

Collaborative Efforts to Address Recruitment and Retention Difficulties

October 21, 2025
2025 NYATEP Workforce Development Conference
Albany, New York

Today's Panelists



Robert Martiniano
Senior Program Manager,
Center for Health Workforce Studies,
University at Albany



Bridget Forshee
Statewide Director,
NYS Area Health Education Center
(AHEC) System



Ashleigh McGowan
VP of Innovation & Design,
Health WorkForce New York



Sarah Yaw
Director of K-12 Partnerships and
Academic Pathways,
Cayuga Community College

Learning Outcomes

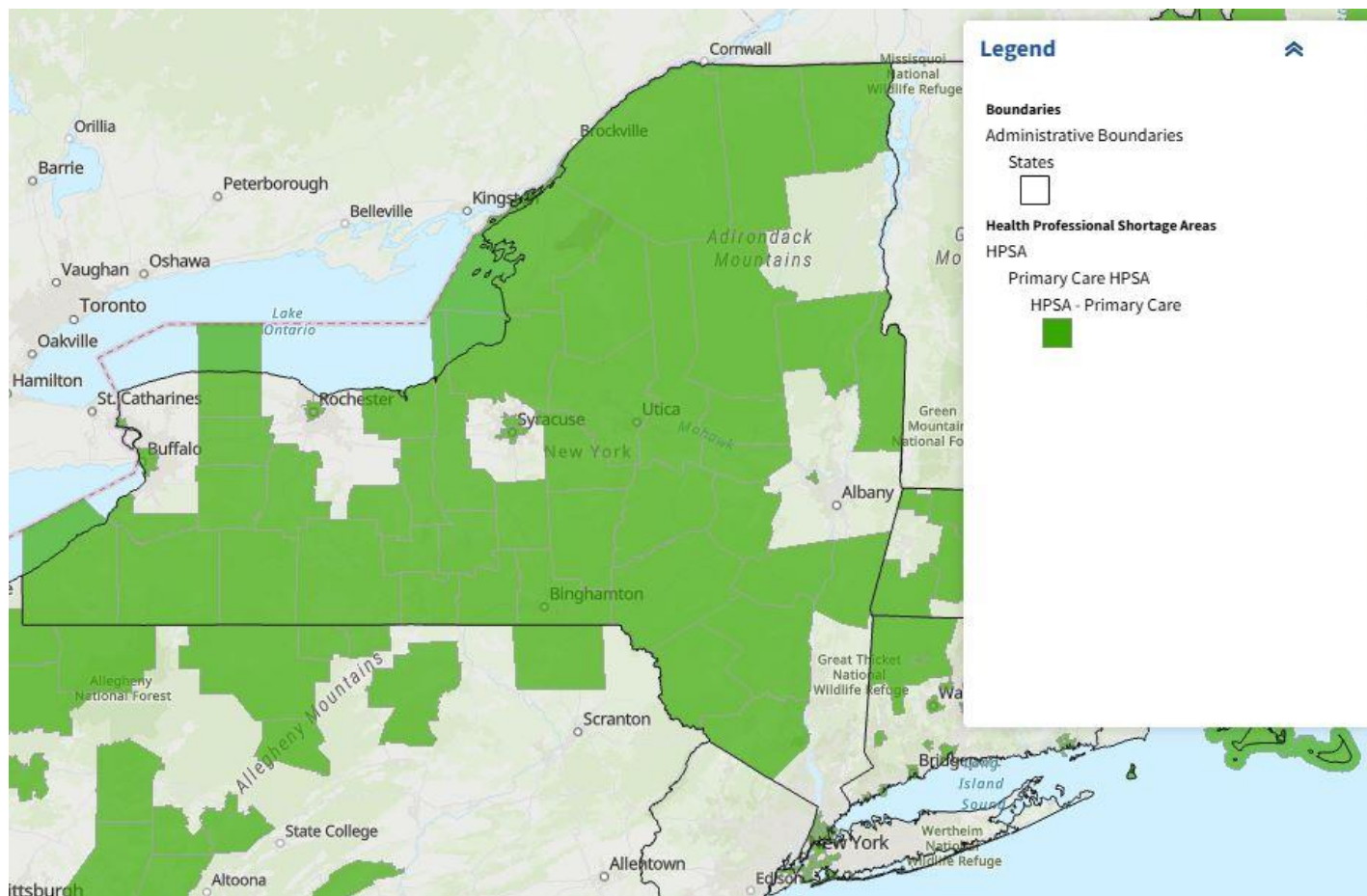
- Understand current recruitment and retention difficulties faced by healthcare institutions and how they translate to other employment sectors
- Identify potential solutions for addressing recruitment and retention difficulties and how they include collaboration and partnerships within the community
- Learn best practices for collaboration with other state organizations and community partners

What Do Healthcare Workforce Issues Have to Do With Me?

