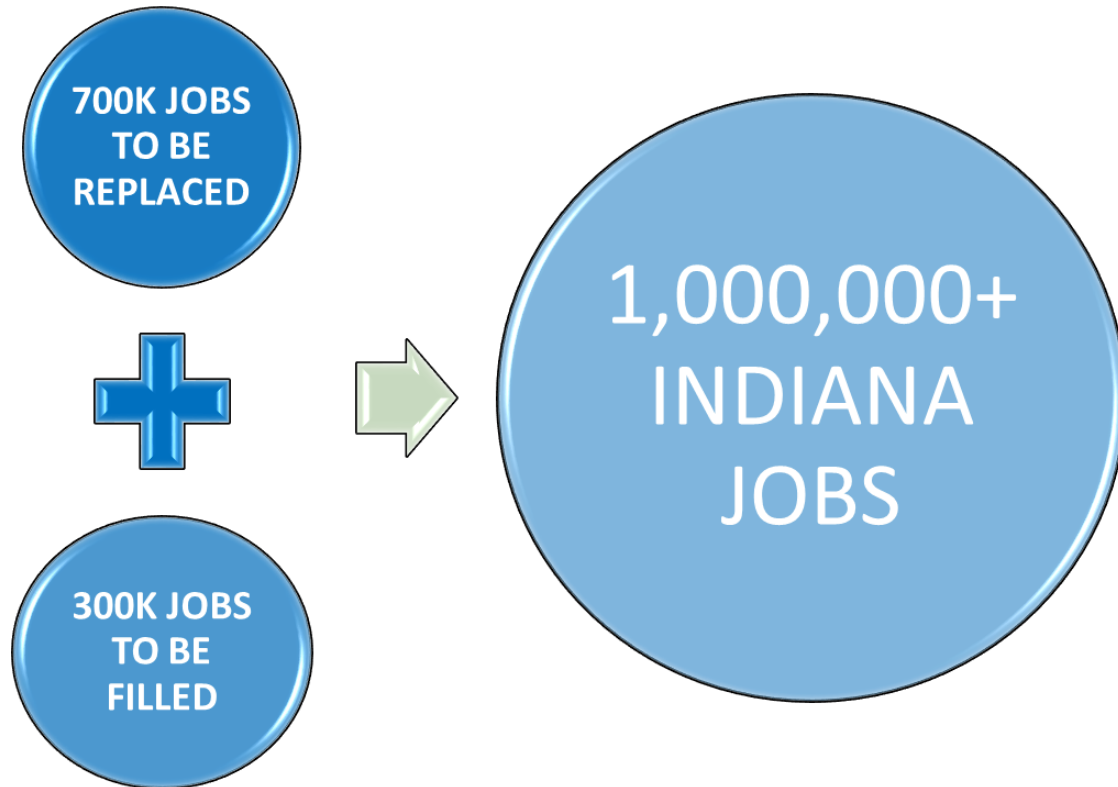
The following speaker for this program has disclosed no actual or potential conflict of interest in regard to this program:

Michael Barnes, MBA



Department of Workforce Development (DWD)

Indiana's workforce challenge:



Over the next 10 years



Department of Workforce Development - Vision

Create a network of education and training providers that are: ·accountable ·responsive ·innovative,

*and serve all Hoosiers, including: ·secondary students
·post-secondary students ·adult education students
·incumbent workers.*



DWD Programs and Initiatives

- In 2016, more than 150,000 ICE assessments were taken by more than 72,000 middle school and high school students.
- Pilot program launch – 2017-18 school year (SEA 198)
 - 15 schools
- Statewide implementation of career exploration curriculum following conclusion of the pilot

The screenshot shows the Indiana Career Explorer website interface. At the top, the logo "INDIANA CAREER EXPLORER" is on the left, and a user profile for "Jane Doe" with a "Welcome, Jane" message and a "Sign In" link is on the right. Below the logo is a navigation menu with items: Home, Things to Do, Take an Assessment, Explore Occupations, Plan for Education, Plan for Work, Find a Job, and My Portfolio Items. The main content area features a "Welcome to Indiana Career Explorer" message, followed by a paragraph explaining the system's purpose and a section titled "Begin by Taking Assessments" with three assessment cards: "Kuder Career Interests Assessment" (0% complete), "Kuder Skills Confidence Assessment" (0% complete), and "Super's Work Values Inventory-revised" (0% complete). On the right side, there is a yellow "Information Missing" alert box and a "Completed Tasks" section with a list of tasks to be completed.



DWD Programs and Initiatives



The screenshot shows the homepage of the INDIANA CAREER READY website. At the top left is the logo "INDIANA CAREER READY" with a blue square icon. Below it is the tagline "An initiative of the Indiana Department of Workforce Development". On the top right, there are input fields for "Username" and "Password", and a "Sign In" button. Below these are links for "Register" and "Forgot Username/Password?". A blue navigation bar contains the following categories: "Job Seekers", "Employers", "Students / Parents", "Teachers / Counselors", "Education / Training Providers", and "Workforce Partners". The main content area features a photograph of two people working at computers in an office setting. Below the photo is a blue banner with the text "THE RIGHT SKILLS • AT THE RIGHT TIME • IN THE RIGHT WAY".

Welcome to INDIANA CAREER READY.com

Indiana has the challenge of filling more than 1 million jobs over the next decade. To meet this goal, we need to have more skilled and specially-trained workers to meet the needs of Hoosier employers. INDIANACAREERREADY.com is your single source to provide the tools needed to prepare and find high-



DWD Programs and Initiatives

Facts:

- 5,267 adult students served since 2011
- 2,972 certifications earned through July 2016
- 86% completion rate
- 93% of 2013 program completers still employed in 2015

Expansion:

- State funding doubled for FY 18/19 to \$5M/year

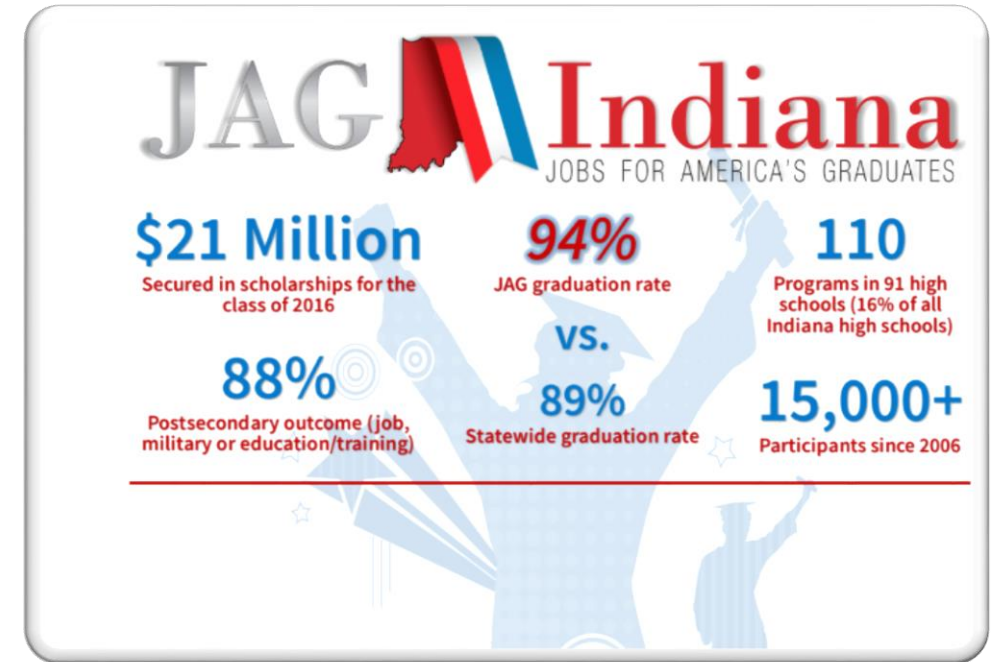
Goal:

- 4,500 adult students earning their HSE and an industry-recognized certificate per year



DWD Programs and Initiatives

- Indiana has the largest JAG program in the country.
- State funding increased \$2.2M/year this year for FY18/19
 - Over 25 schools will be included in expansion.
- JAG served 5,800 students in the 2015-16 school year alone.



