HLC Briefing
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AMN Healthcare Overview

Leader and innovator in total talent solutions for healthcare organizations providing access to the most comprehensive network of quality healthcare professionals

- **3,000+ Team Members** Nationwide
- **55,000+ Clinicians on Assignment**
- **10,320 Serving Health Organizations**

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**Nurse & Allied Solutions**
- Travel and local nursing
- Allied professionals
- Revenue cycle solutions

**Physician & Leadership Solutions**
- Physician staffing & search
- Interim leadership
- Executive search

**Technology & Workforce Solutions**
- Language interpretation
- Scheduling management
- Workforce optimization

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**Improve Patient Outcomes**
**Increase Efficiency**
**Reduce Complexity**

Reduce Complexity

Increase Efficiency

Improve Patient Outcomes
Travel Nursing Demand 2019 - Current

2019
Travel Nursing Demand 2019 - Current

2019  2020

1/1 2/1 3/1 4/1 5/1 6/1 7/1 8/1 9/1 10/1 11/1 12/1
Travel Nursing Demand 2019 - Current
Large Supply / Demand Imbalance in the Industry

- Healthcare turnover steadily increased since 2010
- Continued reliance on temporary labor to fill open positions, despite desire to reduce utilization

Healthcare Job Openings vs Healthcare Hires

Source: U.S. Bureau of Labor Statistics – Job Opening and Labor Turnover (“Jolts”) Data; Note: represented data is seasonally adjusted, reflects annual averages and focuses on the health care and social assistance industry in the U.S. only; February 2021 figures are preliminary. Quits = employees who left voluntarily

Number are in thousands
Large Supply / Demand Imbalance in the Industry

The shortage has grown since the onset of the COVID pandemic

Data; Note: represented data is seasonally adjusted, reflects annual averages and focuses on the health care and social assistance industry in the U.S. only; February 2021 figures are preliminary. Quits = employees who left voluntarily

Number are in thousands

2.6x Job Openings to Hires Ratio
Beyond the Numbers

Experience Gap threatens quality and access

Address Fatigue and Mental Health

Retention of the Workforce is Critical

Technology to alleviate the burdens of the workforce
What is Needed

1. Recognition in Congress & the Administration that we are in a Healthcare Workforce Shortage *Crisis*

2. Full Scope of Practice of Practitioners and Standardize Credentialing for all States

3. Federal Support to Adopt Licensure Compacts and Reciprocity

4. Promote Access to Telehealth – emergency waivers made permanent

5. Passage of the TREAT Act - allows authorized health care professionals to practice in other states

6. Expand Funding for Increased Education & Training Capacity, including GME slots and faculty
MISSION
Leidos makes the world safer, healthier, and more efficient through technology, engineering, and science.

VISION
Become the global leader in the development and application of technology to solve our customers’ most demanding challenges.

Engage, develop and empower our diverse and valued people to foster a culture of creativity and growth.

Strengthen our communities through volunteerism, sustainable operations, and the advancement of equality.

VALUES
INTEGRITY  INCLUSION  INNOVATION  AGILITY  COLLABORATION  COMMITMENT

Leidos
Supporting the Health of our Military and Veterans

Jo Ann Bjornson, SVP, Human Resources
Who We Are

- $2.0 billion revenue
- 95% Federal
- 5% Non-Federal
- 2.2K have advanced degrees
- 8.9K total employees

Total CONUS Employees
8,718
Active Employees

Total OCONUS Employees
216
Active Employees
Revolutionizing the Future of Health

...from Bench to Bedside

- Formulated and manufactured one of the first proven effective treatments for Ebola virus disease
- Developed systems to cover inspections and regulations for 35,000 produce farms, 300,000 restaurant chain establishments, and 10,500 vending machine operators
- Leads one of the largest EHR implementations in the world for 10 million service members and their families in more than 1,100 locations and 15 countries
- Maintains and develops IT systems that support 39,000 inspections, 14,000 warning letters, 8,000 recalls, and more than 43 million import lines

- Operates more than 90 medical clinics across the United States and manages a provider network of more than 17,000 physicians across 50 different specialties
- Processes more than 120 million Medicare transactions monthly
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Decreasing Supply
- Existing labor shortages and labor exiting out of the market
- Trend toward the mobile workforce and “work from anywhere” mindset

