

# Reshaping Caregiver Growth, Development, and Staffing Strategies

Bryan Sisk, DNP, MPH, RN, NE-BC, CENP  
Senior Vice President, System Chief Nurse Executive

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MEMORIAL<sup>®</sup>  
HERMANN  
Institute for  
Nursing Excellence

# Our Mission

We are a non-profit, values-driven, community-owned health system dedicated to improving health.



## Our Vision

To create healthier communities, now and for generations to come.



## Our Values

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Community

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Compassion

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Courage

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Credibility



## Our Service Commitment

We care for every member of our community by creating compassionate and personalized experiences.



## Our Service Standards

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Safe

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Caring

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Personalized

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Efficient

# FY24

## Memorial Hermann by the Numbers



**117 YEARS**  
SERVING THE COMMUNITY



**1.8 MILLION**  
PATIENT ENCOUNTERS



**4,200+**  
LIFE FLIGHT MISSIONS



**30,215**  
BABIES DELIVERED



**200,155**  
SURGERIES



**781,683**  
EMERGENCY  
ROOM VISITS



**974,117**  
DIAGNOSTIC &  
THERAPEUTIC VISITS



**193,029**  
INPATIENT  
ADMISSIONS



**4,443**  
LICENSED BEDS



**34,000+**  
EMPLOYEES



**14,000**  
LICENSED  
REGISTERED NURSES



**6,500+**  
ACTIVE MEDICAL  
STAFF



**260+**  
CARE DELIVERY  
SITES



**\$472 MILLION**  
COMMUNITY CONTRIBUTION  
(total amount provided in FY23)

**\$8.6 BILLION**  
FY24 NET  
OPERATING REVENUE

Data: July 1, 2023, through June 30, 2024

Advancing health. Personalizing care.

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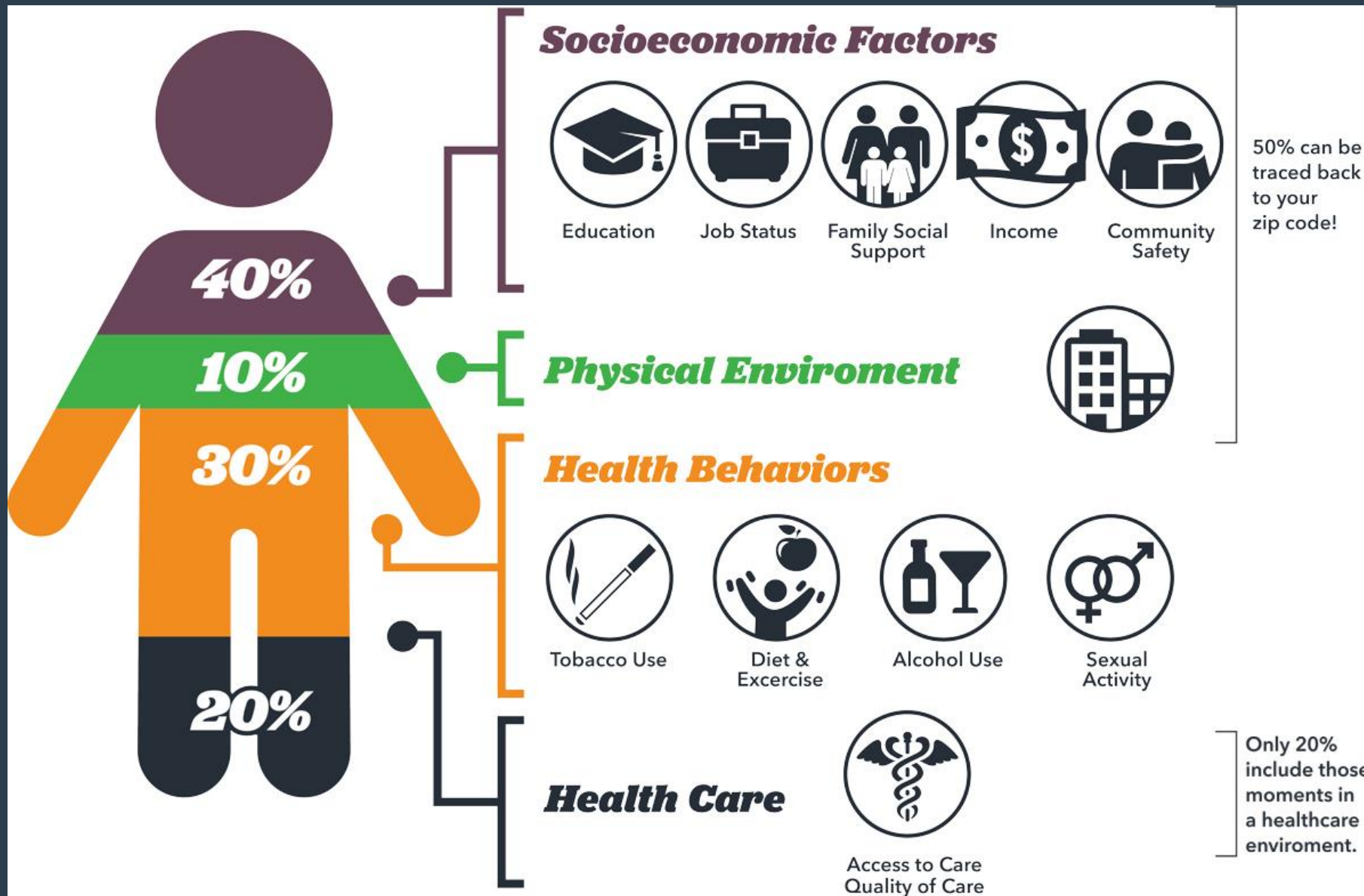
# Memorial Hermann is Recognized as a National and Regional Leader in Safe, High-quality Care



