

A network diagram with various nodes and connecting lines. Some nodes are represented by circular icons of people with different features and colors (yellow, blue, brown, purple).

2018 MHA Workforce Report

Harnessing The Power Of Partnerships

A network diagram with various nodes and connecting lines. Some nodes are represented by circular icons of people with different features and colors (purple, green, pink, yellow).

MHA
Health Institute

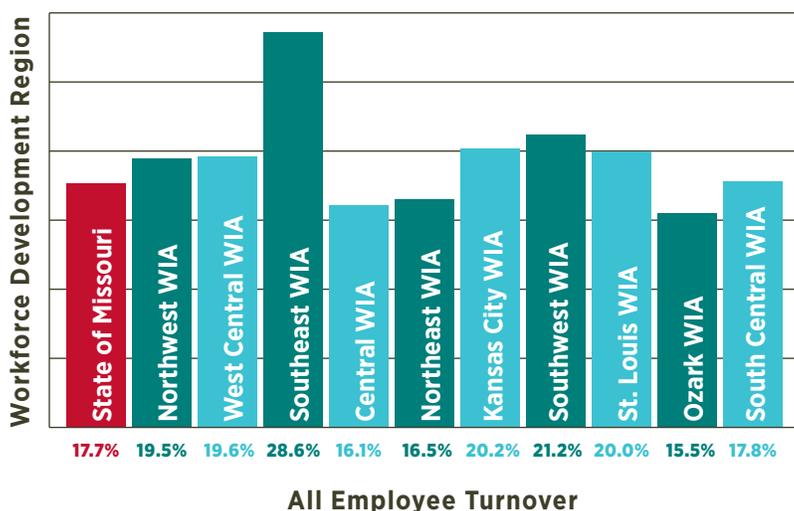
Executive Summary

An effective, efficient workforce is essential to providing high quality care and services while addressing the rising costs of health care. Workforce investments can contribute to the success of an organization through recruitment cost savings, reduced turnover, higher patient satisfaction and increased quality of care. The Missouri Hospital Association's 2018 Annual Workforce Report emphasizes the need for fostering collaboration and developing workforce partnerships among all stakeholders.

This year's report finds increased turnover rates among the majority of the health care positions surveyed, while vacancies decreased for several positions. Last year's report illustrated a health care workforce shortage with an increase in vacancies and decrease in turnover for most occupations. However, combined turnover among all professions surveyed increased statewide from 16 percent in 2017 to 17.7 percent in 2018 (Figure 1). Increased turnover rates translate into high costs for recruitment and training, and can lead to less consistent patient care.

Hospitals can proactively address workforce vacancy and turnover by finding new and creative ways to improve recruitment and retention, address the challenges of retirement, and implement effective onboarding strategies to help new workers adapt to the workplace culture. In addition, by establishing local workforce partnerships to recruit, educate and train the next generation of students and elevate existing staff in high-demand fields, hospitals can mitigate staffing challenges in the health care sector.

Figure 1:
MISSOURI'S COMBINED EMPLOYEE TURNOVER FOR 25 HOSPITAL POSITIONS BY WORKFORCE DEVELOPMENT REGION



There is tremendous potential for hospitals to foster stakeholder collaboration to address the gap between workforce supply and demand while expanding opportunities for incumbent employees to advance within health care career pathways. The data in this report can aid workforce planners by identifying statewide and regional trends in the health care workforce.

Health Care Workforce Landscape

Hospitals provide essential health care services to their communities, but their importance extends far beyond the delivery of care. Hospitals are an economic backbone in communities across the

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Demand for health care services is growing rapidly. The health care and social assistance sector, which includes hospitals, has the largest number of employees in the state.¹

The number of Missourians working in health care is expected to grow by 12.7 percent by 2024 and account for 19.58 percent of all job growth between 2014 and 2024.²

Demand for hospital employees is evident in job postings. In 2017, the industry with the most job postings in Missouri was hospitals, with 24,982 ads, for employers such as BJC HealthCare,

Hospital Corporation of America, Mercy, Saint Luke's Health System and SSM Health.³

Demographics, the health of the population, and changes in how care is delivered to individuals and communities are all influencing the health care workforce. Providers face existing workforce shortages while simultaneously experiencing too few entrants and a growing rate of departures by senior members. This is occurring at a time when health care service delivery is changing, with growing focus on primary care, chronic condition management and population health improvement. In addition, shortages of qualified behavioral health care providers are acute while demand is surging. These challenges only compound the demand for health care workers in all occupations throughout the health care sector. Staffing is one of the biggest challenges faced by our hospital human resources and talent acquisition leaders.

