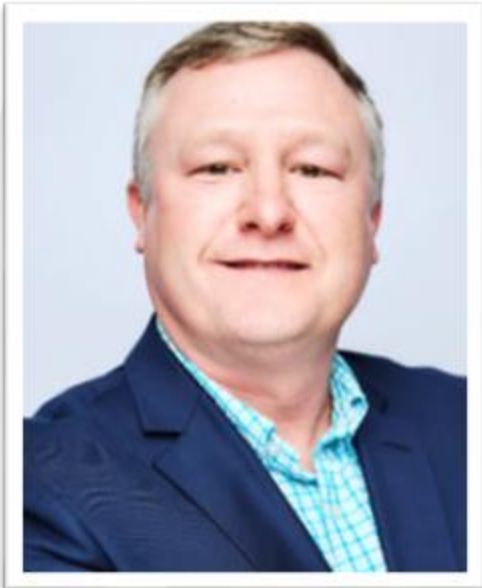


# Leadership Insights: The Executive Approach To Optimizing Nurse Staffing



**Larry Adams**  
RN, MSN, MBA

Chief Nurse Executive  
*ShiftMed*



**Beatrice Miller**  
MS, RN, OCN, PAHM, CCM, NEA-BC

System Sr. Director  
Nursing Operations and  
Optimization  
*Luminis Health*



**Tim Johnsen**  
RN, FACHE

SVP & Chief Operating  
Officer  
*Presbyterian  
Healthcare Services*



**Jennifer Garnica**  
RN, BSN, MHA

VP, Patient Care  
Services & CNO  
*SSM Health; St. Mary's  
Hospital-St. Louis*

## Before We Start...

Do you have  
labor concerns  
or issues  
staffing HCPs?

Does your  
organization  
embrace flexible  
staffing models?

What is your  
organization's ret  
ention strategy in  
place for HCPs?

# Luminis Health Facts and Figures

Fiscal Year 2023

(July 2022 - June 2023)



**3** Hospitals **7** Counties  
**100+** Care Sites



**\$1.11B**  
Operating revenue



**6,500+**  
Employees



**850+**  
Total beds



**30,900+**  
Inpatient admissions



**490+**  
Volunteers



**140,500+**  
Emergency visits



**1,800+**  
Medical Staff



**\$95.2M**  
Community benefit



# PRESBYTERIAN



**954k**

New Mexicans served  
(out of 2.1M pop.)



**\$5.6B**

annual revenue



**38**

years of integration  
experience



**1200**

clinicians



**9**

hospitals



**3**

ambulatory surgery  
centers



**4**

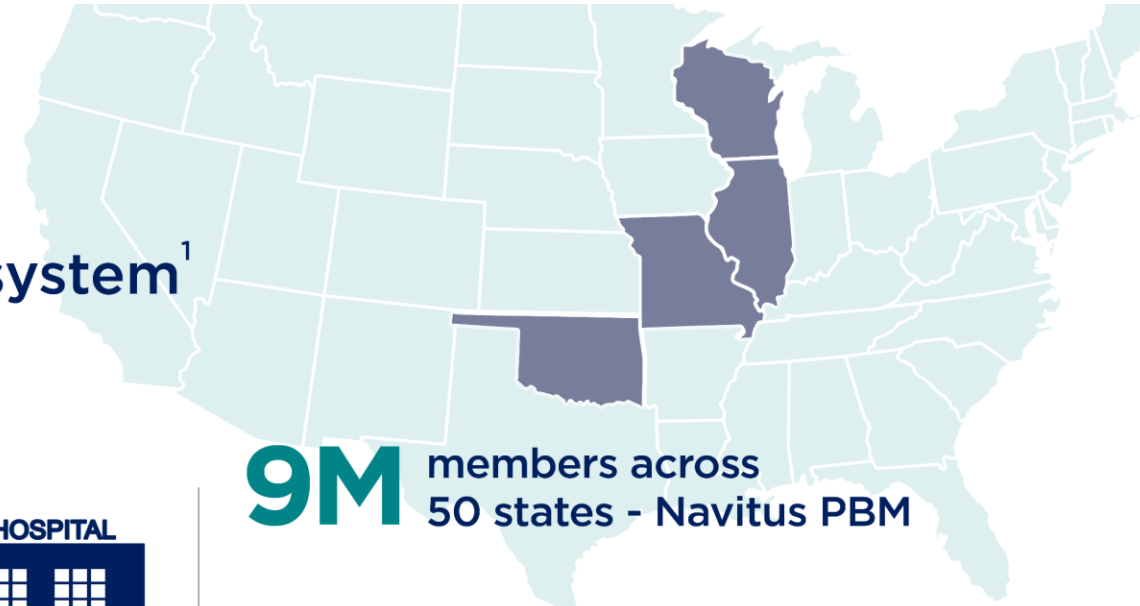
24/7 urgent care  
+ ED locations



**32**

clinics statewide

# SSMHealth. | System Overview



A **\$9B** not-for-profit Catholic health system<sup>1</sup>

**\$395M** in community benefit<sup>2</sup>

**40,000** team members 

**11,600+** physicians/providers

**300+** physician office/outpatient sites

<sup>1</sup>2021 Revenue    <sup>2</sup>2021 Total

**23** hospitals 

**13** post-acute facilities

**58** counties served by SSM Health at Home

**9M** members across 50 states - Navitus PBM

**520,000** covered lives - Dean Health Plan

**33** managed hospitals/affiliate relationships

Nearly **23,000** monthly virtual visits 

# Luminis Health

---

---

# RN Vacancy (thru 3/18/2024)

<u>Entity</u>	<u># of Vacancies</u>	<u>Vacancy %</u>
LHAAMC	103.37	11.88%
LHDCMC	65.75	18.53%
LHSS*	-62.70	N/A*
Overall	106.42	8.68%

