

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY - HARTSVILLE

2025 Rural Health Care Pathways Expansion Grant

Expanding Health Care Career Opportunities in Macon, Smith, and Trousdale Counties

Lead Entity/Fiscal Agent: Tennessee College of Applied Technology - Hartsville

IN PARTNERSHIP WITH:

Workforce/Economic Development Agencies:

Greater Nashville Regional Council

LEA/School Districts:

Smith County Schools

Trousdale County Schools

Macon County Schools

Employer Partners:

Hartsville Convalescent Center

Highpoint Health System – Carthage Riverview Hospital

Highpoint Health System – Trousdale Medical Center

Knollwood Manor Assisted Living

Macon Community Hospital

Smith County Health & Rehabilitation

Project Director:

Jonathan Smallwood

716 McMurry Blvd East

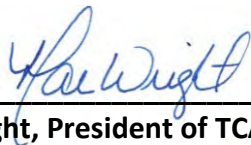
Hartsville, TN 37074

615-374-2147 ext. 112

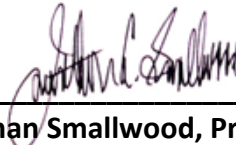
Jonathan.Smallwood@TCATHartsville.edu

Funding Requested:

\$2,000,000



Mae Wright, President of TCAT Hartsville



Jonathan Smallwood, Project Director

Table of Contents

ABSTRACT.....	3
SECTION 1: PROGRAM NARRATIVE.....	1
SECTION 2: DEMONSTRATION OF NEED	3
SECTION 3: PROGRAM PLAN	6
DETAILED PROJECT TIMELINE AND OVERVIEW.....	10
SECTION 4: STRENGTH OF PARTNERSHIP.....	11
SECTION 5: BUDGET PLAN	13
SECTION 6: SUSTAINABILITY	14
APPENDIX A: PROPOSED BUDGET	
APPENDIX B: BUDGET LINE-ITEM DETAIL.....	
APPENDIX C: MEMORANDUM OF UNDERSTANDING	
APPENDIX D: TABLES & FIGURES	
APPENDIX E: EMPLOYER STATISTICS	
APPENDIX F: DETAILED TIMELINE	
APPENDIX G: STEERING COMMITTEE	
APPENDIX H: WORKS CITED.....	

ABSTRACT

Expanding Health Care Career Opportunities in Macon, Smith, and Troup Counties aims to address the health care workforce shortages in this rural tri-county area by creating a sustainable pipeline of Licensed Practical Nurses (LPNs). Led by TCAT Hartsville (THRT), the collaborative leverages existing K-12 partnerships, clinical affiliations, and dual enrollment opportunities to provide accelerated pathways for high school students and increased accessibility for adult learners. This project will establish three Pre-Practical Nursing (PPN) dual enrollment programs, one each, at Macon County High School, Smith County Career and Technical Education Center, and Troup County High School. These programs will allow students to complete one full term of Practical Nursing (PN) coursework while still in high school, accelerating their postsecondary completion to just eight months after graduation. Additionally, an extra PN cohort will be introduced at THRT in Troup County, offering a new June enrollment option to facilitate seamless transitions for high school graduates and provide more flexibility for adult learners. The project incorporates high-quality, competency-based training through classroom instruction and work-based learning (WBL), ensuring students gain direct experience in local health care facilities. Clinical affiliations and employer partnerships will support WBL through clinical rotations, career fairs, and mentorship opportunities, equipping students with both technical and professional skills essential for workforce success. By expanding health science education access and enhancing workforce readiness, this project will create a robust pipeline of nurses who are prepared to meet the evolving demands of local health care employers while remaining in their home communities.

SECTION 1: PROGRAM NARRATIVE

The Expanding Health Care Career Opportunities in Macon, Smith, and Trousdale Counties

collaborative aims to address critical health care workforce shortages by implementing a comprehensive strategy that increases secondary students' exposure to health care careers, enhances postsecondary transition opportunities into health care professions, and provides flexible professional advancement programs. The proposal creates dual enrollment programs, WBL experiences, and flexible adult learner pathways in Macon, Smith, and Trousdale counties, preparing students for high-demand health care jobs and promoting local workforce retention.

(1) Develop Career Pathway Programs with Documented Articulation Agreements - This

initiative will establish health care pathways for rural Tennesseans through dual enrollment opportunities for high school students and flexible postsecondary options for adult learners.

To accomplish this, **PPN dual enrollment pathways** will be launched at Macon County High School, Smith County Career and Technical Education Center, and Trousdale County High School.

These programs will allow students to complete one full term of the PN program while in high school, accelerating their transition into health care careers. The articulated pathway

agreements with partnering educational institutions will enable students to advance from

Certified Nursing Assistant (CNA) credentials to LPN licensure and beyond, facilitating future transitions to higher-level nursing credentials such as Registered Nurse (RN). Flexible

postsecondary options, including a **summer PN cohort** at THRT's main campus, will provide adult learners with opportunities to enter the workforce quickly while meeting regional

employer demands. THRT forecasts student outcomes of 30 total dual enrollment students in

Year 1 (i.e., ten for each county's cohort), with subsequent year enrollments reaching 15 dually enrolled students per cohort. Initial-year post-secondary implementation (i.e., year 2 of the program) forecasts at least 25 postsecondary students with annual increases to 30 to 35 adult learners. This will also result in accelerated postsecondary credential completion, reducing program duration from 12 months to 8 months for high school completers, increasing retention of health care professionals within the tri-county area, supporting local health facilities. 20 to 30 LPNs in the tri-county area will be produced from Year 2 of the collaborative and beyond.

(2) Develop and Implement Collaborative, Meaningful, and Structured WBL Experiences - The collaborative will seek to increase awareness of health care careers among secondary students and provide structured WBL experiences that prepare students for high-demand, high-skill health care jobs. To accomplish this, clinical rotations and firsthand training will be integrated into the curriculum through partnerships with health care providers in the tri-county region, ensuring students gain real-world experience. WBL experiences will begin with career exploration activities such as industry partner presentations, facility tours, and career fairs, continuing through postsecondary credit-bearing clinical experiences. Annual activities such as the **Rural Health Care Pathways Awareness Day** and the **TCAT Signing Day Event** will highlight career pathways and engage students, educators, and employers. The partnership will also address transportation barriers by allocating funds for WBL transportation, ensuring equitable access to clinical sites for students across rural areas. Expected outcomes of this strategy include the execution of at least two career awareness events annually targeting K-12 students and educators and enhanced employability skills through durable skills training, increasing job placement rates for program completers. This proposal is specifically designed to address

anticipated demands on local health care capacity in the tri-county area by providing accessible educational pathways and hands-on experience that align with regional labor market demands. The program ensures that students are prepared to enter health care careers with industry-recognized credentials, filling critical positions in rural hospitals, clinics, and long-term care centers. Additionally, the initiative will create a sustainable health care workforce pipeline by encouraging students to "train and stay" within their home communities, directly contributing to local economic development and improved health care services in rural Tennessee.

