

Staffing Committee Minutes

Brevard Healthcare Workforce Consortium

August 17, 2017, 8:00 – 10:00 a.m.
Location: CareerSource Brevard Conference Room

Attendees

Via conference call, Jeff Jurinak (Health First) and Teri Robotti (PSA Healthcare – Melbourne), Ashleigh Caswell (Hibiscus Court), Denise Biondi (CareerSource Brevard), Antoinette Broomfield (CareerSource Brevard), Sheryl Cost (CareerSource Brevard), Michelle Jones (CareerSource Brevard), and Megan Cochran (CareerSource Brevard).

Not In Attendance

Debbie Holland (Health First Center for Learning), Kara Anderson (Simplifying Senior Living), Heidi Kuchenbacker (Hibiscus Court – Sent Ashleigh Caswell in her place), Jeff Arnott (Brevard Public Schools – Adult Education), Debra Wallace (Vista Manor), Gail Kroen (Wuesthoff Health System), Anita Stremmel (Department of Health – Brevard), Joe or Amarilis Gitto (BrightStar Care), Derek Ganary (Consulate Health), Christine Hoffner (Solaris Healthcare Merritt Island), Vianelis Martinez (Champion Home Health Care), Dr. Frances Iacobellis (UCF – College of Nursing), Lisa Turner (Wuesthoff Health System).

Order of Business

Roll Call and Introductions

Survey Results and New Surveys

- Reviewed results of the Healthcare Vacancy Baseline and Benchmarks survey (<http://takeaimbrevard.com/wp-content/uploads/2017/07/Healthcare-Vacancy-Baseline-and-Benchmarks-Survey-Remove-Names-080217.pdf>)
 - 6 employers took the survey representing Hospital, Assisted Living Facility, Home Health Agency, Home Companion Agency and Community with Skilled Nursing/Rehab/Long Term Care/ALF and Independent Residents
 - Data for the most part showed vacancies increasing over time
 - Reasons listed for turnover fall under the following categories
 - Pay & Benefits 29% (no OT, better benefits, short pay, no or poor mileage reimbursement, low pay scale, job elsewhere pays more inside/outside of healthcare)

- Schedule 29% (not enough hours, too many hours, work two jobs, not enough staff)
 - Soft Skills 29% (not prepared, no soft skills, first job, terminations, lazy, not computer literate)
 - Relocation 7%
 - Overqualified 6%
- Vacancies also contribute to increased costs for staffing and revenue loss when consumers are unable to be served.
- More participation in the survey is needed for the purpose of measuring vacancy rates over time to see if Consortium efforts are impacting rates.
- Reviewed results for Behavioral-Based Expectations survey (<http://takeaimbrevard.com/wp-content/uploads/2017/07/Behavioral-Based-Expectations-Survey-080217.pdf>)
 - 8 employers took the survey, 2 employers did not hire Homemaker Companion, HHA or CNA
 - Behavioral Attributes were listed and supporting interview questions were developed
 - The attributes and questions will be used to help individuals in workforce and training programs understand the behavioral-based expectations for healthcare and be able to provide appropriate interview responses
- The Healthcare Industry Exploration Opportunity Survey was sent out 8/15/17 and results will be shared at next committee meeting
- To get increased survey responses, during the October 5 Consortium meeting, Megan will highlight the opportunity to take the surveys and show where they are and also will ask consortium members to recommend a point person for surveys in the future.

Branding Campaign

Denise Biondi, Director of Communications for CareerSource Brevard was invited as a marketing subject matter expert to address the Branding Campaign initiatives from the action plan. She asked the group what is the goal of the marketing campaign, if we went out for the “low hanging fruit”.

Terri Robotti shared she uses many different approaches to recruit LPNs, RNs and CNAs for Home Health opportunities using their company website, craigslist, indeed, grassroots recruiting, and Florida Today and is open to trying new ways to recruit, to include mentoring in the classroom.

