

In Our Hands

**HOW HOSPITAL LEADERS CAN BUILD
A THRIVING WORKFORCE**

Presentation Overview

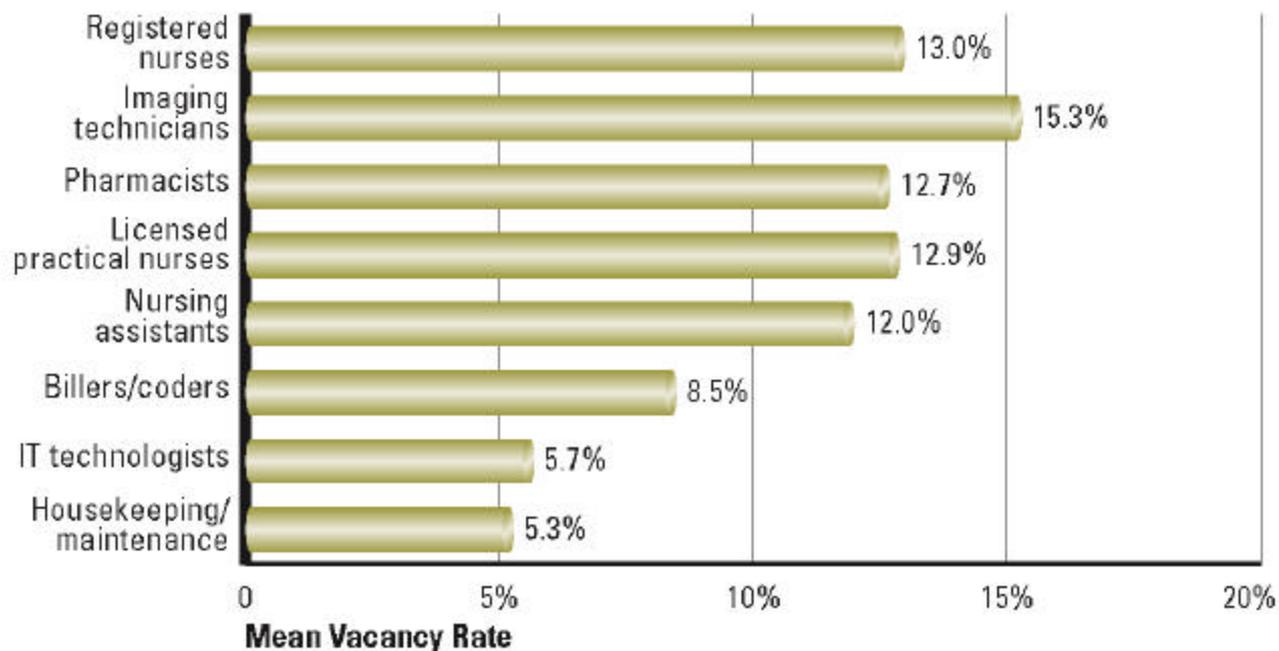
- **A Looming Crisis in Care**
- **AHA Workforce Commission**
- **Recommendations**
- **Commission Conclusions**

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The Current Situation:

A SHORTAGE OF ALL TYPES OF HOSPITAL WORKERS

Hospital Vacancy Rates — Fall 2001

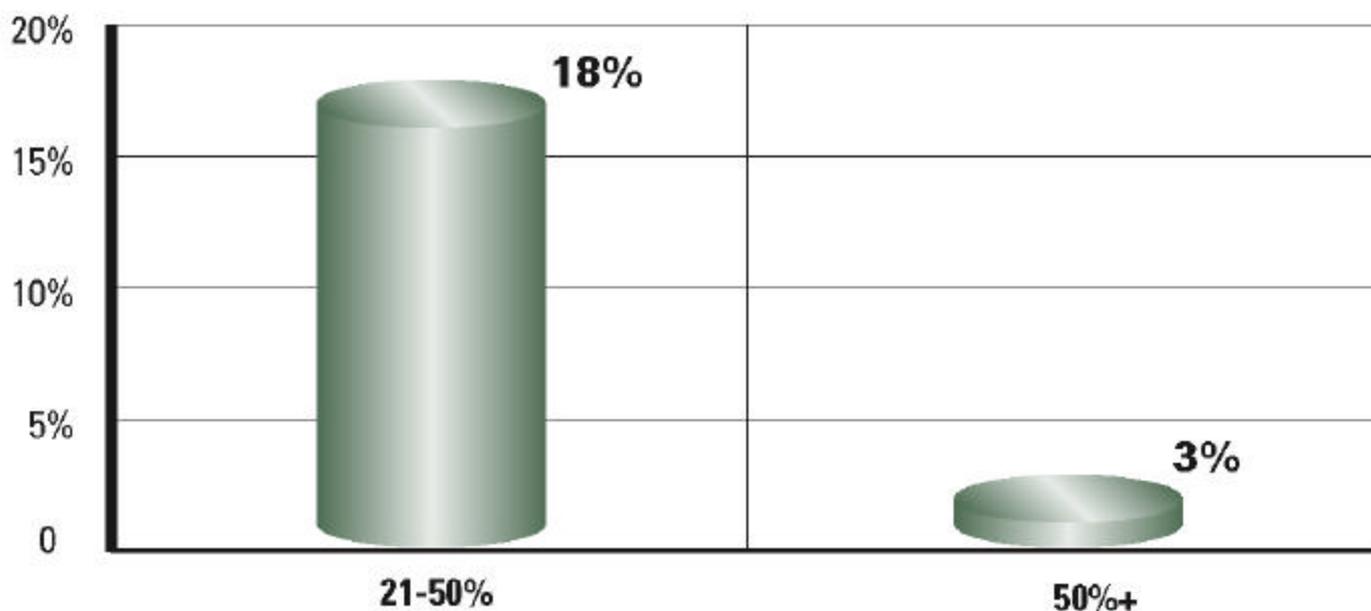


Source: First Consulting Group, Fall 2001.

The Current Situation:

**21% OF HOSPITALS REPORT SEVERE SHORTAGES
(OVER 20% VACANCY RATE) OF IMAGING TECHNICIANS.**

Percentage of Hospitals Showing Vacancy Rate Change

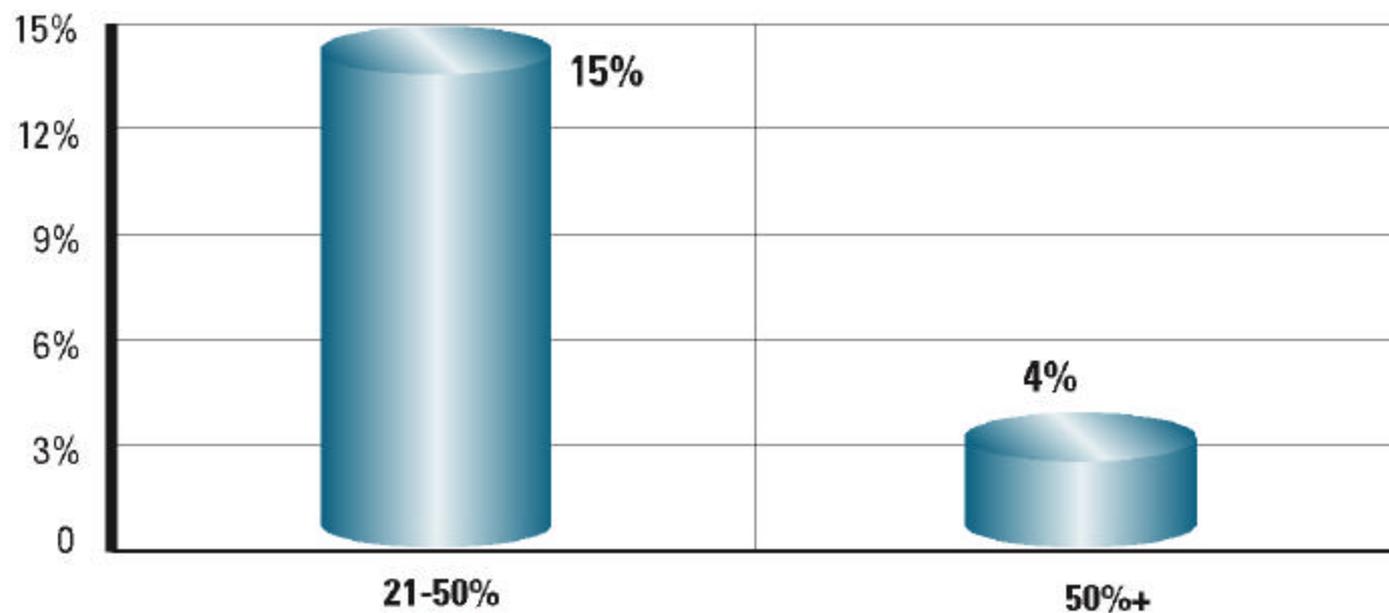


Source: First Consulting Group, Fall 2001.

The Current Situation:

