

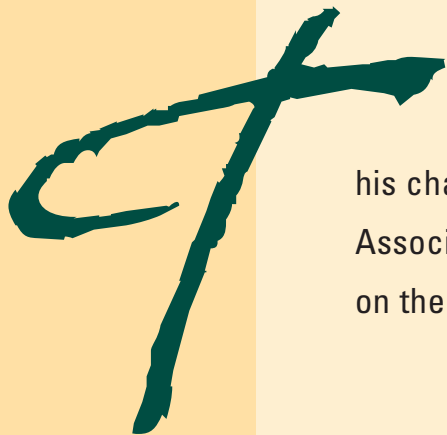


Workforce Facts & Trends at a Glance: The Hospital Leader's Guide

January 2010



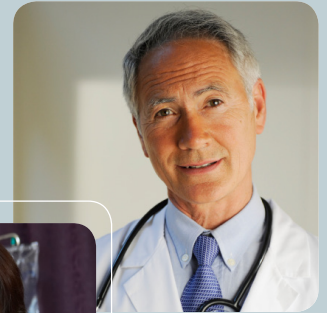
American Hospital
Association



his chartbook was developed as a companion resource to the American Hospital Association's report, *Workforce 2015: Strategy Trumps Shortage*, which can be found on the AHA websites at www.aha.org and www.healthcareworkforce.org.

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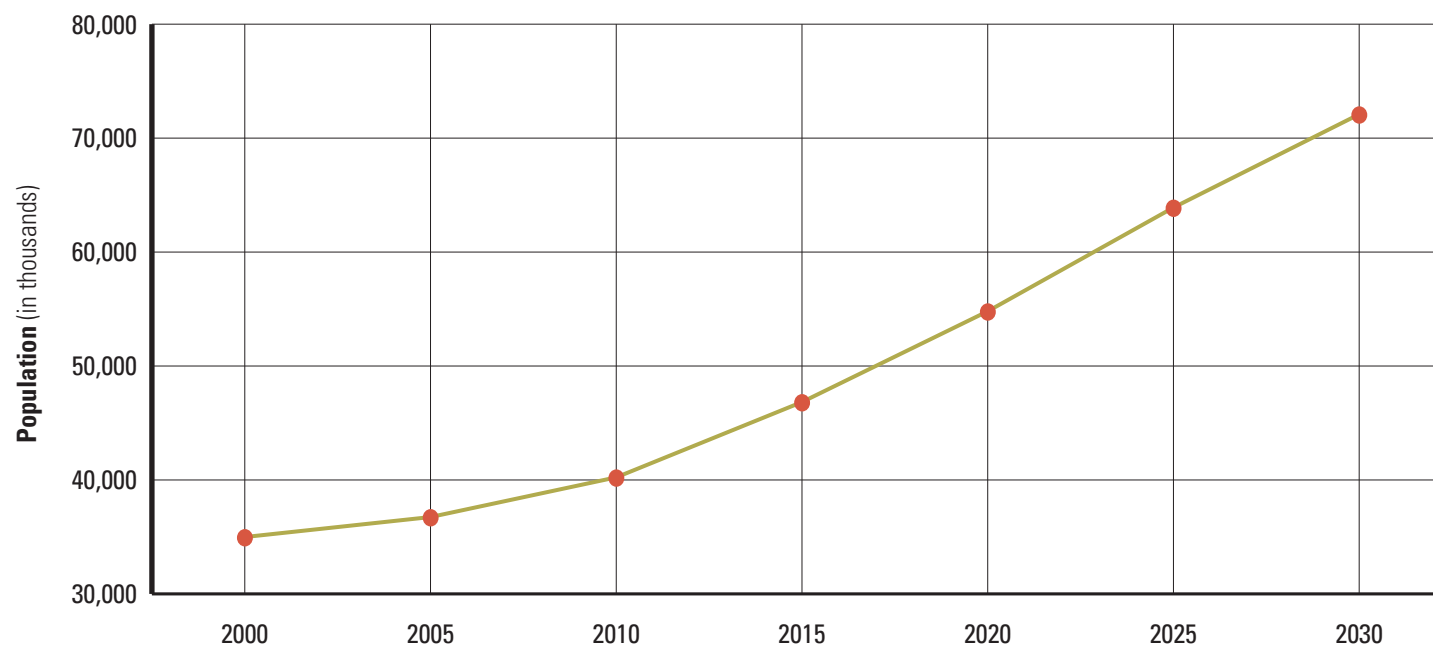
U.S. Demographic & Workforce Trends

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he number of Medicare-eligible seniors will double by 2030.

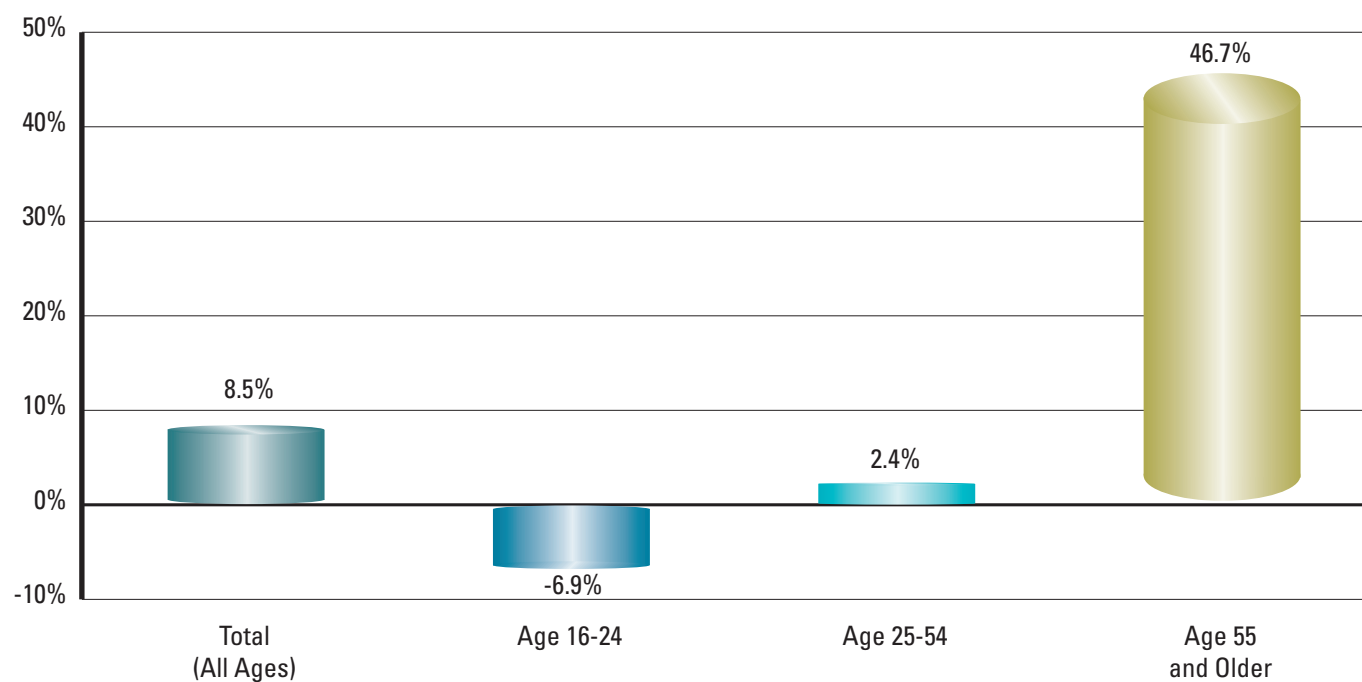
Number of Americans Aged 65 and Older, 2000-2030

