

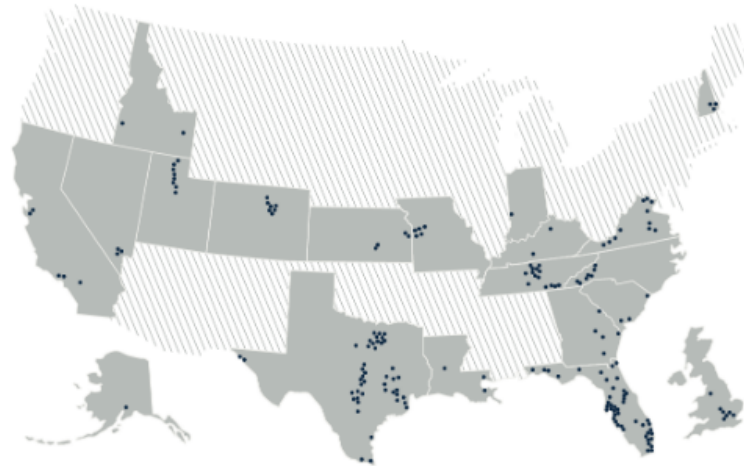
Healthcare Workforce Challenges

Ryan Thornton, MBA, MA, BSN, BA, RN

Division Chief Nurse Executive

HCA Continental Division

HCA Healthcare: Community Support and Benefit



*Hospital locations as of Dec. 31, 2021

HCA Healthcare's

182

hospitals

are supported by more than 2,300 ambulatory sites of care, including:

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

*As of Dec. 31, 2021

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



Sky Ridge Medical Center



Swedish Medical Center



Presbyterian/St. Luke's Medical Center
Rocky Mountain Hospital for Children



Rose Medical Center



The Medical Center of Aurora
Spalding Rehabilitation Center



North Suburban Medical Center

In 2021, HealthONE oversaw:



5,180

COVID-19
inpatients
treated



12,240

babies
delivered



1,581,821

patient
encounters



Charity
Care,
Uninsured
Discounts
and
Uncompensated
Care

\$677M



Cash and
In-Kind
Contributions

\$889K



Community
Health
Improvements

\$8.7M



Research
Community
Benefit

\$1.4M



Community
Building
Activities

\$2.8M



83,117

admissions



298,172

ER visits



92,045

total
surgeries

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.

