

# Revolutionizing America's Healthcare Workforce: A Call to Action

## SUMMARY REPORT

### EXECUTIVE SUMMARY

The Revolutionizing America's Healthcare Workforce: A Call-to-Action event held on February 22, 2024, convened leaders from diverse sectors to address the critical challenges facing the nation's healthcare workforce. The gathering underscored the pressing need for transformative change to ensure every individual in the United States can access high-quality, safe healthcare swiftly, affordably, and reliably.

Behind the headlines of healthcare workforce shortages lies a stark reality: an exodus of providers due to burnout and retirement, coupled with insufficient replacements entering the workforce. These shortages threaten to leave critical gaps in care delivery and could result in a staggering shortage of 3.2 million U.S. healthcare workers within the next two years. The impact on patients is profound, with many experiencing delays in care, administrative burdens, and barriers to accessing timely treatment.

As the nation grapples with an aging population and increasing healthcare demands, addressing the multifaceted barriers impacting the workforce today and tomorrow is imperative. From clinician burnout and outdated licensure laws to limited access to education and mentorship programs, comprehensive solutions are needed to strengthen all healthcare professions and ensure workforce resilience.

The path forward requires collective action and a national movement to build a healthcare system that is resilient, adaptable, and responsive to the needs of patients and providers. By focusing on career paths, access to care, education reform, diversity, equity, and inclusion initiatives, stakeholders across all sectors can begin mapping out solutions to revolutionize the healthcare workforce. This event marked the beginning of a concerted effort to transform healthcare delivery in the United States and ensure accessible, quality care for all.

### ABOUT THE CONVENING

#### *Building A Movement to Address Healthcare Workforce Challenges*

The American Academy of Physician Associates (AAPA) in partnership with Business for Impact at Georgetown University's McDonough School of Business hosted a day-long convening and strategy session to confront the pressing crisis of healthcare workforce shortages in the United States. This convening brought together over 100 in-person participants, representing a diverse array of stakeholders from U.S. healthcare businesses, provider associations, advocacy nonprofits, educational institutions, health systems, and the Georgetown community.

**PURPOSE AND OBJECTIVES:**

The overarching goal of the convening was to catalyze a unified movement capable of rebuilding, expanding, and diversifying the U.S. healthcare workforce. Attendees were tasked with forging collaborative strategies that transcend organizational boundaries and industry sectors, with a shared commitment to addressing the multifaceted challenges impeding access to quality healthcare in America.

**FEATURED SPEAKERS AND PANELISTS:**

The event featured esteemed speakers and panelists who offered diverse perspectives and expertise on healthcare trends, workforce dynamics, and strategies for promoting diversity, equity, and inclusion in the healthcare sector. Notable speakers included: Paul Almeida, Dean of Georgetown McDonough School; Leslie Crutchfield, Executive Director of Business for Impact; Lisa Gables, CEO of AAPA; Tine Hansen-Turton, Executive Director of Convenient Care Association; Bill Novelli, Georgetown Professor Emeritus and former CEO of AARP; and Roberta Waite, Dean of Georgetown School of Nursing and various leaders from prominent healthcare organizations such as Kroger Health, Amazon One Medical, Walgreens UHealth Clinics, and CVS Health.

**THEMATIC FOCUS AREAS:**

Throughout the convening, participants engaged in discussions and working groups centered around key thematic areas aimed at addressing workforce challenges comprehensively. These topics included:

1. *Retaining current healthcare providers and forging career paths.*
2. *Unleashing state access to care.*
3. *Addressing higher education costs and faculty shortages.*
4. *Sparking demand among K-12 students.*
5. *Expanding diversity, equity, and inclusion initiatives within the healthcare workforce.*

**MOVEMENT STRATEGIES AND NEXT STEPS:**

Building upon insights shared during the keynote and formal presentations, participants collaborated to develop actionable strategies and initiatives to drive meaningful change within the healthcare landscape. These efforts were guided by movement-building experts from Business for Impact and AAPA, who provided frameworks for collective action and reflected on the path forward.

The convening marked a pivotal moment in the ongoing effort to address healthcare workforce challenges in the United States. By fostering collaboration, sharing best practices, and committing to tangible action steps, participants laid the foundation for a transformative movement capable of reshaping healthcare delivery, enhancing workforce sustainability, and ensuring equitable access to healthcare for all Americans. As stakeholders return to their respective organizations and communities, the momentum generated at the convening will continue to drive progress toward a more resilient and inclusive healthcare system.

# HealthFORCE: A Call for National Action

The convening concluded with the formal launch of the next rallying cry within the healthcare industry: HealthFORCE.

[HealthFORCE](#) is a national movement tackling the healthcare provider shortage crisis in the United States. HealthFORCE aspires to rebuild, expand, and diversify the healthcare workforce so that all patients can receive care from a provider - no matter their zip code, income or background. The idea for HealthFORCE was conceived by Lisa Gables, CEO of AAPA, with strategic guidance from social movement expert Leslie Crutchfield.

HealthFORCE envisions **a future where every individual in the United States can swiftly, affordably, and reliably access high-quality, safe healthcare.**

- ***Every individual:*** Our commitment extends to every person, regardless of their background, income level, or geographic location.
- ***Swiftly, affordably, and reliably:*** We aspire to eliminate barriers to access, ensuring that healthcare services are not only timely and reliable but also financially feasible.
- ***High-quality, safe healthcare:*** Quality and safety are non-negotiable. We envision a healthcare system that prioritizes excellence in care delivery and patient safety at every touchpoint.

HealthFORCE has identified five critical areas of focus: K-12 awareness, transforming higher education, career paths and retention, unleashing state access, and expanding equity and access. These areas will guide the movement's efforts to develop comprehensive strategies and policies to rebuild and diversify the healthcare workforce. The recommendations and discussion stemming from the February 2024 convening will inform HealthFORCE's work moving forward.

**Moving forward, HealthFORCE partners will work collaboratively to develop and implement initiatives to address the challenges facing the healthcare workforce and advance its mission. By working together across sectors and disciplines, we can build a healthier and more equitable future for all.**