

DELIVERY SYSTEM

Workforce Optimization for Healthcare Excellence





Who is HMA

Health Management Associates (HMA) is a leading independent national research and consulting firm specializing in publicly funded healthcare and human services policy, programs, financing, and evaluation. We assess, recommend, and provide solutions to meet challenges in workforce recruitment, retention and engagement for public health hospitals and safety net providers, accountable care organizations (ACOs), academic medical centers (AMCs), and federally qualified health centers (FQHCs).

Our Unique Approach

Effectively managing workforce challenges in today's healthcare market is key to improving patient care while preserving bottom-line performance. HMA provides customized Workforce Gap Assessments, operational recommendations, roadmaps, and training and implementation services to help healthcare providers make changes that improve workforce planning, management, retention, and operational performance.

**Our team
helps clients find
solutions to today's
competitive workforce
environment.**

An Unstable Workforce has Several Causes and Effects:

- » High turnover can result in quality/ safety issues due to staff who are unfamiliar with safety protocols and workflows
- » Increased costs associated with temporary, “contracted” staff and potential internal staff resentment from perceptions of pay equity
- » Increased burnout of existing staff, which drives higher turnover
- » Promotion of inexperienced and/or poorly trained leaders and dysfunctional organizational communication
- » Inability to meet appropriate staffing levels resulting in reduced operational capacity
- » Increased organized labor activities to mitigate real or perceived issues
- » Reduced access for preventative and anticipated care, resulting in preventable higher acuity admissions or diversion of care to less optimal healthcare settings

HMA is Uniquely Positioned to Help Clients Manage Change



STRATEGIC SUPPORT

- ✓ FISCAL MANAGEMENT
- ✓ OPERATIONS
- ✓ CLINICAL
- ✓ POLICY

Workforce Optimization

Our communicative and collaborative no-one-size-fits-all approach gets to the heart of workforce issues so they can be solved quickly.

OUR PROCESS INCLUDES:

- » Incisive inquiry that uncovers pain points, bottlenecks, and inefficiencies in workforce planning and management
- » Granular evaluation and monitoring of all facets of workforce management key performance indicators (KPIs)
- » Data-driven recommendations for process and procedural changes that yield effective solutions to staff recruiting, retention and engagement challenges
- » Prioritization of strategic tactics to optimize the healthcare workforce
- » Assessment of leadership and culture in workforce effectiveness
- » Alignment of the organization’s mission to inspire solutions in managing in today’s environment

How HMA Helps Optimize Workforce Solutions

- » Optimize workflows and alignment across service lines to enhance healthcare worker engagement and effectiveness
- » Train leaders at all levels of the organization, using an implementation science framework to solve on-the-ground challenges and lead successful initiatives
- » Ensure mission alignment and messaging to engage all staff
- » Develop communications plans to effectively manage change
- » Provide interim leadership from director to C-Suite level
- » Analyze trends and likely future staffing needs to determine staff roles and skill blends to ensure safe and effective healthcare delivery
- » Enhance staff engagement with effective on-boarding, frontline manager skills development, workplace culture, interventions, and training/development opportunities
- » Leverage advanced practice providers extenders to create effective teams working at the top of their qualifications

Workforce Assessment in Context of Organizational Strategy



Our team members are former:

- CEOs of hospitals, AMCs, community health centers, and FQHCs
- Senior leaders in ACOs
- COOs and CFOs of health systems and hospitals
- Physician executives
- Federal agency officials
- Health care providers including primary care physicians, critical care nurses, and advanced practice registered nurses for FQHCs and hospitals
- Administrators, service line administrators, and clinical leaders of large hospital systems

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LAST UPDATED: 8-19-22
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