

Recruiting, Training and Retaining a Diverse Nursing Workforce



Strategies to Hire and Keep Male,
Mature, Minority and Foreign Nurses
and Deliver Better Patient Care



A Two-Day National Conference ♦ July 26-28, 2004
Pre-Conference Workshops July 26 ♦ Radisson Hotel & Suites, Chicago

Case study presentations will reveal how to:

- ◆ Partner with key stakeholders in your community to recruit **bilingual nurses**
- ◆ Create cultural sensitivity training that will increase **nurse retention**
- ◆ Redesign benefits and the workplace to retain **mature nurses**
- ◆ Utilize **magnet status** to attract a diverse nursing staff
- ◆ **Work with educational institutions** to build a long term nurse recruiting program
- ◆ Design training from a **multilingual staff** to ensure compliance
- ◆ **Target male nurses** in recruiting through marketing
- ◆ **Make the business case** and patient care case for hiring a multilingual, multicultural nursing staff
- ◆ Implement best practices to build and maintain a **foreign nursing program**
- ◆ **Improve communication** between nurse and physician

Presented By:

Media Partners:



Hear from leading experts from these top institutions:

University of Pittsburgh Medical Center

Mercy Hospital and Medical Center

University of Illinois College of Nursing

Childrens Hospital Los Angeles

North Shore LIJ Health System

Childrens Memorial Hospital

Catholic University of America

Caldwell Memorial Hospital

NewYork-Presbyterian Hospital

Inova Health System

Baylor Health Care System

Northwestern Memorial Hospital

Duke University and Health Systems

**REGISTER TODAY BY CALLING 1-800-882-8684
OR BY VISITING US ONLINE AT WWW.IQPC.COM**

Recruiting, Training and Retaining a Diverse Nursing Workforce

"Increasing racial and ethnic diversity among health professionals is important because evidence indicates that diversity is associated with improved access to care for racial and ethnic minority patients, greater patient choice and satisfaction, and better educational experiences for health professions students, among many other benefits."

In the Nation's Compelling Interest: Ensuring Diversity in the Health Care Workforce
Institute of Medicine – February 2004



Dear Colleague:

The nursing shortage continues with no end in sight. Additionally, hospitals need to adapt to the rapid growth of cultural diversity in their own communities. Adding to these pressures is the dearth of nurses to fill much needed positions. To answer these needs, some hospitals have found innovative ways to recruit candidates from non-traditional areas.

The increase in the number of different languages encountered and the continued pressure on hospital resources—both workforce and revenue shortages—increase the challenge of appropriately responding to the problem of racial and ethnic disparities in healthcare.

Foreign nurse recruiting, recruiting males nurses, developing talent from both the university and high school level and leveraging partnerships with key stakeholders within the community have proven to be solutions. But what resources and strategies are required in order to carry these programs out?

And once nurses from different backgrounds have been absorbed into a new work environment, what kinds of training programs and attitudinal shifts need to take place? Specifically what kinds of training programs need to be implemented?

HealthcareIQ, a division of IQPC is presenting: **"Recruiting, Training and Retaining a Diverse Nursing Workforce,"** to be held July 26-28 in Chicago to showcase how hospitals have overcome the most common challenges in developing a skilled, bilingual, culturally sensitive healthcare workforce, and expanding recruiting efforts to attract them.

Case study presentations will highlight necessary steps to ensure that hospitals deliver quality patient care to a wide spectrum of patients, and just how they are recruiting nurses from broader backgrounds.

Register yourself and a team of key people. Just call 1-800-882-8684, fax the back of this brochure to 973-256-0205 or book online at www.iqpc.com/healthcare. Don't miss this opportunity to hear about recruiting and retention strategies in a single forum.

I look forward to seeing you in Chicago!

