

The Healthcare Workforce: Current Issues and Potential Solutions

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Forward Leaning IPA Annual Meeting

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Center for Health Workforce Studies

The Center for Health Workforce Studies (CHWS)—established in 1996—is an academic research center based at the College of Integrated Health Sciences at the University at Albany, State University of New York

Mission:

To provide timely, accurate information and conduct policy-relevant research about the health workforce

Goal:

To assist health, professional, and educational organizations, policy makers, planners, and other stakeholders to understand issues related to the supply, demand, distribution, and the use of health workers

CHWS Work

- Oral Health Workforce Research Center
- Health Workforce Technical Assistance Center
- Resident Exit Survey
 - Demand
- Profession-Specific Research
 - Nurse Practitioners
 - Orthopedics and Prosthetics
 - Physical Therapists

CHWS Work

- Annual NY Workforce Report
- RN Education Survey
- Recruitment and Retention Surveys
- Re-Registration Surveys
 - LPNs
 - RNs
 - NPs

POPULATION AND HEALTH INDICATORS

Upstate New Yorkers Are Older

Demographic Data for Selected Regions in New York State

| Region | Percent of the Population | | | | |
|-----------------------|---------------------------|-------------------|------------------------|----------------------|----------------------------|
| | Under 100% FPL | Under 200% FPL | 0 - 17 Years of Age | 65 + Years of Age | Education of HS or Less |
| Capital District | 10.8% | 23.4% | 18.9% | 19.3% | 48.9% |
| Central New York | 13.9% | 29.6% | 20.5% | 18.4% | 54.0% |
| Hudson Valley | 11.0% | 22.6% | 22.6% | 17.3% | 49.0% |
| Mohawk Valley | 14.1% | 31.4% | 20.4% | 20.2% | 60.4% |
| North Country | 14.6% | 32.8% | 20.6% | 18.3% | 61.7% |
| Southern Tier | 15.7% | 32.7% | 19.1% | 20.0% | 55.6% |
| New York State | 13.7% | 28.1% | 20.7% | 17.4% | 51.5% |

Source: US Census, American Community Survey, 5-Year Estimates, 2019-2023.

Disease Burden Varies by Region

Health Indicators for Selected Regions in New York State

| Region | Per 10,000 Population | | | | | % Low Birthweight Births |
|-----------------------|-------------------------|-----------------------------------|---------------------------|--------------------------------|----------------|--------------------------|
| | Asthma Hospitalizations | Pediatric Asthma Hospitalizations | Diabetes Hospitalizations | Heart Disease Hospitalizations | ED Visits | |
| Capital District | 3.3 | 8.0 | 16.4 | 24.7 | 2,836.0 | 6.2% |
| Central New York | 3.1 | N/A | 21.9 | 24.0 | 3,527.6 | 6.7% |
| Hudson Valley | 4.7 | 9.2 | 16.5 | 23.1 | 3,044.0 | 5.6% |
| Mohawk Valley | 2.3 | 5.3 | 22.1 | 34.6 | 4,221.5 | 6.8% |
| North Country | N/A | N/A | 20.9 | 30.1 | 4,417.1 | N/A |
| Southern Tier | N/A | N/A | 16.7 | 24.8 | 3,749.6 | 6.2% |
| New York State | 6.3 | 13.4 | 20.3 | 25.4 | 3,534.0 | 6.8% |

Source: New York State Community Health Indicators Report.

What Does the Data Tell Us?

- Need for more primary care providers
- Potential access to care issues for vulnerable populations
- Growing elderly population — support aging in place
- System-wide solutions to address education and health career issues

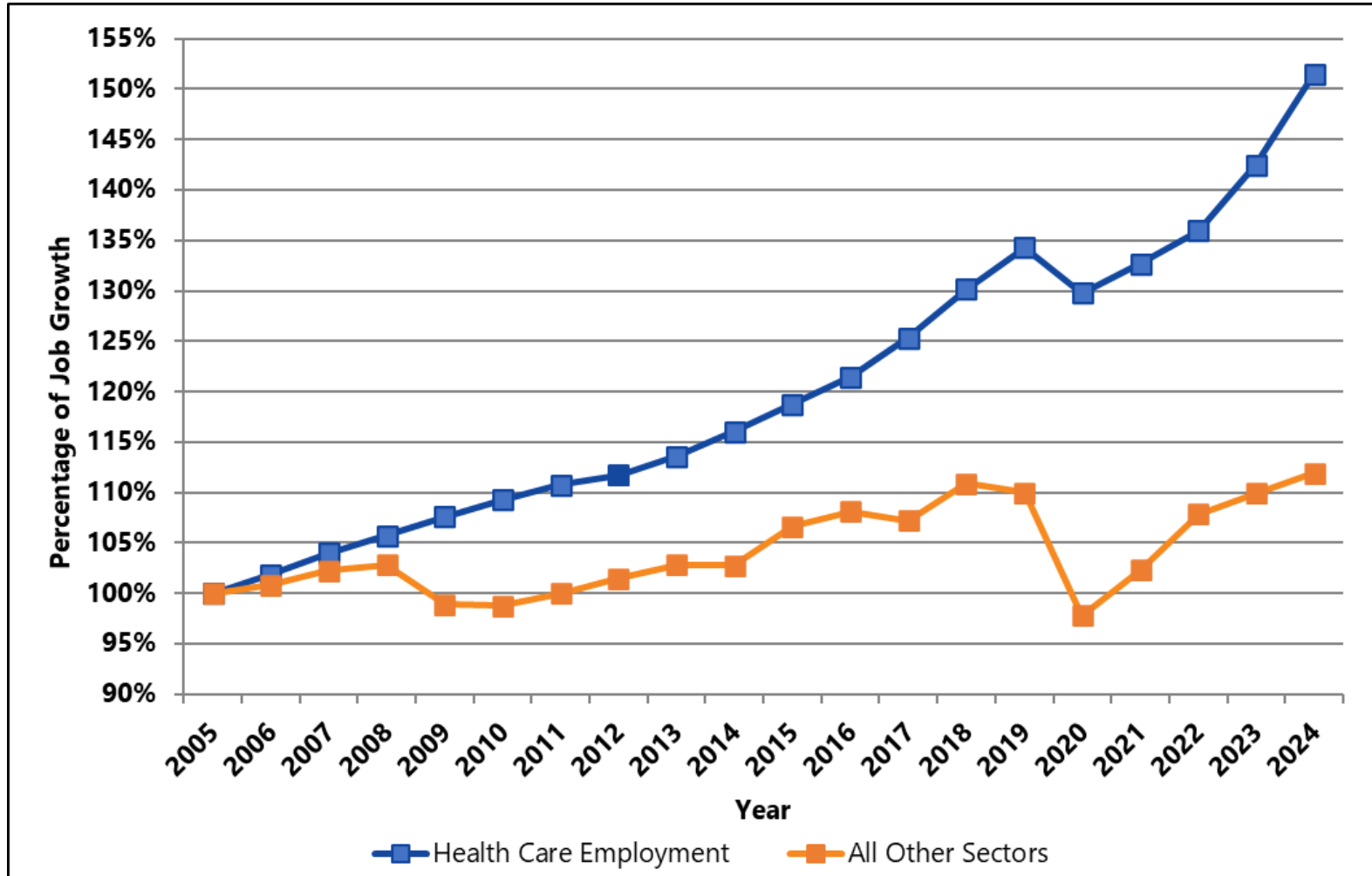
What Doesn't the Data Tell Us?

