



Healthcare Association
of Hawaii

HAWAII HEALTHCARE
WORKFORCE INITIATIVE

2019 REPORT



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On the cover: Healthcare staff at The Queen’s Medical Center in Honolulu. Photo courtesy of The Queen’s Health Systems.

Introduction

ALOHA,

We are proud to share the first report from the Healthcare Workforce Initiative (HWI). Thank you for taking an interest in Hawaii's healthcare workforce needs. The Healthcare Association of Hawaii (HAH) started formal work on this initiative in 2018 as a result of the HAH Strategic Plan, where it was identified as an industry priority, and as a result of a sector partnership collaboration with the University of Hawai'i and the Chamber of Commerce Hawaii.

HAH is the nonprofit trade association representing Hawaii's hospitals, skilled nursing facilities, assisted living facilities, home health agencies, hospices, and other healthcare providers. Our members need sufficient numbers of people with the right skills in order to provide high-quality and cost-effective care to the people of Hawaii.

This is a big challenge because of the period of sustained low unemployment we are experiencing. Employers across all industry segments are competing for workers. We believe that healthcare is a rewarding field that offers gainful employment across more than 200 different professions. Caring for neighbors, family, friends and the community, while having multiple career ladders and advancement opportunities, can be attractive for high school and college graduates.

We are collaborating more closely with our schools and post-secondary educational institutions across the state to better align their programs, certificates, and degrees with the needs of healthcare providers across the continuum of care. We are also working to promote healthcare and its potential rewards to the next generation of employees.

This report highlights the work that has been done over the past year, and how these efforts are already yielding promising results. Having sufficient workers with the right skills across multiple healthcare professions is a challenge that will remain with us for a long time to come.

We thank the HWI Steering Committee members, the workgroup members, all the survey respondents, and the business, education, and government partners who give generously of their time and expertise to this ongoing collaboration. We appreciate their continued investment in shaping our healthcare workforce. We could not have made progress without them. At stake is nothing less than the health of Hawaii's people.

Mahalo,



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Background & Key Questions

Healthcare has more than 200 identified professions and multiple entry points, offers many career ladders, is an ever changing and developing sector, and offers rewarding opportunities to serve communities, families and friends. And, as with other industry segments in Hawaii, healthcare has many workforce needs.

The HAH Healthcare Workforce Initiative was launched to address the need for a stronger workforce pipeline for healthcare organizations across Hawaii by better matching the programs, certifications, and degrees offered by secondary and post-secondary educational institutions with the needs of the healthcare industry.

To do that, we needed to answer some important workforce questions.

What are the areas of greatest need for healthcare employers in Hawaii? Healthcare workforce needs on the U.S. mainland may not be the same as the workforce needs in Hawaii. We need accurate, location-based information about Hawaii's healthcare sector.

Which of the healthcare professions are currently showing the most job openings? Which are taking the longest for employers to fill? The need for physicians has been well studied and documented, but what about the many other healthcare professions?

Do the education and training programs in Hawaii match the current job needs? Can graduates of education programs in Hawaii find employment in their fields right away, or are additional training or education programs needed?

Here are our findings, and what those findings have already set in motion.

Executive Summary

Respondents include hospitals, health system clinics, skilled nursing facilities (nursing homes), assisted living facilities, hospices, home health agencies, other providers, payors (health insurers), and educational institutions. The findings do not represent 100 percent of Hawaii's healthcare industry.

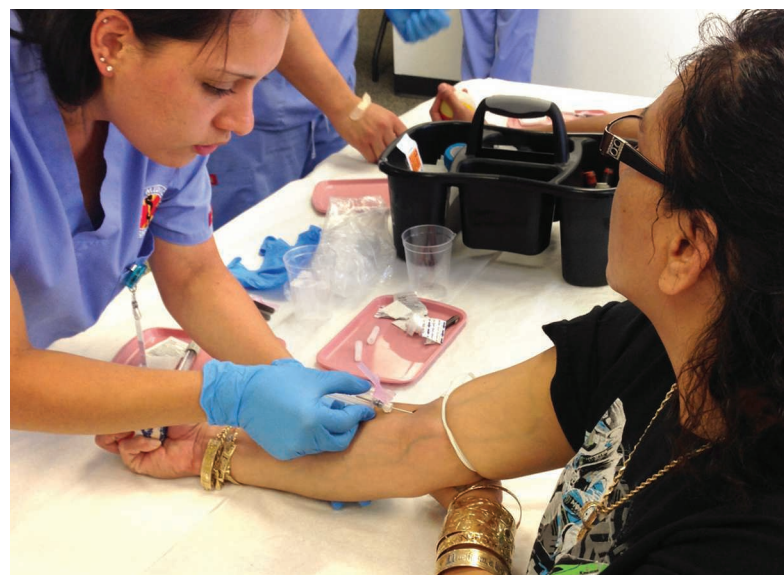
FINDINGS BY PROFESSION

1. This study measures non-physician healthcare jobs for 76 patient facing professions. At the time of the survey, between the last quarter of 2018 and the first quarter of 2019, there were 2,200 open non-physician healthcare positions in Hawaii for these 76 professions.
2. Overall, the Hawaii healthcare organizations surveyed have 10% of their positions unfilled.
3. On average, open positions are taking between 6 and 12 months to fill.
4. There is a very clear need for workers in the following professions:
 - a. **Medical Assistants.** There are 106 openings (or 10% of positions) in Hawaii for medical assistants. These professionals take medical histories and record vital signs of patients. Medical assistants complete administrative and clinical tasks in the offices of physicians, hospitals, and other healthcare facilities. Their duties vary with the location, specialty, and size of the practice.
 - b. **Nurse Aides.** There are 417 open positions (10%) for certified nursing assistants (CNAs) and clinical assistants/nurse aides across all providers surveyed,

with skilled nursing facilities requiring CNA certification. (Nurse aide jobs are considered patient care positions but are not part of the nursing sub-group.)

- c. **Registered Specialty Nurses.** Although a relatively low percentage of registered nurse (RN) specialty positions are open (6%), this represents over 460 openings.
 - d. **Patient Service Representatives** had 110 openings or 18% of positions.
 - e. **Phlebotomists**, who conduct blood draws, had 124 openings, or 22% of positions.
5. Although enough RNs are currently graduating from Hawaii colleges and universities, additional training is needed when they transition to specialty practice, which is where the most acute RN need exists.

The following table shows the professions with more than 30 open positions at the time of the survey. These professions represent 85% of all open positions and 83% of total positions.



Professions with 30+ Open Positions

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Open Positions	Total Positions	Percent Open
NURSING						
RN by Specialty	2.3	16%	6,888	463	7,351	6%
Licensed Practical Nurse	2.1	22%	569	144	713	20%
Nurse Practitioner	2.4	18%	263	47	310	15%
RN Case Manager	2.2	27%	509	44	553	8%
PATIENT CARE						
Certified Nursing Assistant (CNA)	2.2	22%	2,282	299	2,581	12%
Clinical Assistant/Nurse Aide	2.7	15%	1,306	118	1,424	8%
Medical Assistant	2.5	23%	958	106	1,064	10%
Home Health Aide	1.8	17%	211	51	262	19%
Personal Care Assistant	2.3	12%	371	35	406	9%
TECHNOLOGIST						
Radiology/CT/Mammography Technician	2.3	10%	424	64	488	13%
THERAPY						
Physical Therapist	2.1	14%	349	53	402	13%
Occupational Therapist	1.9	11%	166	35	201	17%
PHARMACY						
Pharmacy Technician	2.6	19%	393	46	439	10%
LABORATORY						
Phlebotomist	2.9	31%	452	124	576	22%
Medical Laboratory Scientist / Medical Technologist	1.7	9%	213	44	257	17%
Medical Laboratory Technician	1.7	12%	154	32	186	17%
SOCIAL WORK						
Social Worker	2.3	21%	499	60	559	11%
OTHER SUPPORT						
Patient Service Representative	2.7	19%	517	110	627	18%
TOTAL TOP OPENINGS	2.3	18%	16,524	1,875	18,399	10%
Total All	2.3	16%	19,935	2,200	22,135	10%

