Disclosures

- The presenters have no real or perceived conflicts of interest related to this presentation

Note: This program may contain the mention of suppliers, brands, products, services or drugs presented in a case study or comparative format using evidence-based research. Such examples are intended for educational and informational purposes and should not be perceived as an endorsement of any particular supplier, brand, product, service or drug.

Learning Objectives

At the end of this session, participants should be able to:

1. Recognize factors impacting the current state of the healthcare staffing crisis.

2. Recall leading approaches and practices that address the top four drivers of the staffing crisis: recruitment, retention, alternative practice models, and technology solutions.

3. Describe specific staffing response strategies that provider organizations are implementing in the field based on results from a recent think tank collaborative summit that was focused on addressing the healthcare staffing crisis.
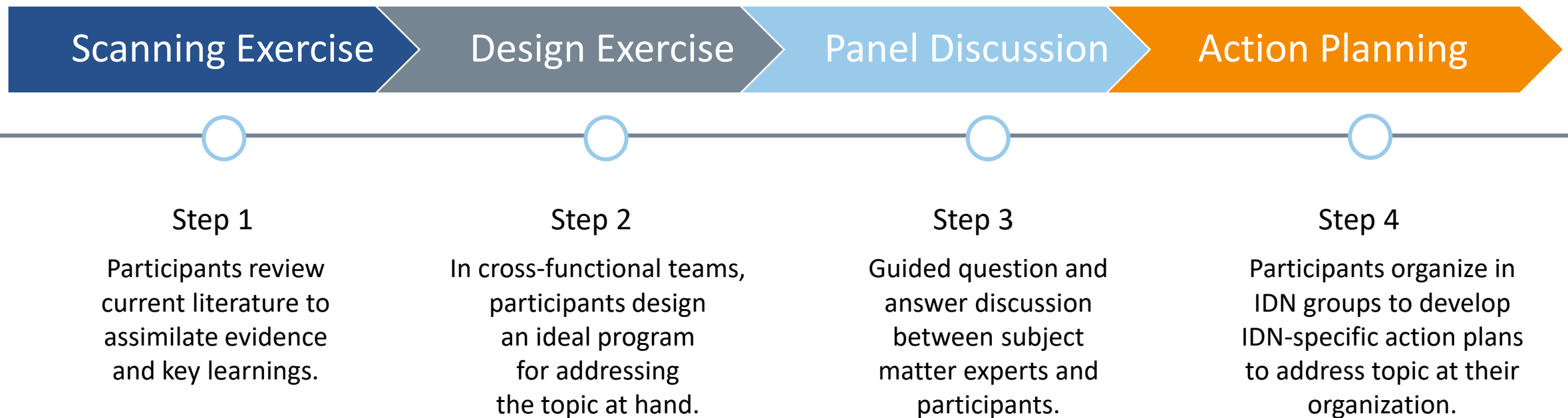
HealthTrust Collaborative Summit

Purpose: to provide HealthTrust members clarity and direction for a common challenging area of healthcare through knowledge acquisition, experience sharing, solution building and networking.

Scanning Exercise	Design Exercise	Panel Discussion	Action Planning
Step 1	**Step 2**	**Step 3**	**Step 4**
Participants review current literature to assimilate evidence and key learnings.	In cross-functional teams, participants design an ideal program for addressing the topic at hand.	Guided question and answer discussion between subject matter experts and participants.	Participants organize in IDN groups to develop IDN-specific action plans to address topic at their organization.

13 Member IDNs

- AllSpire
- Ardent
- Atlantic Health
- Beth Israel Lahey Health
- CHC
- CHS
- DCH Health

- HCA Healthcare
- Lifepoint Health
- Orlando Health
- Surgery Partners
- USPI
- WellSpan

38 C-suite & Human Resource Executives

Addressing the Healthcare Staffing Crisis: A Collaborative Summit

Background:

- Hospitals and ASCs are facing critical personnel shortages

- CEOs ranked staffing as their highest priority

- Our members have voiced staffing as their highest concern

- Labor costs have soared, margins have shrunk

Objectives:

- To engage in a highly interactive workshop experience to solve for common challenges surrounding the healthcare staffing crisis.

