

Workforce Challenges

TidalHealth Peninsula Regional

Salisbury, Maryland

TidalHealth Nanticoke

Seaford, Delaware

June 1, 2023



Disclosures

- None

Objectives

- National Healthcare Shortage Data
- TidalHealth (Delmarva) service area needs
- Graduate and Undergraduate Medical Education

National Statistics

- **47 % of physicians are 55 and older**
- According to the Association of American Medical Colleges' [2019 Report on Residents](#), more than half (54.6%) of the individuals who completed residency training from 2009 to 2018 are practicing in the state where they did their residency training.
- Two primary care specialties were among the top five specialties that most commonly saw residents practice in the same state in which they trained. The top five were:
 - Family medicine—64.6% of residents staying in state to practice.
 - Psychiatry—64.5%.
 - Pediatrics—60%.
 - Pathology: anatomic and clinical—59.9%.
 - Vascular surgery: integrated—59%.



National Statistics

- The United States will face a shortage of 124,000 physicians by 2034 according to a study commissioned by the American Association of Medical Colleges

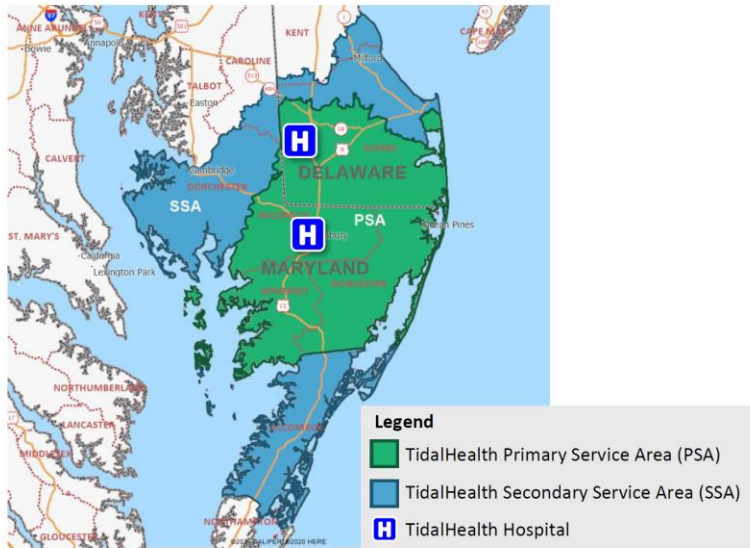
Projected Physician Shortages by 2033

Medical Areas	Shortage Range
Primary care	Between 21,400 and 55,200 physicians
Nonprimary care specialties	Between 33,700 and 86,700 physicians
-- Surgical specialties	Between 17,100 and 28,700 physicians
-- Medical specialties	Between 9,300 and 17,800 physicians
-- Other specialties (i.e., pathology, radiology, psychiatry)	Between 17,100 and 41,900 physician

Service Area Definition

Service Area Definition

TidalHealth Service Area



Population by Service Area and County

	2021 Population	2026 Population	Five-Year Change (%)
By Service Area			
TidalHealth PSA	353,493	368,020	4.1%
TidalHealth SSA	<u>149,207</u>	<u>158,194</u>	6.0%
TidalHealth Total Service Area	502,700	526,214	4.7%
By County			
Accomack	32,200	35,777	11.1%
Caroline	6,284	6,270	-0.2%
Dorchester	30,913	30,822	-0.3%
Somerset	23,773	23,678	-0.4%
Sussex	250,945	267,697	6.7%
Wicomico	102,744	105,219	2.4%
Worcester	<u>55,841</u>	<u>56,751</u>	1.6%
County Total	502,700	526,214	4.7%

Note: Figures may not be exact due to rounding; county populations are representative of the zip codes included in the TidalHealth service areas.

Service Population Trends

TidalHealth service area expected to grow by 4.7% (national avg is 3.9%)

Merger with Nanticoke increased service area by most 20%

Growth of 4.1% projected for PSA, while 6% growth is projected for SSA

What Defines Community Need?

