NC Center on the Workforce for Health

October 24, 2023



Enterprise Workforce Plan

▶ Becoming the Best Industry to Work for in NC

NC Center on the Workforce for Health

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Uniting hospitals, health systems and care providers for healthier communities

NCHA Workforce Development Strategy



Best Environment

Best Staff

GOAL

North Carolina's hospitals and health systems are the best industry to work for in the state

Best Policies

Thriving Pipeline

What we want to accomplish:

A robust healthcare workforce that views their work as mission-critical, along with a thriving pipeline of individuals committed to improve the lives of North Carolinians

KEY ISSUES

- Staff burnout
- Staffing shortages
- Safety & violence
- Staff retentions
- Future worker pipeline
- Leadership development

CORE OBJECTIVES

- Increase the supply of NC's healthcare workforce while supporting members in promoting preventative care
- 2. Build resiliency, decrease burnout, & transform care delivery to meet the needs of patients & providers

KEY PERFORMANCE INDICATORS

OB1 Increase # filled positions

Increase nursing school slots

Decrease hospitalizations for chronic disease (lagging)

OB2 Increase hospital engagement scores

Increase Diverse Leaders Mentorship Program enrollment

Decrease reported burnout rates



A Targeted Strategy for Workplace Violence

Objective

Determine data driven opportunities to best prepare NC hospitals to increase levels of safety and trust among staff, patients, and their communities

Guiding Principles

Patient-Centered

Patient-Centered Approaches



Sustainable

Solutions







Workforce Development 2023-2028 High-Level Tactical Timeline

Objective 1: Increase Workforce Supply

- Build coalition of partners to craft longterm agenda
- Build & release data dashboard
- Partner with AHEC, NC Chamber, & NC Community Colleges on developing Center for the Workforce of the Future of Health
- Plan and launch workforce retention and recruitment campaign
- Ongoing legislative action to right-size workforce, ensure proper reimbursement and financial viability of hospitals

Objective 1: Support Population Health Efforts

- Support efforts to grow public health & population health strategies
- Engage hospital population health divisions to design new care team responsibilities
- Create partnerships between local public health departments & hospital to advance population health strategies.

Objective 2: Care Delivery

- Support services lines with the lowest employee satisfaction with process & workflow enhancements (ED & behavioral health reform)
- Identify pathway for replicating SC behavioral health work in NC
- Design & test regional staffing pool model

Objective 2: Retention and Burnout

- Identify and disseminate best practices on workforce strategies to increase patient & provider satisfaction.
- Expand Diverse Leaders Mentorship Program
- Launch educational programming to support member efforts in upskilling staff
- Ensure meaningful content at Summer & Winter meetings



NCHA Efforts

- ▶ Communications:
 - NCHA launched a video series about <u>The Joy of Working in Healthcare</u>
 - NC State Healthcare Heroes Appreciation
 - NEW for 2024: Campaign to attract HS and MS students to healthcare
- ▶ Regional Staffing Program
- ▶ Grants & leadership development opportunities
- ▶ Diverse Leaders Mentorship Program
- ▶ Workforce Accelerator





Health System Workforce Resiliency Accelerator Project

NC Center on the Workforce for Health Meeting

What is CaroNova?

CaroNova is multidisciplinary, bi-state team of healthcare professionals and strategists. Operationally supported by three partner organizations that include The Duke Endowment, the South Carolina Hospital Association, and the North Carolina Healthcare Association, CaroNova serves the common needs of North and South Carolina.

What do we do?

cultivate

We work systematically to understand and identify local needs and promising practices, recognizing every community has untapped ideas.

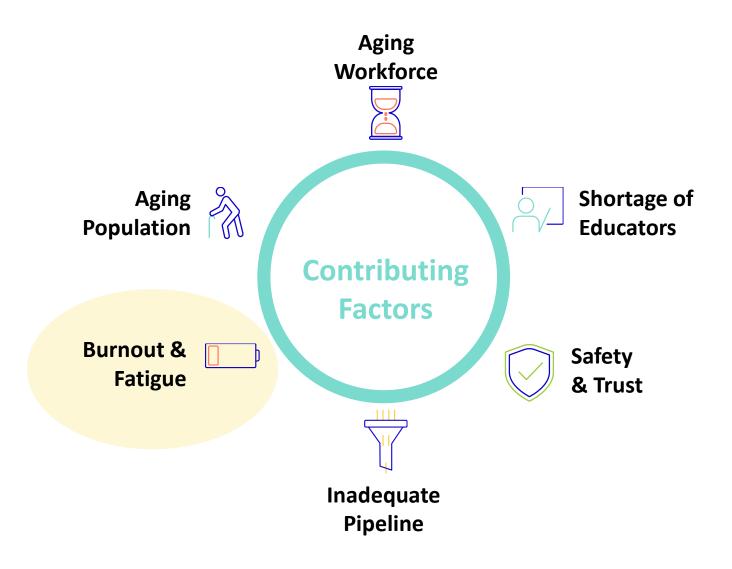
co-design

Through rapid cycle learning and local tests of change, we generate innovative approaches to reducing disparities and improving health.

catalyze

We use evidence to drive payment and policy reforms that sustain effective and equitable approaches to replicate what works.