## We have taken major steps to build a system of safe, high-quality care

that ensures timely, accurate, and effective treatments, and strives to create a high-reliability culture that fosters and supports patient safety as a core value. Our relentless focus on continuous improvement has led to other awards and recognition across our System.





Source: Institute for Clinical Systems Improvement, Going Beyond Clinical Walls: Solving Complex Problems (October 2014)

# A Closer Look at Health Inequity Across Greater Houston

Certain health inequities reflect underlying social inequities:

**13.8%**

of Harris County residents are food insecure  
Source: [Houston State of Health \(Food Insecurity Rate\)](#)

**16%**

Of Harris County residents fall at or below the poverty line. Source: [U.S. Census Bureau QuickFacts: Harris County, Texas](#)

**32%**

of Harris County residents are Asset Limited, Income Constrained, Employed (ALICE). Source: [Houston State of Health \(ALICE Households\)](#)

**20%**

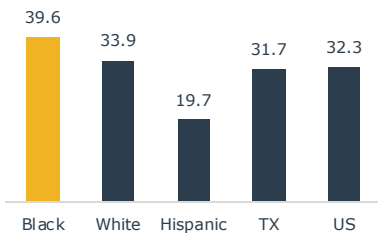
of Harris County residents lack safe and affordable housing. Source: [Houston State of Health \(Severe Housing Problems\)](#)

Black Harris County residents are

**2x**

more likely to have high blood pressure than Hispanic residents.

Source: [High Blood Pressure Prevalence, HHD, 2019](#)

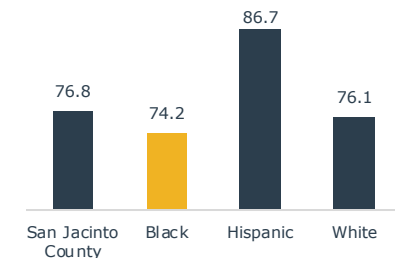


San Jacinto County has a

**13-year life expectancy gap**

between Black residents and Hispanic residents.

Source: [Life Expectancy, County Health Outcomes, 2023](#)



Harris County exceeded both national and state maternal death rates from 2016 to 2020, with 54.9 per 100,000 live births

The rate increased to **106 deaths per 100,000 live births** for Black patients.