- A physician deficit in the overall community based on comparative ratios
- A projected decrease in coverage due to community demographic change
- Physician workforce changes affecting coverage
- Inadequate access to physician services due to factors such as wait times, payer limitations, or geographic barriers



Medical Staff Survey Summary from October 2021

Specialties with Highest Wait Times for New or Existing Appointments

- Endocrinology
- Nephrology
- Neurology
- Obstetrics/Gynecology
- Pulmonology
- Urology

Highest Recruitment Priorities Based on Survey

- Neurology
- Cardiology
- Obstetrics/Gynecology
- Dermatology
- Gastroenterology
- Endocrinology

TidalHealth Service Area Needs

Primary Care	Community Needs
Family Medicine	5-7
Internal Medicine	1-2

TidalHealth Service Area Needs

Women's Health	Community Needs
Gynecologic Oncology	1
Obstetrics/Gynecology	1-2

TidalHealth Service Area Needs

Medical Specialties	Community Need
Allergy/Immunology	2
Behavioral Health	4-5
Dermatology	2-3
Endocrinology	1-2
Gastroenterology	1
Hematology/Oncology	1-2
Infectious Disease	1-2
Interventional Radiology	1-2
Neurology	1-2
Physical Medicine and Rehab	1-2
Rheumatology	1-2

TidalHealth Service Area Needs

Surgical Specialties	Community Need
General Surgery	3-4
Ophthalmology	1-2
Orthopedic Surgery	2-3
Otolaryngology	1-2
Plastic Surgery	1-2
Urology	1
Vascular Surgery	1

National Data

- There is a growing gap between medical school graduates and residency positions, which is expected to continue if more positions are not created
- **New medical schools and increased enrollment over the past decade has helped with the lack of physicians**
 - Number of medical students grew from 69K to 95K over the last decade
 - In 2021, U.S. medical schools saw a record number of applicants (probably influenced by COVID with heroic stories)
- **We need more GME**
 - Medicare-funded residency positions have been stagnant since the Balanced Budget Act of 1997 which capped the number of positions at existing programs
 - The AMA and AAMC are members of the Graduate Medical Education Coalition that supports the bipartisan [Resident Physician Shortage Reduction Act of 2021](#) (S. 834/H.R. 2256) that would gradually provide 14,000 new Medicare-supported GME positions

National Data

Resident Physician Shortage Reduction Act of 2021

- The legislation would provide 14,000 new Medicare graduate medical education (GME) positions over seven years.
- In determining which hospitals would receive positions, the Centers for Medicare & Medicaid Services would be required to consider the likelihood of a teaching hospital filling positions and would be required to distribute at least 10% of the positions to each of the following categories of hospitals:
 - Hospitals in rural or noncontiguous areas.
 - Hospitals training over their GME cap.
 - Hospitals in states with new medical schools or new branch campuses.
 - Hospitals that serve areas designated as Health Professional Shortage Areas, with priority to hospitals affiliated with historically Black medical schools.

Maryland Shortages

- **Key Facts:**

- Three of five regions (Eastern, Southern, and Western) fall **significantly below national levels** in active practicing physicians per 100,000 residents
- **The Eastern, Southern and Western Regions of the state have the greatest physician shortages.** Southern Maryland has critical shortages in 25 of the 30 physician categories (83.3%), Western Maryland 20 of 30 (66.7%), and the Eastern Shore 18 of 30 (60.0%)

- **Benefits:**

- Each physician who stays in a community **generates roughly \$1.3 million** in economic impact on the region
- Residency programs **lead to the recruitment of additional subspecialty physicians** who not only train medical students, but also provide subspecialty clinical services
- Community clinic program staffed by residents and faculty result in **significant cost savings to the parent hospital**

Fastforward Jan 2020

- Partnered with a consulting company with GME experience to assist with GME programs at TidalHealth
- The consulting company has been involved in over 1000 GME related engagements to date with a **98.2% success rate** for ACGME Accreditation

Key Stakeholders

- Survey-anyone interested?
- Town Hall meetings
- “Hall talks”
- Board support
- Senior Administration support



