
Virginia's Nursing Home Administrator Workforce: 2021

Healthcare Workforce Data Center

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More than 800 Nursing Home Administrators voluntarily participated in this survey. Without their efforts, the work of the center would not be possible. The Department of Health Professions, the Healthcare Workforce Data Center, and the Board of Long-Term Care Administrators express our sincerest appreciation for their ongoing cooperation.

Thank You!

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Contents

| | |
|--|-----------|
| Results in Brief | 2 |
| Summary of Trends | 2 |
| Survey Response Rates | 3 |
| The Workforce | 4 |
| Demographics | 5 |
| Background | 6 |
| Education | 8 |
| Licenses & Job Titles | 9 |
| Current Employment Situation | 10 |
| Employment Quality | 11 |
| Labor Market | 12 |
| Work Site Distribution | 13 |
| Establishment Type | 14 |
| Time Allocation | 16 |
| Patient Workload | 17 |
| Retirement & Future Plans | 18 |
| Full-Time Equivalency Units | 20 |
| Maps | 21 |
| Virginia Performs Regions | 21 |
| Area Health Education Center Regions | 22 |
| Workforce Investment Areas | 23 |
| Health Services Areas | 24 |
| Planning Districts | 25 |
| Appendices | 26 |
| Appendix A: Weights | 26 |

The Nursing Home Administrator Workforce At a Glance:

The Workforce

| | |
|-----------------------|-----|
| Licensees: | 970 |
| Virginia's Workforce: | 761 |
| FTEs: | 838 |

Background

| | |
|---------------------|-----|
| Rural Childhood: | 45% |
| HS Degree in VA: | 54% |
| Prof. Degree in VA: | 77% |

Current Employment

| | |
|-----------------------|-----|
| Employed in Prof.: | 86% |
| Hold 1 Full-Time Job: | 87% |
| Satisfied?: | 93% |

Survey Response Rate

| | |
|-------------------------|-----|
| All Licensees: | 85% |
| Renewing Practitioners: | 99% |

Health Admin. Edu.

| | |
|--------------------|-----|
| Admin-in-Training: | 39% |
| Masters: | 27% |

Job Turnover

| | |
|-----------------------|-----|
| Switched Jobs: | 11% |
| Employed Over 2 Yrs.: | 50% |

Demographics

| | |
|------------------|-----|
| Female: | 59% |
| Diversity Index: | 32% |
| Median Age: | 50 |

Finances

| | |
|----------------------------|-----|
| Median Inc.: \$110k-\$120k | |
| Retirement Benefits: | 69% |
| Under 40 w/ Ed. Debt: | 51% |

Time Allocation

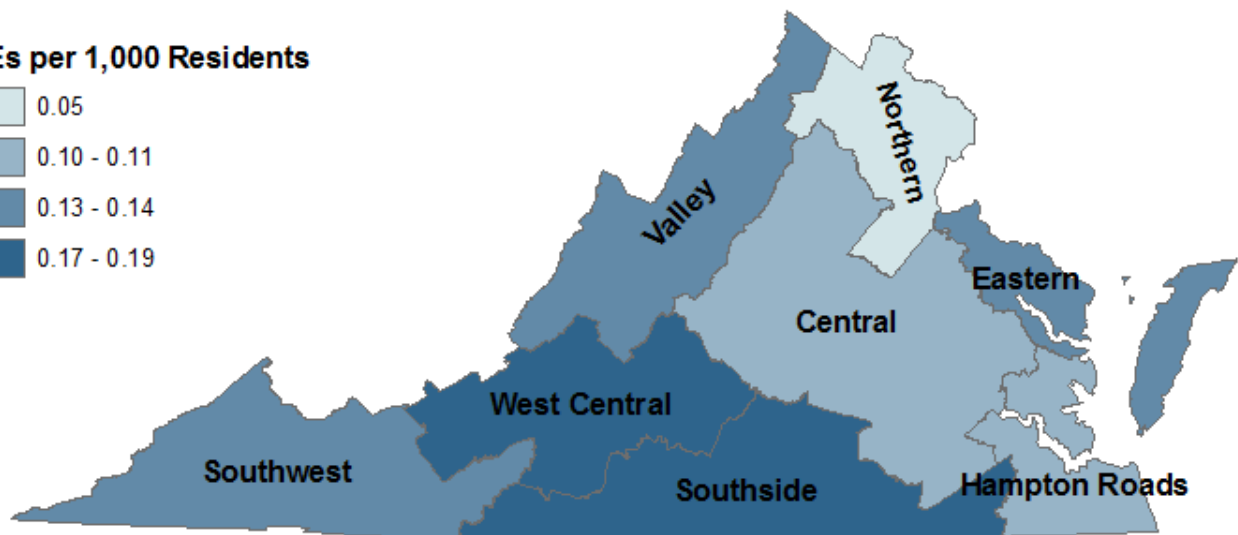
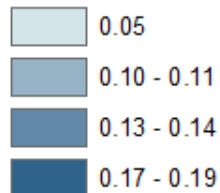
| | |
|-----------------|---------|
| Administration: | 40%-49% |
| Supervisory: | 20%-29% |
| Patient Care: | 10%-19% |

Source: Va. Healthcare Workforce Data Center

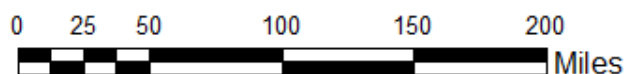
Full-Time Equivalency Units Provided by Nursing Home Administrators per 1,000 Residents by Virginia Performs Region

Source: Va Healthcare Work force Data Center

FTEs per 1,000 Residents



Annual Estimates of the Resident Population: July 1, 2019
Source: U.S. Census Bureau, Population Division



Results in Brief

This report contains the results of the 2021 Nursing Home Administrator (NHA) Workforce Survey. More than 800 NHAs voluntarily participated in this survey. The Virginia Department of Health Professions' Healthcare Workforce Data Center (HWDC) administers the survey during the license renewal process, which takes place every March for NHAs. These survey respondents represent 85% of the 970 NHAs licensed in the state and 99% of renewing practitioners.

The HWDC estimates that 761 NHAs participated in Virginia's workforce during the survey time period, which is defined as those who worked at least a portion of the year in the state or who live in the state and intend to return to work in the profession at some point in the future. Virginia's NHA workforce provided 838 "full-time equivalency units," which the HWDC defines simply as working 2,000 hours per year.

Nearly 60% of all NHAs are female, and the median age of the NHA workforce is 50. In a random encounter between two NHAs, there is a 32% chance that they would be of different races or ethnicities, a measure known as the diversity index. For NHAs who are under the age of 40, this diversity index increases to 38%. However, both of these values are well below the comparable diversity index of 57% for Virginia's population as a whole. Nearly half of all NHAs grew up in a rural area, and 26% of this group of professionals currently work in non-metro areas of Virginia. In total, 17% of all NHAs work in non-metro areas of the state.

More than 80% of all NHAs are currently employed in the profession, 87% hold one full-time job, and 44% work between 40 and 49 hours per week. Meanwhile, 3% of NHAs have experienced involuntary unemployment at some point in the past year, and 2% have experienced underemployment during the same time period. Nearly two-thirds of all NHAs work in the for-profit sector, while another 32% work in the non-profit sector. As their primary work location, one-half of all NHAs are employed at a skilled nursing facility, while another 17% work at an assisted living facility. The typical NHA earns between \$110,000 and \$120,000 per year. In addition, 94% of all NHAs receive at least one employer-sponsored benefit, including 69% who have access to a retirement plan. More than 90% of all NHAs are satisfied with their current work situation, including 66% who indicated that they are "very satisfied."

Summary of Trends

In this section, all statistics for this year are compared to the 2016 NHA workforce. The number of licensed NHAs in Virginia has increased by 10% (970 vs. 884). In addition, the size of the NHA workforce has also increased by 10% (761 vs. 692), and the number of FTEs provided by this workforce has grown by 6% (838 vs. 791). Virginia's renewing NHAs are more likely to respond to this survey (99% vs. 94%).

Virginia's NHAs are slightly more likely to be female (59% vs. 58%), although this increase is more pronounced among NHAs who are under the age of 40 (62% vs. 52%). The diversity index of Virginia's NHA workforce has grown considerably (32% vs. 21%), a trend that has also occurred among NHAs who are under the age of 40 (38% vs. 25%). The percentage of NHAs who grew up in a rural area has increased (45% vs. 42%), but these professionals are less likely to work in a non-metro area of Virginia (26% vs. 29%). In total, the percentage of all NHAs who work in a non-metro area of the state has fallen slightly (17% vs. 18%).

NHAs are less likely to be currently employed in the profession (86% vs. 88%), but they are more likely to work between 40 and 49 hours per week (44% vs. 42%). NHAs are more likely to work in the for-profit sector (64% vs. 61%). At the same time, the one-year rate of underemployment has increased (2% vs. 1%), and the percentage of NHAs who have worked at their primary work location for more than two years has fallen (50% vs. 56%).

The median annual income of Virginia's NHAs has increased (\$110k-\$120k vs. \$100k-\$110k). However, there has been no change in the percentage of NHAs who receive at least one employer-sponsored benefit (94%). In fact, NHAs are less likely to receive particular benefits such as paid sick leave (77% vs. 83%) or a retirement plan (69% vs. 71%). The percentage of NHAs who indicated that they are satisfied with their current work situation has declined slightly (93% vs. 94%), and this decline was larger among NHAs who indicated that they are "very satisfied" (66% vs. 69%).

A Closer Look:

| Licensees | | |
|------------------------|------------|-------------|
| License Status | # | % |
| Renewing Practitioners | 796 | 82% |
| New Licensees | 87 | 9% |
| Non-Renewals | 87 | 9% |
| All Licensees | 970 | 100% |

Source: Va. Healthcare Workforce Data Center

HWDC surveys tend to achieve very high response rates. Nearly all renewing NHAs submitted a survey. These respondents represent 85% of all NHAs who held a license at some point in the past year.

