The Workforce Strategy Map

IN OUR HANDS:
HOW HOSPITAL LEADERS CAN BUILD
A THRIVING WORKFORCE
In Our Hands: How Hospital Leaders Can Build a Thriving Workforce

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

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
- Create the capacity to keep all staff up-to-date
- Partner with business on new work models

IMPROVE THE WORKPLACE

- Create a culture in which all workers feel valued
- Measure, improve, 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

BROADEN THE BASE

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

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

DEVELOP BOLD GOALS AND ACTIONABLE RECOMMENDATIONS TO:

- Increase recognition that people are a key, strategic resource.
- 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.”

COMMISSION CHARGE

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

THE WORKFORCE STRATEGY MAP

KEYS TO SOLVING THE WORKFORCE SHORTAGES

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ARA Commission on Workforce for Hospitals and Health Systems

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