Town Hall Meeting



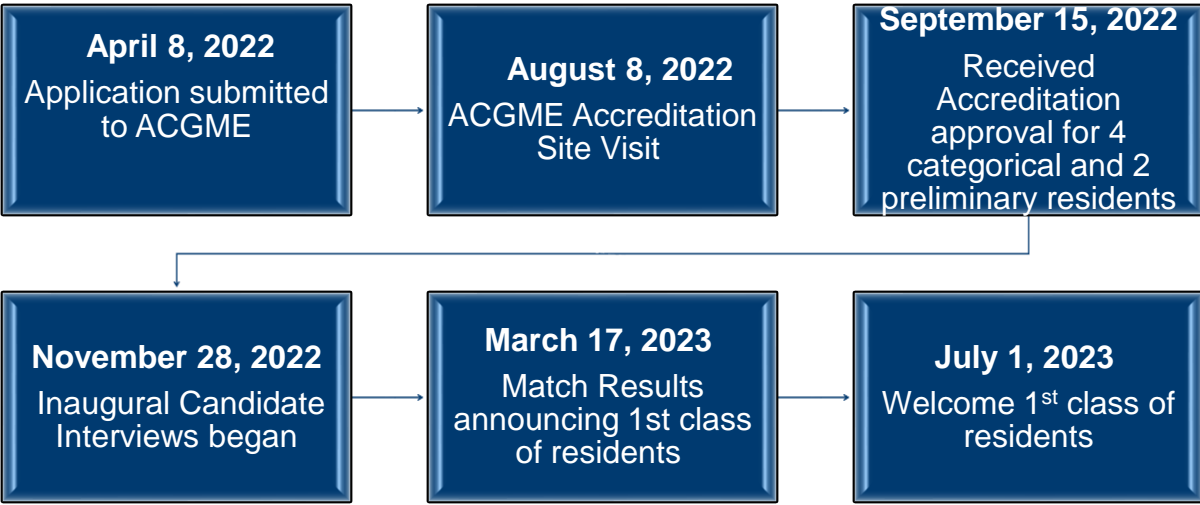
GRADUATE MEDICAL EDUCATION TIMELINES



Internal Medicine Residency Program History

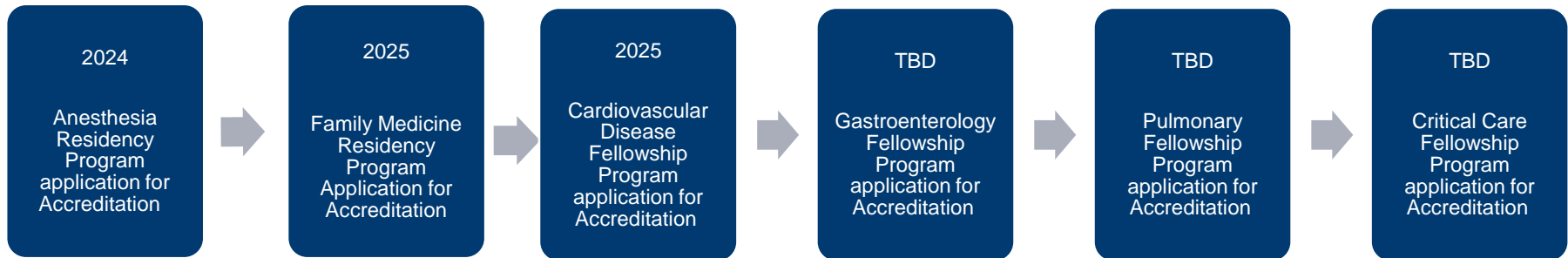


General Surgery Residency Program Timeline



Future Potential ACGME Programs

