

Nursing Workforce Issues in Los Angeles County

Finding Community-Based Solutions

For the L.A. Health Collaborative
April 2006

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Purpose of Project

- Conduct an environmental scan of nursing issues in California to identify:
 - Community-based solutions that the Collaborative could undertake to address workforce issues
 - Possible partnerships
 - Best practices in workforce development
- Conclusions based on over 20 interviews of California and national nursing leaders
- The project does not recommend:
 - New state policy
 - Specific operational plans
 - Answers to controversial nursing issues like the appropriateness of 2-year vs. 4-year nursing degrees

Oh yes, I can ignore them

Outline of Presentation

- Why nursing is important
- Workforce needs and educational capacity
- Challenges in addressing workforce issues
- Activities for the Collaborative to consider
- Bottom line

Nursing Improves Quality of Care

Research has found that:

- In hospitals with high RN staffing, medical patients had lower rates of five adverse patient outcomes (UTIs, pneumonia, shock, upper gastrointestinal bleeding, and longer hospital stay).
- Higher rates of RN staffing were associated with a 3-12% reduction in adverse outcomes.
- Higher staffing at all levels of nursing was associated with a 2-25% reduction in adverse outcomes.

Results Based on Examining the records of 5 million medical patients and 1.1 million surgical patients treated at 799 hospitals in 1993.

Source: Cho SH, Ketefian S, Barkauskas VH, et al. "The effects of nurse staffing on adverse outcomes, morbidity, mortality, and medical costs." Nurs Res 2003 Mar-Apr; 52(2):71-9.

Workforce Needs

- From 2005 to 2020, California will need 116,600 new nurses
 - In 2000, California was 49th in supply of nurses per capita and dropping
 - Wow, that's just like Medi-Cal payment rates.
 - In 2004, California ranked 50th with 590 nurses per 100,000 population
- Nearly 50% of current California RNs were educated outside the state (or country)
- Over 70% of current graduates are produced by associate degree programs

California Faces Structural Deficit in Nurses

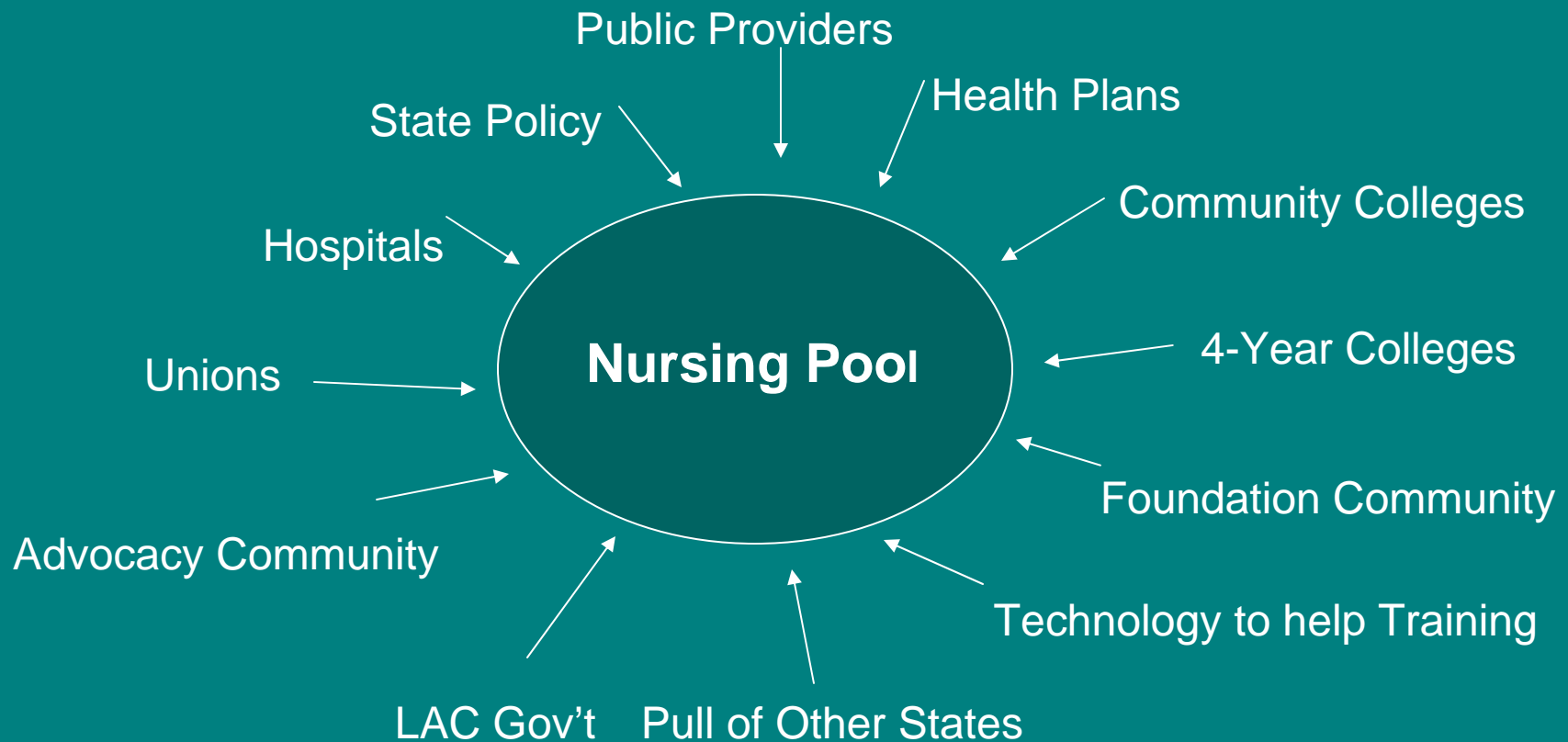
	Total RNs FTE	RNs FTE per 100,000 population
2005 California	198,530	539
2005 National	2 million+	787
2030 California Projected	220,279	458

