


BUILDING THE NURSING WORKFORCE: NORTHSIDE HOSPITAL FORYSTH

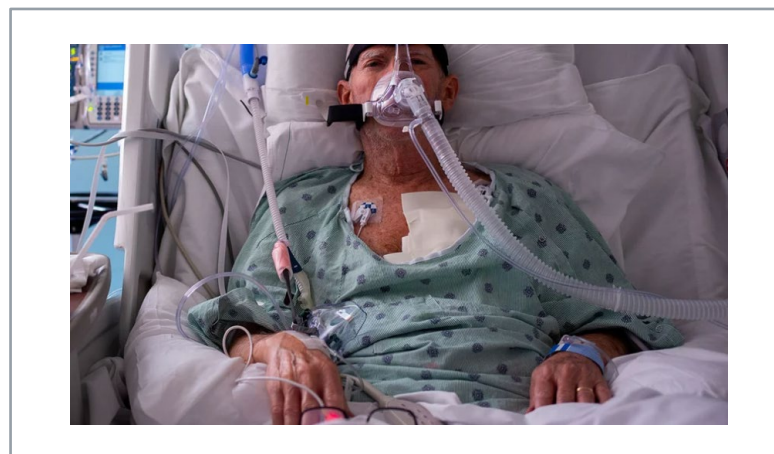
A nighttime photograph of the Northside Hospital Forysth building. The building is a multi-story structure with a modern design, featuring large glass windows and a prominent entrance canopy. The interior lights are on, and the building is illuminated by exterior lighting. In the foreground, there is a parking lot with several cars parked. The sky is dark blue, suggesting dusk or night.

LYNN JACKSON, COO

DR. CAROLYN BOOKER, CNO

INTRODUCTION

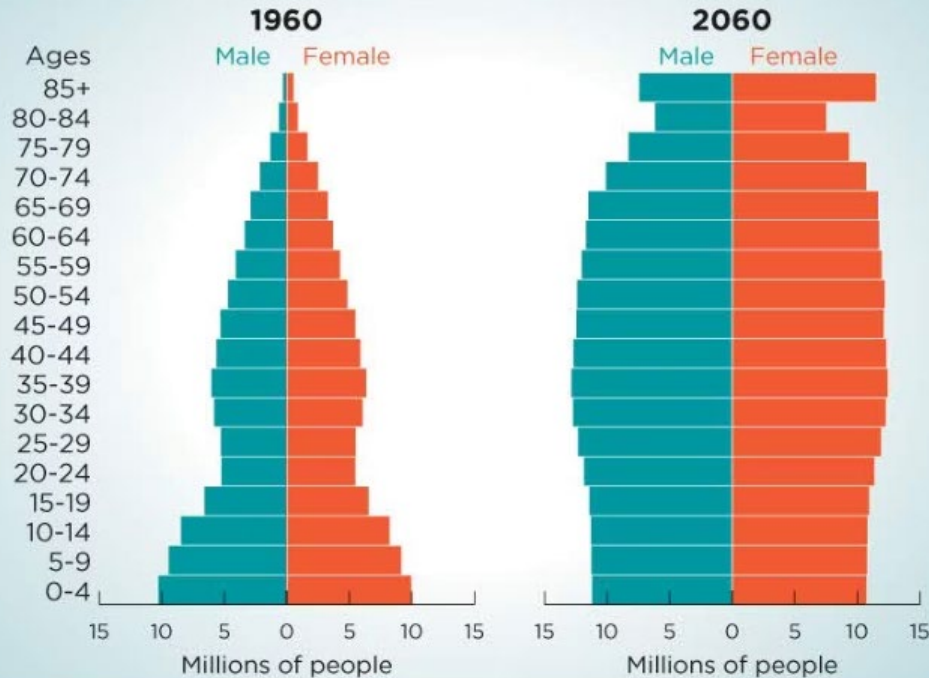
In the early 2000's there were predictions that set the stage for the coming nursing shortages. No one could have predicted the impact of COVID-19, or the subsequent Great Resignation which exacerbated and ravaged professional nursing and health care institutions.



A Projected US+ Population Change

From Pyramid to Pillar: A Century of Change

Population of the United States



United States®
Census
Bureau

U.S. Department of Commerce
U.S. CENSUS BUREAU
[census.gov](https://www.census.gov)

Source: National Population
Projections, 2017
www.census.gov/programs-surveys/popproj.html

A significant increase in the elderly

There will not only be more of these patients but they will have a higher acuity due to co-morbidities of aging.

