



New Jersey State Employment and Training Commission

Dennis M. Bone, *Chairman*

Chris Christie, *Governor*

Health Care Workforce Council June 15, 2012 *Rutgers Labor Education Center, New Brunswick*

Minutes

I. Welcome and Opening Remarks - Robert Wise, Chairman

The meeting was called to order at 9:33 am by Chairman Wise. Roundtable introductions were conducted. Chairman Wise asked for a motion to approve the minutes of the April 13, 2012 meeting. A member requested a revision to the minutes, noting that the name of the Regional Action Coalition (page 3) should be changed to New Jersey Action Coalition. A motion was made by Sue Schurman and seconded by Betsy Garlatti to approve the minutes with the noted revision. The motion passed unanimously and the minutes were approved.

Chairman Wise welcomed Linda Anderson as a new member of the Council. Ms. Anderson, who was unable to attend the meeting today, is the Director of the NJ Office of Primary Care and Rural Health at the NJ Department of Health and Senior Services. Chairman Wise also introduced Padma Arvind, the new coordinator of the NJ Health Care Talent Network. Ms. Arvind indicated she was looking forward to working with the Council in her new role.

Chairman Wise reviewed the agenda, noting that the recommendations to be considered by the Council today are in draft form; there will be great opportunity today for discussion, additions and changes to these recommendations. The document reflects the extraordinary amount of work that was conducted by this Council, as well as the unanimity of the group. Chairman Wise congratulated everyone for this achievement.

Michele Horst, SETC Executive Director, noted that the recommendations are the culmination of eighteen months of work; four pages only begin to indicate the depth and breadth of the conversations that have happened. Ms. Horst advised that the proposed recommendations will be used to inform the SETC commission about the work of this Council. This will enable the Commission to articulate the Council's work to the Governor's office and operationalize the identified goals. Ms. Horst added that she looks forward to a robust discussion concerning the path the Council should follow to reach its goals.

II. Recommendation Member Discussion - Robert Wise and Michele Horst, SETC Executive Director

Chairman Wise asked Council members for their comments on the draft recommendations. Members believed it was important to include issues that set the right contextual emphasis. Aging of the population is a significant issue for future health care demand; at the core of this issue are the chronic conditions that accompany aging. Members indicated that awareness of this trend

should inform the education programs, to train health care workers about prevention and management of chronic conditions. Chairman Wise indicated this was intended, but not clearly stated in this document; the term chronic conditions will be used in place of chronic illness.

Members asked if a new website would be created, or if the existing website of the Health Care Talent Network would be utilized. Susan Schurman reported that the Health Care Talent Network proposes to expand and enhance the existing site. Chairman Wise was pleased that the report so clearly reiterated the dialog of the Council over the last 18 months. The compelling nature of some discussions regarding team building and primary care, training program emphasis, and a flexible workforce agenda is well-represented in the document.

Members discussed Priority 4.A., *Create health care career pathways through the integrated work of employers and educational institutions*. Ms. Schurman noted that Rutgers and many major universities around the country are showing a growing acceptance of experiential learning through portfolios, and offering free online courses as open-source learning, including their best courses with top faculty. A recent article in Higher Education discusses the way in which institutions that use portfolio-based assessments are adjusting to these open-course systems so they can link to portfolio assessment transcripts. As the Council considers building this system of pathways, this should be included in its consideration.

The team concept was discussed; a study done by the Robert Wood Johnson Foundation interviewed nurse managers regarding the way in which they interact among themselves and the problems they face. Chairman Wise questioned the impact of team pay for team performance in the health care industry, and how this relates to “team caring”.

Chairman Wise asked about the marketing some of these recommendations. Is there a need to push this at the state level? The two essential drivers are the employment focus and meeting the needs of health and health care. There are enormous financial implications in terms of the health care driven economy in New Jersey.

Members also discussed the Jobs4Jersey website, commenting that it is a good tool but needs time to be fully functional. It was noted that subjective skills are not fully captured in Jobs4Jersey as well. Members discussed the ongoing marketing campaign to promote the website by the New Jersey Department of Labor and Workforce Development (LWD). A member suggested that a new press release directed to employers would be effective.