PLANNED PROGRAMS



POTENTIAL PROGRAMS

RESIDENCY PROGRAMS

- OB/GYN
- Psychiatry

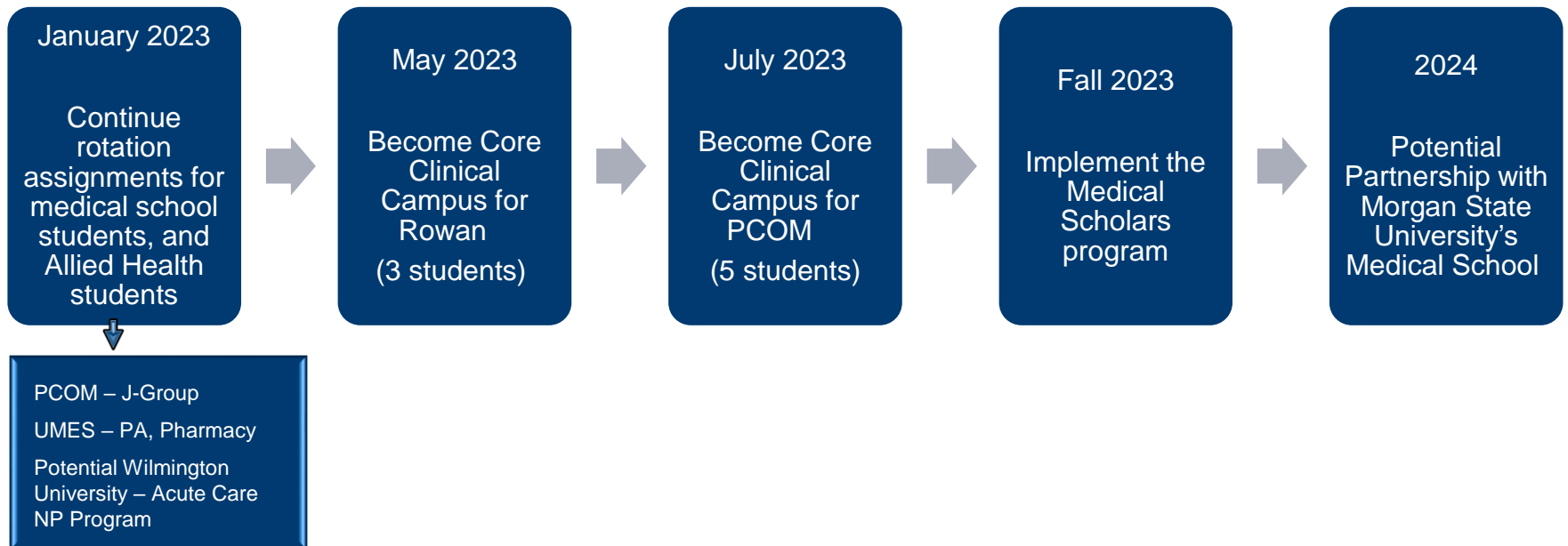
FELLOWSHIP PROGRAMS

- Infectious Disease
- Nephrology
- Endocrinology
- Hematology/Oncology
- Geriatric
- Hospice and Palliative Care