Best regards,
Emily Otani
Conference Director

Who Should Attend

Hospital and Health System Vice Presidents,
Directors and Managers of:

Administration	Recruiting
Nursing	Retention
Career Placement	Labor Relations
Workforce Development	HR
Human Resources	Reengineering
Staffing	Performance Management
	Organizational Development
	Diversity

Send a Team and Save

Team attendance not only ensures that all team members gain the knowledge, insight and training necessary to recruit a diverse workforce, it also provides your team with a variety of perspectives and opinions to bring back to the office. You can derive the greatest benefit from this event by registering key representatives from your team and those about to become a part of your team.

With all of the critical information that is going to be discussed during this conference, you are going to want to make sure that all of your key team members are present. To encourage team participation in this event IQPC is pleased to offer you the following discounts:

Groups of 2 or more will receive 10% off their entire registration when booked as a group

Groups of 3+ or more will receive 15% off their entire registration when booked as a group

*Please note that discounts cannot be combined with any other offers

IQPC Conferences Available on CD Rom!

Can't attend the conference? While there's no substitute for being onsite, you can now benefit from all of the presentations, exhibitor information and other key strategies and insights passed along at the event by purchasing a specially prepared *Recruiting, Training and Retaining a Diverse Nursing Workforce* CD ROM.

The CD Rom is a permanent reminder of the conference and contains all of the detailed PowerPoint™ presentations that were prepared by the speaker faculty and presented at the event; a full color conference brochure; detailed information about the event sponsors and exhibitors along with information about how your company can get involved at upcoming IQPC events! The cost of the CD Rom is only \$499 — a mere fraction of the registration price! To reserve your CD Rom call IQPC's Customer Service Department at **800-882-8684**.

A Note From IQPC About Workshops... In addition to hearing practical, first-hand information from the speaker faculty during the conference, IQPC has organized interactive workshops to compliment your learning needs. Led by experienced and recognized facilitators, these instructive three hour sessions will provide you with detailed information on how you can implement constructive changes in at your organization. Catering for all levels, these sessions will enable you to find solutions for your critical management challenges.

PRE-CONFERENCE WORKSHOPS - MONDAY, JULY 26, 2004

A MORNING WORKSHOP 8:00 AM – 11:00 AM

A Step-by-Step Guide to Overcoming Challenges in Foreign Nurse Recruiting

Since the nursing shortage began three decades ago, hospitals have been looking abroad to fill vacancies. Since then, nurses from Eastern Europe, the Philippines and Canada have been coming to the US to help hospitals staff up and significantly improve retention.

Hospitals that have embarked on such projects often find themselves stymied by immigration and lengthy accreditation process, delaying and in some cases halting the process altogether. Recruiting internationally is necessarily a long-term project, and doing it right means planning ahead.

In this workshop, you'll learn how to avoid the most common pitfalls in recruiting nurses from outside the US and how to build a highly performing foreign staff.

Through cases studies and discussion, you'll learn how to:

- Assess your need for recruiting abroad
- Streamline the accreditation process
- Understand immigration measures
- Set up the internal infrastructure necessary to support foreign nurse recruitment
- Allocate resources
- Create education programs to ease the transition from one culture to another

About your workshop leaders: Katherine L. Bullard, R.N., M.S.H.S.A., is **Chief Nursing Officer for InterStaff, Inc.**, a Houston-based firm that recruits and trains foreign nurses for U.S. hospitals and healthcare systems. Over the course of her 20+ year career in acute care, Ms. Bullard has worked closely with foreign-trained RN's as a peer, clinical educator, manager and Chief Nursing Officer. A seasoned traveler with an intense interest in understanding and experiencing other cultures, she has also worked side-by-side with foreign nurses in their own hospitals, experiencing for herself the role of "foreigner" in other countries. **Connie Jacobs** has over twenty-five years of acute care progressive healthcare leadership and consulting experience focused on RN Workforce Management, developing short and long term scheduling and staffing plans, including recruitment, retention, and education. Connie is regarded as a national expert in Nursing Workforce Management and for her publishing and speaking engagements at national healthcare conferences. She is known for her ability to interpret disparate data and develop action plans with recommendations associated with metrics tied to financial goals and objectives. Her methodology and approach are focused on the client's best interests.

