



# State and Local Government HHS Workforce Trends Drive Innovation

Center for State and Local Government Excellence  
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## **Center for State and Local Government Excellence**

*Promote excellence in local and state governments so they can attract and retain talented public servants.*





## **Center for State and Local Government Excellence**

- Workforce demographics and development
  - Public sector retirement benefits
  - Health and wellness benefits
  - Financial literacy
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## KRONOS FOR HEALTH & HUMAN SERVICES

» CAPTURE AND TRACK TIME AND ATTENDANCE DATA TO BETTER CONTROL PAYROLL COSTS

» ACCURATELY MANAGE LEAVE TO HELP ENSURE SUFFICIENT STAFFING LEVELS

» INCREASE EMPLOYEE ENGAGEMENT WITH MOBILE AND SELF-SERVICE TOOLS

» ENSURE QUALITY, FAIRNESS, AND SAFETY IN SCHEDULING

» MITIGATE COMPLIANCE RISK WITH STANDARDIZED APPLICATION OF RULES AND POLICIES

# HHS Workforce and Fatigue

The effect of **18** hours of no sleep is equivalent to having a blood alcohol level of **0.05**.

The effect of **24** hours of no sleep is equivalent to having a blood alcohol level of **0.10**, which is considered **legally drunk** in most states.



Elliot D. & Kuehl K. 2007

### PSST!

44% of nurses report that managers **don't know** how tired they are — and 43% hide how tired they are from their managers



### Among the top causes of fatigue, nurses identify:



Regina Corso Consulting for Kronos, Nurses and Fatigue Survey Report (April 2017)






**Innovations in the Health and  
Human Services Workforce:**  
State and Local Governments  
Prepare for the Future

November 2019



# HHS Workforce Trends

- Aging, highly skilled workforce
  - Strong growth for all HHS employment 2016-2026
  - Competition with private sector is already intense
  - Greatest job growth in lower wage positions like home health aides
  - Growth also high for mental health counselors, physician assistants, nurse practitioners, and health care social workers, among others.
  - The situation varies from state to state
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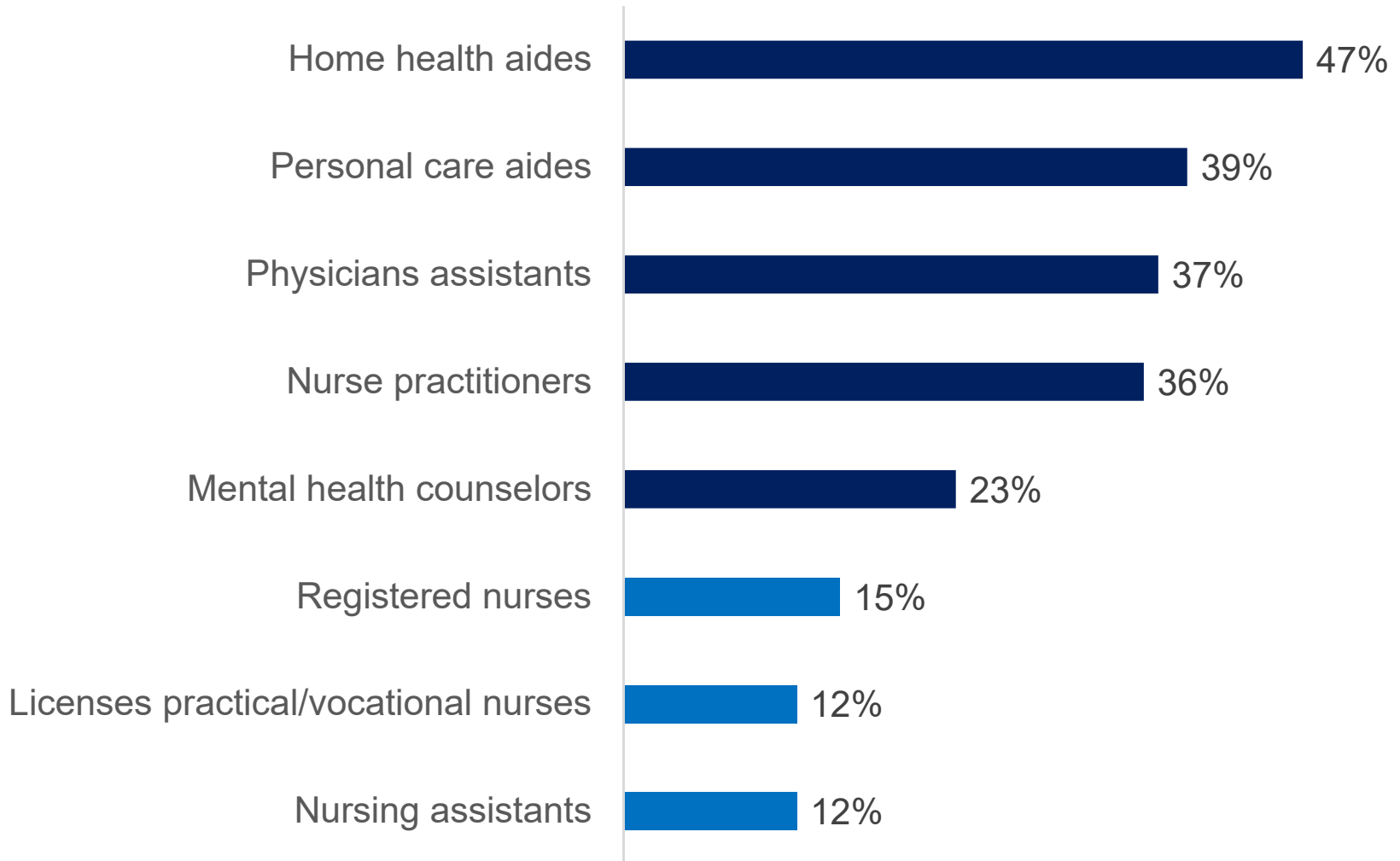
The background of the slide features a stylized, semi-transparent American flag with stars and stripes, positioned in the upper half of the frame.

