

Contributions

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Foreword from the Secretary



Whatever our occupation in life, be it nurse, carpenter, cab driver or CEO, we know the basics to living a long healthy life. Besides proper diet and exercise, regular checkups are most important. It's all about health maintenance, preventive medicine, and monitoring our vital signs. Similar rules apply to sustaining a healthy economy. It's all about maintaining a well-trained workforce, monitoring the vital signs and taking preventive action before a problem or crisis occurs. This is especially true when it comes to our health care workforce.

Under Governor Doyle's leadership, we have made tremendous progress the past four years. The unprecedented \$3.2 billion state deficit he inherited is history, and our state's fiscal house is once again in order. Our economy is growing, creating good jobs, providing opportunities for working families, enhancing their quality of life. Now Governor Doyle has begun his second term with a budget that will make Wisconsin first among states in health care reform. His plan provides health care coverage for virtually all residents, and relief from high costs, not only for working families, but also employers.

As we work to become the leader in health care reform, we must also work to maintain the highly skilled workforce and quality of care that our residents have come to expect. This document represents our yearly checkup. The second Wisconsin Health Care Annual Report offers an assessment, a progress report on our efforts to address potential shortages. The challenges are increasing, as members of the baby boom generation enter retirement and all of us live longer, thanks to advances in medicine and healthier lifestyles.

In reading this report, you will see that while a nursing shortage is our biggest challenge among all health care occupations, our excellent public and private educational institutions are projected to meet the demand. But this is no cause for complacency. All of us must continue to work together, do our part, to avoid health care worker shortages. As a welcome first step, the Governor has included \$225 million in additional funding for the University of Wisconsin System in part to increase the number of nursing graduates.

As Secretary of the Department of Workforce Development, charged with strengthening Wisconsin's workforce, I chair the Select Committee on Health Care Workforce Development. The committee represents all the major stakeholders, leaders from the health care sector, educational institutions, labor and government. The members are listed on the following page, and on behalf of Governor Doyle, I thank them for assisting this administration in developing and implementing strategies to maintain a first-rate health care workforce and keep us and our economy healthy.

Governor Doyle's Safe Lifting Initiative is a good example of the committee's contributions. With the committee's guidance, the Governor launched the initiative last year. A total of \$325,000 in federal Workforce Investment Act (WIA) funded 18



Employees from Gunderson Lutheran Hospital, La Crosse, demonstrate a safe-lifting device to Secretary Gassman

demonstration projects around the state. Nurses and other health care workers received training in proper lifting to avoid back and other lift injuries that can sideline workers temporarily or end their careers entirely. Federal Bureau of Labor statistics show that six of the top 10 occupations at highest risk for back injuries are in health care.

The Safe Lifting Initiative is among items covered in this report, along with a health care workforce analysis by our Office of Economic Advisors. I encourage you to read the report, monitor our vital signs and join me in working to ensure Wisconsin's health care workforce is second to none, our quality of care remains unmatched, and our economy remains health, strong and vibrant for years to come.

With regards,

Roberta Gassman



De Forest High School Youth Apprenticeship participant takes Secretary Gassman's blood pressure

Select Committee on Health Care Workforce Development Roster

Roberta Gassman, Chair

Secretary, DWD

Kris Andrews, Dir. Federal Relations

University of Wisconsin System

Stephanie Bloomingdale, Dir. Policy,

WI Federation of Nurses & Health Professionals

Kathleen Cullen, Vice-President

Wisconsin Technical College System

Sally Cutler, Director

North Central WI Workforce Development Board

Gina Dennik-Champion, Ex. Dir .

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Laura Dresser, Research Director

UW-Center on Wisconsin Strategy

Margaret Ellibee, Career Director

Department of Public Instruction

Jane Heibel, Education Consultant

Department of Public Instruction

Celia M. Jackson, Secretary

Department of Regulation & Licensing

Russell King, President

Wisconsin Homecare Organization

Kathy Loppnow, Dir. Health

Occupations

Wisconsin Technical College System

Sally Lundeen, Dean

UW-Milwaukee, Nursing School

Katharyn May, Dean

University of Wisconsin, Nursing School

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WI Long Term Care Alliance

Tom Moore, Executive Director

Wisconsin Health Care Association

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Helene Nelson, Secretary

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Paul Nelson, VP, Public Policy

WI Association of Independent Colleges & Universities

Candice Owley, President

WI Federation of Nursing & Health Professionals

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Department of Regulation & Licensing

John Sauer, Executive Director

WI Association of Homes & Services for the Aging

Judeen Schulte, Chairperson

Alverno College, Division of Nursing

Tim Size, Executive Director

Rural Wisconsin Health Cooperative

Nancy Sugden, Director

WI Area Health Education Centers

Karen Timberlake, Director

Office of State Employment Relations

Norma Tirado, President

WI Society of Health care Human Resources Professionals

Judy Warmuth, Vice President

Workforce Development
Wisconsin Hospital Association

Rolf Wegenke, President

WI Assoc. of Independent Colleges and Universities (WAICU)

Linda Elaine Wendt, Dean

UW Eau Claire
Nursing & Health Sciences

Paul Wertsch, Immediate Past

President

Wisconsin Medical Society

Susan Wiegmann, Research

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Wisconsin Medical Society

Chuck Wilhelm, Director

Bureau of Long Term Support
Department of Health & Family Services

Committee Coordinators

Rita Black-Radloff, Health Care Lead

DWD Office of Economic Initiatives

Sue Gleason, Director

DWD Office of Economic Initiatives

Executive Summary



Recently, I offered an opportunity budget, one that reflects Wisconsin's values and creates new opportunities for Wisconsin families. Among them is the opportunity for bold action on health care. It begins with this simple truth: the time has come for the wealthiest nation in the world to provide access to affordable, comprehensive health care for its citizens, and Wisconsin can show the way. My budget offers a plan to seize this opportunity and provide every child and virtually every adult access to affordable health care. As we take steps to do that, it is critical that we have a sufficient, well-trained health care workforce. This report, the second annual report on Wisconsin's health care workforce, presents challenges and opportunities. In many health care occupations, we face labor shortages.

Yet these are also opportunities for quality jobs and rewarding careers. With continued investments in education and training set forth in my budget, students and workers can seize these opportunities. We can ensure a sufficient, well-trained workforce; we can provide certainly every child and virtually every adult access to affordable health care; we can show other states the way.

Governor Jim Doyle

Wisconsin Department of Workforce Development Secretary Roberta Gassman offers the second Wisconsin Health Care Workforce Annual Report, an important document not only for those employed in the health care industry, but every Wisconsin resident. In communities across this state, the health care sector is a dominant force, sustaining and supporting the local economy as well as life itself. Everyone has a stake in seeing that this industry remains strong, efficient and able to provide quality care that is affordable and accessible to all. A critical factor in that equation is a well-trained workforce in sufficient numbers to meet the need for services now and for years to come.

This report offers a progress report for all concerned about the challenges and opportunities ahead. For the hospital administrator facing a shortage of nurses, or the manufacturer struggling with rising health care costs, the challenges are ever present. Yet real opportunities are unfolding for students and adults in search of rewarding careers, and teachers and administrators ready to educate and guide them in achieving their goals. With this report, the Department of Workforce Development and its partners seek to inform, encourage dialogue, find solutions, and serve all in sustaining Wisconsin's quality of life and economic vitality. The report covers the following:

Health Care Employment Projections and Graduation Rates – Nationally, health care is the fastest growing sector, projected to create three of every 10 jobs through 2014. In Wisconsin, health care jobs also are increasing at a rapid pace. By 2014, Wisconsin's health care sector is expected to add 348,000 new jobs. What's more, for every new job, openings will occur in two existing jobs. As our life expectancy increases, so does the demand for services. Topping the list of occupations with the most openings, either new jobs or vacancies, is that of registered nurse. In the decade ending 2014, Wisconsin will need 26,110 more registered nurses. At current graduation rates, Wisconsin's public and private schools are expected to produce a slight surplus. However, no one should take comfort in those numbers. We are an increasingly mobile society. More people move

from state to state; they change careers, some out of necessity, due to injuries. We cannot merely rely on the numbers and take a wait-and-see approach. If we do and a severe shortage occurs, it will be too late to avert a crisis.

Select Committee on Health Care Workforce Development and its Action Plan –

With its depth and breadth of experience, this panel of Wisconsin leaders in health care, education, labor and government has been working since 2003, under the leadership of the Wisconsin Department of Workforce Development, to develop lasting solutions to workforce issues. Its immediate focus is sparking the development of clinical training sites and expanded learning opportunities for nursing students. Another 2007 goal is boosting the compilation of best practices to improve retention. A third goal is refining projection methods to better identify workforce needs and set a course to meet them.

Department of Workforce Development Initiatives – Drawing on the Select Committee's work, DWD launched a key initiative in 2006 at the direction of Governor Doyle. The department awarded \$325,000 in demonstration grants to help train nurses and other health care workers in safe lifting techniques and equipment use. Of the top ten occupations at greatest risk of back injuries, six are in health care. The Governor's **Safe Lifting Initiative** funded 18 demonstration projects. Preceding this was public education, through radio spots, on the need for safe lifting procedures to avoid injuries to workers and patients in their care. DWD has sought not only to retain, but recruit workers through youth and adult apprenticeship programs and dislocated worker training.

State and Regional Efforts Complementing DWD Initiatives – Collaboration is crucial in meeting health care workforce needs, just as skilled teamwork is critical to patient care. The **Department of Public Instruction (DPI), Wisconsin Technical College System** and **University of Wisconsin System** all play central roles in this effort, further testament to Wisconsin's excellent educational assets. DPI has taken a series of steps to improve curriculum and encourage students in health science studies. Our technical colleges are helping meet the demand for health care workers. As the technical colleges say, *Start here, go anywhere!* The good news is, our technical college graduates *stay* in Wisconsin, and they draw good salaries. That's true of technical college graduates in health care. The UW Schools of Nursing also have responded to the challenge, developing creative ways to increase enrollment, despite declining resources. Enrollment in UW System nursing programs is up 56% since 2001.

Wisconsin's private colleges also deserve praise for their success in meeting our health care workforce challenges. One example is **Alverno College** in Milwaukee. Besides traditional class schedules, Alverno offers pre-nursing and nursing courses evenings and weekends that are more convenient for nontraditional students. Collaborating with the Milwaukee Public Health Department nurses, Alverno created programs serving a dual purpose: encouraging teens to consider health care careers while reducing the risk of teen pregnancy and serving those who do become pregnant. The programs are: **Create Our Own Leaders** or **COOL**, and **Healthy Infant Parenting**, or **HIP**.

Among other notable efforts is the work of the **Northwest Wisconsin Workforce Investment Board**. With a federal grant, the Healthcare Workforce Network was developed by the board and a variety of health care facilities in a ten-county area. Together, they produced a CD/Video and lesson plan, "Find Your Career in Healthcare," and made over 900 copies available to middle and high school students. The Healthcare

Workforce Network also provided training by satellite system to nearly 1,800 individuals. The job-ready, health care labor pool increased 64% in the region over 18 months. Given this successful effort, the board has now received a nearly \$700,000 U.S. Department of Labor grant to help the Fox Valley, North Central and Southwest workforce development regions duplicate the project and its success.

These are but a few examples of many efforts DWD and its partners are making to ensure Wisconsin has a first-rate health care workforce and its residents continue to receive quality health care well into the future.

I. Focus Areas of the Select Committee on Health Care Workforce

"Old methods will no longer generate the health care workforce that will be needed in the future. The way we have approached and solved problems in the past will not continue to work for us. Hospitals, educational institutions, policy makers and communities must commit to a future workforce and work together to ensure that we have a talented, knowledgeable and skilled workforce to care for the residents of Wisconsin today and tomorrow."-Wisconsin Hospital Association 2006 Hospital Workforce Report

The problems we face in meeting the demand for health care workers are complex. So too are the solutions. The health care industry stakeholders must collaborate to find the best solutions possible. One such collaboration is the Select Committee on Health Care Workforce Development which has been meeting since 2003 and working together to find solutions.

