

# Commission Conclusions

Hospitals face both short- and long-term shortages of care-givers and support personnel. These workforce shortages reflect fundamental changes in population demographics, career expectations, work attitudes, and worker dissatisfaction. The shortages will not disappear with either the current or the next economic downturn. They require immediate and sustained action by hospitals, associations, schools and universities, foundations, businesses, and governments. Without such action, our society will face a major crisis in health care.

The members of the AHA Commission on Workforce represent a wide range of backgrounds, professions, and perspectives from inside and outside the hospital field. Together, we have developed recommendations that must be acted upon if our nation is to prevail over current and looming workforce shortages. We have titled our report *IN OUR HANDS* because we believe that hospital leaders must be the driving force behind the changes and initiatives necessary to prevent workforce shortages from becoming a national and local health care crisis.

While technology, market share, financial performance, physician recruitment, and facilities management are all important to a hospital's success, they fail to include an important truth: health care is always about people caring for people.

For decades, human resources has been treated as just one of many hospital support departments. This must change. Human resources in today's hospital must be seen as central to the organization's strategic direction, equally important as finance and program development. Every hospital and health system needs an effective, long-term human resource strategy that includes input and a partnership with hospital workers.

The recommendations in this report are not a menu from which hospitals, the professions, or society-at-large may make particular selections. Rather, the recommendations are a comprehensive set of actions that are intended to be simultaneously addressed with sustained attention and commitment.

The recommendations provide an opportunity to make fundamental improvements in health care organizations and in the work of both care-givers and support personnel. Now is the time for hospitals and health systems to make the changes that address the current shortage and that can help prevent a long-term crisis. The changes are not easy ... but they are necessary.

The Commission will view its work as successful only if the recommendations of this report are implemented. The recommendations can be the foundation of a strong, sustained, and committed local and national effort to truly build a thriving health care workforce and ensure the health of our communities.

# Appendices

<b>1</b>	<b>COMMISSION CHARGE</b> .....	<b>82</b>
<b>2</b>	<b>AHA COMMISSION ON WORKFORCE FOR HOSPITALS &amp; HEALTH SYSTEMS, COMMISSIONER BIOGRAPHIES</b> .....	<b>83</b>
<b>3</b>	<b>HISTORICALLY BLACK COLLEGES AND UNIVERSITIES</b> .....	<b>86</b>
<b>4</b>	<b>HISPANIC SERVING INSTITUTIONS</b> .....	<b>88</b>

# Appendix 1

## COMMISSION CHARGE

To develop bold goals and actionable recommendations to:

- Increase recognition that human resources are a core, strategic resource of hospitals;
- Fully value and invest in workforce recruitment, retention, and development;
- Expand interest in health care careers and educational programs;
- Make hospitals and health systems “employers of choice.”

# Appendix 2

## AHA COMMISSION ON WORKFORCE FOR HOSPITALS & HEALTH SYSTEMS COMMISSIONER BIOGRAPHIES

### CHAIR

**Gary A. Mecklenburg** is president and chief executive officer of Northwestern Memorial HealthCare in Chicago. Previously, he held various leadership positions at hospitals in Wisconsin and California. Mecklenburg is immediate past chairman of the American Hospital Association and chairman of the Association's Commission on Workforce for Hospitals and Health Systems.

### MEMBERS

**G. Rumay Alexander, MSN, EdD, RN**, is president and CEO of The Roxie Company in Nolensville, Tennessee. Previously, she was senior vice president for clinical and professional practices at the Tennessee Hospital Association, providing guidance on clinically related, nursing, diversity in the workplace, public education, and community health status issues. Alexander is a member of the board of directors of the American Organization of Nurse Executives, a subsidiary of the American Hospital Association, and has a master's degree in nursing.

**Dr. Jacquelyn M. Belcher** is president of Georgia Perimeter College in Atlanta. In addition to serving on the Governor's Education Reform Study Commission, she has chaired and participated on national councils relating to leadership, business development, and high school and collegiate education. Belcher holds multiple degrees in nursing, a juris doctorate, and a business credential.

