

# The Experience-Complexity Gap

Nursing's emerging shortage goes beyond headcount

NURSING WORKFORCE EXPERIENCE

Hospitals and health systems around the world face a new kind of shortage among the nursing workforce: an experience shortage.

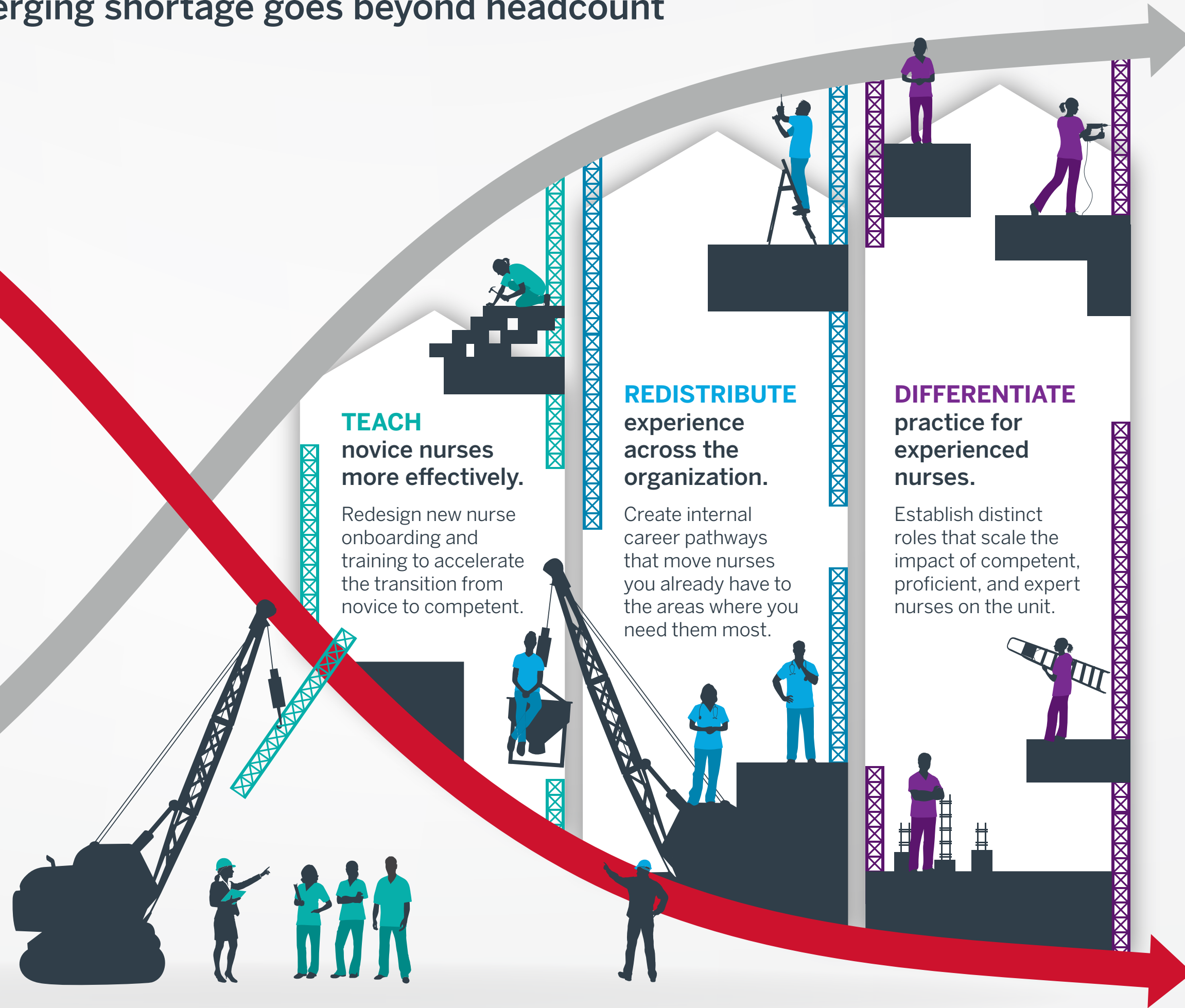
The workforce is becoming **increasingly novice** as experienced nurses retire. At the same time, **care complexity is rising** and shows no signs of abating.

These two countervailing forces create a gap between the **experience** of the workforce and the **complexity** of care provided.

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We've surfaced **three strategies** to help close the experience-complexity gap.

CARE COMPLEXITY



**TEACH**  
novice nurses  
more effectively.

Redesign new nurse onboarding and training to accelerate the transition from novice to competent.

**REDISTRIBUTE**  
experience  
across the  
organization.

Create internal career pathways that move nurses you already have to the areas where you need them most.

**DIFFERENTIATE**  
practice for  
experienced  
nurses.

Establish distinct roles that scale the impact of competent, proficient, and expert nurses on the unit.