Source: U.S. Census Bureau, *The Statistical Abstract of the United States*, 2009. <http://www.census.gov/compendia/statab/tables/09s0010.pdf>



**he older workforce is growing
5 times faster than the overall
labor force.**

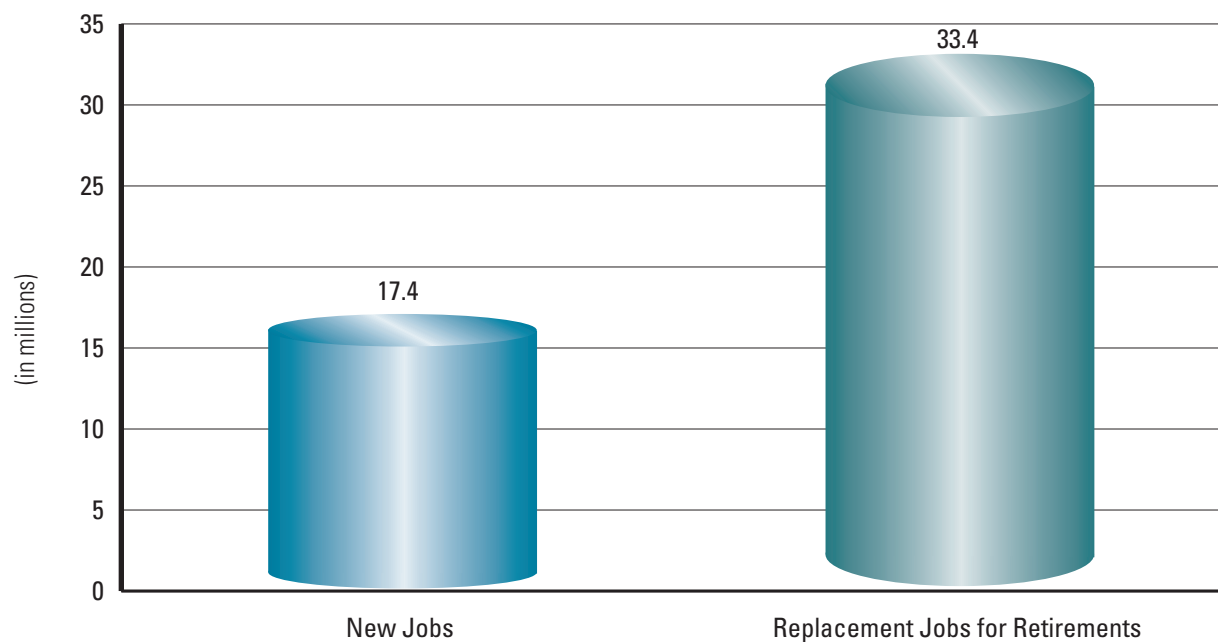
Change in Civilian Labor Force by Age, 2006-2016



Source: U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Projections to 2016. *Monthly Labor Review*, Vol. 130, No. 11, November 2007.



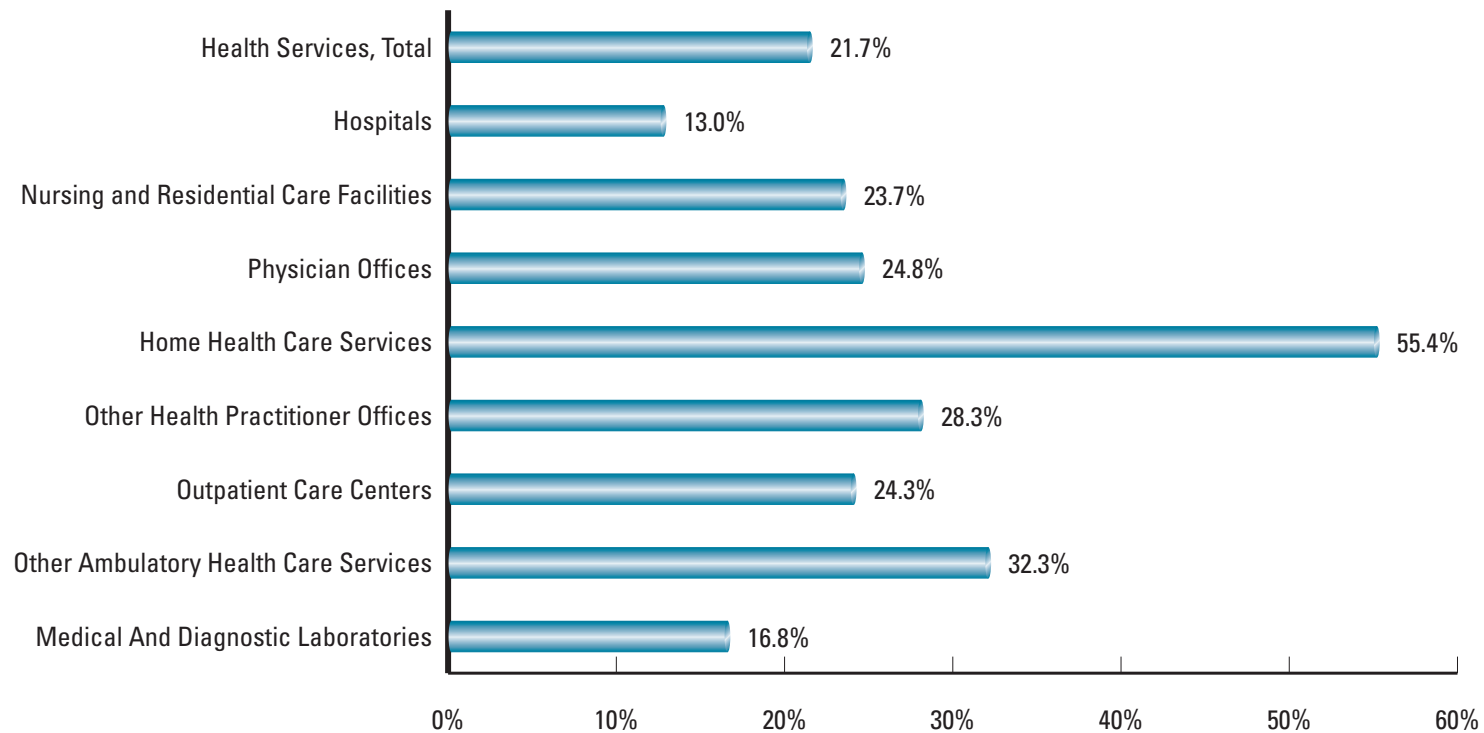
here will be twice as many
jobs created by retirements
than new jobs.