**Maureen Bisognano** is executive vice president and chief operating officer at the Institute for Healthcare Improvement (IHI) in Boston and has dedicated her career to improving health care quality. Prior to joining IHI, she was senior vice president of The Juran Institute, where she supported the implementation of total quality management concepts in health care settings. Earlier, she served as chief executive officer of Massachusetts Respiratory Hospital in Braintree, Massachusetts.

**Leo P. Brideau** is president and chief executive officer of Columbia-St. Mary's Hospital in Milwaukee, Wisconsin. Previously, he was president of Strong Health Regional Network, chairman of the Health Care Association of New York State, and an assistant professor of community and preventive medicine at the University of Rochester School of Medicine and Dentistry. Brideau is a member of the American Hospital Association's board of trustees and executive committee.

**Sandra Bennett Bruce** is president and chief executive officer at Saint Alphonsus in Boise, Idaho. She has held this position at Mercy General Health Partners, Muskegon, Michigan, and Berrien General Hospital in Berrien Center, Michigan. Bruce is chairperson of the Idaho Hospital Association and active on the American Hospital Association's region five policy board.

**Peter W. Butler** is the former president and chief executive officer of the Methodist Health Care System in Houston. He has also served in leadership positions at the Henry Ford Health System in Detroit and Rush-Presbyterian-St. Luke's Medical Center in Chicago. Butler was chairman of the American Hospital Association's Commission on Workforce for Hospitals and Health Systems from April to November 2001.

**Stephen W. Daeschner, PhD**, is superintendent of the Jefferson County Public Schools in Louisville, Kentucky. He began in this position in 1993 and he holds one of the longest tenures of any large-city superintendent in the nation. In the course of his career, he has held various positions at the teacher, principal, and superintendent levels.

**Karen Davis, PhD**, is president of The Commonwealth Fund in New York City. Before joining the Fund, she served as chairman of the Department of Health Policy and Management at The Johns Hopkins School of Hygiene and Public Health, where she also held an appointment as professor of economics. Davis served as deputy assistant secretary for health policy in the Department of Health and Human Services and was the first woman to head a US Public Health Service agency.

**Laura Easton, RN**, is senior vice president of hospital operations and chief nursing executive of Caldwell Memorial Hospital in Lenoir, North Carolina. She has held various nurse executive positions at hospitals in New York, North Carolina, and New Hampshire. Easton is a district representative for the North Carolina Organization of Nurse Executives and was a Kellogg Foundation Public and Health Policy Fellow at the U.S. House of Representatives.

**Antonio Flores, PhD**, is the president and chief executive officer of the Hispanic Association of Colleges and Universities in San Antonio, Texas. Flores has extensive experience in higher education administration and policy analysis. He has worked at both community colleges and universities, where he has taught and conducted research on higher education issues.

**Mary E. Foley, MS, RN**, is president of the American Nurses Association in Washington, DC. She was previously employed for 19 years at Saint Francis Memorial Hospital in San Francisco, as both chief nurse executive and a medical-surgical staff nurse. Foley was also a part-time clinical faculty member at San Francisco State University School of Nursing and was the faculty adviser for the student nurses association at the school.

**John C. Gavras** is president of the Dallas-Ft. Worth Hospital Council. He has held this position for 25 years and previously worked for the Hospital Financial Management Association and the Oklahoma Hospital Association. Gavras has served on American Hospital Association advisory boards, as an adjunct professor at several Texas-based universities, and was the first recipient of the highest non-physician award presented by the Dallas County Medical Society.

**Raymond Grady, FACHE**, is president and chief executive officer of Evanston Hospital and serves as president of the hospitals and clinics division for Evanston Northwestern Healthcare in Evanston, Illinois. He served as the American Hospital Association's representative to the Accrediting Commission on Education and Health Services Administration for seven years, including a stint as chairman. He is currently a member of the Illinois Hospital and HealthSystems Association's board of directors.

