



**Workforce Current State Report**



**BRONX PARTNERS FOR  
HEALTHY COMMUNITIES**

**Delivery System Reform Incentive Payment Program  
Workforce Strategy Deliverable**

**Draft Issued: June 30, 2016**

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## I. Background & Purpose

### A. Overview of the DSRIP Program

The goal of the DSRIP program is to encourage health care system redesign and promote collaboration across providers and community-level partners to reduce avoidable inpatient admissions and emergency room visits by 25% over the next five years for the Medicaid populations in NYS. In line with this goal, the transformation of the existing health care system and implementation of the chosen DSRIP projects will have implications on the PPS's workforce needs.

The DSRIP program, with a total of 25 performing provider systems ("PPS") across NYS, is collaborative in nature as each of the PPSs has developed a robust partnership network comprised of health care providers and community-based organizations within the PPS's designated service areas. The purpose of this collaborative program is to create partnerships and integrated care delivery networks to implement the PPS's selected DSRIP projects and ultimately improve delivery and access to health care in more appropriate settings for the Medicaid population. Further, as a component of the program, the NYS Department of Health ("DOH") has positioned stakeholder and community engagement as a primary driver for addressing health issues within the PPSs' service areas through collaboration with community-based organizations ("CBOs") and other community-based resources. The DSRIP program is designed to leverage CBOs as care access points for the Medicaid and uninsured populations as they have the capabilities, resources, and community relationships in place to address many of the cultural and social impacts that prevent patients from accessing more appropriate care settings.

While the program's overall goal is to reduce avoidable hospital inpatient use and potentially preventable visits ("PPVs") by 25%, the individual DSRIP projects will focus on a number of positive health outcomes around systems transformation, clinical improvement and population health, including the creation of integrated delivery systems, the co-location of behavioral health and primary care, and the self-management of chronic conditions such as diabetes and asthma.

As a result of the program and its overall goal, the workforce within the PPS will be impacted as the provision of care shifts from inpatient to outpatient settings with a focus on more effective case management and an increasing role for community-based providers. It is anticipated that the workforce will be impacted by emerging DSRIP-related job titles and positions, such as patient navigators, that will create a need for workforce new hires, redeployment, and retraining.

## B. Overview of the Performing Provider System

BPHC is comprised of a robust partnership network of health care organizations and CBOs geographically located within the PPS's service area in the Bronx. The PPS's Lead Entity, SBH Health System ("SBH"), serves as the overall driver and coordinator of the PPS's DSRIP program and projects. SBH is responsible for quarterly reporting of the PPS's progress to the DOH and for distributing DSRIP funds for DSRIP project implementation and other DSRIP-related expenses.

The BPHC is a coalition of over 200 Bronx-based organizations with two anchor hospitals, St. Barnabas Health System and Montefiore Medical Center. Within the PPS there are 40-plus community-based clinical provider organizations, 23 behavioral health/substance abuse centers, 20 home care services, 8 housing and homeless agencies, developmental disability providers, health plans and 20-plus non-clinical community-based organizations (CBOs). The partner organizations work collaboratively to increase patient access, care quality, and efficiency in healthcare delivery. Through the 10 DSRIP projects undertaken by BPHC, designed to meet the community's unique health needs, BPHC is building a coordinated, community-based healthcare system focused on the wellness of every Bronx resident.

## C. Purpose of the Workforce Gap Analysis

The purpose of conducting a workforce gap analysis, as part of the DSRIP Workforce Strategy Milestones, is to identify and understand the gaps that exist within the BPHC workforce by leveraging findings from the current workforce state and the projected target workforce state to inform the PPS's overall workforce strategy throughout the five year program.

BPHC engaged BDO to identify workforce gaps that currently exist as well as workforce needs to inform the PPS's workforce strategy for achieving the target workforce state. The PPS's workforce gap analysis was created in collaboration with the PPS's Workforce Governance Body and included input from providers within the PPS's partner network.

As defined within this report, BPHC's gap analysis summarizes the current workforce state assessment and the projected target workforce state and then identifies gaps between the current and target workforce states. The analysis will be used by the PPS to understand and forecast workforce needs in terms of redeployment, retraining and new hire needs to effectively implement the selected DSRIP projects. It takes into consideration the needs of the current state of the workforce as well as the demand for health care services and providers within the PPS's network as a result of the DSRIP program and general population growth over the next five years.

BPHC's gap analysis will then be leveraged to inform the development and implementation of the workforce transition roadmap which will be used to assist the PPS in reaching its target workforce state by the end of the program.

## II. Current Workforce State Assessment Overview

### A. Current Workforce State Assessment Approach

In order to assess the current workforce state, Bronx Partners for Healthy Communities engaged BDO and the Center for Health Workforce Studies (“CHWS”) to collect and synthesize information pertaining to the current workforce including staffing, infrastructure, culture, strengths and challenges. The current state workforce assessment included the development and distribution of a survey to its PPS Partners to collect workforce data pertaining to the PPS’s network, and additional data requests and stakeholder engagement sessions focused on obtaining additional pertinent data on the PPS workforce.

The survey was designed in collaboration with key BPHC stakeholders as well as Workforce Consortium members (OneCity Health PPS, Coordinated Care of Brooklyn PPS, NYU Lutheran PPS, and BPHC PPS) to evaluate workforce data by facility type as well as by job title (data reported aligns with DOH designated job titles and includes additional job titles as designated by the PPS). BPHC stakeholders provided significant input into survey design, distribution and collection.

Within the survey, PPS Partners were requested to provide workforce data by job title pertaining to total headcount, full time equivalents (“FTEs”), number of vacancies, average hourly wages, fringe benefits (%), and collective bargaining agreements, as well as data pertaining to temporary and agency staff including total headcount, hours, and FTEs. The survey also included sections for PPS Partners to indicate minimum requirements for certain job titles pertaining to degrees/education and years of experience. The partners surveyed were asked to only provide relevant workforce data for individuals working within the PPSs geographic region and thus serving the attributed Medicaid population. The purpose for collecting this level of workforce data is to establish a baseline or current state of the PPS’s workforce and compare these findings to the projected target workforce state to identify workforce gaps between the two. Current state survey data will also help to inform workforce training and general workforce strategy and planning.

The survey, along with supporting documentation including survey instructions, frequently asked questions (“FAQs”), DOH job title descriptions, and two live webinars, was made available to the PPS Partners to facilitate completion of the current state workforce survey. PPS partners were asked to complete the survey using workforce data as of December 31, 2015. Organizations were requested to complete one survey per organization, per facility type for the following facilities:

- Inpatient Services for Mentally Disabled (Article 31)
- Outpatient Services for Mentally Disabled (Article 31)
- Inpatient Services for Substance Abuse/Chemical Dependency (Article 32)
- Outpatient Services for Substance Abuse/Chemical Dependency (Article 32)
- Article 28 Diagnostic & Treatment Centers

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- Article 16 Clinics - Services for individuals with developmental disabilities
- Home Care / Hospice (including Certified Home Health Agencies, Licensed Homecare Services Agencies, and Hospice)
- Hospital-based Article 28 Outpatient Clinics
- Hospital Inpatient / Emergency Department (“ED”)
- Non-licensed Community Based Organization (“CBO”)
- Nursing Home / Skilled Nursing Facility (“SNF”)
- Private Provider Practice
- Pharmacies
- Retail Clinics
- Other (includes facilities such as health homes, non-licensed and licensed residential housing, and adult daycare).

Further, in an effort to maximize survey response rates from the BPHC Partners, BDO and CHWS provided multiple communication touch points including survey reminder emails and phone calls to engage the designated workforce contact for each of the PPS Partners who had not already submitted a survey.

The survey was made available for completion on February 2, 2016 and submissions from the PPS Partners were accepted through April 1, 2016. A total of 152 surveys were completed and submitted by 114 organizations, with an overall survey response rate of 56% by the PPS’s Partners. The 152 surveys completed accounted for 221 unique facility responses highlighted in *Exhibit 1* below.

Following the survey deadline, BDO and CHWS aggregated the workforce data reported by the PPS Partners and reported current workforce state findings on an overall basis as well as by facility type and by job title. All relevant compensation data collected and summarized within this report are in line with anti-trust provisions<sup>1</sup>.

## B. Current Workforce State Survey Findings

**Exhibit 1: Current State Workforce Survey Responses (by Facility Type)**

<b>DOH Facility Types</b>	<b>Reported Facility Types</b>
Home Care / Hospice	52
Other	52
Non-licensed CBO	29
Nursing Home / SNF	25
Outpatient Services for Mentally Disabled (Art 31)	20
Article 28 Diagnostic & Treatment Centers	12
Inpatient Services for Mentally Disabled (Art 31)	9
Outpatient Services for Substance Abuse (Art 32)	8

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<b>DOH Facility Types</b>	<b>Reported Facility Types</b>
Pharmacies	4
Private Provider Practice	4
Hospital Inpatient / ER	2
Inpatient Services for Substance Abuse (Art 32)	2
Article 16 Clinics (OPWDD)	1
Hospital Article 28 Outpatient Clinics	1
Retail Clinics	0
<b>Grand Total</b>	<b>221</b>

The aggregated workforce data from the current workforce state survey is being leveraged by BPHC to gain an understanding of the current workforce across all 202 organizations within the PPS’s network. As previously described, the survey’s response rate was approximately 56% and thus the current workforce state data presented in the following sections aim to provide an approximate representation of the PPS’s current workforce state by detailing reported workforce data across Facility Types and Job Titles by headcount, FTEs, and FTE vacancies, as well as agency and temporary staff by headcount, hours, and FTEs, but does not provide workforce data that is comprehensive of the entire workforce within the PPS. Although the response rate was only 56%, the PPS did receive response from its largest providers; thus the data received from the 221 facilities in *Exhibit 1* likely represents over 56% of the PPS workforce.

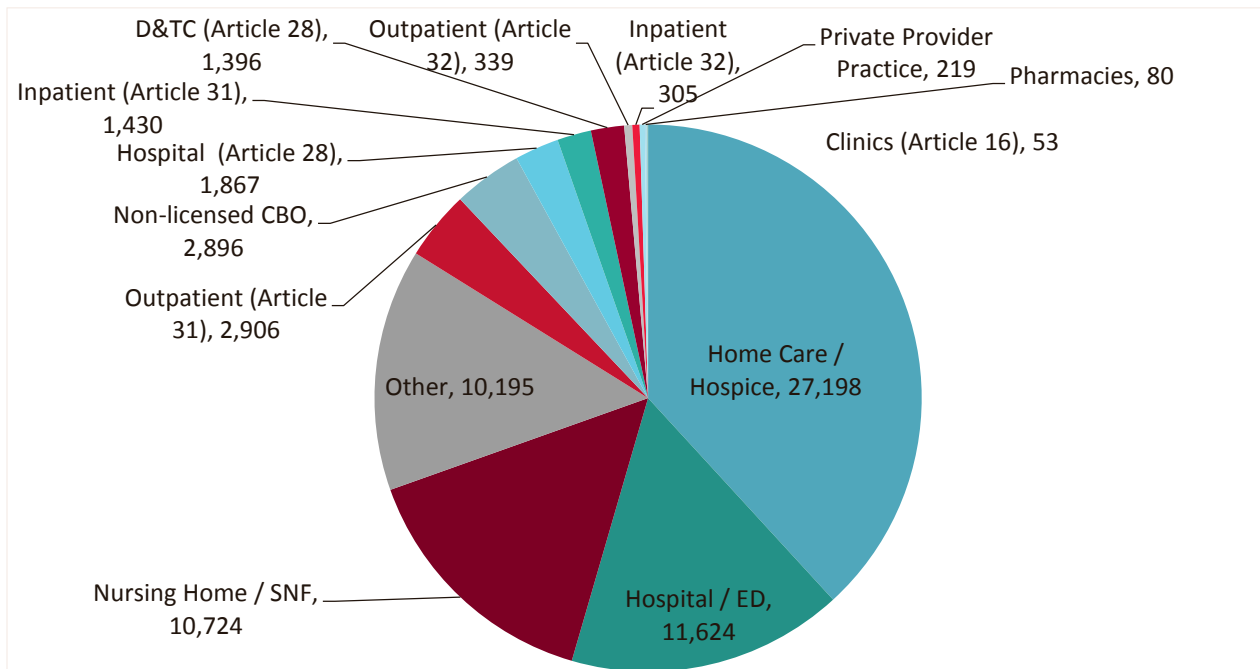
The following pie charts provide an overall summary of the BPHC reported workforce which includes a total headcount of 71,232 individuals or 48,030 FTEs.

As detailed in *Exhibit 2*, which describes the total reported workforce across all Facility Types (by headcount), 38% of the PPS’s workforce is represented by staff employed by Home Care Agencies / Hospices. The next largest numbers of workforce providing care in the PPS are at Hospital / ED, Nursing Home / Skilled Nursing Facilities (“SNFs”), “Other” Facility Types and Article 31 Outpatient Services for Mentally Disabled.



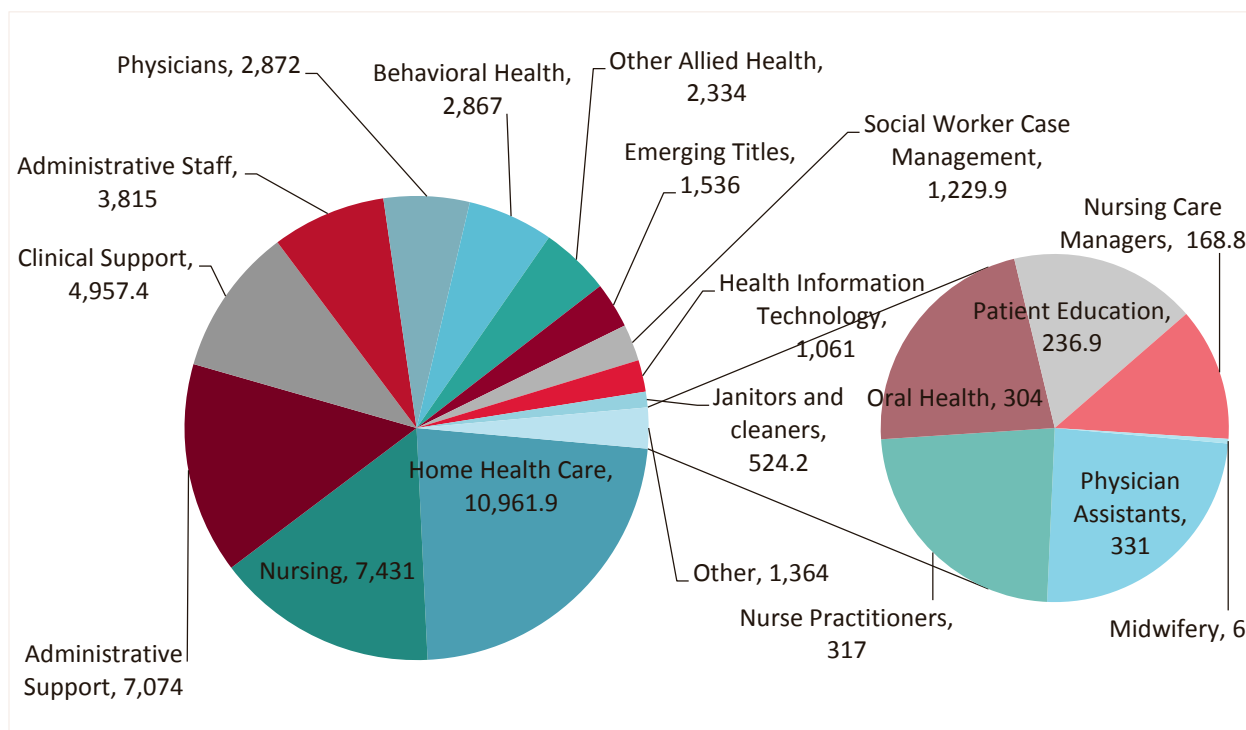
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**Exhibit 2: Total Reported PPS Workforce by Facility Type (by Headcount)**



As detailed in *Exhibit 3*, which reports the total reported workforce across all DOH Job Categories (by FTEs), nearly 23% (10,962 FTEs) of the PPS’s reported FTEs are represented by the Home Health Care Job Category which contains titles such as Certified Home Health Aides, Personal Care Aides (Level I and Level II), and “Other” job titles. In addition to Home Health Care jobs, the aggregated survey data indicated that the PPS is also largely comprised of Nursing (7,431 FTEs), Administrative Support (7,074 FTEs), Clinical Support (4,957 FTEs), and Administrative staff (3,815 FTEs) jobs.

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Exhibit 3: Total Reported PPS Workforce by Job Title (FTEs)**



**1. Job Titles**

The following section details the reported DOH Job Categories by FTEs across facility types. Due to rounding of each individual DOH Job Category for presentation purposes, the Reported FTEs may not add up to the Grand Total. *Exhibit 4* through *Exhibit 15* provides aggregated workforce data across each facility type for the reported DOH Job Categories by FTEs. For a more detailed breakout of the job titles included within each of the DOH Job Categories reported tables below, **Appendix 1** has been included for additional reference.

Workforce data has been recorded for all facility types across the PPS with the exception of Retail Clinics as no workforce headcount or FTE data was reported for these facility types by the PPS partners.

As detailed in *Exhibit 4*, Article 16 Clinics represent the smallest portion of the PPS’s overall workforce with a total of 1 facility reporting a total of 41 FTEs. The Article 16 Clinics are largely comprised of Home Health Care titled positions.

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Exhibit 4: Article 16 Clinics, Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Home Health Care	35
Administrative Staff	2
Administrative Support	1
Janitors and cleaners	1
Nursing	1
Social Worker Case Management/ Care Management	1
Other Allied Health	1
<b>Grand Total</b>	<b>41</b>

As detailed in *Exhibit 5*, Article 28 D&TCs represent approximately 2% of the PPS's overall workforce with a total of 1,081 FTEs reported. The workforce for this facility type is largely represented by Administrative Support (202 FTEs), Administrative Staff (196 FTEs), and Nursing (122 FTEs). The Administrative Support and Staff jobs reported for this facility type include Human Resources, Executive Staff, Patient Service Representatives, Secretaries and Administrative Assistants, Office Clerks, Coder/Billers, Financial Service Representatives, Housekeeping, and "Other" administrative job titles.