B AFTERNOON WORKSHOP 11:30 AM – 2:30 PM

Identifying Performance Measures to Recruit, Retain, and Manage a Qualified Healthcare Staff

Mission and values statements, best practice recruitment efforts, and highly publicized incentive programs to retain employees are meaningless when the individuals employed by the organization don't really walk the talk.

Despite tremendous effort, and in some cases improvement, in recruiting healthcare staff, just finding more warm bodies to fill vacancies isn't enough. Employees and staff members who don't and won't share the organizational values or match the cultural needs of the patients and community tend to challenge and even compromise patient satisfaction and inevitably clinical outcomes.

In this highly participative workshop, you will learn a strategy and technique to:

- Easily identify the criteria for attracting and retaining qualified and motivated staff,
- Accurately and efficiently assess candidates and employees who fit the job, team and culture, and
- Effectively manage performance across the organization including paying for results.

About your workshop leader:

Ira S. Wolfe. As founder of **Success Performance Solutions** and president of **Poised for the Future Company**, Ira is considered one of the brightest and most talented minds at assessing and managing employees for peak job performance. Wolfe's approach and solutions to workforce challenges are described by clients and colleagues alike as intuitive, practical and down-to-earth. His approach to employee selection and performance management has earned him the endorsement and respect of both business leaders and consultants alike. Ira has actively participated in health care since 1978 as a care provider, hospital division chair, and currently is a member of the executive committee and Board of Trustees of a community health care system. Ira is also the author of *Understanding Business Values and Motivators* and *The Perfect Labor Storm Fact Book: Why Worker Shortages Won't Go Away*.

C AFTERNOON WORKSHOP 3:00 PM – 6:00 PM

Best Practices in Results Based Retention Strategies for a Diverse Nursing Workforce

Many hospital and nurse recruiters will say that the difficulty is not in recruiting, but in retaining your workforce. In a profession where demand is high and candidates can pick and choose where they want to work, creating retention strategies, benefits structures and a working environment that is appealing, rewarding and friendly to all backgrounds becomes a crucial business imperative.

In this workshop you'll about key results-based retention tools, tips and strategies to implement at your own organization that will have a real impact on your ability to keep the diverse workforce you hired. You'll take away ideas on how to:

- Partner with key stakeholders to create a diversity friendly environment
- Build rewards, incentives and benefits that encourage retention
- Create training programs that have a direct impact on reducing turnover
- Measure the success of your programs through employee surveys

About your workshop leader:

JW Wallace, RODC is the **Senior Director of Diversity Initiatives**, for the **University Pittsburgh Medical Center (UPMC)** in Pittsburgh, Pennsylvania. He is a retired Major from the U.S. Army having served over 25 years in Active and Reserve duty. He received his BA Degree in Business Administration from McKendree College in Lebanon, IL. After leaving the military, he continued his education receiving an MA in Human Resources Development & Industrial Counseling (Organizational Development) from West Virginia University in Morgantown, WV. He later received a second Masters in Human Relations from Webster College in Missouri. Following his education and working in the field of Organization Development, accomplished accreditation as a Registered Organizational Development Consultant (RODC). He began his civilian career with Koppers Corporation as the first African-American supervisor in their plant in Follansbee, WV.