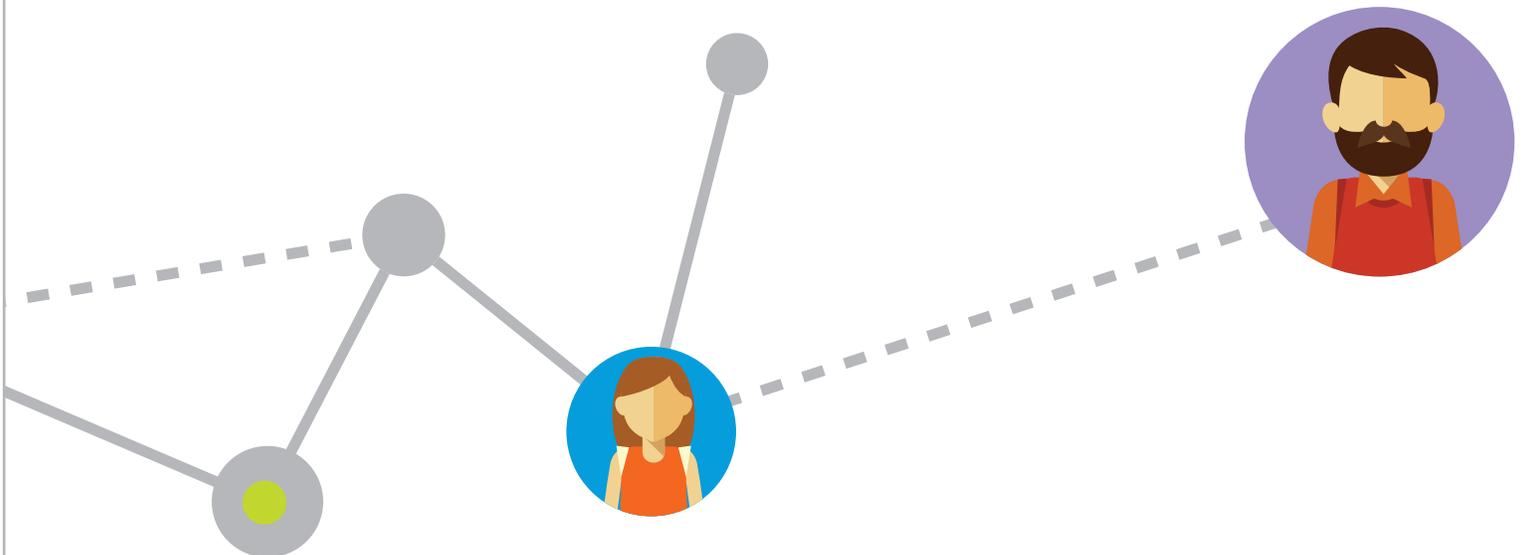
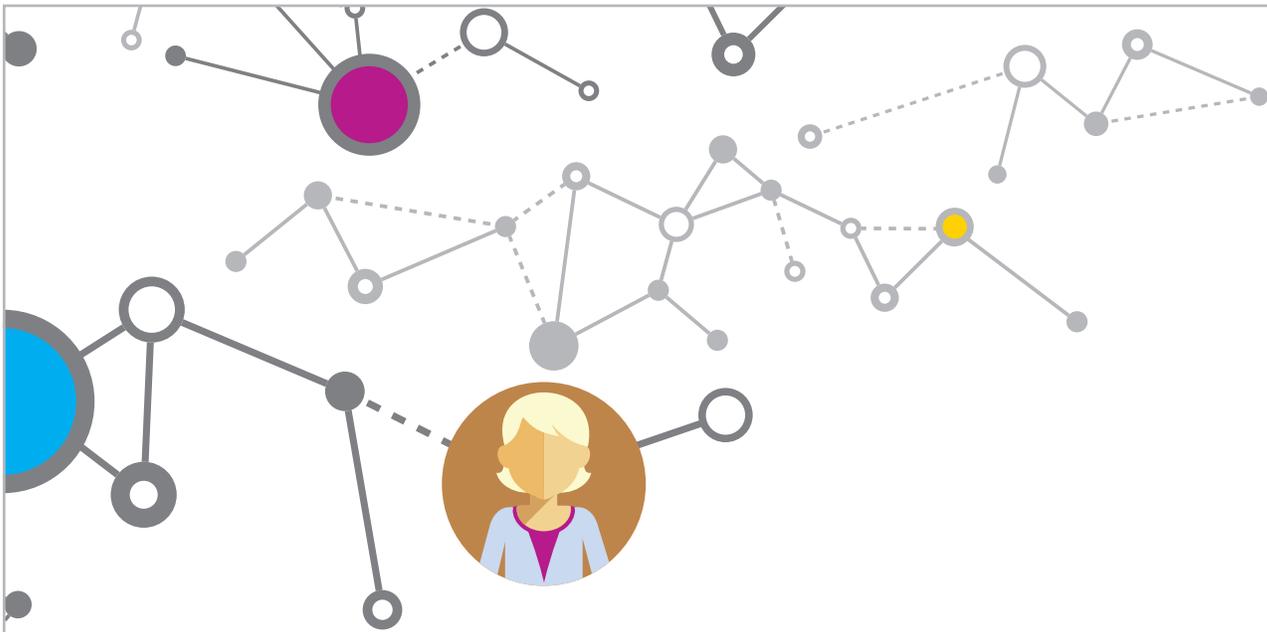