# Workforce Scorecard

Metric	July – February Target	July – February Actual
Turnover	22%	20.76%
Overall Bedside RN Hires (Inclusive of new grads and experienced RNs)	244.3 FTEs	195.15 FTEs
<i>New Grad Nurse Hires</i>	<i>140.5 FTEs</i>	<i>88.8 FTEs</i>
<i>Experienced Nurse Hires</i>	<i>103.8 FTEs</i>	<i>106.35 FTEs</i>
International Nurse Hires (not included in Bedside RN Hires)	14.4 FTEs (16 headcount)	7.3 FTEs (8 headcount)
Office Assistant Vacancy Rate	10%	14.44%
Medical Assistant Vacancy rate	10%	9%



# February 2024 NRP Cohort

Location	Target (FTE)	RN FTE	LPN FTE	Total Hired
AAMC	36.3	29.7	0	29.7
DCMC	9.0	15.6	0.9	16.5
Total	45.3	45.3	0.9	46.2

# June 2024 NRP Cohort

Location	Target (FTE)	RN FTE	LPN FTE	Total Hired
AAMC	17.5	10.8	0	
DCMC	6.3	8.1	0	
Total	23.8	18.9	0	

- Nurse Extern recruitment – Total 16 commitments through 3/15/2024
  - AAMC = 8
  - DCMC = 8

# Luminis Health Board – HR Workforce Measures

Data Not Available or Not Applicable
