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THE WORKFORCE EXCELLENCE™ BRIEF

Insights for Stronger Leaders, Engaged Workforces & Healthier Organizations

October 5, 2026 | Inaugural Issue

Published by All About YOU! LLC
Strengthening Lives, Leaders, and Organizations™

WELCOME TO THE WORKFORCE EXCELLENCE™ BRIEF

Healthcare is changing.

The workforce is changing with it.

And the organizations positioned to thrive will not simply be the organizations that recruit the most people. They will be the organizations that understand how leadership, workforce development, engagement, organizational culture, communication, technology, and work design work together.

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Welcome to The Workforce Excellence™ Brief, a monthly publication from All About YOU! LLC created for healthcare leaders, administrators, workforce professionals, and organizations committed to building stronger workplaces and stronger teams.

Each month, we will examine the workforce issues shaping healthcare and translate those issues into practical strategies leaders can use.

Because workforce excellence is not simply about having enough people.

It is about creating an environment where people can perform, grow, contribute, and choose to stay.

FEATURED INSIGHT

THE WORKFORCE PROBLEM WON'T BE SOLVED BY HIRING ALONE

For years, healthcare workforce conversations have centered heavily on recruitment.

Where will we find qualified people?

How quickly can we fill the vacancy?

How can we compete for talent?

Those questions matter—but they are only part of the equation.

The more difficult question is:

What happens after we hire them?

Healthcare organizations can invest significantly in recruitment and still experience persistent workforce challenges if the underlying employee experience does not change.

Employees experience an organization through its leaders, communication, workload, relationships, opportunities for development, recognition, culture, and day-to-day operating environment.

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That means retention is not simply an HR responsibility. It is a leadership and organizational strategy.

The American Hospital Association's 2026 Health Care Workforce Scan identifies workforce redesign, employee engagement and well-being, new workforce roles, technology adoption, team-based care, and support for a multigenerational workforce as important areas of workforce transformation.

The AHA's 2026 Environmental Scan also reports that workforce challenges—including recruitment, retention, burnout, and engagement—have become central operational priorities for hospitals and health systems.

The message for leaders is straightforward:

You cannot recruit your way out of a system that continually loses the people you worked so hard to recruit.

Recruitment brings people through the door.

Leadership, culture, development, and organizational strategy influence whether they stay.

LEADERSHIP LENS

Stop Asking Only, "How Do We Hire More People?"

Start asking:

"What is making good people leave?"

That question requires leaders to look beyond vacancy reports.

1. LEADERSHIP

Employees do not experience organizational strategy on a PowerPoint slide.

They experience it through their immediate leaders.

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Front-line leaders influence communication, trust, accountability, recognition, conflict management, psychological safety, workload conversations, and the daily employee experience.

Leadership development, therefore, should not be treated as an optional professional perk.

It is workforce infrastructure.

2. ENGAGEMENT

Engagement is more than employee satisfaction.

Leaders should understand whether employees feel:

- Heard
- Valued
- Supported
- Connected to organizational purpose
- Able to contribute
- Able to grow
- Equipped to succeed

If leaders measure engagement but do not act on what employees tell them, the assessment itself can become another source of frustration.

3. DEVELOPMENT

Employees need to see a future—not simply a job.

Healthcare organizations are increasingly developing career pathways, education partnerships, apprenticeships, upskilling opportunities, and new workforce roles to strengthen their talent pipelines.

A strong workforce strategy asks:

"What is the career pathway here?"

Not simply:

"What is the job description?"

4. CULTURE

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Culture is not the statement printed on the wall.

Culture is what employees experience repeatedly.

How are concerns handled?

How do leaders respond to mistakes?

How is conflict addressed?

Who receives recognition?

What behaviors are tolerated?

How are decisions communicated?

What happens when the organization is under pressure?

These everyday experiences become the culture.

5. WORK DESIGN

Sometimes the workforce problem is not simply that an organization needs more people.

Sometimes the organization needs to rethink how the work is being done.

The 2026 AHA Workforce Scan highlights team-based care, redesigned workflows, technology, upskilling, and new workforce roles as important strategies for addressing workforce pressures.

Before automatically adding another position, leaders should ask:

Can the workflow be redesigned?

Can administrative burden be reduced?

Can responsibilities be redistributed?

Can technology eliminate unnecessary work?

Can employees be trained for expanded roles?

Workforce development is not simply about developing employees.

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It is also about developing the system in which employees work.

THE WORKFORCE EXCELLENCE™ CHECK-IN

Five Questions Every Healthcare Leader Should Ask

Use these questions with your leadership team this month:

1 — RETENTION
Where are we losing employees, and what patterns exist in those departures?

2 — LEADERSHIP
Do our front-line leaders have the skills necessary to manage people—not simply operations?

3 — ENGAGEMENT
What are employees telling us that we have not yet acted upon?

4 — DEVELOPMENT
Can employees clearly see a pathway for professional growth within our organization?

5 — WORK DESIGN
Are we asking employees to solve problems that should be addressed through better systems, processes, staffing models, or technology?

