

Addressing the Health Care Workforce Crisis

2022 Princeton Conference: October 19, 2022

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- Unprecedented disruption from COVID with uneven recovery (positive and negative)
- Demand for equitable, inclusive, respectful healing environments
- Working/Learning across professional silos
- Including patient/family in the team (and EHR)
- Emerging roles in the unlicensed workforce
- Local markets became national markets for labor: travelers, temps, floats
- We are not all in the same storm—but when it hits everywhere at once...are we ready?

Challenges and Opportunities

Humans First: Public Trust in Health Professionals

Wide majorities of Americans trust doctors, nurses and pharmacists

A new UChicago Harris/AP-NORC poll finds at least 7 in 10 Americans say they trust doctors, nurses and pharmacists to do what is right for them and their families, but only about 2 in 10 trust hospital executives.

How much of the time do you think you can trust ___ to do what is right for you or your family?

■ Almost all of the time/Most of the time
■ Almost none of the time/Some of the time



Results based on interviews with 1,071 U.S. adults conducted June 10–14. The margin of error is ± 4.2 percentage points for the full sample.

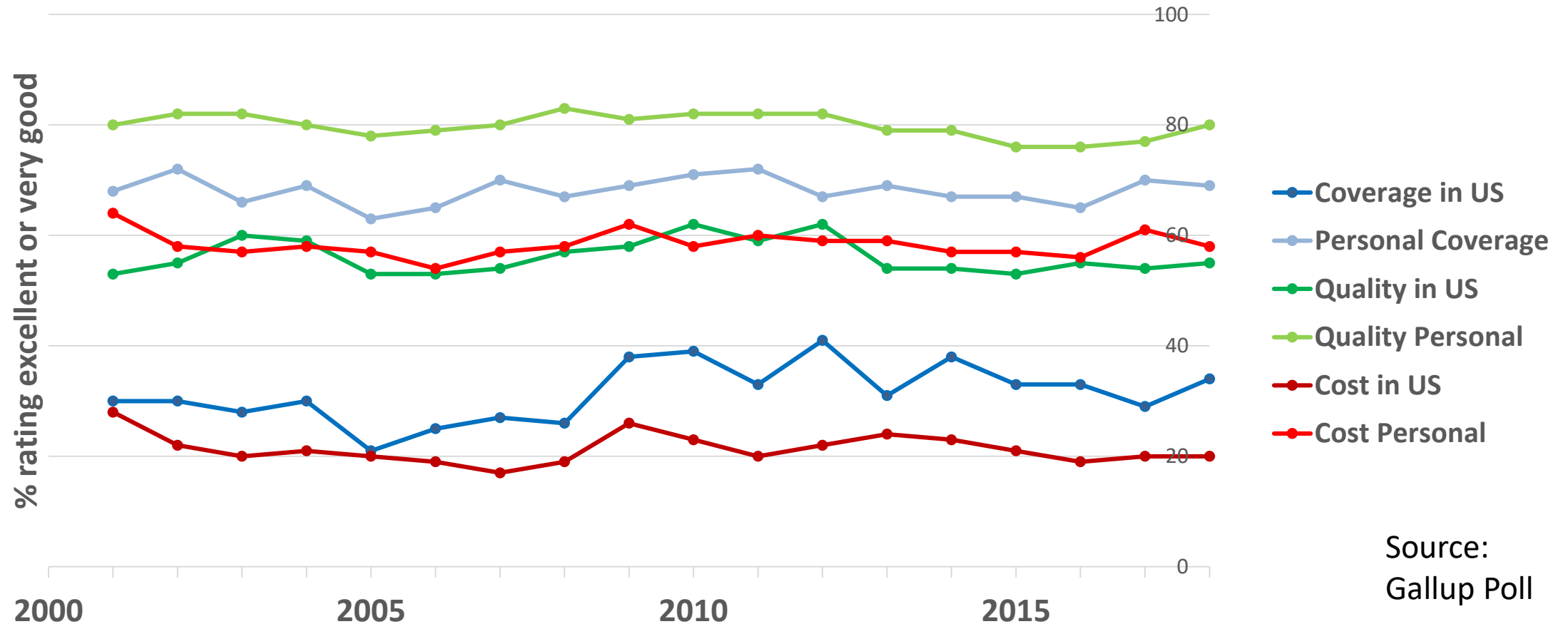
Source: AP-NORC Center for Public Affairs Research



