

# HEALTH CARE WORKFORCE REPORT

Produced by the Lane Workforce Partnership



**A survey identifying the fastest growing occupations, determining gaps in training programs, and laying the ground work for a community-wide dialog about how to support this burgeoning employment sector**

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## Where are the workers for the growing health care sector?

The only sector in Lane County growing right now is health care, which accounts for 11 percent of the area's employment. It also pays higher than average wages. For these reasons, the Lane Workforce Partnership (LWP) conducted a survey to identify the fastest growing occupations, determine gaps in training programs, and lay the ground work for a community-wide dialog about how to support a sector that is expected to grow even more as baby boomers age. Here is a summary of the findings of that study, which was directed by a LWP Board Health Care Task Force.

### Why this Report and Why Now?

- The health care sector is vital to the Lane County economy, representing 11% of area employment and paying significantly above Lane County's average wage. It is the only sector adding jobs in this economic downturn.
- Health care employers are facing considerable shortages in several key occupations.
- The training infrastructure that supports the health care sector is significantly overburdened.
- A psychiatric hospital will be built in Junction City in 2013, employing 1,500 people. This will potentially worsen anticipated shortages in nursing and mental health related occupations in the area.

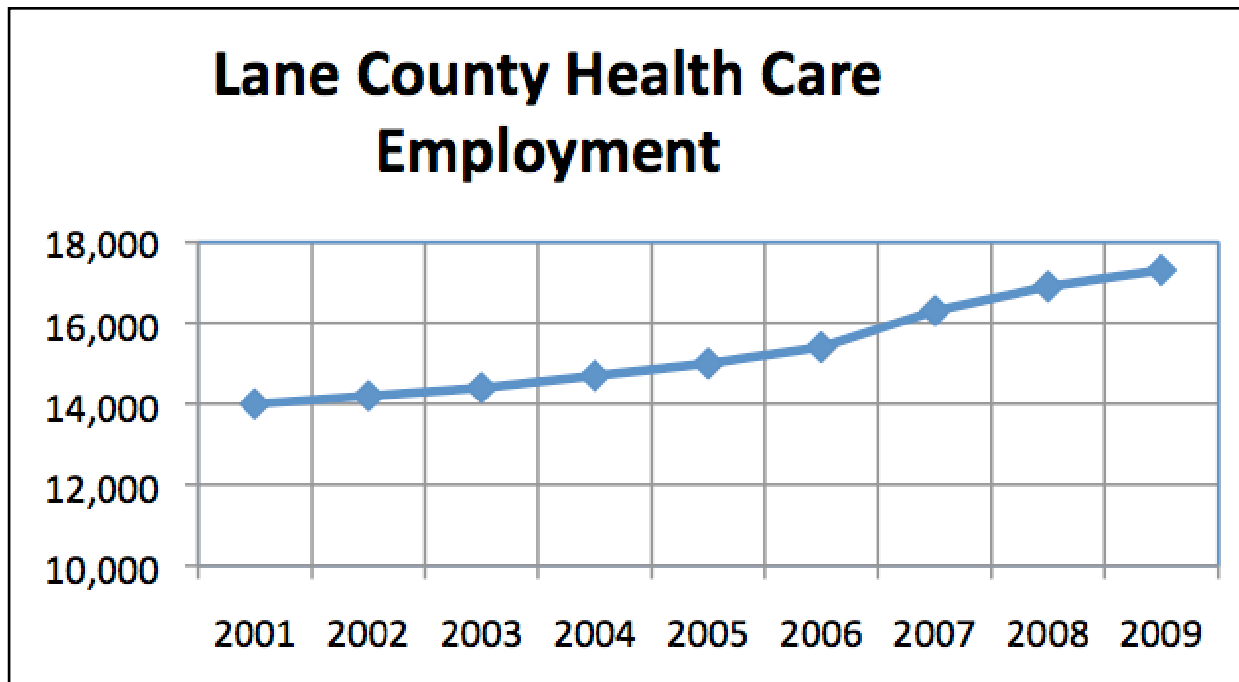
### Health Care Sector Overview

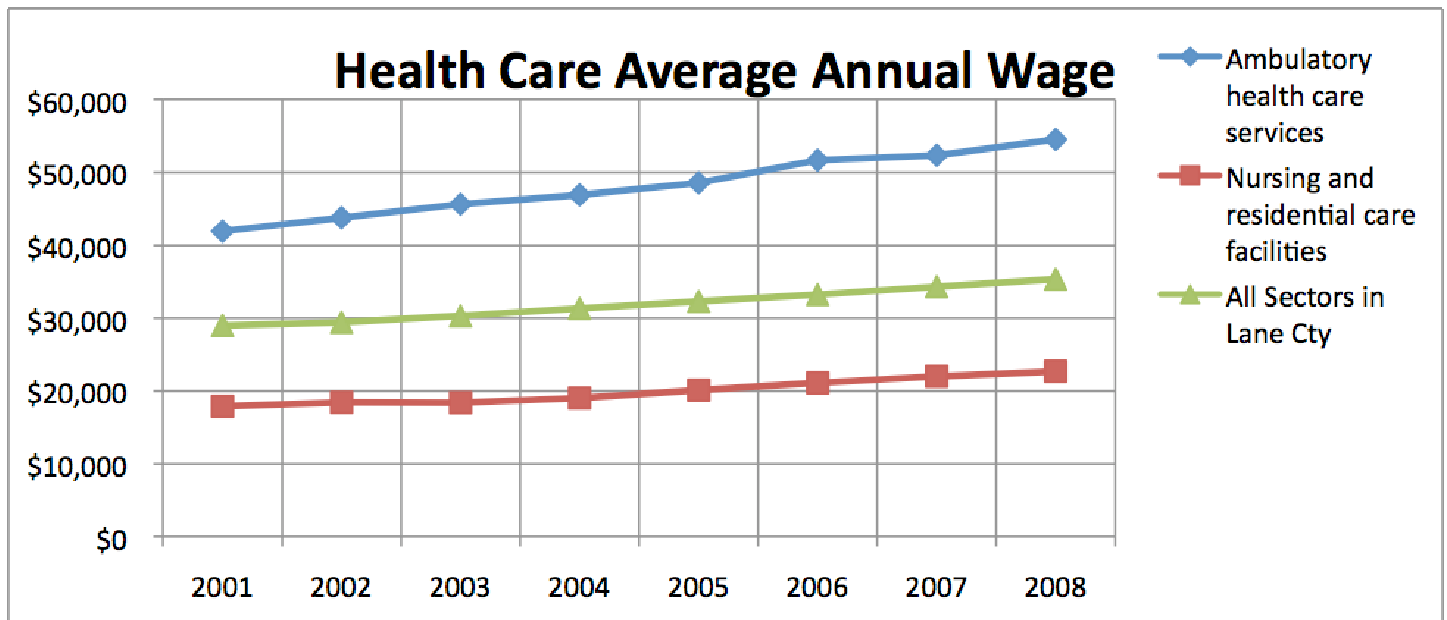
#### Employment and Wages

The health care sector in Lane County employs over 17,000 people and represents 11% of area employment. The average pay in this sector is \$43,294 as compared with the county's average wage of \$34,359.

There is a significant wage differential between occupations in nursing and residential care facilities and those in "ambulatory health care services", businesses that provide health care services directly or indirectly to ambulatory patients and do not usually provide inpatient services. Average annual wages of Lane County hospitals are not available due to confidentiality, but are likely to be higher than ambulatory health care service wages.