This diverse group of health care workforce industry leaders has provided the opportunity to share initiatives, learn about projects from around the state and receive progress reports. The exchange of information and ideas has generated positive responses and dialogues at level and intensity previously lacking.

With its 2007 strategic plan, the committee is focused on building **clinical site capacity** and potentially developing an on-line product to assist with placement and reservation. This taskforce is looking at several project components with an initial focus on registered nursing. The panel will be drafting a key concept paper and planning a statewide summit for mid-spring 2007. The clinical sites workgroup is being chaired by **Nancy Sugden**, Director of Wisconsin's AHEC.

Other efforts include:

Workplace Issues - This sub-committee is charged with developing best practices that health care facilities can implement to improve retention rates. Another goal is standardization of certain occupations titles like certified nursing assistants (CNAs), direct health care workers, home health aides, and resident aides. The group plans to produce a report detailing the best-practices at Wisconsin health care facilities and showing others how to implement them. This workgroup is co-chaired by **Sally Cutler**, Director of the North Central Workforce Development Board and **Anne Medeiros**, Coordinator of Wisconsin's Long Term Care Alliance.

Stronger Data for Planning – This sub-committee's goal is to improve projections of health care occupations in demand and collaboration with educational institutions to quickly and efficiently train workers to meet the demand. Its immediate focus is creating a template to collect data that better influences the supply of skilled health care workers to meet the labor demand. This workgroup is co-chaired by: **Laura Dresser**, Research Director of the Center on Wisconsin Strategy and **Margaret Ellibee**, Career and Tech Education Director at the Department of Public Instruction.

II. Health Care Employment Projections & Graduation Information

Governor Jim Doyle's "Grow Wisconsin" plan included the creation of the Office of Economic Advisors. The Office assists economic data users to better understand the relationships between labor markets and other economic and demographic specifics. The Office helps users interpret labor force data and focus on the issues and trends influencing employment growth in the State of Wisconsin.

The office publishes monthly and annual reports that provide an overview of county and state trends. These include [Workforce Observations](#), [County Workforce Profiles](#), [Workforce Development Area Profiles](#), and state and regional [Employment Projections](#) and are among the collections found in OEA Products.

Recently released: [2004-2014 and 2005-2007 Employment Projections](#)

The health care industry nationally is the fastest growing super-sector and predicted to create three of every 10 jobs in the United States through 2014. According to the U.S. Bureau of Labor Statistics the growth of an aging population and longer life expectancies contribute to the expected 30% growth or 4.3 million new jobs in the next eight years. Additionally it is no surprise that seven of the 10 fastest growing occupations are in the health care or allied health professionals' field.

Wisconsin's population reflects similarly to the national trends and by 2020, our residents 65 years of age and older will be close to one out of every six residents. By 2030, it will be one out of every five.¹ An aging population, accelerated baby boomer retirements (1946-1964), and coupled with the ever increasing use of cutting-edge technology to combat health care illnesses, we demand more health care services just as the supply of new and replacement health care workers are dwindling. The fact that Wisconsin's population will continue to increase its number and share of older residents particularly supports the need for proactive engagement in answering the state's current and impending labor shortages in health care occupations.

Here in Wisconsin, the total growth forecast in jobs projected between 2004 and 2014 is 12%, which translates into the creation of 348,000 new jobs and that increases to 3.38 million jobs from 3.03 million. Equally important to this story of the future workforce picture is the replacement positions of approximately 719,000, and with roughly 1.07 million total job openings in over 800 various occupations with varying skill sets and educational preparations, the potential for Wisconsinites is increasing. The health care industry is leading the way with new job growth and the ambulatory health care services projecting 36,000 jobs. "This industry is made up of offices of doctors, dentists, and other health practitioners. The industry also includes home health care services. Registered nurses, medical assistants, and dental assistants will be the occupations with the most new jobs," states Karin Wells, Economist, Office of Economic Advisors, in the Wisconsin Projections in Brief, 2004-2014 publication.

Ms. Wells further asserts that, "the fifth ranked occupation is registered nurses. Job openings in this occupation are linked to the growth in Wisconsin's population over age 45 and that group's increasing demand for health services."

In order to begin an analysis of the supply and demand of health care workers, the first examination must be on the future outlook of various health care occupations. The following three tables demonstrate how dramatically different the need for health care workers will become and the expected growth possibilities. Then the graduation data is presented from the statewide educational institutions for the various health care occupations (registered nurses highlighted) that require associate degrees and higher. Lastly the review is of the gap between what are Wisconsin's future health care employment needs and what are the various degree programs producing. Although information isn't collected that confirms all graduates remain in Wisconsin

¹ U.S. Department of Commerce, Bureau of Census, Interim Projections

after graduation, the purpose of this analysis is the beginning of the assessment of the health care worker shortages on the horizon for Wisconsin.

The three following tables are similar to last year's report, but the estimated projections have changed as well as the various occupations on the top ten lists.

Top 10 Occupations with the Most Total Openings

Occupational Title	2004 Estimated Employment	2014 Projected Employment	2004-2014 Employment Change (new)	2004-2014 Employment Change (replacement)	2004-2014 Total Employment Change (new & replacements)
Registered Nurses	48,410	64,420	16,010	10,100	26,110
Nursing Aides/Orderlies/Attendants*	38,630	45,320	6,690	5,100	11,790
Home Health Aides*	13,730	20,790	7,060	1,800	8,860
Medical Assistants*	5,890	8,640	2,750	1,100	3,850
Dental Assistants*	5,050	6,950	1,900	1,400	3,300
Licensed Practical/Vocational Nurses	11,040	12,650	1,610	2,400	3,010
Healthcare Support Workers/All Other*	6,160	7,510	1,350	1,100	2,450
Pharmacy Technicians*	5,770	7,200	1,430	800	2,230
Emergency Medical Technicians/Paramedics	7,140	8,560	1,420	800	2,220
Dental Hygienists	4,390	6,050	1,660	400	2,060

Source: DWD, Office of Economic Advisors, 2006

This table lists the top ten health care occupations with the most anticipated job openings expected between 2004 and 2014. A job opening is either a newly created position or it is a need to replace someone who permanently left that occupation. Replacement needs are "zero-sum" figures in terms of employment change because replacement workers fill jobs that have already been created. In comparison to last year's report, Pharmacy Technicians and Dental Hygienists are new to the top ten list and Medical Records & Health Information Technicians and Medical and Health Services Managers fall below the top ten.

Six of these occupations (*) require only short-term or moderate-term on-the-job training; yet these occupations provide annual salaries averaging between \$20,162 and \$28,602. The other four occupations require a post-secondary vocational training, associate degree or higher but yield annual salaries averaging between \$24,375 and \$55,060.

Top 10 Occupations with Greatest Growth in New Jobs

Occupational Title	2004-2014 Employment Change	2004-2014 Percentage Change
Registered Nurses	16,010	33.1%
Home Health Aides	7,060	51.4%
Nursing Aides/Orderlies/Attendants	6,690	17.3%
Medical Assistants	2,750	46.7%
Dental Assistants	1,900	37.6%
Dental Hygienists	1,660	37.8%
Licensed Practical/Vocational Nurses	1,610	14.6%
Pharmacy Technicians	1,430	24.8%
Emergency Medical Technicians & Paramedics	1,420	19.9%
Healthcare Support Workers/All Other	1,350	21.9%

Source: DWD, Office of Economic Advisors, 2006

This table lists the top ten occupations with the greatest numerical growth of newly created jobs expected between 2004 and 2014. Although several of the occupation titles are similar to the previous chart, this chart solely ranks new job growth whereas the previous chart ranked total openings (new jobs + replacement needs). Pharmacy Technicians and the Emergency Medical Technicians & Paramedics are new and like the previous table, Medical Records & Health Information Technicians and Medical & Health Services Manager fall below the top ten.

Top 10 Occupations with Largest Percentage Growth

Occupational Title	2004-2014 Employment Change	2002-2014 Percentage Change
Physician Assistants	680	51.9%
Home Health Aides	7,060	51.4%
Medical Assistants	2,750	46.7%
Dental Hygienists	1,660	37.8%
Dental Assistants	1,900	37.6%
Diagnostic Medical Sonographers	300	35.7%
Surgical Technologists	740	34.9%
Medical Records/Health Information Technicians	1,230	34.7%
Respiratory Therapists	500	34.2%
Registered Nurses	16,010	33.1%

Source: DWD, Office of Economic Advisors, 2006

This table lists the top ten occupations with the fastest proportional employment growth expected between 2004 and 2014. Again several occupation titles are similar to the previous tables and some have dropped off the list or changed ranking because projected percentage growth for some occupations may be quite different from their projected numeric growth. Many fast growing occupations will not necessarily add the largest number of jobs. In comparison to last year's report, the Physician Assistant becomes the fastest growing occupation due to the expansion of the health care industry and the importance of cost containment.

There are many more important health care occupations beyond the top ten lists displayed here so for more information about them, please see the information located at the following web site: <http://dwd.wisconsin.gov/oea/>

The following four tables provide information on the graduates for many key health care occupations from the three Wisconsin educational systems: the University of Wisconsin System, the Wisconsin Private Colleges and Universities, and the Wisconsin Technical College System.

The first table highlights the registered nurse degree graduates from all the educational systems. Nursing is the single largest health care profession and as indicated in the previous tables, will have the most total openings and greatest growth in new jobs. The tables thereafter show many key health care occupations by educational system.

Registered Nurse Degrees

Educational System	Academic Years						TOTALS over 6 yrs.
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	
University of Wisconsin System	488	534	519	499	727	674	3,441
Wisconsin Private Colleges and Universities	631	632	534	582	638	660	3,677
Wisconsin Technical College System	772	790	892	878	1,053	1,333	5,718

Source: Compiled from the UW System Office of Policy Analysis and Research reports, Wisconsin Association of Independent Colleges and Universities Private Sector Health Degrees, and Wisconsin Technical College System Graduate Follow-up Reports.

University of Wisconsin System

Degree Titles	Academic Years						TOTALS over 6 yrs.
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	
Registered Nurses							
- <i>Baccalaureate</i>	488	534	519	499	727	674	3,441
- <i>Masters and Doctorate</i>	134	127	101	90	107	135	694
Physician Assistants	37	38	40	42	36	41	234
Medical Records/Health Information Technicians*	6	5	2	3	0	0	16
Medical Doctors (MD Degree)	143	152	136	142	134	152	859
Occupational Therapy	133	133	126	80	105	78	655
Physical Therapy**							
- <i>Baccalaureate</i>	0	2	0	2	0	0	4
- <i>Masters</i>	29	89	69	64	60	68	379

Source: UW System Office of Policy Analysis and Research

*Note: Medical Records/Health Information Administration program was discontinued in 2003.

**Physical Therapy degrees are presented by level of degree awarded as this discipline changed from baccalaureate program to masters program at campuses in the late 1990s.

The University of Wisconsin System continues as a national leader in health care education and although graduated less baccalaureate registered nurses degrees has increased the number of masters and doctorate prepared nurses by 26%.

Wisconsin Private Colleges and Universities (WPCU)

Degree Titles	Academic Years						TOTALS over 6 yrs.	
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005		
Registered Nurses	631	632	534	582	638	742	3,759	
Physician Assistants	31	26	24	34	31	29	175	
Dental Clinical Sciences	29	34	30	35	26	11	165	
Medical Technology/Medical Informatics	5	8	8	3	4	40	68	
Health Services/Health Sciences	104	115	171	190	159	210	949	
Dentists (DDS degree)	74	62	72	77	72	75	432	
Medical Doctors (MD degree)	198	190	194	204	188	187	1,161	
Physical Therapy	115	114	78	89	70	80	546	
Occupational Therapy	Not reported previously						37	37
Pharmacology	Not reported previously						4	4

Source: Wisconsin Association of Independent Colleges and Universities Private Sector Health Degrees

The Wisconsin Private Colleges and Universities continue their success in graduating health care professionals. Registered nursing degrees at all levels increased by 16%, while Medical Technology/Medical Informatics (formerly titled Medical Records/Health Information Technicians) increased by an impressive 900%.

