



Transform Today to Create the Workforce of the Future

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Focus on a New ERA:

Engage
Retain
Atract

Today's Objectives



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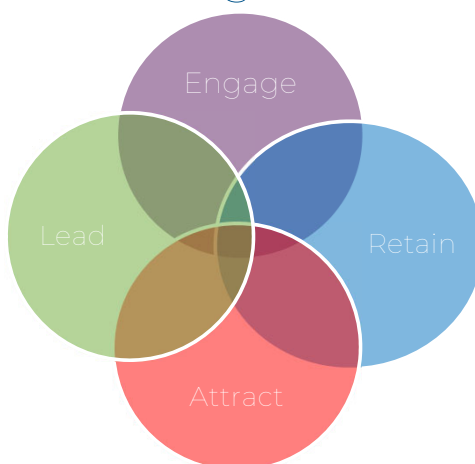
Connect to Purpose: My Why



Setting the Stage: The Perfect Storm

| | |
|---|--|
|  <p>20 travelers in staffing cost an incremental \$3.1 M yearly</p> | <p>Cost of turnover continues to increase</p>  |
|  <p>Nurses aren't leaving the profession; they are leaving the inpatient setting</p> | <p>Nationally there is a demographic drought</p>  |
|  <p>Student pipelines are decreasing</p> | <p>Applicant volume was down but starting to trend back up</p>  |
|  <p>Nationally turnover is stabilizing</p> | <p>A new pandemic is in our headwinds: Sansdemic</p>  |

The Path Forward is Leadership Driven with Interconnected Strategies



Engage: Employer of Choice

- Value my experience
- Extended benefits: elder, pet, child
- FT benefits for PT and PRN staff
- Tuition assistance and reimbursement
- Debt reduction for employee and family
- Cafeteria benefits menu

Feeling Valued



- Sabbaticals
- 9 month contracts
- Bundle night shifts
- Work as a community
- Team cohesiveness
- Learning experiences
- Networking
- Organizational inclusion
- Leadership visibility

Social capital



Engage: Reimagine the Workforce

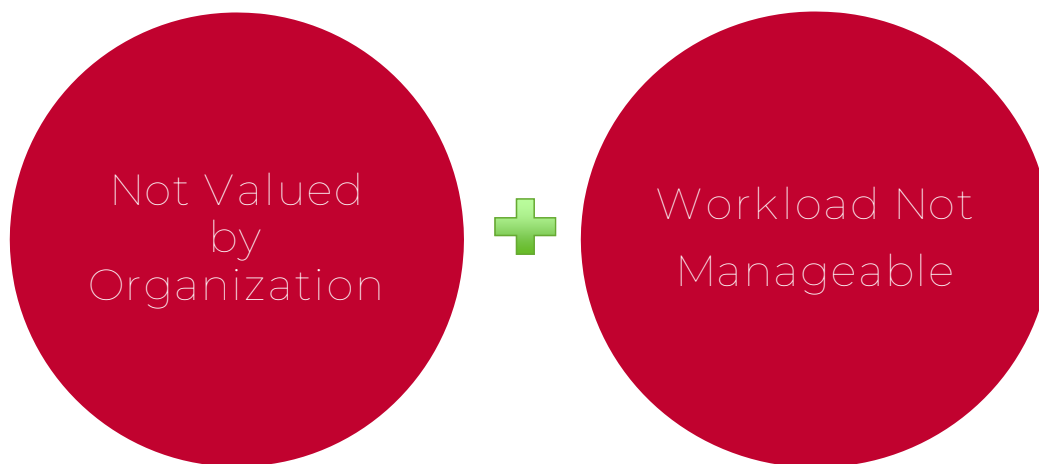
Work to Top of License (Workload)

- Redesign nonclinical and support roles (off load tasks to work to scope)
- Right care, right person, right time, right amount, right setting
- Not equal, ONLY care that is needed

Intentional Delegation

- Care teams: RN/aide, RN/LPN
- Functional nursing
- Increase patient and family accountability: self-medication, self-documentation

Workforce Engagement and Retention: Top 2 Reasons Nurses Leave



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Workforce Engagement and Retention Why Nurses Stay?

