

The page features several decorative elements: a solid green rectangle in the top left corner; a thin horizontal line extending from the green rectangle to the right, ending in a small yellow square; a thin vertical line extending from the yellow square down to the bottom, ending in another small yellow square; and a large, thin, light-brown arc that starts near the top right and curves down to the bottom right, passing behind the main title text.

Training and Reskilling Practices of Healthcare Organizations

February 2007

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**TRAINING AND RESKILLING PRACTICES
OF HEALTHCARE ORGANIZATIONS**

FEBRUARY 2007

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AARP collected the data for this study through an online survey of members of the American Society for Healthcare Human Resources Administration (ASHHRA). Thanks go to the members of the AARP-led taskforce that provided input on survey design, including ASHHRA staff and other representatives from the healthcare industry. The report was prepared by Elizabeth Willis and S. Kathi Brown, AARP Strategic Issues Research. For additional information, contact S. Kathi Brown at (202) 434-6296.

EXECUTIVE SUMMARY

This survey was part of a research project undertaken by an AARP-led taskforce composed of the American Society for Healthcare Human Resources Administration (ASHHRA) and other representatives from the healthcare industry to better understand the extent to which healthcare organizations use training and reskilling programs to help recruit and retain older workers beyond the traditional retirement age. The survey was administered over the Internet to ASHHRA members in January and February of 2006. Of the 1850 ASHHRA members who were invited to participate in the survey, 256 completed the survey, yielding a response rate of approximately 14%.

Key Findings

Finding skilled employees and *retaining skilled employees* are of critical importance to healthcare employers. In fact, more than nine in ten respondents perceive these two issues to be “very important” to their organizations. Although the majority of respondents report that *training their current workforce* and *reskilling* (defined as “providing access to formal courses or programs of study that lead specifically to new certification”) are important to their organizations, training and reskilling are considered less important than finding and retaining skilled employees.

Slightly more than six in ten respondents indicate that either the recruitment and retention of older workers (40%) or simply the retention of older workers (22%) is a key issue or strategy for their organization. However, another one third (32%) reported that their organization has not identified this as a key issue. Among respondents whose organizations are focusing on the recruitment and/or retention of older workers, the large number of employees approaching retirement age (75%) and the difficulty finding qualified, external job candidates (63%) were the most frequently identified major reasons for this focus.

When asked to identify the types of training offered to their employees, virtually all respondents reported that their organizations offer *training to keep job-related skills up to date* (98%) as well as *tuition reimbursement* (94%). Although the majority of respondents also offer *retraining* (63%) (defined as “retraining to equip employees with the skills needed to transition into a different type of job”) or *reskilling* (53%), these training programs are significantly less common than training to keep job skills up to date.

Tuition reimbursement and *training to keep job-related skills up to date* were considered to be the most effective training practices for helping organizations recruit and/or retain older workers. In fact, eight in ten respondents (80%) rated each of these as “very” or “somewhat effective.” Slightly fewer respondents consider *retraining* (69%) and *reskilling programs* (66%) to be “very” or “somewhat effective” in their efforts to recruit and/or retain older workers.

The majority (72%) of respondents work with colleges and universities in the design and/or delivery of their training or reskilling programs. Respondents reported that the departments *within* their organization that are most commonly involved in training design and/or delivery are the human resources department (76%) and education department (68%).

When asked about the problems that they had experienced with their training and reskilling programs, slightly more than half of respondents indicated that their organization *either* currently has problems *or* once had problems with insufficient *funding* (51%) and insufficient *staffing* (54%). Respondents were slightly less likely to currently have—or have once had—problems with *low enrollment* (42%) and *convincing management of the need* for training (41%). Respondents whose organizations had once had problems with either management buy-in or inadequate staffing but had since resolved these problems indicated that they overcame these problems by hiring new staff and presenting management with a business case for training.

Conclusions and Implications

Finding and retaining skilled employees is of paramount importance to healthcare organizations today. Furthermore, many respondents report that the recruitment and/or retention of older workers in particular is a key focus of their organization due in large part to the increasing number of older employees who are approaching retirement age as well as the difficulty finding skilled external job candidates.

While many respondents do believe that their organization's efforts to recruit and retain older workers have been strengthened through the use of *training* and *tuition reimbursement*, respondents are somewhat less likely to specifically identify *reskilling* as an effective means of recruiting and retaining older workers. This suggests that an opportunity exists for educating healthcare employers about the benefits of using reskilling programs to recruit and retain older workers. Such education programs may include the sharing of reskilling best practices (particularly reskilling practices that have been successfully used with older workers) as well as innovative approaches to securing the funds and staff required to make such reskilling efforts possible.

BACKGROUND

This survey was part of a research project undertaken by an AARP-led taskforce composed of the American Society for Healthcare Human Resources Administration (ASHHRA) and other representatives from the healthcare industry to better understand the extent to which hospitals, health systems, long-term care facilities, and other healthcare organizations use training and reskilling programs to help recruit and retain older workers beyond the traditional retirement age.

METHODOLOGY

This online survey of ASHHRA members was conducted from January 30, 2006 through February 17, 2006. Because this survey was designed to gather information from healthcare employers, the email invitations to take part in the survey were sent only to ASHHRA members who are currently employed by a healthcare institution. Only one ASHHRA member per institution received the email invitation in an effort to collect no more than one response per institution. The email invitation explained that the survey was intended for individuals who have decision-making responsibilities that influence the employee training and reskilling programs offered by their organization or for individuals with a high degree of knowledge about those programs. Email recipients who felt that they did not meet these criteria were asked to forward the survey invitation to the most appropriate person in their organization.

