

# Delaware Healthcare Association



# Delaware Acute Care Hospitals and Health Systems Workforce Needs 2008 – 2014

October 2009



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**Delaware Healthcare Association  
Delaware Acute Care Hospitals & Health Systems  
Workforce Needs 2008 - 2014  
October 2009  
Executive Summary**

**Background Information**

The Delaware Healthcare Association conducted a survey of its members earlier this year to determine the projected health care workforce needs of Delaware's acute care hospitals, their affiliated long term care facilities, and affiliated home health agencies through the year 2014. This report provides current and projected information on our changing health care workforce and our needs in the future. Our plan is to publish this report periodically and provide updated information on Delaware's health care workforce.

The hospitals and health systems that participated in the survey provided information regarding their current workforce and projected labor needs in the following areas of nursing and allied health professions:

Nursing:

- ❖ Registered Nurse
- ❖ Licensed Practical Nurse
- ❖ Nurse Assistant (certified and non-certified)

Allied health professionals:

- ❖ Pharmacist
- ❖ Pharmacy Technician
- ❖ Operating Room Technician
- ❖ Radiologic Technologist
- ❖ Cardiovascular Technologist
- ❖ Nuclear Medicine Technologist
- ❖ Ultrasound Technologist
- ❖ MRI Technologist
- ❖ Medical Technologist
- ❖ Respiratory Therapist
- ❖ Physical Therapist
- ❖ Physical Therapist Assistant
- ❖ Radiation Therapist

Home health care professionals:

- ❖ Home Health Aide
- ❖ Social Worker
- ❖ Occupational Therapist
- ❖ Physical Therapist
- ❖ Speech Therapist

While these positions represent a large component of our State's health care workforce, Delaware's acute care hospitals and health systems have an even greater impact on jobs and Delaware's overall economy. Based on the American Hospital Association's May 2004 edition of *Trend Watch*, Delaware's hospitals provide more than 16,800 full-time and part-time jobs that account for more than 9.2 percent of the State's employment.

**Survey Participants**

This report includes workforce projections for all of Delaware's acute care hospitals and health systems:

- ❖ Alfred I. duPont Hospital for Children
- ❖ Bayhealth Medical Center – Kent General Hospital and Milford Memorial Hospital
- ❖ Beebe Medical Center
- ❖ Christiana Care Health System—  
Christiana Hospital and Wilmington Hospital
- ❖ Nanticoke Health Services— Nanticoke Memorial Hospital and LifeCare at Lofland Park
- ❖ St. Francis Health Services—St. Francis Hospital and Franciscan Care Center Brackenville
- ❖ Veterans Affairs Regional Medical Center

## Key Survey Findings

### **Job Growth**

The 2008 health care workforce survey of nurses and allied health professionals employed by Delaware's acute care hospitals and health systems included more than 8,600 people. Between 2009 and 2014, the number of health care professionals in these categories is projected to increase to over 10,500 (an increase of more than 1,900 new jobs), resulting in a 22 percent growth for the seven year period. The growth in the Registered Nurse (RN) workforce alone will be approximately 1,400 new nurses, which represents a 27 percent increase during the same seven year period. Lastly, the allied health professions in the survey indicate a need for 363 new positions, equal to a 16 percent growth for the same period.

### **Replacements for the current workforce**

The survey also projects the number of health care professionals that must be recruited (replaced) by the hospitals, their affiliated nursing homes, and home health agencies to account for the nursing and allied health professionals who leave the workforce or choose to work in other health care settings from 2009 through to 2014, which is approximately 6,600 people. We project that an estimated 4,000 RNs alone will be needed during this seven-year period just to fill the projected workforce changes.

The replacement projections are based on a conservative termination rate of 10 percent per year. The termination figure includes nurses and allied health professionals who will leave their current employer to accept a position with another employer, those who will retire, relocate, leave due to medical reasons, return to school for advanced education, or to take care of a family member(s). The typical reasons given for leaving to take a position with another health care employer (other than the hospital or nursing home) include improved work schedule and family life reasons such as no weekends, evening, or morning shift requirements. The new position that is taken, in many cases, is less physically demanding than the institutional setting and includes working in an elementary or secondary school, occupational health office, managed care company, or in a physician's office.

We estimate that if 25 percent of the terminated employees would change their employer, but continue to work for an acute care hospital or health system, the estimated replacement need

of 6,600 health care professionals could be reduced by 1650 to approximately 4,900 workers.

### **Projected new jobs and replacement needs from 2008-2014**

The **total workforce projection** for job growth (new positions) and replacement of the current workforce in nursing and allied health professions will require almost 7,900 people from 2009 to 2014. On a per annum basis through 2014, there is a need to recruit approximately **1,300 nurses and allied health professionals per year** – 830 per year to cover new job growth and replacement of current nurses/nursing assistants and 470 allied health professionals per year.

## Next Steps

This report was created to increase awareness of the future workforce needs of Delaware's acute care hospitals and health systems and will provide a basis for increased dialogue on the issue. The information will be shared with Governor Jack Markell and the members of his Administration, the members of the Delaware General Assembly, the Delaware Health Care Commission, Delaware's Congressional Delegation, and the public. We will also provide the report to our colleges, universities, and private nursing schools who currently partner with Delaware's hospitals and health systems to assist them in their short-term and long-range capital and operational planning.

It also provides a basis to evaluate the current capacity of educational programs for nurses and allied health professionals in Delaware; it highlights the need for some programs to be expanded; and lastly it identifies (based on information available to us) those allied health profession programs that need to be established in Delaware to meet the projected workforce needs through 2014. The leaders of Delaware's acute care hospitals and health systems stand ready to partner with our colleges, universities, and private nursing schools to assist them as they develop strategies to meet these workforce needs.

Questions may be directed to Lisa A. Schieffert, Director of Health Policy, or Wayne A. Smith, President & CEO, by calling 302-674-2853 or by e-mail at [lisa@deha.org](mailto:lisa@deha.org) or [wayne@deha.org](mailto:wayne@deha.org).

## Survey Criteria and Definitions 2008 - 2014

### Survey Criteria:

- ❖ People rather than full time equivalents.
- ❖ New Positions included full time, part time, and temporary employees necessary to meet growth projections.
- ❖ Turnover included full time, part time, and temporary employees. Turnover projections represented current and past trends.
- ❖ Recruitment needs equals the number of new employees necessary to staff new positions and replace terminated employees.

### Definitions:

#### **Cumulative Recruitment**

See definition for *Projected Health Care Professionals Needed to Meet Changing Workforce 2009-2014*

#### **Current Workforce**

The number of employees working at Delaware acute care hospitals and health systems in 2008.

#### **Estimated Number of 2009 Health Care Graduates from Delaware Training Programs, Colleges, and Universities**

Numbers based on information provided by representatives of the educational programs.

#### **Growth**

The addition of new positions due to increased beds and services as well as increased utilization of services.

#### **Percentage Change in Projected Workforce 2008 - 2014**

The difference between Current Workforce and Projected Workforce as of 2014 shown as a percentage.

#### **Projected Delaware Graduates**

Estimated number of students graduating from Delaware Vocational Technical High Schools, training programs, Colleges, and Universities.

#### **Projected Health Care Professionals Needed to Meet Changing Workforce 2009-2014**

Annual Recruitment needs to account for: turnover, including retirements; career changes; relocations; internal movement; promotions; resignations; movement between facilities in and out of state; and facility growth, which includes increase in number of beds, services, and utilization.

#### **Projected Increase in Workforce 2009 - 2014**

The difference between Current Workforce and Projected Workforce as of 2014.

