Delaware Healthcare Association

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

October 2009
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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 1,650 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 or 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.

**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

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Current Workforce 2008 Excluding Current Vacancies</th>
<th>Projected Workforce 2009</th>
<th>Projected Workforce 2014</th>
<th>Projected Increase in Workforce 2009-2014</th>
<th>Percentage Change in Projected Workforce 2008-2014</th>
<th>Projected Health Care Professionals Needed to Meet Changing Workforce 2008-2014*</th>
<th>Estimated Number of 2009 Health Care Graduates from Delaware Colleges, Universities and Other Training Programs (Not All of Whom Practice in Delaware)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurse</td>
<td>5,183</td>
<td>5,606</td>
<td>6,524</td>
<td>917</td>
<td>17.70%</td>
<td>5,001</td>
<td>498</td>
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<tr>
<td>Licensed Practical Nurse</td>
<td>287</td>
<td>305</td>
<td>350</td>
<td>45</td>
<td>15.70%</td>
<td>259</td>
<td>297</td>
</tr>
<tr>
<td>Nurse Assistant</td>
<td>994</td>
<td>1,057</td>
<td>1,156</td>
<td>99</td>
<td>9.97%</td>
<td>820</td>
<td>2,257</td>
</tr>
<tr>
<td>Physical Therapist**</td>
<td>128</td>
<td>139</td>
<td>155</td>
<td>16</td>
<td>12.14%</td>
<td>114</td>
<td>103</td>
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<tr>
<td>Pharmacy Technician</td>
<td>159</td>
<td>166</td>
<td>174</td>
<td>8</td>
<td>5.16%</td>
<td>116</td>
<td>21</td>
</tr>
<tr>
<td>Operating Room Technician**</td>
<td>132</td>
<td>139</td>
<td>156</td>
<td>17</td>
<td>13.00%</td>
<td>112</td>
<td>107</td>
</tr>
<tr>
<td>Radiologic Technologist</td>
<td>273</td>
<td>281</td>
<td>310</td>
<td>29</td>
<td>10.76%</td>
<td>214</td>
<td>41</td>
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<tr>
<td>Cardiovascular Technologist</td>
<td>60</td>
<td>76</td>
<td>103</td>
<td>26</td>
<td>43.61%</td>
<td>99</td>
<td>82</td>
</tr>
<tr>
<td>Nuclear Medicine Technologist</td>
<td>44</td>
<td>46</td>
<td>51</td>
<td>6</td>
<td>12.59%</td>
<td>36</td>
<td>8</td>
</tr>
<tr>
<td>Ultrasound Technologist</td>
<td>82</td>
<td>88</td>
<td>95</td>
<td>7</td>
<td>8.40%</td>
<td>66</td>
<td>9</td>
</tr>
<tr>
<td>MRI Technologist**</td>
<td>70</td>
<td>76</td>
<td>85</td>
<td>9</td>
<td>12.40%</td>
<td>62</td>
<td>59</td>
</tr>
<tr>
<td>Medical Technologist</td>
<td>297</td>
<td>310</td>
<td>312</td>
<td>2</td>
<td>0.77%</td>
<td>206</td>
<td>24</td>
</tr>
<tr>
<td>Respiratory Therapist</td>
<td>300</td>
<td>321</td>
<td>354</td>
<td>33</td>
<td>11.00%</td>
<td>255</td>
<td>15</td>
</tr>
<tr>
<td>Physical Therapist</td>
<td>162</td>
<td>205</td>
<td>219</td>
<td>14</td>
<td>7.78%</td>
<td>162</td>
<td>32</td>
</tr>
<tr>
<td>Physical Therapist Assistant</td>
<td>61</td>
<td>65</td>
<td>72</td>
<td>6</td>
<td>10.43%</td>
<td>51</td>
<td>30</td>
</tr>
<tr>
<td>Radiation Therapist**</td>
<td>30</td>
<td>31</td>
<td>34</td>
<td>3</td>
<td>9.75%</td>
<td>23</td>
<td>21</td>
</tr>
<tr>
<td>Home Health Aide</td>
<td>216</td>
<td>223</td>
<td>247</td>
<td>24</td>
<td>11.32%</td>
<td>172</td>
<td>168</td>
</tr>
<tr>
<td>Social Worker (Home Health)</td>
<td>34</td>
<td>38</td>
<td>43</td>
<td>5</td>
<td>13.25%</td>
<td>33</td>
<td>30</td>
</tr>
<tr>
<td>Occupational Therapist (Home Health)</td>
<td>34</td>
<td>41</td>
<td>43</td>
<td>3</td>
<td>8.01%</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Physical Therapist (Home Health)</td>
<td>51</td>
<td>55</td>
<td>61</td>
<td>6</td>
<td>12.60%</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td>Speech Therapist (Home Health)</td>
<td>31</td>
<td>32</td>
<td>36</td>
<td>4</td>
<td>12.05%</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Total All Disciplines</td>
<td>8,648</td>
<td>9,298</td>
<td>10,577</td>
<td>1,280</td>
<td>14.80%</td>
<td>7,908</td>
<td>7,908</td>
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## Educational Offerings
### Delaware Institutions Offering Health Care Professional Programs

