

The Hidden Constraint in Healthcare Operations

HOW ALLIED WORKFORCE DECISIONS SHAPE
THROUGHPUT, COST, & OUTCOMES

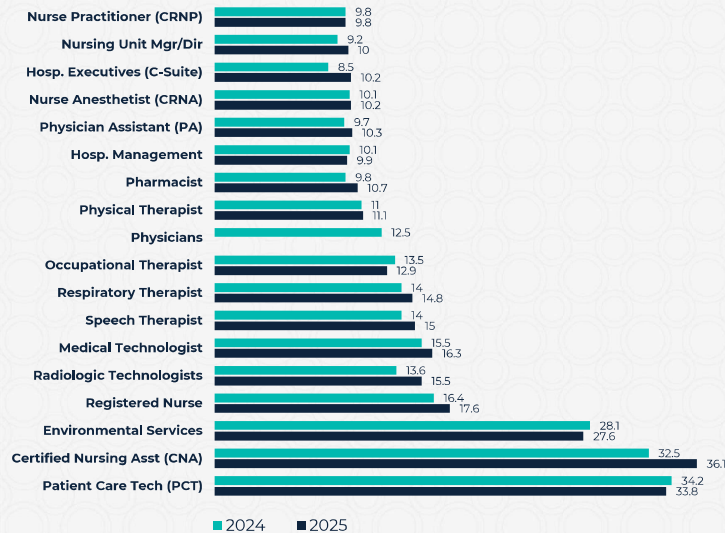
What allied workforce challenge is creating the most pressure in your organization right now?

- A** ED throughput
- B** Discharge delays
- C** Hard-to-fill specialty roles
- D** Other



Allied Turnover is Below Average, but Not Static

HOSPITAL TURNOVER BY POSITION



Source: NSI Nursing Solutions, Inc. 2026 National Health Care Retention & RN Staffing Report

Role-specific trends still impact workforce stability

- Allied and advanced practice roles remain below the hospital average (18.5%)
- Radiologic technologists and speech therapists saw recent increases in turnover
- Turnover varies significantly across allied roles
- Some clinical roles remain more stable than others



What We'll Explore Today

- Why allied is the hidden bottleneck in hospital throughput
- Why demand is rising faster than supply
- Why "a vacancy is a vacancy" is the wrong strategy
- Where fill-rate friction is actually coming from
- What executive teams can do differently now



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Allied Is the Hidden Bottle in Throughput

Imaging Delays (Radiology/CT/MRI)

Delayed diagnoses and treatments

ER backups, inpatient bottlenecks, increased LOS

Rehabilitation Delays (Physical Therapy)

Functional decline and delayed recovery

Discharge delays, reduced bed turnover, readmission risk

Respiratory Therapy Shortages

Extended ventilator use and airway complications

ICU capacity constraints and diversion risk

Cath Lab Tech Shortages

Delayed cardiac intervention and canceled procedures

Lost procedural revenue and case diversion



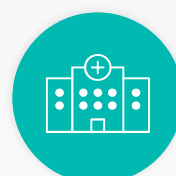
Allied Staffing Is an Operational Risk Driver



Nursing gaps flex units



Allied gaps break throughput



Care delays stack across the system

Throughput stalls. Revenue slows. Care is delayed.



Demand Is Rising Faster Than Supply



Aging population = increased demand for imaging, therapy, and diagnostics



Training pipelines are long (2–4+ years)



Specialty skills are limited

Projected shortages across allied health, nursing, and physician roles are driven in large part by the aging Baby Boomer population, which will make up 1 in 5 Americans by 2030.*

*Source: HRSA National Center for Health Workforce Analysis; U.S. Census Bureau



Where Demand is Highest Across Allied

High demand is concentrated in specialties that support diagnostics, rehabilitation, and acute care delivery.