#### **Programs Offered in Delaware Colleges and Universities and Other Training Programs**

Certificate, diploma, or degree offered at any training facility, two year or four year college, or university in Delaware.

#### **Projected Workforce Changes**

The number of health care professionals terminating or changing employment status due to retirement, relocation, career changes, internal movement, promotions, resignations, and movement between facilities in and out of state.

#### **Projected Workforce**

Total employees for years 2009-2014.

#### **Unmet Workforce Needs**

Estimated number of health care professionals needed beyond current employees and current level of graduating students to meet 100 percent staffing at Delaware acute care hospitals and health systems.

#### **Vacancies**

The number of vacant positions at the end of 2008.

## Workforce Needs at a Glance

Discipline	Current Workforce 2008 Excluding Current Vacancies	Projected Workforce 2009	Projected Workforce 2014	Projected Increase in Workforce 2009-2014	Percentage Change in Projected Workforce 2008-2014	Projected Health Care Professionals Needed to Meet Changing Workforce 2008-2014*	Estimated Number of 2009 Health Care Graduates from Delaware Colleges, Universities and Other Training Programs (Not All of Whom Practice in Delaware)
Registered Nurse	5,183	5,606	6,524	917	17.70%	5,001	498
Licensed Practical Nurse	287	305	350	45	15.70%	259	297
Nurse Assistant	994	1,057	1,156	99	9.97%	820	2,257 (tested for certification) 1,038 (passed certification exam)
Pharmacist**	128	139	155	16	12.14%	114	
Pharmacy Technician	159	166	174	8	5.16%	116	21
Operating Room Technician**	132	139	156	17	13.00%	112	
Radiologic Technologist	273	281	310	29	10.76%	214	41
Cardiovascular Technologist**	60	76	103	26	43.61%	99	
Nuclear Medicine Technologist	44	46	51	6	12.59%	36	8
Ultrasound Technologist	82	88	95	7	8.40%	66	9
MRI Technologist**	70	76	85	9	12.40%	62	
Medical Technologist	297	310	312	2	0.77%	206	24
Respiratory Therapist	300	321	354	33	11.00%	255	15
Physical Therapist	182	205	219	14	7.78%	162	32
Physical Therapist Assistant	61	65	72	6	10.43%	51	30
Radiation Therapist**	30	31	34	3	9.75%	23	
Home Health Aide	216	223	247	24	11.32%	172	
Social Worker (Home Health)	34	38	43	5	13.25%	33	
Occupational Therapist (Home Health)	34	41	43	3	8.01%	34	
Physical Therapist (Home Health)	51	55	61	6	12.60%	44	
Speech Therapist (Home Health)	31	32	36	4	12.05%	25	
<b>Total All Disciplines</b>	<b>8,648</b>	<b>9,298</b>	<b>10,577</b>	<b>1,280</b>	<b>14.80%</b>	<b>7,908</b>	

## Educational Offerings Delaware Institutions Offering Health Care Professional Programs

<b>CODE</b>	<b>NAME OF INTITUTION</b>
AU	Arcadia University
BMCSN	Beebe Medical Center School of Nursing
DSC	Delaware Skills Center
DSU	Delaware State University
DTO	Delaware Technical & Community College, Owens Campus
DTT	Delaware Technical & Community College, Terry Campus
DTW	Delaware Technical & Community College, Wilmington Campus
LE	Leads School of Technology
NCCA	New Castle County Vo-Tech School District, Adult Education
NCCD	New Castle County Vo-Tech School District, Delcastle Technical High School
NCCHD	New Castle County Vo-Tech School District, Hodgson Vo-Tech High School
NCCHW	New Castle County Vo-Tech School District, Howard High School of Technology
NCCSG	New Castle County Vo-Tech School District, St. Georges Technical High School
PT	Polytech School District, Adult Education
PTHS	Polytech School District, Polytech High School
ST	Sussex Technical School District, Adult Education
STHS	Sussex Technical School District, Sussex Technical High School
UD	University of Delaware
WC	Wesley College
WU	Wilmington University

## Educational Offerings

Disciplines	Program offered in Delaware Vo-Tech High Schools, Training Programs, Colleges and Universities
<b>PHYSICIANS ASSISTANTS</b>	
Physician Assistant (M.M.S.)	AU
<b>NURSING</b>	
Advance Nurse Practitioner	WU
Registered Nurse	BMCNS, DSU, DTW, DTT, DTO, UD, WC, WU
Licensed Practical Nurse	DTT, DTO, DSC, LE, NCCD, PT
Nurse Assistant/Nurses Aide	DSC, DTT, NCCA, NCCD, NCCHD, NCCHW, NCCSG, PT, PTHS, ST
<b>ALLIED HEALTH</b>	
Admissions Clerk	ST
Allied Health Aide	PTHS
Allied Health Education	WU
Allied Health Management	WU
Athletic Healthcare Services	NCCSG, STHS
Cardiovascular Technologist	<i>Not Currently Offered in Delaware</i>
Community Health	DSU
Dental Assistant	NCCA, NCCD, NCCHD, NCCHW, PTHS
Dental Hygiene Technologist	DTW
Dental Laboratory Technology	NCCHD
Diagnostic Medical Sonography Technician	DTW
Echocardiography Technician	DTW
Emergency Care Assistants	NCCSG
Emergency Medical Technician	DTO, DTT, DTW, NCCSG
Health Aide	PTHS
Health Information Technology	NCCA



## Educational Offerings

Disciplines	Program offered in Delaware Vo-Tech High Schools, Training Programs, Colleges and Universities
ALLIED HEALTH (continued)	
Health/Physical Education	PTHS
Histotechnician	DTW
Laboratory Technician	DTO
MRI Technologist	<i>Not Currently Offered in Delaware</i>
Medical Assistant	DTO, DTW, NCCD, ST
Medical Billing & Coding Specialist	DTO, DTW, ST
Medical Office Assistant – Medical Office Administration	PT, ST
Medical Support Technician	PT
Medical Technologist	DTO, UD
Medical Transcriptionist	DTO, DTW
Nuclear Medicine Technologist	DTW
Occupational Therapy Assistant	DTO, DTW
Operating Room Technician	<i>Not Currently Offered in Delaware</i>
Pharmacist	<i>Not Currently Offered in Delaware</i>
Pharmacy Technician	PT, ST
Phlebotomy Technician	ST
Physical Therapist	UD
Physical Therapist Assistant	DTO, DTW, ST
Public Health (Masters Degree)	AU
Radiologic Technologist	DTO, DTW
Radiation Therapist	<i>Not Currently Offered in Delaware</i>
Respiratory Therapist	DTO, DTW

