



Blount Memorial
Hospital

Academic partnership and workforce development

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Blount Memorial
Hospital

Hospital Overview



77 Years and Counting



*A Legacy of
Compassionate Care*

**Built by the people of
Blount County for the
people of Blount County.**

Located just south of Knoxville and founded in 1947 through the efforts of local physicians, the county court, interested citizens and the Aluminum Company of America

Named in honor of Blount Countians who have died in the line of duty, those missing in action and those who served and continue to serve our country

Guiding Principles

VISION

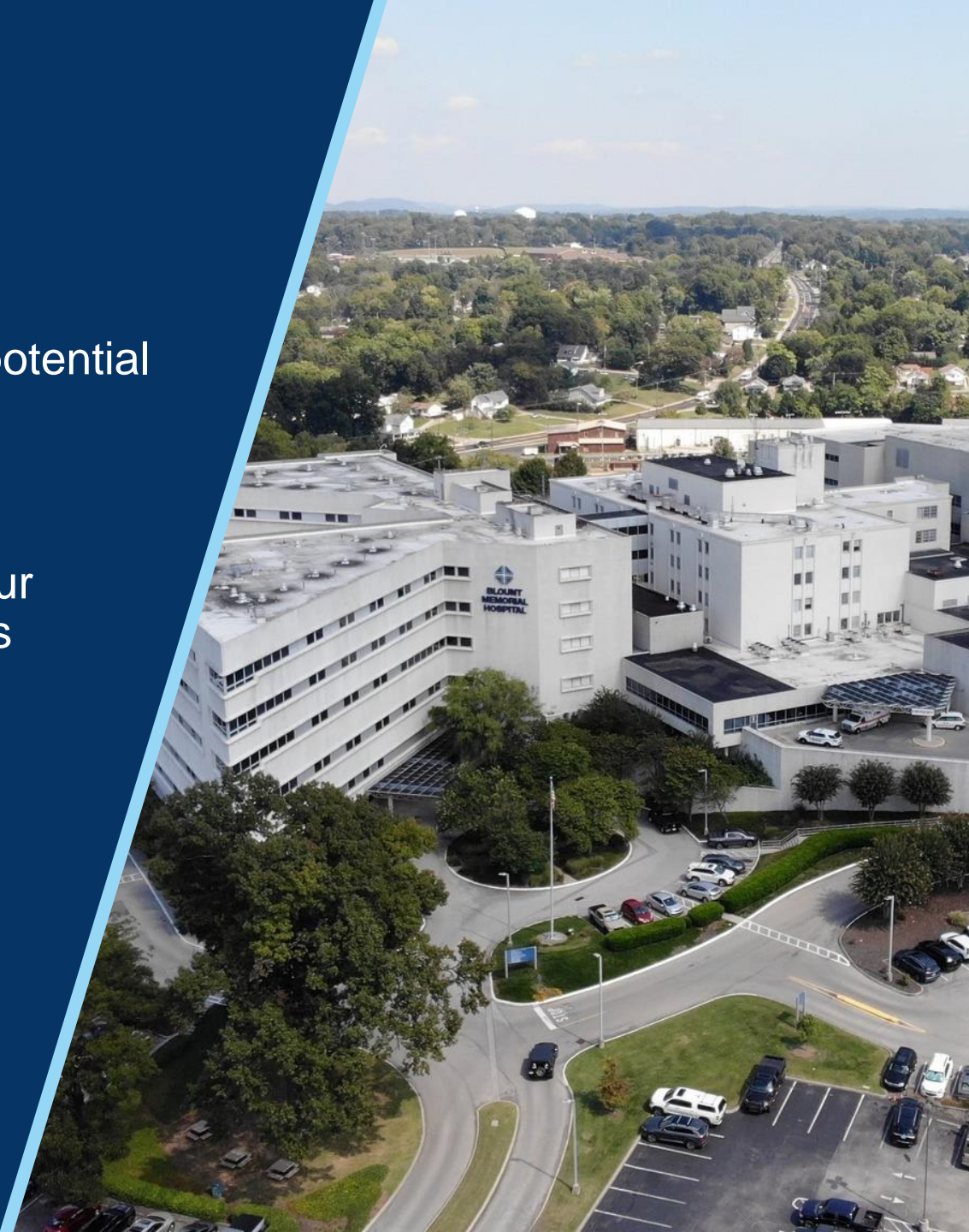
A community where all individuals reach their highest potential for health

