

Partners for a Healthy Community

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Partners for A Healthy Community is a consortium of healthcare providers, educational institutions and community partners in Orange, Osceola, Seminole, Lake and Sumter Counties whose mission it is to increase to supply of trained healthcare workers in Central Florida.

Members

Healthcare Providers: Orlando Regional Healthcare, Florida Hospital, Osceola Regional Medical Center, Health Central, Central Florida Regional, South Lake Hospital, Leesburg Regional Healthcare, The Villages. Also being considered are Fire and Rescue EMT centers, imaging centers, home health aid agencies, and the Rural Metro ambulance service.

Educational Institutions: Lake-Sumter, Seminole and Valencia community colleges, University of Central Florida, Florida Hospital College of Health Sciences, and the technical education centers of Lake, Orange, and Osceola county district schools.

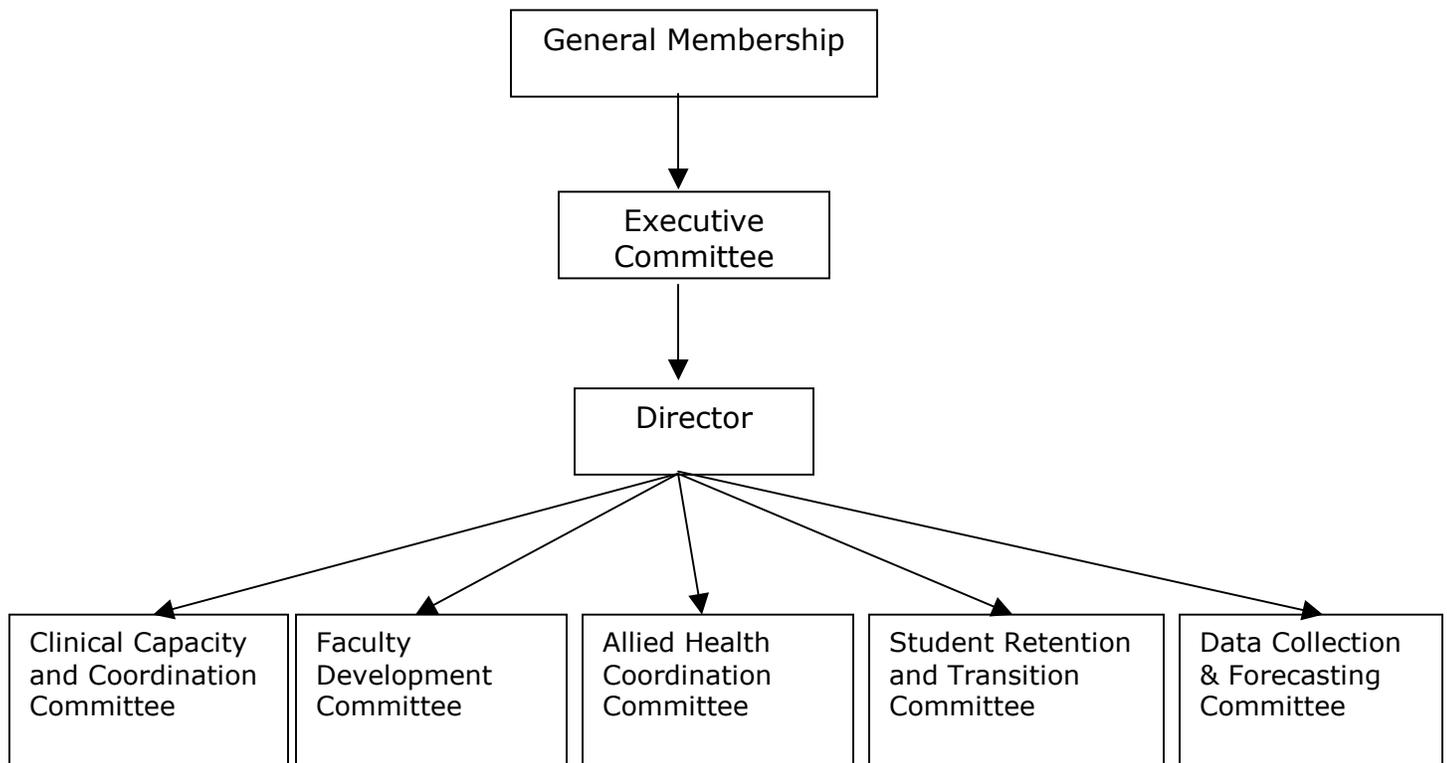
Other organizations: WORKFORCE CENTRAL FLORIDA, Florida Center for Nursing and O-Force, among others.

Note that others may be added as partners are identified; list is not exclusive.

Objectives and Operating Procedures

1. Periodically convene CEOs and Presidents of the partner entities to brief them on relevant issues and engender commitment at the highest levels to addressing healthcare workforce development needs.
2. Create a process for healthcare demand/supply and education capacity data collection, forecasting, and reporting
3. Work to increase capacity of health care education facilities, focusing on faculty recruitment and development, and coordination/expansion of clinical education opportunities.
4. Improve retention/transition of healthcare students
5. Pursue grants to support healthcare education capacity building
6. Educate legislators, the public and other stakeholders on healthcare workforce education needs and issues.

