

DELAWARE HEALTHCARE WORKFORCE DIGEST

The official newsletter of Delaware Health Force

IN THIS ISSUE

- **WELCOME**
- **OUR ADVISORY COUNCIL, STAFF, AND ASSOCIATES**
- **UPDATED PRIMARY CARE TAXONOMY**
- **NUCC TAXONOMY**
- **ABOUT THE DATA**
- **SNAP SHOT - NURSING**

Inaugural Issue

Welcome to the inaugural issue of the Delaware Healthcare Workforce Digest, a vital resource for those interested in the state of Delaware's healthcare workforce. This newsletter is designed to keep you informed about workforce trends that can significantly impact legislative and policy decision-making, as well as Delawareans' everyday interaction with and access to quality healthcare.

The robustness of and access to our workforce and the institutions that employ them are a social determinant of health, and essential to a healthy population.

Delaware is at an especially critical juncture in managing acute and persistent workforce challenges. Along with key workforce metrics, subsequent issues of this Digest will address these challenges, which include:

1. An aging workforce, and the changing needs of an aging population;
2. Personnel shortages;
3. Burnout;
4. Educational bottlenecks impacting the supply of new professionals of all types;
5. Recruitment and retention;
6. Diversity and inclusion;
7. Contract labor costs;
8. Workforce management;
9. Violence in the workplace; and
10. Existing and emergent regulatory and compliance standards.

We look forward to a continuous flow of insights from guest authors who will delve into these topics, and others. Your suggestions and your willingness to contribute to this work are highly valued: your voice matters! We encourage you to reach out with your ideas to tgibbs@delamed.org.

The Delaware Healthcare Workforce Digest is a product of the public/private partnership between the State of Delaware and the Delaware Academy of Medicine/Delaware Public Health Association. This partnership, Delaware Health Force, is a platform for exploration and learning. You can delve into past issues of the Bulletin and interactively explore healthcare workforce on our website at <https://dehealthforce.org>.

Kate Smith, MD, MPH

Executive Director, Delaware Academy of Medicine / Delaware Public Health Association

Tim Gibbs, MPH, NPMc

Director and Principal Investigator, Delaware Health Force

Advisory Council and Staff

We are grateful to the Workforce Development subcommittee of the Delaware Health Care Commission, which has become an engaged volunteer advisory council for this work. The work of this council empowers us to maintain a coordinated and singular focus on what is most important in Delaware to improve our healthcare workforce.

The Advisory Council Co-Chairs are **Kathy S. Matt, PhD** (Chair of the Delaware Institute of Medical Education and Research and member of the Delaware Health Care Commission) and **Nichole Moxley, BS** (Chief, Office of Healthcare Provider Resources and Director, State Office of Rural Health).

Committee members:

Brian Frazee, MPP – Executive Director, Delaware Healthcare Association
Cheryl Heiks, BA, BS – Executive Director, Delaware Healthcare Facilities Association
Melissa Jones – The Dental Group, Lewes
Maggie Norris-Bent, MPA – Westside Family Healthcare
Elisabeth Massa, MA – Executive Director, Delaware Health Care Commission
Nicholas Conte, Jr., DMD, MBA – Dental Director, State of Delaware
Rosemary (Rosi) Wurster, DNP, RN, MPH, NEA-BC – Chief Nurse Executive, Bayhealth
Christopher Otto, MSN, RN, CCRN – Executive Director, Delaware Nurses Association
Mike Quaranta, MPP – Delaware State Chamber of Commerce and the Delaware Workforce Development Board
Gwendolyn Scott-Jones, Psy-D – Delaware State University
Shauna Slaughter, MA – Director, Delaware Division of Professional Regulation
Mark Thompson, MHSA – Executive Director, Medical Society of Delaware
Avani Virani, MD – Senior Medical Director, Highmark Delaware

Staff:

Tim Gibbs, MPH, NPMc – Director and Principal Investigator
Dayzha Washam, BA – Student Financial Aid Coordinator
Matt McNeill, BS – Research Associate
Nicole Sabine, BS – Research Associate

Contracted Professional Staff:

Sharif Shaalan – CEO, Agile Cloud Consulting
Tim Ay, MS – President & Chief Technology Officer, Agile Cloud Consulting
Peter Santamaria – Data Specialist, Agile Cloud Consulting
Mo Hamouda – CEO, Momentum
Ryan Harrington, MS – Research Development & Analytics, Data Lab, Tech Impact
Kimin Kim, BS – Front-End Developer, Data Lab, Tech Impact
Dharneeshkar Jayaprakash, MS – Data Engineer Data Lab, Tech Impact
Fumian Chen, PhD Candidate – Data Engineer Fellow, Data Lab, Tech Impact
Kristy Handley, Senior Consultant – PMG Consulting