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

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

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

<table>
<thead>
<tr>
<th>Disciplines</th>
<th>Program offered in Delaware Vo-Tech High Schools, Training Programs, Colleges and Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Work (BS)</td>
<td>DSU</td>
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<tr>
<td>Social Work (MS)</td>
<td>DSU</td>
</tr>
<tr>
<td>Sport Sciences (health care)</td>
<td>DSU</td>
</tr>
<tr>
<td>Ultrasound Technologist</td>
<td>Not Currently Offered in Delaware, Previously offered at DTW</td>
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<tr>
<td>Vascular Sonography Technician</td>
<td>DTW</td>
</tr>
<tr>
<td>HOME HEALTH CARE</td>
<td></td>
</tr>
<tr>
<td>Home Health Aide</td>
<td>Not Currently Offered in Delaware</td>
</tr>
<tr>
<td>Nursing Technicians</td>
<td>NCCD, NCCHD, NCCHW, NCCSG</td>
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<tr>
<td>Occupational Therapist (Home Health)</td>
<td>DTO, DTW</td>
</tr>
<tr>
<td>Physical Therapist (Home Health)</td>
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<tr>
<td>Physical Therapist Assistant</td>
<td>DTO, DTW, ST</td>
</tr>
<tr>
<td>Social Worker (Home Health)</td>
<td>DSU</td>
</tr>
<tr>
<td>Speech Therapist (Home Health)</td>
<td>Not Currently Offered in Delaware</td>
</tr>
</tbody>
</table>
Registered Nurse
900 additional nurses will be needed in Delaware’s hospitals and health systems over the next six years.
Delaware’s educational facilities currently do not have the capacity to meet the increased demand for registered nursing students.
Workforce Needs By County Registered Nurse

Kent & Sussex County
- Cumulative Recruitment: 1376
- Projected Workforce: 1301
- Current Workforce: 1571

New Castle County
- Cumulative Recruitment: 3612
- Projected Workforce: 4636
- Current Workforce: 3625
Licensed Practical Nurse
There is a projected need for 45 new Licensed Practical Nurses to be added to our hospital and health system workforce.
Recruitment Needs 2008 - 2014
Licensed Practical Nurse

This graph illustrates zero unmet need for hospitals & health systems, however it is unrealistic to assume that all LPN graduates would choose to work in these facilities rather than other health care settings.
Workforce Needs By County
Licensed Practical Nurse

Kent & Sussex County
- Cumulative Recruitment: 104
- Projected Workforce: 203
- Current Workforce: 130

New Castle County
- Cumulative Recruitment: 157
- Projected Workforce: 201
- Current Workforce: 55
Nurse Assistant
Workforce Needs 2008 - 2014
Nurse Assistant

The projections in the Nurse Assistant graphs include certified and non-certified nursing assistants and patient care technicians.
Nurse Assistant

This graph also illustrates zero unmet need for hospitals & health system; however, it is unrealistic to assume that all Nurse Assistant graduates would choose to work in these facilities rather than other health care settings.
Workforce Needs By County
Nurse Assistant

Kent & Sussex County
Cumulative Recruitment

Kent & Sussex County
Projected Workforce

Kent & Sussex County
Current Workforce

New Castle County
Cumulative Recruitment

New Castle County
Projected Workforce

New Castle County
Current Workforce

0 100 200 300 400 500 600 700 800
Allied Health Professionals
Workforce Needs 2008 - 2014
Allied Health Professionals

Current Workforce*

Projected Workforce 2009 - 2014

Cumulative Recruitment

*Includes current employees and vacancies
Workforce Needs 2008 – 2014
Allied Health Professionals

![Bar chart showing workforce needs for different Allied Health Professionals from 2008 to 2014.

- Cardiovascular Tech: Current Workforce 2008-2014
- Nuclear Med. Tech: Current Workforce 2009-2014
- Ultrasound Tech: Current Workforce 2009-2014
- MRI Tech: Current Workforce 2009-2014

*Includes current employees and vacancies.
Workforce Needs 2008 - 2014
Allied Health Professionals

*Includes current employees and vacancies
Home Health Care Professionals
Workforce Needs 2008 - 2014
Home Health Care Professionals

*Includes current employees and vacancies
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.

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