Jeff Jurinak, proposed going after low hanging fruit through (Brevard Healthcare Workforce Consortium) collaboration. Drive a day in the life, paint a picture for kids to pursue healthcare careers on a local level. Show the journey through video how your career can grow, for example from HHA-CNA-LPN-RN. In addition, for out of county talent, make CareerSource Brevard the “211” where nursing contact and be connected to employers of interest, similar to the Engineer Recruitment site (<http://engineers.careersourcebrevard.com/>).

Sheryl Cost recommended with the amount of traffic at the Port, to promote working in Brevard through Clear Channel.

Denise Biondi presented information on how the Engineer Recruitment site was developed through grant funding and the success it has had. She provided the following recommendations:

- Contribute assets from employer partners, CSB, EDC and State, like videos of employee successes, live/work/play in Brevard, etc. that can be used collectively in a campaign. (List developed by Staffing Committee to date <https://careersourcebrevard.com/wp-content/uploads/2017/04/COMMUNITY-AND-TALENT-ATTRACTION-RESOURCES.pdf>)
- Pull together campaign ideas and narrow down
- Report on the Branding Campaign at the October 5 Consortium for member buy-in, support and potential campaign resources

Megan Cochran demonstrated the <http://takeaimbrevard.com/> site that now houses the Brevard Healthcare Workforce Consortium information.

Healthcare Career Exploration Events

Sheryl Cost and Antoinette Broomfield provided an update on the Career Exploration event held on 7/25/17. Health First, Eastern Florida State College, Keiser University and Harris-Casel Institute participated. Twenty seven career seekers attended the event. They learned about in demand occupations in healthcare (clinical and non-clinical), available training programs, career pathways, labor market statistics and scholarship resources. Attendees engaged with all presenters. Educational providers reported attendees also showed for follow up appointments. All saw value in this event and future plans will be made to hold this at CSB in Palm Bay and will be renamed the Healthcare Educational Showcase.

Sheryl Cost reported that C2, the new CSB contractor is developing Virtual Tours for Occupation 101 sessions where students in the classroom can be connected to industry experts to learn more about their occupations via conference video.

Megan Cochran reported that Teri Jones with Macedonia Education Technology and Career Academy (formerly known as Pastor's Alliance), is a Consortium partner who has been serving on the Soft Skills committee. Seeing the need for nursing, they developed the Elderly Compassionate Care program to connect individuals to short term healthcare training and employment. They have held recruitment sessions to connect individuals for HHA, CNA and LPN to scholarships through CSB and Community Action Agency. Antoinette Broomfield stated there were 17 candidates for LPN scholarship assistance going through eligibility processes. CSB also submitted a grant for more nursing training scholarship funds to continue this initiative.

Megan Cochran reported that Brevard Public Schools will hold their Curriculum Contacts Meeting on February 8, 2018 at Health First and Hibiscus Court ALF and Memory Care. Approximately 40-45 Assistant Principals (27 schools) will participate. An industry panel will talk about employment expectations, who they are looking for, what skills are needed, hot jobs, and issues with new employees. This will be followed by a tour, lunch and after lunch a question and answer session. The idea is that the information learned will be brought back to the classroom.

October 5 Brevard Healthcare Workforce Consortium

Thursday, October 5th at 9am-Noon (registration begins at 8:30 am)

Bill Posey Conference Center, Florida Department of Health

2555 Judge Fran Jamieson Way, Viera, FL 32940

Register here: https://brevardhealthcareworkforceconsortium_oct2017.eventbrite.com/

The event will have information on employer-based training resources and also highlight area Educational providers.

- Jeff Jurinak will present on behalf of the Staffing Committee at the October 5 Consortium
- To increase participation in the Consortium efforts, Staffing Committee members will encourage their professional colleagues to attend the October 5 meeting.

