Healthcare Workforce Challenges

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

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

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
- 217K+ babies delivered
- 8.4M+ emergency room visits
- 160K+ COVID-19 inpatients treated

As of Dec. 31, 2021
### Continental Division: Colorado - HealthONE

<table>
<thead>
<tr>
<th>Facility</th>
<th>Image</th>
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<tbody>
<tr>
<td>Sky Ridge Medical Center</td>
<td><img src="image1" alt="Sky Ridge Medical Center" /></td>
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<tr>
<td>Rose Medical Center</td>
<td><img src="image2" alt="Rose Medical Center" /></td>
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<tr>
<td>Swedish Medical Center</td>
<td><img src="image3" alt="Swedish Medical Center" /></td>
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<tr>
<td>The Medical Center of Aurora</td>
<td><img src="image4" alt="The Medical Center of Aurora" /></td>
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<tr>
<td>Spalding Rehabilitation Center</td>
<td><img src="image5" alt="Spalding Rehabilitation Center" /></td>
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<tr>
<td>Presbyterian/St. Luke's Medical Center</td>
<td><img src="image6" alt="Presbyterian/St. Luke's Medical Center" /></td>
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<tr>
<td>Rocky Mountain Hospital for Children</td>
<td><img src="image7" alt="Rocky Mountain Hospital for Children" /></td>
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<tr>
<td>North Suburban Medical Center</td>
<td><img src="image8" alt="North Suburban Medical Center" /></td>
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</table>

In 2021, HealthONE oversaw:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>COVID-19 inpatients treated</td>
<td>5,180</td>
</tr>
<tr>
<td>Babies delivered</td>
<td>12,240</td>
</tr>
<tr>
<td>Patient encounters</td>
<td>1,581,821</td>
</tr>
<tr>
<td>Admissions</td>
<td>83,117</td>
</tr>
<tr>
<td>ER visits</td>
<td>298,172</td>
</tr>
<tr>
<td>Total surgeries</td>
<td>92,045</td>
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**Charity Care, Uninsured Discounts and Uncompensated Care**
- $8.7M

**Community Health Improvements**
- $2.8M

**Community Building Activities**
- $677M

**Research Community Benefit**
- $889K

**Cash and In-Kind Contributions**
- $1.4M
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).
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
  - Harvard Spark/HMM Director Development Program for SS, OR, ICU
  - Leadership Essentials

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

- Director
  - Advanced Leadership Program for ACNOs
  - Executive Development Program for ACNOs, ACFOs, and ACOOs

- ACNO
  - Executive Transitions for CxOs and Corporate VPs
  - Forums & Collaboratives (CNO Council led by COG instead of Forums and Collaboratives in 2021)

- CNO
  - 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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Goal</th>
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<tbody>
<tr>
<td>Director of Professional Development</td>
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<tr>
<td><strong>Facility Programs</strong></td>
<td></td>
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<tr>
<td>New Colleague Mentor Program</td>
<td>Yes</td>
</tr>
<tr>
<td>Facility Based Leadership Program</td>
<td>Yes</td>
</tr>
<tr>
<td>Executive Mentorship</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Shared Governance</strong></td>
<td></td>
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<tr>
<td>Nurse Executive Council (NEC)/Nursing Leadership (NL)</td>
<td>Yes</td>
</tr>
<tr>
<td>Clinical Nurse Coordinator Council (CNC)</td>
<td>Yes</td>
</tr>
<tr>
<td>Professional Nurse Practice Committee (PNPC)/Professional Practice Committee (PPC)</td>
<td>Yes</td>
</tr>
<tr>
<td>Coordinating Council (CC)</td>
<td>Yes</td>
</tr>
<tr>
<td>Unit Based Councils (UBC)</td>
<td>Yes</td>
</tr>
<tr>
<td>Education Council (EC)/ Research</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Advanced Certification</strong></td>
<td></td>
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<tr>
<td>Pathway</td>
<td>Yes</td>
</tr>
<tr>
<td>Magnet</td>
<td>Yes</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 ➔ Nurse Extern ➔ LPN ➔ RN Career Pathways

- 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

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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)

- Student can start as a Nurse Extern
- Foundations/Intro to MS
- MS I
- Peds
- OB
- Behavioral Health
- MS II/Adv. MS
- Community Health
- Capstone
- Graduation

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

- MD
- RN
- PCT
- Lab
- RT
- EVS
- FANS
- Rad
- LPN
- 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
- $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

HealthONE: $200M
Questions?

Ryan Thornton, MBA, MA, BSN, BA, RN
Division Chief Nurse Executive
HCA Continental Division