We have made it our imperative to work together with Educators to avert the projected shortfall of nurses.

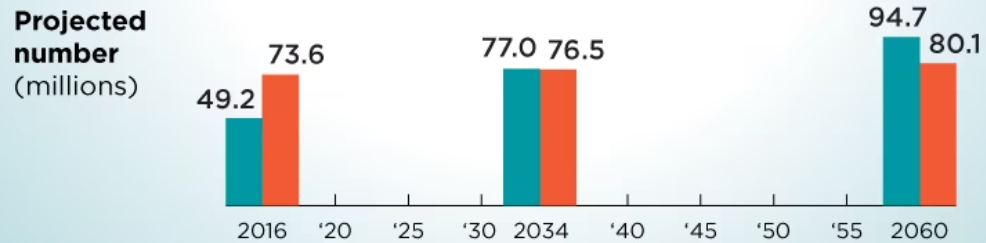
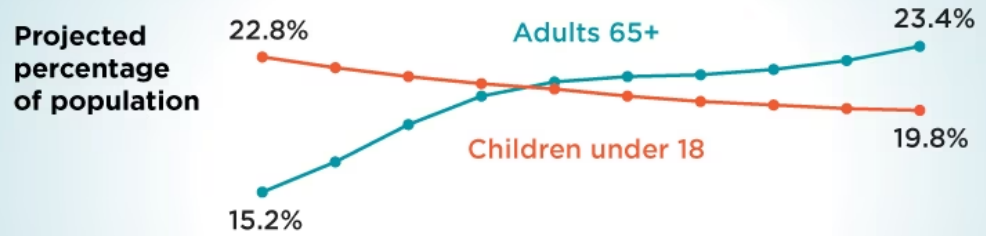
While at the same time advocating for and protecting the nurse's ability to provide competent and compassionate care.



An Aging Nation

Projected Number of Children and Older Adults

For the First Time in U.S. History Older Adults Are Projected to Outnumber Children by 2034



Note: 2016 data are estimates not projections.

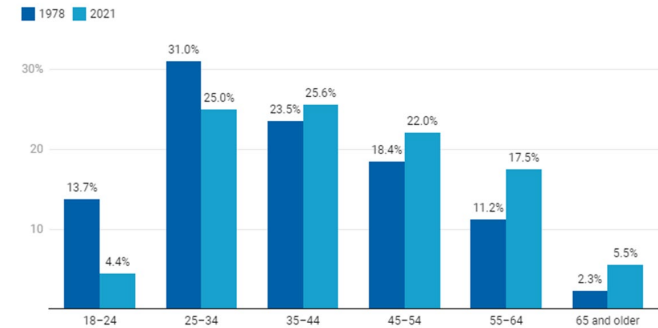


U.S. Department of Commerce
U.S. CENSUS BUREAU
[census.gov](https://www.census.gov)

Source: National Population Projections, 2017
www.census.gov/programs-surveys/popproj.html

The share of U.S. nurses nearing retirement age has increased significantly

Share of employed registered nurses in the United States by age group, 1978 and 2021

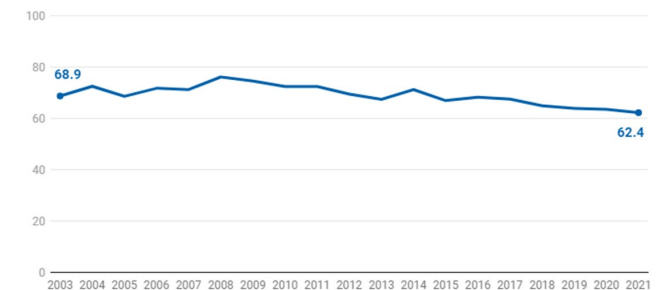


The authors used Annual Social and Economic Supplement data from the U.S. Census Bureau's Current Population Survey to make these calculations.

Chart: Center for American Progress • Source: Authors' calculations using Sarah Flood and others, "Integrated Public Use Microdata Series, Current Population Survey, Version 9.0 [dataset]" (Minneapolis: University of Minnesota, 2021), available at <https://doi.org/10.18128/D030.V9.0>.

The number of nurses has not kept up with the aging U.S. population

Total number of registered nurses in the United States per 1,000 people ages 65 and older, 2003-2021



Hover over or click to see values.

