Workforce Planning from a Health System Perspective

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December 6, 2017

2016 CPI

- AHA Board identified **workforce** as topic for 2016 *Committee on Performance Improvement* (CPI)

- **Central theme:** Hospitals and systems must begin to integrate workforce planning and development with their strategy and operations.

2016 CPI

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Seaford, DE

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2016 CPI

Questions

- What is your role in workforce planning?

- What do you know about your own state's health care workforce data?

- How are you assessing your current practices, collecting data and modeling future workforce needs and gaps?

- How confident are you that you will meet your workforce needs in the coming year? In the next 3-5 years?

Current Workforce Environment

- Regional workforce shortages

- Increasing diversity and inter-generational differences

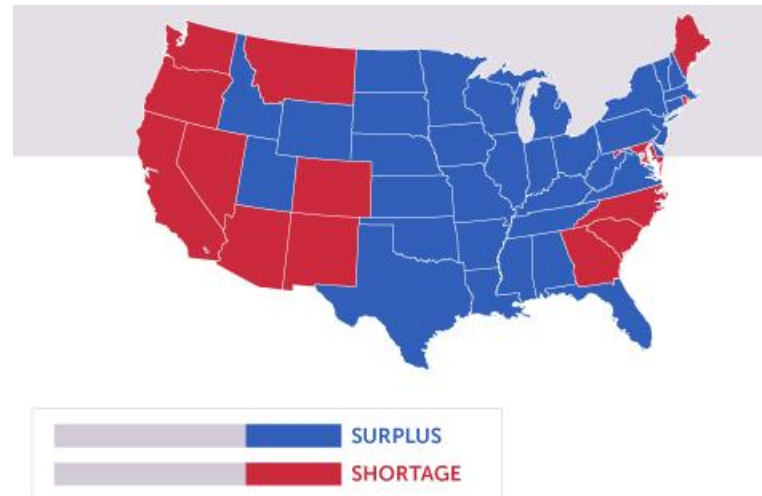- Rapid technological advances

- Regulatory constraints

National Snapshot: Shortage and Surplus of Nurses in 2025

Top 5 States with predicted surplus:

Ohio	+75,400
Pennsylvania	+25,800
New York	+23,400
Iowa	+21,300
New Jersey	+20,900

Top 5 States with predicted shortage:

Arizona	-28,100
N. Carolina	-12,900
Colorado	-12,900
Maryland	-12,100
Nevada	- 7,800

SURPLUS
SHORTAGE

American Hospital Association
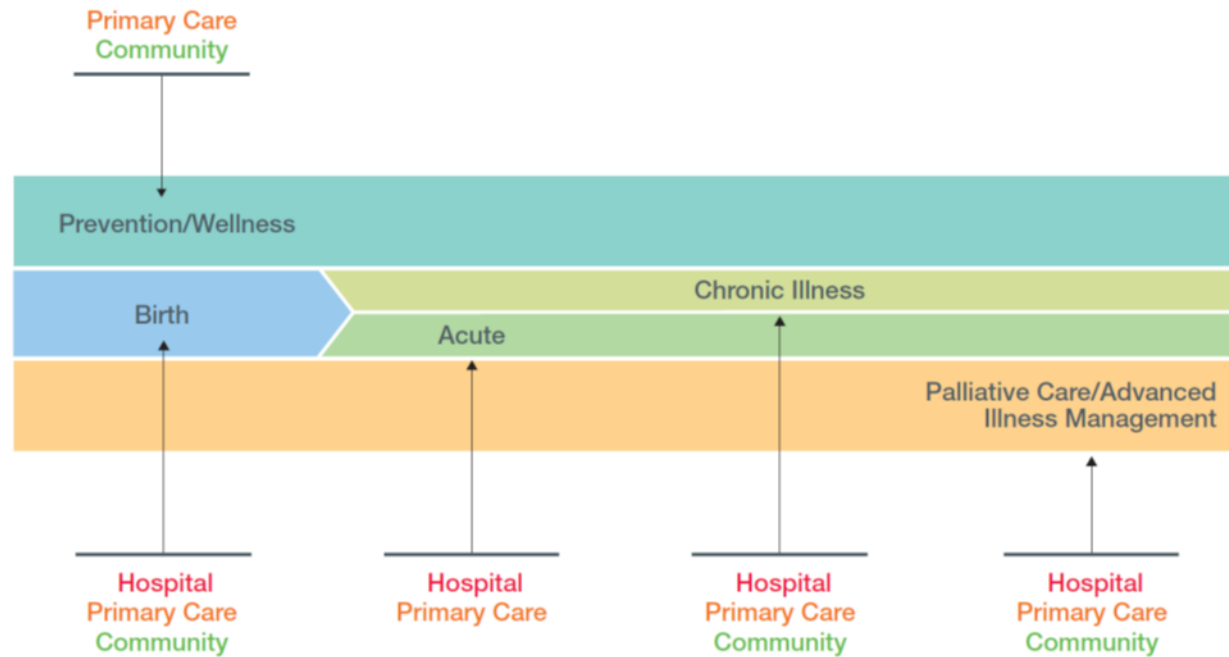
- By 2042, Whites will be a minority in the U.S. (47% of the population);
- The Black population will grow by 56%; and
- The Latino population will triple to 29% of the U.S. population.