**Exhibit 5: Article 28 Diagnostic & Treatment Centers, Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Administrative Support	202
Administrative Staff	196
Nursing	122
Health Information Technology	114
Clinical Support	111
Other Allied Health	92
Behavioral Health	48
Physicians	45
Nurse Practitioners	40
Emerging Titles	32
Oral Health	28
Physician Assistants	19
Patient Education	12
Janitors and cleaners	11
Social Worker Case Management/ Care Management	5
Midwifery	5
<b>Grand Total</b>	<b>1,081</b>

*Exhibit 6* details the reported workforce for Article 28 Hospital Outpatient Clinics with 1,880 FTEs reported across this facility type and Nursing, Administrative Support, Physicians and Other Allied Health representing the total reported workforce for this facility type.

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**Exhibit 6: Hospital Outpatient Clinic (Article 28), Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Nursing	399
Administrative Support	292
Physicians	259
Other Allied Health	247
Clinical Support	195
Home Health Care	160
Behavioral Health	144
Social Worker Case Management/ Care Management	45
Oral Health	34
Health Information Technology	28
Administrative Staff	23
Emerging Titles	22
Nursing Care Managers/ Coordinators/Navigators/Coaches	15
Physician Assistants	12
Nurse Practitioners	3
Patient Education	2
<b>Grand Total</b>	<b>1,880</b>

Article 31 Inpatient facilities report Behavioral Health jobs (217 FTEs) as largely representing the overall reported workforce for this facility type with a total of 426 FTEs reported, as indicated in *Exhibit 7*. The most common job titles reported by this facility type include Social and Human Service Assistants and Licensed Masters Social Workers.

**Exhibit 7: Inpatient (Article 31), Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Behavioral Health	217
Administrative Support	71
Emerging Titles	51
Administrative Staff	50
Janitors and cleaners	14
Nursing	11
Health Information Technology	6
Clinical Support	2
Social Worker Case Management/ Care Management	1
Other Allied Health	1
Physicians	1
<b>Grand Total</b>	<b>426</b>

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As detailed in *Exhibit 8* for Article 31 Outpatient facilities, Behavioral Health (564 FTEs), Administrative Support (257 FTEs), Administrative Staff (249 FTEs) and Social Worker Case Management / Care Management (187 FTEs) are reported as mainly representing the overall reported workforce for these facilities.

**Exhibit 8: Outpatient (Article 31), Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Behavioral Health	564
Administrative Support	257
Administrative Staff	249
Social Worker Case Management/ Care Management	187
Emerging Titles	167
Janitors and cleaners	75
Nursing	28
Other Allied Health	21
Health Information Technology	16
Clinical Support	5
Patient Education	1
<b>Grand Total</b>	<b>1,571</b>

In *Exhibit 9*, similarly to Article 31 Inpatient facilities, Article 32 Inpatient facilities report Behavioral Health jobs (99 FTEs) and Administrative Support (66 FTEs) as largely representing the overall reported workforce for this facility type with a total of 301 FTEs reported.

**Exhibit 9: Inpatient (Article 32), Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Behavioral Health	99
Administrative Support	66
Nursing	38
Administrative Staff	33
Emerging Titles	19
Clinical Support	18
Physician Assistants	10
Physicians	7
Health Information Technology	6
Patient Education	3
Other Allied Health	3
<b>Grand Total</b>	<b>301</b>

Article 32 Outpatient Facilities report Behavioral Health Positions (127 FTEs) and Administrative Support (95 FTEs) as largely representing the facility’s workforce, as detailed in *Exhibit 10*.

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**Exhibit 10: Outpatient (Article 32), Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Behavioral Health	127
Administrative Support	95
Administrative Staff	23
Nursing	15
Health Information Technology	5
Janitors and cleaners	4
Physicians	4
Emerging Titles	4
<b>Grand Total</b>	<b>276</b>

As previously described and further detailed in *Exhibit 11*, Home Care Agencies / Hospices represent nearly 32% of the total reported workforce data with a total of 15,274 FTEs reported. Based on the data collected, the DOH Job Categories of Home Health Care, Nursing, Administrative Staff and Administrative Support positions largely comprise most of the Home Care / Hospice FTEs reported. Home Health Care jobs include Certified Home Health Aides, Personal Care Aides (Level I and Level II), and “Other” home health job titles.

Nursing jobs include Staff Registered Nurses, “Other” Registered Nurses, Nurse Managers / Supervisors, Licensed Practical Nurses, Per Diem Staff Registered Nurses, and “Other” nursing job titles.

**Exhibit 11: Home Care / Hospice, Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Home Health Care	9,018
Nursing	2,010
Administrative Staff	1,301
Administrative Support	1,291
Other Allied Health	551
Behavioral Health	364
Health Information Technology	290
Emerging Titles	140
Clinical Support	111
Nursing Care Managers/ Coordinators/Navigators/Coaches	88
Social Worker Case Management/ Care Management	47
Physicians	34
Patient Education	20
Janitors and cleaners	6
Nurse Practitioners	4
<b>Grand Total</b>	<b>15,274</b>

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Reported workforce for the PPS’s Hospital / ED represents approximately 22% of the overall workforce reported across the PPS with Nursing, Physicians, Administrative Support, and Clinical Support positions largely contributing to the total Hospital / ED reported FTEs, as described in *Exhibit 12*.

**Exhibit 12: Hospital / ED, Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Nursing	2,633
Physicians	2,237
Administrative Support	2,073
Clinical Support	848
Other Allied Health	739
Administrative Staff	410
Health Information Technology	383
Behavioral Health	359
Physician Assistants	276
Nurse Practitioners	232
Social Worker Case Management/ Care Management	108
Oral Health	105
Emerging Titles	22
Patient Education	15
<b>Grand Total</b>	<b>10,438</b>

Nursing Homes / SNFs represent the PPS’s third largest facility type for reported workforce at nearly 18% of BPHC’s total reported workforce. As detailed in *Exhibit 13*, Nursing Home / SNF workforce are largely comprised of Clinical Support (3,199 FTEs), Nursing (1,531 FTEs), Administrative Support (1,472 FTEs) and Home Health Care positions (1,106 FTEs).

**Exhibit 13: Nursing Home / SNF, Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Clinical Support	3,199
Nursing	1,531
Administrative Support	1,472
Home Health Care	1,106
Other Allied Health	419
Administrative Staff	305
Janitors and cleaners	91
Behavioral Health	68
Social Worker Case Management/ Care Management	66
Health Information Technology	52
Physicians	40
Nurse Practitioners	27
Nursing Care Managers/ Coordinators/Navigators/Coaches	18

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<b>DOH Job Category</b>	<b>Reported FTEs</b>
Emerging Titles	16
Physician Assistants	7
Oral Health	3
<b>Grand Total</b>	<b>8,420</b>

Similar to the overall PPS workforce summary, Non-licensed CBOs represent approximately 5% of BPHC's total reported workforce. As represented in *Exhibit 14*, Non-licensed CBOs workforce is largely comprised of Emerging Title Positions (592 FTEs), Social Worker Case Management / Care Management (417 FTEs), Administrative Support (404 FTEs), and Administrative Staff (363 FTEs). The significant Emerging Title positions reported include Care Managers, Community Health Workers, Peer Support Workers, Patient or Care Navigators, and "Other" Emerging Title jobs.

**Exhibit 14: Non-licensed CBO, Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Emerging Titles	592
Social Worker Case Management/ Care Management	417
Administrative Support	404
Administrative Staff	363
Behavioral Health	228
Clinical Support	146
Nursing	143
Janitors and cleaners	134
Health Information Technology	35
Other Allied Health	20
Patient Education	15
Nursing Care Managers/ Coordinators/Navigators/Coaches	9
Nurse Practitioners	3
Physicians	2
<b>Grand Total</b>	<b>2,510</b>

*Exhibit 15* highlights PPS Partners that could not be classified under the facility types previously mentioned but provided workforce data as "Other" Facility Types with a total of 5,610 FTEs reported. "Other" Facility Types' workforce represent nearly 12% of the total PPS workforce data and is the fourth largest facility type within the PPS for reported workforce and includes facilities such as Care Management organizations and Supportive Housing facilities. Several of the highest reported job categories within this facility type include Administrative Support (845 FTEs), Administrative Staff (829 FTEs), Behavioral Health (645 FTEs) and Home Health Care (643 FTEs) positions.



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**Exhibit 15: “Other” Facility Types, Total Reported Workforce by DOH Job Category**

<b>DOH Job Category</b>	<b>Reported FTEs</b>
Administrative Support	845
Administrative Staff	829
Behavioral Health	645
Home Health Care	643
Nursing	502
Emerging Titles	472
Social Worker Case Management/ Care Management	354
Clinical Support	319
Physicians	236
Other Allied Health	198
Janitors and cleaners	188
Patient Education	169
Health Information Technology	127
Nursing Care Managers/ Coordinators/Navigators/Coaches	39
Oral Health	27
Physician Assistants	8
Nurse Practitioners	8
Midwifery	1
<b>Grand Total</b>	<b>5,610</b>

## 2. Reported FTE Vacancies

PPS partners were asked to report FTE vacancies, defined as the number of budgeted positions that are vacant and that are actively being recruited for. Exhibit 16 provides an overall summary of the BPHC reported workforce FTE vacancies across all facility types, for all corresponding DOH Job Categories. A total of 3,076 FTE vacancies were reported within the PPS.

As detailed in *Exhibit 16*, which reports the total FTE vacancies across all Facility Types, approximately 25% of the FTEs vacancies within the PPS’s workforce are represented by Nursing positions with 773 FTEs vacancies reported.

Other DOH Job Categories which reported significant FTE vacancies include Administrative Support (440 FTEs), Behavioral Health (308 FTEs), Administrative Staff (258 FTEs) and Clinical Support (232 FTEs) positions.

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Exhibit 16: Reported Vacancies By Facility Type (FTEs)

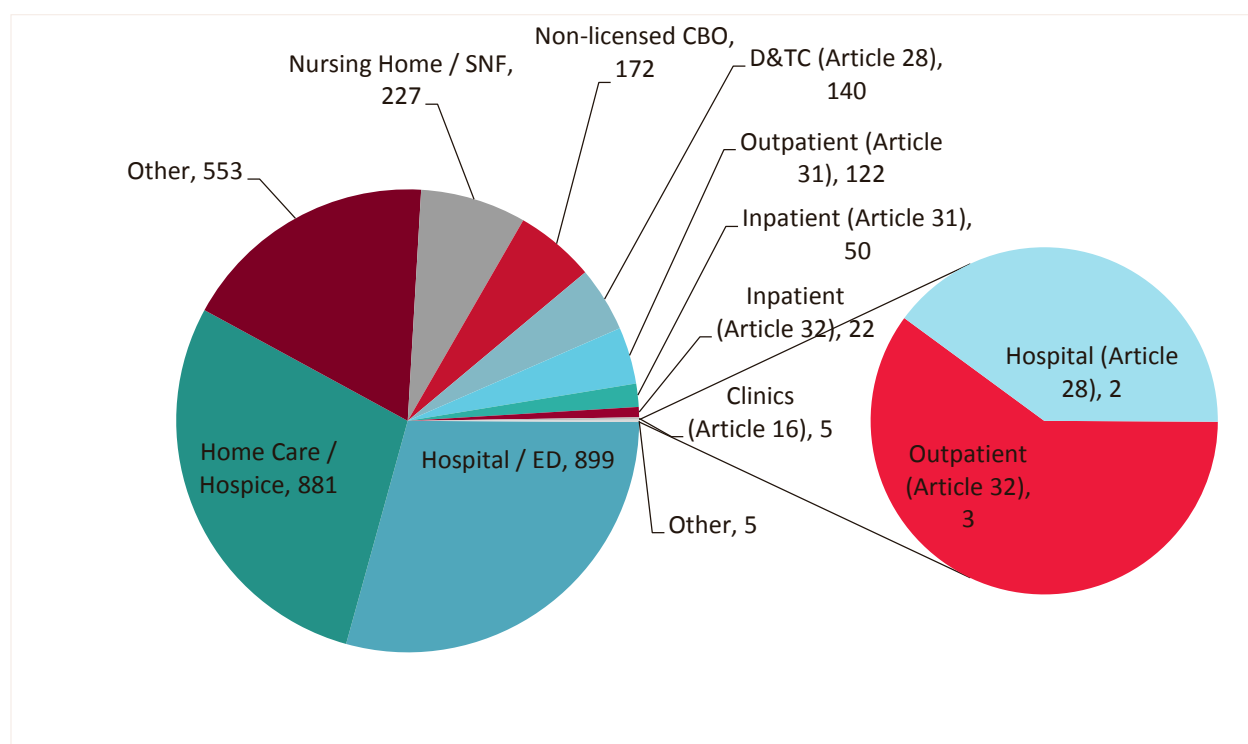


Exhibit 17 through Exhibit 28 provides details around the reported FTE vacancies for each facility type. For a more detailed breakout of the reported FTE vacancies by job titles included under the DOH Job Categories that are provided in the following tables, please reference Appendix 2.

Workforce data pertaining to FTE vacancies was reported across all facility types within the PPS with the exception of Retail Clinics, as no FTEs/employee headcounts were provided, and Pharmacies, and Private Provider Practices, as no FTE vacancies were reported.

The Reported FTEs for each DOH Job Category may not add up to the Grand Total, as any DOH Job Category that had 0 Reported FTE Vacancies was removed from the exhibit. Due to rounding of each individual DOH Job Category for presentation purposes, the Reported FTE Vacancies also may not add up to the Grand Total.

As Exhibit 17 indicates, the reported FTE vacancies for Article 16 Clinics represent a small portion of the overall reported workforce vacancies across the PPS with a total of 5 FTE vacancies and all were within the Home Health Care job category.

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Exhibit 17: Clinics (Article 16), Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Home Health Care	35	5
<b>Grand Total</b>	<b>41</b>	<b>5</b>

Article 28 D&TCs, as detailed in *Exhibit 18*, accounted for 5% of the total workforce vacancies reported with Health Information Technology (25 FTEs), Administrative Staff (20 FTEs) and Administrative Support (16 FTEs) staff representing the greatest number of reported FTE vacancies by DOH Job Category.

**Exhibit 18: Diagnostic & Treatment Centers (Article 28), Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Health Information Technology	114	25
Administrative Staff	196	20
Administrative Support	202	16
Behavioral Health	48	15
Nursing	122	12
Clinical Support	111	12
Physicians	45	12
Social Worker Case Management/ Care Management	5	7
Emerging Titles	32	5
Nurse Practitioners	40	5
Oral Health	28	4
Other Allied Health	92	4
Patient Education	12	2
Physician Assistants	19	1
<b>Grand Total</b>	<b>1,081</b>	<b>140</b>

Article 28 Hospital Outpatient Clinic's (*Exhibit 19*) reported 2 FTE workforce vacancies with the vacancies for Other Allied Health positions.

**Exhibit 19: Hospital Outpatient Clinic (Article 28), Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Other Allied Health	247	2
<b>Grand Total</b>	<b>1,880</b>	<b>2</b>

Article 31 Inpatient (*Exhibit 20*) reported a total of 50 FTE vacancies, predominately for Behavioral Health positions.

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**Exhibit 20: Inpatient (Article 31), Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Behavioral Health	217	30
Emerging Titles	51	6
Administrative Support	71	6
Administrative Staff	50	3
Other Allied Health	1	2
Clinical Support	2	2
Nursing	11	1
Janitors and cleaners	14	1
<b>Grand Total</b>	<b>426</b>	<b>50</b>

Article 31 Outpatient Facilities reported a total of 122 FTE vacancies primarily in Behavioral Health (44 FTEs), Emerging Titles (30 FTEs) and Administrative Staff (18 FTEs) positions, as indicated in *Exhibit 21*.

**Exhibit 21: Outpatient (Article 31), Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Behavioral Health	564	44
Emerging Titles	167	30
Administrative Staff	249	18
Administrative Support	257	16
Social Worker Case Management/ Care Management	187	5
Other Allied Health	21	4
Nursing	28	3
Janitors and cleaners	75	2
<b>Grand Total</b>	<b>1,571</b>	<b>122</b>

Similarly, Inpatient Article 32 (*Exhibit 22*) and Outpatient Article 32 (*Exhibit 23*) facilities reported very low workforce vacancies with staffing needs reported for Behavioral Health and Administrative Support staff.

**Exhibit 22: Inpatient (Article 32), Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Behavioral Health	99	11
Administrative Support	66	3
Nursing	38	2
Physicians	7	2
Emerging Titles	19	2
Health Information Technology	6	1

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DOH Job Category	Reported FTEs	Reported FTE Vacancies
Administrative Staff	33	1
<b>Grand Total</b>	<b>301</b>	<b>22</b>

**Exhibit 23: Outpatient (Article 32), Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Administrative Support	95	2
Administrative Staff	23	1
<b>Grand Total</b>	<b>276</b>	<b>3</b>

Home Care Agencies / Hospices reported the 2<sup>nd</sup> largest number of workforce vacancies, representing approximately 29% of the PPS’s total workforce vacancies. Similarly, as mentioned in the FTE vacancy summary, Nursing and Home Health Care positions represent the majority of reported workforce staffing needs, as indicated in *Exhibit 24*. The Nursing category, which represents the highest number of reported vacancies (367 FTEs), includes the following job titles: Per Diem Staff Registered Nurses, Staff Registered Nurses, Other Registered Nurses, Nurse Managers/Supervisors, Licensed Practical Nurses, and “Other” nursing positions. Staffing vacancies reported for Home Health Care (181 FTEs) positions include Certified Home Health Aides and Personal Care Aides (Level 1) and (Level 2).