8:00 Coffee and Registration

8:45 Chairperson's Welcome

Marian C. Turkel RN PhD
Director, Professional Practice and Development
NORTHWESTERN MEMORIAL HOSPITAL

9:00 Making the Business Case for Recruiting a Diverse Nursing Staff

As hospitals increasingly compete for market share, providing a healthcare staff that is reflective of the diversity in the community it serves becomes a business imperative. The ability to communicate and relate to a diverse patient population becomes a primary factor in what healthcare provider a patient chooses. In this presentation you'll hear about:

- Linking diversity to the quality of patient care delivery
- Communicating the value of a diverse population to senior management and obtaining executive buy-in
- Supporting diversity efforts to increase retention and reduce turnover

Joseph Cabral
Corporate Director of HR Employment Services
NEWYORK-PRESBYTERIAN HOSPITAL
The Teaching Hospital of Columbia and Cornell

9:45 Building a Bilingual Nurse Consortium by Tapping Community Talent

This presentation is designed to share an innovative program that recruits foreign-trained nurses, living in the State of Illinois, who wish to practice their chosen profession. Working in partnership with community stakeholders, the program provides structured educational classes as well as social support to enable nurses to successfully complete the licensure process.

This presentation is designed to:

- Heighten awareness of the need for bilingual/bicultural nurses
- Share a different type of "foreign recruitment" that can be very effective
- Give participants a "how to" model to use in their communities

Catherine Walsh
Vice President, Chief Nursing Officer
MERCY HOSPITAL AND MEDICAL CENTER

10:30 Morning Networking Break

10:50 Best Practices in Internal Cultural Sensitivity Training to Retain Staff

Diversity includes a wide range of characteristics such as, but not limited to, differences regarding: race, language, culture, gender, sexual orientation, age, differing physical ability, ethnicity, religion, appearance, class, socioeconomic status, educational background, management status and job experience just to name a few. This presentation will cover:

- How valuing workforce diversity affects bottom-line business issues;
- What culture is and how it impacts perception, behavior, values;
- Why differences affect how people work, want to be managed and manage others;
- Understand where false assumptions stem from so as to overcome biases and prejudice;
- How to improve communication skills
- The importance of surfacing, discussing and valuing differences so as to constructively manage workplace conflict;

- How valuing differences prevents workplace discrimination and harassment.

JW Wallace
Senior Director, Office of Diversity
UNIVERSITY OF PITTSBURGH MEDICAL CENTER

11:35 Developing Language, Culture and Communication Training Programs for Multicultural-Multilingual Nurses

As hospitals continue to recruit nurses from abroad to fill vacancies, communication barriers arise, which can compromise the level of patient care. That's why hospitals must take steps to ensure that nurse-physician and nurse-patient communication is clear. Additionally these training programs should be designed to aid the transition from one culture to another, as well as clarify specific operating procedures unique to each hospital setting. In this presentation, you'll hear about:

- Education for successful entry into new setting
- Training for medical terminology and documentation compliance
- Hospital operations training
- Continuous learning for improving communication and creating a culture of inclusion

Ann Marie T. Brooks
Dean, School of Nursing
THE CATHOLIC UNIVERSITY OF AMERICA
Washington, DC

12:20 Networking Lunch for Speakers and Delegates

1:30 Utilizing Performance Metrics and Quality Management to Improve Diversity Recruitment

Effectively planning for and meeting University and Health System staffing requirements of today's organizations is both an important and formidable undertaking. Whether recruiting new talent to Duke or preparing and supporting internal candidates for promotion, recruitment activities are an important responsibility for all hiring officials. Effective planning on the front end is one of the essential contributors to success. The diligent efforts of a qualified and proactive recruitment team will help ensure the continued legacy of leadership in Duke's future. The presentation will include:

- Recruitment and Retention Efforts, aligned with the Balanced Scorecard
- Expected Job Results and Behaviors
- Developing a Human Capital Strategic Plan, with a focus on Diversity
- Quality Management and Performance Metrics

Linda Hendricks
Assistant Vice President, Recruitment and Talent Management
Denise Motley Johnston, J.D.
Director of Recruitment
DUKE UNIVERSITY AND DUKE UNIVERSITY HEALTH SYSTEM