## Educational Offerings

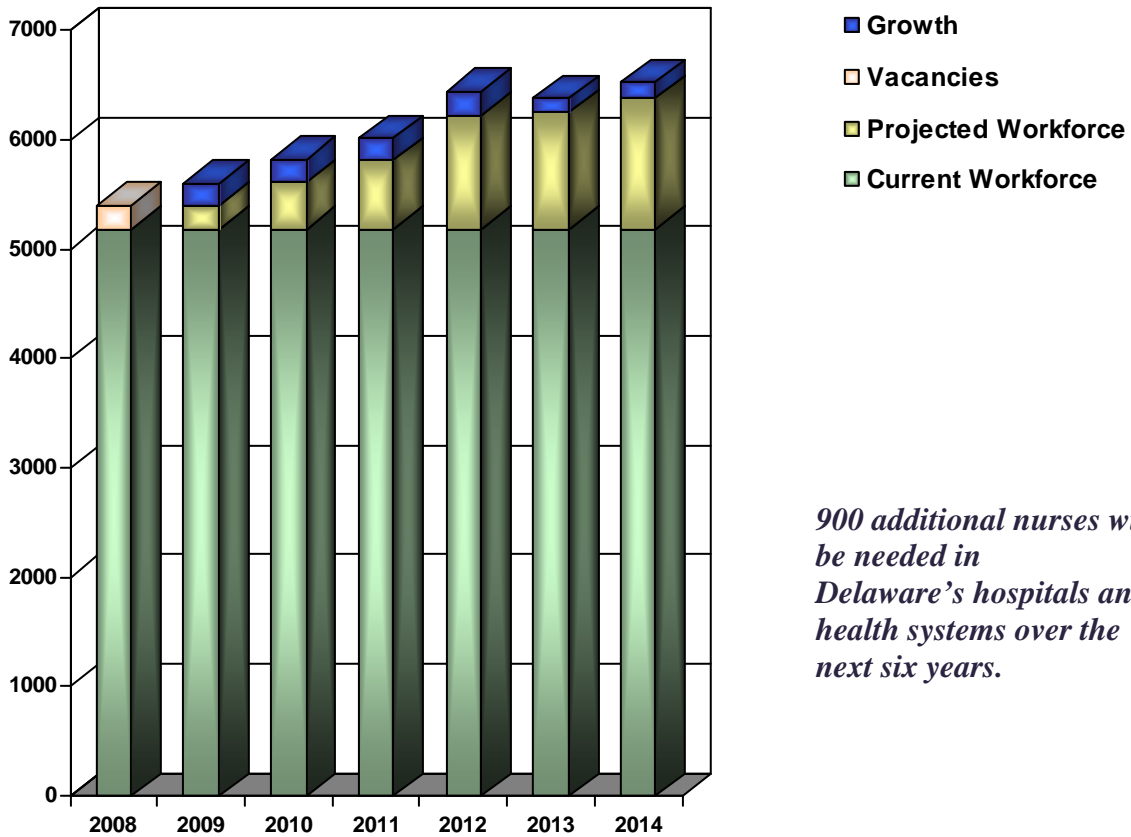
Disciplines	Program offered in Delaware Vo-Tech High Schools, Training Programs, Colleges and Universities
Social Work (BS)	DSU
Social Work (MS)	DSU
Sport Sciences (health care)	DSU
Ultrasound Technologist	<i>Not Currently Offered in Delaware, Previously offered at DTW</i>
Vascular Sonography Technician	DTW
<b>HOME HEALTH CARE</b>	
Home Health Aide	<i>Not Currently Offered in Delaware</i>
Nursing Technicians	NCCD, NCCHD, NCCHW, NCCSG
Occupational Therapist (Home Health)	DTO, DTW
Physical Therapist (Home Health)	UD
Physical Therapist Assistant	DTO, DTW, ST
Social Worker (Home Health)	DSU
Speech Therapist (Home Health)	<i>Not Currently Offered in Delaware</i>