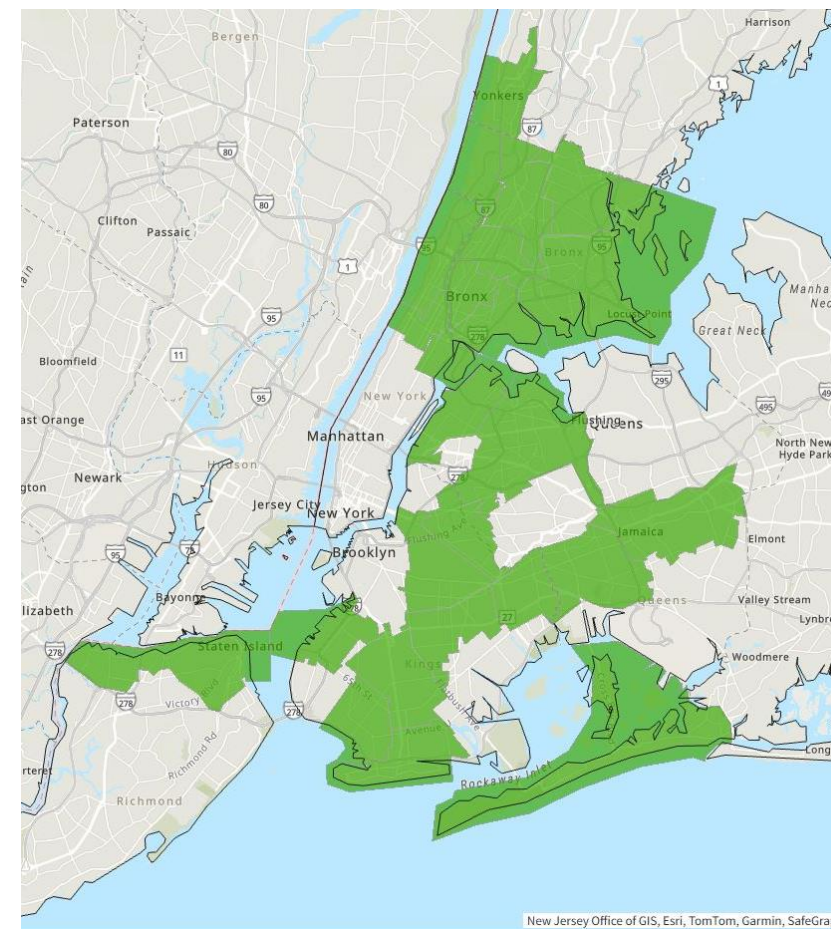
- Healthcare employment is one of the fastest growing job sectors, making up close to 14% of all jobs in NYS
- Sufficient/insufficient health workforce effects the health of communities
- Economic impact of unhealthy communities (jobs and chained dollars)
- Very similar recruitment and retention issues
- Changes need to be addressed
 - At the educational level
 - At the organizational level
- Worker needs must be addressed
- Strategies/solutions translate across industries

Primary Care Health Professional Shortage Areas

New York State



New York City



Solving Health Care Workforce Issues: Linkages and Collaboration

Presented by: Robert Martiniano, DrPH, MPA

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Center for Health Workforce Studies

The Center for Health Workforce Studies (CHWS)—established in 1996—is an academic research center based at the College of Integrated Health Sciences at the University at Albany, State University of New York

Mission:

To produce timely, accurate information and conduct policy-relevant research about the health workforce

Goal:

To assist health, professional, and educational organizations, policy makers, planners, and other stakeholders to understand issues related to the supply, demand, distribution, and the use of health workers

Understanding Registered Nurse (RN) Recruitment and Retention Issues in Hospitals

- In response to the state's nursing shortage, CHWS conducted a mixed-methods study of New York State hospitals to better understand issues related to persistent recruitment and retention challenges for RNs, with a special emphasis on safety-net hospitals
 - Funded by the Mother Cabrini Health Foundation
 - Analyzed secondary data sets
 - Interviewed Chief Nursing Officers, Nursing Recruiters, and Human Resources Staff, representing more than 50 hospitals across New York State
- Assessed reasons for the recruitment and retention difficulties
- Identified potential solutions for addressing these difficulties

Research Strategies Rolled Out to a Statewide Nursing Initiative

- In May 2025, the Mother Cabrini Health Foundation launched a “Nursing Initiative” grant program in 13 safety-net hospitals across New York State—an investment of \$51 million towards New York’s nursing workforce—to implement the strategies identified in CHWS’ research findings, specifically:
 - Magnet and Pathway to Excellence Designations
 - Create a more supportive environment for RNs
 - Utilize virtual nursing to support bed-side RNs
 - Patient monitoring
 - Patient education
 - Discharge planning
 - Create or expand nurse residencies
 - Assist in transition to practice
 - Provide mentoring
 - Empower newly trained RNs

What Are the Educational Issues?

- Assistance must go beyond tuition
- Disconnect between educational programs and employers
- Lack of faculty/aging of the faculty
- Lack of mentors
- Lack of training sites/training preceptors
- Need to introduce career options earlier in the educational process

What Are the Recruitment Issues?

- Employment sectors competing for the same individuals (paraprofessionals)
- Not meeting the needs of the new (younger) workforce
- Opportunities for clinical and non-clinical staff outside of healthcare
- Salaries and benefits

What Are the Retention Issues?

- Poor workplace culture
- Lack of career advancement
- Lack of work flexibility
- Opportunities for clinical staff outside of healthcare
- Opportunities for non-clinical staff outside of healthcare

What Are Potential Strategies/Solutions?

- Address burnout
- Develop stronger linkages with educational institutions
- Increased the availability of childcare services
- Increased pay and benefits
- Preparing (older) staff to be mentors and preceptors
- Schedule flexibility
- Train your own
- Training/upgrading for existing staff

Learn More: CHWS Recruitment and Retention Reports

[Health Care Worker Recruitment and Retention in New York State: What Are the Issues?](#)

[Understanding and Responding to Registered Nursing Shortages in Acute Care Hospitals in New York](#)

Questions?

For more information, please email me at: rmartiniano@albany.edu



CONNECT WITH US:



NYS AHEC SYSTEM

ABOUT US

Connecting students to careers, professionals to communities, and communities to better health



OCTOBER 2025



OVERVIEW

- 
- The New York State Area Health Education Center (NYS AHEC) System is a workforce development initiative focused on expanding the capacity and number of qualified healthcare professionals in the state. Tackling challenges associated with both rural and other medically underserved areas, we work collaboratively to implement community-based programming designed to support better care, better value, and better health.

