



# Workforce Technology Guide

## State of Workforce Issues in the Health Care Provider Ecosystem

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1 in 5 health care workers left their positions between 2019 and 2021<sup>1</sup>, and 1 in 5 individuals in the US population will turn 65 by 2030<sup>2</sup>. These statistics will impact future staff shortages across key roles, including nurses, techs and aides serving new care settings and future delivery demands<sup>3,4</sup>.

For hospital and health system leaders, the key to solving the near-term and long-term workforce challenges is finding a new way to strategize and prioritize their organizations' objectives with workforce as a key variable. In today's climate, workforce solutions must involve more than HR leaders visioning and planning for workforce needs. The full leadership team must be engaged to drive future patient care delivery model strategies forward. By redesigning care models, organizations will be best equipped to address their ever-evolving workforce needs and challenges.

Workforce transformation will be predicated on three key factors: organizational commitment to prioritize workforce needs, policy/process adaptation to support new models of care delivery, and enabling change through the effective use of both existing and new digital solutions to augment and support the roles of the traditional workforce. In order to be successful, hospitals and health system leaders must assign champions across the organization, while taking a cross-functional team approach to the task of identifying the largest opportunities for impact and need. This will foster comprehensive approaches to understanding needs at all levels. Top organizations already use human-centered design to re-examine the needs, frictions, and opportunities at the individual role level in order to redesign these roles for future needs and identify the jobs of tomorrow. By rethinking the role and use of technology, hospitals and health systems have the opportunity to position digital solutions as supportive rather than burdensome, improve attitudes towards technology, and limit the poor utilization and adoption that historically inhibits role satisfaction. Organizations should look to their current



AVIA is the nation's leading digital transformation partner for health care organizations. AVIA provides unique market intelligence, proven collaborative tools, and results-based consulting to help solve health-care's biggest strategic challenges.

[1] U.S. Bureau of Labor Statistics. (2021, September 8). Healthcare occupations : Occupational outlook handbook. U.S. Bureau of Labor Statistics. Retrieved November 29, 2021, from <https://www.bls.gov/ooh/healthcare/home.htm>.

[2] <https://www.census.gov/library/stories/2019/12/by-2030-all-baby-boomers-will-be-age-65-or-older.html>

[3] AAMC report reinforces mounting physician shortage. AAMC. (2021, June 11). Retrieved December 2, 2021, from <https://www.aamc.org/news-insights/press-releases/aamc-report-reinforces-mounting-physician-shortage>.

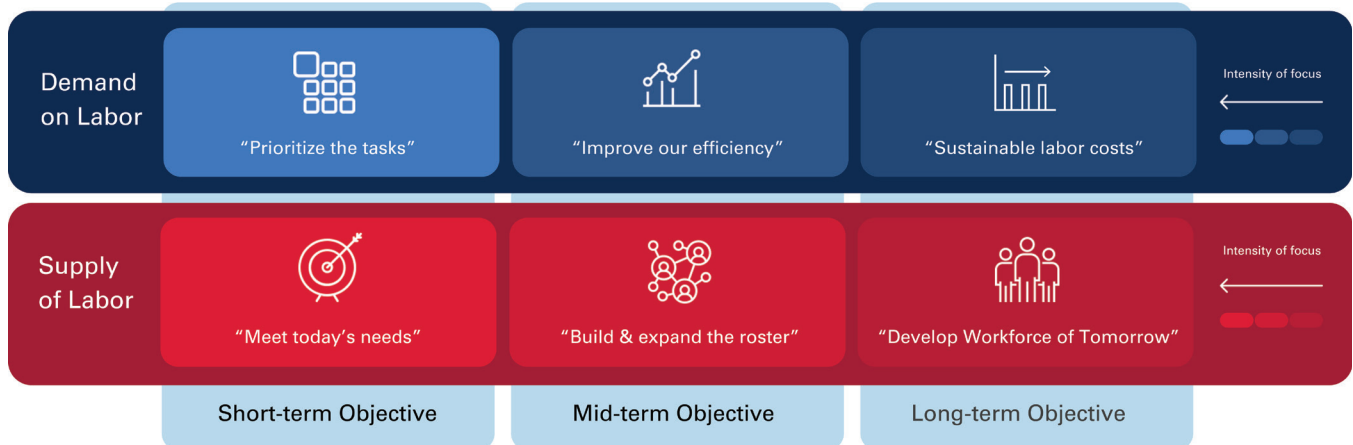
[4] Mercer Report <https://www.mercer.us/our-thinking/career/demand-for-healthcare-workers-will-outpace-supply-by-2025.html>

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technology for opportunities to optimize, while identifying new technology to complement or replace as necessary in order to meet workforce needs in the future.

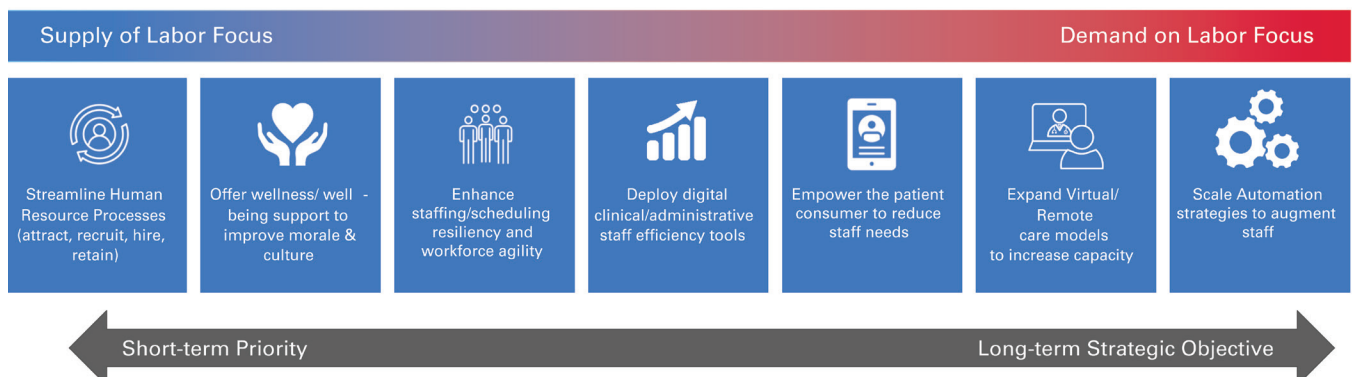
## Workforce Strategy: A Framework for Digital Impact