The primary public trust relationships in health care are with clinicians—doctors, nurses, pharmacists—
not insurers, hospital executives, employers, government


AP-NORC June 2021

Public Rates Their Personal Health Cost, Quality, Coverage Higher than National, 2000-2020

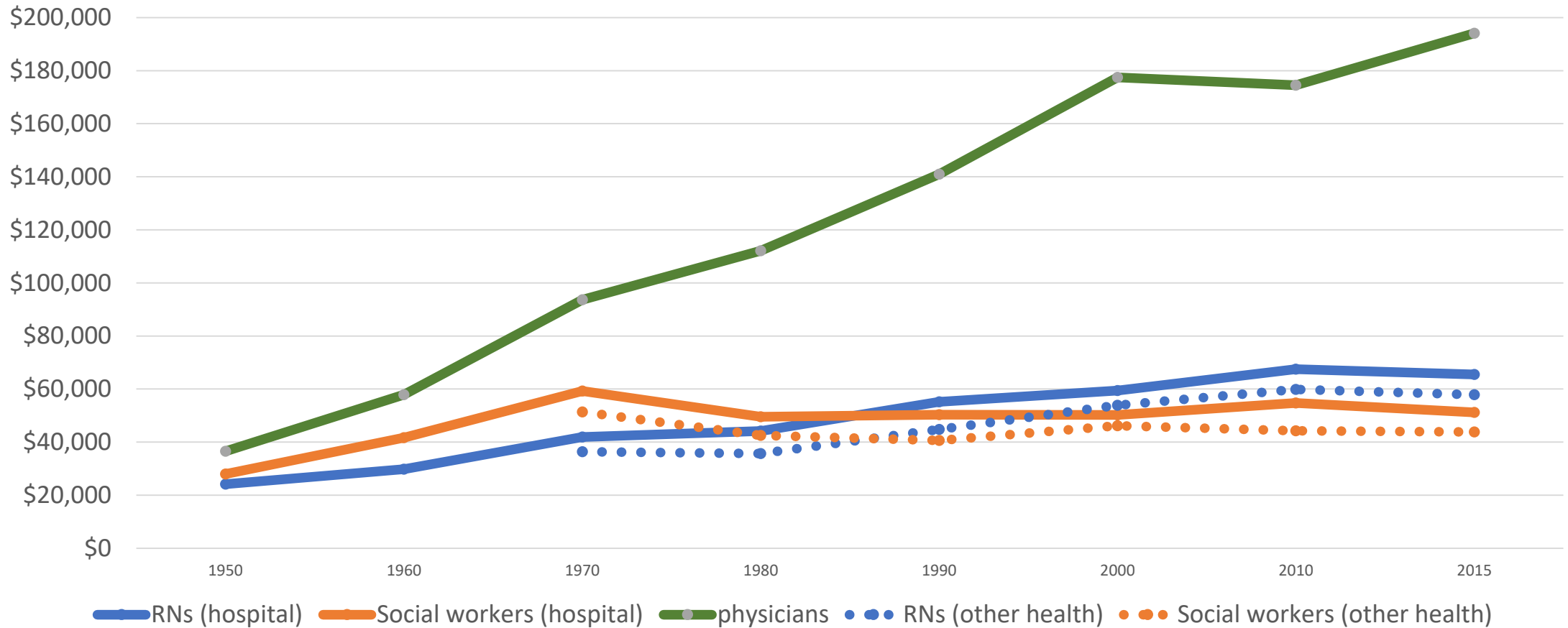


Source:
Gallup Poll

A Workforce Out of Proportion

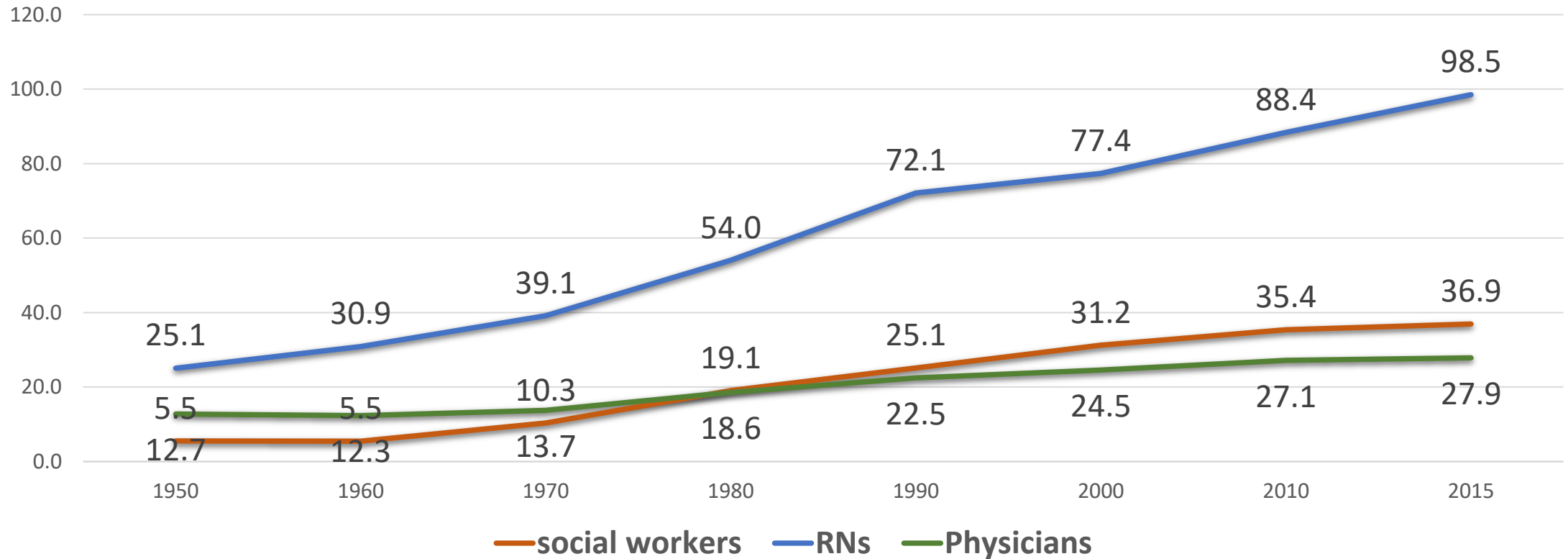


Disproportionate Growth in Earnings by Profession (analysis of BLS data)



Growth in Physicians, Registered Nurses, Social Workers (American Community Survey analysis)

Number of workers per 10,000 US population



State Variation in Licensed MD and RN per capita

PHYSICIANS per 10,000

Massachusetts	46.6
Maryland	39.5
New York	38.9
Vermont	38.6
Rhode Island	38.3
Arkansas	21.5
Wyoming	21.1
Oklahoma	20.9
Mississippi	19.7
Idaho	19.6

REGISTERED NURSES per 10,000

Vermont	330
Rhode Island	263
Alaska	252
Connecticut	232
Massachusetts	225
Virginia	131
Oklahoma	131
Utah	126
Texas	125
California	119

