Workforce Solutions and Leading Practices

A compendium of leading strategies and practices, sourced from Vizient members' participation and peer collaboration, to meet today's unique workforce challenges

Reimagine

Recruit

Retain

Helping you take care of your most important resource – your people

Through leading analytics, subject matter expertise, insights and technology, Vizient® helps members identify areas of focus within each phase of the workforce cycle. Using a combination of transparent data, culture and engagement survey results, we identify opportunities to improve recruitment and increase retention, engagement and productivity to reduce workforce costs.

This document highlights tried and true strategies and practices that Vizient members have activated in their own organizations to support and engage the workforce. Please refer to the 2023 Member Networks Offering Preview for upcoming workforce opportunities to engage and improve. For more information on leading practices in this compendium, or to engage with Member Networks, please contact membernetworks@vizientinc.com.

Temp and contract labor

Engagement and retention

Efficient and optimized workforce

Forecast and strategy

Optimization and utilization

Analytics-enabled insights

As the nation's largest member-driven healthcare performance improvement company, Vizient provides solutions and services that empower healthcare providers to deliver high-value care by aligning cost, quality and market performance. With analytics, advisory services and a robust sourcing portfolio, we help members improve patient outcomes and lower costs.

Reimagine care

AI-based solutions

Utilize AI-enabled protocols to support centralized nursing triage, revenue cycle and human resource functions

Capacity management

Rent nursing home beds and staff nursing home/skilled nursing facility to help with post-acute placement and patient flow

Implement efficiencies

- e-check in, online scheduling and documentation efficiencies
- Ensure patients are not asked the same question repeatedly

Location

Change where work is done: virtual inpatient, eICU, tele-sitting and care at home

Staffing

- Leverage predictive analytics to support staffing more accurately
- Optimize hybrid care team roles and models
- Utilize alternative staff to complete non-nursing tasks: hire medical students, LPNs, EMTs, paramedics, pharmacy and phlebotomy technicians. Establish APPs in preceptor and potential staff roles.
- Build a relationship and staff sharing plan with surrounding hospitals
- Establish a disaster resource pool
- Establish a workforce planning committee

Support the team

Focus on training for team care, ensuring all team members are contributing at their highest ability

Virtual care team model

Member organizations have demonstrated a new approach to delivering care: a virtual care model where video and voice technology are leveraged to help manage a patient load. With EMRs, telemetry and other remote monitoring systems, the virtual team members provide an added layer of staffing support and quality management. Sites that implemented this model explained that it allowed for monitoring and early detection of deterioration so that patients were able to receive appropriate care in a timely manner.

Staffing flexibility and optimization

Leadership at a large health system have taken an innovative approach to staffing and scheduling to optimize efficiencies through leveraging data. With predictive staffing capabilities, predictions made 30 days out will forecast needs with one resource on every shift 96% of the time. More shifts are picked up sooner, resulting in greater certainty with staffing, and open shifts are automatically posted based on forecasted demand. The scheduling technology accommodates two dominant motivations for selecting open shifts: money and convenience. This innovation is working well: 75% of open shift hours filled more than two weeks ahead of the shift.

Predictive analytics predicts staffing needs 30 days out → 75% of open shift hours are filled more than two weeks ahead of the shift

Recruitment strategies

○ **Streamline offer process**

Make offers day of interview, pay on first day of employment and make translation services available

○ **Support professional development and training**

- Provide support for employees to attend certificate programs (beyond tuition reimbursement)
- Ensure staff have opportunities and pathways to serve as faculty
- Fund faculty positions across disciplines
- Establish internal training programs for patient care technicians with a certification program

○ **Support staff**

- Engage retired and non-clinical RNs for indirect care, recruitment, mentorship, support or virtual roles
- Recruit based on flexibility and availability
- Offer system-level float options
- Leverage market competitive wages, referral, retention and new graduate bonuses

○ **Connect with students**

Engage with students grade school through post-graduate school; offer internships for eligible students

○ **Engage the community**

Engage with individuals in the community to hire for non-clinical positions

○ **Segment benefit design**

Highlight and customize benefits. Some staff prefer a 401k match, while others value childcare, eldercare or work-life balance.

○ **Invest in continued academic – practice partnerships**

Offer tutoring, "earn as you learn" programs, apprenticeship programs and opportunities for students early on in their studies

○ **Statewide recruitment**

Engage in statewide recruitment efforts

Recruiting nursing students as part of the care team

A health system implemented a program where nursing students are included in staffing ratios. A group of four to six nursing students are paired with a RN to perform supervised patient care in a high-need unit and assume complete care of four patients. The RN leading this cohort is also part-time faculty.

4-6 nursing students   **1 staff RN**

Retention strategies

○ **Culture**

Shift strategy from the goal of retention to establishing a culture of trust and loyalty. Engage frontline staff in leading change and ensuring channels are in place to capture feedback and input

○ **Flexibility**

Create flexibility for all staff, including part time, different care settings, shorter shifts, float pool or travel positions within system

○ **Partner**

Partner with innovation team or students to collect feedback from staff, fix "pebbles in shoes" and innovate new approaches to existing challenges

○ **Pay**

• Implement pick-your-payday, or same-day pay

• Provide tuition support, bonus and reward programs (attendance and retention), incentive pay sliding scale and PTO payout

○ **Promote joy in work**

Provide opportunities for upskilling, development and opportunities for team members to spend more time doing activities they enjoy

○ **Growth opportunity**

• Continued focus on development of career ladders, professional development support (tuition support) and training

• Focus on middle-management development, support and retention

○ **Support**

• Ensure staff hired during the pandemic have access to training and resources, specifically for those who care primarily for patients with COVID

• Have systems in place to ensure and support the physical, psychological and overall well-being of staff (stress first aid, workplace violence, EAP)

○ **Address employee vulnerabilities**

Ensure staff support resources are deployed optimally – consult the patent-pending Vizient Vulnerability Index to address social drivers of health for staff:

– Leverage specific insights in understanding community needs

– Provide focused interventions, reduce cost and improve outcomes

– Community partnership alignment

○ **Commuter support**

Provide transportation for staff to get to work or consider facilitating parking to shorten commute time

Addressing employee vulnerabilities and obstacles to engagement and retention

Vizient is leveraging the patent-pending Vizient Vulnerability Index, initially leveraged to analyze social drivers of health for patients across zip codes, to identify opportunities to better support and engage employees.

Neighborhood vulnerability

Leverage insights from this index to analyze employee vulnerabilities, including the impact on turnover and unplanned PTO.

• Economic
• Education
• Access
• Neighborhood
• Housing
• Clean environment
• Social
• Transportation
• Single parents
• Food deserts
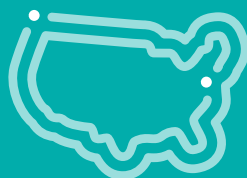
The index helps identify social needs at the regional, local and hospital levels

Employee support, tailored to employee needs, supports staff retention and engagement