Definitions

- 1. The Survey Period:** The survey was conducted in March 2021.
- 2. Target Population:** All NHAs who held a Virginia license at some point between April 2020 and March 2021.
- 3. Survey Population:** The survey was available to NHAs who renewed their licenses online. It was not available to those who did not renew, including some NHAs newly licensed in the past year.

| Response Rates | | | |
|---------------------|-----------------|-------------|---------------|
| Statistic | Non Respondents | Respondents | Response Rate |
| By Age | | | |
| Under 30 | 13 | 38 | 75% |
| 30 to 34 | 13 | 52 | 80% |
| 35 to 39 | 20 | 73 | 79% |
| 40 to 44 | 8 | 94 | 92% |
| 45 to 49 | 14 | 111 | 89% |
| 50 to 54 | 15 | 124 | 89% |
| 55 to 59 | 15 | 116 | 89% |
| 60 and Over | 48 | 216 | 82% |
| Total | 146 | 824 | 85% |
| New Licenses | | | |
| Issued in Past Year | 50 | 37 | 43% |
| Metro Status | | | |
| Non-Metro | 19 | 114 | 86% |
| Metro | 66 | 530 | 89% |
| Not in Virginia | 61 | 180 | 75% |

Source: Va. Healthcare Workforce Data Center

| Response Rates | |
|------------------------------|------------|
| Completed Surveys | 824 |
| Response Rate, All Licensees | 85% |
| Response Rate, Renewals | 99% |

Source: Va. Healthcare Workforce Data Center

At a Glance:

Licensed Administrators

Number: 970
 New: 9%
 Not Renewed: 9%

Response Rates

All Licensees: 85%
 Renewing Practitioners: 99%

Source: Va. Healthcare Workforce Data Center

At a Glance:

Workforce

NHA Workforce: 761
 FTEs: 838

Utilization Ratios

Licensees in VA Workforce: 78%
 Licensees per FTE: 1.16
 Workers per FTE: 0.91

Source: Va. Healthcare Workforce Data Center

Definitions

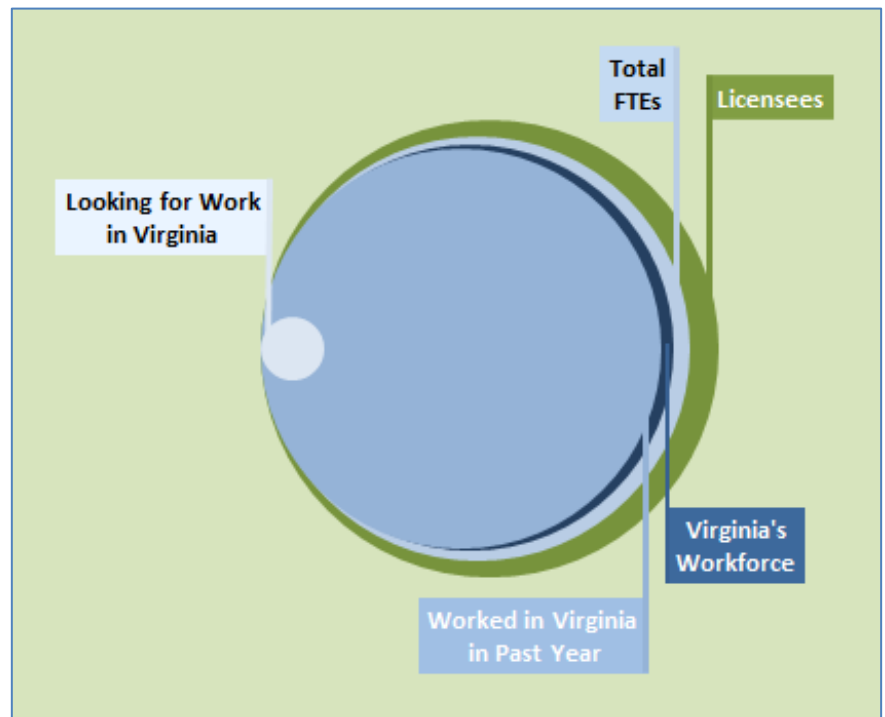
- 1. Virginia's Workforce:** A licensee with a primary or secondary work site in Virginia at any time in the past year or who indicated intent to return to Virginia's workforce at any point in the future.
- 2. Full-Time Equivalency Unit (FTE):** The HWDC uses 2,000 (40 hours for 50 weeks) as its baseline measure for FTEs.
- 3. Licensees in VA Workforce:** The proportion of licensees in Virginia's Workforce.
- 4. Licensees per FTE:** An indication of the number of licensees needed to create 1 FTE. Higher numbers indicate lower licensee participation.
- 5. Workers per FTE:** An indication of the number of workers in Virginia's workforce needed to create 1 FTE. Higher numbers indicate lower utilization of available workers.

Virginia's NHA Workforce

| Status | # | % |
|---------------------------------|-----|------|
| Worked in Virginia in Past Year | 742 | 98% |
| Looking for Work in Virginia | 19 | 2% |
| Virginia's Workforce | 761 | 100% |
| Total FTEs | 838 | |
| Licensees | 970 | |

Source: Va. Healthcare Workforce Data Center

Weighting is used to estimate the figures in this report. Unless otherwise noted, figures refer to the Virginia Workforce only. For more information on the HWDC's methodology, visit: <https://www.dhp.virginia.gov/PublicResources/HealthcareWorkforceDataCenter/>



Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Age & Gender | | | | | | |
|--------------|------------|------------|------------|------------|------------|----------------|
| Age | Male | | Female | | Total | |
| | # | % Male | # | % Female | # | % in Age Group |
| Under 30 | 12 | 29% | 29 | 71% | 41 | 6% |
| 30 to 34 | 16 | 33% | 32 | 67% | 48 | 7% |
| 35 to 39 | 36 | 45% | 44 | 55% | 80 | 12% |
| 40 to 44 | 39 | 53% | 35 | 47% | 74 | 11% |
| 45 to 49 | 26 | 29% | 62 | 71% | 88 | 13% |
| 50 to 54 | 39 | 44% | 51 | 57% | 90 | 13% |
| 55 to 59 | 36 | 41% | 51 | 59% | 86 | 13% |
| 60 and Over | 74 | 44% | 95 | 56% | 169 | 25% |
| Total | 277 | 41% | 399 | 59% | 676 | 100% |

Source: Va. Healthcare Workforce Data Center

| Race & Ethnicity | | | | | |
|--------------------|-------------|------------|-------------|---------------|-------------|
| Race/ Ethnicity | Virginia* | NHAs | | NHAs Under 40 | |
| | % | # | % | # | % |
| White | 61% | 551 | 82% | 132 | 78% |
| Black | 19% | 83 | 12% | 22 | 13% |
| Hispanic | 10% | 19 | 3% | 8 | 5% |
| Asian | 7% | 9 | 1% | 3 | 2% |
| Two or More Races | 3% | 8 | 1% | 5 | 3% |
| Other Race | 0% | 4 | 1% | 0 | 0% |
| Total | 100% | 674 | 100% | 170 | 100% |

*Population data in this chart is from the U.S. Census, Annual Estimates of the Resident Population by Sex, Race, and Hispanic Origin for the United States, States, and Counties: July 1, 2019.

Source: Va. Healthcare Workforce Data Center

At a Glance:

Gender

% Female: 59%
% Under 40 Female: 62%

Age

Median Age: 50
% Under 40: 25%
% 55 and Over: 38%

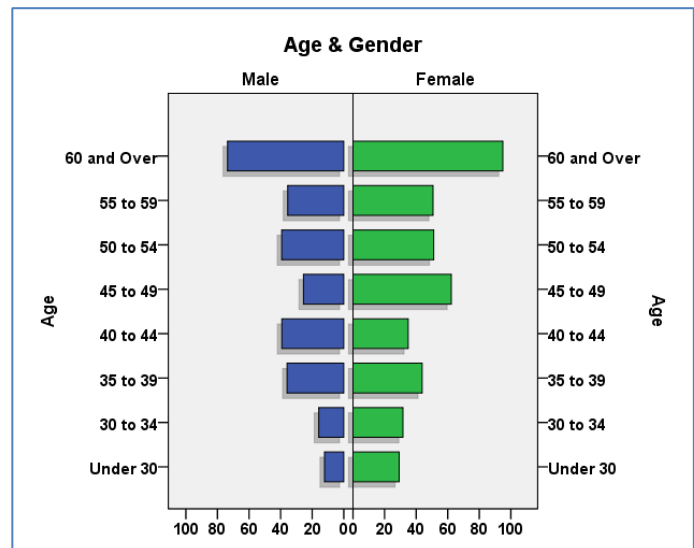
Diversity

Diversity Index: 32%
Under 40 Div. Index: 38%

Source: Va. Healthcare Workforce Data Center

In a random encounter between two NHAs, there is a 32% chance that they would be of different races or ethnicities (a measure known as the diversity index). For Virginia's population as a whole, the comparable number is 57%.

One-fourth of all NHAs are under the age of 40, and 62% of these professionals are female. In addition, there is a 38% chance that two randomly chosen NHAs from this age group would be of different races or ethnicities.



Source: Va. Healthcare Workforce Data Center

At a Glance:

Childhood

Urban Childhood: 14%
 Rural Childhood: 45%

Virginia Background

HS in Virginia: 54%
 Prof. Edu. in VA: 77%
 HS or Prof. Edu. in VA: 79%

Location Choice

% Rural to Non-Metro: 26%
 % Urban/Suburban to Non-Metro: 9%

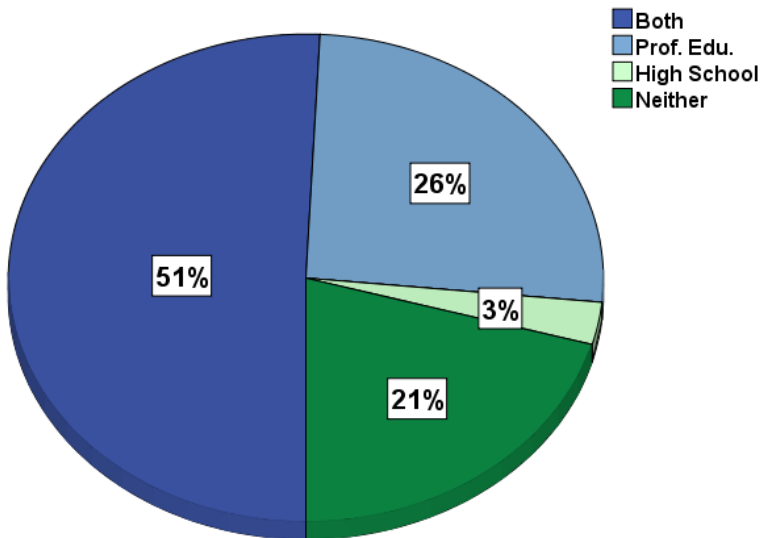
Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Primary Location: USDA Rural Urban Continuum | | Rural Status of Childhood Location | | |
|---|--|---------------------------------------|------------|------------|
| Code | Description | Rural | Suburban | Urban |
| Metro Counties | | | | |
| 1 | Metro, 1 Million+ | 32% | 50% | 18% |
| 2 | Metro, 250,000 to 1 Million | 53% | 39% | 9% |
| 3 | Metro, 250,000 or Less | 62% | 27% | 12% |
| Non-Metro Counties | | | | |
| 4 | Urban, Pop. 20,000+, Metro Adjacent | 67% | 33% | 0% |
| 6 | Urban, Pop. 2,500-19,999, Metro Adjacent | 71% | 18% | 11% |
| 7 | Urban, Pop. 2,500-19,999, Non-Adjacent | 76% | 19% | 5% |
| 8 | Rural, Metro Adjacent | 92% | 8% | 0% |
| 9 | Rural, Non-Adjacent | 46% | 46% | 8% |
| Overall | | 45% | 41% | 14% |

Source: Va. Healthcare Workforce Data Center

Educational Background in Virginia



Source: Va. Healthcare Workforce Data Center

Nearly half of all NHAs grew up in a rural area, and 26% of these professionals currently work in a non-metro area of Virginia. In total, 17% of all NHAs currently work in a non-metro area of the state.

