

---

# *Virginia's Nursing Home Administrator Workforce: 2022*

---

Healthcare Workforce Data Center

April 2022

Virginia Department of Health Professions  
Healthcare Workforce Data Center  
Perimeter Center  
9960 Mayland Drive, Suite 300  
Henrico, VA 23233  
804-597-4213, 804-527-4434 (fax)  
E-mail: [HWDC@dhp.virginia.gov](mailto:HWDC@dhp.virginia.gov)

Follow us on Tumblr: [www.vahwdc.tumblr.com](http://www.vahwdc.tumblr.com)

Get a copy of this report from:

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

*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!***

***Virginia Department of Health Professions***

**David E. Brown, DC**  
*Director*

*Healthcare Workforce Data Center Staff:*

Elizabeth Carter, PhD  
*Director*

Yetty Shobo, PhD  
*Deputy Director*

Rajana Siva, MBA  
*Data Analyst*

Christopher Coyle  
*Research Assistant*

# Virginia Board of Long-Term Care Administrators

## ***Chair***

Martha H. Hunt, ALFA  
*Richmond*

## ***Vice-Chair***

Ashley Jackson, MBA, NHA  
*Chesapeake*

## ***Members***

Kimberly R. Brathwaite, ALFA  
*Fairfax*

Mitchell P. Davis, NHA  
*Salem*

Pamela Dukes, MBA  
*Fincastle*

Ali Faruk, MPA  
*Richmond*

Jenny Inker, PhD, MBA, ALFA  
*Williamsburg*

Lisa Kirby, NHA  
*Suffolk*

Ann L. Williams, EdD  
*Richmond*

## ***Executive Director***

Corie E. Tillman Wolf, JD

# 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
Languages.....	16
Time Allocation .....	17
Patient Workload .....	18
Retirement & Future Plans .....	19
Full-Time Equivalency Units.....	21
<b>Maps .....</b>	<b>22</b>
Virginia Performs Regions .....	22
Area Health Education Center Regions .....	23
Workforce Investment Areas .....	24
Health Services Areas .....	25
Planning Districts.....	26
<b>Appendices.....</b>	<b>27</b>
Appendix A: Weights .....	27

# The Nursing Home Administrator Workforce At a Glance:

## The Workforce

Licensees:	987
Virginia's Workforce:	774
FTEs:	829

## Background

Rural Childhood:	46%
HS Degree in VA:	56%
Prof. Degree in VA:	78%

## Current Employment

Employed in Prof.:	84%
Hold 1 Full-Time Job:	86%
Satisfied?:	91%

## Survey Response Rate

All Licensees:	83%
Renewing Practitioners:	98%

## Health Admin. Edu.

Admin-in-Training:	40%
Masters:	26%

## Job Turnover

Switched Jobs:	14%
Employed Over 2 Yrs.:	47%

## Demographics

Female:	60%
Diversity Index:	34%
Median Age:	50

## Finances

Median Inc.: \$120k-\$130k	
Retirement Benefits:	74%
Under 40 w/ Ed. Debt:	55%

## Time Allocation

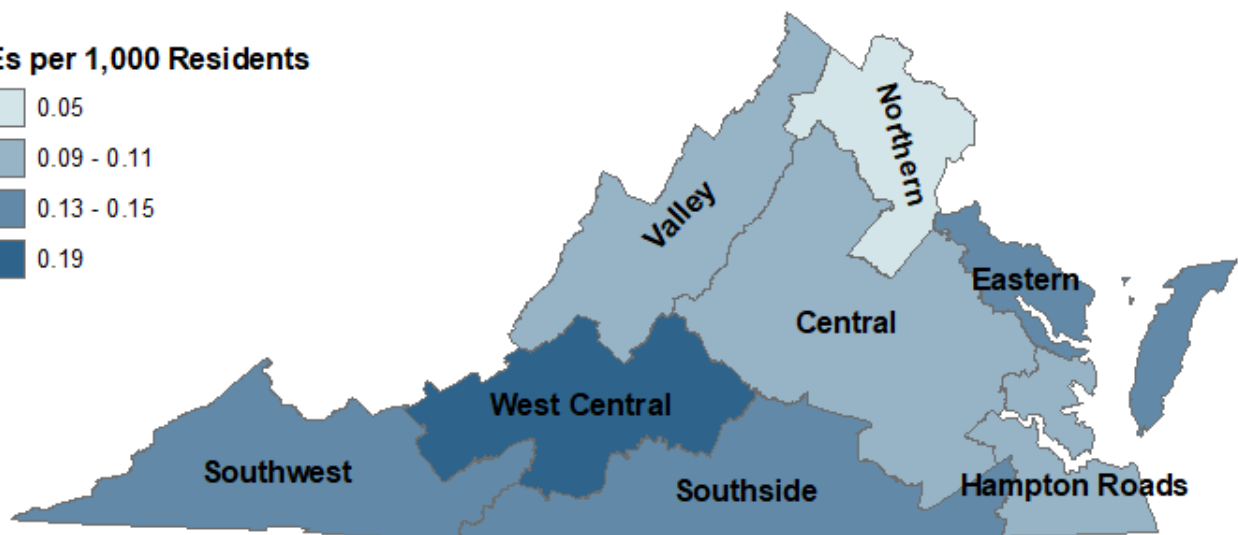
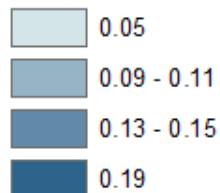
Administration:	40%-49%
Supervisory:	20%-29%
Patient Care:	10%-19%

Source: Va. Healthcare Workforce Data Center

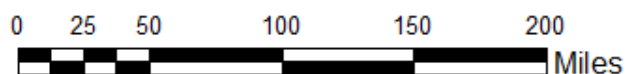
## Full-Time Equivalency Units Provided by Nursing Home Administrators per 1,000 Residents by Virginia Performs Region

Source: Va Healthcare Work force Data Center

### FTEs per 1,000 Residents



Annual Estimates of the Resident Population: July 1, 2020  
Source: U.S. Census Bureau, Population Division



This report contains the results of the 2022 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 83% of the 987 NHAs licensed in the state and 98% of renewing practitioners.

The HWDC estimates that 774 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 829 "full-time equivalency units," which the HWDC defines simply as working 2,000 hours per year.

Three out of every five NHAs are female, including 63% of those NHAs who are under the age of 40. In a random encounter between two NHAs, there is a 34% chance that they would be of different races or ethnicities, a measure known as the diversity index. This diversity index increases to 42% among NHAs who are under the age of 40. However, both of these values are well below the comparable diversity index of 60% for Virginia's population as a whole. Nearly half of all NHAs grew up in a rural area, and 27% of this group of professionals currently work in a non-metro area of Virginia. In total, 17% of all NHAs work in a non-metro area of the state.

Among all NHAs, 84% are currently employed in the profession, 86% hold one full-time job, and 41% work between 40 and 49 hours per week. Over the past year, 3% of NHAs have experienced involuntary unemployment and 1% have experienced underemployment. Nearly two-thirds of all NHAs work in the for-profit sector, while approximately one-third of all NHAs work in the non-profit sector. As their primary work location, 51% of all NHAs are employed at a skilled nursing facility, while another 18% work at an assisted living facility. The typical NHA earns between \$120,000 and \$130,000 per year. In addition, 96% of all NHAs receive at least one employer-sponsored benefit, including 74% who have access to a retirement plan. More than 90% of all NHAs are satisfied with their current work situation, including 55% who indicated that they are "very satisfied."

## Summary of Trends

---

In this section, all statistics for the current year are compared to the 2017 NHA workforce. The number of licensed NHAs in Virginia has increased by 9% (987 vs. 906). In addition, the size of the NHA workforce has increased by 10% (774 vs. 703), and the number of FTEs provided by this workforce has grown by 8% (829 vs. 765). Virginia's renewing NHAs are slightly more likely to respond to this survey (98% vs. 97%).

Virginia's NHAs are more likely to be female (60% vs. 56%), and this is also the case among NHAs who are under the age of 40 (63% vs. 48%). The diversity index of Virginia's NHA workforce has increased as well (34% vs. 23%), a trend that is even more pronounced among NHAs who are under the age of 40 (42% vs. 22%). NHAs are more likely to have grown up in a rural area (46% vs. 43%), but this group of professionals is less likely to work in a non-metro area of Virginia (27% vs. 30%). 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 (84% vs. 88%) or hold one full-time job (86% vs. 88%). At the same time, NHAs are relatively more likely to work more than 60 hours per week (19% vs. 15%) instead of between 40 and 49 hours per week (41% vs. 45%). The percentage of NHAs who have switched jobs has increased (14% vs. 10%), while the percentage of NHAs who have worked at their primary work location for more than two years has fallen (47% vs. 54%). NHAs are more likely to work in the for-profit sector (64% vs. 62%) instead of the non-profit sector (32% vs. 34%).

The median annual income of Virginia's NHAs has increased (\$120k-\$130k vs. \$100k-\$110k). In addition, NHAs are slightly more likely to receive at least one employer-sponsored benefit (96% vs. 95%). The percentage of NHAs who indicated that they are satisfied with their current work situation has fallen (91% vs. 96%), and this decline was considerably larger among those NHAs who indicated that they are "very satisfied" (55% vs. 71%).