MISSION AND VISION

MISSION: The NYS AHEC System strengthens the healthcare workforce by expanding education, career pathways, and training to improve access to quality care across the state.

VISION: A future where every New Yorker—regardless of location or background—has access to high-quality care delivered by a skilled and representative healthcare workforce.

WHERE WE ARE



NYS AHEC System Statewide Office
University at Buffalo, Dept. of Family Medicine
www.nysahec.org
Phone: (716) 816-7225



Northern AHEC
1 Main St., Canton, NY 13617
Phone: (315) 379-7701
www.northernahec.org

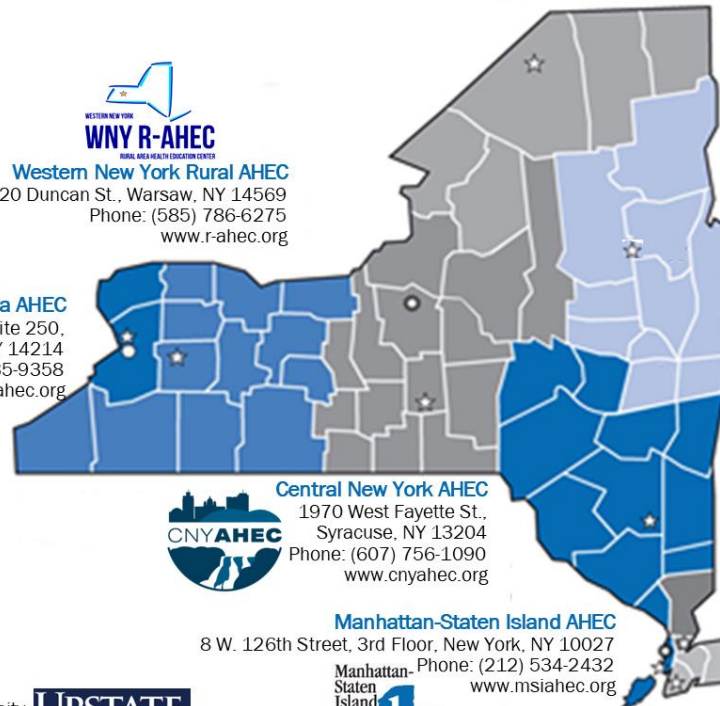
- ★ AHEC site locations
- ⊙ AHEC Regional Offices
- ⬡ AHEC Statewide Office



Western New York Rural AHEC
20 Duncan St., Warsaw, NY 14569
Phone: (585) 786-6275
www.r-ahec.org



Erie Niagara AHEC
100 Leroy Ave, Suite 250,
Buffalo, NY 14214
Phone: (716) 835-9358
www.erieniagaraahec.org



Hudson Mohawk AHEC
13 British American Blvd, Latham, NY 12110
Phone: (518) 867-8388
www.hmahec.org



Catskill Hudson AHEC
60 Park Lane, Suite 1, Highland, NY 12528
Phone: (845) 883-7260
www.chahec.org



Central New York AHEC
1970 West Fayette St.,
Syracuse, NY 13204
Phone: (607) 756-1090
www.cnyahec.org

Regional Offices

Central Regional Office
SUNY Upstate Medical University
www.upstate.edu



NYC Metro Regional Office
Institute for Family Health
<https://institute.org/>



Manhattan-Staten Island AHEC
8 W. 126th Street, 3rd Floor, New York, NY 10027
Phone: (212) 534-2432
www.msiahec.org

Bronx Westchester AHEC
2823 Third Ave, Suite 102, Bronx, NY 10455
Phone: (646) 974-8527
www.bwahec.org



Brooklyn-Queens-Long Island AHEC
300 Cadman Plaza West, Brooklyn, NY 11201
Phone: (332) 240-4479
www.bqliahec.org

WHAT WE DO

The NYS AHEC System implements community-based programs designed to encourage individuals, particularly those from underserved and underrepresented populations, to pursue a healthcare career. Across the state, we offer the following types of programs:

- **Healthcare Career Pathways**
- **Clinical Training & Internships**
- **Continuing Education**
- **AHEC Scholars**

EXAMPLE OF CENTER LED PROGRAMS

- Our centers are responsive to the needs of their communities and strive to provide flexible programming specifically developed to meet the persistent gaps of specific underserved populations.



Empowering and Mentoring in Medicine

- A career pathways program with shadowing opportunities, facility tours, and admissions planning



Birth Equity Project

- A special focus program educating and empowering birthing parents to help reduce maternal health disparities



Mental Health First Aid

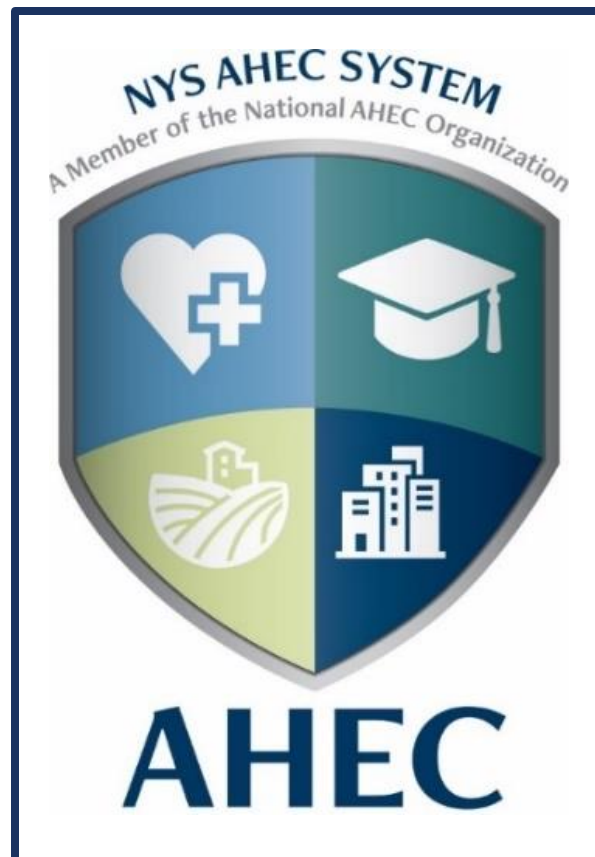
- A continuing education program that trains individuals to identify, understand and respond to signs and symptoms of mental health challenges



