

The Governance Institute presents

Strategies for Strengthening Your Clinical Workforce

September 28, 2023 | 2:00–3:00 p.m. Eastern



presented by

Clay Dunagan, M.D., M.S.

Professor of Medicine, Washington University School of Medicine

and

Denise Murphy, RN, M.P.H., FAAN

Former Vice President, Patient Care Systems & Chief Nurse Executive, BJC HealthCare



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Today's Presenters



Clay Dunagan, M.D., M.S.

Professor of Medicine, *Washington University School of Medicine*
Former Senior Vice President & Chief Clinical Officer, *BJC HealthCare*

Dr. Clay Dunagan is Professor of Medicine at Washington University School of Medicine (WUSM) in the Division of Infectious Diseases. He is board-certified in internal medicine and infectious diseases and maintains clinical appointments in both at Barnes-Jewish Hospital. Beginning in the fall, he will be co-leader of the WUSM Learning Health Center in collaboration with BJC HealthCare and a senior consultant and mentor for physician leadership development.



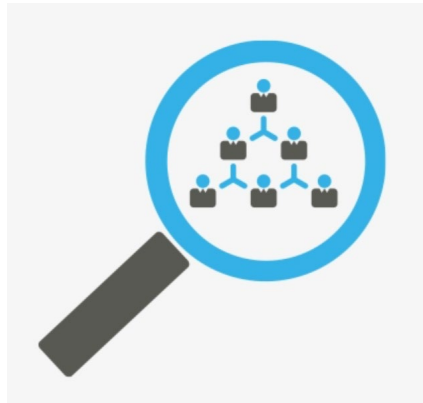
Denise Murphy, RN, M.P.H., FAAN

Former Vice President, Patient Care Systems & Chief Nurse Executive, *BJC HealthCare*

Denise Murphy is currently a Certified Executive Leadership Coach and Strategic Planning Consultant for BJC HealthCare and Washington University School of Medicine in St. Louis, MO. Denise is also an Executive-in-Residence for the Health Management Academy, a peer-to-peer learning and leadership development organization comprised of executive members from the country's largest integrated health systems and a strategic balance of the industry's most innovative companies.

Learning Objectives

After viewing this Webinar, participants will be able to:



Define at least three root causes for today's clinical workforce shortages



Describe at least two near-term steps healthcare organizations must take to stabilize their workforce



Identify three long-term strategies with high potential for strengthening the clinical workforce

Continuing Education

Continuing
education
credits available



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AMA: The Governance Institute designates this live activity for a maximum of **1 AMA PRA Category 1 Credit(s)™**. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

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Criteria for successful completion: Webinar attendees must remain logged in for the entire duration of the program. They must answer at least three polling questions. They must complete the evaluation survey in order to receive education credit. Evaluation survey link will be sent to all registrants in a follow-up email after airing of the Webinar.

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In accordance with the standards of the National Registry of CEP Sponsors, CPE credits will be granted based on a 50-minute hour.

Field of study: Business Management & Organization

Program level: Overview

Prerequisites: None

Advanced preparation: None

Delivery method: Group Internet based

Maximum potential CPE credits: 1

Disclosure Policy

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- This educational activity does not include any content that relates to the products and/or services of a commercial interest that would create a conflict of interest. There is no commercial support or sponsorship of this conference.
- None of the presenters intend to discuss off-label uses of drugs, mechanical devices, biologics, or diagnostics not approved by the FDA for use in the United States.

Program Overview

1. Current workforce challenge
2. Causes of current situation
3. Near and long-term solutions
4. Role of executives and the board

Polling Question #1

1. What category *best* describes your organization?
 - a) Hospital or health system
 - b) Outpatient clinic(s)
 - c) Managed care organization
 - d) Physician practice group
 - e) Academic

