

Index

- A**
Aging of U.S. population: 7-9
Associations: 63-64
 Hospital: 44, 56, 63-64, 69, 72, 79
 American Hospital Association: 41, 57, 69, 75
 Professional: 44, 51, 57
Awards
 100 Best Companies for Working Mothers (*Working Mother* magazine): 40, 57
 100 Best Places to Work (*Fortune* magazine): 57
 Baldrige Award: 57
 Innovation Award (MHA-Organization of Nurse Executives): 16-17
 Magnet Hospital status: 57
- B**
Baldrige Award: 57
- C**
Career development: 17, 29, 32, 33, 35, 37, 38, 39, 42-44, 55, 60, 64, 67-68, 72
 Career counseling/encouragement: 47, 49, 50, 56, 61-62, 64, 65-66, 70
 Career ladders: 43
 Career Quest: 42
Case management: 15, 16
Centers for Medicare and Medicaid Services: 76
Challenges
 1998 Workforce Investment Act: 71
 Associations coordinating members' efforts: 63-64
 Attracting more diverse workforce: 48-51
 Attracting workers from all age groups: 52
 Competing to attract workers: 53-55
 Designing of hospital work: 14-19
 Keeping up to date with changes in the field: 25
 Excessive regulations/standards: 76
 Expertise in work design/process: 26
 Hospitals cannot improve workforce shortage alone: 60-62
 Human resources as priority: 46
 Lack of ongoing systematic data collection/analysis: 79
 Link between colleges/universities and hospitals: 67-69
 Partnering with community, faith, and youth organizations: 70
 Partnering with corporations/foundations: 70
 Positive image of health care careers: 56-57
 Primary/secondary school students as future health care workers: 65-66
 Qualified/capable supervisors and managers: 32-35
 Range of rewards: 38-45
 Retention of hospital workers: 36-37
 Retention of potential retirees: 77
 Retention of workers in the hospital sector: 72
 Scarce hospital resources: 75
 Society's underinvestment in health care system: 74
 Unique training/licensure of health professions: 78
 Value of hospital workers: 30-31
 Workload of health care personnel: 20-24
Change: 25, 32, 34
Clinical care models: 15, 19, 22
 Nursing clinical practice group: 14-15
 Outcomes Driven Care: 16, 18
Collaboration: 16, 34, 59-72
 With associations: 63-64
 With labor unions: 67-68, 72
 With other hospitals: 60-62
 With schools: 65-66, 67-69
Communications
 Automated systems: 15
 Internal (hospital): 31
 Interpersonal: 18-19, 26, 30, 32, 34
 Public relations: 56-57, 64, 70
Compensation: 17
 Benefits: 40, 45, 72, 77
 Salaries: 19, 39
Competencies: 16, 17, 20-22, 25, 32-33, 39, 42, 69
 Legislation: 76
 Middle Management Competencies (ASHHRA): 32, 34-35
 Organizational: 14-15, 26, 47
Competition: 39, 47, 53-55, 56-57, 59
Council on the 21st Century Workforce: 79
- D**
Direct patient care/relations: 8, 15, 20-24
Diversity: 28, 47-57
 Institute for Diversity in Health Management: 50
- E**
Education: 10-11, 25, 31, 44, 51, 60, 67-69, 78
 Basic education programs: 44, 65-66
 Continuing education: 19, 67-68
 Funding (loans, scholarships, grants, subsidies): 50, 50-51, 54, 64, 67, 70, 74
 Future health care workers: 47, 49-50, 61-62, 65-66
 Colleges/universities: 50, 50-51, 67-69, 86-87, 88-90
 Medical education: 74
 Nursing: 19, 23, 50-51, 51, 55, 63, 64, 67, 67-68, 68
 Program/faculty support: 50-51, 55, 67-69
 Work-study: 44, 53, 54, 55, 61-62, 66, 67
Employer of choice: 8, 52, 57
ERISA: 77
- F**
Focus groups: 15
Fortune (magazine) "100 Best Places to Work": 57
- G**
Generational distinctions: 17, 18, 28, 31, 40, 41, 52
- H**
Hospital-community relations: 73
Hospital departments
 Admitting and discharge: 16, 24
 Coding: 45
 Emergency department: 11; 14, 23, 26
 Environmental services (includes housekeeping/laundry): 42, 55
 Intensive care: 60
 Labor and delivery: 26
 Laboratory: 23
 Nutrition/dietary: 42, 55
 Pharmacy: 10; 23, 25, 30, 39, 45
 Radiology: 23, 26
 Rehabilitation: 30
 Social work: 30
 Surgery: 23
Hospital financing/reimbursement: 59, 74, 75
Hospital utilization: 6
Hospitalists: 15
Human resources: 8, 27, 46, 54
- I**
Image of the health care worker: 8, 48, 56-57, 61-62, 64
 Nurses: 19, 48, 56, 61
Information management systems (computerized): 23, 23-24, 25, 75
 Medical records: 23-24
 Workflow systems: 23
Innovation: 15, 18, 25, 64, 67, 77
Involvement (employee): 14-15, 16, 18, 22, 26, 28, 30-31, 31, 38, 40, 45