**19% OF HOSPITALS REPORT SEVERE SHORTAGES
(OVER 20% VACANCY RATE) OF PHARMACISTS.**

Percentage of Hospitals Showing Vacancy Rate Change

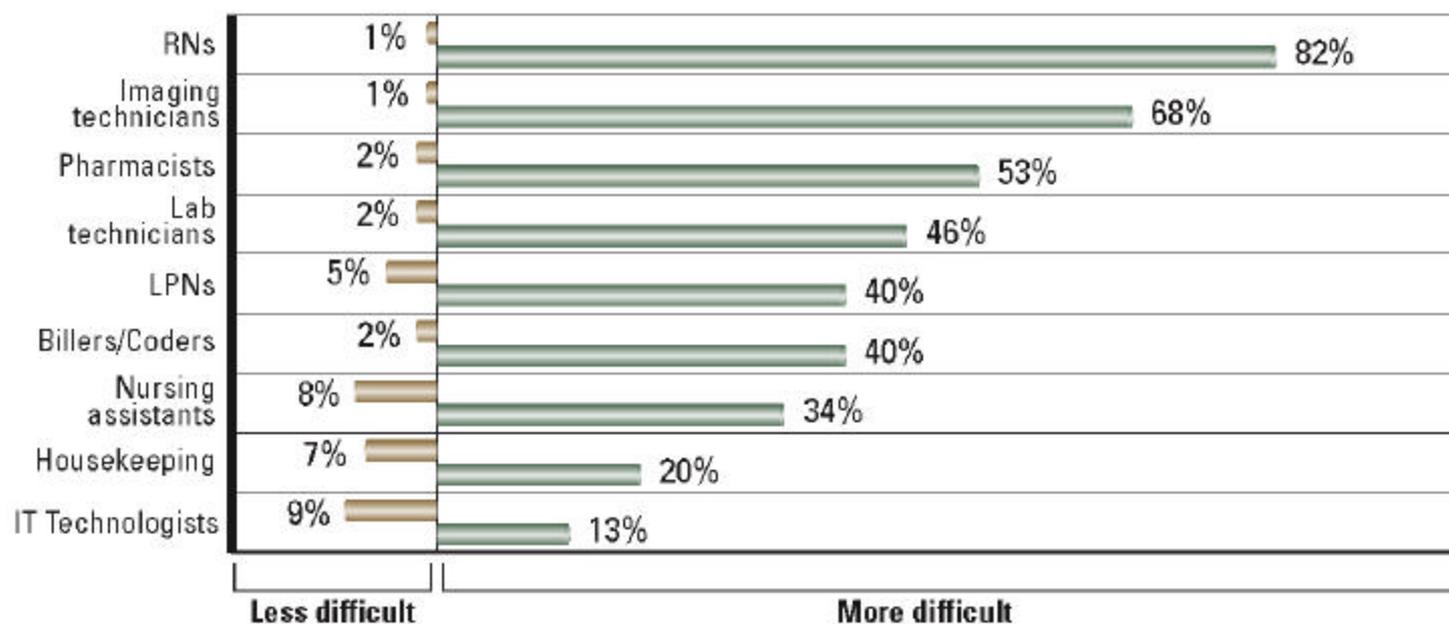


Source: First Consulting Group, Fall 2001.

The Current Situation:

HOSPITALS ARE FINDING THAT THE EFFORT REQUIRED TO RECRUIT WORKERS IS INCREASING

Percentage of Hospitals Reporting More or Less Difficulty Recruiting, 1999-2001

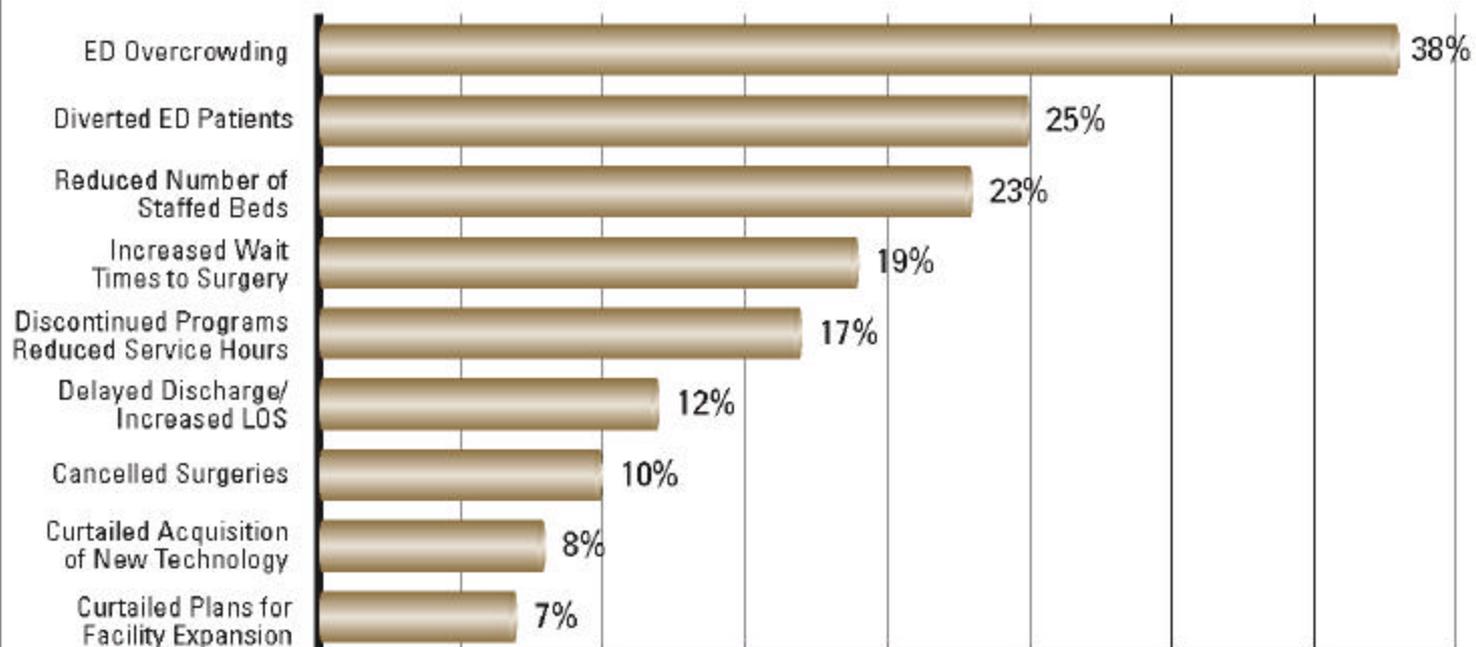


Source: First Consulting Group, Fall 2001.