**Joyce Grove Hein** is chief executive officer at Phelps Memorial Health Center in Holdrege, Nebraska. She has held various leadership positions at hospitals in Louisiana, Mississippi, and Minnesota. Hein holds a master's degree in human and health services from St. Mary's College in Winona, Minnesota.

**Troy Hutson, RN, JD**, is director of legal and clinical policy at the Washington State Hospital Association in Seattle. Hutson began his health career as a medic in the Army, then attended nursing school and received a commission into the Nurse Corps. After the military, he served as a staff nurse, charge nurse and case manager prior to becoming an attorney.

**Anita Langford, RN, MS**, is vice president of continuing care at the Johns Hopkins Bayview Medical Center (JHBMC) in Baltimore, Maryland. Prior to her current position, she was senior director for long-term care at JHBMC, director of nursing, and then administrator at the Johns Hopkins Geriatrics Center. Langford has served as an adjunct faculty member at the George Washington University and as a member of various American Hospital Association committees.

**Karen L. Miller, RN, PhD, FAAN**, is dean and professor of the University of Kansas School of Nursing and the University of Kansas School of Allied Health. Prior to these appointments, she was vice president of nursing and clinical services at The Children's Hospital in Denver, and associate professor at the University of Colorado Health Sciences Center. In 2000, Miller was appointed to the National Advisory Council on Nurse Education and Practice of the Health Resources and Services Administration, part of the Department of Health and Human Services.

**Jack A. Newman, Jr.**, is executive vice president of Cerner Corporation in Kansas City, Missouri. Prior to joining Cerner, he served as partner-in-charge of the National Health Care Strategy Practice for KPMG LLP. Newman is a national speaker on the financial and quality of care benefits associated with health care information technology.

**Robert J. Parsons, PhD**, is a trustee for the Urban South Region of Intermountain Health Care and a professor of economics at Brigham Young University in Provo, Utah. He was a member of the American Hospital Association's Committee on Governance, which helps develop orientation programs for trustees nationwide. Parsons is also active in the Utah Hospital Association and has conducted research published in a number of health care journals.

**Limaris L. Perez** is assistant practice administrator at Phillips Family Practice in New York City. When she joined the commission, Perez was completing a degree at Pennsylvania State University in health policy and administration. She has completed an internship at the Hospital and Healthsystem Association of Pennsylvania and participated in that organization's statewide patient safety collaborative project.

**Randolph B. Reinhold, MD**, is chairman of the department of surgery and director of surgical services and the operating room at the Hospital of St. Raphael in New Haven, Connecticut. In addition to holding the rank of professor of surgery at Yale University and Tufts University Schools of Medicine, he is the author of over 50 articles and book chapters. Reinhold has served on several medical staffs in the New England area, including Tufts New England Medical Center, New England Deaconess, and Massachusetts General Hospital.

**Robert Riney** is senior vice president and chief human resources officer at the Henry Ford Health System in Detroit. Before his appointment, Riney served as vice president for human resource organizational effectiveness and design and vice president for human resources at Henry Ford Wyandotte Hospital. He is chair-elect of the American Society for Healthcare Human Resources Administration, a personal membership group of the American Hospital Association, and previously served as head of that society's diversity task force.

**Fran Roberts, PhD, RN**, is the vice president for professional services at the Arizona Hospital and Healthcare Association in Phoenix, Arizona. At that organization, she is also the director of the Healthcare Institute and the project director of a Robert Wood Johnson Foundation grant on nursing workforce development titled "Colleagues in Caring." She previously served as executive director of the Arizona State Board of Nursing and is currently first vice president of the Arizona Nurses' Association.

**Bruce J. Rueben** is president of the Minnesota Hospital and Healthcare Partnership in Minneapolis, Minnesota. Previously, he was president of the Maine Hospital Association and held leadership positions at the Virginia Hospital and Healthcare Association. Rueben also served as a vice president of the Diamond Healthcare Corporation.

