

The Center of Workforce Innovations
Healthcare Report
Survey of Top Employers in Northwest Indiana

As of 08/31/03

Number of firms: 25

Number of Employees: 11,292 FT; 5,829 PT

Counties: Jasper (2), Lake (10), LaPorte (5), Porter (5), Pulaski (2), Starke (1)

1. How would you rate the impact of changes in the economy on the competitiveness of your own firm? (5 = high impact, 1 = no impact)

Regional changes

Median = 4.0, Ave. = 4.0

National changes

Median = 3.0, Ave. = 3.6

Global changes

Median = 2.0, Ave. = 2.0

2. How would you rate the impact of changes in new technology on your industry? (Not just your firm, but the entire industry within which you operate) (5 = high impact, 1 = no impact)

Median = 5.0, Ave. = 4.3

3. How would you rate your company's ability to keep up with new technology? (5 = excellent ability, 1 = poor ability)

Median = 4.0, Ave. = 3.5

4. How do technology changes affect the skills you will be seeking in new hires?

0% No change – don't require technology skills as condition to hire

4% No change – have always required technology skills to hire

48% Increased expectations – now expect basic technology skills, but we provide specific skill training

48% Increased expectations – expect higher level technology skills with experience in specific technology skills

5. If you require specific technology skills or train new hires in specific technology skills, please describe the most critical skill. **Computer Skills (15), Clinical (13), Rad tech (3), Pharmacy (2)**

6. What kinds of productivity-improvement strategies are you implementing? (Check all that apply.)

- 24%** Statistical process control
- 68%** "Balanced scorecard" of performance indicators
- 76%** Increased investment in worker training
- 64%** Increased investment in management/supervisory skills training
- 8%** Baldrige principles of continuous improvement
- 0%** ISO 9000+
- 80%** Industry-specific accreditations
- Other:** **JCHCO, Medicare/Medicaid regs, Six Sigma, Quint Studer, CARF, CHAP, NCQA, AAAHC**

7. What are the most critical jobs in your firm? That is, the positions where if you don't get the right skills or find enough people with those skills, it is most likely to hamper the productivity or growth of your firm?

Nurses (18), Diagnostic Imaging/Radiology (10), Pharmacists (9), Therapists (7), Home Health Aides/Health Techs (7)

8. How do you determine whether applicants for those key jobs have the right skills? What tools or methods do you use to assess their skill levels? (Check all that apply.)

- 100%** Review of education and work history
- 94%** Evidence of specific skill/industry certifications
- 94%** Oral interview questions
- 94%** Reference checks
- 50%** Written assessment tests developed by my firm
- 38%** Written assessment tests developed commercially
- 31%** Work-simulation assessment
- Other:** **Testing by Indiana Home Healthcare Assoc., Probation, Competency Assessments**

9. What positions do you expect to have the greatest amount of turnover in the next 12 months? **Nursing (15), nursing aides (5), food prep (4), housekeeping (3)**

10. What positions do you expect will have the highest demand due to expansion in the next 12 months? **Nursing – all levels (16), therapists (8), imaging techs (6)**

11. What positions will be hardest to fill in the next 12 months?
Nursing (17), imaging (8), therapists (7)

12. What types of positions are most likely to be eliminated or downsized in the next few years? **None (15), Clerical (4), Middle management (3), Housekeeping (3)**

13. If you require workers or job applicants to have any special certifications, what is the primary kind? **State licenses (all), appropriate specialty certifications (all)**

14. How do you recruit for job openings? From what sources do you get the best-qualified applicants? Rank each of the following on a 1-5 scale (5 = highly effective, 1 = minimally effective)