Top Ten States for Nursing Home Administrator Recruitment

| Rank | All Nursing Home Administrators | | | |
|------|---------------------------------|-----|---------------------|-----|
| | High School | # | Professional School | # |
| 1 | Virginia | 362 | Virginia | 486 |
| 2 | New York | 43 | Maryland | 20 |
| 3 | Ohio | 27 | North Carolina | 14 |
| 4 | Outside U.S./Canada | 27 | West Virginia | 12 |
| 5 | West Virginia | 25 | New York | 10 |
| 6 | Pennsylvania | 24 | Tennessee | 10 |
| 7 | North Carolina | 23 | Ohio | 10 |
| 8 | Maryland | 16 | Washington, D.C. | 7 |
| 9 | New Jersey | 15 | New Jersey | 6 |
| 10 | Tennessee | 14 | Florida | 5 |

Source: Va. Healthcare Workforce Data Center

More than half of all licensed NHAs received their high school degree in Virginia, and 77% received their initial professional degree in the state.

Among NHAs who have been licensed in the past five years, nearly half received their high school degree in Virginia, and 76% received their initial professional degree in the state.

| Rank | Licensed in the Past Five Years | | | |
|------|---------------------------------|-----|---------------------|-----|
| | High School | # | Professional School | # |
| 1 | Virginia | 116 | Virginia | 171 |
| 2 | Outside U.S./Canada | 16 | North Carolina | 8 |
| 3 | Ohio | 14 | Maryland | 7 |
| 4 | North Carolina | 11 | Florida | 5 |
| 5 | New York | 9 | West Virginia | 5 |
| 6 | West Virginia | 8 | Tennessee | 4 |
| 7 | New Jersey | 8 | Ohio | 4 |
| 8 | Florida | 6 | New Jersey | 3 |
| 9 | Tennessee | 6 | California | 2 |
| 10 | Michigan | 5 | Oklahoma | 2 |

Source: Va. Healthcare Workforce Data Center

More than one-fifth of all licensees were not part of Virginia's NHA workforce. Nearly 90% of these licensees worked at some point in the past year, including 78% who currently work as an NHA.

At a Glance:

Not in VA Workforce

| | |
|---------------------|-----|
| Total: | 209 |
| % of Licensees: | 22% |
| Federal/Military: | 2% |
| VA Border State/DC: | 11% |

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Highest Degree | | | | |
|----------------------|-----------------------|-------------|----------------------|-------------|
| Degree | Health Administration | | Degree in All Fields | |
| | # | % | # | % |
| No Specific Training | 19 | 3% | - | - |
| Admin-in-Training | 259 | 39% | - | - |
| High School/GED | - | - | 8 | 1% |
| Associate | 11 | 2% | 53 | 8% |
| Baccalaureate | 162 | 25% | 298 | 44% |
| Graduate Cert. | 6 | 1% | 14 | 2% |
| Masters | 178 | 27% | 292 | 43% |
| Doctorate | 5 | 1% | 8 | 1% |
| Other | 20 | 3% | - | - |
| Total | 660 | 100% | 673 | 100% |

Source: Va. Healthcare Workforce Data Center

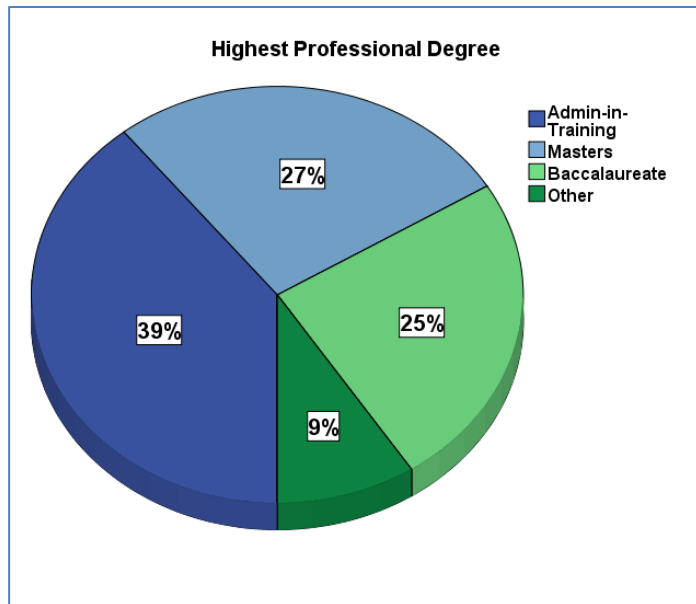
At a Glance:

Health Admin. Education
 Admin-in-Training: 39%
 Master's Degree: 27%
 Baccalaureate Degree: 25%

Education Debt
 Carry Debt: 34%
 Under Age 40 w/ Debt: 51%
 Median Debt: \$40k-\$50k

Source: Va. Healthcare Workforce Data Center

More than one-third of NHAs carry education debt, including 51% of NHAs under the age of 40. For those with education debt, the median debt burden is between \$40,000 and \$50,000.



Source: Va. Healthcare Workforce Data Center

| Education Debt | | | | |
|--------------------|------------|-------------|---------------|-------------|
| Amount Carried | All NHAs | | NHAs Under 40 | |
| | # | % | # | % |
| None | 379 | 66% | 71 | 49% |
| Less than \$10,000 | 31 | 5% | 12 | 8% |
| \$10,000-\$19,999 | 19 | 3% | 11 | 8% |
| \$20,000-\$29,999 | 26 | 4% | 12 | 8% |
| \$30,000-\$39,999 | 20 | 3% | 6 | 4% |
| \$40,000-\$49,999 | 16 | 3% | 4 | 3% |
| \$50,000-\$59,999 | 18 | 3% | 6 | 4% |
| \$60,000-\$69,999 | 13 | 2% | 7 | 5% |
| \$70,000-\$79,999 | 10 | 2% | 6 | 4% |
| \$80,000-\$89,999 | 8 | 1% | 4 | 3% |
| \$90,000-\$99,999 | 7 | 1% | 1 | 1% |
| \$100,000 or More | 31 | 5% | 5 | 3% |
| Total | 578 | 100% | 144 | 100% |

Source: Va. Healthcare Workforce Data Center

At a Glance:

Licenses/Registrations

| | |
|--------------------|-----|
| Nurse (RN or LPN): | 13% |
| ALFA: | 4% |
| CNA: | 2% |

Job Titles

| | |
|--------------------------|-----|
| Administrator: | 41% |
| Executive Director: | 15% |
| President/Exec. Officer: | 11% |

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Licenses and Registrations | | |
|-----------------------------|------------|------------|
| License/Registration | # | % |
| Nursing Home Administrator | 664 | 87% |
| Nurse (RN or LPN) | 101 | 13% |
| ALF Administrator | 31 | 4% |
| Certified Nursing Assistant | 13 | 2% |
| Registered Medication Aide | 6 | 1% |
| Occupational Therapist | 5 | 1% |
| Physical Therapist | 2 | 0% |
| Speech-Language Pathologist | 2 | 0% |
| Other | 47 | 6% |
| At Least One License | 672 | 88% |

Source: Va. Healthcare Workforce Data Center

| Job Titles | | | | |
|--------------------------------|------------|------------|-----------|------------|
| Title | Primary | | Secondary | |
| | # | % | # | % |
| Administrator | 314 | 41% | 40 | 5% |
| Executive Director | 117 | 15% | 15 | 2% |
| President or Executive Officer | 83 | 11% | 8 | 1% |
| Assistant Administrator | 27 | 4% | 6 | 1% |
| Owner | 11 | 1% | 2 | 0% |
| Other | 125 | 16% | 27 | 4% |
| At Least One Title | 622 | 82% | 93 | 12% |

Source: Va. Healthcare Workforce Data Center

More than 40% of NHAs hold the title of administrator at their primary work location. Another 15% hold the title of executive director.

At a Glance:

Employment

Employed in Profession: 86%
Involuntarily Unemployed: 1%

Positions Held

1 Full-Time: 87%
2 or More Positions: 4%

Weekly Hours:

40 to 49: 44%
60 or More: 15%
Less than 30: 2%

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Current Work Status | | |
|---|------------|-------------|
| Status | # | % |
| Employed, Capacity Unknown | 0 | 0% |
| Employed in a Capacity Related to Long-Term Care | 577 | 86% |
| Employed, NOT in a Capacity Related to Long-Term Care | 60 | 9% |
| Not Working, Reason Unknown | 0 | 0% |
| Involuntarily Unemployed | 8 | 1% |
| Voluntarily Unemployed | 14 | 2% |
| Retired | 16 | 2% |
| Total | 674 | 100% |

Source: Va. Healthcare Workforce Data Center

In total, 86% of all NHAs are currently employed in the profession, 87% hold one full-time job, and 44% work between 40 and 49 hours per week.

| Current Positions | | |
|---|------------|-------------|
| Positions | # | % |
| No Positions | 38 | 6% |
| One Part-Time Position | 20 | 3% |
| Two Part-Time Positions | 1 | 0% |
| One Full-Time Position | 577 | 87% |
| One Full-Time Position & One Part-Time Position | 23 | 3% |
| Two Full-Time Positions | 3 | 0% |
| More than Two Positions | 2 | 0% |
| Total | 664 | 100% |

Source: Va. Healthcare Workforce Data Center

| Current Weekly Hours | | |
|----------------------|------------|-------------|
| Hours | # | % |
| 0 Hours | 38 | 6% |
| 1 to 9 Hours | 5 | 1% |
| 10 to 19 Hours | 2 | 0% |
| 20 to 29 Hours | 4 | 1% |
| 30 to 39 Hours | 7 | 1% |
| 40 to 49 Hours | 291 | 44% |
| 50 to 59 Hours | 215 | 32% |
| 60 to 69 Hours | 75 | 11% |
| 70 to 79 Hours | 14 | 2% |
| 80 or More Hours | 14 | 2% |
| Total | 665 | 100% |

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Annual Income | | |
|---------------------|------------|-------------|
| Income Level | # | % |
| Volunteer Work Only | 6 | 1% |
| Less than \$60,000 | 44 | 8% |
| \$60,000-\$69,999 | 13 | 2% |
| \$70,000-\$79,999 | 26 | 5% |
| \$80,000-\$89,999 | 33 | 6% |
| \$90,000-\$99,999 | 47 | 9% |
| \$100,000-\$109,999 | 47 | 9% |
| \$110,000-\$119,999 | 54 | 10% |
| \$120,000-\$129,999 | 69 | 13% |
| \$130,000-\$139,999 | 55 | 11% |
| \$140,000-\$149,999 | 31 | 6% |
| \$150,000-\$159,999 | 25 | 5% |
| \$160,000 or More | 76 | 14% |
| Total | 525 | 100% |

Source: Va. Healthcare Workforce Data Center

At a Glance:

Earnings
Median Income: \$110k-\$120k

Benefits
Paid Vacation: 92%
Employer Retirement: 69%

Satisfaction
Satisfied: 93%
Very Satisfied: 66%

Source: Va. Healthcare Workforce Data Center

| Employer-Sponsored Benefits | | |
|-----------------------------|------------|------------|
| Benefit | # | % |
| Paid Vacation | 532 | 92% |
| Dental Insurance | 449 | 78% |
| Paid Sick Leave | 442 | 77% |
| Group Life Insurance | 421 | 73% |
| Retirement | 399 | 69% |
| Signing/Retention Bonus | 81 | 14% |
| At Least One Benefit | 543 | 94% |

*From any employer at time of survey.

Source: Va. Healthcare Workforce Data Center

The median annual income for NHAs is between \$110,000 and \$120,000. In addition, 94% of NHAs receive at least one employer-sponsored benefit, including 69% who have access to a retirement plan.