Change the Pattern from the Great Resignation to the **Great Attraction** or the **Great Retention**

| Attributes | Most Important for Nurses (Stay) | Least Satisfying for Nurses (Leave) |
|-----------------------------------|----------------------------------|-------------------------------------|
| Health insurance and benefits | X | |
| Diversity, equity and inclusion | X | |
| Team rapport | X | |
| Feeling valued | X | X |
| Professional growth & development | X | X |
| Flexible scheduling | X | X |
| Mission and value alignment | X | X |
| Formal recognition | X | |
| PTO | | X |
| Leadership Excellence | | |
| Workload | | X |

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Workforce Engagement and Retention

Why Healthcare Workers Stay?

Change the Pattern from the Great Resignation to the **Great Attraction** or the **Great Retention**

| Attributes | Most Important for HCW (Stay) | Least Satisfying for HCW (Leave) |
|-------------------------------|-------------------------------|----------------------------------|
| Competitive Pay | X | X |
| Health insurance and benefits | X | X |
| Job security | X | X |
| Location and commute | X | |
| Work life balance | X | X |
| Flexible scheduling | X | |
| Feeling valued | X | X |
| Advancement | X | X |
| Bonus and incentives | X | |
| Long work hours | | X |
| Supportive of well-being | | X |

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Retain: Employer of Choice

- Robust and competitive career paths
- Years of experience and/or education
- Title changes
- Internal mobility: leadership & bedside
- Developmental, growth and educational opportunities

Professional growth



- High risk and high if you don't get this right
- Residency programs
- Mentors & preceptors
- Night shift educators for just in time (JIT) education and support
- Student rotations as co-ops
- Learning lanes
- Service lines and dual roles

Transition to practice



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Retain and Attract: Reimagine the Workforce – Gamechanger

Scheduling and Flexibility

- Determined (controlled) by individual
- No standard shifts, or start time or length
- Anywhere, anytime
- Uber for health care shifts

Scheduling/Staffing

- Life happens
- Employee driven
- Acuity and workload
- Incentivize flexibility, beyond weekends and nights
- Equitable, not equal
- Gig economy

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Attract: Close Demand vs Supply Gap



Source New External Candidate

- Paid marketing campaigns via Google, Glassdoor, radio, social media
- Short unit based video's
- Frictionless, brief application process
- First to finish line (offer)
- Target spouses, siblings, children



Reskill and Upskill

- Job redeployment
- Reskill and upskill current workforce into critical roles
- Remove education requirements.



Hire Your Own

- Establish programs to hire students while in their clinical rotations
- Target hiring current employees graduating from Vo-Tech programs and HC college programs



Grow Your Own

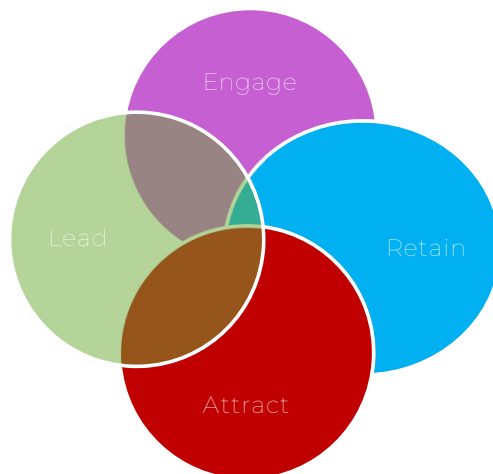
- Open a hospital diploma nursing program
- Build dual programs with colleges
- Offer free tuition after first semester
- Offer dual appointments for staff and faculty
- Develop academic partnerships

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Attract: Health and Well-Being



Yes, the path forward is complex, the health care ecosystem is challenging AND we are expected to mitigate current state with creative and innovative strategies