SECTION 2: DEMONSTRATION OF NEED

According to the 2024 *THEC Academic Supply and Occupational Demand Report*, “statewide, there is a notable demand for mid-level technically skilled practitioners, specifically for licensed practical and licensed vocational nurses”.ⁱ This initiative seeks to anticipate regional economic and demographic forecasts in Middle Tennessee, where the Tennessee Hospital Association projects that LPN supply adequacy may be at only approximately 40% by 2035.ⁱⁱ

Strong Occupational Outlook & Regional Demand – The Tennessee Department of Labor & Workforce Development (TDLWD) estimates, “health care and social assistance” was the largest industry in Middle Tennessee between 2018 and 2023.ⁱⁱⁱ During this time, 182,734 jobs were available in the industry, 76% more than the second largest industry, retail trade. As of January 23, 2025, there were 1,049 jobs postings for LPNs with only 35 candidates statewide, nearly 30 jobs for every candidate, according to online job postings on jobs4tn.gov; furthermore, TDLWD reports that LPNs were the 5th most advertised job in Tennessee, and the demand for LPNs is expected to grow 1.81% over the next decade while the statewide growth rate for all occupations is 1.31%. Although the tri-counties are split between two Local Workforce

Development Areas (LDWA), Trousdale in Northern Middle while Macon and Smith are in Upper Cumberland, LPNs are considered occupations with high employer demand in both LDWAs by TDWLD. According to the Bureau of Labor Statistics (BLS), LPN is the highest ranked occupation for 2020-2030 annual openings with SOC code 29 (health care practitioners) in Northern Middle and just below RNs in Upper Cumberland.^{iv} Jobs4tn.gov shows that statewide, LPNs had an entry level salary of \$39,110 and hourly rate of \$23.94 in 2023. Finally, the “experienced wages” for LPNs was \$26.07/hour for LPNS in the Northern Middle LDWA and \$23.76/hour in the Upper Cumberland, higher than the 2022 per capita income in all three counties (Appendix D, Figure 4). The [occupational outlook for LPNs from the Tennessee Board of Regents \(TBR\)](#) also illustrates growth both in demand and earnings. According to TBR, graduates of THRT’s PN programs have a median annual wage of \$53,479 four years after graduation and a growth rate of 1.8%.

Expansion of Practical Nursing – The initiative will build on THRT’s existing programs for dually enrolled students and adult learners. The Classification of Instructional Programs (CIP) to Standard Occupational Classification (SOC) crosswalk for the planned programming is:

CIP 2020 Code	CIP 2020 Title	SOC 2018 Code	SOC 2018 Title
51.3901	Licensed Practical/Vocational Nurse Training	29-2061	Licensed Practical and Licensed Vocational Nurses

THRT’s PN program has a demonstrated record of success. Between 2018 and 2023, THRT had an average LPN licensure rate of 96.22% (Appendix D, Figure 2). This initiative will address a proven need for dually enrolled students and adult learners in the tri-county area as demonstrated by the number of businesses classified as “Health Care and Social Assistance” by the Tennessee Department of Economic and Community Development’s (TNECD) County Profile Tool. 1,136 individuals in the tri-counties were employed by 123 establishments classified as

“Health Care and Social Assistance” by TNECD (Appendix D, Figure 4). According to the Tennessee Department of Health (TDH), 138 of these individuals were employed as LPNs at hospitals, nursing homes, and assisted living facilities throughout the tri-counties in 2023 (Appendix E). The TBR projects the LPN job growth rate in the tri-counties to be above the statewide average in both the Northern Middle LDWA and the Upper Cumberland LDWA, at 1.9% and 1.5% respectively (Appendix D, Figure 1).

Shifting Demographics & Health Care Needs – According to BLS, several chronic conditions, such as diabetes and obesity, have become more prevalent in recent years. LPNs will be needed to assist and care for patients with these and other conditions. In addition, many procedures that once could be done only in hospitals are now being done outside of hospitals, creating demand in other settings, such as outpatient care centers. Although the trend of a growing elderly population is true throughout Tennessee, it is especially pronounced in the tri-counties. According to population projections from the Boyd Center for Business and Economic Research at UT Knoxville, approximately 14% of Tennessee’s total population will be above 65 in 2035, whereas 18% of the total population in the tri-counties will be 65 or older by 2035 (Appendix D, Figure 6). Lastly, as more of the tri-county area’s population becomes Medicare eligible, an increasing number of LPNs will be needed to provide hands-on medical care to seniors in a variety of settings. Shown in **Appendix E**, Medicare admissions constitute an overwhelming majority of patients cared for by the employer partners in the tri-counties. At the three hospital partners, an average of approximately 75% of patients admitted were Medicare beneficiaries; similarly, 92% of residents cared for at nursing home facilities in the tri-counties are Medicare beneficiaries (Appendix E). Furthermore, the Department of Health and Human Services

estimates approximately 8% of Medicare beneficiaries in the tri-counties are currently considered “at-risk”.^v

SECTION 3: PROGRAM PLAN

This initiative aims to empower students and address rural health care labor shortages by introducing an accelerated postsecondary pathway for dual enrollment students. Additionally, it provides increased flexibility for adult learners through the expansion of proven health science education programs, allowing them to complete competency-based training both in the classroom and through WBL. This initiative will leverage existing clinical affiliation relationships, K-12 partnerships, and dual enrollment opportunities to produce career-ready graduates who are encouraged to remain and work within the tri-county area. The project is led by THRT and supported by a collaborative group of employers, community leaders, and educators. Similar collaboration has successfully trained hundreds of students in high-demand manufacturing careers through LEAP 2.0, GIVE 1.0, GIVE 2.0, and GIVE 3.0 (ongoing) initiatives.

Program Overview - This project will establish a PPN dual enrollment early postsecondary opportunity (EPSO), providing a pathway from CNA to LPN at three K-12 locations, along with a flexible Practical Nursing (PN) cohort for adult learners at THRT. PPN dual enrollment programs will be established at Macon County High School, Smith County Career and Technical Education Center, and Trousdale County High School. The adult learner PN cohort will be added to the main campus in Hartsville, Trousdale County. The dual enrollment program enables high school students to complete one term of PN coursework before graduation, reducing LPN credentialing time to eight months post-graduation.

Alignment with Workforce Data & County Benefits – Nursing homes and hospitals were among the top employers of LPNs in Tennessee in 2022-2023 according to TDLWD (Appendix D, Figure 5). Students in this project’s educational pipeline will complete structured training sequences leading to CNA licensure, ensuring eligibility for immediate employment in regional health care facilities. If we assume Northern Middle LDWA’s baseline growth rate for LPNs of 1.9% and the 138 LPNs currently employed in the tri-counties, this initiative will supplement the existing projection of approximately 2.8/LPNs annually, the 30 students anticipated in the first cohort will increase the local LPN supply by 4.6%. Furthermore, the program aligns with Tennessee Board of Nursing (BON) requirements, and all participants will be eligible for NCLEX-PN upon completion. This initiative will benefit students and adult learners throughout the tri-counties; between 2021 and 2024, more than 58% of THRT’s students came from either Macon, Smith or Trousdale County (Appendix D, Figure 3). Each county’s benefits are specifically detailed in **Appendix D, Figure 9**. Currently, students who complete high school and pursue PN programs suffer delayed enrollment and are often waitlisted. THRT currently offers cohort-based admissions, with start dates in September at the Wilson County campus and January at the main campus in Trousdale County. To address this challenge, the project will introduce a new *June* cohort at the main campus in Trousdale County, allowing PPN students to transition seamlessly into the PN program immediately after graduation. This adjustment enables students to sit for their nursing licensure exams in less than nine months while remaining in their local community. The June start date will also provide greater flexibility for adult learners, offering more enrollment opportunities throughout the year, bolstering student retention and transferring enrollments from other postsecondary programs.

Building on Existing Infrastructure – Stacking Credentials - The expansion of dual enrollment health science education programs provides an opportunity to leverage existing efficiencies and create stackable credentials (e.g., CNA to LPN). Current articulation agreements with K-12 partners and established clinical affiliation agreements within each county will support the growth of the program. Students who complete their first term in the PN program will earn a CNA credential, progressing toward their LPN licensure. Many LPN graduates continue their education, bridging to RN via Associate of Nursing Science (ASN) pathways. While there is currently no statewide articulation between Tennessee Colleges of Applied Technology (TCATs) and community college ASN-RN programs, TBR is actively working on an expedited pathway to bridge LPN to RN attainment. This TBR systemwide articulation agreement is anticipated to be in place prior to the end of this collaborative providing another progression stacking LPN to RN.