## 2016 – 2026 Workforce Trends

- Overall health care employment will rise, but not by as much within state and local government
- Government cost constraints are a factor in types of jobs that increase.



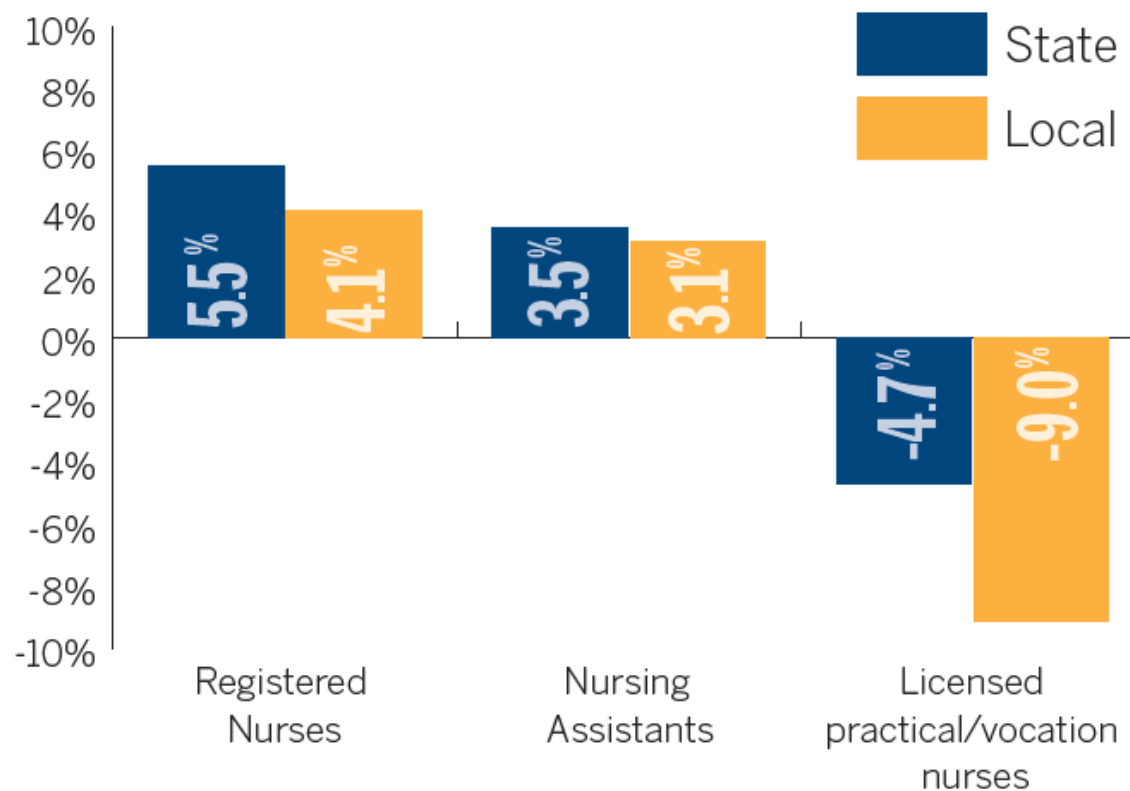
## Employment Change Projections, Public and Private Health Care: 2016-2026