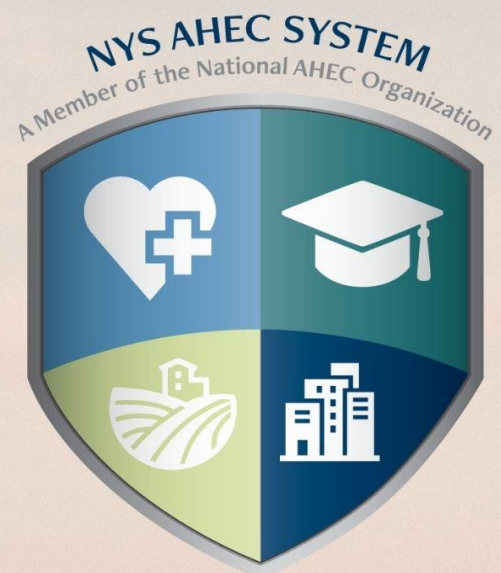
Rural Health Immersion Programs

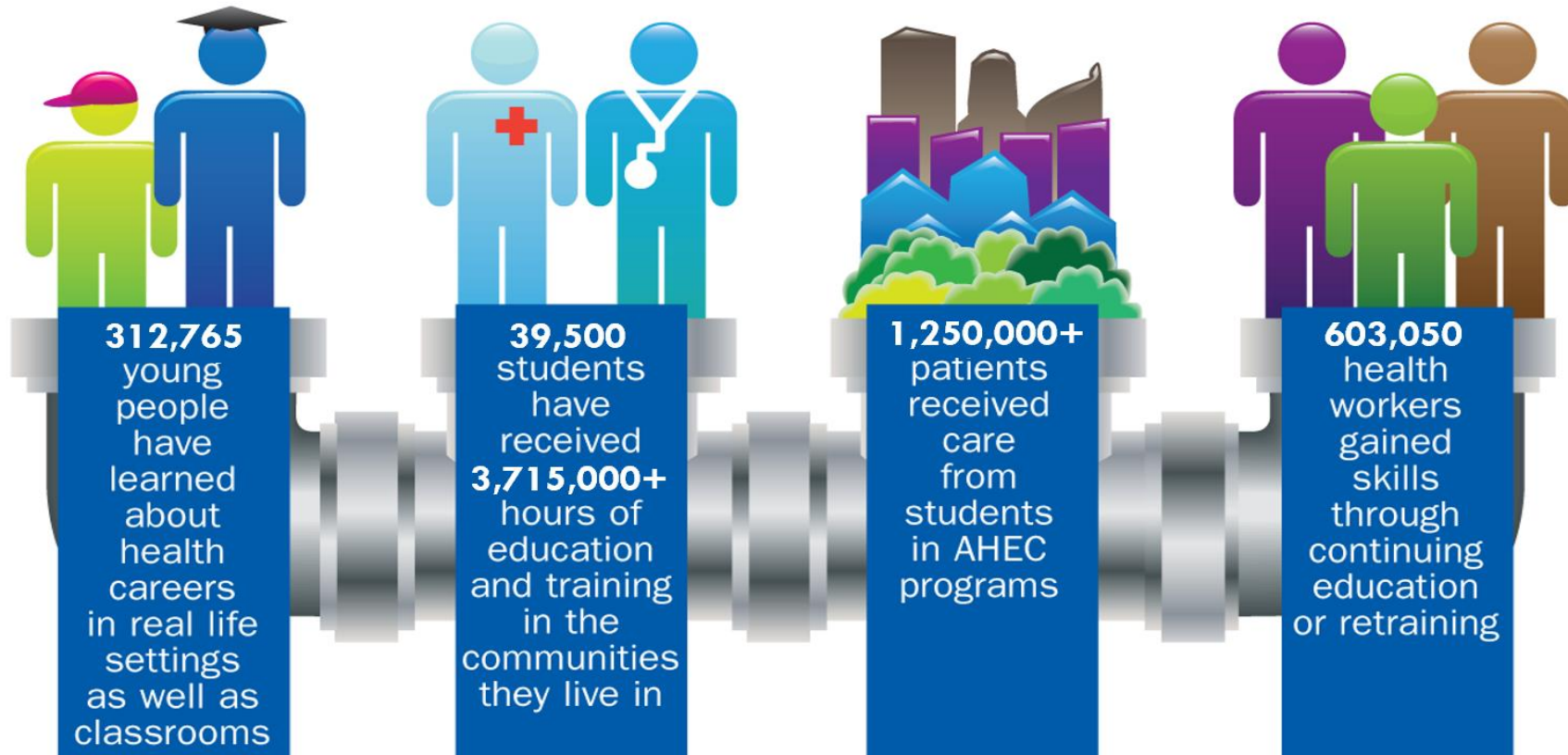
- A program for youth and health professions students that provides in-depth exposure into the challenges of rural healthcare

AHEC SCHOLARS PROGRAM



- A state-wide, -year long academic program designed to provide current health professional students with community-learning opportunities in underserved and medically disadvantaged areas, with the overall goal for students to gain a valuable understanding about the numerous social and cultural factors that influence an individual's overall health and their ability to access quality care.
 - Over **200** graduates across Cohorts 1, 2, 3, 4, 5, and 6
 - Over **130** current enrollees in Cohorts 7 and 8





AHEC'S IMPACT

COMMUNITY PARTNERS

We work together with community partners statewide to address health workforce needs.