2:15 Creating a Culture of Retention for Novice Nurses at a Magnet Hospital

The inability to handle the intense working environment, advanced medical technology, and high patient acuity has resulted in new graduate nurse turnover rates of 35--60% within the first year of employment. This high turnover rate has substantial financial and emotional costs. It affects new graduates personally and professionally, increases employer costs of hiring and orienting, and threatens healing relationships with families. Nurse leaders can impact these trends by creating a culture of retention for novice nurses. By designing an RN internship program, nurse leaders and educators can ease the transition of novice nurses to their first professional nursing position. In this presentation the audience will hear:

- How to present the business case for an RN internship program

- How to design and implement the program for novice nurses
- What are the critical design factors for success
- How to develop mentoring systems
- What is the organizational impact on recruitment and retention

Diana Halfer MSN, RN

**Administrator of Clinical and Organizational Development
CHILDREN'S MEMORIAL HOSPITAL**

3:00 Afternoon Networking Break

3:20 Overcoming Cultural Barriers to Recruitment through Marketing

Inova's externship program, running now for 3 years has evolved into a successful program that provides nursing students an opportunity to work in an acute care setting. The program provides early recruitment to the organization, and eases the transition from student to nurse. During this time, the hospital's efforts went from 12% of minority recruits to the current level of 36%. In this presentation, you'll hear how marketing efforts were devised specifically targeted toward interesting minorities and males in nursing. This included:

- Debunking stereotypes, and presuppositions about the nursing profession and communicating this to a diverse population

- Developing targeted marketing plans through advertisement campaigns
- Building networks through community organizations

Patricia Lane

**Director of Nursing Clinical Development and Research
INOVA HEALTH SYSTEM**

4:05 PANEL DISCUSSION Impacting Healthcare Delivery and Increasing the Level of Patient Care through a Multicultural/Multilingual Staff

- What are the patient care implications?
- Determining what your goals and objectives are for recruiting a multilingual/multicultural staff

Panel participants:

**Ann Marie T. Brooks, Dean, School of Nursing
THE CATHOLIC UNIVERSITY OF AMERICA**

**Catherine Walsh, Vice President, Chief Nursing Officer
MERCY HOSPITAL AND MEDICAL CENTER**

**Joseph Cabral, Corporate Director of HR Employment Services
NEWYORK-PRESBYTERIAN HOSPITAL**

4:50 Chairperson's Closing Remarks and End of Day One

DAY TWO WEDNESDAY, JULY 28, 2004

8:00 Coffee and Registration

8:45 Chairperson's Welcome

Marian C. Turkel RN PhD

**Director, Professional Practice and Development
NORTHWESTERN MEMORIAL HOSPITAL**

9:00 Improving the Nurse-Physician Relationship: A Key Component to Nursing Staff Retention

Finding ways to increase the recruitment and retention of registered, culturally diverse nurses during a major nursing shortage has been a challenging initiative for most Chief Nurse Executives. Numerous nursing research studies have focused on the importance of organizational support and creation of a positive work environment as being essential to the retention of all nurses. However, in most discussions of practice transformation strategies, the role of the nurse-physician relationship has not been a major focus. The literature on Magnet hospitals consistently reports that nurses in Magnet hospitals have "good" nurse-physician relationships and the importance of these relationships on nurse satisfaction and turnover. During this presentation the following points will be highlighted:

- Importance of the nurse-physician relationship to nursing retention
- Strategies to enhance the nurse-physician relationship
- Influence of cultural values as it relates to the nurse-physician relationship
- Creating a dynamic nurse-physician relationship within your organization

Marian C. Turkel RN PhD

**Director, Professional Practice and Development
NORTHWESTERN MEMORIAL HOSPITAL**

9:45 Developing a Foreign Staff and Nursing Recruitment Program to Build Diversity and Increase Hiring

For more than fifty years, Baylor Health Care System has cultivated a rich community of diverse nursing staff, including the unique contribution and strong sense of community that characterizes Baylor's Filipino nurses. A program has been developed to combine targeted recruitment of current

employees' friends and family in the Philippines with strategic investment in international educational programs. Baylor's vision is not only to offer opportunities to expand the Filipino community at Baylor, but also to sponsor select Filipino nurses to pursue Masters degrees while working in the U.S., before returning to the Philippines as qualified faculty and providing much-needed educational resource in their own country. This presentation will include:

- A snapshot of the careers of key Baylor Filipino nurses, including the CNO of Baylor's flagship hospital
- An overview of international strategy and process
- An exploration of critical success factors, from recruitment through Baylor's high-touch onboarding program
- A celebration of diversity, sharing highlights of Baylor's 2004 Annual International Day

Fiona Mcleod Butts

**Director of Workforce Strategy
BAYLOR HEALTH CARE SYSTEM**

10:30 Morning Networking Break

10:50 Strategies for Recruiting Male Nurses and other Underrepresented Populations into Nursing

In an effort to increase the interest of people going into health care to help reduce the shortages, and realizing the lack of equal representation of male nurses among the ranks, as well as the need to fill vacancies across the country, Caldwell Memorial Hospital spearheaded an effort in their community to actively recruit nurse candidates from underrepresented populations--from minority populations to those seeking a second career in nursing. With the support from a Duke Endowment, Johnson&Johnson and The North Carolina Center for Nursing, an aggressive advertisement and recruitment campaign began, with the objective of making a real impact on the nursing shortage and providing an increasingly diverse patient population with better care and representation. In this presentation, you'll hear how the hospital:

- Created Diversity Coordinator positions to actively recruit and partner with educational and community institutions to educate and inform the public, and possible candidates, about health care careers.
- Targeted audiences underrepresented in health care, in marketing for nurse recruitment into nursing programs

- Communicated the patient care imperative for diversity in nurse recruitment
- Sees diversity in both treating a diverse population as well as its benefit in nurse recruitment and retention

You have heard the "why's", now learn the "how" in helping to avert the nursing shortages and increase the diversity of your nursing staff/workforce which benefits the community that you serve and the employees that you have and need.

Sam Clemmons, R.N., B.S.N.
Diversity Coordinator
CALDWELL MEMORIAL HOSPITAL

11:35 Building an RN Residency Program to Meet Staffing Needs and Increase Staff Diversity

The shortage of experienced RNs has increased the acute care hospital's reliance on new graduate nurses to meeting staffing demands. Due to today's complex, high stress hospital environment, the gap between new graduate preparedness and professional readiness has grown ever wider, presenting a profound training challenge. In 1999, Childrens Hospital Los Angeles bridged this gap by developing and implementing an innovative 22-week RN Residency Program. Applicable to both pediatric and adult settings, the RN Residency has proven its value. With over 500 residency graduates at four hospitals, the program continues to demonstrate compelling clinical practice and financial outcomes.

This session will highlight the following discussion points:

- Unique challenges with new graduates
- Program development process
- Use of the Residency as a hospital marketing tool
- Demonstrated operational cost effectiveness
- Utilization of the Internet to implement and evaluate the program

Charles F. Krozek, RN, MN
Executive Director, RN Residency and Professional Development
CHILDRENS HOSPITAL LOS ANGELES

12:20 Networking Lunch for Speakers and Delegates

1:30 How Magnet Recognition for Excellence in Nursing Service Impacts Recruitment and Retention Strategies

Learn how North Shore University Hospital's Leadership Team has created a pipeline of future nurses and how they have aggressively taken steps to reduce their RN vacancy rate by 50%. The presentation will outline the benefits of achieving the Magnet Award and how it effects nursing recruitment and retention. It will also clearly illustrate how the nurses' practice environment impacts overall job satisfaction.

