



Supporting Health Care Career Pathways

2023 WCMEW Summit

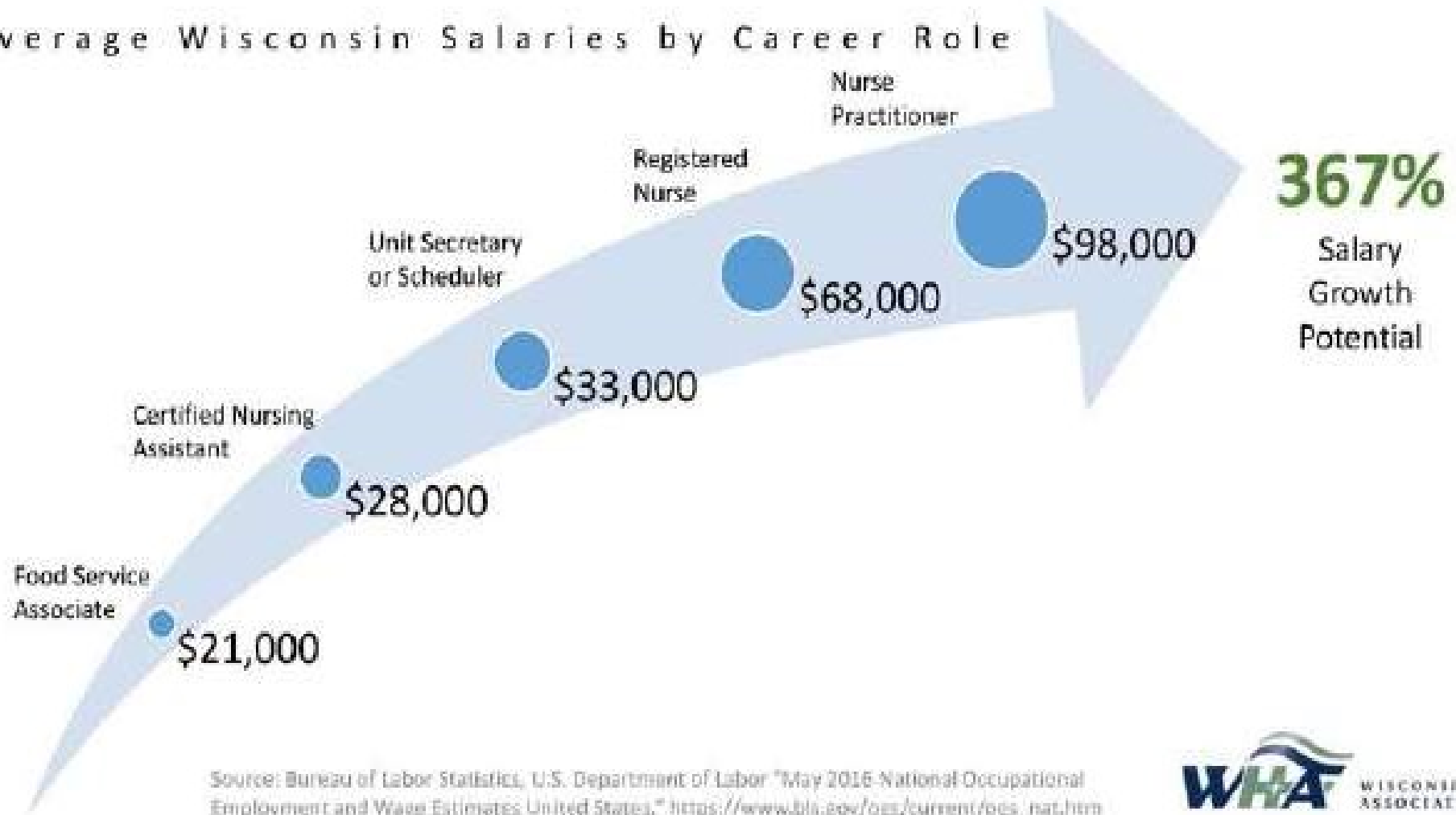
Ann Zenk, WHA Senior Vice President Workforce and Clinical Practice

October 30, 2023

THE OPPORTUNITIES WITH AN ENTRY-LEVEL HEALTH CARE ROLE

Supported career pathways are attractive to entry-level workforce

Average Wisconsin Salaries by Career Role



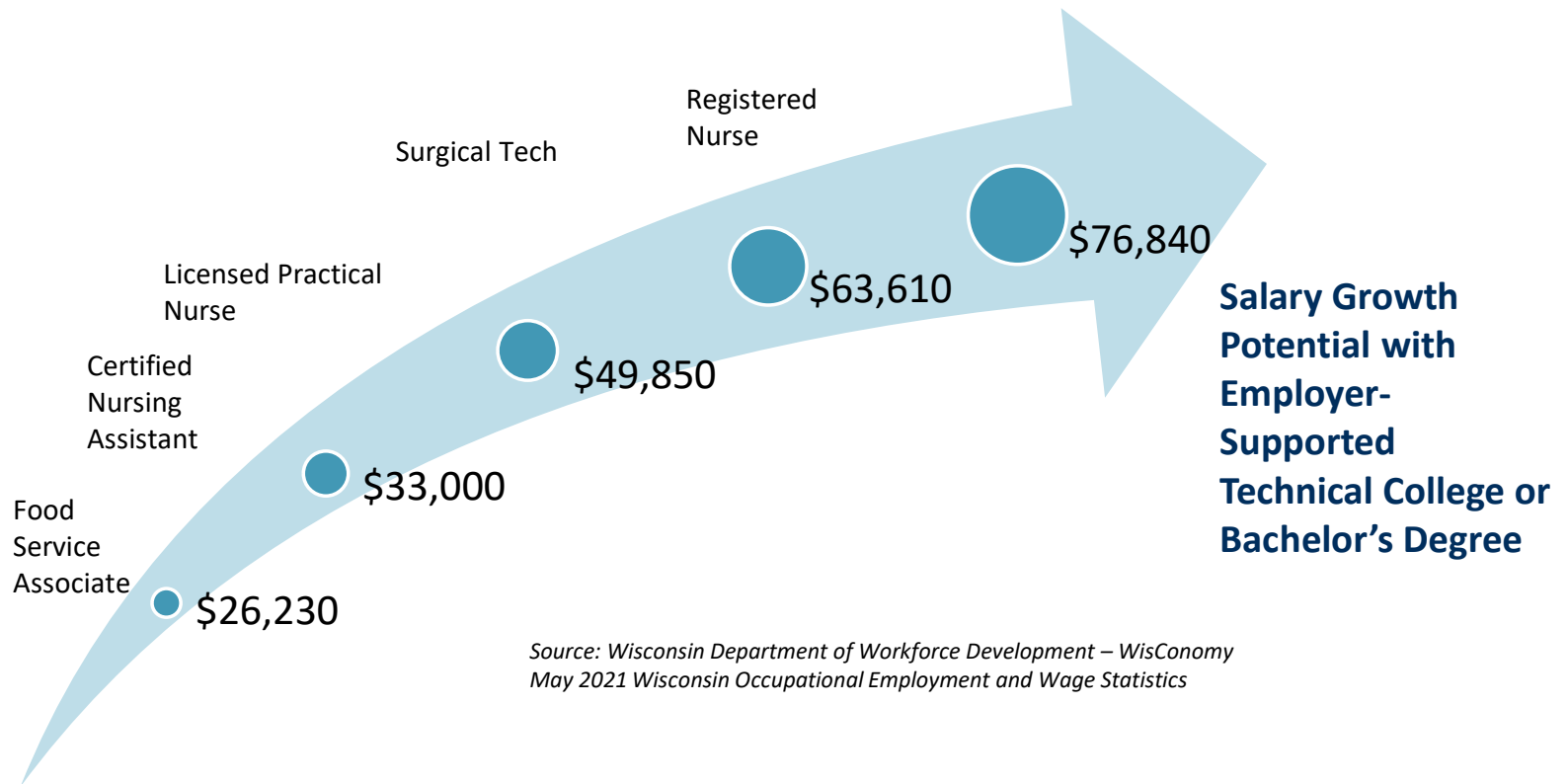
Source: Bureau of Labor Statistics, U.S. Department of Labor "May 2016 National Occupational Employment and Wage Estimates United States," https://www.bls.gov/oes/current/oes_nat.htm