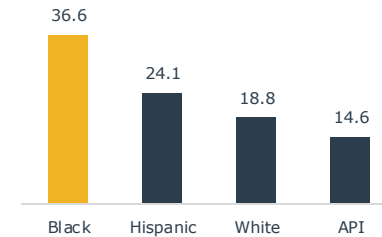
Source: [Harris County's Black maternal death rate driven by discrimination \(houstonchronicle.com\)](#)

Black Harris County residents are

**1.9x**

more likely to die from diabetes than white residents.

Source: [Age-Adjusted Death Rate due to Diabetes, HHD, 2020](#)

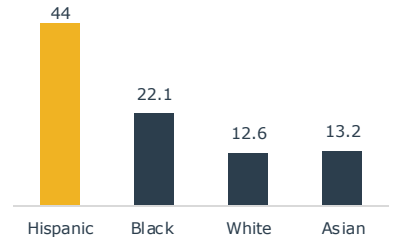


Uninsured rate among Hispanics in Fort Bend, Harris and Montgomery Counties is nearly

**4x**

that of white residents in the same three counties.

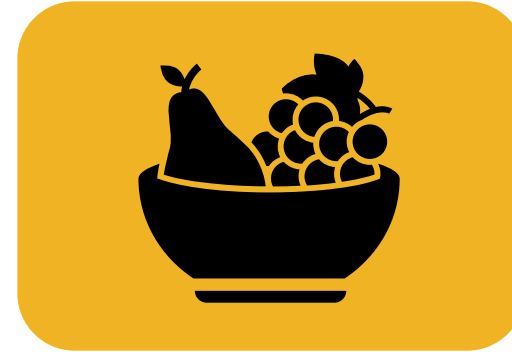
Source: [Understanding Houston - Uninsured Rates - 2020](#)



# An Anchor Institution for the Greater Heights and Southwest Houston



Hiring individuals who live in zip codes around facilities



Investment – Housing & Food insecurity programs



Support local economy & infrastructure



Employees as a volunteer force

# A Closer Look at the Nursing Workforce

## Nursing is at a Crossroads – Requiring Innovative Solutions

**47.2%**

of RNs reported a BSN as the degree that qualified them for their first U.S. nursing license. [Source: 2022 National Nursing Workforce Survey](#)

**41%**

of total RNs in the U.S. have a mean age of 36 and <10 years work experience. [Source: 2022 National Nursing Workforce Survey](#)

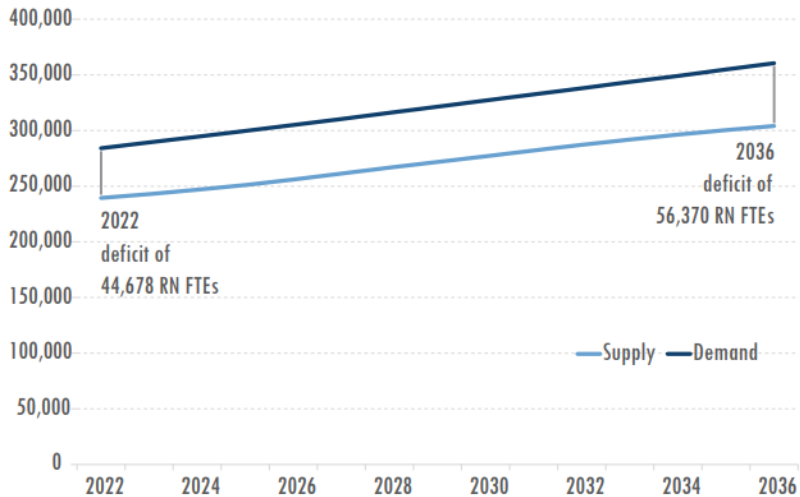
**56%**

of nurses in the U.S. feel emotionally drained, fatigued, and burned out every day. [Source: 2022 National Nursing Workforce Survey](#)

**20%**

Of total RN and LVN workforces indicate they will leave nursing by 2027. [Source: 2022 National Nursing Workforce Survey](#)

In Texas, **15.6%** of projected demand for RNs in 2036 will not be met. This equates to a deficit of 56,370 RN FTEs. [Source: Texas Center for Nursing Workforce Studies](#)



In Texas, the RN FTE demand growth rate is **25.6%** in inpatient hospitals and **19%** in outpatient hospital settings.