**Edward S. Salsberg** is the executive director of the Center for Health Workforce Studies at the School of Public Health at the University at Albany of the State University of New York in Rensselaer, New York. The Center conducts a wide range of studies on the supply, demand, need, distribution, and use of health personnel in New York and nationally. The Center is one of five centers nationally with a federal cooperative agreement for health workforce studies.

**Andrew L. Stern** is president of the Service Employees International Union (SEIU) in Washington, DC. SEIU has 1.5 million members – making it the largest and fastest growing union in the AFL-CIO. It is the largest union of workers in hospitals, nursing homes, and health care, representing more than 110,000 nurses and 20,000 doctors.

**Sara J. White, RPh, FASHP**, is director of pharmacy at Stanford Hospital and Clinics and a clinical professor at the University of California – San Francisco School of Pharmacy. She was an associate director of pharmacy and professor at the University of Kansas Medical Center previously. White is a past president of the American Society of Health System Pharmacists.

## EX OFFICIO

**Richard J. Davidson** has been president of the American Hospital Association in Washington, DC, and Chicago since 1991. He came to the post after 22 years at the Maryland Hospital Association, where he was its first president. Davidson serves on the boards of the Health, Research and Educational Trust and the International Hospital Federation and is a founding director of the Institute for Diversity.

**Sister Mary Roch Rocklage, RSM**, is chairperson of the board of directors of the Sisters of Mercy Health System in St. Louis, Missouri. Trained as a nurse, Rocklage held various nursing and administrative positions before becoming president of the health care system from 1986 to 1999. Currently, she is chairperson of the American Hospital Association's board of trustees and serves as an adjunct professor of health care administration at St. Louis University and Washington University.

# Appendix 3

## HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

### ALABAMA

Alabama A & M University  
Alabama State University  
Bishop State Community College  
Bishop/Carver Campus  
Concordia College  
Drake Technical College  
Lawson State Community College  
Gadsden State C.C. - Valley Street Campus  
Miles College  
Oakwood College  
Shelton State C. C. - Fredd Campus  
Stillman College  
Talladega College  
Trenholm State Tech. College  
Tuskegee University

### ARKANSAS

Arkansas Baptist College  
Philander Smith College  
University of Arkansas/Pine Bluff

### DELAWARE

Delaware State College

### DISTRICT OF COLUMBIA

University of the District of Columbia

### FLORIDA

Bethune-Cookman College  
Edward Waters College  
Florida A & M University  
Florida Memorial College

### GEORGIA

Albany State College  
Clark Atlanta University  
Fort Valley State College  
Morehouse College  
Morris Brown College  
Paine College  
Savannah State College  
Spelman College

### KENTUCKY

Kentucky State University

### LOUISIANA

Dillard University  
Grambling State University  
Southern Univ A & M College  
Southern Univ/New Orleans  
Southern Univ/Shreveport  
Xavier University

### MARYLAND

Bowie State University  
Coppin State College  
Morgan State University  
Univ of Maryland/Eastern Shore

### MICHIGAN

Lewis College of Business

### MISSISSIPPI

Alcorn State University  
Coahoma Junior College  
Hinds Junior College - Utica Campus  
Jackson State University  
Mary Holmes College  
Mississippi Valley State University  
Rust College  
Tougaloo College

### MISSOURI

Harris-Stowe State College  
Lincoln University

### NORTH CAROLINA

Barber-Scotia College  
Bennett College  
Elizabeth City State Univ  
Fayetteville State University  
Johnson C. Smith University  
Livingstone College  
North Carolina A & T State Univ  
North Carolina Central Univ  
St. Augustine's College  
Shaw University  
Winston-Salem State University

### OHIO

Central State University  
Wilberforce University

### OKLAHOMA

Langston University

**PENNSYLVANIA**

Cheyney State University  
Lincoln University

**SOUTH CAROLINA**

Allen University  
Benedict College  
Claflin College  
Denmark Technical College  
Morris College  
South Carolina State University  
Voorhees College