**Exhibit 24: Home Care / Hospice, Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Nursing	2,010	367
Home Health Care	9,018	181
Administrative Staff	1,301	68
Administrative Support	1,291	63
Behavioral Health	364	62
Other Allied Health	551	43
Nursing Care Managers/ Coordinators/Navigators/Coaches	88	43
Health Information Technology	290	24
Social Worker Case Management/ Care Management	47	14
Physicians	34	9
Patient Education	20	3
Clinical Support	111	3
Nurse Practitioners	4	1
<b>Grand Total</b>	<b>15,274</b>	<b>881</b>

Hospital / ED reported the largest number of workforce vacancies for BPHC (*Exhibit 25*). The 899 FTE vacancies reported represent nearly 30% of the PPS’s total workforce vacancies. Similar to many of the Facility Types within the PPS, Nursing positions were reported as

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having the highest number of vacancies (228 FTEs) followed by Administrative Support (209 FTEs) and Physicians (83 FTEs) positions.

**Exhibit 25: Hospital / ED, Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Nursing	2,633	228
Administrative Support	2,073	209
Physicians	2,237	83
Clinical Support	848	79
Health Information Technology	383	75
Physician Assistants	276	54
Behavioral Health	359	45
Other Allied Health	739	40
Administrative Staff	410	38
Nurse Practitioners	232	32
Social Worker Case Management/ Care Management	108	6
Oral Health	105	4
Emerging Titles	22	4
Patient Education	15	2
<b>Grand Total</b>	<b>10,438</b>	<b>899</b>

*Exhibit 26* describes the workforce vacancies reported by Nursing Homes / SNFs for a total of 227 FTE vacancies. The Nursing Homes / SNFs reported need for Nursing, Clinical Support and various support positions. Nursing reported (84 FTEs) vacancies include Per Diem Registered Nurses, Staff Registered Nurses, Nurse Managers/Supervisors, and Licensed Practical Nurses. Clinical Support reported (68 FTEs) vacancies include Nurse Aides/Assistants (CNAs) and Patient Care Techs (Associates).

**Exhibit 26: Nursing Home / SNF, Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Nursing	1,531	84
Clinical Support	3,199	68
Home Health Care	1,106	30
Other Allied Health	419	17
Administrative Support	1,472	13
Physicians	40	7
Administrative Staff	305	4
Nursing Care Managers/ Coordinators/Navigators/Coaches	18	2
Health Information Technology	52	1
Janitors and cleaners	91	1
<b>Grand Total</b>	<b>8,420</b>	<b>227</b>

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Non-Licensed CBOs reported a total of 172 FTE vacancies, as indicated in *Exhibit 27*, with a reported need for Social Worker Case Management / Care Management and Emerging Title positions. Reported needs for Social Worker Case Management / Care Management jobs include Social Worker Care Coordinators/Case Managers/Care Transition, “Other” positions, Licensed Masters Social Workers, Bachelors Social Workers, and Licensed Clinical Social Workers. Reported Emerging Title positions’ needs include Care Managers/Coordinators, Peer Support Workers, and “Other” positions, Community Health Worker, and Patient or Care Navigator.

**Exhibit 27: Non-licensed CBOs, Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Social Worker Case Management/ Care Management	417	45
Emerging Titles	592	32
Administrative Staff	363	26
Administrative Support	404	24
Janitors and cleaners	134	20
Behavioral Health	228	15
Patient Education	15	4
Nursing	143	4
Health Information Technology	35	2
<b>Grand Total</b>	<b>2,510</b>	<b>172</b>

In *Exhibit 28*, “Other” Facility Types reported the 3rd highest number of workforce vacancies with 553 FTE vacancies, which represented approximately 18% of the total BPHC reported vacancies. Similar to the overall reported PPS workforce needs for Administrative Support and Behavioral Health Staff reported a high number of vacancies for Administrative Support staff (88 FTEs) and Behavioral Health staff (87 FTEs).

Administrative Support staffing needs for “Other” Facility Types were identified most often for Patient Service Representatives and Office Clerks while Behavioral Health staffing needs include Social and Human Service Assistants, Psychiatric Aides/Techs and Licensed Clinical Social Workers.

**Exhibit 28: Other, Total Reported Workforce Vacancies by DOH Job Category**

DOH Job Category	Reported FTEs	Reported FTE Vacancies
Administrative Support	845	88
Behavioral Health	645	87
Administrative Staff	829	79
Nursing	502	72
Clinical Support	319	67
Emerging Titles	472	53
Social Worker Case Management/ Care Management	354	30
Other Allied Health	198	25

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<b>DOH Job Category</b>	<b>Reported FTEs</b>	<b>Reported FTE Vacancies</b>
Health Information Technology	127	16
Physicians	236	12
Home Health Care	643	11
Nurse Practitioners	8	4
Janitors and cleaners	188	4
Patient Education	169	3
Oral Health	27	2
Nursing Care Managers/ Coordinators/Navigators/Coaches	39	2
<b>Grand Total</b>	<b>5,610</b>	<b>555</b>

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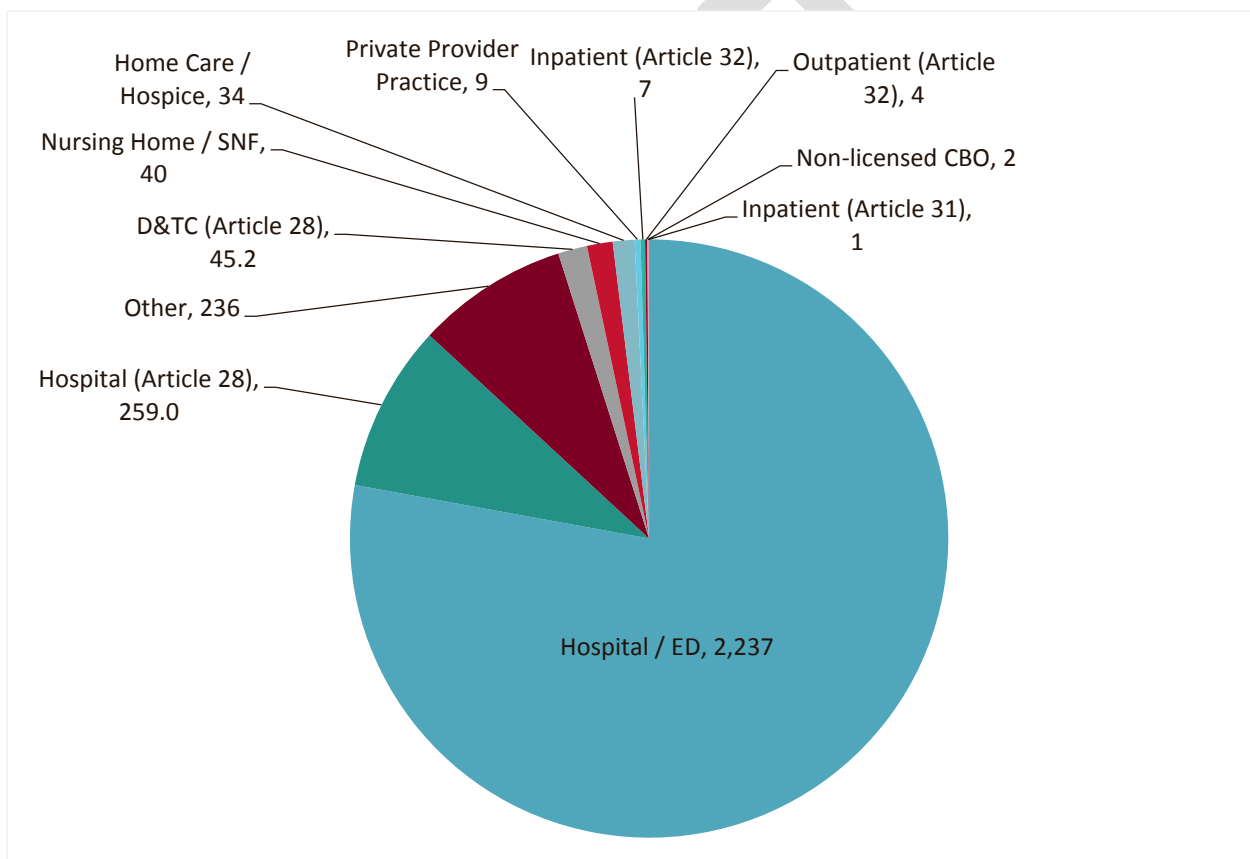


### 3. Physician Workforce

The pie chart below provides an overall summary of the BPHC reported Physician workforce data with a total of 2,872 Physician FTEs reported.

As detailed in *Exhibit 29*, which indicates the total reported Physician workforce across all Facility Types (by FTE), nearly 78% of the PPS’s Physicians are employed by a Hospital / ED facilities. The next highest employer of Physicians is Hospital Outpatient Clinic (Article 28) with 259 FTEs, followed by “Other” Facility Types with 236 FTEs.

**Exhibit 29: Total Reported Physicians by Facility Type**



In addition to the number of Physician FTEs reported across each Facility Type, *Exhibit 30* provides a summary of the various job titles and the numbers of corresponding FTEs reported by the PPS Partners under the DOH Job Category of Physicians. As indicated, the number of Physician FTEs that are reported are largely identified as being Residents (1,332 FTEs) working at Hospital / ED facilities. Similar to the Resident positions, Other Specialties (Except Psychiatrists) (743 FTEs) and Primary Care (335 FTEs) were the next highest reported Physician job titles across the PPS.

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Exhibit 30: Total Reported Physicians by Job Title**

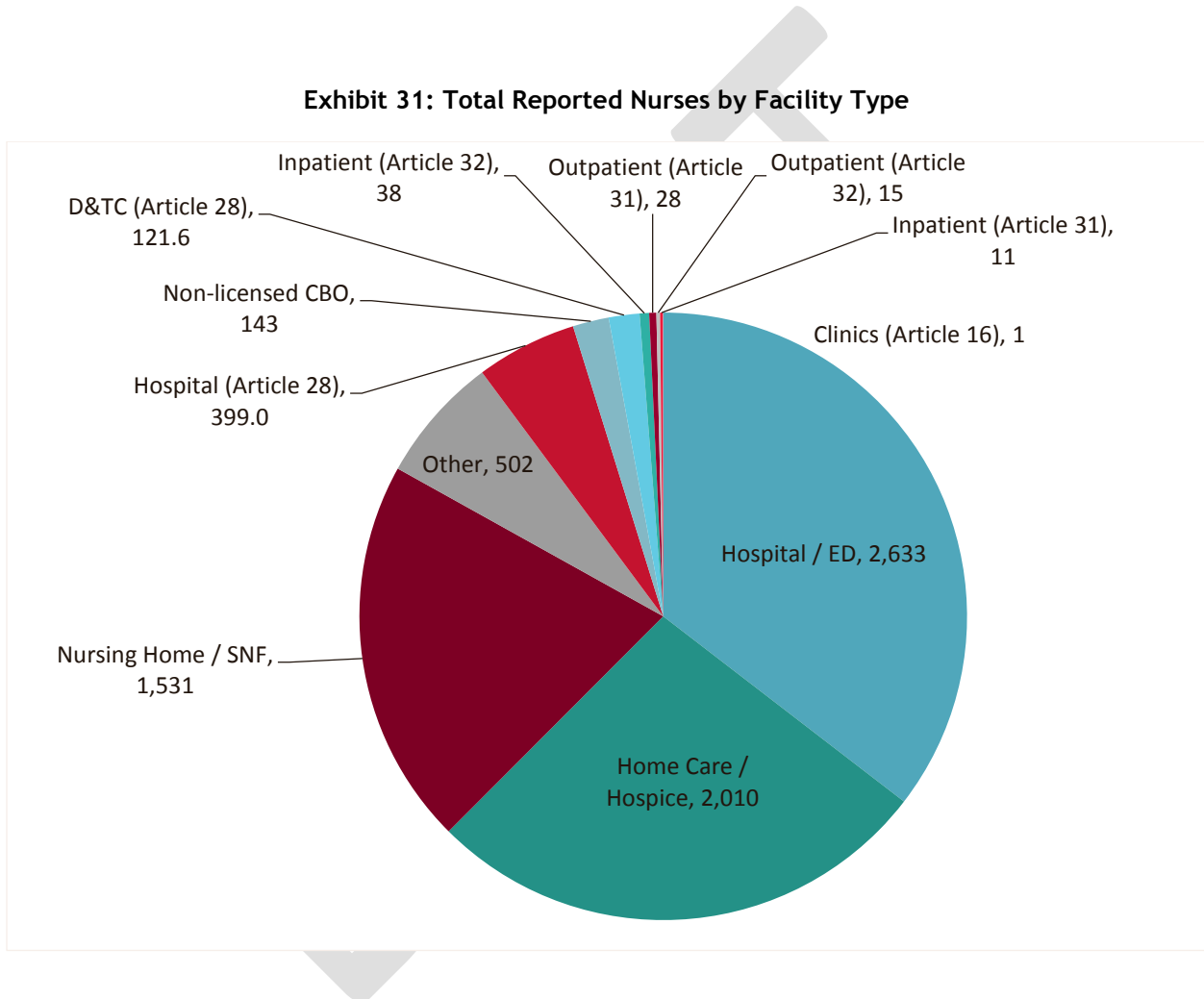
<b>Physician Job Titles</b>	<b>Reported FTEs</b>
Residents	1,332
Other Specialties (Except Psychiatrists)	743
Primary Care	335
Emergency Medicine	126
Obstetricians/Gynecologists	120
Cardiologists	84
Pediatrician (General)	70
Fellows	40
Endocrinologists	13
Primary Care (HIV)	10
<b>Grand Total</b>	<b>2,872</b>

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#### 4. Nursing Workforce

The following pie chart provides an overall summary of the BPHC reported nursing workforce with a total of 7,431 Nursing FTEs reported, representing more than 15% of the PPS’s total reported workforce.

As detailed in *Exhibit 31*, which indicates the total reported nursing workforce across all Facility Types (by FTE), 83% of the PPS’s Nurses are employed either by Hospital / ED, Home Care / Hospices or Nursing Home / SNF facilities.



In addition to the number of nursing FTEs reported for each Facility Type within the PPS, *Exhibit 32* provide an overall summary of the various nursing job titles and corresponding FTEs reported by the PPS Partners under the DOH Job Category of Nursing. As the table indicates, the majority of the nursing FTEs are identified as being Staff Registered Nurses (4,833 FTEs) and are largely employed by Hospital / ED or Home Care Agencies / Hospices. Licensed

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Practical Nurses are the next highest reported nursing job titles with 1,508 FTEs and are largely employed by Nursing Homes / SNFs.

**Exhibit 32: Total Reported Nursing by Job Title**

<b>Nursing Job Titles</b>	<b>Reported FTEs</b>
Staff Registered Nurses	4,833
Licensed Practical Nurses	1,508
Nurse Managers/Supervisors	594
Other Registered Nurses (Utilization Review, Staff Development, etc.)	246
Other	145
Per Diem Staff Registered Nurses	107
<b>Grand Total</b>	<b>7,431</b>

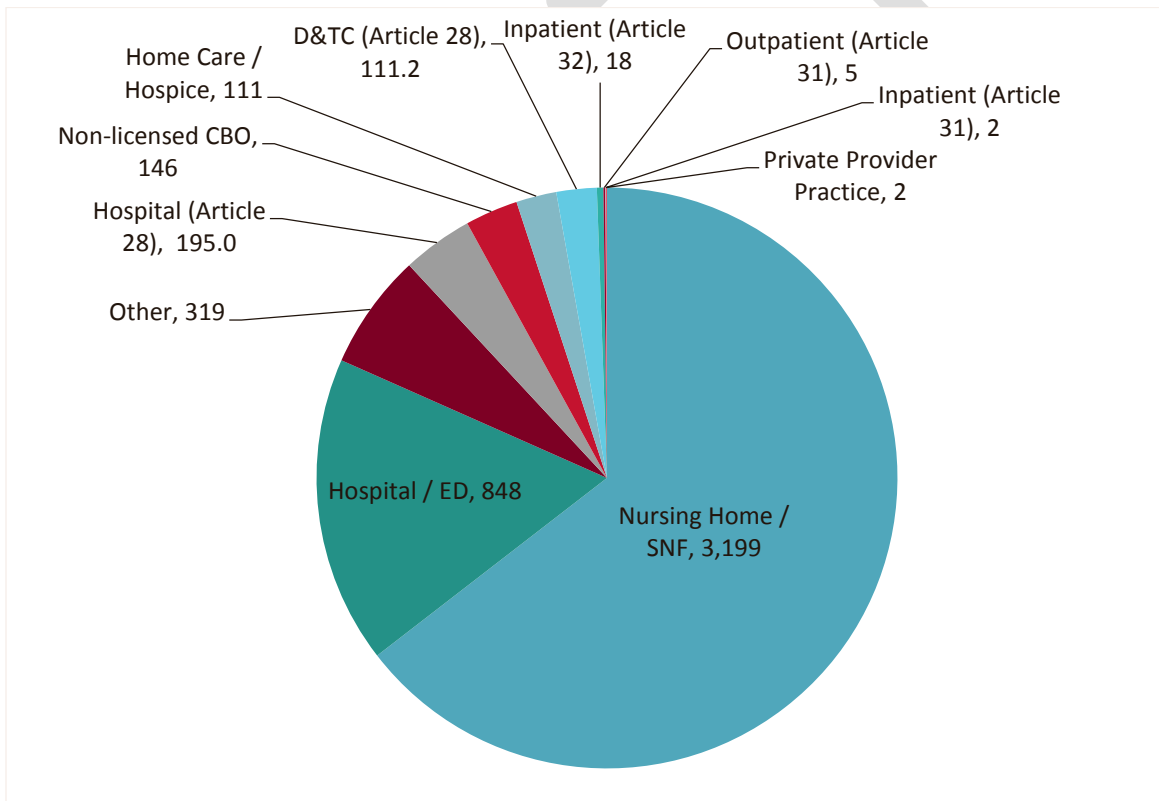
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## 5. Clinical Support Workforce

The following pie chart provides an overall summary of the BPHC reported Clinical Support Staff with a total of 4,957 FTEs reported. Clinical Support staff includes Medical Assistants, Nurse Aides/Assistants, Patient Care Technicians, and “Other” Clinical Support job titles and represents approximately 10% of the PPS’s total reported workforce.