Source: "Forecasts of the Registered Nurse Workforce in California," California Board of Registered Nursing, June 2005.

Los Angeles Isn't Doing Much Better

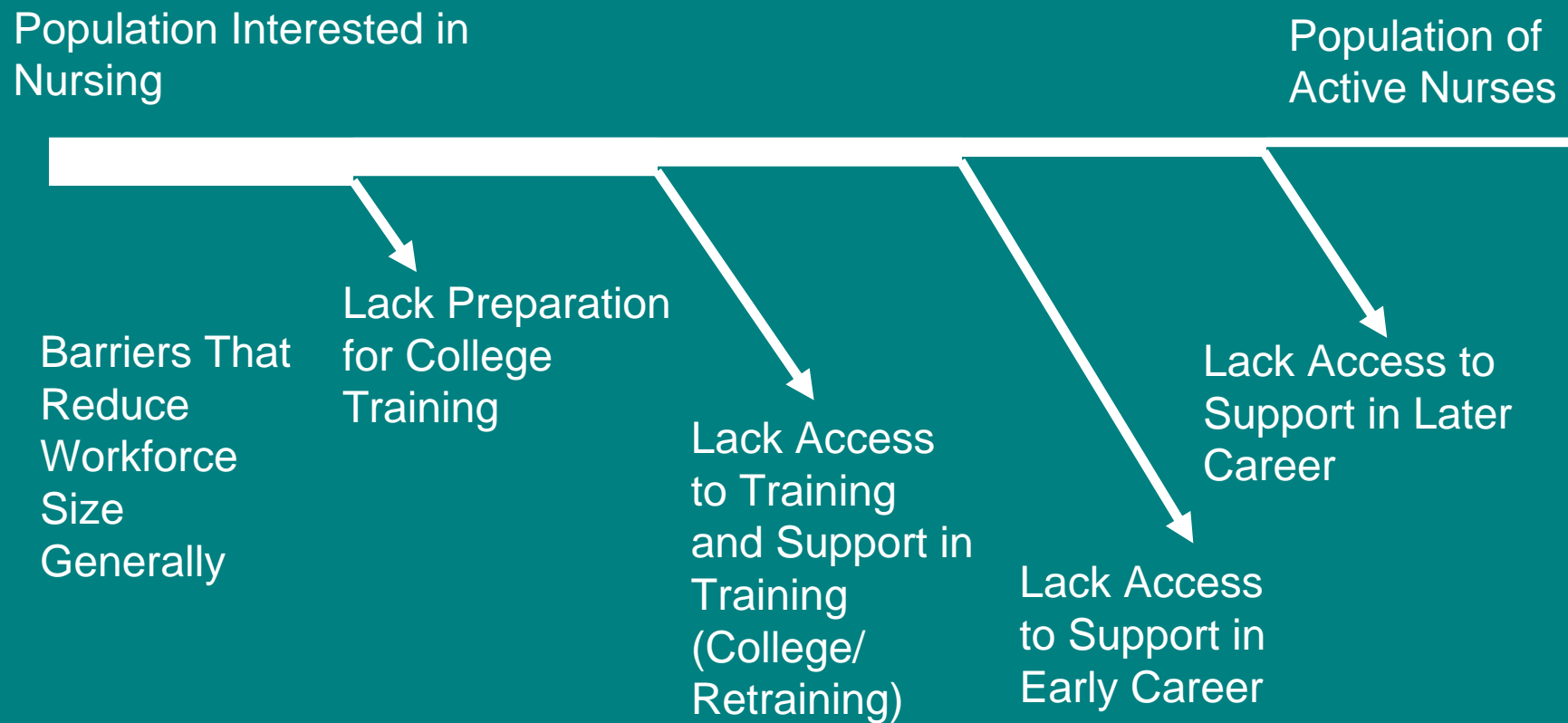
- New Nursing “Regional Report Card” evaluates nursing sufficiency
- Grade based on standard deviation from national average of 787 per 100,000 for 24 MSAs
- L.A.-Long Beach gets a **C-** with 646 RN jobs per 100,000
- Results:
 - As: None
 - Bs: One: Redding at 1079
 - Cs: Ten, including: Modesto, Ventura
 - Ds: Eight, including: Riverside-San Bernardino, Orange
 - Fs: Five: Bakersfield, Merced, Ventura, Tulare, Yolo

