

# Healthcare Workforce Challenges

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South Atlantic  
Division



## Community Support and Benefits



HCA Healthcare's

**182**

hospitals

are supported by more than 2,300 ambulatory sites of care, including:

**238**

urgent care clinics

**123**

freestanding emergency rooms

**1,480**

physician practices

**102**

behavioral health programs

**82**

home health and hospice agencies

**125**

surgery centers

\*Hospital locations as of Dec. 31, 2021

\*As of Dec. 31, 2021

### Economic impact in our communities

**\$26.7B+**

in payroll and benefits

**\$5.5B**

federal, state and local taxes incurred in 2021

**\$3.5B+**

in capital investment

### 2021 services by the numbers

**35M+**

patient encounters

**~1M**

telehealth encounters

**217K+**

babies delivered

**8.4M+**

emergency room visits

**160K+**

COVID-19 inpatients treated

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South Atlantic Division

# South Atlantic Division

States	<b>3</b>	Hospitals	<b>11</b>
Physician Practices	<b>160+</b>	Urgent Care Centers	<b>12</b>
Free-Standing ERs	<b>12</b>	Patients Treated	<b>1,696,784</b>

\*2021 Data (Meadows from May – Dec)



# South Atlantic Division



**8,477**

COVID-19  
inpatients  
treated



**828,842**

ER Visits



**159,599**

Admissions



**1,441,416**

Patient  
Encounters



**13,815**

Babies  
Delivered



**\$288,122,940**

Charity Care,  
Uninsured Discounts,  
and Uncompensated  
Care



**81,042**

Total  
Surgeries



**\$800,000**

Scholarship Awards /  
Loan Forgiveness

Above all else, we are committed to the care and improvement of human life.

# South Atlantic Division Key Facts



- Leapfrog A for Patient Safety – 5 Hospitals
- Only Children’s Hospital in Savannah, GA and Largest Burn Center in the US (Augusta, GA)
- Accredited Adult Trauma Centers – 2 Level I’s, 4 Level II’s, 1 Level III and 1 Level IV
- Healthgrades Top 250 Hospitals – Grand Strand Medical Center, Orange Park Hospital, Memorial Hospital, Summerville Medical Center/Trident Medical Center

\*2021 Data (Meadows from May – Dec)

# of Licensed Beds	3,289
Total Annual Admissions	156,290
Total Annual Emergency Visits	777,644
Total Patients Treated	1,696,784
Total Employees	20,211
Capital Investments	\$345,872,254
Salaries, Wages and Benefits	\$1,664,292,250
Taxes Paid	\$230,216,388
Cost of Charity and Uncompensated Care	\$288,122,940
<b>TOTAL ECONOMIC CONTRIBUTION</b>	<b>\$2,683,273,871</b>

# Workforce Investment

## Current Environment



- 73% increase in Americans over 65 from 2011 to 2019
- Current RN workforce – 29 million globally and 3.9 million in the US
- Nursing jobs growing at a faster rate (9%) than all other occupations – 2016 to 2026
- Healthcare workers are at high-risk for directed violence (up to 38%)
- Nursing turnover rates vary up to 37%
- 175,900 RN openings each year through 2029
- US nursing schools turned away 80,407 qualified applicants in 2019 due to insufficient faculty, clinical sites, classroom space, clinical preceptors and budget
- Almost 40% of RNs are over the age of 50
- Number of nurses leaving the workforce each year doubled in the last 10 years (40,000 to 80,000)



# Nursing Shortages



Nursing shortage is a global issue that is impacting the U.S. in an unprecedented manner and is the number one concern of health system leaders. Over 84% of hospitals are unable to increase patient volume to respond to aging population, spikes in COVID and influenza, and exacerbation of chronic conditions

- **RN Shortfall Estimates**

- 200,000-450,000 nurses in the US
- Supply gap of 10-20%
- 13 million global nurse shortfall following pandemic
- Nursing schools turned away over 80,000 qualified students because there are not enough nursing faculty and clinical preceptors
- 195,500 annual RN openings between 2020 and 2030
- RN employment projected to grow 9%
- South Carolina ranks #4 (10,400) and Georgia ranks #6 (2,200), (Purdue University, 2019)

