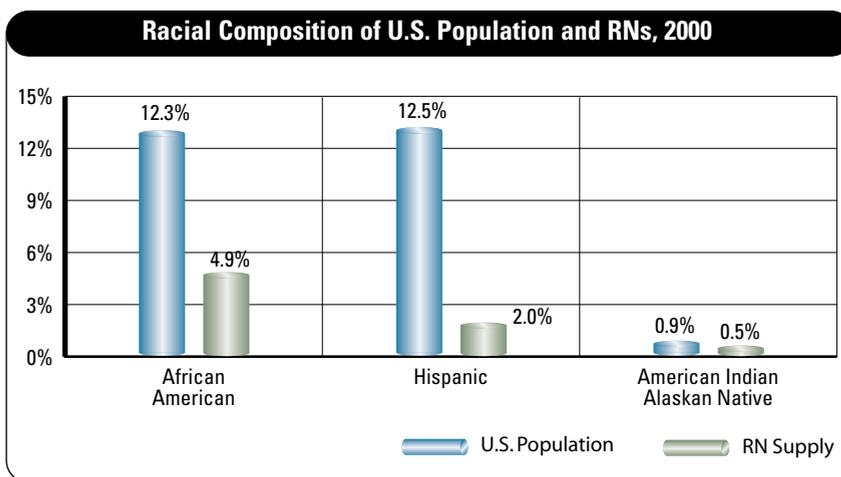


Broaden the Base

Although 10 percent of the U.S. civilian labor force is employed in the health care field, the health care workforce does not mirror the diversity of the general U.S. population - ethnic and racial minorities are severely underrepresented. For example, the table below indicates that registered nurses reflect this lack of diversity:¹



In the coming years, as the U.S. workforce grows more slowly, health care will have to compete more vigorously with other industries to attract a shrinking pool of workers. At the same time, the traditional populations that have been the source of most hospital workers will not be sufficient to meet the growing need for health care workers. To date, hospitals have not invested sufficient effort and resources in workforce planning and achieving diversity, and will need to work harder to attract those who have not traditionally been a large part of its workforce. This includes not only reaching out to minorities and immigrants who account for an increasing share of the overall workforce labor pool, but also males who have traditionally been underrepresented in many health care occupations, such as nursing. The pursuit of a more broad-based, diverse workforce is the only way to ensure that there will be enough people to meet the nation's growing health care needs.

Because role models may be limited for some populations, exposure to health careers must begin early in the educational experience, and students need opportunities within hospitals to make them aware of the many attractive career choices available there.

Improving diversity will not only help solve the workforce crisis, but also enhance the cultural competencies of hospitals, making them more responsive to their communities' health care needs.

The Challenges

Challenge 1

Attracting a more diverse workforce is a hospital business imperative.

Challenge 2

Hospitals need to be attractive employers to all generations of workers.

Challenge 3

Health care is competing with all industries for a smaller pool of potential workers.

Challenge 4

The image of health careers must be improved.

Challenge 1

Hospital employees are disproportionately female and Caucasian. Attracting a more diverse workforce is a hospital business imperative.