A Valued Voice

THE POWER OF AN ENTRY-LEVEL HEALTH CARE ROLE

Supported Career Pathways Attractive to Front-line Workforce:
Average Salaries by Career Role



Source: Wisconsin Department of Workforce Development – WisConomy
May 2021 Wisconsin Occupational Employment and Wage Statistics

Our Advocacy Mission



Mission

In other words ... *giving our members the tools to do their jobs.*

or

“Getting the Rocks Out of the Road”

Vision

To be the unifying voice for Wisconsin’s hospitals and health systems and the state’s most trusted and influential health policy advocate.

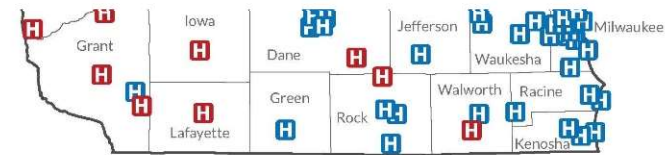
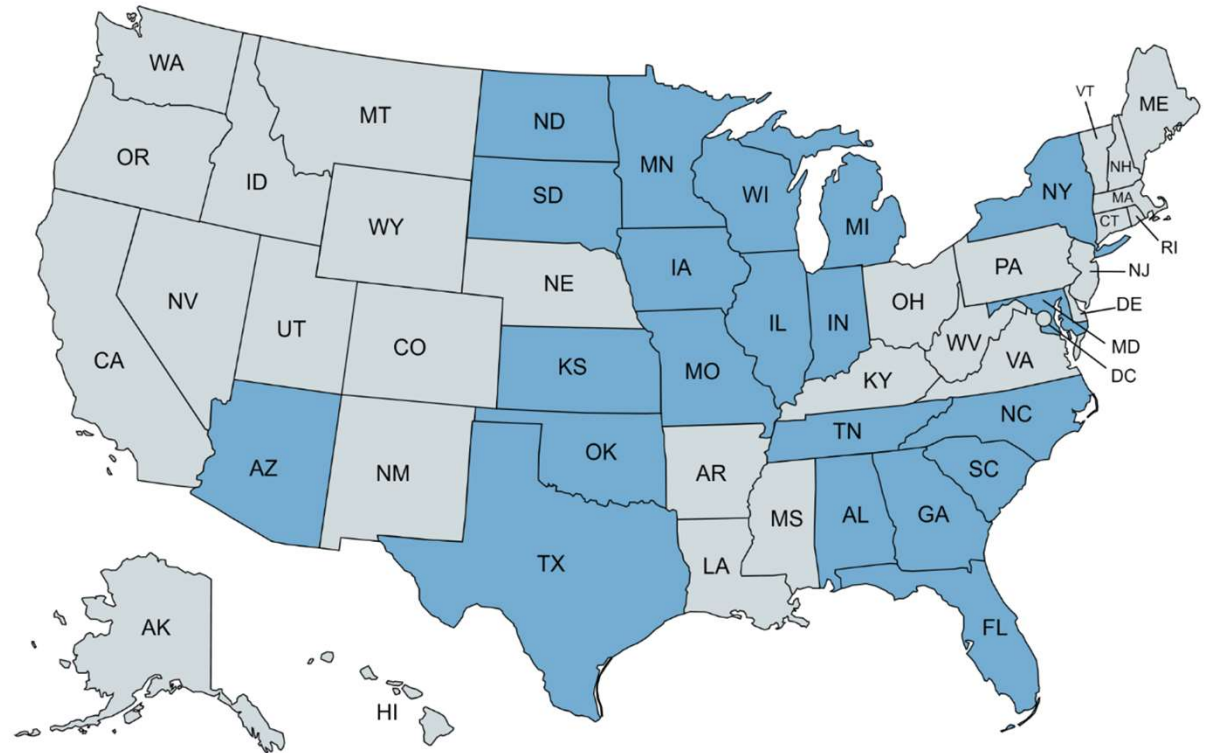


“The unifying voice” – WHA’s Membership



Wisconsin Hospitals

States where WHA members have hospitals

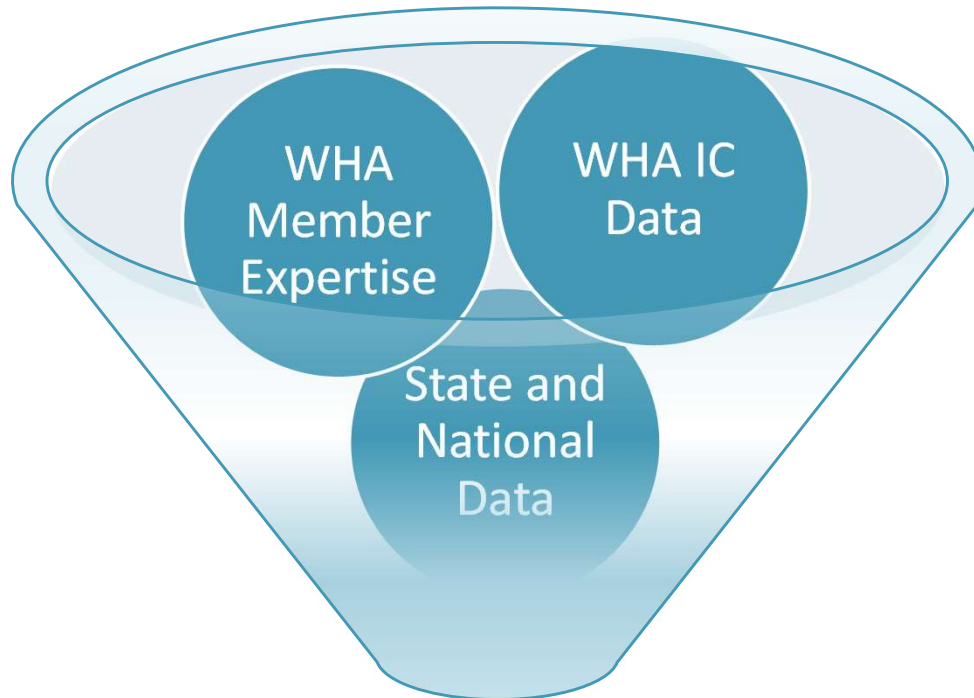


Map does not include long-term, psychiatric, rehabilitation, or transplant hospitals.

