
Averting Crisis:

Ensuring Healthcare for Future Generations in Connecticut

CHA CONNECTICUT
HOSPITAL
ASSOCIATION





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Introduction

There is a wake-up call sounding in Connecticut and it requires our undivided and immediate attention. Ominously, it has been projected that this state will have the second worst nursing shortage in the nation by 2020 — second in severity only to Alaska. This situation, coupled with a growing shortage of other healthcare professionals, will have a major impact on the ability of Connecticut residents to receive timely and appropriate care, unless we take action. The time is now for implementing immediate and concerted workforce initiatives, if we are to ensure an adequate supply of caregivers just a few years down the road.

Hospitals, government agencies, schools, and other stakeholders have been working together to strengthen the workforce of tomorrow. Their efforts to raise awareness of the looming crisis, to collaborate on creative workforce development initiatives, and to establish

Recommendations for Averting a Workforce Crisis

Ensuring a strong future healthcare workforce will require continued and intensified efforts among healthcare providers, the education community, government, business leaders, and other partners to:

- Increase the number of nurses and other healthcare professionals by expanding the number of nursing and other healthcare faculty.
- Raise public awareness of healthcare careers.
- Enhance recruitment and support for qualified health professions candidates through enhanced state funding for career and academic counseling, scholarships, and loan forgiveness programs.
- Create career ladders and other career “growing” initiatives that build the pipeline of healthcare workers.
- Increase retention and employee engagement of current caregivers.
- Establish a comprehensive healthcare workforce database.

government funded programs for training future healthcare workers are steps in the right direction. In addition, their dedication to promoting healthcare careers, and proposing important changes to the educational system are making an impact – but due to the severity of Connecticut’s projected shortage situation, clearly, much more needs to be done. If allowed to continue, the shortage problem of today will become the healthcare crisis of tomorrow.

This document, *Averting Crisis: Ensuring Healthcare for Future Generations in Connecticut*, developed by the Connecticut Hospital Association (CHA), offers a look at the evolving healthcare workforce crisis in Connecticut and the challenges that lie ahead. It illustrates the work already being done by CHA

and hospitals across the state, and recommends strategies that complement efforts already in place.



The Crisis in Caring: Workforce Shortages in Connecticut

Demands for Care Grow...

The major contributing factor to the growing healthcare workforce shortage is that demand for healthcare services far exceeds the supply of qualified healthcare workers.

Current and projected demographic shifts in Connecticut indicate a classic “demand exceeds supply” dilemma.

According to the U.S. Census Bureau, Connecticut is one of the top ten “oldest” states. In 2005, the median age was 39.3 years, making it the eighth oldest in the nation. Between 1990 and 2000, the number of people in Connecticut between ages 25 and 34 declined by more than 20 percent.

Unfortunately, the picture only worsens, with future projections turning Connecticut into the “new Florida.”

By the year 2030, it is projected that there will be a 69% increase in those over age 65 in Connecticut, with a simultaneous 7% decrease in the population aged 18 to 50.

The consequences of these shifting demographics will be felt in all sectors of society, but, the implications are dire for the healthcare system we rely on to keep us in good health.

It is widely understood that as people age, they need more healthcare services—80% of those over age 65 have at least one chronic healthcare condition, and 50% have at least two conditions, such as arthritis, hypertension, heart disease, diabetes, and respiratory disorders. In addition, the healthcare system is already beginning to feel the pressure of a growing elderly population—in fact, more than 41% of all people admitted to hospitals are over the age of 65.

...While the Supply of Healthcare Workers Shrinks

Although there are many differing estimates and projections for future workforce shortages, one thing is clear—there will be shortages of healthcare workers in the future. As noted by Peter Buerhaus, director of Vanderbilt University’s Center for Interdisciplinary Health Workforce Studies and author and co-author of many reports and articles on healthcare workforce shortages, “The shortage is no longer a Category 5 (storm). It’s a Category 4 and it’s stalled offshore.” However, he points out that demand for registered nurses will remain significant.

The most recent survey conducted by the Connecticut Hospital Association (CHA) shows that as of December 31, 2006, its member hospitals are experiencing vacancy rates for several critical professions ranging from 6% to 11%, as shown on the chart below.

Key Healthcare Profession Vacancy Rates in Connecticut and Translation to Full Time Equivalent Employees (FTEs)