- To focus on four key areas: recruitment, retention, alternative practice models and technologic solutions.

- To create an IDN-specific action plan based on their own organization's priorities.

Audience Poll Question

Poll Question #1:

How is the post-pandemic staffing crisis impacting your organization? *(Select one)*

A. No impact. Staffing levels are stable across my facility or organization.

B. Mild staffing impact, with some challenges filling open positions, but turnover is stable.

C. Moderate impact, with challenges in both recruitment and turnover.

D. Significant impact, with challenges in recruitment and turnover resulting in the closing of units or suspending services.

Healthcare Staffing Crisis by the Numbers (Supply)

Physicians	Nurses	Pharmacists	Allied Health Professionals*
By 2034	Between 2020 and 2030	Between 2021 and 2031	By 2030
National primary care physician shortage: 17,800 to 48,000 positions	National average annual registered nurse (RN) vacancies: 194,500 positions	National average annual pharmacist vacancies: 13,600	Allied health professionals needed in California alone: 1 million positions
National specialist shortage: 21,000 to 77,100 positions	National average annual licensed practical nurse (LPN) vacancies: 58,000 positions	National average annual pharmacy technician vacancies: 43,500	*Defined as physical therapists, physician assistants, medical assistants, lab technicians, nursing aides, cardiovascular technicians, ambulance drivers, emergency medical technicians, dental hygienists and psychiatric aides.

As remaining Baby Boomer RNs retire between 2020–2030, *more than **2 million years** of nursing experience will be **lost annually.***

Source: Buerhaus 2021; American Nurses Association 2022; Boston-Fleischhauer 2022; HealthLeaders; U.S. Bureau of Labor Statistics 2022; Association of American Medical Colleges 2021 .
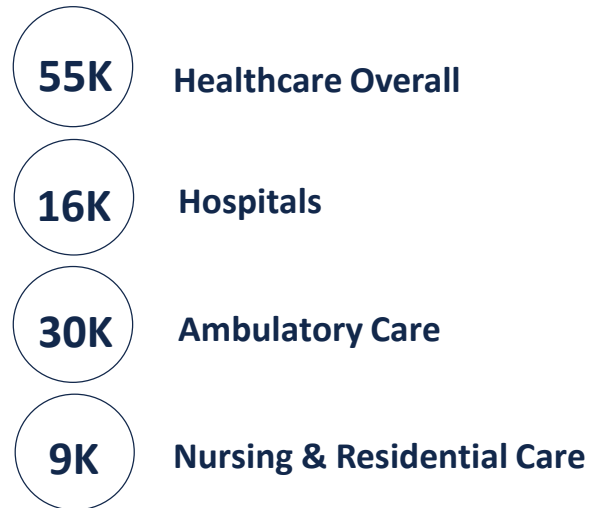
Healthcare Staffing Projected Demands

Healthcare is the *nation's largest employer* and the *largest U.S. industry.*
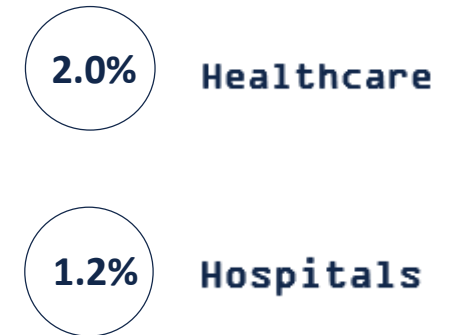
Projected Job Growth
Through 2030

16% Healthcare

2.6M Added Jobs

Job Growth
November–December 2022

55K Healthcare Overall

16K Hospitals

30K Ambulatory Care

9K Nursing & Residential Care

Unemployment Rates
December 2022

2.0% Healthcare

1.2% Hospitals

Source: U.S. Bureau of Labor Statistics.

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Panel Insights on Current State of the Healthcare Staffing Crisis

Audience Poll Question

Poll Question #2:

What has your organization focused on to address healthcare staffing shortages?