Source: Oregon Employment Department





Source: Oregon Employment Department

Many people begin their health care career pathway in residential care facilities and move into ambulatory care and hospital jobs after gaining experience. Overall, the health care field offers employment opportunities at all levels of education, and at typically higher than average wages. The sector also offers well-defined career paths and ongoing educational support for workers who desire to advance.

### Occupations

Currently, health care is one of the few industries projecting job growth in the coming years, according to the Oregon Employment Department publication *Employment Projections by Industry and Occupation 2006-2016*. This sector is projected to add 5,100 jobs.

Registered Nurse is the health care occupation with the most employment in Lane County, with 2,517 positions in the region. This is followed by Certified Nurse Aides (1,474 positions), Medical Assistants (512 positions) and Medical Secretaries (511 positions). (Source: Oregon Labor Market Information System 2008 Lane County employment statistics.)

The overall growth rate of the sector is projected to be 31%, compared with a sector average of 15% during the ten-year time period from 2006 to 2016. The health care

occupations with the highest projected growth rates in Lane County (based on Oregon Employment Department 2006-2016 projections, the most recent available) include:

- Medical Assistants: 39%
- Physical Therapists: 38%
- Medical Transcriptionists: 37%
- Radiologic Technicians/Technologists: 36%
- Registered Nurses: 35%

### Shortage Areas

The well-documented nursing shortage has eased somewhat due to the recession. Many nurses who had left the field have returned to the workforce to compensate for a spouse's lost income. At the same time, the rate of voluntary medical procedures has gone down, easing demand, especially in hospital settings. However, a recent study released this year in the journal *Health Affairs* indicates that the nursing shortage will increase over the next decade as the economy improves and the aging workforce retires. One of the study's authors, Peter Buerhaus, warns that the nursing shortage could "quickly reignite", especially if the current, tighter labor market discourages people from entering the field. This concern is echoed locally by health care instructors who are concerned about finding placements for graduates in the area during the downturn.

*The health care industry in Lane County is projected to grow 31% (2006-2016 projection)*

Other skilled health professions face similar, if not more extreme shortages. A Health Care Workforce Survey (see Appendix I) administered this year by Lane Workforce Partnership found “recruitment for specialty and hard to find positions” the highest concern for area hospitals, clinics and laboratories. This was followed by “filling the need for clinical/academic instructors”. The survey asked respondents to rank occupations by difficulty in recruitment. The top ranked occupations starting with most difficult included: rehabilitation counselors; occupational therapists, physical therapists, and medical/health services managers.

Many factors contribute to the health care workforce shortage. Growing demand due to an aging population is one factor. Lane County’s population over age 65 is 14%, up from 13% in the year 2000 and is expected to continue to rise. The median age in Lane County rose from 36.6 years to 38.1 years in the same time period. (Source: U.S. Census Bureau, 2000 Census, 2005-2007 American Community Survey). At the same time the health care workforce itself is aging. Forty-seven percent of health care workers in Lane County are in the pre-retirement age bracket (age 45-65) (Source: US Census Bureau Longitudinal Employer-Household Dynamics). The Oregon Center for Nursing reports that over half of registered nurses are over age 50. By 2025, when these nurses reach retirement age, the U.S. Census Bureau projects that Oregon will have the fourth highest proportion of elders in the nation.

Another factor is a declining supply of health care workers, particularly in high demand areas. There are not enough new nurses, therapists and technicians being trained to fill new and replacement openings. In large part, the shortage is not due to lack of interest, but inadequate capacity in training programs to accept all but a small percentage of qualified candidates. For example, last year there were 350 qualified candidates that applied for Lane Community College’s 80 nursing program slots, giving applicants a 23% chance of gaining entry. Pioneer Pacific College in Spring-

field had 200 applicants for 48 slots in their Licensed Practical Nurse training program. Physical therapists are in demand, but there is only one program statewide that provides training, Pacific University located in Hillsboro. They have declined requests to make their program available at the Pacific University satellite site in Eugene. Several factors contribute to capacity constraints, including the high relative costs of health education programs, a lack of clinical placements, and faculty shortages. Health care professionals with advanced degrees can garner a much higher income in the private sector than in education.

Lastly, the Oregon community college system is struggling to provide services across all programs in the face of limited funding, rapid student growth and increasing student needs. These capacity constraints are not limited to the allied health programs themselves, but also to math, science, and English classes, including basic skills education, necessary for entry into and success in health care programs.

## Focus of this Report

### Target Sub-Sectors

This report focuses on the health care sector in Lane County, in particular issues that face area hospitals, laboratories and large-scale clinics, and on their high demand, middle skills occupations. Special attention has been given to the impact of the State Psychiatric Hospital projected to begin operations in Junction City in 2013. This hospital will employ approximately 1,500 people.

### Target Occupations

The Lane Workforce Partnership Health Care Task Force was convened in early 2009 to examine workforce issues facing the health care sector in Lane County (see Appendix II for the Task Force roster). The Task Force recognized that there are many high level health care occupations that face



*Lane Community College can accept only 1 out of every 4 qualified applicants to its nursing program*

shortages and training capacity concerns such as physicians and pharmacists; however, Lane Workforce Partnership's main focus is on middle skill jobs. Therefore, the following

nineteen health occupations were identified by the Task Force for analysis based on meeting high demand, middle-skill and target sub-sector standards:

<b>SOC* Code</b>	<b>Occupation Title</b>
29-2061	Licensed Vocational Nurses
31-1012	Nursing Aides, Orderlies, and Attendants (Licensed)
31-9092	Medical Assistants
43-6013	Medical Secretaries
29-2071	Medical Records and Health Information Technicians
11-9111	Medical and Health Services Managers
29-1123	Physical Therapists
31-2021	Physical Therapist Assistants
31-9094	Medical Transcriptionists
29-2034	Radiologic, CAT & MRI Technologists and Technicians
29-1122	Occupational Therapists
29-1126	Respiratory Therapists
29-2011	Medical and Clinical Laboratory Technologists
21-1023	Mental Health and Substance Abuse Social Workers
21-1014	Mental Health Counselors
31-1013	Psychiatric Aide
29-2053	Psychiatric Technician
21-1015	Rehabilitation Counselors

\*Standard Occupational Classification System

### **Five-Year Employment Projections**

Five year employment projections for these occupations were provided by PeaceHealth, Peace Harbor, McKenzie Willamette Medical Center, Oregon Medical Laboratories, Cascade Health Solutions, and the State of Oregon for the incoming Junction City hospital. An aggregate listing of employee projections along with training requirements is provided in Appendix III.

Because these projections are a subset of the overall demand in these identified occupations, a review of Oregon Labor Market Information System (OLMIS) projections (2006-2016, the most recent available) was made as well.

These projections are based on the assumption that there will not be a significant change in health care delivery in the next five years.

### **Five-Year Training Program Capacity Projections**

A survey of area training institutions that provide training or certification for these occupations was conducted to determine their capacity to meet projected demands.

