In Our Hands

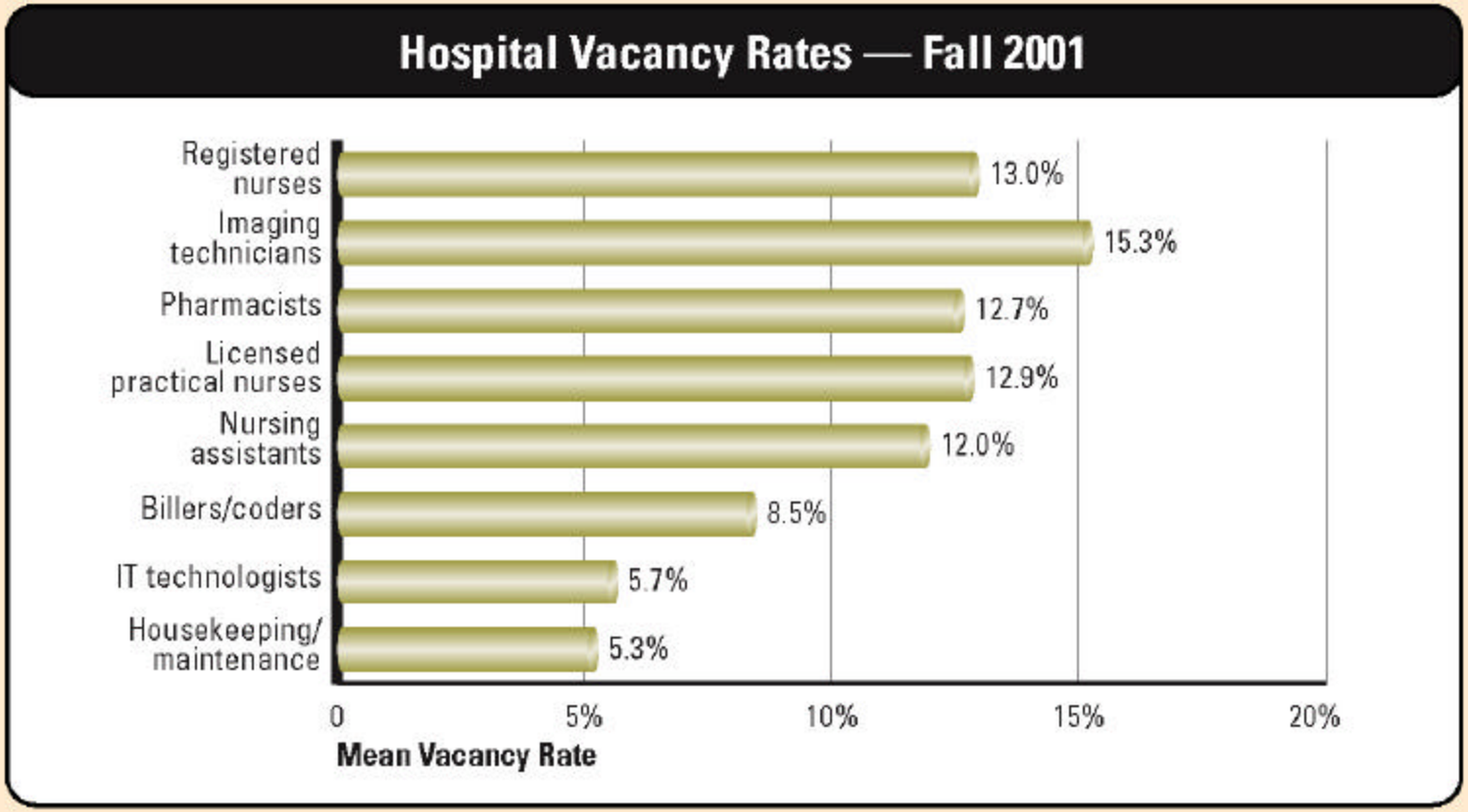
HOW HOSPITAL LEADERS CAN BUILD A THRIVING WORKFORCE

Presentation Overview

- A Looming Crisis in Care
- AHA Workforce Commission
- Recommendations
- Commission Conclusions

The Current Situation:

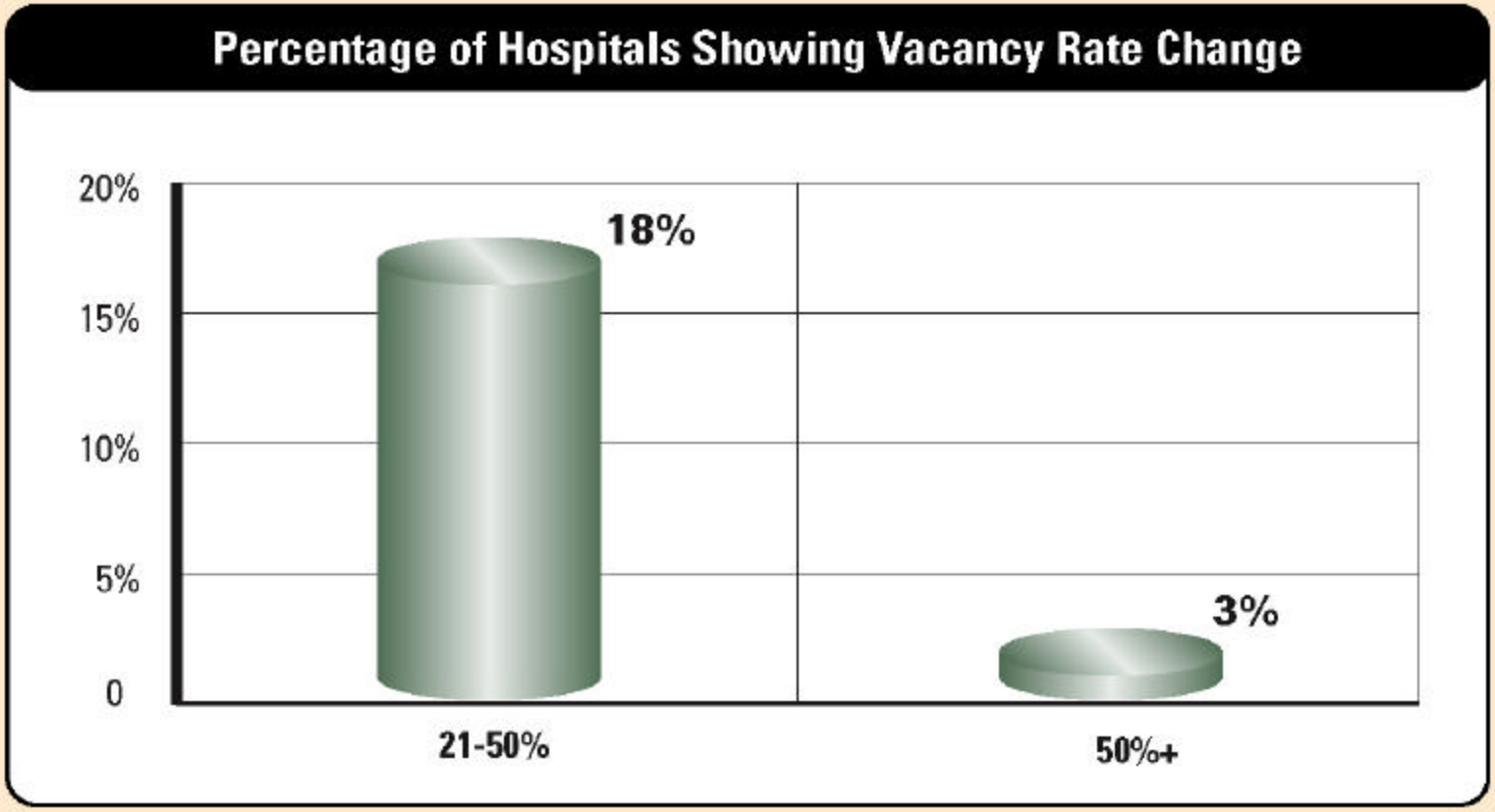
A SHORTAGE OF ALL TYPES OF HOSPITAL WORKERS



Source: First Consulting Group, Fall 2001.

The Current Situation:

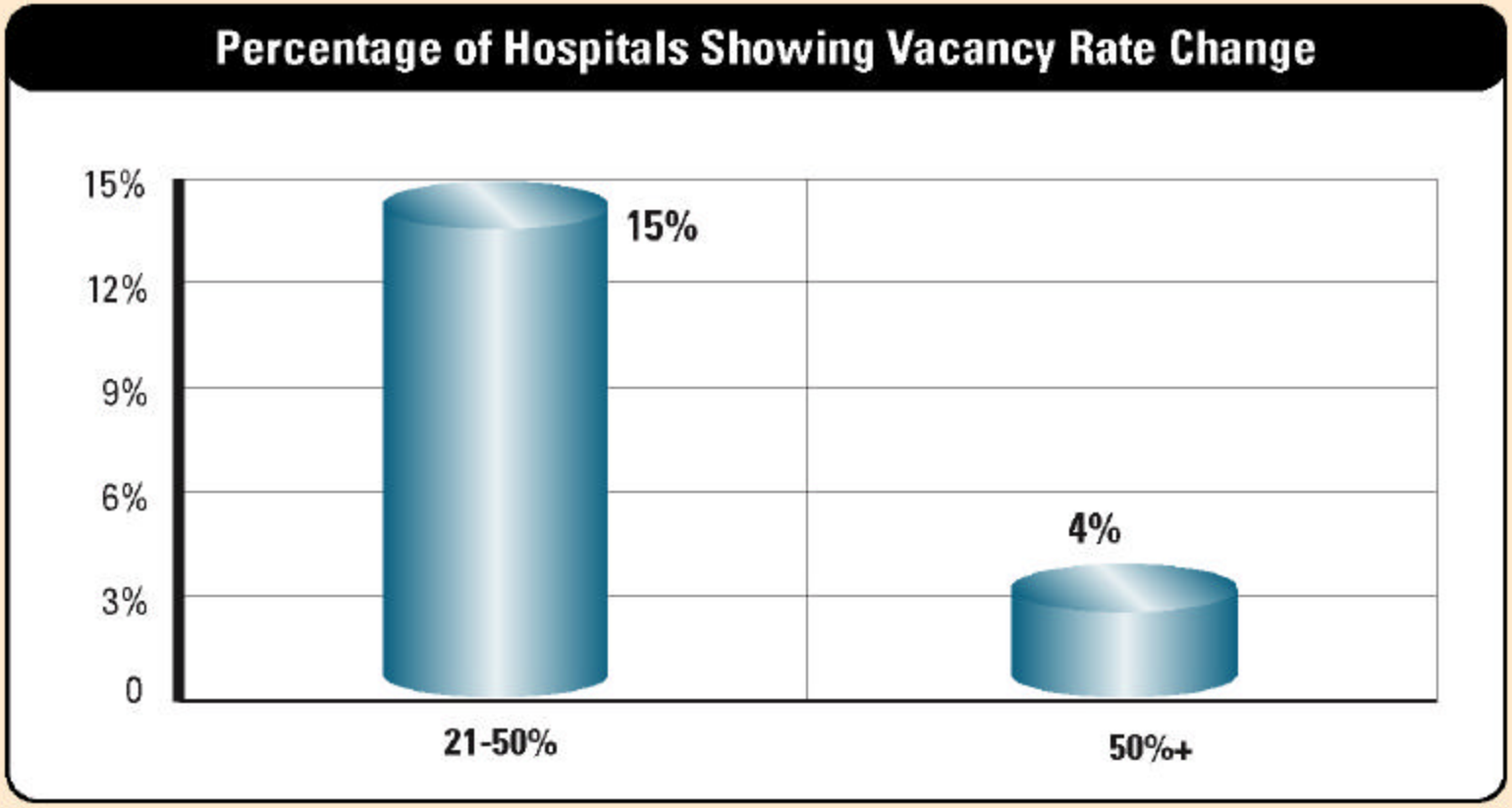
21% OF HOSPITALS REPORT SEVERE SHORTAGES (OVER 20% VACANCY RATE) OF IMAGING TECHNICIANS.



Source: First Consulting Group, Fall 2001.

