



2024 HEALTH CARE WORKFORCE SCAN



What is the AHA Health Care Workforce Scan?

- ❖ The annual workforce scan helps our members better understand the latest trends and challenges affecting health care human resources and talent management.
- ❖ Based on reviews of reports, studies and other data sources from leading organizations and researchers, as well as AHA and peer expertise, it provides insights, practical strategies, best practices, case studies and questions to consider.
- ❖ Our ability to deliver quality, compassionate care depends on attracting, retaining, supporting and inspiring the dedicated health care workers essential to serving our patients and communities.



2023 AHA Health Care Workforce Scan

Thriving in today's health care environment
requires the vision and commitment to:

Reimagine...

workforce roles and
responsibilities.

Redesign...

care delivery and
practices.

Transform...

workforce culture
and patient care.



Fundamental Factors Transforming the Health Care Workforce

- ❖ Traditional staffing models need to be **reexamined and modernized**.
- ❖ **Technology, from telehealth to virtual nursing to AI**, will play a growing role clinically and administratively.
- ❖ Health care continues to move **beyond hospital walls** into patient homes and the community.
- ❖ **Hybrid workforce** policies are gaining traction.



ON THE FRONT BURNER:

**Providing Quality Care with a Changing
Clinical Workforce**





The Challenge

- ❖ Our health care system is expected to care for a growing number of aging patients who are living longer, often with more complex chronic medical conditions.
- ❖ At the same time, recruiting, training and retaining workers will be more challenging than ever as a substantial number of RNs and physicians report intent to leave the workforce.
- ❖ Reexamining and redesigning clinical care delivery and staffing strategies have become imperative.
- ❖ Some organizations are using creative models that emerged during the pandemic; others are re-envisioning and revising traditional ones.

Case(s) in Point

- ❖ *Team-based Care 2.0* takes an interprofessional approach and is managed by an experienced team leader.
- ❖ *Flexible Resource Pools* such as Jefferson Health's S.E.A.L. RN Team combine precision scheduling and staffing, using technology to forecast patient demand.
- ❖ Mercy Health's *gig-based initiative* has helped fill staffing gaps, reduce costs and boost nurse satisfaction.
- ❖ *Virtual nursing* programs provide opportunities for nurses to work remotely and frees up bedside nurses to provide physical and emotional care.



3 Things to Think About

One...

How can you involve the full team, including patients and families, in evaluating and improving care models?

Two...

What opportunities can you create to bring other team members into your workflows or expand roles for unlicensed care staff or those in non-clinical, patient-facing positions?

Three...

Ask your clinicians what one rule or process they would change to improve the patient care experience and why.






Ask the Expert

Felicia Sadler, MJ, BSN, R.N.

Vice President of Quality, Relias

How will AI support and transform care delivery in the next five years? 10 years?

AI is a tool that should be used to support, not replace, human-human interactions. Interpersonal relationships remain absolutely critical to healing and a positive health care experience. With the use of AI, organizations will need to find the best way to ensure the psychosocial aspects continue to be integral for the healing of patients. They must also consider inherent risks, and have policies/frameworks that outline the ethical and responsible use of AI.





ON THE FRONT BURNER:

Building a Sustainable and Adaptable Talent Pipeline



The Challenge

Growing and retaining the health care workforce requires a multipronged approach:

- ❖ Recruiting innovatively for clinical and non-clinical positions.
- ❖ Improving training and supporting practice readiness.
- ❖ Expanding career pathways.
- ❖ Building workforce diversity.



Case(s) in Point



- ❖ The Public Health Pathways Pilot, a partnership between Baltimore County, University of Maryland St. Joseph Medical Center and Community College of Baltimore, educates and provides wraparound support to residents in underserved communities.
- ❖ The Education Fund partners with InsideTrack to help allied health care workers develop new skills and advance into higher-wage careers.
- ❖ Holyoke Medical Center pays a substantial upfront signing bonus to high-achieving graduate nurses accepted into its robust residency program.
- ❖ Grady Health System's Teen Experience and Leadership Program gives high school students a hands-on introduction to health care careers.

