

ASHHRA 46th Annual Conference & Exposition

# Baby Boomer Workforce Cliff

Impact on Your Nursing Workforce and Steps You Can Take Now to Minimize the Shortage

HEALTH CARE 100  
**Fulfilling Our Promise**  
Preparing for a New Decade of Success  
Tampa, Florida  
September 20-25, 2010



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# Baby Boomer Workforce Cliff

Impact on Your Nursing Workforce and Steps You Can Take Now to Minimize the Shortage

ASHHRA Presentation  
September 27, 2010  
Session M9 – 2:00-3:30pm

Judith West Vice President Human Resources

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# It is a Cliff...



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 **Learning Objectives**

- Increase your skills in workforce planning for three to five years out
- Identify a process to evaluate current RN workforce and determine steps to mitigate the upcoming shortage
- Review strategies to incorporate key stakeholders within your organization, community and state to address this upcoming shortage
- Receive best practices and practical take away tools for you to bring to the C-Suite to guarantee your organization's leaders are aware and prepared to tackle the future of health care

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 **A View of the Future of Our RN Workforce**



- We will experience an escalating Nursing Workforce Crisis through 2025
- This is a National Crisis
- Retirement will create the greatest number of vacancies
- If not managed we will have an over-reliance on recruiting increasingly inexperienced staff RN's which may have a fundamental impact on our Healthcare Operations and Quality of Patient Care

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 **Some Good News!!!!**



- In December 2009, workforce analysts with the Bureau of Labor Statistics projected that more than 581,500 new RN positions will be created through 2018, which would increase the size of the RN workforce by 22%. Employment of RN's is expected to grow much faster than the average when compared to all other professions.

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## The Challenge .....



- In the July/August 2009 Health Affairs Publication, Dr. Peter Buerhaus and found that despite the current easing of the nursing shortage due to the recession, the U.S. nursing shortage is projected to grow to 260,000 registered nurse by 2025. A shortage of this magnitude would be twice as large as any nursing shortage experienced in this country since the mid-1960s. The rapidly aging workforce is the primary contributor to the projected shortage.

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## The Challenge Continues...

- Based on findings from the Nursing Management Aging Workforce Survey released in July 2006 by the Bernard Hodes Group, 55% of surveyed nurses reported their intention to retire between 2011 and 2020.

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## Contributing Factors Impacting the Nursing Shortage

- Nursing school enrollment is not growing fast enough to meet the projected demand for RNs.
- A shortage of nursing school faculty is restricting nursing program enrollments.
- The average age of the RN is climbing.
- Changing demographics signal a need for more nurses to care for our aging population.
- Insufficient staffing is raising the stress level of nurses, impacting job satisfaction, and driving a percentages of nurses to leave the profession.

Source: American Association of Colleges of Nursing 2010

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**asphra** Who is responsible to resolve this Nursing Crisis?

- Federal Government?
- State Government?
- Education System?
- Professional Association?
- Healthcare Industry?
- Healthcare Employer?



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**asphra** Human Resources Leadership and Nursing Leadership

- Are responsible in their organization to ensure that they have enough qualified Nursing Staff to execute the Mission of the Organization and to ensure that we meet the needs of our Patients and their Families.
- THIS IS NON-NEGOTIABLE



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Case Study

MaineHealth Experience



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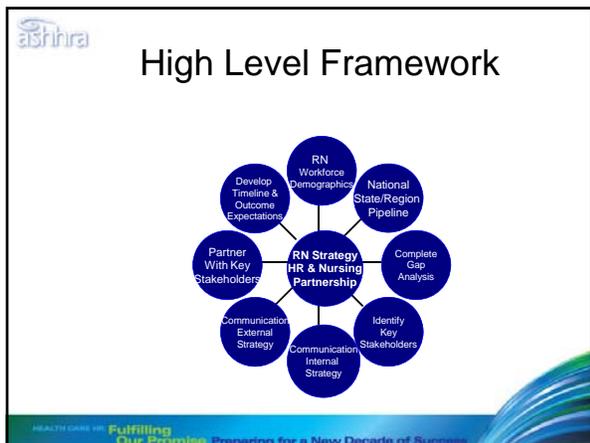
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**Escalating Nursing Workforce shortages through 2024**

- It is important to note that the MaineHealth RN workforce projection data is best case projection.
- Our projections do not take into account the age of our service population and the increased demand that will be needed for nursing services.
- We are not assuming that we will hire the exact number of staff we need each year. Each year we do not hit our target due to the RN shortage we will see a compounding effect that will create a patient safety issue and operational expense challenge.
- Our Nursing School Graduation reflects 75% of projected graduation class as students that will stay in state.