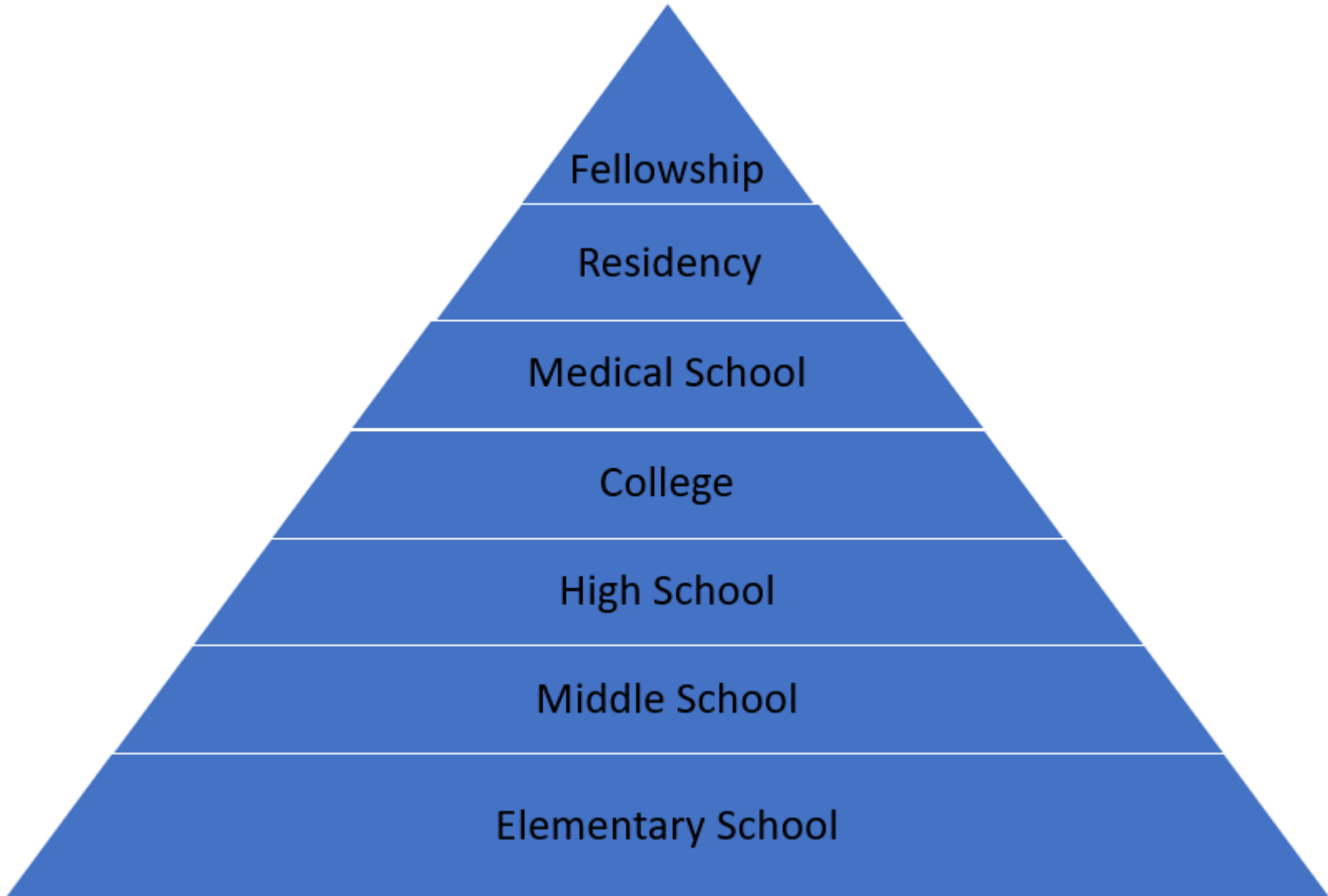
UNDERGRADUATE MEDICAL EDUCATION



Undergraduate Medical Education Timeline



Education Pyramid



MEDICAL SCHOLARS PROGRAM

Current Status

- Fall 2024 is Estimated Start Time
- SU will assist with providing required documentation
- Undergraduate Medical Education Coordinator to coordinate placement and on-site support for students
- Observership experience for Salisbury University (SU) students who are in their new pre-medical studies certificate program
- SU will have prerequisites established for students to determine eligibility, including a specified course offering with TidalHealth experiences to begin during the Fall of their Sophomore year
- Observership Experience Request form and dashboard in development for students
- Example Experiences
 - Morning report with the residency programs: Presentations, scholarly research, case studies and more are covered at the morning report.
 - Noon Conference with the residency programs: More in-depth scholarly research is presented during this noon conference.
 - Medical Grand Rounds: occurs once per-month with in-person or WebEx attendance options. Involved a guest speaker with a specified attendance topic.
 - Physician Shadowing and Observations: experiences with various specialties at associated TidalHealth locations/offices which may offer hands-on experiences as allowable.
 - Procedural training: hands-on training opportunities available, including interactions with medical students and residents on-rotation.
 - Physician presentations: new sessions at TidalHealth that began in the Spring. 5 presenters speak on their specialty areas.
 - Research Opportunities: participants will be given opportunities to develop research skills with Dr. Joyner in the Richard A. Henson Research Institute.

