

# The Great Pandemic Attrition

How to stabilize our workforce

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	<b>March 2020</b>	<b>March 2021</b>	<b>March 2022</b>	<b>August 2022</b>
Vacancy	4.53%	5%	11.9%	11.7
Overall Turnover	12.3%	16.7%	19.5%	17.5%

- What happened
  - 2<sup>nd</sup> surge we saw more staff leave to travel
  - Vaccine requirements implemented
  - Due to growth, our overall RN workforce needs increased
  - Evolving Workforce

# Demanding work leading to burn out



# A Rapidly Changing Workforce

A review of U.S. Statistics from the American Nursing Association

- 4.3 Million Nurses with 3 million working.
- Largest category of health care workforce, fifth largest professional nationally.
- **Rising Openings and Employment**—The US Bureau of Labor Statistics projects 194,500 average annual openings for registered nurses between 2020 and 2030, with employment projected to grow 9%.
- We need more, yet turn away thousands of students every year.
- The number of nurses have not kept up with the aging U.S. population. Dropped from 69 nurses per 1000 people over 65 to now only 62 nurses per 1000 people over 65.
- Retirements outpacing new entrants to the field.
- Increased demand for health care from aging and chronic disease populations.
- Inadequate workforce support – [thus the need for Wellness program.](#)

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# Why are they Leaving

How did the Pandemic worsen the crisis?

- Nurses **declined by 3%** during the pandemic
- Nurses joining traveling companies for up to 4 Times the normal salary. **Travel nursing grew by 35 percent.** NSI's annual RN staffing report showed that utilizing 20 fewer travel RNs in January 2021 would eliminate on average \$3,084,000 in labor expense.
- Many nurses leaving the bedside
  - Too many extra shifts and OT
  - School closures and balance with home
  - Lack of safe environment – PPE
  - Workplace violence
- **Violence** escalated as the pandemic continued and was disproportionate to Asian and Pacific Islanders due to discrimination due to the Covid virus considered to originate from China.

# The workforce emerging from COVID-19

With a shrinking workforce, the new shape of work must also include greater productivity

- The emerging workforce embraces sustainability, flexibility and equity, prioritizing empathy and economic fairness.
- COVID-19 highlighted the gains that can be made when every team member can contribute to the top of his or her skill level.
- COVID-19 has broken down silos of care as patients and providers discovered that care traditionally provided in hospitals could occur in outpatient settings, drive-through sites or in a patient's home, often assisted by technology.

## Five personas: A new way to target the employee value proposition

The traditionalists: The star of the classic labor pool won't be enough to fill all the jobs

- They will leave uncaring and uninspiring leader
- Will leave for a lack of career opportunity
- Work full time for good pay and perks.
- This is where traditional recruitment is geared

• Aaron De Smet, Bonnie Dowling, Bryan Hancock and Bill Schaninger, "The Great Attrition is making hiring harder. Are you searching the right talent pools?" McKinsey Quarterly, July 13, 2022



## Five personas: A new way to target the employee value proposition

The caregivers and others: At home but wanting more

- For them, workplaces that are inflexible and that don't provide a pathway to advancement aren't worth the sacrifice of going back to work while continuing their caregiving duties.
- These employees are asking for dedicated support that will allow them to fulfill the responsibilities outside their jobs while being recognized for their contributions at work.
- They could be coaxed back with part-time options, four-day workweeks, flexible hours, or expanded benefits packages.

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The idealists: Students and younger part-timers

- An appealing value proposition for these workers would include pairing traditional tuition subsidies with flexible work schedules to accommodate classes, along with development programs that offer clear advancement trajectories.
- [Anchoring these measures in purpose](#) and investing heavily in the day-to-day interactions that build a high-quality culture can help create an even more enticing recruitment package.

