Healthcare Workforce Challenges

Ryan Thornton, MBA, MA, BSN, BA, RN
Division Chief Nurse Executive
HCA Continental Division
HCA Healthcare: Community Support and Benefit

- 182 hospitals
- 238 urgent care clinics
- 123 freestanding emergency rooms
- 1,480 physician practices
- 102 behavioral health programs
- 82 home health and hospice agencies
- 125 surgery centers

Economic impact in our communities:
- $26.7B+ in payroll and benefits
- $5.5B federal, state and local taxes incurred in 2021
- $3.5B+ in capital investment

2021 services by the numbers:
- 35M+ patient encounters
- ~1M telehealth encounters
- 217K+ babies delivered
- 8.4M+ emergency room visits
- 160K+ COVID-19 inpatients treated
Continental Division: Colorado - HealthONE

In 2021, HealthONE oversaw:

- 5,180 COVID-19 inpatients treated
- 12,240 babies delivered
- 1,581,821 patient encounters
- 83,117 admissions
- 298,172 ER visits
- 92,045 total surgeries

- $677M in Charity Care, Uninsured Discounts, and Uncompensated Care
- $8.7M in Community Health Improvements
- $1.4M in Research Community Benefit
- $889K in Cash and In-Kind Contributions

[Image of HealthONE locations: Sky Ridge Medical Center, Swedish Medical Center, Presbyterian/St. Luke's Medical Center, and North Suburban Medical Center]
Workforce Investment: Current Environment

- 73% increase in Americans over 65 from 2011 to 2019.
- Current RN workforce- 29 million globally and 3.9 million in US.
- Nursing jobs growing at a faster rate (9%) than all other occupations- 2016 to 2026.
- Health care workers are at high risk for violence (up to 38%).
- Nursing turnover rates vary up to 37%.

- 175,900 RN openings each year through 2029.
- US nursing schools turned away 80,407 qualified applicants in 2019 due to insufficient faculty, clinical sites, classroom space, clinical preceptors and budget.
- Almost 40% of RNs are over the age of 50.
- Number of nurses leaving the workforce each year doubled in last 10 years (40,000 to 80,000).
**Workforce Investment: Leadership Development**

**Why - Nurse Leader Development Continuum**

Preparing CNOs to communicate with impact across all levels of the organization to drive innovation and collaboration.

- **NLC**
  - Nursing Leadership Certificate
  - Harvard Spark/HMM
  - Leadership Essentials

- **Manager**
  - Harvard Spark/HMM
  - Director Development Program for SS, OR, ICU
  - Leadership Essentials

- **Director**
  - Leadership Institute Academy
  - Regulatory & Accreditation
  - Infection Prevention University
  - OR University
  - ED University
  - Women’s Ops and AWHONN

- **ACNO**
  - Advanced Leadership Program for ACNOs
  - Executive Development Program for ACNOs, AEPOs, and ACOOs

- **CNO**
  - Executive Transition for CxOs and Corporate VPs
  - Forums & Collaboratives (CNO Councils led by CEO instead of Forums and Collaboratives in 2020)
  - CNO workshops in 2022: 80 participants in 2 workshops (40 each)
  - CNO Leadership Academy in 2023 (budget dependent): 50 participants in a year-long cohort

- **Nurse Leadership Onboarding Guide**
- **CNO Onboarding Guide**
Workforce Investment: Organizational Development

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<th>Metric</th>
<th>Goal</th>
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<td>Director of Professional Development</td>
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<td>Facility Programs</td>
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<td>New Colleague Mentor Program</td>
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<td>Facility Based Leadership Program</td>
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<td>Executive Mentorship</td>
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<td>Nurse Executive Council (NEC)/Nursing Leadership (NL)</td>
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<td>Clinical Nurse Coordinator Council (CNC)</td>
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<td>Professional Nurse Practice Committee (PNPC)/Professional Practice Committee (PPC)</td>
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<td>Magnet</td>
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“I appreciate knowing that someone has another set of eyes on my patients that are having challenges.”
Workforce Investment: Pipeline

