

BUILD TOMORROW'S TALENT TODAY

Talent Planning, Acquisition, & Deployment





The Pandemic's Consequences for You and Your Organization

As a healthcare leader, you've seen the effects of the pandemic first-hand. Through it all, you've been resilient and determined to find a better way, a long-term solution, to acquire and manage your greatest asset – your talent. You need some quick fixes, yes, but you need more than that. You're looking for a strategic approach aligned to your culture that improves the patient and employee experience and increases the quality of care you provide.

The State of Healthcare Workforce Management

Within this environment, the need to plan for long-term talent marketplace trends while optimizing the staff on hand has many healthcare systems searching for answers.

As we move beyond the three-year mark of the pandemic, underlying stresses in the workforce are continuing to challenge healthcare systems' recovery plans.

Nurse career satisfaction has been at 80-85% for a decade; in 2023, it dropped to 71%, and the likelihood of encouraging others to become a nurse is down 14 points from 2021, according to the [AMN Healthcare 2023 Survey of Registered Nurses](#). The [2022 Health Trends Survey from AMN Healthcare](#) Leadership Solutions reveals that almost half (46%) of leaders surveyed are considering a job change in the next twelve months.

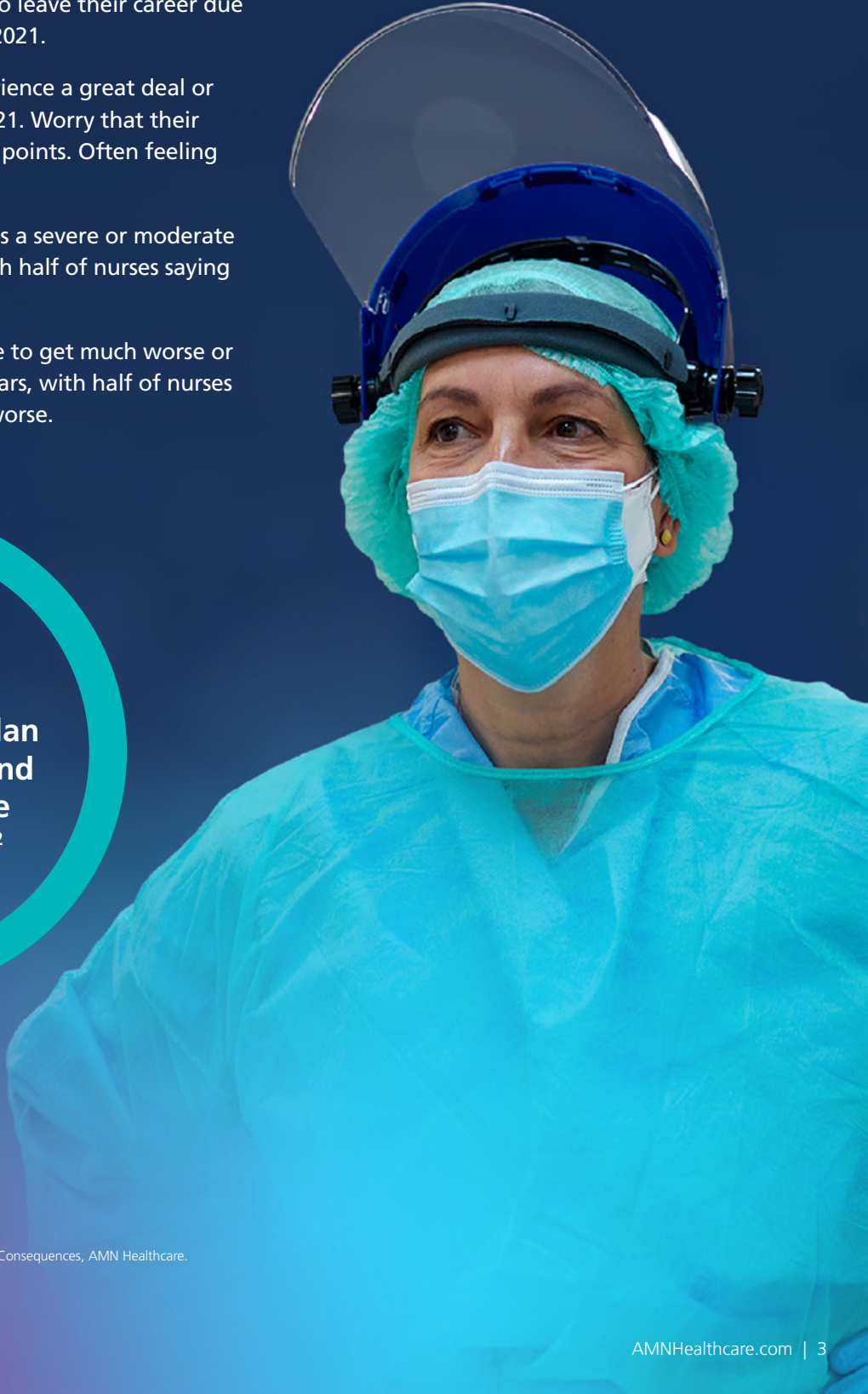
1. 2023 Survey of Registered Nurses, AMN Healthcare

