

WORKFORCE STRATEGIC PLAN
WCMEW 2023 SUMMIT
OCTOBER 30, 2023

Strategic Planning Group Leader Panel

- Liz Bush, Director, Wisconsin Area Health Education Centers Program
- Dr. Lisa Dodson, Dean, North Central Campus, Medical College of Wisconsin
- Gina Dennik-Champion, RN, Executive Director, Wisconsin Nurses Association
- Drs. Tim Bartholow and John Beasley
- Moderated by George Quinn, Executive Director, WCMEW

2021 WORKFORCE REPORT

- *Begin with current licensees: physicians, all nursing, physician assistants, pharmacists.*
- *Add new entrants, subtract retirees, account for lifestyle changes.*
- *Demand driven by demographics - - but so is supply (see below).*
- *25,442 deficit – most in nursing (22,000).*

Age Group	Male			Female		
	2020	2035	% Change	2020	2035	% Change
0-19	772,770	806,085	4%	735,770	769,320	5%
20-44	950,905	978,740	3%	915,060	930,970	2%
45-64	783,095	752,460	-4%	783,550	730,060	-7%
65-74	304,185	348,010	14%	320,845	365,835	14%
75+	180,845	347,245	92%	258,055	447,545	73%
	2,993,820	3,234,575	8%	3,015,300	3,245,765	8%

2035 Forecast	Totals
Supply	
2020 Supply	100,691
Projected supply, 2035	98,613
Total Change, 2020-2035	-2,078
% change, 2020-2035	-2%
Demand	
2020 Demand	100,883
Projected demand, 2035	124,054
Total change, 2020-2035	23,171
% change, 2020-2035	19%
Surplus or Deficit 2035	
Supply minus Demand	-25,442

ADDRESSING THE
PROBLEM: FORMING
THE TASK FORCE AND
FRAMING THE ISSUES

By 2035, Wisconsin's health workforce will have the capacity and proficiencies to:

Provide high quality whole person services at the right time, right level, and in the right places

Improve health and well-being in all communities

***Our vision is to have an engaged
healthcare workforce equipped to serve
the needs of our communities***

Problem/Needed Work

- 1.1. Need for widespread understanding of and engagement on the issue.
- 2.2. Workforce shortages are projected across a range of healthcare professions – worsening disparities in rural and underserved areas.
- 3.3. Lack of focus on all phases of the pipeline – recruit/train/retain.
- 4.4. Insufficient resources to meet workforce challenges.
- 5.5. Need to evaluate potential changes in care delivery.

STRATEGIC PLAN WORK GROUPS

01

Promote
Healthcare Careers
and Recruit
Healthcare
Professionals

02

Invest in Our
Workforce
Pathways –
physician

03

Invest in Pathways -
nursing

04

Retain Workers

05

Redesign Care
Delivery

PROCESS

- Starting with brainstorming
- “Sifting and winnowing”
- Moving from “what” to “how”
- Specific actions or programs
- Key Performance Indicators

Initial thoughts

- 1st meeting
- Brainstorming causes/solutions

Refinement

- 2nd meeting
- Suggested priority areas

Specifics

- Additional meetings
- Specific actions/programs
- KPIs

**“PROMOTE” WG RECOMMENDATIONS AND STRATEGIES
– PAGE 1 OF 3**

- What’s happening in our K-12 schools around health career exposure and learning experience?
- What’s the best way to connect students to these opportunities?
 - Existing tool: DPI Academic & Career Planning → Regional Career Pathways → Healthcare: *Direct Patient Care Career Pathway*
 - Solution: **Enhance & elevate** the existing tool!



