

Sentinel Network Survey Preview – not a fillable form  
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# Sentinel Network Questionnaire

Spring 2026

## Introduction

Thank you for choosing to be a Sentinel for the Washington Health Workforce Sentinel Network. Since 2016, the Sentinel Network has collected insights from the state's health care sector, providing valuable information for policymakers, educators and employers. Your contributions help shape relevant and effective solutions to address Washington's health workforce needs.

As a Sentinel, you will:

- Help ensure the state's health workforce is prepared to respond to the changing health care environment.
- Have access to current and actionable information about health workforce needs.
- Compare your organization's experiences and emerging workforce demand trends with similar employer groups.

Sentinel Network findings will be available at [wa.sentinelnetwork.org](https://wa.sentinelnetwork.org) shortly after data collection has closed.

The Sentinel Network is an initiative of Washington's Health Workforce Council, developed and conducted collaboratively by Washington's Workforce Board and the University of Washington's Center for Health Workforce Studies. Funding to initiate the Sentinel Network came from the Healthier Washington initiative, with ongoing support from the Washington State Legislature.

## How the Sentinel Network Works

The Sentinel Network questionnaire is released once each year. Questions ask about:

- Your organization's facility type(s) and location(s)
- Occupations filled by your organization
- Hiring/turnover problems, for which occupations, and why
- Additional questions about current topics relevant for workforce planning

## Contact Information

Primary contact who is providing data to the Sentinel Network.

Confidentiality: Your data will be kept confidential. Information you provide will be reported alongside data from similar organizations, ensuring no individual responses are identifiable. For internal use, please provide your contact information. This helps us identify duplicate responses, update you on findings, and notify you about the next data collection period. Your contact information will not be associated with your responses.

1. **First Name**
2. **Last Name**
3. **Position title**
4. **[Required] Organization name**
5. **[Required] Email Address**

## Facility Types

### 6. Select the type(s) of facility(ies) your organization operates. (check all that apply)

If your organization includes more than one facility type, please select the facilities that are experiencing workforce challenges and/or successes.

#### Hospital facility/ies

- Acute care hospital (more than 25 beds)
- Acute care hospital (25 beds or fewer)
- Psychiatric/substance use treatment hospital or psychiatric unit in a hospital
- Other hospital type (specify)

#### Non-hospital behavioral health facility/ies

- Behavioral health agency – WA DOH certified
- Behavioral health clinic or practice
- Freestanding evaluation & treatment facility
- Secure withdrawal management facility
- Other residential treatment facility (specify)
- Other outpatient behavioral health organization (specify)

#### Offices and Clinic facility/ies

- Federally qualified health center (FQHC) or community clinic providing care free or on sliding fee scale
- Primary care medical clinic (not FQHC/community clinic or Rural health clinic)
- Rural health clinic (federally certified)

- Specialty medical clinic (specify)
- Dentist office/dental clinic
- Other practitioner's office (specify)

**Medical and Diagnostic Laboratory**

- Medical/diagnostic laboratory

**Home Health Services and Hospice facility/ies**

- Home health agency
- Hospice agency or hospice care center
- Other home health or hospice (specify)

**Nursing & Personal Care facility/ies**

- Adult family home
- Assisted living facility
- Nursing home or skilled nursing facility
- Other nursing/personal care facility (specify)

**Pharmacy facility/ies**

- Community/Retail pharmacy
- Hospital/Clinical pharmacy
- Other pharmacy (specify)

**Other Health Care facility/ies**

- Higher education / research organization
- Public health organization
- K - 12 School
- Other health care facility type (specify)

## Facility Questionnaire

[For each facility selected above]

**7. In which Washington State counties does this [facility type] provide services? (check all that apply)**

- |             |                  |               |
|-------------|------------------|---------------|
| 1, Adams    | 9, Douglas       | 17, King      |
| 2, Asotin   | 10, Ferry        | 18, Kitsap    |
| 3, Benton   | 11, Franklin     | 19, Kittitas  |
| 4, Chelan   | 12, Garfield     | 20, Klickitat |
| 5, Clallam  | 13, Grant        | 21, Lewis     |
| 6, Clark    | 14, Grays Harbor | 22, Lincoln   |
| 7, Columbia | 15, Island       | 23, Mason     |
| 8, Cowlitz  | 16, Jefferson    | 24, Okanogan  |

25, Pacific  
26, Pend Oreille  
27, Pierce  
28, San Juan  
29, Skagit

30, Skamania  
31, Snohomish  
32, Spokane  
33, Stevens  
34, Thurston

35, Wahkiakum  
36, Walla Walla  
37, Whatcom  
38, Whitman  
39, Yakima

**8. Does your [facility type] serve rural, urban or a combination of rural and urban clients/patients?**

- 1, Mostly urban residents
- 2, Mostly rural residents
- 3, A combination of urban and rural residents

## Recent Workforce Demand Changes

The following questions will ask about specific health care worker occupations and roles in this [facility type].

