

# *Delaware Hospitals, Investing in Delaware's Future*

**A Report on Fiscal Year 2020  
Statewide Community Benefit Activities**



*Photo Courtesy of Nemours Children's Health*



*Report Date: September 2022*

## A Message from Our CEO



On behalf of Delaware's hospitals and health systems, I am pleased to present our tenth report on Statewide Community Benefit Activities. The Report serves as a tool for policymakers, hospitals, consumers, and the larger healthcare community, by explaining how hospitals provide public health and economic benefits to the state of Delaware.

Most Delawareans are familiar with traditional hospital services, but few understand their broader and more far-reaching contributions. From providing financial assistance to addressing unmet community health needs, our hospitals stand ready to serve as active and engaged members of their neighborhoods.

**In Fiscal Year 2020, Delaware hospitals contributed nearly \$978 million statewide in community benefit spending.** This includes charity care, bad debt, losses on government sponsored health insurance and

supporting an array of programs benefitting their local communities throughout the state. Such programs, featured in more detail in the *Community Benefit Program Highlights* section of this report, range from providing care to Delaware youth at School-Based Health Centers to increasing access to food and housing for Delaware's most vulnerable populations.

Delaware hospitals also provide significant economic contributions to the state: employing 22,797 people, supporting more than 47,978 jobs and adding \$6.93 billion to the state economy through economic output.

No report covering the year 2020 would be complete without mention of the COVID-19 pandemic. Delaware hospitals and health care workers were on the front lines fighting to keep us safe and healthy from the very beginning and remain steadfast in these efforts.

While the healthcare landscape continues to change and evolve, Delaware hospitals have repeatedly demonstrated their capacity to adapt, yet remain firmly and consistently grounded in their mission to provide high-quality healthcare services. I am confident they will continue to advance the health of all Delawareans and contribute to the economic viability of the state.

Sincerely,

A handwritten signature in blue ink that reads "Wayne A. Smith".

Wayne A. Smith  
President & CEO  
Delaware Healthcare Association

## About this Report

Community benefits can be defined as a planned, managed, organized, and measured approach hospitals use to respond to identified community needs. Community benefits are integral to the mission of not-for-profit healthcare organizations and are the basis of their tax-exempt status.

Generally, a community benefit responds to an identified community need by meeting at least one of the following criteria:

- Improves access to health care services.
- Enhances health of the community.
- Advances medical or health knowledge.
- Relieves or reduces the burden on government or other community efforts.

The Delaware Healthcare Association biennially collects data to quantify total community benefit contributions from all Delaware hospitals. The data in this report represents Fiscal Year or Calendar Year 2020, depending on each hospital's budget cycle. Each hospital used a comprehensive cost methodology, which may include cost-accounting systems, cost-to-charge ratios, and additional accounting best practices.



## *Fiscal Year 2020 Community Benefits*

UNPAID COST OF PATIENT CARE	NET BENEFIT
Charity Care at Cost	\$47,851,795
Unpaid Cost of Public Programs	\$662,287,187
Bad Debt at Cost	\$65,518,210
<b>Total Unpaid Costs of Patient Care</b>	<b>\$775,657,192</b>

COMMUNITY BENEFIT SERVICES & PROGRAMS	NET BENEFIT
Community Health Improvement Services	\$14,890,642
Health Professions Education	\$69,994,315
Subsidized Health Services	\$63,693,146
Research	\$23,452,547
In-Kind Contributions	\$4,471,844
Community Building Activities	\$11,331,605
Community Benefit Operations	\$14,363,795
<b>Total Community Benefit Programs</b>	<b>\$ 202,197,894</b>

<b>TOTAL COMMUNITY BENEFITS</b>	<b>\$977,855,086</b>
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## *\$978 Million in Community Benefit Activities*

Delaware hospitals provided nearly **\$978 million** in total community benefits in Fiscal Year 2020. This total reflects programs and services in four main categories:

- **Unpaid Costs of Patient Care.** This includes charity care for the uninsured and underinsured; the unpaid costs of treating patients who have government sponsored health insurance; and bad debts, which include services for which hospitals anticipated, but did not receive payment for care.
- **Community Health Improvement Services.** A category that broadly describes healthcare services hospitals provide to their community, including preventative services, clinics, and health education.
- **Health Professions Education.** This includes graduate medical education, residency, preceptor, and other programs that train and financially support the next generation of healthcare professionals.
- **Other Community Benefit Services and Programs.** These reference research and other initiatives that may not be directly related to healthcare, but that address unmet community needs.