The Current Situation:

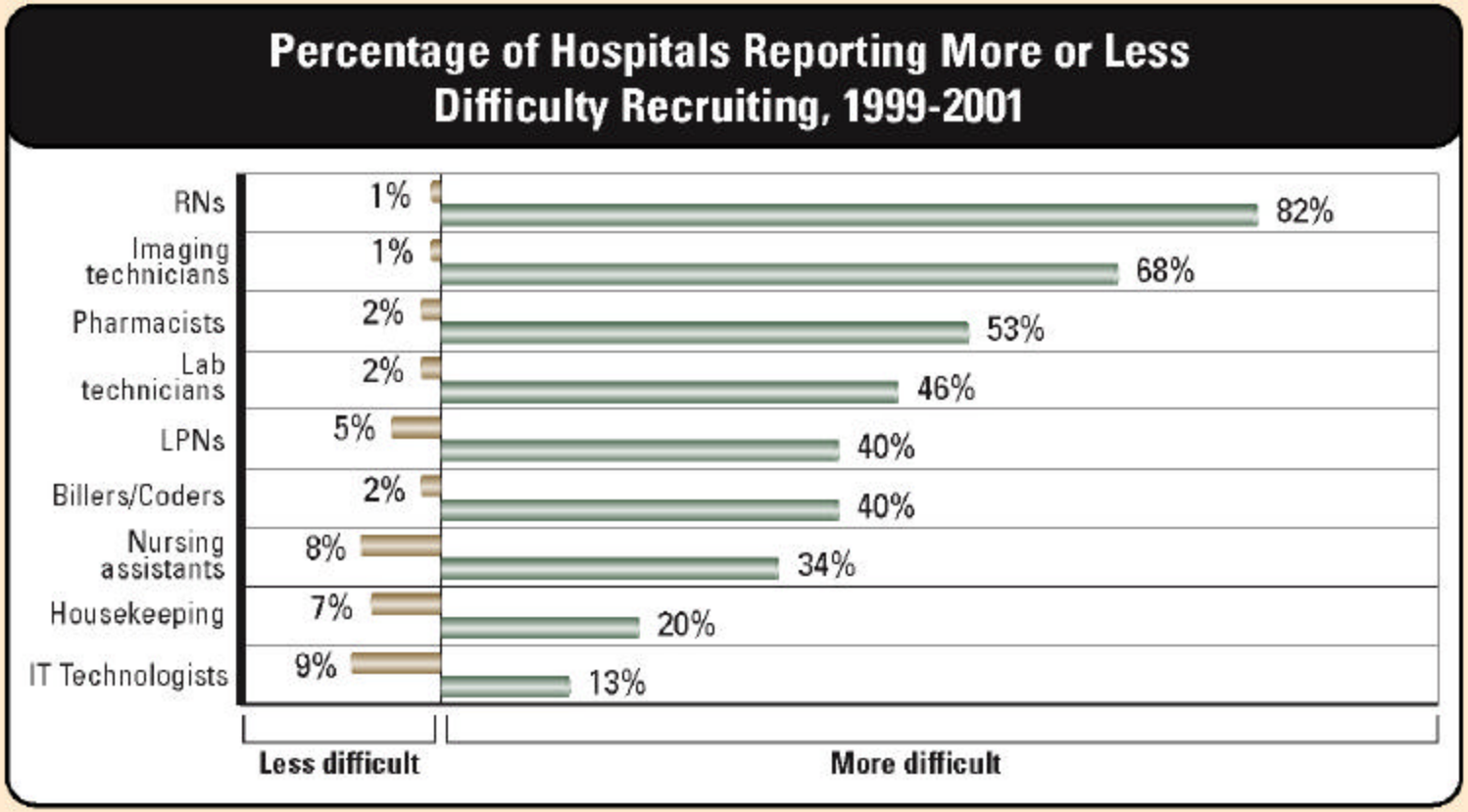
19% OF HOSPITALS REPORT SEVERE SHORTAGES (OVER 20% VACANCY RATE) OF PHARMACISTS.



Source: First Consulting Group, Fall 2001.

The Current Situation:

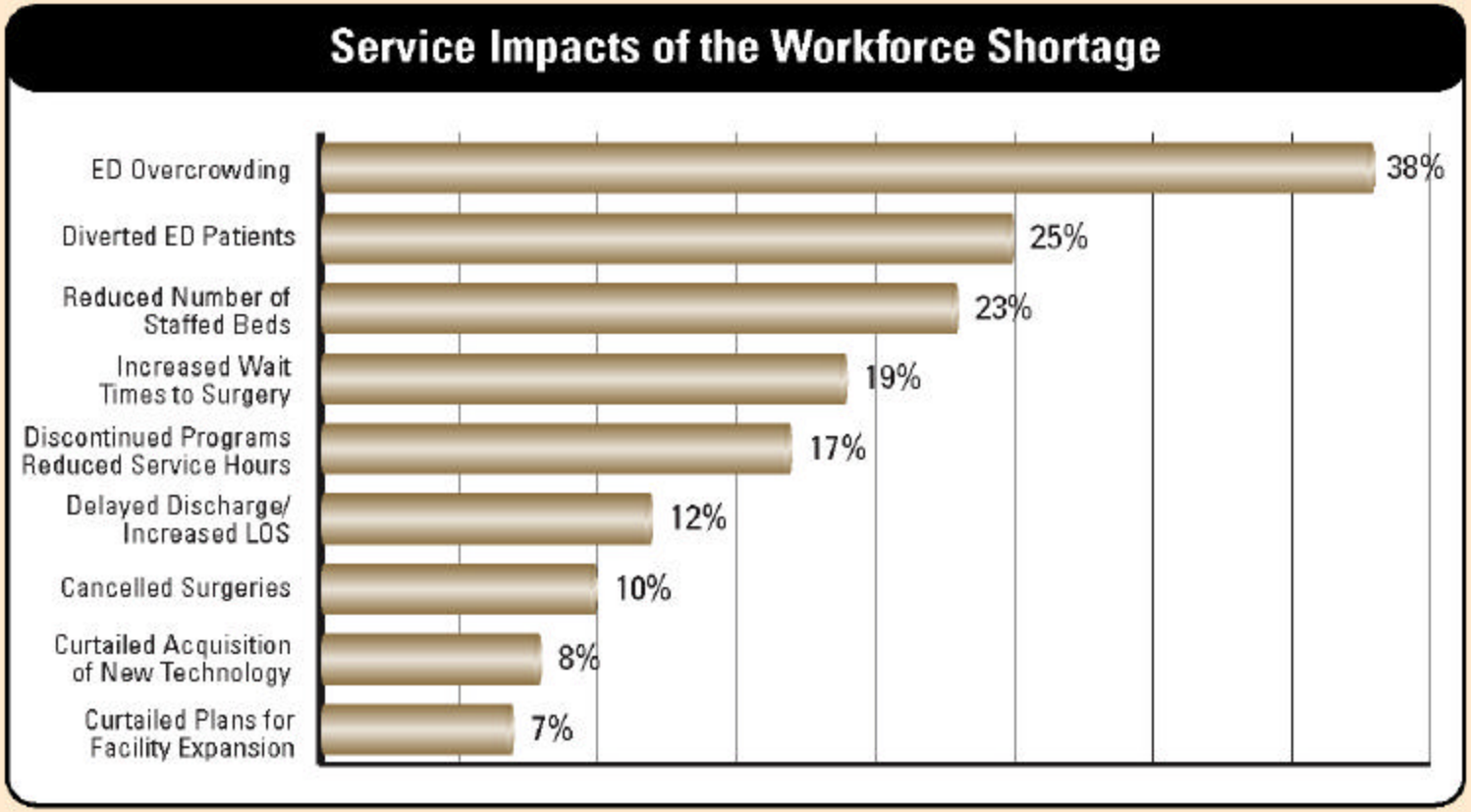
HOSPITALS ARE FINDING THAT THE EFFORT REQUIRED TO RECRUIT WORKERS IS INCREASING



Source: First Consulting Group, Fall 2001.

The Current Situation:

THE SHORTAGE IS FORCING CHANGES IN HOSPITAL OPERATIONS AND PATIENT CARE.



Source: First Consulting Group, Fall 2001.

A Looming Crisis in Care

This is not a short-term problem.

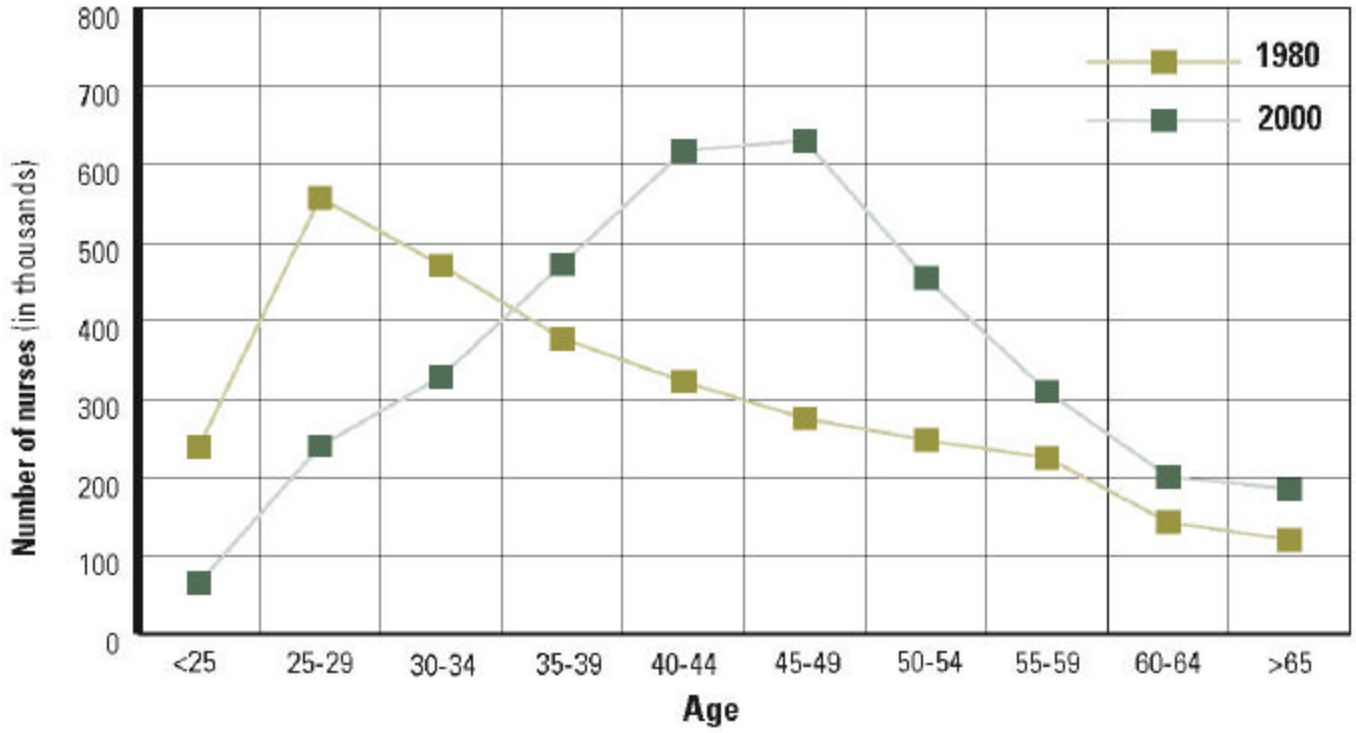
ON THE HORIZON:
A long-term shortage that will become worse with time

A Looming Crisis in Care

- Workforce is aging
- Fewer potential workers following retiring baby boomers
- Fewer choosing health careers
- Employee dissatisfaction is high

The Workforce is Aging

Age Distribution of the Registered Nurse Population, 1980 and 2000



Source: HRSA, The Registerd Nurse Population: National Sample Survey of Registered Nurses, March 2000.

