

Unique Challenges of the Health Care Workforce: New Strategies for New Demands

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The Path Forward

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Change
Challenges and Opportunities

- COVID
- Increased Demand for Health Care Workers
- Growing Skills Gap
- Job Market Wage Disparity, Lack of Employees

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COVID-19 !!!

Regulations & Enforcement
Reimbursement, PDP, VBP
Continuum of Care
Partnerships - Realign

Reporting, Data=Quality
New Consumer Expectations
Operational Challenges

Workforce Challenges

New Normal Marketplace Sustainability

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Workforce Impact

New Challenges and Needs



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Current State

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National Workforce Crisis facing Long-Term Services and Supports

The United States is experiencing a significant shortage of, and a growing demand for, qualified workers who are capable of managing, supervising, and providing high-quality services and supports for older adults.

Several trends are fueling this national workforce crisis

LTSS Center @UMass Boston

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Current State

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A Rapidly Growing Older Population

The population of adults age 65 and older will increase from 52 million in 2018 to 95 million in 2060.

2018	52M
2060	95M

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Crisis Leadership Model

<https://www.ccl.org/wp-content/uploads/2020/12/leading-in-crisis-strategic-pivot-center-for-creative-leadership.pdf>

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Pivot to Leap Ahead

<https://www.ccl.org/wp-content/uploads/2020/12/leading-in-crisis-strategic-pivot-center-for-creative-leadership.pdf>

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<http://www.emotionalppe.org/>

Support

- The Emotional PPE Project**
- Free emotional support to health care workers
 - All Health Care Workers
 - Confidential
 - All States

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"Inside every employed worker is a job seeker"
Source - Dan Hamming, CEO, iAdvize

Unique Challenges and Opportunities

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Workforce Needs
 Current Workforce
 Multi-Generations
 Expectations

Communication
 Expectations
 Leadership Role
 Technology - Implementation and Optimization

Recruitment
 Strategy and Plan
 Employment Brand
 Collaboration - Across the Organization

Retention
 Strategy
 Plan and Implement
 Engagement - Across the Organization

Talent Development
 New skills and competencies
 Expectations
 Personal and Organizational Plan

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Workforce Needs
 Understand

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 Build. Excel. Evolve.

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Leadership – Diverse Workforce Consulting | Talent | Training | Resources

- Assess Current Workforce
 - Generational
 - DEI
 - Needs and Expectations
- Vaccination Mindset (Safety)
- Flexibility, work life balance
- Support systems and resources
- Support & educate - management and leadership team

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Current Team Consulting | Talent | Training | Resources

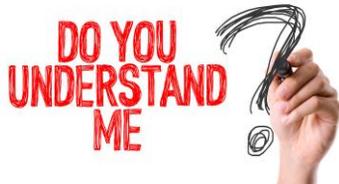
- Assess Current Workforce
 - Generational
 - Needs and Expectations
- Vaccination Mindset (Safety)
- Financial Incentives – Standardization ?
- Flexibility
- Work life balance
- Support Systems and Resources
- Support Management and Leadership Team

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Expectations Consulting | Talent | Training | Resources

1. Hear me
2. Protect me
3. Prepare me
4. Support me
5. Care for me



The American Hospital Association

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Understanding Workforce

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- COVID Impact
- DEI
- Management Style - Impact
- Attract and Retain Employees
- "Ideal Workplace" – Ask the question of multi generation staff



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Communication Expectations



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Communication

- Multi Generational Approach
- Leadership Commitment and Approach
- Active Listening
- Remember...Mixed approach

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Communication Expectations



- Assess workforce
- Multi Channel
- Communication Cycle
- Mix generations
- Embrace differences
- Be trustworthy, trusting
- Keep communication open and inclusive
- Create a team!

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Let's explore communication Consulting | Talent | Training | Resources

- "Creating a climate of sharing information"
- Approachable, honest, listens and places a priority on communication
- Formal (e.g. consistent communication vehicles) and informal (e.g. the good and the bad)



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Recruitment
Thoughts and Ideas for Today's Workforce

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Right People. Right Time.

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Recruitment Strategies

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Recruitment Marketing

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- Recruitment Today – Tell Your Story!
- #1 Strategy to get talent to your door!
- Goal
 - Interact with candidates during all phases of recruiting
- Process
 - Nurturing and attracting talented individuals to your organization using marketing methods and tactics
- Employer Brand
- Organization Communication
- Social Media

<https://www.talentfy.com/en/blog/article/87715-new-recruiting-trends-you-should-implement-in-2021>

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Employer Brand

- A company's ability to differentiate and promote what makes them unique, different - everything that makes you stand out!
- "9 out of 10 candidates apply to a job when it's from an employer brand that is actively maintained on social media" source: Beamery



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Question	Thoughts/Answer
What makes our organization unique? (What sets us apart from other health care organizations?)	
Why do you stay here at this organization?	
Name 3 words that best describe our organization.	
What does our website and social media accounts say about our organization and does the message match our answers above? (Look at your website and social accounts)	

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Employer Brand

Where to begin...
Staff Questions to Ask

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Job Posting Consulting | Talent | Training | Resources

- Message
- Not a Job Description
- Create a "hook" - sell the job opportunity
- Sell the Employer Brand
- Keep the posting to 300-500 words (less is better)
- Most important information mobile ready
- Describe the application process – Ease of Use is Key!



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- 44% of college seniors said social media posts showing strong company culture would make them apply
- 86% of consumers prefer an authentic and honest brand personality

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Military Spouse

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<https://msejobs.militaryresource.com/msep/>



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Schools

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- Targeted Focus on Schools
 - Universities
 - Technical Schools – not just nursing
 - Other Departments
 - Community Colleges
 - Online Colleges
 - High School
 - Create a solid partnership
 - Thoughts on
 - Space
 - SME access
 - Mentoring and Coaching opportunities
 - Emerging Leaders



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Market to IDEAL EMPLOYEE

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- Learn from your very best employees by asking them what drove them to apply, what keeps them engaged, and where they spend time.
- Use insights from current employees to channel your recruitment efforts.
- Communicate and Collaborate

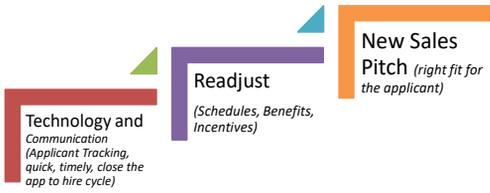


<https://www.icims.com/resources/executive-survival-guide-to-social-and-ai-part-1/>

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Should be top priority

Organizations with engaging onboarding
91% stayed through 1st year
69% stayed for 2.5 years
(Society for HR Management)

Onboarding
Make each employee feel like and individual for day one - first week sets the stage for stronger satisfaction, engagement and retention.

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Onboarding

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- Starts before Day One
- Starts with application process to hiring process and orientation
- Engaging pre - hire communication
- Review expectations prior to first day - reduce confusion
- Quick Check - What day of the week is your typical first day?



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Engage Staff
The approach



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Marble Jar Moment

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Simple Paper Fold
Open mind and creativity

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Resources

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