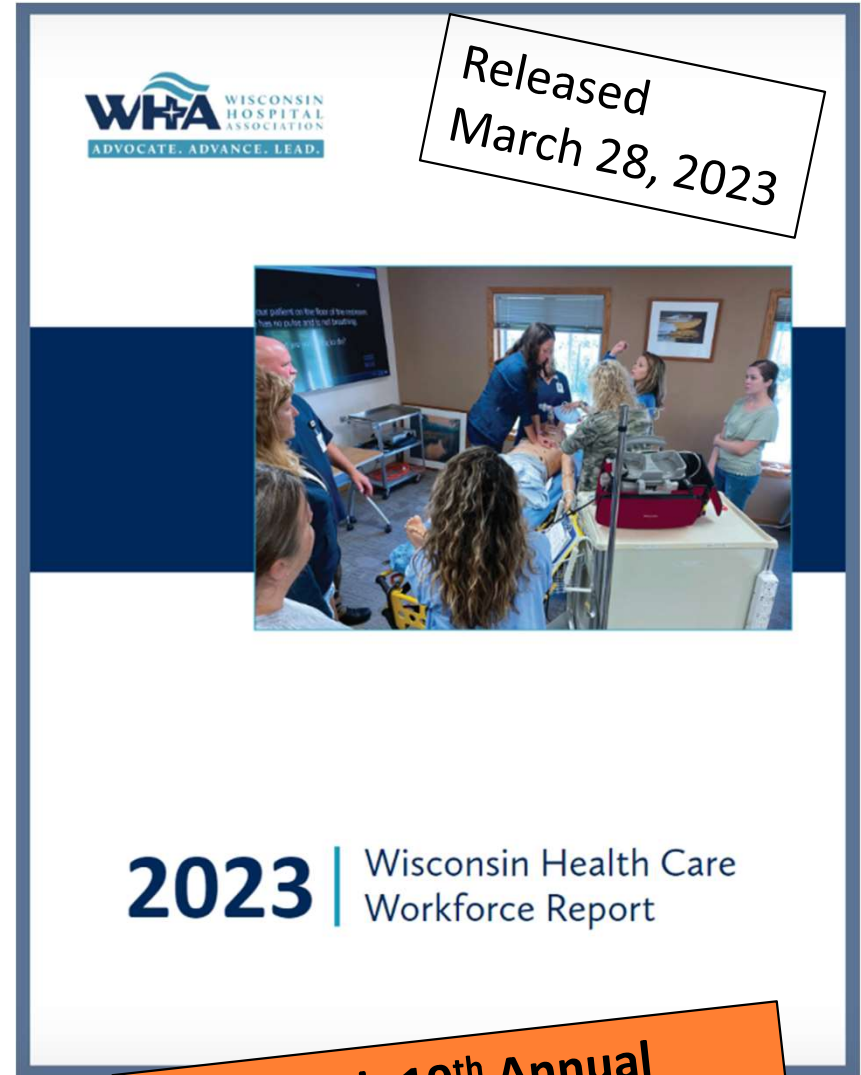
- Established in 1920
- Represent all Wisconsin hospitals and health systems
 - Rural and urban
 - System and independent
 - 15 WHA member systems have hospitals in other states
 - “All politics is local” - Each recognizes and supports the value of and need for a Wisconsin-focused association



Wisconsin 2023 Health Care Workforce Report



**Analysis and Recommendations for
Policy Makers and Health Care
Stakeholders**



2023 | Wisconsin Health Care Workforce Report

WHA's 19th Annual Workforce Report

Wisconsin 2023 Health Care Workforce Report



WHA: HOSPITAL JOB VACANCY RATE NEARED DOUBLE DIGITS IN 2021

Mar 28, 2023



Wisconsin Hospital Association:
Wisconsin's health care workforce falling further behind demand for care



Baby boomer retirements could exacerbate Wisconsin's health care labor shortage



Healthcare worker shortage to be dire by 2030, WHA report says

Tomah Health confronts workforce challenges

Steve Rudio Apr 5, 2023 0



Aspirus shares initiatives implemented to address healthcare workforce shortage

MARCH 30, 2023 / 0



Gundersen training programs working to address Wisconsin's health care shortage

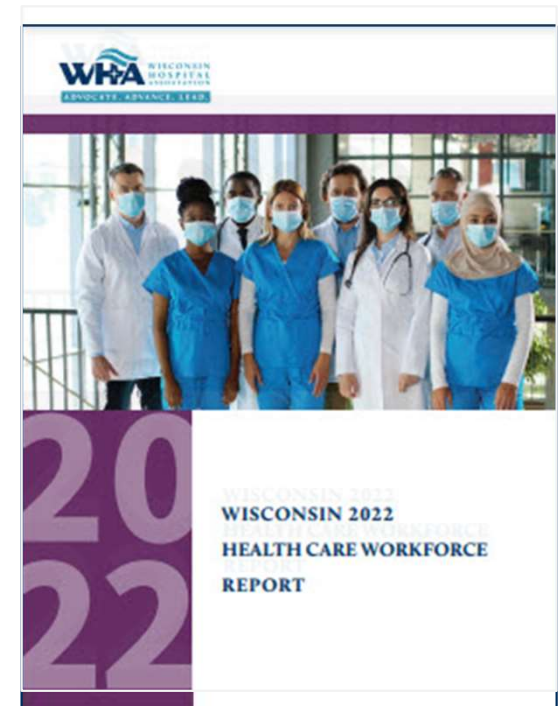
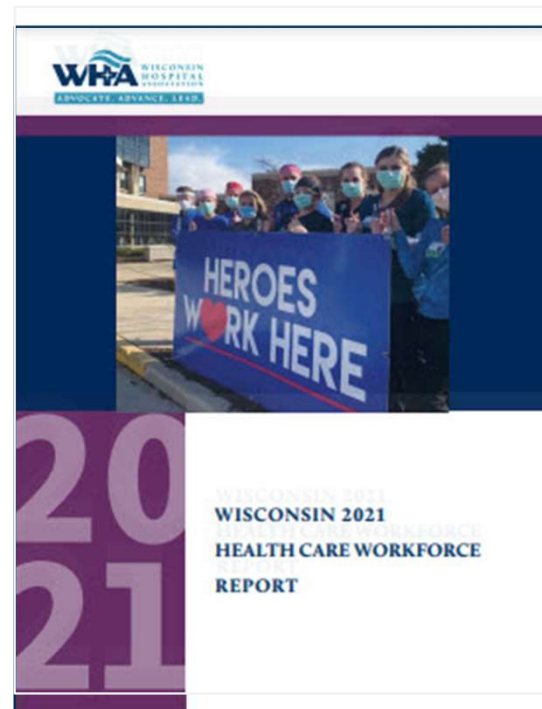
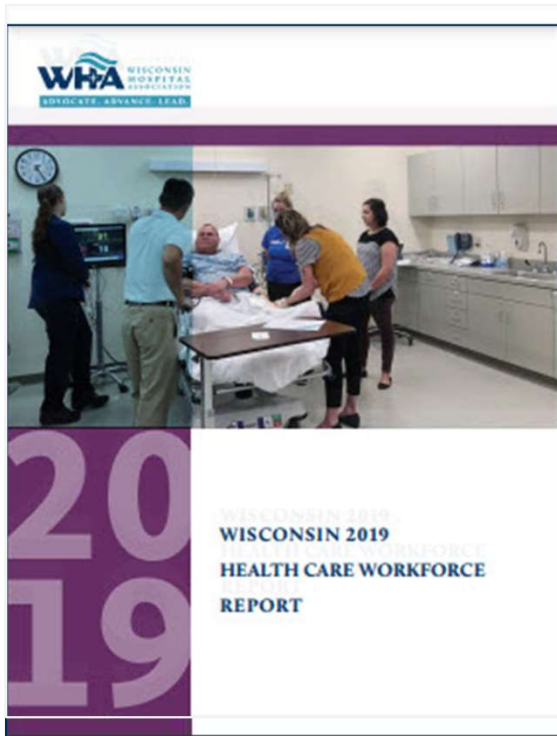
By Emily Haugen Mar 28, 2023 Updated Mar 29, 2023