Kirsten Giardi, representing LWD Workforce Development, reported that LWD has issued a new Notice of Grant Opportunity to support the Talent Networks and industry sector development. The Talent Industry Development Partnership Grant is a customized training grant. If training is linked to a Talent Network, the cap is raised from \$50,000 to \$100,000; consortiums that could receive up to \$450,000. Members discussed the possibility of requiring new unemployment claimants to register on www.Jobs4Jersey.com; legislation would be necessary to make this a requirement.

Members discussed marketing the work of the Council through the SETC website and the Health Care Talent Network website. Chairman Wise noted the possibility of hosting a forum for health care Human Resources executives to explore workforce resources that already exist, and the work that is being done at the state level and the workforce recommendations that are being made. This could create an ongoing interactive dialog with executives at hospitals and health care organizations in the state. Belinda Cooper reported that the NJ Hospital Association has invited the Health Care Talent Network coordinator to speak at their quarterly meetings. Susan Schurman noted the success of Rutgers New Jersey Human Resources Leadership Summit. This may

become an annual event which may allow for the type of human resources forum the Chairman suggested. Additionally, Rutgers hosts an HR Leadership Council which they hope to expand.

Executive Director Horst noted that sector academies established in various states have resulted from industry councils. These states are concerned with the same issues this Council is discussing. The health care industry in New Jersey has the support of the Health Care Workforce Council and a strong investment in the Health Care Talent Network. Does it make sense at this time, to institutionalize our industry approach from a policy, planning and operation perspective through the Council, with those kinds of initiatives? Historically, workforce systems always have a difficult time attracting employers. By using sector strategies, a cross section of education, workforce and employers are at the table. Sectors create a natural alliance and are an innovative strategy. There seems to be much more success trying to meet employer needs via innovative sector focus in workforce development.

Members discussed the best practices and source data that helped to inform the recommendations; Chairman Wise thought it would be worthwhile to reference the research that was used. The best practices from the NACCHO (National Association of County and City Health Organizations) website could also be explored, and possibly linked to the SETC website. Chairman Wise also requested that the report include the names of the Council members. The report will be updated to include these suggestions and will be re-sent to the members.

Members discussed timelines for the recommendations. Ms. Horst commented that the exclusion of timelines was intentional, since these recommendations are not yet final and some are outside the scope of the Council. These recommendations reflect the thinking and focus of the Council. The work of the Council will now focus on the items it can own; benchmarks and timelines will be built for these items.

Chairman Wise indicated his expectation that the SETC will welcome the Council's deliberations and recommendations, and recognize the importance of these issues. The SETC directed the Council to carry out this work, which it has done with this document. With feedback from the SETC, the Council will need to determine its next steps. Kathy Weaver suggested rather than a timeline, a visual organization accountability of who would take responsibility should be developed. There may be connections and associations for collaboration that would be more obvious with this visual. Ms. Weaver will provide a template as an example.

The Chairman asked for a motion to approve the draft document, with revisions made in this discussion. A motion was made by Susan Bakewell-Sachs and seconded by Patricia Orchard to approve the draft recommendations, and the motion was unanimously approved.

III. Council Future - Robert Wise and Michele Horst

Executive Director Horst updated the Council on staff transitions. The \$150,000 planning grant received from HRSA was used to staff the Council from its inception in 2010. The HRSA grant ends on June 30, 2012. However the SETC is committed to supporting this Council going forward. Ms. Horst announced Ashley Conway has tendered her resignation and will be leaving the SETC on June 30, 2012 to accept a position as a full-time professor at Rutgers. The SETC is working to fill this staff position and has strong candidates in the pipeline. The new staff person will have the Council as a primary role, but will also have other responsibilities. The time dedicated to the Health Care Workforce Council be reduced, and the Council meetings will no longer be monthly. Ms. Horst thanked Ms. Conway for her work on the Council. Ms. Horst asked Council members for their input on the future role and work of the Health Care Workforce Council.