## *Unpaid Cost of Patient Care - \$775.66 Million*

Delaware hospitals absorbed more than \$775.66 million in losses in Fiscal Year 2020 caring for the state's low-income, uninsured, and other vulnerable populations. The total includes:

- \$47.85 million in unreimbursed charity care;
- \$65.5 million in bad debt;
- \$662.29 million in unpaid cost of care for Medicare, Medicaid and Tricare patients.

Several points are worth mentioning regarding unpaid costs of patient care. Delaware hospitals treat all patients who enter their doors, regardless of their ability to pay. That is the law, and one which is aligned with each hospital's mission. Second, **in the absence of a public hospital, Delaware hospitals serve as a much-needed safety net.** Lastly, health systems provide care during millions of patient visits each year through government health programs such as Medicare, Medicaid, and Tricare. These programs pay hospitals for care at rates well below the actual costs of delivering the care. Hospitals absorb those losses as part of their community benefit.

### *Community Health Improvement Services - \$14.89 million*

Community health improvement services encompass health education, health promotion and wellness programs, clinics, health fairs, school-based wellness centers, and other programs and partnerships that target specific community health needs. Generally, these programs are offered in a variety of settings (i.e., inpatient, outpatient, school, home) and serve all ages from infants through senior citizens as well as the uninsured and low-income.

### *Health Professions Education - \$69.99 million*

Delaware is already home to multiple teaching hospitals that provide graduate medical education, clinical education, and residency programs for physicians, nurses, and other healthcare professionals. The value of a well-trained healthcare workforce now and in the future is immeasurable, particularly as we continue to face healthcare workforce shortages.

### *Other Community Programs - \$117 million*

Hospitals provide more than traditional healthcare services in their commitment to the health and well-being of the communities they serve. Community programs cover a wide array of community benefits, from medical research to financial donations to community building activities:

- \$63.69 million in subsidized health services (defined as programs/ services that hospitals provide to respond to a community need, despite financial losses associated with the program);
- \$23.45 million in health research;
- \$4.47 million in donations;
- \$11.3 million in community building activities; and
- \$14.36 in support of community benefit operations.



## Community Benefit Program Highlights

### *A Bright Future for Everyone - Bayhealth*

At **Bayhealth**, Project SEARCH, a job skills program for young adults with cognitive or behavioral disabilities provides education and employment opportunities.

Taking that successful first step into the job market can be difficult for most people, but even more so for individuals with cognitive or behavioral differences. Enter Project SEARCH, an international program that was developed at Cincinnati Children's Hospital Medical Center in 1996 to help young adults with disabilities acquire skills that are transferable to the workplace. The program has been in operation at Bayhealth for several years, in partnership with Capital School District's Kent County Community School as well as the Delaware Department of Education and Division of Vocational Rehabilitation.



On average, Bayhealth hosts eight to ten Project SEARCH interns every year. Participants are 18 to 21 years old and must have completed 12 years of school or be in a transitional program. The interns get about one hour of daily classroom instruction on life and job skills – such as setting up a bank account, understanding pay stubs and taxes, setting up emails and passwords, and learning appropriate workplace behavior – and participate in three work rotations throughout the 12-month program. Skill instructors, school district staff and Bayhealth mentors support the interns as they rotate through areas such as environmental services, food services and plant operations, among several others. The typical employment rate of Project SEARCH interns after the year is over is 75% to 80% and even includes jobs at Bayhealth.

“Bayhealth traditionally has hired at least one person out of every class,” said Director of Education Angeline Dewey, MSN, RN. “They are just so proud to be part of something, and they take such pride in their work. They are friendly, do their jobs and are a pleasure to work with.”

Bayhealth is an ideal setting for Project SEARCH, offering a variety of work opportunities and a welcoming environment. It's a community hospital with a hometown feel,” said Dewey. “There's already a sense of family here, but the interns add a new level of acceptance and diversity to the hospital.”

