# Healthcare Workforce Evolution


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"As healthcare team members, we are first and foremost human beings caring for human beings"

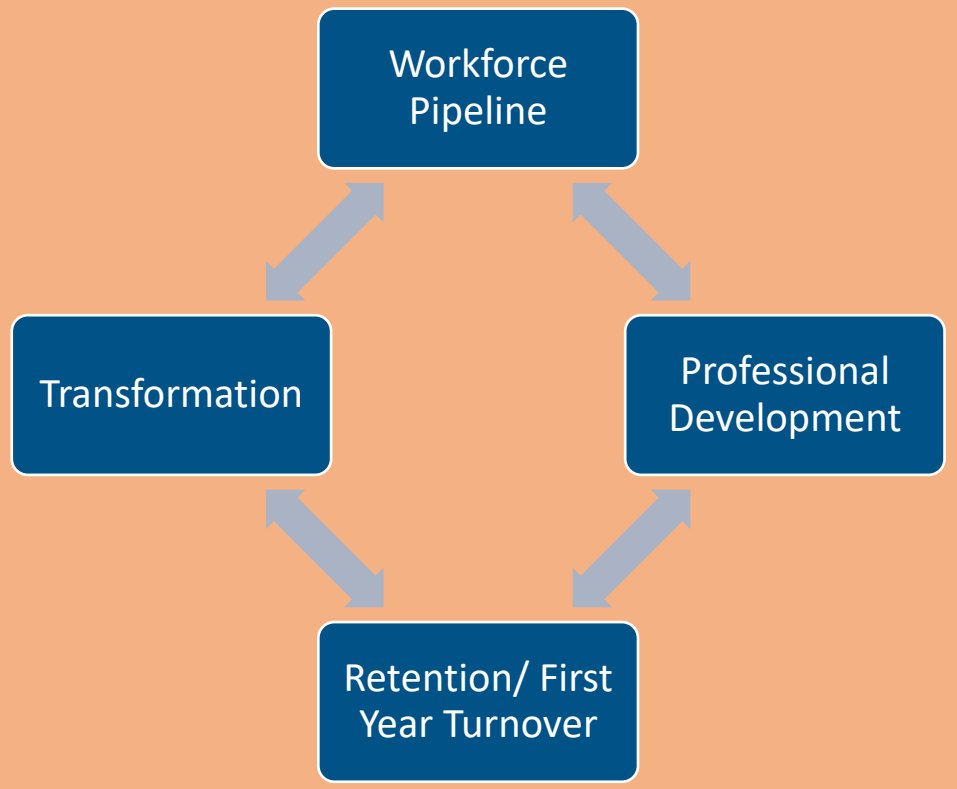
Wolf JA. The 3 Ps of patient experience. Fierce Healthcare. August 2014. https://www.fiercehealthcare.com/hospitals/3-pspatient-experience. Accessed September 2, 2023

# Then vs Now

## Historical Approach

- Retention/ First Year Turnover
- Workforce Pipeline
- Transformation
- Professional Development