*Difficult to Fill Rating scale: 1 – Very difficult 2 – Moderately difficult (can be filled within 6-12 months) 3 – Normal (can be filled within 6 months) 4 – Oversupply

FINDINGS BY PROVIDER TYPE

1. Roughly half (44%) of unfilled positions are in the **acute care (hospital) setting**, with the remainder of openings spread across all other healthcare provider types.
2. **Hospitals** have the highest number of openings in RN specialties (335 positions open, or 6%). The top specialties include medical-surgical, emergency/trauma, and critical care. Among other professions, the greatest needs, based on volume, include:
 - a. Nurse aides/CNAs (155 positions open, or 9%);
 - b. Radiology/computed tomography (CT)/mammography technicians (53 positions open, or 13%); and
 - c. Patient service representatives (36 positions open, or 22%).
3. **Skilled nursing facilities (nursing homes)** have the highest need for CNAs (209 positions open, or 11%), followed by registered nurses or RNs (67 positions open, or 9%) and licensed practical nurses or LPNs (63 positions open, or 23%).
4. **Assisted living facilities** have the highest number of open positions for CNAs (24 positions open, or 26%), personal care assistants (19 open, or 6%) and home health aides (18 open, or 75%).
5. **Hospices** have the highest need for CNAs (23 positions open, or 21%) and RNs with a palliative/hospice specialty (17 positions open, or 14%).
6. **Home health agencies** tend to be smaller in size than other healthcare providers such as hospitals and skilled nursing facilities. This makes the number of job openings look



larger as a percentage of positions. These agencies have the highest need for personal care assistants (11 positions open, or 79%), home health aides (17 positions open, or 52%), licensed practical nurses, (12 positions open, or 57%) and coding specialist/coder (13 positions open, or 52%). Other professions needed include home health RNs (17 positions open, or 18%), physical therapists (16 positions open, or 18%) and occupational therapists (14 positions open, or 27%).

7. **Health system clinics** need medical assistants (81 positions open, or 11%), patient service representatives (69 positions open, or 21%), and LPNs (33 positions open, or 14%).

FINDINGS ON HAWAII-BASED HEALTHCARE EDUCATION AND TRAINING

1. Of the 76 selected patient facing professions, there are 19 for which no Hawaii-based education or training exists.
2. Of those 19 healthcare professions, Hawaii has the greatest need for RN case managers, occupational therapists, patient service representatives, and physical therapists.
3. An integral goal of nursing programs is to prepare students to pass the National Council of Licensure Examination (NCLEX) for RNs, which is acute care focused. In Hawaii, as in most states in the nation, the nursing curriculum and practicums focus on acute care. Opportunity exists to prepare nurses for more diverse healthcare settings.
4. Hawaii has experienced the closure of private for-profit educational institutions that had offered certification programs for medical assistants and nurse aides, significantly decreasing the supply across the state for these professions.
5. Many healthcare organizations offer their own training. A survey of HAH member organizations, including hospitals, skilled nursing facilities, assisted living facilities, home health agencies and hospices, identified over 200 programs that provide specialized training and/or certification. Questions yet to be answered include what opportunity exists to coordinate these programs across healthcare organizations, and how many of these programs could or should be offered in an educational setting?

EARLY OUTCOMES

1. Noting the current and growing need for physical therapists amid the absence of any local physical therapy training programs, at least two post-secondary educational institutions in Hawaii are exploring the opportunity to establish a program in the state.
2. Medical assistant and nurse aide program partnerships have been newly created between providers, high schools, and community colleges. Programs began in the 2018–2019 school year and will continue in the upcoming school year.
3. Through opportunities such as the COPE Health Scholars Program at Adventist Health Castle and the Health Careers Summer Internship Program at Hawai'i Pacific Health, students interested in healthcare fields are given the opportunity to gain first-hand exposure to care delivery alongside professionals in clinical and administrative settings. There may be opportunities to expand these programs to other facilities.
4. There are currently 14 Hawaii public high schools with Health Academies. The healthcare industry is looking at what it can do to more effectively support and partner with the Health Academies to expand programs creating more graduation-to-workforce opportunities.



Overview

HEALTHCARE WORKFORCE INITIATIVE

The Healthcare Workforce Initiative (HWI) was formed by the Healthcare Association of Hawaii (HAH) in 2018 in response to its members' priorities. In HAH's strategic plan, Vision 2020, workforce development was identified as one of the five pillars to guide HAH's activities through the year 2020.

HAH represents more than 170 member organizations including the acute care hospitals in Hawaii, the public and private skilled nursing facilities, the Medicare-certified home health agencies, the hospices, the assisted living facilities, and the home infusion/pharmacies. Members also represent other healthcare providers from throughout the continuum including case management, air and ground

ambulance, the Blood Bank of Hawaii, dialysis, laboratories, and more.

The HWI is a collaborative effort that involves HAH member organizations and other industry and educational partners. The HWI has also partnered with the sector partnership efforts led by the University of Hawai'i and Chamber of Commerce Hawaii.

The HWI Steering Committee is made up of HAH members that represent the continuum of care from hospitals, nursing facilities, home health, assisted living, and hospice. The HWI workgroup includes the Steering Committee plus representatives from primary care, the Hawaii State Center for Nursing, the University of Hawai'i, and others.

COLLABORATIVE RESPONSE

The HWI brings education and employing organizations together and provides a forum for sharing up-to-date information. This partnership allows for the development of appropriate and timely solutions to address the changing needs of the Hawaii healthcare workforce. We share the same goals: for graduates to find meaningful employment in Hawaii, and for employers to find graduates with the qualifications they need. The HWI provides a vehicle for cooperation and collaboration to take place in a more coordinated and data-driven way than in the past.

THE NEED FOR HAWAII HEALTHCARE DATA

When statistics are cited about healthcare workforce needs in Hawaii, often the data is taken from scenarios on the U.S. mainland and extrapolated based on Hawaii's population. That may not give a true picture of what the workforce needs are in Hawaii. Compared with the mainland, Hawaii has much lower healthcare spending (the second lowest per capita Medicare spending in the U.S.), lower emergency room admissions, and other unique demographic and geographic considerations that create challenges when extrapolating U.S. data trends to Hawaii.

TWO SURVEYS WERE CONDUCTED — EDUCATION OFFERED & JOB OPENINGS

Although more than 200 healthcare professions have been identified in Hawaii, 76 non-physician patient facing professions were selected for the purpose of the Healthcare Workforce Initiative. A survey of open positions for these 76 professions was conducted from October 2018 to April 2019. Results show statewide workforce needs in the following areas: acute care hospitals, skilled nursing facilities, health system clinics, home health agencies, assisted living facilities, and hospices.

A survey of healthcare education and training offered in Hawaii was conducted from April to August 2018. This included community colleges, universities, professional technical education programs, 14 public high schools with healthcare vocational tracks (Health Academies), and more than 200 training programs offered by HAH members (healthcare employers offering training for their employees).

This is the first time surveys of this scope have been conducted in Hawaii. The plan is to update the survey of healthcare workforce needs in Hawaii every two years, to have data to support real-time adjustments needed for healthcare workforce planning in Hawaii.



Phase I – Healthcare Education & Training Programs

APPROACH

The objective for Phase I was to prepare an inventory of existing healthcare education and training programs in Hawaii, offered by HAH members and educational institutions. The scope was narrowed by focusing on programs for healthcare professions related to direct patient care and selected support positions employed by HAH members. Refer to Appendix D for a listing of these targeted professions.

The healthcare professions included were not exhaustive - physicians, dentists, public health, managerial positions, and many other support positions (e.g., food service, facilities, finance, information technology, etc.) were not included. The need for physicians in Hawaii has been well documented and publicized, and this work continues. HAH's effort was intentionally focused on non-physician patient facing professions that have not been well studied or highlighted before now. This undertaking was also targeted to make the process more manageable.

