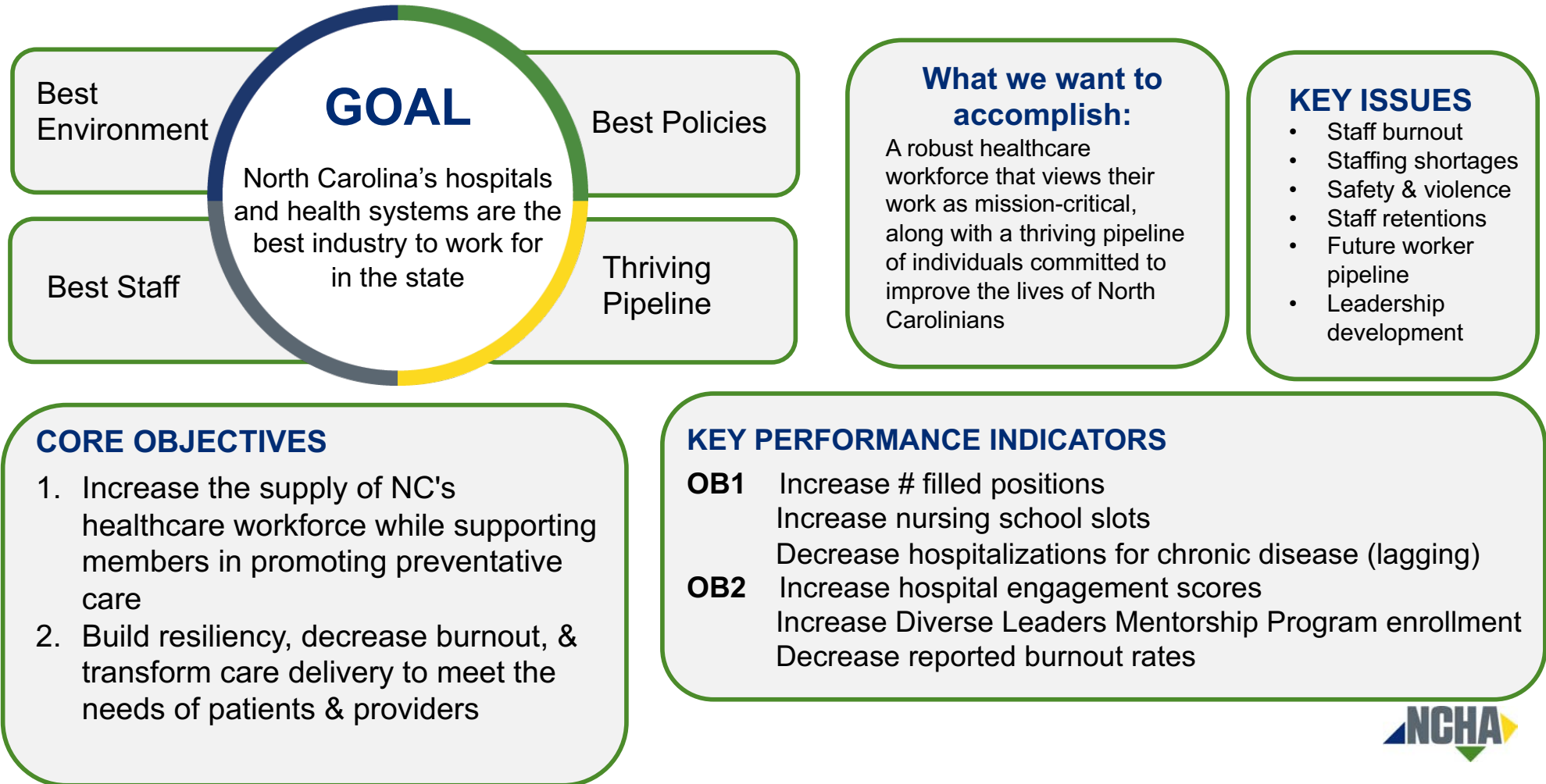




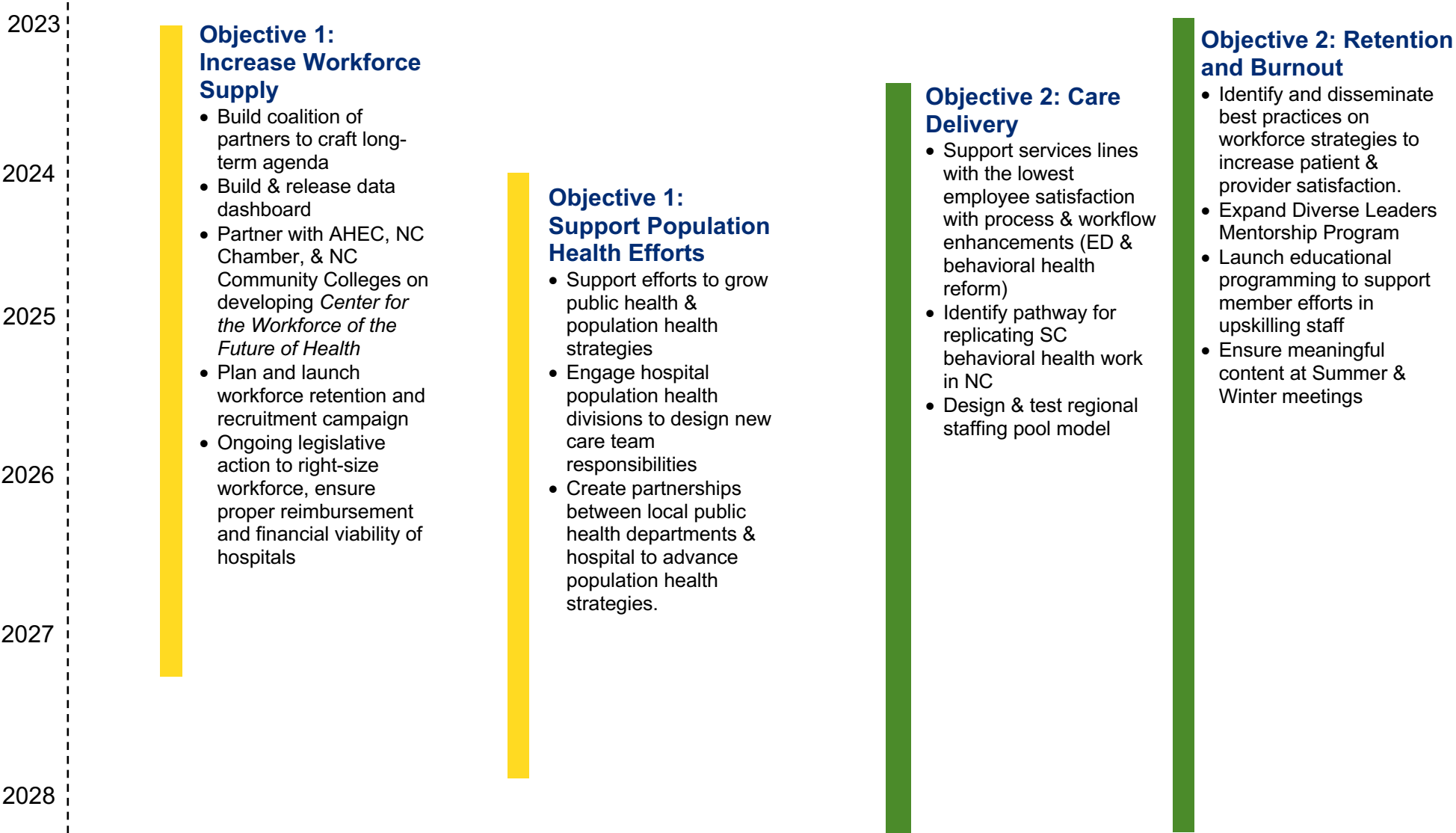
Enterprise Workforce Plan

2023 - 2028

NCHA Workforce Development Strategy



Workforce Development 2023-2028 High-Level Tactical Timeline



NCHA Workforce Plan

AREA 1: PIPELINE & WORKFORCE DEVELOPMENT

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

Objective	1. Increase supply of NC's healthcare workforce while supporting members in promoting preventative care
Strategies	1.1 Build & maintain a cross-industry coalition to align incentives that support population health 1.2 Activate a policy & advocacy strategy focused on expanding NC's healthcare workforce 1.3 Establish a proactive communications strategy to promote healthcare as a career destination
Tactics	1.1.1 Engage key national & state level partners to support effective alignment of resources & establish role clarity. Partners include: AHA, Chambers of Commerce, NC Community Colleges, Sheps Center, AHEC, NC DHHS, NC DOL, NC Nurses Association, & NCPHA (Multi-departmental) 1.2.1 Partner with the NC Chambers, NC Community Colleges, NCMS, NCNA, & other key stakeholders to craft a shared policy agenda to include (Multi-departmental): <ul style="list-style-type: none"> • Better funding & more slots for high need/low availability professions • Efforts to codify meaningful COVID telehealth coverage waivers • Actions that will enable NC to join the physician licensure compact 1.2.2 Coordinate with the AHA on federal legislative opportunities that help to sustain & grow the healthcare workforce. (Policy) 1.3.1 Design meaningful healthcare worker recruitment campaign to bring visibility to the opportunities working in healthcare offers targeting middle & high school students (Communications) 1.3.2 Activate communication channels to ensure members are informed about meaningful opportunities to grow their workforce including (Communications): <ul style="list-style-type: none"> • Highlighting member success • Funding and grant opportunities • Advocacy opportunities & regulatory changes • Recruitment strategies (<i>i.e., Next Gen Workforce</i>) 1.3.3 Ensure members have access to business solutions that can help address members' pipeline and workforce development efforts (Strategic Partners) 1.3.4 Assist members in accelerating their population health strategies (Foundation/CaroNova)
Key Performance Indicators (KPI), Frequency, Source	↑↑ Number of filled positions in NC hospitals (Annual; AHEC/Sheps/Member Survey) ↑↑ Nursing school slots (Annual; NC Community Colleges) ✓ Launch NCHA communications campaign (Comms Engagement Data) ↓↓ Rates of hospitalization for top chronic conditions in NC (Diabetes, Heart Disease) (Quarterly; NCHA Patient Data System)

NCHA Workforce Plan

AREA 2: RETENTION, BURNOUT, & CARE DELIVERY

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

Objective	2. Build resiliency, decrease burnout, & transform care delivery to meet the needs of patients and providers
Strategies	<p>2.1 Identify and disseminate best practices on workforce strategies to increase patient & provider satisfaction.</p> <p>2.2 Ensure NCHA members have access to actionable data on the current state of NC's healthcare workforce</p> <p>2.3 Advance new care models, work to repair fractures in the care delivery system, & promote workflows that improve patient outcomes & increase retention rates</p> <p>2.4 Grow the current & future leaders of healthcare in NC</p>