Work-Based Learning and Career Readiness - Enhancing Practical Training - WBL is a fundamental component of the PN program, offering students valuable experience through clinical rotations at partner health care facilities. Before participating in WBL, students will undergo essential practical (i.e., hands-on) training in classroom and lab settings to prepare them for working with health care professionals and patients. To support this effort, the project includes capital purchases for essential training equipment and supplies that meet BON requirements. Existing health science lab spaces will be utilized, when possible, but additional resources are necessary to adequately equip the PPN program. Furthermore, the project will invest in state-of-the-art training equipment to establish dedicated clinical lab spaces at THRT in Trousdale County. Once the new campus building opens in fall 2026, THRT will repurpose space previously used for migrating programs to create specialized clinical training areas. These

upgraded facilities will enhance the quality of instruction and better prepare students for their clinical rotations. The proposal envisions dedicated labs, such as those for labor & delivery and emergency/trauma care, which are not commonly found at other TCATs. Grant funds will cover capital equipment and supply costs, while THRT will provide funding for any necessary renovations. Additional details about equipment and benefits are provided in **Appendix B**.

WBL activities under this proposal include credit and award-bearing training; career exploration; training in durable skills such as professionalism, punctuality, and communication; and essential clinical rotations for both PPN and PN students. Employers and clinical site partners will support students through career fairs, facility tours, and WBL experiences. The program aims to develop well-rounded health care professionals in rural settings who are prepared not only with technical skills but also with the professional skills valued by employers.

By expanding access to health science education and leveraging strong community partnerships, the *Expanding Health Care Career Opportunities in Macon, Smith, and Troup Counties*

Collaborative will create a sustainable pipeline of skilled health care professionals dedicated to serving their local communities. By expanding access to health science education and leveraging strong community partnerships, the *Expanding Health Care Career Opportunities in Macon, Smith, and Troup Counties* initiative will create a sustainable pipeline of skilled health care professionals dedicated to serving their local communities.

Project Governance and Decision-Making Structure - The *collaborative* will be guided by a dedicated Steering Committee comprised of representatives from THRT, LEAs, and employer partners. This committee will provide strategic oversight, ensure alignment with regional workforce needs, and monitor program outcomes. The Steering Committee will meet quarterly

to review program progress, assess student and employer engagement, and make decisions on curriculum updates, WBL activities, and sustainability efforts. Additional ad-hoc meetings may be called as needed to address emerging challenges or opportunities. Roles and Responsibilities: THRT will facilitate meetings, track grant milestones, and ensure compliance with grant objectives; LEA Partners will coordinate dual enrollment activities and student recruitment; employer partners will provide feedback on workforce needs and support WBL opportunities. **Decision-Making Process** - Decisions will be made through a collaborative and consensus-driven approach during committee meetings, ensuring all stakeholders have input. Formal decisions regarding program changes, budget reallocations, and strategic partnerships will be documented in meeting minutes and shared with all partners. This governance structure will ensure clear communication, effective decision-making, and the long-term success of the initiative beyond the grant period.

DETAILED PROJECT TIMELINE AND OVERVIEW

The *Expanding Health Career Opportunities in Macon, Smith, and Trousdale Counties* initiative spans four years. The Collaborative’s timeline encompasses key milestones and activities, detailed by quarter as shown in the formative overview in **Appendix F**. A summative narrative follows by phase, built upon quarterly activities. In **Year 1 (2025-2026)**, foundational activities lay the groundwork for program implementation. Faculty placement and curriculum development are prioritized, along with the purchase of state-of-the-art clinical equipment for hands-on training. Marketing efforts begin to recruit K-12 and adult learners. By mid-year, student enrollments are underway, and health care career awareness events introduce students to job opportunities. The year concludes with the scheduling of work-based learning (WBL)

opportunities and the hosting of career events, including middle school CTE camps and a TCAT Signing Day. **Year 2 (2026-2027)** emphasizes program expansion. Equipment installation for postsecondary PN labs continues, and recruitment for PN faculty is prioritized. The first cohort of postsecondary PN students begins, supported by structured clinical rotations and engagement with employer partners. Health care awareness events and middle school CTE activities expand student exposure to the profession. Stakeholders assess progress and adjust ensure program alignment with workforce needs. **Year 3 (2027-2028)** focuses on strengthening partnerships and celebrating student achievements. The first cohort of PN student graduates, marking a significant program milestone. Career awareness events and registration for upcoming cohorts continue. Industry partners remain actively engaged through presentations and WBL opportunities. Collaborative meetings ensure ongoing alignment and address any programmatic gaps. **Year 4 (2028-2029)** supports sustainability efforts. Stakeholders meet to assess Year 3 outcomes and develop strategies for long-term program success. Enrollment opens for new cohorts, and marketing continues to attract dual enrollment and adult learners. WBL activities are finalized, and the second PN cohort celebrates graduation. The year concludes with Collaborative governance meetings to update sustainability plans and document lessons learned. The grant closes in **July-August 2029**, with a final evaluation and strategic planning for sustainability. Advisory committees are retained to ensure ongoing alignment with workforce demands. The first post-grant PPN cohort is enrolled, securing the program’s long-term impact. Key partners, THRT, LEAs, and employer participants, remain committed to expanding health care pathways meeting regional health care needs.

SECTION 4: STRENGTH OF PARTNERSHIP

Expanding Health Care Career Opportunities in Macon, Smith, and Troup Counties will be a collaborative network of committed partners, including THRT, local employer participants, and K-12 educational institutions (LEAs). These partnerships will play a critical role in the program's implementation, sustainability, and success as outlined in the formal Memorandum of Understanding (MOU) between parties in **Appendix C**.

THRT, as the lead institution and fiscal agent, is responsible for coordinating dual enrollment opportunities with LEA partners; delivering high-quality health career training to program participants; establishing new PPN dual enrollment programs in each of the three counties; launching a flexible PN cohort for adult learners at the main campus; facilitating WBL opportunities, including clinical rotations, in collaboration with employer partners; and supporting articulation pathways from CNAs to LPNs to transition into Associate of Science in Nursing (ASN) programs under TBR future initiatives.

LEAs will recruit students to enroll in Health Career Pathways; provide students with WBL opportunities by engaging students and employers in meaningful activities; manage dual enrollment/dual credit with THRT; provide students the opportunity to obtain industry credentials, including underrepresented groups of students; and monitor employer participant engagement. LEAs in the Collaborative include Smith County Schools, Troup County Schools, and Macon County Schools.

Employer Partners will provide WBL opportunities and clinical rotations, support career pathways and job placement, host career awareness events, and serve on advisory committees and provide program feedback.

This Collaborative intends to endure and sustain efforts to produce health care career pathways at home for students in Macon, Smith, and Trousdale counties.

SECTION 5: BUDGET PLAN

The requested budget, detailed in **Appendix A**, and the line-item detail provided in **Appendix B**, clearly demonstrate how grant funds will support the proposed project. The total funding request of \$2,000,000 is strategically allocated to ensure the successful implementation and sustainability of the PPN and PN programs across the tri-county area. The budget is structured to directly align with the grant activities and with Regional Workforce Needs. The proposed budget strategically addresses documented labor shortages in the health care sector within the tri-county area. The investment in faculty, equipment, and WBL experiences will directly prepare students for high-demand careers, through postsecondary awards and nursing licensures supporting employers by supplying a well-trained workforce.

Personnel – Faculty Salaries and Benefits (57%) - *Objective:* To ensure qualified faculty are placed in the PPN and PN programs across Macon, Smith, and Trousdale counties.

Allocation/Justification: \$1,136,000 will be used to hire and retain four (4) faculty members, one at THRT and each of the LEA partners. These educators will be responsible for delivering rigorous academic and clinical instruction that aligns with Tennessee Board of Nursing (BON) requirements.