DWD Programs and Initiatives

“The big divide in America is not between the coasts and the interior. It’s between strong communities and weak communities. You can find weak ones along the coast and thriving ones in Appalachia, and vice versa. It’s community, stupid — not geography.”

May 24, 2017



INDIANA
innovation
NETWORK

- Employer-led, demand driven partnerships
- Occupational demand validation
- Educational alignment with demand occupations
- Locally organized and driven

The New York Times



INDIANA UNIVERSITY

Governor's Health Workforce Council

- Diverse membership which includes key stakeholders in health care delivery, policymakers, education/training, non-profit sector, payers, and providers
- <http://www.in.gov/dwd/ghwc.htm>





Welcome to the 2017 Indiana Health Workforce Collaborative!

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Developing a 21st Century Skilled and Ready Health Workforce

LTC Workforce: Needs, Challenges and Solutions

ZACH CATTELL, JD

President

Indiana Health Care Association

The following speaker for this program has disclosed no actual or potential conflict of interest in regard to this program:

Zach Cattell



What is Long Term Care?

1. There are more than 850 SNFs and ALs in Indiana
 - 550+ skilled nursing
 - 150+ licensed assisted living
 - Equal number of unlicensed AL
2. LTC facilities support an estimated \$8.0 billion of the state's economic activity
3. LTC industry is the state's 9th largest employer

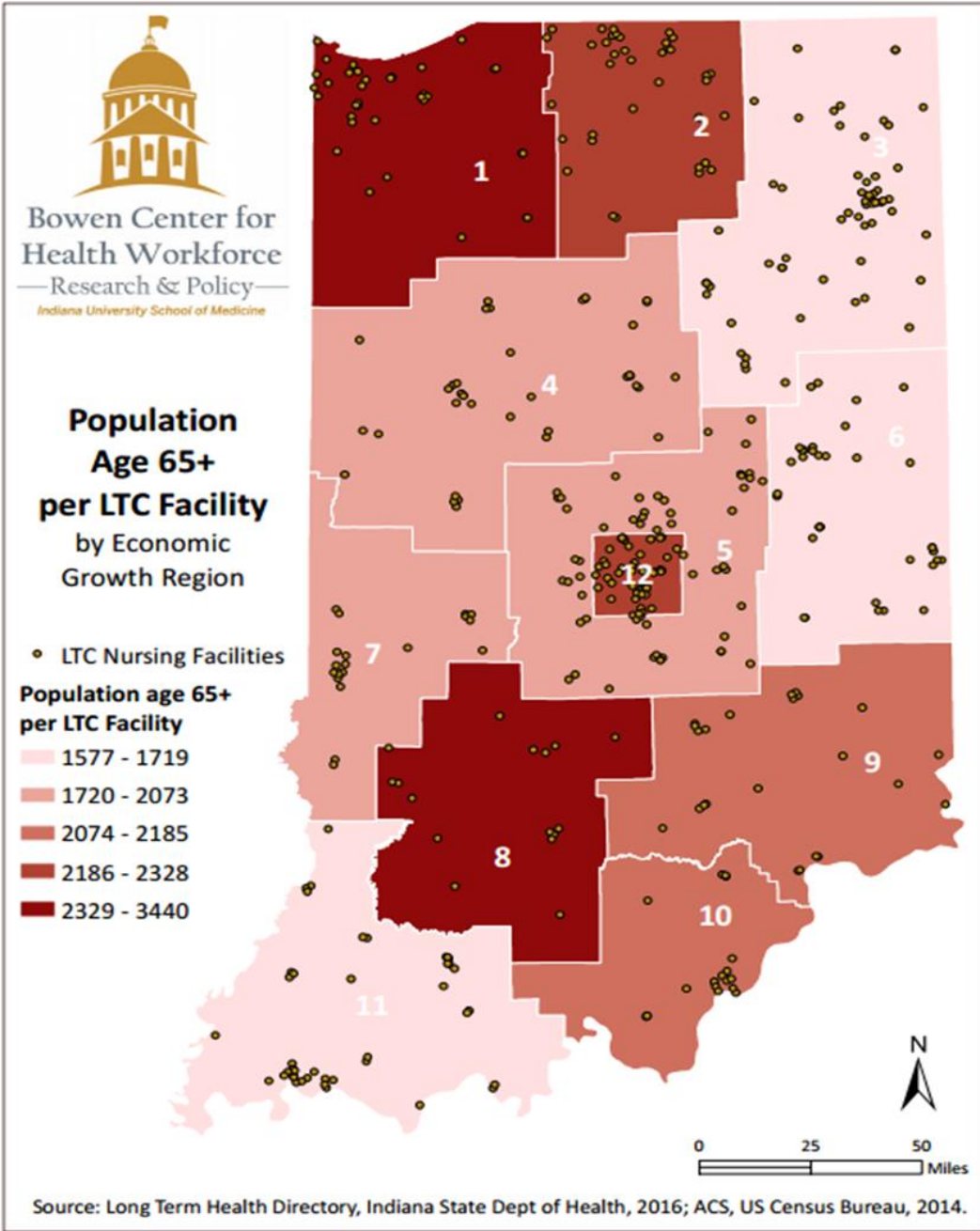


What is Long Term Care?

1. Skilled Nursing
2. Assisted Living
3. Memory Care
4. Short Term Rehabilitation
5. Each resident must receive and the facility must provide the necessary care and services to attain or maintain the highest practicable physical, mental, and psychosocial well-being, in accordance with the comprehensive assessment and plan of care.



Workforce Needs



Workforce Needs



Bowen Center for Health Workforce
— Research & Policy —
Indiana University School of Medicine

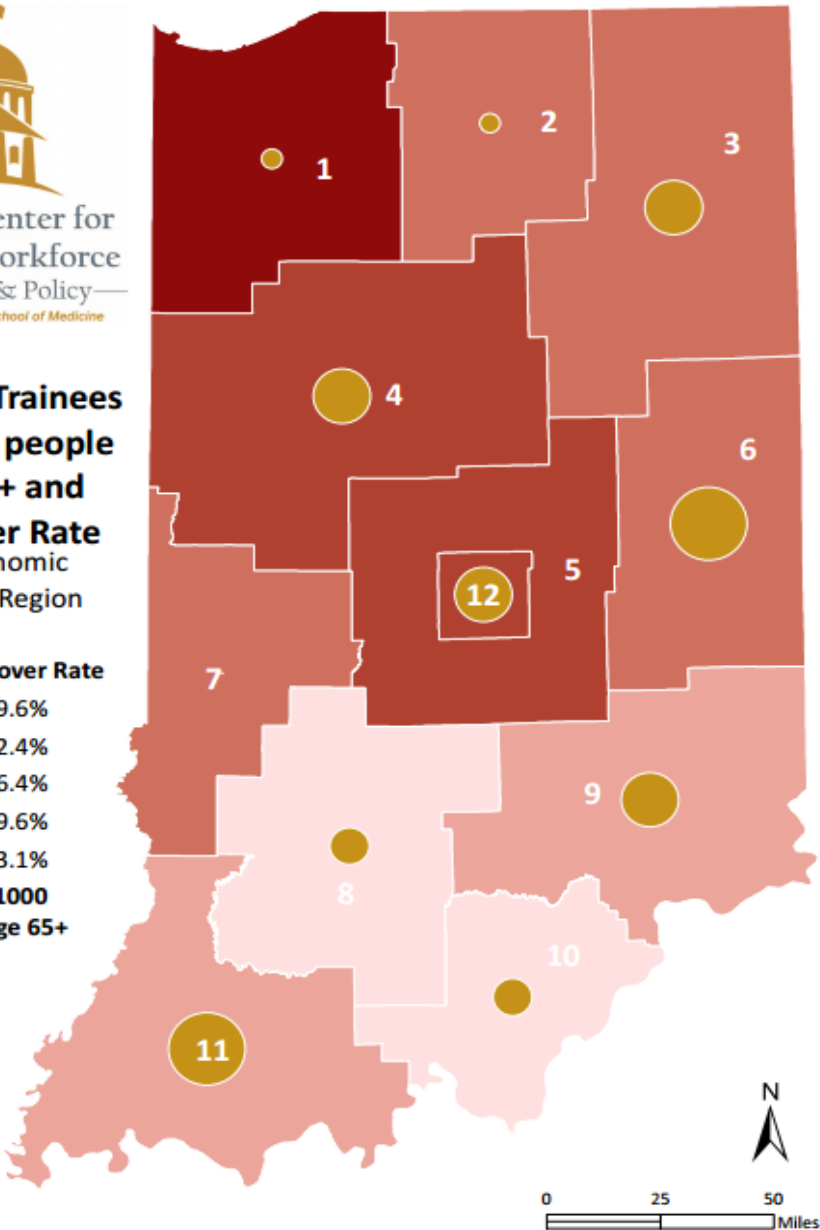
RN/LPN Trainees per 1000 people age 65+ and Turnover Rate by Economic Growth Region