Table 1: 2018 MISSOURI SURVEY HIGHLIGHTS

Job Title Collected January 2018	Number of Working Employees	Number of Vacant Positions	Employee Vacancy Rate	Total Employee Separations	Employee Turnover Rate
Nursing & Medical					
Nurse Assistant (Patient Care Technician, Certified Nurse Assistant & UAP)	9,214	691	7.0%	2,947	29.8%
LPN - (Non-I.V. Certified & Certified)	1,729	205	10.6%	377	19.5%
Nurse Practitioner (APRN)	1,040	150	12.6%	98	8.2%
Staff Nurse - Bedside (R.N.)	32,635	4,985	13.3%	6,022	16.0%
Physician Assistant	248	16	6.1%	31	11.7%
Diagnostic Imaging					
CT Technologist	679	93	12.0%	131	17.0%
Magnetic Resonance Imaging (MRI) Technologist (R.T.)	323	24	6.9%	49	14.1%
Mammography Technologist	270	14	4.9%	23	8.1%
Nuclear Medicine Technologist	262	32	10.9%	32	10.9%
Radiology Technologist - Certified	1,724	170	9.0%	245	12.9%
Sonographer/Ultrasound Technologist (RDMS)	693	70	9.2%	82	10.7%
Laboratory					
Medical Laboratory Technician	465	38	7.6%	77	15.3%
Medical Technologist	1,384	105	7.1%	175	11.8%
Therapies					
Occupational Therapist (O.T.)	910	74	7.5%	115	11.7%
Occupational Therapy Assistant - Certified (COTA)	222	17	7.1%	33	13.8%
Physical Therapist (P.T.)	1,604	137	7.9%	151	8.7%
Physical Therapy Assistant - Certified (PTA)	576	21	3.5%	62	10.4%
Respiratory Therapist - Certified	623	31	4.7%	93	14.2%
Respiratory Therapist - Registered	1,940	217	10.1%	331	15.3%
Pharmacy					
Pharmacist - Clinical & Retail	1,274	61	4.6%	108	8.1%
Pharmacy Technician - Certified	1,018	75	6.9%	236	21.6%
Surgery					
Surgical Technician - Noncertified & Certified	1,146	118	9.3%	172	13.6%
Miscellaneous Hospital-Based Positions					
Medical Records Coder - Noncertified & Certified	752	42	5.3%	85	10.7%
Housekeeper	3,131	258	7.6%	1,034	30.5%
Dietician	450	25	5.2%	41	8.7%
Clinic & Physician Practices					
Nurse - Staff (R.N.) - Clinic	2,155	134	5.9%	527	23.0%
Licensed Practical Nurse (LPN) - Clinic	1,902	139	6.8%	321	15.7%
Nurse Practitioner (APRN) - Clinic	1,104	51	4.4%	120	10.4%
Medical Assistant - Certified - Clinic	1,256	85	6.3%	323	24.1%
Medical Assistant - Noncertified - Clinic	1,033	18	1.7%	169	16.1%



Opportunities for Growth and Advancement

Turnover is an important indicator for human resources professionals as it often tells a story about an organization’s culture and employee engagement.

Table 2:

MISSOURI HOSPITALS’ TOP 10 PROFESSIONS WITH THE HIGHEST EMPLOYEE TURNOVER

Housekeeper	30.5%
Nurse Assistants	29.8%
Pharmacy Technician - Certified	21.6%
Licensed Practical Nurse (LPN)	19.5%
CT Technologist	17.0%
Staff Nurse - Bedside (R.N.)	16.0%
Respiratory Therapist - Registered	15.3%
Medical Laboratory Technician	15.3%
Respiratory Therapist - Certified	14.2%
Magnetic Resonance Imaging (MRI) Technologist (R.T.)	14.1%

Many of the high turnover positions included in this annual

survey are entry-level health care occupations (Table 2). Entry-level occupations require minimal formal education but are critically important to delivering high quality, cost-effective care. High rates of turnover and vacancy in these positions can affect employees’ work life, the quality of patient care and the amount of time they have to tend to patients. These factors can lead to even greater turnover rates in the workplace, creating a vicious cycle of worker replacement and retraining.