Travis Roane took part in the program in 2018 and now works in the Café at Bayhealth Hospital, Kent Campus. “[Project SEARCH] teaches you new skills, and the job coaches are

the best,” said Roane, who grew more confident and improved his communication abilities during his program year. He said the best part of employment at Bayhealth is the people he works with. “Travis is a huge success story, and one of many,” said Kathi Stephan, associate principal at Kent County Community School. “It’s hard for people to understand the magic of the program until they take part in it.”

Stephan lauds Project SEARCH as a tremendously inclusive opportunity – one that benefits not only the young participants but also Bayhealth staff. “At the end of every rotation, we have a celebration,” said Stephan. “The mentors talk about the impact that the interns had in their department and how everyone came together as a collective to support the interns. It’s a win-win for all.”

The conclusion of the Project SEARCH program year is also a big moment for participants’ families. “Some parents think their kids can’t do it, that they aren’t ready,” Stephan added. “When they hear what the mentors have to say, and that their kids have been offered a job, some parents are in tears -- they can’t believe it.”

### ***Providing Access to COVID-19 Vaccines - Beebe Healthcare***

Thanks to a partnership between **Beebe Healthcare**, Sussex County Emergency Medical Services and the Sussex County Department of Libraries, the Sussex County Mobile Library, also known as the “Bookmobile”, was converted into a COVID-19 mobile vaccination clinic in 2021.

“This collaboration provides access to safe, effective, and life-saving vaccines to communities who may not be able to receive it through traditional approaches, accomplishing the goal of an equitable distribution,” said Dr. Bill Chasanov, Beebe Healthcare COVID-19 Response Medical Director.



*Beebe Healthcare President & CEO, Dr. David Tam, speaks to members of Beebe's Population Health team in front of the bookmobile.*

Approved by the Sussex County Council in a memorandum of understanding on March 23, 2021, the bookmobile began distributing vaccines to hard-to-reach and underserved communities throughout Sussex County. Under the partnership, library staff were responsible for transporting and setting up the unit while County paramedics assisted Beebe Healthcare staff in administering the COVID-19 shots and monitoring patients for any adverse reactions. Beebe Healthcare worked to identify communities to deploy the mobile clinic and handled all patient scheduling. Vaccines were provided to recipients with no out-of-pocket costs. Nearly 1,000 vaccines were administered under this program.

## Reaching the Most Vulnerable - ChristianaCare

To increase access to food and housing among vulnerable populations in Delaware and Maryland, **ChristianaCare** announced in June of 2022 that it is providing \$1.1 million through its Community Investment Fund to 13 nonprofit organizations.

This is the second round of grants since the Community Investment Fund's launch in 2019. ChristianaCare is partnering with organizations that provide resources for healthy meals, a safe place to sleep, and homes that are healthy, safe and affordable, reflecting the findings of ChristianaCare's Community Health Needs Assessment.

In Delaware, 12.6% of households are food insecure, meaning they either don't know how to provide food for their family or can't. Likewise, affordable housing, as well as appropriate housing for individuals with physical and behavioral health needs, has become increasingly scarce, especially during the COVID-19 pandemic.

"This year's Community Investment Fund awardees represent a mighty group of organizations working tirelessly to address the social determinants of health, specifically around food and housing access," said Erin Booker, LPC, vice president of Behavioral Health & Social Care Integration at ChristianaCare. "These organizations were already doing tremendous work, and with these funds, they will have a greater reach and impact."

### *Increasing Access to Food and Housing*

More than 60 community organizations applied for up to \$100,000 in grant funding for yearlong projects that include expanding the delivery of farm produce boxes to older people in need; nutritional training and food preparation workshops; and weatherization and home repair projects. This year, grants have been awarded to programs in Delaware, and in Cecil County, Maryland.

The following organizations received funding:

- West End Neighborhood House/Bright Spot Farm – Teaching young people how to prepare healthy meals using fresh foods grown at Bright Spot Farm, an urban farm in New Castle, Delaware.
- Lori's Hands – Improving the lives of Delawareans living with chronic illness by assisting with companionship, meal preparation, grocery shopping and other activities of daily living.