Source: AAMC

Rapid Growth of Advanced Practice Clinicians Relative to Physicians

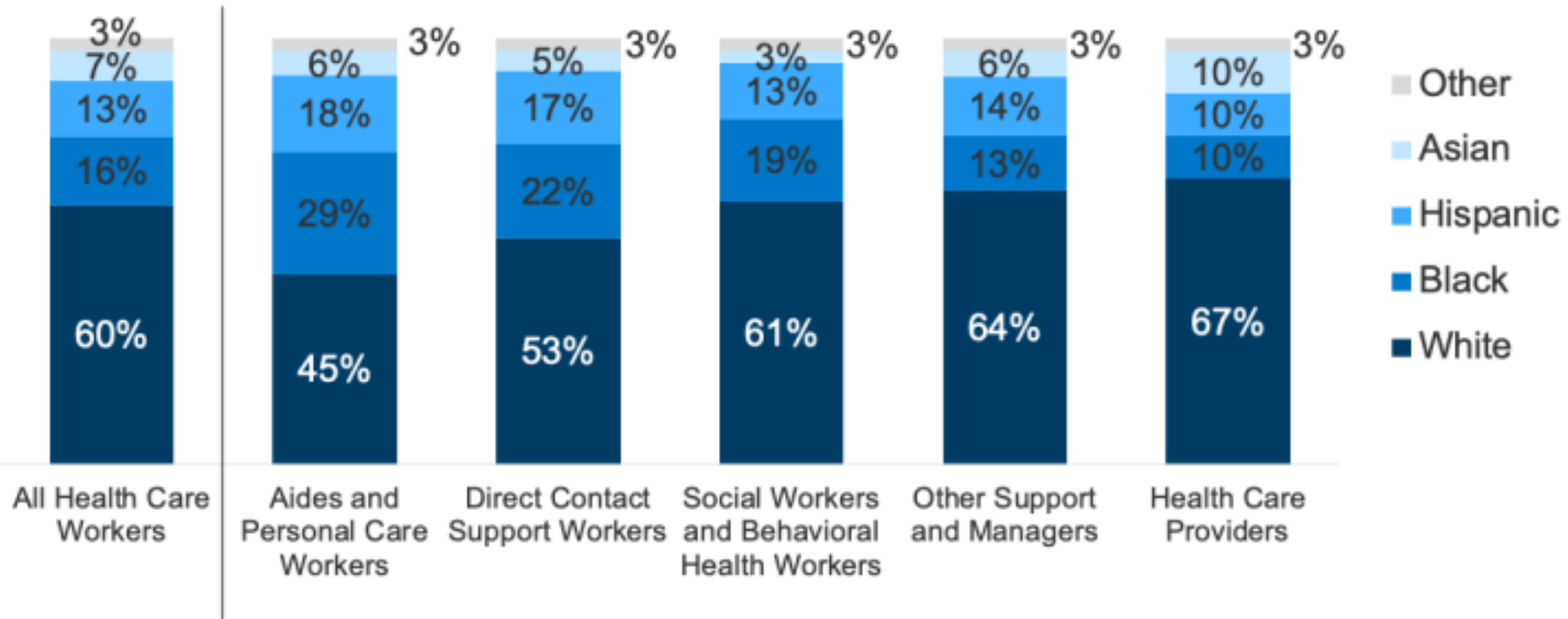
	2001	2010	2016	2030 (Projected)	Ave growth rate 2016 to 2030 (Projected)
Physicians	711,357	862,698	920,397	1,076,360	1.1%
NPs	64,800	91,697	157,025	396,546	6.8%
PAs	44,282	88,097	102,084	183,991	4.3%
NPs & PAs per 100 MDs	15.3	20.8	28.2	53.9	

Auerbach, D., Staiger, D., Buerhaus, P. Growing ranks of advanced practice clinicians — Implications for the physician workforce. *The New England Journal of Medicine*. June 21, 2018. 378:25:2358-2360.

Do Health Workers Reflect the US Population?

Figure 2

Racial/Ethnic Distribution of Health Care Workers by Occupation, 2019



Notes: People of Hispanic origin may be of any race but are classified as Hispanic for this analysis; all other races are non-Hispanic. Other includes people who are American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and multiple races.
 SOURCE: KFF Analysis of 2019 American Community Survey Data.