As detailed in *Exhibit 33*, which indicates the total reported Clinical Support workforce across all Facility Types (by FTEs), approximately 65% of the PPS’s Clinical Support staff are employed by Nursing Homes / SNFs with 3,199 FTEs reported. The next highest employers of Clinical Support staff are reported by the Hospital / ED and Article 28 D&TCs with 848 FTEs and 319 FTEs, respectively.

**Exhibit 33: Total Reported Clinical Support Staff by Facility Type**



In addition to the number of Clinical Support staff reported by each Facility Type, *Exhibit 34* provides an overall summary of the various Clinical Support job titles and the corresponding FTEs associated with each job title. As the table indicates, approximately 70% of Clinical Support FTEs reported are identified as being Nurse Aides/Assistants or 3,488 FTEs, with most of them being staffed at Nursing Homes / SNFs.

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Further details around reported years of experience and minimum degree requirements for Clinical Support Staff are described in *Exhibit 42* and *Exhibit 43*.

**Exhibit 34: Total Reported Clinical Support Staff by Job Title**

Clinical Support Job Titles	Reported FTEs
Nurse Aides/Assistants (CNAs)	3,488
Other	685
Patient Care Techs (Associates)	634
Medical Assistants	150
<b>Grand Total</b>	<b>4,957</b>

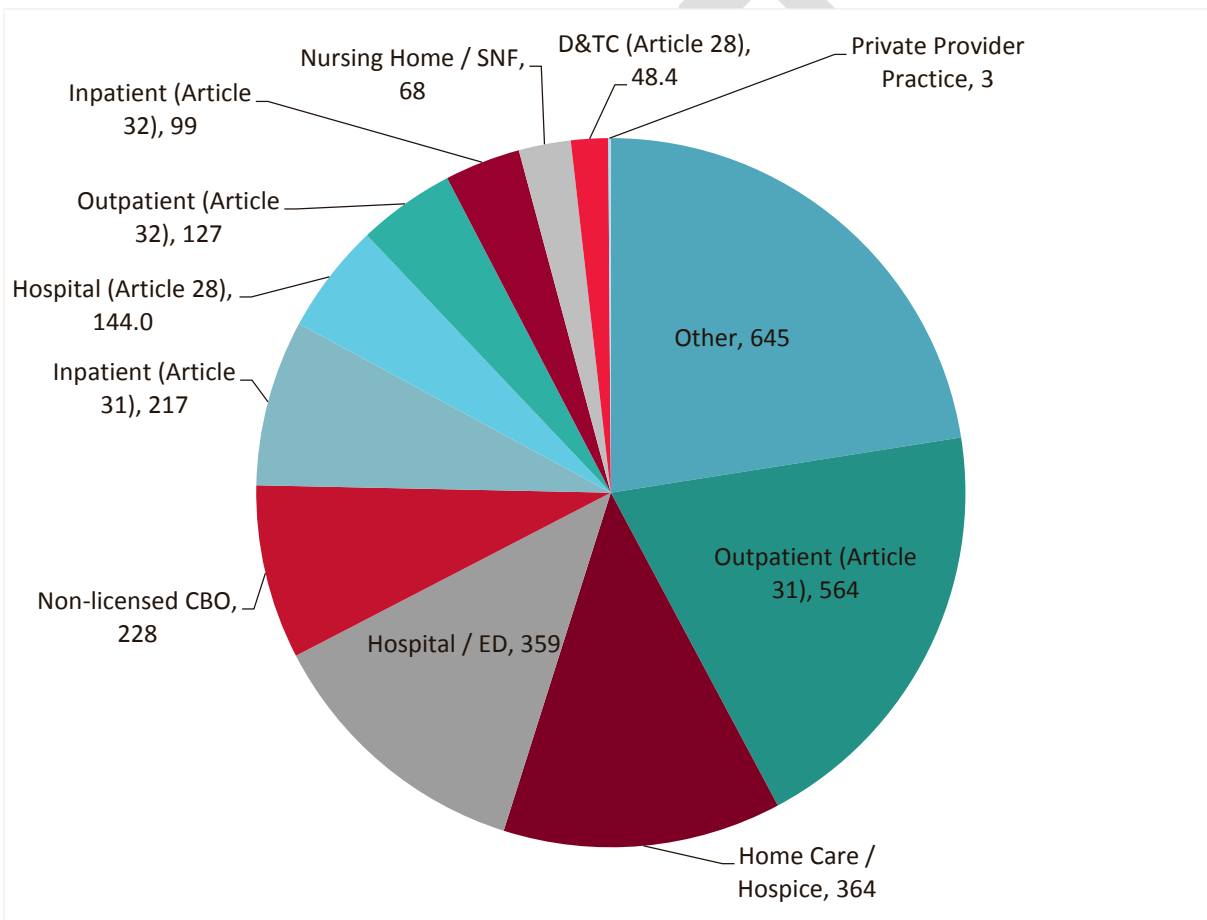
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## 6. Behavioral Health Workforce

The following pie chart provides an overall summary of the BPHC reported Behavioral Health workforce with a total of 2,867 FTEs reported. The Behavioral Health reported workforce represents approximately 6% of the PPS’s total reported workforce.

As detailed in *Exhibit 35*, which indicates the total reported Behavioral Health workforce across all Facility Types, nearly 42% of the PPS’s reported Behavioral Health workforce is employed by either “Other” or Outpatient Article 31 facilities with 1,209 FTEs reported.

**Exhibit 35: Total Behavioral Health Workforce by Facility Type**



In addition to the number of Behavioral Health FTEs reported across each Facility Type, *Exhibit 36* provides an overall summary of the various Behavioral Health job titles and the corresponding FTEs reported by the PPS Partners under the DOH Job Category of Behavioral Health. As the table indicates 25% of the Behavioral Health FTEs are identified as being Social and Human Services Assistants (707 FTEs) and 22% are identified as Licensed Master Social Workers (644 FTEs).

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**Exhibit 36: Total Behavioral Health Workforce by Job Title**

<b>Behavioral Health Job Titles</b>	<b>Reported FTEs</b>
Social and Human Service Assistants	707
Licensed Masters Social Workers	644
Other Mental Health/Substance Abuse Titles Requiring Certification	366
Licensed Clinical Social Workers	295
Other	226
Substance Abuse and Behavioral Disorder Counselors	196
Psychiatrists	188
Psychologists	145
Psychiatric Aides/Techs	78
Psychiatric Nurse Practitioners	22
<b>Grand Total</b>	<b>2,867</b>

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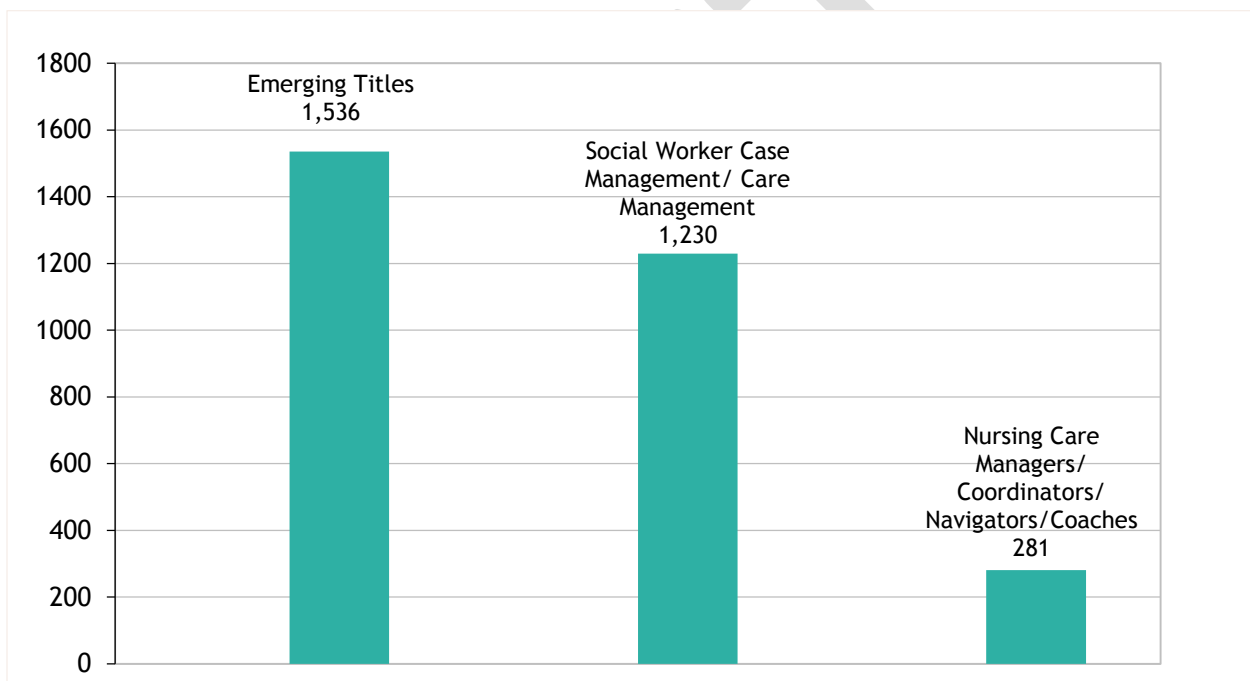


## 7. Care Management Workforce

The following bar chart provides an overall summary of the BPHC reported Care Management workforce which is inclusive of reported Emerging Title positions, Nursing Care Managers, and Social Worker Case Management positions for a total of 3,046 FTEs reported or approximately 6% of the PPS’s total reported workforce by FTE.

As detailed in *Exhibit 37*, which indicates the total reported Care Management workforce across all Facility Types (by FTE), Emerging Title and Social Worker Case Management / Care Management positions represent approximately 91% of the total Care Management Workforce with 3,046 FTEs reported.

**Exhibit 37: Total Care Management Workforce by DOH Job Category**



*Exhibit 38* provides job titles and reported FTEs for those positions that are included under the DOH Job Category for Emerging Titles, which is mainly represented by Care Managers / Coordinators (929 FTEs) and is mainly reported to provide services at Non-licensed CBOs and “Other” facility types.

**Exhibit 38: Total Reported Emerging Titles by Job Title**

Emerging Job Titles	Reported FTEs
Care Manager/Coordinator	929
Other	370
Peer Support Worker	96

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<b>Emerging Job Titles</b>	<b>Reported FTEs</b>
Patient or Care Navigator	90
Community Health Worker	50
<b>Grand Total</b>	<b>1,536</b>

*Exhibit 39* provides job titles and reported FTEs for those positions that are included under the DOH Job Category for Social Worker Case Management, which is mainly represented by Social Worker Care Coordinators/Case Managers/Care Transition (444 FTEs) and Licensed Masters Social Workers (351 FTEs). Social Worker job title was mainly reported to provide services at Non-licensed CBOs and Non-licensed CBOs and “Other” facility types.

**Exhibit 39: Total Reported Social Workers by Job Title**

<b>Social Worker Job Titles</b>	<b>Reported FTEs</b>
Social Worker Care Coordinators/Case Managers/Care Transition	444
Licensed Masters Social Workers	351
Other	179
Bachelors Social Workers	170
Licensed Clinical Social Workers	86
<b>Grand Total</b>	<b>1,230</b>

*Exhibit 40* provides job titles and reported FTEs for those positions that are included under the DOH Job Category for Nursing Care Managers which is mainly represented by RN Care Coordinators / Case Managers / Care Transitions staff (199 FTEs) and is mainly reported to provide services at Home Care / Hospice settings.

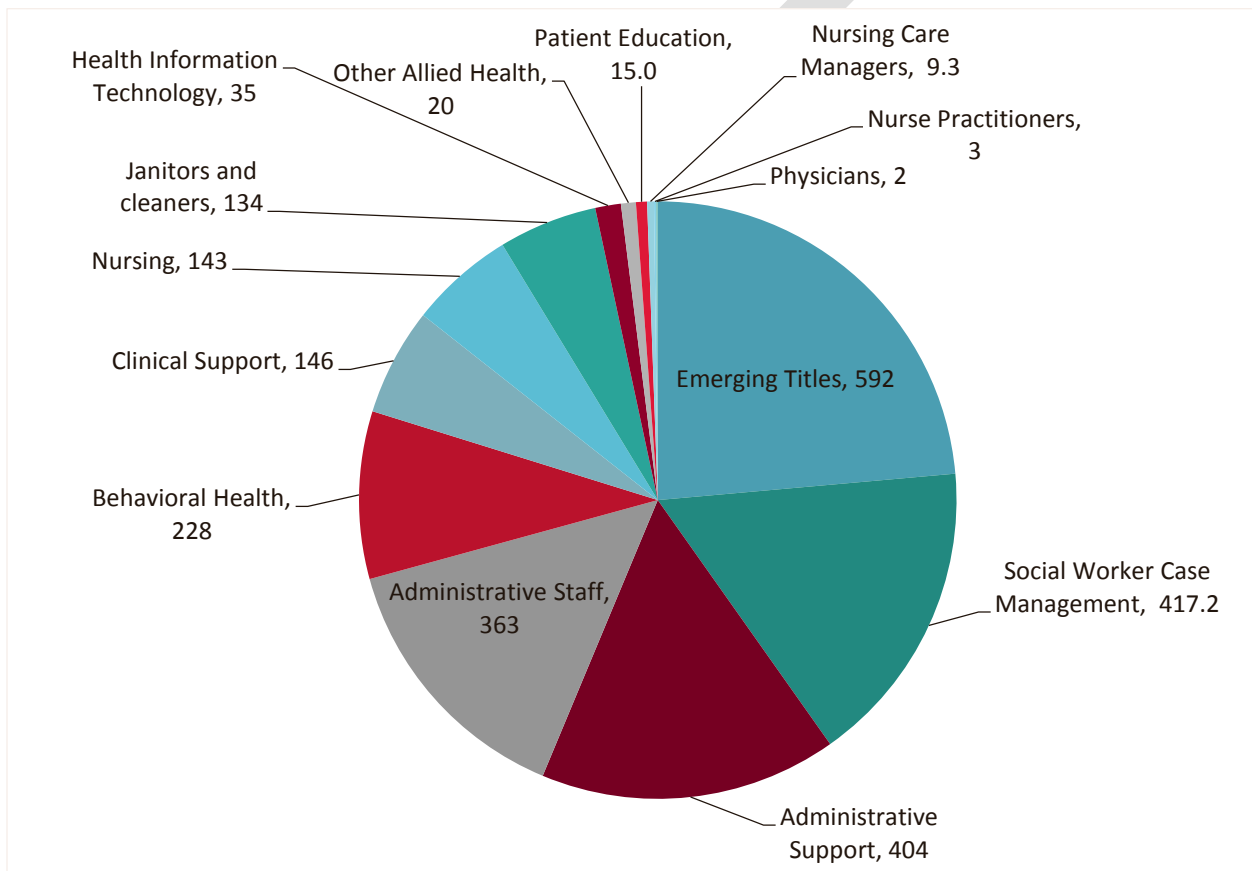
**Exhibit 40: Total Reported Nursing Care Managers by Job Title**

<b>Nursing Care Manager Job Titles</b>	<b>Reported FTEs</b>
RN Care Coordinators/Case Managers/Care Transitions	199
Other	62
LPN Care Coordinators/Case Managers	20
<b>Grand Total</b>	<b>281</b>

### 8. Non-licensed CBOs

The following pie chart provides an overall summary of the BPHC reported Non-licensed CBO workforce across DOH Job Categories with a total of 2,510 FTEs reported, representing approximately 5% of the PPS's total reported workforce. As indicated in *Exhibit 41*, Emerging Title workforce makes up nearly 24% of the PPS's Non-licensed CBO workforce with 592 FTEs reported, followed by Social Worker Case Management / Care Management (417 FTEs), Administrative Support (404 FTEs) and Administrative Staff (363 FTEs).

**Exhibit 41: Total Reported Non-licensed CBO Workforce by Job Title**



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**9. Reported Job Requirements**

In addition to reporting on the PPS’s current workforce state regarding headcount, FTEs and FTE vacancies, the BPHC partners were also asked to report on job requirements pertaining to minimum years of experience and degree requirements for job titles falling under the DOH Job Categories including Clinical Support, Nursing Care Managers / Coordinators, Social Worker Case Management / Care Management, Emerging Titles, and Patient Education. *Exhibit 42* and *Exhibit 43* provide a summary of the total reported workforce minimum years of experience and minimum degree requirements pertaining to each job title. The summary tables provide details on job requirements aggregated across Article 31 Outpatient, Article 32 Inpatient, Article 32 Outpatient, Article 28 D&TCs, Home Care / Hospice, Hospital / ED, Non-licensed CBOs, Nursing Homes, Private Provider Practices, and “Other” Facility Types.

As indicated in *Exhibit 42*, most of the job titles which requested input from the PPS partners on years of experience required at least a minimum amount of experience. With the exception of Certified Asthma Educators, the majority of these jobs required between 0-5 years of experience. Based on the data reported, a small portion of PPS Partners reported requiring more than 15 years of experience for Licensed Masters Social Workers.