*With funding from ChristianaCare's Community Investment Fund, Lori's Hands is able to improve the lives of Delawareans who are living with chronic illness by assisting with companionship, meal preparation, grocery shopping and other activities of daily living.*

- Community Collaboration of Delaware, Inc. – Helping residents of five sober living houses learn how to plan, shop and prepare healthy food for themselves.
- Milton Community Food Pantry – Reducing food insecurity in Northeastern Sussex County and Southeastern Kent County, Delaware, with bimonthly meal service and food distributions four times per month.
- Food Bank of Delaware – Increasing access to fresh produce for low-income seniors through a Community Supported Agriculture (CSA) program.
- Project New Start, Inc. – Assisting with the transition of people from incarceration to the community. A \$100,000 grant from the Community Investment Fund means Project New Start, Inc., will be able to help 16 previously incarcerated people get the housing assistance, employment training and case management services needed to return to their communities and families.
- Sussex County Habitat for Humanity – Keeping families in Sussex County healthier by improving energy efficiency, safety and accessibility of homes.
- Bayside Community Network, Inc. – Enhancing health and safety for members of the disabled community in Cecil County by making repairs to group homes.
- Children & Families First – Providing access to nutritious food year-round for children in Kent and Sussex County.
- On Our Own of Cecil County – Offering short-term housing and peer support for unsheltered individuals and those in crisis in Cecil County.
- Boys & Girls Clubs of Delaware – Providing daily hot meals to Boys & Girls Club of Delaware members in New Castle County and developing an outreach for the homeless and other vulnerable, food insecure families and individuals in the county.
- Cornerstone West Community Development Corporation – Addressing food insecurity in Wilmington’s West Side by promoting local food through farmers markets, community gardens and open spaces.
- Communities In Schools of Delaware – Helping more than 500 families in Delaware’s three counties stay healthy, nourished and housed through assistance and services at school sites.

### *New Technology Will Capture Data and Measure Value*

Grant recipients are using the Unite Us digital solution to capture standardized data and outcomes, and measure each grant’s success. This solution has proven instrumental to keeping projects on track and promoting connections across organizations.

“The incorporation of the Unite Delaware platform is not only allowing us to connect clients with more resources, when needed, but is also teaching pre-health professionals – our student interns – about the importance of effective resource navigation,” said Maggie Ratnayake, LPCMH, ATR, NCC, executive director of Lori’s Hands, which is establishing a pilot project with Primary Care at Home to provide comprehensive support for community members living with chronic illness.

## ***Reducing Risk of Severe Illness Through Vaccination - TidalHealth Nanticoke***

**TidalHealth's** incredibly popular Drive-Thru Flu Clinic was conceived in 1994 and conducted in the fall just a few short months later. It became so popular after a few short years that it quickly outgrew the hospital campus when police officers couldn't handle the traffic backups on city streets, leading the health system to partner about 15 years ago with The Delmarva Shorebirds.

It has proven to be a brilliant, strategic move with plenty of space to accommodate the 3,000-4,000 people who stop in each year to be vaccinated at no cost, and it's a model others across the state have asked to adopt due to how seamlessly it flows.

But, would it work elsewhere, like in Sussex County? Annually, 15-20% of the participants in Salisbury are from Delaware.

In 2020, TidalHealth launched its first Delaware Drive-Thru Flu Clinic on its Millsboro health campus on Halloween, Saturday, October 31. "Trick the flu and Treat yourself to a free vaccination" provided the health system an appropriate marketing message. 81 people did just that, as TidalHealth stressed the importance of a flu shot during the height of the pandemic, and in advance of the COVID vaccine becoming available to the public.

What the health system learned from its first Sussex Drive-Thru was that the infrastructure of the Millsboro location was not ideal, so the following year TidalHealth began its collaboration with Delaware Technical Community College at the Owens Campus. A similar number of



people were vaccinated in 2021 by **TidalHealth Nanticoke** staff. Like the Salisbury event, with an outstanding location, venue and partner, the health system expects the annual Drive-Thru Flu Clinic in Georgetown to grow each year.

"There's little argument that your 'best shot' at beating the flu each season is to be immunized," said Roger Follebout, Jr., TidalHealth's Director of Strategic Communications and Drive-Thru Flu Clinic Steering Committee Chairperson. "TidalHealth, since 1994, has been making that as easy and convenient as possible, and we are so excited to expand and enhance the service with our friends at Del Tech."

