

December 23, 2021

Dear Colleagues,

The healthcare industry currently comprises 13% of Vermont's jobs. According to [Vermont Labor Market Information](#), healthcare employed approximately 37,625 people in the first half of 2021, up approximately 1% from calendar year 2020, yet 4% lower than the pre-pandemic levels of 2019. Since the 2020 COVID pandemic, healthcare providers have faced many workforce challenges: rising case and census numbers, increasing fluctuation in the demand for services and the supply of available delivery during peak periods, staff illness, exhaustion, burnout, and difficulty hiring and retaining a front-line workforce.

The [Economic Policy Institute](#), suggests that the healthcare industry comprises 30% of the "essential" workforce - jobs among the hardest hit by the pandemic. In August and September of 2021, Vermont Talent Pipeline, an initiative of the Vermont Business Roundtable's Research and Education Foundation, invited Vermont healthcare providers to participate in a collective impact collaboration to build a talent pipeline for shared hiring needs within the frontline roles of the nursing career pathway. Using the model of Talent Pipeline Management, developed by the US Chamber of Commerce Foundation, healthcare providers act as the "end customers" of a talent supply by providing forecasts and hiring requirements for their most critical roles.

The data collected in the 2021 Nursing Hiring Needs Assessment is intended to inform education providers who develop, align and scale training programs; policy makers who support legislation and funding; and to inform the labor force about high-demand career opportunities. The data is not a complete representation of nursing jobs in Vermont. The assessment engaged 43 healthcare providers in all regions. Invitations for participation originated from a public call for participation via, The Agency of Commerce, Vermont Business Roundtable, Vermont Association of Hospitals and Health Systems, Vermont Healthcare Association, Visiting Nurse Association of Vermont, Regional and Economic Development Organizations, Chambers of Commerce, and social media. Any Vermont healthcare provider interested in joining the VTPM collaborative is invited to do so.

The attached is a summary of findings. We invite you to share this information with education providers, career navigators, parents, students, and job seekers, with the goal of developing awareness, exploration, and preparation for excellent careers in Vermont's nursing profession.

Most Sincerely,

Mary Anne Sheahan  
Executive Director, Vermont Talent Pipeline  
Vermont Business Roundtable

Lydia Maitland  
Research Assistant  
University of Vermont

Attachment: VTPM Healthcare Hiring Needs Assessment Summary (2021-23)

TABLE OF CONTENTS

---

1.	METHODOLOGY.....	3
2.	ASSUMPTIONS.....	4
3.	NURSING CAREER LADDER.....	4
4.	HIGHLIGHTS.....	5
5.	HEALTHCARE NURSING JOB FORECAST.....	5
6.	HEALTHCARE PROVIDER’S GENERAL REMARKS .....	6
A.	<i>Licensed Nurse Assistant (LNA)</i> .....	6
B.	<i>Psychiatric Technician</i> .....	6
C.	<i>Medical Assistant</i> .....	7
D.	<i>Licensed Practical Nurse</i> .....	7
E.	<i>Registered Nurse</i> .....	7
F.	<i>Clinical Nurse Educator</i> .....	8
G.	<i>Nurse Practitioner</i> .....	8
7.	NEW VS REPLACEMENT JOBS.....	9
8.	ANALYSIS OF REPLACEMENT JOBS .....	9
9.	RELATIVE CHANGES IN DEMAND (FROM 2018 TO 2021) .....	10
10.	EMPLOYER LOCATIONS.....	11
11.	REGIONAL DISTRIBUTION .....	12
12.	REGIONAL VARIATION IN DEMAND .....	13
13.	DEMAND BY PROVIDER CATEGORY.....	14
A.	<i>Hospital Hiring Distribution</i> .....	14
B.	<i>Visiting Nurse/ Home Health Hiring Distribution</i> .....	14
C.	<i>Long-Term Care Facilities Hiring Distribution</i> .....	14
14.	RN SPECIFIC DEMAND.....	15
15.	OTHER HIRING QUESTIONS.....	16
A.	<i>Clinical Educators</i> .....	16
B.	<i>In-House Training</i> .....	16
16.	CREDENTIAL AND EDUCATION REQUIREMENTS.....	17
17.	VTPM HEALTHCARE COLLABORATIVE MEMBERS .....	19

## 1. METHODOLOGY

---

The Vermont Talent Pipeline invited healthcare industry employers to participate in a collective impact model for the expansion of nursing talent. A forecast with a hiring needs assessment was conducted during the months of August and September 2021. 65 healthcare providers volunteered to participate in the demand planning process, of which 43 set up user ids in the web-based needs assessment survey tool and completed the forecast. The respondents include 17 of 17 hospitals (100%); 8 of 10 Visiting Nurse Organizations (80%); 17 Long-term Care Facilities representing 1,519 beds of the estimated 5,616 beds (19%); and 1 Outpatient Clinic.

The Healthcare collaborative was asked to forecast hiring both new and replacement jobs over the two-year period of September 2021- September 2023 for high-demand roles within the nursing pathway. Participants were also asked to rate the importance of educational attainment and industry recognized credentials for each of the seven critical roles identified:

1. Licensed Nurse Assistant
2. Mental Health Technician
3. Certified Medical Assistant
4. Licensed Practical Nurse
5. Registered Nurse
6. Clinical Nurse Educator
7. Nurse Practitioner

The anticipated demand for Registered Nurses, led to a secondary needs assessment for Registered Nurse specialization. 34 Employers completed the RN specialization needs assessment. 9 employers said RN specialization was not a requirement. The nine RN specializations of highest demand identified by healthcare providers are, in order:

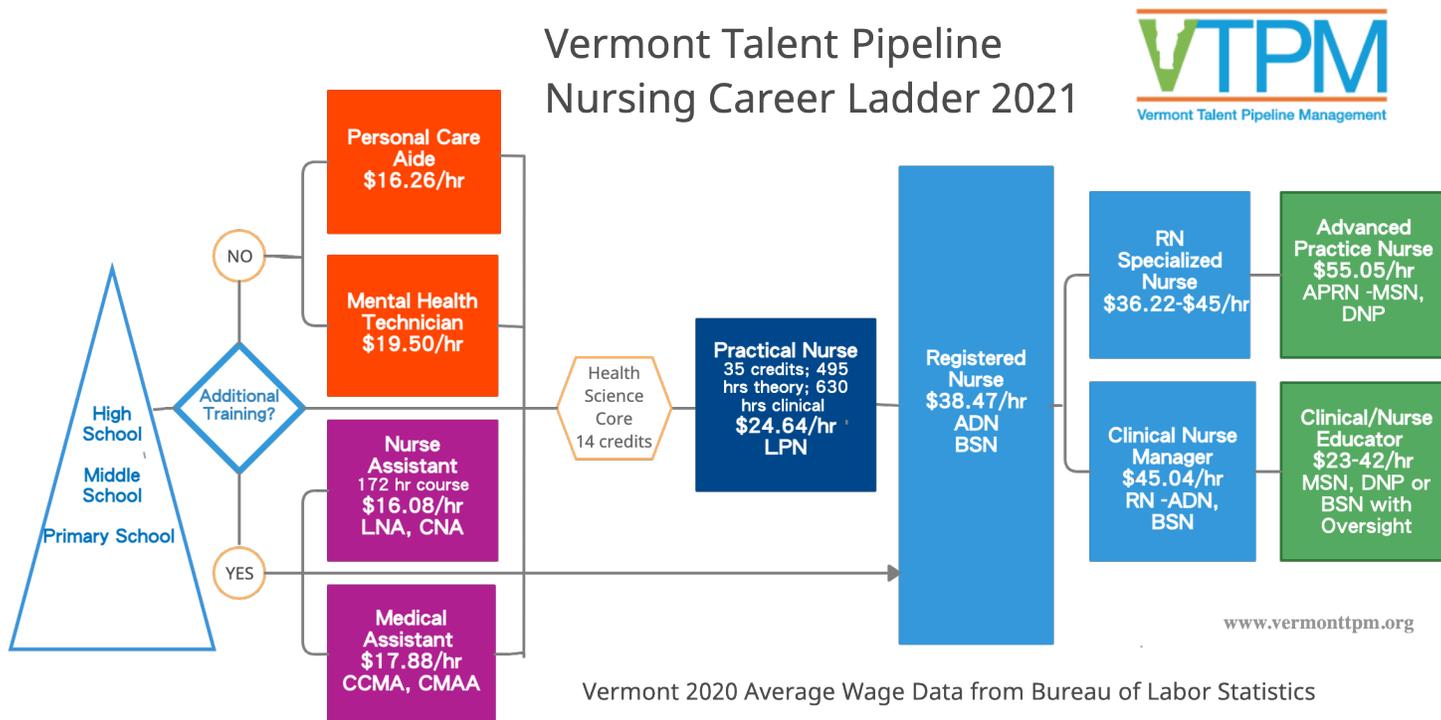
1. Acute Care
2. Clinical Care
3. Emergency Room
4. Home Health, Hospice
5. Operating Room
6. Psychiatric/Behavioral Health
7. Geriatric Care
8. Clinical Educator
9. Oncology

## 2. ASSUMPTIONS

- The survey applies to seven critical roles identified within a nursing career path and recognizes entrance and exits at each level.
- The forecast is for the two-year period of hiring between Sep 2021-Sep 2023 and includes the number of Full-time equivalents (FTEs) forecast for core positions without the use of travelers. Part-time and per diem nurses are calculated for FTEs.
- Employers look back over the previous two years of hiring to forecast and include expectations and trends for new hires, retirements, attrition, transfers and promotions.
- New jobs represent the number of FTEs needed to support growth within the industry, such as adding a new space or unit, supporting a pandemic, and an aging population.
- Replacement positions account for the number of FTEs needed to backfill and replace existing roles for people leaving due to retirements, attrition, internal promotions or transfers.
- Replacement positions are considered “upskilled” when new skills are developed via internal transfers and promotions.

## 3. NURSING CAREER LADDER

Figure 1. VTPM Healthcare Collaborative Nursing Career Ladder, wages from Bureau of Labor Statistics ([Vermont Wage Data](#)).



#### 4. SURVEY HIGHLIGHTS

<b>6244 vacancies forecast</b>	<ul style="list-style-type: none"> <li>•by the healthcare industry in seven jobs within the nursing pathway, for September 2021 - September 2023</li> </ul>
<b>30% are new roles</b>	<ul style="list-style-type: none"> <li>•New roles are due to industry growth. 70% are for replacement positions</li> </ul>
<b>24% are LNAs</b>	<ul style="list-style-type: none"> <li>•An entry point for the skilled nursing career path</li> </ul>
<b>42% are Registered Nurses</b>	<ul style="list-style-type: none"> <li>•RNs are licensed by exam after completing an ADN or BSN</li> <li>•47% of specialized RNs are needed in Acute Care</li> </ul>

Figure 2. VTPM Healthcare Collaborative hiring needs assessment finding highlights, 2021.

#### 5. HEALTHCARE NURSING JOB FORECAST

Position	New Jobs	Replacement Jobs	Total Jobs	% of Total
Nurse Practitioner	42	73	115	2%
Clinical Nurse Educator	35	52	87	1%
Registered Nurse	658	1951	2609	42%
Licensed Practical Nurse	204	331	535	9%
Medical Assistant	122	376	498	8%
Psychiatric Technician	363	512	875	14%
Licensed Nurse Assistant	423	1102	1525	24%
<b>Total</b>	<b>1847</b>	<b>4397</b>	<b>6244</b>	<b>100%</b>

Table 1. Forecast for new and replacement healthcare positions (Sep 2021 – Sep 2023) from 43 Vermont Healthcare providers.