**TENNESSEE**

Fisk University  
Lane College  
LeMoyne-Owen College  
Tennessee State University

**TEXAS**

Huston-Tillotson College  
Jarvis Christian College  
Paul Quinn College  
Prairie View A & M University  
Saint Philip's College  
Southwestern Christian College  
Texas College  
Texas Southern University  
Wiley College

**U. S. VIRGIN ISLANDS**

University of the Virgin Islands

**VIRGINIA**

Hampton University  
Norfolk State University  
Saint Paul's College  
Virginia State University  
Virginia Union University

**WEST VIRGINIA**

Bluefield State College



# Appendix 4

## HISPANIC SERVING INSTITUTIONS

Non-profit, accredited colleges, universities or systems where total Hispanic student enrollment constitutes a minimum of 25% of the total enrollment, including full-time and part-time students whether at the undergraduate or graduate level.

### ARIZONA

Arizona Institute of Business and Technology - Mesa  
Arizona Institute of Business and Technology- Phoenix  
Arizona Western College  
Central Arizona College  
Cochise College  
Estrella Mountain Community College  
Phoenix College  
Pima Community College  
South Mountain Community College

### CALIFORNIA

Allan Hancock College  
Bakersfield College  
California State University-Bakersfield  
California State University-Dominguez Hills  
California State University-Fresno  
California State University-Los Angeles  
California State University-Monterey Bay  
California State University-Northridge  
California State University-San Bernardino  
California State University-Stanislaw  
Cerritos College  
Chaffey Community College  
Citrus College  
College Of The Desert  
College Of The Sequoias  
Compton Community College

D-Q University  
Don Bosco Technical Institute  
East Los Angeles College  
El Camino College  
Fresno City College  
Fullerton College  
Gavilan College  
Hartnell College  
Heald College School Of Business-Salinas  
Heald College School Of Business-San Jose  
Heald College School Of Business-Stockton  
Heald College School Of Business And Tech-Hayward  
Heald College School Of Business And Technology-Fresno  
Heald College School Of Business And Technology-Milpitas  
Imperial Valley College  
Kelsey-Jenney College  
Long Beach City College  
Los Angeles City College  
Los Angeles County Medical Center School Of Nursing  
Los Angeles Harbor College  
Los Angeles Mission College  
Los Angeles Trade Technical College  
Los Angeles Valley College  
Merced College  
Mount Saint Marys College  
Mount San Antonio College  
Oxnard College  
Palo Verde College  
Pasadena City College  
Porterville College  
Reedley College  
Rio Hondo College

San Bernardino Valley College  
San Diego City College  
Santa Ana College  
Southwestern College  
The National Hispanic University  
University Of Laverne  
Ventura College  
West Hills Community College  
Whittier College  
Woodbury University

### COLORADO

Adams State College  
Community College Of Denver  
Otero Junior College  
Pueblo Community College  
Trinidad State Junior College

### FLORIDA

Barry University  
Caribbean Center For Advanced Studies-Miami  
Florida International University  
Miami-Dade Community College  
Saint John Vianney College Seminary  
Saint Thomas University  
Trinity International University  
University Of Miami  
Valencia Community College

### ILLINOIS

City Colleges Of Chicago-Harry S Truman College  
City Colleges Of Chicago-Malcolm X College  
City Colleges Of Chicago-Richard J Daley College