WI health care system dealing with worker shortage



Recommendations from WHA Workforce Reports helped inform recent public policy



Delivering Care in a Challenging Environment

2023

Top Member Concerns

- Workforce
- Health care cost and inflation pressures
- Funding, reimbursement
- Long-Term Care
- Behavioral health
- Weakness of public health infrastructure

COVID exacerbated and accelerated existing challenges and weaknesses, putting them all on the table at the same time ...

Challenge Compounded for Health Care

Wisconsin Workers at Retirement Age



2010

2020

2030

Wisconsin's aging workforce means health care workers are retiring faster than they can be replaced.

The Need for Health Care Goes Up as We Age

< 35 years old

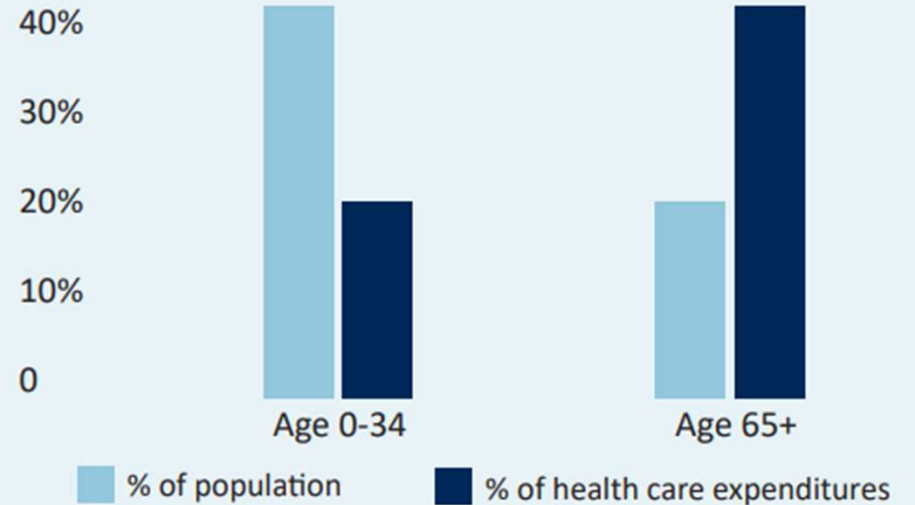
40% of the population

20% of health care demand

> 65 years old

20% of the population

40% of health care spending

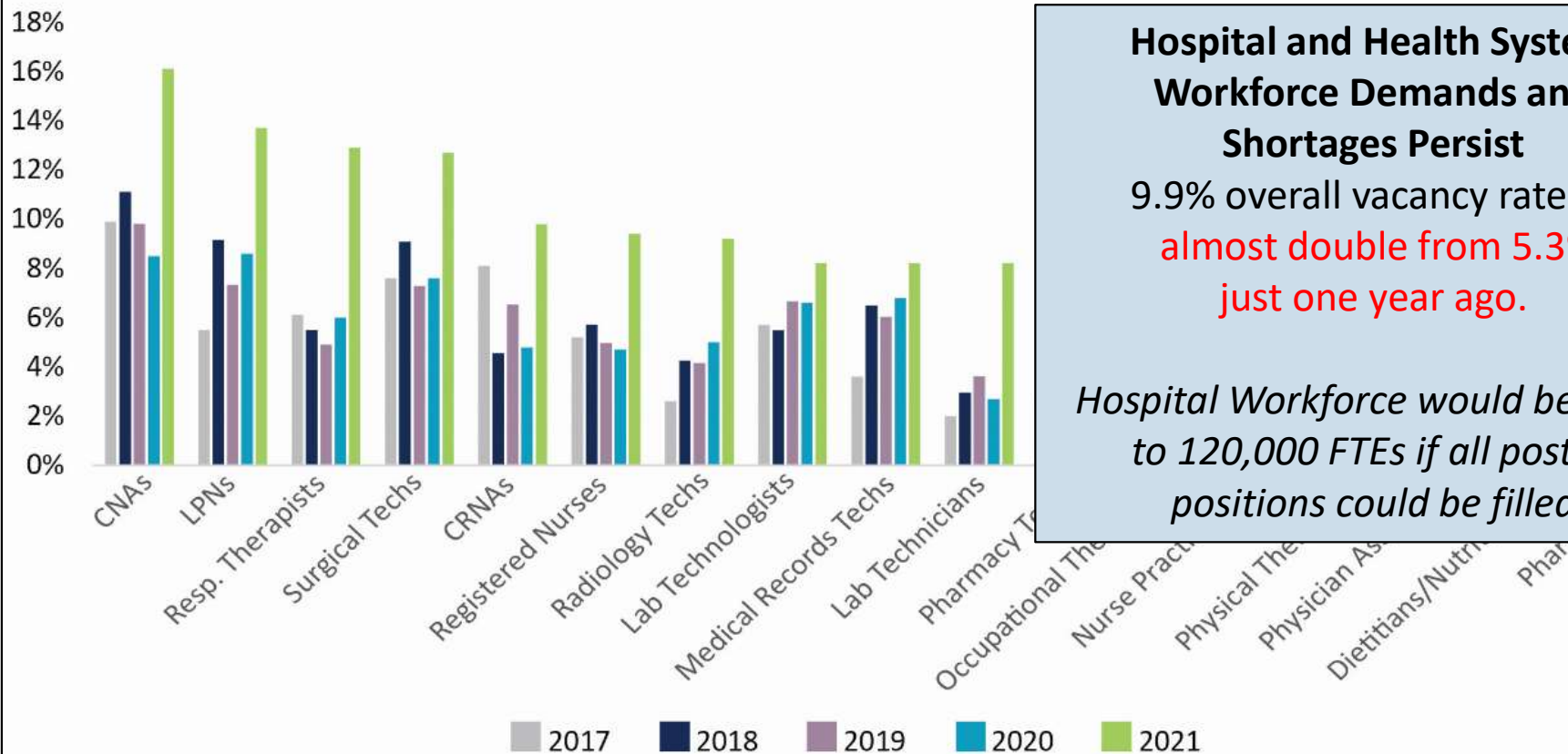


Growing Demands on a Shrinking Pool of Workers

Workforce Shortages Persist

Vacancy Rates for Selected Hospital Professions

Source: WHA Information Center Annual Survey of Hospitals



