



# Georgia Healthcare Workforce Commission Open Forum

**September 29, 2022**

# **Georgia Healthcare Workforce Commission**

## **Open Forum #1**

### **Agenda**

#### **1 Opening Remarks**

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#### **2 Forum Presentations:**

- Hometown Health
  - Georgia Hospital Association
  - University System of Georgia
  - Augusta Technical College
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#### **3 Closing Remarks**

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**Commission's Inbox: [HCWF.Commission@dch.ga.gov](mailto:HCWF.Commission@dch.ga.gov)**

# **Georgia Healthcare Workforce Commission Open Forum**

**Presenting Organization:**  
**Hometown Health**  
**Jimmy Lewis**  
*Chief Executive Officer*



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# Georgia Healthcare Workforce Commission Forum Presentation

Jimmy Lewis, CEO

September 29, 2022 – 10am-12pm  
Augusta University's Summerville Campus

# Purpose

The commission was created by Governor Kemp's Executive Order in April 2022 to tackle the significant challenges facing the healthcare industry in hiring and retention of workers. The commission will submit a report on their findings by the end of the year.



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# Jimmy Lewis

*CEO, HomeTown Health, LLC*

Jimmy Lewis, HomeTown Health CEO, has roots in rural South Georgia where he was born in Cordele, Georgia. He received a Bachelor's Degree in Industrial Engineering from Auburn. Jimmy has held senior management positions in six fortune five hundred companies.

Since entering the healthcare industry, he has been instrumental in passing key rural legislation and regulation for hospital-based nursing homes, state merit, PPS and critical access hospitals. Under his leadership, HomeTown Health has grown to a virtual company where 60+ hospital members and 60 business partners across the Southeast and throughout the US.

# Who is HomeTown Health?

**HomeTown Health, LLC** is a network of rural hospitals, healthcare providers, and best practice business partners who collectively pursue ways to help its membership survive in the environment of constant change in reimbursement, operations and technology.

**HomeTown Health's** network of rural hospitals includes over 50 hospitals throughout the Southeast with the majority of its membership in the state of Georgia. HomeTown has spent over 20 years developing the rural hospital network of members, connecting them with resources, education and partners for success and representing rural healthcare in Georgia in the public sphere whenever possible.

# Realities of Rural Health in the State

- Health care and the access to quality health care is the lifeblood to a successful rural community. This applies to both rural health care and economic development.
- As health care becomes more technologically complex and difficult, it becomes both a health care issue and a political issue.
- In order to peel back just a small part of the challenges of health care, the following comments are offered as discussion for future planning for rural Georgia.



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# Workforce Topics as problems with solutions

## Care Deserts

- OB Desert and Economic Development shortfall below I-20 due to closing OB units
- Insufficient acute care and mental health providers
- Insufficient rural hospital CEO succession plans that will lead to hospital closure due to insufficient C-suite leadership
- Overall lack of provider care throughout rural Georgia

**At least NINE counties of the 159 have no doctor within the county.**



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# Rural Health Impacts

## Facility Challenges

- Lack of nursing supply resulting in many counties in Georgia have less bed capacity with lack of attending nursing capacity
- Loss of locally trained claims and reimbursement specialists that can produce cash flow from health care services rendered
- Advances in technology require:
  - Internet capability
  - Capital sourcing
  - Trained technicians
  - Proper claims funding for reimbursement in insurance including commercial, Medicaid, Medicare



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# Workforce Solutions

- OB Desert – south of I-20 in Georgia
  - Either accept economic starvation and OB insufficient maternal care or budget for and implement OB subsidy to replace lost systems in at least ten to twelve communities that have lost OB units
    - Resulting in very limited economic growth and catastrophic health care access



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# Workforce Solutions

- Telehealth
  - Can be used to supplement access to virtually all non-invasive acute/health care
  - Can be used to supplement mental health experts as in psychologists and psychiatrists



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# Workforce Solutions

- Succession plan for hospital leadership
  - Require all rural hospitals applying for rural tax credit to submit 5-year succession plans for rural hospital CEOs, CFOs, CNOs and pharmacists



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# Workforce Solutions

- Overall lack of providers
  - Expand services and scope for nurses



# Workforce Solutions

- Shortage of care givers in local rural hospitals to cover unfilled beds



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# Workforce Solutions

- Incentivize locally trained reimbursement specialists to become certifiably educated claims specialists from an accredited reimbursement program such as HomeTown Health University, which currently has 20,000 online students



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# Workforce Solutions

- Technology
  - Requires a statewide strategy to budget and implement state budget funding, capital projects and tax credit programs as Georgia currently has.



