

Care for the Common Good

Our Story

Rebuilding America's Health Care Workforce



Trinity Health is one of the largest not-for-profit, Catholic health care systems in the nation, serving diverse communities across 26 states. We advocate for public policies that promote care for the common good and advance our mission, including fair payment, a strong workforce, coverage for all that bridges social care, and total cost of care payment models.

At Trinity Health, we are a Ministry of people caring for people. Nothing is more critical to providing high-quality, accessible care than rebuilding a health care workforce that feels valued and trusted. Trinity Health is doing all we can to support, engage and empower our colleagues and ensure the safety of our care settings. We are committed to meeting the needs of all who serve with us.

Shortages are projected across health care professions

Like most in the industry, Trinity Health is experiencing a workforce shortage more dire than any faced in the past. Our workforce has an almost 15% registered nurse vacancy rate and as high as a 21% vacancy rate for home care nurses. Competition is intense for these resources, and we are currently experiencing a high level of turnover.

The workforce crisis has impacted patient care

Short-term implications on patient care include long emergency department wait times and closure of hospital and nursing home beds. Trinity Health's home health program lacks the staff to support demand in our communities and turns away 200 patients a week. Over the long-term, patients in under-served markets may continue to experience delayed access to care.

Rebuilding our nation's health care workforce will require health professionals, educators, administrators and policymakers all working together. Congress and state leaders have an important role to play. More recommendations including how to build a strong workforce pipeline, support innovative care delivery models and address workplace violence can be found in Trinity Health's [Addressing Health Care Workforce Challenges](#) policy card.

Trinity Health is thinking differently about our investment in colleagues

Following are examples of workforce solutions to create empowerment, resiliency, job satisfaction and innovative care models.

- **Retention and Recruitment:** Trinity Health has enhanced pay and benefits provided to our colleagues, with special attention to those who are the lowest paid, including sign-on and retention bonuses, colleague referral bonuses and early access to earned wages.
- **FirstChoice:** Our internal clinical staffing agency allows Trinity Health colleagues, including nurses and other clinicians, to serve in short-and long-term roles in our hospitals and care locations across our national system at a premium rate of pay.
- **Educational Opportunities:** Trinity Health offers educational experiences at five Trinity Health-owned schools of nursing providing significantly discounted tuition rates. Access to on-line programming is available as is tuition assistance and scholarship programs.
- **Colleague Well-Being:** We continue to support colleague well-being through:
 - Colleague care resiliency rounding: a real-time human one-on-one connection to colleagues in high-volume, highly demanding areas either in person, virtually or telephonically.
 - Virtual support groups: providing for individual counseling services (in person and virtual), phone coaching, self-guided video courses, etc.
 - Brave space for nurse leaders: webinars designed specifically for nurse leaders to pause, reflect on their experiences, share stories, take time for self-care and support one another.
 - Healing Experiences: sessions focus on bringing teams or groups of leaders and colleagues together to reflect on their experiences, share stories, take time for self-care and support one another.
- **Innovative Delivery Models:** Trinity Health is implementing a new transformational team care model to improve patient care. The care team includes an experienced virtual registered nurse (RN), a bedside RN and a care partner. This unique

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model offers a new virtual role for the experienced nurse to care for patients, coordinate complex care and provide mentoring to early career nurses. Bedside nurses also benefit from having an RN mentor for support in patient care.

- **Workforce Development:** Trinity Health has implemented more than 12 U.S. Department of Labor apprenticeship and other programs that help increase workforce diversity for in-demand jobs. Programs include career development services and pathways that have resulted in \$1 million in economic wage increases for colleagues in entry-level roles. In some markets, Trinity Health is the lead employer in creating industry sector strategy councils with other regional employers, community colleges and workforce development agencies.
- **Addressing Violence:** Trinity Health has employed a variety of strategies and tactics to combat escalating violence toward colleagues including de-escalation and workplace violence prevention training, tools for early identification of high risk of violence patients and behavioral emergency response team.

Trinity Health is committed to creating a caring colleague culture; listening to our workforce is job one

Trinity Health regularly engages colleagues through surveys and most recently through focus groups. Our colleagues' suggestions and prioritization, which may vary by demographics and locations (e.g., age, job title, hospital, etc.), include the following themes:

- More flexibility with work schedules including taking time off when it works best for them.
- Career growth and advancement programs (e.g., learning and development opportunities).
- Higher base pay.
- Additional paid time off to care for an ill immediate family member, or parental time off.
- Ability to gradually transition into retirement.
- Ability to carry over more paid time off from year to year.
- Additional educational assistance (e.g., student loan or support for course reimbursement).

At a high level, this is what Trinity Health has learned as being important to our workforce:

- The most popular reason people are attracted to and stay at Trinity Health is because of the Mission and purpose.
- Adding additional staff to support workload demands is critical to our colleagues.
- A large percentage of colleagues indicate the benefits package is an important reason to work for Trinity Health.

We welcome the opportunity to collaborate with others to rebuild a health care workforce that feels valued and trusted.

Mission

We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Core Values

Reverence • Commitment to Those Experiencing Poverty • Safety • Justice • Stewardship • Integrity