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Vicious to Virtuous Cycle



Although many entry-level employees start work with limited health care delivery skills, they acquire knowledge of hospital operations, care delivery and culture during their employment. There are significant opportunities to provide lower-skilled workers with career pathways for professional growth. Human resources professionals are finding that employees — especially millennials — are looking for job coaching and mapping of potential career pathway opportunities.



Freeman Health System’s Career Development program educates, empowers and equips employees with the knowledge and tools needed to achieve their career goals. The program includes one-on-one appointments with human resources in career mapping, educational counseling, interview preparation and more. Freeman’s Career Development program provides employees with an actionable process for personal and professional growth.

Through training and skill development, hospitals can expand employment opportunities in their local communities while connecting front-line health care workers to pathways for career advancement. By recruiting, developing and cultivating individuals locally to become part of the health care workforce, hospitals can increase worker retention within communities. However, meeting these challenges requires enhanced levels of collaboration between workforce partners.

Although the overall vacancies have decreased for the majority of the occupations surveyed, research indicates ongoing high demand for many positions (Table 3). Many of these occupations are within high demand areas that are hard to fill, including respiratory therapists and certified medical assistants.

Talent acquisition leaders say one of the most difficult parts of the recruitment process is finding qualified candidates among their limited talent pools. This can be especially difficult in rural areas and among emerging specialties that require a high level of education and/or experience where few qualified applicants exist.

Based upon feedback from Kansas City area hospital human resources professionals, the Full Employment Council developed a five-day boot camp for local individuals who have never worked in health care and are interested in becoming a certified nurse assistant. The boot camp covers soft skills and employability skills, and it helps participants understand what a CNA does, if this a good career fit for them and if they should enroll in a CNA training program. The FEC reports that those who attend the boot camp and then become CNAs have greater job success and higher retention rates.

Table 3:

MISSOURI HOSPITALS’ TOP 10 PROFESSIONS WITH THE HIGHEST EMPLOYEE VACANCY

Staff Nurse - Bedside (R.N.)	13.3%
Nurse Practitioner (APRN)	12.6%
CT Technologist	12.0%
Nuclear Medicine Technologist	10.9%
Licensed Practical Nurse (LPN)	10.6%
Respiratory Therapist - Registered	10.1%
Surgical Technician - Noncertified & Certified	9.3%
Sonographer/Ultrasound Technologist (RDMS)	9.2%
Radiology Technologist - Certified	9.0%
Physical Therapist	7.9%

Broadening Appeal

Finding new employees for some health care jobs can be difficult because these occupations often are unfamiliar to high school and college students. This can lead to declining enrollment in training for these positions and result in training programs no longer being offered — further exacerbating the shortage.

