

Using a novel approach to obtain and deploy
demand data for health workforce development:
**Recent applications of the
Health Workforce Sentinel Network**

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Why is it needed?

Few available data to track changing health workforce demand

Typical labor statistics (e.g., BLS) are important for many purposes, but:

- Suffer from time delays
- Lack information about needed skills and roles
- Don't illuminate reasons for vacancies and turnover

Washington's Health Workforce Sentinel Network



Project Team

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Washington's Health Workforce Sentinel Network is a project of the Washington Health Workforce Council

Washington's Health Workforce Sentinel Network

Purpose

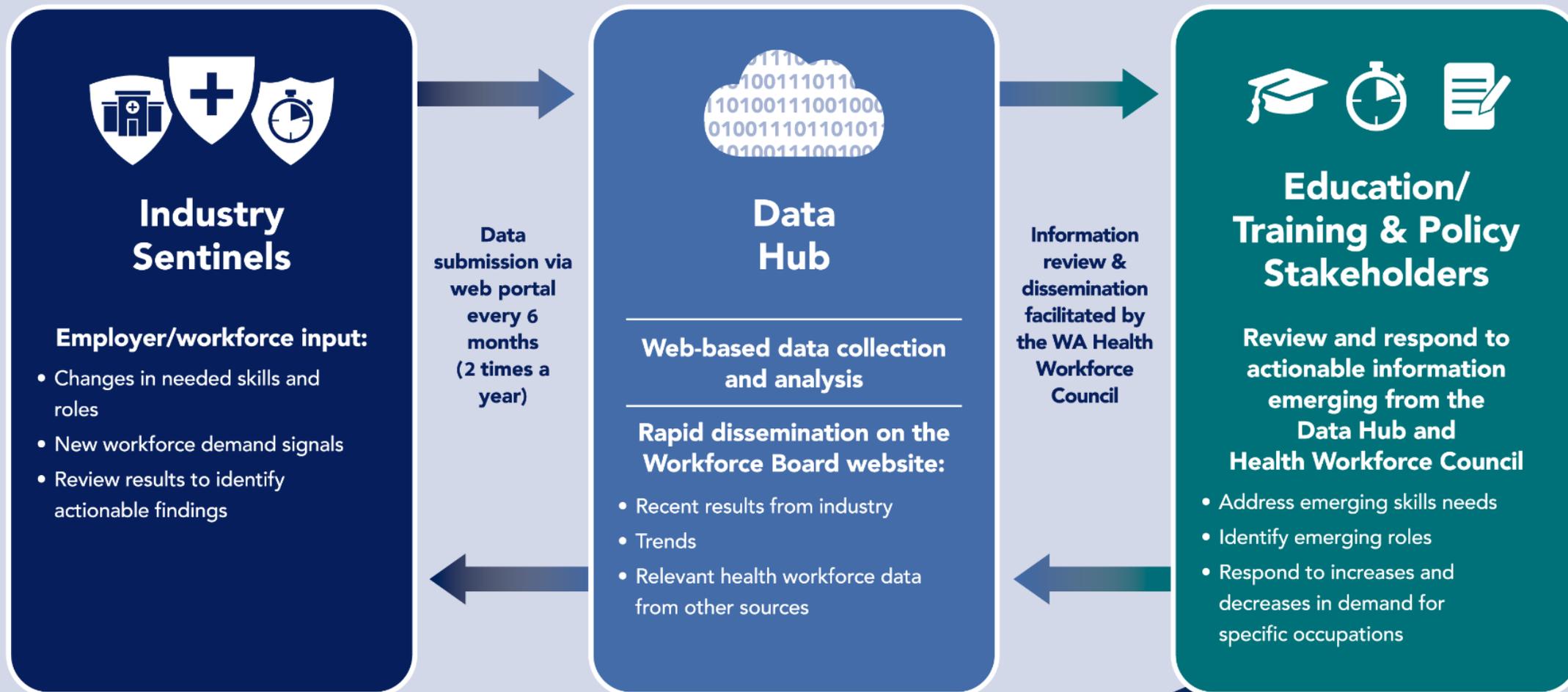
The workforce is key to healthcare transformation.

We need early signals of changes in the occupations, skills, and roles needed to deliver quality care.