American Hospital Association

Current Workforce Environment

- Current workforce is inadequately prepared to work in transformed care environment

- New workforce roles are emerging

- Consumer/patient demand is changing and growing

- **Changing health care landscape requires new approach to workforce planning.**

Population Health

Top 10 Strategies

1. Know your hospital/system transformation strategy.
2. Know your system model of care (and/or help create it).
3. Develop workforce plan based on continuum model of care.
4. Know timeline for implementing/transitioning various components of system strategy.

5. Develop education plan for the different/new roles and functions for workforce.

6. Create overall transition plan for all areas of continuum to include timeline.

7. Budget for education.

American Hospital Association

8. Budget for transitions to and from areas along continuum.

9. Educate all leaders on timeline, their roles and their talent mapping process, development plans for associates and effective transition plans.

10. Create talent map process that includes skills and expertise, not just a standard/typical path.

American Hospital Association

www.aha.org/workforce

Underscores critical need to integrate workforce discussions with strategic planning.

- Demonstrates urgent need to do this work now due to dramatic changes in care delivery system.

- Includes assessment questions and tool, case examples, and links to additional resources.
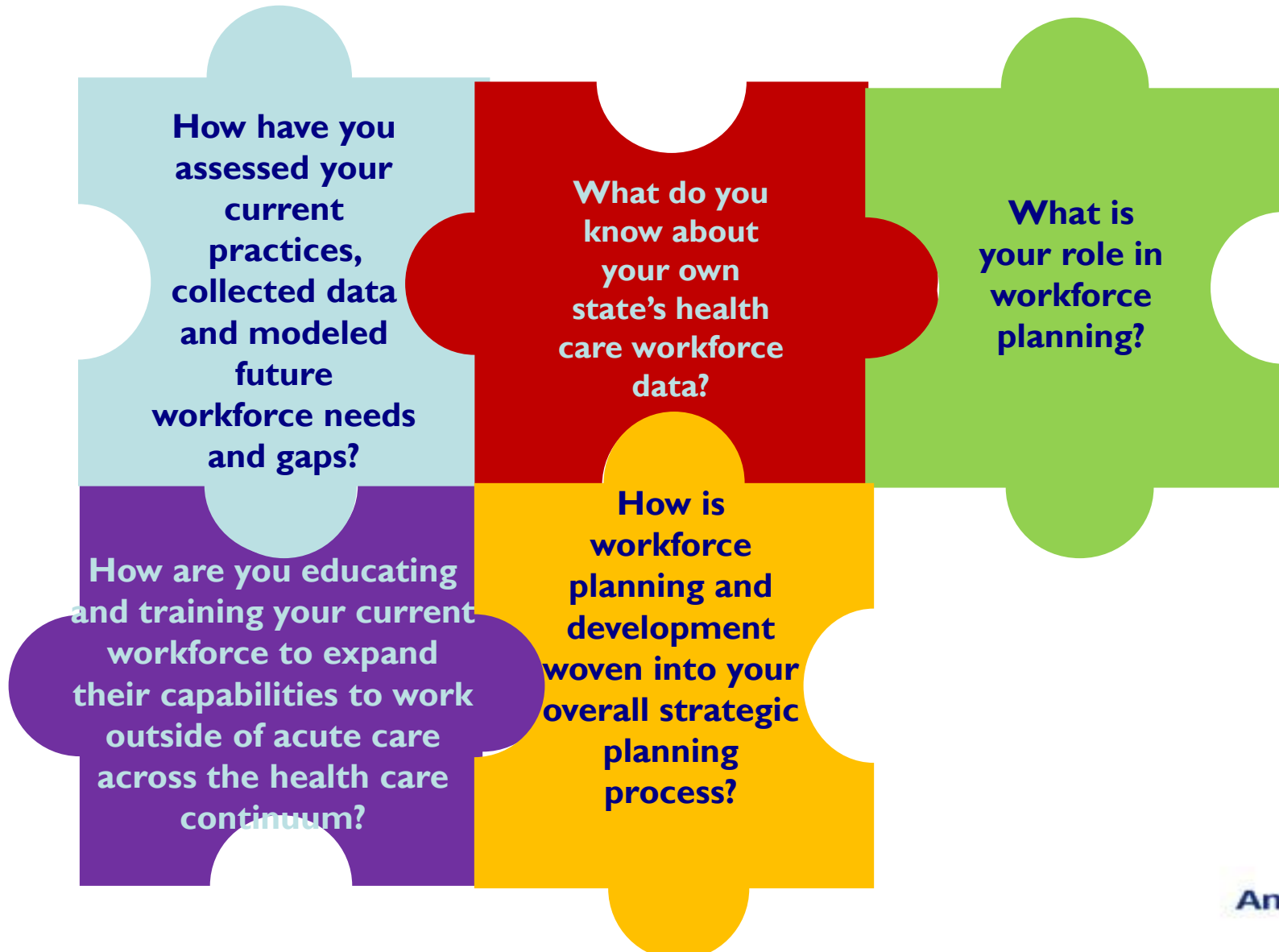
The Imperative for Strategic Workforce Planning and Development: Challenges and Opportunities