More than nine out of every ten NHAs are satisfied with their current work situation, including 66% who indicated that they are “very satisfied.”

| Job Satisfaction | | |
|-----------------------|------------|-------------|
| Level | # | % |
| Very Satisfied | 435 | 66% |
| Somewhat Satisfied | 173 | 26% |
| Somewhat Dissatisfied | 40 | 6% |
| Very Dissatisfied | 8 | 1% |
| Total | 656 | 100% |

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Employment Instability in the Past Year | | |
|---|------------|------------|
| In The Past Year, Did You . . . ? | # | % |
| Switch Employers or Practices? | 87 | 11% |
| Work Two or More Positions at the Same Time? | 62 | 8% |
| Experience Voluntary Unemployment? | 39 | 5% |
| Experience Involuntary Unemployment? | 23 | 3% |
| Work Part-Time or Temporary Positions, But Would Have Preferred a Full-Time/Permanent Position? | 12 | 2% |
| Experience At Least One? | 197 | 26% |

Source: Va. Healthcare Workforce Data Center

Among all NHAs, 3% experienced involuntary unemployment at some point in the past year. By comparison, Virginia's average monthly unemployment rate was 6.9% during the same time period.¹

At a Glance:

Unemployment Experience

Involuntarily Unemployed: 3%
Underemployed: 2%

Turnover & Tenure

Switched Jobs: 11%
New Location: 31%
Over 2 Years: 50%
Over 2 Yrs., 2nd Location: 28%

Source: Va. Healthcare Workforce Data Center

| Location Tenure | | | | |
|--|------------|-------------|------------|-------------|
| Tenure | Primary | | Secondary | |
| | # | % | # | % |
| Not Currently Working at This Location | 12 | 2% | 15 | 16% |
| Less than 6 Months | 83 | 13% | 20 | 21% |
| 6 Months to 1 Year | 81 | 13% | 15 | 16% |
| 1 to 2 Years | 142 | 22% | 18 | 19% |
| 3 to 5 Years | 140 | 22% | 12 | 13% |
| 6 to 10 Years | 68 | 11% | 9 | 9% |
| More than 10 Years | 116 | 18% | 6 | 6% |
| Subtotal | 643 | 100% | 95 | 100% |
| Did Not Have Location | 20 | | 651 | |
| Item Missing | 98 | | 15 | |
| Total | 761 | | 761 | |

Source: Va. Healthcare Workforce Data Center

One-half of all NHAs have worked at their primary location for more than two years.

¹ As reported by the U.S. Bureau of Labor Statistics. Over the past year, the non-seasonally adjusted monthly unemployment rate fluctuated between a low of 5.1% and a high of 11.0%. At the time of publication, the unemployment rate from March 2021 was still preliminary.

At a Glance:

Concentration

| | |
|----------------|-----|
| Top Region: | 23% |
| Top 3 Regions: | 60% |
| Lowest Region: | 2% |

Locations

| | |
|------------------------|-----|
| 2 or More (Past Year): | 16% |
| 2 or More (Now*): | 12% |

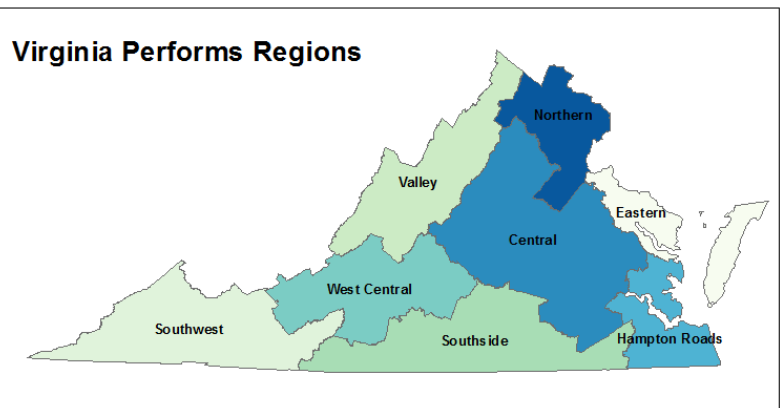
Source: Va. Healthcare Workforce Data Center

Three out of every five NHAs work in Central Virginia, Hampton Roads, and Northern Virginia.

A Closer Look:

| Regional Distribution of Work Locations | | | | |
|---|------------------|-------------|--------------------|-------------|
| VA Performs Region | Primary Location | | Secondary Location | |
| | # | % | # | % |
| Central | 145 | 23% | 34 | 34% |
| Hampton Roads | 133 | 21% | 19 | 19% |
| Northern | 108 | 17% | 11 | 11% |
| West Central | 99 | 15% | 16 | 16% |
| Valley | 54 | 8% | 5 | 5% |
| Southside | 47 | 7% | 5 | 5% |
| Southwest | 37 | 6% | 6 | 6% |
| Eastern | 14 | 2% | 2 | 2% |
| Virginia Border State/D.C. | 0 | 0% | 1 | 1% |
| Other U.S. State | 4 | 1% | 1 | 1% |
| Outside of the U.S. | 0 | 0% | 0 | 0% |
| Total | 641 | 100% | 100 | 100% |
| Item Missing | 100 | | 9 | |

Source: Va. Healthcare Workforce Data Center



Source: Va. Healthcare Workforce Data Center

While 12% of NHAs currently have multiple work locations, 16% have had multiple work locations over the past 12 months.

| Number of Work Locations | | | | |
|--------------------------|-----------------------------|-------------|---------------------|-------------|
| Locations | Work Locations in Past Year | | Work Locations Now* | |
| | # | % | # | % |
| 0 | 19 | 3% | 28 | 4% |
| 1 | 534 | 81% | 553 | 84% |
| 2 | 72 | 11% | 58 | 9% |
| 3 | 27 | 4% | 17 | 3% |
| 4 | 4 | 1% | 3 | 1% |
| 5 | 1 | 0% | 1 | 0% |
| 6 or More | 5 | 1% | 2 | 0% |
| Total | 662 | 100% | 662 | 100% |

*At the time of survey completion, March 2021.

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Location Sector | | | | |
|---------------------------------|------------------|-------------|--------------------|-------------|
| Sector | Primary Location | | Secondary Location | |
| | # | % | # | % |
| For-Profit | 401 | 64% | 72 | 79% |
| Non-Profit | 198 | 32% | 17 | 19% |
| State/Local Government | 17 | 3% | 2 | 2% |
| Veterans Administration | 4 | 1% | 0 | 0% |
| U.S. Military | 0 | 0% | 0 | 0% |
| Other Federal Government | 2 | 0% | 0 | 0% |
| Total | 622 | 100% | 91 | 100% |
| Did Not Have Location | 20 | | 651 | |
| Item Missing | 119 | | 19 | |

Source: Va. Healthcare Workforce Data Center

At a Glance: (Primary Locations)

Sector

For-Profit: 64%

Federal: 1%

Top Establishments

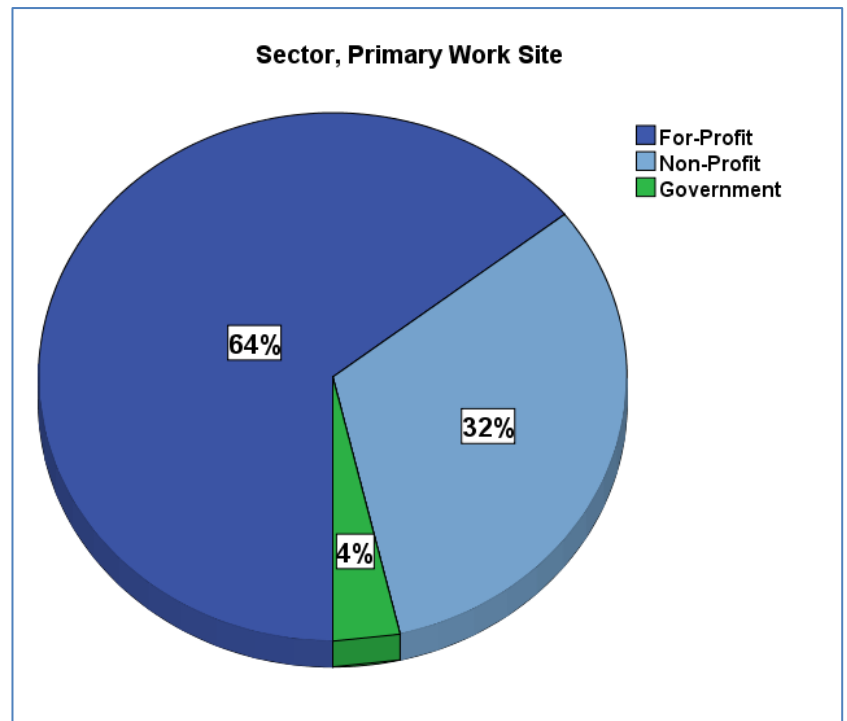
Skilled Nursing Facility: 50%

Assisted Living Facility: 17%

Continuing Care Retirement Community: 15%

Source: Va. Healthcare Workforce Data Center

Nearly two-thirds of all NHAs work in the for-profit sector, while another 32% work in the non-profit sector.



Source: Va. Healthcare Workforce Data Center

| Location Type | | | | |
|---|------------------|------------|--------------------|------------|
| Establishment Type | Primary Location | | Secondary Location | |
| | # | % | # | % |
| Skilled Nursing Facility | 381 | 50% | 57 | 7% |
| Assisted Living Facility | 130 | 17% | 17 | 2% |
| Continuing Care Retirement Community | 115 | 15% | 7 | 1% |
| Acute Care/Rehabilitative Facility | 27 | 4% | 6 | 1% |
| Home/Community Health Care | 20 | 3% | 5 | 1% |
| Hospice | 6 | 1% | 1 | 0% |
| Academic Institution | 3 | 0% | 3 | 0% |
| Adult Day Care | 3 | 0% | 0 | 0% |
| PACE | 1 | 0% | 0 | 0% |
| Other Practice Type | 78 | 10% | 12 | 2% |
| At Least One Establishment | 632 | 83% | 97 | 13% |

Source: Va. Healthcare Workforce Data Center

One-half of all NHAs are employed at a skilled nursing facility as their primary work location.

| Location Type | | | | |
|--|------------------|-------------|--------------------|-------------|
| Organization Type | Primary Location | | Secondary Location | |
| | # | % | # | % |
| Facility Chain | 325 | 56% | 55 | 61% |
| Independent/Stand-Alone | 156 | 27% | 17 | 19% |
| Hospital-Based | 29 | 5% | 5 | 6% |
| Integrated Health System (Veterans Administration, Large Health System) | 19 | 3% | 2 | 3% |
| College or University | 0 | 0% | 3 | 3% |
| Other | 51 | 9% | 8 | 9% |
| Total | 580 | 100% | 90 | 100% |
| Did Not Have Location | 20 | | 651 | |
| Item Missing | 161 | | 20 | |

Source: Va. Healthcare Workforce Data Center

More than half of all NHAs work at a facility chain organization as their primary work location. Another 27% of NHAs are employed at an independent/stand-alone organization.