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# Workforce Solutions

- Potential future loss of at least six (6) C-suite leaders in the next two years due to retirement and burnout



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# Realities of Rural Health in the State

- **8 Rural Hospitals have closed within the last 10 years**
  - Calhoun County Hospital
  - Randolph County Hospital
  - Wheeler County Hospital
  - Charlton County Hospital
  - Telfair County Hospital
  - Stewart County Hospital
  - Dooly County Hospital
  - Northridge Hospital



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# Realities of Rural Health in the State

- **12+ OB Units have closed in the last 15 years**
  - Washington County Regional Medical Center
  - Memorial Hospital
  - Emanuel County Medical Center
  - Taylor Regional Hospital
  - Dorminy Medical Center
  - Dodge County Hospital
  - Stephens County Hospital
  - Appling County Hospital
  - Evans Memorial Hospital
  - Elbert Memorial Hospital
  - Winder-Barrow Hospital
  - Banks-Jackson Hospital



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# Questions? Comments?

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# **Georgia Healthcare Workforce Commission Open Forum**

**Presenting Organization:  
Georgia Hospital Association  
Anna Adams**

***Executive Vice President, External Affairs***

# Hospital Workforce Challenges

Healthcare Workforce Commission Meeting  
Open Forum – September 29, 2022

Anna Adams  
EVP, External Affairs



# Current Workforce Landscape – What We Know

- *Post 2019 staffing marks the end of an era – staffing agency reliance is here to stay, and the 2022 nursing population has different demands than pre-pandemic staff.*
- *Georgia's population will continue to grow but will not be equally distributed across the state.*
- *Georgia's healthcare workforce is already behind population growth, and the current number of training/education slots are not keeping pace. This continues to worsen post-pandemic.*
- *The utilization of supplemental staff has grown significantly in comparison to pre-pandemic levels; Georgia is already demanding 3X higher contract staffing levels than levels previously considered a "bad" year for staffing.*
- *Workforce challenges and solutions vary significantly between hospital acuity levels, delivery setting and location, but the pressing need that determines adequate access to acute care is **nursing care.***



State	Nursing Jobs Posted	Physician Jobs Posted	Population (2020 Census)
Georgia	13,222	656	10.7 M
South Carolina	6,172	242	5.4 M
North Carolina	16,044	774	10.4 M
Tennessee	11,030	328	7 M
Alabama	6,079	188	5 M
Florida	24,251	980	21.5 M
Mississippi	4,107	121	2.9 M

# *GHA Workforce Council Considerations:*

- What types of clinicians are most needed?
- Are there challenges with your recruiting pools, and if so, what are they?
- What incentives would be helpful to increase your workforce?
- Are there barriers to utilizing your current workforce efficiently?
- What changes have you made in response to the current workforce shortage?



# Current Hiring Report

## Hiring Summary

September 27, 2022

Add custom report title

### Filters

Professional Category: Nursing   Location: Georgia   Distance: State

## Summary Metrics

 Open Jobs	 Hiring Velocity	 Demand Index	 Proj. Days to Close
13,222 Employers 113 Locations 908	29.0% All jobs 31.9%	+29.7%	76.4 Days

# *What types of clinicians are most needed in your facility?*

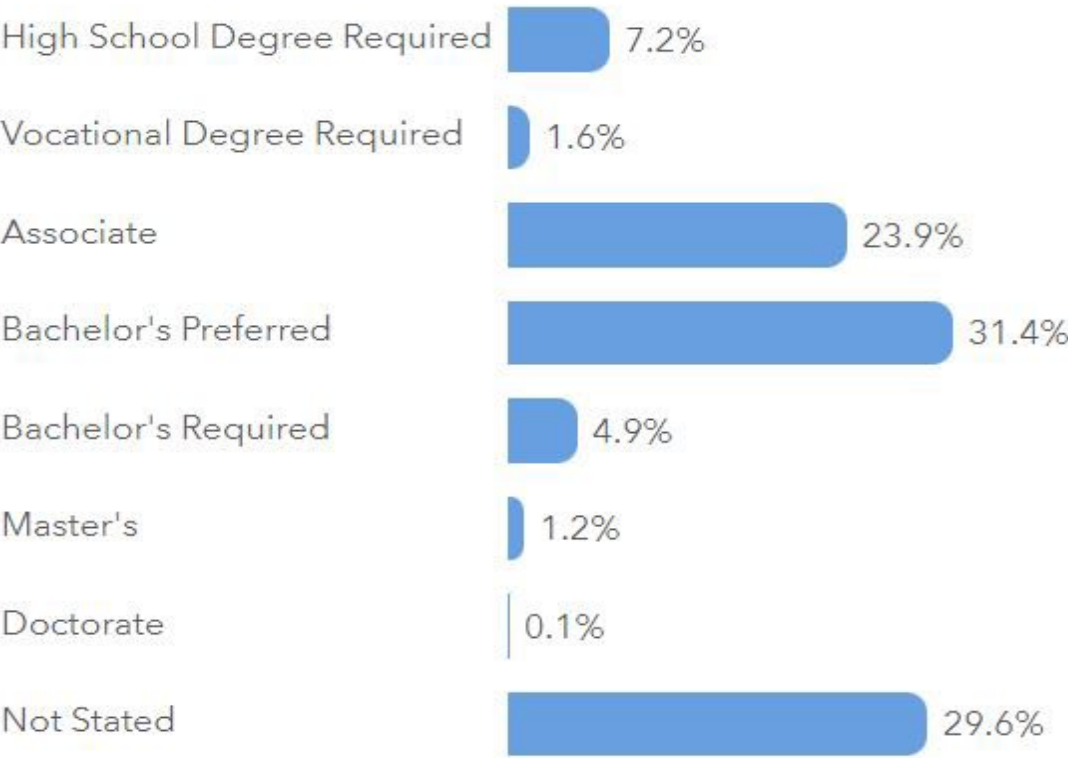
- Bedside Nurses – Associate degree nurses, LPNs, CNAs, PCTs
- Other clinical shortages – MTs, MLTs, Phlebotomists, Respiratory Therapists, CRNAs
- Food service, environmental services, registration