Wisconsin Technical College System

Degree Titles	Academic Years						TOTALS over 6 yrs.
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	
Registered Nurses	772	790	892	878	1,053	1,333	5,718
Nursing Assistants	2,597	3,110	4,647	5,619	6,534	6,541	29,048
Practical Nursing	279	320	398	412	562	1,055	3,026
Medical Assistants	244	236	231	256	393	446	1,806
Dental Assistants & Hygienists	190	179	256	278	287	410	1,600
Health Information Technology	33	23	39	38	50	52	235
Clinical Laboratory Technicians	59	47	49	26	52	70	303
Surgical Technology	30	27	33	36	42	47	215
Respiratory Care Practitioners	49	50	72	63	78	89	401
Physical Therapist Assistants	84	77	51	45	56	59	372
Radiography	85	93	89	113	100	166	646
Diagnostic Medical Sonography	18	16	17	18	17	26	112
Phlebotomy Technicians	32	25	47	58	73	84	319
Medical Coding Specialists	66	63	92	83	94	121	519
Pharmacy Technicians	32	25	31	37	42	54	221

Source: Wisconsin Technical College System Graduate Follow-up Reports

The Wisconsin Technical College System continues their outstanding level of providing health care graduates and some highlights are a notable increase of 88% in practical nursing graduates, 27% increase of registered nursing graduates and the 43% increase in dental assistants & hygienists.

Wisconsin's public and private educational institutions continue to prepare health care graduates in their chosen fields and remain committed to increasing the educational capacity. Although the recent efforts to streamline educational opportunities across systems enhances the continuum of knowledge and the life-long pursuit of learning and growing, much still needs to be done. Let's examine some of the factors that still stall the success of calculating the gap between our supply

of skilled health care professionals and expected demand for these future health care workers with registered nurses as the example.

The issue of how many skilled health care workers Wisconsin needs and how many it produces is the gap question that is not easily answered. Quite simply, the calculation to answer this question is not easily derived by identifying the employment occupation projections and subtracting the numbers we graduate. For example, OEA forecasts we will need 26,100 new and replacement registered nurses through 2014. If we continue to graduate at current levels over the next ten years, which is 28,840, mathematically we have a surplus of 2,740 registered nurses. The math is correct but the influential factors to the supply and demand analysis are more complicated.

The supply calculation doesn't consider the migration of graduates in and out of Wisconsin. It is a known fact that higher levels of education mean more marketability and mobility. We do not have complete statewide information on what percentage of our graduates stay in Wisconsin to fill our state's health care needs. The challenge, in the coming decades, is how to recruit graduates from other states to provide the health care that will increasingly be in demand in Wisconsin as well as retain our home grown graduates.

In addition, the supply calculation doesn't include the workforce separation reasons, i.e., career change, retirement or other exits due to death or disability. Definitive dates for retirements are hard to pinpoint. The DWD recent nurse survey asked the question based on ranges of years until retirement, but the small survey sample size prevents us from extrapolating trends for the entire nurse population. The nurse survey did conclude that the average age as of May 2006 of all registered nurses was 47.6 years. So we may conclude that when nurses reach the age of 62 (in 14.4 years) or 65 (in 17.4 years) and qualify for Social Security and Medicare many may be influenced to retire. Our population is living longer and therefore working longer, so traditional retirement ages may be obsolete. In a September 2004 report from the Health Resource Service Administration (HRSA) estimates the Wisconsin nursing shortage won't take effect until 2020, 14 years from now, about when the average Wisconsin aged nurses turns 62.

The demand side of the equation isn't exactly definitive either. To the extent possible, the employment projections take into account anticipated changes in Wisconsin's economy from 2004 to 2014 using past trends and economic benchmarks, but nothing can categorically predict the future. It is important to note unanticipated events may affect the accuracy. These limitations are apparent in all health care occupations' gap analyses, hence the challenge for the coming year is to define the true picture of Wisconsin's gap between its health care occupations' supply and demand. The timing of the various strategies must take place before many of our anticipated worker shortage challenges become critical and erode our world class health care system.

All Wisconsin's health care stakeholders must play a role in that determination and in influencing the industries current trends. Instead of a "wait and see" what happens approach:

- We must continue to charge ahead and enlist those strategies that will retain existing health care employees longer and recruit new workers into health care occupations through the targeted exposure early on in the K-12 system and inclusion of the diverse populations that are more representative of the global demographic shift.
- We must continue to expand the educational capacity of all health care disciplines and related clinical experiences to maintain quality learning experiences for the health care students.
- We must continue to make the health care industry and its occupations attractive places to work, expand career ladders and bridges to provide upward mobility and ensure the jobs are family supporting.
- We must continue to challenge old, unsuccessful models and start new collaborations and partnerships.

In the remaining pages of this report, we will highlight various state and local stakeholders' efforts.

III. Department of Workforce Development Efforts

As well as assembling the industry leaders of the Select Committee, the DWD has also implemented a variety of efforts to tackle the upcoming health care workforce shortages:

- **Safe-Lifting Initiative (SLI)**

The DWD Secretary provided \$400,000 of Workforce Investment Act discretionary funds to establish a small grant program within the department. The program, which is being managed by the Office of Economic Initiatives (OEI), is designed to assist in the training of direct care health care staff on mechanical and no-lift equipment. Over \$600,000 in grant requests were received from 31 applicants. Eighteen applicants which included hospitals, nursing homes, community-based residential facilities and a home health agency were selected to receive up to \$20,000 each in support of health care provider training costs. A total of \$325,000 was granted. The grant program runs from July 1, 2006 to June 30, 2007. The OEI has also hired a project staff person to manage the grants, assist in coordinating the second safe-lift conference for 2007, and provide on-going technical assistance to health care providers as they implement their safe-lifting training projects.

- **Division of Worker's Compensation, Safety Committee**

The Safety Committee of the DWD works on projects to improve the safety of the work environment in Wisconsin's workplaces. Decisions about priority projects are made by an advisory group of workplace professionals and representatives from DWD, the insurance industry and OSHA. This year's project was aimed *at reducing back injuries to health care workers*.

For four weeks, beginning in January 2006, the DWD's Safety Committee aired a series of radio spots on 78 Wisconsin radio stations as fifteen 60-second radio messages per week. The purpose of the radio ads was to provide information to patients, patient's families and health care workers about the use of mechanical lifting equipment for the safe handling of clients in the health care industry. There were three different radio spots:

- The first provided information to the *patient or client* in the health care setting for the need to use the mechanical equipment while being lifted safely.
- The second provided information for the patient or client's *family members* of why the mechanical lifting equipment is being used.
- Finally, the third spot encouraged *health care workers* to use the equipment to help prevent injuries to themselves while lifting patients or clients.

This effort served as a precursor to the Safe Lifting Initiative. The Safety Committee felt they could best help reduce workplace injuries by making sure that family members and patients understand and support the use of safe lifting equipment in health care facilities. These radio messages are also available for future use.

- **Workforce Information Bureau's (BWI) 2006 Nurse Survey**

BWI conducted a voluntary survey of the 69,333 licensed registered nurses who received renewal notices in 2006. A total of 15,142 (22%) nurses responded to the survey. Because of the low response rate, one cannot conclude that the results statistically represent the views of the state's licensed registered nurse population. The data gathered do, however, provide valuable feedback from those in the nursing profession who felt strongly enough to complete the questionnaire.

A summary report comparing the results of the 2006 survey to an earlier, statutorily mandated, survey of nurses is in preparation and will be available in early 2007 on the Department's labor market information website, WORKnet, at <http://worknet.wisconsin.gov/>

- **Youth Apprenticeship in Health Services**

The Youth Apprenticeship (YA) program is designed for high school students who want to experience mentored on-the-job learning in conjunction with classroom instruction. Students are paid and mentored at the worksite to gain proficiency in specific Skills Standards as identified by the industry. There are 34 YA partnerships statewide with representation in all 11 of Wisconsin's Workforce Development Areas. Health Services is Wisconsin's largest youth apprenticeship program with over 500 participating students each year. In an effort to increase the number of students the program can serve YA staff are updating and expanding the current Nursing Assistant focus to include Medical Assistant, Medical Records and Pharmacy Aide. This will also help to address the recruitment aspect of the health care labor shortage by exposing more youth to the health care industry.

- **Expansion of Youth Apprenticeship via Department of Labor - Health Care Grant**

The Waukesha County Technical College (WCTC) was awarded \$2,307,306 to upgrade and expand the training opportunities in the health care field over the next three years. The grant is funded through the Community Based Job Training Grant Program of the U.S. Department of Labor (DOL). The project's focus is to increase the number of graduates in the Nursing, Practical Nursing, Certified Medical Assistant, and Certified Nursing Assistant programs in the four county WCTC service areas of Milwaukee, Waukesha, Ozaukee, and Washington.

The DWD worked with WCTC staff to develop the Youth Apprenticeship portion of this grant that will serve the **entire state**. Youth Apprenticeship project components and outcomes are:

- Youth Apprenticeship Curriculum Revision and Development
- Expansion of Existing YA Health Services program to include; Health Unit Clerk, Medical Assistant, Medical Records/Health Information and Pharmacy Technicians
- Increased YA Health Program enrollment
- Increased 2+2 Health Program Enrollments
- Creation of a WEB-based curriculum for core nursing courses

Recently the DOL granted a second round of funding to three other statewide Community Based Job Training programs, one in health care to the College of Menominee Nation and the others in advanced manufacturing and biotechnology.

- **Adult Apprenticeship in Key Allied Health Occupations**

Building on efforts over the past two years, the Adult Apprenticeship continues to work at expanding opportunities in areas such as Medical Coder, Mammography Technologist, CT Technologist and MRI Technologist. Apprenticeship is a training system that prepares individuals for skilled professions by combining on-the-job learning with related classroom instruction to meet the needs of industry. Courses are available through the Wisconsin Technical College System and the health care

provider must be willing to have current employees become apprentices. For more information contact the DWD Bureau of Apprenticeship Standards at (608) 261-8487.

- **Job Service Bureau's Health Care Targeted Industry Focus**
The Bureau of Job Service continues to prioritize the health care industry and its related occupations in working with jobseekers and employers. Performance metrics include increases in job postings, employer penetration, health care specific workshops, targeting health care occupations and employers in resource rooms, and providing enhanced services to health care industry businesses.

Other DWD efforts that have contributed to health care workforce development include:

- **Wisconsin Community Action Program (WISCAP), Skills Enhancement Program (SEP)**
The DWD recently funded a second year of the SEP, which is a successful job training program that helps low-income, working families learn new skills, obtain high-wage jobs with benefits, and begin careers with opportunities for advancement. Though it was not designed initially with a health care focus, over 60% of those enrolled are training in nursing and other health-related fields. The program has enrolled 490 individuals this past year. Graduates of the SEP have seen an average annual increase in household incomes of nearly \$12,000, much of that increase is attributed to entering good paying jobs in health care. The program offers assistance with tuition, books, child care and transportation to individuals residing in poor households who work at least 20 hours a week while building their job skills. Participants are required to continue working throughout their enrollment period. The SEP has already grown and shown impressive results in Portage, Outagamie, Waupaca, and Waushara counties and is growing rapidly in other parts of the state as well.
- **Grow Regional Opportunities in Wisconsin (GROW) Grants**
The GROW grants were established as part of Governor Doyle's "Grow Wisconsin" initiative. The funds are available through the state Council on Workforce Investment and are administered by the DWD. In 2005, a total of \$465,000 was granted to seven regions to cover the state. An additional \$500,000 was granted in 2006 to build upon the successes of the local collaborations and to continue to promote regional workforce and economic approaches throughout Wisconsin. Some of these GROW grants will focus a portion of their efforts on their regional health care industry.

IV. State and Regional Highlights, Program Innovations and Initiatives

This section highlights the many efforts that are occurring around the state. Although this list is quite extensive, it doesn't capture everything. Within all efforts, Wisconsin's leadership is striving for excellence in facing the health care workforce shortages. State level organization activities are listed first followed by regional efforts.