3 Things to Think About

One...

How can you partner with local secondary schools to generate interest in health care careers and/or enable certification, such as CNA, upon graduation?

Two...

What steps can you take to reconnect with and rehire previous employees, including RNs, CNAs, medical assistants, lab techs, environmental services and others?

Three...

What outreach can you do to veterans who already have medical training or to immigrants in your community who may have received specialized health care education and training in their home countries and can also help you meet multilingual and cultural competency needs?






Ask the Expert

Mary N. Mannix

President and CEO, Augusta Health

How can hospitals ensure they recruit and train a diverse workforce with the skills and cultural fluency to serve diverse patient populations and strengthen health care equity?

COVID-19 gave us a window into the needs among our varied communities through our mobile vaccination clinics, which have grown into new access points for care, tailored to the communities they are serving. To do that work well, we needed a workforce with cultural fluency and a deep commitment to belonging across our team.





ON THE FRONT BURNER:

**Supporting Well-being, Satisfaction and
Safety**



The Challenge

- ❖ Maintaining workforce engagement continues to be a priority and a challenge.
- ❖ Increased incivility, bullying and violence are taking a serious toll on health care workers.
- ❖ Health care systems need to nurture positive work environments and cultures that foster resiliency, reduce time-consuming administrative burdens and support well-being.



Case(s) in Point

- ❖ The Northwell Health Center for Traumatic Stress, Resilience and Recovery provides a structured yet adaptable framework to address staff trauma and well-being needs.
- ❖ Grady Memorial Hospital instituted a peer responder program and developed partnerships with local law enforcement, reinforcing to staff that safety and security are top priorities.
- ❖ The American Association of Critical-Care Nurses developed a leadership program designed to empower nurses as change agents.
- ❖ From family practitioners in Tennessee to specialists at UPMC, physicians are using AI to streamline clinical documentation.



3 Things to Think About

One...

How consistently and effectively do you solicit input and feedback from team members at all levels of your organization about their emotional and physical well-being?

Two...

What processes have you established to enable front-line workers to be involved in identifying challenges and designing solutions?

Three...

What concrete steps can you take to improve EHR optimization to reduce the burden on clinicians?





Ask the Expert

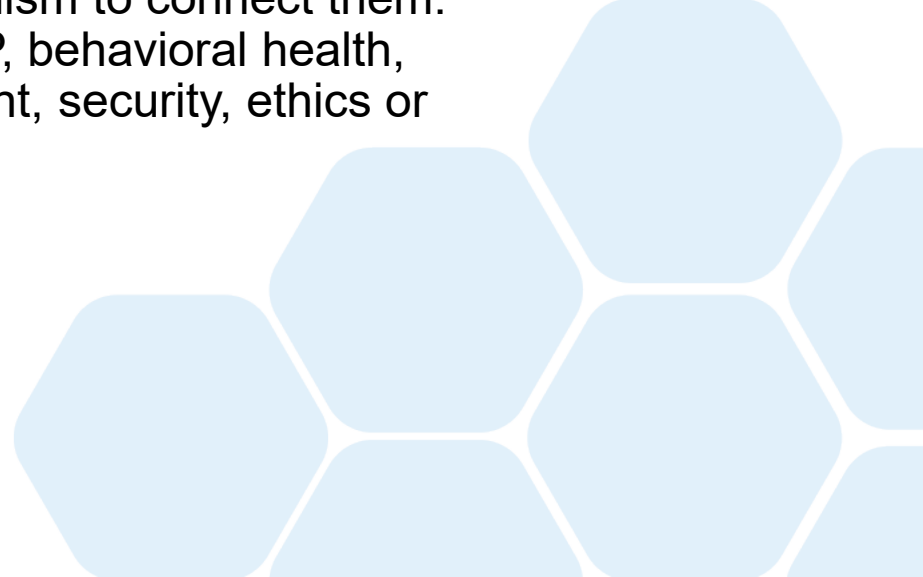
Brittany Drumm

Program Director, Professionalism and Well-being, Geisinger

What programs and policies can hospitals offer to support the emotional and physical well-being and safety of team members at all levels of their organization?

