

Workforce/Remote Provider Experience



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Advancing Health in America

Agenda:

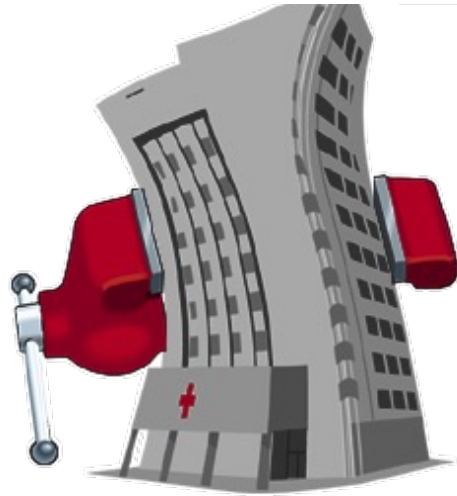
Current Workforce Landscape
AHA/AONL Initiatives
Observations from Yesterday

Current Workforce Landscape

Health system financial pressures

Forces increasing costs

- Labor
- Rx
- Technology
- Equipment and supplies
- Regulation
- Increased acuity
- Emergency readiness
- Inflation



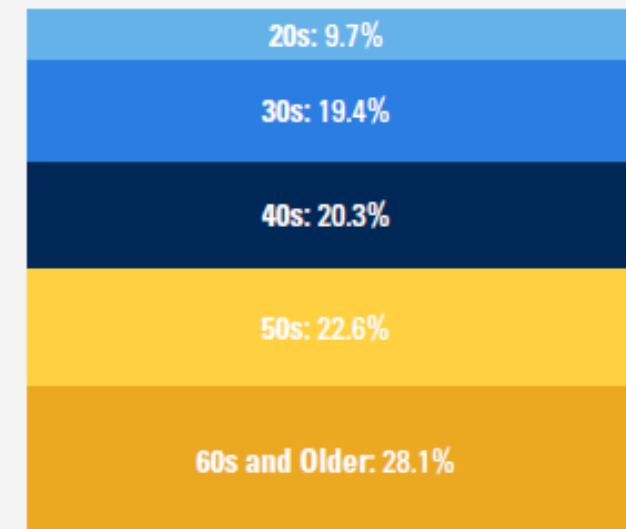
Forces decreasing revenues

- Government payment
- Stagnant utilization
- Competition from niche providers
- Potential increased uninsured
- Investments

Workforce: A long-building challenge

- **Before the pandemic, hospitals were experiencing shortages of nurses, physicians and other health care professionals**
 - Nurse hiring covering only 25% of projected need by 2026
 - Shortages of up to 124,000 physicians by 2033
 - CNA turnover rate of 27.7% in 2017
 - Over 7% of lab tech positions unfilled in 2018
- **Numerous, complex underlying causes, some of which are driven by public policy**
 - Demographic changes in health care workforce
 - Inadequate funding / pay for nursing faculty and limited training sites
 - Caps on Medicare-funded physician residency slots
 - Burnout / fatigue

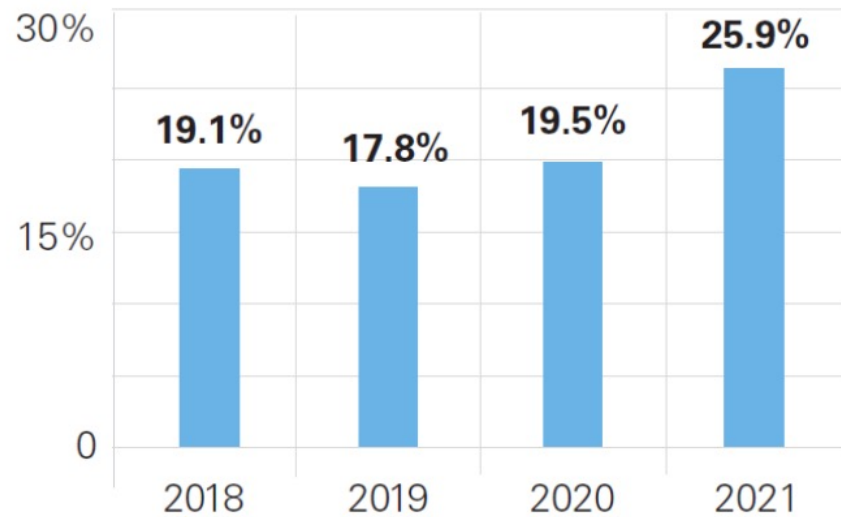
Figure 9: Percent Distribution of RN Workforce by Age Group, 2017



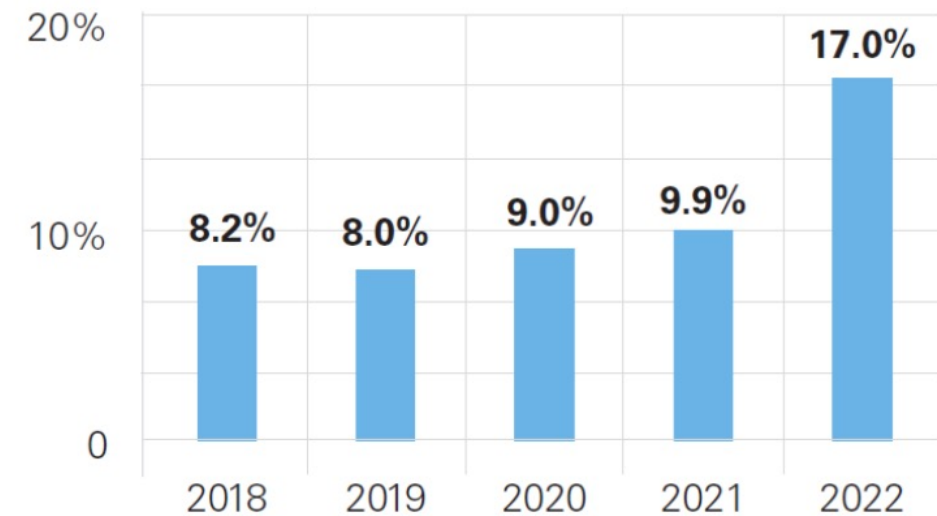
Source: National Council of State Boards of Nursing, National Nursing Workforce Study 2017

WORKFORCE: A LONG-BUILDING HEALTH CARE CHALLENGE

Hospital staff turnover rate



Average RN vacancy rate



RN turnover rate in 2021: **27.1%**

AHA workforce resources: aha.org/workforce

CHANGING ROLE OF FRONT-LINE LEADER

A DROP IN RN TENURE

Median Years at Organization for Nurses Working 12-Hour Shifts

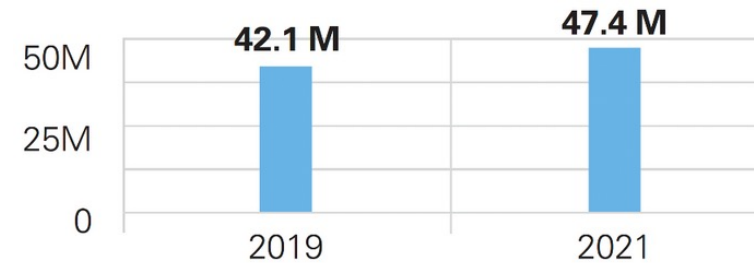


Median Years at Organization for Nurses Working 12-Hour Shifts, 2022. EpicResearch.org
Figure 1. Median nurse tenure with their organization from January 2021 to March 2022 for nurses working 12-hour inpatient shifts.