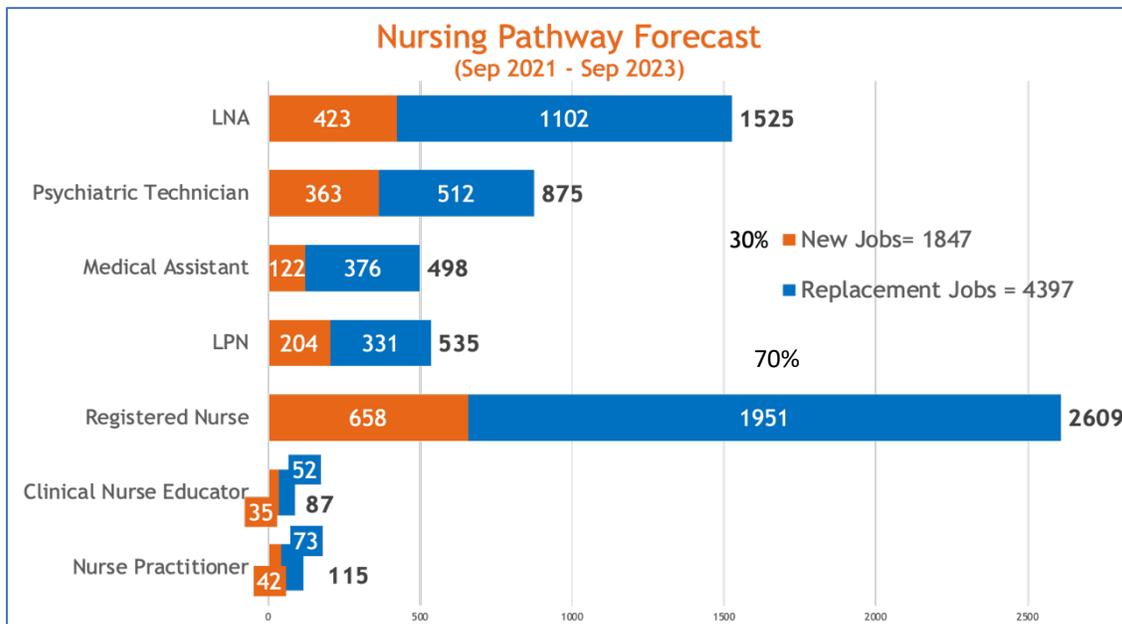


Figure 3. Healthcare critical job forecast (Sep 2021- Sep 2023) from 43 Vermont employers

## 6. HEALTHCARE PROVIDER'S GENERAL REMARKS

---

The collective goal of healthcare reform is to keep people out of hospitals and promote wellness at home. Since the COVID-19 pandemic, both the volume and acuity of illness has increased at each level of care. Short-term hospital stays have been reserved for the very sick, fueled by the need for beds. The pandemic has shifted a high volume of care to home health, telemedicine, and long-term care facilities, when possible, in order to manage emergent cases in hospital critical care settings. The result is a worker strain on the entire system of care.

Acute care volume has increased with pandemic surges, and initially travelers were used to fill roles at all levels. However, providers are now creating permanent new positions to meet financial sustainability goals for the ongoing increase in demand. These permanent positions lack applicants, and now compete with applicants for travelers. Travelers have driven wages up. Some hospitals are paying four times the rate they pay core permanent staff. Providers are spending funds they have not budgeted for and cannot afford. Providers in every category face criticism for under-paying nurses, and filling gaps with travelers. Traditionally, travelers were hired from southern states. Today, travelers are leaving permanent Vermont-based positions to work as a traveler in-state for higher wages. In some cases, the employee leaves employment and comes back doing the same job in a traveler role.

When asked if the 2022 budget for travelers was likely to increase, 84% responded yes. It is estimated that in 2021 healthcare providers in Vermont will have spent in excess of \$100 million on travelers. According to Vermont Association of Hospitals and Health Systems (VAHHS) data, 12 Vermont hospitals have spent in excess of \$75 million on travelers. And according to Vermont Healthcare Association (HCA) data, Vermont's Long-term Care Facilities will have spent \$40 million in 2021; Travelers for Home Health providers are not included in this number. Notably, the percent of providers' overall budget spent on travelers is expected to increase in the coming years.

### A. *Licensed Nurse Assistant (LNA)*

LNAs provide basic nursing care which includes assistance with bathing, dressing, eating, mobility, and toileting. Providers indicate that wages are higher now than in 2020, with as much as 20% more paid for entry-level roles. The LNA is perceived by both applicants and healthcare providers as a step in a career ladder, versus a long-term role. An opportunity for upskilling LNAs is evidenced by the data showing only 12% of all LNAs forecast are upskilled or cross-trained for other roles.

Providers indicate the role of LNA is supported, in part by Personal Care Aides (PCAs) which are not clinically skilled roles, but are essential for healthcare

### B. *Psychiatric Technician*

Psychiatric Technicians or Mental Health Technicians provide therapeutic care for individuals who have mental illnesses or developmental disabilities, helping to de-escalate situations and manage crises. This role is hired by hospitals but is not in other

healthcare settings. Psychiatric Technicians represent 14% of the total forecast, with 875 jobs forecast in the next two years among 17 hospitals.

Long-term care facilities and home health providers manage psychiatric care using combinations of Psychiatric RNs, staff RNs, social workers, and case managers. Home health community health workers are skilled in case management and social work. Emergent care frequently falls to nursing staff.

*C. Medical Assistant*

Medical Assistants provide clinical and/or administrative support in a healthcare facility. This is a role that performs different tasks depending on the facility, and therefore certification is not recognized by all providers. There is, however, a national certification delivered in different two ways: Certified Clinical Medical Assistant (CCMA) for patient care or Certified Medical Administrative Assistant (CMAA) for medical billing and coding. The CCMA (clinical) requires a minimum of a test; which can be supported by an online course; or with as much rigor as a 15-credit clinical apprenticeship.

*D. Licensed Practical Nurse*

LPNs provide nursing treatments, fluids and medications, dress wounds, take vitals, observe patient charts, report changes in condition, and reactions to medication. LPNs are utilized in home health and long-term care facilities as a primary and supplemental care resource to the RN. LPNs are not widely used in hospital settings; however there is broad recognition that LPN attainment is an important step toward RN licensure.

*E. Registered Nurse*

The Registered Nurse provides professional treatment to patients in varying state of health and illness by assessment, planning, implementation, and evaluation of care. RNs represent the greatest demand in the nursing career path, at 42% of the total forecast. The scope of practice for an RN is the same regardless of educational degree level (Associates Degree Nurse or Bachelor of Science in Nursing degree).