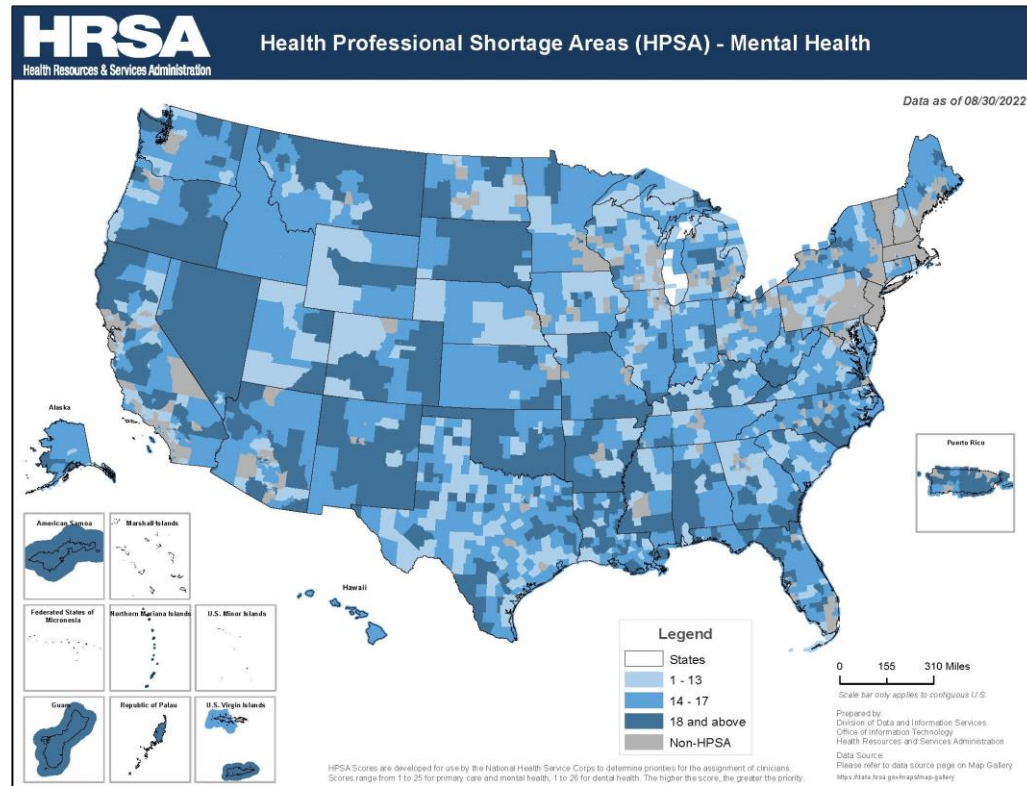


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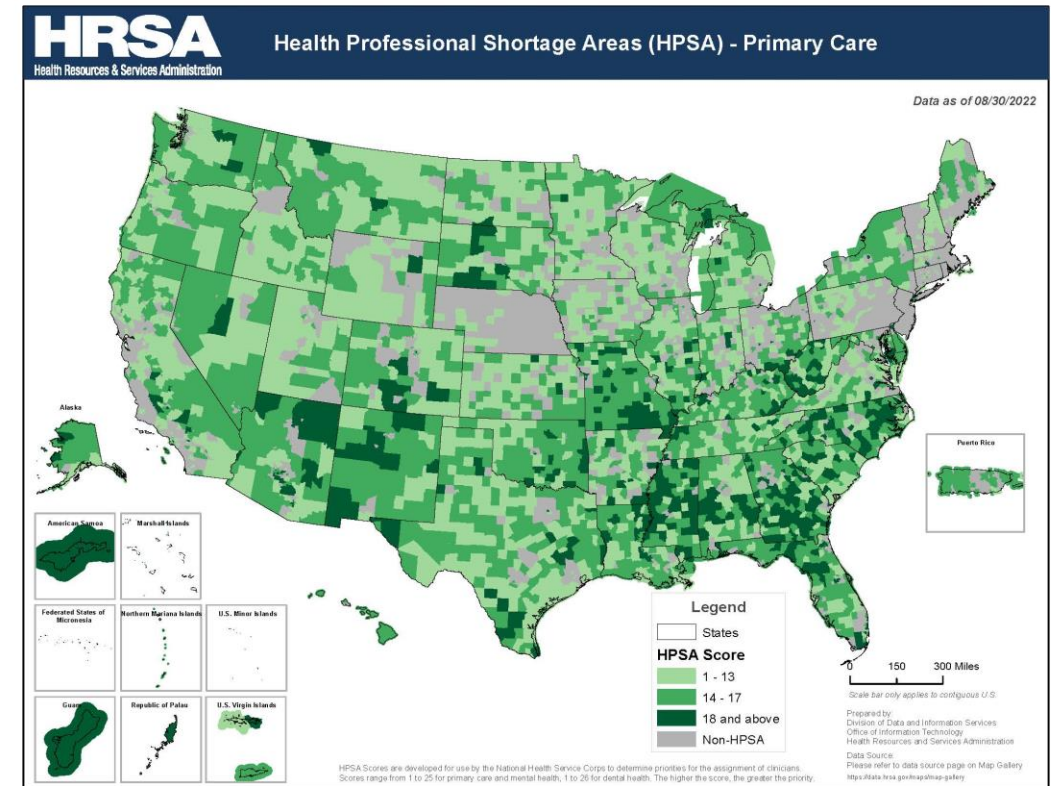
Primary Care at the Crossroads