**9. In the past year, are there any occupations at your [facility type] for which exceptionally long vacancies and/or retention/turnover has affected your ability to fully staff or provide a full array of services?**

- a. Yes
- b. No

[if no, skip to Question 12 (about whether answers for other facility types are the same or different)]

[If yes] Please select from the list below any occupations that were affected by exceptionally long vacancies and/or retention/turnover issues. The subsequent questions will ask you about these occupations.

**NOTE:** The occupations below are grouped by federal occupation type to assist your selection. You may need to scroll to find the occupations of interest.

### Counselors & Social Workers

- Bachelor's - Prepared Counselor (all types)
- Community Health Worker
- Counselor, Mental Health
- Counselor, School
- Marriage and Family Therapist
- Peer Counselor
- Social Worker, Child and Family
- Social Worker, Healthcare
- Social Worker, Mental Health and Substance Abuse
- Social Worker, School
- Substance Use Disorder Prevention Specialist
- Substance Use Disorder Professional

### Nurses/Nursing

- Registered Nurse (RN) (Specify specialty)
- Nurse Anesthetist
- Nurse Midwife
- Nurse Practitioner (NP) (Specify specialty)
- Licensed Practical Nurse
- Nursing Assistant-Certified

## Physicians/Surgeons

- Anesthesiologist
- Cardiologist
- Dermatologist
- Emergency Medicine Physician
- Family Medicine Physician
- General Internal Medicine Physician
- Neurologist
- Obstetricians and Gynecologist
- Pediatrician, General
- Psychiatrist, not Child
- Psychiatrist, Child
- Radiologist
- Surgeon, General
- Surgeon, Specialty
- Physicians/ Surgeons, Other (specify)

## Psychologists

- Psychologist, Clinical and Counseling
- Psychologist, School

## Healthcare Diagnosing or Treating Practitioners (not MDs, DOs or nurses)

- Audiologist
- Dental Hygienist
- Dentist
- Dietitian
- Exercise Physiologist
- Occupational Therapist
- Optometrist
- Pharmacist
- Physician Assistant
- Physical Therapist
- Podiatrist
- Radiation Therapist
- Recreational Therapist
- Respiratory Therapist
- Speech-Language Pathologist

## Health Technologists and Technicians

- Athletic Trainer
- Cardiovascular Technologist or Technician
- Diagnostic Medical Sonographer
- Dietetic Technician
- Emergency Medical Technician
- Health Information Technologists and Medical Registrar
- Hearing Aid Specialist
- Magnetic Resonance Imaging Technologist
- Medical and Clinical Laboratory Technician
- Medical and Clinical Laboratory Technologist
- Medical Records Specialist
- Nuclear Medicine Technologist
- Ophthalmic Medical Technician
- Optician, Dispensing
- Paramedic
- Pharmacy Technician
- Psychiatric Technician
- Radiologic Technologist and Technician (not including Diagnostic Medical Sonographer or MRI Technologist)
- Respiratory Therapy Technician
- Surgical Assistant
- Surgical Technologist

### Healthcare Support Occupations

- Dental Assistant
- Home Health Aide/Home Care Aide
- Massage Therapist
- Medical Assistant
- Medical Transcriptionist
- Occupational Therapy Aide
- Occupational Therapy Assistant
- Personal Care Aide
- Pharmacy Aide
- Phlebotomist
- Physical Therapist Aide
- Physical Therapist Assistant
- Psychiatric Aide

### Other Occupations

- Administrator/ Director
- Cook/Food Services
- Environmental Services
- Human Resources Personnel
- Office Staff/ Front Desk Staff/ Scheduler
- Other (specify up to 3)

**10. Within the past year in your [Facility Type], have you experienced exceptionally long vacancies (i.e. posted job vacancies) for any of the occupations you selected above?**

- a. Yes
- b. No

Select No if there are no occupations affected by exceptionally long vacancies at your [Facility Type]. Otherwise, select Yes to answer for each of the previously selected occupations.

[If Yes] For each of the occupations you selected above, describe why this occupation has experienced exceptionally long vacancies in the past year and possible solutions, if any. If an occupation has not experienced exceptionally long vacancies, type NA in the corresponding box below.

**11. Within the past year, has retention/turnover been a problem for any of the occupations you selected above at your [Facility Type]?**

- a. Yes
- b. No

Select No if there are no occupations affected by retention/turnover at your [Facility Type]. Otherwise, select Yes to answer for each of the previously selected occupations.