Projected Number of U.S. Job Openings, 2006-2016

Source: U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Projections to 2016. *Monthly Labor Review*, Vol. 130, No. 11, November 2007.

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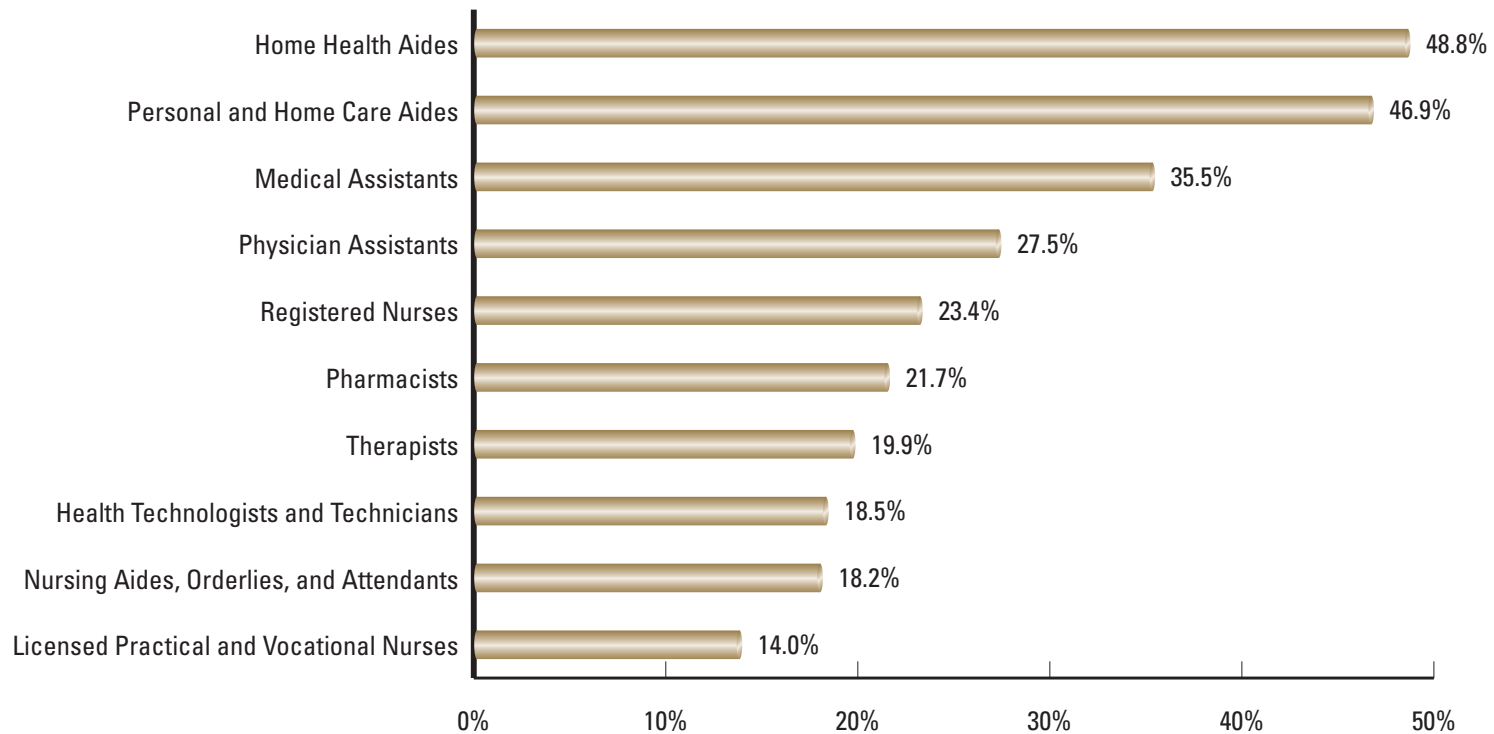
health care jobs will increasingly
move to non-hospital settings.

Employment in Health Care by Industry Segment, Projected Change 2006-2016

Source: U.S. Department of Labor, Bureau of Labor Statistics, *The 2008-2009 Career Guide to Industries: Health Care*. <http://www.bls.gov/oco/cg/print/cgs035.htm>



he demand for many health care jobs will continue to escalate.

Projected Occupational Growth in Health Careers, 2006-2016

Source: U.S. Department of Labor, Bureau of Labor Statistics, *The 2008-2009 Career Guide to Industries: Health Care*. <http://www.bls.gov/oco/cg/print/cgs035.htm>