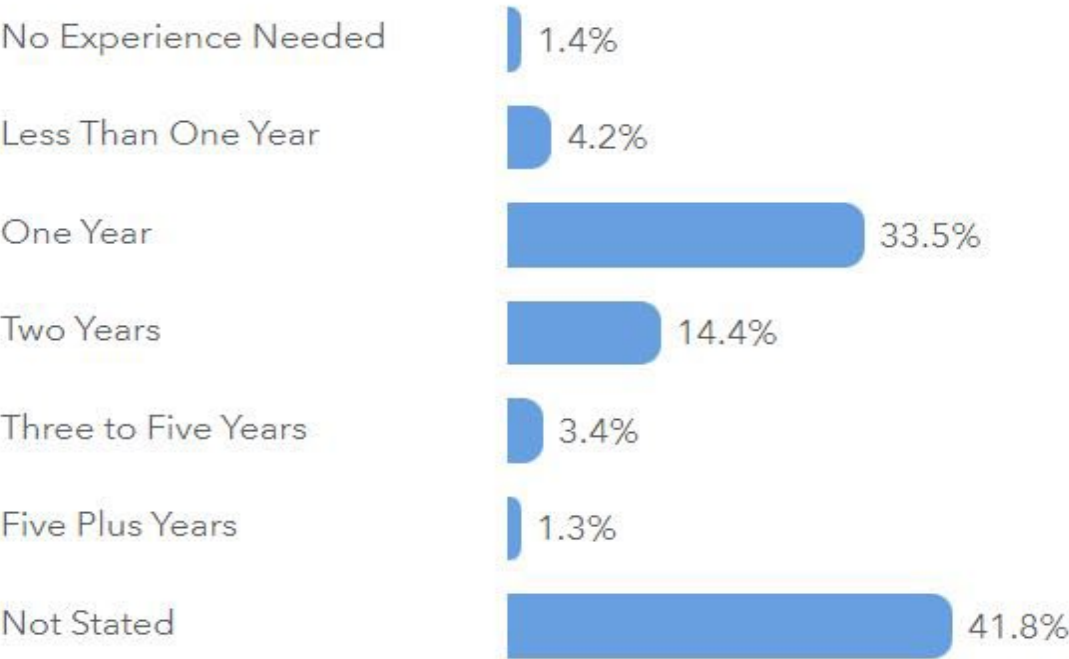
# Current Job Listing Qualifications

## Qualifications

### Distribution of Education Requirements



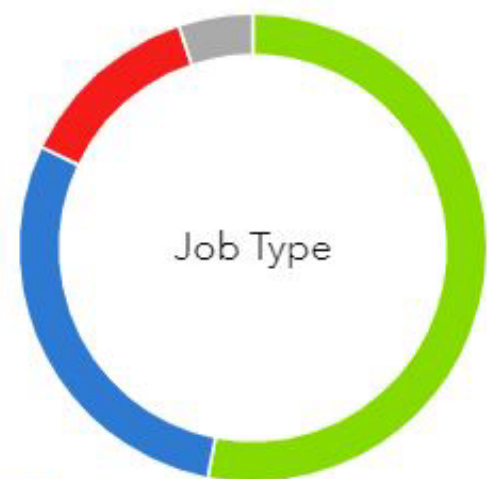
### Distribution of Experience Requirements