A Closer Look:

Licensees		
License Status	#	%
Renewing Practitioners	798	81%
New Licensees	65	7%
Non-Renewals	124	13%
<b>All Licensees</b>	<b>987</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

*HWDC surveys tend to achieve very high response rates. Among all renewing NHAs, 98% submitted a survey. These respondents represent 83% 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 2022.
- 2. Target Population:** All NHAs who held a Virginia license at some point between April 2021 and March 2022.
- 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
<b>By Age</b>			
Under 30	10	35	78%
30 to 34	13	54	81%
35 to 39	16	78	83%
40 to 44	14	98	88%
45 to 49	15	104	87%
50 to 54	25	134	84%
55 to 59	14	106	88%
60 and Over	57	214	79%
<b>Total</b>	<b>164</b>	<b>823</b>	<b>83%</b>
<b>New Licenses</b>			
Issued in Past Year	31	34	52%
<b>Metro Status</b>			
Non-Metro	17	114	87%
Metro	83	520	86%
Not in Virginia	64	189	75%

Source: Va. Healthcare Workforce Data Center

Response Rates	
Completed Surveys	<b>823</b>
Response Rate, All Licensees	<b>83%</b>
Response Rate, Renewals	<b>98%</b>

Source: Va. Healthcare Workforce Data Center

At a Glance:

Licensed Administrators

Number: 987  
 New: 7%  
 Not Renewed: 13%

Response Rates

All Licensees: 83%  
 Renewing Practitioners: 98%

Source: Va. Healthcare Workforce Data Center

## At a Glance:

### Workforce

NHA Workforce: 774  
 FTEs: 829

### Utilization Ratios

Licensees in VA Workforce: 78%  
 Licensees per FTE: 1.19  
 Workers per FTE: 0.93

Source: Va. Healthcare Workforce Data Center

## Definitions

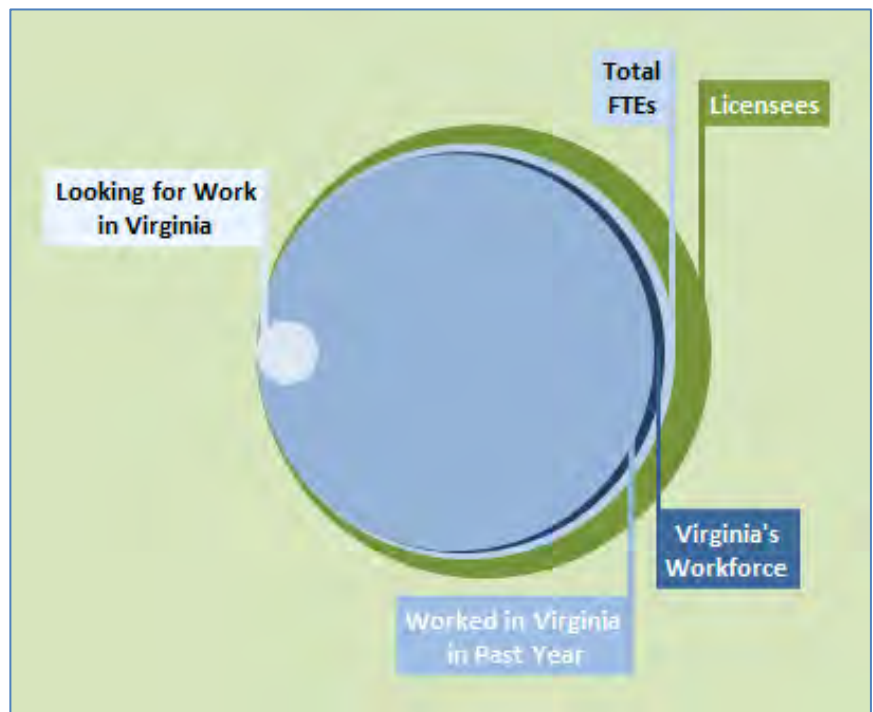
- 1. Virginia's Workforce:** A licensee with a primary or secondary work site in Virginia at any time in the past year or who indicated intent to return to Virginia's workforce at any point in the future.
- 2. Full-Time Equivalency Unit (FTE):** The HWDC uses 2,000 (40 hours for 50 weeks) as its baseline 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	755	98%
Looking for Work in Virginia	19	2%
Virginia's Workforce	774	100%
Total FTEs	829	
Licensees	987	

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	16	42%	22	58%	37	5%
30 to 34	15	28%	37	72%	52	8%
35 to 39	30	41%	44	59%	74	11%
40 to 44	42	50%	42	50%	84	12%
45 to 49	21	25%	64	76%	84	12%
50 to 54	45	41%	64	59%	109	16%
55 to 59	34	41%	49	59%	83	12%
60 and Over	71	44%	92	57%	163	24%
<b>Total</b>	<b>273</b>	<b>40%</b>	<b>413</b>	<b>60%</b>	<b>686</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

Race & Ethnicity					
Race/ Ethnicity	Virginia*	NHAs		NHAs Under 40	
	%	#	%	#	%
White	59%	552	80%	123	75%
Black	18%	103	15%	26	16%
Asian	7%	9	1%	2	1%
Other Race	1%	2	0%	1	1%
Two or More Races	5%	8	1%	4	2%
Hispanic	11%	16	2%	9	5%
<b>Total</b>	<b>100%</b>	<b>690</b>	<b>100%</b>	<b>165</b>	<b>100%</b>

\*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, 2020.

Source: Va. Healthcare Workforce Data Center

Nearly one-quarter of all NHAs are under the age of 40, and 63% of this group of professionals are female. In addition, there is a 42% chance that two randomly chosen NHAs from this age group would be of different races or ethnicities.

At a Glance:

**Gender**

% Female: 60%  
% Under 40 Female: 63%

**Age**

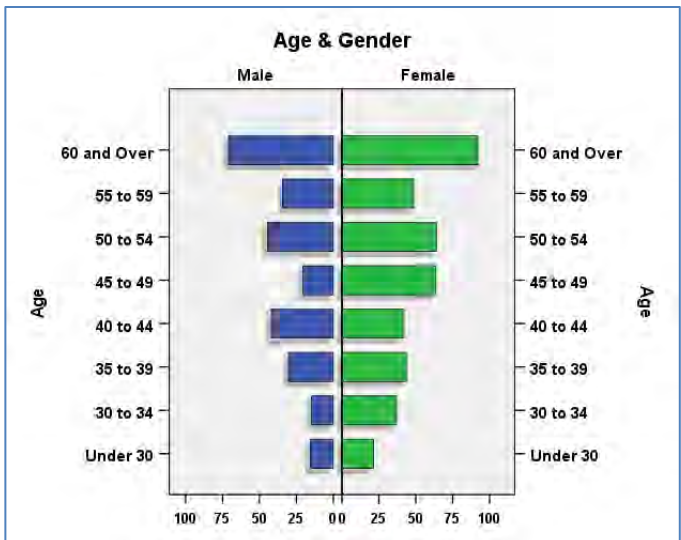
Median Age: 50  
% Under 40: 24%  
% 55 and Over: 36%

**Diversity**

Diversity Index: 34%  
Under 40 Div. Index: 42%

Source: Va. Healthcare Workforce Data Center

In a random encounter between two NHAs, there is a 34% 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 60%.



Source: Va. Healthcare Workforce Data Center

## At a Glance:

### Childhood

Urban Childhood: 12%  
 Rural Childhood: 46%

### Virginia Background

HS in Virginia: 56%  
 Prof. Edu. in VA: 78%  
 HS or Prof. Edu. in VA: 81%

### Location Choice

% Rural to Non-Metro: 27%  
 % Urban/Suburban to Non-Metro: 8%

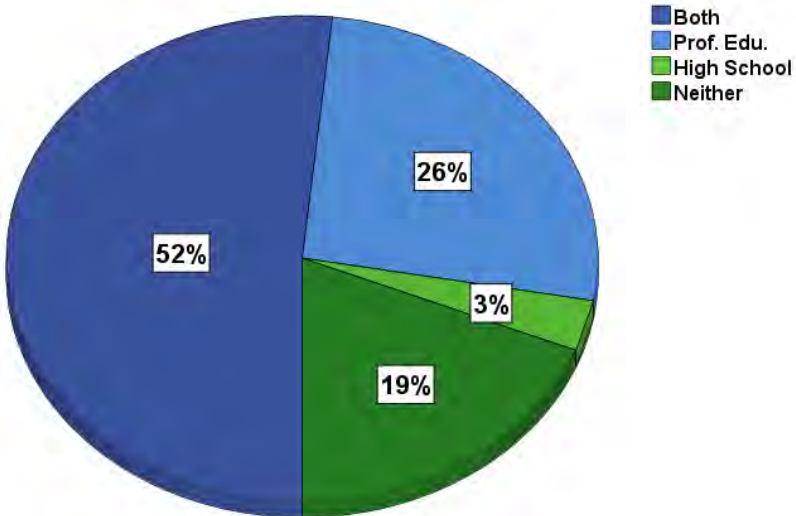
Source: Va. Healthcare Workforce Data Center

## A Closer Look:

Primary Location: USDA Rural Urban Continuum		Rural Status of Childhood Location		
Code	Description	Rural	Suburban	Urban
<b>Metro Counties</b>				
1	Metro, 1 Million+	33%	50%	17%
2	Metro, 250,000 to 1 Million	51%	44%	5%
3	Metro, 250,000 or Less	65%	26%	10%
<b>Non-Metro Counties</b>				
4	Urban, Pop. 20,000+, Metro Adjacent	71%	29%	0%
6	Urban, Pop. 2,500-19,999, Metro Adjacent	67%	30%	3%
7	Urban, Pop. 2,500-19,999, Non-Adjacent	80%	20%	0%
8	Rural, Metro Adjacent	88%	12%	0%
9	Rural, Non-Adjacent	75%	17%	8%
<b>Overall</b>		<b>46%</b>	<b>42%</b>	<b>12%</b>

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 27% of this group of 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	382	Virginia	494
2	New York	35	North Carolina	17
3	West Virginia	28	Maryland	16
4	Outside U.S./Canada	27	West Virginia	14
5	Ohio	24	Ohio	10
6	North Carolina	23	New York	10
7	Pennsylvania	23	Texas	8
8	Maryland	16	Pennsylvania	7
9	New Jersey	15	Tennessee	7
10	Tennessee	13	New Jersey	5

Source: Va. Healthcare Workforce Data Center

*Among all NHAs, 56% received their high school degree in Virginia, and 78% received their initial professional degree in the state.*

*Among NHAs who have been licensed in the past five years, 52% 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	122	Virginia	167
2	Outside U.S./Canada	14	Maryland	8
3	Ohio	12	North Carolina	8
4	West Virginia	12	West Virginia	5
5	North Carolina	10	Texas	5
6	New Jersey	6	Florida	5
7	Pennsylvania	5	Pennsylvania	4
8	Maryland	5	New Jersey	3
9	Florida	5	Ohio	3
10	Texas	4	Connecticut	3

Source: Va. Healthcare Workforce Data Center

*More than one-fifth of all licensees were not a part of Virginia's NHA workforce. Nine out of every ten of these licensees worked at some point in the past year, including 83% who currently work as an NHA.*

### At a Glance:

#### Not in VA Workforce

Total:	213
% of Licensees:	22%
Federal/Military:	0%
VA Border State/DC:	19%

Source: Va. Healthcare Workforce Data Center

A Closer Look:

Highest Degree				
Degree	Health Administration		Degree in All Fields	
	#	%	#	%
No Specific Training	22	3%	-	-
Admin-in-Training	268	40%	-	-
High School/GED	-	-	6	1%
Associate	12	2%	57	8%
Baccalaureate	162	24%	310	46%
Graduate Cert.	13	2%	14	2%
Masters	178	26%	280	41%
Doctorate	8	1%	14	2%
Other	13	2%	-	-
<b>Total</b>	<b>675</b>	<b>100%</b>	<b>680</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

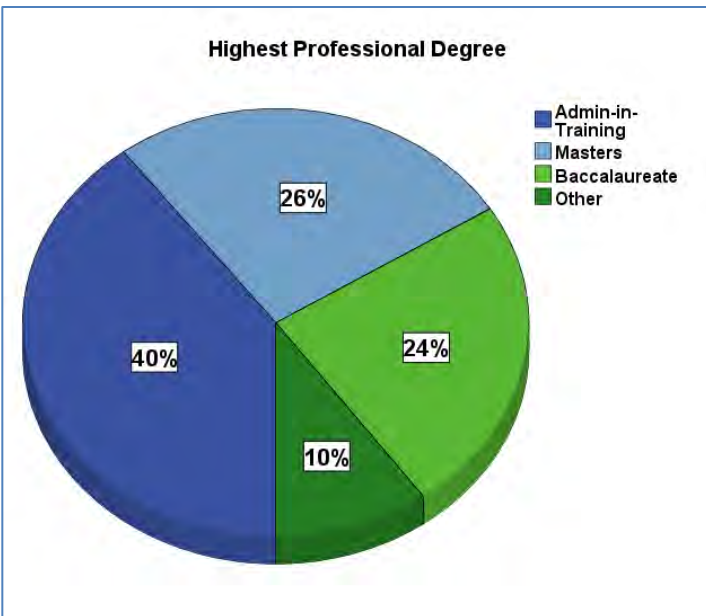
## At a Glance:

**Health Admin. Education**  
 Admin-in-Training: 40%  
 Master's Degree: 26%  
 Baccalaureate Degree: 24%

**Education Debt**  
 Carry Debt: 36%  
 Under Age 40 w/ Debt: 55%  
 Median Debt: \$40k-\$50k

Source: Va. Healthcare Workforce Data Center

More than one-third of NHAs carry education debt, including 55% of NHAs who are under the age of 40. For those with education debt, the median debt amount is between \$40,000 and \$50,000.



Source: Va. Healthcare Workforce Data Center

Education Debt				
Amount Carried	All NHAs		NHAs Under 40	
	#	%	#	%
None	374	64%	62	45%
Less than \$10,000	30	5%	13	9%
\$10,000-\$19,999	25	4%	10	7%
\$20,000-\$29,999	24	4%	11	8%
\$30,000-\$39,999	23	4%	8	6%
\$40,000-\$49,999	14	2%	5	4%
\$50,000-\$59,999	17	3%	4	3%
\$60,000-\$69,999	21	4%	7	5%
\$70,000-\$79,999	7	1%	5	4%
\$80,000-\$89,999	7	1%	1	1%
\$90,000-\$99,999	5	1%	1	1%
\$100,000 or More	37	6%	11	8%
<b>Total</b>	<b>583</b>	<b>100%</b>	<b>138</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

## At a Glance:

### Licenses/Registrations

Nurse (RN or LPN):	12%
ALFA:	5%
CNA:	1%

### Job Titles

Administrator:	42%
Executive Director:	16%
President/Exec. Officer:	11%

Source: Va. Healthcare Workforce Data Center

## A Closer Look:

Licenses and Registrations		
License/Registration	#	%
Nursing Home Administrator	680	88%
Nurse (RN or LPN)	96	12%
ALF Administrator	41	5%
Certified Nursing Assistant	10	1%
Registered Medication Aide	7	1%
Occupational Therapist	3	0%
Physical Therapist	3	0%
Speech-Language Pathologist	3	0%
Other	35	5%
<b>At Least One License</b>	<b>685</b>	<b>89%</b>

Source: Va. Healthcare Workforce Data Center

Job Titles				
Title	Primary		Secondary	
	#	%	#	%
Administrator	322	42%	43	6%
Executive Director	123	16%	12	2%
President or Executive Officer	86	11%	8	1%
Assistant Administrator	18	2%	2	0%
Owner	11	1%	2	0%
Other	114	15%	21	3%
<b>At Least One Title</b>	<b>630</b>	<b>81%</b>	<b>86</b>	<b>11%</b>

Source: Va. Healthcare Workforce Data Center

*More than 40% of NHAs hold the title of administrator at their primary work location. Another 16% hold the title of executive director.*

## At a Glance:

### Employment

Employed in Profession: 84%  
Involuntarily Unemployed: 1%

### Positions Held

1 Full-Time: 86%  
2 or More Positions: 3%

### Weekly Hours:

40 to 49: 41%  
60 or More: 19%  
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	576	84%
Employed, NOT in a Capacity Related to Long-Term Care	65	10%
Not Working, Reason Unknown	0	0%
Involuntarily Unemployed	3	1%
Voluntarily Unemployed	19	3%
Retired	19	3%
<b>Total</b>	<b>683</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

*In total, 84% of all NHAs are currently employed in the profession, 86% hold one full-time job, and 41% work between 40 and 49 hours per week.*

Current Positions		
Positions	#	%
No Positions	41	6%
One Part-Time Position	32	5%
Two Part-Time Positions	2	0%
One Full-Time Position	577	86%
One Full-Time Position & One Part-Time Position	15	2%
Two Full-Time Positions	0	0%
More than Two Positions	2	0%
<b>Total</b>	<b>669</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

Current Weekly Hours		
Hours	#	%
0 Hours	41	6%
1 to 9 Hours	6	1%
10 to 19 Hours	2	0%
20 to 29 Hours	4	1%
30 to 39 Hours	13	2%
40 to 49 Hours	271	41%
50 to 59 Hours	204	31%
60 to 69 Hours	98	15%
70 to 79 Hours	14	2%
80 or More Hours	12	2%
<b>Total</b>	<b>665</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

**A Closer Look:**

Annual Income		
Income Level	#	%
Volunteer Work Only	7	1%
Less than \$60,000	26	5%
\$60,000-\$69,999	19	4%
\$70,000-\$79,999	21	4%
\$80,000-\$89,999	22	4%
\$90,000-\$99,999	20	4%
\$100,000-\$109,999	60	11%
\$110,000-\$119,999	51	10%
\$120,000-\$129,999	53	10%
\$130,000-\$139,999	70	13%
\$140,000-\$149,999	44	8%
\$150,000-\$159,999	34	7%
\$160,000 or More	98	19%
<b>Total</b>	<b>525</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

## At a Glance:

**Earnings**  
Median Income: \$120k-\$130k

**Benefits**  
Paid Vacation: 94%  
Employer Retirement: 74%

**Satisfaction**  
Satisfied: 91%  
Very Satisfied: 55%

Source: Va. Healthcare Workforce Data Center

Employer-Sponsored Benefits		
Benefit	#	%
Paid Vacation	540	94%
Dental Insurance	460	80%
Paid Sick Leave	446	77%
Retirement	428	74%
Group Life Insurance	419	73%
Signing/Retention Bonus	88	15%
<b>At Least One Benefit</b>	<b>554</b>	<b>96%</b>

\*From any employer at time of survey.

Source: Va. Healthcare Workforce Data Center

*The median annual income for NHAs is between \$120,000 and \$130,000. In addition, 96% of NHAs receive at least one employer-sponsored benefit, including 74% who have access to a retirement plan.*

*More than 90% of all NHAs are satisfied with their current work situation, including 55% who indicated that they are “very satisfied.”*

Job Satisfaction		
Level	#	%
Very Satisfied	365	55%
Somewhat Satisfied	237	36%
Somewhat Dissatisfied	39	6%
Very Dissatisfied	23	3%
<b>Total</b>	<b>663</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

**A Closer Look:**

Employment Instability in the Past Year		
In The Past Year, Did You . . . ?	#	%
Experience Involuntary Unemployment?	24	3%
Experience Voluntary Unemployment?	47	6%
Work Part-Time or Temporary Positions, but Would Have Preferred a Full-Time/Permanent Position?	8	1%
Work Two or More Positions at the Same Time?	44	6%
Switch Employers or Practices?	105	14%
<b>Experience At Least One?</b>	<b>198</b>	<b>26%</b>

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 3.5% during the same time period.<sup>1</sup>*

**At a Glance:**

**Unemployment Experience**

Involuntarily Unemployed: 3%  
Underemployed: 1%

**Turnover & Tenure**

Switched Jobs: 14%  
New Location: 36%  
Over 2 Years: 47%  
Over 2 Yrs., 2<sup>nd</sup> Location: 27%

Source: Va. Healthcare Workforce Data Center

Location Tenure				
Tenure	Primary		Secondary	
	#	%	#	%
Not Currently Working at This Location	15	2%	21	23%
Less than 6 Months	106	16%	15	16%
6 Months to 1 Year	97	15%	14	15%
1 to 2 Years	126	19%	16	17%
3 to 5 Years	119	18%	13	14%
6 to 10 Years	67	10%	7	8%
More than 10 Years	119	18%	5	5%
<b>Subtotal</b>	<b>649</b>	<b>100%</b>	<b>92</b>	<b>100%</b>
Did Not Have Location	24		672	
Item Missing	101		10	
<b>Total</b>	<b>774</b>		<b>774</b>	

Source: Va. Healthcare Workforce Data Center

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

<sup>1</sup> 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 2.7% and a high of 4.5%. At the time of publication, the unemployment rate from March 2022 was still preliminary.