The authors used Annual Social and Economic Supplement data from the U.S. Census Bureau's Current Population Survey to calculate this figure. The authors selected 2003 as the starting year because changes in occupational codes that year made comparisons to previous years more challenging.

Chart: Center for American Progress • Source: Authors' calculations using Sarah Flood and others, "Integrated Public Use Microdata Series, Current Population Survey, Version 9.0 [dataset]" (Minneapolis: University of Minnesota, 2021), available at <https://doi.org/10.18128/D030.V9.0>.



BASED ON PROJECTIONS FROM THE US BUREAU OF LABOR STATISTICS...,

The United States will need an additional 203,200 RNs **each year** from now through 2031...

RN CHURN FUELED BY WORK ENVIRONMENT, STAFFING SHORTAGES

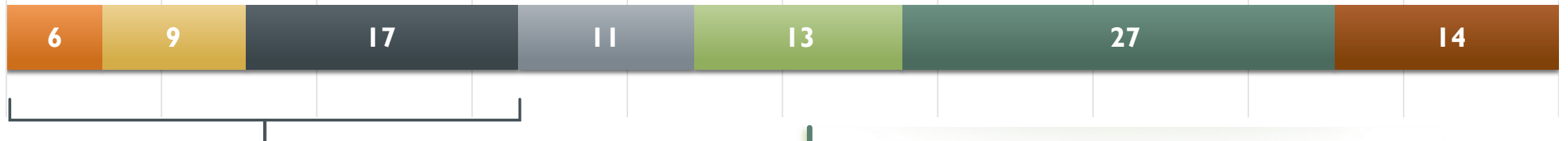
32% of surveyed nurses likely to leave direct care roles in the next year