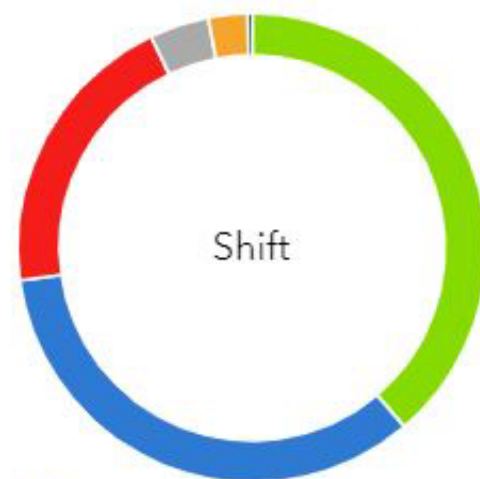


# Current Job Opening Features

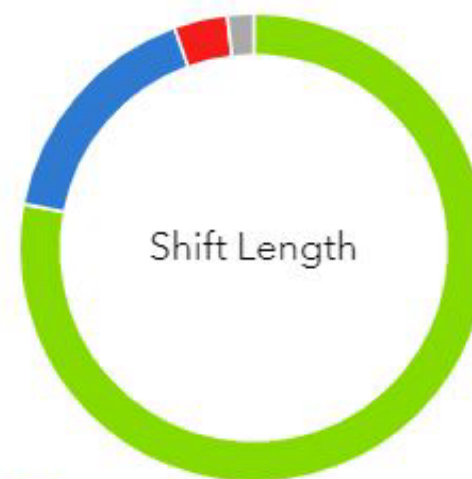
## Job Features



- Full Time (53.1%)
- Not Stated (29%)
- PRN (12.8%)
- Part Time (5.1%)



- Not Stated (38.8%)
- Days (34%)
- Nights (20.1%)
- Variable (4.1%)
- Evenings (2.7%)
- Midshift (0.3%)



- Not Stated (78%)
- 12 (16.5%)
- 8 (3.7%)
- 10 (1.8%)



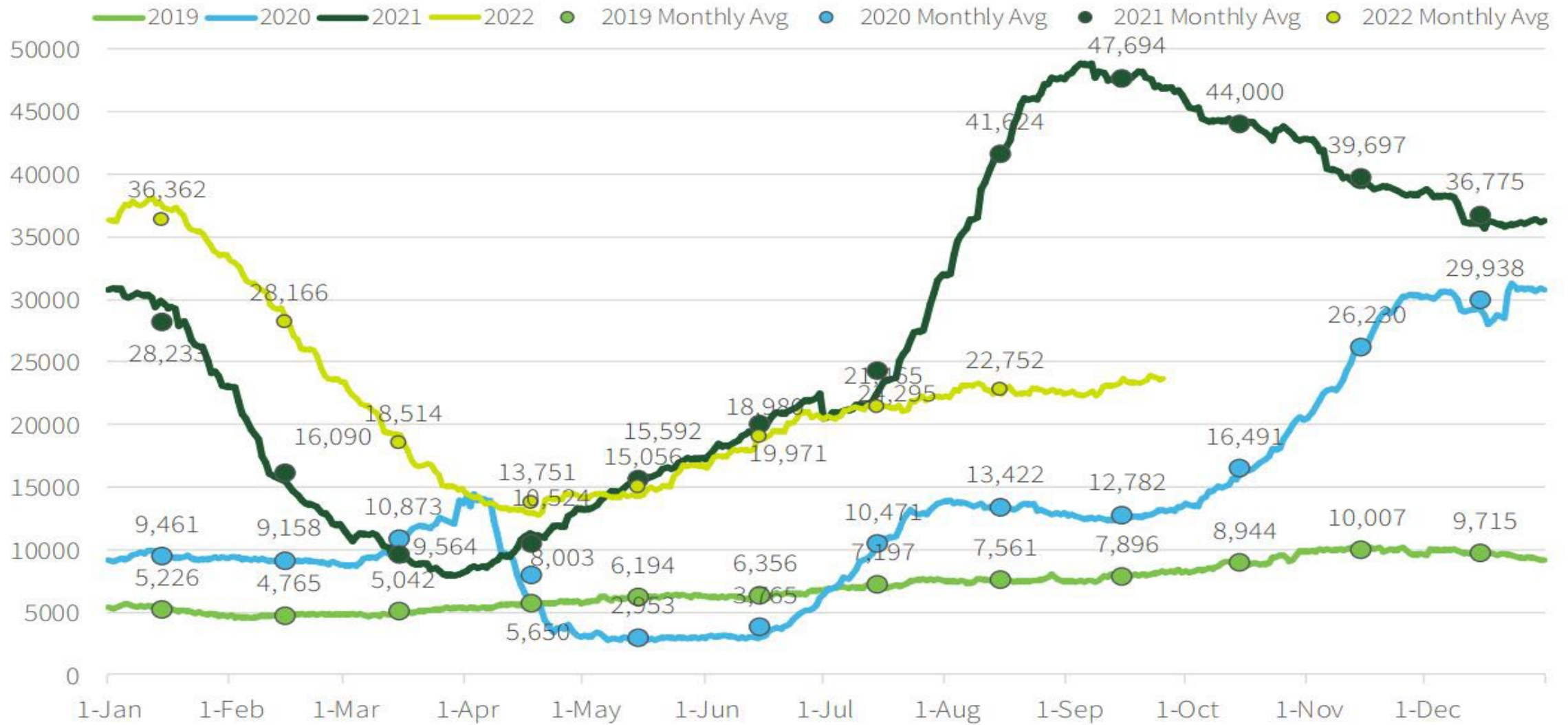
- Hospital (63.3%)
- Other Locations (36.7%)

# *Are there challenges with your recruiting pools, and if so, what are they?*

- Workforce prefers contract staffing to direct employment
- Workforce is not qualified
- Workforce is unwilling to locate to your area
- Cannot compete with other facilities to recruit workforce



