



MICHIGAN HEALTH POLICY FORUM

“PATHWAY TO ACTIONS & SOLUTIONS FOR HEALTH WORKFORCE SHORTAGES”

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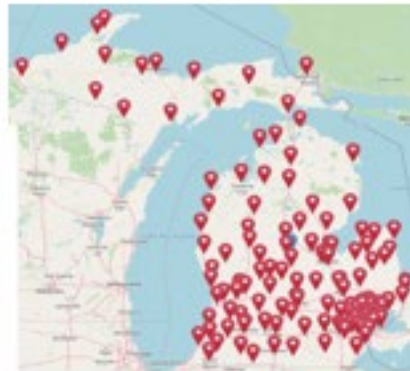
Chairman, MHA Board of Trustees

May 22, 2023

Healthcare Resilience...Oak Tree



Gratitude for our Michigan Care Teams



Our Reasons for Gathering

“We advance the health of individuals and communities”

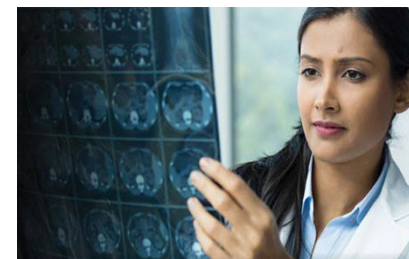
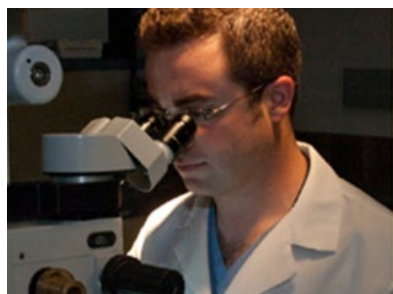
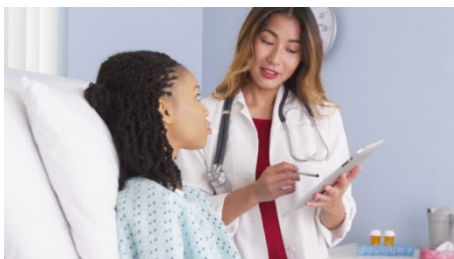
“We are committed to doing more and being better....”

- Better care for individuals
- Better health for populations
- Lower per capita costs
- Better trust partners with our communities

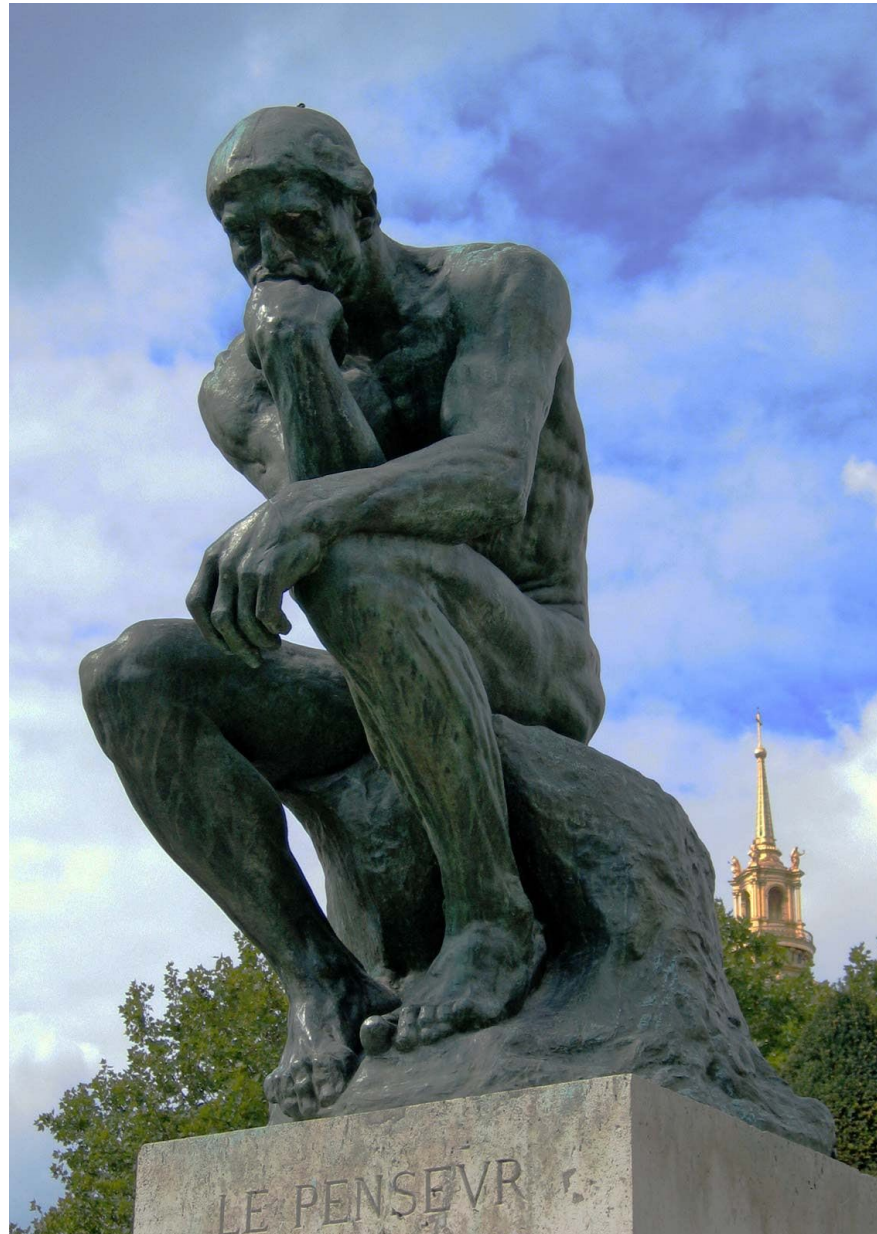
“We are here to renew, reaffirm and reimagine....”