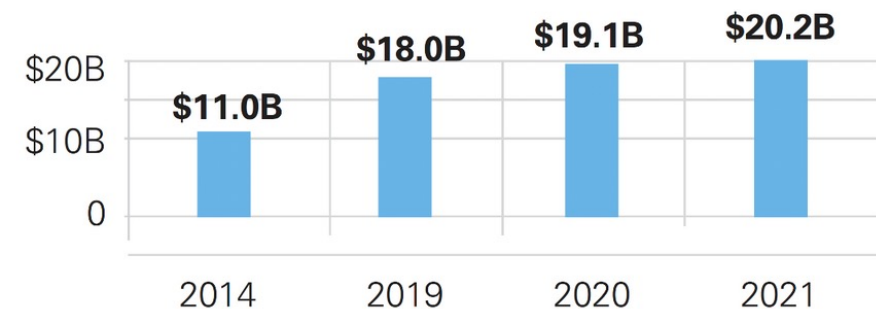
THE GREAT RESIGNATION: RISING WORKFORCE TRENDS

- **Reshuffling:** Employees are quitting and going to employers in different industries.
- **Reinventing:** Many employees leaving traditional employment for nontraditional work (temporary, gig or part-time roles) or starting their own businesses.
- **Reassessing:** Many people are quitting not for other jobs but because of the demands of life.

- Increase of U.S. workers quitting



- Shift to gig work: Temporary staffing market revenue



De Smet, Aaron et al. "The Great Attrition is making hiring harder. Are you searching the right talent pools?" McKinsey & Company, July 13, 2022

Liu, Jennifer. "Roughly 47 million people quit their jobs last year: 'All of this is uncharted territory'," CNBC, Feb. 1, 2022

Baggot, Deirdre, Hamory, Bruce and Rudoy, John. "Health Care Workers Are Moving to Gig Work in Record Numbers," Oliver Wyman, March 13, 2022

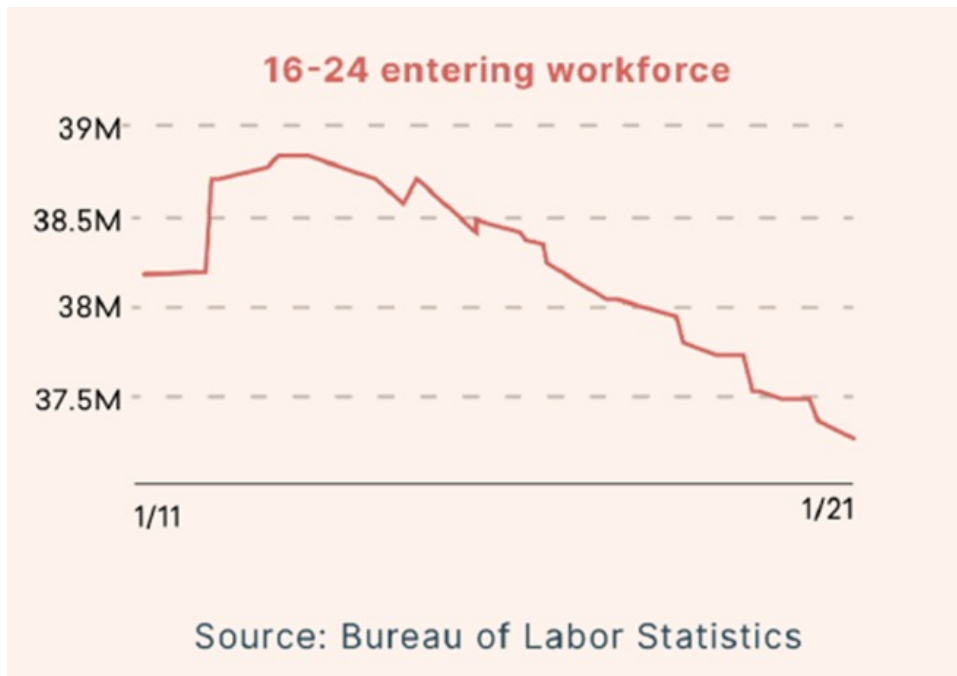
5 things Gen Z health care workers want

- Tech-driven facilities
- Attainable work-life balance
- Greater access to mental health support
- Diversity and inclusion across the organization
- Social responsibility

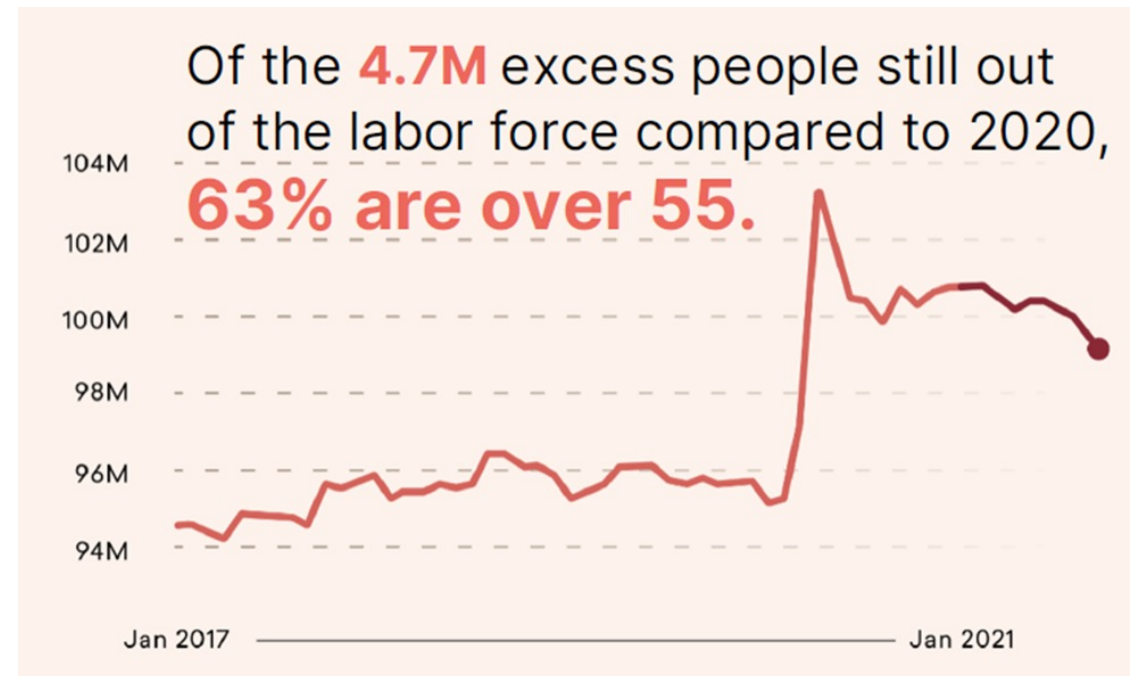
Source: <https://medcitynews.com/2023/06/gen-z-healthcare-workers-want-more-from-their-employers/>

