



Jun 19, 2018

Dear Educator Colleagues,

The Vermont Talent Pipeline (VTPM) is a statewide initiative developed by the US Chamber of Commerce Foundation to fill the skills gap using lessons from supply-chain management to serve employers as “end-customers”. As part of this model, we are sharing the attached report with training providers for the Healthcare industry, with the goal of aligning training for the most critical jobs. We invite you to share this information with any educational partners delivering training for the Nursing careers identified.

Please find the attached two-year forecast for Vermont jobs in **Nursing** careers, developed by the Vermont Talent Pipeline’s Healthcare Employer Collaborative. This information is provided to inform educational program development and alignment with the needs of the state’s health care industry. It is intended to supplement the work of the University of Vermont, Larner College of Medicine’s Area Health Education Center and is not intended to be a complete representation of health care jobs in Vermont.

We look to the education community to support the needs of industry with training proposals. If your organization can provide programs to fulfill the attached training requirements for: Skilled Nurse; Healthcare Assistant; Nurse Manager; and/or Advanced Practice Registered Nurse, we would like to know. Please respond in writing by July 18, 2018 with a **letter of intent** to provide an aligned training proposal with the job requirements attached. Thank you for your time and consideration for this important work.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Mary Anne Sheahan". The signature is written in a cursive, flowing style.

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

Attachments:

- I. Survey Methodology and Highlights
- II. VTPM Healthcare Industry Needs Assessment Survey Data

Survey Methodology

The Vermont Talent Pipeline invited healthcare industry employers to participate in a collective impact model, and 32 employers voluntarily agreed to participate in the healthcare collaborative and needs assessment. The survey enjoyed a 97% participation rate among the 32 Healthcare providers in Vermont including all 17 hospitals; 3 Community Health Centers; 3 Home Health Providers; 4 Rehab Centers; and 5 Residential Care/Assisted Living Communities. The survey ran from March 7 through April 7, 2018. Health Care employers were asked to provide details on job projections for **new** and **replacement** jobs in four categories, which they identified as critical to their organizations. Respondents were also asked the importance of specific Competencies, Employability skills (soft skills), Work Experience, Education and Industry Credentials for each job category involving nursing careers:

1. Skilled Nurse (i.e. Registered Nurse, Licensed Practical Nurse)
2. Health Care Assistant (i.e. Licensed Nurse Assistant, Personal Care Aide)
3. Nurse Manager (i.e. Clinical Nurse Manager, Clinical Nurse Educator)
4. Advanced Practice Registered Nurse (i.e. Nurse Practitioner, Advanced Practice Mental Health Nurse)

Assumptions for the survey were defined by employers and included:

- The job forecast is for the period of April 2018 – April 2020.
- The **New** Jobs Forecast represents planned or anticipated industry growth.
- The **Replacement** Jobs Forecast represents attrition/turnover and retirements.
- The role of Physician is not included in the survey.
- Other critical jobs including Environmental Services, Nutritional Services and Rehabilitation Services were identified, but are not included in this survey.
- All jobs listed are subject to a background check and adhere to privacy and confidentiality policies.

Survey Highlights

- 3909 jobs are forecast in these Nursing Careers over the next two years among 30 health care employers in Vermont.
- 26% of these jobs represent new hires (1019 total)
- 74% of forecasted jobs represent replacements due to attrition and retirements.

Health Care Employers explained the high replacement rate as follows:

1. There is a lack of Preceptors in major hospitals, who train and mentor new hires. Some new hires begin working in small rural hospitals because Preceptors are

- available, however, with two years' experience, choose to move to a larger setting or a "more progressive" opportunity. The result: small rural hospitals may bear the brunt of onboarding and training costs for the larger and "more progressive" ones.
2. The shortage of available healthcare workers across the industry results in a changing scope of work placed on nurses, who are faced with expanded responsibilities on the front line.
 3. There are an unusually high number of retirements – as many as 30% of all replacement jobs – with an increasing number of early retirements based on workforce challenges; organizational changes and the expectations to do more with fewer resources.
 4. The economy is strong. When the economy is not strong, working families re-evaluate the need for second incomes and look for opportunities to re-enter the workforce.
 5. The workforce shortage increases the availability of traveling nurse jobs, which pay better and provide travel opportunities that might not otherwise exist.