The Developing Workforce Challenges

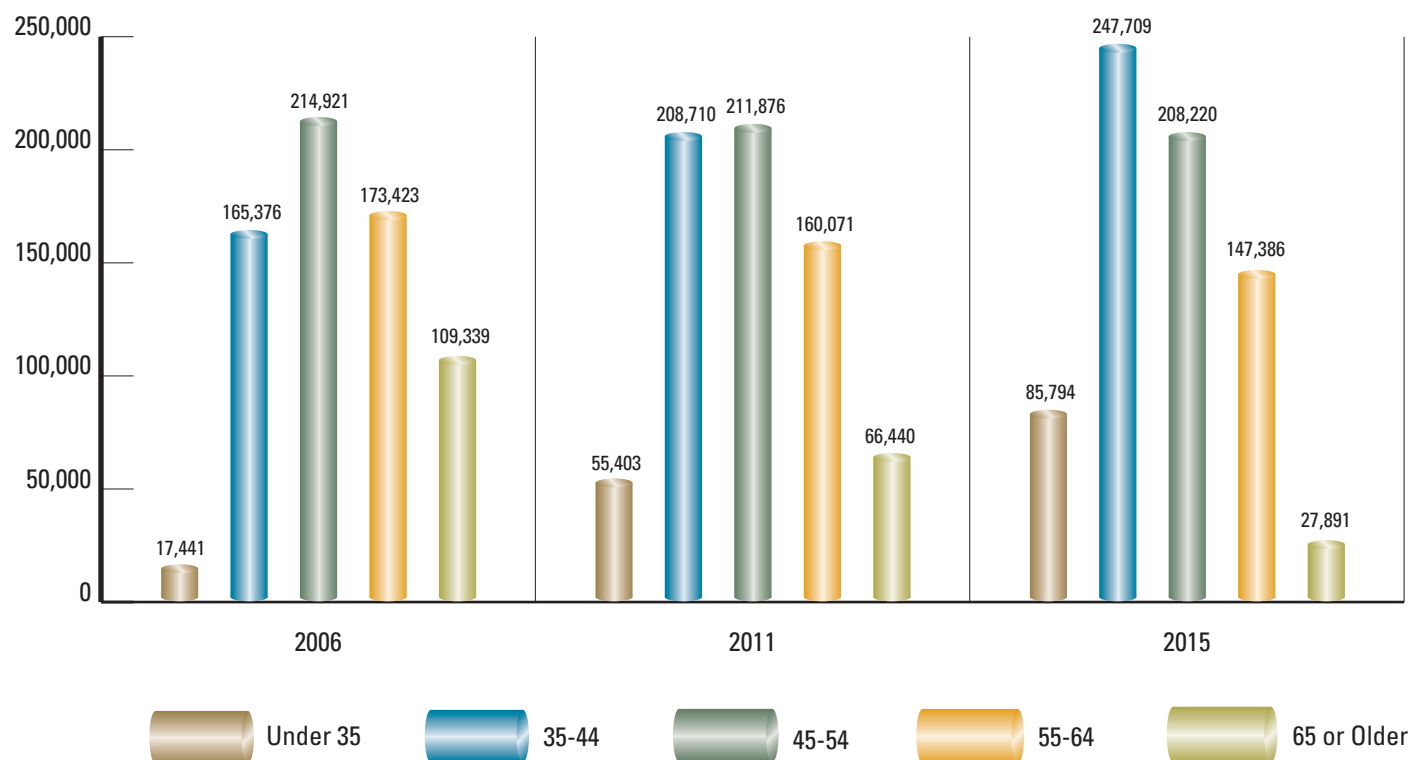
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**he physician workforce will
become younger as many
older physicians retire.**

Number of Full Time Equivalent Active Physicians, Excluding Residents, By Age, 2006 and Projected 2011 and 2015



Sources:

Physicians By Age, 2006-2008: Center for Workforce Studies adjustment to projection totals of age distributions in the American Medical Association Physician Masterfile.

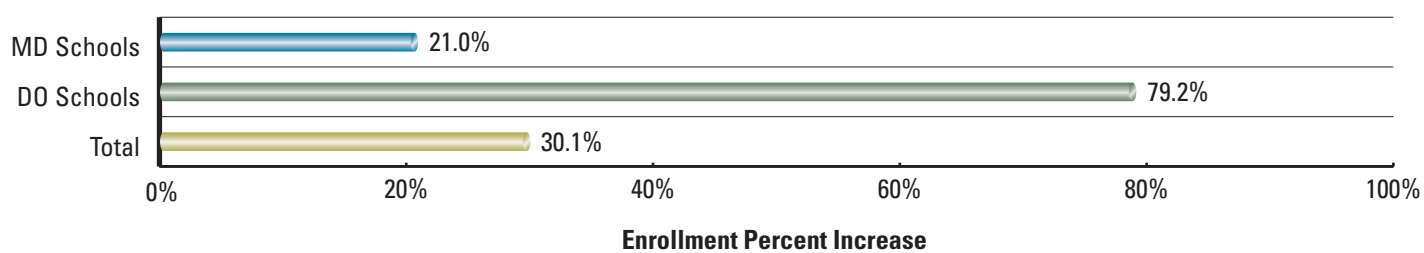
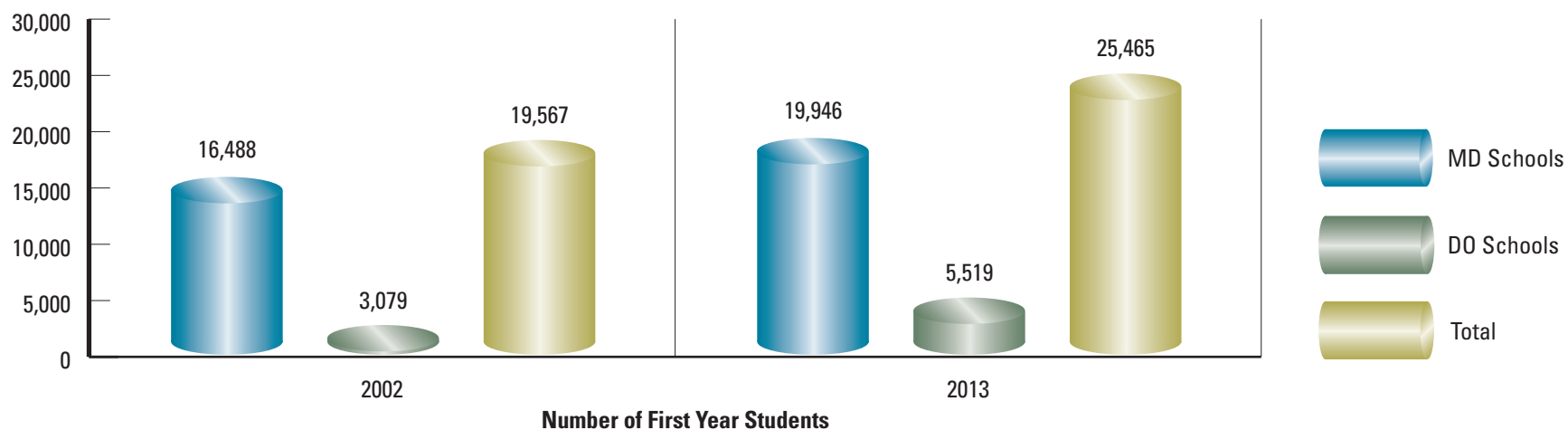
Physicians By Age, 2009-2015: Center for Workforce Studies projections based on linear trends of 2004-2008 age distributions in the American Medical Association Physician Masterfile, adjusted to projections totals.