(Select all that apply)

A. Alternative practice models

B. Optimization of recruitment/onboarding

C. Technology adoption

D. Staff wellness

E. Total compensation (salary and benefits)

Scanning Exercise: Literature Review & Emerging Themes

Greater than 150 articles reviewed
Four Themes Emerged

Recruitment

14 articles met criteria

Concepts included:
Recruitment optimization

Growing your own

Partnering with area health science schools

International recruiting

5 generations in the workforce

Retention

17 articles met criteria

Concepts included:
Wellness & well-being

Staff development & education

Onboarding

Preventing burnout

Workplace violence

Alternative Practice Models

14 articles met criteria

Concepts included:
Flexible staffing models

Cross-training

Shared staffing

Practicing at top of license

Technology Solutions

16 articles met criteria

Concepts included:
Automation

Flexible workforce technology framework

Virtual care models

Artificial intelligence

Recruitment by the Numbers

RN vacancy rate stands at 17% (up 7.1% from last year)

Approx. 87 days on average to fill **RN** vacancies, regardless of specialty

Experienced **Operating Room RNs** continued to be the most difficult to recruit

88% of healthcare leaders report having difficulty recruiting medical assistants **(MA)**

In 2021, almost **92,000** *qualified* applications were *turned away* at nursing schools nationwide

Source: 2022 NSI National Health Care Retention & RN Staffing Report," NSI Staffing Solutions, March 2022; "MAs MIA? The COVID-19 pandemic made hiring medical assistants harder than ever," MGMA, May 2021

Scanning Exercise: Literature Review & Emerging Themes

Greater than 150 articles reviewed
Four Themes Emerged

Recruitment	Retention	Alternative Practice Models	Technology Solutions
14 articles met criteria	**17** articles met criteria	**14** articles met criteria	**16** articles met criteria
Concepts included:	**Concepts included:**	**Concepts included:**	**Concepts included:**
Recruitment optimization	Wellness & well-being	Flexible staffing models	Automation
Growing your own	Staff development & education	Cross-training	Flexible workforce technology framework
Partnering with area health science schools	Onboarding	Shared staffing	Virtual care models
International recruiting	Preventing burnout	Practicing at top of license	Artificial intelligence
5 generations in the workforce	Workplace violence		

Turnover by the Numbers

During 2021, hospital turnover increased by **6.4%** & stands at **25.9%**

An improvement of 4% in retention could lead to **$1.05** million dollars in savings

Registered Nurses

All RNs	RNs < 1 year
27.1%	36.3%

Patient Care Technicians

PCT	CNA
38.1%	35.5%

Pharmacists

10%

Pharmacy Technicians

21%

Respiratory Therapists

25.1%

Radiologic Technologists

17.5%

Source: 2022 NSI National Health Care Retention & RN Staffing Report," NSI Staffing Solutions, March 2022

Scanning Exercise: Literature Review & Emerging Themes

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Workplace violence

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Concepts included:
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Cross-training

Shared staffing

Practicing at top of license

Technology Solutions

16 articles met criteria

Concepts included:
Automation

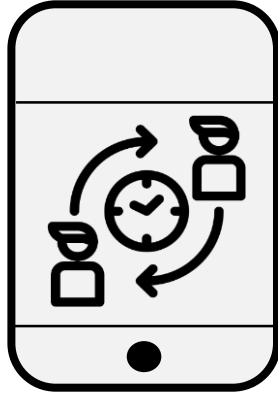Flexible workforce technology framework

Virtual care models

Artificial intelligence

Alternative Practice Models & Technology

Gig Shifts

18 million healthcare professionals want flexible work models or extra shifts post-pandemic.

Source: https://www.myamerican nurse.com/gig-nursing/

Travel Nursing

1.7 million travel nurses were employed in the U.S. in 2021.

Source: https://www.zippia.com/traveling-nurse-jobs/demographics/

Virtual Care

37% of U.S. adults used telemedicine in 2021.

Use of telesitters in hospitals is increasing.