MISSION

To continuously improve the health and well-being of our entire community and to work in partnership with others who share the core values of Blount Memorial Hospital

VALUES

Hospitality, Excellence, Advocacy, Leadership and Stewardship



Clinical Team



238

Physicians

481

Registered Nurses

114

Certified Nursing Assistants

26

Specialties

205

Licensed Practical Nurses

104

Advanced Practice Clinicians

By the Numbers



77 Years of service



304 Licensed beds



268,193 Outpatient visits



8,351 Inpatient admissions



44,150 ER visits



2,714 Employees



26+ Specialties on staff



1.2M+ Sq. ft. of hospital-owned properties



21+ Locations

Blount Memorial Hospital

More than a hospital

- ❖ Hospital licensed for 304 beds
- ❖ Home Health division
- ❖ Two fitness centers
- ❖ 76 bed Skilled Nursing and 93 bed Assisted Living Facility
- ❖ 8 Rehab locations
- ❖ Over 21 locations in two counties





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Recruitment and Retention Initiatives



Workforce Needs

- ❖ **Nationally**, The US Bureau of Labor Statistics projects 194,500 average annual openings for registered nurses between now and 2030, with employment projected to grow 9%.
- ❖ **At BMH**, about 150 new hires are needed annually to staff the main hospital nursing division alone. This includes RNs, LPNs, CNAs, clerks.



Workforce Needs

- ❖ Although fully compliant with CMS COPs for staffing and delivery of care, unfilled positions are expensive.
 - Overtime
 - PRN rates
 - Agency
- ❖ Lets not forget the associated cost of premium staffing such as burn-out, turnover, added supervision.



Workforce Needs

Retention Playbook

- ❖ Approved in 2018
- ❖ 3 Phases with 9 Chapters
 - Stabilize
 - Empower
 - Thrive



Stabilize

Retain, grow, recruit

- ❖ Bold decisions had to be made regarding models of care
- ❖ We needed more RNs but did not have local school capacity to fill need
- ❖ Only hospital in Blount County
- ❖ Decision made to reintroduce LPNs into our acute care setting
 - Where were we going to find 200 LPNs!

Stabilize

Retain, grow, recruit

- ❖ Mid-length goal term of 3 years established
- ❖ Starts with strong partnerships with local schools
- ❖ Not just colleges/universities
 - Middle schools
 - High Schools

Stabilize

Retain, grow, recruit

❖ Middle Schools

- Deliberate attendance at all career day functions
- Junior Volunteer Program – 14 years old and up
 - Meaningful volunteer time
 - Partner with staff entire shift
 - Some patient/visitor exposure
 - Interview for interest

Stabilize

Retain, grow, recruit

❖ High Schools

- Four local high schools
- All have a health sciences program
- CNA certification as a Senior
 - CNA program students are permitted to perform clinical rotations in our hospital and the Skilled Nursing Facility
 - We hire 17 year old CNAs as a high school senior
- LPN program started while in high school

Stabilize

Retain, grow, recruit

❖ Colleges

- Tennessee Colleges of Applied Technology (TCAT)
- In 2019 we began our journey to support an LPN cohort here at the hospital
 - Approval needed from various credentialing bodies including Tennessee.
 - From concept to approval, about 18 months
 - From approval to first day of class, about 6 more months

Stabilize

Retain, grow, recruit

❖ Our commitment to TCAT

- Dedicated lecture space to include access to WIFI
- Furniture
- Building access
- Dedicated clinical training space
- Guaranteed clinical training times and locations at hospital and SNF

❖ Student assistance

- Stipend support
- Tuition reimbursement
- NCLEX review course
- On the job training as a PRN nurse extern



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Results!



Results

2024

- ❖ 25 Junior Volunteers begin June 1
- ❖ 30 High School CNA graduates hired this semester
 - All graduated this past week
- ❖ 80% of LPNs graduates from our cohort hired
 - Third cohort in training now
 - Average class size of 10 to 15
 - Over 150 LPNs hired since 2020
 - Many are graduates from TCAT campuses across our area
 - Some are coming from physician offices and local SNFs
- ❖ First CNA cohort graduated this school year

Next steps

- ❖ Continued close affiliation with our colleges and universities
 - Advisory board presence
 - Active participation in all career day events
 - Subject matter expert presentations such as wound care
 - Continue to open areas of hospital to students such as OR, OB, ED
 - Constant contact with scheduling coordinators to ensure school needs are met with clinical rotations



Questions?