Physical Therapy

Increased need for rehabilitation, mobility, and post-surgical recovery services

11% | projected job growth (2024–2034)



Occupational Therapy

Increased need for recovery support following illness, injury, and surgery

14% | projected job growth (2024–2034)



CT

Rising imaging volumes across hospitals, EDs, and trauma centers

5% | projected job growth (2024–2034)



Respiratory Therapy

Rising prevalence of chronic respiratory and cardiopulmonary conditions

12% | projected job growth (2024–2034)



MRI

Increasing use of advanced imaging for cancer, neurological, and orthopedic diagnoses

5% | projected job growth (2024–2034)



Cardiac Cath Lab

Growth in cardiovascular procedures and minimally invasive interventions

3% | projected job growth (2024–2034)

Source: Medical Solutions, *Top 7 In-Demand Allied Health Specialties in 2026* (May 2026); U.S. Bureau of Labor Statistics Occupational Outlook Handbook



Why Strategies Break

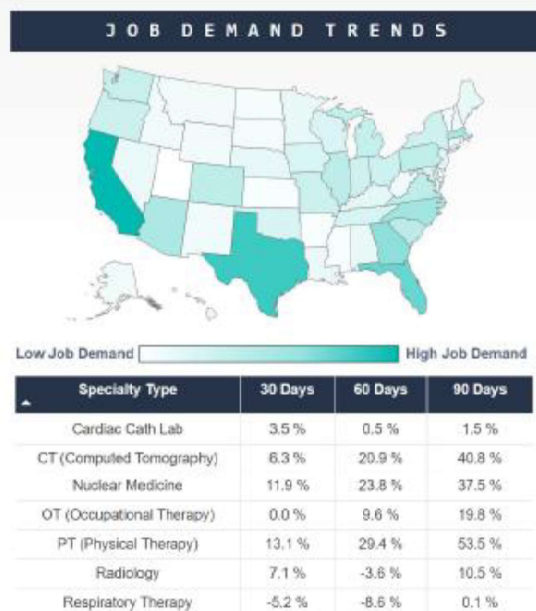
Allied roles aren't interchangeable and should not be treated too generically.

- MRI is not CT
- CT is not Mammography
- Cath Lab is not Echo
- Respiratory is not Lab

A vacancy is not just a vacancy—licensure, equipment, and certifications all matter.



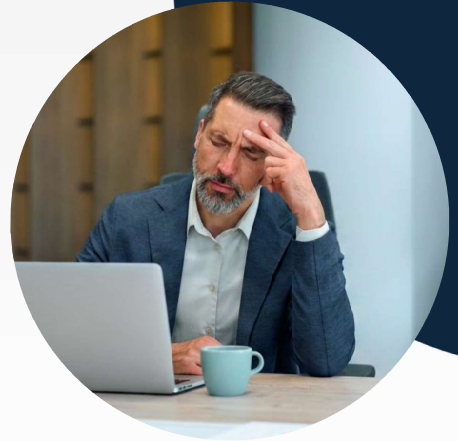
National Allied Job Demand Trends



Why Fill Rate Struggle

The market is fragmented:

- VMS vs. MSP vs. Direct creates different fill probabilities
- Speed matters more than volume
- Over-specifying roles shrinks the candidate pool
- Over 50% of clinicians compare 3 or more staffing agencies each time they look for a new assignment.*



The leak may not be demand, but process friction.

*Source: Medical Solutions' State of Nursing Clinician Survey 2026 (n=4845)



Interactive Exercise: What is Truly Required?

Think of one allied role your team struggles to fill.

NOW ASK:

01



What is truly non-negotiable?

02



What has become “standard” but may be limiting your pool?

03



Which preferences are slowing hiring without improving outcomes?



Self-Assessment: Where are you most exposed today?

- | | |
|--|-----------------------------|
| A Rate your organization on a scale of 1–5: | D Market realism |
| B Clarity on role requirements | E Partner alignment |
| C Speed to decision | F Internal alignment |



What Actually Works



Q&A

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Key Takeaways

- 1  Reduce unnecessary constraints
- 2  Move faster on the right roles
- 3  Align decisions across teams
- 4  Treat allied staffing as a system issue, not a vacancy issue

The organizations that win are not making louder staffing decisions. They are making faster, clearer, more aligned ones.