## Dynamic of Current State



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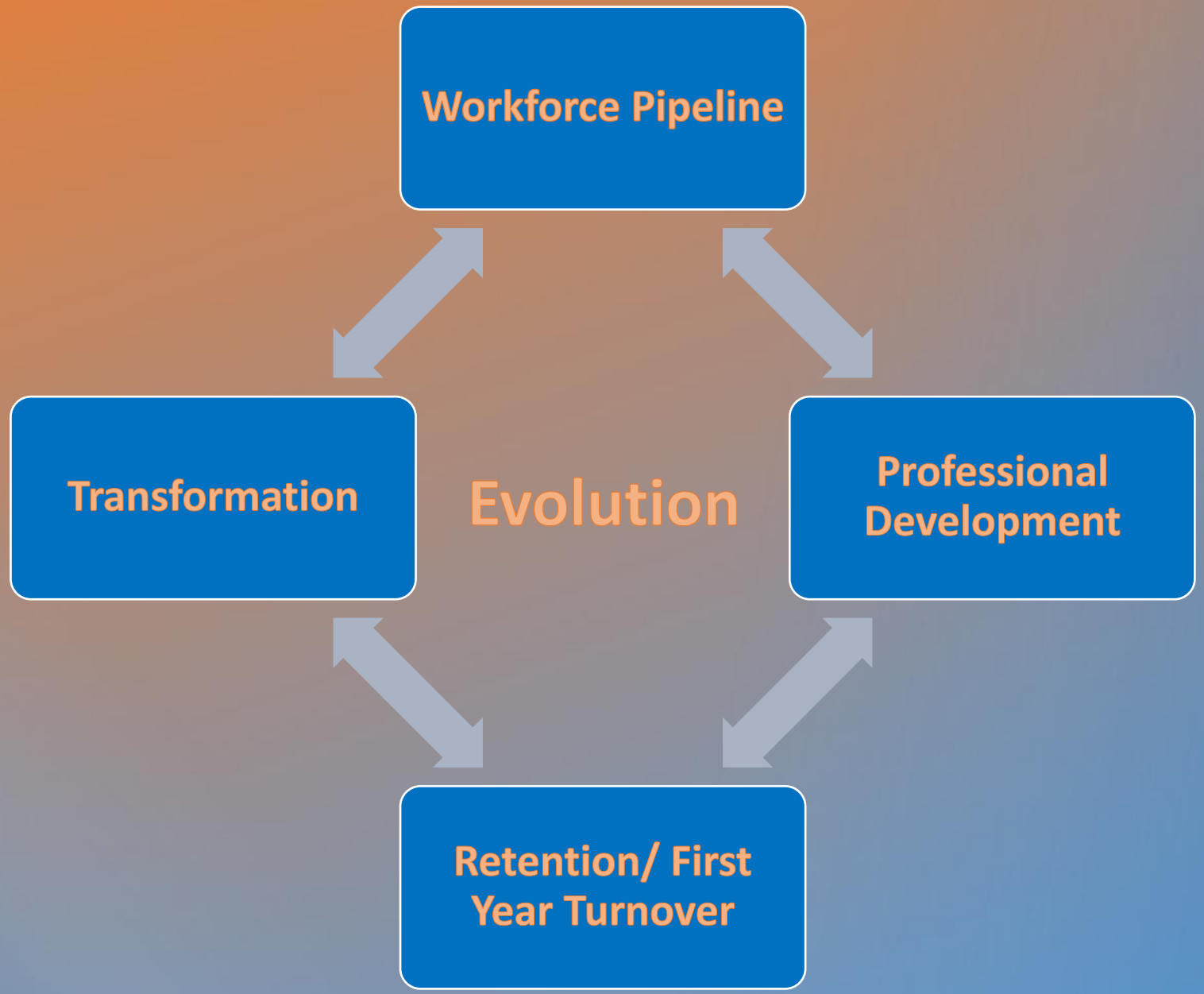