A survey of healthcare training programs offered by HAH members was conducted from April to July 2018. Responses were collected from HAH members representing hospitals, skilled nursing facilities, home health agencies, hospices, assisted living facilities, and adult residential care homes. The survey gathered information on healthcare training programs that lead to competency, licensing or certification, and programs for clinical positions and disciplines that directly support clinical delivery. Responders were instructed to



exclude programs related to new hire orientation, compliance training, in-services provided as a normal course of business, and programs targeted to physicians.

A survey of healthcare education and training programs offered in Hawaii by post-secondary educational institutions and organizations was conducted from June to September 2018.

Organizations surveyed included:

- Brigham Young University, Hawaii
- Chaminade University
- Hawai'i Pacific University
- The University of Hawai'i System
- Argosy University (closed in March 2019)
- Hawaii Medical College
- Hawai'i Technology Institute
- Caregiving Sensei LLC
- Healthcare Training and Career Consultants, Inc.

Fourteen public high schools with Health Academies have been identified and are in the process of being surveyed:

- Aiea High School
- Castle High School
- Campbell High School
- Farrington High School
- Kaimuki High School
- Kapa'a High School
- Kapolei High School
- Kauai High School
- McKinley High School
- Nanakuli High School
- Pearl City High School
- Roosevelt High School
- Waiakea High School
- Waipahu High School

The focus is to gather information about programs that prepare high school students to enter the healthcare workforce directly after graduation. The HWI will be engaging with the Department of Education and Health Academy principals to determine their needs and how industry can partner in a meaningful way with the academies.

This includes helping the academies provide their students with industry-recognized training and certifications, and promoting the academy model to additional high schools.

FINDINGS

Two data sets were created as a result of the Phase I survey:

1. **Matrix of Professions:** A summary of the 76 targeted healthcare professions identified by HAH members including the certification, program, or degree needed.
2. **Summary of Programs:** A summary of the programs offered by each post-secondary educational institution and organization surveyed in the state, including the number of graduates per institution and crosswalk of professions and programs.

The full data sets of these findings are being shared with educational institutions and other survey respondents. Key findings are described below.

Programs Not Offered in Hawaii

The 2018 survey of post-secondary educational institutions and organizations found 19 professions with no corresponding program/certification/degree offered in Hawaii (listed on the next page). This means that a Hawaii resident would need to leave the state to receive the needed education, or employers must recruit professionals in these fields from out of state.

However, this does not mean that each of these programs should be offered. For instance, there may not be enough critical mass to warrant a program being located in Hawaii. Programs could be offered periodically, and/or the program could have an online option.





The professions with no programs in Hawaii that are most needed as determined by current open positions are **highlighted**.

Anesthesia Technologist

Biomedical Equipment Repair Technician

Care Management Care Coordinator

Care Management RN

RN Case Manager

Certified Registered Nurse Anesthetist (CRNA)

EEG Technician

Facilities Technician

Lactation Consultant

Medical Records Clerk/Representative

Nurse Midwife

Occupational Therapist

Patient Service Representative

Physical Therapist

Physician Assistant

Respiratory Care Assistant

Speech Language Pathology Assistant

Surgical Assistant

Ultrasound Technologist

On a related note, the recent closures of private for-profit educational institutions specializing in programs for medical assistants and nurse aides have left a significant gap in supply. Healthcare organizations are working on solutions to fill these openings and a collective effort from industry and education partners will be needed to meet ongoing needs.

Transition to Practice

One of the HWI goals is to shorten the transition to practice time for graduates of nursing programs. Some organizations can employ new graduates directly, but some need graduates to receive additional certification or on-the-job training. The competencies required for a medical-surgical nurse, emergency/trauma nurse, gerontology nurse and palliative care/hospice nurse are very different.

Although they are all nurses, a bachelor's degree in nursing alone is not sufficient to prepare graduates for these positions. Additional training and education are needed to transition to specialty practice. This also applies to nurses who are already in the workforce and would like to move into another nursing specialty. Currently much of this transition to practice is accomplished by employers individually through in-house training programs. An opportunity exists for educational institutions and healthcare employers working in partnership across organizations and sectors to fill specialty needs in the state. This is an approach that the HWI workgroup has begun to explore.

Another contributing factor is that a traditional RN bachelor's program is heavily weighted towards acute care in the classroom and clinical placements so that students can pass the National Council Licensure Examination (NCLEX) for RNs, which is focused on acute care. While acute care

settings account for more than 50% of the nursing workforce in Hawaii, multiple other settings exist. The continued shift toward value-based payments, increased health and well-being, and home and community-based healthcare, will decrease the proportion of care provided in inpatient settings. Hawaii's nursing schools and employers recognize that change is needed and the HWI provides a forum for continued sharing of data, discussions, and development of programs that meet workforce needs.

Attracting Students to Healthcare

Despite the high need for healthcare workers in a variety of professions, some educational programs in Hawaii are only partially filled. This calls on a need for the educational institutions and employers to promote healthcare as a desirable career and vocational choice in schools and in the media.

Another avenue open for both employers and post-secondary educational institutions is to expand collaboration with high school Health Academies to offer programs that qualify graduates for immediate employment into healthcare professions. This includes more support and funding for high school Health Academies such as providing instructors, curriculum, equipment, and clinical training opportunities.

Healthcare jobs in Hawaii offer...

Job security. Healthcare career opportunities are growing faster than almost any other field and are less vulnerable to economic downturns and recession. Healthcare provides the **opportunity** to work in an industry that is growing.

Competitive salaries. Beyond the direct entry level or part-time positions, healthcare jobs offer a living wage. Healthcare provides the **opportunity** for a successful rewarding career with the prospect for multiple well-paying positions.

Purpose. Many people are inspired to join the healthcare field because of the opportunity to improve the health and well-being of others, and to help whenever people require care during their life journey.

Healthcare provides the **opportunity** to work in an industry that touches everyone at some point in their life. Healthcare provides the **opportunity** to work as a team while serving neighbors, friends and family. Healthcare provides the **opportunity** to earn a good living while serving the community.

Variety. There is a huge variety in healthcare professions. More than 200 different professions have been identified including academic, clinical, patient-facing, surgical, sports medicine, wellness, and administrative jobs.

Healthcare provides the **opportunity** to incorporate and integrate training and learning from different disciplines. Healthcare provides the **opportunity** to work in an industry that is dynamic and continually changing and developing.

Career ladders. It is possible to sustain an entire career without leaving Hawaii and to be at the very top of your field, whether that is to run a multi-facility healthcare system or provide quality award-winning patient care in acute and post-acute care settings.

Multiple career ladders exist in healthcare and career ladders can start with job opportunities right out of high school. The opportunities to advance and jump to parallel career ladders in

different settings (e.g., from acute care to long term care or from clinical to administrative) are truly unlimited.

Healthcare provides the **opportunity** for multiple entry points including high school, community college, graduate and post-graduate courses, and from other professions.

Work right away. Hawaii’s public high school Health Academies provide the **opportunity** for high school students to graduate with the training and skills necessary for them to immediately enter the healthcare workforce.

Hawaii’s community colleges and universities provide the **opportunity** for students with academic credentials from public high school Health Academies to further advance their certifications and careers on a full-time basis or a part-time basis as they continue working in healthcare.

Hawaii’s healthcare employers provide the **opportunity** for high school students and high school graduates to obtain real world experience in a variety of healthcare settings. Hawaii’s healthcare organizations provide the **opportunity** to gain further training and certifications on the job.

Healthcare provides the **opportunity** to get a satisfying well-paying job right now.



Phase II – Healthcare Workforce Needs

APPROACH

The objective for Phase II was to identify the most critical healthcare workforce needs so that the data could be used to drive decision making and prioritization. Early findings from Phase I have already initiated discussions and collaborations to develop solutions for these areas. A survey of the need for 76 professions in the healthcare workforce in Hawaii was conducted from October 2018 to April 2019. The goal was to gather baseline data to serve as a starting point to assess workforce needs, with the intent to refresh the data every two years.