Younger and older workers decreasing

Many sub-\$20/hr jobs are filled by people in their early 20s, but their numbers are shrinking rapidly

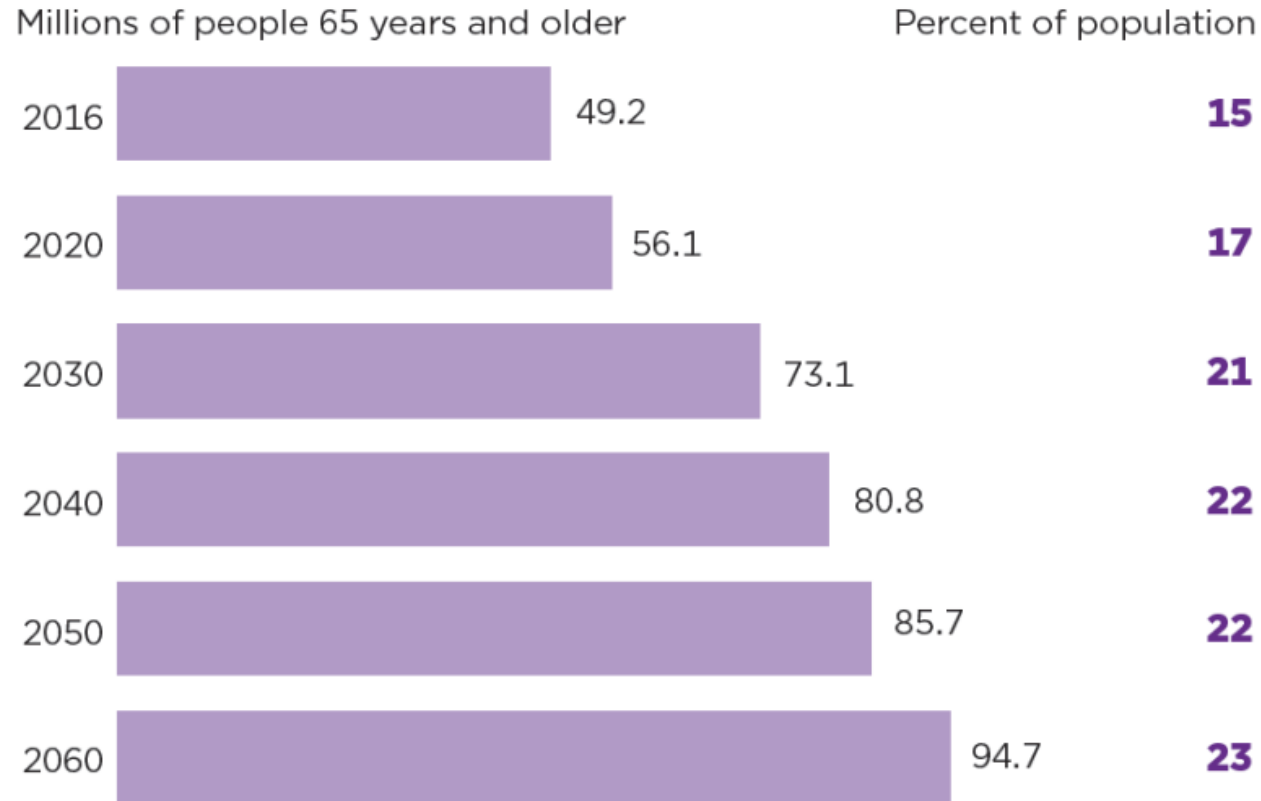


The 55+ cohort left the labor force at a much higher rate than the others, and millions may stay out



Demand problem not just a supply problem

Projections of the older adult population: 2020 to 2060



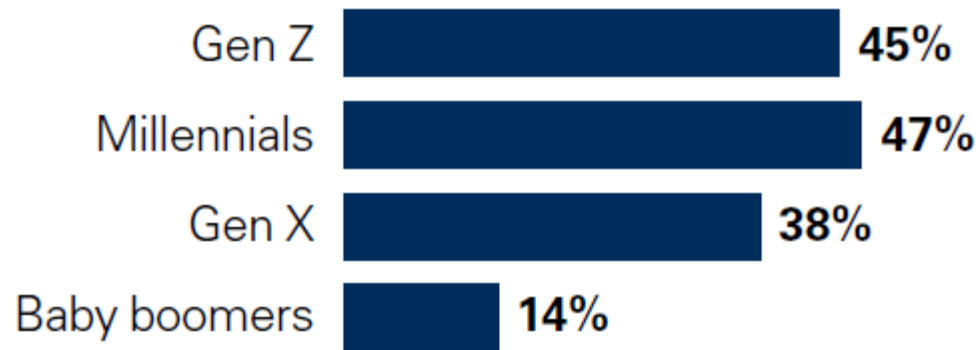
- By 2030, all Baby Boomers will be over the age of 65.
- For the first time in U.S. history, older adults are projected to outnumber children by 2034.
- By 2060, nearly one in four Americans is projected to be an older adult.
- The population 85 years and older is expected to grow nearly 200% by 2060.

Remote work

Remote work

GENERATIONAL DIFFERENCES

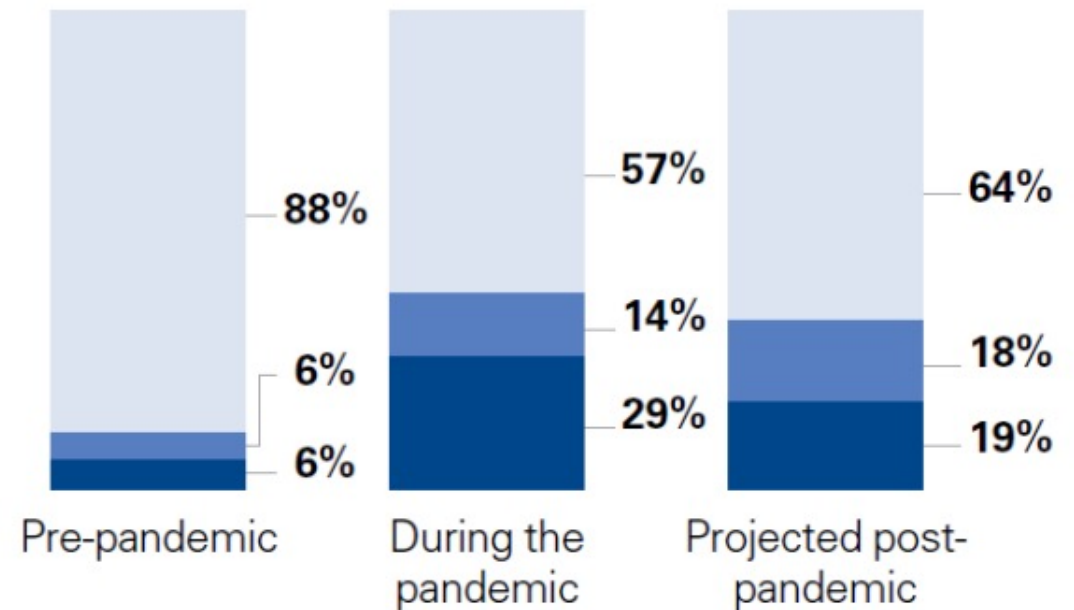
Respondents were asked if they would sacrifice future earnings to work remotely.