“New Workforce Solutions”

Affirming our Values...People to People



People Shortages....How did we get here?



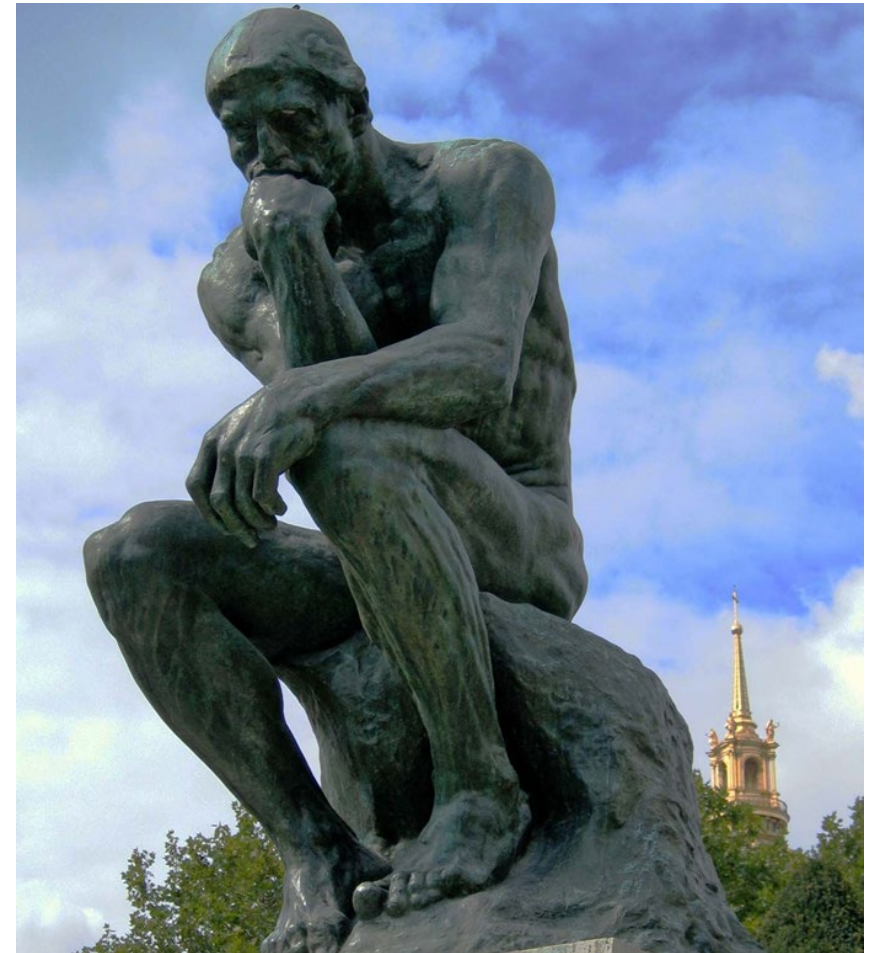
Pipeline Storms Brewing 2010-2020



Looking Back.....