### Digital Impact Framework for Workforce – IDEAL



To help hospital and health system leaders consider how technology can best support their teams and organizations moving forward, AVIA has developed a digital impact framework that targets two key levers: the supply of labor resources and demands placed on such labor. Both of these levers inform how digital solutions can drive impact. While supply side solutions work to **provide support and enhance flexibility**, demand side solutions focus on **alleviating burden and building capacity**. The broader framework also examines these levers across three time dimensions: short- (<1 year), mid- (2-5 years), and long-term (5+ years) to align with workforce objectives that hospital and health system leaders must address. While we believe these workforce issues are enduring and demand a robust focus across these dimensions to build a sustainable workforce of the future, the current pandemic-induced staff shortages have shifted the focus to short-term labor supply-side solutions to **meet today's needs**.

## Where Digital Can Drive Impact

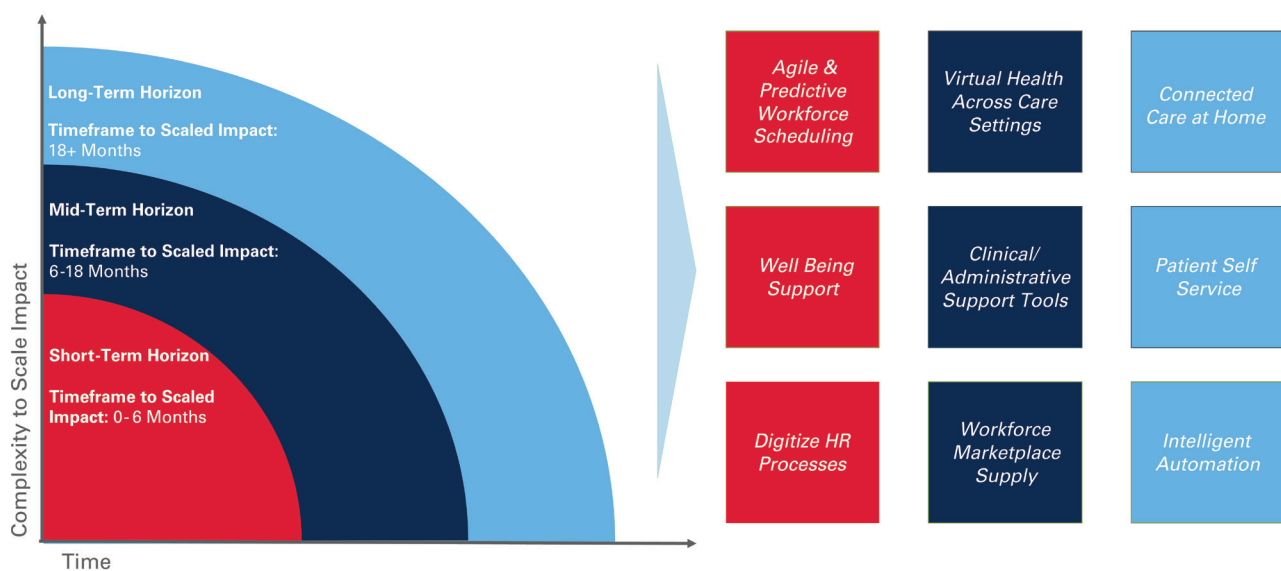


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While there are a myriad of digital solutions that drive greater workforce performance, AVIA identifies seven core pillars where leveraging digital strategies can drive meaningful impact to the workforce. These pillars prioritize the immediacy and urgency of the lasting impact of the COVID-19 pandemic to ensure the supply and availability (physically, mentally, and emotionally), but broaden to ensure that health systems focus on solutions that can drive greater impact to the demands placed on labor as care delivery models evolve to support greater needs in the future. Taking a strategic focus on the workforce, hospital and health systems will drive greater attraction, retention, engagement, and productivity that will benefit their future workforce performance, labor cost, and sustained financial viability.

Hospital and health systems must begin to identify and match these pillars to the appropriate leaders with clear governance to manage the progress.

## Workforce Transformation Execution: A Framework for Action



AVIA takes a three-horizons view to set an anticipated time frame to achieve scalable impact. The various focuses have differing degrees of complexity to implement, but should launch simultaneously to achieve targeted results across the anticipated time frame. Health care leaders can target the near-term staffing issues while positioning for greater workforce success and resiliency in the future by elevating the discussion to the executive level. Building resiliency now through predictive staffing, wellbeing support, and marketplace staffing is a good place to start given the reduced supply of labor, but leaders will need to think differently about the demand side and future care delivery: how to deploy technology to attract the ideal staff, while working to optimize the engagement, capacity, needs, and efficiency of the future workforce.

To learn more about AHA workforce strategies and AVIA's Workforce Insights, please visit [www.aha.org/workforce](http://www.aha.org/workforce) and [www.aviahealth.com](http://www.aviahealth.com).