The summary of this data is detailed in the following table:

SOC Code	Occupation	Employer Projections* (next 5 years) Includes: PeaceHealth, Oregon; PeaceHealth, Siuslaw; Junc- tion City Psychiatric Hos- pital; Cascade Health So- lutions	OLMIS Projections** (annual x 5 years; in- cludes new and re- placement openings)	Local Area Training Capac- ity (annual graduates x 5 years)
29-1111	Registered Nurses	1,006	745	LCC: 315 LBCC: 220 SOCC: 130
29-2061	Licensed Practical Nurses	98 (many are hiring CMOA's over LPN's)	90	PPC: 240
31-1012	CNA 1	19	305 (does not differentiate between CNA 1 and 2)	2,400
	CNA 2	468		320
31-9092	Medical Assistants	123	155	LCC (1 yr MOA Certificate): 105 PPC: 200
43-6013	Medical Secretaries	21	120	N/A (majority of employ- ers require only high school/GED)
29-2071	Medical Records and Health Information Techni- cians	64	80	N/A (majority of employ- ers require only high school/GED + medical terminology)
11-9111	Medical and Health Serv- ices Managers	94	65	PPC (Health Administrator AAS): 135 NCU: BA, Business Admin- istration, can concentrate in Healthcare Administra- tion: 10
29-1123	Physical Therapists	60	60	1 program statewide: Pacific University (Hills- boro): 225
31-2021	Physical Therapist Assis- tants	21	10	LCC: (New program, first graduates in 2011, 24 graduates per year) 96
31-9094	Medical Transcriptionists	29	55	LCC (Health Records Tech- nology): 90 LBCC: 35
29-2034	Radiologic, CAT & MRI Technologists and Techni- cians	75	55	LBCC: 110 OIT (Klamath Falls): 235
29-1122	Occupational Therapists	33	15	1 program statewide: Pacific University (Forest Grove): 90
29-1126	Respiratory Therapists	62	40	1 program statewide: LCC: 70
29-2011	Medical and Clinical Laboratory Technologists	69	50	1 program statewide: OIT (Portland): 115

SOC Code	Occupation	Employer Projections* (next 5 years) Includes: PeaceHealth, Oregon; PeaceHealth, Siuslaw; Junc- tion City Psychiatric Hos- pital; Cascade Health So- lutions	OLMIS Projections** (annual x 5 years; in- cludes new and re- placement openings)	Local Area Training Capac- ity (annual graduates x 5 years)
21-1023	Mental Health and Sub- stance Abuse Social Workers	62	55	Portland State University (MSW): 965 Some positions open to Bachelor's level
21-1014	Mental Health Counsel- ors	50	45	1 program statewide: Portland State University (MSW): 965
31-1013	Psychiatric Aide	550	25	See CNA level 2
29-2053	Psychiatric Technician	175	11	See CNA level 2
21-1015	Rehabilitation Counselors	0	175	1 program statewide: Western Oregon Univer- sity (Master's): 65

\*Includes new openings and replacement openings due to retirements and turnover

\*\*Includes new and replacement openings, not turnover

This table of data, when combined with local health care employer survey results indicates several areas that should be monitored for potential capacity concerns:

### Registered Nurses

OLMIS estimates 745 new and replacement openings over the next five years. Training capacity at Lane Community College during that time period is 315. Neighboring community colleges in Albany and Coos Bay will produce another 350 nursing graduates. Even if all of those graduates came to work in Lane County, there would still be a shortage of 80 nurses.

### Medical and Health Services Managers

Employers providing projections for numbers of medical and health services managers indicated minimum educational requirements for these positions to include primarily Bachelor's level training, Bachelor's of Science in Nursing and some RN level positions. Until recently, Northwest Christian University (NCU) offered a Bachelor's level Healthcare Administration degree. Starting this fall, that program has been discontinued. NCU now offers Healthcare Administration as one of six concentration areas under their Business Administration program that graduates ten to eleven students a year. It is hard to predict how many will choose this concentration area until enrollment happens in the fall. In discussions with an NCU representa-

tive, a number of 2 per year was estimated for the purpose of this report. Pioneer Pacific College in Springfield will graduate approximately 135 students with Associate's degrees in Healthcare Administration.

### Physical Therapists

Physical therapists ranked third on the list of positions area health care providers find difficult to fill. There is only one Physical Therapy doctoral program offered by Pacific University in Hillsboro. That program will graduate an estimated 225 physical therapists in the next five years. OLMIS estimates that Lane County alone will need 60 physical therapists in that time frame.

### Occupational Therapists

Occupational therapists ranked second on the list of positions that area health care providers find difficult to fill. There is only one Occupational Therapy program offered by Pacific University in Forest Grove. It will graduate an estimated 90 students in the next five years. OLMIS estimates Lane County will need 15 new occupational therapists in that time frame. Local health care providers estimate they will need to fill 31 occupational therapist positions in that time frame.

## **Respiratory Therapists**

Respiratory therapists ranked first on the list of positions that area health care providers find difficult to fill. There is only one Respiratory Therapy program in the state, located at Lane Community College. It will graduate an estimated 70 students in the next five years. It is unknown how many of those graduates will stay in Lane County. OLMIS estimates Lane County will need 40 new respiratory therapists in that time frame. Local health care providers estimate they will need to fill 62 respiratory therapist positions in that time frame.

## **Medical and Clinical Laboratory Technologists**

The Oregon Institute of Technology in Portland offers a Bachelor's level course in Medical Technology. There is no local training option. Oregon Medical Laboratories in Eugene works with a distance learning program available through the University of Georgia to certify and train their existing workforce. For more information on this model, see the Local and Statewide Health Care Workforce Development Best Practices.



## **Mental Health Social Workers and Counselors**

The need for mental health workers will increase dramatically when the Junction City psychiatric hospital opens. The 550 psychiatric aides and 175 psychiatric technicians will require C.N.A. 2 level training specializing in psychiatric care. The majority of this training will be provided on site. Mental health counselors and social workers with a Master's level degree will also be in demand, not just at the state hospital, but at area hospitals and clinics. There is one Master's in Social Work (MSW) degree program in the state of Oregon at Portland State University that will graduate an estimated 965 students over the next 5 years. OLMIS and employer projections estimate a need for 100-112 mental health social workers and counselors in that

time frame. It is hard to estimate how many of the 965 graduates will come from Lane County or will choose to locate here.

## **Closing the Gap**

Based on Lane Workforce Partnership's 2009 survey of area health care employers, the top ranked strategies to address health care shortages were:

- Increase funding for and access to distributive education in high demand areas
- Continue to expand partnerships between health care employers and education
- Work toward pay equity between the health care field and academia to encourage more healthcare professionals to become health care instructors

A survey of state and national literature on strategies to meet the workforce needs of the health care sector found the following common elements:

### **Outreach and Preparation for Health Care Careers Begins in Middle School**

- Middle and high schools must emphasize the importance of a solid math and science foundation as key to success in health careers
- Information about high demand occupations and career pathways in the health care sector needs to be made available to middle and high school students

### **The Following Factors are impacting Capacity of High Demand Health Care Occupational Training**

- There is a need for more clinical training sites
- Graduate-level health care professionals can typically make substantially more working in their fields than in academia, resulting in a shortage of instructors
- Curricula and student laboratories must be continually modernized at significant expense to prepare the health care workforce to perform effectively in a rapidly changing technological environment

### **Creative Strategies in use or under consideration to expand training capacity**

- "Grow-your-own" strategies that allow entry-level and paraprofessional health care workers to progress to professional, licensed positions and better wages

- Increased funding for faculty development in innovative teaching methods such as use of simulation, distributive education
- “Faculty sharing model” whereby instructors in shortage areas work at more than one school or broadcast their courses to other schools
- Incentives such as student loan repayment to encourage graduate level health care professionals to teach and to fill faculty positions

## Local and Statewide Health Care Workforce Development Best Practices

Addressing health care workforce shortages through close collaboration between the private and public sectors is an effort already well underway. Area health care employers contribute much to workforce development through avenues such as tuition reimbursement, loan forgiveness, internship programs and on-site training.