- About my community
 - Regional and county data can mask what is going on in my community!!!!
- How urgent care is being used
- Why people are using the emergency room
 - Oral health
 - Behavioral health
 - Avoidable primary care visits
- Need for specialists

THE HEALTHCARE WORKFORCE: BY THE NUMBERS

Healthcare Employment in New York State

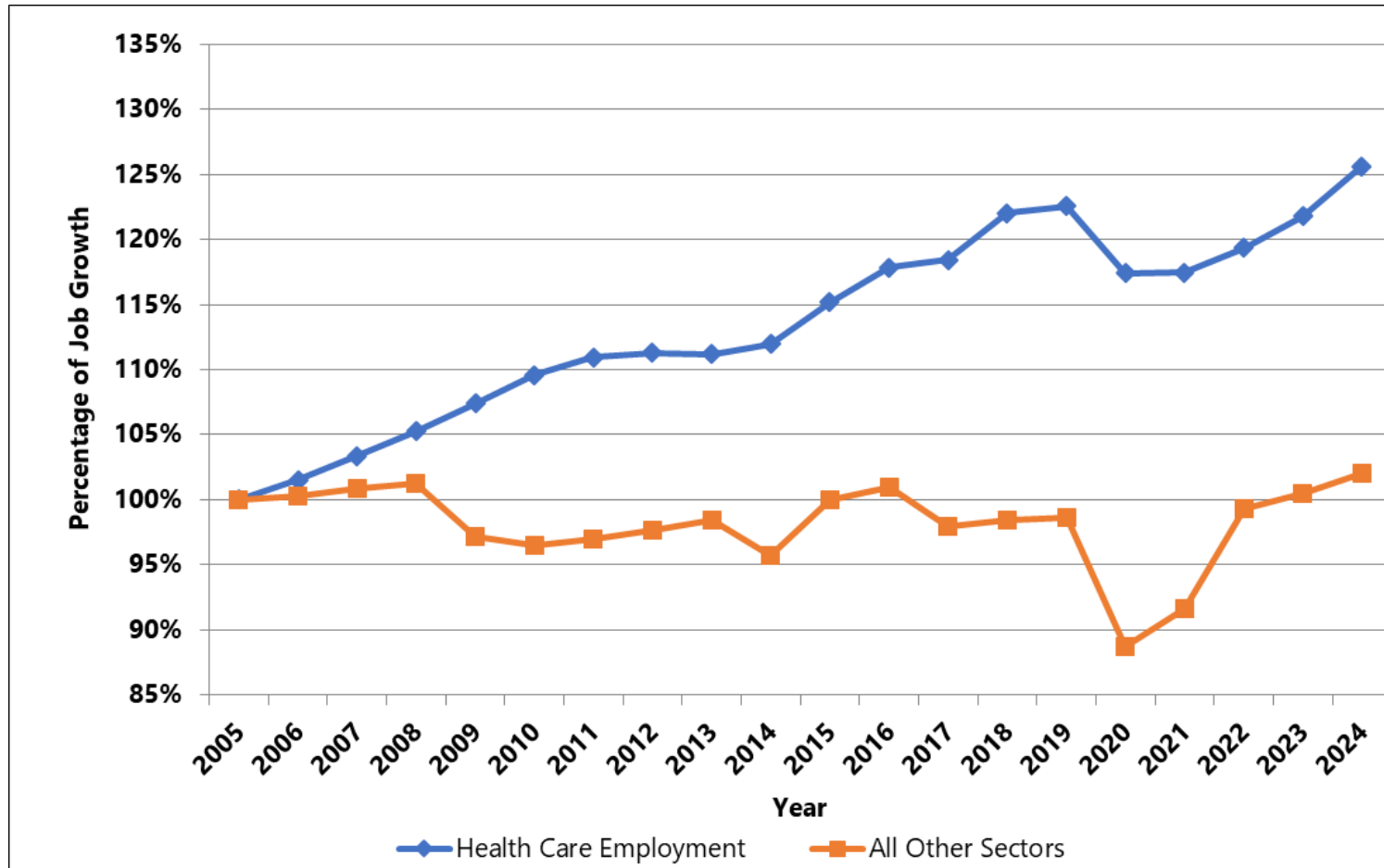
Employment Growth in New York State, 2005-2024



Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Healthcare Employment in Upstate New York

Employment Growth in Regions Outside of New York City, 2005-2024



Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Healthcare Jobs in Rural New York Are Declining

Employment Growth in Selected Regions in New York State, 2020-2024

| Region | 2020 | 2021 | 2022 | 2023 | 2024 | 2020 to 2024 Change | |
|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|--------------|
| | | | | | | Number | Percent |
| Capital District | 57,012 | 55,545 | 54,221 | 55,751 | 57,385 | 373 | 0.7% |
| Central New York | 39,161 | 38,232 | 37,849 | 38,584 | 39,357 | 196 | 0.5% |
| Hudson Valley | 120,117 | 120,714 | 120,750 | 126,263 | 128,433 | 8,316 | 6.9% |
| Mohawk Valley | 25,010 | 23,802 | 22,851 | 22,716 | 23,054 | -1,956 | -7.8% |
| North Country | 18,388 | 18,056 | 16,545 | 16,527 | 16,806 | -1,582 | -8.6% |
| Southern Tier | 27,767 | 27,219 | 27,040 | 27,953 | 29,080 | 1,313 | 4.7% |
| Total | 1,202,529 | 1,222,000 | 1,252,333 | 1,303,694 | 1,385,848 | 190,368 | 15.8% |

Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Jobs in Home Healthcare Growing the Fastest

Employment Growth in Selected Regions in New York State, 2020-2024

| Setting | 2000 | 2020 | 2024 | 2020 - 2024 | | 2000 - 2024 | |
|--|----------------|------------------|------------------|----------------|--------------|----------------|--------------|
| | | | | # Change | % Change | # Change | % Change |
| Hospitals | 410,300 | 460,312 | 492,905 | 32,593 | 7.1% | 82,605 | 20.1% |
| Ambulatory Care (Excluding Home Healthcare) | 245,600 | 328,957 | 386,383 | 57,426 | 17.5% | 140,783 | 57.3% |
| Nursing Home and Residential Care Facilities | 143,200 | 148,877 | 143,239 | -5,638 | -3.8% | 39 | 0.0% |
| Home Healthcare | 64,600 | 264,383 | 372,912 | 108,529 | 41.0% | 308,312 | 477.3% |
| Total | 863,700 | 1,202,529 | 1,395,439 | 192,910 | 16.0% | 531,739 | 61.6% |

Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Hospitals Jobs Declining in Many Upstate Regions

Hospital Growth in Selected Regions in New York State, 2020-2024

| Region | 2020 | 2021 | 2022 | 2023 | 2024 | 2020 to 2024 Change | |
|------------------|----------------|----------------|----------------|----------------|----------------|---------------------|-------------|
| | | | | | | Number | Percent |
| Capital District | 23,328 | 21,774 | 20,986 | 21,599 | 22,243 | -1,085 | -4.7% |
| Central New York | 13,603 | 13,165 | 12,928 | 13,126 | 13,480 | -123 | -0.9% |
| Hudson Valley | 41,898 | 40,720 | 40,504 | 42,289 | 43,543 | 1,645 | 3.9% |
| Mohawk Valley | 10,678 | 9,632 | 8,986 | 8,939 | 9,099 | -1,579 | -14.8% |
| North Country | 9,369 | 9,125 | 8,197 | 7,933 | 8,139 | -1,230 | -13.1% |
| Southern Tier | 13,198 | 12,978 | 12,645 | 13,273 | 13,754 | 556 | 4.2% |
| Total | 460,312 | 455,899 | 453,363 | 464,416 | 491,913 | 31,630 | 6.9% |

Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Nursing Home Jobs Declining Throughout NYS

Nursing Home Growth in Selected Regions in New York State, 2020-2024

| Region | 2020 | 2021 | 2022 | 2023 | 2024 | 2020 to 2024 Change | |
|------------------|----------------|----------------|----------------|----------------|----------------|---------------------|--------------|
| | | | | | | Number | Percent |
| Capital District | 10,323 | 9,278 | 8,678 | 8,955 | 9,574 | -749 | -7.3% |
| Central New York | 8,112 | 7,157 | 6,775 | 6,694 | 6,986 | -1,126 | -13.9% |
| Hudson Valley | 19,363 | 17,961 | 17,359 | 17,937 | 18,376 | -987 | -5.1% |
| Mohawk Valley | 5,911 | 5,224 | 5,021 | 5,240 | 5,489 | -422 | -7.1% |
| North Country | 2,675 | 2,324 | 2,022 | 2,067 | 2,179 | -496 | -18.5% |
| Southern Tier | 6,126 | 5,524 | 5,366 | 5,555 | 5,794 | -332 | -5.4% |
| Total | 148,813 | 137,825 | 133,585 | 136,180 | 143,191 | -5,622 | -3.8% |

Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Home Healthcare Jobs Declining in Many Rural Regions

Home Health Care Growth in Selected Regions in New York State, 2020-2024

| Region | 2020 | 2021 | 2022 | 2023 | 2024 | 2020 to 2024 Change | |
|------------------|----------------|----------------|----------------|----------------|----------------|---------------------|--------------|
| | | | | | | Number | Percent |
| Capital District | 4,265 | 3,979 | 3,821 | 4,004 | 4,123 | -142 | -3.3% |
| Central New York | 2,238 | 2,106 | 2,106 | 2,367 | 2,480 | 242 | 10.8% |
| Hudson Valley | 15,135 | 15,323 | 14,884 | 15,703 | 15,675 | 540 | 3.6% |
| Mohawk Valley | 1,418 | 1,370 | 1,344 | 1,220 | 1,260 | -158 | -11.1% |
| North Country | 702 | 677 | 648 | 654 | 671 | -31 | -4.4% |
| Southern Tier | 948 | 893 | 806 | 813 | 852 | -96 | -10.1% |
| Total | 262,208 | 271,668 | 291,333 | 327,370 | 370,786 | 108,578 | 41.4% |

Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Ambulatory Care Jobs Growing Throughout NYS

Ambulatory Care Growth in Selected Regions in New York State, 2020-2024

| Region | 2020 | 2021 | 2022 | 2023 | 2024 | 2020 to 2024 Change | |
|------------------|----------------|----------------|----------------|----------------|----------------|---------------------|--------------|
| | | | | | | Number | Percent |
| Capital District | 19,096 | 20,514 | 20,736 | 21,193 | 21,445 | 2,349 | 12.3% |
| Central New York | 15,208 | 15,804 | 16,040 | 16,397 | 16,429 | 1,221 | 8.0% |
| Hudson Valley | 43,721 | 46,710 | 48,003 | 50,334 | 50,839 | 7,118 | 16.3% |
| Mohawk Valley | 7,003 | 7,576 | 7,500 | 7,317 | 7,206 | 203 | 2.9% |
| North Country | 5,642 | 5,930 | 5,678 | 5,873 | 5,817 | 175 | 3.1% |
| Southern Tier | 7,495 | 7,824 | 8,223 | 8,312 | 8,680 | 1,185 | 15.8% |
| Total | 324,176 | 348,029 | 363,954 | 371,728 | 379,976 | 55,800 | 17.2% |

Source: NYS Department of Labor, Quarterly Census of Employment and Wages.

Projected Need in Many Health Occupations

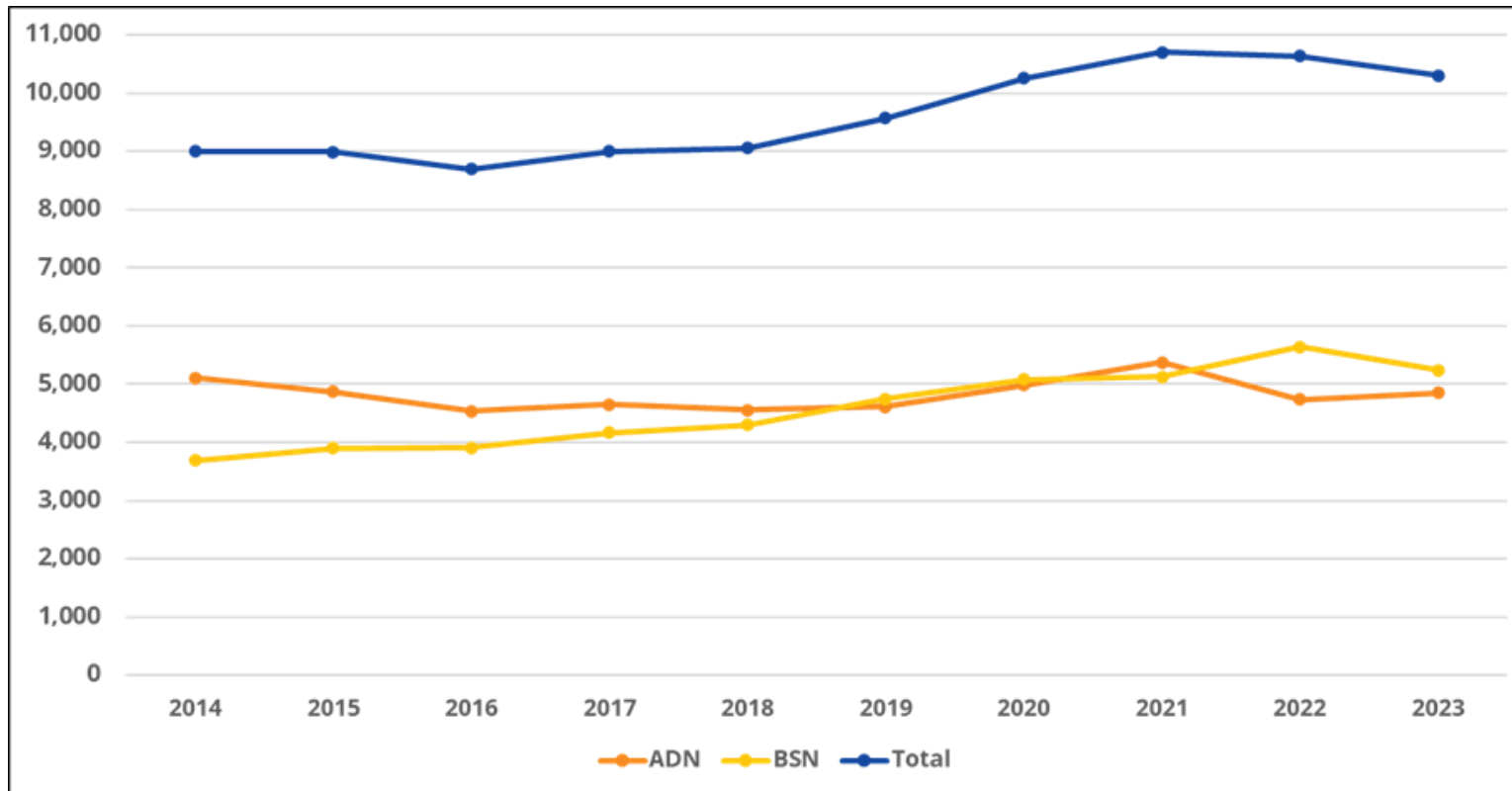
Employment Projections for Selected Healthcare Occupations for New York State, 2022-2032

| Occupational Title | 2022 | 2032 | Change Between 2022 and 2032 | | Average Annual Openings ^a |
|---|---------|---------|------------------------------|---------|--------------------------------------|
| | | | Number | Percent | |
| Audiologists | 720 | 880 | 160 | 22.2% | 56 |
| Cardiovascular Technologists and Technicians | 3,650 | 4,650 | 1,000 | 27.4% | 390 |
| Clinical Laboratory Technologists and Technicians | 18,860 | 23,810 | 4,950 | 26.2% | 1,835 |
| Diagnostic Medical Sonographers | 6,520 | 8,280 | 1,760 | 27.0% | 696 |
| Dietitians and Nutritionists | 5,590 | 6,880 | 1,290 | 23.1% | 549 |
| Healthcare Social Workers | 24,780 | 31,050 | 6,270 | 25.3% | 3,167 |
| Home Health and Personal Care Aides | 551,740 | 710,140 | 158,400 | 28.7% | 91,950 |
| Licensed Practical and Licensed Vocational | 45,960 | 57,020 | 11,060 | 24.1% | 4,996 |
| Magnetic Resonance Imaging Technologists | 2,610 | 3,310 | 700 | 26.8% | 280 |
| Medical Assistants | 35,250 | 44,680 | 9,430 | 26.8% | 5,573 |
| Medical Transcriptionists | 4,120 | 4,590 | 470 | 11.4% | 657 |
| Medical and Health Services Managers | 27,110 | 33,470 | 6,360 | 23.5% | 2,936 |
| Mental Health and Substance Abuse Social Workers | 13,430 | 17,050 | 3,620 | 27.0% | 1,752 |
| Nurse Midwives | 530 | 670 | 140 | 26.4% | 44 |
| Nurse Practitioners | 16,600 | 20,970 | 4,370 | 26.3% | 1,417 |
| Physician Assistants | 15,020 | 19,100 | 4,080 | 27.2% | 1,348 |
| Registered Nurses | 204,040 | 256,080 | 52,040 | 25.5% | 17,134 |
| Speech-Language Pathologists | 14,950 | 18,710 | 3,760 | 25.2% | 1,366 |

Source: NYS Department of Labor, Jobs in Demand/Projects, Long-Term Occupation Projections, 2022-2032.

New RN Graduations Have Remained Steady Statewide

RN Graduations in New York State, Total and by Degree Type, 2014-2024



Sources: New York State Education Department; National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS); the City University of New York 2025 Nursing Degree Programs Report; Excelsior University.

New RN Graduations Declined in Many NYS Regions

RN Graduations in New York State, Total and by Region, 2020-2024

| Region | School Year | | | | | % of NYS RN Graduations | 2020-2024 | |
|--------------------|---------------|---------------|---------------|---------------|---------------|----------------------------|-----------|-------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | | Number | Percent |
| Capital District | 515 | 505 | 520 | 508 | 486 | 4.7% | -29 | -5.7% |
| Central NY | 505 | 530 | 449 | 402 | 424 | 4.1% | -81 | -20.1% |
| Finger Lakes | 901 | 783 | 884 | 895 | 822 | 8.0% | -79 | -8.8% |
| Hudson Valley | 919 | 1,144 | 1,305 | 1,222 | 1,107 | 10.8% | 188 | 15.4% |
| Long Island | 1,513 | 1,512 | 1,585 | 1,346 | 1,363 | 13.3% | -150 | -11.1% |
| Mohawk Valley | 374 | 339 | 318 | 343 | 443 | 4.3% | 69 | 20.1% |
| New York City | 3,863 | 3,907 | 3,945 | 3,752 | 3,840 | 37.3% | -23 | -0.6% |
| North Country | 355 | 345 | 299 | 300 | 321 | 3.1% | -34 | -11.3% |
| Southern Tier | 414 | 420 | 346 | 376 | 368 | 3.6% | -46 | -12.2% |
| Western NY | 756 | 983 | 950 | 932 | 841 | 8.2% | 85 | 9.1% |
| Online Only | 138 | 235 | 145 | 189 | 271 | 2.6% | 133 | 70.4% |
| Grand Total | 10,253 | 10,703 | 10,746 | 10,265 | 10,286 | 100.0% | 33 | 0.3% |

Sources: New York State Education Department; National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS); the City University of New York 2025 Nursing Degree Programs Report; Excelsior University.