# Registered Nurse



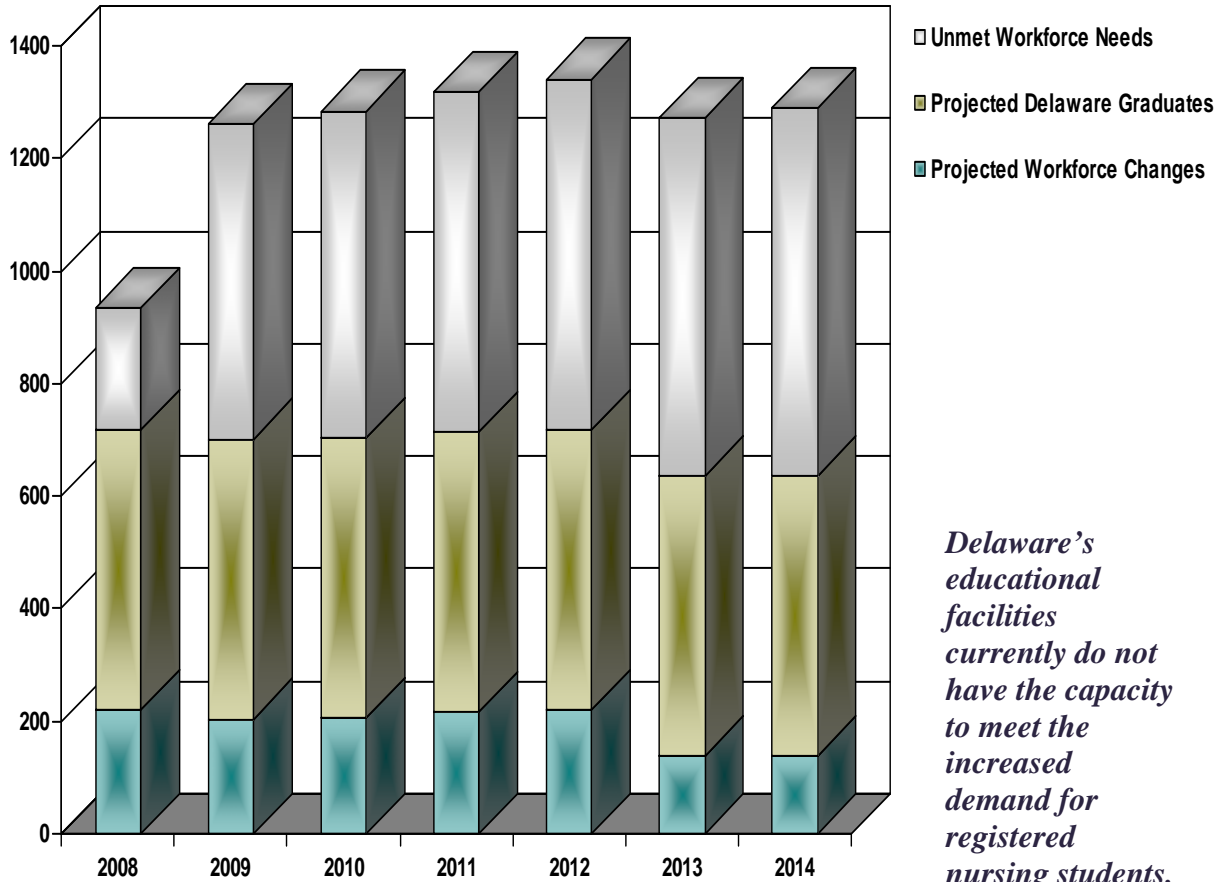
# Workforce Needs 2008 - 2014

## Registered Nurse

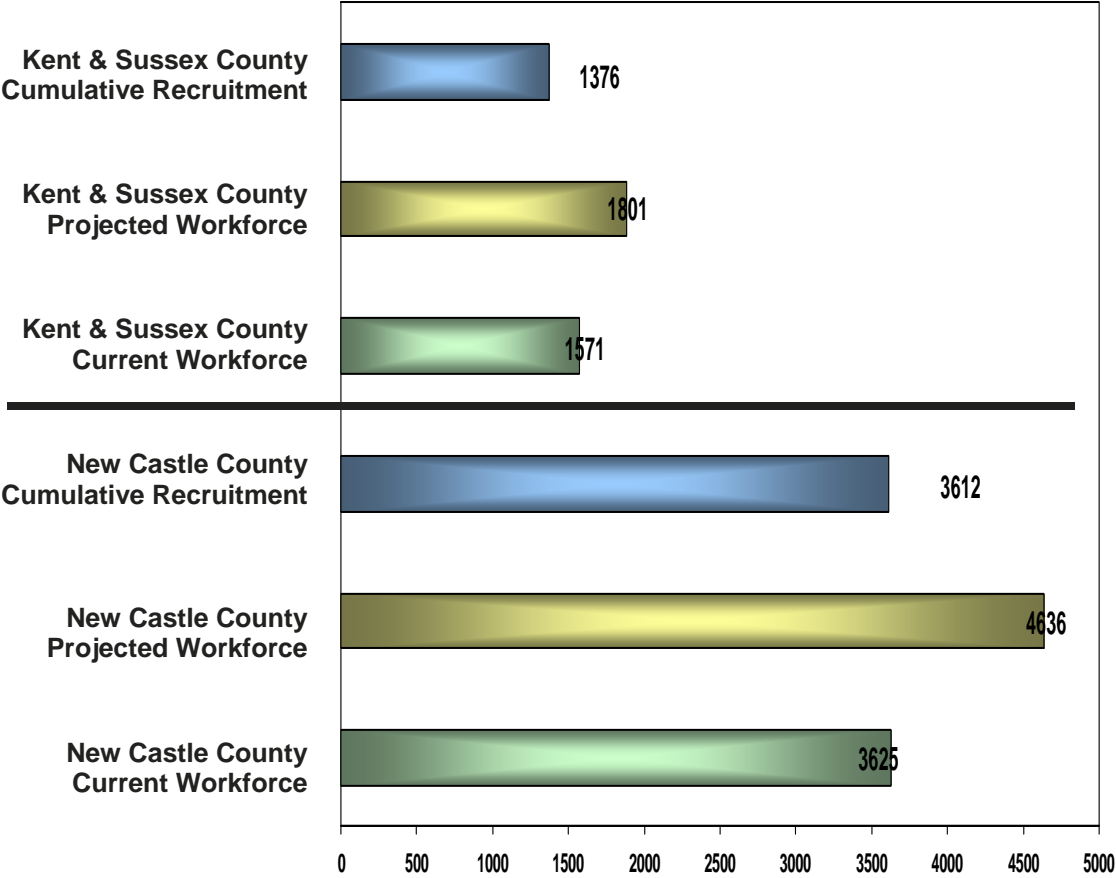


*900 additional nurses will be needed in Delaware's hospitals and health systems over the next six years.*