ASHHRA assisted AARP in the survey administration process by sending out the original email invitation as well as two subsequent email reminders. Of the 1850 ASHHRA members who were invited to participate in the survey, 256 completed the survey, yielding a response rate of approximately 14%.

RESPONDENTS

The majority of the respondents were in executive (53%) or management (43%) positions in their organizations. Most respondents reported that they work in a health system or hospital (88%). A few indicated that they work for home care organizations (3%), long-term care facilities (2%) or ambulatory facilities (1%). When asked to identify their function in their organization, the majority of respondents indicated human resources (89%), although a few indicated that their role was in the area of education (6%).

DETAILED FINDINGS

Importance of Selected Workforce Issues

When asked to rate the importance of seven specific issues to their organization, respondents rated *finding skilled employees* and *retaining skilled employees* the highest. In fact, more than nine in ten respondents perceived these two issues to be “very important” to their organizations. Three quarters of respondents indicated that *training their current workforce* (75%), *introducing new technologies* (75%) and *preparing for the aging of the workforce* (74%) were very important issues to their organizations. Approximately two-thirds of respondents (66%) described *retaining institutional knowledge when workers retire or leave* as a very important issue, and fewer than half (45%) identified *reskilling their current workforce* as very important to their organization.

Q1. How important would you say each of the following issues is to your organization? (n=256)		
	Very Important	Somewhat Important
Finding skilled employees	98%	2%
Retaining skilled employees	94%	5%
Training your current workforce (providing access to any training or programs of study designed to develop skills for a current position or prepare for another position)	75%	22%
Introducing new technologies into your workplace	75%	24%
Preparing for the aging of the workforce	74%	22%
Retaining institutional knowledge when workers retire or leave	66%	27%
Reskilling your current workforce (providing access to formal courses or programs of study that lead specifically to new certification)	45%	43%

Base: All respondents.

Recruitment and Retention of Older Workers

Respondents were asked to indicate whether their organization had identified the recruitment and/or retention of older workers as a key issue or strategy. Four in ten respondents (40%) indicated that both *recruitment and retention of older workers* was a key issue for their organization. Another one in five respondents (22%) indicated that the *retention of older workers* was a key issue, while nearly one third of respondents (32%) indicated that neither recruitment nor retention of older workers was a key issue for their organization.

When asked to explain why the recruitment and/or retention of older workers was a key issue or strategy for their organization, three quarters of respondents (75%) identified as a major factor the imminent departure of many of their *skilled older employees due to retirement*. Moreover, nearly two thirds (63%) reported that difficulty finding qualified

external job candidates was a major factor. Only one in four (25%) identified a lack of *employees with the necessary skills or experience to promote to higher-level positions* as a major factor.

Q3. What were the factors that caused your organization to identify a need to recruit and/or retain older workers? (n=158)			
	Major Factor	Minor Factor	Not At All a Factor
Many skilled older employees in your organization are approaching retirement age.	75%	22%	3%
It's difficult to find external job candidates with the necessary skills or experience to fill open positions.	63%	30%	5%
There are not enough employees in your organization with the necessary skills or experience to promote to higher-level positions. (n=158)	25%	54%	16%

Base: Respondents who reported in Question 2 that their organizations had identified the recruitment and/or retention of older workers as a key strategy.

Respondents who indicated that their organizations had recognized the importance of recruiting and/or retaining older workers were also asked if any issues, other than the three listed above, had contributed to their organization's decision to focus on older worker recruitment and/or retention. Among those who provided a response, comments were very similar to the three issues identified above. The most common responses related to current or future shortages of qualified workers (33%), the aging of the workforce (24%), and the need to retain older workers for their experience and mentoring abilities (16%).

Some respondents (9%) also commented on the physical demands of the job, either expressing concerns about the abilities of older workers to handle the physical demands or noting that their organizations are evaluating methods for enabling workers to stay on the job despite the physical demands. A few respondents (6%) also identified the work ethic of older workers as a factor driving recruitment and retention of this segment of the workforce.

Q4. Other than the issues listed in the previous question, were there other factors that brought the need to recruit and/or retain older workers to your organization's attention? (n=70)	
Current / Future Shortages of Qualified Workers <ul style="list-style-type: none"> - Lack of new healthcare workers entering the workforce. - General availability of employees when our market share is increasing and the pool of licensed professionals (nurses, techs, etc.) is static. - With a severe shortage of qualified clinical personnel, we need to recruit and retain anyone 	33%
Trends Related to the Aging of the Workforce <ul style="list-style-type: none"> - Just the sheer number of retirees over the next 15 years. - Just looking at future demographics. - Aging trends, retirements prior to 65. - Knowing what the trends in an aging workforce will be for the future. 	24%
Need to Retain Older Workers for Experience and Ability to Mentor <ul style="list-style-type: none"> - The skill level and sound judgment of our older workers makes them extremely difficult to replace. They make exceptional mentors/preceptors to new staff entering the workplace. - Retain experienced workers to mentor and orient new workers. - Competency of highly seasoned workers in supporting training/development/onboarding of newer workers. 	16%
Physical Demands of the Job <ul style="list-style-type: none"> - Ergonomic issues: Physical and mental ability to continue to perform essential job functions - Physical demands of position - The ability of older workers to physically do the work required, specifically at the bedside, is an increasing concern. We are looking at ways to help them do the work or other ways to get the work done. 	9%
Work Ethic of Older Employees <ul style="list-style-type: none"> - Good work ethic - Better work ethic. Higher levels of self responsibility and initiative. - Work ethic and loyalty plus stability! - Better work ethic. Often more flexible with hours. More professional. 	6%

Notes: Table shows the distribution of responses to Question 4, including the percentage of respondents who provided each type of response and examples of actual responses.