Capital Equipment and Supplies (39%) - *Objective:* to equip collaborative programs with state-of-the-art training equipment and supplies, ensuring students receive the requisite hands-on experience required to meet industry competency standards.

Allocation/Justification: \$774,000 will be allocated for essential clinical lab equipment and supplies at the tri-county area schools and TCAT Hartsville's main campus. The proposed

equipment purchases will directly address local/regional labor market needs by preparing students with the skills required for WBL in health care settings such as hospitals, clinics, and long-term care facilities. **Marketing and Outreach (1.33%)** - *Objective:* to raise awareness of health care career pathways and recruit students. *Allocation/Justification:* \$30,000 will be allocated for strategic marketing efforts, including print materials, social media campaigns, and school presentations to increase awareness of career opportunities in health care among K-12 students, parents, and adult learners in the tri-county area. **WBL Transportation (1.33%)** - *Objective:* to facilitate student participation in clinical rotations at employer partner facilities throughout the region. *Allocation/Justification:* \$30,000 will be allocated to cover transportation costs, ensuring student travel to clinical sites for providing equitable access to WBL opportunities, for students in rural areas where access to reliable transportation can be a barrier to participation. **Project Administration (1.34%)** - *Objective:* To ensure effective oversight, compliance, and reporting for grant-funded activities. *Allocation/Justification:* \$30,000 will be used for project administration activities, which will be carried out by the Greater Nashville Regional Council (GNRC), including program evaluation, financial tracking, reporting to grant agencies, and stakeholder engagement. **Indirect Costs:** no indirect costs are requested for this project **Institutional Commitment:** THRT will provide additional institutional resources and in-kind support

SECTION 6: SUSTAINABILITY

This project is designed to be fully sustainable beyond the 48-month grant period by leveraging strong institutional commitments, established partnerships, and long-term strategic planning.

THRT, along with its LEA and employer partners, is committed to ensuring that the project's

workforce development efforts continue to address regional health care labor demands well into the future. THRT will maintain structured WBL experiences, including clinical rotations and employer partnerships, by securing WBL commitments beyond 2029 from current employer partners and other clinical sites through clinical affiliation agreements extending through 2034. THRT will hold biannual advisory committee meetings with industry partners and educational stakeholders to assess program effectiveness and identify evolving workforce needs. THRT will continue to coordinate annual career awareness events to continue engaging students, educators, and industry partners. Employer partners will continue to provide clinical sites, mentorship opportunities, and job placement support, fostering an ongoing "train and stay" pipeline that supports local health care providers. THRT and its LEA partners will sustain PPN dual enrollment programs by embedding these programs into standard course offerings at LEA partner high schools. THRT will continue articulation agreements with LEA partners to ensure seamless transitions from secondary to postsecondary pathways. THRT will promote and expand the flexible summer PN cohort to accommodate adult learners and maintain high enrollment levels. THRT will provide annual professional development for faculty and staff to ensure alignment with evolving health care industry standards. In summary, THRT will oversee program operations, manage financial resources, and lead collaborative efforts with industry and community stakeholders. LEA partners will maintain dual enrollment agreements, recruit students, and provide classroom space, while employer partners will offer clinical rotations, participate in advisory meetings, and support job placement. By institutionalizing key components and leveraging regional partnerships, the initiative will sustain high-quality training and career opportunities for rural students in Macon, Smith, and Trousdale counties.

APPENDIX A: PROPOSED BUDGET

GRANT BUDGET				
Rural Health Care Pathways Expansion Grant				
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following				
Applicable Period: BEGIN: 8/01/2025 END: 8/30/2029				
POLICY 03 Object Line-Item Reference	EXPENSE OBJECT LINE- ITEM CATEGORY	SUB-GRANT AGREEMENT	GRANTEE PARTICIPATION	TOTAL PROJECT
1, 2	Salaries, Benefits & Taxes	\$1,136,000	\$175,000	\$0.00
4, 105	Professional Fee, Grant & Award **	\$30,00.00	\$0.00	\$0.00
5, 6, 7, 8, 9, 10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	\$150,000	\$25,000	\$0.00
11, 12	Travel, Conferences & Meetings	\$30,000	\$25,000	\$0.00
13	Interest **	\$0.00	\$0.00	\$0.00
14	Insurance	\$0.00	\$0.00	\$0.00
16	Specific Assistance To Individuals	\$0.00	\$0.00	\$0.00
17	Depreciation **	\$0.00	\$0.00	\$0.00
18	Other Non-Personnel **	\$30,000	\$25,000	\$0.00
20	Capital Purchase **	\$624,000	\$75,000	\$0.00
22	Indirect Cost	\$0.00	\$0.00	\$0.00
24	In-Kind Expense	\$0.00	\$0.00	\$0.00
25	GRAND TOTAL	\$2,000,000.00	\$325,000	\$2,325,000

APPENDIX B: BUDGET LINE-ITEM DETAIL

Salaries, Benefits & Taxes	Amount	Quantity	Total
Macon County Dual Enrollment PPN Faculty	\$ 78,000.00	4	\$ 312,000.00
Smith County Dual Enrollment PPN Faculty	\$ 78,000.00	4	\$ 312,000.00
Trousdale County Dual Enrollment PPN Faculty	\$ 78,000.00	4	\$ 312,000.00
TCAT Hartsville Main Campus PN Faculty	\$ 100,000.00	2	\$ 200,000.00
Total			\$ 1,136,000.00
Professional Fees			
GNRC Project Administration	\$ 7,500.00	4	\$ 30,000.00
Total			\$ 30,000.00
Supplies; Telephone; Postage & Shipping; Printing & Publications			
Noncapitalized Equipment (Classroom & Labs)	\$ 150,000.00	1	\$ 150,000.00
Total			\$ 150,000.00
Travel, Conferences, & Meetings			
Transportation WBL Activities (e.g., clinical rotations)	\$ 7,500.00	4	\$ 30,000.00
Total			\$ 30,000.00
Other Non-Personnel			
Marketing Costs	\$ 30,000.00	1	\$ 30,000.00
Total			\$ 30,000.00
Capital Purchases			
Dual Enrollment Practical Nursing - Macon County			
Hospital Bed Package	\$ 7,500.00	2	\$ 15,000.00
Simulation Mannikin	\$ 40,000.00	1	\$ 40,000.00
Dual Enrollment Practical Nursing - Smith County			\$ -
Hospital Bed Package	\$ 7,500.00	2	\$ 15,000.00
Simulation Mannikin	\$ 40,000.00	1	\$ 40,000.00
Dual Enrollment Practical Nursing - Trousdale County			\$ -
Hospital Bed Package	\$ 7,500.00	2	\$ 15,000.00
Simulation Mannikin	\$ 40,000.00	1	\$ 40,000.00
Practical Nursing - TCAT Hartsville Main Campus			
L&D Simulation Lab	\$ 50,000.00	1	\$ 50,000.00
ER/Trauma Lab	\$ 50,000.00	1	\$ 50,000.00
Medical/Surg Tech Lab	\$ 50,000.00	1	\$ 50,000.00
Health Assessment Lab	\$ 50,000.00	1	\$ 50,000.00
Exam Room Lab	\$ 25,000.00	2	\$ 50,000.00
Simulation Mannikin	\$ 46,000.00	4	\$ 184,000.00
Interview/Debriefing Room	\$ 25,000.00	1	\$ 25,000.00
Pharmacology Trainers	\$ 25,000.00	2	\$ 50,000.00
Total			\$ 624,000.00
Total			\$ 2,000,000.00

APPENDIX C: MEMORANDUM OF UNDERSTANDING

AGREEMENT

BETWEEN

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY HARTSVILLE AND
EMPLOYER PARTICIPANTS
AND
EDUCATIONAL PARTICIPANTS

This Agreement entered into this 31st day of January, 2025 by and between TENNESSEE COLLEGE OF APPLIED TECHNOLOGY HARTSVILLE (hereinafter referred to as the “College”) and CARTHAGE OPCO, LLC dba SMITH COUNTY HEALTH & REHABILITATION, HARTSVILLE CONVALESCENT CENTER, HIGHPOINT HEALTH SYSTEM, MACON COMMUNITY HOSPITAL, and TRI-AGE ADVENTURES dba KNOLLWOOD MANOR, (hereinafter collectively referred to as the “Employer Participants”) and MACON COUNTY BOARD OF EDUCATION, SMITH COUNTY BOARD OF EDUCATION, and HARTSVILLE/TROUSDALE COUNTY BOARD OF EDUCATION, (hereinafter collectively referred to as the “Educational Participants”), is for the purpose of implementing the Rural Health Care Pathways Expansion Grant (RHCPE) Proposal, as further defined below.