Tactics	<p>2.1.1 Develop & maintain educational programming through webinars, in-person events (<i>i.e., RPC & Solutions Forums</i>), and annual membership meetings to disseminate best practices & strategies related to (Member Services & CaroNova):</p> <ul style="list-style-type: none"> • Management & staffing models • Resiliency programs • 1st year retention strategies • HR & benefits best practices <p>2.2.2 Implement a one-stop data dashboard that accurately reflects the current state of NC's hospital & health system workforce leveraging data from partners (Data Team)</p> <p>2.3.1 Design & test regional staffing pool model that shares regional staffing resources across hospital systems. (Strategic Partners)</p> <p>2.3.3 Replicate CaroNova South Carolina DHHS Behavioral Health redesign project in NC (CaroNova)</p> <p>2.4.1 Grow NCHA Diverse Leaders Mentorship Program into the premier leadership development academy in the region through (Foundation):</p> <ul style="list-style-type: none"> • Securing \$300k in new funding for program expansion • Establish tracks for under-represented groups <p>2.4.3 Upskill North Carolina's healthcare workforce and increase enrollment in enterprise-led certification programs to provide career ladders and leadership opportunities (<i>T-CHEST, Team STEPPS, etc.</i>) (Multi-departmental)</p>
Key Performance Indicators (KPI), Frequency, Source	<p>↑↑ Employee Engagement Scores (Annual; NCHA survey of members)</p> <p>↑↑ NCHA Diverse Leaders Mentorship Program Participation (Annual, NCHA Annual Report)</p> <p>↑ Rates of reported burnout (Semi-Annual; Hospital self-report)</p> <p>✓ Launch resiliency & burnout best practice library & learning collaborative</p>