### Oregon Consortium for Nursing Education

The Oregon Consortium for Nursing Education (OCNE) is a partnership of Oregon nursing programs. Faculty from eight community colleges, including Lane Community College and neighboring community colleges Southwestern Oregon Community College and Umpqua Community College, have created a shared curriculum taught at the consortium campuses. The curriculum is transferable from one campus to another and students can complete coursework for the Bachelor of Science Degree in Nursing from OHSU without leaving their home communities.

The OCNE curriculum is redesigning the way in which nursing education is delivered. It focuses on eighteen core competencies identified by nursing leaders as imperative for the “new nurse”, who would be assisting an aging and increasing diverse population. It relies on new technologies like simulation (use of high technology mannequins to practice hands on skills) to increase capacity. Because the lack of clinical placements is one limitation on nursing education capacity, OCNE is working to redesign the clinical education portion of nursing training. This model is the first of its kind in the nation and other communities are studying it closely. For more information, visit [www.ocne.org](http://www.ocne.org).

### Oregon Simulation Alliance

Oregon Simulation Alliance (OSA) is a network of twenty-four simulation labs statewide. Use of simulation mannequins and technology can increase the capacity of the clinical environment. Both Lane Community College

and Pioneer Pacific College utilize these mannequins in their nursing programs. Students can practice on a “sim” man or woman before they move into a real clinical setting. The instructor can also program situations using the mannequins that students would rarely encounter in their clinical classes at the hospital.

### Work-site Distance Learning Programs

#### OML

Oregon Medical Laboratories (OML) decided to solve a dire shortage of laboratory workers by offering on-site distance learning programs to their employees. With support from the Lane Workforce Partnership, OML established a partnership with an existing, high quality



medical technologist distance learning program at the Medical College of Georgia. Interested and qualified employees take their courses online and OML provides clinical practice onsite. Working employees can complete their bachelor’s of science degree with a medical technologist certification and prepare for the accrediting exam without leaving the area.

For those OML employees who lack the prerequisites to qualify for the medical technologist distance learning program, OML has partnered with Portland Community College and Lane Community College to help employees access a two-year distance learning program that will enable employees to fulfill the prerequisite requirements.

#### Peace Harbor



In collaboration with Lane Community College (LCC), Southwestern Community College (SOCC), and PeaceHealth Siuslaw Region, Florence area residents can work toward an associate's degree in nursing while living and working in their community.

The project took over six years to develop and is the collaborative effort of two separate community colleges and Peace Harbor Hospital. The hospital provides the nursing clinical component and guest lecturers. LCC and SOCC, both members of the Oregon Consortium of Nursing Education, provide access to a shared curriculum. Peace Harbor has found this to be a cost effective way of adding nurses to their workforce and minimizes the attrition rate found in nurses that relocate from out of the region.

### **Business-Education Partnerships**

Through funds raised by the Sacred Heart Medical Center Foundation, PeaceHealth Oregon helps to support nursing faculty at Lane Community College. For 2009, PeaceHealth Oregon Region pledged \$1,375,000 to the college, allocated for instruction of nursing and other health science students. According to PeaceHealth Oregon Region CEO Mel Pyne, a partnership with Lane Community College helps ensure the training of high quality health care professionals needed to serve the community through outstanding instruction and educational facilities.

### **Oregon Pathways to Adult Basic Skills Curriculum Project**

Lane Community College has successfully piloted a math curriculum to assist students in remediating their math skills

to prepare for Math 20 and 60, prerequisite classes for health professions. This will provide a bridge for people who have not been able to advance in health care career paths due to low math skills. This specialized curriculum has been developed and refined over the past two years at LCC and will begin to be disseminated to other state community colleges next year.

### **Other Statewide Initiatives:**

- Utilizing public-private partnerships, the non-profit organization, Oregon Healthcare Workforce Institute (OCWI), was established in December 2006. OCWI administers many projects designed to track supply and demand data, expand educational and clinical training capacity, connect stakeholders for collaborative problem solving, and provide funding. Projects promoted by OCWI include:
  - Community College Healthcare Action Plan, a three-to-five year initiative coordinating the efforts of Oregon's community colleges as they expand health care training programs through collaborations with each other, health care providers, and four-year public and private colleges and universities across Oregon.
  - K-12 Healthcare Workforce Pipeline Programs, a variety of educational and outreach programs designed to guide Oregon's youth towards careers in health care.
  - Pathways to Advancement, an initiative designed to increase the number of Oregonians who attain degrees or certificates in high demand occupations by easing student transitions between educational systems and offering flexible education delivery methods.

Legislation passed in 2006 created the Oregon Center for Health Professionals (CHP) at the Oregon Institute of Technology. CHP provides baccalaureate programs in a variety of allied health fields and is committed to addressing Oregon's health workforce shortages through program expansions, student supports, and business partnerships. A new facility is currently under construction and will house state of the art laboratories, classrooms, clinics and offices.

## How Lane Workforce Partnership Supports the Health Care Sector

### Community Healthcare Education Network (CHEN)

Since 2001, Lane Workforce Partnership has convened the Community Healthcare Education Network. A consortium of health care employers and health care training providers, the group has created integrated health care career pathway maps; ensures that health care training program curriculum meets the needs of employers; and provides a forum for discussing health care workforce issues and trends.

### Scholarships and Employer Workforce Training Funds

The health care sector is one of Lane Workforce Partnership's targeted sectors for training investment. In the 2008-2009 fiscal year, 243 people were awarded a total of \$325,000 in scholarship funds to train in the health care field. In addition, \$250,000 in employer workforce training fund grants have been awarded to local health care organizations since the program began in 2004.

### Summer Youth Health Care Career Academy

Using American Recovery and Reinvestment Act funds, Lane Workforce Partnership is funding a Summer Youth Health Care Career Academy this year. The seven week academy provides an overview of health care careers and includes a paid cooperative work experience. The students, age 16 to 24, also receive college credit.

### Lane Community College Nursing Program Expansion

Lane Workforce Partnership also contributed American Recovery and Reinvestment Act funds to expand Lane Community College's nursing program, allowing one additional cohort of eight students to go through the first year of the program. Lane Community College has pledged to continue the cohort for the second year of the program.

### Junction City Workforce Preparation Planning

A team comprised of Junction City officials and representatives from Lane Workforce Partnership, Lane Community College and Junction City High School has been assembled to develop a strategy to prepare Junction City and nearby residents for employment opportunities that will be available at the Oregon State Hospital facility in Junction City. The outcome of this planning will likely include Junction City-based courses and seminars offered by Lane Commu-

nity College and The Workforce Network to help prepare local residents to compete for these jobs.

### Lane Workforce Partnership Strategic Plan

Lane Workforce Partnership is guided by a biennial organizational and strategic plan. Workforce development activities for the health care sector will continue to figure prominently in all areas, including services for youth, transitional and incumbent workers, sector initiatives, grant development and work with K-12 and economic development.