Workforce Challenges



Project Objectives



Examine the root causes and factors contributing to healthcare workforce resilience and burnout



Compile and launch an **online library, co-designed with experts, of existing best practices and innovative solutions** to improve resilience and reduce burnout



Develop a **learning collaborative** to accelerate broad adoption of identified best practices among hospitals and health systems across the Carolinas

2024 Activities Research & Co-Design Phase

Landscape assessment

Literature review

Co-Design

Evaluation planning

- Conduct landscape assessment and asset mapping to identify current workforce resilience and burnout efforts at health systems in the Carolinas
- Collaborate with and leverage learnings from those already working in this space, e.g., the North Carolina Center on the Workforce for Health
- Conduct literature review (state and national review of evidence) to understand root causes and factors contributing to resilience and burnout as well as tested strategies
- Identify best practices and emerging solutions

- Convene a committee of subject matter experts (SME) to codesign a resource library
- Co-design, develop, and launch an easily accessible online resource library of best practices
- Develop an evaluation plan with measures of success, using the Results-Based Accountability (RBA) framework

2025 Activities Learning Collaborative Phase

Learning Collaborative

Evaluation

Sustainability

- Identify Learning
 Collaborative participants
 from health systems in
 North and South
 Carolina
- Launch and facilitate
 Learning Collaborative to
 accelerate health system
 adoption of best practices
 from the resource library
 developed in Phase 1
- Conduct evaluation and performance monitoring to assess (a) whether best practices are being adopted and (b) are they leading to improvements in retention and resilience, reducing burnout
- Plan for sustainability of health system workforce improvements

Thank you!

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NC Health Talent Alliance

NC Center on the Workforce for Health

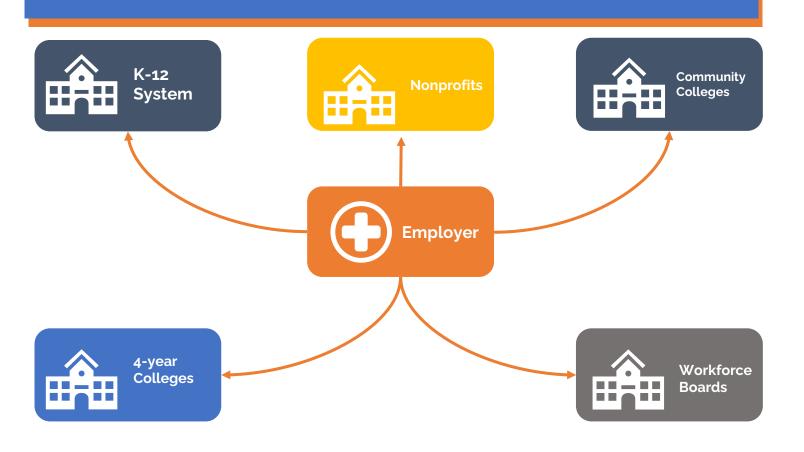


TPM® provides proven roadmap and infrastructure to channel collective action



Current Environment

SECTOR & EDUCATION RELATIONSHIPS ARE CHALLENGING TO MANAGE & MAINTAIN



CHALLENGES

- Inefficient communication within sector hampers strong, aligned partnerships
- Most employers are not wellpositioned to partner with all talent providers
- Few incentives exist for employers to work together when partnering with talent providers
- Anecdote drives investment, not data
- Inadequate infrastructure to continue maintain focus

TPM® Structure: Industry Collaboratives & Host Organization

EMPLOYERS FORM COLLABORATIVE, HOST ORGANIZATION COLLECTS & MANAGES KEY WORKFORCE DATA FROM ALL RELEVANT STAKEHOLDERS



BENEFITS

- Local cross-sector communication & coordination is data-driven
- Positioned to engage entire ecosystem of health employers & talent providers
- Decisions based on data-driven, aligned goals – updated as the ecosystem's needs evolve
- Facilitates on-going local & regional solutions in coordination with statewide approaches

Our Regional TPM Practitioners



Coming Soon! Northwest **Piedmont** Wake Area L Eastern AHEC AHEC AHEC AHEC **AHEC** Mountain **AHEC** 0 0 Randolph Buncombe 0 South **Piedmont** AHEC Southern Regional AHEC **South East AHEC**



NC Workforce Credentials

Increasing the workforce pipeline for employers who need ready talent.