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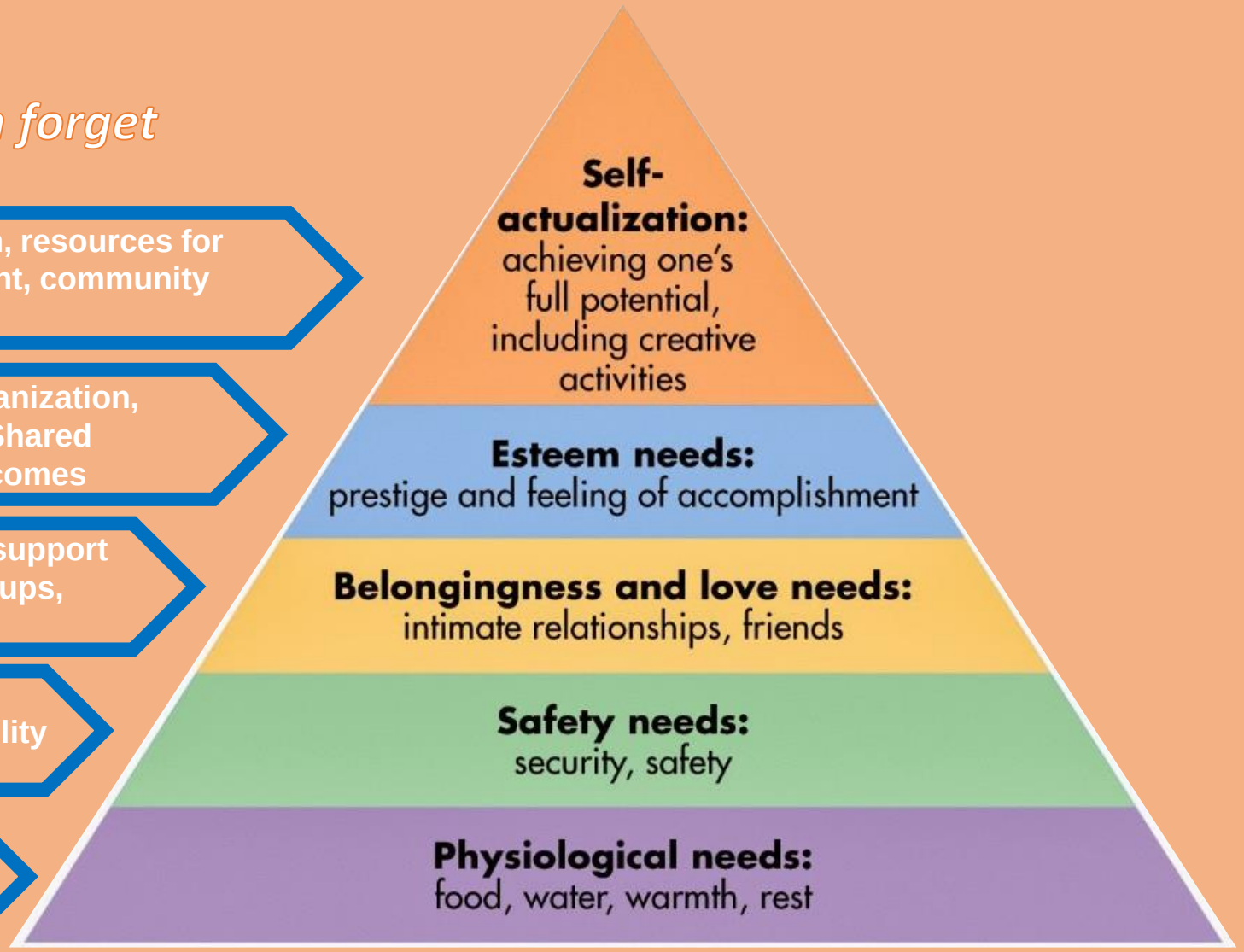
# Retention

*The things we know but often forget*

- Opportunities for growth, resources for professional development, community engagement / service
- Mission and vision of the organization, Organization achievements, Shared decision making, clinical outcomes
- Preceptors, leadership, educator, support personnel, employee resource groups, department camaraderie
- Workplace violence, bullying and incivility
- Pay, parking, cafeteria, coffee shops, scrub machines, employee health, pumping rooms, scheduling, childcare, housing




Maslow's Hierarchy of Needs



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# Workforce Pipelines

*People from the community served caring for the people of the community*

- Change the narrative
- Internal and External Opportunities
- Career Pathways 2.0
  - Hire to Retire
  - Upfront Tuition support
- Environment of Belonging
- K-12 Partnership
- Marginalized communities

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# Care Delivery Transformation

*We cannot keep doing things the same way we have for decades and expect different outcomes.*

- Fewer Nurses and…
- Virtual clinical positions
- Changing landscape of Higher Education
- Non- traditional clinical positions
- Challenging financials