However, The number of newly enrolled first year nursing students only increased by **0.5%** from 2021 – 2023.

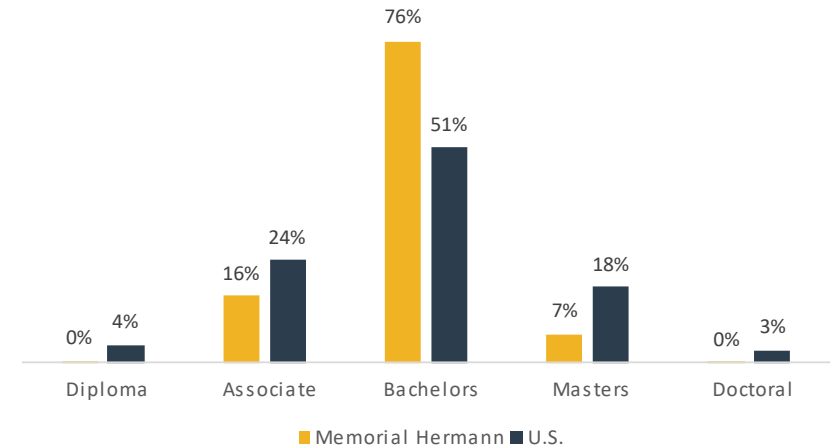
**35.7%** of qualified applicants in 2023 were not offered admission.

[Source: Texas Center for Nursing Workforce Studies](#)

**83.15%** of Memorial Hermann direct-care RNs have a BSN or higher nursing degree.

This is **1.16x** higher than the national average of **72%**.

[Source: 2022 National Nursing Workforce Survey](#)





# Talent Acquisition Strategy



To attract and hire the best talent in healthcare, ensuring alignment with our mission, vision, service standards and service commitment.



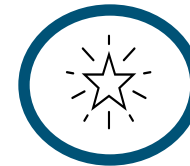
## Attract Top Talent

Promote Memorial Hermann as employer of choice. Utilize data-driven, skills-based recruitment to engage top candidates and build diverse talent pipeline through strong partnerships.



## Engage & Onboard

We ensure smooth onboarding that aligns new hires with our mission, vision, service standards and commitment.



## Hiring Excellence

Our hiring practices are streamlined, inclusive, and designed to support high-value care, helping us create healthier communities for now and generations to come.



# Workforce Development Strategy



## Vision

To attract, hire and support a diverse workforce by leveraging strategic partnerships, targeted recruitment, and career pathways, ensuring alignment with Memorial Hermann's mission to deliver exceptional healthcare and create healthier communities for now and generations to come.