According to 2023 AMN Healthcare Survey of Registered Nurses¹, several trends have emerged from the pandemic and will continue to require attention:

- **Only 15% of nurses employed in hospitals** say they will “continue working as I am” in one year. 36% of hospital nurses say they will continue working as nurses but seek a new place of employment.
- **30% of nurses** say they are likely to leave their career due to the pandemic, up 7 points since 2021.
- **Four of five nurses** say they experience a great deal or a lot of stress, up 16 points from 2021. Worry that their job is affecting their health is up 19 points. Often feeling emotionally drained rose 15 points.
- **94% of respondents** agree there is a severe or moderate shortage of nurses in their area, with half of nurses saying the shortage is severe.
- **80% of nurses** expect the shortage to get much worse or somewhat worse in the next five years, with half of nurses saying the shortage will get much worse.



92%
of nurse leaders plan
to deploy or expand
float pools in the
coming months²



1. 2023 AMN Healthcare Survey of Registered Nurses: The Pandemic's Consequences, AMN Healthcare.

2. Wolters Kluwer and UKG survey.

Working with hundreds of healthcare organizations has taught us that systems struggling with effective planning or working in silos when acquiring talent usually suffer from one or more of these issues:



High rates of turnover



Excessive overtime and premium pay, high agency utilization



Inability to share resources across facilities where appropriate



Lack of comprehensive facility, regional, or system data to drive workforce decisions



Constantly "feel" understaffed while being "at or over budget"



Float pools not consistently providing talent where and when needed

We've also learned that healthcare systems are urgently trying to sort through the "noise" and determine which types of programs and tools are most effective in solving their most pressing talent challenges while not losing sight of their longer-term workforce and cost containment strategies. Some of these tools, or "levers" that can be used, are:

- **Staff forecasting, budgeting, and scheduling tools**
- **Talent acquisition and recruitment investments**
- **Retention programs and incentives**
- **Flex-labor models and internal agency development**
- **Organizational expertise regarding talent management**