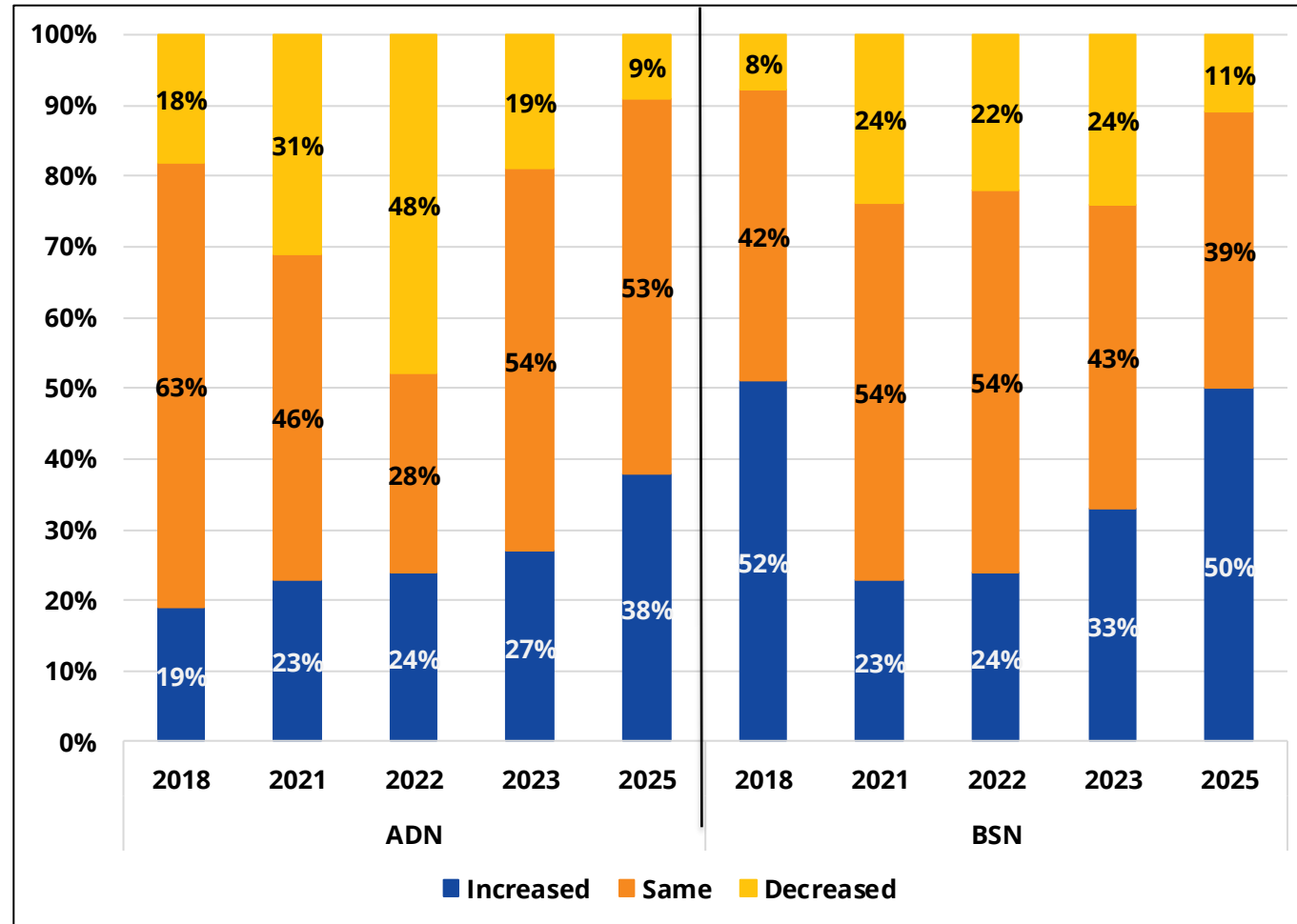
BSN Completer Graduations Declining in NYS

BSN Completer Graduations in New York State, Total and by Region, 2020-2024

| Region | School Year | | | | | 2020-2024 | |
|------------------|-------------|-------|-------|-------|-------|-----------|---------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | Number | Percent |
| Capital District | 32 | 66 | 56 | 82 | 70 | 38 | 118.8% |
| Central NY | 108 | 105 | 136 | 114 | 112 | 4 | 3.7% |
| Finger Lakes | 348 | 264 | 432 | 211 | 173 | -175 | -50.3% |
| Hudson Valley | 33 | 34 | 28 | 20 | 14 | -19 | -57.6% |
| Long Island | 118 | 112 | 95 | 71 | 50 | -68 | -57.6% |
| Mohawk Valley | 139 | 103 | 96 | 55 | 50 | -89 | -64.0% |
| New York City | 672 | 631 | 563 | 507 | 398 | -274 | -40.8% |
| North Country | 97 | 82 | 83 | 51 | 55 | -42 | -43.3% |
| Southern Tier | 232 | 283 | 252 | 239 | 183 | -49 | -21.1% |
| Western NY | 283 | 297 | 230 | 216 | 211 | -72 | -25.4% |
| Online Only | 194 | 192 | 156 | 135 | 120 | -74 | -38.1% |
| Grand Total | 2,256 | 2,169 | 2,127 | 1,701 | 1,436 | -820 | -36.3% |

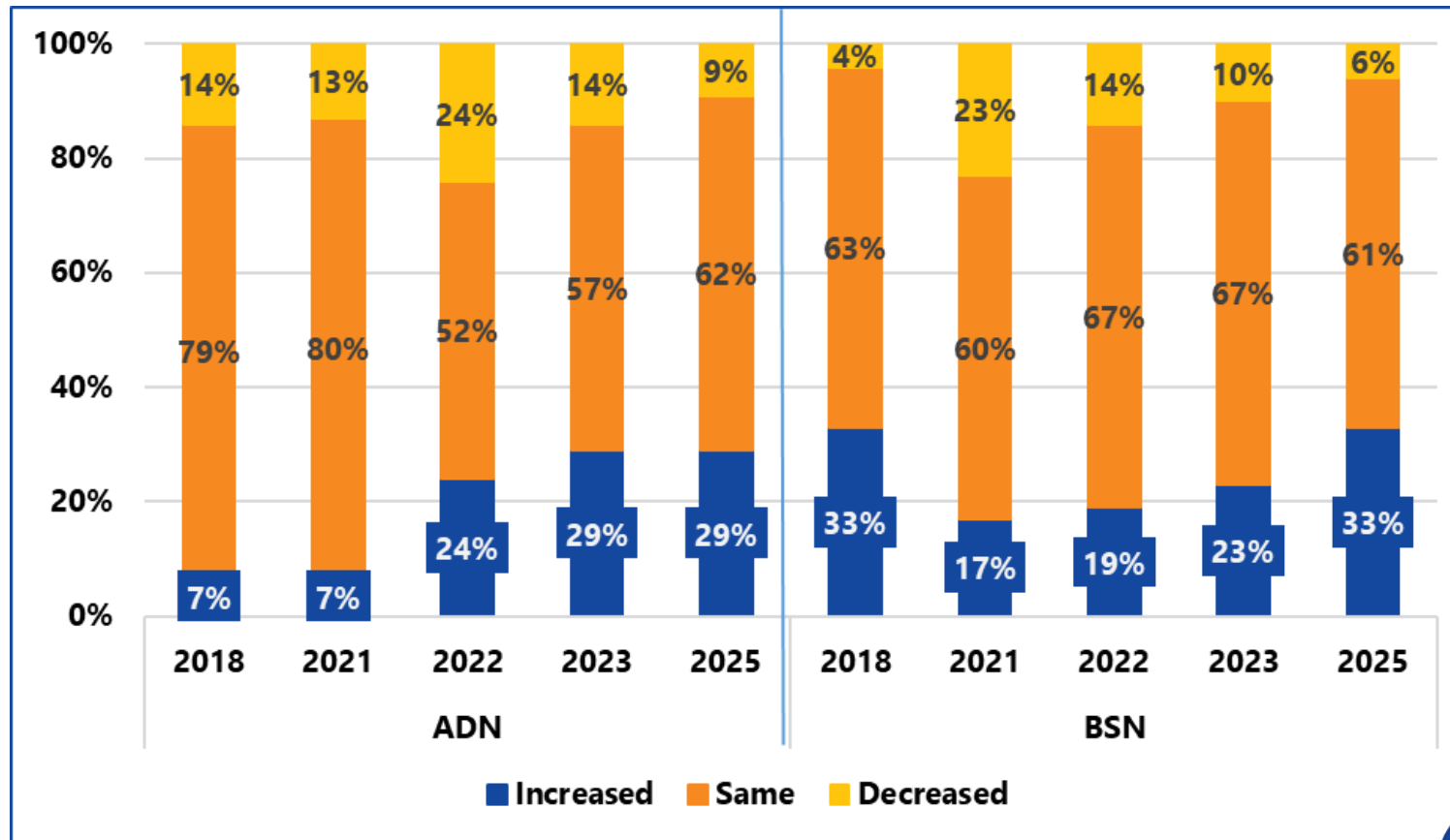
Applications Increasing for Both ADN and BSN Programs