Met or Exceeded Goal
Trending towards Goal/ Within 10% of goal
Off Track to Goal

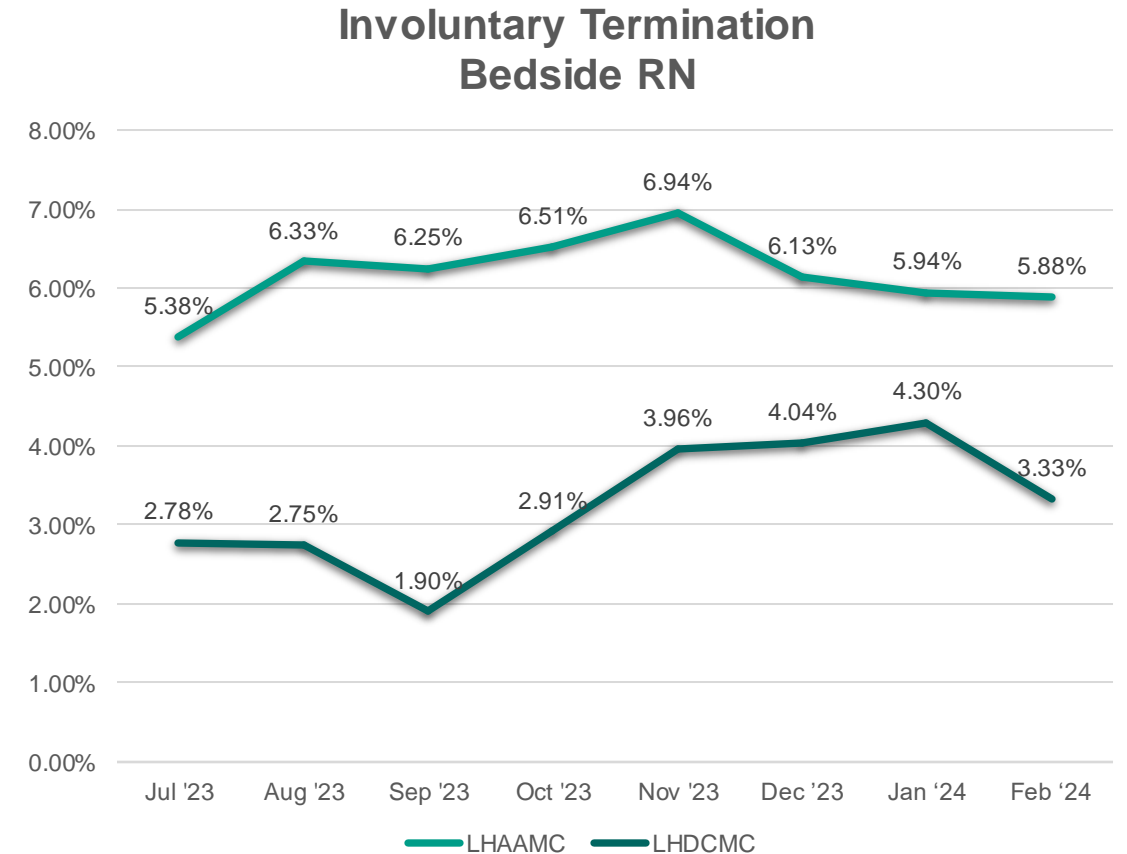
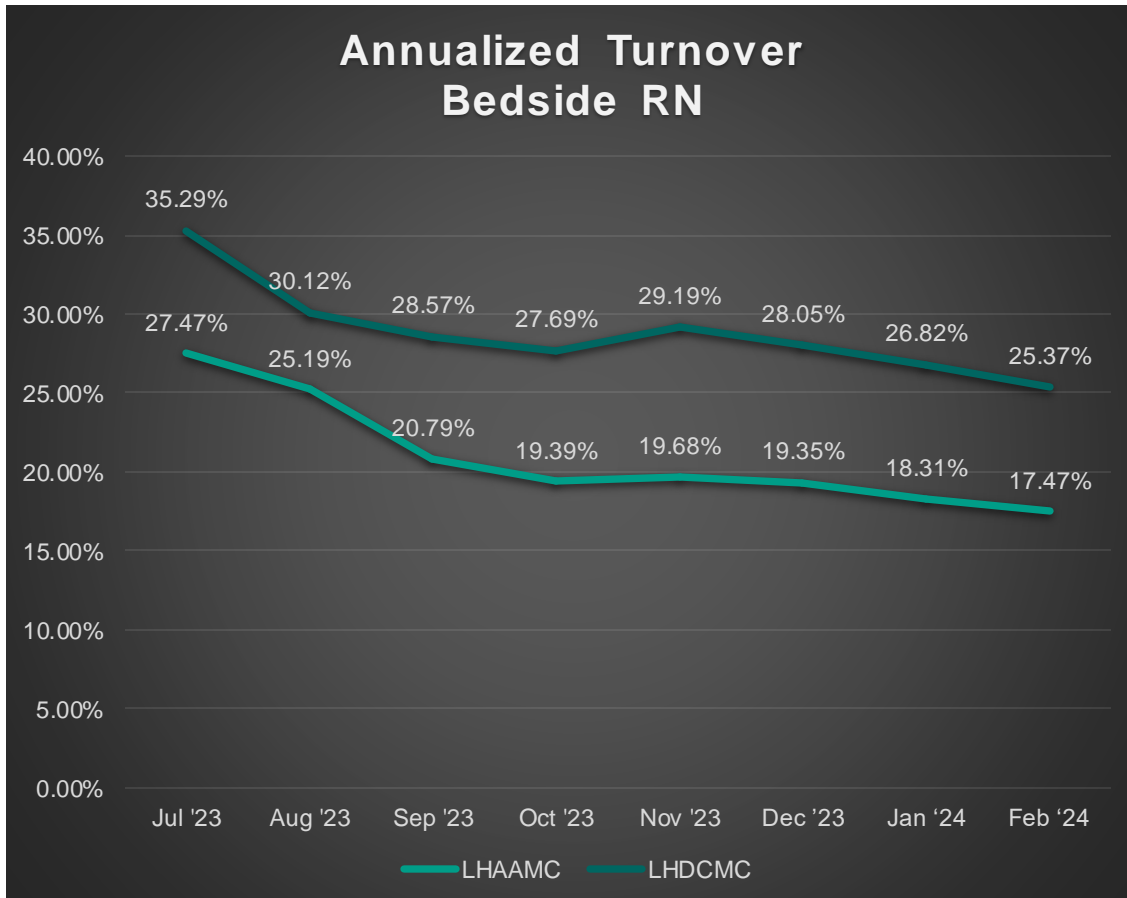
Luminis Health FY24 Workforce Measures						
Metric	Luminis Workforce Measures FY24 (July 2023 – February 2024)	FYTD Performance	FYTD24 Performance Goal	Action Item Updates		
<b>WORKFORCE</b>	International Nurse Hires	FY24 International Nurse Hires		ALL 7.3 FTEs	14.4 FTEs	<ul style="list-style-type: none"> <li>• Retrogression is delaying arrivals of selected candidate through both Passport and Medpro</li> <li>• 17 international nurses in pipeline for potential starts before the end of FY24</li> <li>• 21 international nurses in pipeline for potential starts before the end of FY25</li> <li>• 5 international nurses completing contracts by June 2024 – Offers made to convert to FT employee</li> </ul>
				LHAMC 1.8	7.2 FTEs	
				LHDCMC 5.4	7.2 FTEs	