- L**
 Labor costs: 74
 Labor unions: 27, 31, 67-68, 72
 Leadership: 14, 26, 30, 32, 34-35, 46, 50
 Nursing: 18-19
 Licensure of health professionals: 51, 64, 78
- M**
 Magnet Hospital: 18-19, 57
 Managers/supervisors: 14, 18-19, 32-35, 37, 40-41, 50
 Middle Management Competencies (ASHHRA): 34-35
 Mentoring/preceptorship: 18, 32, 37, 42, 49, 50, 51, 65, 66
 Model personnel policies: 41
- N**
 Nursing: 6-7, 18-19, 22, 30, 31, 36, 42, 45, 47, 50-51, 53, 55, 56, 61, 63, 64
 Clinical practice group: 14-15
 Emergency department: 14
 Intensive care nursing: 60
 Non-specialty unit nursing: 24
 Nurse practitioners: 15
 Nursing assistants: 24
- O**
 Organizational culture: 18-19, 30-31, 38, 49
- P**
 Paperwork/documentation burden: 13, 22, 23, 76
 Partnerships: 59, 69
 Associations: 44, 57
 Government agencies: 53, 54, 55, 71, 79
 Hospital-employee: 27-46
 Internal: 43
 Industry: 26, 54, 57, 70
 Other hospitals: 60-62
 Other organizations: 50, 55, 70
 Schools (primary, secondary, college, university): 50-51, 55, 61-62, 63, 64, 65-66, 67-69
 Payers: 74, 75
 Medicare: 74
 Performance evaluation systems: 32, 44
 Point-of-care service: 14-15, 15, 16, 25
 Professional relations: 19, 32, 37
 Psychology of health care worker: 8, 17, 27-28, 31, 34-35, 36-37, 40, 41, 51, 52
 Loyalty/commitment: 27-28, 29, 31, 34, 43, 52
 Performance Pyramid™ (Aon): 27, 29
- Q**
 Quality of care: 19
- R**
 Recognition/reward: 16, 17, 18, 29, 32, 37, 38-45, 49, 55
 Key Components of a Successful Reward and Recognition Program(ASHRAA): 40-41
 National Hospital Week: 56
 National Nursing Week: 56
 Total Rewards™ concept: 38
 Recruitment: 11, 27, 47, 53-55, 60-62
 Current employees as recruiters: 55, 56
 Foreign-trained professionals: 50-51, 51
 Gender-neutrality: 47, 48
 Generational targets: 52
 Immigrants: 50, 51
 Managers: 32, 34-35
 Military: 53
 Minorities (ethnic, racial, etc.): 49, 50, 51
 Nurses: 36
 Older workers: 52, 53
 Unemployed: 54, 72
 Regulatory burden: 76
 Retention: 27, 36-37, 42, 43, 60-62, 72
 Cost analysis: 37
 Home-based employees: 45
 Long-term employees: 32, 36-37, 39, 72
 New employees: 20, 37, 42
 Older workers: 18, 20, 52, 72, 77
 Temporary workers: 38
 Within health care field: 44, 53, 54, 72
 Working mothers: 7; 40, 57
 Retirement: 52, 53, 77
- S**
 Safety: 18, 20-22, 28, 29
 Satisfaction
 Job: 6, 8, 16-18, 20, 20-22, 27-28, 29, 31, 32-33, 43, 56, 60-61, 61
 Patient: 15, 16-18, 20-22, 26, 60-61, 61
 Scheduling: 15, 16-17, 19, 20-22, 24, 36-37, 41, 45, 60-61, 77
 Sharing personnel/resources: 60-61
 Statistical data
 Health care workers: 6-7, 9, 10, 11
 By gender: 48
 Hospitals: 6, 60
 Nurses: 7, 47
 Pharmacists: 10, 39
 U.S. labor force: 7, 8, 47, 49, 51
 U.S. population: 9
 Racial mix: 47, 49
 Vacancy: 6-7
 Succession planning: 33
- T**
 Teams: 14, 14-15, 16, 16-17, 22, 26, 32, 34, 79
 Technology: 23, 25, 75, 77
 Training: 25, 31, 32-33, 42-44, 49, 51, 60, 69, 79
 Academies: 43, 44
 Costs: 75
 Cross-training: 24, 78
 Internships: 42, 49, 50, 62
 Orientation: 24, 37, 42
 Re-entry programs: 53, 54, 55, 64
 Welfare-to-Work programs: 54
 Turnover: 30, 36, 42, 60-61
 Cost analysis: 37
 Patient population: 20
- V**
 Vacancy: 6-7, 10, 36, 45
 Valuing health care workers: 6, 24, 30-31, 38-45, 49, 52, 56, 64
- W**
 Work design: 13-26, 33, 75
 Work environment: 13, 18, 18-19, 25, 30-31, 38, 56, 64
 Work models: 15, 16-17, 61
 Leadership: 14
 Multidisciplinary team: 14, 16, 16-17
 Nursing clinical practice group: 14-15
 Shared governance: 14, 30
 Shared leadership: 30
 Work periods/shifts: 8, 14-15, 19, 20-21, 22, 31, 45, 53
 Workforce Investment Act of 1998: 71
 Workforce planning/development: 42, 43, 47, 48-51, 63-64, 71, 79
 Projections: 9
 Workforce shortage: 6-12, 59, 73
 Causes: 7-8
 Workforce Strategy Map: 95
Working Mother (magazine) "100 Best Companies for Working Mothers": 40, 57
 Workload: 20-24