At a Glance: (Primary Locations)

Typical Time Allocation

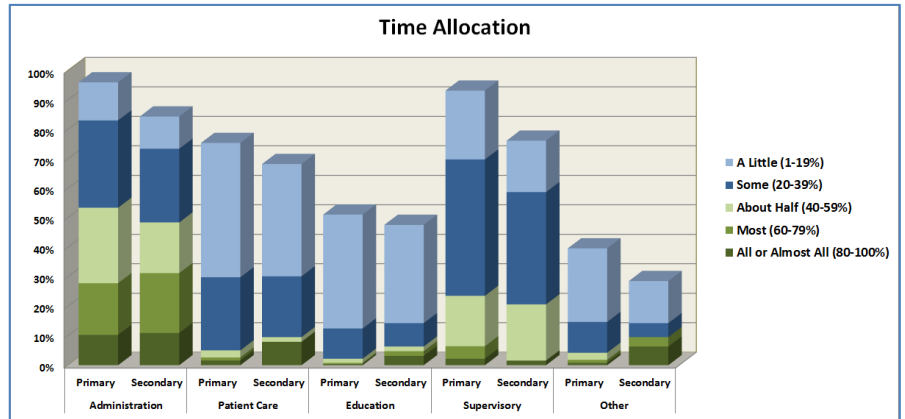
Administration: 40%-49%
 Supervisory: 20%-29%
 Patient Care: 10%-19%
 Education: 1%-9%

Roles

Administration: 28%
 Supervisory: 6%
 Patient Care: 3%
 Education: 1%

Source: Va. Healthcare Workforce Data Center

A Closer Look:



Source: Va. Healthcare Workforce Data Center

NHAs typically spend approximately half of their time performing administrative tasks. In fact, 28% of NHAs fill an administrative role, defined as spending 60% or more of their time on administrative activities.

| Time Allocation | | | | | | | | | | | |
|------------------------------------|-----------|-----------|--------------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|--|
| Time Spent | Admin. | | Patient Care | | Education | | Supervisory | | Other | | |
| | Pri. Site | Sec. Site | Pri. Site | Sec. Site | Pri. Site | Sec. Site | Pri. Site | Sec. Site | Pri. Site | Sec. Site | |
| All or Almost All (80-100%) | 10% | 11% | 2% | 8% | 0% | 3% | 2% | 2% | 1% | 6% | |
| Most (60-79%) | 18% | 20% | 1% | 0% | 0% | 2% | 4% | 0% | 1% | 3% | |
| About Half (40-59%) | 26% | 17% | 2% | 2% | 1% | 2% | 17% | 19% | 2% | 0% | |
| Some (20-39%) | 30% | 25% | 25% | 20% | 10% | 8% | 46% | 38% | 10% | 5% | |
| A Little (1-19%) | 13% | 11% | 46% | 38% | 39% | 33% | 23% | 17% | 25% | 14% | |
| None (0%) | 4% | 16% | 25% | 31% | 49% | 52% | 7% | 23% | 60% | 70% | |

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Patient Workload | | | | |
|--------------------|------------------|-------------|--------------------|-------------|
| # of Patients | Primary Location | | Secondary Location | |
| | # | % | # | % |
| None | 56 | 10% | 27 | 30% |
| 1-24 | 15 | 3% | 7 | 8% |
| 25-49 | 25 | 5% | 4 | 4% |
| 50-74 | 64 | 12% | 6 | 7% |
| 75-99 | 66 | 12% | 12 | 13% |
| 100-124 | 105 | 19% | 13 | 15% |
| 125-149 | 36 | 7% | 6 | 7% |
| 150-174 | 34 | 6% | 3 | 3% |
| 175-199 | 26 | 5% | 1 | 1% |
| 200-224 | 15 | 3% | 2 | 2% |
| 225-249 | 5 | 1% | 1 | 1% |
| 250-274 | 4 | 1% | 0 | 0% |
| 275-299 | 8 | 1% | 2 | 2% |
| 300 or More | 81 | 15% | 5 | 6% |
| Total | 539 | 100% | 89 | 100% |

Source: Va. Healthcare Workforce Data Center

The median patient workload for NHAs at their primary work location is between 100 and 124 patients. In addition, the typical NHA works at a facility that contains between 100 and 150 beds for residents.

At a Glance:

Patient Workload (Median)
 Primary Location: 100-124
 Secondary Location: 75-99

Resident Capacity (Median)
 Primary Location: 100-150
 Secondary Location: 100-150

Source: Va. Healthcare Workforce Data Center

| Resident Capacity | | | | |
|-----------------------|------------------|-------------|--------------------|-------------|
| # of Beds | Primary Location | | Secondary Location | |
| | # | % | # | % |
| Not Applicable | 85 | 14% | 18 | 19% |
| 10 or Less | 4 | 1% | 4 | 4% |
| 10-25 | 7 | 1% | 2 | 2% |
| 25-50 | 25 | 4% | 2 | 2% |
| 50-100 | 136 | 22% | 15 | 15% |
| 100-150 | 192 | 31% | 36 | 37% |
| 150-250 | 95 | 15% | 12 | 12% |
| More than 250 | 78 | 13% | 8 | 8% |
| Total | 622 | 100% | 97 | 100% |

Source: Va. Healthcare Workforce Data Center

A Closer Look:

| Retirement Expectations | | | | |
|----------------------------------|------------|-------------|------------------|-------------|
| Expected Retirement Age | All NHAs | | NHAs 50 and Over | |
| | # | % | # | % |
| Under Age 50 | 18 | 3% | - | - |
| 50 to 54 | 25 | 4% | 1 | 0% |
| 55 to 59 | 50 | 8% | 15 | 5% |
| 60 to 64 | 121 | 20% | 49 | 16% |
| 65 to 69 | 245 | 40% | 140 | 45% |
| 70 to 74 | 96 | 16% | 69 | 22% |
| 75 to 79 | 20 | 3% | 16 | 5% |
| 80 or Over | 9 | 1% | 3 | 1% |
| I Do Not Intend to Retire | 28 | 5% | 15 | 5% |
| Total | 612 | 100% | 308 | 100% |

Source: Va. Healthcare Workforce Data Center

At a Glance:

Retirement Expectations

All NHAs

Under 65: 35%

Under 60: 15%

NHAs 50 and Over

Under 65: 21%

Under 60: 5%

Time Until Retirement

Within 2 Years: 9%

Within 10 Years: 30%

Half the Workforce: By 2041

Source: Va. Healthcare Workforce Data Center

More than one-third of all NHAs expect to retire before the age of 65. Among NHAs who are age 50 and over, 21% expect to retire by the age of 65.

Within the next two years, 12% of NHAs expect to begin accepting Administrators-in-Training, and 12% of NHAs also expect to pursue additional educational opportunities.

Future Plans

| Two-Year Plans: | # | % |
|------------------------------------|----|-----|
| Decrease Participation | | |
| Decrease Patient Care Hours | 56 | 7% |
| Leave Profession | 40 | 5% |
| Leave Virginia | 29 | 4% |
| Cease Accepting Trainees | 9 | 1% |
| Decrease Teaching Hours | 0 | 0% |
| Increase Participation | | |
| Begin Accepting Trainees | 95 | 12% |
| Pursue Additional Education | 88 | 12% |
| Increase Patient Care Hours | 43 | 6% |
| Increase Teaching Hours | 28 | 4% |
| Return to the Workforce | 10 | 1% |

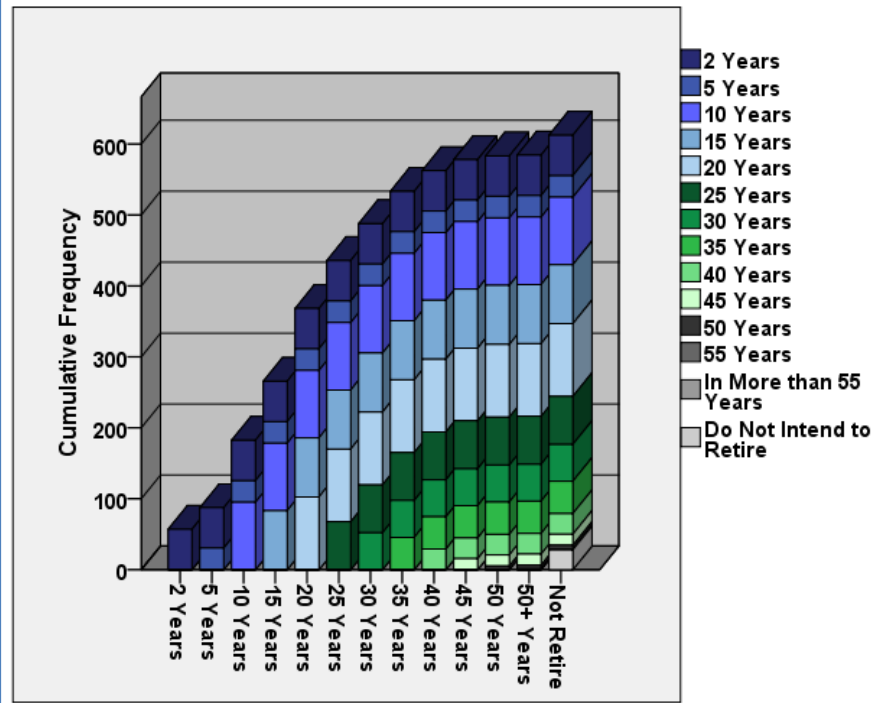
Source: Va. Healthcare Workforce Data Center

By comparing retirement expectation to age, we can estimate the maximum years to retirement for NHAs. While 9% of NHAs expect to retire in the next two years, 30% expect to retire within the next decade. More than half of the current NHA workforce expect to retire by 2041.

| Time to Retirement | | | |
|-------------------------------|------------|-------------|--------------|
| Expect to Retire Within . . . | # | % | Cumulative % |
| 2 Years | 57 | 9% | 9% |
| 5 Years | 30 | 5% | 14% |
| 10 Years | 95 | 16% | 30% |
| 15 Years | 83 | 14% | 43% |
| 20 Years | 103 | 17% | 60% |
| 25 Years | 68 | 11% | 71% |
| 30 Years | 52 | 8% | 80% |
| 35 Years | 46 | 8% | 87% |
| 40 Years | 29 | 5% | 92% |
| 45 Years | 16 | 3% | 95% |
| 50 Years | 5 | 1% | 95% |
| 55 Years | 0 | 0% | 95% |
| In More than 55 Years | 1 | 0% | 96% |
| Do Not Intend to Retire | 28 | 5% | 100% |
| Total | 612 | 100% | |

Source: Va. Healthcare Workforce Data Center

Expected Years to Retirement



Source: Va. Healthcare Workforce Data Center

Using these estimates, retirement will begin to reach over 10% of the current workforce every five years by 2031. Retirement will peak at 17% of the current workforce around 2041 before declining to under 10% again by 2051.