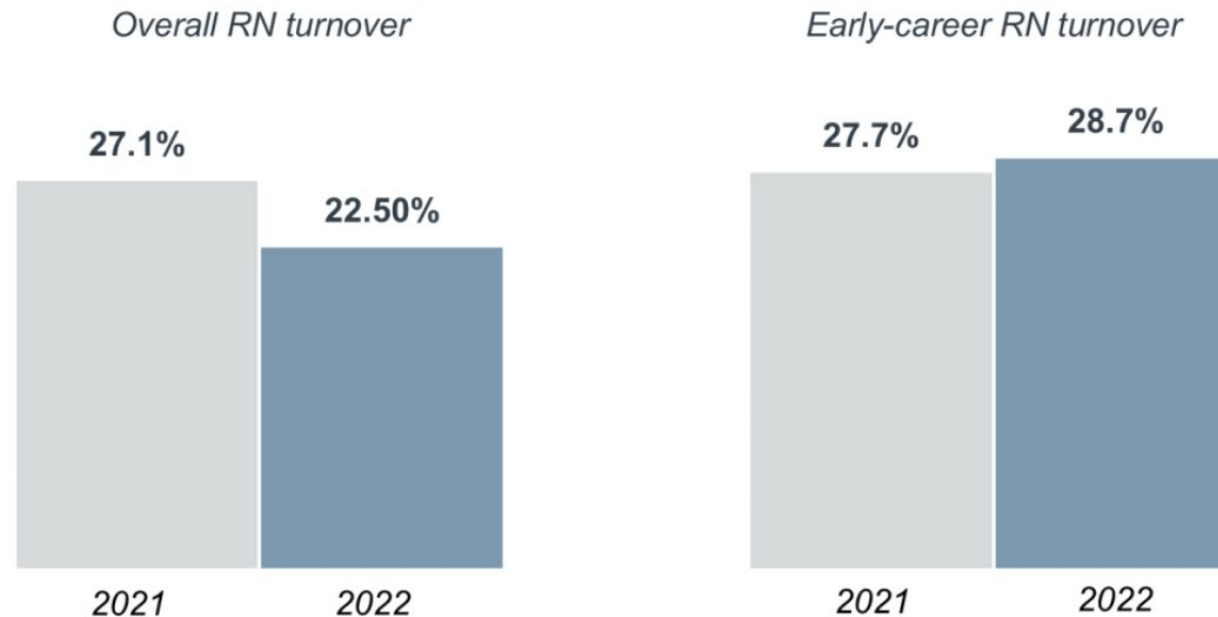
A close-up photograph of a person in teal medical scrubs, likely a nurse, holding a wooden-framed sign. The sign has a black background with the words "NURSES NEEDED" written in white, bold, sans-serif capital letters. The person's hand is visible at the bottom of the sign, and a stethoscope is partially visible around their neck. The background is a solid, dark blue color.

**NURSES
NEEDED**

Predicted Shortage and State of Turnover in Nursing

The American Nurses Association estimates a shortage of 200K-450K in the U.S., most in acute care.