Rotation Opportunities

- **Internal Medicine**

- Inpatient Hospitalist Rotation
- Critical Care
- Pulmonology
- Endocrinology
- Nephrology
- Gastroenterology
- Hematology/Oncology
- Rheumatology
- Neurology
- Infectious Disease
- Sleep Medicine
- Rehabilitation Medicine
- Population Health (Community Outreach)
- Hospice and Palliative Medicine
- Substance Use Disorder Treatment

- **Surgery**

- General
- Bariatric
- Vascular
- Cardiothoracic
- Endoscopy
- Surgical Oncology
- Surgical Critical Care
- Head and Neck
- Breast
- Neurosurgery

- **Inpatient and Outpatient Pediatric**

- **Inpatient Psychiatry**
- **Emergency Medicine**
- **Obstetrics**
- **Family Medicine**
- **Cardiology**

TidalHealth: Better Together

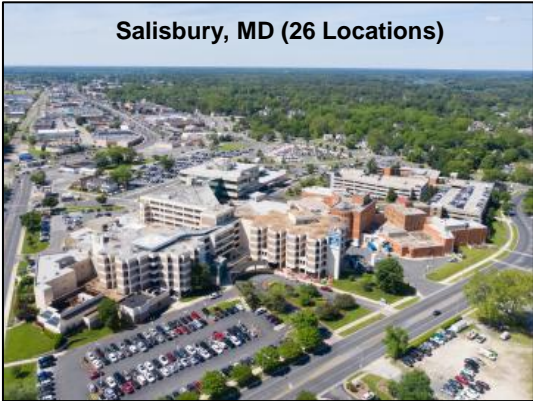
In 2020, nearly 5,000 healthcare employees from across the region united under one name: TidalHealth

TidalHealth encompasses the former-

- Peninsula Regional Health System
- Peninsula Regional Medical Center
- Nanticoke Memorial Hospital
- McCready Memorial
- Peninsula Regional Medical Group
- Nanticoke Physician Network
- Delmarva Heart
- Peninsula Cardiology

TidalHealth Locations

Salisbury, MD (26 Locations)



Seaford, DE (27 Locations)



Crisfield, MD (9 Locations)



Berlin, MD (15 Locations)



TidalHealth Richard A. Henson Research Institute



- Enrolls patients in clinical trials and observational studies through its partnerships with Johns Hopkins Clinical Research Network, National Cancer Institute and the healthcare industry
- Access to the research institute to participate in research projects with an existing study

Simulation Center

- TidalHealth is building a state-of-the-art Simulation Center onsite at the Peninsula Regional campus, projected to open in the summer of 2023.
- Opportunities to learn procedures in accordance with program-specific ACGME requirements
- Ultrasound manikin
- Endoscopy simulator
- Fundamentals of laparoscopic surgery trainer system
- Topics may include, but are not limited to:
 - Arterial and venous access
 - Airway Management
 - Central line placement
 - Lumber puncture
 - Thoracentesis
 - Paracentesis
 - Arthrocentesis
 - Bedside use of ultrasonogram (POCUS)
 - Objective Structured Clinical Examination (OSCE)



Community Outreach Programs

Provide health education and health screenings to our community

Our Team includes community leaders and volunteers, partner organizations, and TidalHealth employees

- TidalHealth's Population Health [Wagner Wellness Vans](#) travel throughout the Eastern Shore of Maryland and Sussex County, Delaware to provide the community's healthcare needs
- TidalHealth has a team that travels to [Smith Island](#) by boat to provide the community with much needed healthcare with a medical assistant/EMT that lives on the island
- [SWIFT Program](#)-partnership of the Wicomico County Health Dept., TidalHealth Peninsula Regional, and the Salisbury Fire Dept to reduce non-emergency 911 calls



Diversity and Inclusion

- Respect, compassion, and accountability are embedded in the values of our health system
- Racial discrimination will never be permitted at our organization
- Confront and reject all manifestations of discrimination or harassment, including those based on race, ethnicity, age, disability, nationality, sexual orientation, gender, religious beliefs or any of the other differences among people that have been excuses for hatred
- We work together with accountability to ensure we are an anti-racist organization where every person matters
- Faculty and residents are encouraged to connect with minority physician organizations and programs (American Medical Women's Association, National Hispanic Medical Association, The Association of American Indian Physicians, and the National Medical Association)



First Internal Medicine Residency Class (PGY-1)

Questions/Comments



Thank you!

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