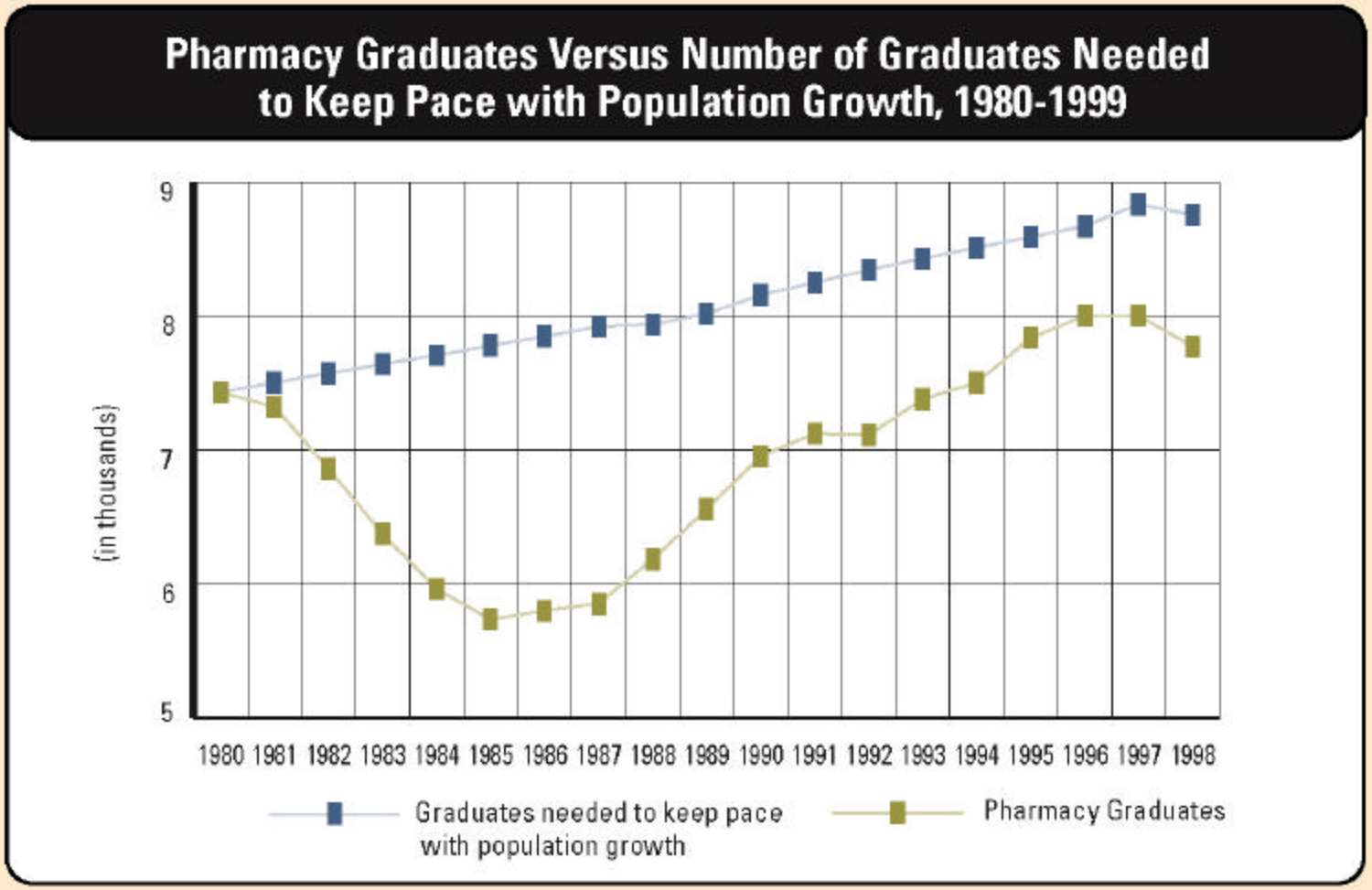
Fewer Potential Workers Following Retiring Baby Boom Generation

Annual Rates of Labor Force Growth, 1950-2025

Time Period	Labor Force Growth
1950-1960	1.1%
1960-1970	1.7%
1970-1980	2.6%
1980-1990	1.6%
1990-2000	1.2%
2000-2015	1.0%
2015-2025	0.2%

Source: U.S. Department of Labor, Working in the 21st Century. June 2001.