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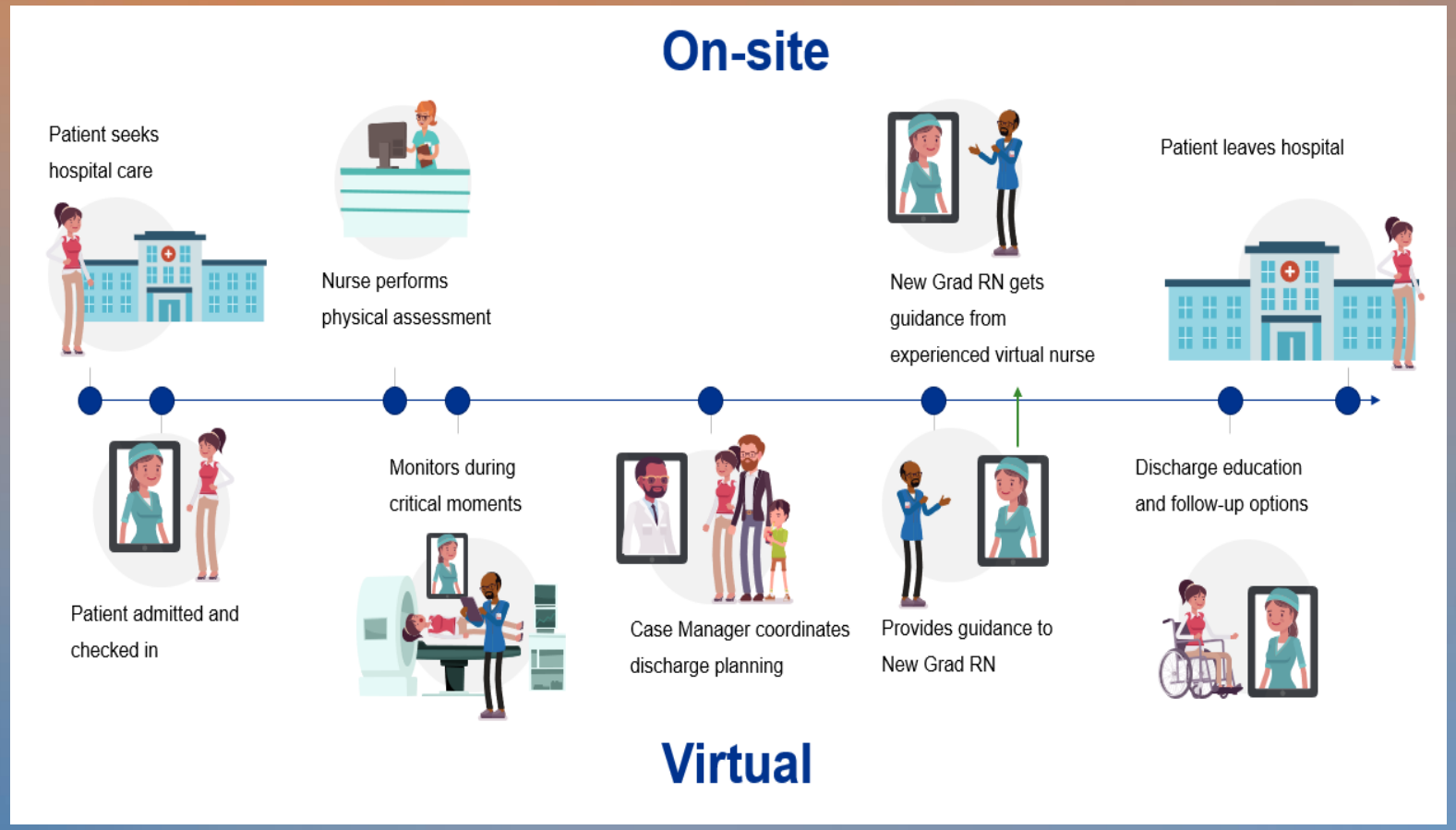
# Successful virtual nursing pilot guides workforce transformation




- 55% decrease in all staff turnover
- 73% decrease in RN turnover
- 0.2 days decrease in LOS
- 80 min average time to discharge
- Decrease in total cost of care