The Sentinel Network supports efficient and effective health workforce preparation and deployment:

- **Identifies emerging signals** of changes in health workforce demand
- **Rapidly disseminates information** to education, training and policy partners who can respond to findings

Washington's Health Workforce Sentinel Network



Guiding Principles

- Minimize response burden
- Focus on changes in workforce demand (i.e., not quantifying demand)
- Provide timely information
- Maximize relevance to health workforce planning
- Bring together healthcare partners to review and respond

Sentinel Network Questions

Recently (in the past 3–4 months):

- Occupations experiencing exceptionally long **vacancies**
- Occupations with exceptional **turnover**
- Occupations with increased or decreased **demand**
- **New occupations** that they did not previously employ
- **New roles** for existing employees
- Changes in **orientation/onboarding procedures** for new employees
- Changes in **training priorities** for existing employees
- Does your facility serve primarily **urban, rural or a mix** of urban and rural clients?

With a focus on qualitative input about which, how, and reasons why

Who are the Sentinels?

Healthcare Employers (by Facility Type)	July 2016	Nov 2016	May 2017	Sept 2017	July 2018
Behavioral-mental health clinic/outpatient mental health and substance abuse clinic	26	30	16	33	12
Skilled nursing facility	17	28	11	14	19
Federally qualified health center (FQHC) or community clinic providing care free or on sliding fee scale	19	18	19	23	13
Nursing & personal care facility (not a Skilled Nursing or Intermediate Care Facility)	7	15	6	4	11
Acute care hospital (25 beds or fewer)	10	12	8	7	10
Education	10	10	5	1	11
Primary care medical clinic (not FQHC or community clinic)	19	7	8	4	21
Intermediate care facility	1	7	5	2	3
Specialty medical clinic	29	6	6	3	8
Home health care service	11	4	7	6	3
Psychiatric/substance abuse hospital	3	4	0	10	0
Medical/diagnostic laboratory	5	3	5	4	3
Public health	4	3	5	2	3
Dentist office/dental clinic	3	3	0	4	20
Other	1	3	11	2	6
Acute care hospital (more than 25 beds)	12	1	6	4	8
Total	177	154	118	127	154

Responses by Accountable Community of Health

Sept 2018

Click on a facility type below to highlight the bars.

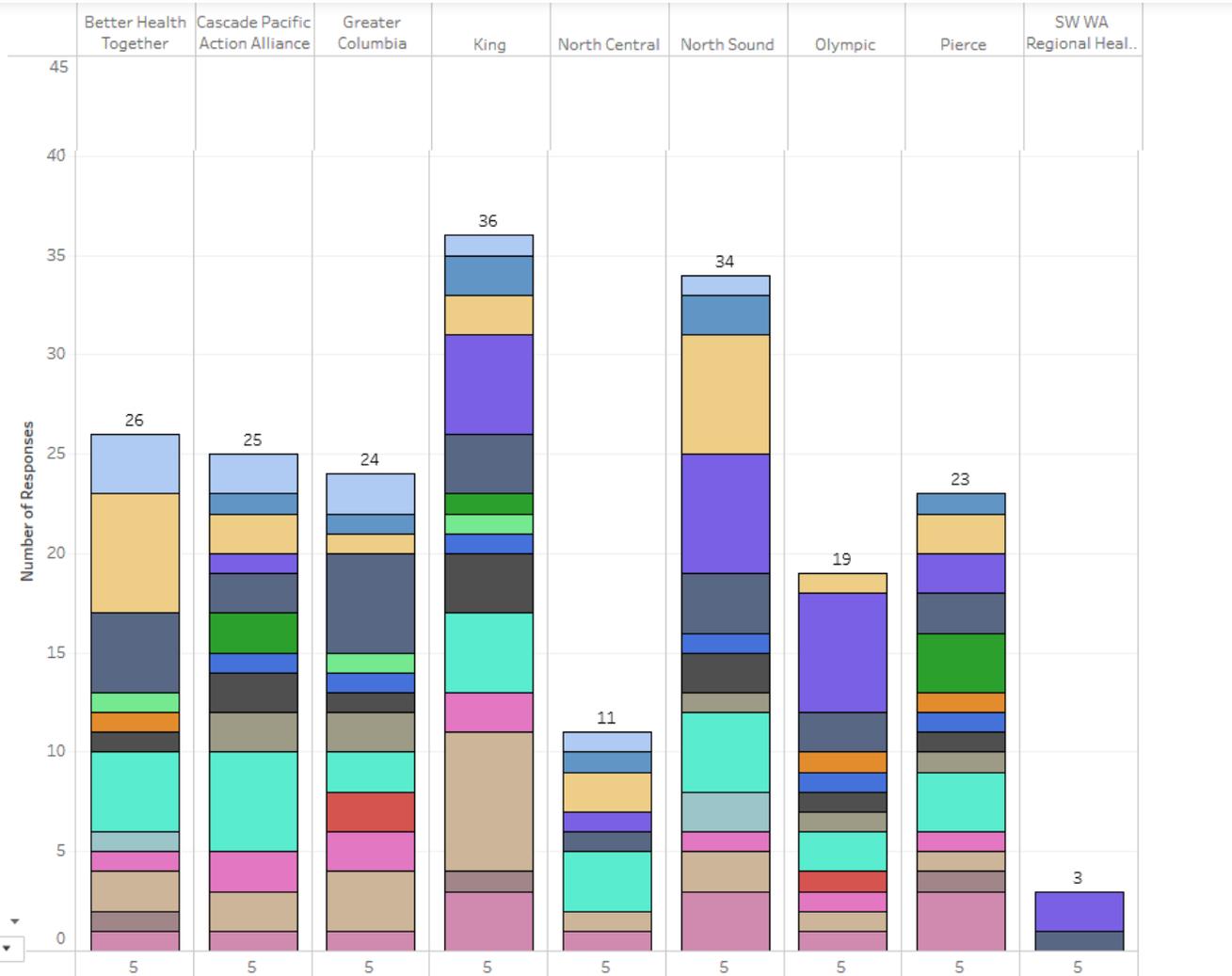
Move your cursor over each bar to see the number of responses.