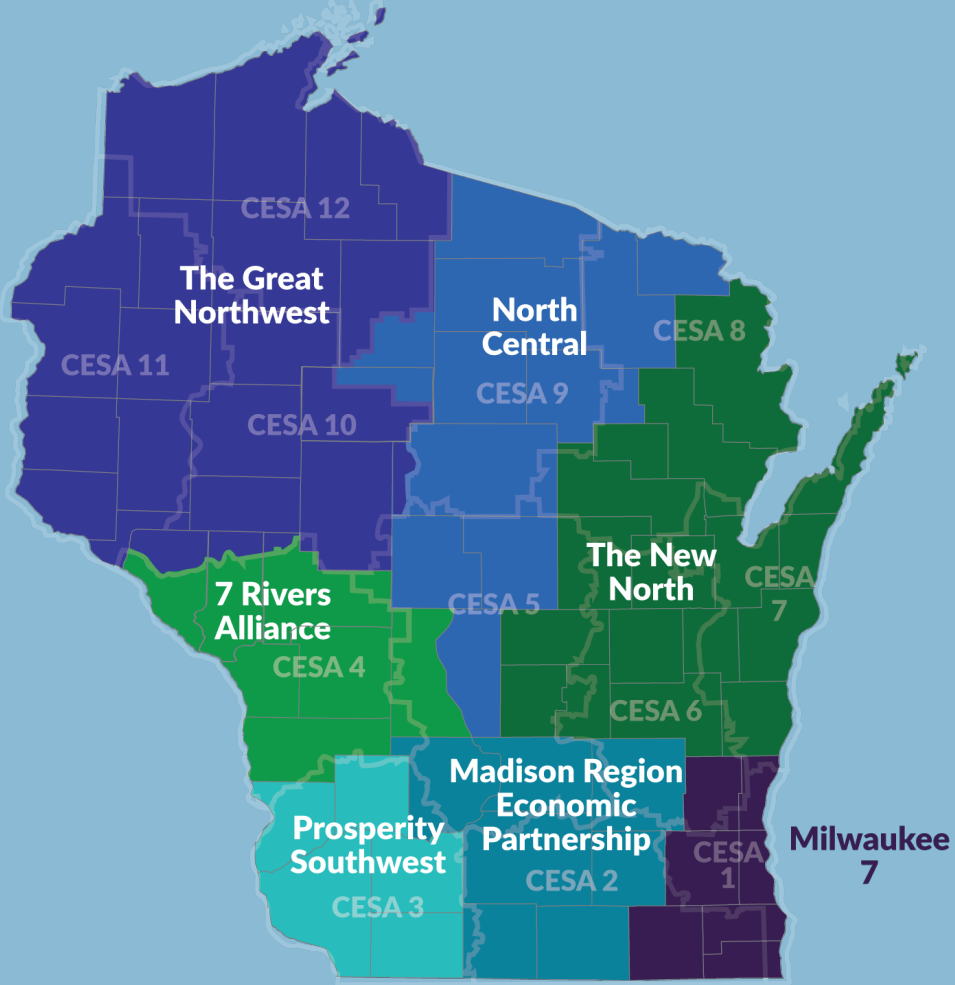
Recommendation/Strategy	KPI	Timing	Responsibility
Recommendation #1: Build statewide awareness of DPI’s Direct Patient Care Career Pathway within Wisconsin public, private and homeschool high schools.			
Strategy #1: Create and implement a comprehensive communication plan leveraging existing groups and WCMEW to raise statewide awareness of Direct Patient Care Career Pathway.	Plan developed and implemented with specific KPIs identified.	2024, 2025	WCMEW
Strategy #2: Support DPI's efforts to raise awareness with industry partners and schools (e.g., presenting at WI conferences, homeschool groups, etc.).			
Strategy #3: Support DPI’s efforts to collect and disseminate success stories of high schools and industry employers who’ve partnered to implement the Direct Patient Care Career Pathway.	Collect at least 3 success stories and share through WCMEW and partner news channels.	2024, 2025	WCMEW