Source: Bureau of Labor Statistics, <https://data.bls.gov/projections/occupationProj>.

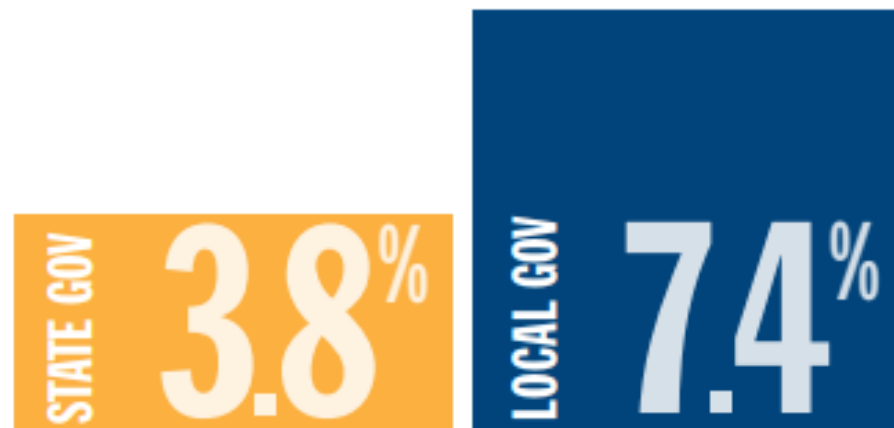
# 2016 – 2026 Workforce Trends

**Figure 6.** Nursing Employment Change Projection, State and Local Government: 2016-2026



Source: Bureau of Labor Statistics, <https://data.bls.gov/projections/occupationProj>.


# Overall Employment Growth: 2016-2026



Source: Bureau of Labor Statistics, <https://data.bls.gov/projections/occupationProj>.