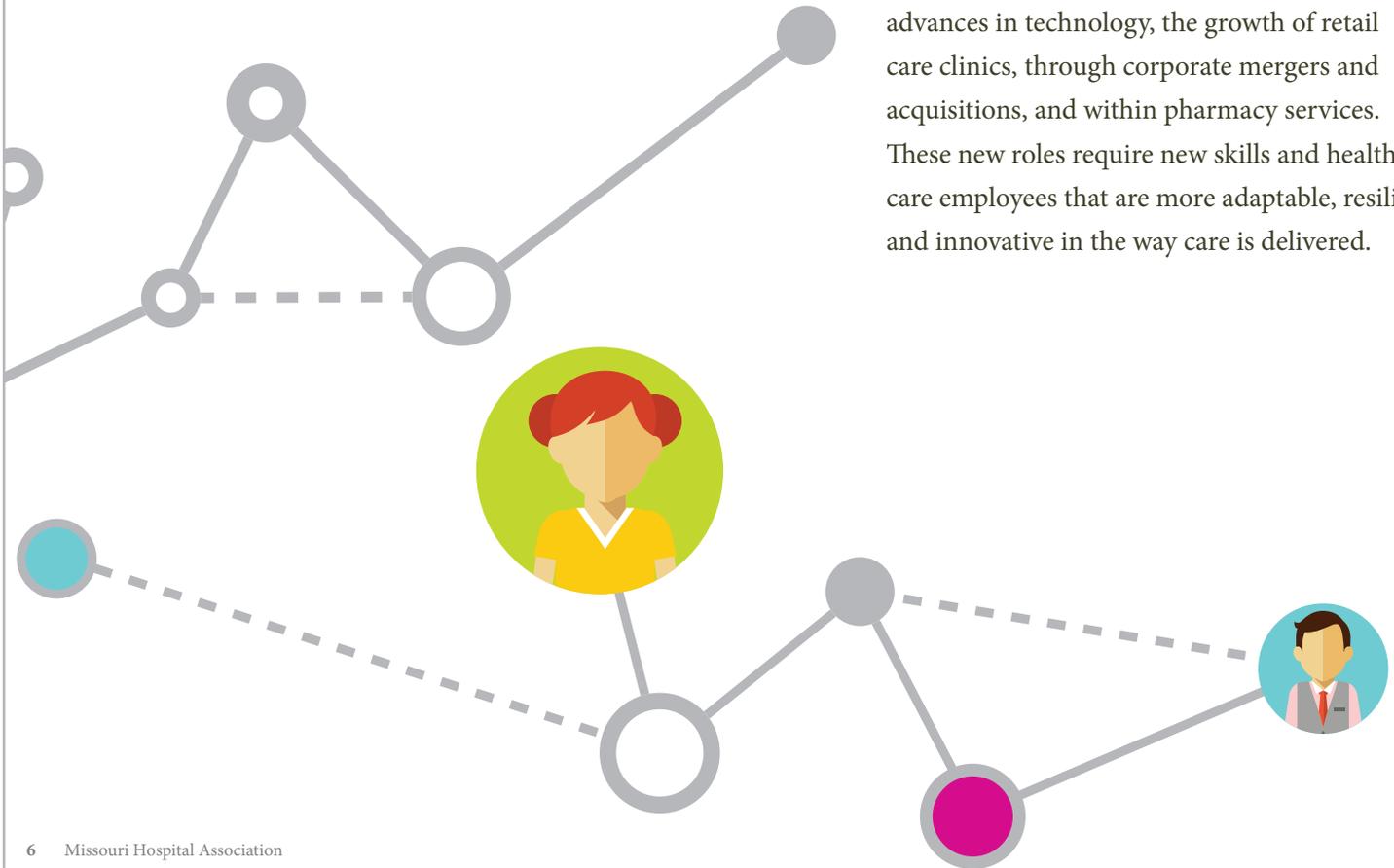
Health care community stakeholders have an opportunity to expose students and educators to new or hard-to-fill roles. Many secondary educators and counselors are surprised to learn that the majority of high demand occupations

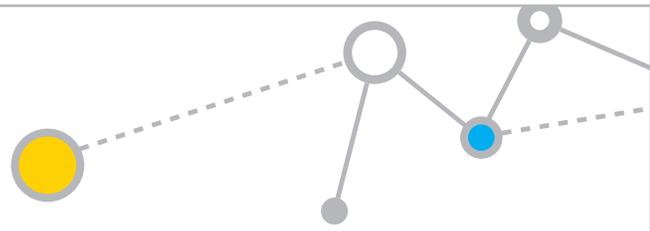
have strong salaries and require only an associate's degree or certification. Better coordination of information about health

professions may help mitigate the health care employee shortage for hospitals struggling to recruit and retain staff. For a comprehensive list of health care career options, education requirements, salaries and more, visit www.missourihealthcareers.com.

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New job opportunities also are arising from advances in technology, the growth of retail care clinics, through corporate mergers and acquisitions, and within pharmacy services. These new roles require new skills and health care employees that are more adaptable, resilient and innovative in the way care is delivered.





Focus On Nursing

Nurses are the largest single category of employees at hospitals, and they are essential to the delivery of care. The 2018 Workforce Report finds the vacancy rate for nursing positions at 13.3 percent (Figure 2). Missouri had 32,635 staff nurses working in hospital patient care and 4,985 vacant positions in 2017. Although nursing vacancy rates are down from 2016, hospitals report difficulty in recruiting nurses into specialty roles, including behavioral health.

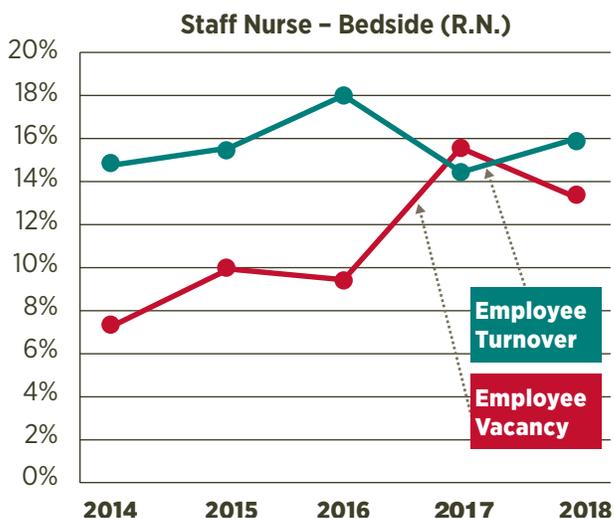
As hospitals are finding it increasingly harder to recruit and retain skilled nurses, many hospitals are reporting an increase in their use of agency nurses. Although costly, these nurses offer

flexibility that hospitals need to augment their workforce during peak times, and they address interim labor shortages, vacancies and expansion of services. Agency nurses allow human resources staff to fill vacant positions while they recruit permanent staff. Agency nurses cover a range of specialties, making them a useful resource for hospitals struggling to recruit and retain nurses.

