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DELAWARE HEALTHCARE WORKFORCE DIGEST

The official newsletter of Delaware Health Force

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From the Director: Hospitals Can TurboCharge Healthcare Workforce Efforts and Access.

Co-authored by Brian Frazee, President and CEO Delaware Healthcare Association

As we look at healthcare providers of all types across Delaware, it's clear we need bold solutions to bolster our healthcare workforce. The First State is a microcosm for the country, with both densely populated and rural areas, and some areas experiencing rapid growth. Significant investments in the healthcare workforce are needed to overcome access barriers and enhance quality service options. Delaware's hospitals are on the frontlines of this work, serving as critical access points, especially in areas lacking primary care infrastructure. Their centralized nature allows for comprehensive services that can mitigate some access barriers, particularly for urgent and specialized care (Moy et al., 2021). Moreover, hospitals contribute significantly to community health through their role in research, emergency response, and comprehensive care, which are vital components for managing complex health needs and reducing overall health disparities (Chien et al., 2022). We can work together to address Delaware's healthcare challenges and create a more equitable healthcare system through innovative distributed models like telehealth (Smith et al., 2023).

1. Integrated and Comprehensive Care

- Hospitals function as integrated systems, offering a wide array of services under one roof, from emergency care and surgery to specialty departments like cardiology and oncology.
- This integration facilitates coordinated and continuous care, minimizing the need for patients to navigate multiple, disconnected providers for different needs.
- There are significant cost savings associated with the aggregation of providers into a common facility.
- Similarly, Federally Qualified Health Centers provide many of the same services, but usually refer emergency care to the nearest appropriate hospital, based on the patient's needs.

2. Emergency and Critical Care

- Hospitals are uniquely equipped to handle emergencies, accidents, and serious illnesses, providing immediate interventions and life-saving care.
- They house specialized departments like ICUs, operating rooms, and diagnostic facilities, crucial for managing critical conditions and post-surgical recovery.

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3. Expertise and Specialization

- Hospitals offer access to a diverse team of medical professionals, including specialists from various fields who can collaborate to address complex medical issues.
- This allows for seamless referrals and access to a broad range of expertise without the burden of long-distance travel. Recent research indicates that hospitals with multidisciplinary teams improve care quality and patient satisfaction (Liu et al., 2022).
- However, to assume that all patients have access to transportation, whether their own or public transport, is a confounding consideration to be addressed.

4. Medical Advancement and Research

- Hospitals often play a significant role in medical research, working with universities and other institutions to develop new treatments, therapies, and technologies.
- This contribution to medical advancement can ultimately improve global health outcomes (Brown et al., 2023).

5. Staffing and Resources

- Recent studies emphasize that strategic placement and resource allocation of hospitals can reduce disparities, but also highlight that telehealth and distributed models are essential complements, especially in underserved areas (Kumar et al., 2022; Smith et al., 2023). Hospitals have the necessary human resources, infrastructure, instrumentation, and medications required to handle a wide range of medical needs. In contrast, distributed healthcare models might struggle with staffing in remote areas and may lack the same breadth of resources.
- Hospitals excel in providing a concentrated hub of medical resources and expertise, particularly crucial for emergencies, complex conditions, and situations requiring specialized interventions or extended care, and it is important to enhance these efforts. In 2025, Delaware hospitals recruited more than 200 physicians to Delaware for their residency training. Studies show that physicians tend to stay in the communities where they train.
- Hospitals and health systems are increasingly providing primary care in our local communities to expand access to preventative care that aims to manage chronic conditions and catch diseases early – avoiding costly hospital visits. Delaware hospitals and health systems employ over 480 primary care providers in the state.