Health Care Occupation Projection Highlights 2010-2020

- Fastest growing job markets: health and personal care (20.5M)
- Baby boomers moving entirely into 55+ age bracket
- Boomers will rise from 19-25% of workforce
- 25-54 group drops to 63.7%
- Economy booming, population aging
- Demand for health care on rise
- Care access challenge: MDs, RNs, et al
- New facilities and models of care
- More diverse workforce
- **“HELP WANTED”**



Traditional Healthcare Workforce Game-Plan



RECRUIT AND THEY WILL
COME



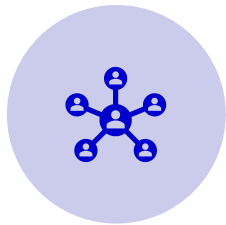
RETAIN AND PROMOTE



COMPENSATION AND
RECOGNITION



PARTNER WITH
EDUCATION



INTER-GENERATIONAL
RECRUITMENT



TRAINING AND
DEVELOPMENT FOR A
LIFE-TIME



WHAT'S NOT TO LIKE
ABOUT HEALTHCARE?



“POLICY VIEW:
EVERYTHING WILL WORK
ITSELF OUT...IT ALWAYS
DOES”

“The Great Ah-Ha Moment”

Health Care Job Openings

2019

1.186M

2020

1.093M

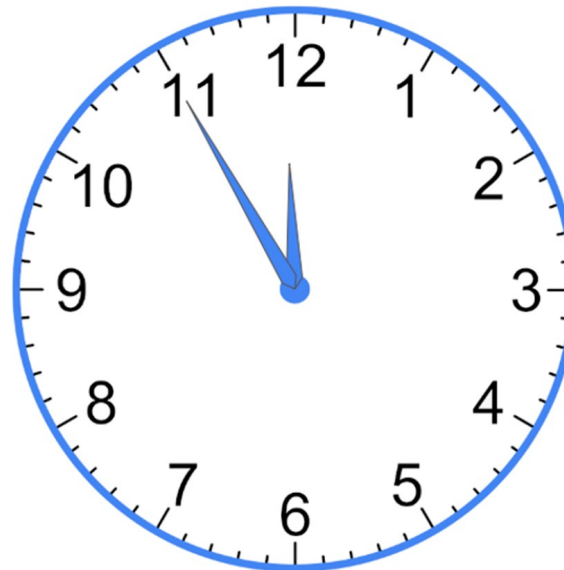
Experienced & Unemployed

2019

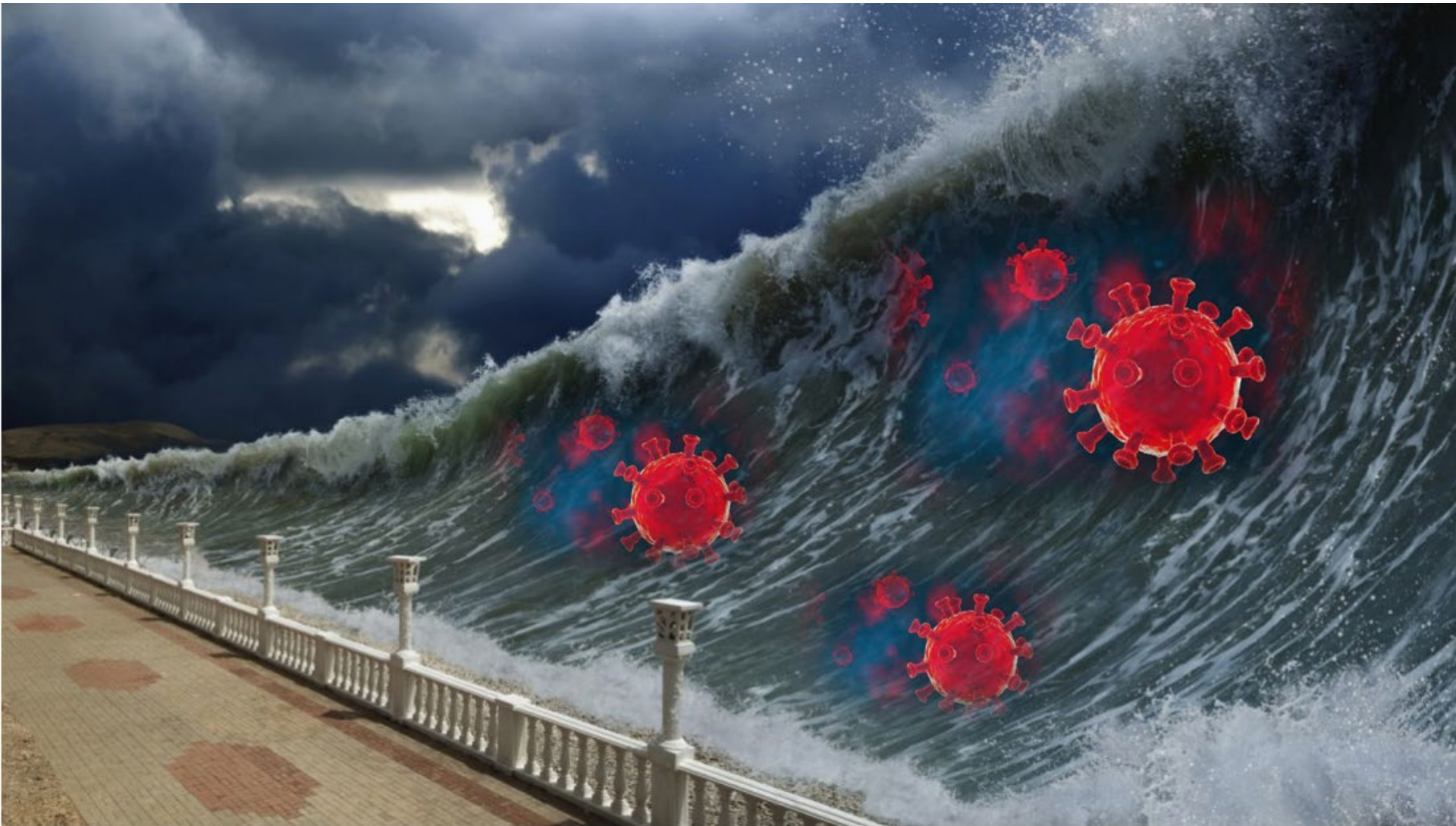
441K

2020

988K

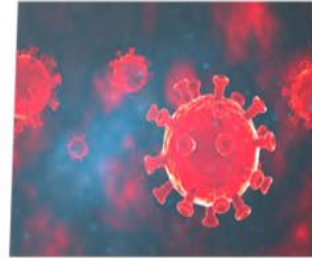


And Then...The Day Our Earth Stood Still





Pandemic Waves & Aftershocks



Supply Chain: PPE-Testing-Source

Reduced Access

Equity- Disparities- Unrest

Community and Workplace
Safety-Violence

Behavioral Health

Great Resignation

Hospitalization

Financial

Virtual Work-School

Vaccine Hesitancy