## Strategy

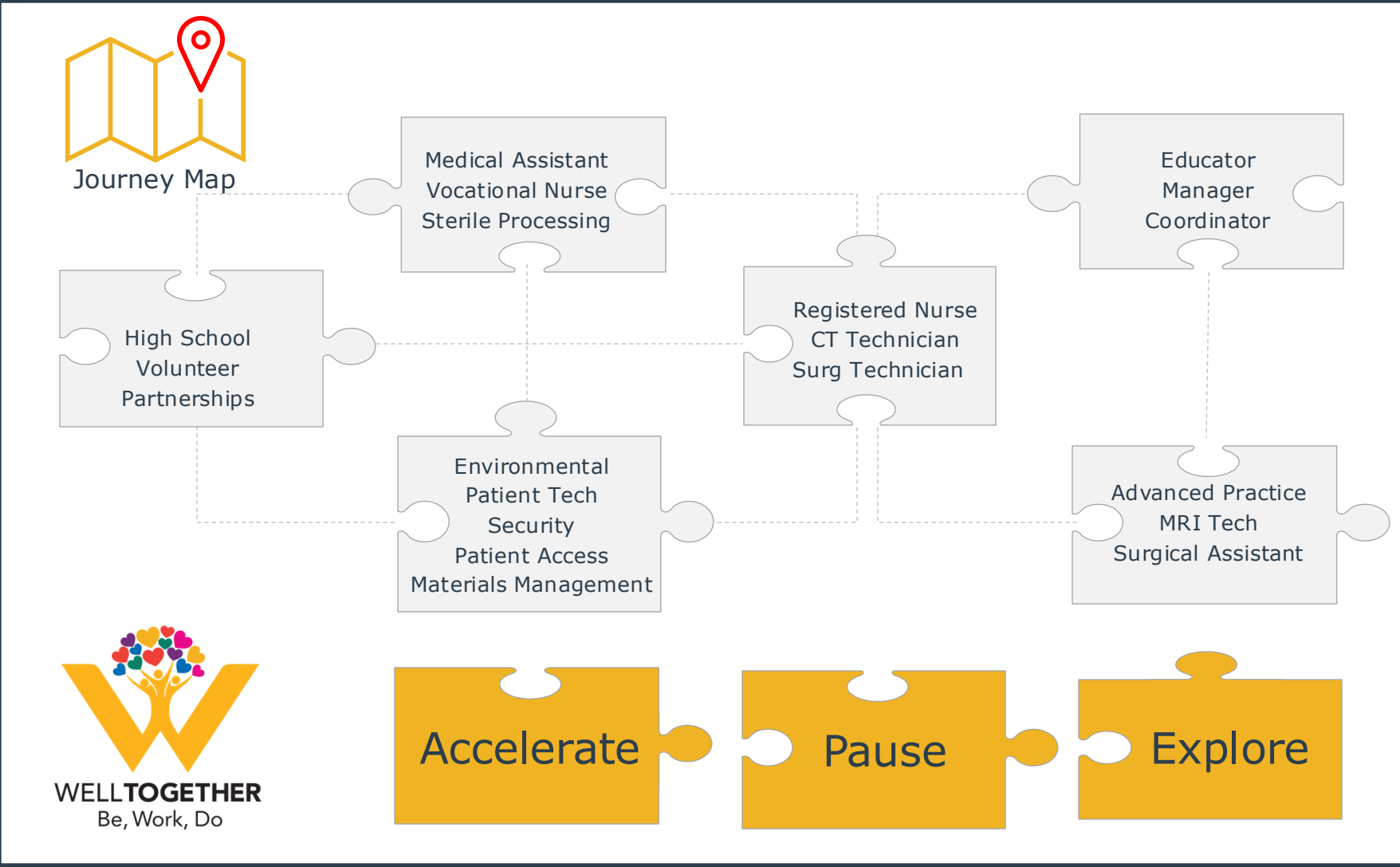
Leveraging strategic partnerships, targeted recruitment, and career pathways, we will develop, manage, and sustain workforce programs that ensure our organization remains competitive, inclusive, and equipped to meet current and future workforce demands.

## Initiatives

The below interconnected elements ensure we attract, hire, and retain the talent needed to meet workforce demands and advance our mission.



# Sustainability Clinical Workforce



- > Lowering barriers to entry into healthcare as a career
- > Growing and strengthening academic partnerships
- > Developing employee scholarship programs
- > Bringing quality education to Houston
- > Building high school pipelines
- > Learn Well
- > Scaling supportive pathways
- > Tuition prepayment
- > Career coaching

# Nursing Strategy FY25-26



## Strengthen the Nursing Workforce

- HS to advanced degrees & leadership
- Social determinants of success
- Advocacy, education, & pathways



## Accelerate Innovation to the Bedside

- Implement new models of care
- Explore new technologies
- Innovation and learning labs



## Elevate the Nursing Profession

- Professional governance
- Support nurses' safety & well-being
- National leader in nursing



## Excel in Clinical and Operational Outcomes

- Research and evidence-based practice
- Quality improvement
- Workforce Support

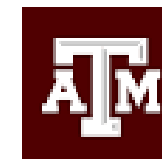
# Voice of our Congress, Voice of our Frontline Nurses