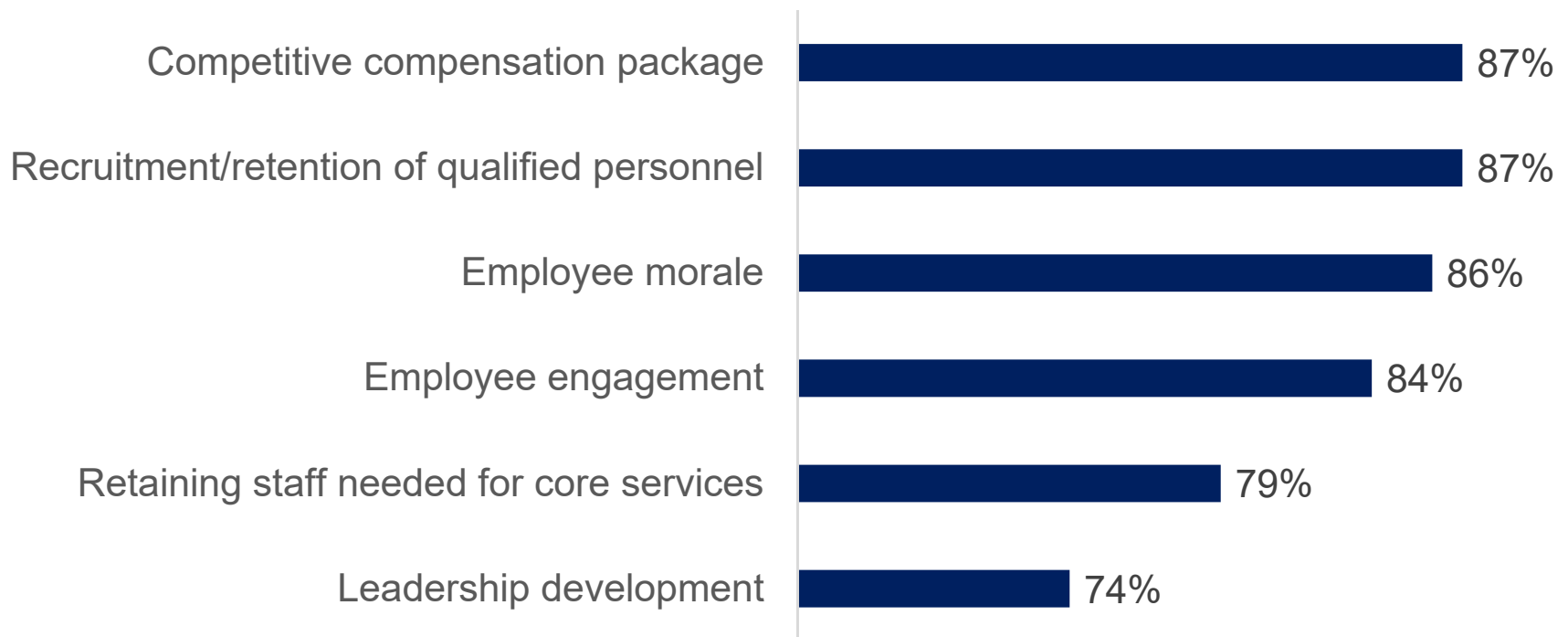
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## An Evolving Workforce