Changes in Number of Applications to NYS RN Education Programs, by Degree Type, 2018-2025



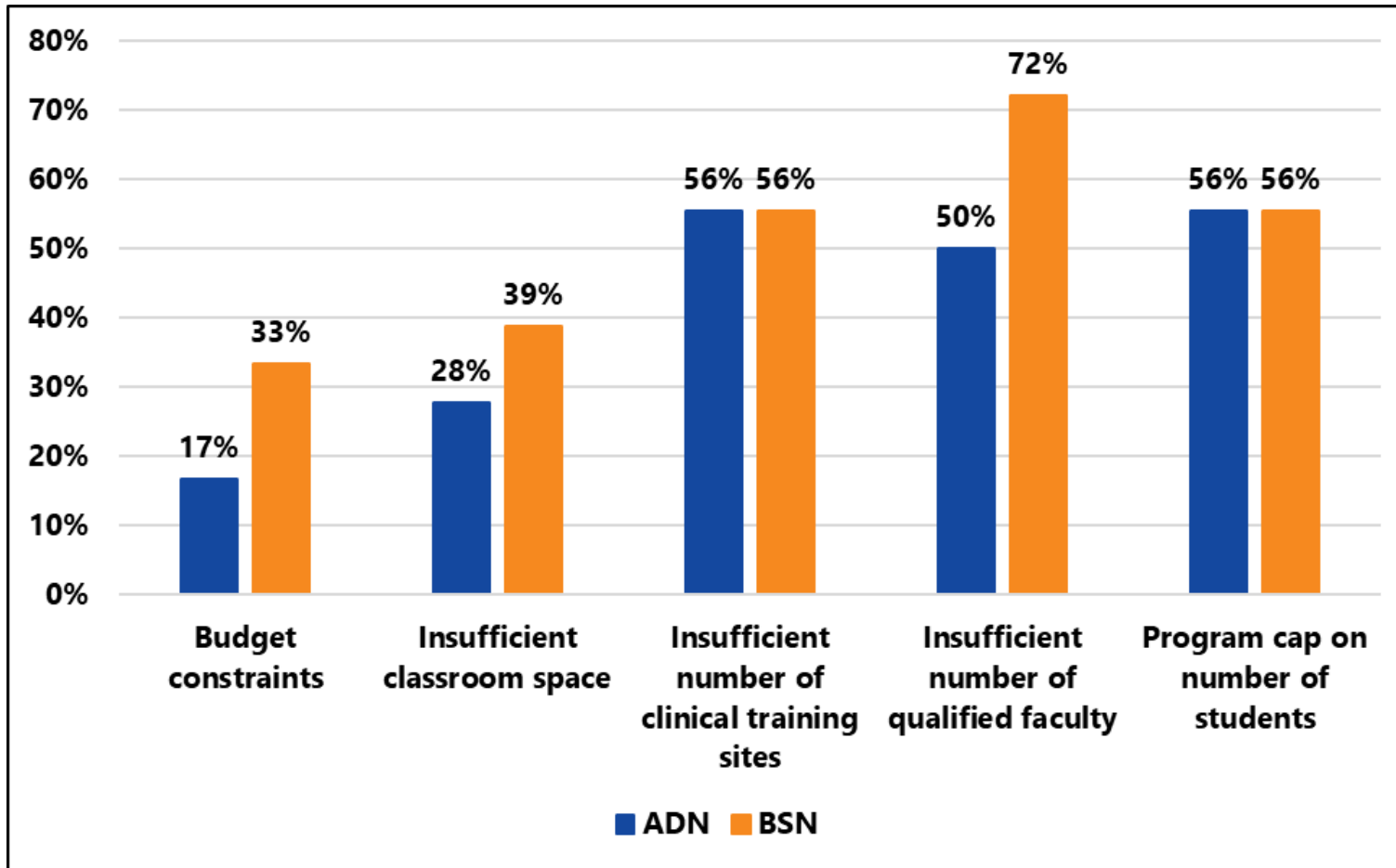
Acceptances Increasing for Both ADN and BSN Programs

Changes in Number of Acceptances to New York State RN Education Programs, by Degree Type, 2018-2025



Lack of Faculty and Clinical Training Sites Major Barriers to Expanding RN Education Programs

Reasons for Turning Away Qualified Applicants, by Degree Type, 2025



Where Are the RN Jobs?

Percentage of RN Education Programs Reporting Many Jobs, by Degree and Setting, 2025

| Degree | All Health Settings | Hospital Inpt/Ed | Nursing Homes | Home Health Care | Ambulatory Care |
|------------|---------------------|------------------|---------------|------------------|-----------------|
| Associate | 85.3% | 79.4% | 73.5% | 50.0% | 44.1% |
| Bachelor's | 55.6% | 69.4% | 80.6% | 63.9% | 47.2% |

RECRUITMENT AND RETENTION

RNs and LPNs Among the Most Difficult to Recruit and Retain in Hospitals

Percent of Respondents Who Indicated Recruitment and/or Retention Difficulties at Upstate New York Hospitals

| Occupations | Percent of Respondents Indicating Difficulty | |
|--|--|-----------|
| | Recruiting | Retaining |
| Certified Nurse Aides/Nurse Aides/Patient Care Techs | 15.4% | 30.8% |
| Clinical Laboratory Technicians | 45.5% | 9.1% |
| Clinical Laboratory Technologists | 66.7% | 11.1% |
| Community Health Workers | 16.7% | 16.7% |
| Credentialed Alcoholism and Substance Abuse Counselors (CASAC) | 33.3% | 33.3% |
| Licensed Mental Health Counselors | 33.3% | 20.0% |
| Licensed Practical Nurses | 46.2% | 53.8% |
| Medical Assistants (Certified) | 14.3% | 28.6% |
| Nurse Practitioners (All other) | 38.5% | 15.4% |
| Nurse Practitioners (Behavioral Health) | 44.4% | 22.2% |
| Pharmacists | 38.5% | 0.0% |
| Pharmacy Technicians (Registered) | 15.4% | 0.0% |
| Physician Assistants | 46.2% | 7.7% |
| Registered Nurses (Associate-prepared) | 38.5% | 61.5% |
| Registered Nurses (Baccalaureate-prepared) | 61.5% | 61.5% |
| Respiratory Therapists | 53.8% | 15.4% |
| Social Workers -- LCSWs | 30.0% | 10.0% |
| Social Workers -- LMSWs | 27.3% | 9.1% |
| Surgical Technicians | 46.2% | 15.4% |

Reasons for Recruitment and Retention Issues in Hospitals

- Recruitment
 - General shortage of workers
 - Lack of qualified workers
 - Non-competitive salaries
 - Location/transportation
- Retention
 - Left for better salaries
 - Left for better work-life balance
 - Left for family commitments
 - Career change

RNs and LPNs Among the Most Difficult to Recruit and Retain in Nursing Homes and Assisted Living Facilities