## At a Glance:

### Concentration

Top Region:	21%
Top 3 Regions:	60%
Lowest Region:	2%

### Locations

2 or More (Past Year):	15%
2 or More (Now*):	11%

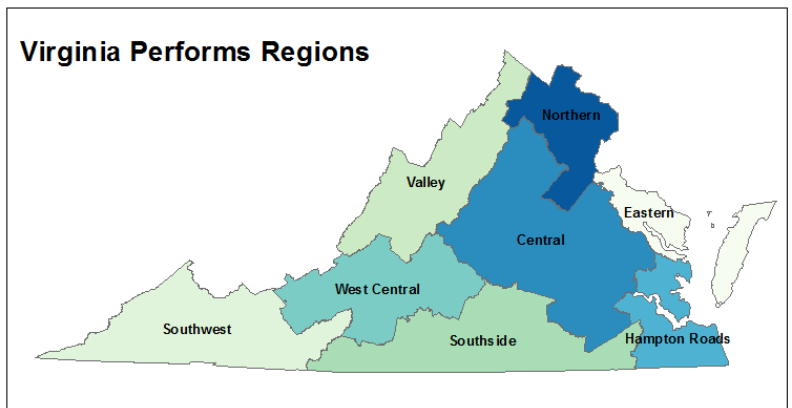
Source: Va. Healthcare Workforce Data Center

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

## A Closer Look:

Regional Distribution of Work Locations				
VA Performs Region	Primary Location		Secondary Location	
	#	%	#	%
Central	129	20%	20	22%
Eastern	15	2%	3	3%
Hampton Roads	132	21%	17	19%
Northern	123	19%	18	20%
Southside	39	6%	4	4%
Southwest	42	7%	0	0%
Valley	47	7%	6	7%
West Central	102	16%	16	18%
Virginia Border State/D.C.	4	1%	2	2%
Other U.S. State	5	1%	5	5%
Outside of the U.S.	0	0%	0	0%
<b>Total</b>	<b>638</b>	<b>100%</b>	<b>91</b>	<b>100%</b>
Item Missing	111		11	

Source: Va. Healthcare Workforce Data Center



Source: Va. Healthcare Workforce Data Center

While 11% of NHAs currently have multiple work locations, 15% 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%	26	4%
1	545	82%	561	85%
2	60	9%	56	9%
3	27	4%	10	2%
4	8	1%	4	1%
5	0	0%	1	0%
6 or More	4	1%	3	0%
<b>Total</b>	<b>662</b>	<b>100%</b>	<b>662</b>	<b>100%</b>

\*At the time of survey completion, March 2022.

Source: Va. Healthcare Workforce Data Center

**A Closer Look:**

Location Sector				
Sector	Primary Location		Secondary Location	
	#	%	#	%
<b>For-Profit</b>	408	64%	64	75%
<b>Non-Profit</b>	203	32%	18	21%
<b>State/Local Government</b>	24	4%	3	4%
<b>Veterans Administration</b>	1	0%	0	0%
<b>U.S. Military</b>	1	0%	0	0%
<b>Other Federal Government</b>	0	0%	0	0%
<b>Total</b>	<b>637</b>	<b>100%</b>	<b>85</b>	<b>100%</b>
<b>Did Not Have Location</b>	24		672	
<b>Item Missing</b>	113		16	

Source: Va. Healthcare Workforce Data Center

## At a Glance: (Primary Locations)

**Sector**

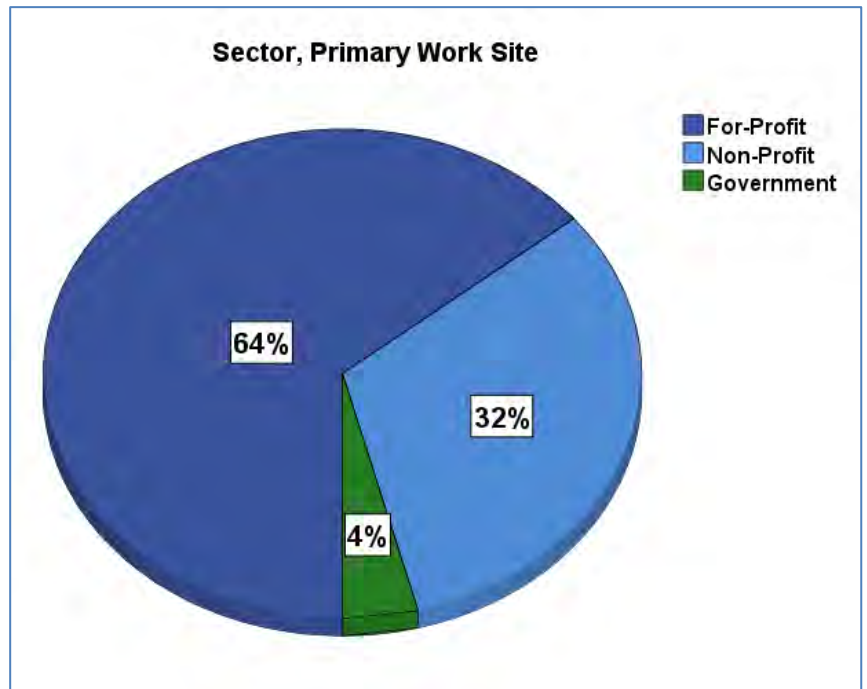
For-Profit:	64%
Federal:	0%

**Top Establishments**

Skilled Nursing Facility:	51%
Assisted Living Facility:	18%
Continuing Care	
Retirement Community:	15%

Source: Va. Healthcare Workforce Data Center

*Nearly two-thirds of all NHAs work in the for-profit sector, while nearly one-third work in the non-profit sector.*



Source: Va. Healthcare Workforce Data Center

Location Type				
Establishment Type	Primary Location		Secondary Location	
	#	%	#	%
<b>Skilled Nursing Facility</b>	391	51%	63	8%
<b>Assisted Living Facility</b>	140	18%	15	2%
<b>Continuing Care Retirement Community</b>	114	15%	6	1%
<b>Acute Care/Rehabilitative Facility</b>	17	2%	4	1%
<b>Home/Community Health Care</b>	12	2%	4	1%
<b>Hospice</b>	12	2%	2	0%
<b>Adult Day Care</b>	7	1%	1	0%
<b>PACE</b>	5	1%	0	0%
<b>Academic Institution</b>	2	0%	3	0%
<b>Other Practice Type</b>	65	8%	7	1%
<b>At Least One Establishment</b>	<b>639</b>	<b>83%</b>	<b>88</b>	<b>11%</b>

Source: Va. Healthcare Workforce Data Center

*More than half of all NHAs are employed at a skilled nursing facility as their primary work location. Another 18% of NHAs are employed at an assisted living facility.*

Location Type				
Organization Type	Primary Location		Secondary Location	
	#	%	#	%
<b>Facility Chain</b>	377	61%	57	70%
<b>Independent/Stand Alone</b>	168	27%	14	17%
<b>Hospital-Based</b>	31	5%	1	1%
<b>Integrated Health System (Veterans Administration, Large Health System)</b>	7	1%	2	2%
<b>College or University</b>	0	0%	2	2%
<b>Other</b>	32	5%	5	6%
<b>Total</b>	<b>615</b>	<b>100%</b>	<b>81</b>	<b>100%</b>
<b>Did Not Have Location</b>	24		672	
<b>Item Missing</b>	135		20	

Source: Va. Healthcare Workforce Data Center

*More than three out of every five 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)

### Languages Offered

Spanish:	26%
French:	10%
Korean:	10%

### Means of Communication

Virtual Translation:	69%
Other Staff Members:	44%
Onsite Translation:	18%

Source: Va. Healthcare Workforce Data Center

*More than one-quarter of all NHA are employed at a primary work location that offers Spanish language services for patients.*

## A Closer Look:

Languages Offered		
Language	#	% of Workforce
Spanish	199	26%
French	74	10%
Korean	74	10%
Chinese	67	9%
Tagalog/Filipino	64	8%
Vietnamese	64	8%
Arabic	63	8%
Hindi	51	7%
Persian	50	6%
Amharic, Somali, or Other Afro-Asiatic Languages	49	6%
Urdu	47	6%
Pashto	44	6%
Others	38	5%
<b>At Least One Language</b>	<b>229</b>	<b>30%</b>

Source: Va. Healthcare Workforce Data Center

## Means of Language Communication

Provision	#	% of Workforce with Language Services
Virtual Translation Services	158	69%
Other Staff Member is Proficient	101	44%
Onsite Translation Service	42	18%
Respondent is Proficient	24	10%
Other	8	3%

Source: Va. Healthcare Workforce Data Center

*More than two-thirds of all NHA who are employed at a primary work location that offers language services for patients provide it through virtual translation services.*

## At a Glance: (Primary Locations)

### Typical Time Allocation

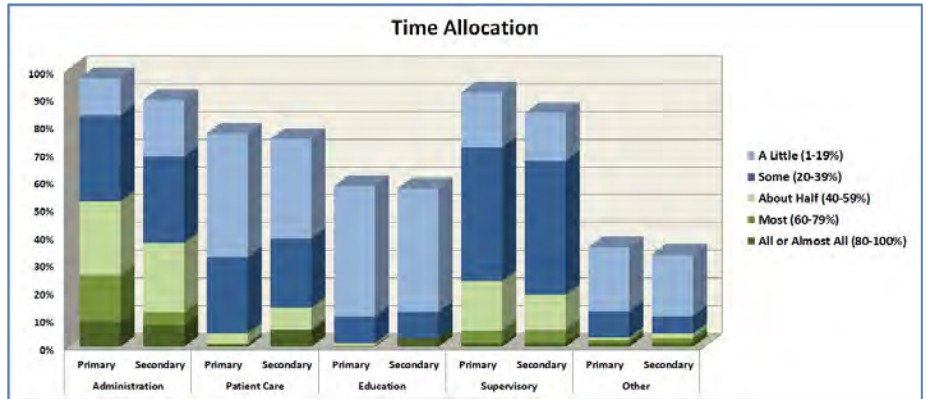
Administration: 40%-49%  
 Supervisory: 20%-29%  
 Patient Care: 10%-19%  
 Education: 1%-9%

### Roles

Administration: 26%  
 Supervisory: 6%  
 Patient Care: 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, more than one-quarter 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
<b>All or Almost All (80-100%)</b>	9%	8%	1%	6%	0%	3%	1%	2%	1%	2%
<b>Most (60-79%)</b>	17%	5%	0%	0%	0%	0%	4%	5%	1%	2%
<b>About Half (40-59%)</b>	26%	25%	4%	8%	1%	0%	18%	13%	1%	2%
<b>Some (20-39%)</b>	31%	31%	28%	25%	10%	9%	48%	48%	9%	6%
<b>A Little (1-19%)</b>	13%	20%	45%	36%	47%	44%	20%	17%	23%	22%
<b>None (0%)</b>	3%	11%	23%	25%	42%	42%	8%	16%	64%	66%