Use the Map and Data Collection Round filters to change the bars that are shown.

- Acute care hospital (25 beds ...)
- Acute care hospital (more th...
- Behavioral-mental health cli...
- Dentist office/dental clinic
- Federally qualified health ce...
- Higher Education / Research
- Home health care service
- Intermediate care facility
- Medical/diagnostic laboratory
- Nursing & personal care facil...
- Other
- Primary care medical clinic (...)
- Psychiatric/substance abuse...
- Public health
- School
- Skilled nursing facility
- Specialty (except psychiatric...
- Specialty medical clinic



Data Collection Dates
5 = July 17, 2018 - Sept. 14, 2018



Data Collection Rounds



.....●

Healthier WA Funding

(largely from federal healthcare transformation initiatives)

.....●

Governor's Office Funding

(federal labor funding – WIOA discretionary funds)

Findings Accessible on Interactive Web-Based Dashboard

www.wasentinelnetwork.org

Washington's Health Workforce SENTINEL NETWORK

HOME ABOUT JOIN FINDINGS TEAM

Industry Sentinels
Employee/workforce input:
• Changes in needed skills and roles
• New workforce demand signals
• Review results to identify actionable findings

Data Hub
Web-based data collection and analysis
Rapid dissemination on the website:
• Recent results from industry

Education/Training & Policy Stakeholders
Review and respond to actionable information emerging from the Data Hub and Health Workforce Council
• Address emerging skills needs

Findings

Washington State's Health Workforce Sentinels are representatives of diverse healthcare facilities throughout the state who have volunteered to provide regular information about their evolving workforce needs. Sentinels were recruited by Sentinel Network partners including the Washington State Health Care Authority and Department of Health, health professions organizations, labor representatives, educators and other interested stakeholders via newsletter articles, email outreach and word of mouth. Sentinels provided information about the facility types they represent, Washington state counties from which their client and/or patient population is drawn, and health workforce concerns over the previous 6 months.

