

Tennessee is facing a shortage of healthcare and hospital workers that will continue through at least 2035. In order to continue to care for our communities, we must mend the gap. In 2022, THA commissioned a report to study current and projected staffing shortfalls.

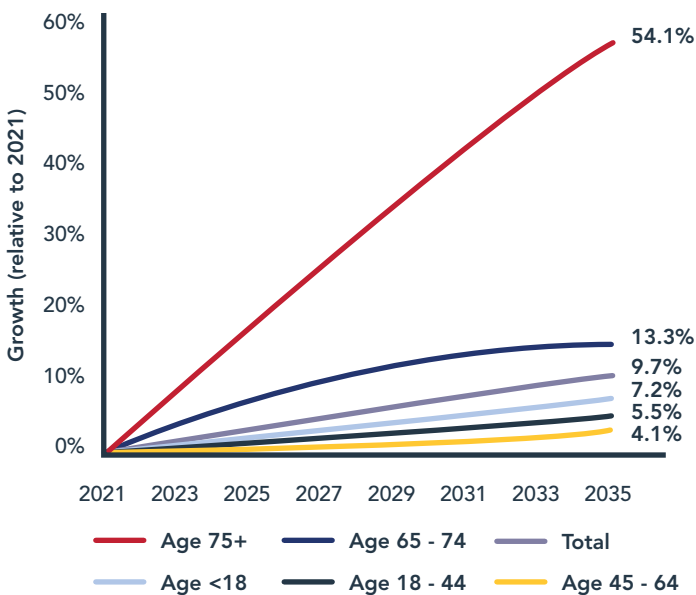
### 3 KEY PROFESSIONS WITH PROJECTED SHORTFALLS THROUGH 2035

	DEMAND	PROJECTED SUPPLY	GAP
REGISTERED NURSES	92,190	83,690	8,500
RESPIRATORY THERAPISTS	3,810	2,730	1,080
MEDICAL LAB TECHNICIANS AND TECHNOLOGISTS	10,130	4,540	5,590

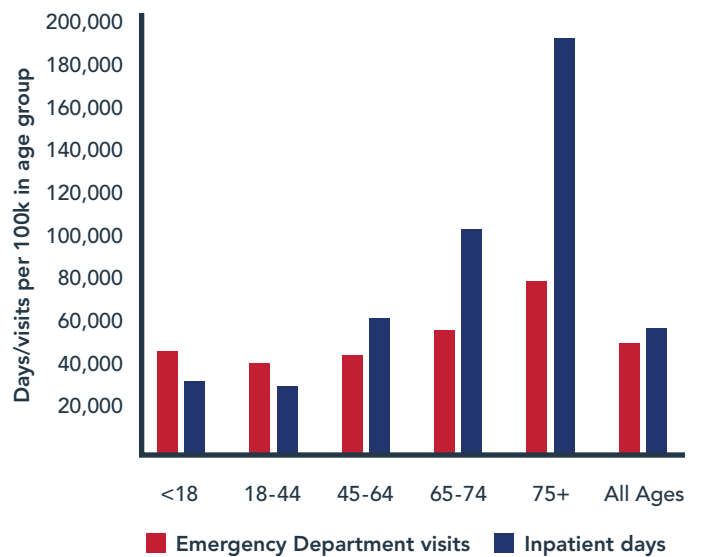
### POPULATION GROWTH AND SIGNIFICANT INCREASE IN AGING POPULATION CONTRIBUTE TO SHORTFALL.

The population of Tennessee is expected to grow 9.7% through 2035. The 75 and older population is expected to increase 54.1%. This group uses both EDs and inpatient services at higher rates than other age groups, which will have an impact on the needed supply of hospital workers.

EXPECTED POPULATION GROWTH IN TENNESSEE BY AGE GROUP, 2021-2035



RATE OF ANNUAL USE OF HOSPITAL-BASED CARE BY AGE GROUP, 2021



*The overarching message is the current system is not sustainable in the long term and will continue to deteriorate without significant systemic changes.*



Tennessee hospitals are facing an unprecedented staffing crisis that is projected to last well into the next decade. With an expected shortfall of more than 15,000 in-demand positions by 2035, decision-makers must do more than “bridge” the workforce gap — we must mend it.

It’s our responsibility, as stakeholders and healthcare providers, to do the hard work of finding and implementing the right solutions, right now — for the health of our patients, our staff, and our communities. Together, we can mend the gap for good.

## BOLD CHANGE STARTS WITH BOLD INITIATIVES.



### REVITALIZE

Explore innovative care models that improve operational efficiency and increase patient and staff satisfaction.

- Implement team-based approaches to care that maximize patient care hours and allow clinicians to function at the top of their license.
- Utilize technology to support and supplement inpatient care teams.
- Establish creative staffing schedules and options to support nurses and other healthcare staff in designing their preferred work options, flexibility and work-life balance.
- Create opportunities to identify successful workforce strategies and share innovative approaches across hospitals and health systems.



### RECRUIT

Attract more people to healthcare professions and promote the benefits of working in a Tennessee hospital.

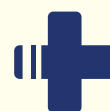
- Create a statewide recruitment campaign aimed at middle and high school students to highlight the benefits of hospital careers and the variety of hospital jobs available.
- Engage with middle and high school students at schools, conferences and career fairs, and offer hands-on virtual healthcare experiences to provide early exposure to healthcare careers.
- Enhance collaboration between hospitals and nursing schools to increase clinical placements and nursing school capacity.
- Promote college scholarship opportunities for students entering health professions.
- Provide residency incentive programs that offer financial assistance in exchange for hospital service commitments and/or service commitments in underserved areas of the state.
- Develop hospital and nursing school partnerships aimed at better preparing students and retaining graduates in Tennessee and in the hospital setting.



### RETAIN

Identify strategies to ensure hospital careers are competitive, focus on employee well-being, and provide opportunities for learning and growth.

- Provide education and support for hospital staff to address worker safety, well-being and resilience.
- Support career pathways for ongoing professional development and career advancement.
- Evaluate employer benefit and incentive packages to ensure hospital careers remain competitive.



## Mend the Gap

Revitalize. Recruit. Retain.