Percent of Respondents Who Indicated Recruitment and/or Retention Difficulties at Upstate New York State Nursing Homes and Adult Care Facilities

| Occupation | Percent of Respondents Indicating Difficulty | |
|--|--|-----------|
| | Recruiting | Retaining |
| Certified Nurse Aides/Nurse Aides/Patient Care Techs | 31.3% | 25.0% |
| Dietitians/Nutritionists | 33.3% | 12.5% |
| Home Health Aides | 33.3% | 11.1% |
| Licensed Practical Nurses | 68.2% | 33.3% |
| MDS Coordinators | 41.7% | 7.7% |
| Nurse Aide Trainees | 0.0% | 66.7% |
| Nurse Practitioners (All other) | 0.0% | 0.0% |
| Occupational Therapists | 42.9% | 0.0% |
| Occupational Therapy Assistants | 33.3% | 0.0% |
| Patient Care Managers | 20.0% | 0.0% |
| Personal Care Aides | 40.0% | 30.0% |
| Physical Therapy Assistants | 57.1% | 0.0% |
| Physician Assistants | 54.5% | 0.0% |
| Registered Nurses (Associate-prepared) | 60.0% | 13.3% |
| Registered Nurses (Baccalaureate prepared) | 65.0% | 10.5% |
| Residential Care Aides (ACF/ALR) | 33.3% | 22.2% |
| Social Workers - BSWs | 45.5% | 8.3% |
| Social Workers - LCSWs | 20.0% | 20.0% |
| Social Workers - LMSWs | 25.0% | 12.5% |
| Speech Language Pathologists | 61.5% | 7.7% |

Reasons for Recruitment and Retention Issues in Nursing Homes and Assisted Living Facilities

- Recruitment
 - Location/transportation
 - General shortage of workers
 - Applicants not following up/skipping appointments (ghosting)
 - Non-competitive salaries
- Retention
 - Left for better salaries
 - Left for better work-life balance
 - Left for family commitments
 - Pay/hours limited to protect safety-net eligibility (Medicaid, food stamps, etc.)
 - Career change

OTs and PTs Among the Most Difficult to Recruit and Retain in Home Health Agencies

Percent of Respondents Who Indicated Recruitment and/or Retention Difficulties at Upstate New York Home Health Care Agencies

| Occupation | Percent of Respondents Indicating Difficulty | |
|--|--|-----------|
| | Recruiting | Retaining |
| Home Health Aides | 46.67% | 26.7% |
| LCSW Social Workers | 40.00% | 20.0% |
| Licensed Practical Nurses | 25.00% | 0.0% |
| LMSW Social Workers | 28.57% | 0.0% |
| Occupational Therapists | 60.00% | 16.7% |
| Personal Care Aides | 16.67% | 18.2% |
| Physical Therapists | 80.00% | 0.0% |
| Registered Nurses (Associate-prepared) | 28.57% | 14.3% |
| Registered Nurses (Baccalaureate-prepared) | 70.00% | 33.3% |
| Speech Language Pathologists | 80.00% | 20.0% |

Reasons for Recruitment and Retention Issues in Home Health Care Agencies

- Recruitment
 - General shortage of workers
 - Non-competitive salaries
 - Location/transportation
- Retention
 - Left for better salaries
 - Left for job outside of health care
 - Left for family commitments
 - Pay/hours limited to protect safety net eligibility (Medicaid, food stamps, etc.)
 - Paperwork and regulatory burden

Dentists and Physicians Among the Most Difficult to Recruit and Retain in Clinics

Percent of Respondents Who Indicated Recruitment and/or Retention Difficulties at Upstate New York Clinics

| Occupation | Percent of Respondents Indicating Difficulty | |
|--|--|-----------|
| | Recruiting | Retaining |
| Community Health Workers | 0.0% | 0.0% |
| Credentialed Alcoholism and Substance Abuse Counselors (CASAC) | 20.0% | 0.0% |
| Dental Hygienists | 66.7% | 14.3% |
| Dentists | 75.0% | 12.5% |
| LCSW Social Workers | 57.7% | 26.1% |
| Licensed Mental Health Counselors | 27.8% | 15.8% |
| Licensed Practical Nurses | 46.7% | 26.9% |
| LMSW Social Workers | 40.9% | 25.0% |
| Nurse Practitioners (All other) | 36.0% | 4.2% |
| Nurse Practitioners (Behavioral Health) | 20.0% | 13.3% |
| Patient Care Managers | 23.1% | 0.0% |
| Pharmacists | 0.0% | 11.1% |
| Physician Assistants | 25.0% | 0.0% |
| Primary Care Physicians | 90.9% | 10.0% |
| Psychiatrists | 85.7% | 7.7% |
| Medical Assistants (Certified) | 0.0% | 10.0% |
| Pharmacy Technicians (Registered) | 0.0% | 16.7% |
| Registered Nurses (Associate-prepared) | 54.5% | 19.0% |
| Registered Nurses (Baccalaureate-prepared) | 56.0% | 20.0% |

Reasons for Recruitment and Retention Issues in Clinics

- Recruitment
 - General shortage of workers
 - Non-competitive salaries
 - Location/transportation
- Retention
 - Left for better salaries
 - Left for family commitments
 - Left for better work-life balance
 - Paperwork and regulatory burden

SOLUTIONS

Addressing the Healthcare Workforce



THE PIPELINE

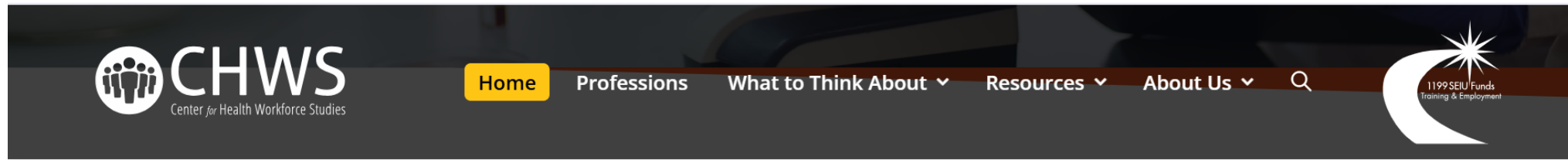
- ▶ Scholarships
- ▶ Career pathway programs
- ▶ Grow your own programs

Building the Pipeline

- Apprenticeships
- Grown your own scholarships and loan repayment
- Introducing middle school and high school students to health careers
- Linkages with local high schools, colleges, and universities
- Shadowing opportunities
- State and federal scholarships and loan repayment

New York Health Careers Website

- [Healthcareersinfo.net](http://healthcareersinfo.net)



What To Think About

**Looking To Change
Careers?**

**Already Working In
Health Care?**

**Beginning Your Career
Journey?**



Based On My Personality, Which
Health Professions Are Best For
Me?

LEARN MORE →



Will It Take Longer To Get A
Degree As An Adult?

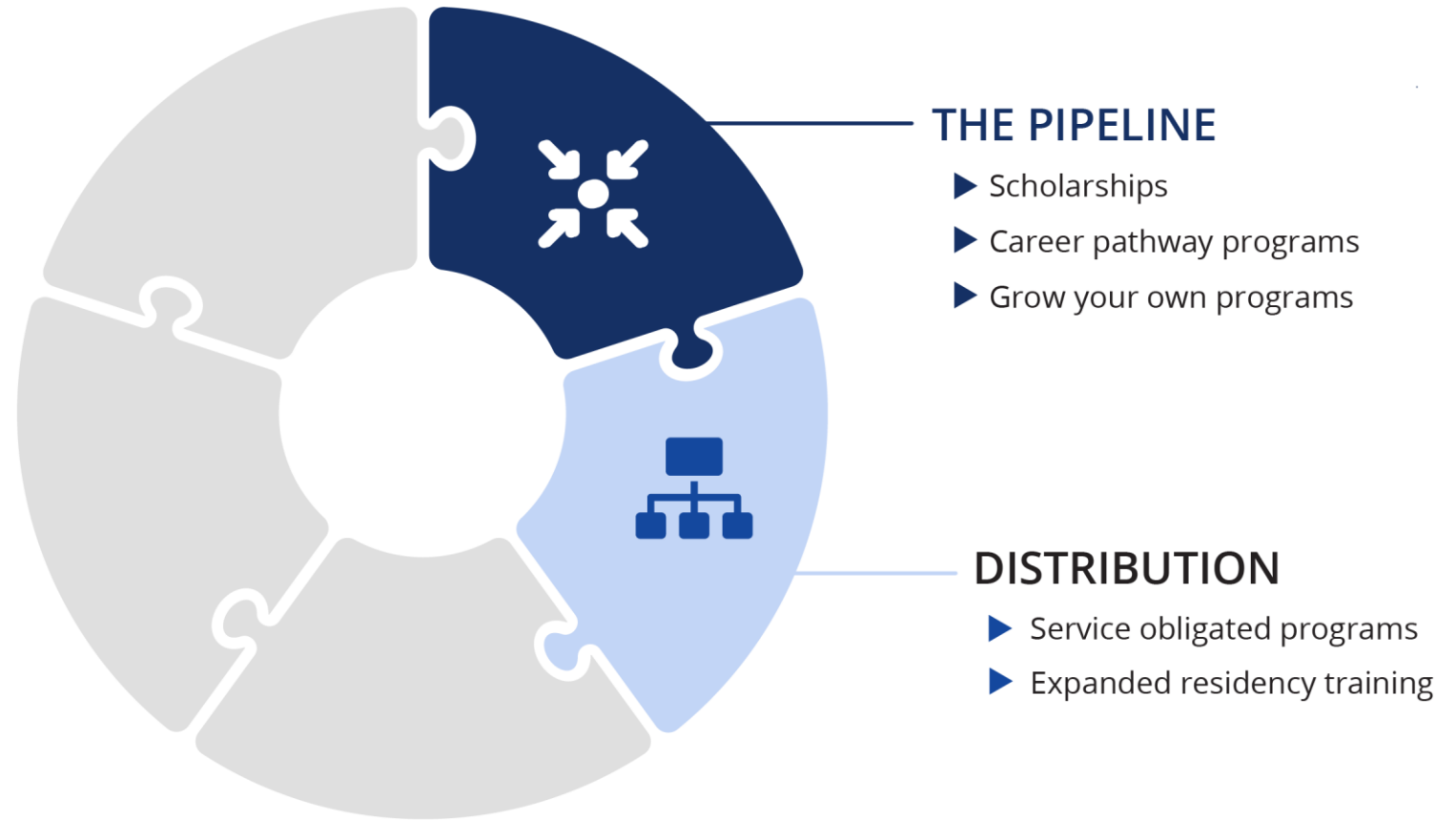
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Can I Afford Tuition With My
Current Income?