2025 Stern Future Healthcare Workforce Summit



As **Delaware Health Force** focuses its efforts on understanding our workforce needs and collaboratively making actionable recommendations based on data, there are other important trends in our workforce that deserve your attention as well. Details on the **2025 Stern Future Healthcare Workforce Summit** are below:

Artificial Intelligence in Healthcare and Healthcare Education.
The 2025 Stern Future Healthcare Workforce Summit will be held on Friday, May 2, 2025 and keynote speakers will include the internationally renowned Dr. Arthur Caplan, Dr. Dan Weberg and Alex Goryachev.

The summit will also have a panel of distinguished experts and several case studies shared by regional healthcare professionals. Feel free to share this invite with your networks.

The full agenda for the day can be found on the event webpage: <https://www.udel.edu/academics/colleges/chs/research/workforce-summit/>

Updated Primary Care Taxonomy

A team of physicians, nurses, and advanced practice clinicians have donated their time and expertise to our comprehensive primary care taxonomy initiative. We are working from the NUCC (National Uniform Claim Committee) Taxonomy, which has been widely adopted as the gold standard for categorizing healthcare providers and institutions. As Delaware Health Force and the State of Delaware adopt this as our gold standard, we will have a deeper and more accurate understanding of our provider makeup.

Primary care can encompass various types of providers, and our goal has been to create a robust mapping tool that looks at primary care as delivered to specific segments of the population:

- Pediatric and Adolescent Care (birth to 18/21 year of age);
- Care for women of any age;
- Care for women of childbearing age (15-45 years of age);
- Adults (18/21 to 65 years of age); and
- Seniors (65 and older years of age).

This will empower stakeholders to find data that showcase precisely what portions of the primary care community they are interested in. In addition, using the Delaware Population Consortium data, we also adjusted the ratios of population-to-provider based not on the general population, but on the specific portion of the population cared for by that type of provider.

Primary care is delivered with independence and near independence by various disciplines, including Physicians, Advanced Practice Registered Nurses (Certified Nurse Specialists and Nurse Practitioners), and Physician Assistants (medical, not surgical).

Look for changes at Delaware Health force in the mapping tools and dashboards coming soon!

SAVE THE DATE



Wednesday, September 24, 2025
8:30 AM to 3:00 PM
Bayhealth Conference Center
at the Blue Hen Corporate Center
Dover, Delaware

Adopting the NUCC Taxonomy

Delaware Health Force is adopting the NUCC Taxonomy as our new standard for classifying healthcare practitioners and specialists.

Health Care Provider Taxonomy codes are self-selected by the provider, and are for health care providers that are enrolled with payers. Taxonomy codes are not used to define services rendered but, rather to define their specialty area(s). Providers will determine the most appropriate taxonomy code(s) for themselves, based on education and training. The taxonomy code will not change scope of licensure, which will remain the responsibility of the Division of Professional Regulation boards.

Providers in Delaware currently have a free-form text field in which to type their area of specialty. Adopting the NUCC taxonomy will provide new and renewing applicants with lists from which they can choose a specific code (or codes) that most closely align with what they previously would have typed in manually. As a result, we will have much cleaner data with which to work, empowering stakeholders with a much deeper understanding of our workforce throughout the state.

For more information on the NUCC taxonomy code, please visit:

<https://www.nucc.org/index.php/code-sets-mainmenu-41/provider-taxonomy-mainmenu-40>

To look up your own code(s) please visit: <https://taxonomy.nucc.org/>

About the Data Driving Delaware Health Force

DHF uses two principal types of data - a **Licensed Workforce Map Tool** provided under contract with TechImpact Data Lab, powered by data from the Delaware Division of Professional Regulation (which contains information on individuals and institutions licensed to conduct healthcare-related work in Delaware), and a separate **Employed Workforce Data Tool** based on data from the US Bureau of Labor Statistics and other proprietary sources provided under contract by Lightcast.

We also merge data from the **Delaware Population Consortium**, the **National Provider Identifier Registry**, and numerous national certification boards.