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# Professional Development

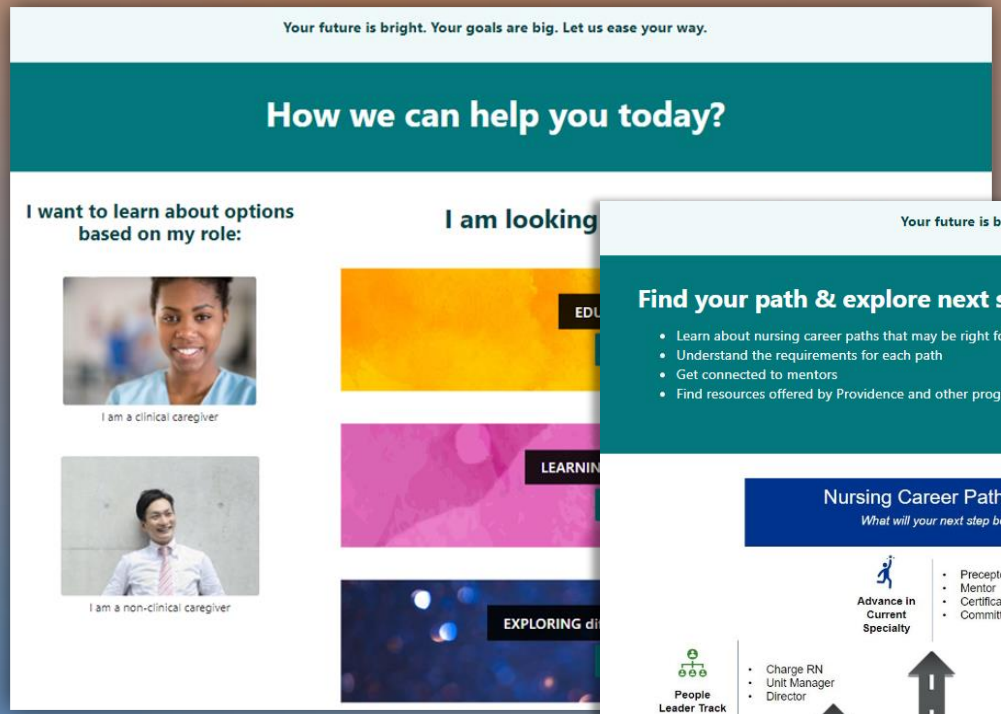
*Resources from hire to retire*

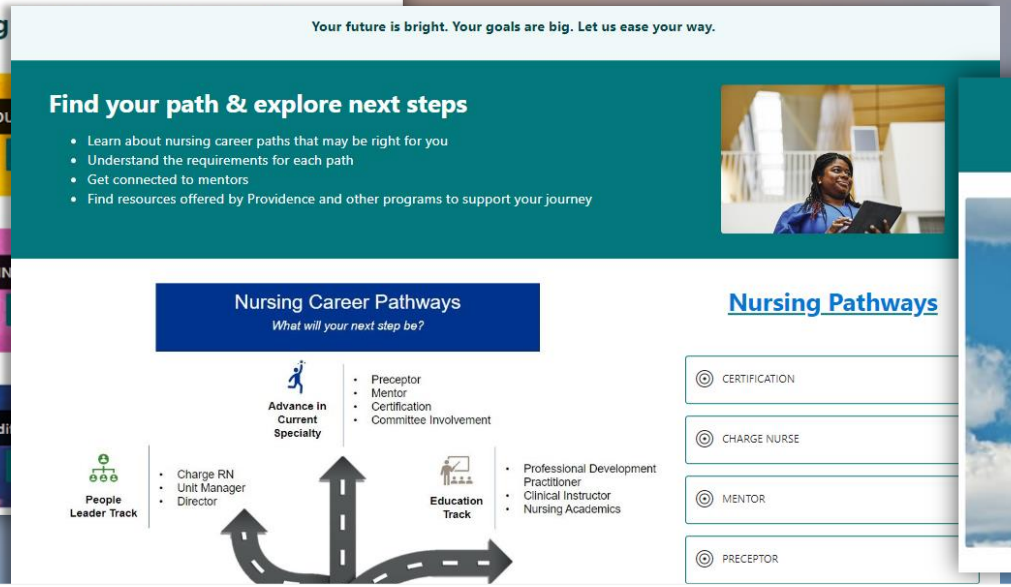
## Grow your own

Career pathways 2.0

- Include non- clinical
- Grow your own
- Internships
- Apprenticeships
- K-12

## At the elbow educational support (psychological safety)



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# Not to Them, With Them

Over communicate the why

Transparent about workforce data and financial situation

Where does the money go?  Who profits in Healthcare?

If not this then what?

We must evolve, we cannot go backward



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