



2023 HEALTH CARE WORKFORCE SCAN EXECUTIVE SUMMARY



American Hospital
Association™

Advancing Health in America

The American Hospital Association 2023 Health Care Workforce Talent Scan provides an annual snapshot of America's hospital and health system employment, based on a review of reports, studies and other data sources from leading organizations and researchers. In addition, it offers valuable insights and practical recommendations to help your organization think innovatively and act boldly to support, retain and recruit staff.

Hospitals and health systems are accustomed to managing workforce pressures in a constantly changing environment, but the COVID-19 pandemic has amplified existing workforce challenges. Several fundamental factors are shaping the workforce of the future including continuing shortages of health care workers in all roles, massive worker turnover, the need to support health care workers' mental and physical well-being, inflation, significant demographic shifts, changing consumer expectations and the role of technology in reshaping care delivery.

Core Challenges

The 2023 Health Care Workforce Scan focuses on three core challenges that need to be addressed to attract, retain and support the workers required to meet the health care demands of today — and tomorrow.



Core Challenge #1: Reconnect to purpose.

In the face of sky-high turnover rates and escalating stress, health care organizations must provide environments that consistently support meaningful work and nurture relationship-building to reinspire workers to find the joy, satisfaction and purpose that drew them to health care in the first place.

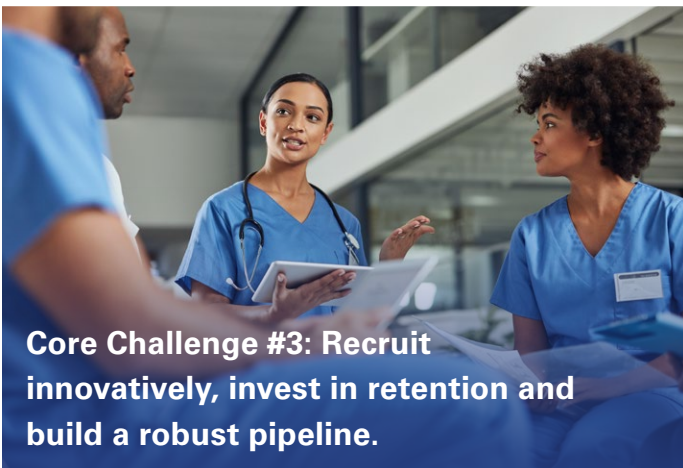
Attracting and retaining the healthy, engaged workers crucial to high-quality patient care means creating and modeling a culture that reflects mission-driven values. Implementing workplace practices that strengthen employee satisfaction, encourage and support self-care, and demonstrate commitment to patient-centric care also play key roles, as does ensuring that employees consistently feel heard and valued.



**Core Challenge #2:
Provide support, training and
technology needed to thrive in multiple
care delivery environments.**

The variety of settings in which patient care, both in-person and virtual, is delivered continues to expand. Health care workers increasingly need the ability to work in, and transition seamlessly between, a wide variety of care environments, from hospitals to outpatient clinics to community facilities to anywhere that patients live.

Doing this successfully requires new skills and technologies, new flexibility in the workforce and innovative strategies for workforce management. The ability to safely and effectively bring care to patients where they are can improve outcomes as well as build a more equitable health care system.



**Core Challenge #3: Recruit
innovatively, invest in retention and
build a robust pipeline.**

The U.S. nursing workforce lost more than 100,000 people between 2019 and 2022, the largest decline in 40 years. Burnout is high among nurses and physicians, contributing to dissatisfaction and costly turnover. For hospitals of all sizes, recruitment and retention are more critical — and more challenging — than ever, especially as competition for labor remains intense.

To meet short-term staffing needs and create sustainable long-term solutions, hospitals and health systems need to implement multi-pronged strategies that include investing in innovative upskilling programs and on-the-job training opportunities as well as expanding nursing programs or launching new ones. Building more flexibility into roles and staffing models, offering creative benefits that stretch employee paychecks and providing nontraditional support such as affordable housing and child care can also help attract and retain workers.

Think and Act Strategically to Nurture a Thriving Workforce

Existing workforce challenges, exacerbated by the pandemic, appear likely to continue well into the future. Building a thriving health care workforce that continues to put high-quality, compassionate care at the center of all they do requires commitment and collaboration from all stakeholders at the individual, organizational and community level. Together, we can address workforce supply, strengthen workforce resilience and ensure our ability to deliver the best possible care to the communities we serve.

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