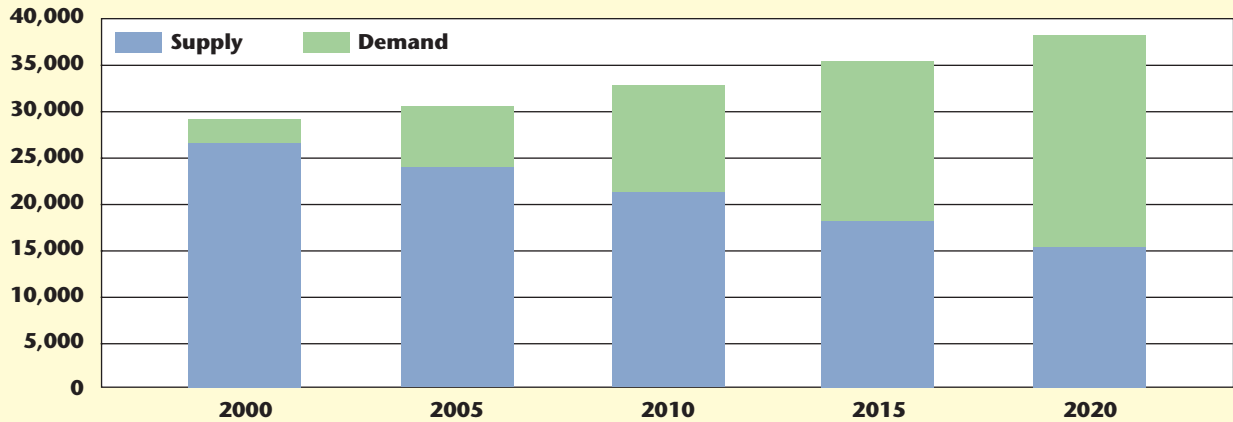
as of December 31, 2006

	Vacancy Rates	FTEs
Staff RN	6.6%,	... 720 FTEs
Emergency Department RNs ...	10.9%	... 115 FTEs
Critical Care RNs	7.8%	... 140 FTEs
Medical-Surgical RNs	7.6%,	... 245 FTEs
Psychiatric RNs	10.4%,	... 50 FTEs
Nurse Managers	7.0%,	... 35 FTEs
Pharmacists	7.3%,	... 35 FTEs
Respiratory Therapists	8.4%,	... 50 FTEs
Physical Therapists	9.5%,	... 35 FTEs
Physician Assistants	6.2%,	... 30 FTEs
Surgical Technologist	5.9%,	... 30 FTEs
Unlicensed Assistive Personnel	6.3%	... 230 FTEs



Projected Connecticut FTE RN Shortages

2000 – 2020



As depicted above, vacancy rates are on the rise and are projected to grow to unprecedented levels. Specifically, a 33% deficit in the supply of registered nurses is projected by the year 2010; 46% by 2015; and 57% by 2020, if the state does not address this problem immediately. According to national projections, Connecticut is facing a shortage of 22,400 nurses by the year 2020.

According to research conducted by the Lewin Group and published by the United States Public Health Service's Bureau of Health Professions, Connecticut is projected to have the second worst nursing shortage in the country — second only to Alaska — by 2020.

Faculty Shortages: A Key Challenge

Promotional efforts to raise awareness of health careers, hospital incentives for worker recruitment, and increases in overall nursing salaries, in addition to the presence of a progressively sluggish economy have recently helped to control the growing workforce shortages, particularly in the area of nursing. These outreach initiatives also have encouraged young people and career changers to actively seek enrollment into healthcare training programs.



Unfortunately, Connecticut is facing another serious dilemma wrought by shifting demographics—a profound shortage of faculty in nursing and other healthcare training programs. In Connecticut during the years 2004 and 2005, approximately 2,000 qualified applicants were turned away from nursing schools due to a shortage of qualified faculty, according to The Connecticut League for Nursing.

In the coming years, Connecticut hospitals will be competing with other industries in the state for a shrinking

pool of candidates adequate in number to replace retiring baby boomers. In addition, hospitals require an increasingly skilled and technologically capable workforce. Ironically, this need comes at a time when student aptitudes in math and science are slipping, and more students are finding it a challenge to complete a college degree, according to the Connecticut Office of Workforce Competitiveness in its June 2005 report.

Faculty shortages and student attrition in community colleges are further impediments to educating the healthcare workforce of tomorrow.



Other Critical Challenges

In addition to faculty shortages, other challenges contributing to healthcare workforce shortages include: an insufficient number of clinical placement opportunities, necessary for nursing students to obtain hands-on clinical training; the existence of a broader array of career choices outside the healthcare field; a growing reluctance on the part of younger workers to work evening, holiday, and weekend hours; and a lack of available data necessary to accurately determine the severity of the workforce shortage.

Building on Progress Thus Far

The Connecticut Hospital Association is actively engaged in developing the infrastructure to support statewide strategic workforce planning, increasing the pipeline of qualified healthcare workers, and creating an environment that will better enable hospitals to recruit and retain talented employees. Specifically, CHA's workforce development activities include:

- **Advancing solutions in collaboration with others.** CHA is a founding member of the Connecticut Health Care Workforce Coalition, comprising 150 organizations, which was instrumental in the formation of the Allied Healthcare Workforce Policy Board (AHWPB). The AHWPB, of which CHA is a member, is addressing the healthcare workforce shortage and making recommendations to the Legislature. To date, it has funded projects on the faculty shortage and on clinical placement capacity, a project led by CHA. CHA also is a member of the Career Ladder Advisory Committee, established by the Legislature, that allocated funds to address the shortage of perioperative nurses through creation of an on-line course.
- **Marketing health careers.** CHA collaborates with Area Health Education Centers to promote healthcare careers through the development of the Health Occupations and Technology publication and to raise awareness of job shadowing experiences for high school students. Through its Healthcare Heroes program, CHA publicly recognizes individuals who are role models in their professions each year.

- **Identifying ways to enhance the hospital workplace environment.** In the interest of cultivating a highly engaged workforce, CHA is identifying best practices and opportunities for improvement through initiatives such as assessment of the workplace environment, benchmarking, and a safe patient handling campaign.
- **Sharing hospital best practices.** CHA regularly convenes meetings of hospital patient care executives, human resource executives, and deans and directors of Connecticut schools of nursing to foster collaboration and identify creative ways to meet the challenges of the nursing and nursing faculty shortages. Implementing hospital-wide needle safety programs, establishing a comprehensive residency program for new graduate nurses, and developing successful collaborations between hospitals and schools of nursing through faculty joint appointments are examples of recent initiatives.
- **Offering educational opportunities.** CHA offers close to 100 educational and leadership development programs for more than 4,500 healthcare professionals and nurse leaders each year, providing exposure to national experts and information on innovative, practical solutions to meet workforce and other healthcare challenges.
- **Monitoring the trends.** CHA collects and reports data on vacancy rates, turnover, and other key workforce indicators, to help hospitals and policy makers better prepare for future trends in healthcare.