### Call to Action

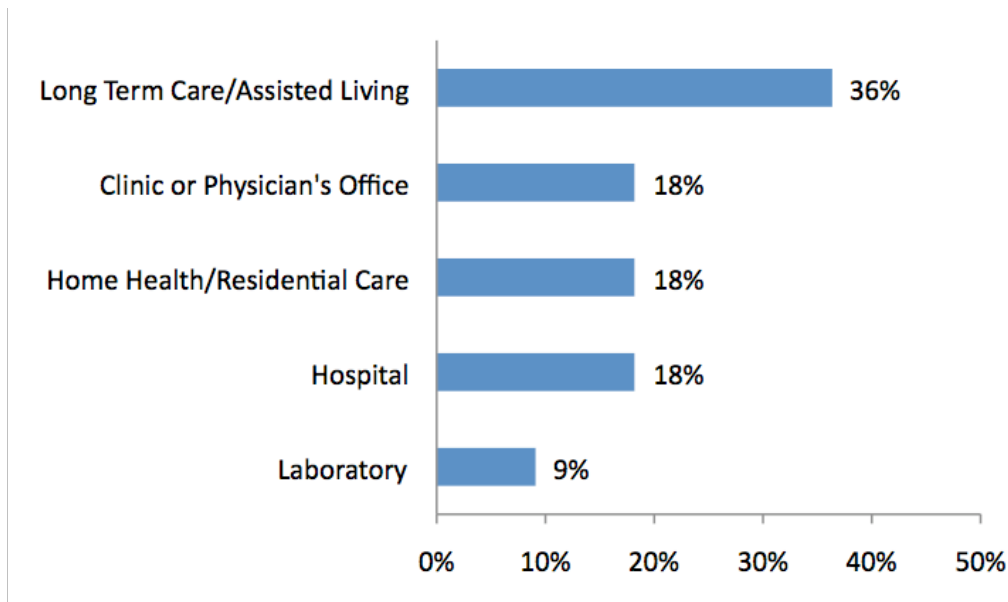
- To meet current and future demand, educational institutions, workforce development programs and the health care sector must work together to expand capacity in existing education and training programs, while also increasing the applicant pool. To that end, support is essential for projects like the Lane Community College Health and Wellness Building, a regional health care training center.
- There is a critical need to stimulate interest in health careers, both in young students and in adults interested in changing careers or furthering their education in the health professions.
- To ensure a sustainable pipeline of workers for in-demand health occupations, supports must be in place throughout the continuum:
  - Career outreach and job shadow/internship opportunities at the middle and high school level
  - Post-secondary recruitment and accessible training systems
  - Entry-level worker development
  - Ongoing incumbent worker career development and progression.
- A robust feedback system and funding must be in place to continually modernize and improve occupational training as new technologies are introduced in the workplace.
- Public and private sector advocacy for infrastructure growth and workforce development are necessary to maintain and grow a thriving health care sector in Lane County.

## Health Care Workforce Survey 2009

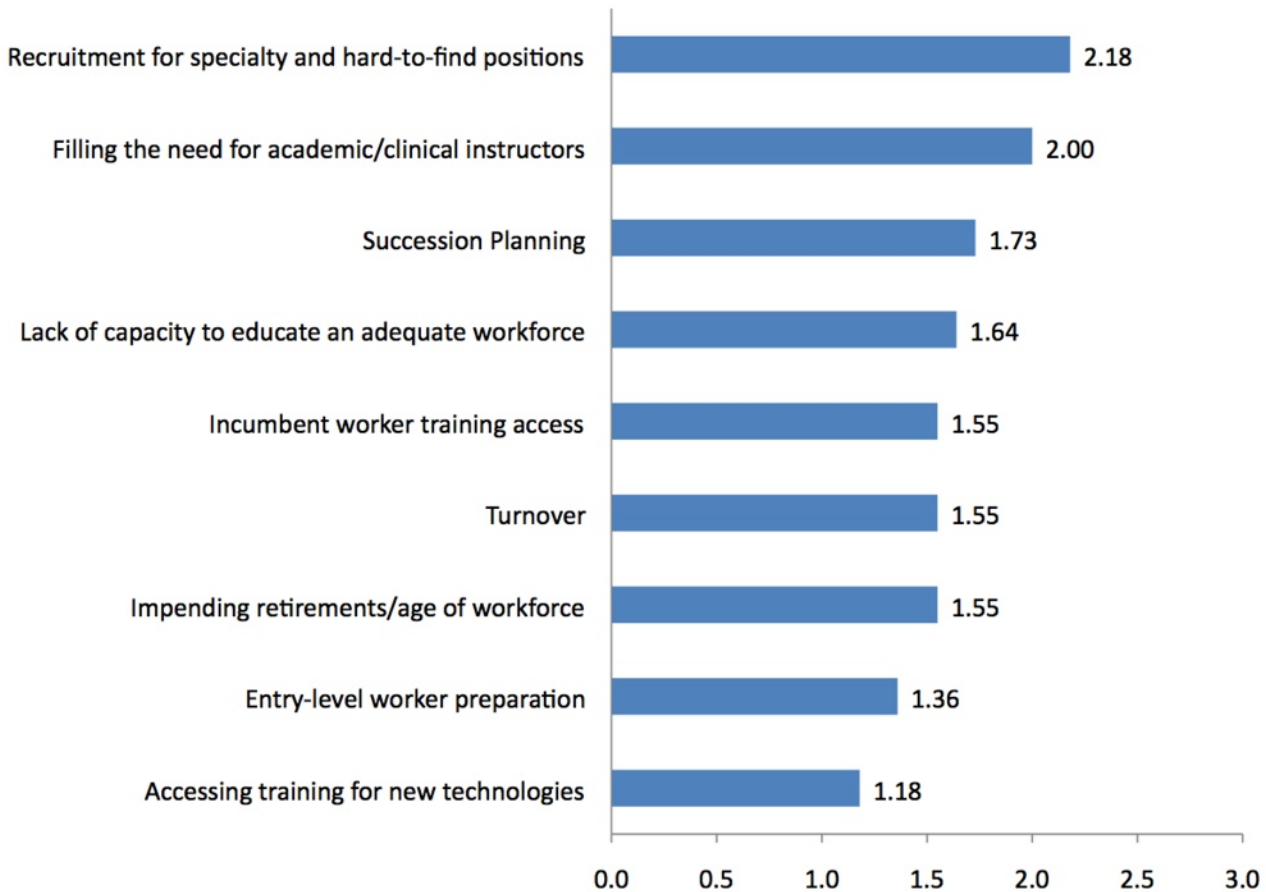
Eleven health care organizations responded to the 2009 Lane Workforce Partnership survey, including

- PeaceHealth
- McKenzie Willamette
- Oregon Medical Laboratories
- Cascade Health Solutions
- Oregon Medical Group
- Applegate Care Center
- Fox Hollow Residential Care Community
- Magnolia Village Memory Care Facility
- Avamere Rehabilitation
- ElderHealth and Living
- Spring Valley Assisted Living