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**Escalating Nursing Workforce shortages through 2024**

- Staff RN average turnover rate for the system at the time of this analysis was 10.84%. As the shortage grows in Maine and surrounding states over the next 15 years that turnover rate has the potential to grow which will increase our operation cost not only in recruitment but with the use of contract labor and overtime.
- The United States nursing shortage is expected to reach 500,000 by 2025.
- As MaineHealth's RN population ages we will see an increase of Nurses shifting from full or part-time status to per diem status, leaving a large percentage of the workforce only occasionally available. Average age of RN's in Maine is 48.9.

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**asphra** **Maine Nursing Education Programs**

- Maine Schools of Nursing are reporting that they do not expect an expansion in their Nursing Programs and are anticipating a decline in enrollment due to a shortage of faculty.
- The national age for faculty is 58.9.
- Currently the Maine RN programs are turning away between 1,000-1,200 potential students a year due to their capacity restrictions.



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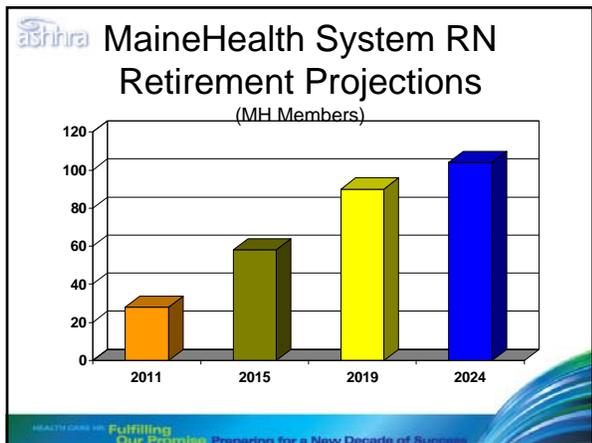
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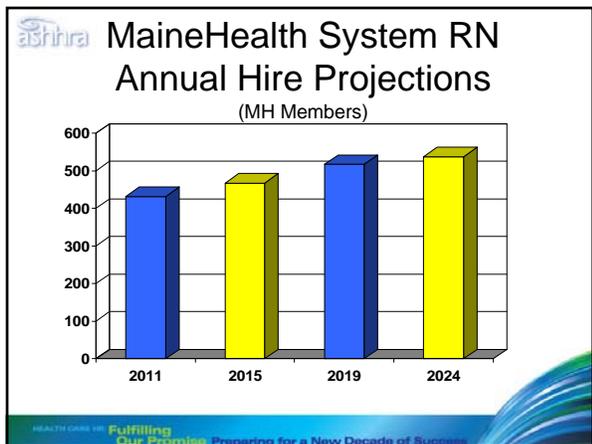
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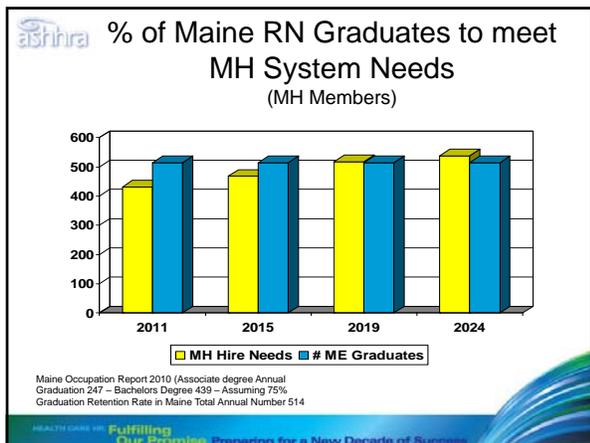
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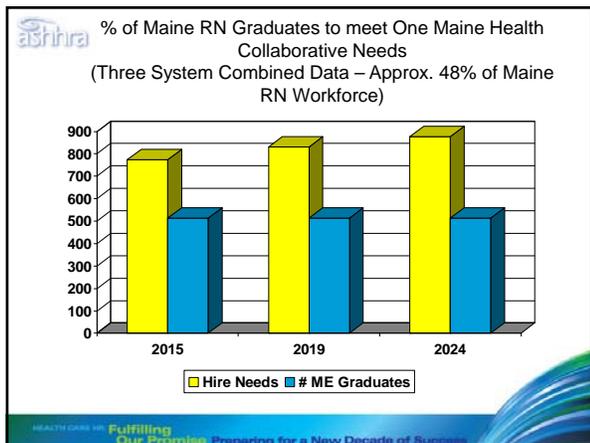
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### Conclusion of MaineHealth Analysis and Next Steps

