vizient.

Retention Strategies for the Clinical Workforce

Access strategies for a multifaceted structural and cultural approach to meet the ever-changing needs of the clinical workforce.

Vizient's Clinical Workforce Solutions comprises three programs: Clinical Team Insights; the Physician and Advanced Practice Provider Onboarding Program; and the Vizient/AACN Nurse Residency Program™, developed in partnership with the American Association of Colleges of Nursing. These programs all provide insights and resources to help you identify opportunities and build a consistently successful infrastructure and culture for the nurses, advanced practice providers (APPs) and physicians within your organization.

" For more than a century, the norm for healthcare professionals has been to work long, intense hours and selflessly put patient needs in front of their own. "[1]

Structural Considerations

Provide strong leadership

Leaders should be visible, transparent, and accessible while modeling the behavior they hope to see within the organization and among their teams.

Promote wellbeing, resilience, and foster work-life balance

Assess factors in the external environment, within the health care organization, and at the front-line care delivery and identify opportunities at each level to promote wellbeing and resilience, and foster work-life balance for care team members.

Leverage learnings from data

- Data is powerful. Track and analyze turnover data regularly, especially capturing reason for leaving the organization.
- Conduct stay and exit interviews as well as employee satisfaction and engagement surveys, making clear what changes are made as a result of this feedback.
- Understand how team members are spending their time and identify opportunity for individuals to contribute at their highest ability.

Ensure team members possess the knowledge, skills, and abilities to succeed in their role

- Capture data and information on the orientation process for each member of the care team.
- Assess processes for identification of preceptors, understanding the impact on team members with many preceptors vs. a few.

For more information,
contact clinicalworkforce@vizientinc.com

1

Promote professional development

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

$600 vs **$1,296**

The healthcare industry spends less on training than other industries.

25.5 vs **34.1**

The average number of learning hours per healthcare employee is lower than average of all industries.

Broadly speaking, clinicians are called to patient care and **seek meaning in their profession** by providing that care at the highest levels.[1]

Cultural Considerations

Create a positive team culture

Consider the basic principles of team-based care, and the impact each of these principles have on department, organization, and system culture: shared goals, clear roles, mutual trust, effective communication and measurable processes and outcomes.

Hire the right team member

Ensure that team members are hired for fit to the organization's culture, mission and values and include appropriate clinician representatives in interview teams.

Support clinicians to successfully transition into your organization

Ensure that each member of the team, whether they are new to practice or have practices for years, has an opportunity to participate in a transition to practice or onboarding programs. Leverage the Vizient/AACN Nurse Residency Program or the Physician and Advanced Practice Provider Onboarding Program.

1   National Academies of Sciences, Engineering, and Medicine. (2019). Taking action against clinician burnout: a systems approach to professional well-being.

2   Mitchell P, Wynia M, Golden R, et al. Core Principles & Values of Effective Team-Based Health Care. National Academy of Medicine; 2012.

3   Association for Talent Development. (2019). 2019 State of Healthcare Training.

As the nation's largest member-driven health care performance improvement company, Vizient provides solutions and services that empower members to deliver high-value care by aligning cost and quality in the critical areas of clinical, operational, and supply chain performance.

For more information, contact clinicalworkforce@vizientinc.com