**A capable, dedicated, and affordable hospital workforce sufficient to meet demand**

**Framework**

**Vision:** A coordinated approach to addressing health care workforce issues.

**Mission:** Identify and implement strategies that directly improve supply, recruitment, and retention of the technical and professional health care workforce in Kansas.

**Goals:** Fundamental goals for the Center are reflected in the supply/demand diagram.

**Strategy:** A comprehensive Center Framework based on the supply/demand diagram incorporates summaries of strategies aimed at addressing each fundamental goal, listed per the respective Kansas Hospital Association Core Function.

**Supply**

- **K-12**
  - Prepare K-12 students for health care careers

- **Higher Education**
  - Recruit traditional & non-traditional students to health care education programs
  - Identify & implement health care training/education programs

**Demand**

- **Employer Recruitment**
  - Encourage graduates to seek employment in Kansas health care facilities

- **Employer Retention**
  - Sustain the health care workforce in Kansas

Updated 8-29-08
Prepare K-12 students for health care careers

**Products & Services**
- Health Care Careers Promotion- Determine most effective resources, make available to members.
  - Template PowerPoint Presentations
  - Outside Resource (e.g. Discover Healthcare Careers, American Careers- National Health Science Career Path Model)
  - Top Health Care Occupational Opportunities in Kansas- KHA & KS Board of Regents partnered to produce this state-specific booklet, 2003. Update this resource.

**Information**
- KHA Youth Patch Program- Fabric patches to reward completion of prepared curriculum about the variety of health care career opportunities. Pursue partnership with Boy/Girl Scouts organization.
- Job Shadow Programs- One-on-one time with healthcare professionals, including HIPAA & infection control training. Research & disseminate best practice information.
- Health Care Careers Expos- Students view simulated health care occupations and have hands-on learning opportunities. Research & disseminate best practice information.
- Virtual Learning Projects- Expose students to healthcare through an up-close view of patient care (e.g. live virtual surgery broadcast into classrooms). Research & disseminate best practice information, explore utilizing the KAN-ED network.
Recruit traditional & non-traditional students to health care education programs

**Products & Services**
- Health Care Scholarship Information Guide- Listing of local, state, & national health care education scholarships, application requisites, etc. Update previous version, available on KHA Web site.

**Education**
- Kansas Hospital Employee Scholarships- The Kansas Hospital Education & Research Foundation (KHERF) awards competitive scholarships to nine Kansas hospital employees each year enrolled or planning to enroll in a Kansas school to pursue additional health care education. Continue identifying funds to expand numbers and types of scholarship offerings.

**Networking & Collaboration**
- Health Occupation Students of America (HOSA)- A national student organization endorsed by the U.S. Department of Education and the Health Science Technology Education Division of ACTE, with a mission to promote career opportunities in the health care industry. Continue annual tradeshow sponsorship. Identify additional ways to be involved with postsecondary, adult, and collegiate chapters.
- Kansas Board of Regents (KBOR)- KHA & KBOR co-sponsor many programs aimed at exposing students to health care education programs & careers. Continue working with KBOR to identify effective programs and outreach processes.

Identify & implement healthcare training/clinical education programs

**Products & Services**
- Kansas Organization of Nurse Leaders: Kansas Nursing Education & Practice Committee (KNEP) Clinical Faculty Teaching Institute- Collaborate to identify expansion/enhancement opportunities.

**Advocacy**
- Hospital Contribution to Education Pipeline- Research ways to quantify this data, collect annually.
- Regulatory Boards- Promote policies that value quality while reducing barriers.
- Federal & State Regulation- Monitor & support workforce policies beneficial to community hospitals.

**Networking & Collaboration**
- Kansas Board of Regents Nursing Initiative- The initiative stemmed from a KBOR nursing shortage study in 2005, resulting in on-going state appropriations to support nursing program faculty, equipment, and facilities. Continue to partner in reviewing funding applications. Support increased funding for patient simulator mannequins in schools & hospitals.
- KHERF Kansas Nursing Attrition & Clinical Collaborative (KNACC)- A grant project, funded in part by United Methodist Health Ministry Fund from 2007-2009, to facilitate collaboration between state-wide nursing industry leaders from education and practice. Initial focus areas include nursing student attrition, clinical site expansion, and new nurse turnover. Report on-going progress through the KHA Workforce Center Web page.
Encourage graduates to seek employment in Kansas health care facilities