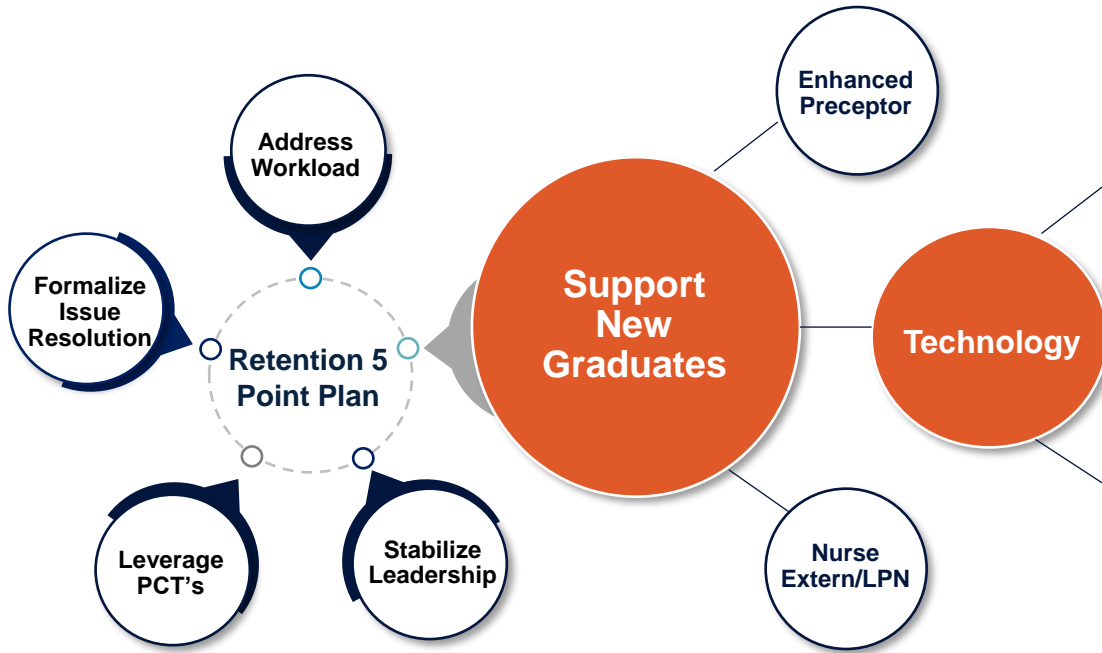


Workforce Investment: Organizational Development



Metric	Goal
Director of Professional Development	
Facility Programs	
New Colleague Mentor Program	Yes
Facility Based Leadership Program	Yes
Executive Mentorship	Yes
Shared Governance	
Nurse Executive Council (NEC)/Nursing Leadership (NL)	Yes
Clinical Nurse Coordinator Council (CNC)	Yes
Professional Nurse Practice Committee (PNPC)/ Professional Practice Committee (PPC)	Yes
Coordinating Council (CC)	Yes
Unit Based Councils (UBC)	Yes
Education Council (EC)/ Research	Yes
Advanced Certification	
Pathway	Yes
Magnet	Yes

Workforce Investment: Retention



Virtual Command Center

Virtual Nurse

- Guardian Angel Q1 2022
 - 1472 Contacts



- Next Steps:
 - Rose-Pilot Med Rec & Admit History
 - NSMC- Solo NG Support

Virtual Sitter

- Division Centralization Complete April 2022



“I appreciate knowing that someone has another set of eyes on my patients that are having challenges.”

	Hours PPD	FTE's
Pre	0.65	179
Post	0.56	159

Workforce Investment: Pipeline

HCA Healthcare Career for Life



- Skills Day
- Shadow Programs
- CareerWise
 - Pilot 48 HS CNA students

- Webinar Wednesday's
- PCT Apprenticeships
- PSA to PCT
 - Certification bonus for CNA licensure

- Rebranding Med/Surg
- Academic Partnerships
 - Galen College of Nursing Q3 2023
- Move to Offer Strategy
 - +32% YOY Nurse Extern/PCT conversions

- LPN Program Pipelines
 - LPN Externs
- LTC to Acute transition
- Nurse Extern to LPN

- New Grad Residency
- New To Programs
- Nursing Leadership Certificate
 - 90% Graduation Rate by Q4 2022