**“PROMOTE” WG RECOMMENDATIONS AND STRATEGIES
– PAGE 2 OF 3**

Recommendation/Strategy	KPI	Timing	Responsibility
Recommendation #2: Increase adoption of the Direct Patient Care Career Pathway.			
Strategy #1: Support DPI’s efforts to collect and disseminate current data on Direct Patient Care Career Pathway adoption towards identifying gaps and developing expansion goals.	WCMEW gathers data on adoption by school district to establish baseline and geographic distribution. WCMEW develops growth metrics with DPI.	2024	WCMEW and DPI partners
Strategy #2: Identify and recruit local champions to serve on Regional Collaboratives and support Direct Patient Care Career Pathway adoption advocacy.	WCMEW gathers data on current composition of Regional Collaboratives. WCMEW identifies and aims to recruit candidates.	2024, 2025	WCMEW and DPI partners
Strategy #3: Develop advocacy tools for local champions to engage in outreach to their local high schools to encourage Direct Patient Care Career Pathway adoption.	WCMEW develops outreach tools (e.g. one-pager, infographic, etc.) with DPI on the Direct Patient Care Pathway and makes widely available.	2025	WCMEW and DPI partners
Strategy #4: Support DPI’s efforts to build employer and industry partner knowledge and understanding of Career Based Learning Experiences (CBLEs) and Work Based Learning (WBL) and why they should engage in this work through the Direct Patient Care Career Pathway.			

**“PROMOTE” RECOMMENDATIONS AND STRATEGIES –
PAGE 3 OF 3**

Recommendation/Strategy	KPI
Recommendation #3: Support DPI's ongoing revision and enhancement of the Direct Patient Care Career Pathway.	
<p>Strategy #1: Recruit representatives from local academic institutions and employers to serve on Regional Collaboratives to build connections.</p>	<p>WCMEW gathers data on current composition of Regional Collaboratives. WCMEW identifies and aims to recruit candidates.</p>
<p>Strategy #2: Develop and support implementation of a method for adding health career exploration opportunities to the appropriate level (statewide, regional, local) list on the Direct Patient Care Career Pathway.</p>	<p>WI AHEC develops a process for and supports implementation of with DPI.</p>