Newspaper want ads	Median = 3.0, Ave. = 3.1
Unsolicited walk-in applicants	Median = 3.0, Ave. = 2.6
Temp agencies	Median = 1.0, Ave. = 1.8
Private head hunters/employment agencies	Median = 2.0, Ave. = 2.0
Public employment agency (WorkOne)	Median = 1.0, Ave. = 1.7
Referrals from current workers	Median = 4.0, Ave. = 4.0
Referrals from colleagues	Median = 4.0, Ave. = 3.4
School placement offices	Median = 3.0, Ave. = 2.4
Internships	Median = 3.0, Ave. = 3.0
Internet	Median = 2.0, Ave. = 1.9
Social Service Agencies	Median = 1.0, Ave. = 1.3

15. How often do you have to recruit qualified workers from outside of Northwest Indiana?

28%	I never or rarely have to advertise/recruit outside Northwest Indiana
60%	I sometimes have to advertise/recruit outside Northwest Indiana
12%	I often have to advertise/recruit outside Northwest Indiana

16. If you often recruit outside of Northwest Indiana, what is the primary kind of position for which you recruit? **Doctors (10), executives (6), RNs (6), therapists (5), specialties (4)**

17. How would you rate your overall satisfaction level with your current recruitment and selection methods? **Median = 3.0, Ave. = 3.2**

18. What is your annual turnover rate?

<u>Companies</u>	<u>Turnover rate</u>
4%	0-3%
4%	4-6%
32%	7-10%
28%	11-15%
12%	16-20%
20%	21% or higher

19. How would you rate the qualifications of most of your job applicants? (5 = well qualified, 1 = not very well qualified) **Median = 3.0, Ave. = 3.0**

20. If the majority are underqualified, what are their primary skill deficiencies? Rate each on a scale of 1-5, with 5 being a highly frequent problem among applicants, and 1 being little or no problem among applicants.

Poor English language skills	Median = 2.0, Ave. = 1.8
Poor reading skills	Median = 2.0, Ave. = 2.1
Poor math skills	Median = 2.0, Ave. = 2.3
Poor technical skills	Median = 2.0, Ave. = 2.6
Insufficient work experience	Median = 3.0, Ave. = 3.1
Drug/criminal history	Median = 2.0, Ave. = 1.9
Poor interpersonal skills	Median = 3.0, Ave. = 3.2
Poor work ethic	Median = 4.0, Ave. = 3.4

21. How long does it usually take to bring a new hire up to the proficiency level of an experienced worker?

Number of months:	1	2	3	4	5 or more
	0%	8%	24%	16%	52%

22. How would you rate the ability of high schools in Northwest Indiana to prepare the workforce you need?

28%	Not applicable. Don't hire from high schools.
48%	Poor ability to prepare workers for my needs.
20%	Satisfactory ability to prepare workers for my needs.
4%	Good ability to prepare workers for my needs.

23. How would you rate the ability of the postsecondary trade and technical schools (e.g., IVY Tech) in Northwest Indiana to prepare the workforce you need?

8%	Not applicable. Don't hire from trade/technical schools.
8%	Poor ability to prepare workers for my needs.
60%	Satisfactory ability to prepare workers for my needs.
24%	Good ability to prepare workers for my needs.

24. How would you rate the ability of universities in Northwest Indiana to prepare the workforce you need?

0%	Not applicable. Don't hire from universities.
12%	Poor ability to prepare workers for my needs.
52%	Satisfactory ability to prepare workers for my needs.
36%	Good ability to prepare workers for my needs.

25. What kind of education and training assistance do you provide to your workers? Please indicate the degree to which you provide each of the following, with 5 being all workers receive this kind of assistance, and 1 being none or very few workers receive this kind of assistance.