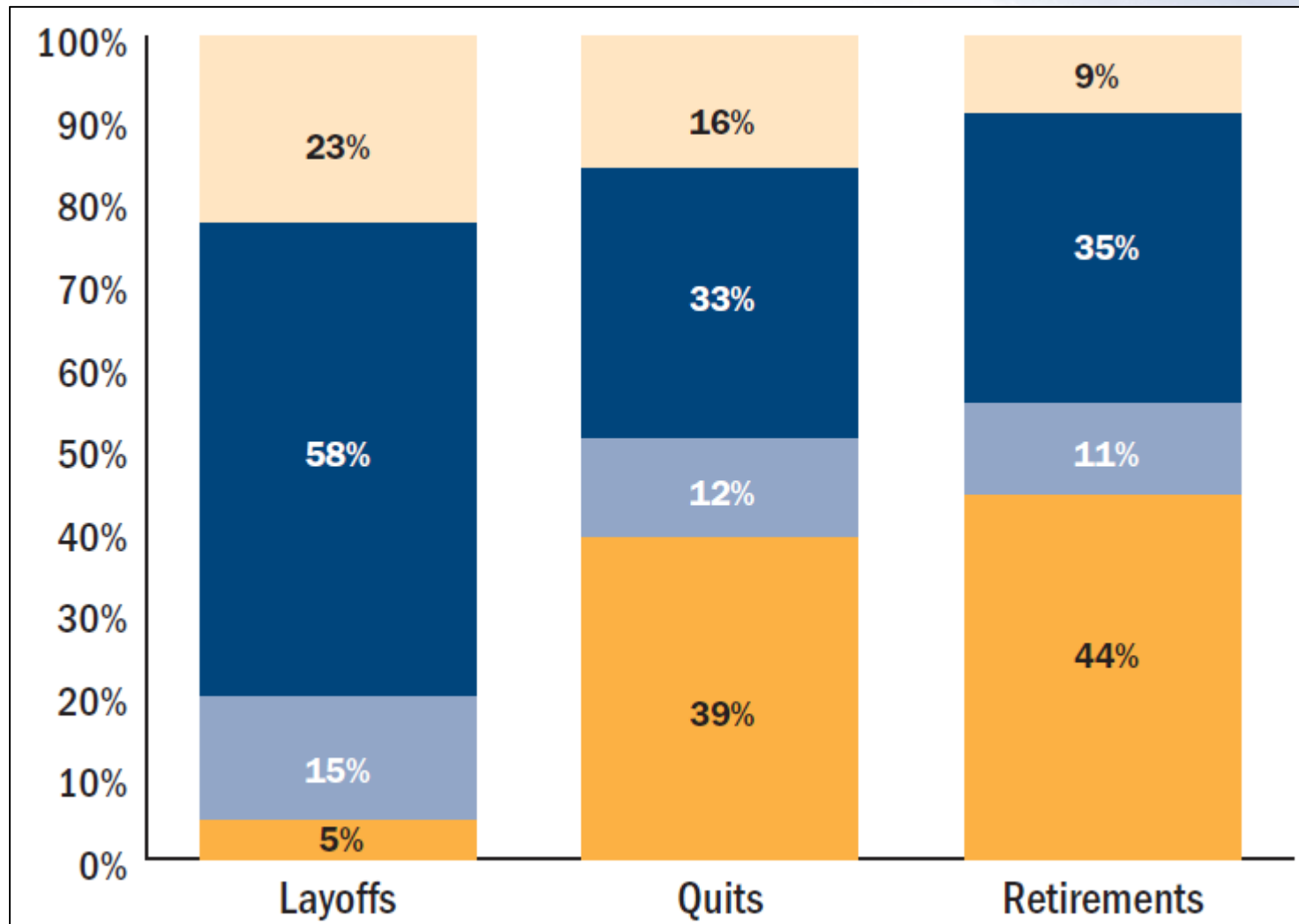
- 47% of public health employees expected to depart (2018-2022).
  - Graduation rates as a percentage of the workforce are considerably lower (Physicians, 2.5%; Counselors, 3.2%), and those graduates would be filling positions in both the public and private sectors.
  - Diversity will increase, but representation in many of the health fields lags.
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# 2019 Workforce Survey: Recruitment and Retention a Top Concern

Which workforce issues are important to your organization?




# Separations






## **Innovative Management Strategies**

- Learning and growth opportunities
  - Cross-agency teams to tackle priorities
  - Data and evidence to show progress
  - Establish good relationships, starting with the recruitment process
  - Employee engagement and follow up
  - Focus on the mission
- 