NCHA Workforce Plan

Workplace Violence & Trust Strategy

When determining the needs of members as it relates to their workforce challenges, violence and safety rises to the top of concerns. A dedicated approach to this issue is needed. Given the complexities and unique drivers of this issue, NCHA is determined to best position members for success in addressing the impact of violence on their facilities, communities, and staff. A targeted Workplace Violence strategy is outlined below:

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 Approaches- *Healthcare at its core is a patient service, as a result our solutions must start by placing the patient in the middle.*
- Cross-Sector Collaboration- *The challenges facing healthcare cannot be solved by healthcare administrators alone, from front line staff, to law enforcement, partners are integral to meaningful solutions to address violence*
- Sustainable Solutions- *Given the unique financial pressures facing the healthcare industry solutions must be able to be right-sized for the each hospitals unique circumstances*
- Community Engagement – *Our hospitals are our communities, as a result anything happening in our community manifests within the walls of hospitals. With community buy-in solutions have a greater chance of success*

Areas of Focus

Preventing Violence	Developing Best Practice Responses	Understanding Incidents & Identifying Action Pathways
<i>By understanding the main drivers of incidents and by sharing information about effective HR policies, training programs, community engagement strategies, and other methods we can help to reduce rates of violent events</i>	<i>By understanding the main drivers of incidents and by sharing information about effective HR policies, training programs, community engagement strategies, and other methods we can help to reduce rates of violent events</i>	<i>By gathering and analyzing data about incident rates and severity and recommending reporting methods and communication pathways to deter violence and ensure that incidents are routinely and accurately reported, we can help establish clear protocols to support hospitals & communities</i>

Learning Questions

In order to full support members in tackling the challenge of violence, it is important to fully understand the drivers of the issue. From data collection, to not only understand actions curb violence but why they are working is critical to ensuring enduring change that protects and values our staff, patients, and communities. This information must gathered from our members and through the most up-to-date academic literature.

NCHA Workforce Plan

Incidents	Prevention	Response	Miscellaneous
<ul style="list-style-type: none"> ○ What is currently being collected by hospitals? ○ What is the rate and severity of incidents happening in our hospitals? ○ How are incidents tracked, reported, and communicated within facilities? ○ What are partners gathering (IAHSS, OSHA, DOL)? ○ What are the underlying drivers of events? 	<ul style="list-style-type: none"> ○ What safety and violence training efforts are members doing? ○ How are hospitals engaging their community partners? ○ What does the relationship between the hospital & its community look like? ○ What are the HR policies surrounding violence? ○ What are other states doing? 	<ul style="list-style-type: none"> ○ How are members operationalizing Joint Commission standards? ○ What is the perception of current response efforts by hospitals by their staff? Law enforcement partners? Communities? ○ What is known about the impact of existing responses? ○ What is the legal response? ○ Understanding Facility Hardening? 	<ul style="list-style-type: none"> ○ What are the policy implications of potential solutions? ○ What are policy responses underway across the country? ○ What are our member needs: <ul style="list-style-type: none"> • Near-Term? • Long-Term? ○ What information do our members already have?