**Exhibit 42: Total Reported Workforce Experience Requirements by Job Title**

<u>Job Title</u>	<b>Minimum Years of Experience Required</b>				
	<u>0-2 Years</u>	<u>3-5 Years</u>	<u>6-10 Years</u>	<u>11-15 Years</u>	<u>+15 Years</u>
<b>Clinical Support</b>					
Medical Assistants	89.47%	10.53%	0.00%	0.00%	0.00%
Nursing Care Managers/ Coordinators/ Navigators/Coaches					
RN Care Coordinators/Case Managers/Care Transitions	72.22%	27.78%	0.00%	0.00%	0.00%
LPN Care Coordinators/Case Managers	87.50%	12.50%	0.00%	0.00%	0.00%
Other	37.50%	62.50%	0.00%	0.00%	0.00%
<b>Social Worker Case Management/ Care Management</b>					
Bachelors Social Workers	46.67%	53.33%	0.00%	0.00%	0.00%
Licensed Masters Social Workers	63.16%	31.58%	2.63%	0.00%	2.63%
Licensed Clinical Social Workers	60.00%	30.00%	10.00%	0.00%	0.00%
Social Worker Care Coordinators/Case Managers/Care Transition	70.00%	30.00%	0.00%	0.00%	0.00%
Other	61.11%	38.89%	0.00%	0.00%	0.00%
<b>Emerging Titles</b>					
Care Manager/Coordinator	51.56%	48.44%	0.00%	0.00%	0.00%
Patient or Care Navigator	81.82%	18.18%	0.00%	0.00%	0.00%
Community Health Worker	11.11%	88.89%	0.00%	0.00%	0.00%
Peer Support Worker	95.00%	5.00%	0.00%	0.00%	0.00%
Other	81.08%	18.92%	0.00%	0.00%	0.00%
<b>Patient Education</b>					

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<u>Job Title</u>	<b>Minimum Years of Experience Required</b>				
	<u>0-2 Years</u>	<u>3-5 Years</u>	<u>6-10 Years</u>	<u>11-15 Years</u>	<u>+15 Years</u>
Certified Asthma Educators	100.00%	0.00%	0.00%	0.00%	0.00%
Certified Diabetes Educators	60.00%	40.00%	0.00%	0.00%	0.00%
Health Coach	100.00%	0.00%	0.00%	0.00%	0.00%

As *Exhibit 43* details, the majority of job titles that requested input from PPS Partners on minimum degree requirements required an Associate’s Degree, with the exception of LPN Care Coordinators/Case Managers, Bachelors Social Workers, Licensed Masters Social Workers and Licensed Clinical Social Workers, which were all indicated as “Not Applicable.”

Additionally, several of the job titles including Social Worker Care Coordinator, Care Manager / Coordinator, Community Health Worker, Certified Diabetes Educator, and “Other” Social Worker Case Management job titles reported requiring Masters Degrees.

**Exhibit 43: Total Reported Workforce Degree Requirements by Job Title**

Job Title	<b>Minimum Degree Requirements</b>			
	<b>Associate</b>	<b>Bachelor's</b>	<b>Master's</b>	<b>Other</b>
<b>Clinical Support</b>				
Medical Assistants	72.73%	9.09%	0.00%	18.18%
<b>Nursing Care Managers/ Coordinators/ Navigators/Coaches</b>				
RN Care Coordinators/Case Managers/Care Transitions	37.50%	62.50%	0.00%	0.00%
LPN Care Coordinators/Case Managers	N/A	N/A	N/A	N/A
Other	25.00%	75.00%	0.00%	0.00%
<b>Social Worker Case Management/ Care Management</b>				
Bachelors Social Workers	N/A	N/A	N/A	N/A
Licensed Masters Social Workers	N/A	N/A	N/A	N/A
Licensed Clinical Social Workers	N/A	N/A	N/A	N/A
Social Worker Care Coordinators/Case Managers/Care Transition	50.00%	25.00%	25.00%	0.00%
Other	11.76%	23.53%	64.71%	0.00%
<b>Emerging Titles</b>				
Care Manager/Coordinator	13.33%	81.67%	1.67%	3.33%
Patient or Care Navigator	44.44%	44.44%	0.00%	11.11%
Community Health Worker	8.00%	0.00%	92.00%	0.00%
Peer Support Worker	0.00%	80.00%	0.00%	20.00%
Other	18.52%	44.44%	14.81%	22.22%
<b>Patient Education</b>				
Certified Asthma Educators	0.00%	0.00%	100.00%	0.00%
Certified Diabetes Educators	0.00%	50.00%	50.00%	0.00%
Health Coach	50.00%	50.00%	0.00%	0.00%

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**10. Agency & Temporary Staff by Job Title**

In addition to reporting on the employed workforce, PPS Partners were asked to provide details around Agency / Temporary Staff in the form of total headcount, total hours, or total FTEs in order to provide an approximate understanding of the PPS’s current workforce state pertaining to Agency / Temporary Staff. *Exhibit 44*, below, provides a summary of the aggregated Agency / Temporary Staff reported across all facilities with the exception of Article 16 Clinics, Article 31 Inpatient, Article 32 Inpatient and Outpatient, Pharmacies, Non-licensed CBO, Private Provide Practices, and Retails Clinics, as no Agency / Temporary Staff data was reported by these facilities.

The Agency and Temporary Staff data is categorized by the DOH-provided Job Categories and most job categories employ at least some level of Agency / Temporary Staff with the exception of Emerging Title Positions, Midwives and patient educators, which were not reported.

A review of the data indicates that Behavioral Health job titles have the highest reported Agency / Temporary Staff based on total reported headcount, while Other Allied Health job titles have the highest total reported hours accrued by Agency / Temporary Staff.

However, it should be noted that PPS Partners individually reported Agency / Temporary Staff data based on how this data is collected/reported at their individual facility so responses did vary. In some cases Partners may have only reported this data by total hours while other Partners reported this data by Headcount or FTE. In addition, some partners also excluded providing Agency/Temporary staff data, citing legal restrictions.

**Exhibit 44: PPS Reported Agency/Temporary Employee Data by Job Title**

<b>Job Title</b>	<b>Headcount</b>	<b>Total Hours</b>	<b>FTEs</b>
Administrative Staff	13	75.0	3.0
Administrative Support	23	481.0	7.3
Behavioral Health	421	337.3	78.8
Clinical Support	295	192.3	97.9
Emerging Titles	0	-	-
Health Information Technology	1	-	-
Home Health Care	340	135.0	216.0
Janitors and cleaners	10	36.3	-
Midwifery	0	-	-
Nurse Practitioners	5	7.0	1.0
Nursing	299	453.5	47.5
Nursing Care Managers/ Coordinators/Navigators/Coaches	3	72.5	1.6
Oral Health	4	35.0	1.0
Other Allied Health	70	2,102.9	84.1
Patient Education	0	-	-

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<b>Job Title</b>	<b>Headcount</b>	<b>Total Hours</b>	<b>FTEs</b>
Physician Assistants	8	67.5	6.0
Physicians	60	171.5	18.6
Social Worker Case Management/ Care Management	6	1.0	0.1
<b>Grand Total</b>	<b>1,558</b>	<b>4,167.7</b>	<b>562.9</b>

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## C. Current Workforce State Summary

The data reported throughout Section II provides an overview of the Bronx Partners for Healthy Communities current workforce state as reported by PPS partners that participated in the survey, and will be leveraged by the PPS to facilitate workforce planning throughout the DSRIP program. As previously described, the PPS's total reported workforce state includes a headcount of 71,232 individuals or approximately 48,030 FTEs. Based on the data reported over 38% of the PPS's workforce is represented by staff employed by Home Care Agencies / Hospices. Other major workforce employers include Hospital / ED, Nursing Home / Skilled Nursing Facilities ("SNFs"), "Other" Facility Types and Article 31 Outpatient Services for Mentally Disabled.

While Home Care Agencies / Hospices represent the largest workforce employers in the PPS, based on the data reported, the Home Health Care job titles are also the most represented jobs within the PPS, with over 10,962 FTEs reported, followed by the Nursing, Administrative Support, Clinical Support and Administrative Staff jobs.

The PPS Partners also reported on FTE vacancies occurring within the PPS's workforce. Based on the data provided, approximately 25% of FTE vacancies are represented within the PPS's Nursing Staff with 773 FTE vacancies reported, followed by Administrative Support and Behavioral Health staffing vacancies. Further, based on the data provided, while Home Care Agencies / Hospices are the reported largest employers by facility types within the PPS, they also report nearly the highest workforce vacancies across the PPS's various facility types with approximately 29% FTE vacancies reported.

The PPS also collected additional workforce data including minimum job requirements related to minimum years of experience and minimum degree requirements, CBA status, and Agency / Temporary Staff for specific job titles to further inform the PPS's workforce planning efforts throughout the DSRIP program.

### 1. Other Factors Impacting Workforce & Overall Workforce Insights

This section of the current workforce state report aims to provide further insights around the PPS's workforce planning outside of DSRIP-related factors that may impact workforce planning.

#### **Current Resources and Workforce Partners**

The BPHC current goal is to ensure that its policies and practices around recruiting, promoting and hiring staff are in line with the PPS's goal for a fully representative and diverse workforce. In doing so, BPHC is working with the area community colleges, Community-Based Organizations (CBO's), 1199 Training Fund and NYSNA to identify candidates that meet the PPS's staffing needs. BPHC is committed to offering competitive salaries, using flexible hours, and employing job sharing as feasible to improve recruitment and retention efforts.



### **Current Workforce State Strengths & Resources**

BPHC has assembled a diverse network of providers each with existing resources and strengths that may be leveraged to support the goals of DSRIP. The many assets of Montefiore Medical Center (MMC) are key to BPHC strengths. MMC's Care Management Organization (CMO) is a leader in population health management (PHM) and value-based care, coordinating care delivered by nearly 3,500 providers across the Bronx and Westchester for 300,000 individuals in multiple insurance programs. In addition, the MMC IPA represents the county's largest clinically integrated enterprise and MMC's BAHN Health Home and ACO are local leaders in PHM supporting the goals of the PPS.

Additionally Montefiore and SBH provide a strong pipeline of physician capacity for the Bronx. Montefiore has one of the largest residency programs in the country, with over 1400 residents and SBH is the primary teaching hospital of the new Sophie Davis School of Biomedical Education/CUNY School of Medicine. Also, BPHC utilizes its robust community network of community-based organizations and local community colleges to support the staffing and needs of programs vital to DSRIP.

### **Current State of Training and Development**

As BPHC seeks to meet the demands and goals of DSRIP, there is a need to both retrain a significant number of workers in the existing workforce and hire more healthcare professionals and care management staff to meet this expanding demand. Leveraging the 1199 Training Fund and Montefiore Medical Centers expertise, new and existing staff will be trained to fulfill emerging roles. In addition to the partners mentioned, BPHC also is contracting with community-based organizations to perform training and support program deployment. Such organizations include a.i.r. nyc, a home-based asthma self-management services provider and Health People, which will train peer educators in deploying the Stanford Chronic Disease Self-Management and LEAP amputation prevention patient engagement programs. The PPS also employs a workforce liaison to coordinate its workforce and training strategy, including collaborating with the 1199 Training and Employment Fund and other contracted vendors.

### **Current State of IT and How it Relates to the Workforce**

The BPHC current state of technology services to establish a program for monitoring and assisting Partners, especially small primary care practices, in adopting EHRs/EMRs. The BPHC founding members have a close working and governance relationship with the Bronx RHIO and contribute data to it for HIE and analytics. The PPS will utilize the RHIO platform to better connect partners throughout the Bronx.

### **Existing State of Cultural Competency Workforce Programming/Planning**

In order to ensure a systematic and sustainable implementation of cultural competency and health literacy strategies, BPHC will deploy a set of strategic interventions as part of its core

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programs, including workforce training, community outreach and clinical improvement projects.

The plan seeks to generate a systematic and sustainable process for integrating cultural competence practices and health literacy resources across the PPS. The programs include implementation of training and re-training programs, clinical improvement projects emphasizing the significance of cultural literacy, and community outreach.

The Cultural Competence/Health Literacy Working Group regularly reviews the results of health surveys and community health profiles. They gather inputs from coordinators of community engagement forums, including the Not62! Campaign and the Bronx Borough President Annual Health Summit, and seek information from PPS project coordinators to enable regular updating of priority groups and their specific needs.

### Current Workforce State Weaknesses & Trends

PPS members report enormous barriers recruiting and retaining staff in the Bronx. Additionally BPHC partners report that recruiting and retaining bilingual, culturally competent staff with the training and skills required to perform the increasingly complex tasks required in care settings is a principal challenge, and care settings are often under-resourced as a result. Currently BPHC has a significant turnover rate of 15%. The high rate of turnover has complicated staffing due to many factors that make recruitment in the Bronx difficult. Shortages of primary care physicians in the Bronx have been well documented. Partners and the CNA reveal that these shortages extend to psychiatrists, behavioral health specialists and care management workers which are all areas that were found in the current state survey to be in great need. BPHC's workforce strategy will need to combat these shortages in order to hire and retain staff to meet the workforce needs of the community.

### Current/Existing Resource Shortages

As highlighted previously in the report, there is a shortage of health care providers in the PPS to meet the current cultural and linguistic hurdles that much of the population experiences when accessing healthcare services.

In addition to this need, the PPS Partners reported 3,076 FTE vacancies across all job titles as shown in *Exhibit 45* below. The PPS has also been affected by high turnover rates, and according to the PPS Organizational Application, approximately 10,000 staff will need retraining to implement the BPHC clinical projects.

### Exhibit 45: Total FTE Vacancies Reported Across All Facility Types

Facility Type	Reported FTE Vacancies
Hospital / ED	899
Home Care / Hospice	881
Other	553
Nursing Home / SNF	227

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<b>Facility Type</b>	<b>Reported FTE Vacancies</b>
Non-licensed CBO	172
Diagnostic & Treatment Centers (Article 28)	140
Outpatient (Article 31)	122
Inpatient (Article 31)	50
Inpatient (Article 32)	22
Clinics (Article 16)	5
Outpatient (Article 32)	3
Hospital Outpatient Clinic (Article 28)	2
Pharmacies	0
Retail Clinics	0
Private Provider Practice	0
<b>Grand Total</b>	<b>3,076</b>

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### III. Appendix

#### 1. Current Workforce State Data - Total Reported Workforce Data by Facility Type (Headcount and FTEs)

##### Article 16 Clinics Total Reported Workforce Data (Headcount and FTEs)

Job Title	Total Headcount	Total FTEs
<b>Administrative Staff</b>	<b>5</b>	<b>2</b>
Executive Staff	1	1
Financial	2	1
Human Resources	1	0
Other	1	0
<b>Administrative Support</b>	<b>3</b>	<b>1</b>
Coders/Billers	1	1
Office Clerks	1	0
Secretaries and Administrative Assistants	1	0
<b>Behavioral Health</b>	<b>1</b>	<b>0</b>
Psychologists	1	0
<b>Emerging Titles</b>	<b>1</b>	<b>0</b>
Care Manager/Coordinator	1	0
<b>Home Health Care</b>	<b>37</b>	<b>35</b>
Other	37	35
<b>Janitors and cleaners</b>	<b>1</b>	<b>1</b>
Janitors and cleaners	1	1
<b>Nursing</b>	<b>1</b>	<b>1</b>
Staff Registered Nurses	1	1
<b>Other Allied Health</b>	<b>3</b>	<b>0</b>
Other	1	0
Physical Therapists	1	0
Speech Language Pathologists	1	0
<b>Social Worker Case Management/ Care Management</b>	<b>1</b>	<b>1</b>
<b>Grand Total</b>	<b>53</b>	<b>41</b>

##### Diagnostic & Treatment Centers (Article 28) Total Reported Workforce Data (Headcount and FTEs)

Job Title	Total Headcount	Total FTEs
<b>Administrative Staff</b>	<b>222</b>	<b>196</b>
Executive Staff	20	19
Financial	144	134
Human Resources	45	36

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Other	13	8
<b>Administrative Support</b>	<b>228</b>	<b>202</b>
Coders/Billers	16	16
Dietary/Food Service	8	7
Financial Service Representatives	8	8
Housekeeping	59	54
Office Clerks	40	39
Other	14	12
Patient Service Representatives	60	46
Secretaries and Administrative Assistants	23	21
Transportation	0	0
<b>Behavioral Health</b>	<b>61</b>	<b>48</b>
Licensed Clinical Social Workers	20	18
Licensed Masters Social Workers	27	26
Psychiatric Nurse Practitioners	2	2
Psychiatrists	10	3
Psychologists	2	0
<b>Clinical Support</b>	<b>158</b>	<b>111</b>
Medical Assistants	141	98
Other	4	1
Patient Care Techs (Associates)	13	12
<b>Emerging Titles</b>	<b>42</b>	<b>32</b>
Care Manager/Coordinator	6	4
Community Health Worker	3	3
Other	21	20
Patient or Care Navigator	10	5
Peer Support Worker	2	0
<b>Health Information Technology</b>	<b>119</b>	<b>114</b>
Hardware Maintenance	4	3
Health Information Technology Managers	9	7
Other	97	97
Software Programmers	4	2
Technical Support	5	5
<b>Janitors and cleaners</b>	<b>7</b>	<b>11</b>
Janitors and cleaners	7	11
<b>Midwifery</b>	<b>5</b>	<b>5</b>
Midwives	5	5
<b>Nurse Practitioners</b>	<b>50</b>	<b>40</b>
Other Specialties (Except Psychiatric NPs)	2	2
Primary Care	48	38
<b>Nursing</b>	<b>153</b>	<b>122</b>
Licensed Practical Nurses	41	29