HCA Healthcare Career for Life

- **HS Student**
- **CNA/PCT**
  - Skills Day
  - Shadow Programs
  - CareerWise
    - Pilot 48 HS CNA students
  - Webinar Wednesday’s
  - PCT Apprenticeships
  - PSA to PCT
  - Certification bonus for CNA licensure
- **Nurse Extern**
  - Rebranding Med/Surg
  - Academic Partnerships
    - Galen College of Nursing Q3 2023
  - Move to Offer Strategy
    - +32% YOY Nurse Extern/PCT conversions
- **LPN**
  - LPN Program Pipelines
    - LPN Externs
    - LTC to Acute transition
  - Nurse Extern to LPN
- **RN Career Pathways**
  - New Grad Residency
  - New To Programs
  - Nursing Leadership Certificate
    - 90% Graduation Rate by Q4 2022

HCA Healthcare Career for Life

LPN Program Pipelines
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Workforce Investment: Academic Partnerships

Nurturing next-gen nurses: HCA Healthcare gains Galen College of Nursing

HCA Healthcare and Galen College of Nursing announce eighth new campus
Workforce Investment: Academic Partnerships

- Students graduating in >12-24 months
- Engage students for future opportunities/network, offer employment for Nurse Extern, CNA roles

Future Offer

- Students graduating in 6-12 months
- Build plan to offer, make connections/network, offer employment for Nurse Extern

Plan to Offer

- Students graduating in <6 months
- Actively make an offer for a position!

Move to Offer

Typical RN Student Lifecycle
(varies slightly from school to school)

- Foundations/Intro to MS
- MS I
- Peds
- OB
- Behavioral Health
- MS II/Adv. MS
- Community Health
- Capstone
- Graduation

Student can start as a Nurse Extern

Future Offers Plan to Offer Move to Offer
Workforce Investment: Alternative Models of Care

[Diagram showing relationships between different roles such as MD, RN, PCT, FANS, Lab, Rad, RT, LPN, EVS, EMT]
Colorado Health-Care Workforce Legislation

- **Anti-doxxing protections** for health care workers.
  - Health care workers personal information protected under state law.

- **Programs to support health care workforce**- $61M.
  - Clinical training slots expansion.
  - Tuition reimbursement.
  - Retention and resiliency programs.

- **Expansion in health care workforce education**.
  - Expanding BSN degree opportunities and creating work-based experimental learning partnerships

- **New licensure and practice pathways for licensed health care workforce**- behavioral health.
Workforce Investment: Industry - Since Jan 2021

Banner Health
- $18 million investment in workers across four hospitals just in northern Colorado
- Paying cost of RN degrees through the Banner Education Achievement program
- Tuition reimbursement increases
- Sign-on bonuses for new clinical career ladders
- Housing stipends and minimum wage increase to $15/hour
- Regular market review and pay scale adjustments

Centura Health
- $130 million investment in pay increases and benefit changes
- Tuition reimbursement increases
- Student loan assistance, child care assistance, housing stipends
- Market-based bonuses for 20% of staff and enhanced sign-on bonuses
- Market adjustments for select positions

Children’s Hospital Colorado
- $200 million investment in team member initiatives, pay increases, and incentives
- Tuition reimbursement, expansions to clinical leader program and education benefits including fully funded education options
- Retention bonuses for clinical staff in inpatient settings, sign-on bonuses
- Market and merit increases, organizational performance payments
- Family support programming for child care, academic, and tutoring

Denver Health
- Resiliency in Stressful Events (RiSE) program provides counseling to staff/families
- Investments in initiatives through the Workforce Development Center

HealthONE
- $200 million investment in pay adjustments and incentives for colleagues
- Tuition assistance and student loan assistance programs
- 475 participants in 2,100 hours of live training through the Leadership Institute
- Sign-on bonuses and new entry-level rates
- Wage adjustments throughout the organization

Intermountain Healthcare (formerly SCI Health)
- $150 million investment in workforce initiatives, increased pay for nursing staff
- Tuition and certification reimbursement, loan forgiveness, training stipends
- Gratitude, sign-on, relocation, and referral bonuses
- Market adjustments and increases in medical plan cost coverage

UC Health
- $277 million investment in support for staff/providers and workforce expansion
- AsiaCare Career Program offering tuition reimbursement and fully funded education programs, plus new clinical career ladders
- Gratitude bonuses for all employees, performance bonuses
- Market and merit increases resulting in a 30% increase in compensation/benefits expenses from January 2021 to December 2021
- Relief during the pandemic (e.g., child care support, financial assistance)

Caring for Heroes: More than $1.02 billion in workforce investments, plus countless programs aimed at fostering employee wellness

HealthONE: $200M
Questions?

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Division Chief Nurse Executive
HCA Continental Division