# Turnover – Bedside RN

AAMC Target = 20%

DCMC Target = 29%

System Target = 9.01%



# Presbyterian Healthcare Services

---

---

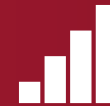
# Presbyterian Healthcare Services Overview (6-12 months)



Launched first orientation in October 2023



Currently live in three facilities: Presbyterian Hospital, Rust Medical Center and Presbyterian Kaseman Hospital



Results from first four months:

- ✓ 209 healthcare professionals onboarded
- ✓ 5.77 shifts worked per month per active clinician



Expanding to northern New Mexico facilities during Spring and Summer 2024

# Embracing flexible solutions to meet staffing needs

Goals for our partnership:

- ✓ **Proof of concept**
- ✓ Engage a **latent supply** of Healthcare Professionals
- ✓ Create a new feed into the **recruitment funnel**
- ✓ **Reduce dependency** on travel contracts
- ✓ Stay ahead of **workforce demands**

# Results after Phase 1

## “Go-Live” – October 2023

- 246 Healthcare Professionals Onboarded
- 159 RNs
- 71 Nurse techs
- 1812 shifts worked since “Go Live”

## Resources in Scope

- RNs – Med Surg, PCU, ED, ICU
- CNAs

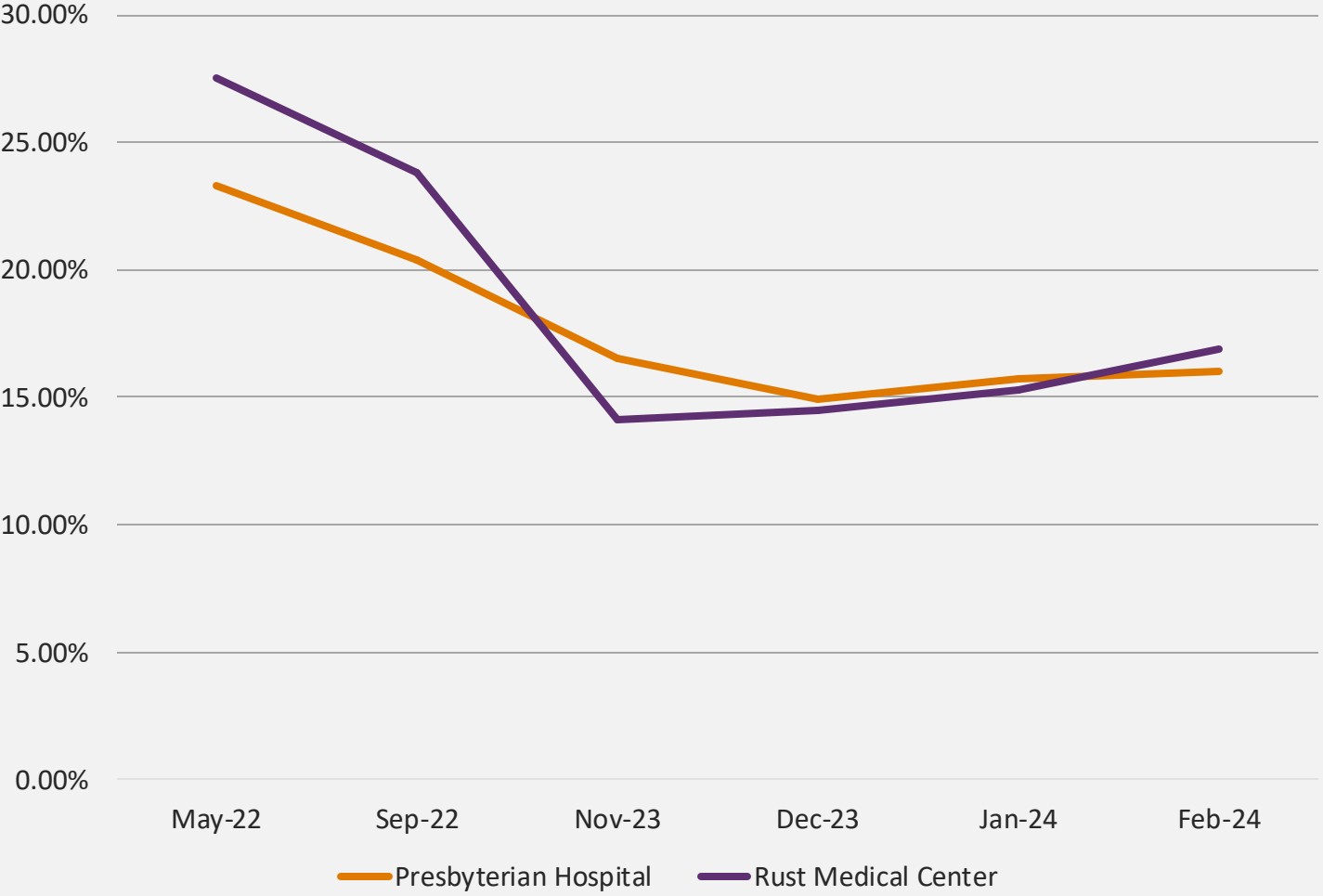
## Facilities

- Presbyterian Hospital
- Rust Medical Center





# Nursing turnover rates





# Agency FTEs

2022

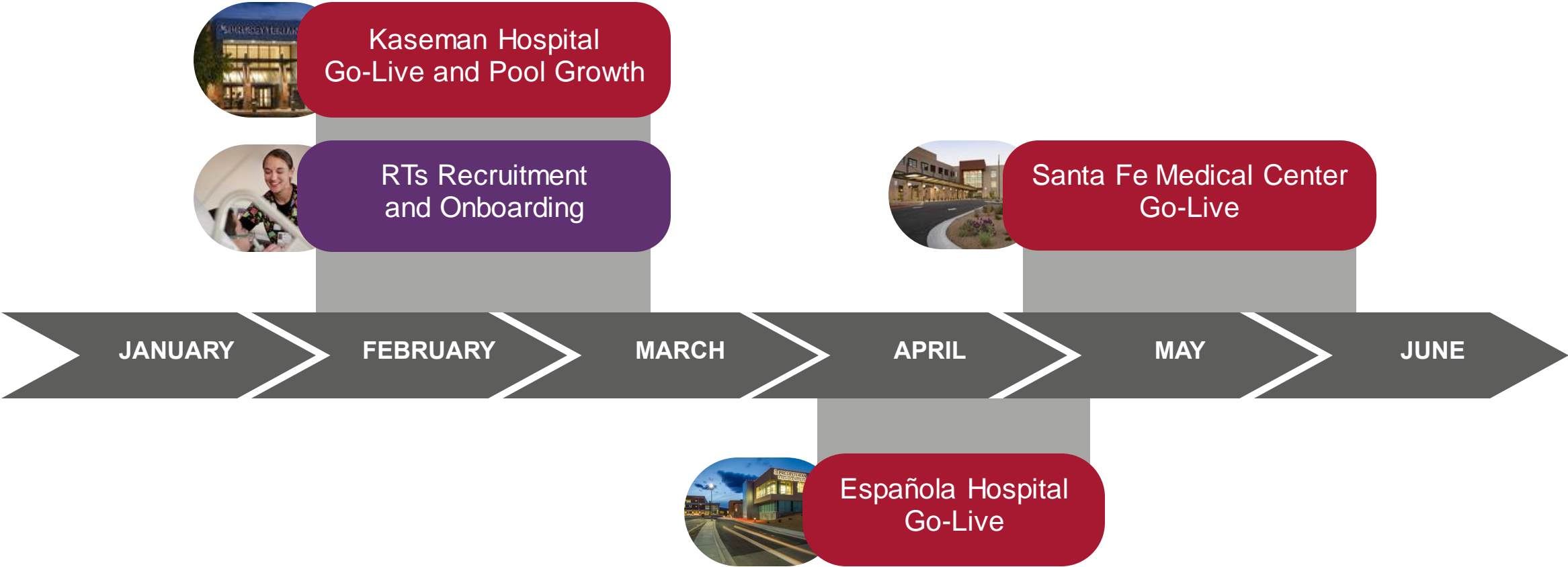
2023

324

209



# Where to next?



# The right connections

## TIME FILE INTEGRATION

- Connects with Presbyterian timekeeping system.
- Allows ShiftMed HCPs to utilize only ShiftMed App to track hours worked.
- Reduces manual time entry and reconciliation by 4-5hrs for both the Presbyterian and ShiftMed teams.

## OPEN SHIFTS FILE INTEGRATION

- Automates the posting, claiming and cancelling of shifts between the Presbyterian API and ShiftMed.
- Reduces the double booking of shifts and maintains near real time status in both systems.
- Eliminates the daily manual posting of shifts.