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Nurse Managers/Supervisors	29	25
Other Registered Nurses (Utilization Review, Staff Development, etc.)	2	2
Per Diem Staff Registered Nurses	9	0
Staff Registered Nurses	72	65
<b>Oral Health</b>	<b>47</b>	<b>28</b>
Dental Assistants	20	14
Dental Hygienists	7	4
Dentists	18	10
Other	2	0
<b>Other Allied Health</b>	<b>135</b>	<b>92</b>
Clinical Laboratory Technologists and Technicians	6	6
Nutritionists/Dieticians	19	19
Optometrists	62	31
Other	25	14
Pharmacists	4	3
Pharmacy Technicians	5	5
Physical Therapists	6	6
Physical Therapy Assistants/Aides	2	2
Respiratory Therapists	6	6
<b>Patient Education</b>	<b>25</b>	<b>12</b>
Certified Diabetes Educators	6	2
Health Coach	8	0
Health Educators	9	8
Other	2	2
<b>Physician Assistants</b>	<b>27</b>	<b>19</b>
Other Specialties	14	12
Primary Care	13	7
<b>Physicians</b>	<b>98</b>	<b>45</b>
Cardiologists	2	0
Fellows	1	0
Obstetricians/Gynecologists	3	2
Other Specialties (Except Psychiatrists)	30	11
Pediatrician (General)	15	12
Primary Care	43	19
Primary Care (HIV)	4	1
<b>Social Worker Case Management/ Care Management</b>	<b>19</b>	<b>5</b>
Bachelors Social Workers	5	1
Licensed Clinical Social Workers	2	2
Licensed Masters Social Workers	4	1
Other	2	1
Social Worker Care Coordinators/Case Managers/Care Transition	6	0
<b>Grand Total</b>	<b>1,396</b>	<b>1,081</b>

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**Home Care / Hospice**  
**Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>1,483</b>	<b>1,301</b>
Executive Staff	183	139
Financial	509	462
Human Resources	236	202
Other	555	499
<b>Administrative Support</b>	<b>1,473</b>	<b>1,291</b>
Coders/Billers	149	116
Financial Service Representatives	28	12
Housekeeping	5	2
Office Clerks	441	389
Other	236	214
Patient Service Representatives	321	290
Secretaries and Administrative Assistants	293	267
<b>Behavioral Health</b>	<b>497</b>	<b>364</b>
Licensed Clinical Social Workers	49	16
Licensed Masters Social Workers	174	113
Other	71	52
Other Mental Health/Substance Abuse Titles Requiring Certification	50	42
Psychiatric Aides/Techs	4	2
Psychiatric Nurse Practitioners	2	2
Psychiatrists	7	5
Social and Human Service Assistants	138	131
Substance Abuse and Behavioral Disorder Counselors	2	2
<b>Clinical Support</b>	<b>198</b>	<b>111</b>
Nurse Aides/Assistants (CNAs)	66	52
Other	87	33
Patient Care Techs (Associates)	45	26
<b>Emerging Titles</b>	<b>170</b>	<b>140</b>
Care Manager/Coordinator	95	65
Other	68	68
Peer Support Worker	7	7
<b>Health Information Technology</b>	<b>314</b>	<b>290</b>
Hardware Maintenance	6	3
Health Information Technology Managers	35	29
Other	102	101
Software Programmers	110	107
Technical Support	61	50
<b>Home Health Care</b>	<b>18,090</b>	<b>9,018</b>
Certified Home Health Aides	13,977	6,413
Other	17	17

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Personal Care Aides (Level I)	1,287	934
Personal Care Aides (Level II)	2,809	1,654
<b>Janitors and cleaners</b>	<b>10</b>	<b>6</b>
Janitors and cleaners	10	6
<b>Nurse Practitioners</b>	<b>15</b>	<b>4</b>
Other Specialties (Except Psychiatric NPs)	10	2
Primary Care	5	2
<b>Nursing</b>	<b>3,790</b>	<b>2,010</b>
Licensed Practical Nurses	443	109
Nurse Managers/Supervisors	225	192
Other	307	109
Other Registered Nurses (Utilization Review, Staff Development, etc.)	181	163
Per Diem Staff Registered Nurses	923	92
Staff Registered Nurses	1,711	1,345
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	<b>125</b>	<b>88</b>
LPN Care Coordinators/Case Managers	8	5
Other	31	28
RN Care Coordinators/Case Managers/Care Transitions	86	55
<b>Other Allied Health</b>	<b>813</b>	<b>551</b>
Nutritionists/Dieticians	12	2
Occupational Therapists	108	84
Occupational Therapy Assistants/Aides	4	4
Other	129	18
Physical Therapists	499	397
Physical Therapy Assistants/Aides	12	10
Speech Language Pathologists	49	36
<b>Patient Education</b>	<b>22</b>	<b>20</b>
Health Educators	15	14
Other	7	6
<b>Physicians</b>	<b>51</b>	<b>34</b>
Cardiologists	0	0
Fellows	3	3
Other Specialties (Except Psychiatrists)	30	15
Primary Care	18	16
<b>Social Worker Case Management/ Care Management</b>	<b>147</b>	<b>47</b>
Bachelors Social Workers	46	12
Licensed Clinical Social Workers	3	3
Licensed Masters Social Workers	83	25
Other	10	4
Social Worker Care Coordinators/Case Managers/Care Transition	5	4
<b>Grand Total</b>	<b>27,198</b>	<b>15,274</b>



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**Hospital / ED**

**Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>435</b>	<b>410</b>
Financial	375	350
Human Resources	60	60
<b>Administrative Support</b>	<b>2,273</b>	<b>2,073</b>
Coders/Billers	24	24
Dietary/Food Service	365	297
Housekeeping	371	333
Medical Interpreters	7	7
Office Clerks	800	743
Other	177	145
Patient Service Representatives	27	27
Secretaries and Administrative Assistants	502	497
<b>Behavioral Health</b>	<b>374</b>	<b>359</b>
Licensed Clinical Social Workers	34	33
Licensed Masters Social Workers	81	79
Other Mental Health/Substance Abuse Titles Requiring Certification	81	81
Psychiatric Nurse Practitioners	3	3
Psychiatrists	65	57
Psychologists	68	67
Social and Human Service Assistants	42	38
<b>Clinical Support</b>	<b>993</b>	<b>848</b>
Other	706	575
Patient Care Techs (Associates)	287	273
<b>Emerging Titles</b>	<b>22</b>	<b>22</b>
Other	22	22
<b>Health Information Technology</b>	<b>384</b>	<b>383</b>
Other	384	383
<b>Nurse Practitioners</b>	<b>232</b>	<b>232</b>
Other	34	34
Other Specialties (Except Psychiatric NPs)	119	119
Primary Care	1	1
RN Care Coordinators/Case Managers/Care Transitions	78	78
<b>Nursing</b>	<b>3,139</b>	<b>2,633</b>
Licensed Practical Nurses	190	162
Nurse Managers/Supervisors	58	58
Other Registered Nurses (Utilization Review, Staff Development, etc.)	20	20
Per Diem Staff Registered Nurses	411	0
Staff Registered Nurses	2,460	2,394
<b>Oral Health</b>	<b>121</b>	<b>105</b>
Dental Assistants	69	68

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Dental Hygienists	5	5
Dentists	47	31
<b>Other Allied Health</b>	<b>776</b>	<b>739</b>
Clinical Laboratory Technologists and Technicians	259	247
Nutritionists/Dieticians	44	41
Occupational Therapists	28	28
Optometrists	5	4
Pharmacists	117	111
Pharmacy Technicians	106	106
Physical Therapists	62	60
Physical Therapy Assistants/Aides	6	6
Respiratory Therapists	126	113
Speech Language Pathologists	23	23
<b>Patient Education</b>	<b>15</b>	<b>15</b>
Other	15	15
<b>Physician Assistants</b>	<b>432</b>	<b>276</b>
Other Specialties	432	276
<b>Physicians</b>	<b>2,315</b>	<b>2,237</b>
Cardiologists	88	82
Emergency Medicine	106	104
Endocrinologists	12	12
Fellows	32	32
Obstetricians/Gynecologists	103	104
Other Specialties (Except Psychiatrists)	754	693
Pediatrician (General)	45	37
Primary Care	10	9
Primary Care (HIV)	8	6
Residents	1,157	1,157
<b>Social Worker Case Management/ Care Management</b>	<b>113</b>	<b>108</b>
Licensed Clinical Social Workers	28	26
Licensed Masters Social Workers	85	82
<b>Grand Total</b>	<b>11,624</b>	<b>10,438</b>

**Hospital Outpatient Clinic (Article 28)  
Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>23</b>	<b>23</b>
Executive Staff	11	11
Human Resources	12	12
<b>Administrative Support</b>	<b>292</b>	<b>292</b>
Coders/Billers	20	20

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Dietary/Food Service	63	63
Financial Service Representatives	20	20
Housekeeping	119	119
Patient Service Representatives	20	20
Secretaries and Administrative Assistants	15	15
Transportation	35	35
<b>Behavioral Health</b>	<b>144</b>	<b>144</b>
Licensed Clinical Social Workers	20	20
Licensed Masters Social Workers	18	18
Other Mental Health/Substance Abuse Titles Requiring Certification	35	35
Psychiatric Aides/Techs	24	24
Psychiatrists	35	35
Substance Abuse and Behavioral Disorder Counselors	12	12
<b>Clinical Support</b>	<b>195</b>	<b>195</b>
Medical Assistants	35	35
Nurse Aides/Assistants (CNAs)	125	125
Patient Care Techs (Associates)	35	35
<b>Emerging Titles</b>	<b>22</b>	<b>22</b>
Care Manager/Coordinator	15	15
Patient or Care Navigator	7	7
<b>Health Information Technology</b>	<b>28</b>	<b>28</b>
Health Information Technology Managers	8	8
Technical Support	20	20
<b>Home Health Care</b>	<b>160</b>	<b>160</b>
Certified Home Health Aides	160	160
<b>Nurse Practitioners</b>	<b>3</b>	<b>3</b>
Other Specialties (Except Psychiatric NPs)	3	3
<b>Nursing</b>	<b>399</b>	<b>399</b>
Nurse Managers/Supervisors	18	18
Staff Registered Nurses	381	381
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	<b>15</b>	<b>15</b>
RN Care Coordinators/Case Managers/Care Transitions	15	15
<b>Oral Health</b>	<b>34</b>	<b>34</b>
Dental Assistants	6	6
Dental Hygienists	3	3
Dentists	25	25
<b>Other Allied Health</b>	<b>247</b>	<b>247</b>
Clinical Laboratory Technologists and Technicians	110	110
Nutritionists/Dieticians	13	13
Occupational Therapists	15	15
Pharmacists	30	30
Pharmacy Technicians	24	24

**Workforce Current State Report for the Bronx Partners for Healthy Communities  
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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Physical Therapists	15	15
Respiratory Therapists	40	40
<b>Patient Education</b>	<b>2</b>	<b>2</b>
Certified Asthma Educators	1	1
Certified Diabetes Educators	1	1
<b>Physician Assistants</b>	<b>12</b>	<b>12</b>
Other Specialties	12	12
<b>Physicians</b>	<b>246</b>	<b>259</b>
Cardiologists	2	2
Emergency Medicine	22	22
Endocrinologists	1	1
Fellows	5	5
Obstetricians/Gynecologists	1	14
Pediatrician (General)	15	15
Primary Care	24	24
Primary Care (HIV)	1	1
Residents	175	175
<b>Social Worker Case Management/ Care Management</b>	<b>45</b>	<b>45</b>
Bachelors Social Workers	17	17
Licensed Clinical Social Workers	15	15
Social Worker Care Coordinators/Case Managers/Care Transition	13	13
<b>Grand Total</b>	<b>1,867</b>	<b>1,880</b>

**Inpatient (Article 31)  
Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>512</b>	<b>50</b>
Executive Staff	49	2
Financial	165	6
Human Resources	52	1
Other	246	40
<b>Administrative Support</b>	<b>368</b>	<b>71</b>
Coders/Billers	54	3
Dietary/Food Service	12	6
Housekeeping	7	3
Office Clerks	18	2
Other	150	29
Patient Service Representatives	2	2
Secretaries and Administrative Assistants	77	19
Transportation	48	9

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Behavioral Health</b>	<b>275</b>	<b>217</b>
Licensed Clinical Social Workers	7	6
Licensed Masters Social Workers	13	10
Other	32	29
Other Mental Health/Substance Abuse Titles Requiring Certification	3	2
Psychiatrists	10	2
Psychologists	2	2
Social and Human Service Assistants	206	165
Substance Abuse and Behavioral Disorder Counselors	2	2
<b>Clinical Support</b>	<b>18</b>	<b>2</b>
Other	18	2
<b>Emerging Titles</b>	<b>66</b>	<b>51</b>
Care Manager/Coordinator	57	47
Other	4	4
Peer Support Worker	5	1
<b>Health Information Technology</b>	<b>101</b>	<b>6</b>
Health Information Technology Managers	27	1
Other	45	2
Software Programmers	8	0
Technical Support	21	2
<b>Janitors and cleaners</b>	<b>52</b>	<b>14</b>
Janitors and cleaners	52	14
<b>Nursing</b>	<b>34</b>	<b>11</b>
Licensed Practical Nurses	2	1
Nurse Managers/Supervisors	3	3
Staff Registered Nurses	29	7
<b>Other Allied Health</b>	<b>2</b>	<b>1</b>
Other	2	1
<b>Physicians</b>	<b>1</b>	<b>1</b>
Pediatrician (General)	1	1
<b>Social Worker Case Management/ Care Management</b>	<b>1</b>	<b>1</b>
Licensed Clinical Social Workers	1	1
<b>Grand Total</b>	<b>1,430</b>	<b>426</b>

**Inpatient (Article 32)  
Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>33</b>	<b>33</b>
Executive Staff	2	2
Financial	10	10

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Human Resources	1	1
Other	20	20
<b>Administrative Support</b>	<b>66</b>	<b>66</b>
Coders/Billers	7	7
Housekeeping	20	20
Office Clerks	12	12
Other	5	5
Patient Service Representatives	1	1
Secretaries and Administrative Assistants	16	16
Transportation	5	5
<b>Behavioral Health</b>	<b>99</b>	<b>99</b>
Licensed Masters Social Workers	8	8
Other	1	1
Psychiatrists	2	2
Psychologists	1	1
Substance Abuse and Behavioral Disorder Counselors	87	87
<b>Clinical Support</b>	<b>18</b>	<b>18</b>
Medical Assistants	9	9
Nurse Aides/Assistants (CNAs)	5	5
Other	4	4
<b>Emerging Titles</b>	<b>19</b>	<b>19</b>
Other	19	19
<b>Health Information Technology</b>	<b>6</b>	<b>6</b>
Health Information Technology Managers	2	2
Software Programmers	1	1
Technical Support	3	3
<b>Nursing</b>	<b>38</b>	<b>38</b>
Licensed Practical Nurses	18	18
Nurse Managers/Supervisors	2	2
Staff Registered Nurses	18	18
<b>Other Allied Health</b>	<b>3</b>	<b>3</b>
Pharmacists	2	2
Pharmacy Technicians	1	1
<b>Patient Education</b>	<b>3</b>	<b>3</b>
Other	3	3
<b>Physician Assistants</b>	<b>10</b>	<b>10</b>
Primary Care	10	10
<b>Physicians</b>	<b>10</b>	<b>7</b>
Primary Care	9	6
Primary Care (HIV)	1	1
<b>Grand Total</b>	<b>305</b>	<b>301</b>

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**Non-Licensed CBO  
Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>521</b>	<b>363</b>
Executive Staff	126	79
Financial	152	105
Human Resources	69	56
Other	174	123
<b>Administrative Support</b>	<b>442</b>	<b>404</b>
Coders/Billers	10	9
Dietary/Food Service	123	110
Financial Service Representatives	5	5
Housekeeping	62	53
Office Clerks	37	30
Other	16	5
Patient Service Representatives	1	1
Secretaries and Administrative Assistants	177	178
Transportation	11	12
<b>Behavioral Health</b>	<b>278</b>	<b>228</b>
Licensed Clinical Social Workers	14	13
Licensed Masters Social Workers	128	103
Other	45	32
Other Mental Health/Substance Abuse Titles Requiring Certification	5	5
Psychiatric Aides/Techs	1	1
Psychiatric Nurse Practitioners	4	1
Psychiatrists	43	29
Psychologists	13	12
Social and Human Service Assistants	3	3
Substance Abuse and Behavioral Disorder Counselors	22	29
<b>Clinical Support</b>	<b>155</b>	<b>146</b>
Medical Assistants	8	3
Nurse Aides/Assistants (CNAs)	145	143
Other	2	0
<b>Emerging Titles</b>	<b>642</b>	<b>592</b>
Care Manager/Coordinator	405	400
Community Health Worker	45	45
Other	126	100
Patient or Care Navigator	25	20
Peer Support Worker	41	27
<b>Health Information Technology</b>	<b>78</b>	<b>35</b>
Hardware Maintenance	2	1
Health Information Technology Managers	12	5
Other	3	1

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Software Programmers	14	4
Technical Support	47	24
<b>Janitors and cleaners</b>	<b>125</b>	<b>134</b>
Janitors and cleaners	125	134
<b>Nurse Practitioners</b>	<b>6</b>	<b>3</b>
Primary Care	6	3
<b>Nursing</b>	<b>142</b>	<b>143</b>
Licensed Practical Nurses	46	46
Nurse Managers/Supervisors	21	21
Other	6	6
Other Registered Nurses (Utilization Review, Staff Development, etc.)	7	6
Per Diem Staff Registered Nurses	3	3
Staff Registered Nurses	59	61
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	<b>17</b>	<b>9</b>
LPN Care Coordinators/Case Managers	6	5
RN Care Coordinators/Case Managers/Care Transitions	11	4
<b>Other Allied Health</b>	<b>21</b>	<b>20</b>
Nutritionists/Dieticians	4	3
Occupational Therapists	2	2
Occupational Therapy Assistants/Aides	3	3
Other	7	7
Physical Therapists	3	3
Physical Therapy Assistants/Aides	2	2
<b>Patient Education</b>	<b>16</b>	<b>15</b>
Certified Asthma Educators	3	3
Certified Diabetes Educators	1	1
Health Educators	11	10
Other	1	1
<b>Physicians</b>	<b>3</b>	<b>2</b>
Pediatrician (General)	2	2
Primary Care	1	0
<b>Social Worker Case Management/ Care Management</b>	<b>450</b>	<b>417</b>
Bachelors Social Workers	21	18
Licensed Clinical Social Workers	23	22
Licensed Masters Social Workers	82	76
Other	166	125
Social Worker Care Coordinators/Case Managers/Care Transition	158	175
<b>Grand Total</b>	<b>2,896</b>	<b>2,510</b>



