

WORKFORCE PLANNING

Traditionally, workforce planning has been a reactive process driven by population-based forecasts and anticipated retirement. Today, the math is not so simple.

New factors are influencing supply and demand...

Projected shortfall of US
physicians by 2025

61,700–94,700

\$9B Estimated annual cost
of underutilizing nurse
practitioners in the US

PCP to specialist ratio

<1:2 vs 2:1
in the US in other developed
countries

Proportion of IP stays for adults
with multiple chronic conditions

78% in 2014 vs 64% in 2003

...Can you solve the workforce equation with the right mix of these 4 multipliers?



CARE TEAM MAXIMIZERS

- Rebalanced division of labor
- Team-based care
- Progressive care models
- Redirected nonclinical tasks



85% Estimated amount of
primary care delivered
by an MD that can be
provided by an AP



COMPENSATION BALANCERS

- Hybrid payment models
- Restructured incentives
- Balanced scorecard metrics



\$177,369
Average net annual loss for an
employed family medicine physician



CHANNEL OPTIMIZERS

- Multichannel access
- System-wide clinical contact centers
- Consistent data access site-wide



~7,800
Retail clinic visits that offset
demand for one physician FTE



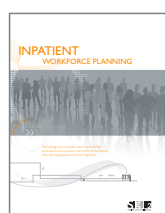
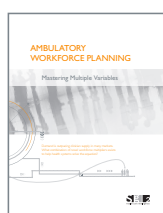
SERVICE CONSOLIDATORS

- Multiservice care hubs
- Centers of excellence
- Centralized offerings and processes
- Technology extenders



10%
Reduction in full-time lab staff
possible by appropriately
consolidating microbiology services

AP = advanced practitioner; FTE = full-time equivalent; PCP = primary care physician. **Sources:** Dall T et al. *The Complexities of Physician Supply and Demand: Projections From 2014 to 2025*. IHS Inc. April 2016; Nichols LM. *Nurs Econ*. 1992;10:343–345; Klepper B. *Medscape J Med*. 2008;10:280; Steiner CA et al. *Trends and Projections in Hospital Stays for Adults With Multiple Chronic Conditions, 2003–2014*. Statistical Brief #183. Healthcare Cost and Utilization Project: November 2014; Medical Group Management Association (MGMA). 2015; MGMA. *Cost Survey for Single-Specialty Practices: 2013 Report Based on 2012 Data*. 2013; Shah H. Consolidation of the microbiology laboratory services. *Laboratory Medicine*. February 1, 2013.



For a more in-depth look at this topic, read our full reports on [ambulatory](#) and [inpatient](#) workforce planning and reach out to our consulting team at learnmore@sg2.com.