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he number of medical school students is increasing, but it will not be enough to meet the growing demand for health care services.

First Year Allopathic and Osteopathic Medical School Enrollment, 2002 and Projected 2013



Source: Association of American Medical Colleges Center for Workforce Studies. *Medical School Enrollment Plans Through 2013: Analysis of the 2008 AAMC Survey*, May 2009.
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here are over 125,000 Nurse Practitioners (NP) in the U.S. The average NP is female and 48 years old.

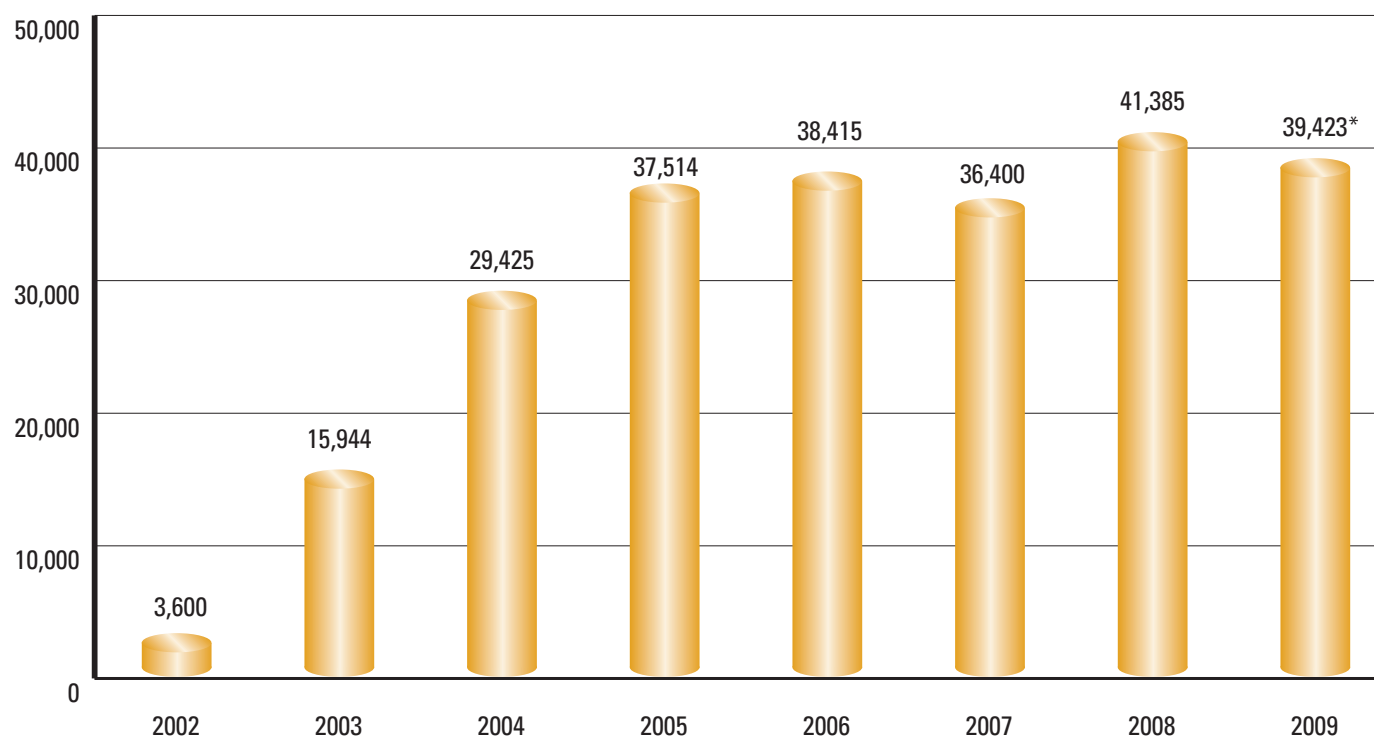
Population of Nurse Practitioners with Years of Practice and Age, 2009

Speciality	Percent of NPs	Mean Years of Practice	Mean Age
Acute Care	5.6%	5.9	50.0
Adult	19.7%	8.8	47.0
Family	47.3%	6.8	46.6
Gerontological	3.5%	8.6	51.0
Neonatal	1.8%	10.3	47.8
Oncology	1.1%	6.5	48.2
Pediatric	8.8%	11.0	48.6
Psych/Mental Health	2.9%	8.6	55.8
Women's Health	9.4%	12.3	49.6
Other			
Emergency	1.2%	6.5	53.7
Occupational	0.9%	9.5	53.3
School Health	0.6%	13.0	54.3

Source: American Academy of Nurse Practitioners, *Nurse Practitioner Facts*. www.aanp.org



Despite strong interest in nursing careers, thousands of qualified applicants cannot gain entry into a nursing program.

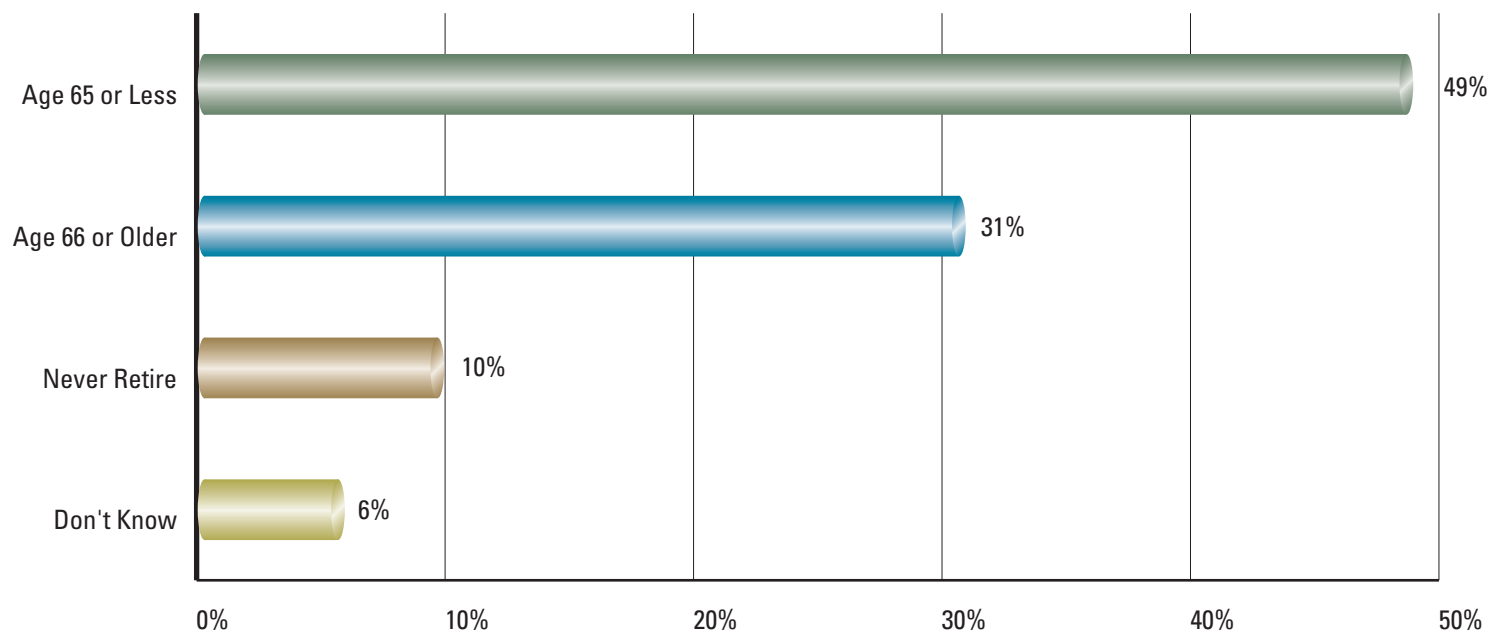
Qualified Applications Turned Away from Entry-Level Baccalaureate Nursing Programs, 2002-2009

