HEALTH MANAGEMENT
TheAcademy + axuall

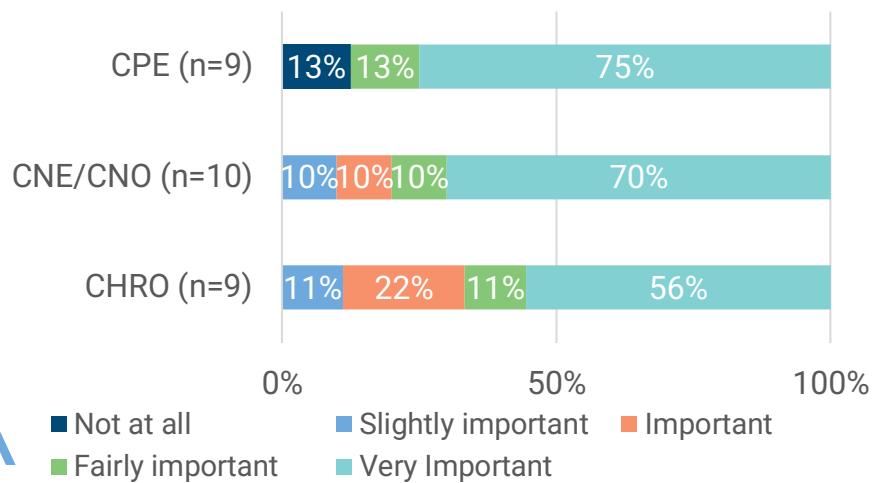# How Clinician Data, Automation are Reshaping the Future Workforce

In 2023 The Health Management Academy (THMA), in partnership with Axuall, set out to explore how Leading Health Systems (LHS) can leverage clinician big data, career engagement tools, and workforce intelligence to enhance workforce decision-making. This overview summarizes findings from a workforce intelligence outlook survey, capturing 29 Chief Physician Executive (CPE), Chief Nursing Executive (CNE), Chief Nursing Officer (CNO), and Chief Human Resources Officer (CHRO) perspectives.

Key Takeaways

Workforce Leaders Hungry for Real-Time and Actionable Data Analytics

74% of executives report data and benchmarks **as fairly important or very important** to make clinical capacity planning decisions

Clinical Leaders, Specifically, Eager to Make More Data-Informed Decisions in Workforce Management
Percent of Executives Selected Response

- CPE (n=9): 13%, 13%, 75%
- CNE/CNO (n=10): 10%, 10%, 10%, 70%
- CHRO (n=9): 11%, 22%, 11%, 56%

Legend:
- ■ Not at all
- ■ Slightly important
- ■ Important
- ■ Fairly important
- ■ Very Important

> "The biggest lesson I learned is to always have good data at our fingertips to help drive decisions. I must continue to push my team for decisions around source of truth for specific data points."
> – Chief Nurse Executive, Leading Health System

Inaccessible, Low-Quality Data Hinders Executive Workforce Decision-Making
While most executives have data, few have access to *quality* data.

For the data you think is essential for effective clinical workforce planning and staff allocation, what data do you have access to?

Percentage of LHS Respondents indicating they have access to data essential to workforce planning and staff allocation.

70%
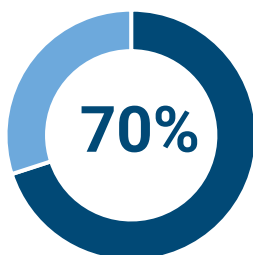
For the data you have access to, what is the quality of that data?
Percentage of Executive Response

