Workforce challenges
Building resiliency through retention, recruitment and reimagining care delivery

vizient®

It's an unprecedented time for hospitals as they struggle to attract and retain a resilient workforce while maximizing operational efficiencies. In addition to labor shortages, they are also facing increased competition, escalating costs and staff burnout.

The COVID-19 pandemic has exacerbated preexisting trends

- Stress on care processes, staffing models and skill mix
- Continuum of care shifts
- Clinical workforce shortages
- Staff disengagement, burnout and turnover

An increased pressure on staff

60% of health care workers report their mental health has been affected by their work during the pandemic[1]

57% of physicians report inappropriate feelings of anger, fearfulness or anxiety due to COVID-19, but only 14% have sought medical attention[2]

>50% of physicians report significant symptoms of burnout[3]

30% of health care workers are considering leaving their profession[3]

**23%** of physicians would like to retire within the next year, including one in three physicians age 46 or older[2]

1. Vizient Savings Actualyzer™ data, 2021.
2. The Physicians Foundation. The Physicians Foundation 2021 physician survey: COVID-19 impact edition: A year later. Accessed December 7, 2021.
3. Kirzinger A, Kearney A, Hamel L, Brodie M. KFF/The Washington Post frontline health care workers survey. KFF. April 6, 2021. Accessed December 7, 2021.

## Building, retaining and optimizing your workforce is more critical than ever

Health care workforce burnout will be the second pandemic that U.S. health care will need to address. Although hospitals have many ways to improve operational efficiency and train their workforce, they need to understand how to improve the mental health and wellness of that same workforce.[1]

Turnover of licensed nurses has almost doubled since 2019

**Turnover rate for licensed nursing staff: all hospitals[2]**

% of licensed nursing staff turnover
- All hospitals (25th)
- All hospitals (50th)
- All hospitals (75th)
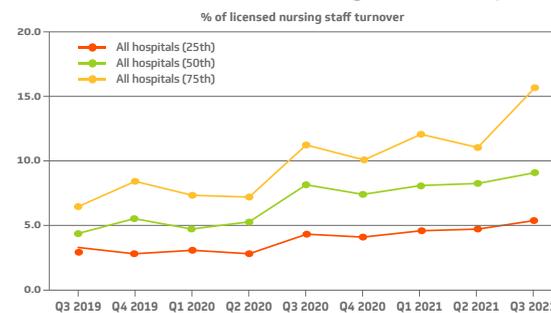
Overtime percentage of worked hours: all hospitals[2]

Overtime hours as % of worked hours: non MD
- All hospitals (25th)
- All hospitals (50th)
- All hospitals (75th)
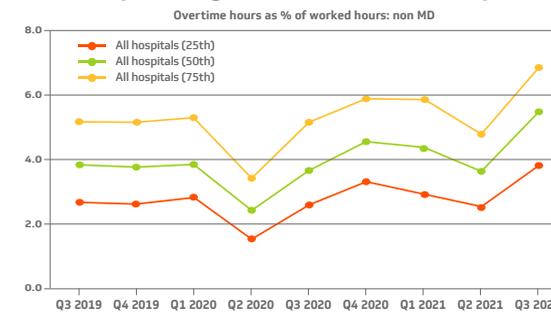
1. NSI Nursing Solutions, Inc. 2021 NSI national health care retention & RN staffing report. Accessed December 7, 2021.
2. Vizient Operational Data Base, Q3 2019-Q3 2021.

Job request volume and bill rate, by week; August 2020-August 2021

- Job requests
- Average base rate
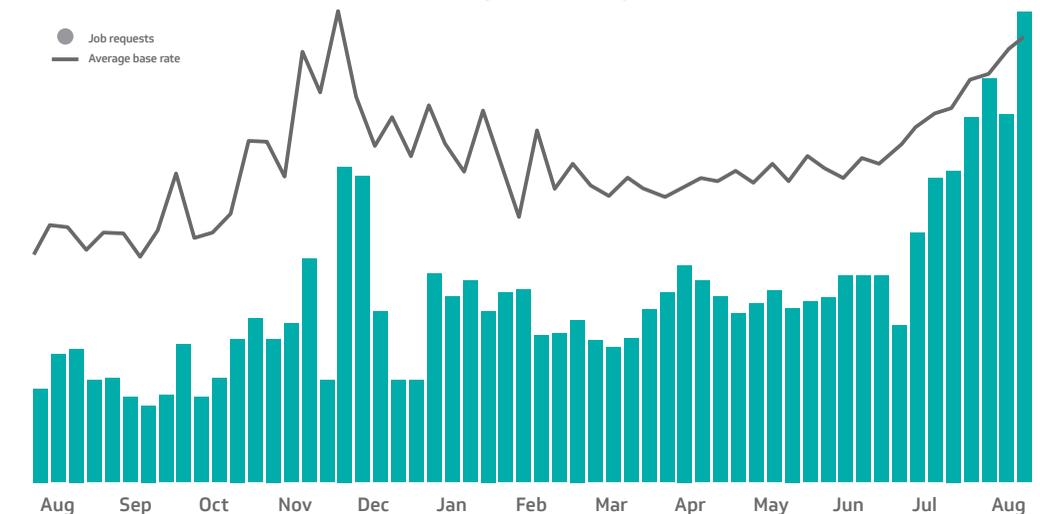
These dynamics have made operating with excellence more challenging than ever