City Colleges Of Chicago-Wilbur Wright College

Morton College

Northeastern Illinois University

Saint Augustine College

#### KANSAS

Seward County Community College

#### MASSACHUSETTS

Urban College of Boston

#### NEW JERSEY

Englewood Hospital Medical Center

Hudson County Community College

Jersey City State College

Passaic County Community College

Saint Peter's College

#### NEW MEXICO

Albuquerque Technical Vocational Institute

Eastern New Mexico University-Roswell Campus

Luna Vocational Technical Institute

Mesa Technical College

New Mexico Highlands University

New Mexico Junior College

New Mexico State University-Carlsbad

New Mexico State University-Dona Ana

New Mexico State University-Grants

New Mexico State University-Main Campus

Northern New Mexico Community College

Santa Fe Community College

University of New Mexico Los Alamos Campus

University of New Mexico-Main Campus

University of New Mexico-Taos Education Center

University of New Mexico-Valencia County Branch

Western New Mexico University

#### NEW YORK

Boricia College

College of Aeronautics

College of Mount Saint Vincent

CUNY Borough Of Manhattan Community College

CUNY Bronx Community College

CUNY City College

CUNY Hostos Community College

CUNY John Jay College Criminal Justice

CUNY La Guardia Community College

CUNY Lehman College

CUNY New York City Technical College

Mercy College

#### PUERTO RICO

American University of Puerto Rico-Bayamon

American University of Puerto Rico-Manati

Atlantic College

Bayamon Central University

Caribbean Center for Advanced Studies

Caribbean University-Bayamon

Caribbean University-Carolina

Caribbean University-Ponce

Caribbean University-Vega Baja

Colegio Tecnológico Del Municipio De San Juan

Colegio Universitario Del Este

Conservatory Of Music Of Puerto Rico

Escuela de Artes Plásticas de Puerto Rico

Humacao Community College

Inter American University of Puerto Rico

Instituto Tecnológico de Puerto Rico-Manati

Instituto Tecnológico de Puerto Rico-Ponce

Instituto Tecnológico de Puerto Rico-Rio Piedras

Inter American University of Puerto Rico-Aguadilla

Inter American University of Puerto Rico-Arecibo

Inter American University of Puerto Rico-Barranquitas

Inter American University of Puerto Rico-Bayamon

Inter American University of Puerto Rico-Fajardo

Inter American University of Puerto Rico-Guayama

Inter American University of Puerto Rico-Metro

Inter American University of Puerto Rico-Ponce

Inter American University of Puerto Rico-San German

Pontifical Catholic University of Puerto Rico-Arecibo

Pontifical Catholic University of Puerto Rico-Guayama

Pontifical Catholic University of Puerto Rico-Mayaquez

Pontifical Catholic University of Puerto Rico-Ponce

Universidad Adventista de Las Antillas

Universidad Central del Caribe

Universidad del Turabo

Universidad Metropolitana

Universidad Politecnica de Puerto Rico  
University of Puerto Rico-Aguadilla  
Regional College  
University of Puerto Rico-Arecibo  
Campus  
University of Puerto Rico –Bayamon  
Tech University College  
University of Puerto Rico -Carolina  
Regional College  
University of Puerto Rico –Cayey  
University College  
University of Puerto Rico -Humacao  
University College  
University of Puerto Rico -La Montana  
Regional College  
University of Puerto Rico -Mayaguez  
University of Puerto Rico -Medical  
Sciences Campus  
University of Puerto Rico -Ponce  
Technical University College  
University of Puerto Rico -Rio Piedras  
Campus  
University of Sacred Heart

**TEXAS**

Coastal Bend College  
Del Mar College  
El Paso Community College  
Howard County Junior College District  
Laredo Community College  
Mountain View College  
Odessa College  
Our Lady of the Lake University-San  
Antonio  
Palo Alto College  
Saint Edwards University  
San Antonio College  
South Plains College  
South Texas Community College  
Southwest Texas Junior College  
St Mary's University  
St Philip's College

Sul Ross State University  
Texas A & M International University  
Texas A & M University-Corpus Christi  
Texas A & M University-Kingsville  
Texas Southmost College  
Texas State Technical College-Harlingen  
The University of Texas-Pan American  
The University of Texas at Brownsville  
The University of Texas at El Paso  
The University of Texas at San Antonio  
The University of Texas Health Science-  
San Antonio  
The University of Texas of the Permian  
Basin  
University of Houston-Downtown  
University of Saint Thomas  
University of Incarnate Word  
Victoria College

**WASHINGTON**

Heritage College