Our Total Healthcare Talent Vision

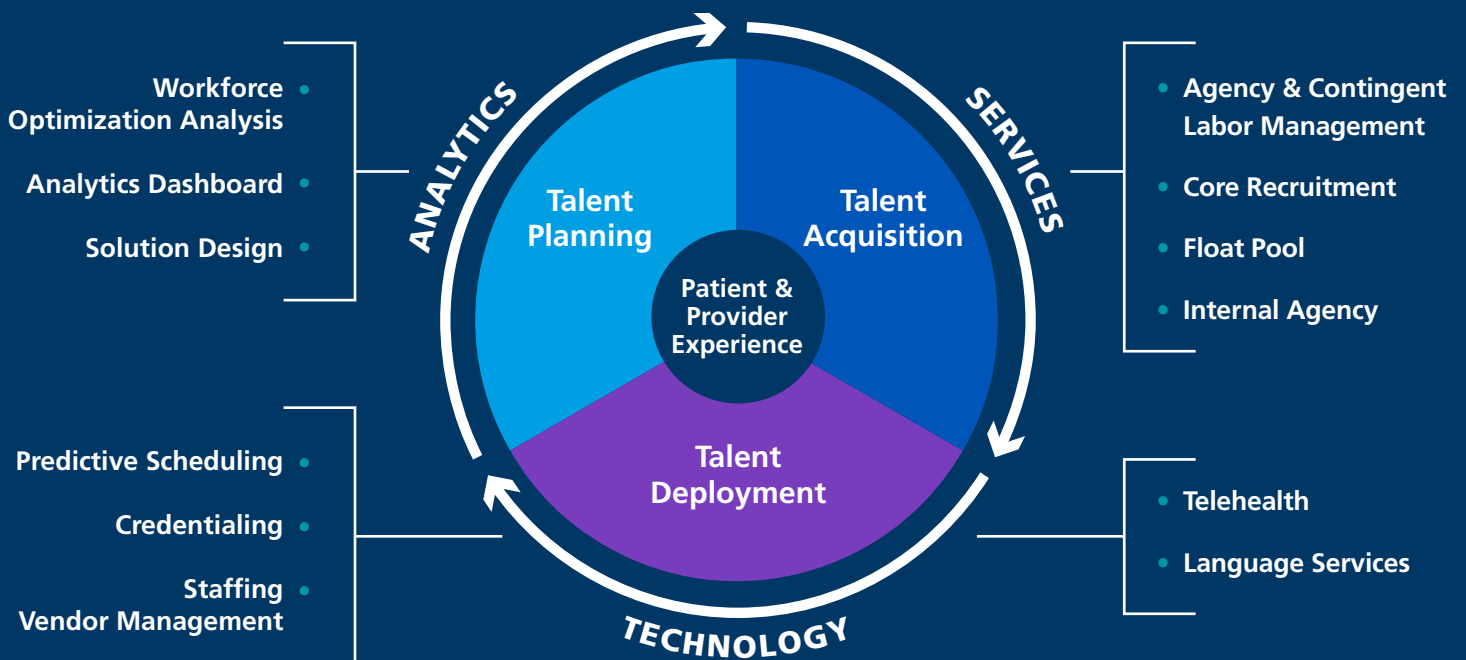
“Total Talent Solutions” is a phrase that many firms in and out of healthcare are using to describe how to manage workforces across the enterprise. But what does it really mean? For many healthcare staffing firms, Total Talent essentially means combining recruitment process outsourcing and managed services programs to handle core staffing and contingent labor needs, respectively.

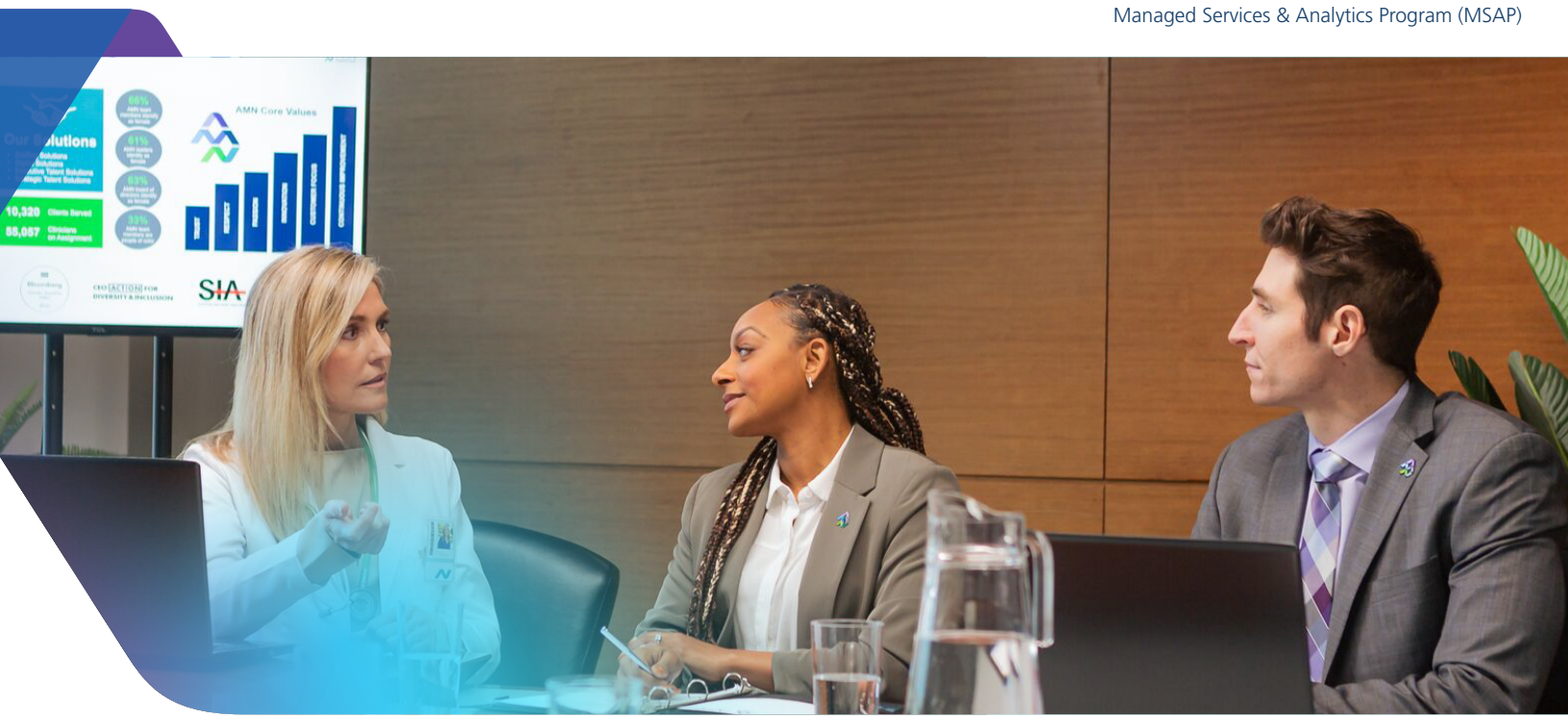
The problem with this approach is that it’s primarily focused on talent acquisition and staffing processes but doesn’t address the need for a complete model. At AMN Healthcare, we’ve redefined the concept of Total Talent for healthcare. We lead with Talent Planning, using data to drive proactive decisions for core and contingent labor needs based on patient care demand. Talent Planning is a vital step that should inform Talent Acquisition and Talent Deployment, enabled by analytics, services, and technologies.

