

# Building a Health Workforce Center: Lessons Learned in the Carolinas

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Linda Lacey has been involved in the start-up of two different health workforce centers – one focused exclusively on the nursing workforce in North Carolina and another with a broad focus on all health workforce groups in South Carolina.

Through those experiences she has become familiar with the trials, tribulations, and rewards of developing an effective health workforce center. She will share some of the lessons she has learned in this one hour webinar.

# My Background

- 15 years as the Director of Research at the North Carolina Center for Nursing
  - State funded
- 5 years as the Director of the Office for Healthcare Workforce Analysis and Planning in South Carolina
  - Established 2008 with grant funding
  - Housed within the SC AHEC program office
  - Currently making the transition from grant funds to mixed funding

# Lessons learned = ask more questions

## **What questions should a workforce center ask of itself?**

- What is our organizational mission?
- What type of internal organization/staffing do we need to meet that mission effectively?
- How should we structure our relationships with stakeholders?
- What is our strategy for building both short term and long term data resources?
- Do we want to get into the business of forecasting demand?

# Defining your organizational mission

- Is mission dictated by legislation?
  - What type/scope of authority do you have?
  - How does that authority intersect with other organizations?
- Who should be involved in defining the mission?
- Is advocacy a part of your mission?
  - In what way?
  - Where are the boundaries?
  - What consequences might be expected?

# What do you want to build?

- A data collection center
- A data clearing house?
- A research center?
- A workforce policy center?
- All of the above?

# Staffing

- What skill sets will be needed and when?
  - Where are you likely to find those people?
- Strategies for building staff
  - Academic partnerships
  - Contracts
  - Students / Interns

# Partnerships and Stakeholders

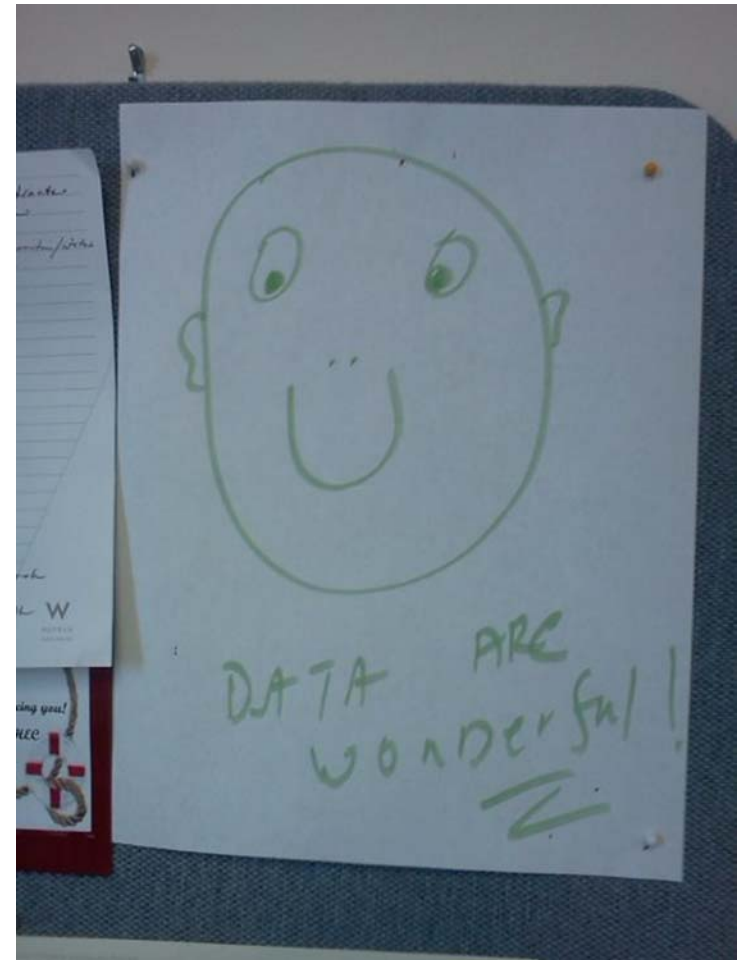
Identifying potential partners is part of doing an environmental scan to identify data resources and asking others what type of data is needed to address current policy issues

- Who are the stakeholders in the state that have a need for or interest in health workforce information?
- Educators and educational systems
- Health systems
- State-funded provider programs (e.g. public health, mother and child services, etc.)
- Provider associations
- Health-focused philanthropic organizations
- Economic development bodies (dept. of commerce, workforce investment boards, etc.)



# Building a data system

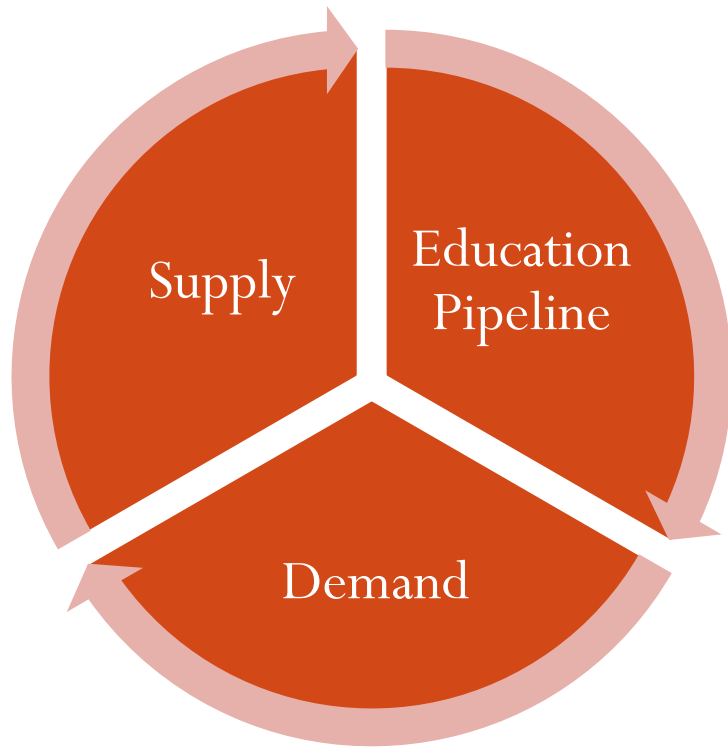
- Short term vs. long term data strategies
  - Linking primary data to secondary sources
  - Enabling regional analyses
- Working with data collection agencies
  - Who owns the data?
  - Data sharing policies
- Making good use of secondary data resources



# Valuable Secondary Data Sources

- AAMC - Association of American Medical Colleges
  - State Physician Workforce Data Book
  - State Physician Specialty Data Book
- ACGME – Accreditation Council for Graduate Medical Education
  - Physician residency program #s and types
- IPEDs – Integrated Postsecondary Education Data System
  - Tracking education pipelines
- BLS/LMI – Bureau of Labor Statistics & state Labor Market Information offices
  - Growth estimates for occupational groups
- National Council of State Board of Nursing
  - NCLEX exam pass #s

# Forecasting demand



# What value does a Healthcare Workforce Center bring to the state?

- Support for local, regional and state resource decisions related to health workforce issues
  - new program start-ups, recruitment/retention programs, etc.
- The ability to anticipate health workforce shortages before they hit crisis level
  - providing timely data to state supported programs and policy discussions affected by health workforce dynamics
- A forum for understanding the changing health system and how those changes intersect with existing education and regulatory systems

# Thank you. Questions?

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