Health Professional Shortage Areas: local variation is the rule

Mental Health



Primary Care



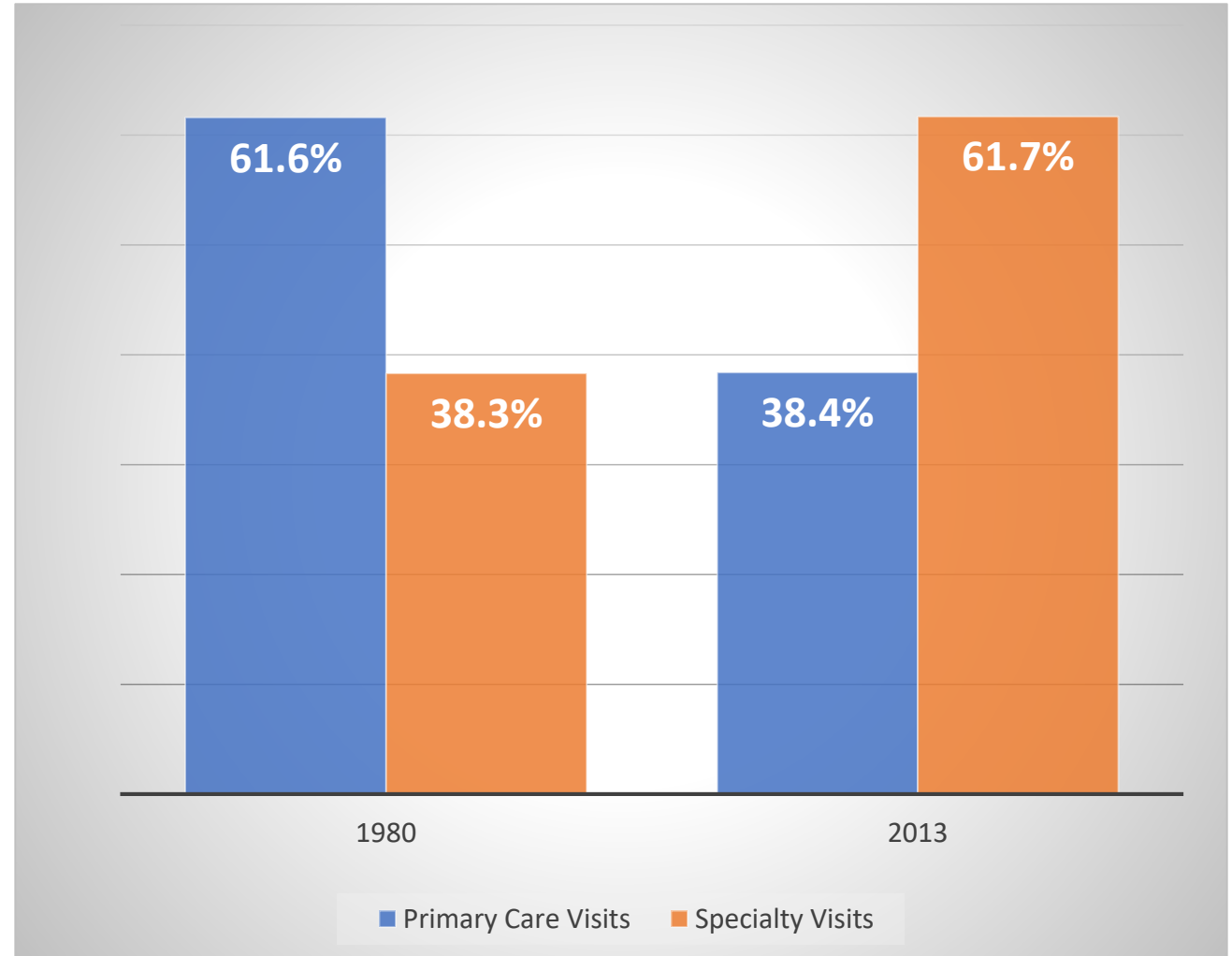
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Physician Office Visits, Adults 65+

Office Visits doubled in number and flipped in complexity following DRG induced shorter LOS

30% of Older Adults see 5 or more Clinicians (Bonner, Barnett et al)

Care Management highly variable across ACOs and practices serving older adults (Donelan et al)