The American Nurses Association estimates that the U.S. will need to produce more than 1 million new registered nurses by 2022 to fulfill the country's health care needs.⁴ However, many health care programs at colleges and universities lack the capacity to absorb more degree seekers due to a faculty shortage. The American Association of Colleges of Nursing reported that in 2017, nursing schools turned away more than 56,000 qualified applicants from undergraduate nursing programs due to shortages of faculty, clinical sites, classroom space and budget constraints.⁵ Current faculty members are increasingly nearing retirement, and the pool of younger replacement faculty is decreasing, further intensifying the nursing faculty shortage. Filling nurse-faculty positions can be difficult as clinical nurse positions offer higher pay, luring away current and potential nurse educators from teaching.

Figure 2:

STAFF NURSE TRENDS IN MISSOURI



Reducing Nurse Turnover

Studies show nearly 20 percent of newly registered nurses leave a hospital within the first year for the same job elsewhere or for a different job in a different organization. One in three newly licensed R.N.s — 33.5 percent — leave a hospital within two years.⁶ The estimated cost of turnover for each of these nurses is between \$40,000 and \$60,000. Hospitals spend a lot of money onboarding, training and orienting these nurses.

Some Missouri hospitals are developing transition to practice or nurse residency programs to fill the gap between school and practice as a strategy to increase retention and decrease turnover. These programs are designed specifically to help new nurses

transition to practice through structured, formal introductions to professional nursing after graduation.

Opportunities also exist for closer partnerships with educational institutions to influence curriculum and further refine the skills of graduate nurses to the needs of the hospital.

While nursing vacancies have decreased, turnover has increased to 16 percent from 14.5 percent in 2017 (Figure 2). Many hospitals are working to invest in improving the work environment for nurses. Some of these programs offer career development and flexible hours to avoid burnout, encouragement of career growth with tuition reimbursement programs, and incentives to seek faculty positions.

Addressing nursing vacancies can be complicated. Hospitals want experienced nurses as new graduates are not as clinically prepared. In addition, health systems are seeking nurses for new roles — patient engagement, care coordination, education and other functions — increasing demand and drawing from available bedside nurse resources. Moreover, it is common for experienced nurses to start considering

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Like many health care organizations, Ozarks Medical Center in West Plains found that new nurses struggle to transition into practice after graduating, prompting the implementation of a Nurse Residency Program. In 2016, after losing five of seven newly graduated nurses within a year, the hospital implemented its first nurse residency cohort in 2017. Seventeen nurses completed the residency, and one year later, 16 remain employed at OMC. For more information, visit <https://www.ozarksmedicalcenter.com>.

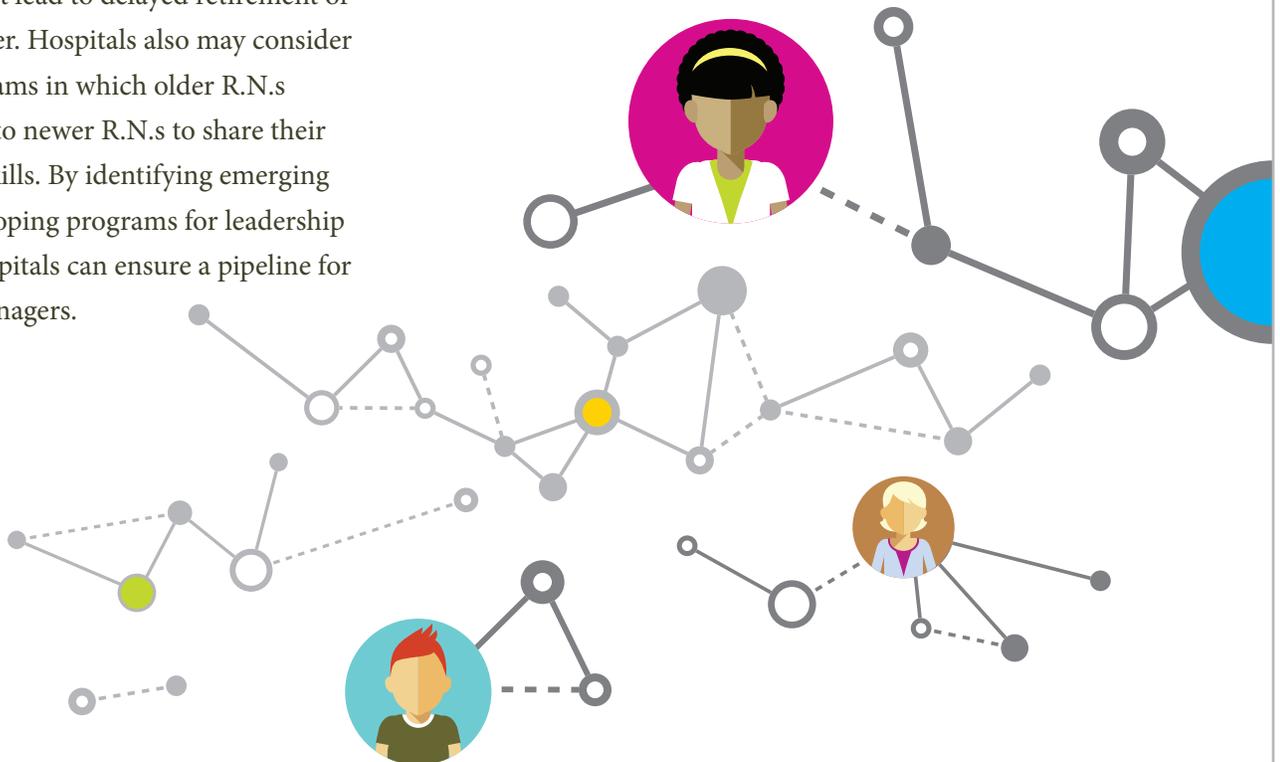
high-paying opportunities outside of the hospital setting during their career. These opportunities include service with traveling agencies, IT/informatics firms, medical sales companies and insurance companies.