WORKFORCE DEVELOPMENT
COORDINATED CARE BEHAVIORAL HEALTH
LEADERSHIP CARE TRANSITIONS
RESILIENCY STRATEGIC PLANNING
CARE INCUMBENT WORKFORCE
HUMAN RESOURCES
WORKPLACE 2016
SAFETY SCOPE OF PRACTICE
SHORTAGE RE-TOOL
BURNOUT DEMAND
DIVERSITY CARE MODELS
ENGAGED ADAPT SURPLUS
INTERPROFESSIONAL CARE TEAM
MILLENNIALS TECHNOLOGY
RETIREMENT PARTNERSHIPS
RURAL AND VULNERABLE COMMUNITIES QUADRUPLE AIM

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2016 CPI Report

Committee engaged hospital leaders and experts to identify and examine key workforce challenges:

- **Behavioral health**
- **Rural communities**
- **Leadership & Succession Planning**
- **Diversity**
- **Work Environment**
- **Education pipelines**
- **Technology**
- **Community partnerships**
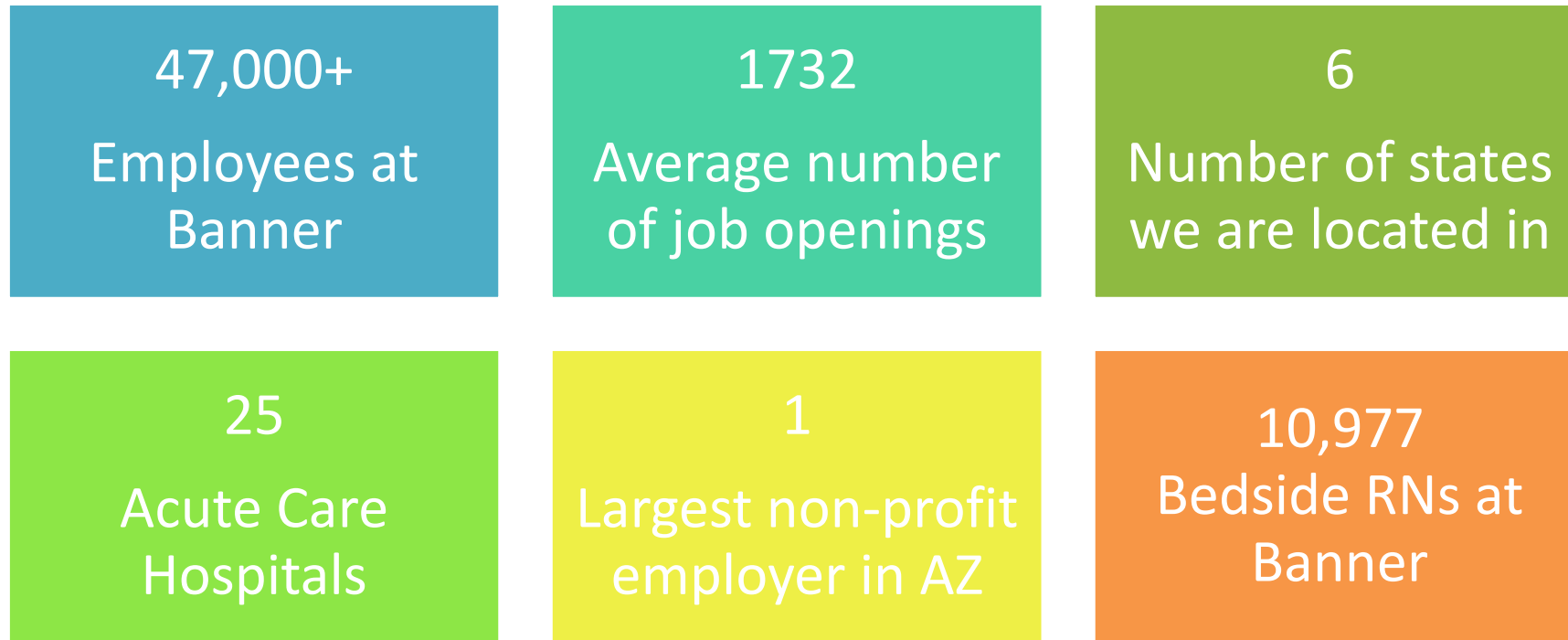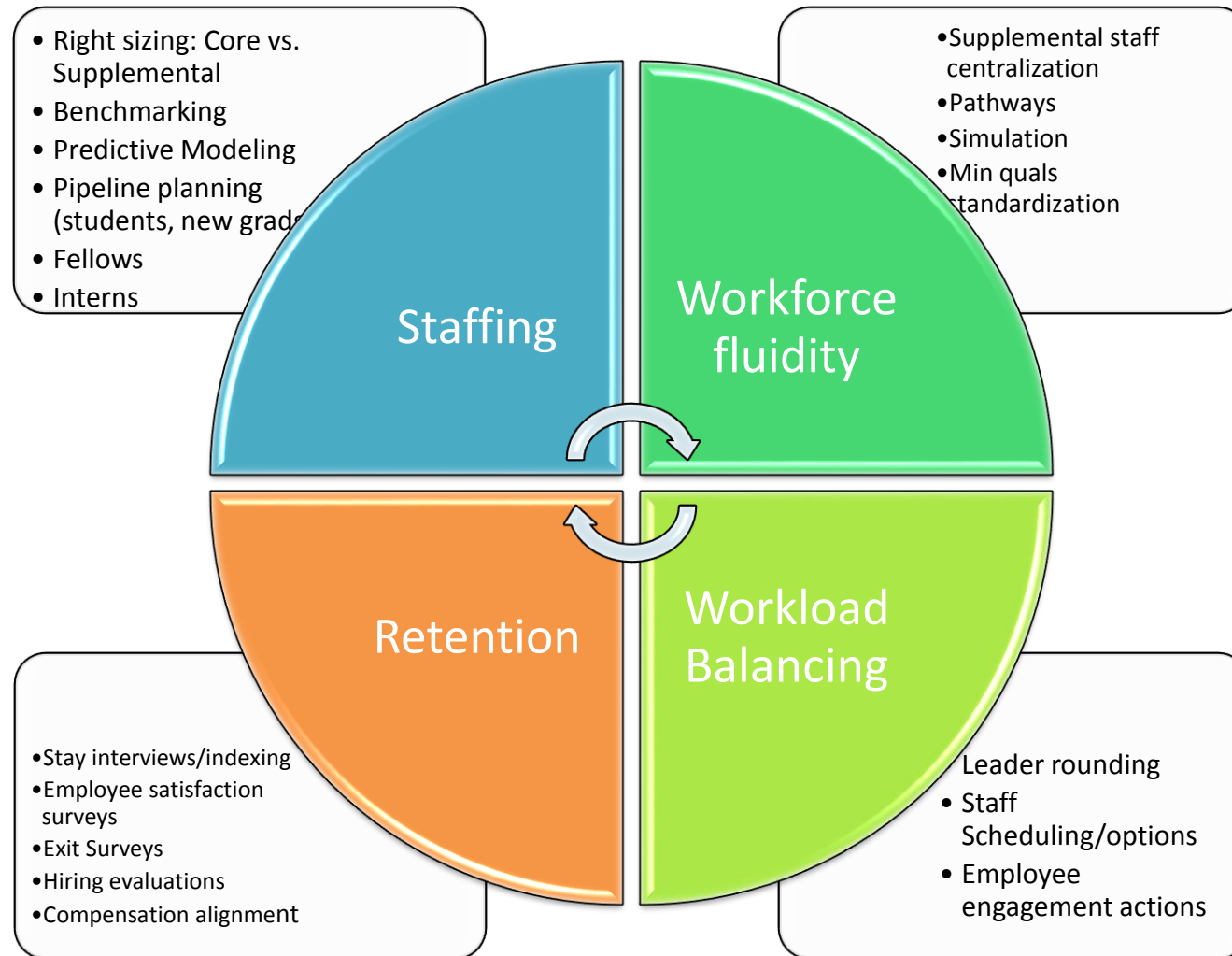- **Regulatory and policy constraints**
- **Role of Human Resources**

Impact of Banner Health Workforce

47,000+ Employees at Banner	**1732** Average number of job openings	**6** Number of states we are located in
25 Acute Care Hospitals	**1** Largest non-profit employer in AZ	**10,977** Bedside RNs at Banner