STRATEGIC RECOMMENDATION

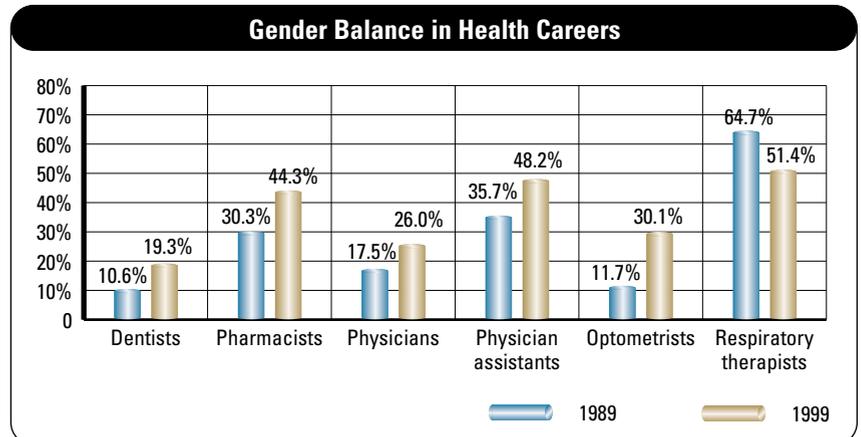
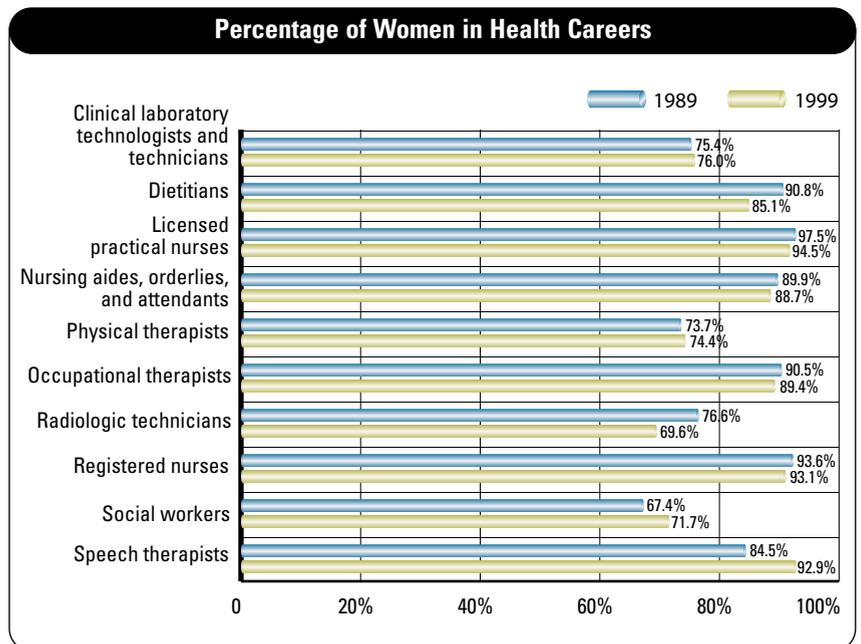
Work aggressively to develop a workforce pool that represents the full spectrum of your community's population, including men and women, all racial and ethnic minorities, and immigrants.

ACTUAL RECOMMENDATION

Work to make health care careers, especially nursing, gender-neutral professions. Health care cannot afford the exclusion of half of its potential workforce due to stereotypes about gender.

Insight: Many health careers have historically been women's work.²

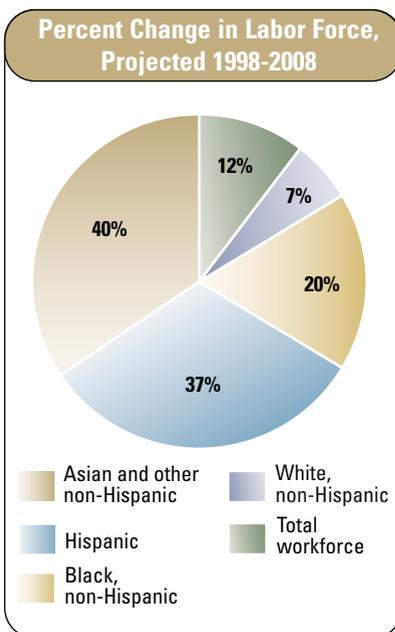
Insight: Several health professions have succeeded in becoming more gender balanced.³



ACTICAL RECOMMENDATION

Actively recruit more ethnic and racial minorities into health careers and into your organization.

