



Association of California Nurse Leaders 2019 Conference Hospital Leadership & Staffing Survey Executive Summary

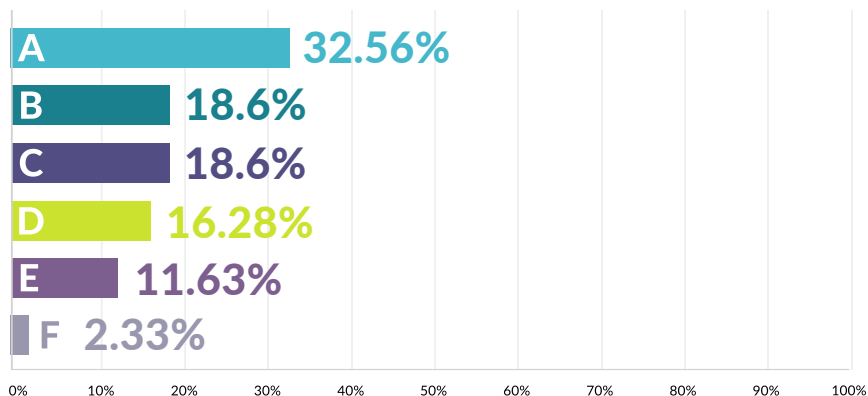
Introduction

Everyone agrees that the only constant in healthcare is change, but what changes are most vexing to whom? How are today's nurse leaders facing the issues of developing exceptional leadership teams and ensuring optimal staffing to deliver care? What resources do they need to meet the pressures of improving both quality metrics and the bottom line?

Kirby Bates Associates (KBA) and Healthcare Workforce Logistics (HWL) are members of the Jackson Healthcare family of companies with a shared mission to improve the delivery of patient care and the lives of everyone we touch. KBA contributes to this mission by developing exceptional nursing leadership teams through Executive Search, Interim Leadership, Coaching, and Consulting Services. HWL contributes to this mission through a vendor-neutral Total Talent Acquisition solution. Together we are highly committed to helping nurse leaders to be successful in providing the best possible patient care in the most cost effective way.

To better understand the nursing leadership and workforce challenges that today's healthcare organizations face, we conducted a survey to elicit feedback from nurse leaders attending the Association of California Nurse Leaders (ACNL) 2019 Conference.

What is the top nursing workforce challenge in California?



- A Quality and skill set
- B Getting nurses licensed in California
- C High turnover
- D New grad transition
- E Baby boomer retirements
- F Finding foreign language speakers

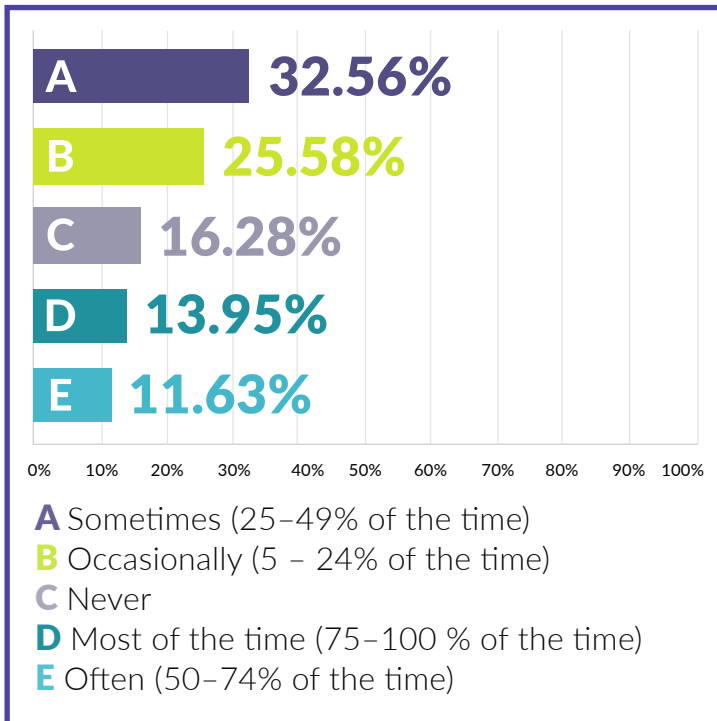
Insights on hospital leadership and staffing

The Healthcare Leadership and Staffing Survey was distributed via email to 530 nursing leaders and achieved an 8.5% return rate (n=45).

In terms of leadership team development, respondents were enthusiastic about opportunities to gain personal, professional, and organizational insights to better equip them for success.

Interim nursing leaders are well-known to ease transitions after the planned or unplanned departure of key leaders. Over 80% of respondents reported using interim nursing leaders sometimes or more often. Likewise, respondents reported that experience in a similar role and a successful track record of interim leaders are the most important factors in selecting an interim leader, with experience in a similar organization and cultural fit as the next most important attributes.

