



Healthcare Workforce Solutions

# Growing Clinical Talent Pipeline from Hire to Retire

October 6, 2025



# Your Presenters



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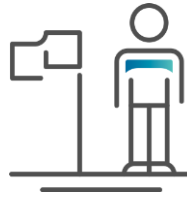
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# Talent Pipeline – State of Affairs



## Healthcare Challenge

Retaining Clinical Talent  
Across Generations



## Retention Drivers

Purpose, Growth,  
& Recognition



## Hire to Retire

A Strategy for Modern  
Health Systems

# Talent Pipeline – State of Affairs

## Healthcare Challenge

### Retaining Clinical Talent Across Generations

- Diverse expectations across Baby Boomers, Gen X, Millennials, and Gen Z
- Burnout, work-life balance, and shifting career priorities
- Need for flexible roles and tailored engagement strategies



# Talent Pipeline – State of Affairs

## Retention Drivers

Purpose, Growth, & Recognition

- Nurses seek meaningful work aligned with personal values
- Career development pathways and mentorship are critical
- Recognition programs must be timely, authentic, and inclusive



# Talent Pipeline – State of Affairs



## Hire to Retire

A Strategy for Modern Health Systems

- Integrated talent lifecycle: recruitment, onboarding, development, succession
- Data-driven workforce planning
- Culture of continuous learning and leadership development

# About **OHIOHEALTH**



**OHIOHEALTH IS A NATIONALLY RECOGNIZED**, not-for-profit, charitable, healthcare outreach of the United Methodist Church. Based in Columbus, Ohio, OhioHealth has been serving its communities since 1891. OhioHealth is a family of **35,000 associates**, physicians and volunteers, and a system of **16 member hospitals** and more than **200 ambulatory sites**, hospice, home health, medical equipment and other health services spanning a **50-county area**.