Fewer Choosing Health Care Careers

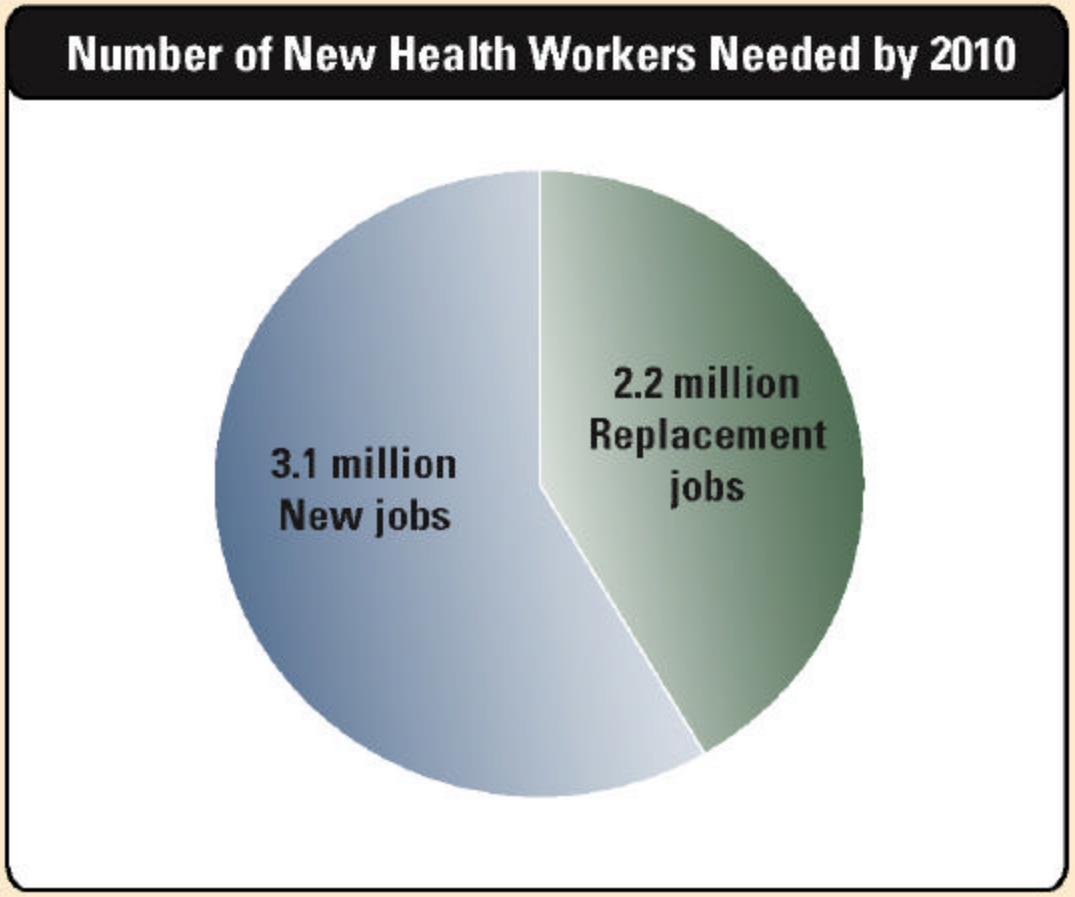


Source: Health Resources and Services Administration, The Pharmacist Workforce. Washington, DC: Department of Health and Human Services, December 2000.

Dissatisfied Employees

- Stressful environment
- Too much paperwork –
  not enough caring
- Few opportunities to influence
- Loyalty to profession –
  not employer

A Looming Crisis in Care



Source: Bureau of Labor Statistics, Occupational Employment Projections to 2010
Monthly Labor Review November 2001

AHA

Commission on Workforce for Hospitals and Health Systems

Commission Charge:

DEVELOP BOLD GOALS AND ACTIONABLE RECOMMENDATIONS TO:

- **Fully value and invest in recruitment, development, and retention of workers**
- **Expand interest in health careers**
- **Make hospitals "employers of choice"**

AHA Workforce Commission

27 COMMISSIONERS

- Stakeholder representatives of the problem and the solutions
- Multiple disciplines: CEOs, MD, RNs, pharmacy, allied health, HR, education, labor, foundation, business

ONE YEAR OF STUDY AND DELIBERATION

In Our Hands

HOW HOSPITAL LEADERS CAN BUILD
A THRIVING WORKFORCE

AHA Commission on Workforce for Hospitals and Health Systems

April 2002

Report Organization

- **A Looming Crisis in Care**
- **5 Core Chapters**
  - *Foster Meaningful Work*
  - *Improve the Workplace Partnership*
  - *Broaden the Base*
  - *Collaborate with Others*
  - *Build Societal Support*
- **Workforce Strategy Map**

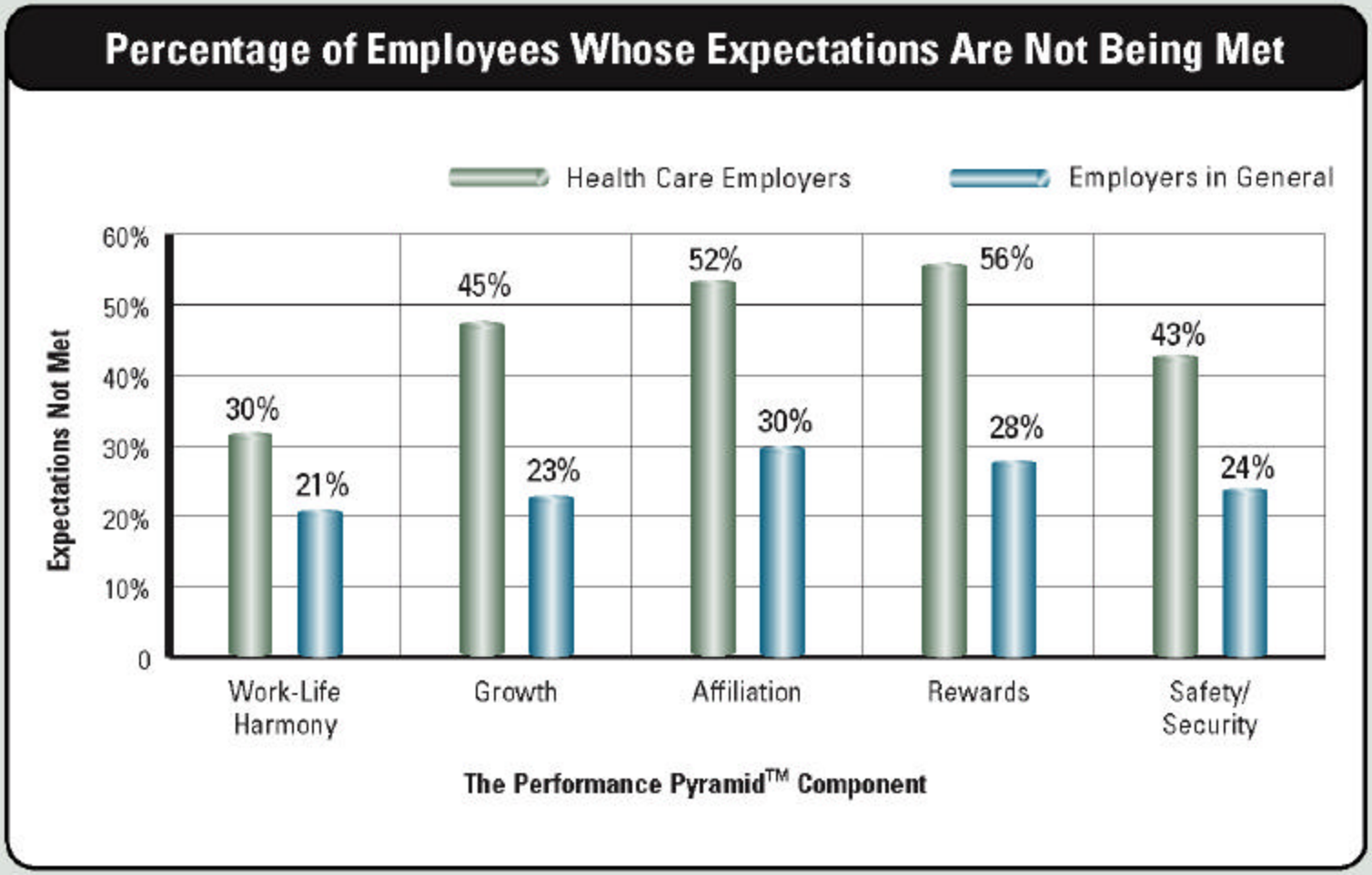
Report Organization

- **5 Core Chapters**
  - *Foster Meaningful Work*
  - *Improve the Workplace Partnership*
  - *Broaden the Base*
  - *Collaborate with Others*
  - *Build Societal Support*