Source: American Association of Colleges of Nursing, Research and Data Center, 2002-2009. AACN is not responsible for reporting errors by respondent institutions.

*Based on preliminary data December 2009

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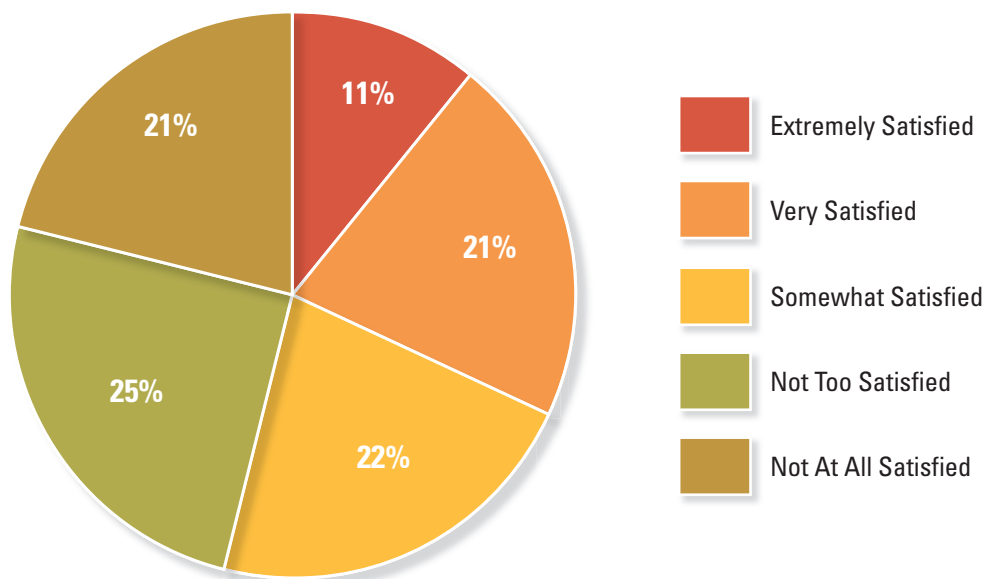
ost workers plan to retire
at or before age 65.

Planned Retirement Age Among U.S. Workers, 2009

Source: Employee Benefit Research Institute and Mathew Greenwald & Associates, Inc. 1991-2009 Retirement Confidence Surveys. *EBRI Issue Brief* No. 328, April 2009.

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any workers report job dissatisfaction at the time they made the decision to retire.

Job Satisfaction at the Time of Making the Decision to Retire, 2008

Source: Helman et al, EBRI Recent Retirees Survey: Report of Findings, Employee Benefit Research Institute, *Issue Brief* #319, July 2008.

The New Workforce

The View from Each Generation's Window	27
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he generations have different perspectives on workplace issues.

The View from Each Generation's Window

	World War II	Baby Boomers	Generation X	Millennials
Outlook	Practical	Optimistic	Skeptical	Hopeful
Work Ethic	Dedicated	Driven	Balanced	Ambitious
View of Authority	Respectful	Love/Hate	Unimpressed	Relaxed, polite
Leadership By	Hierarchy	Consensus	Competence	Achievement, Pulling Together
Relationships	Self-sacrifice	Personal gratification	Reluctance to Commit	Loyal, Inclusive
Perspective	Civic-Minded	Team-Oriented	Self-Reliant	Civic-Minded
Turn-Offs	Vulgarity	Political Incorrectness	Cliches, hype	Cynicism, Condescension

Source: Claire Raines Associates. *4Gen8tns: Succeeding With Colleagues, Cohorts and Customers*, www.generationsatwork.com. Reprinted with permission.