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# Memorial Hermann Academic Partnerships

Local, regional, and national academic partnerships focused on the community and Memorial Hermann employees



# Institute for Nursing Excellence

## Innovation and Training Spaces

Two new ways to serve, support, and grow clinical care teams

Spaces are designed for:

- Classroom Education
- Hands-on Training
- Concept Testing
- Simulation
- Workflows

Garnered nearly \$33 Million in philanthropy to support early exposure to healthcare as a career and elevate the nursing profession through education and certification

Advancing health. Personalizing care.



# Elevating the Nursing Profession

## Growing the Future Legacy of Nursing

### Key Strategies:

- Empowering staff to lead their profession and address industry challenges
- Collaborating with other national-leading health systems
- Piloting innovative technologies and models of care
- Enabling nursing certifications and development
- Developing new ways to upskill and reskill staff
- Testing new ways to reduce nursing workload
- Growing nursing research footprint
- Advocacy in legislation



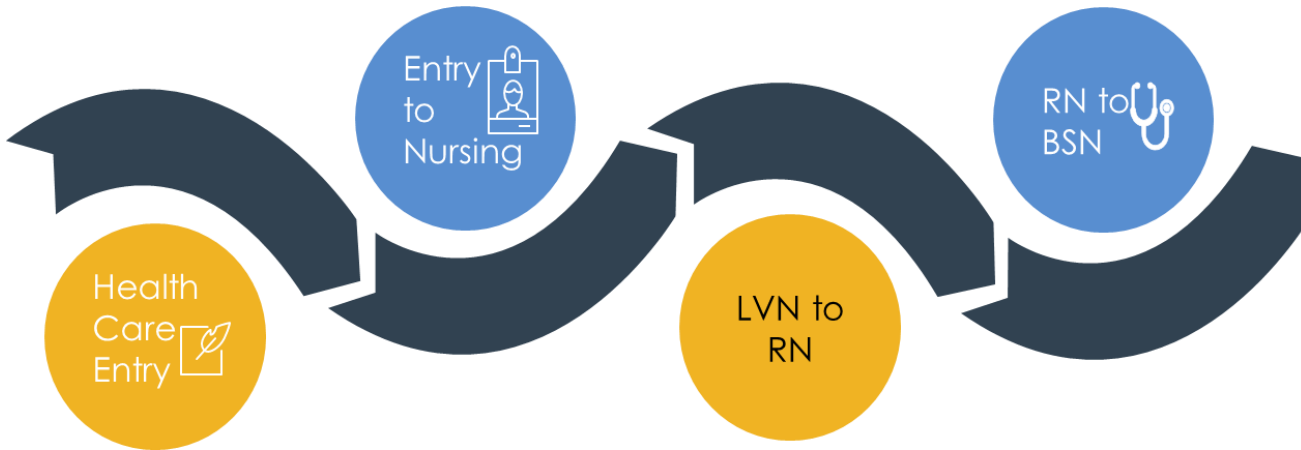
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# Strengthening the Workforce

## Supporting Employees Throughout Their Journey



### Key Strategies:

- Lowering barriers to entry into healthcare as a career
- Growing and strengthening academic partnerships
- Developing employee scholarship programs
- Bringing quality education to Houston
- Building High School pipelines
- Scaling supportive pathways