Connecticut hospitals continue to do their part in addressing the healthcare workforce shortage by supporting schools and students, assisting new graduates as they transition into the healthcare profession, providing educational opportunities to current workers for career advancement, helping entry-level incumbent workers reach their professional potential, and encouraging high school students to consider the myriad career possibilities in healthcare.

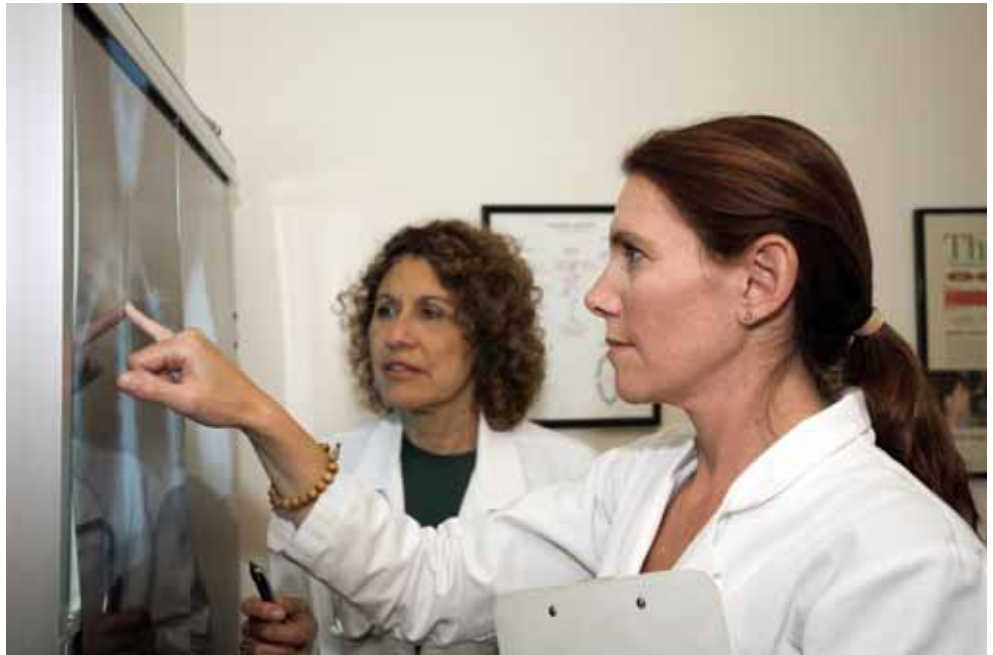
While facing challenges in recruitment and retention in meeting today's healthcare needs, Connecticut hospitals also are engaged in a number of long-term initiatives to



build a stronger workforce for tomorrow, specifically focusing on:

Education

- Sponsoring nurse internships and residencies
- Supporting and partnering with schools
- Providing faculty support
- Providing clinical learning experiences
- Focusing on employee career development
- Offering tuition assistance programs



Work environment

- Instituting changes in care delivery models to improve patient care and to support care givers
- Improving facilities
- Introducing and upgrading technologies that support practitioners in the provision of patient care
- Improving communication
- Implementing shared governance structures in which employees are more involved in decision-making
- Maintaining or pursuing Magnet status — a nationally-recognized designation for nursing excellence
- Workplace excellence programs
- Data collection/evidence-based initiatives

Examples of how Connecticut hospitals are doing their part to address the shortage are detailed beginning on page 6. These are positive examples of what is needed on a much larger scale, requiring the cooperation and fiscal support of other stakeholders.

The Current Imperative: More Must Be Done

Although Connecticut hospitals are actively engaged in this issue, due to the magnitude of projected shortages, they alone will not be able to avert the looming crisis.

Beyond the current efforts being undertaken at the local, regional, and state level, the Connecticut Hospital Association recommends the following six initiatives:

- **Expanding the number of nursing and other healthcare faculty** to, in turn, produce a greater number of nurses and caregivers. This will require a multi-year, multi-million dollar commitment by the state in order to address the HRSA-estimated need for an additional 11,000 registered nurses by 2010.
- **Raising public awareness of healthcare careers** through the allocation of state funds to develop promotional materials and campaigns to encourage young people and career changers to look into health professions.
- **Enhancing recruitment and support for health professions candidates** through enhanced state funding for career and academic counseling, scholarships, and loan forgiveness programs.
- **Creating career ladders and other “growing” initiatives** that build the pipeline of healthcare workers needed for the future.
- **Increasing retention and employee engagement of current caregivers** through state funding provided for pilot programs around the state.
- **Establishing, with an allocation of state funds, a comprehensive healthcare workforce database** through the implementation of on-line license renewal.



Connecticut Hospital Initiatives for Building the Future Healthcare Workforce

While not an all-inclusive list, the initiatives described below provide a snapshot of the array of workforce development activity underway at every not-for-profit hospital

The William W. Backus Hospital

Norwich, Connecticut

1330 FTEs

CONTACT: Theresa Buss, Director, Human Resources,
(860) 892-6952

The William W. Backus Hospital provides financial support for Three Rivers Community College's nursing program to foster student retention and faculty support. This funding has provided (1) workshops for nursing students and graduates to improve their testing skills, including their performance on the NCLEX RN exam; (2) a nursing faculty mentoring program whereby nurses interested in teaching are paired with experienced nursing faculty members; (3) faculty development via on-line courses; and (4) nursing faculty professional development. In addition, Backus Nurse Educators have joint faculty appointments, enabling them to serve in their faculty role and provide clinical supervision for nursing students whose clinical affiliation is with Backus. This facilitates the sharing of master's-prepared nurses and provides much-needed faculty.