### I. Which type of health care organization do you represent?



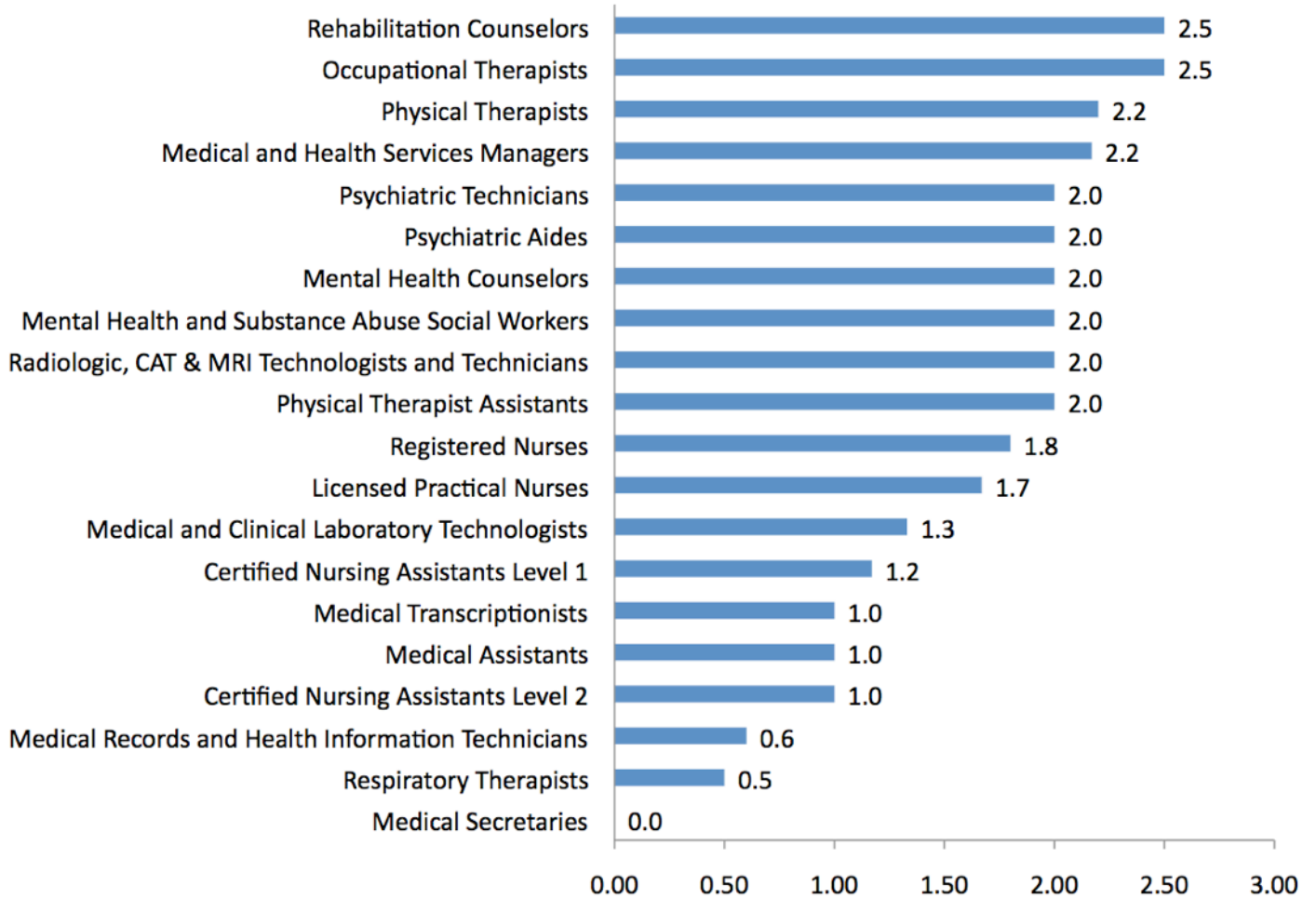
**2. Please rate your level of concern about the following workforce issues that may be impacting your organization.**



Scale

- 0 = No concern
- 1 = Mildly concerned
- 2 = Moderately concerned
- 3 = Very concerned

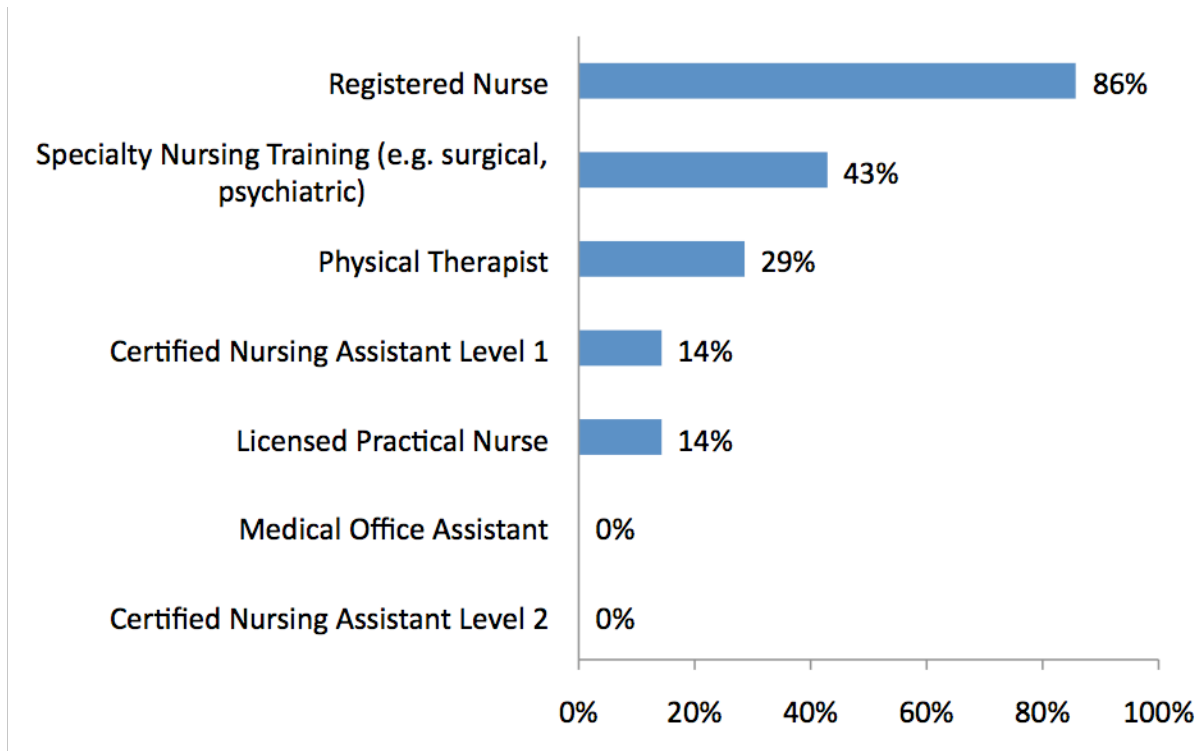
**3. Over the past 2 years, please rate your organization's difficulty in recruiting and maintaining the following positions:**



Scale

- 0 = Not difficult at all
- 1 = Somewhat difficult
- 2 = Moderately difficult
- 3 = Extremely difficult