Base: Respondents who reported in Question 2 that their organizations had identified the recruitment and/or retention of older workers as a key strategy and who also provided a response to Question 4. Percentages do not add up to 100% as only the most common categories are shown and some responses did not fall into these categories.

Training and Reskilling Programs

When asked to identify the different types of training or reskilling programs offered by their organization, nearly all respondents (98%) indicated that their organization offers *training for their employees to keep job-related skills up to date*.¹ A similarly high percentage of respondents (94%) indicated that their organization offers *tuition reimbursement*. Nearly two-thirds (63%) indicated that their organization offers *retraining to equip employees with the skills needed to transition into a different type of job*, and just over half (53%) indicated that their organization offers *reskilling courses or programs*. Slightly less than half of respondents indicated that their organization offers *refresher training* (46%) or *opportunities for new experiences* (41%).

Q5. Does your organization offer any of the following training or reskilling programs?		
	Yes	No
Training to keep job-related skills up to date (n=245)	98%	2%
Tuition reimbursement (n=244)	94%	6%
Retraining to equip employees with the skills needed to transition into a <u>different</u> type of job (n=244)	63%	35%
Reskilling (formal courses/programs of study that lead to new <u>certification</u>) (n=244)	53%	44%
Refresher training to help employees who have been off the job refresh their skills and return to work (n=244)	46%	48%
Opportunities for new experiences, such as temporary transfers to other jobs either within or outside of the organization. (n=244)	41%	57%

Base: All respondents excluding those who chose to leave Question 5 blank. Some rows do not add to 100% due to rounding and/or due to respondents who answered "don't know."

¹ For the purpose of this survey, respondents were informed that the term "training" would be used broadly to refer to any activities made available through their organization that help workers develop technical or soft skills, either to improve or maintain performance in their current position or to prepare them to take on another position within the organization. They were informed that the term "reskilling," which is one type of training, would be used specifically to refer to formal courses or programs of study that lead to new certification.

Effectiveness of Training in Recruiting/Retaining Older Workers

Respondents were asked to indicate how effective training and reskilling programs had been in helping their organization recruit and/or retain older workers.

Eight in ten respondents (80%) indicated that *training to keep job-related skills up to date* and *tuition reimbursement* had been very or somewhat effective in helping their organizations recruit and/or retain older workers. Furthermore, nearly seven in ten (69%) indicated that the *retraining of employees to equip them with the skills needed to transition into a different type of job* had been very or somewhat effective in these recruitment and/or retention efforts. Approximately two-thirds of respondents indicated that *reskilling* courses or programs (66%), *opportunities for new experiences* (64%), or *refresher training* (63%) had been very or somewhat effective.

Q6. For each program that your organization offers, please indicate how effective the program has been in helping your organization to recruit and/or retain older workers.		
	Very Effective	Somewhat Effective
Tuition reimbursement (n=216)	46%	34%
Training to keep job-related skills up to date (n=223)	40%	40%
Refresher training to help employees who have been off the job refresh their skills and return to work. (n=137)	25%	38%
Reskilling (formal courses/programs of study that lead to new <u>certification</u>). (n=83)	22%	44%
Retraining to equip employees with the skills needed to transition into a <u>different</u> type of job. (n=173)	19%	50%
Opportunities for new experiences, such as temporary transfers to other jobs either within or outside of the organization. (n=130)	19%	45%

Base: All respondents excluding those who marked “not applicable” to indicate that they do not offer the training program.

Other Types of Training Offered Specifically to Recruit and/or Retain Older Workers

When asked to identify any *other* types of training or reskilling programs offered by their organization to specifically recruit and/or retain older workers, nearly half of respondents (45%) indicated that their organizations did *not* have any other such training or reskilling programs. Among respondents who did provide a response, the most common responses included LPN or RN coursework or other certification programs (16%). A small percentage of respondents mentioned other efforts such as mentoring and management training. A few also indicated that their organizations had instituted workplace modification programs in an effort to retain older workers.