At a Glance:

FTEs

Total: 838
 FTEs/1,000 Residents²: .098
 Average: 1.13

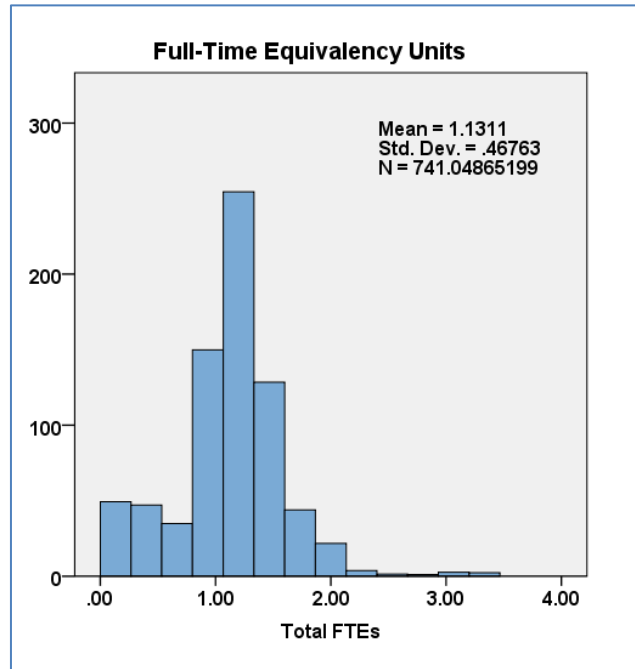
Age & Gender Effect

Age, *Partial Eta*²: Small
 Gender, *Partial Eta*²: None

*Partial Eta*² Explained:
*Partial Eta*² is a statistical
 measure of effect size.

Source: Va. Healthcare Workforce Data Center

A Closer Look:

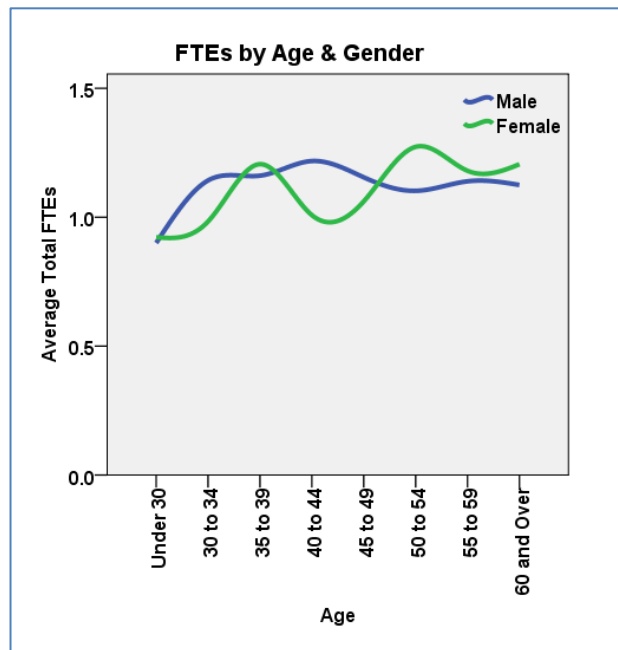


Source: Va. Healthcare Workforce Data Center

The typical NHA provided 1.18 FTEs in the past year, or approximately 47 hours per week for 50 weeks. Statistical tests do not indicate that FTEs vary by either age or gender.

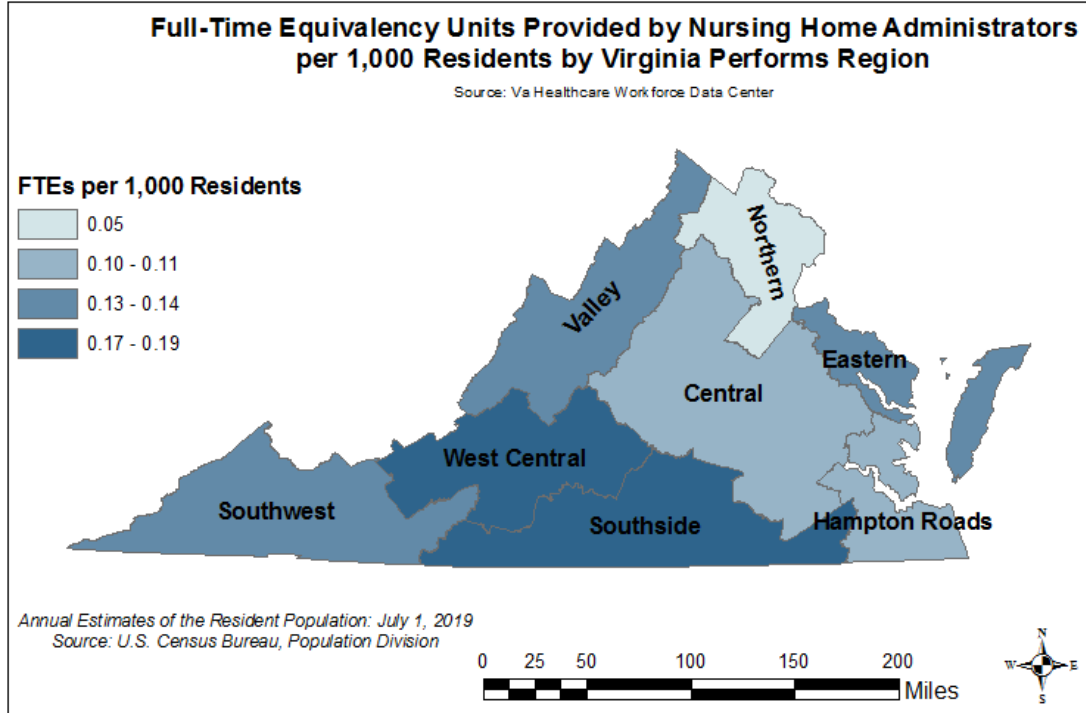
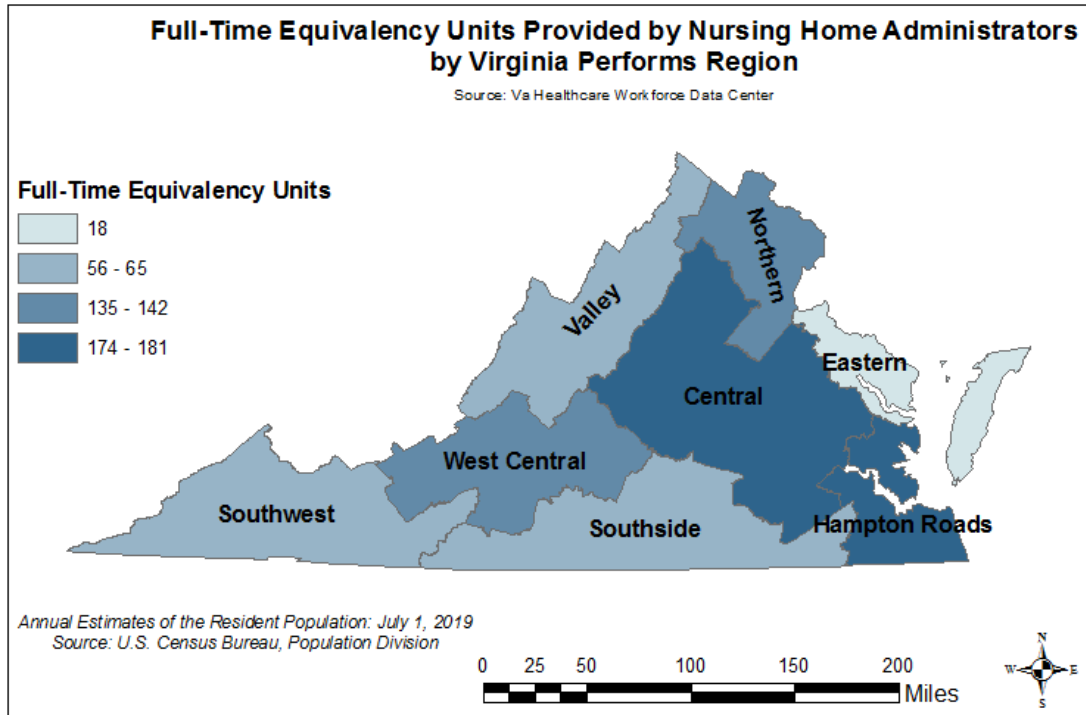
| Full-Time Equivalency Units | | |
|-----------------------------|---------|--------|
| Age | Average | Median |
| Age | | |
| Under 30 | 0.92 | 0.99 |
| 30 to 34 | 1.04 | 1.07 |
| 35 to 39 | 1.18 | 1.18 |
| 40 to 44 | 1.11 | 1.13 |
| 45 to 49 | 1.08 | 1.10 |
| 50 to 54 | 1.18 | 1.18 |
| 55 to 59 | 1.16 | 1.22 |
| 60 and Over | 1.18 | 1.22 |
| Gender | | |
| Male | 1.14 | 1.20 |
| Female | 1.13 | 1.18 |

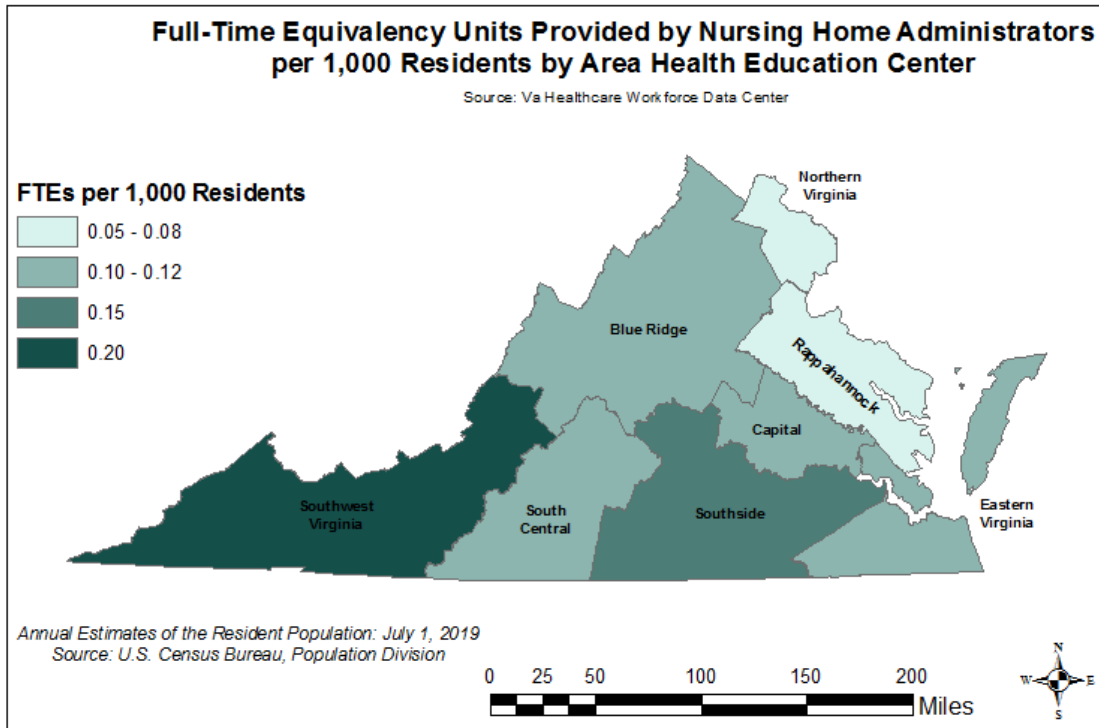
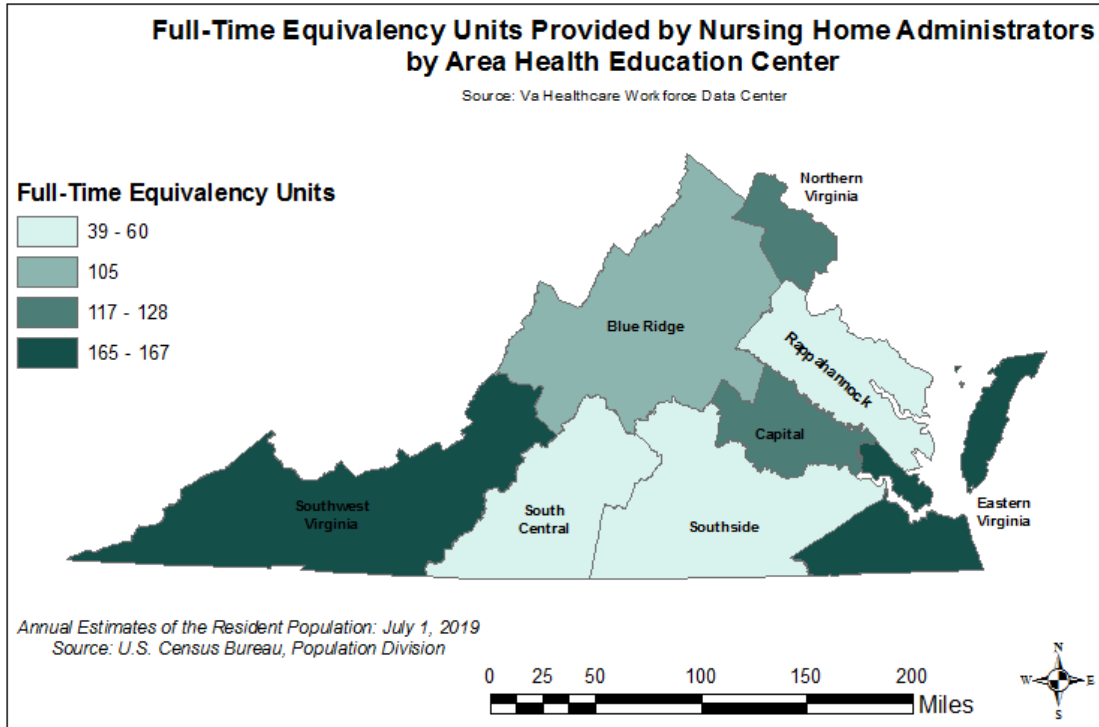
Source: Va. Healthcare Workforce Data Center