# Travel Nursing Demand – Year Over Year





# Current Demand by Area

Metro Areas (Top 10)	Postings	last 30 Days
<a href="#">Atlanta-Sandy Springs-Roswell, GA</a>	<a href="#">7,250</a>	2,139
<a href="#">Savannah, GA</a>	<a href="#">644</a>	126
<a href="#">Augusta-Richmond County, GA-SC</a>	<a href="#">561</a>	218
<a href="#">Macon, GA</a>	<a href="#">555</a>	208
<a href="#">Gainesville, GA</a>	<a href="#">462</a>	96
<a href="#">Columbus, GA-AL</a>	<a href="#">459</a>	118
<a href="#">Athens-Clarke County, GA</a>	<a href="#">436</a>	116
<a href="#">Rome, GA</a>	<a href="#">290</a>	38
<a href="#">Albany, GA</a>	<a href="#">242</a>	40
<a href="#">Valdosta, GA</a>	<a href="#">190</a>	107

Titles (Top 10)	Postings	last 30 Days
<a href="#">RN</a>	<a href="#">1,363</a>	329
<a href="#">RN - Med / Surg</a>	<a href="#">1,074</a>	291
<a href="#">LPN / LVN</a>	<a href="#">967</a>	300
<a href="#">RN - Emergency Department</a>	<a href="#">587</a>	156
<a href="#">RN - Operating Room</a>	<a href="#">545</a>	116
<a href="#">RN - ICU</a>	<a href="#">503</a>	129
<a href="#">CNA</a>	<a href="#">493</a>	129
<a href="#">PCT</a>	<a href="#">385</a>	188
<a href="#">Medical Assistant</a>	<a href="#">293</a>	114
<a href="#">RN - CV</a>	<a href="#">293</a>	61

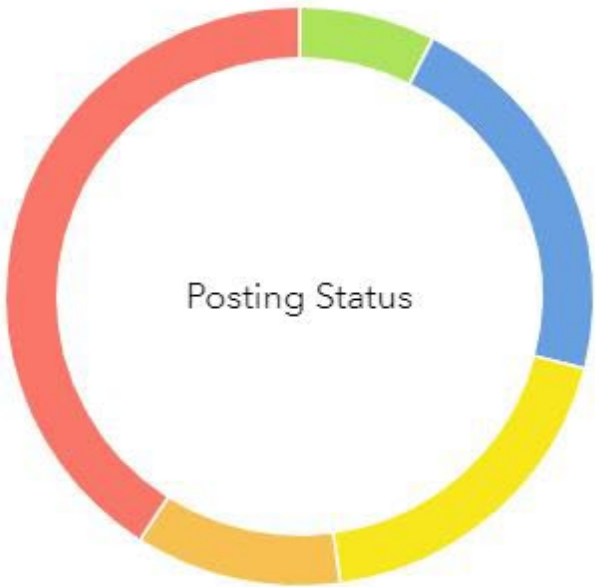
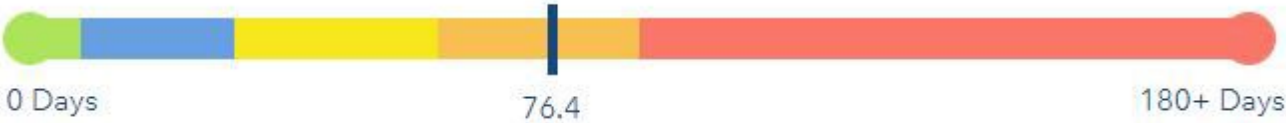
# *Are there barriers to utilizing your current workforce efficiently?*

- Scope of practice challenges
- Lack of ability to incentivize workforce
- Lack of necessary skill
- Lack of internal resources
- Employee morale concerns
- Burnout



# Current Timing of Hiring

Current Open Postings



Projected Days to Close

Current Filter Criteria

76.4 Days

Nationwide

65.2 Days

Posting Status	Postings	% of Postings
New	991	7.5%
8 - 30 Days	2,843	21.5%
31 - 60 Days	2,484	18.8%
61 - 90 Days	1,500	11.3%
Over 90 Days	5,404	40.9%

# *What incentives would be helpful to increase your workforce?*

- Additional education opportunities
- Tax credits/tuition incentives for clinical providers
- Student loan forgiveness
- Additional/competitive compensation and benefits
- Tax incentives for faculty