**Products & Services**
- [www.KSHealthJobs.net](http://www.KSHealthJobs.net): Job search engine; free to search jobs & post resumes, fee to post job openings. Continue to promote service & train users, increase marketing, identify opportunities to promote KS jobs nationally.
- Nurse Re-Entry Opportunities: Identify ways to help Kansas hospitals & nurses navigate re-entry into clinical practice. Utilize Johnson County Community College WIRED nurse re-entry program.
- Associated Purchasing Services Staffing Program: APS is a for-profit group purchasing company wholly-owned by the Health Alliance of MidAmerica. APS Staffing provides temporary nurse & allied health staffing services to KHA members. Promote service benefits & identify additional needs.
- Kansas Health Services Corporation (KHSC): KHSC provides a Temporary Management Personnel Service to KHA members. Promote service benefits.

**Education/Information**
- KHA Monographs: Update *Critical Condition, 2002*; consider scheduling updates every 3 years. Explore other topics (e.g. Kansas Health Care Cultural Competency).
- KHA Education Programs: Many programs related to health care workforce are provided each year. Create a webinar series to highlight successful workforce strategies at the national and local level.

**Information**
- Raise Awareness about Health Care Workforce Shortages: Create fact sheets, op-ed pieces, customizable PowerPoint presentations, etc.

**Advocacy**
- Pharmacy Education Programs: Support the University of Kansas School of Pharmacy expansion.
- Wichita Center for Graduate Medical Education: Support funding requests.
- Regulatory Boards: Promote policies that value quality while reducing barriers.
- Federal & State Regulation: Monitor & support workforce policies beneficial to community hospitals.

**Networking & Collaboration**
- Nursing the Heart of Healthcare: An annual awards program recognizing contributions of 10 outstanding RNs. The University of Kansas School of Nursing distributes nomination forms throughout Kansas. Continue to sponsor.
- Workforce Investment Boards/KS Department of Commerce: Work directly with the 5 KS Workforce Investment Regional Boards through the KS DOC to identify partnership opportunities and utilize resources.
**Demand**

**Employer Retention**

*Sustain the health care workforce in Kansas*

**Product & Services**
- Kansas Organization of Nurse Leaders: Kansas Nursing Education & Practice Committee (KNEP) *Nurse Mentor Toolkit*: Promote tool & collaborate in identifying additional opportunities to affect new nurse retention.
- Medical Staff ED/On-Call Coverage Best Practice Guide: Collect local practices, identify legal issues, create guide booklet.

**Education**
- Management Development Institute (MDI): Teach new managers the basics of management. Continue to promote, continually evaluate & enhance.
- KHA Leadership Institute: Groom & reward future health care leaders. Continue to promote program.
- Continuing Education: KHA offers many programs. Identify additional needs and multi-profession programs, investigate opportunities to utilize distance learning, address barriers with regulatory boards.
- KHA Education Programs: Many programs related to health care workforce are provided each year, including diversity training. Review opportunities to partner with organizations offering workforce retention programs.
- Workforce Forums: Work with the Kansas Hospital Human Resources Association to explore facilitating online forums for hospital executive staff to share workforce best practices.

**Advocacy**
- Regulatory Boards: Promote policies that value quality while reducing barriers.
- Federal & State Regulation: Monitor & support workforce policies beneficial to community hospitals.

**Networking & Collaboration**
- KHERF Kansas Nursing Attrition & Clinical Collaborative (KNACC): {See page 3; Networking & Collaboration.}
Supply/Demand

Products & Services
- [www.aha.org](http://www.aha.org) - American Hospital Association Web site workforce resources. Continue to promote and highlight national resources through links on KHA Web site.
- KHA Data Products - Many data resources are available through KHA.
  - Continue to identify new data sets to illuminate workforce shortage issues.
  - Create Kansas Workforce Data Report.
  - Promote increased employee satisfaction survey participation.
  - Consider utilizing QHi tool to highlight workforce best practices in rural hospital.
- Kansas City Metropolitan Healthcare Council - A Kansas City regional office of the Kansas and Missouri Hospital Associations. Remain involved with the Kansas City Health Care Workforce Partners, Full Employment Council Grant, One-KC WIRED grant, [www.kchealthcareers.org](http://www.kchealthcareers.org), and any other workforce related projects.

Networking & Collaboration
- KHA Allied Organizations - Continue to support & promote workforce related activities, products and services.

Governance & Operations
- KHA Council on Health Delivery (CHD) - The CHD will provide direct guidance for the Kansas Hospital Workforce Center.