Insight: The national labor force is becoming more diverse.⁴



Example: SSM Health Care invites prospective and new employees to “Experience the Difference diversity makes” through an eight-minute video that is shown to all new hires and played at job fairs as well as on the system’s web site (www.ssmhc.com). SSM’s diversity initiative is extensive and pervasive throughout the four-state system and includes hospital-based events supporting an inclusive environment and culture; requires diversity training for all employees; incorporates a diversity mentoring program; sponsors internships and summer development programs for minority students; and presents a Diversity Forum bringing together persons of color, different ethnicities, and disabilities to network and enhance their leadership skills. In addition, SSM Health Care supports the community it serves through its

outreach and supplier diversity programs. Contact Yvonne Tisdel, Corporate Vice President-Human Resources and System Diversity, at Yvonne_Tisdel@ssmhc.com or (314) 951-5375.

Insight: Recognize and respect the many facets of a multi-cultural, multi-racial workforce. Celebrate workers’ differences instead of attempting to force a single culture of conformity.

*T*ACTICAL RECOMMENDATION

Reach out to organizations that are a recognized source of ethnic and racial minority employee candidates.

Example: Clarian Health System is partnering with the Indiana Minority Health Coalition to recruit more minority students into health and human services fields. Clarian provides health careers activities for high school students and has collaborated on a federal grant proposal to create a statewide telementoring program and distance learning offerings. Clarian offers Summer Health Careers Camps and Internships for at-risk minority youth in collaboration with Goodwill Industries and the Indianapolis Private Industry Council. Contact Sherry Makely, Manager of Employee Education and Development, at (317) 962-3282.

Example: The Institute for Diversity in Health Management collaborates with educators and health services organizations to expand leadership opportunities to racially/ethnically diverse individuals in health services management. The mission of the Institute is to increase the number of

racially/ethnically diverse individuals in health services management and to improve opportunities for professionals already in the health care field. To accomplish its mission, the Institute has designed several initiatives to generate significant long-term results through educational programs, a summer enrichment internship, professional development, and leadership conferences. Contact President/CEO Rupert Evans at revans@aha.org or (800) 233-0996.

Insight: Historically Black and Hispanic colleges and universities (see appendices on pages 86-90 for lists of both) are good sources of talented minorities who might consider the health professions.

Insight: It is important to reach out to minority and nontraditional populations at an early age, when children and their parents are considering future career options.

*T*ACTICAL RECOMMENDATION

Reach out to schools and colleges that serve as a primary point of entry to higher education for immigrant populations.

Insight: More than 50 percent of all first-time higher education students attend community colleges.

Insight: Immigrants and first generation students attend college primarily for purposes of assistance with language and cultural skills, and to find a job.

*T*ACTICAL RECOMMENDATION

Facilitate access to health care training programs for people from nontraditional populations by providing loans, scholarships, and mentoring.

Example: Four hospitals are funding a new nursing program at Florida International University, Miami, to prepare unlicensed foreign-trained physicians to become nurses. Catholic Health East's Mercy Hospital, HCA's Kendall Medical Center, Cedars Medical Center, and Aventura Hospital will pay two-thirds of the student's tuition and underwrite

the cost of faculty and support staff in exchange for a commitment to work for them for three years after graduation. The program can accommodate 40 students annually and currently has a pool of 425 applicants. Contact Mercy's Vice President of Nursing and Patient Services Claudia DiStrito at cdistrito@mercymiami.org or (305) 285-2121.

Example: The Salsbury Scholarship Program at the Arizona Hospital and Healthcare Association supports minority health care students by awarding scholarships to primarily Hispanic, African American, and Native American students seeking careers in health care. The program is in the process of expanding into a scholarship-sponsorship-mentoring program, offering a wide range of support to students, including financial, tutorial, family, and cultural enhancements. Contact Fran Roberts at froberts@azhha.org or (602) 445-4300.



ACTICAL RECOMMENDATION

Help immigrants living in the United States obtain licensure through the appropriate recognition of prior training and experience.

Example: Nurses Helping Nurses is a new initiative organized by the Houston chapter of the National Association of Hispanic Nurses (NAHN) to help foreign-trained nurses overcome licensing and language barriers. Houston NAHN volunteers steer the foreign-trained nurses through the certification credential evaluation process administered by the Commission on Graduates of Foreign Nursing Schools (www.cgfns.org), an independent agency that helps identify foreign-trained nurses eligible for licensure in the United States. Houston-based NAHN is also working with a community college to offer the nurses language training and to prepare for the NCLEX nurse licensing exam. Contact Jacqueline Perry, President of the Houston chapter of NAHN and an ER nurse at Lyndon B. Johnson Hospital, at jperry5414@aol.com or (713) 566-5620.

