The report, released on February 22nd, can be found at [www.aha.org/workforce](http://www.aha.org/workforce).

- The report underscores that there is a critical need to integrate workforce discussions with strategic planning.
- It demonstrates that there is an urgent need to do this work now due to the dramatic changes in the care delivery system.
- The report includes assessment questions and tool, case examples, and links to many additional relevant resources.
• The 2016 CPI engaged hospital leaders and experts to identify and examine key workforce challenges surrounding:
  – Behavioral health
  – Rural communities
  – Diversity
  – Workplace safety
  – Educational pipelines
  – Technology
  – Community partnerships
  – Regulatory and policy constraints
  – Role of Human Resources
  – Leadership and succession planning
“It is time for health care leaders to think strategically and innovatively – not just operationally – about workforce issues.”
Shortage of Behavioral Health Professionals

“Concerns over the inadequate supply of behavioral health professions is an urgent challenge facing hospitals everywhere.”

Key Workforce Strategies:
- Applying a team approach to behavioral health, with psychologists and psychiatrists serving as team leaders in a multidisciplinary team
- Tele-psych programs and virtual health teams

Case Example: The Sanpete Behavioral Health Community Network, a collaborative of providers and community entities in Mount Pleasant, Utah, was created to address the overutilization of the emergency department (ED) as a de facto mental health care system at Sanpete Valley Hospital. The network includes a patient liaison, who works to ensure that patient care is seamless across multiple settings: volunteer providers, who augment the team-based approach; and a medical director, who provides counseling sessions at a reduced cost to in-network patients and serves as a link to specialty psychiatric care.
Workforce Implications for Rural and Underserved Communities

Key Workforce Strategies:

Utilizing technology and partnerships emerged as a key recommendation to address workforce concerns. Academic/educational partnerships can increase the number of educators, prospective students and new caregivers in a community. Building an infrastructure to train caregivers and staff in the locations where they are most needed can have a downstream impact, encouraging them to stay and fill needed roles.

Case Example: The Tennessee Rural Partnership (TRP) an operating subsidiary of the Tennessee Hospital Association was founded to address the increasing challenges of providing healthcare in rural and underserved areas across the state by assisting in the recruitment, placement, and retention of physicians and other health professionals.

Case Example: South Dakota’s Avera Health eEmergency service uses two-way video equipment in rural emergency rooms to communicate with and get support from emergency-trained physicians and specialists at a central hub, 24/7.
The Commitment to a Diverse Workforce

An AHA Institute for Diversity in Health Care Management webinar offered these facts:
• By 2042, whites will be a minority in the U.S. (47 percent of the population);
• The black population will grow by 56 percent;
• The Latino population will triple to 29 percent of the U.S. population.

Key Workforce Strategies:
• Learning how to care for people with different values and perspectives about health and wellness is a moral, business and strategic imperative that requires the input and participation of senior leaders and every member of the health care team.
• The dynamics of a growing intergenerational workforce must also be considered.

Case Example: The Institute for Diversity in Health Management has collected numerous case studies and best practices that are emerging from the #123PledgeforEquity Campaign. These resources can be found on the campaign website: www.equityofcare.org.
The Work Environment Impact on the Workforce

“One of the outcomes of an unsafe or unhealthy work environment is provider burnout. In a recent study, 81 percent of physicians described themselves as overextended or at full capacity, possibly leading to plans to leave the clinical arena altogether.”

Key Workforce Strategies:
- Holistically engage employees in terms of safety, wellness, education and training, career advancement as well as other environmental accommodations.
- Instill resiliency in your providers.
- Examine opportunities and engage employees on how to bring “joy and meaning” back to the workplace for health care providers.
Enhancing Educational Pipelines Through Academic – Practice Partnerships

Key Workforce Strategies:

• Creating joint appointments at the hospital and the school;
• Understanding the costs (both financial and quality) incurred by schools and hospitals when the education and training of students is insufficient to care for patient needs;
• Co-creating curricula that provide a creative and mutually beneficial transition to practice for all students.

Skills needed by the future workforce:

- Be innovative
- Be willing to take calculated risks
- View change as an opportunity
- Build strategic and unique relationships/partnerships
- Understand business and policy implications of health care
- Encourage continuous learning at all levels
- Understand data/statistics as they relate to quality improvement
- Learn about disease prevention as well as treatment
- Know the basics of information technology
- Possess general communications and management skills
- Possess moral courage

Case Example: At Midland Memorial Hospital (MMH) in Midland, Texas, Bob Dent, chief nurse executive, led his team in strengthening relationships with schools of nursing; increased the tuition assistance from MMH; and created a scholarship with their foundation to eliminate the financial burden for nurses returning to school. Between 2007 and 2016, the number of BSN-prepared nurses at Midland Memorial Hospital increased from 7 percent to 60 percent. Dent served on the Texas Team Action Coalition and Practice Committee, a statewide...
Recognizing the Potential of Technology

Key Workforce Strategies:

• Finding and employing IT staff who understand the nuances of advancing telehealth and using data analytics.
• Attracting and hiring the right coders and data analytic specialists who understand the complexity in health care.