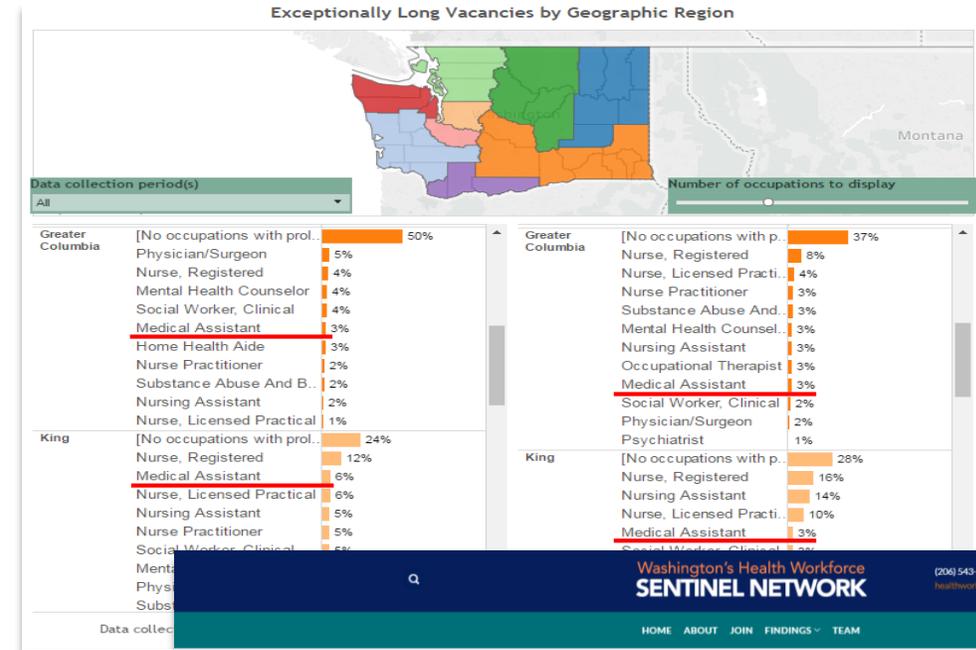
[CLICK HERE TO SEE THE QUESTIONS ASKED OF SENTINELS.](#)

OVERVIEW OF FINDINGS

FINDINGS BY FACILITY TYPE

FINDINGS BY GEOGRAPHIC REGION

RURAL/URBAN COMPARISON



Washington's Health Workforce SENTINEL NETWORK

HOME ABOUT JOIN FINDINGS TEAM

Findings by Facility Type

HOW TO NAVIGATE THE VISUALIZATIONS

FACILITY FINDINGS BY CATEGORY

VACANCIES | RETENTION/TURNOVER | DEMAND INCREASE | DEMAND DECREASE | ONBOARDING | TRAINING | NEW ROLES | NEW OCCUPATIONS

Sentinels were asked: "Recently, has your facility type experienced exceptionally long vacancies for any open position? If yes, for which occupations and what are possible reasons why?"

- Select a facility type(s) to begin exploring data.
- Select the data collection period(s) and the number of occupations to show for the selected facility type(s).
- Reasons: Click on an occupation (or Ctrl/Cmd + Click on multiple occupations). Move your cursor over the bars to see respondents' comments (right column) or a description of the data (left column).

Exceptionally Long Vacancies by Facility Type

Facility Type(s): Acute care hospital (25 beds or fewer)

Data Collection Dates: All

Number of Occupations to Display: [Slider]

Occupations with Exceptionally Long Vacancies

Click on an occupation (Ctrl/Cmd + Click on multiple occupations) to view reasons.
* Indicates an occupation newly added for July - Sept. 2018

Facility Type	Occupation	Reasons
July 17, 2018 - Acute care hospital (25 beds or fewer)	Nurse, Registered	Not enough qualified appl.
Sept. 14, 2018 - Acute care hospital (25 beds or fewer)	Physician/Surgeon	Not enough qualified appl.
Sept. 14, 2018 - Acute care hospital (25 beds or fewer)	Medical/Clinical Laborato...	Not enough qualified appl.
Sept. 14, 2018 - Acute care hospital (25 beds or fewer)	Nursing Assistant	Not enough qualified appl.
Apr. 1, 2017 - May 15, 2017 - Acute care hospital (25 beds or fewer)	Nursing Assistant	Not enough qualified appl.
Nov. 1, 2016 - Dec. 15, 2016 - Acute care hospital (25 beds or fewer)	Nursing Assistant	Not enough qualified appl.

Reasons for Exceptionally Long Vacancies

Move your cursor over the bars to read comments for the selected occupation(s).

Findings: Summaries Still Popular

The screenshot shows the website for Washington's Health Workforce SENTINEL NETWORK. The header includes a search icon, the organization's name, and contact information: (206) 543-9797 and healthworkforce@wasentinelnetwork.org. The navigation menu includes HOME, ABOUT, JOIN, FINDINGS (with a dropdown arrow), and TEAM. Below the navigation, there are two tabs: "HIGHLIGHTS OF FINDINGS TO DATE" and "RESPONSE COUNTS BY FACILITY TYPE AND ACH". The main content area contains the following text:

The Sentinel Network supports efficient and effective health workforce preparation and deployment by identifying emerging health workforce demand signals and trends and rapidly disseminating information to education, training and policy partner who can take action based on findings.