6. Community Benefit

Each year, Delaware hospitals provide care that is, ultimately, uncompensated. In addition, Delaware hospitals provide a range of no-cost programs and invest in their communities as part of the community benefit requirements dictated by the Internal Revenue Service for tax-exemption under Section 501(c)(3) of the tax code. Details on this can be read here: https://www.irs.gov/charities-non-profits/charitable-hospitals-general-requirements-for-tax-exemption-under-section-501c3

7. The Look Forward

It is worth noting that the healthcare landscape is evolving. Distributed care models, especially those supported by technology like telehealth, offer unique benefits such as improved accessibility, convenience, and potentially lower costs for certain conditions and populations—particularly in managing chronic conditions and reaching underserved areas. Recent studies highlight that telehealth and integrated models can bridge geographic disparities and reduce costs (Smith et al., 2023). The ideal approach might involve a combination of both models, leveraging the strengths of each to create a more effective and patient-centered healthcare system. Delaware Health Force is working on new mapping tools to help better visualize the service areas that Delaware hospitals cover throughout the state.

References on the final page of this newsletter

2025 Delaware Healthcare Workforce Summit

Registration is now open and limited to 300 in-person attendees. Additional attendees via zoom if necessary

On Wednesday, September 24, we will convene the second annual Delaware Healthcare Workforce Summit in Dover, Delaware, at the Bayhealth Conference Center.

Topics include:

- Morning keynote by the founding director of Indiana University's Bowen Center for Health Workforce Research and Policy
- Upstream education – how early to post-secondary education impacts our workforce
- Dental care shortages, solutions, and innovations
- Lunch keynote panel discussion from Delaware cabinet secretaries, including DHSS, Education, Insurance, and Labor
- Update from "The Hill" focusing on nursing and related healthcare topics
- Chronic disease outcomes and our healthcare workforce – public report release
- Medicaid and our workforce – challenges and opportunities

Registration is open

Innovating the Future of Healthcare: Strategies for Improving Work Environments, Expanding Pipelines, and Enhancing Quality and Access.

Wednesday, September 24, 2025
8:30 AM to 3:00 PM
Bayhealth Conference Center
Dover, DE

Addressing Access through Action - La Red Health Center, Inc.

La Red Health Center is pleased to announce that it is accepting new pediatric patients. We also have two bilingual pediatricians who are able to see pediatric patients at our Georgetown, Milford and Seaford offices. La Red Health Center is a safety net provider and offers care to individuals with Medicaid and private insurance. For our uninsured patients we offer a sliding-fee scale for those who qualify and access to Health Care Connections, which provides discounts for medical care. If you can, please share with your circles.

Flyers are available here as png files:

Spanish

Haitian Creole

English

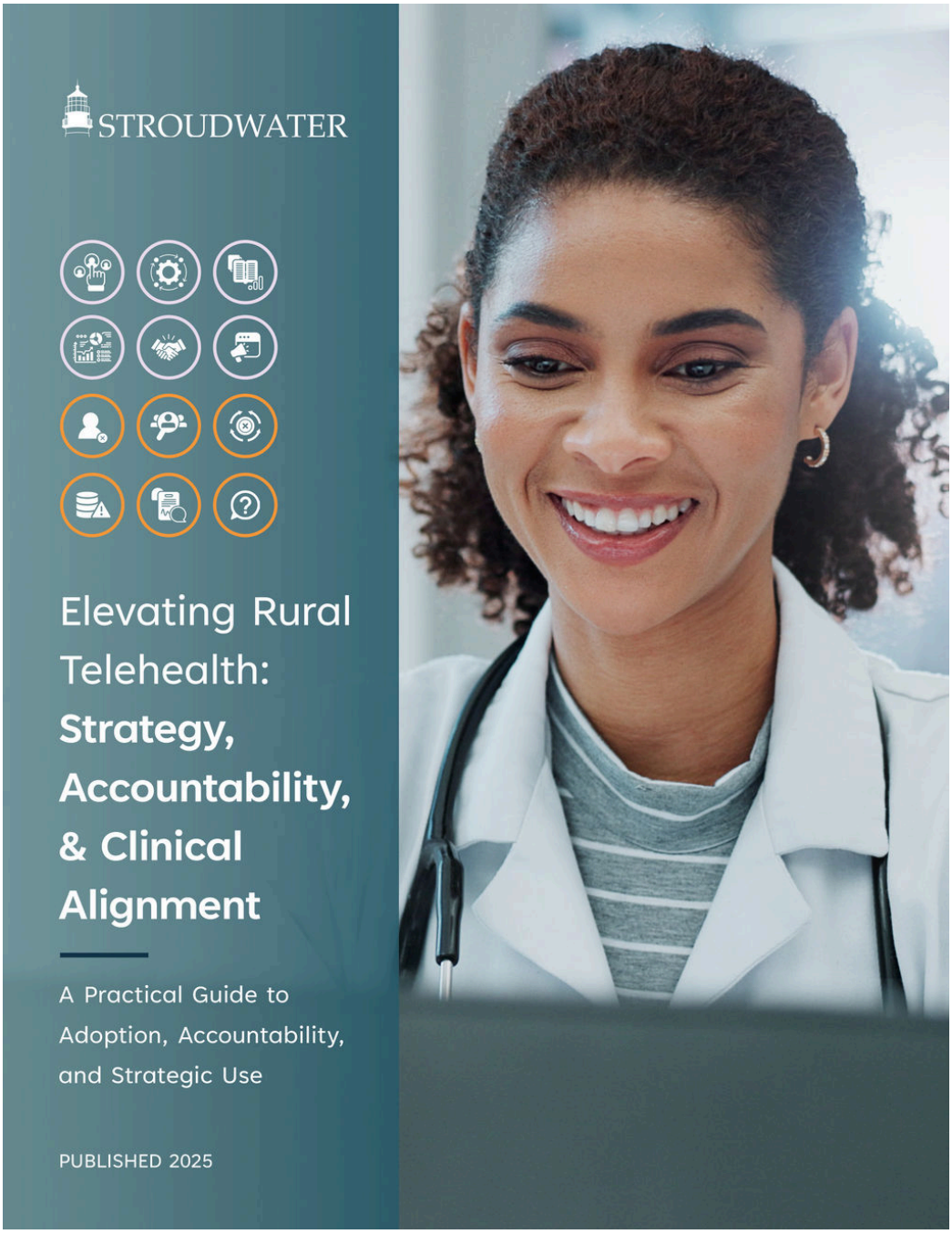
La Red
HEALTH CENTER
Rooted in Community

New Guide: Elevating Rural Telehealth: Strategy, Accountability, & Clinical Alignment

The adoption of telehealth technologies has transformed how rural hospitals deliver care. When deployed intentionally, it becomes a strategic lever to expand access, support clinical teams, improve patient satisfaction, and protect financial sustainability. This guide:

- Explores the value of telehealth
- Identifies red flags that may indicate ineffective implementation
- Outlines actionable best practices used by high-performing peer hospitals

Read the Full Guide



New Report Highlights Bayh-Dole Act's Crucial Role in Powering Delaware's Innovation Economy (reprint with permission of WWFH)

WILMINGTON, DE – June 24, 2025 – A groundbreaking new report from the Information Technology and Innovation Foundation (ITIF) underscores the profound impact the Bayh-Dole Act has on stimulating university-led regional economic growth, with a strong spotlight on Delaware's success in translating cutting-edge research into tangible economic benefits.

The report, "The Bayh-Dole Act's Role in Stimulating University-Led Regional Economic Growth," details how the 1980 legislation has transformed American universities, including those in Delaware, into dynamic engines of innovation - driving job creation and economic output across the nation.

For Delaware, the findings are particularly compelling. The report highlights that from 2017 to 2021, Delaware universities, powered by over $1.2 billion in federal R&D support, significantly contributed to the state's innovation ecosystem. During this period, they produced 125 invention disclosures, 84 patents, launched 24 startups, and executed 125 licenses or options.

"Delaware has long been a center for scientific and technological innovation, and this report underscores how the Bayh-Dole Act transforms a state's research potential into tangible economic growth," said Dan Leonard, Executive Director of We Work For Health. "As the U.S. strives to maintain its global edge in innovation, the Act continues to empower institutions like the University of Delaware and Delaware State University to lead groundbreaking research and bring it to market. This fosters a thriving innovation ecosystem. At a time when misguided pricing proposals like Most Favored Nation risk undermining these gains, it's critical that we recognize and uphold smart legislation that drives progress."