We’ve redefined the concept of Total Talent for healthcare.

Total Healthcare Talent Solutions

We offer a collaborative model in which we come alongside you to plan, acquire, and deploy your full spectrum of talent.





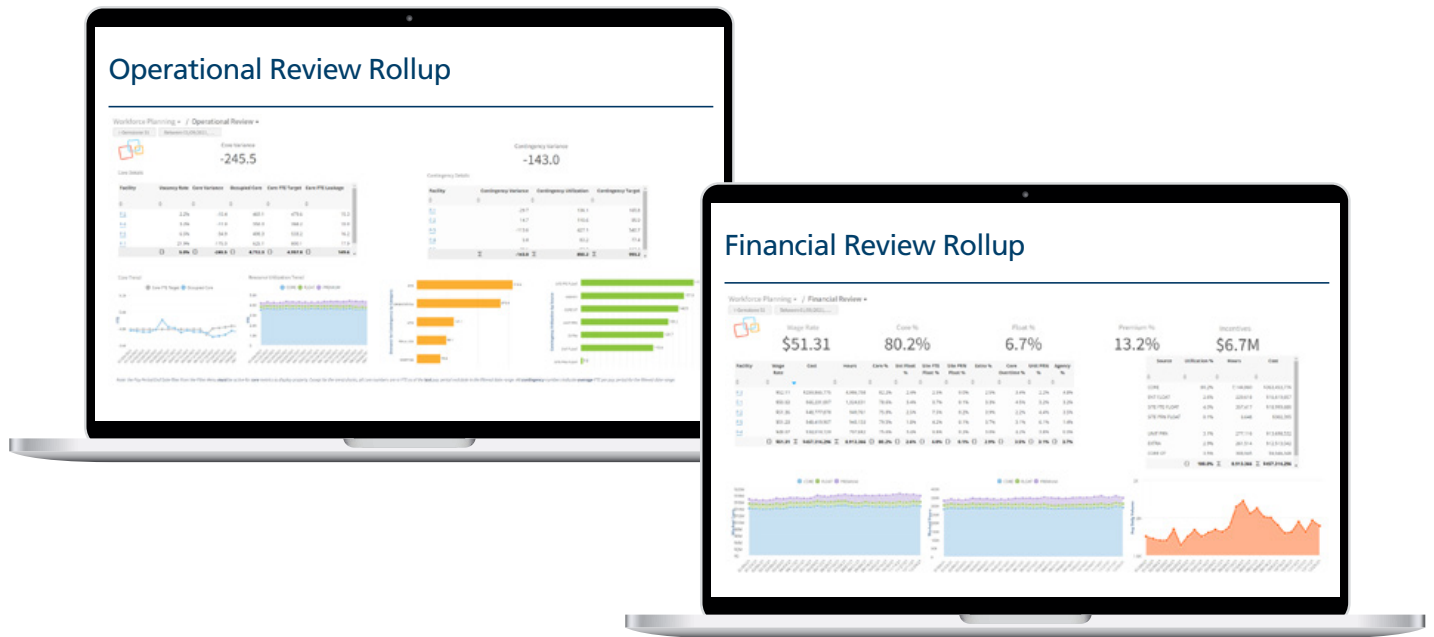
Comprehensive Planning Through Metrics and Benchmarks