Next Steps

- Advocacy & Policy will continue to monitor and respond to legislative actions & ensure solutions are inclusive of member voice & protect member interests. This work will continue independently in order to remain nimble and respond to needs as they arise. Staff will respond and gather data as needed immediately to take positions and respond in real-time. **(Advocacy/Policy)**

Active bills: H809, 125

- Publish a *Workplace Violence Action Report* by Q4 2023 that provides a statewide overview of incidents, responses, and recommendations for members on proven strategies and actions to support their workforce. **(Multi-departmental)**

NCHA Workforce Plan

Balanced Scorecard

	Key Performance Indicator	Trend	Baseline	Target	Q1	Q2	Q3	Q4
	Description	↑↓↗↘↙	##	##	Key Activities	Key Activities	Key Activities	Key Activities
1	↑ Number of filled positions in NC hospitals							
	↑ Nursing school slots							
	↑ Rates of hospitalization for top chronic conditions in NC (diabetes, heart disease)	Exact metric will be determined in year 2 and serve as an indicator of progress in population health						
	✓ Launch NCHA communications campaign (Comms Engagement Data)							
2	↑ Employee engagement scores							
	↓ Rates of reported burnout							
	↑ NCHA Diverse Leaders Mentorship Program Participation							
	✓ Launch resiliency & burnout best practice library & learning collaborative							

NCHA Workforce Plan

Internal and External Relationship Management Plan

Internal Boards & Committees

- NCHA Board of Trustees – Monitor KPI Balanced Scorecard, approve strategy, authorize management to develop & manage resource plan.
- Policy Development Committee (PDC) – Advise & consent on objectives and strategies; provide recommendations and insights to help prioritize policy opportunities within each objective.
- Regional Policy Councils (RPC) – Provide thought leadership and local insights on ways to operationalize tactics and prioritize NCHA resources.
- Workforce Advisory Group – Conclude in 2023 and fold membership into RPCs to streamline feedback.
- Physician Advisory Group – Create a feedback loop to gain more insight in NCMS perspectives and use expertise to advance Objective 2.3

Staff Issue Action Team

A cross-departmental team of staff leads with ownership over strategies and tactics. This groups maintains shared responsibility for oversight of the balanced scorecard KPIs and coordination of activities within their existing work teams to meet organizational goal around workforce:

Jai Kumar	Tatyana Kelly	Julia Wacker	Jody Fleming
Cynthia Charles	Nicholle Karim	Elizabeth Mizelle	

External Partnerships

NCHA must maintain a network of and build a coalition with diverse partners across the state to advance our collective workforce goals. Primary partners help build momentum around shared agendas to advocate for meaningful change.

Primary Partners	Key Role
American Hospital Association	Hospitals Against Violence A ² Resources Federal Advocacy Efforts Resource Library
Chambers of Commerce	NC- Partnering on TPM, economic development & shared advocacy efforts Local- Supporting members in building strong relationships
Community Colleges	Build relationship with system office & presidents association Support shared legislative asks
Area Health Education Centers (AHEC)	Partner on development of the NC Center on the Workforce for Health
NC DHHS	Actively support public and population health infrastructure redesign Support behavioral health Transformation
NC Department of Labor	Coordinate on healthcare worker recruitment efforts Access OSHA data
NC Medical Society	Access to physician voice Partner on physician recruitment <i>*Potential partnership with NCHA, NCMS, NCNA on provider trust</i>
NC Nurses Association	Access to nurse voice Partner on nurse recruitment <i>*Potential partnership with NCHA, NCMS, NCNA on provider trust</i>
Sheps Center	Validate as primary data source for workforce Increase technical alignment and connection