Foster Meaningful Work

- Work design an organizational priority and competence
- Enough qualified staff for safe, timely care
- Caregiver time in patient care
- Knowledge management
- Learn from business on work design and processes

Improve the Workplace Partnership

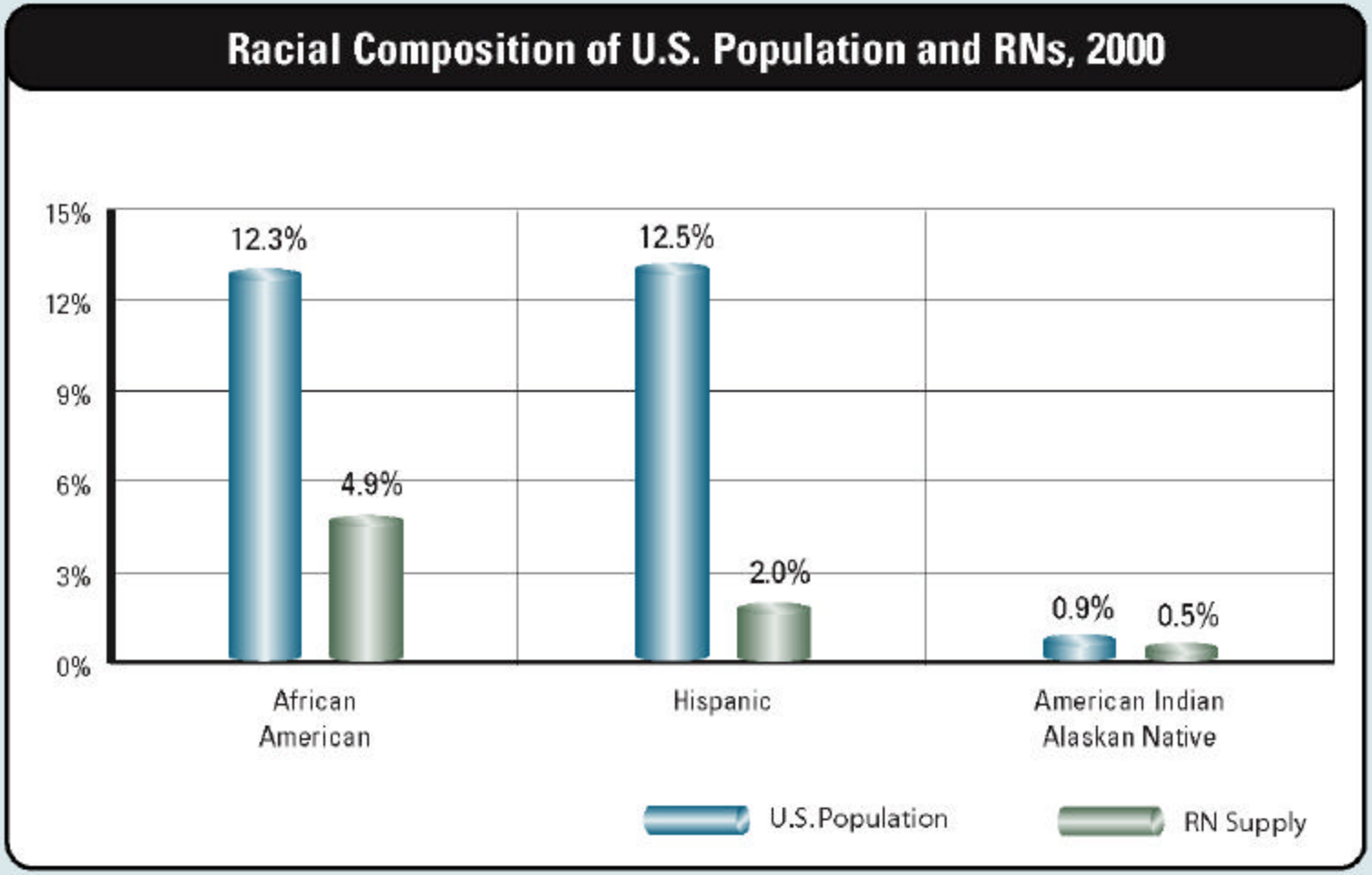


Source: Aon Loyalty Institute, Healthcare @Work. Ann Arbor, Michigan, 2001.