"Two separate and distinct areas must be understood: how technology will change the education of the future workforce and how technology will affect the way the workforce cares for individuals and how those individuals access and interact with their caregivers."
Community Partnerships and Collaborations

“The hospital of the future will play an active role in community health, but it cannot address all community needs alone.”

Key Partnerships to Consider:

- Community colleges and, more widely, the leaders within local school systems
- Other hospitals
- Public health departments
- Social service organizations
- Law enforcement
- Workforce investment boards
- City and county urban planning and development departments.

Case Example: In partnership with the White House and the Advisory Board, Hope Street Group is leading a pilot project in health care to spearhead an employer-driven, competency-based career pathways system. The seven founding Health Career Pathways communities include 15 health care systems, 11 community colleges and systems, seven workforce boards and 12 community-based organizations. These participating communities will adopt a common career pathways model and support more than 1,000 vulnerable Americans with training and placement into jobs. Read more about this initiative here: [http://hopestreetgroup.org/impact/jobs-sync-our-signals/hcp/](http://hopestreetgroup.org/impact/jobs-sync-our-signals/hcp/)
Regulatory and Policy Constraints

“\textit{In addition to incorporating workforce planning into overall strategic planning, hospital leaders must be ready to advocate for adapting federal and state regulations to reflect the value-based care system and policy constraints around workforce issues.}”

\textbf{Key Workforce Strategies:}
- Standardizing training for nurses within regions and across states so that all hospitals will have bigger pools from which to hire nurses
- Continuing increased support for GME funding
- Advocating for medical providers to practice at the top of their licensure to improve patient access to care
Top 12 Recommendations for Hospitals

1. Know your system transformation strategy.
2. Know your system model of care—or help create it.
3. Develop a workforce plan based on community needs and the continuum model of care.
4. Know timelines for implementing and transitioning various components of system strategy.
5. Develop an education plan for the different or new roles and functions your workforce.
6. Create an overall transition plan and timeline for all areas of the care continuum.
7. Budget for staff education and training.
8. Budget for transitions to and from areas along the continuum.
9. Educate all leaders about timelines, their roles and responsibilities in developing a systemwide talent-mapping process, development plans for staff and effective transition plans.
10. Use and include provider skills and expertise in your talent mapping process.
11. Collaborate with other organizations and individuals within your community.
12. Collect and use data; create dashboards to assess progress.
Building a Workforce for Health

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September 22, 2017
South Carolina
What’s at Stake?

Sources: https://national.wfgnationaltitle.com/2015/11/12/zillow-affordability-breakdown-washington-dc/
https://www.healthcatalyst.com/how-to-measure-health-outcomes-that-satisfy-everyone
https://www.elegantthemes.com/blog/tips-tricks/how-to-build-a-community-website-with-wordpress
Health Care Stakeholders and a Common Language

- CEOs
- Physicians
- Nurses and other clinicians
- CFOs
- Trustees

Common language for leadership and decision-making
Shared Decision-Making
Common Language for Leadership

LEAD WELL
Developing Leadership Capacity

BE WELL
Fostering Resilience and Well-Being

CARE WELL
Delivering High-Value Care and Managing Populations

Vision: A society of healthy communities where all individuals reach their highest potential for health.
Addressing Challenges: Intergenerational Strategies

Source: http://www.hhomag.com/articles/5330-managing-an-intergenerational-workforce
Workforce Strategy Needs to Address Burnout
Breakthrough Teams
We will bridge the gap.
Thank You

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Strategic Workforce Planning
Building the Health Care Workforce from the Inside Out

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Supply and Demand – The Ultimate Challenge

• Aging Population
• Aging Health Care Workforce
• Evolving Talent Demands and Skill-Mix Requirements
  • Acute Care Settings vs. Ambulatory and Community Based Settings
  • Virtual and Telehealth
  • Blended Roles
• Health Care Demographics
  • 80/20 Rule
  • Greater Opportunity
Building from the Inside Out

• Build Your Own Pipeline:
  • Start each New Hire with an IDP
    • Skills Inventory
    • Themes of Talent
    • Skills Database
  • Establish and Formalize Developmental Tracks
  • Encourage “bouncing”

• Retention at the Point-of-Care
  • Engagement vs. Loyalty
  • Technology and Process Redesign

• Ditch Work-Life Balance
Building from the Inside Out

- The Power of Diversity
  - Team Member Resource Groups
- Communications and Leveraging Technology
- Invest Disproportionally