Does your organization use outside coaching for nurse leaders?



Sixty-four percent of respondents reported that outside consulting would be useful to their organization.

Over 79% of those identified the most helpful type of assessments would be:

- an assessment of organizational structure and leadership roles
- an assessment of productivity and staffing levels.

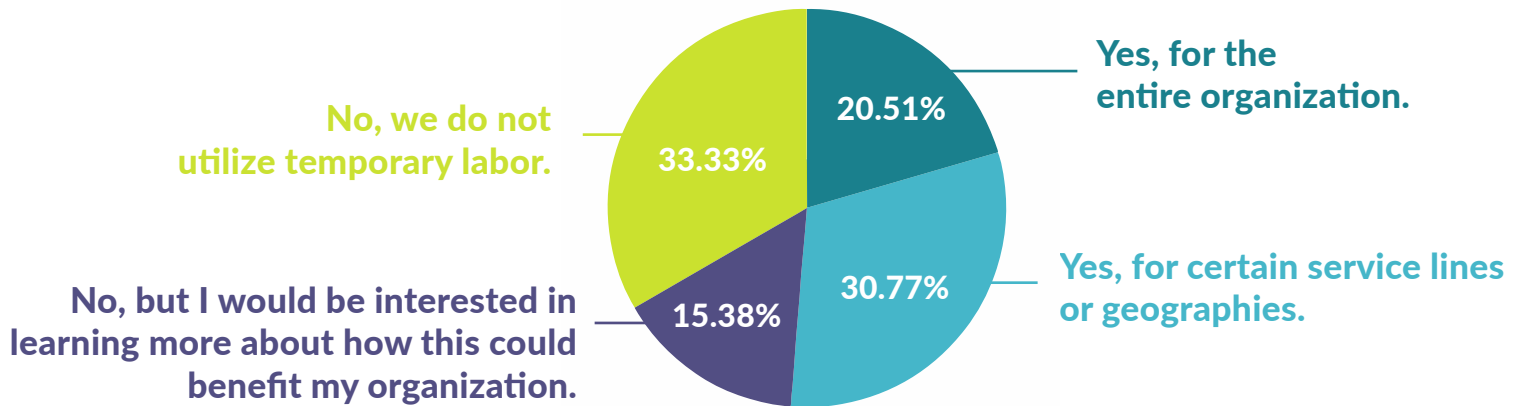
What are the most important factors that you consider in selecting an interim nursing leader?



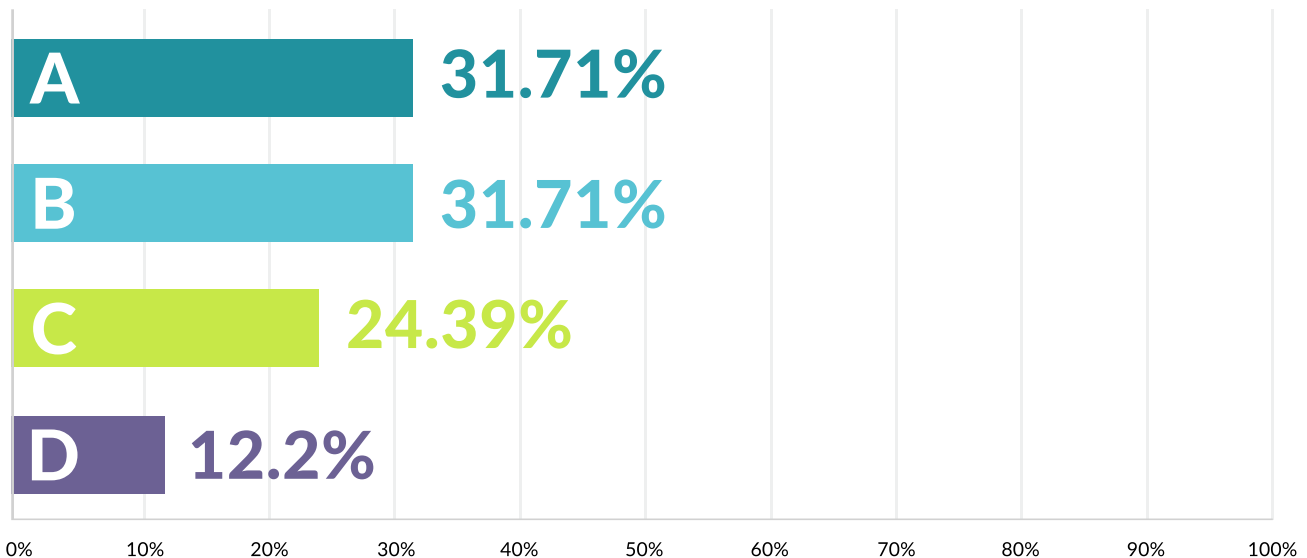
Similarly, the vast majority of respondents, 84%, reported relying on the expertise of retained executive search consultants to identify and recruit new nurse leaders at the Director and CNO/CNE levels.