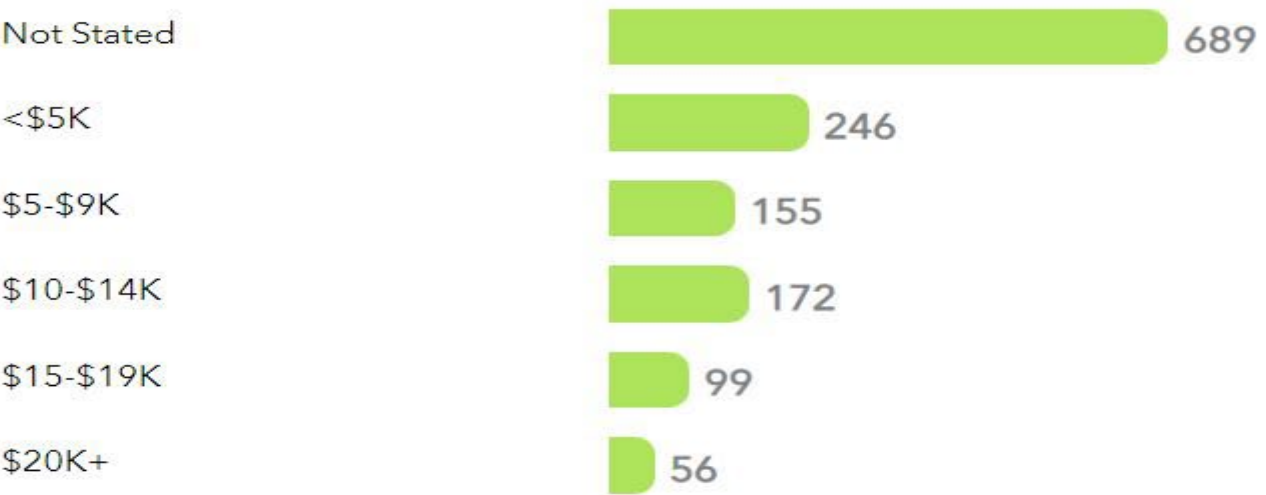
# Current Compensation Trends

Postings with Compensation Data		Compensation Data in Postings			
	Currently Open	Annual Salaries from Postings		Hourly Rates from Postings	
Total Postings	13,222	Avg. Annual min	\$54,115	Avg. Hourly min	\$29
Salary Stated	681	Avg. Annual	\$55,110	Avg. Hourly	\$31
		Avg. Annual max	\$56,104	Avg. Hourly max	\$32

## Bonus Data in Postings

Postings with Bonus	1,269
High	\$50,000
Average	\$7,879
Low	\$50

## Distribution of Open Jobs with Bonuses



# *What options have you considered or implemented to manage workforce shortage?*

- Closed beds or services
- Increased number of shifts for current workforce
- Incentive pay for staff
- Utilized staffing agencies
- Partnered with other community organizations for workforce assistance



# Recommendations

- Georgia licensing and regulatory policies should encourage and streamline provider practices across the continuum of care without prohibiting or limiting care options.
  - *The GA Composite Medical Board recently disallowed family practice APRNs in the acute care hospital setting.*
- Access to affordable housing, day care options, and other community benefits which allow nurses to return/stay in the workforce.
  - *Nurses cite difficulty affording childcare and housing as a reason for not maintaining a single location of employment (opting for contract work or staying home to raise small children.)*
- Implement protections that ensure violence against health care workers is not tolerated.
  - *Stricter punishments and minimum sentencing*

# Recommendations Continued

- Providers should be able to practice to the full extent of their training and education.
  - **Bedside nursing** expansion of scope of practice to allow a more creative and flexible approach to hospital-based nursing care.
  - Georgia is a net exporter of nurses after graduation.
  - Financial incentives for faculty and clinical providers to stay in Georgia.
  - Clearly defining "travel nursing"
- GA Board for Health Care Workforce Survey: Expansion to include nursing students and graduated in tracking job placement similar to current survey for medical students.
  - This information is crucial to helping Georgia determine where to focus efforts on increasing student job opportunities.



# *Recommendations Continued*

- Education expansion
  - *Quick Start programs*
  - *Hybrid programs*
  - *Clinical expansion and focus on acuity*
  - *USGA, TCSG and Private Institution expansion*
  - *Hospital-based programs*
- Employee retention incentives
  - *Grants for on-site training incentivize hospitals to hire new graduates*
  - *Grants for violence against health care workers trainings and technology*
- Safe staffing committees
  - *Discourage mandatory staffing ratios and encourage safe staffing committees within hospitals to allow for flexibility to modify scheduling based on patient volume and acuity*

# Healthcare Workforce Commission Meeting

Open Forum

September 29, 2022

Anna Adams

EVP, External Affairs

[aadams@gha.org](mailto:aadams@gha.org)

[www.gha.org](http://www.gha.org)



# **Georgia Healthcare Workforce Commission Open Forum**

**Presenting Organization:**  
**University System of Georgia**  
**Dr. Stuart Rayfield**  
*Vice Chancellor*



**UNIVERSITY SYSTEM OF GEORGIA**

# Healthcare Workforce Commission University System of Georgia Update

Dr. Stuart Rayfield



# Overview

- Current state
  - Nursing
  - Graduate Medical Education
- Need
- Meeting Need
- Innovation in Meeting Need

# USG Nursing & Medical Education Institutions



UNIVERSITY SYSTEM OF GEORGIA

# Current State – Nursing Degree Awards

	FY18	FY19	FY20	FY21	FY22
Undergraduate	2,953	2,954	3,062	3,110	2,969
Graduate	565	644	657	742	719

