



### **Addressing the Workforce Crisis in Healthcare**

Over 35 hospital and workforce professionals recently attended an all-day session at the Crowne Plaza Ventura Beach where they discussed the pressing regional workforce development issues affecting the healthcare industry. The program was sponsored by the Hospital Association of Southern California. WDB Healthcare Committee members lent their expertise in this collaborative, knowledge-sharing event.

The speakers and attendees identified the workforce "pain points" that are affecting hospitals' ability to hire and retain employees:

- High cost of living in the region
- Compensation inequities between managers and frontline personnel (managers are working long hours, have more responsibilities but their take-home pay is less because of overtime and differential pay received by non-management personnel)
- Lack of core occupations such as physicians and specialty RNs, which can affect the quality of healthcare. This is especially prevalent in mental health departments and hospitals.
- Poor workplace culture—management needs to improve the culture by creating an environment where individuals enjoy their work and have the training, resources and management support to do their jobs well.

Other key areas of concern:

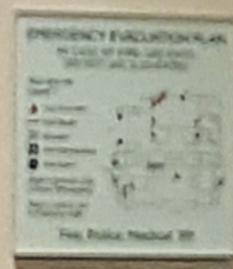
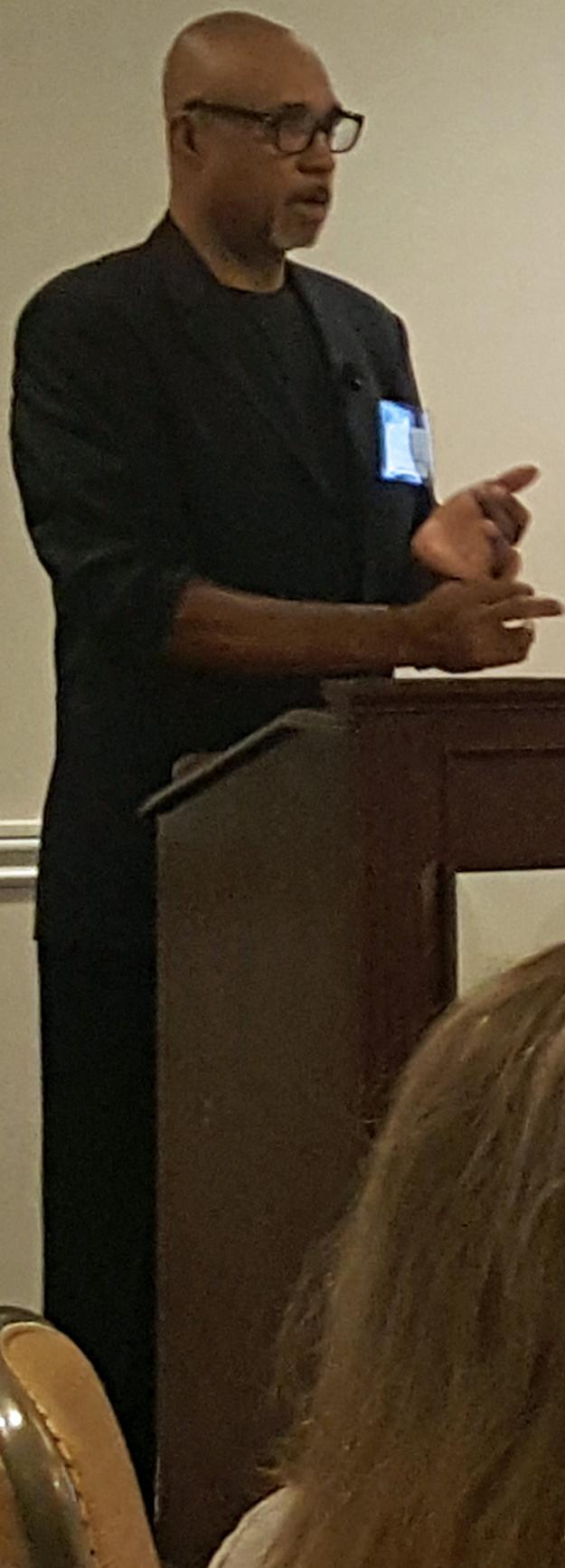
- Baby Boomers are retiring, leaving a huge experience gap. One quarter of nurses are age 55 or older.
- Burdensome scheduling – RNs are expected to work 12-hour days, which can lead to mistakes
- High turnover rate—workers are not staying, especially at lower paying hospitals. One-year turnover rates are high—upwards of 30 percent

Over the next five year, more than 150,000 additional healthcare jobs will need to be filled in southern California. All attendees agreed that the industry is at a crisis point and action is needed now.