You may have heard the truism that 85%/15% is the “right” core to contingent staff ratio, but is that actually true? This leads to the question: How do I know the right ratio for my organization’s situation?

The answer is our Workforce Optimization Analysis, informed by your data, that provides detailed metrics and benchmarks for such variables as the amount of FTE hours lost to inefficiencies, amount of overtime/ premium pay, and core staff vacancy rates. We review your specific current staffing levels and workloads to prioritize your vacancies. We optimize staff layering and sizing as well as float pool targets across the enterprise down to the unit. And, we provide specific insights on core staff so you can proactively optimize the resources you already have, find hidden capacity, and reduce your dependence on contingent labor. This may seem counterintuitive, coming from one of the industry’s largest provider of supplemental staffing, but having the right mix of resources is the goal of Total Healthcare Talent Solutions.

We help you build tomorrow’s talent today with data-driven insights and innovative solutions.

Workforce Optimization Analysis



Leverage the Power of Your Data

Our Workforce Optimization Analysis provides:

- Analysis of current workforce practices and utilization of staff, with strategic recommendations to achieve cost savings
- Optimal staff sizing and float pool development strategies to better adjust for census-driven demand
- Guidance on key metrics and short/long-term goals for realistic savings targets
- Action plan to address key opportunities

The Result: You'll know exactly the right number and types of core and contingent staff needed on a unit-by-unit level.

Benefits of a Data-driven Approach

The insights and strategies identified through the Workforce Optimization Analysis are numerous:

- **3 - 4% total labor spend reduction identified**
- **Minimized full-time equivalent (FTE) leakage, i.e., hours assigned to staff that go unscheduled due to inefficient planning, requiring premium pay coverage**
- **Decreased dependence on premium labor use and spend**
- **Increased staff retention**
- **Customized float pools that expand and contract to accommodate your organization's exact needs**





Aligning Your Talent Planning with Talent Acquisition and Deployment

Informed Talent Acquisition

We believe a plan is only as good as your ability to execute it. Having the processes and supporting technologies to acquire quality talent quickly and allocate them efficiently is critical for success. That's why we've integrated our Workforce Optimization Analysis into our talent acquisition solutions. Our Managed Services & Analytics Program handles the entire recruitment and deployment lifecycle, optimizing your core and contingent talent to increase efficiency, reduce costs, and improve patient and provider experiences.

Accelerating & Innovating Talent Deployment

Staying aligned with your workforce plan and successfully competing for the right talent requires the use of innovative technologies. Our technology platforms accelerate and automate candidate engagement, manage staffing suppliers, reduce administrative tasks through integrations, promote employee retention, and enable new care models. Through our workforce management dashboards, vendor management systems, and our virtual care and language services platforms, we help our clients improve the talent experience, better govern staffing costs and quality, create more visibility through business intelligence, and provide a vehicle for innovative patient-staff communication.

We customize your program through our Solution Design process, so you get the specific services and technologies you need tailored to your unique requirements and culture. We've designed our Staffing and Search, Talent Planning and Acquisition, and Workforce Technologies services so each can be a component of your program seamlessly and with one point of contact.

For information on our Total Healthcare Talent Solutions,
please visit our section on **Talent Planning**.

For more information about AMN Healthcare's
other services and thought leadership initiatives,
access **AMNHealthcare.com**