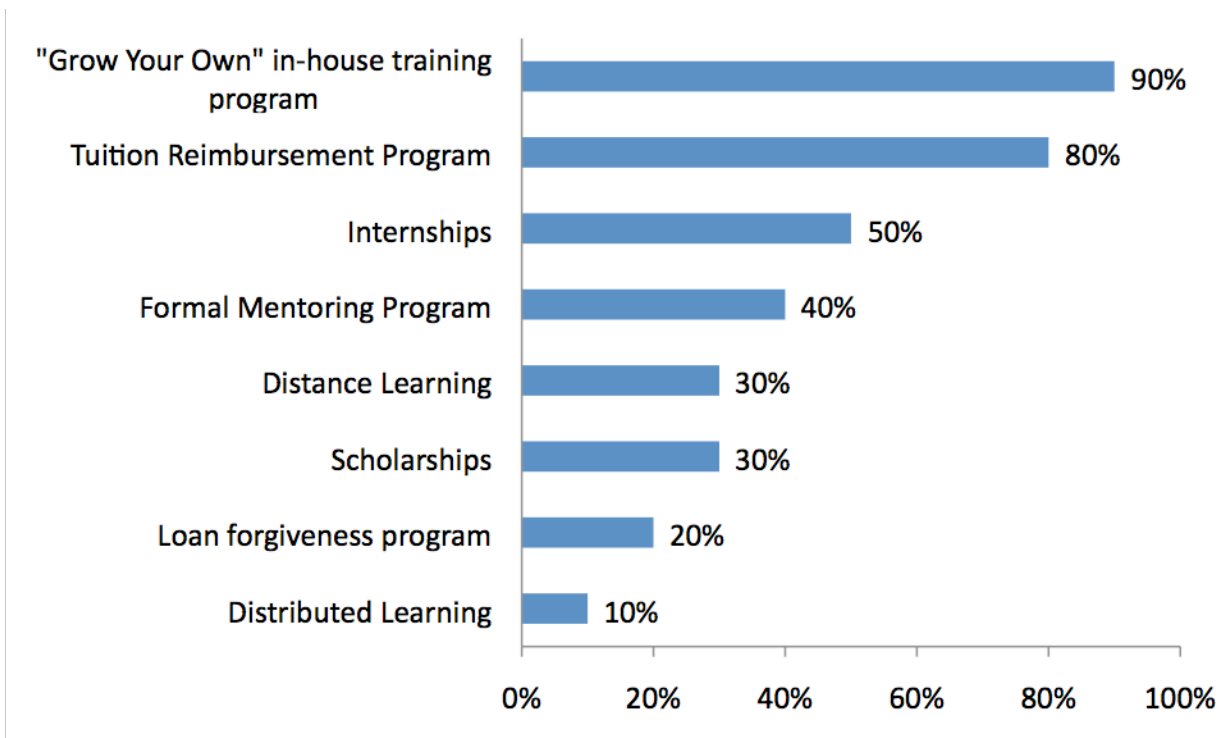
**4. Do you perceive a scarcity in training access in any of the following occupational areas? (Please check all that apply)**



**Others listed by survey respondents:**

- Occupational therapist, Pharmacists, Echo techs., MRI
- Entry-level management for non-testing laboratory service persons, i.e. supervisors for Patient Services centers (draw sites).
- Long Term Care Administrators and Assisted Living Managers
- Caregiver (CNA type work but not certified)

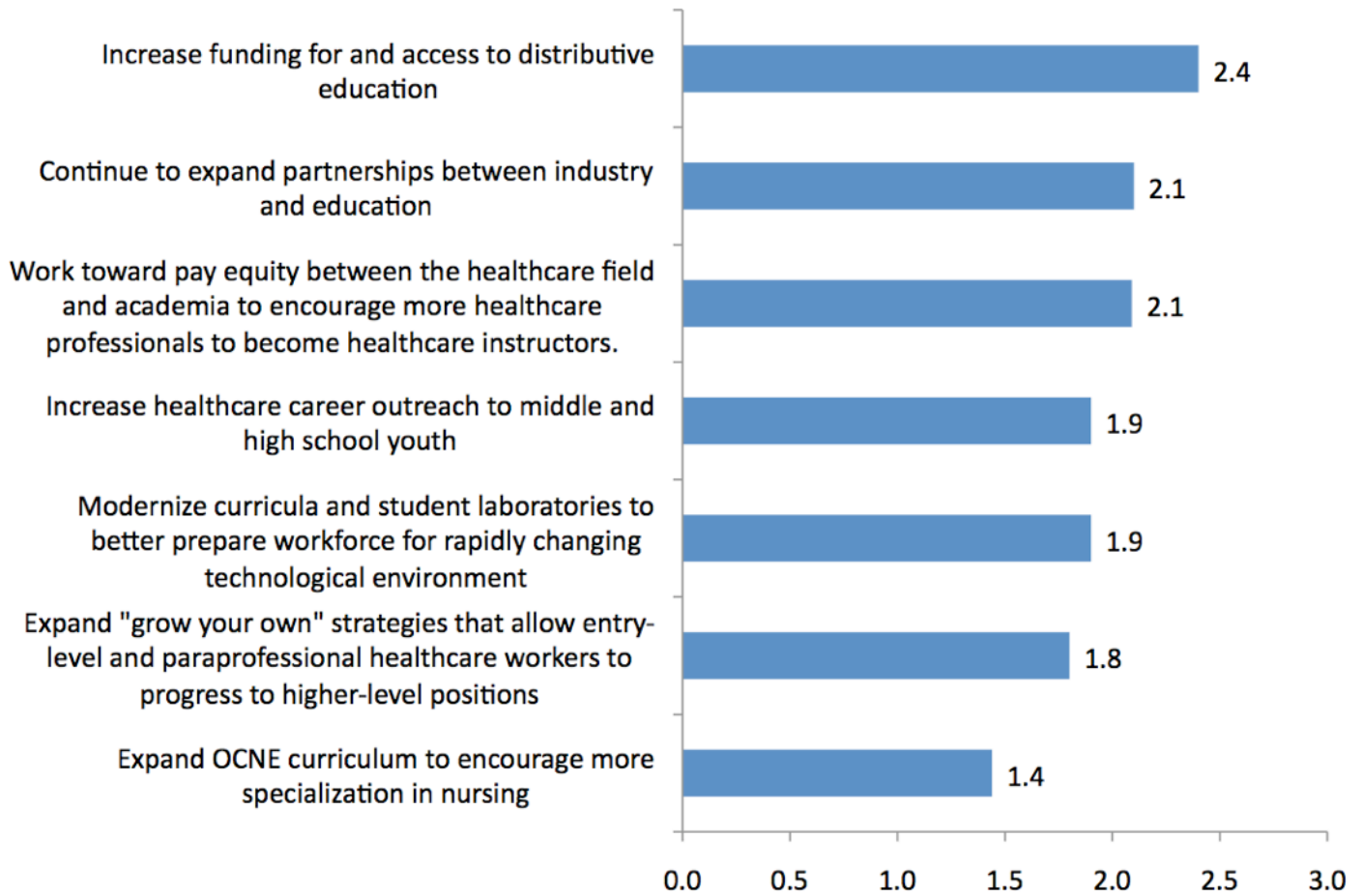
**5. Which programs do you utilize to support a trained workforce pipeline within your organization? (Please check all that apply)**



**Others listed by survey respondents:**

- Since the economy is down there are fewer dollars to go around to help support our programs.
- Our facility is a certified CNA training site. The costs of providing this free education and training is enormous and the retention rates are low.
- We have VERY low staff turnover - I haven't hired a Caregiver for over 1 1/2 years! All our Med Aides have been here more than 7 years. With appropriate respect and a good environment, we can retain staff rather than recruit staff!
- On-line education

**6. Please rate how helpful the following strategies could be in addressing healthcare workforce shortages:**



Scale

- 0 = Not helpful at all
- 1 = Somewhat helpful
- 2 = Moderately helpful
- 3 = Extremely helpful

**Other listed by survey respondents:**

- Provide more nursing programs to enable more people who want to become nurses to have the opportunity to do so in a less competitive process.
- Increase accessibility of entry level CNA and Licensed Nurse training and education.
- Many desire the training but only a few can be accepted due to class size restrictions and availability of instructors and sites.
- The certification testing for CNA's is also an impediment. Flawless application of skill sets is an unrealistic expectation of the contracted testing services. These are entry level CNA staff, many times from socio-economic backgrounds that don't provide for an expectation of performance perfection.
- It's my understanding that all local RN education programs are full. Great CNAs have been unable to get into the nursing programs due to lack of space. Seems to me that the issue is simply expanding the capacity of our Colleges' and Universities' Nursing programs. There is NOT a lack of interest - there is a lack of space in the programs.