Some ideas were offered.

- Subsidize housing for medical workers through loans and housing stipends to offset high housing costs
- Manage overtime better so managers don't receive less compensation than those they supervise
- Eliminate meeting creep. One hospital instituted a policy that banned all meetings between 8:00 a.m. and 11:00 a.m. This enables management to use that time to connect with employees and patients.
- Provide vanpools to reduce employee transportation costs
- Recruit older workers who have been pushed out because of ageism. They still have much to offer and can fill employment slots, especially at the management level.
- Work with local government agencies, community colleges and universities to ensure the right training and internship programs are in place to fill healthcare openings.

WDB Healthcare Committee members helped make the event a success. Through their participation at group discussions such as these and their work to increase collaboration among hospitals, government agencies and education, solutions can be found that will assure continued quality patient care now and in the future.

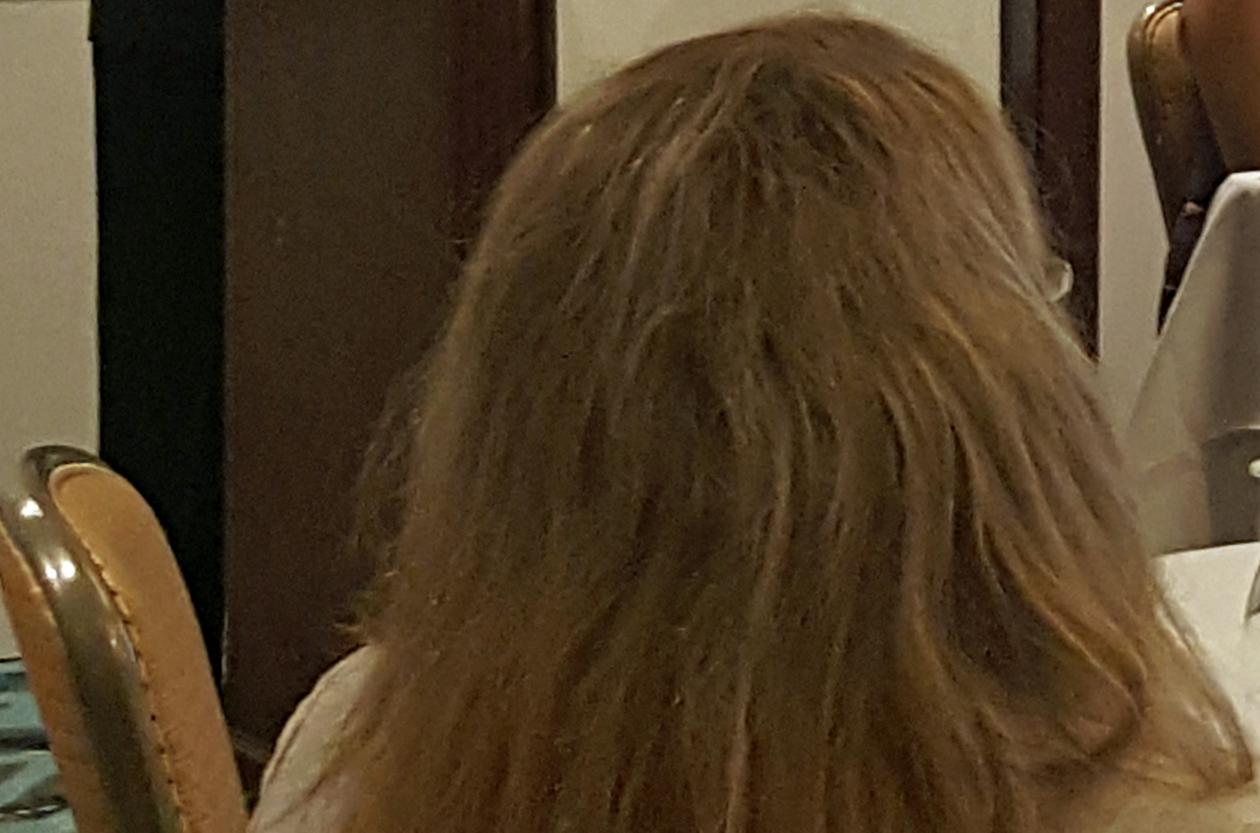


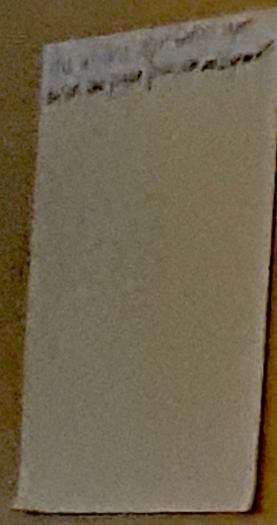
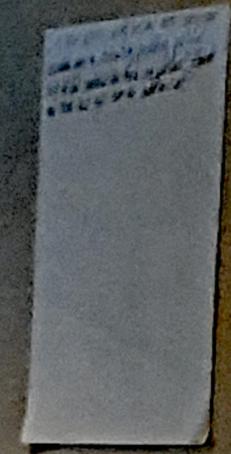
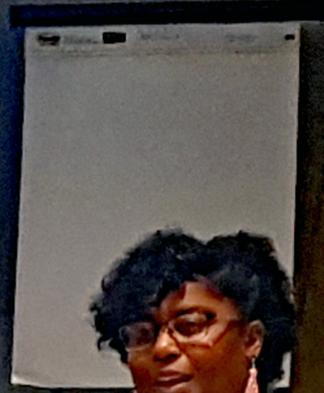
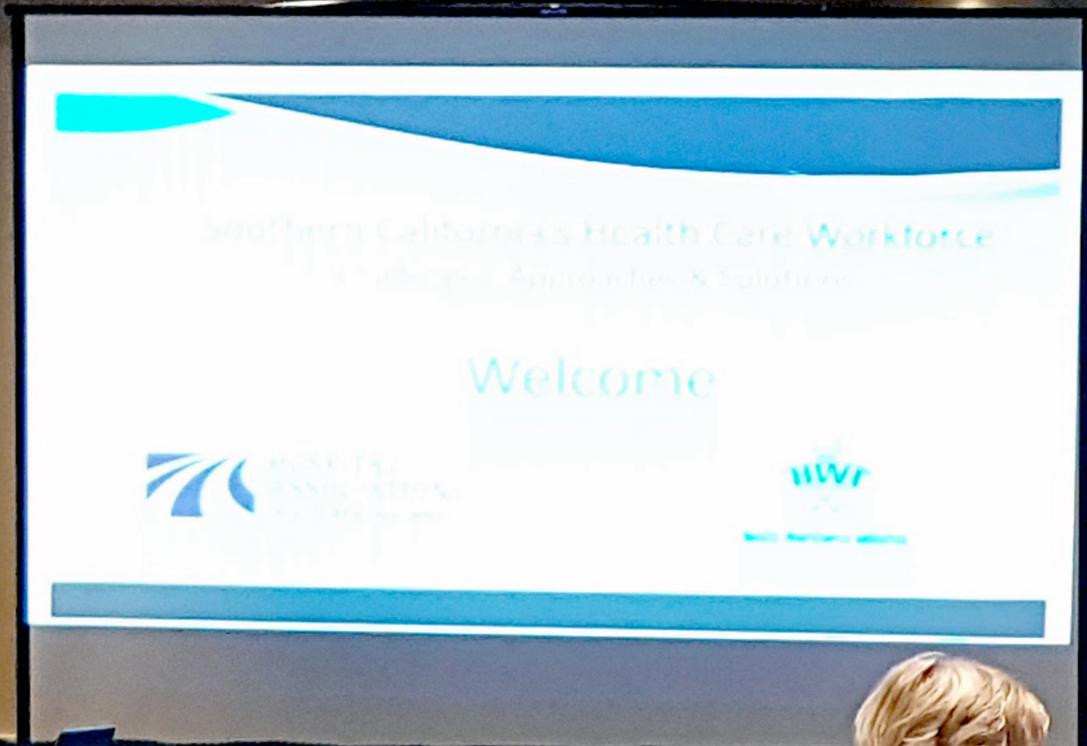
Michelle Culpepper  
Human Resources Director  
Vista del Mar Hospital