Source: Va. Healthcare Workforce Data Center

**A Closer Look:**

Patient Workload				
# of Patients	Primary Location		Secondary Location	
	#	%	#	%
<b>None</b>	63	12%	16	20%
<b>1-24</b>	14	3%	5	6%
<b>25-49</b>	21	4%	3	4%
<b>50-74</b>	60	11%	5	6%
<b>75-99</b>	75	14%	18	23%
<b>100-124</b>	109	20%	13	16%
<b>125-149</b>	36	7%	8	10%
<b>150-174</b>	31	6%	3	4%
<b>175-199</b>	23	4%	5	6%
<b>200-224</b>	13	2%	0	0%
<b>225-249</b>	6	1%	1	1%
<b>250-274</b>	5	1%	0	0%
<b>275-299</b>	3	1%	0	0%
<b>300 or More</b>	83	15%	1	1%
<b>Total</b>	<b>541</b>	<b>100%</b>	<b>80</b>	<b>100%</b>

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	
	#	%	#	%
<b>Not Applicable</b>	72	11%	12	14%
<b>10 or Less</b>	3	0%	2	2%
<b>10-25</b>	6	1%	0	0%
<b>25-50</b>	25	4%	2	2%
<b>50-100</b>	144	22%	26	30%
<b>100-150</b>	200	31%	33	38%
<b>150-250</b>	113	18%	11	13%
<b>More than 250</b>	79	12%	2	2%
<b>Total</b>	<b>642</b>	<b>100%</b>	<b>88</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

**A Closer Look:**

Retirement Expectations				
Expected Retirement Age	All NHAs		NHAs 50 and Over	
	#	%	#	%
<b>Under Age 50</b>	30	5%	-	-
<b>50 to 54</b>	28	5%	6	2%
<b>55 to 59</b>	52	9%	13	4%
<b>60 to 64</b>	136	23%	64	21%
<b>65 to 69</b>	231	38%	150	49%
<b>70 to 74</b>	83	14%	50	16%
<b>75 to 79</b>	19	3%	11	4%
<b>80 or Over</b>	3	0%	3	1%
<b>I Do Not Intend to Retire</b>	21	3%	12	4%
<b>Total</b>	<b>603</b>	<b>100%</b>	<b>309</b>	<b>100%</b>

Source: Va. Healthcare Workforce Data Center

**At a Glance:**

**Retirement Expectations**

**All NHAs**

Under 65:	41%
Under 60:	18%

**NHAs 50 and Over**

Under 65:	27%
Under 60:	6%

**Time Until Retirement**

Within 2 Years:	9%
Within 10 Years:	31%
Half the Workforce:	By 2042

Source: Va. Healthcare Workforce Data Center

*More than 40% of all NHAs expect to retire before the age of 65. Among NHAs who are age 50 and over, 27% expect to retire by the age of 65.*

*Within the next two years, 12% of NHAs expect to begin accepting Administrators-in-Training, and 11% of NHAs expect to pursue additional educational opportunities.*

**Future Plans**

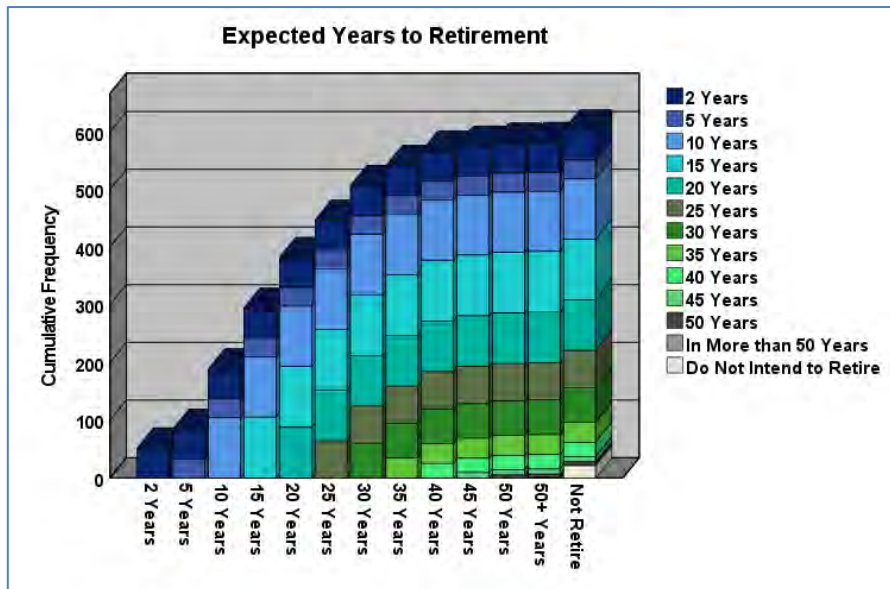
Two-Year Plans:	#	%
<b>Decrease Participation</b>		
<b>Leave Profession</b>	55	7%
<b>Leave Virginia</b>	47	6%
<b>Decrease Patient Care Hours</b>	62	8%
<b>Decrease Teaching Hours</b>	0	0%
<b>Cease Accepting Trainees</b>	5	1%
<b>Increase Participation</b>		
<b>Increase Patient Care Hours</b>	35	5%
<b>Increase Teaching Hours</b>	28	4%
<b>Pursue Additional Education</b>	83	11%
<b>Return to the Workforce</b>	9	1%
<b>Begin Accepting Trainees</b>	92	12%

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, 31% expect to retire within the next decade. More than half of the current NHA workforce expect to retire by 2042.

Time to Retirement			
Expect to Retire Within...	#	%	Cumulative %
2 Years	52	9%	9%
5 Years	33	5%	14%
10 Years	104	17%	31%
15 Years	105	17%	49%
20 Years	88	15%	63%
25 Years	64	11%	74%
30 Years	60	10%	84%
35 Years	35	6%	90%
40 Years	25	4%	94%
45 Years	9	1%	95%
50 Years	5	1%	96%
55 Years	1	0%	96%
In More than 55 Years	0	0%	96%
Do Not Intend to Retire	21	3%	100%
<b>Total</b>	<b>603</b>	<b>100%</b>	

Source: Va. Healthcare Workforce Data Center



Source: Va. Healthcare Workforce Data Center

Using these estimates, retirement will begin to reach over 10% of the current workforce every five years by 2032. Retirement will peak at 17% of the current workforce around 2037 before declining to under 10% again by 2057.



## At a Glance:

### FTEs

Total: 829  
 FTEs/1,000 Residents<sup>2</sup>: .096  
 Average: 1.11

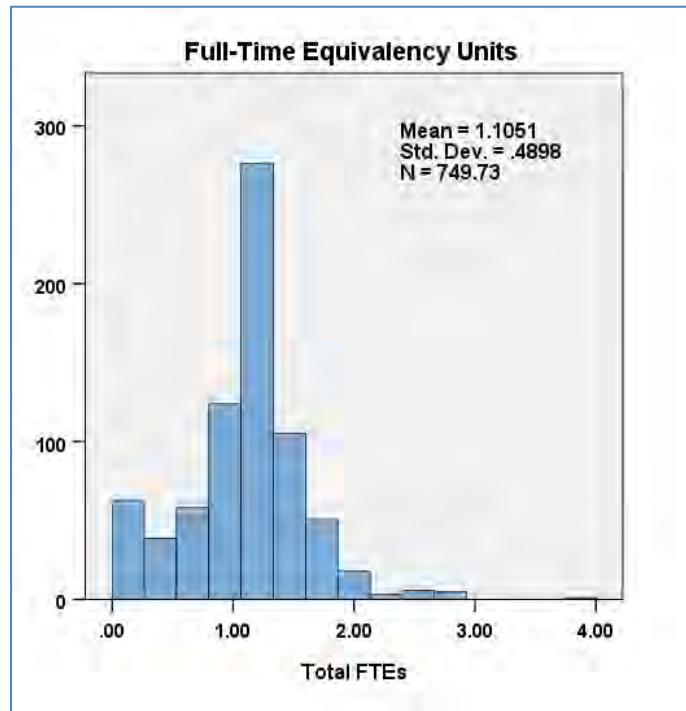
### Age & Gender Effect

Age, *Partial Eta*<sup>2</sup>: Negligible  
 Gender, *Partial Eta*<sup>2</sup>: None

*Partial Eta*<sup>2</sup> Explained:  
*Partial Eta*<sup>2</sup> is a statistical  
 measure of effect size.

Source: Va. Healthcare Workforce Data Center

## A Closer Look:

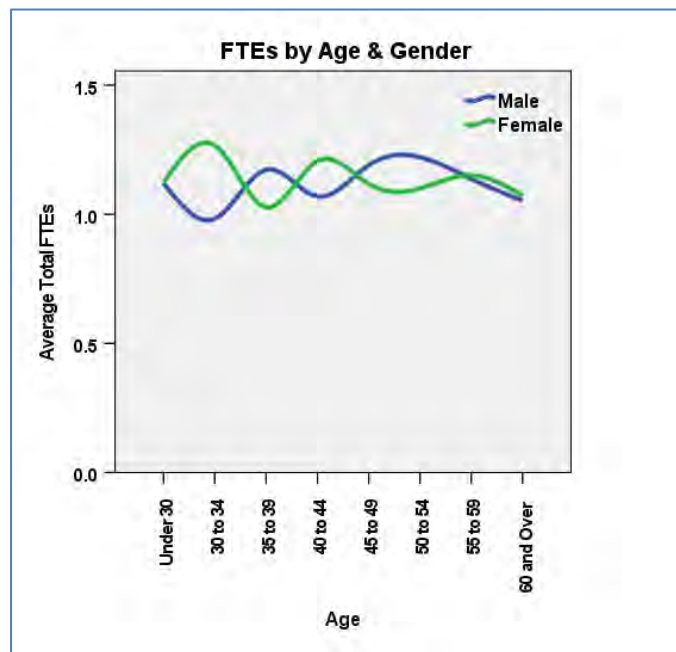


Source: Va. Healthcare Workforce Data Center

The typical NHA provided 1.17 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.