The Current Situation:

THE SHORTAGE IS FORCING CHANGES IN HOSPITAL OPERATIONS AND PATIENT CARE.

Service Impacts of the Workforce Shortage



Source: First Consulting Group, Fall 2001.

A Looming Crisis in Care

This is not a short-term problem.

ON THE HORIZON:

**A long-term shortage that will
become worse with time**

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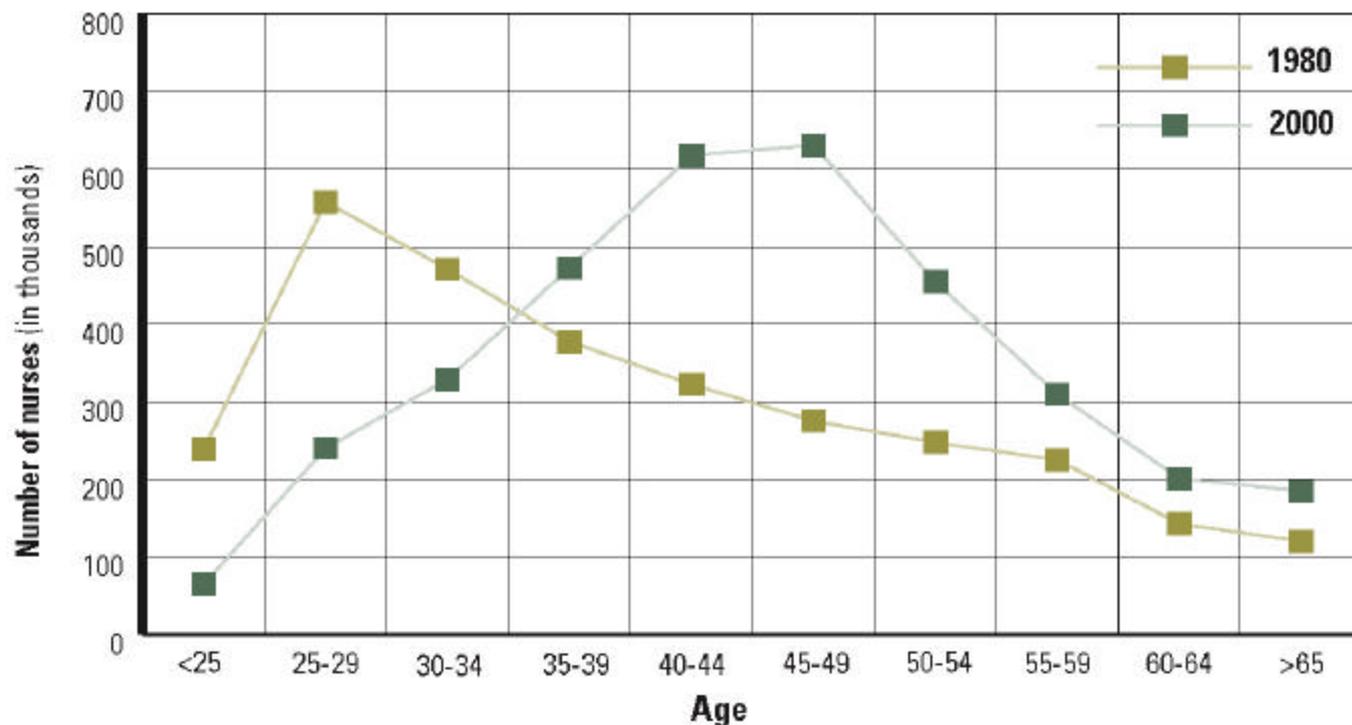
A Looming Crisis in Care

- **Workforce is aging**
- **Fewer potential workers following retiring baby boomers**
- **Fewer choosing health careers**
- **Employee dissatisfaction is high**

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The Workforce is Aging

Age Distribution of the Registered Nurse Population, 1980 and 2000



Source: HRSA, The Registered Nurse Population: National Sample Survey of Registered Nurses, March 2000.