[If Yes] For each of the occupations you selected above, describe what reason(s) may explain why this occupation has experienced retention/turnover difficulties in the past year and in what ways, if any, have you addressed the challenge? If an occupation has not experienced retention/turnover difficulties, type NA in the corresponding box below.

[repeat questions 7 – 10 for each facility type selected in question 6]

## Questions About Your Organization as a Whole

12. In the past year, how has your organization's ability to staff your facility/facilities changed?

Is much worse      Is slightly worse      Has stayed the same      Is slightly better      Is much better

12a. Please provide additional information about your answer, and how it may vary by occupation:

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13. Has your organization recently taken steps or made plans to take steps to navigate uncertainty or prepare for potential changes in any of the following areas? [check all that apply]

- a. Funding reductions
- b. Reimbursement shifts
- c. Fluctuations in patient demand
- d. Changes in regulatory requirements
- e. Staffing shortages
- f. Other \_\_\_\_\_
- g. None of the above

13a. What steps have been taken or will be taken? What are the current or anticipated effects of these changes on the workforce in your organization?

14. Which of the following workforce outreach, pipeline development, or early-career development strategies does your organization support? (Check all that apply).

- Requests from individuals for job shadowing or internships
- Partnerships with K-12 organizations (Formal job shadowing, internships, provide speakers for HOSA club or career days, etc.)
- Partnerships with colleges and universities (clinical placements, preceptorships, rotations, etc.)
- Registered apprenticeships
- Tuition support or scholarships
- Other workforce development or early-career support programs \_\_\_\_\_
- None of the above

3a. [if anything other than none] Describe which occupations have been the focus of these programs and how effective they have been.

3b. [if none] Explain why your organization does not utilize any of these strategies.

15. Has your organization adopted, or is it considering adopting, any new or existing technology (examples could include AI- or computer-assisted tools for scheduling, documentation, transcription, or other applications)?

15a. If so, please describe the technology that was adopted (or is being considered for adoption) and how it has affected your workforce.

## Primary Care Module

16. Does your organization employ any of the following occupation types to provide primary care services?

- Physicians
  - Nurse practitioners
  - Physician assistants
- Yes, we employ physicians, nurse practitioners, and/or physician assistants to provide primary care services.
- No, we do not employ these occupations to provide primary care services → *Skip to next module*

While other occupations may be involved in providing primary care services, the following questions will focus on physicians, nurse practitioners, and physician assistants.

17. Of the occupation types listed below, which types does your organization employ to provide primary care? (*Check all that apply*)

- Family medicine physicians
- Internal medicine physicians
- Pediatrics physician
- Other physician specialty type(s): specify \_\_\_\_\_
- Nurse practitioners
- Physician assistants

17a. For each provider type you employ, rate your organization's ability to recruit in the past year.

Provider Type	Very difficult	Somewhat difficult	Somewhat easy	Very easy
Family medicine physicians	○	○	○	○
Internal medicine physicians	○	○	○	○
Pediatric physicians	○	○	○	○
Other physicans	○	○	○	○
Nurse practitioners	○	○	○	○
Physician assistants	○	○	○	○

17b. For each provider type you employ, rate your organization's ability to retain staff in the past year.

Provider Type	Very difficult	Somewhat difficult	Somewhat easy	Very easy
Family medicine physicians	○	○	○	○
Internal medicine physicians	○	○	○	○
Pediatric physicians	○	○	○	○
Other physicans	○	○	○	○

Nurse practitioners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physician assistants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**17c Tell us more about the ease or difficulty you've had in recruiting and retaining physicians, nurse practitioners, and physician assistants in the past year.**

**18. What factors drive your decisions about which occupation type (physicians, nurse practitioners, physician assistants) to hire for specific roles? (Select all that apply)**

- **Scope of practice** — *What they are legally and clinically allowed to do*
- **Cost** — *Compensation, benefits, onboarding, training*
- **Availability** — *How easy it is to find candidates in the labor market*
- **Patient needs** — *Population health, acuity, demographics*
- **Care model** — *Team-based design, workflows, delegation*
- **Reimbursement potential** — *Billing rules, payer mix, productivity expectations*
- **Organizational culture** — *Values, philosophy, leadership preferences*
- **Other:** \_\_\_\_\_

**18a. Additional comments:** \_\_\_\_\_

**19. What are the most common reasons physicians, nurse practitioners, and physician assistants give when leaving your organization (or primary care more broadly)?**