PURPOSE

The purpose of this Agreement is to clearly identify the roles and responsibilities of each party as they relate to the Tennessee Higher Education Commission’s (THEC) Rural Health Care Pathways Expansion Grant (RHCPE) proposal to implement the RHCPE program in the College’s rural service areas. In particular, the Agreement is intended to establish expectations between the designated employer participants and the education participants to provide youth the opportunity to gain valuable vocational skills to address the labor shortage and skill deficits in the rural health care sector.

I. ROLES

1. COLLEGE ROLE:

The College agrees to the following responsibilities:

- Serve as the fiscal agent of the grant
- Coordinate dual enrollment and/or dual credit with identified Educational Participants
- Deliver health career educational opportunities to employees and students of the Educational Participants

- Coordinate work-based learning opportunities required by employers for students to qualify working for Employer Participants upon completion of the respective program
- Create a Pre-Practical Nursing dual enrollment program in each rural county of this collaborative
- Create a flexible cohort Practical Nursing program in a rural county
- Work with TBR's current initiative to create a new state-wide articulation agreement for Practical Nursing to ASN Registered Nursing

2. EMPLOYER PARTICIPANTS:

The Employer Participants are responsible for supporting the mission of the RHCPE. Employer participants agree to the following responsibilities:

- Alerting the College of job openings
- Development of youth interest in health careers
- Host tours for youth and adult program participants (no more than one per year per participant)
- Participate in school career exploration events (no more than one per year per participant)
- Consider graduates for employment
- Serve on occupational advisory boards upon request, and attend requested meetings

The Employer Participants agree that there is a need for these programs in their rural communities because of a lack of qualified candidates in health careers in their local geographic area. The benefits include an increased skilled pipeline to their organization and an overall benefit to the rural communities they serve by providing increased access to quality health care.

3. EDUCATION PARTICIPANTS:

Education Participants agree to the following responsibilities:

- Recruiting students to enroll in Health Career Pathways
- Providing students with WBL (Work-Based Learning) opportunities by engaging students and employers in meaningful activities
- Managing dual enrollment/dual credit with the College
- Providing students the opportunity to obtain industry credentials, including underrepresented groups of students (economically disadvantaged, students with disabilities, students in foster care; and students with parents that are in the armed forces or on active duty) as well as non-traditional

- Monitor Employer Participant engagement

The Education Participants agree that there is a need for these programs in their rural communities because of a lack of overall awareness and access in secondary students regarding health careers in their local geographic area. The benefits include a potentially increased employment rate and income for the rural communities they serve and providing increased access to quality health care.

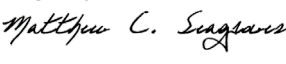
II. MISCELLANEOUS:

1. Modification of roles/responsibilities and the sustainability of the program are collectively decided by the parties.
2. An Employer Participant or Educational Participant may terminate its relationship with the program at the end of an academic term with a 30-day written notice to the College.
3. Employer Participants and Educational Participants and may be added through written Amendment to this Agreement.
4. Term. The term of this Agreement shall be July 1, 2025 through August 31, 2029.
5. Counterparts. This Agreement may be executed in any number of counterparts, each of which together shall be deemed to be original, but all of which together shall constitute one and the same instrument. In the event that any signature is delivered by facsimile transmission or by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the party executing (or on whose behalf such signature is executed) with the same force and effect as if such a facsimile or ".pdf" signature page was an original thereof.

<p>COLLEGE: Tennessee College of Applied Technology Hartsville</p> <p><u>Mae Wright</u> Signature</p> <p><u>Mae Wright, President</u> Name and Title</p> <p><u>1/29/2025</u> Date</p>	<p>EDUCATIONAL PARTICIPANT: Smith County Board of Education Smith County Board of Education</p> <p><u>Barry Smith</u> Signature</p> <p><u>Barry Smith, Director of Schools</u> Name and Title</p> <p><u>1-29-2025</u> Date</p>
<p>EDUCATIONAL PARTICIPANT: Macon County Board of Education</p> <p><u>Shawn Carter</u> Signature</p> <p><u>Shawn Carter, Director of Schools</u> Name and Title</p> <p><u>1/23/24</u> Date</p>	<p>EDUCATIONAL PARTICIPANT: Troup County Board of Education</p> <p><u>Dr. Clint Satterfield</u> Signature</p> <p><u>Dr. Clint Satterfield, Director of Schools</u> Name and Title</p> <p><u>1/24/25</u> Date</p>
<p>EMPLOYER PARTICIPANT: Macon Community Hospital</p> <p><u>Scott Tongate</u> Signature</p> <p><u>Scott Tongate, CEO</u> Name and Title</p> <p><u>01/27/2025</u> Date</p>	<p>EMPLOYER PARTICIPANT: Tri-Age Adventures dba Knollwood Manor</p> <p><u>Linda Austin</u> Signature</p> <p><u>Linda Austin, Administrator</u> Name and Title</p> <p><u>1/27/25</u> Date</p>

EMPLOYER PARTICIPANT:

Highpoint Health – Riverview with Ascension Saint Thomas and Highpoint Health – Trousdale with Ascension Saint Thomas

Signed by:

 8651931A896E4B8...
 Signature

Matthew C. Seagroves, Chief
 Financial officer
 Name and Title

Matthew C. Seagroves, CFO

1/30/2025 | 9:43 AM CST

Date

EMPLOYER PARTICIPANT:

Hartsville Convalescent Center, Inc.



Signature

Scott Becht, CEO

Name and Title

1/31/25

Date

EMPLOYER PARTICIPANT:

Carthage Opco LLC dba Smith County Health and Rehabilitation


 Signature

Mick Vujanovic, CEO

Name and Title

1/28/25
 Date

APPENDIX D: TABLES & FIGURES

Licensed Practical Nurse Job Outlook		
	Northern Middle	Upper Cumberland
Projected Avg. Annual Job Openings	650	130
Projected Ratio of Graduates to Jobs	0.47	1.5
Projected Annual Job Growth Rate	1.90%	1.50%

Figure 1; Source: [Tennessee Board of Regents](#)

Practical Nursing Licensure Rates - TCAT Hartsville	
Academic Year	Pass License
2018-2019	97.80%
2019-2020	97.60%
2020-2021	88.20%
2021-2022	97.50%
2022-2023	100%

Figure 2; Source: [Tennessee Board of Regents](#)

Enrollment by County of Permanent Residence Enrollment - TCAT Hartsville			
	Macon	Smith	Trousdale
2020-2021	28.44%	14.16%	17.12%
2021-2022	26.92%	8.68%	14.46%
2022-2023	36.24%	7.33%	14.45%
2023-2024	30.25%	19.50%	14.63%

Figure 3; Source: [Tennessee Board of Regents](#)

Health Care and Social Assistance				
	Employment	Establishments	Avg. Annual Wages	2022 Per Capita Income
Macon	583	65	\$41,130	\$39,855
Smith	379	39	\$41,796	\$37,478
Trousdale	174	19	\$38,115	\$48,048