Difficult Coordination: Complex Set of Players



**The Collaborative is well positioned to pull
the disparate groups together.**

Barriers and Lack of Support Shrink the Potential Nursing Pool

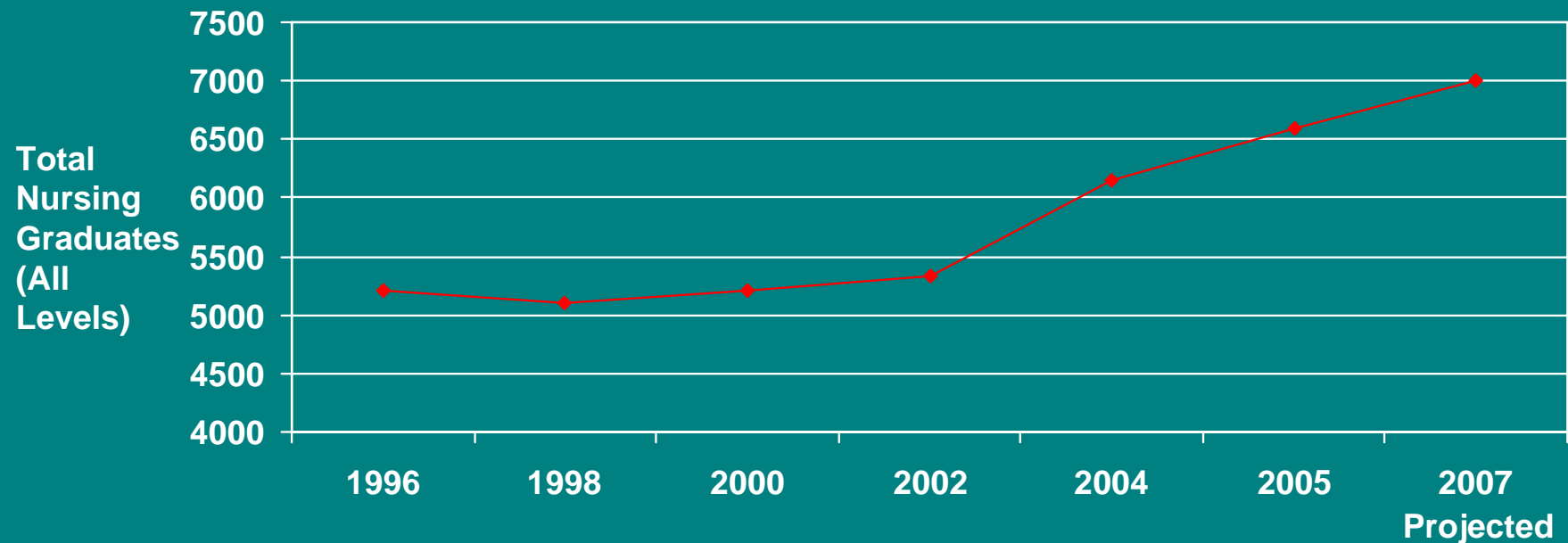


For illustrative purposes only. Does not reflect impact of each step.

Major Challenge: California Lacks Educational Capacity

- 109 nursing programs statewide (ADN, BSN, ELM)
- The state has less than 50% educational capacity needed
- 8,749 slots for nursing students, filled to 98% capacity (2005, all levels)
- Over 14,000 applicants turned away due to lack of capacity (2005, all levels)
 - 42% of applicants in LA turned away due to space

Persons Completing Nursing Programs Finally Increasing...



...But it is Still Too Little.

It's a
marathon,
not a sprint.

Year	Educational Capacity of CA Demand	Shortfall in Nurses
2000	50%	---
2010	76%	47,600
2020	55%	116,600

Source: *Educating California's Future Nursing Workforce*, published under AB 655, June 2000. "What is behind HRSA's Projected Supply, Demand, and Shortage of Registered?," Health Resources and Services Administration, September 2004.