STATE GOVERNMENT EFFORTS

•**Office of State Employment Relations (OSER):** OSER proposes to coordinate an enterprise recruitment/retention and marketing effort for the health care professions. The goal of Enterprise Health Care Recruitment/Retention and Marketing Plan is to support the Governor's initiative to make government more efficient and to help state agencies fill critical hiring needs. It will identify critical hiring need classifications in the health care industry; identify state agencies that hire health care professionals in these classifications; schedule cross agency workgroups comprised of agency human resources and hiring managers (union representatives invited to participate); evaluate current recruitment/retention methods being utilized; and identify marketing opportunities that can be conducted jointly and where resources are shared.

•**Wisconsin Department of Health and Family Services (DHFS):** DHFS has implemented the Center for Medicare and Medicaid Services (CMS) Caregiver Background Check Pilot Program. Per the Federal Medicare Modernization Act of 2003 this pilot program is to test whether establishing federal fingerprint based background checks can reduce the incidence of abuse, neglect, and misappropriation of resident funds. The pilot also studies the new policy's affordability, feasibility and effectiveness relative to alternate strategies for abuse prevention as well as the occurrence of any unintended consequences, such as a reduction in the available workforce.

Wisconsin is one of seven states to implement the pilot program. Wisconsin's program establishes a fingerprint-based background check process and provides abuse-prevention training to caregivers and managers in four pilot counties. The pilot covers the following provider types: Nursing Homes, Long Term Care Hospitals, Intermediate Care Facility for the Mentally Retarded, Hospices, Home Health Agencies, Community Based Residential Facility (nine beds & up), Medicaid-funded personal care workers agencies. See <http://dhfs.wisconsin.gov/caregiver/fedBCpilot.htm> for more information.

•**Wisconsin Department of Public Instruction (DPI), Health Science Occupations Education Activities and Projects:** DPI has been working in five areas: **1). Classroom Curriculum for Health Science Co-op** is a work-based program called Health Science State Skills Co-op and was completed two years ago. The curriculum is coupled with the competencies and available for teachers on the DPI website soon; **2). Medical Occupations I** is also a classroom teacher curriculum (soon to be available on the website) for an introductory course in Health Science; **3). Health Occupations Science Academy (HOSA)** is the student group for Health Sciences and has been growing in popularity with 31 chapters. This year, Wisconsin had the largest number of competitors who have placed in the top ten and had a national winner in Medical Math and Health Education. The National Association of HOSA is bringing more and more business partners and scholarship contributors to HOSA members. For more information, the National HOSA website is www.hosa.org; **4). Requests for workshops, conferences and in-services** have increased for Health Science information and two such workshops

in anatomy were provided for a hands-on learning of anatomy and physiology, (one at Waukesha Academy of Health Professionals and the other at UW-Milwaukee); and **5). HOSA Foundation** (separate from DPI) was started this year and will be working on funding for scholarships and educational support for Health Science students and teachers.

HIGHER EDUCATION

•**University of Wisconsin System (UWS):** In its 2004 study, *Charting a New Course for the UW System*, the Board of Regents urged UW System institutions to examine ways to increase the number of nursing students to help address the nursing shortage in Wisconsin. Over the last several years, UW Schools of Nursing have developed innovative ways of increasing enrollment during a time of declining resources. These innovations include bringing nursing education to institutions that do not have nursing programs, using technology in new ways to reach place-bound students, and creating accelerated master's degree programs for students holding bachelor's degrees. As a result of these efforts, enrollment in UW System nursing programs has increased 56% since the fall of 2001.

Recently, the UW System was awarded a \$1.3 million federal grant to prepare more Wisconsin nurses to teach. By streamlining coursework, offering scholarships, accelerating the time to a master's degree, and working with health care employers to allow nurses to both practice and teach, the project will add 70 new nurse educators in Wisconsin within the next two years, thereby expanding capacity for nursing students by 800 per year.

Wisconsin Area Health Education Career (AHEC) System: AHEC works to improve the supply, distribution, diversity and quality of health care professionals throughout Wisconsin, with a special emphasis on primary providers for the state's rural and urban underserved areas. Program areas include: (1) enhancing the learning experience for all health professions students at community-based sites (with an emphasis on working in inter-professional teams, developing cultural competence, and technology support); (2) supporting health careers recruitment programs in underserved rural and urban areas; (3) supporting faculty mentors and preceptors at community-based training sites with continuing education, technology support and other services to enhance the practice environment and maximize the ability of health professionals in underserved communities to provide high quality health care; and (4) partnering with local organizations in a variety of outreach activities to improve the health of the community. AHEC also supports programs that extend students' understanding of public health issues and public health emergency preparedness.

Since its inception in 1991, AHEC has worked with academic programs throughout the state to develop over 330 sites serving a full range of health professions students. These sites provide community-based clinical training opportunities to over 2,000 medical, dental, nursing, nurse practitioner, physician assistant, pharmacy, allied health and other students each year. Of the training sites, 41% are in medically underserved areas or provide care to underserved populations and 38% are located in non-metropolitan communities with a population of less than 50,000. Students training at these sites have an opportunity to experience health care delivery in locations remote from the major academic centers. Over 70% of the students participating in 2004-05 academic year had the opportunity to train in medically underserved rural or urban settings.

Wisconsin AHEC offers several elective programs for health profession students. *Wisconsin Express* provides a one-week immersion experience in underserved settings, and the *Community Health Intern Program* gives students an opportunity to learn more about public health while working on research projects with local health departments during a six- to eight-week full-time summer internship. In recent years, WI AHEC has also developed training programs for adults in entry-level health professions fields, particularly *Community Health Worker* programs and *Medical Interpreter* programs. AHEC facilitates the work of the *Wisconsin Coalition for Linguistic Access to Healthcare (WCLAH)*, a broad-based coalition of educators, health care providers, state and local government agency staff, independent interpreter services and other community organizations addressing issues of access to care for populations with limited English proficiency. WCLAH's projects include a statewide survey of the utilization of medical interpreters, development of an informational website for interpreters and providers, and development of an interpreter skills assessment. See www.wclah.org for more information about medical interpreters and providers.

Most of the work of the Wisconsin AHEC System is accomplished through its regional centers, with oversight by local boards and in partnership with regional health professions programs, providers and workforce organizations. Highlights of the activities of Northern, Northeast, Milwaukee and Southwest AHEC can be found in the regional highlights section.

Wisconsin Technical College System (WTCS): The earnings for the newest technical college graduates in Wisconsin are on the increase. According to a survey of the 2005 graduates, which indicates they were earning five percent more than 2004 graduates, six months after graduation. The annual *Graduate Follow-up Survey* by the Technical Colleges shows the median salary for all graduates, including short-term diploma recipients, was \$28,265, six months after graduation. "The significant increase in wages indicates the demand for our graduates is stronger than ever," said Dan Clancy, President, WTCS. He further asserts, "Wisconsin's employers are paying significantly more for our highly-skilled graduates as their demand increases in areas such as health care and advanced manufacturing."

The survey results also show that our state only loses six-percent of its technical college graduates to other states. "Taxpayers are getting a maximum return on investment when graduates stay in Wisconsin and contribute to our local economies. Students also get a good return when they can be gainfully employed in their communities," Clancy added.

The survey also found the median salary of new associate degree graduates has pushed above \$32,000. According to the report, there are 79 technical college occupations with median salaries for immediate graduates above \$30,000. That compares with 47 just two years earlier. The study results also indicate 92% of the graduates were employed within six months and 97% of respondents indicated they were satisfied or very satisfied with the education they received from their local technical college.

The *Graduate Follow-up Survey* was sent to 22,857 graduates from last year and had a 72% response rate. It examines employment, earnings status, and other factors approximately six months after students have graduated. The *Graduate Follow-up Report* can be found online at <http://www.wtcsystem.edu/reports/fact/graduate/index.htm>

HEALTH CARE ORGANIZATIONS

•**Rural Wisconsin Health Cooperative (RWHC)**: RWHC developed an interactive job site that provides free on-line access to rural health care openings throughout the state, Rural Health Care Careers in Wisconsin. This product provides a focus to rural health care opportunities and allows job seekers to post their health care resumes. See www.rhcw.org for more information.

•**Wisconsin Council on Long Term Care Reform**: In the spring of 2004, the Council created the Committee on Direct Care Workforce Issues, which advised the Department of Health and Family Services (DHFS). The Committee was charged with recommending public policy changes that DHFS could make to foster a stable and well-trained workforce of direct care workers in long term care and growth of that workforce to meet current and future needs of consumers. The Committee members include representatives of consumers and their advocacy groups, service providers, workers, counties, and others with expertise in workforce issues. The Committee's work is focused on the non-licensed professionals who provide hands-on care, supervision and emotional support to people of all ages with chronic illness and disabilities. "Direct Care Workers" have many job titles such as home health care aides, nursing assistants, and nurse's aides and work in a variety of settings. They provide 70 to 80 percent of the paid hands-on long term care and personal assistance received by Americans who are elderly, chronically ill, or living with disabilities. The Committee issued its report in June 2005 to the full Council for its consideration and was unanimously adopted on July 8, 2005.

•**Wisconsin Hospital Association (WHA)**: Some exciting things are happening with the health care workforce in Wisconsin. Today the number of vacant positions and lack of interest in health care careers are no longer the most critical problems. Many schools and programs have increased capacity and wonderful cooperation and collaboration is occurring around workforce issues. Despite some success, the demographics of both Wisconsin residents and the workforce it means that the current situation is temporary, which offers us time and the opportunity to create programs and projects necessary to assure an adequate workforce in the future.

For members of the WHA, the health care workforce remains a priority. Acquiring information to predict future workforce demand has been a focus this year. WHA is working with several great alliances that have the same goal--to understand the current workforce's plan for retirement, predict health care's growing needs and determine the supply that will be necessary to meet that demand. For educational programs to best use resources and expand appropriate occupational programs at the right time, this information is a necessity. Predicting retirements and demand in general has not been successfully done in the past. Working to assure a strong RN survey has been part of this goal, as has data collection on employees' anticipated plans for retirement.

Finding and sharing best practices in hospital human resources departments has also been a focus. WHA has worked with Wisconsin Society of Healthcare Human Resources Administration to share practices that work and encourage new strategies to attain and retain employees.

Creating interest in nursing leadership positions has been a major project this year. Planning for and creating the next generation of nurse leaders are of critical importance.

With many other options today, fewer nurses are expressing interest in leadership positions. If the future workforce is to be well-represented and well lead, recruiting and preparing these next nurse leaders is critical.

Supporting programs to keep mature workers in the workforce is as important as growing the supply of new health care workers. Newly trained workers will need knowledgeable, experienced staff working beside them. Preventing back injuries is one way to keep mature workers in the workforce. Along with the DWD Safety Partnership, WHA has focused on helping families and patients understand the need for and value of lifting equipment in the health care environment.

•**Wisconsin Medical Society (Society):** As the largest association of medical doctors in the state with more than 11,000 members, the Society is committed to finding ways to expand the number of physicians and other health professionals in Wisconsin by supporting and strengthening physicians' ability to practice high-quality patient care in a changing environment. In 2004, the Society convened a task force on the medical school applicant pool focusing on ways to expand the number of underrepresented racial and ethnic minority applicants and the number of applicants from underserved areas in Wisconsin. The Society also launched its on-line "Health Care Career Center," which lists openings in over 175 health care-related fields.

In 2003, the Society published a "health care workforce shortage" issue of the *Wisconsin Medical Journal* and held a two-day quality of physician work life conference to address physician satisfaction. The Society works to protect the state's medical liability environment, which helps ensure the availability of health care, especially specialty care such as surgery and OB/GYN, in rural and inner-city areas. In addition, the Society has three founding members serving on the Wisconsin Hospital Association's Council on Medical Education and Workforce.

Wisconsin Medical Society Foundation: The foundation was chartered in 1955 to enable physicians and other friends of the profession to support projects vitally affecting scientific medicine and public health. The mission of the Foundation is to advance the health of the people of Wisconsin by supporting medical and health education. The largest percentage of the Foundation's net assets is directed to providing low interest loans to medical students. Up to \$340,000 was available in loans to medical students in the second, third and fourth years of training attending one of Wisconsin's medical schools during the 2006-07 academic year.