## ***Supporting Each Child's Whole Health - Nemours Children's Health***

**Nemours Children's Health** contributed more than \$324.7K to community partners in 2021 to help meet community health needs. Nemours Children's Health believes in supporting each child's whole health which includes not only the patient experience, but also the social, economic and environmental factors that also affect their lives.

### *Health Equity & Inclusion*

The Nemours vision is to create the healthiest generations of children. It would be impossible to achieve this without first considering health equity and inclusion. To achieve the highest quality of care our Patient Experience team works to ensure the voice of the child of the family is represented in policy and process development.

In 2021, the Nemours Team operationalized this by developing and partnering with family advisory councils and using routine surveys to gather critical insights which are leveraged into tools and direct support to improve the practices of our clinicians and staff. As a result of the feedback received, Nemours expanded equity and inclusion for families by increasing the number of its in-person interpreter teams and simplified access to interpreted care including through telehealth; created discharge instructions in Spanish, both after the visit as well through the Nemours app; instituted medication instructions and Nemours KidsHealth educational information in multiple languages; and created multi-language signage.

### *Health Care Delivery – School-Based Health Centers*

As Nemours works to fulfill its purpose to redefine children's health, we look beyond the hospital setting. One focus area is providing access to health care in schools. Nemours Children's Health was selected to help the Colonial School District in New Castle, Delaware, establish school-based health centers in eight elementary schools. The centers leverage a multidisciplinary model, staffed by Nemours Children's Health professionals including practitioners, LPNs, psychologists and behavioral health therapists, so it can offer a range of services to K-5 students at no charge. These centers offer critical and convenient services including physicals, immunizations, lab tests and mental health counseling to families by closing gaps in care and reducing school absences.

### *Community Volunteer Impact*

Nemours understands the importance of giving back to its community. Therefore, every associate is afforded 8 hours of Volunteer Time Off per year to spend time giving back to their community. Nemours not only arranges these opportunities but accepts feedback from associates on larger ways Nemours can be involved in volunteer events.



In 2021, nearly 1,000 community volunteers worked toward the greater good of children and their families in Delaware Valley:

*Delaware Valley*

548 community volunteers

40,145 service hours

\$1.15 million monetary equivalent of community volunteer service hours

28 animal-assisted activities teams

631 service hours

Visit the Nemours [website](#) for more information on how Nemours is going *well beyond medicine*.

**Fostering Partnerships for the Public Good - Saint Francis Hospital**

The year 2022 will be remembered as one of metamorphosis for **Saint Francis Hospital**.

Trinity Health Mid-Atlantic’s executive leadership and Community Health and Well-Being teams had been working on a plan for some time – one that would be of even greater value to Wilmington residents than the hospital already was.

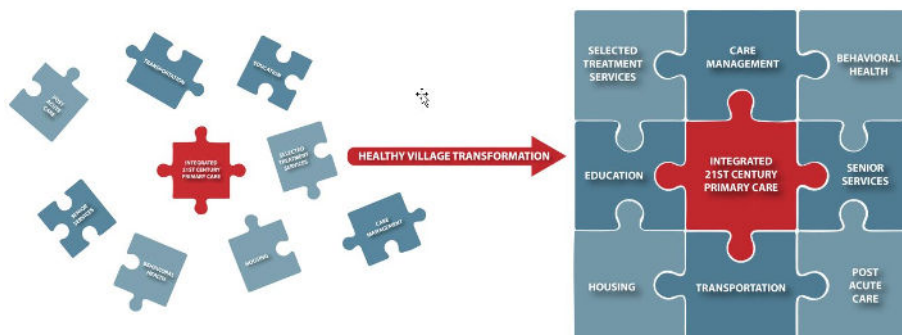
What they will be getting will change nearly every facet of their lives.

In July 2022, Trinity Health Mid-Atlantic CEO Jim Woodward announced that the system would be implementing The Healthy Village at Saint Francis Hospital, and at the time partnerships had already been formed with two leading healthcare organizations.

The Healthy Village concept has been around for more than 25 years. While some healthcare organizations across the U.S. have adopted the model, few have done so to the extent Saint Francis has while extending it into the community. The Healthy Village at Saint Francis Hospital will be one of the first of its kind in the nation.