Nurse Camp provides an opportunity for high school students, Girl Scouts, and other groups of teenagers interested in healthcare careers to participate in hospital tours and presentations on the various kinds of nursing careers that are available for consideration. The goal is to reach out to students earlier and spark an interest in health careers. Other initiatives at Backus include job shadowing, a loan forgiveness program, tuition reimbursement, presentations to high schools, participation in career days, and student nurse internship programs.

Bridgeport Hospital

Bridgeport, Connecticut

1900 FTEs

CONTACT: Beverly Fein, Director of Human Resources,
(203) 384-3114

Bridgeport Hospital offers two workforce development programs designed specifically for employees. The School at Work (SAW) program, a career development program for entry-level workers, is dedicated to fostering the career potential of hospital staff enabling them to attain higher-level positions (e.g., entry level staff might become Certified Nursing Assistants or Central Sterile Processors).

The Hospital also has a Career Development Center, offering internal candidates career coaching and assistance in identifying opportunities to advance professionally within the organization. This focus on maximizing current staff potential extends to newly hired RNs — Bridgeport Hospital offers Preceptor Programs, consisting of an extensive orientation and facilitated transition to the unit/hospital environment, ranging from six weeks to six months, depending on the chosen nursing specialty.

Bristol Hospital

Bristol, Connecticut

800 FTEs

CONTACT: Andrea Alexander Nero, Director of
The Learning Center, (860) 585-3312

In 2004, Bristol Hospital established The Learning Center at Bristol Hospital to support and advance continuous



learning throughout the organization. The Learning Center has three primary goals: e-learning (implemented January 2006 via HealthStream), employee/leadership development, and workforce development/“growing our own.”

The Learning Center has established both internal and external methodologies to achieve the goal of “Growing Our Own.” In addition, Bristol Hospital has a number of workforce development initiatives with partners including: the Certified Nurses Aid Program, a collaborative that includes area high schools, Tunxis Community College (TCC) and Bristol Hospital; semester-long internships with four of the Greater Bristol area high schools; a formalized Shadowing Program with Oliver Wolcott Technical High School; a Shadowing Program to address a variety of healthcare professions; a “Seamless” RN program in partnership with Saint Joseph College and TCC; a Nuclear Medicine Associate and Certificate Programs with Briarwood College; and a Healthcare Administration Students Learning Day with UCONN at Storrs.

The Hospital of Central Connecticut

New Britain General and Bradley Memorial Campuses
New Britain and Southington, Connecticut
1868 FTEs

CONTACT: Elizabeth A Lynch, Vice President, Human Resources, (860) 224-5576

The Hospital of Central Connecticut partners with the Central Area Health Education Center to offer a two-week summer camp opportunity for two local high school students who are seriously interested in pursuing a healthcare career. During this program, the students shadow in a different department each day and are exposed to a variety of careers.

Through the “New Britain Future Workforce Investment System,” conducted by the New Britain Chamber of Commerce, the hospital offers three high school students a six-week internship in various hospital departments. The hope is that these students may become valuable employees in the future. The Hospital also hosts several formal clinical training programs with colleges and universities in the region, conducts junior volunteer and job shadowing programs, offers an annual one-year scholarship for a junior volunteer pursuing a nursing career, and hosts social work internships and externships for future medical assistants.

Connecticut Children’s Medical Center

Hartford, Connecticut

1000 FTEs

CONTACT: Elizabeth Rudden, Vice President, Human Resources, (860) 545-8465

Developing tomorrow’s workforce and generating an interest in health careers are the goals of a number of initiatives at Connecticut Children’s Medical Center (CCMC). Two programs are conducted for high school students—job shadowing in any department and Health Care Career Exploration Day, a half-day program offered three times a year.

CCMC also sponsors a variety of programs for students enrolled in healthcare studies, new employees, and existing workers. Student clinical experiences are offered for virtually any profession employed at CCMC and summer and winter internships are available for nursing students. New employees are provided with orientations tailored to their experiences and the units they are joining; for example, a new graduate nurse goes through a critical care internship. Extensive opportunities for professional development are also offered to CCMC employees. One example of a professional development program for employees is the professional practice program for RNs, conducted by the Professional Practice Team, which supports the profession of nursing through service, education, and research with a focus on the nursing team not just individual units.





Danbury Hospital

Danbury, Connecticut

2082 FTEs

CONTACT: Phyllis Zappala, Vice President,
Human Resources, (203) 739-7882

The Hot Jobs program at Danbury Hospital has helped to fill the pipeline for selected professions and keep the hospital's vacancy rates low. Through this program, the hospital identified 13 professional areas experiencing staff shortages. To help address the current staffing needs, Danbury offers 100% tuition reimbursement to qualified internal employees who work at least 16 control hours a week in these critical areas.

Danbury Hospital also has established a Medical Careers Explorers Post, affiliated with the Boy Scouts of America, enabling boys and girls between the ages of 14 and 20, to attend monthly meetings and tour the hospital to learn about healthcare careers.