Insight: The number of immigrants living in the United States has increased rapidly. Prior to the

September 11 terrorist attacks, which may lead to a tightening of the borders and less immigration into the United States, it was predicted that immigrants would account for half of all new U.S. workers by 2006. Over the next 30 years, that figure was expected to rise to 60 percent.⁵

ACTICAL RECOMMENDATION

Mentor minority and foreign-trained personnel so they will succeed in health care careers.

Example: Working with the Richmond (VA) Catholic Diocese's Refugee and Immigration Services, Bon Secours St. Mary's Hospital has hired English-speaking support service staff who are refugees from Haiti, Sudan, Afghanistan, and Iran. The workers take tremendous pride in their work and possess an exceptional work ethic that tends to rub off on others. The hospital has offered education and support programs, such as a 14-week "essential skills" class to help employees learn life skills and to encourage retention. Contact Westin Thiss, Director of Environmental Services, at wes_thiss@bshsi.com or (804) 287-7122.

Challenge 2

The hospital workforce includes multiple generations. Hospitals need to be attractive employers to workers of all age groups.

STRATEGIC RECOMMENDATION

Create specific strategies to attract each generation to your workforce.

ACTICAL RECOMMENDATION

Develop initiatives to become a sought-after employment option for Generations X (born between 1960 and 1980) and Y (born between 1980 and 2000).

ACTICAL RECOMMENDATION

Provide incentives for over-50 employees to shun retirement and continue to work at the organization. This is among the simplest short-term solutions to the current labor shortage.

Insight: “HR directors name flexibility and adaptability to deal with new situations as the most important characteristic for employability, followed by overall skills, high level of commitment, technological expertise, reliability, and motivation. With the exception of technological expertise, these are all areas where older workers are very favorably viewed.”⁷

Insight: Profile of Generation X and Y⁶

Generation X (Born 1960-1980)	Generation Y (Born 1980-2000)
CORE VALUES	
<ul style="list-style-type: none"> • Diversity • Thinking globally • Balance • Technoliteracy • Fun • Informality • Self-reliance • Pragmatism 	<ul style="list-style-type: none"> • Optimism • Civic duty • Confidence • Achievement • Sociability • Morality • Street smarts • Diversity
ON THE JOB ASSETS	
<ul style="list-style-type: none"> • Adaptable • Technoliterate • Independent • Unintimidated by authority • Creative 	<ul style="list-style-type: none"> • Collective action • Optimism • Tenacity • Heroic spirit • Multitasking capabilities • Technological savvy
MESSAGES THAT MOTIVATE	
<ul style="list-style-type: none"> • Do it your way. • We’ve got the newest hardware and software. • There aren’t a lot of rules here. • We’re not very corporate. 	<ul style="list-style-type: none"> • You’ll be working with other bright, creative people. • Your boss is in his/her sixties. • You and your coworkers can help turn this company around. • You can be a hero here.

Challenge 3

A worldwide worker shortage is developing in all industries. Health care must compete to attract the numbers of hospital workers needed.

STRATEGIC RECOMMENDATION

Attract more workers from the economy at-large by actively pursuing people from the full range of potential sources.

ACTUAL RECOMMENDATION

Reach out to recruit people with early retirement programs from other 24-hours-a-day, 7-days-a-week jobs.

Example: Faced with a 10 percent vacancy rate, the Visiting Nurse Service of New York (VNS) has reached out to persuade active and retired firefighters and police officers to consider nursing as a second career, which will require most to return to school. The VNS is working with the New York City Fire Department to get the word out to staff members. They are working on developing similar outreach to the New York City Police and Corrections Departments. Contact Human Resources Vice President Denise Davin at ddavin@vnsny.org or (212) 794-6324.