Index of Organizations Named in This Report

- A**
- Affordable Housing Coalition (Asheville, NC): 40
 - Allied Health Council (NC): 69
 - Allina Hospitals & Clinics (Minneapolis, MN): 45
 - American Hospital Association (AHA): 41, 57, 69, 75
 - American Society for Healthcare Human Resources Administration (ASHHRA): 27, 33, 34-35, 40-41
 - Aon Consulting: 27-28, 29
 - Archbold Medical Center (Thomasville, GA): 67
 - Aristocrat Berea Skilled Nursing & Rehabilitation Facility (Berea, OH): 57
 - Arizona Hospital and Healthcare Association: 51, 64
 - Aurora Health Care (West Allis, WI): 57
 - Aventura Hospital (Miami, FL): 50-51
 - Avera McKennan Hospital & University Health Center (Sioux Falls, SD): 57
- B**
- Baptist Health Care/Baptist Hospital (Pensacola, FL): 30, 57
 - Baptist Health Systems (Coral Gables, FL): 57
 - Baptist Hospital of Miami (FL): 57
 - Bayfront-St. Anthony's Health Care (St. Petersburg, FL): 57
 - Birchwood Companies (Plymouth, MN): 36
 - Blue Hill Hospital (ME): 66
 - Boeing: 31
 - Bon Secours Richmond Health System (VA): 57
 - Bon Secours St. Mary's Hospital (Richmond, VA): 51, 55
 - Bryan School of Nursing (NE): 55
 - BryanLGH Medical Center (Lincoln, NE): 57
 - Bureau of Health Professions: 9
- C**
- Catawba Memorial Hospital (Hickory, NC): 57
 - Catholic Diocese of Richmond Refugee and Immigration Services (VA): 51
 - Cedars Medical Center (Miami, FL): 50-51
 - Cedars-Sinai Medical Center (Los Angeles, CA): 57
 - Centers for Medicare and Medicaid Services: 76
 - Cerner Corporation: 23
 - Chicago Public Schools (IL): 66
 - Children's Memorial Medical Center (Chicago, IL): 57
 - City University of New York: 67-68
 - Clarian Health System: 42, 50
 - Cleveland Clinic Health System: 67
 - Cleveland State University: 67
 - Colorado Center for Nursing Excellence: 63
 - Colorado Health and Hospital Association: 63
 - Commission on Graduates of Foreign Nursing Schools: 51
 - Commonwealth Fund: 66
- D**
- Dallas-Fort Worth Hospital Council (TX): 69
 - DCH Health System (AL): 32
 - Denver Mayor's Office of Workforce Development (CO): 42
 - Desert Samaritan Medical Center (Mesa, AZ): 14
- E**
- East Adams Rural Hospital (Ritzville, WA): 24
 - East Alabama Medical Center (Opelika, AL): 57