What is a “Healthy Village®”?

Healthy Villages are communities of varying scale created at the intersection of neighborhood planning and community health. Through the coordination and integration of investments and services, Healthy Villages focus on improving quality of life and enriching the vitality of the neighborhoods while protecting their heritages, histories and residents.



Healthy Villages are located in economically challenged neighborhoods and are designed to enhance the traditional safety net hospital model. The partners are typically organized and engaged according to investments in the Social Determinants of Health: Economic Stability (e.g., meaningful jobs and careers), Safe Neighborhoods (e.g., housing, transportation, parks, retail services), Education (from literacy to higher education and everything in-between), Food Security (including good nutrition), Social Support (e.g., childcare, adult daycare), and Healthcare (e.g., emergency services, short-term stays including observation beds, post-acute care such as behavioral health and skilled nursing, primary care, care management and access to quality specialty care when needed).

Any organization wishing to be part of the Healthy Village must have a commitment to improving the health and/or social status of the community the hospital serves. As of July, Delaware Hospice and Merakey had already been confirmed – with discussions underway to bring additional organizations aboard. Some will provide educational assistance; others are skilled in senior healthcare. Others are in the affordable housing, education, workforce training and skills development sectors. All will offer their service at Saint Francis Hospital, and all are united in their mission to play a part in transforming lives right here in Delaware.

Saint Francis is proud to be defining healthcare for other communities facing similar challenges, and to be creating and promoting partnerships, diversity and opportunities for the sustainable common good.

### ***Incorporating Whole Health in Veteran Care - Wilmington VA Medical Center***

VHA is leading the way in Veteran-centered care by integrating and promoting whole health services into practice. To focus on Veterans and their well-being, the **Wilmington VA Medical Center** (WVAMC) uses a Whole Health approach to advance the Veterans health care into the future. Whole Health practices are more than positive thinking, they include clinical evidenced-based practices that can lead to improved physical, mental, social and spiritual health.



The VAs Whole Health approach functions on three core characteristics: to provide personalized, proactive, patient-driven health care to Veterans. Whole Health is a transformational method to healthcare that embraces each unique Veteran’s mission, aspiration, and purpose. Whole health seeks to understand what matters most to the Veterans we work with and to collaboratively create healthcare plans that assist veterans to meet their goals. This approach is a commitment to empowering and equipping the Veteran’s we serve with the skills they need to be successful to improve their health and quality of life.

“Here at WVAMC we offer several Whole Health offerings to help Veterans explore what matters most to them and build skills to assist them to reach their healthcare goals. We offer most of our offerings via VA Video Connect - so they are open to any enrolled Veteran that receives their care at Wilmington VAMC or our associated CBOCs [Community-Based

Outpatient Clinics],” stated Tori Moskovciak, Psy.D., Whole Health Clinical Director.

Veterans can attend whole health programs whether they are either in-person or virtually which allows for more timely care. Veterans can plan virtual whole health visits while healing in comfortable, peaceful safe spaces.

WVAMC Whole Health team offers Veteran Peer Led Classes that include Introduction sessions, Taking Charge of My Life and Health Groups, Mindful Movement Classes including Yoga, and Tai Chi, and Wellness Classes such as CALM Mindfulness Group, Guided Imagery Group, Whole Health for Pain Group Education, and Battlefield Acupuncture.

As WVAMC and Outpatient Clinics move to expand Whole Health services, there are many challenges that arise when treating the Veterans. The one main hurdle is reaching the Veterans, but the Whole Health team has a few tools at their disposal to help accomplish this.

“Any of the above wellness classes are available by referral via the Whole Health consult- the Veteran’s care team can place a Whole Health Consult to get connected. Interested Veterans can also self-refer by outreaching to myself. There are also numerous opportunities to access Whole Health virtually including the Live Whole Health App and the #livewholehealth blog,” stated Moskovciak.

One of the other challenges facing this transformation is the fundamental gap in health care education for staff. To achieve this approach staff are offered education in a collaborative effort to support the patient-driven model and promote access to integrative therapies. Moskovciak is hopeful that as staff continue to grow their knowledge, Veteran’s participation in Whole Health services will increase.