Q7. What other types of training or reskilling programs, if any, does your organization offer specifically to recruit and/or retain older workers? (n=84)	
<p>No Training or Reskilling Programs</p> <ul style="list-style-type: none"> - We currently have no training or reskilling programs mainly due to our size. We are a small, rural hospital. - We currently do not offer any training or reskilling programs; however, this is something that I think would benefit our organization. 	45%
<p>LPN and RN Coursework or Certification in Specific Areas</p> <ul style="list-style-type: none"> - School at Work, LPN to RN Transition Program - Certification training for various professions such as nursing, HR, computer 	16%
<p>Tuition Reimbursement /Scholarships/Loans</p> <ul style="list-style-type: none"> - We have the same training (updating) requirements for everyone who works here. The tuition reimbursement and the student loans that we have do help with recruitment and retention. - Scholarships for critical and hard to fill positions such as RN's and other technical areas. - Special tuition assistance program for those longer term employees who wish to be mentored for internal transfer or promotion 	11%
<p>Training Delivered Externally via Colleges, Other Partners</p> <ul style="list-style-type: none"> - Partnerships with Community Colleges as well as advanced degrees. - We have formed an alliance with a junior college to provide a nursing program. 	7%
<p>Mentoring / Job Shadowing</p> <ul style="list-style-type: none"> - Mentoring Programs to help with new and older managers - Job shadow programs 	6%
<p>Job Transfers / Job Floating</p> <ul style="list-style-type: none"> - These initiatives have been informal and one on one. They usually occur when an employee becomes disabled and no longer able to do core duties on patient units. We have transitioned RNs to non bedside RN positions e.g. case management. - We also have many employees "float" to other departments to gain skills and bring new perspectives to their current position. 	5%
<p>Management / Leadership Training</p> <ul style="list-style-type: none"> - Management Training to rebuild skills - Leadership training specific to competencies. Coaching/mentoring for leaders 	5%
<p>Modifying Work Environments to Address Physical Demands</p> <ul style="list-style-type: none"> - While not a training or reskilling program, we are constantly making efforts to make jobs easier so that older workers will not feel as much of a need to retire. - Added patient lift equipment to assist with physical aspects of the job that have been previously cited as reasons for leaving job. 	4%
<p>Computer Skills Training</p> <ul style="list-style-type: none"> - We offer numerous computer education programs in which older workers participate frequently to ensure their computer skills are current 	4%
<p>Refresher / Re-entry Training</p> <ul style="list-style-type: none"> - Our "reentry" program offers an opportunity for those who have been out of the workforce to be retrained up to the skill level needed today in that position. - Nursing refresher courses. 	4%
<p>Other Training – Miscellaneous / Unspecified</p> <ul style="list-style-type: none"> - This organization offer performance management, customer satisfaction, diversity, net learning courses, classes to enhance presentation skills, accountability training and technical courses to enhance computer skills. - We provide training in maintenance, kitchen, and office work. 	11%

Base: Respondents who provided a response (n=84). The sum of the percentages exceeds 100% because some respondents provided multiple answers.

Partners in Design and Delivery of Training

Respondents were asked to identify the types of *external* partners that their organization has worked with in the design or delivery of their training or reskilling programs. Colleges and universities represent the most common type of partner, with nearly three quarters (72%) of respondents listing such educational institutions among their external partners. Approximately one third of respondents (33%) indicated that their organization has worked with professional or trade organizations. Slightly fewer identify trade schools (29%), government (24%), or consulting firms (21%).

When asked which departments *within* their organizations were involved in the design and/or delivery of their training or reskilling programs, the majority of respondents indicated that their human resources (76%) or education (68%) departments were involved. Additionally, when asked if departments *other* than those listed in the questionnaire were involved, slightly more than one in ten (13%) of all survey respondents mentioned the nursing department. A few respondents also mentioned that directors and managers within individual departments across the organization often provided input on the development and design of training programs for their own departments.

Problems with Training Programs

Respondents were then asked a series of questions to determine whether their organization currently has--or has ever had--problems with their training or reskilling programs, such as problems securing funding, convincing management of the need for these programs, low enrollment, having enough staff to administer or manage training, or legal issues.

When asked whether their organization had any problems *securing funding* for any of their training or reskilling programs, four in ten respondents (43%) indicated that this was "currently" a problem in their organization, while two in ten (20%) indicated that funding had "never" been a problem. When those who reported that funding had "never" been a problem were asked to explain why, the majority (69%) mentioned that their budgets always covered their training needs while others (31%) mentioned that they were able to obtain grants to fund their training.

Approximately four in ten respondents (41%) felt that their organization "currently" had problems securing *enough staff to administer or manage* these programs, while just under one third (31%) mentioned that staffing had "never" been a problem. Slightly more than one in ten (13%) reported that staffing had been a problem "but no longer is a problem." Most (73%) of those who indicated that staffing had been a problem "but no longer is a problem" reported that their organization had solved the staffing problem by hiring new staff.

Just over one third of respondents (35%) indicated that *low enrollment* was “currently” a problem, while just under one fourth (24%) indicated that enrollment had “never” been a problem. Of those who indicated that low enrollment had “never” been a problem, many (54%) attributed the lack of enrollment problems to high interest in training among employees while others (17%) mentioned that most of their training programs were mandatory.

Although one quarter of respondents (25%) indicated that they were “currently” having problems *convincing management of the need* for training or reskilling programs, approximately four in ten (41%) felt that this had “never” been a problem in their organization. When those respondents who reported that this had “never” been a problem were asked to explain why, approximately half (54%) indicated that their management had already been aware of the need, and others (40%) mentioned that they had presented a business case or compelling data to management in order to educate them about the need. Similarly, the majority of respondents (57%) who indicated that convincing management of the need had been a problem “but no longer is a problem” mentioned that they had successfully convinced management of the need through a business case analysis or with compelling data.

Very few respondents (2%) reported that their organization had ever encountered problems with *legal issues* related to their training or reskilling programs.

<i>Problems Encountered with Training or Reskilling Programs</i>			
	Currently a Problem	Was a Problem, But No Longer is a Problem	Never Was a Problem
Securing Funding (n=231)	43%	8%	20%
Having Enough Staff to Administer/Manage (n=226)	41%	13%	31%
Low Enrollment (n=226)	35%	7%	24%
Convincing Management of the Need (n=228)	25%	16%	41%
Legal Issues (n=226)	--%	2%	70%

Notes: The “--” notation indicates that fewer than one percent or none of respondents selected this response option. This table displays responses to Questions Q10a, 11a, 12a, 13a, and 14a.