The Foundation continues to increase support for scholarships and has approved over \$50,000 in scholarships to medical students and those pursuing careers in allied health care professions for the 2006-07 academic year. In 2006, the Foundation approved two Summer Fellowships in Government and Community Service and awarded additional grants to the University of Wisconsin, Department of Family Medicine for the Leadership Opportunities with Communities, the Underserved and Special Populations (LOCUS) and University of Wisconsin Medical Students for Minority Concerns for their 19th Annual Health Fair.

Regional Innovative Approaches

For the purpose of this report, this section is divided into four regions of the state - northwest, northeast, southwest, and southeast:

NORTHWEST

•**Chippewa Valley Technical College (CVTC)**: The expansion of the Health Education Center created a state-of-the-art facility that now has four Human Patient Simulators to use for "virtual reality" in training students. With a grant from the Wisconsin Technical College System (WTCS), CVTC has purchased METI LiVE software, a system that is able to use computer links to allow students to follow a virtual patient from the emergency room to the operating room to the patient room. METI LiVE will improve access to clinical training, improve patient safety, provide opportunities to learn triage and teamwork skills, and expand enrollment capacity by offering additional continuing education opportunities to area medical personnel by developing specialty nursing certificates. Emergency Medical students, Registered Nurses, Licensed Practical Nurses, Surgical Technologists, Respiratory Therapists, Clinical Lab Technologists and Central Service Technicians benefit from the use of simulation technology. CVTC recently started a Massage Therapy and Pharmacy Technician program due to increased demand in their district.

Through a grant from WTCS, CVTC is also addressing the critical shortage of Respiratory Therapists in Wisconsin. This project will provide instruction for 16 second year students, 16 first year students and the purchase of state-of-the-art teaching/ learning technology and equipment.

•**Midstate Technical College (MSTC)**: To meet the needs of the growing Health Industry, MSTC is currently working on a number of initiatives. They plan to expand availability, accessibility, and applicability of human patient simulators to a wider variety of students (Nursing, Respiratory Therapist, Emergency Medical Services and Phlebotomy) at more district locations (Wisconsin Rapids and Marshfield). They also plan to expand Chiropractic Technician programming for students in the central and northern tier of the state.

MSTC is developing new and unique programs in the following areas: Laboratory Science Technician to serve a broad lab environment as well as achieve an articulation agreement for movement to a Bachelor of Science degree, Hyperbaric Chamber Technician in collaboration with other technical colleges and service providers, and Clinical Research Coordinator to meet the needs in health care facilities for ever-increasing Accreditation and practice compliance issues.

In addition, MSTC will continue offering a bridge curriculum for practicing Licensed Practical Nurses to become Associate Degree Nurses. The Health Division in cooperation with the Business Division is working to address business related health needs through programming and offer a technical diploma for Central Service Technicians

•**Northern Wisconsin Area Health Education Center (NAHEC)**: For the last few years, the NAHEC has been working in northwest Wisconsin with the Healthcare Workforce Network (HWN) initiative of the Northwest Wisconsin Concentrated

Employment Program (NW CEP). NAHEC and HWN have collaborated on providing mini health career camps for students from disadvantaged backgrounds. They have also partnered on a new innovative project that uses NAHEC's Career Compass curriculum for a three-day health care career camp involving students from grades 7-12 in the process of health care exploration, assessment, and soft skill development. The camps are located in the Price and Rusk County school systems. Each camp is delivered over three-days and is incorporated into the school district schedule. The partners include HWN, NW CEP, One Stop Job Centers, UW-Extension, Price County Vista Volunteer Program, North Central Technical College, Price and Rusk County school systems, Flambeau Hospital, and Rusk County Hospital. Over sixty students will have had the opportunity to develop an educational/career path and start preparation for health care careers.

•**Northland College, Ashland:** In May of 2005 this four-year environmental liberal arts college inaugurated the first Nursing program and the first four graduates completed the program in August 2006. The nursing program is designed specifically for associate degree and diploma educated nurses who want to complete their BSN degree while continuing to work. All of the classes are taught in an accelerated fashion, with most of the twelve required nursing classes meeting one evening a week for five weeks. Students take three courses per semester, one course at a time, for four consecutive semesters. After completing the courses in the major, students do a short senior capstone project in an area of interest. Currently nine students are enrolled in the program. New students may enter the program at the beginning of any semester.

•**Northcentral Wisconsin Technical College (NTC):** In the summer of 2001, NTC challenged the Center for Health Sciences project team (which consists of NTC faculty and staff, Kahler Slater Architects of Milwaukee, Experience Engineering of Minneapolis and many local health care professionals) to create a health care educational facility infusing real life situations with real learning opportunities.

The result of their in-depth research studies, visioning workshops and numerous planning meetings is the four-story, 126,000 square foot high-tech, high-touch Center for Health Sciences. The building was funded by a \$19.7 million federal appropriation secured by Congressman David Obey provided by the US Department of Health and Human Services, by way of the Health and Human Services Administration.

Opening its doors to students in early January 2005, the David R. Obey Center for Health Sciences on the NTC-Wausau campus has already become a strong bridge between the growing health care needs of the district and the pressing shortage of qualified health care professionals.

As the state's first educational LEED (Leadership for Energy and Environmental Design) building, the benchmark-earning facility was designed to "bridge" or connect two distinct modes of learning – Classroom and Practice. Health care program students have access to three different classroom types on one side of the new building that are "bridged" or connected with "real world" work environments on the other.

The first floor dental clinic is designed to replicate an actual dental clinic, which allows Dental Hygiene students to interact with and provide exam, x-ray and cleaning services for real and simulated patients using the latest equipment and technology. Mimicking an inpatient floor at a hospital, the Center for Health Science's second floor offers a nurse's

station, four bed labs, a Health Learning Resource Lab, a mock “apartment” and hospital suites, as well as simulated patients “Sim Man” and “Meti-Man.” The third floor mimics an outpatient floor and features five biology/chemistry science labs, two surgical suites, three sonography suites and a radiography suite complete with two radiography machines. In addition to the Center for Health Science, NTC is addressing the health care shortage by offering an online option for the first two semesters of the nursing curriculum as well as offering the Certified Nursing Assistant classes in the intense 6-8 week course or a semester long option. NTC is doubling the number of Surgical Tech students to 24 and have increased the number of nursing students by eight to 80 with the 1+2+1 program. Working with UW Oshkosh (UWO) and UW Marathon County (UWM), the students work on general education credits the first year at UWO or UWM, come to NTC for two years, get their Associate Degree in Nursing, take their boards and then are able to work while they finish the fourth year of their Bachelor of Science Degree online.

•**North Central Wisconsin Workforce Development Board (NC WWDB):** The Healthcare Industry Cluster is part of the NC WWDB and began meeting in 2005 and meets on a monthly basis since June 2006. Their goals are focused on the following issues: marketing/promoting the NAHEC Health web site, activating a nine county career speaking bureau, opening a Health Career Center for people to come for career advice & exploration, sponsoring a Health Career conference, workshop or seminars, focusing on a regional assessment matching tool for health occupations, promote legislative activism, writing for regional grants opportunities, and identifying and seek funding for expansion for school programs. Member organizations are health care providers, education institutions and community based organizations in the area. The region covers Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas and Wood counties and their mission is to act as a collaborating force to increase Central Wisconsin’s health care workforce through the sharing of resources.

In collaboration with Northwest CEP, Aspirus VNA, a home health agency serving 13 counties in Central and Northern Wisconsin, and NC WWDB have launched their Safe Lift Program. Development of the program was made available through the DWD Safe-Lift Initiative Demonstration grant. Aspirus VNA was one of 18 recipients who received these funds.

•**Northwest Wisconsin Workforce Investment Board (NWWIB):** The NWWIB recently completed a federal Department of Labor (DOL) grant for health care. Through the grant the Healthcare Workforce Network (HWN) was developed. A variety of health care facilities work collaboratively to incorporate the strategic plan in a ten county area. The strategic plan incorporates recruitment and retention, skill development, and capacity building.

During the course of the grant the HWN created and released a recruitment CD/Video and lesson plan "Find Your Career in Healthcare", targeting middle and high school youth. Over 900 copies have been released and the video has been streamed on the DOL website www.careervoyages.com

HWN delivered a cooperative satellite system for skill development. Nine members receive state of the art training and live broadcasts seven days per week via the system. Thirteen hundred incumbent workers were trained during the course of the grant via satellite, in-house training, videos, and conferences. Three hundred and eighty WIA

participants were enrolled in health care career training and the Job Fit health care labor pool increased 64% over the course of the 18 month grant. HWN members matched grant dollars at \$309,369. The HWN continues to host a website that members access for information and resources and the general public for links to careers and education, it can be found at <http://www.nwcep.org/healthcare/default.htm>

The Board will receive a \$694,000 Kohl/Obey DOL earmark grant to implement and mentor the Job Fit System in three additional Workforce Development Areas in Wisconsin—Fox Valley, North Central and Southwest. Job Fit will be utilized for health care employers and jobseekers with a goal of 100 health care employers enrolled and 5,000 participants assessed.

•**West Central Workforce Development Board:** The Health Care Sector group is pursuing a Spring Health Care Conference to bring together employers to discuss initiatives such as health care cost reductions and health care workforce and skills shortage issues. Workforce Resource Inc., on behalf of West Central received a \$148,800 earmark grant from Senator Kohl's office to conduct a comprehensive Healthcare Workforce Survey, Industry Trend Analysis and an incumbent worker training needs study.

In partnership with Job Service and the Chippewa Valley Technical College, West Central launched an accelerated program to retrain nineteen laid off workers from Rockwell International, Pleasant Company, Celestica and Cray Computer as licensed practical nurses.

Participation has just begun with the UW System SWIFT grant designed to identify candidates for and assist them in obtaining advanced degree nursing credentials necessary to address shortages in clinical supervisors and nurse educators. Workforce Resource will be partnering with UW-Eau Claire as two key members of this statewide effort to accelerate nurse educator training while allowing these incumbent workers to maintain employment.

•**Wisconsin Indianhead Technical College (WITC):** All four of the WITC campuses have human patient simulators as of October 2006. The Rice Lake campus has trained on the use of their human patient simulator and pilots its use this fall. The other three campuses plan to implement the simulators in the 2007-08 school year for all Associate Degree Nursing (ADN) and Emergency Services courses.

NORTHEAST

•**Bay Area Workforce Development Board (BAWDB):** BAWDB contracted with Northeast Wisconsin Technical College and Lakeshore Technical College for three Practical Nursing degree programs. The contracts provided immediate training for the dislocated workers while they were still receiving unemployment benefits. Funding was provided through the Trade Readjustment and the Workforce Investment Act Programs. Forty-three dislocated workers are in training with the first graduation in December 2006. Thirteen of the students are continuing their education by bridging to the Associate Degree Nursing Program.

•**Fox Valley Technical College (FVTC):** The Fox Valley Health Care Alliance, which includes Fox Valley and Moraine Park Technical Colleges in partnership with the Fox

Valley Workforce Development Board, offered a Practical Nursing Program for eighteen displaced workers. They are also working together to centralize the scheduling of all clinical experiences for all health care locations. FVTC is also involved in a collaborative program with UW-Oshkosh to offer a 2 + 2 program for sixteen students – eight students from UW Oshkosh and eight students from Fox Valley.

•**Fox Valley Workforce Development Board, Inc. (FVWDB):** FVWDB partnered with FVTC and MPTC as described above. The huge number of applicants on the colleges' waiting lists for this program created the demand for alternatives to dislocated workers who are on a time limit for unemployment insurance and/or Trade Adjustment Allowance (TAA). The Executive Dean from MPTC noted "My instructor was very complimentary about the quality and quantity of the students' work in this course!" The demand for nurses continues as do the waiting lists at the technical colleges so a second Practical Nursing Project with Fox Valley Technical College has begun. We have another eighteen students enrolled who are WIA/TAA dislocated workers or WIA adults that are completing their general education courses, are scheduled to begin their clinical coursework in the fall of 2006, and expect to graduate in May 2007.