Figure 4; Source: [TNECD County Profile Tool](#)

Rank	Industry Title	Estimated Employment	Percent of Total Employment
1	Nursing Care Facilities (Skilled Nursing Facilities)	4,180	22.79%
2	Offices of Physicians	3,714	20.25%
3	General Medical and Surgical Hospitals	2,969	16.18%
4	Home Health Care Services	1,472	8.02%

5	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	1,456	7.94%
6	Outpatient Care Centers	675	3.68%
7	Elementary and Secondary Schools	500	2.73%
8	Individual and Family Services	421	2.29%
9	Employment Services	418	2.28%
10	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	387	2.11%

Figure 5; Source: [Tennessee Department of Labor and Workforce Development](#)

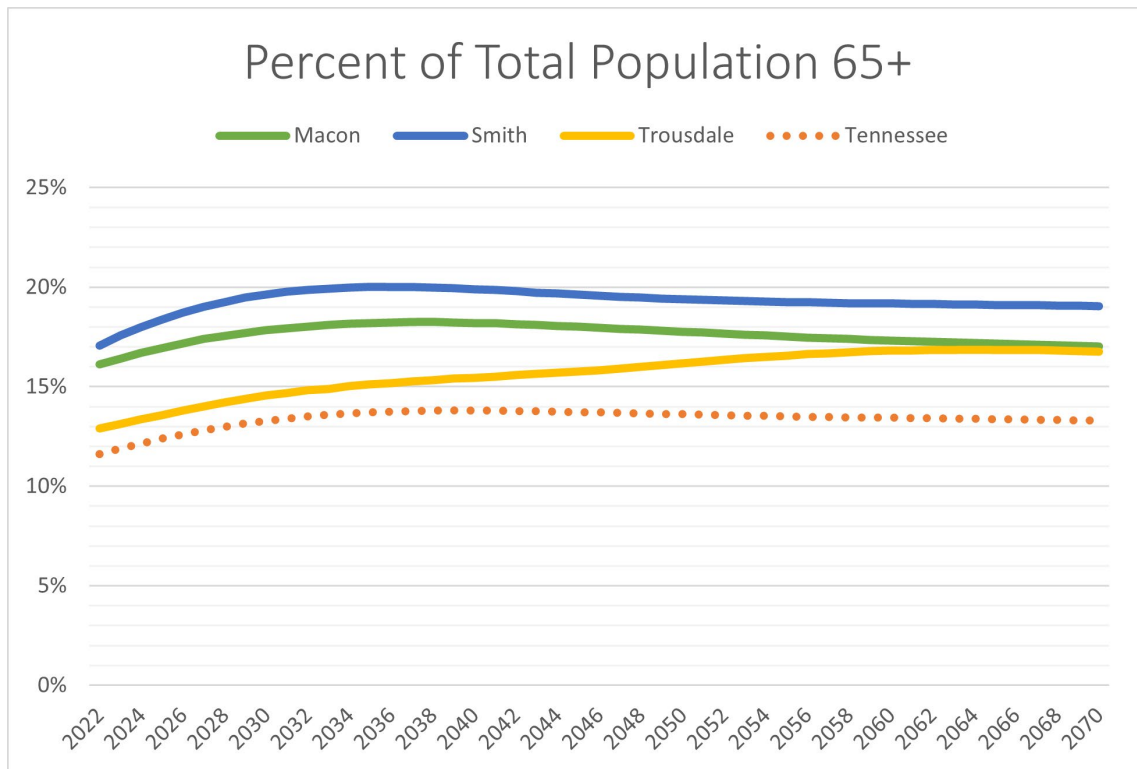


Figure 6; Source: [Boyd Center on Business and Economic Research](#)

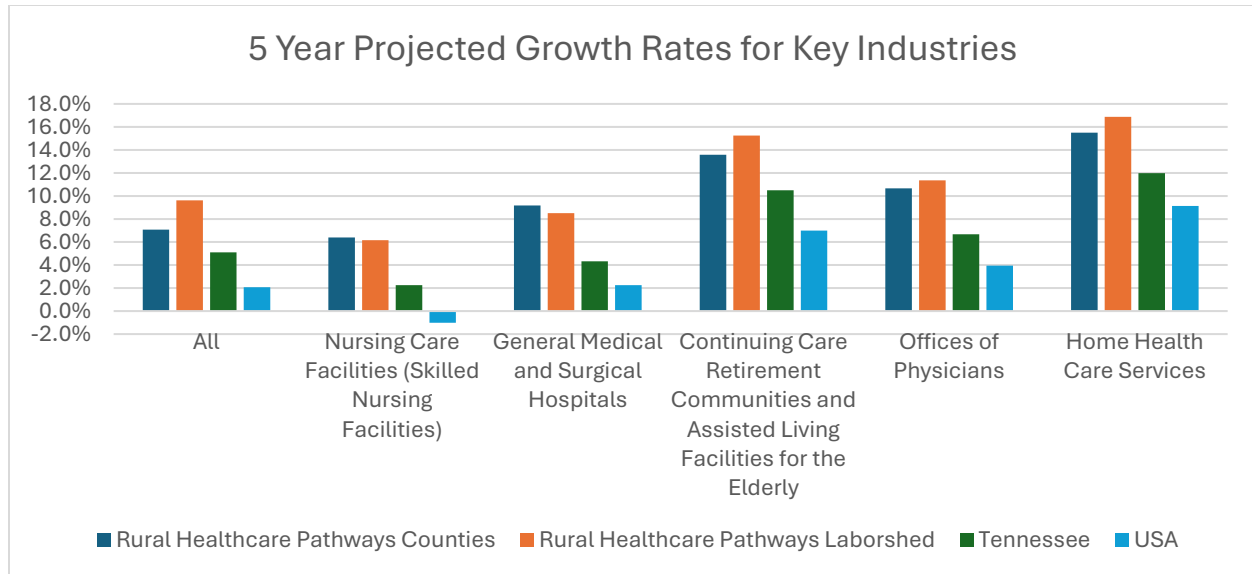


Figure 7; Source: [TNECD County Profile Tool](#)

2023 Nursing Home & Assisted Living Facilities in Tri-County Area							
Facility Name	Facility Type	County	LPNs	RNs	Total Local Residents	Total Residents	Pct Local Residents
Knollwood Manor	Nursing Home	Macon	15	10	67	89	75.28%
Red Boiling Springs TN Opco, LLC	Nursing Home	Macon	20	15	82	132	62.12%
Smith County Health and Rehabilitation	Nursing Home	Smith	25	18	23	39	58.97%
Hartsville Convalescent Center	Nursing Home	Trousdale	10	8	105	237	44.30%
The White House Assisted Living	Assisted Living	Macon	2	1	33	42	78.57%
Carthage Assisted Living, LLC	Assisted Living	Smith	2	1	45	97	46.39%
Trousdale Senior Living Center	Assisted Living	Trousdale	1	0	11	40	27.50%

Figure 8; Source: [Tennessee Department of Health, 2023 Joint Annual Reports](#)

County Benefits				
County	Current Workforce Challenges	Number of Students Impacted	Employer Partners Committed	Program Benefits
Macon	18% LPN shortage at Macon Community Hospital, high turnover in outpatient care settings	30 per year (90 over three years)	Macon Community Hospital, Knollwood Manor	Locally trained LPNs reduce hiring delays, stabilize workforce, improve patient care quality
Smith	High long-term care staff turnover at Smith County Health & Rehabilitation, delayed hiring in rural clinics	30 per year (90 over three years)	Smith County Health & Rehabilitation, Riverview Regional Medical Center	Lower staff turnover, increased availability of LPNs in nursing homes and rural clinics
Trousdale	No local LPN training program, forcing students to commute long distances, high reliance on travel nurses	30 per year (90 over three years)	Hartsville Convalescent Center, Highpoint Health Trousdale	Eliminates the need for long-distance travel for training, reduces reliance on temporary nurses