Other Challenges Encountered with Training or Reskilling Programs

When asked if their organizations had encountered any challenges with their training programs *other* than those problems listed above, approximately one in four (25%) respondents listed at least one response. Among these responses, *scheduling and finding replacement workers to fill in for staff during training sessions* (20%) and *finding instructors and external partners* (9%) were the two most frequently mentioned challenges that were distinct from the problems listed above.

Training/Reskilling Survey Annotated Questionnaire

For each question below, the displayed percentages represent the percentage of respondents who selected each response option. The “n” displayed in parenthesis underneath each question represents the base from which the percentages are calculated for that question. Respondents who skipped questions or left questions blank are not included in the base of the questions that they skipped or left blank.

1. How important would you say each of the following issues is to your organization? (Select one response for each issue).

(n=256)	Not at all important	Not very important	Neutral	Somewhat Important	Very Important	Don't know	Not applicable
Finding skilled employees	--%	--%	--%	2%	98%	--%	--%
Retaining skilled employees	--%	--%	--%	5%	94%	--%	--%
Training your current workforce (providing access to any training or programs of study designed to develop skills for a current position or prepare for another position)	--%	--%	2%	22%	75%	--%	--%
Reskilling your current workforce (providing access to formal courses or programs of study that lead specifically to new certification)	--%	3%	9%	43%	45%	--%	--%
Introducing new technologies into your workplace	--%	--%	1%	24%	75%	--%	--%
Retaining institutional knowledge when workers retire or leave	--%	1%	4%	27%	66%	--%	--%
Preparing for the aging of the workforce	--%	2%	2%	22%	74%	--%	--%

-- = Less than 1 percent or zero.

2. Has your organization identified the recruitment and/or retention of older workers as a key issue or strategy for your organization? (Check one.) (n=256)

Yes, recruitment of older workers	--%
Yes, retention of older workers	22%
Both recruitment and retention of older workers	40%
No	32%
Don't know	5%

-- = Less than 1 percent or zero.

3. {If "Yes" or "Both" to Question 2:} What were the factors that caused your organization to identify a need to recruit and/or retain older workers? For each, please indicate whether it was a major factor, a minor factor, or not a factor at all.

	Major Factor	Minor Factor	Not At All a Factor	Don't Know
Many skilled older employees in your organization are approaching retirement age. (n=158)	75%	22%	3%	1%
It's difficult to find external job candidates with the necessary skills or experience to fill open positions. (n=158)	63%	30%	5%	2%
There are not enough employees in your organization with the necessary skills or experience to promote to higher-level positions. (n=158)	25%	54%	16%	4%

4. Other than the issues listed in the previous question, were there other factors that brought the need to recruit and/or retain older workers to your organization's attention? If so, please describe those other factors. {Open-Ended} (n=70)

<p>Current / Future Shortages of Qualified Workers</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Lack of new healthcare workers entering the workforce. - General availability of employees when our market share is increasing and the pool of licensed professionals (nurses, techs, etc.) is static. - With a severe shortage of qualified clinical personnel (i.e.: RN, PT, OT, etc.), we need to recruit and retain anyone available. 	33%
<p>Trends Related to the Aging of the Workforce</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Just the sheer number of retirees over the next 15 years. - Just looking at future demographics. - Aging trends, retirements prior to 65. - Knowing what the trends in an aging workforce will be for the future. 	24%
<p>Need to Retain Older Workers for Experience and Ability to Mentor</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - The skill level and sound judgment of our older workers makes them extremely difficult to replace. They make exceptional mentors/preceptors to new staff entering the workplace. - Retain experienced workers to mentor and orient new workers. - Competency of highly seasoned workers in supporting training/development/onboarding of newer workers. 	16%
<p>Physical Demands of the Job</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Ergonomic issues: Physical and mental ability to continue to perform essential job functions - Physical demands of position - The ability of older workers to physically do the work required, specifically at the bedside, is an increasing concern. We are looking at ways to help them do the work or other ways to get the work done. 	9%
<p>Work Ethic of Older Employees</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Good work ethic - Better work ethic. Higher levels of self responsibility and initiative. - Work ethic and loyalty plus stability! - Better work ethic. Often more flexible with hours. More professional 	6%

The term “training” is used broadly in this survey to refer to any activities made available through your organization that help workers develop technical or soft skills, either to improve or maintain performance in their current position or to prepare them to take on another position within the organization. “Reskilling,” which is one type of training, is used specifically to refer to formal courses or programs of study that lead to new certification.

5. Does your organization offer any of the following training or reskilling programs? For each, please select “yes,” “no,” or “don’t know.”

(n=256)	Yes	No	Don't Know
Training to keep job-related skills up to date (n=245)	98%	2%	--%
Refresher training to help employees who have been off the job refresh their skills and return to work (n=244)	46%	48%	5%
Retraining to equip employees with the skills needed to transition into a <u>different</u> type of job (n=244)	63%	35%	2%
Reskilling (formal courses/programs of study that lead to new <u>certification</u>) (n=244)	53%	44%	3%
Opportunities for new experiences, such as temporary transfers to other jobs either within or outside of the organization. (n=244)	41%	57%	2%
Tuition reimbursement (n=244)	94%	6%	--%

-- = Less than 1 percent or zero.

6. For each program that your organization offers, please indicate how effective the program has been in helping your organization to recruit and/or retain older workers. (If you do not offer a program or do not think this applies to your organization, select “Not Applicable.”)