- **Nurse Turnover**

- 29% of RNs likely to leave direct care
- 15% of the above will leave the workforce entirely
- 18% of nurses have already left a direct care position
- Average age of nurses is 53
- 20% of nurses will retire in 5 years



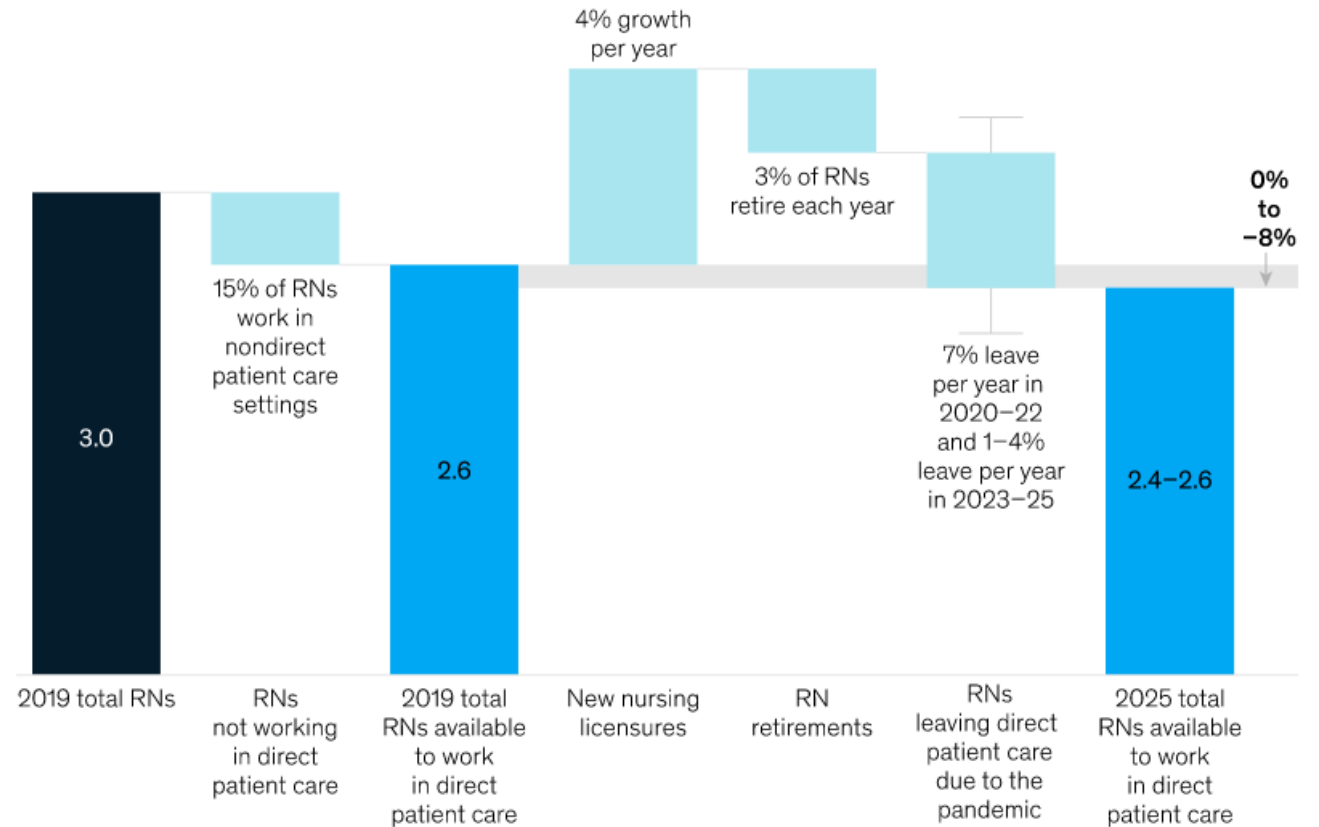
# Factors Influencing the Supply of Nurses through 2025

- Nurse Supply
  - 2.4-2.6M
- Nurse Demand
  - 2.8-2.9M
- **200K-450K Shortage**

Increased demand due to an aging and growing population

There are several factors influencing the supply of registered nurses through 2025.

