



Selected Best Practices for Addressing Hard-to-Fill Positions

Northern California	<p><i>NCAL Digital Imaging</i></p> <p>Problem: With the rapid changes in imaging technology, radiologic technologists need additional skills to ensure they are generating clear and easy-to-interpret images.</p> <p>Solution: The Education Fund* partnered with Cañada Community College and Kaiser Permanente to obtain a grant through the California Community Colleges Chancellor's Office to provide training in digital imaging.</p> <p>Outcome: Over the 15-month program, 119 radiology techs were trained in quality assurance/quality control issues for digital imaging at no cost to KP. Response from participants and managers was very positive.</p>
Southern California	<p><i>Labor and Delivery</i></p> <p>Problem: High retirement risk of L&D nurses. There is low participation in internal training on student's own time.</p> <p>Solution: Create pipeline of KP employees to fill specialty nursing positions by training additional nurses.</p> <p>Outcome: As of August 2011, 23 out of 29 participants have remained employed by KP for three or more years. Eighteen remain in labor and delivery or related work units.</p>
Hawaii	<p><i>Skin and Wound Care Management</i></p> <p>Problem: The region sought to increase the number of wound care-certified nurses in the region and improve wound care skills. In addition, wound care has been subject to important requirements that nurses update their skills.</p> <p>Solution: The Hawaii Region, in partnership with the Ben Hudnall Memorial Trust, funded a course to help achieve certification from the National Alliance of Wound Care. The course included 16 hours of online instruction, eight hours of in-class instruction, three hours of practice with dummies, various materials and a two-hour certification exam.</p> <p>Outcomes: Twenty-six nurses from throughout the region took the training. Twenty-one passed the exam and achieved their certification. The remaining five are eligible to retake it.</p>
Northwest	<p><i>Coding</i></p> <p>Problem: The Northwest region had an urgent need for new coders to address a backlog in the coding department.</p> <p>Solution: The Education Fund put 10 KP employees through an intensive five-week training to become coding auditors and provided supplemental tutoring for those who wanted to prepare for the national certification exam.</p> <p>Outcome: Nine of the graduates passed the exam and began working as coders. They had a significant impact on the department, which measured productivity in part by how many days it took to bill. Due to the increase in staffing and competency, this number decreased from 22 days to six days. The improvement has qualified the entire department for a cash incentive, and the new coders received between \$600 and \$800 in incentive pay.</p>
Colorado	<p><i>Pharmacy Technician</i></p> <p>Problem: To meet anticipated compliance goals, Colorado wanted to help pharmacy techs become certified.</p> <p>Solution: The Education Fund worked with Front Range Community College to create a six-week program that prepares existing pharmacy techs to pass the national certification exam. The program is funded jointly through KP Colorado tuition reimbursement and the Education Fund. The course included a math refresher as well as preparation for the certification exam itself.</p> <p>Outcome: Over the last two years, 114 employees have enrolled in this program and 90 percent have completed it.</p>



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Ohio	<p><i>Gastroenterology Enhanced RN/LVN Training</i></p> <p>Problem: Sparse opportunity for RN and Licensed Vocational Nurse (LVN) GI-specific educational programs.</p> <p>Solution: Self-directed, online program to educate KP Ohio's GI nursing personnel in all topics necessary to remain current and keep abreast of trends in the field. Eight learning modules and post-class tests to track progress.</p> <p>Outcome: One hundred percent completion rate for all 22 participants. This cohort program provided a high impact for the GI department, at a minute cost of \$185 per person (a 69 percent savings compared with \$600 for courses taken individually). All employees received a certificate of completion, a GI Technical Specialist pin and were ready to sit for the GI certification exam (ABCGN), a difficult exam with a low initial pass rate—but all 22 participants passed and were certified.</p>
Mid-Atlantic States	<p><i>Lactation Consultant Certification</i></p> <p>Problem: Need for expanded KP services to include newborn and new mother lactation consultation as well as train pediatric RNs to perform two-day newborn assessments. Before this program, called the Newborn Club, no nurses were able to provide adequate lactation consultation.</p> <p>Solution: Program consisted of a two-day lactation workshop and 20 hours a week of Hudnall Trust stipend time to work with certified lactation consultants. in order to complete the 500-hour internship that qualifies an RN to sit for the certification exam through the International Board Certified Lactation Consultants (IBCLC).</p> <p>Outcome: Nine of 11 RNs originally enrolled in the program have completed their hours and taken the IBCLC exam. One of them now is providing full services, including newborn assessment, in the Newborn Clinic; three will be teaching a new breastfeeding class as part of the prenatal education program. The remaining five are starting their internships. Some also are pediatric RNs and also will be providing full service in the Newborn Club.</p>
Georgia	<p><i>Career Counseling</i></p> <p>Problem: Utilization of career counseling services.</p> <p>Solution: Counselors visit each facility for a day doing “career rounds”; eligible employees are told where the counselors will be for the day. This regular, repeated presence ensures that employees and managers stay aware of career development services and counseling opportunities.</p> <p>Outcome: In 2010, Georgia had a total of 1,527 career counseling opportunities, substantially exceeding other regional averages. Another career counselor tried the same approach in her region and says it resulted in about 2½ times more traffic during a recent Career Day. Subsequently, several managers requested counseling services presentations specifically for their departments, and as a result the counselor doubled the number of ongoing client relationships during that visit.</p>

Source: *Regions, Workforce Planning and Development Hard-to-Fill Positions Report, September 1, 2011*

* The SEIU UHW-West & Joint Employer Education Fund provides career advancement opportunities for health care employees throughout California and in parts of Colorado, Oregon, Nevada and Washington; see www.seiu-uhweduc.org/.