Increasing Demand
- Focus on health and wellness
- Movement towards telehealth and exit out of urban centers

DECREASING SUPPLY + INCREASING DEMAND = GROWING SHORTAGE
Filling the Gap

> Casting the Net Wide
  - Marketing/branding
  - Referrals
  - Company alumni
  - Direct hire/temp-to-perm
  - Job sites/fairs
  - Professional associations
  - Schools and universities
  - Military transition/military spouse

> Providing incentives
  - Base compensation
  - Signing bonuses
  - Referral bonuses
  - Milestone incentives
  - Retirement benefits
  - Learning and development
  - Leave policies
  - Flexible work

It’s Still Not Enough
Leidos Managed Care Programs

- **QTC, a Leidos Company**
  - Largest provider of disability and occupational health examination services
  - Support for Departments of Veterans Affairs, Labor, Justice, the U.S. Railroad Retirement Board, and the Social Security Administration
  - Approximately 1/3 of medical exams for determining disability ratings
  - Reserve Health Readiness Program supporting military Reserve Component force readiness through medical and dental services

- **Military and Family Life Counseling (MFLC)**
  - Partnership with DOD makes to provide a counseling program in support of service members & military families
  - Provides
    - Non-medical counseling
    - Complex and unique matters of military life such as hazard duty, life on base, life overseas, and being away from home
    - Children’s counseling and childhood education programs
Case Study: Veterans Benefit Administration

- QTC, a Leidos Company
  - Provider of medical exams for veterans to receive benefits from the Veterans Administration
  - Network of over 17,000 providers
  - 90 clinic locations
  - Staff of physicians, nurses and medical assistants

- Operational Challenge
  - Large backlog of claims exacerbated by COVID shutdowns
  - Peak of 210,000 cases in February 2021
  - Veterans far from urban centers and challenged in receiving exams
  - Inability to deploy excess capacity: mismatch between provider availability and state licensure requirements
Solution: License Portability

- Congress passed the Veterans Health Care and Benefits Improvement Act of 2020 expanding license portability to VA's contract medical examiners

- Enabled healthcare providers to practice across stateliness using telehealth, mobile medical units, and provider relocation

- 280 healthcare providers used license portability resulting in 37,500 veterans receiving examinations

Increased case capacity by 25% resulting in burn-down of backlog and speeding up access to disability benefits for our veterans.
Emergency Health Personnel Act of 1970: Members of the National Health Service Corps (NHSC)—serving in a medically underserved area—can practice nationwide provided they are licensed in any state (42 USC 254)

National Defense Authorization Act for FY 2012: Expanded license portability to Department of Defense (DoD) civilians and certain contractors (10 USC 1094)

Veterans Health Care and Benefits Improvement Act of 2016: authorized VA-contracted physicians to conduct VA-authorized medical disability examinations at any location in any state (38 USC 5101)

Veterans Health Care and Benefits Improvement Act of 2020: expanded license portability to physician assistants, nurse practitioners, audiologists, and psychologists until 2024
NorthShore University HealthSystem

Mission: To Preserve & Improve Human Life
Staffing Shortages

Demand for Hires Up 40%
Supply of Applicants Down 57%

- Across all Roles
- Entry level roles significant shortages
- Nursing, Nursing & Medical Assts.,
- Technicians, Lab, Patient Call Center, IT

Impact on a range of organizational metrics:
- Financial
- Safety
- Experience
- Engagement
Supply/Demand Mismatch

Contributing Factors

Choices People are Making

Impact on Systems & Care
Impact on Key Metrics

Safety & Risk
- Content Knowledge
- Limited Experience
- Limited Capability

Team Member Engagement
- New Teams Have Limited
- Intuition Knowledge
- Implicit Knowledge
- Interaction Knowledge

Patient Experience Productivity & Financial
- Increased Length Stay
- Increased Supply Costs
- Decreased Patient Experience
Path Forward

- Reignite Joy in Healthcare
- Solve for Today Focus on Tomorrow
- Invest in Teams, Scholarships, Entry Level Clinical Training Partnerships
Thank you