A Bachelor of Science in Nursing (BSN) is not required by healthcare organizations, a policy which has changed over time, particularly for hospitals that are ANCC Magnet designated. ANCC Magnet designation is a quality credential that demonstrates excellence in nursing and patient care and innovation in professional nursing practice. Magnet designated hospitals must have written plans to support RNs to earn a BSN credential and demonstrate the BSN rate is advancing toward a goal of 80%. Each magnet hospital has their own policy for this, for example, one hospital states that an ADN prepared RN must enroll in the BSN within two years and complete it within five years from the date of hire.

22% of all RNs forecast are for replacement hires for RNs retained by upskilling through transfers or promotions. Cross-training provides increased utility and flexibility in assignments.

*F. Clinical Nurse Educator*

The clinical nurse educator is among most important roles in the nursing pathway. This role provides clinical training for nurse licensure candidates and for other licensed nurses. The need for clinical demonstration and teaching can support the shortage of nursing faculty in higher education, which currently limits the number of candidates eligible for licensure. According to accreditation standards for nursing education, one clinical educator can train up to 8 licensure candidates at a time.

To demonstrate the effect of clinical educators on Vermont's four RN higher education programs, in 2019 these programs combined to graduate 293 RN students, not all of whom stayed in-state for employment (according to the Vermont Board of Nursing). Registered Nurse training programs are available at Vermont Technical College (with 9 locations statewide), Castleton College (2 locations), Norwich University and University of Vermont.

While the forecast for clinical nurse educators is modest in comparison to other roles in the nursing pathway, an investment in clinical education is a driver of RN program expansion and professional development for internal staff assignment flexibility. Clinical educator roles are differentiated by clinical care instruction and clinical instruction for licensure. Qualification for clinical educators is recognized at the bachelor's degree level, but higher education accreditation standards look for advanced degree oversight for training RN candidates.

*G. Nurse Practitioner*

The Nurse Practitioner is a licensed practitioner who is responsible for managing health problems and coordinating health care for the perioperative patient in accordance with State and Federal rules and regulations and the nursing standards of care. Standards of care include assessment of health status, diagnosis, development of plan of care and treatment, implementation of treatment plan, and evaluation of patient status. Nurse Practitioner is the advancement path that RNs choose most frequently. The supply of new Nurse Practitioners has increased since 2018, replacement demand is lower than for other roles in the nursing pathway.

7. NEW VS REPLACEMENT JOBS



Table 2. Forecast percentage of new vs replacement positions within each critical job category (Sep 2021 – Sep 2023) from 43 Vermont employers. The highlighted fields have a higher-than-average rate of replacement.

Position	% New Jobs	% Replacement jobs	% of replacements retained by transfer/promotion
Nurse Practitioner	37%	63%	14%
Clinical Nurse Educator	40%	60%	31%
Registered Nurse	25%	75%	30%
Licensed Practical	38%	62%	24%
Medical Assistant	24%	76%	29%
Psychiatric Technician	41%	59%	29%
Licensed Nurse Assistant	28%	72%	17%

8. ANALYSIS OF REPLACEMENT JOBS

The two roles with the highest demand, Registered Nurse and Licensed Nurse Assistant, also represent the highest number of replacement positions in the forecast. Overall, more than a quarter of all replacement positions represent internal transfers and promotions (26%), which may translate to career advancement opportunity.

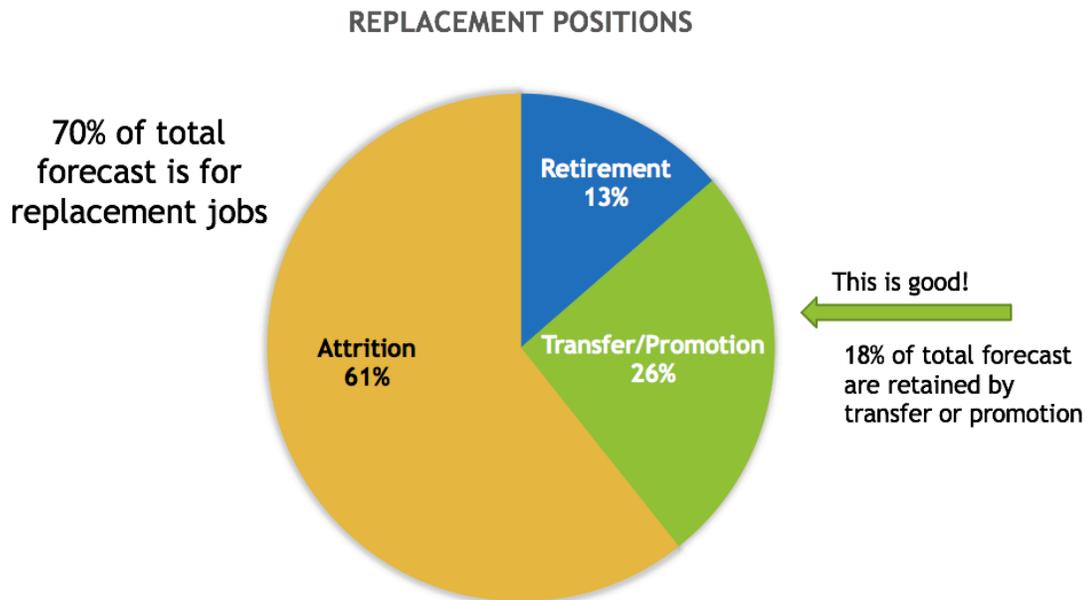


Figure 4. The percentage of replacement positions that are a result of attrition, retirement, and transfer/promotion (Sep 2021-2023) from 43 Vermont employers