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Addressing the Healthcare Workforce

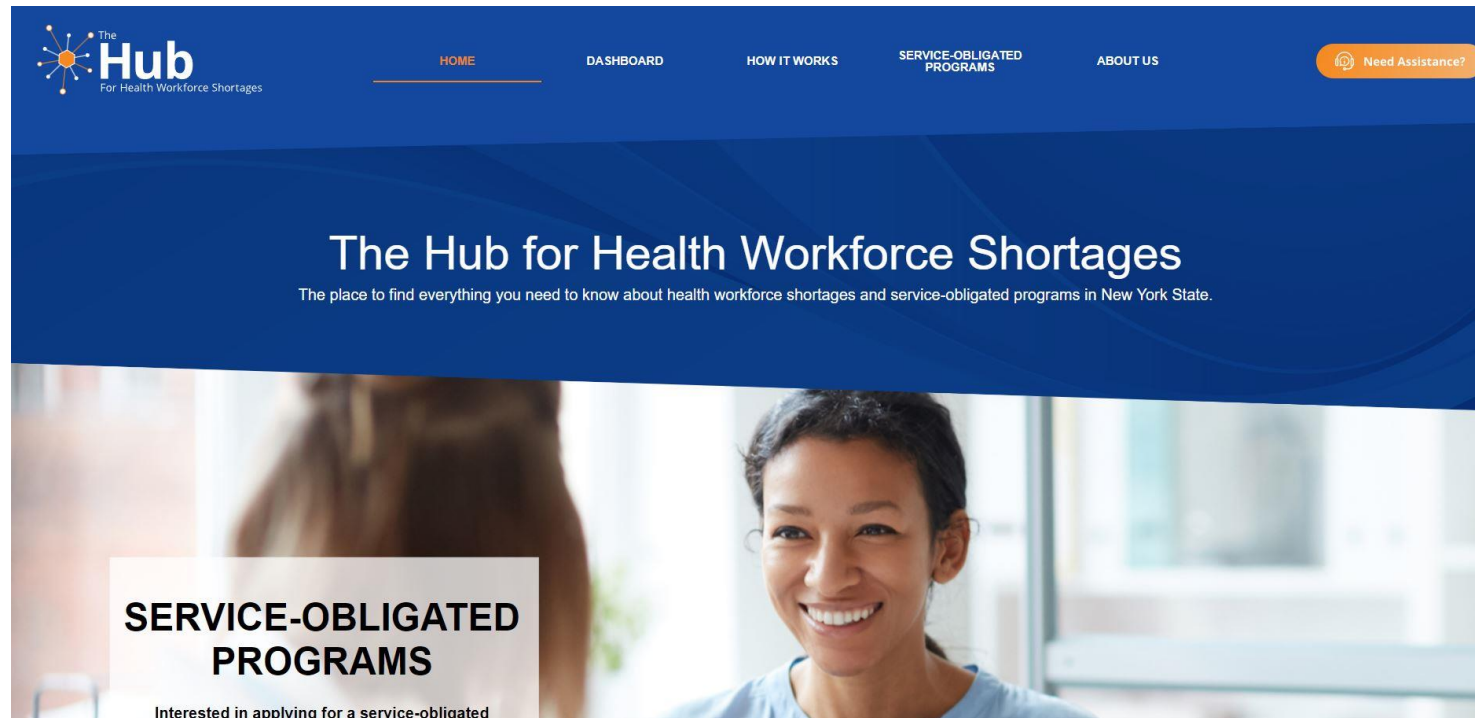


The Hub for Health Workforce Shortages

One-stop shop where stakeholders and providers can:

- Search for updates and information on designations and service-obligated programs
- Learn about shortage designations and how they're determined
- Contact the Center for Health Workforce Studies to request assistance