Example: HCA is giving priority hiring status to qualified soldiers participating in the U.S. Army Recruiting Command's Partnership for Youth Success (PaYS) program. PaYS is a partnership with U.S. industry developed to help the Army attract, train, and deploy young people interested in health care and other careers. Under the HCA agreement, soldiers interested in receiving medical specialty training while in the Army sign a letter of intent to work for HCA when they complete their military term of service. For more information on the PaYS program visit www.armypays.com or contact Thao Nelson at thao.nelson@hcahealthcare.com or at (615) 344-5672.

ACTUAL RECOMMENDATION

Develop re-entry programs for people who have left health care careers but wish to return.

Example: Emory University Hospital hired 18 nurses through its re-entry program for inactive or retired registered nurses. They attend the program full-time for eight weeks after being hired. In exchange for receiving full-time pay and benefits during the training, they agree to work for the hospital for one to two years. The program includes supervised clinical experience three or four days a week plus refresher classroom training in nursing practice and procedures taught by Emory practitioners. Contact program coordinator Marti Wilson at marti_wilson@emory-healthcare.org or (404) 712-0172.

Example: Gurwin Jewish Geriatric Center in Commack, NY, has an RN refresher program for nurses who have been employed in doctor's offices, schools, or other care settings and wish to work in geriatric-focused long-term care. Participants



are paid while they are in the refresher course, which allows them to quit their other jobs and train for what is usually a position requiring greater knowledge and skills. Contact Assistant Administrator Diane Mertz-Hart at dmertz-hart@gigc.org or (631) 715-2610.

ACT TICAL RECOMMENDATION

Seek out those who are unemployed.

Example: University of Texas Medical Branch has a welfare to work program that assists unemployed and under-employed residents of Section 8 housing to become employed or advance their positions in health care. UTMB provides education, skills development, mentoring, and specific job training as well as childcare and transportation for those participating in the program. Contact Kathy Shingleton at kjshingl@utmb.edu or (409) 772-8699, or Annette DiPiero at amdipier@utmb.edu or (856) 489-6501.

Insight: Some hospitals have found "welfare-to-work" programs to be a good source of potential employees.⁸

Example: "HCA Cares" is a joint venture of HCA and the U.S. Department of Labor providing health care career scholarships specifically to workers who have been dislocated since September 11. This \$10 million national program is

offered for those who want to become RNs, LPNs, radiology technologists, surgical technicians, and certified nursing assistants in return for a work commitment equal to the length of the training. Visit www.hcacares.com or contact Thao Nelson at thao.nelson@hcahealth-care.com or (615) 344-5672.

Example: The employment team at Park Nicollet Health Services carefully monitors the business sections of papers and journals to be aware of downsizing and layoffs in the metropolitan Minneapolis area. They then try to attract affected workers through a number of strategies including asking the HR departments of those companies to include the system in a list of company referrals during outplacement, or partnering with the Minnesota Department of Economic Security to host a job fair. Contact Deidre E. Spalla at dspall@parknicollet.com or (952) 993-1633.

*T*ACTICAL RECOMMENDATION

Work with local community organizations to identify other potential sources of workers.

Example: Bon Secours St. Mary's Hospital in Richmond, VA, has cultivated new avenues for environmental, dietary, transportation, and other support service staff through public and private agencies. Eight workers have come from a Salvation Army drug and alcohol rehabilitation program. Six environmental services aides were placed through a VA Dept. of Rehabilitative Services program that trains people with mental and physical disabilities to re-enter the workplace. Contact Westin Thiss, Director of Environmental Services, at wes_thiss@bshsi.com or (804) 287-7122.



*T*ACTICAL RECOMMENDATION

Use your current workforce as potential recruiters.

Example: Good Samaritan Community Healthcare in Puyallup, WA, developed a "Star Search" bonus program that gives monetary awards for employees who provide job applicant referrals resulting in new hires. Payment is made to the recruiting employee in two installments. For nursing positions, a one-quarter payment is made at the successful completion of six months of employment by the individual referred, with the balance payable at the successful completion of a full-year of employment. All employees other than human resources staff, executives, department heads, managers, and supervisors are eligible. In its first 18 months, the program had resulted in 128 new hires. Contact Darci Gibson at gibso-da@goodsamhealth.org or (253) 848-6661, ext.1521.