"The Bayh-Dole Act has been instrumental in America's academic technology-transfer ecosystem, particularly for states like Delaware where there is a great deal of university-driven research and innovation," said Stephen Ezell, Vice President, Global Innovation Policy, and Director, Center for Life Sciences Innovation, ITIF. "It is critical that lawmakers support policy that allows universities to retain intellectual property rights to federally funded research and, in turn, accelerate the commercialization of new discoveries. This has translated directly into new companies, new jobs, and a stronger, more diversified economy for Delaware."

The report specifically cites the **University of Delaware's STAR Campus** as a prime example of Bayh-Dole's direct impact, showcasing how publicly funded research led to the development of a therapeutic molecule to treat ALS – a testament to how the Act enables biotech breakthroughs even in smaller states. Delaware universities' strengths in chemistry, materials science, and **biosciences** are noted as key drivers of their innovation success, reinforcing the state's position in advanced manufacturing and health sciences.

Nationally, the report reveals that from 1996 to 2020, U.S. universities disclosed over 554,000 inventions, secured 141,000 U.S. patents, launched 18,000 startup companies, and contributed an astonishing $1.9 trillion to U.S. gross industrial output, supporting more than 6.5 million jobs. The life sciences sector, in particular, has seen significant benefits, with more than 200 new drugs and vaccines tracing their roots to university tech transfers enabled by the Act.

The report emphasizes the critical need to protect and strengthen the Bayh-Dole Act, warning against proposed changes that could undermine the successful transfer of technology from academia to the marketplace. For Delaware, continuing to leverage the Act's framework is vital for sustained economic growth and competitiveness in a global innovation landscape.

Read more from We Work For Health on this important study HERE.

WE WORK FOR HEALTH DELAWARE

29th Delaware Healthcare Forum
December 10, 2025

The **Delaware Healthcare Association**, in Joint Providership With **The American College of Healthcare Executives** And **Bayhealth**, Presents

The 29th Annual Delaware Healthcare Forum
On Wednesday, December 10, 2025, 8:30 AM To 4:30 PM
At Bally's Dover Casino Resort, Dover, Delaware

The Delaware Healthcare Forum Is The Only Event Attended By All Of Delaware's Hospitals And Health Systems, From CEOs To Department Managers.

Sponsor Opportunities:
You Don't Want To Miss This Opportunity To Showcase Your Products And Services To Decision Makers In The Healthcare Industry. Sponsor Participation, Over The Years, Has Been Greatly Appreciated, Both By Us And By The Forum Attendees. We Are Sure You, Too, Will Benefit From The Exposure Your Company Receives Through These Events. With Your Sponsorship, The Delaware Healthcare Association Can Provide Healthcare Education At A Reasonable Cost.

Registration is now open

Registrations For Some Members Are Being Coordinated By One Staff Person – Please Send Your Registration Information To The Designated Person As Follows:

Bayhealth – Erin Bauer (erin_bauer@Bayhealth.org).
Beebe Healthcare – Donna Clark (doclark@beebehealthcare.org).
TidalHealth Nanticoke – Kim Mitchell (Kim.mitchell@Tidalhealth.org)
Nemours Children's Health - Doreen Albert (Doreen.albert@Nemours.org).

Employees Of All Other Organization Not Listed Above Should Register Individually In Accordance With Their Customary Internal Processes For Attending Educational Events.

The Forum Offers Continuing Education Credits To Attendees:

- ACHE In-person Education (Awaiting Approval)
- Bayhealth - Nursing Contact Hours (Awaiting Approval)
- Bayhealth Is Approved As A Provider Of Nursing Continuing Professional Development By The Maryland Nurses Association, An Accredited Approver By The American Nurses Credentialing Center's Commission On Accreditation. (MNA#4003178).

Hospitals Can Turbo-Charge Healthcare Workforce Efforts and Access.

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