\_\_\_\_\_

**19a. Have you identified effective strategies for improving retention of these occupations? [Y/N]**

**[if Yes]: What are the effective strategies for improving retention of these occupations?**

\_\_\_\_\_

**[if No]: Skip to #20**

**20. Which statement best describes how your organization's primary care staffing has affected your ability to respond to patient/client demand during the past year?**

- No effect; operations continue as usual
- Delay in care for current patients/clients
- Inability to take new patients/clients
- Reduction in the number of patients/clients you are able to care for (e.g., unit/service line closure)
- Expanded or improved patient access
- Other: \_\_\_\_\_

**20a. Tell us more about the statement you selected above.**

\_\_\_\_\_

# Long-Term Care Module

[Completed if one or more of the following facility types are selected in Question #6: adult family home, assisted living facility, nursing home or skilled nursing facility, other nursing/personal care facility]

**21.** The projected need for care workers will significantly increase over the next decade as the population of Washington residents will show a greater demand for a variety of long-term care services. A state-wide multi-disciplinary planning approach is currently in progress and is exploring strategies to meet the complex long-term care workforce needs in the future.

**Indicate which statement below reflects your perception of the state's responses to meet these workforce needs:**

- The state is doing what is necessary to meet the long-term care workforce needs
- There needs to be more done to guarantee that there are enough caregivers to meet the growing demand for care workers
- I am not sure what the state is currently doing to meet the long-term care staffing needs
- No opinion

**22. Which recent policy decision(s) has/have the most potential to impact your staffing capacity? (Check all that apply)**

- Potential Medicaid reimbursement reductions
- Changes in staffing rules for nursing staff in skilled nursing
- Immigration enforcement actions
- Training and education requirements
- Labor regulations regarding the hiring of minors in long-term care
- Other (specify)
- N/A – We do not anticipate that policy decisions will impact our staffing

**23. Medicaid is an important source of revenue for long-term care service providers. How have proposed cuts to Medicaid affected your organization's planning for staffing and/or operations strategies? (Check all that apply)**

- Reduction in force (RIFs)
- Open positions remain unfilled
- Hiring lower-skilled staff (LPN vs RN, Therapy Assistants vs. Therapist)
- Reduced admissions of eligible clients
- Rebalancing of licensed beds (SNF beds converted to AL beds)
- Other (specify)
- Still undecided on how these changes will impact our strategies
- N/A - The proposed changes have had no impact on our strategies

**24. Which of the following do you think would have the most impact on improving long-term care worker recruitment and retention? (Check all that apply)**

- Improved efficiencies in testing and licensing for direct care workers
- Expanded high school training opportunities in long-term care/healthcare
- Promoting efforts of state agencies to improve recruitment and retention strategies in LTC/healthcare
- Promoting training opportunities for direct care workers that include traditional (i.e. nursing school) and alternative (i.e. apprenticeships) training programs.
- Promoting strategies that integrate foreign born and trained care workers into the care workforce.
- Other (specify)
- N/A - None of these will impact the workforce

PREVIEW

## Behavioral Health Module – Questions about Peers

**25. Does your organization employ peer counselors or certified peer counselors (peers) to support clients with behavioral health conditions?**

- a. Yes
- b. No

[If yes, Continue to #2, If No, skip to Final Comments section]

**26. What types of tasks are peers responsible for in your organization?**

**27. Within the past year, has your organization experienced challenges with employees receiving the new certified peer support specialist or trainee specialist credential from the Department of Health?**

- a. Yes
- b. No
- c. Not applicable: None of our peers have applied for the CPSS or CPSS-T credential

[If Yes] Describe any reasons you are aware of for the challenge (e.g. difficulty accessing training, difficulty receiving or documenting supervised experience, challenges due to background check requirements, etc.)

[If No or Not applicable] Skip to #28

**28. Have you had any challenges providing an approved supervisor for certified peer support specialist trainees?** (This is supervision for the purposes of meeting the 1000 supervised hour requirement for trainees to qualify for the CPSS credential, not general supervision).

- a. Yes
- b. No
- c. Not applicable: we do not employ peer support specialist trainees

[If Yes] Describe any reasons you are aware of for the challenge.

[If No] Describe how your organization achieved the supervisor requirement.

[If Not applicable] Skip to #29

**29. What types of trainings or technical assistance would support you in maintaining or growing your organization's peer program?** (e.g. Medicaid documentation requirements for peer services, ethics and boundaries in peer support, supervising peer support specialists, peer scope of practice, recruiting and hiring and retention).

## Final Comments

Thank you for taking the time to participate in the Sentinel Network.

**1. Please provide any other observations or clarifications that you would like to share about recent changes in health workforce demand occurring at your organization/facility.**

**2. Do you have any questions about participating in the Sentinel Network, or additional information about your organization that you would like to provide?**

PREVIEW