9. RELATIVE CHANGES IN DEMAND (FROM 2018 TO 2021)

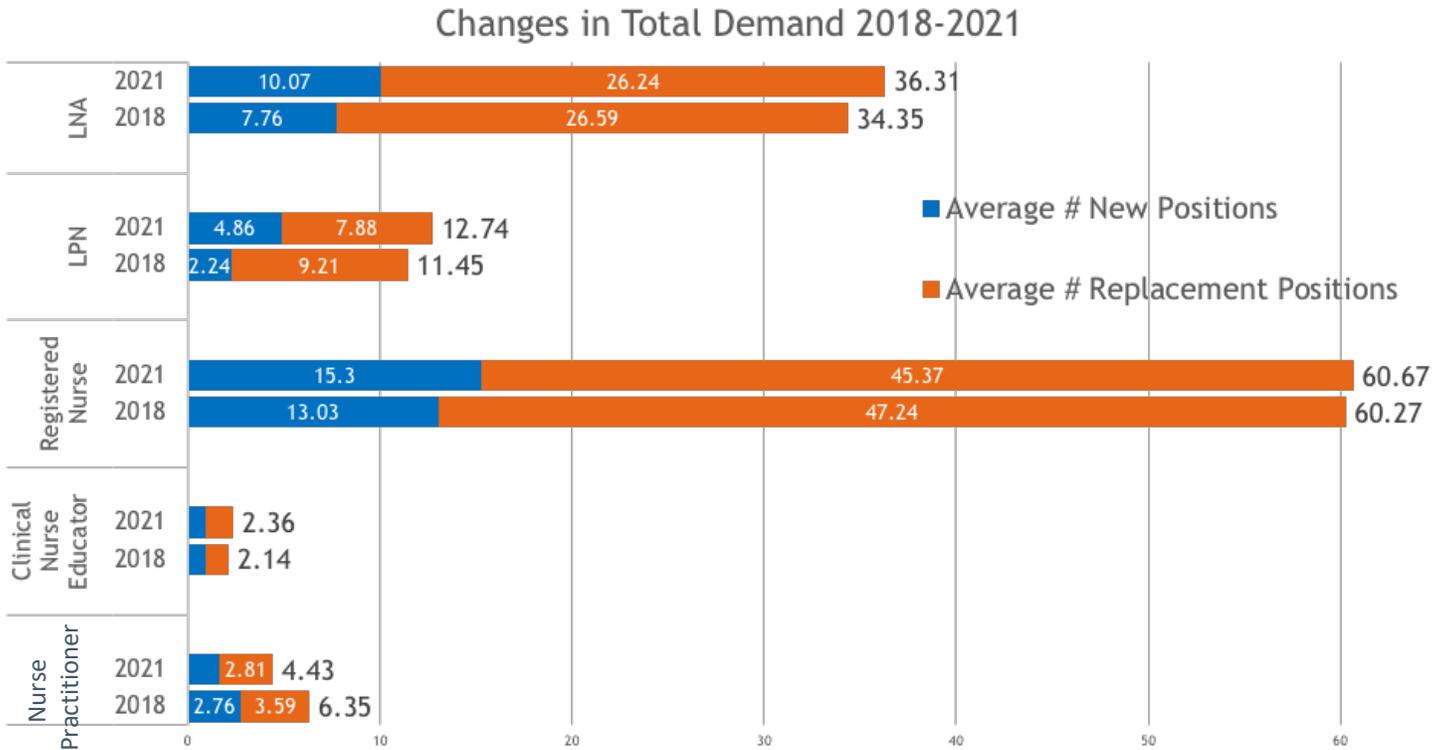
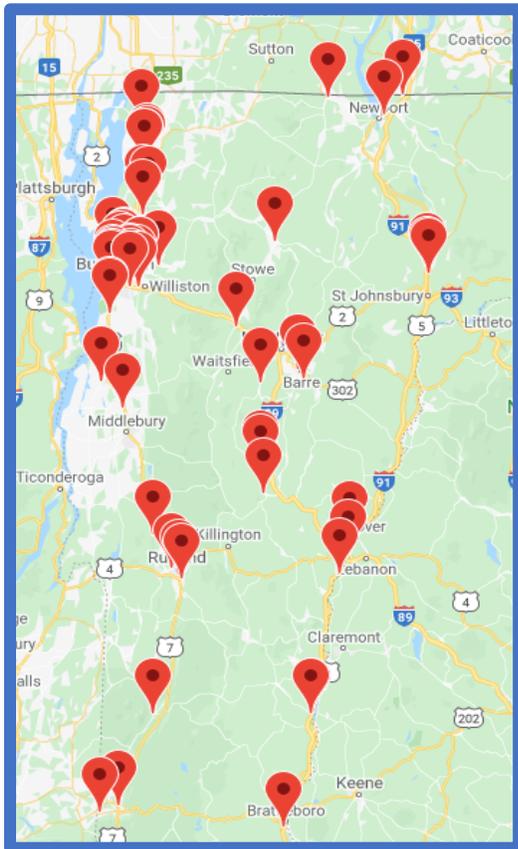


Figure 5. Average # of hires per healthcare provider forecast for new, replacement and total FTEs by role. A comparison from 2018 to 2021.

VTPM conducted a needs assessment in 2018 to forecast hiring demand for the period 2018-2020. Comparable roles identified by healthcare employers for the 2021 needs assessment are shown in Figure 5 above. Notice the demand for LNA and the LPN roles continues to increase. The RN demand remains high and above all other roles, but has not increased much per employer. The forecast for Nurse Practitioners has decreased because of an increase in the supply – NP roles have become less difficult to fill, and may be less prone to attrition.

10. EMPLOYER LOCATIONS

Figure 6. VTPM 2021 Nursing Pathways Needs Assessment participants and their Vermont and NH locations



Vermont Talent Pipeline Healthcare Employer Collaborative members:

- 65 healthcare providers volunteered to participate in the Healthcare Collaborative
- 43 set up user ids in the Talent Pipeline Management research system and forecasted their hiring needs, including:
  - 17 Hospitals (100%)
  - 8 Visiting Nurse Organizations (89%)
  - 17 Long-term Care Facilities (19%)
  - 1 Outpatient Clinic
- Respondents have been identified by internal Healthcare Provider leadership, typically including the chief or director of nursing, in cooperation with human resource management

11. REGIONAL DISTRIBUTION

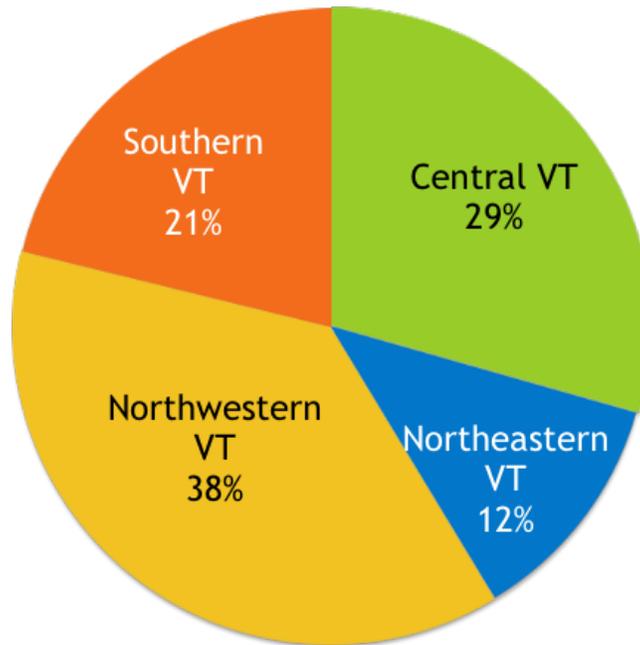


Figure 7. Forecast of vacancies by geographic region from 43 Vermont healthcare providers, for the period Sep 2021-Sep 2023.