Figure 9

APPENDIX E: EMPLOYER STATISTICS

Hospitals

Macon Community Hospital				
	2014	2017	2020	2023
Medicare Admissions	589	521	675	530
Total Admissions/Discharges	817	689	959	699
Medicare Inpatient/Discharge Patient Days	2460	1865	2892	2640
Total Inpatient/Discharge Patient Days	3121	2418	3781	3223
LPN FTE	13.9	11	14	23
Total FTE	127.9	137.1	200	231.5
Percent Medicare Admissions	72.09%	75.62%	70.39%	75.82%
Percent Medicare Inpatient	78.82%	77.13%	76.49%	81.91%
Percent LPN FTE	10.87%	8.02%	7.00%	9.94%

Riverview Hospital				
	2014	2017	2020	2023
Medicare Admissions	863	740	657	675
Total Admissions/Discharges	1183	987	895	988
Medicare Inpatient/Discharge Patient Days	5497	5005	4370	3651
Total Inpatient/Discharge Patient Days	6294	5666	4959	4471
LPN FTE	5.5	6.5	9.7	5.4
Total FTE	142.9	139.9	127	122.3
Percent Medicare Admissions	72.95%	74.97%	73.41%	68.32%
Percent Medicare Inpatient	87.34%	88.33%	88.12%	81.66%
Percent LPN FTE	3.85%	4.65%	7.64%	4.42%

Trousdale Medical Center				
	2014	2017	2020	2023
Medicare Admissions	366	161	148	154
Total Admissions/Discharges	450	212	209	206
Medicare Inpatient/Discharge Patient Days	1826	990	853	877
Total Inpatient/Discharge Patient Days	2133	1168	1160	1057
LPN FTE	6	3.7	3.6	2.7
Total FTE	55	48.3	45.7	45.3
Percent Medicare Admissions	81.33%	75.94%	70.81%	74.76%
Percent Medicare Inpatient	85.61%	84.76%	73.53%	82.97%
Percent LPN FTE	10.91%	7.66%	7.88%	5.96%

Source: [Tennessee Department of Health, 2023 Joint Annual Reports](#)

Nursing Homes

Knollwood Manor				
	2014	2017	2020	2023
Medicare Admissions	75	127	74	111
Non-Medicare Admissions	0	0	0	0
Assisted Living Admissions	2	8	0	8
Hospital Admissions	52	91	50	78
Total Admissions	75	127	74	111
Percent Medicare Admissions	100.00%	100.00%	100.00%	100.00%
LPN FTE	7	9	10	7
Total FTE	58	55	51	45
Percent LPN FTE	12.07%	16.36%	19.61%	15.56%

Smith County Health and Rehabilitation				
	2014	2017	2020	2023
Medicare Admissions	288	158	79	309
Non-Medicare Admissions	28	19	61	14
Assisted Living Admissions	1	0	4	1
Hospital Admissions	216	132	77	260
Total Admissions	316	177	140	323
Percent Medicare Admissions	91.14%	89.27%	56.43%	95.67%
LPN FTE	14	14	16	17
Total FTE	56	65	46	67
Percent LPN FTE	25.00%	21.54%	34.78%	25.37%

Hartsville Convalescent Center				
	2014	2017	2020	2023
Medicare Admissions	99	114	63	67
Non-Medicare Admissions	4	3	18	0
Assisted Living Admissions	0	0	3	0
Hospital Admissions	57	36	73	53
Total Admissions	103	117	81	67
Percent Medicare Admissions	96.12%	97.44%	77.78%	100.00%
LPN FTE	7	8	6	6
Total FTE	32	50	37	36
Percent LPN FTE	21.88%	16.00%	16.22%	16.67%

Source:

[Tennessee Department of Health, 2023 Joint Annual Reports](#)

APPENDIX F: DETAILED TIMELINE

YEAR ONE (2025 - 2026)	
Foundation and Implementation of Dual Enrollment Pipelines	
Quarter 1 JUL - SEPT	Place Pre-Practical Nursing faculty in the tri-county area schools.
	Collaborative Meeting 1: Finalize pathway mapping and scheduling for the three dual enrollment Pre-Practical Nursing programs.
	Verify equipment purchases, finalize Year 1 curriculum and WBL (clinical rotations) scheduling.
	Review MOUs and member responsibilities.
	Market to future students and potential partners.
	Enroll Year 1 Pre-Practical Nursing dual enrollment programs.
	Encumber lab training equipment and supplies for tri-county area programs.
Quarter 2 OCT - DEC	Equip the tri-county area Pre-Practical Nursing programs with training equipment and supplies.
	Collaborative Meeting 2: Update members on significant milestone attainment (e.g., enrollment, progress, activities, and mapping).
	Schedule industry partner presentations to K-12 students to raise career awareness and increase healthcare career pathways at home.
Quarter 3 JAN - MARCH	Collaborative Meeting 3: Update members on program progress including additional milestone attainment, enrollment, Year 2 registrations, marketing activities, industry involvement, and other related activities.
	Rural Health Care Pathways Awareness Day for K-12 teachers and administrators.
	Schedule Rural Health Care Career Day for tri-county area K-12 students.
Quarter 4 APRIL - JUNE	Collaborative Meeting 4: Finalize Program-Year 2 activities.
	Leverage existing annual middle school camp at TCAT Hartsville highlighting CTE programs to include Macon and Smith students.
	Annual TCAT Signing Day Event – incorporate WBL activities including tours and partner guest speakers for Macon, Smith, and Trousdale K-12 students.
	Schedule any remaining WBL (i.e., clinical rotations) for Year 1 cohorts.
YEAR TWO (2026 - 2027)	
Continuation and Strengthening of Dual Enrollment Pipelines/add Flexible Postsecondary Practical Nursing Option	
	Collaborative Meeting 5: Discuss Program-Year 1 achievements, results, setbacks, and successes.

Quarter 1 JUL - SEPT	Identify strengths, weaknesses, opportunities, and threats.
	Set schedule for Year 2 industry awareness activities.
	Introduce new member participants.
	Review programming plan for Year 2 dual enrollment programs.
	Review programming plan for Year 1 postsecondary adult learner cohort.
	Encumber main campus dedicated clinical lab training equipment and supplies (i.e., capital purchases and supplies for flexible adult learner postsecondary Practical Nursing cohort).
	Enroll Year 2- Pre-Practical Nursing dual enrollment programs
Quarter 2 OCT - DEC	Begin equipping main campus with dedicated clinical lab training equipment and supplies.
	Collaborative Meeting 6: Update members on significant milestone attainment (e.g., enrollment, progress, activities, and mapping).
	Schedule industry partner presentations to K-12 students to raise career awareness and increase healthcare career pathways at home.
	Post position announcement(s) for summer Practical Nursing cohort faculty.
	Market postsecondary Practical Nursing summer cohort for enrollment in June 2027.
Quarter 3 JAN - MARCH	Collaborative Meeting 7: Update members on program progress including additional milestone attainment, enrollment, Year 3 Pre-Practical Nursing registrations, marketing activities, industry involvement, and other related activities.
	Rural Health Care Pathways Awareness Day for K-12 teachers and administrators.
	Schedule Rural Health Care Career Day for tri-county area K-12 students.
	Hire and place main campus postsecondary Practical Nursing cohort faculty.
	Registration for postsecondary Practical Nursing summer cohort for enrollment in June 2027.
Quarter 4 APRIL - JUNE	Collaborative Meeting 8: Finalize Program-Year 2 activities.
	Annual middle school camp at TCAT Hartsville showcasing CTE programs to Macon, Smith, and Trousdale students.
	Annual TCAT Signing Day Event – incorporate WBL activities including tours and partner guest speakers for Macon, Smith, and Trousdale K-12 students.
	Schedule any remaining WBL (i.e., clinical rotations) for Year 2 cohorts.
	Enroll Year-1 postsecondary Practical Nursing summer cohort.