# SSM Health

---

---

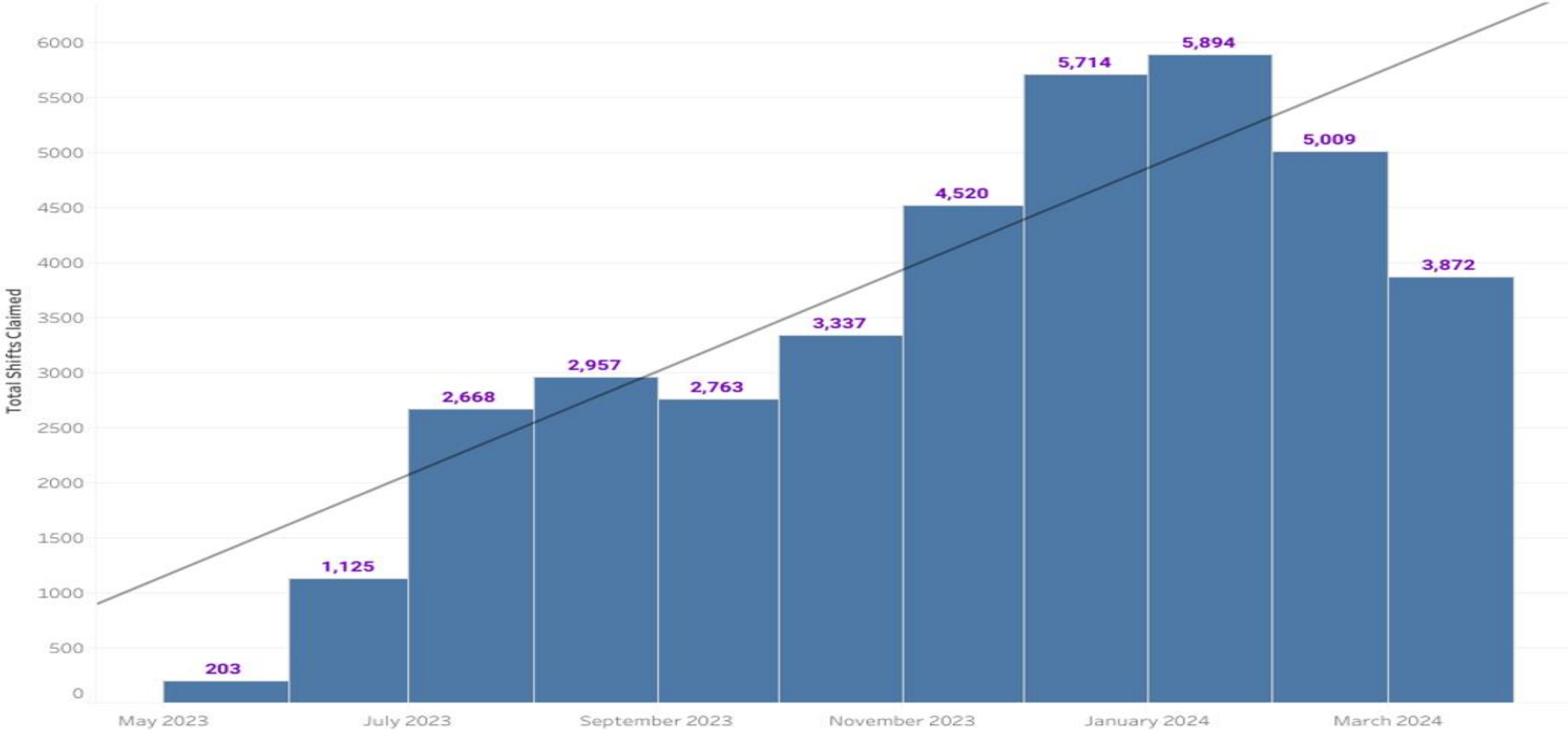
# SSM Health Overview

## 12+ months

**2023: launched 21 facilities in 4 states.**

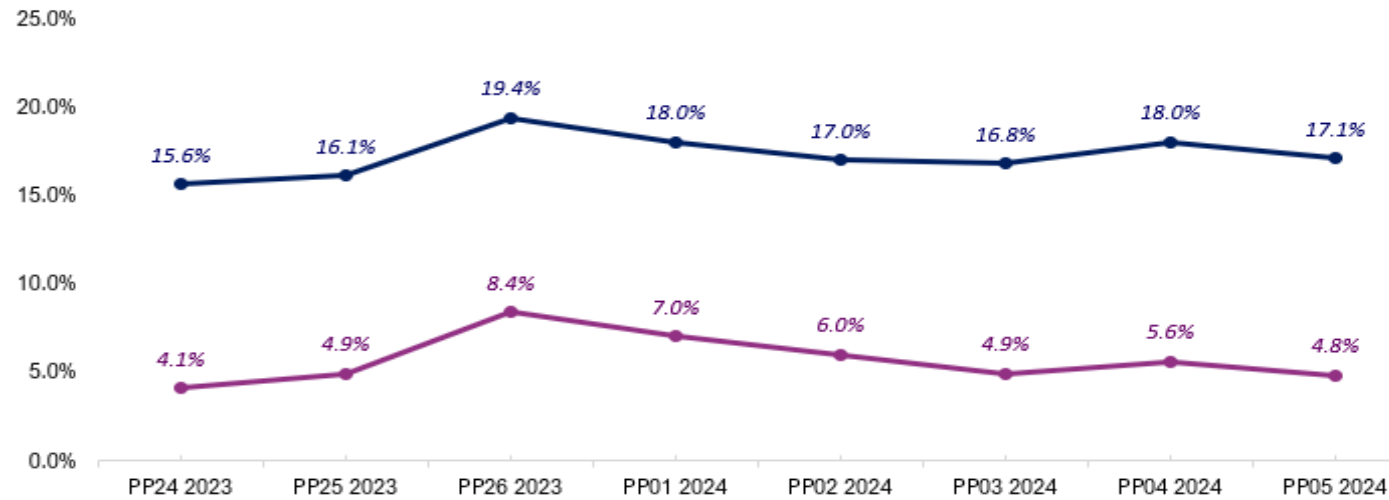
- including 2 post-acute facilities, urgent care facilities and Infusion centers.
- **15,911 shifts** filled in 11 months.
- **83** ShiftMed HCPs converted to SSM FTE.
- Successfully replaced **40** travel contracts.
  - External agency eliminated in all in-patient areas as of September 2023 (St. Mary's-St. Louis).
- **Smart Square** – Scheduling Automation Integration.
- **Workday** – Timekeeping & Provisioning Automation.