Action Plan Development

Identify Next Steps for the Committee

- The Committee will meet in September 13, 2017 to prepare for October 5 Consortium
 - Further develop branding campaign concept
 - Review Action Plan and determine what initiatives, information and recommendations are to be shared

STAFFING COMMITTEE ACTION PLAN August 15, 2017

Issue	Desired Outcome	Performance Measures	Challenges	Strategies and Timeline
Recruitment and Retention of Homemaker Companions, Home Health Aides, Certified Nursing Assistants and Practical Nurses	A robust pipeline of new and experienced LPNs and CNAs, HHAs and Homemaker Companions for employers	<ul style="list-style-type: none"> • Increased awareness among healthcare providers and educational institutions regarding employer needs and education program output • Partnerships built among employers, educational partners, workforce and other stakeholders to facilitate talent development and maximize current available talent • Provision of current 	Filling part-time needs <ul style="list-style-type: none"> • Low Pay • No benefits Low Pay in some settings	<ol style="list-style-type: none"> 1. Vacancy Benchmarks <ol style="list-style-type: none"> a. Results are posted http://takeaimbrevard.com/wp-content/uploads/2017/07/Healthcare-Vacancy-Baseline-and-Benchmarks-Survey-Remove-Names-080217.pdf b. Attempt to gain more responses from October 5 Consortium. c. Determine how to use the data to establish goals and areas of focus. 2. Branding campaign <ol style="list-style-type: none"> a. See General Staffing Strategies 3. Job Shadowing/Volunteer Survey <ol style="list-style-type: none"> a. Survey was disseminated on or about 8/15/17 with responses due September 1, 2017.

		<p>vacancy data by employers</p> <ul style="list-style-type: none"> • Reduction of vacancies • Reduction of business lost due to staffing limitations 		<ul style="list-style-type: none"> b. Once results are received Staffing Committee will review and develop strategies <ol style="list-style-type: none"> 4. Find grant funding to pay CNAs while they attend LPN and/or RN programs or flex schedules that allow students to work while going to school 5. Upskill current workforce <ol style="list-style-type: none"> a. Offer hybrid on-line and classroom program for CNA to LPN 6. Offer CNA and LPN training through Adult Ed programs <ol style="list-style-type: none"> a. According to BPS – Adult Education there is exploration of co-offering HHA, CNA and LPN Training at the same time adult students are studying for GED. 7. Market to homemakers re-entering the workforce 8. Interview exiting personnel to identify trends and make adjustments 9. Offer retention bonuses 10. Survey BPS students in Healthcare programs to gain insight regarding future plans <ol style="list-style-type: none"> a. Complete for School Year 2016-2017 b. BPS CTE has committed to sending survey in early November and late Feb/early March to capture information on exiting students and to allow time for staffing
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				<p>strategies to be implemented.</p> <p>11. Request to transition CNA Compensation strategy from ET&T Committee to the Staffing Committee to be addressed after the Oct 5 Consortium</p> <p>12. Based on feedback from BPS Healthcare Student Focus Groups explore industry/education led summer healthcare occupational exploration days in the future</p> <ol style="list-style-type: none"> a. A different occupation explored each day b. Hosted in different settings c. Offered multiple times throughout the summer d. Participants can sign up for individual days of interest e. Low or no cost (\$10 per day with scholarships available) f. Give aways – water bottles, T-shirts
Issue	Desired Outcome	Performance Measures	Challenges	Strategies and Timeline
Recruitment and retention of experienced nurses (RNs and BSNs)	A robust pipeline of experienced nurses focusing on those with specialty experience	Reduction in RN/BSN vacancies	<ol style="list-style-type: none"> 1. Retirements 2. Nurses can make more in a traveling nurse role 3. Difficulty in moving nurses in critical specialty roles into less 	<ol style="list-style-type: none"> 1. Market RN refresher courses to individuals whose licenses may be inactive (Maybe a “we need you” campaign) 2. Extend careers <ol style="list-style-type: none"> a. Offer part-time employment b. Offer varying shift lengths (4, 6, 8, 10, 12 hours) c. Offer flexible schedules to those working toward BSN