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## Five personas: A new way to target the employee value proposition

The relaxers: Career doesn't come first anymore

- “Gronks,” referring to the American football player Rob Gronkowski, who retired but returned at the urging of his former teammate Tom Brady and the promise of not only pay but also a flexible contract with a great team.
- Like many who retired early during the pandemic, Gronks have completed their traditional careers and might not need more money to live comfortably.
- Can we enticed them back into the workforce?
  - The promise of meaningful work.
  - Flexibility
  - Fixed scheduling

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Five personas:

A new way to target the employee value proposition

reasons they would return to work.

### Traditionalist

1. Career development
2. Adequate total comp
3. Meaningful work
4. Flexibility
5. Reliable and supportive people at work
6. Support of health and well-being.

### Non-Traditionalist

1. Flexibility
2. Adequate total comp
3. Meaningful work
4. Support for health and well-being
5. Reliable and supportive people at work.

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# Tactics to stabilize the Work Force

Talk to Your Team

- Develop staffing optimization team.
  - Review of benefits
  - How can we be more flexible
- Partner with HR
  - Need to be aligned with pay practices
  - Need to create new flexibility
  - Need to be fair and equitable
- Partner with Finance
  - Does productivity need to adjust?
  - Pay and budget challenges

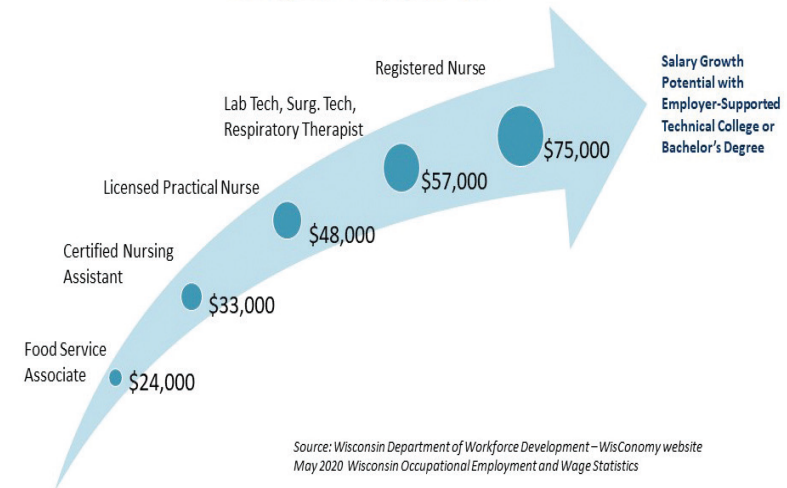
# Tactics to stabilize the Work Force

Show me the Money

- Ensure market-competitive pay
- Sign on bonuses – aggressive and targeted
- Incentive programs for extra scheduled shifts where the greatest need is. Need to be competitive with agency.
- Shift bidding

## THE POWER OF AN ENTRY-LEVEL HEALTH CARE ROLE

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



# Tactics to stabilize the Work Force

Allow your people to be paid more for flexibility and adaptability

- Development of float pool
  - Unit pool
  - Facility pools
  - Adding regional
- Partner to hire our own travelers who are not on payroll
- We are not where we need or want to be. Need to build on-demand staffing model

# Tactics to stabilize the Work Force

Externship and student partnerships:

- Externships grew by 250 – resulted in hires from externship to RN.
- Externships for LPN/RT/Therapy as well
- Expanded the dollars for tuition reimbursement
  - WCTT direct entry surgical tech
  - Train for the next career while employed
  - Train for the next career while employed
- Hiring entry-level positions, supplementing wage while they are going to school, and then converting them to externship.
- Lake Shore Technical College partnership
  - Support the learning lab
  - Alignment of clinical
  - Work with EMT/LPN/RN



# Tactics to stabilize the Work Force

Work from Home and Work Life Balance

- Work from Home
  - E-ICU
  - Non-acute care settings
  - Triage and nurse call
- Work Life Balance for Staff and Leaders
  - Paperwork day.
  - 4 – 10's
  - 3-12