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Workforce Planning Flow

- Right sizing: Core vs. Supplemental
- Benchmarking
- Predictive Modeling
- Pipeline planning (students, new grads)
- Fellows
- Interns

- Supplemental staff centralization
- Pathways
- Simulation
- Min quals standardization

Staffing

Workforce fluidity

Retention

Workload Balancing

- Stay interviews/indexing
- Employee satisfaction surveys
- Exit Surveys
- Hiring evaluations
- Compensation alignment

- Leader rounding
- Staff Scheduling/options
- Employee engagement actions

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Right People, Right Place, Right Time

- Right sizing: Core vs. Supplemental
- Benchmarking
- Predictive Modeling
- Pipeline planning (students, new grads)
- Fellows
- Interns

Staffing
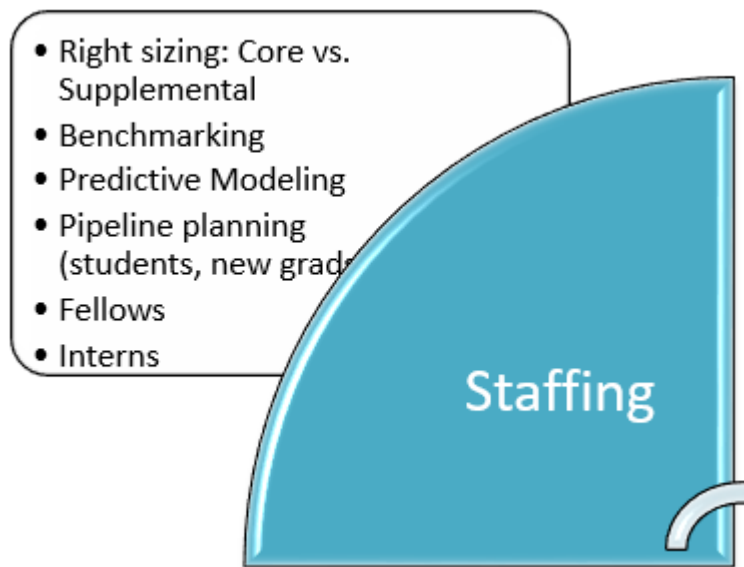
- Place students strategically and convert them into New Grad RNs
- Evaluate the amount of supplemental/premium use vs. core openings
- Hiring Evaluations

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Talent+ Assessment Categories & Themes
Clinical and Non-Clinical Assessments

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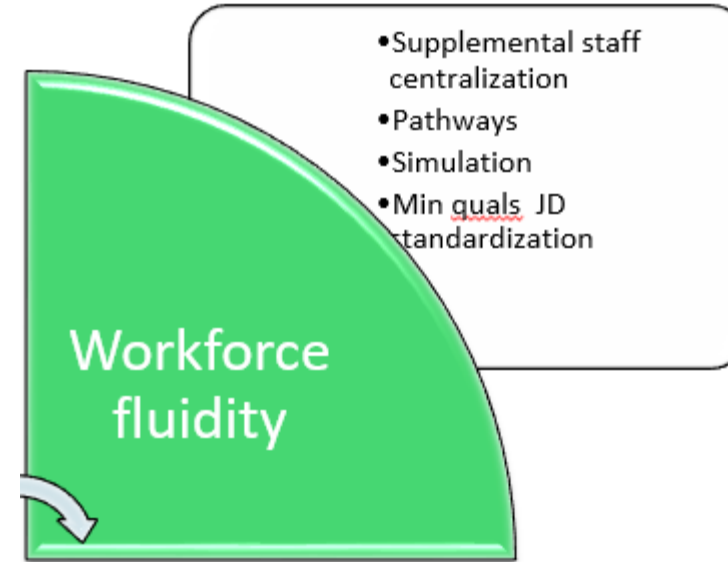| DRIVES & VALUES	VALUES
Captures a person's motivation to develop their potential and to set high expectations for themselves. This group also reflects the personal principles by which they live and work.	Represents the degree of dependability and responsibility an individual brings to the job. This theme also indicates an individual's commitment to consistently doing the right things right. **ACHIEVER** Indicates a person's drive to accomplish something every day, their need to continuously improve their work and receive recognition when earned.
WORK STYLE	**WORK INTENSITY**
Addresses how a person carries out their job responsibilities. Factors include their energy level, ability to set priorities and capacity to plan what needs to be achieved in order to meet expectations.	Identifies an individual's need to be productive and own their work. **EXACTNESS** Measures a person's drive to be organized, neat and detail-oriented in order to maximize their productivity. **LEARNER (not on clinical assessment)** Translates to an ability and desire to make adaptations to what one already knows, improving the process.
PEOPLE ACUMEN	**POSITIVITY**
Explains how a person builds relationships with others and how others feel about their relationships with that person.	Represents an individual's ongoing focus on the positive aspects of situations and people. **RELATIONSHIP** Reveals a person's ability to develop relationships in order to work effectively with others as part of a team. **PATIENT CENTRICITY (not on non-clinical assessment)** Reflects the belief that the patient is the only reason for the existence of health care providers. This causes an individual to respond to a patient's personal preferences, earning their trust and helping them to remain actively involved in their own care.
INFLUENCE	**COMMAND**
Defines the manner in which a person gets others to do something, buy something or work toward a common goal.	Identifies an individual's ability to take charge of situations and initiate action. **MISSION** Translates to a motivation to serve health care patients and an alignment with the organization's values and core beliefs.
THOUGHT PROCESS	**RESILIENCE**
Describes the individual's responsiveness to change and the ability to continuously improve outcomes by generating good solutions to issues and stress.	Allows a person to meet issues head on and bounce back to overcome obstacles in stressful and unique situations.