Hospitals Address the Workforce Crisis

A 2004 survey of 95 Chief Nursing Officers in Southern California found that hospitals responded with a range of activities:

83%	Overtime/Extra Shifts
81%	Tuition Reimbursement
72%	Hired Travelers
50%	Hired Foreign Nurses (last 2 years)
45%	Scholarships
39%	Support of RN to BSN (on site)
19%	Temporary Limit of Services

Crisis Mentality for the Workforce Situation

- Response has been to throw money at recruitment/salary
 - Average hospital saw 80% increase in traveler/registry spending from \$3 million in 2003 to \$5.5 million in 2004
 - Foreign nurse recruitment can cost \$25,000 per nurse

Hey! That's money that could have gone for stock options to United Healthcare's CEO...or towards nursing education.
- Every-hospital-for-themselves mentality
 - Reports of hospitals making cold calls to nursing stations at rival hospitals
 - California wages are some of the highest in the nation at an average \$33/hour; travelers at \$60/hour
- All this while average annual nursing tuition cost (across all programs): \$4,276

Funding

- Money isn't everything, but it helps
- For the first time, more money is coming in for workforce issues:
 - UCLA (again) and UCI will have BSN programs
 - Song-Brown Funds
 - Governor's Initiative
 - \$250,00 Grants from California Employment Development Department for clinical simulation center in rural areas

The Funding Jackpot: The Tobacco Initiative

- Tobacco Tax ballot initiative has \$100 million a year in nursing education
- Not yet qualified, though supporters believe it will qualify soon
- Under the initiative, 9% of total revenue is dedicated to Office of Statewide Health Planning and Development “solely to expand nursing education opportunities and capabilities.”
 - 86% to expand approved college education programs in the California Community Colleges, the California State University and the University of California, as well as for advanced degrees.

Almost more than funding, a Change in Thinking is Needed (Think Baseball)

- From crisis response to building infrastructure
- From competition to coordination
- From run-around to routine
- Everyone has a plan, but not everyone has a long-term plan

Take a page from baseball: **No, not steroids for nurses**

Think of it as developing the Farm Team

Five Possible Areas for the Collaborative to Focus

- Recruiting: high schools and diversity
- Re-training for nursing
- Build college capacity
- Support for new nurses
- Promote coordination

Challenges, Successes and Opportunities

Each potential area has its own:

Challenges: The issues that need to be addressed

Success Stories: What lessons can be learned

Opportunities: What the Collaborative can do to help

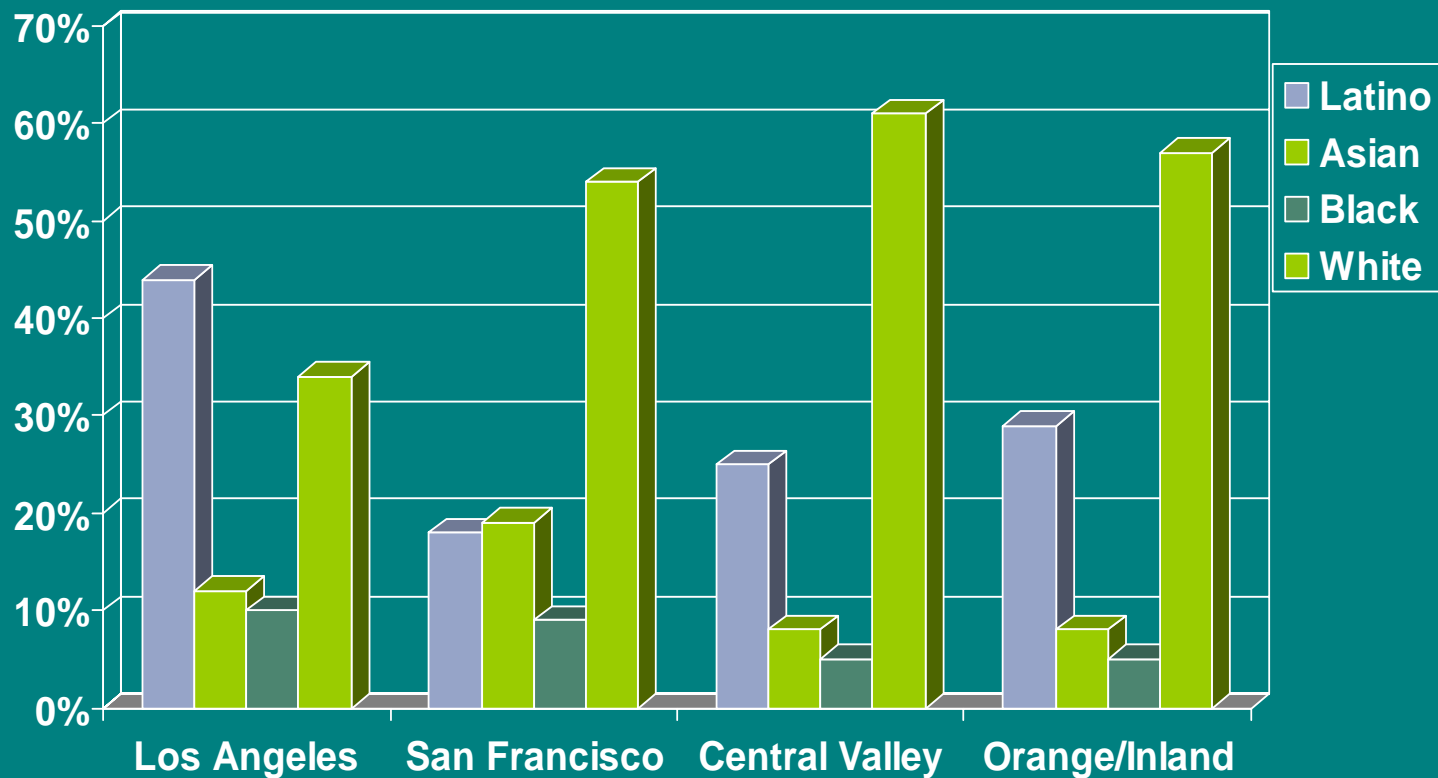
Recruiting: High School and Diversity The Challenge