Variants

Unemployment

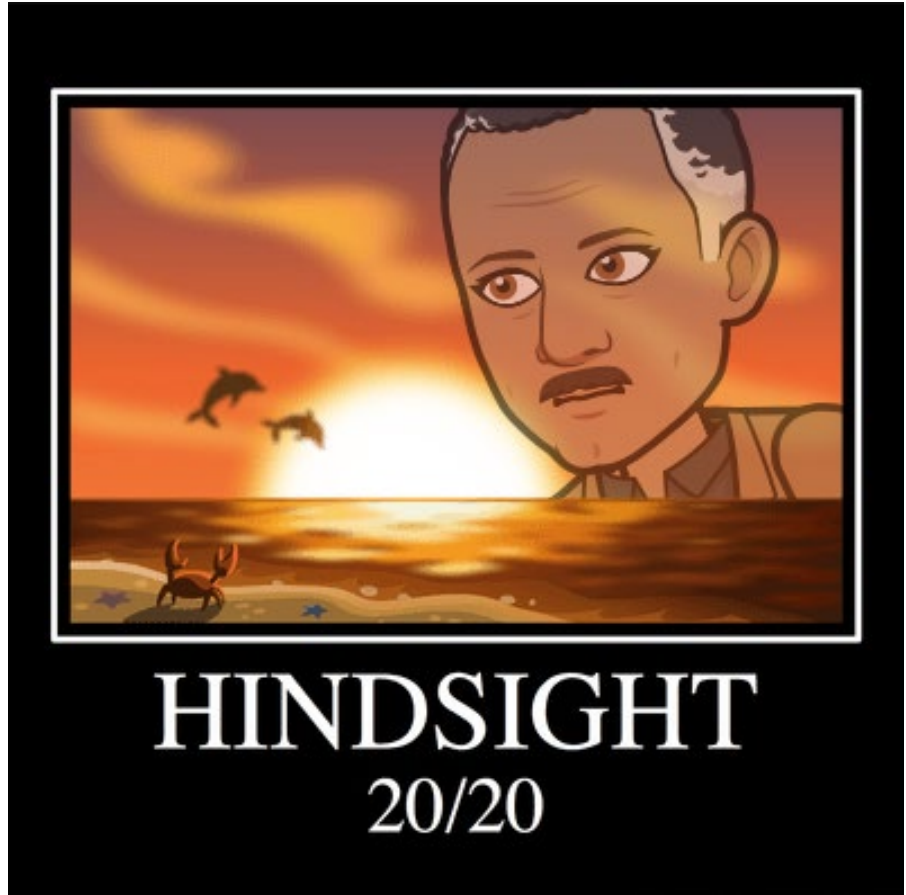
Inflation

1.132M US Lives Lost
43K Michigan Lives Lost
(Grief)

The Great Resignation—Who Knew?



Reflect to Reimagine & Advance



Framework for Effective Workforce Solutions

- Vision and Alignment
- Telling “Our” Healthcare Story
- Policy Message: Advance Community Health
- Engage Government, Employers
- Engage Education Sector
- Regain community confidence and trust
- Leadership Team: Not Just HR
- Reduce total cycle time
- Middle Management Training
- Flexible Workplace
- Retraining and Upskilling
- Top of License Productivity
- Health and Well-being
- Technology Adoption
- Leadership Visibility
- \$\$ Still Matter
- Childcare Access
- Let Different be “OK”
- Intentional Diversity



Diversity-Equity-Inclusion-Culture



The Power of “We”



*“In the long history of humankind...those who learned to collaborate and improvise most effectively have prevailed”
– Charles Darwin*

What's "working" at Michigan Medicine

Networking

- Strengthening relationships with education programs at schools/colleges
- Direct connections with faculty, program directors/advisors
- Field Placement Coordination—Employment
- Social Media and Outreach across multiple channels

Development, Recruitment and Retention

- In-house training: pharmacy tech; medical assistant under review