If your organization cannot answer these questions with confidence, that is not a reason for blame.

It is a reason to investigate.

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FROM INSIGHT TO ACTION

A Five-Step Workforce Strategy

Choose **one workforce challenge** rather than attempting to solve everything simultaneously.

STEP 1 — IDENTIFY

Select one measurable issue.

Examples:

- High turnover in a specific department
- Low employee engagement
- Leadership communication concerns
- Persistent vacancies
- Excessive overtime
- Poor onboarding
- Limited professional development
- Interdepartmental conflict

STEP 2 — LISTEN

Talk to the people experiencing the problem.

Do not rely exclusively on assumptions, exit interviews, or leadership perceptions.

Ask employees:

"What is making it harder for you to succeed here?"

Then listen for patterns.

STEP 3 — ASSESS

Determine whether the underlying issue is primarily related to:

People | Leadership | Process | Culture | Communication | Workforce Design

Many workforce problems involve more than one.

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STEP 4 — RESPOND

Develop a targeted action plan.

Do not launch ten initiatives when three meaningful changes could address the root problem.

STEP 5 — MEASURE

Establish a baseline and determine what success will look like.

If you cannot measure whether the intervention is working, you are managing activity—not necessarily outcomes.

CURRENT HEALTHCARE WORKFORCE PERSPECTIVE

The Workforce Challenge Is Becoming a Strategic Leadership Issue

Healthcare workforce challenges are increasingly moving beyond the traditional boundaries of human resources.

The AHA's 2026 Workforce Scan describes a field actively redesigning staffing models, integrating technology, redefining workforce roles, expanding training pathways, and strengthening employee engagement and well-being.

The AHA also reports that health systems are creating new workforce pipelines through career ladders, apprenticeships, community partnerships, and "grow-your-own" approaches.

At the same time, workforce pressure remains substantial. The AHA's 2026 Environmental Scan reports that more than 138,000 nurses left the workforce between 2022 and 2024 and that 40% of nurses reported an intent to leave or retire within five years.

These numbers point toward an important leadership reality:

Workforce strategy can no longer be separated from organizational strategy.

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Staffing affects operations.

Leadership affects retention.

Culture affects engagement.

Work design affects performance.

Technology affects roles and workflows.

And all of these factors ultimately affect an organization's ability to deliver care.

THE ALL ABOUT YOU!™ PERSPECTIVE

Workforce Excellence Starts With Understanding the Whole Picture

At All About YOU! LLC, we believe workforce challenges rarely exist in isolation.

A retention problem may actually be a leadership problem.

A communication problem may actually be a culture problem.

A staffing problem may actually be a workflow problem.

An engagement problem may actually be a trust problem.

That is why our approach begins with understanding—not assumptions.

Through Healthcare Leadership & Workforce Development Consulting, we help organizations examine the factors influencing workforce performance, engagement, culture, and organizational effectiveness.

Our services include:

WORKFORCE CULTURE ASSESSMENT™

Assessment → Findings → Recommendations → Action Plan

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A structured approach to understanding organizational culture and identifying opportunities for meaningful improvement.

WORKFORCE EXCELLENCE™

Leadership and workforce development designed to strengthen the people and organizational practices that support engagement, performance, retention, and organizational effectiveness.

LEADERSHIP DEVELOPMENT

Practical development focused on communication, leadership effectiveness, workforce engagement, accountability, and leading through change.

SPEAKING & TRAINING

Professional education and customized training designed around the needs of healthcare leaders, teams, and organizations.

HEALTHCARE CONSULTING

Strategic support to help organizations understand workforce challenges, identify opportunities, and develop practical solutions.

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A MESSAGE FROM DR. CASSANDRA ARTHUR

Healthcare does not have a simple people problem.

It has complex workforce challenges that require thoughtful leadership, intentional strategy, and organizational action.

The future of healthcare will depend not only on how organizations recruit talent, but on how they develop, engage, support, and retain the people responsible for delivering care.

That work begins with leadership.

It continues with culture.

And it becomes sustainable through strategy.

That is the purpose of **The Workforce Excellence™ Brief**.

Each month, we will bring you practical ideas designed to help you think differently about your workforce—and act more strategically.

Because when we strengthen the people who make healthcare possible, we strengthen the organizations they serve.

— Dr. Cassandra Arthur
Founder & CEO
All About YOU! LLC

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READY TO STRENGTHEN YOUR WORKFORCE?

Your workforce strategy should be more than a response to vacancies.

It should be a deliberate strategy for building an organization where people can lead, engage, develop, and succeed.

If your organization is experiencing challenges related to workforce engagement, retention, leadership development, organizational culture, communication, or workforce performance, All About YOU! LLC can help you move from identifying the problem to developing a practical path forward.

START WITH A CONVERSATION.

Schedule a Consultation with All About YOU! LLC

Healthcare Leadership & Workforce Development Consulting | Training | Speaking | Professional Education

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NEXT MONTH

THE LEADERSHIP FACTOR IN EMPLOYEE RETENTION

Employees may join organizations—but their day-to-day experience with leadership can profoundly influence whether they stay.

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