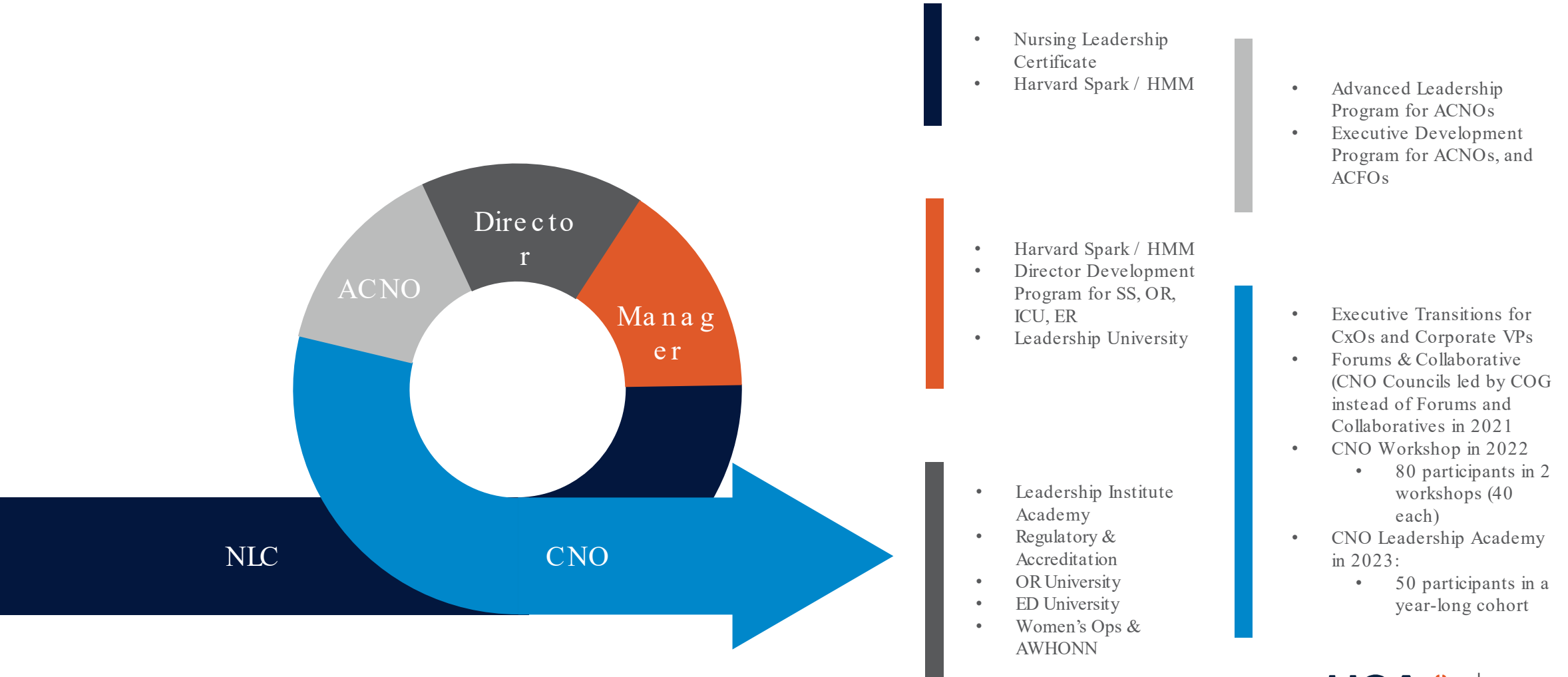
US registered nurse (RN) head count, million



Source: David Auerbach et al., "Will the RN workforce weather the retirement of the baby boomers?" *Med Care*, October 2015; National Council Licensure Examination (NCLEX) data, 2016-20; United States Bureau of Labor Statistics; McKinsey analysis