# Summer Infusion with Rising 9<sup>th</sup> graders





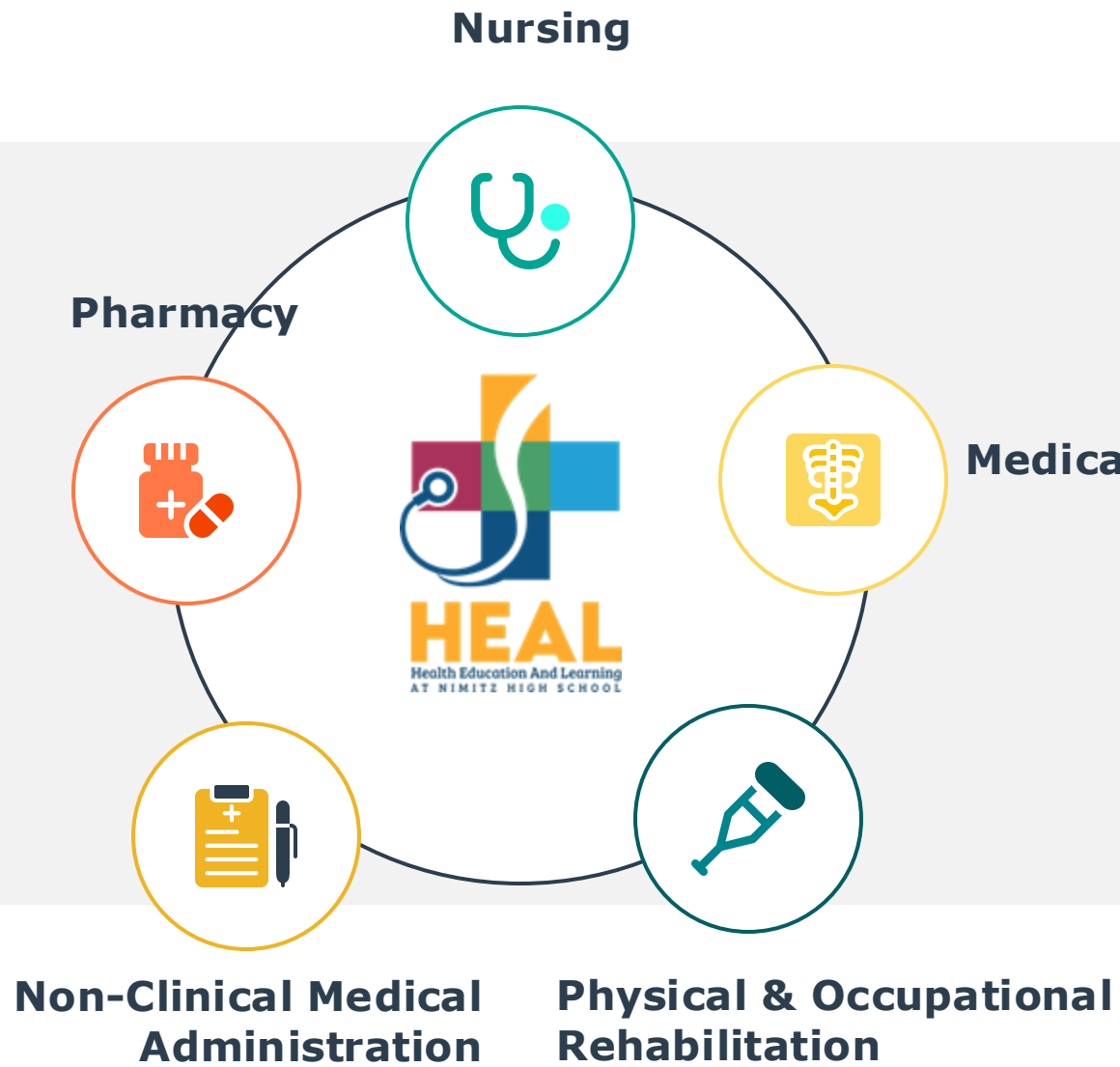
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**HEALTH EDUCATION AND LEARNING  
NIMITZ HIGH SCHOOL**  
ALDINE I.S.D.



# Pathway Goals

Students will be prepared to enter the workforce, continue towards a degree, or a combination of both!