Table 3. Forecasted healthcare vacancy regional distribution definition, with number of providers (Sep 2021- Sep 2023), N = number of respondents in each region.

REGION	DESCRIPTION	% OF VACANCIES	N	
Central Vermont	Along Rt 4; North of Rt 4 and South of interstate 89	29%	13	6 hospitals 2 LTC 4 VNA
Northeastern Vermont	East side of Northern Vermont including North of interstate 89	12%	8	3 hospitals 4 LTC 1 VNA
Northwestern Vermont	West side of Northern Vermont including Chittenden County along I89	38%	11	2 hospitals 6 LTC 2 VNA 1 outpatient
Southern Vermont	South of Rt 4 corridor	21%	12	6 hospitals 5 LTC 1 VNA

12. REGIONAL VARIATION IN DEMAND

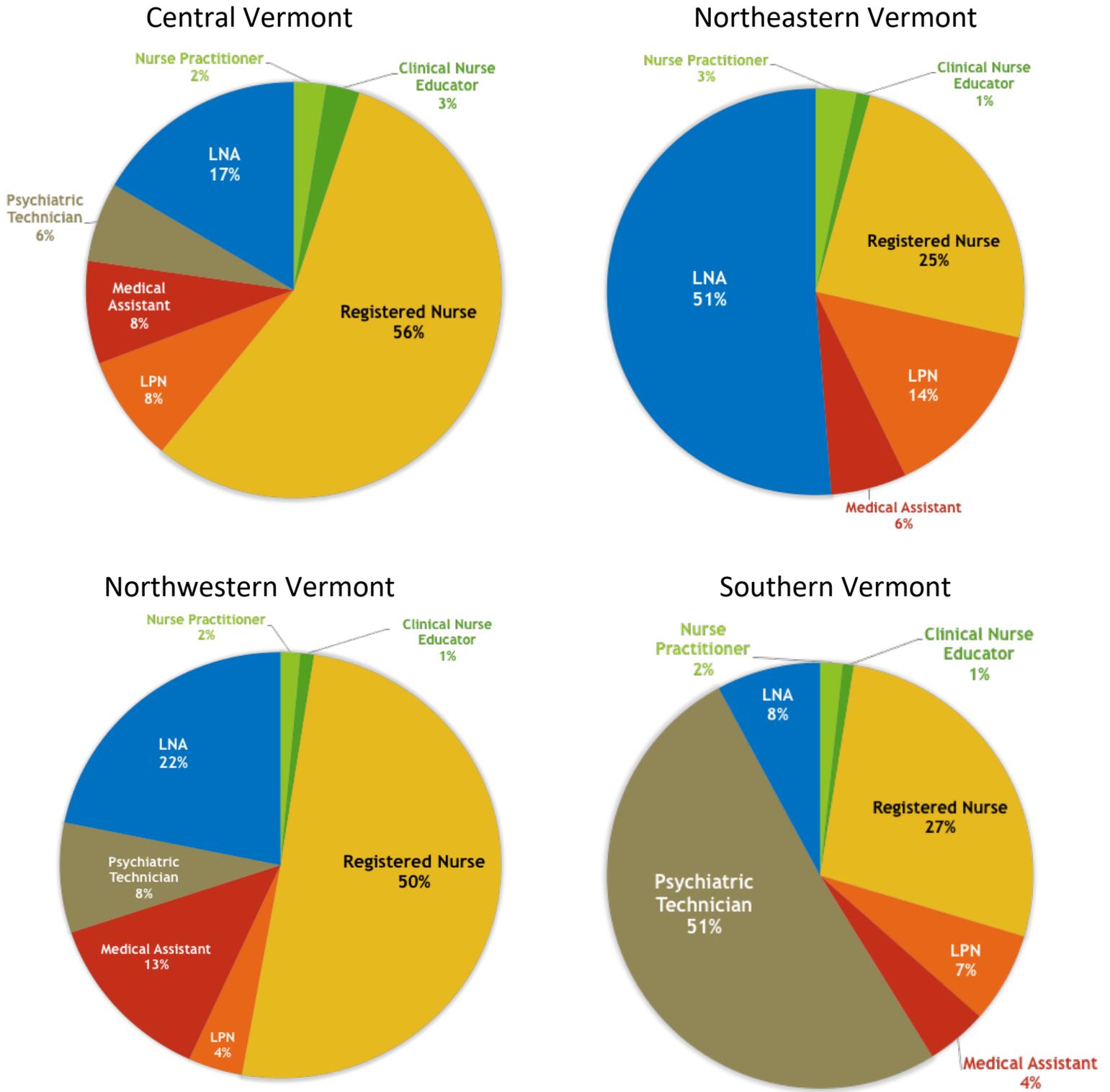
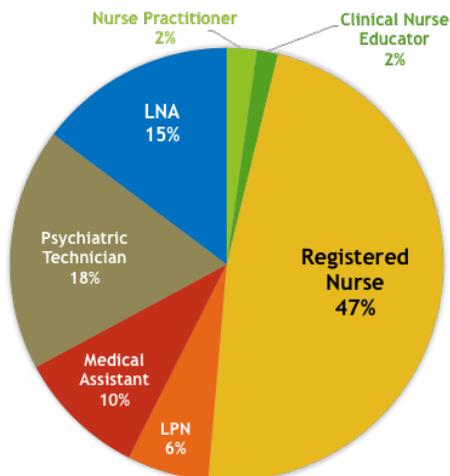


Figure 8. Regional variation of demand for critical roles, based on 43 employer responses.