Represents Fiscal Year 2024 Data



# Where **WE ARE**

## Hospital locations

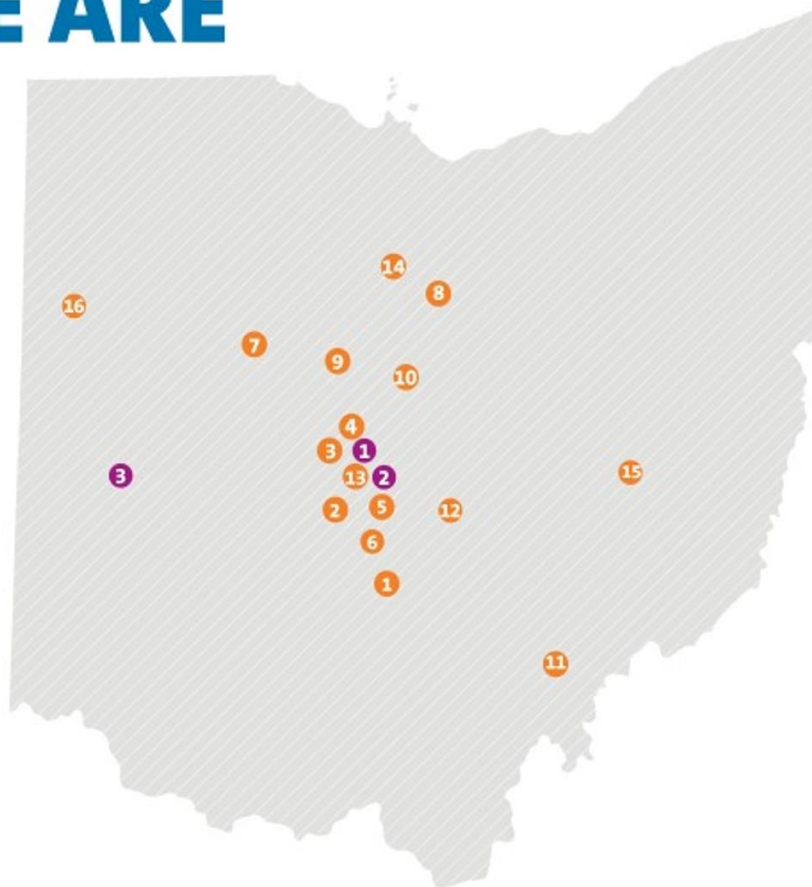
### FULL MEMBER

- 1 BERGER HOSPITAL
- 2 DOCTORS HOSPITAL
- 3 DUBLIN METHODIST HOSPITAL
- 4 GRADY MEMORIAL HOSPITAL
- 5 GRANT MEDICAL CENTER
- 6 GROVE CITY METHODIST HOSPITAL
- 7 HARDIN MEMORIAL HOSPITAL
- 8 MANSFIELD HOSPITAL
- 9 MARION GENERAL HOSPITAL
- 10 MORROW COUNTY HOSPITAL
- 11 O'BLENESS HOSPITAL
- 12 PICKERINGTON METHODIST HOSPITAL
- 13 RIVERSIDE METHODIST HOSPITAL
- 14 SHELBY HOSPITAL
- 15 SOUTHEASTERN MEDICAL CENTER
- 16 VAN WERT HOSPITAL

### JOINT VENTURES

- 1 OHIOHEALTH REHABILITATION HOSPITAL-DUBLIN
- 2 OHIOHEALTH REHABILITATION HOSPITAL-VICTORIAN VILLAGE
- 3 OHIO VALLEY SURGICAL HOSPITAL

**200+**  
OUTPATIENT  
LOCATIONS





# RECOGNIZED FOR *our success*

**4** OHIOHEALTH  
HOSPITALS  
RECEIVED  
  
**OR MORE STARS**  
BY CENTERS FOR MEDICARE  
AND MEDICAID SERVICES

**3** OHIOHEALTH  
HOSPITALS  
CURRENTLY HOLD  
**MAGNET DESIGNATION**  
BY THE AMERICAN NURSES  
CREDENTIALING CENTER

**NATIONALLY  
RANKED**

**ACROSS BALANCED  
SCORECARD**

**COMPONENTS:**

+ QUALITY + CULTURE  
+ SERVICE + FINANCE

2020-2024  
**TOP HOSPITALS &  
HEALTH SYSTEMS**  
**FOR DIVERSITY**  
BY FAIR 360

**\$6.4b**  
IN OPERATING REVENUE

**FINANCIAL STRENGTH RATINGS**

**AA+** BY STANDARD & POOR'S  
**Aa2** BY MOODY'S  
**AA+** BY FITCH

Represents Fiscal Year 2024 Data

# Hire to Retire Strategy: Nurse Development Progression

Ongoing Individual Development Planning: Reflection & Exploration of potential professional specialization or degree advancement, including formal leadership, education, operations, advanced practice, informatics, research/evidence-based practice, quality/safety, etc.

Staff Nurse  
*RESIDENCY*

Charge Nurse /  
Preceptor  
*TANGIBLE TOOLS*

Nurse Leader  
*CONNECT*

Clinical Leader  
*DEVELOPMENT  
PROGRAM*

Nurse Manager  
*NURSE LEADER  
CORE*

Nurse  
Director

Executive  
Role / CNO

Professional Development and Advancement Program for Nurses

External Program for Hi-Po  
ANMs: The Health  
Management Academy  
Nursing Catalyst Program

Foster internal pipeline for nursing leadership and maintain staff nurse retention



# Comprehensive Professional Development Strategy



## Blending Formal Education, Mentorship, & Experiential Learning

- Professional development activities for nurses to provide growth opportunities for continuous development.
- Individualized, learner-driven program and we have had very positive feedback on this aspect.
- *Examples:* Advanced degree achievement, serving as faculty for academic partners, formal presentations, simulation debriefing sessions, participating in recruitment events, clinical research