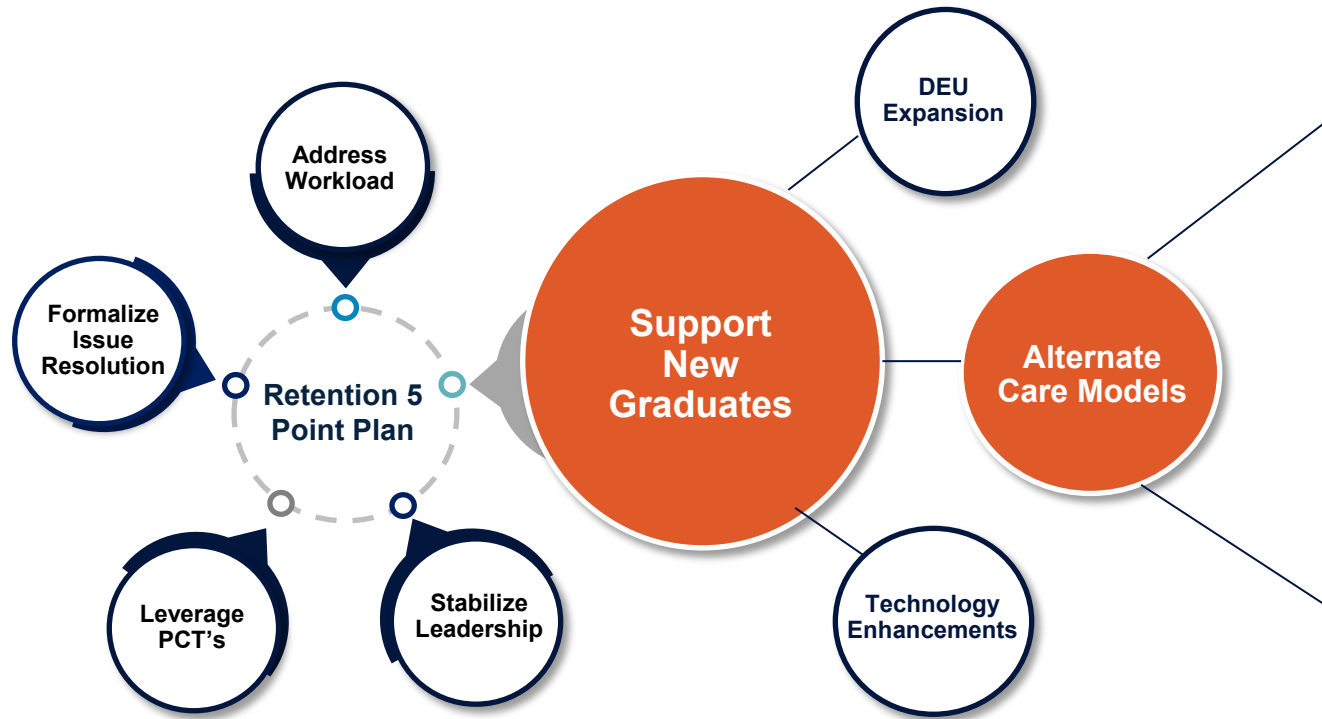


# Workforce Investment: Leadership Development



# Workforce Investment

## Retention



## Opportunities for Non-RN Staff

### Student Nurse Engagement

- Tiered Nurse Extern Program
  - Graduate RN (Pre-licensure)
- Student / Instructor Clinical Rotation Surveys
- Welcome Celebrations / Mid-term Touchpoints / Graduation Celebrations
- Enhanced Recruitment Events
  - TopGolf, baseball games, happy hour, career fairs
- Graduate Nurse Temporary Licensure to prevent onboarding delays



### Innovative Care Team Support

- Licensed Practical Nurse
  - Partners in clinical care for RNs
  - Boost staffing capabilities
  - Professional support with specialty education and training (wound care, IV skills, clinical safety measures)
- Advanced Paramedic
  - Added layer of clinical support for RNs
  - Expanded scope with technical skills to support throughput and care experience

# Workforce Investment Pipeline

## Pipeline



### HS Student

- Shadowing Future Career Opportunities Programs
- Clinical Affiliation Agreements for CNA and Phlebotomy programs
- Galen Pathway
- HOSA Partnership



### CNA/PCT

- PCT Apprenticeships
- Lead PCT Program
- PCT Council
- Career Advancement Opportunities with Tuition Assistance



### Nurse Extern

- Rebranding Med/Surg
- Tiered Nurse Extern Program supports advancement in skill sets
- Academic Partnerships
  - **Galen College of Nursing - Myrtle Beach Campus**
    - ADN Program 245
    - LPN to RN Bridge 92
    - Total Students 337
- Move to Offer Strategy
  - **+50% YOY Nurse Extern/PCT conversions**