Likelihood of leaving current position in next year, % of respondents

n=710

Most likely to leave

Least likely to leave



Factors influencing decision to leave

n=228

1. Insufficient staffing levels
2. Seeking high-paid position
3. Not listened to or supported at work

American Nurses Foundation survey results

n=11,964

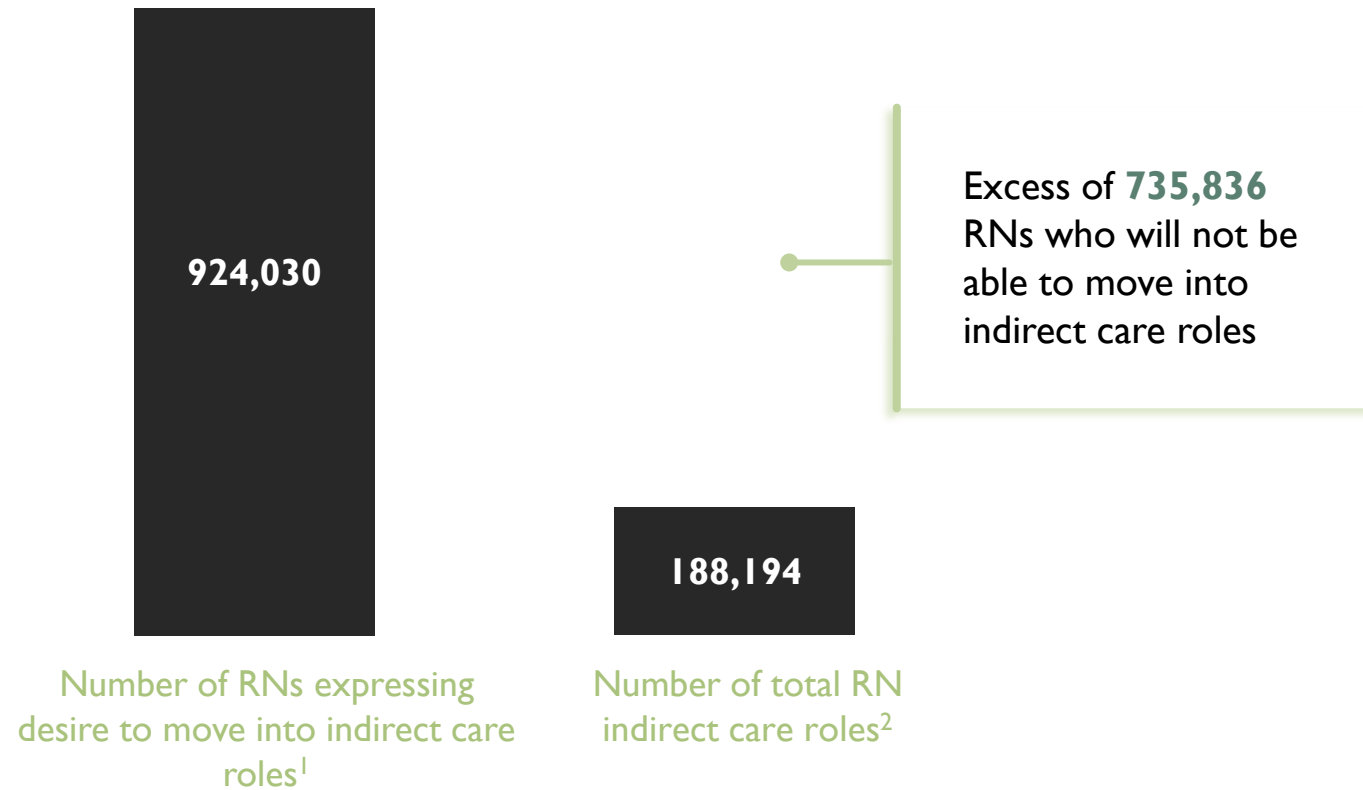
89%

Of nurses said their organization was experiencing a staffing shortage

Source: Berlin G, et al., "Surveyed nurses consider leaving direct patient care at elevated rates," McKinsey & Company, February 2022; "Covid-19 Impact Assessment Survey – the second year," American Nurses Association, March 2022.

INDIRECT CARE ROLES APPEALING TO RNS, BUT IN SHORT SUPPLY

Gap between number of RNs who want to practice in indirect care roles and total number of indirect care roles in market



1. Surveys estimate between 30-70% of RNs plan to leave their direct care roles for indirect care roles. This graph uses the 30% intention as a conservative estimate.

2. According to an analysis of BLS RN data.

Source: Berlin G, et al., "Surveyed nurses consider leaving direct patient care at elevated rates," McKinsey & Company, February 2022.; Occupational Employment and Wages, 29-1141 Registered Nurses, Bureau of Labor Statistics, May 2021

Registered Nurse Shortages by State (Projected)

Difference between supply and demand expected by 2030

Most Severe Shortages

Rank	State	Supply (2030)	Demand (2030)	Difference
1	California	343,400	387,900	-44,500
2	Texas	253,400	269,300	-15,900
3	New Jersey	90,800	102,200	-11,400
4	South Carolina	52,100	62,500	-10,400
5	Alaska	18,400	23,800	-5,400
6	Georgia	98,800	101,000	-2,200
7	South Dakota	11,700	13,600	-1,900
8	Montana	12,300	12,100	200
9	North Dakota	9,900	9,200	700
10	New Hampshire	21,300	20,200	1,100

Source: U.S. Health and Human Services, Health Resources and Services Administration, National Center for Health Workforce Analysis, "Supply and Demand Projections of the Nursing Workforce: 2014-2030," 2017: <https://bhw.hrsa.gov/sites/default/files/bureau-health-workforce/data-research/nchwa-hrsa-nursing-report.pdf>

According to the American Association of Colleges of Nursing: Prior to the Covid pandemic, cyclic nursing shortages occurred due to:

- Retiring Nurses
- Increased Demand
- Faculty Shortages
- Nursing Burnout
- Expanded Employment Options

The Covid 19 Pandemic served to exacerbate the shortage of nurses.

Georgia's shortfall of nurses is expected to continue to worsen.