Improve the Workplace Partnership

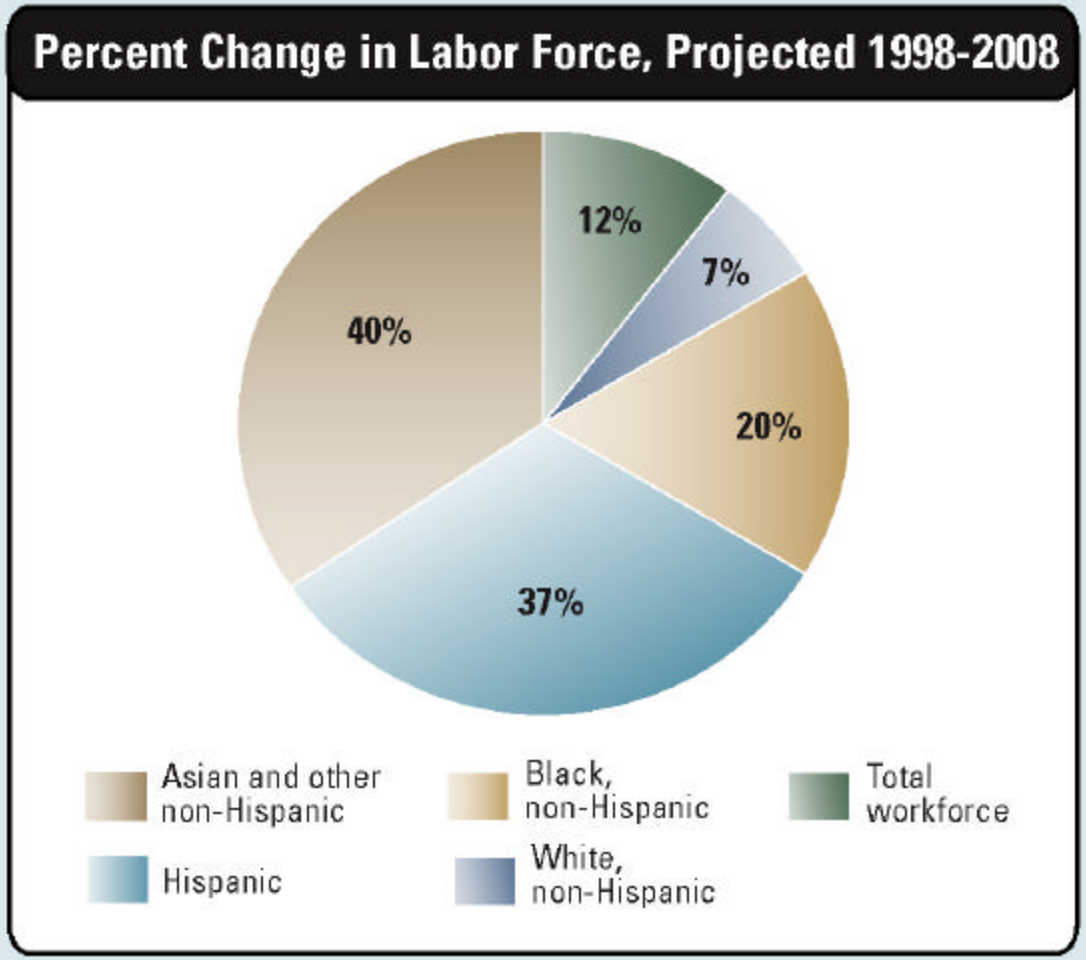
- Culture that values workers
- Front-line managers
- Focus on retention and employee stability
- Comprehensive rewards strategy
- Continuous board/senior leadership attention

Broaden the Base



Source: U.S. Census Bureau, Internal Release Data April 2, 2001 and National Sample Survey of Registered Nurses 2000, HRSA, Bureau of Health Professions, Division of Nursing.

Broaden the Base



Source: Department of Labor. Workforce in the 21st Century. June 2001.

Broaden the Base

- **More diverse workforce**
  - *Both genders*
  - *Racial and ethnic minorities*
  - *Immigrants*
  - *All generations*
- **Compete with the economy at-large**
- **Image of health care careers**

Collaborate with Others

- **Hospitals work together in local communities**
- **Use associations to broaden initiatives**
- **Education System**
  - *K-12 Schools*
  - *Colleges/Universities*
- **Community organizations, corporations, foundations**
- **Field retention**

Build Societal Support

- Adequate payment
- Support for technology
- Reduce burdensome regulations
- Retirement policies
- Interdisciplinary educational approaches
- Workforce data collection/planning

The Workforce Strategy Map

THE PROBLEM: A LOOMING CRISIS IN CARE

- Two shortages: immediate and more serious long-term problems
- Shortages include both caregivers and support personnel
- Contributing Causes:
  - Workforce is aging
  - Fewer potential workers following retiring Baby Boom generation
  - Fewer choosing health careers
  - Employee dissatisfaction is high
- The bottom line: not enough current or new workers to meet rapidly rising demand for health care services

COMMISSION CHARGE

DEVELOP BOLD GOALS AND ACTIONABLE RECOMMENDATIONS TO:

- Increase recognition that people are a key strategic asset.
- Fully value and invest in retention, recruitment, and development of caregivers and support personnel.
- Expand interest in health care careers and educational programs.
- Make hospitals and health systems "employers of choice."

KEYS TO SOLVING THE WORKFORCE SHORTAGES

FOSTER MEANINGFUL WORK

- Make work design an organizational priority and competence
- Develop new work designs
- Assure enough qualified staff for safe, timely care
- Increase caregiver time in patient care
- Develop the capacity to keep all staff up-to-date
- Partner with business on new work models

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IMPROVE THE WORKPLACE PARTNERSHIP

- Create a culture in which all workers feel valued
- Measure, increase, and reward the capabilities of front-line managers
- Learn what makes workers become long-term employees
- Develop a comprehensive rewards strategy that includes:
  - Competitive edge in compensation
  - Flexible benefits
  - Employee recognition
  - Career development
- Increase personal control over assigned hours
- Give human resources the same governance and senior leadership attention as finance

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BROADEN THE BASE

- Aggressively develop a more diverse workforce pool
- Develop attraction strategies for each generational cohort
- Pursue people from the full range of potential sources
- Demonstrate a positive, satisfying, and inspiring image of health care careers

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COLLABORATE WITH OTHERS

- Collaborate with other hospitals on community-based workforce solutions
- Partner with associations to develop and enhance initiatives
- Collaborate with K-12 education to build student interest in health careers
- Build strong relationships with area colleges and universities
- Partner with community organizations to attract students
- Partner with corporations and foundations to attract students
- Work with local workforce development councils
- Work with other hospitals to retain workers in the health care field

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BUILD SOCIETAL SUPPORT

- All payers must contribute to workforce development
- All payers must recognize real labor costs
- Government and the private sector should support technology to facilitate work improvement
- Government regulations should minimize the administrative burden on workers
- Regulations should facilitate care by the right person doing the right task at the right time
- Retirement policies need to change to encourage older workers to keep working
- Education needs to emphasize interdisciplinary training
- Provide consistent resources for workforce data collection, analysis, and publication

Commission Conclusions

- Immediate and sustained action by hospital leaders
- Human resources must become central to hospital strategy
- Recommendations are not a menu of choices
- Opportunity for fundamental health delivery improvements
- Recommendations are foundation for health care's future