RN/LPN Turnover Rate

- 47.1% - 49.6%
- 49.7% - 52.4%
- 52.5% - 56.4%
- 56.5% - 59.6%
- 59.7% - 63.1%

Trainees Per 1000 Population Age 65+

- 2.4
- 5.1
- 7.8



Source: Indiana Commission for Higher Education, 2016; ACS, US Census Bureau, 2014; Myers and Stauffers LC, 2016.



Workforce Needs

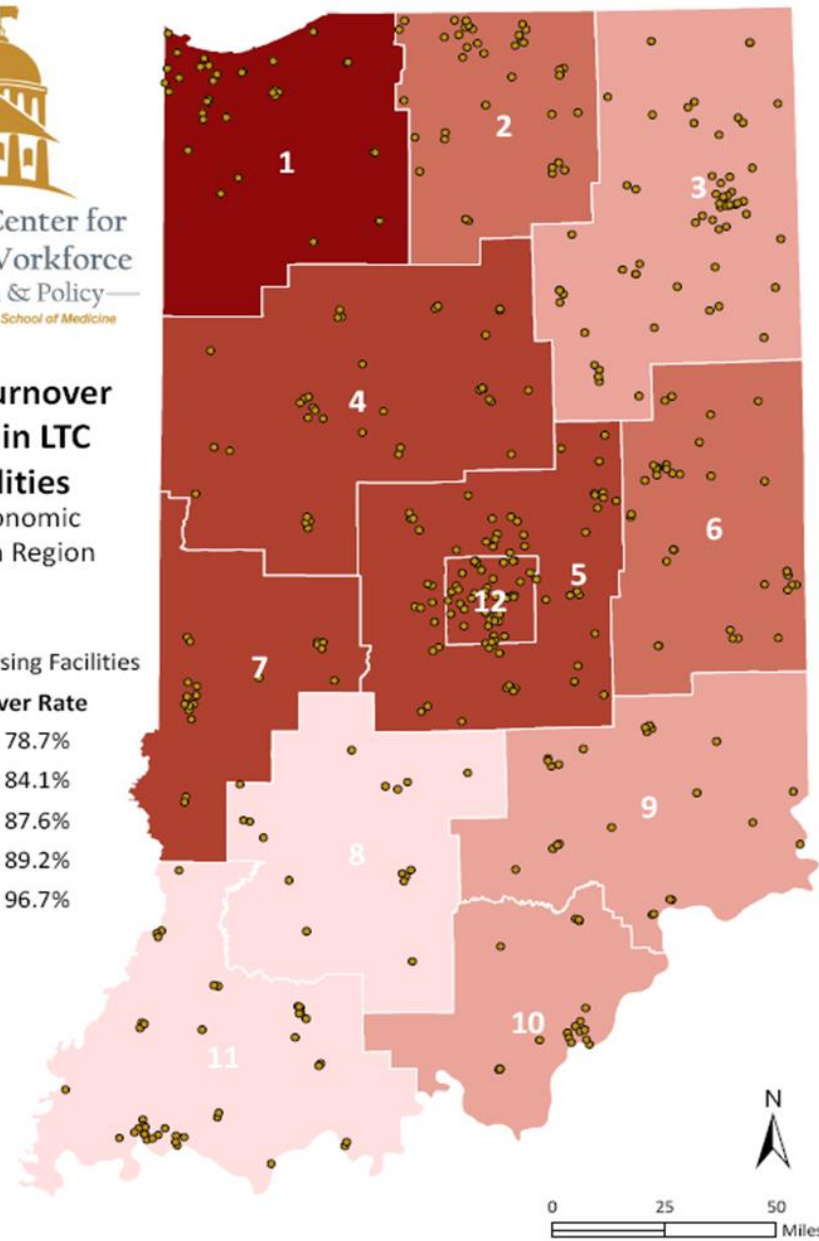


CNA Turnover Rates in LTC Facilities by Economic Growth Region

• LTC Nursing Facilities

CNA Turnover Rate

- 77.6% - 78.7%
- 78.8% - 84.1%
- 84.2% - 87.6%
- 87.7% - 89.2%
- 89.3% - 96.7%



Source: Long Term Health Directory, Indiana State Dept of Health, 2016; Indiana Commission for Higher Education, 2016



Workforce Needs

1. Results from a survey conducted in 2016 by a local workforce development partnership between EmployIndy and Central Indiana Corporate Partnership (CICP)
 - 13.2% projected growth in the number of healthcare jobs over the next five years in Central Indiana alone
 - Job growth will concentrate in home and primary care settings
 - a) Long Term Care – 11.8%
 - Job growth will be particularly pronounced for frontline occupations
 - a) In LTC – C.N.A., Physical Therapy, Speech Pathologist, Respiratory Therapy, Patient Care Support
 - Greatest demand by sheer volume is nursing
 - a) Registered Nurse, Licensed Practical Nurse, and Certified Nursing Assistant have the greatest number of job postings
 - b) Registered Nurse, Licensed Practical Nurse, and Certified Nursing Assistant all listed as hardest to fill positions



Aging Population – Hoosiers Will Need More Skilled Nursing-Level Care



Workforce Challenges

1. C.N.A. Volume
2. LPN/RN Volume
3. Perception
4. Difficulty of Work



Career Pathways Website

<http://carefortheaging.org/>

- Attracting qualified individuals
- Promoting understanding of career pathways available to retain staff
- Connecting leads with openings for education, internship and job opportunities



Career Pathways Website

Career Pathways

- Certified Nursing Assistants
- Nursing Administration
- Social Services
- Therapy Care Coordination
- Activities
- Support Services

Activities

Activities professionals have a fun job, but it is also an important one. It is their responsibility to plan and implement programs and events in the senior living community that meet the various physical, social and spiritual needs and preferences of all of the residents.

Interested in a career in activities?

Activities Assistant

An Activity Assistant coordinates activities to meet the needs, interests, and capabilities of the residents.

Activities Director

An Activity Director is responsible for directing the development, implementation, supervision and ongoing evaluation of the activities program.

Support Services

While not directly involved in resident care, support services staff are essential to the overall resident experience. Housekeeping, laundry, maintenance and dietary staff help to create a warm, homelike environment in which residents live and receive temporary or long term care.

Interested in a career in support services?

Housekeeping

The Housekeeping staff provides a clean, appealing, safe, and sanitary environment for residents, visitors, and other staff members.

Laundry

The Laundry staff keeps facility linens clean and meets residents' daily laundry needs.