## Role of Technology & Data in Personalizing a Professional Development Plan

- Clinical ladder management platform for the individual nurse, the manager, and committee overseeing program
- Empowering nurses with clear, accessible insights into their current standing and the specific steps needed to advance along the clinical ladder
- Real-time reports informing program committee and managers of the state of clinical ladder program applications

# Results of Executing a Strategy



## Return on Learning

- Goal: Improved clinical outcomes
- Retention
- Enhanced nursing satisfaction



## Engagement of Healthcare Team

- Increase morale and team cohesion
- Increased participation of all team members
- Stronger alignment with organizational goals



## Impact on Transparency, Motivation, and Career Mobility

- Clear pathways for advancement and feedback
- Increased motivation through visible growth opportunities




# Retention through Recognition & Culture

## Creating a Culture of Appreciation & Advancement

- Importance of meaningful recognition
- Career progression opportunities

## Aligning Organization Values with Individual Purpose

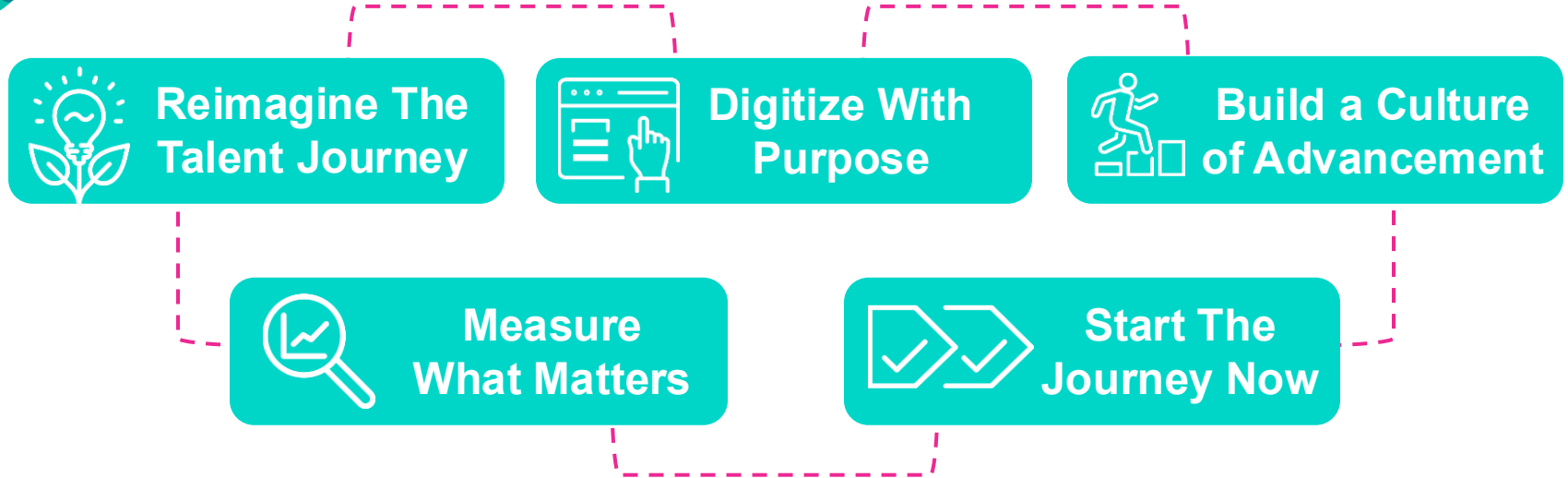
- Connect daily work to mission-driven outcomes
- Encourage personal reflection and value-based goal setting
- Build trust through authentic leadership and shared vision



## Impact on Transparency, Motivation, & Career Mobility

- Open communication channels for feedback and growth
- Boost engagement through clear development pathways
- Empower staff with tools to navigate their career journey

# Call to Action



# Keep the Conversation Going

Join us for our final session.



Session 3

**From Data Fragmentation to  
Strategic Workforce Intelligence**

**Wed., Nov. 19**  
11:30 – 12:30 PM CDT

**Learn More**



**staffgarden**  
by Ascend Learning