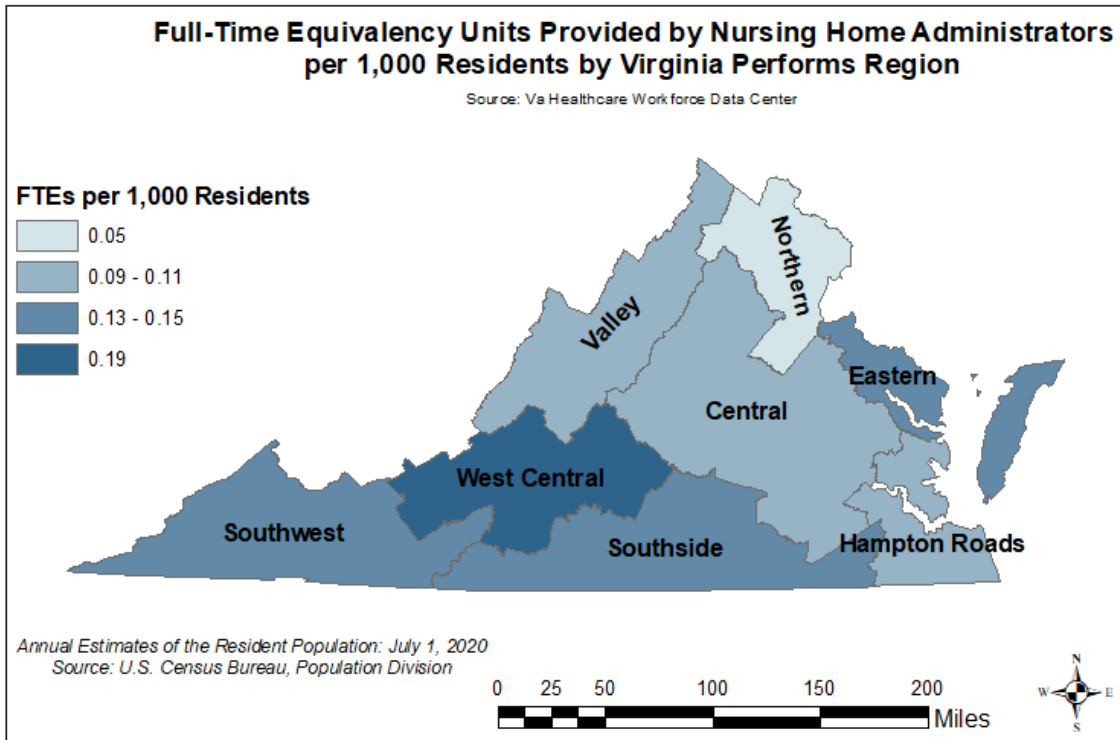
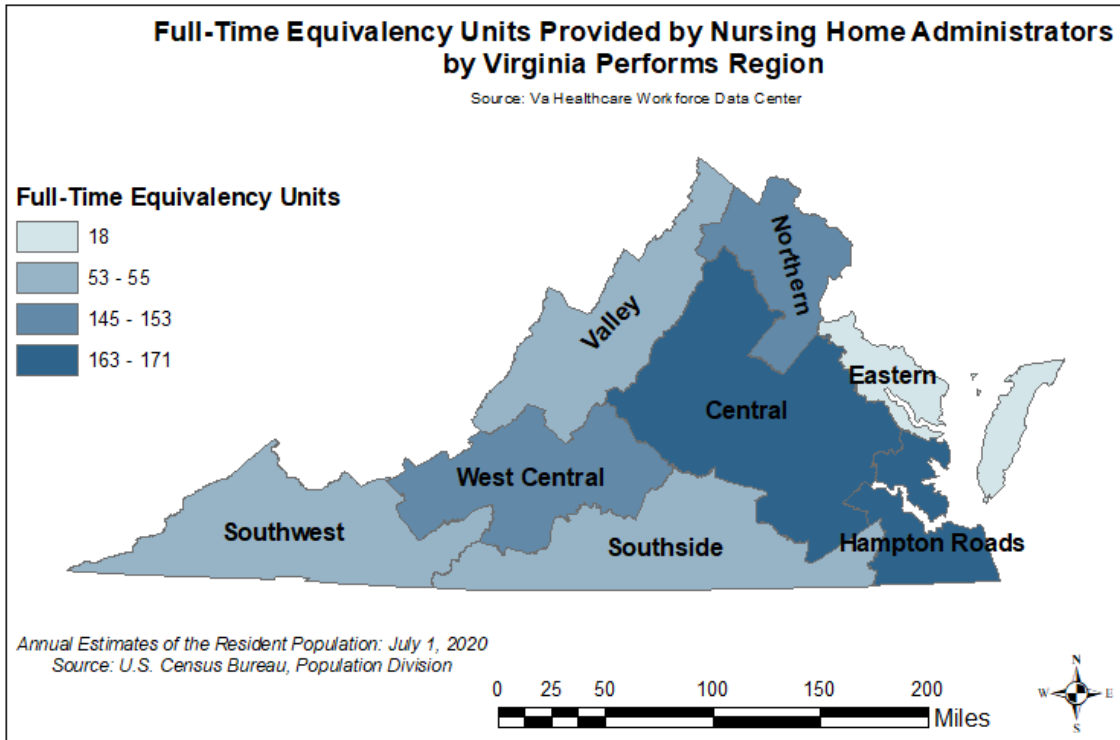
Full-Time Equivalency Units		
Age	Average	Median
Age		
Under 30	1.11	1.07
30 to 34	1.17	1.18
35 to 39	1.07	1.09
40 to 44	1.14	1.18
45 to 49	1.02	1.11
50 to 54	1.16	1.22
55 to 59	1.13	1.18
60 and Over	1.08	1.17
Gender		
Male	1.12	1.20
Female	1.12	1.17

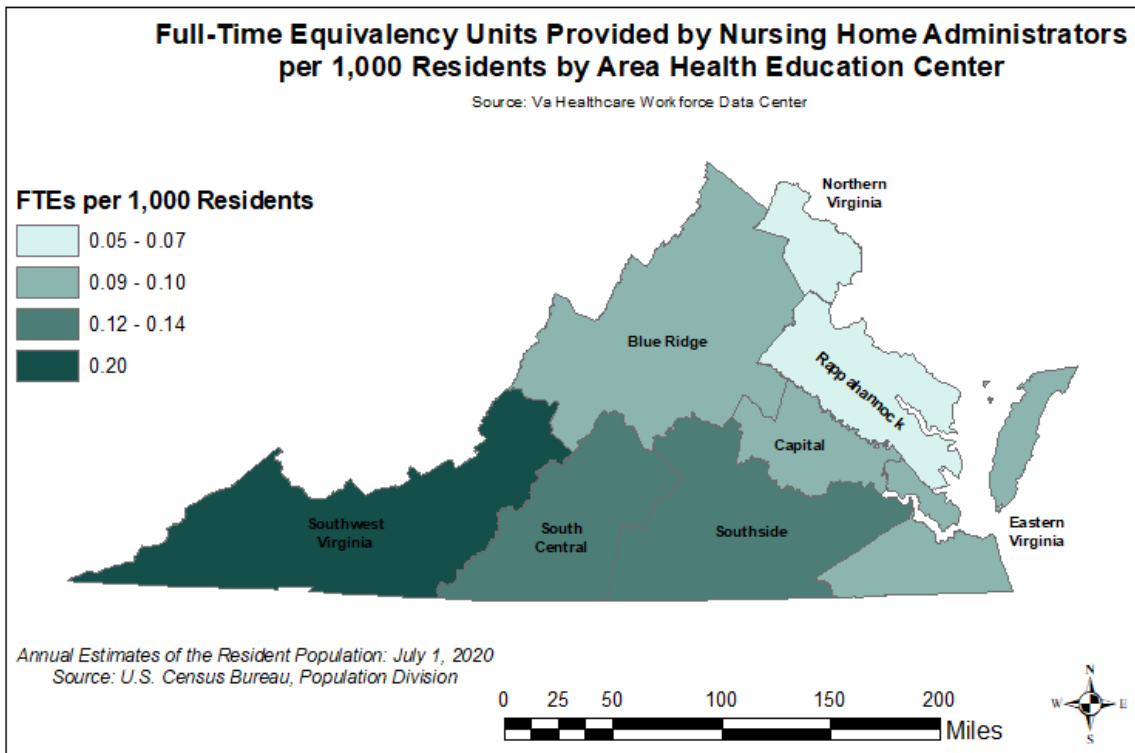
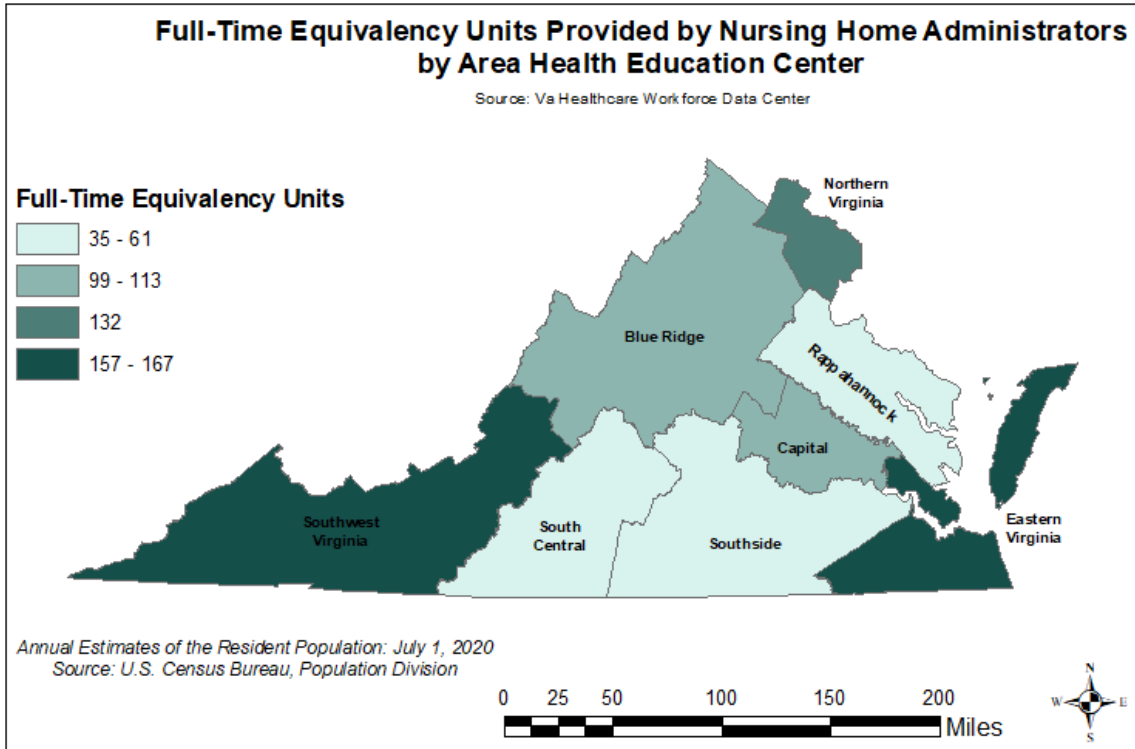
Source: Va. Healthcare Workforce Data Center