# Recruitment Needs 2004 - 2010 Registered Nurse



# Workforce Needs By County Registered Nurse





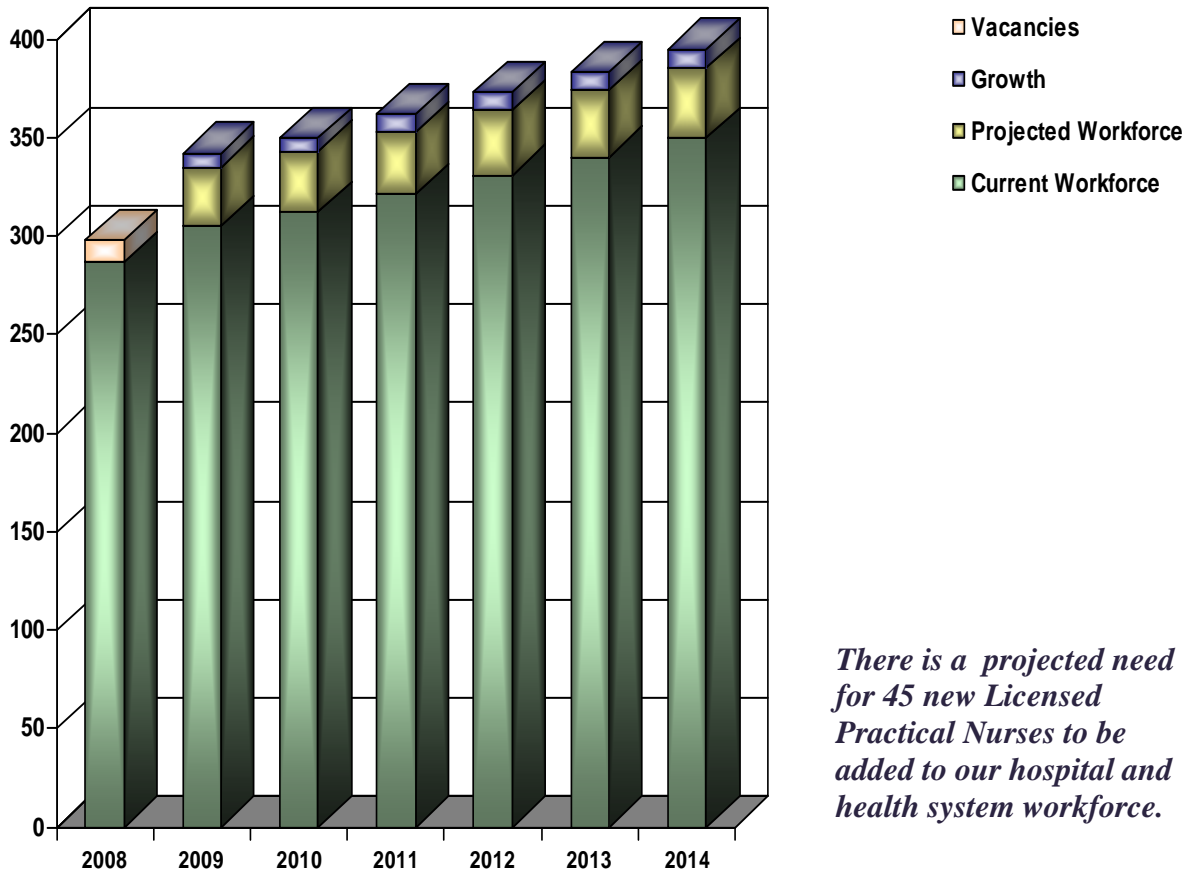


# **Licensed Practical Nurse**

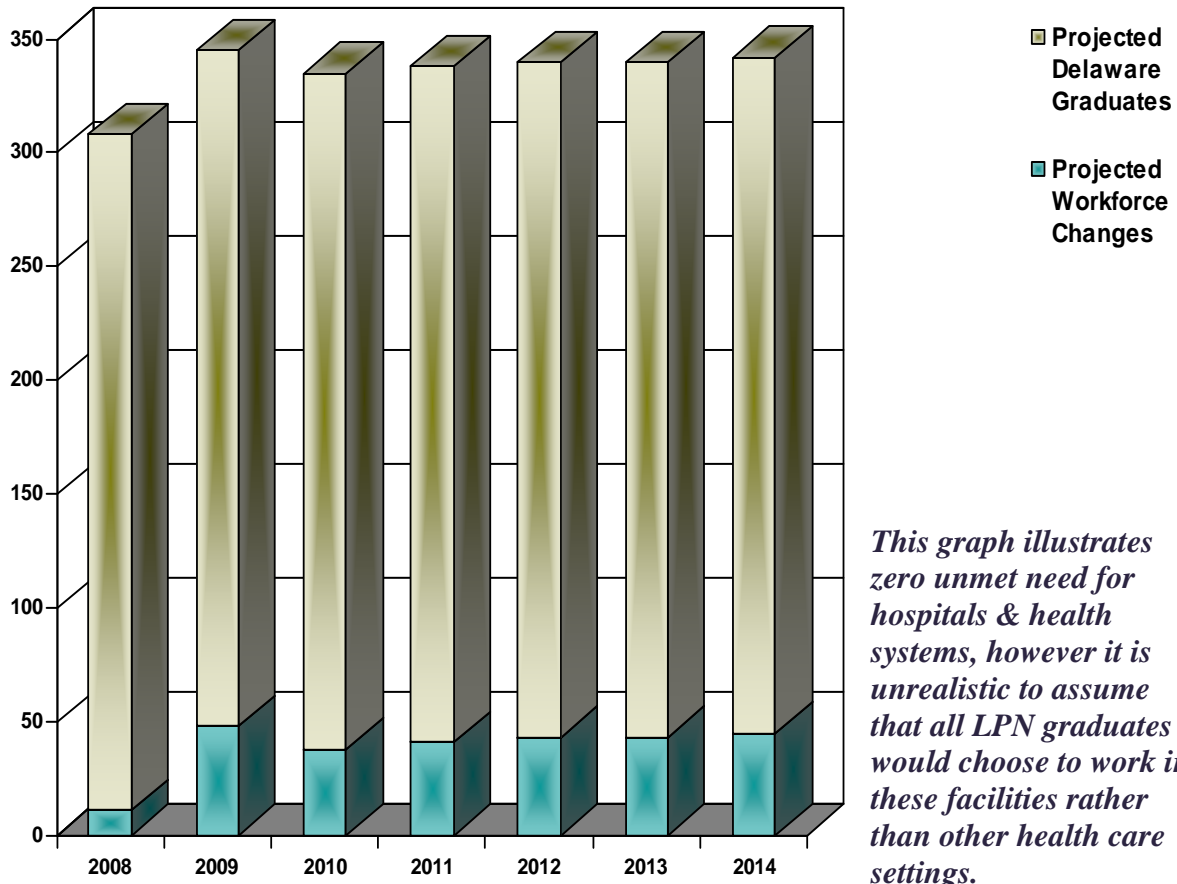


# Workforce Needs 2008 - 2014

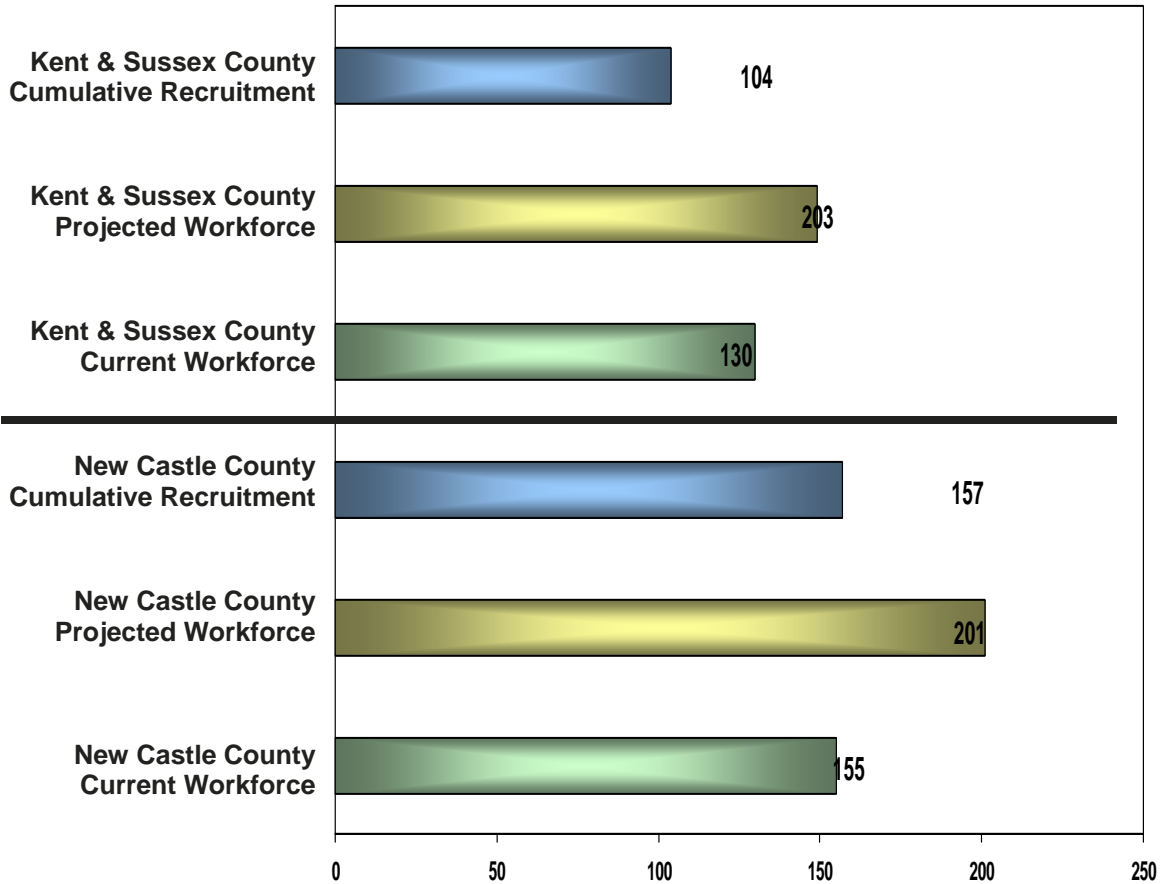
## Licensed Practical Nurse



# Recruitment Needs 2008 - 2014 Licensed Practical Nurse



# Workforce Needs By County Licensed Practical Nurse





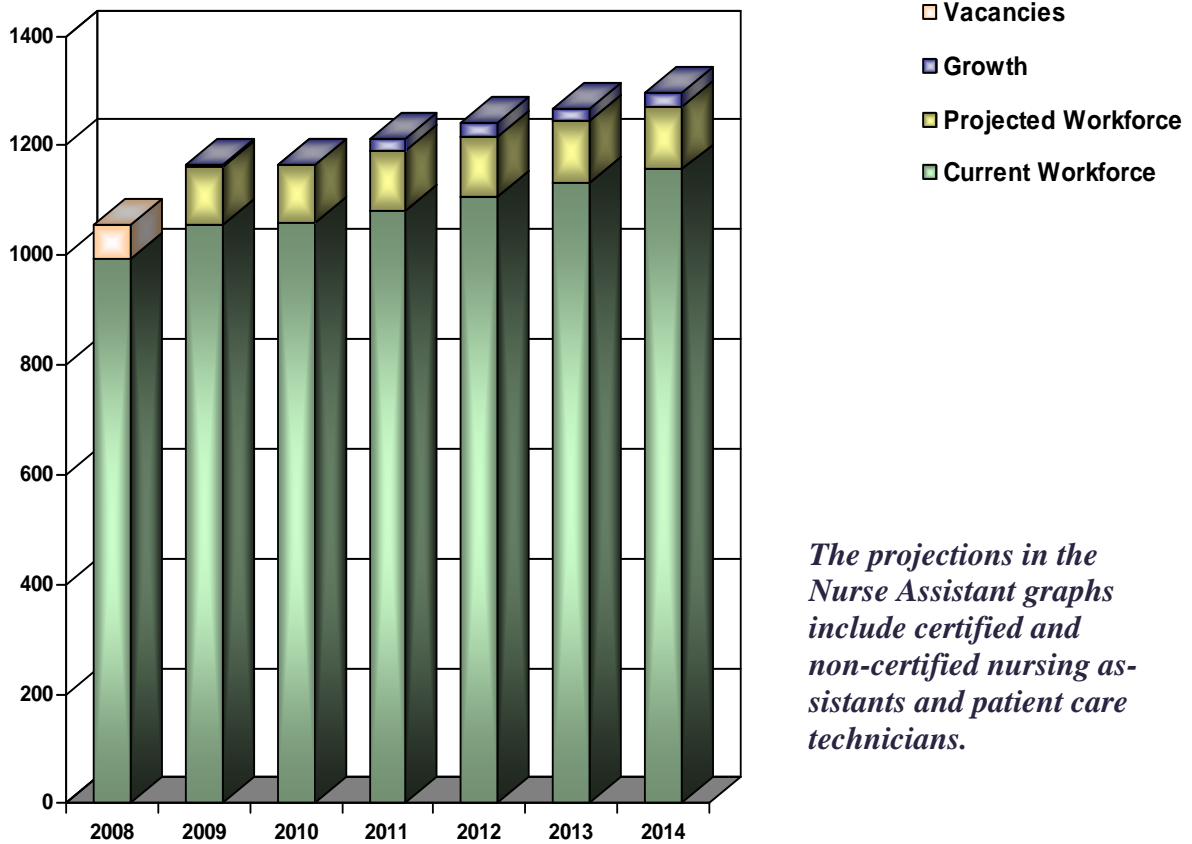
# **Nurse Assistant**





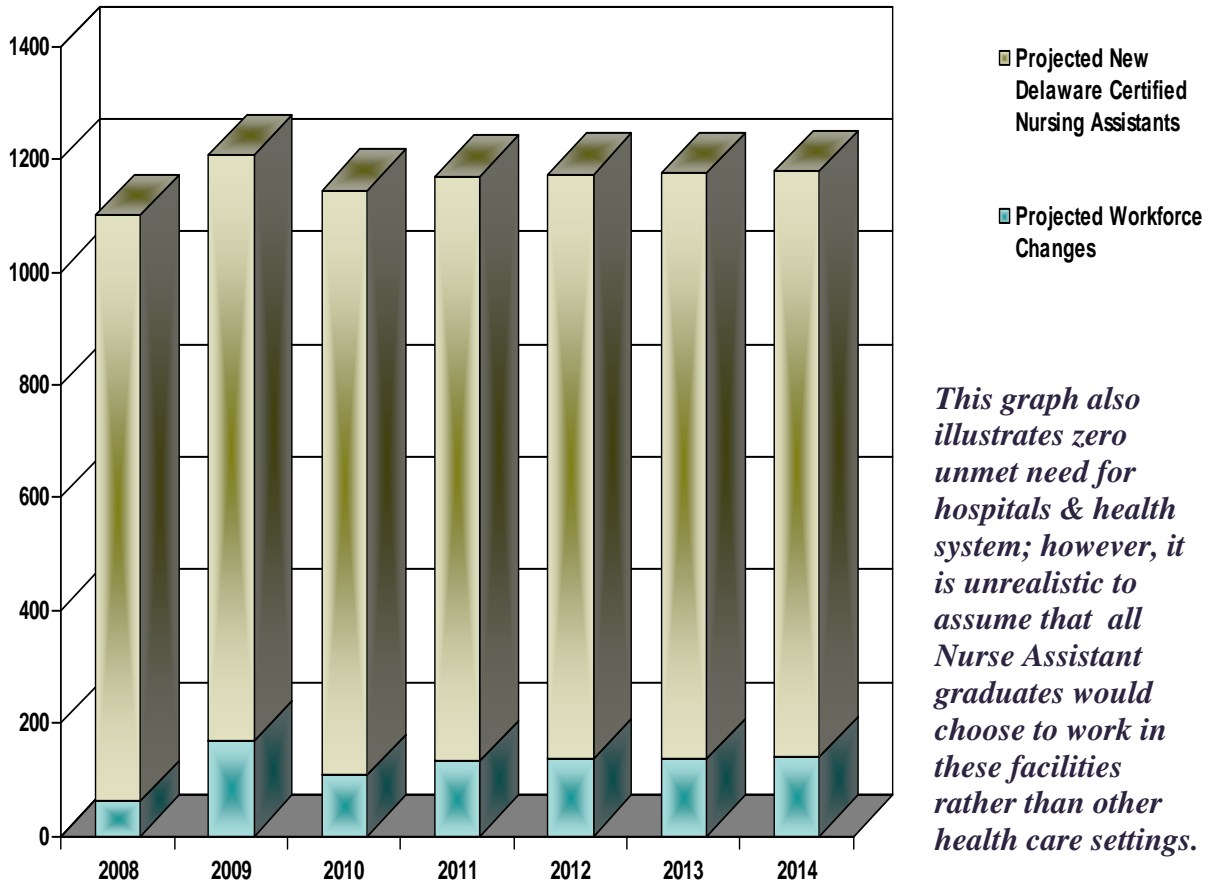
# Workforce Needs 2008 - 2014

## Nurse Assistant



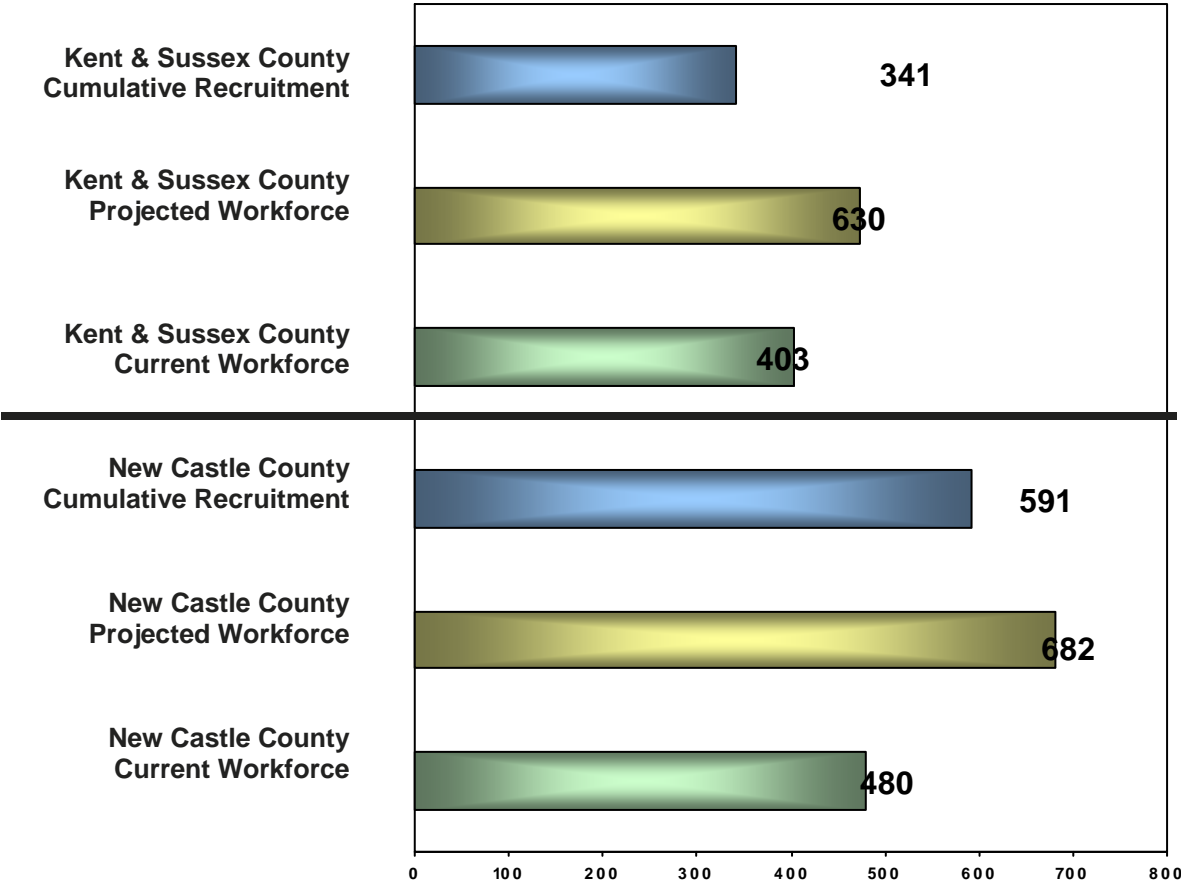