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

Future Offer

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

Plan to Offer

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

Move to Offer

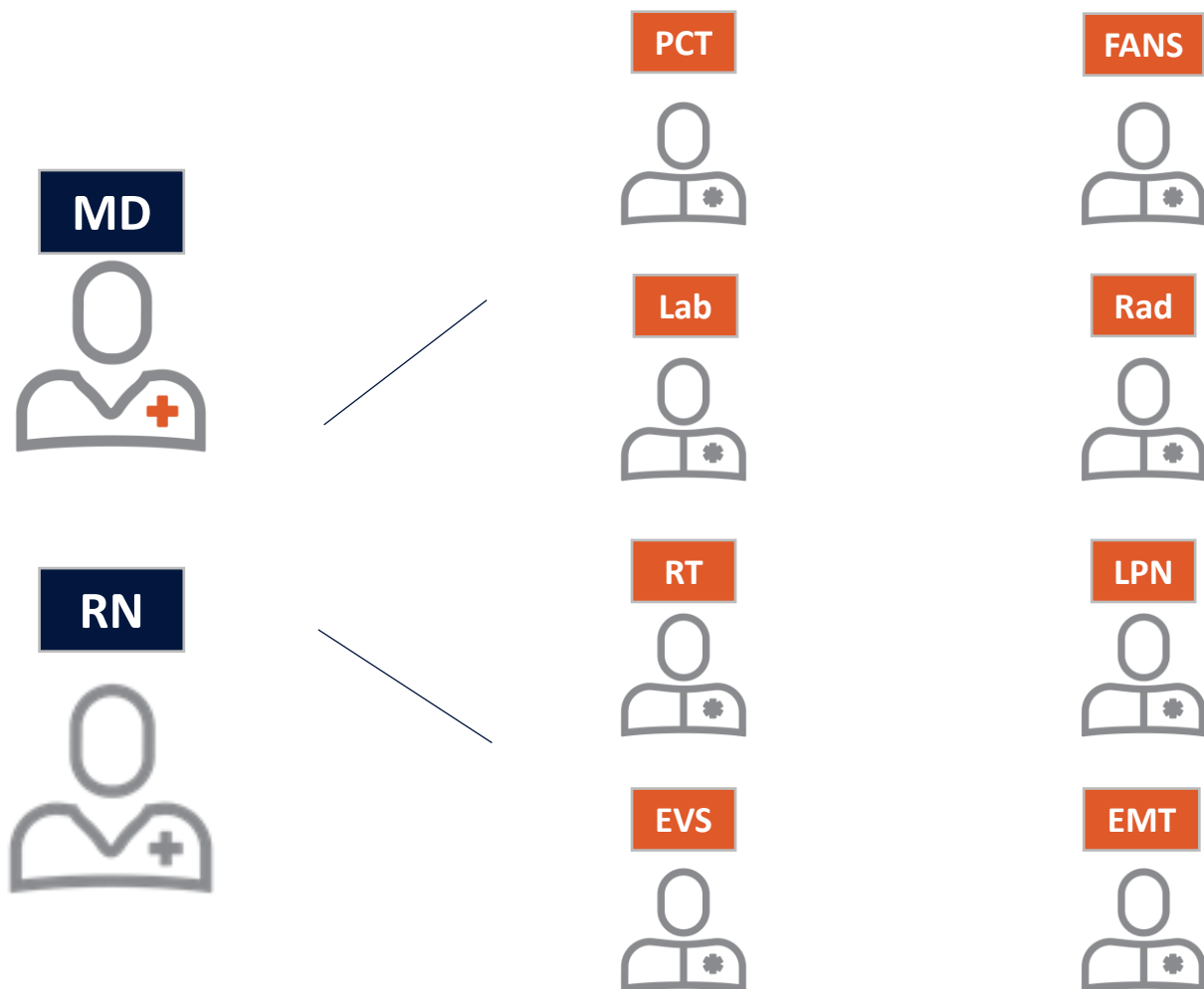
- Students graduating in <6 months
- *Actively* make an offer for a position!

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

HCA Healthcare
Center for Clinical
Advancement



Workforce Investment: Alternative Models of Care



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





Legislative contact: Joshua Ewing 720.635.3493

Media contact: Cara Welch 303.588.5368

Banner Health

- \$58 million investment in workers across four hospitals just in northern Colorado
- Paying cost of BSN 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

- \$230 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

- \$103 million investment in team member initiatives, pay increases, and incentives
- Tuition reimbursement, expansions to clinical ladder 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, academics, 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 1,800 hours of live training through the Leadership Institute
- Sign-on bonuses and new entry level rates
- Wage adjustments throughout the organization

Intermountain Healthcare (formerly SCL 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

UCHealth

- \$277 million investment in support for staff/providers and workforce expansion
- Ascend 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 20% increase in compensation/benefits expenses from January 2020 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



Building the Pipeline:
 Tuition reimbursement,
 student loan assistance,
 training stipends, and
 robust professional
 development programs



Increasing Pay:
 Minimum wage,
 protected pay/emergency
 relief, market and merit
 increases, and various
 incentive bonuses





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

**HealthONE:
 \$200M**

Questions?

Ryan Thornton, MBA, MA, BSN, BA, RN

Division Chief Nurse Executive

HCA Continental Division