

Healthcare's Data-driven Improvement Journey

Who will lead the change?

Fall 2022





“If there is one quality leadership must prove, it is a well-articulated vision for naturally embedding data into every decision and process.”

— Nanne M. Finis, RN, MS, chief nurse executive, UKG



A discussion with nurse leaders on the value of data, mentorship, and entrepreneurial visioning

I've been thinking a lot about leaders of the future and the competencies they will need to prioritize to drive value for their organizations. Coaching, creativity, and radical collaboration rise to the top, and recent discussions with nurse leaders at Mercy and UCLA Health — Dr. Betty Jo Rocchio and Dr. Karen Grimley, respectively — helped validate this thinking. Here are some quick bites from our conversations:

- Mentorship provides a pathway to coach and develop staff to be who we need them to be, now and into the future. But the programs we have in place today aren't enough; we need more mentorship opportunities at all levels of healthcare and throughout the employee lifecycle. Future leaders need exposure, not just to knowledge but also to the ways in which present leadership thinks—a transfer of history that is so personal and unique that they wouldn't get it any other way.
- Only through an abundance of creativity and effective change management can organizations fully embrace disruptive innovation and unlock new data techniques. Slicing and dicing data from disparate systems creates inefficiencies. To advance on your data-driven improvement journey, you first to have imagine replacing every process across your organization with a data-driven approach.

Read on for more in-depth and actionable practices from Dr. Rocchio and Dr. Grimley, my co-collaborators on the UKG Chief Nurse Executive Advisory Board.

Take good care,

Industry Headlines



[Nursing World](#)

Nurse Staffing Think Tank: Priority Topics and Recommendations

Efforts outlined to address the nurse staffing crisis include the connection between nurse wellbeing and staff retention, along with recommendations to effectively utilize scheduling flexibility, compensation, and delivery models.

[Market Scan](#)

Takeaways from the 2022 AHA Leadership Summit

Explore opportunities to leverage data and insights, address workforce resiliency, develop skill sets needed for future leaders, and more.

[NPR Shots](#)

Patient Satisfaction Surveys Earn a 'Zero' on Tracking Whether Hospitals Deliver Culturally Competent Care

A study of data collected from government-mandated patient experience surveys reveals racial and ethnic inequities in care. Revisions of these ubiquitous surveys would ideally help identify whether a hospital or health insurance plan is meeting the needs of all rather than only some patients.

[Inside Higher Ed](#)

Graduating More Nurses

To overcome staffing shortages, states, universities, and health systems are investing in talent pipelines. From Colorado to Michigan, innovative partnerships with community colleges are helping funnel more nurses and nursing assistants into the profession. (Becker's published a robust list of programs [here](#).)

[Modern Healthcare](#)

The Joint Commission to Add Health Equity Standards to Accreditations

New requirements to reduce healthcare disparities and accelerate equity efforts take effect January 1, 2023.

[CNBC](#)

Walmart, UnitedHealth to Offer Preventive Healthcare Program for Seniors

The 10-year partnership will likely give Walmart's clinics a boost in the number of new customers, while UnitedHealth gains a massive venue to enroll more people.

[U.S. Department of Health and Human Services](#)

Addressing Health Worker Burnout

The U.S. Surgeon General's 2022 advisory advocates for taking care of those who are always there to care for us.

Industry Fast Facts



Connections in the Workplace Matter¹

Employees who feel more connected with people in their networks are

1.5x more likely to be engaged at work and more likely to feel that they belong.

Learn how UKG Talk can help >

Summer Margins Plummeted²

Kaufman Hall's July report claims hospitals are experiencing some of the worst margins of the pandemic:

-63.9%
from June 2022

-73.6%
from July 2021

Consumers are Willing to Pay for Better Care³

47% would pay more to be able to work with their preferred care team.

Quality of care, location, and speed also play a role in how much consumers are willing to spend on their healthcare.

Self-care Increases⁴

CDC finds

21% of adults

received mental health treatment in 2021, and highlights increased trends across demographics.

Caring for Chronically Ill Patients⁵

Remote patient monitoring increased fourfold during the pandemic's first year.

The Travel-nurse Bubble Burst⁶

Expenses for temporary staff were down **22% in June vs. April**, per HCA Healthcare.

Let UKG help optimize resource planning and allocation >

Top Priorities in Healthcare



“Everything we do with data is designed to improve the patient experience.”

— **Dr. Karen Grimley**, PhD, MBA, RN, FACHE, NEA-BC, chief nursing executive for UCLA Health and newly inducted 2022 Academy fellow

Data drives strategy

Leaders in healthcare have an exciting opportunity to expand their use of data to drive decision making. On this fact, we are all aligned — we agree there's work to do and strength to be gained — but where to start is often the question. The reality is that most healthcare organizations still do not have the capability to look comprehensively at their people data. Isn't that hard to believe in an industry so advanced and rooted in technology?

Data is a tremendous differentiator on multiple fronts. You have to have data to improve patient care and to make and sustain change. As Dr. Betty Jo Rocchio, CNO at Mercy, explains, it's the “fundamental basis for evidence-based practice in nursing.” Data is a piece of evidence, after all — a prescriptive lens through which all operational decisions about the nursing workforce can be made.