### LPN

- LPN Program Pipelines
  - **Galen LPN to RN Bridge**
- Transition of LPNs into Acute Care
- Use of Simulation to Advance Acute Care Skills
- **Care Team Model (CTM) Approach**



### RN Career Pathways

- New Graduate Nurse Residency
- New To Specialty training programs
- Nursing Leadership Certificate
- Shared Governance to amplify employee voice
- Mentorship support for emerging clinicians (new nurses)

# Workforce Investment

## Academic Partnerships

### Galen College of Nursing Campuses

- **Current State – Myrtle Beach**
  - Opened March 2022
  - Currently Enrolled
    - ADN 245 students
    - LPN to RN 92 students
    - Total students 337
- **Future State**
  - Expansion of dedicated education units
  - Ongoing adjustments to rotation experiences based on survey feedback

Nurturing Next-Gen Nurses  
HCA Healthcare gains Galen College of  
Nursing



# Galen College of Nursing at a Glance



## PURE NURSING

- Single-purpose college of nursing
- Founded by Humana in 1989
- Acquired by HCA Healthcare 1/2/2020
- Largest educator of nurses in the south

## GALEN BY THE NUMBERS



**14**  
CAMPUS  
LOCATIONS



**11,000+**  
CURRENT  
STUDENTS



**1,500+**  
FACULTY  
AND STAFF



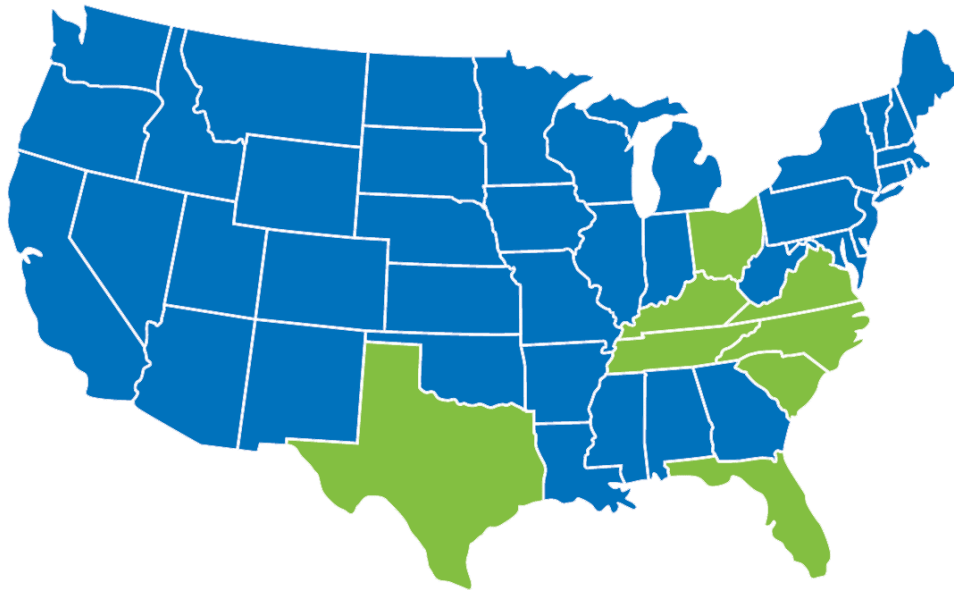
ALUMNI/AE

**33,000**

# Campus Locations

## 14 Current Campus Locations

across the United States *(plus online)*



- Asheville, NC
- Austin, TX
- Cincinnati, OH
- Tampa Bay, FL
- Gainesville, FL
- Hazard, KY
- Louisville, KY
- Miami, FL
- Myrtle Beach, SC
- Nashville, TN
- Pikeville, KY
- Richmond, KY
- San Antonio, TX
- Sarasota, FL