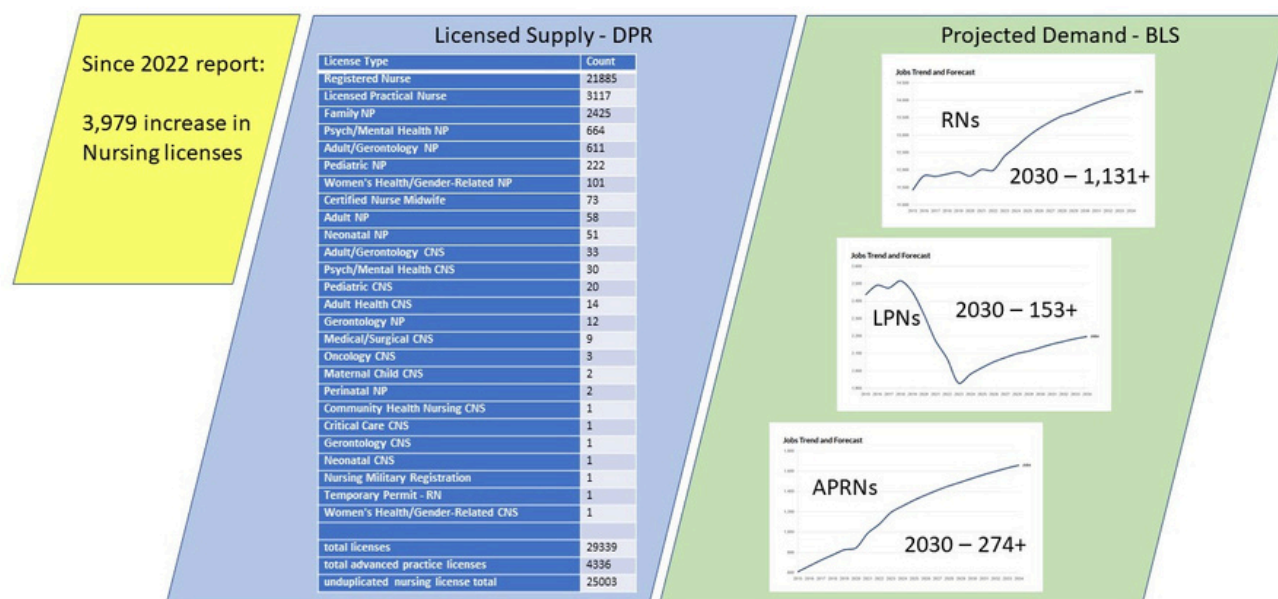
DHF data also supports charts and graphs, however, that section is currently under maintenance as we switch from native Salesforce-generated dashboards to Tableau. Tableau-generated dashboards will allow us to better visualize data, including trends over time, a highly requested feature.

Several things are essential to keep in mind when using these tools:

- Being licensed to provide a service does not necessarily imply that an individual (or institution) is currently providing that service. Licenses are reviewed on a two-year cycle, and there are many reasons (e.g., retirement, leaving the workforce, moving out of state) that the total licensed numbers must be viewed as having an inherent margin of error.
- There are different sources of data error in the employed workforce data, many based on incomplete reporting (local, statewide, and federal) and the fact that sole proprietors are not required to provide reporting to the Bureau of Labor Statistics.

SNAPSHOT – NURSING

State of Delaware's Nursing Workforce



As presented by Tim Gibbs to the Virtual Nursing Workforce Roundtable organized by Senator Lisa Blunt Rochester on April 11, 2025.

Since our first report to that group in 2022, the nursing workforce has rebounded significantly by 3,978 licenses. However, Delaware, and the country, is still experiencing acute shortages of nurses at all levels in specialties.

In addition, Tim Gibbs, Delaware Health Force director, stated:

“8% of the Delaware nursing workforce is at or beyond retirement age. Not only does that figure telegraph the number of people who could leave the nurse force “tomorrow” but also individuals younger than full retirement age who could also be planning to retire. In important addition, this age group is also taking care of their own aging parents and loved ones, and that provision of care literally extends their workday, as well as the unrelenting stress that can cause.”

As always, caregiver respite cannot be provided often enough, as well as compassion for our colleagues who leave work, only to arrive home to perform the bittersweet task of taking care of mom or dad, older siblings, and even grandparents, aunts, and uncles.”

View all of the data at <https://dehealthforce.org>

Delaware Health Force is supported by State and Local Fiscal Recovery Funds through the Department of Treasury and State of Delaware [SLFRP0139].