- Key drivers that contribute to RN job satisfaction
- Strategies to enhance RN recruitment
- Initiatives that can positively influence staff retention

- How to create a professional practice environment that supports registered nurses

Margarita Baggett, RN MSN
Deputy Executive Director/Nurse Executive
NORTHSHORE LONG ISLAND JEWISH HOSPITAL

2:15 PANEL DISCUSSION Prioritizing Resources for Diversity in Nurse Recruiting

- Allocating resources for foreign nurse recruiting versus local recruiting
- Tracking the long term cost savings of retention
- Creatively using resources—leveraging networks to reduce spending

Panel Participants:

Fiona McLeod Butts, Director of Workforce Strategy
BAYLOR HEALTH CARE SYSTEM
Sam Clemmons, RN, Diversity Coordinator
CALDWELL MEMORIAL HOSPITAL
Charles F. Krozek, RN, MN
Executive Director, RN Residency and Professional Development
CHILDRENS HOSPITAL LOS ANGELES

3:00 Afternoon Networking Break

3:20 Creating Strategies to Recruit and Retain Mature Nurses into your Workforce

Consensus is rare when it comes to policy and/or labor market solutions, however, in the case of the nursing labor shortage there is consensus and that consensus is that there is no "magic bullet" for this problem. How to best address the labor shortage of nurses depends, in large part, on the specific work setting and even within the same setting (e.g., the hospital) not all RNs want or need the same incentives to join or remain in the profession, based on their needs and lifestyle.

This presentation will focus on alternative staffing models that have been implemented and evaluated for mature nurses and some of the essential ingredients necessary to enhance the recruitment and retention of mature RNs. The solutions to the nursing labor crisis must be:

- Multifaceted
- Vary by the needs of the nurses, which cluster into 3 or 4 distinct groups within any health care organization
- Designed so that role of the nurse manager is altered
- Focused on the work environment
- Redesigning benefits to keep mature nurses working
- Preventing nurse "burn out"

Noreen Sugrue, Senior Research Associate
COLLEGE OF NURSING, UNIVERSITY OF ILLINOIS

4:05 Speaker Q&A Sessions

4:50 Chairperson's Closing Remarks and End of Conference

Attendees take this opportunity to pose questions they have had throughout Day One of the conference for our speaker faculty to address.

ABOUT OUR MEDIA PARTNERS



Strategies for Nurse Managers is a 12-page, monthly how-to resource that was created exclusively to help nurse managers save time performing their job successfully. Each monthly issue provides nurse leaders with field-tested ideas, tips, and how-to's on managing effectively, gaining the respect of peers and employees, recruiting and retaining the best staff, making the best of employee relations, and avoiding the number one pitfall of nurse managers—burnout. Call 800/650-6787 to start your free trial or visit us at www.hcmarketplace.com. Subscription offers FREE Continuing Nursing Education Contact Hours!



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SPONSORSHIP and EXHIBITION OPPORTUNITIES

WHY SPONSOR OR EXHIBIT AT RECRUITING, TRAINING AND RETAINING A DIVERSE NURSING WORKFORCE?

Sponsorships and Exhibits at **Recruiting, Training and Retaining a Diverse Nursing Workforce** are excellent opportunities for your company to showcase its products and services to a highly targeted, senior-level audience focused on developing and enhancing diversity programs. IQPC and its **Recruiting, Training and Retaining a Diverse Nursing Workforce** conference helps companies achieve sales, marketing and branding objectives by setting aside a limited number of event sponsorships and exhibit places - all of which are custom-tailored to help your company create a platform that will maximize its exposure at the event and reach key decision makers.

WHAT TYPE OF EXPOSURE CAN MY COMPANY HAVE AT RECRUITING, TRAINING AND RETAINING A DIVERSE NURSING WORKFORCE?

IQPC prides itself on creating sponsorship and exhibit opportunities that fit your company's specific sales, marketing and branding needs. In order to maximize your organization's exposure at **Recruiting, Training and Retaining a Diverse Nursing Workforce**, we will work with you to create a custom tailored package for your company that will have the greatest impact on your target audience.

Below you'll find just a few of the most popular sponsorship packages – all of which include a specific number of delegate passes, exhibition booth and a direct marketing campaign specifically targeting your clients and prospects.