"What's next for America's workforce post-COVID-19?" PwC's Workforce Pulse Survey findings, March 24, 2021.

REMOTE WORK: HEALTH CARE PROVIDERS

■ % Employees on-site ■ % Employees hybrid ■ % Employees remote



50%

of health care organizations report changing hiring policies to source talent and let talent stay outside of their typical geographic footprint.

"Get Ready for the Post-Pandemic Healthcare Talent Revolution," Oliver Wyman, May 24, 2021.

Top ten patient safety concerns

2022

1. **Staffing shortages**
2. **COVID-19 effects on health care workers' mental health**
3. Bias & racism in addressing patient safety
4. Vaccine coverage gaps and errors
5. Cognitive biases and diagnostic error
6. Nonventilator health care-associated pneumonia
7. Human factors in operationalizing telehealth
8. International supply chain disruptions
9. Products subject to emergency use authorization
10. Telemetry monitoring

2023

1. The pediatric mental health crisis
2. **Physical & verbal violence against healthcare staff**
3. **Clinician needs in times of uncertainty surrounding maternal-fetal medicine**
4. **Impact on clinicians expected to work outside their scope of practice and competencies**
5. Delayed identification and treatment of sepsis
6. Consequences of poor care coordination for patients with complex medical conditions
7. Risks of not looking beyond the “five rights” to achieve medication safety
8. Medication errors resulting from inaccurate patient medication lists
9. Accidental administration of neuromuscular blocking agents
10. Preventable harm due to omitted care or treatment



ACHE CEO Survey

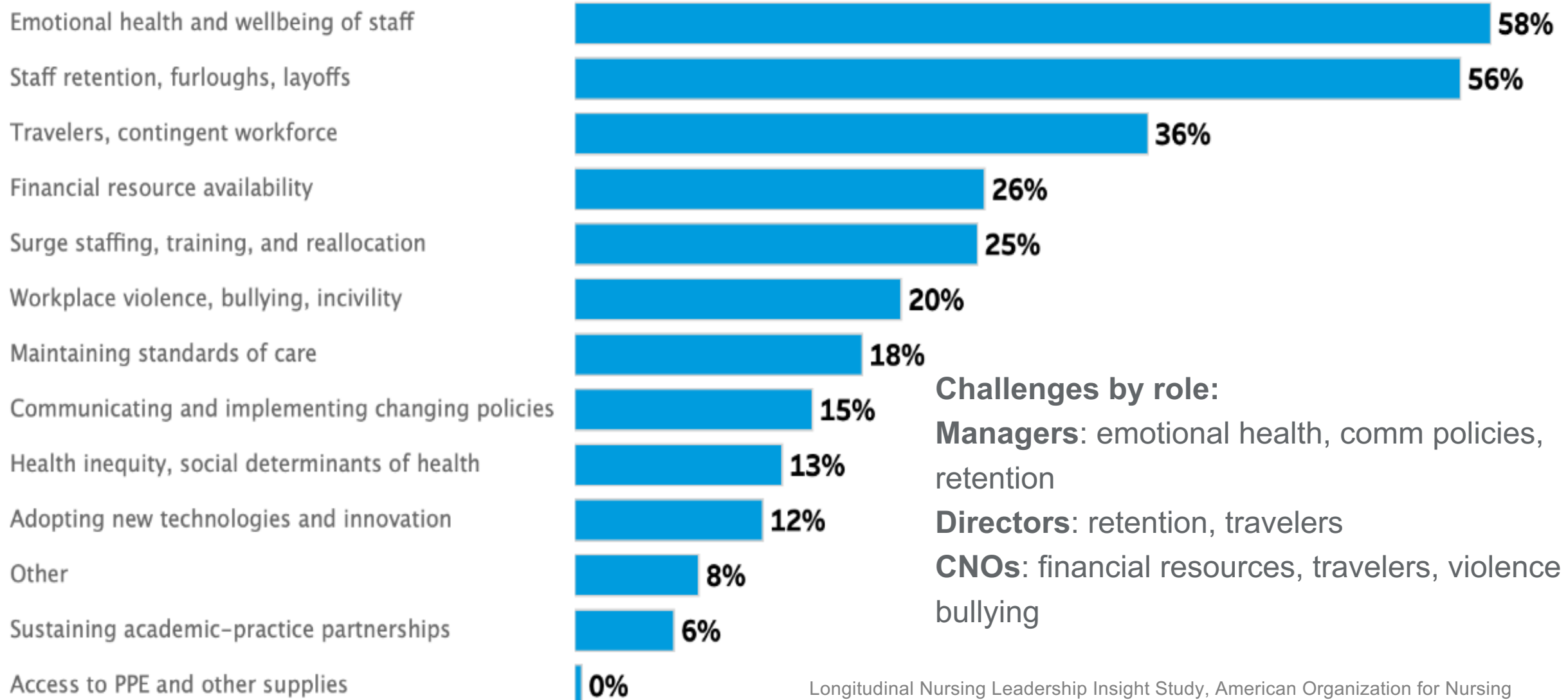
Challenges highlighted:

- Shortages of RNs 90%
- Shortages of Techs 83%
- Burnout (non-physicians) 80%
- Shortage of Therapists 70%
- Shortage of specialists 66%
- Shortage of primary care 65%
- Shortage of APPs 42%

Survey: Workforce Challenges Cited by CEOs as Top Issue Confronting Hospitals in 2022

<https://www.ache.org/about-ache/news-and-awards/news-releases/survey-workforce-challenges-cited-by-ceos-as-top-issue-confronting-hospitals-in-2022>

NURSE LEADERS' TOP THREE CHALLENGES



Challenges by role:

Managers: emotional health, comm policies, retention

Directors: retention, travelers

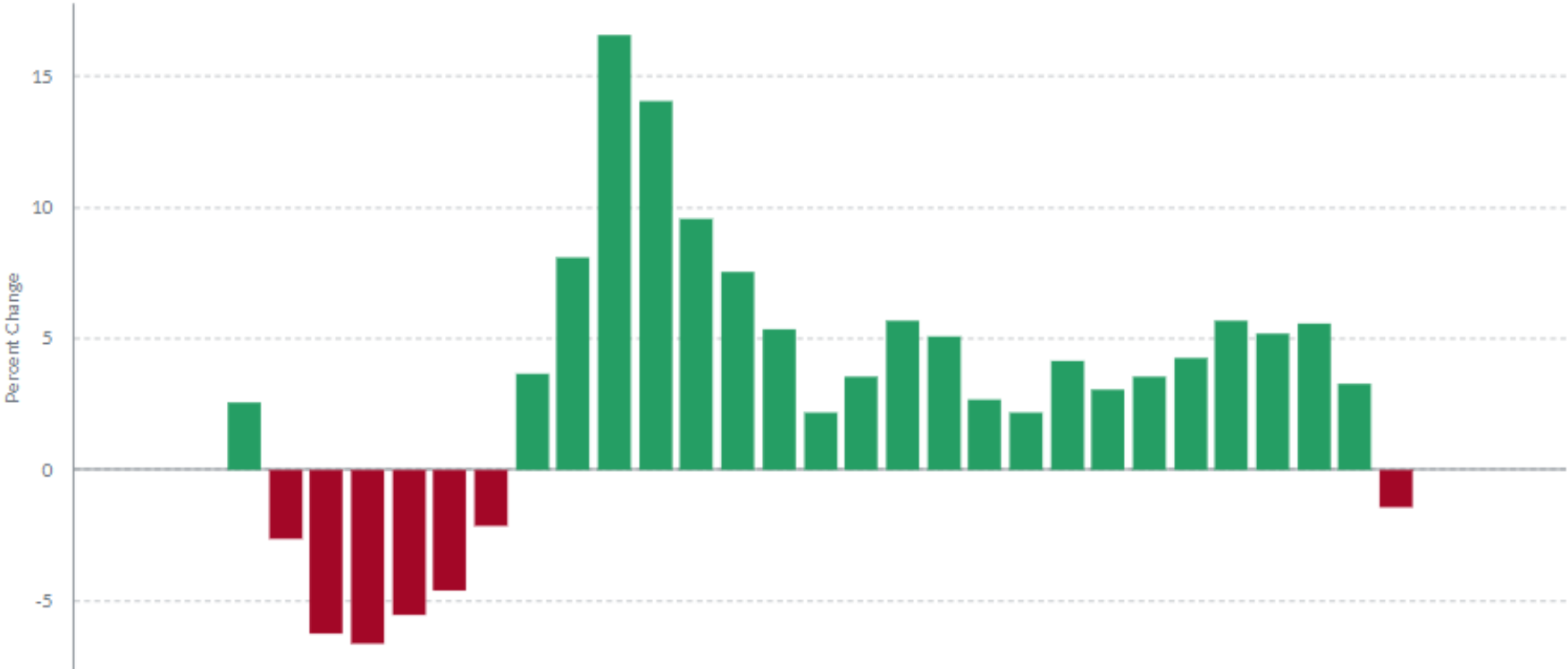
CNOs: financial resources, travelers, violence / bullying

NATIONAL COUNCIL OF STATE BOARDS OF NURSING REPORT

- 100,000 RNs left the workforce due to stress and burnout
- 610,000 reported “intent to leave” by 2027
- 200,000 additional RNs under 40 reported similar intentions
- Half of nurses reported feeling emotionally drained, used up, fatigued, or burned out “a few times a week” or “every day”
- Burnout highest in those with less than 10 years experience
- 3.3% decline in the U.S. nursing workforce in the past two years

NURSING SCHOOL ENROLLMENT

Enrollment Changes in Entry-Level Baccalaureate Nursing Programs 1994-2022



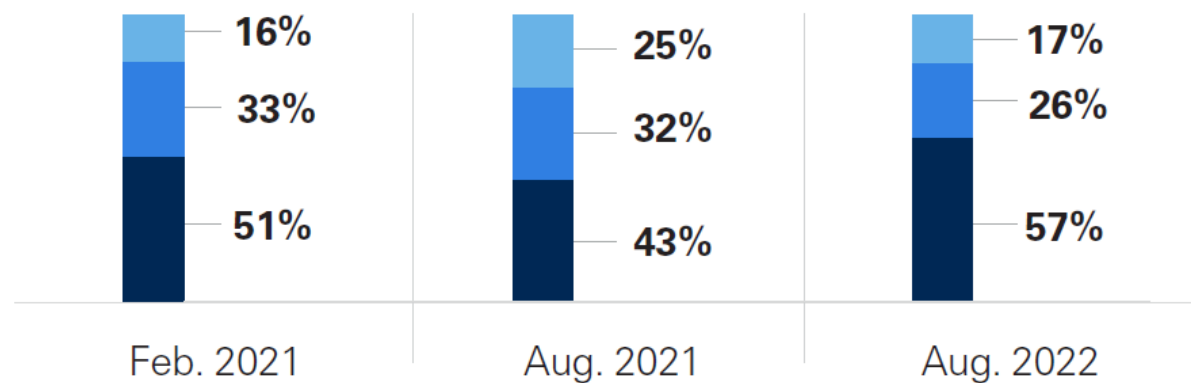
aacnnursing.org/news-data/all-news/article/new-data-show-enrollment-declines-in-schools-of-nursing-raising-concerns-about-the-nations-nursing-workforce

Burnout and mental health: Nurses

The pandemic has exacerbated burnout and related mental health challenges facing the health care workforce.

Nurse managers' emotional health over the course of the pandemic

■ Not emotionally healthy ■ Neutral ■ Emotionally healthy



American Organization for Nursing Leadership: aonl.org

Challenges by role

	Primary Challenge	Leadership Retention
CNO	Staff retention	Exhaustion; need for life/career balance; stepping down
Director	Personal physical health	Early retirement; moving to academic position
Nurse Manager	Impact on their children	Health care has shifted: opportunity to work from home in different position

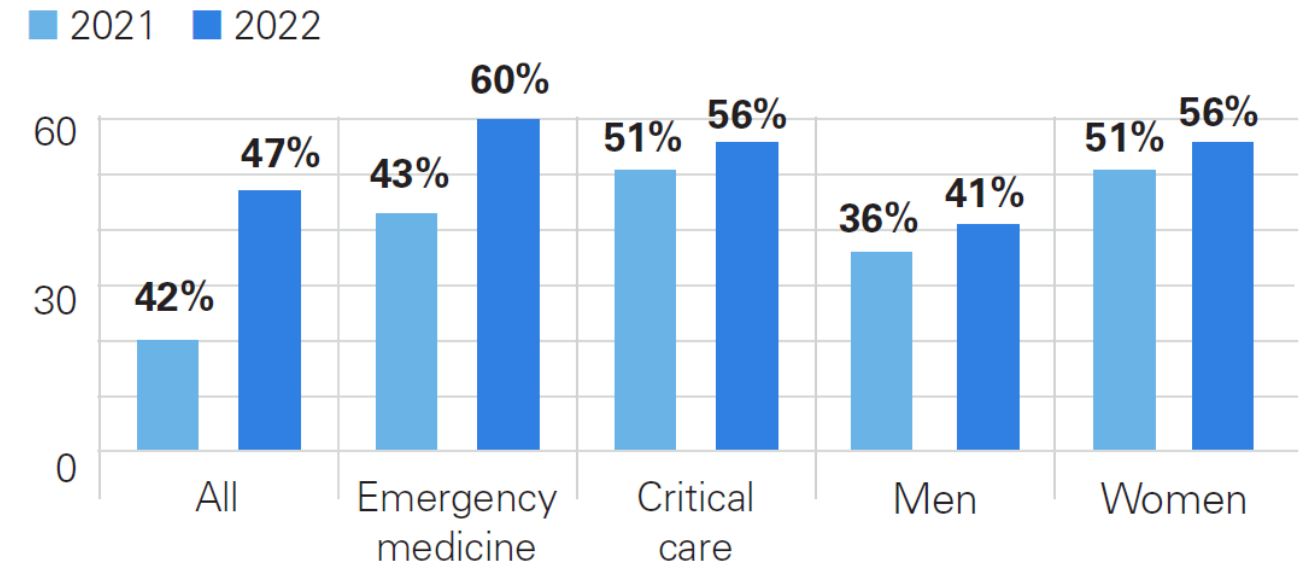
Burnout and mental health: Physicians

The pandemic has exacerbated burnout and related mental health challenges facing the health care workforce.