**lifestyle factors are
particularly important for
younger female physicians.**

Practice Factors Cited as “Very Important” by Physicians Under 50

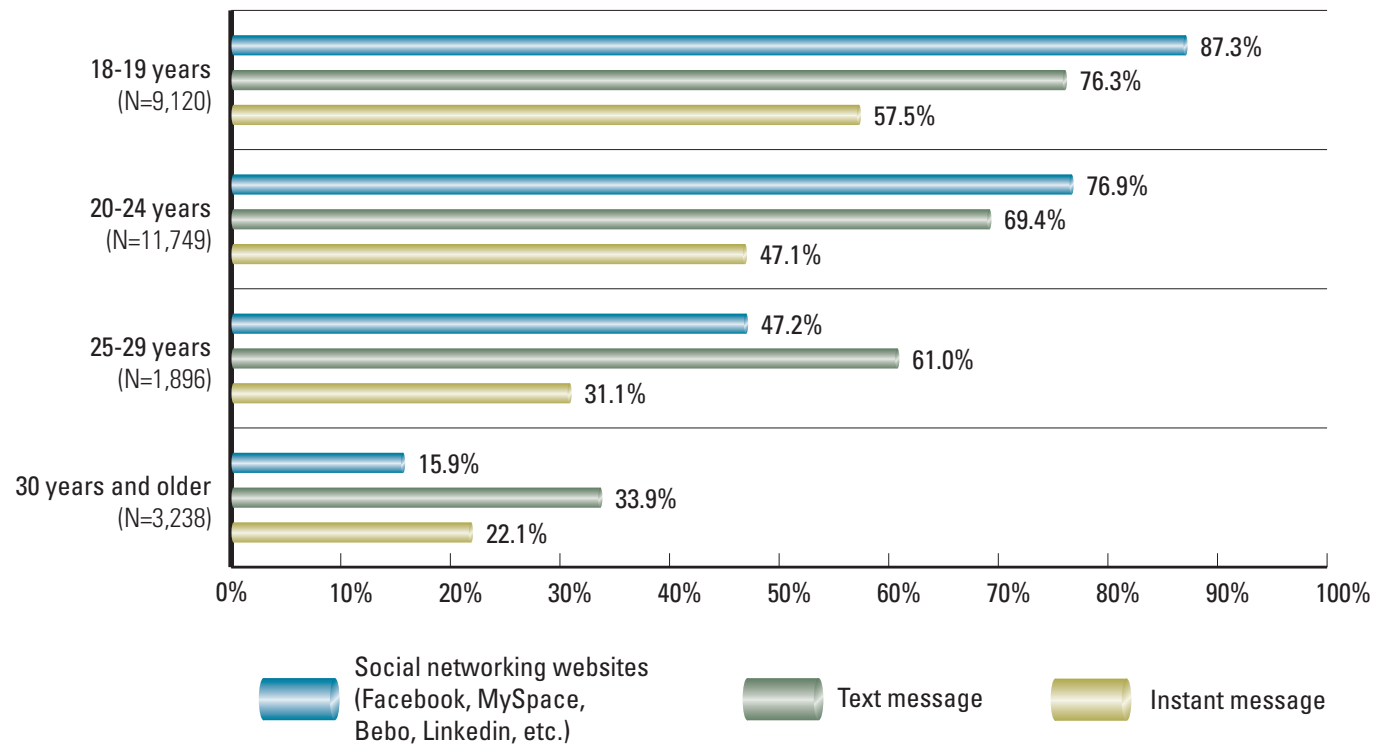
	Percent “Very Important”	
	Male	Female
Balance		
Time for family/personal life	66	82
Flexible scheduling	26	54
No/Limited on call	25	44
Minimal practice management responsibility	10	18
Career/Income		
Practice income	43	33
Long term income potential	45	36
Opportunity to advance professionally	29	27

Source: Analysis of AAMC/AMA Survey of Physicians Under 50, 2006. American Association of Medical Colleges, *The Complexities of Physician Supply and Demand: Projections Through 2025*, 2008. ©2009 Association of American Medical Colleges. All rights reserved. Reproduced with permission.

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Younger people use
newer communication
technologies much more
often than older people.

Use of Communication Technologies Several Times Per Week Or More Often, By Age, 2008

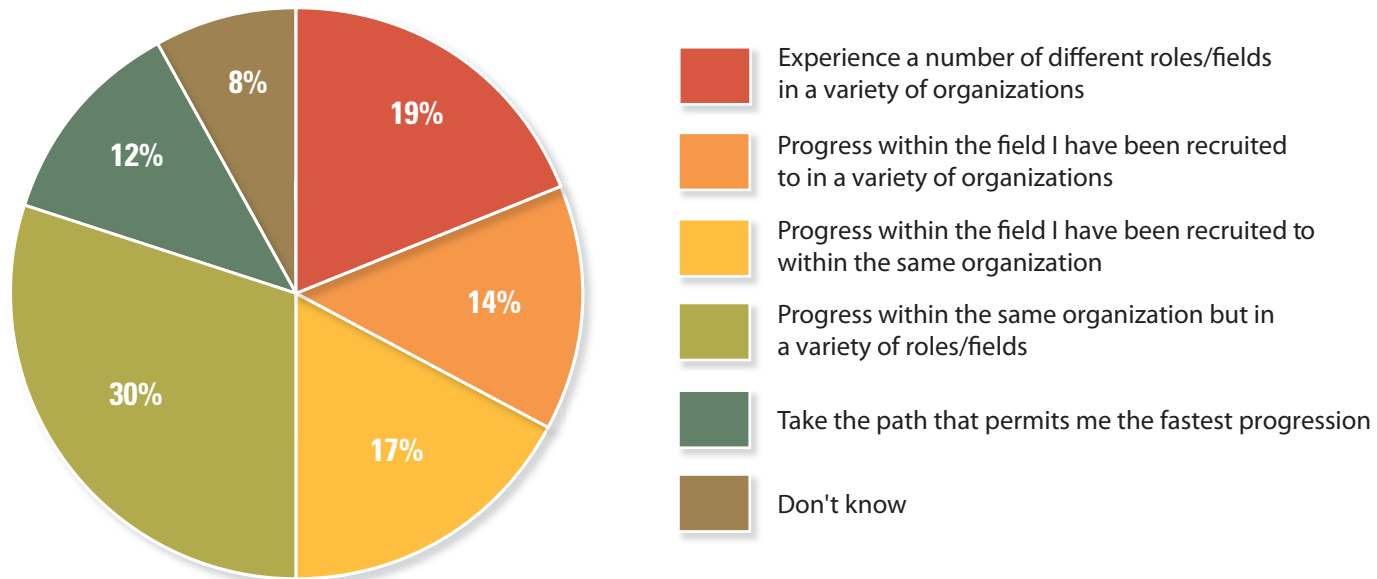


Source: EDUCAUSE Center for Applied Research, *The ECAR Study of Undergraduate Students and Information Technology*, 2008. © EDUCAUSE. All rights reserved.

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**illennials expect to have
job mobility throughout
their career.**