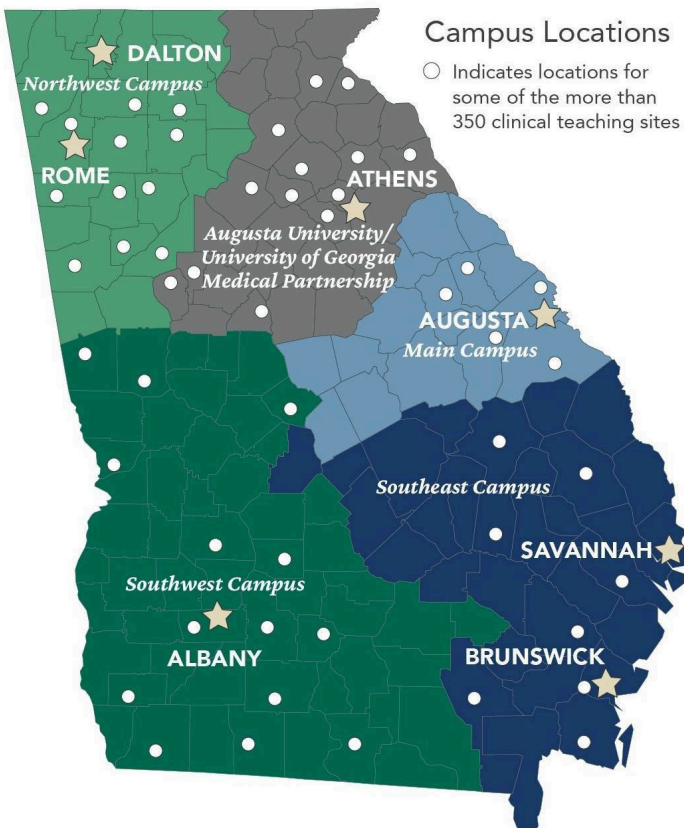
# Current State – Nursing Degree Enrollment

	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Undergraduate	11,592	11,033	11,598	11,164
Graduate	1,841	1,985	2,176	2,146



# Medical Education

## MEDICAL COLLEGE OF GEORGIA



## UME Degrees Awarded

FY1	FY1	FY2	FY2	FY2
8	9	0	1	2
UME Enrollment – Fall Cohort				
217	246	221	233	225
201	201	201	202	202
7	8	9	0	1
GME GA Resident Placement Slots				
930	944	917	949	977
Total 12/10		Total 12/19		% Increase
1982		2978		50.2%



# Faculty Staffing Levels - Nursing



Faculty	Count
Full-time Classroom	337
Full-time Clinical	62
Part-time Classroom <small>*Data reported in January 2022</small>	16
Part-time Clinical	523

# Current Funding Model

## Nursing

- Formula Funds (STEM Level)
- Tuition
- Fees
- Private Partnerships

Examples:

- KSU
- CCGA
- GSU
- UNG

## Undergraduate/Graduate Medical Education

- Formula Funds  
(GME – recent increase)
- Tuition
- Fees
- Private Partnerships
- State investments  
(one-time and ongoing)
- Federal investments  
(teaching hospitals)

# Need - Nurses

Projections within Statewide by SOC Occupation

Region	2-Digit SOC	6-Digit SOC	Occupation	Typical Education	Work Experience	On-the-Job Training	2020 Base Employment	2030 Projected Employment	Total Change in Employment	Percent Change in Employment	Annual Growth Rate	Annual Labor Force Exits	Annual Occupation Transfers	Annual Change in Employment	Annual Occupational Openings
Statewide	29	29-1141	Registered Nurses	Bachelor's degree	None	None	73,180	86,440	13,260	18.1%	1.7%	2,130	2,010	1,330	5,470

# Need - Physicians

Projections within Statewide by SOC Occupation

Region	2-Digit SOC	6-Digit SOC	Occupation	Typical Education	Work Experience	On-the-Job Training	2020 Base Employment	2030 Projected Employment	Total Change in Employment	Percent Change in Employment	Annual Growth Rate	Annual Labor Force Exits	Annual Occupation Transfers	Annual Change in Employment	Annual Occupational Openings
Statewide	29	29-1211	Anesthesiologists	Doctoral or professional degree	None	Internship/resid...	390	440	50	12.0%	1.1%	10	10	10	30
Statewide	29	29-1215	Family Medicine Physicians	Doctoral or professional degree	None	Internship/resid...	1,860	2,190	330	18.3%	1.7%	30	20	30	80
Statewide	29	29-1216	General Internal Medicine Physicians	Doctoral or professional degree	None	Internship/resid...	*	*	*	*	*	*	*	*	*
Statewide	29	29-1218	Obstetricians and Gynecologists	Doctoral or professional degree	None	Internship/resid...	620	670	50	8.6%	0.8%	10	10	10	30
Statewide	29	29-1221	Pediatricians, General	Doctoral or professional degree	None	Internship/resid...	750	810	60	8.7%	0.8%	10	10	10	30
Statewide	29	29-1223	Psychiatrists	Doctoral or professional degree	None	Internship/resid...	300	350	50	20.0%	1.8%	10	0	10	20
Statewide	29	29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	Doctoral or professional degree	None	Internship/resid...	11,680	13,730	2,050	17.6%	1.6%	200	140	210	550
Statewide	29	29-1248	Surgeons, Except Ophthalmologists	Doctoral or professional degree	None	Internship/resid...	1,300	1,450	150	11.3%	1.1%	20	20	20	60