“Hoping to continue to embrace the new normal and offer hybrid wellness programming. Additionally, we are working hard to train front line staff in Primary Care and Mental Health in Whole Health principles to ensure Veterans are experiencing holistic and patient centered healthcare each time they interact with our facility. We hope to continue to grow to offer more wellness modalities and self-management support for our veterans.”

Veterans receiving care can ask their provider about whole health services or make a self-referral to Dr. Moskovciak. For appointments, call 302-994-2511, extension 4662.

## Economic Contributions

No community benefit report would be complete without mentioning the economic benefits hospitals bring to their communities.

Health care and social assistance is the largest employment subsector in the state.<sup>1</sup> Approximately 13.4% of Delaware's workforce is in healthcare, placing Delaware in the top ten of states in the nation with the largest percentage of their workforce employed in the Healthcare and Social Services sector.<sup>2</sup>

**Economic Impact At-a-Glance**

Hospital Jobs: **22,797**

Average Salary: **\$86,999**

State and Local Taxes Paid: **\$68,189,739**

**Federal Taxes Paid: \$200,670,655**

Hospitals support **47,978** jobs in Delaware (10.74% of jobs in the State) and generate **\$6.933 billion** in economic activity.<sup>3</sup>

In 2020, Delaware hospitals employed 22,797 employees (full time equivalent), with annual hospital payroll totaling over \$1.98 billion. Delaware hospital jobs are among the most attractive employment opportunities in the state.

In addition, Delaware hospitals spent over \$3.9 billion on goods and services from other businesses.<sup>4</sup> These goods and services create additional economic value for the community. With these "ripple effects" included, each hospital job supports about two additional jobs and every dollar spent by a hospital supports \$1.60 of additional business activity. The effect of hospital expenditures on total state economic output is over \$6.93 billion.<sup>5</sup>

<sup>1</sup> Source: Delaware Department of Labor, Current Employment Statistics, Employment – All Employees. June 2022.

<https://labor.delaware.gov/divisions/oolmi/ces/>

<sup>2</sup> Source: Becker's Hospital Review, "50 states ranked by their healthcare workforce" by Nick Moran and based on Department of Commerce data. October 2021. [https://www.beckershospitalreview.com/rankings-and-ratings/50-states-ranked-by-their-healthcare-workforce.html?origin=PayerE&utm\\_source=PayerE&utm\\_medium=email&utm\\_content=newsletter&oly\\_enc\\_id=9229F8611690J8D](https://www.beckershospitalreview.com/rankings-and-ratings/50-states-ranked-by-their-healthcare-workforce.html?origin=PayerE&utm_source=PayerE&utm_medium=email&utm_content=newsletter&oly_enc_id=9229F8611690J8D)

<sup>3</sup> Source: AHA Impact of Community Hospitals on U.S. Economy; All States ,DC, and Total U.S., 2020. Analysis using BEA RIMS-II multipliers based on 2012 national benchmark input-output data and 2018 regional data. These multipliers were first released in March 2021.

<sup>4</sup> Same as above (AHA)

<sup>5</sup> Same as above (AHA)

## *Delaware Hospitals Assisting the Community Through COVID-19*

The year 2020 was a year like no other. Delaware's first positive case of coronavirus disease 2019 (COVID-19) was announced on March 11, 2020. Delaware hospitals took immediate steps to protect their patients, employees, and their communities.



Since the first cases were confirmed in Delaware, our hospitals stepped up to respond with screening and testing for COVID-19 to identify positive cases and help stop the spread of the virus. For much of 2020, Delaware hospitals were conducting the majority of Delaware's COVID-19 testing. Hosting a COVID-19 testing site is a major undertaking requiring staff time, testing supplies, adequate personal protective equipment, follow up and ongoing care for those that test positive.

Delaware hospitals also took extraordinary steps to ensure adequate capacity and safety measures were put in place to meet an expected surge in coronavirus patients. In March 2020, each hospital suspended for several weeks non-urgent, non-critical surgeries and appointments to open up hospital beds for COVID-19 patients. Visitor policies were changed so that no guests, with few exceptions, were allowed in the hospital to keep patients safe from potential exposure to COVID-19. In addition, everyone who entered the hospital doors were screened for coronavirus. Visitor restrictions have since been regularly updated based on the number of COVID-19 cases and hospitalizations in each hospital's local community.