STATE OF GEORGIA: NURSING WORKFORCE COUNTS

GCNE, 2023

Statewide Counts

141,117
Total

10,711,908
Population

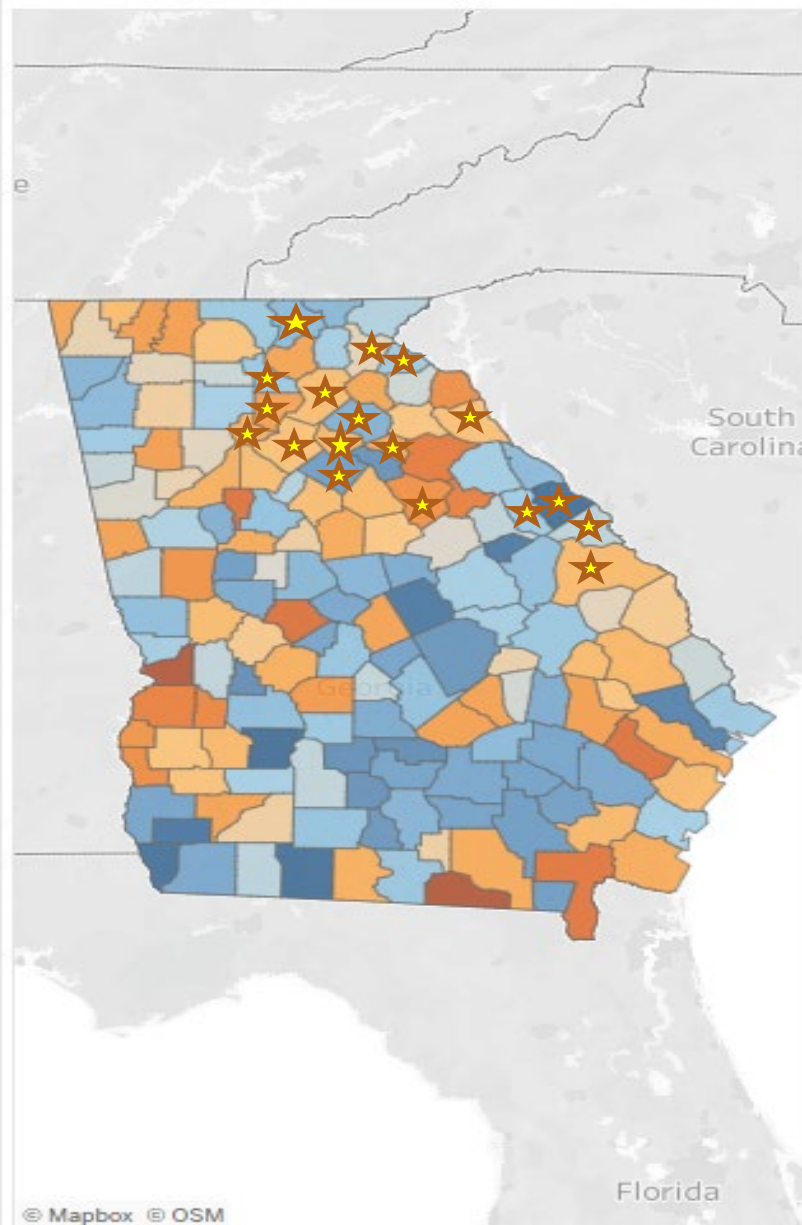
1,329
Nurse Rate per
100K Residents

48
Average Age

89.93%
Female Nurses

7.65%
Male Nurses

Workforce County Distribution

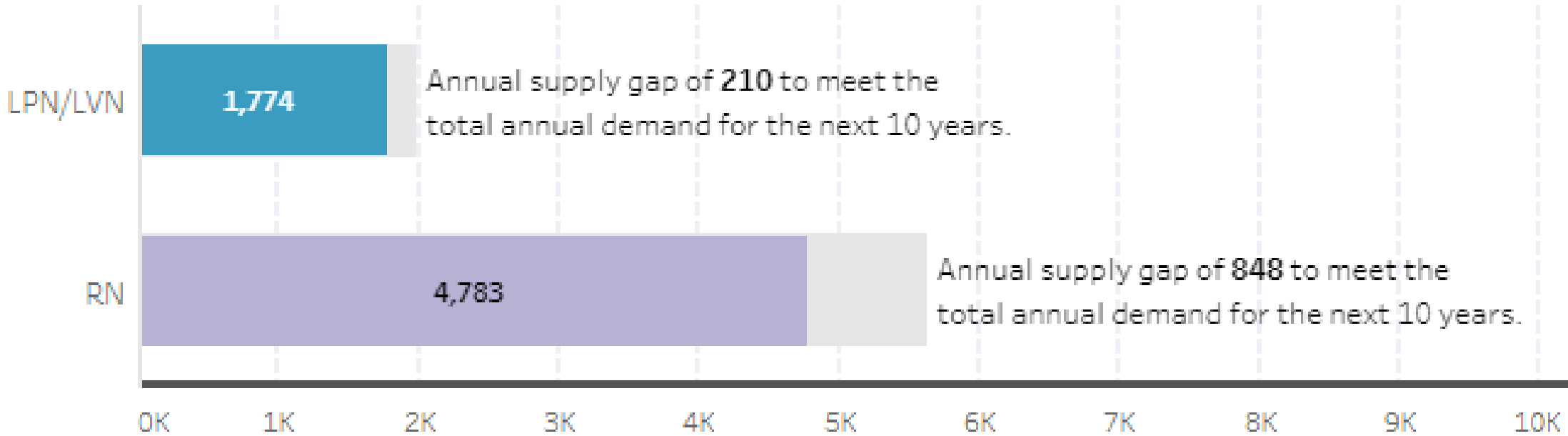


© Mapbox © OSM

225 2,541

OUTLOOK for GEORGIA:

TOTAL ANNUAL GAPS FOR THE NEXT 10 YEARS

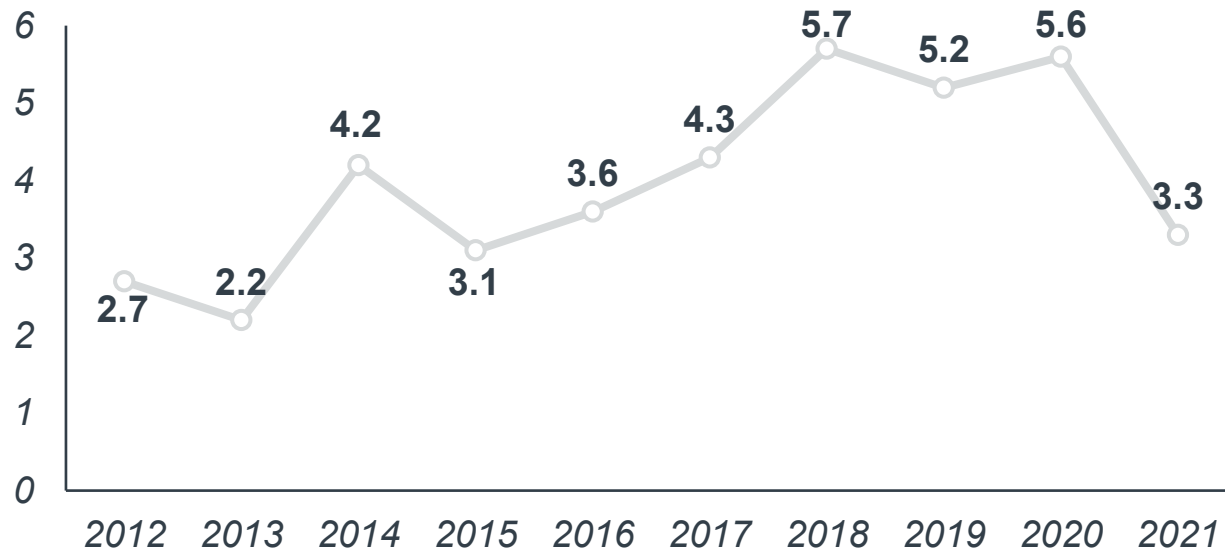


NURSING SCHOOL ENROLLMENT CONSTRAINING RN SUPPLY GROWTH

Percent change in entry-level baccalaureate nursing program enrollment

2012-2021

n=964 schools of nursing



91,938

2021 qualified applications not accepted at nursing schools nationwide

Constraints on nursing enrollment growth

- Insufficient clinical placement sites
- Inadequate compensation for faculty
- Nursing school budget constraints

Source: "Nursing schools see enrollment increases in entry-level programs, signaling strong interest in nursing careers," American association of colleges of nursing, April 2022.

Opportunities for nursing growth in Georgia

TCSG has 22 nursing programs in the state. The ability to increase the cohort size of qualified nursing candidates is one way to expand the pipeline of available nurses.

How we are helping:

- Funding for academic positions
- Providing hospital compensated clinical adjunct faculty
- Educating nursing preceptors for student support
- Classroom space options
- Increased # of Clinical sites
- Compensated externships
- Legislative advocacy, supporting PPIs for collaboration
- Assisting students with NCLEX preparation and cost
- Providing job opportunities for LPN and AD graduates
- Providing LTC support at the Board of Director level



NORTHSIDE HOSPITAL FORSYTH WORKFORCE DEVELOPMENT INITIATIVES-

Highlights:



Partnership with Forsyth County Schools

- CTAE
- High School Internships
- HOSA
- HC Explorers
- Auxiliary provided scholarships
- Project LIFE