The FV WDB also helped create the Fox Valley Healthcare Alliance (FVHCA) which has grown and enjoyed much success. In 2006, the FVHCA conducted two comprehensive surveys to identify the health care workforce needs specific to their region. The first project, a Health Care Retirement and Departure Intentions survey, provides information on anticipated retirement and/or departure other than retirement and factors which influence those decisions, as well as demographic information (age, gender, specialty area, job function, tenure, employment status). Participating organizations will receive a summary of the future job outlook for various health care occupations throughout the seven county WDA, have a deeper understanding of the factors influencing retirement and departure, and receive a detailed report for their current workforce retirement and departure intentions.

The second survey, a Health Care Staffing Assessment, focused on a total of seven occupational clusters and a miscellaneous cluster, and will assess the current number of positions staffed and the age ranges of employees at each organization, and the anticipated staffing level changes over the next five years. Each surveyed organization will receive a summary of current employment status and future demand positions in the area, a breakdown of employee ages, and a point of comparison to the Retirement and Departure Intention survey data.

The Job Shadow Committee of the FVHCA has worked hard to standardize the requirements and paperwork needed for a job shadow experience with the three health care systems involved. Instead of each using three different forms (which had different requirements depending on the facility), there is now one universal form which will help eliminate confusion and extra work for participants. Each organization will direct interested individuals to download the universal form from the FVHCA website.

•**Holy Family Memorial (HFM), Manitowoc:** HFM is engaged in the following recruitment and retention activities: **1).** Created a Health Care Career Club for 9th – 12th graders in Manitowoc County. The group is called Aspiring Medical Professionals (AMP) and meets every other month at HFM. Fifteen students participated in the first year and attended presentations on the diversity of health care careers, and participated in hands-on observational activities. AMP is nationally affiliated with Health Occupations Students of

America (HOSA) allowing the students to participate in national activities and competitions. HFM wants students to “Get Plugged into AMP” so they can continue to develop and grow health care professionals for the future. HFM encourages learning and leadership because they know that health care workers need more than technical skills to be successful in tomorrow’s workplace. **2).** Created a newsletter called *HFM Happenings* to keep in touch with identified past employees, volunteers, youth apprentice, contacts from recruitment events, interns, job shadow students, counselors, etc., whose purpose is to inform career opportunities, internships, scholarships and other interesting health career information. The newsletter is quarterly and keeps HFM connected to a number of people to assist with success in future recruitment. **3).** HFM offers an expansive Lifestyle Perk program. HFM adds additional “perks” each year. The perks help simplify the lives of our busy employees so they are less stressed. All perks are low or no cost and include: dry cleaning drop off and pick up services, film developing services, sale of basic grocery items in the cafeteria, winning habits (wellness activities, annual health challenges), car care, availability of income tax forms, employee discounted massage therapy, mammograms, Mercury internet provider, Cellcom, Long Term Care, movie tickets, AAA, and Purchasing Power (computers & equipment purchasing with interest free payroll deduction) and new & improved fitness center. **4).** Initiated and developed employee/leader communication programs to reduce turnover and expand retention. Employees have a fun, informal meeting with their leader after they have been employed for six months. This mandatory meeting is designed to help eliminate and alleviate new employee obstacles to success and has reduced our one-year turnover rate by a raised comfort level for new employees. **5).** When an HFM employee resigns, their leader is required to meet with that employee to discuss options to maintain their employment and to try to eliminate any obstacles and barriers to their continued employment. These highlights were submitted by Laura Fielding, HFM Human Resources Director.

•**Lakeshore Health Care Alliance (LSHCA), Cleveland:** This alliance is a collaboration of health care, educational and community organizations that are committed to a growing and diverse health care workforce in Sheboygan and Manitowoc Counties by sharing information, identifying needs, supporting new and expanding educational opportunities, and keeping health care careers and career ladders visible. The Alliance meets once a month and receives funding from its member agencies. Grants funds are sought for special initiatives.

Recent highlights and accomplishments since 2000 are the LSHCA has developed and provided ongoing offerings of area health care organizations’ best practice Job Shadowing program, continued support of high school counselors work with students researching career options, community presentations conveying the need for health care employees, advocacy for new or expanded health care workforce education in many high demand health care occupations, and partnered with the Northeastern Wisconsin Area Health Education Center in delivering a summer Health Careers Camp for high school students. LSHCA has also addressed the needs of special populations into health care careers, including: men in nursing, dislocated workers, and diversity in the health care workforce.

LSHCA’s recently updated strategic plan includes uniting learners, educators, and employers for a strong health care workforce, workforce diversity, rapidly responding to workforce changes, middle and high school career exploration efforts, researching supervisory and management training needs, and increasing community visibility of Alliance initiatives. For more information see the website <http://www.lshca.org/>

•**Lakeshore Technical College (LTC):** Began offering English as a Second Language (ESL) Nursing Assistant training this year. LTC offers the Nursing Assistant Promissor test preparation as part of the program. Students who do not pass the state certification exam were further oriented in a Community Based Resident Facility (CBRF) to utilize their clinical knowledge and skills and further enhance their language skills before taking the certification again.

LTC started a Surgical Technician program, enrolling ten and graduating seven. They received excellent support through donations of supplies and equipment from area hospitals which included: laparoscopic tower, electrocautery machine, electrocautery carts, hand table, I.V.. poles, suction machine, instruments and disposable items.

LTC also offered Medical Terminology as a career exploration course to 119 high school students via face-to-face, online, and instructional television venues. Two hundred allied health care workers received their professional continuing education seminars at LTC. The Health Unit Coordinator (HUC) program capacity and scope were expanded to include outpatient services in an attempt to increase the supportive knowledge and skills of all entry level health care clerical employees.

Additional initiatives involved the use of human patient simulators in the nursing programs. New programs include a Phlebotomy certificate; Medical Transcriptionist technical diploma and a Paramedic associate degree were added.

•**Marian College, Fond du Lac:** This private college responded to the growing demand for nurses by offering a wide variety of programs in its School of Nursing: a traditional Bachelor of Science in Nursing (BSN); a two-year completion track for registered nurses (RNs) to earn their BSN; and a new streamlined program of study through which RNs can earn a master's degree in nursing (MSN) without first earning a BSN. Marian's MSN degree prepares graduates to assume teaching roles and advanced practice and leadership roles. For more information, visit the web page at <http://www.mariancollege.edu/interior.asp?id=211>

•**Nicolet Area Technical College (NATC):** Through a grant from the Wisconsin Technical College System, NATC purchased laptop computers as well as simulation software for nursing students to practice their skills and strengthen their knowledge in theory before entering their clinical experiences. Nursing students have the opportunity to enhance their learning by accessing instructional software that supplements the class materials. This software provides nursing students with mock nursing exams to assist them in preparing for their nursing state board exams. To address the needs of non-traditional health care students, Nicolet is offering part-time evening options for the Medical Assistant program.

•**Northeast Wisconsin Technical College (NWTC):** NWTC received a federal grant from Senator Herb Kohl to remodel space in their Health Science building and develop a Community Clinic. The grant also covered all the capital expenses needed to furnish the clinic. The clinic is a satellite of the NEW Community Clinic, which serves uninsured clients in Brown County. The operational expenses of the clinic are supported for the next three years by the major hospitals in the area, St. Vincent, St. Mary's and Bellin Hospitals and opened July 10, 2006. The clinic will also serve as a much needed clinical site for the health care program students. NWTC anticipates all of the health care

programs (with the exception of Nursing Assistant and Surgical Tech) will utilize the clinic as a clinical site.

•**Northeastern Wisconsin AHEC (NEWAHEC):** In partnership with the Lakeshore Healthcare Alliance the NEWAHEC conducted its second annual summer health careers camp in summer 2006. This five-day camp for high school students provided hands-on opportunities for students to explore over 20 health care careers. The camp was staged at three academic and seven health provider locations in Manitowoc and Sheboygan Counties. Twenty students from NEWAHEC's 11-county region attended the camp.

•**Silver Lake College, Manitowoc:** Silver Lake College's RN to BSN completion program is specifically designed for the working RN, recognizing not only the limitations imposed by a busy professional and family life, but the unique contributions each experienced nurse brings to the classroom. This accelerated program is a collaborative effort between Silver Lake and the Lakeshore Technical College. It provides a smooth transition from an associate degree to a cost-effective, quality, liberal arts education.

The baccalaureate-nursing curriculum fosters an increased sense of professionalism for registered nurses while focusing on nursing theory, research, community health, and the development of leadership skills. The liberal arts courses will provide the student with skills, values, and concepts that result in intellectual inquiry, integration, commitment, service, and motivation for lifelong learning. Classes meet four hours each week on weekday evenings or on weekends to accommodate adult students' career goals, work obligations and family schedules.

SOUTHWEST

•**Blackhawk Technical College (BTC):** In the fall 2006, BTC began a Diagnostic Medical Sonography associate degree program and thanks to a Wisconsin Technical College System grant, BTC purchased and implemented human patient simulators: METI Man and SimBaby. BTC is remodeling to expand the nursing lab, to create a new Physical Therapy Assistant lab, and to create a human patient simulator room beginning this past summer.

•**Madison Area Technical College (MATC):** MATC continues to work with critical access hospitals and nursing homes to help the shortage of registered nurses in Wisconsin's rural communities. There is an ongoing effort to offer evening and part-time nursing clinical experiences to address the needs of non-traditional students. MATC is also developing a new and unique program for Hyperbaric Chamber Technician in collaboration with other technical colleges and service providers.

•**South Central Workforce Development Board (SC WDB):** In partnership with leading health care employers, training providers, and community leaders, the SC WDB is planning for a long-term strategic investment in the future of the regional health care industry. In response to the industry's dynamic growth and current and projected workforce shortages, the SC WDB and the Jobs With A Future (JWF) partnership have facilitated the formation of a Health Care Workforce Excellence Center Planning Committee.

Since the fall 2005, the Committee has worked to implement its vision of a permanent, physical training center conveniently located near major health care employers in Dane

County. Such a Center would provide joint health care training in specific occupational skills considered a high priority among employers. Training would serve incumbent workers, providing opportunities for skills upgrading and the articulation of career pathways to high-skill, high-wage work. It would also address new and displaced workers, with the Center serving as an entry-point for the community to learn about and connect to career opportunities in health care.

The Planning Committee's current composition is representative of substantial community support for this project to-date. Members include Meriter Health Services, St. Mary's Hospital, Dean Health System, Madison Area Technical College (MATC), the SC WDB, Jobs With a Future (JWF), the Collaboration Council of Dane County, the Biomedical Collaborative, the UW-Madison Chancellor's Office, the Center on Wisconsin Strategy (COWS), the Urban League, and Centro Hispano. Further expansion of the committee is expected by the fall 2006.

At present, the Planning Committee is finishing in-depth surveys of lead HR executives at major health care employers to determine specific training gaps shared throughout the industry and to identify concrete areas where training capacity and efficiency could be optimized through collaboration. Feedback on specific needs for shared training infrastructure (computer labs, clinical labs) is also being sought. In the coming months, the Committee hopes to work with other organizations (specifically those with plans for location at the Villager Mall on Park Street) to determine how the vision of a Health Care Workforce Excellence Center might connect with or complement their projects.

•**Southwest Wisconsin AHEC (SWAHEC):** The SWAHEC supports collaborative projects between communities and academic institutions providing clinical placements and opportunities for health professions students at all levels and supports health careers programs developed with high schools and middle schools. Examples include: the Dane County School-to-Work program designed to raise awareness about health careers in patient and non-patient areas for 30 students each over the last three years; the Youth Apprenticeship Certified Nursing Assistant program with the Rock County School-to-Work Program, Mercy Health System, and Blackhawk Technical College; the Healthcare Workforce Development program with the Black River Falls School District for 30 high school students designed to acquaint them with the health careers opportunities in that region; and the X-Treme Health Careers and Community Partnerships with the Mauston School District for 125 middle and high school students, who received 'hands-on' experience and exposure to a broad array of health careers.