Timing for the above is 2024, 2025 and Responsibility is on WCMEW & DPI Partners

“PHYSICIAN PATHWAYS” RECOMMENDATIONS AND STRATEGIES PAGE 1 OF 2

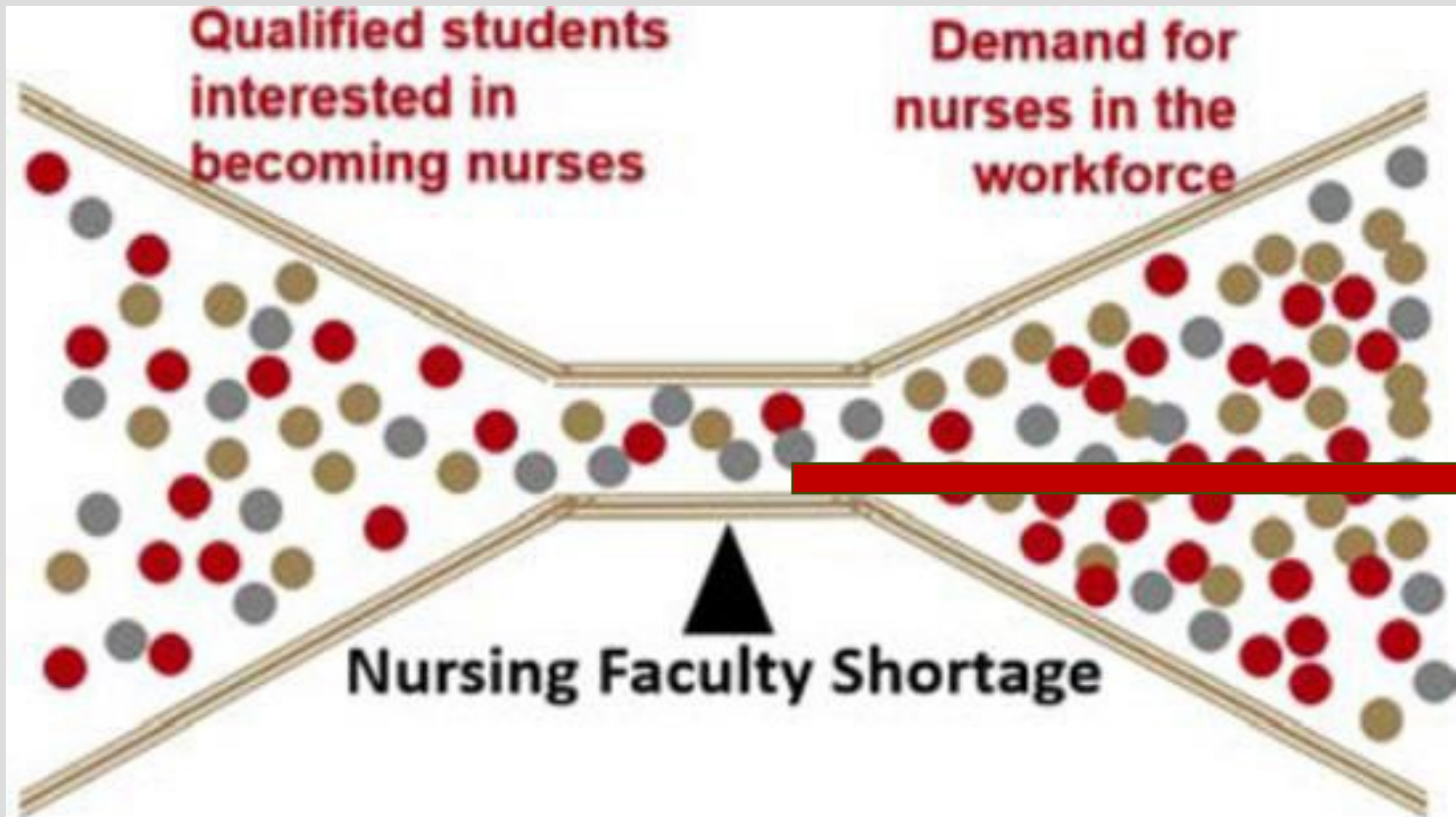
<i>Recommendation/ strategy</i>	<i>KPI</i>	<i>Timing</i>	<i>Responsibility</i>
Recommendation #1 Focus on attracting and retaining physicians who will practice in Wisconsin			
Strategy 1: Expand our community-based undergrad and GME programs	<ul style="list-style-type: none"> • Develop scorecard (including historical data) • Develop targets with linkages 	Fall 2023	MCW, UW, WiNC, other GME, RPRAP
Strategy 2: Promote these programs at schools, communities, and businesses.	<ul style="list-style-type: none"> • Launch “Meet your next doctor” program • Launch “Doctor means teacher” program 	Spring 2024	WCMEW, WMS
Strategy 3: Encourage more high school students to explore medical careers.	<ul style="list-style-type: none"> • Disseminate existing materials and programs • Enhance HOSA, encourage new affiliations 	Link to pathways group	HOSA, AHEC