*T*ACTICAL RECOMMENDATION

Offer career development opportunities to your current staff to "grow your own" workforce.

Example: Franklin County Memorial Hospital in Franklin, NE, created a tele-education program with Bryan School of Nursing to advance LPNs to RNs. The hospital provided staff and local school teachers to teach the prerequisite courses needed for enrollment. To date, 10 LPNs in four counties have completed the program successfully. Contact Jerrell Gerdes at jcgerdes@hotmail.com or (308) 425-6221.

Example: The Patient Care Assistant Partnership Program of Holy Family Hospital in Methuen, MA, is a work-study initiative in which nursing assistants are paid their full salary while they are in school to become RNs. Students generally work 24 hours a week at the hospital and receive 16 hours work release time for community college classes. Students get help designing their study program to meet the hospital's needs as well as their own interests. Contact Program Coordinator Jacqui Collins, RN, MSN at jacqui_collins@cchs.org or (978) 687-0156 ext. 2064.

Challenge 4

In a competitive labor market, it is especially important that health care work has a positive image. Many people in our society do not have an accurate image of health careers.

STRATEGIC RECOMMENDATION

Work aggressively to improve the image of health care careers as positive, satisfying, and inspiring.

ACTICAL RECOMMENDATION

Undertake the recommendations in the chapters on Foster Meaningful Work, Improve the Workplace Partnership, and Collaborate with Others to become a more satisfying employer to your current workers.

Insight: The harm to health care's image is almost irreversible when hospital staffers urge others not to work in the field.

ACTICAL RECOMMENDATION

Turn National Hospital Week into a high-visibility event that celebrates hospital workers.

Example: Hospitals in Decatur, IL, join with other organizations/individuals to coordinate a city-wide celebration of nurses during Nursing Week. RNs from around the city, including the hospitals, form a steering committee for the Nurses of Excellence celebration.

Award nominees are solicited from employers/friends/physicians. The celebration culminates in a dinner where 300 nurses, as well as physicians and administrators, join together to recognize the work of nurses. Contact Jill Roemer, RN, MSN, Assistant Administrator, Patient Care, St. Mary's Hospital, at jroemer@smd.hshs.org or (217) 464-2473.

ACTICAL RECOMMENDATION

National and state hospital associations should develop an image campaign for hospital workers, which would serve to increase the morale of current staff and increase public awareness of hospital employment.

Example: The Wisconsin Health and Hospital Association developed a comprehensive statewide image campaign that includes a 30-second paid TV advertisement, magazine advertisement, movie theater advertisement, 6-minute video, web site and brochure. The association trained hospital-based spokespersons and mentors throughout the state to provide community-based people to assist in spreading its positive message. The campaign's web site (www.wihealthcareers.org) provides information about health careers, links to educational opportunities, a list of speakers and mentors, and other resources. The association's members are interested in broadening the campaign to include radio ads, billboard ads, and translation of all materials into Spanish. Contact: Diane Peters at dpeters@wha.org or (608) 274-1820.

HOSPITALS RECOGNIZED AS EXEMPLARY EMPLOYERS

Baldrige National Quality Award Finalists, December 2001

Baptist Hospital, Inc., Pensacola, FL
SSM Health Care, St. Louis, MO

Hospitals Recognized in Fortune Magazine's 100 Best Places to Work, February 2002

Baptist Health Care, Pensacola, FL
East Alabama Medical Center, Opelika, AL
Griffin Hospital, Derby, CT
St. Luke's Episcopal Health System, Houston, TX