In 2001, SWAHEC developed the first of its health career summer camps in La Crosse. Since then, more than 200 high school students have gone through a five-day overnight experience at either La Crosse or Madison. The purpose of these camps is to acquaint high school students with the career opportunities in health care, and the academic requirements needed to enroll in a post-secondary health career education program and the academic and clinical requirements of those programs. SWAHEC has developed a guide on how to develop a health careers summer camp for others interested in starting a similar program.

•**Southwest Technical College (SWTC):** SWTC is planning the extension of the part time weekend format for Associate Degree Nursing. They plan to use critical access hospitals and nursing homes for this program. The two year program can be spread over a four year period, and is geared toward adults reentering or having full time commitments (job, children, etc.) In an effort to retain Registered Nurses in the area.

SWTC began a Nursing (NCLEX) review course (for 2nd year students) to meet district needs. They will also deliver the CNA curriculum online to better serve the district.

•**Southwest Workforce Development Board (SWWDB):** SW Job Centers provide *reality based health care job descriptions* for individuals interested in occupational training. These job descriptions are actual descriptions primarily obtained from JobNet postings. Potential program enrollees have a chance to discuss detailed health care job descriptions with case managers. In effect, this is an opportunity for job seekers to mentally try out their compatibility with job duties, work hours, and various health care environments. All SW Job Centers developed Resource Room health care display boards featuring local health care employers and health care educational providers. Job Service staff frequently involve adult job seekers and school tour groups in brief discussions about the materials and information on the boards. Rock County Job Center, the Comprehensive Job Center for SW Wisconsin, uses a scrolling electronic marquee to advertise health care job fairs and workshops. Four SW health care panel workshops involving area health care employers and training providers were very well attended by job seekers. This opportunity to learn about occupations directly from employers is highly valued by job seekers.

Five human resource representatives from Mercy Health System have been guest presenters at four different Rock County Job Center Practice Interview Workshops since October 2005. Job seekers have found the sessions "awesome." One job seeker noted, "I never realized how stiff the competition is for jobs at Mercy. I now have a better understanding of what jobs are like at Mercy and what I need to do to make myself noticed." The Mercy Health System representatives have likewise found the sessions "eye-opening and educational." One representative commented that the workshops "keep me in touch with what candidates are feeling as they go through our application process." Mercy Health System has also received a Business Showcase award from the Rock County Job Center this year which has been featured in several Mercy publications distributed throughout the Rock County area.

Iowa County Job Service staff attended a series of Dodgeville Chamber of Commerce meetings for businesses interested in forming a health insurance program for small businesses that could not otherwise afford to offer their employees health insurance. Thirty five SWWDA health care employers posted job orders on JobNet in 2005 who had not posted health care job orders the year before. In most cases, these were well established SW area health care employers who were directly contacted by Job Service Business Service Representatives.

•**University of Wisconsin-Madison, School of Nursing:** The goal of a 60% increase in the Bachelor of Science nursing program enrollment over the past five years at UW-Madison has now been achieved. More than half of this enrollment increase has been achieved with private funding. The Western Campus initiative, a partnership with Gundersen Lutheran Medical Foundation, Gundersen Lutheran Medical Center and UW-La Crosse has reached full enrollment with approximately 24 nursing students graduating each year.

Initiatives led by UW-Madison faculty to enhance the knowledge and skills of nurses practicing in rural parts of Wisconsin continue to expand. The school now provides continuing nursing education programs to 15 rural hospitals across Wisconsin, Iowa and Minnesota, and now offers online preceptor development training for practicing nurses

intending to precept nursing students in their practice settings. Over the last year through the use of this approach to prepare preceptors, a number of health care agencies in Wisconsin, including rural hospitals and public health departments, have opened their doors to nursing students for the first time.

A new partnership between the School of Nursing, Tomah Hospital, and the La Crosse Medical Health Science Consortium and the Western Wisconsin Hospital District is providing financial assistance for nurses practicing in rural communities. Funding is provided for the necessary computers and software to allow practicing nurses to enter the Nurse Educators of Tomorrow (NET) distance option in the MS-Nursing program in order to prepare them for entry-level teaching positions in their communities. The NET program is in its third year of HRSA funding, with 38 nurses currently enrolled.

UW-Madison has recently received two HRSA awards totaling \$1.9M over the next five years for projects aimed at nursing workforce development by enhancing the knowledge and skill of nursing faculty in regard to new technologies, and by creating new approaches for developing a highly skilled public health nursing workforce. The first project, led by Dr. Patti Brennan, entitled the Wisconsin Integrated Technology into Nursing Education and Practice Initiative (WI-ITNEP), is designed to strength the knowledge and skill of nursing faculty in the use of simulated learning, informatics and telehealth across the curriculum. The project will first support the creation of state-of-the-art learning laboratories in the five UW system nursing schools currently collaborating in the BSN@Home program, and establish a platform to ensure sustainability of training activities within that group. In later years, WI-ITNEP will expand to all faculty in UW nursing programs. This initiative will enhance nursing education in Wisconsin, and by extension, support improvements in safety and quality of care by ensuring that nurses are well-prepared to use information technologies.

The second project led by Dr. Susan Zahner and entitled the Linking Education and Practice for Excellence in Public Health Nursing Project (LEAP), will address the need for new knowledge and skill in population-based public health nursing practice among students, faculty and practicing public health nurses. This project will establish regional learning collaboratives which will focus on developing best practices for field experiences for nursing students, provide online continuing education for nurse preceptors working with student nurses, implement a formal internship for new public health nurses using distance technologies to provide mentoring by experienced public health staff, and expansion of existing UW-Madison online continuing education offerings for public health nurses statewide.

•**Western Technical College (WTC):** WTC has received a grant through the Wisconsin Department of Health and Family Services to provide oral health care to underserved populations in the La Crosse area. WTC is also involved in the Dental Advocacy group with State Senator Kapanke to find ways to provide dental care to underserved people.

WTC continues to develop alternative ways to offer online orientation for pre-admission into all health and public safety programs. Medical Coding Specialist is now an all internet program with very few face to face meetings and no clinical component. This helps non-traditional students to fit this program into their schedules.

WTC, in cooperation with Rural Wisconsin Health Cooperative and the La Crosse Medical Health Science Consortium Telehealth Grant, is providing the radiography

program to nine students at distance sites. WTC has two initiatives that allow students to get a certificate or degree allowing them to start working in the health field while continuing their education. They are offering a Phlebotomy certificate for four credits in both the fall and spring semesters. Students can work as a Phlebotomist while continuing to work toward their Clinical Laboratory Technician Associate Degree. They also offer a real 1+1 program in Nursing with the use of the new statewide curriculum. This program allows a student to start with a one year Practical Nursing degree and continue on, if interested, for a second year to achieve an Associate Nursing Degree. A Friday and Saturday program is presently being offered at the Viroqua campus.

Electroneurodiagnostic Technologist is a program unique to WTC and shared through Interactive Television (ITV) with other campuses throughout the state. The need is so great for this program that students passing Board exams are being offered employment before graduation, including at the Milwaukee Children's Hospital.

In an attempt to address the shortage of health care workers, WTC started a Therapeutic Massage technical diploma program in August 2005 with 16 students; they plan to increase it to 22 students in 2006. They will also continue to offer two starts for Medical Assistants, January and August while adding a third start 2005-06 on evenings/weekends only.

WTC understands the importance of promoting health careers and will continue to work with over 90 high school students per year in the Certified Nursing Assistant program. WTC graduates at least 400 students each year, and began Promissor testing this past summer.

In the fall 2005, WTC re-modeled their Health Occupations area and received two human patient simulators. In May 2006, 42 people attended the Simulation presentation at WTC, reviewing teaching techniques for the use of a patient simulator to assist students in making critical decisions in complicated patient health situations.

•Western Wisconsin Workforce Development Board (WWWDB) - Healthcare Taskforce, La Crosse: The WWDB Healthcare Taskforce worked to reinstate the LPN program at Western Wisconsin Technical College funded by an earmark grant from Senator Kohl's office. The task force created a health care packet and CD that provides a description of the labor force for health care occupations at local hospitals and long-term care facilities; educational brochures; listing of hospital and long-term care facilities in the WDA; scholarship information; and pay scales for health care occupations. The packet is disseminated to local school districts, job centers, etc.

With area Workforce Investment Act (WIA) funds the taskforce was able to sponsor a workshop on retention in health care fields, to support an event to recognize CNAs and their contributions, and to facilitate an introduction to Health Careers Workshops and other projects used to recruit job seekers to health care careers. In addition, WIA funds supported the local youth to attend the Area Health Education Center (AHEC) Healthcare Camp to learn about careers in health care.

In order to increase health care student diversity, the taskforce met with leaders from the Hmong community and the Ho Chunk Nation to assist them in reaching Hmong and American Indian youth and to get them interested in health care careers.

SOUTHEAST

•**Alverno College, Milwaukee:** The nursing program is offered in traditional and non-traditional timeframes. Officially identified now as a School of Nursing, Alverno College offers a pre-licensure Nursing curriculum that allows students to begin pre-Nursing courses in an every other weekend format and transfer into Nursing courses offered in the weekday and evening format. The newly re-designed RN to BSN curriculum and the integrated CNS/Nurse Educator curriculum are available in the every other weekend format.

Health Career Program – South Division and West Allis High Schools, Milwaukee: Thanks to the generosity of the Milwaukee Area Health Education Council (MAHEC), Alverno College was funded to continue and expand the program to teach high school students how to become Certified Nursing Assistants (CNAs). All eleven (11) students who participated in 2005 successfully passed the state certification exam. Twelve students from two high schools are enrolled in the Fall 2006 program.

COOL & HIP: Collaborating with the Milwaukee Health Department public health nurses, personnel from the MAHEC Community Health Internship Program, and UWM College of Nursing faculty, Alverno College Nursing faculty and students helped create the COOL & HIP program to **Create Our Own Leaders through Healthy Infant Parenting**. Targeted at pregnant high risk teens, the program used a public health nurse/nursing student mentoring model with the goals of reducing high-risk sexual behavior and teen pregnancies, improving pregnancy outcomes, enhancing parenting, supporting self-sufficiency, and helping the teens consider health careers. Nine (9) nursing students and six (6) public health nurses worked with approximately thirty (30) teens.

Alverno College faculty continues to serve as consultants for the State of Wisconsin Initiative to Fast Track Nurse Educators (SWIFT) program and to collaborate with the Wisconsin Nursing Center to plan for ways to decrease the nursing shortage.

•**Carroll College, Waukesha:** The Hispanic Health and Human Service (HHHS) Minor at Carroll is a federally funded project that is focusing on training health and human service professionals to work with the region's growing Hispanic populations. The program includes a language and culture immersion experience in Mexico. In the past three years, the number of undergraduate students in the minor has grown from 11 to 44. The college recently received approval to extend federal funding for a third year.

In response to two Hispanic initiatives at the college (the HHHS Minor and the Hispanic Nursing project), Carroll has created the Institute for Hispanic Health and Human Services. The goals of the Institute are to train students and professionals to work with Hispanic populations, to conduct collaborative participatory research with Hispanic communities, and to promote cross-cultural understanding.

The goal of the Cognition and Outreach Service Delivery to Aging Seniors project, funded through the Healthier Wisconsin Partnership Program, is to refine and improve screening for cognitive impairment in the community through a partnership between Carroll College's Division of Natural and Health Sciences, Interfaith Care Giving Network in Waukesha County and the Medical College of Wisconsin-Division of Geriatrics. The partnership is the groundwork for more effectively providing services to cognitively

impaired seniors in Waukesha County, while providing a meaningful, teaching experience through direct contact between students in the health sciences and elders.

In a partnership with the Medical College of Wisconsin and Marquette University, School of Engineering, the Carroll College Physical Therapy faculty and students are participating in a Biomedical Technology and Rehabilitation project to introduce robotics into physical therapy education and practice. The goal of this project is to improve the quality and efficiency of movement in individuals presenting with disability.