California high school students lack the resources to be prepared for nursing training

- Statewide study found only 1 in 5 Latino students have requisite skills
- Students may have poor opinion of nursing
- High school counselors may have a poor opinion

Recruitment Efforts: The Challenge of Diversity

Los Angeles has a predominately Latino workforce,
which is not true of the rest of the state.



Source: Carol Bradley "Nursing Workforce Initiative: 2004 Final Report, Hospital Association of Southern California, 2005.

Pending Success Story: California Wellness Foundation

- Creating website for 16 to 24 year olds for counseling on nursing and allied careers
- Promises to offer:
 - Advice about prerequisites and what's needed for college
 - Connection with mentors
 - Guide for career development
- Still under development - target release is end of May
- \$1M project with Ogilvy Worldwide that also includes:
 - Report on workforce diversity
 - Targeted ad campaign to promote enrollment
- Some efforts along these lines already exist, such as www.choosenursing.com

Success Story:

California Endowment Activities

- Work primarily geared towards diversity, not the shortage per se
- The California Endowment has funded projects to promote nursing in the Central Valley:
 - 90 scholarships and five faculty fellowships for underrepresented nursing students and faculty
 - Funding to expand the capacity of ADN, BSN, and MSN programs in the Valley to attract, enroll and retain diverse student body.
- Statewide, the Endowment has a marketing strategy to promote nursing as a career choice among minorities.
- Beyond the Endowment:
 - “Men in Nursing”: CINHC and Coalition for Nursing Careers in California
 - Cedars-Sinai has 20 high school students in a Youth Health Academy for nursing training to disadvantaged kids (other examples Fresno Heart, San Joaquin General)

Recruiting: High School and Diversity The Opportunity

Activities to consider:

- Work with high school counselors to promote nursing
- Collaborative members could “Adopt a High School”
- Promotion of TCWF website post-launch
- Activities undertaken should include efforts to support diversity
 - Endowment has a May 24th convening

The Challenge: Career Retraining for Nursing

- Persons who lack basic skills needed for nursing are typically left behind
- It is difficult to find programs that can help retrain mid-career workers for nursing
- Career ladders are hard to find for many health care jobs

Retraining Success Story: SEIU Training Program

- “Los Angeles Health Care Workforce Development Program”
- Originally funded under the 2000 LA 1115 Waiver and continued
- Program provides a wide variety of training/retraining: basic skills, LVN, RN, and post-licensure
- Helps the county because workers who enter the program are with the county and likely to stay with the county

Retraining Success Story: SEIU Training Program Con't

- NCLEX pass rates are:
 - 84% for the generic RN program
 - 82%: State average for 04/05
- Pipeline is strong:
 - 79 employees for new RN courses,
 - 20 for LVN
 - 90 for bridge programs
 - 43 for college foundation pre-nursing course
- Success already
 - Over 1,600 nurses post-licensure training
 - 43 new RNs
 - 30 new LVNs

The Opportunity: Career Retraining for Nurses

Collaborative members could support the existing retraining efforts through:

- Offering internships
- Encouraging staff to serve as coaches and tutors

This would include a range of efforts including county adult career programs

Promoting College Education: The Challenge

2004 survey of College Nursing Deans in S. Calif. Found barriers to educational capacity:

- Clinical Barriers
 - Clinical sites
 - Qualified faculty
- Classroom Barriers
 - Not enough space (classrooms/skills labs)
 - Not enough faculty (New assistant professor paid the same as – or less than – new four-year graduates)

2004 survey of Hospital CNOs in S. Calif. found:

- Over half said they can take additional student rotations (AD or BSN)
- 37% said there are additional masters-level staff interested and willing to serve as clinical faculty

Why the disconnect?