	Effectiveness in Recruiting and Retaining Older Workers					
	Very effective	Somewhat effective	Neither Effective Nor Ineffective	Not too effective	Not at all Effective	Don't know
Training to keep job-related skills up to date (n=223)	40%	40%	10%	3%	--%	7%
Refresher training to help employees who have been off the job refresh their skills and return to work. (n=137)	25%	38%	18%	4%	1%	15%
Retraining to equip employees with the skills needed to transition into a <u>different</u> type of job. (n=173)	19%	50%	19%	2%	1%	9%
Reskilling (formal courses/programs of study that lead to new <u>certification</u>). (n=83)	22%	44%	15%	7%	2%	10%
Opportunities for new experiences, such as temporary transfers to other jobs either within or outside of the organization. (n=130)	19%	45%	18%	5%	1%	14%
Tuition reimbursement (n=216)	46%	34%	10%	6%	1%	4%

-- = Less than 1 percent or zero

7. What other types of training or reskilling programs, if any, does your organization offer specifically to recruit and/or retain older workers? Please describe these programs and be as specific as possible. {Open Ended} (n=84)

<p>No Training or Reskilling Programs</p> <ul style="list-style-type: none"> - We currently have no training or reskilling programs. Mainly due to our size. We are a small, rural hospital. - We currently do not offer any training or reskilling programs; however, this is something that I think would benefit our organization. 	45%
<p>LPN and RN Coursework or Certification in Specific Areas</p> <ul style="list-style-type: none"> - School at Work, LPN to RN Transition Program - LPN to RN program - Certification training for various professions such as nursing, HR, computer 	16%
<p>Tuition Reimbursement /Scholarships/Loans</p> <ul style="list-style-type: none"> - We have the same training (updating) requirements for everyone who works here. The tuition reimbursement and the student loans that we have do help with recruitment and retention. - Scholarships for critical and hard to fill positions such as RN's and other technical areas. - Scholarships - Special tuition assistance program for those longer term employees who wish to be mentored for internal transfer or promotion 	11%
<p>Training Delivered Externally via Colleges, Other Partners</p> <ul style="list-style-type: none"> - Partnerships with Community Colleges as well as advanced degrees. - We have formed an alliance with a junior college to provide a nursing program. 	7%
<p>Mentoring / Job Shadowing</p> <ul style="list-style-type: none"> - Mentoring Programs to help with new and older managers - Job shadow programs 	6%
<p>Job Transfers / Job Floating</p> <ul style="list-style-type: none"> - These initiatives have been informal and one on one. They usually occur when an employee becomes disabled and no longer able to do core duties on patient units. We have transitioned RNs to non bedside RN positions e.g. case management. - We also have many employees "float" to other departments to gain skills and bring new perspectives to their current position. 	5%
<p>Management / Leadership Training</p> <ul style="list-style-type: none"> - Management Training to rebuild skills - Leadership training specific to competencies. Coaching/mentoring for leaders 	5%
<p>Modifying Work Environments to Address Physical Demands</p> <ul style="list-style-type: none"> - While not a training or reskilling program, we are constantly making efforts to make jobs easier so that older workers will not feel as much of a need to retire. - Added patient lift equipment to assist with physical aspects of the job that have been previously cited as reasons for leaving job. 	4%
<p>Computer Skills Training</p> <ul style="list-style-type: none"> - We offer numerous computer education programs that older workers participate in frequently to ensure their computer skills are current. 	4%
<p>Refresher / Re-entry Training</p> <ul style="list-style-type: none"> - Our "reentry" program offers an opportunity for those who have been out of the workforce to be retrained up to the skill level needed today in that position. - Nursing refresher courses. 	4%
<p>Other Training – Miscellaneous / Unspecified</p> <ul style="list-style-type: none"> - This organization offer performance management, customer satisfaction, diversity, net learning courses, classes to enhance presentation skills, accountability training and technical courses to enhance computer skills. - We provide training in maintenance, kitchen, and office work. 	11%

8a. What types of external partners has your organization worked with in the design or delivery of training or reskilling programs? (Check all that apply.) (n=231)

Colleges or universities	72%
Trade schools	29%
Consulting firms	21%
Professional or trade organizations	33%
Government (local, state, or federal)	24%
Other	11%
None	8%
Not Applicable	1%
Don't know	1%

8b. If you selected "Other" in Question 8a, please specify in the space below.
{Open Ended} (N too small for analysis.)

9a. Which departments within your organization were involved in the design and/or delivery of your training or reskilling programs? (Check all that apply.) (n=231)

Human Resources	76%
Diversity	6%
Communications	7%
Education	68%
In-House Counsel/Attorneys	4%
Other	23%
None	2%
Not Applicable	1%
Don't Know	--%

-- = Less than 1 percent or zero

9b. If you selected "Other" in Question 9a, please specify in the space below.
{Open Ended} (n=58)

Nursing Department Examples of verbatims: - Administration and Nursing - Nursing Education - Education, Nursing	55%
Individual Departments (no one department specified) Examples of verbatims: - Department Directors for individual departments, such as Radiology, Cardiopulmonary - The depart. managers organize their departments' training sessions. - Each department provides specific in-service training for employees	26%

10a. Has your organization had any problems **securing funding** for any of your training or reskilling programs? Indicate whether this is currently a problem; was a problem, but no longer is a problem; or never was a problem. (Select one.) (n=229)