- RNs currently account for 23.5% of MH's total workforce.
- If MH does not make changes over the next 3-5 years to current hiring and staffing practices and employ a host of innovative workforce investment strategies, patient care may be impacted due to lack of RN staff.
- Increase collaborate with in-state nursing education programs.
- Evaluate our nursing delivery model.
- Ensure nursing retention best practices.
- Depending on our success over the next two years with Maine's education system we may need to pursue additional strategies.

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Steps we have taken to ensure we have the RN Workforce we need for the Future.



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*Partnering with Education*



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**USM/MH INITIATIVE**



➤ Group formed to explore potential partnership of practice and academia to increase the number of nurse graduates

➤ Initial composition:

- 6 representatives from University of Southern Maine
- 6 representatives from Maine Medical Center
- 2 Deans of Nursing (*University of Kentucky & Michigan State University*) as consultants

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 **Creating a Partnership** 

- In depth learning (for both sides of the partnership) of practice and academic constraints, realities and opportunities.
- Several meetings devoted to understanding each other's world including constraints, financial issues, complexity of both worlds.
- The realities of a new graduate discussed in detail.

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 **Development of a Vision**

Understanding our work going forward would require change in both the academic and practice world. It was important to set a vision that would guide our work.



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 **Created a Vision Statement**

Through Academic and Practice Partnership, we develop innovative and sustainable models of nursing education and practice to meet the community's need for nursing.

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 **Issues addressed during our collaborative**

Lack of coordination of classroom education and clinical experience.

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 **Solution**

Teaching Teams *(one academic & two clinical faculty)* ensure coordination of education to maximize connectedness of classroom and clinical experience.

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 **Issue**

- Cost of educating nurses are a constraining financial factor.
- Faculty shortages *(clinical & academic)* prevent expansion of current program.

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 **Solution**

Create clinical teaching teams of three

- Two (2) funded by practice site
- One (1) from academic site

to oversee clinical instruction for 24 students.

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 **Benefits**

- Clinical nurses up-to-date on practice changes
- Financial burden shared by practice site
- Partnership of clinical & academic instructors strengthens experience for student

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 **Issue**

New graduates are not prepared to enter practice.



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 **Solution**

- Curriculum revised to intensify clinical experience and learning
- Pre-requisite of nursing assistant program required.
- Courses in fundamentals, health assessment and adult health intensified
- Clinical hours increased
- Pilot project with CNA to 15 Month Accelerated Nursing Program

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 **Key Steps Taken**

- Developed our Workforce Data for RN going out to 2024.
- Shared data with CNO and developed a partnership with Nursing and HR on strategy for the Medical Center and System to educate RN workforce projection concerns.
- Developed a communication strategy for leadership throughout the system.
- Developed a partnership with our Physicians looking at our Physician Academic Training Model.
- Developed a communication strategy for Board of Trustee at Medical Center and System.
- Developed a communication strategy for targeted education systems in Maine.
- Developed a 3-5 year strategy with clear funding needs to move forward.

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 **Additional Steps Taken**

- Partnering with Healthcare Providers/Systems outside of the MaineHealth System
- Partnering with the State Healthcare Workforce Forum
- Partnering with the Department of Labor – Addressing Healthcare Employers Needs in the State – Receiving a commitment from DOL that Healthcare Employers will drive Healthcare Workforce agenda and Federal Dollar Distribution (Received 4.8 million workforce grant, 200,000 workforce planning grant)
- HR Executive placed on State Job Council
- Partnering to access healthcare workforce federal resources with Healthcare Employers, Education, OMNI, Workforce Boards and DOL.
- Joint Workforce Planning Meeting Scheduled in October with CEO's, HR Executive from three systems and University/College President's) from multiple institutions to start the development of closer partnering to address healthcare workforce shortages of RN's and agree to a Statewide commitment to Healthcare Workforce 2015.

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Thank You

- Contact Information:

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