Methods relying on just physical or emotional response can miss an opportunity for more holistic and effective support.

Consider proactively assessing teams that already get involved when staff are struggling and creating a unified communication mechanism to connect them. This may include teams like the office of well-being, EAP, behavioral health, human resources, spiritual care, emergency management, security, ethics or other support services.



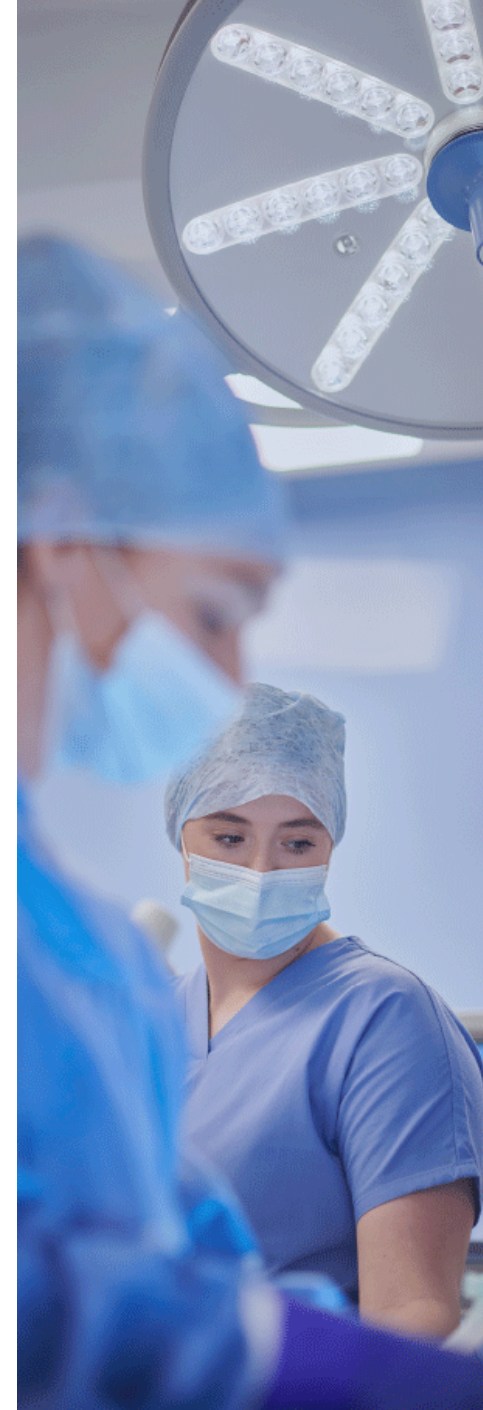
Act Innovatively to Grow, Retain and Support Our Dedicated Workforce

- ❖ Reimagine care delivery models, workflows and workforce roles.
- ❖ Focus on understanding what people want and need.
- ❖ Embrace new opportunities.
- ❖ Support, empower and protect the workers at every level of our organizations who put patient needs front and center.
- ❖ Rely on the AHA Health Care Workforce Scan to help you plan strategically and act innovatively.

AHA Workforce Resources

Visit www.aha.org/workforce for additional workforce resources including:

- ❖ Relevant news, reports and white papers.
- ❖ Case studies.
- ❖ Links to upcoming conferences and webinars.
- ❖ Archives of past events.



Download a full copy of
the 2024 AHA Health Care Workforce Scan at
www.aha.org/aha-workforce-scan.