Magnet Hospitals, January 2002

Aristocrat Berea Skilled Nursing & Rehabilitation Facility, Berea, OH
Aurora Health Care, West Allis, WI
Avera McKennan Hospital & University Health Center, Sioux Falls, SD
Baptist Hospital of Miami, Miami, FL
Bayfront-St. Anthony's Health Care, St. Petersburg, FL
Catawba Memorial Hospital, Hickory, NC
Cedars-Sinai Medical Center, Los Angeles, CA
Children's Memorial Medical Center, Chicago, IL
Fox Chase Cancer Center, Philadelphia, PA
Hackensack University Medical Center, Hackensack, NJ
High Point Regional Health System, High Point, NC
INOVA Fairfax Hospital, Falls Church, VA
James A. Haley Veterans' Hospital, Tampa, FL
Jersey Shore Medical Center, Neptune, NJ
Jewish Hospital, Louisville, KY
Long Island Jewish Medical Center, New Hyde Park, NY
Mayo-Rochester Hospitals, Rochester, MN
Medical Center of Ocean County, Point Pleasant, NJ
Middlesex Hospital, Middletown, CT
The Miriam Hospital, Providence, RI

Morristown Memorial Hospital, Morristown, NJ

Mount Sinai Medical Center, Miami Beach, FL

North Carolina Baptist Hospital of Wake Forest University, Winston-Salem, NC

North Shore University Hospital, Manhasset, NY

Poudre Valley Health System – Poudre Valley Hospital, Fort Collins, CO

Providence St. Vincent Medical Center, Portland, OR

Riverview Medical Center, Red Bank, NJ

Robert Wood Johnson University Hospital, New Brunswick, NJ

St. Francis Medical Center, Trenton, NJ

Saint Joseph's Hospital of Atlanta, Atlanta, GA

St. Joseph's Regional Medical Center, Paterson, NJ

St. Luke's Episcopal Hospital, Houston, TX

St. Luke's Regional Medical Center, Boise, ID

St. Peter's University Hospital, New Brunswick, NJ

University of California, Davis Medical Center, Sacramento, CA

University of Kentucky Hospital, Lexington, KY

University of Washington Medical Center, Seattle, WA

West Boca Medical Center, Boca Raton, FL

Hospitals Recognized in Working Mother Magazine's Best Companies for Working Mothers, October 2001

Baptist Health Systems, Coral Gables, FL
Bon Secours Richmond Health System, Richmond, VA

BryanLGH Medical Center, Lincoln, NE

INOVA Health System, Fairfax, VA

Northwestern Memorial Hospital, Chicago, IL

Novant Health, Winston-Salem, NC

ACTICAL RECOMMENDATION

Hospitals with exemplary work environments should showcase their best practices by applying for national recognition. Among the potential venues: Fortune's 100 Best Places to Work; Working Mother's Best Companies for Working Mothers; Baldrige national and state quality awards; and Magnet Hospital status.

ACTICAL RECOMMENDATION

The American Hospital Association and other professional associations should work together and with business and industry to object with one voice to correct negative stereotypes of health care personnel in the media and create a positive image of health professions.

- 1 U.S. Census Bureau, Internal Release Data April 2, 2001 and National Sample Survey of Registered Nurses 2000, HRSA, Bureau of Health Professions, Division of Nursing.
- 2 Center for Health Workforce Studies, University of Albany, State University of New York using data from the Bureau of Labor Statistics and Current Population Survey.
- 3 Center for Health Workforce Studies, University of Albany, State University of New York using data from the Bureau of Labor Statistics and Current Population Survey.
- 4 Department of Labor. Workforce in the 21st Century. June 2001.
- 5 H. Gleckman, "Immigrants: A Rich Stew in the Melting Pot," *Business Week*, August 24-31, p 76.
- 6 R. Zemke, C. Raines, and B. Filipczak, *Generations at Work*. New York City: American Management Association, 2000.
- 7 H. Taylor, "Older Workers: A Valuable Resource for the Workplace," in *Working Through Demographic Change*. Boulder, Colorado: Human Resource Services, Inc, 2001, pp. 8-9.
- 8 *Welfare to Work: Strategies for Health Care Work Force Development*. Irving, TX: VHA Health Foundation, 2001.