Source: National Health Interview Surveys

Impact of NP Expansion on Primary Care Access

- If all States were to allow NPs to practice to the full extent of their graduate education, advanced clinical training, and national certification:
 - The number of U.S. residents living in a county with a primary care shortage would decline from 44 million to fewer than 13 million – a 70 percent reduction
 - The number of rural residents living in a county with a primary care shortage would decline from 23 million to 8 million – a 65 percent reduction

* UnitedHealthGroup (2018). Addressing the Nation's Primary Care Shortage: Advanced Practice Clinicians and Innovative Care Delivery Models

<https://www.unitedhealthgroup.com/content/dam/UHG/PDF/2018/UHG-Primary-Care-Report>

2018.pdf?utm_source=newsletter&utm_medium=email&utm_campaign=newsletter_axiosvitals&stream=top

Solutions and Staffing



Team Practices Can Save Labor Costs in Care of Frail Elders

AUERBACH DI, LEVY DE, MARAMALDI P, DITTUS RS, SPETZ J, BUERHAUS PI, DONELAN K. OPTIMAL STAFFING MODELS TO CARE FOR FRAIL OLDER ADULTS IN PRIMARY CARE AND GERIATRICS PRACTICES IN THE US. HEALTH AFF (MILLWOOD). 2021 SEP;40(9):1368-1376

	High % MD	High % NP/PA	Team-based	All practices
Practice structure				
Proportion of revenue from...				
Medicare Fee-for-service	19%	24%	25%	23%
Medicare Advantage/ PACE	16%	15%	13%	15%
Private insurance	49%	31%*	34%*	38%
Medicaid	9%	23%*	19%*	17%
Other practice characteristics				
Hospital owned practice	30%	24%	11%	21%
State with full NP SOP	10%	31%*	17%	18%
Rural practice	6%	22%*	17%	15%
Would hire more physicians	20%	45%*	25%	29%
Total clinical labor cost	\$1,222,639	\$ 838,727*	\$ 731,885*	\$ 925,687
Labor cost per clinician FTE	\$ 181,175	\$ 130,667*	\$ 116,270*	\$ 141,979

- Home Palliative/Hospice, Rehab, Hospital, Urgent Care, Primary Care models gaining traction and investors
- Fewer than 5% of PCPs and Geriatricians provide home visits to patients 65+ now...how to scale?
- Visits are more common in practices w NP, PA
- Geography is a barrier
- Family acceptance and availability
- Nearly half of women 85+ live at home alone

Is Home-Based Care a Solution?

Family Caregivers as Frontline Workers

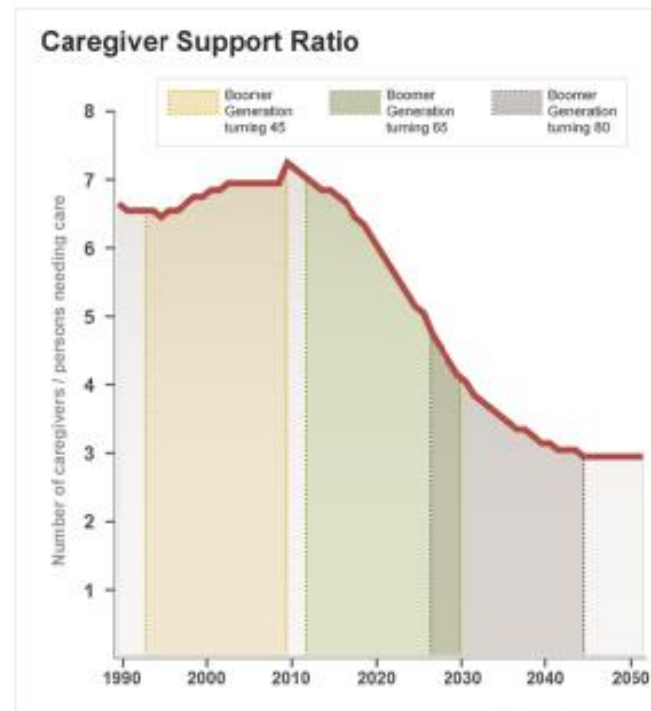
Declining Caregiver Support Ratio

Caregiver support ratio = # of potential caregivers age 45–64, for each person aged 80 and up

Sharp declines expected as boomers age

- From 2010-2030; declines from 7.2:1 to 4.1:1
- From 2030 to 2050, as boomers become high-risk (80+), declines to 2.9:1