## 3 New Locations

coming early 2023

- Dallas, TX
- Houston, TX
- Roanoke, VA



## Purpose-built State-of-the-art Campuses





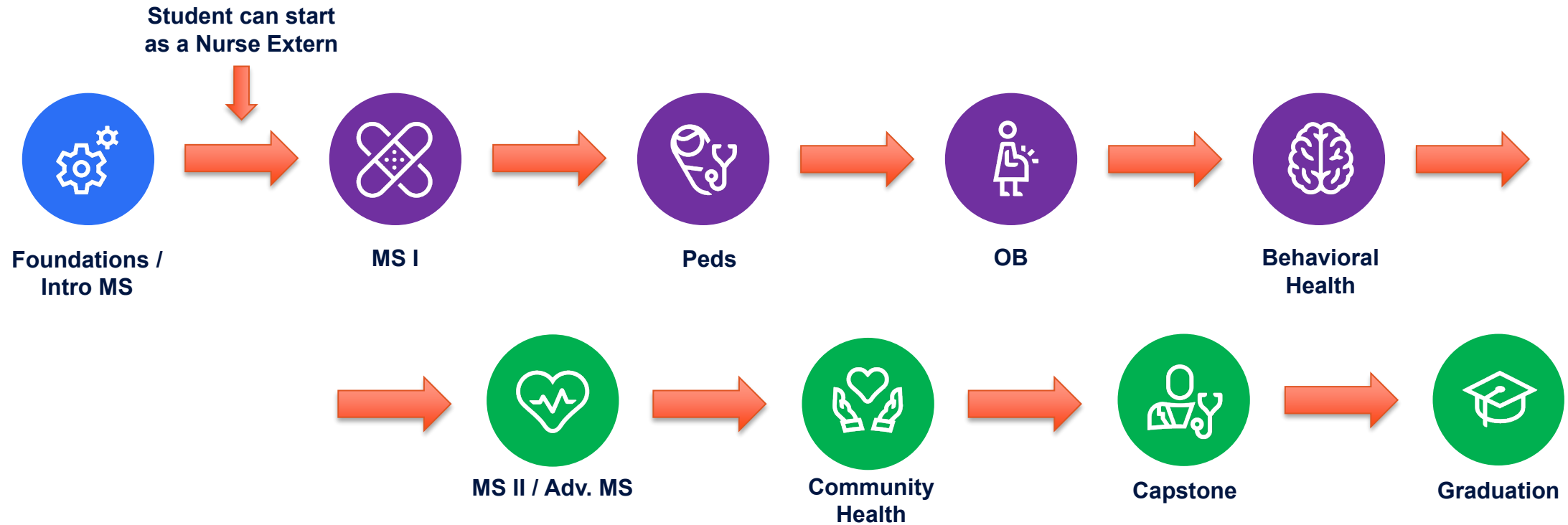
# Workforce Investment

## Academic Partnerships

- **Unlocking Possibilities: Building Loyalty Through Engagement**
  - Healthcare has changed over the past several years
  - More options available for new graduates
  - Clinical experiences must make a significant impact
- **Goals**
  - **Provide** support and touchpoints to build sense of belonging and bridge knowledge / practice gap
  - **Immerse** students in HCA Healthcare's mission / vision / values and culture
  - **Identify, Attract, and Capture** nursing students in HCA Healthcare's nurse extern and new graduate RN positions



# Typical RN Student Lifecycle



Future Offer

Plan to Offer

Move to Offer

# Workforce Investment

## Student Engagement States



- **Future Offer**
  - **Students graduating in 12 – 24 months**
  - Engage students for future opportunities / network, offer employment for Nurse Extern, CNA, PCT roles
  - Includes students in: Foundations / Intro to MS, CNA / PCTs, LPNs, High School students
- **Plan to Offer**
  - **Students graduating in 6 – 12 months**
  - Build plan to offer, make connections / network, offer employment for Nurse Extern
  - Includes students in: MS I, Mental Health, Peds, OB, Summer Elective, Nurse Externs in 1<sup>st</sup> year of school, CNA / PCT, LPNs

# Workforce Investment

## Student Engagement States



- **Move to Offer**
  - **Students graduating in < 6 months**
  - Actively make an offer for a position
  - Includes students in: Capstones, MS II / Advanced MS, Community Health Students, Nurse Externs in final year of school



# Workforce Investment

## Simulation



- A simulation is a model that mimics the operation of an existing or proposed system, providing evidence for decision-making by being able to test different scenarios or process changes
- Simulations can be used to tune up performance, optimize a process, improve safety, testing theories, training staff and even for entertainment in video games
- Simulation works through the use of intuitive simulation software to create a visual mock-up of a process. This visual simulation should include details of timings, rules, resources and constraints, to accurately reflect the real-world process