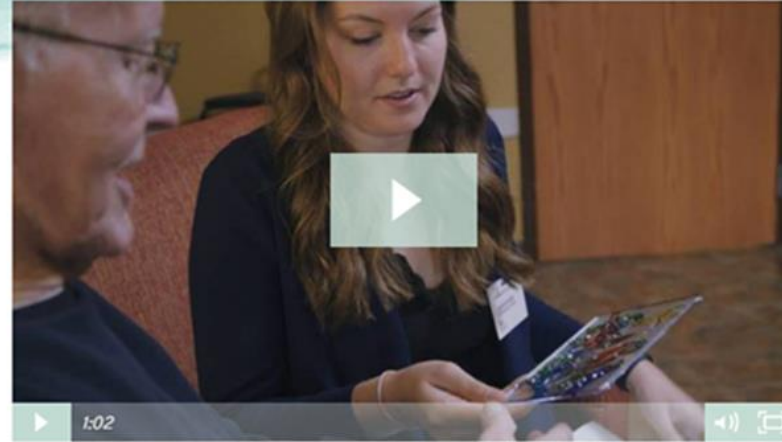


Career Pathways Website

Each position includes information on:

- Job requirements
- Education & experience needed
- Salary average (Indiana specific)
- Certifications
- Next steps

Customer Care Coordinator



The Customer Care Coordinator (CCC) oversees the welcoming of new resident admissions throughout the facility on their first day or the first day back after a hospital stay. The CCC completes resident orientation, helps residents to acclimate to their new surroundings, and contacts the family easy anxiety and answer any questions they may have. The CCC serves as a bridge of communication between the clinical and admissions teams in matters of resident customer care concerns and provides follow-up phone contact to all residents discharged from the facility to ensure a smooth transition home.

Education & Experience:

Bachelor's degree preferred or three years equivalent experience in lieu of a degree; One to three years nursing facility, community relations, customer service and/or customer relations, sales and/or social service experience required. Previous health care admissions/marketing/sales experience preferred.

Salary Average
\$33,000

Certifications
None required

Next Steps
Admissions Director
Discharge Planner



Career Pathways Website

Site visitors are encouraged to fill out a contact form requesting more information.

Form results are shared with IHCA/INCAL members (potential employers).

You're ready for a life with purpose.

Whether you are looking for more information on education and training, internship opportunities, or job placement in Indiana facilities, we are here to help. Please fill out this form and we'll connect you with resources and employers.

[Click here to download a printable poster for this site.](#)

Name *

First

Last

Email *

Phone

City *

County *

0 of 20 max characters



Additional Workforce Efforts

1. Collaboration

- Connect the Ages
- Indiana HOSA

2. Online C.N.A. Course

3. Registered Apprenticeship Program

- Partnership with Employ Indy





Welcome to the 2017 Indiana Health Workforce Collaborative!

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Developing a 21st Century Skilled and Ready Health Workforce

Healthcare Organization Engagement

MICHELLE A. JANNEY, PhD, RN, NEA-BC, FAAN

Executive Vice President & Chief Nursing Executive

Indiana University Health

The following speaker for this program has disclosed no actual or potential conflict of interest in regard to this program:

Michelle Janney, PhD, RN, NEA-BC, FAAN



Objectives

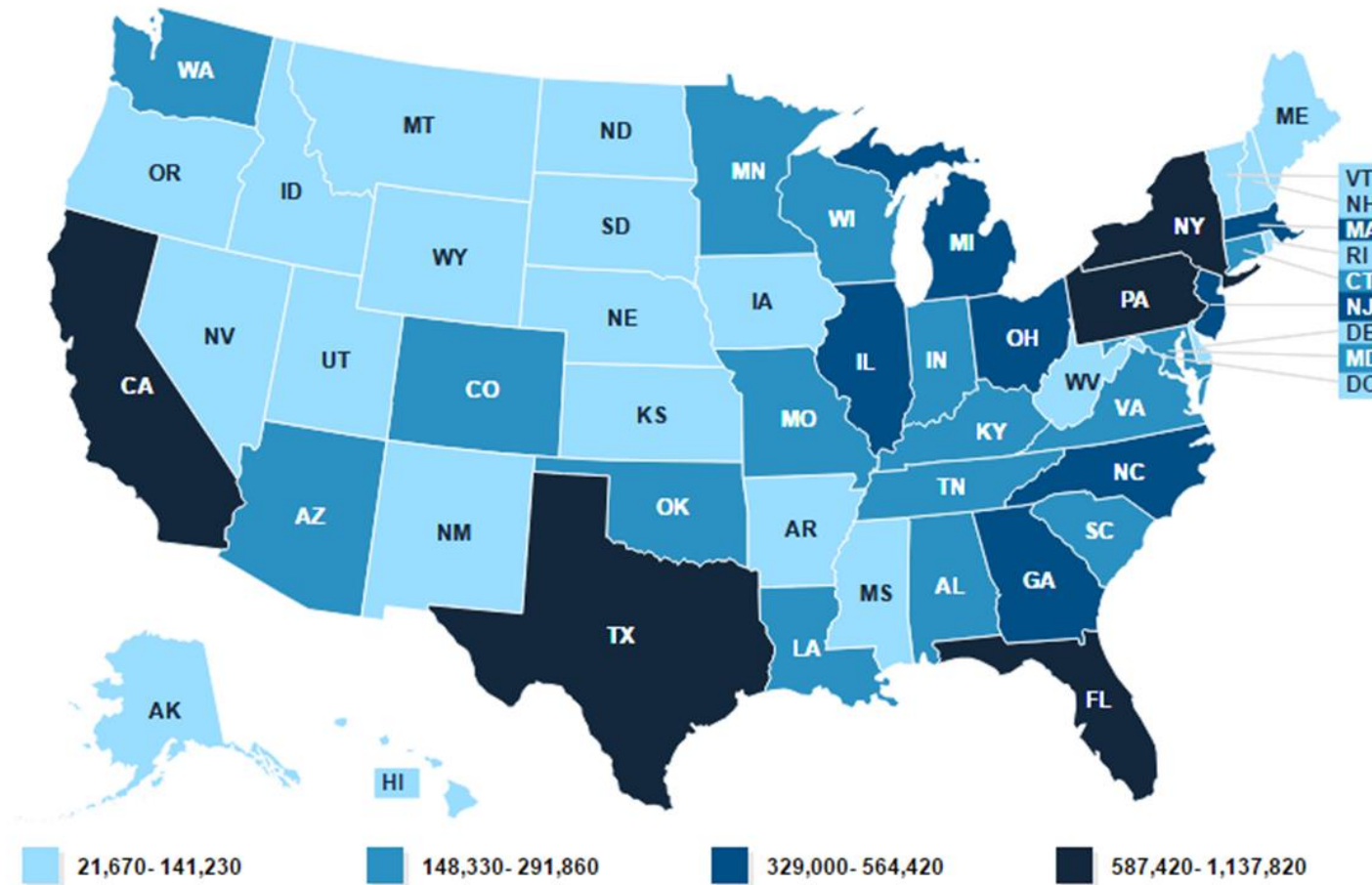
1. Understand the healthcare workforce landscape
2. Discuss IU Health's nursing workforce strategy
3. Highlight one IU Health workforce development partnership