Other efforts include hosting students from the Education Connection Program of Western Connecticut, attending high school career days and college job fairs, providing job shadowing for high school students, and an externship program for third-year nursing students.

Day Kimball Hospital

Putnam, Connecticut

716 FTEs

CONTACT: Patricia Hedenberg, Employment Manager,
(860) 928-6541

Day Kimball Hospital conducts a number of initiatives for and with students including scheduling "air time" on a local radio station in which hospital professionals talk about different hospital programs and healthcare careers. These radio shows complement the hospital's job shadowing program, speaking engagements at area schools, participation in job fairs and school career days, and junior volunteers program. For those students already enrolled in a health career program, Day Kimball offers a nursing open house, a nurse intern program, an in-house practicum, observational programs, scholarships and tuition reimbursement. In addition, a refresher nurse program is offered to nurses who have not worked in the field for several years.

John Dempsey Hospital

University of Connecticut Health Center

Farmington, Connecticut

585 FTEs

CONTACT: Lynn Stockwell, Human Resources Officer,
(860) 679-2597

For two years, the John Dempsey Hospital has offered summer internships through its Nursing Student Summer Internship Program. The goal of the program is to help improve clinical skills, competence, and confidence, thereby facilitating a smoother transition into a nursing career. The program provides a concentrated and structured clinical experience with didactic and/or case conference seminars. Students earn three credits during a 12-week period on a work-study basis through the University of Connecticut. Each student is assigned to a particular hospital and teamed with an RN Resource Nurse and a Clinical Faculty Member. Every attempt is made to match the student's past clinical experiences and current preference with their unit assignment.





Eastern Connecticut Health Network

Rockville and Manchester Hospitals

1600 FTEs

CONTACT: Deborah Gogliettino, Senior Vice President,
(860) 647-4713

Through the Rockville and Manchester Hospitals, Eastern Connecticut Health Network (ECHN) conducts an incumbent worker program using Clinical Nurse Specialists as key informational resources, and incorporating elements such as an advance certification bonus program, nursing scholarships, in-house nursing education programs, and a patient-centered care delivery model. Other workforce development initiatives include: job shadowing and mentoring programs, support for area nursing and allied health schools, parent and student awareness programs, and involvement and participation with schools and careers days.

Greenwich Hospital

Greenwich, Connecticut

1457 FTEs

CONTACT: Barbara Delano, Senior Vice President of
Human Resources, (203) 863-3157

As part of its workforce development initiatives, Greenwich Hospital partnered with Stamford and Norwalk Hospitals to provide financial assistance to Norwalk Community College (NCC), enabling NCC to hire additional staff and begin offering an evening program. In addition, an on-site doctoral program affiliated with Case Western University is offered to current nurses, allowing them to serve as faculty to nursing students and thereby helping to address nursing faculty issues.

The Hospital also offers employee scholarships toward training in areas of clinical need, such as nursing, respiratory therapy or radiologic technology. In addition, Greenwich Hospital conducts high school and nursing internships, has a junior volunteer program, and participates in career information events.

Griffin Hospital

Derby, Connecticut

780 FTEs

CONTACT: Stephen Mordecai, Director of
Human Resources, (203) 732-7512

Griffin Hospital has a number of initiatives for developing tomorrow's workforce and sparking an interest in health careers, including providing support for nursing and allied health schools through its clinical rotations and shared faculty. Through its job shadowing program with the Platt Tech Vocational Medical Assistant Program, Naugatuck Valley Community College Respiratory Care Program, and Naugatuck Valley School of Nursing, students are provided an opportunity to explore various aspects of the healthcare environment while completing their educational programs. Griffin Hospital's mentoring program with Kaynor Tech and Yale University provides nursing students with didactic and clinical expertise at the facility's Wound Center. A Candy Striper Program, a speakers bureau, and tour for high school students are among the other initiatives conducted by Griffin Hospital.

Hartford Hospital

Hartford, Connecticut

4720 FTEs

CONTACT: Richard McAloon, Vice President
Human Resources & Support Services, (860) 545-2114

Hartford Hospital's collaborations with middle and high schools are enhancing student awareness of specific health issues and potential career opportunities, as well as creating new programs that improve health. For example, high school students partnered with the hospital's Transplant Program and created a school-based organ donation project, and middle school students worked with the AIDS Program to support patient needs. Other initiatives include: participation in health fairs and hosting open houses, partnerships with colleges, teen volunteer programs, providing assistance to job seekers in cooperation with local social service agencies, job shadowing, student tours and presentations at area schools, high school and nursing internship programs, and on-site classes for non-clinical entry-level staff to be trained for patient care roles.

The Charlotte Hungerford Hospital

Torrington, Connecticut

661 FTEs

CONTACT: R. James Elliott, Vice President,
Human Resources, (860) 496-6345

Students are the focus of the workforce development initiatives at The Charlotte Hungerford Hospital. The Job Shadowing program is geared toward RN students as well as high school students who have an interest in healthcare careers. A new student nurse intern program began in December 2003 with three participants. Another new program involving Quinnipiac College RN students is just getting started, and will entail having a Clinical Educator on-site to work with Quinnipiac nursing students. The hospital also participates in outreach activities at schools, recruitment fairs, and career days.

Johnson Memorial Hospital

Stafford Springs, Connecticut

444 FTEs

CONTACT: Sue Tanner, Employment Manager,
(860) 684-8204

At Johnson Memorial Hospital, workforce development efforts have focused on raising awareness of health careers among students and educational partners. Among the many initiatives conducted by the hospital are presentations and career fairs at local schools, on-site tours of the hospital, partnering and shadowing programs, and a medical school volunteer program. In addition, the hospital conducts a visiting program for nurse educators, a nurse aide education program, tuition reimbursement and student clinical affiliations.