- Complete: 54%
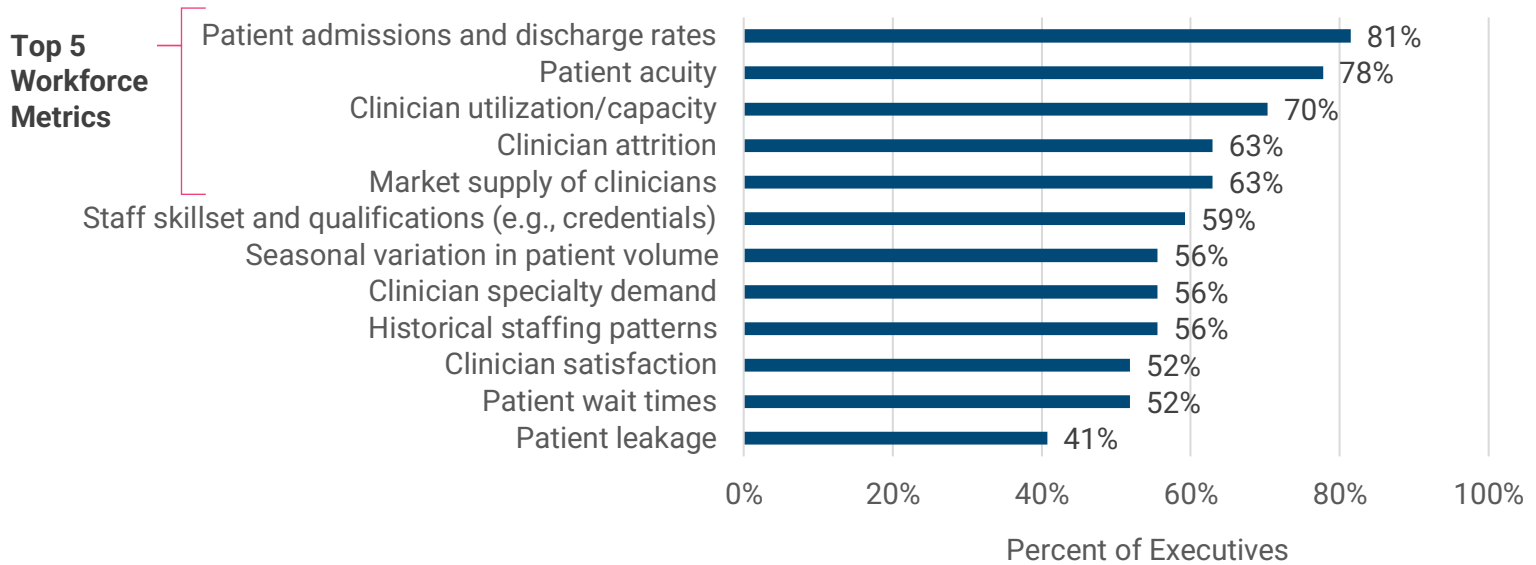- Accurate: 48%
- Up-to-date: 43%

Leaders Rely Heavily on Volume, Utilization for Workforce Predictions

Patient admissions, acuity, clinician capacity, attrition, and market supply metrics are crucial for workforce planning, but limited access to other quality data, such as patient leakage, can result in missed opportunities for informed resource allocation.

Data Essential for Effective Clinical Workforce Planning and Staff Allocation
Percent of Executives Selected Response

Top 5 Workforce Metrics

Metric	Percent
Patient admissions and discharge rates	81%
Patient acuity	78%
Clinician utilization/capacity	70%
Clinician attrition	63%
Market supply of clinicians	63%
Staff skillset and qualifications (e.g., credentials)	59%
Seasonal variation in patient volume	56%
Clinician specialty demand	56%
Historical staffing patterns	56%
Clinician satisfaction	52%
Patient wait times	52%
Patient leakage	41%

Percent of Executives

Opportunity to Align Metrics to Address Data Gaps

LHS can take actionable steps to address gaps in data quality and accessibility through investments in their data infrastructure, governance, technology, and partnerships.

Address Pressing Data Gaps
- Despite being top workforce metrics, inaccessible and low-quality clinician attrition and market supply data hinders executive decision-making. Prioritizing investments in data quality assurance measures and tools to enhance data collection, analysis, and validation can help executives make better workforce staffing decisions.

Scatter plot with axes Quality (Low to High) and Accessibility (Low to High), showing:
- Clinician Satisfaction (High Quality, Low Accessibility)
- Patient Admissions (High Quality, High Accessibility)
- Clinician Utilization/Capacity
- Historical Staffing Patterns
- Seasonal Variation in Care Volumes
- Staff Skills & Qualifications
- Patient Acuity
- Patient Wait Times
- Market Supply of Clinicians
- Clinician Specialty Demand
- Clinician Attrition
- Patient Leakage (Low Quality, Low Accessibility)