Fewer Potential Workers Following Retiring Baby Boom Generation

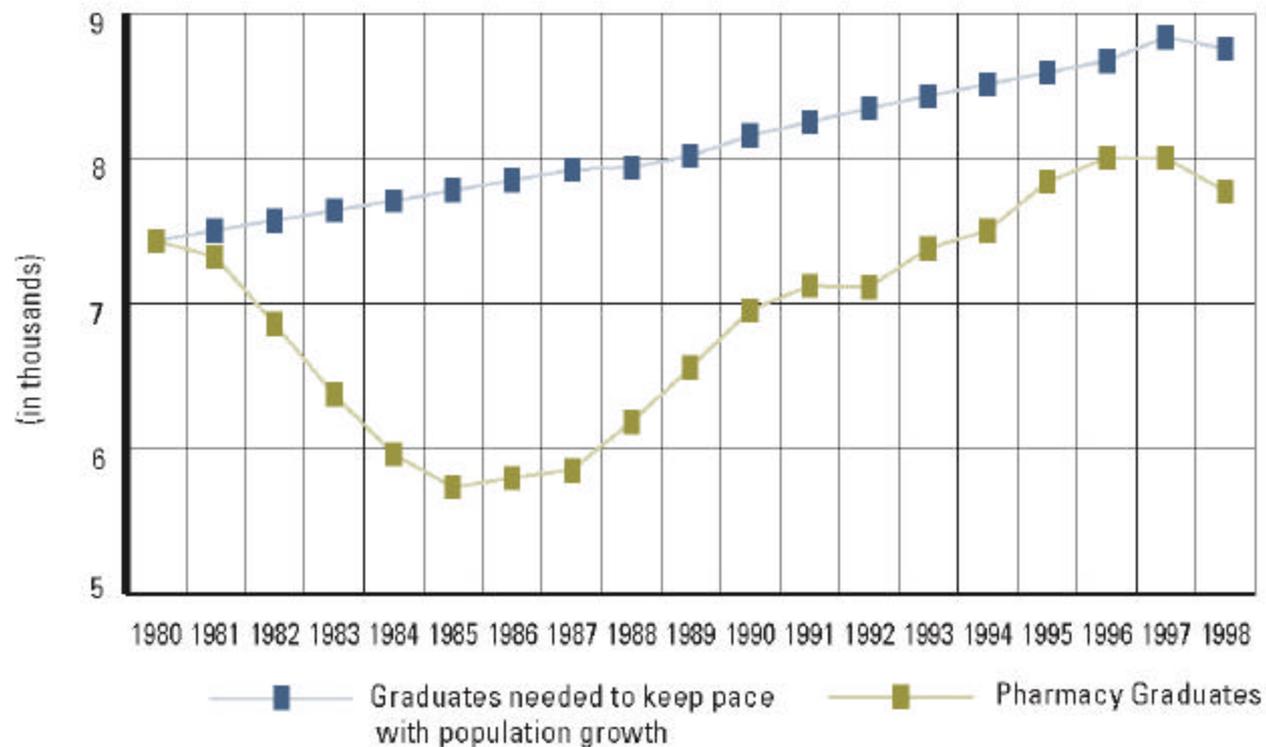
Annual Rates of Labor Force Growth, 1950-2025

Time Period	Labor Force Growth
1950-1960	1.1%
1960-1970	1.7%
1970-1980	2.6%
1980-1990	1.6%
1990-2000	1.2%
2000-2015	1.0%
2015-2025	0.2%

Source: U.S. Department of Labor, Working in the 21st Century. June 2001.

Fewer Choosing Health Care Careers

Pharmacy Graduates Versus Number of Graduates Needed to Keep Pace with Population Growth, 1980-1999



Source: Health Resources and Services Administration, *The Pharmacist Workforce*.
Washington, DC: Department of Health and Human Services, December 2000.

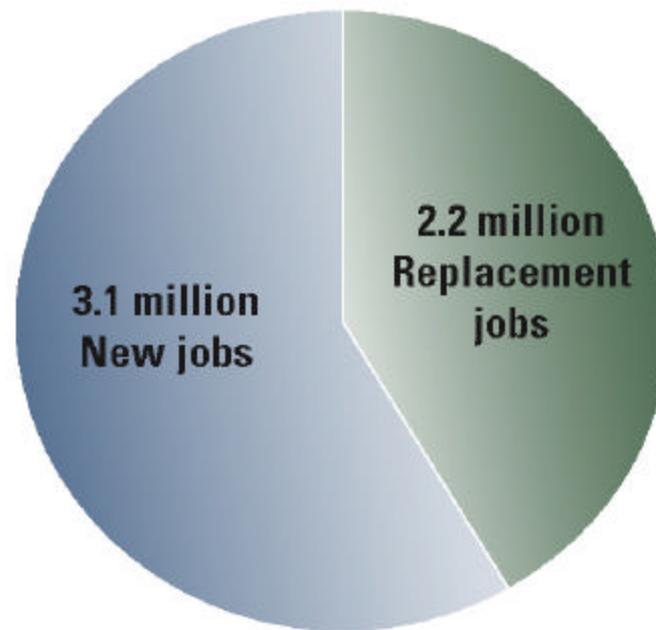
Dissatisfied Employees

- **Stressful environment**
- **Too much paperwork –
not enough caring**
- **Few opportunities to influence**
- **Loyalty to profession –
not employer**

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A Looming Crisis in Care

Number of New Health Workers Needed by 2010



Source: Bureau of Labor Statistics, Occupational Employment Projections to 2010
Monthly Labor Review November 2001

AHA
Commission on Workforce
for Hospitals
and Health Systems



Commission Charge:

DEVELOP BOLD GOALS AND ACTIONABLE RECOMMENDATIONS TO:

- **Fully value and invest in recruitment, development, and retention of workers**
- **Expand interest in health careers**
- **Make hospitals "employers of choice"**