This is the first time a survey of this scope has been conducted. To balance the need for data with the amount of effort by employers to complete the survey, the specific professions were again targeted. The professions included in the Phase II survey were the same as Phase I, with the addition of behavioral health professions and differentiation of RNs by specialty. Refer to Appendix D for a listing of professions included.

Information was collected by profession, including:

- Number of filled and open full-time and part-time positions
- Turnover rate
- Rating of difficulty to fill
- Projected needs for five years

The survey results show statewide workforce needs in the following areas: acute care hospitals, health system clinics, skilled nursing facilities, assisted living facilities, home health agencies, and hospices. Data was extrapolated for the following sectors based on the percent of responses received for the basis listed in parentheses so that the results were generally representative of the whole sector:

- Skilled Nursing Facilities (licensed beds)
- Assisted Living Facilities (licensed capacity)
- Home Health Agencies (gross operating revenue)
- Hospice (patients served)

The acute hospital and health system clinics had robust response rates so their data did not need to be extrapolated.

The results also have a category for “other,” which includes participation from federally qualified health centers, payors, labs, physician organizations, ARCH Type II, physical therapy, and other providers. The response rates were generally lower for these groups and the data was not extrapolated. The results are not a complete statewide representation of the needs of these industry segments for this first survey. There were also other industry segments not included in the survey such as dialysis providers, surgery centers, and others. When the data is refreshed in two years, we will look to improving the response rates and expanding those surveyed.



FINDINGS

Qualifiers

The results are a snapshot of a point in time, generally the last quarter of 2018. The majority of responses were received during the last quarter of 2018 and collected through the first quarter of 2019.

The results are NOT a representation of the entire healthcare industry in the state. For example, these professions were not included: physicians, dental professions, administration and management, research, education, housekeeping, etc. These types of organizations were also not included: surgery centers, dialysis facilities, etc.

And, although surveyed, limited responses from physician organizations, federally qualified health centers, diagnostic imaging centers, and physical therapy practices, all grouped under the “other” category, means that data in those areas was not extrapolated for a statewide picture.

The results were organized as follows:

- Hospitals
- Health System Clinics
- Skilled Nursing Facilities
- Assisted Living Facilities
- Home Health Agencies
- Hospices
- Other

Refer to the online report for a listing of the organizations that responded to the survey. Several organizations submitted a combined response which included multiple sectors (e.g., hospital and skilled nursing facility). When this occurred, the results were included under the primary sector for the organization. Appendix E in the online report also identifies the sector.

The results were reviewed in total, then by sector, to identify the most needed professions within each. Professions were grouped by categories including nursing, patient care, technologist, therapy, athletic training, pharmacy, laboratory, dietary, social work, child life, facilities, and other support. Refer to Appendix D for the listing of professions by category.

2018–19 Survey Results: Where The Jobs Are

Overall, the Hawaii healthcare organizations surveyed have 10% of their positions unfilled; with home health agencies showing 31% unfilled positions (representing 153 positions).

There is a very clear need for workers in the following professions:

Medical assistants. There are 106 openings (10%) for medical assistants. These professionals take medical histories and record vital signs of patients. Medical assistants complete administrative and clinical tasks in the offices of physicians, hospitals, and other healthcare facilities. Their duties vary with the location, specialty, and size of the practice. The annual salary range is \$25,800 – \$45,800.*

Nurse aides. There are 417 open positions (10%) for certified nursing assistants (CNAs) and clinical assistants/nurse aides across all providers surveyed, with skilled nursing facilities requiring CNA certification. The annual salary range is \$25,500 – \$43,800.*

Registered nurse. Although a relatively low percentage of registered nurse (RN) specialty positions are open (6%), this represents over 460 openings. RNs have annual salaries ranging from \$63,400 – \$126,600.*

Patient service representatives (PSRs) had 18% of positions (110) open. The annual salary range for PSRs is \$22,500 – \$57,700.*

Phlebotomists, who conduct blood draws, had 22% of positions (124) open. The annual salary range for phlebotomists is \$29,600 – \$48,200.*

*Source for salary ranges: The Hawai'i Health Career Navigator, A Directory of Health Professions and Resources, Fourth Edition 2018, A Publication of the Hawai'i/Pacific Basin Area Health Education Center at the University of Hawai'i John A. Burns School of Medicine.

The following table shows the professions with more than 30 open positions at the time of the survey. These professions represent 85% of all open positions and 83% of total positions.



Professions with 30+ Open Positions

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Open Positions	Total Positions	Percent Open
NURSING						
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Medical Assistant	2.5	23%	958	106	1,064	10%
Home Health Aide	1.8	17%	211	51	262	19%
Personal Care Assistant	2.3	12%	371	35	406	9%
TECHNOLOGIST						
Radiology/CT/Mammography Technician	2.3	10%	424	64	488	13%
THERAPY						
Physical Therapist	2.1	14%	349	53	402	13%
Occupational Therapist	1.9	11%	166	35	201	17%
PHARMACY						
Pharmacy Technician	2.6	19%	393	46	439	10%
LABORATORY						
Phlebotomist	2.9	31%	452	124	576	22%
Medical Laboratory Scientist/ Medical Technologist	1.7	9%	213	44	257	17%
Medical Laboratory Technician	1.7	12%	154	32	186	17%
SOCIAL WORK						
Social Worker	2.3	21%	499	60	559	11%
OTHER SUPPORT						
Patient Service Representative	2.7	19%	517	110	627	18%
TOTAL TOP OPENINGS	2.3	18%	16,524	1,875	18,399	10%
Total All	2.3	16%	19,935	2,200	22,135	10%

*Difficult to Fill Rating scale: 1 – Very difficult 2 – Moderately difficult (can be filled within 6-12 months) 3 – Normal (can be filled within 6 months) 4 – Oversupply

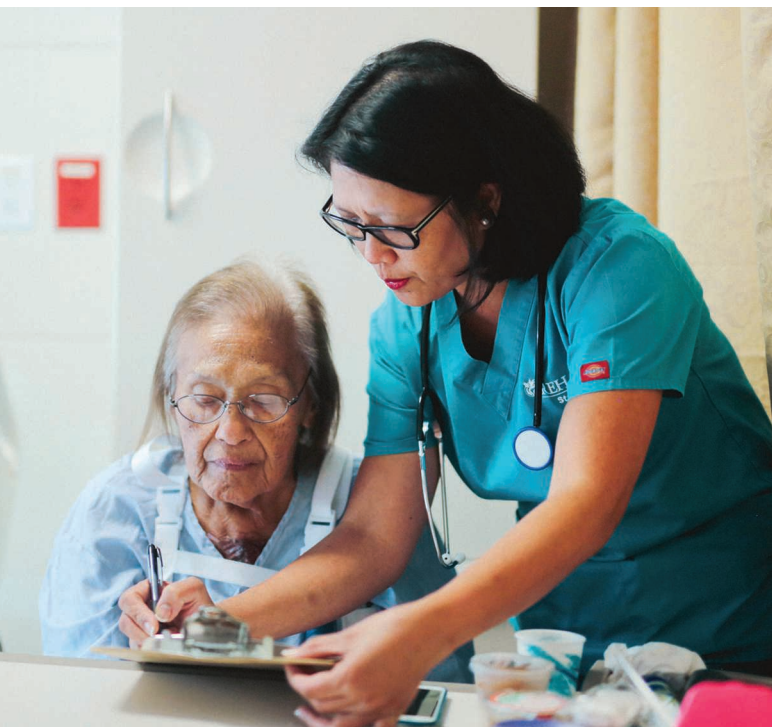
**For RN by specialty, see table in the nursing section on page 20 for the information by specialty.



Nursing — Top Openings by Profession

Aside from the RNs by specialty, within the nursing professions, the greatest need is for licensed practical nurses (LPNs). The survey showed 144 LPN positions open, or 20% of LPN positions statewide. The next highest need is for nurse practitioners (47 open) and RN case managers (44 open). (Nurse aides are considered patient care professionals and are not included in the nursing sub-group.)