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Nursing Home / SNF  
Total Reported Workforce Data (Headcount and FTEs)

Job Title	Total Headcount	Total FTEs
<b>Administrative Staff</b>	<b>317</b>	<b>305</b>
Executive Staff	94	93
Financial	111	109
Human Resources	45	40
Other	67	63
<b>Administrative Support</b>	<b>1,796</b>	<b>1,472</b>
Coders/Billers	62	60
Dietary/Food Service	746	576
Financial Service Representatives	16	15
Housekeeping	659	579
Office Clerks	95	66
Other	129	109
Patient Service Representatives	2	2
Secretaries and Administrative Assistants	78	58
Transportation	9	8
<b>Behavioral Health</b>	<b>78</b>	<b>68</b>
Licensed Clinical Social Workers	6	7
Licensed Masters Social Workers	51	46
Other	4	4
Psychiatrists	5	3
Psychologists	9	6
Social and Human Service Assistants	3	3
<b>Clinical Support</b>	<b>4,072</b>	<b>3,199</b>
Nurse Aides/Assistants (CNAs)	4,010	3,159
Other	39	18
Patient Care Techs (Associates)	23	21
<b>Emerging Titles</b>	<b>16</b>	<b>16</b>
Care Manager/Coordinator	12	12
Other	4	4
<b>Health Information Technology</b>	<b>55</b>	<b>52</b>
Hardware Maintenance	10	10
Health Information Technology Managers	14	13
Other	12	10
Technical Support	19	19
<b>Home Health Care</b>	<b>1,420</b>	<b>1,106</b>
Certified Home Health Aides	1,420	1,106
<b>Janitors and cleaners</b>	<b>109</b>	<b>91</b>
Janitors and cleaners	109	91
<b>Nurse Practitioners</b>	<b>36</b>	<b>27</b>
Other Specialties (Except Psychiatric NPs)	1	1

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Primary Care	35	26
<b>Nursing</b>	<b>1,985</b>	<b>1,531</b>
Licensed Practical Nurses	1,028	861
Nurse Managers/Supervisors	288	227
Other	37	10
Other Registered Nurses (Utilization Review, Staff Development, etc.)	63	41
Per Diem Staff Registered Nurses	108	10
Staff Registered Nurses	461	382
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	<b>26</b>	<b>18</b>
LPN Care Coordinators/Case Managers	1	1
RN Care Coordinators/Case Managers/Care Transitions	25	17
<b>Oral Health</b>	<b>6</b>	<b>3</b>
Dental Assistants	2	2
Dentists	4	1
<b>Other Allied Health</b>	<b>629</b>	<b>419</b>
Nutritionists/Dieticians	51	46
Occupational Therapists	73	51
Occupational Therapy Assistants/Aides	53	37
Optometrists	2	0
Other	186	101
Pharmacists	20	11
Pharmacy Technicians	11	10
Physical Therapists	77	60
Physical Therapy Assistants/Aides	56	44
Respiratory Therapists	67	44
Speech Language Pathologists	33	18
<b>Physician Assistants</b>	<b>8</b>	<b>7</b>
Primary Care	8	7
<b>Physicians</b>	<b>89</b>	<b>40</b>
Cardiologists	1	0
Obstetricians/Gynecologists	1	0
Other Specialties (Except Psychiatrists)	21	2
Primary Care	66	38
<b>Social Worker Case Management/ Care Management</b>	<b>83</b>	<b>66</b>
Bachelors Social Workers	27	27
Licensed Masters Social Workers	25	23
Other	3	2
Social Worker Care Coordinators/Case Managers/Care Transition	28	14
<b>Grand Total</b>	<b>10,724</b>	<b>8,420</b>

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Other

Total Reported Workforce Data (Headcount and FTEs)

Job Title	Total Headcount	Total FTEs
<b>Administrative Staff</b>	<b>2,589</b>	<b>829</b>
Executive Staff	313	80
Financial	858	206
Human Resources	282	74
Other	1,136	470
<b>Administrative Support</b>	<b>2,027</b>	<b>845</b>
Coders/Billers	236	38
Dietary/Food Service	118	68
Financial Service Representatives	6	6
Housekeeping	86	61
Office Clerks	249	142
Other	650	117
Patient Service Representatives	218	212
Secretaries and Administrative Assistants	343	175
Transportation	121	25
<b>Behavioral Health</b>	<b>1,292</b>	<b>645</b>
Licensed Clinical Social Workers	73	48
Licensed Masters Social Workers	69	57
Other	58	47
Other Mental Health/Substance Abuse Titles Requiring Certification	30	20
Psychiatric Aides/Techs	73	51
Psychiatric Nurse Practitioners	4	4
Psychiatrists	42	7
Psychologists	71	50
Social and Human Service Assistants	870	358
Substance Abuse and Behavioral Disorder Counselors	2	3
<b>Clinical Support</b>	<b>444</b>	<b>319</b>
Medical Assistants	2	1
Nurse Aides/Assistants (CNAs)	7	4
Other	118	48
Patient Care Techs (Associates)	317	266
<b>Emerging Titles</b>	<b>543</b>	<b>472</b>
Care Manager/Coordinator	333	324
Community Health Worker	3	2
Other	83	61
Patient or Care Navigator	73	58
Peer Support Worker	51	26
<b>Health Information Technology</b>	<b>541</b>	<b>127</b>
Hardware Maintenance	1	1
Health Information Technology Managers	127	12

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Other	305	92
Software Programmers	36	1
Technical Support	72	21
<b>Home Health Care</b>	<b>671</b>	<b>643</b>
Certified Home Health Aides	75	75
Other	172	156
Personal Care Aides (Level I)	24	12
Personal Care Aides (Level II)	400	400
<b>Janitors and cleaners</b>	<b>315</b>	<b>188</b>
Janitors and cleaners	315	188
<b>Midwifery</b>	<b>1</b>	<b>1</b>
Midwives	1	1
<b>Nurse Practitioners</b>	<b>16</b>	<b>8</b>
Other Specialties (Except Psychiatric NPs)	1	1
Primary Care	15	7
<b>Nursing</b>	<b>615</b>	<b>502</b>
Licensed Practical Nurses	288	273
Nurse Managers/Supervisors	55	45
Other	21	19
Other Registered Nurses (Utilization Review, Staff Development, etc.)	17	12
Per Diem Staff Registered Nurses	5	1
Staff Registered Nurses	229	152
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	<b>45</b>	<b>39</b>
LPN Care Coordinators/Case Managers	11	10
Other	4	0
RN Care Coordinators/Case Managers/Care Transitions	30	29
<b>Oral Health</b>	<b>29</b>	<b>27</b>
Dental Assistants	21	21
Dental Hygienists	2	2
Dentists	6	5
<b>Other Allied Health</b>	<b>243</b>	<b>198</b>
Clinical Laboratory Technologists and Technicians	58	47
Nutritionists/Dieticians	27	26
Occupational Therapists	12	6
Other	94	82
Pharmacists	13	12
Pharmacy Technicians	16	9
Physical Therapists	16	11
Respiratory Therapists	3	2
Speech Language Pathologists	4	2
<b>Patient Education</b>	<b>195</b>	<b>169</b>
Certified Asthma Educators	1	1

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Certified Diabetes Educators	11	7
Health Coach	1	1
Other	182	161
<b>Physician Assistants</b>	<b>8</b>	<b>8</b>
Primary Care	8	8
<b>Physicians</b>	<b>266</b>	<b>236</b>
Other Specialties (Except Psychiatrists)	27	21
Pediatrician (General)	5	3
Primary Care	234	212
<b>Social Worker Case Management/ Care Management</b>	<b>355</b>	<b>354</b>
Bachelors Social Workers	69	78
Licensed Clinical Social Workers	15	15
Licensed Masters Social Workers	86	83
Other	52	44
Social Worker Care Coordinators/Case Managers/Care Transition	133	133
<b>Grand Total</b>	<b>10,195</b>	<b>5,610</b>

**Outpatient (Article 31)  
Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>782</b>	<b>249</b>
Executive Staff	107	44
Financial	228	45
Human Resources	84	20
Other	363	141
<b>Administrative Support</b>	<b>574</b>	<b>257</b>
Coders/Billers	76	21
Dietary/Food Service	10	6
Housekeeping	13	6
Office Clerks	131	91
Other	258	73
Patient Service Representatives	1	1
Secretaries and Administrative Assistants	84	58
Transportation	1	1
<b>Behavioral Health</b>	<b>795</b>	<b>564</b>
Licensed Clinical Social Workers	142	130
Licensed Masters Social Workers	217	151
Other	60	57
Other Mental Health/Substance Abuse Titles Requiring Certification	192	154
Psychiatric Nurse Practitioners	21	9
Psychiatrists	94	40

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Psychologists	10	5
Social and Human Service Assistants	37	3
Substance Abuse and Behavioral Disorder Counselors	22	17
<b>Clinical Support</b>	<b>22</b>	<b>5</b>
Medical Assistants	2	2
Other	20	4
<b>Emerging Titles</b>	<b>218</b>	<b>167</b>
Care Manager/Coordinator	60	59
Other	103	73
Peer Support Worker	55	35
<b>Health Information Technology</b>	<b>141</b>	<b>16</b>
Health Information Technology Managers	37	4
Other	60	3
Software Programmers	11	0
Technical Support	33	9
<b>Janitors and cleaners</b>	<b>124</b>	<b>75</b>
Janitors and cleaners	124	75
<b>Nursing</b>	<b>37</b>	<b>28</b>
Licensed Practical Nurses	9	7
Nurse Managers/Supervisors	1	1
Other	1	1
Other Registered Nurses (Utilization Review, Staff Development, etc.)	1	1
Per Diem Staff Registered Nurses	1	0
Staff Registered Nurses	24	18
<b>Other Allied Health</b>	<b>22</b>	<b>21</b>
Nutritionists/Dieticians	1	1
Other	21	20
<b>Patient Education</b>	<b>1</b>	<b>1</b>
Other	1	1
<b>Social Worker Case Management/ Care Management</b>	<b>190</b>	<b>187</b>
Bachelors Social Workers	17	17
Licensed Clinical Social Workers	3	2
Licensed Masters Social Workers	62	62
Other	3	2
Social Worker Care Coordinators/Case Managers/Care Transition	105	105
<b>Grand Total</b>	<b>2,906</b>	<b>1,571</b>

**Outpatient (Article 32)  
Total Reported Workforce Data (Headcount and FTEs)**

<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Administrative Staff</b>	<b>41</b>	<b>23</b>
Executive Staff	16	10

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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
Financial	8	2
Human Resources	5	1
Other	12	9
<b>Administrative Support</b>	<b>112</b>	<b>95</b>
Coders/Billers	9	8
Dietary/Food Service	9	6
Financial Service Representatives	11	11
Housekeeping	4	3
Office Clerks	22	20
Other	30	25
Patient Service Representatives	8	4
Secretaries and Administrative Assistants	17	17
Transportation	2	1
<b>Behavioral Health</b>	<b>139</b>	<b>127</b>
Licensed Clinical Social Workers	5	5
Licensed Masters Social Workers	34	33
Other	5	4
Other Mental Health/Substance Abuse Titles Requiring Certification	29	28
Psychiatric Nurse Practitioners	3	2
Psychiatrists	10	5
Social and Human Service Assistants	7	6
Substance Abuse and Behavioral Disorder Counselors	46	44
<b>Emerging Titles</b>	<b>4</b>	<b>4</b>
Care Manager/Coordinator	3	3
Peer Support Worker	1	1
<b>Health Information Technology</b>	<b>11</b>	<b>5</b>
Hardware Maintenance	1	1
Health Information Technology Managers	3	1
Technical Support	7	2
<b>Janitors and cleaners</b>	<b>5</b>	<b>4</b>
Janitors and cleaners	5	4
<b>Nursing</b>	<b>22</b>	<b>15</b>
Licensed Practical Nurses	3	3
Nurse Managers/Supervisors	4	3
Other	1	0
Other Registered Nurses (Utilization Review, Staff Development, etc.)	1	1
Per Diem Staff Registered Nurses	4	0
Staff Registered Nurses	9	8
<b>Physicians</b>	<b>5</b>	<b>4</b>
Other Specialties (Except Psychiatrists)	2	1
Primary Care	3	2
<b>Grand Total</b>	<b>339</b>	<b>276</b>

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**Pharmacies**  
**Total Reported Workforce Data (Headcount and FTEs)**

Job Title	Total Headcount	Total FTEs
<b>Administrative Staff</b>	<b>25</b>	<b>20</b>
Executive Staff	1	1
Other	24	19
<b>Other Allied Health</b>	<b>55</b>	<b>43</b>
Pharmacists	25	23
Pharmacy Technicians	30	21
<b>Grand Total</b>	<b>80</b>	<b>63</b>

**Private Provider Practice**  
**Total Reported Workforce Data (Headcount and FTEs)**

Job Title	Total Headcount	Total FTEs
<b>Administrative Staff</b>	<b>14</b>	<b>10</b>
Executive Staff	4	3
Financial	2	2
Human Resources	1	1
Other	7	4
<b>Administrative Support</b>	<b>58</b>	<b>7</b>
Coders/Billers	14	6
Financial Service Representatives	4	0
Housekeeping	2	0
Office Clerks	16	1
Other	12	0
Secretaries and Administrative Assistants	10	0
<b>Behavioral Health</b>	<b>5</b>	<b>3</b>
Other	1	1
Psychiatrists	1	1
Psychologists	3	2
<b>Clinical Support</b>	<b>2</b>	<b>2</b>
Medical Assistants	2	2
<b>Health Information Technology</b>	<b>4</b>	<b>0</b>
Health Information Technology Managers	1	0
Software Programmers	2	0
Technical Support	1	0
<b>Janitors and cleaners</b>	<b>1</b>	<b>0</b>
Janitors and cleaners	1	0
<b>Nurse Practitioners</b>	<b>10</b>	<b>1</b>
Primary Care	10	1



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<b>Job Title</b>	<b>Total Headcount</b>	<b>Total FTEs</b>
<b>Nursing</b>	<b>1</b>	<b>0</b>
Nurse Managers/Supervisors	1	0
<b>Oral Health</b>	<b>107</b>	<b>107</b>
Dental Assistants	37	37
Dental Hygienists	8	8
Dentists	37	37
Other	25	25
<b>Physicians</b>	<b>17</b>	<b>9</b>
Cardiologists	2	0
Endocrinologists	1	0
Obstetricians/Gynecologists	1	0
Other Specialties (Except Psychiatrists)	3	0
Primary Care	10	9
<b>Grand Total</b>	<b>219</b>	<b>139</b>

**2. Current State Workforce Data - Total Reported Vacancies by Job Title (Current FTEs and FTE Vacancies)**

**Total Reported Vacancies by Job Title (Current FTEs and FTE Vacancies)**

<b>Job Titles</b>	<b>Total FTEs</b>	<b>Total FTE Vacancies</b>
<b>Administrative Staff</b>	<b>3,815</b>	<b>258</b>
Other	1,396	121
Financial	1,432	108
Human Resources	504	16
Executive Staff	483	13
<b>Administrative Support</b>	<b>7,074</b>	<b>440</b>
Office Clerks	1,535	135
Secretaries and Administrative Assistants	1,322	99
Other	734	58
Patient Service Representatives	606	54
Housekeeping	1,233	43
Dietary/Food Service	1,138	22
Coders/Billers	328	21
Transportation	96	7
Medical Interpreters	7	1
Financial Service Representatives	76	0
<b>Behavioral Health</b>	<b>2,867</b>	<b>308</b>
Social and Human Service Assistants	707	95
Licensed Masters Social Workers	644	56
Other	226	38

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<b>Job Titles</b>	<b>Total FTEs</b>	<b>Total FTE Vacancies</b>
Licensed Clinical Social Workers	295	34
Substance Abuse and Behavioral Disorder Counselors	196	20
Other Mental Health/Substance Abuse Titles Requiring Certification	366	17
Psychiatrists	188	17
Psychiatric Aides/Techs	78	16
Psychologists	145	7
Psychiatric Nurse Practitioners	22	6
<b>Clinical Support</b>	<b>4,957</b>	<b>232</b>
Other	685	80
Patient Care Techs (Associates)	634	70
Nurse Aides/Assistants (CNAs)	3,488	69
Medical Assistants	150	12
<b>Emerging Titles</b>	<b>1,536</b>	<b>132</b>
Other	370	51
Care Manager/Coordinator	929	41
Peer Support Worker	96	25
Patient or Care Navigator	90	9
Community Health Worker	50	6
<b>Health Information Technology</b>	<b>1,061</b>	<b>145</b>
Other	688	129
Technical Support	155	5
Software Programmers	116	5
Health Information Technology Managers	83	5
Hardware Maintenance	19	0
<b>Home Health Care</b>	<b>10,962</b>	<b>227</b>
Certified Home Health Aides	7,755	133
Personal Care Aides (Level I)	946	40
Personal Care Aides (Level II)	2,054	35
Other	208	19
<b>Janitors and cleaners</b>	<b>524</b>	<b>28</b>
Janitors and cleaners	524	28
<b>Midwifery</b>	<b>6</b>	<b>0</b>
Midwives	6	0
<b>Nurse Practitioners</b>	<b>317</b>	<b>42</b>
Other Specialties (Except Psychiatric NPs)	127	23
Primary Care	78	10
Other	34	5
RN Care Coordinators/Case Managers/Care Transitions	78	4
<b>Nursing</b>	<b>7,431</b>	<b>773</b>
Staff Registered Nurses	4,833	365
Per Diem Staff Registered Nurses	107	158
Licensed Practical Nurses	1,508	144