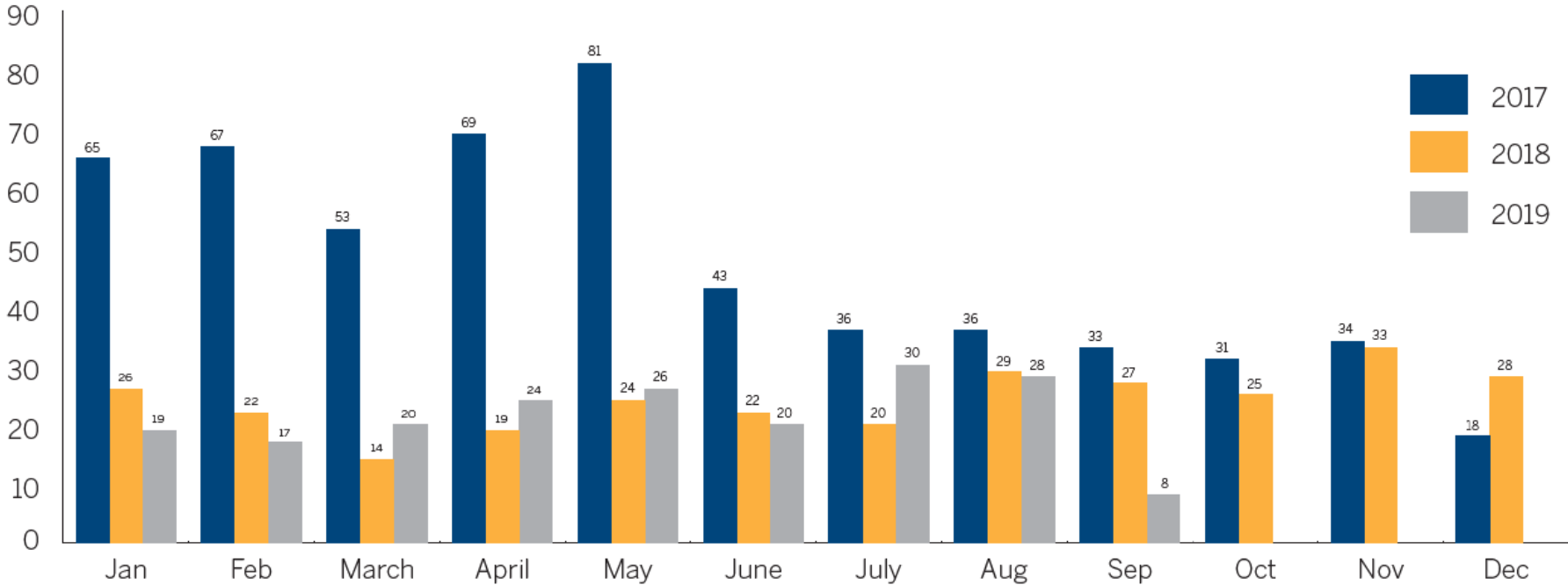
## Collaboration and Partnerships

- Collective Impact Model helped Montgomery County and Dayton, Ohio tackle the opioid crisis.
  - Hospital administrators, faith-based leaders, judges, and many jurisdictions joined the multi-agency effort.
  - Data-driven effort and regular progress reports led to more effective strategies.
- 





### Accidental Overdose Death Totals Dayton & Montgomery County



Source: Dayton and Montgomery County Public Health

The background of the slide is a faded, light blue-tinted image of the United States flag, showing the stars and stripes. The title "Put People First" is centered in a bold, dark blue font.

## Put People First

- Recruitment: Introduce candidates to people who can help them
- Urban and rural differences
- Effective onboarding
- Provide learning & growth opportunities
- Give employees a say in what matters to them

A decorative graphic at the top of the slide featuring a stylized American flag with stars and stripes in shades of blue and white.

## Internal Internship Program

- Employees gain skills that help them compete for hard-to-fill jobs
- Flexibility in structure is important
- Good tool for succession planning
- Growth opportunities help retain employees



## Engagement Surveys

- State of Wisconsin, Bureau of Working Families – survey feedback highlighted areas for improvement.
- Discovered that many employees were unaware of professional development opportunities available to them.


The background of the slide features a stylized, semi-transparent American flag with stars and stripes. The stars are prominent in the upper right quadrant, and the stripes extend across the top and right sides of the slide.

## Employee Teams

- Indiana State Department of Health established an engagement team to build on data from national Public Health Workforce and Interests Survey
- Early work has focused on agency data, ISDH strengths and organizational development in “short bursts.”




## Dealing with Stress and Burnout

- Encourage networking, even a “kitchen cabinet” of outside colleagues.
  - Use stories to reinforce the importance of the HHS mission.
  - Dive into problem areas that create stress for employees, e.g., slow recruitment process.
  - Recharge and learn something new.
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The background of the slide is a faded American flag, showing the stars and stripes in a light blue and white color scheme.

## Takeaways


- Stay focused on mission -- government is a place where you can make a difference.
  - Establish good relationships.
  - Be data driven.
  - Provide and take advantage of learning and growth opportunities.
  - Ask employees what they want.
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- A solid orange horizontal bar is located at the bottom of the slide.



## Parting Advice

“Stay laser-focused on collaboration and make sure the right people are sitting around the table.”

Shelley Dickstein  
City Manager  
Dayton, Ohio







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