NC Area Health Education Centers 10/24/23

Allison Stersic, MSW
Performance Analyst
NC Department of
Commerce, Division of
Workforce Solutions

- What are NC Workforce Credentials?
- > Why is the Employer's Survey so important to this initiative?
- What is an Industry Partnership?



NC Workforce Credentials are industry-valued credentials below an Associate's degree that put those who earn them on a path to a sustainable wage career.













CREDENTIAL CATEGORIES

You can earn Essential or Career credentials for high-demand industries through North Carolina Community Colleges and other training partners — or sometimes even in high school.

MORE INFORMATION: nccareers.org/credentials

Foundational Credentials

Credentials demonstrating standard or baseline skillsets

Examples: Safety, Soft Skills, ServSafe

Essential Credentials

Credentials with Pathways leading to sustainablewage careers

Examples: Vet Tech,
Nurse Aide I, Pharmacy,
Technician, Construction
Labor

Career Credentials

Credentials supporting sustainable-wage careers

Examples: CDL, Law Enforcement, Lineworker, HVAC Technicians

Advanced Credentials

Credentials supporting career progression

Examples: Marine Welding, Certified Cisco Network Professional, Computed Tomography

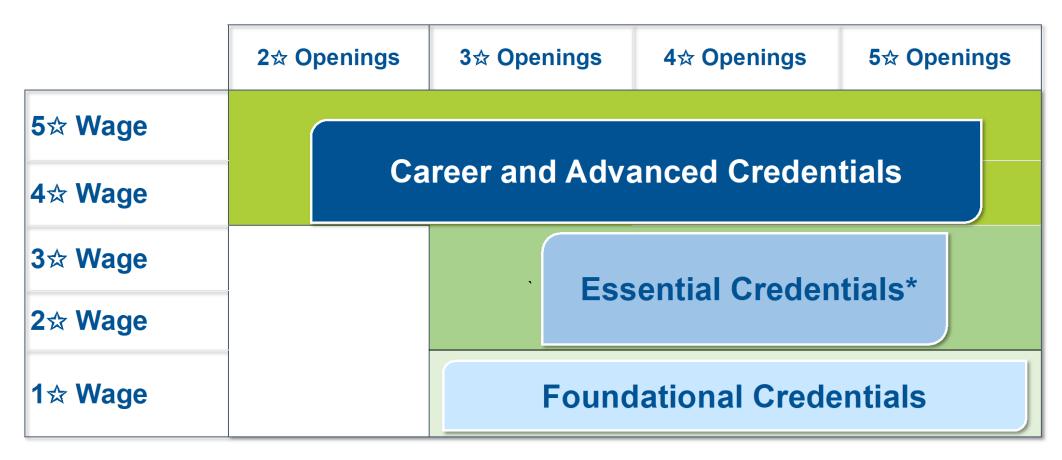








Aligning Credentials to Jobs



If they meet specific criteria, some credentials below a 2-star wage rating may be Essential.

https://tools.nccareers.org/s tarjobs/



Biennial re-vetting credentials

2023 sectors:

- > Healthcare
- >IT
- Construction & Trades
- Manufacturing
- Public Safety
- > Transportation & Logistics



- > A link to the short, 5-question employer's survey will be sent out after this presentation or, use this QR code.
- Please share with your networks!

Health Sciences

For each credential, choose the option that most closely reflects your company's preference in regards to hiring new employees.

	Not familiar with this credential	Not used as a hiring preference	Slight Preference	Strong Preference	Required for position/license
National Health Career Association- Certified Medical Administrative Assistant (CMAA)	0	0	0	0	0
NC: Pharmacy Technician Certification	0	0	0	0	0
American Academy of Professional Coders - Certified Professional Coder CPC®	0	0	0	0	0
National Health Career Association - Certified Billing & Coding Specialist (CBCS)	0	0	0	0	0
National Health Career Association - Certified Electronic Health Records Specialist (CEHRS)	0	0	0	0	0
NC: Nurse Aide I	0	0	0	0	0
NC: Nurse Aid II	0	0	0	0	0
American Society of Phlebotomy Technician - Patient Care Technician	0	0	0	0	0





Do you have non-degree credentials you value that should be submitted for consideration as an NC Workforce Credential?

Industry Partnership:

a group of 3 employers are eligible to apply!

www.nccarreers.org/credentials/faqs





Your partnership is vital to ensuring that North Carolinians are pursuing the skills, education, and training you value.

Thank You!

Upcoming meetings

January 23, 2024

April 23, 2024

July 23, 2024

October 22, 2024