In the 23 specialty nursing areas (professions 9–31 in Appendix D), there were 463 positions open at the time of the survey, representing 6% of the total number of nursing specialty positions statewide (7,351). Within specialty nursing areas, detailed in the table below, the highest needs are for medical-surgical (76 open) and emergency/trauma (44 open) nurses followed by critical care (33 open) and gerontology (32 open) nurses. Home health, maternal-child health, and palliative/hospice nurses were next with fewer than 25 openings each. Although enough RNs are currently graduating from Hawaii colleges and universities, they need additional training to transition to specialty practice.



Registered Nurses (RNs) by Specialty

RN by Specialty	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Open Positions	Total Positions	Percent Open
RN, Medical-Surgical	3.0	15%	1,212	76	1,288	6%
RN, Emergency/Trauma	2.2	22%	603	44	647	7%
RN, Critical Care	2.1	28%	371	33	404	8%
RN, Gerontology	2.5	18%	473	32	505	6%
RN, Home Health	2.2	15%	121	22	143	15%
RN, Maternal-Child Health	2.3	24%	377	17	394	4%
RN, Palliative/Hospice	2.8	0%	106	17	123	14%
RN, Perioperative	1.9	20%	247	16	263	6%
RN, Telemetry	2.5	8%	303	16	319	5%
RN, Mental Health	2.3	8%	108	13	121	11%
RN, Pediatrics	2.4	13%	155	13	168	8%
RN, Women’s Health	2.3	23%	57	9	66	14%
RN, Neonatal	2.0	9%	256	8	264	3%
RN, Infection Prevention	1.8	12%	23	7	30	23%
RN, Oncology	2.8	8%	26	5	31	16%
RN, Anesthesia, Recovery	2.7	7%	163	4	167	2%
RN, Diabetes	1.5	25%	16	1	17	6%
RN, Wound Care	1.2	10%	13	1	14	7%
RN, Cardiology	2.2	0%	143	—	143	0%
RN, Nephrology	3.0	0%	8	—	8	0%
RN, Occupational Health	3.0	0%	2	—	2	0%
RN, Rehabilitation	2.7	0%	19	—	19	0%
RN, Other Clinical	2.4	20%	2,086	129	2,215	6%
TOTAL BY SPECIALTY	2.3	16%	6,888	463	7,351	6%

*Difficult to Fill Rating scale: 1 – Very difficult 2 – Moderately difficult (can be filled within 6-12 months) 3 – Normal (can be filled within 6 months) 4 – Oversupply

SUMMARY BY PROFESSION & INDUSTRY

The table below shows the top open professions including the number of open positions in each profession, and how many of those openings

were in each industry (hospitals, health system clinics, skilled nursing and assisted living facilities, home health, hospice and other). Professions are grouped by category, with the largest number within each category on top.

Profession	Total	Hospitals	Health System Clinics	Skilled Nursing Facilities	Assisted Living Facilities	Home Health	Hospice	Others
NURSING								
RN by Specialty**	463	335	10	67	11	19	17	4
Licensed Practical Nurse	144	24	33	63	4	12	4	4
Nurse Practitioner	47	33	7	—	—	—	2	5
RN Case Manager	44	9	1	4	—	9	7	14
PATIENT CARE								
Certified Nursing Assistant (CNA)	299	43	—	209	24	—	23	—
Clinical Assistant/Nurse Aide	118	112	—	6	—	—	—	—
Medical Assistant	106	12	81	—	—	—	—	13
Home Health Aide	51	—	—	9	18	17	7	—
Personal Care Assistant	35	—	—	5	19	11	—	—
TECHNOLOGIST								
Radiology/CT/Mammography Technician	64	53	11	—	—	—	—	—
THERAPY								
Physical Therapist	53	24	7	4	—	16	2	—
Occupational Therapist	35	16	—	5	—	14	—	—
PHARMACY								
Pharmacy Technician	46	25	17	—	—	—	—	4
LABORATORY								
Phlebotomist	124	9	10	—	—	—	—	105
Medical Laboratory Scientist/ Medical Technologist	44	3	5	—	—	—	—	36
Medical Laboratory Technician	32	3	1	—	—	—	—	28
SOCIAL WORK								
Social Worker	60	16	9	5	—	11	4	15
OTHER SUPPORT								
Patient Service Representative	110	36	69	2	—	—	—	3
TOTAL TOP OPENINGS	1,875	753	261	379	76	109	66	231
Total All	2,200	961	283	401	80	153	68	254

Across all groups, data extrapolated where applicable **For RN by specialty, see the table on the next page for the openings by sector.

When viewed by industry, additional trends emerge. Hospitals show the greatest need for specialty RNs, nurse practitioners and nurse aides. Skilled nursing facilities show the greatest need for licensed practical nurses and CNAs, while health system clinics are showing a greater need for patient service representatives and medical assistants.

As shown in the table below, within the 463 open positions in RN specialty fields, there is a wide variety of open positions. Nursing specialty needs vary by sector. The greatest need for gerontology nurses is in skilled nursing facilities, for example, while all of the medical-surgical, critical care and emergency/trauma RN openings are in hospitals.

RN by Specialty	Total	Hospitals	Health System Clinics	Skilled Nursing Facilities	Assisted Living Facilities	Home Health	Hospice	Others
RN, Medical-Surgical	76	76	—	—	—	—	—	—
RN, Emergency/Trauma	44	44	—	—	—	—	—	—
RN, Critical Care	33	33	—	—	—	—	—	—
RN, Gerontology	32	4	—	19	9	—	—	—
RN, Home Health	22	5	—	—	—	17	—	—
RN, Maternal-Child Health	17	16	—	—	—	—	—	1
RN, Palliative/Hospice	17	—	—	—	—	—	17	—
RN, Perioperative	16	15	1	—	—	—	—	—
RN, Telemetry	16	16	—	—	—	—	—	—
RN, Mental Health	13	13	—	—	—	—	—	—
RN, Pediatrics	13	13	—	—	—	—	—	—
RN, Women’s Health	9	8	—	—	—	—	—	1
RN, Neonatal	8	8	—	—	—	—	—	—
RN, Infection Prevention	7	2	—	3	2	—	—	—
RN, Oncology	5	4	1	—	—	—	—	—
RN, Anesthesia, Recovery	4	4	—	—	—	—	—	—
RN, Diabetes	1	—	—	—	—	—	—	1
RN, Wound Care	1	—	—	—	—	1	—	—
RN, Other Clinical	129	74	8	45	—	1	—	1
TOTAL	463	335	10	67	11	19	17	4

JOB OPENINGS BY INDUSTRY

An overview of the healthcare sector shows there are more than 22,000 total positions in healthcare statewide. Roughly half (54%) of these positions are in the acute care (hospital) setting with the remainder spread across other healthcare provider types. Hawaii healthcare organizations overall have 10% of their positions unfilled; with home health agencies showing 31% unfilled positions. On average, these open positions are taking between 6 and 12 months to fill.

This study measures non-physician healthcare jobs. At the time of the survey, between the last quarter of 2018 and the first quarter of 2019, there were 2,200 open non-physician patient facing healthcare positions in Hawaii. Taking into account increasing needs, and provider types and others in the healthcare industry not surveyed, such as physician offices, dialysis facilities, surgery centers and the Department of Health, as of August 2019 there may be an estimated 3,000 open non-physician healthcare positions in Hawaii.