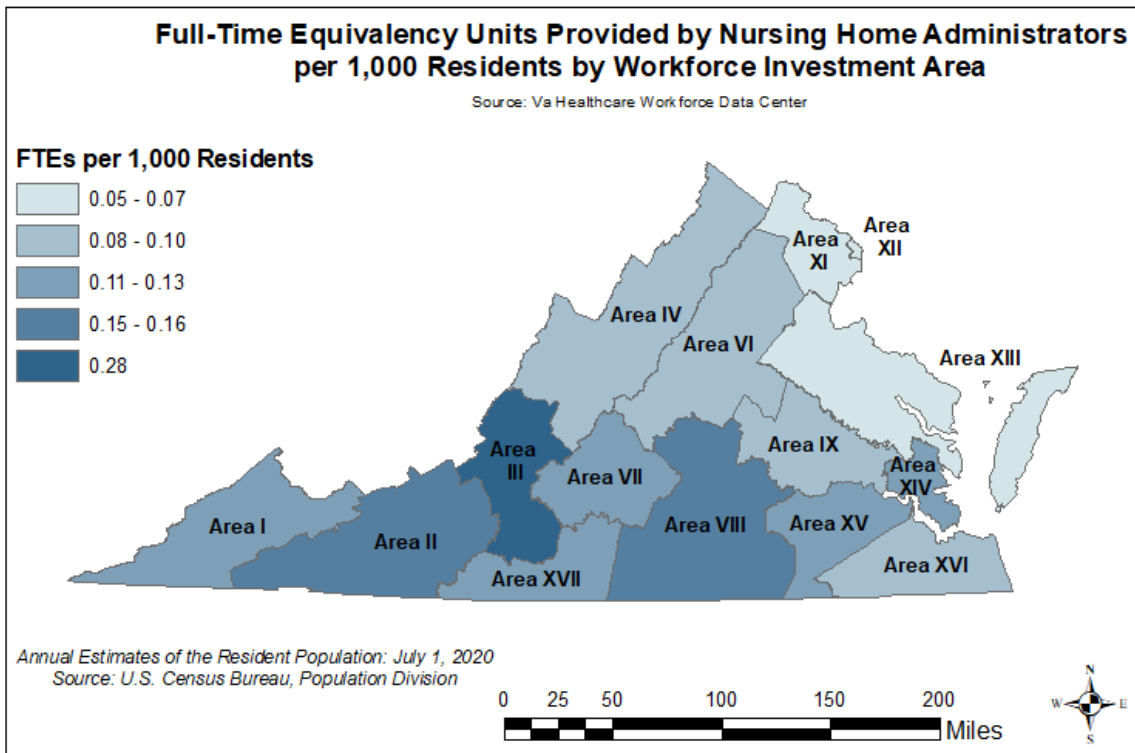
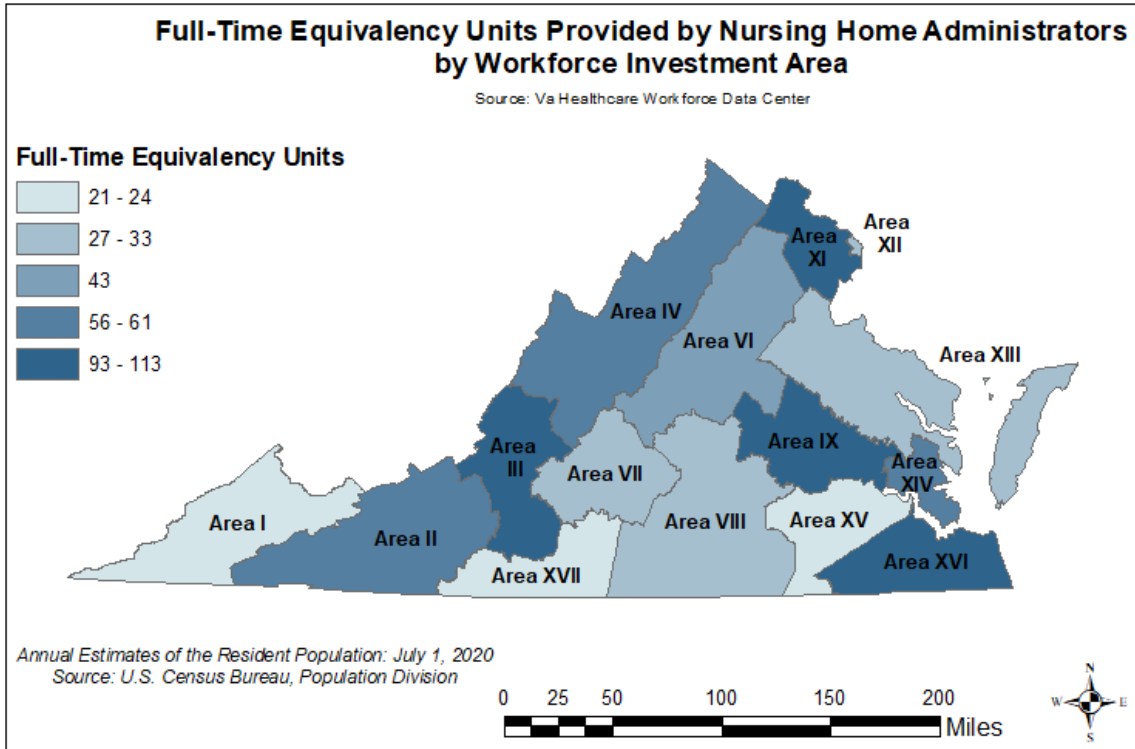


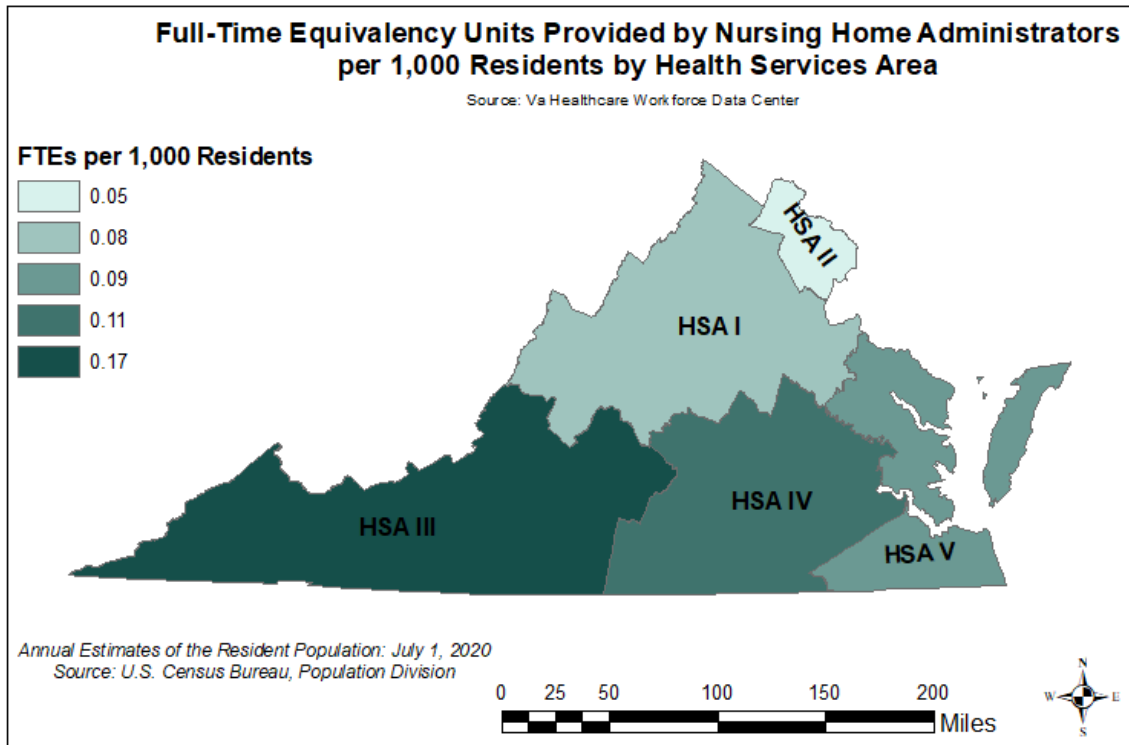
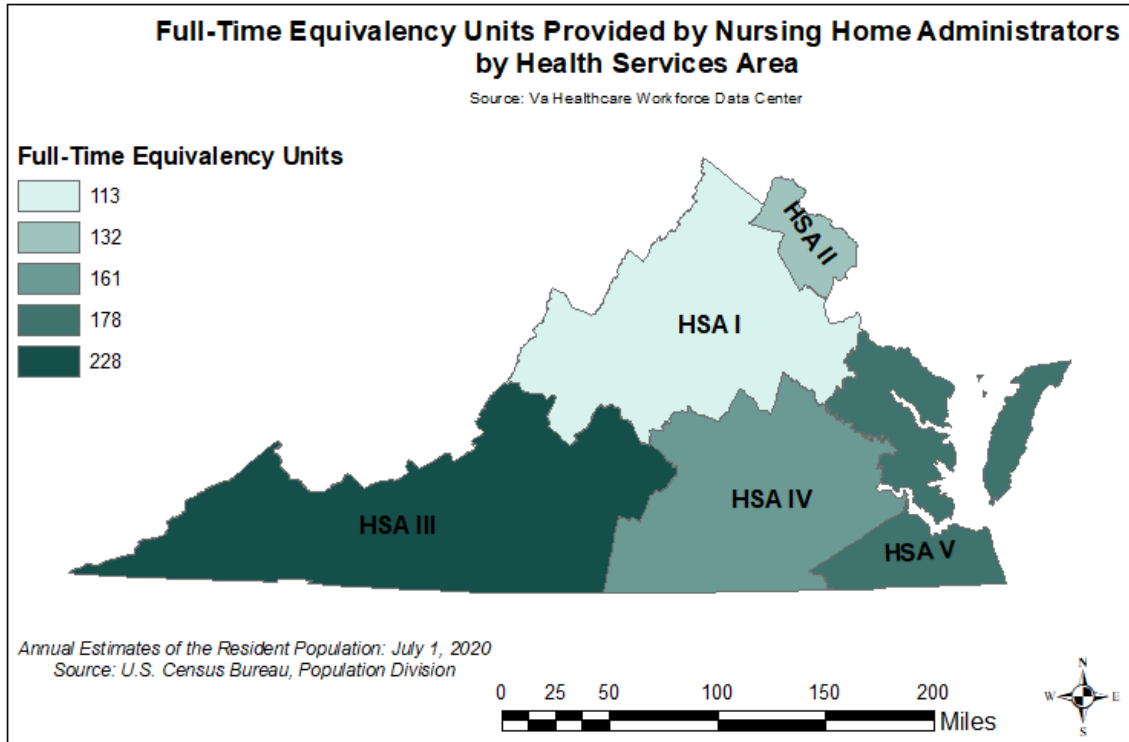
Source: Va. Healthcare Workforce Data Center