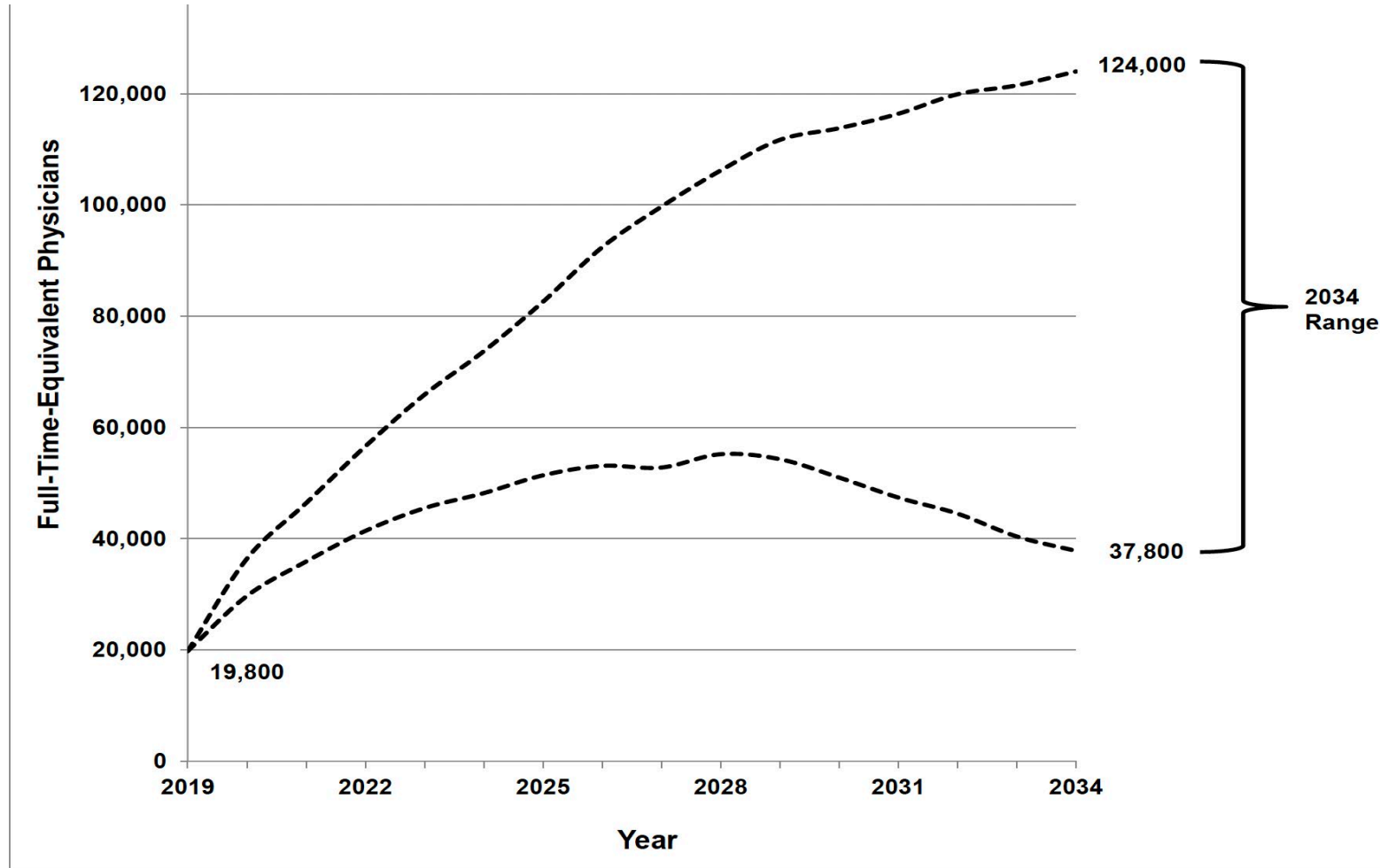
Source: Gretchen Berlin, Meredith Lapointe, Mhoire Murphy, and Joanna Wexler, "Assessing the lingering impact of COVID-19 on the nursing workforce," McKinsey, May 11, 2022.



Nurse leaders' major concern is increase in young nurses (<35) exiting the workforce.

Source: Accessed from Advisory Board. *Recommendations for Stabilizing the RN Workforce*. Posted June 22, 2023.

Total Projected Physician Shortage Range, 2019-2034



Note: Because complex systems have internal checks and balances to avoid extremes, the upper and lower bounds of the shortage projections reflect the range of most likely outcomes. The divergence over time represents increasing uncertainty.

Polling Question #2

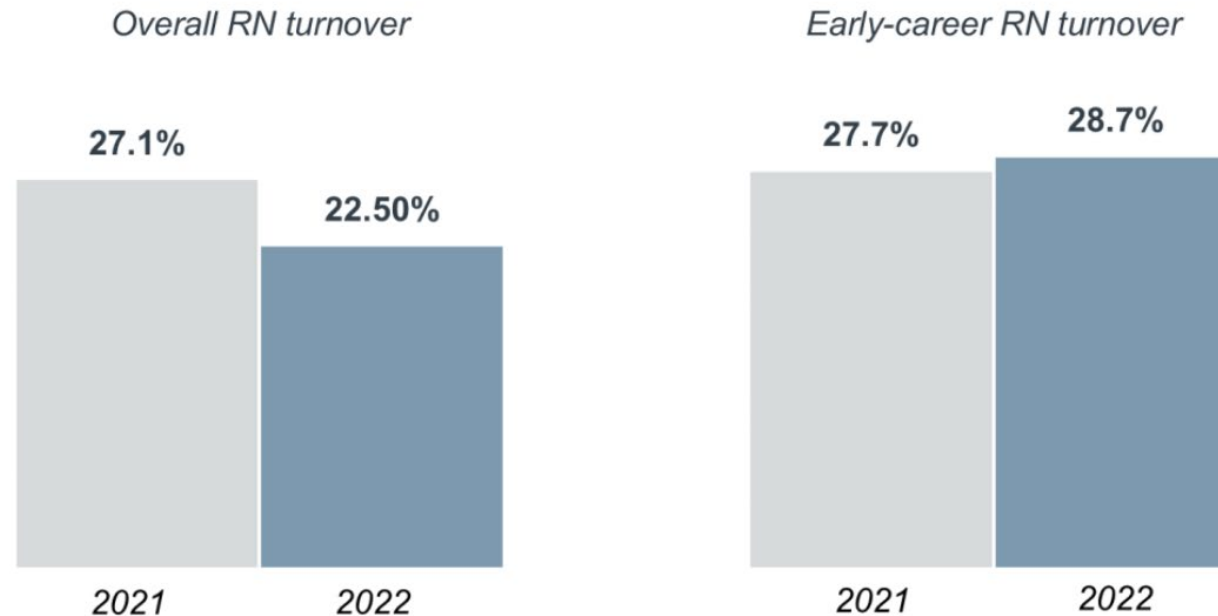
2. In your organization, what *best* describes the greatest staffing challenge?