Lawrence & Memorial Hospital

New London, Connecticut

1800 FTEs

CONTACT: Gary Cass, Director, Human Resources,
(860) 442-0711

In order to better address current and future workforce issues, Lawrence & Memorial Hospital recently created a Health Professions Development and Career Advancement Coordinator position. This coordinator offers career counseling to employees, manages a structured job-shadowing program, works with superintendents of area schools to create mentoring programs, organizes career days, and schedules speaking engagements to raise awareness of healthcare careers. Two additional programs recently were introduced at the hospital: the Career Advancement Program, a scholarship program for up to six employees, and the School at Work Program, offering individuals in non-clinical positions an opportunity to receive additional education in areas such as reading, grammar, math and medical terminology. The hospital also is funding a nursing faculty position for 5 years at Three Rivers Community College.

Middlesex Hospital

Middletown, Connecticut

1743 FTEs

CONTACT: Beth Iacampo, Director, Organizational
Development & Training, (860) 344-6931

For the past five years, Middlesex Hospital has offered local high school students an opportunity to participate in its annual Career Day at the Shoreline Medical Center. Through a staged scenario—in 2006, the scene was an automobile accident—students shadow and interact with healthcare professionals and learn more about healthcare professions.

In addition, Middlesex Hospital eases the school-to-practice transition for nurses through an RN Residency Program. This six-month program helps to prepare newly graduated nurses for entry into practice by increasing competency in core technical skills, broadening the individual's nursing knowledge base through in-house classes, and generally preparing them to assume the role of professional nurse. For those still in nursing school, Middlesex Hospital offers a student nurse internship



program which offers practical experience in a clinical setting.

As a School at Work program site, Middlesex Hospital offers on-site career development for entry-level workers and provides a bridge work-study experience that prepares employees for entrance to college programs, other continuing education, and career advancement in the healthcare field.

MidState Medical Center

Meriden, Connecticut

776 FTEs

CONTACT: Ken Cesca, Vice President,
Human Resources, (203) 694-8528

MidState Medical Center offers students educational experiences in an effort to develop the healthcare workforce. The MidState/Wilcox Health Technology Aide Program, begun as a pilot program in 1999, targets sophomores in the Health Technology Class at H.C. Wilcox Regional Vocational Technical School. These students not only volunteer at the Medical Center once or twice a month, they learn about healthcare through lectures, visual demonstrations, and books.

Through its job shadowing program, junior and senior high school students, college students, and community members learn about healthcare careers. For those who are already students in health professions, MidState offers internships in virtually every area of the organization; in fact, the Medical Center's music therapy program was established as a result of an internship begun by a music therapy student.

Milford Hospital

Milford, Connecticut

492 FTEs

CONTACT: Jeffrey Komornik,
Director of Human Resources, (203) 876-4098

Milford Hospital has undertaken several initiatives toward ensuring a strong current and future workforce. Its Nursing Staff Development Department works collaboratively with universities and schools to provide clinical experiences for student nurses. The Hospital also offers job shadowing

opportunities and established a junior volunteer program to give young people an opportunity to explore healthcare careers. Milford Hospital's efforts also include community outreach activities, including speaking with middle and high school students and actively participating in career days at local schools.

New Milford Hospital

New Milford, Connecticut

487 FTEs

CONTACT: Robert Sommer, Vice President,
Human Resources, (860) 355-2611

Since 1995, New Milford Hospital has worked with the Western Connecticut Superintendent's Group to develop the Regional Internship Program, a two-year school-to-career program for high school juniors and seniors in 11 high schools in ten school districts. This program provides students with an opportunity to explore career interests through observation and hands-on activities.

In addition, the hospital works with the New Milford High School Allied Health Program, offers shadowing and internship opportunities, serves as the acute care site for the clinical practicum of New Milford High School's Nurses' Aide Course, and participates in healthcare career events.

The Competency Based Orientation Program provides tools and training programs for new nurses and preceptors and focuses on ongoing performance improvement efforts. It includes a general nursing orientation program, a nurse refresher program, a new graduate nurse program, and a preceptor development program.

Norwalk Hospital

Norwalk, Connecticut

1600 FTEs

CONTACT: Jan Mola, RN, Patient Care Director,
Ops & MLH, (203) 852-3335

Norwalk Hospital helps to support faculty positions at Norwalk Community College (NCC) and is developing a new program with NCC that allows for growth in career development for hospital-employed associates. A job shadowing program, presentations to local schools,



community involvement, and a teen hospital volunteer program are among the initiatives conducted by Norwalk Hospital to raise awareness of healthcare careers. For potential students or students already enrolled in health studies, the hospital offers nurse internships, a nurse-student mentor program, and scholarship programs.

Saint Francis Hospital and Medical Center

Hartford, Connecticut

2873 FTEs

CONTACT: Ruthie Mathews, Director of Management and Organizational Development, (860) 714-4496

Saint Francis Hospital and Medical Center has a mix of initiatives designed to develop the healthcare workforce. In partnership with the Workforce Development Board, Saint Francis offers the School at Work Program to create learning opportunities for entry-level employees, build career ladders within its Health System, and promote employee personal and professional growth. Saint Francis has created a number of educational programs in partnership with other organizations, including a two-year collaborative nursing degree program created in conjunction with Sacred Heart University and the A.I. Prince Surgical Tech Program at Saint Francis Hospital. In addition, the Hospital established an Ultrasound Diagnostic School for both employees and non-employees. Educational externships, job shadowing programs for high school students, mentoring programs, and active participation in career days and speaking engagements at colleges and schools in the region are among the many initiatives offered by Saint Francis Hospital and Medical Center.