Sector	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Open Positions	Total Positions	Percent Open for Group
Hospitals	2.4	17%	10,996	961	11,957	8%
Health System Clinics	2.6	11%	2,822	283	3,105	9%
Skilled Nursing Facilities	2.2	18%	3,095	401	3,496	11%
Assisted Living Facilities	2.0	3%	629	80	709	11%
Home Health	1.9	15%	347	153	500	31%
Hospice	2.3	10%	494	68	562	12%
Other	2.4	18%	1,552	254	1,806	14%
TOTAL	2.3	16%	19,935	2,200	22,135	10%

*Difficult to Fill Rating scale: 1 – Very difficult 2 – Moderately difficult (can be filled within 6-12 months) 3 – Normal (can be filled within 6 months) 4 – Oversupply

The following charts show more detail about the specific professions with the highest need within each industry sector grouped by categories, as listed in Appendix D. Unless otherwise noted, the professions included are those with 10 or more openings. Professions are grouped by category, with the largest number of openings within each category on top.

Hospitals — Top Openings by Profession

Hospitals have the most open positions for clinical assistants/nurse aides and CNA positions (155 total positions). The next highest is for medical-surgical nurses. Other nursing specialty areas with higher openings are emergency/trauma and critical care. Hospitals are also showing high

percentages of openings for nurse practitioners (22% open) and patient service representatives (22% open). There is a strong need for radiology/CT/mammography technicians, respiratory therapists, physical therapists, and pharmacy technicians. The professions shown on the table below represent 86% of all open positions and 83% of total positions for hospitals.

Hospitals — Top Openings by Profession

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Total Open	Total Positions	Percent Open
NURSING — RN BY SPECIALTY						
RN, Medical-Surgical	3.0	15%	1,212	76	1,288	6%
RN, Emergency/Trauma	2.2	22%	603	44	647	7%
RN, Critical Care	2.1	28%	371	33	404	8%
RN, Maternal-Child Health	2.2	19%	374	16	390	4%
RN, Telemetry	2.6	10%	301	16	317	5%
RN, Perioperative	1.9	22%	218	15	233	6%
RN, Mental Health	2.4	8%	96	13	109	12%
RN, Pediatrics	2.3	5%	142	13	155	8%
RN, Other Clinical	2.7	9%	1,384	74	1,458	5%
NURSING — OTHER						
Nurse Practitioner	2.3	19%	118	33	151	22%
Licensed Practical Nurse	1.9	28%	99	24	123	20%
PATIENT CARE						
Clinical Assistant/Nurse Aide	2.8	17%	1,269	112	1,381	8%
Certified Nursing Assistant (CNA)	2.5	17%	377	43	420	10%
Medical Assistant	2.8	24%	51	12	63	19%
TECHNOLOGIST						
Radiology/CT/Mammography Technician	2.3	10%	348	53	401	13%
Surgical Technologist	1.6	23%	112	21	133	16%
Ultrasound Technologist (also includes Echo Tech)	1.7	18%	101	19	120	16%
Surgical Instrument Processing Aide/Technician	2.6	13%	154	11	165	7%
THERAPY						
Respiratory Therapist	2.4	27%	305	26	331	8%
Physical Therapist	2.0	15%	156	24	180	13%
Occupational Therapist	1.9	14%	87	16	103	16%
PHARMACY						
Pharmacy Technician	2.6	27%	200	25	225	11%
Pharmacist	2.8	11%	240	11	251	4%
SOCIAL WORK						
Social Worker	2.5	21%	149	16	165	10%
CHILD LIFE						
Child Life Specialist	2.5	0%	7	11	18	61%
OTHER SUPPORT						
Patient Service Representative	2.9	19%	126	36	162	22%
Medical Secretary/Ward Clerk/Unit Clerk	3.1	24%	369	19	388	5%
Coding Specialist/Coder	2.2	16%	98	14	112	13%
TOTAL TOP OPENINGS			9,067	826	9,893	8%
Total All	2.4	17%	10,996	961	11,957	8%

Health System Clinics — Top Openings by Profession

The mix of open professions in health system clinics reflects the distinct needs of this care setting,

with the greatest need for medical assistants (81), patient service representatives (69) and licensed practical nurses (33). The professions shown on the table below represent 78% of all open positions and 53% of total positions for health system clinics.

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Total Open	Total Positions	Percent Open
NURSING						
Licensed Practical Nurse	3.0	21%	198	33	231	14%
PATIENT CARE						
Medical Assistant	1.5	22%	652	81	733	11%
TECHNOLOGIST						
Radiology/CT/Mammography Technician	2.5	6%	76	11	87	13%
PHARMACY						
Pharmacy Technician	2.5	11%	134	17	151	11%
LABORATORY						
Phlebotomist	3.0	4%	119	10	129	8%
OTHER SUPPORT						
Patient Service Representative	2.3	28%	252	69	321	21%
TOTAL TOP OPENINGS			1,431	221	1,652	13%
Total All	2.6	11%	2,822	283	3,105	9%

*Difficult to Fill Rating scale: 1 – Very difficult 2 – Moderately difficult (can be filled within 6-12 months) 3 – Normal (can be filled within 6 months) 4 – Oversupply



Skilled Nursing Facilities (Nursing Homes) — Top Openings by Profession

By far the greatest number of openings in skilled nursing is for CNAs (209), with a strong need for

licensed practical nurses and registered nurses as well. The professions shown on the table below represent 84% of all open positions and 82% of total positions for skilled nursing facilities.

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Total Open	Total Positions	Percent Open
NURSING						
Licensed Practical Nurse	2.1	22%	206	63	269	23%
RN, Other Clinical	1.9	30%	377	45	422	11%
RN, Gerontology	2.5	20%	270	19	289	7%
PATIENT CARE						
Certified Nursing Assistant (CNA)	2.0	25%	1,664	209	1,873	11%
TOTAL TOP OPENINGS			2,517	336	2,853	12%
Total All	2.2	18%	3,095	401	3,496	11%

Assisted Living Facilities — Top Openings by Profession

Compared with other industry sectors, there is more moderate need in assisted living in terms of the number of openings. The highest need in this sector is for patient care professions that are more entry

level, including CNA (24), personal care assistant (19) and home health aide (18). Because of the smaller numbers, the table below shows all professions with four or more openings. The professions shown represent 93% of all open positions and 89% of total positions for assisted living facilities.

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Total Open	Total Positions	Percent Open
NURSING						
RN, Gerontology	2.5	0%	178	9	187	5%
Licensed Practical Nurse	1.5	4%	9	4	13	31%
PATIENT CARE						
Certified Nursing Assistant (CNA)	1.5	19%	70	24	94	26%
Personal Care Assistant	2.0	0%	296	19	315	6%
Home Health Aide	2.0	0%	6	18	24	75%
TOTAL TOP OPENINGS			559	74	633	12%
Total All	2.0	3%	629	80	709	11%



Home Health — Top Openings by Profession

Home health shows a much higher percentage of open positions when compared with other industry sectors, but a much lower number of open positions when compared with hospitals and skilled nursing facilities. The greatest workforce

needs in home health are the professions listed below. Home health RNs and home health aides top the list followed by physical therapists and occupational therapists. The professions shown on the table below represent 88% of all open positions and 85% of total positions for home health.

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Total Open	Total Positions	Percent Open
NURSING						
RN, Home Health	2.0	17%	79	17	96	18%
Licensed Practical Nurse	2.0	26%	9	12	21	57%
PATIENT CARE						
Home Health Aide	1.2	16%	16	17	33	52%
Personal Care Assistant	1.5	0%	3	11	14	79%
THERAPY						
Physical Therapist	2.2	14%	72	16	88	18%
Physical Therapist Assistant	2.3	16%	28	12	40	30%
Occupational Therapist	1.8	11%	37	14	51	27%
Occupational Therapy Assistant	2.0	16%	16	12	28	43%
SOCIAL WORK						
Social Worker	2.0	14%	17	11	28	39%
OTHER SUPPORT						
Coding Specialist/Coder	2.0	20%	12	13	25	52%
TOTAL TOP OPENINGS			289	135	424	32%
Total All	1.9	15%	347	153	500	31%

Hospice — Top Openings by Profession

Hospice shows a need for both entry level patient care (CNA and home health aides) as well as nurses specializing in palliative/hospice care and case

management. Because of the smaller numbers, the table below shows all professions with four or more openings. The professions shown represent 91% of all open positions and 94% of total positions for hospice.