She also attests that utilizing people data to inform and lead change should be leaderships' greatest concern; today's most pressing labor issues could be solved if only organizations were equipped to see precisely where and when resources are needed. The key, she adds, is being able to rely on real-time data — from hours ago, not weeks — as well as predictive data to effectively design work and workflows.

Digital transformation is at the heart of the matter. The right systems and supports are required to unlock your data and generate value for your business. At UCLA Health, for example, Dr. Karen Grimley's team is using data and automated tools to assess patient acuity, address skill mix, manage workload intensity, drive span of control, and reduce readmissions and length of stay. “The complexities of patient care require us to take all of our data points and blend our information (quality, experience, and cost) into a comprehensive, value-based, human experience for both patient and nurse,” said Dr. Grimley.

Consider how every piece of data can be regularly leveraged as part of your organization's value equation. To maximize productive hours, enhance care, and curb costs — your data almost always shows the way.

Top Priorities in Healthcare



“It’s our job as leaders to collectively coach our staff and build a tradition of excellence within our organizations. We are developing the workforce to be strong when we move on. That’s the goal.”

— Dr. Betty Jo Rocchio, DNP, RN, CRNA, CENP, EBP-C, chief nursing officer at Mercy

Mentorship as a path to belonging at Mercy

Employees today are looking for connection and purpose at work. From the very minute a candidate first engages your organization, you have an opportunity to bring them in and guide them toward an enriching career. At Mercy, their team looks at practice fit and culture fit to determine where people belong — where they’ll thrive. They’re leveraging data and science and provide coaching and shadowing to help find the best fit regionally for every new hire and every employee.

This is mentorship — or what mentorship looks like when governed by a ministrywide vision and strategy to help all employees find the right practice and the right culture fit inside an organization.

“We don’t want people thinking that they’re wasting their time or feeling burned out just because they don’t like a task or they don’t like the culture,” said Dr. Rocchio. “Whatever stage of their career they’re in, we’ll put in extra effort to help people realize where they fit best, and we’ll get them where they want to be. Our approach to mentorship is less about learning nursing tasks. We view it as an opportunity to develop nurses to become a stabilizing factor across our organization.”

Leadership mentoring

Whereas residencies typically provide the support system to ensure competent clinical practice when nurses enter the field or an organization, the call to expand mentorship and increase opportunities for mid-careerists and emerging leaders is dire. When mentorship is lacking, you start to see your nurses limited by exposure. Without access to the networks and relationships they are looking to build, or without the time or resources needed to build and maintain those networks, motivation dwindles and the development process stalls.

We’re calling on today’s leaders to develop future leaders capable of driving forward healthcare’s data-driven improvement journey, but that can’t happen without first creating the conditions to foster learning and the exchange of information and perspectives. In developing your staff, relationship building is equally important as skill building. As an industry, we need to get better at building bridges across the continuum and providing support at all levels of an organization, especially the frontline.

Emerging Concepts



The use of AI in nursing practice is in its infancy, but every step forward strengthens nurses' capacity to provide multifaceted care.

AI-driven automation and predictive systems present the potential for optimizing care delivery by alleviating time-consuming tasks that do not require specialized nursing skills or knowledge. AI is increasing productivity and empowering staff to do more with less.⁷



We need more leaders are particularly adept at change management and implementation science; possess a transformative vision and strategy to lead through change or sustained crisis; are passionate about driving connection and collaboration; and who are deeply committed to embracing diversity, equity, inclusion, and belonging (DEI&B) as a business imperative.

These attributes are not just needed for leaders at the top, but for our leaders on the frontlines, too.



How do you create a good work culture? According to Great Place to Work, an emphasis on community, fairness, trust, and innovation is where to start. But to really address the matter, **"culture-as-a-service" software** (i.e., a sophisticated suite of solutions designed to encapsulate all these things and more) is on the rise to help organizations cultivate a high-trust culture and embody people-first practices to drive business success.



References

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- ⁵ Mitchell Tang, Ateev Mehrotra, and Ariel D. Stern, *Rapid Growth Of Remote Patient Monitoring Is Driven By A Small Number Of Primary Care Providers*, Health Affairs (September 2022), found at www.healthaffairs.org/doi/full/10.1377/hlthaff.2021.02026.
- ⁶ David Wainer, *Traveling-Nurse Bubble Bursts*, The Wall Street Journal (July 27, 2022), found at www.wsj.com/articles/traveling-nurse-bubble-bursts-11658919781.
- ⁷ Lisiane Pruinelli et al, *Artificial intelligence in nursing: Priorities and opportunities from an international invitational think-tank of the Nursing and Artificial Intelligence Leadership Collaborative*, Journal of Advanced Nursing (May 18, 2021), found at <https://onlinelibrary.wiley.com/doi/10.1111/jan.14855>.

About UKG

At UKG (Ultimate Kronos Group), our purpose is people™. Built from a merger that created one of the largest cloud companies in the world, UKG believes organizations succeed when they focus on their people. As a leading global provider of HCM, payroll, HR service delivery, and workforce management solutions, UKG delivers award-winning Pro, Dimensions, and Ready solutions to help tens of thousands of organizations across geographies and in every industry drive better business outcomes, improve HR effectiveness, streamline the payroll process, and help make work a better, more connected experience for everyone. UKG has more than 12,000 employees around the globe and is known for an inclusive workplace culture. The company has earned numerous awards for culture, products, and services, including consecutive years on Fortune's *100 Best Companies to Work For* list. To learn more, visit ukg.com.