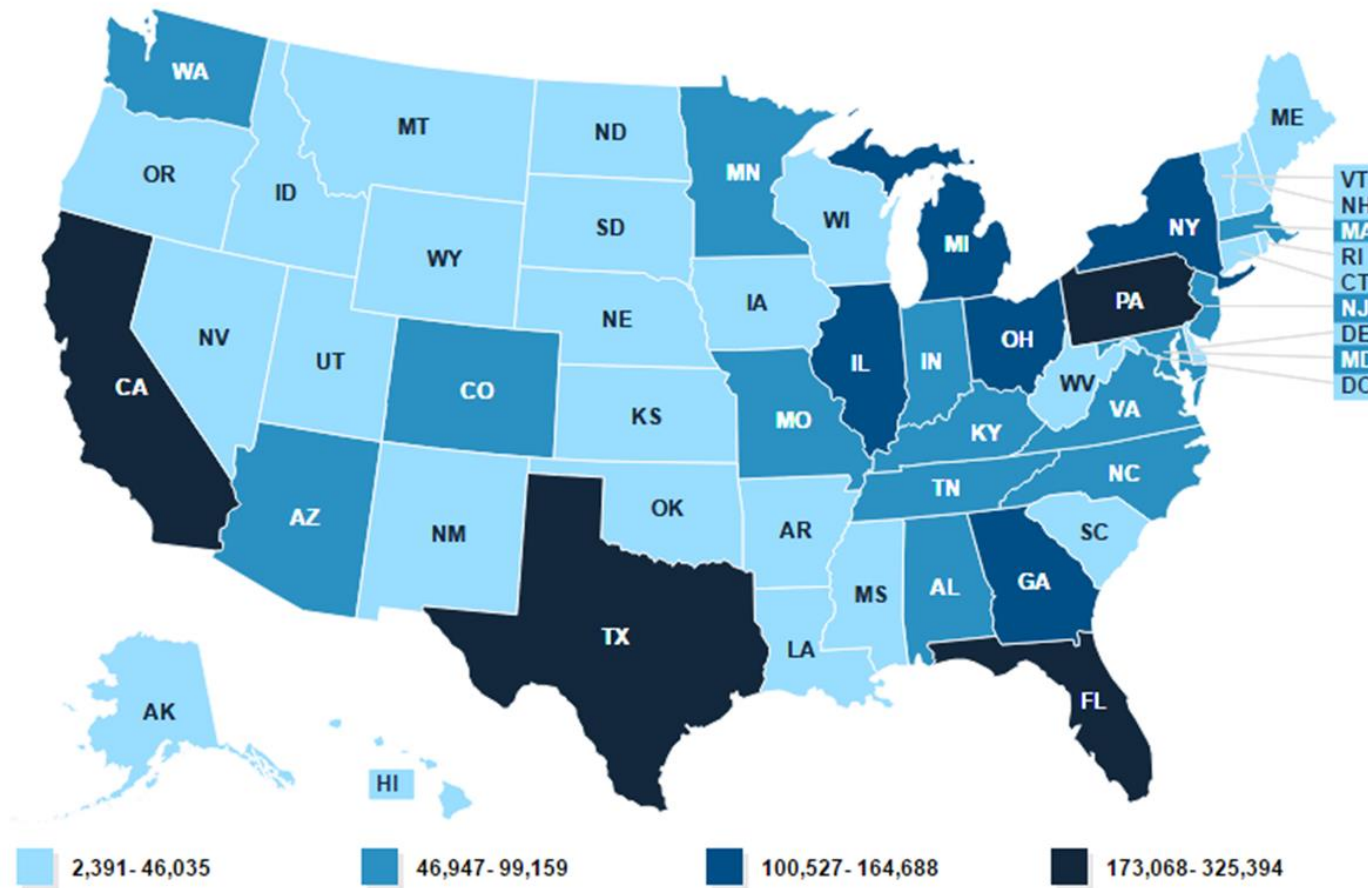


Healthcare Workforce Landscape

Healthcare Workforce



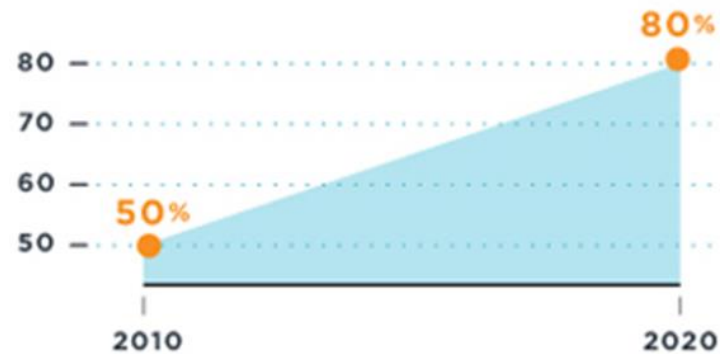
Nursing Workforce



Educational Preparation of Nurses

HIGHER ED GOALS

INCREASE THE NUMBER OF NURSES WITH BACCALAUREATE DEGREES FROM 50% TO 80% BY 2020.



HOW:

- Tuition reimbursement
- Scholarships and loan forgiveness
- Increase higher ed faculty
- Expand clinical partnerships

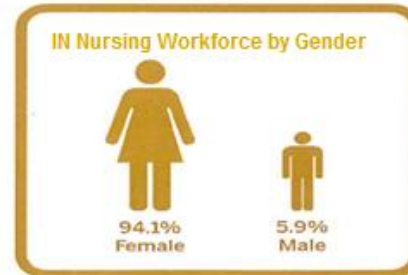
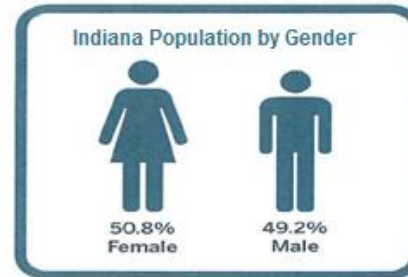
DOUBLE THE NUMBER OF NURSES WITH A DOCTORAL DEGREE BY 2020.



ALTHOUGH 13% OF NURSES hold a graduate degree, fewer than 1 percent (28,369 nurses) have a doctoral degree in nursing or a nursing-related field.



Diversity & Inclusion



Indiana Nursing Workforce to population ratio by Race and Gender

= 1 Registered Nurse
 = 50 Indiana residents

White (1:92)	:
Black or African American (1:240)	:
Asian (1:173)	:
Multiracial (1:189)	:
American Indian or Alaska Native (1:258)	:
Native Hawaiian or Pacific Islander (1:130)	:
Hispanic or Latino (1:313)	:



Evolving Roles & Care Delivery



Designing a Workforce Strategy

Elite Nursing Workforce Strategy

WHAT MAKES AN IU HEALTH NURSE?



Indiana University Health



IS PROFESSIONALLY
ENGAGED



POSSESSES CLINICAL
EXPERTISE



HAS A SPIRIT OF
INQUIRY



EMBRACES
LEARNING



FOSTERS
RELATIONSHIPS



INDIANA UNIVERSITY

Developing the Next Generation

JA JobSpark

JA JobSpark

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JA JobSpark: Hands on. Minds opened.

JA JobSpark is a coalition of educators and industry leaders, led by Junior Achievement of Central Indiana. At the center of our work is a two-day event that will be massive, measured both in square feet and impact.



INDIANA UNIVERSITY



Welcome to the 2017 Indiana Health Workforce Collaborative!

Thank You to Our Sponsors:





Health Workforce Collaborative
Tuesday June 21, 2017

The following speaker for this program has disclosed no actual or potential conflict of interest in regard to this program:

Jason Kloth



open jobs

available talent



By 2020, nearly 1 million Indiana jobs will go **unfilled**.



Meet Marielle.

BA, University of Michigan

3.89 GPA

Proficient in Adobe Creative Suite

President, Delta Gamma

She's underemployed.

After 22 applications, she heard back from three employers. None offered her a job. She's currently working part-time at Godiva.





Meet Acme.

800 global employees

Massive YOY growth

Named INC 5000 3 years in a row

Best places to work in Indiana

Competitive salaries and benefits

Staffing isn't easy.

They have 200 open positions, are deluged with irrelevant applications, and have made talent a top priority for 2017.