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AHA *Workforce Commission*

27 COMMISSIONERS

- **Stakeholder representatives of the problem and the solutions**
- **Multiple disciplines: CEOs, MD, RNs, pharmacy, allied health, HR, education, labor, foundation, business**

ONE YEAR OF STUDY AND DELIBERATION

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HOW HOSPITAL LEADERS CAN BUILD
A THRIVING WORKFORCE

AHA Commission on Workforce for Hospitals and Health Systems

April 2002



Report Organization

- **A Looming Crisis in Care**
- **5 Core Chapters**
 - ◆ *Foster Meaningful Work*
 - ◆ *Improve the Workplace Partnership*
 - ◆ *Broaden the Base*
 - ◆ *Collaborate with Others*
 - ◆ *Build Societal Support*
- **Workforce Strategy Map**

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Report Organization

- **5 Core Chapters**
 - ◆ *Foster Meaningful Work*
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Foster Meaningful Work

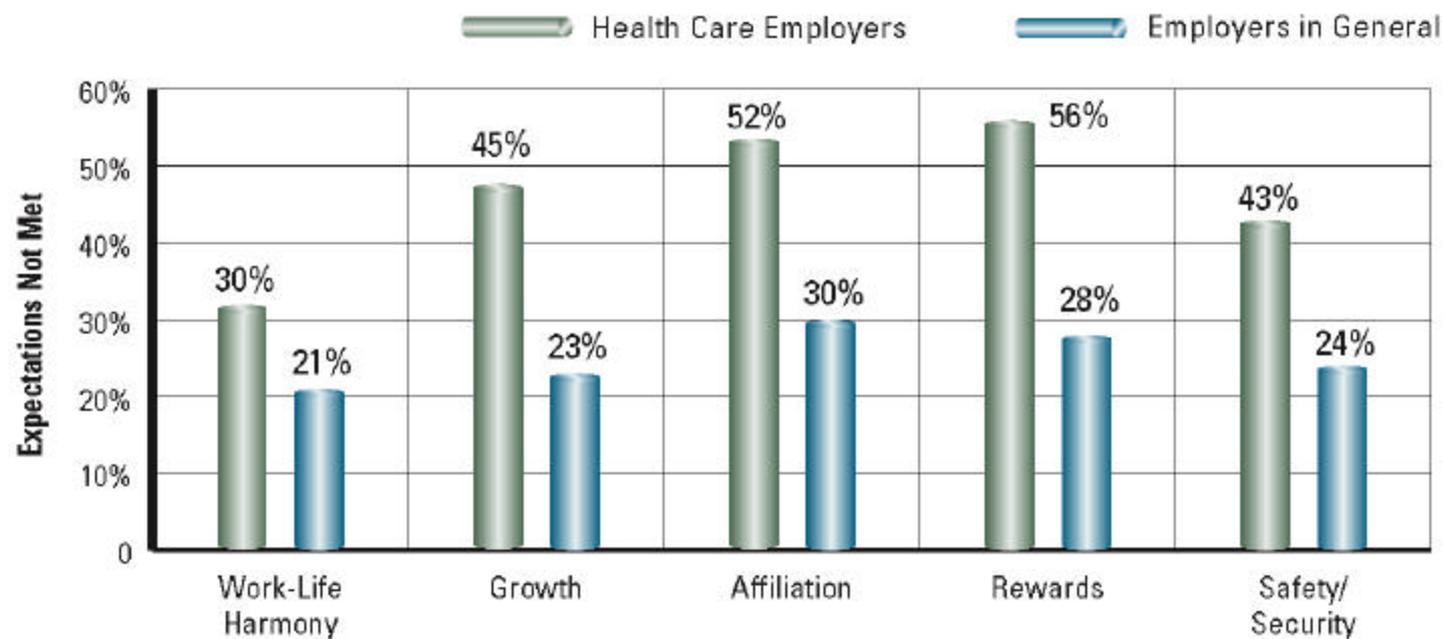


- **Work design an organizational priority and competence**
- **Enough qualified staff for safe, timely care**
- **Caregiver time in patient care**
- **Knowledge management**
- **Learn from business on work design and processes**

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Improve the Workplace Partnership

Percentage of Employees Whose Expectations Are Not Being Met



The Performance Pyramid™ Component

Source: Aon Loyalty Institute, Healthcare @Work. Ann Arbor, Michigan, 2001.