**15-24+ transferable college credits towards TX core content and pathway-specific credits**

**At least 1 Industry valued certification (based on industry requirements):**

CMA, CNA, PCT,  
Phlebotomy

Endoscopy

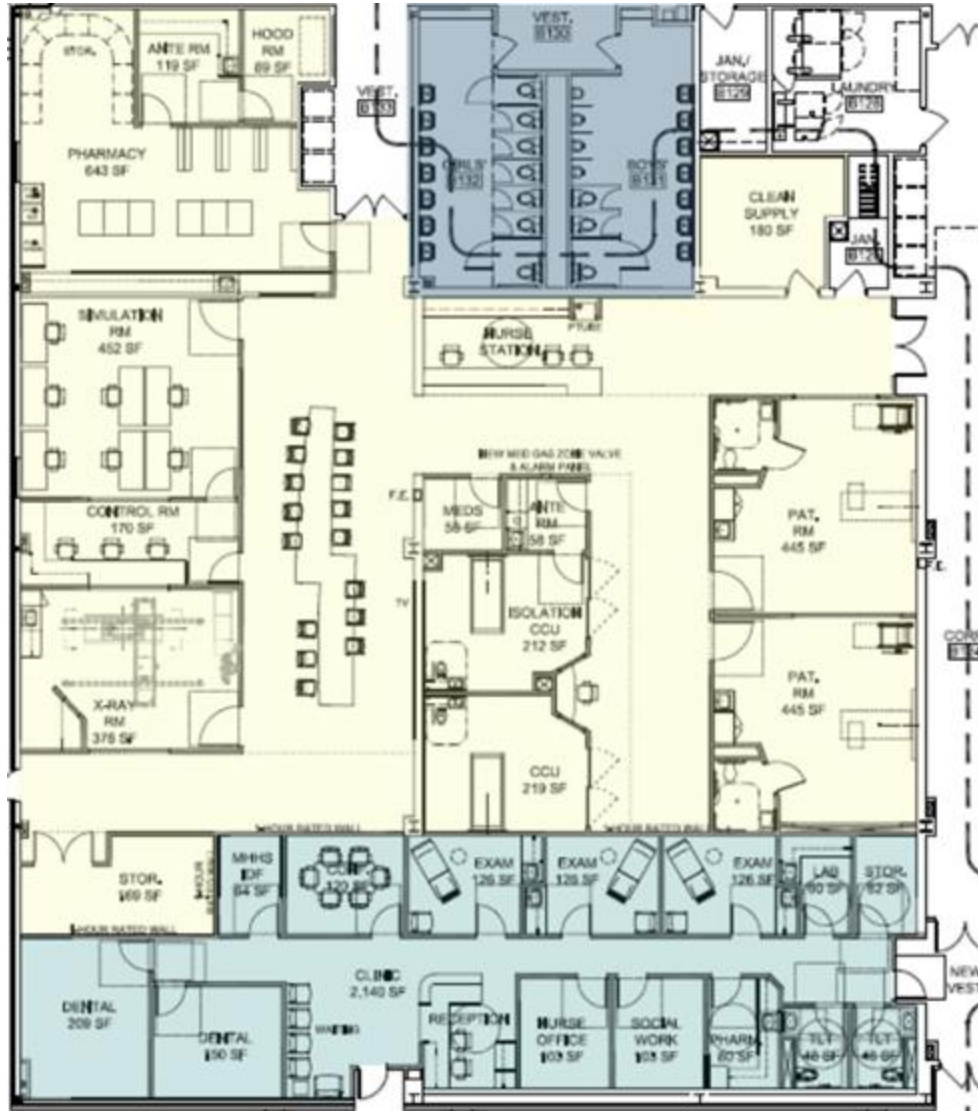
Pharmacy Technician

Certified Personal  
Trainer, PCT, EKG

Medical Billing & Coding,  
Clinical Medical Assistant

**Entry to post secondary programs**

Early/direct entry while in high school  
Guaranteed admissions  
Apprenticeship degrees





# Implementation Timeline

First Summer Infusion Program Starts

9<sup>th</sup> & 10<sup>th</sup> Grades

Full High School ~760 Students

June 2024

Aug 2024

2025

2026

2027

May 2028 - First Graduating Class

First 9<sup>th</sup> Grade Class Starts



Reflect & Iterate

+ Volunteer Opportunities\*

9<sup>th</sup> – 11<sup>th</sup> Grades



Reflect & Iterate

+ Employment Opportunities\*



Thank You

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