YEAR THREE (2027 - 2028)

Continuation and Strengthening of Dual Enrollment Pipelines and Flexible Postsecondary Practical Nursing Option

Quarter 1 JUL - SEPT	Collaborative Meeting 9: Discuss Program-Year 1 achievements, results, setbacks, and successes.
	Identify strengths, weaknesses, opportunities, and threats.
	Set schedule for Year 3 industry awareness activities.
	Introduce new member participants.
	Review programming plan for Year 3 dual enrollment programs.
	Review programming plan for Year 2 postsecondary adult learner cohort.
Quarter 2 OCT - DEC	Enroll Year 3- Pre-Practical Nursing dual enrollment programs
	Collaborative Meeting 10: Update members on significant milestone attainment (e.g., enrollment, progress, activities, and mapping).
	Schedule industry partner presentations to K-12 students to raise career awareness and increase healthcare career pathways at home.
Quarter 3 JAN - MARCH	Market dual enrollment Pre-Practical Nursing and postsecondary Practical Nursing programs for next cohorts.
	Collaborative Meeting 11: Update members on program progress including additional milestone attainment, enrollment, Year 4-Pre-Practical Nursing registrations, marketing activities, industry involvement, and other related activities.
	Year-1 Practical Nursing cohort graduation and pinning in January 2028.
	Rural Health Care Pathways Awareness Day for K-12 teachers and administrators.
	Schedule Rural Health Care Career Day for tri-county area K-12 students.
Quarter 4 APRIL - JUNE	Registration for postsecondary Practical Nursing summer cohort for enrollment in June 2028.
	Collaborative Meeting 12: Finalize Program-Year 3 activities.
	Annual middle school camp at TCAT Hartsville showcasing CTE programs to Macon, Smith, and Trousdale students.
	Annual TCAT Signing Day Event – incorporate WBL activities including tours and partner guest speakers for Macon, Smith, and Trousdale K-12 students.
	Schedule any remaining WBL (i.e., clinical rotations) for Year 3-Pre-Practical Nursing cohorts.
	Enroll Year-2 postsecondary Practical Nursing summer cohort.

YEAR FOUR (2028 - 2029)	
Continuation and Strengthening of Dual Enrollment Pipelines and Flexible Postsecondary Practical Nursing Option	
Quarter 1 JUL - SEPT	Collaborative Meeting 9: Discuss Program-Year 1 achievements, results, setbacks, and successes.
	Identify strengths, weaknesses, opportunities, and threats.
	Set schedule for Year 4 industry awareness activities.

	Introduce new member participants.
	Review programming plan for Year 4 dual enrollment programs.
	Review programming plan for Year 3 postsecondary adult learner cohort.
	Enroll Year 4- Pre-Practical Nursing dual enrollment programs
Quarter 2 OCT - DEC	Collaborative Meeting 14: Update members on significant milestone attainment (e.g., enrollment, progress, activities, and mapping).
	Schedule industry partner presentations to K-12 students to raise career awareness and increase healthcare career pathways at home.
	Market dual enrollment Pre-Practical Nursing and postsecondary Practical Nursing programs for next cohorts.
Quarter 3 JAN - MARCH	Collaborative Meeting 15: Update members on program progress including additional milestone attainment, enrollment, Year 5-Pre-Practical Nursing registrations, marketing activities, industry involvement, and other related activities.
	Year-2 Practical Nursing cohort graduation and pinning in January 2029.
	Rural Health Care Pathways Awareness Day for K-12 teachers and administrators.
	Schedule Rural Health Care Career Day for tri-county area K-12 students.
	Registration for postsecondary Practical Nursing summer cohort for enrollment in June 2029.
Quarter 4 APRIL - JUNE	Collaborative Meeting 16: Finalize Program-Year 4 activities.
	Annual middle school camp at TCAT Hartsville showcasing CTE programs to Macon, Smith, and Trousdale students.
	Annual TCAT Signing Day Event – incorporate WBL activities including tours and partner guest speakers for Macon, Smith, and Trousdale K-12 students.
	Schedule any remaining WBL (i.e., clinical rotations) for Year 4-Pre-Practical Nursing cohorts.
	Enroll Year-3 postsecondary Practical Nursing summer cohort.

CLOSE OUT ACTIVITIES	
JULY - AUGUST 2029	
Quarter 1 JUL - SEPT	Collaborative Meeting 17: Close-Out Activities.
	Discuss program achievements, results, setbacks, and successes.
	Identify strengths, weaknesses, opportunities, and threats.
	Retain members for advisory committee membership.
	Update future programming sustainability plan.
	Review programming plan for Year 3 postsecondary adult learner cohort.
	Enroll first post-programming Pre-Practical Nursing dual enrollment programs.
	Retain, foster and grow K-12 dual enrollment activities and partnerships.

APPENDIX G: STEERING COMMITTEE

RHCPE Steering Committee			
Organization	Contact Person	Phone	Email
Carthage Opco, LLC dba Smith County Health and Rehab	Casey Malone, Administrator	615-735- 0569	cmalone@smithcountyhealthandrehab.com
Macon Community Hospital	Scott Tongate, CEO	615-688- 7912	stongate@mcgh.net
Tri-Age Adventures, Inc. dba Knollwood Manor Assisted Living	Linda Austin, Administrator	615-666- 3170	austin@nctc.com
Highpoint Health System – Carthage Riverview Hospital	Kelly Anderson, Ethics and Compliance Officer	615-328- 8888	Kelly.Anderson@lpnt.net
Highpoint Health System – Trousdale Medical Center	Kelly Anderson, Ethics and Compliance Officer	615-328- 8888	Kelly.Anderson@lpnt.net
Hartsville Convalescent Center	Jennifer Petty, Director of Nursing	615-374- 2167	jpetty@hartsvillehealthandrehab.com
Macon County Schools	Shawn Carter, Director of Schools	(615) 666- 2125	shawn.carter@maconcountyschools.org
Smith County Schools	Barry Smith, Director of Schools	615-735- 9625	smithb@smithcoedu.net
Trousdale County Schools	Dr. Clint Satterfield, Director of Schools	(615) 374- 2193	clintsatterfield@tcschools.org
Tennessee College of Applied Technology Hartsville	Mae Wright, President	615-374- 2147	Mae.Wright@tcathartsville.edu

APPENDIX H: WORKS CITED

ⁱ Tennessee Higher Education Commission. (2024). *2024 Supply and Demand Report*. Retrieved from <https://www.tn.gov/content/dam/tn/thec/bureau/research/other-research/supply-demand/2024/2024%20Supply%20and%20Demand%20Report.pdf>.

ⁱⁱ Tennessee Hospital Association. (2024). *Tennessee Health Workforce Projections Report*. Retrieved from <https://secure.tha.com/files/workforce/Tennessee-Health-Workforce-Projections-Report.pdf>.

ⁱⁱⁱ Tennessee Department of Labor and Workforce Development. (2024). *Tennessee's Economy 2023-2024*. Retrieved from <https://www.tn.gov/content/dam/tn/workforce/documents/majorpublications/reports-02/Tennessee-Economy-2023-2024.pdf>.

^{iv} U.S. Bureau of Labor Statistics. (2024). *Occupational Employment and Wage Statistics: Metropolitan and Nonmetropolitan Area Estimates*. Retrieved from <https://www.bls.gov/oes/current/oesrcma.htm>.

^v U.S. Department of Health and Human Services. (n.d.). *HHS emPOWER Program*. Retrieved from <https://empowerprogram.hhs.gov/>.