- a) Recruitment (efficiency, filling most needed jobs)
- b) Retention and turnover
- c) Unstable middle management
- d) Salary and benefits demands
- e) All of the above

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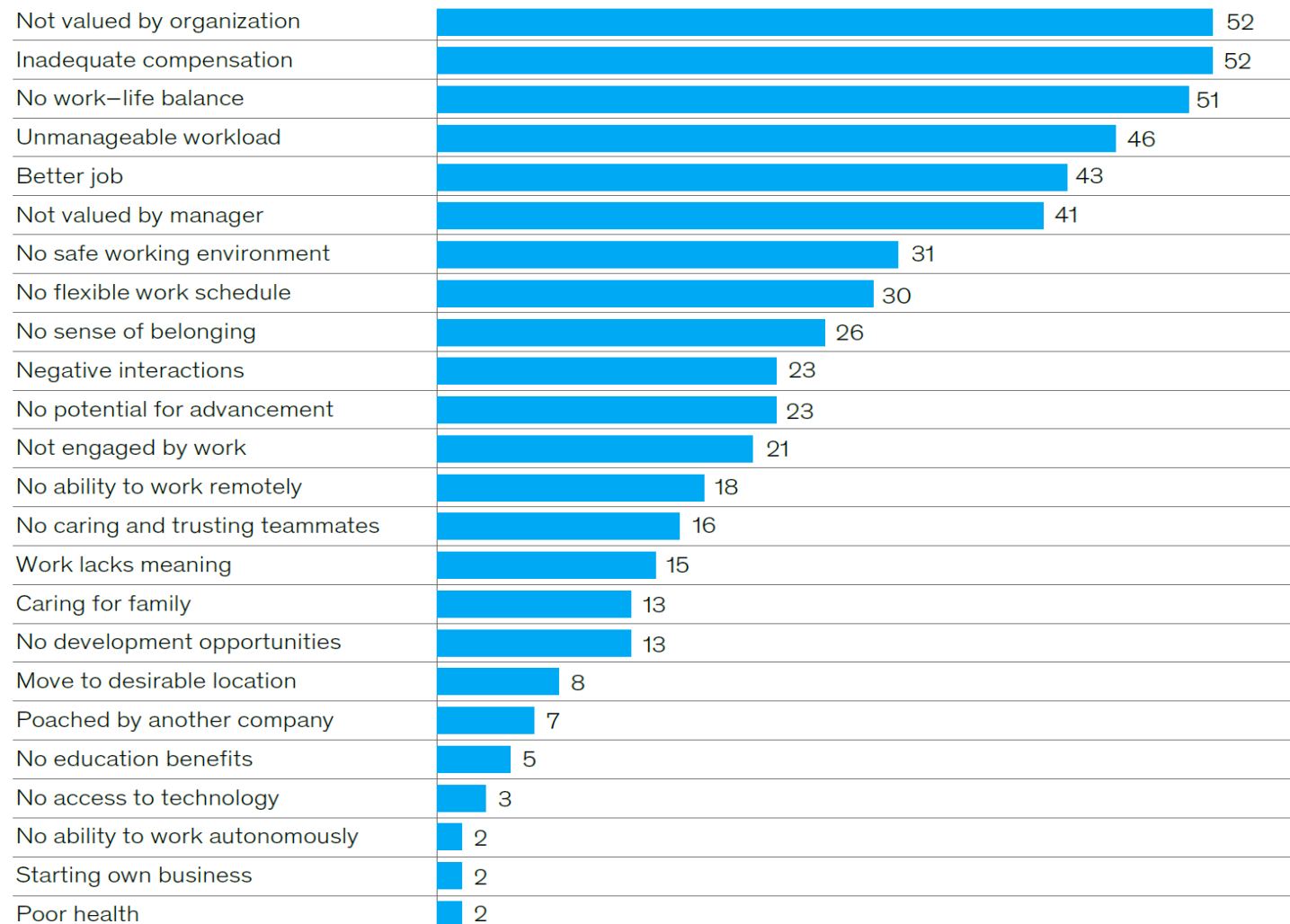
As of March 2023, 45% of inpatient nurses surveyed (N=310 RNs) reported they are likely to leave their role over the next six months.