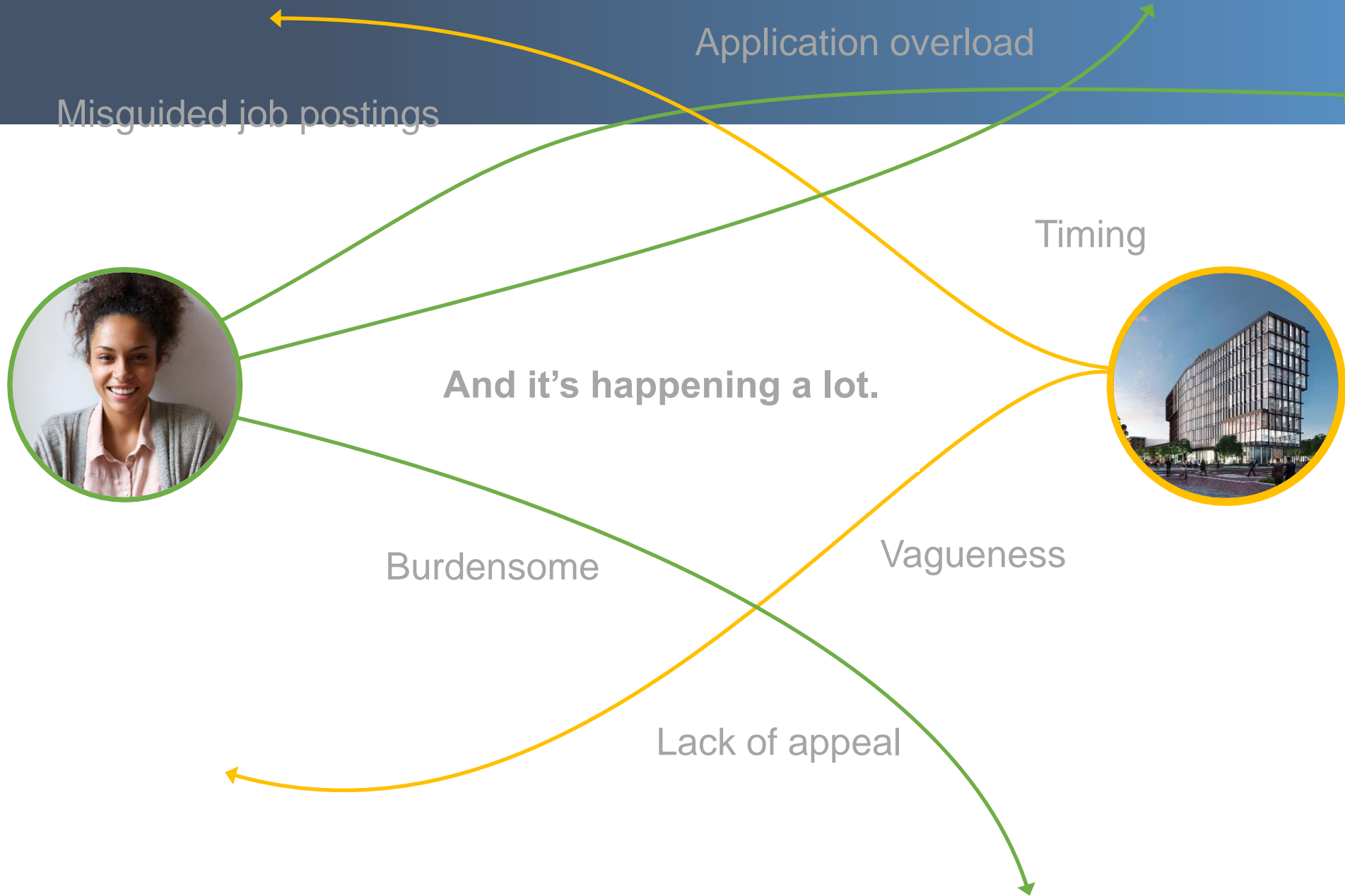
Talent

Why?



Employers







**And some fields face
critical talent shortages.**





 Ascend



Ascend bridges talent and communication gaps by creating connectivity between people and employers.



Ascend Network

Ascend Services



Ascend Network

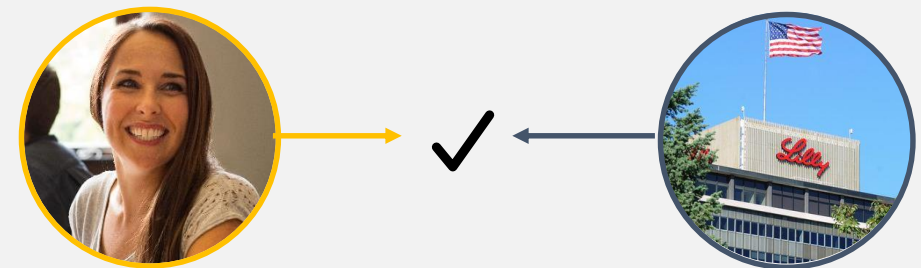
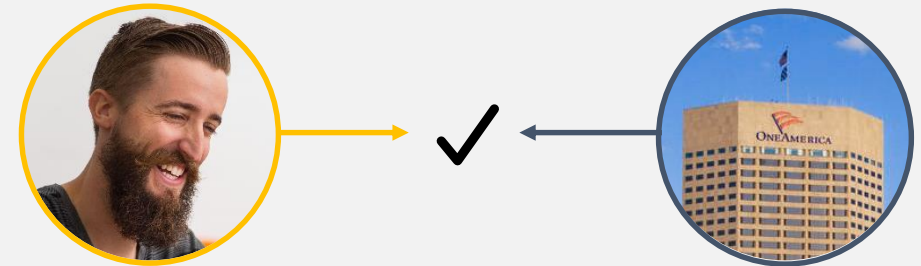
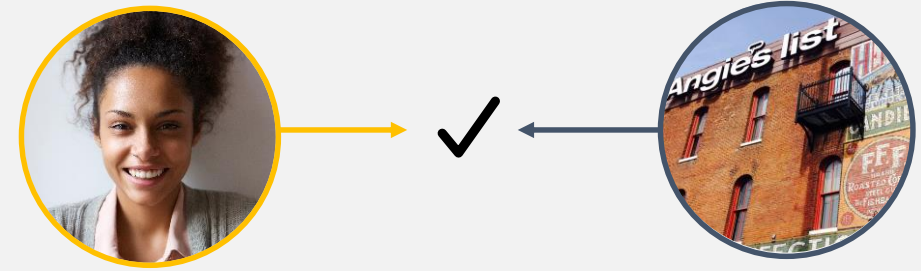
Identify and connect talent.

Our experienced team of recruiters use our next-level **talent network** to match high-achieving prospects with employers.