Source: https://www.cdc.gov/ nchs/products/databriefs/db445.htm
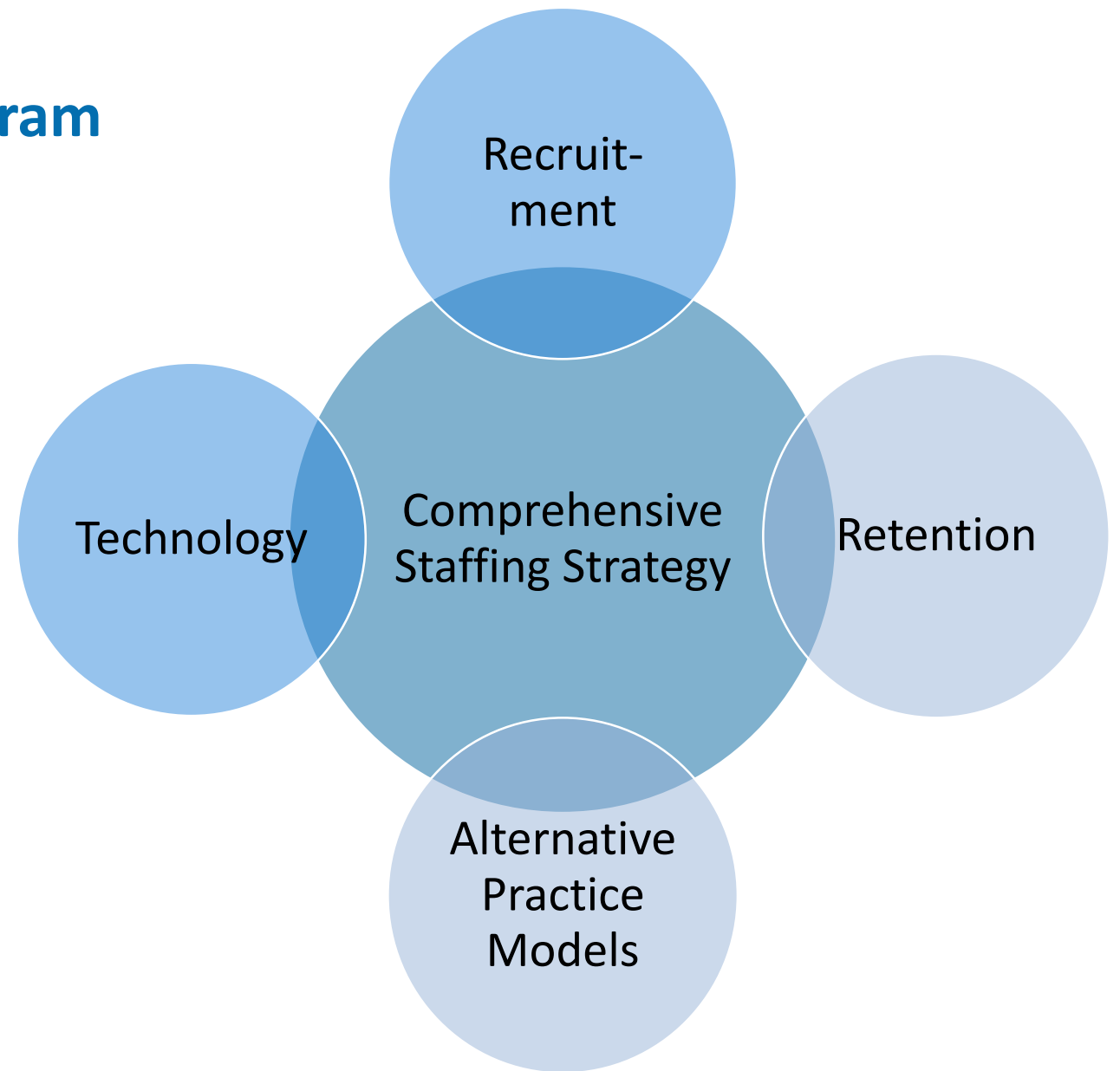
Audience Poll Question

Poll Question #3:

What Alternative Practice Models has your organization implemented?
(Select all that apply)

A. Team nursing

B. Virtual sitters

C. Virtual nursing care

D. Gig shifts

E. None, or not sure

Design Exercise: The Ideal Program

In cross-functional teams, participants designed an ideal program that addressed the four areas within a comprehensive staffing strategy.