# SSM Overview – Total Shifts Claimed

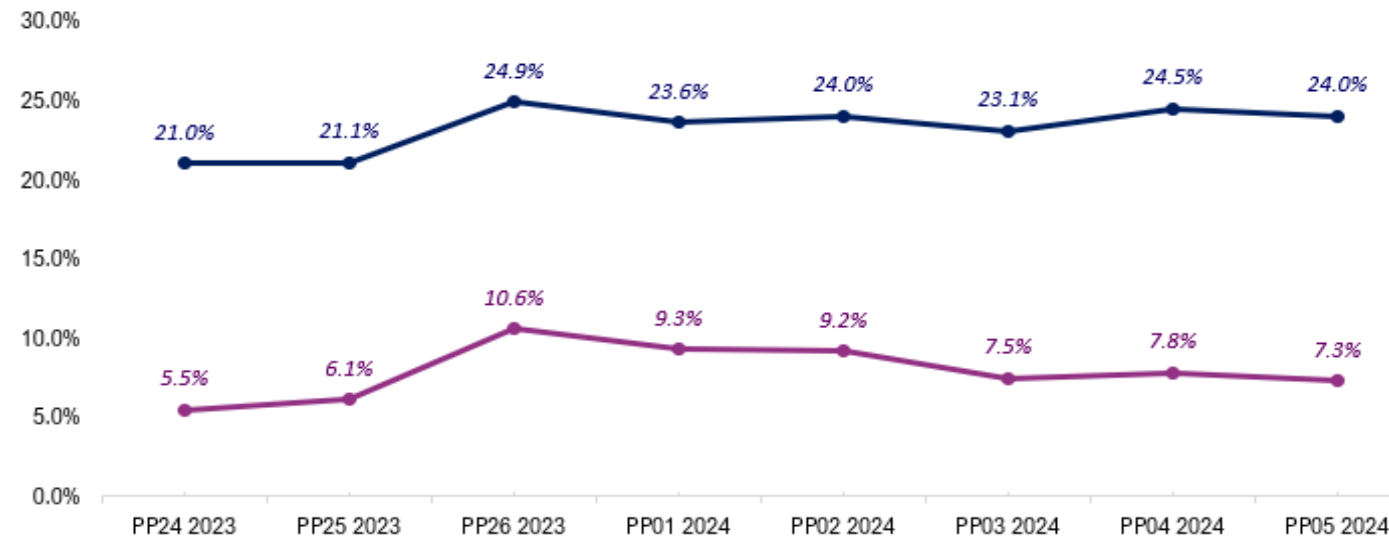


# Vacancy Rates – Hired Versus Operational

## SSM Health System Hired Vacancy Rate & Operational Vacancy Rate



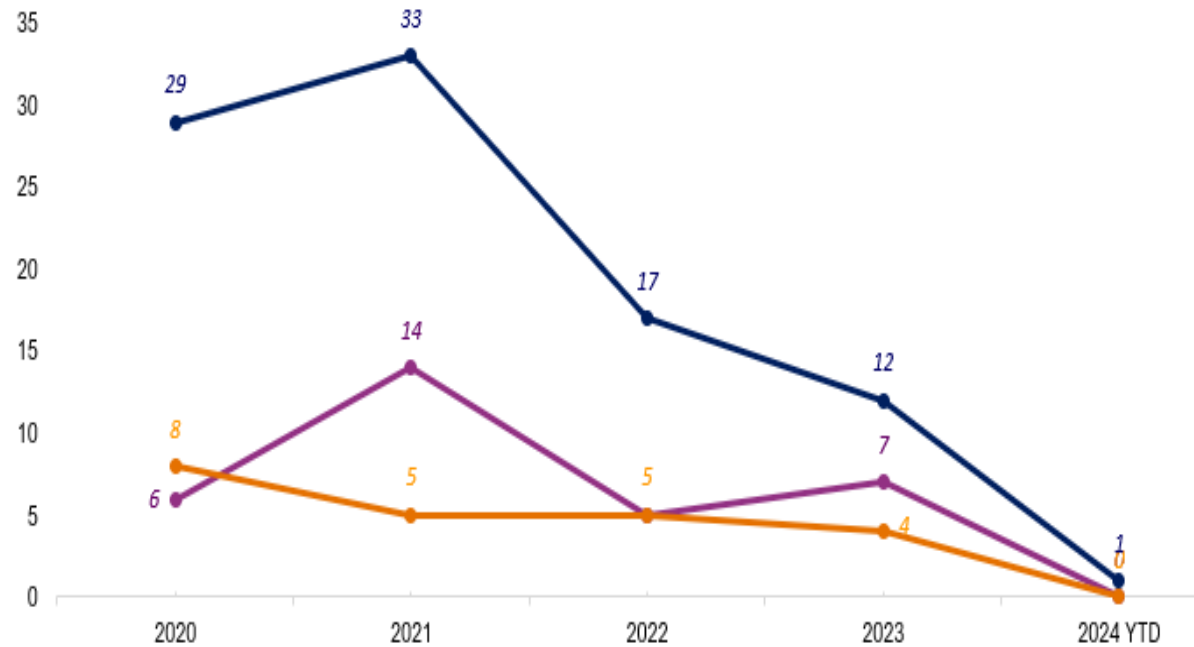
## SSM Health STL Region Hired Vacancy Rate & Operational Vacancy Rate