Employer Profile

Job Seeker Profile

Ascend Pre-Qualification

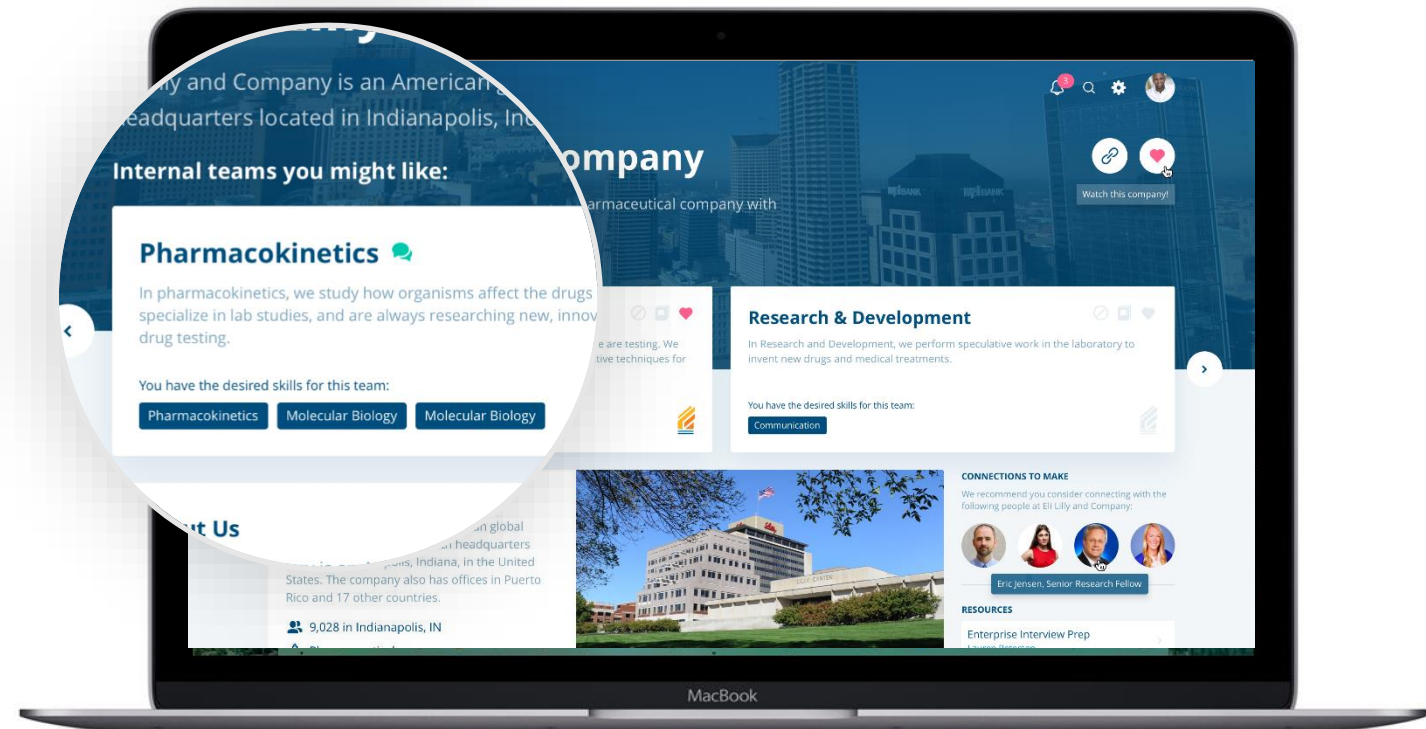


Ascend Network

Employer Profile

Showcase what matters most to top talent.

- Highlight specific teams
- Demonstrate your culture in action
- Display open roles by team and role
- Become a company candidates want to follow and work for



Ascend Network

Job Seeker Profile

Find the right candidate for the job, and the right person for your team.

- Use our matching score to identify the best interview candidates
- View candidate matches by teams and roles
- Access candidate experience, skills, and Ascend's unique view of their strengths

The screenshot shows a candidate profile for an Associate Lab Intern at Eli Lilly and Company. The profile is displayed on a MacBook. A circular callout highlights the 'CHARACTER TRAITS' section, which includes a table of traits and scores:

Trait	Score
Motivation	4
Flexibility	1
Organization	3
Humility	3
Critical Thinking	5
Persuasiveness	2

The 'SKILLS & EXPERTISE' section shows 'Lab Biotech' with a 'Skills Match' of 80% and 'Work Style' of 75%. The 'WORK STYLE' section includes 'Execute Known Tasks' and 'Independent Work'. The right sidebar shows a 'He might be a great fit for:' section with a match for 'Associate Laboratory Researcher'.

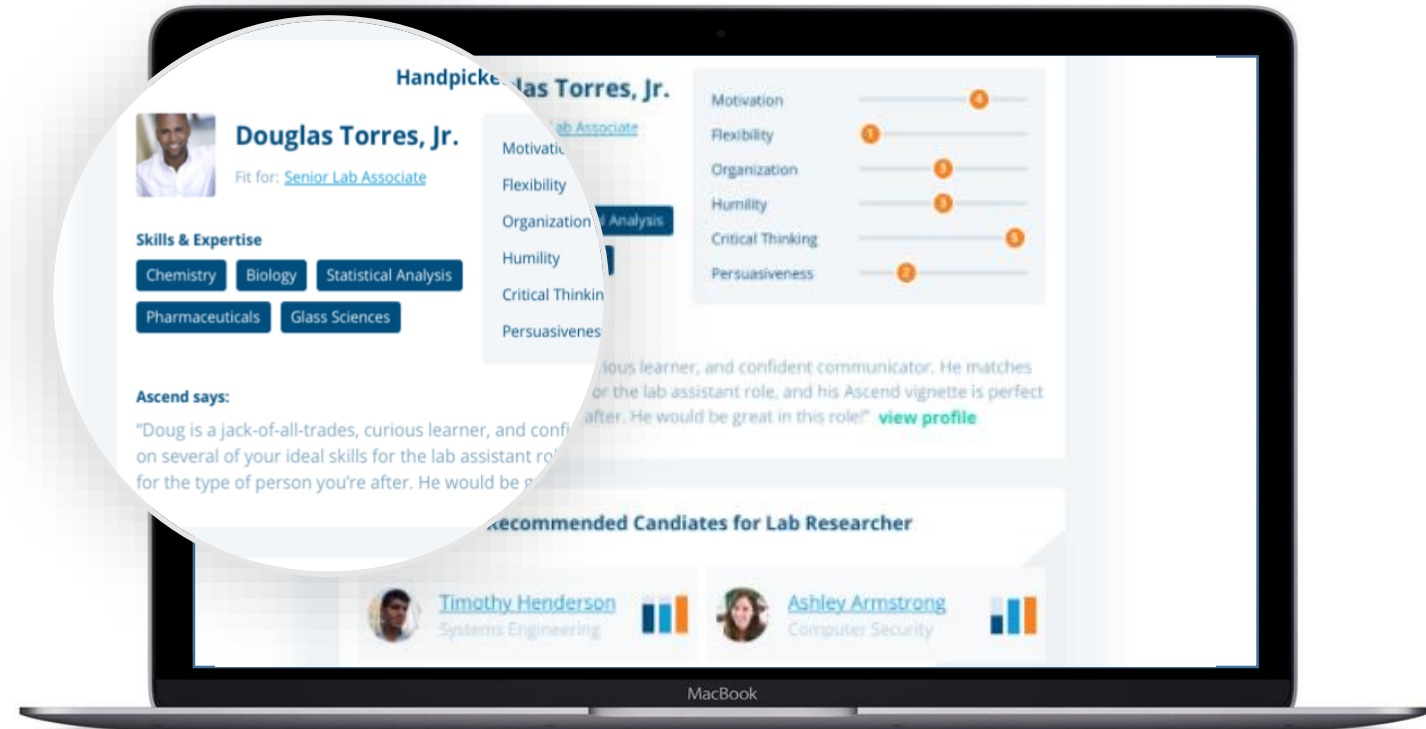


Ascend Network

Ascend Pre-Qualification

Our algorithm analyzes the whole person to ensure the highest quality matches so you don't waste your time.

- View skills, strengths, notable achievements, and key character traits
- Access candidate highlights and ratings
- Review Ascend recommendations and notes



Employer Benefits

Less time. Better hires. Faster growth.