Recruit-ment

Technology

Comprehensive Staffing Strategy

Retention

Alternative Practice Models

Audience Poll Question

Poll Question #4:

My facility or health system has incorporated the following digitally-enabled workforce processes: *(Select all that apply)*

A. Centralized scheduling and staffing

B. Scheduling mobile apps

C. Use of newer social media (TikTok, etc.) as a recruitment tool

D. Virtual care technology

E. Not sure

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PLAYING TO WIN

HEALTHTRUST
UNIVERSITY CONFERENCE

/ 23

Health System Specific Action Plans

Areas of Focus

Nursing Resource Utilization
and Virtual Care

Recruitment and Retention

Recruitment

Workforce Optimization
and Redesign

Orlando Health Action Plan

Workforce Optimization & Redesign

Darius Love, DNP, MHA, RN, CENP

Optimization/Simplification

Burdensome Documentation

o Admission Navigator: 31% overall reduction

- 120 rows vs. 379 rows

- 18 mins. vs. 33 mins.

- Unnecessary scrolling & clicks eliminated
  - ~15.5 mins per admission given back to nurses

o Next Stop: Flowsheets

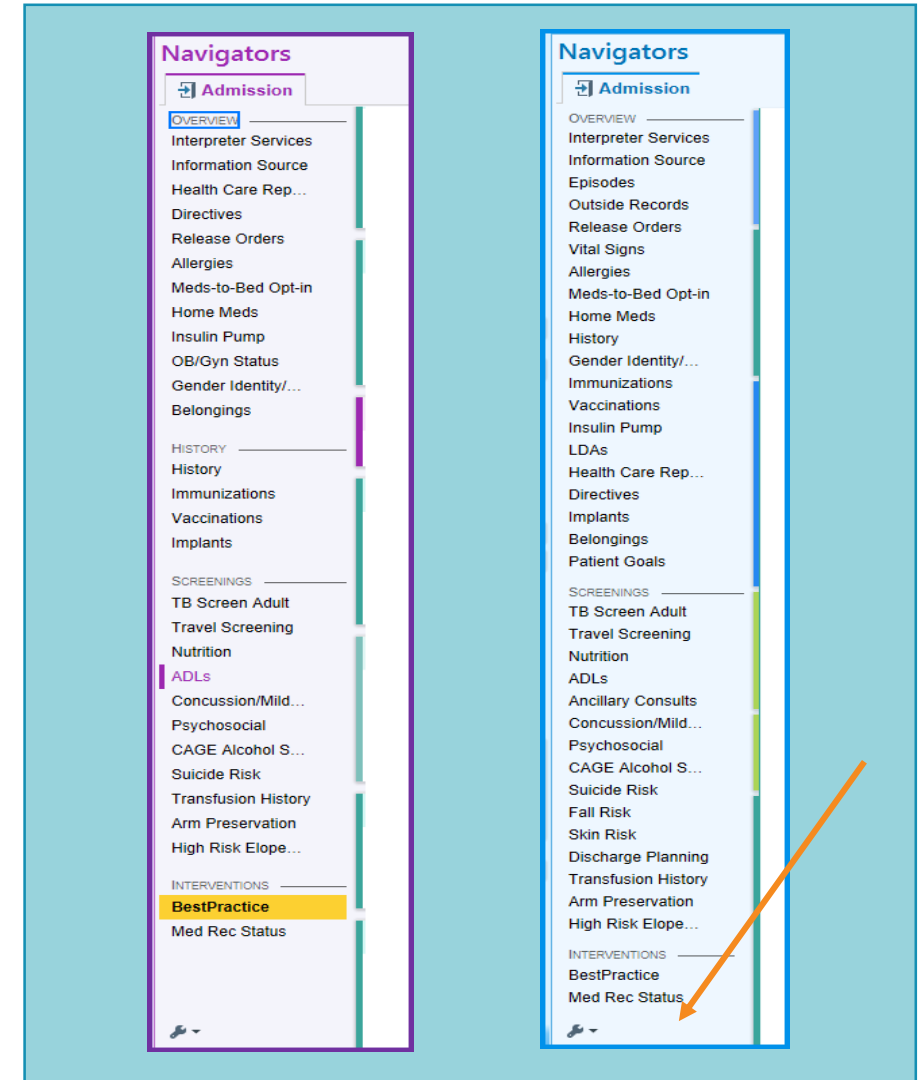- Time intensive (One flowsheet has 800 line-items to analyze)

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ORLANDO HEALTH®

Building Virtual Infrastructure

Virtual Sitting

o 48 camera pilot:

- 4 pilot sites (DPH, HCH, ORMC, SSH)
- Patient populations identified
- End of June/July 2023: Pilot Go-Live

Virtual Nursing

o 20 camera pilot

- Building use case/workflow
- Fall 2023: Pilot Go-Live

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Where do we start?