Currently a problem	43%
Was a problem, but no longer is a problem	8%
Never was a problem	20%
Don't know	15%
Not applicable	14%

10b. If you selected "Never was a problem" in Question 10a, what steps did your organization take to secure funding? {Open Ended} (n=30)

<p>Funding in the Budget</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - The cost is always a part of our annual budget review, and educational monies are allotted. The cooperation between our hospitals for educational opportunities is also very cost effective. - We use resources budgeted for training purposes. These funds are part of our regular budget. 	69%
<p>Grants</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Received a couple grants, most covered by education/tuition budgets. - We have worked with grants and workforce boards. This may be more of a problem as we work to do more. - Government grants, corporate sponsors, our Foundation 	31%

10c. How did your organization solve the problems related to funding? {Open Ended} (N too small for analysis.)

11a. Has your organization had any problems **convincing management of the need** for any of your training or reskilling programs? Indicate whether this is currently a problem; was a problem, but no longer is a problem; or never was a problem. (Select one.) (n=228)

Currently a problem	25%
Was a problem, but no longer is a problem	16%
Never was a problem	41%
Don't know	10%
Not applicable	8%

11b. If you selected “Never was a problem” in Question 11a, how was the need justified to management? {Open Ended Item} (n=35)

<p>Presented Data and Business Case Analysis for Management</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Management has been educated on workforce needs and manpower analysis is very convincing. - Proposals with respective confirming data - business plan approach - We showed management that "growing our own" improved retention and the cost of educating and training the existing workforce was more cost effective than the cost of losing employees and recruiting replacements. 	40%
<p>Management Already Aware of Need</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Management understands and supports ongoing education. - Training has never needed to be justified. Again, as an organization, we see part of our mission to employ older workers and provide the tools as far as we can to help them be successful. - Management has a good understanding of the challenges we face as our workforce is aging. - Current administration is very proactive in regard to updating skills and keeping dedicated workers on our staff. 	54%

11c. {If selected “was a problem but no longer is a problem” in Q11a:} How did your organization overcome the problems related to convincing management that the training or reskilling programs were needed? {Open Ended Item} (n=28)

<p>Presented Data and Business Case Analysis for Management</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - Built the business case - looked at costs of not doing the program - Workforce numbers tell the story - By conveying expected outcomes, as well as demonstrating the positive outcomes afterwards. - Use of data --turnover, satisfaction, tracking nursing school graduates and their competencies, - By showing need for training and effectiveness of training. 	57%
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12a. Has your organization had any problems with **low enrollment** for any of your training or reskilling programs? Indicate whether this is currently a problem; was a problem, but no longer is a problem; or never was a problem. (Select one.) (n=226)

Currently a problem	35%
Was a problem, but no longer is a problem	7%
Never was a problem	24%
Don't know	16%
Not applicable	18%

12b. If you selected “Never was a problem” in Question 12a, to the best of your knowledge, why do you think your organization has never has a problem with **low enrollment** in your training and reskilling programs? {Open Ended} (n=25)

<p>High Levels of Interests Examples of verbatims:</p> <ul style="list-style-type: none"> - We have very high levels of interest in skills training programs. Limited other opportunities in our area may play a significant part. - Good advertisement, enticement for higher salaries. - I assume that the gathering of information/names and numbers of individuals interested were known far in advance so that low enrollment was never an issue. - Our employees are genuinely interested in upgrading their skills so they can earn a higher wage so their family can have a better life. We have many third world immigrants in entry level positions, who are very committed to their families. 	54%
<p>Training is Mandatory Examples of verbatims:</p> <ul style="list-style-type: none"> - It is mandatory for our staff and they are scheduled yearly for one educational day that is done here at the facility - We require our colleagues to complete their required curriculum course work or they receive a corrective action report and are taken off the schedule until completed. - Most skills training is required. 	17%

12c. {If selected ““was a problem but no longer is a problem” in Q12a:} How did your organization solve the low enrollment problems?
{Open Ended} (N too small for analysis.)

13a. Has your organization had any problems ensuring that you have **enough staff to administer or manage** your training or reskilling programs? Indicate whether this is currently a problem; was a problem, but no longer is a problem; or never was a problem. (Select one.) (n=226)

Currently a problem	41%
Was a problem, but no longer is a problem	13%
Never was a problem	31%
Don't know	7%
Not applicable	8%

13b. {If selected ““was a problem but no longer is a problem” in Q13a:} How were the staffing problems solved? {Open Ended Item} (n=26)

<p>Hired New Staff Examples of verbatims:</p> <ul style="list-style-type: none"> - Additional Recruitment and education staff - Hired additional staff to due training. - We were able to transfer a FTE over to the training department. This helped a great deal. 	73%
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14a. Has your organization had any problems with **legal issues** related to your training or reskilling programs? Indicate whether legal issues are currently a problem; were a problem, but no longer are a problem; or never were a problem. (Select one.) (n=226)

Currently a problem	--%
Were a problem, but no longer is a problem	2%
Never were a problem	70%
Don't know	16%
Not applicable	12%

-- = Less than 1 percent or zero

14b. {If selected ““was a problem but no longer is a problem” in Q14a:} How were the legal issues resolved?

{Open Ended} (N too small for analysis.)