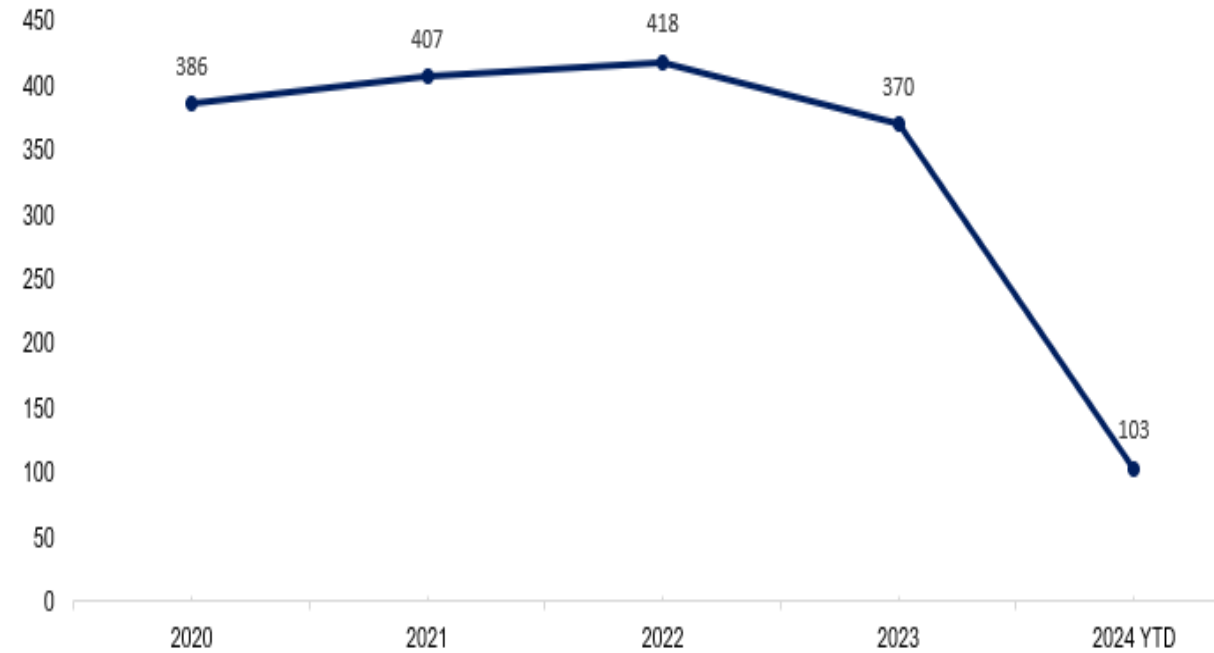


# SSM St. Mary's Hospital-St. Louis Quality Outcomes

SSM Health St. Mary's St. Louis Count Of CDI, CLABSI, CAUTI

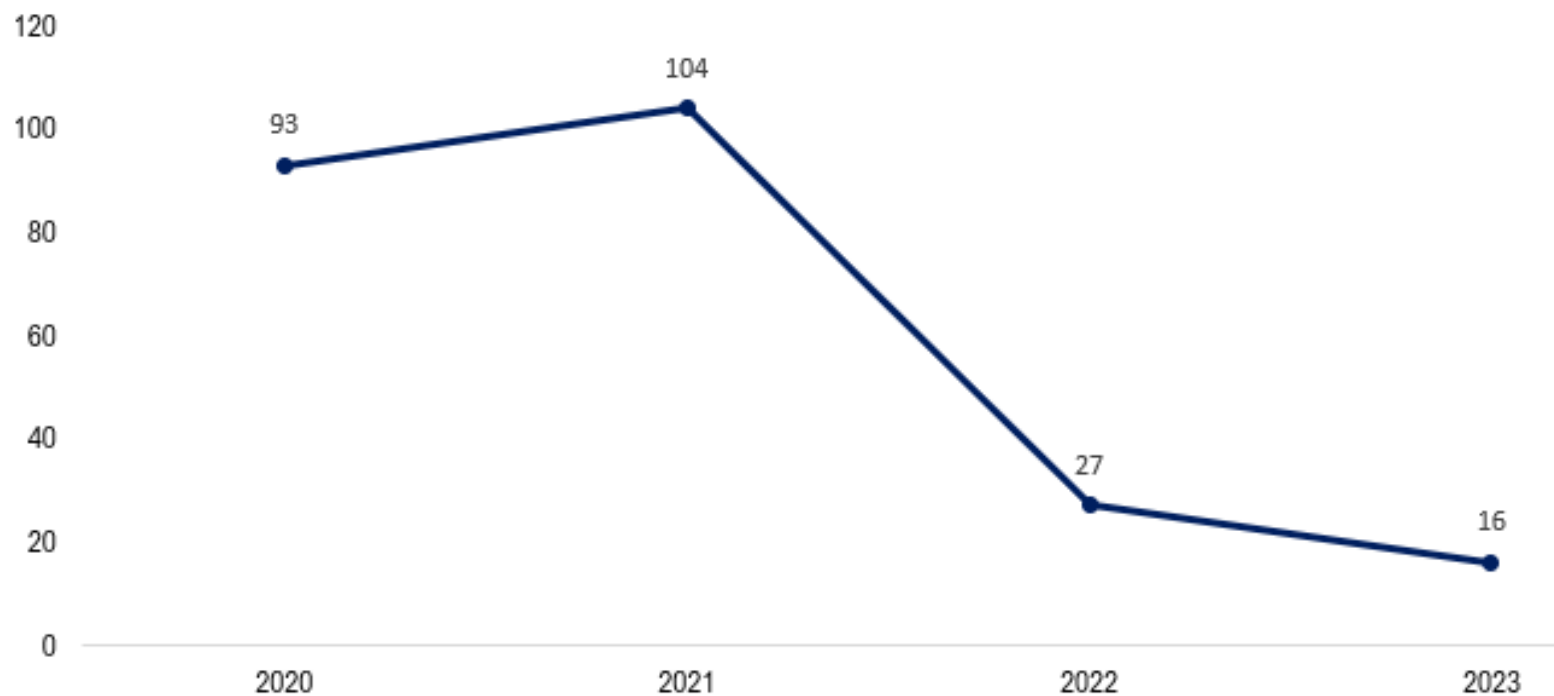


SSM Health St. Mary's St. Louis Count Of Falls



## Vizient Safety Rating

SSM Health St. Mary's St. Louis Vizient Safety Domain Rank



Vizient Safety Domain Includes:

- ✓ CLABSI
- ✓ CAUTI
- ✓ PSI's
- ✓ SSI's
- ✓ Hypoglycemia and Insulin

# Interested in connecting with the speakers?

**Visit Booth #429**



[www.ShiftMed.com](http://www.ShiftMed.com)



# Appendix

---

---

# Luminis Health Anne Arundel Medical Center Facts and Figures

(July 2022 - June 2023)