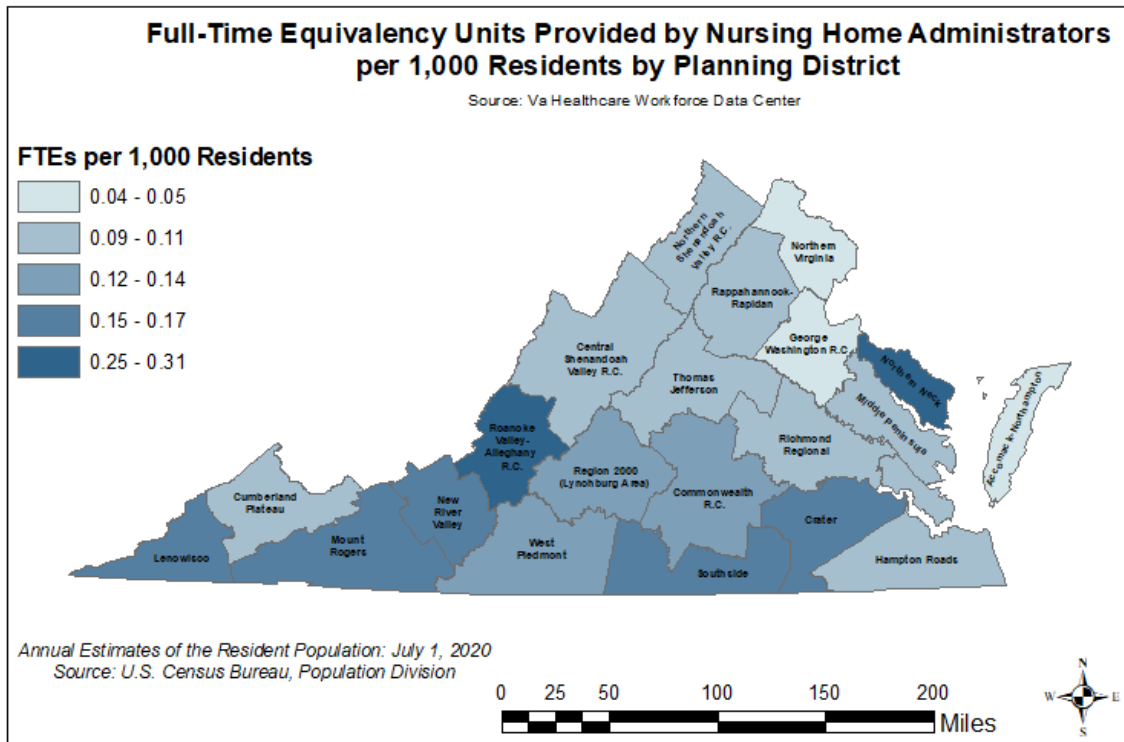
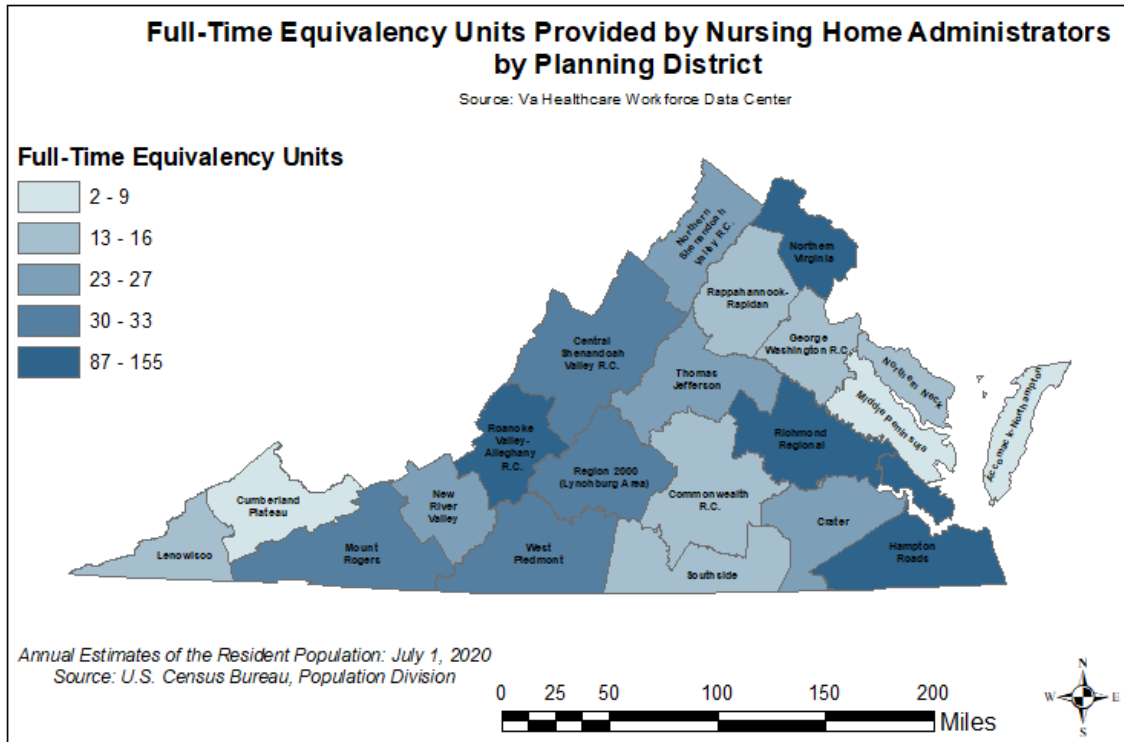
<sup>2</sup> Number of residents in 2020 was used as the denominator.











## Appendices

### Appendix A: Weights

Rural Status	Location Weight			Total Weight	
	#	Rate	Weight	Min.	Max.
<b>Metro, 1 Million+</b>	401	85.29%	1.173	1.107	1.257
<b>Metro, 250,000 to 1 Million</b>	123	85.37%	1.171	1.106	1.256
<b>Metro, 250,000 or Less</b>	79	92.41%	1.082	1.022	1.160
<b>Urban, Pop. 20,000+, Metro Adj.</b>	12	75.00%	1.333	1.259	1.429
<b>Urban, Pop. 20,000+, Non-Adj.</b>	0	NA	NA	NA	NA
<b>Urban, Pop. 2,500-19,999, Metro Adj.</b>	47	95.74%	1.044	0.986	1.120
<b>Urban, Pop. 2,500-19,999, Non-Adj.</b>	28	89.29%	1.120	1.057	1.201
<b>Rural, Metro Adj.</b>	27	85.19%	1.174	1.108	1.259
<b>Rural, Non-Adj.</b>	17	70.59%	1.417	1.337	1.519
<b>Virginia Border State/D.C.</b>	149	72.48%	1.380	1.302	1.479
<b>Other U.S. State</b>	104	77.88%	1.284	1.212	1.376

Source: Va. Healthcare Workforce Data Center

Age	Age Weight			Total Weight	
	#	Rate	Weight	Min.	Max.
<b>Under 30</b>	45	77.78%	1.286	1.120	1.519
<b>30 to 34</b>	67	80.60%	1.241	1.081	1.427
<b>35 to 39</b>	94	82.98%	1.205	1.050	1.424
<b>40 to 44</b>	112	87.50%	1.143	0.995	1.350
<b>45 to 49</b>	119	87.39%	1.144	0.997	1.352
<b>50 to 54</b>	159	84.28%	1.187	1.033	1.402
<b>55 to 59</b>	120	88.33%	1.132	0.986	1.337
<b>60 and Over</b>	271	78.97%	1.266	1.103	1.496

Source: Va. Healthcare Workforce Data Center

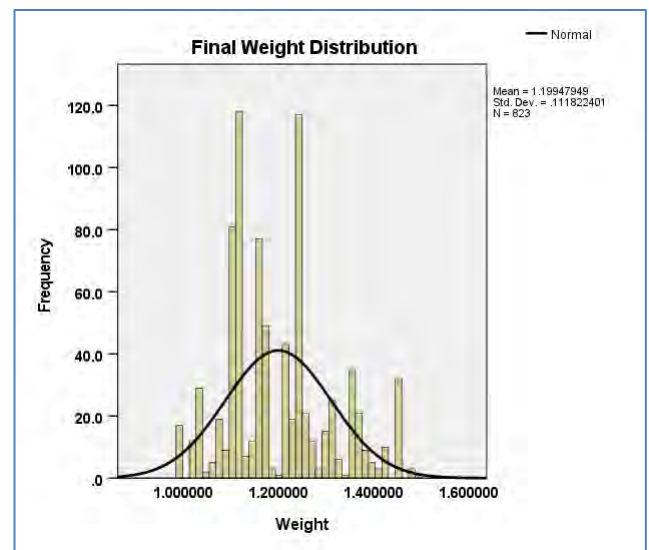
See the Methodology section on the HWDC website for details on HWDC methods:

<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: 0.833840**



Source: Va. Healthcare Workforce Data Center