Career Exposure/Pathways

- Educational Institutions
- Youth Organizations
- Academic Institutions



AHEC Scholars

- Academic Institutions
- Health Providers/Associations
- Community Health Organizations



Rotations/Internships

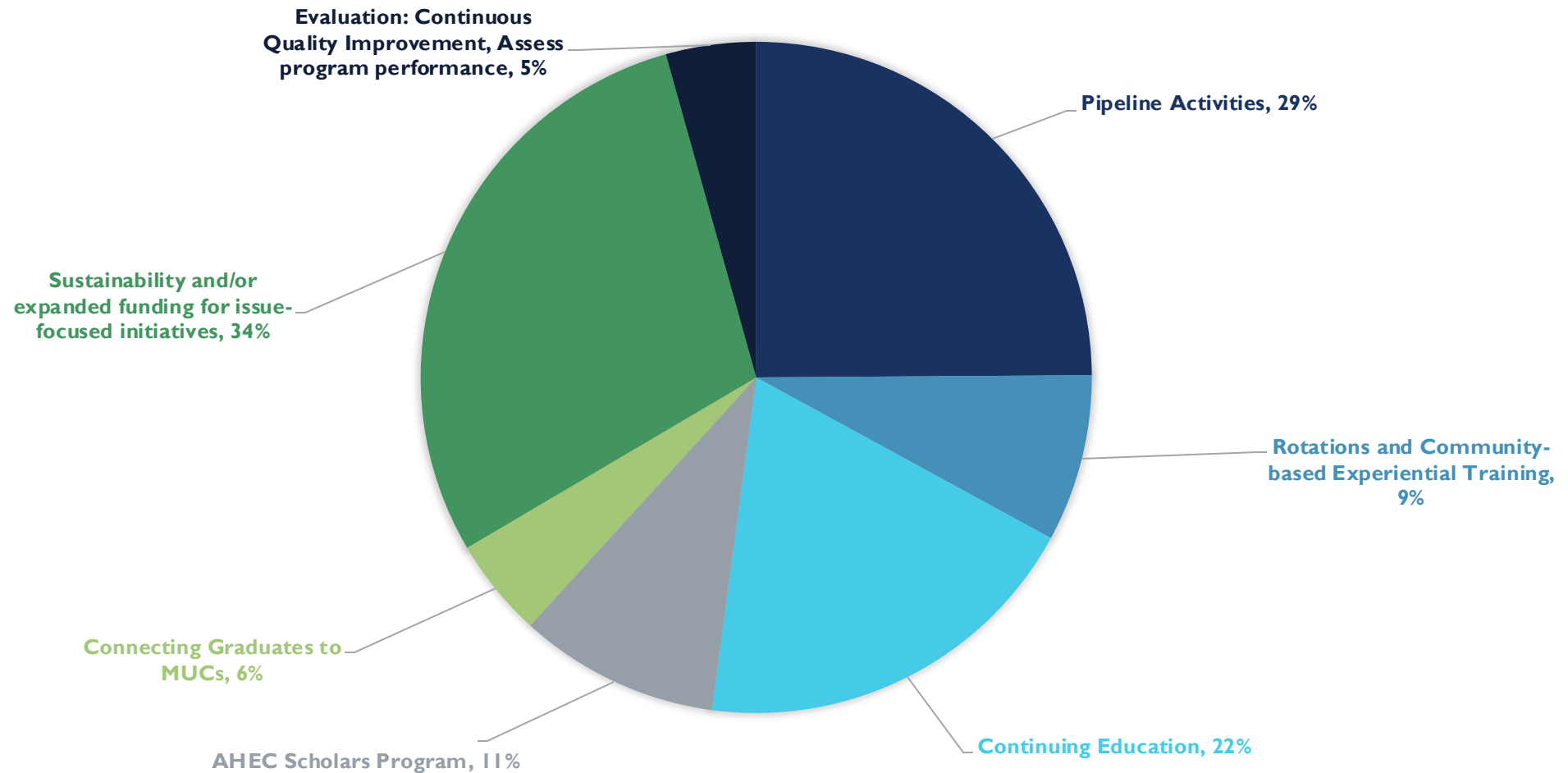
- Academic Institutions
- Healthcare Networks
- Community-Based Organizations



Continuing Education Programs

- Healthcare Networks
- Professional Associations
- Local Health Departments

NYS AHEC PARTNERS BY PROGRAMMATIC AIM



CONNECT WITH US!