 - Emory University Hospital (Atlanta, GA): 53
 - Evanston Northwestern Healthcare (IL): 36, 39
 - Exempla Healthcare (Denver, CO): 42
- F**
- Fairview Health System (MN): 43
 - Fannie Mae: 40
 - Florida Hospital Association: 64
 - Florida International University (Miami): 50-51
 - Fox Chase Cancer Center (Philadelphia, PA): 57
 - Franciscan Health System (WA): 71
 - Franklin County Memorial Hospital (NE): 55
 - Franklin General Hospital (NH): 60
 - Fred Hutchinson Cancer Center (Seattle, WA): 32
- G**
- GE Medical: 26
 - Good Samaritan Community Healthcare (Puyallup, WA): 55
 - Good Samaritan Health System (WA): 71
 - Good Samaritan Regional Medical Center (Phoenix, AZ): 25
 - Goodwill Industries: 50
 - Greater Houston Partnership (TX): 68
 - Greater New York Hospital Association: 67-68
 - Griffin Hospital (Derby, CT): 57
 - Gulf Coast Workforce Board (TX): 68
 - Gurwin Jewish Geriatric Center (Commack, NY): 54
- H**
- Hackensack University Medical Center (NJ): 57
 - HCA, the Healthcare Company: 53, 54, 63
 - HealthONE Alliance (Denver, CO): 63
 - Henry Ford Health System (Detroit, MI): 43, 46
 - High Point Regional Health System (NC): 57
 - Holy Family Hospital (Methuen, MA): 55
 - Hospital & Healthsystem Association of Pennsylvania: 62
 - Hospital Association of Rhode Island: 62
 - Hospital Consortium Education Network (CA): 60
- I**
- Illinois Hospital Association: 63
 - Indiana Minority Health Coalition: 50
 - Indianapolis Private Industry Council: 50
 - INOVA Fairfax Hospital (Falls Church, VA): 57
 - INOVA Health System (Fairfax, VA): 16, 57, 67
 - Institute for Diversity in Health Management: 50
 - INTEGRIS Health (Oklahoma City): 65
- J**
- James A. Haley Veterans' Hospital (Tampa, FL): 57
 - Jersey Shore Medical Center (Neptune, NJ): 57
 - Jewish Hospital (Louisville, KY): 57
 - The Johns Hopkins Hospital: 66
 - Johnson & Johnson Health Care Systems Inc.: 70
- K**
- Kadlec Medical Center (Richland, WA): 36
 - Kendall Medical Center (Miami, FL): 50-51
 - Kentucky Hospital Association: 69
- L**
- Lakes Region General Hospital (Laconia, NH): 60
 - Long Island Jewish Medical Center (New Hyde Park, NY): 57
 - Louis A. Weiss Memorial Hospital (Chicago, IL): 37
 - Lyndon B. Johnson Hospital (Houston, TX): 51