- Workforce availability, acquisition, retention and engagement
- Capacity, throughput and the need to operate more efficiently than ever
- Maintaining and improving quality across the full continuum
- Culture, systems and workflow disruptions impact outcomes and sustainability

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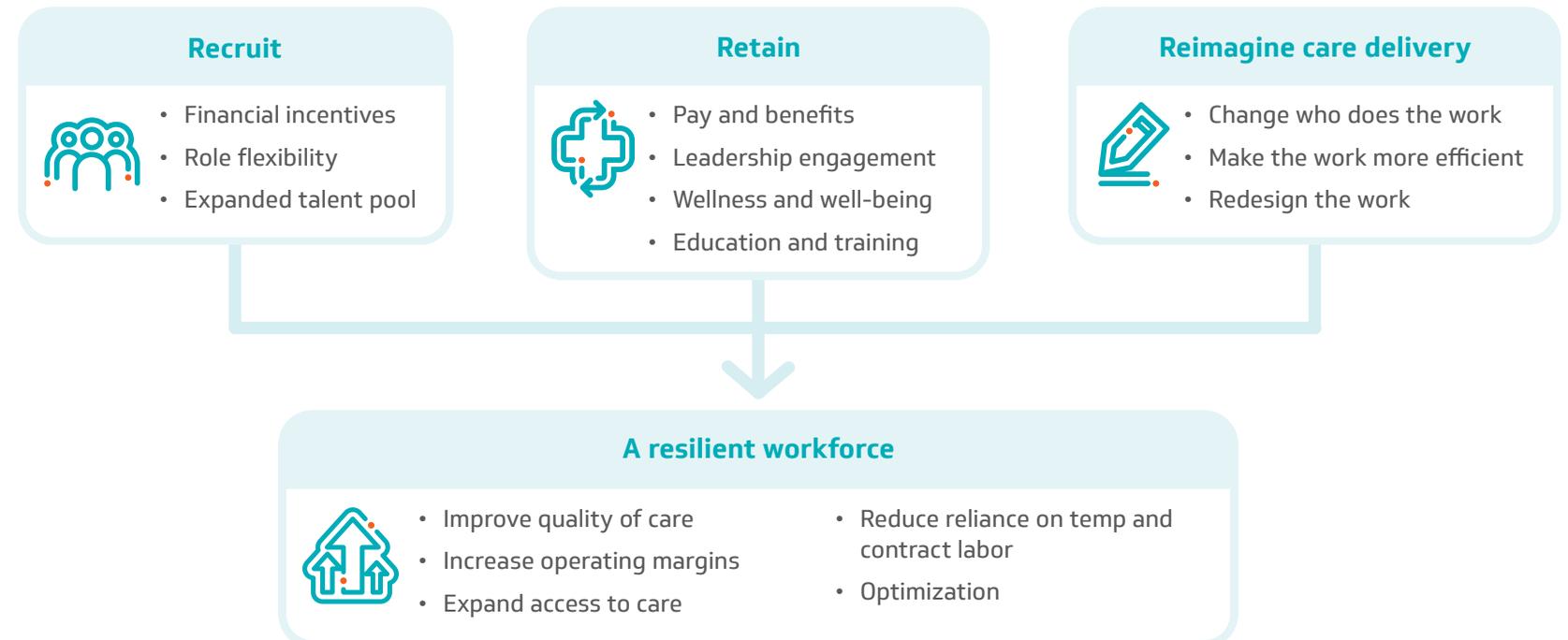
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Helping you take care of your most important resource – your people

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.

Vizient supports members on this journey every step of the way. Foundational change starts with transforming how leaders lead, making sustainable improvements and creating a healthy culture, all of which enable hospitals to spend more time on what matters most: providing exceptional patient care.

Efficient and optimized workforce
- Temp and contract labor
- Engagement and retention
- Optimization and utilization
- Analytics-enabled insights
- Forecast and strategy

Drive efficiency across the continuum, ensuring the right staff, at the right time, in the right place

Recruit
- Financial incentives
- Role flexibility
- Expanded talent pool

Retain
- Pay and benefits
- Leadership engagement
- Wellness and well-being
- Education and training

Reimagine care delivery
- Change who does the work
- Make the work more efficient
- Redesign the work

A resilient workforce
- Improve quality of care
- Increase operating margins
- Expand access to care
- Reduce reliance on temp and contract labor
- Optimization

Doing the most with the staff you have is more critical than ever

If hospitals fail to implement changes to address their workforce challenges, they will continue to deal with the following hurdles:

- Burnout
- Retention leading to turnover
- Staff shortages leading to continued spend on contract labor
- Operational challenges associated with managing patients and patient volume
- Matching staffing to demand
- Declining patient outcomes
- Stunted growth and the inability to add services