

CHECKLIST

3 ways to build resilience into hospitals and health systems

Healthcare

One of many lessons hospitals and health systems learned during the past year is the need for flexibility and adaptability. As Charles Darwin said: “It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change.”

During the pandemic, making changes to staffing methodologies helped ensure that the right people were placed in the best positions to care for patients. Hospital and health system teams found their roles changing frequently, and that is likely to remain a constant, as the *Gartner for HR: Top 5 Priorities for HR Leaders in 2021* report indicates the need to continue adapting: “Traditional ways of predicting skill needs aren’t working. Employees need more skills for every job, and many of those skills are new.” Gartner’s survey indicates that 68% of HR professionals view building critical skills and competencies as their number one priority for 2021.

Given that, let’s look at three steps to help build resilience into your hospital or health system that use science to match talent with roles, incorporate data and analytics for keeping track of talent, and fill open positions with a gig economy approach.

- 1. Deploy science to match talent with needs.** One way to respond to ever-changing skills requirements is by using science that combines evaluating person-to-job fit and analyzing person-to-person behaviors to help optimize team performance. By understanding how a team functions and how its members will work together, leaders can enhance team productivity and make better management decisions. Leaders are then able to visualize behavioral similarities, differences, and work styles using data they have gathered in the past. If every person in a hospital or health system had this type of analysis conducted, it would offer individuals greater potential to move into positions better suited to them and help fill gaps when organizational needs change.

Looking at behavioral data profiles such as this helps leaders uncover how people will work as a team, their alignment, and what makes them different. Applying behavioral data can help guide teams to heightened success. With full visibility into a team's behavioral characteristics, leaders gain a deeper understanding of the group, how they function, and how interactions can be optimized to maximize productivity and deliver better patient care.

2. **Build a data plan.** Healthcare organizations can create more resounding organizational resilience by building an analytics platform for their revenue cycle, ERP and clinical system data.

For example, within human resources systems, ideally you should be able to review and analyze who is working in your system, and what types of challenges they face so you can intervene when necessary. Data that offers more comprehensive permanent and contractor people profiles, and further evaluates caregivers' direct supervisors, helps offer better insight into the work environment. All of this promotes an effective patient and caregiver experience. Reviewing and analyzing employee and patient satisfaction information and clinical data can serve up additional insights that your organization may never have had before.

Organizations should find talent today that will be needed tomorrow by filling roles with people who will grow, develop, and assimilate into specific teams and the organizational culture. That happens when candidates are identified who want to improve, rise to challenges and achieve successful outcomes. Individual needs and motivations play a large part in this, as do approaches to problem solving. Data can help to identify these behaviors.

By looking at data holistically, organizations can better understand where additional investments are needed. Triangulating all of this information helps boost operational effectiveness, and contribute to better risk management, quality of patient care, and employee and patient safety.

3. **Turn to the gig economy.** Another area that has been gaining ground and has accelerated in the past months is the growth of the **gig economy**, where organizations consider using more temporary workers, and individuals rely on combining multiple part-time jobs to meet their financial needs. Some **estimates** indicate that gig workers represented around 35% of the US workforce in 2020, which is up from 14-20% in 2014. These figures are expected to grow, with some indications pointing to contractors making up more than half of US workers by 2023.

The Gartner report, **Workforce Planning for Competitive Advantage Post-COVID-19**, revealed that when asked which factors contribute to a future-ready workforce, organizations most often ranked gig workers as the best way to add critical competencies. Moreover that addition can positively contribute to organizational resilience.

Learn more ways your hospital or health system can increase resilience by downloading the guide: **Reimagine Organizational Structure, Culture, and the Safety & Health of Your People.**

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