Profession	Average Difficult to Fill Rating*	Average Turnover Rate	Filled Positions	Total Open	Total Positions	Percent Open
NURSING						
RN, Palliative/Hospice	2.8	1%	102	17	119	14%
RN Case Manager	3.0	24%	134	7	141	5%
Licensed Practical Nurse	2.7	0%	19	4	23	17%
PATIENT CARE						
Certified Nursing Assistant (CNA)	2.0	30%	89	23	112	21%
Home Health Aide	2.3	0%	60	7	67	10%
SOCIAL WORK						
Social Worker	2.4	19%	61	4	65	6%
TOTAL TOP OPENINGS			465	62	527	12%
Total All	2.3	10%	494	68	562	12%

*Difficult to Fill Rating scale: 1 – Very difficult 2 – Moderately difficult (can be filled within 6-12 months) 3 – Normal (can be filled within 6 months) 4 – Oversupply

What's Next

NEXT STEPS

Over the next two years, the HWI Phase III initiatives will launch from the foundations of Phases I and II, and penetrate more deeply statewide to create workforce solutions.

The HWI will continue communication and collaboration between industry, education, business, and government partners.

The Phase I and II surveys show a gap in some areas between the workforce supply (graduates of Hawaii education and training programs) and demand, or need (open jobs). Continued collaboration between educational institutions and the healthcare industry is needed to address these gaps.

The HWI will gather further information regarding the 200 plus educational/certification programs offered by healthcare organizations across the state and map a path forward for collaboration where appropriate. Acute care (hospitals) and post-acute care (skilled nursing facilities, assisted living facilities, home health, and hospice) organizations offer advanced training and may want to explore how much of this could or should be done in educational settings. The HWI workgroup will be exploring how much could be done in collaboration with post-secondary programs and/or with other healthcare providers.

Additional clinical placements will be needed as more workers receive training to fill healthcare positions. An inventory of current clinical placements will be conducted, followed by an assessment to identify the additional clinical placements needed to close the gap between

the current and desired workforce levels.

Healthcare organizations across the state have a responsibility to partner with secondary and post-secondary educational institutions in the training and certification of healthcare workers.

The HWI will be further refining the survey of healthcare workforce needs and will conduct this survey every two years. With an aging workforce, it will be increasingly important to plan for recruitment, mentoring and advancement, and to narrow any gaps between education and workforce readiness. Continuing to stay current with real-time recruitment needs will help to decrease transition times in the future, to match graduates with industry sectors looking for those skills, and to guide those entering education pathways to where the needs are.

Stakeholder outreach is already underway to share findings from this report and discuss how to collaboratively address healthcare workforce needs. The outreach includes post-secondary institutions and high school Health Academies.

One of the key areas for collaboration with post-secondary institutions is advanced training and certification. Filling gaps in available training programs will need to account for the recent closure of private for-profit educational institutions. Another key area is ensuring adequate clinical placements for secondary, certificate, undergraduate, and graduate students. The HWI workgroup looks forward to working with nursing deans and directors across the state to better prepare graduates for entry into the healthcare workforce.



The inaugural cohort of students in the Hawai'i Pacific Health Medical Assistant Program for the 2018–2019 school year included students from Aiea, Campbell, Kapolei, Pearl City and Waipahu High Schools.

HAH members intend to forge closer ties with the Department of Education and the public high school Health Academy principals and faculty to further strengthen, expand, and leverage the value of these academies. For example, the partnership could yield more clinical placements and direct graduation-to-workforce opportunities. There is a need to identify and address barriers to entry, such as availability of programs, program cost, and licensing requirements for particular healthcare fields (such as for CNAs and medical assistants).

Outreach to Hawaii's youth, their parents, teachers, and counselors is needed to let them know about healthcare career options in a very tight job market where other industries, such as hospitality and food service, are also competing for the attention of high school students and graduates. This might include a public outreach campaign to interest students as young as 11 and 12 to pursue healthcare careers, and/or other multi-media outreach efforts to share the value of healthcare as a career field, the

multiple entry points, and the many potential career ladders.

Within healthcare industries, HAH committees have also begun to work on solutions. See below for some examples of early action to address current workforce needs identified through the first surveys.

EARLY OUTCOMES

The HWI surveys were never meant to be strictly an academic exercise. In response to early data findings, and before the published report was even released, education and healthcare organizations began to work together to address some of the key needs brought to light.

Hawai'i Pacific Health (HPH) launched a pilot medical assistant program with five high schools in 2018 and expanded this program to 12 Oahu high schools for the 2019–20 school year. The HPH Medical Assistant Program is offered to high school seniors with no tuition costs. The program consists of two semesters of coursework and

225 hours of clinical externships. Coursework includes anatomy and physiology, medical terminology, administrative medical assisting and clinical medical assisting. Upon completion of the program and achievement of national certification, students will be given primary consideration for employment at an HPH facility — Kapi’olani Medical Center for Women & Children, Pali Momi Medical Center, Straub Medical Center and Wilcox Health on Kauai, which includes Wilcox Medical Center and Kauai Medical Clinic.

To address the need for medical assistants, the University of Hawai’i partnered with The Queen’s Health Systems to offer free tuition to 26 students entering Kapi’olani Community College’s (KCC’s) medical assisting program. The 12-month program, which started in August 2019, will offer recipients the opportunity to gain valuable work experience as physician practice assistant interns (16 hours per week) at The Queen’s Medical Center while taking classes and earning college credits at KCC. Upon completion, students will be eligible to earn a University of Hawai’i certificate of achievement in medical assisting and qualify to take the national certification exam for a certified medical assistant.

HPH, in partnership with Ohana Pacific Management Company, offered a nurse aide program to 44 students from Pearl City High School in the 2018-2019 school year. The program curriculum consists of classroom, clinical lab and hospital training. The program enables students to learn the skills necessary to enter the healthcare field and excel in a career as a nurse aide in both the acute and long term care sectors. HPH has offered employment to many of the students to date and plans to grow the nurse aide program to additional high schools.

Hale Makua Health Services in partnership with the University of Hawai’i Maui Community College launched a licensed practical nurse (LPN) educational program in January 2018 to help address the need for LPNs. The first class of 10 completed the program in December 2018. Recently graduated LPNs who are employed by Hale Makua are automatically enrolled in Hale Makua’s LPN residency program to help in the transition of putting learned skills into practice.

Adventist Health Castle is the first Hawaii site for the COPE Health Scholars Program, which gives students interested in healthcare fields the opportunity to gain first-hand exposure to care delivery alongside professionals in clinical and administrative settings. Adventist Health Castle launched its pilot cohort of nine COPE Health Scholars in May 2018. As of June 2019, 79 Health Scholars (18 years and older) and 15 Junior Health Scholars (16 to 18-year-old high school students) are enrolled in its COPE Health Scholars program.

Active discussions with post-secondary academic institutions have begun to develop physical therapy and occupational therapy education programs in Hawaii.





Acknowledgments

This report came about from the collaboration of many minds. We wish to sincerely thank the Healthcare Workforce Initiative Steering Committee and workgroup for the many hours contributed, and the leadership of the Steering Committee Co-Chairs Dr. Timothy J. Roe and Carl Hinson.

We would not have data to analyze if it were not for the detailed responses from organizations throughout the healthcare and education sectors about hiring needs and education and training resources. We look forward to many years of fruitful continued collaboration.

Many business, education, and government partners have given generously of their time and expertise to this workforce initiative, including the Hawai'i State Center for Nursing, the University of Hawai'i System, and the Chamber of Commerce Hawaii. We appreciate your continued investment in supporting our healthcare workforce.

We thank all HAH members for their participation in this initiative. Special mahalo to REHAB Hospital of the Pacific, Hawai'i Pacific Health, The Queen's Health Systems, Adventist Health Castle, CareResource Hawaii, Prime Care Services Hawaii, Garden Isle Rehabilitation & Healthcare Center, One Kalakaua, and Diagnostic Laboratory Services, for supplying additional support, photos, and information for this initiative.