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How are we hiring?

	Average Assessment Score		
	Clinical 3,360 Hires | 204 Top | 78 Contrast	**Non-clinical** 1,682 Hires | 72 Top | 61 Contrast	**Front-Line Leader** 113 Hires | 33 Top | 32 Contrast
Hires *(Aug '16 – April '17)*	62	71	76
Top Performers	51	62	74
Contrast Performers	44	55	69
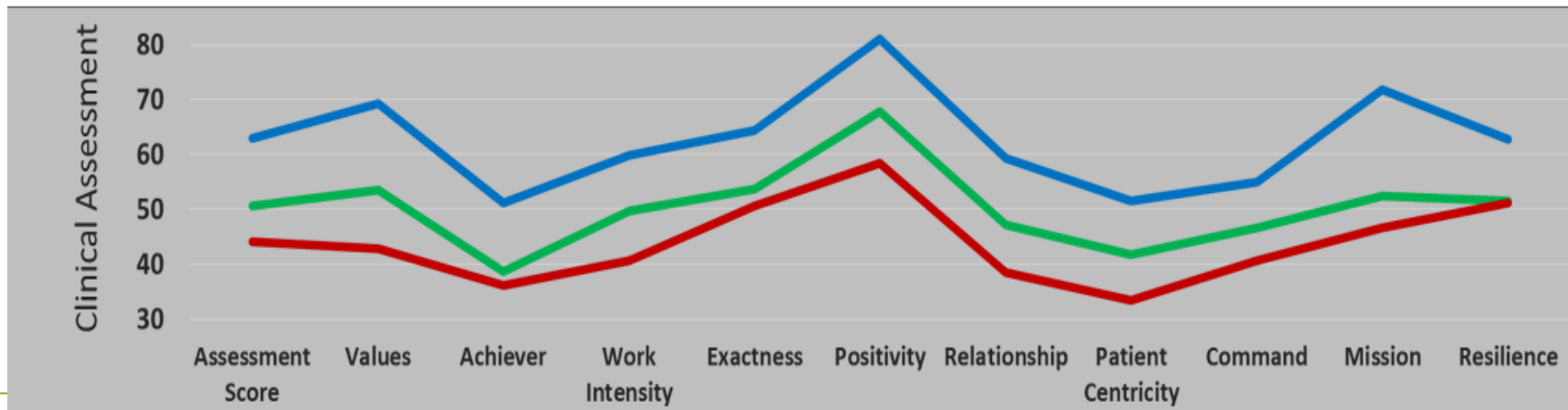
If you've got them, move them

- PRN, Per Diem, pool etc. bring under one team
  - Internal to your system
- Utilize simulation to maximize training time

Workforce fluidity

- Supplemental staff centralization
- Pathways
- Simulation
- Min quals JD standardization