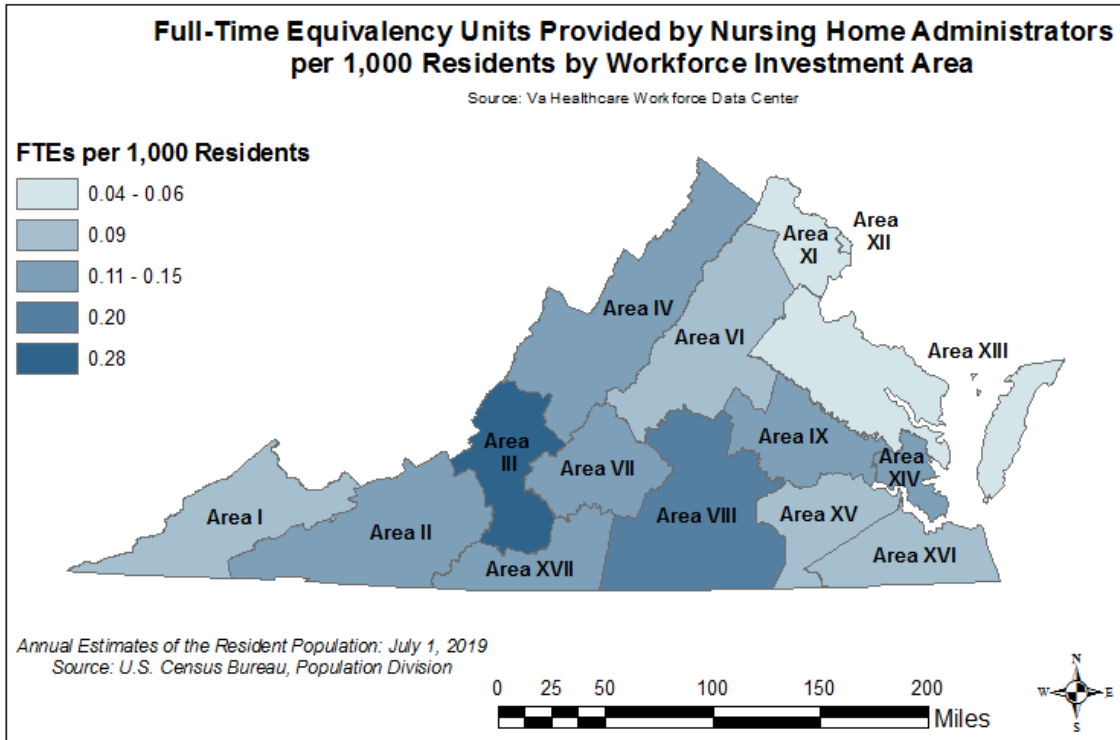
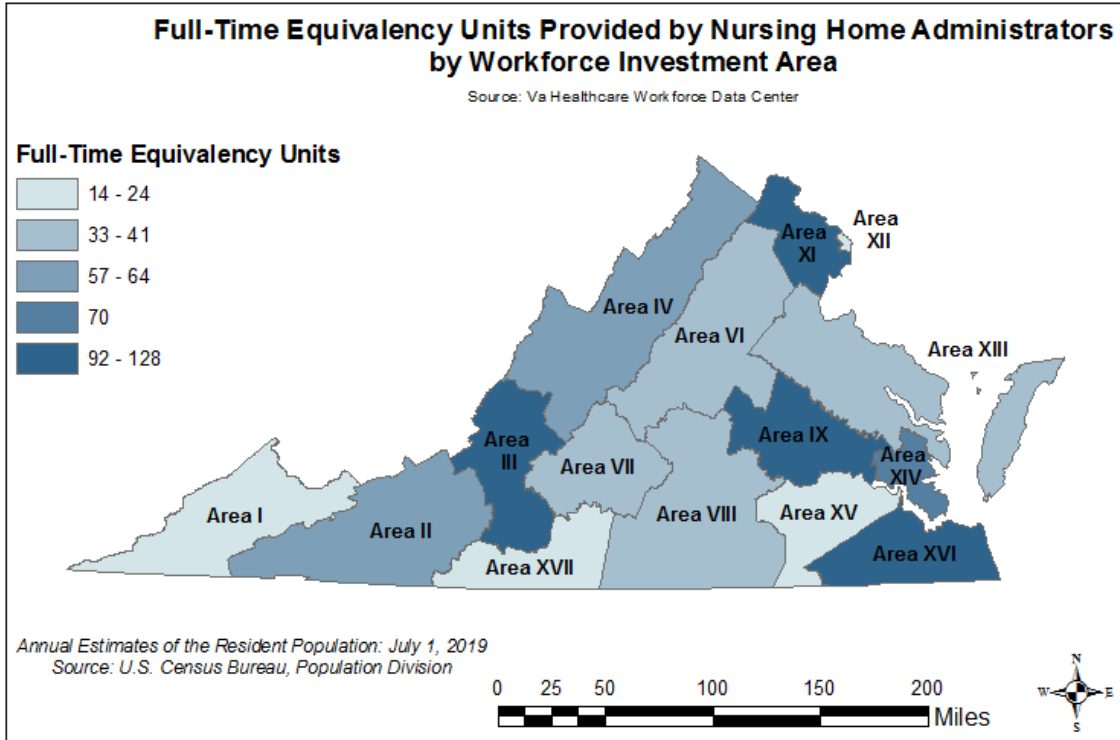


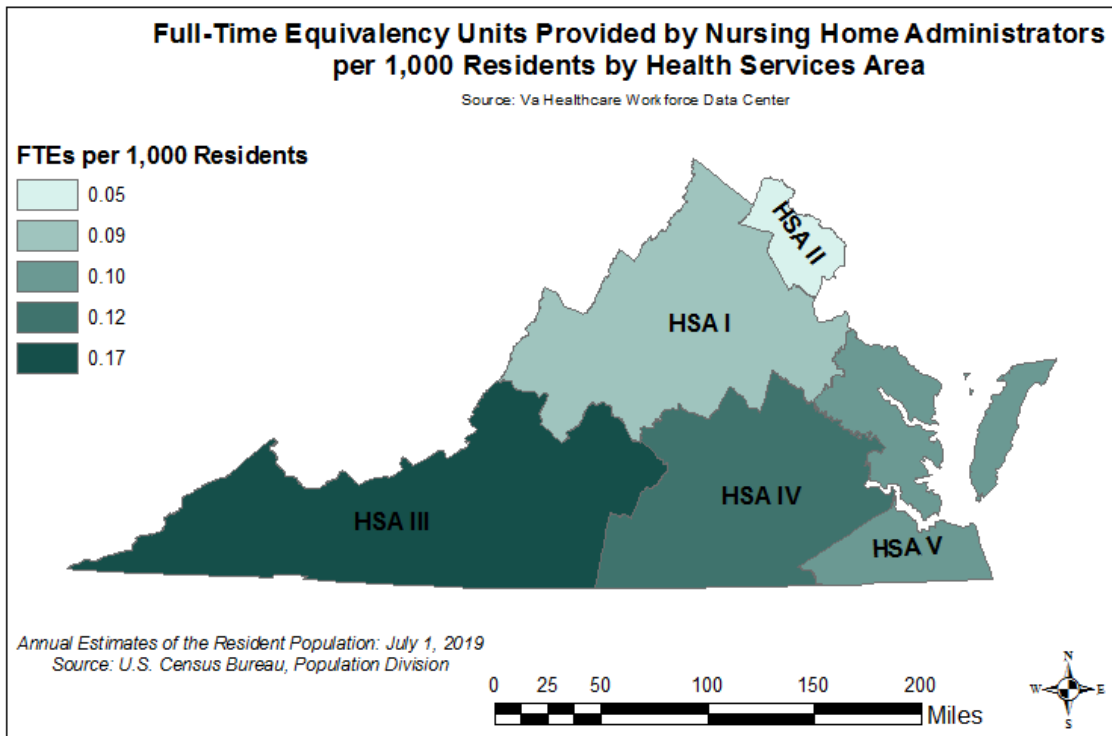
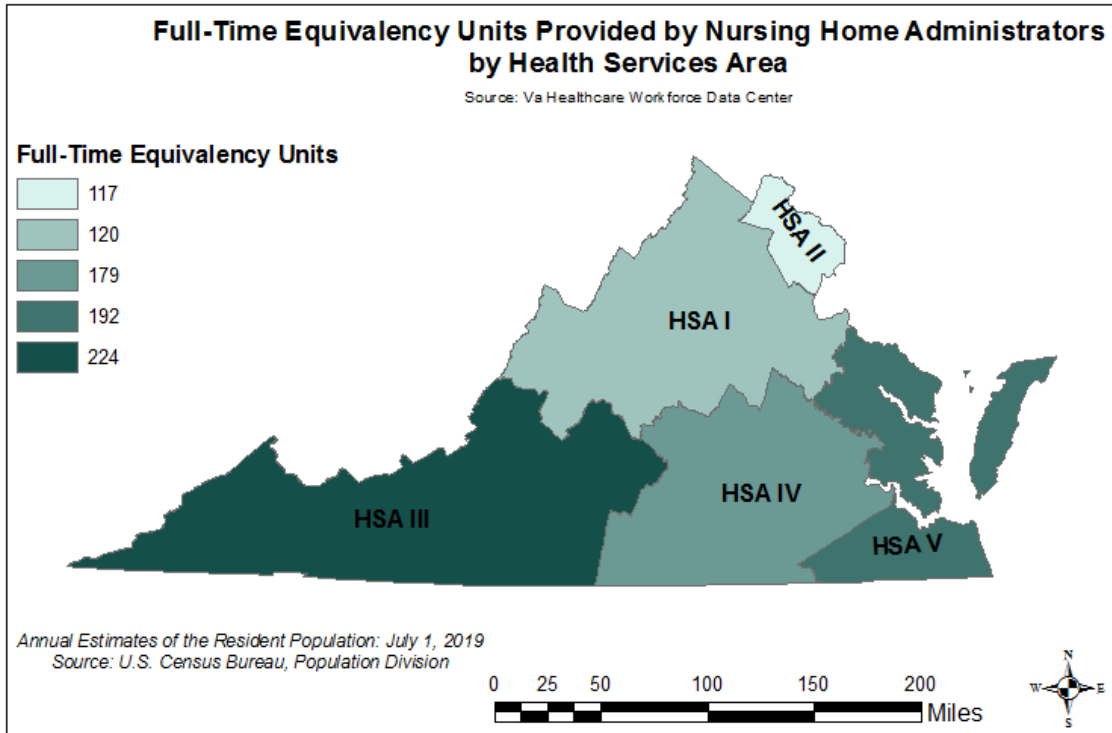
Source: Va. Healthcare Workforce Data Center