Job Category Summary

Skilled Nurses

Skilled Nurses makes up the largest percent of forecasted hires (53%). Some Hospitals reported hiring only Skilled Nurses with a minimum of BSN, a policy developed to support the pre-hire attainment of important transferable patient communication skills. This hiring policy comes with a heavy price tag though, as there is already a serious shortage of Skilled Nurses in Vermont. Several hospitals noted they are now willing to hire an RN or an Associate's Degree Nurse with a contract or action plan to upskill to a BSN within a defined period. Hospitals reported a long on-boarding process associated with skilled nursing which can take from 3 to 8 months (or more) of work under the mentorship of a Preceptor to obtain necessary patient experience, prior to treating patients independently.

Employers agree it is not enough to have a nursing license, which provides evidence of competency. Patient experience and communication are valued as essential transferable skills - more important even than many of the competencies listed. These patient skills could be attained in a variety of healthcare pathways and could begin with experiences like EMT, Medic, Personal Care Aide, or Licensed Nurse Assistant to name a few. RNs with more patient experience and better communication skills are observed to have: A shorter on-boarding process; and a ramp to attain a BSN, while working.

Nurse Managers

Nurse Managers include Clinical Nurse Educators and Clinical Nurse Managers. The Nurse Manager category made up less than 4% of the forecasted hires, but these jobs were seen as the MOST important for the “development” of new and future Skilled Nurses. A lack of Preceptors and clinical resources is a major consideration for the bottleneck in skilled nurse training. The salaries and leadership/management skill attainment among this job category may be overdue for review.