“PHYSICIAN PATHWAYS” RECOMMENDATIONS AND STRATEGIES PAGE 2 OF 2

<i>Recommendation/ strategy</i>	<i>KPI</i>	<i>Timing</i>	<i>Responsibility</i>
Recommendation #2 Enhance collaboration between schools, programs, and health systems.			
Strategy 1: Improve health system partnerships in education and training	Convene health systems, schools and programs to exchange ideas and develop best practices	Spring 2024	Health education programs, health systems
Strategy 2: Disseminate best practices in health systems recruitment and onboarding to stakeholders statewide	Develop materials linking precepting to recruitment, satisfaction and retention	Spring-Summer 2024	WCMEW with academic partners
Strategy 3: Enhance ability for preceptors to provide training	<ul style="list-style-type: none"> • Recommend incentives, such as payment and production credits. • Create an information hub for health systems, preceptors, and schools that provides data on preceptor openings, curriculum, and best practices • Legislative advocacy 	Ongoing	WMS, WHA, WCMEW, specialty societies
Strategy 4: Ensure good student experiences in community settings	Disseminate best practices	Fall 2024	MCW (Regional campuses), UW (WARM),
	<ul style="list-style-type: none"> • Survey students and preceptors regarding experiences 		WCMEW

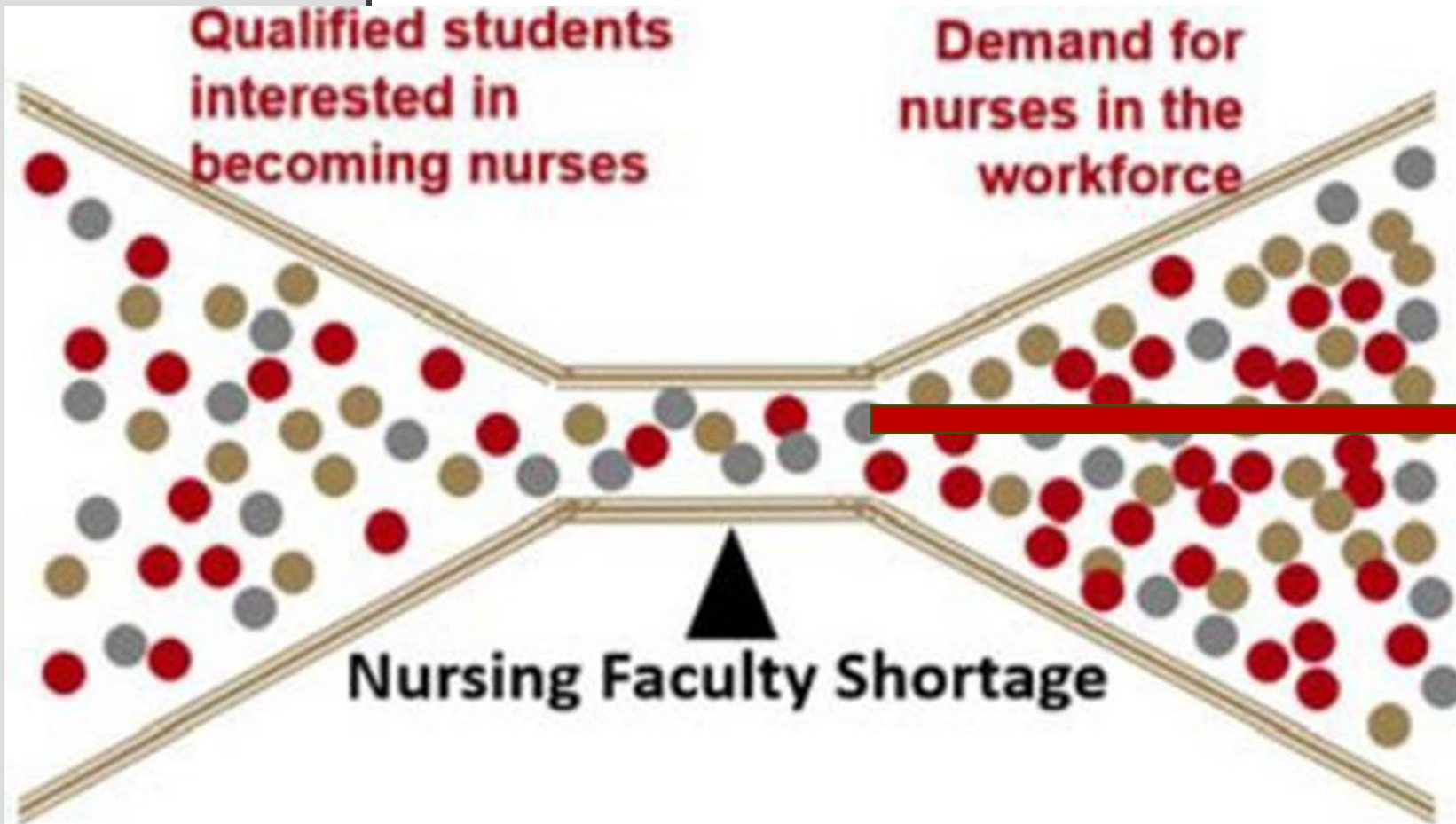
OVERVIEW OF THE ISSUE

Wisconsin will not have the RNs needed to meet health care demands. To meet the demand for RNs, Wisconsin needs to increase the supply of nurse educators.



- The 2022 RN Workforce Survey reports the mean age of nurse educators is 50.6 years.
- 34.5% of nurse faculty members will continue to work for less than five years.
- 56.7% intend to work ten years or less.

OVERVIEW OF THE ISSUE



Barriers to recruitment and retention:
Salary,
Workload,
Personal & family commitments,
Lack of flexibility,
Can't afford to obtain a higher nursing degree

Increase focus on education and training resources

Strategy: Provide incentives for nurses to become educators.

- KPI** [
- A. 75% of 2023-24 Wisconsin Nurse Educator Program (WNEP-2) Loan Forgiveness Funding will be awarded. July 2024
 - B. Some graduates of the WNEP- 1 will begin their “teach back”. July 2024
 - C. Convene a committee a stakeholders to create a permanent solution to resolve the nurse educator shortage. September 2024

Partners: **WCMEW and other key stakeholders**

Strategy: Increase compensation for nurse educators and funding to nursing schools.

- KPI** [
- Develop a consensus statement that demonstrates the disparities and barriers to recruiting and retaining an adequate supply of nurse educators with recommendations/strategies to rectify the identified gaps. June 2024