A summary of findings to date was included in Washington's Health Workforce Council [2017 Annual Report](#) and [2018 Annual Report](#).

Download summaries of some of the findings to-date by clicking on the occupation or facility types listed below.

JULY 2018

- LICENSED PRACTICAL NURSES (LPNS)
- LONG-TERM CARE FACILITIES
- MEDICAL ASSISTANTS
- REGISTERED NURSES (RNS)
- SELECTED BEHAVIORAL HEALTH OCCUPATIONS
- COMMUNITY HEALTH CLINIC
- MULTIPLE SETTINGS

NOVEMBER 2018

- LONG-TERM CARE FACILITIES
- REGISTERED NURSES (RNS)

Findings: Deeper Understanding Comes From the Details

Examples from Skilled Nursing Facilities

- *Not enough qualified applicants. We especially struggle...for night shift. Many applicants don't show up for interview. (Nursing assistants)*
- *Competition with nearby facility paying higher wages and better benefits. We especially struggle to find qualified applicants for night shift. The local program closed - nearly impossible to find LPNs now. (LPNs)*
- *Nursing homes are unattractive to potential candidates, low candidate pool, competition with local hospital (pay/environment). (RNs)*
- *State approval of training classes not forthcoming despite very high need. (Nursing assistants)*
- *Rural setting – workforce does not meet demand. (RNs)*

Washington's Health Workforce Sentinel Network

Applications of the Sentinel Network and its Findings

Examples of Uses of Sentinel Network Findings

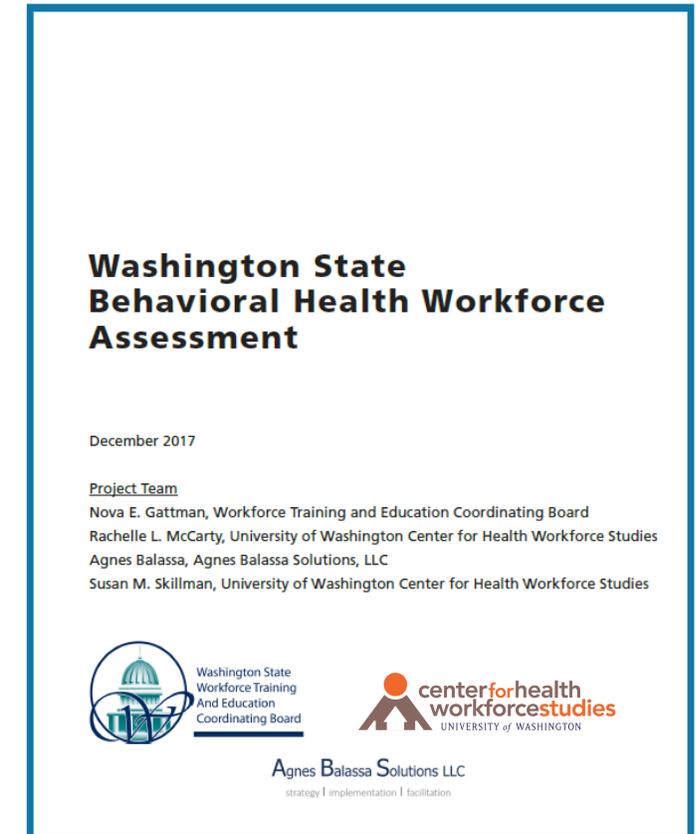
Informed the **Washington State Behavioral Health Workforce Assessment**

[Gattman NE, McCarty RL, Balassa A, Skillman SM. Washington State Behavioral Health Workforce Assessment. Washington Workforce Training and Education Coordinating Board, Dec 2017.](#)

Sentinel Network findings were combined with data from:

- Professional licenses
- IPEDs (education output)
- Primary research
- Extensive stakeholder interviews

Report's policy recommendations the basis for numerous proposals to the 2019 Legislature and the Governor