Hospital and Health System Workforce Demands and Shortages Persist

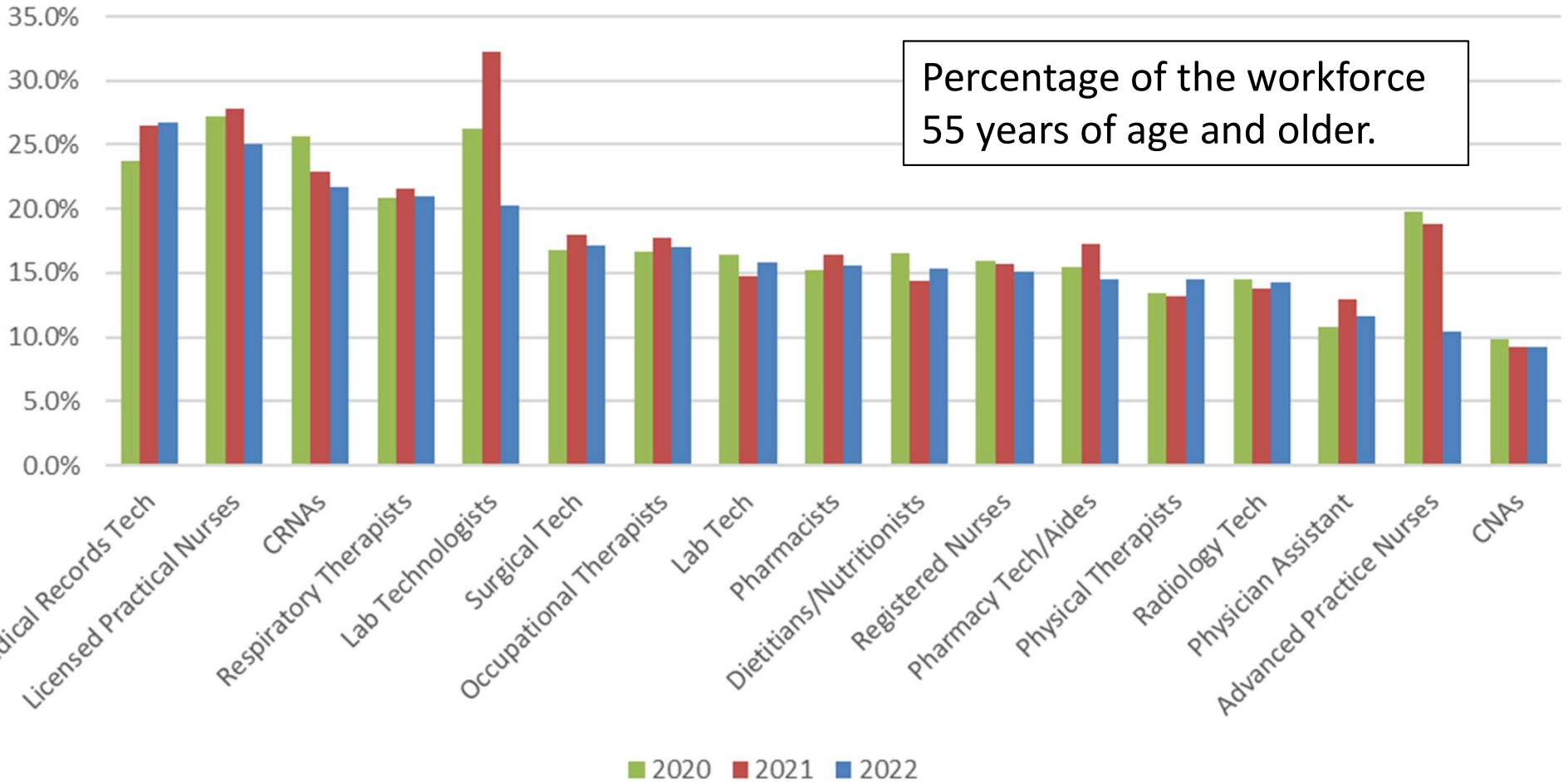
9.9% overall vacancy rate --- almost double from 5.3% just one year ago.

Hospital Workforce would be close to 120,000 FTEs if all posted positions could be filled

Entry-Level and Nursing Vacancy Rates Show the Greatest Increase

A Multi-Generational Workforce

A Workforce in the Midst of the 'Silver Tsunami'



A Multi-Generational Workforce

THE GENERATIONS

The **Veterans** 1925-1945 (78-97)

The **Baby Boomers** 1946-1964 (58-77)

Generation X 1965-1980 (43-57)

Millennials 1981-1995 (28-42)

Generation Z 1996-2010 (27-13)

Gen P? Pan Gen? COVID KIDS? 2011-? (Under 13)

Gen Z - Choosing Career Pathways

GENERATION Z **Expectations**

Diverse Representation

Social Responsibility

Inclusion

Transparency

CHOICE!!

ASK - EXPECT - DEMAND



2023 WHA Workforce Recommendations

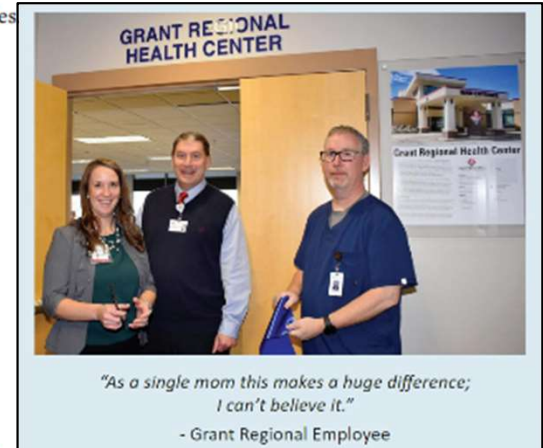
A focus on targeted and sustained workforce growth and capacity with a multigenerational workforce that cannot grow fast enough and is now falling behind demand.