In Missouri, the average age of R.N.s is 46.4, with 33 percent of working R.N.s over age 55.⁷ As many nurses are expected to retire in the coming years, hospitals should create formal programs to capture their experience and knowledge.

Hospital human resources professionals should encourage department directors to engage individuals nearing retirement to identify options that might lead to delayed retirement or knowledge transfer. Hospitals also may consider developing programs in which older R.N.s serve as mentors to newer R.N.s to share their knowledge and skills. By identifying emerging leaders and developing programs for leadership development, hospitals can ensure a pipeline for retiring nurse managers.

Innovate in Hiring and Retaining Older Workers

- Decrease work hours and workdays
- Modify job responsibilities
- Find opportunities to fill new roles
- Offer seasonal work – “snowbird programs”
- Allow returning workers to resume benefits
- Practice phased retirement
- Consider roles as coaches/mentors for new nurses



Bridging the Gap Through Regional Partnerships

The Missouri Hospital Association's Health Career Pathways Initiative is focused on aligning workforce planning in each region of the state. This involves developing partnerships to discuss collaborative efforts to build our health care workforce pipeline at a regional level, coordinated by MHA. The partnership brings stakeholders together to address the gap between workforce supply and demand, and to create health care career pathways.

This initiative connects hospital human resources professionals with a network that prioritizes workforce needs, leverages resources, and delivers services and programs that prepare a pipeline of qualified workers. The network also includes academic institutions, chambers of commerce, community providers, governmental agencies and local workforce development agencies.

High schools, colleges, training providers and employers need to constantly communicate to discuss issues that benefit and also impede access and advancement for students and job seekers.

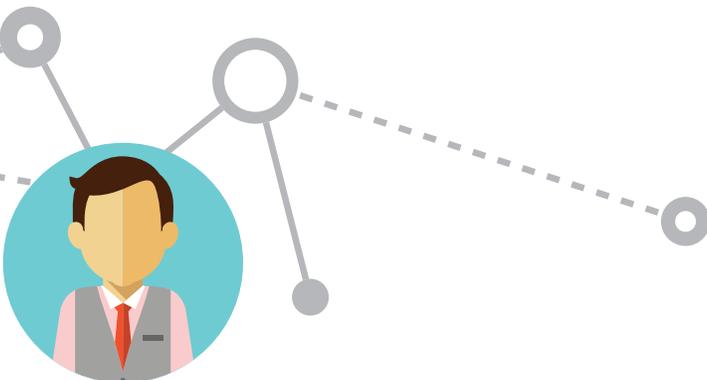
Having employer-led conversations with local educational training providers to discuss future employment needs – including incorporating needed soft skills into curriculum, length or cost of a program, and quality of graduates – can lead to tailored programs unique to local communities.