Improve the Workplace Partnership

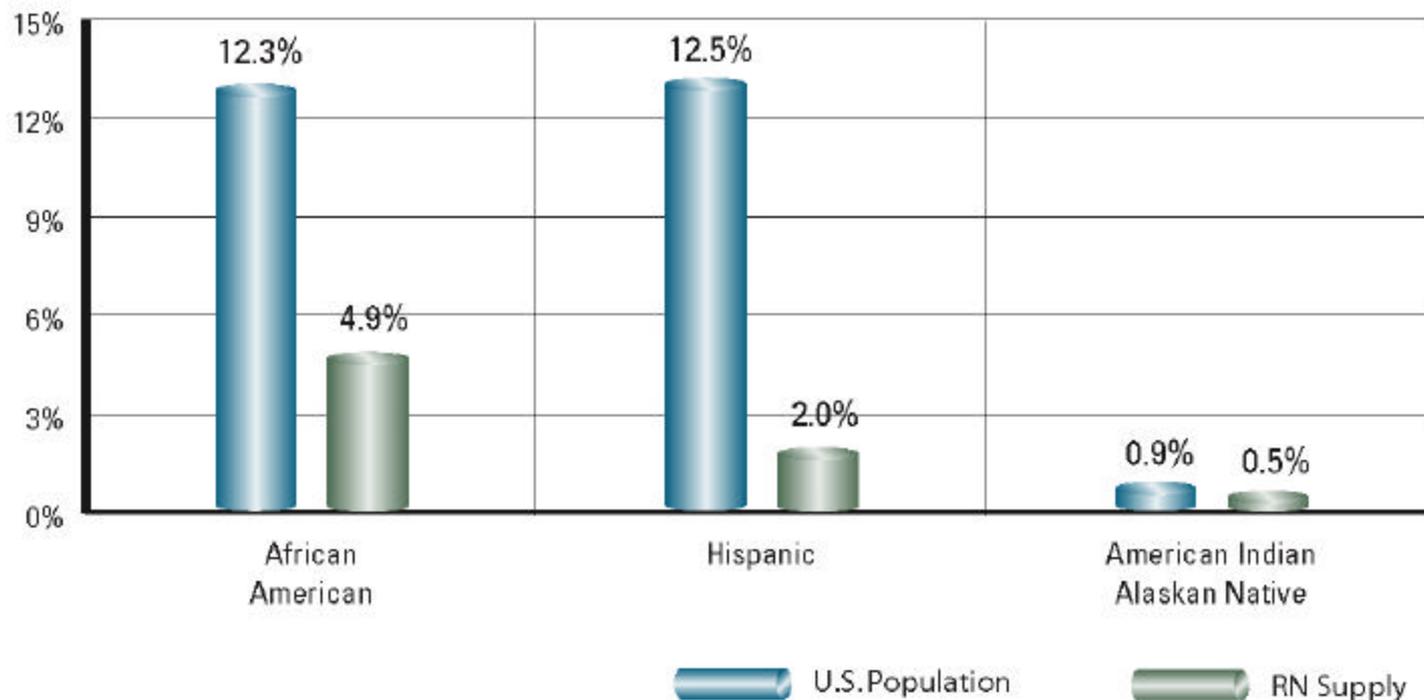


- **Culture that values workers**
- **Front-line managers**
- **Focus on retention and employee stability**
- **Comprehensive rewards strategy**
- **Continuous board/senior leadership attention**

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Broaden the Base

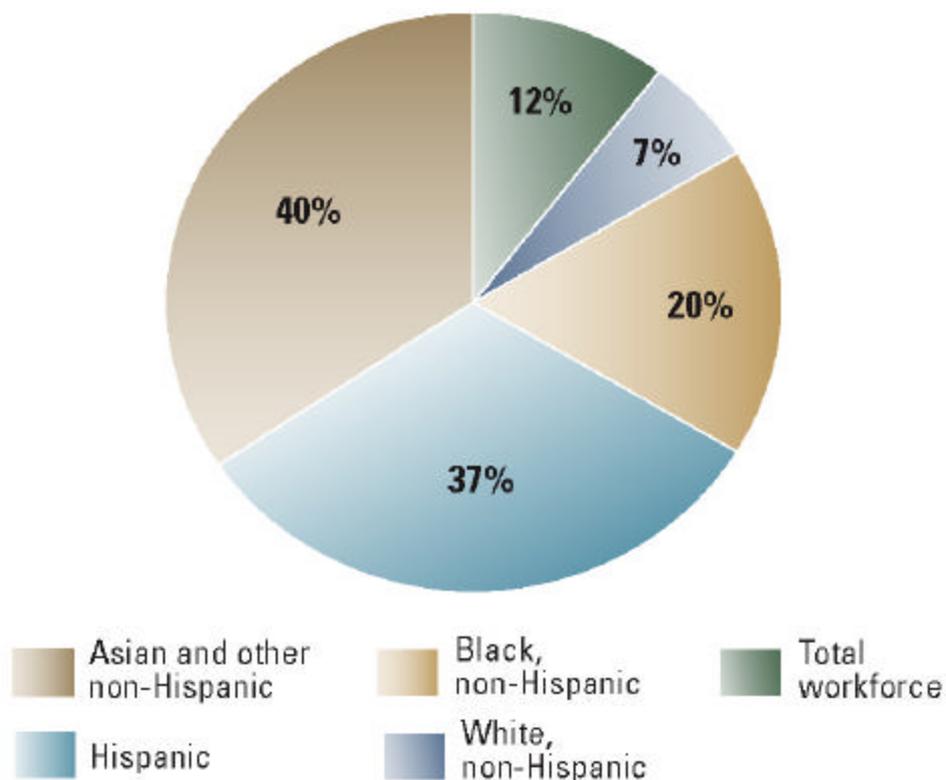
Racial Composition of U.S. Population and RNs, 2000



Source: U.S. Census Bureau, Internal Release Data April 2, 2001 and National Sample Survey of Registered Nurses 2000, HRSA, Bureau of Health Professions, Division of Nursing.