College Capacity Success Story: CINHC

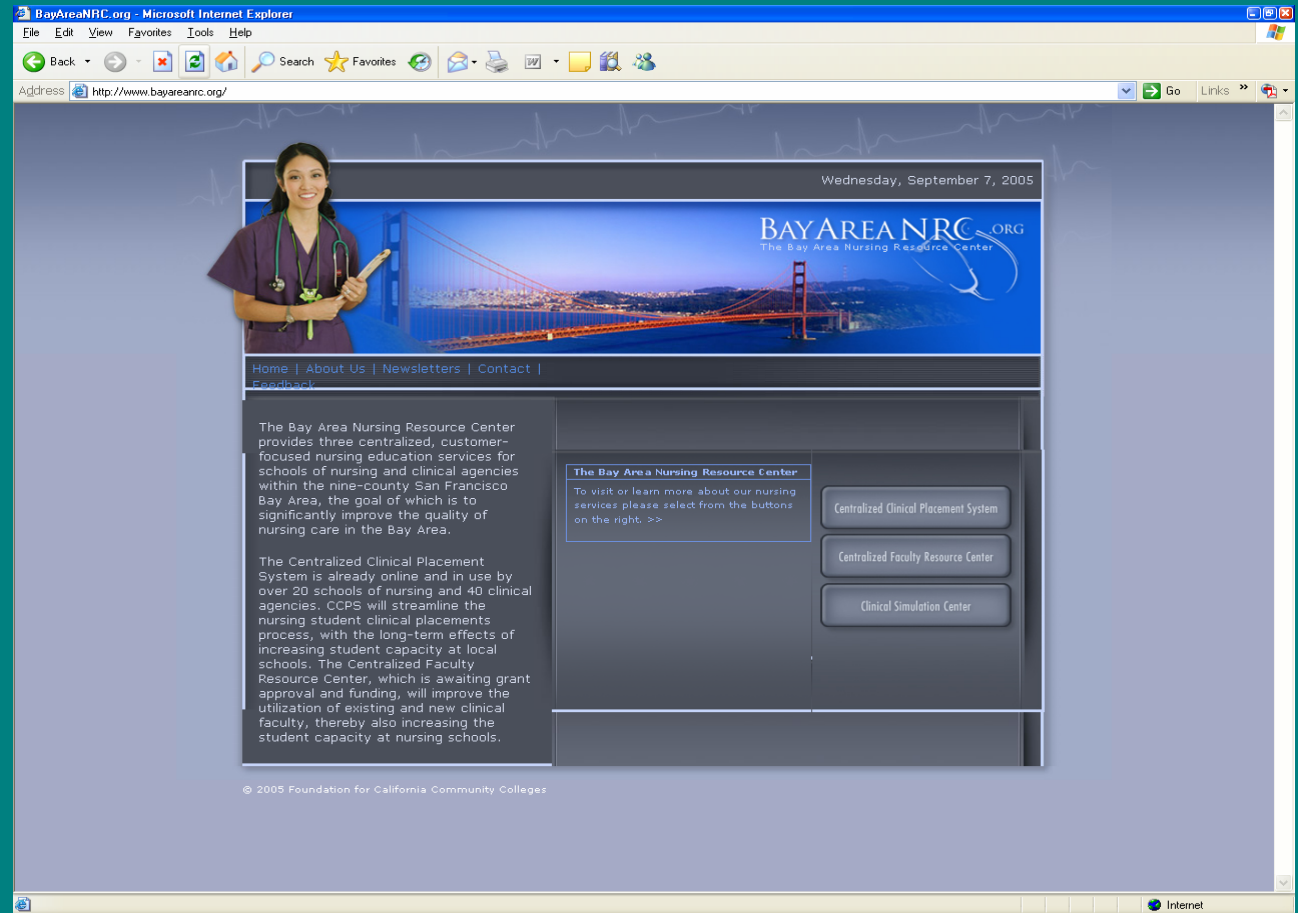
California Institute for Nursing and Health Care's pool provides information on space and faculty

- Centralized Clinical Placement System (CCPS): A web-based clinical placement and coordination tool
 - Ultimate goal is a system similar to medical resident matching
- Centralized Faculty Resource Center (CFRC) is a “pool” that enables nursing schools to coordinate the sharing of faculty for classroom and clinical training
- Bay Area Simulation Collaborative (BASC): Use of technology to supplement clinical training

CINHC Purpose

CINHC Vision:
The creation of a San Francisco Bay Area nursing community with dramatically improved quality of nursing education, leading to measurable improvements in patient care.