15. Has your organization encountered any other challenges while trying to make your training or reskilling programs successful? If so, please briefly describe the challenge and how you addressed it. {Open Ended Item} (n=65)

<p>Scheduling Staff and Replacement workers Examples of verbatims:</p> <ul style="list-style-type: none"> - The scheduling of the individuals within the areas of our organization. - The ability to have replacement workers during training programs - Training current employees presents a scheduling dilemma. There is no one class time that will meet the needs of everyone. Managers must limit how many individuals attend in order to ensure uninterrupted service to patients. - Having the manpower to get the staff time off and to provide them with sufficient learning experiences. 	20%
<p>No other challenges / none/ No programs</p> <ul style="list-style-type: none"> - We do not have a reskilling program - None 	20%
<p>Resources and Budget Issues Examples of verbatims:</p> <ul style="list-style-type: none"> - With limited resources in healthcare, even when management understands the needs, the resources are not always available. - Budget issues - Pay for training...flexibility to complete the training, technology concerns - We offer some training which is funded through charitable donations. Other training is restricted to budget constraints, so is accomplished slowly. <p>We are rural and remote. Funds are limited and formal training is very expensive. We are beginning to network with other facilities. They are wonderful about sharing with us.</p>	15%
<p>Attendance Examples of verbatims:</p> <ul style="list-style-type: none"> - Active participation. Administration does not motivate nor hold accountable staff to attend. - Trying to make some training mandatory. The older workers feel like 	9%

<p>they do not need training. So in order to get them to attend we have had to make some training mandatory.</p> <ul style="list-style-type: none"> - Ways to communicate to staff and community that these programs are available 	
<p>Finding Instructors/External Partners and Working with External Partners</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - We spoke with 3 colleges before finding one that would look at our plan. Since our partnership, the first 3 schools have approached us to give them another try...have not done so yet. - Shortage of appropriately prepared educators coupled with rural area difficult to recruit. - Finding partners in the educational systems or within government has been an issue from time to time. - We have a fulltime education coordinator who handles CMEs, recertifications, etc, and a committee that handles educational repayment to staff. I'd like to see this program expanded, I'm looking at ways to partner with our community college - Logistics of working with external partners, clinical sites, compensation arrangements with the employees. We have had to work through each issue as it arises, trying to anticipate as much in advance as possible. 	9%
<p>Organizational Buy-In (from Leadership and/or Staff)</p> <p>Examples of verbatims:</p> <ul style="list-style-type: none"> - It has become a challenge because the organization has chosen to de-emphasize the need for training and education and has downsized the training and education from the organization. - Organizational efforts to centralize function across multiple sites and distances - Senior Management buy in. - Sr.management is slow to accept training as a priority. I believe it is simply a lack of understanding how training impacts our work force. Having to constantly prove the worth of the training function. - Resistance to change and new practices. It has not been addressed. - Staff buy-in that it is part of the culture and necessary to achieve the strategic goals of exceptional patient care. 	8%
<p>Centralizing Training Function Across All Sites/ Departments</p> <ul style="list-style-type: none"> - Integration of various unit/department staff. Eliminating the "silo effect". - organizational efforts to centralize function across multiple sites and distances 	5%
<p>Technology Issues Associated with Providing Training</p> <ul style="list-style-type: none"> - Most new training is web based which creates a major hurdle for some of our staff who have only basic knowledge/skills in computer use. Also having enough computers available for staff to use. 	5%

The following information will help us learn more about the organizations that respond to this survey. Please answer the following questions.

16a. Which of the following best describes the facility at which you work? (Check one.) (n=225)

Health system or hospital	88%
Managed care/HMO	--%
Home care organization	3%
Ambulatory facility	1%
Long-term care facility	2%
Other	6%

16b. If you selected "Other" in Question 16a, please specify in the space below. {Open Ended} (N too small for analysis.)

17a. Is the facility at which you work part of a hospital system or a health system? (n=225)

Yes	61%
No	39%
Not sure	--%

-- = Less than 1 percent or zero

17b. Is the facility at which you work the system's headquarters location? (n=139)

Yes	66%
No	35%
Not sure	--%

-- = Less than 1 percent or zero

18. Approximately how many employees work within your organization? If your facility is part of a hospital system or health system, please include employees at all of your system's U.S.-based facilities. (Check one.) (n=224)

Fewer than 50	2%	50 - 99	2%
100 - 199	5%	200 - 499	12%
500 - 999	10%	1,000 - 2,499	22%
2,500 - 4,999	18%	5,000 - 9,999	15%
10,000 or more	14%	Don't know	--%

-- = Less than 1 percent or zero

19. Approximately what percentage of your organization’s employees are ages 50 or older? If your facility is part of a hospital system or health system, please consider employees at all of your system’s U.S.-based facilities. (Check one.) (n=224)

0 - 10%	3%
11 – 20%	22%
21 – 30%	31%
More than 30%	26%
Don’t Know	17%

20a. Which of the following best describes your function within your organization? (Check one.) (n=224)

Human Resources	89%	General Management	2%
Communication	--%	Marketing and Sales	--%
Diversity	--%	Operations	--%
Education	6%	Other (please specify)	2%
Finance	--%		

-- = Less than 1 percent or zero

20b. If you selected “Other” in Question 20a, please specify your function within your organization in the space below.

{Open Ended} (N too small for analysis.)

21. Which of the following best describes the type of position you hold? (Check one.) (n=224)

Executive	53%	Professional, non-management	4%
Management	43%	Other (please specify)	--%
Office and administrative support	1%		

22. Please use the space below to provide any additional comments you may have about the issues addressed in this survey. {Open Ended} (N too small for analysis.)