Broaden the Base

Percent Change in Labor Force, Projected 1998-2008



Source: Department of Labor. Workforce in the 21st Century. June 2001.

Broaden the Base



- **More diverse workforce**
 - ◆ *Both genders*
 - ◆ *Racial and ethnic minorities*
 - ◆ *Immigrants*
 - ◆ *All generations*
- **Compete with the economy at-large**
- **Image of health care careers**

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Collaborate with Others



- **Hospitals work together in local communities**
- **Use associations to broaden initiatives**
- **Education System**
 - ◆ *K-12 Schools*
 - ◆ *Colleges/Universities*
- **Community organizations, corporations, foundations**
- **Field retention**

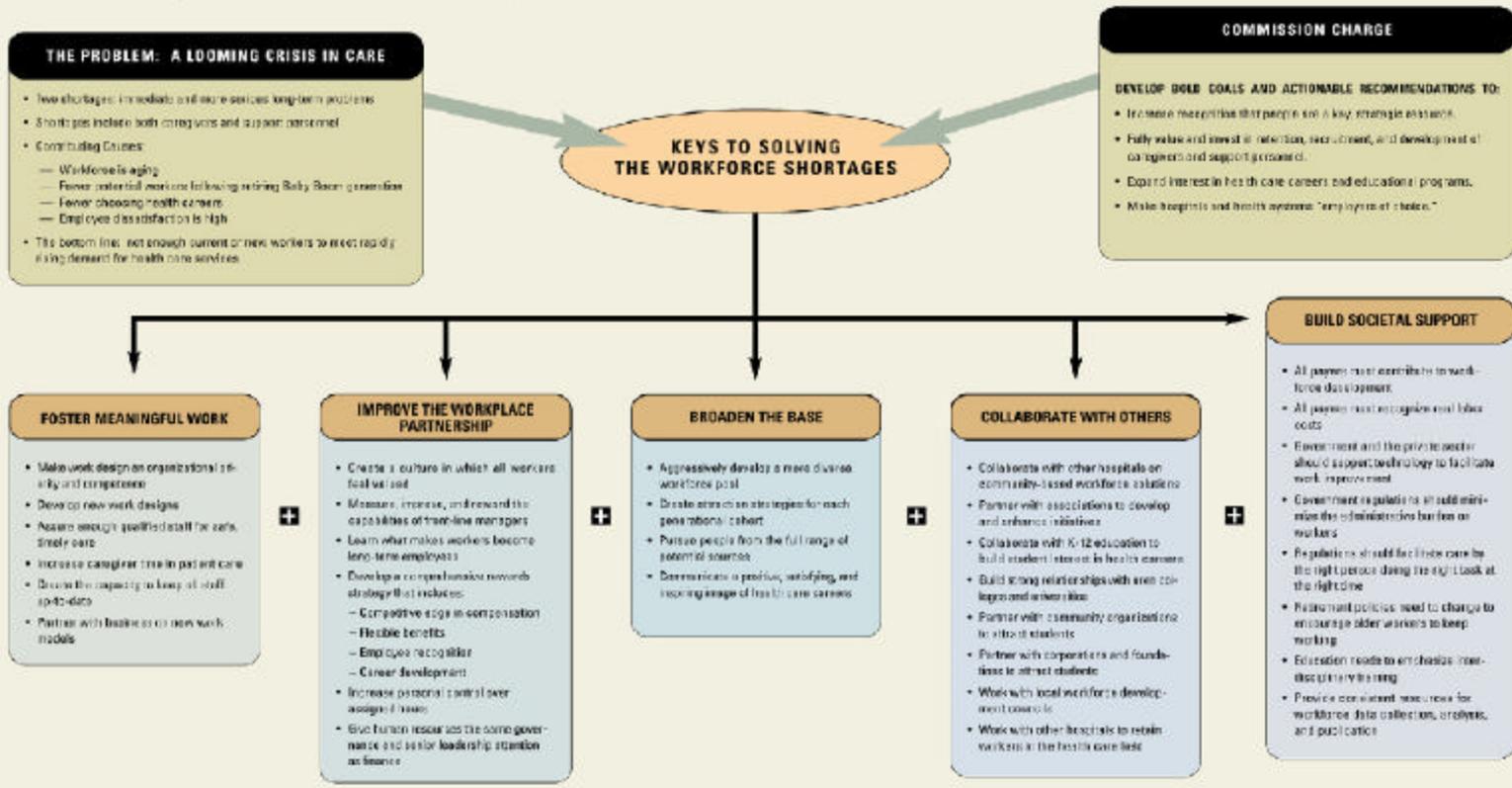
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Build Societal Support

- **Adequate payment**
- **Support for technology**
- **Reduce burdensome regulations**
- **Retirement policies**
- **Interdisciplinary educational approaches**
- **Workforce data collection/planning**

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The Workforce Strategy Map



Commission Conclusions

- **Immediate and sustained action by hospital leaders**
- **Human resources must become central to hospital strategy**
- **Recommendations are not a menu of choices**
- **Opportunity for fundamental health delivery improvements**
- **Recommendations are foundation for health care's future**

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