Saint Mary's Hospital

Waterbury, Connecticut

1371 FTEs

CONTACT: Nancy Miko, Clinical Recruiter, (203) 709-3031

Saint Mary's Hospital offers several programs that are geared toward helping current employees expand their knowledge and career potential. With the assistance of a Workforce Development grant, the hospital trained six entry-level support staff as Certified Nurse Aides, and has

started a training program to help Diagnostic Radiology Techs become Certified CT Scan Technologists. Saint Mary's also has both a winter intersession and summer Student Nurse Internship to better prepare nursing students for positions in Med/Surg, Critical Care, and the Operating Room. The Hospital also supports existing staff currently enrolled in Nursing & Allied Health programs through tuition reimbursement, mentoring, and scholarships. In addition, Saint Mary's has "English as a Second Language" and "Spanish for Healthcare Professionals" training in place to better serve patients and develop staff for future opportunities.

Hospital of Saint Raphael

New Haven, Connecticut

2500 FTEs

CONTACT: Elizabeth Conrad, Vice President, Human Resources, (203) 789-4171

Hospital of Saint Raphael supports workforce development for all levels of employees through several avenues. Through its School at Work Program, the Hospital offers enrolled employees course work designed to prepare them for a new job within the hospital, and to return to school for a 2- or 4-year degree in a health profession. In addition, Saint Raphael offers on-site graduate equivalent degree (GED) completion programs, training for employees who want to become Certified Nursing Assistants, and work behavior and skills training for Welfare recipients, through the award-winning ten-year-old HOPE program.

A Hospital of Saint Raphael team is currently working to develop an in-house skills training program for entry-level service workers who want to prepare for clerical and technical jobs at the hospital, as well as personal development courses to assist employees in mastering life skills such as debt management, parenting, and health maintenance. The hospital was also a partner in the establishment of Gateway Community College's nursing program and continues to provide ongoing support. This is just one of many such relationships that the Hospital has with more than 20 nursing programs. In addition, Hospital of Saint Raphael offers student medical career internships to high school students, as well as a student volunteer program. It also conducts Health Career Fairs at approximately 40 area high schools.



St. Vincent's Medical Center

Bridgeport, Connecticut

1600+ FTEs

CONTACT: Deborah Peck, Employment Manager,
(203) 576-5509

The Nurse Summer Externship Program, offered by St. Vincent's Medical Center, offers nursing students the opportunity to shadow experienced staff nurses in areas that match students' personal interests, to gain clinical competence and help ease the transition from student to professional. This is just one of a number of programs offered by St. Vincent's to develop future nurse professionals. Other programs include "Reality Rotations" in partnership with St. Vincent's College, mentoring, and career talks. Tours, shadowing, educational programs, and high school internships are some of the Medical Center's initiatives for promoting healthcare careers in the community, particularly for elementary and high school students.

The Stamford Hospital

Stamford, Connecticut

1645 FTEs

CONTACT: Darryl McCormick, Senior Vice President of
Human Resources & Organizational Development,
(203) 276-7087

Stamford Hospital recently created a Student Liaison position to address the particular needs of the local student population. The goal is to reach out to students, middle school age through college age, to introduce them to healthcare careers, and to encourage them to pursue courses in math and science. Stamford Hospital also offers student nurse externships, post-graduate training programs, nursing scholarships, job shadowing opportunities, and conducts outreach to colleges and universities.



Waterbury Hospital

Waterbury, Connecticut

2100 FTEs

CONTACT: Kathy Mulston, Human Resources Director,
(203) 573-6266

Incumbent worker training programs and “youth pipeline” development programs form the core of Waterbury Hospital’s initiatives for developing the workforce of the future. Individuals in non-medical entry-level positions in housekeeping, laundry, and building services may enter a training program to become a Clinical Information Associate (Unit Clerk). In addition, incumbent workers with limited educational background have the opportunity to improve their reading, writing, math, and communications skills through the hospital’s School at Work Program. Waterbury Hospital programs designed to interest young people in healthcare careers include mentoring and shadowing, as well as Providing Early Acquaintance with Careers in Health (PEACH), an adopt-a-classroom program in elementary schools.

Windham Community Memorial Hospital

Windham, Connecticut

500 FTEs

CONTACT: Wendy Nogler, Human Resources
Representative/Staffing Specialist, (860) 456-6936

Windham Hospital conducts a variety of workforce development initiatives, including presentations at local middle schools, high schools, and community colleges. It offers outreach programs, including career centers in schools and job shadowing for students in local schools; sponsoring annual summer mentoring programs, participating in “Health Tech Shop” at Windham Tech, and serving as a resource for schools, colleges and community programs. In addition, Windham Hospital raises awareness about health careers and serves the healthcare needs of students by providing on-site student health centers at the middle and high school levels.

Yale-New Haven Hospital

New Haven, Connecticut

5711 FTEs

CONTACT: Patricia Worthy, Manager of
Workforce Diversity, (203) 688-2169

The Yale-New Haven Hospital (YNHH) School-to-Career Program, conducted in partnership with the New Haven Board of Education, is designed to raise awareness in high school students about healthcare careers, and to help students develop the skills and workplace behaviors necessary to reach their maximum potential in healthcare or other industries.