We also want to thank our consultants Adria Estribou of The Write Side, Julie Ford and Lynn Kenton of Schweitzer Consulting, and the team at Design Asylum. A special thanks goes to Jodi Hashimoto of SH Consulting LLC who provided project management and support for this initiative.

This report, including data tables, is available online at www.HAH.org/HWI.

Complete data sets are available to survey respondents and educational institutions.

Appendix A

Healthcare Workforce Initiative Steering Committee Members

Hilton Raethel

Healthcare Association of Hawaii

Carl Hinson, co-chair

Hawai'i Pacific Health

Dr. Timothy Roe, co-chair

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of the Pacific

Kurt Akamine

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COPE Health Scholars and
Adventist Health Castle

Lynn Dubbs

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Kaiser Permanente Hawaii

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CareResource Hawaii

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Healthcare Association of Hawaii

Stacy Wong

Healthcare Association of Hawaii

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Healthcare Association of Hawaii

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Appendix B

Healthcare Workforce Initiative Workgroup Members

All the members of the Steering Committee listed in Appendix A, plus:

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Hawai'i Primary Care Association

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Queen's Heart Physician Practice

Jean Isip Schneider

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Hawai'i/Pacific Basin Area
Health Education Center,
UH John A. Burns School
of Medicine

Appendix C

List of Common Acronyms for Various Healthcare Professions

CNA — certified nursing assistant

CRNA — certified registered nurse anesthetist

CT Tech — computed tomography technologist

EMT — emergency medical technician

LPN — licensed practical nurse

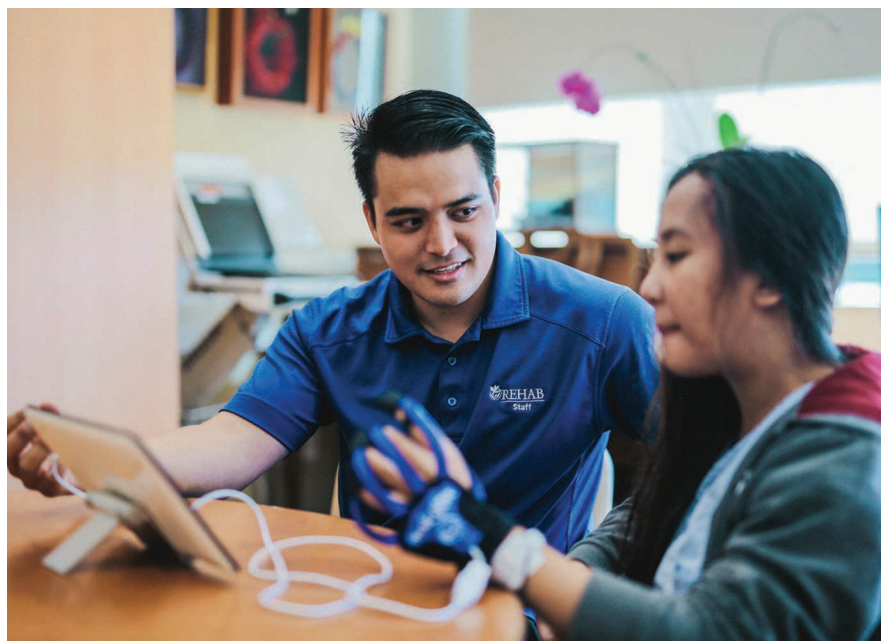
MA — medical assistant

MLT — medical laboratory technician

OT — occupational therapist

PT — physical therapist

RN — registered nurse



Appendix D

List of Targeted Professions

Profession		Phase I	Phase II
NURSING			
1	Licensed Practical Nurse	✓	✓
2	Lactation Consultant	✓	✓
3	Care Management RN	✓	✓
4	RN Case Manager	✓	✓
5	Nurse Practitioner, Psychiatry	✓	✓
6	Nurse Practitioner (all others)	✓	✓
7	Certified Registered Nurse Anesthetist (CRNA)	✓	✓
8	Nurse Midwife	✓	✓
NURSING — RN BY PRACTICE SPECIALTY			
9	RN, Medical-Surgical		✓
10	RN, Critical Care		✓
11	RN, Emergency/Trauma		✓
12	RN, Maternal-Child Health		✓
13	RN, Neonatal		✓
14	RN, Anesthesia, Recovery		✓
15	RN, Cardiology		✓
16	RN, Diabetes		✓
17	RN, Gerontology		✓
18	RN, Home Health		✓
19	RN, Infection Prevention	Registered Nurse was used (not broken out by specialty)	✓
20	RN, Mental Health		✓
21	RN, Nephrology		✓
22	RN, Occupational Health		✓
23	RN, Oncology		✓
24	RN, Palliative/Hospice		✓
25	RN, Pediatrics		✓
26	RN, Perioperative		✓
27	RN, Rehabilitation		✓
28	RN, Telemetry		✓
29	RN, Women's Health		✓
30	RN, Wound Care		✓
31	RN, Other Clinical		✓

Profession		Phase I	Phase II
PHYSICIAN ASSISTANT			
32	Physician Assistant	✓	✓
BEHAVIORAL HEALTH			
33	Psychologist		✓
34	Therapist, Marriage and Family		✓
PATIENT CARE			
35	Medical Assistant	✓	✓
36	Clinical Assistant/Nurse Aide	✓	✓
37	Certified Nursing Assistant (CNA)	✓	✓
38	Home Health Aide	✓	✓
39	Personal Care Assistant	✓	✓
40	Care Management Care Coordinator	✓	✓
TECHNOLOGIST			
41	Anesthesia Technologist	✓	✓
42	Biomedical Equipment Repair Technician	✓	✓
43	Cardiac Technician/Cardiac Monitor Clerk	✓	✓
44	Critical Care Technician	✓	✓
45	EEG Technician (Electroencephalographic Technician)	✓	✓
46	EKG Technician (Electrocardiograph Technician)	✓	✓
47	Emergency Department Technician	✓	✓
48	Radiology/CT/Mammography Technician	✓	✓
49	Supply Processing Distribution Aide/Technician	✓	✓
50	Surgical Assistant	✓	✓
51	Surgical Instrument Processing Aide/Technician	✓	✓
52	Surgical Technologist	✓	✓
53	Ultrasound Technologist (also includes Echo Tech)	✓	✓
THERAPY			
54	Occupational Therapist	✓	✓
55	Occupational Therapy Assistant	✓	✓
56	Physical Therapist	✓	✓
57	Physical Therapy Assistant	✓	✓
58	Respiratory Care Assistant	✓	✓
59	Respiratory Therapist	✓	✓
60	Speech Language Pathologist	✓	✓
61	Speech Language Pathology Assistant	✓	✓

Profession		Phase I	Phase II
ATHLETIC TRAINING			
62	Athletic Trainer	✓	✓
PHARMACY			
63	Pharmacist	✓	✓
64	Pharmacy Technician	✓	✓
LABORATORY			
65	Phlebotomist	✓	✓
66	Medical Laboratory Scientist/Medical Technologist	✓	✓
67	Medical Laboratory Technician	✓	✓
DIETARY			
68	Dietitian	✓	✓
69	Dietitian Aide/Dietetic Technician	✓	✓
SOCIAL WORK			
70	Social Worker	✓	✓
CHILD LIFE			
71	Child Life Specialist	✓	✓
FACILITIES			
72	Facilities Technician	✓	✓
OTHER SUPPORT			
73	Coding Specialist/Coder	✓	✓
74	Medical Records Clerk/Representative	✓	✓
75	Medical Secretary/Ward Clerk/Unit Clerk	✓	✓
76	Patient Service Representative	✓	✓

Appendix E

Healthcare Workforce Needs Survey Respondents

See online report at www.HAH.org/HWI



This report, including data tables, is available online at www.HAH.org/HWI.

Complete data sets are available to survey respondents and educational institutions.



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