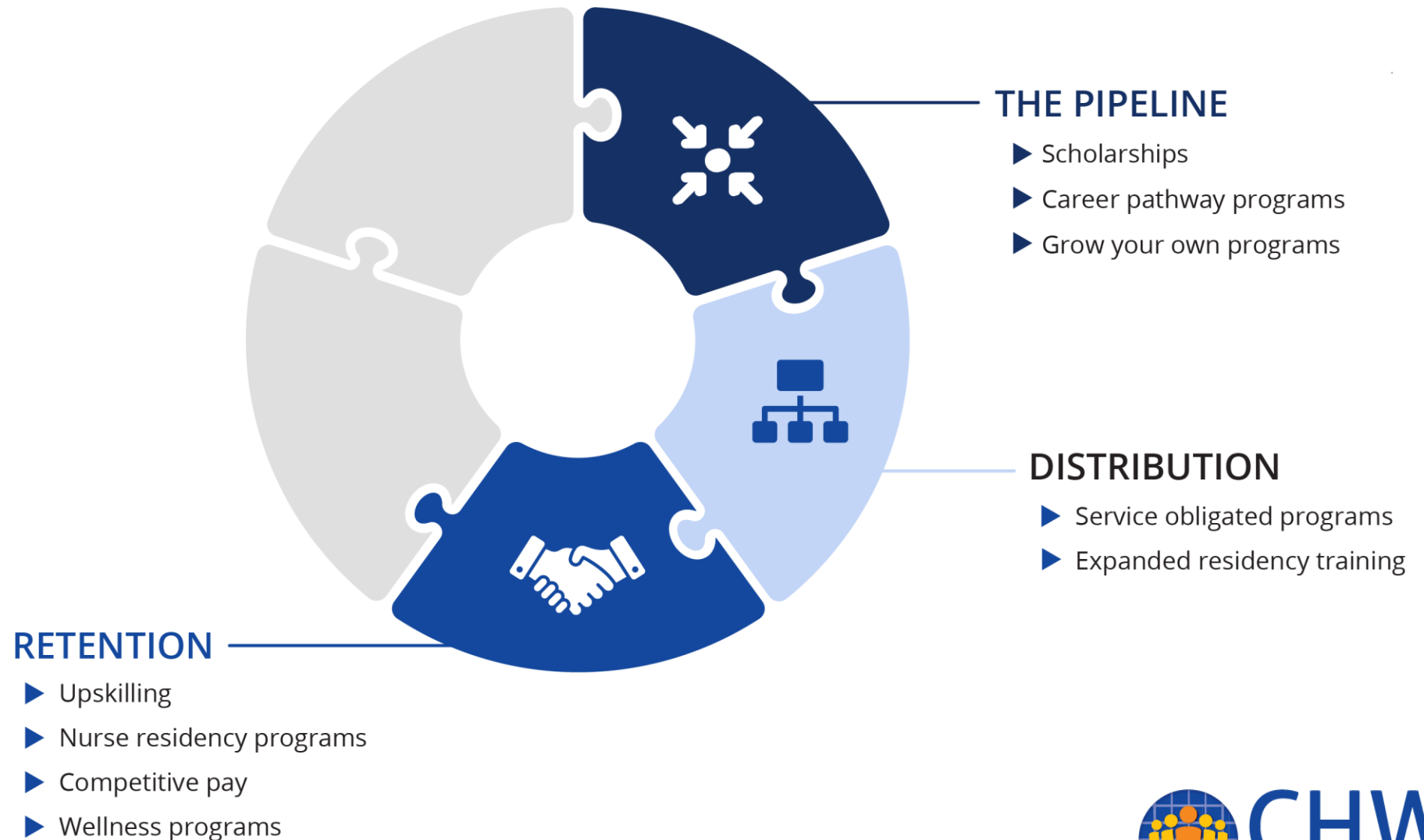
shortagehub.com



www.chwsny.org



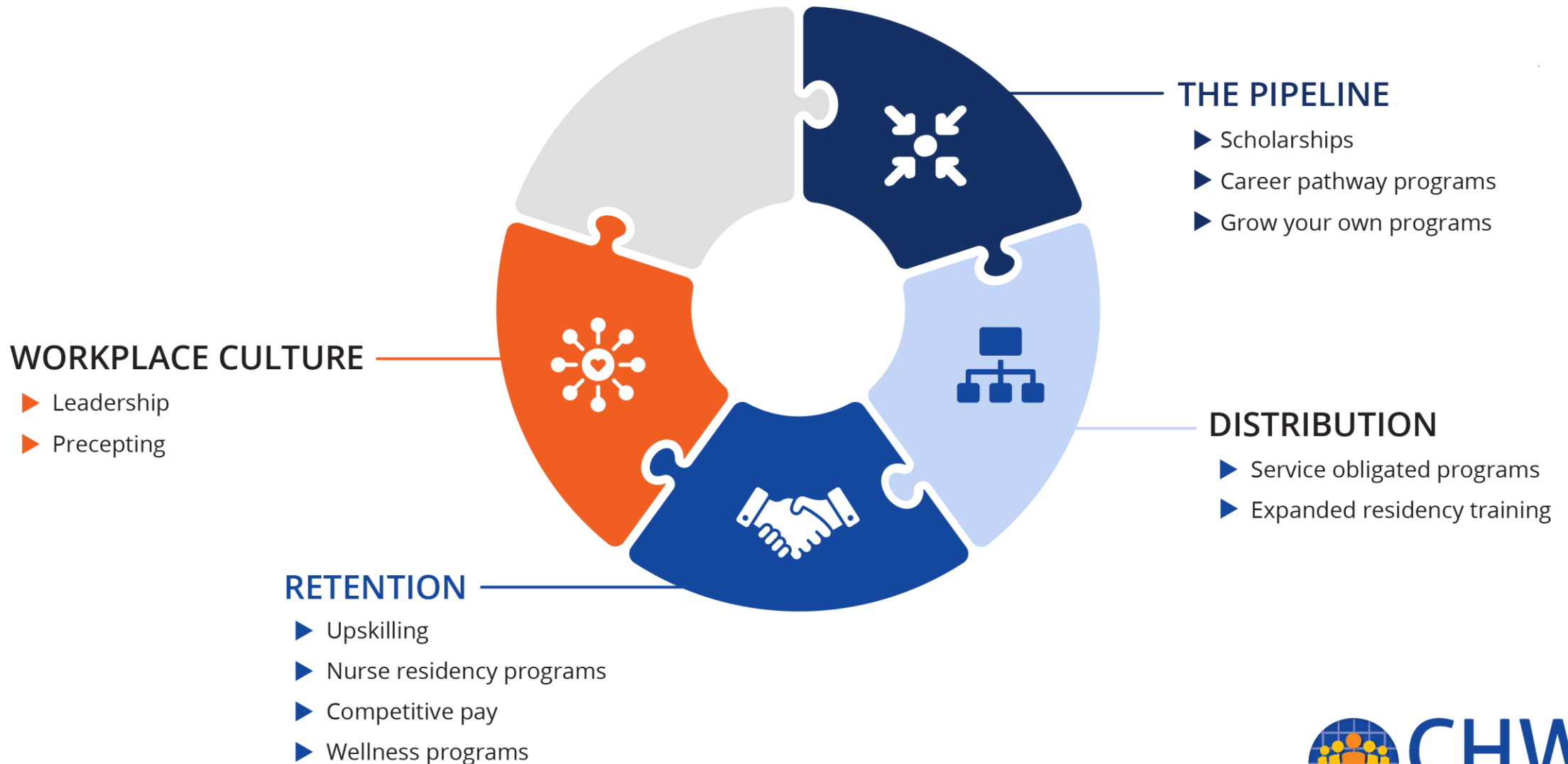
Addressing the Healthcare Workforce



Supporting Existing Staff

- Increasing hourly pay
- Increasing pay for extra shifts or for longer/irregular hours
- Paying referral bonuses
- Paying retention bonuses
- Paying for tuition/upskilling

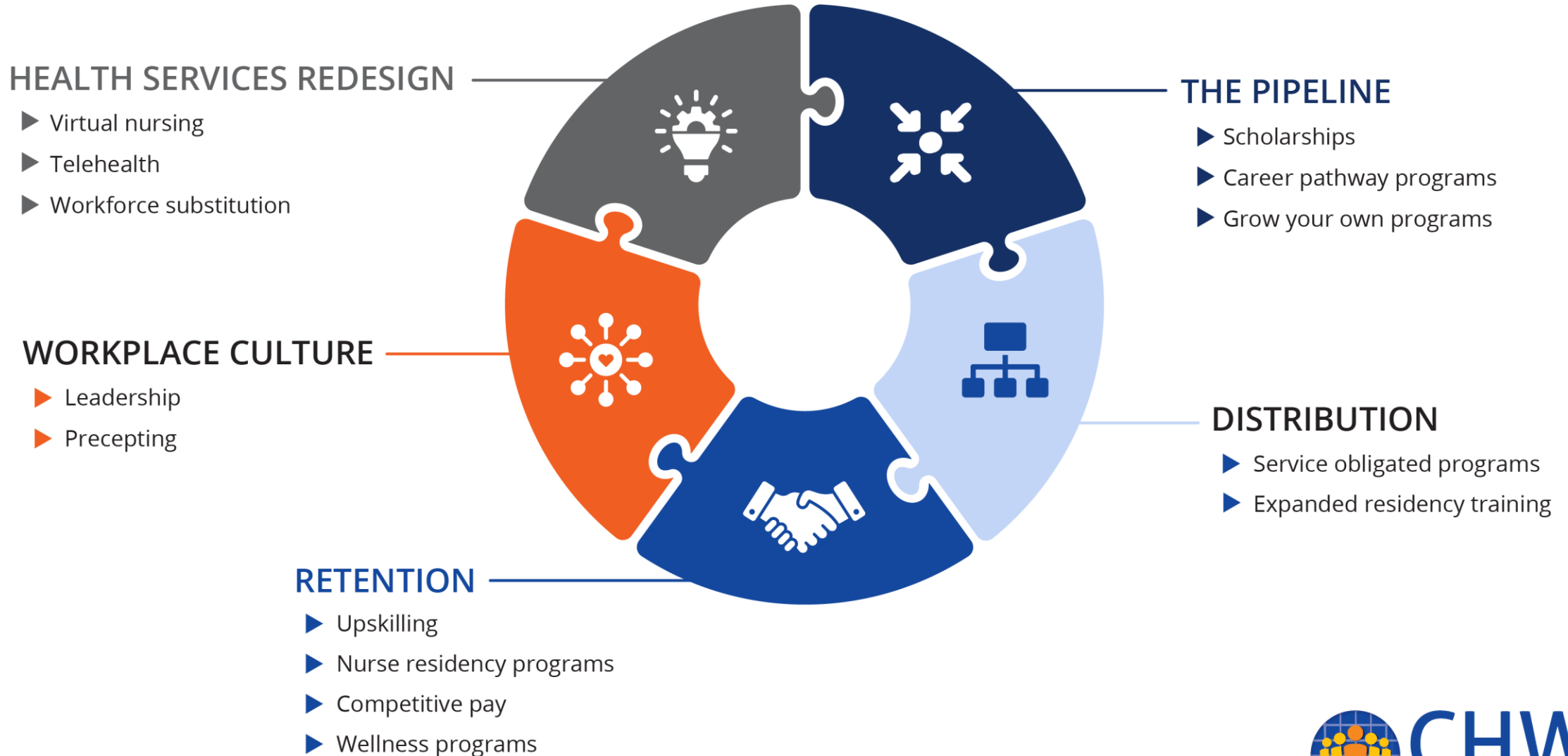
Addressing the Healthcare Workforce



Addressing Workplace Culture

- Allowing more per-diem or part-time work
- Creating career advancement opportunities
- Implementing satisfaction surveys or stay interviews
- Restructuring work week (eg, 4-day work week with longer hours per day)
- Hybrid work (if feasible)
- Addressing violence

Addressing the Healthcare Workforce



Think Beyond the Existing Workforce Model

- Care teams
- Flexible staffing
 - Float pools
 - Hybrid
- Increased use of technology
 - AI
 - Telehealth
- Role substitution
 - What can other staff do within their scope of practice

Questions?

For more information, please email me at:
rmartiniano@albany.edu



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