Physicians face stigma and structural barriers

- **8 in 10** physicians believe there is stigma surrounding mental health and seeking mental health care among physicians
- **4 in 10** physicians were either afraid or know another physicians fearful of seeking mental health care given questions asked in medical licensure/credentialing/insurance applications

Physician burnout



- **Top cause of burnout:** too many bureaucratic tasks

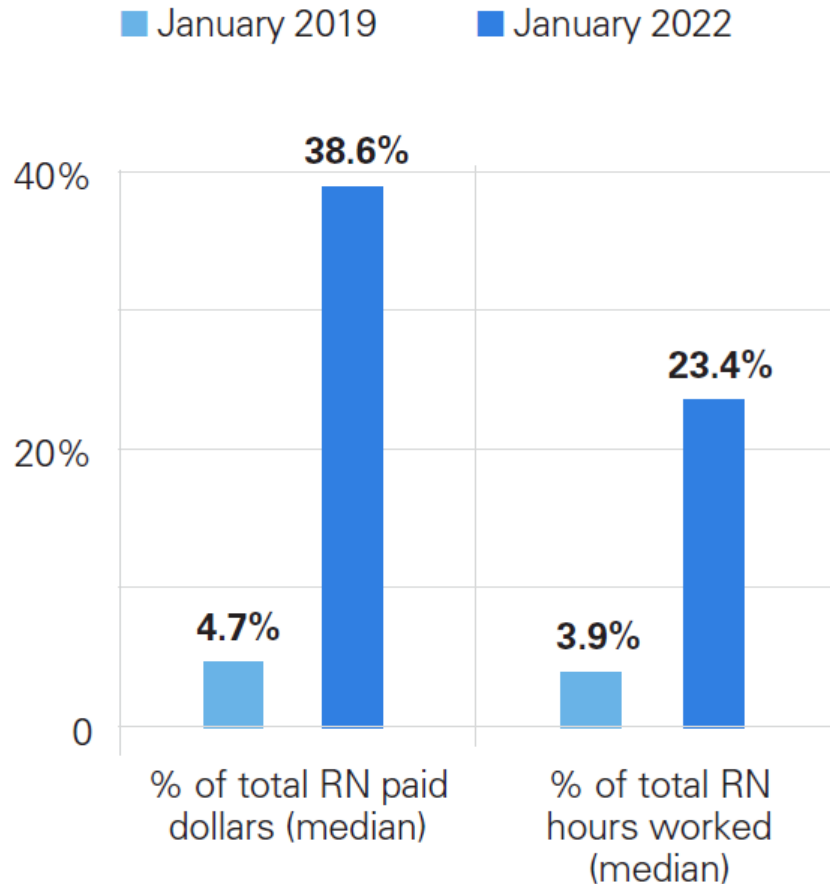
AHA Physician Alliance Be Well initiative:
aha.org/physician-alliance-be-well



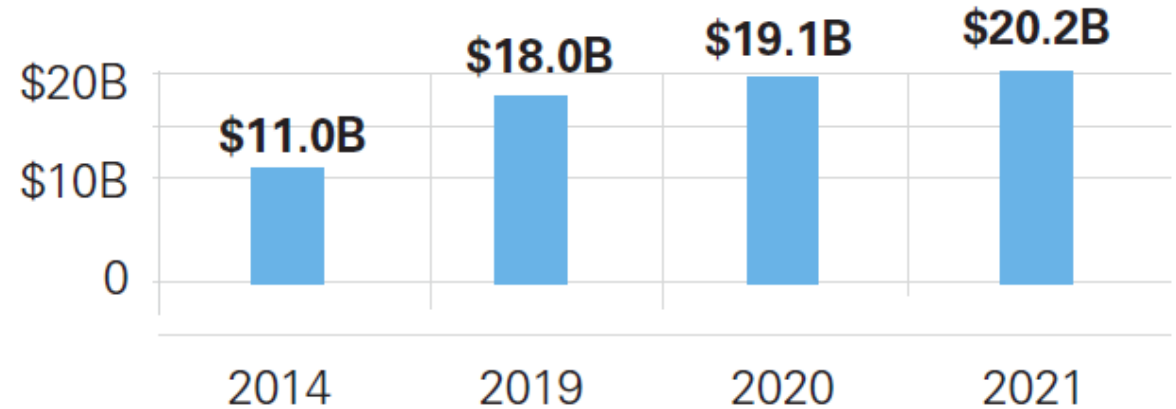
Advancing Health in America

Travel nursing

Significant growth of travel/contract registered nurses



Temporary staffing market revenue



- Shift to gig work provides flexibility: Nurses can control their work-life balance and prioritize the volume, duration, location and timing of shifts they take.

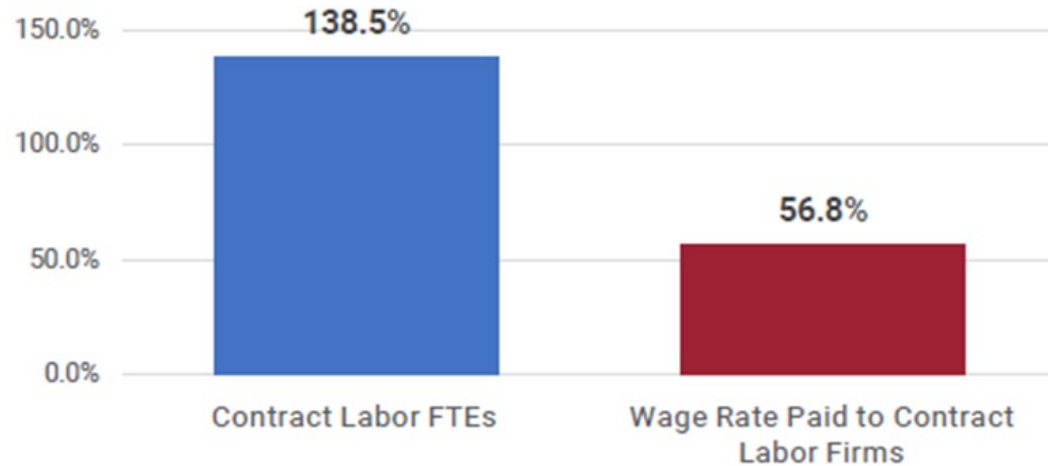
Baggot, Deirdre, Hamory, Bruce & Rudoy, John, "Healthcare Workers Moving to Gig Work in Record Numbers," Oliver Wyman, March 30, 2022.