Examples of Uses of Sentinel Network Findings

Reported in-depth by Washington Health Workforce Council

<http://www.wtb.wa.gov/Documents/2017HWCReport-FINAL.pdf>

<http://www.wtb.wa.gov/Documents/2018HWCReport-FINAL12-19-18.pdf>

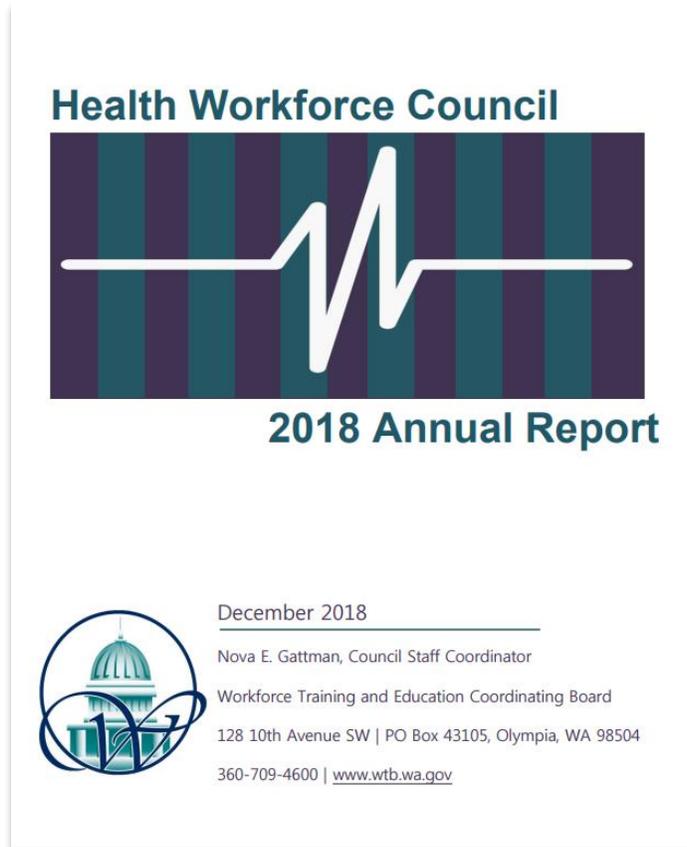


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Connecting SN Data to the Network Who Can Respond

Washington Health Workforce Council Membership

- University of Washington School of Medicine
- Renton Technical College
- Accountable Communities of Health
- Allied Health Center of Excellence
- Office of Superintendent of Public Instruction
- SEIU Healthcare 1199NW
- SEIU 775 Benefits Group
- State Board for Community and Technical Colleges
- Washington Association for Community Health
- Washington Association of Housing and Services for the Aging
- Washington Center for Nursing
- Washington Health Care Association
- Washington Council for Behavioral Health
- Washington State Dental Association
- Washington State Department of Health
- Washington State Hospital Association
- Washington State Medical Association
- Washington State Nurses Association
- Washington Student Achievement Council
- Washington State Health Care Authority
- Workforce Training and Education Coordinating Board

Other Examples of Uses of Sentinel Network Findings

- **Accountable Communities of Health** (state planning regions) testing SN use in monitoring health workforce demand in state healthcare transformation regions
- State **Community College Health Programs** Deans and Directors group engaged in interpreting findings
- **HR Directors** groups highly interested in using findings to support their experiences in recruiting
- -----And other uses that we don't know about

Future -

- Washington's House Higher Education Committee expressed strong interest in funding Sentinel Network for **other industry sectors**

Sentinel Network Outside of Washington State

Connecticut

- Implementation statewide (all healthcare settings/occupations) starting in April, 2019
- UW CHWS conducting survey and creating dashboard
- CT League for Nursing conducting recruitment and dissemination in CT



.....And we're in conversations with other states

Summary – The Value of the Sentinel Network

- **Rapid turnaround** signals of workforce demand changes
- Identifies **skills** needed and **local conditions** that may make hiring difficult
- Provides “**how and why**” behind demand signals:
 - Helps to identify solutions: Increase education capacity? Address workforce policy issues? Improve resources for incumbent worker training?
- **Engages the full network of stakeholders** needed to identify and solve workforce problems
- And, depending on the question, Sentinel Network supplements but does not substitute for quantitative data about workforce demand

Future Plans and Desires

- Continued funding
- Draw more Sentinels to the network
- Enhance dashboard as to add in more resources:
 - E.g., quantitative demand data, real-time labor-market information (LMI)
- Strengthen connections between employers and fixers
- Expand to more states (and industry sectors?)

Washington's Health Workforce Sentinel Network

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