Connecting students to careers, professionals to communities, and communities to better health



www.nysahec.org



Institute for Career Advancement in Medicine



Where the Pipeline Breaks Down

Lack of career
pathway exposure

Students dropping
out

Professionals leaving
or not advancing

Underserved
populations
excluded

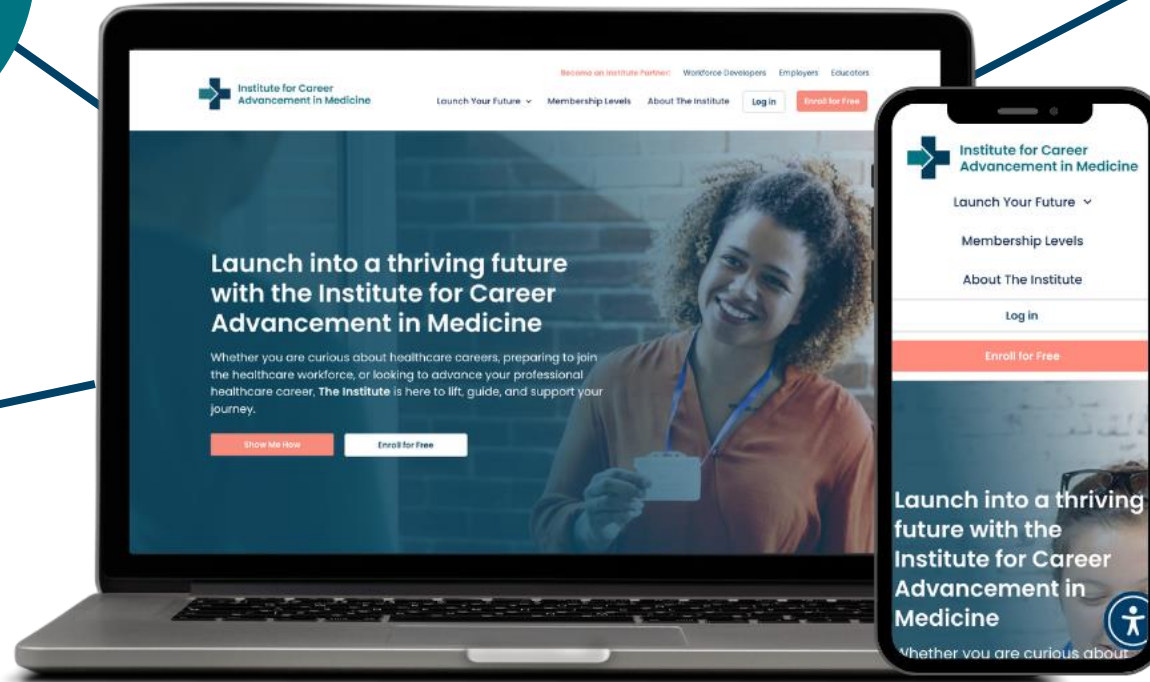
A Statewide Regional Workforce Development Initiative

Career Pathway
exploration
tools

Cross-sector
collaboration

Mentorship and
peer support

Personalized
Support Plans



Home

Explore Careers

Plan Your Career

Develop Your Skills

Get Career Support

Partner Initiatives

The Institute (ICAM)

NYSARH OARS

AHI's NCWC

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Alex Thompson

Sign out



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Welcome, Alex

[View Profile](#) | [Your Trainings](#)

Region: Northern NY | HWcollab Role: Career Explorer

ICAM Member | [View Certificate >](#)



Exploring

Training

Advancing

Let's launch your future together.

Step 1: Match Your Skills

Step 2: Get Experience

Step 3: Start Planning



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Let's launch your future together.

Step 1: Match Your Skills

Connect your interests, skills, and motivations with relevant healthcare careers. Get started by selecting from our 30 or 60 question profiler.

30 QUESTIONS

60 QUESTIONS

Or Explore Health Careers

- ➔ Explore regional pathways
- ➔ View high-need careers
- ➔ Search all occupations
- 🔗 View external career exploration resources

Step 2: Get Experience

- ➔ Find a MASH camp
- ➔ Job Shadow
- ➔ Search all experiential programs

Upcoming Camps



MASH Camp: Jefferson, Lewis, St. Lawrence Counties

MASH Camp is a unique opportunity for stu



View all ➔

Step 3: Start Planning

- ➔ Search training programs
- 🔗 Create budget
- ➔ Map your career (Coming Soon)
- ➔ Become an ICAM Scholar

Enrolled in a training program?

- 🔒 Update Career Status to unlock more resources
- 🔗 Become an AHEC Scholar

Learn more about AHEC Scholars



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- view high-need careers
- Search all occupations
- View external career exploration resources

MASH Camp: Jefferson, Lewis, St. Lawrence Counties

MASH Camp is a unique opportunity for stu



View all

Get Career Support

- Ask a question
- Search local career support services
- View online resources

ICAM Support

- Meet your ICAM Team
- Request a mentor
- Find local transport services
- Find local childcare services

Visit your local AHEC



Northern Area Health Education Center (NAHEC)



Your Career Profile

View Profile

Region: Northern NY

Change

Career Status: Exploring

Update

Account Role: Career Explorer

Update

Current Situation: College or University

Update

Career Interest:

Change

ICAM Status: Member

Manage

View Assessment Results >

Public Profile Builder (Coming Soon)



Partner Initiatives

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Get Career Support

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Explore Careers

Overview

Career Matching

High-Need Careers

All Careers

Other Resources

Your Careers

Interest Profiler

Quick Assessment

Experience Careers

Your Progress

23.31% Complete



Sr.No	Activity	Strongly Dislike	Dislike	Neutral	Like	Strongly Like
1	Build kitchen cabinets	☒	☐	☐	☐	☐
2	Develop a new medicine	☐	☒	☐	☐	☐
3	Write books or plays	☐	☐	☒	☐	☐
4	Help people with personal or emotional problems	☐	☐	☒	☐	☐
5	Manage a department within a large company	☐	☐	☐	☒	☐
6	Install software across computers on a large network	☐	☐	☐	☐	☒
7	Repair household appliances	☐	☐	☒	☐	☐