"Massive Growth in Expenses and Rising Inflation Fuel Continued Financial Challenges for America's Hospitals and Health Systems," American Hospital Association, April 2022

2022 cost pressures

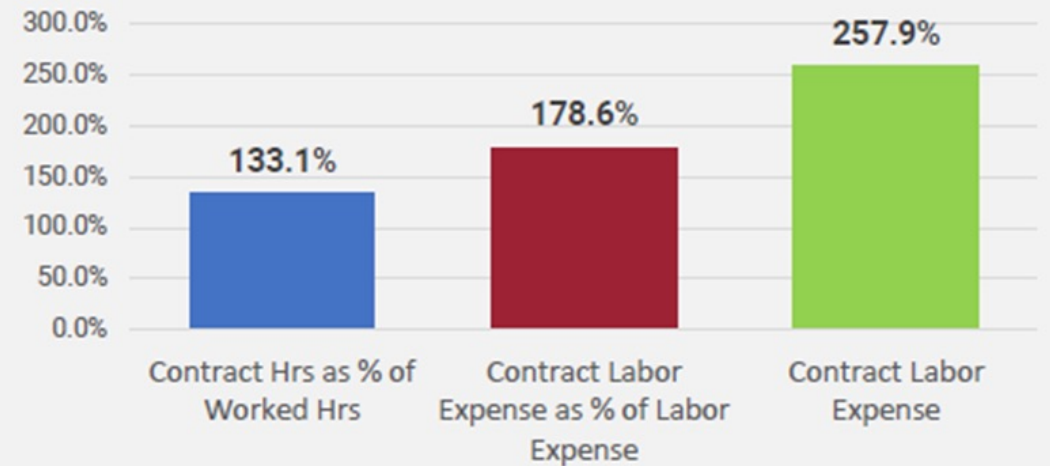
Contract Labor Demand, Costs Rise Amid Workforce Shortages

Contract Labor FTEs and Rates Paid to Contracting Firms Rose
% change from 2019 to 2022



Contract Hours and Expenses Increased Significantly from Pre-Pandemic Levels

% change from 2019 to 2022



Future health care workforce needs

Care in alternative settings is projected to rise by 2032.

Site of care	2032	Site of care	2032
Inpatient volume	+2%	Ambulatory surgery center	+25%
Inpatient days	+8%	Physician office	+18%
Outpatient volume	+16%	Emergency department	-2%
Hospital outpatient department	+18%	Home-based services	+20%
Inpatient surgeries	+4%		

- **27% of evaluation and management visits will occur virtually by 2032.**

Data from "Sg2 2022 Impact of Change® Forecast Highlights," Sg2, a Vizient company, https://newsroom.vizientinc.com/content/1221/files/Documents/2022_loC_Forecast_Media.pdf, accessed Oct. 14, 2022. Used with permission of Vizient, Inc. All rights reserved., "Occupational Outlook Handbook," U.S. Bureau of Labor Statistics, Sept. 8, 2022, <https://www.bls.gov/ooh/healthcare/home.htm>

Health care employment growth projection: 2021-2031

Position	Projected growth
Nurse anesthetists, midwives and practitioners	40%
Physician assistants	28%
Home health and personal care aides	25%
Health information technologists and medical registrars	17%
Medical assistants	16%
Respiratory therapists	14%
Occupational therapists	14%
Registered nurses	6%
Licensed practical and vocational nurses	6%
Physicians and surgeons	3%
All occupations	5%

Future models of care

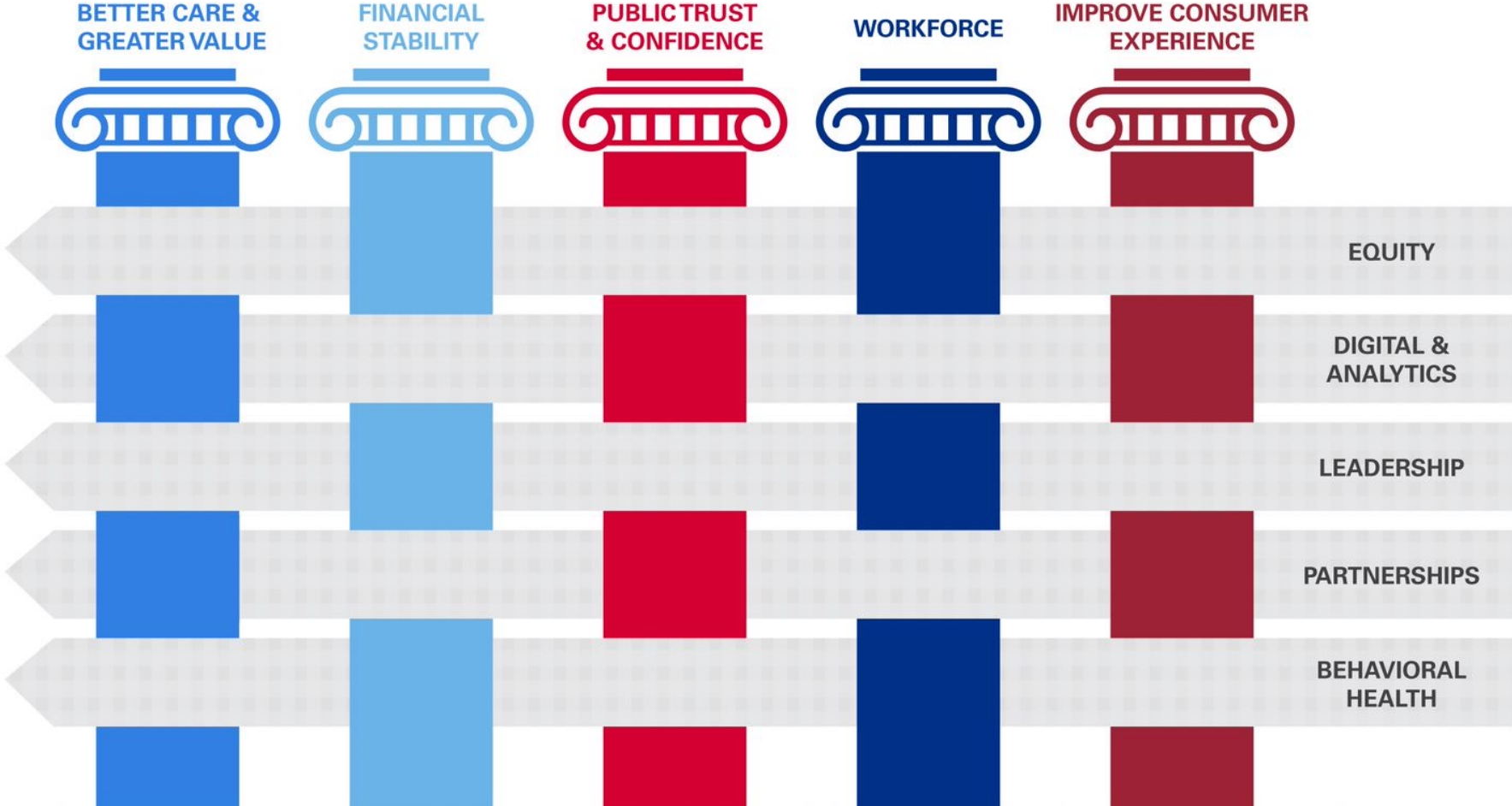
Five key areas

- **Interdisciplinary** approach
 - Leverage workers who can contribute to the delivery of care and help to maximize the time and expertise of RNs.
- **New leadership competencies**
- **Optimize technology** in practice and education
- Integrate **community-based organizations** into care models
- Modernize **accreditation and licensure** practices



AHA/AONL Initiatives

The AHA strategic framework



Workforce framework

WORKFORCE



Key issues

- Resiliency and mental health.
- Violence and incivility toward the health care workforce.
- Message the rewards of health care careers.
- Upskill current workforce (technology, new care models, leadership skills, change management).
- Explore the shared utility model for staffing.
- Strengthen a supply pipeline to meet future demand.