- Highlight health care as an achievable and meaningful profession;
- Promote rapid innovations to retain and recruit workers to Wisconsin's health care workforce;
- Break down barriers to top-of-skill practice;
- Encourage innovative use of technology;
- Reduce regulatory burden and increase regulatory flexibility;
- Support care in the best setting—inpatient, outpatient, emergency or post-acute; and
- Adequately resource the safety net hospitals provide while working to reduce over-reliance on hospitals health systems and the health care workforce to meet public health needs.

Safe Workplaces, Meaningful Work

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



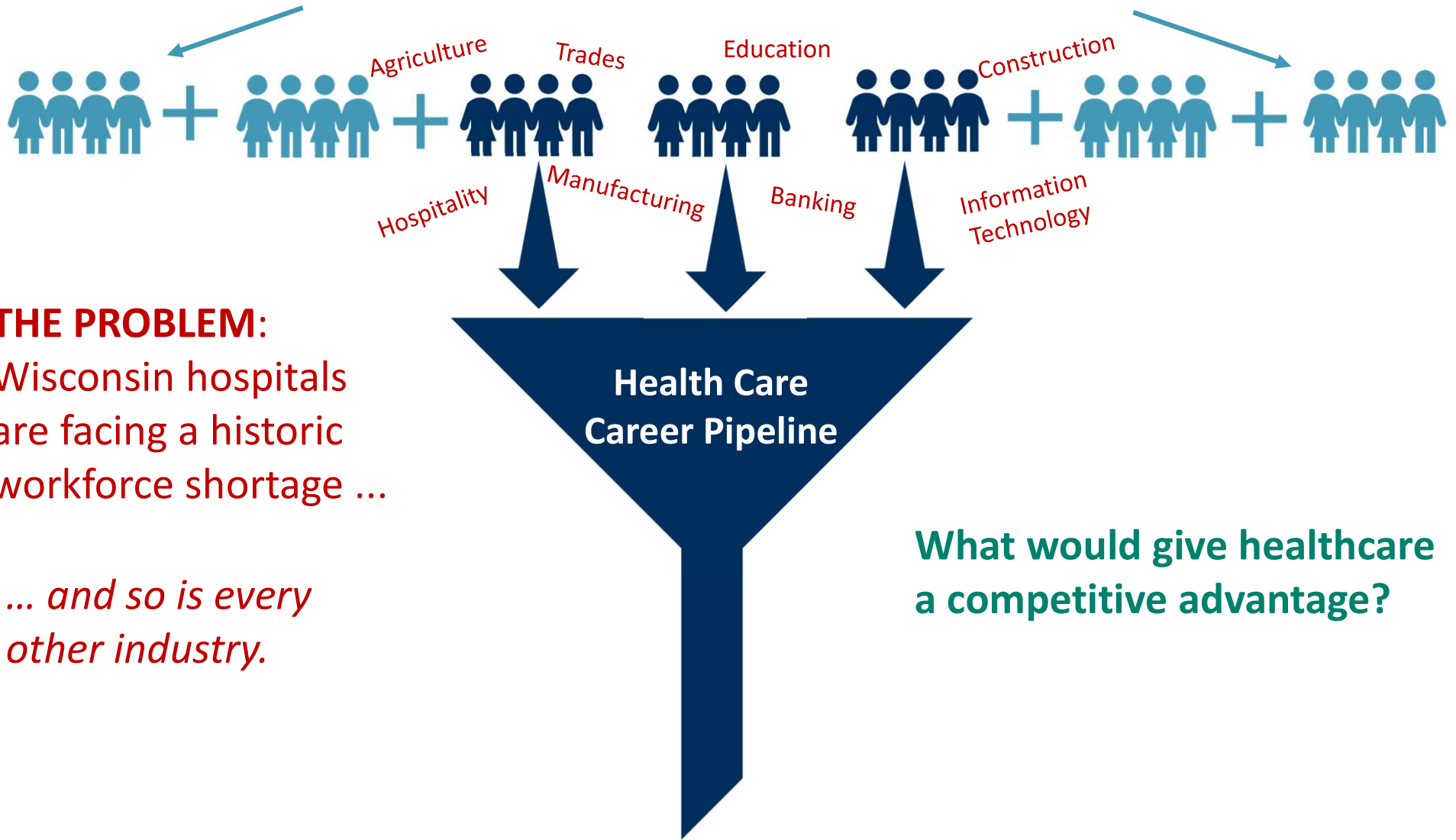
"It really helped remove the financial stress while in school and getting the hands-on experience in St. Joseph's specialty clinic while attending the Medical Assistant Program helped me excel in the program."

"Removing the financial barrier to learning was a huge help for me and being able to do my clinicals at St. Joe's and within the Gundersen system helped me learn better with people I already had a working relationship with."



Promoting Health Care Careers

SOLUTION: Make health care an attractive and preferred career



THE PROBLEM:

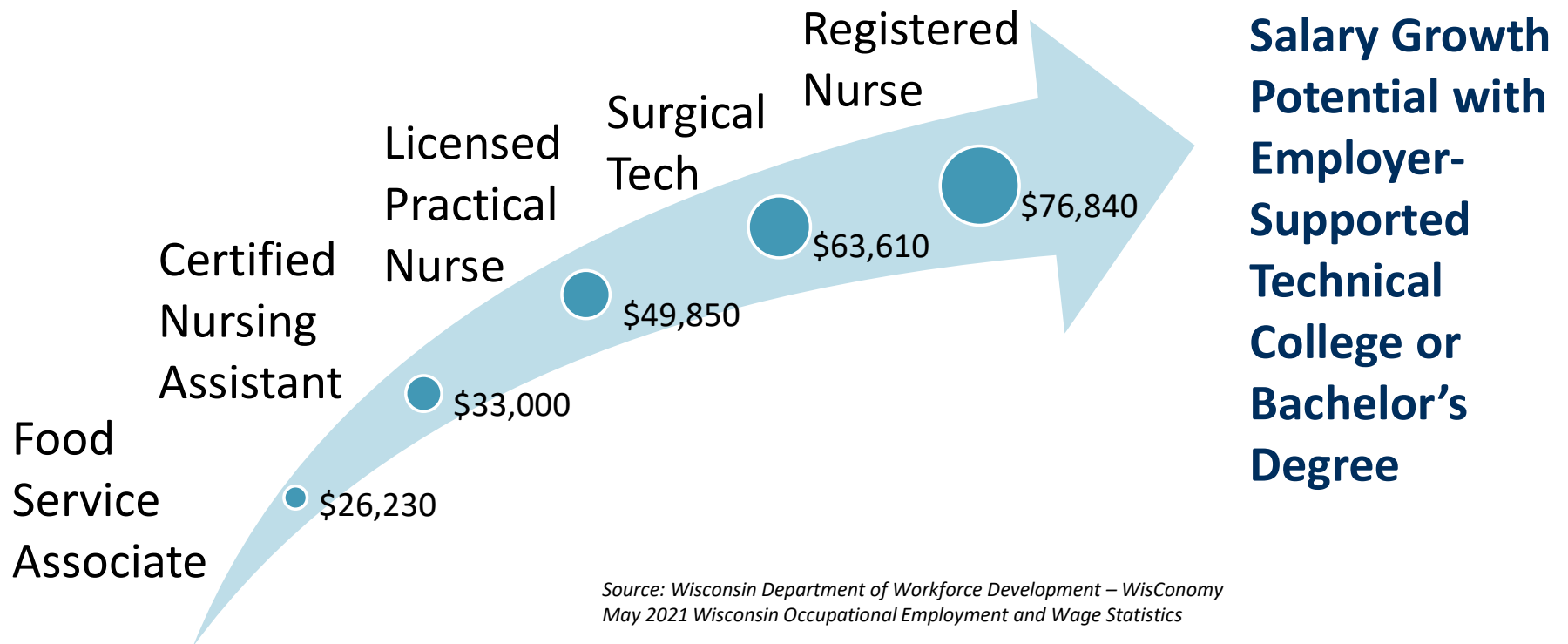
Wisconsin hospitals are facing a historic workforce shortage ...