- More frequent in-person job fair events; create attraction: Big House
- Targeted job fairs
- Tuition Assistance Program (Reimagine-TBD)
- Apprenticeship Program (Trades)
- Summer Enrichment Program; Field Placements
- Childcare Expansion Project
- Communications: Rounding, Daily Huddles, Operations Updates, Applause
- DEI 2.0

Technology

- Digital interviews to reduce recruitment-to-hire cycle time and create efficient supervisory review
- Multiple simultaneous offers to candidate
- HealthcareSource Assessments (Strengths and Weaknesses)
- Data Dashboard Tracking Tools



What's “working” at Michigan Medicine

Process Improvements

- Evergreen Postings for key positions- “forever pipeline”
- Applicant Response Time of 24-to-48 hours
- Centralization to improve hiring process efficiency
- Talent Acquisition Service Impact: 40% of enterprise, with increasing oversight of hiring process
- One-click application process (Indeed)

Targeted Sourcing

- New on-line sourcing tool (Hire EZ): access to more passive candidates
- Direct outreach with employees of related industry (e.g. Pharmacy Tech)
- Candidate redirection with offers for other opportunities
- Boomerang Campaign: Outreach to previous employees and applicants

Advertising

- Michigan Medicine Branding
- Sponsored Postings (Indeed; Zip)
- Facebook; Facebook Events; Twitter



Solutions Will Take A Village