Who are our stakeholders?

Where are our recruitment gaps?

Recruit quality, engaged, high-performing colleagues who align with Surgery Partners' MISSION

Source: https://www.pexels.com

SURGERY PARTNERS

Key Strategy:

Attract & Acquire Top Talent

Recruitment Optimization

Leadership Development

Measure Successes

Photo credit: https://www.pexels.com
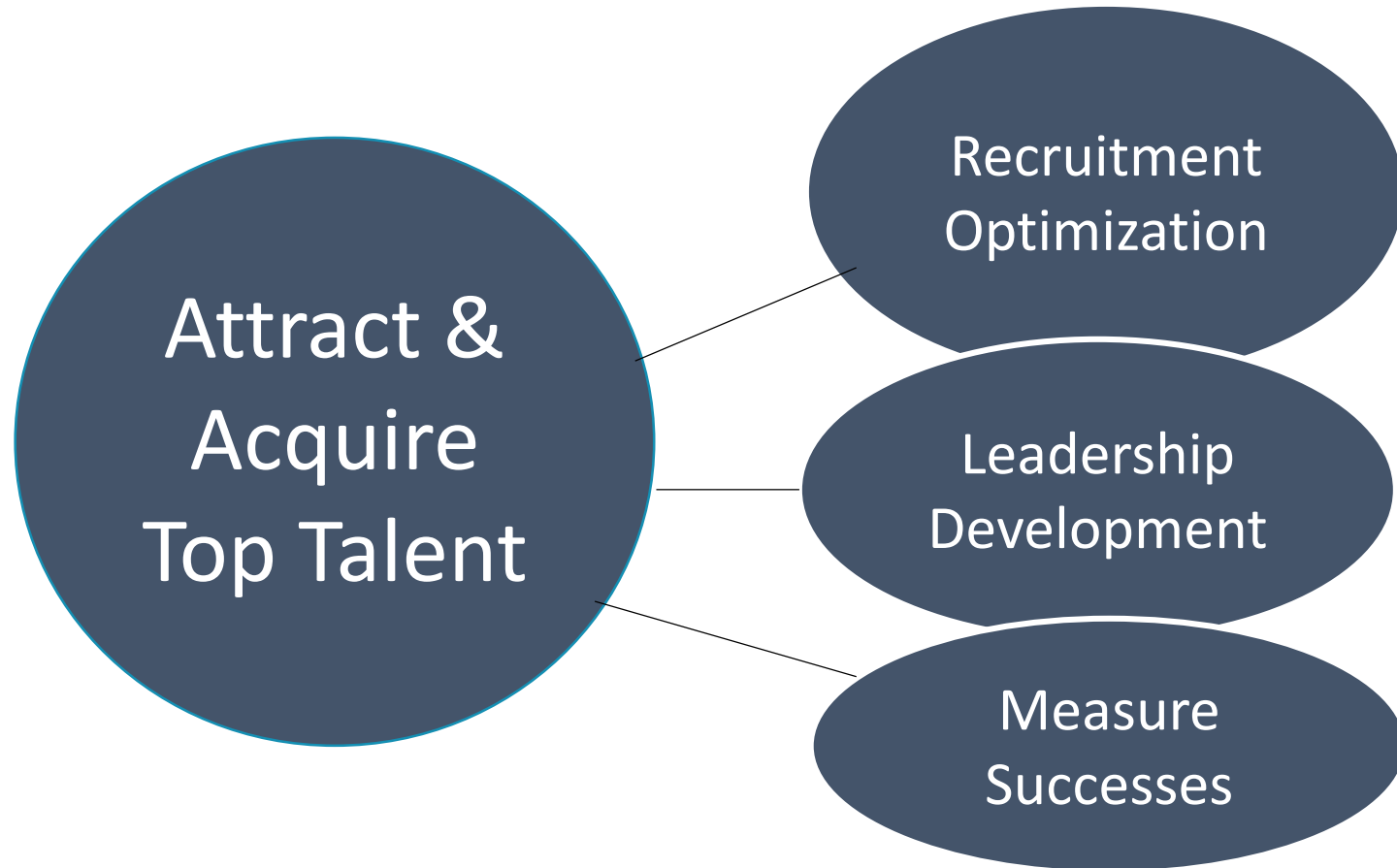
SURGERY PARTNERS