Title Sponsor	CD Roms	Co-Sponsor	Workshop Sponsorship	Registration Sponsor	Wireless Network
Luncheon Sponsor	Welcome Packs	Cocktail Reception(s)	Collateral Package	Refreshment Break(s)	Internet Café

EXHIBITION BOOTHS

Exhibit booth location is based on two factors - the type of sponsorship package your organization chooses and the date of sponsorship/exhibit registration. Reserve your space today to ensure you get the booth location of your choice.

MORE INFORMATION

To learn more about these and other marketing opportunities please call Shannon Forrester at 212-885-2719 or via email at sponsorship@iqpc.com.

Register by Phone, Fax, E-Mail or Online

Phone: 1-800-882-8684 or 973-256-0211

Fax: 973-256-0205 24 Hours A Day

Mail: International Quality & Productivity Center
150 Clove Road, Little Falls, NJ 07424-2157

Email: info@iqpc.com **Web:** www.iqpc.com

Important! To speed registration, provide the product code located on the back page—even if it is not addressed to you!

MAKE CHECKS PAYABLE IN U.S. DOLLARS TO: IQPC

* CT residents or people employed in the state of CT must add 6% sales tax.

PRICING	HOSPITALS:		ALL OTHERS:	
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Conference plus 3 workshops	save \$400 \$2,799	save \$100 \$3,099	save \$400 \$2,999	save \$100 \$3,299
Conference plus 2 workshops	\$2,699	\$2,699	\$2,899	\$2,899
Conference plus 1 workshop	\$2,199	\$2,199	\$2,399	\$2,399
Conference ONLY	\$1,699	\$1,699	\$1,899	\$1,899

Workshop(s) ONLY \$500 each

TEAM DISCOUNTS

With all of the critical information that is going to be discussed during this two-day conference, you will want to ensure that all your key team members are present. To encourage team participation in this event, IQPC is pleased to offer you the following discounts:

Number of Attendees	Savings Of:
2	10%
3+	15%

Details for making payment via EFT or wire transfer:

Greater Community Bank, 150 Clove Road, Little Falls NJ 07424
Phone: 973 890-5444

ABA/Routing: 021206566 Acct Name: International Conference Institute
Account #: 21104620 Fed Tax ID: 13 3839754

Reference: Please include the name of the attendee(s) and the event number: 2171.01

Payment Policy: Payment is due in full at the time of registration and includes lunches, refreshments and detailed conference materials. Your registration will not be confirmed until payment is received and may be subject to cancellation.

IQPC Cancellation, Postponement and Substitution Policy: You may substitute delegates at any time. IQPC does not provide refunds for cancellations. For cancellations received in writing more than seven (7) days prior to the conference you will receive a 100% credit to be used at another IQPC conference for up to one year from the date of issuance. For cancellations received less than seven (7) days prior to the event no credits will be issued. In the event that IQPC cancels an event, delegate payments at the date of cancellation will be credited to a future IQPC event. This credit will be available for up to one year from the date of issuance. In the event that IQPC postpones an event, delegate payments at the postponement date will be credited towards the rescheduled date. If the delegate is unable to attend the rescheduled event, the delegate will receive a 100% credit representing payments made towards a future IQPC event. This credit will be available for up to one year from the date of issuance. No refunds will be available for cancellations or postponements. IQPC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IQPC shall assume no liability whatsoever in the event this conference is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labor strike, extreme weather or other emergency.

Please note that speakers and topics were confirmed at the time of publishing, however, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IQPC reserves the right to alter or modify the advertised speakers and/or topics if necessary. Any substitutions or alterations will be updated on our web page as soon as possible.

Scholarships and Discounts Available: IQPC sets aside a limited number of scholarships that may be applied to its conferences for delegates from government, military organizations and academia. For more information about scholarships to this event, please call Emily Otani at 212-885-2758.

Lodging Information: Sessions for the Conference and Workshops will be held at:

RADISSON HOTEL AND SUITES
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