In assessing the development of internal leadership talent, the survey showed that the majority of nurse leaders do not currently engage in outside coaching and they expressed concern about a lack of opportunities for leadership coaching from an external coach. In fact, 64% of respondents reported a strong interest to partner with an outside leadership coaching provider.

Do you currently partner with workforce solutions providers, such as Vendor Management Software (VMS), Managed Service Provider (MSP) or Recruitment Process Outsourcing (RPO)?



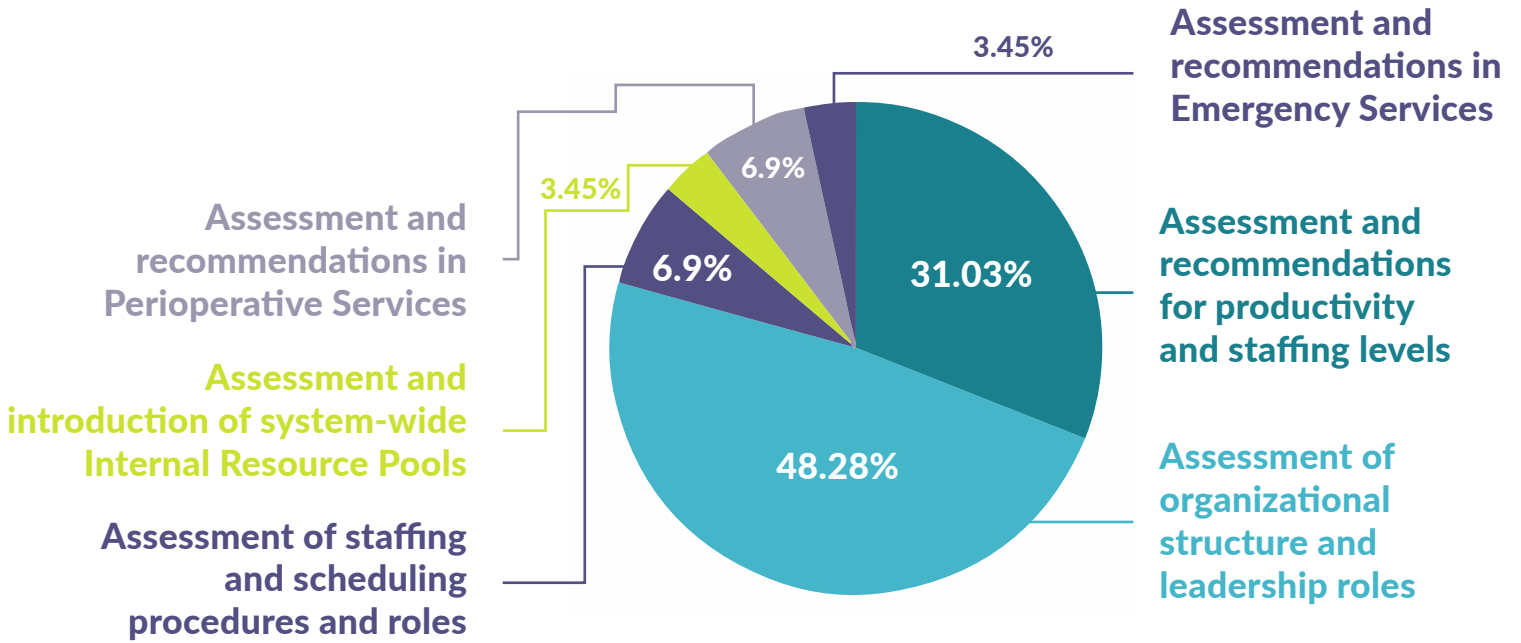
Which of the following is the top priority for your organization's contingent workforce program in 2019?



- A** Reducing price/controlling costs
- B** Improving quality
- C** Reducing utilization of outside agencies
- D** Improving fill rates

In considering healthcare workforce issues, respondents reported the broad use of contingent labor such as travel nurses and per diem workers to supplement their workforces, but only half of these reported accessing solutions such as Vendor Management Software (VMS), Managed Service Provider (MSP) or Recruitment Process Outsourcing (RPO). Only 18% reported being "very satisfied" with their current vendor.

Would any of the following consulting services be helpful to your organization?



Conclusion

The results of this survey of California nurse leaders underscore their commitment to achieving high-quality patient care and containing costs. The nurse leaders stated willingness to engage professional consultants and coaches to gain insights and to learn new strategies to improve personal, professional, and organizational effectiveness.



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