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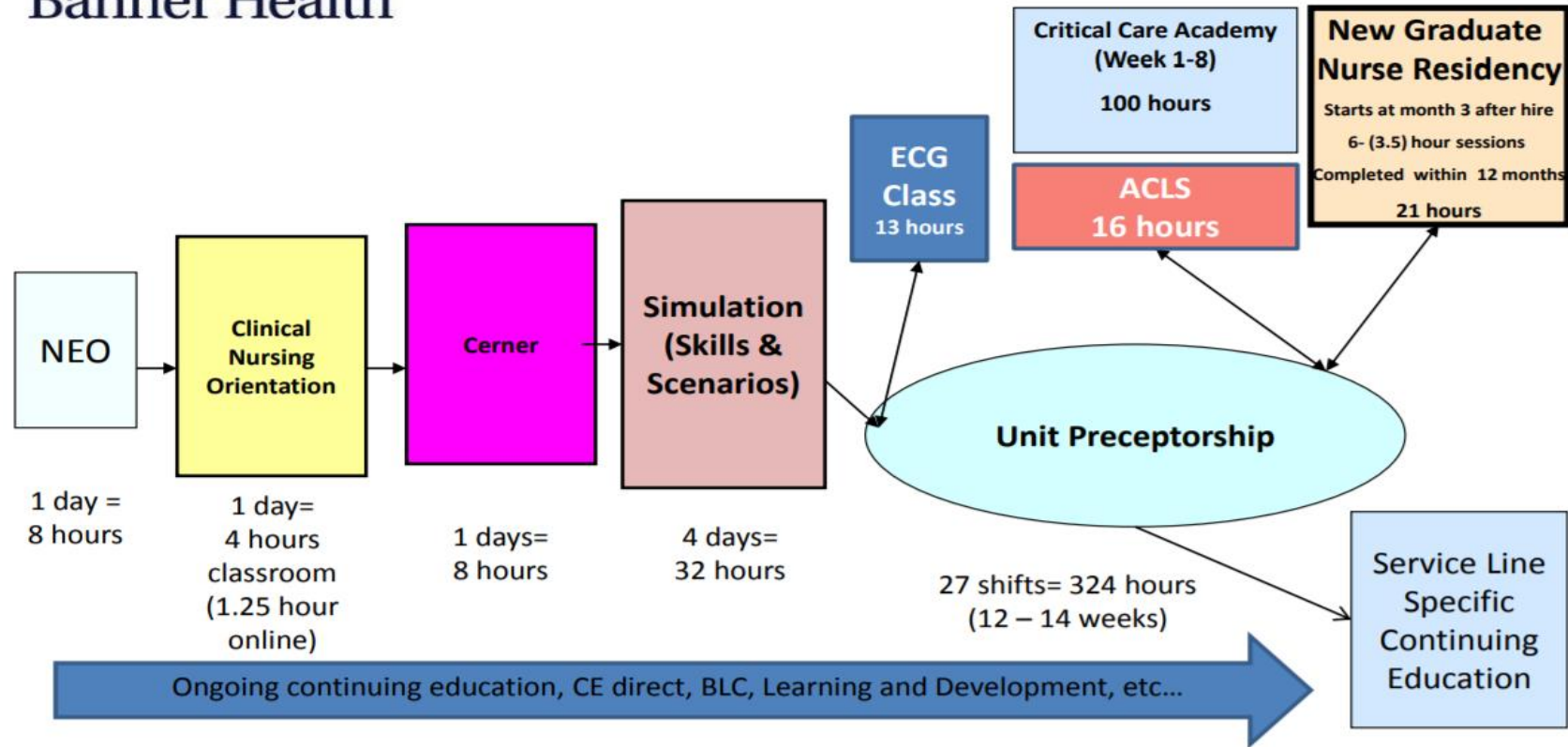
Work Life Balancing

- Seasonal scheduling
  - "teachers schedule"
- Full time, part time, non-traditional shift times
- Skip level rounding-
  - "If you were me what one thing would you change"