... and so is every other industry.

What would give healthcare a competitive advantage?

THE POWER OF AN ENTRY-LEVEL HEALTH CARE ROLE

Supported Career Pathways Attractive to Front-line Workforce:
Average Salaries by Career Role



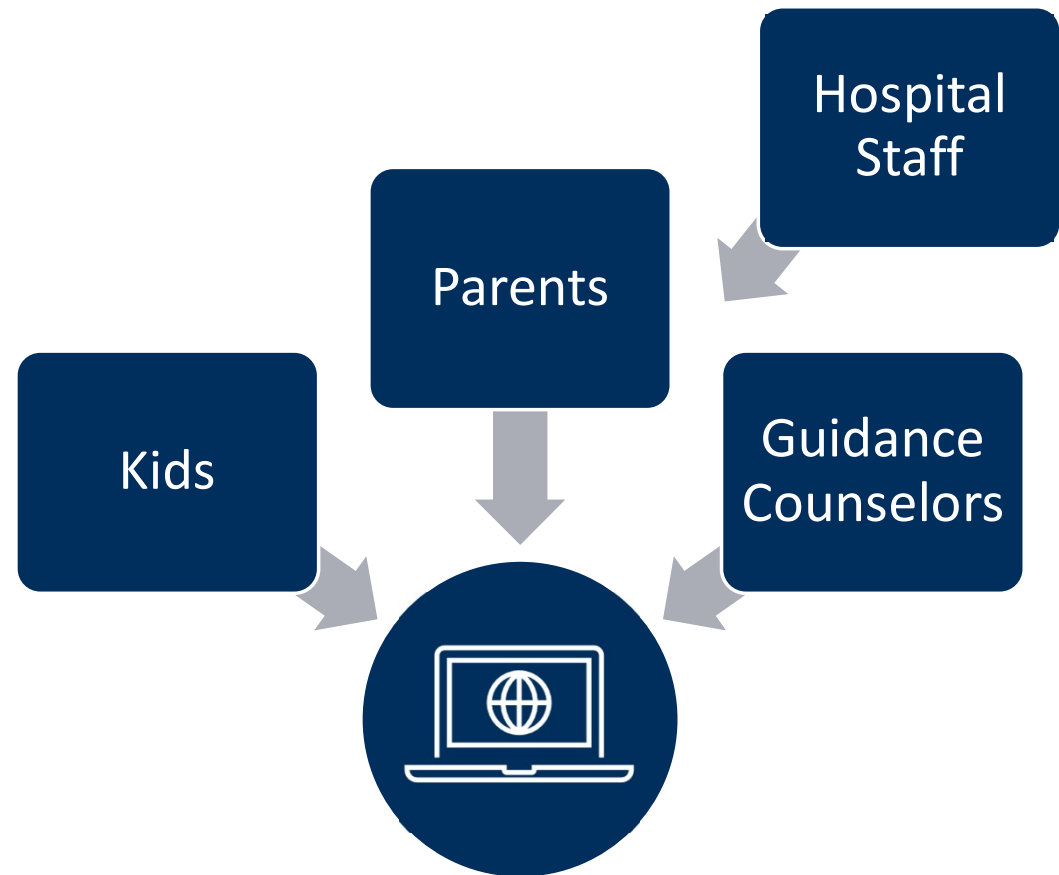
Source: Wisconsin Department of Workforce Development – WisConomy
May 2021 Wisconsin Occupational Employment and Wage Statistics

Digital Media Campaign

Based on feedback from the WHA Board, WHA Council on Workforce, and counterparts in other states deploying similar efforts—

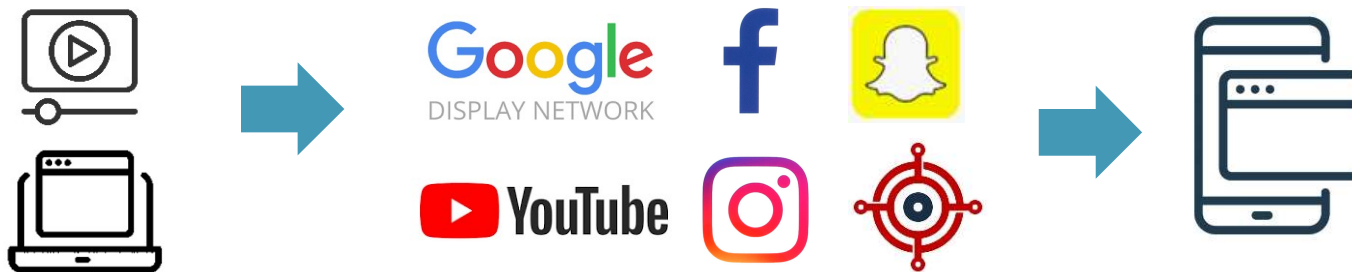
Objective: Promote the variety of career options and the positive career experiences in Wisconsin hospitals.

