



## Takeaways from the Healthcare Roundtable Meeting on 10/26/16

How to Read: underlined are the Different Sections, red text are the **Gaps / Needs Improvements**, the green text are the **Possible Solutions / Recommendations**. Black text are the general comments that apply to the section.

### 1. What are the pressing issues you are experiencing related to hiring?

- Healthcare is experiencing “pandemonium” there is such a shortage of talent.
  - Hospitals are predominately short on talent
    - Especially in nurses
      - All the sub groups within that field and specialties
      - Lack of nurses and only about 65% of final providers
      - There is huge demand for registered nurses (RN) and the supply is low.
      - A high percentage of the nurse workforce is female.
        - Challenges include the need for flexible schedules.
    - Critical care staff
  - This is not just in this county, but all along I-5
  - Cross-trained staff and those willing to be cross-trained in multiple areas
    - No clear way to address the situation and issues faced
  - All this creates fierce competition among employers to keep and pull (steal) talent
- Struggle with different pipelines
  - Not just nurse and doctor.
  - Hard to hire multiple skills
    - Certain degree and certificates
      - Required by law and non-negotiable
    - Others are hard to come by (IT, HIPA, etc...)
      - Sterile processing technician
        - Not provided in the local region
      - Anesthesia technician
        - Not provided in the local region
      - Surgical technician



- Community Health Workers is another important position.
- Mid-level experience is hard to have in the right area and skills
  - Entry level is having issues to fill. But is the numerous specific skill within each occupation that is far harder to recruit and keep staffed.
- Add to this many of these key positions are under the radar and unknown to even to those within the field
  - Many sub positions of an occupation are required by law. It is not until a person leaves, will it become clear that the person also field key positions within the system
- Ongoing needs for Health Unit Coordinators that doesn't require a degree
  - Need to be IT savvy, and take medical terminology courses.
- Nonprofit health providers also have a lot of demand
  - 1-on -1 in-home health care aides
  - State laws are barriers to hiring people
- Social Worker
  - Lack supply on social workers, especially for high-level education personnel.
  - Social workers are important to mental and behavior health patients.
- There is significant need for social workers
  - discharge planners
  - care coordinators
  - transition planners
  - behavioral health workers
- Community health workers are needed and helpful,
  - But almost no one chooses it as their first path into health care
    - Likely finding the position after already being in the field
      - This limits the pathway into the position
- Seeing increased needs in acute care (more acute care patients)



- Children care specialist are hard to find
- High need for Dental Assistants.
  - The Dental Assistants pipeline is very small.
  - Generally, cannot pay as high as other healthcare positions
    - But can guarantee hours
- Family Medicine Associates - people to help navigate people round the systems
  - Hard to find people willing to learn the job
  - Many positions available
- Telemedicine and virtual healthcare is the future (including telesocial work)
  - Growing telehealth and are challenged to attract healthcare providers that want to use technology differently.
    - They need to manage complex cases utilizing technology.
  - Consumers want medical apps that connect directly to providers which is complicated.
    - Tech Talents
      - Healthcare industry is looking for software engineer and product manager who can think outside of the box.
      - Healthcare sector is always hiring tech positions, but have trouble filling those jobs.
- Overall there is a higher level of care needed in the hospital which demands more staff
  - There are plenty of applications for entry level positions in food service, janitorial, etc.
  - But many applicants are lacking a H.S. diploma or GED which is required
- One of the businesses has 500 employees in the Bothell office and have approximately 45-50 positions open daily and they continue to grow.
  - They need employees at every skill level
  - High turnover leads to always having open positions
- There is a lack of diversity in talent pipeline.
  - There is still a struggle to hire Medical Assistants and RNs especially those that speak Spanish.
    - Increasing the number of minorities who become health workers could bolster the supply and have the additional benefit of improving delivery of culturally sensitive care.



- One hospital couldn't find a Spanish speaking nurse for several months.
    - Need more cultural diversity that reflects the low income patient population and more sensitivity to a variety of cultures.
- People generally don't understand the number of jobs available in healthcare
- People don't understand the career paths into healthcare positions
  - When we think of careers in health, many of us only think of doctors and nurses.
    - However, there are many other jobs in healthcare field.
      - Many of them are in high demand with good job outlook.
- Snohomish County employers have to compete with the Seattle/King County market that typically offer higher wages.
  - It can be difficult to attract Sea/King workers to Snohomish County.
  - Most people go to Seattle market, and it's difficult to bring them back
  - Large portion of people commute and this area could start to pull from those sick of the traffic commutes
- Recruits at two levels:
  - High available talent and Low available talent.
    - These two talent pools are recruited differently.
      - Low availability is "high touch" recruiting throughout the entire process.
      - High availability recruiting has lower minimum requirements and just need "to keep them warm."
      - They have received too many applications for entry level, and too few applicants for high level position.
- Recruiting providers in rural areas is difficult.
- Many organizations are using "Skill Survey" to obtain professional references that includes about 30 survey questions.
  - Hiring managers are using it as a 360 interview tool with peers and managers.
- There's a need for teleinterpretive services
- Students need more help with resumes.
  - The resume should actually reflect the person.
- Hiring needs to be more direct



- Clearer requirements and wants for the position
- Shorten application process
  - Hard because of the long process required by federal law
- Have human contact through the process
- High touch to keep them engaged

## 2. What are the retention issues you are facing?

- Fierce competition for experienced nurses
  - Nurses are able to pursue better options for themselves and their families (i.e. going to King County)
  - Employers struggles to retain staff.
    - They often hire entry level
    - Once the worker has gained experience they leave for increased wages at competing healthcare providers
  - Hospitals used to have training funds
    - but not anymore
      - Especially helpful in training lower level nurses in acute care
  - Some organizations have training funds to help move entry level people (e.g. environmental services and dietary) into healthcare positions
  - There's significant need for work-based learning
    - But because of regulations in healthcare, it is a challenge
  - Majority of healthcare workforce is female.
    - Thus many of them put family as a priority over their career.
  - Employees are required to work at night and weekend.
  - It has been difficult to retain employees.
    - Many workers couldn't support themselves with low salary.
    - Address the provider burnout
      - Limit the different locations a job requires their staff to work at
      - Have 3-4 hours from home tele-working
  - Middle-aged care providers (45-50 years) are exiting the field
    - The most talented and experience is leaving the field
  - There are no small steps along a career path from entry level positions to upper level positions,
    - i.e. to surgical technician or diagnostic imaging.