# Need – Healthcare (except nurses and physicians)

Projections within Statewide by SOC Occupation

Region	2-Digit SOC	6-Digit SOC	Occupation	Typical Education	Work Experience	On-the-Job Training	2020 Base Employment	2030 Projected Employment	Total Change in Employm...	Percent Change in Employme...	Annual Growth Rate	Annual Labor Force Exits	Annual Occupation Transfers	Annual Change in Employme...	Annual Occupational Openings
Statewide	29	29-1041	Optometrists	Doctoral or professional degree	None	None	850	1,110	260	29.7%	2.6%	20	10	30	60
Statewide	29	29-1051	Pharmacists	Doctoral or professional degree	None	None	8,720	9,880	1,160	13.3%	1.3%	170	180	120	470
Statewide	29	29-1071	Physician Assistants	Master's degree	None	None	5,050	6,940	1,890	37.4%	3.2%	90	240	190	520
Statewide	29	29-1122	Occupational Therapists	Master's degree	None	None	2,990	3,880	890	29.6%	2.6%	70	110	90	270
Statewide	29	29-1123	Physical Therapists	Doctoral or professional degree	None	None	5,860	7,820	1,960	33.5%	2.9%	140	140	200	480
Statewide	29	29-1127	Speech-Language Pathologists	Master's degree	None	Internship/resid...	3,560	5,040	1,480	41.6%	3.5%	100	150	150	400
Statewide	29	29-1151	Nurse Anesthetists	Master's degree	None	None	570	730	160	26.8%	2.4%	10	20	20	50
Statewide	29	29-1161	Nurse Midwives	Master's degree	None	None	430	510	80	19.8%	1.8%	10	20	10	40
Statewide	29	29-1171	Nurse Practitioners	Master's degree	None	None	8,230	14,700	6,470	78.7%	6.0%	240	360	650	1,250
Statewide	29	29-1181	Audiologists	Doctoral or professional degree	None	None	*	*	*	*	*	*	*	*	*
Statewide	29	29-1298	Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	Master's degree	None	None	3,780	3,870	90	2.6%	0.3%	170	60	10	240
Statewide	29	29-9092	Genetic Counselors	Master's degree	None	None	*	*	*	*	*	*	*	*	*

# Meeting the Need

- Investments from the State of Georgia
- New Programs
- Public/Private Partnerships
- Credit for Prior Learning

# Recent Investments from the State Of Georgia

## Nursing

- Formula Funds
- \$1.2 million FY23
- \$2 million through  
Dept. of Community  
Health

## Medical Education

- Formula Funds
- GME increase credit  
hour rate by 10%
- ~\$20 million start-up for  
expansion of GME sites
- AU MCG 3+ program  
(\$8.7 million in FY23)

# New Nursing Programs

- Fort Valley State University - BSN
- Georgia Southwestern State University - ASN





# New GME Slots Projected Types and Numbers of Specialty Programs & Residents by 2025

Specialty	Number of New Programs	Number of ACGME approved positions
Internal Medicine	8	394
Family Medicine	5	105
Emergency Medicine	2	78
Transitional Year	5	65
OB/GYN	2	40
Psychiatry	2	36
General Surgery	1	30
Cardiology Fellowship	1	18
Hospice/Palliative Care Fellowship	2	6
Sports Medicine Fellowship	1	2
Pulmonary Critical Care Medicine	1	18
Infectious Diseases	1	4
Total	31	796

Per ACGME as of April 13, 2022

# Public Private Partnerships



# Credit for Prior Learning



- Bridge Program – LPN and Paramedic to RN



- Military Medic/EMT to RN

# Innovation in Meeting Need

- Accelerated Programs
- Additional cohorts
- Second degree
- Satellite campus opportunities
- Weekend cohorts
- USG RN to BSN (online)
- Articulation Agreements
- Mentor programs



# Other Considerations

- Faculty
  - Recruitment
  - Retention
  - Salaries
- Covid-19
- Funding
- Equipment
- Technology
- Student Success

# **Georgia Healthcare Workforce Commission Open Forum**

**Presenting Organization:**  
**Augusta Technical College**  
**Dr. Jermaine Whirl**  
***President***









**Piedmont**  
AUGUSTA



**Augusta Tech**



## NEW SCHOOL OF HEALTH SCIENCES CAMPUS













## NURSING FACULTY INVESTMENT



**Money  
for  
Nursing  
School**



**Augusta** TECHNICAL  
COLLEGE



**Piedmont**  
AUGUSTA