Partnerships with Nursing Programs

Fall 2023:

- 295 Faculty Supervised Nursing Students (multiple Colleges)
- 63 Senior Practicum Students
- Nursing Staff as Adjunct Faculty
- Increased Nurse Preceptors



Increasing Entry Level Opportunities

- NSH Certified Nursing Assistant School-PCT residency follows
- RN/LPN Recruitment
- RN & LPN Extern Programs
- Tuition Reimbursement



Technical College Clinical Site Rotations

- OR Tech students (OR, ASC, WS)
- Radiology Techs, CT techs, MRI techs, U/S Students (as requested)
- LPN and AD Nursing students
- Respiratory Therapy students
- Phlebotomy students
- PT Assistant students

WINNING GOLD THROUGH COLLABORATION AND LEVERAGING LTC STUDENT EXPERTISE AND ENTHUSIASM

June 23, 2023

The Health Information Management Technology (HIMT) program at Lanier Technical College won the gold medal at the National Leadership SkillsUSA & Skills Conference in Career Pathways for Health Science.

The competition mandates that students must create a project focusing on their chosen academic path that benefits or engages the community. The students found the perfect collaboration with Forsyth Healthcare Association and Northside Hospital when asked to volunteer for the 4-Minute City initiative that was launched in February, 2023.

In addition, the team also received the Clarence Bell Award from the SkillsUSA competition for the highest score of any team competition in the state of Georgia.



The Lanier Technical College team consisted of Janet Penaloza, Lillian Phillips, and Ashley Watson, Led by Annette Baker.





**EFFORTS TO REBUILD THE NURSING WORKFORCE
WILL BE WASTED IF WE CANNOT RETAIN NURSES
AT THE BEDSIDE**

EDUCATION AND PRACTICE OPPORTUNITY

Prepare students to work in Models of Care delivery that create synergy between roles and leverage skillsets to support patient care

COLLABORATIVE TEAM NURSING MODEL

Charge Nurse/Team Leaders

Leads nursing team to ensure no missed care/Provides support

RN/LPN

Provides direct care to patients/families

PCT/CCA/UCS

Works with team members to provide care

In Technical Colleges, where multiple HC programs exist, there is a unique opportunity to replicate practice through simulation and integration.

MASLOW'S HIERARCHY OF NEEDS FOR NURSING-CAREERS FOR A LIFETIME



Nursing work must be structured and organized to offer time and space for recovery.

Physiological



Nurses need to feel protected and safe.

Security and Safety



Nurses need to feel connected within their workgroups.

Love & Belongingness



Nurses need recognition to build feelings of self-worth, accomplishment, and alignment with the organization's purpose.

Esteem



Nurses need the opportunity to actualize their dreams.

Self Actualization

OUR NURSING UNITS HAVE:

Structure

- Redesigned assignment sheets
- Provided instruction on creating assignments
- Integrated a self-scheduling model
- Replaced Individual Patient Allocation with a Team Nursing Model
 - To provide more support and oversight
 - Implemented a Tiered Skills Model of orientation for RNs, and LPNs

Process

- Engaged our system's peer and leader staff recognition program.
- Promoted our system's staff well being initiatives.
- Enrolled in the DAISY Nursing Recognition program
- Strengthened involvement in Shared Governance
- Nurse Leaders round consistently on patients and staff to provide visibility and support.

Outcomes

- Data collection is in progress.
- Evaluating turnover as well as NDNQI, PSI-90, and HCAHPS indicators

Nursing Growth & Development

- Team Nursing Model
- Scope, Delegation, and Supervision Education
- Nursing & PCT Residencies
- RN/LPN/PCT Leveling Programs
- Unit level Leadership Development Program
- Nurse Mentors



**We Are On Stage:
The future of Nursing Is
being built Now...**

One of our greatest opportunities is to be an advocate to mainstream Technical college education as a viable and even preferable consideration for students seeking a HC career.

SUMMARY



The challenges to the nursing profession are being felt all over the world. The need for stakeholder collaboration to share strategies and stories can help breathe new life into the nursing profession. Our imperative is to learn, grow, and change collectively in order to build the next generation of nursing professionals.

THANK YOU

Northside Hospital Forsyth

- Lynn Jackson, COO
- Lynn.Jackson@northside.com
- Carolyn Booker, CNO
- Carolyn.Booker@northside.com
- Northside.com