- The path is long, hard and costly
- There are lots of people in the pipeline

### 3. Suggestions for future workforce recruitment

- Start outreach in high schools for grassroots recruitment
- More information about the variety of healthcare positions available
  - Can climb the ladder quickly even entering on the low level of the field
- Work with colleges and universities to really amp up programs and recruitment into programs
  - Educate general public about different types of occupations
  - Talk to college and university students, and teach public about the variety of healthcare occupations.
  - Many people enter nursing programs without prior knowledge of the field.
- Training for working at hospital
  - Homecare is different from hospital
  - Many individuals want to work at hospital but lack education.
  - Today's community college education only focus on homecare.
  - Gap between college and hospital
- Develop high school program
  - Need to develop program for supporting roles
    - Many other occupations within healthcare only require quick and low-cost education.
    - Ideal for people who come out right after high school
    - Medical Assistants is a quick program to get people in (lots of opportunities)
- Some of the hospitals have a pipeline for interns (physicians)
- Managed Medical Assistance is a 3-year program, and is a job that most are retrained into and could be trained directly into
- So many skills and so many routes lead to an unclear picture on how to pull people into specific occupations

### 4. Training/Education Needs

- Need collaboration with community and technical colleges to provide adequate training



- Need improved college advisory boards (for healthcare) because what is in place right now isn't working
- Need better communication with programs at colleges to provide training components that are not currently being done
- Better teachers and facilities focused in community college
  - Create program to train professional teachers.
  - Hire experienced personnel from the industry, similar with MBA.
  - Better teaching indicates better graduates.
    - However, being a teacher usually makes less money than people in the industry.
  - Healthcare is difficult for people to do job shadow, and expose to healthcare working environment.
  - There is nothing like being within a real working setting.
- Becoming a doctor or high-level position within the sector could be costly due to training, licensing, and time.
- Ideally training and employers would be in line
  - Employers feel that the schools do not listen to them
    - Because of this, patients can be put into risk
  - Employees need confidence before hands-on client experience
  - Colleges are not providing the skills and experience to be hireable
- Need training programs within hospitals and clinics
- Some certs are on a limited time frame and have hard requirements that stress that any missed class will equal failing the class
  - Creates huge barriers for those with unstable lives and limits them
- There is a need for Sterile Processing Technicians and Surgical Technicians but there are no local programs.
- Students are entering training programs without a real understanding of the different roles within healthcare
  - Some go through the training and once they reach the field and get real world experience, they leave the occupation
    - Need more practicums in school
- Community and Technical Colleges need faculty to teach (current technology and techniques)
  - but the challenge is wages are lower so it's hard to recruit faculty
  - How to repurpose experienced nurses? (Could they become faculty?)



- Need robust medicine simulation labs and more interactive training
- Need more clinical externships (possibly partner with healthcare organizations to provide trainings?)
- Need regular talks between educators and employers
  - Some certificates being taught are not accepted by employers
  - Many occupations have high barriers
  - College training needs vastly more work-based and less class-based learning
  - Opportunity in internship programs
  - Outpatient care is overshadowed by in-patient
  - Create teacher externships
  - Shorten length of health education and more time in the field
    - Many get hired and learn quickly that they do not like working with people.
      - This may be years in class to find out that the field is wrong for them

#### 5. Suggestions for job seekers

- Be flexible
  - It's difficult to secure full time positions right away.
  - Be willing to work part-time or per diem to gain experience.
- To determine what kind of healthcare position may be the best fit, look at the open positions on [www.monster.com](http://www.monster.com) or on company websites.
  - Self-educate about the opportunities.
- There are many entry level jobs that only require 9 – 12 months of education.
- Be aware experience in long term care or personal home care isn't always a pathway to clinical care.
- Employers are looking for applicants with:
  - the “sparkle”
    - soft skills
    - customer service
    - professionalism
    - communication skills
    - team work
    - appearance





- flexibility
- reliability
- practical experience
- Job seekers need to read applications before they fill them out.
  - Apply for jobs that are posted not the ones they want.
  - Understand what they are applying for
  - Self-educate on position
  - Most hiring managers are spending 4 to 7 seconds scanning a resume.
    - Anything out of place they will move on
- Be aware that Healthcare does not have hundreds of large businesses, they have five mega employers
  - So when applying do not just apply for only one position with each organization. Apply for many within each
- Be aware that most healthcare jobs in the future will be in clinics instead of hospitals

6. Other comments :

- Healthcare may be overregulated and overcertified and needs additional advocacy to lower barriers
  - Government Intervention
    - Family Medical Leave Act regulations lead to staffing challenges.
    - Recruiters believe government overregulate many things.
    - Healthcare industry have many barriers due to regulation and laws.
      - This makes the healthcare industry difficult to enter, especially when many students come from disadvantage families.
      - Many employers stressed that over requirements and over certificate barriers greatly limit hire ability of new hires and pulling people into the field.
        - Greatly limits entry level pipelines

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