**500+** Total licensed beds

(Includes 40-bed facility, NICU bassinets, Pathways, dedicated to substance use and mental health treatment)



**5,700+**

Births



**\$644M**

Operating revenue



**95,600+**

Emergency visits



**21,900+**

Inpatient admissions



**2,800+**

Employees



**1,200+**

Medical Staff



**380+**

Volunteers



**17,200+**

Surgical services  
procedures



**\$71.2M**

Community benefit

# Luminis Health Doctors Community Medical Center Facts and Figures

Fiscal Year 2023  
(July 2022 - June 2023)



**330**

Total licensed beds



**\$233M**

Operating revenue



**9,000+**

Inpatient admissions



**44,900+**

Emergency visits



**800+**

Medical Staff



**1,100+**

Employees



**6,700+**

Surgical services  
procedures



**115+**

Volunteers



**\$23.9M**

Community benefit

# Luminis Health Clinical Enterprise Facts and Figures

Fiscal Year 2023  
(July 2022 - June 2023)



**1,800+**  
Medical Staff



**\$263M**  
Operating revenue



**792,900+**  
Lab & Outpatient Imaging  
Annual Studies



**924,000+**  
Outpatient Visits



**130,000+**  
Physical Therapy Annual Visits

---

# Embracing Flexible Solutions to Meet Staffing Needs

---

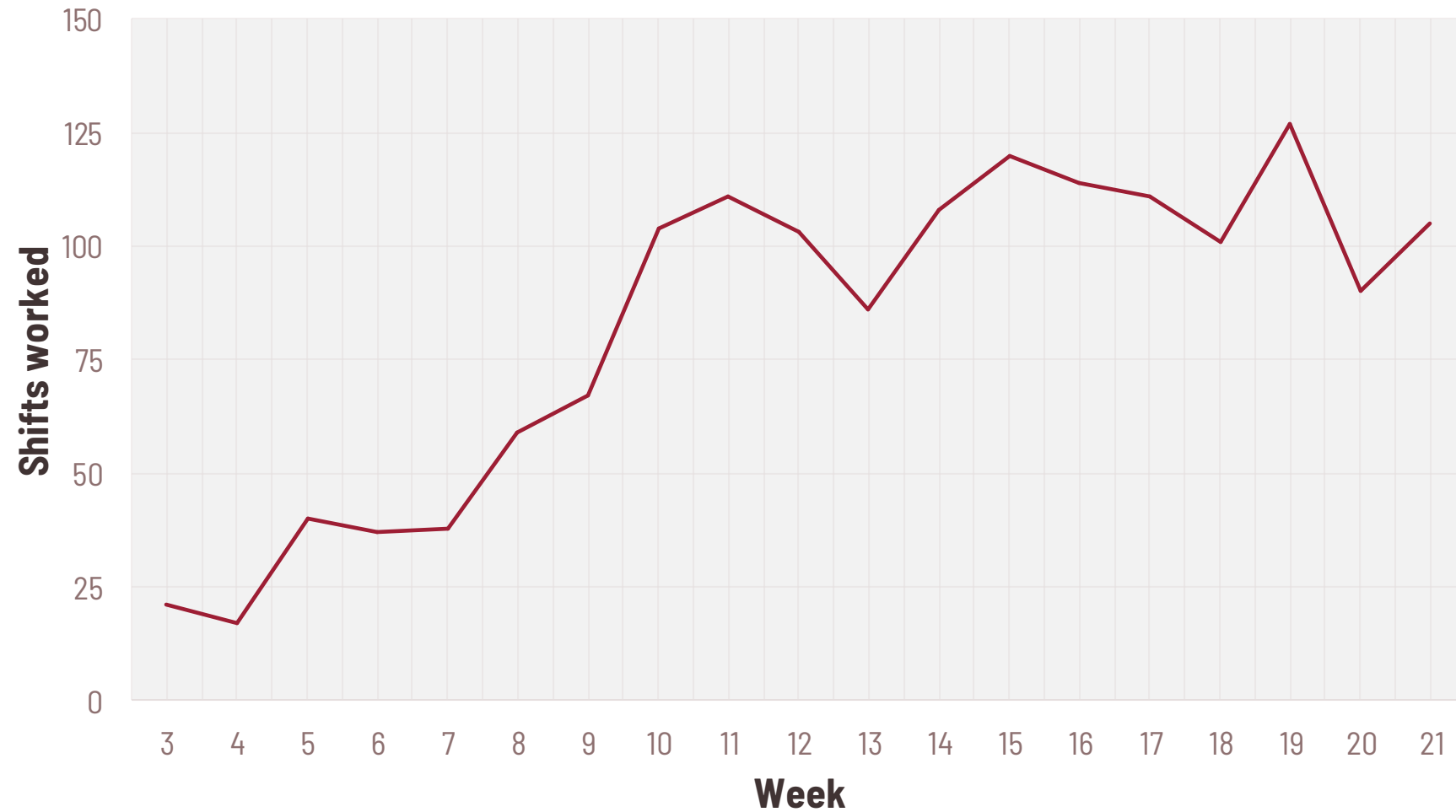
## Goals for Partnership:

- **Proof of Concept**
- Engage a **Latent Supply** of Healthcare Professionals
- Create a new feed into the **Recruitment Funnel**
- **Reduce Dependency** on Travel Contracts
- Stay ahead of **Workforce Demands**



# Results after Phase 1

- **“Go-Live”** – October 2023
- **246** Healthcare Professionals Onboarded
  - **159** RNs
  - **71** Nurse techs
- **1812** shifts worked since “Go Live”
- **Resources in Scope**
  - RNs – Med Surg, PCU, ED, ICU
  - Sec Techs (CNAs)
- **Facilities**
  - Presbyterian Hospital
  - Rust Medical Center



# Where to Next?

January	February	March	April	May	June
	Time File Integration	Kaseman Hospital Go-Live and Pool Growth			
	RTs Recruitment and Onboarding Scheduling File Integration				
			Española Hospital Go-Live (4/1/2024)		