Members expressed their desire to see these recommendations implemented. They appreciate the influence of the state government agencies represented at the table, to ensure that the recommendations are put into action, and that resources are dedicated to these initiatives. One member commented that a campaign will be needed to get political support for some systemic changes. The Council is an invaluable group for this effort, due to the relationships that exist with the key stakeholders.

Chairman Wise considers the process of follow-up and tracking to be important; this includes getting other stakeholders as invested as the members of the Council in these issues. One objective is to ensure a pristine hand-off to the appropriate action owners. Members discussed a possible stakeholder mapping project and whether there would be value to a social network analysis for communication purposes.

Members also discussed the need to help incumbent workers. Jane Brady reported that WIB Directors are working with Congressman Holt on WIA reauthorization at the national level. New WIA legislation could include funds for incumbent worker training. Chairman Wise noted that this Council has been an effective collaborating council. We are sharing with others and helping to transform the workplace effectiveness with our representative members. This is an important role of the Council.

Ms. Horst requested that the Council members begin work on the four recommendations during the interim while a new staff person search is conducted. Members agreed to form mini-teams for each recommendation; these teams will discuss possible partners and tactical solutions. Leaders for each team were identified. Members volunteered to facilitate the conference calls for their teams. A final list of team members will be included in the draft recommendations document. The teams will report on their work at the next Council meeting.

IV. HRSA Final Report – Ashley Conway and Sheryl Hutchison, SETC Policy Analysts

Ashley Conway announced the end of the HRSA grant. Ms. Conway and Ms. Hutchison recently attended a final HRSA technical assistance conference for the grant. The conference focused on data collection and state data centers. Due to recent funding cuts, many states are struggling to keep their data centers active. HRSA will not be able to provide additional funds for implementation grants, as originally expected. The New Jersey final report will be written and submitted to HRSA in September. This report will be shared with the Council and posted on the SETC website. The new SETC website, launching this week, will provide a password-protected section where Council members can share information not for public use. The password will be emailed to the Council members.

V. Next Steps

Chairman Wise will present the recommendations to SETC at the September meeting. The SETC will not recreate these expert recommendations, but will decide whether they will endorse all or some of the recommendations.

The next meeting of the Health Care Workforce Council will be on **December 7, 2012**.

Chairman Wise adjourned the meeting at 11:10am.

Member Attendees – June 15, 2012

Bakewell-Sachs, Susan, Robert Wood Johnson Foundation
Brady, Jane, Middlesex Workforce Investment Board
Briggs, Deborah, NJ Council of Teaching Hospitals
Ceserano, Justine, NJ Primary Care Association, Inc. (for Katherine Grant-Davis)
Cimiotti, Jeannie, NJ Collaborating Center for Nursing
Cooper, Belinda, NJHA (for Betsy Ryan)
Dickson, Geri, NJ Collaborating Center for Nursing
Di Sandro, Kristin, JNESO (for Virginia Treacy)
Dwyer, William, PSE&G Children's Specialized Hospital at New Brunswick
Garlatti, Betsy, NJ Higher Education (for Rochelle Hendricks)
Giardi, Kirsten, NJ Dept. of Labor and Workforce Development (for Harold Wirths)
Krepcio, Kathy, Heldrich for Workforce Development
Lamothe-Galette, Colette, NJ Dept. of Health and Senior Services (for Cathleen Bennett)
Orchard, Patricia, Horizon Blue Cross Blue Shield of NJ
Rosen, Barbara, Health Professionals and Allied Employees (for Charles Wowkanech)
Scalia, Donna, USDOL Office of Apprenticeship
Schurman, Susan, School of Labor and Management Relations, Rutgers University
Seligman, Sid, Barnabas Health
Sperling, Deanna, Organization of Nurse Executive, ONE/NJ
Weaver, Kathy, Newark Alliance
Wise, Robert, Hunterdon Healthcare

Guest and Staff Attendees – June 15, 2012

Conway, Ashley, SETC
Horst, Michele, SETC
Hutchison, Sheryl, SETC
Mertz, Lynn, Robert Wood Johnson Foundation
Arvind, Padma, Rutgers University School of Management
Timian, Jason, NJ Dept. of Labor and Workforce Development
Vetterl, Susan, SETC