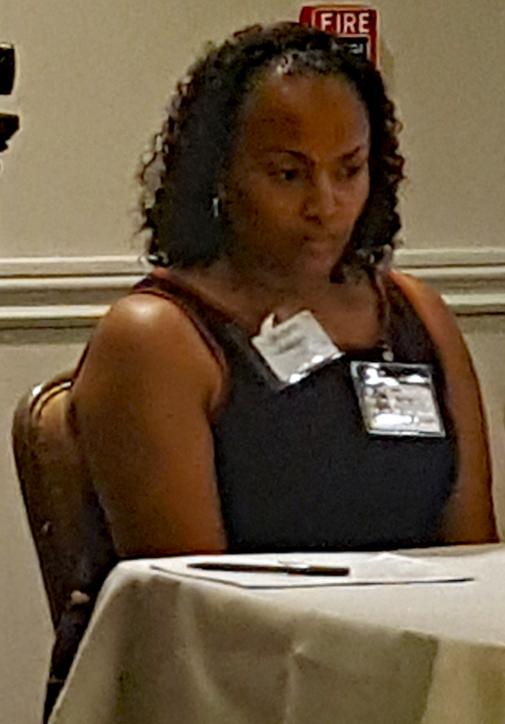
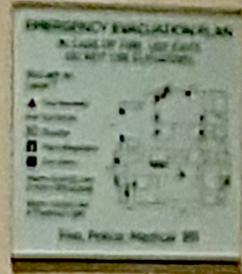
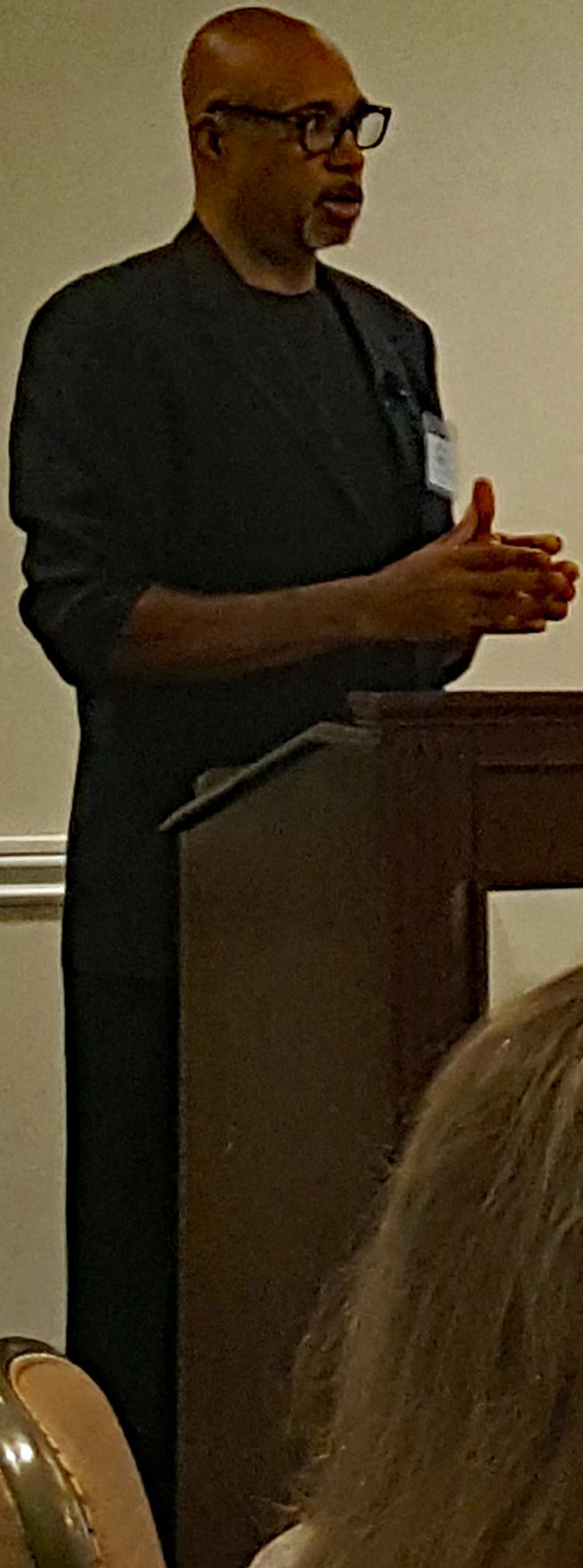
Amy Mantel  
Human Resources Director  
Dignity Health

Michelle J. Reynolds  
Human Resources Manager  
Ventura County Health-Care  
Agency

Henry Ventura  
Human Resources Director  
Cottage Health







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Human Resources Director  
Vista del Mar Hospital



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Agency