Partners: **WCMEW and other key stakeholders**

Increase focus on education and training resources.

Strategy: Support utilization of best generational teaching/learning practices in their care patients/clients changing clinical needs.

- KPI** {
- Explore the feasibility of developing a statewide tool of evidence-based best practices for educating nurses in Wisconsin.
 - Create a regional nursing inventory of simulation facilities and resources.
 - Assess opportunities for interprofessional learning by region. December 2024.

Partners: WCMEW & Key Stakeholders

Strategy: Promote investment in infrastructure that supports simulation across Wisconsin.

- KPI** {
- A. Create a regional nursing inventory of simulation facilities and resources.
 - B. Assess opportunities for interprofessional learning by region. December 2024.

Partners: WCMEW & Key Stakeholders

Increase focus on education and training resources.

Strategy: Promote availability of clinical sites to support the educational preparation of Wisconsin's future nursing workforce.

KPI



Sponsor meetings between nursing education programs and health care organizations/agencies to identify the barriers and solutions to providing clinical educational experiences for nursing students.

December 2024. **Partners: WCMEW and Key Stakeholders.**

Strategy: Expand the integration of clinical staff as adjunct faculty.

KPI



Demonstrate successful pilot partnership models that utilize clinical nursing staff as adjunct faculty. December 2024. **Partners: WCMEW and Key Stakeholders.**

Enhance integration of new nursing staff

Strategy: Create programming for transitioning from school to nursing practice.

KPI { Pilot best-practice models (one per region), that support on-boarding of new nursing graduates, pre-licensed and advanced practice, report results including retention rates of the new employees. December 2024. **Partners: WCMEW and Key Stakeholders.**

Strategy: Encourage and promote a greater number of career ladder

KPI {
A. Support and recognize the value of nurses serving as preceptors for nursing students and staff nurses.
B. Identify and report best-practices for nursing career ladders that focus on the categories related to improving practice outcomes, professional development and leadership, reporting retention rates and incentives utilized.
C. Create incentives to increase the number of nurse preceptors available in all clinical settings that include career ladder, professional development opportunities and/or tax credits. June 2024. **Partners: WCMEW and Key Stakeholders.**

Enhance integration of new nursing staff

Strategy: Expand the number of community collaborations by creative new grant programs.