Increase interview-to-hire conversion rates

Eliminate wasted efforts

Maximize your time

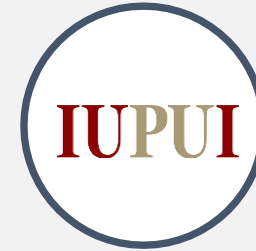
Ensure higher quality matches



Ascend Network

Ascend Services



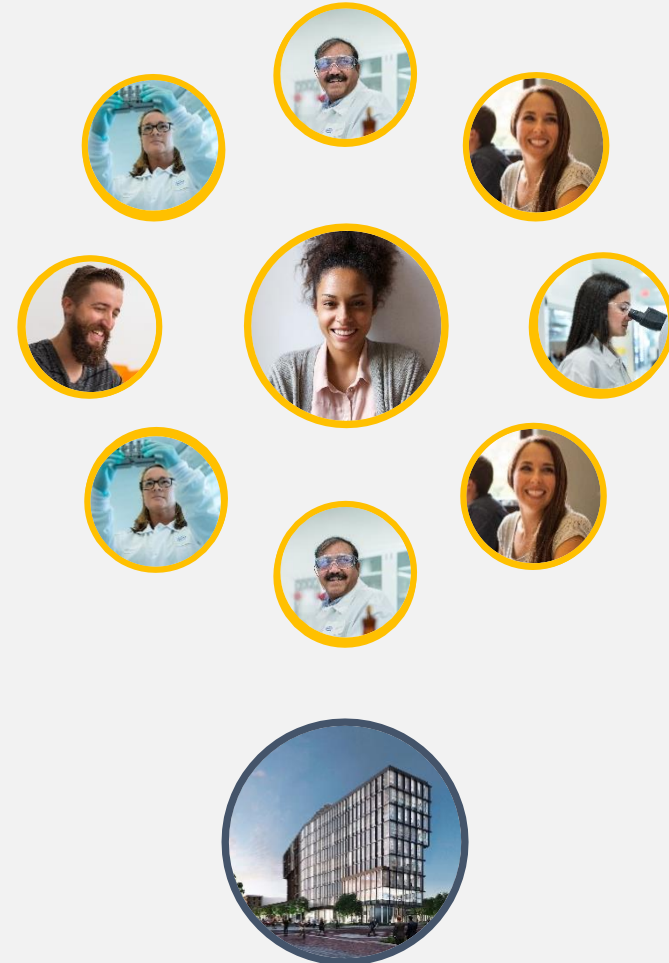


Ascend Services

Build Talent Pipelines

Ascend's **strategic consulting services** help high-growth companies identify, evaluate, and secure education partners to build their talent pipeline.

Our custom programs are tailored to your specific needs to ensure the supply is there to fill your demand.





Problem 1: Nursing Shortage

Indiana and the nation faced a critical nursing shortage.

Solution

Community Health Network (CHNw) Nursing Academy - A unique, scalable education model that creates a work-ready pipeline of talented, highly-educated nurses who initiate and continue their careers at CHNw.

Result

Shortage addressed. CHNw staffed. Students placed.





Problem 2: Behavioral Health Workforce

Indiana faces a critical shortage of qualified behavioral health professionals to meet increasing demand.

Solution

Creating a scalable education model that generates a work-ready pipeline of highly-educated, SUD experienced, licensed clinical social workers (LCSWs) who initiate and continue their careers at CHNw.

Result

30 - 50 staff providing 3,000 treatment opportunities. Shortage addressed. Opioid epidemic impacted.

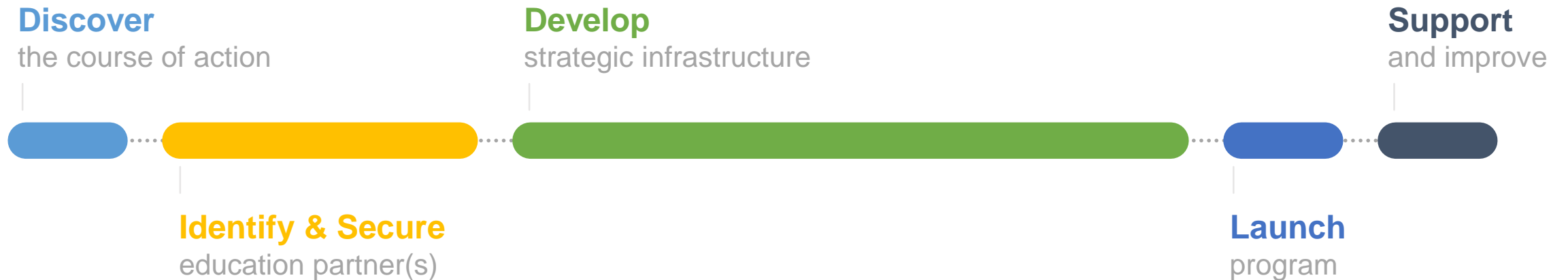
Timeline

18 months: completed in September 2018



Our Methodology

As the project lead, our team plans and develops student programs that attract, prepare, and retain.



Ascend Services

Sample Deliverables

Strategic Plan



Nursing Academy STRATEGIC PLAN




Figure 1: Chronic illness growth
Number of cases

Year	Number of cases	% Increase
2013	100	-
2014	127	27% increase



Figure 2: Employer hiring preferences

Year	Percentage
2013	38%
2014	39%
2015	48%

Community Health Network

Executive Summary

The Nursing Academy strengthens and streamlines the education-to-employment pipeline for future nursing, ensuring both the economic success of Central Indiana and the well-being of its residents.

Outlining the nursing shortage: Indiana, and the nation as a whole, face a serious shortage of registered nurses (RNs). By 2025, the nation is projected to experience a shortage of approximately 1,000, left unaddressed, thousands of individuals may not see the opportunities for strong careers and wages, and even those individuals may struggle with access to healthcare.


"Many organizations are already beginning to feel the pressure of the predicted nursing nursing shortage," says Sarah Sims, MEd, RN, and Director of Nursing Academic Development at CCHN. "The time is now to strategically prepare."

Meeting these challenges requires collaboration across industries and innovation in the institutions that enroll and prepare future nurses and future employers.

Indiana RN supply and demand projections



Executive Summary



Nursing Academy Executive Summary

October 6, 2016

Community Health Network


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Indiana RN supply and demand projections



Overview Presentation

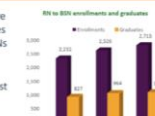


Nursing Academy Overview

Community Health Network

Indiana employers are requiring nurses with higher levels of skill to fill positions

- Many Indiana employers are requiring nursing employees to attain BSNs, including RNs already practicing
- This policy change is stimulating renewed interest in RN to baccalaureate programs



RN to BSN enrollments and graduates

Year	Enrollments	Graduates
2008	~1,000	~500
2009	~1,500	~700
2010	~2,000	~1,000
2011	~2,500	~1,200
2012	~3,000	~1,500
2013	~3,500	~1,800
2014	~4,000	~2,000
2015	~4,500	~2,200

Community Health Network

Program Dashboard

Program	Enroll	2017	2018	2019	2020	2021	2022	2023	2024	2025	Last Week	This Week
Program 1: BSN to RN Conversion	ENR01	100	100	100	100	100	100	100	100	100	On Track	On Track
RN to BSN Conversion	ENR02	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	On Track	On Track
Program 3: BSN to RN Conversion	ENR03	50	50	50	50	50	50	50	50	50	On Track	On Track
RN to BSN Conversion	ENR04	50	50	50	50	50	50	50	50	50	On Track	On Track
Program 5: BSN to RN Conversion	ENR05	100	100	100	100	100	100	100	100	100	On Track	On Track
RN to BSN Conversion	ENR06	100	100	100	100	100	100	100	100	100	On Track	On Track
Program 7: BSN to RN Conversion	ENR07	100	100	100	100	100	100	100	100	100	On Track	On Track
RN to BSN Conversion	ENR08	100	100	100	100	100	100	100	100	100	On Track	On Track
Program 9: BSN to RN Conversion	ENR09	100	100	100	100	100	100	100	100	100	On Track	On Track
RN to BSN Conversion	ENR10	100	100	100	100	100	100	100	100	100	On Track	On Track

Employer Benefits

Intentional investment. Continued growth.

Continuous supply of talent

Decreased orientation costs

Increased retention

Less time spent recruiting

Solidified partner ecosystem



Executive Committee



Mark Hill, Chairman
Managing Partner
Collina Ventures



Patrick Carr
President & CEO
UnitedHealthOne



Scott Davison
President & CEO
OneAmerica Financial Partners, Inc.



J. Mark Howell
COO
Angie's List



Joyce Irwin
President & CEO

Community Healthy Network Foundation



Robert Manuel
President
University of Indianapolis



Richard Giromini
CEO
Wabash National Corporation



David Johnson
President & CEO
CICP



Board Members



ONTARIO
SYSTEMS



Bowen Center for
Health Workforce
—Research & Policy—
Indiana University School of Medicine





Every Indiana employer has access to the skilled workforce necessary to thrive.

Every Indiana citizen has the opportunity to pursue a meaningful career path.





Education
+ Placement

Talent
+ Jobs

Employers
+ Hires