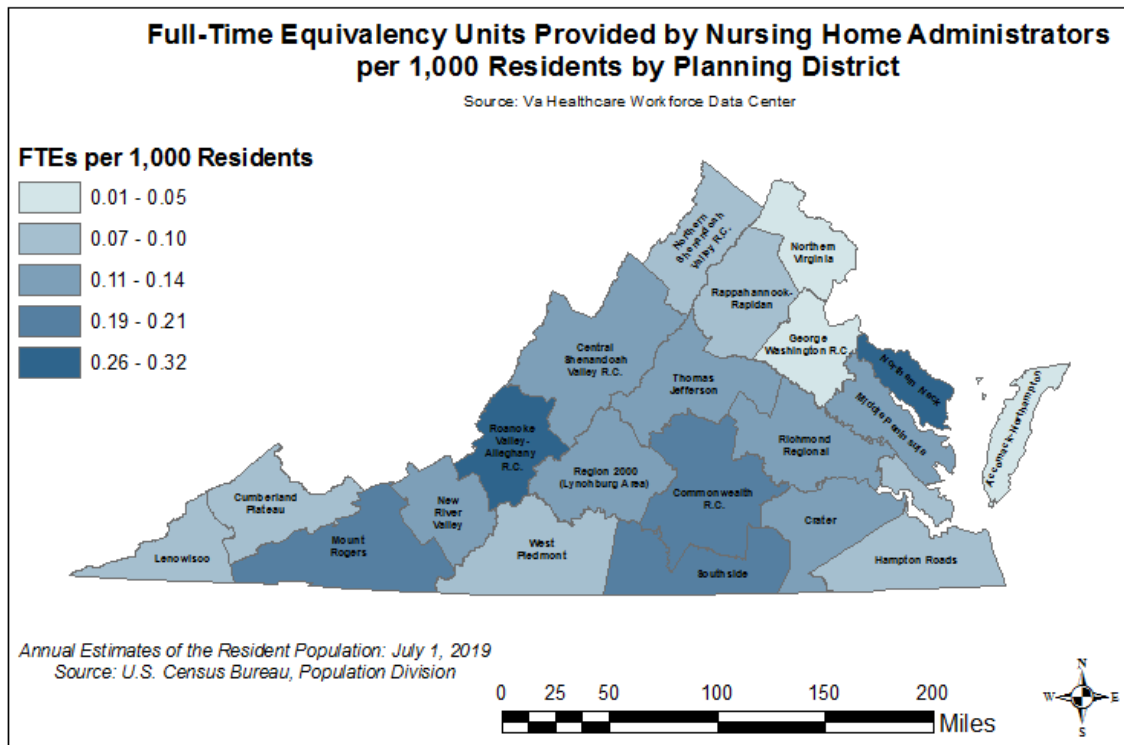
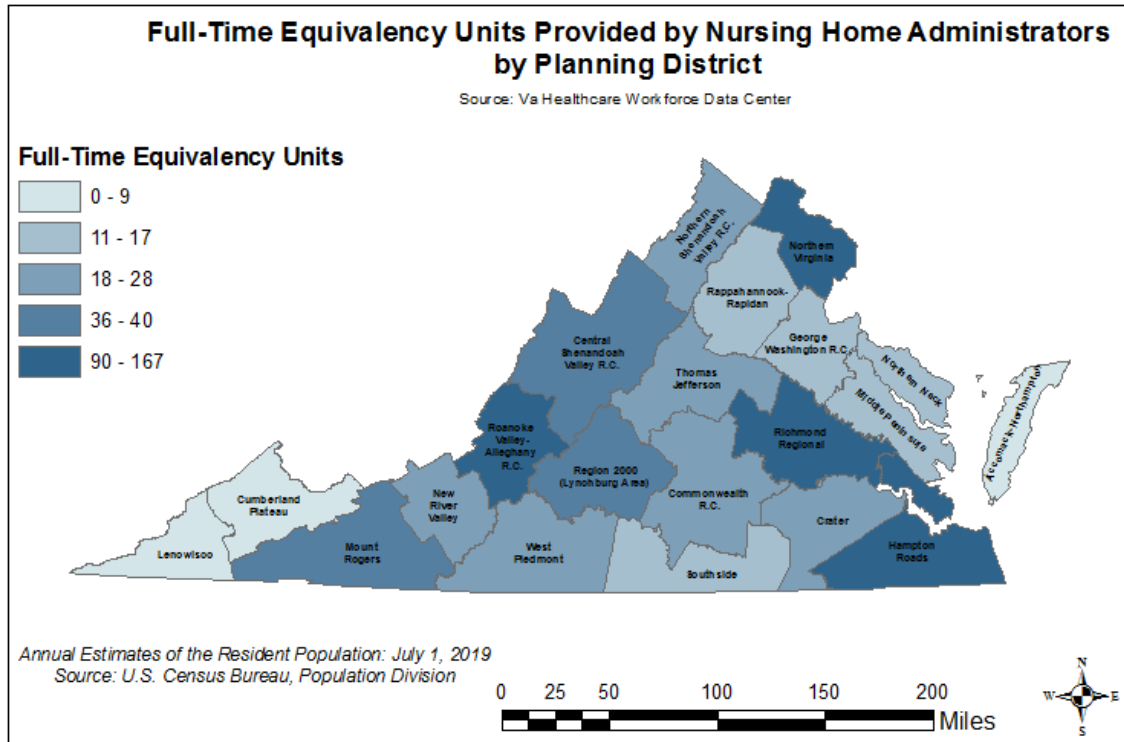
² Number of residents in 2019 was used as the denominator.











Appendices

Appendix A: Weights

| Rural Status | Location Weight | | | Total Weight | |
|---|-----------------|--------|--------|--------------|-------|
| | # | Rate | Weight | Min. | Max. |
| Metro, 1 Million+ | 402 | 88.81% | 1.126 | 1.038 | 1.284 |
| Metro, 250,000 to 1 Million | 118 | 89.83% | 1.113 | 1.026 | 1.269 |
| Metro, 250,000 or Less | 76 | 88.16% | 1.134 | 1.046 | 1.293 |
| Urban, Pop. 20,000+, Metro Adj. | 12 | 75.00% | 1.333 | 1.270 | 1.520 |
| Urban, Pop. 20,000+, Non-Adj. | 0 | NA | NA | NA | NA |
| Urban, Pop. 2,500-19,999, Metro Adj. | 49 | 89.80% | 1.114 | 1.027 | 1.270 |
| Urban, Pop. 2,500-19,999, Non-Adj. | 27 | 81.48% | 1.227 | 1.131 | 1.399 |
| Rural, Metro Adj. | 28 | 92.86% | 1.077 | 0.993 | 1.228 |
| Rural, Non-Adj. | 17 | 76.47% | 1.308 | 1.205 | 1.491 |
| Virginia Border State/D.C. | 143 | 74.83% | 1.336 | 1.232 | 1.524 |
| Other U.S. State | 98 | 74.49% | 1.342 | 1.237 | 1.531 |

Source: Va. Healthcare Workforce Data Center

| Age | Age Weight | | | Total Weight | |
|--------------------|------------|--------|--------|--------------|-------|
| | # | Rate | Weight | Min. | Max. |
| Under 30 | 51 | 74.51% | 1.342 | 1.228 | 1.531 |
| 30 to 34 | 65 | 80.00% | 1.250 | 1.144 | 1.426 |
| 35 to 39 | 93 | 78.49% | 1.274 | 1.165 | 1.453 |
| 40 to 44 | 102 | 92.16% | 1.085 | 0.993 | 1.237 |
| 45 to 49 | 125 | 88.80% | 1.126 | 1.030 | 1.284 |
| 50 to 54 | 139 | 89.21% | 1.121 | 1.025 | 1.278 |
| 55 to 59 | 131 | 88.55% | 1.129 | 1.033 | 1.288 |
| 60 and Over | 264 | 81.82% | 1.222 | 1.118 | 1.394 |

Source: Va. Healthcare Workforce Data Center

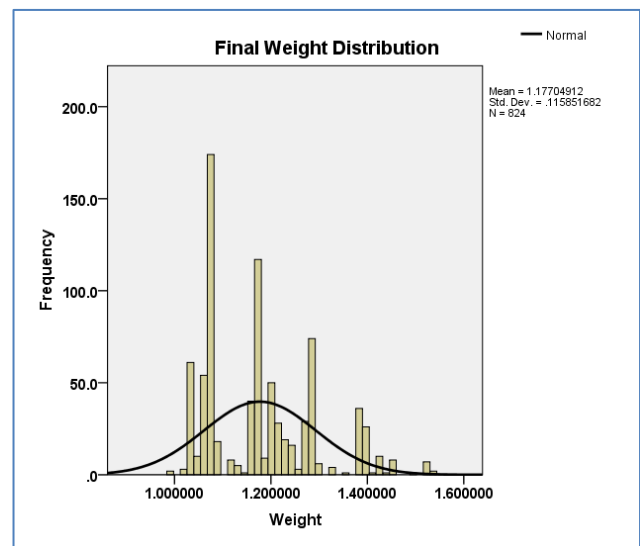
See the Methodology section on the HWDC website for details on HWDC methods:

<https://www.dhp.virginia.gov/PublicResources/HealthcareWorkforceDataCenter/>

Final weights are calculated by multiplying the two weights and the overall response rate:

$$\text{Age Weight} \times \text{Rural Weight} \times \text{Response Rate} = \text{Final Weight.}$$

Overall Response Rate: 0.849485



Source: Va. Healthcare Workforce Data Center