13. DEMAND BY PROVIDER CATEGORY

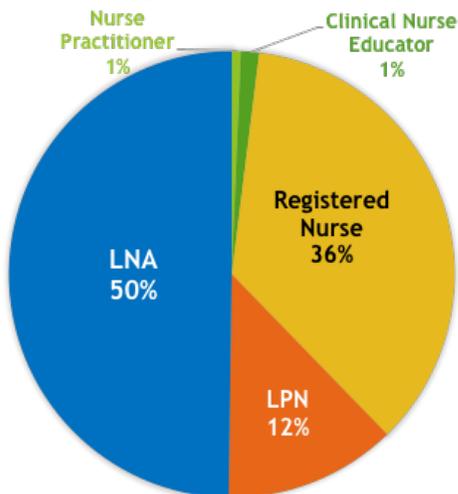
A. Hospital Hiring Distribution



- 17 of 17 Hospitals (100%)
- 4808 Jobs Forecast
  - 27% New Jobs
  - 73% Replacement Jobs
- 77% of total job forecast
- Average of 284 jobs per hospital

Figure 9. Percent of the total forecast by position for 17 Vermont hospitals, within the period of Sep 2021-2023

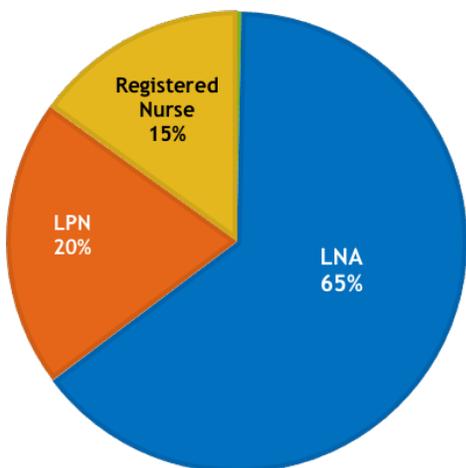
B. Visiting Nurse/ Home Health Hiring Distribution



- 8 of 10 Visiting Nurse Orgs (80%)
- 456 Jobs Forecast\*
  - 57% New Jobs
  - 42% Replacement Jobs
- 7% of the total job forecast
- Average of 57 jobs/provider
- 570 = Approximate # jobs at 100%

Figure 10. Percent of the total forecast by position for 8 Vermont Visiting Nurse/Home Health providers, within the period of Sep 2021-2023.

C. Long-Term Care Facilities Hiring Distribution



- 17 LTC Facilities representing 1,519 of 5,616 beds (27%)
- 910 Jobs Forecast\*
- 15% of Total job forecast
  - 26% new jobs
  - 74% replacement jobs
- Avg of 0.6 jobs/bed
- 3370= Approximate # jobs at 100%

Figure 11. Percent of total forecast by position for 1519 beds (27% of total) for Vermont Long-term care facilities, within the period of Sep 2021-2023.

### 14. RN SPECIFIC DEMAND

Acute Care specialization tops the list of RN hiring demand at 47% of the total need. Acute Care nurses perform complex patient assessments and maintain life supporting systems for critically ill or injured patients, typically working in fast-paced environments, with high pressure and relatively high mortality rates. The skill set for an Acute Care RN requires experience and support. New RN grads can work in Acute Care if supported by good residency programs, training, preceptors, and other services. As with Acute Care RNs, the training path for any RN specialization is suitable for a new grad if the support services are strong.

Hospitals expect an increase in demand for Operating Room RNs with a shift away from short-term hospital stays to outpatient surgeries. Hospitals suggest OR nurses may be underrepresented. Also of note, providers did not list “school” nurses in need, however there is general recognition for increasing demand for RNs in school settings.

Table 4. Percentage of need for critical specialized RN positions (Sep 2021-2023) from 32 Vermont employers

RN Specialization	% of NEED
Acute Care	47%
Clinical Care	18%
Emergency Room	9%
Home Health, Hospice	6%
Operating Room	5%
Psychiatric/Behavioral Health	5%
Geriatric Care	4%
Clinical Educator	3%
Oncology	3%
<b>Total Demand</b>	<b>100%</b>

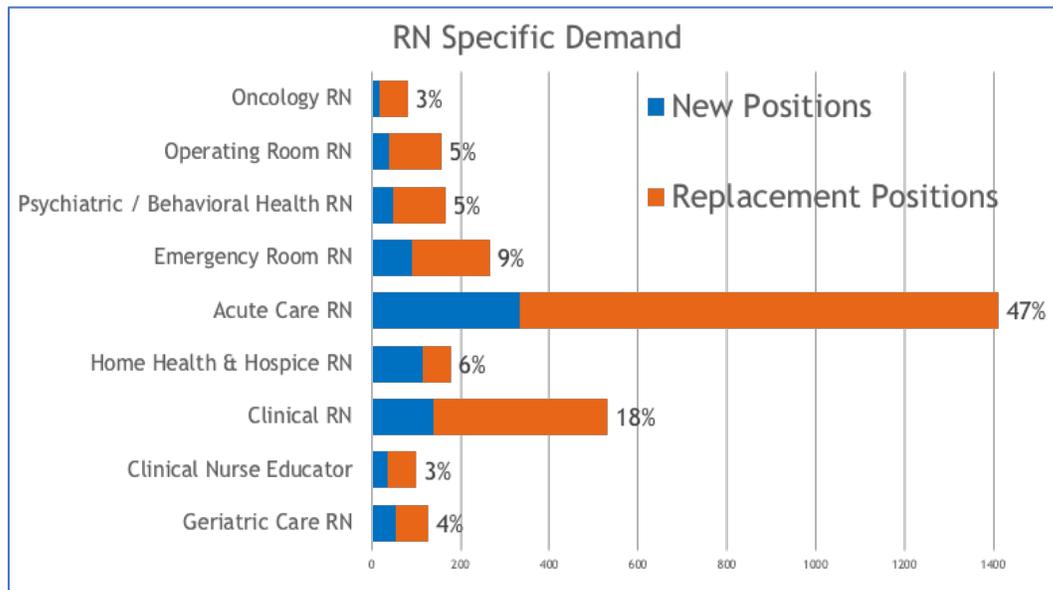


Figure 12. Relative percentages of new and replacement specialized RNs (Sep 2021-2023) from 32 Vermont employers

15. OTHER HIRING QUESTIONS

---

A. *Regarding Clinical Educators*

1. Will your organization provide clinical educators for purposes of training nursing students for licensure and developing a hiring pipeline?