# Workforce Investment Simulation



## Advantages

- Team based learning
- Exact repeated testing
- Examine long-term impacts
- Gain insights for process improvement
- Assess random events
- Test non-standard distributions
- Encourage in-depth thinking
- Improved stakeholder buy-in

## How Simulation Changes Practice?

- Simulation is used to evaluate the effect of process changes, new procedures and capital investment in equipment
- Simulation can measure factors including system cycle times, throughput under different loads, resource utilization, bottlenecks and choke points, storage needs, staffing requirements, effectiveness of scheduling and control systems

# Workforce Investment

## Simulation

### HCA Healthcare Center for Clinical Advancement

#### Simulation by Numbers

- 1100 learners
- 1800 hours of simulation

#### Travel

- Over 7000 miles traveled

#### Simulated Events

- Malignant Hyperthermia
- Mock Codes
- Pediatric Emergencies
- OB: Dystocia, Malignant Hypertension, Cardiac Arrest
- Interdisciplinary (RT, PCTs, Rehab, Physicians)

#### Simulation Center

- HCA Healthcare Center for Clinical Advancement in collaboration with University of North Florida
- Jacksonville, Florida
- Over 1000 learners in 2022 (October – December)

#### Inaugural Cohort

- October 2022

#### Expansion

- Surgical Suite



# Workforce Investment

## Policy Support and Partnership



The Georgia Healthcare Workforce Commission's recommendations:

- Maximizing our existing workforce
  - Address workplace violence, which is a driver of attrition
  - Provide loan forgiveness to help graduates stay in Georgia
  - Explore potential updates to scope of practice limitations
- Optimizing the healthcare education system
  - Stand up Quick Start for healthcare program(s)
  - Explore earn-to-learn programs for healthcare students
  - Offer faculty incentives
- Attract new workers
  - Optimize marketing of dual enrollment opportunities in healthcare fields for high school students
  - Create additional scholarship opportunities for healthcare education

In 2022, the General Assembly passed the following funding items in the FY 2023 appropriations bill.

Specific to workforce and GME, the Georgia Board of Healthcare Workforce (GBHCW) received the following:

- Residency Slots
  - 199 new slots in primary care medicine (\$4.0 million)
  - 7 slots at Emory University (\$109K)
- New Residency Programs
  - Memorial Health Meadows Hospital residency fellowship (\$150K)
  - Coffee Regional Hospital (\$150K)
- Medical Schools (via GBHCW and Board of Regents)
  - Augusta University / Medical College of Georgia
  - Mercer School of Medicine

# Workforce Investment

## Policy Support and Partnership



### Other Medical Education Support

- Georgia Board of Healthcare Workforce
  - Increased funding for equipment and operating grants for nursing program with wait list to promote additional student capacity (\$3M)
  - Loan repayment grants for physicians, Pas, and APRN (\$385K)
- Technical College System of Georgia
  - Restoration of prior year austerity cuts for technical education / expanded instruction for Allied Health, Commercial Truck Driving and Manufacturing programs to support critical workforce needs across the state (\$33.4M)
- Board of Regents
  - Increased medical education funding (Year 3 to 5 - \$8.3M) and expanded nursing student capacity (Year 1 to 5 - \$1.2M)
- Attract new workers
  - Optimize marketing of dual enrollment opportunities in healthcare fields for high school students
  - Create additional scholarship opportunities for healthcare education



# Workforce Investment

## Workplace Violence

Workplace violence is a very real threat in the healthcare setting.

- At HCA Healthcare, workplace violence is not part of the job
  - Awareness
    - Policy Review
  - Training
    - De-escalation / Workplace Violence Training
  - Report
    - LifeSafe app
  - Respond
    - Threat Assessment Team
    - Behavioral Response Team



**Workplace Violence is Not Part of the Job**

In a patient care environment, tensions can get high and individuals can get violent. **Even though it happens – that does NOT make it okay.**

If a patient, visitor, or other individual becomes violent, you must report it. Violence can be anything from a verbal threat to throwing things to punching. It must be reported up to our Security and HR teams. We will handle follow up and consequences for this behavior. I want you to be safe at work.



**Questions?**  
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