Now	Near	Far
<p>Culture of healing</p> <ul style="list-style-type: none"> • Well-being • Safety/violence prevention • Retention and sustainability • Recruitment <p>Creative staffing</p> <p>Technology solutions</p> <p>Data needs</p> <ul style="list-style-type: none"> • Current staffing needs • Voice of the workforce 	<p>Care model design updates</p> <ul style="list-style-type: none"> • Micro (i.e. inpatient staffing complements) • Macro (i.e. integration of physical and behavioral health) <p>Technology integration</p> <p>Leadership training/development</p>	<p>Educational pathway structure</p> <p>Health care career interest</p> <p>Educational models/curriculum</p> <p>Workforce analytics</p> <p>Workforce strategic planning</p>

Levers for action

- ✓ Legislative and regulatory reforms/proposals
- ✓ Delivery system changes
- ✓ Member resources
- ✓ Messaging and communications

AHA/AONL 2023 Focus Areas

Culture of Work	Sub-topics
Create a culture that reconnects to purpose and is an environment for fostering change.	<ul style="list-style-type: none">• Ongoing support of a healthy work environment - well-being, safety, mental health• Support work and workflow changes at frontlines• Enable leadership for transformation
Care Model Exploration Build care models that are sustainable and produce high quality outcomes.	<ul style="list-style-type: none">• Define value and vision for care delivery transformation• Create the framework for transformation• Identify opportunities to address scope/different team complements
Workforce Planning Build the healthy workforce 2030 plan.	<ul style="list-style-type: none">• Identify needs and architecture to collect and analyze credible data and trends• Build partnerships for shared data
Messaging the Health Care Career Engage a broad and diverse community to work in health care.	<ul style="list-style-type: none">• Connect with current and recent workforce to rejoin health care• Emphasize the breadth and depth of careers in health care to students/ mid-career professionals looking for change.• Broaden outreach opportunities to more diverse audience

Focus: Culture of work

Vision: Create a culture that reconnects to purpose and is an environment for fostering change.	Sub-topics	2023 Work Streams	Potential partners
	Well-being, safety, mental health Develop foundation for transformation support	<ul style="list-style-type: none"> • AHA Leadership Experience – Q1 & Q4 • NAM Collaborative learning groups – ongoing 2023 • CWO Implementation Guide- developed with CHARM leaders – Q3 • Workplace violence prevention issue briefs – risk mitigation, trauma support, violence mitigation and culture of safety • Suicide prevention collaborative – Q1 – Q3 • #WeAreHealthCare campaign - ongoing 	<ul style="list-style-type: none"> • All-in for Wellbeing • NAM • CHARM • EMR vendors • Accrediting bodies • Funders
	Work and workflow changes	<ul style="list-style-type: none"> • Guide on integration of behavioral and physical health – quarterly Regulatory barrier advocacy – ongoing • Case example development on shared governance/transformation models • Developing convening on EMR burden reduction/facilitation of workflows 	<ul style="list-style-type: none"> • AONL • CDC • EMR vendors • Accreditors/ Payers • Funders
	Leadership for transformation	<ul style="list-style-type: none"> • Physician 360 program – ongoing • AONL leadership academies - ongoing • Team Training – ongoing • Identify and highlight resources/examples on remote/flexible/gig workforce and how to lead 	<ul style="list-style-type: none"> • Professional societies • Academia

Focus: Care model exploration

Vision: Build a care model that is sustainable and produces high quality outcomes.	Sub-topics	2023 Work Streams	Potential partners
	<p>Create the framework for transformation</p> <p>Identify opportunities to address scope/different team complements</p>	<p>Seizing the conversation - ongoing</p> <p>Convening two leader groups to define value and vision of transformation – why, how, burning platform – clinical leaders and administrative leaders</p> <ul style="list-style-type: none"> • Develop communication plan/elevator pitch – create sense of urgency for transformation • Develop advocacy/policy agenda/needs • Identify evidence/examples of care model transformation • Engage clinical leaders and teams to develop test/pilot opportunities • Implications and needs for scope of practice 	<ul style="list-style-type: none"> • Provider sponsored health plans, allies, labor? • TJC • Faculty/academia • National council of training/licensures • VA

Focus: Workforce planning

Vision:	Sub-topics	2023 Work Streams	Potential partners
Build the healthy workforce 2030 plan.	Identify needs and architecture to collect and analyze credible data and trends	<ul style="list-style-type: none"> • Proluent job posting quarterly reports • Syntellis labor impact bi-annual reports Q1, Q3 • Build workforce into 2023 policy team research agenda • Convene subgroup of task force to identify needed data streams 	<ul style="list-style-type: none"> • State workforce centers • Academia • HR leaders • Allies
	Build partnerships for shared data	<ul style="list-style-type: none"> • Develop guide on building academic/practice partnerships shared data • Advocate for workforce add-on payments to allow for experimentation and growth 	<ul style="list-style-type: none"> • State workforce centers • HR leaders • Academia • Allies

Focus: Messaging the health care career

Vision: Engage a broad and diverse community to work in health care.	Sub-topics	2023 Work Streams	Potential partners
	Connect with current and recent workforce to rejoin health care	<ul style="list-style-type: none"> • #WeAreHealthCare • Communications toolkit to encourage workforce engagement and health care careers for members and allies • Proactively pitch media stories that highlight the challenge as well as some innovative, local programs • Identify health professional recognition days to target for social media campaigns – provide tools to states to amplify 	<ul style="list-style-type: none"> • Allies • Funders • Membership
	Emphasize the breadth and depth of careers in health care to students/ mid-career change	<ul style="list-style-type: none"> • Podcast series highlighting workforce partnerships, paired with top takeaways infographic + social graphics 	<ul style="list-style-type: none"> • Allies • Funders • National Association of State Workforce Boards
	Broaden outreach opportunities to more diverse audience	<ul style="list-style-type: none"> • Guide on hiring veterans (2017) – cross walk of military skills and civilian clinical certifications and resources – redistribute/update 	

AONL COMPENDIUM

- Talent Attraction and Acquisition
- Recruitment and Retention
- Leadership
- Positive Practice Environment
- Academic-Practice Partnerships
- Culture of Inquiry
- Total Rewards

aonl.org/resources/Nurse-Leadership-Workforce-Compendium



Observations from Yesterday

HEALTHCARE TRANSFORMATION

- How do we get there from here???