•**Gateway Technical College (GTC)**: GTC opened two new health lab facilities and three health labs in Kenosha for the Nursing, Nursing Assistant and Physical Therapist Assistant programs this past year. The Nursing lab included a specially-designed room for the Human Patient Simulator (HPS), which allows observation from surrounding rooms as well as video capabilities. They recently received a child HPS as well. The Burlington campus also opened two new Health labs: a Nursing lab and a Radiography lab to house their new Radiography program, which started in 2005.

•**Milwaukee AHEC (MAHEC)**: MAHEC works on diversifying and increasing the number and quality of health care professionals in the workforce. The Center accomplishes its goals by training future health care professionals and exposing teens to career opportunities in healthcare. Several of the Center's projects focus on developing training sites in underserved communities for college students who are pursuing degrees in the health field. Training sites include *Madre Angela Dental Clinic*, *El Centro de Salud* and *The Bread of Healing Clinic* in Milwaukee; and the *Community Outreach Clinic* at Community Memorial Hospital in Menomonee Falls.

Other Center projects focus on engaging high school students in activities that will expose them to a variety of different health care professions. The *HIP Careers Camp* exposes 7th, 8th & 9th graders to health careers, with focus on underserved populations. *Milwaukee AHEC Health Careers Summer Camp* exposes high school students to health careers, with focus on academic skills required to pursue higher education. Milwaukee AHEC partners with Alverno College to provide *CNA training* to South Division high school students.

Several of Milwaukee AHEC's projects team up college and high school students. *Marquette University College of Nursing (MUCN) Diversity Recruitment/Retention and Mentoring Project* promotes nursing as a career to underrepresented youth from K5 – 12th grades and provides support to diverse MUCN students. *The Wheaton Franciscan Family Care Center* in Milwaukee provides programs for residents and medical students and mentoring for adolescents interested in health care careers. At the *school based health center* at South Division High School, nursing and medical students provide culturally competent care to underserved clients of diverse backgrounds. Nursing students mentor minority high school students.

•**Milwaukee Area Technical College (MATC)**: MATC has devoted close to \$12,000,000 in operating expenses in FY 2004 to the Division of Health Occupations. They have also increased student enrollment in health courses by 66% since 2002. This division incorporates more than 25 instructional programs in Allied Health, Dental Health and Nursing.

The "bilingual" dental assistant program at MATC is the first complete diploma program to be taught entirely in Spanish. While the students are learning the material for dental assisting, they are also taking language acquisition classes offered in the bilingual office so they can be employable at graduation.

Milwaukee received a \$175,000 Health Care Education grant from the Wisconsin Technical College System for a new 17 credit Medical Interpreter program that started in the fall of 2005-06. The Medical Language Interpreter diploma program includes multiple bilingual courses in Spanish and English. MATC is also offering bilingual Medical Terminology courses in English, Spanish and Hmong to support a number of other bilingual programs.

Through a grant from the Milwaukee Private Industry Council, MATC offered a Spanish Phlebotomy certificate to 18 students. New sections offered part-time, evenings and weekends have been started at the West Allis campus for the Health Unit Coordinator technical diploma.

Medical Coding is one of the fastest growing occupations in the health industry. MATC is exploring the idea of changing the program from a certificate to a technical diploma program for the 2006-07 school year and laddering to an associate degree in health information technology and a health care informatics advanced technical diploma.

•**Moraine Park Technical College (MPTC):** MPTC developed and implemented a Surgical Technology program. The program has doubled in enrollment over two years to 24 students. This program currently has a job placement rate of 94%!

•**Private Industry Council (PIC) of Milwaukee County, Inc.:** The PIC sponsored the third class of Surgical Technologist Training for Aurora Health Care, Froedtert Memorial Lutheran Hospital and Columbia-St. Mary's Hospital. All nine graduates who completed the 10-month training program on December 1, 2006, started in Surgical Technologist positions at their respective hospitals. Additionally, the PIC sponsored training for 35 Certified Nursing Assistants.

•**St. Nicholas Hospital, Sheboygan:** In order to better retain its valued employees, St. Nicholas conducted an Employee Opinion Survey to assess the attitudinal areas of its employees and identified improvements. St. Nicholas also received grant monies to offer development opportunities to its employees, i.e. Mission Retreat: Faithful to the Spirit and a Leadership program to elevate the level of Leadership. St. Nicholas Hospital has partnered with Silver Lake College to assist in developing and implementing a BSN program.

•**Southeast Workforce Development Board:** In January 2006, a group of dislocated workers began an accelerated training course in the Medical Office Assistant/Coding Program funded by the Racine County Workforce Development Center at the Moses Training Institute. These 14 students graduated in September 2006 and have recently taken their national certification exam. Nine of these students have continued their education at Bryant and Stratton to obtain additional skills and expertise in Medical Billing. They are expected to complete this in January 2007.

A guide on how to obtaining employment in the health care industry has been created and is available in the Resource Room of the Racine County Workforce Development

Center. The guide includes information about both direct care and support positions within the industry. The guide provides information on required training, where to access the training and specific information about health care employers and how to apply for their positions.

•**University of Wisconsin-Milwaukee, College of Nursing:** The State of Wisconsin Initiative to Fast Track (*SWIFT*) Nurse Educators is a U.S. Department of Labor grant to increase the number of nurse educators in Wisconsin that has completed the first year of work. Partnerships among health care employers, the four UW graduate nursing programs, the Wisconsin Technical College System, and Workforce Development Boards are being established to identify and support 100 candidates to earn a master's degree in nursing. Once the master's degree is completed, these nurses will teach part-time in a local nursing program, while they continue to work for their employers as advanced practice nurses or clinical nurse educators. In addition, 20 nurses who already have master's degrees are being supported by the grant to take online educational courses preparing them to teach. Details are available at the grant website <http://www.swift.uwm.edu>.

•**Waukesha County Technical College (WCTC):** WCTC has been awarded a \$2.3 million grant, "Community Based Job Training Grant". WCTC was one of only 70 colleges nationwide, and the only Wisconsin college at the time, to receive this award. There are several components of this grant: workforce development to work with high school students for health career entry; increased enrollment into the nursing programs; expansion of the Certified Nursing Assistant (CNA) programs; use of technology for nursing education (Human Patient Simulator and on-line courses); partnering with Alverno College for BSN completion for our Associate Degree Nursing graduates and partnering with Veteran's Administration Hospital for a formal preceptorship to mentor new graduates into the workforce.

Construction of the Human Patient Simulator lab, a state-of-the-art facility will hopefully incorporate the use of a pediatric human simulator. The plan for completion of the new lab was August 2006.

WCTC has also been involved in the ongoing General Purpose Revenue (GPR) Nursing Assistant expansion grant. Through this grant, they have been able to expand their outreach to the population of the city of Waukesha at the Waukesha campus. They have provided additional classes that meet the needs of a different population than the students served at the Pewaukee campus. They offer classes in conjunction with adult basic education staff, and English as a second language classes. This expansion allows them to provide services to students who might otherwise not be able to access an entry level health career due to transportation or need for supportive services. Once these students are employed in health care, they often continue on a career path in health.

WCTC offered the Registered Nurse Update class and the Licensed Practical Nurse Refresher class in both the fall and spring semester. Waukesha has been offering these very important classes for over fifteen years. Each year additional improvements are made to the quality of the course. In the 2005-06 school year, 34 nurses completed the courses and were returned to the workforce.

WCTC is also working closely with the Waukesha South High School Charter school known as the Waukesha Academy of Health Professions. In addition to providing Basic

Nursing Assistant classes to all students in the academy, the college provides Allied Health courses which offer transcript credit. In addition to these courses the students take science and math courses related to health careers. The Health Professions Academy seeks to provide entry into health careers for all participants. Students are in a mentorship program throughout their last two years of high school. They are asked to maintain rigorous academic standards. The program currently has approximately 20% minority participation, an important goal in the health industry.

•Waukesha- Ozaukee-Washington (WOW) Workforce Development Centers: On August 30, 2006 the WOW Workforce Development Centers hosted a Health Care Career Fair at the Waukesha Workforce Development Center in Pewaukee. ProHealth Care sponsored the event and provided extensive advertising. The Health Care Career Fair was very well attended as over 160 job seekers came to the event. Approximately half of the job seekers who attended were between the ages of 18-45 and the other half were between ages 46-65.

This career fair was an extremely helpful hiring source for the sixteen employers who attended the event looking to hire positions from entry level to professional. Job openings ranged from certified nursing assistants to registered nurses. The following is a list of companies who attended: Aurora Health Care, Children's Hospital, Community Memorial Hospital, Homewatch CareGivers, Kindred Hospital Milwaukee, LindenGrove Health Care Centers, Medical Associates, Medical College of Wisconsin, MedTeams, Oconomowoc Memorial Hospital, ProHealth Care Medical Centers, Rogers Memorial Hospital, The Village at Manor Park, The Virginia Health and Rehabilitation Center, and Waukesha Memorial Hospital.

In the summer of 2006, the WOW Workforce Development Board was awarded funding to support and implement DWD Safe-Lift Initiative in the Waukesha, Ozaukee and Washington County Areas.

The highlights provided in the previous pages are only a fraction of the efforts that are underway in Wisconsin to address the demand for health care workers.

While we made every attempt to identify these efforts and provide opportunities for organizations to contribute, we regret any omissions and invite any and all organizations that are working to improve, increase, or enhance our future health care workforce to contact us and contribute to future reports.

If you are interested in being contacted in the future or you would like to contribute information to be posted on the DWD Health Care Workforce website, please contact Rita Black-Radloff, DWD Health Care Workforce Lead at 608/261-6967 or via e-mail at rita.black-radloff@dwd.state.wi.us

Appendix for More Information

State:

- 1) Wisconsin's Web Portal - website at <http://www.wisconsin.gov/state/home/app?COMMAND=gov.wi.state.cpp.command.LoadPortalHome>
- 2) DWD Health care Workforce Development - website at www.dwd.state.wi.us/healthcare with links to numerous health care organizations
- 3) Office of Economic Advisors, Department of Workforce Development, - website at: www.dwd.state.wi.us/oea
- 4) DWD Wisconsin's Apprenticeship Program, - website at: www.wisconsinapprenticeship.org/
- 5) DWD Youth Apprenticeship program - website at: <http://dwd.wisconsin.gov/dws/programs/ya/default.htm>
- 6) Wisconsin Area Health Care Education Centers - website at: <http://www.wihealthcareers.org/index.cfm>
- 7) Wisconsin Council on Long Term Care Reform, includes the Direct Care Workforce Issues Committee, - website at: <http://www.wcltc.state.wi.us/>
- 8) Wisconsin Department of Public Instruction's Secondary Education in Health Care Occupations, - websites at:
 - Health Science Co-op Portfolio- <http://www.dpi.state.wi.us/dpi/dlsis/let/pdf/healthsc.pdf>
 - Health Science Program Standards- <http://www.dpi.state.wi.us/dpi/dlsis/let/ctestandards.html>
 - Health Occupations Students of America-www.hosa.org

Regional:

- 9) Wisconsin's Workforce Development Boards - website for contacts at: http://dwd.wisconsin.gov/dwdwia/wia/wia_wd_board.htm
- 10) Regional Health Care Alliances – website at: http://dwd.wisconsin.gov/healthcare/regional_development.htm

Education Institutions:

- 11) University of Wisconsin System - website at: <http://www.uwsa.edu/>
- 12) Wisconsin Association of Independent Colleges and Universities - website at: <http://www.waicuweb.org/>
- 13) Wisconsin Technical College System - web site: <http://www.witechcolleges.com/>

Health Care Industry:

- 14) Wisconsin Hospital Association (WHA) Hospital Workforce Shortage Report - website at: http://www.wha.org/workforce/pdf/2004workforce_report.pdf If interested in serving on the new Council on Workforce Development - contact Judy Warmuth, VP Workforce Development at 608/274-1820.
- 15) Wisconsin Nurses Association, *Nurses Caring for Nurses*, Center for Wisconsin Nurses-Workplace Advocacy - website at : <http://www.wisconsinnurses.org/content.asp?id=110>