Funding:
Primarily the Gordon and Betty Moore Foundation

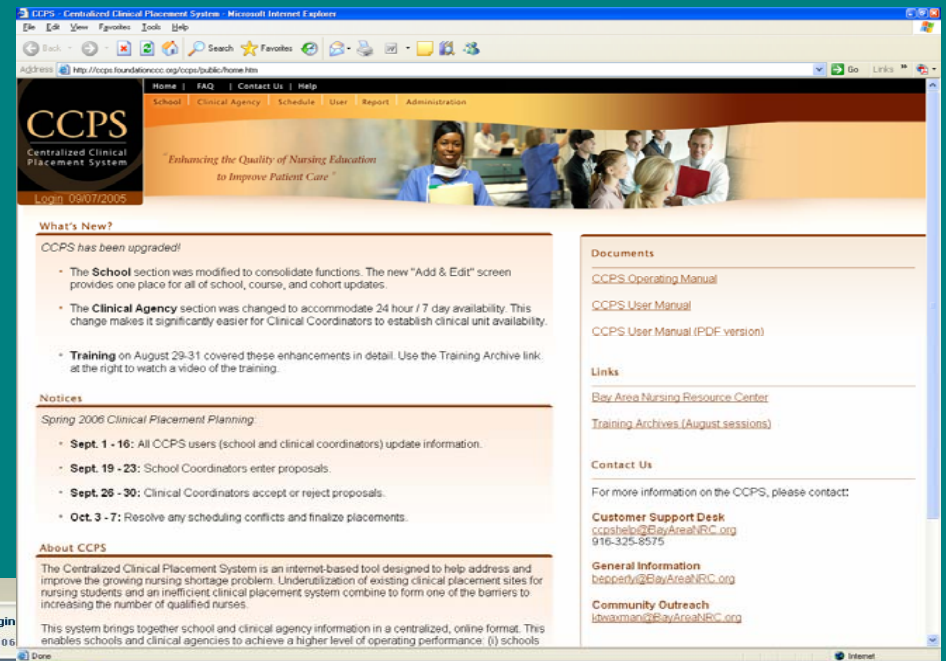


Source: "Bay Area Nursing Resource Center: 'A Centralized Solution'," CNICH, undated.

CCPS, CFRC, BACS Accessible through www.BayAreaNRC.org

CCPS:

- 80%+ of Bay Area hospitals and 100% of schools participate
- CCPS currently conducting second round of placements
- No formal evaluation; still being customized and developed



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Welcome to the **Centralized Faculty Resource Center (CFRC)**, a comprehensive resource for connecting nurses with schools of nursing to address the nursing Faculty shortage. Use the Resources and Help sections for information on how to become a nursing faculty member.

Use this site to view Job Postings and share your skills and qualifications with schools of nursing in the San Francisco Bay Area. [Click here to get started.](#)



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CFRC:

- Just launched March 2006
- Goal is to encourage staff to teach

Source: "Bay Area Nursing Resource Center: 'A Centralized Solution'," CNICH, undated.

College Capacity Success Story: MemorialCare, CSU-LB

- \$15 million partnership between MemorialCare (2/3) and California State University at Long Beach (1/3)
- Hospital Actions:
 - Culture Change: MemorialCare became more open to training students
 - Built technologically advanced skills lab with help of suppliers
 - Funded part-time clinical instructors; Fully funds students who will work for hospital
- School Actions:
 - CSU-LB doubled enrollment in second year and will triple in third year.
 - Classroom faculty working overtime. Changed semester system.
- Barriers:
 - CSU-LB has 800 students and four classrooms.
 - About 46% of program support is grants.
- Business Case: Estimated to save MemorialCare \$100M over 5 years
- A Tale of Two Programs: Long Beach VA not continuing joint program.

College Capacity Success Stories: Adding up Smaller Programs

- **Little Company of St. Mary's:** Nursing School Partnership is a 13-month old program with El Camino College supported by UniHealth and individuals. Increased cohort from 60 per year to 108. Lottery system applies to applicants. Costs \$10,000 per student.
- **Cerritos College Program:** Downey Regional Medical Center sponsors an instructor at Cerritos. Funded to help educate 10 nurses to serve in the hospital (some selected from hospital staff as a career ladder). Small stipend available, must commit to serve a year.