2. Does your organization pay for MSN training to expand clinical education capacity?



B. *Regarding In-House Training*

3. Is your organization interested in hosting nursing apprenticeships to educate working LNAs and LPNs to become Registered Nurses?



4. Does your organization provide Psychiatric Technician training in-house? (responses received from hospitals only)



5. Does your organization provide Licensed Nurse Assistant training in-house?



16. CREDENTIAL AND EDUCATION REQUIREMENTS

Licensed Nurse Assistant			
Education	Required	Preferred	Neither
High School or Equivalent	69%	26%	5%
Post-Secondary Credential	76%	21%	2%
Credentials	Required	Preferred	Neither
Licensed Nursing Assistant	76%	17%	7%
Pro-Act (Crisis Training)	2%	12%	86%
MOAB (De-escalation Training)	0%	14%	86%
Other	10%	7%	83%

Table 5. Relative importance of education and credential attainment for Licensed Nurse Assistant position.

Psychiatric Technician			
Education	Required	Preferred	Neither
High School or Equivalent	50%	0%	50%
Post-secondary Credential	0%	33%	67%
Credentials	Required	Preferred	Neither
Pro-Act (Crisis)	8%	33%	58%
MOAB (De-escalation)	0%	33%	67%
Other	8%	17%	75%

Table 6. Relative importance of education and credential attainment for the Psychiatric Technician position.

Certified Medical Assistant			
Education	Required	Preferred	Neither
High School or Equivalent	71%	5%	24%
Post-secondary Credential	38%	33%	29%
Associates Degree	0%	29%	71%
Credentials	Required	Preferred	Neither
Licensed Nursing Assistant	10%	19%	71%
Certified Medical Assistant	29%	38%	33%
Pro-Act	0%	10%	90%
MOAB	0%	14%	86%

Table 7. Relative importance of education and credential attainment for the Certified Medical Assistant position

Licensed Practical Nurse			
Education	Required	Preferred	Neither
High School or Equivalent	93%	5%	2%
Post-secondary Credential	81%	7%	12%
Associates Degree	40%	31%	29%
Credentials	Required	Preferred	Neither
Licensed Nursing Assistant	17%	12%	71%
Pro-Act	0%	14%	86%
MOAB	0%	14%	86%
Licensed Practical Nurse	86%	7%	7%

Table 8. Relative importance of education and credential attainment for the Licensed Practical Nurse position.

Registered Nurse			
Education	Required	Preferred	Neither
Associates Degree	88%	5%	7%
Bachelors Degree	14%	74%	12%
Credentials	Required	Preferred	Neither
Registered Nurse- Board Certified	63%	19%	19%
Certified in a Clinical Specialty	0%	53%	47%

Table 9. Relative importance of education and credential attainment for the Registered Nurse position.

Clinical Nurse Educator			
Education	Required	Preferred	Neither
Bachelors Degree	62%	38%	0%
Post-Baccalaureate Credential	0%	57%	43%
Masters Degree	5%	49%	46%
Doctorate Degree	0%	11%	89%
Credentials	Required	Preferred	Neither
Registered Nurse- Board Certified	59%	22%	19%
Advanced Practice Registered Nurse	22%	22%	57%
Certified in a Clinical Specialty	5%	49%	46%

Table 10. Relative importance of education and credential attainment for the Clinical Nurse Educator position.

Nurse Practitioner			
Education	Required	Preferred	Neither
Bachelors Degree	77%	8%	15%
Masters Degree	77%	23%	0%
Doctorate Degree	0%	35%	65%
Credentials	Required	Preferred	Neither
Registered Nurse- Board Certified	65%	12%	23%
Certified in a Clinical Specialty	8%	69%	23%
Advanced Practice Registered Nurse	69%	23%	8%

Table 11. Relative importance of education and credential attainment for the Nurse Practitioner position.

17. VTPM HEALTHCARE COLLABORATIVE MEMBERS

---

Addison County Home Health and Hospice	Northwestern Counseling Services
Brattleboro Memorial Hospital	Northwestern Medical Center
Brattleboro Retreat	Orleans Essex Visiting Nurse Association
Caledonia Home Health Care and Hospice	Our Lady of Providence
Cedar Hill Continuing Care Community	Pine Heights at Brattleboro
Central Vermont Home Health and Hospice	Pines Rehabilitation & Health Center
Central Vermont Medical Center - UVMHN	Porter Medical Center - UVMHN
Community Health Centers of Burlington	Queen City Nursing and Rehab
Converse Home	Rutland Regional Medical Center
Copley Hospital	Southwestern Vermont Healthcare
Dartmouth Hitchcock Medical Center	Springfield Medical Care Systems
Eastview at Middlebury	Springfield Rivers
Elderwood at Burlington	St. Albans Health and Rehabilitation Center
Equinox Terrace	The Gill Odd Fellows Home
Franklin County Home Health	The Manor
Franklin County Rehab Center LLC	The Meadows and Gables at East Mtn – RRMCC
Genesis Healthcare Mountain View Center	The Pines at Rutland Center for Rehabilitation
Gifford Medical Center	The Villa Rehab Center
Grace Cottage Hospital	Union House Nursing Home Inc
Harbor Village, Homestead	University of Vermont Health Network
Howard Center	UVMHN Home Health and Hospice
Kingdom Kare Healthcare	UVM Medical Center - UVMHN
Lamoille Home Health and Hospice	Valley Cares, Inc
Living Well Group	Valley Terrace
Maple Lane Nursing Home	Vermont Catholic Charities, Inc
Margaret Pratt Community	Vermont Veterans' Home
Mayo Healthcare	Vernon Hall Assisted Living Residence
Mt. Ascutney Hospital - Dartmouth- Hitchcock	Visiting Nurse and Hospice for VT and NH
National Health Care Associates - The Pines	VNA & Hospice of the Southwest Region
North Country Hospital	Wake Robin
Northeastern Vermont Regional Hospital	White River Junction VA Medical Center