Students generally enter the hospital-based program in their junior year of high school and work ten hours a week for up to five months. Students are placed in many areas of the hospital, including patient services. The program is offered during two sessions—summer and winter/spring—and students are encouraged to work with the hospital for a two-year period. The YNHH School-to-Career program includes Future Nurse, a community outreach and healthcare recruitment plan. This plan involves YNHH, the New Haven Board of Education, New Haven Adult Education, the Regional Workforce Alliance, and Gateway Community College working in partnership to facilitate the recruitment of New Haven youth into the field of nursing. This program will be expanded to include allied health careers, such as diagnostic imaging, in 2007.

Yale-New Haven Hospital graduated its third class from the School at Work program in October, and will begin a fourth in early spring 2007. This national program is designed to assist entry-level hospital employees to prepare for college education and/or career advancement. YNHH also was a partner in the establishment of Gateway Community College’s nursing program, and continues to provide ongoing support.



NON-ACUTE CARE HOSPITALS

Hospital for Special Care

New Britain, Connecticut

729 FTEs

CONTACT: Judith Trzcinski, Corporate Director,
Human Resources, (860) 827-4782

The Graduate Nurse Transition Program, offered by Hospital for Special Care, is designed to ease the newly graduated nurse's transition to becoming an employee. Graduate nurses (both LPNs and RNs) work side-by-side with a preceptor, a clinical educator, and the RN unit manager to gain the necessary expertise to succeed. Other workforce development initiatives include a student nurse internship program, a job-shadowing program, student loan assistance for registered nurses, community scholarships for potential nursing students, and public presentations in the community and schools.

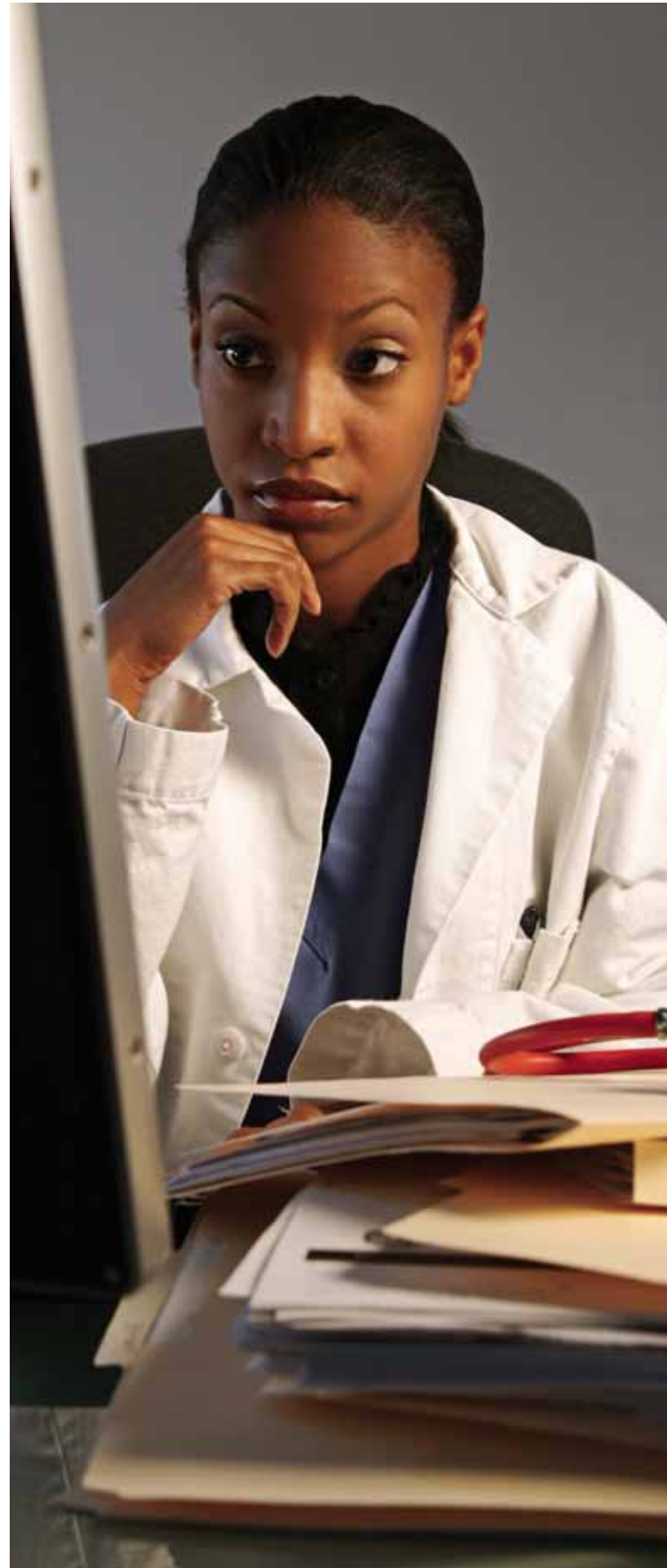
Natchaug Hospital

Mansfield Center, Connecticut

500 Employees

CONTACT: Christopher Constantine,
Director, Human Resources, (860) 456-1311

Natchaug Hospital's efforts to develop the state's healthcare workforce include providing psychiatric nursing rotations for students from the University of Connecticut and Three Rivers Community College. In addition, the Mansfield Campus of Natchaug Hospital hosts University of Connecticut Pharmacy students for their one-month psychiatric pharmacology rotations, and hospital staff work closely with medical students during their psychiatric internships.







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