Workload Balancing

Leader rounding
- Staff Scheduling/options
- Employee engagement actions

Turnover reduction

Retention

- Stay interviews/indexing
- Employee satisfaction surveys
- Exit Surveys
- Hiring evaluations
- Compensation alignment
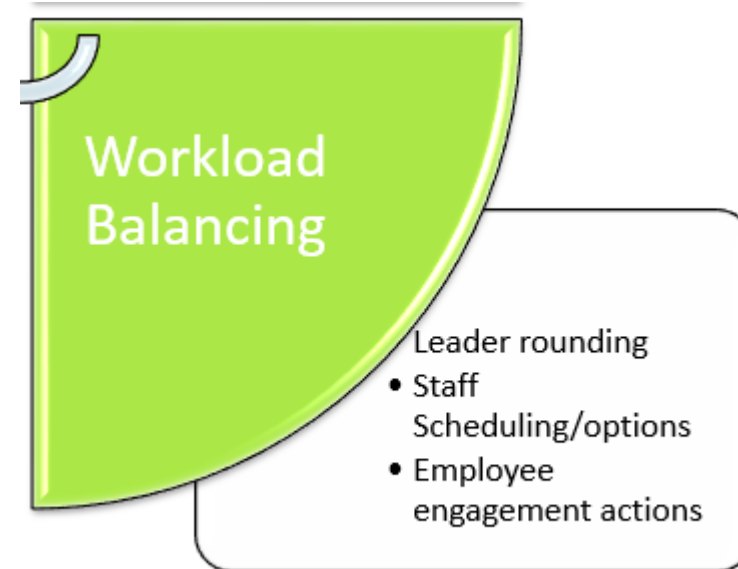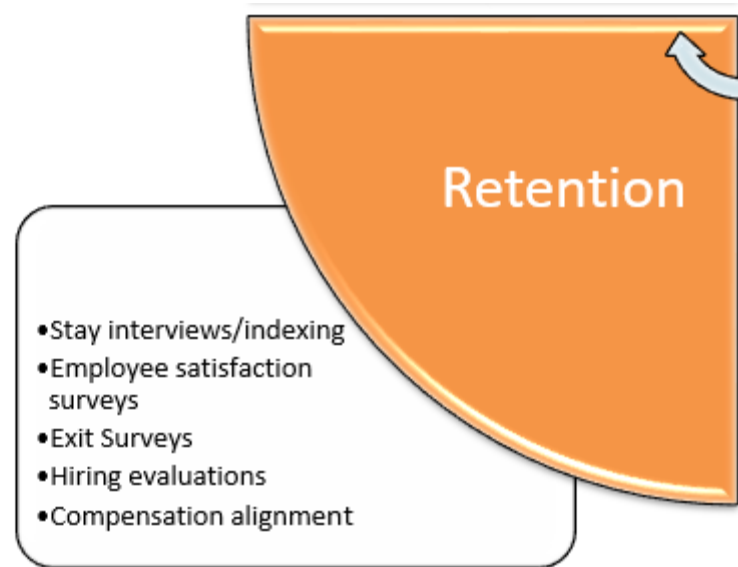
- Lots of data on internal external and individual drivers of retention
- Need to focus on culture, workload and relationships

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Thank you...Any questions?

Workforce Planning: Financial Perspective

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Healthcare Financial Management Association (HFMA)

Workforce Planning – Financial perspective

- **The Cost of Change**
  - Turnover
  - Technology
  - Move to Value

- **Investing in the Future**

hfma

TURNOVER

- Cost of turnover significant in nursing and other positions both clinical and non-clinical

- On a base of 1,000 employees, a 1% reduction in turnover can equate to $360-$570k[1]

- It's not fully quantifiable.
  - Turnover impacts patient care, staff morale, organization wide initiatives, etc.

[1]https://www.beckershospitalreview.com/human-capital-and-risk/infographic-what-s-the-cost-of-nurse-turnover.html

TECHNOLOGY

- Significant change in technology in various forms has impacted the workflow, skill needs and care models within healthcare

- Outside of patient care, areas such as IT, Finance, HR, Marketing have also been impacted

- Rapid pace of this transformation will continue to challenge those less technically inclined
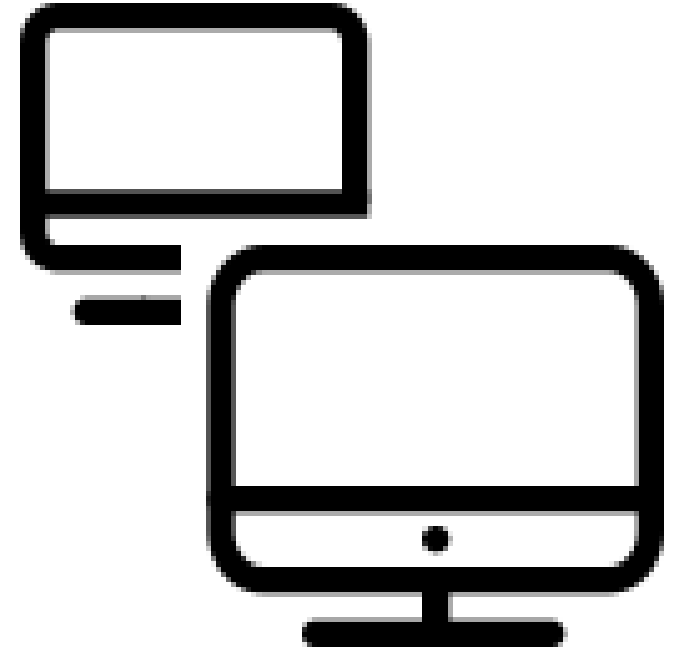
MOVE TO VALUE

- The movement to value-based healthcare, especially in the payment realm, is creating a new way of doing business

- The risk and cost implications of these payment models will lead to changes in care delivery and staffing

- Keeping this in mind when hiring, training and developing teams is critical to future success

$$\rightarrow \frac{QUALITY}{COST}$$

hfma®

INVESTING IN THE FUTURE

- With the continued financial pressures, technological advancement and move to value,

- Hospitals and health systems should think about investing in training, development and creating a talent pipeline

- Potential investment strategies

  - Partnering with nursing schools
  - Financial training for managers
  - Internship and fellowship programs

hfma

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