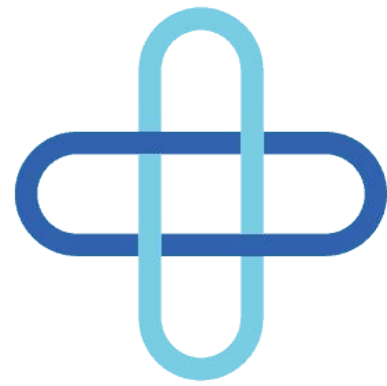


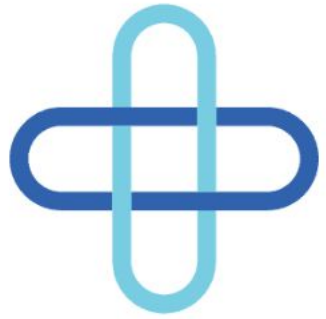


CHICAGOLAND
HEALTHCARE
WORKFORCE
COLLABORATIVE

Making the Case for Healthcare Workforce Investment: Part 2

Led by Dr. Angela Jackson | October 14th, 2026

Part 2 of a two-part learning series designed to help healthcare leaders measure and communicate the impact of workforce investments



CHICAGOLAND HEALTHCARE WORKFORCE COLLABORATIVE

MISSION

The Chicagoland Healthcare Workforce Collaborative unites employers and industry partners to support an inclusive healthcare workforce, provide accessibility for unemployed and underemployed populations, and develop innovative responses to the evolving needs of the healthcare industry.

STRATEGIC PILLARS

1

Local & Targeted Hiring

Focusing recruitment efforts in areas with higher concentrations of unemployment

2

Education & Training

Bridging the gap by uniting a variety of partners across the healthcare industry

3

Retention & Career Pathways

Offering education & training opportunities to new career pathways for employees

EMPLOYER-LED SECTOR PARTNERSHIP

- 12+ employer partners
- 20+ strategic partners



HEALTHCARE WORKFORCE ROI

Working Lab

Build the business case for one real workforce priority



Wednesday,
October 14, 2026



Arrival & refreshments: 1:45 p.m. CT
Working Lab: 2:00–3:30 p.m. CT



Dr. Angela Jackson

Future Forward Institute | Harvard University

PROBLEM

What is it costing?

INVESTMENT

What would you do
differently?

RETURN

What value
could it create?

In partnership with the Chicagoland Healthcare Workforce Collaborative

TODAY

From learning to doing

You will leave with the beginnings of an ROI case for one workforce priority in your organization.

1

Bring a real problem

Work on a workforce challenge, program, or pathway that matters to your organization.

2

Use what you know

Known numbers, estimates, and missing data are all useful today.

3

Leave with a next move

Know what to validate, who to engage, and how to strengthen the case.



The **goal** is not a perfect model.
It is a credible first draft you can continue building.

Our path through the business case



Then: pressure-test it with a peer → identify your next move.

Define the challenge

Make the problem specific enough to measure.

Too broad

"We have a nursing shortage."

More useful

"We have X vacancies, X% turnover, and are spending \$X on premium labor in this role."

Write: What is happening today? Why does it matter now?
What would make the problem measurable?

What is the status quo costing you?

Capture the economic and operational footprint of the problem.

Workforce size

Headcount + demand

Vacancies

Open roles + time-to-fill

Turnover

Replacement + retention

Labor costs

Compensation + overtime

Premium labor

Agency + contract

Recruiting

Sourcing + bonuses

For every number, mark it: **KNOWN • ESTIMATE • NEED TO FIND**

Map the alternative investment

What would you do differently, and what would it really cost?

PEOPLE

Participant wages,
program staff,
administration

LEARNING

Tuition, curriculum,
technology

CLINICAL SUPPORT

Supervision,
preceptors,
protected time

SUPPORTS

Wraparound
services, recruiting,
partner costs

Look beyond the program fee. Estimate the full investment required to make the strategy work.

10-MINUTE BREAK

Compare notes with a peer.

What workforce challenge are they analyzing?
What cost or assumption is proving hardest to quantify?

We resume at 2:55 p.m. CT

If the investment works, what changes?

Focus on 2–3 outcomes that matter most. Translate them into measurable value where possible.

Retention

Lower turnover + replacement cost

Vacancies

Shorter time-to-fill + restored capacity

Premium labor

Lower agency + overtime spend

Internal mobility

More roles filled from within

Productivity

Faster ramp + more capacity

Other value

Operational or patient impact

Ask: What evidence would show that the strategy is working?

A SIMPLE CHECK

Translate value into an ROI story

Start with the relationship between investment and measurable value.

$$\text{ROI} = (\text{Estimated Value} - \text{Investment}) \div \text{Investment}$$

Also ask:

How long until the investment breaks even?

Which benefits are hard-dollar savings, avoided costs, or operational value?

Use your organization's Finance, HR, workforce, and operational definitions when you refine the case.

Build your first-draft business case

- 1 We currently spend or lose approximately \$ _____ because of _____.
- 2 We propose investing approximately \$ _____ in _____.
- 3 If we achieve _____, we estimate \$ _____ in value over _____.

Then identify the who:

data owner • operational leader • Finance/budget • champion/approver • external partner

PEER PRESSURE TEST

Make the case. Then make it stronger.

1

What is compelling?

2

What assumption
needs to be tested?

3

What number or evidence
would strengthen the case?

Keep the feedback focused. You only have five minutes.

Your next move

A first draft becomes a business case through validation and action.

1 ONE DATA POINT

What number do you need next?

2 ONE PERSON

Who do you need to engage?

3 ONE ACTION

What will you do in the next two weeks?

Write it down before we close.

STAY IN TOUCH

Thank you.

I'd welcome the opportunity to stay connected and continue the conversation about workforce investment, talent pipelines, and the future of work.



Led by Dr. Angela Jackson

Future Forward Institute | Harvard University

futureforward.institute



FROM ANALYSIS TO ACTION

**Know what the problem is costing.
Invest differently.
Measure what changes.
Build the case.**

The goal is not a perfect ROI model today.
It is a stronger question, a clearer case, and a concrete next move.

3:25–3:30 | Reflections & next steps with April Harrington

**Please Share Your
Feedback!**