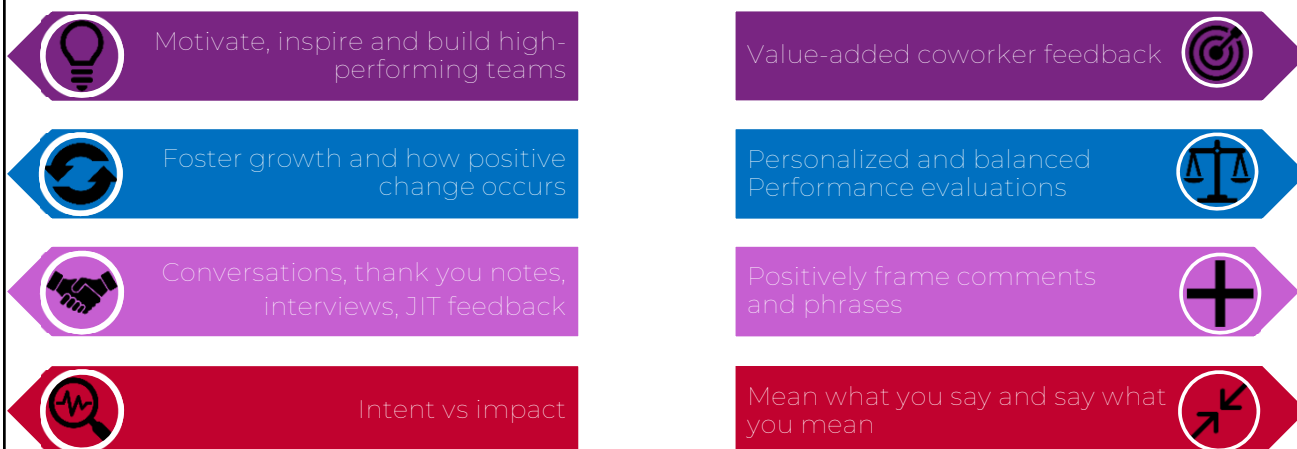


Game-Changing Leadership Lessons

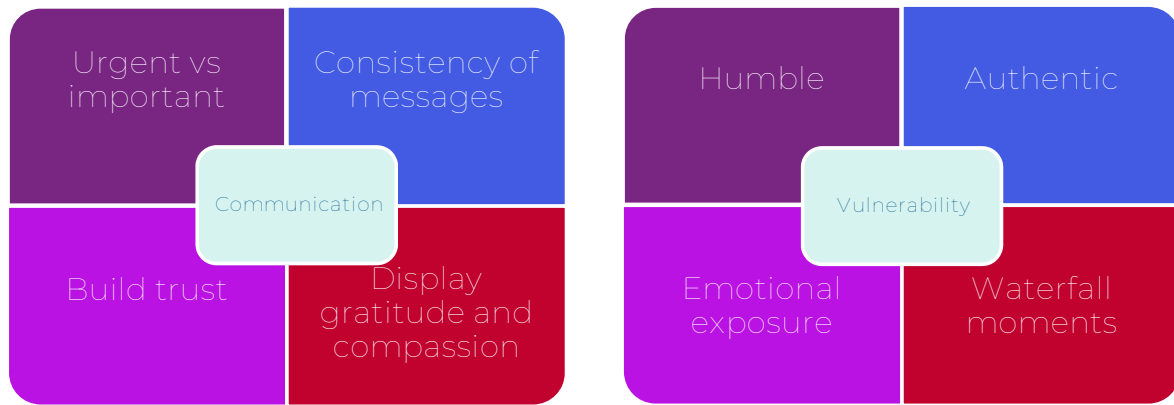
Reignite Your Passion and Connection to Your Workforce to Drive Change



Words Matter



Give Yourself Some Grace



Listen More Than You Talk



Listen More Than You Talk

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Don't Talk to be Heard

- Bring in new discussion and ideas
- Always something to say vs always the person that people listen to
- Listen to what is said AND if people aren't saying anything

Artificial Harmony

- Read the room
- Nodding heads
- Excessively pleasant
- Fear of conflict
- Limited trust or opportunity to express opinions
- Confirm alignment and consensus

Structural Tension

- My best work and outcomes in this space
- Sweet spot between artificial harmony and dissension
- Purposeful increase in tension
- Key to a more effective desired outcome or goal

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Think Big and Dream Big

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Think of someone visionary you enjoy working with. Do they...

Provide a safe place to grow?

Lead by example?

Open doors for others?

Inspire others to stretch higher?

Develop individuals and teams when needed?

Tell others work matters?

Develop individuals as leaders?

Forgive individuals when mistakes are made?


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The best way to predict the future is to create it.

ABRAHAM LINCOLN

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What are your next steps to respond to your workforce to drive engagement, retention and attraction?

Thank You



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