

Clinical Workforce Solutions

A suite of solutions to engage and optimize your clinical workforce

Clinical workforce engagement, utilization and retention are critical components of a care delivery system's strategy for success.

30%

Approximate average turnover rate for newly hired clinicians in their first three years of employment¹

Clinicians are a health care organization's greatest resource and largest expense.

\$500K-\$1.2M

Expense incurred per departing physician^{2,3}

\$250K

Expense incurred per departing APP⁴

\$88K

Expense incurred per departing nurse⁵

Clinicians are a health care system's greatest resource — they are essential to fulfilling the organization's mission and serve as its face to patients. They are also a significant financial investment. Many organizations struggle to assimilate clinicians and fail to deploy them at the top of their licenses, and therefore experience the significant financial and qualitative impacts of high turnover.

Vizient® developed Clinical Workforce Solutions to address these clinical workforce challenges. 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 for the nurses, advanced practice providers (APPs) and physicians within your organization.

Supporting the clinical workforce

Our programs focus on engaging your workforce and optimizing their utilization to promote higher retention. Our Physician and APP Onboarding Program and the Vizient/AACN Nurse Residency Program concentrate on the individual, emphasizing successful connections between newly hired clinicians and their organizations and enabling them to gain meaningful insights throughout their critical first months. This individual approach has been shown to help reduce turnover rates and lower costs. Our Clinical Team Insights program provides benchmarking data, education and networking opportunities to improve care delivery models and drive return on investment.

Program offerings

Our programs are aligned with accreditation standards and structured to meet your needs. We offer:

- Best-in-class structure, curriculum and resources
- National expertise and advisory support
- Curriculum aligned with accreditation standards, blending national content from Vizient experts and organization-specific content delivered by system leaders
- Comparative benchmarking data with participants from across the country
- Peer networking and knowledge-sharing opportunities

Benefits

For health care systems

- Financial savings from reduced turnover and more efficient care delivery models
- Reduction in variation and improved outcomes
- Development of internal talent

For clinicians

- A holistic view of the health care landscape and their unique contribution to the organization's strategy
- Development of a strong support structure and role clarity for all members of the care team
- Increased awareness of system resources, priorities and career pathways
- Enhanced engagement, well-being and team dynamics
- Increased efficiency and safety

For patients

- Better access to and continuity of care
- Improved safety and quality of care
- Enhanced patient and family engagement and experience

Your care team engagement opportunities with Vizient

Improve provider integration with the Physician and APP Onboarding Program

Physician shortages are increasing and APPs are being more widely employed. Yet turnover for both groups is significant — perhaps in part because these critical members of the care team are rarely onboarded in an intentional, thorough and consistent manner. Our program includes a leading-practice structure, curriculum, delivery resources, mentor training and advisory support.

Empower your first-year nurses with the Vizient/AACN Nurse Residency Program

Nearly one in five (17.5%) new graduate nurses quit within their first year. This one-year residency program delivers curriculum and data for new graduate nurses, enabling organizations to align care teams for high-quality, efficient patient care. Retention is a signature outcome — the first-year retention rate for program participants is 90.2%, compared with the national average of 82.5%. More than 130,000 new graduates have completed the program nationwide.

Create optimal infrastructure for provider teams with Clinical Team Insights

Effective and efficient care delivery is essential to meeting the demands of today's value-based health care. Health care organizations are challenged to create an infrastructure that supports the entire clinical team and ensures that all clinicians are working at the top of their licenses. Clinical Team Insights uses a data-driven approach to identify opportunities for improvement within your organizational structure and operations. The education and networking opportunities illustrate how meaningful changes can optimize the use of the clinical team and its care delivery model.

¹ Cejka Search, American Medical Group Association. 2013 *Physician Retention Survey*. St. Louis, MO: Cejka Search; 2013.

² Schutte L. Understanding the real costs of recruiting and retaining physicians. *Recruiting Physicians Today*. 2012;20(3):1-3. Accessed June 28, 2019. http://employer.nejmcareercenter.org/rpt/NEJM_RPT_MayJune2012.pdf.

³ Atkinson W, Misra-Hebert A, Stoller J. The impact on revenue of physician turnover: an assessment model and experience in a large healthcare center. *J Med Pract Manag*. 2006;21(6):351-355.

⁴ Gilliland J. How much does advanced practice provider turnover really cost? Melnic Blog. June 7, 2019. Accessed June 28, 2019. <https://www.melnic.com/how-much-advanced-practice-provider-turnover-cost>

⁵ Jones CB. Revisiting nurse turnover costs: adjusting for inflation. *J Nurs Admin*. 2008;38(1):11-18.



To learn more, contact
clinicalworkforce@vizientinc.com.

As the nation's largest member-driven health care performance improvement company, Vizient provides solutions and services that empower health care 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.