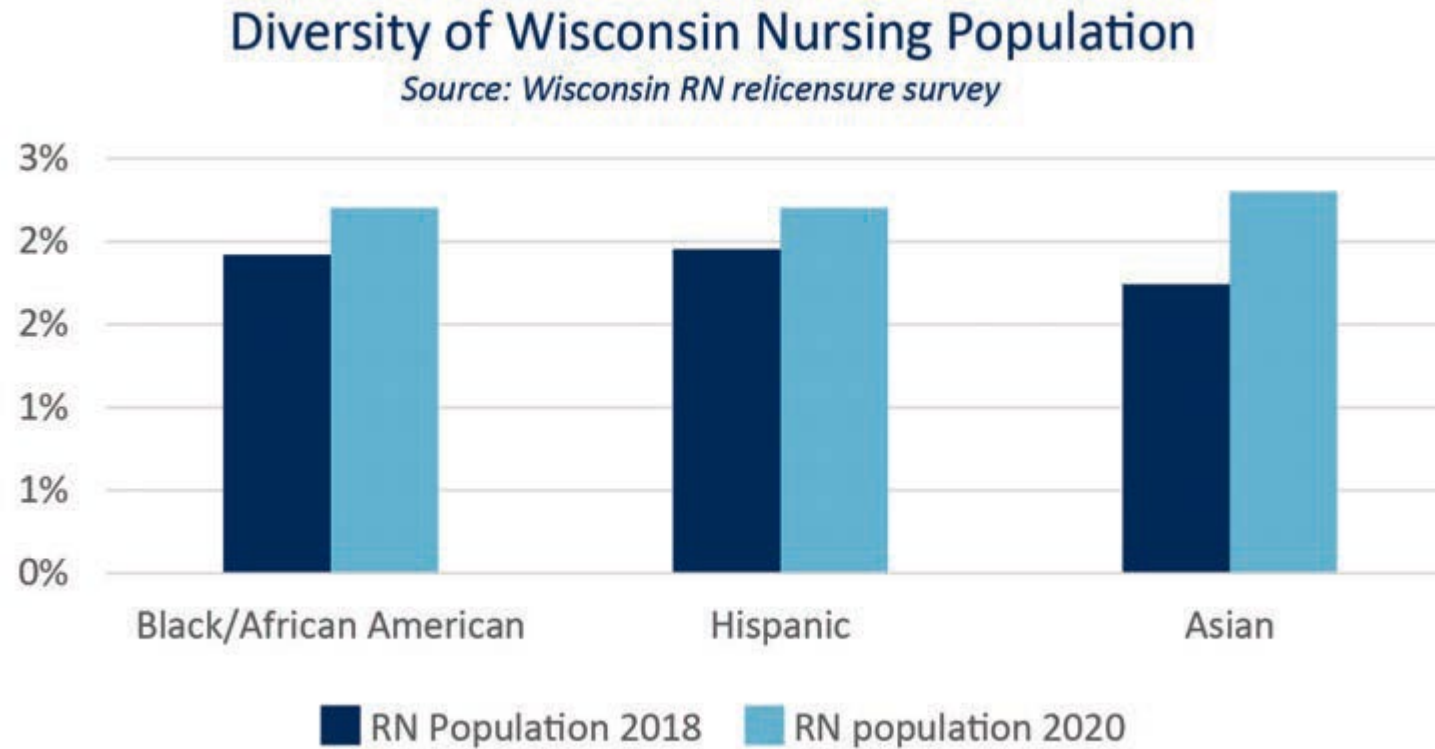
# Tactics to stabilize the Work Force

Investigating the care models that bring in non-traditional support for the front line

- LPN's – although only 14,000 in the state.
  - LPN to ADN
  - Hire and continue to support for tuition
- EMT's
- Paramedics

# Tactics to stabilize the Work Force

Growing health care workforce diversity. Wisconsin is still 91% White and 93% are female



## The Front Line Caregiver is Tired and Expecting More

We need to be creative to meet the changing needs

- Retention is the our biggest need
- Wellness is a key for this retention
- We need to be adaptive and have a greater flexible staffing approach for the future.
- We must learn to recruit more diversity to match our served population.



Questions?

**Froedtert**