

BETTER TOGETHER



Workforce Challenges
Dane County Healthcare & Public Health
Workforce Subcommittee

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Group Health Cooperative of South-Central Wisconsin

- ➔ Established in 1974; First Patient Visit in 1976
- ➔ Member-Owned Cooperative
- ➔ Staff Model Health Maintenance Organization (HMO)
 - Pre-paid Medical Care and Insurance Coverage
 - Medical Delivery System
- ➔ Eight Outpatient Clinics in Dane County
- ➔ Over 800 Employees
 - Majority work in Delivery System





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COVID-19 in 2020

➔ 2020 Was Challenging

- Novel Virus - - - Very Little was Known
- Radical Changes to Care Delivery System
- Uncertainty About Ability to Deliver Care Safely
- Significant Societal Stresses Outside of Work

➔ Staff Responded Admirably

- Burnout Scores Improved
- Staff Pivoted Quickly When Needed
- Morale Was High, Despite Stresses and Uncertainty
- PPE Worked
- Active Open Communication Throughout Organization was Key

➔ Vaccines on the Horizon . . .

The image shows a vast ocean with several waves. The sky is a pale, hazy blue. Two specific waves are highlighted with yellow text labels. The wave in the foreground is labeled '2020', and the wave further back is labeled '2021'. The water is a deep blue-grey color, and the wave crests are white with foam. A small, dark object, possibly a person or a small boat, is visible in the water near the bottom center of the frame.

2021

2020



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COVID-19 in 2021

➔ Uncertain Vaccine Availability

- Staged Approach Appropriate but Stressful
- Vaccine Clinics Often Required Last-Minute Scrambling
- Non-Eligible Patients Often Upset

➔ Staff Still Responded Admirably

- Burnout Began to Creep Up
- MTO Levels Rose, Meaning Fewer Staff Taking Time Away
- Morale Continued to be High, but Staff Showed Signs of Stress

➔ Delta

- Deadliest Wave Long After Vaccine Availability

➔ Omicron and Variants

- Spike in Positive Cases, both Patients and Staff



Resulting Trends

- ➔ Staff Leaving Healthcare
 - Nationally, Average of 20-25%
 - Early Retirement
 - Staff “Taking a Break”
 - Covering Virtual School
 - Moving to Other Careers
- ➔ Staff Moving Into Other Healthcare Positions
 - Higher Compensation Elsewhere
 - Leaving Face-to-Face Positions
- ➔ Teams Often Short-Staffed
 - Up to 30+ Nursing Positions Open
 - Further Stress on Remaining Workforce



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Nursing Staff Shortage

- ➔ Predicted Shortage Over 10 Years Ago
 - Fewer Candidates/Graduates than Attrition/Retirement
 - Nursing Shortage Has Been a Problem Over the Past Decade
- ➔ COVID-19 “Ran Out The Clock”
 - Staffing Shortage Accelerated
 - Nursing
 - Medical Technologists
 - Reception
 - Providers?
- ➔ Concerns About Access, Safety, Quality of Care for Patients



GHC-SCW Response

- ➔ New Care Models
 - Offer Virtual Visits (doesn't require nurse)
- ➔ Shortened Clinic Days
 - Adequate Coverage for Care
 - Also Means Fewer Appointments
- ➔ Market Adjustments to Remain Competitive
- ➔ Virtual/Hybrid Nursing Positions for Triage, Asynchronous Visits
- ➔ Expanded CareOnDemand Option
- ➔ Created Patient Care Technician Position
- ➔ Asked Staff to Adopt Novel Approaches
 - Providers Rooming Patients



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GHC-SCW Response

- ➔ Increased Leadership Visits to Clinics (Gemba)
 - Improved Communication and Morale
- ➔ Combined Smaller Care Teams for Improved Coverage
- ➔ Increased Recruiting Efforts
 - Strong Focus on Culture and Quality of Work Environment
- ➔ Standardized Training
 - Staff Working at the “Top of Their License”
- ➔ Working With Local Partners to Increase # of Students Going into Healthcare
 - Clinical Rotations and Training
 - Externships
 - Scholarships
 - Flexible Work Hours



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Crucible and Opportunity

- ➔ Better Support of Existing Staff
- ➔ Develop Enhanced Recruitment and Training
- ➔ Community Programs to Attract and Support Students
- ➔ New Models of Care Needed
- ➔ Innovation and Significant Improvements in Healthcare System
- ➔ Turn Crisis Into an Opportunity



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**Group Health
Cooperative**

SAUK TRAILS CLINIC

COMPLEMENTARY MEDICINE CENTER