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Explore Careers

Overview

Career Matching

High-Need Careers

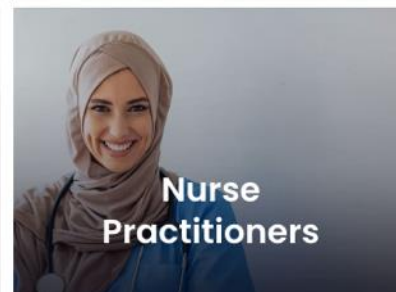
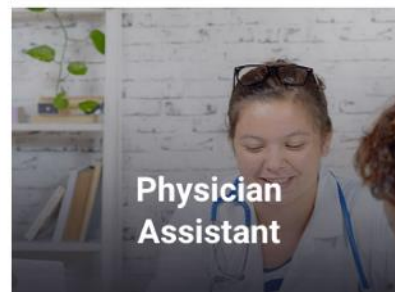
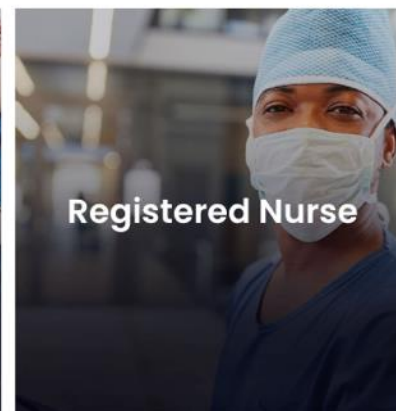
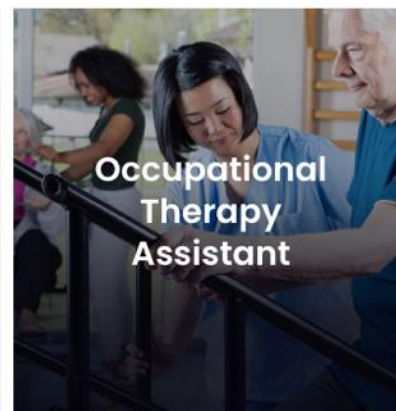
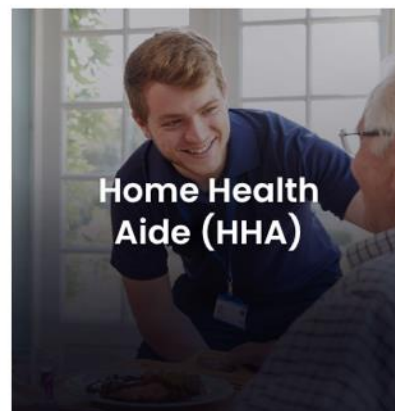
All Careers

Other Resources

Your Careers

High-Need Careers

Select a high-need career to learn more.



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Licensed Practical Nurse (LPN)

An LPN (Licensed Practical Nurse) provides basic medical care, assists with patient needs, and supports healthcare teams in various settings.

Pathway Options

Feeder Careers

Prior to getting your LPN degree, consider gaining valuable experience and foundational skills through these feeder careers, preparing you for your main career goal.

 Certified Nursing Assistant (CNA)

Direct Advancement Careers

With an LPN degree, you can consider these direct advancement opportunities to further your career in this field.

 Registered Nurse (RN)

 Case Manager

 Nutritionist

Indirect (Related) Careers

With LPN experience, consider these related career paths that utilize your skills and experience in new and exciting ways.

 Patient advocate

 Health Education

 Insurance Claims Analyst



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What are you looking for?

Educational Programs

Training Institutions

Filters Delivery Mode

Order by

A-Z



Program

Institution

By Occupation

By Training Mode

☐ Virtual

☐ In-person

Search

Reset Filters

Showing 100 out of 284 results



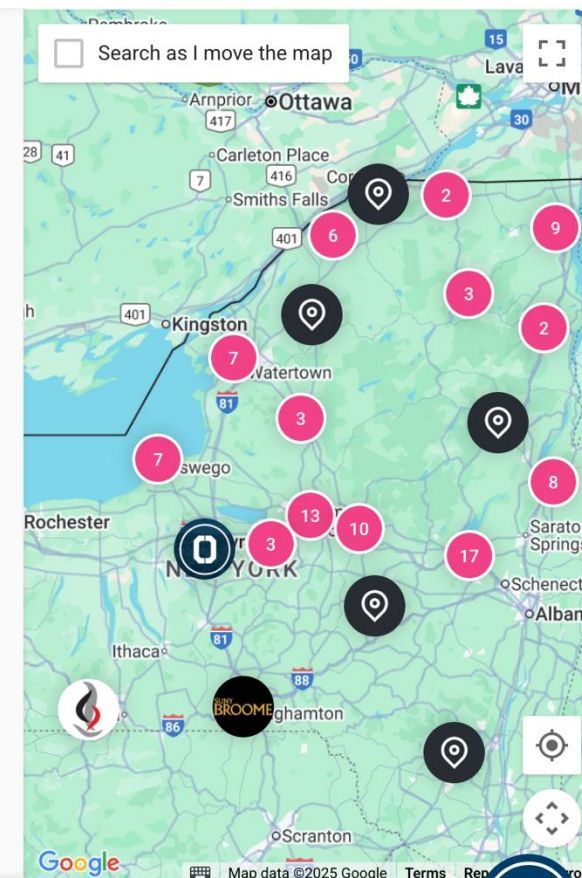
AAS Radiologic Technology ✓

If you wind up with an injury or a fluoroscopy procedure, a ...



Addiction Studies A.A.S.

Jefferson's two-year Addiction Studies A.A.S. program pre...



