

# Workforce Development

GROW, ADVANCE AND RETAIN OUR WORKFORCE



The national workforce shortage is impacting health care organizations across the country, and our region is no exception. Today, there are simply not enough health care providers, technicians and professional staff to fill all of the available positions here and elsewhere. To develop, nurture and retain talent in Vermont and Northern New York, we are working towards:

- Partnering to provide educational and training initiatives, and financial support, to people in our community interested in training for available work
- Filling vacancies and working to increase employee satisfaction by creating new opportunities for growth and development, as our financial position allows.



*“Recruitment is important, but we can’t only recruit our way out of this situation. We also have to incentivize people in our communities, and within the Network, to become nurses and pharmacy technicians and all the other roles we need to fill so badly. In doing so, we hope to create new career opportunities for members of our community.”*

—Elizabeth Madigan, Vice President of Organizational Development, UVM Health Network

## A quick look at recruitment challenges across the Network:



## It’s a complex situation.

We are focused on new ways to attract, develop and keep a strong workforce.

We know we can’t recruit our way out of this. We need to find new and innovative solutions to reach into the community and train people for meaningful work that exists. To further these efforts, we are working to develop a fully-staffed recruitment team that specializes in finding people for roles that are tough for us to fill across Vermont and Northern New York.

Our workforce initiatives are being designed to make it easier for current and prospective employees to move

into jobs that are in high demand. Wherever we can, we are exploring strategies to reduce or eliminate the financial and logistical obstacles that can stand in the way of people looking for jobs in health care.

At the same time, we are committed to enhancing and creating new opportunities for our current employees, and innovating in our approach to work by offering flexibility, where it is possible, for hybrid and remote work.

## A SELECTION OF OUR PROGRAMS INCLUDE:

- **The Paramedic Education program** at Elizabethtown Community Hospital, the first paramedic training course in the area to be accredited by the New York State Department of Health.
- **The Nurse Residency program** at the UVM Medical Center, supporting approximately 120 new nurses each year. The program helps recently graduated nurses transition from academic training to work in a clinical setting.
- **The Licensed Practical Nurse (LPN) Pathways Program** at Central Vermont Medical Center, allowing full-time employees to take classes toward their LPN degree.

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*From the beginning, the people at Home Health & Hospice were really supportive of my career development and made sure that I had the time and space I needed to pursue my nursing education and get into a patient-centered role.*

—Ryan Martin, LPN, speaking about the Licensed Nursing Assistant Training program offered by the University of Vermont Medical Center.

## INTERNAL DEVELOPMENT PROGRESS:

13

students graduated from the Licensed Practical Nursing Pathway program at Central Vermont Medical Center last summer.

8

participants are currently enrolled in the program, with two members being graduates from the Licensed Nursing Assistant Training program at the UVM Medical Center.

## Initiatives in motion:

### THE PHARMACY TECHNICIAN APPRENTICESHIP PROGRAM

Trainees can learn the profession while working toward certification in much-needed positions.

### THE TRAINING PROGRAM FOR CAREERS IN PHLEBOTOMY

With a marked shortage of phlebotomists, we are promoting our longstanding partnership between the UVM Medical Center and the Institute for American Apprenticeship that offers an innovative training initiative that prepares graduates to become certified phlebotomists and

guarantees them a job at the UVM Medical Center following graduation.

### EMPLOYEE SATISFACTION INITIATIVES

We strive to create an inclusive, welcoming workplace that fosters a sense of belonging. We are supporting this effort by:

- **Hiring our first Chief Diversity and Inclusion Officer** for the UVM Health Network.
- **Putting into place a more flexible approach** for some roles to move into hybrid and remote work.

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*As someone who has dreamed of working in health care, I am so thankful for this opportunity as it showed me a concrete path to reaching my goal.*

—Marveñe Martinez, a Patient Service Specialist at the UVM Medical Center recently hired to train as a pharmacy technician.

*Working together, we improve people's lives.*

The University of Vermont Health Network is a health system serving more than one million residents across Vermont and Northern New York. We deliver trusted local health care connected to a network of expertise. We are your friends and neighbors, dedicated to improving the health of our communities and the patients we serve.

Learn more at [uvmhealthstrategy.org](http://uvmhealthstrategy.org)

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