**7. Any additional comments or thoughts you would like to share?**

- This is a messed up year, we know we need these new students and we need to train them for the impending retirements, but with elective procedures down, due to the high unemployment and the lack of health insurance associated with the jobs, we don't have the positions for these new grads. And unfortunately we can't just hire people we don't need.
- The Baby Boomers are retiring, not many trained individuals to take their place.

## APPENDIX II • Health Care Task Force Roster

Don Bourland	Regional VP Human Resources, Peace Harbor Hospital
Cheryl Boyum	Chief Executive Officer, Cascade Medical Solutions
Sonya Christian	VP of Academic and Student Affairs, Lane Community College
Chuck Forster	Executive Director, Lane Workforce Partnership
Gloria Foust, Chair	Director of Human Resources & Organization Development, Oregon Medical Laboratories
Kathleen Rodden-Nord	Superintendent, Junction City School District
Annie Sakaguchi	Owner, McDonald's Springfield
Jerry Stiltner	Business Manager, Personnel Source
Lonnie Bivins	Manager of Communications & Board Relations, Lane Workforce Partnership
Kristina Payne	Workforce Investment Manager, Lane Workforce Partnership
Robin Scott	Program Service Coordinator, Business Services, Lane Workforce Partnership

## APPENDIX III • Five-Year Employer Projections

Companies Represented: PeaceHealth, Oregon Region; Peace Harbor; Cascade Health Solutions; OML; Junction City State Hospital; McKenzie-Willamette Medical Center

SOC Code	Job Title		Current # of employees	5 year projected new/replacement hires	Degree, certificate(s) and/or credential(s) required for position	Experience Requirements
29-1111	Registered Nurses		1,874	1,006	RN, AND, BSN, and other certs. Depending on specialty	From new grad to experienced depending on specialty; 1-3 years
29-2061	Licensed Vocational Nurses/ Licensed Practical Nurses		75	98, most managers hiring CMOA's over LPN's at this time.	LPN license	Experience preferred but not required
31-1012	Nursing Aides, Orderlies, and Attendants (Licensed)	C.N.A. level 1	27	19	CNA I	Experience preferred but not required; 1 year
		C.N.A. level 2	547	468	CNA II	Experience required in some areas usually only 1 year requirement (float pool) most departments experience preferred not required
31-9092	Medical Assistants		173	123	CMOA certificate through AAMA or equivalent; MOA	1 year experience preferred but not required.
43-6013	Medical Secretaries		35	21	High school or GED.	Two-years experience in equivalent setting.
29-2071	Medical Records and Health Information Technicians		97	64	High School or GED. Medical term. Preferred	One year in like setting preferred; 0-3 years
11-9111	Medical and Health Services Managers		45	94	This is pretty broad depending on the health service, From RN, BSN, Bachelors. It really depends on their area of responsibility	Most require 5 years management experience in health care organization. Some require experience specific to department; 3 years
29-1123	Physical Therapists		121	60	Graduate of a PT program accredited by the Commission on Accreditation in Physical Therapy Education; RPT	New PT's with no experience brought on board. Home Health requires minimum 1 year experience; 1 year
31-2021	Physical Therapist Assistants		10	21	Graduate of an American Physical Therapy Association accredited program; PTA	Two years in-patient experience w/ rehab, orthopedics, neurology, and/or geriatric patients required. Must be able to meet the age-specific needs of patients served by department; 1 year
31-9094	Medical Transcriptionists		67	29	Associate degree or equivalent in work experience and continuing education. Certified Medical Transcriptionist preferred.	Minimum one year experience in similar transcription environment.

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Companies Represented: PeaceHealth, Oregon Region; Peace Harbor; Cascade Health Solutions; OML; Junction City State Hospital; McKenzie-Willamette Medical Center

29-2034	Radiologic, CAT & MRI Technologists and Technicians	97	75	This one varies by modality. RT from AMA approved program, valid State of Oregon license and ARRT preferred .	One year clinical experience preferred
29-1122	Occupational Therapists	36	33	Graduate of an Occupational Therapy program accredited by the Accreditation Council for Occupational Therapy Education. Must possess a current Occupational Therapist license from the State of Oregon Occupational Therapy Licensing Board; OTR	Experience in acute or inpatient rehab setting preferred. Clinical internships specific to the setting may be counted toward experience; 1 year
29-1126	Respiratory Therapists	118	62	Graduate of AMA approved 2-year or greater Respiratory Care Program. Must be Respiratory care Practitioner (RCP) licensed by Oregon Health Licensing Board. RRT required for orientation to any specialty area	Standard clinical experience from approved program acceptable, meets minimal requirements.
29-2011	Medical and Clinical Laboratory Technologists	MLT – 26 MT - 101	15 new 54 replacement	MLT – A.S. Clinical Lab Science MT – B.S. Clinical Lab Science  Also need either an MT or MLT ASCP or equivalent certification.	Need at least Clinical Laboratory rotation which normally occurs through their academic program.
21-1023	Mental Health and Substance Abuse Social Workers	58	62	Bachelor’s degree in social work (BSW) required. Master degree in social work preferred.	Minimum 2 years employment in medical, health care, or community agency dealing with health and/or welfare issues. Demonstrated knowledge of community health, welfare, and social agencies is required.
21-1014	Mental Health Counselors	38	50	Masters Degree in a Mental Health field (Psychology, Social Work, Counseling, Nursing) or a Bachelors Degree in Nursing; or MSW or equivalent; LCSW; LPC	Minimum of 5 years experience in mental health setting, with preference for those with solid experience in crisis evaluation and/or acute inpatient psychiatry including mental health intakes and evaluations of dangerous, psychiatric emergencies and the need for mental health treatment

## APPENDIX III • Five-Year Employer Projections

*Companies Represented: PeaceHealth, Oregon Region; Peace Harbor; Cascade Health Solutions; OML; Junction City State Hospital; McKenzie-Willamette Medical Center*

31-1013	Psychiatric Aide	0	550	CNA	
29-2053	Psychiatric Technician	33	175	Graduate of a Certified Nursing Assistant Acute Care program or EMT program. Current Certified Nursing Assistant certificate and CNA II registration in the state of Oregon or EMT certification in the state of Oregon required	One year experience in an acute care facility, previous psychiatric experience preferred.
21-1015	Rehabilitation Counselors	0	45		

*The Lane Workforce Partnership is an Equal Opportunity/Affirmative employer. Auxiliary aids and services are available upon request to individuals with disabilities.*

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