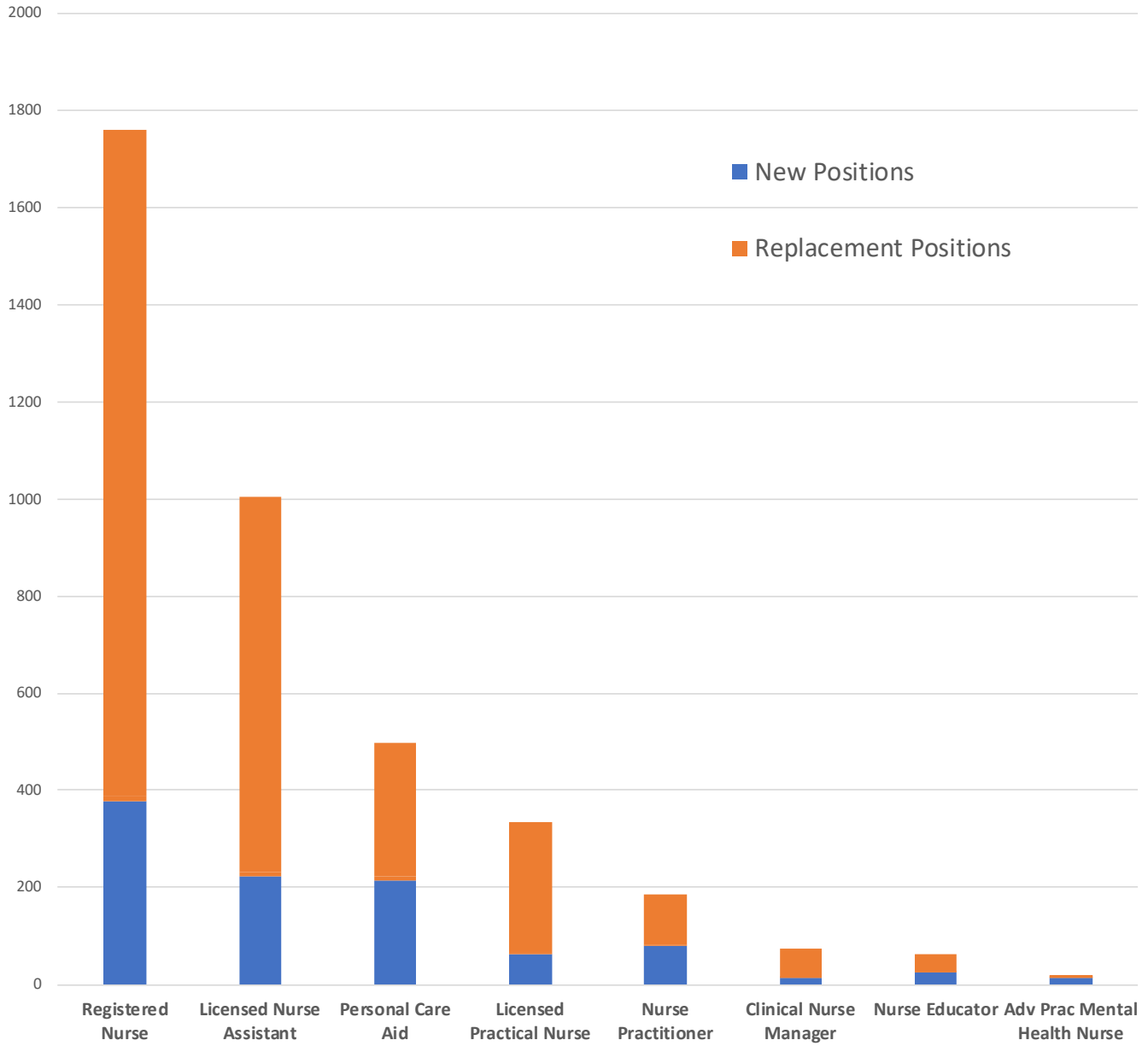
Health Care Assistants

Health Care Assistants include Licensed Nurse Assistants and Personal Care Aides. The number of health care assistants reflects 38% of the hiring forecast. While this number is quite high, employers interpreted this number as significantly lower than actual, due to the lack of survey participation at the residential care level. Our survey group included five residential care/assisted living communities, and the number in Vermont is much higher (at least 130 residential care and assisted living residences are listed on the Vermont Health and Human Services Website).

Advanced Practice Nurses (APRN)

The number of APRNs represents 5% of the hiring forecast. The attrition and new hire rates among Advanced Practice Registered Nurses are more balanced than the other nursing categories, presumably due to a narrower scope of work, and a growing need for more primary patient care providers. Only one job category showed the need for more New Hires than Replacements – The Advanced Practice Mental Health Nurse. Employers expressed several possible reasons including: the growing opiate crisis; a shortage of psychiatrists; or a potential transition in patient care to value mental health assessment and treatment.

Nursing Jobs Forecast
April 2018-April 2020



Position	New Positions	% that are New Positions	Replacement Positions	% that are Replacement Positions	Total Positions	% of Total Positions	Job Category	% of Jobs in this Category
Registered Nurse	378	22%	1370	78%	1748	45%	Skilled Nurse	
Licensed Practical Nurse	65	20%	267	80%	332	8%	2080	53%
Licensed Nurse Assistant	225	23%	771	77%	996	25%	Healthcare Asst	
Personal Care Aide	216	44%	275	56%	491	13%	1487	38%
Clinical Nurse Manager	15	20%	60	80%	75	2%	Nurse Manager	
Nurse Educator	26	42%	36	58%	62	2%	137	4%
Nurse Practitioner	80	43%	104	57%	184	5%	APRN Nurse	
Adv Prac Mental Health Nurse	14	67%	7	33%	21	1%	205	5%
	1019	26%	2890	74%	3909	100%		100%

Skilled Nurse Job Requirements

Registered Nurse and Licensed Practical Nurse

Competencies		Weighted Importance
	Incorporates representatives into plan of care	0.996
	Educates patients to manage self care	99%
	Records and reports patient symptoms and outcomes	98%
	Collects clinical data from patient (i.e. history, symptoms, physical findings)	98%
	Provides individual therapies for cognitive or behavioral disorders	97%
	Assesses patient response to illness	96%
	Communicates with multidisciplinary units and shifts	96%
	Administers Medication and Treatment	96%
	Supervises staff and assistants as needed	94%
	Identifies patient goals and modifies plans as needed	92%
	Completes patient assessment, recording clinical observations	92%
	Enforces policies in compliance with regulations	81%