Hands-on training on the workfloor	Median = 5.0, Ave. = 4.8
On-site classroom training provided by our own company trainers	Median = 4.0, Ave. = 3.8
On-site classroom training provided by contracted training vendors	Median = 2.0, Ave. = 2.1
Classroom training at a local school or other off-site location	Median = 1.0, Ave. = 1.6
Tuition reimbursement benefit	Median = 4.0, Ave. = 3.4
Continuing education for certification	Median = 2.0, Ave. = 2.3

No facilities are utilizing individual training accounts

26. What percent of your payroll is spent on training?

16%	Less than 1%
40%	1-2%
12%	3-4%
16%	5-6%
12%	More than 6%

27. Who is your current major supplier? **Gordon Food Service – Michigan (4), GE – tech equip. (3), Siemens – tech equip. (2), McKesson – pharmacy (2)**

28. Is your current major supplier located:

32%	Within Northwest Indiana?
68%	Outside Northwest Indiana?

29. Who is your current major customer? **Local residents**

30. Is your current major customer located:

100%	Within Northwest Indiana?
0%	Outside Northwest Indiana?

[Questions 31-33 not applicable to healthcare]

34. What keeps you in Northwest Indiana? Rate each on a scale of 1 to 5, with 5 being very important, and 1 being of little importance.

Availability of a qualified workforce	Median = 4.0, Ave. = 3.8
Tax environment	Median = 1.0, Ave. = 2.0
Proximity to my customer base	Median = 5.0, Ave. = 4.3
Proximity to my suppliers	Median = 1.0, Ave. = 1.6
Good place for me and my workers to live	Median = 4.0, Ave. = 3.9
Availability and cost of means to transport products	Not applicable

35. Within the next 5 years, do you foresee a need to:

88%	Expand at my current location?
36%	Expand elsewhere in Northwest Indiana?
8%	Expand elsewhere outside of Northwest Indiana
0%	Relocate elsewhere in Northwest Indiana?
0%	Relocate outside of Northwest Indiana?

36. What do you need most to thrive and grow here? Rate each of the following on a 1 to 5 scale, with 5 being very critical, and 1 being not very important.

Overall improvement in the economy	Median = 4.0, Ave. = 4.2
Better qualified workers	Median = 4.0, Ave. = 4.1
Better access to capital	Median = 4.0, Ave. = 3.6
New equipment/better technology	Median = 4.0, Ave. = 3.6
Better tax environment	Median = 2.0, Ave. = 2.2
More affordable transport methods	Median = 1.0, Ave. = 1.6
A larger regional airport	Median = 1.0, Ave. = 1.5
Better road network	Median = 2.0, Ave. = 2.3
Better local schools	Median = 3.0, Ave. = 3.3

37. What industry is your firm engaged in?

Healthcare:

- Hospital (11)
- Nursing home (4)
- Home healthcare/hospice (3)
- Medical clinic (2)
- Mental health facility (3)
- Rehabilitation services (2)

Survey Participants:

Jasper Co. Hospital	Jasper
Rensselaer Care Center	Jasper
Carroll Woods	LaPorte
LaPorte Hospital	LaPorte
St. Anthony	LaPorte
The Medical Group	LaPorte
VNA	LaPorte
First Care	Porter
Porter Memorial Hospital	Porter
Porter-Starke	Porter
Steel Family Health Care Center	Porter
VNA	Porter
Pulaski Health Care Center	Pulaski
Pulaski Memorial Hospital	Pulaski
Starke Memorial Hospital	Starke
Edgewater Systems	Lake
St. Anthony Home	Lake
St. Anthony Medical Center	Lake
Anchor Home Health	Lake
The Methodist Hospitals	Lake
Southlake Center for Mental Health	Lake
Tradewinds Rehabilitation Center	Lake
Community Hospital	Lake
St. Mary Medical Center	Lake
St. Catherine Hospital	Lake

Special thanks to:

City of Valparaiso
Greater Valparaiso Chamber of Commerce
Chesterton/Duneland Chamber of Commerce
Greater LaPorte Chamber of Commerce
Michigan City Economic Development Corporation
Michigan City Chamber of Commerce
Greater Portage Chamber of Commerce
Community Development Commission of Pulaski County
City of Knox
Starke County Development Foundation
City of Gary