KPI { Create a grant opportunity that focus on community collaborations that strengthen public and population health practices. December 2024. **Partners:** **WCMEW and key stakeholders.**

Strategy: Create new workforce development grants for healthcare organizations and educational institutions partnerships.

KPI { Explore partnership models that foster retention of nurses and nurse educators that result in building capacity for both entities.

“RETAIN PROFESSIONALS” RECOMMENDATIONS AND STRATEGIES

Recommendation/Strategy	KPI	Timing	Responsibility
Recommendation #1: Reduce burn-out			
Strategy 1: Accelerate team-based care by WCMEW convening stakeholders and identifying and disseminating best practices.	WCMEW gathers data and convenes Summit	2024	WCMEW and partners
Strategy 2: Increase prevalence of flexible work models.	50% of health systems incorporate flexible models.	2025	WCMEW and partners
Strategy 3: Reduce burden by making better use of technology and eliminating unnecessary steps.	Convene conferences to share most successful strategies for reducing administrative waste; provide compendium of literature on effective methods of streamlining care processes.	Annually starting in 2024	WCMEW and partners
Recommendation #2: Strengthen organizational/worker relationships			
Strategy 1: Create/expand effective onboarding models.	Disseminate best practices	Fall 2024	WCMEW and partners
Strategy 2: Increase job satisfaction through employer policies.	Disseminate best practices	Fall 2024	WCMEW and partners
Strategy 3: Provide growth and educational opportunities by: <ul style="list-style-type: none"> • Incorporating workforce development grants in organizations • Involving students more in providing care • Recruiting retirement age workers as resources. 	<ul style="list-style-type: none"> • Convene conferences to share most successful strategies. • Create an information hub for health systems and schools that provides data on best practices. • Legislative advocacy 	2025	WCMEW and partners

“CARE REDESIGN” RECOMMENDATIONS AND STRATEGIES

<i>Recommendation/Strategy</i>	<i>KPI</i>	<i>Timing</i>	<i>Responsibility</i>
Recommendation #1: Re-imagine care delivery			
Strategy 1: Move care closer to the patient – using public places, travel to patient homes, making transportation more available, hospital-at-home care, and better-equipped family care givers.	Convene or participate in meetings, and/or sponsor workgroups to highlight best practices. Publish in newsletters.	Annually, monthly starting in 2024	WCMEW and partners
Strategy 2: Leverage the use of technology in enhancing and maximizing the workforce.	Convene or participate in meetings, and/or sponsor workgroups to highlight best practices. Publish in newsletters.	Annually, monthly starting in 2024	WCMEW and partners
Strategy 3: Reduce administrative burden.	Convene or participate in meetings, and/or sponsor workgroups to share most successful strategies for reducing administrative waste; provide compendium of literature on effective methods of streamlining care processes.	Annually starting in 2024	WCMEW and partners
Recommendation #2: Improve care models			
Strategy 1: Accelerate use of team-based/interprofessional care.	Re-convene WCMEW Care Delivery Task Force. Convene conferences highlighting best practices.	Annually starting in 2024	WCMEW and partners
Strategy 2: Optimize coordination between sites of care, identify ways to improve referral management, and enhance relationships and collaboration.	Re-convene WCMEW Care Delivery Task Force. Convene conferences highlighting best practices.	Annually starting in 2024	WCMEW and partners



NEXT STEPS

- ✓ *Continue receiving feedback and doing research*
- ✓ *Gather more “allies”*
- ✓ *Publish, disseminate, and begin implementation*

QUESTIONS/COMMENTS