- Develop an online health care career resource hub.
 - Career statistics
 - Educational paths
 - Links to resources from other organizations
- Primary Audiences:
 - Kids (middle and high school)
 - Parents
 - School guidance counselors
- Secondary Benefit:
 - Pride in career for current hospital staff



Campaign Strategy

- **GOAL:** Build awareness of health care careers and drive web visits so adolescents and young adults can explore career pathways and gain knowledge about the health care industry
- **STRATEGY:** A multi-platform, paid media campaign will target teens and adult influencers on media channels where they already invest their time, integrating the message into the very platforms and spaces that matter the most to them
- **CONTENT:** Content will feature stories of real individuals whose healthcare career has grown and evolved over the years



TIMELINE

Step 1:
Campaign planning, fundraising,
content development



June



July



August



September



October

Step 2:
Campaign launch, 6 months
coordinated paid, organic and
earned media campaign, 2024
Workforce Report Release



November



December



January



February



March



April

Step 3:
Assessment



May

Creative Theme: *So Many Options*

- Puts the broad array of jobs and careers on display
- Leads with the variety and flexibility in healthcare careers
- Speaks to Gen A and Z desire for having a life, flexible schedules, etc.
- It's something people actually say when reviewing a lot of options
- Campaign Hashtag: #WIHealthcareCareers



Creative Vision Board

SO
Many
OPTIONS

#WIHealthcareCareers

the sky's
the limit

variety & flexibility

SO
MANY
OPTIONS



Preview, Campaign Coming to Life



The campaign to address the hospital workforce shortage in Wisconsin



Partnerships Filling the Workforce Pipeline



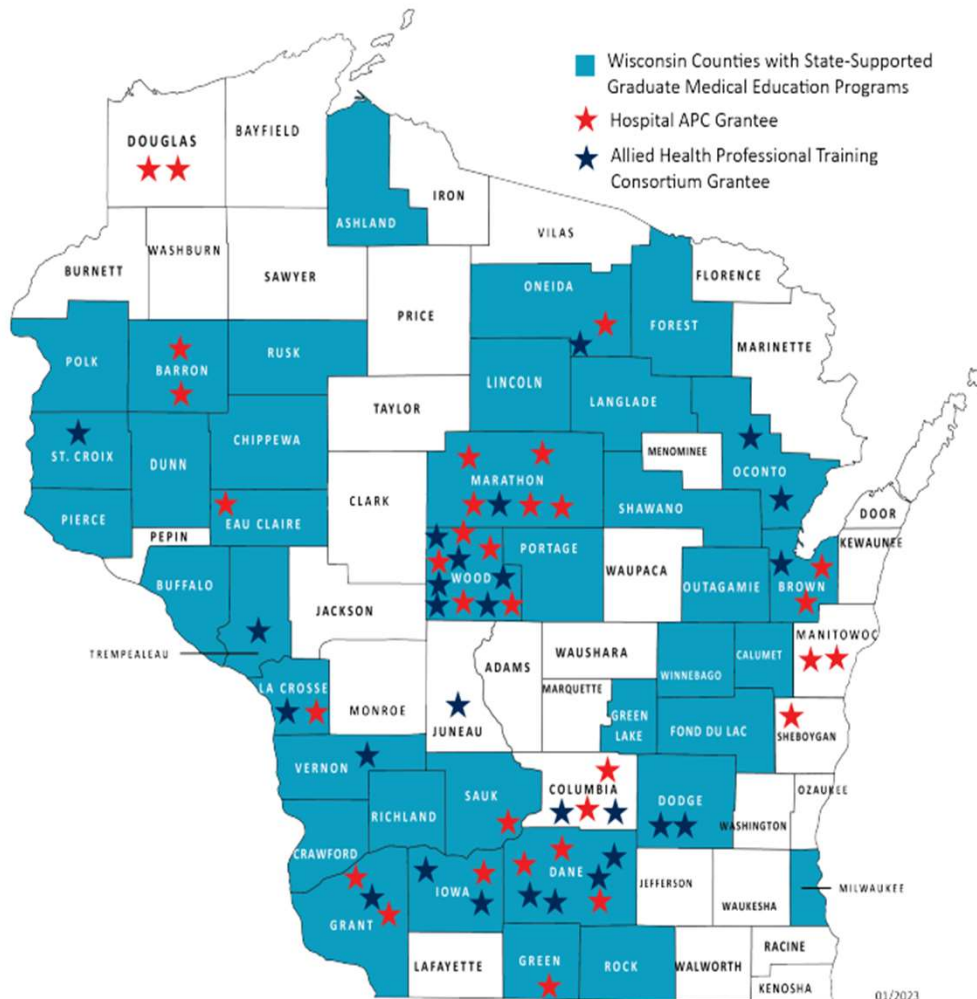
SOLUTION: Make health care an attractive and achievable career choice.



WHA-Crafted Matching Grants Create Public-Private Partnerships

GME, Allied Health and APC Grants Support Wisconsin's WF Pipeline

- 92 matching grants since 2013.
- Spurred **\$57.8 million** workforce investment.
- **60 new physicians every year** when the pipeline is full.
- Allied health training opportunities for your **local needs.**



Employer and Educator Partnerships

WHA Clinical Preceptorship and RN Rotation Surveys

- “... even those things that are a quick task for a provider take longer with a student”.
- For billing professionals, like NPs, PAs and physicians, a preceptorship reduces the efficiency of that provider about 20%.
- Health systems may link tuition investment to employment, but they are also proud to provide clinical rotations to far more individuals than they can hire:
 - ❖ 4-6 preceptorships for every 1 hire;
 - ❖ RN immersion opportunities 50/50, employee/non-employee.

65 hospitals responded to RN Clinical Rotation Survey

1,220 RN Rotations

6,565 Students

959 1:1 Preceptorships

'Grow Our Own' Stories

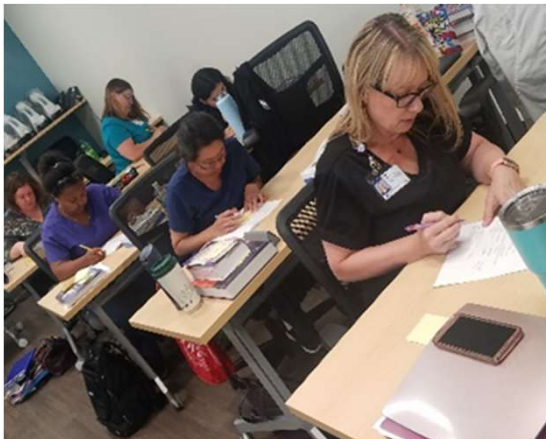


UW Launches Nation's First Rural OB-Gyn Residency

Froedtert "Tech-Terns" Program



Beaver Dam Community Hospital Invests in CNA Career Path



UW Health CMA Apprenticeship

HSHS Path to Proficiency



Doubling Down on 'Growing Our Own'



ADVOCATE. ADVANCE. LEAD.

5510 Research Park Drive

WHA supports a budget motion that would (a) remove the hospital-specific funding cap so any hospital could choose to expand its residency capacity by more than an additional three residency positions and (b) give preference in the grant-awarding process to those entities that have been previously awarded a state

When originally created, this program explicitly exempted registered nurse training programs (among other health care professions) from this funding pool. While hospitals provide clinical training opportunities for thousands of nursing students every year, there continues to be a lack of clinical training locations for nursing students. **WHA supports a budget motion that would remove this explicit exemption from the grant program and provide an additional \$2 million annually to meet expected demand for clinical nurse training programs, which may include in-person training in hospitals or clinics or investments in clinical simulation opportunities.**

- ✓ Registered Nurse exclusion removed
- ✓ Added **\$2.5 million** annually over the next biennium
 - \$ 6 million dollars for Allied Health Training Grants
 - \$ Second round of applications closed October 9
 - \$ Will reopen again early in 2024

Questions – Comments -- Thoughts

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Our website:

<https://wha.org>