Employability Skills		Weighted Importance
	Exhibits a patient / customer orientation	100%
	Displays interpersonal communication skills	99%
	Displays critical thinking	99%
	Exhibits social perception skill (comprehension, reasoning, expression)	99%
	Exhibits reading comprehension skill	99%
	Exhibits active listening and problem solving	98%
	Displays flexibility	98%
	Manages multiple priorities under pressure	98%
	Produces effective written communication	98%
	Provides accountability to stakeholders	98%
	Displays timeliness and follow through	97%
	Acts as a team player	96%
	Uses technology for EHR and communication	95%

Education		Required	Preferred	Not Needed
	Associates Degree	83%	7%	10%
	Bachelor's Degree	7%	79%	14%
	Master's Degree	3%	24%	72%
	Other	0%	7%	93%

Credentials		Required	Preferred	Not Needed
	LPN	100%	0%	0%
	State Nursing License	97%	3%	0%

Experience		None	1 year	2-3 yrs	4-5 yrs	>5 yrs
	Required Experience					
	Entry	28%	31%	41%	0%	0%
	Mid	10%	0%	62%	24%	4%
	Senior	10%	0%	14%	14%	62%
	Preferred Experience					
	Entry	66%	31%	4%	0%	0%
	Mid	21%	3%	69%	24%	4%
	Senior	21%	0%	14%	34%	31%

Healthcare Assistant Job Requirements						
Licensed Nurse Assistant and Personal Care Aide						
Competencies		Weighted Importance				
	Assists skilled nurses with necessary procedures	93%				
	Collects and transports specimens	92%				
	Performs clerical functions (documenting charts)	87%				
	Performs clinical functions (i.e. vital signs)	86%				
	Assists in patient admission, transfer and discharge	81%				
	Reports patient conditions and behaviors to staff nurse	79%				
	Assists patients with handling of clothing and personal property	77%				
	Prepares and organizes patient charts	76%				
	Assists patients with activities of daily living	65%				
	Assists patients with transportation throughout facility	58%				
Employability Skills		Weighted Importance				
	Exhibits interpersonal communication skill (patients and staff)	96%				
	Pays attention to details	96%				
	Prioritizes competing activities	95%				
	Displays self-motivation	95%				
	Maintains composure in difficult situations	94%				
	Maintains a positive attitude	91%				
	Displays flexibility and cooperation	90%				
Education		Required	Preferred	Not Needed		
	High School or equivalent	7%	28%	66%		
	Associate's degree	0%	14%	86%		
	Bachelor's degree	10%	28%	62%		
	Other	7%	10%	83%		
Credentials		Required	Preferred	Not Needed		
	Licensed Nurse Assistant	72%	10%	17%		
	Personal Care Aide	4%	24%	73%		
Experience		None	1year	2-3 yrs	4-5 yrs	>5 yrs
	Required Experience					
	Entry	28%	38%	34%	0%	0%
	Mid	14%	14%	66%	0%	4%
	Senior	14%	3%	35%	24%	24%
	Preferred Experience					
	Entry	69%	24%	7%	0%	0%
	Mid	34%	21%	41%	4%	0%
	Senior	31%	3%	31%	21%	14%