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Your Membership

Membership Levels

Certificates

Membership Levels



Institute Member

All members are awarded a **Certificate of Enrollment** and gain immediate access to the following:

- ✓ Institute Enrollment Certificate
- ✓ Institute Member ID
- ✓ Career Exploration Tools and Resources
- ✓ Career Planning Tools and Resources
- ✓ Skills Development Resources
- ✓ Institute Scholar Application



Institute Scholar

Upon approval, you'll continue to access everything at the Institute Member level, plus gain access to:

- ✓ Dedicated Career Support Services
- ✓ An Institute Advisory Team
- ✓ Regional Career Pathways Content
- ✓ Local Housing, Transport, and Childcare Database
- ✓ Institute Senior Scholar Application



Sr. Institute Scholar

Upon approval, you'll continue to access everything at the Institute Scholar level, plus gain access to:

- ✓ Community-based mentors with experience and expertise specific to your career development needs.
- ✓ Advanced Career Support Services such as letters of recommendation and referrals.

[You're eligible to apply](#)





Institute Resources

Access exclusive career resources only available to you as an Institute Member or Scholar.

Local Career Support

Explore local transport, childcare, and career development support services.

[Search Local Support](#)

Regional Career Pathways

Visualize a career pathway with a breakdown of requirements and steps.

[Explore Pathways](#)

Mentorship

Seek support and guidance from professionals in your community.

You must be an Institute Senior Scholar to access this resource. [Learn more and apply here >](#)



Proof of Concept: North Country Pilot



- **700+** Institute Members
- **70+** Institute Partners
- **1,200+** Community Partners
 - **531** healthcare employers
 - **279** workforce development organizations
 - **216** education & training programs
 - **202** social support service agencies

From Pilot to Statewide Momentum



Mother Cabrini
HEALTH FOUNDATION



HealthCARES
Consortium



Health Foundation
for Western & Central New York
Investing in Better Health for People and Communities



Department
of Health



Institute for Career
Advancement in Medicine

BOCES

AHECs

P-Tech

1115

STEM

Workforce
Development
Boards

Wrap-Around
Support
Services

Career
Pathways



Institute for Career
Advancement in Medicine



Career
Exploration
Tools

Community-
Partner
Programs

Local
Support &
Guidance



Building the Future Workforce



Join Us in Building New York's Health Workforce





Healthy Partnerships

Building NY's Healthcare Workforce Starting in 9th Grade

10.21.25



What are Early College High Schools?

Early College High Schools are cross-sector collaborations that provide first-generation/low-income students with free college courses designed to increase college degree completion and career literacy.

G. Ray Bodley's Early College High School-Health Sciences, Fulton, NY
(GRB, Cayuga Community College, Oswego Health)

- 9th graders take their first college class
- Rising 10th graders take 3-credit summer career literacy course that culminates with hospital rotations & capstone project
- 11th & 12th graders take courses on college campus, taught by college professors
- Each summer students visit new healthcare settings
- All students have access to 30+ college credits and all nursing admissions requirements & co-requisite courses



Outcomes – Enrollment & Retention

Early College High School Health Sciences	Enrollment
Cohort 3 (Current 12 th Grade)	• 31 Currently Enrolled • 13 Exited the Program • 70% Retention
Cohort 4 (Current 11th Grade):	• 31 Currently Enrolled • 6 Exited the Program • 84% Retention
Cohort 5 (Current 10th Grade):	• 44 Currently Enrolled • 3 Exited the Program • 94% Retention
Cohort 6 (Current 9th Grade):	• 32 Currently Enrolled

Outcomes – Grades

(2024-2025)

ECHS-Health Sciences Students	Rest of student body (includes ECHS-IT)
12th Grade ECHS Students 89.63% - Overall Average 100% - Passed with a 65%	12th Grade Students (Not ECHS) 80.91% - Overall Average 91.6% - Passed with a 65%
11th Grade ECHS Students 89.57% - Overall Average 100% - Passed with a 65%	11th Grade Students (Not ECHS) 79.06% - Overall Average 86.2% - Passed with 65%
10th Grade ECHS Students 88.58% - Overall Average 100% - Passed with a 65%	10th Grade Students (Not ECHS) 79.51% - Overall Average 91.2% - Passed with a 65%



Outcomes – Math

(2024-2025)

ECHS-Health Sciences Students	Rest of student body (includes ECHS-IT)
ECHS-HS Algebra I or Algebra B Results 100% passed 53% received 90% or higher	ECHS-HS Algebra I or Algebra B Results 65% passed 25.5% received 90% or higher
ECHS-HS Algebra II 96% passed 80% received 73% or higher	ECHS-HS Algebra II 97% passed 28% received 73% or higher

Outcomes – Regents Chemistry

(2024-2025)

ECHS-Health Sciences Students	Rest of student body (includes ECHS-IT)
• 100% passed • 69% - received 73% or higher	• 97.5% - passed • 71.7% - received 73% or higher

Why Do Math & Science Grades Matter to You?

- ✓ Math and Chemistry are health career gateway courses.
 - 40% of GRB's 2025 class took Regents Chemistry, &
 - 40% took of the 2025 class Algebra II, including the ECHS-HS students.
- ✓ Students who don't meet college readiness in math and chemistry have to take high school-level courses in college, adding time and expense to their degree.
- ✓ At Cayuga Community College, students who require math remediation have a 0% percent chance of completing a STEM degree.



ECHS Opportunities for Replication - Grant Opportunities

New York State Education Department

- Smart Scholars ECHS Grants

The Mother Cabrini Health Foundation

- Iroquois Healthcare Association received a grant from the Mother Cabrini Health Foundation to expand and sustain IHA's Healthcare Educational Consortium by enhancing existing Early College High School Health Sciences pilot programs and launching additional pilots in Upstate New York to strengthen the future healthcare pipeline.

Other funding Sources



Questions?