# Recruitment Needs 2008 – 2014

## Nurse Assistant



# Workforce Needs By County

## Nurse Assistant



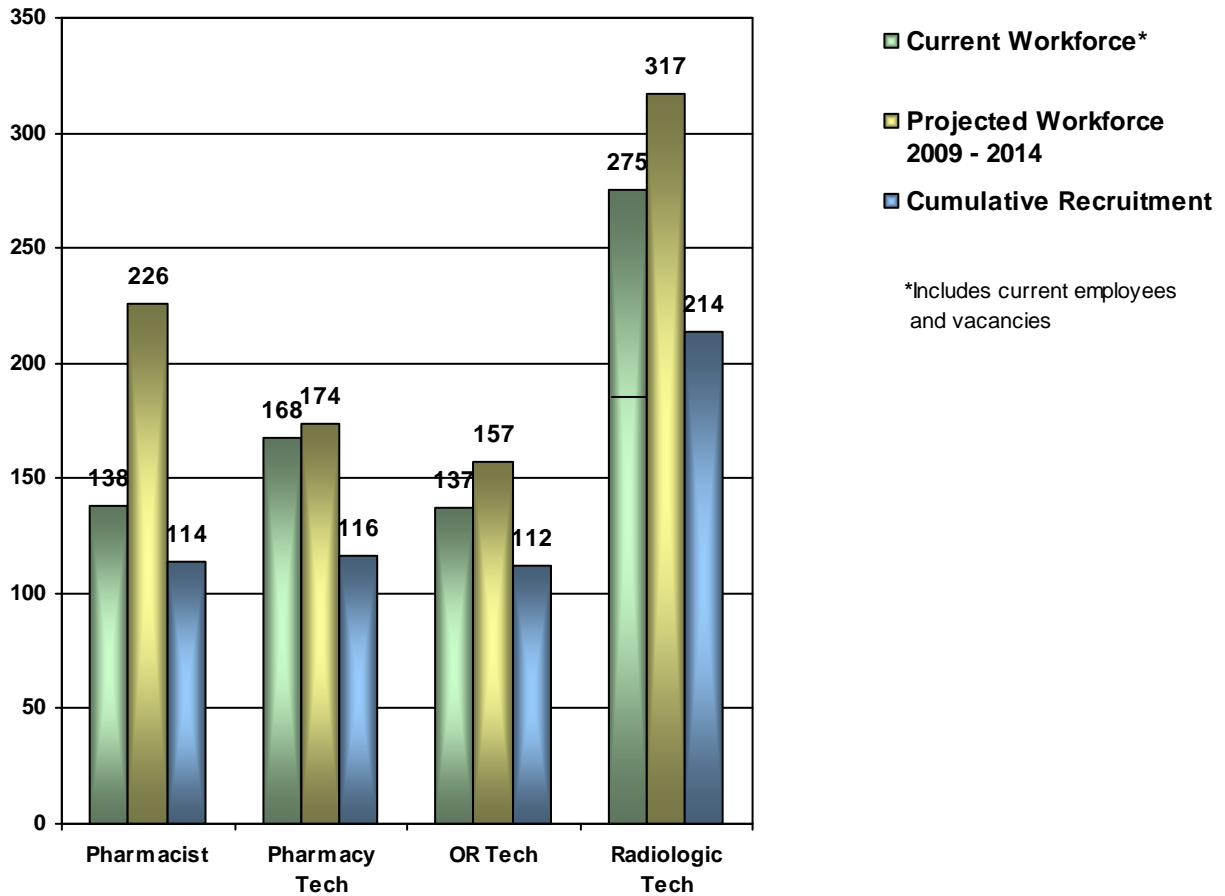


# Allied Health Professionals



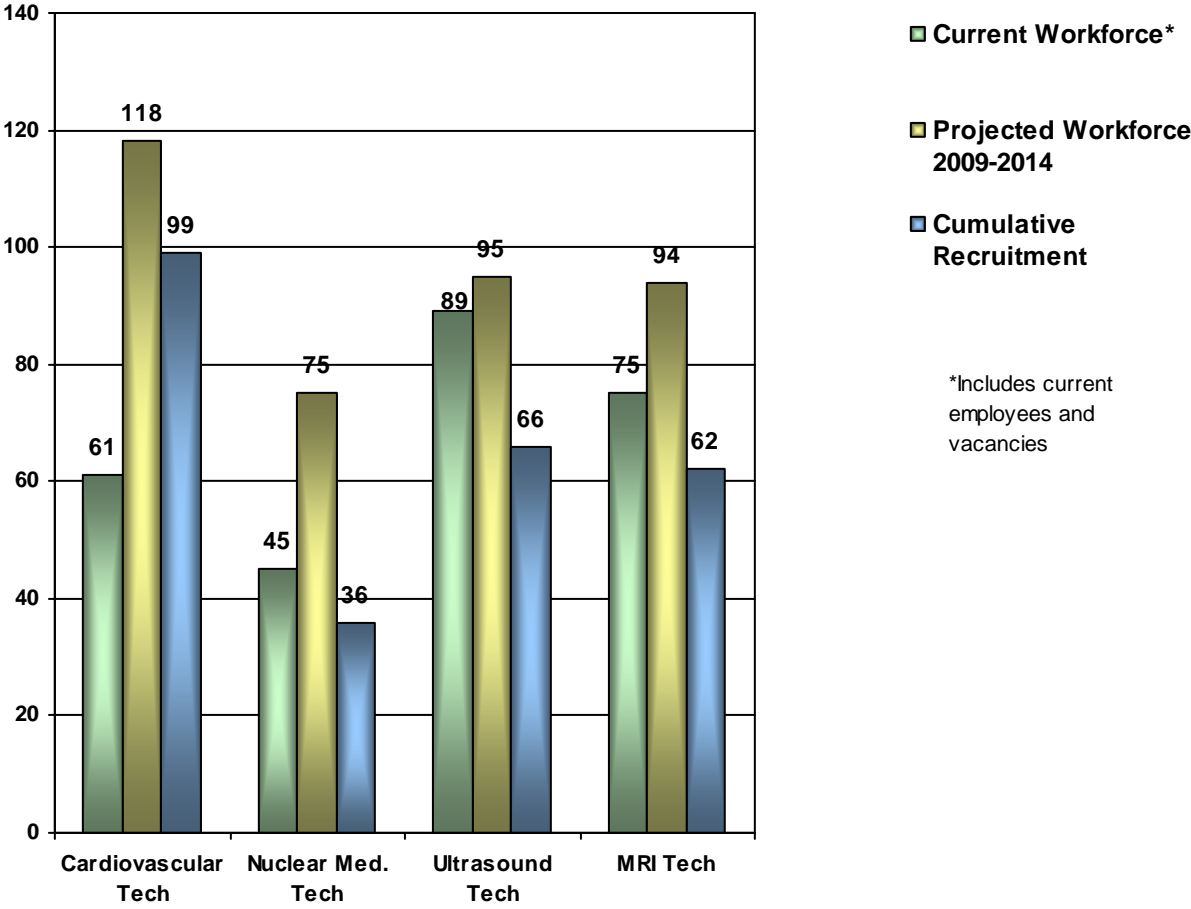
# Workforce Needs 2008 - 2014

## Allied Health Professionals



# Workforce Needs 2008 – 2014

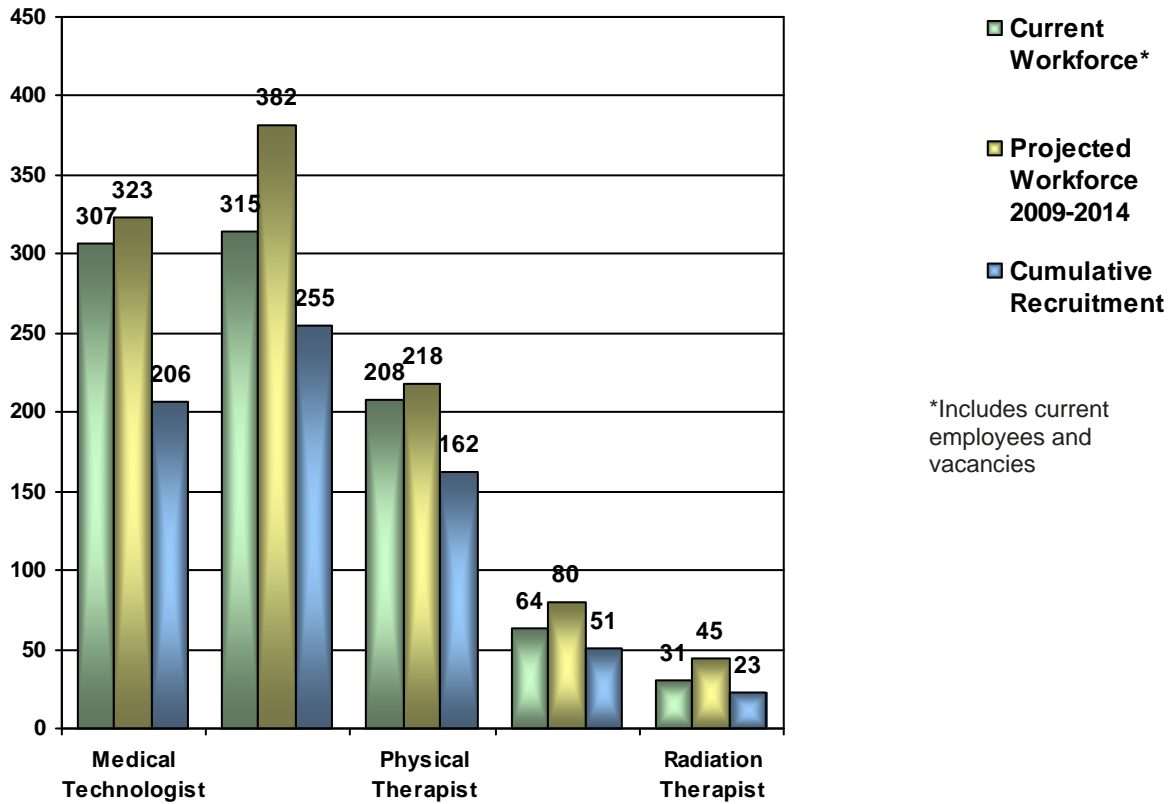
## Allied Health Professionals





# Workforce Needs 2008 - 2014

## Allied Health Professionals



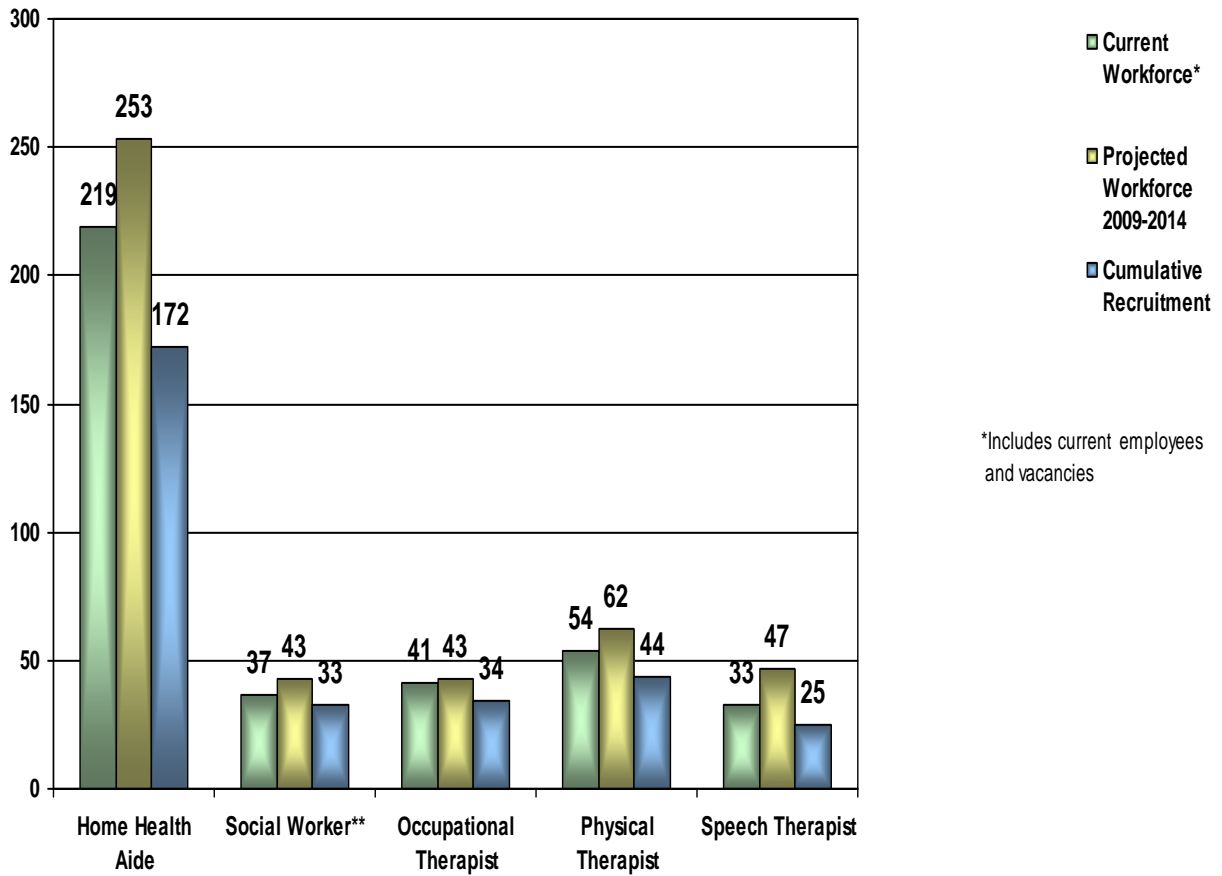


# **Home Health Care Professionals**



# Workforce Needs 2008 - 2014

## Home Health Care Professionals





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# **About The Delaware Healthcare Association**

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## About the Delaware Healthcare Association



The ***Delaware Healthcare Association*** is a statewide trade and membership services organization that exists to represent and serve hospitals, health systems and related health care organizations in their role of providing a continuum of appropriate, cost-effective, quality care to improve the health of the people of Delaware.

The ***Delaware Healthcare Association*** is dedicated to providing its members the resources needed to stay current about health care issues and their impact.

The ***Delaware Healthcare Association*** recognizes that the provision of health care services is constantly evolving and changing to better serve patients and their communities.

The ***Delaware Healthcare Association*** promotes effective change in the provision of health care services through collaboration and consensus building on health care issues at the State and Federal levels.

The ***Delaware Healthcare Association*** provides effective advocacy, representation, timely communication and information to its members.

### **STAFF:**

**Wayne A. Smith**  
President & CEO

**Suzanne E. Raab-Long**  
Vice President, Professional Services

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Director, Health Policy

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