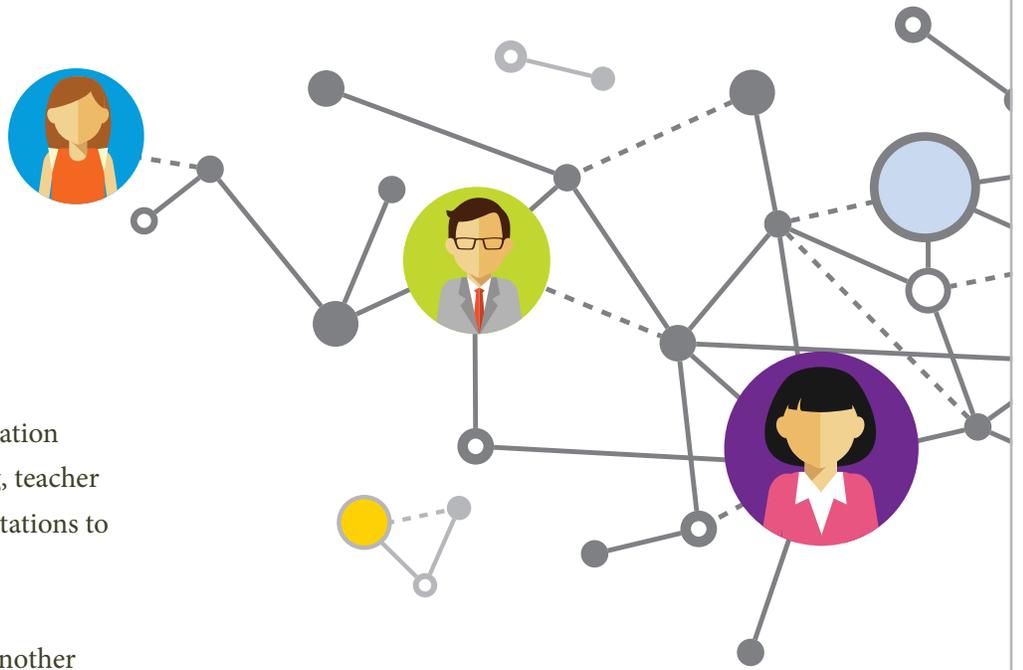
Carefully planned and executed partnerships between health employers and education is one strategy that can increase the supply of health professionals serving Missouri patients. Some

Health Care *University of Missouri Health System*

MU Health Care has partnered with Columbia College and the Columbia Public Schools to offer scholarships to high school seniors upon graduation. The scholarships, funded by MU Health Care, cover tuition and equipment for a one-year, online curriculum through Columbia College. Students who successfully complete the program then graduate as certified medical assistants.

Students who earn scholarships are paid to work part time for MU Health Care during their year of online learning. After the students graduate with their certification, they are automatically appointed to full-time CMA positions with MU Health Care.





examples include fostering career exploration events, internships, work-based learning, teacher externships, apprenticeships, and presentations to students and educators.

The registered apprenticeship model is another resource for hospitals that combines on-the-job learning with related classroom instruction to increase an apprentice's skill level and wages. It is a strategy that addresses critical vacancies, increases worker productivity and improves retention.

Apprenticeship is a flexible training strategy that can be customized to meet a hospital's needs and be integrated into current training and human resources development strategies. Apprenticeship programs can reward high performing entry-level employees while moving them up the career ladder. Apprenticeships are a relatively new type of training program in health care in Missouri, so successful programs are still in development.

To improve students' employment outcomes and prepare a pipeline of qualified workers for hospitals, stakeholders must develop and implement career pathways by aligning employment, training, education and supportive services that adults and youth need.

Strategic Workforce Planning

With labor costs typically being the largest hospital budget item, workforce planning is a significant priority for Missouri hospitals. Increased workforce turnover and vacancy can negatively affect quality of care, patient safety, health care spending, patient satisfaction and employee engagement. Workforce planning requires a long-term strategy to meet staffing needs efficiently, while addressing hospital turnover and vacancy.

This report serves to encourage organizations to adapt their workforce planning to include increased collaboration with stakeholders at all levels to expand health care employment opportunities for individuals while contributing to the overall economic health of the communities in which we live.

MHA offers a variety of workforce planning resources at www.mhanet.com/workforce.

Methodology

A total of 144 Missouri hospitals participated in this year's survey. The survey requested data on 25 hospital health care positions and five clinic and physician practice positions. In 2017, Nurse Specialist-Clinical (R.N.), Behavioral Health Nurse (R.N.) and Nurse-Obstetric (R.N.) hospital occupations were combined into Staff Nurse-Bedside (R.N.).

Responses are collected by Compdata Surveys. Data are reported as of Dec. 31, 2017.

A comprehensive collection of workforce data, trends, and color-coded vacancy and turnover maps, are available at www.mhanet.com.

Suggested Citation

Williams, J. (2018, June). 2018 Annual Workforce Report. Missouri Hospital Association. Available at <http://www.mhanet.com>

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