			<p>strenuous positions</p> <ol style="list-style-type: none"> 4. Expense of obtaining BSN 5. Difficulty in working while obtaining BSN 6. Identifying inactive nurses and how to reach them 	<ol style="list-style-type: none"> d. Move into other less strenuous employment such as case management and combine with mentorship of less experienced nurses 3. Provide pay experience differentials for those in high-demand specialty roles 4. Recommendations from the Regulations Committee <ol style="list-style-type: none"> a. The Committee recommends that employers pay nurses placed on-call their regular hourly wage due to the nature of personal impact of on-call status. Although this is not required by law, this course of action would increase nurse morale and ensure that staff are ready and available if others call in sick or there is an influx of unexpected patients. b. The Committee recommends that employers involve employees in the development of staffing plans to work towards instituting a work week of a maximum of 40 hours comprised of day shifts of 8 or 10 hours and evening shifts of no more than 8 hours as recommended by the National Institute of Occupational Safety
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				<p>and Health Nurse Training Program.</p> <p>c. This work could also include the following</p> <ul style="list-style-type: none"> i. Shift coverage to account for ill staff ii. Technology upgrades to support positive and healthy staff ergonomics <p>5. Retention packages</p> <p>6. Increase the number of seats in nursing programs</p> <p>7. Increase number of faculty for BSN programs</p> <ul style="list-style-type: none"> a. Pay issue – Faculty makes less than practicing nurses
Issue	Desired Outcome	Performance Measures	Challenges	Strategies and Timeline
Recruitment and retention of new-to-practice Registered Nurses				Needs further development
				Strategies That Apply to All Categories and Timeline
				<ul style="list-style-type: none"> 1. Branding Campaign <ul style="list-style-type: none"> a. Promote critical occupations of Senior Companion, Home Health Aide, CNA, LPN and RN b. Utilize information provided by BPS Healthcare Student Focus Groups to craft campaign c. Idea to leverage talent in local secondary and post-secondary institutions to craft campaigns targeted

				<p>at different age groups</p> <ul style="list-style-type: none"> i. Could be “for credit” projects ii. Different “teams” could work on campaigns targeting different age groups <ul style="list-style-type: none"> 1. Millennials 2. Gen X 3. Baby Boomer <p>d. Healthcare Career Exploration Fair</p> <ul style="list-style-type: none"> i. CareerSource Brevard Lead ii. Supported by Educational Providers and Employers iii. Focus on personal interaction with participants <p>e. Based on feedback from BPS Healthcare Student Focus Groups explore industry/education led summer healthcare occupational exploration days in the future</p> <ul style="list-style-type: none"> i. A different occupation
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				<p>explored each day</p> <ul style="list-style-type: none"> ii. Hosted in different settings iii. Offered multiple times throughout the summer iv. Participants can sign up for individual days of interest v. Low or no cost (\$10 per day with scholarships available) vi. Give aways – water bottles, T-shirts <p>2. Central Recruiting Website</p> <ul style="list-style-type: none"> a. Hosted by CareerSource Brevard b. Similar to Engineering Recruitment Website c. Funneled to CSB Recruiters who are familiar with the various healthcare work settings, cultures, shift offerings, etc. d. Work with each individual to match customer needs with workplace fit <p>3. Partner Placement Services Program</p> <ul style="list-style-type: none"> a. CareerSource Brevard Program that can be used as a recruitment tool
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				<ul style="list-style-type: none">b. Currently targeted to assist with local job placement of spouses/family members/significant others of inbound high tech workers<ul style="list-style-type: none">i. Some may be healthcare workersc. Could also be used by healthcare employers as a recruitment tool to assist with job placement of spouses/family members/significant others of inbound healthcare workers
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