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<b>Job Titles</b>	<b>Total FTEs</b>	<b>Total FTE Vacancies</b>
Nurse Managers/Supervisors	594	54
Other Registered Nurses (Utilization Review, Staff Development)	246	37
Other	145	15
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	<b>169</b>	<b>46</b>
Other	28	41
RN Care Coordinators/Case Managers/Care Transitions	121	6
LPN Care Coordinators/Case Managers	20	0
<b>Oral Health</b>	<b>304</b>	<b>10</b>
Dental Assistants	148	6
Dentists	109	3
Other	25	0
Dental Hygienists	22	0
<b>Other Allied Health</b>	<b>2,334</b>	<b>136</b>
Other	243	28
Physical Therapists	552	24
Clinical Laboratory Technologists and Technicians	410	23
Speech Language Pathologists	79	15
Pharmacy Technicians	175	14
Occupational Therapists	186	14
Nutritionists/Dieticians	151	10
Pharmacists	191	5
Respiratory Therapists	204	2
Physical Therapy Assistants/Aides	64	1
Occupational Therapy Assistants/Aides	43	0
Optometrists	35	0
<b>Patient Education</b>	<b>237</b>	<b>14</b>
Health Educators	32	7
Other	189	5
Certified Asthma Educators	5	1
Certified Diabetes Educators	11	1
Health Coach	1	0
<b>Physician Assistants</b>	<b>331</b>	<b>55</b>
Other Specialties	299	54
Primary Care	32	1
<b>Physicians</b>	<b>2,872</b>	<b>125</b>
Other Specialties (Except Psychiatrists)	743	49
Primary Care	335	27
Emergency Medicine	126	10
Obstetricians/Gynecologists	120	9
Cardiologists	84	9
Fellows	40	8
Residents	1,332	8

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<b>Job Titles</b>	<b>Total FTEs</b>	<b>Total FTE Vacancies</b>
Pediatrician (General)	70	3
Endocrinologists	13	3
Primary Care (HIV)	10	0
<b>Social Worker Case Management/ Care Management</b>	<b>1,230</b>	<b>107</b>
Social Worker Care Coordinators/Case Managers/Care Transition	444	41
Licensed Masters Social Workers	351	29
Bachelors Social Workers	170	16
Other	179	15
Licensed Clinical Social Workers	86	6
<b>Grand Total</b>	<b>48,029</b>	<b>3,076</b>

**3. Current State Workforce Data - Total Reported Job Titles with CBA Status (Percentage) by Facility Type**

**Diagnostic & Treatment Centers (Article 28) CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Staff</b>	
Human Resources	16.67%
Financial	16.67%
<b>Administrative Support</b>	
Financial Service Representatives	100.00%
Dietary/Food Service	100.00%
Patient Service Representatives	66.67%
Coders/Billers	66.67%
Housekeeping	62.50%
Office Clerks	55.56%
Other	40.00%
Secretaries and Administrative Assistants	33.33%
<b>Behavioral Health</b>	
Psychologists	100.00%
Psychiatric Nurse Practitioners	50.00%
Licensed Masters Social Workers	33.33%
Licensed Clinical Social Workers	33.33%
<b>Clinical Support</b>	
Patient Care Techs (Associates)	66.67%
Medical Assistants	33.33%
<b>Emerging Titles</b>	
Other	50.00%
<b>Health Information Technology</b>	
Software Programmers	50.00%

**Workforce Current State Report for the Bronx Partners for Healthy Communities  
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Technical Support	50.00%
Hardware Maintenance	33.33%
Health Information Technology Managers	25.00%
<b>Janitors and cleaners</b>	
Janitors and cleaners	50.00%
<b>Nurse Practitioners</b>	
Primary Care	28.57%
<b>Nursing</b>	
Staff Registered Nurses	50.00%
Per Diem Staff Registered Nurses	50.00%
Licensed Practical Nurses	42.86%
<b>Oral Health</b>	
Dental Assistants	40.00%
Dental Hygienists	25.00%
<b>Other Allied Health</b>	
Pharmacy Technicians	100.00%
Pharmacists	100.00%
Respiratory Therapists	100.00%
Optometrists	100.00%
Other	100.00%
<b>Physician Assistants</b>	
Primary Care	25.00%
<b>Physicians</b>	
Other Specialties (Except Psychiatrists)	28.57%
Primary Care	11.11%
<b>Social Worker Case Management/ Care Management</b>	
Licensed Masters Social Workers	50.00%

**Home Care / Hospice CBA Status Reported by Job Title**

Job Title	Reported CBA Status (%)
<b>Administrative Support</b>	
Coders/Billers	20.69%
Secretaries and Administrative Assistants	15.38%
Office Clerks	14.29%
Other	8.00%
<b>Behavioral Health</b>	
Psychiatrists	50.00%
Psychiatric Nurse Practitioners	50.00%
Other	40.00%
Licensed Clinical Social Workers	28.57%
Licensed Masters Social Workers	14.29%
<b>Home Health Care</b>	
Personal Care Aides (Level II)	68.75%
Personal Care Aides (Level I)	63.64%
Certified Home Health Aides	46.43%

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<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Janitors and cleaners</b>	
Janitors and cleaners	20.00%
<b>Nursing</b>	
Licensed Practical Nurses	20.00%
Other Registered Nurses (Utilization Review, Staff Development, etc.)	16.67%
Staff Registered Nurses	12.20%
Per Diem Staff Registered Nurses	10.00%
Other	7.14%
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	
Other	66.67%
<b>Other Allied Health</b>	
Physical Therapy Assistants/Aides	25.00%
Speech Language Pathologists	18.18%
Occupational Therapists	16.67%
Physical Therapists	10.00%

**Hospital / ED CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Support</b>	
Office Clerks	100.00%
Patient Service Representatives	100.00%
Other	100.00%
Dietary/Food Service	100.00%
Secretaries and Administrative Assistants	100.00%
Housekeeping	100.00%
Coders/Billers	100.00%
<b>Behavioral Health</b>	
Psychiatric Nurse Practitioners	100.00%
Other Mental Health/Substance Abuse Titles Requiring Certification	100.00%
Social and Human Service Assistants	100.00%
Licensed Masters Social Workers	100.00%
Licensed Clinical Social Workers	100.00%
<b>Clinical Support</b>	
Patient Care Techs (Associates)	100.00%
Other	100.00%
<b>Emerging Titles</b>	
Other	100.00%
<b>Nurse Practitioners</b>	
Primary Care	100.00%
RN Care Coordinators/Case Managers/Care Transitions	100.00%
Other Specialties (Except Psychiatric NPs)	100.00%
<b>Nursing</b>	
Staff Registered Nurses	100.00%

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<b>Job Title</b>	<b>Reported CBA Status (%)</b>
Per Diem Staff Registered Nurses	100.00%
Licensed Practical Nurses	100.00%
<b>Oral Health</b>	
Dental Assistants	100.00%
Dental Hygienists	100.00%
<b>Other Allied Health</b>	
Physical Therapists	100.00%
Pharmacists	100.00%
Speech Language Pathologists	100.00%
Nutritionists/Dieticians	100.00%
Pharmacy Technicians	100.00%
Occupational Therapists	100.00%
Physical Therapy Assistants/Aides	100.00%
Respiratory Therapists	100.00%
<b>Patient Education</b>	
Other	100.00%
<b>Social Worker Case Management/ Care Management</b>	
Licensed Clinical Social Workers	100.00%
Licensed Masters Social Workers	100.00%

**Hospital Outpatient Clinic (Article 28) CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Support</b>	
Housekeeping	100.00%
Patient Service Representatives	100.00%
Transportation	100.00%
Dietary/Food Service	100.00%
Financial Service Representatives	100.00%
Coders/Billers	100.00%
<b>Behavioral Health</b>	
Licensed Clinical Social Workers	100.00%
Substance Abuse and Behavioral Disorder Counselors	100.00%
Psychiatrists	100.00%
Licensed Masters Social Workers	100.00%
Other Mental Health/Substance Abuse Titles Requiring Certification	100.00%
Psychiatric Aides/Techs	100.00%
<b>Clinical Support</b>	
Medical Assistants	100.00%
Patient Care Techs (Associates)	100.00%
Nurse Aides/Assistants (CNAs)	100.00%
<b>Emerging Titles</b>	
Patient or Care Navigator	100.00%
Care Manager/Coordinator	100.00%

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<b>Health Information Technology</b>	
Technical Support	100.00%
<b>Home Health Care</b>	
Certified Home Health Aides	100.00%
<b>Nursing</b>	
Staff Registered Nurses	100.00%
<b>Nursing Care Managers/ Coordinators/Navigators/Coaches</b>	
RN Care Coordinators/Case Managers/Care Transitions	100.00%
<b>Oral Health</b>	
Dentists	100.00%
Dental Assistants	100.00%
<b>Other Allied Health</b>	
Pharmacists	100.00%
Physical Therapists	100.00%
Pharmacy Technicians	100.00%
Nutritionists/Dieticians	100.00%
Occupational Therapists	100.00%
Respiratory Therapists	100.00%
<b>Patient Education</b>	
Certified Asthma Educators	100.00%
Certified Diabetes Educators	100.00%
<b>Physician Assistants</b>	
Other Specialties	100.00%
<b>Physicians</b>	
Residents	100.00%
<b>Social Worker Case Management/ Care Management</b>	
Social Worker Care Coordinators/Case Managers/Care Transition	100.00%
Bachelors Social Workers	100.00%
Licensed Clinical Social Workers	100.00%

**Inpatient (Article 31) CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Staff</b>	
Other	80.00%
<b>Administrative Support</b>	
Dietary/Food Service	100.00%
Transportation	100.00%
Housekeeping	100.00%
Office Clerks	80.00%
<b>Behavioral Health</b>	
Psychologists	100.00%
Substance Abuse and Behavioral Disorder Counselors	100.00%
Social and Human Service Assistants	100.00%
Other	100.00%
Licensed Masters Social Workers	60.00%
Other Mental Health/Substance Abuse Titles Requiring Certification	50.00%



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<b>Job Title</b>	<b>Reported CBA Status (%)</b>
Licensed Clinical Social Workers	50.00%
<b>Emerging Titles</b>	
Peer Support Worker	100.00%
Care Manager/Coordinator	33.33%
<b>Janitors and cleaners</b>	
Janitors and cleaners	80.00%
<b>Nursing</b>	
Licensed Practical Nurses	100.00%

**Inpatient (Article 32) CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Support</b>	
Transportation	100.00%
<b>Behavioral Health</b>	
Substance Abuse and Behavioral Disorder Counselors	50.00%
Licensed Masters Social Workers	50.00%
<b>Clinical Support</b>	
Nurse Aides/Assistants (CNAs)	100.00%
<b>Emerging Titles</b>	
Other	100.00%
<b>Nursing</b>	
Staff Registered Nurses	50.00%
Licensed Practical Nurses	50.00%
<b>Physician Assistants</b>	
Primary Care	50.00%
<b>Physicians</b>	
Primary Care	50.00%

**Non-licensed CBO CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Staff</b>	
Executive Staff	5.00%
<b>Administrative Support</b>	
Housekeeping	33.33%
Dietary/Food Service	14.29%
<b>Clinical Support</b>	
Nurse Aides/Assistants (CNAs)	50.00%
<b>Emerging Titles</b>	
Community Health Worker	25.00%
<b>Other Allied Health</b>	
Other	50.00%

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**Nursing Home / SNF CBA Status Reported by Job Title**

Job Title	Reported CBA Status (%)
<b>Administrative Support</b>	
Housekeeping	63.64%
Dietary/Food Service	61.90%
Office Clerks	57.14%
Transportation	50.00%
Coders/Billers	40.00%
Other	21.43%
Secretaries and Administrative Assistants	11.11%
<b>Behavioral Health</b>	
Social and Human Service Assistants	100.00%
Other	50.00%
Licensed Masters Social Workers	30.00%
<b>Clinical Support</b>	
Patient Care Techs (Associates)	100.00%
Other	66.67%
Nurse Aides/Assistants (CNAs)	60.00%
<b>Emerging Titles</b>	
Care Manager/Coordinator	100.00%
Other	100.00%
<b>Home Health Care</b>	
Certified Home Health Aides	25.00%
<b>Janitors and cleaners</b>	
Janitors and cleaners	50.00%
<b>Nurse Practitioners</b>	
Primary Care	9.09%
<b>Nursing</b>	
Licensed Practical Nurses	60.00%
Staff Registered Nurses	43.48%
Per Diem Staff Registered Nurses	22.22%
Other Registered Nurses (Utilization Review, Staff Development, etc.)	14.29%
<b>Oral Health</b>	
Dental Assistants	100.00%
<b>Other Allied Health</b>	
Pharmacy Technicians	75.00%
Other	44.44%
Physical Therapy Assistants/Aides	33.33%
Occupational Therapy Assistants/Aides	33.33%
Speech Language Pathologists	28.57%
Physical Therapists	26.32%
Occupational Therapists	25.00%
Respiratory Therapists	20.00%
Nutritionists/Dieticians	18.75%
<b>Social Worker Case Management/ Care Management</b>	
Bachelors Social Workers	25.00%
Licensed Masters Social Workers	14.29%

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<b>Job Title</b>	<b>Reported CBA Status (%)</b>
Social Worker Care Coordinators/Case Managers/Care Transition	11.11%

**Other CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Staff</b>	
Other	54.29%
Executive Staff	8.70%
Human Resources	8.11%
Financial	7.89%
<b>Administrative Support</b>	
Housekeeping	82.35%
Office Clerks	57.14%
Dietary/Food Service	53.85%
Transportation	37.50%
Patient Service Representatives	20.00%
Secretaries and Administrative Assistants	11.90%
Other	8.70%
Coders/Billers	8.00%
<b>Behavioral Health</b>	
Psychiatric Aides/Techs	100.00%
Social and Human Service Assistants	76.19%
Other	72.73%
Licensed Masters Social Workers	68.75%
Licensed Clinical Social Workers	56.25%
Psychologists	42.86%
Other Mental Health/Substance Abuse Titles Requiring Certification	40.00%
Psychiatrists	13.04%
<b>Clinical Support</b>	
Nurse Aides/Assistants (CNAs)	100.00%
Medical Assistants	50.00%
Patient Care Techs (Associates)	33.33%
<b>Emerging Titles</b>	
Peer Support Worker	80.95%
Other	40.00%
Care Manager/Coordinator	27.78%
Patient or Care Navigator	25.00%
<b>Health Information Technology</b>	
Technical Support	12.00%
Health Information Technology Managers	4.55%
<b>Home Health Care</b>	
Other	80.00%

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<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Janitors and cleaners</b>	
Janitors and cleaners	63.33%
<b>Midwifery</b>	
Midwives	100.00%
<b>Nursing</b>	
Licensed Practical Nurses	55.56%
Staff Registered Nurses	52.63%
<b>Oral Health</b>	
Dental Assistants	100.00%
Dental Hygienists	100.00%
<b>Other Allied Health</b>	
Other	33.33%
Nutritionists/Dieticians	16.67%
<b>Patient Education</b>	
Other	66.67%
<b>Social Worker Case Management/ Care Management</b>	
Social Worker Care Coordinators/Case Managers/Care Transition	83.33%
Other	28.57%
Bachelors Social Workers	25.00%

**Outpatient (Article 31) CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Staff</b>	
Other	50.00%
Human Resources	23.08%
Financial	21.43%
Executive Staff	20.00%
<b>Administrative Support</b>	
Housekeeping	100.00%
Dietary/Food Service	60.00%
Office Clerks	54.55%
Coders/Billers	28.57%
Secretaries and Administrative Assistants	18.75%
<b>Behavioral Health</b>	
Social and Human Service Assistants	100.00%
Psychologists	83.33%
Licensed Masters Social Workers	43.75%
Licensed Clinical Social Workers	42.86%
Other	33.33%
Substance Abuse and Behavioral Disorder Counselors	28.57%
Psychiatric Nurse Practitioners	25.00%

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<b>Job Title</b>	<b>Reported CBA Status (%)</b>
Psychiatrists	18.75%
<b>Clinical Support</b>	
Medical Assistants	100.00%
<b>Emerging Titles</b>	
Peer Support Worker	44.44%
<b>Health Information Technology</b>	
Technical Support	27.27%
<b>Janitors and cleaners</b>	
Janitors and cleaners	50.00%
<b>Nursing</b>	
Staff Registered Nurses	58.33%
Licensed Practical Nurses	50.00%
<b>Other Allied Health</b>	
Other	100.00%
<b>Social Worker Case Management/ Care Management</b>	
Social Worker Care Coordinators/Case Managers/Care Transition	100.00%
Other	50.00%
Bachelors Social Workers	50.00%
Licensed Masters Social Workers	50.00%

**Outpatient (Article 31) CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Administrative Staff</b>	
Human Resources	33.33%
Other	25.00%
Financial	25.00%
Executive Staff	12.50%
<b>Administrative Support</b>	
Dietary/Food Service	33.33%
Office Clerks	20.00%
Coders/Billers	16.67%
Secretaries and Administrative Assistants	14.29%
<b>Behavioral Health</b>	
Psychiatric Nurse Practitioners	50.00%
Psychiatrists	16.67%
Substance Abuse and Behavioral Disorder Counselors	14.29%
<b>Health Information Technology</b>	
Technical Support	25.00%
<b>Janitors and cleaners</b>	
Janitors and cleaners	25.00%
<b>Nursing</b>	

**Workforce Current State Report for the Bronx Partners for Healthy Communities  
DSRIP Workforce Strategy Deliverable**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
Staff Registered Nurses	20.00%

**Private Provider Practice CBA Status Reported by Job Title**

<b>Job Title</b>	<b>Reported CBA Status (%)</b>
<b>Behavioral Health</b>	
Other	100.00%
<b>Clinical Support</b>	
Medical Assistants	100.00%

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