- M**
- Mayo-Rochester Hospitals (Rochester, MN): 57
 - Medical Center of Ocean County (Point Pleasant, NJ): 57
 - Mercy Hospital (Miami, FL): 50-51
 - Middlesex Hospital (Middletown, CT): 57
 - Minnesota Department of Economic Security: 54
 - Minnesota Hospital and Healthcare Partnership: 63, 64
 - Minnesota Organization of Leaders in Nursing: 64
 - The Miriam Hospital (Providence, RI): 57
 - Mission St. Joseph's Health (Asheville, NC): 40
 - Mississippi Baptist Medical Center (Jackson): 16-17
 - Morristown Memorial Hospital (NJ): 57
 - Motorola University: 43
 - Mount Sinai Medical Center (Miami Beach, FL): 57
 - MultiCare (WA): 71
 - Murray County Memorial Hospital (MN): 60-61
- N**
- Nassau Community College (NY): 68
 - National Association of Hispanic Nurses, Houston chapter (TX): 51
 - New Hanover Regional Medical Center (Wilmington, NC): 32, 42
 - New Jersey Hospital Association: 64
 - New York City Fire Department: 53
 - New York City Corrections Department: 53
 - New York City Police Department: 53
 - New York VA Health Care System (Albany): 22
 - North Carolina Baptist Hospital of Wake Forest University (Winston-Salem): 57
 - North Carolina Center for Nursing: 69
 - North Carolina Hospital Association: 69
 - North Mississippi Health Services: 46
 - North Mississippi Medical Center (Tupelo): 15, 46
 - North Shore-Long Island Jewish Health System (NY): 68
 - North Shore University Hospital (Manhasset, NY): 57, 68
 - Northern Virginia Community College: 67
 - Northwestern Memorial Hospital (Chicago, IL): 26, 43, 57, 66
 - Novant Health (Winston-Salem, NC): 57
 - Nursing 2000 Inc.: 61
 - Nursing Initiative Work Group: 63
- O**
- Oswego County Board of Cooperative Education Services (NY): 66
 - Oswego Hospital (NY): 66
- P**
- Park Nicollet Health Services (Minneapolis, MN): 54
 - Pierce County Workforce Development Council: 71
 - Poudre Valley Health System-Poudre Valley Hospital (Fort Collins, CO): 57
 - Providence St. Vincent Medical Center (Portland, OR): 57
- R**
- Reston Hospital Center (VA): 67
 - Riverview Medical Center (Red Bank, NJ): 57
 - Robert Wood Johnson University Hospital (New Brunswick, NJ): 57
- S**
- St. Edward's Mercy Medical Center (Fort Smith, AR): 23
 - St. Francis Medical Center (Trenton, NJ): 57
 - St. John's Mercy Medical Center (MO): 20-21
 - St. Joseph's Regional Medical Center (Paterson, NJ): 57
 - Saint Joseph's Hospital of Atlanta (GA): 57
 - St. Louis Children's Hospital (MO): 45
 - St. Luke's Episcopal Health System/Hospital (Houston, TX): 57
 - St. Luke's Regional Medical Center (Boise, ID): 57
 - St. Mary's Hospital (Decatur, IL): 56
 - St. Mary's Hospital Medical Center (Madison, WI): 30
 - St. Peter's Health Care Services (Albany, NY): 45
 - St. Peter's University Hospital (New Brunswick, NJ): 57
 - Salvation Army: 55
 - SEIU Local 1199 (New York, NY): 67-68, 72
 - Sentara Healthcare (Norfolk, VA): 26
 - SHEPS Center (NC): 69
 - Sisters of Mercy Health System (MO): 20-21
Arkansas Region: 23
 - SSM Health Care (St. Louis, MO): 49, 57
 - Suburban General Hospital (Pittsburgh, PA): 30
- T**
- Teachers' Insurance and Annuity Association-College Retirement Equities Fund: 72
 - Tracy Area Medical Services (MN): 60-61
 - Tri-County Hospital (Lexington, NE): 67
- U**
- U.S. Army Recruiting Command: 53
 - U.S. Department of Health and Human Services: 68
 - U.S. Department of Labor: 54
Council on the 21st Century Workforce: 79
 - U.S. Public Health Service: 74
 - University of California, Davis Medical Center (Sacramento): 57
 - University of Chicago Hospitals and Health System (IL): 44
 - University of Kansas School of Nursing: 23
 - University of Kentucky Hospital (Lexington): 97
 - University of Pennsylvania Center for Health Outcomes and Policy Research: 18
 - University of Scranton (PA): 68
 - University of Texas Medical Branch: 33, 54
 - University of Washington Medical Center (Seattle): 57
- V**
- VA Department of Rehabilitative Services: 55
 - Veterans Health Administration: 16
 - Via Christi Regional Medical Center (Wichita, KS): 14-15
 - Virginia Hospital Center Arlington: 67
 - Visiting Nurse Service of New York: 53
- W**
- Washington ENT Group (Washington, DC): 23
 - West Boca Medical Center (Boca Raton, FL): 57
 - Westbrook Health Center (MN): 60-61
 - Western Village Elementary School (Oklahoma City): 65
 - Wisconsin Health and Hospital Association: 56, 61-62
 - Wyoming Valley Health Care System (PA): 68



American Hospital Association

One North Franklin
Chicago, Illinois 60606

Liberty Place
325 Seventh Street, NW
Washington, DC 20004-2802

www.aha.org

(800) 424-4301

AHA Product #210101