Top Factors Influencing Intent

Not feeling valued	52%
Inadequate compensation	52%
No work-life balance	51%
Unmanageable workload	46%

Not being valued, inadequate pay, and unmanageable workloads are the top factors impacting surveyed RNs’ decision to leave a job in the past 18 months.

Top factors surveyed RNs say impact decision to leave direct patient care role, Sept 2022,
% responding “extremely” or “very much”



Note: Question: To what extent did the following factors impact your decision to leave your last job?; n = 61.
Source: McKinsey Frontline Workforce Survey

Source: McKinsey & Co Nursing in 2023: How Hospitals are confronting shortages. May 5, 2023.

Strengthening the Healthcare Workforce

Fundamental Requirements

- Competitive compensation and benefits
- Flexibility in scheduling and diversity of roles

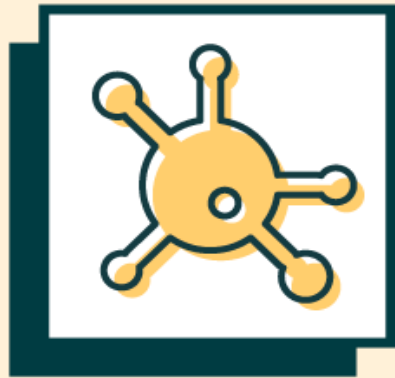
Strengthening the Healthcare Workforce

Culture and Environment

- Organizational culture led by engaged and invested leaders
- Detection, prevention, and management of burnout
- Safety: physical and emotional



The Impact of Nurse Burnout



MORE INFECTIONS

Nurse burnout is correlated with an increased risk of infection in patients.



LOWER RATINGS

Nurses experiencing burnout receive lower patient satisfaction ratings.



HIGHER MORTALITY

7% increased risk of patient mortality when nurses have more than four patients.

Sources: Health Affairs³, American Journal of Respiratory Critical Care Medicine⁴

Strengthening the Healthcare Workforce

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Strengthening the Healthcare Workforce

Growth and Development

- Professional development and advancement opportunities
- Efficient and effective recruitment and retention practices

Strengthening the Healthcare Workforce

Work Redesign

- Care team redesign
- Reduced documentation burden and administrative tasks
- Labor substitution
- Intelligent automation

Polling Question #3

3. Which strategies is your organization pursuing to ensure workforce stability?

- a) Redesigned comp and benefits packages based on generational desires
- b) Care delivery and care team redesign
- c) Documentation burden reduction
- d) Virtual nursing and other tech-enabled care processes
- e) Intelligent automation
- f) All of the above
- g) None of the above

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- Reduced documentation burden and administrative tasks
- Labor substitution
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The Role of Executives and the Board

Internally Facing

- Understand implications of workforce challenges
- Support management efforts to address root causes
- Ensure regular board updates on quality, safety, and workforce stability



Externally facing

- Help create positive narratives about clinical professions in the community
- Encourage sharing of “mission moments” in community settings
- Actively support scholarships and staff development programs

Questions & Discussion

Contact Us...

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