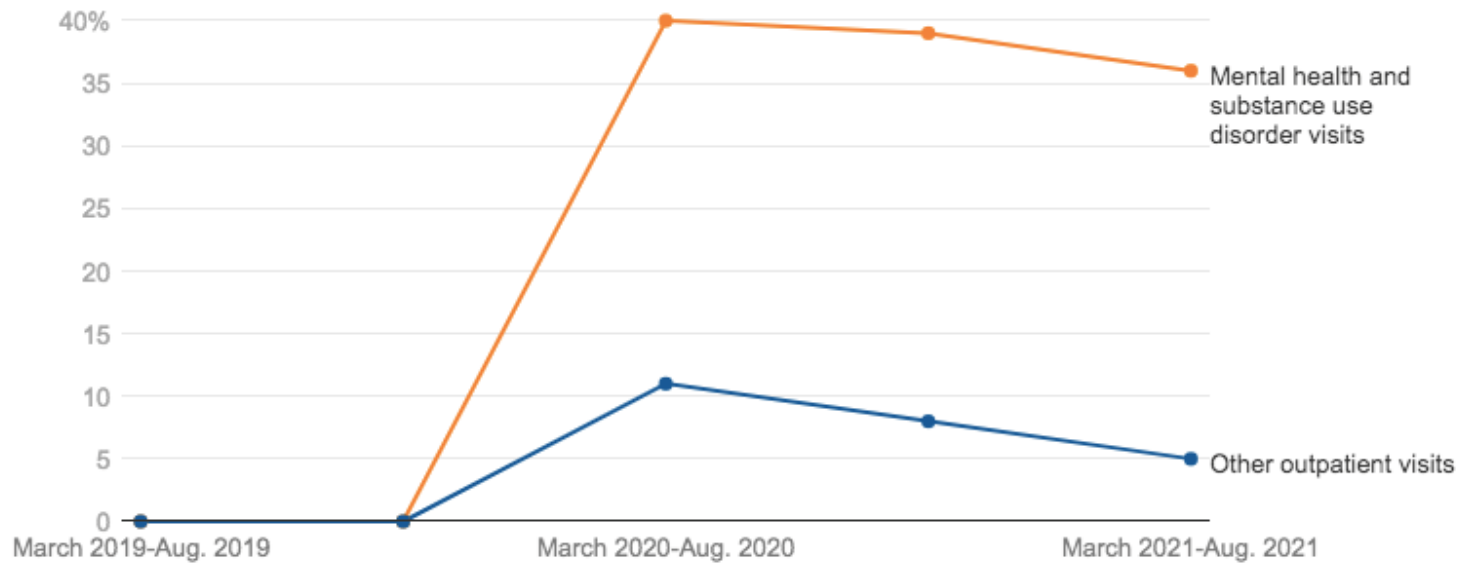
Source: The Aging of the Baby Boom and the Growing Care Gap: A Look at Future Declines in the Availability of Family Caregivers by Donald Redfoot, Lynn Feinberg, Ari Houser, AARP Public Policy Institute, August 2013



Is Telehealth a Long-Term Solution?

Figure 1

Share of outpatient visits delivered by telehealth, 2019-2021



SOURCE: KFF and Epic Research analysis of Cosmos data • PNG



- Mental health and substance use services by telehealth has remained elevated whereas other outpatient care use by telehealth has declined
- Patient Satisfaction is high when pre-existing connection with patient-provider
- Value proposition clear for patient in time, travel
- Can clinicians really spend less time?

What's Next?

2022 Brandeis Frontline Health Worker Survey

- 1 in 4 US adults worked in health care in past 5 years: dynamics of workforce critical to our understanding of future needs
- 1 in 3 US adults worked as unpaid caregiver for more than one month for family due to age, disability, serious illness in past 2 years (COVID)
- Approximately half of health workers have experienced disrespectful treatment
- Growing number of workers in virtual only or hybrid direct patient care
- Health and Health care access barriers for both paid and unpaid caregivers

- Past research in times of shortage show that relationships are tense and conflict is common.
- How can we right-size supply, compensation to meet demands of vulnerable populations?
- Are we training for the future? Equity? Technology? Home-based care?
- Are we measuring optimal team care—including patients and families?
- Do we need a National Health Workforce Strategy for next time?
- To find the answers, return to the fundamental human relationships and build trust

Final Thoughts