Ensuring there were enough health care workers to meet additional COVID-19 patient volume was also part of Delaware hospitals' response to the pandemic. For example, health systems partnered with Delaware Technical Community College in virtual job fairs during the pandemic to recruit additional health care workers needed to respond to the crisis. DHA also launched a website in January of this year where students and community members could sign up to support health care systems in a variety of important roles. Over 1,000 volunteers signed up to assist during this critical time.

Vaccinating the health care workforce and our local communities has been a priority of Delaware's hospitals and health systems ever since the first doses of the COVID-19 vaccines became available in December 2020.



All of these screening, testing, treating and vaccination efforts greatly benefitted the community but also came with significant financial cost for our hospitals. In May 2020, the Delaware Healthcare Association surveyed its acute care and pediatric hospital members and found that in total, Delaware hospitals were losing \$5.66 million per day -- nearly \$170 million per month - - during the COVID-19 pandemic.

In collecting and aggregating 2020 data for this community benefit report, DHA has found that statewide, **Delaware hospital operating margin was negative 3.8% for fiscal year 2020.**<sup>6</sup> While federal funding was provided as relief for Delaware hospitals, our calculations reflect that statewide Delaware hospital operating margin was just above the break-even point at 0.34% when including federal assistance.

Regardless of the challenges faced in 2020, Delaware hospitals and health systems continued to make significant investments in the health and well-being of all Delawareans. Supporting our communities and working toward a brighter, healthier future will continue to be a priority for Delaware's hospitals.

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<sup>6</sup> Operating Margin was calculated as the difference between total operating revenue and total expenses divided by total operating revenue.

## About the Delaware Healthcare Association

The Delaware Healthcare Association (DHA) was formed in 1967 to assist Delaware hospitals in working on issues concerning health care and the hospital industry.

DHA 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 primary role of the Association is to serve as a leader in the promotion of effective change in health services through collaboration and consensus building on health care issues at the state and federal levels.

DHA's vision is to be the leading and respected voice for hospitals and health care delivery systems in Delaware working together to deliver compassionate, accessible, high quality, financially sustainable health care to the patients and communities they serve.

Our mission is to provide policy and advocacy leadership in creating an excellent environment to support our members in helping every Delawarean to be as healthy as they can be.

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\*DHA staff may be reached by e-mail or phone at (302) 674-2853.  
1280 S. Governors Avenue  
Dover, DE 19904-4802  
[www.deha.org](http://www.deha.org)



## Member Hospitals Reporting Community Benefit Information\*

### **Bayhealth**

*Kent Campus*  
640 S. State Street  
Dover, DE 19901  
(302) 674-4700  
[bayhealth.org](http://bayhealth.org)

*Sussex Campus*  
100 Wellness Way  
Milford, Delaware 19963  
(302) 422-3311  
[bayhealth.org](http://bayhealth.org)

**Beebe Healthcare**  
424 Savannah Road  
Lewes, DE 19958  
(302) 645-3300  
[beebehealthcare.org](http://beebehealthcare.org)

### **ChristianaCare**

*Christiana Hospital*  
4755 Ogletown-Stanton Road  
Newark, DE 19718  
(302) 733-1000  
[christianacare.org](http://christianacare.org)

*Wilmington Hospital*  
501 W. 14th Street  
Wilmington, DE 19801  
(302) 733-1000  
[christianacare.org](http://christianacare.org)

### **Nemours Children's Health**

*Nemours Children's Hospital, Delaware*  
1600 Rockland Road  
Wilmington, DE 19803  
(302) 651-4000  
[nemours.org](http://nemours.org)

**Saint Francis Hospital**  
701 North Clayton Street  
Wilmington, DE 19805  
(302) 421-4100  
[trinityhealthma.org](http://trinityhealthma.org)

**TidalHealth Nanticoke**  
801 Middleford Road  
Seaford, DE 19973  
(302) 629-6611  
[nanticoke.org](http://nanticoke.org)

### **Wilmington VA Medical Center**

1601 Kirkwood Highway  
Wilmington, DE 19805-4917  
(302) 994-2511  
<https://www.wilmington.va.gov>

***\*Note that the community benefit data does not include the Wilmington VA Medical Center***