Millennials' Expected Career Path, 2008



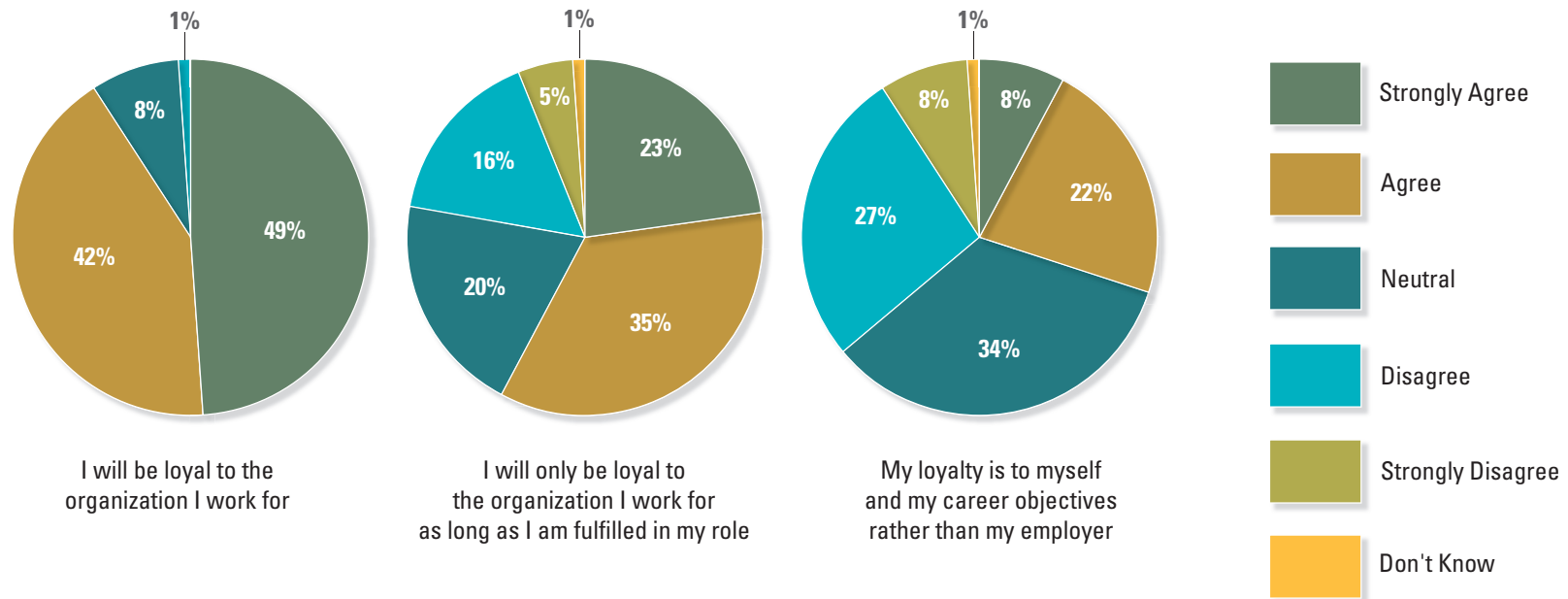
Base: 4039 new college graduates

Source: PricewaterhouseCoopers, *Millennials at Work: Perspectives From A New Generation*, 2008

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illennials tie employer loyalty
to personal role fulfillment.

Millennials' Expected Employer Loyalty, 2008



Base: 3,915 global respondents

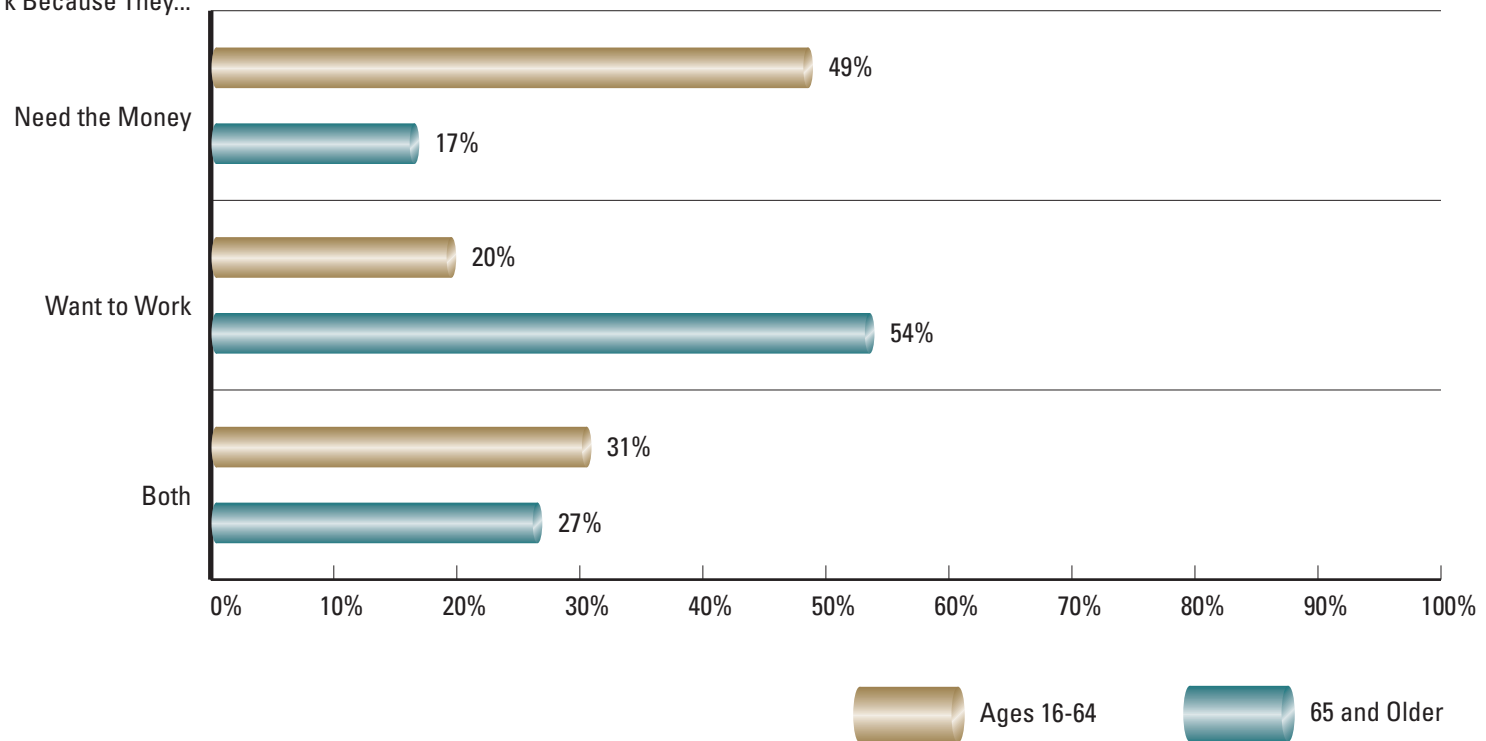
Source: PricewaterhouseCoopers, *Millennials at Work: Perspectives From A New Generation*, 2008

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ost older workers say
they work because they
want to, not because
they need the money.

Why Workers Work: Ages 16-64 and 65 and Older, 2009

Percent of Workers Who Say
They Work Because They...



Note: Asked of 1,140 respondents employed full time or part time.

Source: Taylor, Paul et al, *America's Changing Workforce: Recession Turns A Graying Office Grayer*, Pew Research Center, 2009.



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