Organizational Structure:



Executive Committee

The Executive Committee will be comprised of the following:

- ◆ 5 hospitals
- ◆ WORKFORCE CENTRAL FLORIDA
- ◆ University of Central Florida
- ◆ 1 private school
- ◆ 3 community colleges
- ◆ 1 technical center
- ◆ O-FORCE (ex-officio)

Director

The Director's position will be funded by **WORKFORCE CENTRAL FLORIDA**.

Job Description

The Director will manage the operations of the Partnership for a Healthy Community in accordance with the objectives and guidelines established by the Executive Committee. Initial responsibilities will include: organizing, facilitating and providing administrative support for the committees named above; gathering timely information and/or leading research relating to the region's current and projected healthcare workforce needs and training programs; working with stakeholder organizations to implement programs and

solutions recommended by the Partnership, and securing grants to support the Partnership activities.

Qualifications

- Three to Five years Project management principles and practices background required
- Health Care education background and/or experience preferred
- Bachelor's Degree in Business, Public Admin or relevant field required; Master's or doctorate degree in healthcare or relevant educational field preferred
- Experience in all functions of an enterprise, including operations, quality, finances and marketing.
- Computer skills utilizing common word-processing, spreadsheet, email and presentation software.
- Excellent verbal and written communication skills
- Strong organizational, analytical, problem-solving, creative and interpersonal skills
- Ability to work within and throughout organizational structures collaborating with appropriate parties.
- Understanding of and commitment to Equal Access/Equal Opportunity.

SUPPORTING RESEARCH: *Critical Condition*

In 2003-4, O-Force conducted a study of healthcare workforce education needs in the five-county region. The findings of this study were presented in *Critical Condition*, a report published in April 2004. The study found that current and projected demand for healthcare workers in Central Florida far outstrips the training capacity of the region's educational institutions. More specifically, O-Force's research found severe capacity shortages in training programs for registered nurses and 10 allied healthcare occupations. *Critical Condition* concluded with more than 40 recommendations for increasing healthcare workforce training capacity in the region.

After publishing the report, O-Force convened key stakeholders to explore potential strategies and tactics for implementation of the *Critical Condition* recommendations. This group was chaired by Valencia Community College President Sanford Shugart and included representatives of Lake-Sumter and Seminole community colleges, the University of Central Florida, Orange County Public Schools technical education centers, Florida Hospital, Orlando Regional Healthcare, Workforce Central Florida and the Winter Park Health Foundation. The group agreed on two initial priorities for addressing current capacity constraints:

- Increasing the number of qualified healthcare faculty
- Expanding and maximizing utilization of clinical education opportunities

The stakeholder group further agreed that the vehicle for action across the region should be Partners for a Healthy Community (PHC), a coalition of healthcare educational and provider institutions originally organized informally to coordinate use

of clinical education space. The stakeholder group recommended that PHC be restructured and its mission expanded to include healthcare faculty development and other issues raised by the *Critical Condition* report.

SUPPORTING REGIONAL EFFORTS: WORKFORCE MODEL

The Central Florida medical industry is projected to need over 1,600 employees each year for the next ten years. A significant shortage of trained employees in healthcare can lead to quality of life issues within our community. To support this continuing demand for a skilled workforce in the healthcare field, **WORKFORCE CENTRAL FLORIDA**(WCF)'s has created a ground-breaking, inventive Healthcare Workforce Model that has been Nationally and State recognized.

WCF's Board of Directors has marked the medical industry as a priority targeted industry. WCF has gathered the industry's top stakeholders, including employers, training providers and community partners to discuss workforce needs and issues. The stakeholders group whole-heartedly embraced WCF's newly unveiled Healthcare Workforce Model and the WCF Healthcare Workforce Pilot Awards program.

In fact, WCF awarded \$353,572 in Healthcare Workforce Pilot Awards with a first year return on investment of at least \$386,990, or 110% projected. These awards will train nearly 550 current healthcare workers, resulting in promotions, raises, increased skills, decreased turnover, and even more opportunity to pursue additional degrees and training certifications. Our pilot application only requested a 25% employer commitment in the form of a match, yet the industry came back with amazing support, committing 110% ROI in match, in-kind, cash, and guaranteed promotions in the first year alone. Additional awards were also made in our year-round program.

WCF convened the HR experts from the region's hospitals to identify and prioritize the top human resources needs in the industry. The top five needs issues identified were:

Top Five Priorities (in order of priority, TIE for 3rd):

1. School Capacity at Community Colleges, including need for Nursing Instructors
2. Shortage of Registered Nurses (RNs)
3. Need for a Career Development/Succession Planning Tool for Radiology/Imaging
3. Aging Nursing & General Population
3. Fast Hospital Growth

Then, over a few months, the expert group developed dozens of strategies to address the top five issues. WCF is now working with the stakeholders to prioritize the strategy list, continue to act as a catalyst organization to foster an environment for discussions and solutions in the industry, and will implement one of these strategies in PY05-06.