Advanced Practice Nurse Job Requirements						
Nurse Practitioner and Advanced Practice Mental Health Nurse						
Competencies		Weighted Importance				
	Monitors patient medication usage and results	91%				
	Monitors patient progress or response to treatment	91%				
	Prescribes Medications based on efficacy, safety, cost and legal authorization	91%				
	Diagnoses and treats acute illness, infection or injury	91%				
	Analyzes test data or images to inform diagnosis or treatment	91%				
	Provides medical attention and/or emotional support to patients	90%				
	Recommends diagnostic or therapeutic interventions	90%				
	Evaluates patient behavior to help formulate diagnosis and assess treatment options	89%				
	Educates patients about self-management of illness	88%				
	Distinguishes between physiological and psychological disorders and diagnoses appropriately	88%				
	Analyzes patient history, symptoms, diagnostics and physical findings	87%				
Employability Skills		Weighted Importance				
	Communicates and conveys information effectively	92%				
	Listens, giving full attention to patient	92%				
	Combines information to form conclusions	92%				
	Displays sensitivity to problems that might occur	91%				
	Uses logic and reasoning to identify solutions, conclusions and approaches	91%				
	Understands implications of information and decision making	91%				
	Understands written sentences and work related documents	91%				
Education		Required	Preferred	Not Needed		
	Bachelors	62%	4%	34%		
	Masters	3%	55%	41%		
	Doctorate	48%	21%	31%		
Credentials		Required	Preferred	Not Needed		
	APRN	65%	14%	21%		
	RN-BC	55%	14%	31%		
	Adult Nurse Practitioner	52%	24%	24%		
	Family Nurse Practitioner	52%	17%	31%		
	Psychiatric Mental Health Nurse Practitioner	45%	21%	34%		
	Acute Care Nurse Practitioner	34%	28%	38%		
	Gerontological Nurse Practitioner	31%	28%	41%		
	Pediatric Primary Care Nurse Practitioner	31%	17%	52%		
	Other	23%	19%	58%		
Experience		None	1year	2-3 yrs	4-5 yrs	>5 yrs
	Required Experience					
	Entry	31%	28%	34%	3%	4%
	Mid	21%	3%	41%	27%	7%
	Senior	21%	3%	10%	17%	48%
	Preferred Experience					
	Entry	55%	31%	10%	0%	4%
	Mid	34%	10%	41%	10%	4%
	Senior	31%	3%	17%	21%	28%

* reflects a shift in educational attainment and availability

Nurse Manager Job Requirements						
Clinical Nurse Manager and Clinical Nurse Educator						
Competencies		Weighted Importance				
	Partners with medical staff on operational issues	99%				
	Utilizes Electronic Medical Record technology and equipment	98%				
	Assist in direct patient care as needed	97%				
	Interprets policies in compliance with regulations	96%				
	Directs and Supervises functions and activities	95%				
	Supervises unit staff	94%				
	Organizes, directs and manages functions within unit	93%				
	Manages operations and finances of unit (i.e. productivity, quality, budgets)	84%				
	Acts as the Clinical leadership resource to the unit	80%				
	Responsible for unit HR functions (i.e. recruiting, performance, labor management)	78%				
Employability Skills		Weighted Importance				
	Exhibits a customer service orientation	100%				
	Manages multiple priorities	99%				
	Maintains organization, timeliness and follow-through	98%				
	Exhibits effective time management skill	98%				
	Manages emotional and stressful situations	98%				
	Demonstrates active listening and problem solving	98%				
	Maintains accountability to stakeholders	98%				
	Exhibits team building skills	98%				
	Displays interpersonal communication skills (patients and staff)	96%				
	Displays flexibility to step in when needed	95%				
	Displays the ability to multitask	93%				
Education Level		Required	Preferred	Not Needed		
	Associates	59%	10%	31%		
	Bachelors	38%	48%	14%		
	Masters	0%	21%	79%		
	Doctorate	14%	52%	34%		
	Other	0%	4%	96%		
Credentials		Required	Preferred	Not Needed		
	LPN License	60%	0%	40%		
	State Licensed Nurse	53%	3%	44%		
	RN-BC	55%	24%	21%		
	Other	71%	0%	29%		
Experience		None	1year	2-3 yrs	4-5 yrs	>5 yrs
	Required Experience					
	Entry	0%	4%	72%	14%	10%
	Mid	0%	0%	28%	55%	17%
	Senior	10%	0%	14%	31%	45%
	Preferred Experience					
	Entry	21%	10%	59%	0%	10%
	Mid	10%	0%	38%	42%	10%
	Senior	10%	0%	14%	31%	45%

reflects a shift in educational attainment and availability