Promote College Education: The Opportunity

Activities to consider:

- Partnership with CINHC in LAC to help coordinate resources such as clinical sites, faculty, and classroom space
- Scholarships for graduate-level training in exchange for teaching commitment
- Organize countywide training for masters-level nurses in clinical and classroom setting

Support Students and New Nurses: The Challenge

High level of nursing attrition

- Community colleges see attrition between 20-26%
- Many nurses leave nursing in the first year after college

Support Success Story: CNF

- California Nurses Foundation operates:
 - Nurse-to-Nurse Program (Bay Area)
 - Preceptorships: Formal training to support nurses to promote clinical training of new graduates (short-term)
 - Mentorships: Creating a structured environment for senior nurses to develop long-term counseling roles
 - California Nurse Mentor Project (Statewide)
 - Statewide partnership with Catholic Healthcare West, funded by California Endowment
 - Trains specific nurses to mentor transitioning nurses
 - Goal: Develop a replicable model to increase retention, job satisfaction
- An entity of the California Nurses Association, but can work with non-CNA providers

Support Success Story: Telecu Program

Downey Regional Medical Center scholarship program funds scholarship coordinated by Telecu, an East LA non-profit

- Eligibility: Academically qualified students at East LA community college
- Support: Final year of school and a NCLEX review course
- Requirement: Recipients promise a year of service in exchange for support

Kaiser Permanente, San Joaquin General Hospital, Queen of the Valley and others are also offering scholarship programs.

Support Students and Nurses: The Opportunity

Activities to consider

- Facilitate a clearinghouse for preceptorships and mentorships
- Explore partnership and/or duplication CNF-type activities in LAC
- Explore scholarship programs for nursing
- Create and maintain an emergency fund for students (ACNL/CHA attempting this, called Flo's Cookie Jar)

Primary Opportunity: Promote Coordination

- Possibility of future funding increases highlights need for countywide coordination to prevent duplication of efforts
- There is no overall coordinating body
- Activities to Consider:
 - Develop linkages to existing players: HASC, SEIU, CNF, CINHC, ACNL
 - Comprehensive survey of hospitals and schools to identify existing partnerships and unmet needs (*coordinate with HASC*)
 - Establish a standing working committee
 - Facilitate a master plan for LAC nursing workforce
 - Sponsor an LAC summit on nursing workforce issues

Summary of Possible Opportunities

<p>High School Recruiting and Diversity</p>	<ul style="list-style-type: none"> • Work with high school counselors to promote nursing • Coordinate competitive internship program, • Collaborative members could “Adopt a School” • Promotion of TCWF website when ready • Activities undertaken should include efforts to support diversity
<p>Career Retraining for Nurses</p>	<ul style="list-style-type: none"> • Offering internships • Encouraging staff to serve as coaches and tutors
<p>Promote College Education</p>	<ul style="list-style-type: none"> • Support introduction of CINHC to LAC to coordinate resources • Scholarships for graduate-level training for teaching commitment • Organize countywide training for masters-level nurses to teach
<p>Support Students and Nurses</p>	<ul style="list-style-type: none"> • Facilitate a clearinghouse for preceptorships and mentorships • Explore partnership and duplication CNF-type activities in LAC • Scholarships for nursing students • Create and maintain an emergency fund for students
<p>Promote Coordination</p>	<ul style="list-style-type: none"> • Develop linkages to existing players • Comprehensive survey of hospitals and schools • Establish a standing working committee and/or sponsor summit • Facilitate a master plan for LAC nursing workforce

Other Interesting Ideas

- There are many good ideas and great programs not mentioned here, due to our focus on community-based approaches and the case study driven by interviews.
- Just a couple of examples:
 - LA Children's Hospital: Operates the Versant RN program to help nurses transition from school to hospital successfully
 - Little Company of Mary: Has simulation lab to supplement clinical training
 - Welcome Back Program: Funded by the Endowment to help international nurses transition
 - Kaiser Permanent-SEIU labor agreement

Bottom Line

- The nursing crisis is going to be with us a long, long time
- The LA Health Collaborative is well positioned to serve as a focal point for information sharing and coordination
- In fact, LAHC could take actions to help, such as focusing on maximizing high school outreach and developing educational capacity
- As part of this, LAHC could be very helpful in building LAC-based partnerships with statewide experts

Acronyms Used

- ACNL — Association of California Nurse Leaders
- ADN — Associate Degree in Nursing
- BASC — Bay Area Simulation Collaborative
- BSN — Bachelor of Science in Nursing
- CAN — California Nurses Association
- CNF — California Nurses Foundation
- CCPS — Centralized Clinical Placement System
- CFRC — Centralized Faculty Resource Center
- CINHC — California Institute for Nursing and Health Care
- CNOs — Chief Nursing Officers
- ELM — Entry Level Masters
- LAC — Los Angeles County
- MSN – Master of Science in Nursing
- NCLEX – National Council Licensure Examination
- RN — Registered Nurse
- SEIU — Service Employees International Union
- TCWF — The California Wellness Foundation

Persons Interviewed for this Project

The following persons generously gave their time and thoughts to this project.
Any errors are solely those of the author.

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Semi-structured
interviews conducted
between February
and April 2006.

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