Focus on Human Resources Imperatives

Stabilize Core Operations

Improve Engagement & Retention

Improve Utilization of People

SURGERY PARTNERS

Lifepoint Health Action Plan

Nursing Resource Utilization & Virtual Care

Michelle Watson, MSN, RN

HCA's Nursing Retention Effort: Q1 2023

+21	**+528**	**+152**
Facilities Engaged	Total Colleagues Engaged	Conversations & Discussions

Nurse Director Survey

- What tactics, frequency, etc.
- Why stay & leave
- Proud of…

165 Respondents
85% Response Rates
21 Hospital Reports
1,543 Comments

12 Internal & external colleagues & survey experts

Division & Facility Leader Focus Groups & Interviews

- Who "owns" retention?
- Metrics & tactics to manage

54 Focus Groups & Interviews
135 Leaders

14 Facilitators, data collectors & observers

Nurse Director Focus Groups

- Used survey results to dig into the "how"

21 Custom Guides
22 Focus Groups
124 Leaders

15 Facilitators, data collectors & observers

Site Visits

- Observed units & talked with RNs
- Collected materials

6 Sites
31 Units observed
70 RN conversations
34 Mgrs. in 6 FGs
176 Hrs. in observation
229 Collateral collected

13 Facilitators, data collectors & observers

HCA Healthcare

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Facilities With Low New Nurse Turnover Consistently Embrace These Strategies & Best Practices:
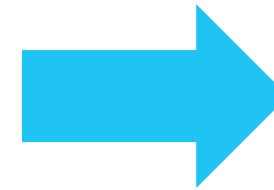
Selection & Onboarding	› **83%** ensure cultural fit through peer interviews prior to offer › **90%** engage with colleagues between offer and day 1 › **2X** more likely to have a trained and consistent preceptor throughout orientation
Recognition & Engagement	› **83%** of leaders consistently use structured 30/60/90-day rounding to make personal connections › **82%** use peer-to-peer recognition frequently and consistently › More active shared governance councils and provide dedicated time to participate
Development	› Start early through academic partnerships and externs to develop pipeline › **83%** start career conversations early and often › **100%** provide shadow opportunities to explore other units
Care Team Support & Flexibility	› **74%** consistently utilize Care Team roles (PCTs, Externs or LPNs) to support new nurses › **92%** identified flexible scheduling as a top tactic › Offer princess/prince short shifts (4–6hr) to perform tasks such as lunch relief, admissions and discharges
Leadership & Accountability	› Senior leaders are engaged, available and approachable and consistently round and to make personal connections › **100%** of leaders stated RN retention is owned by all leadership levels › **90%** of facilities use "director report outs" as a key process to manage retention › **86%** of leaders identify flight risks and do proactive "save" conversations › **84%** develop internal talent for nursing director positions

Based on HCA's RN Retention Discovery project of 21 target facilities. Data property of HCA. Do not reprint without permission.

HCA Healthcare

Plans in Progress

Strategy	Opportunity	Next Steps	Launch
Care Team Support & Flexibility	**92%** identified flexible scheduling as a top tactic	**Flexible Scheduling Pilots:** Pilot prince/princess shifts, supported by technology	Q2
		Flexible Hiring Pilots: Offer variety of roles during hiring process, based on candidate desire (FT, PT, tiered PRN, Float Pool—incl. HWS, etc.)	Q2
	74% consistently utilize Care Team roles to support **new** nurses	**New Nurse Support Role:** Standardize role and evaluate for expansion	Q3
		LPNs: Hardwire current program	Q2
		Nurse Externs: Protect Extern time by implementing primary and secondary staffing options	Q2
		Transporters: Expand and optimize transporter roles	Q4
		Virtual Nurse: Expand pilot facilities; Admit/Discharge focus	Q3

HCA Healthcare